



Economic Impact

United States 2016

The web is working for American businesses. We're helping.



“Opportunity for everyone” is the foundation of the American dream. It is also one of the deepest beliefs we hold here at Google. Since the beginning, our goal has been to develop products that significantly improve the lives of as many people as possible.

At Google, we see the power of the web working for American businesses every day. With the rise of smartphones, the majority of Americans can now access the Internet anytime and anywhere. This creates opportunities for businesses to get online, connect with customers, and grow faster. Our search and advertising tools are helping them do just that. They enable businesses, both large and small, to reach customers around the world at the moment they're looking to discover, learn about, or buy things. They also enable

publishers to earn money from their online content and help non-profits rally people in support of their mission.

In 2016, 1.5 million American businesses, website publishers, and non-profits put these tools to work and created an additional \$222 billion in economic activity for the U.S. economy. This report details that economic impact state-by-state and features local businesses that have benefitted from utilizing Google's search and advertising tools, AdWords and AdSense.

We're continuously impressed by the extraordinary feats people can accomplish when they have access to information and the tools to put it to use. The web is working for American businesses. And Google is proud to be part of their stories.

Sincerely,

A handwritten signature in black ink that reads "Mary Ellen Coe". The signature is fluid and cursive.

Mary Ellen Coe
President, Google Marketing Solutions, Google

Nationwide report

United States 2016



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

Across the U.S., Google's search and advertising tools helped provide **\$222 billion in economic activity** in 2016.¹

Find out more at www.google.com/economicimpact

\$222 billion

of economic activity Google helped provide for businesses, website publishers, and non-profits nationwide in 2016.¹

1.5 million

businesses, website publishers, and non-profits nationwide benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

46,000+

people are employed full-time by Google throughout the U.S. We're proud to have locations in 21 states.¹

1 in 4

clicks for U.S. small businesses advertising on Google AdWords come from outside the country. Google tools are helping a growing number of American businesses find and connect with customers around the world.¹

6%

of U.S. GDP, the equivalent of \$1.12 trillion, was generated by the Internet in 2016. Its contribution has more than doubled since 2012, growing at five times the average U.S. GDP growth rate.²

10.4 million

U.S. jobs were created across all 50 states by the Internet in 2016. 86 percent of them are outside major tech hubs.²

Where we get the numbers

United States 2016



Google's search and advertising tools

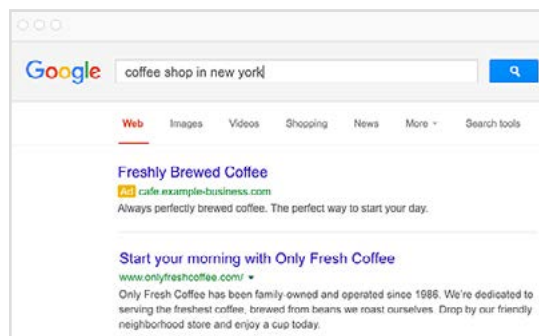
Aside from being a well-known search engine, Google is also a successful advertising company. We make most of our revenue from the ads shown next to our search results, on our other websites, and on the websites of our partners. Through these tools we help many others make a living, too. This report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

Google Search and AdWords

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

To use AdWords, businesses create short text ads and bid in an online auction for the keywords they want those ads associated with. So a coffee shop might bid on the phrase "coffee shop in new york." When someone types those words into Google, they will see the coffee shop's ad above or below the search results. The coffee shop only pays when someone clicks the ad to visit their website—in other words, when their advertising is working.

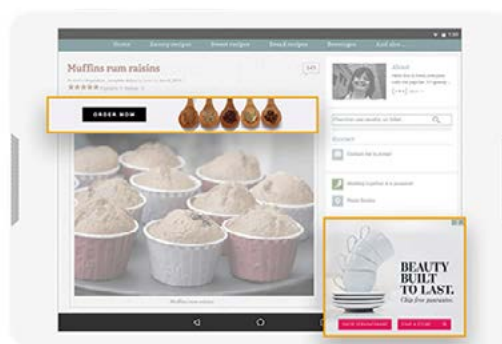
Learn more at www.google.com/adwords



Google AdSense

AdSense is a program website publishers can use to run ads on their websites and make money from their content. For example, if you publish a website or blog about food recipes, your readers may see an ad for food-related products, such as spices or kitchenware, next to your content. Website publishers large and small receive a majority of the revenue earned from every ad—an important source of income for many content creators.

Learn more at www.google.com/adsense



Google Ad Grants

The Google Ad Grants program offers free advertising to non-profit 501(c)(3) organizations. Ad Grantees run text ads on Google Search results pages to fundraise, educate the public, and more. Since the program began in 2003, Google has supported non-profits in over 50 countries with more than \$3 billion in advertising.

Learn more at www.google.com/grants

More tools for business

In addition to search and advertising tools, Google offers a variety of other products to help businesses succeed and grow online. Read the descriptions below to learn about our other tools for business: Google My Business, Google Analytics, and G Suite.

Google My Business

Google My Business is a free and easy-to-use tool for businesses and organizations to manage their online presence across Google. Reach your customers at the moment they're searching for you on Google Search and Maps. Edit your listing to keep customers up-to-date on changes to your hours, phone number, and location. Be the first to know when your business gets a new review on Google, so you can respond right away. And share what's unique about your business with pictures and a virtual tour of your shop.

Learn more at www.google.com/business

The logo for Google My Business, featuring the word "Google" in its multi-colored font followed by "My Business" in a grey sans-serif font.

Google Analytics

Google Analytics is a free tool that businesses can use to understand their customers. It helps businesses gain insight into their data and take action on those insights to drive results. For example, you can use Google Analytics to see how many visitors to your website put something in their cart, but don't purchase. You can then test out changes to the checkout process to increase your conversion rate or, if you connect your account to AdWords, you can advertise to these customers to come back and complete their purchase.

Learn more at www.google.com/analytics

The logo for Google Analytics, featuring the word "Google" in its multi-colored font followed by "Analytics" in a grey sans-serif font.

G Suite

G Suite is a suite of cloud-based apps, including Gmail, Docs, Drive, and Calendar, that empower businesses to do their best work. Gmail connects you with co-workers and customers no matter where they are in the world. Docs helps you easily collaborate through shareable documents, spreadsheets, and presentations. Drive stores all your files in one easily accessible and secure place. And Calendar makes scheduling easier, so your team can spend less time planning and more time doing. Working smarter and together has never been easier with G Suite.

Learn more at gsuite.google.com

The logo for G Suite, featuring a large grey "G" followed by the word "Suite" in a grey sans-serif font.

Programs for business

Google is committed to helping people make the most of the web. As part of that commitment, Google runs a number of programs to help businesses, entrepreneurs, and non-profits succeed online. Read the descriptions below to learn about three of those programs: Google for Entrepreneurs, Get Your Business Online, and Small Business Supplier Diversity.

Google for Entrepreneurs

Google for Entrepreneurs provides financial support and the best of Google's resources to dozens of coworking spaces and community programs around the world, including 17 great startup organizations in the U.S. We also create Campuses: physical hubs where entrepreneurs can learn, connect, and build companies that will change the world. Check out the Campus Impact Report at campus.co/impact.

Learn more at www.googleforentrepreneurs.com



Get Your Business Online

Small businesses are the heart and soul of the American economy, creating two out of three net new jobs, boosting local growth, and helping their communities thrive. Get Your Business Online is a program that helps U.S. small businesses establish a web presence through free business listings and websites so they can be found online and grow. The program provides free in-person workshops and online lessons to help small business owners connect with customers and achieve lasting success.

Learn more at www.gybo.com



Small Business Supplier Diversity

We believe that bringing together people with a diversity of ideas, backgrounds, and experiences builds better products and drives equitable economic impact. Just as we rely on diverse Googlers to stay creative, we also work with diverse suppliers to stay innovative. We designed our Small Business Supplier Diversity program to connect more minority-, women-, veteran-, persons with disabilities-, and LGBT-owned small businesses to opportunities within Google. To empower these businesses to grow and thrive online, the program includes free digital skills training and discounts on a suite of business tools.

Learn more at www.google.com/supplierdiversity



How we calculate Google's economic impact

We derive a conservative estimate of Google's economic impact in each state by examining the economic value provided by Google Search and AdWords, Google AdSense, and Google Ad Grants in 2016.

Google Search and AdWords

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

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

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

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

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

Therefore, we conservatively estimate that for every \$1 a business spends on AdWords, they receive \$8 in profit through Google Search and AdWords. Thus, to derive the economic value received by advertisers, we multiply our AdWords revenue on Google.com search results in 2016—what advertisers spent—by 8.

Google AdSense

The economic impact of AdSense is simply the estimated amount we paid to website publishers in each state in 2016 for placing our ads next to their content.

Google Ad Grants

Similarly, the impact of Google Ad Grants is the total amount spent by grant recipients in 2016.

Total economic value

Total economic value for each state is estimated as the economic activity provided for local businesses, website publishers, and non-profits by Google Search and AdWords, Google AdSense, and Google Ad Grants, respectively, in 2016.

What's not included

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

For more information about our methodology and to download the cited studies, please visit: www.google.com/economicimpact/methodology.html

Reports by state

United States 2016





ALABAMA NUMBERS

\$486 million

of economic activity Google helped provide for Alabama businesses, website publishers, and non-profits in 2016.¹

21,000

Alabama businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$1.64 million

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

Villa Lagoon Tile

GULF SHORES, ALABAMA

When building in Alabama's storm-prone Gulf Coast, Lundy Wilder wanted her home "as hurricane-proof as possible."

This meant the flooring needed to survive getting wet. She sought out a fabricator to make durable cement tiles like the bold, ornate designs she'd seen from Cuba and Spain. Realizing that there was a niche market of consumers who were also seeking an alternative to standard tiles, Lundy founded Villa Lagoon Tile. She launched their first website in 2008 and began offering custom cement tiles to residential and business customers.

As an online business, Villa Lagoon Tile relies on digital marketing to bring customers to their virtual storefront. "Initially, we only got calls from consumers who had a history with cement tiles. With the web, we've been able to expose our products to people who have never seen them before. Now we're getting calls from customers everywhere under the sun," says Lundy. Digital advertising comprises 90 percent of Villa Lagoon Tile's marketing

"All of our customers have come from the web."

LUNDY WILDER, FOUNDER

spend, and AdWords, Google's advertising program, accounts for 25 percent of their business. "AdWords is really perfect for matching clients and vendors in a niche market," says Director of Technology John Adams. "We could never compete with

big-box stores on standard tiles. But we can compete for cement tiles thanks to Google search and advertising." They also use Google Analytics to "measure where our traffic is coming from and find stumbling blocks where visitors are getting lost," John adds. Google Custom Search Engine powers their internal website search, YouTube helps bring the Villa Lagoon Tile experience to life, and G Suite supports their office operations.

Today Villa Lagoon Tile stocks 150 different products, many of which have been designed by Lundy, and their warehouse carries over 60,000 square feet of tile. International shipments drive 15 percent of their sales as business continues to grow in North and Latin America, Asia, Europe, and most recently the Middle

East. "There's been an explosion of interest in these tiles," Lundy explains. "Architects and designers who love our product will use our tiles job after job." And as they've expanded, they've been able to give back to their community by donating tiles to local non-profits. "We are a small town on a big beach," Lundy says. "Small businesses like ours are everything to this community."

Villa Lagoon Tile has 10 employees.

Visit www.villalagoontile.com



ALASKA NUMBERS

\$41.6 million

of economic activity Google helped provide for Alaska businesses, website publishers, and non-profits in 2016.¹

4,600

Alaska businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$519,000

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

Majestic Heli Ski

GLACIER VIEW, ALASKA

Challenges are huge and exciting in the Last Frontier. For guests of Majestic Heli Ski, they involve negotiating pristine snow and steep terrain in the Chugach and Talkeetna Mountains. For owner and pilot Njord Rota, however, the biggest challenge is winning customers in a competitive marketplace—but it isn't anything the former U.S Army Aviation Officer can't handle. Since their first season in 2013, Majestic Heli Ski has "more than doubled in guests and revenue," says General Manager Kari Rowley. And the key tool for their growth? "I spoke with everyone who booked a trip for this week, and every single one of them told me they heard about us through Google," Kari remarks.

The heli-ski business is highly seasonal, February through May in Alaska, and Majestic Heli Ski accepts only 16 guests at a time. They rely on AdWords, Google's advertising program, to get the word out and maximize business during the few months

"All of our customers search for us on the web before they actually talk to us and book a trip."

KARI ROWLEY, GENERAL MANAGER

it into their decision matrix." AdWords now delivers about 40 percent of their new visitor sales, and two-thirds of the company's marketing budget goes toward digital advertising. Majestic also uses Google Analytics to better understand their customers and keep the website running efficiently. Through YouTube, they and their satisfied guests share compelling videos of the lodge and skiing experience. And G Suite tools, such as Gmail, Drive, and Docs, keep internal operations running smoothly.

Majestic Heli Ski grows about 20 percent annually. They hope to soon expand their air fleet beyond a single AStar 350B2

of operation that they have. "AdWords is a critical tool for us to reach new customers who are researching a purchasing decision," Njord says. "Our customers are sophisticated in selecting their options, so it's important that our product makes

helicopter, own rather than lease their lodge, and serve additional visitors—all while maintaining the intimate feel of a boutique experience. Majestic also employs guides in their remote section of Alaska, donates to a youth-empowerment group that teaches underprivileged kids how to ski, and contributes to charity events throughout Alaska and Aspen, Colorado. "There are only small businesses in our community," Kari says. "As our business grows, it's important that we all operate as a community and take care of each other. Together, we can make heli skiing better for the world."

Majestic Heli Ski has 17 employees.

Visit www.majesticheliski.com



ARIZONA NUMBERS

\$3.69 billion

of economic activity Google helped provide for Arizona businesses, website publishers, and non-profits in 2016.¹

32,000

Arizona businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$7.89 million

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

Bottle Breacher

TUCSON, ARIZONA

In 2011, U.S. Navy SEAL Eli Crane obtained a bottle opener made of inactive .50 caliber ammunition from his brother serving in the Marines overseas. Eli took it, painted it black, and added his unit's insignia. His platoon loved it. Realizing the potential business opportunity, the entrepreneur-at-heart and his wife, Jen, enlisted other military personnel to help get Bottle Breacher up and running. They handcrafted unique .50 caliber bottle openers out of their garage and later showcased their products on national television in 2014. "From there, everything just blew up," Jen describes. A flood of online interest crashed the company's website, but it wasn't anything that a trained Navy SEAL couldn't handle.

Eli left the Navy after 13 years and relocated his family to Tucson to focus on Bottle Breacher. The company moved into new quarters, expanded their product line to include other accessories

"If it weren't for the web, we'd still be knocking on doors trying to sell our products."

JEN CRANE, CO-OWNER

and apparel, and quickly adopted AdWords, Google's advertising program. "We knew that we were growing and that was the next step. Google is such a powerhouse, and it's how we reach customers we normally wouldn't," Jen says. They also use Google Analytics to measure web traffic, hone marketing campaigns, and identify prime shopping times. "We run a really tight ship here, so we constantly check Analytics to see if we're putting the right amount of time into the right places," explains Jen. "You can't be successful unless you understand the numbers."

Every month, Bottle Breacher sells their products to thousands of customers worldwide. And the broader community has benefitted from their success. "Growth for us isn't just about increasing sales. It's about being able to reinvest our earnings to help veterans and active duty military personnel," explains Jen. "It's also about bringing more of our manufacturing in-house." Today, they're doing

both. Bottle Breacher manufactures almost all of their products in the U.S., most of which is done in their own Tucson facility. They hire as many veterans as they can because, as Jen describes, "veterans are the hardest working people we know." They also support numerous non-profits—over 200 in 2016 alone, many of which are veteran or first responder organizations. The company has come a long way since their early days in the garage. But amidst all their growth, they've remained true to their mission and their roots. "If a Navy SEAL doesn't like it, we don't sell it," Jen says.

