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The future of business information services

Adapting to an AI-driven industry

Contents

Executive summary

Artificial intelligence (AI is redefining how trusted information and analysis are delivered and monetized—shifting the basis of competition for business information services (BIS) firms from proprietary access to real-time, explainable, and embedded insight. Traditional models built on data ownership, subscription pricing, and institutional sales are giving way to dynamic systems where value is measured by speed, utility, and context. To stay ahead, BIS leaders should look to evolve across five fronts: designing products that inform decisions; modernizing pricing for AI-driven utility; reimagining go-to-market (GTM) for varied, behavior-led buyers; redesigning workforces for AI fluency and agility; and investing in technology that enables compliance, interoperability, and scale.

Takeaways

1. The BIS industry is being redefined by AI.
AI is accelerating the shift from proprietary access to real-time, context-aware, workflow-embedded insight. Achieving success depends less on who owns data and more on who delivers explainable, actionable intelligence in the moment of need.

2. Pricing strategy should reflect new definitions of value.
AI compresses the perceived value of information and challenges legacy pricing models. Organizations should decide when to protect existing revenue and when to lean into AI-enabled disruption—adopting outcome-based, usage-driven, or hybrid models that align with customer utility.

3. Go-to-market should evolve for new buyer behavior.
Customer bases are expanding and diversifying. Growth depends on modular engagement, data-led personalization, and GTM "pods" that integrate marketing and sales. Organizations should shift from static campaigns to life cycle engagement built around behavior, intent, and measurable outcomes.

4. Workforces should be redesigned, not just reskilled.
AI is changing how work is performed—demanding new roles, capabilities, and performance systems. Leaders in the industry will likely be the ones who build fluid, skills-based organizations that embed AI fluency, promote talent agility, and treat change management as a continuous product discipline.

5. Technology investment is now the axis of competition.
Hybrid cloud, application programming interface (API)-first design, and AI-ready data architectures are becoming differentiators. Leading providers are leveraging modernization for velocity—faster product launches, compliance-aware infrastructure, and interoperable systems that accelerate monetization.

How is AI impacting the delivery, consumption, and value of information?

The BIS industry is navigating a period of accelerated transition (or, should we say, disruption?). For decades, BIS firms thrived by curating and delivering trusted intelligence through a single-channel, high-margin model to professionals in finance, law, research, risk, and media. In that world, data was scarce, demand was predictable, and value was rooted in control and credibility.

While AI is impacting most aspects of our society, it is having an exponential impact on the BIS industry. The center of gravity is shifting: AI is redefining how data is delivered, consumed, and valued—pushing the industry beyond proprietary access toward real-time, context-aware insight. Today's clients, many AI-fluent, expect trusted intelligence that is explainable, embedded, and aligned to their workflows. Access alone is no longer enough.

This shift is also reshaping pricing. As AI erodes the perceived value of information, customers expect models tied to utility and outcomes. While traditional pricing still works when cleanly mapped to customer expectations (e.g., per-return for tax services), the rise of modular products and AI tools is creating tension. Pricing has become a strategic signal, shaping how offerings are bundled and positioned.

Meanwhile, the customer base is growing more varied by design and demand. As providers pursue growth beyond their traditional institutional core, they are expanding into new segments. At the same time, information itself is changing, becoming more accessible, intelligent, and embedded in everyday workflows. The result is a broader mix of users expecting more than static access. Meeting this expectation calls for GTM strategies built on enriched customer profiles and dynamic engagement models that span the full life cycle, from lead generation to long-term customer support.

Internally, firms face a parallel transition: building AI-literate workforces, creating talent liquidity based on skills rather than fixed function, determining the "right" workforce that will be needed, and competing for talent against well-capitalized technology firms. Underpinning all of this is a growing need for technology infrastructure that is both powerful and compliant. Cloud platforms promise efficiency and scale, but there is no one-size-fits-all approach. Providers increasingly seek hybrid approaches to balance innovation with governance, integrate legacy systems, and meet jurisdiction-specific data requirements.

