Rethinking work for the **digital age**

An executive's guide

Google Cloud

"As I'm sure all CIOs would recognize, your users can quickly go from thanking you to taking each new innovation for granted.

The bar is always being raised on us, but I think that's what makes the industry and the job so interesting."

Ben Fried, CIO, Google[1]

Table of contents

"Before I came to Google, I was in newspapers for many years. I'm third generation in that line. And while computer terminals were a shiny new thing when I arrived, the work wasn't much different from what my grandfather did in 1915:

You typed up a story, carried the copy to an editor who went through it with a red pen, maybe some scissors and a pot of glue. Then rewrite, and off to the printing press. Mostly you worked alone. News ended late in the day, so printers could work all night. Imagine: News ended. Now? Teams of writers, editors and designers work on stories in a continuous flow, 24/7, thinking about the print experience, the mobile experience, the video experience, etc. There has been **more change in the past 10 years than in the previous 100** — and while it was hard to learn the new game, it was change for the better."

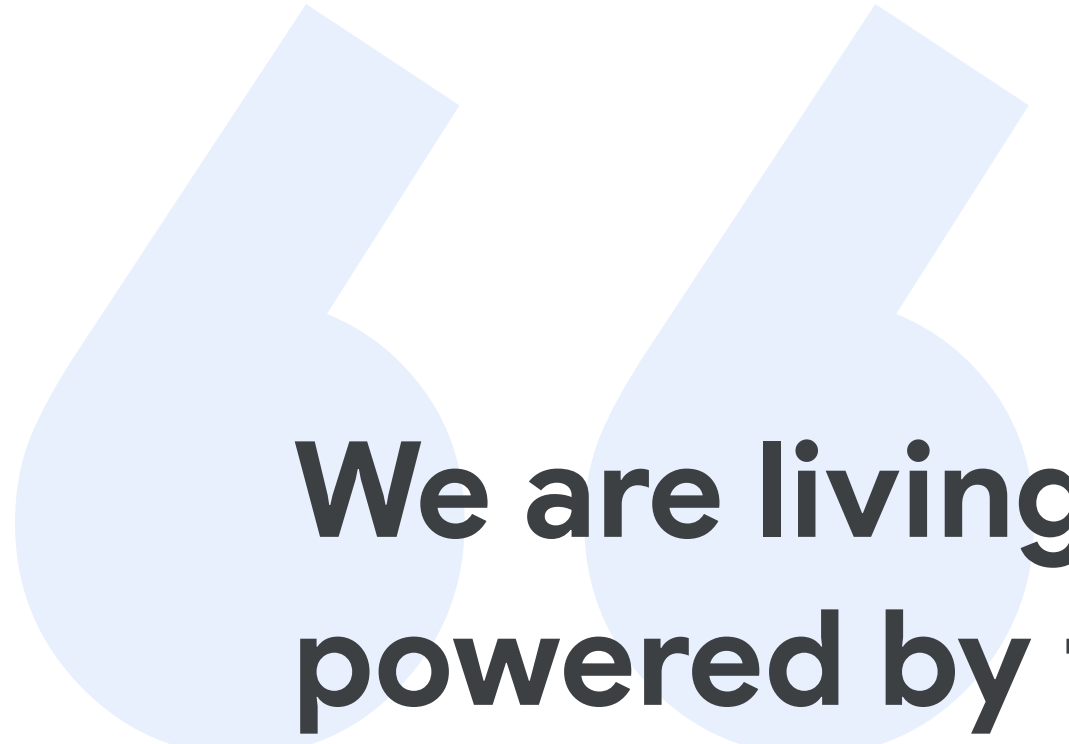**Quentin Hardy**, Former Tech Editor, The New York Times

The challenges and opportunities at stake

Many of the jobs that existed 50 years ago are unrecognizable today. Being a reporter, an application developer, or CISO today requires fundamentally different skill sets than it did in 1970. These new skills are not merely digital; in fact, the digitalization of work is only a catalyst for a more fundamental human and process transformation. While this transformation begins with and hinges on technology, its effects reach deep into a company's culture and people — how they work, where they work, and how productive they can be. To remain competitive, both from a business and talent perspective, executives must embrace these changes — and equip their employees with the technological and interpersonal skills to do the same. To fully meet this challenge, it's worth examining the technological, job-related, and human changes that underpin it.

