

CIOs & GBS: Seamless fit or forged alliance?

Research Report

August 24

A survey by



CIONET
What's next.



EY
Building a better
working world

servicenow[™]



Contents



Introduction.	03
1. A broad spectrum of GBS adoption	05
Wave One: Efficiency approaches to GBS services	05
Wave Two: Towards integrated digital services	06
2. CIOs lean in on next-wave GBS	07
Supporting the vision for a better user experience	07
Addressing current IT-related barriers	08
3. Gen AI gives impetus to GBS and CIO partnering	09
Enacting a service breakthrough	10
Enabling intelligent interactions	10
State of Gen AI readiness	10
4. ServiceNow is at an inflexion point	11
Gen AI provides a true concierge service for employees	12
ServiceNow becomes a leader in Gen AI applications.	13
5. ServiceNow needs a ‘ChatGPT’ moment	15
Conclusion: What should CIOs do next?	18
About the authors	19
About CIONET, EY and ServiceNow	21

Introduction

CIONET was commissioned by EY and ServiceNow in 2023 to survey CIO executives and assess the alignment of IT and Global Business Service (GBS) organisations. The research focused on five key questions:

- 1 How clear is your organisation's GBS vision and structure, and what is IT's role? Are you, as CIOs, satisfied with your collaboration with GBS leaders?
- 2 Is GBS a priority for IT, and should it receive more focus? If not, what is holding it back?
- 3 How effectively is ServiceNow utilised as a platform, and what gains have you seen? Should it be the go-to for all GBS services?
- 4 What obstacles could hinder GBS's success, and what are your strategies for addressing them?
- 5 Are you supporting workflow automation with ServiceNow in specific business areas, and do you see new business needs driving future service management?



The survey included 9 CIOs and GBS leaders from across seven sectors.



The survey and accompanying elite roundtable event in June delivered five main conclusions:

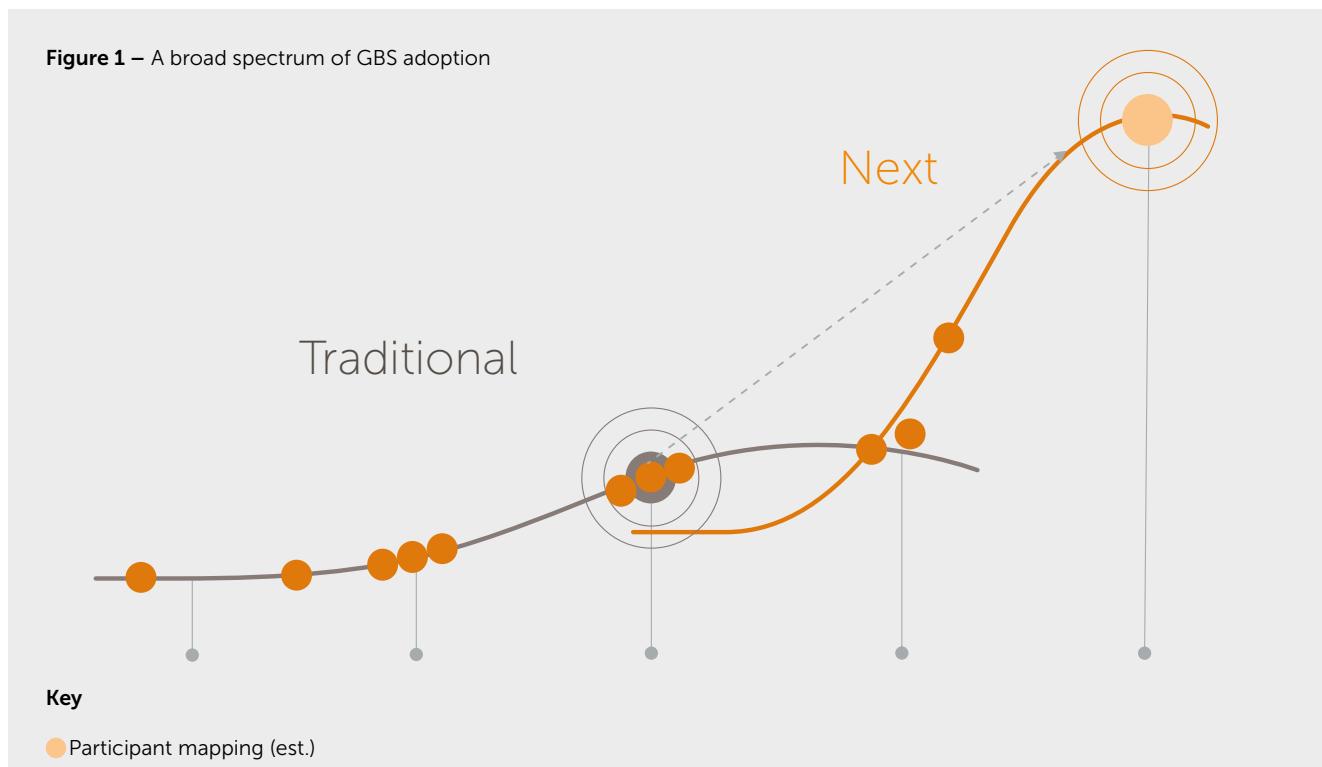
- 1 GBS evolution and S-curves: GBS has evolved in two phases, illustrated by maturity S-curves. The traditional S-curve focused on cost and efficiency, while the new S-curve emphasises value creation and experience-led services, requiring more vital CIO-GBS collaboration.
- 2 Diverse uptake of GBS: There is a broad spectrum of GBS adoption across the two S-curves, with varying degrees of evolution and partnership intensity between CIOs and GBS organisations. This spectrum highlights the various stages of maturity and integration across businesses.
- 3 Importance of Gen AI: Generative Artificial Intelligence (Gen AI) is critical for enhancing CIO-GBS partnerships. The discussions emphasised the need to explore the potential of Gen AI in transforming service management and operational dynamics.
- 4 ServiceNow's role: ServiceNow is viewed as a critical player in the future of service management. Participants shared visions of a future where service interactions are more context-led and ticketless, significantly altering the current landscape.
- 5 ServiceNow needs a 'ChatGPT Moment': The findings underscore the need for ServiceNow to experience a breakthrough moment, such as the rise of OpenAI's ChatGPT in AI, which will help ServiceNow transcend its perception as merely a ticketing tool and drive broader adoption across enterprises.

