Google™ Apps for Business

This guide is dedicated to our customers and partners who shared their experiences and insights with us.

—The Google Apps Team

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What's in this Guide

Change Management Matters *4*

Change Management Task Timeline & Checklist *10*

Build Your Change Management Approach *12*

Phase 1: Core IT *21*

Phase 2: Early Adopter *56*

Phase 3: Global Go-Live *71*

Life After Go-Live *91*

Customer Examples *101*

Customer Acknowledgements *112*

List of External Resources *115*

Change Management Matters

Congratulations on your decision to move to the cloud with Google Apps for Business!

Moving to the cloud has tremendous benefits, but it's a big change. Big changes at companies require thoughtful guidance and communication even when the change has as much upside as Google Apps. Sometimes the success of the change hinges not on the change itself, but how it's managed.

This guide provides the change management concepts, steps, and best practices to ensure a smooth and complete transition to Google Apps. It explains how to expedite product adoption, increase productivity, and address user concerns, such as:

- Why are we switching?
- What happens to my old email and data?
- How will I get up to speed?

Inside, you'll also find case studies and quotes from real-life customers who have "gone Google," as well as checklists, templates, and sample communications. Everything you'll see is based on the experiences of customers and partners who moved to Google Apps, and we thank them for their generosity in sharing insights and lessons learned.

"Our end-users are happy and the calls to the help desk related to email have dropped off substantially. Our IT workload is far less, and we are avoiding the cost of buying and maintaining servers, as well as the costs of VPN access.

With Google Apps, we have reduced costs, increased productivity, and benefited from a constant stream of innovation."

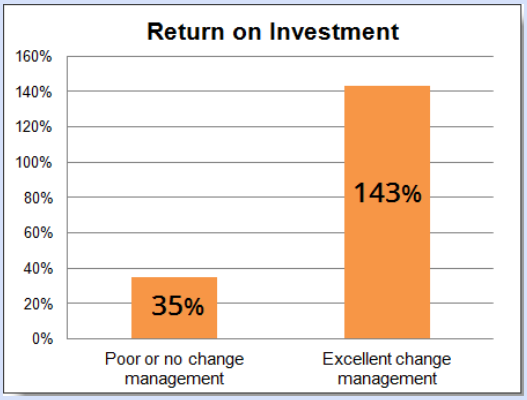
—Jay McLean, CIO, Nexteer Automotive

Nexteer Automotive is an automotive manufacturing company based in the United States. It has 3,800 Google Apps users.

What's the value of change management?

- Organize company-wide transition to Google Apps
- Shorten any period of coexistence (running both your legacy systems and Google Apps)
- Reduce holdouts and resisters and increase user satisfaction
- Increase productivity and speed adoption, enabling you to...
- **Achieve the highest return on your investment in Google Apps!**

A McKinsey study showed a significantly higher ROI—**108%** difference—for projects with excellent vs. poor or no change management.



—"Change Management That Pays," McKinsey Quarterly, 2002

About this guide

There's no single approach to change management—what's best depends on your company's size, culture, industry, and more. But with all the companies we've seen "go Google," there's no doubt that the most successful deployments have certain things in common. We've tried to capture these success factors in this guide and describe an effective change management model for deploying Google Apps.

Who's this guide for?

We're assuming that you're part of the project team responsible for switching your company to Google Apps, and your company has about 250 or more users.

See Setup & deployment on the Google Apps Documentation & Support site for information about change management for smaller businesses and technical deployment resources.

What's in this guide?

We start by helping you build your change management approach. Then we walk through the three phases of deployment: first, rolling out Google Apps to IT personnel; next, transitioning a handful of early adopters; and finally, "going live" with the rest of the company. You'll find specific steps, best practices, and real-life examples.

Finally, we leave you with suggestions on what to do (and how to celebrate!) after your successful Google Apps deployment.

Do I have to read this whole thing?

Not at all, this is your guide to use as you want—as mini-textbook or source of case studies, for example. Share it with your project team.

One more note: Text in blue is a link to a resource or website. Most of the resources can be found in Setup & deployment on the Google Apps Documentation & Support site.

See the List of External Resources at the end of this guide for a complete list of links and URLs.

"If you're considering moving over to google apps, don't fear the change. I think once people learn the functions they will be happy with them and realize that they can simplify their work."

—***Heather Cabral, Communications Coordinator, National Geographic***

National Geographic is a non-profit scientific and educational institution based in the United States. It has 2,100 Google Apps users.

Go along for the journey with Solarmora

Solarmora

To illustrate how change management can work from start to finish, we're using a fictional company called **Solarmora** with 3,000 users ready to switch to Google Apps.

The scenarios and examples in this fictitious company's journey are based on the learnings and experiences of customers, partners, and our staff in the field.

Check out these sections through the guide to see key **Aha!** and **Oops!** moments along the way.

Get Ready, Communicate, Train!

You'll find many models for change management, ongoing scientific studies, and approaches to organizational changes.

This guide uses **Get Ready, Communicate, Train**. It's a simple model to execute your Google Apps change management strategy—a way to break down each phase of your effort and help assign key tasks.

- **Get ready:** Includes tasks to understand your organization's culture and people, and the support they'll need to make a successful transition to Google Apps. Typical readiness tasks include profiling your user community, sending a user readiness survey, and establishing a Google Guides program.
- **Communicate:** Includes tasks to get your users excited about the switch to Google Apps. Typical communications tasks include creating a communications plan, launching an internal marketing campaign for the switch to Google Apps, and sending messages to users.
- **Train**: Includes tasks to educate users about Google Apps. Typical training tasks include creating a training plan, launching a training site, and conducting courses.

We've divided this guide into a number of steps and readiness, communications, or training activities.

But remember, *you don't have to take all of these steps***.** Some may be relevant to the culture and size of your organization, others won't.

Don't panic, help is on the way!

- **You don't have to do this by yourself.** In fact, you shouldn't do this by yourself. Our most successful customers work across their organizations with teams like Marketing and Human Resources to lead the change to Google Apps. Later in this guide, we'll provide tips on how to build your team.
- **Consider using a Google Apps Enterprise Partner to help you.** Many customers have accelerated their rollouts or given them added punch by taking on a *Google Apps Enterprise Partner*. These firms specialize in Google Apps deployment services—for constructing and managing the best launch for your company. Like this guide, Google Enterprise Partners are a flexible, use-what-you-need resource. You can engage them for your entire rollout or for just for part of it. Learn more about Enterprise Partners in the Google Apps Marketplace.
- **We give you plenty of tools, training resources, templates, and examples.** At the end of this guide is a gallery of artwork from companies that have gone Google, and a list of resources and sites. You can use them out of the box, or customize them. For all the latest resources and templates, visit Setup & deployment on the Google Apps Documentation & Support site.

"Overall, our employees have been extremely happy with the move to Google Apps. IT is relieved to finally have true redundancy, painless scalability and better control, all while no longer needing to maintain remote servers and tape backups.

Management is pleased with the cost savings and vastly improved service offerings."

—***Kyle Swafford, Director of IT Services, Bergelectric***

Bergelectric is an electrical contracting services company based in the United States. It has 1,700 Google Apps users.

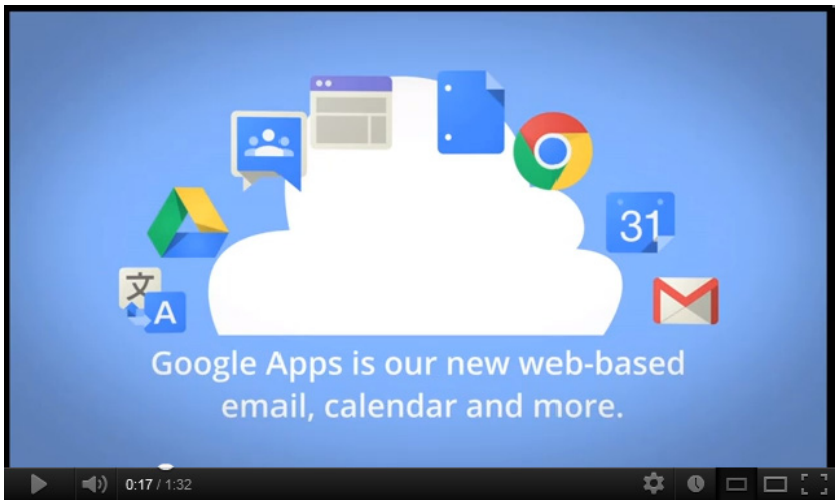
What changes am I managing?

Here are the general types of changes that can affect your users or organization as you move to Google Apps.

Later, we'll discuss some tools for identifying these changes and responding to them in your change management plans.

- **Product changes**—Any new tool requires time to get users up to speed. Most users can start reading and sending messages in Gmail within minutes, but power users in your organization—executives or administrative assistants—may need more support or training.
- **Policy changes**—Google Apps offers lots of new features, and your organization must decide how to use them. For example, if users can now access email on their phones, does this affect your mobile device policy?
- **Process changes**—Some internal processes or procedures may change with Google Apps integrated into your environment. For example, if your organization used shared mailboxes to manage mail queues, you might update some processes to use Gmail with Google Groups.

Next, let's look at the timing for your transition.



Watch this video for a quick introduction to the benefits of going Google.

"We're very happy that we no longer have to worry about dedicating IT resources to supporting Exchange, SharePoint, or Office.

The bottom line is that our employees are more productive and we expect to save hundreds of thousands of dollars with Google Apps."

—***Andrew Muroff, CIO, Premier Salons Inc.***

Premier Salons Inc. is a hair and beauty services company based in the United States. It has 1,100 Google Apps users.

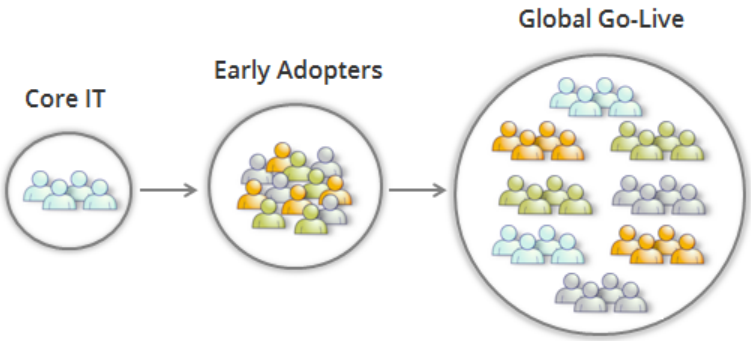
The Google Apps Rollout

For a company of 250 or more employees, a standard Google Apps transition is divided into three phases:

- **Phase 1: Core IT**
- **Phase 2: Early Adopters**
- **Phase 3: Global Go-Live**

Each phase generally lasts about four weeks, although this varies with the size of your company and the specifics of your legacy system. The transition is usually complete within 90 days.

During each of the three phases, you progressively configure more Google Apps features, migrate more data from your legacy system, and move more of your users to Google Apps.



The Project Management, Technical Configuration, and Change Management teams have roles in each phase and need to keep in sync.

In each phase, you'll use the model of **Get Ready, Communicate, Train** to organize your change management activities and tasks, and help each group of users switch to Google Apps.

Planning

Before starting the rollout, you'll identify your Change Management team members, and begin to plan your strategy and resources, including whether you choose to use a Google Apps Enterprise partner.

You'll coordinate closely with the Project Management and Technical Configuration teams during this planning period.

Phase 1: Core IT

In this phase, members of your IT team start using Google Apps. This gives your IT team the opportunity to familiarize themselves with Google Apps and plan the next two phases. Your IT team begins receiving their mail in Google Apps, but no migration of legacy data occurs.

"Moving to Google Apps was key to reducing the overall cost of ownership and cost of administration to the hotels, but we believe that the true benefits will come from the creative ways our employees use these tools to work together and provide an even better experience for our guests in the coming years."

—***Jeremy Ward, Senior Vice President for IT, Kempinski Hotels***

Kempinski Hotels is an international hotel chain based in Germany and Switzerland. It has 4,850 Google Apps users.

Phase 2: Early Adopters

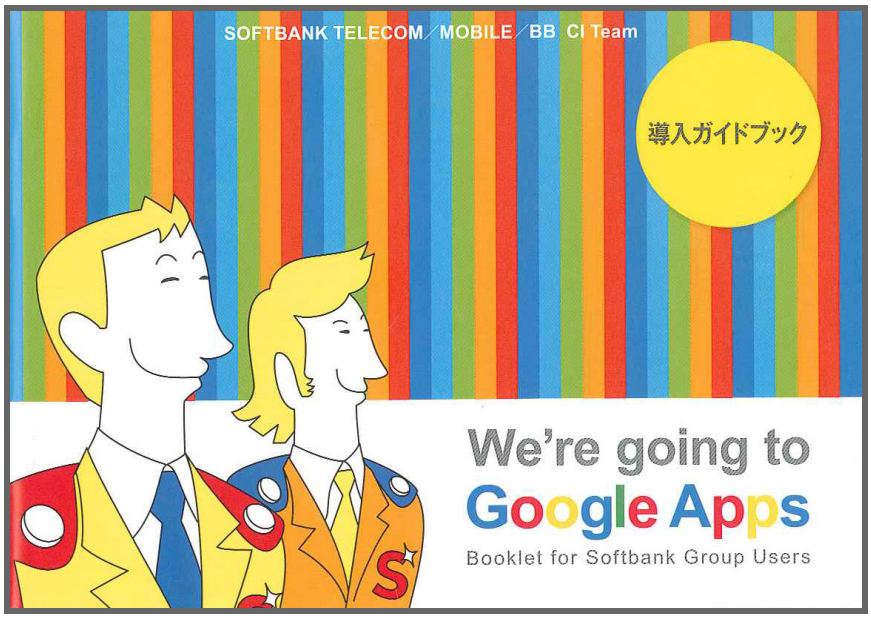
Between 5–10% of your company begins using Google Apps. These Early Adopters are a cross section of your company that includes representatives of as many roles and office locations as possible. During this phase, you may begin migrating data from your legacy system, including user accounts, mail, and calendar data.

The purpose of this phase is for you to perform a full Google Apps transition for a comparatively small number of users. With the exception of a few services that you don't enable until the final phase, the Google Apps experience for your Early Adopters is complete.

It's like a dress rehearsal for your Global Go-Live. The better you prepare the Early Adopters, the smoother your experience for all your users on Global Go-Live day will be.

Phase 3: Global Go-Live

This is what you've been waiting for—the day when all your users begin using Google Apps. On that big day, you'll execute the plans you've laid down in previous phases, such as using Google Guides to support users during their first days on Google Apps. As your users become more familiar with Google Apps, they'll become more productive and begin to take advantage of all the benefits of their new web-based tools.



The cover from Softbank's employee guidebook used to promote Gmail to users. Softbank is a telecommunications company based in Japan. It has 24,000 Google Apps users.

"What's equally important, however, is that our employees like using Google Apps. The new tools have eliminated their number-one problem, which was wasting time managing a small inbox.

Before they only had 100 MB of space, with Gmail, they get up to 25 GB of storage. Our Realtors drive our business, and we need to give them the tools that allow them to be more productive on behalf of their clients. Because if they're happy, we're happy."

—***Mark Steward, IT Director, Baird & Warner***

Baird & Warner is a real estate company based in the United States. It has 1,600 Google Apps users.

Change Management Task Timeline & Checklist

Here are the suggested change management timeline and checklist for a Google Apps rollout, and the activities for each phase—Core IT, Early Adopter, and Global Go-Live.

Task	***Time frame by phase and week number***												
	Core IT				***Early Adopter***					***Global Go-Live***			
Get ready	1	2	3	4*	5	6	7	8*	9	10	11	12	13*
Profile your user community													
Start your Google Guides program													
Assess company-wide change impacts													
Assess team change impacts													
Send a user readiness survey													
Complete & execute the support plan													
Communicate	1	2	3	4*	5	6	7	8*	9	10	11	12	13*
Create your marketing strategy													
Complete the communications plan													
Send key messages to users													
Launch & complete marketing campaign													
Train	1	2	3	4*	5	6	7	8*	9	10	11	12	13*
Complete the training plan													
Create a training site and materials													
Deliver and evaluate training													
Complete training materials for users													

***** Go-Live week for phase

Build Your Change Management Approach

- ☐ Make change management part of the project
- ☐ Build your change management proposal
- ☐ Secure executive support
- ☐ Conduct your deployment planning workshop
- ☐ Build your Change Management team

Phase 1: Core IT

Get Ready

- ☐ Profile your user community
- ☐ Start your Google Guides program
- ☐ Assess company-wide change impacts

Communicate

- ☐ Create your marketing strategy
- ☐ Complete the communications plan
- ☐ Send key messages to users

Train

- ☐ Complete the training plan
- ☐ Create a training site and materials
- ☐ Deliver and evaluate training

Phase 2: Early Adopter

Get Ready

- ☐ Start your Google Guides program
- ☐ Assess team change impacts

Communicate

- ☐ Launch and complete marketing campaign
- ☐ Send key messages to users

Train

- ☐ Complete training materials for users
- ☐ Deliver and evaluate training

Phase 3: Global Go-Live

Get Ready

- ☐ Send a user readiness survey
- ☐ Complete and execute the support plan

Communicate

- ☐ Launch and complete marketing campaign
- ☐ Send key messages to users

Train

- ☐ Complete training materials for users
- ☐ Deliver and evaluate training

Life After Go-Live

Get Ready

- ☐ Review progress against project goals
- ☐ Continue to gather feedback from users
- ☐ Plan for ongoing change management

Communicate

- ☐ Celebrate the success of your deployment
- ☐ Set up an ongoing communications process

Train

- ☐ Create a maintenance plan for training materials
- ☐ Provide advanced, ongoing Google Apps training

Build Your Change Management Approach

Before the rollout begins, you'll lay the groundwork and secure resources for your change management efforts.

Planning sessions can conjure visions of unfocused meetings, polite responses to not-so-good ideas, and low-fat muffins. But it doesn't have to be like that.

This section walks through some basic steps to consider when building your approach as you're planning your deployment:

- Make change management part of the project
- Build your change management proposal
- Secure executive support
- Conduct your deployment planning workshop
- Build your Change Management team

With an approach in hand, you can then develop your detailed change management plans and schedule.

What else is happening?

During the Planning phase, the Project Management and Technical Configuration teams will:

- Conduct deployment planning workshops
- Create data migration strategy
- Create a mobile device strategy
- Configure authentication services
- Set and plan project kick-off

Make change management part of the project

For the most effective deployment, you'll coordinate your change management efforts with the rest of your Google Apps project team from the beginning.

Start by understanding your goals for the overall project. Let's say: 2,000 users on Gmail within the next three months.

You'll track key decisions, such as the email migration strategy, supported mobile devices, and which Google Apps services will be rolled out.

During the deployment strategy meetings or deployment planning workshops, you'll assure that the agenda includes change management.

As important as the other work streams

Excellent project management and technical configuration are critical to a successful deployment. But most people in your organization won't have direct contact with these efforts.

Most people will experience the transition through the communications and training aimed at them. Change management becomes the interface for people to go Google.

Watch Motorola Mobility's going Google story.

"I don't know why you wouldn't move to Google Apps. It gives you the ability to reduce costs significantly, improve productivity dramatically and make your business more competitive. There really is no downside."

—***Walt Oswald, Corporate Vice President of IT and CIO, Motorola Mobility***

Motorola Mobility is a telecommunications equipment company based in the United States. It has 28,000 Google Apps users.

Build your change management proposal

You'll want to finish this guide before working on the change management proposal, but when you're ready, this step is critical.

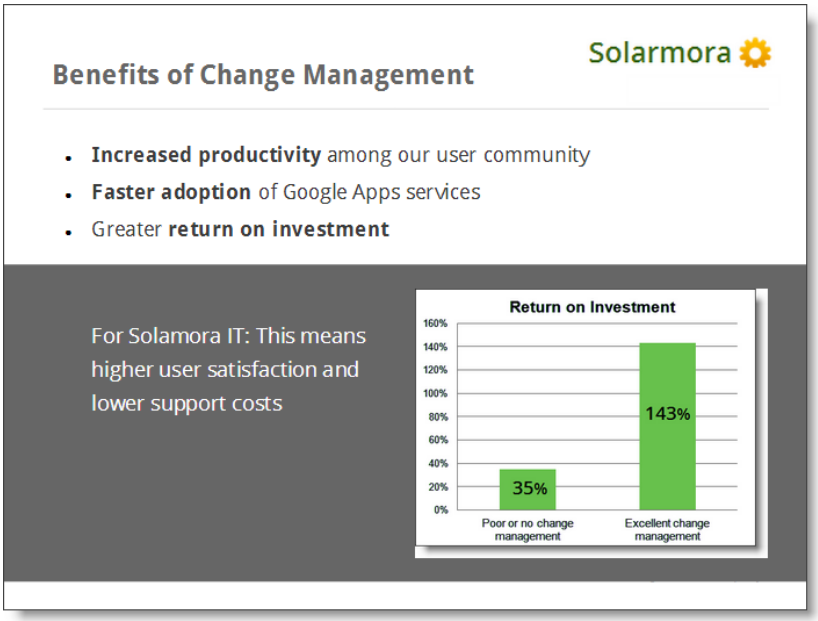
The proposal is where you outline your overall approach to change management—eLearning or a classroom/eLearning hybrid? How will you use a partner? What involvement will you need from HR and Marketing?

You'll typically work with the project team to gather feedback and input on your proposal, and then present to your executive sponsor or leadership and project team to secure resources and commitment.

The proposal typically doesn't include all the details about training schedules or timing. The purpose is to:

- Show how change management can help make a smoother transition for your users
- Get feedback on your change management approach
- Secure the right resources and a level of commitment from your organization
- Get buy-in for change management as an integral part of your Google Apps transition plan
- Be clear about how your organization will get ready, communicate, and train all the users moving to Google Apps

Change Management Proposal template Use this template to build your change management proposal to help increase support for your change management efforts.



"During the pre-work phase we did a lot of work on making sure we had support from the top and the leaders knew how to communicate the change. We got a key commitment from Europe and the US at the CIO and CEO and Finance level. That created the right level of executive sponsorship."

—Brian Wanner, Senior Director, Management Development & Training, Ahold USA

Ahold USA is an international retailing group based in Europe. It has 55,000 Google Apps users.

Build your change management proposal *(continued)*

Your change management approach needs to be the right fit for the culture and context of your organization.

Make it play to your native strengths. If you're a franchise-driven company, you likely have a large population of self-learners. This can lead to a more informed allocation of, say, your training budget.

Use the information you gathered from discussions with your project team about past changes at your company. You can also use these questions to design your change management approach:

- **Whose support do we need to make the change successful?** Look at previous rollouts of new tools by your company and you'll likely identify teams that played a key role. Perhaps you engage the Sales or Marketing teams. Or you focus on buy-in from the division heads or support from your organization's key business functions—from HR to Finance.
- **Where are users located?** A company with distributed offices and geographical spread may require geographic representation on your team, or, at the minimum, a point person charged with tracking their user needs and responses. Also, be aware of specific language needs.
- **What type of user groups exist in the organization?** Are some people power users of calendar? Are others principally interested in improved collaboration? What about service groups—for example, flight attendants for an airline—whose needs differ from the company mainstream?