> "You can't wait for an innovation to settle for 10 years before you bring it to your business. You're giving your competitors 10 years' advantage."

Ben Fried, CIO, Google

"We are living in a new economy powered by technology, fueled by information, and driven by knowledge. And we are entering the new century with opportunity on our side.

Department of Labor, US[2]

Technology

Since the early 20th century, the information technology revolution has been transforming work. At first, computing was confined to huge, costly mainframes; later, the personal computer gave every knowledge worker the power to store and process information. Things like number-crunching — from accounting to forecasting — became faster and more accurate, relieving accountants, analysts, and other knowledge workers of some of their most painful manual work.[3]

As data processing changed, so too did decision-making. Previously, an executive might have waited weeks or even months for a trend analysis or sales forecast — or, when necessary, simply made a decision without any data. By removing some of the barriers to insight, computing presented an opportunity to make more informed decisions that were likely to drive better business results.

However powerful or prevalent individual computers became, the more important transformation came in the form of networking connecting people and data. When an analysis or project was completed, new tools like email allowed workers to share it instantaneously with an unlimited number of recipients, anywhere in the world. Different data sets could be compared and combined to yield more accurate insights. Every employee had the potential to access information — and, by extension, make important business decisions.

Next, and possibly most significantly, came distributed computing. The cloud made it possible to process huge volumes of diversified data from anywhere with an internet connection. The smartphone then made computing mobile, giving every worker and consumer virtually constant access to internet services.

"When information moves at velocity and you throw enough computing
  power at it to make sense of it all, we all win."

Prabhakar Raghavan, Vice President Apps, Google Cloud

The progression from computing to networking to cloud created an unbounded IT environment in which the lines between business functions and IT begin to fade, according to Deloitte Technologies.[4] IT and business leaders are now partnering in ways they haven't previously — for instance, analyzing data in real time to serve customers more effectively.

Artificial intelligence (AI) and the Internet of Things (IoT) take this a step further. AI helps automate mundane tasks and speeds time to insight, whether by breaking down language barriers, scheduling meetings, or proactively analyzing data for customer upsell. But it has also given us new ways to look at old problems, helping evolve how we work and live.[5]

"The possibilities of billions of people connected by mobile devices, with unprecedented processing power, storage capacity, and access to knowledge, are unlimited."

Klaus Schwab, Founder and Executive Chairman, World Economic Forum[6]

Jobs

With every major technological change comes a parallel change in the nature of work. As economies industrialize, labor distribution curves shift significantly. Employment in the United States, for example, has gone from primarily agriculture-based in 1850 to almost entirely goods- and services-based in 2016. [Figure 1] For the majority of workers, this has meant a significant change in the definition of "work."[7]

