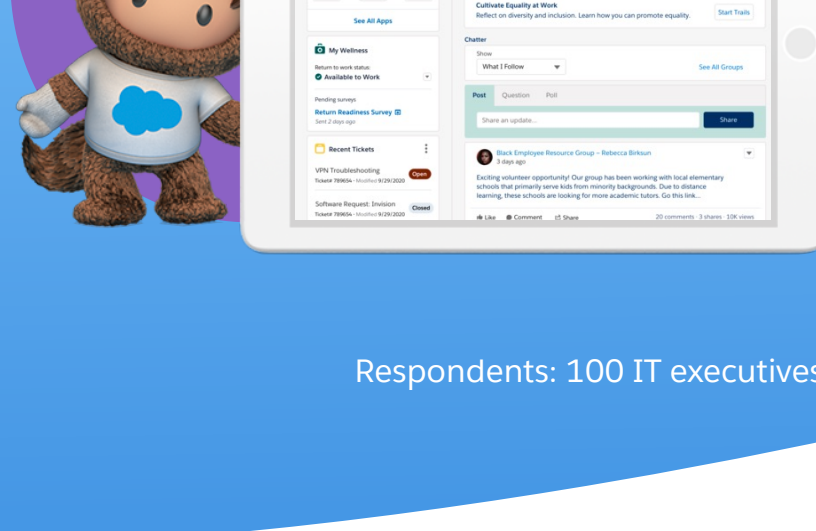


# Digital transformation is about people, not just technology

It's no secret that technology is vital to enable successful digital transformation. But as this Salesforce and Pulse survey of 100 global IT and engineering leaders finds, investing in tools can't solely guarantee success—companies need their leaders to act as the glue of digital transformation, inspiring and driving change.

When organizations align their people, processes, and culture, silos are removed, collaboration improves, and operational efficiency thrives. Ultimately, digital transformation in these organizations is successful.



Data collected from Nov. 4 - Dec. 2, 2020

Respondents: 100 IT executives

## TECHNOLOGY MAKES TRANSFORMATION POSSIBLE—BUT PEOPLE MAKE IT HAPPEN.

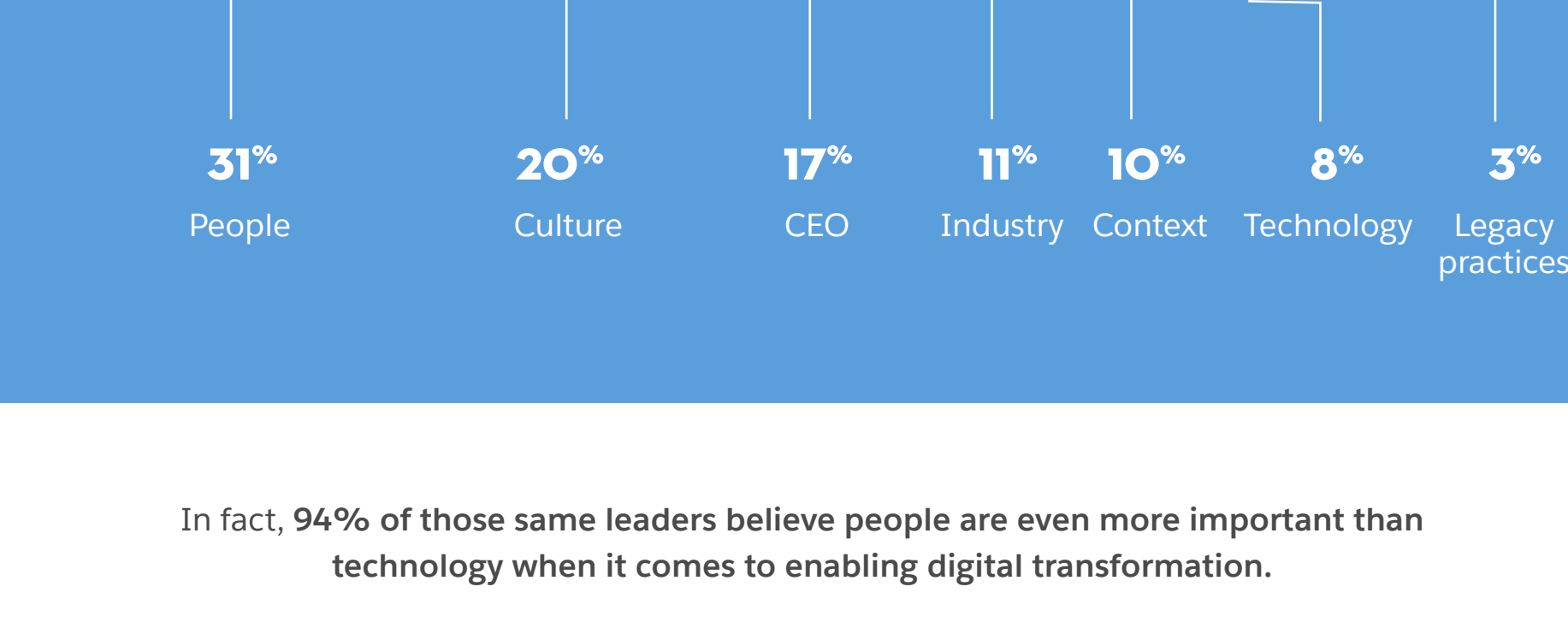
Today, 96% of global organizations have undertaken a digital transformation or are planning to in the coming months.

