



Inspirations & Collaborative workshop

ICMA General Meeting
Business Operations Forum
Istanbul, Turkey, Nov 10, 2012

Eero Korhonen, Google

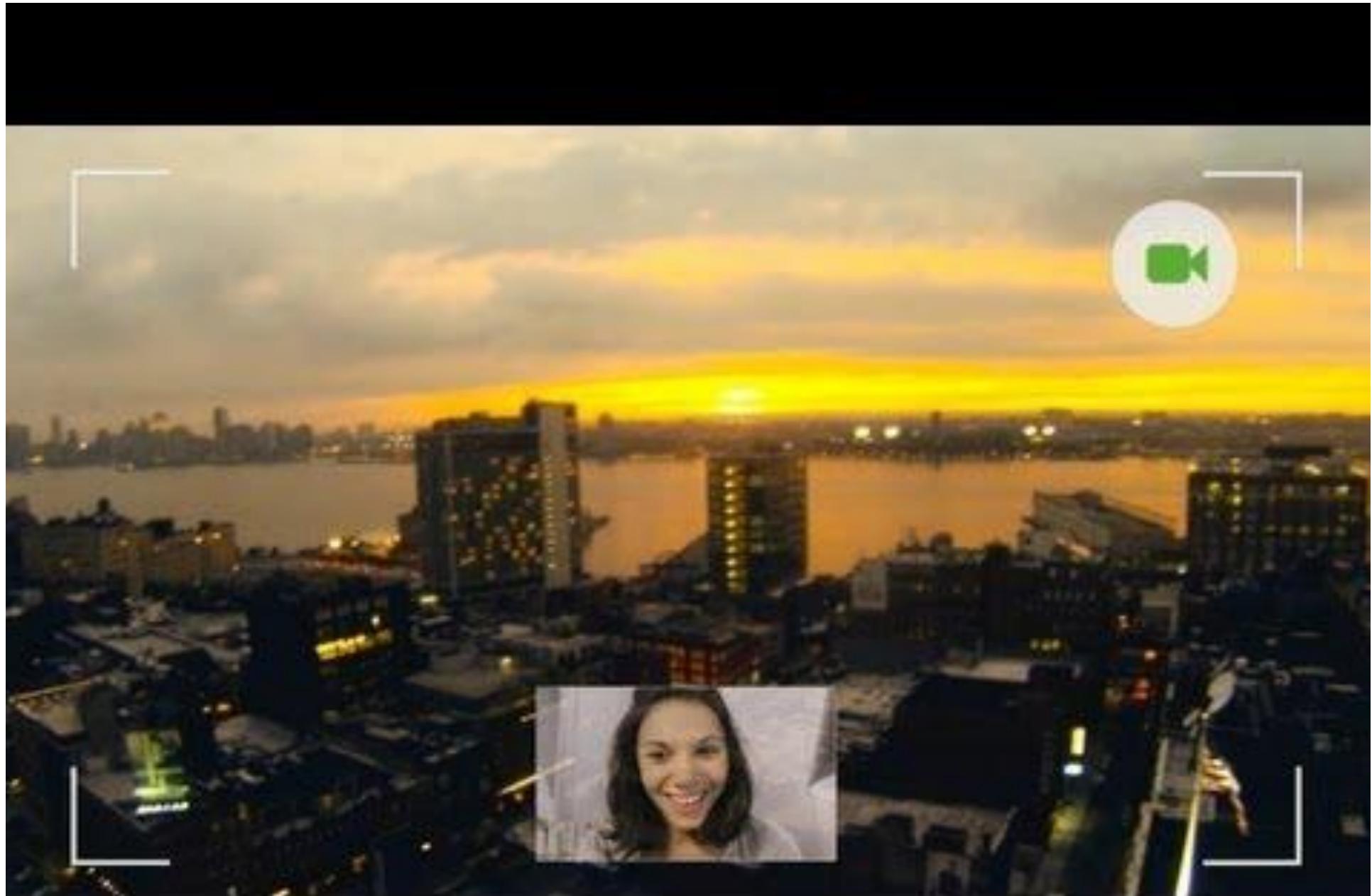
The Menu of the Day

A: Google Inspirations – SoLoMo (1h)

B: Business planning workshop (5h)

