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PMP3 Report

Company Vision Statement

To provide access to the world's information in one click.

“Our mission is to organize the world’s information and make it universally accessible and useful.”

Google Maps wants to utilize their large map database to help engage customers to the world around them. They want to create an accessible and easy to use map that is an easy and accessible source of information that you need in order to eat, shop, etc.

Company Assessment & Competitive Analysis

We did a research about Google and the different products that Google owns. We found that Google is almost into anything related to data, analytics, development, software, hardware, and the latest technology, Internet of Things (IoT) products.

Below are the products we researched into:

Google Search: Google Search leads the world market when it comes to the search engine with around 93% market share.

Gmail: 27% of the current email market share is worked by Gmail. Gmail seems to be on the fall as other better email applications are taking hold. Google could look to increase this area of their company as their social products and services become more popular.

Google Duo: Competing with Facebook messenger, facetime, and Skype. Couldn't find exact numbers in terms of market share but Duo is trying to do different things than the other major video calling services, such as not dropping a call when moving around from different wifi or data usage.

Google Cloud: Very low market share, only 3% application workload compared to Amazon's with 45%. Google has been looking to increase in this market but there are some big competitors already that are established.

Google PlayStore: This is the leader in app stores surprisingly, with the most apps available for download and 96% of them being free. App store for Apple and Amazon play store are competitors with Apple being the only one closely competing with Google, but as the Google customer base grows in terms of their social products and services, Google will continue their dominance in this market.

Google Maps: The vast leader in terms of customer base (shown below).

Chrome Browser: Google dominates this area as well with 67% of users choosing chrome over anyone else. There are decent competitors such as Safari, Firefox, Internet Explorer, but Google continues to be the most chosen option by quite a lot.

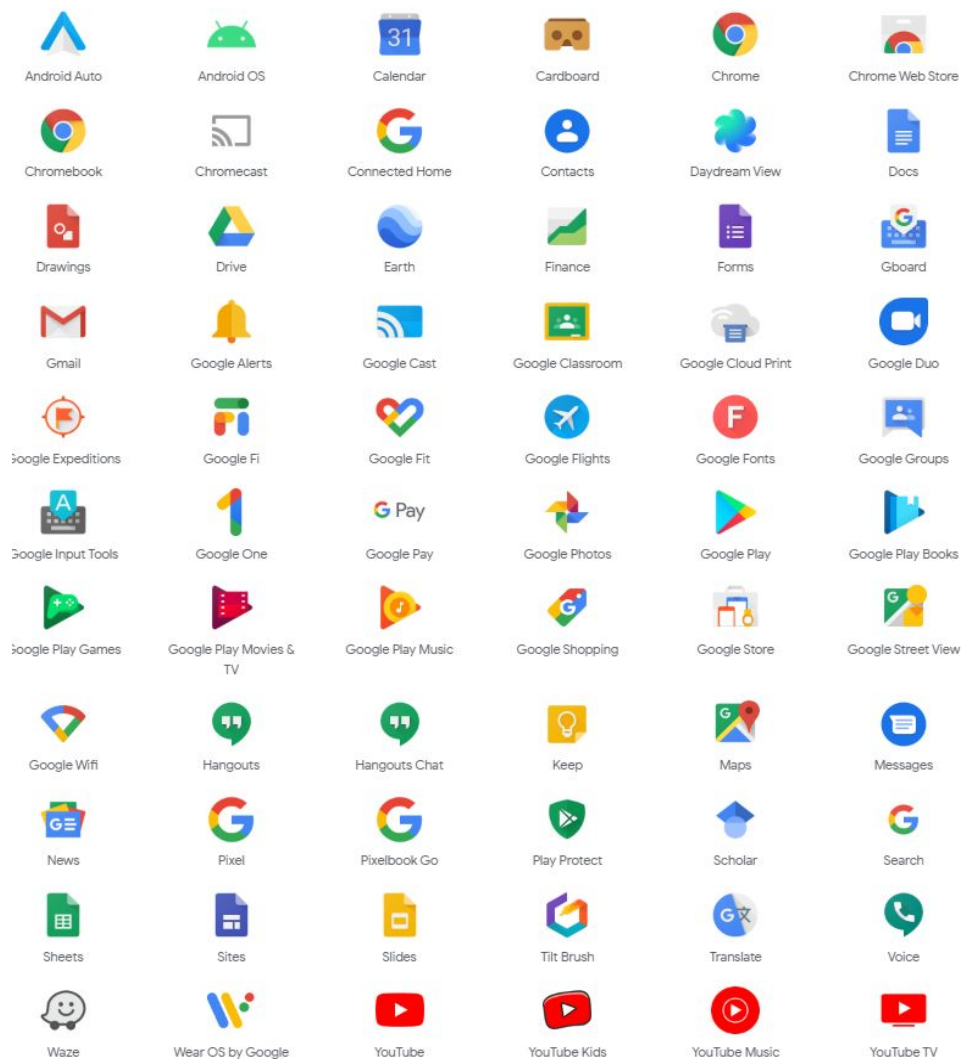
Google Translate: Google owns 73% of the current market share for translation. There isn't a serious competitor to Google here.

