

The future of teamwork. Today.
How web-based collaboration
can drive change in your
organisation.

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Whatever business you're in, the evolution of how we communicate is transforming the way that people in your organisation work together.

“Successful collective behaviour requires individuals to see themselves as one group, to commit to a common purpose or set of goals, and to have a similar understanding of how they are to work together.”
**—Jim Quigley, CEO,
Deloitte Touche Tohmatsu**

Whether it's a handful of people working to address a specific task, or an entire organisation made of many smaller groups, a 'team' is a collection of individuals collaborating to achieve a common set of goals.

However, where it was once colleagues on the same floor in neighbouring cubicles, today's team structures are more complex and traditional frameworks are being broken down. Teams can include people from a number of organisations, such as suppliers, partners and even customers. Geographically these people can be anywhere — on the other side of the desk, or on the other side of the planet. And, as an individual you may find yourself the member of many teams, performing a number of roles.

Back in 2006 it was estimated that more data was created in 12 months than had been created in the previous 5,000 years and, according to Professor Karen Sobel Lojeski of Stonybrook University, there were 750 million people in the world working remotely. By the end of 2011 there will be more than 1 billion global virtual workers and the volume of data we have to deal with will have exploded further. So everyday we face the challenge of how to best manage, discover, combine and assimilate all this information in the most valuable way.

The majority of traditional workplace productivity solutions were designed around the individual. They fail to meet the needs of today's teams. Modern workers need an environment within which their ideas can flourish, allowing them to contribute to the growth of the organisation, regardless of where they may be geographically. They need tools that reduce information overload — not add to it — so that they can be more productive.

The workplace has gone social.

In recent years communication has gone digital. More and more people are using platforms like Facebook, Twitter, Skype, Gmail and YouTube. We can share our opinions, photos, videos and what we're up to, potentially with millions of others around the world. We can create and modify content, provide feedback, 'like' and make comments. And we expect to always be connected real-time.

This 'social collaboration' is changing our expectations for the way we work. We expect openness, transparency and the right to contribute. We need more mobility and better connectivity.

Short format messaging such as chat, status updates and tweets provide new avenues for communicating with peers. Technology allows access to more information and the ability to share with others more quickly than ever before...from almost anywhere, pretty much at any time.

'Liquid networks' are environments in which ideas can grow

In his book *WHERE GOOD IDEAS COME FROM*¹, Steven Johnson discusses recurring patterns in environments that deliver creativity and innovation. One such pattern is the 'Liquid Network':

"I've started calling it the Liquid Network where you have lots of different ideas that are together, different backgrounds, different interests, jostling with each other, bouncing off each other - that environment, in fact, is the environment that leads to innovation."

To get the most out of their people organisations need to develop collaborative networks that allow the rapid and effective sharing of information. This in turn enables the spontaneous realisation of ideas. Modern business collaboration tools can provide such an environment.

Morgan Stanley predicts that the number of mobile internet users will exceed the number of desktop internet users by 2015. Already 40% of Tweets are made from mobile phones and by 2013 more searches will be made from mobile devices than from computers.

Collaboration and productivity are key to growth.

One of the best methods to improve productivity is to develop stronger collaboration. This can include a number of methods by which people work together: it might be real time collaboration amongst sales people working on a big pitch presentation together; it could be a discussion between people in Singapore, Melbourne and San Francisco arranging an event; or it might be a negotiation to invest in a new manufacturing plant. Whatever the form, we all collaborate to grow business.

In May 2010 McKinsey & Co. did a survey of contemporary working methods and collaboration in enterprises. They surveyed 3,249 executives across a range of regions, industries, and functional areas. Over 70% of respondents linked use of the Internet, email, social networking and other technologies, to increased information sharing across their companies and greater collaboration. The technological channels allowed for ideas and innovation to thrive. And as people were empowered, the flow of information between colleagues increased their capabilities. As a direct result they said that stronger collaboration assisted in revenue growth and profitability.

In addition, Dr Christian Müller-Tomfelde of the Human Interaction and Collaboration team at the Commonwealth Scientific and Industrial Research Organisation (CSIRO) says that using technology for collaboration has advantages over face-to-face meetings and can deliver a richer and deeper experience and work flow.

