



The Art and Science of Delighting Customers

A Google for Work Collection

Google for Work

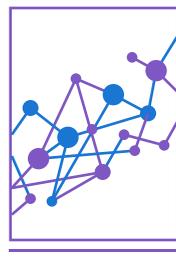
State-of-the-art leadership: Using technology to solve business challenges and put customers first

Today's business leader is a technologist, driving his organization by choosing the best tools to innovate in a hyper-competitive, data-driven market. More than 80 percent of CEOs identify “technological advances” — the digital economy, social media, mobile devices and big data — as the number one trend transforming businesses globally, according to the 2014 annual Global CEO Survey conducted by PricewaterhouseCoopers.¹

Cloud-based tools are helping organizations with both strategic business challenges and daily operations. They spur growth, innovate culture, engage the workforce and help put customers at the forefront of all business decisions.

In this Google for Work Collection, we'll share how technology is driving leadership, and how innovative companies are using Google for Work tools to create more inspiring workplaces and revolutionary products.

Google for Work team



¹ <http://goo.gl/5VaB>

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Getting big ideas ready for the real world:

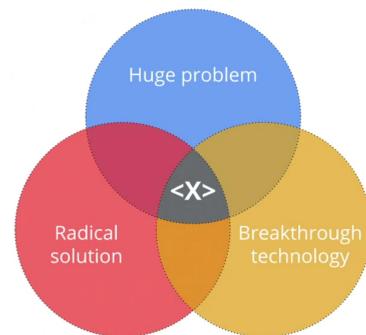
The Google[x] approach to innovation

Great innovators don't mind when people say there's nothing new under the sun, because they're shooting for the moon. That's what it takes to change the future of a company, an industry or even the world: a desire to do what others believe is impossible and a healthy dose of "moonshot thinking."

The term "moonshot" refers to John F. Kennedy's famous speech declaring that the U.S. would be first to land on the moon. Though he admitted NASA didn't know how they would do it, he insisted they would. And a few years later, they did.

This is the guiding inspiration for engineers at Google[x], who are working on everything from glucose-monitoring contact lenses, to balloons that deliver Internet access to remote areas of the world, to self-driving cars.

Here's how they approach innovation and drive customer delight:



Choose the right problem

Moonshot thinking is identifying a huge problem, coming up with radical solutions and building breakthrough technology to make it real.

In the case of self-driving cars, the problem was simple: Driving is dangerous. More than 1.2 million people globally die every year in automobile accidents, making it the leading cause of death for people ages five to 34. Unfortunately, 93 percent of those fatal accidents are caused by human error. It's a public health crisis.

The radical solution? Let the car — which can see more and react more quickly than humans — take the lead.

Think big, start small

Of course, actually developing the breakthrough technology to solve huge problems like automobile fatalities is a more complicated, time-consuming process — one full of stops, starts and do-overs. The key is believing you can, in fact, solve the problem. Otherwise it will be hard to keep the team motivated.

Moonshot thinking also takes time. It's about having an aspiration that is 10x what exists today, but knowing the ultimate vision won't happen overnight. Putting innovative ideas into action really starts from zero to one. So if you can get one self-driving car navigating the streets of Mountain View unmanned, you have innovated. Then the question is, how do you scale that innovation?



Put customers in the driver's seat

Google[x] hopes to launch public pilot testing of self-driving cars in the next couple of years. But understanding the value of customer feedback, the Google[x] team wanted to find out early on how users would react.