Bottle Breacher has 35 employees.

Visit www.bottlebreacher.com



Riffraff

FAYETTEVILLE, ARKANSAS

When she founded Riffraff in 2009 as a senior at the University of Arkansas, Kirsten Blowers shared her unique eye for design with the city she loved. “We’re very community-based. We absolutely love Fayetteville,” Kirsten says. Riffraff is a home-grown Arkansas fashion boutique, designed for women by women. Her vision has since blossomed from a tiny pop-up retail space on the edge of town to a wildly successful online storefront operating out of a new 6,000-square-foot facility downtown. “It’s lighthearted. It’s funny. It’s local,” she says proudly.

Riffraff grew into a major player in the retail fashion market thanks to the Internet. “The web lets us get in front of so many more eyes, here in Fayetteville and all over,” Kirsten explains. Riffraff shares favorite looks and products with over 800,000 followers on social media. They use AdWords, Google’s advertising program, to attract customers and drive 30 percent of their online sales. “We

“I can’t imagine running my business without the Internet.”

KIRSTEN BLOWERS, OWNER

make sure we’re a top result when people search for Fayetteville or for the best boutiques in the southern United States,” Kirsten says. “We want to be their first pick.” Google Analytics gives them a clear view of their web traffic, so they can adjust their marketing accordingly. Google My Business ensures customers can always find the store’s hours and directions, and YouTube provides a creative, digital-friendly way to connect with their growing audience. “Thanks to Google, I don’t think anyone in Fayetteville hasn’t heard of Riffraff,” Kirsten remarks.

Today, Riffraff ships their products to customers all over the globe, and their sister company, Charlie Southern, wholesales to over 500 boutiques across America. Amidst their growing reach and influence, they remain true to their roots of supporting the local economy. They use printers in Fayetteville to manufacture their t-shirts, and all of their employees are female and under 30. “When you support a local business, you’re supporting the town and

everyone in it,” Kirsten says. “We try our best to stay local, present local, and sell local.” With impressive growth and plans to expand, Riffraff will keep on sharing its hometown with the world.

Riffraff has 32 employees, all of whom are women.

Visit www.shopriffraff.com

ARKANSAS NUMBERS

\$1.33 billion

of economic activity Google helped provide for Arkansas businesses, website publishers, and non-profits in 2016.¹

8,500

Arkansas businesses, website publishers, and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2016.¹

\$954,000

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



Walker & Company Brands

PALO ALTO, CALIFORNIA

Beauty is in the eye of the beholder, and Tristan Walker didn't like what he saw. "I was tired of having to go to the 'ethnic beauty' aisle and feeling like a second-class

citizen," he says. In 2013, Tristan founded Walker & Company, a family of brands designed to offer people of color a wide range of high-quality health and beauty products. "I saw an amazing opportunity to build a very special consumer package goods company that would redefine this industry," Tristan explains, "so I leveraged everything I knew about starting a business and technology to build it from the ground up." He opened a small online storefront and began selling his products directly to customers. His flagship brand is Bevel, an end-to-end shaving system focused on reducing razor bumps and shave irritation.

Walker & Company has evolved from a simple e-commerce outfit to a sophisticated digital marketing brand, thanks in large part to their

"The web is a critical part of our business and community."

TRISTAN WALKER, FOUNDER & CEO

strategic employment of the web and Google tools. "Google makes it incredibly easy to start a program and scale quickly," Tristan remarks. They use YouTube videos to build awareness and share customer stories about the community-focused brand. "It's a powerful way to introduce new people to the company and educate them about it." They also use AdWords, Google's advertising program, to drive web traffic and sales. Google Analytics gives them the in-depth insight to fine-tune their marketing and make the most of their advertising budget, while G Suite tools Gmail, Docs, and Drive give them the logistical muscle of a much larger company. "It allows us as a team to be very nimble and agile," Tristan explains.

While Walker & Company only sells domestically, their Bevel products can now be found in 14 countries via secondary markets, a powerful indicator of demand. They plan to roll out their second brand this year, with 300 percent annual growth fueling their entrepreneurial fire. But like many great American success stories,

CALIFORNIA NUMBERS

\$51 billion

of economic activity Google helped provide for California businesses, website publishers, and non-profits in 2016.¹

313,000

California businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$106 million

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

35,000+

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

Walker & Company's mission was never just about revenue. "We get letters from single moms, who now have a way to teach their sons how to shave," Tristan shares. He also cofounded Code 2040, a non-profit organization that advocates for black and Hispanic engineers in the workplace. Building a game-changing company from scratch while championing inclusion—that's American beauty.

Walker & Company Brands has 25 employees.

Visit www.getbevel.com



RuMe

CENTENNIAL, COLORADO

For business co-founders Jae and Katy Lee, success is in the bag—and on the Internet. The husband-and-wife team started RuMe (short for “reuse me”) on Earth Day 2010, marketing one medium-sized reusable shopping bag. “We wanted to bring a little fashion to the checkout line,” Jae says. “We wanted to create a product, a line, and a brand that was about function and style, incorporating sustainability into an on-the-go lifestyle.” The business started as a brick-and-mortar operation, but the Lees soon found that showcasing their brand online let them test new products faster, rather than waiting months between trade shows. “With online sales, the speed at which we can test and design concepts and target different consumers is far better than any other channel,” Jae says. “With Google tools, we can come up with a product concept on Monday and have it in the market on Friday.”

RuMe has expanded their designs and product lines to include

“Internet sales is our primary growth driver.”

JAE LEE, CEO & CO-FOUNDER

customizable totes, travel bags, and accessories such as luggage tags. Jae credits AdWords, Google’s advertising program, for making this accelerated growth possible. In particular, Google Shopping campaigns help consumers find their fashionable, eco-friendly designs. RuMe also uses Gmail, Google Docs, Google Sheets, and Google Drive to power the back office and keep staff, including salespeople, connected on the fly. “Google has helped us bootstrap ourselves over the hump from being a two-person startup to a 70-employee company that markets through multiple channels,” says President Dan Frailey. Google Analytics provides a constant stream of information that tells RuMe which marketing concepts and tactics are working and which need to be bagged.

In addition to marketing products on their own e-commerce website, the company sells wholesale and through major retailers. They’re now expanding into corporate sales and Asian markets.

COLORADO NUMBERS

\$2.88 billion

of economic activity Google helped provide for Colorado businesses, website publishers, and non-profits in 2016.¹

40,000

Colorado businesses, website publishers, and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2016.¹

\$23.9 million

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

650+

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

“We’ve grown about 500 percent in the last few years,” Jae says. “Ultimately, the online channel is our highway to rapid growth.”

RuMe has 70 employees.

Visit www.myrume.com



Junzi Kitchen

NEW HAVEN, CONNECTICUT

Junzi Kitchen serves innovative Northern Chinese cuisine, but its culture reaches far beyond the food. Founded in 2015 by Yale University graduate students who missed the flavors of their hometowns in Northern China, Junzi “uses food as a starting point to bring cultures together,” says Events and Communications Director Reed Immer. Co-founder Yong Zhao sees Junzi as a model for “how a foreign culture can share its true values through a business in modern society.” It’s a “platform for collaborative projects between local chefs, artists, and entrepreneurs,” Reed adds. Connecting with today’s culture is core to Junzi’s business model, and they’ve found the Internet to be an indispensable tool for reaching their audience.

In terms of foot traffic, Reed considers Google Search a basic necessity. Junzi stays on top of their search results with Google

“The whole Google suite of tools has been essential in enabling us to get where we are today.”

YONG ZHAO, CO-FOUNDER

visitors get curious about the story behind our food,” Reed explains. As for their block parties, summer cookouts, and other community-wide events, Junzi relies on G Suite tools to keep the planning process running smoothly. “Google Drive is where all of our collaborative work with chefs, artists, and advisors from around the world happens. Google tools allow us to measure and create the things that we want. Without them, this would all be a dream way off in the future,” Reed says.

More Junzi dreams will be realized on the heels of 500 percent annual revenue growth. Junzi Kitchen plans to open two more

Analytics, which helps them optimize both the discoverability and functionality of their website. Google Analytics also reveals how their site is performing as a channel for storytelling. “Understanding how users move from our menu page to our about page, which tells the deeper brand story, helps us understand how

restaurants in New York City in 2017 and more than double their workforce. As they grow into the new locations, they hope to highlight the “special aspects of each neighborhood, while tying in Junzi’s larger story.” From New Haven to New York, they will continue to be “a platform that features the creative work and ideas of awesome people in the community.”

Junzi Kitchen has 30 employees.

Visit www.junzi.kitchen

CONNECTICUT NUMBERS

\$2.71 billion

of economic activity Google helped provide for Connecticut businesses, website publishers, and non-profits in 2016.¹

15,000

Connecticut businesses, website publishers, and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2016.¹

\$6.86 million

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



DELAWARE NUMBERS

\$632 million

of economic activity Google helped provide for Delaware businesses, website publishers, and non-profits in 2016.¹

6,000

Delaware businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$1.18 million

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

Calvert Retail

MONTCHANIN, DELAWARE

Eric Brinsfield founded Calvert Retail, a kitchenware business, in 1999, catering to consumers who love to cook, bake, grill, and entertain. He's since expanded to eight stores and three brands—Kitchen & Company, Reading China & Glass, and Southern Season. "Everyone loves to eat," says Marketing Manager Stephanie Graves, who describes store visitors as "anyone who loves to cook for their family or invite friends over for drinks, as well as chefs and restaurateurs." Today, the company uses the power of the web to draw "guests," as Stephanie and other Calvert Retail employees call them, into their brick-and-mortar stores. "When you walk into one of our locations, it's like you're walking into our home. We want you to have the best possible experience."

AdWords, Google's advertising program, helps Calvert Retail attract consumers searching for a range of cooking and home-entertainment items. "We just want to show people that there's a

"Our web presence gives us authority and helps us build trust with the community."

STEPHANIE GRAVES, MARKETING MANAGER

local and relaxing shopping option with friendly, knowledgeable staff," explains Stephanie. "AdWords lets us do that." Their Google My Business listings keep guests up-to-date on all of their stores' information, especially during holiday seasons. Stephanie notes that the listings are always accurate, which eliminates confusion and builds trust with their communities. They use Google Analytics to measure the success of their online campaigns. "Three clicks, and I have the data I need," she adds. And G Suite tools, including Gmail, Docs, and Drive, keep internal operations cooking. "Google is very user-friendly. We can jump in and do things without a big learning curve. That's a huge relief for a small business."

Calvert Retail is "small, but mighty," Stephanie says. They host canned-food drives that benefit food banks all across the East Coast and try to support programs that teach kids the importance

of nutrition and developing confidence in the kitchen. They plan to open more stores in the mid-Atlantic and southern states and hope their community impact will grow alongside their locations. "We love to see our stores packed with happy people," Stephanie says. "It'd be great to share our vast selection of products, company values, and the great things that we do now with everyone."

Calvert Retail has 300 employees.

Visit www.calvertretail.com



FLORIDA NUMBERS

\$12.4 billion

of economic activity Google helped provide for Florida businesses, website publishers, and non-profits in 2016.¹

115,000

Florida businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$29.9 million

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

Everything For Your Party

SOUTHWEST RANCHES, FLORIDA

As a single parent, Gladys Hurtado worked several jobs throughout her son's childhood to ensure that they always had a secure income. One of those jobs was as a manager at a banquet hall. When her son graduated from college, she took a risk and turned her 14 years of event-coordination experience into Everything For Your Party, which she owns and operates herself. At the end of 2014, she threw her first party and reinvested the earnings to "plant the seed for 2015," she says. Her business has since grown from that single event to nearly 70 recurring clients.

Being able to scale quickly was the result of Gladys' business savvy and clever implementation of AdWords, Google's advertising program. With a sizeable inventory of event supplies like chairs, tables, and glassware, she realized that she could rent out equipment and extend her services beyond the usual full-blown event production. She started promoting "party rental" on AdWords and unlocked tremendous growth. "AdWords not only helped me

"Google and the Internet have transformed my business."

GLADYS HURTADO, FOUNDER & OWNER

find more customers for the event-production side of my business, it created a whole new revenue stream through party rentals," she explains. "My profits pretty much doubled." Gladys continues to see huge returns on AdWords. "For every dollar I put in, I get about four dollars back," she says, which is why she dedicates nearly all of her marketing budget to the digital platform. While the full-scale events still tend to have a higher price tag than the rentals, she realized, "I don't get as tired renting 500 chairs as I do throwing a 250-person party." Discovering this opportunity has enabled Gladys to transform Everything For Your Party into a more scaleable business.

Whether providing the chairs or an end-to-end experience, Gladys is most gratified by her satisfied customers, many of whom refer her to their friends and family. Gladys is a native Spanish speaker, and part of her expansion has meant more business in English. While this has been a challenge, she refuses to shy away from the

opportunities with English-speaking customers. "I'm getting a lot better with each conversation," she says. In the meantime, she uses Google Translate to ensure that she and her English-speaking clients are on the same page. "I've been able to provide great customer service regardless of the language."

Everything For Your Party hires around 10 people for each event.

Visit www.everythingforyourparty.com



TechSquare Labs

ATLANTA, GEORGIA

Paul Judge and Allen Nance founded TechSquare Labs in 2014 with a specific goal in mind: to capture the energy of the blossoming Atlanta technology sector and help cultivate it into one of the world's best. With a 25,000-square-foot space for entrepreneurs near Georgia Tech's campus and one of the most active venture capital funds in the state, TechSquare Labs is making that future a reality. "We believe Georgia Tech is a special place. Research being done there is going to change people's lives and build big businesses," Allen says. "We want to be the first investor in every one of those companies." To help dream up the technology of tomorrow, TechSquare Labs relies on the technology of today.

TechSquare Labs proudly partners with Google for Entrepreneurs for access to shared workspaces in over 20 cities. "It gave us a global footprint with physical facilities and resources. It effectively turned TechSquare Labs into a global business overnight," says

"Every company we have is doing customer acquisition on the Internet."

ALLEN NANCE, CO-FOUNDER

anyone in the world, right from their doorstep. "Google has been an enormous part of the acceleration of our business model," says Allen. "With Google, we went from having two investments in the first year to 10 investments in the second year."

