



KNOWLEDGE IS POWER

Work smarter, innovate faster, and inspire industry transformation to power your business throughout 2024

A WORD FROM



asish ramchandran
Global Chief Commercial Officer
ServiceNow Alliance
Deloitte Consulting LLP

LinkedIn

When clients and colleagues come together to uncover how to work smarter and innovate faster—magic happens. And that’s exactly what ServiceNow Knowledge 2024 delivered.

Here are some of my **top takeaways** from this major tech industry event that will power the world of work today and beyond:

1

Getting value out of Generative AI:

You couldn’t walk 10 feet without being hit with some type of message around the promise of GenAI. And while its potential is undeniable, many find the possibilities equally risky. Navigating that balance of risk and reward is hard—it will likely take the right people with the right skills to determine how to turn technology into something tangible with measurable value.

2

Industry-specific progress:

I’m seeing great strides and impact in industry transformation—with unique use cases being solved across manufacturing, financial services, public sector, life sciences, and many others. Technology is key to how these industries are transforming, how companies are driving outcomes, and how the world is embracing innovation, but it’s only part of the story (hint: see point #3).

3

A focus on humanity:

This might be the ‘age of machines,’ but robots aren’t taking over quite yet. Instead, it’ll be about how they support human initiative, ingenuity, and empathy; something human talent brings to the table. In this way, humans could matter more, not less. A critical subset of this may be how the technology sector supports the advancement of unique voices and diverse backgrounds, particularly how to attract and cultivate women in this field.

As we’re midway through 2024, what are the biggest takeaways from Knowledge 2024 you’ll carry forward? I invite you to connect with me on LinkedIn to share your perspective!

Read on for additional highlights and key takeaways, as industries explore what’s next in a world balanced by new tech capabilities and celebrating the creative genius of people.



Initiative, ingenuity, and empathy in the age of machines

The history of enterprise IT has been a series of evolutions—not random revolutions. And it's followed three simple tracks:

- Interfaces get simpler
- Databases get smarter
- Number crunching gets stronger and more performant

While artificial intelligence isn't new, what is new in mechanical minds is 'cognitive automation' and 'computerized creativity,' which we now call GenAI.

However, GenAI is only as interesting as the people who use it. While the adage is "garbage in, garbage out," the reality is that with GenAI, it's "genius in, genius out." If you give the power of GenAI to an average coder, they can achieve something slightly above average. But if you give it to your top coder, you create superhuman levels of output efficiency.

So, it's time to stop marveling at the tools and start marveling at your people. Why? Because GenAI tools can only take good to great, bad to worse, or mindlessness to neutral. It's the impact of people—multiplied by the power of the tools—that unlock incredible human potential at scale.

And that's why humanity still matters, because intentions matter. We're curious, surprising, and creative in ways machines aren't—and most importantly, we help each other without having to be asked.

"People still matter from here on, and always will. What's better than a high-performing employee? A high performer who's augmented with a 'super suit,' like GenAI. Employees empowered by technology are the true value equation—and the path to driving exponential outcomes."



Mike Bechtel, Chief Futurist,
Deloitte Consulting LLP

HUMAN^(TECH) = VALUE



Learn more about the bright future of humanity in the age of GenAI.
Connect with Mike.

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Put knowledge to work across industries

Deloitte, ServiceNow, and clients across the following industries share insight, knowledge, and best practices for any organization considering or undergoing transformation—whether macro or micro.



p. 7 Healthcare and life sciences

p. 9 Manufacturing

p. 13 Financial services

p. 15 Consumer

p. 17 Public sector

p. 19 Energy, resources, and industrials

p. 21 Education

p. 23 Retail

p. 25 Operate managed services

Innovate through micro-transformation to give time back to clinicians

As healthcare systems face the reality of delivering more care with fewer caregivers, it's made even more complicated by a tech landscape with countless point solutions. For an industry that must prioritize the availability of life-saving services, clinicians can't be asked to navigate massive change or spend less time with patients.

