IT LEADERS' HANDBOOK *to* EMPLOYEE ENGAGEMENT

Transforming your workplace with new digital experiences for new ways of working.

Singapore Edition

salesforce

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Introduction

Even before COVID-19, improving employee engagement was important for attracting and retaining the best talent to help drive superior business performance. Now, it is even more vital as organisations shift to new ways of working – whether that's working from home, returning to the office or something in between.

Yet, two-thirds of remote workers feel they are not engaged with their business, according to one global HR study.

The seismic shifts in how people live and work have placed immense pressure on business leaders – and, specifically, those in charge of information technology (IT). Eighty per cent of organisations globally have fast-tracked digital initiatives since the pandemic started.

The evolving role of IT

IT's role in organisations was already expanding before the pandemic as technology's importance increased across all lines of business. Chief information officers (CIOs) were charged with doing more with typically overburdened, under-resourced teams. And CIOs were assuming a more strategic role, often leading digital transformation projects and, increasingly, playing a key role in improving the employee experience.

Key lessons and solutions

In response to these trends, Salesforce commissioned research into the role of technology in employee engagement. In this handbook, we provide the Singapore research findings that identify the challenges IT leaders face, along with solutions.

First, we reveal the true cost of disengaged employees and how to take your first steps to re-engaging them. We then take you through further steps for improving employee engagement, finishing with how to reimagine the employee experience for the new normal.

ABOUT OUR RESEARCH

Salesforce surveyed more than 3,000 office workers and 75 IT leaders in Australia, India and Singapore. The surveys were conducted in the third quarter of 2019 and the results indicate that some trends making headlines now were well underway before the pandemic.

To measure employee engagement, we asked office workers how happy, motivated and productive they were at work. We also asked questions about the impact of workplace technology on their happiness and motivation. The results, as detailed in our APAC Employee Engagement Report, established a clear link between technology and employees' engagement and productivity.

Re-engage with employees to improve their productivity and loyalty

The challenge

Our research confirms that the quality of an organisation's technology directly affects the quality of employees' work: 71% of Singaporean office workers feel unhappy and unmotivated when struggling with outdated and inefficient technology – and admit this affects their work.

What's more, office workers estimate they waste seven weeks every year, on average, due to outdated and inefficient technology. It can also have a big impact on a business's reputation. Engaged office workers are six times more likely than disengaged office workers to recommend their company to a friend looking for a job.

The solution

Keeping employees productive and engaged has become more challenging now that the pandemic has transformed the workplace. But just as technology enabled staff to work remotely, it can help solve the employee engagement dilemma.

For example, you can do much more than refresh your intranet and employee helpdesk system with a new look and feel. They can now become integral parts of a new digital workspace that will empower employees with the tools they need to perform everyday human resources (HR) processes and quickly find the information they need.

Bad tech experiences have the biggest negative impact on office workers' engagement.

71%
of Singaporean office workers feel unhappy and unmotivated when struggling with poor technology, and their work quality suffers.

Substandard tech costs Singaporean businesses time and money.

Singaporean office workers estimate they waste
**70 mins a day /
7 weeks a year**
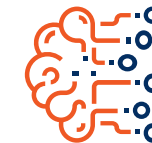due to outdated and inefficient technology.

Substandard tech is costing Singaporean businesses
$7,985* SGD
per year, per employee in lost productivity.

Employee engagement has a huge impact on staff retention and corporate reputation.

Engaged Singaporean workers are
6x
more likely to recommend their company versus disengaged workers.

* 2019 median gross monthly income (including Employer CPF contributions), published by the Singapore Ministry of Manpower.

How Salesforce can help

You can use the same customer relationship management (CRM) technology to provide engaging, connected experiences for both employees and customers. For employees, this can start from the minute they are onboarded, with streamlined HR processes. Employees can find the information they need at any time, with an intranet and employee helpdesk reimagined as a single, personalised workspace.

You can create an employee community, quickly resolve employee HR and IT issues, and ensure your people have easy access to apps they need – all with a single sign-on, in one place. You can even create custom apps for employees with our time-saving low-code and developer tools.

In addition, the same Salesforce platform that makes sales teams more productive and effective can be used to empower marketing, service and digital teams.

Trailblazer Spotlight

RANOSYS TECHNOLOGIES TRANSFORMS ITS HR AND WORKFORCE MANAGEMENT.

