SSON

The State of Intelligent Automation 2025

How Shared Services are Transforming in the AI Era

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Foreword: The State of Intelligent Automation 2025

By **Doug Shannon**, Global Intelligent Automation & Generative AI Leader

We've reached a moment in the evolution of intelligent automation where more options no longer mean better outcomes. Enterprises today are facing what I call "automation overload," where the proliferation of tools and platforms creates complexity, not clarity.

Shared Services and Global Business Services have become the proving grounds for what's next, yet they are often asked to sprint toward innovation without the strategic scaffolding required to sustain it. This report highlights what I've seen firsthand, the past five years gave us an abundance of automation choices, but it's the next five that will demand discernment, orchestration, and integration.

RPA and OCR, once transformative, are now commoditized. They work quietly in the background, much like plumbing, essential, but no longer exciting. **The real story of 2025 is how leaders choose to integrate these foundational layers with emerging capabilities like Agentic AI and Augmented Intelligence.** Agentic AI, in particular, stands out as the frontier, a shift toward systems that act, decide, and adapt with minimal human intervention, while still aligning to business objectives and oversight.

This report provides not just a snapshot of adoption rates and trends, but also a clear warning:

Without cohesion and intentional alignment to business goals, enterprises risk building brittle, disconnected solutions that can't scale.

As you explore these insights, I encourage you to keep three principles in mind:

- Alignment to strategic outcomes.
- Clarity of roles and responsibilities.
- Transparency of processes and decisions.

It's these three principles that have always guided my approach to enterprise automation and GenAI, and they remain critical as we move into a world where humans and autonomous systems must work side-by-side.

The future of Intelligent Automation isn't about deploying more. It's about deploying smarter, building cohesive ecosystems that empower people, extend capability, and position organizations for resilience and growth.

Introduction: The Digital Ecosystem in 2025

In the digital age, shared services and Global Business Services (GBS) leaders face a plethora of options when it comes to automation tools, each promising new levels of efficiency. From Robotic Process Automation (RPA) to Artificial Intelligence (AI), the rise of technology has made automation vital for competitiveness in today's volatile landscape.

According to SSON Research & Analytics' **State of the Shared Services & Outsourcing Industry Global Market Report 2025**, GBS organizations are prioritizing investments in tools that promise elevated performance and quantitative results. The top investment priorities for 2025 include generative AI, RPA, AI, ERP platforms, and analytics tools.

Prioritizing automation technologies that deliver measurable outcomes is key to demonstrating the return-on-investment (ROI), which many decision-makers expect to see within 18 months. This is particularly crucial for shared services, as they are increasingly acting as a proof of concept (PoC) or experimentation hub for the wider organization. According to the State of the Industry Report, 28% function as a PoC for the enterprise, and 42% are participating in wider digital initiatives.

As the graph below shows, GBS is taking less of a leadership role in digital initiatives than in previous years; nevertheless, its value as an incubator for innovation remains critical to enterprise-wide digital transformation.

What are your top technology investment priorities this year?

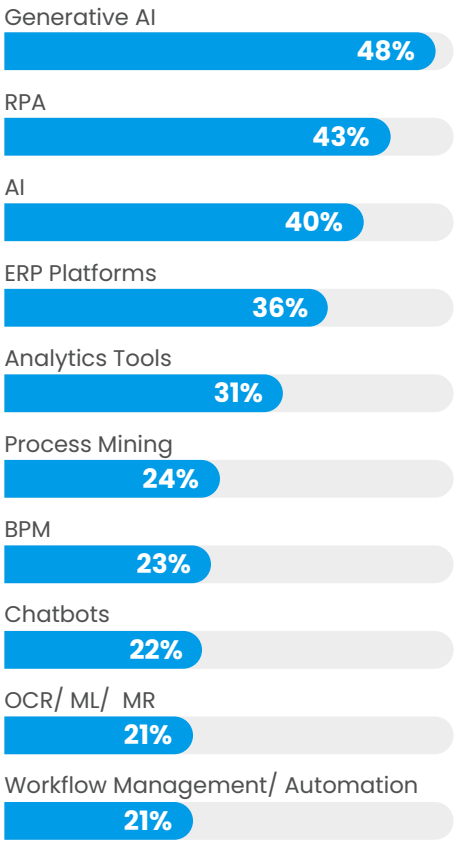


Figure 1 Source: State of the Shared Services & Outsourcing Industry Global Market Report 2025

Is SSO/GBS playing a role in supporting the enterprise's digital agenda?

