

GET IN THE KNOW:

***GAIN INSIGHTS TO CREATE
INDUSTRY IMPACT IN
2025 AND BEYOND***





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A WORD FROM ASISH RAMCHANDRAN

GLOBAL CHIEF COMMERCIAL OFFICER, SERVICENOW ALLIANCE,
DELOITTE CONSULTING LLP



What a moment!

ServiceNow Knowledge 2025 was more than an annual conference—it was a front-row seat to how Agentic AI is already transforming work across industries. From automated supply chains and real-time anomaly detection to sales enablement and the brand new [ServiceNow AI Control Tower](#), we saw the next chapter of enterprise productivity, live and in action. As it turns out, what happens in Vegas *shouldn't* stay in Vegas when it's embedded in an AI agent and deployed across your enterprise.

That momentum brings clarity. In a shifting economic and geopolitical landscape, clarity is a competitive advantage. Prepared leaders are building the future right now. **Here are three takeaways I'm carrying forward:**

1 Agentic AI is here— delivering outcomes NOW

Agentic AI is already delivering real value and we are only just scratching the surface. As ServiceNow Chairman and CEO Bill McDermott highlighted, AI agents are coordinating vast tasks, from resolving service challenges in seconds to generating customer relationship management (CRM) proposals and compensation summaries on demand. Built into the ServiceNow AI Platform, they're operating across workflows in HR, finance, and operations—the impact is inspiring. A leading life sciences organization is putting this capability to work in research and development, to help accelerate discovery, improve compliance, and move 20 new medicines toward market by 2030.

It's a powerful signal that AI can amplify human ingenuity, helping industries move from idea to breakthrough, fast.

2 Ecosystemic changes through bold leadership— no longer optional

Bill said it best: "There is no artificial intelligence without human intelligence." AI may move fast, but people still set the course—and the best outcomes come from leaders who activate the full ecosystem. In a mining and metals enterprise, bold leadership brought together Deloitte, ServiceNow, Workday, and internal teams into a unified delivery engine. That collaborative mindset enabled a global HR transformation for 60,000+ employees across 38 countries.

Whether the goal is better employee experiences or smarter workflows, the difference is clear: Strong alliances and shared accountability can turn AI strategy into meaningful progress.

3 The future is industry

The most compelling progress came from AI agents embedded directly into industry-specific workflows. Bosch, for example, is using AI to help consolidate global services and orchestrate complex, cross-functional processes across HR, finance, and procurement. In telecommunications, [Telco360Connect](#) gives teams a shared view of systems, helping them pinpoint and resolve network problems faster.

When agents speak the language of the industry, outcomes follow.

As the first and only Emerald sponsor at Knowledge 2025, Deloitte was proud to show how to help clients harness these capabilities with purpose, speed, and scale. From Agentic AI to deep industry solutions, the momentum is real and growing.

We are in the middle of history being revealed. Those who are ready can benefit.

Read on for more stories and signals from leaders turning big ideas and insights into lasting impact.



LEAD BOLDLY AND UNLOCK THE POWER OF PEOPLE IN THE AGE OF AI

In an age defined by disruption, the leaders who thrive aren't the ones who play it safe—they're the ones who bet big, move fast, and build smarter. With support from trailblazers in sports, technology, and business transformation, Deloitte and ServiceNow are out to answer an important question: What does it really mean to **lead boldly**?

This isn't just a new mindset—it's a new mandate. And it's built on three unshakable pillars: value creation, leadership evolution, and AI at scale.

Here's how you can embrace bold leadership:



→ **Extend the value chain beyond ROI**

Value isn't just measured in dollars—it's measured in relevance, loyalty, and brand belief. Lara Abrash, Chair of Deloitte US, noted, "We're seeing a disproportionately positive return on investment in women's sports." And the numbers back her up—2024 alone saw \$1.28 billion in growth—with global revenue [projections for 2025](#) surpassing \$2.35 billion.

Why? People want to work for, buy from, and support organizations that stand for something. Today, value creation needs more than financial outcomes—it requires cultural commitment and strategic courage.

Are you building value or just driving revenue?

Ask yourself: Where is your organization creating value beyond the balance sheet? Are you backing the right developments that your customers value?

→ **Get ready for a seismic shift in leadership**

The playbook for leadership has been rewritten. Top-down control is out. Empowerment, velocity, and vision are in. Organizations with a strong ecosystem may have a small number of employees working alongside a dynamic team of alliances and volunteers. But what's the secret to their success?