"We realized very early on that change management is essential. It was part of our initiative from the very start."

—Bernd Huber, Director Enterprise Architecture Infrastructure, Diversy

Diversy is a commercial cleaning company based in the United States. It has 14,000 Google Apps users.

Focus on the value of change management — *Learning from Solarmora, a fictionalized company*

Andy had learned a lot about change management. He put together a detailed timeline and charts outlining the change management activities. Now was his chance to present to his project team for support.

Oops! Andy didn't explain the value of change management. He showed his timeline to the project team. Their reaction? They needed to invest time and resources in their data migration strategy and not in change management.

Andy realized he needed to make the case for change management before diving into the details of execution.

In a follow-up meeting, he focused the discussion on the value of change management and included specific examples of why it works.

He shared stories of other Google Apps customers, and referenced IT projects at Solarmora affected by lack of change management—one was delayed due to a scramble for last-minute training and another project was poorly received by users when IT released it with little communication.

With this information, the team was convinced that change management was integral to the transition and encouraged Andy to present to the CIO.

Secure executive support

First, you'll present to your project team for their input and feedback. Next, prepare your change management proposal to present to an executive sponsor or leadership group.

In most organizations, your executive sponsor is usually the IT Director, CIO, or CTO—someone with authority to promote change management. The team will have a respected, authoritative name to back up the mission, and will speak to it as part of the company's strategy.

In your presentation and discussions with your executive sponsor, you'll focus on securing:

- Support for your change management approach—does this fit with your company culture and organization?
- Commitment to internal and external resources/funding.
- Agreement on the executive sponsor to be a visible leader of change.

The executive sponsor will be the one communicating the move to Google Apps to all of your users by signing his or her name on the company announcement or even recording a video message to all employees.

The result: Executive buy-in and commitment for resources to support your change management strategy.

Watch a video from the National Oceanic and Atmospheric Administration (NOAA) on their organization's transition to Google Apps.

"We ask the people with power in the organization to step up. We ask CEOs to communicate why they think Google Apps is right for their company."

—Mark Rout, Director of Change Management and Training, Cloud Sherpas

Cloud Sherpas is a Google Apps Enterprise Partner based in the United States.

Secure executive support *(continued)*

Tips for a successful sponsor:

- **Don't let your sponsor be shy.** Make the sponsor visible to all users.
- **Don't surprise your sponsor.** Get agreement on a plan for how the sponsor will be engaged with the project from the start and be specific.
- **Bring your sponsor into your communications plan.** People want to hear from the leader of the change. Using the sponsor as a sender for your communications increases the impact of your messages.

"Google Apps has enabled our company to be more collaborative and more productive. Workflows previously handled by IT, like creating content for the intranet, can now be done organically by teammates.

Work that used to be done repetitively and manually is now done automatically and instantly using Google forms and shared spreadsheets."

—Carol Dewitt, CIO, BI-LO

BI-LO is a retail grocery company based in the United States. It has 4,500 Google Apps users.

Get your sponsor engaged *Learning from Solarmora, a fictionalized company*

Andy tried to schedule time with the CIO to review the change management proposal. Since she appeared to be so busy, Andy decided it'd be best to email her the request for review. The CIO replied with the approval to go forward with the change management approach. In her note, she encouraged Andy to move ahead on his own as she had her hands full with the final stage of company's ERP deployment.

Andy was excited to get started. He remembered a a great video created by a customer that featured one of their execs introducing the change to Google Apps. Andy wanted to create a similar video, but he wasn't sure if his CIO would have the time.

Maybe he should have pushed for that meeting after all.

Oops! Andy got approval of the proposal, but not commitment from his sponsor to participate.

He asked his CIO for help in delivering project communications—employees in the company would want to hear about the change from the top.

The CIO was hesitant at first, but Andy assured her that her investment of time made for a smoother deployment. Andy also provided her with a detailed timeline for her involvement in project communications.

Conduct your deployment planning workshop

Now that you have executive support to make change management part of your deployment, you can make key decisions with the Technical Configuration and Project Management teams in your deployment planning workshop.

A deployment planning workshop is a session where you make decisions that will determine the tasks and activities that make up your project plan. Decisions like:

- Who will be migrated in each phase?
- What mail will we migrate?
- Who will train our users?

This workshop usually takes about one day and is conducted with your Google Enterprise Partner, if you're using one. The result of the workshop is that you'll have a statement of work, budget overview, and project plan.

Work streams and topics for a typical workshop

- **Project Management:**

  Deployment scope
  Project governance

- **Technical Configuration:**

  Provisioning
  Authentication and system access
  Mail routing
  Coexistence
  Data migration
  Networking
  Mobile
  Application integration
  Google Apps Vault

- **Change Management:**

  Readiness
  Communications
  Training

"The technology is going to work—we know this from the 4 million businesses already on Google Apps.

What differentiates a successful project from an unsuccessful one is the human side of change. This is why we place so much emphasis on change management."

—Dave Lyon, Director of Change Management, Onix Networking

Onix Networking is a Google Apps Enterprise Partner based in the United States.

Suggested deployment planning workshop attendees:

- Overall Google Apps project lead
- Executive sponsor or delegate
- Technical project lead
- IT messaging lead (e.g., Microsoft Exchange or IBM Lotus Domino admin)
- Mobile lead
- Networking lead
- Security representative
- Support representative
- Change management lead
- Training lead (change management portion only)
- Communications lead (change management portion only)

(Note that in many cases the same person fulfills more than one role.)

Build your Change Management team

Who should be on your launch team? We've seen teams as big as 20 and as small as one. The size of your company figures heavily here, but so does something else: attitude and passion. You don't get great outcomes without the right kind of people.

Step 1: Inventory the skills and expertise you need

Some general skills you may need to execute your strategy:

- Writing, editing, and translation
- Marketing and design
- Website production
- Curriculum development
- Training logistics
- Data gathering and collation (surveys, reports)

Step 2: Bring together staff

Consider people from a number of different departments: Individuals from the Communications, Management, Marketing, Administration, and Human Resources teams are all key to success. Find people who complement your skills. For example, if you're not an expert at writing communications, bring in staff from the Marketing or Communications group.

Think about those people who enjoy reaching out to other groups and could help gather input from departments around your company. Start sending notes to those you believe might be qualified and engaged in supporting the rollout.

Use a partner. The right Google Enterprise Partner can pay off big in impact and efficiency. In the Google Apps Marketplace, you can review partners and their customer ratings. They all use Google tools as well as their own branded methods.

"We had a structure where we had a project team that included an executive sponsor from IT, the corporate VP from communications (representing the business), a technical person, a training team, and a communications team.

We started with a small pilot of 5 people. Then we had a pilot with about 125 people because there were so many people who were interested. Then we pitched it to the sponsor and that launched the project."

—Wietze Devries, Principal IT Architect, MeadWestvaco

MeadWestvaco is a packaging company based in the United States. It has 15,000 Google Apps users.

Get help from a Google Apps expert — *Learning from Solarmora, a fictionalized company*

Solarmora had a great Training department. Andy knew he wanted to have the Training department's help for the Google Apps project. He was counting on their support, but he found out they were busy preparing training for a new product launch.

Oops! Andy didn't consider using a partner for training. Andy felt stuck. His final budget was due for the project approval, but he hadn't considered using a partner for training because of Solarmora's expertise in this area.

He did some research in the Google Apps Marketplace and found several training partners in his region. He requested quotes from a few partners who gave him options for different packages. They also suggested training formats that might work best for his company.

What do you leave with?

As you move through the rollout, you'll adjust your change management plan. But as you exit the Planning phase, you should have:

- Change management proposal (template)
- Members for your Change Management team
- Executive sponsorship
- Completed a deployment planning workshop
- Alignment with the Project Management and Technical Configuration teams

Phase 1: Core IT

This is a phase of intensive research, planning, and often creativity. What you do here sets the groundwork for how users go live with Google Apps moving forward. At the end of the Core IT phase, a small group of your company's IT staff will begin to use Google Apps.

For change management, there are two goals:

- Develop your plans for training, communications, marketing, and Google Guides (staff who provide peer-to-peer support)
- Execute change management for the Core IT users

Task	***Time frame (by phase and week number)***												
	Core IT				***Early Adopter***					***Global Go-Live***			
	1	***2***	***3***	***4***	***5***	***6***	***7***	***8***	***9***	***10***	***11***	***12***	***13***
Profile your user community	***1***	***2***											
Create your marketing strategy	***1***	***2***											
Complete the communications plan	***1***	***2***											
Complete the training plan	***1***	***2***											
Send key messages to users	***1***	***2***	***3***	***4***									
Start your Google Guides program		***2***	***3***										
Create a training site and materials		***2***	***3***										
Assess company-wide change impacts		***2***	***3***	***4***									
Deliver and evaluate Core IT training		***2***	***3***	***4***									
Go-Live				***4***									

What else is happening?

During the Core IT phase, the Project Management and Technical Configuration teams will:

- Set up your organization's Google Apps accounts
- Provision IT staff accounts on Google Apps
- Route email to Google Apps

Profile your user community

Time frame: Weeks 1–2

What and why: You know the users who frequently pop up on your radar: The ones who reach their email quota every month, need to install the latest software, or call for help accessing email whenever they travel. Now you'll need to know some additional things about your user community as you move them to Google Apps.

You'll profile your user community to:

- **Target user groups that might need extra help making the switch to Google Apps.** For example, the highly influential administrative assistants who depend on their calendars for their most critical job tasks make up one such group. Others might include executives, key sales managers who rely on their mobile devices, and the few folks who may be more resistant to this change.
- **Tailor your change management approach to your company's users.** Think through different channels you might use for communications or training for specific user groups. Sales department users always on the go? If so, classroom training might not be the best option for them. Instead, you might try eLearning.
- **Understand any local needs and incorporate time into your plans where translation is needed.** It's a good idea to deal with language requirements early on, and in a pragmatic way. If your organization already has a translation policy—stick with it. You're not reinventing the whole company.

The result: After this step, you'll have a summary and a detailed list of the user groups that make up your organization. You'll have their locations, language needs, and suggested change management tactics.

"You can't implement a new system without bringing the users on the journey!"

—Willie Chiu, Collaboration Services Lead, White Stratus

White Stratus is a Google Apps Enterprise Partner based in the United States.

Profile your user community | *How to*

Start a map of your user community and capture information about each group—a description, its location, level of impact by the change, language needs, and total number of users. A sample mapping looks like this:

User group	***Impact of change***	***Tactics***	***Other info***
Executives	High	Steering committee meetings Executive summary One-on-one training/coaching Printable user guides	Number of users: 20 Location: Headquarters Language: English
Administrative/ Personal assistants	High	Targeted email messages Classroom training Webinars Online documentation Printable user guides	Number of users: 50 Locations: Headquarters, field offices Languages: English, Spanish
IT administrators	High	Project meetings One-on-one coaching Hands-on practice Online documentation	Number of users: 3 Location: Headquarters Language: English
Help desk/IT support team	High	Classroom training Webinars Online documentation	Number of users: 25 Location: Headquarters Language: English
Mobile users	Average	eLearning Videos Webinars Online documentation	Number of users: 200 Locations: Headquarters, field offices Language: English
Average users *Traditional knowledge workers who use mail and calendar regularly*	Average	eLearning Videos Webinars Online documentation Email Google sites Office hours	Number of users: 500 Location: Headquarters Languages: English, Spanish
Deskless users *Mail and calendar use is limited; often use a shared workstation*	Average	Printable user guides eLearning Videos Recorded webinars Brown bag sessions	Number of users: 3000 Locations: Headquarters, field offices Languages: English, Spanish

Profile your user community | *Best practices*

As you get started profiling your user community, use these best practices:

- **Partner with your Human Resources department.** Your HR department is tasked with understanding the people in your organization. They are one of the groups that communicates with *every* employee. Ask HR for information about employee locations and your company's language translation practices. Once you have a complete list of all your user groups, you can estimate the number of people in each.
- **Start with what you know best.** In many cases, that's the IT department. Identify user groups in IT that might need to use Gmail and Calendar in unique ways that require special training or communications. These often include IT administrators and help desk/support staff. You might identify coaching as a tactic to help these users learn new support processes.
- **Think about the average user.** Average users access their email primarily in the office. They need email for basic communications, and a calendar to organize meetings; they aren't performing complex tasks like managing someone else's inbox or calendar. For most organizations, you can include most of your users in this category.
- **Identify the special cases.** Speciality cases are the people who need to do unique things with email or calendar for their jobs. A classic speciality case—the administrative assistant who manages others' inboxes and calendars. Or a Marketing department that sends fancy email newsletters to large numbers of customers or a Finance lead who manages an email queue for vendor responses. You'll want to place these users in a special category of your user summary.

"We try to understand who needs a high touch approach, medium approach, and a self-service approach.

For high touch: it's on-site training, execs, people who are resistant to change. For medium touch: we have webinar training delivered by a trainer. For self-service: we have a site and also an eLearning solution that is built into the Apps interface."

—***Karl Lamberth, Senior Vice President of Global Delivery, Cloud Sherpas***

Cloud Sherpas is a Google Apps Enterprise Partner based in the United States.

Don't forget to reach out to your users — *Learning from Solarmora, a fictionalized company*

Andy knew that he needed information about the users he didn't work with on a regular basis—like those working the smaller field offices—to move ahead with his change management approach.

Andy created a detailed spreadsheet segmenting the company's user community by location, business function, role, and mobile usage, using information from a report from the HR department and his own IT data.

Oops! Andy forgot to check their language requirements. He focused on making sure that the communications were in perfect English. But Solarmora just acquired a Brazilian company that needed materials in Portuguese. Ultimately, Andy had to revise his project plan to add time for translation.

The lesson: Confirm those assumptions with others in your organization so your user community summary is accurate.

Profile your user community | *Best practices (continued)*

- **Connect with your user community.** What percentage of your Sales team relies heavily on mobile devices? Which offices require training in the local language? If you don't know this data, that might impact your budget and your schedule. Be sure to confirm those assumptions with others in your organization so your user community summary is accurate.
- **Consider how users will access Google Apps.** Remember, your average user accesses email primarily in the office, but you probably have other user groups that rely on mobile devices to access email. They need specific training for switching those devices to Google Apps. You might also have people who use a shared workstation or primarily access email from home.
- **Watch for too many groups.** You shouldn't have 50 different user groups. Keep things simple. Identify a specific user group only if you think they might have unique communication or training needs during your Google Apps deployment. Is the Engineering Department special? Absolutely! But they won't require any special change management. They'd simply be grouped with the average users.

"It's important to have focused communications depending on each user group; not all users are the same."

—Jorge Sanchez, Online Services Coordinator, KIO Networks

KIO Networks is a Google Apps Enterprise Partner based in Mexico.

Your VIPs aren't always in the corner office *Learning from Solarmora, a fictionalized company*

Andy received an unhappy phone call from Chester DeChief, Solarmora's CEO. His executive assistant had revealed to him that she and many other administrative assistants were apprehensive about the switch to Google Apps after the announcement on the company's intranet.

All the administrative assistants were preparing for the worst case scenario—in a previous IT project, no one asked about their requirements, and this resulted in havoc for their (and their managers') calendars.

Oops! Andy forgot that administrative assistants needed special attention. Andy met with the CEO's assistant to discuss the project and ask for suggestions about how to help the company's assistants with the change.

Together they put a plan that included specialized communications and encouraged involvement with the Google Apps administrative assistant community site. The close-knit group was now engaged with helping each other make the transition.

Create your marketing strategy

Time frame: Weeks 1–2

What and why—marketing the change: It's not enough to tell users that something big and important is coming. You've got to do it in a memorable way that feels fresh but is also part of the company's character. A good internal marketing strategy for your Google Apps deployment:

- Creates a positive perception of the project
- Helps to minimize negative rumors related to the project
- Gets people excited about Google Apps
- Increases the impact of your communications

The result: When you complete this stage, you'll have

- Identified people who can assist with design and execution of the internal marketing campaign.
- Created a marketing strategy that includes your key messages, creative concepts, and list of marketing channels.

"We recommend our customers create graphics using their brand and the Google logos to make users familiar with Google Apps before Go-Live."

—Nathalie Massis, Marketing Manager, Soluciones Orión

Soluciones Orión is a Google Apps Enterprise Partner based in Chile.

Create your marketing strategy | *How to*

Step 1: Build the team

The best resource is often your Marketing or PR department. Maybe you're not the creative type? They probably have someone who is and can help you in the following areas:

- Developing key messages
- Creating collateral and production support (for posters, artwork, etc.)
- Coordinating the campaign communications and schedule

Step 2: Create the key messages for your campaigns

To help promote a positive understanding among users as to *why* you're moving to Google Apps:

- **Identify the benefits of moving to Google Apps for your users.** Why should your users care about moving to Google Apps? What are their frustrations with the current email system and how will Google Apps address some of those pain points?

  Specify the benefits to your users that get their attention as you prepare to move them to Google Apps. *These apply to your average users and not just executives or IT professionals.* Your IT team might be jazzed about the power of the global data centers you'll get in the cloud, but your average users won't find that very compelling.
- **Create an elevator pitch about why your company is going Google.** An elevator pitch quickly and succinctly explains why the company is going Google. It identifies the benefits of going Google and also the consequences of not switching to Google Apps. You can actually reuse this elevator pitch in nearly all of your marketing and communications.

Step 3: Develop the creative concept

A creative concept is the unifying theme, brand, logo, or slogan that you'll use to connect all your communications about Google Apps.

"Moving to Google Apps is not only moving from one messaging tool to another, it's about leveraging a new tool to make work behavior evolve towards collaboration. That requires change management."

—Nicolas Willieme (manager at a French insurance company)

Create your marketing strategy | *How to (continued)*

Here's an example from MeadWestvaco, a global packaging company with 15,000 Google Apps users:

- Creative concept: An internal marketing campaign that used ideas about connecting across the company to increase awareness and excitement about the move to Google Apps.
- Theme: "A new way to work as one."
- Delivery: Multiple channels, including posters, email campaigns, and websites.

A poster from MeadWestvaco's going Google communications campaign. You can see more examples from MeadWestvaco and others in Customer Examples at the end of this guide.

Create your marketing strategy | *How to (continued)*

Step 4: Select marketing channels

How will you get your marketing campaign in front of your users? Evaluate the different marketing channels by assessing their reach, frequency of exposure, and impact. Consider the channels that have worked well for other campaigns. Do people read the posters in their offices, cafeterias, or break rooms? Or places people visit every day—like the company intranet site, the lobby, or even the bathroom?

Make a list of channels that you think will best do the job. You can also review your user community summary for ideas.

Here are some examples that other customers have used:

Intranet sites	Newsletters	Posters
Flyers	Stickers	T-shirts
Pens	Digital signs	Food

Step 5: Plan the timing for project promotions

Pick a time frame for launching your campaign to your entire user community. Identify the timing of other marketing activities leading up to Global Go-Live. You don't want to do it too early, otherwise you might lose momentum and people's interest. In most cases, the internal marketing campaign will launch about two months before your Global Go-Live. You might also include some sort of promotion every week leading up to Go-Live like an email blast, posters or distributing Google swag to keep people's interest and attention.

Resources

- **Elevator pitch template** Use this presentation template to get started on your elevator pitch.
- **Gone Google stories** Watch this video to hear other customer's gone Google stories to help you develop your elevator pitch.
- **Customer Examples** Use these examples to get inspiration for your internal marketing campaign.
- **Google Online Store** Use this site to purchase Google swag for your internal marketing campaign.

"We used a 'Destination Google' theme to brand our move to Google Apps. It was very effective—one of our best communicated projects."

—Susan Glynn, Senior Manager Global Compliance and Security, Brady Corporation

Brady Corporation is a manufacturing company based in the United States. It has 6,500 Google Apps users.

Create your marketing strategy | *Customer examples*

Here are stories from two companies about why they chose Google Apps and the benefits.

Delta Hotels and Resorts

Delta Hotels and Resorts is a Canadian hospitality chain.

Why Google Apps?

We needed a way to provide access to messaging and collaboration tools for 90% of the company's 7,500 employees, without adding additional IT staff.

What are the benefits?

- Google Apps has increased front-of-house user productivity by 10%.
- Our employees have better access to important data from their mobile devices, which allows us to respond to issues much faster.
- By using Google spreadsheets we were able to reduce the end-to-end budgeting process by 30%.

Watch the video of Delta Hotels and Resorts going Google.

Create your marketing strategy | *Customer examples (continued)*

The Roche Group

The Roche Group is a global leader in research-focused healthcare.

Why Google Apps?

- We wanted an easier way for our employees to collaborate.
- We were impressed with the outstanding service and rapid innovation of Google Apps.
- We wanted a single product for our 90,000 employees to work better together, from anywhere.

What are the benefits?

- Employees can access their email, calendar, and documents from any web-enabled device, making it easier to work anywhere.
- Our employees across 140 countries are brought together through the integrated and socially-focused collaboration features of Google Apps.
- Deploying Google Apps through a control panel versus planning for deploying complex infrastructure will help us focus on our core business.

Read the story of The Roche Group going Google.

Dr. Alan Hippe, CFO and CIO of the Roche Group

Create your marketing strategy | *Best practices*

Keep the elevator pitch messages real.

- Not good—"We want a more flexible solution that gives us quantifiable ROI by Q2 going forward."
- OK—"The benefit for IT managers is that you get a cost saving."
- Good—"We can use Google Apps any place and on any device—at home, at work, on our phones, and on tablets."

Surround users with reminders of the approaching switch. Use your slogan or brand and put it everywhere.

Incorporate swag into your marketing strategy like t-shirts, stickers, pens, or buttons. You can create your own or order swag through the Google Online Store.

"We used Google t-shirts and signs around the building to promote the switch to Google Apps."

—Chris Blanding, IT and End User Services Director, Journal Communications

Journal Communications is a media company based in the United States. It has 2,250 Google Apps users.

Craft your message, tell your story

Learning from Solarmora, a fictionalized company

For his first meeting with the Change Management team, Andy prepared an elevator pitch about Solarmora moving to Google Apps:

> *We're going Google to move to a cloud-computing based solution for our communication and collaboration technologies. By using Google Apps for email, we'll gain greater IT capability and flexibility by harnessing the power of Google's multi-tenant shared infrastructure. We'll also be saving significant costs in IT hardware and licenses.*

Oops! Andy didn't describe the real benefits to the people in the company. Andy's elevator pitch sounded impressive, but it wasn't compelling to users outside of IT.

The marketing representative on the Change Management team gave him some tips:

- Emphasize benefits for the average user in your company.
- Use simple language anyone can understand. Avoid using jargon or technical language.

