Welcome & Introduction

Rieta de Villiers  
Deloitte Technology Strategy and Transformation Lead

Rieta leads the Technology Strategy and Transformation capability including ServiceNow. Rieta works closely with technology leaders to practically define their technology strategy, operating model and architectures. She is passionate about providing clients with technology enablement solutions that simplifies, drives efficiency and brings value to their employees and customers.
ServiceNow Overview
Leader’s digital transformation focus

- **Smart Experiences**
  - Modernise and automate

- **Cost savings**
  - Reduce software, hardware, & cloud spend

- **Operational resilience**
  - Deliver resilient operations

Innovate faster
Innovate at digital speed
Behind every great human experience is a great workflow
Behind every great experience is a great workflow

The Now Platform delivers workflows across organisations, silos and systems, creating a seamless enterprise system of action that enables great employee and customer experience and unlocks productivity.
Your digital transformation agenda in the new normal

**Deliver your employees the right experience anywhere**
- Deliver business continuity
- Drive the productivity of your workforce
- Transform your organisation to provide critical services

**Drive fierce customer loyalty with connected digital workflows**
- Organise resilient operations for unforeseen circumstances
- Manage location-based work efficiently and safely
- Expand capacity via automated self-service

**Optimise IT productivity, cost, and resilience**
- Deliver resilient operations
- Modernise and automate IT with AIOps
- Reduce software, hardware, and cloud spend

**Create new workflow apps fast when you need them most**
- Quickly respond to business change with new workflow apps
- Boost productivity with embedded analytics and AI in every app
- Digitise and automate work across the enterprise
As the Future of Work Programme Manager for Deloitte Africa and member of the Global Future of Work Regional Leadership forum, she plays an integral part in leading the Future of Work movement within South Africa by providing strategic guidance to business leaders on navigating the complexity of digital disruptions pertaining to changes in work, workforce and workplace, and how to create exponential professionals.
Kavitha Prag is a Director in Deloitte Consulting, focussing on Supply Chain Management Internet of Things (IOT), Capital Projects and Smart Real Estate. She enjoys a proven track record for supply chain optimisation, delivering practical, strategy-driven value through advisory services that optimise, reinvent, and improve the supply chain from end to end design, plan, source, make, and deliver.
Panelists

Lungile Mginqi  
Sasol  
Group CIO  
Lungile in his role as Sasol Group CIO plans to transition the IT organisation ways of working into Product Portfolios Strategy that delivers clear business outcomes by linking what the IT organisation does to business hypothesis or outcomes. This role also included introducing the new ways of working, adoption of the new emerging technology and embedment of the improved service experience in IT.

Seb Fitzjohn  
ServiceNow  
EMEA VP  
Currently serves as the Vice President, Alliances & Channel Ecosystem, EMEA  
Prior to this, Seb was Senior Director at VMware leading the Global SI/SO route to market in EMEA from November 2015 to June 2019.

Chris Garibaldi  
Deloitte  
Global ServiceNow Alliance Leader  
Chris founded Deloitte’s Technology Business Management (TBM) practice over 17 years ago. With 27 years of experience in business strategy and management, Chris possesses a unique perspective on the business of IT. The client centric solutions he designs deliver on the promise of technology.

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Importance of Alliances & Panel Introduction

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Deloitte & ServiceNow
Digital Transformation
You will now be allocated to the Breakout room that you selected earlier.

Let us know in the chat if you wish to switch to an alternative Breakout Session.
Immersion Session 1

ServiceNow across the HR Ecosystem
ServiceNow Across the HR Ecosystem
September 2020
HR Service Delivery

Driving employee experience

Delivering unparalleled employee experiences
Agenda

Introduction

Exponential HR

HRSM Overview

Deep Dive & Case Study
Joanne is a Senior Manager in the Human Capital Technology practice where she leads the Employee Engagement and Experience portfolio. The team designs employee engagement and experience platforms to drive performance, culture and accountability.
Jo Doyle
Deloitte
Senior Manager
Jo is a Senior Manager in the Human Capital Technology practice where she leads the Employee Engagement and Experience portfolio. The team designs employee engagement and experience platforms to drive performance, culture and accountability.

