



2023 WORKFLOW AUTOMATION TRENDS REPORT

# How smarter workflows can help you thrive in a changing world

*A leader's guide to understanding and capitalizing on Deloitte and ServiceNow's five trend expectations for 2023 and beyond*

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# Today's strongest organizations are those built to thrive in change.

We are watching a continuous evolution take shape all around us, from our vantage points as the worker, the customer, and the citizen—all within the greater context of turbulence and economic instability as well as a need for improved service delivery.



As a result, leaders across industries and geographies are taking on new challenges at a rapid pace. On the heels of [Deloitte's 2023 Tech Trends report](#), we've identified five oncoming trends, who will be most affected by each, and how Deloitte and ServiceNow can help organizations take action with speed, scale, and insight.

## TREND 1

### Sustainability and profitability converge

Guidance for uniting your business and planet goals to realize short-term wins while advancing long-term growth

## TREND 2

### The productivity challenge continues

The benefits of deploying digitization and automation to free up employee time

## TREND 3

### Value delivery requires focus on tech investment

How organizations are using momentum catalyzed by recent change to approach value delivery

## TREND 4

### Cost management remains challenging amid tech sprawl

Shifting toward strategies defined not solely by budget, but also by agility, growth, and a hunger for innovation

## TREND 5

### Governance of ESM sees continued urgency

A closer look at Enterprise Service Management (ESM) and its imperative

Together, these trends chart the **future of work**, setting a roadmap for how teams can position themselves to not just endure, but *excel* in the face of the changes and challenges we foresee for 2023 and beyond.



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## TREND 1

# Sustainability and profitability converge

Uniting growth and planet goals can shape organizations into industry leaders.



## The sustainability imperative—and the challenge within

Customers, regulators, and governments are holding organizations more accountable than ever for their sustainability commitments. The notion that sustainable organizations cannot be profitable is a thing of the past: As the economy wavers, organizations no longer need to make tradeoffs between sustainability and earnings.

But balancing stakeholders, reporting frameworks, and compliance requirements can make it overwhelming to establish a plan that is both actionable and impactful. And for global operations juggling multiple business units, distributed assets, and complex supply chains, it can feel nearly impossible.

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Currently, **only 3% of consumer companies** say the sustainability data they produce is as accurate as their financial data.<sup>1</sup>

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To become leaders in this space, sustainability efforts should not be treated as separate endeavors, but instead as seamless undercurrents across projects and processes. And the right tools and technologies can help organizations identify, collect, aggregate, and enable the advanced reporting and analytics necessary to understand their position, double down on their commitments, and facilitate this integration.

Stringent regulatory requirements aren't the only source of pressure for sustainability commitments. Deloitte studies have revealed:



**98% of customers** believe that brands have a responsibility to make the world a better place.<sup>2</sup>



**54% of companies** use energy-efficient or climate-friendly machinery, technologies, and equipment.<sup>3</sup>



**44% of companies** have started to demand their suppliers and business partners meet specific sustainability criteria.<sup>4</sup>



**1 in 4 employees** report that they've considered switching organizations to work for a more sustainable employer.<sup>5</sup>

The benchmark has shifted, irrevocably changing the way organizations and consumers define success.

# Sustainability and profitability converge

## How to power a stronger sustainability, climate, and equity strategy

To facilitate this change, organizations need a flexible, extendible, and scalable technology platform that can account for issues that drive accountability as well as regulations, processes, and benchmarks. This platform should support sustainability, climate, and equity efforts at every step—from understanding and measuring internal commitments to meeting disclosure requirements—and should meet organizations where they are, giving them the tools and viewpoints needed to integrate new efforts into existing practices.

## Deloitte and ServiceNow can help your organization:



### Align profit and purpose.

Sustainability strategy is a journey—elevate your goals to grow with purpose.



### Chart your roadmap.

Pair Deloitte's sustainability and industry experience with ServiceNow's Strategic Portfolio Management to map incremental milestones that build business resilience.



### Create a Command Center.

Deliver impact that matters with a united sustainability ecosystem that gives everyone a seat at the table.