Andy rewrote the pitch with Marketing:

> *Solarmora is going Google! With Google Apps cloud-based email, calendar, and collaboration tools, you'll have:*
>
> - *Access to your email and calendar from any laptop, desktop, or mobile phone*
> - *Real-time collaboration and sharing with Google Docs and instant messaging with Google Talk*
> - *Much more email storage! Over 10 times what you have now.*

A positive review from the Project and Technical teams confirmed that this pitch was the right one to share with the company.

Complete the communications plan

Time frame: Weeks 1–2

What and why: A communication plan is important for organizing all the messages your users will receive about the project. You want to clearly identify:

- *Who* will receive this message?
- *What* is the topic for this message? What are the most memorable key points?
- *When* will the message be distributed? How hierarchical is your company? Should you release your messages in a time-staggered fashion, starting with influentials and then percolating down to the grassroots level?
- *How* will we communicate this change? What channels should we use? Email, posters, company intranet? If we are using email, who is the sender? Should the sender be different for different audiences?

Organizing all this information in one place provides a complete view of your users' information experience for the transition. It helps ensure that you aren't overusing one particular channel, or overwhelming a particular user group with too many messages about the switch to Google Apps.

The result: You'll have completed a communications plan identifying each message or event that will be needed for your Google Apps deployment. You can use this plan to set the direction for all your communications activities for the rest of your Google Apps deployment.

"With help from Google Apps partner Cima Solutions Group, we migrated email from the in-house server, trained 1,600 users, and got everyone operational within several months."

—Jim Lamb, Director of Computer Services, Ebby Halliday Realtors

Ebby Halliday Realtors is a real estate services company based in the United States. It has 1,850 Google Apps users.

Complete the communications plan | *How to*

Here's a sample communications plan and suggested timeline with links to customizable Google Apps communications templates from Setup & deployment on the Google Apps Documentation & Support site:

Message and Details	***Date***
Announcement email First announcement of company's plan to switch email and calendar platform to Google Apps. Audience: All users	As soon as your organization decides to go Google
Intranet announcement to company Information about company's plans to switch to Google Apps, to be posted on the company's intranet. Audience: All users	As soon as your organization decides to go Google
Google Guides recruiting email Requests managers and supervisors at your company to nominate Google Guides, who will provide peer-to-peer support during your deployment. Audience: All users	Core IT phase
Training email Announces schedule for live, online training (webinars). Audience: All users (send each phase to all users being migrated in that phase)	4 weeks before users are migrated
Google Apps poster Customize this poster with information about your organization's transition to Google Apps. (Template includes a link to an example.) Audience: All users	When your marketing campaign launches, usually 6–7 weeks before Go-Live
Email 1: First switch notification Notification to users that their accounts will be migrated to Google Apps. Audience: All users being migrated in that phase	2 weeks before users are migrated
Email 2: Switch reminder General reminder about account migration (send as needed). Audience: All users being migrated in that phase	1 week before users are migrated

Complete the communications plan | *How to (continued)*

Message and Details	***Date***
Email 3: Switch reminder with preparation Reminder with steps to take to prepare for migration. Audience: All users being migrated in that phase	2 days before users are migrated
Email 4: Final switch reminder Final reminder about account migration. Includes instructions to print documentation. Audience: All users (send each phase to all users being migrated in that phase)	1 day before users are migrated
Email 5: Welcome message for migrated users Welcomes the user to his or her new Google Apps account. Includes information about what to do first and where to get help. Audience: All users (send each phase to all users being migrated in that phase)	Day users are migrated
Tips and tricks messages A weekly email highlighting a new tip or trick related to Google Apps. Audience: All users	Weekly, starting 1 week after migration continuing for at least 6 weeks after Go-Live
New user welcome message Welcomes new employees to their Google Apps accounts. Intended for users who did not migrate from another email/calendar platform. Audience: New employees	Ongoing

Resources

- **Google Apps communications templates** Use our email, intranet posting, and poster templates to keep users informed about your organization's switch to Google Apps. Simply copy a template, customize it, and distribute it to your users.
- **Google Apps tips and tricks** Use our ready-made tips to help your users discover advanced features. You can use our tips out of the box, or customize them with your own branding. You can also create tips of your own.

Complete the communications plan | *Best practices*

Edit the sample communications plan so it'll work best for your company and your user community:

- **Include your internal marketing activities.** You identified ways to promote Google Apps among your user community when you created your internal marketing strategy. Coordinate the timing of these promotions with all of your other project communications by adding your internal marketing activities like road shows or swag distribution to your communications plan.
- **Incorporate targeted messages or events for special user groups.** Review the summary of your user community. What change management tactics did you identify for special user groups? Example: If you're doing a series of small events for executives, make sure you tell them how you're going to support their groups' unique needs. Put these messages in your plan.
- **Adapt the plan for your company.** If you can't hang posters because of company policy, remove that item from the communications plan. If you have a monthly newsletter everyone reads, add an item in your plan to get an article in that newsletter before Go-Live.
- **Focus on the user.** Take a look at the number of messages you're sending to certain audiences. Do they have all the information they need? Are you sending too many messages to one group and oversaturating them with information? Think through the information experience of each of your user groups. Modify it so the communications tell the full story without overwhelming them.

"Resist the temptation to rely only on email for communications. It's tempting because it's easy to reach a large audience quickly. The down side is that it's easy to ignore, and many people will ignore it.

Highly visible artifacts such as posters, banners, and tent cards will start the buzz. Your message delivered by executives and managers will be listened to."

—Dave Lyon, Director of Change Management, Onix Networking

Onix Networking is a Google Apps Enterprise Partner based in the United States.

Incorporate your project brand into your messages — *Learning from Solarmora, a fictionalized company*

Andy's team knew that past company-wide projects were more successful when they had a unifying theme or brand. They remembered that fantastic employee benefits program the HR department promoted a few years ago. People actually talked about the posters and newsletters. So Andy came up with his own project brand:

Systematic Apps Deployment 2.0

Oops! Andy didn't ask for help with marketing. Andy shared his project brand with his team and they weren't impressed. *Systematic Apps Deployment 2.0* sounded like just another IT project. It also had the abbreviation "SAD"—not the feeling to promote among their user community. The marketing representative asked if he could come up with an alternate brand for the project.

Work in the future today: Any team, any place, any time, and any device.

The new brand and slogan was a big hit with users. They included the brand in all of their messages they sent out during Core IT users. The slogan, which was easy to understand and snappy, helped to generate a positive buzz.

Complete the training plan

Time frame: Weeks 1–2

What and why: Google Apps for Business is easy to use, but everyone learns at their own pace and learns new things differently. So how exactly will you make sure that you meet the needs of your users? Answer: Create a training plan.

A training plan simply lists the training courses or resources needed to educate your company's users. For each course, identify:

- *What* skills and knowledge will users need?
- *Who* needs to learn about this? Which user group does this apply to?
- *When* will users complete this training? Core IT? Early Adopter? Global Go-Live?
- *How* will users be trained? In a classroom? Webinar? eLearning? What type of training does your company currently deliver?

The result: When you're done with this, you'll have a complete curriculum for your training efforts.

"Training is an investment. It takes time resources, but you'll get a great return on investment if you do it right."

—Andrés Cifuentes, IT Director, eForcers S.A.

eForcers S.A. is a Google Apps Enterprise Partner based in Colombia.

Complete the training plan | *How to*

Here's a list of common courses delivered during Google Apps deployments. A Google Enterprise Partner can help you develop these courses for your company's training needs.

Suggested Course	***Description***	***Audience***	***Phase***
Google Apps for IT Administrators	A course to teach IT Administrators key tasks related to managing services in Google Apps including: • Managing the Google Apps Control Panel • Provisioning accounts	All Google Apps Administrators	Core IT
Gmail and Calendar Basics	A course to teach all users basic tasks in Gmail and Calendar including: • Composing and replying to messages • Managing your inbox • Creating calendar events	All users migrated to Google Apps	Core IT Early Adopter Global Go-Live
Google Apps for the Help Desk	A course to teach help desk staff how to resolve common Google Apps issues including: • Reading message headers • Working with Google Support	All help desk staff	Early Adopter
Google Apps for Administrative Assistants	A course to teach administrative assistants advanced tasks in Gmail and Calendar including: • Setting up delegated Gmail and Calendar • Managing email and calendar as a delegate	All administrative assistants	Early Adopter Global Go-Live
Google Apps for Executives	A course to teach executives critical tasks in Gmail and Calendar including: • Setting up Gmail and Calendar delegation • Accessing Google Apps on a mobile device	All executives migrated to Google Apps	Early Adopter Global Go-Live
Google Guides training for Global Go-Live	A course to teach Google Guides how to resolve basic issues at Go-Live including: • Creating labels • Setting up a signature	All Google Guides	Global Go-Live

Complete the training plan | *Best practices*

Here are a few things to consider as you complete your training plan:

- **Incorporate targeted training needed for special user groups.** You'll want to address your user community's needs in your training plan. Maybe you'll need special training for the Communications team on Google Sites. Be sure to include those needs in your plan.
- **Use existing training resources and formats.** Work with your company's Training or HR department to understand how training is traditionally delivered in your organization. If you have an online learning system and most users take eLearning courses, you may have a great option for most of your users.
- **Make sure the training format fits the content.** Most users prefer to learn more complicated training from a live instructor so they can ask questions. Don't hesitate to add classroom training for your Google Apps power users like administrative assistants, IT administrators, and help desk staff.
- **Identify trainers for your courses.** Once your list is complete, you'll want to select trainers for each of your courses. You may have trainers in your IT or HR departments or work with a Google Enterprise Partner. Trainers can come from many places, but some could need more preparation to deliver a course.

"We do a training needs analysis. We look at the client and their needs. We need to understand how the company wants to use Google Apps.

We want to be as personalized as we can be. It'll be up to the client if they use on-site training. We recommend they have one-on-one or hands-on with administrative assistants."

—***Tracey Flynn, Training and Communications Manager, SADA Systems***

SADA Systems is a Google Apps Enterprise Partner based in the United States.

Determine your training plan *Learning from Solarmora, a fictionalized company*

Andy knew that people in the company generally used email in similar ways: to send and receive messages. Email isn't rocket science, Andy thought, so why not provide everyone with the same training? In fact, the company had a big auditorium they used for important meetings with all of their employees that could fit up to 300 people. Andy thought he could conduct a few sessions covering the basics of Google Apps in that auditorium a few weeks before each migration.

Oops! Andy didn't consider the special training needs of his user community. While many people use email and calendar to do similar things, some people have specific tasks that won't be covered in a general session. Andy's Google Apps Enterprise Partner also pointed out that training a large group in an auditorium wasn't the easiest way for most people to learn.

Andy's Enterprise Partner recommended specific training for administrative assistants—including how to set up and manage email and calendar delegation. Show the administrators how to do it, and they could assist managers as well.

The Enterprise Partner helped Andy create the perfect curriculum for his users. The curriculum included basics for everyone, and special training for administrative assistants, IT admins, help desk staff, Google Guides, and executives.

Send key messages to users

Time frame: Weeks 2–4

What and why: Once you have finalized your communication plan, it's time to start executing the plan. The messages that you share play an important role.

For all users:

- Building awareness of the move to Google Apps
- Reminding users about the switch
- Telling users what to expect as they move to Google Apps

For the Core IT users who are migrating:

- Communicating key actions that users must take related to the migration
- Promoting training and support resources so they know where to find answers

The result: All users have been informed about the company's switch to Google Apps. You have recruited Google Guides for your program. Your Core IT users make a smooth transition to Google Apps because you have kept them informed about the migration and training opportunities and sent them a welcome message to help them get started in their new Gmail accounts.

"The hardest part is the interaction and communication. Make sure your interactions will reach your users. Your wins will come from good interaction with your user community."

—***Peter Herrmann, Solution Architect, Mortgage Choice***

Mortgage Choice is a financial services company based in Australia. It has 2,200 Google Apps users.

Create a training site and materials | *Best practices*

Here are some best practices to consider as you're developing your training site:

- **Promote your training resources.** Increase usage of all the great assets you've pulled together by plugging into these useful sites.
- **Add a call to action on the home page of your site.** What should users do when they visit your site? Sign up for training? Review some videos on the basics? People will be looking for direction, so let them know how you recommend they get started.
- **Use an alternate domain if you aren't using Google Sites yet.** If you'd like to customize the Google Apps user learning center site but aren't enabling Sites for users in your domain, try this: Create the template in a separate Google Apps domain—for example, ***yourcompany*-gapps.com**—and share it with your users from there.
- **Create and share a training calendar.** The user learning center template includes a demo training calendar where users can click a Google Apps training course to see its description and also link to a form for signing up. If you're offering Google Apps training, replace the demo with your own training calendar, and create a sign-up form of your own. This is all easy to do using Google Docs and Google Calendar.

"Google Apps will help us stimulate self-directed and interactive learning, collaboration and mobility while making relationships between students and professors less hierarchical."

—Ana Maria Costa, Vice President of Academics, Anhanguera Educacional Participações S.A.

Anhanguera Educacional Participações S.A. is an educational services company based in Brazil. It has 6,000 Google Apps users.

Be flexible and use the tools — *Learning from Solarmora, a fictionalized company*

You know that training a diverse user base requires flexibility, agility, and energy. Andy plugged in to the Google Apps user learning center site and found a variety of great teaching tools. He decided to go with the customizable user learning center; with this he could incorporate the company's internal marketing videos and company-specific FAQs. The team finished customizing their Google Apps user learning center site and launched it to their Core IT users.

Oops! Andy didn't plan to measure the effectiveness of his training site. After spending time tailoring the site to their company's needs, the team was anxious to see if users were actually visiting the site. Unfortunately, the team forgot to turn on Google Analytics for their site, so they didn't know how many people visited their site.

Andy knew that tracking the number of visitors to the site would give them a way to measure engagement with their user community by tracking trends related to site visits. A member of the team enabled Google Analytics for the site and monitored site traffic on a weekly basis. Going forward, Andy included information on the number of visitors to the site into the weekly status report he shared with their project sponsor. This data helped the sponsor see the value of the team's change management efforts.

Send key messages to users | *How to*

Before distributing messages during the Core IT phase, make sure you've reviewed the content of the message with the project team, asked for input from the sender of the message, and confirmed you have an accurate list of the users who need to receive the message.

Make sure these key messages are distributed during the Core IT phase:

Task	***Time frame (by week number)*** *Core IT*			
	1	*2*	*3*	*4*
Send key messages to users	*1*	*2*	*3*	*4*
• Company announcement for all employees	*1*	*2*		
• Intranet announcement for all employees	*1*	*2*		
• Training announcement for Core IT users	*1*	*2*		
• Switch notification 1 for Core IT users		*2*		
• Switch reminder 2 for Core IT users			*3*	
• Switch reminder 3 with preparation tasks			*3*	
• Final switch reminder for Core IT users				*4*
• Welcome message for Core IT users				*4*

Google Apps Communications Templates Use our templates to keep users informed about your organization's switch to Google Apps.

"You need to get your initial communications right for your Core IT users. Their experience can really set the tone for your project."

—Dave Lyon, Director of Change Management, Onix Networking

Onix Networking is a Google Apps Enterprise Partner based in the United States.

Start your Google Guides program

Time frame: Weeks 2–3

What are Google Guides? To ensure the best possible experience for both your users and support staff, you need a solid support plan in place on day one.

You know that some of your users are apprehensive about the change. Many need live help getting started *no matter how much* documentation and training you provide. This is where Google Guides can make all the difference in a smooth rollout to your user community.

Google Guides are specially picked—or sometimes self-selected—users who will serve as your on-the-floor ambassadors, counselors, educators, and general go-to people who will deal directly with new Apps users.

These guides are switched to Google Apps in advance of most of your user community (usually as part of the Early Adopter phase), and provided with extra product training and support.

Why it works: Users are typically more productive with their new services if they can get immediate, one-on-one help from their peers. Google Guides understand your users' needs best and can provide more targeted, efficient, and personal support.

You'll reduce the load on IT and help desk staff, so your staff can focus on any pressing support issues, instead of repeatedly handling the same "How do I...?" questions.

The result: An outline for how you want to use Google Guides and the list of the people who'll serve as your guides.

"Google Guides really work. It's the secret to the success of the project. The project is really all about the people. You need to have your users standing shoulder to shoulder and helping each other through the change."

—Humberto Garcez, Director, IPNET

IPNET is a Google Apps Enterprise Partner based in Brazil.

Start your Google Guides program | *How to*

Step 1: Design the specifics of your Google Guides Program

- **Responsibilities:** Define your guides' tasks. Usually, guides provide a few hours of support during the first few days after Go-Live. A large, distributed company may give some guides additional responsibilities such as sending out communications to their peers and presenting information or informal training about Google Apps to their teams.
- **Communications approach:** These can include email communications, regular meetings, or a Google Site where Google Guides can search and share information—decide on how you'll keep your guides up-to-date and engaged.
- **Training:** To help your Google Guides become Google Apps experts, provide them with 1) product training and 2) Guide training. For example, guides should know the most frequently asked questions from users and how to resolve common issues at Go-Live.
- **Estimated time commitment:** Now that you've thought through the responsibilities, communications approach, and training for your guides, you can estimate the number of hours they'll need to allocate to the Google Guides program.

Step 2: Recruit your Google Guides

The next step is to identify users from across your organization to serve as Google Guides—ideally one or two users from each group or team. Typically, your program contains about 5% of your user community.

Use the Google Guides recruiting email template to ask managers and supervisors at your company to nominate Google Guides.

Step 3: Complete your roster

Finalize your roster of guides, and give this information to your Technical Configuration team to make sure these users are switched to Google Apps during the Early Adopter phase.

In the Early Adopter phase, you'll hold your Google Guide kickoff and begin training.

Resources

- **Google Guides program page** Describes a Google Guides program and how to set it up at your company.
- **Google Guides recruiting email template** Requests managers and supervisors at your company to nominate Google Guides, who will serve as your first-line support team for deployment.

"We involved our staff by recruiting over 300 'Google Guides.' Their support during the migration process was invaluable, they were our Google evangelists and provided on-the-floor support on the business switchover days."

—***Steve Walker, IT Director, Trinity Mirror***

Trinity Mirror is a media company based in the United Kingdom. It has 8,500 Google Apps users.

Google Guide time calculator

Just how much time will you need from your Google Guides? Get a handle on this critical number by using this basic equation.

Estimated time commitment for Google Guides (in hours):

Meetings		2–4 hours
Training	+	1–2 hours
Go-Live prep	+	1–2 hours
(Support on Go-Live day	+	2–8 hours
# of Go-Live support days	x	2–5 days)
High estimate	**=**	**48 hours**
Low estimate	**=**	**8 hours**

Start your Google Guides program | *Best practices*

Don't be shy about asking for Google Guides. When asked why they didn't run a Google Guides program, most IT organizations cited reservations about asking for help from the company. Google Guides can really make a difference to *everyone's* productivity and reduce possible user frustration during the Go-Live period.

- Ask your managers or supervisors to help by either calling for volunteers or nominating participants. Customize and send out the Google Guides recruiting email template, which explains benefits of the program to the company.
- Work with your executive sponsor and talk to a few managers. See how they respond to the benefits of having a trained expert in their department.

Who makes a good Google Guide?

- Mobile users.
- Users at offices in other countries who speak the local language.
- Administrative assistants. They know the calender and email demands of their group. Similarly, you may select guides to represent some of the special user groups you identified in your community profiles, such as Finance.
- People who aren't "power users" of your current mail and calendar tools. That way, you can more accurately gauge the level of support required for the entire organization.

"You want to have people who are going to be advocates for the tools. People who are influencers in the organization. Someone people go to for technical questions.

You don't want to get all of the geeks and tech heads. You want people who are personable and approachable who can communicate around the technical aspects of the tool and the value proposition."

—Mark Rout, Director of Change Management and Training, Cloud Sherpas

Cloud Sherpas is a Google Apps Enterprise Partner based in the United States.

Define the Google Guide commitment clearly — *Learning from Solarmora, a fictionalized company*

The Change Management team sent the Google Guides recruitment email to everyone in the company. Andy knew many employees used Gmail at home, so he thought recruiting Google Guides would be easy.

Oops! Andy didn't explain the role of a Google Guide. Andy was shocked when only nine people volunteered. One of Andy's friends in Finance told him that he wanted to volunteer, but his manager was concerned about how much time would be required. With previous volunteer projects, the time commitment sometimes unexpectedly ballooned.

Andy needed support from the managers, in addition to interest from volunteers. The Change Management team helped Andy create a role description for a Google Guide and a time commitment estimate.

Armed with this info, Andy secured support from the CIO to increase his recruitment efforts. The CIO even sent an email to all managers about the importance of the Google Guides program.

The Change Management team followed with an updated email, and posted a promotion about the Google Guides program on the company's intranet site. In less than a week, nearly 200 more people volunteered to become Google Guides.

Create a training site and materials

Time frame: Weeks 2–3

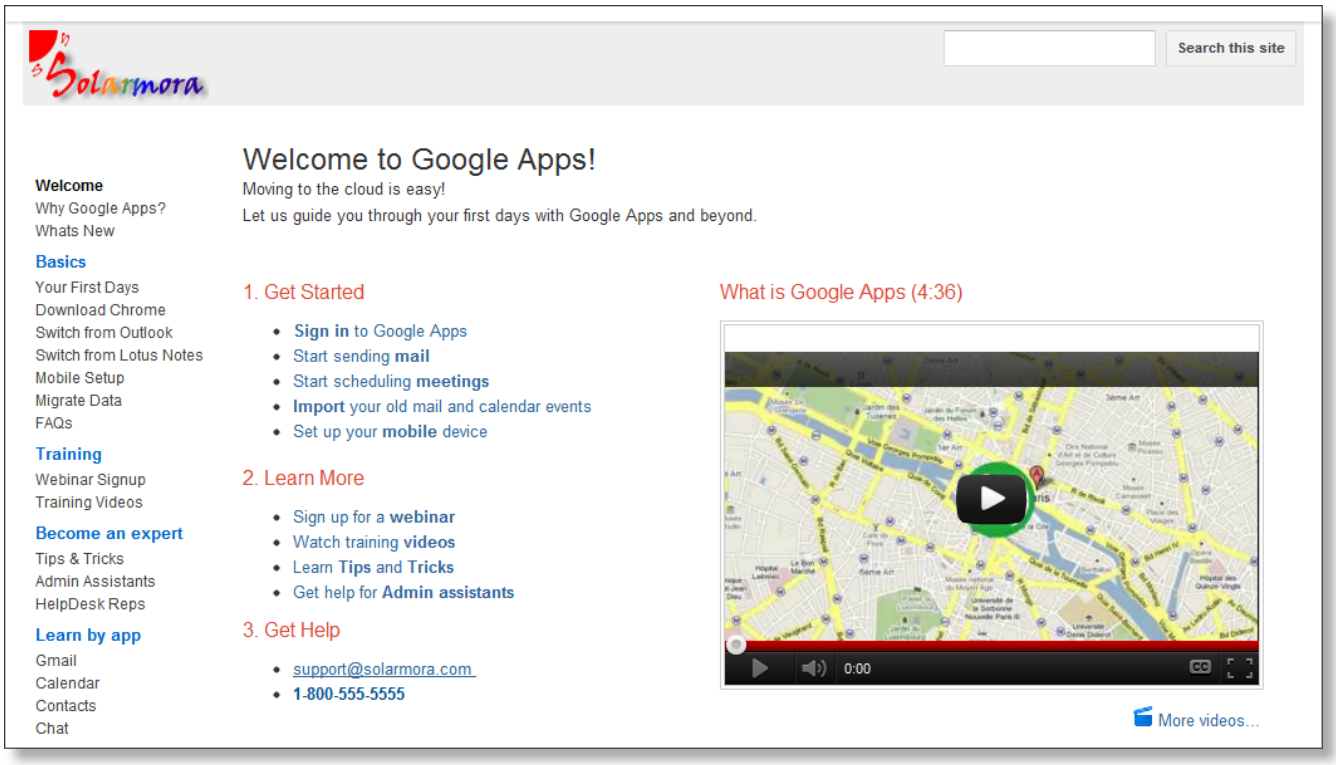
What and why: Once you've finalized your training plan, you can start to pull together the materials you'll use to educate end users. You'll also want to create a central location where users can access all the training materials. Many organizations use a Google Site as a one-stop shop for all training materials for users.

