



***TOP TRENDS IN DIGITAL ADOPTION  
FOR THE CONSUMER INDUSTRY***  
*FIVE INSIGHTS THAT ARE SHAPING DIGITAL  
TRANSFORMATION*



## INTRODUCTION

On average, enterprises within the Consumer industry waste a total of \$18M in investments on digital transformation projects that fail to meet their goals.<sup>1</sup> Furthermore, 70% of transformation efforts fail, with the root cause of most failures being people rather than technology.<sup>2</sup>

These failures are often because end users—whether employees or customers—do not or cannot use the technology. Improved digital adoption practices, which are fundamental to successful digital transformation in any business or industry, can drive an increased return on investment (ROI).

And digital transformation is not going anywhere anytime soon. The global digital market for transformation is expected to grow to \$12.35 trillion by 2032 at a compound annual growth rate of 20.9%.<sup>3</sup> With the velocity of technology change that the Consumer industry faces, it's essential to drive adoption through organizational change management, training, and support mechanisms that provide real-time self-service and promote knowledge retention for employees and customers alike.

However, companies in the Consumer industry should consider the following barriers to adoption when upskilling their frontline workers on how to use modern digital technologies within operations:

- **Operational Downtime:** When frontline workers stop working, the business halts operations. Workers who play a vital operational role often lack the necessary downtime to attend classroom training on digital aspects of work and, should technical issues arise, second- and third-shift workers lack essential IT support.
- **Communication Gaps:** Frontline jobs are often performed away from a desk or computer. Information shared by email or virtual meetings may not always reach frontline workers in a timely manner, leading to gaps in communication or training.<sup>4</sup>

With as many as “2.4 million manufacturing positions” and frontline workers requiring “some type of retraining in the transition from blue-collar to white-collar jobs” by 2030, leaders should focus on creating the right learning and development opportunities.<sup>5</sup> These should minimize time away from the job and support stakeholders in their typical work environments, balancing traditional training with just-in-time learning.

As organizations modernize their tech stack, they should also consider how employees' ability to interface with innovative technology impacts the company's ability to meet customer demands and expectations. For sectors such as transportation, hospitality, services, and retail – where the workforce interacts directly with guests and clients – it is vital to provide employees with the tools and skills to serve customers across an integrated marketplace.<sup>6</sup> In other sectors, such as automotive or consumer product development, employees must be trained to help ensure products and services comply with regulations, maintaining quality and safety for customers.

Despite approaching pre-pandemic employment levels, high turnover rates persist in various pockets of the Consumer industry and create an added challenge to skill development:

<sup>1</sup> WalkMe: The State of Digital Adoption 2022-2023

<sup>2</sup> Deloitte: Digital Transformation, Are people still our greatest asset?

<sup>3</sup> Fortune Business Insights: Digital Transformation Market Size, Share, and Industry Analysis...

<sup>4</sup> Internal Deloitte Research: Change Management for Frontline Workers 2024



# EMPLOYEE TURNOVER ACROSS CONSUMER SECTORS

73%

Hospitality

60%

Retail

36%

Transportation

30%

Manufacturing

Source: Zipdo, [Education Report 2024: Employee Turnover by Industry Statistics](#)  
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Rapid turnover necessitates costly training and upskilling to onboard the workforce to both the organization and its technologies. Although modern technology has evolved over the last decade to be more user-friendly, companies—especially in Consumer—still require a digital adoption strategy that enables users to onboard and upskill quickly.

Employees also value ongoing skill development and consider it an attractive job feature:

<sup>5</sup> [Just Transition in the European Automotive Industry – Insights from Affected Stakeholders. Next Economy](#)

<sup>6</sup> [Deloitte 2024 Human Capital Trends: Consumer Industry Companion Report](#)

## EMPLOYEE DESIRE FOR INCREASED SKILL DEVELOPMENTS

38%

of respondents from a Deloitte survey of Millennial & Gen Z workers identified accessible training and upskilling opportunities as one of the most impactful strategies to attract and retain employees

Source: Deloitte, [Taking Charge: Manufacturers support growth with active workforce strategies](#)

58%

of blue-collar production line workers in the automotive sector "intend to quit their job in the next year," chiefly to seek roles with companies that prioritize key human-sustainability measures, such as worker engagement and upskilling

Source: Epicor, [Voice of the essential manufacturing worker](#)