Ranosys Technologies has a global reputation for its scalable, reliable and affordable software engineering solutions. Headquartered in Singapore, the software development company has offices in the US, the UK, the United Arab Emirates and India.

To drive growth and efficiency, and add more value for its customers, Ranosys Technologies needed to transform its own internal systems. So, it replaced its legacy CRM system with Salesforce Sales Cloud, and built a range of apps on the Salesforce Platform. Those apps include recruitment, workforce and payroll management systems. The results have been impressive.

The recruitment management system has increased HR efficiency by 30–40%. The workforce management system has improved resource allocation and reduced bench costs by almost 60%. Payroll, which was previously a seven-day process for a team of three, now takes one person a single day.

Analytics from each system are viewed on its Ranoysys 'Pulse' dashboards that are built on the Salesforce Platform.

"We've created a single source of truth", says Rameshwar Vyas, CEO of Ranosys Technologies. As a result, there's no need to generate reports. Everyone in the company can view the data they need at any time.

The transformation also helped the company through the pandemic. "We only had three to four days' notice that everyone needed to be working from home," says Vyas. "The fact that our dashboards can be accessed remotely in the cloud became even more important. And with Salesforce, we can build things very quickly with limited code."

"
We only had three to four days' notice that everyone needed to be working from home. The fact that our dashboards can be accessed remotely in the cloud became even more important.
"

RAMESHWAR VYAS
CEO

ranosys

Transforming Workforce Management

Close the gap between employee expectations and work technology

The challenge

Our study uncovered a big difference between the quality of tech that employees expect, and what they are getting in the workplace. While 64% of Singaporean IT leaders strongly believe the technology they provide maximises employee engagement, most office workers don't agree: 59% said their top gripe was when technology fails or doesn't work as it should.

What's more, 93% of Singaporean office workers say their experiences as consumers are increasing their expectations of workplace technology. Employees want better workplace apps. In particular, they want new or enhanced collaboration tools and resources to help improve their skills and advance their career.

The solution

The pressure is on IT leaders to not only ensure that technology works, but to also bridge the gap between the apps employees use as consumers and the digital tools they use in the workplace. For these reasons, many organisations are turning to modern cloud applications that are easy to deploy and maintain, and are accessible from anywhere.

However, not all cloud platforms can address the complex needs of today's employees. You need to consider whether the platform has – or can allow you to build – the tools employees need, such as collaboration and training apps.

There are big differences between the tech that employees expect and what companies provide. IT leaders believe their tech maximises engagement.
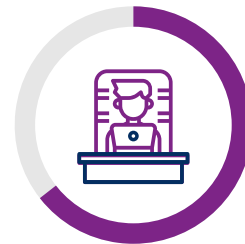
64%
of Singaporean IT leaders strongly agree that their business's technology maximises employee engagement.

But employees disagree and say technology is the top issue negatively impacting their engagement at work.

59%
of Singaporean office workers say the top issue that negatively affects their engagement is when technology fails or doesn't work as it should.

93%
of Singaporean office workers say their expectations of workplace tech are driven by the quality of consumer tech.

Employees say their workplace experience could be improved with new or enhanced apps for a variety of business tasks.

At the top of the wishlist are apps for...

Messaging & Collaboration	**53%**
Learning & Development	**50%**

How Salesforce can help

Salesforce gives your employees the same modern, mobile-friendly experiences they have as consumers, at work. With Experience Cloud, you can create stunning, responsive experiences and communities. Your teams can better engage their customers and partners with portals, sites and forums. And with Mobile Publisher, you can turn those digital experiences into pixel-perfect mobile apps.

We also offer thousands of ready-made apps via our AppExchange. This ecosystem of more than 5,000 solutions can help you instantly connect third-party apps to Salesforce and solve many other business challenges.

Our Trailhead platform provides engaging training courses for Salesforce apps and tools. With myTrailhead, you can create custom learning programmes to help employees with everything from onboarding to company-specific enablement skills and career progression. And Salesforce Anywhere allows your teams to collaborate securely in real time on documents, spreadsheets and chat – all from one place.

Trailblazer Spotlight

MERALCO REIMAGINES ITS EMPLOYEE AND CUSTOMER EXPERIENCES.

Meralco is the Philippines' largest private sector electricity distribution utility company, serving more than 7 million customers. However, paper was still the main form of customer engagement and around 70% of Meralco's customers were paying beyond the due date. Sales and service employees were also using a cumbersome Customer Information System (CIS).