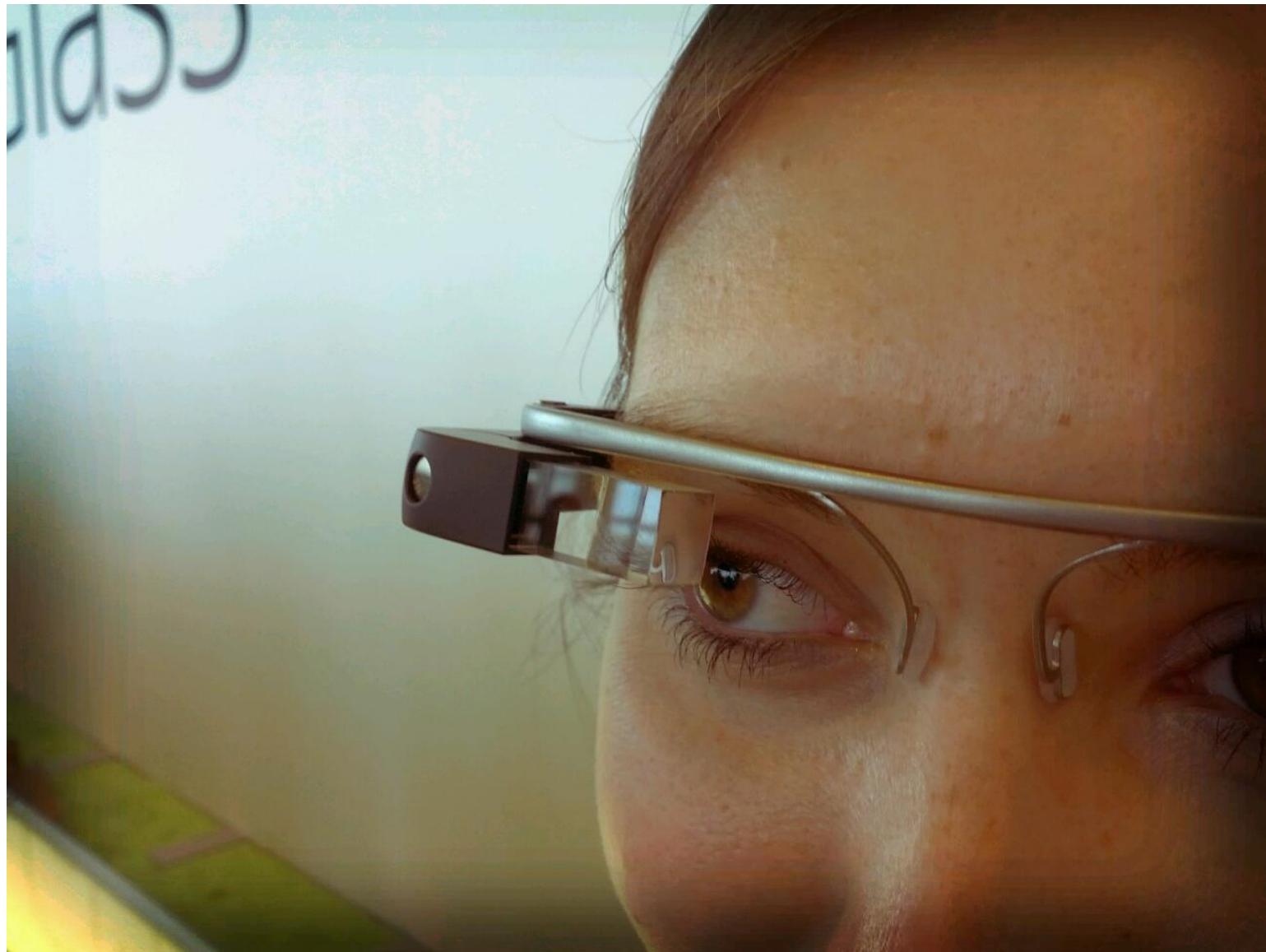


Part I: Google Inspirations - SoLoMo

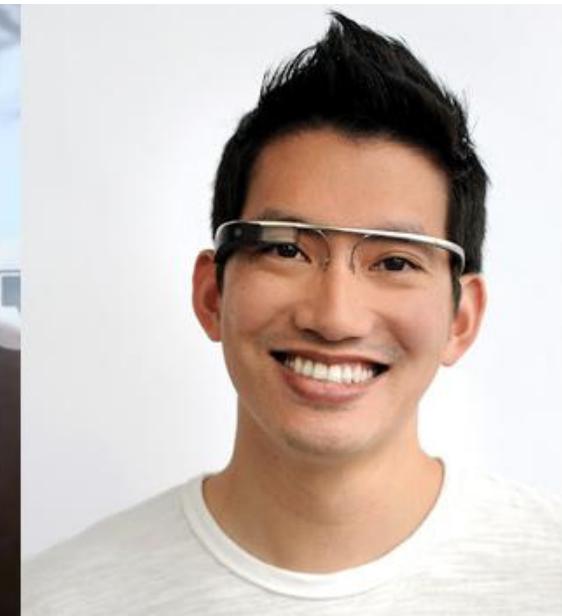


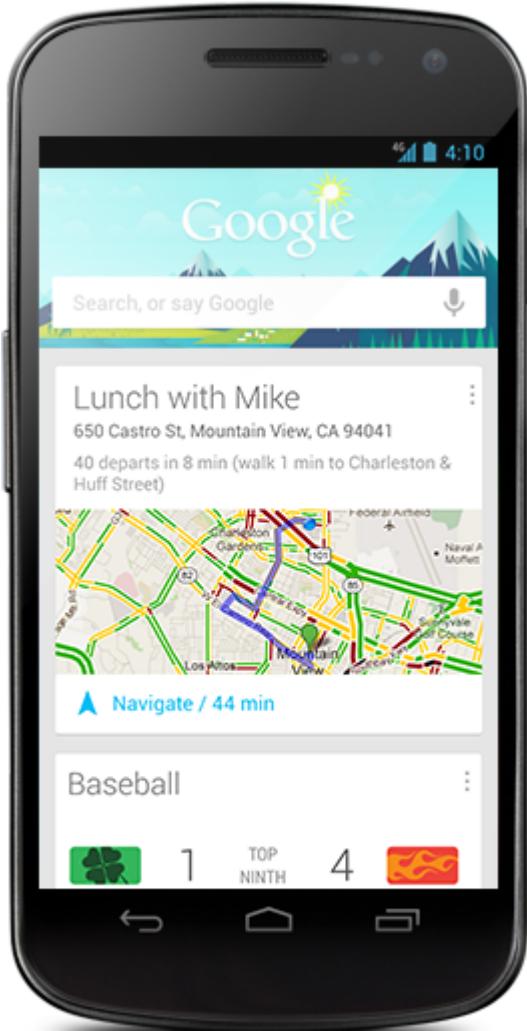
<http://youtu.be/9c6W4CCU9M4>

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La Gavroche
43 Upper Brook Street, London, W1K 7QR