Youtube: Youtube owns 73% of the market share. Seems to only be going up at this point and they continue to roll out innovation.

Google Pixel: Was not in the top 5 worldwide in terms of market share but are looking to turn that around this year with their new Pixel.

Google Ads(B2B): Market share is at 32% but is losing ground quickly to Amazon. Google doesn't want to lose footing in this market as this is where most of their revenue is gained.

Other google products for business (**B2B**) include **Adsense** and **Google Analytics**



Competitive Analysis:

We did the competitive analysis of Google and barely found a competitor close to Google Maps.

Here the monthly usage of users of Google Maps with respect to other navigation players in the market:

Company	Monthly Users(In Million)
Google Maps	154.4
Waze	25.6
Apple Maps	23.3
Map Quest	20.9

Google by far leads the market in terms of active monthly users.

Interestingly, Waze, even though bought by google in June 2013, still operates as an independent navigation app and is not diluted or merged with Google Maps.

Map based Competitors:

MapQuest

Pros:

- Includes Estimated fuel costs
- Integrated hotel booking tool

Cons:

- Obnoxious overlay Ads
- Fewer options when picking routes

Waze

Pros:

- More of a social aspect

- 'Wazers' can add comments about routes/speed traps/hazards/etc.
- Very active community and updates are in real time
- Integration of music apps into the mobile applications

Cons:

- Maps are overall less detailed than google maps.

Bing Maps

Pros:

- Very detailed map with detailed route options and traffic indicators

Cons:

- No mobile application
- No built-in trip planner

Here WeGo

Pros:

- Simple and intuitive
- Minimalist approach to a map applications

Cons:

- overall less features than competitors

Apple Maps

Pros:

- Preloaded on Apple devices
- Simple design
- Utilizes Yelp

Cons:

- Basic features
- Tough to use while driving

Product Assessment Using HEART Framework (40 points)