Allen and TechSquare Labs are making their vision of a vibrant tech-centric Atlanta a reality, and the whole city is benefitting. The 15 businesses they've invested in have created over 500 jobs in the state of Georgia. In 2017, TechSquare Labs plans to continue creating jobs by supporting 10 more ventures. Their local focus also helps keep talented engineers in the area. "Those people rent apartments, buy houses, go out to dinner, make donations, and

Allen. They also use AdWords, Google's advertising program, to spike interest in their own business-to-business activities as well as those of their ventures. With G Suite tools like Gmail and Docs, they're able to collaborate instantly with

GEORGIA NUMBERS

\$4.68 billion

of economic activity Google helped provide for Georgia businesses, website publishers, and non-profits in 2016.¹

42,000

Georgia businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$11.3 million

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

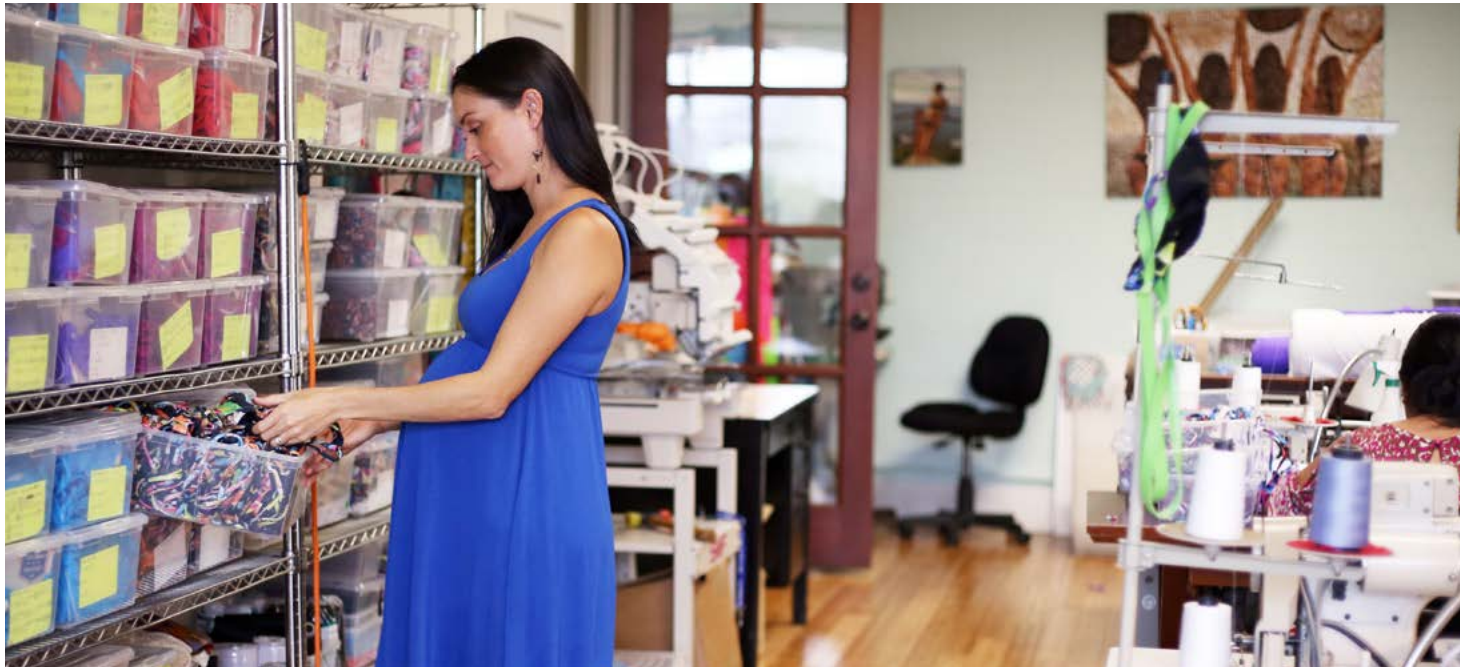
350+

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

pay taxes, all right here in Atlanta," Allen says. "It just shows the impact we're having. Technology is the future, and businesses like TechSquare Labs are building it."

TechSquare Labs has 120 employees.

Visit www.techsquare.co



KaiKini

KAPA'A, HAWAII

Before she started manufacturing bikinis in her spare bedroom, Taryn Rodighiero had never sewn before. "I'd never even sewn a button," she says, "but I just decided this is what I was going to do." For years, she'd been dissatisfied with the swimwear available to active women like herself, so in 2010 she set out to design

style-forward bikinis that are "made to stay on in the waves." A believer in taking leaps of faith, Taryn recalls, "I basically invested my life savings and bought five commercial sewing machines, put them all in our spare bedroom, and locked myself in for eight months to figure out each and every machine." Her bikinis are now manufactured on Kauai and worn on beaches all over the world.

Taryn reaches most of her customers, whether on neighboring Hawaiian islands or far-off Australia, through the Internet, with roughly 80 percent of her sales happening on the KaiKini website.

"The Internet has transformed the way we do marketing. I'm now able to reach more customers and target audiences a lot better."

TARYN RODIGHIERO, FOUNDER & DESIGNER

buyers" through retargeting ads. "For a business that generally takes a new buyer six visits to the site before a purchase is made, those reminders are crucial," she says. Today, KaiKini's marketing budget goes entirely to digital platforms, with AdWords returning nearly two dollars in profit for every ad dollar spent. Taryn depends on Google Analytics to keep track of these online campaigns. "Analytics is the tool we use to check everything else. It's the one we trust," she shares. "It provides us with marketing insights that we otherwise wouldn't have."

She values the targeting capabilities offered by AdWords, Google's advertising program. "You can really be specific on who you show your ads to. With products like mine, I need that," she explains. AdWords also helps "keep KaiKini fresh in the mind of our

HAWAII NUMBERS

\$127 million

of economic activity Google helped provide for Hawaii businesses, website publishers, and non-profits in 2016.¹

5,200

Hawaii businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$1.77 million

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

With 20 percent annual growth, Taryn has moved business operations from her house to a bona fide warehouse. She is now focused on new ways to build that growth while maintaining her brand's authenticity. She keeps design and production under close watch, to ensure quality, and is proud to be creating fashion-industry jobs, which are rare on Kauai. Her seamstresses tend to be "young, creative women who are willing to work," she says, "and excited to be part of something that's making an impact beyond the island."

KaiKini has 10 employees.

Visit www.kaikini.com



IDAHO NUMBERS

\$369 million

of economic activity Google helped provide for Idaho businesses, website publishers, and non-profits in 2016.¹

7,800

Idaho businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$1.49 million

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

Alpaca Direct, LLC

HAYDEN, IDAHO

For Jim and Kelley Hobart and their two children, nothing is more important than a close-knit family and community. When their daughter asked if they could raise alpacas on their ranch in 2005, they discovered the many unique benefits of alpaca wool and were amazed. They opened Alpaca Direct in Hayden and a companion online store to share the joys of the durable, eco-friendly yarn and fiber with knitting and apparel enthusiasts all over the world. "Whether you're visiting our store or shopping from afar, we want you to feel like you're a part of what we're creating up here in North Idaho," says Kelley.

Alpaca Direct uses the Internet to weave together a robust modern business. They rely on AdWords, Google's advertising program, to reach customers overseas and build international awareness of their brand. "Our products are especially popular in cold-weather

"The Internet makes our customers feel like they're part of our community, even when they're often thousands of miles away."

KELLEY HOBART, CO-OWNER

be interested in our products and then AdWords to expand our presence into those markets," Jim explains. G Suite tools give them the logistical muscle to compete with larger companies—they do budgeting with Google Sheets, communicate with Gmail, and plan staffing with Google Calendar. YouTube allows them to share knitting techniques and product reviews with a global audience. And Google Hangouts enables enthusiasts from afar to participate in their weekly knitting group at the Hayden store. "There are a lot of people all over the world who don't have a local yarn shop. We want to become their local yarn shop even though we're all the way

climates. Geolocation helps with attracting these likely buyers," Jim says. They also use Google Analytics to improve their marketing campaigns. Together, the Google tools power Alpaca Direct's growth. "We use Analytics to identify niche markets that are going to

here in Idaho. With Google tools, we can do that, and they can be part of our community," Kelley says.

Today, Alpaca Direct has proudly served over 100,000 customers in 30 countries. They enjoy a double-digit annual growth rate, with 92 percent of their sales coming from the web. They especially love sharing a bit of Idaho warmth with outsiders. "We get hundreds of visitors vacationing here and walking through our doors. We want all of them to leave with a rich, special connection with us and our products," Kelley says.

Alpaca Direct has 11 employees.

Visit www.alpacadirect.com



Birk Creative

CHICAGO, ILLINOIS

JinJa Birkenbeuel founded Birk Creative in 1997 as a way to collaborate more closely with clients and promote her and her husband's country band. "Because of my marketing and business background, I was able to think strategically about how to build our band's first website," JinJa says. She applied her band's online marketing process to her new branding business, offering integrated marketing and advertising solutions for companies, brands, celebrities, entrepreneurs, and politicians. "Today, I'm leading everything I create with digital strategy," JinJa says.

Birk Creative grew from word-of-mouth and relentless enthusiasm into a full-service creative strategy agency. Birk Creative maintains a modern digital storefront and deploys a sophisticated digital-marketing operation. They use AdWords, Google's advertising program, to attract customers both locally and internationally.

"The web lets agencies like mine bring tremendous creative vision and ideas to diverse customers."

JINJA BIRKENBEUEL, PRESIDENT & CEO

Google Analytics." They also take advantage of all the G Suite tools to compete with much larger companies on a level playing field. "Security, efficiency, agility—that's what Google gives us. And we can give the same results to our customers," says JinJa.

Birk Creative's portfolio of customers now ranges from local Chicago businesses and entrepreneurs to national and international corporations. Their adaptability has helped their annual revenue growth to top 100 percent. JinJa shares her success with the small-business community as well as the creative youth of Chicago. She serves on the boards of the Jewish-Black

"It's really the best way to find and communicate with the customers you're looking for all over the world," JinJa says. Birk Creative counts on Google Analytics to understand where their web traffic comes from and fine-tune their marketing. "Our content and social media strategy is based heavily on

ILLINOIS NUMBERS

\$17 billion

of economic activity Google helped provide for Illinois businesses, website publishers, and non-profits in 2016.¹

46,000

Illinois businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$20.6 million

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

750+

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

Business Alliance and Young Chicago Authors. "I often talk with youth about finding their voice, and working on their dreams without fear of failure," JinJa says. That's a strategy Birk Creative continues to share with Chicago.

The web has enabled Birk Creative to generate over 100% annual growth.

Visit www.birkcreative.com



INDIANA NUMBERS

\$1.26 billion

of economic activity Google helped provide for Indiana businesses, website publishers, and non-profits in 2016.¹

15,000

Indiana businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$6.41 million

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

School on Wheels

INDIANAPOLIS, INDIANA

As a school social worker, Sally Bindley witnessed firsthand the impact of poverty and homelessness on children's ability to learn. "A lot of services focused on kids' social needs but weren't focusing on their educational needs," she says. After talking with staff at homeless shelters and advocacy agencies, Sally sprang into action. "I grabbed my mom and my best friend, and she grabbed her mom, and we went to a shelter and said, 'We can start tutoring your kids.' It grew organically from there." Sally founded the nonprofit School on Wheels in 2001 to connect volunteer tutors with children experiencing homelessness in Indianapolis. The organization has since grown to include over 400 volunteers who provide one-on-one tutoring for children grades K-12 in nine shelters and four public schools. They also equip parents to become their children's best educational advocates.

"Because of the web, we're able to have a bigger impact in our community. It has revolutionized the way we operate."

SALLY BINDLEY, FOUNDER & CEO

YouTube channel includes tips for tutors on engaging children as well as videos to raise awareness about families experiencing homelessness. "People don't really realize that homelessness is a problem," Sally explains. "Google tools help us reach more people and show them that this is an issue. The more people know, the more they'll be part of the solution."

School on Wheels today hopes to break the cycle of homelessness and "eventually go out of business" as a result of doing so. With numerous success stories of their students going on to college

AdWords, Google's advertising program, has helped this nonprofit grow. "AdWords allows us to do a multitude of different things," says Sally, "such as finding volunteers, bringing in donations, and promoting our curriculum." They also use Google Analytics to see where web visitors are coming from. And their

and pursuing rewarding careers, their hope is becoming more and more of a reality. "We're really making a lasting impact on these children's lives," Sally remarks. Google helps Sally further that impact by enabling the organization to reach more volunteers, partners, and donors—and serve more children and families—while remaining a lean operation. "We couldn't do this using the phone and pieces of paper," she says. "This could only happen through the use of technology."

School on Wheels has 21 employees.

Visit www.indyschoolonwheels.org



IOWA NUMBERS

\$294 million

of economic activity Google helped provide for Iowa businesses, website publishers, and non-profits in 2016.¹

8,200

Iowa businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$3.62 million

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

Smart Retract

DUBUQUE, IOWA

Anyone with toddlers and pets knows the challenges of keeping them safe and away from restricted areas. So when Marc Pichik bought a puppy, he needed something to keep the curious canine contained. "I wanted something sleek and compact, unlike traditional baby gates that are clumsy, in the way, and don't look good," he says. When Internet searches didn't turn up what Marc was looking for, he decided to invent a prototype. "I just kept moving the idea along and eventually got a patent and trademarked the name Retract-A-Gate." His safety gates come in different sizes, mount on stairways and doorways, and retract like window shades when not in use. Marc launched his business, Smart Retract, in 2002, selling his Retract-A-Gates to stores in Iowa. "But then I realized the great potential of selling online," he says. "I had an unusual solution to a common problem."

"The effect of the web on our business has meant everything to us."

MARC PICHIK, CEO

Marc started using AdWords, Google's advertising program, in

2006. Since then, it has been a critical tool for reaching customers searching for safety gates. "When customers look for safety gates, they often expect something big and bulky. They don't know about our small and sleek products," says Marc. "AdWords gives us the online exposure that we need to get the word out there. And in our early days, it was either we were on AdWords or we sold nothing." AdWords now accounts for about 80 percent of Smart Retract's advertising and 30 percent of their sales. Marc also relies on Google Analytics to keep pace with digital trends and see which marketing campaigns are working best. Google Webmaster Tools help him monitor performance issues on his e-commerce website. And his YouTube videos show customers how to mount and use the gates.

In 2010, Marc moved his growing operation into a facility near the Mississippi River, where the company now manufactures 100 percent of their products. They ship all over the world, sell

wholesale, and continue to grow 20 percent year-over-year. "Without AdWords and the other Google tools, this would have been a much more difficult road," Marc says. "We wouldn't have grown as quickly as we have. The impact is significant."

Smart Retract has 10 employees.

Visit www.retract-a-gate.com



Wichita Furniture

WICHITA, KANSAS

For Wichita Furniture, the experience of buying furniture is as important as the furniture itself. President and Founder Jay Storey stands by the idea that “associate experience” plus “guest experience” equals success. “Every day we come to work, we try to figure out how to improve the process.” Part of that process is ensuring that employees (associates) “believe in what we’re doing and are a part of our family,” says Jay. The other part is embracing what customers need. With that focus, Jay began as a one-man show in 1989, selling on consignment and transporting furniture to people’s homes in his pick-up. Today, Wichita Furniture has a 59,000-square-foot showroom of brand new furniture and delivers 3,000 pieces each week.

Jay is focused on building a robust e-commerce platform. “We already know that 90 percent of our customers go online and shop before they come into our brick-and-mortar location,” he

“The Internet has given us unlimited aisle space.”

JAY STOREY, PRESIDENT & FOUNDER

says. In this effort, Google has become an indispensable resource. Their website traffic increased almost 50 percent in 2016, and Jay attributes the lion’s share of that growth to AdWords, Google’s advertising program. “AdWords not only drives traffic to our website, it brings qualified customers through our doors—people who have seen our products, know what they’re looking for, and are ready to pull the trigger. As a result, we’ve seen a drastic increase in our sales per guest,” he explains. They also use Google Analytics to gauge the effectiveness of their website and marketing campaigns, while YouTube lets them share content to familiarize people with their brand and products. “Just last year, we saw 14 percent growth because of our web presence,” says Jay.

Wichita Furniture served over 35,000 customers in 2016 alone. “And we’re just getting started,” Jay remarks. Now they’re developing a new web platform, where the consumer can not only make purchases, but track orders, schedule deliveries, and arrange

service calls. “We want to be the best furniture company that we can be, and digital tools are going to get us there. This year, it’s our goal to just dig in and get maximum extraction out of everything Google and the web have to offer,” he explains. As Wichita Furniture forges ahead, they’ll continue to focus on their customers, employees, and community. “When you’re generating enough business that you can give back and grow within your community, that’s the most gratifying part,” Jay says.

Wichita Furniture has 162 employees.