Reservation in 1 hour
Journey time walking 45 minutes



 Get directions

 View email

Pacifica Airlines
flight 2340

Status: Delayed / Wed, June 27, 2012

Depart San Francisco

SFO 7:09pm (sched. 5:20pm)
Terminal 4, Gate A3

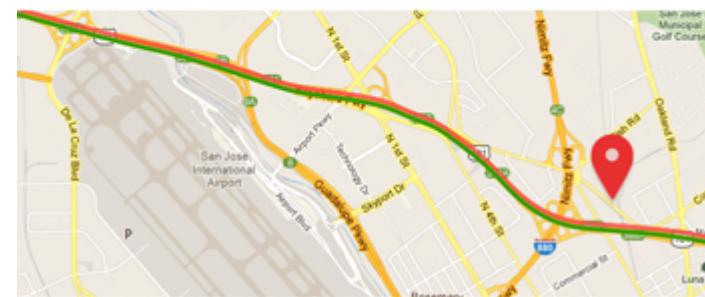
Arrive Taipei

TPE 10:32pm
Terminal 2, Gate 50

 Navigate to SFO / 34 min

55 minutes to work

Light traffic on 101





g.co/projectglass

google.com/now



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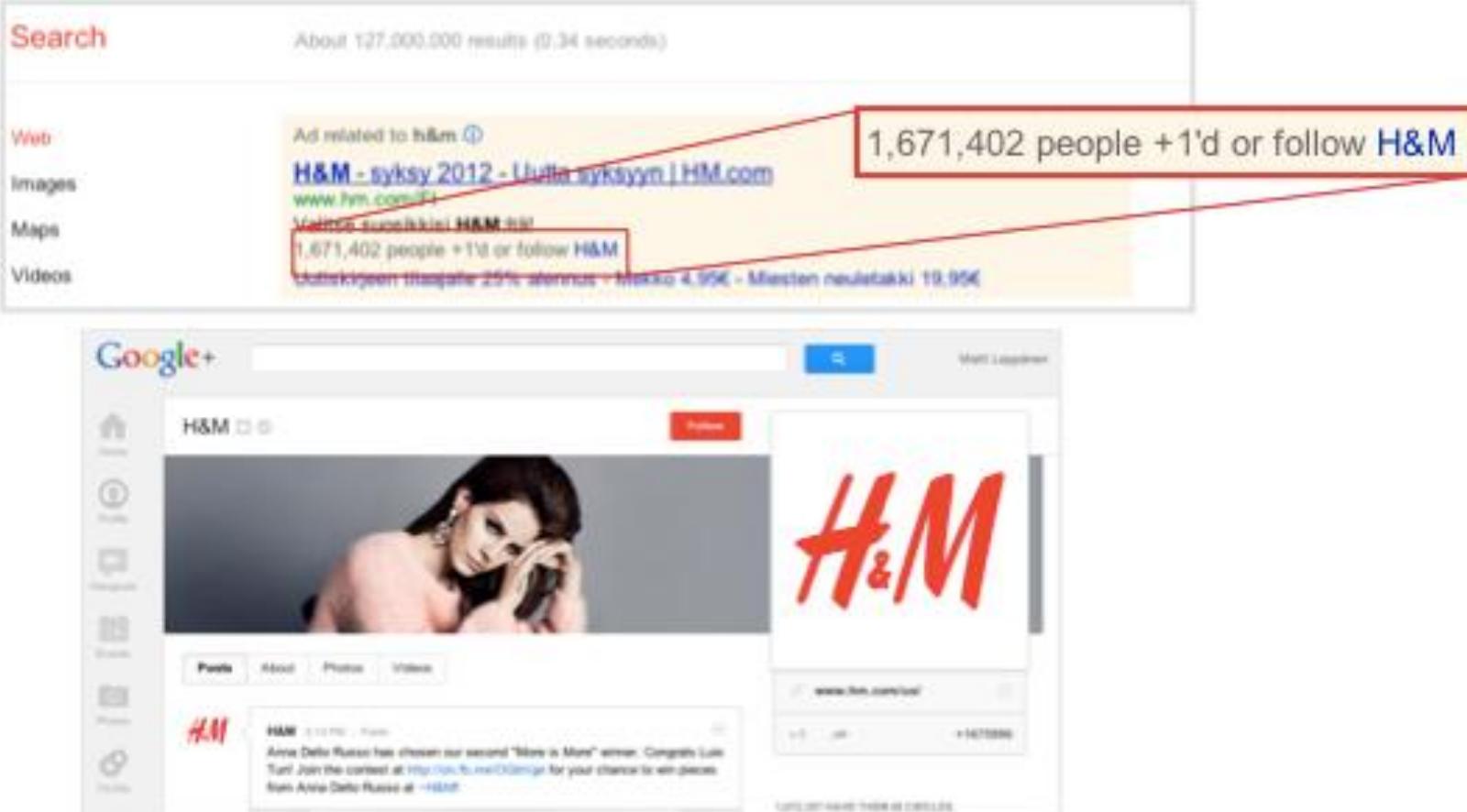


Social backbone that connects Google's products together with better user experience



Social extensions

Connect Google+ to your AdWords account and activate Social extensions functionality



Search

About 127,000,000 results (0.34 seconds)

Web

Images

Maps

Videos

Ad related to h&m ⓘ

H&M - syksy 2012 - Uutta syksyyn | HM.com
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Yhteensä seurakirja H&M 1,671,402

1,671,402 people +1'd or follow H&M

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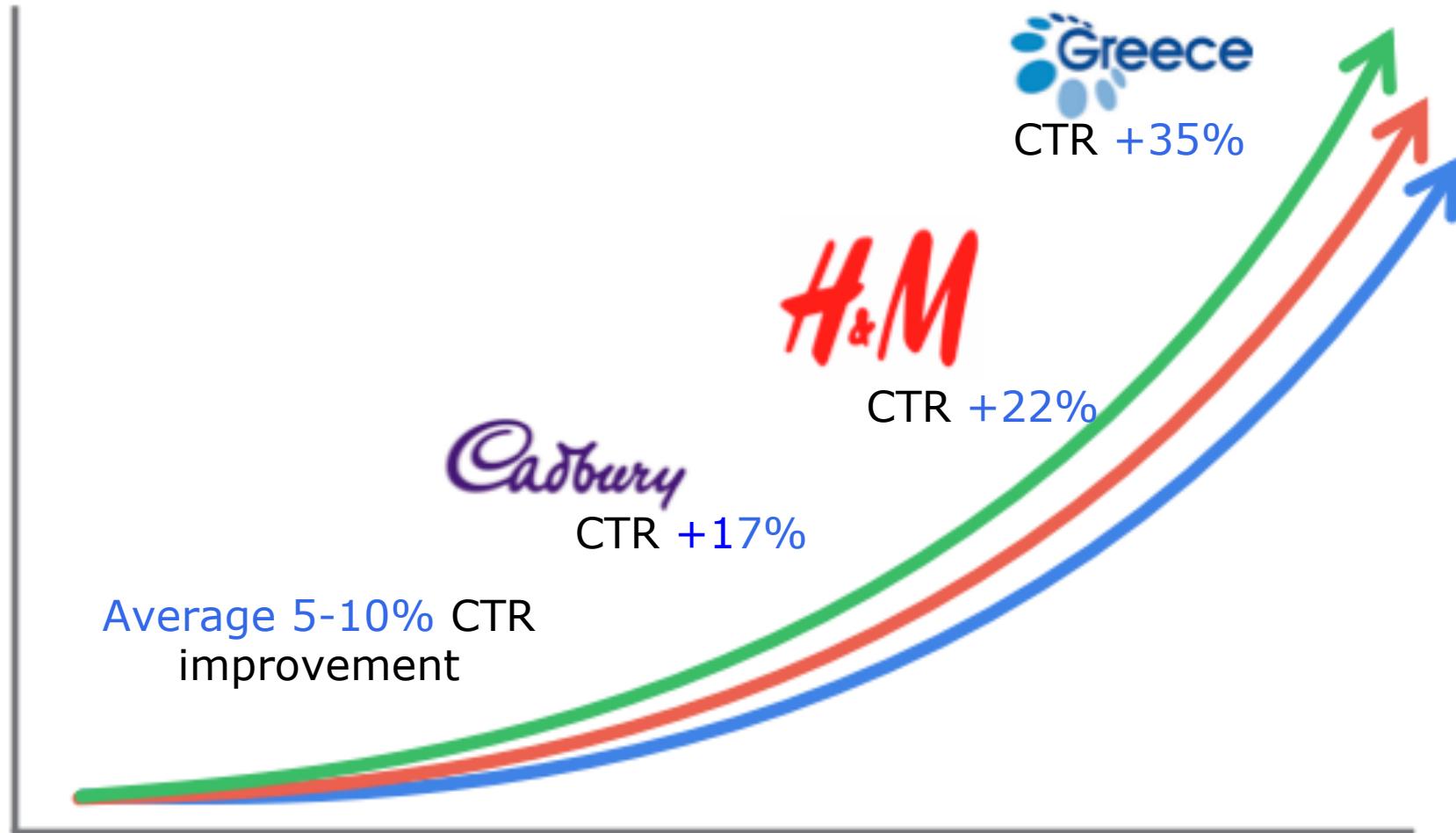
H&M 6 posts