	GOAL	SIGNALS	METRICS
HAPPINESS	<ul style="list-style-type: none"> Accurate web listings for ease of use Managers won't have to worry about the hours of operation being correct 	<ul style="list-style-type: none"> Reviews left on the google play store/ whatever marketplace Renewal of package by business owners annually 	<ul style="list-style-type: none"> Increase in traffic at businesses Increase of use of Google Maps Better reviews on Google Maps review page
ENGAGEMENT	<ul style="list-style-type: none"> For Google Map users to have accurate information For the changing of important business information to be as easy as one-click for the manager. 	<ul style="list-style-type: none"> Reviews saying that the hours or other pertinent information were incorrect Businesses having incorrect information and the manager or owner wanting to do something about it 	<ul style="list-style-type: none"> Amount of times someone looks up a business's website or other important information on google maps and if it has been updated recently How many times the manager updates the hours through push notifications and other means.
ADOPTION	<ul style="list-style-type: none"> For Maps users to check often for business information and know that it is correct For business managers and google guides to be proactive about updating hours of operation and other business operational information 	<ul style="list-style-type: none"> The traffic in and out of google maps The amount of times a business owner logs into their Google MyBusiness or checks their Google Maps profile 	<ul style="list-style-type: none"> How much time users spend on the app How much time users spend looking at business information pages How much a business owner is checking his MyBusiness page or Google Maps profile and updating information
RETENTION	<ul style="list-style-type: none"> To keep the information completely up to date Have an increase in user base for Google Maps Have new business owners join into Google MyBusiness and update their business information Retain the old business owners that are already on MyBusiness and continue to make sure their Business's info is correct. 	<ul style="list-style-type: none"> Number of consistent users of Google Maps Number of consistent users of Google Guides Number of consistent users of Google MyBusiness Number of consistent updates from Business owners Number of consistent updates from Google guide 	<ul style="list-style-type: none"> Amount of times Google Guides update business information How much Google Guides update when they go to a location to verify information How much Business owners update the hours within a week
TASK SUCCESS	<ul style="list-style-type: none"> For users to enjoy using Google Maps when on the platform For users to find the information they are looking for when using Google Maps For users to find the correct business information when using Google Maps For business owners to not lose out on customers because of misinformation on Google Maps for their business 	<ul style="list-style-type: none"> The number of good reviews for Google Maps especially if they mention anything about the design of the app or the strength of information provided by the app Continued use of features by business owners Consistent use of features by business owners Consistent use of features by the Google Guides 	<ul style="list-style-type: none"> Amount of information updated for businesses Amount of businesses joining onto Google Maps Amount of good reviews for Google Maps from business and user perspectives

The Google HEART framework was nice to use because it really allows you to think fully about the users and what their emotions and desires are about the product. You can get into a mode of thinking as the user when using this framework and really focusing on

what its goals are. The framework allowed us as a group to shape our solution in a way so that it further provides light to sentiments expressed by business owners and the users of Google Maps alike so that it solves a multitude of issues with a few simple solutions. The HEART framework shaped the backbone of our features and how they work and work well for the user and business owners so that their overall experience is heightened.

OKR Selection & Rationale (20 points)

We chose an OKR that would define a set of goals for Google Maps and ways that we can quantify those goals. When researching Google My Business, the platform for businesses to be claimed, we discovered that only 44% are claimed, therefore we had to figure out how to approach the issue in a manner that would work for both claimed and unclaimed businesses. The common objective in both cases was to make sure that the hours of operation are correct.

Objective:

Maximise the accuracy of operational hours of claimed and unclaimed businesses that will accelerate revenue growth.

Key Results:

- **Correct hours of operation**

With the hours of operation correct on Google Maps, it will lead to enriched user experience for the user. User will not be disappointed to find a particular business closed upon arrival and does not have to necessarily call up each time before going to a business.

Key Metrics:

- *Increase in Active Users:*

Increase in the monthly active users can be one quantifiable metric that can be used to analyze success.

- *Retention rate of users:*

No. of current active users that have been previously using Google Maps are still using Google Maps. This would signify that the changes brought by Google Maps is leading to a good UX experience in regards to accuracy of information.

- *Increase in Google Ad Sales:*

Increase in Google Ad Sales for those business owners whose operational details like hours of operation and location are updated via our solution. This means more revenue for Google.

- *Reviews on Play Store(Android) and App Store(Apple) about incorrect time should improve:*

Qualitative analysis on the **ratings and reviews** on Play Store and App store on Google Maps should improve in regards to hours of operation being incorrect. This can be done by comparing the reviews about the issue pre implementation and post implementation of the solution.

Personas (50 points)

Business Owner - Sarah

"As an owner of a small business, I want high customer satisfaction so that I can continue to grow"

Age: 59
Occupation: Restaurant Owner



Needs

- Method to quickly update and verify site information
- Easy process so she can focus on growing her business

Goals

- High Customer satisfaction
- Expanding her business

Motivation

- Method to quickly update and verify site information
- Easy process so she can focus on growing her business

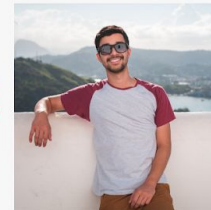
Pain Points

- Doesn't have time to manage the backend of her operation
-

End User - Jonathan

"As a Google Maps user, I want to see correctly listed information so that I can shop accurately"