Visit www.wichitafurniture.com

KANSAS NUMBERS

\$1.35 billion

of economic activity Google helped provide for Kansas businesses, website publishers, and non-profits in 2016.¹

9,700

Kansas businesses, website publishers, and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2016.¹

\$1.57 million

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



KENTUCKY NUMBERS

\$529 million

of economic activity Google helped provide for Kentucky businesses, website publishers, and non-profits in 2016.¹

9,600

Kentucky businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$3.04 million

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

Trees n Trends

PADUCAH, KENTUCKY

Glen Arterburn knew he was in for hard work when he took over the Chief Marketing Officer position for Trees n Trends in early 2012. Since the company's founding in the early 1990s, the outdoor-furniture-and-gift retailer had been steadily expanding across the Southeast with a unique business model: showcasing high-quality, brand-name patio furniture alongside discount home decor and seasonal products. As the company's growth plateaued, however, Glen needed to prove to his team that shifting the company's TV and newspaper advertising to a digital strategy could re-energize sales.

Glen wasted no time transforming www.treesntrends.com into a viable e-commerce platform and a valuable source of revenue. Using AdWords, Google's advertising program, Trees n Trends attracted potential customers to the site when they searched

"When I started, 100 percent of our marketing was with TV and newspapers. Today, almost 100 percent of it is digital."

GLEN ARTERBURN, CHIEF MARKETING OFFICER

online for outdoor patio furniture. "We went from zero to more than a couple million dollars in online sales a year, and that was primarily through AdWords," he says. Google Analytics gave him information and insights into how the company's site and advertising campaigns were doing in order to make them even better. Glen also created a YouTube channel that provides customers with home decorating ideas, product highlights, and tutorials. This not only helped share the company's story, but also strengthened their credibility among home decor enthusiasts.

"Today, Google is responsible for driving almost 100 percent of our website traffic," says Glen. And that's driving company growth again. Trees n Trends now operates 10 retail store locations in Kentucky, Tennessee, Missouri, and Alabama and has hired additional staff to help with their digital marketing and online sales.

Through AdWords and YouTube, they've increased their website traffic from an average of 15,000 to over 80,000 user sessions per month. And nearly all of their past five years' online revenue can be attributed to digital marketing. "It was hard work," says Glen. "But when we turned to AdWords, the traffic, and in turn the sales, started to flow pretty quickly. I'm very satisfied with the results and, more importantly, my boss is now sold on digital too."

Trees n Trends has 170 employees.

Visit www.treesntrends.com



LOUISIANA NUMBERS

\$378 million

of economic activity Google helped provide for Louisiana businesses, website publishers, and non-profits in 2016.¹

10,000

Louisiana businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$2.01 million

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

Kaleidoscope Hair Products

NEW ORLEANS, LOUISIANA

Kaleidoscope Hair Products is a prime example of what happens when a great invention is set loose on the Internet. In 2013, Jesseca Dupart invested her life savings to develop a hair product that would stand out from the competition. Her creation is a full hair care line, with products that restore hair follicles and work on any hair type. "Whether someone has thinning hair, a bad weave, a chemical burn, or anything like that," Jesseca explains, "Kaleidoscope products can rejuvenate hair growth again." Since their launch in 2014, the business "has grown in ways I never, ever could have predicted," Jesseca describes. "We went from selling no products to having a full warehouse, exponential growth, and distributors all around the world."

Before launching her website, Jesseca had been operating out of her hair salon, but "there's only so much you can do in a day,"

"It would have been impossible to reach the heights that I've reached without the Internet, without Google."

JESSECA DUPART, OWNER & CEO

she says. "With e-commerce, there's no limit." Leveraging digital marketing tools like AdWords, Google's advertising program, and Google Shopping campaigns to advertise on Google Search and YouTube, Kaleidoscope shows no signs of slowing down. "Within six months, I was selling overseas, and I've never even been overseas. With the Internet and Google tools, you can now touch so many more people. It's opened so many doors." Today, 90 percent of Kaleidoscope's marketing budget is dedicated to digital. Jesseca relies on Google Analytics to maximize the effectiveness of her website, improve customers' online experience, and "get the most out of that investment."

In 2016, Kaleidoscope reached over 43,000 customers and doubled their revenue from the previous year. Jesseca attributes much of that success to both her strong digital presence and unique

brand strategy, which uses comedy and lightheartedness to uplift her audience. "When people struggle with hair loss, it's not a funny thing, but I try to bring fun to it, make it more commonly talked about instead of something to be ashamed of." Inspiring people to be true to who they are is Jesseca's favorite aspect of Kaleidoscope, and she hopes that future growth will mean getting to share that with even more people. "I would love to have a business that's substantial enough to employ more people, maybe send a group of children to college, and give inspiration to others. I always say that if I could do it, anybody could do it."

Kaleidoscope Hair Products has 7 employees.

Visit www.iluvcolors.com



MAINE NUMBERS

\$466 million

of economic activity Google helped provide for Maine businesses, website publishers, and non-profits in 2016.¹

4,800

Maine businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$2.47 million

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

Stonewall Kitchen

YORK, MAINE

In the early 1990s, Jonathan King and Jim Stott were “two broke guys” who enjoyed giving their homemade jams and chutneys as gifts. A friend suggested they sell their concoctions at a local farmers market, so they hand-labeled 300

jars and set them out—selling out on their very first try. Stonewall Kitchen, the brand they cofounded, now has 10 retail stores in the Northeast, a catalog business, a wholesale business stocking merchandise in 6,000 retail locations nationwide, an international business in 42 countries, and an e-commerce website. “This is an American Dream kind of story,” says Janine Somers, Director of Marketing and Direct-to-Consumer Sales. “Jon and Jim were natural product developers.” They were also savvy brand builders who launched their website in 1999—using digital marketing to

“Our web presence allows our brand to come to life digitally so that customers everywhere can experience the Stonewall Kitchen lifestyle.”

JANINE SOMERS, DIRECTOR OF MARKETING AND DIRECT-TO-CONSUMER SALES

2016, we saw a 42 percent increase in revenue directly attributed to AdWords,” Janine says. Google Analytics also equips the company with vital business intelligence. “We have a complicated infrastructure and multiple systems that don’t always report the same data,” Janine explains. “But Google Analytics has a wealth of data that lets us see trends and gain actionable insights about our customers, website traffic, and marketing campaigns.”

Stonewall Kitchen adds over 100 jobs during the holiday season,

spread the word about their delectable jams, jellies, condiments, prepared foods, and snacks.

Google tools help Stonewall Kitchen grow their business in a competitive marketplace. They use AdWords, Google’s advertising program, to bring foodies searching for gourmet goodies and gifts to their website. “In

and all of the manufacturing for their “wet” products, such as their jams, jellies, and salsas, is done in their York facility. They also give back through community outreach programs and charitable funding. “We’ve come a long way from the farmers market, but we haven’t forgotten the support from our local community,” Janine says. The business meanwhile shows no signs of slowing down. “We’d love to see our website sales continue to grow at a double-digit rate,” she remarks. They also plan to increase international sales, which are now 10 percent of their business. “Google helps us create a strong, integrated web presence, which is a really important piece of our overall business,” says Janine.

Stonewall Kitchen has 383 employees.

Visit www.stonewallkitchen.com



MARYLAND NUMBERS

\$2.52 billion

of economic activity Google helped provide for Maryland businesses, website publishers, and non-profits in 2016.¹

23,000

Maryland businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$12.8 million

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

Chesapeake Fine Food Group

OWINGS MILLS, MARYLAND

Nothing says "home" like authentic old-fashioned cooking. Chesapeake Fine Food Group welcomes visitors from across the country home to Maryland by delivering prepared gourmet goods with a taste of the Chesapeake Bay directly to their doors. "Our business is national, but we're located in Maryland," Vice President Kate Glenn says proudly. Founded in 1997, Chesapeake offers three different catalogs of local delicacies on their online storefront, whipping up everything from crab cakes to Beef Wellington.

Chesapeake uses modern tools to promote their old-fashioned appeal. "We're a small to mid-sized company competing against multi-billion-dollar corporations," Kate explains, "so it's really important for us to strengthen our web presence and differentiate our products." With AdWords, Google's advertising program, they're able to do both, attracting the right customers in a crowded market. "We differentiate ourselves from other food retailers by

"The Internet is where we are making our biggest investment."

KATE GLENN, VICE PRESIDENT

their customers' demands, which range widely depending on regional palates. And with a newly redesigned website and growing team of online marketers, the company is becoming increasingly more digital. "We know the web is where growth will be in the future, and every year we see more and more of our total sales being dedicated to online sales," Kate adds.

From their mail-order beginnings, Chesapeake has grown into a major online culinary player. In 2016, they shared a taste of Maryland with over 130,000 customers, and more than half of their orders came from the web. They continue to grow 20 percent annually and spread that economic wealth among the farmers and growers around them. "We love to give business to folks in our

marketing our products to folks who are specifically looking for prepared entrées that arrive ready to go," she says. They also use Google Analytics to measure their web traffic and better understand

own backyard," Kate says. With 120 vendors across the country, Chesapeake is cooking up good news all over America, too. "People are excited to grow with us, and we're excited to grow with them."

Chesapeake Fine Food Group employs 43 people during peak season.

Visit www.cbcrabcakes.com



Ministry of Supply

BOSTON, MASSACHUSETTS

When MIT students Aman Advani, Gihan Amarasiriwardena, and Kit Hickey saw a need for comfortable yet professional-looking business wear, they launched a Kickstarter campaign to create their prototype men's Apollo dress shirt. Inspired by athletic wear and NASA fabrics, the dress shirt was stretchy, breathable, moisture-wicking, and temperature-regulating. "Success on Kickstarter proved that there was demand for our product," says Director of Marketing Dan Weisman. "So we got to work figuring out how to actually manufacture the shirts and developing additional products to go with them." The culmination of their work was Ministry of Supply, a high-performance business wear fashion brand that launched in 2012. With a focus on the human form, function, and urban style, the company then created pants, socks, and a women's line. Business skyrocketed. They now have a successful e-commerce operation as well as brick-and-mortar stores in seven U.S. cities.

"The web has allowed us to be truly international."

DAN WEISMAN, DIRECTOR OF MARKETING

Google tools helped this stylish startup get off the ground. "We had to figure out how to go from being a Kickstarter with one product to a real company," Dan says. "Our goal was to double our sales every year." They soon started using AdWords, Google's advertising program, to reach their core audience of young professionals. Today, 80 percent of their advertising budget is spent online, and AdWords and organic search together account for nearly half of their sales. Google Analytics provides business intelligence, so the team can make smart, data-driven decisions. As Dan describes, "it's the heart of how we look at and understand our marketing efforts." G Suite tools, including Gmail, Hangouts, and Docs, keep the operation humming. "We might be a small company, but we have employees and business partners all over the world," Dan explains. "It's crucial that we're connected in real time." And YouTube videos educate consumers about the benefits of their products and how they function.

Ministry of Supply has sold to over 200,000 customers worldwide

since their founding. They've shipped to 137 countries, with 12 percent of their business in international markets. Dan estimates that they're growing 62 percent annually. While they've done some traditional advertising, "Google tools are at the core of the business," says Dan. "It's gratifying to see our creations come to life. And with access to a widespread audience, we hope Ministry of Supply can someday become a household name."

Ministry of Supply has 41 employees.

Visit www.ministryofsupply.com

MASSACHUSETTS NUMBERS

\$12.6 billion

of economic activity Google helped provide for Massachusetts businesses, website publishers, and non-profits in 2016.¹

34,000

Massachusetts businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$22.4 million

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

1,300+

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



Xenith

DETROIT, MICHIGAN

“A relentless pursuit to protect athletes” is what drives Xenith, an industry leader in football-helmet technology. Before Xenith, decades passed with only minimal innovation in helmet design, President Ryan Sullivan says. The company’s mission, he adds, is to “develop the most advanced protective equipment, from helmets to shoulder pads and other accessories.” They proudly make their gear in Detroit and outfit athletes of all ages and skill levels. “We could assemble helmets for a youth organization across the country and, later that day, make one for a Detroit Lion right down the street,” Ryan notes.

Xenith launched in 2006 and had their first helmets on the field three years later. “Today, we’re third in the market for football helmets. We’re also the fastest growing,” Ryan says. The company doubled their revenue from 2014 to 2016 and sells their products to hundreds of thousands of customers around the

“The web is very important to us, both as a sales channel and for overall brand awareness.”

RYAN SULLIVAN, PRESIDENT

traffic, gain customer insight, and make data-driven decisions. And YouTube enables them to share their brand anthem as well as tutorial-based videos showcasing their products. “There’s a real education process to inform potential customers about our products. YouTube is a great platform to grow our brand awareness and build our football community,” Ryan explains.

For the Xenith team, the most rewarding part of the job is being able to build relationships with sport communities worldwide and affect the lives of young athletes. For the 2016 high school season, the company supplied helmets to all Detroit public school teams,

world. Web-enabled tools power their growth. AdWords, Google’s advertising program, is their go-to marketing tool, and when their products are in-season, over half of their online sales come through Google. They consult Google Analytics to measure their web

two of which won state championships. “Seeing our hometown teams, who wore our product, win state titles and have their parade go right past our office—that’s a pretty cool moment,” Ryan remarks. Committed to innovation and safety for all athletes, Xenith’s ambitions and vision for the future don’t stop in the football market. “We’re building a world-class company to help keep all athletes safer, and we’re doing it here in Detroit,” says Ryan.

Xenith employs 130 people during peak season.

Visit www.xenith.com

MICHIGAN NUMBERS

\$3.58 billion

of economic activity Google helped provide for Michigan businesses, website publishers, and non-profits in 2016.¹

31,000

Michigan businesses, website publishers, and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2016.¹

\$9.6 million

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

600+

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



MINNESOTA NUMBERS

\$4.6 billion

of economic activity Google helped provide for Minnesota businesses, website publishers, and non-profits in 2016.¹

22,000

Minnesota businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$10.4 million

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

My Name Is Yeh

EAST GRAND FORKS, MINNESOTA

Molly Yeh started blogging in 2009 as a classical percussion student at The Juilliard School in New York. She wrote about city life, including its diverse cuisine. After a few years, she and her then boyfriend (now husband) returned to their native Midwest and moved onto a working farm, chickens included. This provided a fertile setting for Molly to reinvent herself. "I didn't have lots of friends nearby, so I threw myself into the blog and worked on my photos and recipe writing," she recalls. "My Name Is Yeh shows my life on the farm and the recipes I create, which are influenced by my Chinese and Jewish heritage and my travels." Her unique perspective and recipes, from Brussels sprout latkes to whimsically colorful cakes, combined with a glimpse of farm life became a big hit with foodies. "By networking online and meeting other bloggers, I grew the blog into a business," she says.

"I couldn't move to a farm in the middle of nowhere and grow my business without the web."

MOLLY YEH, FOOD BLOGGER & COOKBOOK AUTHOR

Google has helped Molly grow her blog from something "only my mom and mom-in-law read" to an income-generating, award-winning destination. Google Analytics provides valuable insights on her audience and web traffic. "Most of my business is from working with sponsors. And potential sponsors always want to know if my audience aligns with their customer base. With Google Analytics, we can see whether or not my blog is a good fit," Molly explains. Her social media channels, including YouTube, bring her experiences, recipes, and personality home to over 300,000 followers. Gmail lets her communicate with fellow bloggers, advertisers, sponsors, and other business contacts. And AdSense enables her to sell ad space on her site as an additional source of revenue.

Since her humble beginnings, Molly has won numerous awards and accolades, including Yahoo's Food Blogger of the Year and

Forbes 30 Under 30 for Food & Drink 2017. She is now a sought-after freelance food writer and has published a cookbook, *Molly on the Range*. She gives back by volunteering at her local food co-op and community food truck. "Through generating a following on social media and traffic on the blog, I'm able to make a living," Molly says. We can't wait to see what she'll serve up next.

Molly Yeh has over 300,000 followers.

Visit www.mynameisyeh.com



MISSISSIPPI NUMBERS

\$111 million

of economic activity Google helped provide for Mississippi businesses, website publishers, and non-profits in 2016.¹

4,000

Mississippi businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$1.4 million

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

The Mississippi Gift Company

GREENWOOD, MISSISSIPPI

Tim and Cindy Tyler travel the backroads of Mississippi to curate the best handmade foods, art, and home decor that their home state has to offer. The result is The Mississippi Gift Company, their labor of love and pride. The couple got the idea for the shop in 1993, when they were newly married.