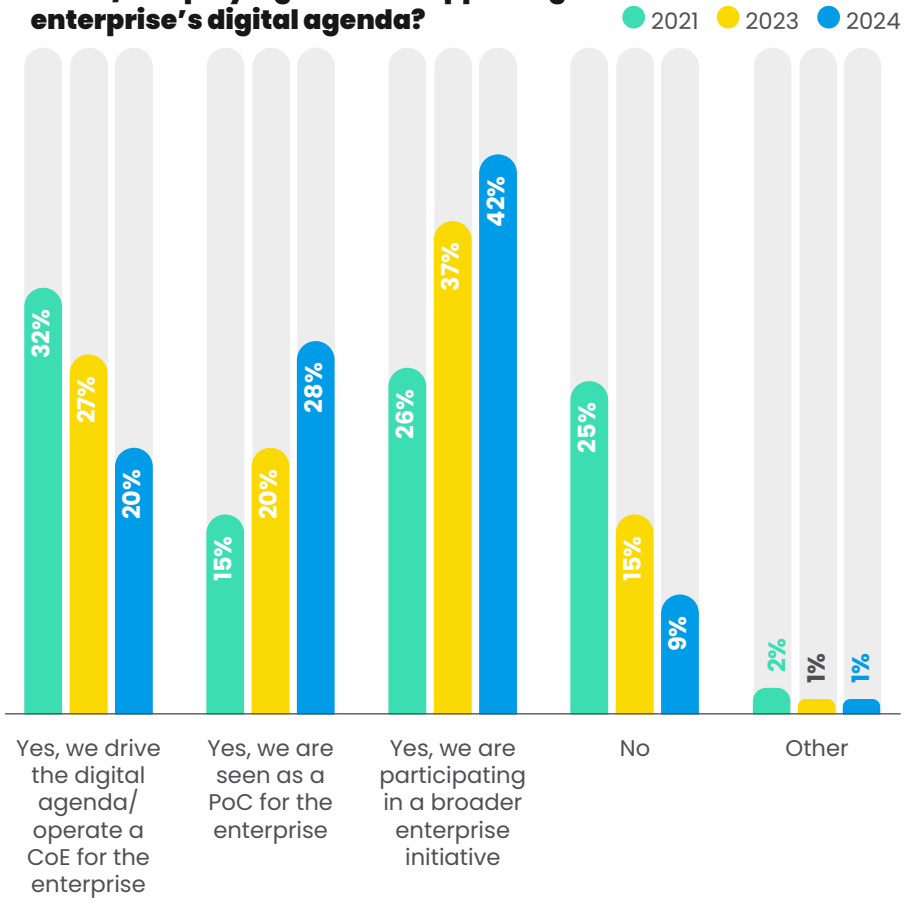


Figure 2 Source: State of the Shared Services & Outsourcing Industry Global Market Report 2025

Mapping Momentum: Adoption Rates & Maturity

Despite this, automation levels across shared services vary, with almost 30% remaining in the PoC phase and a third in early stages (<3 years). Although the majority (95%) of organizations have implemented intelligent automation (IA) in some capacity, this leaves just a third reaching advanced levels.

What best defines your current stage of intelligent automation?

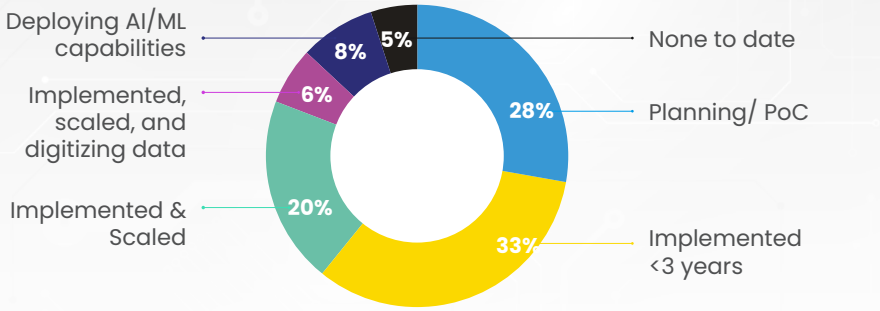


Figure 3 Source: State of the Shared Services & Outsourcing Industry Global Market Report 2025

Do you:

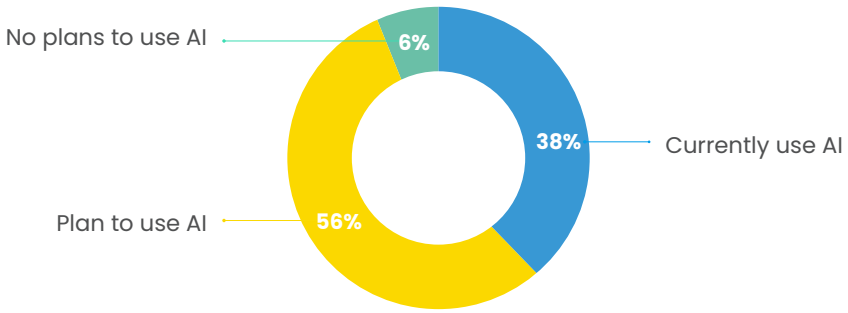


Figure 4 Source: Data collected at SSON Digital webinar (2025)

Looking specifically at AI, there is certainly a gap between interest and implementation. In recent years, AI has been positioned as the future of global business services, set to completely revolutionize the GBS operating model. However, data collected by SSON Digital reveals that under 40% of GBS are currently using AI.

Another survey conducted by SSON Digital pinpoints where organizations are on their AI journey, with the majority (45%) still analyzing and considering the value proposition of AI. Almost a quarter remain in the PoC phase.

Where are you on the AI adoption journey?

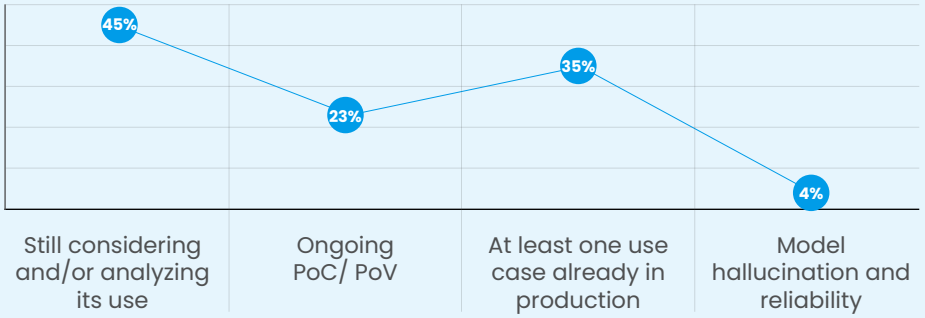


Figure 5 Source: Data collected at SSON Digital webinar (2025)

Overall, the data reflects a dynamic yet fragmented journey toward IA. While enthusiasm for technologies, particularly AI, is high, implementation levels lag. Organizations are eager to harness the potential of advanced technologies but are still grappling with how to embed them at scale and deliver measurable ROI. As GBS leaders continue navigating this complex ecosystem, closing the gap between interest and implementation is critical to unlocking the full value of IA and sustaining competitive advantage in a digitally driven market.

From Vision to Value: Accelerating the IA Journey

This disparity between enthusiasm and adoption must be addressed by selecting strategic use cases when beginning the IA journey and implementing best practices to accelerate a stalled digital transformation initiative.

Industry leaders cites fragmented ERP systems, integration challenges, and a lack of process standardization as significant challenges for IA. Beyond this, data collected by SSON Digital notes that 50% of organizations face competing priorities as the largest barrier to automation. Other key challenges include fear of change and comfort with the status quo.

What's the largest barrier for automation adoption in your department?

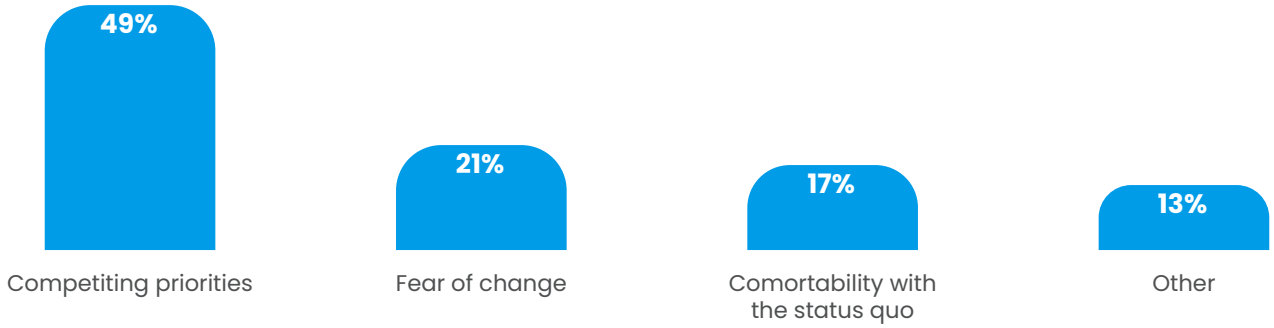


Figure 6 Source: Data collected at SSON Digital webinar (2025)

Given the challenges, the main obstacle appears to be a lack of cohesion among processes, technologies, or the workforce. This highlights the importance of aligning automation strategies with the wider enterprise's goals.

