Justin De Graaf:	00:00	I'm Justin De Graaf. I'm the head of ads research and insights for Google.
		People don't come to Google just to find answers. They're coming to solve a bigger, more intrinsic need and it could be emotional, it could be rational, it could be practical.
Amber Mac:	00:13	What does that job entail?
Justin De Graaf:	00:15	I represent the voice of consumers and clients, and I try to uncover insights that are useful for our brand advertisers.
Amber Mac:	00:21	So basically, Justin's job is to understand how one of the world's biggest companies makes its money and drives the global economy. No biggie.
		Hi. I'm Amber Mac, and this is Marketing Disrupted. Today on the show, we're going to ask Google a question. Okay, Google, how should marketers use Google? Justin's going to take us inside how their system really works and how their understanding of customer wants and needs can help you be a better marketer.
		I'm joined by my co-host, Brent Chaters, who is the managing director of marketing and transformation at Accenture. Brent, how essential is Google for today's marketers?
Brent Chaters:	00:58	I really think that Google is the air that you breathe as a marketer. If you're not using Google across any of your platforms, you're probably missing 90% of your customers.
		People are used to thinking about Google primarily as a search engine. They're responsible for all the advertising that is driven across the web. They're also powering most of the mobile devices out there. They're connected into speaking devices. They're also driving big algorithms. So in some cases, it's not even what I'm telling Google that I'm doing. It's the fact that they can make inferences across the patterns and the activities that you're doing as a consumer.
		So as a marketer, what's really interesting about that is that it allows you to go in and truly understand where is your customer, how are they engaging... and not just on your site, but on all of these other third party sites... and then target and connect with them.

You know, we talk about creepy versus cool. The mistake that people often make is, "Let's go out and try and target somebody." The reality is that you really want to create an experience that is connected and relevant, and I think the biggest secret to Google's success is that they're always looking to drive that relevancy. They're not just trying to push an ad.

The question is, is this really helping that customer complete the task or complete the outcome that they're driving? If marketers adopt that mindset, I think they'll see the same success and same outcomes.

Amber Mac:	02:11	So here's our conversation with Justin. We started off by asking him about how data can shape the creative message from marketers.
Justin De Graaf:	02:18	For me, creative development in terms of marketing is a really interesting topic because there are ways to make sure that creative is going to work. While decision-making isn't that predictable, the things that influence people to take those decisions are. There are a lot of ways that marketers can take testing, or talk with consumers, or learn more about their needs to get enough data to help them shape their creative.
		I think creative folks can be a little weary of testing because the creative shows up as art, and why would you have someone judge your art? That part's true. That said, advertising needs to sell stuff. Learning how to collect data, whether quant or qual, to get data points for that is super helpful because the end goal needs to be met, and there are ways to predict that.
Brent Chaters:	03:11	When you talk about art and the science of it, a lot of classical marketers used to take the, "We'll set up the glass room with the mirror. We'll watch a bunch of people interact with our product." In a modern age, it's a very different way to get feedback. Can you talk a bit about how modernization of testing in consumer insights has evolved?
Justin De Graaf:	03:30	Sure. There have been a lot of ways that have tried to modernize it. The thing is, I actually don't think it's that necessary. Tech... and I'm a technophile, so I'm the biggest fan of advancing things and using technology, but when you're talking with people, finding moments to connect and inviting them to share and listening is the best approach.
		If technology can help build that, I think it's great. There are some examples of facial coding and dial testing. I think that

those are great if they can help provide more clarity, but there's a reason why we have two ears and one mouth and we need to listen a bit more than we talk. That's what is necessary for good creative development.

Amber Mac: 04:08   Let's talk a little bit about that listening in terms of some of the recent trends that Google Research has seen from the perspective of the customer journey. Can you talk to us a little bit about what Google knows?

Justin De Graaf: 04:20   Google's great because we have a little white box where billions of people tell us what they need. Of course, all of that data is aggregated and anonymized, and it's all private.

What we've done is actually built an opt-in panel to help us learn what people need. What's great from these consumer journeys that we've built is we've analyzed thousands of people's, basically their behavior from this opt-in panel. It allows us to see how the journey has really expanded. What we've learned is that the journey is as unique as the people doing it.

Let me tell you a story. There's this lady named Liz. It's not her real name, we made that up. She lives in Texas. She is a real consumer from our panel and she was on a journey for chocolate. What was interesting is you think, "Chocolate. Oh, you just buy that at the checkout line, and you don't have to think about it." Well, that's not true, and we're actually seeing in a lot of different categories that people are spending more time satisfying their curiosity, their demanding nature, and their impatience with tech and with information.