So, the company set about transforming itself, using Experience Cloud to create an online portal for customers. Meralco Online now provides an easy way for customers to assess their accounts, view and pay bills, log after-sales requests and more – all from the one place. The company also launched a mobile app to make these tasks even easier for customers.

Meralco enhanced the CIS with Salesforce Sales Cloud and Service Cloud, transforming the employee experience. Completing a customer service application, for example, now takes employees just 10 minutes on average – down from 30 minutes before the transformation.

"Before Salesforce, service applications could only be updated in the office using company PCs," says Francisco Collantes, Head of Customer Interaction Management. "Employees can now easily process the applications online and via the Salesforce mobile app, wherever they are."

To create even richer customer and employee experiences, Meralco has added custom functions to its apps via Salesforce's developer platform. It also uses Marketing Cloud for creating cross-channel customer life cycle journeys.

The company is already seeing impressive results from its transformation. Sales and Service employees have improved their productivity five-fold. As a result, employees are more engaged and they have more time and better tools to provide a superior customer experience.

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Before Salesforce, service applications could only be updated in the office using company PCs. Employees can now easily process the applications online wherever they are.

FRANCISCO COLLANTES

Head of Customer Interaction Management

"

Reimagined Employee and Customer Experience

Address the IT challenges of providing engaging experiences

The challenges

IT leaders are being asked to take on important strategic roles across the organisation, such as innovating to boost employee productivity. And 92% of Singaporean IT leaders in our survey said they were being increasingly asked to implement technology to improve employee engagement. But they face significant barriers to achieving this.

In particular, 76% of IT leaders say their teams are not aligned with the rest of business. Many also say they lack staff with the right skills, are treated as a support function rather than a business partner, and are weighed down with competing projects.

The solution

Given the important strategic role you and other IT leaders now have, it's vital to forge closer connections with the executive team and become genuine partners with other business functions.

Ultimately, however, as an IT leader, you are still responsible for delivering the systems and apps that engage employees and fulfil your other strategic goals. The solution is to adopt a platform that will allow your team to do and achieve more, while ensuring IT projects stay on schedule and on budget – and sensitive data remains secure.

Many IT leaders are battling to complete a high volume of projects with competing priorities. They're also now charged with several critical business responsibilities.
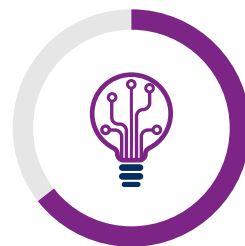
88%
of Singaporean IT leaders say they are being increasingly asked to take responsibility for innovation to improve employee productivity.

92% of IT leaders surveyed are being asked to take responsibility for implementing tech to improve employee engagement, but many report significant challenges in doing so.

76%
say it's due to misalignment with the rest of the business.

60%
say it's down to lack of IT staff with the right skills.

52%
say it's due to too many projects with competing priorities.

40%
say it's due to being treated like a support function instead of a business partner.

How Salesforce can help

Salesforce not only provides best-of-breed applications for key lines of business but it's also a powerful integration platform that will allow you and your IT team to achieve your goals much more quickly. Your IT team will be freed up to spend more time on driving high priority strategic initiatives and less time on maintaining disparate legacy systems.

For example, Salesforce's integration capabilities allow you to bring data from enterprise resource planning (ERP) systems and corporate databases into the platform. MuleSoft provides application programming interfaces (APIs) for developers to integrate data from third-party on-premises, cloud and legacy systems into Salesforce applications. And Salesforce Customer 360 offers an intuitive way to connect all your Salesforce apps.

Together, Customer 360 and MuleSoft can help you achieve the holy grail for IT: a single source of truth for everyone across the organisation. What's more, you can protect data with a suite of Salesforce security, privacy and data governance tools. They provide an easy way to monitor and manage the performance and security of your organisation's data both internally and externally.

Salesforce Spotlight

THE BUSINESS VALUE OF SALESFORCE APP DEVELOPMENT.

IDC interviewed organisations using the Salesforce Platform to understand its impact on their application development activities across IT and line-of-business teams. In its report, The Business Value of Salesforce Platform for Application Development the research found big improvements in IT development cycles, productivity and uptime. The new apps enabled the organisations to significantly increase revenue, contributing to an average 508% return on investment (ROI) over five years.