### Ensure compliance.

Identify and develop a plan to adhere to regulatory requirements in your industry.



### Change behavior.

Make thoughtful, embedded transformations that are fundamental, not superficial.

## Especially important for...

Sustainability initiatives should be taken up by regulators, shareholders, and the entire executive team. Key roles include:



Chief information officers



Chief financial officers



Chief sustainability officers



Business unit leaders

The rise of regional and global regulatory frameworks has heightened the imperative for organizations to accelerate their sustainability, climate, and equity agendas.



Discover *GreenSpace Tech* by *Deloitte*.

The new, industry-leading offering provides businesses with access to a robust ecosystem of climate technologies and innovators to quickly track, develop, and deploy climate tech solutions.

# Sustainability and profitability converge

While organizations are in a variety of stages when it comes to sustainability practices, there's always room to grow. By viewing sustainability, climate, and equity as a continuous and integrated improvement process rather than a standalone effort, it's easier to remediate performance gaps, inject efficiency, and come out ahead.

*In response to the climate crisis, many businesses are prioritizing net-zero policies and business models.*

Learn more about technology's powerful role in [Deloitte's 2023 Tech Trends report](#).

## SPOTLIGHT:

### Empowering sustainability actions across teams

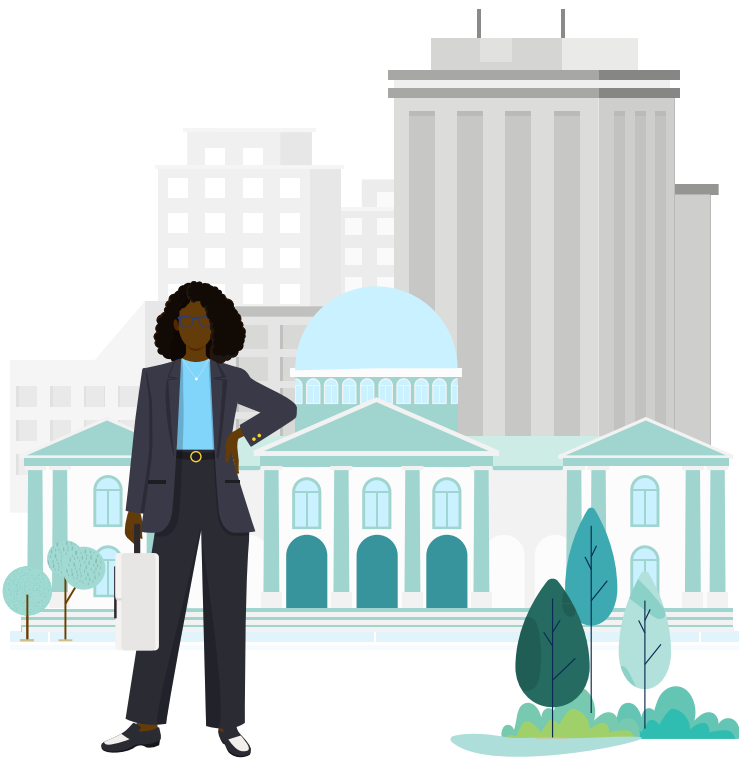
With the support and guidance of Deloitte, New Zealand-based fertilizer and agrichemical cooperative Ravensdown recently helped co-design SustainABLE, a solution based on the ServiceNow platform, which allows organizations like theirs to better integrate UN Sustainable Development Goals into their operations. Within SustainABLE, each goal is supported by multiple indicators—empowering leaders to not just record their data, but to transform it into action.<sup>6</sup>

#### The solution:

- Helps track sustainability goals and promotes discovery of additional goals.
- Creates clean and insightful reporting dashboards that offer high visibility and transparency over commitments and actions.
- Enables entire organizations to engage by suggesting relevant sustainability actions.

**Contact your regional leader** and check out this [Deloitte ebook](#) to learn how your organization can implement a similar solution powered by Deloitte and ServiceNow, such as:

- ClearCarbon
- CarbonNow
- Supply Chain Due Diligence Act
- Supplier Carbon Credit Audit Process
- Waste Management



## TREND 2

# The productivity challenge continues

Together, we can turn a crisis of productivity into an opportunity for innovation.