Age: 26
Occupation: Accountant



Needs

- Ability to easily access accurate information online
-

Goals

- Reliable route options
- Reliable listed business information

Motivation

- Finding new places to eat around town
- Shopping for new trends at the mall

Pain Points

- Current map app doesn't work well with iPhone interface
- Arriving at a business listed as open just to find it closed

We started the persona creation process through primary and secondary research. After sending out a qualtrics survey to gather information about potential users, we developed the **end-user persona**. It was important to us that the pains and needs of this persona were derived from our research. We found that 54% of our respondents had seen inaccurately listed business hours in the past and several had issues with maps working well on Apple products. These insights were key in fleshing out this personas pain points.

The **business owner persona** was created through interviews and secondary research. We interviewed a design consultant and restaurant owner to develop this persona into a realistic representation of a small business owner. We found that with both owners lack of time was a large issue. As mentioned by Liam and reinforced through our interview; owners are spending their time concentrating on their business and sometimes operational details, such as Google Maps listings, fall out of focus.

User Stories (20 points)

Business owner user story -

"As an owner of a small business, I want high customer satisfaction so that I can continue to grow"

End-user user story -

"As a Google Maps user, I want to see correctly listed information so that I can shop accurately"

We created these stories so that we could have cross-team clarification from the perspective of the business owner and end-user stakeholders. We developed our user stories from our research and with the purpose of further expanding upon our personas.

Product Vision Statement

For business owners

Who want customers to have the correct public information about the business

Our product is a business optimization package for Google Maps

That gives business owners more control over necessary information they need to communicate with customers.

Unlike the current method of collecting and verifying business information, **our product** restructures the verification process of business hours with a one-click step for owners.

Top 5 Features

This optimization package takes advantage of the direct line of communication between a claimed business and Google with the use of AI generated phone calls and push notifications to confirm their business hours. Beyond this, it alerts multiple local guides in the same geolocation of an unclaimed business to confirm a change/update in its operational hours information before publishing it, to ensure accuracy. The details of the features are listed below:

IVR Calling for business hour confirmation:

If you are on Google's claimed business list then you will be receiving AI calls annually near holidays asking you if you need to change the hours of your business to match the current season. This will allow Google to keep a closer eye on changing hours and other pertinent business info and help to keep the network correct and clean.

Push Notifications:

An easier way to verify a store's hours, if you are on the claimed business network for Google, you will be able to receive push notifications that take you to a few clicks away from changing your business hours or other information quickly and easily. This further ensures a clean and correct interface on every Google Maps business page.

Incentivize Google Guides:

We would like to continue the incentivization of the google guides by further giving them opportunities to network within their groups as well as

alerting them of the opportunity to verify business information which they can further increase their Google Maps Guide rating as well as earn exclusive access to Google products that come out. Beyond this, the incentives would be redeemable so that local guides can spend them on products of their preference.

