

FUTURES

Reaching Escape Velocity

From automation to AI business reinvention



WRITTEN BY

Brian Solis

Head of Global Innovation

ServiceNow Futures

Reaching Escape Velocity

From automation to AI business reinvention

Summary

- Most enterprises are stuck below escape velocity—the threshold where AI effort compounds instead of stalling. AI investment is real, and ambition is genuine, yet ROI remains elusive. The instinct is to blame the technology. The real culprit is gravity: the accumulated weight of legacy systems and legacy thinking that pulls every underpowered effort back to where it started.
- Escape velocity demands a three-part thrust: Think, Build, Operate. How leaders think sets the trajectory, how technologists build generates the thrust, and how the organization operates keeps the craft climbing. Misalign any one, and gravity wins; align all three, and the organization breaks free.
- This report details how to develop each part from the necessary AI-native mindset and a layer-by-layer technology blueprint to the six forces of an AI-first operating model.
- The destination? Business reinvention: the structural, end-to-end redesign of how an organization operates, how decisions get made, how work gets done, and how value gets created, with AI embedded through every workflow, function, and layer of the enterprise.



- For those who reach escape velocity, reinvention is self-reinforcing: every redesigned workflow sharpens the next decision, and every autonomous process funds the next transformation.
- Any organization can choose this trajectory; the blueprint is here. Reinvention isn't just for startups or a privilege of the few. With Think, Build, and Operate pulling in the same direction, momentum compounds, pilots become operating models, and gravity stops mattering. The blueprint to build that rocket is in your hands.

In the advent of the space age, many rockets never made it to orbit. Below the threshold of escape velocity, no effort could change the outcome: The rocket climbed and eventually lost speed and altitude.

Today, most enterprises are in a similar state to that rocket. "Nearly 40% of companies that measured AI cost savings landed below 10%, despite targeting 11% to 20%, yet 90% are increasing their budgets again," according to Bain & Company's Automation and AI Pathfinder Survey.¹

SAP Concur research found that 38% of finance leaders and 39% of CEOs report that it's "too early to tell" if AI is delivering value.² Likewise, 50% of finance leaders say difficulty evaluating ROI is their biggest challenge in AI deployment.³ The investment is real. The ambition is genuine. But more often than not, gravity wins.

The instinct is to blame the technology. The challenge is that executives aren't dreaming big enough. And there's history there. During the digital transformation years, for example, companies modernized aging and analog processes and systems. Most of what passed for digital transformation was digitization: the same processes, modernized to run faster on newer rails.

According to KPMG research, 51% of companies have not seen an increase in performance or profitability from digital transformation investments.⁴ AI adoption is



“

You can't run tomorrow's business with yesterday's operating model.

repeating that pattern at a faster pace and with higher stakes. Automating yesterday's work is a more expensive version of yesterday's work.

For every organization, gravity is the accumulated weight of legacy systems and legacy thinking. It's so pervasive that it goes unnoticed, yet so powerful that everything launched without sufficient force returns to its starting point. To overcome it, you need a three-part thrust: how leaders think about AI's role in the business, how technologists build the foundations to support it, and how the organization redesigns itself to operate around it. Misalign any one, and gravity wins. Align all three, and the organization generates enough momentum to break free.

You can't run tomorrow's business with yesterday's operating model. In fact, IBM research uncovered that organizations that rethink their operating model are already outperforming on revenue growth.⁵

What enterprises don't need is AI's "digitization" equivalent. Companies would benefit more from real business reinvention: the structural, end-to-end redesign of how an organization operates, from how decisions get made to how work gets done

to how value gets created, with AI woven through every workflow, every function, and every layer of the enterprise.

For those who have achieved the velocity, AI-fueled business reinvention is self-reinforcing. Every redesigned workflow generates data that sharpens the next decision, while every autonomous process frees capacity that funds the next transformation. Every layer of organizational redesign makes the next one faster. The lead compounds.

Good news: With the right blueprint, any organization can choose to reinvent itself.

Unprecedented speed and range, but a familiar flight pattern

Americans adopted generative AI faster than any technology in history, with nearly 40% adopting it within two years of ChatGPT's launch, roughly double the internet's adoption rate at the same stage.⁶ By late 2025, 57% of U.S. adults, or approximately 149 million people, were using generative AI regularly.⁷ The pace alone sets this moment apart. No prior technological shift has moved this fast through the population and enterprise operations simultaneously.