Liz, in her journey, spent 50 days across 50 different touchpoints trying to find the best chocolate to make these bonbons, basically. She started out with searches for things like "best chocolate on earth," "best country who makes chocolate," and went through a journey to figure out what would be best for her moment and ended up buying a specific chocolate that she had not seen before online and had it shipped to make her product.

What I love about this story is people are doing this all over the place. Things have changed, and the internet has made it possible so that you can basically find anything you want at any moment and make sure that it's the best one for you in the moment you need.

That's something we've been really interested in at Google because we play a huge role in people's journey from having a need or an idea and going all the way through to purchase, and then through to how to use that after they've landed and bought their items.

Brent Chaters:	06:17	If I could take the Liz example a little bit further… You see a lot of marketers, they like to create personas. If we were to build this out, that would become the Liz persona, the chocolate connoisseur. What is the role of the persona in terms of marketing and marketing strategy? How should marketers be really thinking about persona-based marketing versus getting to that one-to-one and how they scale that?
Justin De Graaf:	06:37	Yeah, the scale question is always really interesting because it's hard to market to an individual. Most of our clients need to sell more than one or two things, right?

What I think is really fascinating is not talking about it as a persona so much, but instead trying to think about what are the needs that are driving these people. Liz is a great example. She wanted to have the best chocolate for her items. She's actually a baker, we found out from her profile, and so is trying to make different chocolates and cakes. Her quest for that is making sure that she can satisfy this need of being impressive in her craft.

We've identified the six canonical need states at Google that people turn to Google.com for. The six needs we've identified when people come to Google.com are the need to be thrilled, impressed, educated, reassured, helped, and surprised.

When you talk about personas, I think it's great because it's trying to scale some of those learnings. I was talking about the needs, and I think what's really great about understanding people's underlying needs is it gives you that persona element you're looking for.

In this case, Liz was really trying to satisfy this need to be impressive and to impress others because she's a baker and she's trying to make chocolates that go along with those desserts. We've done research to identify these canonical need states people turn to Google.com with. They're important because people don't come to Google just to find answers. They're coming to solve a bigger, more intrinsic need. It could be emotional. It could be rational. It could be practical. Solving more needs helps people get more growth in their businesses.

We've been talking about understanding those underlying needs so that you can build your creative to solve them. You can send them to the right landing pages to solve them so you can understand where they are in that journey. If you solve the need at that moment, you're more likely to close the sale.

Amber Mac:	08:35	Can you just walk us through those six needs?

Justin De Graaf:	08:38	Yeah, so I'll give you an example. We talked with a woman in New Jersey, and we were doing this research on need states. We were helping her identify the need she was coming to Google with. Of course, you don't just ask people that question. We use a projective technique that helps them talk about their needs, so that's a little less awkward than asking people to tell us, "What need were you satisfying when you were searching?" What she ended up telling us, she was looking for things to do that weekend. She had two daughters and she was describing to us, "Well, I started on 'things to do this weekend,' and then I moved into 'educational activities' and pivoted away from that, and then went to more of a 'entertainment but physical activity.'" She ended going down this path for jumpy houses or bouncy houses near her.

When she was describing why she went down that path, she was telling us about how she was trying to balance doing something fun with her kids that's memorable and exciting, trying to do something that's physically active and engaging, keeping it so that it's not unsafe but might be still a little bit thrilling.

Underlying all those searches on that journey for her was this need to feel helped so that she could help her kids have a great experience so that she could deliver for them as a mom. What's really awesome is the moment she's experiencing those needs, she's really open to local businesses, in this case, who could've helped her satisfy those needs.

Those are the moments when people are most willing to hear a commercial message, either to drive awareness, to give them an offer, or to help them solve those needs. People... I think you and I would feel the same way... are really open to that, and it doesn't feel like advertising. It feels like someone helping us out. That's why we think those need states are really important.

Brent Chaters:	10:25	When you think about identifying need states, how should marketers be thinking about using their own first party data to identify consumer need states and then leveraging that to drive into third party activation like Google?