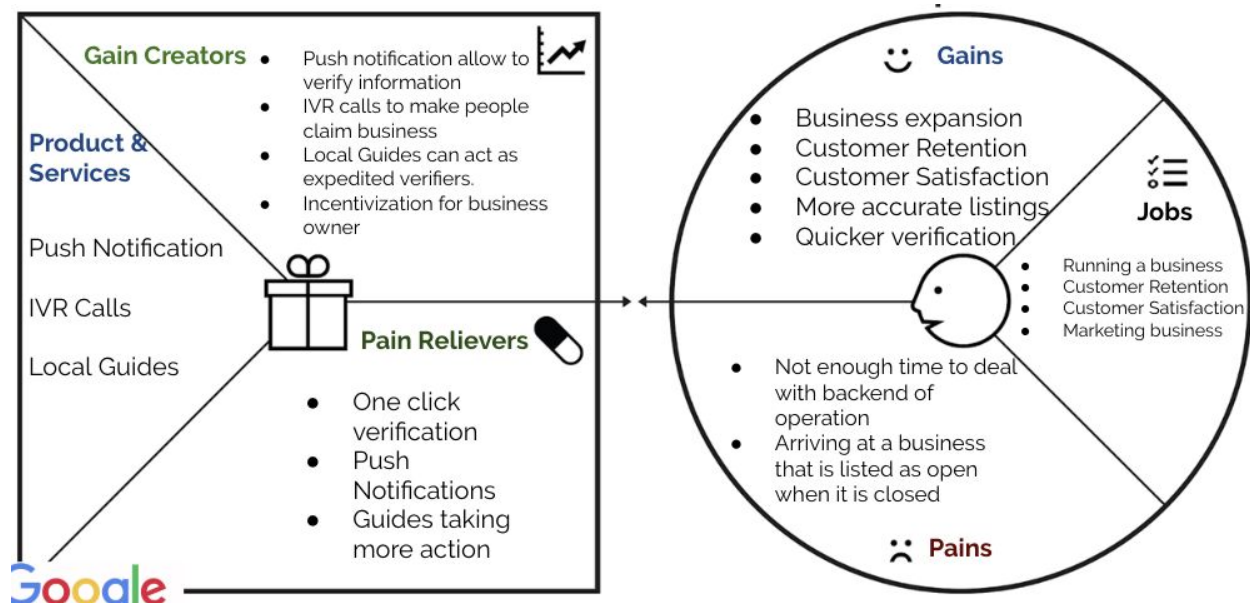
Incentivize Google MyBusiness Owners with GoogleAds Points:

By incentivizing the owners, it will strengthen the network for Google Maps by making sure information is updated and correct more often by giving out GoogleAds points to owners that keep their information up to date.

IVR for new business onboarding:

If Google is aware of a business on Google Maps, and a guide has maybe been to this site, we can use the IVR calling to try to get them onto Google's MyBusiness site and further expand on the information for their business when it comes to Google Maps.

Value Proposition Canvas



Future Vision

We leverage existing Google Products to further enhance the Google Maps Capabilities and expand the market share of other Google Products.

In the future we would like to leverage more existing google products to further enhance Google Maps Capabilities

Research & Thought Process

Questions:

- What is the verification process for store owners to claim a business as their own?
- What is the process of analyzing the busy hours of operation? (Is it based on the customers perspective or business, or both?)
- Do store owners have to approve of their listed hours or are they set without verification?
- Does the end user have the right to update the timings of the place of interest or can only suggest changes?
- What is the journey map or process when an end user makes a suggestion on about hours of operation and the hours of operation are changed/reflected.
- Have you noticed a great need for the hours of operation to be more correct from your customer base?

Stakeholder Map

The primary stakeholders are:

End Users:

The end users are the ones who are empowered with information in regards to a place or store they are visiting or about to visit via google maps. They rely heavily on using Google Maps to take them to the right place and show the correct / updated information in regards to the address as well their hours of operation. If the hours of operation are incorrect, it will lead to a disappointed and frustrated user who spent their time and resources to visit a particular place and find it to be closed or

Business Owners:

The same is the case with business owners who are not aware whether the information about business is correct, incorrect or whether it is updated or not. It is not just revenue loss to the business owners on losing out on their customer on the particular day but also the risk of losing business forever from their current as well as prospective customers. Even when business owners are fully equipped and capable to serve their customers' needs, they are unable to do so with no fault of theirs but merely because of incorrect or outdated information.

Google:

With incorrect information provided on Google's platform, it has a cascading effect on all of the different products that Google owns since most products are integrated to each other in more than one way. This will lead to users shifting to other platforms for seeking information and Google will then not be able to track the data and behavior of its users to create or improvise products for its users. Eventually, Google will end up losing its market share in not just search results but also in other products which can or will have a devastating effect on the company as a whole.

<https://www.groovypost.com/howto/seven-google-maps-alternatives-and-why-theyre-better/>

Google tries to reverify
Through traffic

Every Business does not have a website and does not update their timings every day.

They do not focus on updating but on their core business.

Q. What is the actual problem with current updation of the

Ans. Very large volume of people who take time to suggest us for improving our products.

1% of all business are closed every month.
Improving the customer experience.