US Distribution of Labor

Agriculture • Goods-based • Services-based
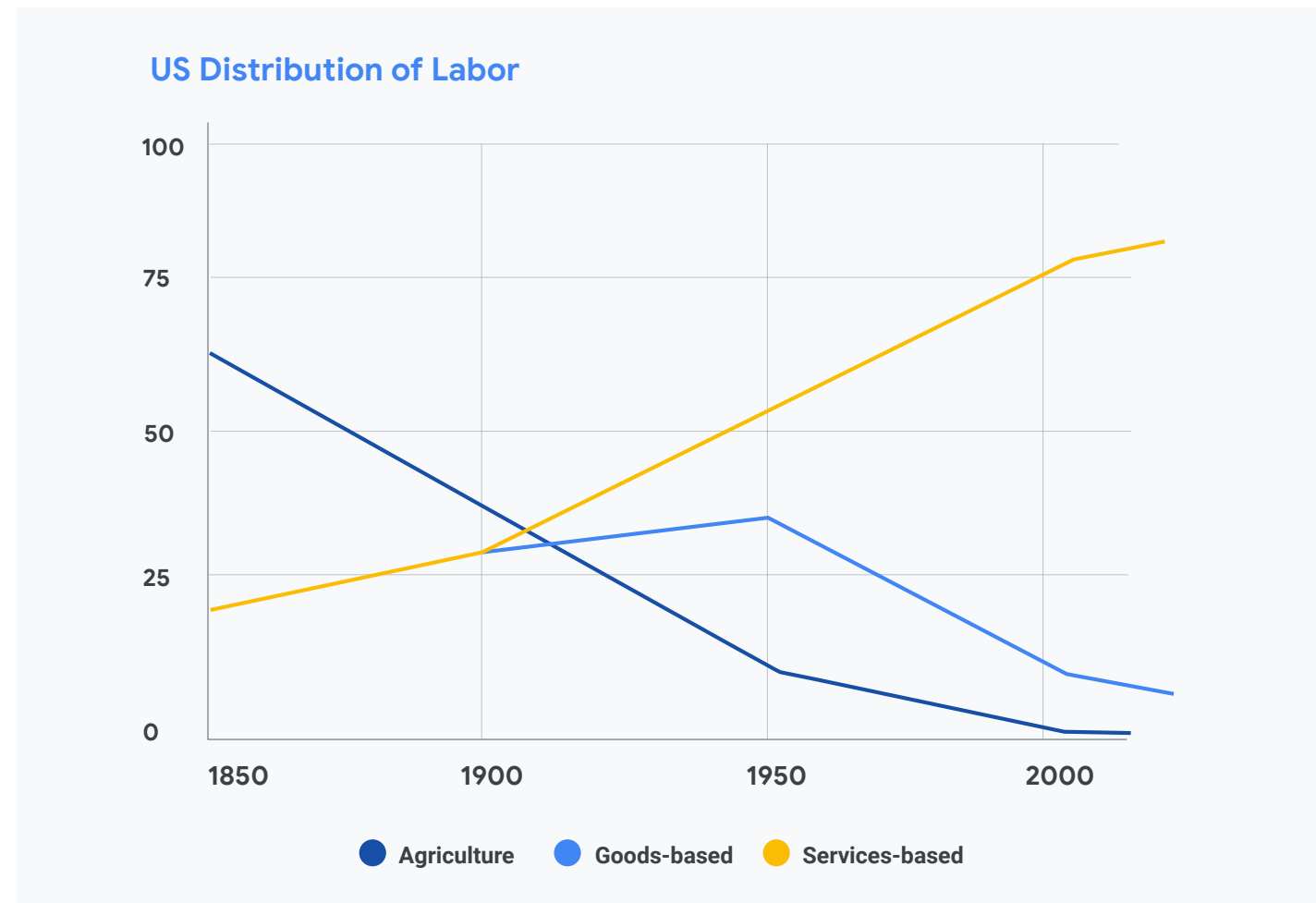
As industries transform, so do the jobs within them. "The rise of digital doesn't just mean changes in job descriptions; it also means a blurring of roles," writes Forbes contributor Joe McKendrick. "As you explore and learn digital competency in your own field, you will be developing solutions that touch upon other roles."[8]

As this blur happens, the ability to collaborate effectively becomes increasingly important. Take, for instance, software developers and designers — two previously separate disciplines that now rely on each other to achieve a common goal of building compelling digital user experiences.

Neither team can succeed on its own, but it's up to executives to help erase the barriers between them — siloed tools, antiquated organizational structures, even company culture — so that collaboration is the norm, not the exception.

Change can be scary, especially in the face of potential job loss. Executives managing change can start by framing transformation in positive, yet honest, terms. Sixty percent of all occupations have at least 30 percent of activities that are technically automatable, according to McKinsey. But automation doesn't necessarily lead to obsolescence — unless employees lack the tools and mindset to embrace change.[10]

People

Perhaps the most fundamental change of our time isn't in the technology around us, or the work we do every day — it's us. People consume and communicate knowledge in entirely different ways. Gone are the days of factual argument; every obscure fact is now available whenever you want it, just a search query away.