Working as a *single team*. By pushing decisions down the ladder, these teams can help build trust and move fast.

How can you lead boldly by building trust?

Ask yourself: Are your teams empowered to run fast, or are they waiting for permission? Are you leading with clarity or clinging to control?

→ **Embrace the AI revolution—it's an important shakeup**

This wave of AI innovation isn't just confined to tech—it's reshaping leadership itself. Deloitte and ServiceNow are embedding AI into the backbone of operations, helping leaders resolve global-scale tech issues and orchestrating teams with precision. At each angle, AI is driving speed, insight, and resilience.

As Jacqui Canney, Chief People and AI Enablement Officer at ServiceNow, said, "We are the AI platform for business transformation—our job isn't to hype the future, it's to deliver outcomes now." Every industry is being rewired in real time, and leaders are no longer asking if they should adopt AI—they're asking how fast it's possible.

How can you lead more effectively with AI at your side?

Ask yourself: Am I still waiting to figure out AI, or am I working to implement it at speed and scale?



AGENTIC AI AND MEANINGFUL COLLABORATION: AUTHENTIC LEADERSHIP AS A CATALYST FOR GROWTH WITH AWS

Agentic AI isn't just another tech wave—it's a seismic shift that helps empower leaders to reimagine systems, turbocharge decision-making, and architect new outcomes. But enterprises won't [reach the agentic future without putting in some work](#)—**the time to act is now.**

From modernizing legacy software in weeks to reinventing finance through dynamic scenario planning, Agentic AI is reshaping enterprise value.

So, how can leaders like you drive value today?

- **Think big and act fast:** Identify opportunities to help infuse Agentic AI at the center of your operations, not just rote implementations and narrow use cases.
- **Embrace a builder mindset:** Inspire your organization to go beyond pre-packaged AI tools and encourage your teams to help build AI agents.
- **Lead with authenticity:** Ground leadership in empathy, transparency, and courage to show your team it's okay to not have all the answers.
- **Foster inclusive innovation:** Implement processes that democratize access through education equity programs and interdisciplinary teams.
- **Learn and be curious:** Mirror your organizational values—like trust, humanity, and capability—into every AI deployment to help build systems that reflect what matters most.

Agentic AI isn't just about replicating existing processes—it's a chance to rethink them entirely. When you realize a process wasn't optimal to begin with, that's your moment to reimagine and truly transform.



Susanne Seitinger

Director of AI/ML Product Marketing
Amazon Web Services



The complexity and volume of decisions employees must make daily has significantly increased over the past three years. Now, imagine the impact agent technologies could have if they cut decision-making time in half? That's why Deloitte is collaborating across business units and focusing on ecosystem alliances to build trustworthy AI systems.



Seema Pajula

Chief Growth Officer
Deloitte & Touche LLP



Are you ready to lead your enterprise into a new era of AI innovation?

Go from AI experimentation to implementation, lead with conviction, and build an AI-powered future with Deloitte, ServiceNow, and AWS.



EMBRACE EXPLORATION IN THE AGE OF AI

The professionals who thrive in an AI-fueled future won't be the ones with the deepest knowledge in one focus area. They'll be the ones who learn relentlessly, connect wildly different ideas, and ask better questions than an AI algorithm can answer. This is the era of the learn-it-all, not the know-it-all.

Knowledge alone can get you best practices. But connections get you to *next* practices. Tomorrow's innovation lives at the intersections of understanding, in the collisions between disciplines, and in the minds of people who do not stop learning.

Depth of knowledge still matters—but only when paired with breadth.

To stay ahead in the age of AI:

- **Have an open mind:** Be intellectually adventurous and explore as many ideas and disciplines as possible. The more you know, the more connections you can make.
- **Train your brain:** Treat your intellect like a muscle and exercise it. For five hours a week, think outside of your core domain to help build the breadth to learn continuously.
- **Serially specialize:** Don't wait for disruption to make you shift gears—pivot ahead of time. If you don't make your own moves, the market might move you anyway.
- **Be yourself:** In a world driven by AI, individuality is power. Machines may be able to replicate skills, but they can't replicate what makes your perspective unique.



In a world where machines can outdo us in anything known and repeatable, the only way to go is up. And the only way to go up is through breadth. Polymaths—those who can draw unexpected links across disciplines—will be better off than specialists who are optimized for one narrow slice of a rapidly commoditizing world.