The result: You have a training site and a set of training resources that are ready for your users. In future phases, you'll continue to refine these materials and finalize any additional training materials needed for special user groups that might not have been migrated as part of your Core IT phase.

"eLearning works well for organizations with distributed workforces. It can provide performance support as point-of-need training on a specific skill."

—***Victor Alhadeff, CEO, Boost eLearning***

Boost eLearning is a Google Apps Enterprise Partner specializing in eLearning, and is based in the United States.



Create a training site and materials | *How to*

Google provides a variety of learning resources to get you started. You can find these resources and more at Setup & deployment on the Google Apps Documentation & Support site.

Ready-to-use user learning center	Point your users to this public site, which includes user guides, eLearning videos, tips and tricks, and more.
Customizable user learning center	Use our site template to quickly customize the user learning center just for your organization. Includes user guides, eLearning videos, tips and tricks, and more.

Or you can pick specific guides and customize them to suit the needs of your site:

User guides	Give your users these getting started, quick reference, and switch guides to help them learn their new applications.
Interactive user guides	Provide these fun, interactive overviews of Google Apps services.
Training videos	Help users get up to speed on Google Apps quickly with these targeted training videos.
Tips and tricks	Make sure your users get the most from Google Apps with these concise tips and tricks. Post them all on your resources site or send them to users on a regular basis.
Localized resources	Many of our user guides and video captions are available in multiple languages.

Resources

- **Setup & deployment on the Google Apps Documentation & Support site**
- **Ready-to-use user learning center**
- **Customizable user learning center**
- **Google Analytics** If you customize your own user learning center, turn on Google Analytics for that site so you can track site traffic. Analytics gives you an easy way to measure the effectiveness of your change management efforts.

"How do we do it? We create a Gone Google site for the company, using the Google template. This site serves as a centralized location that employees can refer back to after training or if they were not able to attend training.

We customize the site 90% then turn it over to the customer so they may further customize it with FAQs based on their knowledge of their employees anticipated usage of Google Apps."

—***Tracey Flynn, Training and Communications Manager, SADA Systems***

SADA Systems is a Google Apps Enterprise Partner based in the United States.

Send key messages to users | *Best practices*

Communication Don'ts:

- **Don't send off messages without a thorough review.** Run your communications drafts by a few people who are unfamiliar with the project. A simple user test can validate the content before you send your emails to hundreds of users. Also, consider having your messages copy edited by people in your company who specialize in communications—technical writers, marketing specialists—or simply someone with writing expertise. A few minutes of their time could spare you from typos, formatting errors, and other communication hiccups.
- **Don't exclusively use email for communications.** Using multiple communications channels increases the chances that your messages will be read and understood. Consider using meetings, videos, flyers, posters, websites, or event t-shirts to get your message out.
- **Don't use too much IT jargon in your messages.** You might be excited about the multi-tenant shared infrastructure you're gaining in the cloud. Unfortunately, the average user doesn't care about that.
- **Don't be afraid to repeat yourself.** People need to hear messages an average of 5–7 times before they stick.

"My colleagues and I are transforming data collection at NOAA by improving data quality and sharing the data more openly, while saving ourselves valuable time that can be spent on other projects."

—Sandra Giger, IT Specialist, Office of the Chief Information Officer, National Oceanic and Atmospheric Administration (NOAA)

NOAA is a federal government agency based in the United States. It has 25,000 Google Apps users.

Use as many communications channels as you can

Learning from Solarmora, a fictionalized company

Andy's team had their communications in place for Core IT. Andy figured all they had to do was hit "Send" to get the messages out. The team planned to use the IT systems email account to send all of their message to their users. After all, they had control of that email account and the IT team used it regularly to tell users about systems outages.

Oops! Andy wasn't choosy about communication channels and senders. His team was communicating with Core IT users, but no one was reading their messages. The project team received many questions about Google Apps that were answered in the email messages they already distributed.

Lesson: Use multiple communications channels instead of relying on a single communications channel like email. When you communicate, use a *sender* that your users view as important—like your project sponsor—to increase the likelihood that your messages will be read.

Andy worked with the other members of his team to revise their communications plan. The team incorporated other communications channels like videos, posters, and sites. They also asked their project sponsor to send some of the most important email messages about the project.

Assess company-wide change impacts

Time frame: Weeks 2–4

What are change impacts? Change impacts are things that will be different once your organization switches to Google Apps—updates to business processes, applications or policies. Tracking these changes helps prevent foul-ups and needless duplication—and you can identify opportunities as well.

Start with your project team: Many of these changes depend on the technical decisions and scheduling. Work with the team to identify changes that affect your user community with the move to Google Apps. A few common change impacts:

- Legacy email application access: How will users access your legacy email application? Can they forward and archived email, and for how long? You'll want make these policies clear to users.
- Delegated mailboxes: Will you be migrating shared or delegated mailboxes? How will users know how to access these accounts?
- Shared or team calendars: Will these types of calendars be migrated to Google Apps? How will users learn to access them in Google Calendar?

For each of these changes, you'll determine how to communicate a new policy or procedure, how users will learn the updated procedure, and what training could be helpful.

The result: A list of key company-wide changes resulting from the move to Google Apps, and a set of actions to address through training and communication to your users.

"Compiling a list of change impacts with the client helps us to identify their expectations and any key changes. This information allows us to successfully convey and prepare users for the transition through both training and communications.

Our goal is to have new users informed and ready to work effectively on day one in Google Apps."

—***Jennifer Calderone, Training and Knowledge Management, Tempus Nova***

Tempus Nova is a Google Apps Enterprise Partner based in the United States.

Assess company-wide change impacts | *How to*

To get started, create a table where you'll track your change impacts. Identify the owners for these changes, what the solution looks like and which change management activities—training, communications, internal updates—might be needed to support it.

You'll continue to track these items throughout your deployment and execute your communications and training through Go-Live.

"We left the old world behind. We did not migrate mail or calendar. We gave people instructions on how to migrate contacts. We gave instructions on how to archive mail to a local file."

—Wietze Devries, Principal IT Architect, MeadWestvaco

MeadWestvaco is a packaging company based in the United States. It has 15,000 Google Apps users.

Change impact	***Impact level***	***Solution***	***Change management needs***
Authentication	High	Users will need to log in to the main Google Apps web login (either gmail.com or mail.domain.com)	Communications: Promote new login process through emails leading up to Go-Live. Training: Include demo of new login in basic Google Apps training. Update the *Getting Started* guide with instructions for logging into Google Apps and distribute guides at Go-Live.
Browser access	High	Users will use Google Chrome to access Google Apps	Communications: Promote the Chrome browser as part of the switch to Google Apps. Training: Point out the Chrome page on the user learning center, which shows new features and how to import bookmarks. Include information in the basic Google Apps training classes.
Legacy email access	High	Users can access their legacy email for three months and can send/receive email	Communications: Include information about legacy email access in migration reminders. Send reminder messages every week one month before the legacy email system is retired.

Assess company-wide change impacts | *Best practices*

Some tips on identifying and evaluating change impacts:

- **Cooperate with key stakeholders in your organization.** Many change impacts require decisions to be made outside of the project team. For example, you might need HR or Legal to make a decision related to a revised policy.
- **Focus on the user.** A minor decision for IT could be viewed as a major change by your user community. Think through how your user community might perceive a change. Will the change cause users to behave differently? If so, how might you make that change easier for users by providing them with more information, tools, or templates to ease their transition? For example, you might not think that telling users a new way to log in is a big deal, but this change can cause confusion (and an increase in help desk calls) if it's not communicated well to users.
- **Be proactive, rather than reactive, with communication on change impacts.** No one likes surprises. Tell people about key changes to policies or business processes in advance. That way they can prepare for how these changes might affect their job tasks.
- **Get support from managers.** For bigger changes, you'll also want to make sure you get the support of managers in your organization. They can help model the change and reinforce it with their teams.
- **Explain the benefits of the change for users.** When initially informed of change, users focus on "how does this change affect me." If that's not well understood by users, they are unlikely to absorb any other information on the change. Including the benefits up front and how it will affect users will improve the impact of your communications.

"We communicated the key differences between Lotus and Google in advance. That way it wasn't a surprise the day of the launch. We had a get-ready event. We sent reminders. We built a support site—all our communications had the link to direct them there."

—Debra McIntosh, Project Training and Communications Specialist, Ahold USA

Ahold USA is an international retailing group based in Europe. It has 55,000 Google Apps users.

Manage your change impacts early *Learning from Solarmora, a fictionalized company*

The IT department had lacked a good method to manage the company's email retention policy of 14 months, and users still hoarded years of email. Now Google Apps gave IT a better way to enforce the stated retention policy.

Oops! Unfortunately, no one really discussed how to communicate this or what users might perceive. When users found out during a training session, they were upset. Why hadn't anyone told them about this change? What else aren't they telling the users about the switch to Google Apps? What would be taken away next—their staplers and low-fat muffins? People in training sessions stopped paying attention.

Andy sent a flurry of apologetic communications to users and managers. The positive buzz that team had worked so hard to build fizzled.

Looking back, Andy wished he'd asked the HR or Legal department to communicate the email policy sooner, which would've saved him a lot of drama.

Deliver and evaluate Core IT training

Time frame: Weeks 2–4

What and why: During this phase, you launch your user learning center site with all of your training materials and deliver the first courses for your project. Courses typically delivered during Core IT:

- Google Apps for IT Administrators: A course to teach IT Administrators key tasks related to managing services in Google Apps, such as using the Google Apps Control Panel and provisioning accounts.
- Gmail and Calendar Basics: A course to teach all users basic tasks in Gmail and Calendar including composing and replying to email messages, managing their inbox, and managing calendar events.

The result: Your Core IT users are primed, trained, and ready to switch to Google Apps.

"Change management is the glue that holds together a great Google Apps deployment."

—Tony Bianco, President, Cloud Computing Division, Onix Networking

Onix Networking is a Google Apps Enterprise Partner based in the United States.

Deliver and evaluate Core IT training | *How to*

Now that you have created training materials, it's time to put them to the test with your Core IT users. Here's a recommended timeline:

Task	***Time frame (by week number)*** *Core IT* 1 2 3 4
Deliver and evaluate Core IT training	2 3 4
• Google Apps for IT Administrators	2 3
• Gmail and Calendar Basics	3 4

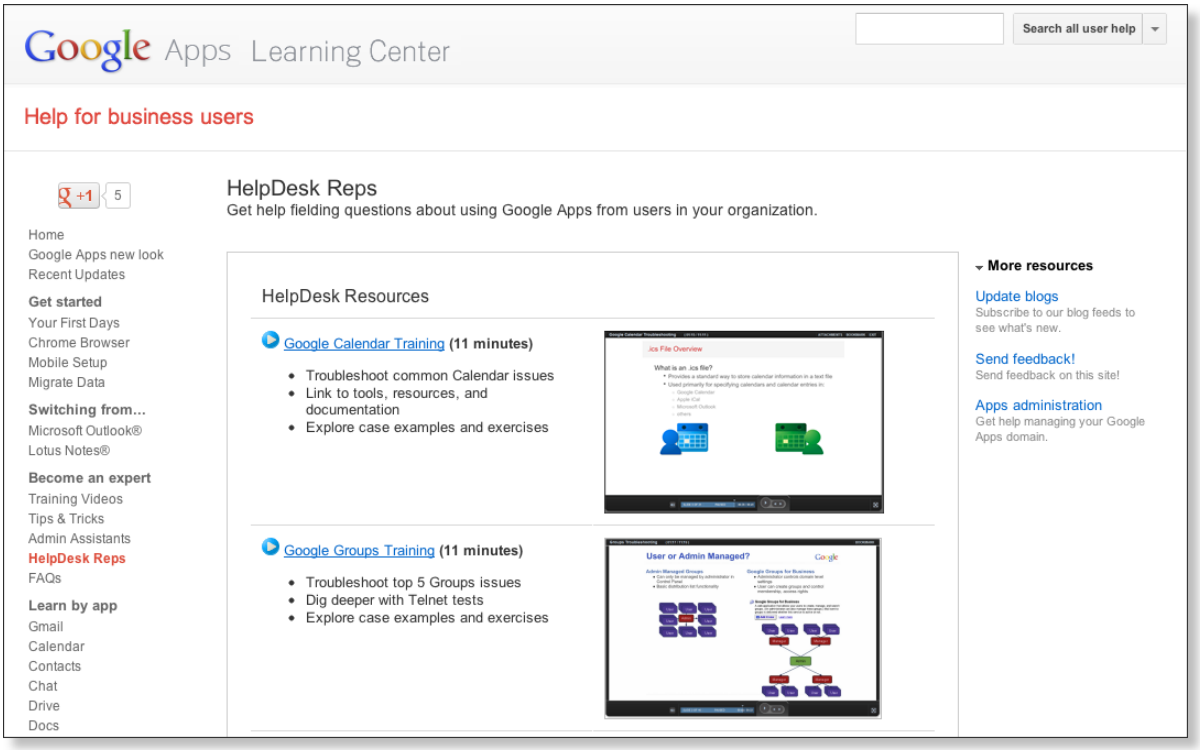
Resources

- **Google Apps Documentation & Support site** Preview a few of the resources on the Google Apps Documentation & Support site during training. This site contains thousands of articles specially designed to answer specific questions related to Google Apps.
- **Resources for former Microsoft Outlook® users** Guides and videos to help Microsoft Outlook users make the transition to Google Apps.

"Cloud Sherpas provided specialized training for Outlook users, and gave a step-by-step process for learning to do the same tasks in Gmail."

—Mark Steward, IT Director, Baird & Warner

Baird & Warner is a real estate company based in the United States. It has 1,600 Google Apps users.



Deliver and evaluate Core IT training | *Best practices*

Here are some best practices for delivering Core IT training:

- **Give IT administrators an opportunity to practice.** Your IT administrators will be responsible for many tasks that use the Google Apps Control Panel. Rather than just telling them about the Control Panel, give them an opportunity to practice. One easy way to do that is to set up a test environment where your Google Apps Administrators can practice important tasks like provisioning accounts, migrating user data, and managing domain aliases.
- **Include any special instructions on temporary coexistence.** Your Core IT users have to live in two worlds for a short period of time because not all of your users have switched to Google Apps. In most cases, that means the Core IT users' experience might be a bit different than the one your users will have once everyone in the company is using Google Apps. Manage their expectations by telling them about things that are going to work differently. Example: Your Core IT users will probably still have to reserve conference rooms using their old email system.
- **Gather feedback from Core IT users with a Google Form.** Because this is probably the very first time you're delivering these courses, you'll want to gather feedback. Use a Google Form to do so quickly, then use this information to improve future training.
- **Promote ways to learn outside of the Core IT training.** You worked hard on your training resources, so you want to make sure people are using them. Remind your Core IT users about all the ways they can continue to learn using training resources on the Google Apps user learning center or the customized user learning center you created. Additionally, you can make users aware of other great Google Apps resources like the Google Apps Documentation & Support site.

"We now have a device independent, online, available anywhere, easy-to-use set of collaboration tools that allow us to share information in a way that works best for the employee."

—***Todd Pierce, VP of Information Technology, Genentech***

Genentech is a biomedical sciences company based in the United States. It has 17,000 Google Apps users.

Change the plan if you need to and deal with it	*Learning from Solarmora, a fictionalized company*
Andy knew gathering feedback from users was important, so he asked the team to create a training satisfaction survey using a Google Form. They asked users to complete the form at the end of each training session. Andy checked "evaluate training" off his list of training tasks. Mission accomplished.	**Oops!** Andy didn't take action based on his training feedback. His team waited too long to review the data from the training satisfaction survey; if he'd been more diligent, he'd have seen that the Core IT team still had tons of questions, and some confusion, about functions available in their old email system. So Andy and his team decided to promote the resources for former Microsoft Outlook users on their training site. It worked.

What do you leave with?

As you complete the Core IT phase you should have:

- A summary of your user community including a detailed list of the user groups that make up your organization
- A list of key company-wide impacts resulting from the move to Google Apps
- A list of the people who will create a peer-to-peer network of support for your user community or Google Guides program
- An internal marketing plan that includes:

  Elevator pitch
  Creative concept
  Marketing channels
  Overall timeline of activities
- A communications plan identifying each message or event needed for your Google Apps deployment
- A user community that has been informed about the company's switch to Google Apps
- Core IT users who have been informed about the deployment and key migration activities, and are trained on Google Apps
- A training site, training resources, and complete training curriculum

Phase 2: Early Adopter

By the end Early Adopter phase, a cross-section of your users (typically 5–10%) begin to use Google Apps. This includes your Google Guides so they can gain experience with the new services.

For the Change Management team, these are the key tasks:

- Deliver communications and training for your first business users—Early Adopters—as they move to Google Apps
- Launch your marketing campaign to the entire company
- Kick off your Google Guides program
- Gather feedback and input from your Core IT users

This Early Adopter phase should be your "dress rehearsal" for your Global Go-Live.

Task	***Time frame (by phase & week number)***												
	Core IT				***Early Adopter***					***Global Go-Live***			
	1	***2***	***3***	***4***	***5***	***6***	***7***	***8***	***9***	***10***	***11***	***12***	***13***
Launch your marketing campaign					***5***	***6***	***7***	***8***	***9***				
Send key messages to users					***5***	***6***	***7***	***8***	***9***				
Complete training materials for users							***7***						
Start your Google Guides program							***7***	***8***					
Deliver & evaluate training							***7***	***8***					
Assess team change impacts							***7***	***8***	***9***				
Go-Live								***8***					

What else is happening?

During the Early Adopter phase, the Project Management and Technical Configuration teams will:

- Provision Early Adopters on Google Apps
- Configure your Google Apps services (such as Gmail) and settings
- Set up Early Adopters to use Gmail
- Pilot help desk operations and support for Google Apps

Launch your marketing campaign

Time frame: Weeks 5–9

What and why: In the Core IT phase, you designed your internal marketing campaign and secured staffing and resources. Now, as your Early Adopters start to use Google Apps, you'll launch your campaign to build awareness and promote resources about the switch.

Most companies start to execute their organization-wide campaign during the Early Adopter phase. This ensures that you don't lose momentum leading up to Global Go-Live.

The result: Your user community has greater awareness of the Google Apps deployment and the benefit of the change to them. You've piqued their interest and started to build their engagement with the upcoming switch.

"Use your communications to build energy and excitement among your user community."

—Dave Hannon, Google Practice Leader, Flexion

Flexion is a Google Apps Enterprise Partner based in the United States.

Launch your marketing campaign | *How to*

1. **Secure resources.** Reach out to your Marketing, HR, and Communications departments for help with production, design, and distribution. You'll find experts who have run company-wide campaigns and are happy to assist with the transition to Google Apps.
2. **Start delivering through your channels and collateral.** Here's a sampling of options. Consider which work best for your company and pick *at least three* to deliver.

   Physical: t-shirts, posters, flyers, company newsletter

   Online: email, digital signs, videos, intranet

   In-person: presentations, roadshows, brown bag lunches, contests
3. **Measure the success of your marketing campaign.** Use Google Analytics on your site, or try the Google URL shortener. You can track clicks on hyperlinks in online messages or generate QR codes to track visits to posters from in-person events.

Two of the Google Squad characters created for Genentech's marketing campaign for its Google Apps deployment.

We created an internal marketing campaign around the Google Squad: cartoon characters that represented each Google Apps product. It really got people excited about the switch to Google Apps."

—Adam Graff, Head, Collaboration and Mobility, Genentech

Genentech is a biomedical sciences company based in the United States. It has 17,000 Google Apps users.

Launch your marketing campaign | *Best practices*

Use these best practices as you roll out your campaign:

- **Set a date to officially launch your marketing campaign.** You want people to take notice, so coordinate your first marketing events to debut on the same day—posters, email blasts, and your intranet site launch.
- **Get people's attention, be memorable.** Make your marketing materials stand out from the normal office clutter. Find language that speaks to your users. "Tired of seeing *mailbox full*? Get out of mail jail with Gmail." Get started using Google Apps Icons and Logos.
- **Use virtual visuals.** You're moving to the cloud and your marketing campaign can too. Use your intranet, Google Sites, and videos to promote your Google Apps rollout. Consider other electronic marketing channels, from desktop wallpaper to screensavers and even email signatures. It all helps to get the word out.
- **Tell people why it's good.** Remember the benefits of moving to Google Apps—the ones you identified that would really resonate with your user community? Promote them in your marketing materials. If you do that right, people will look forward to using Google Apps.
- **Give people a way to learn more.** If you got people's attention with your marketing campaign, you'll likely get questions. Good.

  Be sure to update your Google Apps intranet site with all the relevant FAQs. Then, reference the site in your marketing materials so people know where to go for the facts. Do this, and minimize the rumor mill.

"Over-communicate. Use every channel available.

Use common and culturally accepted ones (mail, bulletin boards, intranet). You should also try different approaches like posting notes in the restroom, putting a 'parking ticket' on the windshield of cars or even using your building facade as a big banner. Think outside the box."

—Andrés Cifuentes, IT Director, eForcers S.A.

eForcers S.A. is a Google Apps Enterprise Partner based in Colombia.

Use your brand and build visual momentum — *Learning from Solarmora, a fictionalized company*

Do you recall the slogan the marketing rep helped Andy create? "Work in the future today: Any team, any place, any time, and any device."

The Marketing department stepped in to design a custom logo and memorable visuals to run throughout the marketing campaign. To kick off the company announcement for Google Apps, they invested in large scale posters and produced a "Why we're switching" video with the CEO.