Demographics are also changing. In the next 10 years, we can expect to see a more equal distribution of women, ethnicities, and age in the global workforce, and by 2025, millennials will make up 75% of the global workforce.[11] Those entering the workforce for the first time

What should every CIO understand about Modern IT?[9]

Google CIO Ben Fried gets animated when he talks about his job. "I've been in IT 30-something years," he said at a Google event in 2016. "I can't remember a time when there was so much change happening at such a rapid pace in so many parts of the technology landscape. Mobile, data, the cloud — these and other technologies are all moving at incredible speed."

As change accelerates, Fried notes, we can't keep relying on older, slower change-management cycles. Tech support, for example, should shift from an afterthought to a center of excellence that staffs the employees best equipped to roll out new technology at the speed the tech industry delivers it.

While some CIOs are still wary of personal devices and cloud apps into the workplace, Fried sees it differently. Consumer tech advances, he says, offer infrastructure and development platforms that give a head start to business transformation so it can happen at a lower cost. Rather than trying to modernize every aspect of IT immediately, Fried encourages CIOs to focus on solutions that can really make a difference for their businesses — creating customized, enterprise-ready software that builds on consumer technologies.

expect technology to be seamlessly integrated into their jobs and assume they won't have to spend the majority of their time on mundane, automatable tasks.

Employment is also becoming more fluid — by 2020, an estimated 50% of the U.S. workforce will be freelancers — and employee loyalty is declining.[12] Over the last 20 years, the number of companies people worked for in the five years after graduating college has nearly doubled, according to LinkedIn.[13] This represents a significant economic cost as companies spend resources rehiring, training, and re-motivating the workforce as turnover surges, says Josh Bersin of HR research and advisory firm Bersin by Deloitte.[14] The high cost of turnover has prompted many companies to prioritize retention and retraining. Understanding these demographic shifts helps executives understand how to structure jobs and more effectively engage employees.

Case study: Conrad Electric

Conrad Electronic — a 95-year-old online electronic retail company — launched one of the first online shops in Europe in 1997. As its e-commerce business evolved, Conrad never stopped embracing the new opportunities. Recently, it began expanding from a traditional B2C retailer to an advanced B2B e-procurement platform.

The rise of e-commerce turned the world of traditional retail upside down. "To compete against big e-commerce companies such as Amazon and Alibaba, we need to be more agile and innovate faster," says Drábek Aleš, Chief Digital and Disruption Officer. "That means using cloud-based productivity tools."

When Aleš joined the company, Conrad employees were using Lotus Notes along with 10 separate applications for communication and collaboration—a costly, inflexible approach that limited user productivity. Still, discussions about moving to the cloud were met with some internal resistance from employees who were concerned about the change.

"We compared G Suite to Office 365 and decided that G Suite made it easy for our users to get comfortable with the cloud," says Aleš. "Because employees view Google as an industry leader, moving to G Suite was met with celebration, especially among younger staff who intuitively understand the benefits."

Conrad moved all of its approximately 4,000 employees to G Suite in just 4 months. Now all employees have access to a productivity suite, whereas previously the company's store and warehouse employees did not because legacy tools were too expensive and complicated for all employees to use. G Suite immediately increased the level of communication and information sharing across countries, giving all of Conrad's employees a voice.

By creating a transparent and collaborative environment, Conrad encourages employees to share responsibility and take more ownership. As a result, they feel empowered to solve problems on their own. They also have more independence, albeit in a more controlled, secure environment.

> "Google is helping us think about old processes in new ways and automate previously time-consuming tasks. Change is happening, and we can embrace it instead of being held back by old ways of working."
>
> **Drábek Aleš,** Chief Digital and Disruption Officer.

Chapter 1 recap

Transformation is not a new concept:
IT has always been transforming. From mainframes, to personal computers, networking, to mobile devices — technology allows us to make better, faster, collaborative business decisions.

Work is being redefined:
Changes in technology have revolutionized industries calling for new skills. But more than digital skills, employees must learn flexibility and collaborative engagement.

Workforces are shifting:
In the next 10 years we will see greater diversity and more fluidity in the workforce. Understanding these changes, can help you design your organization effectively engage employees.

