

Deloitte.



WorkforceX amplifying ROI on large technology transformation

The strategic and transformative power of employee engagement

“We have fundamentally transformed how we manage financial operations at Deloitte Germany. The integration of SAP S/4HANA has improved accuracy, reduced inefficiencies, and provided real-time insights that empower better decision-making. These outcomes demonstrate the power of employee engagement as an enabler of operational excellence and innovation.”

Thorsten Seiler, partner and Head of Controlling,
Enabling Services, Deloitte Germany

Executive summary

Deloitte Germany embarked on a large-scale finance transformation journey to support strategic business growth and align with global systems and processes. The program was ignited by a modern suite of finance applications based on SAP S/4HANA, integrated with other SAP solutions including Global Time, Concur, Ariba, Vendor Invoice Management (VIM), and SAP Analytics Cloud (SAC), to collectively enhance efficiency and strategic decision-making.

Project ‘SWIFT’ empowered ~16,000 employees (up from 13,789 in less than 12 months) with efficient, user-friendly tools and workflows to deliver a significant milestone through:

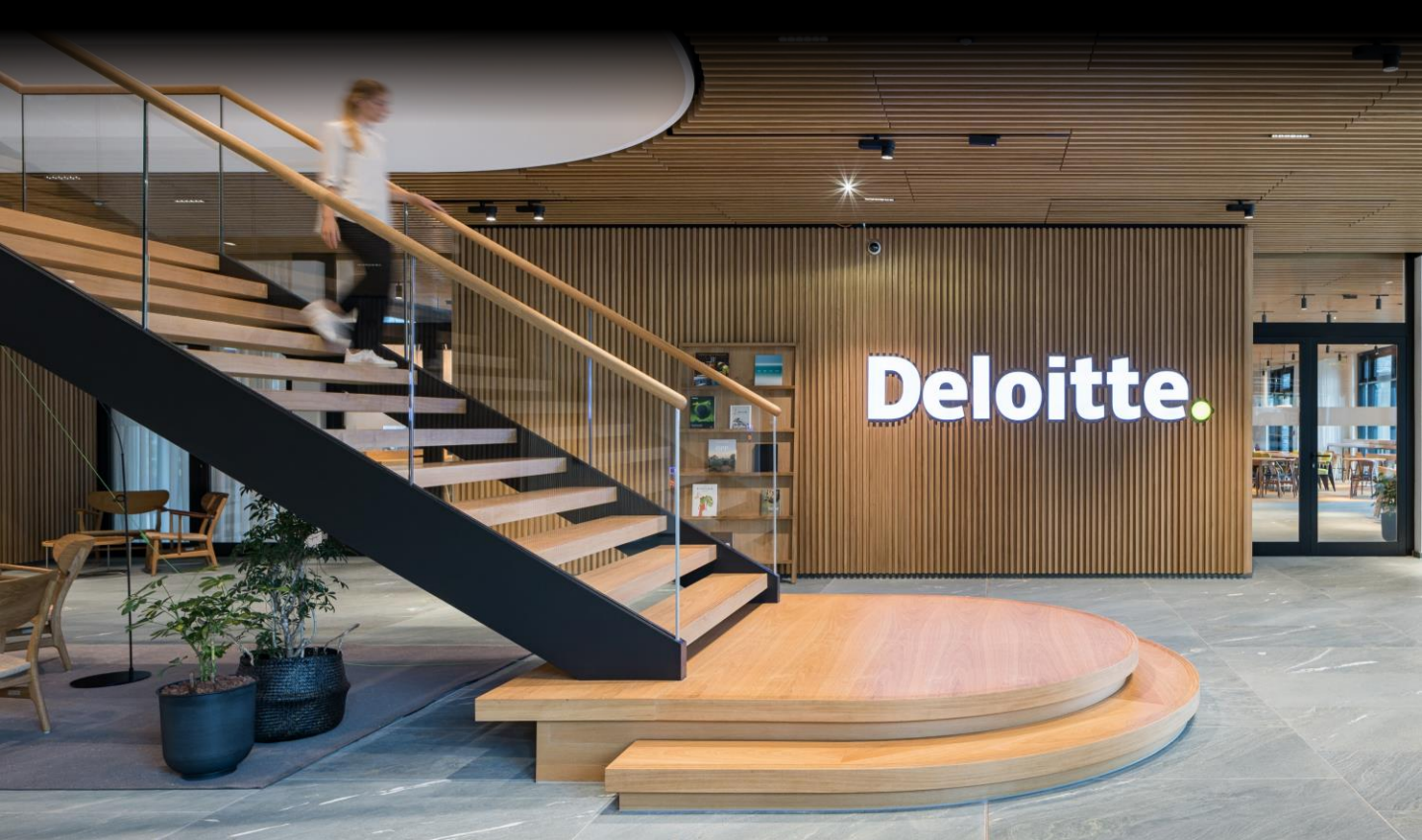
- › Simplified and harmonized financial processes
- › Enhanced organizational transparency
- › Streamlined contact-to-cash lifecycle.