Oops! Andy didn't get support from the local office or the marketing campaign. He received an apologetic email message from the Google Guide in the Mexico City office. She needed more posters because the ones she'd originally posted were torn down. Apparently, she didn't have permission to post them in the office.

Andy asked the marketing representative to help secure support of the local offices for the campaign. The marketing representative also sent a note to Google Guides to confirm they had permission to use the posters in their offices and to contact marketing with any questions.

The good news was that the campaign was working. The team saw a huge spike in visits to their Google Apps user learning center after the launch of the marketing campaign.

Send key messages to users

Time frame: Weeks 5–9

What and why: Messages don't work unless they are sent often and with the latest info.

Just because this group of users is only a part of your user population doesn't mean they don't deserve frequent updates about their migration. This is your practice run for moving your entire organization to Google Apps. Give them a positive experience so they become Google Apps champions.

A change that was clear to your Core IT team might need more explanation to the Manufacturing group. Gather their feedback so you can get your messaging just right for the Global Go-Live.

The result: Your Early Adopter users are informed about the change through your communications and make a smooth transition to Google Apps.

You've also received valuable input on how to improve your migration communications for Global Go-Live.

"Any successful project has to consider and plan for the human element. It takes into account education, communications and even the human attachment to 'the way I used to do it.'

Moving people along the human change management curve at the correct speed and velocity will ensure a great rollout."

—Tony Bianco, President, Cloud Computing Division, Onix Networking

Onix Networking is a Google Apps Enterprise Partner based in the United States.

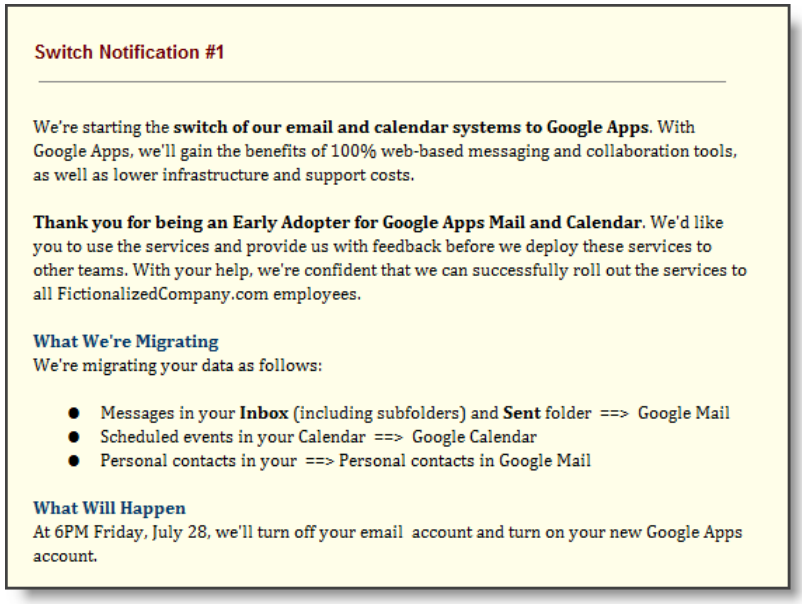
Send key messages to users | *How to*

Send these messages to the Early Adopters (including your Google Guides) who are being migrated to Google Apps:

- Early Adopter announcement and schedule
- Migration notification and reminders
- Training announcement
- "Welcome to Google Apps" message

Resources

- **Communications templates** Email, intranet posting, and poster templates to announce the switch to Google Apps and keep users up-to-date.
- **Tips & tricks** Short tips that help your users get the most from Google Apps. Post them all on your resources site or send them to users on a regular basis.
- **Google Chrome resources** Guides and videos to help users learn about using Chrome for accessing the web.
- **About Google Groups for Business** Articles and a video that describe how to use Google Groups for Business in your company.



Switch Notification #1

We're starting the **switch of our email and calendar systems to Google Apps**. With Google Apps, we'll gain the benefits of 100% web-based messaging and collaboration tools, as well as lower infrastructure and support costs.

Thank you for being an Early Adopter for Google Apps Mail and Calendar. We'd like you to use the services and provide us with feedback before we deploy these services to other teams. With your help, we're confident that we can successfully roll out the services to all FictionalizedCompany.com employees.

What We're Migrating
We're migrating your data as follows:

- Messages in your **Inbox** (including subfolders) and **Sent** folder ==> Google Mail
- Scheduled events in your Calendar ==> Google Calendar
- Personal contacts in your ==> Personal contacts in Google Mail

What Will Happen
At 6PM Friday, July 28, we'll turn off your email account and turn on your new Google Apps account.

A sample notification from the change management template gallery in Setup & deployment on the Google Apps Documentation & Support site.

"We had senior leaders send out communications explaining how things will work with Google Apps."

—Dana Murphy, Director, OTD Technology, Organization & Talent Development, Equity Residential

Equity Residential is a real estate services company based in the United States. It has 4,700 Google Apps users.

Send key messages to users | *Best practices*

Top tips for communicating with your Early Adopters:

- **Remind people about co-existence**. In many cases, Early Adopters live in two systems—Google Apps and the legacy system—during this phase. For example, they may need to use their legacy system to reserve rooms or to look up global contacts in their legacy email. Let them know what to expect and that it's temporary until the Global Go-Live.
- **Get feedback from your users.** You probably set up a Google Group for your project team. Put this group in all your communications and encourage your users to give their comments and feedback.
- **Set up a Google Group as an email list for Early Adopters.** You can include the email address for the group in all messages so Early Adopters have a place to send their questions and comments. Or use a Google Group as forum. Many times, these users, especially your Google Guides, can help each other solve problems and answer questions.

"Don't rely on email as your only communication device.

Long and technical-sounding email is easy to ignore or delete. Communicate information through posters, webinars, lunch and learn, table toppers, department meeting, and Google Guides."

—Susan Metz, Director of Training and Change Management, LTech

LTech is a Google Apps Enterprise Partner based in the United States.

Give people a way to provide feedback and ask questions *Learning from Solarmora, a fictionalized company*

The team edited the messages originally used for Core IT and aimed them at Early Adopters. However, some Google Guides said they were getting slammed with questions about the project timeline. Andy realized that one of the messages had the wrong date for the Global Go-Live. People were becoming nervous because the date included in the message was May 1, instead of May 31.

Oops! Andy forgot to include a feedback mechanism in all of his communications. Andy was embarrassed. If he had gotten feedback on the message sooner, he could have corrected the error faster. To give users a way to provide feedback and ask questions about communications, the team added a feedback link to all future messages.

Andy's team was surprised by the responses they received. Most people understood the information they received, but many Early Adopters had questions about tabbed browsing in Google Chrome. The marketing department created some special tips around Google Chrome to help users become more productive using their new internet browser. The team promoted these tips to users via email and through their customized Google Apps user learning center.

Complete training materials for users

Time frame: Week 7

What and why: The Early Adopter phase is the first real test of your training plan. You'll expand the content you created in the Core IT phase—your intranet sites, presentations, and training.

With the Early Adopter phase, the audience now includes business users, and you typically need to pay special attention to your executives, executive assistants, and your helpdesk or support staff.

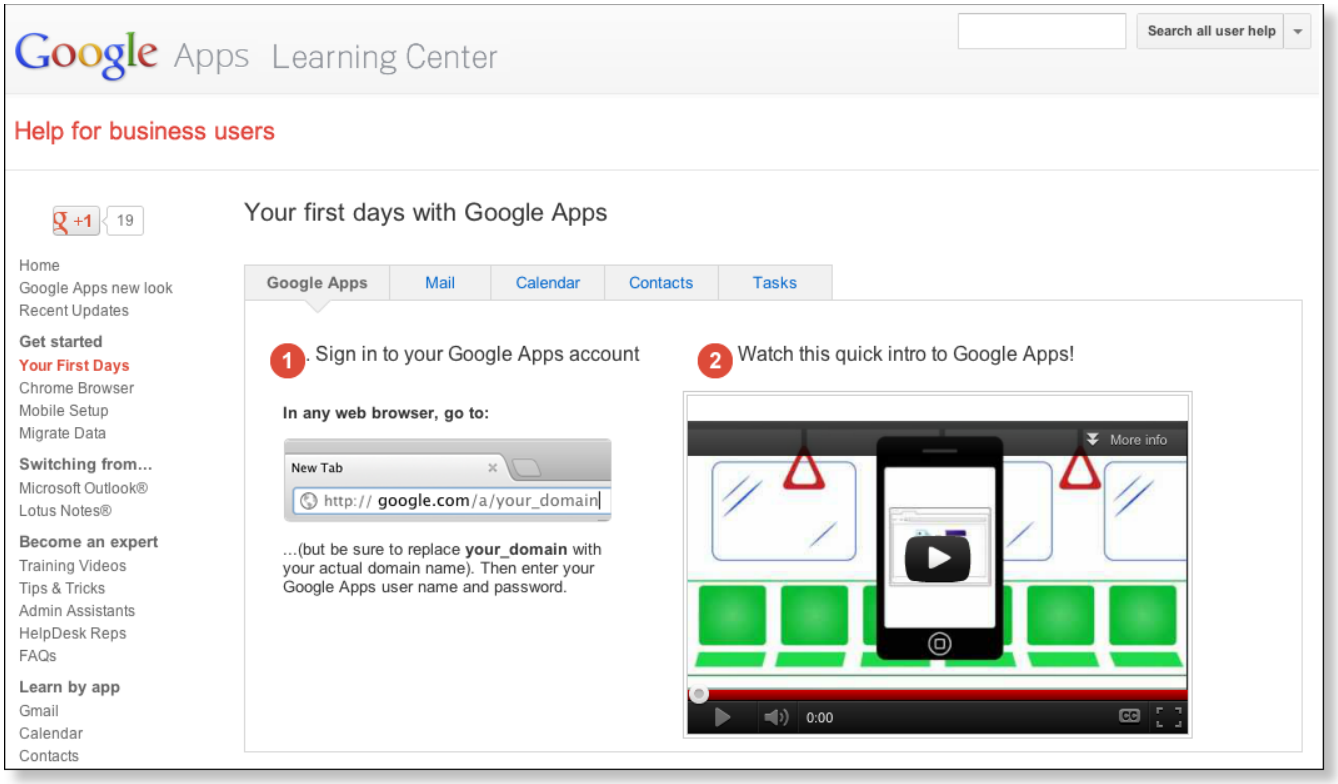
Make sure your materials are polished so you can get solid, accurate feedback on them.

The result: You have a set of resources to help business users get up to speed and a training schedule to share with your project team and the Early Adopters.

"You need to discover the roles in the organization that are critical to train. We have found that the administrative assistants are the number one group."

—Jim McNelis, Principal and Founder, Dito

Dito is a Google Apps Enterprise Partner based in the United States.



The Google Apps user learning center has ready-to-use training materials.

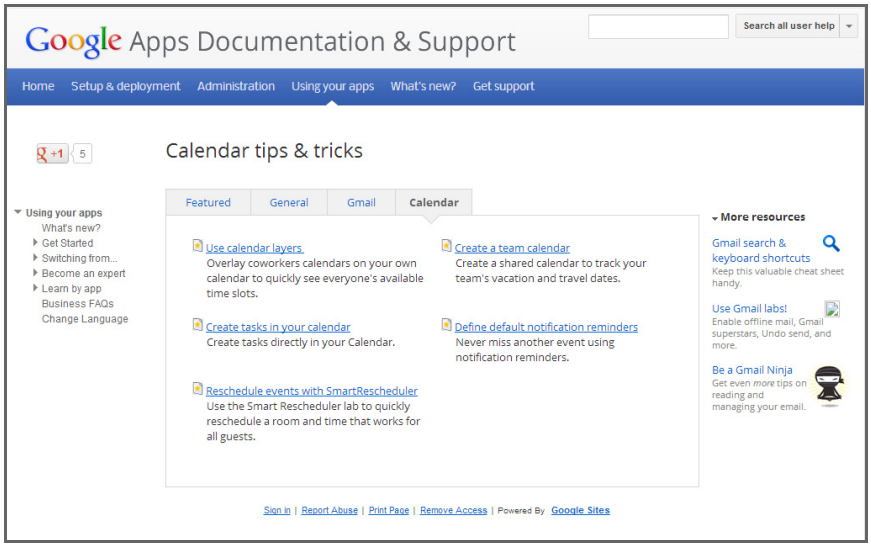
Complete training materials for users | *How to*

You'll be delivering some courses for the first time, so make sure the course materials are ready to go.

Remember, you don't have to start from scratch. You'll find great resources in the user learning center on the Google Apps Documentation & Support site, or you can work with a Google Enterprise Partner.

Courses typically delivered for the first time to Early Adopters:

Course	***Description***	***Resources***
Google Apps for Administrative Assistants	Advanced tasks in Gmail and Calendar including: • Setting up and managing delegated Gmail and Calendar	Training resources for administrative assistants
Google Apps for the Help Desk	How to resolve common issues: • Basic troubleshooting • Working with Google Support	Google troubleshooting resources
Google Apps for Executives	Critical tasks such as: • Setting up Gmail and Calendar delegation • Accessing Google Apps on a mobile device	Resources for mobile users



Calendar tips from the Google Apps Documentation & Support site.

"It was really important to us that we included a breadth of people and scenarios in our early Google trial.

This really helped shape our delivery. We involved people whom we knew were at the boundaries of their online abilities.

After the Go-Live, every user could read or write an email within an hour of their conversion. The lesson for us was: You don't just want to include the best cases, you also want to have a sample of edge cases."

—Peter Herrmann, Solution Architect, Mortgage Choice

Mortgage Choice is a financial services company based in Australia. It has 2,200 Google Apps users.

Complete training materials for users | *Best practices*

Build upon the content you compiled earlier for your IT users:

Keep your materials up-to-date.

- Consider including new FAQs or information in your Google Apps user learning center or transition site aimed at your business users.
- As you get feedback from the Early Adopters, or see patterns of questions, address this in your training. You're likely to see similar comments from your Global Go-Live users.

Pay attention to the new audiences this phase.

- **Help desk:** To prepare your support/help desk team, share your data migration strategy, tools, and common questions. Add information about working with Google Enterprise Support.
- **Executives:** Some executives are usually migrated to Google Apps during this phase. Consider training for their specific needs such as setting up mobile devices or offline email.
- **Administrative assistants:** This group may prefer in-person training, with a focus on managing others' calendars, email, or room reservations in Google Apps. Reach out to a few administrative assistants to find out their preference.

  Also give them a preview of your course topics to make sure you cover what's needed.

"During every major IT change, users experience a dip in enthusiasm just after Go-Live, when they face performing the same tasks using a different tool.

Effective communications and training minimizes the amplitude and duration of that dip, and users more quickly internalize the change and enjoy the productivity gains of using the new tool in new and different ways."

—Dave Lyon, Director of Change Management, Onix Networking

Onix Networking is a Google Apps Enterprise Partner based in the United States.

Identify, improve—then finalize

Learning from Solarmora, a fictionalized company

Andy focused on getting his course content just right for the special user groups who would be migrated in the Early Adopter phase:

- Executives: Andy wanted the executives to have the best experience possible so he could continue to build a coalition of support among the company's leaders. He set up special hands-on training and dedicated support.
- Administrative assistants: The trainers designed practice exercises for the administrative assistants to try their most important activities in Google Apps in a safe environment and ask questions.

Oops! The training started well, but Andy didn't include enough information on the email migration.

The trainers were having trouble getting through the courses on time. Andy did some further investigation: in every training course, the trainer spent at least 15 minutes answering questions related to migration. Accessing old email was one of the top concerns among users.

Andy quickly added more FAQs on email migration to the company's Google Apps user learning center. The team also changed their course materials to include information about legacy email right at the start.

Start your Google Guides program

Time frame: Weeks 7–8

What and why: In the Core IT phase, you defined your Google Guides program and lined up your guide candidates. At this stage of the Early Adopter phase, you hold your Google Guides kickoff meetings and begin to bring your guides up to speed.

The result: Your Google Guides are energized and ready to help you lead the switch to Google Apps in your organization. They know their responsibilities and are getting up to speed on Google Apps.

Google Guides from the United States Holocaust Memorial Museum

"One of the key aspects that enabled our smooth transition was the identification of 'Google Guides,' people from across the Museum who volunteered to help their colleagues with the new Google Apps environment."

—Joe Kraus, CIO, United States Holocaust Memorial Museum

The United States Holocaust Memorial Museum is a non-profit organization based in the United States. It has 700 Google Apps users.

Start your Google Guides program | *How to*

Typically the kickoff is run two to three weeks before Early Adopters are moved to Google Apps. A typical agenda for a Google Guides meeting:

1. **Project overview:** Share that great elevator pitch you created earlier in the project—explain the "why" behind the move to Google Apps and reinforce the benefits for your user community.
2. **Role of Google Guides:** Set expectations on how the Google Guides will be involved.
3. **Timeline and activities for Google Guides:** Make sure Google Guides know when their support is needed. Create a visual timeline that shows the phases of the project and also key milestones where Google Guides will be involved.
4. **Training and resources:** Make sure you promote all the resources available—intranet sites, mailing lists, and more—to help them learn more about the project and Google Apps.
5. **Next steps:** Give Google Guides specific direction on what they can do now and as Go-Live approaches. Examples: Review training resources, conduct a presentation on Google Apps to your team, etc.

   Send a message to thank the Google Guides (and their managers) for their participation, and to provide a list of available resources.

Google Online Store Order t-shirts for your Google Guides from Google's online store.

"About 30–40% of users have Google outside of work. We are leveraging those people as power users."

—Dana Murphy, Director, OTD Technology, Organization & Talent Development, Equity Residential

Equity Residential is a real estate services company based in the United States. It has 4,700 Google Apps users.

Make your Google Guides program a priority	*Learning from Solarmora, a fictionalized company*
The Google Guides kick-off meeting the place to build energy and common purpose. Team members double-checked the basics: rooms reserved at each site, the Google Guides mailing group set up, and meeting invites sent. The team was disappointed when, ultimately, only 10% of the Google Guides attended the kick-off meeting. **Oops!** Andy didn't explain the importance of the kick-off. Even though his team carefully planned the logistics, they had failed to promote the meeting with the volunteers. Yes, the team had put the meeting on the calendar, but they didn't send an agenda or remind volunteers about the meeting. With all the other things going on at the company, volunteers weren't making time for this seemingly optional meeting.	To revitalize the Google Guides program, Andy enlisted the help of his executive sponsor. She sent email to the Google Guides thanking them for volunteering and emphasizing the importance of their role. Executive sponsorship for the next Google Guides meeting set the right tone. Next, the local IT conducted regional events so the Google Guides everywhere could be engaged. After that, participation from the Google Guides really took off. The Google Guides began to share questions and tips with each other using email and a forum set up by the project team. The forum became a valuable resource for the Google Guides, as well as the rest of the company's user community.

Deliver & evaluate training

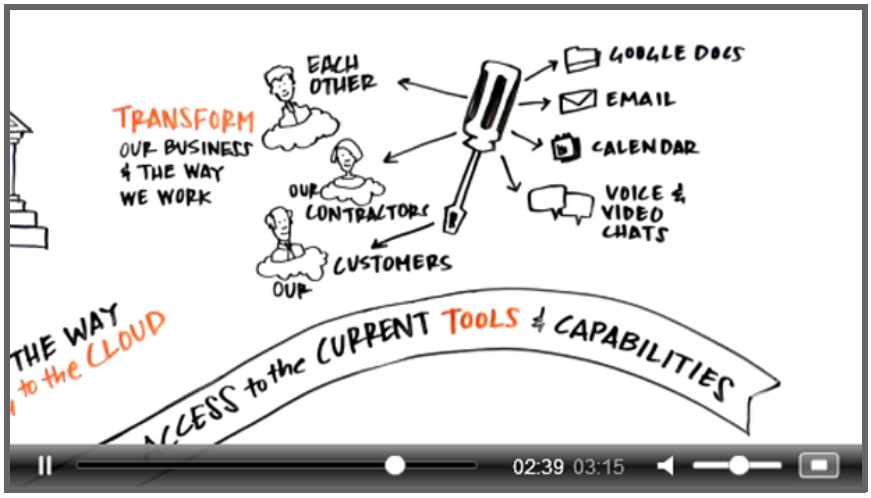
Time frame: Weeks 7–8

What and why: Because you'll be delivering training to a representative group of your whole user community in the Early Adopter phase, you'll get valuable feedback that will help when you train even more users for Global Go-Live. You can also use feedback you receive to track user adoption trends.

Remember: Users who feel confident about the skills they've learned in training are more likely to become Google Apps power users in the future.

Whether you're using trainers from your organization or from a partner, the feedback you receive from your Early Adopter training will help your trainers learn what is working about their delivery and what isn't. That analogy of Gmail conversations to a deck of cards that one of the trainers used? Users loved it, so share that idea with all your trainers so they can incorporate it into future training sessions. Did another trainer lose some of her training class because she was speaking too quickly? Help her pace her training delivery in future sessions.

The result: Your Early Adopters have completed training and they have the knowledge and skills they need to use Google Apps.



A snapshot from a training video from the General Services Administration (GSA) Google Apps deployment.

"It's helpful to add people who attended training sessions to a Google Group. That way you quickly and easily send follow-up information and answer questions via email or shared docs. The group can also be used as a post-training discussion forum."

—Susan Metz, Director of Training and Change Management, LTech

LTech is a Google Apps Enterprise Partner based in the United States.

Deliver & evaluate training | *Best practices*

Best practices and advice for Early Adopter training:

- **Train your trainers.** Give your trainers an opportunity to use the applications beforehand and deliver practice sessions. While they may be skilled trainers, they need time to prepare.
- **Test your training**. You're about deliver training to many users. Take a few minutes to test your set-up. Can you access your demo account? Do all the trainers have separate or shared accounts?
- **Prepare for local training.** This is likely the first time you're delivering training at regional or remote offices. Are your webinar sessions at local-friendly times with international dial-in numbers? Is the right material translated? See what lessons can be learned for your regional training during your Global Go-Live.
- **Track attendance and usage.** See what percentage of your Early Adopters joined a webinar or attended a class. Use Google Analytics to see which of your site pages receive the most and fewest views.
- **Find someone to manage your logistics.** Small but important tasks that make your training work—reserving rooms, sending out training reminders, and letting the trainers know their training schedule. Often you can find someone in your organization and local offices who's an expert at managing the logistics—an office manager, executive assistant, HR coordinator, or project manager. Their assistance can make the training efforts run more smoothly.

"When we train the help desk, we try to ask them questions that the average user will ask. We sometimes bring a new user into the class to ask questions. Those questions are a true example of what could happen at Go-Live."

—Jorge Sanchez, Online Services Coordinator, KIO Networks

KIO Networks is a Google Apps Enterprise Partner based in Mexico.

Anticipate needs, then test, test, test

Learning from Solarmora, a fictionalized company

The Early Adopter training was going according to plan. Andy's Google Apps Enterprise partner trained the company's help desk on the new support processes. Executives and administrative assistants who were part of the Early Adopter group also completed their specialized training.