The report concludes by offering a roadmap for CIO and GBS collaboration, emphasising the unique role that a combination of ServiceNow and Gen AI could play in bringing closer alignment.

1

A broad spectrum of GBS adoption

According to research conducted by EY¹, GBS has progressed through two waves of maturity. The 11 interviewees confirmed this finding.



Wave One: Efficiency approaches to GBS services

The first wave consists of a shared services approach addressing each functional area independently. In this wave, most functional resources are offshored to achieve operational efficiencies through labour arbitrage and process automation. Interviewees said there is

room in this wave for further cost reductions through platform consolidation at regional and global levels. Some interviewees are reducing the number of offshore partners to achieve further operational efficiencies.

¹ Global Business Services: an engine for enterprise transformation. EY publications

Wave Two: Towards integrated digital services

The second wave focuses on business value rather than cost efficiencies. This shift calls for the end-to-end digital integration of processes across functions such as finance, procurement, IT, sales, and HR. This approach avoids further commoditisation of services to the employee and customer. The ultimate destination is a transformation in employee experience equivalent to that existing at the customer level, as demonstrated by Amazon's one-click transactions. At this stage of maturity, GBS could become an industrial-scale platform that serves the entire enterprise.

As the CIO of a well-known beverage company pointed out at the elite roundtable event, there could be a "flywheel" effect between the two stages of evolution. Efficiencies derived during the first wave could generate the necessary funding to support a transformation into the second phase. Interviewees were keen to point out that boards today are under increasing cost pressure and will need to find internal investment sources for such transformations.



Sumit Mitra
CEO of Tesco Business Solutions

"Tesco Business Solutions is the most impressive organisation across Tesco" - Group Audit committee chair and Tesco PLC Board member.

Tesco were one of the early adopters of "shared services". They set up their first back office operations in Bangalore back in 2005. It was originally set up as a cost arbitrage centre. However, from 2018 onwards the shared services operations went on a transformational journey under Sumit's leadership, from a single site entity supporting UK to a multi-country Global Business Services model supporting entire Tesco Group and its subsidiaries with a clear vision to create sustainable competitive advantage for Tesco.

More recently, the Tesco business solutions (TBS) leadership had led the evolution of GBS to iGBS, extending from process to experiences and leveraging the power of Analytics and data science to help the business to take critical decisions and to be the "brain of the CEO". Today, TBS owns continuous improvement methodology across Tesco Group and is accountable for critical end to end processes like, store design, FP&A, tax and treasury, product life cycle management, supply chain, online operations, pensions, £5.6bn of Tesco's payroll, and handling 6m of customer and colleague contacts across multiple channels. TBS is also the Analytics Centre of excellence for the Group. TBS is based in four main hubs – Bangalore, Waterford, Budapest and in Dundee. Today, Tesco Business Solutions is Shared Services and Outsourcing network's (SSON) as World's Best GBS in 2023 and runners up in 2024.

The Technology team at Tesco partners with TBS to drive step change on how to improve process experience, like implementation of Retail specific intelligent workflow tool which is being completely built in-house, to implementation of omni-channel customer contact centre transformation. Whilst TBS has in-house transformation teams which deploys its own robotic process automation and Hyper automation capabilities through AI to improve process and experience. This allows them to free up their highly motivated and experienced colleagues to take on more value added activities to drive incremental improvements in profit, revenue and cash.

