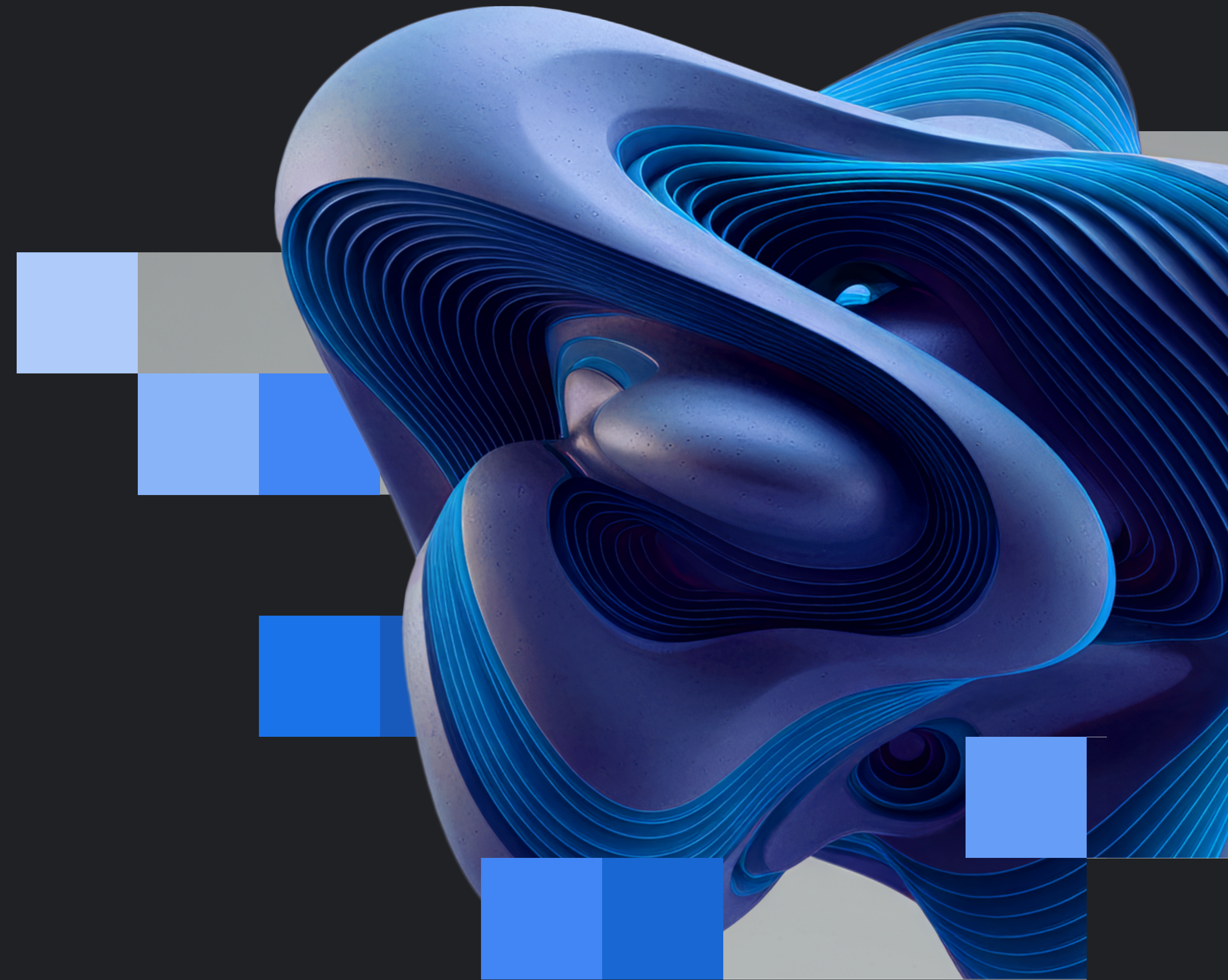


# Data that accelerates understanding

How Conversational Analytics is the  
intelligence multiplier for your business.





# Executive summary

For years, companies have been trying to bring together a growing amount of diverse data—to access, share, and act on what it tells them, quickly.

Conversational Analytics marks a strategic inflection point. When any employee can ask questions of company data in natural language, you fundamentally transform your organization's operating model. Empowering individuals with accurate, data-backed answers isn't the end goal—it's the starting point.

What happens when we move from delayed insights that lay dormant in reports, to real-time conversations that surface real-time insights? You create a culture of data curiosity. The ability to instantly ask 'why' and 'what if' leads to new questions—and collapses the time between question and action.

With Conversational Analytics, we're finally delivering on the long-held promise of business intelligence. Businesses can now shift from reacting to past events or predicting future outcomes to shaping the future, creating the flexibility required to lead their market.