## Productivity in crisis

A shift to more hybrid and contract work models has translated to a disconnected workforce, while a growing skills gap has left many industries with a talent void. One of the effects of these new realities is a continuing productivity challenge. The ripple effects of this trend are difficult to overstate. Slower growth impacts employee experience, organizational performance, and shareholder value. Beyond that, it creates an environment of instability and uncertainty.

**Now is the time for rapid, disruptive change and a fundamental reconfiguration of business models, processes, and structures.** But many organizations feel unequipped to tackle this crisis of productivity head-on.

## How to maximize productivity

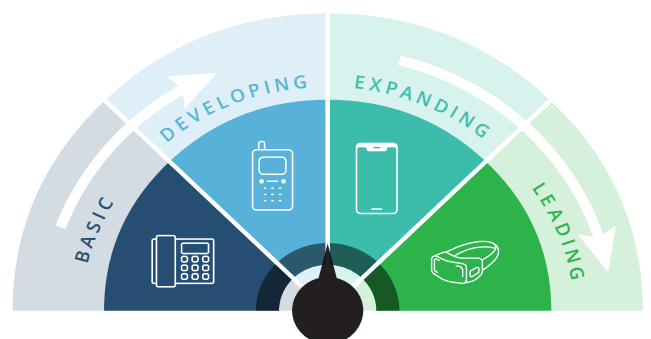
The key to this effort is a reconfiguration of the actual work and how that work is done. By leaning on technology to help relieve the burden of time-consuming and labor-intensive procedures ranging from maintenance processes to basic customer service, the worker experience is optimized and improved. This, in turn, can free up space for skilled workers to apply themselves to important decision-making processes and management of the technologies that help operate the organization.

## Especially important for...

Disruptive change of this kind affects all industries and requires the collaboration and leadership of the entire executive team.

*An effective digital workplace strategy is integral to tackling the productivity challenge.*

This recent report from Deloitte and ServiceNow can help you to equip your organization to retain talent, enhance productivity, increase engagement, and keep adapting in an evolving workplace.



# The productivity challenge continues

## How can we help



### An agile ecosystem

Deloitte's comprehensive ecosystem of collaborators and platforms can furnish teams with organization-wide oversight as well as the ability to remain agile as the demands of the workplace shift and grow.



### Simplified processes

The ServiceNow platform creates efficiencies by enabling and simplifying cross-system orchestration and process execution.



### Embedded AI

In addition to significant native work delivery and management capabilities, ServiceNow also features embedded AI and machine learning functionality, which can be applied to any process flow.

Embedding automation within business processes will help organizations uncover and enable new operating models and processes, which will allow them to **maximize productivity and bring more meaning, choice, growth, and autonomy to the worker experience.**



## SPOTLIGHT:

# Improving partner and customer experience with digital workflows

When Coca-Cola Europacific Partners (CCEP) was formed following a merger, it inherited multiple disparate systems, legacy technology, and manual processes—with up to 90% of the 200,000 annual service desk requests coming in via email. ServiceNow Customer Service Management helped CCEP streamline services and unlock greater transparency in the source-to-pay department, so the company could provide better service to partners and customers.

## Now agents can increase productivity with:

- A standard dashboard to automate case allocation.
- AI and machine learning capabilities that allow them to automatically scan emails and populate request forms.
- The ability to establish status for invoice queries without the need for a human touchpoint. These queries make up 40% of all service desk cases.

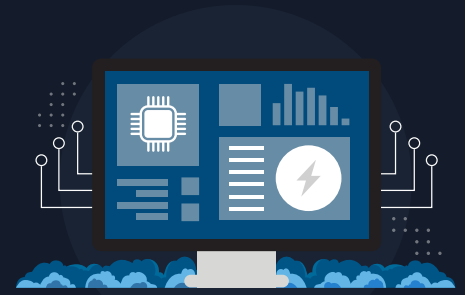
The platform helped CCEP to reach its goal of unlocking **1 million** hours of productivity for the **>23,000** employees using the system.<sup>8</sup>

**Contact your regional leader to learn how your organization can implement a similar solution.**



# Value delivery requires focus on tech investment

Organizations can drive end-to-end value delivery through digital transformation.