This report outlines how providers can build sustainable advantages across five fronts: product evolution, pricing strategy, GTM execution, workforce transformation, and technology investment. Navigating these transitions will determine who may be best positioned to lead in an AI-shaped future.

The shifting center of gravity: From data ownership to value delivery

AI is rapidly shifting the center of gravity in the BIS industry. For decades, value was anchored in proprietary content, access control, and curation. What once moved at the pace of human analysis is now defined by machine-scale synthesis—with AI-infused product suites becoming the new baseline for competitive parity. Leading firms are already infusing AI across their platforms to transform how insights are provided and used:

- Thomson Reuters is investing more than $200 million in AI copilots for legal and tax.[1]
- TransUnion is launching API-first decision platforms.[2]
- S&P Global acquired ProntoNLP to strengthen its Generative AI and textual data analytics capabilities.[3]

In this new environment, firms that once acted as gatekeepers of data are now enablers of strategy. Differentiation is no longer only about who owns the most data—it's who can leverage AI to deliver insight with the most relevance, explainability, and workflow alignment. The firms that take the lead will likely be those that build intelligent systems that power the decisions of others.

The shift in information services isn't about moving from access to action. It's about how AI is accelerating both. Predictive models are powering faster decisions behind the scenes, while Generative AI (GenAI) is reshaping how users query, explore, and extract meaning from content. Together, these capabilities are setting new expectations for real-time, embedded support. Incumbents find themselves no longer benchmarked solely against each other, but measured against disrupters redefining the user experience and raising the bar for integrated decision support:

- AI-native players are setting new standards on speed, customer UX, and context-aware insight. For example, Harvey provides domain-specific legal copilots that assist with contract review, litigation analysis, and regulatory research—all embedded within the tools many lawyers already use.[4]
- Enterprise software players are redefining how insight is packaged, delivered, and supported within the client ecosystem. For example, Palantir delivers operational decision support through Foundry, Gotham, and AIP—embedding directly into supply chain, intelligence, and health care workflows.[5] It is designed to pair high-integrity data with domain specificity to drive real-time, role-based action.

Ultimately, product remains the primary engine of growth. And in an AI-native world, designing the right product has never been more complex—or more critical. For strategy and product leaders, the core questions are evolving. It's no longer just which markets to enter or whether to grow organically or through M&A. It's about how to design products that are intelligent, embedded, and trusted by default.

This shift introduces a new set of strategic tensions that are reshaping how product decisions get made:

- **What will it take to move from providing content to enabling decisions?** Clients still rely on trusted, auditable content—but they increasingly expect real-time insight that integrates directly into their workflows. Delivering on this requires rethinking the very role that product architectures and platforms play in enterprise decision-making.
- **How should firms challenge the status quo internally and inspire innovation given the rapidly shifting competitor landscape?** Owning the AI stack can drive defensibility and differentiation, but building everything in-house is costly and slow. The challenge is knowing where to invest, when to partner, and how to architect flexibility into the model.
- **Where is the greatest opportunity: Horizontal scale or vertical depth?** Horizontal platforms offer reach and versatility but often fail to deliver the workflow specificity needed to be the product of choice. Vertical depth enables built-for-purpose solutions that align with domain expectations—unlocking defensibility and user trust—but can limit growth if not scoped for extensibility.

These are strategic commitments that define how value is created, how platforms evolve, and how firms compete in an AI-native market. As products become more modular, embedded, and AI-infused, the pressure is now shifting to pricing. Legacy models built around access tiers and static delivery are colliding with a world of usage-based, outcome-driven expectations. To protect value and enable growth, BIS firms will need to confront a critical decision: how to build and price the next generation of products.