Increased ROI using the Salesforce Platform

BUSINESS VALUE HIGHLIGHTS.

508%
five-year ROI

63%
more new features released per year

6 months
payback period

56%
more productive application development teams

89%
reduced unplanned downtime

$5.7 million
additional new revenue generated per year

68%
reduction in application development life cycle

Empower your team to drive transformation

The challenge

Eighty-four per cent of Singaporean IT leaders know that workplace technology is critical to their company's ability to compete. At the same time, nine out of 10 are being increasingly asked to drive digital transformation.

To this end, 76% of IT leaders are using self-service software development platforms to help build apps that can transform how employees work. These platforms offer no-code or low-code software development environments that enable non-programmers to create apps.

However, while 95% of IT leaders say that self-service platforms are increasing their teams' productivity, only 24% are using the platforms to a large extent.

The solution

Balancing your competing priorities isn't easy. It starts with aligning your department with other departments and understanding what they need. But you also need to accelerate software development, while delivering apps that offer a great employee experience. Using self-service software development platforms can help you achieve both.

While ad hoc use of these platforms certainly helps, you can achieve much more by standardising app development across the organisation. This will alleviate the IT skills shortage, greatly improve the viability of software projects and accelerate development projects.

IT leaders recognise the interrelationship between quality of tech, employee engagement and the company's competitive advantage.

68%
of Singaporean IT leaders say the quality of technology has a large impact on employee engagement.

84%
of IT leaders believe that improving the tech employees use is critical to their company's ability to compete.

92% of Singaporean IT leaders say they are being increasingly asked to drive digital transformation

To this end, 76% of IT leaders say they are using self-service platforms that allow software development in no-code or low-code environments.

95%
of those using self-service platforms say it has increased their team's productivity.

Only 24% of IT leaders say they are using self-service platforms to a large extent.

How Salesforce can help

Salesforce offers the best of both worlds: a low-code environment for employees who aren't programmers and a powerful environment that will enable coders to accelerate their app development.

Salesforce Platform's low-code environment includes a rich library of reusable components that let you create responsive apps by simply dragging, dropping and configuring components. Our process builder offers point-and-click tools that can automate or streamline complex business processes.

Heroku, meanwhile, enables your software development team to create custom apps for every customer interaction across the business. And you can securely connect those apps to data in Salesforce and other systems to deliver better, more personalised experiences. Heroku automates infrastructure management, freeing up the IT team's time and allowing developers to concentrate on creating feature-rich apps. It also offers a choice of languages and automated testing and deployment for continuously delivering new features.

You can also build artificial intelligence (AI) into your apps, provide employees with timely recommendations, and spot trends and gain insights from data across your business with AI powered analytics solutions from Salesforce.

Trailblazer Spotlight

AGED CARE SERVICE PROVIDER'S CLINICIANS GO VIRTUAL.

Provider Assist is an Australian consulting services firm that uses resident care data and business performance data to help aged care providers improve their business sustainability by identifying gaps in funding that they are entitled to.

Before the pandemic, Provider Assist's clinicians would fly all over Australia to assess resident care and provide advice onsite. That all changed with COVID-19, when the facilities shut their doors to visitors to protect their residents.

Provider Assist had already used Heroku to create an app that connected a huge reservoir of previously hard-to-access data for providing insights to its clinicians. However, the company was able to quickly pivot and enable clients' on-premises nurses to update the data directly in the app. This has enabled Provider Assist's clinicians to continue to provide advice remotely.

"Because we had Salesforce and our application that sits on Heroku, we were able to visualise and ask the questions of our data really quickly, and then come up with a whole new service offering for the sector," says Aaron Tabone, CIO of Provider Assist.

The remote service now represents about 75–80% of the company's consulting work. It has lowered our travel costs for clients, so they now have more funding for resident care. And it opens up roles for clinicians who can't or don't want to travel, while protecting the people who are most vulnerable to COVID-19.

In addition, the company uses Sales Cloud to provide a single view of the client. It also uses Einstein Analytics to spot industry trends to improve client services.

> "
> Our team members were able to visualise and ask the questions of our data really quickly, and then come up with a whole new service offering for the sector.
> "

AARON TABONE

CIO

Provider Assist

Assessments go virtual

Reimagine employee experience for the new normal

The challenge

Before the pandemic, only 40% of Singaporean office workers reported that their workplace technology enabled them to work effectively from anywhere.