Declan Watson
Deloitte
Partner
Declan has more than 28 years of HR Transformation experience in guiding global organisations with developing their HR strategy, HR service delivery model (i.e. operating model), including HR Shared Services and the development and deployment of enabling HR technologies.

Hannah Rutledge
Deloitte
Senior Manager
Hannah is a Senior Manager within Deloitte’s Human Capital – HR & Technology Advisory consulting practice. Hannah has experience working on multiple Global HR Transformation programmes across a number of industries in the Private Sector (Financial Services, TMT, Retail, Consumer Goods).
Break away from traditional operating models to achieve work outcomes

Exponential HR
It’s time for **Exponential HR**

Traditional, static HR operating models are for the history books
Exponential HR requires more than tweaking HR’s existing operating model, structures, or technology.

**Adaptable**
- Shift operating and management philosophy to work with start-up mind-set
- Sense market, workforce, business to shape solutions
- Empower networked teams to embrace bold disruption and innovation

**Agile**
- Fail fast – learn faster to deliver iteratively and frequently
- Drive collaboration over individual contribution
- Enable rapid decisions with embedded HR teams, democratised data, and frequent reflection

**Architecting**
- Center solutions around customer and work outcomes
- Focus on Human Experience to achieve meaning and productivity
- Create solutions that drive relevant, measurable value

**Augmented**
- Partner with machines to elevate the human advisory impact
- Create faster, actionable insights
- Personalise experiences at scale with more reliable outcomes

Becoming Exponential means reimagining HR.
Exponential HR... is Adaptable

### Five Layers of Being Adaptable

<table>
<thead>
<tr>
<th>Ecosystem</th>
<th>Organisation</th>
<th>Team</th>
<th>Leader</th>
<th>Individual</th>
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<tr>
<td>How the work environment OPERATES</td>
<td>How work is ORGANISED</td>
<td>How work is DELIVERED</td>
<td>How work is MANAGED and LED</td>
<td>How work is EXECUTED</td>
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Adaptable HR Ecosystems are **Purpose Driven** and sustain competitive advantage by constantly sensing shifts in the needs and demands of the workforce, customer, business, and market...

...they use a **Flexible organisational Network**, of people, processes, and systems that interact with each other to deliver that broader purpose – often centered around customers...

... **High Performing Teams** harness the expertise of traditional and future workforce models and use **new ways of working** to create the right environment for change...

**HR leaders** are versatile, connect and empower teams, embrace vulnerability, and create an environment of creativity and inclusion...

...and unlock **resilient** individuals through **adaptive talent programs** to enable how people learn, grow, and develop.

| | 5.3 X more likely to tap into external sources of information | 4.6 X as likely to have strong capabilities in organisational design | 4.6 X more likely to practice collaboration and teamwork in accomplishing goals | 7.3 X more likely to have effective culture and engagement technology in the workplace | 6.0 X as likely to manage change and uncertainty |
Exponential HR...... is Agile

People
People need to work within and lead the changing agile business. Leadership programs and training for all workers inside/outside HR are key to adopt and promote flexible working.

Technology
Technology can be applied to promote working in a more flexible way. Mobile-first, personalisation, 24/7 access to knowledge, insights, actions, collaboration.

organisation Structures
Organising teams, roles and ways of working that are more flexible instead of the traditional ways of working can support and enhance agile business environments

Products
Traditional HR products need to transform to become more adaptable and personalised. Rewards, capability development, flexible performance management.

Processes
Traditional HR processes need to transform to fit a more agile business and enable faster decisions, empowering leaders and workers to drive work outcomes and productivity.
Create a **Human-Centric** Workforce Experience

Workforce Experience is an enterprise priority—well beyond HR, yet HR can orchestrate that experience through **four experiential levers:** personal, digital, physical, organisational.

Measuring Workforce Experience enables **clear linkage** to Customer Experience and business performance.

- **Personal**
  Focus on opportunities to create personal connections and building mechanisms to create a high level of purpose and meaning between workers and the organisation.