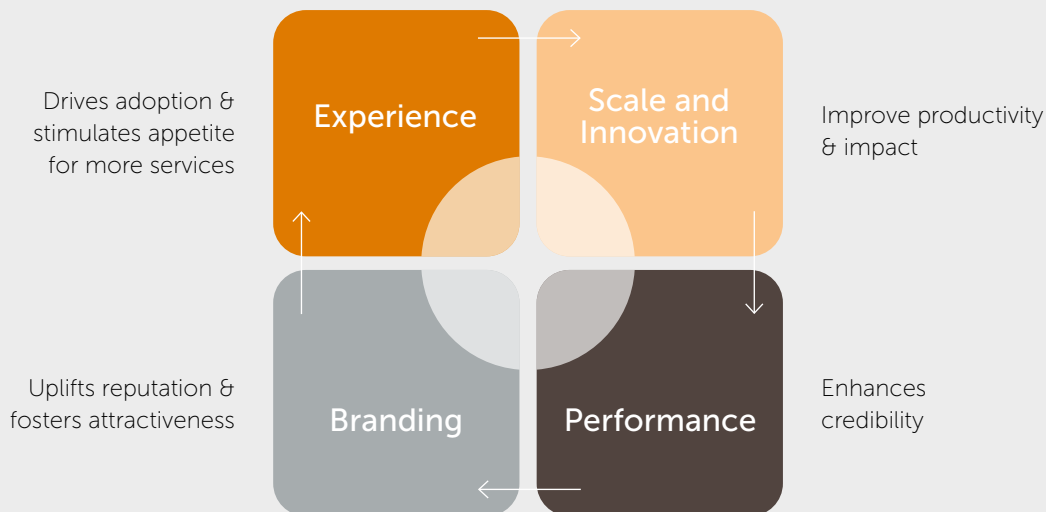
Sumit believes a "holy trinity" of people, processes and technology delivers sustainable changes in any GBS. He believes AI will transform how GBS interacts with Tesco's colleagues, suppliers, and customers. Data will continue to be the key ingredient to deliver a differentiated offering across a congested retail market. Sumit expects the next generation of tech-led business transformation to draw on a combination of customer experience, data analytics and generative AI.



2

CIOs lean in on next-wave GBS

Figure 2 – CIOs lean in on next Wave GBS



Supporting the vision for a better user experience

The CIOs we spoke to recognise the case for an integrated solution to multi-function service delivery at the point of use. They are preparing their platforms to enable a second wave in GBS evolution. Randstad's CDIO, for example, believes she is building a better company by transforming the company's IT platforms.

As illustrated in the figure above, the key driver for change today is user experience (UX), especially among employees and contractors who want a similar level of service as external customers. Over the last two decades, the lack of investment in internal support tools has led to stagnation in corporate productivity despite rapid technological advances via e-commerce, mobility, social media, and cloud.

The interviewees expect double-digit increases in productivity by investing in digital services. EY is looking for a 50% uplift in professional productivity due to the extensive use of intelligence at the user interface. This investment in digital services has a dual effect. It improves corporate performance at every level and contributes to employee retention. As one CIO stated, we must strive to equalise the employee experience at work and at home. The CIO said employees frequently regress several generations of technology when they arrive at work each morning. Investments in digital services will uplift the reputation and brand of the IT organisation alongside GBS.

Addressing current IT-related barriers

The CIO of AXA believes most organisations require an extensive legacy modernisation programme. This modernisation should move away from systems and platform complexity and deliver simplicity. The steps being taken by digital leaders to address current IT-related barriers include:

- Migrating infrastructure to public cloud providers, such as Google Cloud Platform, Microsoft Azure, and AWS. This migration is still a work in progress for most large organisations. When completed, the shift will offer a level of flexibility that will help organisations cope with a rapidly changing business environment
- Modernising applications to work in the public cloud. Two approaches are key here. The first approach is adopting Software as a Service (SaaS) applications to replace bespoke ones. The second approach is focused on using AI to automate processes and enhance the user experience.
- Consolidating and standardising data. This mainstream ambition of all interviewees can only happen when core applications are re-platformed. One potential workaround is to assemble a small or large language model that makes data more accessible.
- Developing a shared vision and roadmap with GBS colleagues to align investment. For example, one management council can ensure common standards and practices.

Many CIOs are concerned about the lengthy timescales associated with application modernisation. Given the complexity of legacy systems and infrastructures, full-scale moves to the cloud can take several years. This situation has caused frustration among some GBS executives, prompting them to take an independent route towards intelligent digital services.



Ursula Soritsch-Reiner
Group CDIO, Saint-Gobain

Saint-Gobain designs, manufactures and distributes materials and services for the construction and industrial markets with more than 900 factories around the globe and local product lines. The company employs 160,000 employees around the world, 4,000 of whom work in IT. With a focus on insourcing rather than outsourcing, the company has 1,700 employees in India operating its back office via a shared service approach.

As the Group's commitment is guided by its purpose "Making the world a better home", Ursula emphasises re-use rather than re-invent as her operating approach across IT. She has adopted a single cloud vendor strategy and an integrated data platform. This strategy encourages using local self-service and AI portals that support national organisations. The Group CDIO uses a cloud-first strategy to ensure harmonisation of IT across the group. She also draws on a limited range of technical solutions. This harmonised approach makes it easier to scale out new applications.

Ursula arrived in 2021 and ServiceNow has been focused on IT and HR. She created a ServiceNow strategy in 2022. She expects adoption of the ServiceNow platform through 2024 onwards. Ursula rates ServiceNow highly but is keen for the company to maintain a competitive pricing structure. She's eager for ServiceNow to develop a reworked user interface and further personalisation.