## A new approach to investments

Recent challenges have catalyzed a more productive way to deliver value—from the technology architectures that enabled a distributed workforce to digital technologies that facilitated e-commerce, telehealth, online learning, contactless payments, and more. But they also revealed that many organizations still lack the infrastructure to drive end-to-end value delivery through their investment strategies. **In a time when technological innovation is imperative for all, this can result in stagnation and inefficiencies up and down an organization’s chain of value.**



A Deloitte study revealed that while organizations made substantial budget cuts in nearly every other category, most reported **a flat or increasing spend** on technology.<sup>9</sup>



Meanwhile, many technology leaders detailed how the pandemic has created an opportunity to **reassess technology investments** or reinvigorate existing investment plans.<sup>10</sup>



In another study, **85%** of chief executive officers considered COVID-19 an accelerator for their organizations.<sup>11</sup>

## Especially important for...

Teams should shed traditional spheres of responsibility in favor of a cross-functional approach. Whereas chief information officers have historically taken the lead on such efforts, success here relies on engagement and involvement from the entire executive team and board.



Chief information officers



Chief technology officers



Chief financial officers

In sectors where technology investments comprise a high percentage of an organization’s revenue, optimizing value delivery necessitates a holistic mindset.



Banking



Technology, media, and telecommunications



Insurance



Health services

# Value delivery requires focus on tech investment

## How to recalibrate

Budget planning, capital allocation, and benchmarks should be scrutinized and reassessed through an integrated lens. That means considering investments as a vehicle for lasting, systemic value creation and realization as well as examining how digital transformation efforts fit into long-term strategic goals. Part of this comes down to better governance and implementation of systems to deliver accurate metrics and reporting on value realization.

- **Strategic Portfolio Management** from ServiceNow provides a single integrated platform solution for all value delivery processes.
- When combined with **Deloitte's Enterprise Value Management Framework**, teams can align investments with their overarching priorities and adapt on an ongoing basis, in lockstep with advancements in the technology itself.

Deloitte can provide guidance as your team works to invest in the right tech, at the right time—ultimately helping your team to improve not only performance, but also sustainability efforts; diversity, equity, and inclusion outcomes; and the employee experience overall.

Focusing technology investment processes on value delivery gives teams across industries the tools to stay **one step ahead of what works, what does not, and what might come next** in today's rapidly evolving marketplace.

*Delivering value through tech requires the right people at the helm.*

Learn about the future of the tech workforce in [Deloitte's 2023 Tech Trends report](#).

### SPOTLIGHT:

## Enhancing customer support through large-scale digital transformation

A Canadian-based software company with a global reach came to Deloitte in search of a single process for delivering service to customers worldwide. Its customers faced multiple portals with limited self-service, repetitive support paths, and a tangle of data sources without clear solutions.

**The Customer Service Management module in ServiceNow powered a new solution that will consolidate 11 systems across four lines of business. It also:**

- Equips customers with access to “know me” digital experiences and support from a single portal based on the product(s) they own.
- Includes a central repository of content and resources, mitigating overall caseload.
- Offers dynamic access to support, portals, knowledge downloads, and license keys through an automated entitlement framework.

With legacy tools, **60%** of the organization's cases were marked as unsupported. **With ServiceNow and modernized business process changes, that has dropped to <1%.**

**[Contact your regional leader to learn how your organization can implement a similar solution.](#)**

## TREND 4

# Cost management remains challenging amid tech sprawl

With effective management, cost optimization can boost innovation rather than hinder it.



### The cost of innovation




Organizations are in the process of digitizing every aspect of their operations, from customer experience to supply chain management and service delivery. This poses a new challenge: how to most effectively manage the costs of these expansive new tech landscapes. Organizations should redefine how they evaluate budgets, departing from the capital mindset to one that primarily considers operating costs. On a grander scale, new methods of governance, compliance, and management are required to ensure the costs of these services translate to equivalent value across the enterprise.

