

Case Study



Ecclesia: Change Management as a Driver for Modern Collaboration

Company Profile

With more than 2,400 employees and an annual premium volume of around €3 billion, Ecclesia Group is one of the leading insurance brokers for companies and institutions in Germany and Europe. Headquartered in Detmold, the group operates across Germany and in four additional European countries.
<https://www.ecclesia.com/de>

Technologies

#Change & Adoption
#M365

Challenge

- Transition from on-premises storage to M 365 (OneDrive and SharePoint)
- Aligning technical migration with cultural and organizational change
- Group-wide rollout across diverse corporate cultures and hierarchies
- Building a strong leadership coalition to drive and support change

Solution

- Development of a clear change story communicating strategic goals and benefits
- Tailored change and adoption approach aligned with organizational culture
- Supporting management with leadership-focused formats: workshops, use case sessions, and consultation hours
- Ongoing support as a sparring partner to address challenges pragmatically

Benefit

- Establishment of a connected, collaborative way of working in M365
- Clear governance framework including roles, responsibilities, data protection and data retention policies, as well as binding guidelines for collaboration and information storage
- Transparent and structured information management, reducing redundancies
- Standardized principles for content structure, discoverability, and usage across all storage locations
- Sustainable change strategy addressing new employees as well as future organizational and technological developments

With more than 2.400 employees, the Ecclesia Group faced a pivotal decision: the transition to modern data storage in the Microsoft Cloud using OneDrive, SharePoint, and Microsoft Teams had already been technically prepared. As the topic was highly relevant for the entire organization, responsibility was deliberately not assigned solely to individual change agents. Instead, the internal project team sought a partner to work closely with all leaders, ensuring broad adoption, active participation, and sustainable acceptance across the organization.

A Tailored Change Approach

The technical migration to Microsoft 365 was leveraged by Ecclesia as an opportunity for sustainable organizational change. The concept was built on two pillars: a clear **data storage framework** and the establishment of a **leadership-level change coalition**. Together with novaCapta, Ecclesia developed a clear change story that emphasized the group's strategic objectives: transparent, collaborative work and secure data management.

Leadership workshops, use case workshops, and interactive consultation hours were used to actively engage management. The focus was on **strengthening the role of leaders** and creating a space in which they could understand and translate the change for themselves and their teams.

The leadership coalition as an active enabler

The leadership coalition was empowered to understand, communicate, and embed the change within their teams. Workshops were conducted across all management levels – from executive leadership to team leads. In use case workshops, team and department managers were involved to identify and evaluate changing ways of working as well as specific use cases across different business areas. This targeted engagement enabled leaders to actively support and drive the transformation.

In addition, **learner-centric self-service formats for M365** such as video snippets, one-pagers, and a dedicated self-learning landing page ensured continuous enablement and guidance for all employees.

Sustainable Change for the Entire Organization

As a result, the new way of working was successfully embedded across the organization. Leaders felt strengthened in their roles, while employees benefited from clearer processes and more efficient workflows. The structured change approach not only increased acceptance of the new Microsoft 365 tools, but also established a foundation for onboarding future employees in a consistent and structured way.

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With novaCapta, we had a partner who responded quickly, understood our requirements immediately, and provided exactly the level of flexibility we needed. The project was well-structured, transparent, and collaborative – a true success factor.



Veronika Gollan

Senior Project Manager
Ecclesia Gruppe

The project clearly demonstrates that technical transformation alone is not sufficient to ensure long-term success. Only through targeted change and adoption measures can people be empowered to use the new technologies. Ecclesia is now well positioned for the future – both technologically and culturally.

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