WorkforceX, Deloitte’s unique business transformation platform, effectively enabled change management and workforce adoption through targeted communication, real-time analytics, and personalized engagement strategies.

The firm’s proactive 12-week communications campaign included early data-driven interventions to identify and manage gaps in engagement. This helped achieve an average **engagement rate of 47%** at go-live (**24% higher than the global click-to-open rate benchmark**), with **>90%** of employee timesheets completed in the first week.

This technology-driven, people-focused strategy enhanced Project SWIFT’s return on investment by enabling personalized solutions and faster team collaboration, and established a standardized, repeatable framework to support continued strategic business transformation.

The subsequent introduction of WorkforceX AI agents, utilizing Deloitte’s leading-edge generative AI technology, unlocks innovation potential to boost efficiency and productivity.



The business

The German Deloitte Group entities provide services in Audit & Assurance, Tax & Legal, and Consulting including Strategy, Risk & Transactions Advisory, and Technology & Transformation, as part of a globally multidisciplinary business model.

Deloitte Germany closed the 2023/24 financial year (ended 31 May 2024) with double-digit growth. Revenue rose by almost 11% and the number of employees rose by around 10%. Continued business growth has resulted in the expansion to approximately 16,000 employees in the current fiscal year.

Deloitte Germany CEO Volker Krug stated: "Companies in Germany continue to have a growing need for our services with a focus on trust and transformation; the topics of technology, sustainability and regulatory requirements remain at the top of the agenda."

Deloitte Germany is setting the benchmark for digital transformation within the professional services industry through several strategic initiatives and innovative approaches delivered by leading-edge technology and empowered employee engagement.

€2.58 billion

Sales revenue

generated in Germany 2023-24

16

Regional offices

located across Germany

13,789

Employees

from 103 nations worked with Deloitte Germany in 2023-24

“Adapting to new workflows and maintaining business continuity during the rollout was crucial. A well thought-through communication strategy was required to effectively navigate complexities.”

Thorsten Seiler, partner and Head of Controlling,
Enabling Services, Deloitte Germany



The challenge

Deloitte Germany required a large-scale financial technology initiative to enable its strategic goals. Project SWIFT sought to streamline processes and ensure compliance; however, integrating the global SAP S/4HANA platform into the existing financial system ecosystem posed significant challenges.

The new, modern suite of finance applications based on SAP S/4HANA, integrated with other SAP solutions including Global Time, Concur, Ariba, Vendor Invoice Management (VIM), and SAP Analytics Cloud (SAC), to collectively enhance efficiency and strategic decision-making. Although the SAP suite was already implemented in other countries, Deloitte Germany had to tailor it to local requirements, leverage insights from previous rollouts, and preserve business continuity.

Approximately 16,000 employees needed to quickly adapt to new systems and processes for time tracking, invoicing, and financial reporting. Disruptions could have led to client billing delays, financial data inaccuracies, or interruptions in key operations. Seamless transition was vital to mitigate these risks and uphold trust with clients and stakeholders.

Given the complexity and tight timeline of the 12 week go-live change and communication campaign, the transition demanded extensive change management efforts. These included tailored training programs for employees from manager level and above focusing on strategic alignment and empowering leadership to navigate new systems. Communication strategies needed to be adaptive, addressing varying readiness levels to ensure all users were equipped to effectively navigate the changes from go-live. Existing communication tools used by Deloitte Germany were unable to effectively measure, monitor and manage change for a significant project across large stakeholder groups.

Close collaboration between global and local teams (across multiple time zones), as well as business units and IT, was required to align processes and mitigate risks.



The key visual has created a high recognition value for SWIFT.

New release of the key visual after go-live.



The solution

The Project SWIFT communications strategy was driven by the strategic and analytical capabilities of WorkforceX, supported by a curated content mix and bold, identifiable branding.