"We borrowed our brother-in-law's camera and shot our first catalog of locally made goods," Tim recalls. "The response from Mississippians and displaced Mississippians was overwhelming." Since then, they've expanded from 20 items to over 750, and from three suppliers to 150—all in Mississippi and thoughtfully curated through Cindy's aesthetic lens.

In addition to a retail location, they sell their products online, which lets them, as Cindy says, "offer to the rest of the world hidden treasures that can be found nowhere else." They got on the Internet relatively early, creating their first website in 1997. They've been

"The Internet allowed us to expand our unique offerings to the rest of the world."

CINDY TYLER, CO-FOUNDER & OWNER

using AdWords, Google's advertising program, for so long that the couple can't remember exactly what year they started. They also use Google Analytics to measure their web traffic and make informed business decisions. "Google products allow us to discover new customers, expand our customer list, and grow sales," Cindy says. Working day-to-day operations in G Suite tools Gmail, Docs, Drive, and Calendar, she also believes that Google helps them "be more efficient with internal processes," so they can ultimately reach more people.

Based in a small city of about 16,000 people, The Mississippi Gift Company is a hub of art and culture for the local area. Because of their online presence, that culture now reaches far beyond state lines. "By marketing our goods through retail and on our website, we've been able to provide an outlet for countless artists, entrepreneurs, and producers from all across the state," says Cindy.

"This relationship is mutually beneficial. It helps local artisans get more exposure to a wider market while also significantly contributing to their income." For everyone involved—the artisans, entrepreneurs, and customers themselves—The Mississippi Gift Company offers a unique opportunity for Mississippians to share "an expression of who they are."

The Mississippi Gift Company has 20 employees.

Visit www.themississippigiftcompany.com



Tulane's Closet

SAINT PETERS, MISSOURI

Stephanie Syberg had worked in veterinary medicine for 16 years and knew how much people and their dogs hated postsurgical plastic cones and e-collars. "I always had this idea I could come up with something more comfortable and convenient," she says. So she invented Cover Me by Tui, an adjustable pet garment that resembles a dog onesie. After getting rave reviews from clients, family, and friends, Stephanie began manufacturing the garments in different styles, sizes, and colors and launched Tulane's Closet in 2012. "My heartbeat was as fast as a beagle's wagging tail!" she recalls. "It's scary to start something on your own." But with sales propelled by the Internet, the market responded with a big, affirmative "Woof!"

Tulane's Closet sells their products to veterinary practices, retailers, and directly to consumers via their website. They rely on AdWords, Google's advertising program, which currently drives

"Last year was the first year that we relied solely on online advertising. It was our biggest growth year."

STEPHANIE SYBERG, OWNER & DEVELOPER

Analytics daily to gain insight on their customers, web traffic, and "everything that we want to know." And YouTube provides "a great way to show people how easy it is to use Cover Me by Tui's built-in potty cover—you just roll up the potty cover like a burrito and snap it onto the chest area," Stephanie describes. "The more we advertise, make videos on YouTube, and do everything that's out there, the more we keep growing, growing, growing."

Today, Tulane's Closet has sold over 43,000 Cover Me by Tui garments. They have nearly doubled their revenue every year and

65 percent of their sales. "It helps me tremendously with getting the word out, not only in the U.S. but also to all of the different countries," Stephanie says. "We're now in seven countries, and a quarter of our sales come from outside the U.S., which is amazing for a company with only five people." They also use Google

expanded their operation from the basement to all of the top floors, taking over the entire building. "We're literally moving in in the world," Stephanie says. With three new products set to launch this year, Stephanie can't help but marvel at how far they've come. "I still remember the first time somebody called us and said they saw a dog in Central Park wearing a Cover Me by Tui," she says. "It's amazing that, with what's out there on the Internet and Google, if you have a product that you truly love, you really can start and grow a business. Anybody—everybody if they really wanted to, they can do it."

25% of Tulane's Closet's sales come from outside the U.S.

Visit www.tulanescloset.com

MISSOURI NUMBERS

\$2.13 billion

of economic activity Google helped provide for Missouri businesses, website publishers, and non-profits in 2016.¹

18,000

Missouri businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$8.12 million

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



MONTANA NUMBERS

\$90.6 million

of economic activity Google helped provide for Montana businesses, website publishers, and non-profits in 2016.¹

3,600

Montana businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$2.15 million

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

The Natural Baby Company

BOZEMAN, MONTANA

When Kim Ormsby was pregnant with her second child, she realized how difficult it was to shop for organic baby products. "There was no physical place to buy cloth diapers or wooden toys, and even online stores were pretty nonexistent," she recalls. Kim launched The Natural Baby Company out of her home on Earth Day 2003 to fill this need for eco-friendly parenting goods. "From there, we just grew," she remarks. "We went from packing orders in my kitchen to moving into a warehouse." Today, the company has a robust online store, runs a storefront in Bozeman, wholesales to over 300 retailers worldwide, and manufactures their own cloth diaper line called GroVia. And now as a mother of seven, Kim continues to only sell products she can personally vouch for. "If I can't speak to the quality and usefulness of the product, we don't carry it."

From the beginning, Kim has used the Internet to connect with

"About 70 percent of our online growth can be attributed to Google tools."

KIM ORMSBY, FOUNDER & CEO

like-minded parents. "The web is pretty much where all of our growth is happening," she says. The company earns most of their revenue via online sales, which has averaged 32 percent annual growth over the past three years. They use AdWords, Google's advertising program, to attract customers around the world to their virtual storefront. Google Analytics helps them optimize their online marketing campaigns. And through YouTube, they share product demonstrations and reviews with a global audience. Overall, they've found Google tools to be, as Kim describes, "extremely beneficial to our e-commerce operation," and e-commerce is a boon for their customers. "New parents aren't dragging their kids out to shop. If they're home rocking the baby to sleep, they'd rather shop online."

The Natural Baby Company has grown to be more than just a store. "We're a resource within the community," Kim explains. They offer car seat certification at their Bozeman location to make sure

parents know how to safely secure their babies. They donate cloth diapers to families who can't afford them through their GroVia Gives program. They also lead fundraising efforts for those in their community, either locally or online, who are in need of support. And as they continue to grow, Kim hopes to provide even more services and programs that contribute to families. For her, it is and will always be about "being a part of everyone's parenting journey."

The Natural Baby Company has 15 employees.

Visit www.thenaturalbabyco.com



NEBRASKA NUMBERS

\$2.33 billion

of economic activity Google helped provide for Nebraska businesses, website publishers, and non-profits in 2016.¹

5,500

Nebraska businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$1.45 million

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

iFixOmaha

OMAHA, NEBRASKA

Anyone who's had a wireless device break knows the panic that subsequently sets in. It needs to be fixed—and fast. Jason DeWater, who'd been tinkering with things since sixth grade, had a passion for repairing microelectronics. When his brother-in-law's iPhone earpiece speaker broke, he fixed it. This led to him launching a mobile repair service out of his basement in 2012. "Business really took off and grew very quickly," says Jason, who opened his first brick-and-mortar store a couple years later. "We started adding employees with new skills and expanding our portfolio of what we can fix." iFixOmaha now repairs smartphones, tablets, and laptops. In two short years, they've grown to four locations as well as onsite and concierge services.

"Our company's growth is a Google love story."

JASON DEWATER, FOUNDER

From the very beginning, Jason has used Google tools to run his business. He relies on AdWords, Google's advertising program, to bring gadget-frazzled customers to his website and storefronts.

incredible is that every time we increase our ad spend, our sales grow proportionately. It's like a limitless well." Google Analytics also enables him to better understand his customers and adapt the business to "meet the services they're actually looking for." Google Sheets and Calendar let him track internal workflow, manage inventory, and coordinate work shifts among all four locations. And Google My Business bolsters his online presence with hundreds of customer reviews and 360-degree virtual tours of his stores.

The more Nebraskans go wireless, the more they need iFixOmaha. In 2016, the business had 10,000 customers and saw an increasing demand for other services, such as the installation and repair of integrated home wireless systems. This year, Jason plans

"Our biggest advertising bang for the buck is AdWords," he says. "It outperforms any advertising you can imagine, and we've tried them all." Jason estimates 50 percent of business comes from AdWords, with sales increasing 40 percent per year. "What's really

on doubling the number of stores and adding staff to meet the growing need. "The secret sauce behind how we were able to outgrow our local and even national competitors is we embraced the power of Google, right out of the gate." Thanks to iFixOmaha, Nebraskans no longer need to worry about their wireless devices failing them. "We can fix anything here," says Jason.

iFixOmaha has 14 employees.

Visit www.ifixomaha.com



NEVADA NUMBERS

\$1.84 billion

of economic activity Google helped provide for Nevada businesses, website publishers, and non-profits in 2016.¹

18,000

Nevada businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$3.45 million

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

5 Star Helicopter Tours

BOULDER CITY, NEVADA

What do you do when you have over 25 years of tourism experience and live in one of the most scenic destinations in the country? For husband-and-wife team John and Melanie Power, the answer was simple: You offer VIP helicopter tours at an affordable price. "It's a saturated industry, but we felt there was a better way to provide that sort of service to the customer," says Mark Stanway, Vice President of Sales and Marketing. They launched 5 Star Helicopter Tours in 2012, offering daily first class aerial trips to the West Rim of the Grand Canyon and nightly flights over shimmering Las Vegas to visitors from all over the world.

Like Las Vegas itself, 5 Star Helicopter Tours has grown from modest beginnings to the premier choice for Nevada adventure. They operate a fleet of five Airbus helicopters and 10 Mercedes-Benz ground transportation vehicles to shuttle customers to

"The Internet allows us to give our customers a real preview of what they can expect."

MARK STANWAY, VICE PRESIDENT OF SALES AND MARKETING

and from their hotels, and offer an entire portfolio of outdoor excursions, including ATV tours and overnight camping trips. The company relies on Google tools to compete in an already crowded market. AdWords, Google's advertising program, drives awareness and keeps 5 Star at the top of visitors' minds and web searches. "It drives over half of our online traffic and reminds customers that we're here," Mark says. "That's very important." They also use Google Analytics to measure their web traffic and adjust their marketing strategy accordingly. And through YouTube videos, they attract curious visitors with inside looks of their VIP services. "Everything Google is doing is hugely significant for our company's success," Mark says.

Today, 5 Star Helicopter Tours is as big of a Las Vegas act as any. They've already shared the glory of the desert with over 120,000 customers. Their website sales continue to grow by 65 percent

annually, with AdWords driving 45 percent of that growth. And with plans to purchase two additional helicopters, they have no intention of slowing down. "We want people to enjoy more of what helicopters can do and make memories that they're going to share for the rest of their lives," Mark says. With Google, small businesses like 5 Star Helicopter Tours can bet on themselves and their future.

5 Star Helicopter Tours has 60 employees.

Visit www.5starhelicoptertours.com



NEW HAMPSHIRE NUMBERS

\$719 million

of economic activity Google helped provide for New Hampshire businesses, website publishers, and non-profits in 2016.¹

6,100

New Hampshire businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$1.38 million

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

GourmetGiftBaskets.com

EXETER, NEW HAMPSHIRE

In 1976, David and Trudy Abood opened a flower shop in Manchester, New Hampshire. The business thrived, with David eventually bringing on son Ryan as president and CEO. Ryan had a hunch that the family's side business—making gift baskets in the store basement—could grow beyond the local community, so he launched GourmetGiftBaskets.com in 2002. "We provide a variety of products for all the major occasions in people's lives," says Vice President of Sales and Marketing Jason Bergeron. They work with select vendors to procure fine chocolates and candies, baked goods, snacks, coffees and teas, and other gift basket goodies. They also manufacture their signature product, which pops up in many orders—handcrafted gourmet popcorn. "We're an aggregator of the world's best gourmet foods," Jason says, "and what sets us apart is that we assemble all of our products ourselves right here in New Hampshire."

"We couldn't expand our brand around the country and the world without the web."

JASON BERGERON, VICE PRESIDENT OF SALES AND MARKETING

Since their founding, the e-commerce operation has exploded with \$20 million in annual sales. They rely on AdWords, Google's advertising program, to attract the right customers during specific times of the year and drive sales. "It accounts for 30 percent of our sales and is a key part of our growth," Jason remarks. Google Analytics provides critical data to help them compete in a highly saturated marketplace. "We analyze everything," he adds, noting that 85 percent of their marketing budget is spent online. "By tracking every facet of customer interactions on our website, we can really dive in deeper and focus on areas where we find success."

GourmetGiftBaskets.com has been recognized by national publications for their rapid growth. Their affiliate and marketplace channels have a strong presence, and the company is busy expanding to other online marketplaces, entering the

wholesale industry, and working to increase international sales. To accommodate their sweet success, they moved into a 107,000-square-foot facility in Exeter. They employ 50 people full-time and add temporary employees during peak holiday seasons. GourmetGiftBaskets.com supports the local food bank and offers an online donation request portal to share their goodwill with organizations across the U.S. "Working with Google has helped us grow in every channel," Jason says. "The digital world changes quickly, but because of the tools at our disposal, we are always ready to adapt."

GourmetGiftBaskets.com is celebrating their 15 year anniversary in 2017.

Visit www.gourmetgiftbaskets.com



NEW JERSEY NUMBERS

\$4.3 billion

of economic activity Google helped provide for New Jersey businesses, website publishers, and non-profits in 2016.¹

41,000

New Jersey businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$12.5 million

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

Olive Oil Lovers

PASSAIC, NEW JERSEY

A world traveler with a taste for Mediterranean quality, Joanne Lacina was living in Greece when she discovered that the olive oil locals enjoyed there was very different from what was sold on supermarket shelves back home. "I saw that there was a huge quality deficit in the U.S. and thought to myself, 'Why can't we all be enjoying this amazing olive oil that the Greeks have been eating for decades?'" she recalls. Partnering with producers around the world, Joanne founded Olive Oil Lovers in 2012 to offer Americans a fresher, high-quality alternative at a competitive price. "This is what the American people want," Joanne says. "So that's what we'll give them. And we'll deliver it right to their doors."

From the start, Olive Oil Lovers has used the web and Google tools to set itself apart. "We're not just a store. We're a platform where

"When you work with a really fresh product like ours, it's absolutely essential to be an online business that can move quickly."

JOANNE LACINA, PRESIDENT

anyone from anywhere can expand their olive oil knowledge and palate," Joanne explains. "This is something we couldn't have done as a brick-and-mortar." Today, the company reaches thousands of customers and drives international business with their web presence. AdWords, Google's advertising program, currently accounts for 70 percent of their new customer acquisitions and "is very critical to our growth," says Director of Marketing George Floropoulos. Google Analytics provides insights on their web traffic and marketing campaigns. Google Trends helps them see what is in high demand in the olive oil market. And G Suite tools Gmail, Docs, and Drive make international collaboration quick and easy. "If Google didn't exist, we wouldn't exist," adds George.

Since their founding, Olive Oil Lovers has doubled their number of partnerships. They now work with over 40 producers in the U.S.

and abroad to provide olive oil as well as other fresh items, such as vinegar, jam, and honey. Their 90 percent growth year-over-year has allowed them to hire more full-time employees and expand to a team of eight. And thanks to their success, Olive Oil Lovers is able to educate their consumers while providing an economic boost to small-scale growers. "It's the beauty of having the entire country as your customer base," says Joanne. With growing demand and powerful e-commerce tools, the future looks golden for this New Jersey business.

Olive Oil Lovers has been experiencing 90% annual growth.