Q. How does Google Maps money off of users?

Everyone is a user:

Customer who buys google ads

Customer is who also owns a business

Customer is also a user who uses google maps or other google products.

Google My Business and how to put on Google Maps

Local Guides

Given the business model and competition you identified for Google maps, what's Google's competitive advantage?

Probable Solution: They can leverage the data with the local guides and sell Google ads to the business owners. They can also give \$100 worth of google ads free or first month of google ads free

Primary & Secondary Research :

Qualtrics Survey Responses:

Data from Qualtrics:

ios devices = 20 -> 71.43%

Android devices = 8 -> 28.57%

total = 28

70% use google maps

18.5% use apple maps

11.11% use any other

Insight: Even though most respondents ~71% are iOS users, 70% of those are still using Google Maps

96% use navigation maps

Purposes:

restaurants is 25%

addresses is 50%

local businesses is 16.67%

any other is 8.33%

any other includes unfamiliar address, driving, business hours for stores

36% of people use it to find hours of operation

18% of people use it to find website information

21.82% of people use it for phone numbers

18.18% used it for Menu

5.45% used it for Any other

- Route to reach the destination
- Expected time to reach
- Location
- Nearby transportation

Insight: While half of the users are using Google Maps to put just direct addresses to navigate, the other 50% users are using Google Maps for all operational details like hours, website, phone numbers, etc.

Problem Statement(s):

How might we enable businesses to have correct and updated hours of operation, leading to better user experience?

- Better User Experience
- More Business
- Better retention rate of customers

What do you dislike? (Responses from survey)

- Not very intuitive and I find it hard to customize to suit my preferences
- Might take me through odd routes. Might repeat instructions too many times and get annoying.
- it doesn't play nicely with Apple's imessage. Apple always want to open its maps instead of opening google maps
- Sometimes figuring out the direction is a little hard
- It does show the route to use to reach faster. But if we are using the specific location, in that case it shows the router we have used the majority of time. I.e. at times the other route which may be faster is not shown.
- It uses too much data sometimes
- If it doesn't give me the most direct route
- Lack of voice options
- It does not do subway maps that well
- It isn't interface friendly for my iPhone.
- sometimes inaccurate
- No real time feed places pics
- When you choose your own route navigation does not catch it ask you to take a U- turn again and again.
- Unable to find info about destination
- Sometimes the information is not accurate (e.g. google map might not reveal some recent changes of bus routes; it could give wrong navigation because it marks or doesn't mark certain parts of the road as one-way, etc.) and not localized enough.

Insight: The pictures on Google Maps do not correspond to an updated Business Location, Address, etc.

Compass/Direction Issues

Recommendations from survey:

The core functionality is pretty good already. One minor thing I would suggest is when you are driving and navigating using the app, sometimes the route suddenly switches before a turn because there is suddenly less traffic on that route. So I would suggest a mechanism where this gets avoided.

- When I am travelling to a new place in the city on a two wheeler, i am looking at my phone every five minutes. It will be helpful if there was a better way to remember routes
- Clearer voice guide when driving so that I don't need to look at my phone once in a while, which is distracting
- It should not show the frequent path used to reach daily used location (likes the workplace from home n vice versa)
- For satellite view to be more clear
- Find the most direct route
- Being able to be more accurate on where I currently am.
- Alert me if it's open if a business or allow me to call
- Establish stronger connections with local areas: services, transportation, etc.

Insight:

No of users who have observed hours of operation to be incorrect:

Yes 53.57%

No 46.43%

From this survey we needed to establish a target audience

Target Audience:

Small and Local Businesses but it will also be including franchise businesses since they are owned by a person in one location but are carrying a brand of a chain.