Justin De Graaf:	10:37	First party data is such a magical thing and the consumers who share that opt in and consent to sharing it, which is a really powerful thing. When I was at the Coca Cola Company, I was in charge of all of our CRM for My Coke Rewards, our big loyalty program, and it was always so fantastic because we had permission from those folks to learn about their behaviors. When it comes to needs, there has to be some intermediary to help you really understand them, because it's hard to say, "Hey, what need are you trying to fill at this moment?" People don't really know how to talk about that. We used a Kantar approach called NeedScope, which is one of their preferred methodologies, and it helps you crack needs that people are feeling. It's a methodology used by a lot of different brands. You could go to most of the big CPG brands, for example, and talk about a particular colour of a need state which is what Kantar's results show. And people would say, "Oh, yeah. I could tell you all about the folks who are in our orange need state." But I think what is important is internally, a client understanding that needs are the things that drive behavior. Oftentimes marketers talk about intent, and how you need to find intent signals so that you can capture those, and in fact, Google's very good at that.
		But people don't wake up saying, "I really feel intent today." It's not a thing. People don't say that. People say, "Oh, I really need this," or "I really want that." Internally on the client side, having a conversation and accepting the fact that the needs are the things that kick off a journey, that keep a journey going, or when you satisfy those needs, are what close it down and get you to purchase. That's a first step. The second is finding some way to analyze and understand what are the needs for your categories. Once you're able to do that, you can start building out your content and your responses in a way that reflects the different needs people are trying to solve. Then your site, and your advertising, and your communications can cover that. It gives you a better chance of being there in the moment when people have those needs.
Amber Mac:	12:40	When we're talking about the customer journey in the context of people looking for certain things, or wanting things, or needing things, we're talking about Google search, and people may be going to a computer or going to their phone. I'm curious as far as any of the research that you've done. How does that change when people are using voice and smart speakers like Google Home?
Justin De Graaf:	12:59	One really exciting thing we've seen about voice searches and more personalized searches is that people are actually turning

to Google with more natural language. A lot of it's driven by the interactions they have with their voice assistants and their devices at home. What I think is really cool about that is people are showing up more with questions to Google of, "What should I do?" or, "What would be best for me?" We've seen massive growth in these queries that are really personalized. I'll give you a good example. This is my favorite search at Google so far that I've seen, another one of our opt-in panelists. A person, a guy from Ohio, searched for "What car should I drive if I make $150K?" And I love this search, because in just a moment, it shows you he's in this impress me need state. He's searching for an answer from Google and from car companies to find a car that fits this persona or need that he thinks exists for someone who makes $150K.

When you do that search, and you could do it right now, the results that come up don't actually solve his needs. Both the Google organic results, and in the times that I've looked, are no ads. It shows up with things like financial planning calculators, so trying to make sure you can buy a certain amount of car, or that you're not going to overextend your budget, but that's definitely not what he wanted. He wanted to make sure that when he showed up to his friends, his family, his colleagues, maybe in his neighborhood, that he was driving the right vehicle for someone at this level of stature. I thought that was a really cool description. It all ties back with that personalized search query we're seeing, which is, "What car should I drive?" Which is actually kind of funny, because it's interesting that he thinks Google would know that. We don't know that much about him. We don't know what car he should drive, but they're turning to us, and in fact, to all of the internet as our portal. That's all the information behind it to try to solve that.

Brent Chaters:	15:01	You talked about loyalty programs with the ever presence of more and more data being exposed. How are you seeing loyalty programs changing and how is that driving better consumer insight?
Justin De Graaf:	15:11	Loyalty is such an interesting topic, because in a lot of ways, loyalty is dead, and in a lot of other ways, long live loyalty. I'm not quite sure that the shifts happening on loyalty are finished yet. Some of my observations on it are that people become more loyal to brands or to services or companies when they're feeling really satisfied. The loyalty programs that help capitalize on this are ones that have a great exchange. You give something to get something, and it's really transparent. I think those elements are really critical to building that trust between a brand and a consumer. But the ones that do that well, I think

are the ones set up for most success. The research we've done shows that people are very interested in personalized ads, personalized content, and being addressed more directly if they know that it's happened and if they know what's driving it.

And I think Gmail is a great example of this. We, of course, serve ads in Gmail that are addressed based on the content. So you might get a reminder that if you want to see your tracking number for a shipment coming your way, you can quickly do that. People appreciate that, it's very helpful. I think loyalty programs could take a cue from some of that personalization, and be transparent about what data they're collecting and how they plan to use it so that it benefits the consumer. And that's where success will lie.