COVID-19, however, has changed everything. In fact, 59% of Singaporean employers have had all their employees working from home at some stage during the pandemic, according to RGF International Recruitment's Talent in Asia report.

Meanwhile, those organisations that reopen their workplaces need to have processes to manage workspace capacity and shifts to ensure the ongoing health and safety of employees.

Many experts also predict the workplace has changed forever. The Talent in Asia report, for example, found that 61% of Singaporean employers are planning to continue with flexible working arrangements after the pandemic.

The solution

Many businesses had to hurriedly roll out video conferencing and other remote working apps during the pandemic. But this rapid shift has highlighted the shortcomings in the tools companies ask their employees to use, from outdated portals to disparate resources that can be hard to find.

It's time to treat employees like valued customers, providing them with technology that will empower them to succeed. With a digital-first environment, employees can collaborate with colleagues, get the information they need, and improve their productivity and effectiveness no matter where they are located.

Poor remote working solutions have a negative impact on how employees view their workplace.

Before the pandemic
60%
of office workers said workplace tech didn't fully support remote working.

73%
of office workers who could effectively work remotely are more likely to recommend their company to a friend than those who can't (39%).

## How Salesforce can help

At Salesforce, we launched Work.com early in the pandemic to give organisations resources and tools to help them stabilise their businesses and then reopen their workplaces safely.

With Salesforce, you can reimagine your organisation's employee experience for the new normal. Now you can deliver the same seamless, personalised experiences you offer your customers to your employees, on any device.

Employees can easily access self-service tools to keep them happy, healthy and productive. For example, with Employee Workspace, you can centralise apps, information and content into a single integrated hub so employees can stay engaged and informed from anywhere.

Employee Helpdesk enables you to empower your employees with an intelligent helpdesk so they spend less time looking for answers and more time being productive.
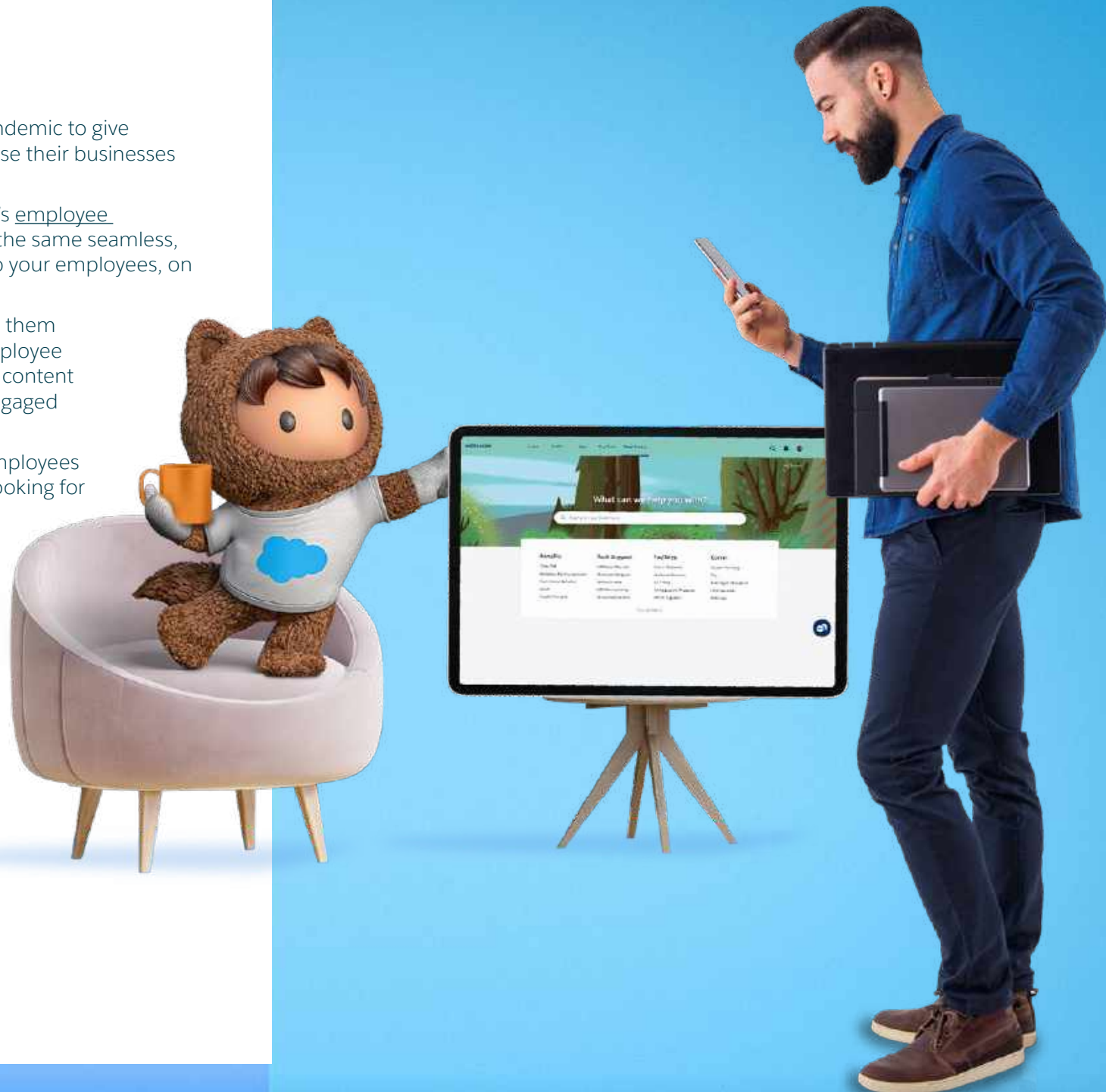
Salesforce Spotlight

