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THE RIPPLE EFFECT

Stories of purpose and lasting impact

Forward deployed engineers turn what ifs into real results

Deloitte FDE helps a technology company tackle a persistent enterprise software sales challenge.

BUILD IT AND THEY WILL ... STILL
NOT WANT TO LEAVE THEIR OLD PLATFORM?

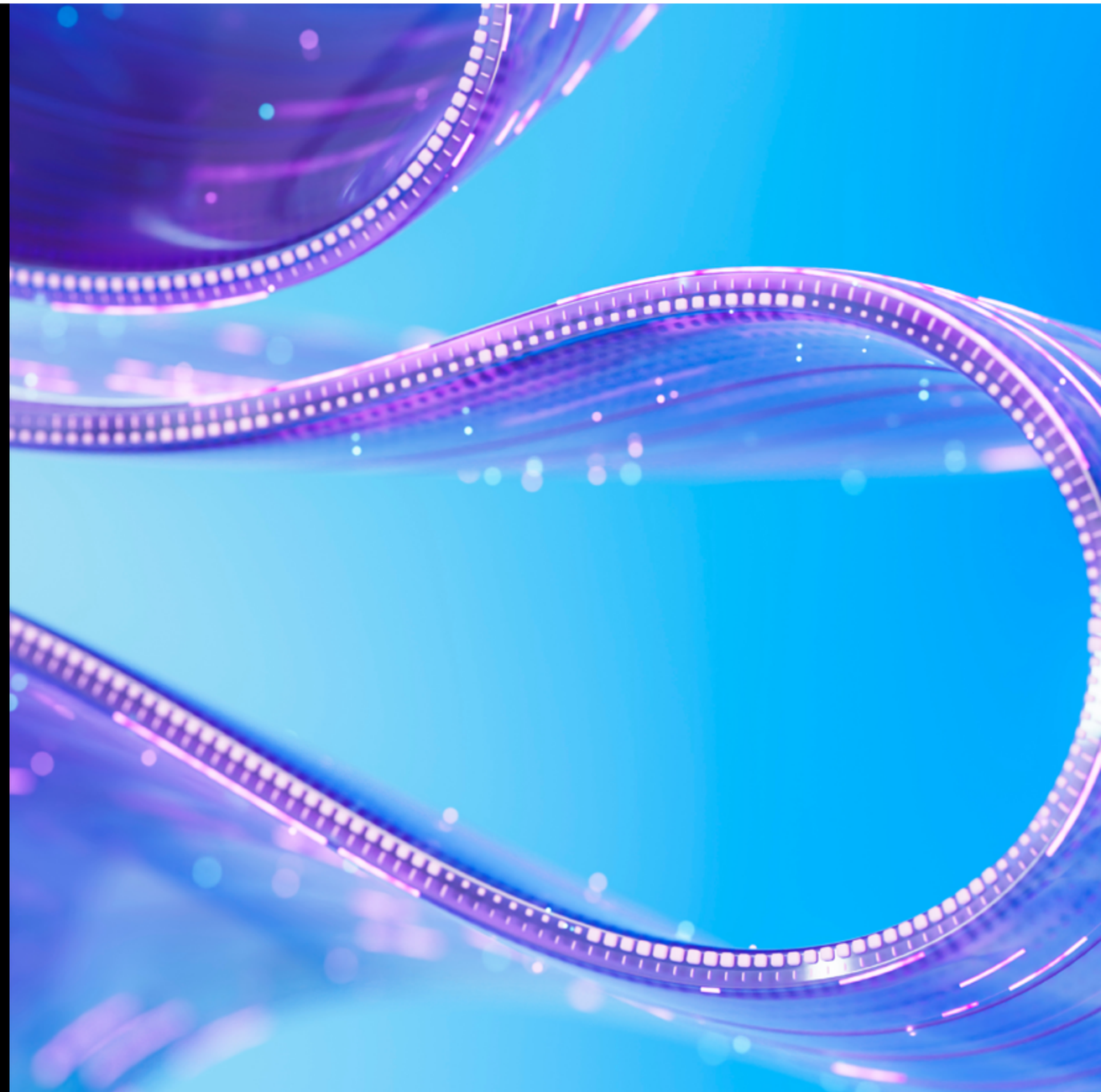
THE SITUATION

A global technology company had dedicated hours, scores of sprints, teams of engineers, and more hours to build a new enterprise software program that could go head-to-head with incumbent competitors' offerings. The product was built, tested and launched. The hard part was over, right?

