

# ▶ The Google Enterprise:

Transforming workplaces by helping people  
find, create, and collaborate

October 2010

## ► Google Enterprise Solutions

In this Age of the Internet, when nearly everyone surfs the Web, Google has introduced tools so indispensable—search, directions, mail—that Google the company has become an oft-used verb. Users in the consumer market “google” nearly as much as they type and talk. This white paper demonstrates how Google’s Enterprise tools – universal search, calendar, document creation and sharing – have the potential to increase efficiency and make the workplace more creative and collaborative. This white paper examines whether Google is having a similar impact in the enterprise.

### The Productivity Problem

Consider that every week, workers waste more than a full day (nearly 9 hours) searching for information. The annual cost: \$14,200 per employee.<sup>1</sup> They dig around on shared drives to locate data. They wait on colleagues to update team files and forward them. When the information resides somewhere they can’t reach it – on a colleague’s hard drive or in someone’s head – more time is lost to regenerate the data. Worse, large investments are made in new reports that contain the same information that lies somewhere beyond

their grasp. All told, employees spend 20 minutes per day recreating information that already exists.<sup>2</sup>

There are occasions when data simply gets lost. Many companies don’t have the storage capacity to preserve everything, particularly all of the email and calendar detail that employees store in their mail systems. Forrester estimates that, on average, data repositories for large applications grow annually at 65%. With increased data volumes comes a bigger challenge: knowing what to look for and where and finding out where the single version of the truth resides.<sup>3</sup> According to a global biotech giant Genentech, the top two categories of calls its help desk had been getting were either related to email, or to calendar problems that were created by a lack of disk space.

*With increased data volumes comes a bigger challenge: knowing what to look for and where and finding out where the single version of the truth resides.*

Despite the emergence of unified messaging and seamless mobility, the reality is that information access and collaboration still cause headaches. Synching the data in mobile devices with workplace desktops has its share of problems. In short, navigating through the various enterprise software systems employers install – from Microsoft’s to Oracle’s – can be frustrating. No doubt, these systems have plenty of features, but integrating them with mobile devices, the Internet, and making the systems talk to each other can be a challenge. As one worker described it, switching among applications is nothing short of “jarring.”

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Most employees have learned to accept a certain amount of difficulty when it comes to office systems. But the good news is that getting work done in a seamless, frustration-free manner doesn't have to be unfamiliar or hard.

This paper presents a toolkit, the Google Enterprise Tools, which strive to make office work as easy and natural as “googling” the latest news headlines on the web. Through a tour of real workplace success stories that reveal the power of these tools, the reader will get a glimpse of a new business environment where Google is starting to achieve this vision.

### Google Tools: Tackling Tough Issues At Work

In 2002, Google introduced the Google Search Appliance (GSA), a specialized search tool designed to search enterprise content. Over the years, the GSA has gained widespread adoption, and has become one of the go-to business search solutions, providing the familiar utility of Google web search and expanding it to anywhere the enterprise touches. From a single search box, workers can seek out information from a variety of sources: an intranet, company database, content management system, business application, email, portal, and of course, the Web.

In 2007, Google introduced its suite of email and collaboration tools to the workplace, Google Apps. Google Apps include email and instant-messaging,

calendar and document creation tools, and of more importance for employers, a full suite of collaboration platforms – from shared documents to video. Because all of these applications are web-based, they require no hardware, little software and comparatively little of the costly administration needed for other systems.

The cost-effectiveness of the Google Enterprise solution has made it popular with small and medium-size businesses. But more recently, larger enterprises have been “going Google” as well. These organizations are seeing the potential to increase efficiency and innovation. Simple to install and use, the tools empower and engage workers, allowing them to find information more easily, create new applications and collaborate with colleagues on the job.