Visit www.oliveoillovers.com



Dreamstyle Remodeling

ALBUQUERQUE, NEW MEXICO

Dreamstyle Remodeling began offering remodeling services in 1989, installing window, bath, kitchen, and other fixtures from major U.S. manufacturers. The business grew steadily from their original base in Albuquerque to multiple locations across the Southwest, including Santa Fe, Tucson, Phoenix, Prescott Valley, Boise, and San Diego. For years, their primary customers were baby boomers, but Founder and CEO Larry Chavez realized that if he wanted to continue growing the business, he would need to start connecting with a younger generation of customers entering the home-buying and remodeling markets. He hired Dawn Dewey as marketing director in 2013. From that point, “we really got heavily into digital,” Dawn says.

Today, over 25 percent of Dreamstyle’s revenue is generated through the Internet. They use AdWords, Google’s advertising

“The most important thing we do for marketing is make sure we show up well and correctly on Google.”

LARRY CHAVEZ, FOUNDER & CEO

program, to market their services to customers across the U.S., and they’re seeing handsome returns. “It costs us about \$100 on AdWords to earn \$1,000,” Larry remarks. Google Analytics helps to see which advertising campaigns are working, what content is engaging, and if they need to alter their marketing. Google My Business listings allow them to take customers on a 360-degree virtual tour of their showrooms. G Suite tools like Calendar, Docs, and Drive keep their internal operations running smoothly. And YouTube provides a platform for sharing testimonials from satisfied customers. All this successful digital branding, Larry says, “is not only good for selling products, it’s good for recruiting people, which of course is our top priority.”

Since shifting to digital, Dreamstyle has added 250 employees to keep pace with their growth. In their 28 years of business, they’ve served 60,000 customers, and a quarter of them are from the past

four years alone. “Google gave us the tools to make our marketing stronger and more sophisticated, which accelerated our growth,” Dawn says. They are growing 34 percent annually and expect to hit \$100 million in sales this year. With plans to open two additional locations, they have their sights set on reaching \$250 million by 2020 and hiring another 500 people in the process. “We think it’s possible,” Larry assures. “And the web and Google tools are going to be critical to that growth.”

Dreamstyle Remodeling has 500 employees.

Visit www.dreamstyleremodeling.com

NEW MEXICO NUMBERS

\$99.3 million

of economic activity Google helped provide for New Mexico businesses, website publishers, and non-profits in 2016.¹

5,000

New Mexico businesses, website publishers, and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2016.¹

\$3.54 million

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



Maker's Row

BROOKLYN, NEW YORK

For both Tanya Menendez and Matthew Burnett, manufacturing runs in the family. Tanya hails from a family of factory workers in California, and Matthew has roots in Detroit. While working with Matthew on a small leather goods line in New York City, Tanya realized how difficult it was to find local manufacturers. Aiming to democratize that access, she and Matthew started Maker's Row, an online marketplace where small businesses can find American factories to manufacture their products.

AdWords, Google's advertising program, has been a crucial element of their marketplace. "Factory partnerships started to take off in 2015 when we started using AdWords," Tanya remarks. She notes that on the customer side, "The majority of our traffic comes from Google. The people that actually turn into customers and create products are the ones coming from Google." In addition to AdWords, Maker's Row leans on content marketing through

"We wouldn't have been able to gain traction if it weren't for Google."

TANYA MENENDEZ, CO-FOUNDER

YouTube to jumpstart their factories' online reputations. For many manufacturers, Maker's Row is their first time getting online. Factory tour videos help Maker's Row "put a face behind the products that are made in the United States," Tanya says. "It helps our factories convert curious people into customers and showcases that there are still manufacturers in America."

In five years, Maker's Row has helped 120,000 small businesses source and create products in 11,000 American factories. Today, with 70 percent annual growth, they're busy satisfying the demand for even more factories. "We've seen 110 percent year-over-year growth on the factory-acquisition side," Tanya says. Beyond acquisition, their impact on individual factories has grown exponentially. One manufacturer in New Jersey, a young, immigrant woman, started her business through Maker's Row and went from zero to 28 employees and \$0 to \$1.47 million in one year. Another,

YouTube to jumpstart their factories' online reputations. For many manufacturers, Maker's Row is their first time getting online. Factory tour videos help Maker's Row "put a face behind the products that are made

NEW YORK NUMBERS

\$32.7 billion

of economic activity Google helped provide for New York businesses, website publishers, and non-profits in 2016.¹

119,000

New York businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$72.1 million

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

6,000+

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

which Tanya admires as "an incredible staple to the American economy, making military, post office, and even political gear," made \$3 million through the platform. For Tanya, the best part of Maker's Row is that it gives those small manufacturers "the chance to compete on a global scale."

Maker's Row has 15 employees.

Visit www.makersrow.com



NORTH CAROLINA NUMBERS

\$2.38 billion

of economic activity Google helped provide for North Carolina businesses, website publishers, and non-profits in 2016.¹

37,000

North Carolina businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$11 million

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

Outdoor Equipped

WILMINGTON, NORTH CAROLINA

When U.S. Army Infantry Branch veteran Mike Mayo got tired of the corporate world, he decided to start an online business that catered to those who shared his passion for the outdoors. His brother Chad Hankinson, a triathlete and avid outdoorsman, came on as CEO.

In 2012 they launched Outdoor Equipped, a company that sells clothing and footwear with the adventurer in mind. "We wanted to offer specialty brands and products that encompass a healthy lifestyle," says Chad's son Robert Hankinson, Vice President of E-commerce. "Whether it's going on a casual run, or hiking, or fishing, or walking around the city—our goal was to offer our customers specialty brands and products to get them outdoors, get them active, and keep them moving, while looking good."

Google tools have enabled Outdoor Equipped to differentiate themselves in a crowded marketplace. They use AdWords,

"The online world is competitive. Google helps us deliver the best experience to our customers."

ROBERT HANKINSON, VICE PRESIDENT OF E-COMMERCE

make smart, data-driven business decisions. "Our goal is not to compete with the big guys on price, but rather, deliver a great customer experience," Robert says. "Google Analytics helps us do that. It tracks our traffic, conversions, and demographics. It lets us measure our data and constantly make improvements to stay ahead of the curve."

The great customer experience is paying off. In 2016, business boomed to the tune of nearly \$50 million in online sales. Robert plans to continue growing the company by expanding their AdWords campaigns and driving downloads for their mobile app.

Google's advertising program, and Google Shopping campaigns to get in front of consumers who are searching for the great brands and products they sell. Google Analytics also helps them

Outdoor Equipped is also active in their local community. The family opened a flagship store in downtown Wilmington and gives back to the city through event sponsorships, free concerts, charitable donations, and discounts for veterans. "We want to be seen as a North Carolina family company and a staple of the community," Robert says. To other small businesses, he offers this advice: "Stay true to who you are and what you're passionate about. But remain adaptable, as the marketplace is always changing."

Outdoor Equipped has 100 employees.

Visit www.outdoorequipped.com



NORTH DAKOTA NUMBERS

\$156 million

of economic activity Google helped provide for North Dakota businesses, website publishers, and non-profits in 2016.¹

1,700

North Dakota businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

Pedigree Technologies

FARGO, NORTH DAKOTA

Powerful innovations have long come from American garages, and Fargo's Pedigree Technologies is no exception. Founded in 2004 by entrepreneur Alex Warner, Pedigree Technologies brings cutting-edge remote-monitoring and asset-tracking solutions to life. "It's pretty exciting to see a product you've built changing businesses and making lives easier," says Director of Product Management Josh DeCock. Today, their technology is used by companies all across North America to keep track of high value assets—everything from trucks to construction equipment—and diagnose problems remotely. "In the beginning, most of our customers were regional. We now have a much larger customer base with global reach," Josh remarks.

To get this far, Pedigree Technologies has relied on the Internet to keep their own business operations as innovative and dynamic as their products. They use AdWords, Google's advertising program,

"We wouldn't exist without the web. Everything we do uses the Internet."

JOSH DECOCK, DIRECTOR OF PRODUCT MANAGEMENT

to target and attract customers. "On any given month, 33 percent of our traffic has been from Google Search and AdWords," explains Marketing Manager Clay Kraby. "They're the biggest sources of traffic to our site." Google Analytics helps them track their website performance just as closely as their clients' equipment. They also share eye-catching tutorial videos on YouTube and collaborate in real time with G Suite tools Gmail, Docs, and Drive. "Google's products are robust, reliable, trustworthy, and just make things much simpler to do," Josh says.

With over 450 customers across the United States and Canada, Pedigree Technologies has long outgrown their garage. Half of their marketing budget is now committed to digital, driving 50 percent annual growth and fueling hiring initiatives to keep pace with their ever-increasing demand. They also have countless stories about how their products are impacting people's

lives. "We've been able to save people's jobs," says Marketing Management Director April Dennis. "Following truck accidents, for instance, our technology has been used to prove that drivers were driving just as they should've been and that the accidents were out of their control." With plans to introduce several new lines of high-tech products this year, Pedigree Technologies can expect many more stories about how they're improving operational efficiency and safety for their customers. "A lot of really cool things are coming down the road," Josh says. "We're excited to see them come to fruition and make a difference."

Pedigree Technologies has 65 employees.

Visit www.pedigreetechnologies.com



OHIO NUMBERS

\$4.28 billion

of economic activity Google helped provide for Ohio businesses, website publishers, and non-profits in 2016.¹

34,000

Ohio businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$9.05 million

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

WARDJet

TALLMADGE, OHIO

Richard Ward and his family emigrated from Zimbabwe to the U.S. in 1991 with only two suitcases and a small bag of toys for the kids. The day after he received his Green Card in 1995, Richard founded a company that ultimately became WARDJet. He sold his car to finance the business and by 2003 was making advanced Computer Numeric Control (CNC) machines, specializing in waterjet cutting systems. "We're unique in our ability to offer CNC machinery of this magnitude, accuracy, and nature," says Richard. With the Internet powering their customer acquisition and growth, the company is also unique in the way they do business. "There's nobody else who sells like us," he adds.

"In our industry, companies spend a lot of money doing print advertising, attending trade shows, and sending salesmen everywhere," Richard remarks. "I decided early on that we weren't

"Google allowed us to break away from the traditional, costly business model and grow to where we are today."

RICHARD WARD, CEO & FOUNDER

generates 30 percent of their leads, attracting customers who are in need of the exact services they provide. "It's quality lead generation," IT Manager Ken Carter explains. WARDJet also uses Google Analytics to make smart marketing decisions on a daily basis. They've integrated the Google Cloud Speech API with their customer relationship management system to transcribe phone calls and voicemails. And they communicate internally through Google Hangouts.

Today, WARDJet sees 25 percent annual growth and services customers worldwide. They proudly manufacture all of their

going to do any of those things, so I began looking for other ways to run the company." WARDJet turned to online channels to grow their business, and AdWords, Google's advertising program, is "the tip of the arrow." It

equipment in a 220,000-square-foot plant in Northeast Ohio. They also buy from 200 vendors, over half of whom are in Ohio, attract top engineering talent from area universities, and support local math and science school programs. Richard is thankful for how far his company has come. "I wanted us to be different from everybody else," he says. "We've broken the mold in the capital goods industry and are now able to provide very high-tech solutions in ways many others can't."

WARDJet has 93 employees.

Visit www.wardjet.com



Pie Junkie

OKLAHOMA CITY, OKLAHOMA

For Oklahoma moms Darcy Schein and Leslie Coale-Mossman, business began with one homemade pie at a time. “Leslie and I started out just spending time cooking for our kids,” Darcy says. “We quickly figured out that we had a lot of friends who wanted help in the kitchen. So in 2010, we started a small catering business, providing one pie a week to a local startup restaurant.” Customers wanted to know, “Who made the pie?” That initial slice of exposure created enough buzz for the women to open a shop in 2013 in Oklahoma City’s Plaza District. “Pie Junkie is a labor of love,” Darcy says. “We make quiche in the morning and a number of sweet options by the slice. Folks can come in and enjoy a slice of pie and a cup of coffee. Or they can order a pie for a special occasion. And we do everything in our tiny 1,000-square-foot shop.”

Since their humble beginnings baking out of a church kitchen, Pie

“When customers leave us a good review on Google, we know it makes an impact.”

DARCY SCHEIN, CO-OWNER & CO-FOUNDER

Maps to drive customers into their shop. It includes photos, store hours, directions, a link to their website, and Google reviews from satisfied pie lovers. “We know from customers that’s how they find us,” Darcy says. “And fortunately for us, there is an easy map that will guide them here because we are a tiny shop located in a tricky, hard-to-find spot.”

Business for Pie Junkie has increased steadily, garnering press mentions from national publications. Darcy and Leslie give back to their community through their Pie-It-Forward program, where once a month they select a local charity to receive a portion of

Junkie has maintained a strong web and social media presence. They launched their business using Gmail to take orders, from grandma-inspired apple crumble pies to modern delights such as macadamia key lime pie. And today, with a physical storefront, their Google My Business listing works with Google Search and

their sales, along with gift certificates. “We live in a wonderful community, where business owners support one another,” Darcy says. “We’re really grateful to be a part of it.”

Pie Junkie has 16 employees.

Visit www.piejunkie.com

OKLAHOMA NUMBERS

\$378 million

of economic activity Google helped provide for Oklahoma businesses, website publishers, and non-profits in 2016.¹

9,300

Oklahoma businesses, website publishers, and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2016.¹

\$2.15 million

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



OREGON NUMBERS

\$1.48 billion

of economic activity Google helped provide for Oregon businesses, website publishers, and non-profits in 2016.¹

35,000

Oregon businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$8.22 million

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

Full Leaf Tea Company

EAGLE POINT, OREGON

For die-hard coffee drinkers Matt and Lisa Hammonds, running on caffeine had lost its appeal. They switched to drinking herbal teas, sharing their passion for “tea and conversation” with family and friends. That gave this husband-and-wife team an idea. “We thought e-commerce and tea would be a good combination,” Matt

says. Neither had e-commerce experience, but that didn't stop them. “We used Google to do our research and figure out how to build our company from scratch.” They cofounded Full Leaf Tea Company in 2014, selling herbal and organic loose-leaf teas, wellness blends, Japanese matcha, and accessories from their virtual storefront. They blend, package, and distribute all of their products from their Southern Oregon facility.

Marketing high-quality teas from around the world, along with “the tea experience,” proved to be a winning blend. Google business

“Without the web, we wouldn't be here. It allowed us to create a business and build something with literally no capital.”

MATT HAMMONDS, CO-FOUNDER

tools helped the company more than triple their sales in 2016. They use AdWords, Google's advertising program, to attract tea lovers and former coffee fanatics. “AdWords accounts for 40 percent of our traffic and 70 percent of sales,” Matt says. Google Analytics lets them see their customer activity in real time and measure the performance of their website, blog, social media, web ads, and email marketing campaigns. And Google Webmaster Tools help them deliver a positive customer experience.

Full Leaf Tea Company has launched a wholesale division and is expanding into retail locations. “We started with \$100 to our name, a \$2,500 credit card, and no capital to grow,” Matt says. “We've grown the company by investing our sales back into digital advertising.” They give back to their local community by working with a vocational rehabilitation agency to provide job opportunities

for people with special circumstances or disabilities. With 10,000 customers and a growing fan base of tea lovers, the company is poised for greater success. “We have aggressive growth plans,” Matt says. “Google products have shaped our company from a small mom-and-pop operation into something that could be really huge.”

Full Leaf Tea Company has 14 employees.

Visit www.fullleafteacompany.com



RevZilla

PHILADELPHIA, PENNSYLVANIA

For motorcycle riders and enthusiasts, RevZilla provides “everything but the bike.” They started out in 2007 as a little shop in South Philly. Today, they’re a thriving e-commerce enterprise operating out of an upsized Navy Yard office. They ship motorcycle parts and accessories all around the globe and in 2016 generated more than \$100 million in sales. In the midst of this “hyper-growth,” says Director of Performance Marketing Chrissy Starkweather, RevZilla has stayed true to their passions: motorcycles, customer service, and technology. “Everyone here geeks out over something,” says Chrissy. “A vast majority of us are motorcycle riders and tech geeks ourselves, because that’s what we do here.”