Posts About Photos Videos

H&M 61,117 likes · 1,671,402 followers

Anja Delta Russo has chosen our second "More is More" winner. Congrats Luke Turi! Join the contest at <http://www.hm.com/Contest> for your chance to win pieces from Anja Delta Russo at H&M.

1,671,402 people +1'd or follow H&M



Cadbury connected with 2.5 million people through Google+



Goals

- Deepen brand loyalty & engagement
- Collect product feedback from key influencers
- Drive awareness of their 2012 Olympics sponsorship

Results

- **17% CTR uplift in AdWords** due to social extensions
- **10,000 new followers per day** through the G+ badge implementation
- **7.5% increase of traffic** from Google URLs

Approach

- Use Hangouts to collect feedback, launch new products and drive brand awareness
- Used Circles to group followers based on their chocolate preferences to customise content
- Offering exclusive content on Google+ via Posts and Hangouts

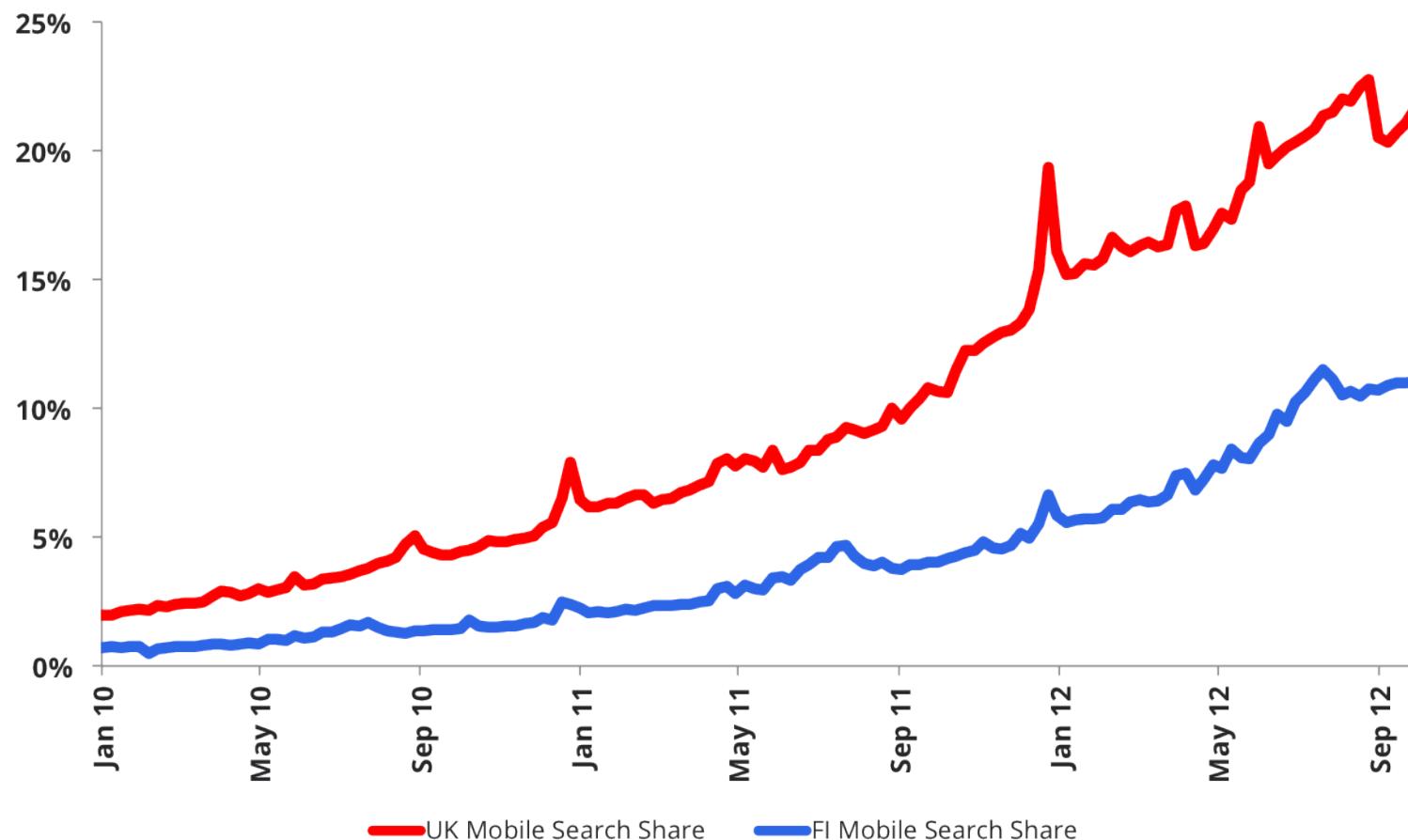


Mobile growth

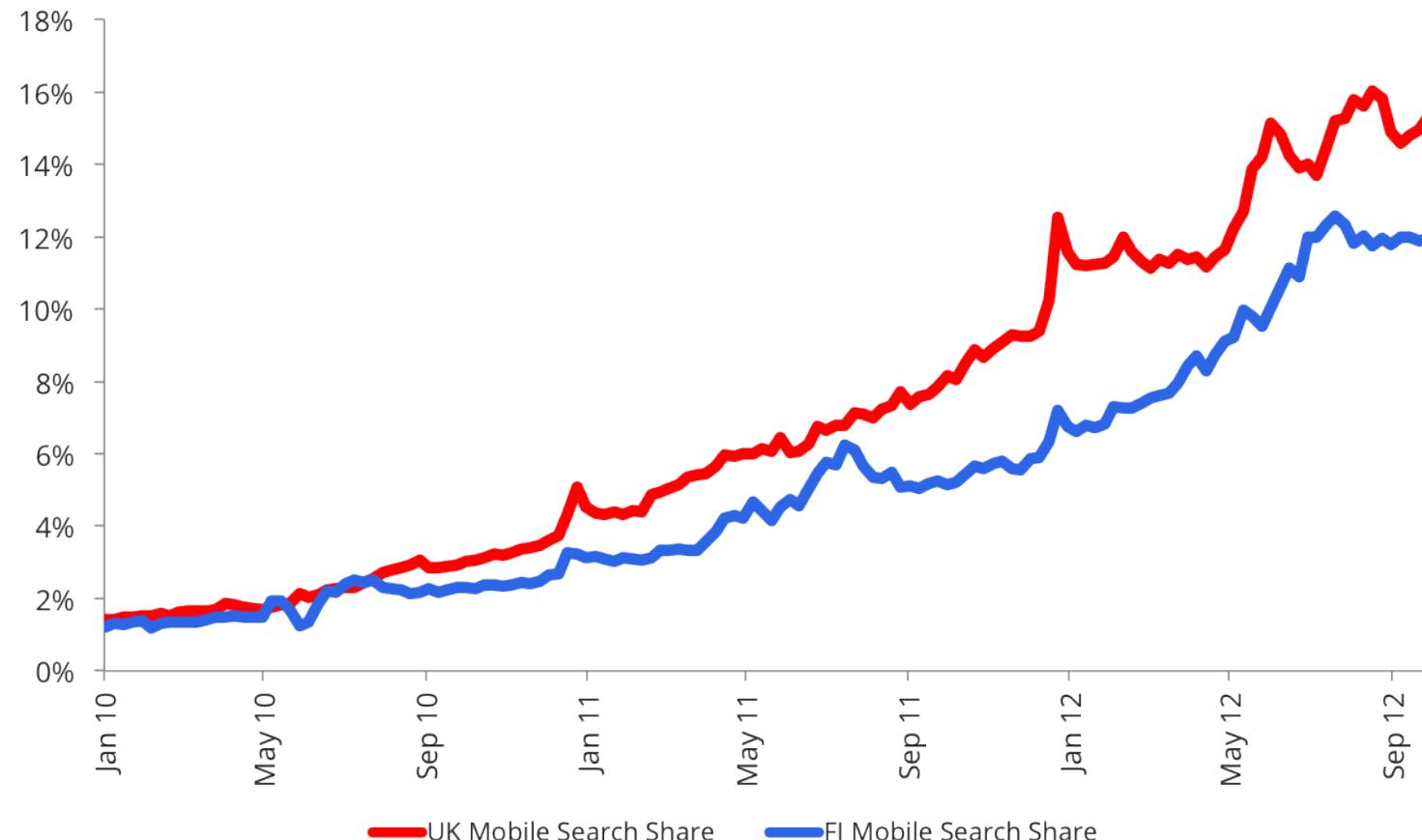
Five questions businesses should be asking

1. How does mobile change my value proposition?
2. How does mobile impact our digital destinations?
3. Is our organization adapting to mobile?
4. How should our marketing adapt to mobile?
5. How can we connect with our tablet audience?

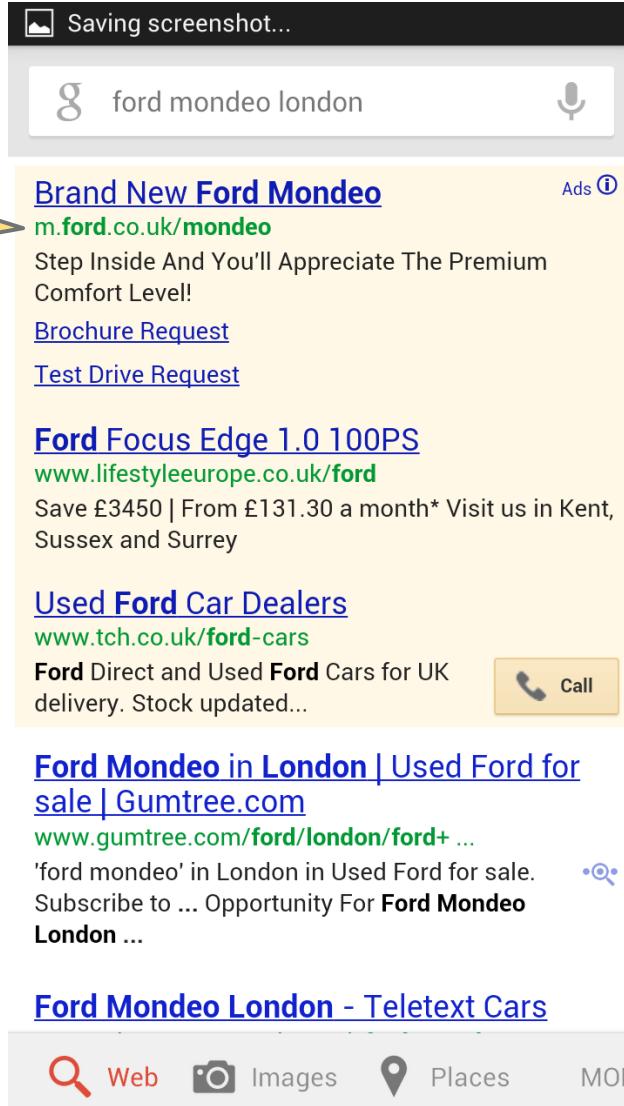
Real Estate Mobile Search Share (UK & FI)



Car Mobile Search Share (UK & FI)



Mobile
readiness



Saving screenshot...