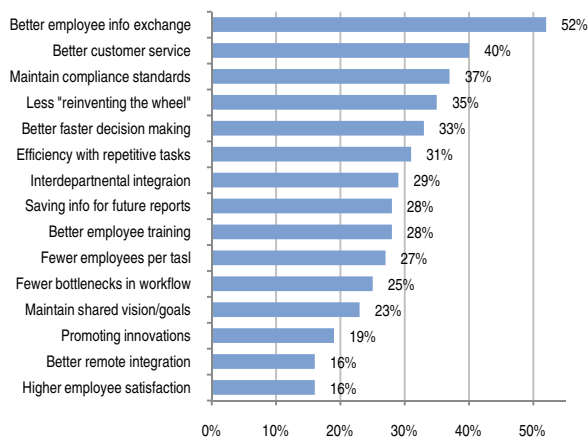
Hosted in and delivered through the cloud, the Google solutions are at the crux of another important IT trend. Gartner reports that 20% of workstations equipped with e-mail will use a software service or the cloud for e-mail in 2012.<sup>4</sup>

The Google suite is one of several Enterprise Content Management tools available to corporate IT decision makers today. Recent research reveals mixed feedback on what the primary drivers for effective tools, and whether it leads with “find”, “create”, or “collaborate”.

- A Forrester survey of 170 enterprise content management decision-makers across several

industries showed that 51% of companies have three or more enterprise content management systems. Of those companies planning to increase enterprise content management use, 45% cited search as the most important driver for investment.<sup>5</sup>

- In a McKinsey survey on Web 2.0 usage, companies most often report greater ability to document and share ideas; improved access to knowledge experts; and reduced costs of communications, travel, and operations.<sup>6</sup>
- Yet another survey, conducted by Ziff Davis, states that the number one goal of enterprises in the implementation of knowledge management technologies is better employee information exchange. Despite the current economic climate promoting belt tightening by IT departments, companies recognize the tremendous value in collaboration and rank it above cost containment goals.<sup>7</sup>



Source: Ziff Davis survey results, n=198

The reality is that the true benefit comes in the combination – the integration of powerful search into a set of tools that employees can use to create and share their ideas, in a forum that fosters collaboration. The Google suite provides just this.

Companies usually begin by trying out one tool from the kit. The value created from the initial introduction sometimes inspires them to adopt multiple tools. Some executives have credited the Google implementation with benefits that go beyond cost savings and productivity gains. Four companies – Legal Services of Northern California, Delta Hotels, Circle E, and Genentech – credit the Google tools with helping to transform their corporate culture. Google is bringing employee collaboration and inventiveness to new levels at these companies.

### Search Made Simple: Transforming the Workplace

#### The Business

Legal Services of Northern California (LSNC) is a unified network of 150 employees (including 62 legal professionals) and an equal number of volunteers. Stationed across 10 locations, the program helps low-income consumers in 23 northern California counties, providing legal representation and advice in tens of thousands of cases annually.

#### The Challenge

The LSNC staff assists its clients with a range of health, employment and housing concerns. Case

data records will soon reach 5 million, according to Brian Lawlor, Regional Counsel with LSNC. Several years ago, the only way the staff could find and share documents and other information was by seeking out the staff specialist who knew in which office or file the data was located. To better organize information LSNC installed an open source case management system with a custom MySQL database. Each office had its own file application server for storing data, where the staff in that office kept individual folders containing their documents. That meant digital records of case files could only be found by calling the respective office.

The principals at LSNC wanted to increase the ability to find information and create opportunities for attorneys to collaborate more effectively.

### **The Solution**

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The starting point for LSNC was implementing GSA to enhance the staff's ability to find information. To consolidate information from a variety of sources, LSNC chose to use the GSA's search box. The GSA enabled staffers to search 200,000 client cases in the organization's MySQL case management database. Additionally, they leveraged the GSA to search all content within SharePoint.

As valuable as the search functionality was, the big breakthrough came when the staff realized that even greater benefits could be gained if employees

could not only pull information down from the organization's knowledge vault, but they could contribute to it and collaborate with one another.

