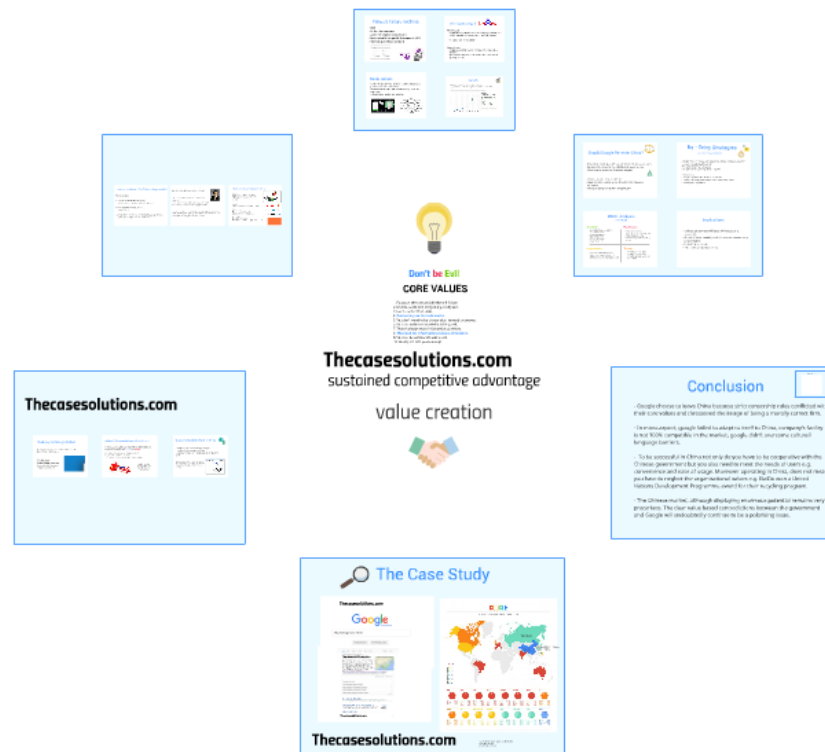
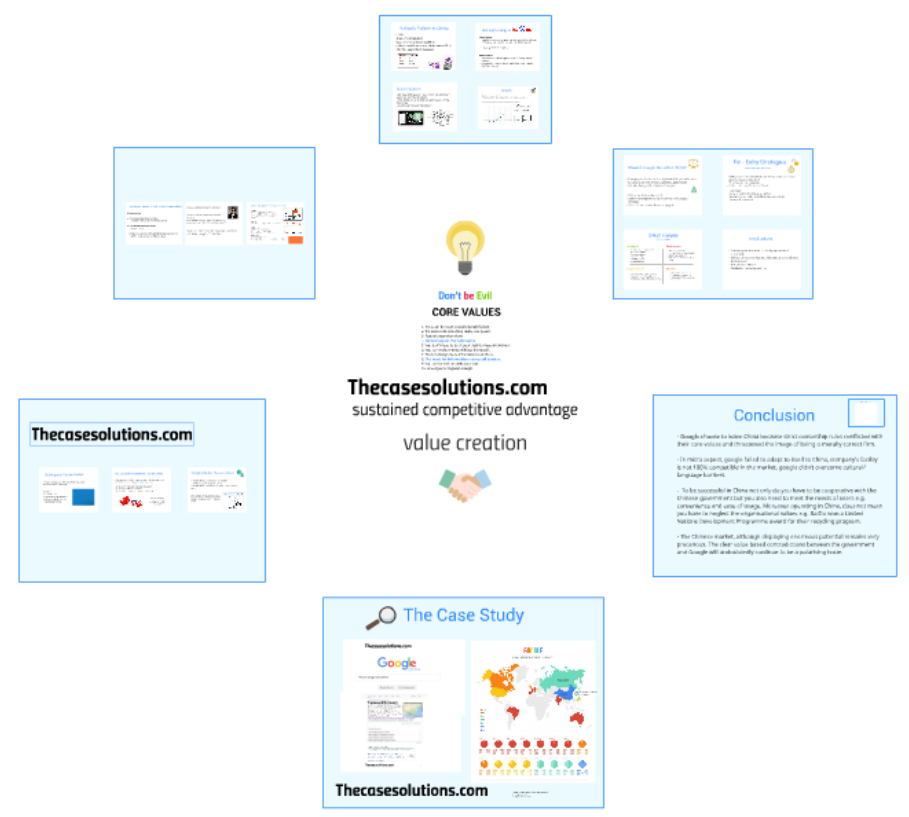


# SonoSite: A View Inside, Chinese Version



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# SonoSite: A View Inside, Chinese Version



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07

**Kaifu Liu, Google's former China head**

"To have a chance in China, the American company must respect the local laws to be respectful, autonomous, localized, and ready for combat."

Macro environment is the most critical factor to determine Google's fate in China.

**Macro Analysis of Google in China**

**4. Mission**  
 To provide the best search and information services to Chinese users and to help them discover and learn about the world.

**5. Vision**  
 To be the most innovative and useful search and information services in the world.

**6. Strategy**  
 To provide the best search and information services to Chinese users and to help them discover and learn about the world.

**7. Key Success Factors**  
 To provide the best search and information services to Chinese users and to help them discover and learn about the world.



**Don't be Evil**  
**CORE VALUES**

1. Focus on the user and all else will follow.
2. It's best to do one thing really, really well.
3. Fast is better than slow.
4. **Democracy on the web works.**
5. You don't need to be at your desk to need an answer.
6. You can make money without doing evil.
7. There's always more information out there.
8. **The need for information crosses all borders.**
9. You can be serious without a suit.
10. Great just isn't good enough.

