

The Case for Insights

Change Marketing™
at work



The Challenge

How can Google maintain a strong lead over its competitors as the most essential digital marketing platform for large advertisers?



Our Audience

Thousands of Google digital marketing staff across the globe



Key Insight

There's no framework for developing actionable insights and using them to inform larger business decisions. Insights are being used to confirm hypotheses rather than identify opportunities.



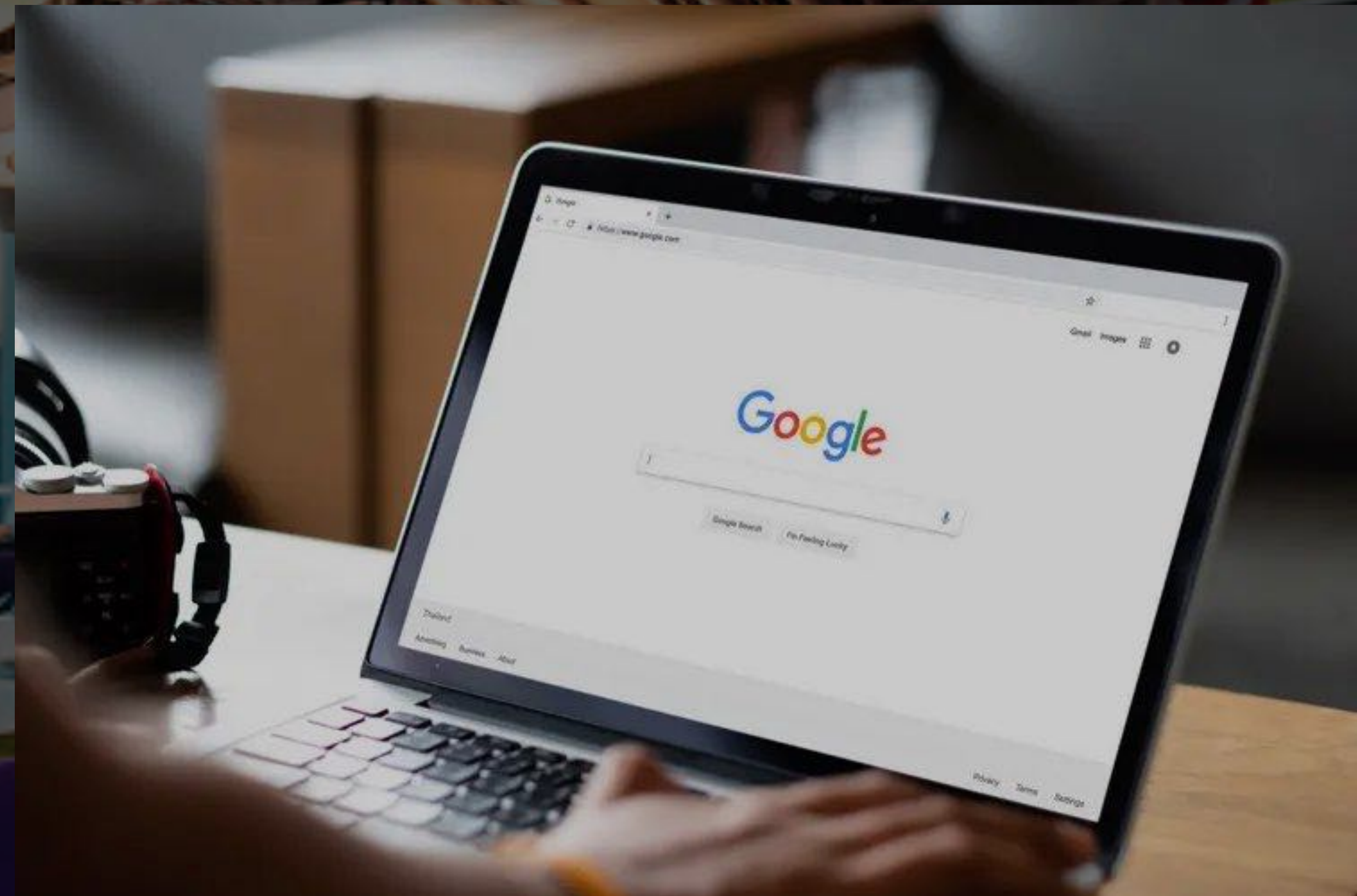
Our Story

We need to build an operating system that weaves our Insights teams into the fabric of our marketing organization.