ford mondeo london

Brand New Ford Mondeo Ads ⓘ
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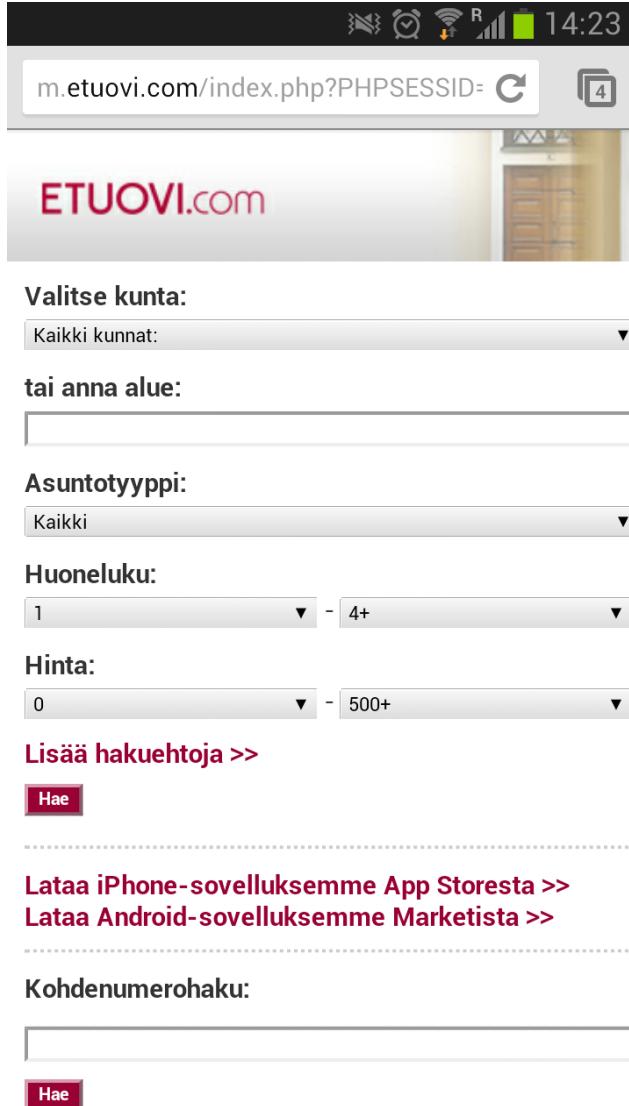
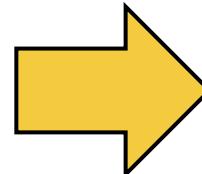
Verkkohaku Kuvahaku Places Lisää

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sisäpihamaisemalla!

Myynnissä - HuoneistoForum
www.huoneistoforum.fi/kohteet.php
Eira, 147 m². Engelinaukion ... Hyväkuntoisessa



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Asuntotyyppi:
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Huoneluku:
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Lisää hakuehtoja >>
Hae

Lataa iPhone-sovelluksemme App Storesta >>
Lataa Android-sovelluksemme Marketista >>

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Questions you should be asking your organization

1. Is mobile a key metric in your dashboard?
2. How often do you review your mobile stats, and who reviews them?
3. Who knows what % of traffic & search queries come from mobile?
4. Who's watching traffic trends, people's actions on your mobile site, mobile's inclusion in product launches and campaigns?
5. Which decisions would change if key business owners were given timely mobile data?
6. Who's monitoring your competition's investment in mobile?
7. Which agencies are you relying on to help you make mobile decisions?

Screens dominate our time consumption

The screens dominate



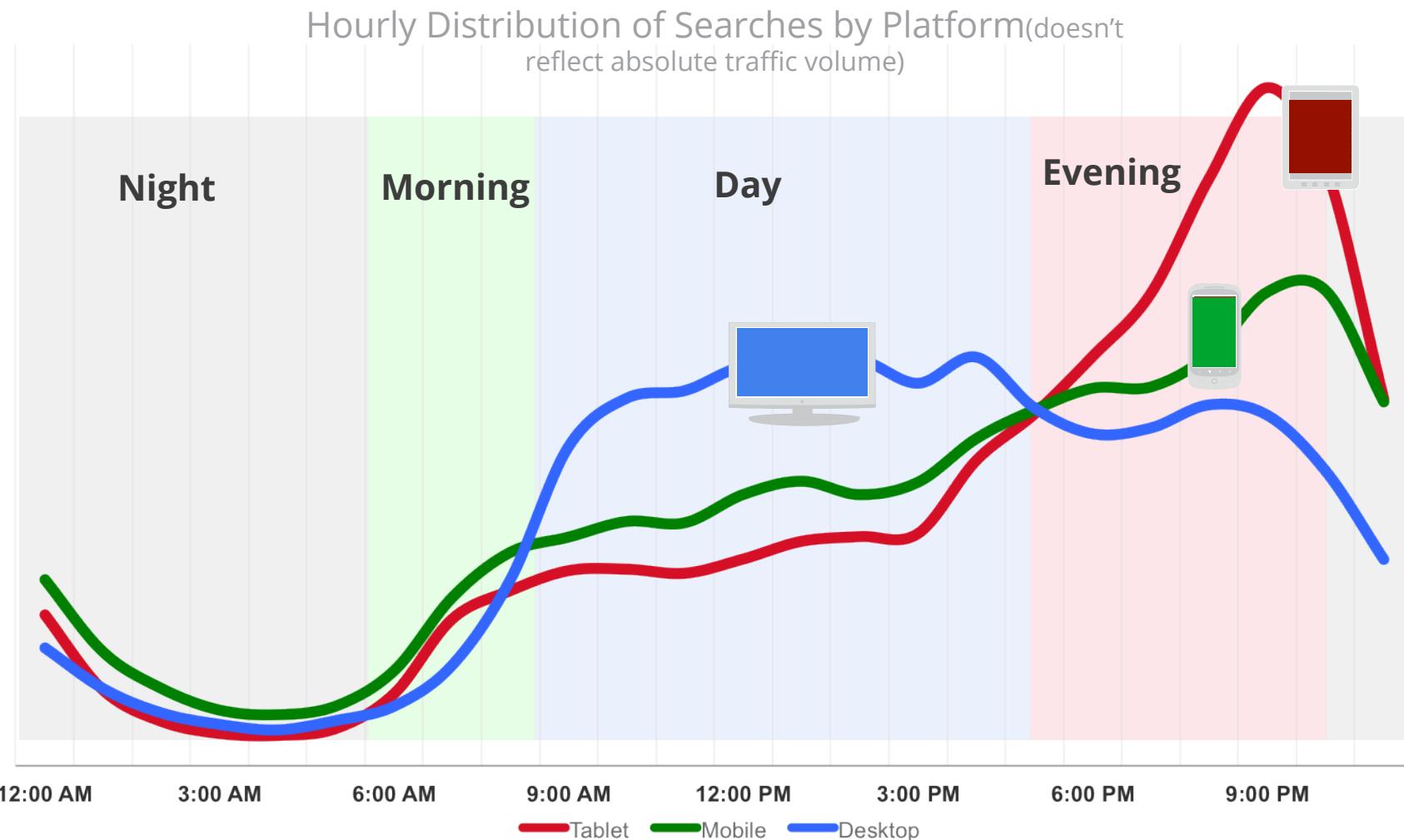
of all media interactions are screen based



of all media interactions are non-screen based

On average we spend
4.4 hours
of our leisure time in
front of screens each day

Multiple Screens in Search



Source: Google Internal Data, 2011. % of each platform's traffic shown hourly for one day
Does not indicate absolute or relative traffic volume

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- 1 trillion views in 2011
- 1 hour uploaded/second
- 3 billion hrs watched/month

- 1 b monthly active users
- 2.7b likes/comments a day
- 250m photos uploaded/day