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 sustained competitive advantage  
 value creation



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**Google's Market Share in China**

- Google China is a subsidiary of Google
- Number 2 search engine in China
- Market share is 1.7% in 2013, down from 26.2% in 2009

(731 million, 7.8%, \$84.4 billion)  
 Google totally failed in mainland China.

- Emerging middle class with a high level of disposable income
  - By 2022, 54 percent will be classified as upper middle
  - Consumption growth of 9 percent per year
- Chinese market remains volatile
- Government regulations clearly conflict with Google's principles
  - Choice of compromise for monetary gain

**SWOT Analysis**  
 (Google based)

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>- Relatively cheap compared to search engines in the West</li> <li>- Stable employment</li> <li>- Broad popularity</li> <li>- Strong branding</li> <li>- Large population</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>- Slow implementation</li> <li>- Conflict of interest (Google based)</li> <li>- Government intervention</li> <li>- Slow pace of government policy reform</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- Extensive advertising potential</li> <li>- Large number of internet users</li> <li>- Partnership opportunities</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>- Government regulation</li> <li>- Localized competitors</li> <li>- Intellectual property security</li> <li>- Corruption</li> </ul>

- Google choose to let their core values and
- In micro aspect, Google is not 100% compatible with language barriers.
- To be successful in the Chinese government convenience and ease you have to neglect Nations Development
- The Chinese market is precarious. The clear and Google will understand



# The Case Study

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Why did Google leave China?

Google Search

I'm Feeling Lucky

All News Images Videos Maps More Settings Tools

About 93,868,000 results (0.58 seconds)

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Google's search engine was accessible by the Chinese population from 2006 - 2010. It's departure was caused by a combination of factors. Cooperating with the Chinese government under their censorship rules, from Google's perspective means operating immorally. The rules breach the human right of access to information and freedom of expression. Government backed hacker attacks was the final red flag for Google. Currently Google still has four offices in China and operates under the URL: google.com.hk rather than www.google.cn.



Why Google Quit China—and Why It's Heading Back - The Atlantic

https://www.theatlantic.com/technology/archives/32761/google-quit-china-/424482/

People also ask

Can Google be used in China?

Why Google is not allowed in China?

Why Facebook is banned in China?

Which search engine is used in China?

China a Surveillance State

https://www.theatlantic.com/technology/archives/...\_google-quit-china-and\_/424482/

The Chinese government controls the flow of information to protect their society.

Mandatory Censorship and Content Filtering

In operation in China Google agreed to well control critical content that deemed harmful and offensive to their citizens, the involved censoring information.

Golden Shield Project

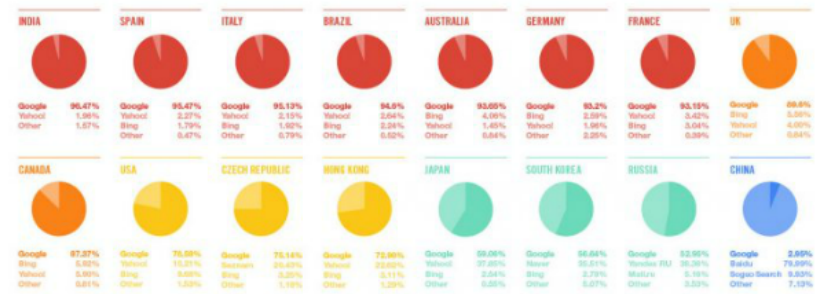
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GOOGLE

GLOBAL SEARCH ENGINE MARKET SHARE - 2015



Percentage of Google market share



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- Golden Shield Project / Great Firewall of China:

1. Blacklist websites
2. Modify Search results

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Why did Google leave China?

Google Search

I'm Feeling Lucky

All

News

Images

Videos

Maps

More

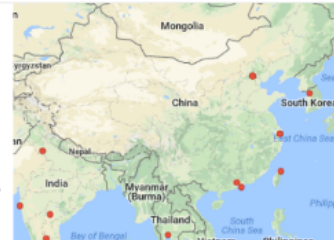
Settings

Tools

About 80,800,000 results (0.58 seconds)

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? About this result Feedback

People also ask

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Why Google is not allowed in China? ▾

Why Facebook is banned in China? ▾

Which search engine is used in China? ▾

*Feedback*


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<https://www.theatlantic.com/technology/archive/...google-quit-china-and.../424482/> ▾

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## Mandatory Censorship and Content Filtering

In operating in China Google agreed it will control critical context that is deemed harmful and offensive to China's citizens, this involved censoring information.

Great Firewall of China 

### Blacklist Websites

- Inaccessible or may not appear in search results  
- e.g. FB, YT, SoundCloud, WikiLeaks, Radio Australia, DuckDuckGo

### Thecasesolutions.com

#### Modify Search Results

- Few or no results appear  
- e.g. Free Tibet, Dictatorship, Beijing Spring

## Golden Shield Project

# Thecasesolutions.com

# Great Firewall of China



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## Challenges in Foreign Market

Foreign markets are rewarding, dynamics, contain uncertainties & challenging.

Includes:

1. Tariff Barriers.
2. **Administrative Policies\***
3. Considerable Diversities.
4. **Norms and Ethics\***



## Cultural Difference between US and China

China and USA are global economic powers, but their culture and mindset is like east and west. **Invisible** and **tangible**

- 1) Relationship vs. Economics: Guanxi matters?
- 2) Saving Face, whose face is that?
- 3) On Authority and Hierarchy. Who is the boss here?



Google knows about the internet well, but how well does google know China?

## Google's Market Share in China



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