

The web is working for American businesses.

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

50,000+

people are employed full-time by Google across 21 states. We've added 22,000+ jobs over the past 3 years.¹

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

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

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

Find out more at www.google.com/economicimpact

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 non-sponsored 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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The web is working for Vermont businesses. Google is helping.

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



\$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

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. "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.

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



"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.

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.kingarthurfour.com