In 2007, LSNC started using Google Apps, with a focus on Gmail, Google Calendar, and Google Docs. Soon after, when Google announced Google Sites, an application that lets users develop their own websites easily and quickly, LSNC saw the opportunity to create an integrated, all-Google solution that would offer greater ease of use and interoperability between the GSA, the Web, and Google Docs. The team uploaded LSNC's content from all of its file servers onto Google Sites and began using the GSA to search it.

### **The Results**

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Ease of use has been a key component of Google's success at LSNC. Google Apps was brought in to replace the existing corporate mail application. Initially, employees were tentative about embracing this new mail system, but the staff adapted quickly. Brian Lawlor, Regional Counsel for LSNC, recounts how easily the staff adapted to Google Apps for email and more.

The management team had planned to offer three multi-hour training classes, one each day. About half the organization attended training on day one. The training went so smoothly that by the second day only six workers showed up. On day three, just one person came. Formal training, LSNC realized, would not be necessary with Google Apps.

Furthermore, since implementing the GSA, knowledge content is easily “findable” throughout the organization. Users in all LSNC offices now rely on enterprise-level Google search functions to locate and retrieve the information they need to do their work. Search results can be further filtered so that the results include only those of a particular file type, such as PDF files.

Collaboration also has increased significantly. The collaborative power of Google Sites convinced LSNC’s principals to replace their corporate intranet with Google Sites. Because it allows workers to post their own user-generated content as well as core corporate content,

*The Google suite has “changed the way we work.”*

*- Brian Lawlor, LSNC*

Google Sites has become a popular place for ideas. For example, the office has evolved its environmental strategy since workers who had been brainstorming about how to make the office more “green” developed an unsolicited site.

By enabling employees to find information more easily and collaborate more efficiently, Lawlor says the Google suite has “changed the way we work.” Cohesion among the staff has improved. People feel connected because they are able to communicate effectively. His closing thoughts: “The power [of Google products] comes in the integration,” he says. *“It’s more than just search.”*

## Innovation from the Bottom Up: A Culture Shift

### The Business

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Delta Hotels and Resorts has become one of Canada's leading first-class hotel management companies. Based in Toronto, Delta has a diversified portfolio of 44 city-center, airport and resort properties across Canada. The hotel chain employs about 8,000 people. While its workforce consists of adults in several age groups, Delta Hotels has a growing and upwardly mobile base of young workers.

### The Challenge

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The mobile nature of the Delta Hotels workforce means that relatively few have their own desktop computer and work space. Instead, Delta Hotels offers work terminals across the hotel chain for employees to share. In the past Delta Hotels used Microsoft Outlook for mail and SharePoint for its intranet-based web pages and for sharing documents with the staff. But not everybody - especially not the younger employees - was familiar with the Microsoft technology, nor were they all comfortable with it.

Consequently, workers were not able to locate information as easily as Delta Hotels principals would have wanted. Worse, the independent creativity and team collaboration that Delta wanted to instill in its workforce was not flourishing as a natural part of the company culture. Furthermore, Delta wanted to cut the cost of deployment,

training and maintenance of its systems for its 8,000-person workforce. Many of the workers did not have a personal desktop because of the cost to deploy them broadly.

As in so many American workplaces, business tools at Delta used to be developed by “corporate” officials and then rolled out to the rank-and-file. Inevitably, adoption of those corporate tools was sluggish and complaints proliferated because the tools did not adequately address the most acute needs facing the front lines, or suit or their work style as a group. What the IT department at Delta was missing is similar to what is being missed at many companies: Enterprises are becoming more and more social as greater numbers of young users, predisposed to social media tools from Facebook and Twitter to Google, infiltrate the workforce.

### **The Solution**

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In 2009, Delta installed Google Apps for mail, calendars and document generation and sharing. It also moved to Google Groups and Google Sites as replacements for SharePoint so employees could not only access information from the company intranet but also post, share, and collaborate their own information. And of course the GSA was installed to help in the location of data.