HOW SALESFORCE REIMAGINED EMPLOYEE ENGAGEMENT.

At Salesforce, we use our own platform as an engagement layer on top of our systems of record, such as Workday and SAP Concur. Our aim: to enable our people to spend all their time in one digital workspace. So, even if they need to complete tasks in a third-party system, they can do so from within Salesforce.

We provide connected employee journeys, just like we do with our customers. Those experiences are delivered via a suite of tools, including the following key apps:

- **Aloha:** All Salesforce employees start their day on our Aloha app launcher, which gives them access to the tools they need. We use single sign-on and two-factor authentication, so they can securely launch their apps, without having to remember multiple passwords.

- **Concierge:** This mobile-first app combines self-service and help desk functions. It provides a predictive, Google-like search function and contextualised answers. If employees can't find answers on their own, they can easily submit a help desk ticket. This has resulted in a 40% reduction in case volumes.

- **Org Chart:** This app pulls data from Workday so our people can quickly see any other employee's position in the organisation.

And it all runs on Salesforce. For example, Concierge was built using Salesforce Platform and Heroku. We use Service Cloud to manage and resolve tickets created in Concierge. And Marketing Cloud helps employees with onboarding by using triggered email communications with tasks for them to complete.

Conclusion

IT's role is more important than ever. It has evolved beyond using technology to improve business processes, efficiency and customer service.

Now, with the workplace transformed, it's crucial to keep employees connected, engaged and productive no matter where they're located.

Businesses are looking to IT to help them achieve this. IT leaders have to continue fast-tracking digital transformation, despite limited resources and budgets. The solution is to use the platform creating rich, connected customer experiences to transform the digital workplace for employees.

With Salesforce, you can:

· Re-engage with employees by reimagining your intranet and employee helpdesk as a single, personalised workspace

· Close the gap between employee expectations and work technology by giving them the same modern, mobile-friendly experiences they have as consumers, at work

· Address your IT challenges with a powerful integration platform that will allow you and your IT team to achieve your goals more quickly

· Empower your team to accelerate transformation by standardising app development on a platform that offers a time-saving coding environment and low-code development

· Treat employees like valued customers with technology that will empower them to succeed.

When everyone uses Salesforce as a central hub, you get a common employee experience platform that transforms how work gets done across your entire organisation. And that means engaged and productive employees.

salesforce

Salesforce is the #1 CRM, bringing companies and customers together in the digital age. Founded in 1999, Salesforce enables companies of every size and industry to take advantage of powerful technologies – cloud, mobile, social, blockchain, voice and AI – to connect to their customers in a whole new way.

The Salesforce Customer 360 is an integrated CRM platform that unites marketing, sales, commerce, service and IT departments. The company is a leader on Fortune's World's Best Workplaces list and Forbes has ranked it as one of the world's most innovative companies for nine years in a row.

Contact us:
salesforce.com/ap