4 ORGANIZATIONS THAT DROVE GOOGLE WORKSPACE USER ADOPTION

Accelerating digital transformation with change management & training
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Many organizations associate digital transformation with technology, but the real drivers of a successful digital transformation are an organization’s people. Success is not determined by measuring the implementation of a tool but ongoing employee adoption and adaptation. Getting maximum ROI out of Google Workspace deployments requires a change in organizational mindset regarding how employees think about and approach their work.
SADA empowers companies with the resources to adopt new technology and processes that transform the way teams work. Our team of highly qualified experts will work with you to envision your future state of productivity and tailor a change strategy towards getting there. SADA offers business solutions that will make you the leader in your industry.

As a Google Cloud Premier Partner, SADA has spent the last decade helping our clients develop unique systems for their IT needs and implementing changes that result in transforming their organizations. Evolution and adaptation are crucial elements of any business that seeks to be successful, relevant, and leaders in their industry - this principle also extends to your organization’s use of IT. Read on for 4 inspiring examples that showcase how SADA’s change management and training solutions are driving user adoption, maximizing ROI, and accelerating digital transformation.
Empowering global collaboration with Google Workspace to better serve millions of families worldwide

1. Colgate-Palmolive

The Colgate-Palmolive Company (Colgate) is a true American success story of how a small soap and candle business grew to become one of the largest companies in the world, offering many well-known brands in oral care, personal care, home care, and pet nutrition. Coming in at #182 on the 2017 Fortune 500 list, Colgate products are sold in more than 200 countries and territories, and the company has approximately 38,000 employees in more than 130 offices worldwide.

For more than 200 years, Colgate has worked to make the world a better place by introducing products that help people lead healthier, happier lives. From developing an oral rinse to prevent tartar buildup to improving the effectiveness of whitening toothpaste with its Optic White brand, Colgate builds upon a rich heritage of innovation.

The company also gives back to the communities it serves, providing children with free dental screenings and oral health education through its Colgate Bright Smiles, Bright Futures program. Colgate’s Clean Hands, Good Health program in the South Pacific and other regions works to encourage children to wash their hands by providing handwashing educational resources.
To grow profitably and responsibly in the 21st Century, Colgate must constantly innovate with new products and keep up with a fast-changing landscape for consumer packaged goods. For most of Colgate's workforce, collaboration with coworkers and partners is very important, and every department—IT, procurement, R&D, marketing, supply-chain, finance, and HR—must come together for the company to deliver.

**Challenges**

**Seeking a productivity advantage**

As a standards-based organization, Colgate looks to keep its strategic IT partners for the long haul and maintain consistent systems and processes across regions. In 2015, the company decided it was time to modernize its approach to collaboration.

Colgate leverages many cross-functional, geographically dispersed teams to get work done. The company needed the flexibility that only cloud-based collaboration could provide. It also wanted a productivity suite that current and future employees would embrace, and that would regularly offer new features without requiring IT involvement to upgrade.

“We set out to find an easy-to-use toolset that would support innovation across our teams and fundamentally change what people could accomplish,” says Mitch Cohen, Senior Manager Collaboration Services at Colgate-Palmolive, who looks after all collaboration and productivity tools used globally. “We wanted a solution that people would be excited about using—and something that we knew could support our company over the next 20+ years.”

**Solution**

To identify what was required of its collaboration tools, Colgate created a cross-functional team that included representatives from infrastructure and operations, site management, networking, and security. After interviewing employees and analyzing existing collaboration workflows, the team finalized a Top 10 list of end-user needs, including the ability to store files in a single location, conduct face-to-face video meetings, and minimize time spent logging into different tools.

Colgate debated whether to adopt a collaboration suite or use multiple standalone products, finally deciding on the former approach. “We wanted to avoid the big investment in the time and costs it takes to manage software full time,” says Mitch. “We wanted one system that would enable employees to work seamlessly across an integrated environment.”