Finally, all users had the option to complete Gmail and Calendar eLearning courses. Initially, completion rates for the courses were low—with only about 25% of Early Adopters completing these courses.

Oops! Andy didn't promote the training as well as he could have.

A member of the Change Management team suggested that people were unaware of the training since the courses were only mentioned once at the very end of a long email.

The Change Management team brainstormed ways to promote the eLearning courses: a poster, another email reminder, and a note about eLearning in the email signatures of members of the project team. They decided to implement all their ideas to see which worked best. With this new outreach, they saw the completion rate of the eLearning courses grow to 75% of Early Adopters in only two weeks.

Assess team change impacts

Time frame: Weeks 7–9

What and why: You started tracking changes resulting from the switch to Google Apps, now keep it up.

The Early Adopters phase puts your first business users on Google Apps. You'll learn about the specific business processes—automated email responses for sales leads or invoicing, for example—or department procedures that may be affected.

Example of areas to survey your Early Adopters to help identify change impacts:

- Applications linked to email
- Business processes and policies that depend on email
- New uses of Google Apps to improve productivity or collaboration

The result You've built a list of key change impacts—both technical and business/processes, and updated your communication and training plans.

"Google Apps has helped us to better communicate as a team and better communicate with our customers at a price that fits our family business."

—Jeff Jones, Vice President, Admiral Pest Control

Admiral Pest Control is a professional services company based in the United States. It has 50 Google Apps users.

Get specific, find opportunities

Learning from Solarmora, a fictionalized company

Andy knew that many departments used email for processes that the IT department didn't know about. he hoped the Early Adopters would help his team discover any key changes to the applications, or processes.

Comments from the Early Adopters started to trickle into the IT department—but mostly questions or comments on specific features. Where was input about how departments might be affected by the transition?

Oops! Andy didn't have a good way to get feedback from Early Adopters on change impacts.

Andy realized he needed to be specific on his requests for help.

The Change Management team put together a Google Form with targeted questions:

- What applications that your team uses are linked to email or calendar?
- Which of your team's business processes are highly dependent on email or calendar?
- What team policies are related to email or calendar?
- Are there team processes you think could be improved by using Google Apps?

One key finding from the survey: a shared mailbox used by the CFO's assistant and Legal group to manage the public's questions about the company's annual reports. Andy updated his plans to set up this mailbox as a Google Group, and included training on Google Groups.

An opportunity from the survey: a Google Guide from Finance suggested that a shared calendar could capture the team activities for quarter-end close. After some quick tests, the Google Guides found that the shared calendar helped with collaboration, and they pitched this as an example to other groups.

Phase 3: Global Go-Live

Global Go-Live—this is what the team has been working towards. You'll prepare all of your organization for the switch, and continue the communications and training work, but at a global scale.

For the Change Management team, these are the key tasks:

- Survey users to measure their preparedness for the switch
- Deliver communications and train users
- Make your final marketing push to the company
- Help plan and execute the Go-Live support strategy

Task	***Time frame (by phase & week number)***												
	Core IT				***Early Adopter***					***Global Go-Live***			
	1	***2***	***3***	***4***	***5***	***6***	***7***	***8***	***9***	***10***	***11***	***12***	***13***
Send a user readiness survey										***10***			
Complete internal marketing activities										***10***	***11***	***12***	***13***
Send key messages to users										***10***	***11***	***12***	***13***
Complete training materials											***11***		
Complete & execute the support plan											***11***	***12***	***13***
Deliver & evaluate training											***11***	***12***	***13***
Go-Live													***13***

What else is happening?

During the Global Go-Live phase, the Project Management and Technical Configuration teams will:

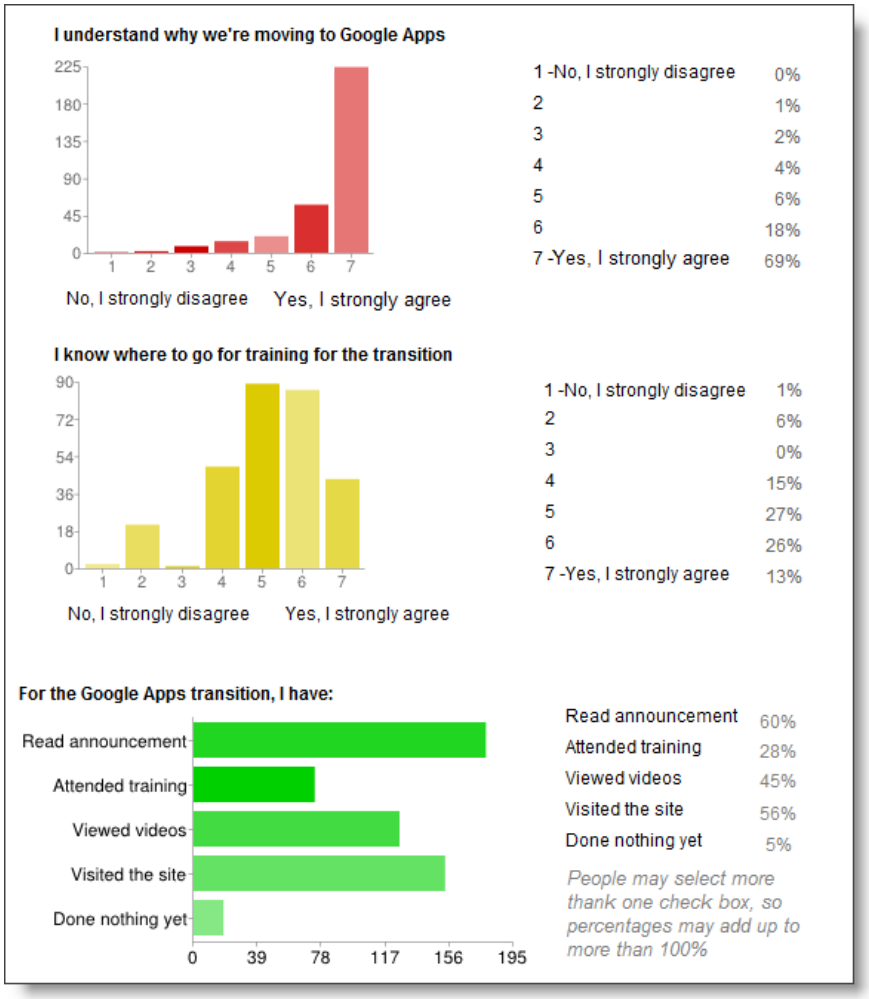
- Provision remaining users on Google Apps and configure their accounts
- Execute data migration strategy for Go-Live users
- Set up Gmail and Calendar for all users
- Set up additional services such as Google Chat, Groups, Drive, and G+ (optional)

Send a user readiness survey

Time frame: Week 10

What and why: How can you tell how well users are prepared for the transition? Use a survey to gauge the effectiveness of your change management efforts.

The result: You have feedback from your user community that you can use to adjust your Go-Live strategy for maximum effectiveness.



Survey results automatically generated from the User Readiness Survey template.

"We sent a user readiness survey to understand the concerns of our users. In our case, people wanted to understand how their data would be moved over.

They were afraid they would be lost without their data. To address this concern, we developed communications around data migration.

In one message, one of our senior leaders made an analogy to a suitcase: 'You only have one suitcase, so only bring what you need. You'll also still have access to the old stuff. If you missed things, we'll help you bring that data over."

—Dana Murphy, Director of OTD Technology, Equity Residential

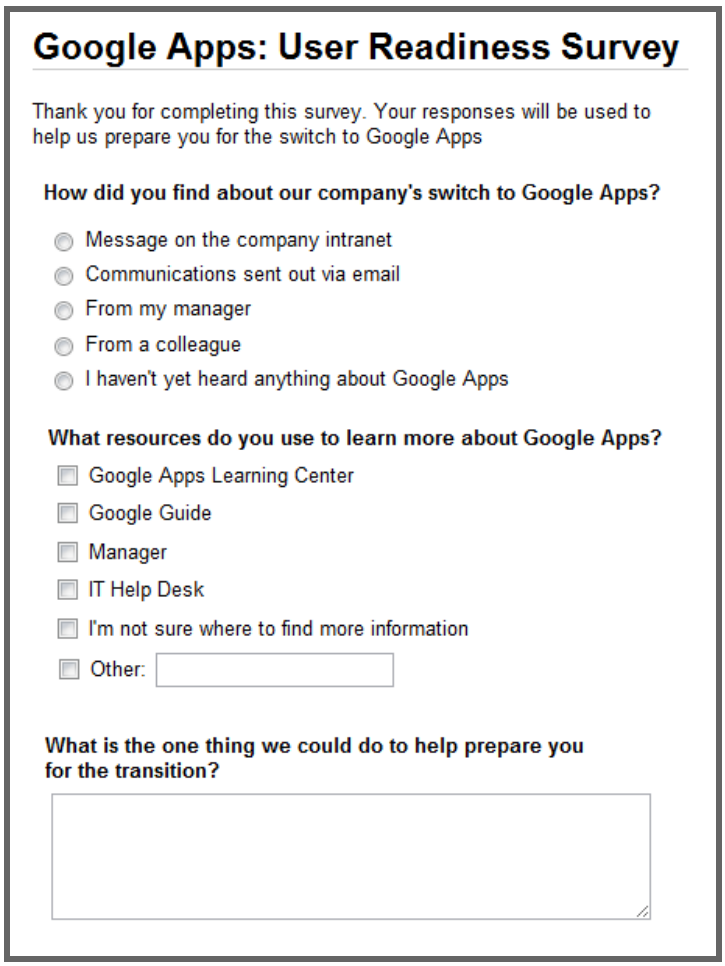
Equity Residential is a real estate services company based in the United States. It has 4,700 Google Apps users.

Send a user readiness survey | *How to*

The survey results can help identify who requires the most help and which communications have been effective. You can eliminate unwanted surprises during Go-Live, and make sure the right users get the right kind of attention. Some information to gather:

- Do users understand why the company is moving to Google Apps?
- What training resources do they find useful?
- Do users in remote offices have any special concerns?

Start with the User Readiness Survey template from the Change Management site and create a custom survey for your users within minutes.



Google Apps: User Readiness Survey

Thank you for completing this survey. Your responses will be used to help us prepare you for the switch to Google Apps

How did you find about our company's switch to Google Apps?

- Message on the company intranet
- Communications sent out via email
- From my manager
- From a colleague
- I haven't yet heard anything about Google Apps

What resources do you use to learn more about Google Apps?

- Google Apps Learning Center
- Google Guide
- Manager
- IT Help Desk
- I'm not sure where to find more information
- Other:

What is the one thing we could do to help prepare you for the transition?

User readiness survey template Use this template to create your own user readiness survey using a Google Form.

"After surveying our American employees, we found 67% were already using Gmail in their personal lives, so we knew the transition would be pretty easy.

Immediately after implementation we saw a 35% reduction in our help desk calls. Just the support resources we saved paid for Google Apps in less than 12 months."

—Michael Walsh, CIO, D-Link Inc

D-Link Inc is a hardware manufacturing company based in the Taiwan. It has 900 Google Apps users.

Send a user readiness survey | *Best practices*

Why you shouldn't skip the survey:

- You might be tempted to not run a survey, but the results can help your team focus on the right areas of need, certain user populations, or locations. You want that visibility now to help avoid surprises on Go-Live.
- The survey data can back up your answers when members of your executive staff or project team ask questions like "Are our people ready for the transition?" or "Where do we need work?".

The top to-dos for a good survey:

- **Send your survey to your users *at least 3 weeks* before your Global Go-Live.** That way you'll have time to review the responses and make adjustments to your Go-Live support strategy.
- **Test the survey with a few users.** You want to make sure the questions are clear so that you get the information you want.
- **Make the survey anonymous.** People will be more likely to give you their candid feedback.
- **Keep the survey short and simple.** If you make it easy to complete, you'll have a better response rate.
- **Share the data with your stakeholders.** Give the key results to the project team, executive sponsor, and department representatives. Let them know what's working and what needs more investment. You may be asking these people for their input or assistance, so it's helpful to be transparent and show them data.

Identify actions based on the survey results. Don't only summarize the results. Pick the most critical opportunities and take action.

"It's helpful to add people who attended training sessions to a Google Group. That way, you can quickly and easily send follow-up information and answer questions via email or shared docs. The group can also be used as a post-training discussion forum."

—Susan Metz, Director of Training and Change Management, LTech

LTech is a Google Apps Enterprise Partner based in the United States.

Complete internal marketing activities

Time frame: Weeks 10–13

What and why: This step is similar to what you did in your Early Adopter phase, but your marketing messages become more specific and actionable—everyone knows the Go-Live date and how to prep their mailbox. Move your users from a state of awareness to a state of motion.

After all, you've got a lot more users to reach! Think of this as a continuing dialogue with your users, a kind of feedback loop in which you'll leverage new information from earlier phases to keep your message fresh and relevant, and thus build momentum for Global Go-Live; you need to get them ready to go live!

The result: Your user community is excited and ready to move to Google Apps.

An example of marketing materials that can be used to promote your Google Apps deployment.

"When you introduce change you need to sell it. Your users need to see the benefits of what you are doing."

—Andrew Kneebone, Project Manager, Visy

Visy is a packaging and paper recycling company based in Australia. It has 3,200 Google Apps users.

Complete internal marketing activities | *How to*

Earlier in the deployment, your marketing materials and events might have focused solely on the benefits of Apps to users. Now that you've got their attention, motivate them with:

- **Training opportunities:** Increase awareness of all of your training resources, whether you're offering live training, virtual, or online options.
- **Support resources:** How do I get help? Who is my Google Guide? Help your users answer these questions by promoting their support options.
- **Feedback mechanisms:** Just because you aren't hearing about it, doesn't mean there isn't a problem. Make sure your users know where they can send comments and questions. If you send a user readiness survey, you'll want to promote it to get a better response rate.
- **Preparation tasks:** Give your users directions about what they can do to be more prepared for the switch to Google Apps. If you're migrating mail, encourage users to clean out their inbox or contact lists in advance.
- **A good countdown:** Everyone loves countdowns! Increase the sense of urgency and anticipation among your users by letting them know how much time is left before they go Google.

Premier Salons goes Google with a splash of color

Learn from this customer who used some innovative marketing channels to engage their user community.

Ask your users to test drive their accounts

Learning from Solarmora, a fictionalized company

Visits to the Google Apps user learning center dropped as Go-Live approached. How could the Change Management team keep up momentum of their campaign?

Ah-ha! Andy and the Technical team came up with a smart way to engage users and to get ahead of any login issues. They provisioned all user accounts two weeks in advance of Global Go-Live. They then launched a "test drive" campaign so users could log in to their Google Apps accounts, making sure they were familiar with their user name and password.

The team set expectations by informing users that they wouldn't be able to send or receive email yet, but that the "test drive" helped to confirm login access. After people completed the test drive, they notified their local Google Guide, who gave them a sticker and placed their name in a drawing for giveaways. The plan worked and 75% of users logged into their accounts in advance of the big day.

The Technical team was able to address any login issues in advance and focus attention on bigger challenges at Go-Live.

Complete internal marketing activities | *Best practices*

Remember to use a variety of marketing channels:

- **Create physical reminders** using posters, flyers, or postcards.
- **Use virtual marketing channels** like sites, videos, email, and blogs.
- **Get people excited with giveaways** like T-shirts, stickers, or food with your project brand or logo.

Poster from Unéo's communications campaign for Google Apps. Unéo is an insurance company based in France with 860 Google Apps users.

"The more types of communication channels you use, the more likely you are to reach most of your users. Over-communicating rather than risk under-communicating."

—Alexis Robinson, Project Manager, Networking Technologies and Support, Inc.

Networking Technologies and Support, Inc. is a Google Apps Enterprise Partner based in the United States.

Send key messages to users

Time frame: Weeks 10–13

What and why: Keep up the constant communication as you approach the big day. You want to make sure all users are informed about the migration process at Global Go-Live. Be sure to implement any improvements you identified during the Early Adopter phase.

The result: Your Go-Live users are equipped with all the information they need to be productive on their first day using Google Apps.

"We communicated in waves. It got more specific the closer the communication came to Go-Live. Google Guides were put on dual delivery ahead of time. We encouraged people to try to access accounts ahead of time, so we provisioned accounts about a month in advance."

—Wietze Devries, Principal IT Architect, MeadWestvaco

MeadWestvaco is a packaging company based in the United States. It has 15,000 Google Apps users.

Send key messages to users | *How to*

Here's a suggested timeline for sending out messages to users during the Global Go-Live phase:

Task	***Time frame (by week number)*** ***Global Go-Live*** ***10 11 12 13***
Send key messages to Global Go-Live users	***10 11 12 13***
• Training announcement	***10***
• Email 1: First switch notification	***11***
• Email 2: Switch reminder	***12***
• Email 3: Switch reminder with preparation tasks	***12***
• Email 4: Final switch reminder	***13***
• Email 5: Welcome message for migrated users	***13***

Google Apps communications templates Use our templates to keep users informed about your organization's switch to Google Apps.

Send key messages to users | *Best practices*

Increase the impact of your communications so you can reach all of the users migrated during Global Go-Live:

- **Use multiple communications channels.** Some of our most successful customers used videos to emphasize the most important information to users.
- **Ask your executive sponsor to send messages.** You'll get people's attention and people will be more likely to read your messages.
- **Use your extended team to amplify your message.** Ask the project team, Core IT users, and Early Adopters to remind their groups about Global Go-Live.

Image from the Google Apps announcement video delivered by Dr. Jane Lubchenco of the United States National Oceanic and Atmospheric Administration (NOAA). They moved 25,000 employees, contractors, and associates, making NOAA the largest US federal agency to switch to cloud-based email and collaboration tools.

"The surprise was that people would hit a saturation point on communications. We had to ration out how often we would send communications. We made the communications shorter and included links with more information."

—Wietze Devries, Principal IT Architect, MeadWestvaco

MeadWestvaco is a packaging company based in the United States. It has 15,000 Google Apps users.

Complete training materials

Time frame: Week 11

What and why: During the Global Go-Live phase, you'll be training the largest number of users yet. You'll want to make sure the courses you deliver in this phase are ready for prime time. The courses delivered during Global Go-Live typically include:

Course	***Description***	***Audience***
Gmail & Calendar Basics	A course to teach all users basic tasks in Gmail and Calendar including: • Composing and replying to messages • Managing your inbox • Creating calendar events	All users migrated to Google Apps during Global Go-Live
Google Apps for Administrative Assistants	A course to teach administrative assistants advanced tasks in Gmail and Calendar including: • Setting up delegated Gmail and Calendar • Managing email and calendars as a delegate	All administrative assistants migrated to Google Apps during Global Go-Live
Google Apps for Executives	A course to teach executives critical tasks in Gmail and Calendar including: • Setting up Gmail and Calendar delegation • Accessing Google Apps on a mobile device	All executives migrated to Google Apps during Global Go-Live
Google Guides training for Global Go-Live	A course to teach Google Guides how to resolve basic issues at Go-Live including: • Creating labels • Setting up a signature	All Google Guides

The result: Now you have a complete set of training materials for everyone in your user community.

Finalize training materials | *How to*

Now put the finishing touches on your training materials. Note: If you put your team's collective eyes on these one more time, you'll benefit from the wisdom you accumulated during previous phases.

- **Plan for translation time if needed.** If you need to localize your materials, build enough time into your schedule for translation and testing. You can use our localized resources, including documentation templates, Documentation & Support site, video captions, and product interfaces. Learn more about localized resources on the Google Apps Documentation & Support site.
- **Update your materials with the latest features.** With Google Apps, you get access to new features nearly every week. Remember, you can stay up-to-datìe using "What's new" on the Google Apps Documentation & Support site. Make sure that your training materials reflect the latest innovations from Google, and that you notify your trainers about these updates too.
- **Finalize any new courses that are specific to Global Go-Live.** For example, the Google Guides may need a new course on how to troubleshoot or support mobile users. If you haven't done so already, complete those course materials based on data you've gathered during your Early Adopter phase.
- **Share new materials on your training site.** As you create more great training content or FAQs, share by posting to your intranet site or Google Group.

Resources

- **"What's new" on the Google Apps Documentation & Support site** The latest news on upcoming products, features, and learning resources for Google Apps.
- **Setup & deployment on the Google Apps Documentation & Support site** Find more resources for users like communications templates and videos.

"We track training sessions with Google Calendar, and share training content and attendance records with Google Docs."

—***Patrick Liew, CIO, HSR***

HSR is a real estate services company based in Singapore. It has 2,700 Google Apps users.

Finalize training materials | *Best practices*

Tips on organizing your training materials:

- **Use different formats in training materials to appeal to different learning styles.** Some of your users might love watching videos to learn about Google Apps. Other users might prefer printing out a document they can read at their desk while exploring their Google Apps account.
- **Answer the common questions in your training materials.** Your experience during the Core IT and Early Adopter phases made you aware of the most frequent questions asked by your community. For example, you found that people wanted first to understand how to log into Gmail. Add the new login instructions to the top of your training materials so you don't answer the same question repeatedly.
- **Give people simple steps to learn.** You've probably created many training resources, but where should people start? Having a step-by-step guide to getting started and a quick reference for help will go far.
- **Promote support resources in all of your training materials.** Make sure your users know where to go for help after training. Remind users about resources such as the Google Apps user learning center, a Google Guide, and your IT help desk.

"Cloud Sherpas provided train-the-trainer services and webinar training for our remote offices. This was critical for us because some users had never used web-based email, so transitioning them to a new way of working took extra time but was critical for our success."

—Mark Steward, IT Director, Baird & Warner

Baird & Warner is a real estate company based in the United States. It has 1,600 Google Apps users.

Keep your training materials current *Learning from Solarmora, a fictionalized company*

At the beginning of the Early Adopter phase, the Change Management team built a list of the top FAQs for Google Guides training packet*. How do I access my mail? What will happen with my old mail? Can I set up my email on my phone? How do I sort my mail?*

Oops! Andy forgot to update his training materials with the latest Google Apps features. After attending Google Guides training, one of the guides noticed incorrect information about read receipts in the company's user learning center site and training materials. During the company's deployment, Google had released a new read receipts feature and no one had updated the training materials.

Andy's team updated the training materials and assigned staff to review the latest features posted on "What's new" on the Google Apps Documentation & Support site and sign up for the RSS feed.