- **Digital**
  Technology that enables individuals to work and learn with aim to increase productivity, foster collaboration and creativity by using experimentation, design thinking and rapid innovation.

- **Physical**
  Environment that enables individuals to collaborate with others physically and virtually, thereby increasing the individual’s sense of belonging to the organisation and ownership of its success.

- **Organisational**
  The purpose-based foundation reflected in everyday behavior of leaders, workers and partners, resulting in a positive, engaging work environment in which individuals can thrive.
Exponential HR...... is **Augmented**

**Insights**
Amplify organisational intelligence by delivering actionable and real-time insights through pattern detection and analysis from multiple data sources

*Example*: Predictive Analytics

**Cognitive Tools**
Enable a machine to replicate rules-based human actions for the purposes of automating transactions processing

*Example*: Robotic Process Automation (RPA)

**Automation**

**Engagement**
Use intelligent agents & avatars to deliver mass consumer personalisation at scale and smarter, relevant insights to amplify end user experience

*Example*: Chatbot with Artificial Intelligence

- Provide personalised inquiry and problem resolution
- Craft exceptional experiences and deliver moments that matter

**Enable advisory services based on actionable insights**

**Provide technology and insight for strategic decisions**

**Automate high volume work and upgrade productivity**

Core HCM applications are **table stakes**.
The human role is elevated by **reimagining augmentation** with digital co-workers.
In closing.....What HR capabilities will be required in the future?

HR professionals of the future must grow 10 top Exponential HR capabilities:

- Integrators
- Digitally Literate
- Innovative Thinker
- Entrepreneur
- Action Oriented
- Customer Centric
- Purposeful
- Data Obsessed
- Team Ignitor
- Ambidextrous
Exploring four case studies

**Agile**

“Unlocking one million hours of productivity by delivering a next-gen employee experience for Coca-Cola European Partners”

**Architecting**

“Delivering a fully digital onboarding experience, accessible via mobile phone, tablet or desktop for Deloitte UK Graduates”

**Adaptable**

“Enabling the Flow of Work across the HR Operating Model and integrated HR system landscape at a Global Media client”

**Augmented**

“Maximising case deflection and delivering a consumer grade Portal experience at Chevron”
Exponential HR...... is Agile

“Unlocking one million hours of productivity by delivering a next-gen employee experience for Coca-Cola European Partners”

During an 8 month period...

Case & Knowledge Management

Employee Portal

Performance Analytics (ongoing)

Quality of Cloud

servicenow Madrid

Employee Onboarding Pilot

Onboarding Rollout UK & NL

3 week Sprints

01 02 03 04 05 06 07 08 09 10 11 12

Health Scan

Madrid Upgrade

...every 3 weeks

tangible outcomes were delivered...

Customer satisfaction on closed requests improved from 3.98 to 4.64 (out of 5)

# of active portal users increased from 868 to 4.435 users*

HR service requests increased from 1800 to 3000+ requests per month

Healthy instances are the ones with Quality of Service score 69%
Exponential HR...... is Architecting

“Delivering a fully digital onboarding experience, accessible via mobile phone, tablet or desktop for Deloitte UK Graduates.”

Key benefits

• **Automated workflows** to complete onboarding tasks and for HR colleagues to provide support

• **Chat functionality** to facilitate interactions between Graduates and HR, providing convenient, secure dialogue

• **Electronic signatures** for all documentation required as part of the Onboarding process

• **Personalised knowledge** articles aligned to Role and Service line

• The ability for Graduates to **track and monitor their progress**

• The ability for HR to manage their work, with **easy to use dashboards**

• **Time saving** of approximately 2-4 hours for each new hire

• **Time saving** for Graduates during COVID-19 / lockdown environment for those that **do not have access to a printer**

1,400+ Graduates are now enjoying a fully digital onboarding experience... accessible via mobile phone, tablet or desktop...

whilst providing HR with access to a modern, integrated workflow tool to manage a high volume of cases

“A selection of screenshots from the mobile version of the app:“

“I’ve been really liking the app...being able to read the pdfs as soon as I click on the task on the same page is great...and doing the signature on the phone was very easy too”

Graduate joiner
Exponential HR...... is Adaptable

“Enabling the Flow of Work across the HR Operating Model and integrated HR system landscape at a Global Media client”

Making work simpler...