**Empowering  
individuals  
with accurate,  
data-backed answers  
isn't the end goal—  
it's the starting point.**



**Yasmeen Ahmad**

Managing Director,  
Data and AI Cloud, Google



# Your path to data maturity

**1.** The speed imperative  
for data leaders

**2.** Conversational Analytics  
is changing the game

**3.** Establish a  
source of truth

## Phase 1:

Expand insights  
to everyone

## Phase 2:

Go from bottlenecks  
to breakthroughs

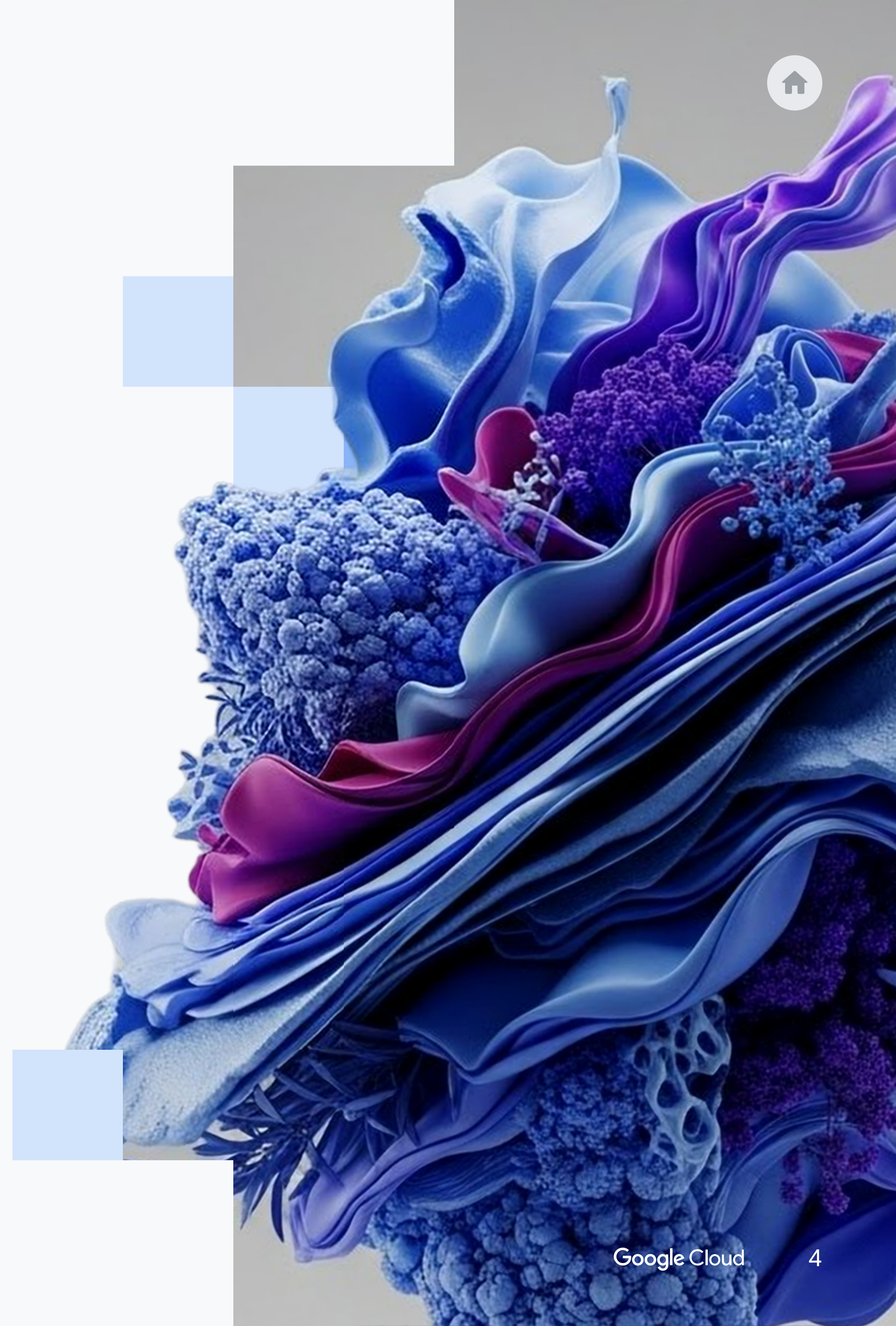
## Phase 3:

Ignite your data-  
curious workforce

**4.** AI is supercharging  
data transformation



# 1. The speed imperative for data leaders





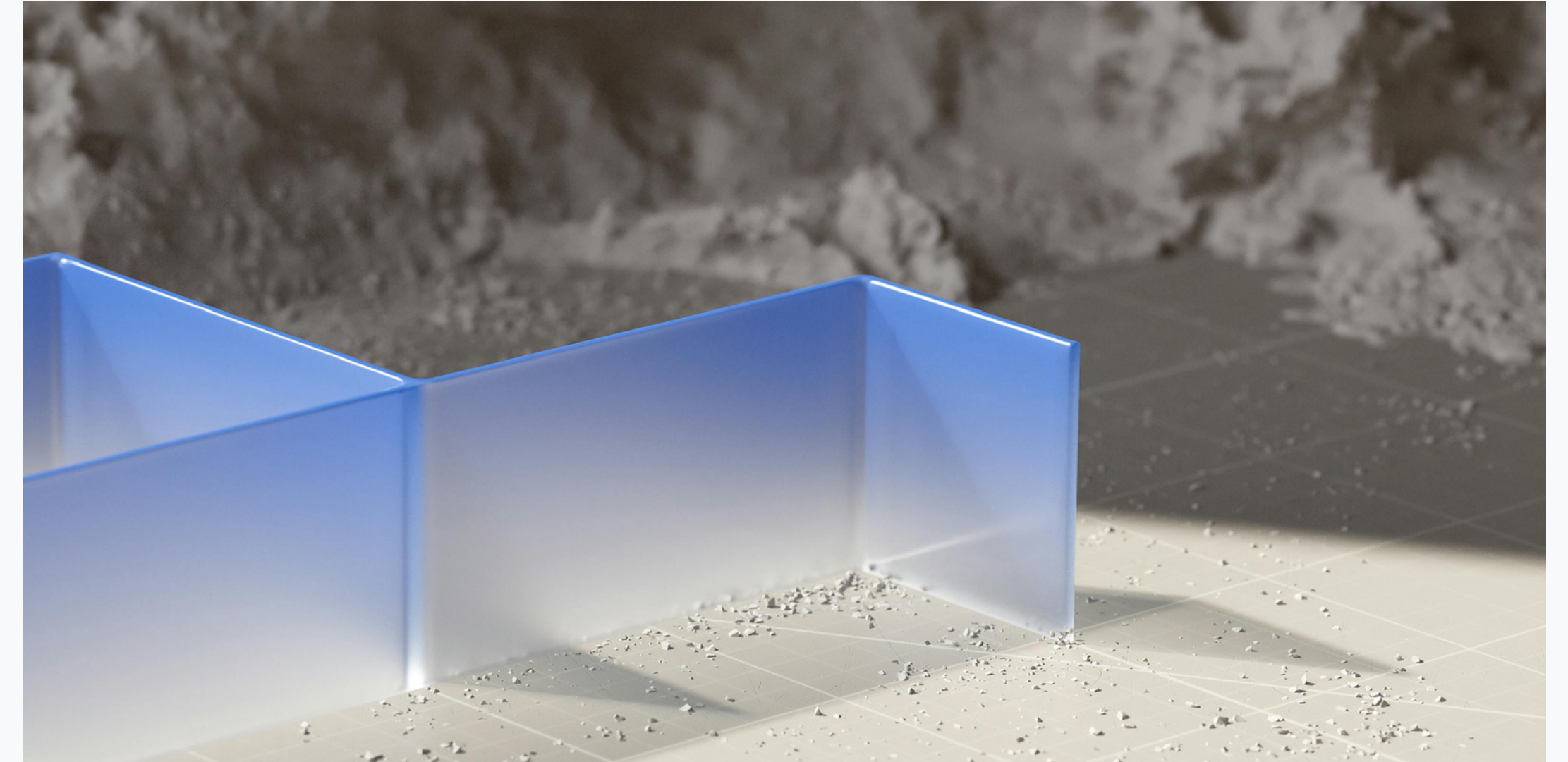
## Insight

The dividing line between market leaders and followers is the speed at which they convert information into action.