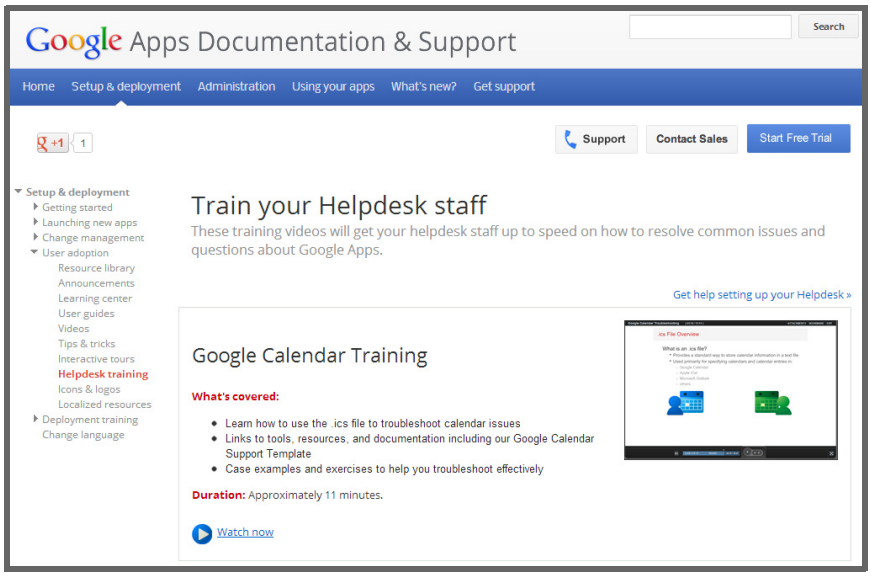
Complete & execute the support plan

Time frame: Weeks 11–13

What and why: The goal of this step is to put everyone on the same page for Go-Live day, have support ready, and provide users a smooth transition on their first day with Google Apps.

Your role is to help your project team design the support strategy and ensure that your Google Guides are informed. The Google Guides are the first line of support to your users, so the more they know the better.

The result: You have a comprehensive Go-Live support strategy that defines the roles of your project team, your support team, and your Google Guides.



Resources for help desk training on the Google Apps Documentation & Support site.

"We had a desk drop the night before we went live. On every single desk we put a quick start guide: this is how you logon, this is how you get your mail, this is how you set your time zone, etc. All of that very basic information you need that day."

—Debra McIntosh, Project Training and Communications Specialist, Ahold USA

Ahold USA is an international retailing group based in Europe. It has 55,000 Google Apps users.

Complete & execute the support plan | *How to*

Principles of the Go-Live support strategy: A good support strategy improves your users' experience, speeds resolution of issues, and keeps your project team focused on any critical challenges. Set up clear roles and responsibilities, for example:

- *Level 1:* Your Google Guides can provide local user support for basic issues and simple questions.
- *Level 2:* Your help desk can provide help for more complex issues and troubleshooting.
- *Level 3:* Your project team focuses on the critical technical issues. For example, the project team can help if a certain group of users didn't have their data migrated.

Resources

- **Helpdesk resources at the Google Apps user learning center** Presentations and articles for your support staff.
- **Helpdesk training on the Google Apps Documentation & Support site** Troubleshooting training for your help desk.
- **Google Technical Support for Google Apps admins** Instructions for IT Admins to contact Google Support.

One of the support rooms for the Go-Live for Office Depot, Inc. Office Depot is a global supplier of office products and services based in the United States. It has 14,000 Google Apps users.

"At headquarters, we did weekend BlackBerry office hours before the Go-Live. People could bring their BlackBerrys and we would set them up. It was very well attended."

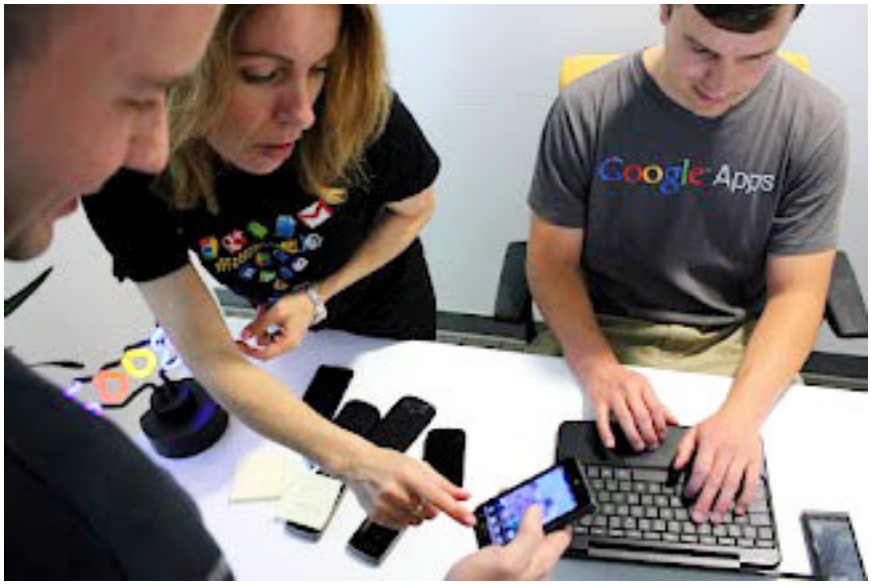
—Wietze Devries, Principal IT Architect, MeadWestvaco

MeadWestvaco is a packaging company based in the United States. It has 15,000 Google Apps users.

Complete & execute the support plan | *Best practices*

Some best practices for designing your support strategy with your project team:

- Define the role of the Google Guides, the help desk, and the project team at Go-Live.
- Identify the escalation path for issues.
- Communicate the Go-Live support strategy to everyone involved in providing assistance at Go-Live.
- Find a way to make support resources visible to users at Go-Live.
- Keep your Google information updated: Add to your FAQs, and communicate when global issues are resolved, etc.
- Set up a walk-up help desk where users can work with support staff to set up Gmail and Calendar on a mobile device or tablet.



A mobile station is a great way to help people quickly set up Gmail and Calendar the day of Go-Live.

"We used 10-person video conferences during Go-Live, and because we have five different floors, we decided to have hangouts with the different IT people on different floors.

It worked so well that we're already planning to use it when we deploy for our broadcast division."

—Chris Blanding, IT and End User Services Director, Journal Communications

Journal Communications is a media company based in the United States. It has 2,250 Google Apps users.

Deliver & evaluate training

Time frame: Weeks 11–13

What and why: This is the big payoff. By the end of this you'll be up and running with Google Apps for Business. You'll be on the Cloud, working in the workplace of the future, and you'll be able to do so anywhere, anytime, and with any device.

The result: Your entire user population is educated about Google Apps and ready to go Google.

"We find that it's a best practice to have a representative from the client at all training events. As trainers, we are Google Apps experts but we aren't necessarily experts about the client's internal policies and procedures. As a team, the Google Apps Trainer and the client representative can fully answer all questions that arise from a technical and organizational standpoint."

—Susan Metz, Director of Training and Change Management, LTech

LTech is a Google Apps Enterprise Partner based in the United States.

Deliver & evaluate training | *How to*

Most companies deliver training a few weeks before Go-Live and continue to offer training in the week after Go-Live. Here's a suggested timeline for delivering Google Apps training during the Global Go-Live phase:

Task	***Time frame (by week number)*** ***Global Go-Live*** ***10 11 12 13***
Deliver & evaluate training	***11 12 13***
• Google Guides training for Global Go-Live	***11***
• Google Apps for Administrative Assistants	***12***
• Gmail & Calendar Basics	***12 13***
• Google Apps for Executives	***13***

Deliver & evaluate training | *Best practices*

For the best learning experience:

- **Conduct training as close to Go-Live as possible.** If you conduct training too early, your users might forget what they learned.
- **Keep an eye on the feedback you receive.** Respond to any actionable feedback items from users.
- **Plan for additional training sessions after Go-Live.** Users might miss their originally scheduled sessions and you'll want to give them an opportunity to attend training.
- **Consider hosting Q&A sessions after training.** Some users have more questions once they are using Google Apps. Ask trainers or Google Guides to facilitate these Q&A sessions in the days and weeks after Go-Live.

"We mapped out all the little things that people wanted to know. We used that information in our training so people knew what to do on day one."

—Andrew Kneebone, Project Manager, Visy

Visy is a packaging and paper recycling company based in Australia. It has 3,200 Google Apps users.

Use incentives to get people to attend training

The team's executive sponsor said it best at this point: you've planned, prepped, strategized, and practiced. Now just do it. About one week before the big day, Google Guides and the help desk participated in special courses to prepare them for their roles in the Go-Live support strategy. They also delivered sessions geared towards specific audiences in the company like the administrative assistants and executives. The project team continued to promote the eLearning course on Gmail & Calendar Basics. Unfortunately, only about 30% of Global Go-Live users had accessed the course one week before Go-Live.

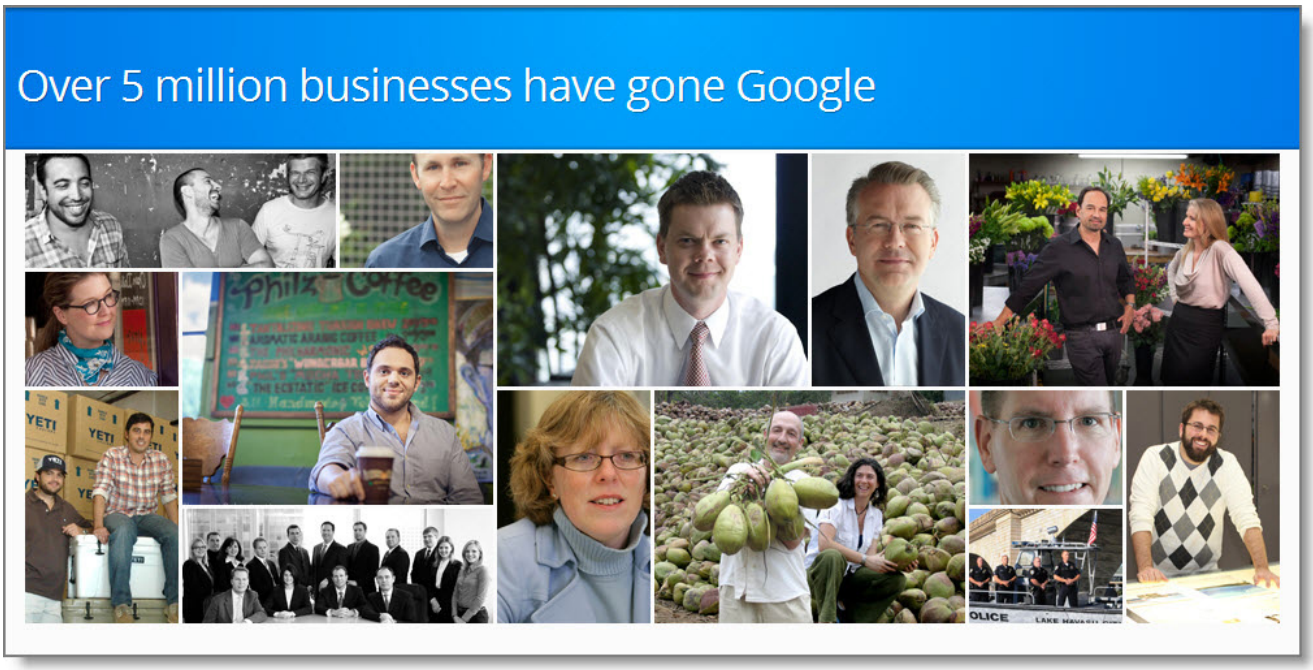
Learning from Solarmora, a fictionalized company

Oops! Andy didn't consider ways to motivate people to learn. Andy's team knew that the Gmail & Calendar Basics course was optional, but thought it would be valuable for most users to complete. Andy partnered with the IT department on a creative solution to encourage users to complete the course. The IT team was going to be distributing webcams to users in the next month so they could take advantage of video chat in Google Apps. Andy got agreement from the IT team that users who completed the Gmail & Calendar Basics course would get the webcams first. The plan worked like a charm. In just a week, the completion rate of the Gmail & Calendar Basics course jumped from 30% to 60%.

What do you leave with?

Leading up the Go-Live day, you'll complete your change management activities to have:

- Feedback from your user community you can use to adjust your Go-Live strategy for maximum effectiveness.
- A comprehensive Go-Live support strategy that defines the roles of your project team, your support team, and your Google Guides.
- A global user population that's equipped with all the information they need to prepare for Go-Live.
- A complete set of training materials for everyone in your user community.
- A global user population that's educated about Google Apps and ready to go Google.



Life After Go-Live

Now that you've hitched yourself to the future—and to a better, more robust set of business applications—it's time to ask: are we attaining our goals with the rollout, and how can we do it better?

- Review progress against project goals
- Continue to gather feedback from users
- Plan for ongoing change management
- Celebrate the success of your deployment
- Set up an ongoing communications process
- Create a maintenance plan for training materials
- Provide advanced, ongoing Google Apps training

Review progress against project goals

Let's call this your "post-project reality check." If you honestly assess now, you'll see what's working and what's not. Then, you can use this information to:

- Identify where you achieved your goals and celebrate your success.
- Pinpoint where you haven't met your goals and tackle any obstacles to your progress.

The result: You have a more accurate measure of progress towards your project goals.

"We track the number of support cases post Go-Live. We also send all our users a survey asking about their experience during the change and how confident they feel with their knowledge related to Google Apps."

—María Cristina Peláez, Change Management Coordinator, eForcers S.A.

eForcers S.A. is a Google Apps Enterprise Partner based in Colombia.

You get what you measure

Learning from Solarmora, a fictionalized company

It's easy to get caught up in the minutiae and work of any roll out, but now that you've Gone Google, let's ask again: what were your original goals? Andy reminded his team: better and easier connections with mobile device workers, more cross-department collaboration, and shifting the growing weight of data storage off of individual users and onto the Cloud. How was that working out?

Aha! Andy asked his partner for help to drive adoption of Google Docs. The partner created a gadget, one that was embedded on their project training site that measured use of Google Docs.

The gadget was updated in real-time, so anyone who accessed the site could see changes in the company's use of the Google Apps collaboration tools. The project team sent a message to their user community asking for their help to increase use of Google Docs at Solarmora and encouraged them to look at the gadget as a way of seeing progress towards this goal. The gadget was a great motivator for the user community. Once the project team launched the gadget on the site, they saw an increase in the number of Google Docs users and visitors to their site.

Review progress against project goals *(continued)*

Here are some ideas and metrics you can use to assess if you've achieved some of the most common goals related to switching to Google Apps.

If your primary goal is...	***Then....***
A smooth transition to Gmail and Google Calendar	Review the number of support tickets filed with your help desk related to email: • Track trends and compare this data to the number of tickets filed with the legacy email system. • If you've returned to roughly the same number of support tickets you had with your legacy email system or less, you've most likely achieved your goal of a smooth transition to Google Apps. • If you have had an increase in the number of support tickets filed related to email, consider reinforcing the training and support resources available to users and asking your Google Guides to continue formally supported their peers.
Improved productivity	Consider sending a deployment happiness survey to your user community. • Ask for their feedback on how much time they are spending on communication- or collaboration-related tasks. • Repeat the survey again and track trends to identify areas where users are seeing productivity increases and where users might need more productivity tips.
Increased collaboration	Use reports from the Google Apps control panel related to the number of active users in your domain using Google docs or Google sites. There are also many third-party tools in the Google Apps Marketplace that track other metrics related to Google docs and sites.

Continue to gather feedback from users

If you do this, you'll accomplish two things: Your users will feel acknowledged and useful, and you'll keep your efforts fresh and relevant. You can reuse many of the questions from the user readiness survey you distributed earlier in your project and the data you gathered previously can serve as a benchmark. You can use the change in the data to show powerful trends related to your Google Apps deployment.

You'll also begin an important an ongoing dialogue with your user community. Over time, you'll build a stronger relationship with your users that's not just about purchasing software, but about finding innovative solutions to business challenges using technology.

The result: An accurate measure of your achievement of your project goals.

"We have become liaisons and advisers to our internal Google Apps customers."

—Monica Kumar, Technical Lead, Genentech

Genentech is a biomedical sciences company based in the United States. It has 17,000 Google Apps users.

Check up on your users

Learning from Solarmora, a fictionalized company

Andy had the HR and IT departments perform another user survey. His change management partner summarized and analyzed the numbers. That not only gave him a sense of the overall adoption rate, but also answers to such questions as: Where was the most resistance—was it resistance based on location? Lack of learning? Or lack of awareness? Or was it based on resources: were the resisters mainly just pressed for time, and how might the Guides deal with that? Conversely, where were the opportunities for further improvement and further innovation with Google Apps?

Aha! Andy found opportunities to add business value using Google Apps based on feedback from his users.

After the survey, Andy identified several internal groups like HR and Finance who were interested in using Google Apps to automate and improve their business processes. He dispatched one of his project team members—who had a background as a business analyst and an interest in product adoption—to meet with these groups and get a better handle on their business challenges and relevant Google Apps-based solutions. The meetings were a huge success. Team members walked away with new ideas on how to apply Google Apps technology to make their teams more effective and more efficient. They also built a stronger relationship with IT.

Plan for ongoing change management

Change isn't something you can start and finish. With Google Apps, your user community gets access to new features nearly every week. To take advantage of this technology, change needs to become a part of the way your organization operates.

Here are some best practices for ongoing change management in your company:

- **Stay informed about updates to Google Apps** by subscribing to the Google Apps update alerts, Google Enterprise Blog, and going to "What's new" on the Google Apps Documentation & Support site.
- **Create a test domain on the rapid release track,** but keep your production domain on the scheduled release track.
- **Assess the impact of releases to your organization** by identifying who is affected and how they are affected.
- **Develop a change management plan in advance** for high impact changes, but don't overdo it for less critical changes.

The result: A way to manage future changes related to Google Apps in the most efficient and effective way for your organization.

"Our focus has shifted from managing servers to managing change."

—Greg Tait, Google Apps Administrator, Fairchild Semiconductor

Fairchild Semiconductor is a semiconductor manufacturing company based in the United States. It has 8,000 Google Apps users.

Make ongoing change management a priority

Learning from Solarmora, a fictionalized company

Andy knew that cloud computing was the way of the future. After his experience with the Google Apps deployment, he wanted to make sure the IT team was set up for success in the new cloud-based way of working.

Aha! Andy helped his IT organization prepare for the future. He worked with the leaders in IT to make user adoption and cloud development new focus areas for the IT organization. One of his team members became the department's user adoption specialist, responsible for all change management related to new Google Apps features. Other members of his IT team got training on Google Apps Script and the Google Apps Engine from their Google Enterprise Partner. Armed with these new priorities and new skills, the IT department was able to identify even more ways to help their user community with business challenges.

Celebrate the success of your deployment

If you don't celebrate, everybody will think you take them for granted. You also want to recognize the achievements of your team and your user community. You'd better celebrate.

Here are some ways you might celebrate the success of your Google Apps deployment:

- **Have your sponsor send a message describing the success of the deployment.** You should explain the progress you've made achieving your project goals.
- **Recognize the contributions of your project team and Google Guides.** You recognize them in a meeting, in an email, or even a blog post on an internal website.
- **Reward users who embrace Google Apps.** Consider conducting a contest where you reward users who come up with most innovative new uses of Google Apps.
- **Reinforce your Google Apps vision.** You can even reuse that fabulous marketing campaign you worked so hard to develop during your project.

The result: Closure to a successful project.

"We had to change the way we think when we were working with our users. We had to become more accessible."

—Rosemary Arce, Collaboration Architecture, Seagate Technology

Seagate Technology is a storage device manufacturing company based in the United States. It has 19,000 Google Apps users.

Celebrate your success *Learning from Solarmora, a fictionalized company*

Solarmora had done it! They'd helped their users make a smooth transition to Google Apps. Now it was time to announce the migration was complete, and to recognize all the people who made that happen. Andy's budget was running low and he had run out of t-shirts...how would he thank the team that helped make the deployment successful?

Aha! Andy asked others to help recognize his going Google heroes. Andy got his executive sponsor to craft a personal thank-you message. He used the effort to spotlight a few of the outstanding players, mentioning some of the more enterprising aspects of the campaign. He made a simple video, and attached it to his company-wide email. On the same day, local Google Guides sent out their own thanks to their offices' own "going Google" heroes—users that went out of their way to make it all happen.

Set up an ongoing communications process

Someone is always telling you to communicate—and for good reason. Doing so can help identify and solve residual problems, improve adoption rates of core features, and set the stage to expand from core features to more advanced, specialized features.

Identify a resource on your team who will focus on user adoption and the continuing release of new Google Apps and updates. This person can help test new features for your organization and promote them to the user community. Consider establishing a Google Group, newsletter, blog, or site where you can share this information with your user community.

Here are some other best practices for ongoing user communications:

- **Target future communications** and tell the right users how the change will affect them.
- **Give users simple and clear instructions for learning more**—simple steps to try the new feature, new web-based learning resources on a "What's Noogle" site, or a link to a Google Apps Documentation & Support site article.
- **Promote user innovation** by publicizing unique ways of using new features in your organization that are *discovered by users*. Give them a special Google t-shirt.

The result: Users who are informed and not surprised about new Google Apps releases.

"Communicate about important new features and create realistic expectations. Your users will really appreciate that."

—María Cristina Peláez, Change Management Coordinator, eForcers S.A.

eForcers S.A. is a Google Apps Enterprise Partner based in Colombia.

Engage users often *Learning from Solarmora, a fictionalized company*

Andy knew that his users would be excited about the new and innovative features released in Google Apps. How would he keep his user community informed of all the great new stuff coming out for Google Apps?

Aha! Andy put a process in place to keep his users updated on the latest Google Apps features. Andy created a group called "Google News" for all the Google Guides. The group decided to have an open membership to any user in the organization interested in serving. Andy appointed a go-to person in IT to keep up-to-date on the latest features. The group met once a month and created a Google update for the Google News group. He found the tools for this by visiting "What's new" on the Google Apps Documentation & Support site.

For major changes that would affect a large portion of the company's user community, Andy's newly minted "User Adoption Specialist" put together a change management cookbook, one with all kinds of new incentives to get on board and stay on board. Examples: webcams, tablets, and quarterly innovation awards for the user with the most useful App innovation. He also drew up more detailed communications plan—one that used email, sites and posters. The adoption specialist also became the resident Enterprise expert; he subscribed to the Google Enterprise blog to keep up on user innovations with Google Apps. He posted them—often with his own and others' commentary—on the News site.

Create a maintenance plan for training materials

You decided early on that this wouldn't be another one-off effort, so get busy and make a maintenance plan for new training materials aimed at future employees. Keep an eye on new "real world" online media platforms that might be catching on both in the office and without. Connect with the people in your company who maintain training materials today. Usually that's someone in your Training department, Human Resources department, or maybe the IT department. If they are able to continue to maintain your Google Apps training, set up a time to give them your knowledge about Google Apps and all the wonderful new content you developed.

If you are unable to *maintain* materials, consider *redirecting* users to resources that are maintained—the Google Apps Documentation & Support site and the Google Apps user learning center. This site is maintained by Google, so you don't have to worry about stale content.

The result: Accurate and relevant training materials for your users.

"We established a Google Innovation Council, a group at the level of Directors and Senior Managers. They meet monthly to talk about Google Apps. We also include representatives at the average user level, which helps with communications from the top down."

—Wietze Devries, Principal IT Architect, MeadWestvaco

MeadWestvaco is a packaging company based in the United States. It has 15,000 Google Apps users.

