

Comprehensive Exam-Owned Element (Option 1)

a) SWOT Analysis

Strengths

- Strong brand value with high brand awareness: According to Brandirectory, Google ranked as the third most valuable brand globally in both 2025 and 2026, reflecting its strong brand value (2025, 2026). According to Interbrand, Google was ranked the fourth-best global brand in 2026, highlighting its high level of brand awareness worldwide (n.d.).
- Free to use products and services integrated into a single account: Google offers a wide range of free products and services, including but not limited to Gmail, Gemini, Google Search, and Google Chrome. All of these services can be accessed using a single Google account.
- Highly innovative: Google invested more than \$61 billion in research and development in the United States in 2025, where this collaboration with public libraries takes place, reflecting its commitment to innovation and its capability to lead the technology industry.

Weaknesses

- Overdependence on its advertising service: As of 2024, 75% of Google's revenue was derived from advertising, indicating a heavy reliance on this revenue stream and potential vulnerability to market or industry changes.
- Android fragmentation: Android fragmentation refers to the coexistence of numerous Android OS versions and hardware configurations (Vyskocil, 2025). This diversity leads to inconsistent security standards, fragmented user experiences, and potential damage to brand reputation.

- Limited brick-and-mortar presence: In the United States, Google operates only five physical retail stores, with all other locations managed by third-party distributors (Zafar, 2024). This limits Google's control over the in-store experience and may potentially affect its brand reputation.

Opportunities

- Strong AI market growth: The global AI market is projected to reach \$4.8 trillion by 2033 (UN Trade & Development, 2025). With Gemini 3.1 Pro Preview currently ranked as the most intelligent model, this presents Google with an opportunity to further strengthen its position as an innovative leader in the technology industry (Artificial Analysis, n.d.).
- Partnerships with other brands: Earlier in 2026, Google partnered with Unilever to accelerate its business transformation through Google Cloud's AI, and Liberty Global also signed a five-year partnership to advance its digital transformation using Google Cloud's AI (Unilever, 2026 & Liberty Global, 2026). Building on this momentum, Google could partner with additional brands to further establish its leadership and expertise in AI.
- Increasing importance of ESG initiatives: According to Key ESG, 83% of consumers believe that companies should actively participate in ESG initiatives (2025). Google could leverage this trend by continuing to showcase its ESG efforts and further establish its image as a responsible technology giant.

Threats

- Competition: Google faces intense, multifaceted competition, including but not limited to Microsoft Bing in search, OpenAI in AI services, and Apple iOS in operating systems.

This competitive environment makes Google vulnerable to any missteps, as consumers could easily switch to alternative brands.

- **Stricter regulation:** Google is now facing stricter regulation from the UK's Competition and Markets Authority, after the CMA found that more than 90% of searches in the UK occur on Google (M & Sandle, 2025). This could result in fines or other penalties and may harm Google's reputation.
- **Supply chain instability:** Due to the ongoing conflict in the Middle East, Google's supply chain could face disruptions. This may lead to delays in hardware production, increased costs, and challenges in delivering products and services to global markets, potentially impacting both operational efficiency and brand reputation.

b) Strategic Insights

- **Institutionalize Global Academic Partnerships to Drive Lifetime Gemini Adoption**

Rationale: Building on its existing partnerships with U.S. universities, Google can expand collaborations with higher education institutions worldwide to further reinforce its position as a responsible industry leader. As part of this initiative, Google could introduce an incentive program in which students who use Gemini consistently for more than 360 days per year are eligible for a 50% discount on a Gemini Pro subscription for one year after graduation. By incentivizing sustained usage of Gemini, Google builds long-term product dependency and reduces reliance on advertising revenue by nurturing future paying users.

KPI: To achieve a 12% conversion rate to paid subscriptions post-graduation after one year of implementing this partnership.

- Embed ESG Storytelling into Transactional Touchpoints to Scale Perception of Responsibility

Rationale: While Google has strong ESG initiatives, visibility could be further amplified. Integrating a Google sustainability video into high-frequency touchpoints (e.g., order confirmations, subscription receipts) transforms passive transactions into brand-building moments. For example, the message could highlight that “For every \$1 spent with Google, \$0.30 contributes to initiatives that make our planet a better place,” and include a link directing customers to learn more about Google’s sustainability initiatives via its YouTube channel. This directly capitalizes on rising consumer expectations around ESG while reinforcing trust in a highly competitive environment. By linking spend to impact narratives and driving traffic to owned content, Google amplifies transparency and emotional engagement.

KPI: To achieve a 10% click-through rate on ESG content links in transactional emails within three months of introducing the links.

- Humanize Innovation Leadership Through a Visible Chief Innovation Officer Role
Rationale: Despite Google’s significant R&D investment and innovation leadership, its narrative is often product-centric rather than personified. Establishing a high-profile Chief Innovation Officer (CInO) creates a human face for innovation and strengthens emotional resonance. This approach utilizes executive branding strategies to help Google stand out and reinforce credibility. A visible CInO can bridge complex technological advancements with public understanding, enhancing trust, media visibility, and employer branding.

KPI: To achieve 10,000 followers on the Chief Innovation Officer's LinkedIn page within six months of appointment.

Note: Google is a subsidiary of Alphabet Inc. and the parent company of Gemini. As the public-facing brand directly associated with Gemini and Alphabet Inc., Google is the focal brand of this infographic.