Enter: Micro-transformations. Smaller, incremental changes can limit the impact felt by clinicians—and speed up technology delivery, iteration, and enhancement. For clinicians, this approach helps enable continuous improvement to their days and can offer much-needed efficiencies. For organizations, it speeds up the time to value for tech investments.

And Deloitte's accelerator—the Digital Platform Application Foundry—helps iteratively deliver these innovative services and experiences.

☆ GENAI IN ACTION

GenAI has huge near- and long-term potential to transform patient care as we know it. While we may not completely hand off manual or paper-based processes to AI, technology can help to connect legacy systems, limit inaccuracies, mitigate rework—and even automate workflows—for things like referral letters or case summarizations.

☑ OUR IMPACT

Physicians lose hours per week on paperwork and administration, and of that, nine hours are on electronic health record (EHR) documentation.

Yet there is a potential to free up nurses' time through tech enablement, automation, or improved delegation of tasks.

"Clinicians spent a staggering amount of time on administrative tasks; sometimes more than on the care itself. And patients are often required to summarize their journey with different providers over and over again. Both want systems that connect siloed care teams, automate manual tasks, and put consolidated critical data at their fingertips—something made possible by a single, secure platform like ServiceNow."



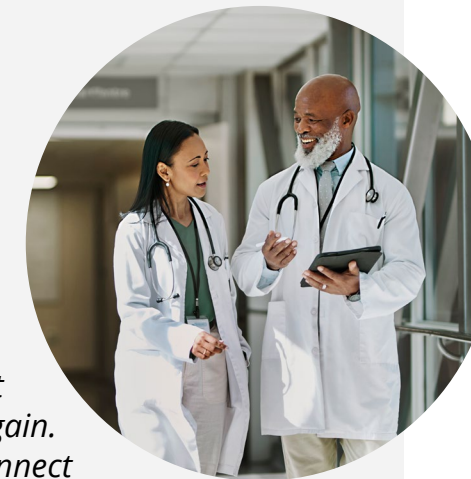
Cameron Douglas-Savage, APJ
ServiceNow Life Sciences Leader,
Deloitte Touche Tohmatsu



Find out if micro-transformation is the best path for your organization.
Connect with Cameron.

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A smarter way to manage enterprise assets

As an equipment dense industry, often with multiple sites spanning geographies, it can be challenging for manufacturers to deploy and manage their operational assets in a holistic way.

And the world has changed. Equipment is increasingly network enabled—creating new dimensions to consider across the life of a device and the new possibilities for the data it creates.

Deloitte and ServiceNow are enabling manufacturers to manage all assets in a single platform—and to correlate, access, and activate data in a way that's controllable in real time.

As you assess the impact each asset has on a facility and allow technicians and plant managers to interact with data in a seamless way, consider these best practices:

- Viewing each asset as equally important
- Defining the risk attributes of assets and their likely rate of failure based on historical data
- Understanding the operational impact of asset failures
- Proactively managing asset inventory and stock levels

☆ GENAI IN ACTION

With all the work done to unite and structure data, GenAI is bringing new possibilities to enterprise asset management—from triggering work orders automatically to using voice recognition software.

☑ OUR IMPACT

Deloitte-led smart factory initiatives have shown impressive results:

20%
improved asset efficiency

30%
improved product quality

30%
reduced costs

10%
improved safety and sustainability

[Smart Factory for Smart Manufacturing](#)

"We've seen manufacturing innovation examples and possibilities on PowerPoint slides for years. Now, we're making the smart factory real with solutions that fuel the entire value chain, but with a particular focus on what you make inside your factory and how we can enable that process."



David Kaplan, Senior Manager,
Deloitte Consulting LLP



Consider how to advance your smart factory journey with a holistic approach to managing IT and OT assets.
Connect with David.

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Streamline procurement processes (and beyond!) with hyperautomation

Automation has clear benefits. As companies push into the next phase of digital business—previously non-automated areas are a prime target.

So, how do you know if your company is ready for hyperautomation? Expansive supply chain? Lots of PDF documents and requests sent by email? Different systems and tools that can't communicate?

