

# The web is working for American businesses.

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



1 billion

Every month, Google helps drive over one billion direct connections, such as calls and online reservations, for businesses nationwide.<sup>1</sup>

Nearly 3x

Small businesses that use advanced digital tools, such as online advertising and data analytics, were nearly three times as likely to have created jobs over the previous year than businesses using basic digital tools.<sup>2</sup>

Over 30%

In 2017, over 30 percent of clicks for U.S. businesses advertising on Google came from outside the country. Google tools are helping a growing number of American businesses find and connect with customers around the world.<sup>1</sup>

53,000+

Google employs over 53,000 people full-time throughout the U.S. We're proud to have locations in 21 states.<sup>1</sup>

Find out more at [www.google.com/economicimpact](http://www.google.com/economicimpact)



Sources:

1. Google, "Economic Impact," 2017

Note: The total value that U.S. Google advertisers, website publishers, and nonprofits received in 2017 is the sum of the economic impact of Google Search, AdWords, AdSense, and Ad Grants. 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 nonsponsored results" (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2017 for placing our ads next to their content. And the impact of Google Ad Grants is the total amount spent by grant recipients in 2017. 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](http://www.google.com/economicimpact/methodology.html).

Note: We measured the total number of clicks on ads posted by U.S. advertisers in 2017 and observed that when a business puts an ad on Google, on average over 30 percent of clicks on that ad come from outside the country.

2. Google/Deloitte, "Connected Small Businesses," 2017

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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 \$283 billion of economic activity in 2017.<sup>1</sup>

\$1.89 billion

of economic activity Google helped provide for Vermont businesses, website publishers, and nonprofits in 2017.<sup>1</sup>

\$1.88 million

of free advertising was provided to Vermont nonprofits through the Google Ad Grants program in 2017.<sup>1</sup>

10,000

Vermont businesses, website publishers, and nonprofits benefited from using Google's advertising tools, AdWords and AdSense, in 2017.<sup>1</sup>



NORTHFIELD, VERMONT

# Darn Tough Vermont

[www.darntough.com](http://www.darntough.com)

The Cabot family has been making premium wool socks in the Green Mountain State for three generations. Until the early 2000s, they manufactured socks for other brands. But as business began to leave the country, the family found themselves at a crossroads. “Times were tough,” says Founder and CEO Ric Cabot.

## Darn Tough Vermont has 235 employees.

“The mill went from two shifts a day to two shifts a week, 401(k)s were cut, and the company was close to insolvency. We had to seriously ask ourselves whether it was still viable to be an American manufacturer of premium socks.” They decided that it was, and in 2004 the family

shifted business models and launched their own brand, Darn Tough Vermont. “The world said we didn’t need another sock brand,” Ric recalls. “But we believed in our product so strongly, we chose to unconditionally guarantee our socks for life—a commitment we carry on to this day.”

When the Cabots shifted business models, their digital strategy changed with it. “We now share our story and commitment to quality with consumers around the world,” explains David Tyler, Director of Digital Commerce. Darn Tough Vermont uses AdWords, Google’s advertising program, to reach customers looking for what David describes as “the most comfortable, durable, and best-fitting socks you can own.” They share the mill’s history and values on social media and YouTube. “Video is an ideal medium for bringing customers



“We’re committed to crafting digital experiences that parallel the passion and thoughtfulness we put into every one of our products.”

DAVID TYLER, DIRECTOR OF DIGITAL COMMERCE

closer to our brand, and YouTube is a strategic platform for reaching and engaging the modern consumer,” David adds. And with insights from Google Analytics, they can better understand what resonates with their customers and improve their marketing accordingly.

Today some 1,800 retailers in the U.S. carry Darn Tough socks, and the company’s international distribution is growing in Canada, Europe, and Asia. “We’ve had nearly 30 straight quarters of growth, with double-digit growth in recent

years,” says David. All of this is good news for Darn Tough’s home in Northfield. To keep up with demand, the company has expanded to a nearby 47,000-square-foot mill and doubled their workforce over the past three years. “We feel very strongly about reinvesting in this community and creating opportunities for the people here,” Ric explains. And they plan to do so for many years to come. “That willingness to never give up, to never be satisfied, to always go for that next peak—that’s what we’re all about.”