"A little over a year ago, we realized that not only was our technology platform lacking the mobility our workforce needed, but our sales associates and employees were not solely using the technology we provided them. They were looking elsewhere for IT solutions, forwarding work email to personal third party accounts for additional storage and using third party cloud storage providers. **We needed a solution that could provide the same quality of technology tools to our users without them going outside of IT.**"

Scott Crowley, SVP and CIO, Berkshire Hathaway Home Services (BHHS) Fox and Coach, REALTORS[15]

It's not just a tech question

In the face of transformational change, finding a way forward can be daunting. But by categorizing these changes into two main areas of business impact — mobility and collaboration — executives can better understand and anticipate the challenge of transforming work. In the following sections, we explore the challenges and opportunities specific to each of these, as well as offer recommendations for how companies can navigate the change.

Mobility

As more people work remotely, the ability to stay connected becomes more important. Cloud computing infrastructure, in concert with cloud-based software, can help teams work flexibly and collaborate from any location.

Employees anywhere — and everywhere

Work happens wherever an employee is located. The connected workforce. Workers are always connected, regardless of whether they're physically in the office or on the go.

Opportunity

Global perspectives help the business understand and stay relevant in new markets.[16]

Specialized skills can be sourced from all over the world.

Risk

Distributed workforces (especially across different time zones) can affect interpersonal team dynamics.

- Address this by creating opportunities for global teams to come together and adopting tools that help them collaborate effectively.

The connected workforce

Workers are always connected, regardless of whether they're physically in the office or on the go.

Opportunity

Work can happen on the go, allowing more productive use of time for those who are always on the move.

Work can happen on a project basis, expanding and contracting based on business need.

Problems are solved faster due to face-to-face video conferencing and chat apps.

Risk

Because work can happen outside of the typical 9 to 5, work-life balance can easily be disrupted.

- Address this by creating a culture of "off hours" and not emailing each other on the weekends. Use management systems, like Android, that enable people off work apps during designated hours.[17]

Collaboration

With multichannel, multi-user collaboration platforms, companies can multiply the intelligence and impact of every employee. Communication is no longer linear, and innovation can happen much faster.

Real-time knowledge sharing

As divisions between roles begin to subside, constant knowledge-sharing is essential. Cloud-based collaboration tools let this happen in real time — the closest thing we have to a mind meld.

Opportunity

Decision-making become more agile as real-time information and trends are widely accessible.

Efficiency reigns when everyone works together at the same time, eliminating questions about which is the latest version, whether data is up to date, or who's weighed in.

Risk

More collaboration doesn't necessarily equal effective collaboration.

- Address this by ensuring your employees are trained and equipped to get the most out of the tools and technology you've chosen.

- Avoid decision-making paralysis by clearly defining roles and responsibilities, so that regardless of who has access to a document, you can always distinguish a true stakeholder from a vocal observer.

Streamlined communication

Email and video conferences — innovations designed to save precious time — are now overflowing our inboxes and jamming our schedules. It's time for the next evolution of streamlined communication: chat apps and collaborative documents.

Opportunity

Chat apps help reduce email and solve problems faster.

Shared content (docs/sheets/slides) allows for contextual conversations without email threads or meetings.

Risk

Constant interruptions can put a serious strain on employee productivity.

- Just as you give employees the (technical) tools to stay connected, also give them the (soft) skills to stay focused. Encourage them to set aside meeting, email, and chat free times for themselves, and establish reasonable expectations for response times (since, after all, the fastest response isn't necessarily the best one).

Case study: Morrisons

Morrisons is a leading UK supermarket that provides 11 million customers with quality food at affordable prices each week. With 120,000 staff nationwide across more than 500 sites, good communication is crucial.

G Suite is more than a set of tools — it's a platform for our business. By providing Google's tools to all of our employees we're making the whole company a more collaborative place to work. — Anna Barsby, CIO, Morrisons

Morrisons used to print half a million sheets of paper every week and file them in over 3,000 filing cabinets in order to fulfill compliance requirements. Now, with collaboration in Docs and rapid information collection with Forms, they've reduced paperwork. Outside the office, staff have replaced clunky VPNs and outdated handheld devices with G Suite, which can work on any device. And with Google's intuitive administrative tools, local managers can set up new accounts in three minutes instead of five to ten days

Instead of shared logins, all employees have a G Suite account, and Google+ brings these colleagues from across the company together to share tips and advice. Morrisons also improves services based on customer feedback collected by shop floor staff that use apps on mobile devices.