HAS YOUR COMPANY GONE THROUGH—OR IS IN THE PROCESS OF GOING THROUGH—A DIGITAL TRANSFORMATION?



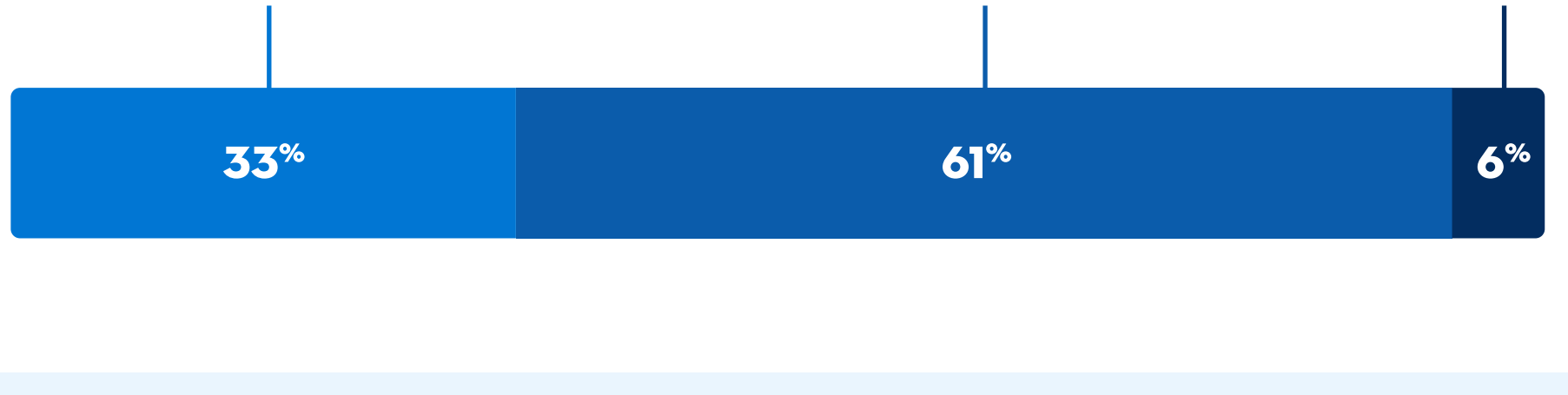
When pursuing digital transformation, more than half of technology leaders believe people (31%) and culture (20%) are the most critical factors that drive success.

WHAT IS THE SINGLE MOST IMPORTANT FACTOR IN DETERMINING THE EFFECTIVENESS OF A COMPANY'S DIGITAL TRANSFORMATION?