By deploying Google Enterprise Solutions, Delta workers can now share computer terminals and access the information they need wherever they are working. In fact, Google tools allow mobile

workers to access data from their wireless smart phones as they move about the hotels at any hour of the day or night. The Google tools gave Delta workers the freedom to communicate, collaborate and search in the manner that they like best.

### **The Results**

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The combination of GSA and Google Apps reaped benefits that extended beyond anything the IT department could have expected. Information is bubbling up from workers on the ground to the corporate ranks, according to Mike Rodger, Director of Digital Innovation, and Tim Aubrey, at Corporate VP, at Delta Hotels. Consider how succession planning at the organization has been improved. The database that stores information on personnel has been opened up by using Google Docs. The application allows workers—managers and peers—to see, find, and input detail on other workers. Now, a variety of people can look through the database and share thoughts on who are the higher performers, Rodger says. It’s helping Delta promote the most qualified people and place people in jobs most appropriate for their skill set.

Similarly, Google Apps is proving a breakthrough for the organization. It enables work teams to collaborate together and create ways to make daily work more efficient. Workers don’t have to rely on the IT department to help them create new productivity tools. Rodger calls this worker empowerment a “grass roots” movement – referring to a shift away from centralized IT.

In contrast, Rodger says, Google Apps are so accessible and intuitive that any worker can embrace them. Hotel staff are actually becoming their own de facto IT specialists. Why? They are familiar with the tools and interfaces from consumer use. So the ability to create spreadsheets, presentations, even videos and websites doesn't demand an engineering or computer science degree.

Even a chef can become a web developer. One Delta chef whose tools are generally butcher knives and stainless steel pans, voluntarily devoted a month to creating the kitchen's own content-rich website. The site is so useful, even beyond the kitchen, that it is now being used across the hotel chain's 44 locations as a hub for collaboration and sharing best practices. Similar stories abound in the budgeting, scheduling and purchasing departments. The relief, Rodger explains, is that the IT team no longer has the burden of rolling out large but unwanted systems and putting out fires. Instead, IT becomes an enabler, encouraging individual users to create their own virtual work environments.

With workers engaged and creative, Rodger and his IT team can direct their attention to big-picture strategic initiatives. "Google isn't the whole IT strategy, but it opens up possibilities," he says, possibilities that he implies are beyond what he's able to articulate today, musing that they "don't even know all the ways in which people are using it." He notes that this was a "one way migration" that anticipates that the workforce will continue to *"dream up ideas and create new value."*

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### **Seek and Deploy: Mobile Access Becomes Reality**

#### **The Business**

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Circle-E provides clients such as Wal-Mart, The Home Depot and Jack in the Box with indoor and outdoor preventive and reactive maintenance. The Texas company employs 25 mobile workers plus another 25 or more contractors with specialized skills. The organization makes it a top priority to use leading-edge technology to manage client information and provide superior service.

#### **The Challenge**

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Every facility serviced by Circle-E's field maintenance professionals is unique. As they prepare for a job, the company's workers have to account for lots of data—from air conditioning filters to kitchen measurements. An unprepared field rep, obviously, can't be as efficient as one who is "in the know." In years past, information about individual facilities was either locked away on paper-based work orders or stored in the individual field professionals' heads.

This informal way of sharing information – reps picking each others' brains – was costing Circle-E time and money. The company wanted to differentiate its services, improve efficiency and reduce costs by creating a centralized, searchable repository of information about customer facilities that field personnel could access on-the-go, from their mobile devices.

### **The Solution**

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Circle-E turned to the Google Search Appliance to help its workers find the information they needed. The GSA easily addressed all forms of content in the company's SQL Server database, and could make the information there easily accessible to employees even from the field. Because most of the Circle-E workers were already familiar with Google's search interface, there was minimal need for training. Circle-E employees simply integrated search into their daily process, getting the information that they needed before they headed out to work with clients. In addition to easy searching, field service professionals could enter information into the database in a few clicks.