Creative Craft

A compelling and concise narrative that clearly defines the need for the new operating system and highlights the value it will bring to the business.



Let's
dive in

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Marketing x Insights

A new Operating System to connect our teams and capabilities

Justin de Graaf, ARI, April 2020

We need an Operating System for Insights.

"Today, people come to (Insights teams) to reinforce an existing marketing strategy versus seeking insights that will set a new strategy."

We spoke to **10 Google marketing leaders** to help understand how **ARI** can help drive this change...

Reinforcement leads to...

(Insert an example of the "rein" this causes here. Missed opportunities, Poor quality work, missed delays, etc.)

Insight driven strategy looks like...

Inner Circle

Our response to the COVID-19 pandemic saw our Insights team respond to a growing crisis by providing real time consumer insights and launching Inner Circle, a program that currently captures customer insights.

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Connectivity will help us make better choices.

"The business doesn't see how insights can translate into larger business decisions. That mechanism for not just framing up insights as insights. There's not a framework for taking a [real] insight and applying it across."

The Framework we need is an Operating System for Insights-driven Marketing.

The OS will deliver three key benefits:

- Surface key insights for each live engagement and unmet opportunity
- Assemble all-star teams to drive from insight to executable strategy
- Ensure insights serve global, regional, and local applications

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An Insights OS delivers reactive and proactive value

Reactive: Using insights to guide our work

Proactive: Using insights to identify new opportunities

"Proactive insights drive better decisions and better outcomes"

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Snapshot: Applying the OS to a marketing brief

Current

- Multiple insights leads charge their teams with ascending insights
- Some team members conduct new research and sweep up from existing studies
- Teams react back a variety of reports, all excessive but with potential for duplication and redundancy
- Leadership is provided with multiple series and documents with overlapping and redundant information
- Information overload makes insights less actionable and potentially overwhelming

Future: Re-Active Mode

- streamlined insights
- Based on the topic, the brief is routed to the appropriate insights team to lead discussion
- Emergent marketing trends and insights are identified and presented based on the brief
- The lead team collaborates with other insight teams to gather additional insight trends and insights (take any redundancies out of the brief)
- Information is prioritized to reduce duplication
- An insight narrative is crafted to capture the opportunity clearly
- The leader is given a single look that parses all relevant, useful, and actionable information

New: Pro-Active Mode

- Emergent marketing trends and insights are identified, and surfaced in cross-insight meeting cadence (insight driven trust meetings)
- Additional emergent trends and insights are reviewed/research conducted/reviewing
- Information is prioritized to reduce duplication
- Actionable narrative is crafted to capture the opportunity clearly
- An opportunity report is produced and shared with leadership, marketing team, if relevant. From this, an OS will create a new "Insights Driven Out" team to enable knowledge sharing

Our OS will unlock value in four key areas.

"We spend more money than we need on research. Or more that has too little impact. Insights aren't done as effectively as they could be. It is starting, but it's a slow burn. With a research organization and more professionals doing the work, there is a good ROI for change."

People	Process	Positioning	Performance
We have 12 insights teams, 142 FT researchers, 77 contractors.	We have the right fundamentals	We lack common language and understanding around insights.	We invest over \$1.6bn/year in our insights teams.
This will connect our teams	This will make the basics more valuable	This will establish a shared lexicon	(Need 2-3 business performance benefits here)
Unlock the potential in our talent	Unlock the skills we already have, not hire new talent	Drive clearer, wider communication	
Drive individual & team impact	Route opportunities to maximize effectiveness	Raise the profile of insights work across the organization	

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Case for Change

Demonstrating how a new operating system for insights will make teams more effective, drive clearer communication, and deliver better business performance.