

# How Google Became Google

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# Start with the User



“If I had asked my customers what they wanted, they'd have asked for a faster horse.”

-- Henry Ford



Focus on problems, not solutions

"I could swear I just saw it yesterday!"



My Search History  
Google Desktop Search

"I can't find the news story I just heard about on the radio"



Google News

"I can't find the phone number of the dry cleaner down the street"



Google Local





Search Mail

Search the Web

[Show search options](#)  
[Create a filter](#)

[Compose Mail](#)

The Motley Fool - [Let's Find the Next 60-Bagger](#)

Web Clip < > [Customize](#)

[Archive](#) [Report Spam](#) [Delete](#) [More actions...](#) [Refresh](#)

1 - 2 of 2

Select: All, None, Read, Unread, Starred, Unstarred

- [★ Gmail Team](#) Gmail is different. Here's what you need to know. -
- [★ Gmail Team](#) It's easy to switch to Gmail! - Did you know that G

[Archive](#) [Report Spam](#) [Delete](#) [More actions...](#)

Select: All, None, Read, Unread, Starred, Unstarred

When replying or forwarding, editing the subject will start a new conversation.

**You are currently using 0 MB (0%) of your 2818 MB.**

Gmail view: [standard with chat](#) | [standard without chat](#) | [basic HTML](#) | [Learn more](#)

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[Inbox](#)

[Starred](#) ★

[Chats](#) ☞

[Sent Mail](#)

[Drafts](#)

[All Mail](#)

[Spam](#)

[Trash](#)

[Contacts](#)

[Quick Contacts](#)

Search, add, or invite

**Your username**

Set status here ▾



**Chat with your friends**

[Invite them to Gmail](#)

[Add contact](#)

[Show all](#)

[Labels](#)

- Conversation view
- Search, don't delete
- Over 2GB storage
- Labels
- No spam
- POP3 access
- Automatic forwarding