**Organizations are generating more data than ever—but universal access to meaningful insights remains out of reach to many.**

There's an insatiable demand for data insights from every corner of the business—from inventory to marketing to sales. But data analysts, who often hold the keys to needed information, are a finite resource. Relying on data teams for every question is slow, inefficient, and increasingly unsustainable—creating an ever-growing analytics backlog.

Meanwhile, expectations for real-time, data-driven decision-making are only increasing.



Traditional business processes create an insights bottleneck, due to software challenges, time-consuming training, and inconsistent team skills—which can mean leaving valuable information to wither on the vine. A week or two in the data analytics specialists' queue is enough for a fresh insight to become a missed opportunity.

Even that scenario assumes the decision maker is asking the right question to begin with. How can you find solutions to problems that you haven't identified yet? Uncovering insights proactively is the key for businesses to get ahead.





## Conversational Analytics can help advance your organization through three phases of data maturity.



Expand insights to your entire team—empowering every level of your company to make data-based decisions to move the business forward



Elevate the data analytics team from a service desk function to a strategic, empowering force



Take the entire organization beyond the status quo—creating insight levels and revenue streams previously unobtainable

## Data leaders' biggest challenges.

Petabytes of data. Ambitious goals. And monumental challenges.

- **A source of truth**  
How can you make sure different departments are using the same definitions and metrics, so insights are actually meaningful?
- **Trust in the new tools**  
The debut and adoption of AI can introduce skepticism and a lack of understanding to its origins, safety, security, and responsibility.
- **The democratization dilemma**  
How can you grant data access across the organization, while still ensuring it remains secure and compliant?
- **The data bottleneck**  
Data analysts bring invaluable experience, but are also a finite resource.
- **Data value extraction**  
How can organizations maximize the ROI on their data investments, and respond faster to market dynamics?



## 2. Conversational Analytics is changing the game

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## Insight

The future of BI goes beyond static dashboards, offering an in-depth, nuanced conversation with your data.

For too long, business intelligence (BI) has been concentrated in the hands of the few technical experts who are experienced with SQL and specialized BI tools.

Conversational Analytics has transformed data accessibility—turning static information into a universally-available interactive resource.

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## Conversational Analytics enables users to explore, analyze, and interact with data by asking questions the way they think—in plain language.

Powered by Google's Gemini models and built on Looker, Google Cloud's AI for BI solution, Conversational Analytics gives grounded answers that are backed by your organization's unique data set, governance policies, and regulatory considerations.

## This seismic shift in BI gives your entire company the ability to make data-driven decisions, quickly.

Conversational Analytics turns analytics from a cost center to a revenue driver—helping you understand your customers and your business, improve operational efficiency, and drive new growth.

And that's just the beginning. When everyone is able to engage in a dialogue with company data, the conversation naturally leads to follow-up questions, deep dives, and wholly new types of questions. Conversational Analytics sparks organization-wide data curiosity and engagement—unlocking new ways of thinking, operating, and creating value. **This is the engine of innovation.**

Unlocking this step-change in BI starts with activating Conversational Analytics over the data you already have. In this paper, we'll walk through the three phases of insights maturity organizations need to navigate. Let's first turn to a pre-requisite: ensuring your entire organization is on the same page.





# 3. Establish a source of truth

A look at Looker's semantic layer

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Phase 1

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Phase 3

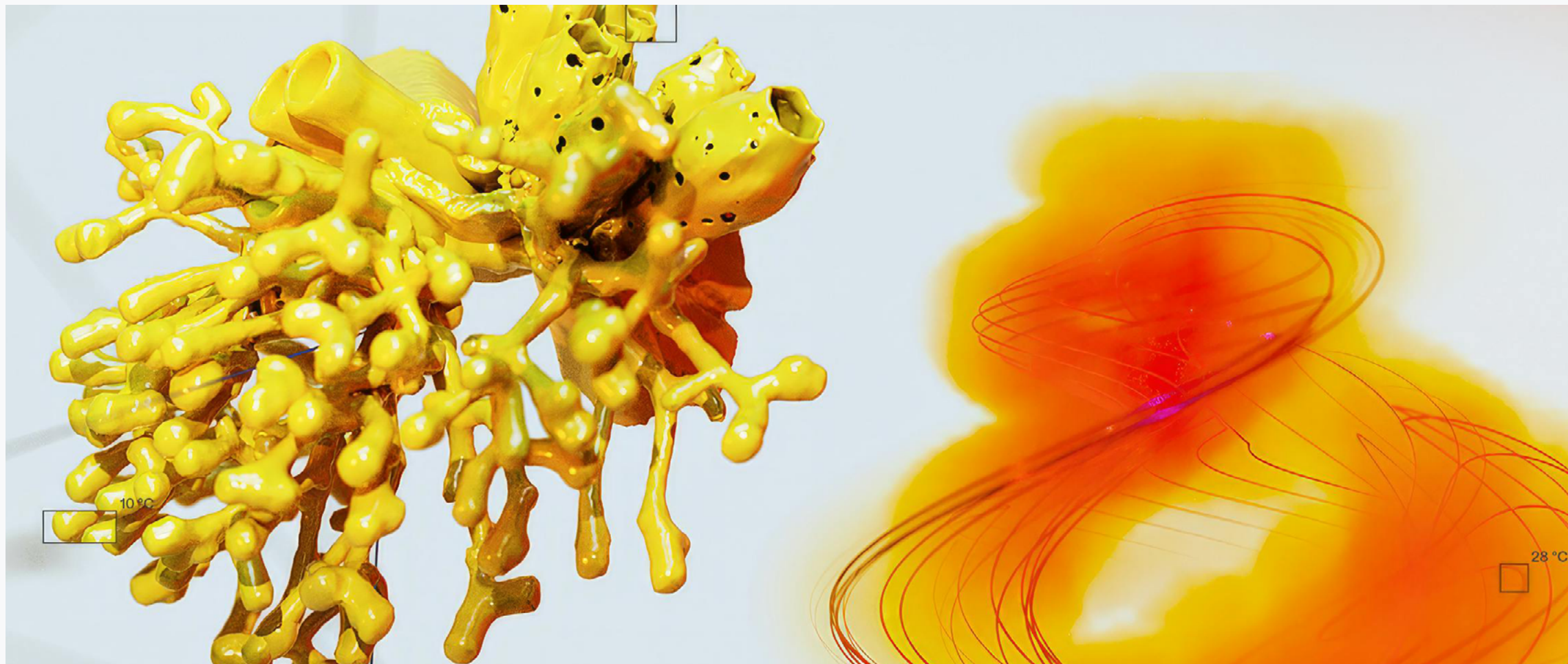
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## Insight