**Collaboration built for cloud**

Colgate teamed up with SADA, a Google Cloud Premier Partner, to leverage their expertise on how to conduct a successful migration to a cloud productivity suite. Working closely with Google, the three companies developed a plan to launch Google Workspace and meet Colgate’s collaboration and security requirements.
“In the end, we chose Google for three main reasons. Google Workspace stood out because it’s truly an integrated toolset, with single sign-on and one directory. Google Workspace is built for cloud, with no on-premises legacy,” says Mitch. “We also felt that Google would continue to be the biggest innovator in cloud collaboration and a partner we could grow with. Finally, after careful analysis, we were most comfortable with the security of Google Workspace.”

Adds Tim Booher, Chief Information Security Officer at Colgate-Palmolive: “Since Google thinks comprehensively about cloud security, we benefit from eliminating the need to patch and prevent productivity applications from compromising our ecosystem. Also, the emphasis on low-level security and extensive reporting in Google Cloud gives us sufficient confidence to focus our security team on enabling our business to confidently leverage emerging technologies.”

Migrating 28,000 users in 6 months

Given the importance of enabling efficient, effective collaboration across Colgate teams worldwide, the company worked with SADA to outline a strategy to achieve the most seamless rollout possible. Colgate worked with change management experts at SADA to lay out a four-phase approach for migrating to Google Workspace, making sure all internal teams were aligned. The company wanted to accomplish the migration quickly while minimizing disruption to the business, and set a six-month window to roll out Google Workspace worldwide.

“SADA suggested a phased in, launch and learn method, building on experience through waves of implementation across our global user base. Through this, we fine-tuned our training and change management to make each wave of go-live better each time,” says Patty Vollmar, Senior Director of Collaboration Services Worldwide at Colgate. “In addition to onsite training, we added online reference tools, webcasts, and training material in various languages. It was a positive experience that accelerated our Google Workspace migration.”

In just three months, Colgate transitioned its global IT organization to Google Workspace, beginning with 70 employees in IT service centers and followed by a second phase migrating the rest of IT—approximately 1,000 people globally. In the third phase, Colgate recruited volunteers who were excited to be early adopters and migrated 4,000 users over the next month. About 900 of the early adopters became Google Guides, acting as champions on the ground and training other employees during the rollout.

Executives and their administrative assistants received focused training, helping them adopt Google Workspace early and drive top-down change. Strong leadership support helped make the migration successful. Colgate’s top leadership committed to embracing Google Workspace and led by example. “With help from SADA, our original go-live date never moved, and we migrated 23,000 users to Google Workspace over a single weekend,” says Mitch. “The transition was as flawless as it could get, with no disruption to the business. The Monday after migration was quiet.”
"We were encouraged by the positive responses from employees when we announced we were going Google. We knew it was going to be a major change management effort to go to a new collaboration platform. Working with Google and SADA, in one weekend in November we took 23,000 users live, and a total of 28,000 users live globally within six months."

Mike Crowe  
CIO, Colgate-Palmolive
Results and benefits
Bright smiles across the globe

Colgate’s employees celebrated the migration worldwide, throwing launch parties, offering Google Workspace quizzes with prizes, and wearing “C-P is Going Google” T-shirts and hats. The anticipation and excitement worldwide was palpable, and Mike Crowe soon began receiving positive emails from employees. The input from employees ranged from emphatic “thank yous” to people talking about how excited they were to have new, familiar ways to work together with teams inside and outside the company. “In just under three months, we saw people working differently,” he says. “Over 94% of users were actively using Google Drive, with over 57,000 hours of Google Hangouts Meet sessions conducted in one month alone, allowing our employees to collaborate while in the office and on mobile, connecting our global teams. We also saw faster uptake of Google Slides, Sheets, and Docs than expected.”

Reimagining productivity and innovation

Not only can Google Workspace help improve quality and time to market for Colgate’s products, it can also save time and costs previously spent on routine collaboration, while increasing employee engagement with customers, colleagues, and partners.

Using Slides, employees in different parts of the world can co-edit and put presentations together. Google Forms make it easy for non-technical users to collect responses and populate Sheets with the data. “People appreciate the simplicity of Sheets,” says Mitch. “With Explore in Sheets, everyone can bring data into their decision-making. Users can just type in a question and get an answer immediately about their data.”