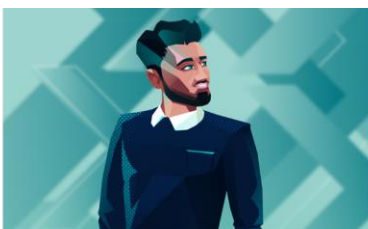
A clear understanding of the varying levels of interest and information needs across different target groups was essential - from practitioners to senior leadership.

While practitioners viewed the transition mainly through the lens of routine time entry, for leadership, the change had far-reaching operational and reputational implications.

“WorkforceX enabled us to rethink how we do communications – moving away from standard internal messaging to something much more creative and audience-focused. With a campaign approach and our own fresh, graphic-style branding, we managed to create excitement around a topic that was more of a ‘must-do’ than a ‘nice-to-have’.”

Elke Maria Müller, senior manager and project change management/communications lead, Technology & Transformation, Deloitte Germany

Project SWIFT WorkforceX Campaign content extract



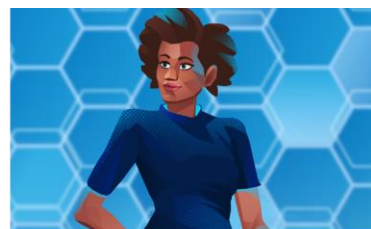
„I know what to do“

- Understand the overall vision and objectives of the project, as well as the changes
- Know their specific role in achieving it



„I am equipped to do it“

- Understand their tasks regarding cutover or other deadlines
- Know where to find knowledge and resources



„I am willing to do it“

- Understand that the change is necessary and an improvement
- Motivated to make it happen

1

Integrated financial management solution deployed across Deloitte Germany

10

Targeted campaigns distributed to key stakeholders (German and English languages) to support the transition to new ways of working

12

Week go-live change and communications campaign

50%

More efficient change and communications process enabled by technology and pre-packaged content

~16,000

Deloitte Germany employees engaged with interactive persona-specific content, including feedback and readiness checks



The solution was informed by comprehensive engagement journeys for each stakeholder group to confirm specific change, training and communication needs.

Personalization

Ten targeted, personalized WorkforceX campaigns (in German and English languages) were deployed over a 12-week timeframe, each focused on a specific theme - ranging from training and user readiness to application features and post-go-live support.

Template library

Customizable templates featuring multimedia elements and an intuitive content editor made it easy to craft appealing messages and videos tailored to different stakeholders. Incorporating brief pulse check questions into campaigns further facilitated the assessment of employees' attitude and sentiments about the transformation. Other functionality utilized included distribution list (recipient group) management and automated campaign scheduling.

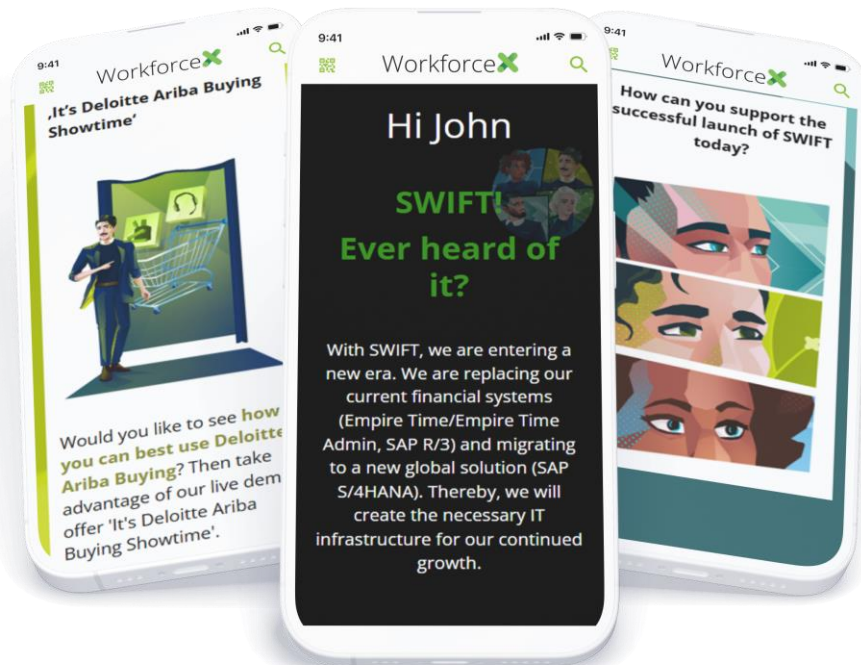
Analytics and insights

WorkforceX engagement analytics were a critical component of the communication strategy, with data-driven transparency enabling real-time adjustments to ensure relevancy and effectiveness throughout the campaign series.