SSON Research & Analytics echoes this in their research, as 37% of teams report that technology investments are driven by traditional metrics such as ROI and cost efficiency:

> *"These considerations can overshadow more strategic ones: only a third of organizations prioritize aligning technology choices with broader business objectives, a critical factor in driving digital transformation as a means to achieving those goals. Shifting this mindset will be essential to overcoming roadblocks and accelerating the journey toward fully digitized operations."*
>
> *SSON Research & Analytics report: GBS as the Engine of Digital Transformation*

As such, SSON spoke with **Cara Herrick**, Director of GBS Strategy, **ServiceNow**, to uncover how shared services teams can move from vision to value with IA technologies:

Ask the Expert: Tackling Key IA Implementation Challenges

To cut through the noise and tackle key implementation challenges, SSON sat down with Cara Herrick, Director of GBS Strategy at ServiceNow.

What does the future of IA look like for GBS, and how can they evolve their technology maturity models to stay ahead?

If we set aside AI for just a moment and look at the technology ecosystem in GBS overall, we've seen a proliferation of specialty tools over the past 15 or so years. And depending on the size and scope of a GBS, that might translate to hundreds upon hundreds of point systems that GBS leaders, their teams, and users are interfacing with on a regular basis.

While there was certainly good reason for those tools to be put in place, the priority was largely meeting function-specific requirements, which came at the expense of other GBS value drivers like horizontal process connectivity, experience and data leverage.

To that end, we see organizations deploying IA capabilities to augment function-specific use cases as you'd expect. But the bigger disruptive potential and ServiceNow's focus is leveraging AI to drive much more connected ways of working across the enterprise –tackling end-to-end operational challenges, accessing insights and transforming customer and user experiences.

How can GBS teams find and prioritize the most valuable IA use cases, and bridge the gap between enthusiasm and reality?

I think about two dimensions when it comes to bridging the gap. On one hand, what use cases will deliver tangible impact in a short amount of time- the tight ROI that we're all accountable for. But there's also the slightly less tangible aspect of winning hearts and minds and having a meaningful impact on humans, not just the bottom line. And we in GBS know well how important it is to strike a balance.

I often encourage our customers to create a simple two-by-two. On one axis are the least efficient processes - high volume, highly manual, high levels of rework etc. Then, on the other axis, are the noisiest processes – what process or service is generating the highest escalations, has the highest error rate or lowest satisfaction? It's a quick visual to identify the areas where dollar-impact and human-impact intersect (as they often do!) and where we should focus our energy.

What other questions should GBS teams consider as they approach IA implementations?

[...] We're often starting with the question, *"what can AI displace?"* But I think a more interesting question to ask is, "Where do we need people embedded? Where is our delivery model intentionally human-centric and when/where do we want our users to engage with humans vs. agents? There's no right answer of course, and it'll depend on each organization's risk profile, cost model and the particulars of the process or service. But I think it's an infinitely fascinating and critical question for us to answer [...]

What key metrics should GBS organizations track throughout their IA journey to demonstrate business value and align with broader enterprise goals?

Back to the technology strategy discussion, if an organization's IA journey is focused primarily on functional or operational use cases, I think we'll continue to see efficiency, quality and speed metrics used to express GBS value. Cycle times, deflection, agent and user productivity, direct savings or cash flow impact, error rates etc. all still hold up, and the goal would be to snap a line before and after deployment to isolate incremental impact.

But if we agree that IA has the potential to fundamentally change the operating fabric of an organization, we'll need to consider new value pillars. A few are top of mind:

- **Talent mix and model:** how do we understand the way GBS roles are shifting and isolate the impact

of captive vs. outsourced vs. agentic resources?

- **Velocity:** how do we measure the speed at which we can now deliver a new capability, respond to a new business requirement or execute an acquisition or divestiture?
- **Data and insight:** how do we understand the impact of enterprise-wide data management practices and inter/intra-functional insights?
- **Digital user experience:** beyond CSAT/NPS, how are we getting much more sophisticated in our ability to isolate the friction our users experience?

What can organizations do to speed up stalled digital transformation, especially in fragmented or resistant environments?