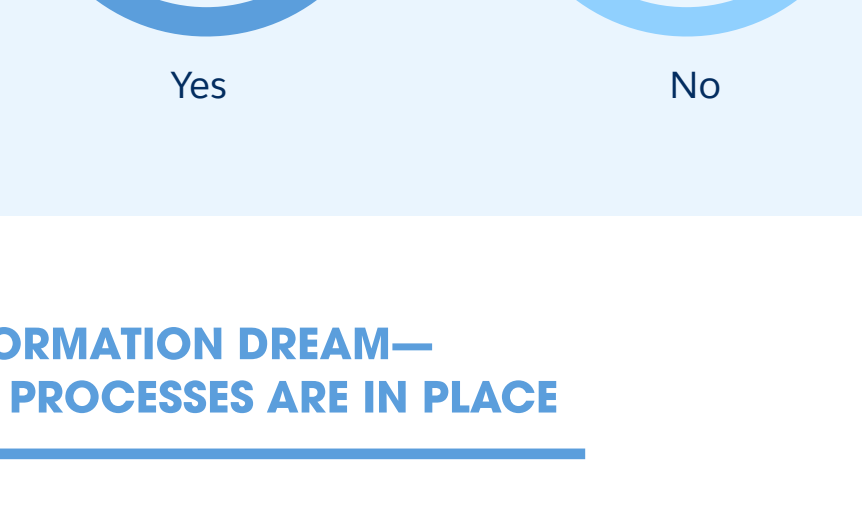
In fact, 94% of those same leaders believe people are even more important than technology when it comes to enabling digital transformation.

DO YOU AGREE THAT DIGITAL TRANSFORMATION IS MORE ABOUT THE PEOPLE THAN TECHNOLOGY?



To ensure an organization's people are aligned on pursuing and implementing successful digital transformation, 97% of IT leaders say those efforts must be driven by company leadership.

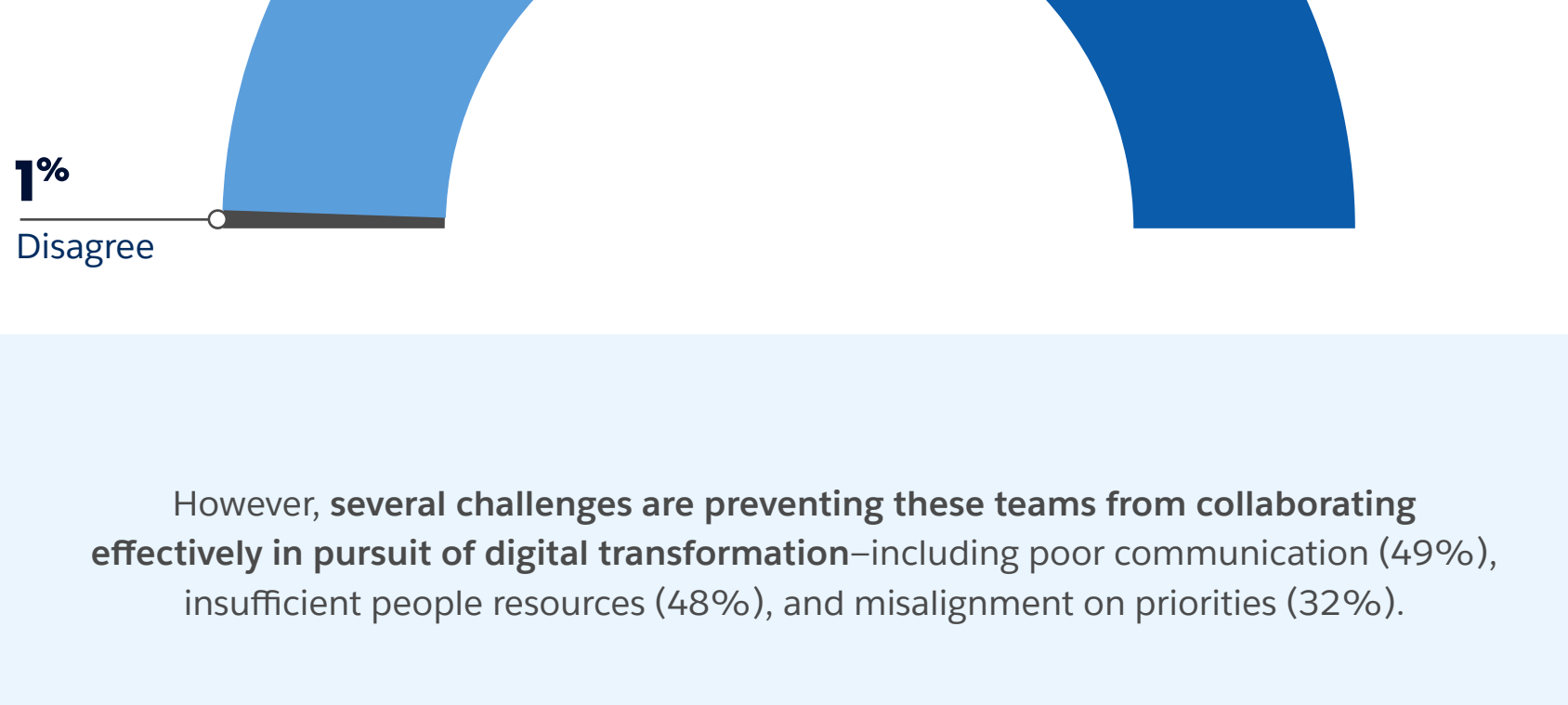
IS DIGITAL TRANSFORMATION CHANGE MORE LIKELY TO HAPPEN WHEN DRIVEN BY COMPANY LEADERSHIP?



