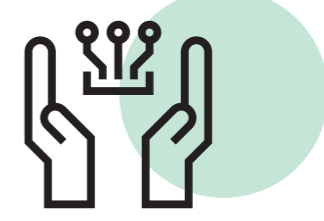


Executives Target Three Transformation Pillars to Stoke Success

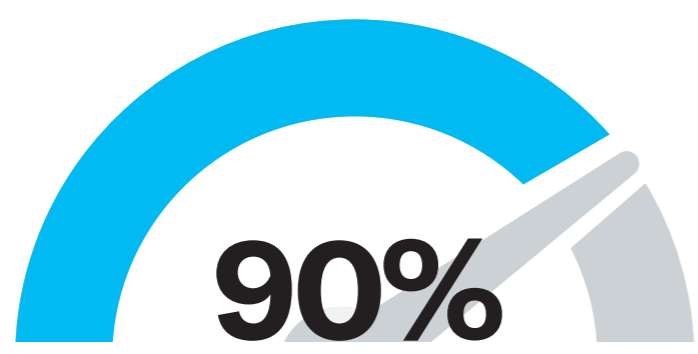
89% of business executives surveyed say digital transformation hinges on improving three key components—culture, processes, and technology. New research reveals what transformation standouts are doing to fuel success in these three areas.



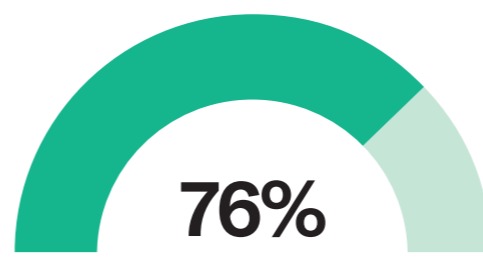
Findings from a 2021 Harvard Business Review Analytic Services survey of 522 business executives.

Executives Feel Greater Need for Speed

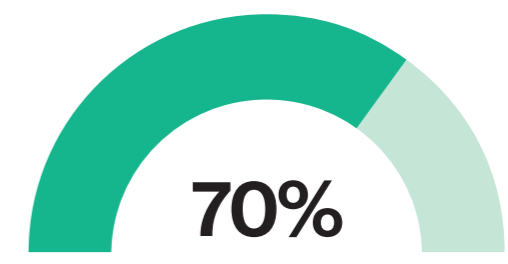
The pandemic has given new urgency to enterprise modernizations.



Of all executives surveyed say **transformation efforts accelerated** during the pandemic



Say transformation is critical to their business



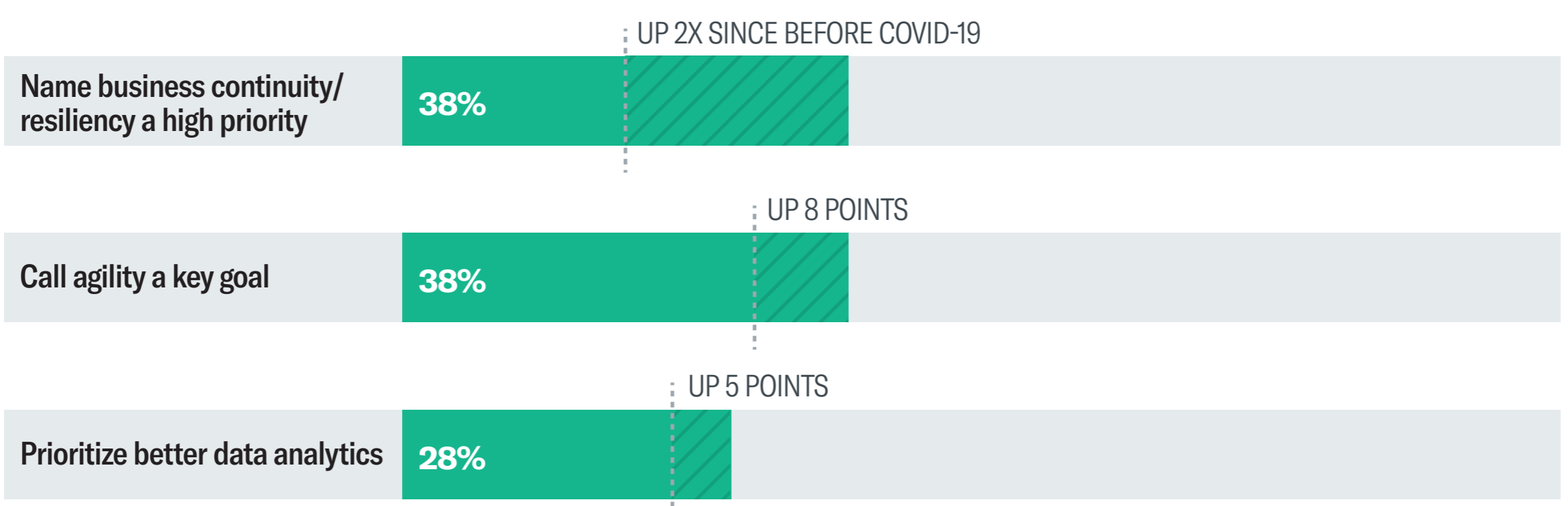
Say transformation was critical to their business

“The pandemic is forcing the need for greater agility so companies can **respond more quickly to whatever changes they are seeing**. Like Darwin said, ‘It isn’t the most intelligent or the strongest who survive—it’s those who are the most adaptable.’”

