

Measuring Up

Shifting our focus to organizational goals

Mac Smith

Setting up your organization for success



Deliver

Demonstrate how your data maps to business goals Make predictions for the bottom line Have collaboration next steps

3



Align

Find your champion Time your research and place your bets Join forces with other insight functions



Prepare

Turn your research lens on the organization Create your team's research strategy Change yourself before changing others



01. Prepare

Turn your research lens on the organization

Create your team's research strategy

Change yourself first



Turning your research lens on the organization



Large Networked Organization



Deep Domain Expertise

Data Friendly



Unsure how to engage (beyond usability)



Turning your research lens on your team



Research Craft



Domain Expertise المردي مردي

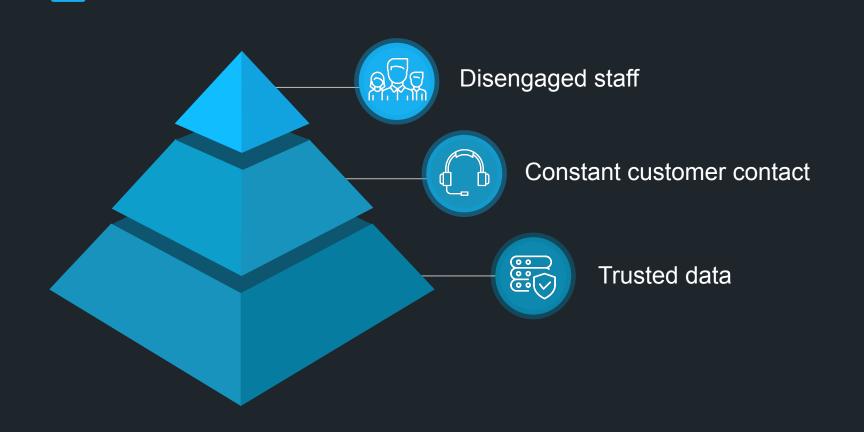
> Business Acumen



Advising Skills



The nature of the challenge for the team



The nature of the challenge for the team



Disengaged staff

3.

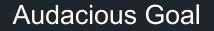
- Set an inspiring, audacious goal
- "Change company level goals on user data in 2 years"

Constant customer contact

- Uplevel existing work vs. creating new work
- "The tactical is the strategic"

Trusted data

- Reinforce how to present and contextualize data
- "When we combine our data, how do we speak executive?"



The next 2 years - How we become more effective

_	2018			201	2019		
Establish ind	dustry leading res	earch team	Expand	capabilities, advis	se on organi	zation decisions	
Q1 Q	Q2 Q3	Q4					
Staff & select leads	Map to S	Search OKRs					
	Selec	t effective projects					
ID org decisions		Research	Research org planning decisions		Advise on decisions		

