

CHIEF DIGITAL OFFICER Case Brief

GOOGLE BILLBOARD: Electronic Billboard for Advertisement

You are hired by Google as a CDO at their corporate headquarters and you learn in your Week 1 that the CEO wants to invest in a new business vertical, called 'Google Billboard'. You have seen the large billboards displaying advertisements at prominent spots in your city and even on prime highways. He wants to revolutionize the advertisement billboard market by introducing electronic billboards and has decided to launch this business in India. The CEO's Strategy team members at Google HQ find this industry to be underutilized in India and believe a new business in the form of electronic billboards will disrupt the industry.

GOAL

Your goal would be to prepare a Business Case for the Board Members of Google, where you will help the CEO get an approval for the investments required by Google Billboard. You need to analyse the industry, market, mode of operation, business potential, challenges, risks, organizational design, innovation frameworks and policies, etc. Finally, you need to suggest what features google billboard will launch with and also why those features would be a good idea to be implemented (or why a feature would not be a good idea).

KEY REQUIREMENTS

- Bring in convincing and rational points that makes business sense.
- Google billboard will require your team to acquire and setup physical e-billboards.
- How would google integrate this business in their existing ecosystem.
- Give your final recommendation as Summary.

GUIDELINES

Here are a few guiding questions that can help you think about the problem holistically.

- How the business operates traditionally? Who are the buyers and sellers?
- What are the challenges in the current mode of operation, that can be plugged with technology?
- How is the current billboard space sold and how can we sell our e-billboard space?
- Would we be able to improve the process?
- What could be the possibilities of risk?
- What are our challenges to launch this business?

YOUR DELIVERABLES

Given the above high-level needs, your deliverable should be a business case either recommending or discouraging the business google is proposing to build. In either case take the recommendation all the way up to how you formulate the business strategy and thereafter validate and execute the business model. You may use a structure that you find most suitable to your presentation. You may use any best suited structure for your presentation, based on your understanding of the requirements.

PS:

- You may refer external material to further your understanding or aid your research.
- You are free to add any content/references that you deem suitable.