Ursula believes the right user interface would make it easier to extend the platform across all business functions. She believes AI could play a crucial role in these developments. Like other enterprises, Saint-Gobain uses AI for specific use cases such as legal contracts and CRM. Ursula believes that explorations into emerging technology are super-important.



3

Gen AI gives impetus to GBS and CIO partnering



Enacting a service breakthrough

Interviewees recognised that Gen AI could support moves to an integrated architecture, end-to-end process automation, and an enriched employee experience. One interviewee referred to the challenge of onboarding a new staff member as an example. This process might require separate interactions with multiple functions, including payroll, finance, and facilities management. An integrated service platform would streamline the onboarding process and enable the new employee to access all functions in one conversation.

An intelligent interface for multi-function services allows staff members to explore different options in seconds and select the most appropriate solution. Such services can use small or large language models to draw on knowledge and optimise decision-making processes. For example, an employee making a business travel request would be automatically guided by the corporate policy on hotels, airlines and other means of transport. Gen AI will remove the manual need to reference policy documents, thus speeding up the transaction.

Enabling intelligent interactions

Intelligent chatbots, enabled by Gen AI, can maintain constant relationships with corporate employees and their customers. The chatbot becomes familiar with the work routines of every staff member and tailors its responses to reflect individual requirements and associated authority levels. The bot also fine-tunes security controls to suit the individual and protects the organisation from internal disruption due to carelessness or criminal intent.

Some organisations are already equipping their customer call centre agents with AI tools. This approach helps to personalise interactions and reduces the time it takes to resolve an enquiry. For example, by providing each agent with up-to-date information on a retiree, the UK Pension Service reduced the time to process a pension application from six weeks of manual effort to a 20-minute phone call. This transformation supported a reduction in staff numbers from 22,000 to 9,000.

State of Gen AI readiness

Gen AI has received huge hype during the past 18 months, but the tools are still at an early stage of maturity. Leading vendors, such as Google, Microsoft, Meta, and ServiceNow, are competing for attention. Microsoft, via its Copilot services, is making a successful land grab in many interviewed organisations, given its dominance in office applications and strategic influence on OpenAI. The

innovations sponsored by AI combined with a second wave of GBS development could help us reimagine the form of the enterprise during the next decade.

One outstanding issue for CIOs is how to build such an intelligent interface. IT vendors and service integrators encourage experimentation with off-the-shelf tools. However, costs per employee can exceed \$30 to \$50 monthly, presenting the organisation with a hefty bill. Some companies, such as Unipart in the UK, have decided to implement bespoke small language models to test commercial and technical viability. This development can be undertaken in months at a relatively low cost. Most interviewees anticipate further experimentation in the next year or two before large-scale rollouts are commercially assessed and implemented.



Bijoy Sagar
Global CIDO,
Bayer

Bijoy emphasizes the importance of the digital aspect of his role as CIDO, focusing on guiding and promoting digital business models, particularly where IT adds value. He sees digital and AI as essential for Bayer's growth and expects automation to lead to cost reduction in the future. Collaboration between GBS and IT is occurring and key, especially in areas that can be commoditised, such as leveraging automation ServiceNow and generative AI technologies.