## ONE TEAM, ONE TRANSFORMATION DREAM—BUT ONLY IF COLLABORATION PROCESSES ARE IN PLACE

Nearly all (99%) respondents agree teams must collaborate with each other to drive digital transformation at their organizations.

DO YOU AGREE THAT DIGITAL TRANSFORMATION CHANGE IS MORE LIKELY TO HAPPEN WHEN TEAMS EXECUTE TOGETHER?



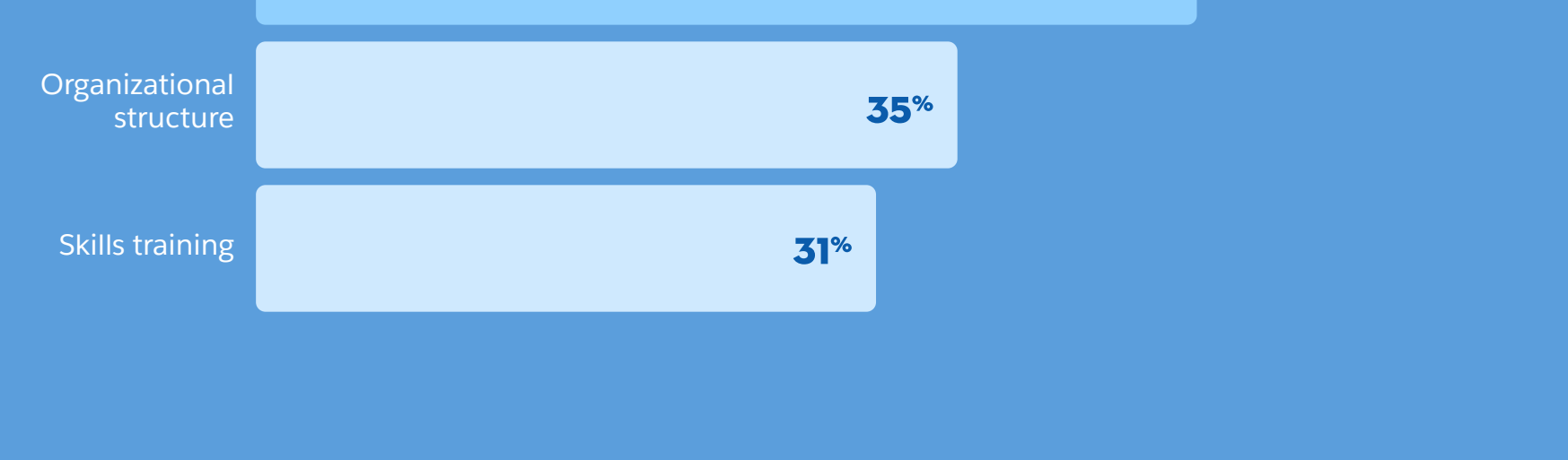
However, several challenges are preventing these teams from collaborating effectively in pursuit of digital transformation—including poor communication (49%), insufficient people resources (48%), and misalignment on priorities (32%).

WHAT ARE THE TOP BARRIERS YOUR COMPANY FACES WHEN IT COMES TO EFFECTIVE BUSINESS COLLABORATION?



As such, these executives' top digital transformation investment priorities in 2021 are process changes (66%) and technology (56%) to ensure teams can effectively collaborate. Changing their business model (51%) and culture (47%) are also top-of-mind as leaders look to ensure their teams can pivot quickly and align on digital transformation initiatives.