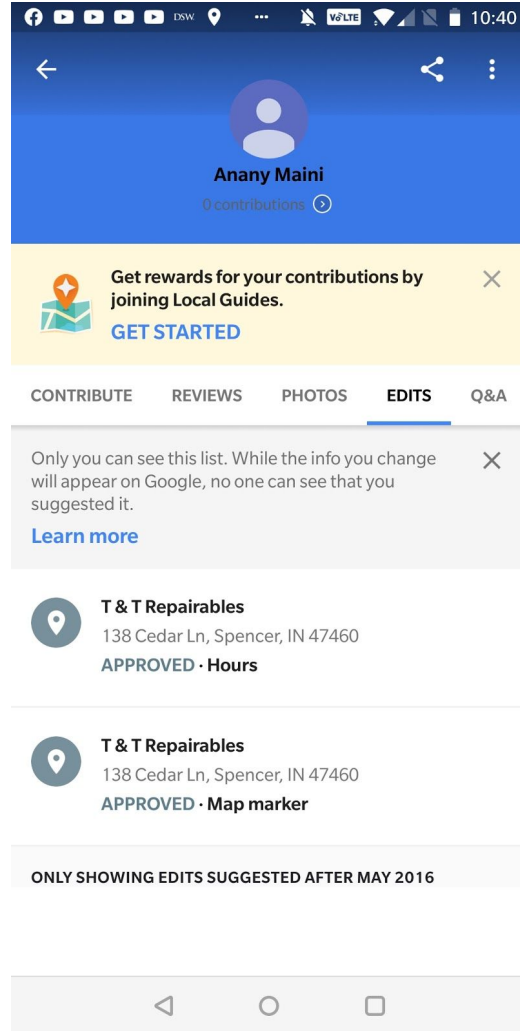
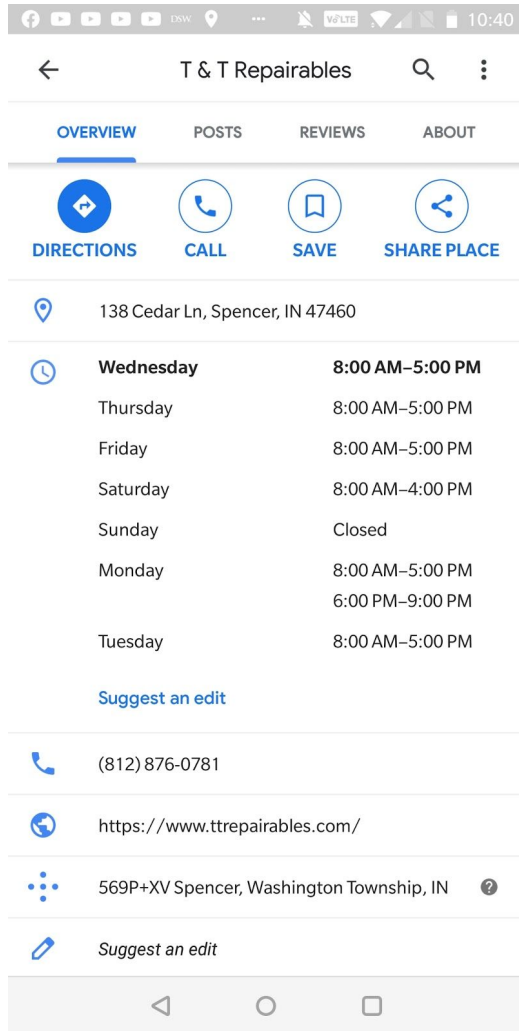
Eg: Subway or McDonalds

After deriving these insights we began brainstorming solutions to further understand challenges

Brainstormed solution:

- Automate the hours of operation based on a connection with the POS system. -> Store is closed when POS is offline??
- Incentivise store owners to take control of business hours on google maps
- Human capital --- something along the lines of how people are lime chargers.... In this case they would be incentivized to correctly update business hours of certain locations.
- Google could place an automated call half way through the operational hours for a business that it currently has on its servers. The call would give the owners two options
"Press 1 if your business is closing at *recorded time*"
"Press 2 if you're closing at a different time"

Experimented changing business hours



Insight

Current way of verification of information about the business from a business owner's perspective is through postcard by mail.

(Google Guides can verify the business the same day)

***Opportunity Space*:**

Any other way that verification of information can take place quickly and on the spot.

(Insight): It is actually targeting from user's perspective and not from verification purpose.