This was the case for Schaeffler, a leading pioneer in motion technology, who found themselves with a useability ordeal—agents fielding thousands of procurement requests across suppliers.

With the support of Deloitte, Schaeffler was able to transform their business processes, and tap the ServiceNow platform to connect and orchestrate back office systems, including their ERP and procurement systems.

☆ GENAI IN ACTION

Now, instead of opening documents, manually extracting information, and entering it into multiple systems:

- AI-powered text and document intelligence pulls information from emails and attachments.
- Data is structured and stored within more enriched tickets so agents can see what they need without going back to emails.
- Data from different systems and regions is translated, harmonized, and compared against pre-defined rules.
- A virtual agent automatically completes procurement-to-purchase orders—unless diversion to a human agent is required.

☑ OUR IMPACT

67%
no-touch rate with thousands of daily orders

<4 hour
average order processing time, down from days

10K
working hours saved in the first year

"Our joint mission is to further establish ServiceNow as a Schaeffler-wide, cross-platform service management orchestration and process automation engine including ERP systems and core business processes. With use cases like this one in procurement, we see that this is absolutely the right way with huge automation potential across the Schaeffler global enterprise."



M. Dominic Riemer, Director & ServiceNow Practice Lead, Deloitte Consulting GmbH



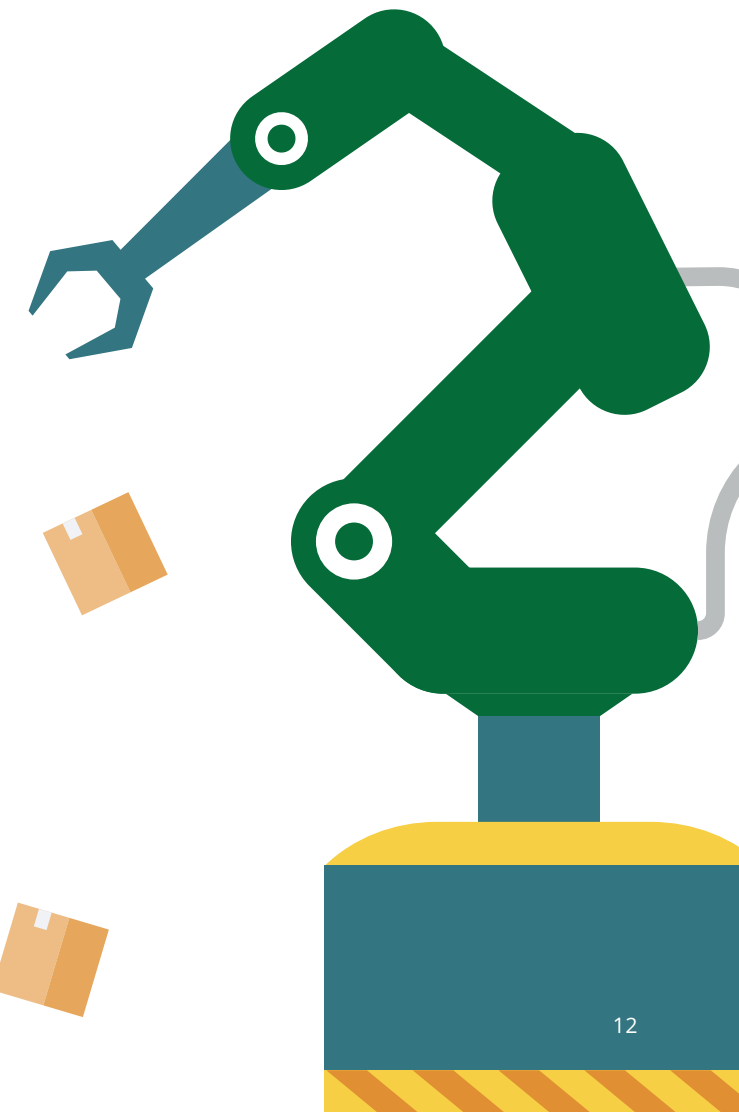
Consider these best practices as you start your process automation journey:

- ✓ **Dream big, start small:**
Have a vision, but start with low-hanging fruit and friendly stakeholders to start your journey.
- ✓ **Do your math:**
Tackle high-cost, high-volume use cases—and come in with a fact-based business case to get buy-in faster.
- ✓ **Be better together:**
Consider your ecosystem of technologies and partners to evangelize the 'better together' storyline.