WHAT ARE THE TOP AREAS YOUR COMPANY IS INVESTING IN TO DRIVE DIGITAL TRANSFORMATION?



## SOFT SKILLS ARE MORE IMPORTANT THAN HARD SKILLS TO ENABLE DIGITAL TRANSFORMATION.

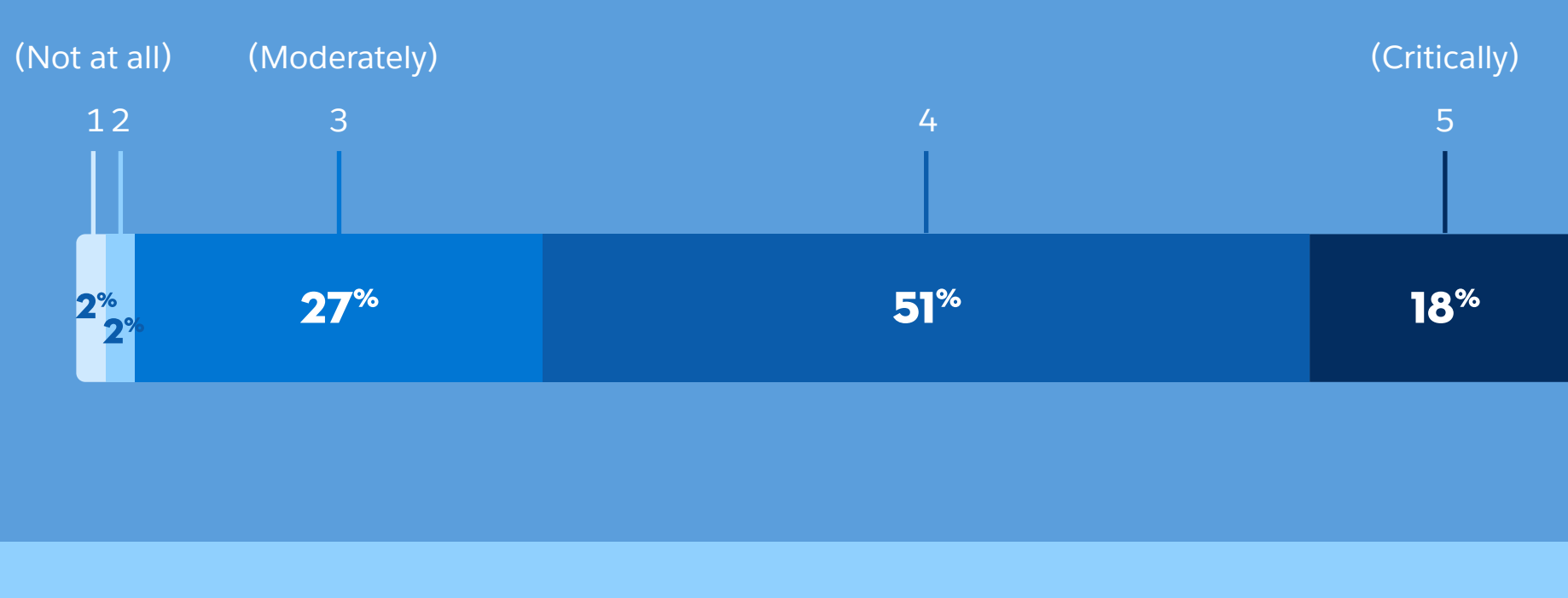
Nearly one-third (33%) of all technology leaders see re-skilling and upskilling as a top investment priority in 2021. More than half (58%) of these executives say training employees on both hard and soft skills related to digital transformation is important for change to be successful.

IS IT MORE IMPORTANT FOR COMPANIES TO PRIORITIZE HARD OR SOFT SKILLS TRAINING?