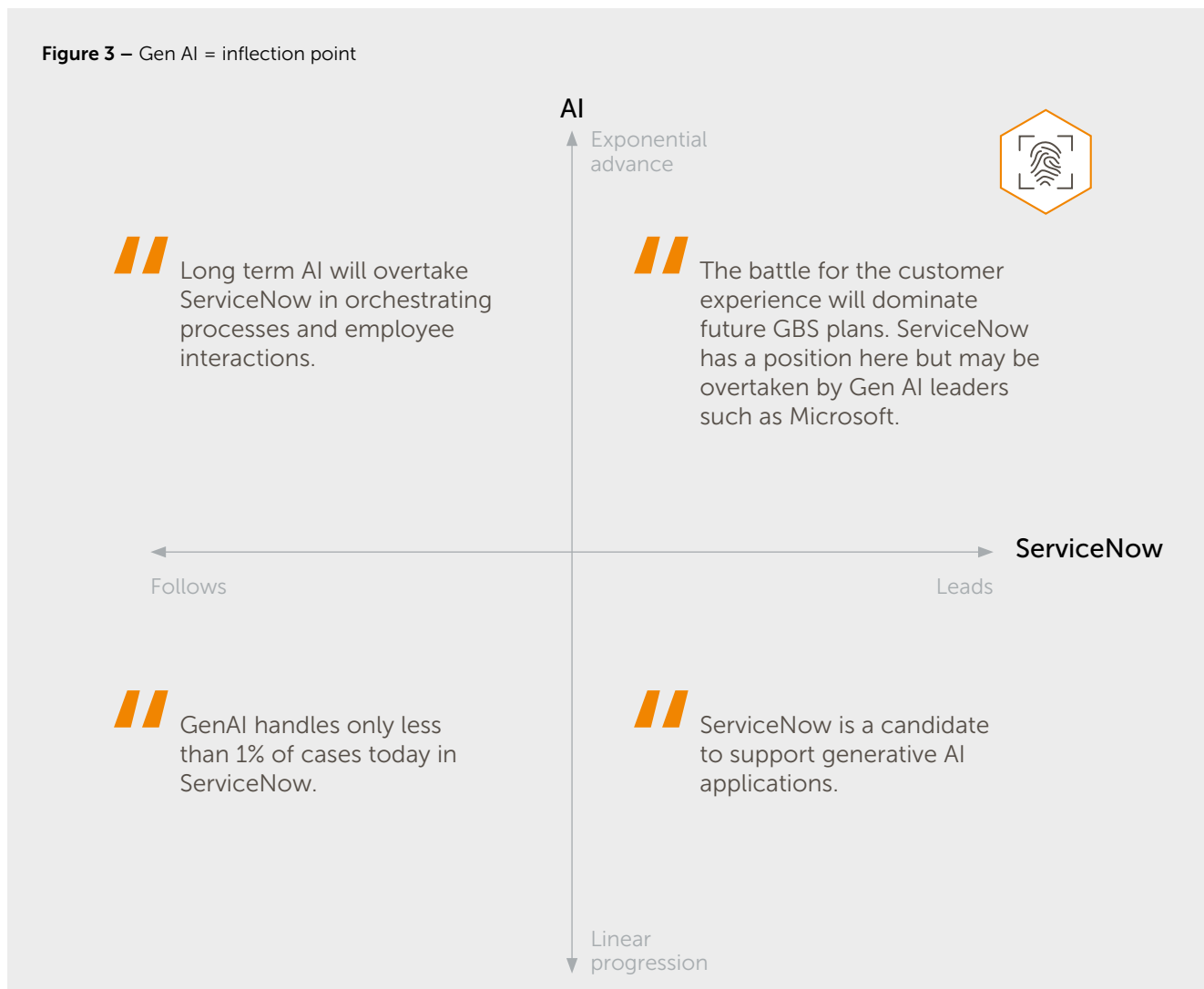
While GBS has traditionally focused on commodity transactions, back-office processes (e.g., order to cash), and cost arbitrage, Bijoy highlights that GBS is shifting and becoming an important contributor to the complex business and technology challenges that Bayer faces.

Bijoy emphasizes the significance of data to predictive analysis and decision-making and suggests leveraging both large and small language models in Bayer's approach to generative AI. He notes that the "winners" in offering AI solutions have not been identified and numerous companies (e.g., Microsoft, Salesforce, Google, SAP, ServiceNow) are well positioned to hold prominent positions. He highlights the importance of ServiceNow adapting to support small language models to remain competitive in the evolving AI marketplace.

4

GBS is now at an inflection point

Based on our discussions with interviewees, we believe there are four possible scenarios for ServiceNow's response to developments in artificial intelligence (see figure, below).



We draw some potential implications from these scenarios.

Gen AI provides a true concierge service for employees

AI-generated workflows incorporate business context when responding to employee requests. Gen AI becomes the service orchestrator that mediates across all corporate knowledge bases, regardless of which function they are embedded. The future no longer belongs to traditional ticketing. Instead, employees hand off low-level tasks to computers and concentrate on higher-level activities that add value to the business. This concierge service creates a more favourable work environment that helps to attract and retain talent.

SaaS providers are eager to occupy this 'concierge' space. Microsoft leads the market today with Copilot. However, other companies, such as Salesforce, Workday and Google, are investing in Gen AI interfaces and large language models. ServiceNow needs to take the lead as a concierge service specialist.



Pablo De Ayala
Global CIO,
Avolta

Avolta has shared service centres in Europe, USA and India. Avolta is going through a mega-merger with Autogrill and the business is focused on integration activities. It's unclear whether synergies will necessitate a GBS-style consolidation. Pablo believes Avolta should keep value-based activities in-house and outsource where technology brings scale advantage.

Over the last three years, Pablo has transformed IT in more than 50 countries by adopting common ERP and POS systems, such as the One SAP programme. IT has developed centres of excellence that act as hubs in a centralised IT landscape. Avolta has standardised IT globally and it is now doing the same across the Autogrill landscape.

Avolta implemented ServiceNow 10 years ago. ServiceNow is now the primary IT service management platform for the group. Pablo believes ServiceNow could become a unified portal for all employee requirements. For this to happen, ServiceNow must orchestrate links to other functional tools, such as human resources. Pablo held a workshop with ServiceNow to discuss this potential change.

Avolta has developed a large language model and accumulated more than 50 use cases. In the longer term, Pablo expects AI to take over orchestration and fashion the customer experience. Strategically, the battle for the customer experience will dominate future GBS plans. Significant vendors include SAP, Microsoft, and potential Gen AI newcomers who could upset the status quo. ServiceNow has a position but may be overtaken by Gen AI leaders, such as Microsoft.

ServiceNow becomes a leader in Gen AI applications

As the use of Gen AI advances rapidly across the enterprise, the battle for the employee experience will dominate future GBS plans. Gen AI will help organisations shift quickly to the second GBS wave. Employees expect their enquiries to be answered intelligently by chatbots or service agents equipped with comprehensive information. The interviewees refer to this transformation as a 'shift left'. Ninety-five per cent of issues and queries will be solved in a single interaction, consigning the ticketing system to history.