Organizations that invest in their employees' skill development have better business results, with one study finding that 84% of employees in high performing organizations received the training they need compared with 16% in the lowest performing companies.<sup>7</sup>

Many Consumer executives are turning to Digital Adoption Platforms (DAPs) to overcome the digital learning curve, keep up with the pace of technology innovation, and accelerate onboarding within their organization. A DAP is an interactive, in-app guidance and engagement platform. Users benefit from real-time, step-by-step guidance directly within the platform—allowing employees to work more efficiently, building trust in the platform and resulting in a seamless user experience

Organizations can address skills gaps by enabling employees to learn new business processes on-the-job and within the flow of work. Over time, they can enhance workflows by leveraging DAP analytics to track user experiences across enterprise applications.

By sharing data on areas where users need to improve their digital skills and providing on-the-job training to help them upskill in those specific areas, organizations can foster continuous development opportunities and significantly enhance transparency among employees and frontline workers.

In the Consumer industry, where employee trust is generally lower compared to other sectors, there is a substantial opportunity to build trust, not only through increased confidence that comes with real-time guided learning, but also through transparency and ongoing upskilling. This approach positively influences the employee experience, making them 1.5 times more likely to feel motivated to work for their employer.<sup>8</sup>

This white paper will highlight five trends in digital transformation using DAPs to meet the rapid pace of change brought on by technology.

# FIVE TOP TRENDS TO DRIVE SUCCESSFUL DIGITAL TRANSFORMATION FOR THE CONSUMER INDUSTRY

Executives are making strides in digital adoption throughout the Consumer industry.

Below are five top enabling trends in the industry.



**01** Embrace right-sized change

**02** Provide in-app guidance within the flow of work

**03** Maximize support both before and after go-live

**04** Plan for continuous implementation and adoption

**05** Accelerate value realization

## FIVE STATS:

- **60%** of decision-makers are concerned about achieving the expected ROI of digital projects because end users aren't adopting the technology quickly enough<sup>9</sup>
- **61%** of organizations say they have been sold applications as "easy to use" but these applications haven't turned out to be for end users<sup>9</sup>
- **61%** of leaders say that poor digital employee experiences are likely to contribute to resignations<sup>9</sup>
- **55%** of enterprises say employees do not have the necessary digital dexterity to use all of their applications effectively<sup>9</sup>
- **62%** of enterprises are "concerned" that a lack of understanding of new applications is increasing risk<sup>9</sup>

<sup>7</sup> IBM: The Value of Training

<sup>8</sup> Internal Deloitte Research: TrustID Consumer Industry Workforce Snapshot 2024

<sup>9</sup> WalkMe: The State of Digital Adoption 2022-2023

# EMBRACE RIGHT-SIZED CHANGE

The word “transformation” can sound overwhelming to some; but in reality, not every change is truly transformative. Just as no two businesses are the same, the ways in which they should embrace change are different depending on their needs.

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Executives are increasingly turning to organizations like Deloitte to help them implement DAPs as part of a right-sized change strategy fit to their company's needs. The graphic shown on the next page is part of Deloitte's AmbitionScan, a diagnostic tool used as part of Deloitte's Transformation Intelligence methodology.

During a technology implementation, Deloitte plots organizations within this matrix of change in order to calibrate the right set of priorities in a change management plan. The Accelerate, Transform, Update, or Modernize quadrants provide a classification of an initiative's goals with a corresponding increase in effort and direct intervention required for more transformational programs.

To illustrate, a change classified as an “Update” may involve upgrading or migrating from an existing system with minimal changes to business processes, ways of working, or operations. In this situation where the only change is to the user interface or user experience, DAPs are a fit-for-purpose solution to lead and enable change digitally.

At the other end of the spectrum are full-scale “Transformations,” which can involve changing not only the technology but also the underlying business processes, operating models, organization structures, and culture. In this scenario, DAPs are more likely a subcomponent of a broader set of change and training activities in order to onboard, upskill, and support employees.

Regardless of the magnitude of change, DAPs are often part of a well-balanced portfolio of change activities, including but not limited to change impact assessments, communications (both web-based and in-classroom training), virtual or augmented reality training, quick reference guides, and other impactful change activities and interventions.

## UPDATE IN ACTION

For example, for a brownfield migration from SAP ECC to S/4HANA using Fiori, the manufacturing module will often only change its general navigation or “look and feel” from an end-user perspective, whereas business processes largely remain the same. In-application guidance from a DAP can provide manufacturing users with system tours to ensure proficient system navigation, as well as notifications to users of expected changes.