Aug 14 00:00:00 PDT 2003



Go

# How many ways can you misspell Britney Spears?

488941 britney spear	20 britney spears	9 brinttany spears	5 brney spears	3 britiy spears	2 brirney spears
40134 brittany spea		9 britanay spears	5 broitney spears	3 britmeny spears	2 brittany spears
36315 brittney spea	britany spears	9 britinany spears	5 brotny spears	3 britneey spears	2 britttany spears
24342 britany spear	britny spears	9 britn spears	5 bruteny spears	3 britnehy spears	2 britttney spears
7331 britny spears	briteny spears	9 britnew spears	5 btiyne spears	3 britnely spears	2 britain spears
6633 briteny spear	britteny spears	9 britneyn spears	5 btrittney spears	3 britneys spears	2 britane spears
2696 brittney spea	briney spears	9 britney spears	5 gritney spears	3 britnetty spears	2 britaneny spears
1807 briney spears	brittany spears	9 brtiny spears	5 spritney spears	3 britnex spears	2 britania spears
1635 brittny spear	briney spears	9 brtittney spears	4 bittny spears	3 britneysxxk spears	2 britann spears
1479 britney spear	brittny spears	9 brtny spears	4 bnritney spears	3 britnity spears	2 britanna spears
1479 britanny spea	brintey spears	9 brytny spears	4 brandy spears	3 britntey spears	2 britannie spears
1338 britiny spear	britanny spears	9 rbitney spears	4 bbrbritney spears	3 britnyey spears	2 britannt spears
1211 britnet spear	britiny spears	8 birtny spears	4 breatiny spears	3 brittezny spears	2 britanuu spears
1096 britiny spea	britiny spears	8 bithny spears	4 breetney spears	3 brittneey spears	2 britanyl spears
991 britaney spea	britnet spears	8 brattany spears	4 briteiny spears	3 britttney spears	2 britanyt spears
991 britnay spear	britney spears	8 breitny spears	4 brifitney spears	3 britttneyey spears	2 briteeny spears
811 brithney spea	britiney spears	8 breny spears	4 briattany spears	3 brityen spears	2 britenany spears
811 brtiney spear	britaney spears	8 brightny spears	4 brieteny spears	3 briytney spears	2 britenet spears
664 birtney spear	britnay spears	8 brintay spears	4 briety spears	3 brltney spears	2 briteriy spears
664 brintey spea	brithney spears	8 brintey spears	4 briitny spears	3 broteny spears	2 briterys spears
664 briteny spea	brtiney spears	8 briotney spears	4 briittany spears	3 brtaney spears	2 britianey spears
601 bitney spears	brtiney spears	8 britanys spears	4 brinie spears	3 brtiiany spears	2 britin spears
601 briny spears	birtney spears	8 britley spears	4 brinteny spears	3 brtinay spears	2 britinary spears
544 brittany spe	birtney spears	8 britneyb spears	4 brintne spears	3 brtinney spears	2 britmy spears
544 brittany spea	brintney spears	8 britney spears	4 britaby spears	3 brittany spears	2 britnany spears
364 britey spears	brintney spears	8 britny spears	4 britaey spears	3 brtiteny spears	2 britnat spears
364 brittyny spea	briteney spears	8 brittner spears	4 britainey spears	3 brtnet spears	2 britnhey spears
329 britny spears	briteney spears	8 brottany spears	4 britinie spears	3 brytiny spears	2 britndy spears
269 bretney spear	bitney spears	7 baritney spears	4 britinney spears	3 bney spears	2 britneh spears
269 britneys spea	brinty spears	7 birntey spears	4 britmney spears	3 drittney spears	2 britneyey spears
244 britne spears	brittany spears	7 bitney spears	4 britnear spears	3 pretney spears	2 britney6 spears
244 brytney spear	brittany spears	7 bitiny spears	4 britnel spears	3 rbritney spears	2 britneye spears
220 breatney spea	brittany spears	7 breateny spears	4 britneuy spears	2 barittany spears	2 britneyh spears
220 britiany spea	brityey spears	7 brianty spears	4 britnewy spears	2 bbbritney spears	2 britneym spears
199 brittney spea	brityey spears	7 brinty spears	4 britmney spears	2 bbitney spears	2 britneyyy spears
163 britny spears	brittiny spears	7 britianny spears	4 brittaby spears	2 bbrity spears	2 britney spears
147 breatny spear	brtney spears	7 britly spears	4 brittrey spears	2 bbrittany spears	2 britnhey spears
147 brittiney spe	brtney spears	7 britnej spears	4 britthey spears	2 beitany spears	2 britnne spears
147 britty spears	brtney spears	7 britneyu spears	4 brittneye spears	2 beitny spears	2 britnu spears
147 brotney spear	brtney spears	7 britniey spears	4 brittnat spears	2 bertney spears	2 britoney spears
147 brutney spear	brtney spears	7 britnnay spears	4 brittneyy spears	2 bertny spears	2 britrany spears
133 brittney spea	brtney spears	7 brittitan spears	4 brittneye spears	2 betney spears	2 britreny spears
133 brinyey spear	brtney spears	7 briyiny spears	4 britttney spears	2 betny spears	2 britry spears
121 bittany spear	brtney spears	7 brittany spears	4 britutney spears	2 bhriney spears	2 britsany spears
121 bridney spears	17 brittanie spears	7 brttiney spears	4 briyeny spears	2 biney spears	2 britttany spears
121 britainy spears	15 brinney spears	7 britteny spears	4 briny spears	2 bintey spears	2 britttany spears
121 britney spears	15 briten spears	7 britttany spears	4 brinty spears	2 birctny spears	2 britttans spears
109 brittney spears	15 britetney spears	6 beritny spears	4 brttiany spears	2 biritany spears	2 britttanyh spears
109 brithny spears	15 britheny spears	6 bhritney spears	4 bryney spears	2 birittany spears	2 britttanyy spears



e your own user



- Gmail
- Google Talk
- Documents & Spreadsheets
- Calendar
- Blogger
- Reader



Go

“Innovation is not the product of logical thought, although the result is tied to logical structure.”

-- Albert Einstein



# Creating a climate of innovation



- Small projects, small teams
- Wisdom of crowds
- Hire learners
- Flat structure
- Meritocracy, geek cred
- Discussions in public
- Open with information
- Automate everything
- Experiment often, fail fast



## Sum It Up

Experiment often, fail fast

Data not politics

Embrace diversity

“Focus on the user,  
and all else will follow...”



Go



Google