From the beginning, digital marketing has been central to RevZilla’s e-commerce growth, with the majority of their marketing budget

“Digital marketing really propelled our business forward and enabled us to scale.”

CHRISSEY STARKWEATHER, DIRECTOR OF PERFORMANCE MARKETING

With over 6,000 videos, 300,000 subscribers, and 100 million views, the channel has been “critical for building and supporting a really broad and engaged motorcycle community.” RevZilla’s marketing efforts include “a healthy mix of Google’s organic search, YouTube, and AdWords,” Chrissy explains. “They’ve been significant drivers of business overall. And we know this because we also use Google Analytics to see where our customers are coming from.”

RevZilla is “a decade into the game,” but they’re still consistently growing at a double-digit rate. They serve over a million customers

going to digital. They use AdWords, Google’s advertising program, and Google Shopping campaigns to connect with customers in both the U.S. and international markets. “The reason why we’re able to grow and invest as much as we do in AdWords is because it’s one of our most productive channels,” says Chrissy. They also have a YouTube channel where they share lifestyle content, tutorials, and bike reviews.

annually, and their workforce has more than doubled in the last three years alone. “It’s pretty amazing to be a part of such rapid growth,” says Chrissy, “and it’s still the same company I signed up for.” As the business expands, so does their capacity to build community—not only within the motorcycle world, but in Philadelphia at large. Their philanthropic projects range from computer science education to supporting local charities. And with more community partnerships in the works, RevZilla’s growth will continue to stretch far beyond the company itself.

RevZilla has 230 employees.

Visit www.revzilla.com

PENNSYLVANIA NUMBERS

\$6.32 billion

of economic activity Google helped provide for Pennsylvania businesses, website publishers, and non-profits in 2016.¹

58,000

Pennsylvania businesses, website publishers, and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2016.¹

\$15.6 million

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

500+

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



RHODE ISLAND NUMBERS

\$317 million

of economic activity Google helped provide for Rhode Island businesses, website publishers, and non-profits in 2016.¹

4,400

Rhode Island businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$2.58 million

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

Drupal Connect

NEWPORT, RHODE ISLAND

John Florez and his wife Karen Sironen launched Drupal Connect from their home in 2009, when the American economy was mired in what John calls "a state of sheer calamity." They started off providing staffing services to web development companies and, within six months, had over 30 clients. Inspired by the demand for Drupal Connect's software expertise, the husband-and-wife team decided to expand their business and offer web development services of their own. Drupal Connect now builds and manages websites for a growing number of customers, from large multinational companies to government agencies. "I would say 85 percent of all that growth is attributable to Google," John says.

About 80 percent of Drupal Connect's marketing budget goes to digital ads. The company began using AdWords, Google's advertising program, after their first year in business. "AdWords was like having a sales person in every state, in every major

"We wouldn't have been able to have this type of growth if it weren't for AdWords."

JOHN FLOREZ, CEO & FOUNDER

metropolitan area we wanted to serve, without actually having a person there," John says. "That helped us get started, and it still helps us get a lot of business. Over three-quarters of our sales comes through it." In addition to helping them acquire new clients, AdWords also builds brand awareness for the company. "Without AdWords, the business would not be where it is today," he adds.

With 2016 revenue topping \$7 million, Drupal Connect is thriving. And thanks to a new West Coast office, growth is expected to continue. This success is to the benefit of not only the company, but also the local community. "As we expand, I want to make our city of Newport a better place," John says. Drupal Connect sponsors high school invention contests to get students excited about innovation and awards scholarships to the winners. He marvels at what he calls "this constant reinvention, this constant

growth," of his company. "I get to make a positive impact on many people's lives, including people within our community," he explains. "That's something I am very fortunate to have."

Drupal Connect has 65 employees.

Visit www.drupalconnect.com



Harry Barker

HANAHAN, SOUTH CAROLINA

New York fashion model and Broadway fire-eater Carol Perkins began hand sewing dog beds, robes, and toys while recovering from a life-threatening brain tumor. “She was homebound and looking for a positive distraction,” Marketing Director Sarah Lovingood says. “She started caring for her neighbor’s dogs while they were away and noticed their old, tattered dog beds hidden out of sight from guests. She saw an opportunity to make better, more beautiful dog products that people would proudly display in their homes.” Carol’s creations were fashionably designed, well-crafted, and soon in high demand. In 1997, she launched Harry Barker—a name she also bestowed on her beloved Sheltie—to share her love for textiles with dogs and pet owners around the world.

Today, Harry Barker wholesales their high-end, eco-friendly

“We truly care about our pets, our planet, and giving back. Google has allowed us to share this mission with customers who feel the same.”

CAROL PERKINS, FOUNDER

products to over 1,300 stores across the U.S. and 17 other countries. “Thanks to the web, trade shows are no longer the only place to introduce new products to retailers,” says Sarah. They also sell directly to thousands of dog lovers worldwide through their e-commerce website—currently, 11 percent of their online sales are international. And they use AdWords, Google’s advertising program, to draw these customers to the virtual storefront. With a five-dollar return for every ad dollar spent, AdWords now drives 40 percent of their online revenue. “We also live by Google Analytics,” Sarah remarks. “It helps us improve our marketing strategy by providing snapshots of our web traffic, how our campaigns are doing, and what products customers are looking for.” Altogether, “Google tools allow us to get in front of customers who otherwise wouldn’t discover us.”

Harry Barker continues to grow annually at a double-digit rate, and they attribute much of that success to their digital-first mindset. “We have so much potential to grow digitally,” says Sarah. “On Cyber Monday, for instance, we really focused on digital strategy, social media, and Google ads. Our sales were up 75 percent year-over-year for that day.” The company meanwhile tries to give back some of the success and affection they’ve received. They support a dog hospice, a wounded veterans program, and many other organizations. “With success comes responsibility to help others. That’s something we always try to remember. It’s the lifeblood of what we do here at Harry Barker,” says Carol.

Harry Barker has 15 employees.

Visit www.harrybarker.com

SOUTH CAROLINA NUMBERS

\$1.56 billion

of economic activity Google helped provide for South Carolina businesses, website publishers, and non-profits in 2016.¹

15,000

South Carolina businesses, website publishers, and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2016.¹

\$4.53 million

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



SOUTH DAKOTA NUMBERS

\$87.6 million

of economic activity Google helped provide for South Dakota businesses, website publishers, and non-profits in 2016.¹

2,400

South Dakota businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$1.15 million

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

Dakota Angler & Outfitter

RAPID CITY, SOUTH DAKOTA

Dakota Angler & Outfitter opened as a fly-fishing shop and guide service in the historic Black Hills in 1996.

After working there all throughout high school and college, Hans Stephenson bought the business and set out to modernize it in 2006.

He shifted to online sales, which in turn helped improve business in the physical store. "The increase in web sales led us to carry a larger and more diverse inventory. Since we don't have a warehouse, we featured those additional items in our physical store, which attracted more customers into our shop," Hans says. "The web gave us the resources to expand both our online and brick-and-mortar businesses. And it's been fun seeing the two work and grow together since."

Hans relies on AdWords, Google's advertising program, and Google Shopping campaigns to draw fly-fishing enthusiasts to his website

"Internet tools make it easier for anyone with time and gumption to grow a business for a much larger audience."

HANS STEPHENSON, OWNER

and understand what digital content interests them most. Working from home following the birth of his daughter, Hans also began making YouTube videos on how to tie flies as a way to promote his business remotely. The tutorials were a hit, and "the more we did them, the more we heard from people around the country," he explains. "We've even had international travelers who have bought our products and watched us on YouTube make a point to come to our shop while on vacation."

Today Dakota Angler & Outfitter has loyal customers across the

and store. "They're our primary growth accelerators," he says. "We used to average 60 or so online sales a month. Now we're around 300." And thanks to increased sales, the business has grown "from a seasonal operation into one that's busy year-round." Hans uses Google Analytics to gauge his customers

U.S. and in at least eight other countries. The business donates time and equipment to a local fly-fishing club, which is active in restoring local natural resources. Hans is also proud to be working alongside other small businesses in a major revitalization of downtown Rapid City. "Our town is committed to making the downtown a focal point and as vibrant as ever," he says. "There's a really bright future for us here, after a long time of decay. I'm really hopeful that we're going to see this area continue to evolve, grow, and get better."

Dakota Angler & Outfitter has seen 500% growth in average monthly online sales.

Visit www.flyfishsd.com



TENNESSEE NUMBERS

\$1.67 billion

of economic activity Google helped provide for Tennessee businesses, website publishers, and non-profits in 2016.¹

18,000

Tennessee businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$5.44 million

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

FASHIONABLE

NASHVILLE, TENNESSEE

While working in Ethiopia, Barrett and Rachel Ward saw firsthand how extreme poverty affects the lives of girls and women. Many endured the ravages of homelessness and addiction, often turning to prostitution to support themselves and their families. "It's a pretty disturbing thing to see," Barrett says. Amid this poverty, the couple also saw beauty in the scarves and garments made by the local women. This inspired them to find a way to help women overcome adversity. "Charity and rehabilitation are critical for getting people on their feet, but there has to be opportunities for jobs after that," Barrett explains. FASHIONABLE was founded in 2010, partnering with manufacturing companies in Tennessee and around the world to help women earn a living wage and break the cycle of poverty.

FASHIONABLE's e-commerce site sells clothing, handbags, jewelry, and shoes. It also serves as a resource to educate consumers

"The web gave us an explosive opportunity to make our story go viral."

BARRETT WARD, FOUNDER & CEO

about world poverty and the fashion industry. "We wanted to invest in the web as our primary source of growth," Barrett says. "About 75 percent of our marketing budget now goes to digital." AdWords, Google's advertising program, brings fashion- and socially-conscious consumers to their website and flagship store. "We earn four dollars in revenue for every dollar we spend on AdWords," he adds. Google Analytics equips the company with the customer insights to continually refine their marketing campaigns. G Suite tools Gmail, Docs, and Drive power their growing operation. "Everything from financial-data analysis to inventory management happens in G Suite." And YouTube enables them to bring their story to life. "We are fully invested in everything Google," says Barrett. "It's the driver of our online growth."

Revenue for the company more than doubled in 2016. While impressive, how much they've sold is far less important to them

than why they sell, "and that's to create sustainable jobs for women who have overcome extraordinary circumstances," says Barrett. Today, FASHIONABLE employs 39 women in Nashville and partners with manufacturers to employ over 300 women globally. With consumer interest in their mission and products on the rise, this figure will likely keep on growing. And through their program ACCOUNTABLE, the manufacturers they partner with will continue to be held to the highest standards of labor and environmental practices. "That's what we're fighting for," Barrett says, "not just the number of women who work, but also the quality of jobs those women have."

FASHIONABLE has 40 employees in Nashville.

Visit www.livefashionable.com



Tecovas

AUSTIN, TEXAS

It was a light-bulb moment. “I was working for a New York City private equity firm specializing in retail and thinking about product categories,” says Texas native Paul Hedrick. “I realized my boots were the most expensive things I had on. And it suddenly dawned on me that there was a real business opportunity.”

Soon, Paul moved back to Texas and began developing a business plan that led to the start of Tecovas, an exclusively Western cowboy boot brand. Paul launched online in October 2015—and the first boots were shipping by Thanksgiving.

Though the company opened an Austin showroom in late 2016, Tecovas still sells more than 95 percent of their boots online. And nearly all of their business planning and marketing is handled using Google tools, including AdWords, Google’s advertising program, Google Analytics, Google Shopping, and G Suite. “We use

“The web is everything. It allowed us, a two-person team, to reach the entire country and scale to millions of dollars in annual revenue.”

PAUL HEDRICK, FOUNDER & CEO

tools to drive traffic to their website and regularly reviews Google Analytics reports to refine their advertising efforts.

“2016 was a good first year,” Paul says. An online-only marketing strategy paved the way for exceptional growth. By the end of 2016, Tecovas had 8,000 customers. Thanks in part to Google’s scalable online tools, they’re projecting over 50,000 customers in 2017. Launched as a two-man operation, Tecovas now employs a half-dozen workers and plans on tripling their staff in the coming months. They give back to the community by donating unused and

AdWords and Google Shopping campaigns to get the word out, Analytics to see how our site and ads are performing, and G Suite for planning and communication,” Paul says. Google now helps generate nearly a third of Tecovas’ revenue. Paul relies on its

returned boots to a charity that provides footwear to homeless shelters. All in all, his light-bulb moment turned out pretty well. “There has never been a better time to start a business online,” says Paul.

Tecovas sees a 14x return on their Google Shopping campaigns.

Visit www.tecovasboots.com

TEXAS NUMBERS

\$12.5 billion

of economic activity Google helped provide for Texas businesses, website publishers, and non-profits in 2016.¹

151,000

Texas businesses, website publishers, and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2016.¹

\$25.4 million

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

450+

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



Purple

ALPINE, UTAH

Brothers Tony and Terry Pearce have one passion: making the world a softer place. “They’re honestly ecstatic about helping people live life more comfortably,” says Purple’s Director of

Marketing, Bryant Garvin. The two engineers spent 20 years inventing revolutionary polymers that companies use to cushion everything from wheelchairs to basketball shoes. But their greatest creation is their newest, a hyper-elastic polymer called Purple. They use it to make some of the world’s most comfortable mattresses and pillows. “Purple is the color of royalty, and we want everybody to feel comfortable—to feel like royalty,” Bryant remarks.

Purple began selling exclusively online in 2016. They leverage YouTube to help consumers get a feel for their mattresses by showcasing the technology and its benefits through entertaining videos. Their approach is working—the videos garner hundreds of millions of views. “YouTube gives us a key opportunity to tell

“It would be impossible to have the success we’ve seen without the Internet.”

BRYANT GARVIN, DIRECTOR OF MARKETING

customers. AdWords, Google’s advertising program, helps them drive revenue and build awareness internationally, while G Suite tools Gmail, Docs, and Drive keep their employees as flexible as their polymer. “If Google products didn’t exist, it would be a lot harder for us to see this kind of growth,” says Bryant.

Today, Purple sells more mattresses in one day than they once did in two months, and demand is still growing. They’ve hired 500 employees in a little over a year, and operate a 90,000-square-foot manufacturing facility in Alpine, with another 574,000-square-foot facility opening in Grantsville. “The biggest thing we do is bring manufacturing jobs to the state of Utah. We drive community growth,” Bryant says. They plan to hire several hundreds

our story in a unique way that engages audiences,” Bryant explains. They count on Google Analytics to track their web traffic and gain valuable insights about their

more employees as they introduce new products and expand internationally. “We should be in most major international markets within five years,” he adds. With a company as innovative as their space-age material, Purple feels comfortable about their future.

Purple has 600 employees.

Visit www.onpurple.com

UTAH NUMBERS

\$3.34 billion

of economic activity Google helped provide for Utah businesses, website publishers, and non-profits in 2016.¹

19,000

Utah businesses, website publishers, and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2016.¹

\$3.56 million

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



VERMONT NUMBERS

\$1.52 billion

of economic activity Google helped provide for Vermont businesses, website publishers, and non-profits in 2016.¹

4,000

Vermont businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$1.75 million

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

King Arthur Flour

NORWICH, VERMONT

Companies who've survived for centuries are few and far between. Founded in 1790, King Arthur Flour is one of them. "We started as a family-owned flour company 227 years ago. The fact that we're still selling flour as a major part of our business is amazing," says Bill Tine, Vice President of Marketing.

Today, King Arthur Flour is 100 percent employee-owned. They sell their signature flours and baking mixes directly to consumers online and wholesale to 5,000 U.S. retailers. They also run a local bakery and café, have two baking schools in Vermont and Washington state, and are a major content producer for bakers across America. "We've really grown into a national company that focuses on all things baking," Bill remarks. "Our consumers' experience via our website, social media, and email marketing have been a huge part of that growth."