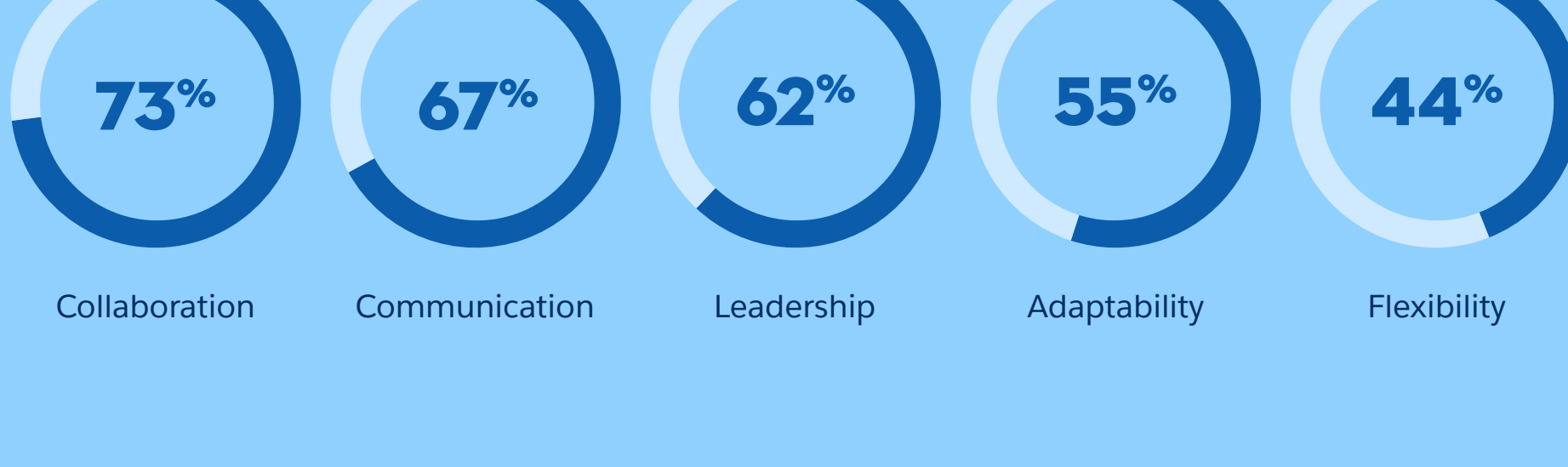
While both hard and soft skills are necessary to drive digital transformation, when asked how important soft skills are to digital transformation, more than two-thirds (69%) of leaders rank these skills at least a 4 on a scale of 1 to 5.

ON A SCALE OF 1-5 (5 BEING HIGH), HOW IMPORTANT ARE SOFT SKILLS TO DRIVING DIGITAL TRANSFORMATION?



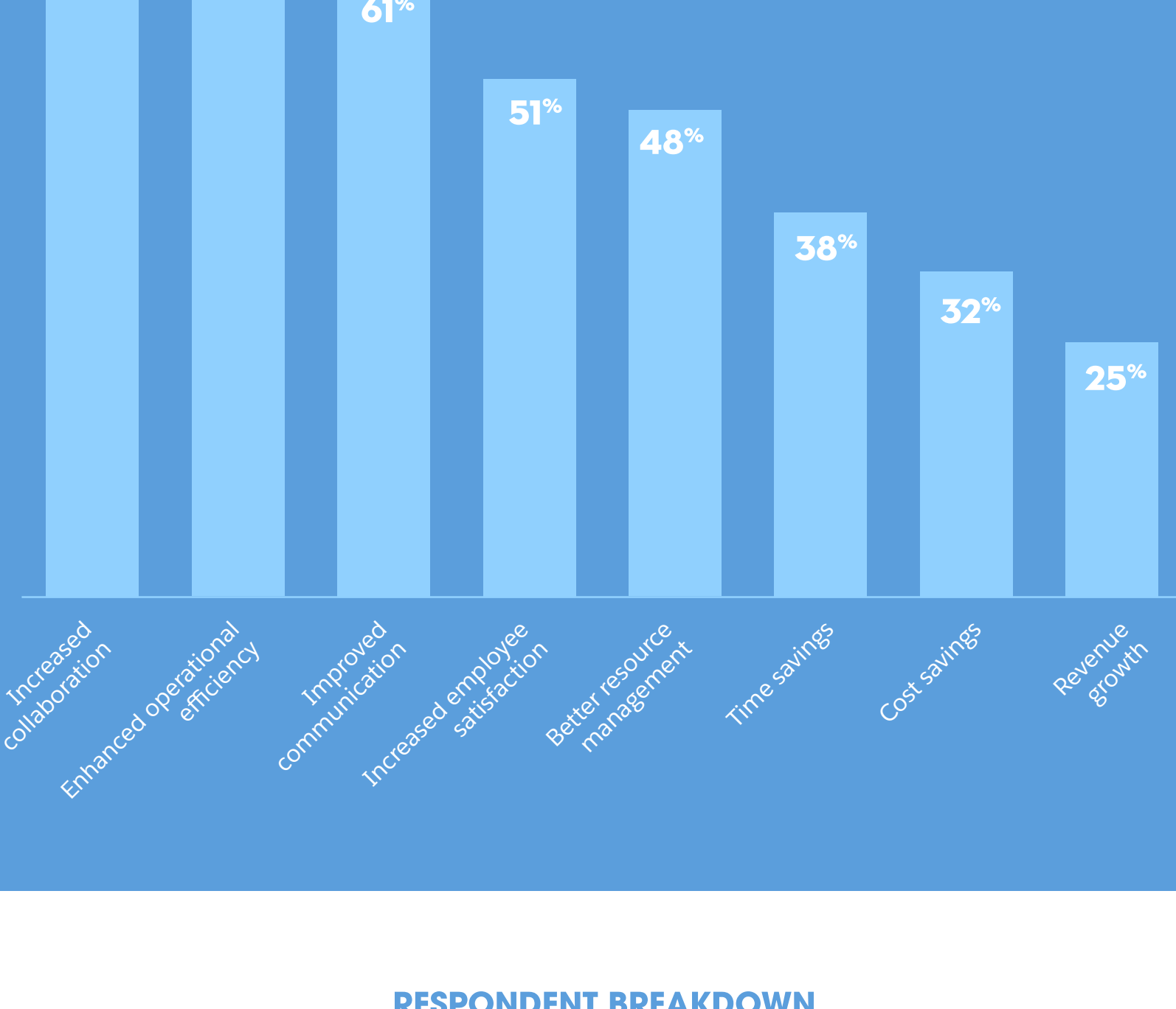
In particular, collaboration (73%), communication (67%), and leadership (62%) are seen as soft skills fundamental to a successful digital transformation.