Business success increasingly relies on teams having the right collaboration tools to effectively and quickly develop new ideas, respond to opportunities and keep motivated. The end result? A team that can achieve more than the collective efforts of its individual team members.

Business tools need to be more mobile, more flexible, real-time and synchronised.

Whilst the needs of teams have changed, traditional collaboration tools have not kept pace. To harness the creativity and innovation of people, businesses need to embrace collaboration tools that are:

Mobile

People are not stationary — we travel interstate and overseas for meetings. Some work in an office — some of us are offsite — and others work from home. According to IDC, 75% of the US workforce and 30% of the global workforce will be mobile by 2013. We're using computers, phones and tablets. Regardless of where we're working or what devices we're using, we expect to have the same contact with colleagues and access to information as if we were at a desk.

Flexible

Organisations continuously evolve and transform. Teams grow and change so the tools they use need to be able to scale rapidly to ensure that people can be up and running quickly with productivity maximised and downtime minimised.

¹. *WHERE GOOD IDEAS COME FROM A Natural History of Innovation* by Steven Johnson is published by Allen Lane / Penguin, 2010

"If you are an enlightened CIO, you can see that the cloud gives you a greater degree of choice."
—**Jeremy Vincent, CIO,**
Jaguar Land Rover

Collaboration is good for the soul

In their recent paper *Why Does Collaboration Work? Linking Positive Psychology and Collaboration*¹ Professors JC Conoley and CW Conoley investigate how collaboration is not only good for business it is good for the soul. Being connected with colleagues and having a collective working experience is good for us - it's rewarding and motivating.

Real-time

Objectives, updates, progress, successes and learnings all need to be communicated to team members. Opinions need to be heard and new ideas presented. Whether it's instant messaging, audio or video, we need to be able to communicate in real-time to ensure that no opportunity is missed, no vital piece of information is left unshared and no-one is working on an out-of-date document.

Synchronised

For teams to succeed it's crucial that changes are communicated to everyone immediately. Updates need to be instant and automatic across all touchpoints (including email, calendar, conversations, documents and contacts) and across all devices.

The new generation of business collaboration tools is web-based.

Like social collaboration tools such as Facebook and LinkedIn, today's business collaboration tools are web-based, providing a centralised, secure and scalable platform that is easy-to-use and easy-to-manage.

Everything is accessed through a browser, so teams access the tools from their desk, on the go, at home and on mobile devices. There is a standard, simple user interface across the board regardless of operating system (eg Mac vs PC). According to HSR, the top real estate company in Singapore, this is a huge benefit. HSR has more than 2,000 real estate agents who are constantly on the move, and their main access point to work email is not a computer but a smart phone or tablet. "We needed a solution that worked well on virtually any mobile device." says CEO, Patrick Liew.

All the data is held centrally, so when a change is made — whether it's to a document, a meeting request or to the tools themselves — everything is automatically up-to-date for everyone. By taking care of many 'commodity' business applications like email, web-based collaboration tools remove the burden on IT teams. They no longer have to manage hardware upgrades and software updates, and are free to focus on activities central to the organisation's success. There's an immediate cost benefit, as there's no need for in-house servers, IT maintenance and upgrade issues, and expensive software acquisitions. This all adds up to more streamlined and shorter set up times, minimal maintenance, lower running costs, and more flexibility than traditional solutions.

In addition, because all content, data and documents are held in the Cloud, business continuity is built-in.

Google's comprehensive collaboration platform.

Designed for teams and built for the web, Google Apps provides businesses of all sizes with a comprehensive suite of powerful yet simple tools (including email, instant messaging, voice, video, document management and intranets) all hosted by Google and with 99.9% guaranteed uptime. This streamlined setup minimises maintenance, reduces costs and allows staff to focus on core business priorities.