The breadth is equally without precedent. While previous technological shifts transformed specific industries or functions, AI is relevant to virtually every aspect of business and daily life. And unlike the software that came before it, agentic AI won't simply execute pre-determined instructions; instead, it will pursue goals, generate outputs its designers didn't explicitly program, and improve with use.

“

No prior technological shift has moved this fast through the population and enterprise operations simultaneously.

What sets AI apart isn't automation; it's the combination of speed, breadth, and intelligence that expands what humans can actually do. Take customer service or IT: AI can handle routine engagement while simultaneously raising the quality of every interaction. This can then free people up to reskill, imagine, and deliver new services for stakeholders that generate net new value.

Market impact is still unfolding. The internet era rewrote the competitive map: Salesforce displaced Siebel, Amazon displaced Borders, and Netflix displaced Blockbuster. Today, frontier companies like Anthropic and OpenAI have already rattled incumbents and disrupted markets⁸ as shareholders and executives race to determine where AI and traditional software coexist and where they collide. Anthropic CEO Dario Amodei said as much, stating that SaaS companies failing to integrate AI might "go bankrupt."⁹

What happens next may not be completely unprecedented. Several transformative technologies in history have produced the same divide: organizations that reimagined themselves around it and those that applied it to what they already had.



Take electrification as an example. Factories that simply swapped steam engines for electric motors in the same floor layout saw modest gains.¹⁰ Those that redesigned their facilities entirely around electricity—distributing power to individual machines, reorganizing the floor plan, rethinking the logic of production itself—saw transformative gains.¹¹

Economists have a name for such technologies: general-purpose technologies. These are foundational innovations that eventually touch every sector of the economy but whose full impact takes years or decades to materialize. The steam engine, electricity, and the internet all followed the same diffusion curve. Early

adoption concentrated in a few industries, with visible deployment leading to invisible productivity impact. Then, gains were compounded as



organizations finally restructured around the technology rather than alongside it.¹²

With AI, the same fork in the road has appeared. Organizations restructuring around it are treating it as a foundational layer, reimagining workflows, roles, and operating models from the ground up. Those bolting it on are automating yesterday's processes and calling it transformation. History is clear about which group wins.

“

Organizations restructuring around [AI] are treating it as a foundational layer, reimagining workflows, roles, and operating models from the ground up. Those bolting it on are automating yesterday's processes and calling it transformation. History is clear about which group wins.

One atmosphere, two speeds, three trajectories

Twenty-nine research reports from leading technology companies, consulting firms, academic institutions, and media outlets (see appendix), combined with direct executive engagement, reveal a consistent pattern. The strategies and operating choices that determine AI outcomes divide organizations into two fundamental orientations: those optimizing for incremental gains, and those transforming with AI. Within the transformative orientation, a further distinction emerges, producing three distinct modes of AI adoption.



Mode 1: Incremental Optimization

A cautious, IT-centric approach where AI is applied in small steps through bolt-on tools, siloed pilots, and activity metrics, delivering efficiency gains but unable to achieve transformative impact.

Mode 2a: AI-Forward Business Reinvention

A progressive approach that moves beyond pilots to programmatic adoption, embedding AI into select workflows with measurable business outcomes. Not yet fully systemic, but well on its way.

Mode 2b: AI-First Business Reinvention

A bold, system-level redesign in which AI becomes a foundational layer for business strategy through AI-first stacks, agent orchestration, and outcome-based KPIs. This mode drives the necessary escape velocity for transformative growth.

The differences between these modes run deeper than technology choices. Mode 1 organizations pursue horizontal use cases layered onto legacy systems, measure activity rather than outcomes, and operate through function-first hierarchies where AI adoption remains siloed.

AI-First Business Reinventors (Mode 2b) operate under a different premise: AI as a transformation catalyst that requires systemic change. They build AI-first stacks with orchestration platforms and agent factories, treat proprietary and consented data as core infrastructure, and measure outcomes in EBITDA (earnings before interest, taxes, depreciation, and amortization), revenue lift, and customer experience impact. Their talent model has shifted from tool training toward context engineering and human-agent collaboration, where people, bots, and agents genuinely augment each other.

“

Reinvention-oriented organizations are generating new revenue streams, launching new business models, and accelerating cycle times in ways incremental optimization cannot.

The divergence this produces is both strategic and measurable. Reinvention-oriented organizations are generating new revenue streams, launching new business models, and accelerating cycle times in ways incremental optimization cannot.