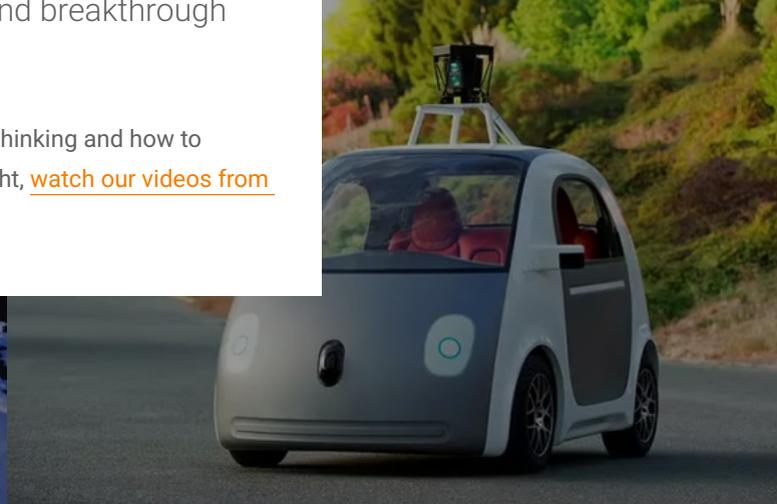
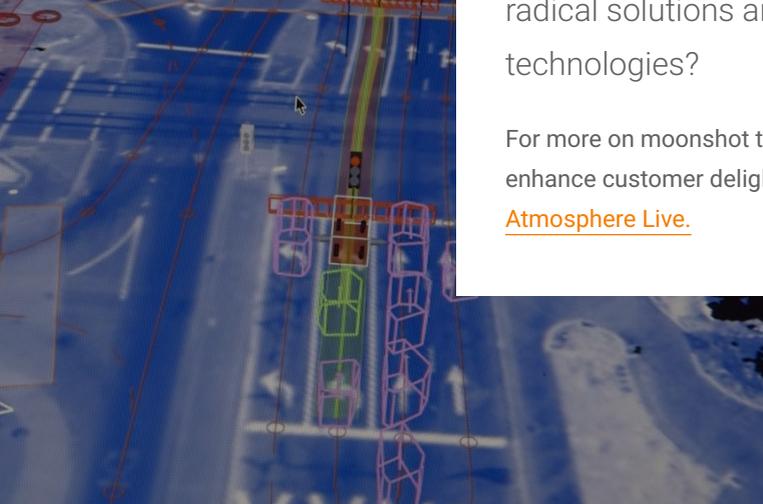
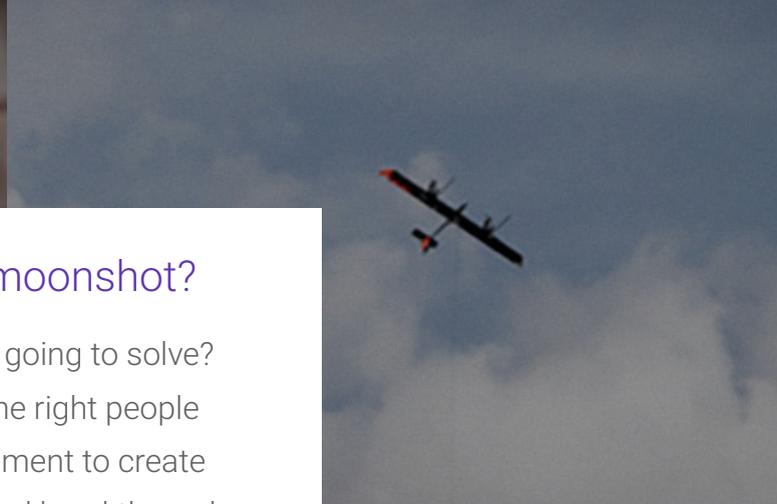
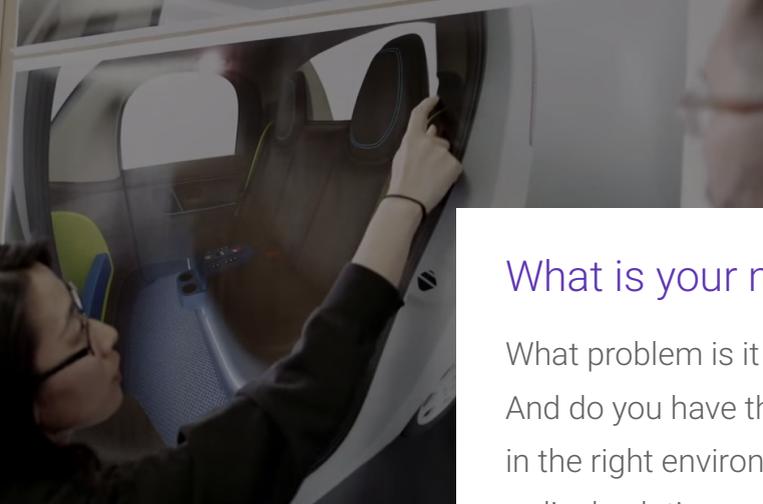
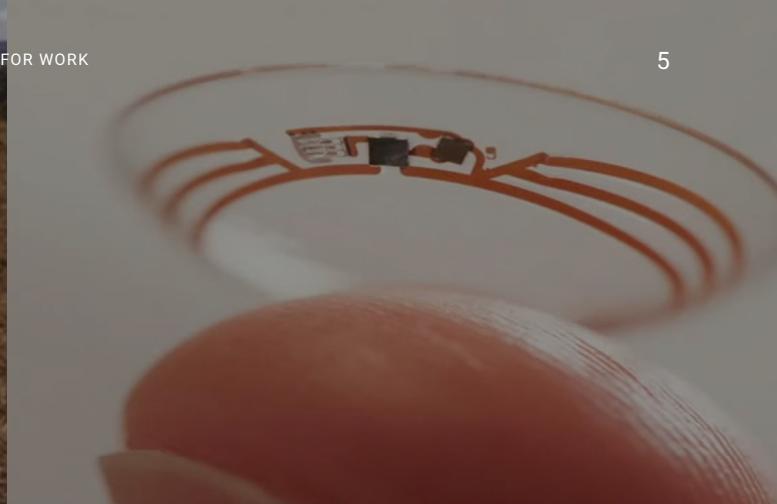
Once a safe prototype was ready, they invited their friends and neighbors to a closed course for a surprise ride. The [first riders seemed to like it](#) and bonded over their shared and unique experience. Some of them had never met before the test and were hugging each other afterwards.