WHICH OF THE FOLLOWING SOFT SKILLS ARE KEY TO EFFECTIVE DIGITAL TRANSFORMATION?



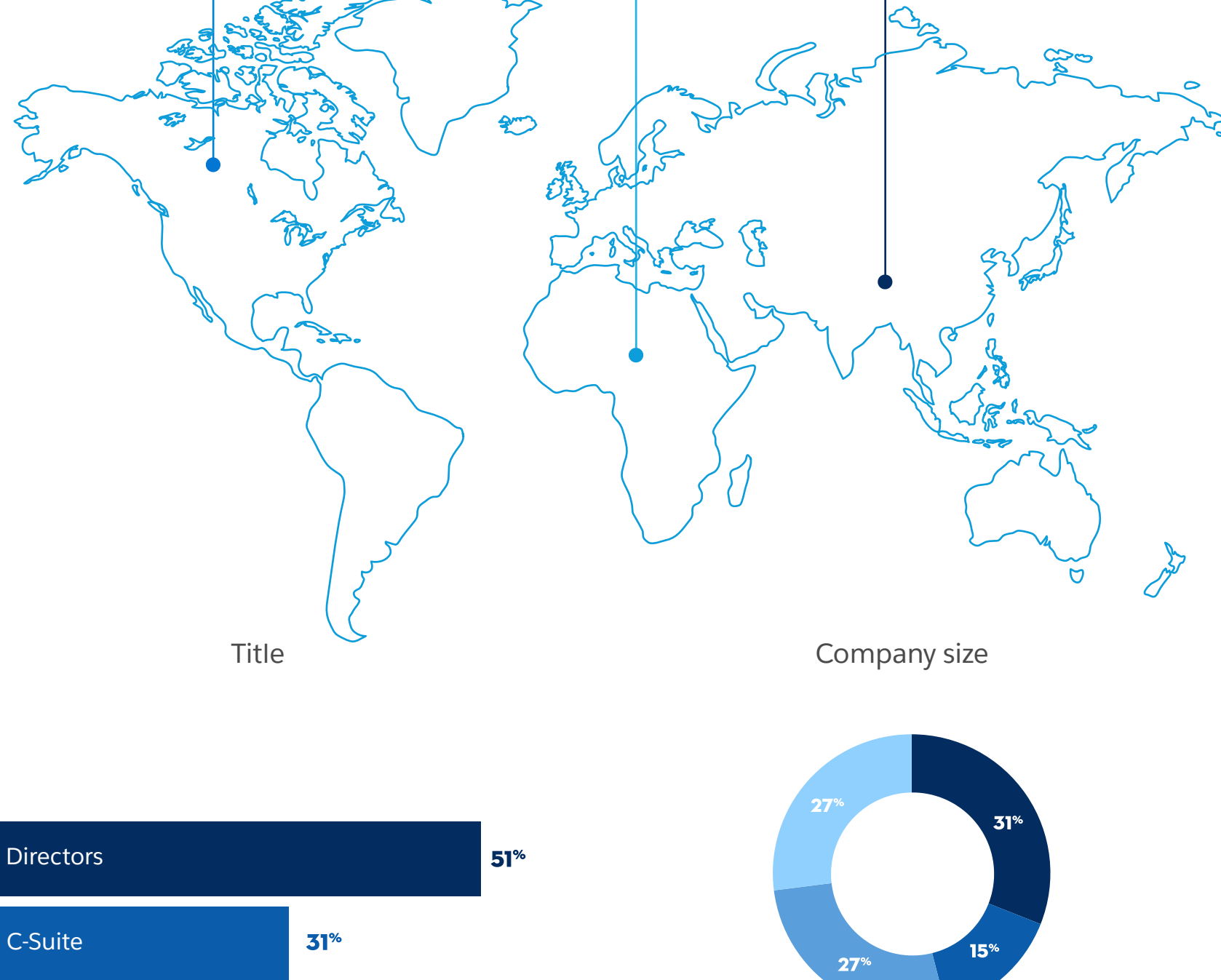
To ensure their workforce has the appropriate soft skills to drive digital transformation, many organizations are implementing tailored training programs. The top benefits these programs can generate are increased collaboration (67%), enhanced operational efficiency (65%), and improved communication (61%).