Case study: Harvey legal support

Overview	Harvey is an AI-native legal platform delivering domain-specific copilots for tasks such as contract review, litigation analysis, and regulatory research—designed to operate inside the tools lawyers already use. Its model bypasses traditional legal research products, delivering real-time, explainable outputs directly into workflows.
Competitive positioning	Harvey reframes the value proposition in legal information services. Rather than selling access to databases or documents, it provides decision-ready insight embedded at the point of need. This changes the benchmark for customer experience, time-to-value, and product utility—placing pressure on incumbents to match the speed, specificity, and usability of AI-native solutions.
Implications for providers	While Harvey's growth has attracted significant attention, its long-term defensibility remains an open question. Early adopters are enthusiastic about its potential, but some observers have noted limitations in reliability, accuracy, or client-specific tuning. Still, Harvey's rise signals a broader shift: Customers are no longer satisfied with access alone. They want answers. To compete, traditional BIS providers should go beyond content coverage and brand trust to deliver embedded, explainable, and actionable insights. This calls for rethinking product architecture, user experience, and monetization models.

Pricing when the ground shifts beneath you

For decades, pricing models of information services were built around access. However, what once justified premium pricing—curated data, expert analysis, and gated delivery—is now challenged by AI-driven tools offering instant, low-cost answers. Unless the offering is deeply embedded in workflows or anchored in proprietary, non-scrapable content, the willingness to pay erodes fast—especially for horizontal content where differentiation is weakest. To defend value in an AI-driven race to the bottom, BIS firms should rethink pricing strategy: what to charge and what they're charging for.

For software as a service (SaaS), shifting to usage-based or performance-based pricing is suggested. It's flexible, scalable, and aligns cost with value delivered. And BIS firms are under pressure to follow suit. For many established offerings, traditional pricing models still serve their purpose:

- **Credit ratings:** Issuer-paid and enterprise models match the regulatory and workflow needs of financial institutions that require consistent, auditable access to ratings and risk data.
- **Legal research:** Per-seat pricing promotes auditability and cost recovery in law firms where access must be tied to individual users for compliance and billing.
- **Tax and compliance:** Per-return pricing aligns with billable work for smaller firms, while fixed-fee pricing supports scale and forecasting in large enterprises.

These traditional models persist because they map cleanly to customer expectations, regulatory obligations, and operational realities. However, the mix of legacy models and new AI features priced by tokens or compute usage presents a bundling dilemma. Bundling has typically been a go-to strategy for BIS companies to increase adoption, drive retention, and push platform lock-in. But a legal research tool billed per seat doesn't play nicely with an AI assistant priced by usage, or an analytics dashboard tied to API calls. The risk? Confused customers and channel partners, sales friction, and lost opportunities to monetize the full platform.

At the same time, pricing is both a mechanism for revenue capture and a strategic signal. How a capability is priced tells the market whether it's foundational, differentiated, or still maturing. As new product offerings are increasingly AI-infused, modular, and continuously updated, nuanced pricing decisions should be made around these strategic trade-offs:

- **Should we prioritize protecting legacy revenue—or lean into AI and new products that might disrupt our current model?** Protecting legacy maintains near-term revenue stability; leaning into disruption positions the company for long-term relevance and growth—if done intentionally.
- **Should we price based on features and access or on the business outcomes our solutions enable?** Feature-based pricing is concrete and defensible; outcome-based pricing commands a premium and reframes the conversation around impact—but requires trust and proof.
- **Should we bundle products to drive platform value—or offer everything modularly to let customers pick and choose?** Bundles increase average revenue per user (ARPU) and retention by positioning the platform as end to end; modularity improves accessibility and adoption, especially for new segments or smaller customers.
- **Should we encourage experimentation with low-friction access—or gate new capabilities to protect future value?** Lowering barriers (e.g., free trials, beta features) accelerates learning and usage; gating premium functionality preserves pricing power and avoids devaluing high-margin products.

These pricing trade-offs don't exist in isolation—they directly shape how BIS companies take products to market. Whether you're offering AI tools as a free entry point or bundling them into enterprise tiers, pricing decisions influence product positioning, sales motion, and customer expectations. As the lines blur between data, software, and services, pricing should work hand in hand with GTM strategy to define how value is communicated, how adoption is driven, and how customers are converted and retained. The next question goes beyond what to charge and determines how to sell it.