The international design group Imagination has been quick to recognise the benefits: "We have people in 9 countries in 14 offices around the world. Imagination's move to Google [Apps] has given a new set of tools to help us collaborate globally. It's given us a set of tools that are helping us to be seen as

1. Journal of Educational and Psychological Consultation, 1532-768X, Volume 20, Issue 1, 2010, Pages 75 – 82

“Now we all view and edit the same document in real-time, regardless of our locations. Staff can also have instant conversations from anywhere to share ideas, saving a lot of time and expense.”

**—Vickie Chan, Web Producer,
New Media Group, Hong Kong**

6 Ways to create a culture of productive collaboration:

- Establish a strong team identity and nurture a collaborative environment
 - Ensure that there is diversity in the team and that everyone understands the role each member has to play
 - Set clear, measurable objectives and track and communicate progress
 - Communicate frequently, celebrate successes, learn from failures
 - Plan and organise tasks, document meetings and share what was discussed and agreed
 - Provide teams with the technology that makes these tasks easier, such as a web-based collaboration platform like Google Apps
-

at the leading edge that a communications company should be. It's also giving us a set of tools that's keeping my finance director happy as well because it's being done at a cost effective rate that we just couldn't see before." says CIO, Matt Ballintine.

Designed for teams

Developed from the ground up, Google Apps addresses the needs of the team, making it easier to collaborate in real-time, regardless of wherever and whenever people work. "We are finding new ways to collaborate that are enabled by the technology that we just didn't feel the competitor products had the depth of support for", says Ballintine.

According to a Telegraph Media Group internal study in 2009, within 6 months of adopting Google Apps employee communication increased by 36% thanks to integrated email, instant messaging, voice and video chat. In addition to saving money on phone bills and video conferencing equipment, Gmail's built-in voice and video capabilities allow teams to collaborate more efficiently — whether it's an ad-hoc chat or organising a team meeting.

Dr. HM Goh, Medical Director at the University of Malaya Specialist Centre (UMSC), explains: "Google provides a powerful, easy-to-deploy option for everything from coordinating roster lists to collaborating through shared calendars that feed into each other. Google Apps has quickly become the backbone of our daily communications."

- **Real time collaboration**

Google Apps makes collaborating on a project document easy with Google Docs, a suite of word-processing, presentation creation and spreadsheet applications.

Compatible with popular formats like .doc, .xls, .ppt, and .pdf, it lets teams create, share and collaborate on documents like never before. A single copy of the document is held online, so everyone is working on the latest version.

Multiple users can work on the document simultaneously, see each others changes and discuss updates in real time. It can take 10 minutes to address what might usually take numerous emails and document versions over a few days.

Reduces wasted time

Managing email and searching for information are two of the most time-consuming unproductive tasks that teams can perform. Workers spend up to two hours a day searching for information, about half of what they find has no real value to the role they need to perform.

In a recent study IDC estimated that an enterprise employing 1,000 knowledge workers wastes the equivalent of \$2.5 to \$3.5 million a year in lost time searching for nonexistent information, failing to find existing information and recreating information that can't be found. In addition the value of lost opportunity as a result of this is estimated at \$15 million. Google Apps addresses both of these issues by providing sophisticated email management, filtering and search tools.

About Google Apps

A powerful set of online business collaboration tools used by over 4 million businesses around the world:

- **Gmail:** 25GB storage per user compared to an industry average of just 500MB, powerful spam filtering, Blackberry and Outlook compatible. Compliance and archiving through Postini.
- **Calendar:** coordinate activities and share schedules.
- **Talk:** address issues directly without wasting precious time, via real-time chat, voice or video.
- **Docs:** word-processing, presentation and spreadsheet applications that let teams create, share and collaborate in documents online.
- **Sites and Groups:** shared spaces where teams can organise information in one central place.
- **Video:** create and share powerful communications, from executive communications to training.
- **Apps Marketplace:** third party applications that integrate seamlessly with Google Apps such as accounting, customer relationship and project management tools.

For more information visit:
www.google.com/a

Connects co-workers like never before

Integrated with Google Apps for Enterprise, Google Talk is a real-time, easy-to-use communications platform, accessed via a web browser, that has four distinct features to boost collaboration:

- **Chat:** via text, audio or video one-to-one with colleagues.
- **Calling:** call and text to the US and Canada for free, plus competitive rates for the rest of the world.
- **Multi-way group video chat:** have online video meetings with colleagues.
- **Meetings:** host video meetings where people can share documents and presentations.