Though it can be dangerous to view innovation strictly through the lens of cost efficiency, the failure to manage costs effectively can also have a lasting impact on the pace of innovation. **And yet, one reason cost management of these environments is so complex is because it is difficult to establish a transparent and accurate correlation between cost and value.**







### Especially important for...

As decisions about providers and services are often scattered across the organization, it has become increasingly difficult to maintain clear oversight of ownership and management. For cost management strategies to succeed, all these stakeholders should come together to develop a framework of collaboration, efficiency, and communication.

-  Chief information officers
-  Chief technology officers
-  Chief financial officers

Industries with decentralized organizational structures face challenges with cost management—particularly those which are highly competitive and prone to disruption from either industry competitors or evolving regulatory requirements.

-  Financial services
-  Energy, resources, and industrials
-  Retail
-  Government and public services

# Cost management remains challenging amid tech sprawl

## How to save—without compromising on innovation

Enterprise-wide transparency allows different teams to compare cost management strategies or even share costs themselves. Meanwhile, to maximize value delivery, effective benchmarks are key to measuring progress against peers as well as the broader market.

**Higher costs do not necessarily translate to higher gains.** In a recent Deloitte study, organizations experiencing a greater value from their cloud services were not, in fact, spending significantly more than other respondents.<sup>12</sup>

Deloitte's solution-driven support and guidance, paired with the platform capabilities from ServiceNow, can help teams manage the approval, detection, tracking, cost allocation, compliance management, performance, and disposal of technology assets used within an organization—granting the end-to-end view enterprises are looking for on their various tools and services.

To move confidently into the future, organizations across industries should reassess and rethink their current abilities to create cost management strategies that will allow them to **align their budgets with growth, innovation, and value delivery.**

### SPOTLIGHT:

## Streamlining and automating Enterprise Service Management (ESM)

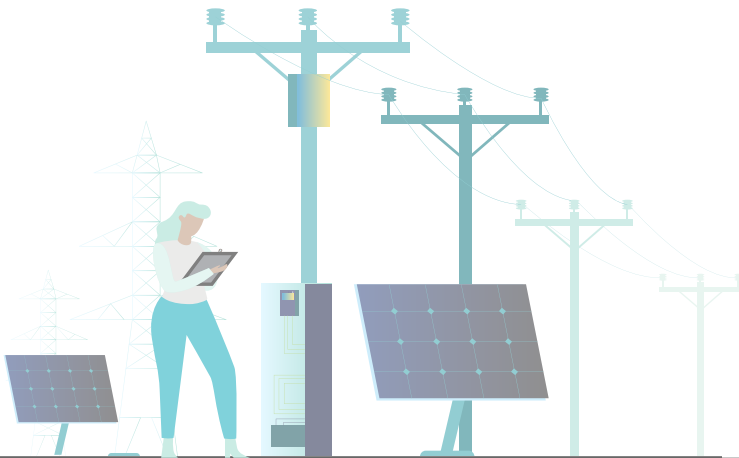
Australia's Department of Industry, Science, Energy and Resources (DISER) recently implemented the ServiceNow Protected Platform to streamline and automate ESM for more than 4,000 employees.<sup>13</sup>

The new platform consolidates functions into a single portal, giving employees one place to make requests and to access a range of corporate services. Requests are now automatically routed to the right teams and individuals, resulting in time and cost saved. The portal also enables real-time visibility on the status of requests, and the ability to track and measure performance analytics.

### In the month of March 2022, there were:

- **6,500+** self-service requests, with just 164 requests lodged via email.
- **500+** virtual agent conversations.
- **2,300** problems solved through knowledge articles.

**Contact your regional leader to learn how your organization can implement a similar solution.**



# Governance of ESM sees continued urgency

Enterprise performance requires strategic advancement toward Enterprise Service management (ESM) maturity.