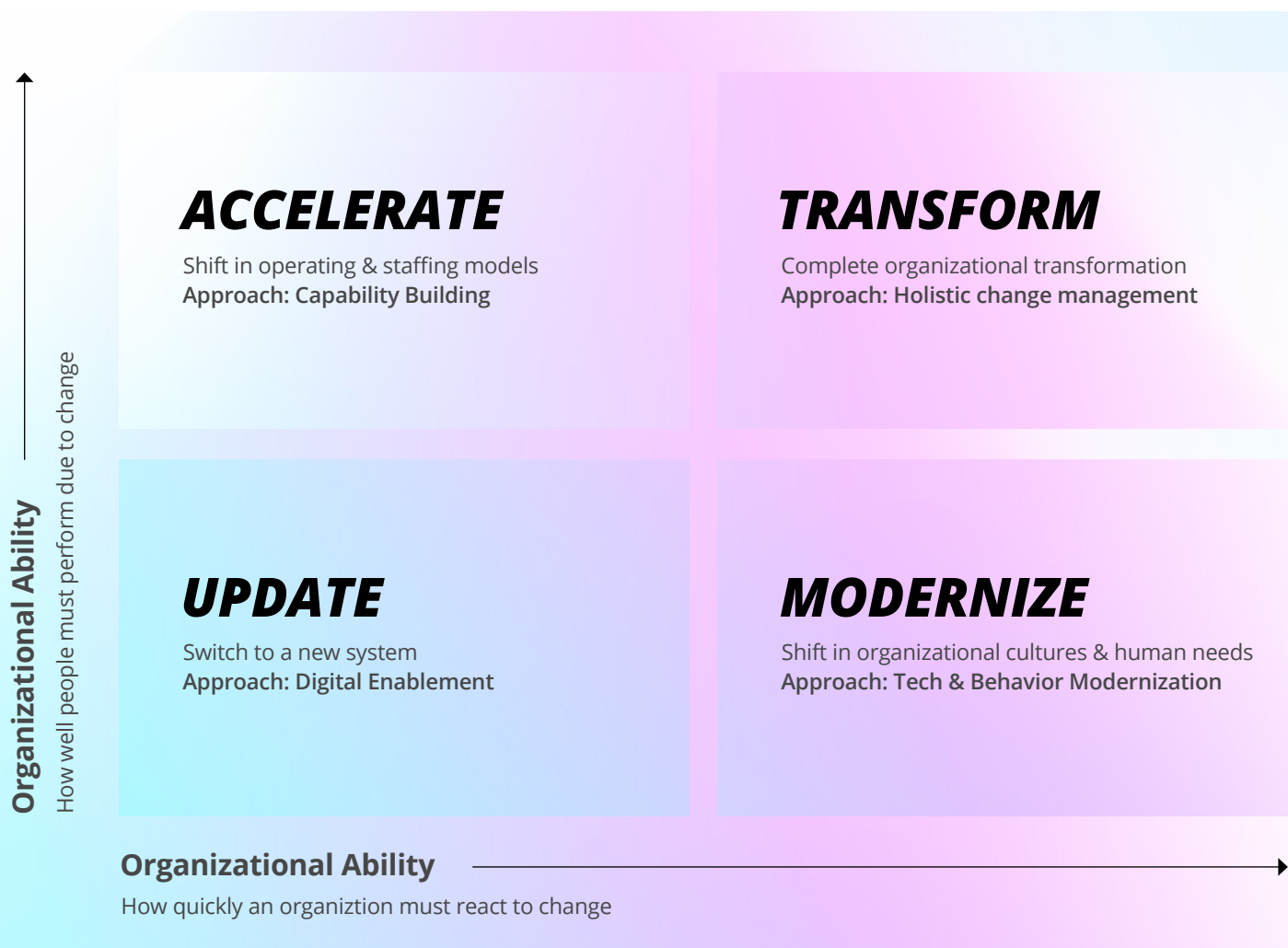
## TRANSFORMATION IN ACTION

When multiple changes impact the business, a DAP is one modality of several to support the business. For example, in a transition from manual operations to an ERP, such as SAP S/4HANA, multiple changes may impact users of the Fixed Assets modules. Several accounting calculations will change in S/4HANA, with updates to logic that account for local GAAP requirements. The overall navigation's “look and feel” will also be significantly different in S/4HANA. These changes require a varied approach to enabling end users. Organizations may employ:

- **Web-based learning** to upskill accounting teams on sweeping changes to Fixed Assets' calculations and codes.
- **Traditional-style communications** to accounting teams to relay upcoming changes to calculations and codes.
- **DAPs with in-application tooltips** next to fields to reinforce changes and provide guidance to highlight overall navigation.