Mike Bechtel
Chief Futurist
Deloitte Consulting LLP

Ready for the next wave of AI innovation?

Explore why knowing less and learning more can be your competitive advantage in the age of intelligent machines.



AI AGENTS, REAL RESULTS: HOW YOUR ORGANIZATION CAN REDEFINE OPERATIONS

Around the globe, leaders are theorizing, strategizing, and optimizing ways to help unlock gains with AI agents. Solutions are everywhere, and here are three examples of how you can leverage AI-first transformation:

Supercharge operational efficiency with shop floor AI

AI agents are making inefficiency on the manufacturing floor a thing of the past. One AI agent reads machine error codes from photos and autonomously deploys fixes. Meanwhile, another monitors performance in real time, diagnoses sluggish scripts, and proposes instant fixes. All with the goal of reducing first-level tickets so that humans can focus on high-value, meaningful work.

We built an agent that stops failure at the front door of the portfolio management process, ensuring that people, portfolios, and priorities are aligned from day one. This isn't support—it's strategy, powered by AI.



Luke Losinski
Managing Director
Deloitte Consulting LLP

Lead the charge in AI-powered customer service management

For customer service agents, finding the right data from the get-go is critically important. With the Customer Experience Agent leveraging AI, customer services representatives can fulfill their duties and ensure that their customers are interacting with a standardized form—saving time and effort. This AI agent reads historical case data, rewrites incomplete queries, and delivers ready-to-resolve tickets—instantly.

Next-gen innovation is knocking at the door. Are you ready to answer?

Speed up innovation across the entire value chain—fast. With the right tools and objectives, your journey to unlocking value from AI agents starts today.

We built AI that thinks like our teams, acts faster than them, and never gets tired. In just three days, we delivered a solution that turned manual firefighting into smart, surgical automation.



Philipp Maettig
EMEA ServiceNow ERP Modernization Leader
Deloitte Germany

Set complex projects on the right path from the get-go

Gone are the days when complex organizational structures hindered demand management. Today, rich insights built on foundational enterprise data enable seamless navigation with improved precision and efficiency. The Front Door Manager AI agent identifies relevant teams and stakeholders, automates intelligent demand tasks, and empowers leadership with reliable, timely information for strategic investments—no more guessing and no more late-stage surprises. With a setup time of just one week, this agent's impact can be game-changing for modern project management.

We weren't just building AI—we were solving real customer pain. This agent doesn't wait for problems; it anticipates them, fixes them, and clears the path for better experiences. And we did it first and fast.



Harald Heimensen
Partner, ServiceNow Chief Technology Officer
Deloitte New Zealand



THE FUTURE OF GBS IS HUMAN-CENTERED AND AI-POWERED

Modern organizations see global business services (GBS) as the nerve center of enterprise transformation. AI, automation, and platform unification are challenging paradigms. But change doesn't happen overnight, and enterprises should invest in GBS to help amplify the impact of their technology and teams.

From chatbots that leverage custom large language models (LLMs) to digital control centers with built-in process crawling, AI-infused GBS translates challenges into opportunities to help reduce back-end complexity. But to get there, leaders should have a clear vision and a defined path to value by:

1. **Leading with experience:** Engage with end users through pilot programs to measure outcomes from the start and align strategies with their needs.
2. **Treating GBS as a product:** Adopt a continuous innovation mindset—not a series of one-off go-lives.
3. **Building a foundation for AI:** AI isn't something to do from day one. First, align your data and structure to help draw meaningful value from AI implementations.
4. **Proving value along the way:** Track your customer satisfaction (CSAT) score from the start and apply feedback into your iterative development.

GBS is a long, complex journey that involves everything in the enterprise. And it sounds scarier than it really is. Choose two or three departments that want to engage—like HR for employee experience and finance for procurement—and just get started.



Roy Scholte

Senior Manager, GBS on Now Product Owner
Deloitte Netherlands

AI IN ACTION

When GBS is orchestrated across the enterprise, so is AI. By coordinating processes on a unified platform, AI agents can complete cross-functional workflows that simplify handoffs, create secure data foundations, and streamline process mining to help create even *more* efficiency.



Is it time to take your GBS strategy from siloed to streamlined?

See how the engage, act, perform framework can help streamline and simplify your GBS transformation, uniting your organization with agile, AI-driven shared services.