GTM strategy: Designing for a new generation of customers

For decades, GTM models in information services revolved around a narrow set of institutional customers: researchers, analysts, and compliance professionals who valued completeness, authority, and auditability. Sales cycles were linear. Offerings were tailored by sector. And marketing focused more on trust than reach. But that center of gravity has shifted. Today, insight products are used by startup teams, operational leads, digital natives, and even AI agents—each with different levels of expertise, urgency, and expectations. What unifies them is a shared demand for intuitive, real-time, and personalized decision support.

This fragmentation is reshaping every stage of the GTM life cycle—from how leads are generated and qualified to how products are packaged, priced, and supported. Traditional campaign models and one-size-fits-all sales motions no longer suffice. Instead, many providers are shifting toward modular narratives, behavior-based targeting, and life cycle engagement strategies that span from self-service discovery to embedded adoption. As customers increasingly expect SaaS-like UX, continuous onboarding, and AI-driven guidance, the boundaries between marketing, sales, and products continue to blur.

Understanding who the customer is starts with understanding what they're trying to do. In today's environment, identity isn't defined by firm size or job title but by the signals they're emitting—what content they're engaging with, which channels they're active on, and how urgently they appear to be seeking a solution. Building a 360-degree customer view is now essential.

Leading providers are combining first-party behavioral data with enriched profiles and channel-level insights to not only surface intent, but also map those signals back to real personas and buying groups within a target account. This allows marketing and sales teams to orchestrate smarter account-based motions—identifying gaps in readiness, tailoring education and support, and sequencing outreach across roles—often before a rep ever gets involved.

But rethinking GTM is about reimagining the model to reflect how today's customers want to evaluate, buy, and adopt insight products. Four strategic shifts define the modern GTM engine:

- **Engage based on behavioral maturity, not just firm size.** Some small businesses face complex challenges and benefit from hands-on guidance. Some large enterprises prefer to move fast and figure things out on their own. Leading providers tailor engagement using real signals—like content interaction, AI usage, and support requests—so each customer gets the experience that matches their behavior and needs.
- **Tailor GTM strategy, not just execution.** Modern GTM strategy goes beyond messaging—it reflects how different customer segments think, buy, and adopt. Top-performing providers align content, positioning, and onboarding plays to match behavioral maturity and readiness. The result: more precise journeys, higher conversion, and less friction across the funnel.
- **Coordinate across the journey, not just the funnel.** Siloed execution breaks the customer experience. Cross-functional GTM pods—spanning sales, marketing, and product—are replacing traditional handoffs. These teams operate on shared data, unified key performance indicators (KPIs), and real-time autonomy to act on customer signals. This shift enables signal-led engagement from first touch through expansion.
- **Prioritize customer outcomes, not just deals.** Renewals are no longer guaranteed by contract cycles; they're earned through impact. GTM teams should measure success not by logos closed, but by adoption depth, product usage, and business outcomes. That means redefining incentive models, tracking post-sale milestones, and treating expansion as a function of embedded value.

These GTM shifts are actively shaping how BIS firms drive growth, compete on relevance, and differentiate beyond content. In a world where AI can generate answers instantly, accuracy needs to be paired with actionability and embedded delivery. That means treating GTM as a continuous experience: one that begins before the first click and extends long after renewal. And in high-stakes environments, where customers make multimillion-dollar decisions based on your data, the ability to reference, explain, and trace insights back to the source is just as critical as speed or scale.