Granular behavior insights highlighted low engagement areas using stakeholder group, location and department parameters and provided an unprecedented ability to target interventions (whilst fully adhering to strict data privacy regulations).

Additional tactics

The project team responded by expanding the communication mix, using additional channels, tailored messaging and targeted interventions to continually increase the average engagement rate throughout the project from an initial baseline of 25% to 47% at go live, exceeding global benchmarks by 24%.



Project SWIFT WorkforceX Campaign mobile examples

“WorkforceX is not just a tool – it’s a way to make communication truly engaging. It helped us create content that spoke the right language for the right audience, sparked curiosity, and sent a clear signal: You just **can’t** click away – you **want** to know what this is about.”

Elke Maria Müller, senior manager and project change management/communications lead, Technology & Transformation, Deloitte Germany

The impact

By prioritizing engagement, Project SWIFT demonstrates how empowering employees can drive strategic transformation, delivering tangible benefits in speed to value, return on investment, process effectiveness, productivity, and organizational mission fit.

These outcomes, reflected as value categories, sub-categories and KPIs below using the Deloitte Digital Transformation Framework, showcase the combined value of empowered employee engagement when analyzed holistically, noting the potential for additional value with the introduction of WorkforceX generative AI.

Purpose mission and values

Organizational mission fit

"With WorkforceX we have a reusable, scalable change management and communication solution that allows us to drive change using a very efficient, technology-led approach for future strategic transformation projects."³

Traditional

Return on investment

"Thanks to a variety of scaling options in WorkforceX, as well as the introduction of generative AI, repetitive manual tasks are a thing of the past and Change Managers can focus on tasks that bring true value to SAP S/4HANA (and other) transformations."³

Performance

Process effectiveness

The first week following go-live saw over 1,200 customer invoices created, and more than 4,000 purchase orders were processed via Ariba during the first phase of hypercare, demonstrating the immediate impact of streamlined procurement workflows.

Performance

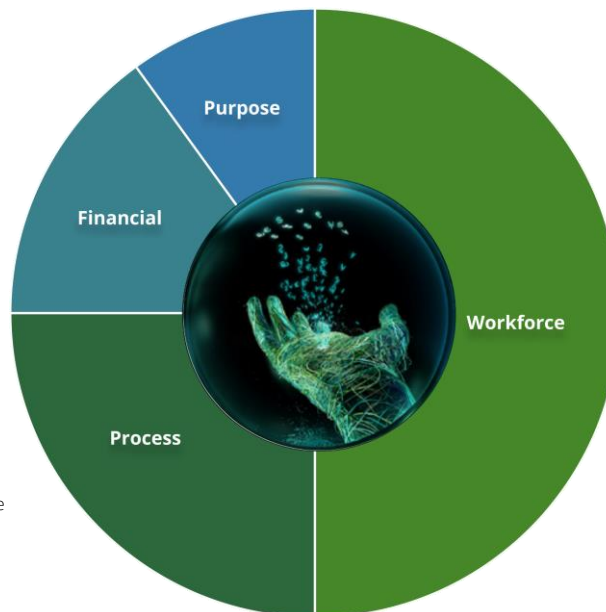
Productivity

In the first week, over 90% employees successfully recorded their time in the new system. Time recording adoption continued to rise, with missing timesheets reduced substantially, showing significant improvements in overall employee productivity.

New product planning

Product launch effectiveness

"Seeing low engagement rates was a wake-up call. It wasn't just about informing people – it was about activating them. WorkforceX gave us the means and clarity to identify that gap, act on it, and track our progress in real time."²



Team management

Employee engagement

47%

Average across all stakeholder groups at project go-live

^22%

Increased from initial Project SWIFT Awareness campaign

+24%

Higher than average Click to Open Rate (COR) 2025 global benchmark

"Change doesn't fail because people resist – it fails because we don't give them reasons to engage. WorkforceX gave us a huge lever to change that."¹

"Project SWIFT communications significantly raised the awareness of WorkforceX at Deloitte Germany. Since then, we have used WorkforceX for numerous new internal projects and initiatives. The engagement and positive feedback we receive both from recipients and system users alike confirms our decision to use WorkforceX for internal communication."³