Connect with Dominic to find out how.

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Banking on automation to increase speed in financial services

Financial services organizations face a unique set of challenges—from legacy systems to high regulation and tight security. And transformation is fraught with two primary roadblocks:

- ✗ Testing requires valuable developer time and end-to-end integrations
- ✗ Multiple environment deployments are error-prone

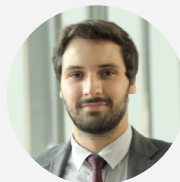
The risk-averse culture pervasive in this industry needs the right mindset to embrace change. Challenge? Accepted.

With AutomatePro, Deloitte has created a methodology and value framework to deliver Financial Services Operations (FSO) from ServiceNow. Now, it's possible to:

- ✓ Streamline the development process, reducing the time to value
- ✓ Reuse building blocks and regression packs built for the industry
- ✓ Enable zero-touch code deployment, migration, and testing across environments
- ✓ Streamline processes to reduce regression and review time
- ✓ Handle upgrades and documentation at the click of a button

"Transformation in financial services is arduous—and can quickly become a project for the entire business. Now, regression phases can be optimized, and user acceptance testing is streamlined for simpler deployments and easier upgrades."

Gonçalo Infante,
ServiceNow Architect,
Deloitte MCS Limited



Discover how automation can increase agility and set your organization up for success. **Connect with Gonçalo.**

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Modernizing delivery with DevOps automation and GenAI

Today's automation capabilities are smarter, faster, and more future-proof than before as AI takes on more maintenance tasks and feature development in the financial services industry. Are you ready for it?



GENAI IN ACTION

As banks explore the possibilities of GenAI, there is an element of caution—and having a trustworthy outcome is fundamental. Deloitte applies a technology trust ethics framework centered on humanity, transparency, capability, and reliability, helping financial institutions confidently walk, run, and fly toward the future of DevOps automation.



OUR IMPACT

76% of application leaders agree improving speed and quality is key to achieving top business goals (Forrester).

\$1.5M in cost savings for every 100 developers, according to a ServiceNow DevOps business value assessment.

"There's a real value and cost savings with implementing DevOps. Banks are looking at 50% total cost of ownership savings, at minimum, by moving to these models."



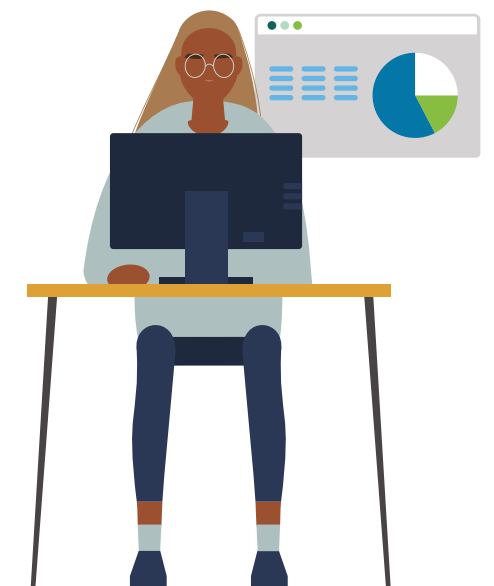
Seonaid Barker, Director,
Deloitte MCS Limited



Are your deployments and releases too 'dev' heavy and not as 'ops' focused? **Connect with Seonaid.**

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Elevating IT value with a trusted data set

When it comes to implementing a standardized database, the value ultimately comes from changing the process—not necessarily the technology. Configuration management database (CMDB) projects require **intentionality** on two fronts:

1. What you put into the database—don't make it too complex and keep it healthy.
2. A tie back to business outcomes—tailored to your stakeholder so you gain their support.



"It can be easy to get caught up in the logistics of an IT project and lose track of business value along the way. Deloitte and ServiceNow help clients move past IT outcomes—involving, educating, and rallying other stakeholders behind the business outcomes they care about."