FOUR WAYS TO PUT AI TO WORK FOR YOUR ENTERPRISE

The era of AI experimentation is over. Generative AI (GenAI) and Agentic AI can both introduce breakthrough capabilities—but they also require disciplined strategy, robust governance, cultural transformation, and a reimagined data foundation. Here are four ways enterprises can adopt AI at speed and scale:

1

Create an outcome-oriented GenAI roadmap

AI is at a crossroads where exploration has shifted to intentionality. Enterprises need scalable, actionable, and value-driven GenAI solutions. But to get there, you need to:

- Define a strategic vision for AI adoption
- Tie use cases to business outcomes
- Align leadership buy-in from the get-go
- Focus on measurable value realization

2

Operationalize governance from day one

AI advancement and risk management go hand in hand. Governance and implementation can move in parallel when you:

- Leverage tools like [AI Control Tower](#)
- Draft comprehensive usage policies
- Prepare for emerging regulations
- Manage data access and accountability

3

Enable human-centric transformation through culture

If employees don't embrace GenAI, they won't get value. Instill a culture of transparency and provide opportunities for employees by:

- Investing in employee upskilling
- Prioritizing AI fluency and adoption
- Cultivating readiness across the business
- Building interdisciplinary teams

4

Modernize your data infrastructure for AI agents

The pace of innovation can be relentless. A secure data foundation can prepare your enterprise for the next wave as GenAI makes way for Agentic AI. To get started:

- Identify gaps in data accessibility
- Funnel real-time data to AI systems
- Provide contextually relevant data
- Design agent-aware data models



Are you ready to run with AI?

Enterprises that move with focus, discipline, and intent will unlock the exponential value that AI can bring. Turn experimentation into enterprise-grade impact—today.



POWERING THE FUTURE OF MANUFACTURING WITH ENTERPRISEWIDE OPERATIONS

Modern manufacturers can use powerful, digital solutions to help overcome complexity in an era where legacy systems and fragmented processes can slow agility and innovation. With ServiceNow as the backbone for enterprise operations, Bosch reengineered the reality of how a manufacturing enterprise operates at scale.

Automation alone is not enough. We have to broaden our thinking into service design principles, human design behavior, and so on. It might be from the perspective of a control tower, AI strategy, or business process improvement. Humans will be in the loop, measuring their systems behind.



Timm Riesenberg
Partner
Deloitte Consulting GmbH

In transforming GBS, Customer Service Management (CSM), IT Service Management (ITSM), and operational technology service management (OTSM), Bosch embraced a unified platform approach with ServiceNow as a central engine for change. The payoff? Faster incident resolution, smarter production lines, and efficiency gains, as well as:

- Leveraging AI as the catalyst for zero-touch service delivery
- Implementing intelligent routing while enhancing mean time to recover on production incidents
- Laying the groundwork for citizen development and additional AI agents
- Enabling new digital models to help make business strategy actionable

For us, ServiceNow is fuel for our enterprise transformation—and we want to harvest all the benefits. We collaborate within different units and leverage synergies to gain the platform's full potential.



Nadine Fauser
VP Bosch Digital Service and Support Management
Robert Bosch GmbH

From the shop floor and beyond—AI is the next big thing in manufacturing.

See how you can build AI into the foundation of your transformation strategy to help deliver smarter operations across the enterprise.

OUR IMPACT

To power forward with an AI-enabled foundation, Deloitte and ServiceNow delivered:

417,000

employees united across 60 countries

80%

service coverage across the enterprise by 2025

3

major business units united by ServiceNow

80%

improvement in ticket routing speed

AI IN ACTION

When innovation spans the enterprise—so does AI. Between GenAI-infused processes and the rollout of AI agents, Bosch embraces the AI revolution across all major business units.



PUTTING ASSOCIATES IN THE DRIVER'S SEAT DURING HR TRANSFORMATION

The new normal in automotive manufacturing is a moving target. Getting ahead can require agile, tech-enabled ecosystems that do more than manage the shop floor. Enterprises should reimagine the way that work gets done, starting with the employee experience.

In a time when legacy manufacturers are left in the dust, American Honda Motor Company is powering ahead. After consolidating multiple US entities into two larger companies, Honda engaged Deloitte to “bring the future” to their workforce by delivering a best-in-class HR experience. With ServiceNow as their platform for workforce transformation, teams:

- Created a user-friendly portal with tailored content, fast access to support, and self-service capabilities
- Unified Honda's HR identity with a dedicated portal for HR agents, fully separated from IT and other functions
- Strengthened employee engagement by prioritizing change management and adoption
- Reduced organizational friction by eliminating redundant processes and minimizing misrouted requests

We often focus on the experience for the employees, but the HR agent experience is equally important. But for a successful transformation, you need to make sure that the solution is easy to use and navigate—for everyone.