¹Elke Maria Müller, senior manager and project change management/communications lead, Technology & Transformation, Deloitte Germany

²Nicolas Roussel, partner and SWIFT Project Business lead, Technology & Transformation, Deloitte Germany

³Eva Julia Gemeinder, partner and local WorkforceX sponsor, Technology & Transformation, Deloitte Germany

“Project SWIFT represents a pivotal step in Deloitte Germany’s digital transformation journey. By leveraging SAP S/4HANA, we streamlined financial processes, enhanced data transparency, and established a scalable foundation for future growth. The collaboration across teams and the structured communication approach enabled by WorkforceX were key to achieving this milestone.”

Nicolas Roussel, partner and SWIFT Project Business lead,
Technology & Transformation, Deloitte Germany



Project SWIFT WorkforceX Campaign and Analytics desktop and tablet examples

The potential

The evolution of generative AI provides the potential to significantly enhance the WorkforceX platform and solution, through communications and change process automation, to include reasoning, action and insights.

Since the SWIFT project, the introduction of AI agent, Lumi, integrates cutting-edge technology with Deloitte's proven methodologies and our enterprise experience platform, WorkforceX to boost digital transformation outcomes and sustainable business value.

Deloitte AI Institute's most recent survey on generative AI adoption¹ uncovered insights from over 2700 executives across 16 countries, revealing where organizations are in their quest for value.

"Improved efficiency and productivity" continue to be the most commonly sought benefits from Gen AI, as reported by 40% of respondents.

¹State of Generative AI in the Enterprise Survey (July/Sept 2024)



Hello Chris

How can I help you today?

Can you help me create a new Awareness Campaign for my project?

To create a new awareness campaign for your project, we can follow these steps:

1. Define the Objective
2. Identify the Audience
3. Craft the Message
4. Select the Channels
5. Design the Campaign
6. Schedule and Launch

For your project, you might consider using the **Campaign 1 | Project Awareness** as a template or starting point. This campaign is designed to raise awareness and could be tailored to fit your specific needs.

Smart suggestions

What are the key elements to include in the message from the awar

How can i effectively measure the success of the awareness campaig

Can you suggest some creative ideas for engaging visuals and conte

Anything else I can help you with?

Type a message

WorkforceX Lumi AI Agent User Interface representation

"WorkforceX by Deloitte is enhancing our communication process workflow experiences through generative AI-enabled technology. Our lead agent, Lumi, provides a single interface to access adoption readiness and campaign assistants for generative AI-led content creation, collaboration, distribution and engagement performance analysis activities."

Heidi Chambers, partner and Global WorkforceX leader, Strategy & Innovation, Deloitte Australia

Our team



Eva Julia Gemeinder

Partner, Technology & Transformation,
Deloitte Germany

egemeinder@deloitte.de



Nicolas Roussel

Partner, Technology & Transformation,
Deloitte Germany

nroussel@deloitte.de



Heidi Chambers

Partner, Strategy & Innovation,
Deloitte Australia

hechambers@deloitte.com.au

Author/s

Dianne East

Transformation experience specialist,
Strategy & Innovation, Deloitte Australia

Carolin Joseph

Senior consultant, Technology & Transformation,
Deloitte Germany

Other contributors

Thorsten Seiler

Partner and Head of Controlling,
Deloitte Germany

Elke Maria Müller

Senior manager, Technology & Transformation,
Deloitte Germany

Annika Eckert

Manager, Technology & Transformation,
Deloitte Germany

Carolin van de Wint

Manager, Technology & Transformation,
Deloitte Germany

Referenced sources

Deloitte, "[Results for the financial year 2023/24](#), Press Room, 04 November 2024," accessed 01 May 2025.

Deloitte, "[About Deloitte Germany](#)," accessed 30 April 2025.

Deloitte research, "[Mapping Digital Transformation Value - Metrics that Matter](#)," 17 November 2023.

Deloitte AI Institute, "[Deloitte's State of Generative AI in the Enterprise Quarter four report, January 2025](#)," accessed 12 May 2025.

Mailerlite BLOG, "[Email marketing benchmarks by industry and region for 2025](#)," Duncan Elder, 13 January 2025.



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organisation”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms or their related entities (collectively, the “Deloitte organisation”) is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication.

Liability limited by a scheme approved under Professional Standards Legislation.