Data is the fuel of business. How can you ensure everyone in your company is speaking the same language?



“

Inaccurate answers faster is not the goal.  
Trusted answers faster is a game changer.”

**Richard Kuzma**

Generative AI Product Manager, Google

**Accuracy matters. And organization-wide trust in your data and insights is fundamental.**

If you ask an AI app for suggestions on a skincare routine, and the model replies with a suggestion that’s 90% accurate, you are probably going to end up with better skin. But if you query your enterprise data for an earnings report and the response is 90% correct, that’s a serious problem.

A semantic layer ensures every user has a reliable source of truth, is using the same metrics, and getting consistent results.









## What is a semantic layer?

A semantic layer serves as a business representation of the underlying data, translating data complexities into intuitive business terminology. Data engineers and analysts can define data relationships, build business logic, and infuse context into the data that everyone in an organization can use and reuse. Consistency and a single source of truth, delivered.



## Looker's semantic layer ensures everyone works from a single source of truth by offering:

-  **Centralized definitions and metrics** for consistency and accuracy across your entire organization
-  **Data governance** to establish clear guardrails around data security and access
-  **Grounded responses** that reduce hallucinations
-  **Deep business context** so employees can get answers that reflect the same business knowledge your analysts have
-  **Simplified data access** so employees can access and analyze data without specific database or SQL knowledge
-  **Scalability** to bring data analytics efforts to the entire organization via self-service tools

With Looker's semantic layer, users can derive insights knowing they're built on a foundation of trust.





I'm sure we've all seen examples of where two different dashboards have inconsistent numbers. And it leaves users asking, 'Can I trust this?'. Leaving teams to debug the dashboards to determine why the numbers were different and fixing it. This problem only multiplies as we reach more people with data."

**Adam Wilson**

Group Product Manager, Google Cloud

## Don't trust your LLM to write SQL without a semantic layer.

There are a variety of concepts that are notoriously challenging for LLMs to translate into raw SQL, leading to inaccuracies or inconsistencies across users. Semantic views are essentially a metadata layer atop a table, ultimately relying on the LLM to generate SQL.

Looker fundamentally shifts the burden of SQL generation from an LLM to Looker itself. LLMs interact with the semantic layer via APIs, meaning that to answer a user question, Looker executes based on built-in SQL constructs and fields available in LookML—not writing SQL directly. These repeatable API calls ensure only the correct metrics are selected, and they're calculated identically every single time. Plus, Looker's semantic layer means it can handle a higher complexity of use cases, too.

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Consider the query “30-Day Repeat Purchase Rate by Age Tier for the last year.”

This query involves multiple elements that, if left to an LLM, would likely result in inaccuracies or inconsistencies across users.

- “Age Tier”: An LLM would need to understand and apply a CASE statement, and then ‘guess’ at the appropriate tiering (e.g., 10-year, 20-year, or custom).
- “30-Day Repeat Purchase Rate” is a complex metric that an LLM would struggle to write accurately in raw SQL.
- “Last year” can be interpreted many different ways. An LLM may sometimes write this as the last rolling year, while providing the last complete year other times.

At every step of this query, there are pathways for the LLM to provide inconsistent results across users. Looker will provide the same consistent output each and every time.



**Looker’s semantic layer reduces data errors in gen AI natural language queries by as much as two thirds.**

The coming together of AI and BI promises intelligent, trustworthy, and conversational insights. Looker’s semantic layer empowers you to benefit from these innovations in all the surfaces where you engage with your data. Looker will continue to expand support for a wide variety of data sources, enrich agent intelligence, and add functionality to Conversational Analytics to make data interaction as intuitive and powerful as a conversation with your most trusted business advisor.

[See how Looker enables trusted AI →](#)








# SWAROVSKI

## Swarovski lets its data shine bright

Beyond its precision-cut crystals, timeless craftsmanship, and distinctive design, Swarovski has engineered a single source of truth for its data, which serves as a launchpad for enterprise-wide innovation.

To date, the luxury brand has consolidated all of its siloed, disparate data onto a centralized data lakehouse on BigQuery. It has built a customer data platform on Looker to unify touchpoints across ecommerce, CRM, marketing, and retail. And it has scaled up its AI ambitions, using Gemini and Vertex AI to help build a portal that democratizes access to gen AI tools across the business.

-  130 year old brand
-  2,300 boutiques across 140+ markets
-  Using BigQuery, Looker, Gemini, and Vertex AI to scale data and AI ambitions



Luxury today is about relevance, timing, and emotional connection. With Google Cloud, we've built intelligent solutions that listen, learn, and adapt in real time. We communicate authentically and intelligently with our customers, while keeping the human connection and creativity at the core. That's what it means to bring joy."

**Fabrizio Antonelli**

VP and Global Head of Data and AI, Swarovski

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# Phase 1: Expand insights to everyone

**Conversational Analytics makes accessing insights as simple as asking a colleague a question, empowering everyone to make smarter, data-driven decisions.**

Conversational Analytics transforms BI from a point solution that requires specialized skills into a tool anyone in the enterprise can use. When users aren't confined to pre-built dashboards or complex SQL queries, you give them the power of self-service data exploration, so they can chat with your data, obtain insights in seconds, and dig deeper into the data than ever before.