# RIGHT-SIZE THE CHANGE



## PROVIDE IN-APP GUIDANCE WITHIN THE FLOW OF WORK

Many organizations are leveraging DAPs to accelerate onboarding, minimize digital fatigue, reduce operational disruption, and make the most of their technology investments with in-application guidance efficiently integrated into the users' daily work activities.

Perhaps the most essential and valuable feature of a DAP is the ability to provide on-screen guidance for workers within the flow of work. Organizations that provide guidance in the flow of work with DAPs can drive behaviors and facilitate compliance while providing necessary instructions for new and changing software.

DAPs help organizations ease workers into large-scale change with helpful guidance personalized to the context of each team's software and skill levels. With DAPs, workers experiencing change from technology can get the real-time help they need to do their jobs effectively and efficiently, minimizing classroom training requirements.

As workers adapt to change, they can review materials without leaving active applications, which can speed up technology adoption and user efficiency.



# HUMAN CAPITAL MANAGEMENT TRANSFORMATION IN ACTION

## *A Deloitte & WalkMe case study*

A large global manufacturer faced challenges in increasing user self-service and reducing the reliance on specialized help desk support for basic HR transactions focused on Talent & Performance among its global user base of over 19,000 employees across thirteen countries.

Poor quality or missing submissions during performance cycles can put the organization at risk for inaccurate talent metrics and limited awareness of skill gaps. This creates challenges for HR to create the right career development opportunities necessary to drive increased productivity and quality improvements to product development or customer service in order to remain competitive.

The manufacturer collaborated with Deloitte to implement and enhance WalkMe on SAP SuccessFactors. The goal was to develop innovative digital adoption solutions to drive an improved user experience and improved process completion for intermittent or annual HR processes. The implementation would also broaden the current WalkMe audience from managers to all SuccessFactors users.

To improve adoption, Deloitte took the following approach to implementing in-application guidance:

### **USER EXPERIENCE ANALYSIS:**

- Evaluated processes annually, such as the mid-year talent assessment, using tracked events within WalkMe Insights, to assess user behavior year over year, identify adoption pain points, and determine where users dropped off within a process
- Conducted satisfaction surveys to gather user feedback and identify user experience challenges
- Analyzed interactions within WalkMe's menu to understand user search behavior and create a backlog of additional support where needed
- Investigated which in-app guidance solutions were used most frequently and at which points within the performance cycle to manage overall system performance

### **SOLUTIONS:**

- Redesigned or developed net new WalkMe experiences based on data insights
- Created step-by-step guidance for processes that update year over year, such as the Talent Assessment
- Developed in-application announcements to convey important procedural updates and deadlines for the annual Performance Objectives process
- Proactively supported users to update their employee profile and education history by providing additional context and automation of non-intuitive steps throughout the process, reducing the need for email communications to enforce the behavior

With Deloitte as their service provider, the client observed year-over-year increases in SuccessFactors adoption, with improvements in both compliance and the timeliness of completing activities throughout their annual HR processes.

Additionally, engagement with WalkMe increased nearly 300%, with almost 95% of the total user base interacting with WalkMe. When surveying users on the effectiveness of WalkMe's guidance, 90% of responses were positive.

As system upgrades progress within SuccessFactors, Deloitte plans to continue leveraging WalkMe to rollout change management support and effectively drive digital adoption of HR processes.

# **MAXIMIZE SUPPORT BOTH BEFORE AND AFTER GO-LIVE**

Successful organizations view their transformation beyond just getting to the finish line. While planning for the initial goal of successfully launching or going live with a modern technology, organizations are using DAPs to provide users with learning on-demand directly in the flow of work, during training, or in production environments both before and after go-live.

DAPs provide direct support to employees during the implementation that makes change more about how people use technology rather than the technology itself. This helps to improve employee morale and retention during change.