With the new solution based on the Google Search Appliance, internally called "KNOWN," Circle-E field maintenance staff members receive emails on their mobile devices with work orders specifying the address of each facility. They then log into KNOWN remotely and find all of the information, including detailed specifications and photos, ever entered about that facility.

### **The Results**

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The KNOWN system pay off has come when Circle E clients say they notice the enhanced preparedness and professionalism that Circle-E reps bring to the job. Field reps notice the benefits, too. Some say that when building an estimate, if there's a part or description of labor that they don't understand, they can now use Google to search

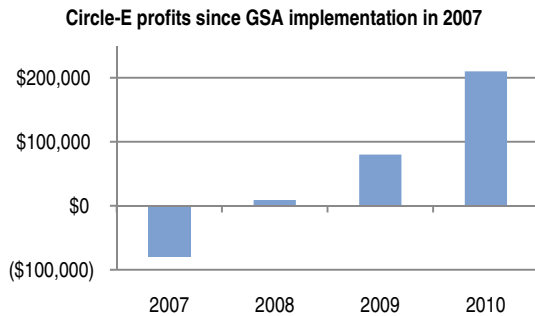
KNOWN and figure it out. Or, if there's an estimate that needs specific part codes, KNOWN has that information handy.

Reps are willing to collaborate as never before. If there's certain piece of information about a client, reps will make sure they input the information in KNOWN so when another rep looks up his customer, it's clear how to work best with that specific client. "No matter where anyone is, they can add, edit and search the database," says Circle-E Vice President Seann Slosson, who manages the company's IT.

The benefits of Google don't stop in the field. Circle E's office workers are also putting the GSA to good use. In the human resources department, for example, the advantages have led to greater efficiency and cost savings. Because employees can now find pertinent part numbers, paint codes, etc. on their own, the administrative support staff has been reduced by two slots, saving \$80,000 a year.

In fact, the central office HR staff has been reduced from nine positions to four. That's because Google has significantly upgraded HR functions such as new employee orientation and finding new job candidates. Orientation is now done online by searching the keyword "orientation" rather than in a class setting. And with the GSA HR staff can search for new candidates by skill, zip code and prior interview notes. Consequently, the overload of technicians that staffers once had to sift through is quickly narrowed to the relevant candidates.

All in all, Circle-E has reaped tangible results after their Google investment, as documented in the chart below.



Better prepared field reps and automated find and collaborate capabilities have led to a noticeable difference in both top and bottom lines. Of course, Slosson doesn't attribute the gains solely to the Google difference, but he does acknowledge the change as a "significant contributor" to their impressive business results.

**Collaboration at Work:  
Taking Teamwork to the Next Level**

**The Business:**

Considered by some to be the founder of the biotechnology industry, Genentech has been in the biotech business for more than 30 years. Headquartered in South San Francisco, the company uses human genetic information to discover, develop, manufacture and commercialize medicines to treat patients with serious or life-threatening medical conditions.

In March 2009, Genentech became a member of the Roche Group another biotech giant based in

Europe. As part of their merger agreement, Roche and Genentech combined their pharmaceutical operations in the United States.

**The Challenge**

In the past Genentech had separate mail and calendar systems causing a user experience that was "fragmented and frustrating," according to staff. The company used Microsoft Outlook but also an Oracle calendar system. That combination was limiting for Genentech's 11,000 employees. The systems could only handle a maximum of three months of history when at least users preferred one year. And the system was marred by frequent crashes, especially in December when lots of users were inputting events for the next calendar year. As a result, the top two categories of calls to the Genentech help desk were regarding email and calendar issues.

Just as limiting was the inability of employees to access data from their mobile devices. In short, Genentech was a place devoid of Web 2.0 tools at a time when web utilization was thriving in Silicon Valley and throughout the world.