Harald Heimensen,
ServiceNow Master Architect,
Deloitte Canada



OUR IMPACT

For consumer goods companies that never have an off season—there is no good time for systems to go offline. But with the help of Deloitte and ServiceNow, one client improved the availability of its resource collection systems by applying:

- ✓ Rapid response and resolution of problems
- ✓ Seamless change implementation
- ✓ Proactive monitoring to resolve before impact



Whether you're considering a database cleanup—or have run into hurdles with a current CMDB project—let us share our leading practices.

Connect with Harald.

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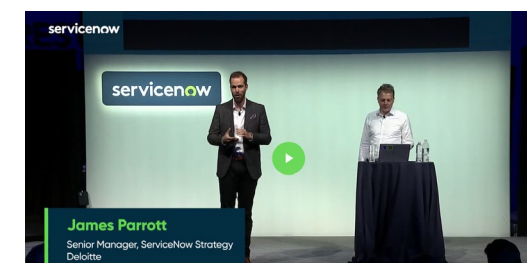
Bridging strategy and execution with strategic portfolio management

WestJet, the second-largest Canadian airline, went through an immense period of growth, redefined its strategy, and began making strategic investments. But as they matured, things became more complex—and they needed more cross-functional alignment, discipline, and rigor in their portfolio management efforts.

After deploying Strategic Portfolio Management (SPM) with Deloitte and ServiceNow, WestJet was able to centralize demand management, portfolio management, and reporting. And it increased their confidence and ability in three ways:

- **Resolved resource conflicts:** Resources can be allocated to specific projects with full transparency of where they are assigned—and to whom.
- **Raised the quality bar:** Work can be broken down into increments, critical paths are clear, and status reports are only one click away.
- **Prioritized long-term planning:** Roadmaps are continuously managed and aligned to corporate strategy.

WATCH THE RECORDING



"Instead of celebrating when a new tech deployment goes live, shouldn't we celebrate the ultimate business value delivered? That's the business we're in—value delivery. And that's what one major airline pursued with our help during a pivotal point in their business lifecycle."



James Parrott, Senior Manager,
ServiceNow Strategy,
Deloitte Canada



Consider how you are enabling your organization to provide quick, articulate answers—in real time—to the following C-suite questions:

- ✓ What value are we getting from our investments?
- ✓ How effectively are we allocating resources?
- ✓ How is our in-flight portfolio performing?
- ✓ What projects should we invest in and which should we say "no" to?
- ✓ How are we prioritizing?

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Finding success in HR service delivery

US State Park departments oversee large geographic territories and varying employee types—none more so than California Parks and Recreation.

With more than 100 unique HR services managed through email and shared inboxes, and a big seasonal swing in their employee base—the organization needed more visibility, automation, and scale.

With the Deloitte team, they rolled out an HR Service Delivery (HRSD) solution from ServiceNow that:

- Gives perspective to all workloads
- Streamlines the management of seasonal employees
- Opens the door for further expansion of the ServiceNow platform

OUR IMPACT

- ✓ In only five months, California Parks and Recreation's new enterprise HR system went live, including bringing two previous systems together.
- ✓ Now, each alumnus can be easily converted back into an employee the next season—faster and for less cost.

"Deloitte brings a deep experience footprint with numerous ServiceNow practitioners, but it's about more than numbers—it's the ability to scale up and down, bring in the right resources, and provide value that builds client success and self-sufficiency."

Kurt Bell, Senior Manager,
Deloitte Consulting LLP



Looking to improve HR services for less time and cost?

Connect with Kurt.

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Uniting governments, non-government organizations (NGOs), and businesses for global aid delivery

In Poland, the Deloitte Nadija platform is helping to enable relief to the humanitarian crisis in Eastern Europe with the goal of optimizing the allocation and distribution of resources during emergencies. And it has the potential to revolutionize how humanitarian aid is managed and delivered.

