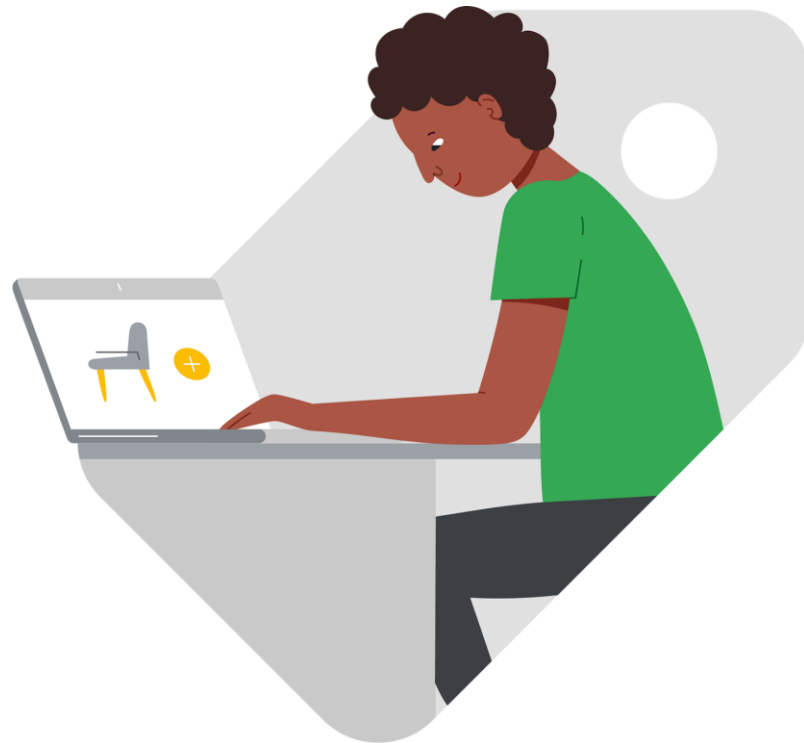July 11, 2019

Behind Google's B2B Messaging Strategy:
Developing impactful retail communications online

How to best motivate retailers for
shared growth

Google for Retailers

Meet Remy

Research Director at SKIM
Director of SKIM's Atlanta Office

Meet Sarah

Consumer Insights Manager
Ads Marketing, Ads Research & Insights

Why we embarked on this research journey

Ads Research team had a goal of their own

**Goal: Improve marketing communications using research**

Aligning research to the communication development process will make sure that marketing comms:

1. Earn attention and motivate customers

2. Have ownable branding

3. Communicate the intended message

4. Provides strength in stakeholder management by equipping the team with the voices of customers

5. Enables stakeholders to make data driven decisions

Where we started - Retail

Retailers are facing increased challenges because **consumers have even more choice available**.

We needed to make it easier for retailers to understand **what Google can do for them & why we're a strong partner to help them grow**.
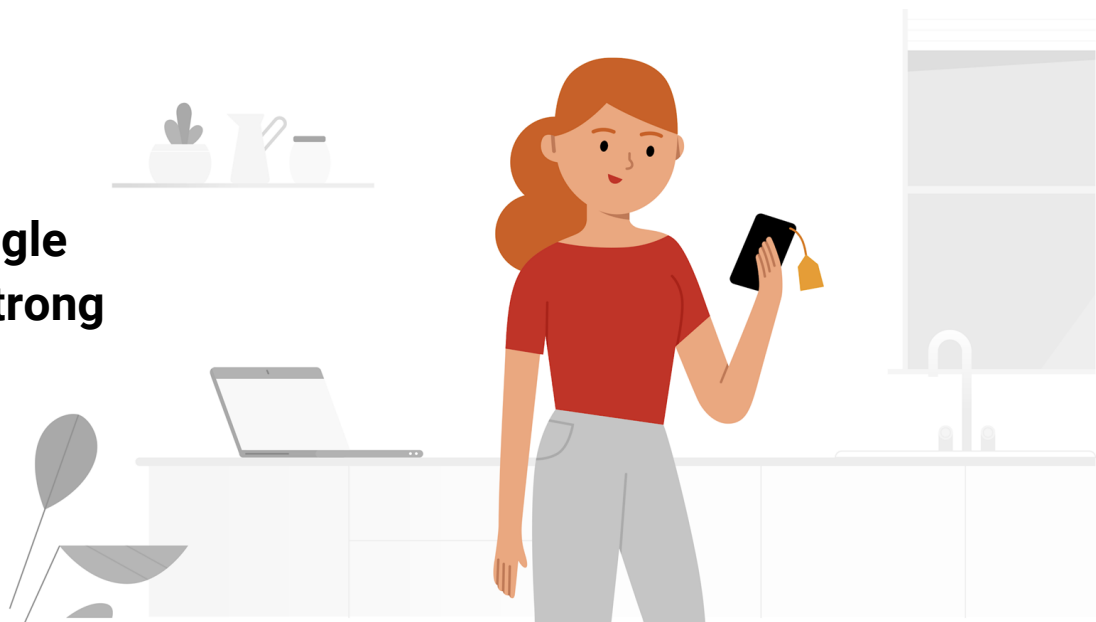
Research Objectives