When you're innovating, don't forget about the people you're problem-solving for; involve them in the process.



[WATCH THE VIDEO >](#)



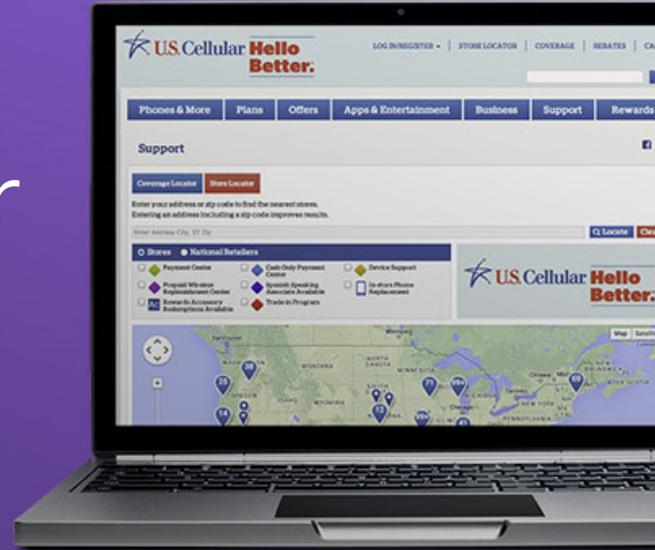


What is your moonshot?

What problem is it going to solve?
And do you have the right people
in the right environment to create
radical solutions and breakthrough
technologies?

For more on moonshot thinking and how to
enhance customer delight, [watch our videos from
Atmosphere Live.](#)

How U.S. Cellular reduces its time to insight



Learning more about customer behavior is one of the best ways to make better business decisions. As a data-driven organization with tons of information at its disposal, U.S. Cellular knew this, but wrangling its data into useful take-aways was another matter entirely.

As the fifth largest wireless network in the U.S. moved into the third quarter of 2013, it was under pressure to apportion the marketing budget to drive higher sales volume through the busy holiday season. To make a case to executives, the marketing team needed evidence they'd get return on the investment (ROI) – hard proof, not just proxy numbers. They needed to prove exactly which channels were driving what sales, but the data from their legacy system wasn't cooperating.

Randy Klodz, digital marketing manager for U.S. Cellular, is a self-professed data fan, and when it came to figuring out where U.S. Cellular's sales were coming from, the numbers were saying a lot, but Klodz wasn't convinced they were accurate.

With customers often touching several points during the sales process, the company had been trying to answer "Who gets credit for this sale?" for years. They were collecting a lot of data, but interpreting it was like trying to decipher secret code. To detail online and offline sales, they had three different reports, in three different formats, with three different owners. Often, it would appear that purchases were being fulfilled by telesales or in-store channels, when Klodz strongly suspected they were actually originating online.



[WATCH U.S. CELLULAR TESTIMONIAL »](#)

“ When you have great data and great analytics, you create a single source of truth from which everyone can learn and act quickly.

— Randy Klodz
Digital Marketing Manager, U.S. Cellular



Think about it. When you're in the market for a new phone, where do you look first? Your initial investigative work is done online, visiting the mobile carriers' websites for pricing and information. But once customers made a decision, they would often place an order with U.S. Cellular over the phone and then arrange to pick up the device in a store. While the website was the original driver for the purchase, the store got credit for the buy.