DAPs provide support to employees both before and after go-live by:

## **ONBOARDING & TRAINING**

DAPs allow organizations to develop a unified onboarding experience for workers to learn the new system, business processes, and ways of working. Often, the guidance before go-live may be linear, guiding users down a happy path (i.e., a default, error-free flow where the transaction works as expected) or providing overviews and tours of the system at large to familiarize users with navigation.

## **PERSONALIZED GUIDANCE**

DAPs provide guidance for users as they need it—whether they are completing onboarding, need a refresher, or are experiencing new digital transformation projects. By segmenting content, employees only see the support and guidance applicable to their role. This tailored guidance can dynamically respond to the worker's role or behaviors within the system.





# WORKFORCE MANAGEMENT TRANSFORMATION IN ACTION

## *A Deloitte & WalkMe case study*

A liquor distributor aimed to scale its operations beyond the mid-market and required enhanced HR and Workforce Management to support a larger employee base. The organization had grown rapidly through mergers and acquisitions, forcing the HR IT function to navigate an increasingly disparate collection of legacy systems that could not communicate with each other.

By implementing SuccessFactors and UKG Dimensions, the client sought to increase scalability and improve visibility into their workforce. The client engaged Deloitte to deliver a reimagined digital experience and self-service model, focusing on transaction efficiency, reduced inaccuracies, and a robust user experience.

Deloitte developed a comprehensive change strategy, including training and post-launch adoption support. By implementing WalkMe, a Digital Adoption Platform, Deloitte linked SuccessFactors and UKG to provide end users with accessible in-app guidance and onscreen training materials. HR personnel received instructor-led training, while frontline workers accessed in-app guidance and job aids for just-in-time and on-the-job upskilling, reducing classroom training and operational disruptions.

In-app guidance was developed in UKG to support managers and frontline warehouse employees to complete critical hourly employee processes such as punching in, completing and approving timecards, submitting time off, and accessing personal information. Timely and accurate process completion was vital to enhance workforce management and improve reporting capabilities as the company scaled. Through strong self-service support, Deloitte facilitated a smooth transition to the new systems:

# 60+

- **Enhanced navigation** with onscreen support enabling users to complete 60+ transactions related to Time & Attendance, Employee Central (Core HR), Compensation, Reporting, Integrated Talent, Associate Self Service, Talent Acquisition, and Onboarding

# 3700+

- **Increased user engagement** in SuccessFactors and UKG, with over 3,700+ employees engaging with WalkMe

Through strong employee adoption of the new HR operating model, Deloitte enabled the client to modernize its digital HR capabilities, streamline processes, improve transparency to employees, and elevate its talent management both in retention and recruiting.



# PLAN FOR CONTINUOUS IMPLEMENTATION AND ADOPTION

Like digital transformation, digital adoption does not take place over a single occurrence or event. Change is the only constant, requiring continuous adoption for the new innovations released in the marketplace. Many executives are employing DAPs to drive long-term adoption, reinforcing desired behaviors and application usage over time.

Many businesses are moving toward using DAPs during technology implementations because they provide crucial analytical data. This data helps organizations understand how their people react to change in order to help them adapt. In doing so, these businesses reduce the likelihood of operational shutdowns or noncompliance due to human error or challenges with process completion.

Because DAPs sit on top of a technology's production user experience, they are uniquely able to help businesses drive long-term adoption after go-live.

DAPs drive long-term adoption by:

## **CROSS-APP SUPPORT**

DAPs efficiently guide users through entire business processes, moving across integrated technologies. By facilitating support across multiple applications and technologies, users can navigate a process from start to finish without having to determine which additional apps they need to access along the way.

## **ADOPTION METRICS**

DAP analytics allow visibility into where end users are struggling across business processes. With the capability to track adoption metrics such as user activity (e.g., logins, session duration, pages viewed) and fluency (e.g., tasks completed, process accuracy), DAPs help businesses transform training into dynamic, adoption-focused solutions based on how their people interact with their systems. Organizations can improve their ongoing learning strategy and develop targeted, in-application guidance that drives strategic behavior change, which can increase business process completion and accuracy.

## **SYSTEM UPDATES**

Systems often undergo upgrades two to four times annually. DAPs can support users to navigate ongoing and regular changes to the technology through onscreen announcements and guidance. This in-application support minimizes the need for manual change interventions (e.g., emails, quick reference guides) to upskill users on system changes.