We see project breakdowns most commonly in two places. Breakdown one is that we haven't gotten the scope right – too big/complex, not focused on problems that matter to the business. To the conversation earlier, **are we thoughtful about what's achievable, impactful, and solves a real problem for our customers? Not a problem that we've invented […] but a problem that is recognisable to our internal stakeholders and/or external customers.**

The second breakdown we often see is around governance. Specifically, do we have an aligned vision on where we're going? Do we have clear structures of decision making? Do we have a mechanism to understand interdependencies and visibility to up and downstream impact? […]

GBS steering committees and governance structures – those that bring together IT, functional stakeholders, and ELT members - have always been important. And to take full advantage of IA in a way that doesn't just add complexity but delivers value, we need to double down on coalition-building.

“ are we thoughtful about what's achievable, impactful, and solves a real problem for our customers? Not a problem that we've invented […] but a problem that is recognizable to our internal stakeholders and/or external customers.

As Cara highlights, to successfully transition from vision to value in the IA journey, organizations must tackle both structural and cultural barriers head-on. Aligning initiatives with broader business objectives is essential to achieving sustainable transformation.

By prioritizing strategic use cases, fostering cross-functional collaboration, and adopting a cohesive technology roadmap, GBS teams can overcome fragmentation and resistance. Emphasizing agility, integration, and value-driven metrics will enable organizations to accelerate stalled initiatives and embed IA as a core driver of enterprise-wide digital transformation.

The Automation Overload: Why More Isn't Always Better

However, IA implementation today is made increasingly difficult by the sheer number of different tools available, many of which promise to do the same thing. Deciding whether your current process problems can be most readily solved by OCR, IDP, RPA, Agentic AI, or Process Mining can be incredibly confusing and result in headaches for GBS leaders before the project has even commenced.

Coupled with this, the rapidly shortening innovation cycle, which sees new solutions emerge every six months, raises an additional dilemma: *Should I wait to see if something better comes along?* This compounds the already difficult question of *Which of today's many options should I choose?*

With so much automation at our fingertips, organizations are at risk of technology overload, which in turn leads to tech debt, upskilling challenges, and can even impact a business's adaptability. Rapid digital transformation means that within many GBS organizations today, there exists a complex networking of disconnected point solutions, many of which are great individually, but which are difficult to scale and achieve true process efficiency.

This signals a need to shift toward integrated suites that can handle end-to-end processes with embedded AI and analytics. These platforms streamline operations, reduce redundancies, enable real-time insights, and act as a more scalable approach to digital transformation. Interestingly, this need has transformed the most traditional form of automation...

The Role of RPA in 2025

With the development of innovative technologies such as AI, IDP, and Process Intelligence, Robotic Process Automation (RPA) has shifted from the spotlight. The automation of repetitive, rule-based tasks is no longer the hot topic for GBS leaders, leading some to ask the question: *Is RPA dead?*

However, **Ramnath Natarajan**, Director, Intelligent Automation and Enterprise Integration CoE, **Johnson Controls**, notes:

> *"Instead, RPA has become a commodity, a foundational technology that every organization uses, but few discuss openly. It's expected to work, and to work well. In many ways, this is a sign of maturity, not obsolescence."*
>
> *Is RPA Dead? By Ramnath Natarajan*

As such, RPA has evolved into an essential part of the digital ecosystem, so widely implemented and foundational that "its value is now measured by integration, scalability, and orchestration, not novelty" (Gartner 2024 RPA Market Report).

In today's complex digital ecosystems of legacy systems, cloud apps, and AI agents, the challenge is no longer siloed automation, but orchestrating workflows across disparate systems, managing exceptions, and supporting human-in-the-loop processes. RPA is evolving into a critical orchestration layer, bridging system gaps, compensating for missing APIs, and enabling true end-to-end automation.

The Next Frontier: The Rise of Agentic AI

In particular, autonomous agents promise to completely reinvent the IA landscape. Defined by its ability to make decisions and act independently without direct human input, Agentic AI is highly scalable, proactive, and predictive.

Despite the transformative potential of the technology, data collected by SSON in Q2 highlights a middling familiarity with Agentic AI. The majority of GBS teams (45%) are "somewhat familiar" with the tool, and almost 20% are completely unfamiliar.

However, interest in Agentic AI is surging, as nearly 70% of organizations are keen to learn more about the tool. Beyond this, a staggering 81% of organizations report that they would consider investing in agentic AI solutions within the next year.