Klodz enlisted the help of digital intelligence experts Cardinal Path to determine once and for all how to distill the disparate numbers into one statistically meaningful and relevant answer. Cardinal Path's solution? Google [BigQuery](#).

By merging the data from all three sources and tying activity in Google Analytics to offline sales, BigQuery helped U.S. Cellular connect all the points in the sales process. After a simple month-long installation and training process, BigQuery was feeding U.S. Cellular all the answers a data-driven organization could ever need, and verification of what they'd always suspected: Online activities were driving a much larger portion of sales than they were being given credit for.

“Once the data sets were joined within Google BigQuery, the real value of this information started to come through. We could reclassify activations that had previously been attributed to telesales or in-store activity, and tie them back to the online channels.”

— Joseph Nunzianta, group director, client services, Cardinal Path

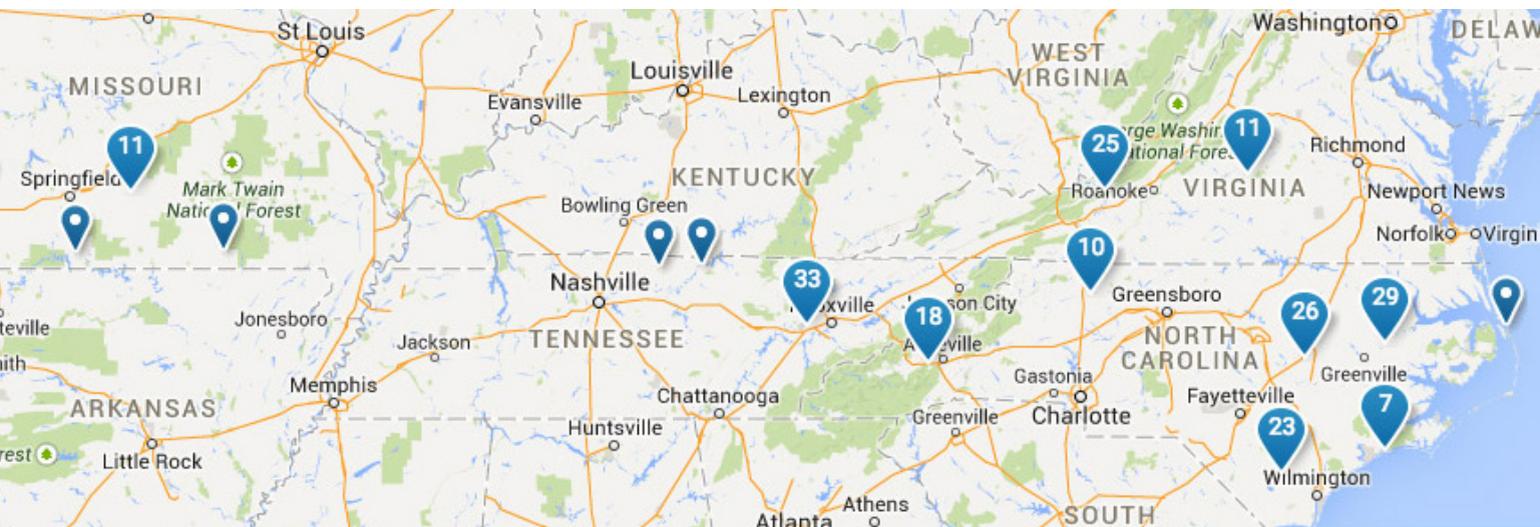


Google BigQuery

With this tangible proof in hand, U.S. Cellular's marketing team was able to offer the company's executives viable insight into how the marketing budget should be divvied up going forward. When you collect good data, employ great analytical tools and adopt a statistics-based approach, you can significantly reduce your time to insight and better direct your marketing investments.

As Klodz says, “When you have great data and great analytics, you create a single source of truth from which everyone can learn and act quickly.”

[Learn more](#) about U.S. Cellular's adoption of BigQuery and click [here](#) to find out more about the Google Cloud Platform.



Two brands, one company: How Thrillist Media Group boosts team collaboration

Ask any 20- or 30-something guy about Thrillist Media Group (TMG) and chances are he knows what you're talking about. Based in New York City, the company uses JackThreads, an online retailer TMG purchased several years ago, to seamlessly blend lifestyle content from Thrillist.com with e-commerce.