Amber Mac:	16:35	Brent, it's great to hear from someone who is actually at Google who is helping to design the platform to help customers find what they're looking for, but it really does bring up that question about privacy versus personalization.
Brent Chaters:	16:47	Yeah, I think that there's a lot of things that are changing today, and the mindset of the consumer has also changed dramatically as well. If you went back and looked at what somebody was doing 10 years ago, and the expectation of when I go to Google, or if I go to Amazon, or if I go to any of those other sites, and the experience that I get today versus 10 years ago would feel probably kind of creepy. We as consumers have expected to now get recommendations that are relevant based on my shopping patterns. We as consumers are expecting search results that are relevant. And the most interesting thing that's happening here is the way that data is being used. We often talk about the data that I proactively give.

There's really three ways that that data is used today. There's the data that I proactively give. So I go into a form, and I put in my name. The second is the data that I'm passively providing. So I go to a web page, and I'm interfacing with things, but I'm not specifically saying, "This is what I did," and that is being tracked. And then the third is the data that can be inferred. So take those other two points, and then you run it across algorithms. You're utilizing machine learning and artificial intelligence, and I can know a surprising amount about who you are and the patterns that fit there, and then how I'm using third-party data to really build a construct of who you are as an individual. And so then that kind of creates this question of, "Well, what does privacy really look like if I don't necessarily know what I'm providing, and then how is it being used?"

I think the next part to that is this rise of ethical use of data, the ethical approaches, and I think organizations that are truly passionate about this are really starting to handle these questions now, because it's being driven because of GDRP that's coming from Europe, or because of Canadian changing laws that are happening, or things that are happening in the U.S. And then the last component is we're really starting to see this globalization of organizations as well, and so being compliant in a single country versus being compliant across the world is a very different world.

Amber Mac:	18:36	That's why we really need to answer these questions of how should marketers use data? When is personalization just creepy? We were intrigued by what Justin said, so we contacted Eloise Gratton, one of the top privacy lawyers in Canada.
Eloise Gratton:	18:49	Eloise Gratton. I'm a partner at Borden Ladner Gervais. I'm a privacy lawyer, so I assist companies and brands in managing privacy risk. I help them achieve compliance with privacy laws, as well as monetize data. I assist them in making sure that they can innovate while complying with laws and respecting their consumers' expectation of privacy. So when we advise clients that are looking to launch new, innovative products or services that involve targeting their clients, we'll look at the privacy risk. So very often, we'll assist them in conducting a privacy impact assessment. So basically putting together your business case. Why do you need this data? Do you really need this data? And in some cases they'll realize this data doesn't have to be in identifiable form. "I don't have to keep it for that long." So you kind of realize what your needs are. You have to go through what the privacy risks are, and decide on measures that you can implement to reduce these risks and bring them down to an acceptable level.

So it's kind of a great tool also to demonstrate that as a business, that you've done your homework. So a lot of the issues that you need to think about when you want to manage risk are is it sensitive information, and there's a lot of gray zones, so you have to... And of course, a piece of information will necessarily be sensitive. You know, medical information, financial information. We can think of religion, political affiliation, and also, when you're talking about marketing content, anything that would fill the consumer with a sense of uneasiness if they were targeted using that content. So more and more, we're using focus groups. So we're saying instead of launching, doing a massive launch with this new product, let's do it on a small group, in some kind of pilot testing, to see what kind of consumer reaction you're getting. And then from then,

you can kind of readjust your program or your product, and make sure that you're addressing risk properly.

I think through pilot testing, if you get consumers saying, "Why am I getting this? How do you get access to this data? I don't like this," I think that's one way also to kind of readjust your campaign. I had a client who wanted to do retargeting based on transaction data, so retailers and they have pharmacies as well, so it's that sensitive information, and I said it depends. You know? What are you buying?

Brent Chaters:	21:08	And then look at today, and now I go to Amazon, and it's like I love the fact that they know I'm expecting this.
Eloise Gratton:	21:12	Me too. And sometimes I'm shopping for something, and I'm like, "I'm sure there's better." And I look down, you know? People that bought this product also were interested... And sometimes I end up using-
Brent Chaters:	21:23	It's just that constantly changing consumer expectation of what I'm comfortable with today versus what I'm comfortable with tomorrow…
Eloise Gratton:	21:28	Absolutely.
Brent Chaters:	21:29	…they're two completely different things.
Eloise Gratton:	21:30	The concern of privacy regulators is that by pushing the boundaries constantly, people will not expect privacy anymore, and we don't want that either, you know? Because for those people that are still concerned, they're going to stop using technology. They're going to stop shopping online. You know, there's that kind of reaching that right balance. So it's a challenge, you know? Like I said, people have individual differences on what level of personalization they're willing to accept.
Amber Mac:	21:59	Brent, like so much in this field, it's really kind of a moving target. What do you do when you're advising clients on that fine line between personalization and creepiness?
Brent Chaters:	22:08	I think there's two things. The first one is, think of data as a currency. If I provide you data, what am I going to get back? It's the easiest way to think about that data transaction. Most of our research shows that when a customer gives a company data and there's that equitable trade, an outcome or a result, I'm