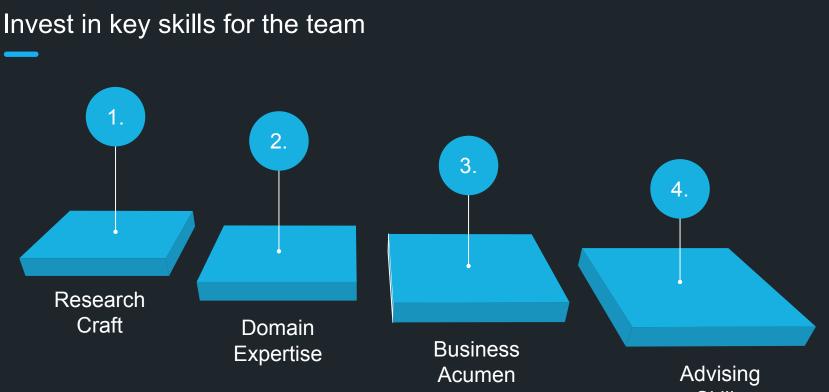


Customer contact is strategic

Tactical

Strategic





Skills



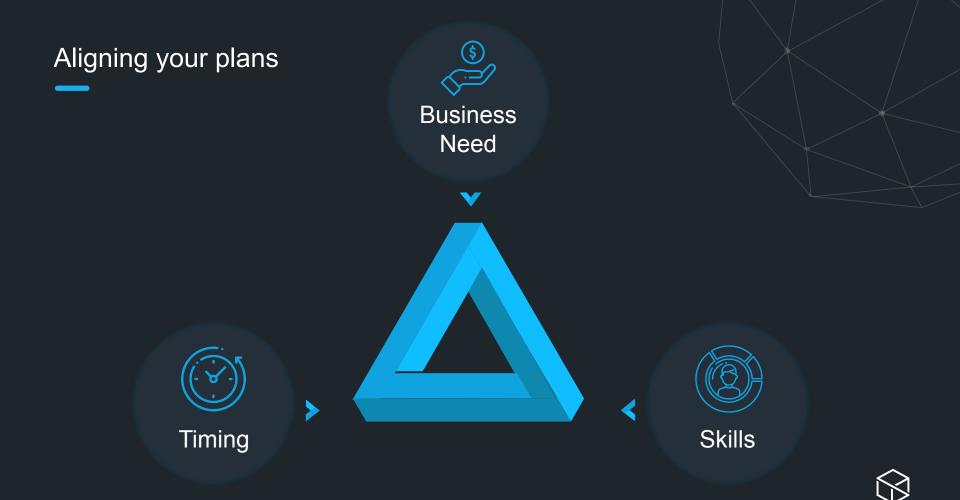
02. Align

Find your champion

Time your research and place your bets

Join forces with other insight functions





Finding your champion



Time your research and place your bets

The next 2 years - How we become more effective

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Join forces with other insight functions





03. Deliver

Demonstrate how your data maps to business goals

Account for impact to the bottom line

Prepare with collaborative next steps



Demonstrate how your data maps to business goals



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Identify context that's relevant to the organization's goals

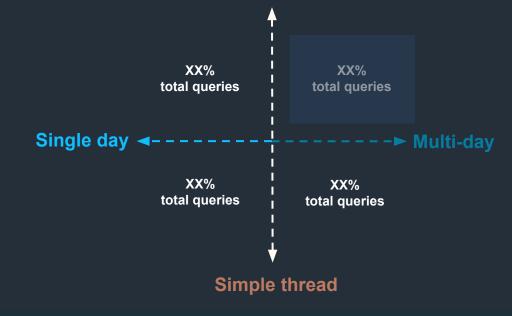
Complex journeys look similar across verticals & PAs

Generalized journey	Trigger				What's next?
Contemplate	Prepare	Research	Commit	Execute	Acclimate
Topic 1 (X.X%)					
Consider moving	Evaluate s	selections	Finalize	Move	Settle in
Topic 2 (X.X%)					
Consider buying	Research, narrow options		Decide	Close deal	Drive off
Topic 3 (X.X%)					
Discover	Explore		Compare	Apply	Complete
Topic 4 (X.X%)					
Inception	Ехр	lore	Plan	Execute	Afterglow



Demonstrate how your data maps to business goals

How 4 types of journeys by length x complexity apply to query volume.



Complex thread



Accounting for the bottom line

Key takeaways

If we invest in solutions that [specific change from research,] we can **guide & engage** users across their journeys on Google. By making X change, we predict we can increase query volume by up to

ŦX

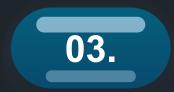


OKRs changed

Organizational results



Researchers in planning committees following the presentation



Invited to each following year's planning process



In conclusion



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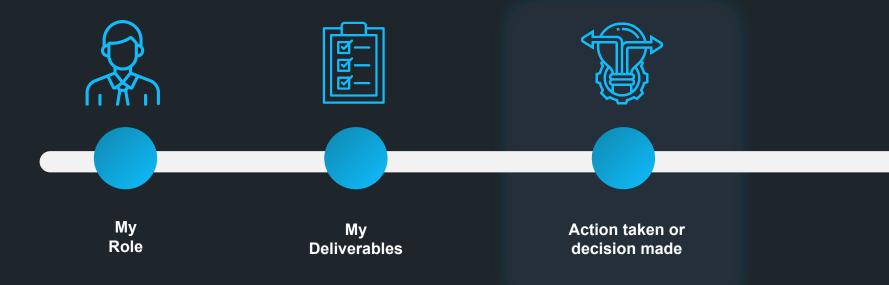


Appendix



Starting at the end

Start here, and work backwards



When projects are early stage and fuzzy, the best place to start is at the end. What's the ideal result? Then use questioning to work backwards through the deliverables and role.



Operationalizing success

Most things on new projects can be **defined** and **measured**. When you start at the end, how do you define the end result in specifics? #'s? In words?





Recommendations should increase decision makers' effectiveness & safety

A key to recommendations is understanding the underlying goals of advising, which are often to increase effectiveness in some way and many times, to increase perceptions of safety. Avoid recommendations that undermine either of these basic needs.

Does this information keep me safe in my job?

Does this information help me better do my job?

Does it make my risks safer?

Am I more effective, influential, or powerful in some way?



Change yourself before changing others



Advisors vs. data suppliers

Pride in Work

Executive Communication



The next 2 years - How we become more effective

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Make recommendations...







Thank you

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Finding your champion



Finding your champion