Mostafa Noorzay
Managing Director
Deloitte Consulting LLP



See how [operational excellence in HR](#) is powering a positive employee experience.



We are so proud of this tool, and we know it will continue to grow. HRConnect isn't just a portal—it's our foundation for the future. We built it to be more than functional; we built it to connect people, to evolve with us, and to make HR a true partner in every associate's journey.



Hannah Hovivian
Regional Strategy – Project Lead
American Honda Motor Company

OUR IMPACT

With skills in HR transformation and next-gen tech, Deloitte and ServiceNow delivered:

63%

of employees used the new portal in the first nine months

42

HR services to help support more than 85 groups

500

HR power users to encourage platform rollout

30,000

employees addressed through change management channels

Is your organization ready for HR transformation?

It's time to rethink legacy systems, prioritize employee experiences, and invest in an agile platform for business—and AI—transformation.



THE FUTURE WON'T WAIT: THREE WAYS TECH, MEDIA, AND TELCO LEADERS CAN POWER AHEAD

Transformation in technology, media, and telecommunications (TMT) isn't creeping in—it's barreling forward. Mergers and acquisitions (M&A) are no longer optional, AI is no longer experimental, and customer experience has become the battlefield.

Here are three key takeaways for TMT leaders who would rather disrupt than be disrupted:

1. M&A is your strategic growth engine—own it

As M&A activity increases, more and more organizations are prioritizing a broader shift toward internal transformation and strategic realignment. Since most transformation agendas are set in motion before contracts are signed, TMT leaders should engage early—shaping the business case, aligning priorities, and driving execution. To advance, get into the pre-deal strategy room and define your platform's role early.

2. AI is the gateway to the future

In an AI-infused world, prompt engineering is the new power skill. LLMs, AI, and Agentic AI are redefining ways to help rewire organizations, prioritize speed, and slash operational costs. And with ServiceNow, TMT leaders can leverage AI that specializes in various functions—like HR, finance, and legal—to get ahead.

3. Take your CRM to the next level

The time is now for TMT leaders to infuse AI into their CRM strategy. With ServiceNow AI Agents, teams can drive faster resolutions, sharper insights, and improved customer experiences. Instead of broad trends, focus on targeted, high-value use cases. Today, a CRM without AI is a missed opportunity. And to lead boldly, innovators should extend their AI capabilities to tear down silos, accelerate transformation, and redefine customer experiences.



M&A is one of the largest revenue uplifting mechanisms in TMT today, but the street rewards execution—not perfection. To get a piece of the pie, organizations need to be prepared, be early, and be organized.



Asish Ramchandran
Global Chief Commercial Officer
ServiceNow Alliance
Deloitte Consulting LLP



AI agents won't just reduce costs—they'll rewrite how your business runs. The shift is massive, and it's already underway.



Chris Martin
Senior Manager
Deloitte Consulting LLP

From M&A to AI—the new era of TMT innovation is here.

The catch? It's complex. Lean on a trusted transformation champion to help navigate the intricacies of integrations, deployments, and unifying technology that can supercharge your enterprise.



RESHAPING THE MODERN ENTERPRISE WITH MULTI-AGENT AI SYSTEMS

In the emerging agent economy, work may no longer be tied to roles or headcount—it's elastic and unbounded. AI agents aren't just executing tasks. They're reasoning, predicting, and collaborating in ways that help redefine productivity.

Deloitte, ServiceNow, and Google Cloud are rewriting the rules of enterprise automation with the Agent-to-Agent Standard. This brand-new open protocol powers seamless interoperability across complex, multi-system environments to help transform static workflows and API calls into dynamic, intelligent collaborations.

Across industries and domains, every business function can become a playground for intelligent orchestration:

- **IT staffing automation:** Integrate data to predict staffing, match talent, and automate decision-making.
- **Dynamic shopping assistants:** Analyze and turn inventory and behavior insights into hyper-personalized shopping experiences.
- **Factory floor optimization:** Optimize manufacturing operations, like equipment maintenance or resource allocation, and report on outcomes.
- **Invoice management:** Predict delayed invoices, trigger early collection workflows, and drive proactive follow-ups—autonomously.