Notes Patty: “Colgate employees who use Google Workspace apps on their mobile devices are able to create, manage, and accept meetings easier than ever. Joining a Meet meeting takes one click on a smartphone, tablet, or PC, it really helps us remain connected. I’ve experienced having to leave work when a meeting ran over. Instead of signing off in the middle of an important discussion, I joined the Meet on my mobile device with a headset and jumped in my car. If I’m at the airport and someone needs information I have, with a few clicks, I can share it from my mobile device. If I’m on the train and someone needs me to review a presentation, I can comment or edit to help when time is tight.”

Breaking the mold

More than a year after migrating to Google Workspace, excitement is still in the air at Colgate. Employees are engaged, empowered, and in no hurry to take down their “Going Google” signs. “Some have said that moving to Google Workspace was unusual for a large enterprise company, but it worked well for Colgate,” says Mitch. “As someone once said: Don’t skate to where the puck is, skate to where it’s going.”
TrueCar goes Google with SADA

2. TrueCar

TrueCar, Inc. is a publicly-traded, digital automotive marketplace dedicated to price transparency for buyers of new and used cars. Users receive upfront pricing information when they connect with more than 14,000 TrueCar Certified Dealers, allowing them to enjoy a more confident buying experience. TrueCar also powers carbuying programs for over 600 companies, including some of the most trusted brands in the world, such as USAA, AARP and American Express. The company’s 2017 total revenue grew by 16% over 2016, to $323 million.

Challenges

Justin Slaten, Senior Vice President of IT & Security, TrueCar, worked with the executive leadership team to audit their existing IT infrastructure. They came to the realization that their current hosted Exchange email platform was no longer meeting their needs. Keeping up with the scale of the business, and an ever-changing landscape of client operating systems and browsers were key concerns for TrueCar.

It had become cumbersome to manage a thick client environment and they were finding it more difficult to implement certain corporate security policies, such as multi-factor authentication. Finally, TrueCar wished for better ways to support the company’s small offices and large field staff. The company decided to invest in re-platforming its technology stack, creating a more agile, stable, and collaborative IT environment. This led them to evaluate Google Workspace, Google’s enterprise cloud email and collaboration platform.
Solution

Due to Slaten’s previous experience in deploying Google Workspace elsewhere, he was confident that Google’s cloud collaboration suite was a great fit for TrueCar’s present and future productivity needs. Google’s native capabilities and strengths around security, collaboration and scale assured him it was the right solution to address their IT challenges. Realizing he needed an implementation partner, Slaten looked to SADA after hearing of their successful track record with Google Cloud projects. Slaten selected the cloud and IT consulting firm to handle their data migration and training.

“TrueCar is a very fast-paced, ever-changing environment, and we like to be on the cutting edge of technology,” said Slaten. “We’ve been doing a lot of work to upgrade and streamline the platforms we use in order to set us up for infinite and immediate scalability. We also choose platforms that enable us to constantly innovate. Google Workspace checks all of those boxes, and we look forward to continuously evolving the way our company collaborates within the Google Workspace ecosystem.”

After successful migration, SADA spearheaded the change management efforts by facilitating employee roundtables and surveys, aiming to identify potential roadblocks in workflow during the transition. One of the most important transitions was the ability to replicate TrueCar’s old email and calendar setup for users that were accustomed to a certain workflow. The team was excited to find out that Google Workspace comes with UI customizations that can be tailored to a user’s preference and even have the look and feel of other email and calendar tools.

“I worked with SADA to not just merely replace that functionality but make it even better in Google,” said Slaten. A significant advantage is Google’s hallmark speed of innovation. “When we migrated, I knew that our admin staff was going to be unhappy without Outlook’s side-by-side calendar view,” he says. “But before long, Google released an update that introduced the same feature.”

SADA also met Slaten’s desire to escalate the migration timeframe by several weeks. SADA adapted its best practice migration and change management plan to meet TrueCar’s timeline. The process took only six weeks from start to finish.

“TrueCar employees were ready for the change to collaborate better in a secured environment,” said Slaten. I knew that with great training and change management plans, we can move fast and get everyone migrated smoothly.”

