



Introducing Enterprise Workforce Transformation

Why AI Is Changing the Economics of Transformation — and Where Value Comes from Now

A point of view from PwC, with SAP and WalkMe

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Strictly private and confidential

The Hard Part Has Changed

Transformation used to have a finish line. For decades, technology-led transformation often followed a familiar pattern: implement new technology, reshape processes around it, stabilize, and move on. Organizations spent years preparing for major ERP deployments, process redesigns, and system modernization programs, with success measured in technical milestones: deployment, standardization, data migration, adoption, and go-live.

Artificial intelligence is changing that equation. Capabilities that once required substantial human effort — configuration, testing, documentation, process analysis, user support — are becoming intelligent and automated. Enterprise technology is shifting from a system that *records and supports* work to one that increasingly *participates* in it. The work itself is changing.

As implementation becomes faster and more automated, deploying the technology is no longer the hard part. Helping the workforce adapt to it is. Employees no longer interact only with applications and workflows; they work alongside assistants, copilots, and agents that generate insights, recommend actions, and execute steps that used to depend on people.

This is already top of mind in the C-suite. When PwC's 29th Global CEO Survey asked leaders to name the question that concerns them most, there was a clear winner: *are we transforming fast enough to keep pace with technology, including AI?* That worry is well-founded: more than half of CEOs (56%) say their AI investments have produced neither higher revenue nor lower costs to date.

However, one in eight companies reported both higher revenue and lower costs from AI. What set them apart was not technology alone: alongside a technology environment that enables integration, a clear roadmap, and responsible-AI and risk processes, they had built a culture that supports adoption — and they applied AI far more widely across the business.

That human dimension is the hardest to build and the easiest to skip. New capabilities reach organizations in weeks, while the people meant to use them remain early in the curve. Only 14% of workers report using generative AI daily — even as the skills required in the most AI-exposed roles change faster than in any other part of the workforce. Using AI effectively requires more than access: employees should know when to use it, how to provide the right context and direction, and how to evaluate and act on its output. And those capabilities should be embedded in the flow of work, not separated from it. Most organizations can stand up the technology; far fewer have made their workforce ready to use it. Increasingly, technology readiness is outpacing workforce readiness.

That gap — between how fast technology arrives and how fast people can absorb it — is the central challenge of the AI era. We see it firsthand: PwC leads SAP transformations end-to-end, from strategy through delivery and change. This is not another system rollout. When organizations layer AI onto existing processes without rethinking how work gets done, they can limit its potential from the start. Realizing value requires redesigning work around what AI makes possible — and preparing people to work differently as a result. Without that shift, employees may revert to familiar manual processes, new capabilities going underused, and AI investments falling short of their intended value. Over time, limited adoption can also erode employees' willingness to embrace what comes next — while competitors that successfully embed AI into daily work may pull further ahead.

Enterprise workforce transformation is how we close that gap: the discipline of continuously aligning the technology, the workforce, and the operating model so that investment converts into outcomes. It treats getting the organization ready — not just the system — as central to realizing value. Together, SAP, WalkMe, and PwC bring the capabilities to help make that alignment real: enterprise technology that enables new ways of working, adoption embedded in the flow of work, and transformation leadership that connects technology, people, and process.

Value Has Moved to the Workforce

Implementation, process redesign, and technical managed services once created most of the value in a transformation. They still matter, but on their own they no longer determine the outcome — as intelligent technology becomes embedded across the enterprise, value depends on how well an organization adapts the way work gets done.

Traditional transformation	AI-era transformation
Deploy systems	Transform workforce capabilities
Train users on transactions	Enable people to work <i>with</i> AI
Measure go-live success	Measure business-outcome adoption
Focus on technology readiness	Focus on workforce readiness
Project-based transformation	Continuous transformation

That shift also changes the timeline: the lifecycle no longer ends at go-live, and for many organizations the clock is already running. With mainstream maintenance for SAP ECC ending in 2027 (and extended support to 2030), a wave of companies is moving to SAP S/4HANA and RISE with SAP on a compressed schedule. At the same time, SAP's Autonomous Enterprise vision points to what comes next: an enterprise where AI is increasingly embedded into how work gets done. Capabilities like Joule and SAP Business AI are bringing automation, intelligence, and decision support directly into everyday workflows — faster than most workforces have ever been asked to absorb. For many organizations, the migration can be the moment the workforce gap first becomes visible.

Drawing the Human–AI Line

As intelligent technologies become more capable, a new design question moves to the center of transformation: **how should work be divided between people and AI?**

It is tempting to answer this with a fixed list — humans own judgment, AI owns execution. Reality is more fluid. The boundary is not a wall; it is a line that organizations have to draw deliberately and then keep moving as the technology matures. Today an agent may draft a recommendation a person approves; tomorrow it may execute the routine cases end-to-end while people handle exceptions and set the policy that governs them. The work of leadership is defining *where* that line sits for each process, *who* is accountable on each side of it, and *how often* it gets revisited.