Deloitte and ServiceNow have helped bring together business and NGO perspectives to help provide meaningful change in the face of crisis. The platform offers features that can enable:

- **Centralized tracking of goods and services** to prevent shortages and surpluses in different regions.
- **Data analytics** to assess needs more accurately and potentially predict requirements in crisis situations based on previous support.
- **Enhanced communication** to help ensure parties are informed and can act in a unified manner.
- **Increased transparency** in operations to build trust with donors and stakeholders, and help ensure funds/resources are used as intended.

"Nadija is an answer to the clear need for creating a bridge between NGOs and the business sector. It's a platform that allows companies to express their mission through direct support of projects with tangible impact. Organizations, in turn, can effectively communicate their needs and receive resources that will accelerate the achievement of socially significant goals. Nadija transforms good intentions into concrete actions, building lasting and fruitful partnerships for a better tomorrow."

Monika Miłowska, the President of To Proste Non-Government Organization



Jan Baranski, Senior Developer, Deloitte Advisory Sp.K



Create change, centralize resources, and unite organizations at scale in regions with overwhelming need.
Connect with Jan.

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Modernizing Global Business Services (GBS) across HR, real estate, and procurement

Oil and gas companies are known for their innovation in breaking down molecules. But this time, Deloitte and its industry-leading client were ready to innovate in IT tech. Armed with the power of ServiceNow, the teams rallied around ‘three Es’ to create global business solutions that add greater value to the enterprise.

Efficiency | Effectiveness | Experience

Colleagues in the the client’s IT department had already implemented ServiceNow. But in HR and property solutions, each job function was operating independently in silos. Prioritizing collaboration helped the client break down barriers around two distinct projects on one common platform—ServiceNow. With multiple global project teams across different geographies, the teams emphasized collaboration above all, achieving more as a force multiplier for value.

By implementing a unified portal, the team connected their HR service delivery, property solutions, and procurement processes with simultaneous rollouts. And in the end, established a strong relationship of trust across the projects—holding each other accountable and delivering both projects’ go-live on time and on budget.

 **OUR IMPACT**

The portal has enabled:

361K
unique portal visitors

1M
knowledge base article views

44K
virtual agent conversations



Are you ready to build a case for GBS change at your organization?

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HR Solution: FastForward EX

For companies looking to take employee experiences from good to great—Deloitte’s [FastForward EX](#), powered by ServiceNow, unites technology and HR strategy. Find out how to ignite the future of work with a modern digital workplace.



Transforming higher education by uniting silos

Changing student expectations. Enrollment fluctuations. Funding challenges. Even higher education institutions hoping to embrace the possibilities of new technologies, like AI, must often grapple with legacy systems.

In Deloitte and ServiceNow's work with colleges and universities across the globe, many educators and administrators are eager for solutions that enable them to speed up or automate work.

☆ GENAI IN ACTION

Prioritizing governance and obtaining stakeholder buy-in is key to advancing AI in higher education spaces. Providing concrete information—and helpful metrics—encourages organizations to adopt AI without increasing organizational risks in the process.

While these institutions may have technology needs in different areas—from customer service to IT, and HR to risk and compliance—here are a few use cases:

- ✓ **Respond to students** faster, easier, and with more agility, increasing instructors' ability to connect with their students.
- ✓ **Speed up paperwork** through AI-enabled self-service, limiting the time students spend waiting in lines when they visit the registrar, finance, or international affairs office.
- ✓ **Detect mental health concerns** by identifying correlations between student behaviors, helping to identify, prioritize, and serve struggling students.

"You need to approach higher education the way you would run a city—you have numerous independent departments and they are all in silos. Higher education is the same way. The approach should be 'how do you bring all these silos together the same way that you would expect to unite a city?'"



Laura Kennedy,
Senior Manager,
ServiceNow Canada CX
Leader, Deloitte Canada



Is your institution ready to tap AI and transform organizational processes?
Connect with Laura.

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Consolidating and standardizing systems in retail stores

Managing and maintaining the technology portfolio of a retail operation relies, in part, on careful planning. And retailers can easily struggle with system consolidation and standardization across many store locations.