> **"G Suite is more than a set of tools — it's a platform for our business. By providing Google's tools to all of our employees we're making the whole company a more collaborative place to work."**
>
> **Anna Barsby,** CIO, Morrisons

Chapter 2 recap

Strategy first, then technology:
We are often held back when decisions are made based on the capabilities of current technology. Technology is just the catalyst for change. Strategy, rather, should always guide the technological decisions, not the other way around.

Work happens everywhere, everyday:
Our workforce is increasingly global and mobile. We need to empower our employees with tools and skills to help make the most of their workday and time off.

Collaboration sparks innovation:
Real time knowledge sharing has created a network of brilliant minds, tackling big problems faster than ever while eliminating redundancy.

"I didn't deprive anyone of the traditional IT tools they had early on. I didn't say you can't use this anymore, you can't use that. When we did consolidation, all of the communications plan, the continuity plan, the consolidation plan was all in a Google doc. I would get each of those folks to engage in that document, and for the first time in their career they would see different people writing different things at the same time. They would see the capture of innovative thought at the speed of thought.

They had never seen that before. Everything in their world had been done by routing a Word document, waiting a couple days, and then reconciling the copies you get back. **That's so game changing. You can completely reinvent your business units when you figure out how to get rid of the seven extra hours it takes to get the one hour of effective innovation out of them.**"

Flint Waters, Former CIO, State of Wyoming[18]

Own your company's future

As the volume and diversity of data continues to expand, companies need better tools to use data quickly and effectively. Cloud technology, combined with breakthroughs in artificial intelligence, can make data more useful, and automates tedious work. Technology is only a catalyst for change, though. People will not successfully adopt technologies that are unfamiliar or hard to use, especially without understanding why they need them. Without a change-oriented culture, a system upgrade or a new software tool will do nothing but make your workers' lives harder.

"There's never smooth sailing. Even in jobs that have fantastic opportunities — it's human nature. Change scares everybody. And I think it's not about being scared or not, but doing it anyway despite the fact that you're scared."

Ulku Rowe, Office of the CTO at Google Cloud

There is no one-size-fits-all solution for shifting company culture, but many leaders start by creating a clear, crisp mission and message that explains why a specific change is important and how it will affect employees. In this chapter, we've identified some additional tactics leaders can use to help their organizations embrace digital transformation.

Plan for the future by structuring jobs to take advantage of new opportunities.

Replace individual ownership with shared interests: Creating a collaborative rather than competitive environment allows teams and people work better together. Bringing everyone's brain to projects often helps innovate faster, find mistakes quicker, and establish better solutions. In a 2015 study, executives said that profitability increases when workers are persuaded to collaborate more. People also report higher job satisfaction when working in an effective team environment. Designing an environment that rewards collaboration will help employees view it as a benefit, not a cost.[19]

Espouse — and uphold — transparency: In bureaucratic environments, teams often circumvent roadblocks by doing work in silos. This can lead to inefficiency, duplication of effort, and ultimately a fragmented, discordant experience for the customer. One easy fix is to espouse and enforce transparency. Set an example for your organization by giving employees access to more information so they understand the context and consequences of their work. At Google, we do a weekly, global company wide meetings where we talk about major initiatives, news, and leave time for any googler, in any location to ask questions to our company's leadership. It helps promote transparency and collective ownership in our offices. Others, like the State of Wyoming, utilized similar approaches while undergoing the brut of digital transformation.

"During organizational transition, we did something as simple as letting employees participate in live Q & A with supervisors and managers. It improved the trust and

engagement with the IT employees because they could see us in the room fighting on their behalf, talking about penny legislation, talking about protecting their jobs, talking about how we were fighting for the budget. Fighting for employees' needs happen all the time in a corporate setting and a government setting, but if the employees don't know it, you're robbing them of trust and confidence in who you are and what you're doing for them. By spreading that information we saw engagement increases, recruitment improvements, and retention rates skyrocket."