Tilts toward people	Tilts toward AI
Judgment in ambiguous cases	Routine process execution
Decision rights and accountability	Data analysis at scale
Governance and risk ownership	Recommendations
Exception handling	Monitoring
Setting strategy and intent	Workflow orchestration

The columns show where each kind of work tends to sit today, not a fixed split — the line keeps moving as agents take on more.

PwC’s 2026 AI Jobs Barometer underscores how quickly this is moving. Occupations more exposed to AI are seeing significantly faster rates of skills transformation than less-exposed ones — the most exposed roles are adding the largest number of genuinely new skills — even as AI-related hiring accelerates across each sector. And the demand is overwhelmingly for people who can *use* AI rather than build it: AI-user roles now dominate AI-related hiring across industries. The implication for most organizations is direct — competitive advantage will likely depend less on building AI and more on enabling the workforce to work effectively alongside it.

The challenge, in other words, is not introducing AI into existing processes. It is redesigning the work itself, and the operating model around it.

One Answer, Three Capabilities

The next generation of enterprise transformation cannot be won by whoever implements technology fastest. It will likely be won by whoever helps organizations *adapt* fastest. As AI compresses the effort required to deploy enterprise technology, workforce transformation becomes the largest remaining lever for realizing value.

That calls for a single integrated offering, not three separate ones. The enterprise workforce transformation stack defines the category and the role each player owns:

Layer	Role	Provides	Answers
SAP	The intelligent enterprise platform	Business platform, AI agents, process intelligence, enterprise architecture, and intelligent workflows	How can work be executed?
WalkMe	Workforce intelligence and adoption	Behavioral analytics, contextual in-app guidance, adoption telemetry, and learning in the flow of work	How are people actually interacting with new ways of working?

Layer	Role	Provides	Answers
PwC	The transformation engine	Organizational change, operating-model transformation, business readiness, and adoption realization	How do organizations realize and sustain business outcomes?

PwC's layer is delivered by its **Workforce Transformation** practice, through a defined offering: **enterprise readiness and adoption**. Successful transformation depends on more than technology — it requires the organization to be ready, aligned, and equipped to adopt new ways of working. These four components are the building blocks for enterprise readiness and adoption.

01 – Organizational Change <i>The human side of transformation — preparing people, leaders, and teams to embrace new ways of working.</i> • Vision and Case for Change • Leadership Alignment • Stakeholder Engagement • Communications • Training, Coaching and Enablement • Reinforcement and Sustainment	02 – Operating Model <i>The structural foundation defining how work gets done, by whom, and where in the new state.</i> • Structure • Governance • Process • Roles (Human and Agent) • Work Location (Virtual, Site, Corporate)
03 – Business Readiness <i>Starting early to make sure the business is ready to “catch” before scaled deployment.</i> • Function and Site Readiness • Customer or Third-Party Readiness • Business Continuity and Planning • End User Readiness • Governance and Sustainment Planning	04 – Adoption Realization <i>The mechanisms that track, sustain, and enhance value once the transformation is live.</i> • KPIs and Value Tracking • User Adoption Metrics • Continuous Feedback Loops • Operational Performance • Sustainment

Critically, enterprise readiness and adoption do not end when the SAP program does. It runs as workforce-focused review streams that begin before go-live and continue well past it, and over time becomes a managed-services relationship — so value keeps building rather than fading after hypercare. Readiness without adoption can create shelfware; adoption without readiness can create outages. Enterprise readiness and adoption help deliver both.

Measure the Workforce, Not Just the System

Many organizations treat adoption as a training task at the end of a program, and WalkMe as a training tool only. We see it differently. PwC helps make your workforce a **design input from planning** and a **measured, managed outcome long after go-live** — bringing together a combination of assets few can: PwC's Industry Edge process content digitalized in SAP Signavio, end-to-end process scenarios, our enterprise readiness and adoption framework, our NextGen Change framework, and SAP WalkMe's no-code telemetry running inside your SAP environment.

In one line: PwC doesn't just deploy SAP WalkMe — we help operationalize it, turning adoption data into continuous insights for decisions on roles, operating models, and business value.

What we do during your ERP implementation

We design for adoption from the start, embedding readiness into the solution rather than adding it later.

- **Adoption by design (from fit-to-standard).**
Each Signavio Level 3 process and end-to-end scenario is designed with personas, human–AI roles, decision rights, and in-app guidance from the start — so adoption content is created alongside the solution, not after it.
- **Define the human–AI operating model.**
For each process, we establish ownership, accountability, and exception governance across people, AI, and agents — creating a reusable blueprint for execution.
- **Assess workforce readiness.**
We identify where roles, skills, and ways of working can change, pinpointing adoption risks and opportunities across your SAP S/4HANA roadmap.
- **Establish a workforce intelligence baseline.**
We activate SAP WalkMe telemetry early, giving you visibility into adoption, proficiency, and friction from day one — not after go-live.
- **Drive evidence-based change.**
We target communications, training, and reinforcement using behavioral data from the system, replacing assumptions with measurable insights.