"We hope to reach half of all baking households in the U.S. within the next couple of years. And we plan to do it through the web."

BILL TINE, VICE PRESIDENT OF MARKETING

"That starts with people buying from us directly. And 85 percent of that happens online." AdWords, Google's advertising program, brings in 20 percent of their e-commerce revenue. Google Analytics provides them with the data to better understand and meet the needs of their customers. They use social media, including YouTube, to share baking tips and other goodies. "We also use Google Trends to look at seasonality and guide our product research and content planning," adds Aime Mason, Director of Digital and Content Marketing.

Since getting online in 1996, the historic New England company has flourished. Their website has evolved into an e-commerce store as well as a popular baking recipe destination, drawing over 20 million unique visitors a year. "We want to have a direct relationship with bakers in the U.S.," Bill says.

From their unbleached and unbromated flours to their whole wheat breads, King Arthur Flour is proud to be, as Bill describes, "number one in most product categories that we sell in." They were named one of the 2016 Best Places to Work in Vermont. Their Bake for Good program teaches thousands of kids how to bake and also encourages them to "bake it forward." And they hope to soon be the first resource all bakers turn to for advice, inspiration, and education. "Whether you're a kid making bread for the first time or an expert struggling with a new technique, we want to help you have the best experience possible," says Bill. "That's what we strive for. To have a meaningful impact on our bakers, and to save the world, one recipe at a time."

King Arthur Flour has 375 employees.

Visit www.kingarthurflour.com



VIRGINIA NUMBERS

\$3.34 billion

of economic activity Google helped provide for Virginia businesses, website publishers, and non-profits in 2016.¹

39,000

Virginia businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$22 million

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

Two Marines Moving

ALEXANDRIA, VIRGINIA

Nick Baucom served his country honorably for six years as a U.S. Marine. When he came home, he wanted a way to keep his fellow veterans gainfully employed and away from the challenges of adjusting to civilian life. He founded Two Marines Moving in 2008 to give

Virginia businesses and residents a moving option they could trust, one that reflected the reputation and integrity of the Marines. "The moving industry is known for some unscrupulous actors, but you can always trust a Marine," Nick says. From just one man with a rental truck, Two Marines Moving now employs over a hundred veterans from the Marine Corps, Army, Navy, and Air Force.

At the peak of their growth, Two Marines Moving was regarded by national publications as one of the fastest-growing private companies in America, doubling their revenue every year for three years. "When people think about a 'fastest-growing company,' they

"We were able to grow quickly through our blood, sweat, and digital-first marketing mentality."

NICK BAUCOM, FOUNDER & CEO

usually don't envision a traditional business like ours. But we were consistently growing at 100 percent year-over-year," says Nick. "Google was an integral part of that growth." Nick started using AdWords, Google's advertising program, only a couple weeks after launching his business. "It's where the reach is. It's where the customers are," he explains. With a 200 percent return on investment, AdWords continues to drive business for the company. It also helps them target and recruit veterans, which is one of their primary objectives. "What separates us is who we hire. Our company is 97 percent veterans, and we want to continue offering them opportunities," Nick says. Google Analytics equips them with the insights to intelligently manage their marketing budget, 80 percent of which is digital. And G Suite tools Gmail, Docs, and Drive provide the team with "a super efficient way to collaborate and get things done."

Today, Two Marines Moving provides quality, trustworthy moving services to customers up and down the East Coast. They've opened a second location in Miami and are continuing to grow at an annual rate of 50 percent. Inspired by this growth, Nick aims to further expand his operations and create job opportunities for 500 veterans in the next five years. "Veterans will always have a home here. We will always find work for them to do at Two Marines Moving," he vows.

Two Marines Moving has 120 employees.

Visit www.twomarinesmoving.com



Combat Flip Flops

BELLEVUE, WASHINGTON

As U.S. Army Rangers with several Afghanistan tours behind them, Matthew Griffin and Donald Lee witnessed firsthand the devastations of war. “We saw that lack of education and employment was the main driver of negative effects in these war-torn areas,” says Matt. “These countries were filled with hard-working, creative people who wanted jobs, not handouts.” Understanding the tremendous good that could arise from opportunities for fair employment, the two veterans along with Matt’s brother-in-law Andy launched Combat Flip Flops in 2012. They support textile manufacturers in war-torn countries and use the profits to fund education and demining efforts around the world.

Since their early days as a three-man operation in Matt’s garage, Combat Flip Flops has relied on the Internet “to sell directly to consumers, compete with big brands, and ultimately level the playing field,” says Matt. Today, online sales comprise 80 percent

“The Internet allows us to go directly to our consumers, the people who understand our product and care about our mission.”

MATTHEW GRIFFIN, CO-FOUNDER

a thoughtful and methodical way and drive forward as a profitable company,” Don says. And G Suite tools Gmail, Docs, and Drive give them the logistical muscle of a much larger company. “Google enables us to act as a very nimble team. Coming from a Special Operations environment, we love that,” explains Matt.

In 2016 alone, Combat Flip Flops generated nearly \$1.5 million in revenue, growing 450 percent year-over-year. Through their sales, they’ve helped fund the clearing of 7,700 square meters of landmines in Laos, put 255 girls through school in Afghanistan, and provided permanent jobs for 40 at-risk workers in Colombia. They’ve also partnered with a veteran-owned-and-operated apparel

of their revenue. AdWords, Google’s advertising program, helps them market their footwear, clothing, and accessories to consumers who believe in their mission. Google Analytics provides the customer insights “to refine our marketing in

WASHINGTON NUMBERS

\$8.91 billion

of economic activity Google helped provide for Washington businesses, website publishers, and non-profits in 2016.¹

38,000

Washington businesses, website publishers, and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2016.¹

\$19.7 million

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

2,500+

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

manufacturer in Washington state to support jobs at home while still advancing their cause. “When we first started, we felt alone and isolated. But now there are tens of thousands of people who want to see our mission go forward,” says Matt. “The ability to connect with all of them across any boundary, language, and timezone—that’s the best feature Google has provided us.”

Combat Flip Flops has been experiencing 450% annual growth.

Visit www.combatflipflops.com



WASHINGTON, D.C. NUMBERS

\$2.23 billion

of economic activity Google helped provide for Washington, D.C. businesses, website publishers, and non-profits in 2016.¹

5,700

Washington, D.C. businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$30.4 million

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

UrbanStems

WASHINGTON, D.C.

Long-distance relationships can be tough, especially if the flowers you send your loved one arrive dried and dead.

Massive overhead costs and a disjointed business model

mean that huge, multi-national florists can't always guarantee consistent quality, undermining the impact of a loving gesture. After experiencing this firsthand, Ajay Kori and Jeff Sheely saw an opportunity to revolutionize the industry and opened UrbanStems on Valentine's Day 2014. "We're building a flower company that solves the issues they experienced firsthand," Chief Marketing Officer Lauren Bates explains. By creating a seed-to-door supply chain—one that cuts out the middleman and sources directly from farms—UrbanStems passes on savings to the customer while also providing a better overall customer experience.

The only way to send UrbanStems' bouquets and gifts is online. Because of this, "we're really prioritizing the customer's web

"The web is the bread and butter of our business."

LAUREN BATES, CHIEF MARKETING OFFICER

experience and investing a ton in digital marketing to grow our business," Lauren remarks. Today, digital marketing comprises 80 percent of the company's marketing budget, and it's yielding major results. AdWords, Google's advertising program, helps UrbanStems attract customers in an already crowded industry, while Google Analytics gives laser focus to their online campaigns. "Those tools are really important for understanding the granular details of our customers' behaviors and making data-driven decisions to scale our business," Lauren says. And for a company that strives to be lean and scrappy, "it's been an incredible advantage to have access to a free tool like Analytics that can give us so much data," she adds. Google Tag Manager also equips UrbanStems with the robust performance-tracking capabilities of a much larger company, while G Suite tools Gmail, Docs, Drive, and Calendar keep their administrative work as fast as their business model.

UrbanStems is blossoming with year-over-year growth of over 300 percent. They currently operate in five cities across the U.S. and are expanding to more this year. As they grow, they continue to have a positive impact on everyone in their community. For the farms that are their partners, the company remains committed to providing great working conditions. And for their customers, they deliver happiness with each fresh bouquet. "At our core, we're in the business of making people happy," Lauren says.

UrbanStems has 80 employees.

Visit www.urbanstems.com



WEST VIRGINIA NUMBERS

\$197 million

of economic activity Google helped provide for West Virginia businesses, website publishers, and non-profits in 2016.¹

2,700

West Virginia businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$622,000

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

Parkline, Inc.

ELEANOR, WEST VIRGINIA

Parkline, Inc., manufactures metal buildings and provides electrical systems integration services for a variety of industries. Their roots go back to the 1930s, when the oil-and-gas industry needed durable and rigid buildings to use in production fields. "Sometime in the last 10 or 15 years, the market shifted," explains Vice President of Sales and Marketing Mark Repp. "Customers started asking for modular buildings that offer plug-and-play convenience." Now Parkline manufactures prefabricated, custom-designed metal buildings and also supplies materials to customers who want to assemble the buildings themselves. "Our buildings can house anything from electrical switchgear to gas metering and protective relay equipment—just about anything you'd want to keep in a clean and dry environment," he says.

Parkline is developing their digital marketing strategy to find customers searching for their industrial products and services.

"Some of our very best leads come through our website."

MARK REPP, VICE PRESIDENT OF SALES AND MARKETING

They've used AdWords, Google's advertising program, since 2009 "to get in front of people who otherwise would never know we exist," Mark says. "AdWords gives us the best investment for our money. We have a small sales force, so it's important for reaching a broader audience." Today, 30 to 40 percent of Parkline's marketing budget is spent on digital advertising, and AdWords drives about 30 percent of their leads. They also use Google Analytics to better understand their customers and see which marketing tactics are most effective. "The industry has changed, and we've changed along with it. We're working with Google to learn more about effective digital marketing. We know we're pointed in the right direction," Mark says.

Parkline acquired Texas-based Bebo Industries in 2016 to meet the growing demand for custom-built modular buildings. This added another 90 employees to their base. In their West Virginia

headquarters, they continue to be, as Mark describes, "a good local citizen," whether by supporting local schools' sports teams or participating in food and gift drives during the holidays. "West Virginia has gone through some challenging times economically, so when businesses here, large or small, succeed and grow and get involved in the community, it's only a good thing," he explains. With strong aspirations for growth in West Virginia and now Texas, Parkline plans to be a good local citizen for years to come.

Parkline has 110 employees in West Virginia.

Visit www.parkline.com



WISCONSIN NUMBERS

\$1.94 billion

of economic activity Google helped provide for Wisconsin businesses, website publishers, and non-profits in 2016.¹

17,000

Wisconsin businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$6.02 million

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

Wisconsin Cheese Mart

MILWAUKEE, WISCONSIN

Wisconsin Cheese Mart has been on Old World Third Street in Milwaukee since 1938. The old German enclave is still home to a few other food shops, and President Ken McNulty values their neighbors. Their storefront is the heart of the business, helping build their mailing list and attracting tourists from all over the world—during the summer, it can draw up to 2,000 visitors per day. But what's really grown the company is their online presence. When the McNultys bought the business in 2003, they used the power of the web to transform Wisconsin Cheese Mart from a small, local shop to a national cheese retailer. "Today, we have single-digit growth in the store, but we're averaging 35 percent annual growth for online sales," Ken remarks.

Ken's business philosophy epitomizes the digital age. "We constantly change, depending on what our customers are demanding," he says. Google tools have been essential to taking the pulse of those demands. They use Google Analytics to better

"Our website helps us achieve double-digit annual growth."

KEN MCNULTY, PRESIDENT

it's very beneficial to be able to see where the pain points are." And AdWords, Google's advertising program, helps them get in front of consumers searching for their products. "AdWords makes up over 40 percent of our web traffic," he says. In their day-to-day operations, Ken calls their Google usage "pretty much all-encompassing." They communicate with teammates and customers over Gmail, create menus on Google Docs, and manage their files in Google Drive. "Our team operates out of three different locations. These tools help us collaborate easily from everywhere," he explains.

Thanks to their online success, Wisconsin Cheese Mart continues to have a positive impact on the local community. Ken credits their

understand what their customers want and identify where they're losing people in the purchase flow. "That's huge for us," Ken shares. "We're always looking to improve the customer's experience, so

online growth for their ability to create more jobs and pay higher wages, noting that "small businesses like ours employ a lot of people." The company also hosts tasting events and, in general, maintains a space for people to learn about and enjoy the state's flagship product. They hope to expand their website to include more food products—"We're pretty good at the perishable part," Ken notes—and are proud to promote Wisconsin cheese to people all over the world.

Wisconsin Cheese Mart has 25 employees.

Visit www.wisconsincheesemart.com



WYOMING NUMBERS

\$173 million

of economic activity Google helped provide for Wyoming businesses, website publishers, and non-profits in 2016.¹

2,100

Wyoming businesses, website publishers, and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2016.¹

\$893,000

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

Dave Hansen Whitewater & Scenic River Trips

JACKSON, WYOMING

Dave Hansen Whitewater & Scenic River Trips has shared the beauty and adventure of Jackson Hole for 50 years. The business started off as the hobby of a die-hard outdoorsman, Dave Hansen, who enjoyed taking his friends on occasional river rides. Over the years, Dave and current owners Bud Chatham and Kelly Kaiser transformed the business into a full-service provider of whitewater escapades and scenic cruises. "We do trips for people from four years old to 100 years old, however young at heart they might be," says General Manager Kyle Vosmus. Unfortunately, as an outdoor company, they don't lead these exciting river trips all year round—they're at the mercy of the weather. That's why, for Kyle, growth has always meant one thing: more control over the business.

With the help of Google tools, control is just what Dave Hansen Whitewater gets from their online storefront. AdWords, Google's

"We want our name in the customer's head before they roll into town. We just can't do that with print."

KYLE VOSMUS, GENERAL MANAGER

we know where people are coming from, how they're seeing us, as well as how many people are booking with us." The company also uses G Suite tools to collaborate faster, coordinate better, and work smarter. "That really helped us big time," he adds. From planning guide assignments to keeping track of gear and equipment inventory, the web is helping them build a superhighway to the great outdoors for Wyomingites and visitors alike.

Dave Hansen Whitewater continues to grow and evolve, as more plugged-in adventure seekers explore an unwired way of life. The company now shares the Jackson Hole wilderness with over

advertising program, puts the power back in Kyle's hands. "AdWords is a jackpot. The name recognition on the Internet is great. It helps us attract visitors from well outside the state," Kyle says. "And with Google Analytics,

20,000 customers annually. Thanks to the success they've enjoyed, they're able to donate nearly 1,000 free trips to local middle school students each year. "I love being on the river, and I love sharing it with people," says Kyle. "It changes their lives. That's my favorite part of this job."

Dave Hansen Whitewater has 40 employees.

Visit www.davehansenwhitewater.com

References

Sources:

1. Google, "Economic Impact," 2016

Note: The total value that U.S. Google advertisers, website publishers, and non-profits received in 2016 is the sum of the economic impact of Google Search, AdWords, and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions" (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink's "Investigating customer click through behavior with integrated sponsored and nonsponsored results" (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2016 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html.

Note: We measured the total number of clicks on ads posted by U.S. advertisers from 2012 to 2015 and observed that when a small business puts an ad on Google, on average one in four clicks on that ad comes from outside the country.

2. Interactive Advertising Bureau, "The Economic Value of the Advertising-Supported Internet Ecosystem," March 2017

Note: Major tech hubs, as defined by the Interactive Advertising Bureau, include California's Silicon Valley, New York's Manhattan, Virginia's Arlington County, Boston's Route 128, and Washington's Seattle and Tacoma.

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