Grounded in Looker's trusted semantic layer and guided by reusable agent context, Conversational Analytics ensures accurate, consistent metrics and upholds data governance, running queries with user access controls.

Conversational Analytics helps users work where they already are. The key to enterprise-wide change is near-universal adoption, and that won't happen if tools are complicated to use, or hidden in some rarely-opened app. Looker brings Conversational Analytics into the tools your employees are already using, including Google Chat, WhatsApp, Slack, Google Sheets, and BigQuery.

When anyone can chat with data, the entire company is elevated. This creates a powerful win-win: decision-makers get the immediate answers they need, and data analysts are freed to make even more impact with data.

## Get accurate insights, faster.

Traditional BI tools create extracts or copies of data. Looker's in-database architecture means it doesn't create parallel copies. When new data lands in your warehouse, it's immediately available to users and dashboards—giving you a real-time look at your data, with no latency.

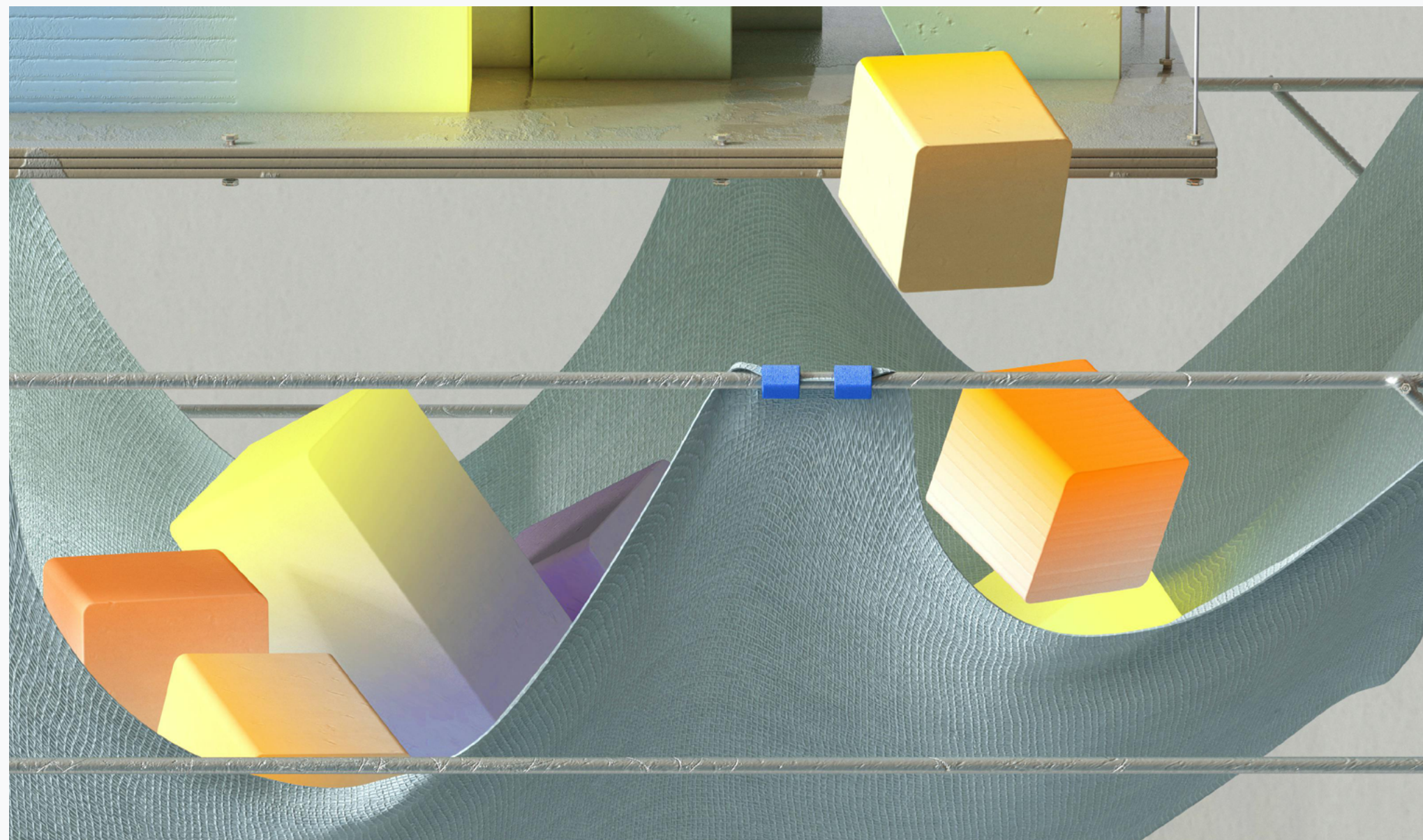
[Learn more about Looker →](#)



## Govern your data, empower your people.

Giving everyone access to data raises a critical question: How do you empower your people without creating a free-for-all of inaccurate metrics and security risks?

The answer is to build on a foundation of trust. As a guardian of data, an analyst should never have to release a capability they don't trust.



## Conversational Analytics achieves this through a two-pronged approach to governance.

1. **Trust through a semantic layer:** The Looker semantic layer provides the guardrails—ensuring all answers are generated from a single, governed source of truth with pre-defined business logic.
2. **Security through granular access controls:** Democratization doesn't mean giving everyone the keys to the kingdom. Looker is built to respect enterprise security needs at every level.



**User and role permissions** respect underlying database roles and access, with automatic enforcement. So that Antonio is allowed to see certain rows and columns, but Sofia can see more, according to their roles.



**Conversational privileges** are separated from data access, so your organization can let users see data but restrict the ability to chat with it.



**Agent sharing privileges** enable organizations to choose to restrict agent creation and sharing to their most trusted data stewards.



This two-pronged approach is the key to solving the democratization dilemma. You get the speed and ease of natural language questions, but with the robust security required by a bank, telco, or global retailer. It's not just democratization—it's democratization with governance, everywhere.

## How to build proactive data governance in the AI era.

You have more data than ever before. And keeping it secure and compliant—while extracting valuable insights—is an increasingly complex task. Proactive, automated data governance unlocks your data asset. So you can discover insights, drive innovation, and extract long-term ROI from your data.

[Learn more about data governance →](#)

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## Servicios Orienta builds a culture of data-first decisions

Servicios Orienta is a Mexican company focused on driving employee welfare and business efficiency through cutting-edge technologies and innovation processes.