HRSD Core Solutions

- HR Portal
- HR Service Catalogue
- HR Case Lifecycle Management
- Employee onboarding
- Employee Profile
- Knowledge Management

Core platform features

- Continuous Service Improvement
- Dashboards & Reporting
- Service Automation
- Collaboration
- Subscription & Notification
- Service Levels
- Performance Analytics

Interface Layer

Employee Central
Compensation
Learning
Performance
Time & Absence
Payroll
Mobile Solution
Document Management
Telephony Solution

Delivering an Amazon like experience...

...through an integrated HR system landscape

...with 40+ requestable HR Services
Exponential HR...... is **Augmented**

“Maximising case deflection and delivering a consumer grade Portal experience at **Chevron**”

#### Key benefits

- **A unified, consumer grade, employee engagement portal** to connect with employees and facilitate self-service knowledge, case creation and portal content for HR.

- **50+ new HR Services** built on the ServiceNow platform and empower HR Shared Services to deliver services to their customers.

- **Virtual agent chat functionality** that enables employees to searching knowledge, logging general inquiry cases and chatting with HR Shared Services live to get the help they need around the clock.

- **Integrations with third-party applications** to enable document management, telephone, and the flow of work between systems.

- **600+ new knowledge articles** and web pages to assist employees and HR Shared Services agents in understanding new HR technologies and processes, as well as enabling a seamless transition after the launch of new tools.
Key takeaways

**Agile**
- Organisations are designing and delivering workflows on the NOW platform in a matter of weeks, resulting in a rapid ROI from the product.

**Architecting**
- The flexibility of the platform encourages the design of Human centred workflows... making work simpler for the workforce, whilst delivering awesome, frictionless experiences.

**Adaptable**
- ServiceNow is a critical enabler for an efficient HR Service Delivery Model, enabling the Flow of Work across your HR Operating Model.

**Augmented**
- Organisations are leveraging ServiceNow’s Virtual Agent capabilities to maximize case deflection and to deliver a 24/7 Service to their workforce.
Immersion Session 2

ServiceNow across the IT Ecosystem
Presenters

**Deshan Pillay**  
Deloitte  
ServiceNow Practice Lead

Deshan is a leader in the Technology, Strategy and Transformation team where he leads the ServiceNow practice. His experience in Service Management, Business and technology consulting span more than 10 years. He has worked with various clients to streamline and automate user experiences across the enterprise.

**Chris Garibaldi**  
Deloitte  
Global ServiceNow Alliance Leader

Chris founded Deloitte’s Technology Business Management (TBM) practice over 17 years ago. With 27 years of experience in business strategy and management, Chris possesses a unique perspective on the business of IT. The client centric solutions he designs deliver on the promise of technology.

**Luke Losinski**  
Deloitte  
Technology Strategy and Transformation Lead

Luke is a leader in Deloitte Consulting’s Technology Business Management practice with nearly 15 years of experience helping organisations run the business of technology. He is on the forefront of how modern technology organisations can evolve to produce outcomes for their stakeholders in the digital era.
Deliver Digital Change with the Platform for IT

A single platform to plan, build, operate and service across all IT functions

**Great Experiences**
For IT, employees & customers

**Single Platform for IT**
The foundation for all IT workflows

**Now Platform**
One Platform  One Data Model  One Architecture

**IT Software Lifecycle**

**Technology Ecosystem**
Integrate across services, applications and infrastructure

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**IT Workflows**
- Workflows and integrations
- Machine Learning, AI & Analytics
- Web, Mobile, Conversational UX

**Employee Workflows**

**Customer Workflows**

**App Engine**
- Enterprise Service Management
- Developer Tools

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**Plan**

**Build**

**Operate**

**Service**

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**Cloud**
- HashiCorp
- AWS
- Azure

**Observability**
- Zabbix
Quick time to value in the new normal

Optimise enterprise software spend and audit risk
In a few months

Reduce SaaS spend
in a few days

Detect spend, identify overlap
in a few weeks

Uncover costs by geo, department, individual

Auto categorise redundant apps

Consolidate and sunset apps

Content Library
Millions of products

Savings Potential

Time to value
Connect your technology process and people through the Platform for IT.
IT Leadership Agenda

**TODAY’S TECHNOLOGY LANDSCAPE**

Describe the current market forces that are impacting the way organisations manage the business of technology.