Case study: Palantir GTM model

Dimension	How they operate	Implication for information service providers
GTM philosophy	Focuses on co-developing tailored solutions with clients through embedded teams and ongoing support, rather than transactional, one-time sales.	Moves from selling software access to co-owning customer problems. GTM should feel embedded and continuous, not episodic and reactive.
Product positioning	Offers domain-specific platforms (Gotham, Foundry, Apollo, AIP) designed to enhance data integration, analytics, and AI/machine learning capabilities across cloud and on-prem infrastructure.	Positions products around roles and use cases, not just features or data types—relevance beats breadth.
Solution delivery	Embeds forward-deployed software engineers (FDSEs) and subject matter specialists to build and iterate in the field with customer teams.	Delivery bridges the gap between implementation and insight—design support models that move at the speed of your customer's workflow.
Customer success	Measures success through operational outcomes (e.g., decision speed, risk mitigation, supply chain cost reduction, enterprise efficiencies) not usage or logins. Its strength lies in outcomes dynamic to the customer.	Redefines customer value in terms of business impact, not feature adoption. Teams should be customer-centric and deeply integrated into what "success" looks like for the customer's specific enterprise.

Leadership, workforce, culture, and the operating model for an AI-first firm

As AI becomes embedded across products and workflows, leadership itself needs to evolve. In an AI-first BIS organization, leaders are increasingly responsible for orchestrating systems that combine human judgment and automated workflows—rather than managing people and outputs alone. This requires greater leadership fluidity/agility: operating across functional boundaries, reallocating talent and AI capacity dynamically, and adapting operating models as capabilities mature. As a result, leading organizations are beginning to identify and develop leaders based on system-level thinking, human–AI interaction, and the ability to lead continuous change at scale.

The work itself is changing, and fast. While many BIS firms have focused on AI's disruptive impact on their products and GTM models, some have been slower to adopt it as a foundational enabler of internal work. But AI is no longer just automating tasks—it's restructuring how value is created across the enterprise. From product development and research to compliance and analytics, core roles are being redefined around real-time orchestration, contextual judgment, and collaboration with intelligent systems.

This disruption is structural. As the work itself evolves, so, too, do the capabilities required to perform it. Many organizations are finding that their current workforce is not yet equipped for this shift. According to Deloitte's 2025 Skills-Based Organization report, more than 80% of companies have launched AI or digital learning initiatives—but 39% of current workforce skills are projected to be obsolete by 2030.[6]

The imperative is to redesign the work itself. That means rethinking how roles create value, how capability flows through the organization, how core processes need to change, and how performance systems support a workforce operating in sync with continuously evolving technology.

Role	From	To
Product engineers/ developers	Building discrete features and managing backlogs	Orchestrating intelligent systems, integrating models, tuning feedback loops, designing adaptive experiences
Content and research professionals	Producing static outputs and writing reports	Curating domain-rich knowledge for machine-readable, real-time delivery and vetting AI content
Customer success/ account managers	Managing renewals, expansions, and client queries through manual workflows	Using AI copilots to personalize engagement, surface client risk or opportunity signals, and proactively drive adoption and expansion
Enterprise functions (finance, HR, legal, etc.)	Managing reporting cycles, compliance tasks, and employee services via manual processes	Automating workflows with AI agents, enabling real-time reporting, and refocusing talent on advisory, insight-driven work

The labor market is increasingly shaped by well-capitalized technology firms—where AI fluency, rapid product cycles, and dynamic deployment models are already the norm. Few organizations have fully restructured, but the direction is clear: Competing in an AI-shaped market means not just better roles and systems, but redesigned workflows and the AI capabilities needed to deliver productivity at scale. Five priorities are emerging:

- **Redesign processes as a strategic lever:** AI unlocks the opportunity to rework long-standing, manual, and fragmented processes. Many firms are beginning to redesign workflows from the ground up, embedding intelligence at key moments and aligning human and machine contributions in real time. As agentic AI initiates tasks and surfaces decisions autonomously, processes should evolve to support collaboration between people and systems. In this environment, productivity isn't about doing the same things faster; it's about rethinking how work flows end to end.
- **Tie AI adoption to performance:** Tool deployment alone doesn't drive behavior change. To see value from AI investments, organizations are starting to embed AI fluency into job descriptions, KPIs, and performance reviews. Some are redefining performance to include how well individuals and teams use AI to augment judgment, automate tasks, and improve outcomes. This means adjusting managerial expectations, rethinking evaluation frameworks, and reinforcing new performance norms throughout the organization.
- **Prioritize talent agility over hierarchy:** Organizations are adopting internal marketplaces and capability pools to move talent more fluidly across teams, domains, and product lines. This model improves agility and retention while reducing time-to-fill for critical roles. Organizations like JPMorgan Chase deploy data scientists and engineers across multiple business units via centralized capability hubs—enabling high-value talent flows to where it's most needed.[7]
- **Make the employee experience intentional:** Today's employees judge companies by how they operate, not just what they say. Organizations are starting to treat the employee experience as a system: embedding visibility into growth paths, enabling internal mobility, and recognizing skills through real day-to-day interactions. This creates transparency, strengthens engagement, and shows employees they're being invested in.
- **Manage change like a product:** Some organizations are applying product-management discipline to transformation—testing new behaviors, measuring adoption, and iterating playbooks over time. Change efforts supported by leadership modeling, manager coaching, and feedback loops are more likely to stick. When AI is introduced as a copilot rather than a threat, confidence grows. And when it's embedded into daily rituals like standups, planning, and postmortems, it becomes part of performance.

The future of workforce strategy will likely not be defined by who trains the most but by who activates capability the fastest. Productivity gains will depend on rethinking how people work, redesigning the systems and processes that support them, and investing in the change management needed to make it stick. And as talent becomes more dynamic, so should the systems that support it.

Investment in technology systems creates greater ROI

In BIS, technology has always been tightly linked to the product. But in today's market, it has become a defining axis of competition. As AI reshapes delivery models, accelerates expectations, and raises the bar on trust, the question for BIS leaders is not whether to modernize but whether their infrastructure is ready to keep pace. Legacy systems are an existential constraint on product development, client integration, and time-to-value.

As BIS firms accelerate AI adoption, a critical risk is deploying AI capabilities in isolation (layering new tools onto existing functional structures and unintentionally creating new silos). When AI is applied at individual points in the process without redesigning how value flows end to end, organizations may gain speed in pockets while losing coherence and customer impact. Leading providers are therefore approaching AI not as a collection of point solutions, but as a catalyst for value-chain redesign—reworking how insight is created, delivered, embedded, and monetized. This end-to-end perspective helps AI investments reinforce the operating model as a whole, rather than optimizing individual functions at the expense of overall performance.

Leading players are designing hybrid for scale

Most providers are cloud-native, but few are cloud-differentiated. Most providers are cloud-native, but relatively few appear meaningfully differentiated in cloud architecture, operations, or customer outcomes. We are in a world where the move to cloud is merely a starting point. What matters now is how infrastructure supports modular rollout, jurisdictional flexibility, and platform-scale interoperability. For BIS firms, where the product is data and delivery is the platform, this is a strategic vulnerability.

Leading organizations are re-architecting cloud environments for hybrid scale – cloud-first where possible, on-premise where compliance demands it. Equifax's $1.5 billion transformation has enabled more than 100 product launches per year,8 while other leading providers are building jurisdiction-aware deployment pipelines to meet sovereignty, confidentiality, and regulatory needs. These platforms offer intelligence, designed to accommodate regional variation without duplicating code or fragmenting governance. This shift calls for deliberate design choices that embed flexibility, compliance, and scalability into the foundation of product delivery:

- **Architect for hybrid by design, not exception:** Build infrastructure that defaults to cloud-first but supports private or on-prem deployments where client, regulatory, or sovereignty requirements demand it.
- **Invest in compliance-aware delivery pipelines:** Support regional data residency, policy enforcement, and localization without duplicating infrastructure or slowing product cycles.