This trend infers a repositioning of ServiceNow from a 'system of record' towards a 'system of insight'. ServiceNow's comprehensive knowledge of requests and issues across all functional areas could enable the company to pinpoint systemic failures that can be eliminated by effective process automation and redesign. This approach would be similar to the lean production pathway that has supported fault elimination in automobile manufacturing.²



Bernd Bucher
Novartis CIO

Novartis, an innovative medicines company, is dedicated to reimagining medicine to enhance and extend lives, serving over 250 million people globally with pioneering medicines. At its heart is the Data, Digital & IT (DD&IT) organization, comprising over 2,700 internal and 15,000 external associates. The division blends expertise in Information Technology, Data & Artificial Intelligence, and Digital Transformation & Innovation. It's instrumental in transforming business strategy into tangible outcomes through technological prowess and innovation, crucial for Novartis' mission to improve health worldwide.

The DD&IT organization supports the end-to-end Novartis value chain from research, drug development, manufacturing, and commercial by leading process automation initiatives. It adopts a product-centric development approach, managing a high volume of transactional operations with platforms like SAP, Salesforce and ServiceNow to enhance service quality and efficiency, thereby adding significant value to Novartis' operations.

Novartis' Global Business Solutions (GBS) is a multifaceted function operating out of Novartis Corporate Centers (NOCCs) that has a primary focus on commercial roles while provide a range of business services beyond Commercial as well. These services include insights and analytics, scientific writing, legal services, program and change management. GBS is evolving to focus on high-value activities, aiming for launch excellence and strategic planning, transitioning from staff augmentation to strategic, impactful work.

GBS and DD&IT at Novartis report to the Operations division, reflecting the company's dedication to streamlined processes and support across various business functions. ServiceNow, steered by senior executives under Bernd's strategic direction, is a foundational platform primarily supporting IT and HR Service Management activities today. IT pioneered ServiceNow's adoption for incident resolution, change management, and asset management, while HR uses it for core daily transactional activities.

Bernd recognizes ServiceNow's capabilities within Novartis' IT to deal with several million tickets per year for operational activities and supporting us in managing our project portfolio of more than 2000 projects a year. The platform supports to have all required information at hand for the support and project teams and is used for various compliance related activities. ServiceNow helps us automating various tasks and we are using Service Now's "Assist Now" AI capabilities. Bernd is keen on maximizing ServiceNow's benefits at Novartis, actively exploring its varied uses to foster a culture of continuous learning and process advancement.



² The Toyota Way authored by Jeffrey K. Liker and published by McGraw-Hill



5

ServiceNow needs a 'ChatGPT' moment



Interviewees' current perception of ServiceNow is often connected to its history as an IT ticketing specialist. They frequently perceive ServiceNow as a costly platform primarily related to IT processes. One interviewee commented: "You should not use the current ticketing tools in finance." The ServiceNow platform should be reframed to unlock its potential across all enterprise functions. ServiceNow should deploy Gen AI within its interfaces and platforms to suit all user requirements.

In addition to redesigning the user interface, ServiceNow needs to acquire more domain knowledge to bring it closer to the core business. This shift infers a more consultative approach that may be served through partnerships with service integrators such as EY and SaaS providers. The shift also implies reframing the value proposition to consider process automation efficiencies and improved employee productivity. Interviewees commented that ServiceNow pricing needs to reach affordable levels to accelerate broader deployment.



Anka Gajentaan

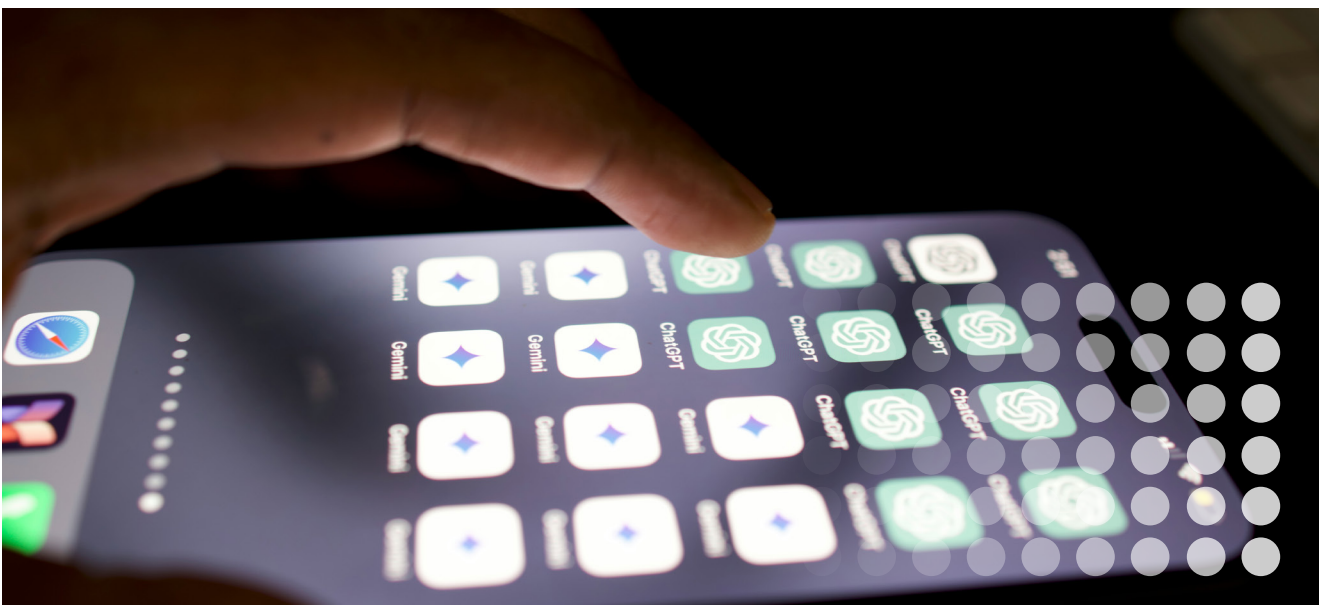
Head of Transformation at Randstad Digital Global and MD Randstad Digital Netherlands