This research was designed to **inform the messaging for our global retail marketing campaign** targeted at mid market retailers in 2019.

The insights would help us **drive product adoptions and increase intent to spend** more with Google.

Google for Retailers

Research solution

The SKIM messaging framework and research helps optimize brand communications to drive short-term action

SKIM Claims Generation Workshop

Claims Generation Workshop

3 hour workshop led by SKIM to review SKIM's messaging framework with stakeholders across the globe

- Start with the audience in mind
- Group brainstorm
- Review best practices framework
- Group refinement of messages from brainstorm

This was a pivotal moment for the Google Team!

SKIM decision behavior experts

Retail Message Generation Workshop
Influencing choice by connecting seller and customer

Google
New York, 8th of January 2019

Google

Bring the framework to life by providing the team with real examples

Shaving Cream	Technology Partner	Laptop Feature	Razor	Butter
Designed for perfection	Our technology and expertise will help you increase your sales	Feature X technology lets you control your device with hand movements	Less painful hair removal with our new shaving system	Butter re-imagined
For perfectly smooth skin	Increase your sales with help from our technology and expertise	Feature X technology now has 3D gesture control	More gentle hair removal with our new shaving system	Enjoy fresh butter taste

SKIM Best Practices Framework

Key Criteria for Message / Claim Success
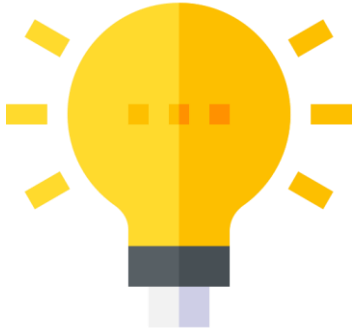
1. Lead with a Benefit
2. Promise Value
3. Be Specific
4. Differentiate

Messaging Pitfalls to Avoid

1. Negativity (Be Positive)
2. Disrespect (Be Respectful)
3. Jargon (Be Clear)
4. Humor (Be Straightforward)

Testing Approach

SKIM tested 30 claims:

1. MaxDiff of Messages
2. Message KPIs
3. Words that Work

SKIM quantified message performance and prioritized retail messages through 3 modules

MaxDiff Methodology

Which statement motivates you most and which statement motivates you least, in choosing an online retail marketing partner?

Most Motivating — Least Motivating
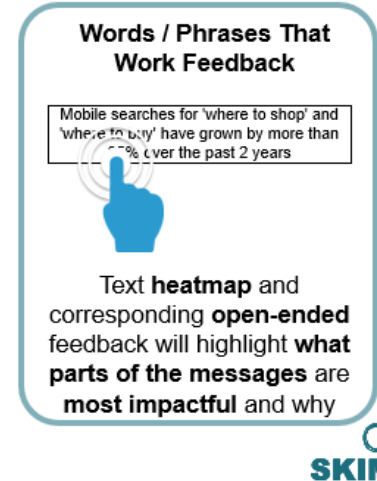
Statement 1
Statement 2
Statement 3
Statement 4
Statement 5

SKIM identified the most **motivating messages based on a MaxDiff exercise**.

Secondary Metrics

RELEVANCE
UNIQUENESS
BELIEVABILITY
BRAND FIT

Motivation to spend?

SKIM also captured **additional KPIs** (which will be determined by SKIM & Google) that **contribute to motivation**.

Words / Phrases That Work Feedback

Mobile searches for 'where to shop' and 'where to buy' have grown by more than 85% over the past 2 years

Text **heatmap** and corresponding **open-ended** feedback will highlight **what parts of the messages** are **most impactful** and why

SKIM

Benefits
A choice-based focus removes sale bias and can be applied globally.
It also provides prioritization in what to say and insights into how to say it.