One US grocery retailer, with a 12-year-old operations system, was ready to embrace the agility of a SaaS solution to manage their store operations across the country, including integrating mobile applications and rolling out a vendor portal.

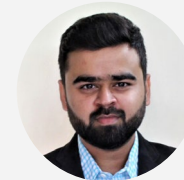
With the help of Deloitte, ServiceNow, and Nuvolo, the retailer was able to unite IT, facilities management, and other lines of business to gain a clear, holistic picture of operations. A few keys to their success included:

- ✓ A deep understanding of the needs of each partner to deliver a swift, organized, and focused implementation.
- ✓ Sprint demos with business teams to help socialize new developments and gain buy-in for what was to come.

OUR IMPACT

Within a year, Deloitte helped transform operations at **1,050 stores** across the US—with no pilot period and only a 12-hour blackout window for minimal disruption. With the new system, the team can now handle **10,000 requests a week**.

"When we connect with IT leaders at retail organizations, they frequently talk about how they can use the ServiceNow platform's functionalities and apps to transform the way they control stores, think about vendors, and manage third parties. A one platform solution helps maximize their profit, while minimizing costs."



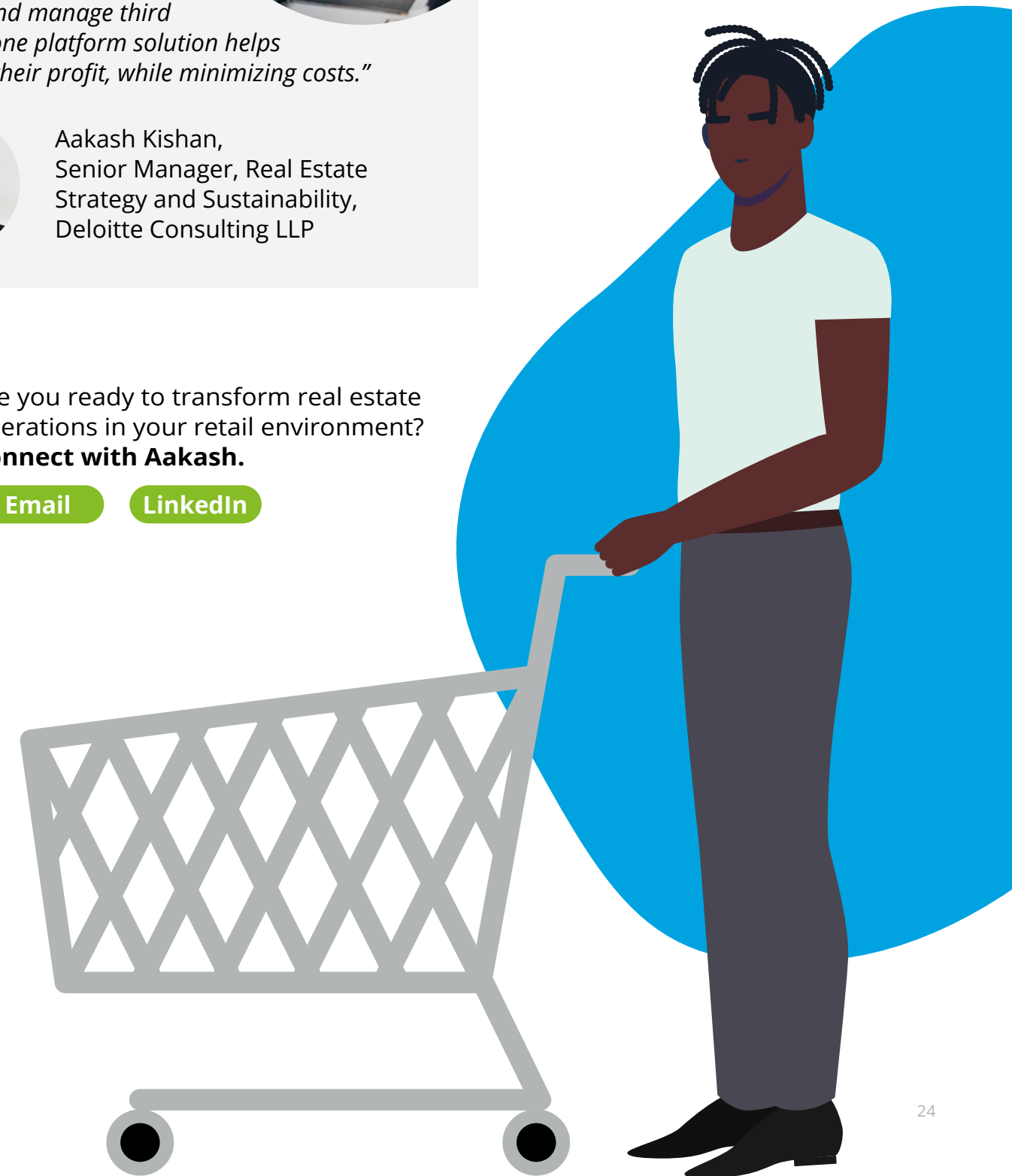
Aakash Kishan,
Senior Manager, Real Estate
Strategy and Sustainability,
Deloitte Consulting LLP