Today, AI agents are used to act, and they're used to reason. But in the next evolution? They're collaborating across multiple platforms to ultimately try to build these next steps, and that is what makes this exciting.



Girish Srinivasan

US ServiceNow TMT Leader
Deloitte Consulting LLP



What is so fascinating about this is that work is elastic and unclouded. There is no cap to how many things we need to get done in a particular enterprise. So now it's unbounded opportunity, and that is why it's going to significantly add more value.



Miku Jha

Global Director of AI/ML
Google Cloud



It's time to start building!

You have every single building block of innovation out there, and it's time to start putting them into practice. From no-code/low-code to full development, the framework and tooling all exist to start building AI agents *today*.



IT'S GAME ON FOR AGENTIC AI IN SPORTS

In media and entertainment, tradition collides with transformation—but technology is the ultimate game changer. At the crossroads of innovation and emotion-filled fan experiences, leaders in entertainment are reshaping what it means to play, watch, and manage sports and more.

Speed isn't just a competitive advantage in a matchup. From F1 races to international sporting events, AI levels the playing field for everything from smart venue operations to the fan experience—and back-office processes in between.

So, how does digital transformation help bring the excitement?

Powering the Command Center

The Lenovo Center in Raleigh, North Carolina, will be leveraging ServiceNow AI Agents to reduce back-office friction and elevate front-end glory with automated systems that provide instant stats, seat upgrades, and seamless fan interaction in real time.



Our top priority is fan experience and engagement at the best level—because that's the first thing that touches our customer. But in the back office, we want to create seamless systems that are autonomous and powered by AI agents. We don't want to waste people's time doing the manual work—we want to use them for smarter work.



Asia Sheikh

CTO Director Global Technology Innovation
Smart Spaces
Lenovo



When you think about the future of officiating, fan engagement, and operations, it's clear that AI is going to revolutionize everything. And that's not a dream—it's already started. All the way from in-game action to the back office, we're building early use cases and scaling fast.



Pete Giorgio

Deloitte Global Sports
Practice Leader



Cheer on the next wave of innovation with AI.

As you reimagine what AI-infused agility can do for your organization, look outside your industry and see how Agentic AI can power possibilities and reshape the value chain.



ACCELERATING PHARMACEUTICAL OUTCOMES THROUGH AI-FIRST TRANSFORMATION

In an industry dedicated to developing and delivering important medications, every second counts. But the life sciences sector often struggles with outdated tech and operational drag that can hinder innovation when it matters most.

With their ServiceNow replatforming, a leading life sciences enterprise didn't just catch up with the pace of innovation—they leapt ahead. By aligning their GBS transformation outcomes with Mission 2030—delivering 20 important drugs, growing revenue from \$30 billion to \$80 billion, and achieving carbon neutrality—the organization replaced legacy complexity with agile, AI-first architecture in just nine months. The success of their transformation was driven by:

- Replacing 16 legacy bespoke instances with one out-of-the-box instance to enable process and data standardization, as well as faster access to product innovation
- Driving leadership commitment at every level, from sponsors to delivery teams
- Rallying a culture of empowerment through citizen development

Flawless execution was non-negotiable. This wasn't just a tech uplift—it was about enabling the enterprise's entire strategic intent.



Richard Baderman
Partner
Deloitte UK

OUR IMPACT

By focusing on outcomes and increasing the return on investment through leveraging AI, Deloitte and ServiceNow led the organization to:

\$30 million+

in business value

20,000+

knowledge articles migrated and AI-tagged

70%

reduction in platform-related costs

Pioneering

agentic ITSM use cases to amplify the productivity benefits

Unlocking

AI-driven decision-making across GBS and governance, risk, and compliance (GRC)

AI IN ACTION

Foundational AI infused throughout the tech stack supercharged this transformation—accelerating workflows, powering compliance, and unleashing agentic intelligence to help deliver new medicines faster than ever.

Are you ready for GBS transformation?

See how strategic, AI-enabled alignment between HR, IT, and finance functions can help redefine the future of work in life sciences and beyond.