feeling less unsure in terms of how that data is being used because there's a deeper level of transparency.

The second is what we call data minimalization. That's really more about, not necessarily collecting everything that you can, but being very crisp and clear before you even go out and try and collect data from a customer in terms of what do I specifically need to know and how am I specifically going to use that data to drive the outcome or the experience, and then how long do I need to store it for because that's the other thing that we often don't think about is, the longer you store data, the higher the legal implications are across the board. And so at what point do you need to necessarily get rid of the data and move on?

Amber Mac:	23:07	To answer the question of what privacy actually means, here's Sara Clodman, VP of public affairs at the Canadian Marketing Association.

Sara Clodman:	23:15	Well, it's interesting because I think privacy, the whole is very much still alive. People talk about all of their data being shared, but really it's very much still alive. It's just morphed into something a bit different. It means something else than what it used to mean. So I think right now it's a matter of balancing what consumers want and being able to give them smart products and services.

I remember years back receiving an envelope every month from a very well-known drug store with coupons for their products, and everybody got the same coupons every month, and a lot of them weren't relevant to me. Now I get an email every month and it actually includes discounts or coupons for things that I actually buy and that I use in my family. So, it's much more relevant to me.

So in order for them to be able to do that, they need to know what I'm buying and line it up with my email address to send me this email, which I've given them permission to do, but I prefer that because I'm getting coupons for things I need and I'm not getting little pieces of paper with perforated edges that I have to break apart.

I think it's really a matter of helping consumers understand that using their data to target the things that they want is actually a very useful thing. I think it's a part of the CMA's role as well and something that I hope to focus on in the months ahead, helping consumers understand why there's an appropriate use of data.

Brent Chaters:		And we're starting to see the rise of things like facial recognition. That opens up a whole different world of privacy, because the information that I consensually gave you, right. I would type in my name into a field, whereas now there's passive ways. How do you see that disrupting or changing the way that we think about privacy?
Sara Clodman:		Well, I think like anything else, it's fine if it's used in appropriate ways and it's not fine if it's abused. And so I think really there should be a focus by regulators to make sure that there are not abuses and to make sure those are dealt with.
Amber Mac:		This seems to be a pretty regular conversation in Canada today when we talk about regulation.
Brent Chaters:		Yeah, I think as long as marketers have been around, regulation has existed. I think one thing that a lot of marketers probably don't realize is that the very first piece of marketing was a sign that was put up by a dentist in the 1800's in London, England, and the very first thing that followed after that was a set of lawsuits about, should you be able to hang up this advertising? And we've continued to see this trend that continues to happen. New technology comes out and very quickly there is a question of regulation. New ways to connect with your customers come out, question of regulation. New ways to store data, question of regulation. So I think it's something that marketers are going to have to continue to think about and evolve and it's not just about what marketers are doing, it's also about the consumer expectation in terms of, what are my rights to privacy? We saw a lot of changes in the 1980's around advertising towards children and cereal, and those questions need to be answered again today where, what is the right for children for privacy, for storage of data, third party use of data, first party sharing of data, and these are things that will also I think continue to evolve over time. The last component to it is, really what does that global footprint mean and how do you stay relevant if you're a large enterprise in a global world?
Amber Mac:		Okay, and for marketers today, it means real world decisions. Here's the word from Loni Stark at Adobe, one of the top software content management vendors and a lifelong partner for marketers who are facing some of these difficult decisions.