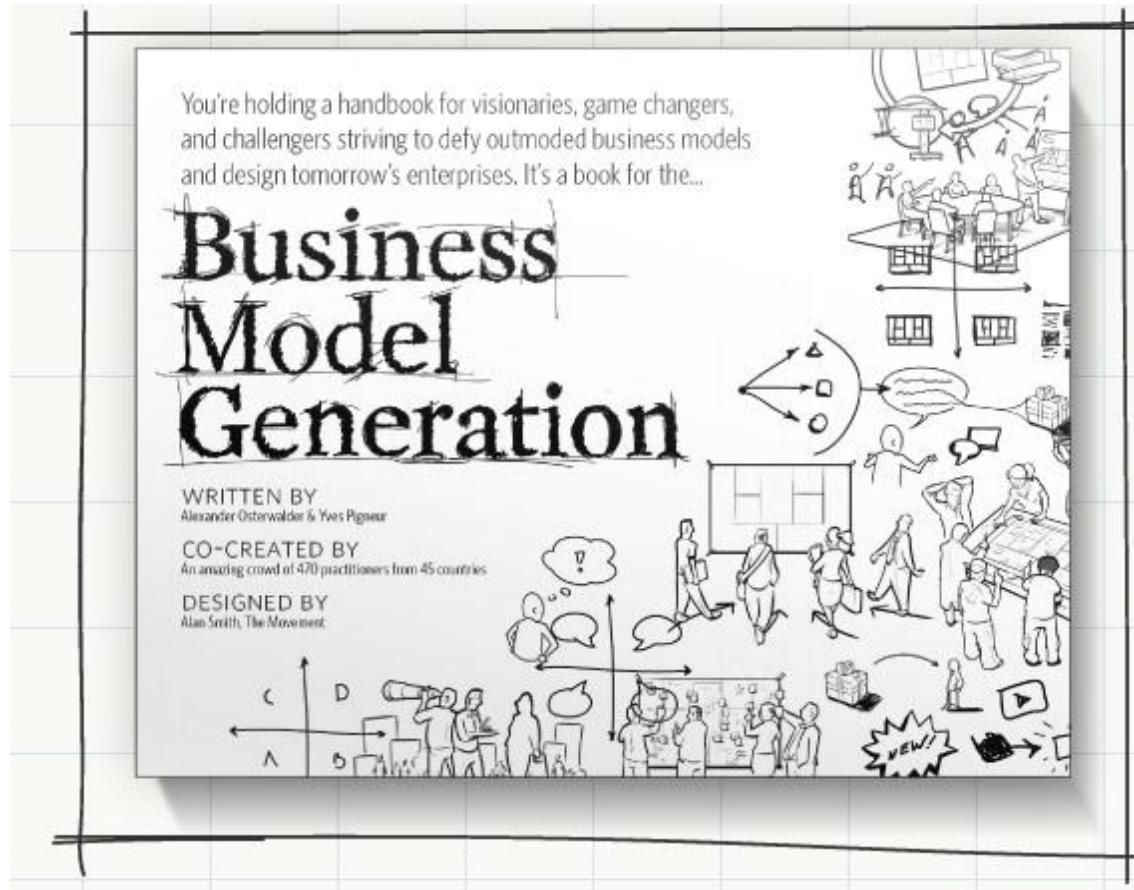
500 years of YT video watched everyday

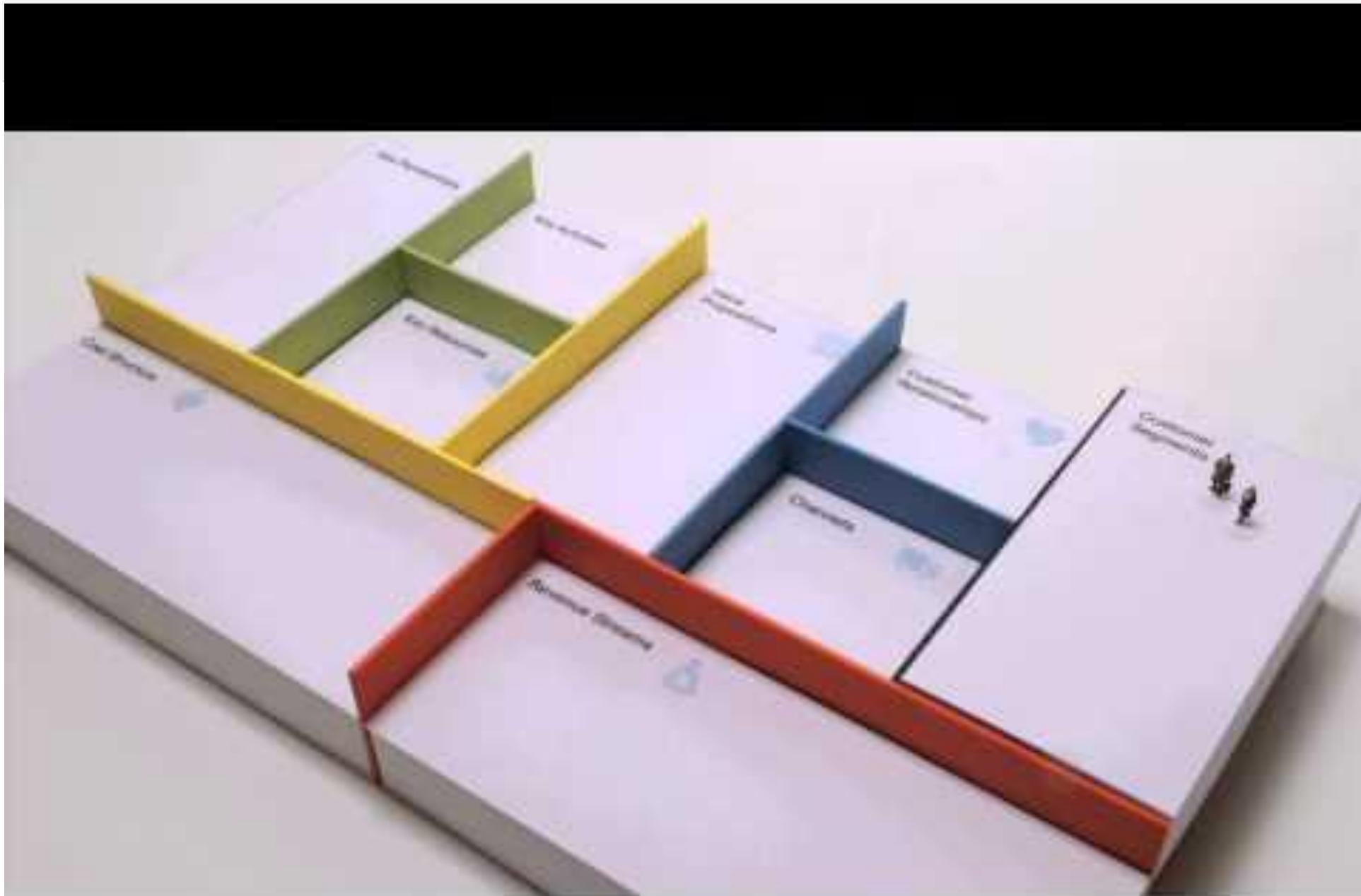
- 250m monthly active users
- 500m users signed up
- 340m tweets sent/day