TRANSFORMING HEALTH CARE WITH THE POWER OF PLATFORM THINKING

Health care's digital future isn't a distant goal. At Fairview Health Services, it's already happening. As an early adopter of ServiceNow in 2009, the organization knew its power—and now, they put it to work across the organization. With an AI-infused roadmap, Fairview removed complexity, retired outdated chatbots, and reimagined user experience across the organization. Along the way, they learned that:

- Separating platform ownership from process ownership can increase agility
- Prioritizing governance can speed up platform transformations—as many as five in a single year
- Expanding enterprise asset management can help unite procurement, life cycle, and field support functions
- Reimagining employee self-service opportunities with ServiceNow AI Agents can enhance the workforce experience



ServiceNow went from a simple ticketing tool to becoming the connective tissue of our entire transformation strategy. Every decision we made—from restructuring governance to separating platform and process ownership—was intentional, and it helped us scale innovation across every corner of Fairview.



Sabu Bose

Vice President, Digital Transformation, Operations, and Planning
Fairview Health Services

OUR IMPACT

To drive automation and increase efficiency across the organization, Deloitte and ServiceNow powered:

30%+

efficiency increase
with AI agents

10%+

improvement in
platform health

400+

unused service
catalogs retired

15%

reduction in average
incident resolution time

~1,000

hours saved with
Now Assist



When we stepped into Fairview, we didn't see a platform in need of basic support—we saw a digital ecosystem ready to unlock serious value. Together, we moved fast, deployed broadly, and turned ambition into action.



Sam Pearson

ServiceNow Operate Leader
Deloitte Global

AI IN ACTION

At Fairview Health Services, AI agents are a core part of the team. On the ServiceNow AI Platform, they automate workflows, deflect call center volume, streamline access requests, and proactively resolve challenges—freeing up time for health care professionals to focus their energy on patient care.



Efficiency in health care is a win for everyone.

From clinicians to patients, see how AI-powered agility can help streamline patient care.



AUTOMATING NON-STANDARD PROCESSES FOR TRUE DIGITAL TRANSFORMATION

Seamless digital services can empower government and public services (GPS) employees to do what they do best—serve the people. In these institutions built on legacy, organizations that rethink how they operate can unlock efficiency at scale.

One major government body achieved just that by reimagining how services are delivered—and the complexity they can solve. With challenges ranging from managing complex processes unique to their organization to navigating disparate compliance rules to parking logistics, their ServiceNow-powered transformation focused on key areas for infusing agility, including:

- Prioritizing human-centered design to help ensure that every interface, workflow, and decision point was designed for clarity and value
- Reimagining complex, time-consuming activities into scalable digital solutions
- Standardizing processes to help ensure that employees can relate to the workflows



We didn't want to just replicate outdated processes on a modern platform. We wanted to rethink how work flows throughout the government, how people experience it, and how decisions get made in real time. That's where real transformation lives.



Omar Hamid
Senior Manager
Technology Strategy & Architecture
Deloitte Consulting LLP

When government leaders think about the bigger picture, the people can win.

By defining challenges and outlining complexity, GPS leaders can help identify solutions to increase efficiency—without sacrificing legacy.

OUR IMPACT

To usher in an era of efficiency in a legacy institution, Deloitte and ServiceNow delivered:

200%

reduction in time to evaluate and process complex compliance rules quickly, effectively, and with an audit trail

183

pages of specifications for truly unique mission needs distilled into a single, automated interface

1

Single Common Data Model allows each new and unique process to interact seamlessly with all previously developed capabilities

AI IN ACTION

Accelerate complex journeys with the power of AI. With ServiceNow as an agile, streamlined engagement layer, government agencies can enhance intricate processes at scale. Human-centered, AI-infused ERP modernization, hire-to-retire workflows, and source-to-pay are just a few use cases that can help supercharge service delivery.



TRANSFORMING THE EMPLOYEE EXPERIENCE THROUGH A ONE-TEAM MINDSET

In the mining and metals industry, complexity is the norm. From global footprints to complex operations and labor-intensive work, it's hard to offer employees a consistent and modern experience. Despite legacy systems, fragmented processes, and limited digital infrastructure—**meaningful HR transformation is possible.**

In fact, one of the world's largest mining enterprises tapped Deloitte to bring together the best of ServiceNow and Workday to help modernize HR processes, unify employee experiences, and streamline service delivery.

