Heads Up

• Unorthodox use of adjusted winner
• Items - majority of market share
  • Tech companies aim for entire market
• Parties - companies
  • Allocate more resources to valuable items
• Google: $197 billion
• Microsoft: $269 billion
Microsoft

• 1975
• Bill Gates & Paul Allen
• MS-DOS & Windows
• Released MS Office in 1990
Google

• 1998
• Sergey Brin & Larry Page
• Search engine (directory of the web)
• By 2000, largest search engine
• Expanding into other products
Items

• Search Engine
• Operating System
• Mobile OS
• Productivity Suite
• Cloud Services
• Corporate Tools
Google
- google.com
- Core business
- 96% revenue from ads
- 80.4% market share
- 50 points

Microsoft
- Bing
- Launched 2009
- $1 billion loss / quarter
- 8.8% market share
- 10 points
Google
- Chrome OS
- Free
- Ad revenue
- < 1% market share
- 10 points

Microsoft
- Windows
- $5.1 billion profit
- 26.5% of stock price
- 86% of market share
- 25 points
Google
- Android
- Open sourced
- Large market share
- Patent issues
- 10 points

Microsoft
- Windows Phone
- Bing searches
- Compliments office, email and corporate offerings
- Critically acclaimed
- 15 points
Productivity

Google

• Google docs
• Web based
• Limited features
• Collaboration tools
• 15 points

Microsoft

• Office suite
• Launched in 1990
• Standard in workplace, academia and everyday use
• 36.9% of stock price
• 30 points
Cloud

Google
- App Engine
- Proprietary Google tools
- Bigger learning curve
- Security & privacy concerns
- 5 points

Microsoft
- Azure
- Open source technologies
- Strong reputation among corporations
- 10 points
Business Tools

Google

• Google Apps
• Boost from gmail and Google docs users
• 0.6% of stock price
• 10 points

Microsoft

• Office 365
• Microsoft exchange server
• Easier migration
• 10 points
<table>
<thead>
<tr>
<th></th>
<th>Google</th>
<th>Microsoft</th>
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<tbody>
<tr>
<td>Search Engine</td>
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## AW - Second Pass

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\[ 60 + 10x = 80 - 15x \]

\[ 25x = 20 \]

\[ x = \frac{20}{25} = \frac{4}{5} \]
## AW - Results

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AW Accuracy

- Ongoing battle
- Too early to tell
- IMO
  - Microsoft : OS, Productivity Suite
  - Google: Search
  - Unclear: Mobile OS, Cloud Services, Corporate Tools
AW

- Adjusted winner did fairly well
- Limitation of AW if inability to split multiple items
  - Cloud and corporate tools
- Real business is affected by lots of variables
Early Signs?

- http://techcrunch.com/2012/05/01/google-wins-35-million-u-s-government-contract-over-microsoft/
Works Cited

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- http://www.sharegoogleapps.com/images/apps_logo_large.jpg