Results and benefits

SADA completed the migration and core change management program for TrueCar in May 2018. Slaten was extremely pleased with the change management services that SADA provided.
"SADA took change management very seriously, and accommodated us with a mixture of on-site and remote training opportunities for our users. They had a very friendly and empathetic approach, but pushed new process over replicating what people were used to in Outlook/Exchange. This is a very important part of such a big change."

Justin Slaten
Senior Vice President of IT & Security, TrueCar
Benefits of Google Workspace include:

- Increased security and protection from phishing and cybersecurity attacks
- Easier provisioning of new employees
- No more thick clients to manage and secure
- Better support for mobile users with Google’s OS-agnostic online application suite
- Less strain on the helpdesk – Google’s easy to learn platform has resulted in a culture of power users who answer questions and resolve problems for others

With the migration behind him, Slaten says he’s looking forward to continued work with SADA on support and change management projects as they arise: “SADA really cares about our success, and from a training and change perspective, they are second to none.”
Digital First Media migrates over 6,000 users to Google Workspace

3. Digital First Media

Challenges

Digital First Media (DFM) has a leading local news audience share in each of its primary markets and its content monetization platforms serve clients on both a national and local scale.

A company which has grown through acquisition, DFM has also acquired many systems along the way, including multiple email platforms. The reality of this splintered IT environment became clear when a new CEO joined the company and was unable to easily send an email to all employees. Dealing with multiple communications tools was making it tough to integrate new employees and companies into the DFM family. It was also a significant burden on IT to manage multiple platforms.

Solution

The DFM IT team evaluated three different platforms for the new corporate email system, ultimately selecting Google Workspace’s platform, which includes Gmail, Drive, Meet, Calendar, Chat, Docs, Sheets, Slides, Keep, Sites, Forms and Currents. Factors which went into the decision included Google’s ease of use and collaboration benefits.
“We had all these business units and properties that didn’t work together across the country,” says Bob Kinney, VP of Information Technology for DFM’s Western region. “People couldn’t share calendars or contacts and we knew that for sales and revenue departments, this was extremely important.”

Google Docs would also be beneficial for collaboration amongst all employees. During employee feedback sessions, the company surmised that roughly 50% of its people were already using Google for personal communications. The decision to go Google was further supplemented by an excellent reference from the State of Colorado, which had recently transitioned to Google Docs.

**Working with SADA**

SADA, a Google Cloud Premier Partner and an expert implementation partner for Google Cloud solutions, came on board to help DFM migrate to Google Workspace. The SADA team provided a comprehensive Transformation Lab to provide guidance on reengineering and improving business processes with Google Cloud. The DFM implementation team headed by Eric Monsma, Director of IT Operations for DFM incorporated SADA’s change management framework. This involves identifying employees to serve as Google Guides, subject matter expert resources for employees during the transition. Monsma, in concert with SADA’s change management team, led demos and trainings at all of the company’s offices around the country.

“Identifying our Google Guides was critical to the success of our rollout,” says Monsma. “These guides received a more indepth training with DFM IT and SADA. It gave them the necessary tools and ideas on streamlining business processes. They were ambassadors for IT and promoted the Google tools to their individual departments.”

Other change management best practices included Lunch and Learn events; the creation of an internal website to house training videos, FAQs and other materials; and staggered communications prior to migration to help employees prepare for the Go Live date. “The Lunch and Learn sessions we held had great attendance and sparked good, creative dialogue between different departments,” says Monsma. “We all learned about Google Workspace together. We showed everyone how easily the tools worked in conjunction with each other. A daily reminder went out to employees starting two weeks prior to launch and made it a very smooth transition at Go Live. Creating an internal training site proved to be beneficial for employees to reference at their leisure. Employees could dive deeper into one particular tool that they may not have fully grasped in the live sessions, as these resources were set up as self-paced trainings with exercise files to go through as users found time.”