Data remains the moat, but only if it's usable

Modernization is about more than infrastructure. As GenAI raises the bar on insight delivery, firms are learning that the real advantage lies in what feeds the model. Data remains a competitive advantage for organizations, but only if it's usable. That means unified, enriched, and AI-ready by design. Deloitte's 2026 State of AI in the Enterprise report notes that many organizations feel less prepared for AI in terms of data and infrastructure, argues that legacy data architectures cannot support real-time autonomous AI, and emphasizes that a unified, trusted data strategy is indispensable.[9] High-integrity, metadata-rich pipelines are becoming essential for GenAI product monetization. Delivering on that calls for a fundamental rethinking of data strategy—one that prioritizes readiness, reuse, and control from the ground up:

- **Consolidate content into AI-ready data platforms:** Invest in data lake architectures with embedded metadata, lineage tracking, layered access controls, and streaming pipelines to enable real-time retrieval, secure usage, and model inference.
- **Standardize data enrichment across domains:** Tag proprietary content with machine-readable, cross-system metadata to support natural language search, model grounding, and downstream reuse.
- **Strengthen governance to support GenAI use:** Design governance frameworks that improve compliance, usage transparency, and auditability, enabling trusted deployment of AI across varied regulatory and client environments.

Interoperability is the value force multiplier

APIs have become the interface through which modern information products are consumed. But the value of an API lies not in access, but control. Without governance, APIs introduce fragmentation, duplicate logic, and downstream risk. With the right infrastructure, they become systems of reuse, monetization, and embedded delivery. Moody's is increasingly delivering proprietary data and analytics through AI-enabled, cloud-based workflow tools and multiple delivery channels. More broadly, this shift illustrates how distribution architecture, which often includes APIs, has become central to product strategy for information providers.[10]

To unlock that value, providers need to rethink how APIs are built, governed, and delivered:

- **Implement full API life cycle management:** Build centralized API platforms with version control, entitlement enforcement, usage metering, and internal governance to avoid duplication and facilitate consistency.
- **Design for embedded value delivery:** Structure APIs to support client workflows, system-to-system integration, and delivery into AI agents—not just traditional UI experiences.
- **Adopt common identifiers and standards:** Explore machine-readable metadata frameworks to reduce friction, enable clean room participation, and equip future-ready interoperability.

What ties these shifts together is the pursuit of operational efficiency and the acceleration of business model evolution. Forward-leaning firms are demonstrating that modernization is about increasing velocity. In a sector where speed, scale, and trust define leadership, the organizations investing in modernization today are likely to shape the market tomorrow.

Navigating the shift to AI

As AI reshapes the foundations of the BIS industry, firms face a defining choice: react incrementally or respond strategically. The path to relevance is no longer linear—success will likely belong to those who act decisively across five interconnected domains:

- **Products** should evolve from static tools into dynamic systems of intelligence—modular, embedded, and responsive to context.
- **Pricing** should reflect how value is actually experienced—outcome-linked where possible, usage-based where appropriate, and always transparent.
- **Go-to-market models** should shift from campaign-based broadcasting to continuous engagement, rooted in behavioral insight and real-time activation.
- **Workforces** should be reskilled and redesigned—redefining how roles create value, how capability flows across teams, and how performance systems evolve to support a workforce operating in sync with intelligent systems.
- **Technology** should be rearchitected not for cost containment, but for competitive velocity—interoperable, observable, and built for change.

These are not isolated upgrades. They are reinforcing levers in a larger transformation—each amplifying (or constraining) progress in the others. Navigating this shift demands strategic clarity, organizational alignment, and execution at scale.

This is not easy, and there is no established playbook. Every organization is learning in real time. Success will likely favor those who move early, connecting the dots across product innovation pricing, GTM, workforce, and infrastructure. That starts with asking the right questions and rethinking the operating assumptions behind each of these transformation levers.

If you're grappling with what this means for your organization, you're not alone. Let us connect you with others on a similar journey. The next chapter of BIS won't be written by those waiting for the model to settle. It will be led by those bold enough to shape it.

15

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