

Google Customer Solutions (GCS) & Revenue Strategy & Operations (RSO)

Organizational Architecture, Customer Lifecycle & Senior Analyst Role Map

RSO Context Map

GBOGlobal Business Organization

Google's worldwide commercial sales engine is divided into three specialized customer segments:

1. LCS (Large Customer Sales)

Drives long-term growth with Google's largest enterprise brand advertisers.

2. GCS (Google Customer Solutions) — Target Org

Google's SMB-facing sales organization serving millions of small-to-medium businesses.

3. GCAS (Global Client & Agency Solutions)

Partners with top global holding agencies and media consultancies.

LIFECYCLEGCS Customer Journey

GCS stewards small businesses through three disciplined lifecycle phases:

1. ACQUIRE

Bring in highest potential new SMBs.
Team: Acquisitions

2. ONBOARD

Ensure readiness, tags & early spend.
Team: Onboarding

3. GROW

Scale multi-format ROI & retention.
Team: Sales + Partner

Horizontal Support:

RSO (Revenue Strategy & Operations) + PSA (Product Sales & Activation).

RSO MISSIONFueling Scalable & Sustainable GCS Growth

"Our mission is to design and deliver sustainable GCS growth at scale... always putting the customer and seller first."

1. Programs Teams (Go-to-Market Design)

Design sales motions, program strategy, and customer incentives:

Acquisitions

Onboarding

Mid-Market

Scaled

Agency Sales

Channel Sales

App Dev

2. Regional Teams (Chiefs of Staff to Sales)

Co-located with regional sales directors to customize and execute global initiatives:

AMER (Americas)

EMEA (Europe/Middle East)

APAC (Asia-Pacific)

3. Central Capabilities (Infrastructure & Planning)

Global tools, central planning, analytics infrastructure, and vendors:

Central Strategy & Ops (CSO)

Sales Analytics Solutions (SAS)

Vendor Strategy & Ops (VSO)

RSO Core Operating Values

• Respect User:

Walk in sellers' & SMBs' shoes

• Respect Opportunity:

Focus on right stuff

• Respect Each Other:

Win together

ROLESenior Analyst Impact & Scope

StratOps Analysts act as **strategic co-pilots** to sales leaders, bridging data science and commercial execution:

- **Commercial Insights:** Extract actionable trends from millions of daily ad records.
- **Operating Cadences:** Run weekly pacing, QBRs, and forecast governance.
- **Seller Enablement:** Build decision tools and opportunity scoring models.
- **Cross-Org Roadmaps:** Align Sales, Product, Marketing, and Finance.

SKILLSCore Competency Stack

RSO Evaluated Competencies & Eric's Direct Evidence:

1. Business Insight Generation:

\$9M rent savings portfolio analysis (F2).

2. Revenue/ROI Strategy:

CoreLogic sales funnel conversion models (F9).

3. Analytical Problem Solving:

Contribution to Growth (CTG) framework (F4).

4. Data Architecture:

Snowflake standard KPIs (F3) & Airflow 3 DAGs (F5).

5. Stakeholder Management:

Aligning 8 competing category teams (F3).

6. Quantitative Modeling:

RAGAS AI evaluation & STEM MS Analytics (F7).