Over 700 YT videos shared on Twitter every minute

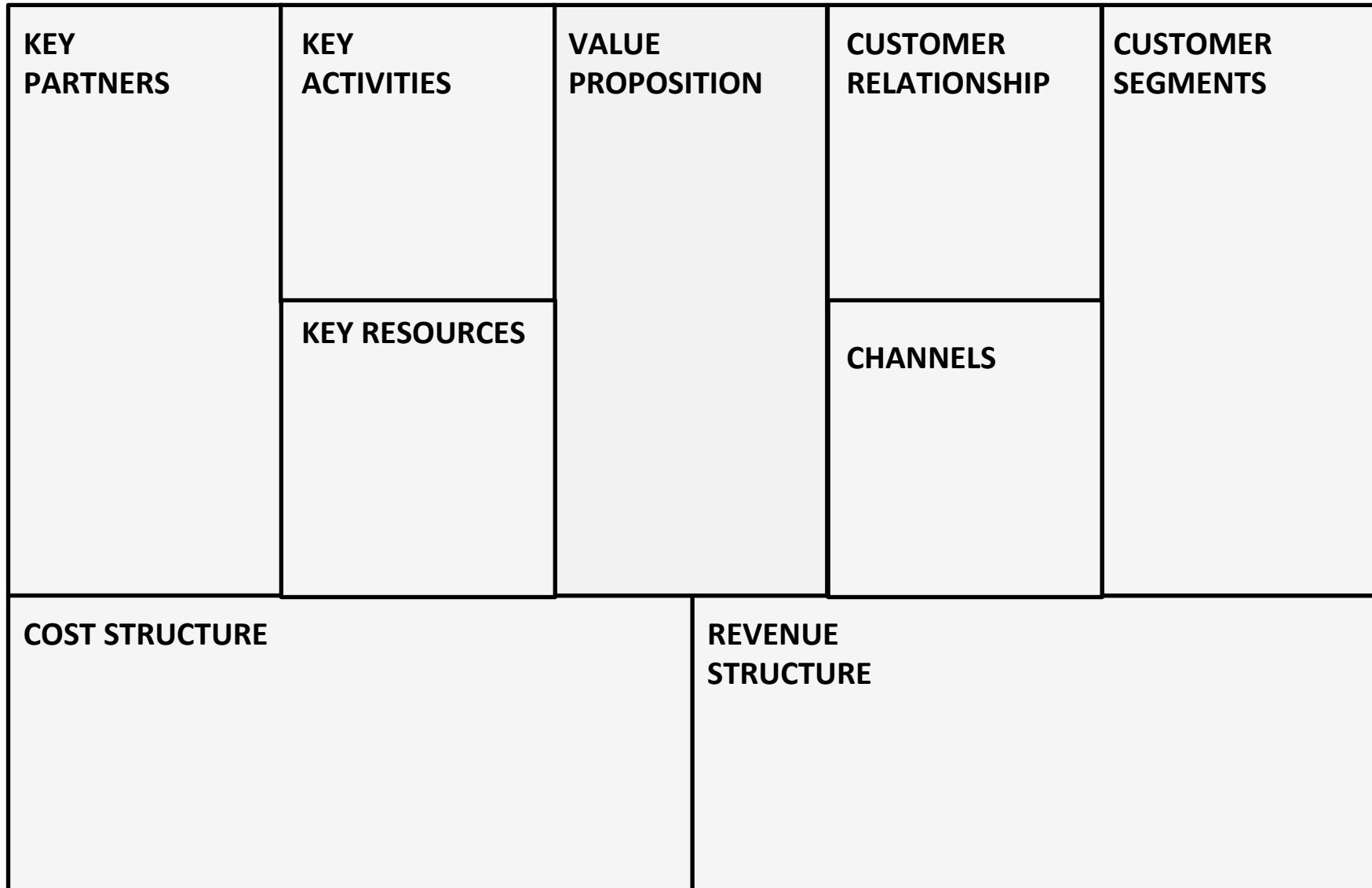
Part II - Collaborative workshop

Today's Method - Business Model Generation





Business Model Generation & Canvas by Alex Osterwalder et al
View this video : <http://youtu.be/QoAOzMTLP5s>





Collaborative workshop - Case Studies

Case 1: Hotel and Tourism Recruitment Market

Your CEO has been approached by her old customer from the hotel and tourism industry with following message: "*...Lately we have had difficulties to hire employees to work in our facilities which locate in five markets. It seems that our current recruitment channels do not reach the right target group. Nowadays, employees of our business tend to be immigrants coming from abroad, namely from the Central Eastern and Mediterranean Europe. Could you help us?*"

Your boss approaches now you: "*This sounds a great international opportunity for us! Design a business model for me and present your summary in a 3 hours from now. Oh, and this post-it note has everything I know about the competition.*"

There are 3 main media players in the market. Two (2) of them are print focused, having international experience but quite rare online experience. One (1) is an online player, very strong in one market, but quite week in internationalization.

Case 2: From Paid to Free Listing

Your CEO walks to your room and hands out the fact sheet below and says: *"You know, I'm fed up with the stagnant competitive situation and I want to do something about it. After discussing this with my colleagues in ICMA conference, I think we need to reach dominance in the listing share and therefore we have to change our listing model for free or partially free. This makes us big. Make a re-designed business model for me and tell me how we keep on making money. See you in three hours."*

Our website

- A: Number one in the market in terms of listings volume and traffic in a specific niche. At anyone time the site carries around 33% of the total listings in the market.
- B: Each listing is worth around €20 euros. Around half the value comes from upsells to the basic listing product.

Our competition

- A: An established print brand: charging for private listings with slightly less volume in terms of listings placed and close in terms of traffic. Pricing almost the same.
- B: An established online brand about 50% of the listings volume, slightly higher pricing. Targeted more to the upper end of the market.
- C: National horizontals who are offering listings in the same niche for free. Volumes appear to be significantly higher although difficult to tell whether the ads are live or not.



<http://youtu.be/uh-liQDE3cM>



Thank you!
eero@google.com