WHAT ARE THE BENEFITS OF IMPLEMENTING TAILORED TRAINING PROGRAMS?



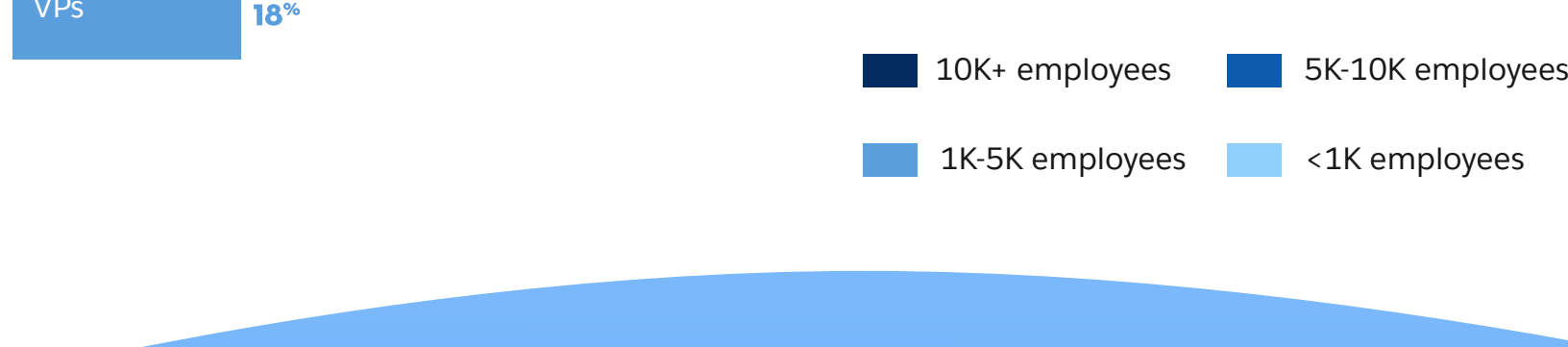
## RESPONDENT BREAKDOWN

Region



Title

Company size



The rapid changes taking place this year have inspired organizations to prioritize digital transformation. In an effort to help team members collaborate and enable that shift, companies need to equip teams with the right tools and processes.

See how Salesforce can help you reimagine your employee experience and digital transformation today: [sforce.co/reimagineEX](https://sforce.co/reimagineEX)