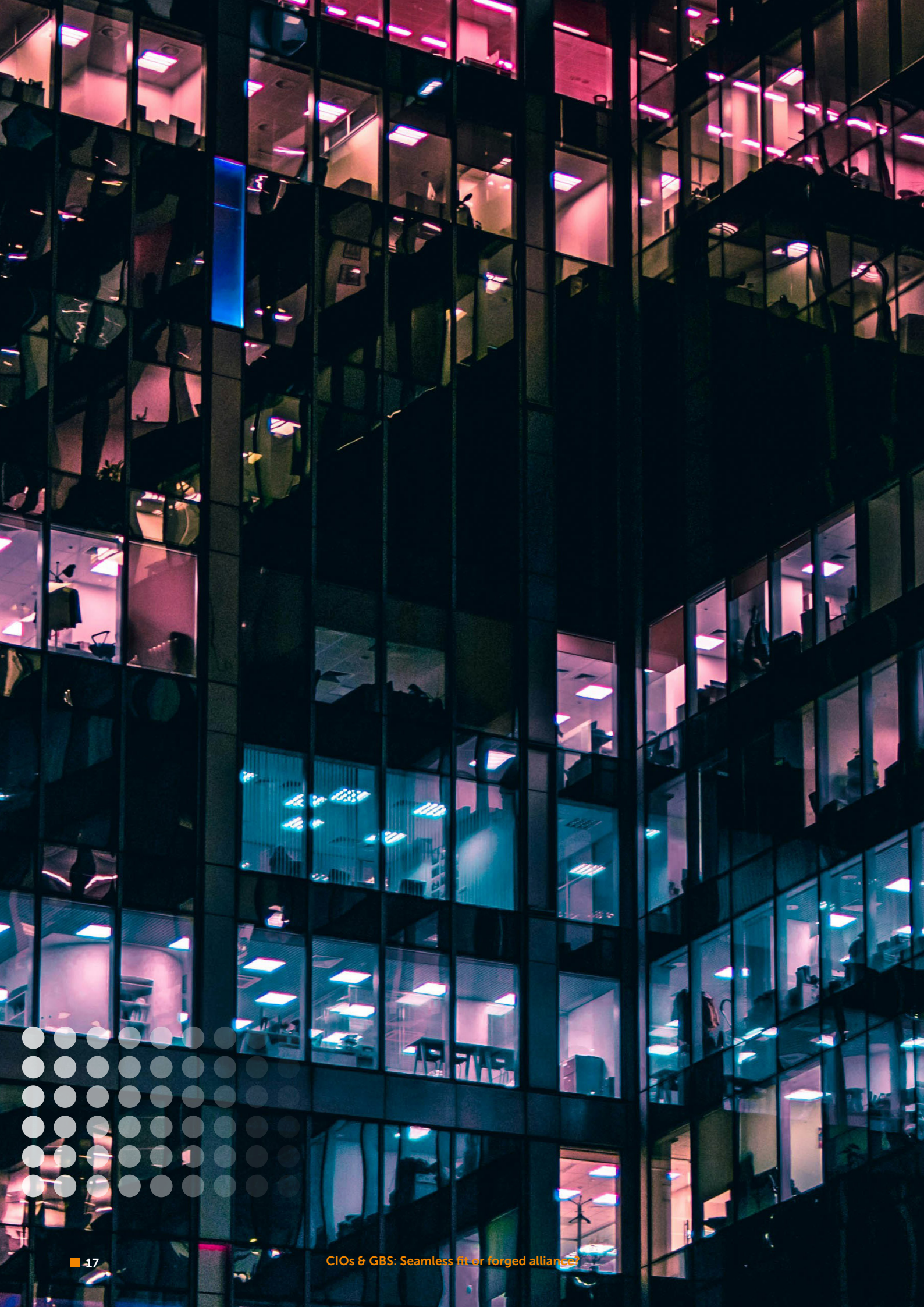
Randstad has moved from a series of national organisations to an integrated global business model. The group has two regional organizations: Operational and Professionals, serving hiring managers with specialized talent. And two global operations: Digital, serving the CIO community with digital talent and IT solutions; and Enterprise, serving large customers with HR advisory and workforce solutions. The group established a Global Capability Centre (GCC) to support all four divisions. A high-level management council ensures common standards and practices are observed.