## Staying attuned to the value of ESM

Expectations of enterprise performance going forward are bringing new urgency to adoption of an ESM approach. Establishing a framework for ESM gives organizations the means to ensure that service delivery within the enterprise itself provides the right experiences, manages risks, and is as efficient and effective as possible.

While organizations use different terms to define this practice, the bottom line remains that most lack the governance to effectively structure internal service delivery. And yet, **ESM maturity equips organizations with the tools to adapt to many of today's emerging workplace trends.** With the agility and efficiency brought on by improved internal service delivery, enterprises can maximize value delivery, boost productivity, and align innovation with the organization's overall mission—from sustainability commitments to diversity, equity, and inclusion goals.



## Especially important for...

ESM requires the engagement of stakeholders who command responsibility for enterprise-wide outcomes. This translates to operations that affect the experience of workers, especially related to:



The services they receive from the organization itself.



The experiences of those workers (e.g., knowledge workers) who deliver these enterprise services throughout the process.



The experiences of partners who are delivering those services.

This trend is relevant across industries, especially those with:



Engaged workforces



Extended supply chains



A focus on customer service

# Governance of ESM sees continued urgency

## How to achieve ESM maturity

To reach this milestone, enterprises should prioritize the systems and architectures that allow for a high degree of governance. As a leading technology platform for ESM, ServiceNow leverages IT service management best practices—as well as lessons learned from human resources service management, finance service management, operations technologies service management, and supply chain service management—to help accelerate the rollout of ESM strategy and programs.

With the industry-leading support of Deloitte throughout their transformation journeys, teams can harness the power of platforms such as ServiceNow to strengthen their data management approach and integration strategy to leverage other technologies and services to support their efforts in this space.

Organizations should take a strategic approach to ESM, uniting technology and teams to provide value across the enterprise. With this centralized, integrated approach, they are better equipped to eliminate redundancies, improve operational efficiency, and enhance employee experience. **ESM maturity results in an organization that can do more with less.**



### SPOTLIGHT:

## Maturing technological infrastructure to improve internal processes

Legacy technology infrastructure was causing missed deliveries, inefficiencies, excessive inventory, and a lack of real-time visibility across the organization for an aerospace manufacturing organization with more than 16,000 employees.

With a solution powered by ServiceNow, Deloitte is helping the organization to migrate more than 300 applications to the cloud. In doing so, they've automated SLA management, breach reporting, and exception processing and provided real-time service management dashboards, reports, and performance analytics to manage enterprise services. To drive productivity, an employee service portal was implemented to automate requests, report incidents, and enable self-help and chat channel support.

Within nine months of implementation, these automated workflows have:

- **Processed 41,000+** service requests supporting ten primary manufacturing sites.
- **Resolved 35,000+** incidents and events.
- **Captured 3,000+** knowledge articles to standardize service delivery.

**Contact your regional leader to learn how your organization can implement a similar solution.**

# Deloitte and ServiceNow: work re-architected to unlock value

Deliver results with speed, scale, and insight.



Through the lenses of these five trends, we have taken a close-up look at both the state of the enterprise space today and where it needs to be tomorrow. This knowledge should serve as a launch point to recession-proof your organization and use challenges to power positive change—building a future of work that’s sustainable, intelligent, innovative, and most of all, human.

**As the world’s leading consulting firm**, Deloitte is uniquely positioned to understand and advise teams as they embark on this journey, bringing top-of-the-line support and solutioning to any roadblock or use case. And with the ServiceNow platform, teams can not only prepare themselves for change, but embrace it—reimagining the way they work and the experiences and products they deliver to set the path toward a better and brighter future for all.



## Deloitte.



Global Partner of  
the Year 2022



Global Employee Workflow  
Partner of the Year 2022

Americas Partner of  
the Year 2022



ServiceNow Americas  
Partner of the Year 2022

APJ Partner of  
the Year 2022



APJ Creator Workflow  
Partner of the Year 2022

EMEA Transformation  
Partner of the Year 2022



EMEA Customer Workflow  
Partner of the Year 2022

Americas Service Partner  
of the Year 2023



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