**The Solution**

Genentech's principals knew they needed a system that allowed the staff to find data more quickly and efficiently than their current Microsoft Office tools allowed. Andy Wang, Genentech's Senior Systems Architect noted that the typical users of MS Office use only 10% to 20% of the software's features. Genentech's usage was no different, but Wang and his team decided to deploy Google tools to create a

“frictionless” and more “cohesive” system. Genentech researchers were being slowed by problems controlling versions of documents created via the Microsoft Office suite, and mobile users had difficulty accessing the documents.

Google Apps and Google Docs were deployed to provide a “lightweight” and “easy to use” system. So far, 20% of Genentech content is in repositories created through Google Apps and before too long Wang expects that 80% of content will be Google generated. Mobile users can find the data that they need. And most importantly, Google Apps makes back-up documents easy. It allows users to save their data for reference, but it always keeps the most recent version on top.

### The Results

Google’s relatively low price point means Genentech’s cost savings is significant. Google Apps, for instance, costs \$50 per user on an annual basis for an annual savings of \$600,000. While the cost equation is important, it’s the functionality that Google’s tools enables that has been most impressive. Google Docs, for example, eliminates the need for routing edited version upon edited version through email attachments. And it quashes worries about which version is which, and whether the right people have the right one. Users can edit a document “live,” simultaneously with their colleagues. The process makes collaboration remarkably efficient. In fact, one Genentech IT executive described the live editing while working

on documents via Google Docs as being so liberating that “it’s kind of like crack – once you try it you can’t get enough of it.”

What company doesn’t want its employees addicted to their work? Research studies confirm that fully engaged employees generate

*“[The live editing feature] is kinda like crack – once you try it you can’t get enough of it.”*

higher quality content and create a culture that fosters stronger collaboration.<sup>8</sup> Such facts make it clear that engaged employees drive more revenue and generate measurably greater business productivity.<sup>9</sup> No doubt, engagement at Genentech is on rise. More than 7,000 of the company’s 11,000 employees use Google Docs on a weekly basis even though Genentech’s IT department has not actively promoted its use.

The enterprise tools are proving useful as Genentech grows. The company recently merged with another pharmaceutical giant, Roche Group. Combining two large companies invariably means that a flood of information needs to be distributed to large numbers of people stationed all over the world. In several instances, Google Video has come to the rescue, Wang says. Researchers from different parts of the merged company share content. Human resources departments have used the video for organizational announcements, employee training and the dissemination of important corporate policies. In each case, video

has streamlined the process “without having to pay some production company \$100K,” Wang says. The savings combined with the increased engagement have created a culture that Genentech is sold on.

### Google Enterprise Tools: Pros and Cons

Every office system has its strengths and weaknesses. Google’s is no different. Since being introduced in 2007, Google Apps has been met with varying levels of receptivity. While it has been popular among small- and medium-sized businesses, the uptake among large corporations is just beginning. A deeper look beyond the features and functions of the Google Enterprise suite reveals several pros and cons.

#### The Good

##### Low Cost

Google Apps costs \$50 per user per year for 3,000 or fewer users. For deployments larger than 3,000 users, Google negotiates pricing. With Google Apps, businesses avoid paying for capabilities that may not be utilized, and therefore minimize any “deadweight” loss.<sup>10</sup>

The Google Enterprise Tools are a lightweight and fully scalable solution that is a welcome alternative to the multi-million dollar implementations of other enterprise solutions hosted on site. In addition to its low licensing costs, this solution requires minimal maintenance.<sup>11</sup>

##### Access

More and more companies are making use of outside contractors, creating costs and hassles for IT departments as they work to get temporary workers access to internal networks. The Google solution grants outside workers access with a simple permission adjustment.

##### Global

The Google suite is fully portable across many different languages. The number of languages varies depending on the component of the suite, ranging from one for Google Video to 39 for Google Docs and 52 for Gmail.