Five years ago, TMG was a small newsletter in a one-room office with 30 employees. Today, it's a multi-proprietary media group with 300 employees in two states and more than \$100 million in revenue.

With employees spread out and working in such different roles, team collaboration is critical to TMG's ability to share data, move nimbly and serve customers as one unified company. To merge the different brands — and connect teams at offices in Manhattan, Brooklyn and Columbus, Ohio — TMG relies on Google for Work.

At Google's recent [Atmosphere Live](#) event, Ben Darr, manager of product development at TMG, shared his company's success story — a combination of entrepreneurial spirit, teamwork and tools that make work easier and faster.



[WATCH BEN'S ATMOSPHERE LIVE INTERVIEW »](#)

“ We can now take the creative process into organized settings through Google Chat, Hangouts and Docs,” says Ben.

— Ben Darr
Manager of Product Development, TMG



Connections and creativity

For TMG's innovative business model to work, teams from both brands maintain constant communication throughout the creative process — from brainstorming and finalizing designs with clients, through to development and implementation. That's where [Google Apps for Work](#) come in.

“We can now take the creative process into organized settings through Google Chat, Hangouts and Docs,” says Darr.

Fast, nimble ... and faster still

Speed matters in any business, especially media. As fashions and trends can change overnight, TMG staffers must share information and act on ideas quickly.

As Darr explains, “Brainstorming via Google [Apps] makes us really fast ...which is crucial given our readership. Many times our readers don't relate to a product until there's a pressing reason they need it. So they'll wake up and say, 'Holy crap, it's 45 degrees outside. I need a winter coat.' We can write about these things, contextualize them and get people to buy right now.”

Easy-peasy apps

TMG also uses Google's APIs to develop new apps that solve old problems — like the conference room shuffle.

Employees can reserve conference rooms in advance, but for spontaneous team collaboration, they needed a better way to determine, on the spot, which rooms were available. So Ken Peltzer, the director of front-end development, built an app that shows available rooms in real-time.

“Needless to say, he's become the most popular person in the office,” says Darr.

“This has wiped out the 200-message email thread almost overnight. We still use Gmail for a lot of things, but these other tools give us the immediacy that the creative process really demands. Sometimes I'll get a question in a Hangout meeting, ping a developer and before the person is done asking the question I'll have the answer for them. You just can't replace the spark and productivity in these meetings with an email chain.”



Whether TMG's team is collaborating internally or connecting with customers, Google tools help them work together, meet customer demands and ultimately enjoy their jobs.

For more on why TMG has gone Google, [watch Darr's Atmosphere Live interview](#), and check out the details of [Google Drive](#).

Marketing collaboration: Mobile tag-teaming a product launch

Your virtual team spent a year developing and debugging your ankle-hugging Anti-Gravity Socks. It's time to launch. But what if you're using tired tech that doesn't fire any boosters? The best tech doesn't fizzle marketing collaboration, it fuels it.

First, let's look at a traditional scenario: You're on a train and get an email from designer Jeremiah, who's attached his "final" logo.

-  You call to confer, but instead of starting the final countdown, you end up in the voicemail black hole.
-  Back at the office, you finally get in contact with Jeremiah and you're good to go, but now you do the email two-step: First, it's on to point-man Rahul, who then sends the presentation to various execs – the old "take your ticket and wait" tango. But wait some more: Jeremiah decides he must tweak the logo, calls you in frenzy mode (and that call goes to your voicemail, where it will stew for a bit). Also, the presentation must be re-presented to the emailed execs and a new ticket must be opened. Where it will languish.
-  And we haven't even gotten to Bill in IT having to place and replace edited assets on your partner extranet. The fuse for your launch? Sputtering.

That's not marketing collaboration, that's marketing congestion.

Every move you make, this tech moves with you

But there is some technology that moves you forward, rather than sideways.