Transition and retire launch and learning materials

Learning from Solarmora, a fictionalized company

Andy knew that Google provided new features to users nearly every week. Maintaining training materials could be a challenge for his team. What was the best way to keep his training content up-to-date?

Aha! Andy redirected users to Google's user learning center. After getting feedback from his change management partner, Andy decided to retire their customized launch site and redirect users to the user learning center on the Google Apps Documentation & Support site.

The site is maintained by Google and connects users to all the latest, state-of-the-art information about Google Apps for Business. They also handed off all their training courses to the Human Resources department. They would maintain those course materials going forward and ensure this training was delivered to any new employees. Andy's Communications team also sent out a message promoting the other Google resources available for users—the Google Apps Documentation & Support site and the Google Enterprise Blog.

Provide advanced, ongoing Google Apps training

You did all that thoughtful work on your user community and adoption rates. Now use it to get more bang out of your new suite of apps. Offer training on other Google Apps features on your domain. If Gmail and Google Calendar were the primary focus of your deployment, you might now consider additional training to drive adoption of Google Docs and Google Sites, Google Video and Google Presentations.

The result: Users who understand how to harness the power of Google Apps' advanced features to be more productive and effective in their jobs.

"Once the collaborative power of Google Apps is evident for all employees, it's time to bring users to the next level of productivity: a cultural change where sharing, searching, and efficient collaboration become instinctive and standard behavior.

To make this change stick, you need to constantly train and coach your population, especially your power users and key employees: never stop showing them the path, never stop exploring intelligent uses, never stop inventing new ways of working... Google Apps is constantly improving, so you must stay sharp!"

—Patricio Diez, Change Management Director, Revevol

Revevol is a Google Apps Enterprise Partner based in France.

Don't stop there *Learning from Solarmora, a fictionalized company*

When Andy did his user survey he noted that many users had asked for additional training in Sites. So he got his change partner to set up more training sessions—one-on-one for executives and Early Adopters, and webinars and eLearning for other users. Was there anything else he could do to help his user community get started on Sites?

Aha! Andy used templates to help users come up to speed faster. The marketing department even created some internal site templates to make it easier for users to get started using Sites. The site templates were so successful the marketing department started creating more templates with Google Docs. They promoted a Google Docs template gallery. Over time, they got feedback in the template gallery as well, about which templates were popular and which ones weren't used at all. The marketing department used this information to create more useful resources for the user community, ones that matched their company's brand and also saved their users time.

What do you leave with?

If you put these ideas into practice after Go-Live, you'll have:

- An accurate measure of your achievement of your project goals
- An ongoing dialogue with your user community
- A way to manage future changes related to Google Apps in the most efficient and effective way for your organization
- Closure to a successful project
- Users who are informed and not surprised about new Google Apps releases
- Accurate and relevant training materials for your users
- Users who understand how to harness the power of Google Apps' advanced features to be more productive and effective in their jobs

Solarmora has Gone Google.

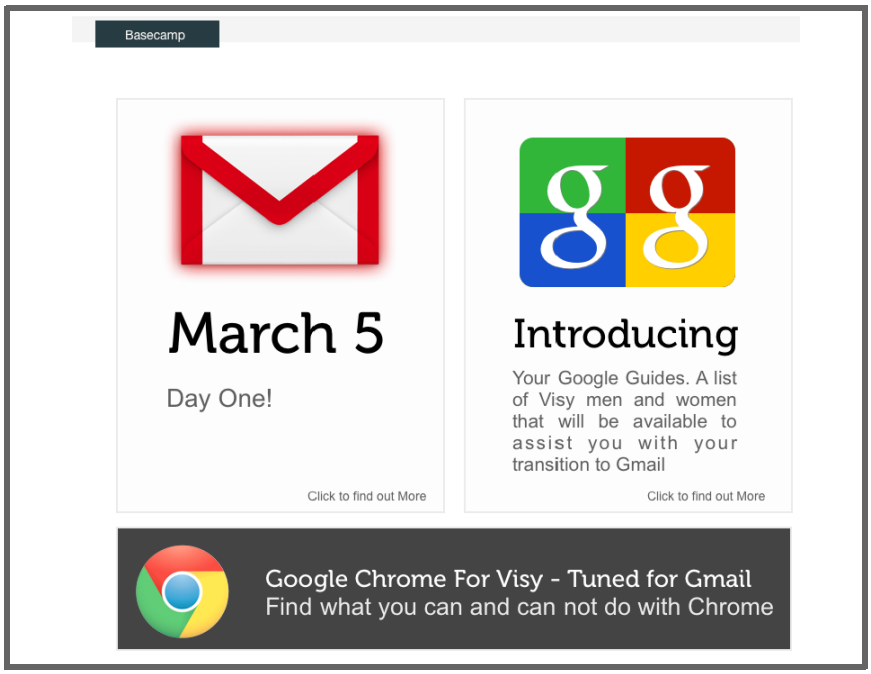
Customer Examples

Many our customers find that the team-based change management process taps into a well of creative communications ideas. Here are some of the most successful and enduring.

MeadWestvaco

A poster from MeadWestvaco's communications campaign to build awareness of their Google Apps deployment. MeadWestvaco (MWV) is a global packaging company based in the U.S. with 15,000 Google Apps users. MWV worked with Google Apps Enterprise Partners Onix Networking and Tempus Nova to deploy Google Apps.

Copyright © MWV



Visy

Images from Visy's Google Apps deployment including a poster and a page from the company's Google Apps training site. Visy is a packaging and paper recycling company based in Australia with more than 3,200 Google Apps users. Visy worked with Google Apps Enterprise Partner Accenture to deploy Google Apps.

Copyright © Visy

Brady Corporation

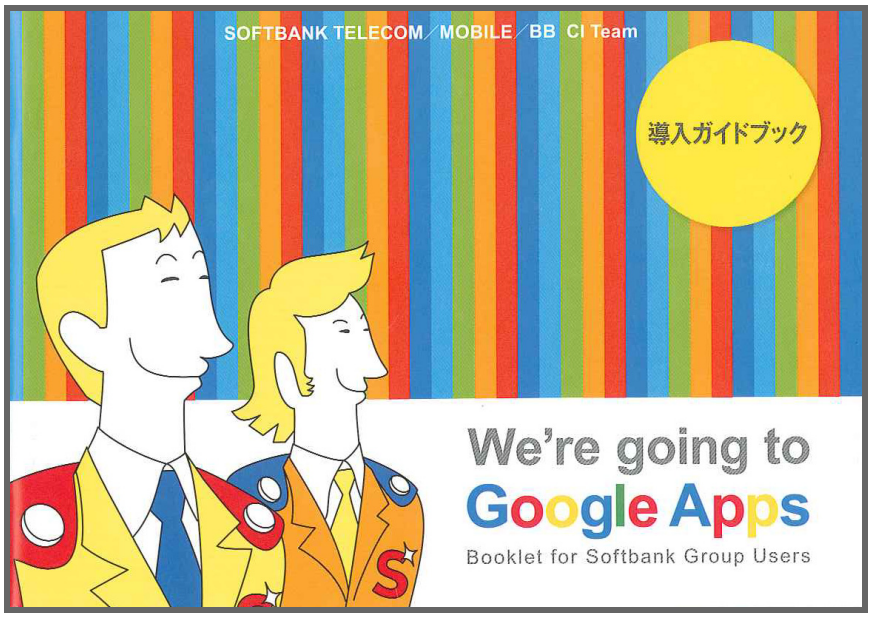
A poster from Brady's "Destination Google" marketing campaign to generate excitement before the switch to Google Apps. Brady Corporation is a global manufacturing company based in the U.S. with 6,500 Google Apps users. Brady worked with Google Apps Enterprise Partners Appirio and Tempus Nova to deploy Google Apps.

Copyright © Brady Corporation

Genentech

Google Squad characters created for Genentech's marketing campaign for its Google Apps deployment. Genentech is a biomedical company with 17,000 Google Apps users. Genentech worked with Google Apps Enterprise Partners Appirio and Tempus Nova to deploy Google Apps.

Copyright © Genentech



Softbank

The cover from Softbank's employee guidebook and an image from a video used to promote Gmail to users. Softbank is a Japanese telecommunications and Internet corporation with 24,000 Google Apps users. Softbank is also a Google Apps Reseller.

Copyright © Softbank

Salfacorp

A poster and Google-branded swag used to get users at Salfacorp excited about the switch to Google Apps. Salfacorp is a multinational construction and real estate company based in Chile with 4,000 Google Apps users. Salfacorp worked with Google Apps Enterprise Partner Soluciones Orión to deploy Google Apps.

Copyright © Salfacorp

General Services Administration

An image of a video and a Google Guide badge from the General Services Administration's Google Apps deployment. The General Services Administration (GSA) is a federal government agency in the United States with 17,000 Google Apps users. GSA worked with Google Apps Enterprise Partners Unisys and Tempus Nova to deploy Google Apps.

Copyright © General Services Administration

Unéo

A poster from Unéo's communications campaign highlighting the benefits of Google Apps to users. Unéo is an insurance company based in France with 860 Google Apps users. Unéo worked with Google Apps Enterprise Partner Revevol to deploy Google Apps.

Copyright © Unéo

Mortgage Choice

A poster promoting Google Guides at Mortgage Choice. Mortgage Choice is a real estate company based in Australia with 2,200 Google Apps users.

Copyright © Mortgage Choice

LAN Airlines

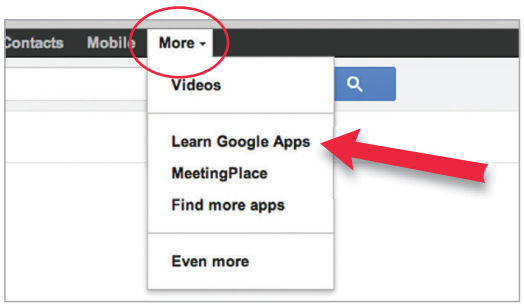
Images from a video LAN Airlines used to communicate with its employees about the move to Google Apps. LAN is an airline based in Chile with more than 11,000 Google Apps users. LAN worked with Google Apps Enterprise Partner Soluciones Orión to deploy Google Apps.

Copyright © LAN Airlines

8 We can help!

Now that you are all set up, be sure to complete your TRAINING if you haven't already done so. Training is offered via webinar, onsite classroom style, or through eLearning.

To access the eLearning, click on the "More" menu in your Google navigation bar and select "Learn Google Apps."



Look for Google Guides walking around!
They are easy to spot because they are wearing this shirt:

You can also go to "Learn Google Apps," for FAQ's, pre-recorded training, printable quick reference guides, and so much more.

Office Depot

A section from Office Depot's *Getting Started Guide*, a one-sheet reference for new Google Apps users. Office Depot is a supplier of office products and services and is based in the United States. It has 14,000 Google Apps users. Office Depot worked with Google Apps Enterprise Partner Cloud Sherpas to deploy Google Apps.

Copyright © Office Depot

Customer Acknowledgements

The recommendations and information in this guide were gathered through our work with a variety of customers and partners. We thank our customers and partners for sharing their experiences and insights with us.

Google Apps Customers

Admiral Pest Control
Admiral Pest Control is a professional services company based in the United States. It has 50 Google Apps users.

Ahold USA
Ahold USA is an international retailing group based in Europe. It has 55,000 Google Apps users.

Anhanguera Educacional Participações S.A.
Anhanguera Educacional Participações S.A. is an educational services company based in Brazil. It has 6,000 Google Apps users.

Baird & Warner
Baird & Warner is a real estate company based in the United States. It has 1,600 Google Apps users.

Bergelectric
Bergelectric is an electrical contracting services company based in the United States. It has 1,700 Google Apps users.

BI-LO
BI-LO is a retail grocery company based in the United States. It has 4,500 Google Apps users.

Brady Corporation
Brady Corporation is a manufacturing company based in the United States. It has 6,500 Google Apps users.

D-Link Inc
D-Link Inc is a hardware manufacturing company based in the Taiwan. It has 900 Google Apps users.

Diversy
Diversy is a commercial cleaning company based in the United States. It has 14,000 Google Apps users.

Ebby Halliday Realtors
Ebby Halliday Realtors is a real estate services company based in the United States. It has 1,850 Google Apps users.

Equity Residential
Equity Residential is a real estate services company based in the United States. It has 4,700 Google Apps users.

Fairchild Semiconductor
Fairchild Semiconductor is a semiconductor manufacturing company based in the United States. It has 8,000 Google Apps users.

Genentech
Genentech is a biomedical sciences company based in the United States. It has 17,000 Google Apps users.

General Services Administration (GSA)
The GSA is a federal government agency based in the United States. It has 17,000 Google Apps users.

HSR
HSR is a real estate services company based in Singapore. It has 2,700 Google Apps users.

Journal Communications
Journal Communications is a media company based in the United States. It has 2,250 Google Apps users.

Google Apps Customers *(continued)*

Kempinski Hotels
Kempinski Hotels is an international hotel chain based in Germany and Switzerland. It has 4,850 Google Apps users.

LAN Airlines
LAN is an airline based in Chile. It has 11,000 Google Apps users.

MeadWestvaco
MeadWestvaco is a packaging company based in the United States. It has 15,000 Google Apps users.

Mortgage Choice
Mortgage Choice is a financial services company based in Australia. It has 2,200 Google Apps users.

Motorola Mobility
Motorola Mobility is a telecommunications equipment company based in the United States. It has 28,000 Google Apps users.

National Geographic
National Geographic is a non-profit scientific and educational institution based in the United States. It has 2,100 Google Apps users.

National Oceanic and Atmospheric Administration (NOAA)
NOAA is a federal government agency based in the United States. It has 25,000 Google Apps users.

Nexteer Automotive
Nexteer Automotive is an automotive manufacturing company based in the United States. It has 3,800 Google Apps users.

Office Depot
Office Depot is a global supplier of office products and services based in the United States. It has 14,000 Google Apps users.

Premier Salons Inc.
Premier Salons Inc. is a hair and beauty services company based in the United States. It has 1,100 Google Apps users.

Salfacorp
Salfacorp is a multinational construction and real estate company based in Chile. It has 4,000 Google Apps users.

Seagate Technology
Seagate Technology is a storage device manufacturing company based in the United States. It has 19,000 Google Apps users.

Softbank
Softbank is a telecommunications company based in Japan. It has 24,000 Google Apps users.

Trinity Mirror
Trinity Mirror is a media company based in the United Kingdom. It has 8,500 Google Apps users.

Unéo
Unéo is an insurance company based in France. It has 860 Google Apps users.

United States Holocaust Memorial Museum
The United States Holocaust Memorial Museum is a non-profit organization based in the United States. It has 700 Google Apps users.

Visy
Visy is a packaging and paper recycling company based in Australia. It has 3,200 Google Apps users.

Google Apps Enterprise Partners

Boost eLearning
Boost eLearning is a Google Apps Enterprise Partner specializing in eLearning, and is based in the United States.

Cloud Sherpas
Cloud Sherpas is a Google Apps Enterprise Partner based in the United States.

Comprehensive Computer Consulting
Comprehensive Computer Consulting is a Google Enterprise Partner based in the United States.

Dito
Dito is a Google Apps Enterprise Partner based in the United States.

eForcers S.A.
eForcers S.A. is a Google Apps Enterprise Partner based in Colombia.

Flexion
Flexion is a Google Apps Enterprise Partner based in the United States.

IPNET
IPNET is a Google Apps Enterprise Partner based in Brazil.

KIO Networks
KIO Networks is a Google Apps Enterprise Partner based in Mexico.

LTech
LTech is a Google Apps Enterprise Partner based in the United States.

MediaAgility
MediaAgility is a Google Apps Enterprise Partner based in India.

Networking Technologies and Support, Inc.
Networking Technologies and Support, Inc. is a Google Apps Enterprise Partner based in the United States.

Onix Networking
Onix Networking is a Google Apps Enterprise Partner based in the United States.

Revevol
Revevol is a Google Apps Enterprise Partner based in France.

SADA Systems
SADA Systems is a Google Apps Enterprise Partner based in the United States.

Soluciones Orión
Soluciones Orión is a Google Apps Enterprise Partner based in Chile.

Tempus Nova
Tempus Nova is a Google Apps Enterprise Partner based in the United States.

Unisys
Unisys is a Google Enterprise Partner based in the United States.

White Stratus
White Stratus is a Google Apps Enterprise Partner based in the United States.

List of External Resources

Change Management Matters

p. 5: Setup & deployment on the Google Apps Documentation & Support site
http://goo.gl/09sYY

p. 6: Google Apps Enterprise Partners
http://goo.gl/e1Rqd

p. 6: Setup & deployment on the Google Apps Documentation & Support site
http://goo.gl/09sYY

p. 7: Going Google introduction video
http://goo.gl/4G3DW

Build your Change Management Approach

p. 13: Motorola Mobile Going Google video
http://goo.gl/5xi0W

p. 14: Change Management Proposal template
http://goo.gl/ddHqv

p. 16: NOAA Going Google video
http://goo.gl/U0G0C

p. 19: Google Apps Marketplace
http://goo.gl/e1Rqd

Phase 1: Core IT

p. 29: Elevator pitch template
http://goo.gl/fYmS2

p. 29: Gone Google stories
http://goo.gl/wcVgk

p. 29: Google Online Store
http://goo.gl/Vk1Xj

p. 30: Delta Hotels and Resorts going Google video
http://goo.gl/sv2Fh

p. 31: The Roche Group going Google story
http://goo.gl/r1yOl

p. 32: Google Online Store
http://goo.gl/Vk1Xj

p. 34: Setup & deployment on the Google Apps Documentation & Support site
http://goo.gl/09sYY

p. 34: Email announcement to company
http://goo.gl/bEKpg

p. 34: Intranet announcement to company
http://goo.gl/dHRqu

p. 34: Google Guides recruiting email
http://goo.gl/UMDZ2

p. 34: Training email
http://goo.gl/5iwQP

p. 34: Google Apps poster
http://goo.gl/LhBwE

p. 34: Email 1: First switch notification
http://goo.gl/yN4aW

p. 34: Email 2: Switch reminder
http://goo.gl/xtCgL

p. 35: Email 3: Switch reminder with preparation
http://goo.gl/dh6a3

p. 35: Email 4: Final switch reminder
http://goo.gl/iFUTw

p. 35: Email 5: Welcome message for migrated users
http://goo.gl/2SZLE

p. 35: Tips and tricks messages
http://goo.gl/OUiWM

p. 35: New user welcome message
http://goo.gl/2SZLE

p. 35: Google Apps Communications templates
http://goo.gl/zTrGN

p. 35: Google Apps tips and tricks
http://goo.gl/OUiWM

p. 41: Demo training calendar
http://goo.gl/DW9xr

p. 41: Google Analytics
http://goo.gl/6ijw1

p. 42: Google Apps Communications Templates
http://goo.gl/zTrGN

p. 44: Google Guides program page
http://goo.gl/T6ApC

p. 44: Google Guides recruiting email template
http://goo.gl/UMDZ2

p. 45: Google Guides recruiting email template
http://goo.gl/UMDZ2

p. 47: Setup & deployment on the Google Apps Documentation & Support site
http://goo.gl/09sYY

p. 47: Ready-to-use user learning center
http://goo.gl/TWT74

p. 47: Customizable user learning center
http://goo.gl/WS2Wb

p. 47: User guides
http://goo.gl/jJAaB

p. 47: Interactive user guides
http://goo.gl/yd5nG

p. 47: Training videos
http://goo.gl/Gp81l

p. 47: Tips & tricks
http://goo.gl/OUiWM

p. 47: Localized resources
http://goo.gl/t08W5

p. 47: Setup & deployment on the Google Apps Documentation & Support site
http://goo.gl/09sYY

p. 47: Ready-to-use user learning center
http://goo.gl/TWT74

p. 47: Customizable user learning center
http://goo.gl/WS2Wb

p. 47: Google Analytics
http://goo.gl/6ijw1

p. 53: Google Apps Documentation & Support site
http://goo.gl/hSTF9

p. 53: Resources for former Microsoft Outlook users
http://goo.gl/QQ4Tr

p. 54: Google Apps Documentation & Support site
http://goo.gl/hSTF9

p. 54: Resources for former Microsoft Outlook users
http://goo.gl/QQ4Tr

Phase 2: Early Adopter

p. 58: Google Analytics
http://goo.gl/6ijw1

p. 58: Google URL shortener
http://goo.gl/

p. 59: Google Apps Icons and Logos
http://goo.gl/ysORx

p. 61: Communications Templates
http://goo.gl/zTrGN

p. 61: Tips & tricks
http://goo.gl/OUiWM

p. 61: Google Chrome resources
http://goo.gl/cmnqp

p. 61: About Google Groups for Business
hhttp://goo.gl/c00CE

p. 61: Setup & deployment on the Google Apps Documentation & Support site
http://goo.gl/09sYY

p. 64: Google Apps user learning center
http://goo.gl/TWT74

p. 64: Training resources for administrative assistants
http://goo.gl/SnGX0

p. 64: Google troubleshooting resources
http://goo.gl/m53ng

p. 64: Resources for mobile users
http://goo.gl/qerCx

p. 67: Google Online Store
http://goo.gl/Vk1Xj

Phase 3: Global Go-Live

p. 72: User readiness survey template
http://goo.gl/Aroao

p. 73: User readiness survey template
http://goo.gl/Aroao

p. 76: Premier Salons goes Google with a splash of color
http://goo.gl/Dx3ks

p. 79: Training announcement
http://goo.gl/5iwQP

p. 79: Switch notification 1
http://goo.gl/yN4aW

p. 79: Switch reminder 2
http://goo.gl/xtCgL

p. 79: Switch reminder 3
http://goo.gl/dh6a3

p. 79: Final switch reminder
http://goo.gl/iFUTw

p. 79: Welcome message
http://goo.gl/2SZLE

p. 79: Google Apps communications templates
http://goo.gl/zTrGN

p. 82: Localized resources on the Google Apps Documentation & Support site
http://goo.gl/t08W5

p. 82: What's new on the Google Apps Documentation & Support site
http://goo.gl/sWVFf

p. 82: Setup & deployment on the Google Apps Documentation & Support site
http://goo.gl/09sYY

p. 84: Google Apps Documentation and Support center
http://goo.gl/Dhdv3

p. 85: Helpdesk resources at the Google Apps user learning center
http://learn.googleapps.com/helpdesk-reps

p. 85: Helpdesk training on the Google Apps Documentation & Support site
http://goo.gl/Dhdv3

p. 85: Google Technical Support for Google Apps admins
http://support.google.com/a/bin/request.py

Life After Go-Live

p. 93: Google Apps Marketplace
http://goo.gl/XKGNS

p. 95: Google Enterprise Blog
http://goo.gl/38e3q

p. 95: What's new on the Google Apps Documentation & Support site
http://goo.gl/sWVFf

p. 97: What's new on the Google Apps Documentation & Support site
http://goo.gl/sWVFf

p. 98: Google Apps user learning center
http://goo.gl/TWT74