Only time will tell if Agentic AI follows a similar trajectory as other IA tools, with high interest and slow implementation. Encouragingly, 12% have already begun implementation, suggesting that a foundational base of early adopters is emerging.

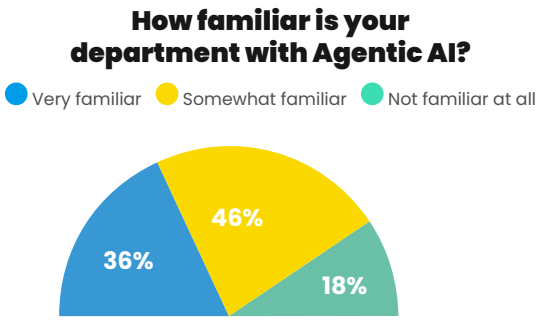


Figure 7 Source: Data collected at SSON Digital webinar (2025)

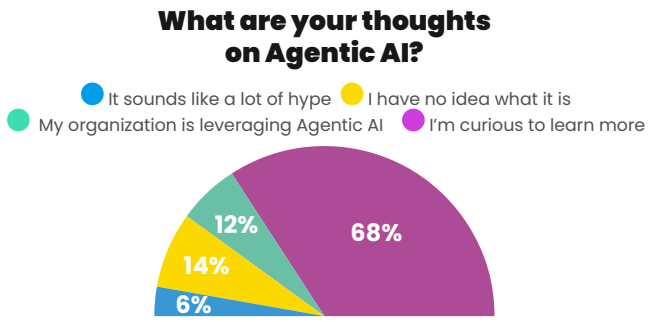
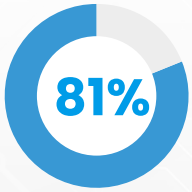


Figure 8 Source: Data collected at SSON Digital webinar (2025)

The implications of Agentic AI for shared services are profound, as the tool could soon monitor entire processes end-to-end and autonomously resolve errors or escalations. Beyond this, the value proposition of Agentic AI aligns with the needs of GBS leaders: scalability, flexibility, and measurable business impact. Organizations that start piloting now, focusing on controlled, goal-oriented use cases, will be well-positioned to shape this new frontier.



of organizations are considering investing in Agentic AI in the next 12 months.

Figure 9 Source: Data collected at SSON Digital webinar (2025)

However, Agentic AI may be in its infancy, but its evolution is accelerating, and the next phase, driven by multi-agent systems, is already within sight.

"The next evolution of Agentic AI is already taking shape as enterprises move beyond single-agent capabilities toward coordinated (MAS) multi-agent systems. These frameworks enable agents to work together via agent orchestration, where one or more agents will be managing complex workflows, aligning disparate data streams, and driving semi to fully autonomous decision-making across businesses and organizations.

This shift from individual task automation to goal-oriented agent ecosystems is what will define the next phase of automation and generative AI maturity. Businesses that recognize and experiment with these collaborative agent models today will be better positioned to capture value, maintain governance, and scale autonomy responsibly tomorrow."

Doug Shannon on the Future of Agentic AI

Inside the AI Playbooks of Leading GBS Organizations

In a recent webinar, **Sally Fletcher**, Global Managing Editor for **SSON,** addressed foundational considerations for AI implementation alongside thought-leaders in the automation space:

The panelists highlighted how their respective organizations are leveraging and implementing AI. To learn more, you can **watch the session on demand here**.

Takeda's Three-Tiered AI Strategy: Platform Integration, In-House Agents, and Citizen Development

Takeda is applying AI through a layered strategy that balances enterprise platforms, custom-built agents, and grassroots innovation.

1. Platform-Level AI

Takeda uses AI features embedded within major enterprise platforms, particularly ServiceNow, to maximize return on investment.

"The first is the big platforms, like ServiceNow… If you have processes on the ServiceNow platform, it is only logical to use the available AI features."
Peter Galik

2. In-House AI Agents

Takeda also builds its AI-powered agents, both user-facing and back-office, tailored to specific enterprise needs.

"The second is our home build; we have agentic bots, and we build AI agents."

These custom bots support:

- End users via conversational or digital assistants.
- Back-office automation for tasks like approvals, data processing, and monitoring.

"We built these for both the user-facing assistance and the back-office agents that you don't meet."

3. Citizen Development: Grassroots Innovation

A standout element of Takeda's approach is its embrace of citizen developers, employees who build lightweight automations within their teams.

"The third is the smaller automation in teams… We have had quite some success with citizen development."
Peter Galik

Benefits of this layer include:

- Distributed innovation that does not bottleneck IT.
- Domain experts designing automations with deep process understanding.
- Fostering a culture of continuous improvement within GBS.