## **INFREQUENT PROCESSES**

For business processes that are completed less frequently (e.g., benefits enrollment, expense submission), DAPs are an impactful solution for self-service, facilitating on-the-job learning or serving as a reminder on how to complete the task. In-application communications can keep employees up to date on upcoming deadlines or even changes to the process from the previous occurrence or event.



# ACCELERATE VALUE REALIZATION

In today's rapidly evolving business landscape, organizations should rigorously analyze, assess, and enhance their operational processes to maximize the benefits from a technology implementation.

As enterprises continuously optimize their business processes post go-live, it is critical to consider whether employees are effectively adopting these changes. A strong analytics strategy is essential for organizations to identify where their people need ongoing adoption support in order to achieve the desired ROI from their tech stack.

Consider an operationally vital system such as ERPs, which often have hundreds of processes with thousands of variations per process. Often, there are subtle, possibly hidden, errors that create a ripple effect across these processes and silently erode the bottom line.

How do enterprises uncover these opportunities for improvement, remedy errors quickly, and accelerate their system's value realization? The answer lies in a two-pronged, data-driven approach:

**1** Process bionics—which expands the practice of process mining to a broad digital management approach—to discover and evaluate the cost of inefficiencies

**2** Change management principles and digital adoption toolsets to drive behavior change and optimize processes

Process bionics equip organizations with data-based insights and root causes for operational inefficiencies. As opposed to “witness testimony,” process analysts and data engineers can analyze data from process bionics to confirm hypotheses; visualize workflow operation; and quantify opportunities to optimize code, applications, and usage.

Process optimization does not end with identifying opportunities. Organizations then need to unlock value from their processes. To drive behavioral or system change, improve adoption, and unlock continuous value from business processes, organizations should also provide ongoing, targeted support, automations, and/or interventions to the individuals and systems at the root of process inefficiencies, across both short- and long-time horizons.

Change management principles play a significant role in unlocking value from business processes. Interventions including communication, training, strategic behavior change to drive process improvement, and leadership enablement are vital to successful digital transformations that produce expected ROI.

DAPs are an innovative and effective mechanism to address process issues at the point of need. Further, through integration with process mining tools, a DAP can target specific errors as they occur and recommend corrections based on historical data trends. DAPs can also remove obstacles by automating some tasks, which can reduce human errors.

By combining process bionics and change management, organizations can push strategic behavior change to improve digital adoption, accelerate process improvement, and drive value realization of technologies.