Design your workforce for growth: With increased insight, employees will begin to understand new parts of the business. Encourage this by making role definitions fluid and investing in training and education to help employees transition into new roles or projects.[20]

"G Suite is critical to helping us innovate faster - to collapse geography and take the best of our global ideas and apply them locally."

Mike Heim, CIO, Whirlpool Corporation

Help employees embrace new technology — and change itself.

Create a safe space for employees: Five years ago Google became focused on building the perfect team. We studied hundreds of our teams to figure out why some stumbled while others soared. It all came down to psychological safety — the shared belief that one feels secure enough within a team to take interpersonal risks. We strive to create an environment in which people bring their whole selves to work without fear of negative consequences or judgment. By evangelizing this, we hope to enable experimentation and innovation.

Meet people where they are: Change should always begin with an honest look at your workflow and culture. Assess what your employees are capable of adapting to now, and what may take a longer time to implement (run a quick survey, talk to managers and employees, etc.). Then start small — trial new technology with a small team and learn from mistakes so full rollouts run more smoothly. Keep in mind that the process doesn't end with implementation; continued support and training are crucial.

> "Technology isn't just about what's available today, but about what will also put you in the best position [of growth and innovation] for the years ahead. Google is hands down the company best suited to carry us forward."
>
> **Mike Blake,** Former CIO, Commune Hotel and Resorts[22]

Be open to feedback — and act on it: Feedback is an opportunity for leaders to grow — and to show that they're listening. "Receiving feedback sits at the junction of two conflicting human desires: we want to learn and grow, and we also want to be accepted just as we are right now," write Steen and Henn in their NYT bestseller, Thanks for the Feedback. "Even though we know that feedback is essential for healthy relationships and professional development, we dread it and often dismiss it."[23]

The good, the bad, the indifferent: How Google evaluates employee feedback.

These days many executives have taken annual 360 reviews that allow peers and reports to provide feedback on performance and leadership. At Google we do annual company wide reviews called Googlegeist and encourage our employees to request real time feedback after presentations or when thinking about development. In both 360 reviews and Googlegeist, it is common to share feedback publicly and commit to specific ways for improvement. But it is that last step that can often be the hardest. "No matter where you are in the organization, if you don't close the loop on feedback, people will eventually stop giving it because they feel like, 'I keep saying things and nothing ever happens,' says Jen Bennett, technical director, Office of the CTO, Google Cloud. "Good, bad, or indifferent, it's always important to go back and close the loop. And it may not always be, 'We addressed it.' It may be, 'Here's why we weren't able to address it. Here's what we are going to do, moving forward.' But this really makes people feel like the feedback they gave was worth giving. And that's important.

Adopt technology that makes it easy to work in the modern world.

Tools matter, so does effective integration: To prevent adoption frustration, decreased productivity, and shadow IT, make sure the tools your employees use at work are as modern, intuitive, and integrated as the consumer technology they're used to. This can include yearly evaluations or forums for employees to voice opinions with their needs.

"An employee's real value to a company is seeing the opportunities the company has and seeing how to execute on them. And the more powerful the tools they have to do that, the more valuable they'll be. Their world generally gets more interesting the more advanced the tools are that they use."

Diane Greene, SVP of Google Cloud

Tech that works half the time, is no better than tech that work none of the time: Dropped calls, wrong versions, no access, waiting for updates — we've all been there. But to keep up with the pace of change, our technology has to enable us, not slow us down. Put a system in place for employees to easily report broken items and create the operations to fix it.

At Google, we went so far as to create an app called "Fix It" to allow employees to easily report problems in their meeting rooms and other places on campus.

By giving them the means to be our facilities team's eyes on the ground, we're able to fix disruptions before they cause issues for other team members. Technology is expected to work, always.

