

further Google's mission to organize the world's information and make it universally useful and accessible. Or, put simply: How can we provide the greatest access to information to the greatest number of people?"³¹

Still, Brin, Page, and Schmidt knew they had to develop a winning strategy to convince the market that Google could handle the balancing act between commerce and conscience and, in the process, reestablish their company as the innovative leader with a soul that it had been in the past.

Copyright ©2006. Eugene D. Fanning Center for Business Communication, Mendoza College of Business, University of Notre Dame. This case was prepared by Research Assistants Brynn Harris and Allison Ogilvy under the direction of James S. O'Rourke, Professor of Management. Information was gathered from corporate as well as public sources. Reprinted by permission.

CASE QUESTIONS

1. How does the changing environment for business affect Google's ability to communicate in this situation?
2. Where is the company most vulnerable, from a communications standpoint?
3. What are the key problems Google faces in this situation?
4. What advice would you give Brin, Page, and Schmidt?

Source: This case was originally prepared by Research Assistants Brynn Harris and Allison Ogilvy under the direction of James S. O'Rourke, Concurrent Professor of Management, Mendoza College of Business, University of Notre Dame, as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation. Information was gathered from corporate as well as public sources. Reprinted with permission from James S. O'Rourke, University of Notre Dame.

³¹Andrew McLaughlin, "Google in China," Google Blog, January 27, 2006, <http://googleblog.blogspot.com/2006/01/google-in-china.html>.