Yet, there are always challenges during a major project; SADA worked closely with DFM’s team to address situations unique to the company. “We are a company of journalists, so changing people’s email and telling them that they cannot share files publicly for security reasons was bound to create a good deal of pushback,” Kinney says. “Some people were scared to death that they would lose years of notes and interviews or that their contacts wouldn’t transfer over.”
While the change management team assured employees that those scenarios wouldn’t occur, they did need to address the need for employees to share documents with people outside of the company. The solution involved deploying Google Workspace Business and two-factor authentication, which allowed for an improved level of controls for the enterprise to further secure access to documents as well as having unlimited storage capacity.

**Results and benefits**

Working with SADA, DFM successfully transitioned all 5,000 employees, as well as partners and service providers, to Google, constituting 6,100 user accounts. Employees are benefiting from a single, online email system to more easily connect with anyone in the company, share contacts and schedule meetings from any device.

**Other outcomes of the migration include:**

- **Application and infrastructure cost avoidance:** Today, DFM has avoided the cost of upgrading and maintaining servers and software for email, calendars, and word processing. DFM also expects to avoid new data storage equipment costs, by using Google Team Drive as an alternative storage solution.

- **Employee onboarding:** New employees of acquired companies can integrate into the parent company much faster, which boosts productivity and morale, says Kinney. He relates DFM’s purchase of the Orange County Register, which was in bankruptcy at the time of the deal. This meant that DFM had a short window to onboard the Register’s 850 employees to meet deal closing deadlines. “SADA helped us streamline the process through plug-ins and Google forms so that we were able to onboard those new employees in 72 hours. This was a relief for corporate management, yet also gave those new employees a positive feeling that they were joining a digitally-savvy company.”

- **Maximizing investment in collaboration:** Employees are expanding their use of Google technologies such as Google Meet and Google Docs. DFM plans to work more closely with SADA on increasing awareness and usage for the full Google portfolio, including Forms and Sites. “We held two Google Transformation Labs in 2016 which gathered open-minded individuals from different departments from DFM to brainstorm how to leverage Google Workspace in our daily work lives.” Monsma says. SADA facilitated the Labs in Boulder, Colo. and Mountain View, Calif. “These two sessions sparked some good conversations and gave people new ideas on how to solve legacy business processes within DFM. Keeping the Google momentum and excitement is important to us,” Monsma says.

- **A roadmap for the cloud:** As DFM progresses on its journey to becoming a modern, digital publishing company, IT sees cloud computing taking on a broader role. “We definitely want to look at Google Cloud for hosting our environment and for projects involving machine learning,” Kinney says. “This could be really useful for market research and advertising, which is an exciting part of our business.” Kinney calls the company’s new Google environment a “tremendous success.”
"Moving everyone to the Google Cloud allows us to be nimble and do acquisitions and onboarding faster and more easily, along with divesting papers when needed. SADA has been an instrumental partner for us, both from technical expertise and change management. They are available whenever we need them for consultative and support services, and we have a great working relationship with their team."

Bob Kinney  
VP of Information Technology, DFM (West)
SADA helps Hunterdon Healthcare migrate 3,000 users to Google Workspace

4. Hunterdon Healthcare

Hunterdon Healthcare exists to prevent disease, illness, and injury; to seek cures; relieve pain; give comfort, and inspire a healthy way of living. In 2018, Hunterdon Medical Center admitted over 9,000 patients, had over 32,000 Emergency Department visits and over 570,000 outpatient visits. The 178-bed teaching hospital provides a full range of preventive, diagnostic and therapeutic inpatient and outpatient hospital and community health services.

Challenges

Hunterdon Healthcare has embarked on a plan to simplify and modernize its vast application portfolio. “For the past 20 years, we’ve had a boutique approach to IT, where each department independently acquired the software that it needed,” says Daniel Morreale, VP & CIO of Hunterdon Healthcare. As a result, the organization has many duplicative systems, which will need to be consolidated over time. Along with these planned changes, the team knew that it was time to replace the Novell GroupWise email system. “We needed to upgrade to the 21st century so that we could be more collaborative,” he says. “Our previous email system had limitations with file size, required external products for archiving and sequestering and presented challenges around security and usability.” It was important to the organization to add instant messaging activity, a stronger archive solution and video communication.
Solution

After an extensive review of vendors, gathering input from users and IT, Morreale selected Google Workspace's productivity applications in the spring of 2016. The Google platform would support the transition to a modern, cloud-based email system and offer a full suite of productivity applications, allowing the organization to gradually move away from legacy systems. Morreale was familiar with SADA and its deep Google Cloud expertise already, making the IT consulting firm a natural choice to help Hunterdon migrate and transition to Google, he says.