IT has also moved from national-level organisations to an integrated global department utilizing a centre of excellence to control policies and standards. The company has a cloud platform to support integration. Randstad works with SaaS providers such as Salesforce, Workday and ServiceNow to achieve integrated operations. The company also uses a range of bespoke packages. The board plays a key role in helping IT to shift its focus from a provider of technology services to helping to transform the company.

Randstad and its clients have seen that local IT departments were first users of ServiceNow 20 years ago. The platform has helped IT management to improve through workflows. Now also other functions, such as Risk and Talent Acquisition, are implementing ServiceNow. HR teams have used the platform to help onboard new staff. Randstad has developed a close relationship with ServiceNow as it has developed internal and external use cases.

Anka sees great potential in using AI to improve ServiceNow. She says ServiceNow is getting closer to core business processes to enable effective workflow automation and better user experiences. Anka believes intelligent chatbots can be used to maintain a proactive relationship with job candidates. She wonders whether ServiceNow needs a "ChatGTP moment" to show the enterprise how an AI-enabled version of the platform can move beyond IT-related tasks.





Conclusion: What should CIOs do next?

Considering the relative immaturity of GBS in the organisations we interviewed, CIOs have many opportunities to participate in GBS development, especially during the second wave of intelligent digital services. Here are some best-practice actions for CIOs:

1

Modernise IT applications and platforms to open the door for intelligent digital services, including removing legacy applications and adopting public cloud infrastructures. CIOs should also refresh traditional outsourcing contracts.

2

Help GBS leaders channel investment funds from first-wave efficiencies to finance second-wave transformation programmes. Vendor consolidation will help here.

3

Experiment with small and large language models to enable convenient access to corporate data. Be willing to scale up successful experiments.

4

Co-develop a single view of the enterprise architecture with GBS partners, with an agreed roadmap and investment programme, including common standards.

5

Work closely with GBS to adopt shared governance, resources and platforms to deliver second-wave configurations. Bring ServiceNow into all discussions.

6

Recognise the critical importance of data and AI in enabling a smooth transition to integrated digital workflows and a unified employee experience. We thank the interviewees, EY and ServiceNow executives, and CIONET members across Europe who have provided additional insights into this complex and rapidly developing business area.

About the authors



Roger Camrass
RESEARCHER DIRECTOR

A pioneer of today's Internet as an ARPA research fellow at MIT in the seventies, Roger has spent over fifty years helping corporations harness the power of new technologies such as AI, cloud, mobile communications, e-commerce, voice recognition and satellite. He was a partner at EY responsible for e-commerce during the dot.com boom. He is a Cambridge University and MIT graduate and a visiting professor at the Hebrew University in Jerusalem..

See rogercamrass.com



Mark Samuels
CHIEF EDITOR

Mark is a business writer and editor, with extensive experience of the way technology is used and adopted by CIOs. His experience has been gained through senior editorships, investigative journalism and postgraduate research. Editorial clients include the Guardian, The Times, the Sunday Times and the Economist Intelligence Unit. Mark has written content for a range of IT companies and marketing agencies. He has a PhD from the University of Sheffield, and master's and undergraduate degrees in geography from the University of Birmingham.

Email mark@samuelsmedia.co.uk



Scott Mason
PARTNER & COO SWITZERLAND
AT EY

Scott has focused on the business value of technology for over 25 years and across multiple perspectives - from scientific research, academia, and consulting to industry as Chief Technology Officer (CTO) for a global enterprise. As COO and member of the Management Committee, Scott's mission is strengthening EY Switzerland's business for long-term value impact.



Maria Saggese
GLOBAL AND EMEIA (GBS)
SOLUTION LEADER AT EY

Maria is a transformative leader with 20 years of international experience in driving large-scale business transformation programs enabled by technology at various multinational companies, including Fortune 500 companies. Passionate about value creation through sustainable change, she specializes in integrated GBS operating models across key functions of the value chain - from strategy to implementation, including digital enablement with disruptive innovators and greenfield enterprise resource planning (ERP) systems.



About CIONET

CIONET is the leading community of IT executives in Europe and LATAM. With a membership of over 10000 CIOs, CTOs and IT Directors, CIONET has the mission to help IT executives achieve their aspirations. CIONET opens up a universe of new opportunities in IT management by developing, managing and moderating an integrated array of both offline and online tools and services designed to provide real support for IT executives, so they can do more than just keep up with change but ultimately define it.

www.cionet.com



About EY & ServiceNow

Today's pace of life demands instant transactions, easy access to information and seamless user experiences. Successful organizations quickly address inefficiencies that impact front- and back-office enterprise functions and yield poor experiences for partners, suppliers, and customers.

The EY–ServiceNow Alliance follows a human-centered and experience-driven approach to innovation. Leveraging the agility of the Now platform and incorporating the power of AI and automation, we can help modernize and link workflows to deliver intuitive and frictionless experiences across your organization. Together, we reimagine what business can be and what people can do. That's building a better working world

www.ey.com

www.servicenow.com