What if instead you do this:

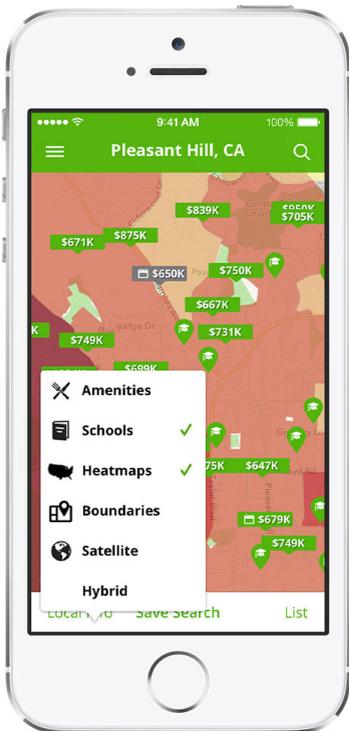
-  While still on the train, you spot the new file in the team folder in your Google Drive
-  Jeremiah's accessible via Hangouts, so you share the logo link
-  You hook up in Hangouts for one easy tweak
-  Rahul connects in Hangouts too, quickly searches in Drive and from there shares the launch post with the exec team
-  While Bill from IT is getting coffee, the content for partners is updated in real time in Google Drive
-  By the time you get to the office, there's nothing but a vapor trail in the ether – you're launched!

Work or play, going mobile is no longer the new thing. It's not even a thing: It's simply how it's done, in teams and with friends. Technology that gets in the way bites. But there's no need to be bitten – choose the tech that works the way you live.

Could your next team project benefit from Drive's fluid and simple collaboration? [Check out the details](#) of Google Drive.

Trulia delights customers and real estate agents in new ways

The role of any company is to delight customers. But when customers are inherently anxious about the gravity of their purchase that's a tough job. Nowhere is that more true than in real estate, where homebuyers are stressed out about making the biggest financial commitments of their lives.



The real estate industry is changing thanks to companies like Trulia, which connects buyers with the homes of their dreams and agents who can help them through the process. Trulia is harmonizing the home-buying process by creating an online experience that makes home searching easier, more data-driven, and even fun. It's doing this leveraging Google Maps for Work.

The goal: Get the right prospects in front of the right properties with maps at the center of it all.

WITH TRULIA FOR ANDROIDWEAR (ABOVE), IMAGES ARE COMBINED WITH JUST THE RIGHT AMOUNT OF INFO.

“Google Maps is an amazing platform that Trulia has been able to customize to tell a better story about homes and neighborhoods. It is helping make both our mobile app and website a delightful experience.”

— Jeff McConathy

VP Engineering & Consumer Services, Trulia



WATCH THE ATMOSPHERE LIVE INTERVIEW WITH JEFF MCCONATHY »

Using data and maps to transform the home-buying process

Jeff McConathy, Trulia's vice president of engineering and consumer services, says that on average, buying a home takes 18.5 months. Trulia aimed to create a richer, more delightful experience for customers during this lengthy process in three ways:

1. By understanding exactly what customers want
2. By giving it to them quickly
3. By giving it to them exactly when and where they need it

With one convenient online interface, homebuyers can now pull up listings that include neighborhood stats, school district information and the location of nearby parks and restaurants. In fact, by customizing its maps using the [Styled Maps](#) feature of the Google Maps API, Trulia can emphasize recreational features and other home-buying perks more than, say, roads. This sort of simple visual shift makes things just a little easier on home buyers.

Diving even deeper, Trulia enables individual home buyers to set their own parameters on factors like safety ratings — to avoid listings located in floodplains or high-risk earthquake zones, for example. These kinds of filters make Trulia's search process more personal for each individual.

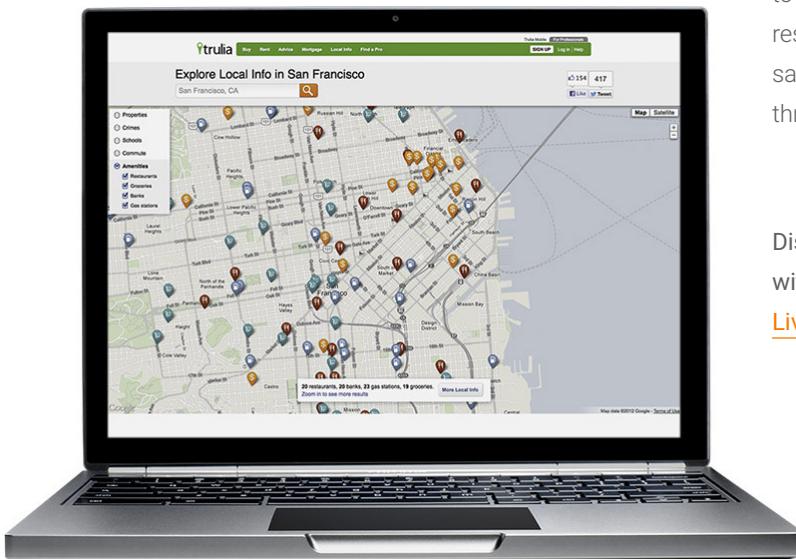
Ninety percent of U.S. adults own cellphones, and PewResearch reports that a third of those adults use their mobile phones as their primary Internet access point, giving them endless information at their fingertips. This made developing a map-based, hyper-local interface very important to Trulia as they designed their product.