By June of 2016, Hunterdon had moved its entire workforce of approximately 3000 users to Google Workspace. But that was just the first step; from here, with the help of SADA's change management team, the greater challenge was helping employees all the way up the chain understand and adopt new workflows to get the full power out of Google Workspace.

To that end, Hunterdon IT and SADA delivered group and one-on-one trainings, along with webinars and YouTube training videos. “SADA has really helped due to their deep knowledge of the product and how it’s used in other places,” Morreale says. “The one-to-one environment for learning has been very effective to change old behaviors.”

SADA delivered regular monthly trainings in 2017, as Hunterdon worked to increase adoption of the broader offerings of Google Workspace applications. This, however, will be more of an organic approach, stated the Hunterdon team. “We don’t want to push a mass migration to the other apps, but instead we will highlight the benefits and let it grow. We are already seeing this happen. One of our departments had more than 130,000 documents in Google Drive after the first 30 days.”
**Results and benefits**

**Rapid and successful adoption of Gmail:** In surveys, the Hunterdon IT team reports an 84.6% satisfaction rate with Google after six months of use and is pleased with how the company has responded to the new Google environment. Employees regularly stop members of the IT team in the hallways to share positive feedback. “I’m an IT guy, so I am always surprised when users are happy,” Morreale reported.

**Expected software licensing cost savings:** Hunterdon needed to renew its Microsoft Office license in 2016, yet in three years, Morreale anticipates a cost savings of $1.3 million a year from moving to the cloud-based Google Workspace.

**Expected savings on storage:** The strategy is to increase employee usage of Google Drive, considering the ample cost savings on storage Hunterdon can achieve by moving data out of its own data center. “We are sitting on 600 TB of data and growing, which is really starting to push the limits of our infrastructure.”

**Supporting broader organizational goals:** Hunterdon, like many healthcare systems, is grappling with transformative changes in the way that patient care is delivered and managed. Google is the optimal platform to help them achieve goals of better outcomes and processes. “Efficient workflow is critical,” Morreale says. “The easier we make it for people to collaborate and get out of silos, the more comprehensive impact we can have on changing population health along with the profitability and effectiveness of our organization.”

“I could not have picked a better company to work with on this initiative,” Morreale says. “SADA has been extraordinary, responsive, and creative!”
"Customized training helps users transition faster: SADA’s collaborative approach toward workforce training was instrumental in helping employees get over the hump of change. It’s been so great working with SADA to create customized trainings based on our diverse user needs. They are always willing to go in whatever direction we need to go."

Daniel Morreale
VP & CIO, Hunterdon Healthcare
About SADA

At SADA, we climb every mountain, clear every hurdle, and turn the improbable into possible – over and over again. Simply put, we propel your organization forward.

It’s not enough to migrate to the cloud, it’s about what you do once you’re there. Accelerating application development. Advancing productivity and collaboration. Using your data as a competitive edge. When it comes to Google Cloud, we’re not an add-on, we’re a must-have, driving the business performance of our clients with its power.

Beyond our expertise and experience, what sets us apart is our people. It’s the spirit that carried us from scrappy origins as one of the Google Cloud launch partners to an award-winning global partner year after year. With a client list that spans healthcare, financial services, media and entertainment, retail, manufacturing, public sector and digital natives – we simply get the job done, every step of the way.

Your challenges are ours. We’re ready. Let’s go.

“With how SADA helped us set it up on Google Workspace and their change management services, going virtual with work from home was an easy transition.”

Chris Voigt
CTO, Privia Health

“SADA is an amazing strategic partner. Wherever we turned and whatever we were working on, SADA was there to support us 100%.”

Kevin Kreucher
Director of Infrastructure, Northgate Market

“SADA was a guarantee that our Google Cloud migration was going to work.”

Jim Hefner
CTO, ME.ME

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