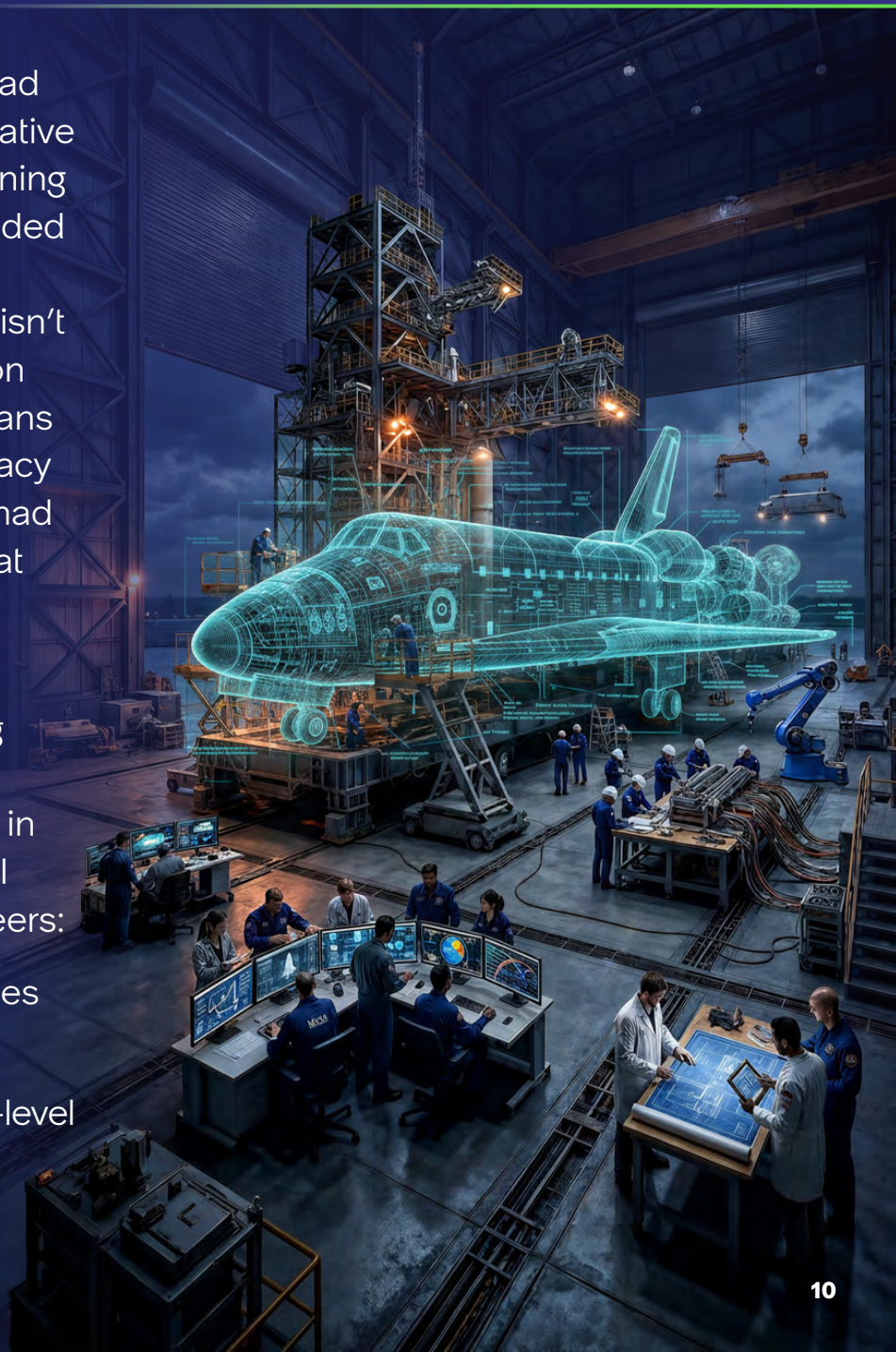
Mode 1 organizations risk forfeiting those opportunities entirely. BCG finds that 70% of potential AI value is concentrated in core business areas that require system-level redesign to unlock value, such as sales and marketing, manufacturing, supply chain, and pricing.¹³ The difference, at its core, is the difference between automating yesterday's work and augmenting the capacity to reimagine it entirely.

How Reinventors think

We believe the leaders pulling ahead have adopted what we call an AI-native mindset: a commitment to redesigning from first principles, with AI embedded at the center of value creation, decision-making, and execution. It isn't a startup condition but an aspiration any organization can pursue. It means moving beyond bolting AI onto legacy systems and asking instead: If we had to start over with AI at the core, what would this workflow, model, or business look like?