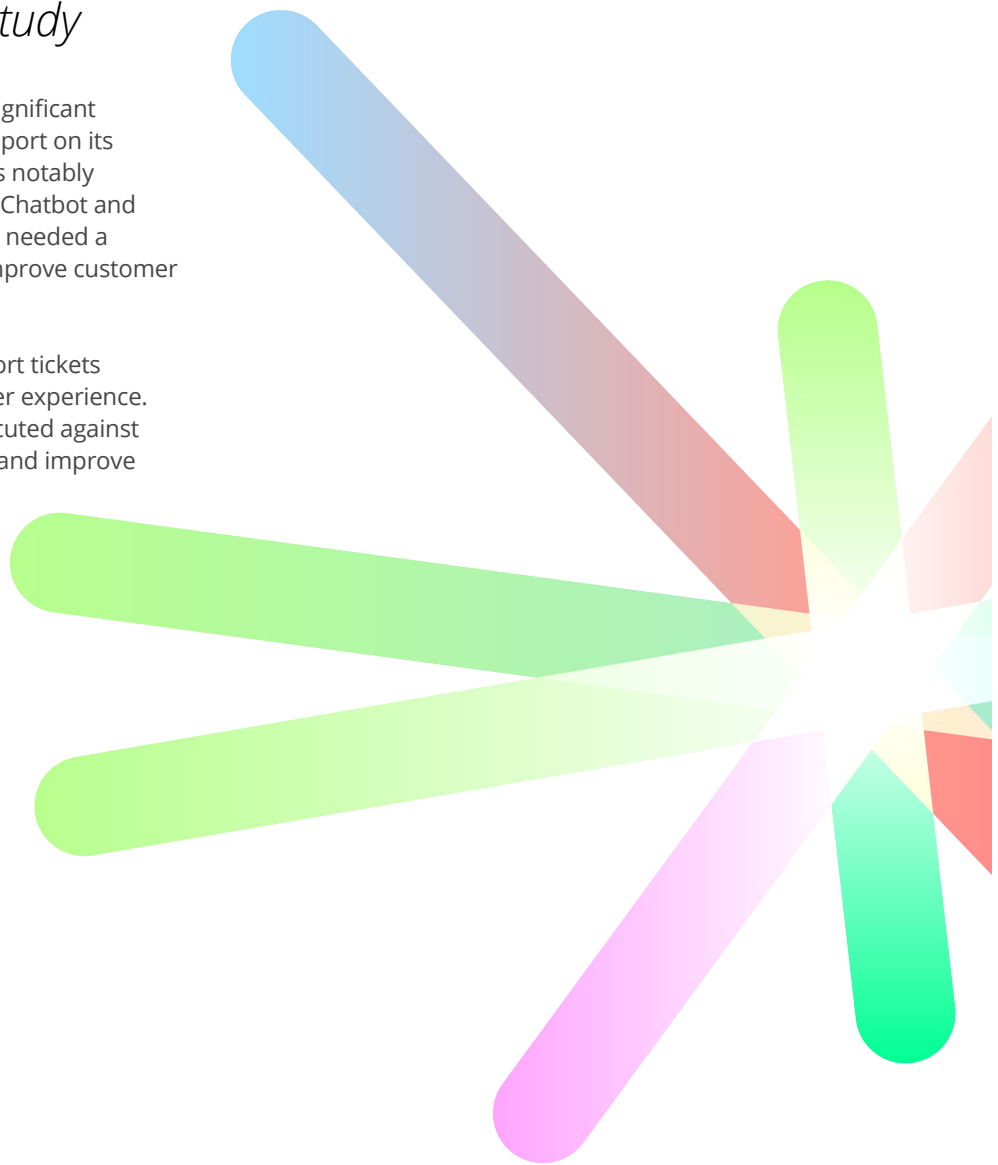


# CUSTOMER RELATIONSHIP MANAGEMENT TRANSFORMATION IN ACTION

## *A Deloitte & WalkMe case study*

A water and hygiene products retailer faced significant challenges with customer experience and support on its eCommerce portal. Customer satisfaction was notably low, primarily due to reliance on an outdated Chatbot and support articles. Despite having WalkMe, they needed a comprehensive digital adoption strategy to improve customer support.

Deloitte evaluated over 3,000 customer support tickets and conducted focus groups to assess the user experience. Based on the data, the team created and executed against a roadmap to revamp WalkMe's functionality and improve customer satisfaction.



### **DEVELOPMENT FOCUSED ON SEVERAL KEY AREAS:**

- **Enhanced navigation** through a custom Launchpad based on account type, simplifying access to key tasks.
- **Integrated support** by replacing the existing Chatbot with WalkMe and Live Agent service for streamlined customer support.
- **Implemented on-demand assistance** through step-by-step guidance for critical processes like registration and checkout and automated error-handling for product search.

The digital adoption strategy yielded substantial improvements in user engagement and customer experience:

- **Enhanced user engagement** with 380% increase in WalkMe interactions overall, and 65% of total users interacting with the Launchpad, reducing navigation time significantly.
- **Increased support efficiency** with 375% increase in users clicking "Chat with Agent" after integrating Live Agent services.
- **Improved process completion** with over 3.9k users accessing guidance to complete their login and registration.

The personalized and in-application self-service support model allowed customers to place orders more efficiently, aligning with the company's goal to drive sales and enhance the overall customer experience.



## ***ELEVATE DIGITAL TRANSFORMATION***

As Consumer executives continue to navigate rapid technological changes, DAPs are transforming how they implement change for long-lasting adoption. By leveraging DAPs, companies across the Consumer industry are better able to overcome the challenges they face due to the rapid pace of change from technology.

Working together as an alliance, Deloitte and WalkMe help organizations achieve lasting and widespread digital adoption. WalkMe's DAP helps organizations effectively navigate constant change brought on by technology, while Deloitte provides the strategic implementation of business technology to help Consumer businesses become leaders in the industry.

The Deloitte & WalkMe Alliance offers a strategic approach to helping you achieve your organization's transformation objectives. How? By providing the guidance and assistance that people need to effectively perform their jobs within their application workflows.



# CONTACT

Combine Deloitte's change management experience with WalkMe's best-in-class DAP to drive long-lasting, fully realized digital adoption.

[Learn more about our Digital Adoption Platform services.](#)

## GET IN TOUCH

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