Are you ready to transform real estate operations in your retail environment?
Connect with Aakash.

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Translating GenAI capabilities into tangible business value

Market expectations are rising around GenAI—going beyond basic uses and emerging at an enterprise level. It's as if companies have been given a superpower, and it's time to look around and see how to make it useful.

And it's not surprising that companies aren't sure what to do with this new technology yet.

That's why Deloitte and ServiceNow are helping companies gain the right mix of tech and team, so you can:

- Confidently move past incremental GenAI adoption
- Innovate across the business to unlock efficiencies
- Measure and govern your impact and spark ongoing innovation



"We need to become productive thinkers—how do we provide value to the organization and the people using the capabilities? If you can find something useful for teams—layered on top of best practices and systems—then, all of the sudden, people are willing to embrace change."

Joshua Rucker, Chief Architect of US Cloud Managed Services, Deloitte Consulting LLP



Is your organization ready to embrace AI and tap Deloitte's expertise and services?
Connect with Josh.

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GENAI IN ACTION

Consider these aspects as you embed AI to transform operations:

- 1. Data:** When knowledge capture is clunky and data storage is siloed, finding a solution for maintaining data structure and providing consistently high-quality data can be crucial.
- 2. Coordination:** Team members are working together in a way unlike ever before. There should be cooperation and incentive for automation to take hold.
- 3. Trust:** It's not just trust in models, but with team members. Teams should have a conversation about how to use new capabilities, and an understanding of what is to be asked of them.

Uniting global and regional teams with the right foundation—and next-gen managed services

Whether you're embracing new technology—or navigating complex and diverse business models—outsourcing your transformation strategy and implementation to a trusted partner can be a faster, more successful path.

One of the world's leading engineering and professional services firms has been on a growth path—acquiring 60+ organizations, and boasting 500+ offices with 150,000 projects running simultaneously. That's meant a complicated landscape of IT and case management tools.

They wanted to bring their global and regional teams together on a single system of engagement and implement new enterprisewide use cases to standardize processes. With Deloitte's managed services team and the ServiceNow platform, the client successfully rolled out its new IT program.

It's underpinned by multiple transformation programs, including:

- New global organizational structure
- Cyber transformation
- Global enterprise resource planning (ERP) system
- Customer service management (CSM) implementation
- Integrated risk management (IRM) implementation



"Accessing managed services through Deloitte gives our clients the fundamentals and foundation they need to execute their strategy on a global scale. They get access to talent, and future tools, like GenAI, to drive velocity."



Find operational success with managed services that streamline your organizational needs.

Connect with Mike.

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Mike Fletcher, Director, Deloitte Canada

Unlock business value and capture the potential of GenAI in your industry

Together, Deloitte and ServiceNow unleash vital industry insights, value-creating outcomes, and game-changing innovation. Tap into our offerings and solutions to see how Deloitte can support your enterprise transformation journey.

Get in touch today



Asish Ramchandran

*Global Chief Commercial Officer
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