Orienta deployed multiple Google Cloud solutions—including DataFusion, Dataproc, BigQuery, and Looker—to consolidate and analyze large data volumes more efficiently and provide detailed, custom reports on the use and effectiveness of its services. This completely transformed its operations, with benefits for both customers and employees.

BigQuery and Looker help teams identify trends, assess the impact of webinars and consulting sessions, and improve user experience. By leveraging descriptive, predictive and correlation analyses, and even AI technologies, Orienta can now understand results and provide recommendations to enhance customer experience.

Orienta's end users can also submit queries using natural language and leverage their own data-driven analytics and insights. This can improve decision-making and make business strategies more assertive.



# Phase 2: Go from bottlenecks to breakthroughs

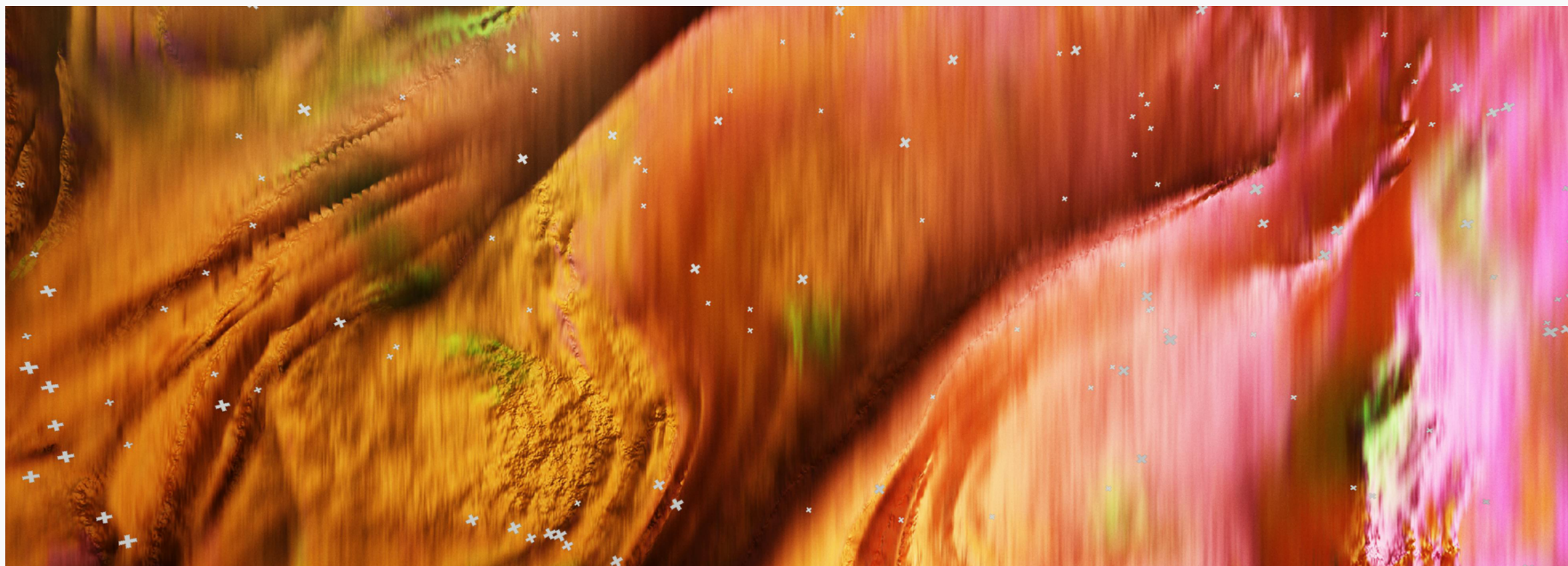
## Insight

When analysts are freed from the ad hoc treadmill, they can turn their focus to high-impact, strategic work.

The promise of data-driven insights has been hampered by a persistent condition: an overloaded data analytics team. Even with powerful BI tools, analysts become mired in requests for reports, ad-hoc queries, and dashboard updates.

The time from query to analysis is often days or weeks, rather than minutes—and the entire organization slows to the speed of this queue.

Conversational Analytics breaks this cycle. By enabling anyone to ask data questions in natural language and receive immediate, trusted answers, the workflow is transformed. This isn't just a faster report—it's a fundamental shift in how your organization creates value from its data.





Freeing analysts from the grind of routine requests allows them to instead focus on high-impact, scalable work. They move from being a service desk for data to being a strategic partner that raises the organization’s level of data fluency. And that’s because Conversational Analytics helps analysts:

- **Automate repetitive queries.** The daily barrage of simple data pulls is handled by the AI, freeing up the analyst’s most valuable resource: their time.
- **Scale expertise.** Their workflow shifts from serving one-off requests to building and managing robust AI agents.
- **Shift to higher-impact work.** With simple tasks automated, the analyst can now focus on tasks that unlock even more data insights across the organization—such as making data models AI-ready and improving the data experience.

**The result is a proactive, data-fluent culture.** By simplifying the path to an answer, Conversational Analytics makes data accessible and useful for the entire organization. It transforms the data team into a force multiplier and empowers business users to make smarter, faster decisions. The workflow is no longer about pulling old reports, it’s about proactively having a conversation with your data to drive the business forward.



Would you rather be an analyst who is a rock star for one team, or for 10 teams, or for 100 teams?”

**Richard Kuzma**

Generative AI Product Manager, Google

## Solve problems at scale.

Conversational Analytics transforms the analyst’s role from a gatekeeper of information to a strategic partner who scales their expertise across the company.

Not only does Conversational Analytics enable you to understand the data more and ask richer questions, it accelerates your value as an individual contributor. When your employees are able to generate insights themselves, your data analysts can support more people—creating a multiplying effect for your data.





## Game Bear moves from data requests to real-time decisions

Game Bear, a mobile game developer and distributor based in Hong Kong, specializes in open-world multiplayer sci-fi games to more than 10 millions users around the world.

Game Bear leverages Looker to visualize data and provide data insights during internal meetings. Before using Looker, Game Bear's data team had to be present at decision-making meetings to pull out data upon request. Since Looker offers intuitive interfaces, Game Bear's employees can easily retrieve any data on their own and run further data analyses on the spot. This way, the Game Bear team is able to make more effective business decisions in a short period of time by quickly extracting data insights.