**MANAGING THE BUSINESS OF TECHNOLOGY**

Define the six competency areas within Deloitte’s Technology Business Management framework and how it is used to manage the flow of data through a technology function.

**OPTIMISING THE TECHNOLOGY INVESTMENT LIFECYCLE**

Explain how to manage the lifecycle of a technology investment from ideation through delivery.
Massive shifts are reshaping the role of technology leaders from keeping the lights on to driving growth and organisational performance.

**The Shifting Expectations of Technology Leaders**

Proliferating Disruptive Technologies
- Cloud
- IoT
- Blockchain
- Mobile
- Analytics
- Cognitive
- Cyber

**Evolving Talent Pools**
- Contingent and dynamic workforce
- Automation
- Millennials
- Global talent markets
- Gig economy
- Crowdsourcing

**“Productisation” of Technology Services**
- SaaS Products
- Partner ecosystems
- ‘Digital Natives’
- Agile Delivery
- DevOps

**Expanding Stakeholder Expectations**
- Customers
- Business leaders
- The Board
- Shareholders
- Regulators
- Competitors

Recent unprecedented volatility is accelerating changes and the need for technology leaders to act.
Transforming the Technology Function Must Consider Three Dependent Focus Areas

Making changes in a silo minimises effectiveness and often results in the inability to deliver the expected benefits of a transformation.

Develop a holistic strategy that considers enterprise needs, customer desires, and technology capabilities.

Align pillars of an effective operating model with the way technology executes and the required services to meet the expectations of technology.

Evolve management processes and systems to keep pace with changing delivery methodologies and demands on the technology function.
Enabling Effective Management Systems with Technology Business Management

Having control over your technology portfolio with the ability to make decisions at the speed required from enterprises today requires taking a holistic look at the technology function.
Operationalising Technology Business Management

When properly integrated, the competencies within Technology Business Management create a whole that is greater than the sum of the parts.
Key Considerations

Begin with the end in mind
Every aspect of work within technology should be viewed through the lens of the outcomes it is supporting; whether that be enabling business processes or delivering a competitive advantage. This requires managing services in an end-to-end fashion that optimises technology assets to deliver business outcomes.

Provide true visibility into the value of technology
Strong control over the portfolio of technology services is required to respond to changing needs and communicate the value of technology. Connected operational processes should be in place that produces information that is understandable, actionable, and justifiable for the technology’s customers.

Meet expectations through nimble execution
With increasing expectations regarding new capabilities being delivered faster, the disciplines need to be in place to “right-speed” technology delivery. This requires moving from a project execution to a product solution delivery mindset allowing for different methods of work from “fail fast” innovation to agile solution delivery.

Embrace the change
Be prepared to let go of the old ways of operating and adapt to the changing needs of the organisation, its customers, and shareholders. Strategically design and integrate ecosystems of services, data, and partners to drive value, credibility, and influence of the technology across the business.
TBM and ServiceNow Summary

TBM + Now Use Cases

- Project Portfolio Management
  - Demand Management
  - Project Management
  - Business Outcome Management
  - Portfolio Management

- Application Portfolio Management
  - Application Analysis
  - Planning and Execution
  - TCO Management
  - Operational Data Management

- IT Financial Management
  - Analytics
  - Allocation Management
  - TCO Management
  - Operational Data Mgmt.

- Business Outcome Architecture
  - Metrics Reporting
  - Benefits Tracking
  - Capability Mapping
  - Value Drivers

- Agile and Product Management
  - Agile Development
  - Agile Performance Analytics
  - Agile Board and Backlog
  - Scrum Planning

- Enterprise Resource Management
  - Resource Availability
  - Resource Allocation
  - Skills Alignment
Thank you

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