McConathy tells the story of one Trulia happy ending: A couple was out Christmas shopping when the husband's phone buzzed with a Trulia push notification alerting him that a nearby home matched their search parameters. Lo and behold, an open house was going on, so the couple stopped by. The next day, they put in an offer, and right after the holidays, they moved into their new home. Felicity? Nope. Geotechnology. Hyper-local awareness is making buying a home vastly more efficient and productive.

These are just some of the ways that Trulia is able to bridge the art of delighting people with the science that makes it happen. As McConathy says, "Trulia really is a technology company that happens to dabble in real

estate." With an in-house team of data scientists dedicated to tracking home searches and constantly improving search results, Trulia is ever-enhancing its online experience and saving home buyers from the drudgery of manually sorting through property data.

Discover how you can drive your own company's revenue with [Google Maps for Work](#) and watch the [Atmosphere Live interview with Jeff McConathy](#).



How Celio keeps ahead of the fashion curve

Technological innovation moves quickly toward better, faster, more relevant tools. In order to stay profitable and in style, apparel companies are using progressive new tools to capture customer feedback, support designers' visions and connect style centers around the world.

Celio is a popular ready-to-wear French clothing retailer based outside of Paris. With over 1,000 stores in 70 countries, Celio's audience is diverse, putting its designers under pressure to create affordable seasonal collections that will work in many markets. The company regularly sends its designers abroad to scope out up-and-coming fashion ideas and meet customers on the street. How are ideas captured and brought back to Celio?

In the past, designers would take photos, collect fabric swatches and scribble down notes from the field, then travel home and attempt to piece all of this inspiration together into a physical "mood board." This cumbersome process was often handicapped by short memories, lost luggage and accidentally deleted photos.

To solve this conundrum and bring Celio into the new age of technological innovation, the design team turned to an in-house "think tank" created by Laurent Thoumine, VP, Supply Chain, IS and Process at Celio. This small team of visionaries is devoted to improving Celio's internal processes by creating better tools based on cloud technology. In doing so, they're not only enhancing the productivity and happiness of the workers, but they're better capturing insights from style makers around the world. This allows the company to digitize from within to better capture customer feedback.



[WATCH HOW CELIO USES GOOGLE APPS »](#)

“ The company has replaced its legacy email system with over 1,600 Gmail accounts – a move that reduced its email expenditure to one-sixteenth of its previous cost.



For Celio's design team, Thoumine's think tank developed an app to help the designers create on-the-fly, in-the-cloud mood boards they can piece together using their phones right from a market in Marrakesh or the front lines of fashion week in New York. Ideas now fly straight up to the cloud.

The mood board app isn't the only way that Celio is doing a better job of capturing customer feedback and improving its internal processes with Google Apps for Work. The company has replaced its legacy email system with over 1,600 Gmail accounts — a move that reduced their email expenditure to one-sixteenth of its previous cost. And by switching to the cloud for its sharing needs, the company was able to radically speed up its data-sharing processes.

“Fashion moves fast — we have to move faster and Google Apps helps us do that. Google Apps gives us the tools we need so we can focus on getting next season's designs out to our customers rather than worrying if we're sending the latest file version to the right person.”

— Laurent Rousset

Director of Organization and Information Systems, Celio

celio*

Now, Celio is using Gmail, Google Chat, Google+, Google Hangouts and Google Drive for all internal communications. Keeping employees and departments around the world connected in this way has meant that stores stay better stocked, employees are easier to train and customer feedback gets back to home base more quickly.

The apparel industry is fast-paced and ruthless. To capture and capitalize on customer feedback, companies like Celio need technology that's just as cutting edge as fashion. With better tools, Celio's designers are more in touch with the nuances of style and the desires of their customers around the world.

[Watch how Celio uses Google Apps](#) to collaborate and innovate and click [here](#) to discover the Google for Work solution for retail.