What we do after go-live

Readiness doesn't end at hypercare. The work becomes a continuous engine that keeps building value.

- **Workforce intelligence as a managed service.** A repeatable loop — SAP WalkMe telemetry → workforce insight → PwC intervention (role changes, targeted enablement, operating-model adjustments) → business outcome.
- **Continuous human–AI re-optimization.** As agents mature, we re-draw the line on a regular cadence, update roles and controls, and re-point in-app guidance — turning SAP's continuous innovation into ongoing workforce evolution.
- **Adoption realization and value tracking.** We connect adoption metrics to business KPIs and benefits, demonstrating the impact of the transformation investment and feeding the next improvement cycle.
- **A skills transformation engine.** We run continuous reskilling for your most AI-exposed roles, focused on enabling people to work effectively with AI.
- **Agent adoption and governance.** As the SAP Autonomous Suite and Joule agents go live, we manage agent utilization, accountability, controls, and value the same way we manage human adoption — with visibility across SAP and non-SAP.

Readiness without adoption support can create shelfware. Adoption without readiness can create outages. Workforce intelligence helps deliver both readiness and adoption.

The impact of workforce intelligence depends on visibility. Once AI is embedded in daily work, leaders can face a measurement problem: most organizations have mature ways of tracking operational performance — financials, system uptime, process cycle times, productivity, customer metrics — but far fewer can see how their *workforce* is adapting. Yet that adaptation increasingly determines whether the investment pays off at all.

In the AI-enabled enterprise, leaders require a clear line of sight into:

- **AI utilization** — where and how people use AI tools
- **Token usage optimization** — how efficiently AI resources are consumed to deliver value
- **Workforce proficiency** — how effectively people perform
- **Human–AI collaboration** — how seamlessly work moves between people and AI
- **Skills readiness** — where capability gaps exist
- **Adoption velocity** — how quickly new capabilities are embraced
- **Workforce productivity** — how business impact is achieved

This is where WalkMe and PwC work together day to day. **WalkMe** sits inside the SAP environment as an always-on adoption layer that does two things at once. First, it guides people through the work — helping them navigate the new application and know when and how to use the AI tools embedded in it. These are the two adoption gaps that most often stall an SAP S/4HANA investment. Second, it captures the telemetry: behavioral data on how people actually interact with applications and AI across the enterprise stack, with no custom code or changes to the SAP environment. **PwC** turns that telemetry into action: role changes, targeted enablement, operating-model adjustments, and value interventions. Together that is an ongoing management discipline, not a one-off survey — **workforce intelligence**.

Workforce intelligence in motion

WalkMe telemetry → Workforce insights → PwC intervention → Business outcomes

Treating adoption this way matters because the alternative is expensive and invisible. In practice, most organizations cannot self-sustain adoption tooling after go-live, and independent ROI analysis of in-application guidance points to measurable gains in reduced training time, lower support costs, and faster productivity. Adoption stops being a deployment event you hope worked and becomes a capability you can measure, manage, and improve.

No single player delivers this alone. Together, SAP, WalkMe, and PwC create a new category — **enterprise workforce transformation** — and with it a new definition of success: not just deploying technology, but enabling the workforce to evolve with it.

Transform at the Pace of Your Workforce

Each organization is at a different point in its transformation journey. Some are defining their SAP S/4HANA roadmap. Others are preparing for go-live, scaling AI, or working to improve adoption after deployment. Regardless of where you start, the challenge is the same: making sure your workforce evolves as quickly as your technology.

PwC helps clients establish the right foundation for their stage of transformation. That may begin with assessing workforce readiness against the SAP S/4HANA roadmap, identifying where roles and skills can change, where human and AI responsibilities should be defined, and where adoption risks are most likely to emerge. From there, we can establish a workforce-intelligence baseline with SAP WalkMe, design human–AI operating models for priority processes and embed continuous adoption and managed services into the transformation program.

Six questions can help you determine where to begin:

- Is your workforce strategy advancing at the same pace as your SAP S/4HANA roadmap?
- For your most critical processes, have you defined the roles of people, AI, and agents — and who is accountable for outcomes?
- Do you have visibility into workforce adoption, proficiency, and AI utilization with the same rigor you apply to operational and financial performance?
- Have you started redesigning your operating model for human–AI collaboration, or are you expecting people to adapt on their own?
- Which critical roles require new skills in the next 12 months, and do you know whether your workforce is ready?
- Which business metrics are critical considerations for a transformation, and has workforce adoption been directly connected to those outcomes?

If the answer to any of these questions is no, there is an opportunity to strengthen the connection between technology transformation and workforce transformation. Start the conversation with your PwC team to help assess your readiness and identify the next step that makes sense for your organization.

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