Jeff Kavanaugh, adjunct professor, University of Texas at Dallas

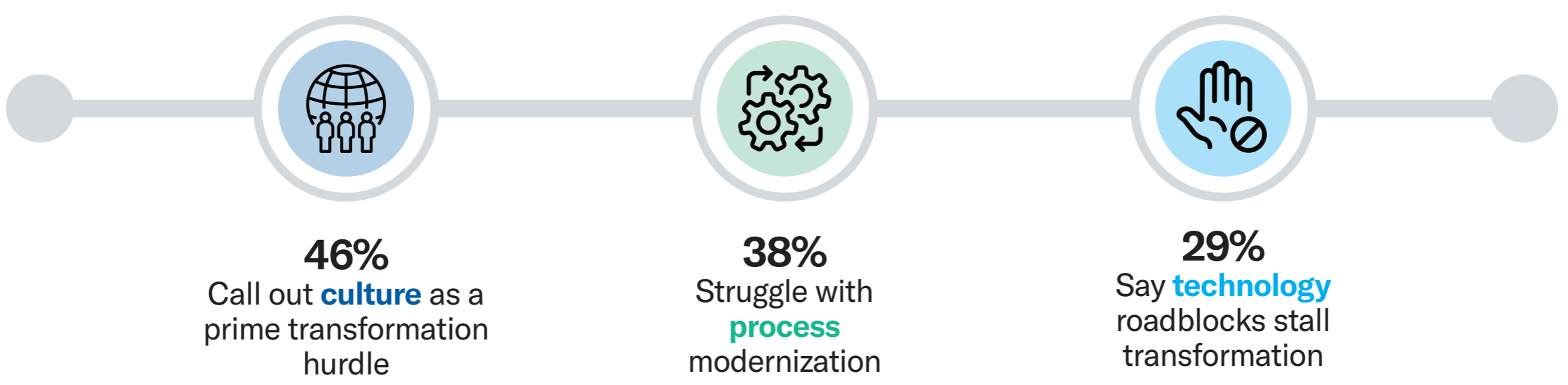
Shifting Priorities: From Profits to Resiliency

Recent events fueled a drive for resiliency and agility to protect against global business disruptions.



Year After Year, the Same Issues Persist

Three stubborn challenges continue to keep transformation efforts from moving forward.

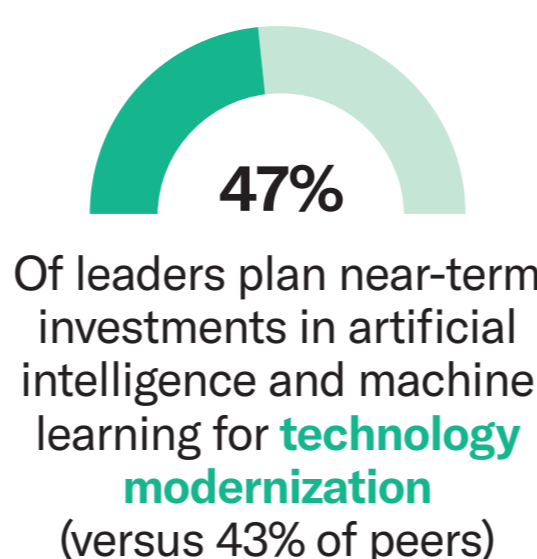
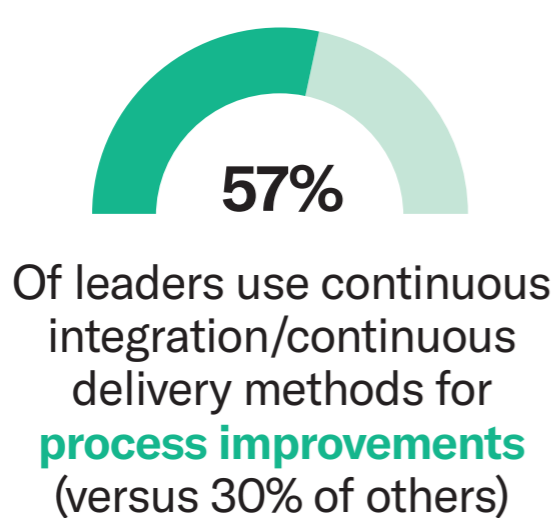


“Executives pay a lot of attention to customer experience and business models when they think about digital transformation. But **my advice is to not overlook modernizing internal operations**, which can be a tremendous source of competitive advantage.”

George Westerman, senior lecturer, MIT Sloan School of Management, Massachusetts Institute of Technology

Transformation Leaders Attack Stubborn Challenges

Companies seeing transformation success before and after the outbreak distinguish themselves in the following three ways.



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