"Almost every team in our GBS now has a citizen developer who understands the process."
Peter Galik

Moderator:

Sally Fletcher, Global Managing Editor for **SSON**

Panelists:

Peter Galik, TBS Global Head of Innovation, Analytics, and Automation, **Takeda**

Nikhil Gawde, Head of Strategy and Planning, **DHL Global Forwarding**

Nate Aschenbach, VP Global Business Services, **ServiceNow**

DHL's Blueprint for AI Readiness: Vision, Governance, and Integration at Scale

As AI rapidly becomes a critical driver of operational efficiency and innovation, DHL has built a robust AI foundation anchored in long-term vision, centralized governance, and cross-functional integration.

1. Strategic Alignment: A 5-Year AI Vision

DHL began its AI journey with a strong enterprise-wide alignment on goals.

- The 5-year vision was defined early and continues to guide AI initiatives.
- This vision helped maintain direction and consistency amid a rapidly evolving tech landscape.

"I think something that has helped us tremendously is to have a very strong alignment with the enterprise about where we want to go with AI, and how far we want to go. This is where we were able to draw out a 5-year vision that we still stick to as we speak."
Nikhil Gawde

2. Center of Excellence: Governance at the Core

DHL implemented a centralized Center of Excellence (CoE) that, as Nikhil notes, plays both executional and strategic roles:

"But also implement a centralized CoE, which is cross-functional. We set up a CoE for ourselves, and it's not only for the GBS; the CoE is also responsible for setting the foundations, frameworks, and guardrails for the enterprise as well."
Nikhil Gawde

3. Robust Governance Frameworks

To manage the complexity of AI deployment and prevent fragmented efforts, DHL established a layered governance model led by its shared services. This includes:

- An AI Council that provides strategic oversight and enterprise-wide alignment.
- A Process Automation CoE that owns and executes all enterprise process automation initiatives.
- The Digital Service Lab, which focuses on continuous innovation, technology scouting, and explores emerging tools/vendors.

"So, overall, in terms of who takes the lead, it is, at least in our case, the shared services which is taking the lead [...] We call them AI or Digital Services."
Nikhil Gawde

ServiceNow's Vision for AI-Driven Enterprise Transformation

ServiceNow is reimagining how organizations leverage AI by creating a future where human effort is minimized and automation is seamlessly embedded across workflows. With a focus on eliminating repetitive work, scaling expert knowledge, and governing AI outcomes, ServiceNow is aligning its platform strategy with real-world enterprise transformation.

1. Empowering and Scaling Employees

ServiceNow's first strategic pillar aims to eliminate the need for human intervention in specific departments by resolving issues at the source.

"Our first big focus area is how do we self-serve? How do we deflect problems? How do we augment a human to be able to answer and solve questions proactively?"
Nate Aschenbach

The focus is on upstream problem-solving:

- Leveraging automation to pre-empt service tickets
- Empowering users to self-serve effectively
- Using AI to proactively detect and resolve issues before escalation

2. Digitally Creating Labor Capacity

In areas where zero headcount is not feasible, especially among domain experts, ServiceNow focuses on digital augmentation.

"How do we take the roles within our organization and understand the competencies and skills they need or use day to day? And how do we augment those competencies or skills with the different types of technology?"
Nate Aschenbach

This includes:

- Using AI to replicate high-skill decision-making patterns
- Freeing up time for specialists by offloading repetitive or routine inquiries
- Allowing expert teams to scale their impact without increasing headcount

3. The AI Control Tower

ServiceNow understands that as AI is embedded in more of the enterprise, governance and transparency become critical.

"If you're in a regulated market, you're going to be asked what decisions are being made by AI. Explain the decision. Explain the decision path."
Nate Aschenbach

To address this, ServiceNow focuses on AI platforms that act as an "AI Control Tower." So, teams can monitor where AI is deployed, what it is doing, and who it is benefiting.

"It's understanding who's getting the value out of it, but also where it's operating and who the value is being delivered to."
Nate Aschenbach

Together, these AI strategies reveal how leading GBS organizations are combining structured governance, innovation at scale, and human-centered automation to drive real business value. By enabling both enterprise and team-level AI, they are setting a benchmark for sustainable, intelligent transformation.

2025 and Beyond: What's Next in IA?

As we move through 2025, IA is undergoing a fundamental shift, from a strategy for cost reduction to an enabler of enterprise-wide transformation. However, the journey remains fragmented with integration challenges, competing priorities, and inconsistent process standardization hindering progress. As such, cohesion, integration, and long-term value creation are becoming the new benchmarks of IA success.