No matter where they are people can attend meetings. Managing attendees is easy thanks to integration with contacts and calendars, and documents can be shared. This all contributes to more effective meetings with richer content, more productive attendees and reduced cycle times for getting products and services to market. In addition business travel costs and the carbon footprint for an organisation can be reduced dramatically.

Built for the web

Being 100% web-based, all applications are accessed via a web browser, so there's no client software to install and maintain. Updates are automatically and immediately delivered to users.

- **Industry-leading security and business continuity**

A common misconception about web-based applications is that they're not secure. However, how safe is business data right now, stored on employee laptops and desk drives? In a world where one out of ten laptops go missing in the first year¹ and 66%² of workers report having lost a thumb drive, making data available from a secure browser, and minimising how much sensitive data is stored on devices makes sense.

Not many businesses can compete with the industry-leading security processes offered by Google, who engage the world's leading security experts to protect their systems — and their customers' data. Plus best-in-class disaster recovery comes built-in so if disaster should strike you can be up and running again as quickly as possible.

For the Institute of Certified Public Accountants of Singapore (ICPAS), Google Apps has reduced complexity while providing a level of security and reliable backup that would be difficult and costly to achieve in-house. "Security issues were paramount to us, as was the reliability of Google's backup," says Dr Ernest Kan, President.

- **Instant infrastructure, instant scale**

With built-in scalability and an intuitive and easy-to-use interface, Google Apps makes business expansion easy, from growing infrastructure to relocating teams and offices. Neill Rose-Innes, CIO at Mortgage Choice in Australia recognised Google Apps was the right platform for their business: "We came to the conclusion that the current architecture solution wouldn't support us for the longer term and we looked at some of the cloud-based solutions. We decided on Google Apps because we think it provides us with the tools for the future and the capability to grow and expand."

1. The Federal Bureau of Investigation & The Computer Security Institute's annual Computer Crime and Security Survey, 2005.

2. "Thumb Drives? The New Portable and Convenient Way to Lose Data", 2007

"In addition to decreasing IT costs, our IT staff can now focus on deploying mission-critical applications and systems, leading to greater cost and operational efficiencies accross the organisation."

**—Dr Ernest Kan, President,
ICPAS**

A consistent experience across all devices

The experience with Google Apps is seamless across web-enabled devices, on PCs, laptops, tablets and smartphones. Users can start working on a document at their desktop and then continue working on the same file on their mobile phone. And it doesn't stop at simply accessing information. Users can collaborate in real-time on the go, with features like simultaneous multiple author editing, translation and voice input.

A simple cost to manage

With a simple subscription model, the cost of Google Apps is easy to manage. There are also indirect savings in terms of being able to rapidly solve problems, getting to market faster and increasing productivity. It all adds up to competitive advantage.

Google Apps does more than facilitate collaboration. It's transforming the way that organisations operate.

It's clear that there's more to Google Apps than just productivity and efficiency. It creates opportunities for innovation by opening up new ways for people to communicate and share ideas.

The impact of Google Apps on New Zealand Post has been remarkable, as the General Manager of Business Enabling explained: "There's been a buzz around the place...we are innovative and can work in a different manner. It's made life a lot easier for a number of our business partners. So it's good for our brand. It actually plays into that whole transforming of culture. Overall it's been a positive result for everyone at New Zealand Post."

According to June Ng, Chief Information Officer for Fraser & Neave Holdings Bhd (F&N) in Malaysia, "The value of Google Apps goes far beyond just webmail. Google Apps is creating a renaissance in innovation at F&N. And in IT, we are translating our services from keeping servers running and archives up to date to adding value to the business."

Google Apps is transforming the way teams work and collaborate, so that companies can operate quicker, smarter and more efficiently than before. Organisations can better manage the costs of their non-core IT systems and focus on their 'real' business.

Ultimately this helps to create competitive differentiation and generate long-term growth for organisations of all sizes.

For more information visit:
www.google.com/a



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