The benefits that we've received from using BigQuery and Looker are inestimable. Not only can we realize near real-time data analytics with minimal workforce, the insights that we pull from data have also helped us notice operations issues at an early stage and take effective actions in time."

**Yuan Chen**  
CEO, Game Bear

[Read the full story →](#)

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# Phase 3: Ignite your data-curious workforce

## Insight

Conversational Analytics is the catalyst for an insight-driven organization.



Relying on [a reactive model] is like flying a plane with six-month-old data; you don't know if you're going into a storm."

**Richard Kuzma**

Generative AI Product Manager, Google

Modern organizations require more than just accurate insights. The leaders are using AI to uncover hidden patterns, predict trends, and drive intelligent action.

Yet for many organizations, BI only functions as a rear-view mirror, reporting on what has already happened, and this reactive posture limits a company's ability to navigate the future. By providing instant access to real-time data, Conversational Analytics enables a fundamental shift from reacting to the past to proactively shaping what comes next.

By removing the technical barriers of querying data, Conversational Analytics **fosters a culture of data curiosity** and improves data literacy across the entire organization.

For the average user, the workflow collapses from a multi-day waiting game into a real-time conversation. Users no longer need to submit a ticket and wait, they can ask questions directly in the tools they're already using and get answers in seconds. This allows for fluid exploration, moving instantly from "what happened?" to "why did it happen?"



When everyday users can engage in a fluid, back-and-forth dialogue with their company data, the conversation naturally leads to follow-up questions and then a deep dive on the fly. The speed and ease of this interaction go beyond simply creating efficiencies—they fundamentally transform how your business operates, making it smarter and more creative. Any business user can now go beyond the limitations of pre-built dashboards, digging into a deeper, richer analysis as their questions evolve.

In today's rapidly accelerating business environment, agility is the ultimate competitive advantage. The ability to make better use of data, more quickly, empowers businesses to be more innovative, uncover hidden patterns, and challenge long-held assumptions.



**The dialogue with data evolves from asking about last quarter's sales to strategizing for the next one. Users can explore correlations between sentiment and sales, or even begin to forecast inventory—elevating the entire organization from a reactive quarterly scale to a proactive, minute-by-minute one.**





# Monetize insights and agents.

Perhaps the most significant way to go beyond the status quo of BI is to redefine the role of analytics itself—from a cost center to a revenue driver.

Conversational Analytics makes this possible. Companies can build products and services on top of this technology, enabling their own customers to ask natural language questions about their data.

Imagine an HR software company embedding an agent that lets managers ask, “What is the turnover rate in my engineering department this quarter?” Or a logistics platform allowing clients to ask, “Which of my shipping lanes are performing below average?” This creates powerful new revenue streams and an unassailable competitive advantage.

By changing the speed, depth, and accessibility of data, Conversational Analytics doesn’t just improve existing workflows—it unlocks entirely new ways of thinking, operating, and creating value.



Selling the data is one thing, but selling the insights is extremely powerful.”

**Richard Kuzma**  
Generative AI Product Manager, Google

## Turn your data into a product.

Looker is at the heart of building next generation data solutions and products. Looker Embedded enables you to drive growth with embedded analytics and accelerate time to value of your embedded apps with consistent, live metrics—while retaining complete control of the user experience.

[Learn more about Looker Embedded →](#)





## NABC harvests richer insights and significant savings

The North American Blueberry Council developed a data and insights platform for domestic growers and global suppliers for forecasting, ingesting crop and production sales data saved about \$250,000.



Being able to control and curate that data narrative, create data dictionaries, and immediately push through any changes to field names and calculations to all users with LookML is really impactful. I can't do that in Tableau."

**Joe Vargas**

Director of BI, NABC



# 4. AI is supercharging data transformation

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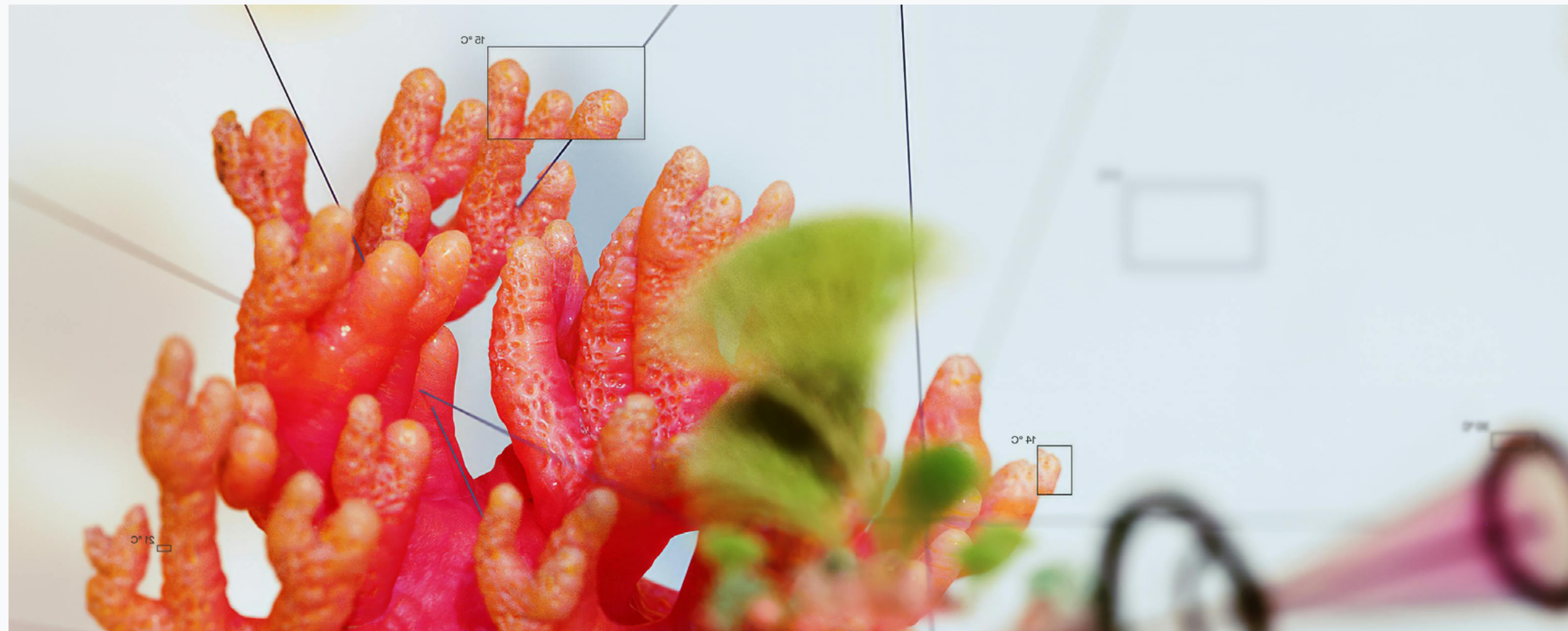


## Insight

In the future, you won't ask questions of your data, your data will proactively come to you to have conversations.