This shift is also reflected in the technology landscape. RPA, once the pinnacle of automation, has matured into a foundational layer, quietly enabling orchestration and bridging legacy systems. RPA is no longer the conversation starter but the dependable infrastructure upon which more advanced technologies are built.

Yet with increased capability comes greater complexity. The rapid development of tools has led to a growing recognition that more automation is not the way forward; strategic implementation is. This is driving demand for integrated platforms with embedded analytics and AI, which can manage end-to-end processes, reduce fragmentation, and deliver measurable ROI at scale.

Beyond this, at the forefront of the future of IA is Agentic AI. With 81% of organizations reporting interest in adopting agentic AI within the next year, the market is preparing for a significant leap. These intelligent systems promise to move automation beyond reactive efficiency to intelligent action.

For GBS leaders, the mission now is to move beyond siloed tools and short-term wins. By embracing a unified IA strategy, organizations can unlock the full potential of digital transformation. Those who do not adapt risk being left behind in a landscape where digital relevance is no longer optional.

SSON | RESEARCH & ANALYTICS

What is SSON Research & Analytics

SSON Research & Analytics (SSON R&A) is the premier global research and data platform for Shared Services and Global Business Services (GBS) professionals. We offer metrics, benchmarks, trends, location assessments, market analytics, and advisory services through a user-friendly interface that supports your performance and transformation objectives. Most data is downloadable—helping you validate and de-risk your improvement initiatives while strengthening your credibility.

SSON R&A leverages the extensive network of the Shared Services & Outsourcing Network (SSON) to deliver industry-specific, reliable, and cost-effective access to critical insights when you need them most.

"The C-suite demands market metrics to assess Shared Services' performance. I've reviewed market options, and SSON Research & Analytics stands out for reliable, cost-effective benchmark data. With regional or industry-specific access, I can draw my own conclusions without relying on costly third-party analysts."

Edoardo Peniche, SVP, Global Business Services, IFF

What Tools & Services Are Offered?

City Cube

Compare over 3000 Shared Services locations worldwide across 20+ key variables like talent availability, cost of doing business, and cost of labor.

Metric Benchmarker

Assess your performance in 140+ key SSO/GBS metrics, either global or by industry / region / country; also compare to "Top 20 SSO/GBS" and "World's Best GBS" segments.

Advisory Service

1:1 guidance from industry experts with a proven track record and decades of leadership experience [Platinum Membership Required].

Visual Analytics Workbooks

Curated charts highlighting core trends and shifts in Shared Services / GBS operating models.

Research Insight Reports

Monthly reports based on current surveys, assessed by industry insiders with actionable insights based on real-time data.

Intelligent Automation Universe

Listing of emerging "smart" technologies including AI and RPA, plus vendor comparisons, and customer footprints.

Shared Services Atlas

See who is where on a city-by-city basis. Locate and evaluate Shared Services hotspots, filtered by industry, function, and organization size. Assess current locations or planned expansions, with reference to current competition, talent and opportunity.

Professional GBS® Certification

Gain the tools, methodologies and strategies to excel in GBS through five modules: Foundations, Service Management, Operations, Transformation, and Leadership. Complete the program to earn your prestigious Masters designation.

For more information on how to access this platform, contact Josh Matthews at **Josh.matthews@sson-analytics.com**

Explore: www.sson-analytics.com

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ServiceNow (NYSE: NOW) is putting AI to work for people. We move with the pace of innovation to help customers transform organizations across every industry while upholding a trustworthy, human-centered approach to deploying our products and services at scale. Our AI platform for business transformation connects people, processes, data, and devices to increase productivity and maximize business outcomes.
For more information, visit **servicenow.com**

ASHLING

Ashling is a leading intelligent automation services firm that specializes in AI enabled automations and low code applications, helping organizations optimize their operations and drive transformative change. With the support of a global delivery model, Ashling delivers cutting-edge solutions that enable clients to gain deep insights into their processes, identify inefficiencies, and take targeted action to improve performance across various industries, including manufacturing, logistics, financial services, retail, and many more. With a team of 250+ specialists and award-winning expertise across agentic AI, robotic process automation, intelligent document processing, and beyond, Ashling helps businesses unlock value and scale impact. Combining deep business insight and data-driven strategies, they'll work with you to identify high-impact processes, create a roadmap for success, and scale solutions throughout your organization. Vist **ashling.ai**