That orientation shapes everything about how these leaders think and lead. The six characteristics below, in our view, consistently distinguish AI Business Reinventors from their peers:

- 1. Ambitious:** Multi-year AI strategies supported by decisive action.
- 2. Systematic:** Disciplined, system-level approaches across workflows, governance, and technology.





- 3. Confident:** Conviction and clarity, signaling readiness for disruption.
- 4. Visionary:** Reimagined operating models and business processes for an AI-first future.
- 5. Resilient:** Continuous learning, iterating, and embedding feedback loops.
- 6. Innovative:** Self-disruption and reinvention to thrive amid rapid technological change.

When Moderna CEO Stéphane Bancel decided to merge the company's HR and IT functions under a single leader, it wasn't a technology decision but a visionary bet on a future state. Bancel's conviction that AI meant the organization needed to "reinvent work" produced a structural reorganization that most enterprises would consider too disruptive to attempt: a bold move that signaled readiness for disruption before the market demanded it.¹⁴

That willingness to self-disrupt at the organizational level is the innovative orientation that AI-Forward Business Reinventors and AI-First Business Reinventors share. Bancel wasn't trying to make HR and IT function more efficiently than before; he was boldly questioning what an organization needs to look like if AI is truly the connective tissue.¹⁵

“

Where optimizers stack AI on top of legacy systems, Reinventors...embed AI deeply rather than layer it on top of legacy systems, and they consider entire workflows and processes end to end.

How Reinventors build

Business Reinventors build momentum through strategic investments across multiple technology layers. Where optimizers stack AI on top of legacy systems, Reinventors take a different approach: They embed AI deeply rather than layer it on top of legacy systems, and they consider entire workflows and processes end to end. At the technology level, that means concrete priorities.



The table below reflects our synthesis of those priorities across 29 research sources and direct executive engagement, organized by layer. It represents our view of what a Reinventor's technology stack looks like when built with intention from the ground up rather than assembled by accumulation.

Developer and lifecycle tooling	• Treat AI as a continuous lifecycle (not isolated pilots) • Leverage open standards (e.g., Model Context Protocol) and modular architectures • Industrialize delivery via agent factories and orchestration platforms • Embed context engineering and prompt design skills • Reuse prompts/workflows across business units
Governance, security, and trust	• Embed guardrails for privacy, compliance, and risk • Implement dynamic, workflow-specific governance • Integrate cybersecurity and control agents • Implement telemetry dashboards for agent decisions • Use outcome-based KPIs (EBITDA, cost/taxation) • Define agent-supervisor ratios and escalation protocols
Application layer	• Prioritize vertical, end-to-end workflows • Redesign high-value journeys (e.g., order-to-cash) • Build AI-first applications (not bolt-on) • Ensure cross-vendor interoperability • Track impact at portfolio level
AI agent layer	• Invest in orchestration platforms and composable architectures • Treat agents as strategic assets • Define agent supervisor roles • Enable multi-agent collaboration mesh • Track autonomy, intervention, and explainability • Prepare for agent-first marketplaces

Data layer	• Treat proprietary/consented data as a strategic asset • Productize data for workflows • Embed governance and lineage tracking • Build interoperable ecosystems • Use workflow-specific small models • Prioritize cleanup for critical workflows
Model layer	• Architect AI-first systems • Use a hybrid approach (custom and off-the-shelf) • Combine foundation and small models • Refresh cycles (e.g., every eight weeks) • Embed feedback loops for contextual learning
Infrastructure layer	• Address infrastructure debt early • Plan for always-on agentic workloads • Benchmark infrastructure readiness • Deploy threat-hunting agents • Adopt multi-cloud and modular designs

JPMorgan's LLM Suite illustrates several layers of how the Reinventors build. Rather than bolting AI onto existing applications, the bank made deliberate architectural decisions: integrating foundation models from both OpenAI and Anthropic (a hybrid model layer choice) and treating AI as a continuous lifecycle rather than an isolated pilot by deploying the platform to 250,000 employees.

The model refresh cycle every eight weeks reflects the same practice that the table explicitly recommends. The progression from basic copilot interactions to fully autonomous agentic systems for drafting reports and executing multistep tasks represents a deliberate investment in treating AI as strategic assets rather than productivity features.