But enterprise sales conversations kept stalling. Even when potential customers agreed that the company's new platform offered superior features, the platform couldn't break into the large-enterprise segment. The technology company dug deeper with customer interviews and research into the sales and engineering process. The investigation uncovered a huge sticking point. To successfully migrate off a legacy platform of this type, end-user customers had to manually recreate all the digital assets ... one by one. The prospect of spending a year or more uprooting almost a decade of digital assets built on legacy platforms before they could realize any value from a new platform stopped a lot of would-be customers in their tracks.

This discovery—that they weren't facing a product deficiency but a customer time-to-value challenge—opened up a huge opportunity to overcome a major adoption barrier. But when the tech company had sunk so much time into product development and was elbow deep in its go-to-market strategy, stopping to explore a hypothesis about easing customer migration pain felt like derailment. Like hard conversations, delayed delivery dates, blown budgets. A huge step backward.

But what if it didn't?



THE SOLVE

The global technology company had worked with Deloitte on product development for the new platform. As a large, sophisticated enterprise itself—one that had seen firsthand how similar implementations succeed and fail at other large enterprises—Deloitte knew the uphill battle of migration well. Deloitte also knew a way to take a step back to examine the migration question without taking a step backward.

Deloitte's forward deployed engineering (FDE) teams are built for peeling apart a problem and getting from hypothesis to working solution in just weeks. To help figure out the answer to the customers' migration problem, Deloitte embedded one forward deployed engineer and one designer (supported by the wider product management team) into one of the technology company's customers. The hunch: An AI-enabled migration tool could cut down the months- to years-long timeline for a customer's full transition between enterprise software products—*and* accelerate customer time to value—enough to overcome hesitancies around switching platforms.

The compact FDE unit worked side by side with the customer's stakeholders to understand governance and requirements. Informed by specific customer needs and daily feedback, the Deloitte FDE team iterated quickly and efficiently, until it built a tool that smoothly guided a member of the customer's IT organization through migration. The tool drew from a database of the digital assets on the legacy platform to prompt the IT member for the items they wanted to replicate in the new software environment. An artificial intelligence layer matched legacy and new items one to one, described why they were matched, and provided a compatibility score for the closeness of the match. AI handled the brunt of the migration, flagging edge cases for human review.

Throughout development, the nimble, tightly focused FDE duo gathered customer feedback daily, iterated in real time, and shortened feedback loops. They paired Deloitte's multidisciplinary experience in software development, governance and compliance, and enterprise sales with a close understanding of customer requirements. In a matter of weeks, the tech organization had a fully functioning migration tool to offer its customers—without a single other project having to go on pause.

PRECISION PROBLEM-SOLVING FOCUSED ON THE PROBLEM WORTH SOLVING.

THE IMPACT

Now enterprise sales conversations can take on a whole new tone. The Deloitte FDE team turned a lurking adoption barrier into a hypothesis into a real working tool that can cut the end user's migration from 12 months to a matter of weeks by accelerating the initial translation and movement of assets. The tool's AI-enabled capabilities reduce risks related to manual data entry, making migration not just faster, but better.

The technology company successfully proved the value of a new way of working. As the company investigates potential new features and business outcomes for its customers, it can tackle potential new problems end to end by supplementing Deloitte's overarching product work with quick, derailment-free FDE explorations to test hypotheses, answer critical questions *and* accelerate time to value.

Through this work, the technology company sharpened its focus on not just the product but also on time to value for its customers and created a tool to remove the greatest point of friction for a successful migration. When the company sets its sights on enterprise customers again, it can take on market incumbents from a new position of strength.

MOVE FORWARD TO REAL SOLUTIONS FASTER

LET'S CONNECT.

Do these challenges sound familiar?



HILARY HORN
Managing Director
Deloitte Consulting LLP
hhorn@deloitte.com
+1 415 783 5721



NICOLE RUFUKU
Senior Manager
Deloitte Consulting LLP
nrufuku@deloitte.com
+1 404 220 1038



KEVIN MELZACKI
Product Manager
Deloitte Consulting LLP
kmelzacki@deloitte.com
+1 312 486 0283



GAYATRI MOHAN
Manager
Deloitte Consulting LLP
gamohan@deloitte.com
+1 646 971 4228



RADIYAH ABDUS-SABUR
Senior Software Engineer
Deloitte Consulting LLP
rabdussabur@deloitte.com
+1 646 971 4248

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