##### Mobility

As more workforces become mobile telecommuters, access to documents and internal files from anywhere is of increasingly importance. In 2006, mobile devices outnumbered desktop computers 2:1, illustrating the significance of being able to access information while on the go.<sup>12</sup>

##### Ready Familiarity

With 72% share of the search market in May 2010, the Google interface is already a part of many people’s natural work environment, and so it can be adopted more easily than some unfamiliar software interface. This familiarity increases utilization, speeds the learning curve, and reaps faster results.

##### Integration

Google Enterprise allows for the integration of various applications, unlike other solutions. For

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instance, Google Calendar can combine professional and personal events on one simple layout without taking the trouble of opening different calendar settings. Google also makes data acquisition much more efficient by storing e-mail and IMs in one thread.<sup>13</sup>

### **Next-Gen Workforce**

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The Google toolkit proves to resonate strongly with the incoming workforce. Characteristically, this generation is more social and creative than other cohorts, so Google offers up a natural solution to fostering collaboration within the workplace, resulting in increased levels of productivity.<sup>14</sup>

## **The Not So Good**

### **Downtime**

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Despite Google's 99.9% uptime guarantee, and the fact that total downtime in these two years has been lower than industry average, enterprises still fear downtime, and Google Apps have been known to go down.

### **Limited Feature Set**

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Google's content creation tools fall short of the sophistication that some large enterprise need. Google Docs supports only 11 fonts and does not have a grammar checker, Spreadsheets cannot highlight the top % of values, and Presentations does not support embedded charts or spreadsheets. Power users, such as finance personnel, might still need their Excel. However, Google Spreadsheets

has come a long way in the past few years and can meet the needs of most employees.

### **Records Management**

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Although Google aims to store hundreds of gigabytes of information for enterprises, it does not offer an easy-to-use, automated method for enterprises to regularly delete documents or bring select data back in house.<sup>15</sup>

### **Generation Gap**

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Adoption of the full suite of tools can be overwhelming for older segments of the workforce who are less familiar with Google and with the Web 2.0 tools in general.

### **Customer Service**

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Google offers low prices by directing customers to forums or social networks, resulting in diminished customer service. Not having 24/7 phone support may be a concern for large enterprises.<sup>16</sup>

### **Data Migration**

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Relying on Google to store data leaves enterprises dependent on Google in the future. Because there is no standard format for cloud computing, transferring data from Google to other sources could prove difficult and costly.<sup>17</sup>

### **Privacy and Regulatory Issues**

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Entrusting information with Google could leave enterprises vulnerable to unwelcome parties seeking to gain access to confidential information.<sup>18</sup>

## Conclusion

The business world has changed over the past decade. The competitive landscape has become global. The workforce has skewed much younger. And technology has evolved. It has moved from the desktop to the Web, and from the desktop to the cloud. Web 2.0 technology—the array of web-based applications that facilitate interactive information sharing, interoperability and collaboration in the virtual world of the web—has emerged as the toolkit of the day.

Google's Enterprise Solutions fit neatly into this new world. The enterprise executives in this paper have found that Google's tools reap huge benefits in the workplace. Access to information is critical to business users, and Google's core find feature simply makes work easier. Across the board, the Google tools are highly functional, and in some cases the ease of use makes this functionality more relevant and valuable to organizations than standard enterprise solutions such as Microsoft's and Oracle's.

Yet the real power of Google Enterprise Solutions, according to reps from the companies in this paper, is their transformative nature. The tools are familiar to the growing youth base of today's companies. This familiarity makes adoption swift and enthusiastic. More importantly, the usability of Google's tools breeds employee engagement. Suddenly, upon deployment, users become more involved and productive. Innovation increases, teamwork and collaboration grow as well.

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Companies using Google tools cite culture shifts as employees among the rank-and-file begin generating ideas that flow upward and solving problems throughout the organization. Consequently, Google Enterprise Solutions are not so much the purview of the IT department, but rather that of the C-suite as top executive look at ways to lead their organizations to the next level.

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