Loni Stark:	26:32	Great. So, I'm Loni Stark. I'm senior director of strategy and product marketing for Adobe Experience Manager and Targets. So these are two solutions of the Adobe experience cloud that's really focused on personalizing experiences, which is something all marketers are interested in these days.
Brent Chaters:	26:50	So Adobe has been around for an extremely long time. They've been working with marketers for years, and years, and years, even before the marketing cloud. You guys were involved with Photoshop and Illustrator. Tell me a little bit about how you've enabled marketers to use data and analytics to drive better performance out of their creative and what they're doing.
Loni Stark:	27:08	Yeah, I think today it's so much more important than it ever has been, which is why Adobe's invested a lot in helping marketers get the data insights, because as more consumers move to digital channels, like you're checking your mobile app… In fact, I was just at Starbucks and everybody was ordering through mobile orders or checking websites. All of those data insights become really important for marketers to really understand their customer, and that's ultimately what marketing is about. It's about understanding the customer.
Brent Chaters:	27:39	And Mary Meeker this year in her annual report, she talked about the privacy and personalization paradox. So, consumers want more personalized experience, but they also are very aware of how their data's being used. How do you think companies should be thinking about really enabling privacy, but creating that tailored experience?
Loni Stark:	27:58	Yeah, and I love Mary Meeker's reports every year. She's able to synthesize the entirety what's happening in those slides. Our research shows the same thing. We did a content survey, showed the same dichotomy across. People want more personalization and they say it basically in two-thirds of response that they will have less loyalty or less business with a company that doesn't personalize because frankly, they just don't have time to read or consume content that is irrelevant.

On the other hand, people are much more cognizant about privacy and we can get into the regulations and all that stuff, but I really think that it actually brings it down something very human, which is something we seem to all understand as people, but somehow sometimes we miss when we start to look at big data, et cetera, which is, I think what the survey results and findings are showing is that one, people do value their privacy and as digital transformation happens more, as they realize how quickly personal information about themselves can |

proliferate, people are becoming more cognizant about how their data is used and where they share it.

At the same time, people that have relationships with brands don't want to be treated like a stranger. If you bought something from a company or you've been a loyal customer for the last 10 years, you want things to be personalized. So I think it comes down to two things. One, is trust. So I think brands really need to make sure that's clear with their customers when they are getting the data, and the consumer knows that it is going to this company. It's not found in some nefarious way or some roundabout way that breaks that trust. I think that's the first thing.

I think the second is that that data is put into a way where the consumer feels like it is useful, that it's helping improve their quality of life. I think if brands really focus on those two things, one, being explicit about what data is being shared and two, by genuinely using it to improve the customer's experience, which frankly, ultimately leads to better bottom line as many reports including one that we commissioned with Forrester shows, I think that's going to be a great North Star for brands.

Amber Mac:	30:19	Brent, when we think about consumer expectations, what is it that you see that consumers expect now in terms of their relationship with marketers?
Brent Chaters:	30:28	I think a lot of what's happening today is consumer expectations are shifting. We call them liquid expectations. What that means is that, I as a consumer engage with a brand like Uber, or Airbnb, or Google, or Facebook, and I see how they've changed the way that I've done things in the past. And then I go to an existing brand that might have more direct competition, and I see how those are changing.

And then lastly, I think about, well now that I'm engaging with this specific brand and maybe it's where I go, I start to question, why are they not doing it this way? Is there not an easier way to do it? All of those top brands that we talked about, they didn't invent a new approach. Uber didn't go out and reinvent transportation. They just looked at it and said, there's gotta be an easier way to do this.

So I think every organization, every marketing group needs to start to think about, how do we make it easier for my customers to do the things that they want to do. And the companies that actually do it very well are almost transparent in the process.

Amber Mac:	31:27	Well, next on Marketing Disrupted, how big data analytics is transforming the Golden Arches. Here's our conversation with Lara Skripitsky, Chief Technology Officer for McDonald's Canada.
Lara Skripitsky:	31:38	Data is key, and being able to understand data, and architect data, and bring solutions together that stitch it across the channels like I talked about earlier, it's key. One of my biggest challenges I think at McDonald's when I look at it from a technology perspective, we have all the tools in place right now, but how do you take that data and then use it to drive ROI? Because technology's gift is the data, but if it's just there and you can't leverage it, you're not really changing the business or the footprint.
Amber Mac:	32:10	How personalization means bringing a Cappuccino and a Muffin to your car while your baby snoozes in the back seat. That is the kind of personalization I really could have used a few years ago. I'm Amber Mac…
Branch:	32:21	... and I'm Brent Chaters…
Amber Mac:	32:22	Thanks for listening. Marketing Disrupted is a production of Antica Productions and E1. It's produced by Stuart Cox, music by Boombox Sound, and this podcast is supported by Accenture.