While BI has long been considered a rear-view mirror—understanding past performance through dashboards and reports—AI transforms it into a windshield. Helping organizations look forward and suggesting actions to take.

We're no longer talking about two separate worlds of AI and BI, but, instead, AI-powered BI becoming the new standard. The trend is moving towards more autonomous systems where AI agents proactively deliver insights to users, often before they even ask a question. And if your enterprise isn't taking advantage, it's going to fall behind.





## Conversational Analytics is now available in Gemini in Looker.

Looker is driving this data revolution, evolving business intelligence (BI) for the AI era by bringing the power of trusted insights to everyone in your organization, and reducing technical barriers to information that have slowed collaboration and discovery. Looker's semantic model enables complex data to be simplified with predefined business metrics—a prerequisite for grounding gen AI in the enterprise, transforming data into measures you can rely on.

Read more →

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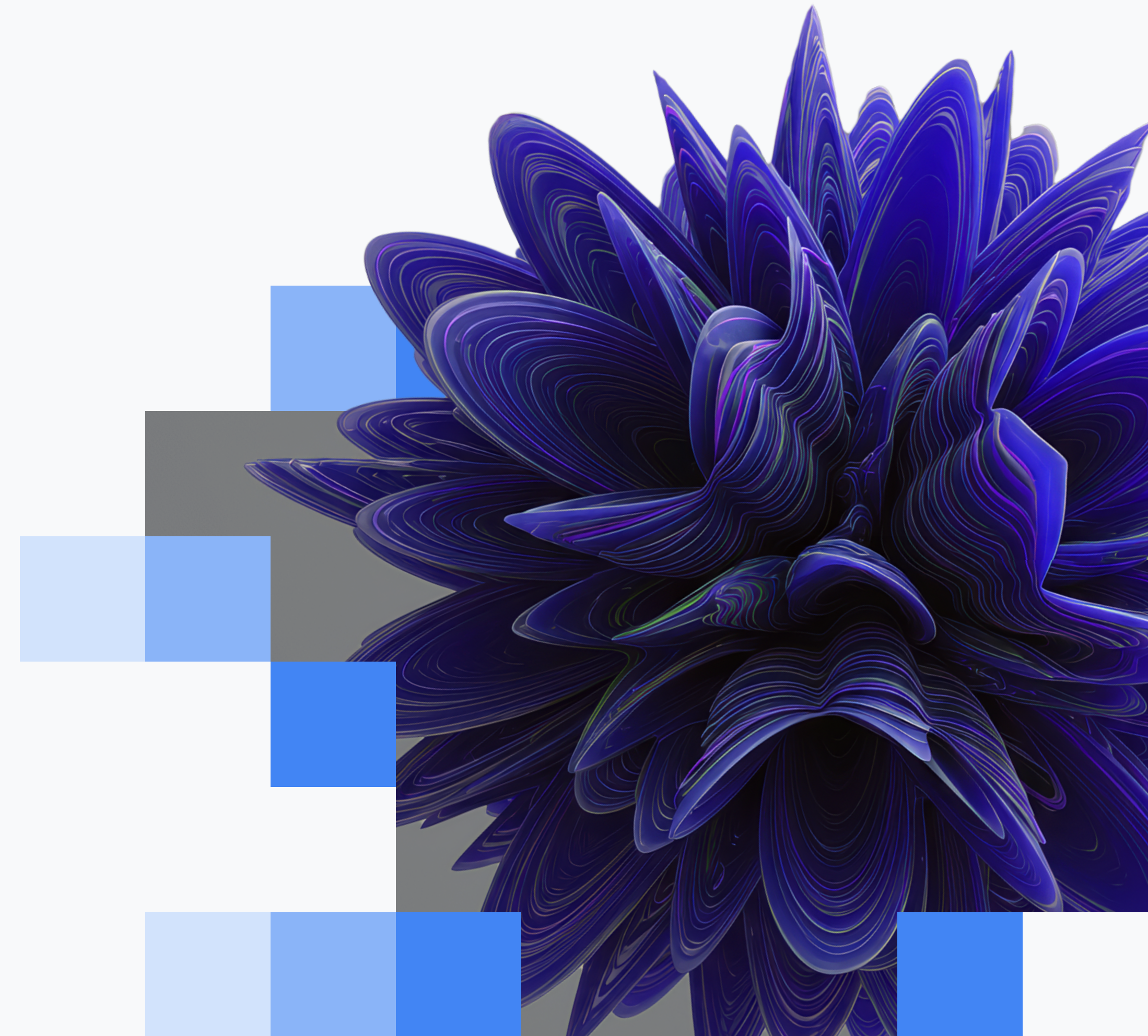
# Why Google Cloud?

## The power of an integrated platform.


Only Google Cloud brings innovations and expertise from Google directly to enterprises, helping customers prepare for the future of business with AI at the core. We get customers ‘agent-ready’ by delivering a complete and flexible AI stack with all the critical components for agentic AI.

Building on this robust foundation, partnering with Google Cloud means investing in a future where teams always have access to the latest AI innovations, integrated into their everyday tools.

To ensure every customer gains a competitive advantage, we embed world-leading AI across our entire portfolio, enhancing daily tools across five core product lines: modern infrastructure, powerful developer tools, intelligent data platforms, enterprise-grade security, and the world’s most popular productivity suite, Google Workspace.







# What if you logged in every day and the first screen you saw was, ‘Hey, let’s understand your data today.’

Start a conversation about Conversational Analytics today and get access to a [free trial](#).