Simple and secure manageability is a necessity: The constant stream of high-profile breaches sends a clear and urgent message: Today's companies can't afford to put customer information and other sensitive data at risk. Against this backdrop, cloud technology has emerged as one of the best ways to address some of the increasingly complex challenges of IT security. Digital McKinsey found eight key areas of modern IT security to focus cybersecurity planning efforts, of which include Identity Access Management (IAM), data encryption, and user endpoints/mobile device management.[24] Tools such as G Suite gives admins simpler, more streamlined ways to help manage users, control devices, ensure compliance, and keep data secure. With everything in one place, IT can more easily maintain full visibility and stay on top of time sensitive events like provisioning new employees, updates, and security patches. Learn more about protecting your data.

"At Doctor.com we believe in improving the way patients and doctors connect through the use of disruptive technologies. The real-time feedback made possible by the Chromebook platform is a great example of this. We are simultaneously healping doctors understand how to improve the care they provide and helping patients make more informed decisions about which doctors will be best suited to their needs."

Andrei Zimiles, Co Founder and CEO

Case study: ATB financial

[ATB Financial](#) (ATB) is a crown corporation of the province of Alberta that operates in a highly competitive financial services space — with competitors ranging from big banks to financial technology startups. To keep their competitive advantage, they've worked to transform by focusing on their customers and changing the way banking products and services could be delivered.

To address its goals to transform the industry, "how we collaborate as a team of 5,300 people is key," says Wellington Holbrook, Chief Transformation Officer at ATB Financial. ATB launched a new initiative called "Work Reimagined" powered by G Suite, with the goal of helping employees save time, make decisions faster, and spend more time with customers to drive happiness. However, to succeed, it needed to equip its distributed, mobile workforce with modern productivity tools that that would simplify employee communication and collaboration.

Remote employees often experienced connectivity and performance challenges with the corporate VPN, limiting their productivity. At the same time, legacy office tools did not foster innovation and often slowed business processes, delaying ATB's ability to deliver new services and respond to customer needs.

ATB evaluated two popular cloud productivity toolsets and chose G Suite because it was a superior platform for innovation and offered better artificial intelligence (AI) capabilities. Team members can get the data insights they need with the least amount of manual effort while maintaining the highest levels of security to ensure ATB meets its regulatory and privacy obligations.

> **"The power of G Suite drives innovation for our entire company. For example, we're using Google Hangouts Chat to transform how employees interact with IT so they get faster responses, maximizing productivity on both sides. Everything is so simple now — we realized we were overthinking a lot before."**
>
> **Barry Hensch,** VP, Technology Enablement, ATB Financial

"We wanted productivity tools that would allow us to make time richer for team members in support of our customers and achieve 10x improvements rather than small gains," says Barry Hensch, Vice President, Technology Enablement at ATB Financial. "We chose G Suite because it enables employees to think and work differently, instead of doing things the way they've always done."

Chapter 3 recap

Structure jobs to take advantage of opportunities:

People will not successfully adopt technologies that are unfamiliar or hard to use, especially without understanding why they need them. Structure jobs to take advantage of new opportunities by supporting collaboration and transparency.

Help employees embrace new technology:

Teach and support employees to embrace change.

Make work easier with technology:

Adopt technology that makes it easy to work in the modern world by doing full integration audits and planning.

Conclusion

Work today is more diverse, dynamic, and distributed than ever before. We are creating more than 2.5 quintillion bytes of data per day.[25] Entire industries and incumbents are being disrupted by new, more agile players. And transformation efforts often fall flat as organizations bring in new tools and systems with limited planning and migration coordination. But the biggest barrier to change is often culture. The success of a digital transformation will ultimately come down to people and how they work.

We need a more intuitive, connected set of tools that empower people to do their best work. Users need the ability to share content and collaborate in real time on any device and from any location. "Work" is no longer a place. Large files need to be shared; users need to work from remote locations; teams need to be equipped to collaborate on new ideas unbound from constraints.

This is why we created G Suite: to bring people, information, and applications together to reimagine how work gets done. When people use G Suite, they describe it as a mind boggling, transformative experience. They collaborate in all new ways, focus time on impactful work, and have better access to the people and knowledge that help them perform best. They work better together, with teammates and with colleagues around the globe. It's work, reimagined.

We look forward to building this future together.

Lets talk ›   Find a partner ›

Appendix

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