To deliver a human-centered, outcome-based HR solution on time and on budget, Deloitte:

- Rallied employees, Deloitte practitioners, and service providers to collaborate
- Deployed a simultaneous go-live across every region, the most significant of its kind in the company's 150 year history
- Nailed down an evolving and expanding scope—aligned to milestones and managed in agile sprints
- Pivoted away from local, legacy systems and seamlessly integrated two important global platforms: ServiceNow HR Service Delivery (HRSD) and Workday
- United 60,000+ employees across 38 countries on one unified HR platform



This was the most unique team structure that I've led. We had a blended team across the enterprise, Deloitte, and ServiceNow. An observation we heard many times was that people couldn't tell who was on what team. We led with a one-team mindset.



Doug Schairer

APAC ServiceNow HR Transformation Leader
Deloitte Australia

OUR IMPACT

While completely reshaping the enterprise's digital Human Capital Management (HCM) strategy, Deloitte delivered:

17

tech initiatives united into one solution

76

HR services enabled through multi-channel intake

250+

new knowledge articles

80+

tasks orchestrated with ServiceNow Lifecycle Events

AI IN ACTION

A strong digital foundation opens the floodgates for AI innovation in HR. This organization leveraged **AI search** and **case summarization**, using AI-powered automation to help enhance productivity and create a seamless user experience for employees.

Looking to modernize your HR function?

Take time to think through your processes and design life cycle events. And engage with the whole business—not just stakeholders—to align on expectations, testing, and service delivery.



INFUSING AGILITY INTO THE EMPLOYEE EXPERIENCE

Rising customer expectations. Increasing compliance mandates. Modernizing vintage, on-prem systems. The financial services industry is under mounting pressure from all sides, but at the center of it all? Human capital strategy that supports the employee experience.

For TD Bank, one of the largest banking systems in North America, a successful HR transformation required speed, focus, and collaboration across multiple teams. In just 10 months, Deloitte delivered an agile, AI-infused HR Help Desk ecosystem powered by ServiceNow and Workday.

To inspire innovation across the entire HR tech stack and beyond, Deloitte:

- Implemented rapid four-week sprint cycles and immersive feedback testing to help evaluate user experiences in real-time
- Looped in the right stakeholders at the right time to ensure the right change management leaders were involved for faster decision-making
- Enabled simple, streamlined employee engagement with a branded “Ask HR” portal
- Supported HR innovation for an internal workforce of 95,000 employees across multiple regions in North America, Europe, and Asia Pacific

Not only did we do traditional feedback cycles—we took our business stakeholders and said ‘go into the sub-production instance, play around, pretend you’re taking a call. Can you actually click through all your process steps?’



Steve Collins

Senior Manager Technology, Strategy and Architecture
Deloitte Canada



We had transparent conversations about what was going to work, what the priorities were, and how much things were going to cost. That’s what led to outcomes everyone could rally around.



Raffaello Petracchi

Vice President
Executive Product and Technology Owner
TD Bank Group

OUR IMPACT

By creating a “better together” solution built on ServiceNow and Workday, Deloitte delivered:

917

initial requirements scoped to a minimum viable product (MVP)

65+

HR services in a single case management system

7

virtual assistant conversation flows

AI IN ACTION

Using out-of-the-box ServiceNow AI capabilities, Deloitte enabled **seven virtual agent conversation flows**. But more importantly, the door is open for further AI exploration and innovation that spans the ServiceNow and Workday integration.

Ready to take your employee experience from “good” to “great”?

See how infusing agility in your HR function can help revolutionize the way your employees navigate their work.

LET'S GO FROM INSIGHTS TO IMPACT—TOGETHER

Business transformation is a journey. Each client has a different starting point, and there is no true “end.” To advance in the AI era, it takes a hyperfocus on maximum business value and the ability to deliver continuously across your transformation roadmap.

This is a moment of unstoppable momentum. To lead it, you need:



An AI-first mindset to help redefine enterprise productivity through tech investments



Bold leadership as the catalyst for human-centric, ecosystem-driven innovation



Industry-focused impact that prioritizes sector-specific workflows to scale transformation

Whether you're shaping an AI-powered strategy, rethinking leadership, or applying AI agents to help streamline operations, now is the time to turn knowledge into action—and put AI to work for your organization.

Get in touch today

With Deloitte's leading strategy and the power of ServiceNow, enterprises can inspire through insight, scale through technology, and transform through people to help reshape the world of work. **Together, Deloitte can help you work smarter and innovate faster. Just one question remains—are you ready?**



Asish Ramchandran

Global Chief Commercial Officer
ServiceNow Alliance
Deloitte Consulting LLP



Matt Dalton

Partner, Asia Pacific and Japan
ServiceNow Alliance leader
Deloitte New Zealand



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