What's currently in the market for small businesses:

- Call Joy
- \$100 in free ad credits
- Customize emails for your business
- Get Messages from customers
 - Allow customers viewing your listing to message you directly. Respond to questions, share information, and quickly connect, for free.
- Full Access to Business Profile
 - Receive instant alerts for reviews, send messages

https://www.calljoy.com/?utm_source=gmb&utm_medium=referral&utm_campaign=VARIANT_2

https://www.calljoy.com/pricing?utm_medium=referral&utm_source=gmb&utm_campaign=VARIANT_2

<https://smallbusiness.com/tech/google-phone-calljoy/>

After digging deeper for insights, we looked back at our brainstormed solutions and tried to build on them

Ideas:

- **MVP: AVR automated call before events such as:**
 - Season - Summer, Winter, etc.
 - Holidays - Thanksgiving,
 - Special events in city : Lotus Fest(Bloomington), Lollapalooza (Chicago), Little500 (Bloomington)
 - Local Strikes
- **Packaging:**

Similar to CallJoy, a service that is offered to local businesses for customer insights and analytics (priced at \$40/location), our package could be focused on streamlining the business's operations that the customers should be concerned with. The AVR automated call would be one such feature which would periodically give the business the option to reconfirm its hours of operation.

Reference to the brainstormed solution

Google could place an automated call half way through the operational hours for a business that it currently has on its servers. The call would give the owners two options

"Press 1 if your business is closing at *recorded time*"

"Press 2 if you're closing at a different time"

<https://support.google.com/local-guides/answer/6225851?hl=en>

During this thought process we thought of new questions too

- **Question:**
 - When a google guide earns points, are they able to redeem these points in any way or it is more like a social status for the guides doing that?
 - Is there any quantitative data on the usage of CallJoy?

<https://support.google.com/local-guides/answer/6281793?hl=en>

3 things:

There is no verification process when changing hours of operation

Incorrect Business hours lead to a bad user experience

Incorrect Business hours lead to bad business practice, leading to loss in revenue and retention of customers

<https://www.webfx.com/blog/marketing/much-cost-advertise-google-ads/>

First Possible Solution which was used to further build our final solution

1. Local Guides to become a verification / fact checker entity
 - a. Location
 - b. Hours of Business
 - c. Accurate Photos (Outside and Inside)

For verification of unclaimed businesses, there will be verification through different Google Guides.

Push Notifications will be sent to these local guides to seek help in verifying an unclaimed business and their operational details.

Incentivize local guides: Localized Incentive

2. AVR Phone Call for only:
 - a. Only Verifying the information of the business
 - b. Hours of Operation
 - c. Physical Address
3. Business Owner: Allow Verified Business owners to change information with one click
4. Incentivizing Business Owners to claim Business and Completing their business profile (SEO, PPC discounts, etc.)

When a business sets up an account, they get a \$100 Google Ads credit. They should also get something to complete their business the business credentials like website(if any), hours of operation, Location, etc.

Maybe another \$100 in Google Ad credit to business owners??
5. Push Notifications on Business Owner's personal Mobile number to update the timing during holidays, seasonal hours, special hours, etc.

6. Users can update, post reviews and photos but when they update the operational details of the business, a push notification will be sent via My Business App to the business owner for him to verify and to accept/reject/update these changes.

<https://techjury.net/stats-about/google/#gref>

<https://skift.com/2019/08/30/google-maps-poised-to-be-an-11-billion-business-in-4-years/>

The solution lines up with the company's vision statement of providing access to the World's information in one click.

In this case, we are enabling the business owner to update the information in one click, or...a few click ;)

What about businesses that are not on Google's MyBusiness platform??

Unclaimed Businesses Info:

<https://www.isainsider.com/study-56-of-local-retailers-havent-claimed-google-my-business-listing/archives>

<https://localmarketinginstitute.com/44-percent-have-google-my-business/>

Insight:

Only 44% of businesses are actually claimed. The information of the other 56% is purely through external sources

After this insight, we began to combine the first possible solutions to figure out how to communicate with the businesses that have information on Google Maps but aren't claimed, which is where leveraging Local Guides became important. With this, we were able to create our finalized product which is discussed in the report above.

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