Research results and next steps

Message Altitude
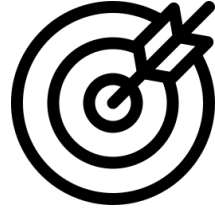
Stay on target.
Specify **how** Google will help and/ or **why** retailers should partner with Google, messages that are vague about this are limiting in their appeal

Examples:

A simple way to find your next customer

Reach your next customer with Google. 8 platforms, more than a billion users each

Google

Message Structure

It's not just what you say, but how you say it.
Lead with a positive benefit and pair this with a relevant RTB that differentiates Google. Messages that do not lead with a benefit are less motivating.

Examples:

Automate the busy work so you can focus on growth

Grow your brand and your customers with Google's technology and reach

Google

Message Content
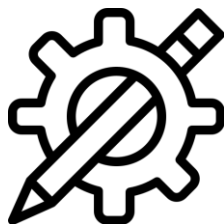
Make sure it matters.

Focus on the most relevant benefits, in this case partnership and growth, instead of focusing solely on insights destination, product discovery or brand building.

Examples:

From search to sale, build your brand every step of the way

Millions of potential customers visit Google each day. Find your next one here

RECOMMENDED MESSAGING:
Focus on Google's unique ability to be a customer acquisition tool for growth.

Google

Next Steps - Need for Additional Insights & Message Optimization

Phase 1 provided a **clear understanding of the message structure, benefits and RTBs** that are most motivating.

However, there were parts of the winning message that the team felt could be enhanced or optimized to include winning elements from other messages.

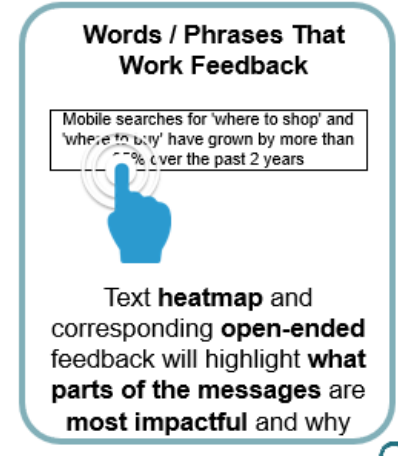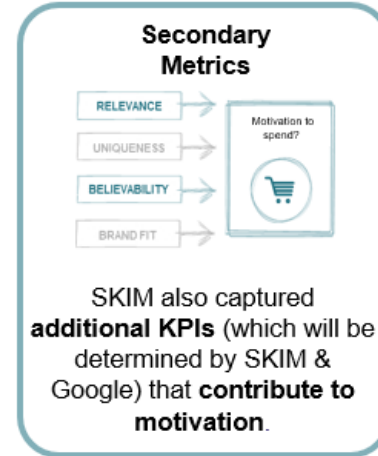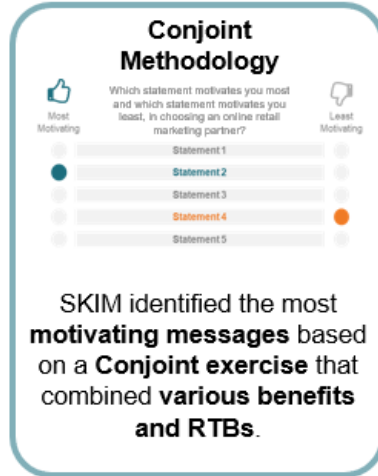The team decided to conduct a **Phase 2 in order to determine the optimal combination of benefit and RTB**.

Testing Approach

SKIM quantified message performance and prioritized retail messages through 3 modules
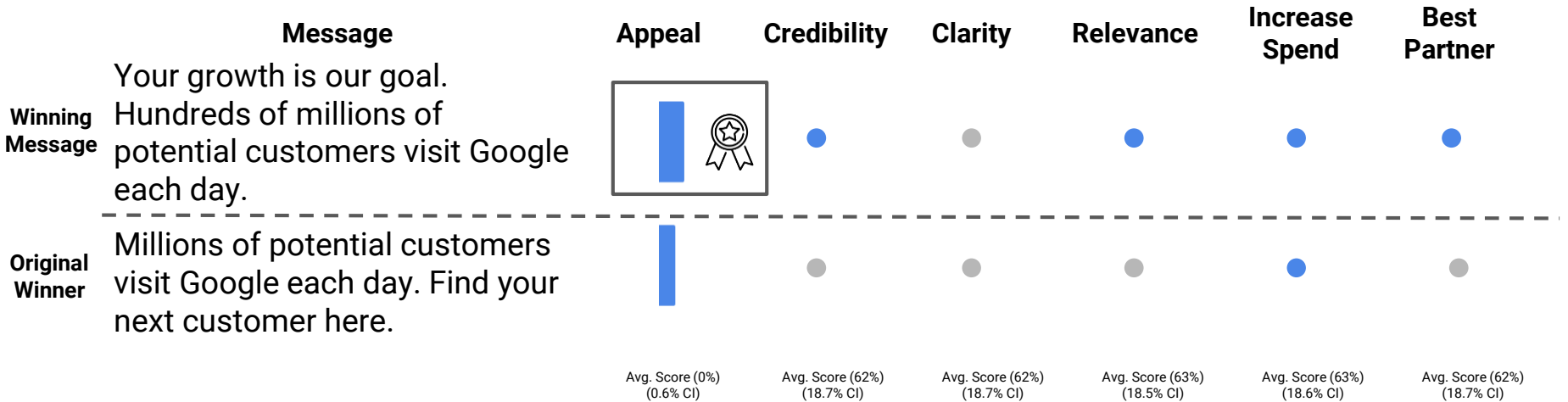
SKIM tested combinations:

1. Conjoint of Messages
2. Message KPIs
3. Words the Work

Conjoint Methodology

👍 Most Motivating

Which statement motivates you most and which statement motivates you least, in choosing an online retail marketing partner?

👎 Least Motivating

- Statement 1
- ● Statement 2
- Statement 3
- Statement 4 ●
- Statement 5

SKIM identified the most **motivating messages** based on a **Conjoint exercise** that combined **various benefits and RTBs.**

Secondary Metrics

RELEVANCE →
UNIQUENESS →
BELIEVABILITY →
BRAND FIT →

Motivation to spend?

SKIM also captured **additional KPIs** (which will be determined by SKIM & Google) that **contribute to motivation.**

Words / Phrases That Work Feedback

Mobile searches for 'where to shop' and 'where to buy' have grown by more than 85% over the past 2 years

Text **heatmap** and corresponding **open-ended** feedback will highlight **what parts of the messages** are **most impactful** and why

SKIM

Benefits
Choice-Based focus which removes sale bias and can be applied globally
Test numerous combinations of benefits / RTBs that can make up a message
Provides prioritization in what to say and insights into how to say it

By combining the round 1 top benefits with different top RTBs, we were able to identify a significantly more motivating message

	Message	Appeal	Credibility	Clarity	Relevance	Increase Spend	Best Partner
Winning Message	Your growth is our goal. Hundreds of millions of potential customers visit Google each day.	▮ 🏅	●	●	●	●	●
Original Winner	Millions of potential customers visit Google each day. Find your next customer here.	▮	●	●	●	●	●
		Avg. Score (0%) (0.6% CI)	Avg. Score (62%) (18.7% CI)	Avg. Score (62%) (18.7% CI)	Avg. Score (63%) (18.5% CI)	Avg. Score (63%) (18.6% CI)	Avg. Score (62%) (18.7% CI)

☐ Indicates the winning message is significantly more motivating than the original winner

● Indicates a score 10% or higher than the average

● Indicates a score 10% or lower than the average

Google

Insights Activation & Key Takeaways

Project Key Learnings & Takeaways

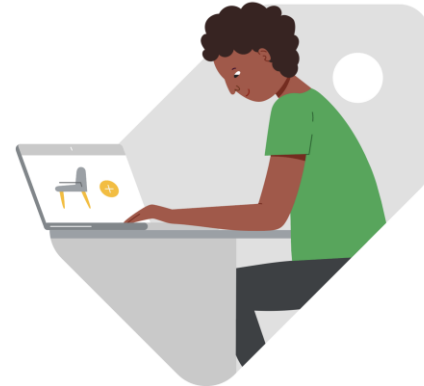1. Explore what to say with end-user focused message generation

2. Determine what to say based using choice based approach

3. Optimize how to say it using a conjoint approach

4. Activate

Insights Activation

Insights in action – how Google leveraged the insights & initial result.

- **Global Consistency**
  - Integrated into our Retail brand identity assets shared globally with sellers to bring consistency to how we talk about our value to Retailers globally
- **Consistency will lead to greater clarity with Retailers**
  - Leveraged the winning message at Think Retail @ Google Marketing Live our keynote event with this audience Globally
  - To be integrated on our external facing Google for Retail Site - google.com/retail/

Partnership / Process Key Learnings & Next Steps

Google   Spread awareness across teams and replicate

SKIM   Creating a database / dashboard of message testing results for quarterly meta-analysis

Google for Retailers

For more inspiration go to:
Skimspiration.skimgroup.com