The results were measurable: Investment banking pitch decks were generated in roughly 30 seconds, compared with what had previously required hours of human work. As Chief Analytics Officer Derek Waldron described it, the goal is “a fully AI-connected enterprise.”¹⁶

How Reinventors **operate**

A BCG study argues that the algorithms accounts for only 10% of what drives transformation success and the technology itself for 20%, while a staggering 70% belongs to people and process.¹⁷ Organizations typically fail when they skip straight to unleashing AI without first building an AI-first operating model, the right people skills, and technology orchestration. IBM’s Institute for Business Value puts it plainly: “The organizations pulling ahead aren’t merely experimenting with agentic AI; they are fundamentally redesigning their operating models around it.”¹⁸

As we’ve seen, a leader’s strategic vision and how they build for it create the conditions for that redesign. The six forces of an AI-first operating model—people, processes, technology, organizational design, governance, and measurement—are where those conditions either produce lift or dissipate.



1. People

Organizations pour resources into infrastructure and models while talent strategies lag, producing systems nobody knows how to run and roles nobody has been prepared to fill. Business Reinventors close that gap deliberately by:



- Building AI fluency and context engineering into workforce development at scale
- Developing T-shaped professionals with deep expertise in one domain and a broad collaborative range across others, and M-shaped professionals with multiple areas of deep expertise combined with the same collaborative range
- Preparing teams for genuine human-agent collaboration rather than mere tool adoption
- Redesigning early-career pathways before entry-level tasks automate without replacement

Among the new roles that reinvention demands, agent supervisors—responsible for overseeing AI agent operations, monitoring performance, and managing escalations—represent one of the most consequential, bridging human judgment and automated decision-making at scale.

Culture and change management remain persistent barriers throughout. Without deliberate role design and sustained practice, 43% of leaders warn of skill atrophy even as AI tools proliferate.¹⁹

2. Processes

AI initiatives stall when organizations treat deployment as the goal. Scattered pilots, bolt-on tools, and horizontal use cases generate activity metrics while leaving core

business processes untouched. McKinsey's research across 25 organizational attributes found that workflow redesign has the single largest effect on EBIT (earnings before interest and taxes) impact of any factor tested.²⁰

Reinventors pursue process transformation deliberately. They start by marshaling subject-matter experts to identify which workflows carry the highest potential value, then shift the unit of transformation from individual tasks to complete business processes, redesigning them end-to-end by:

- Prioritizing vertical, high-value workflows over broad horizontal deployments
- Building agent factories or industrialized platforms to create, deploy, and manage AI agents at scale, standardizing development and codifying reusable patterns. As a result, progress in one workflow accelerates the next
- Making deliberate build, buy, or orchestrate decisions for each major workflow rather than waiting for enterprise-wide solutions
- Measuring performance against business outcomes rather than adoption rates



Keep in mind that few organizations achieve robust interoperability across multi-agent systems at scale, and the architectural

foundations for advanced agentic constellations continue to evolve.

Pilots prove AI works. Redesigning the workflows that drive revenue proves it matters.

“

Legacy architectures and fragmented data ecosystems create a ceiling on what AI can do.

3. Technology

Legacy architectures and fragmented data ecosystems create a ceiling on what AI can do. Infrastructure debt, agent sprawl, and fragile observability undermine the scale, autonomy, and governance that agentic AI requires. Reinventors address this by treating technology as a multi-layered foundation and applying operational disciplines that keep it functioning at enterprise scale by:

- Embedding agentic cyber defense and governance mechanisms for security resilience
- Understanding what models and data they own and productize consented data
- Upgrading compute, networking, and security to support always-on agentic workloads
- Deploying telemetry and alignment testing for real-time observability into agent actions and to prevent uncontrolled autonomy
- Establishing meta-rationality frameworks that define when agents act autonomously and when they defer to human judgment, with clear decision criteria, risk thresholds, and escalation protocols
- Codifying reusable patterns and protocols across orchestration platforms, the technology infrastructure that coordinates, governs, and manages multiple agents and workflows across the enterprise
- Exploring patterns when shadow AI—informal, employee-driven deployments outside formal programs—delivers better ROI



4. Organization

Traditional, function-first hierarchies and siloed decision-making cannot support AI-first reinvention. Without joint accountability and agile governance, organizations risk stalled initiatives and poor reuse of institutional knowledge.

MIT research finds that the dominant barrier to AI transformation is organizational design, ahead of integration challenges and budget constraints.²¹ Reinventors rewire roles, relationships, and culture for speed, collaboration, and outcome alignment by:

- Establishing shared business-IT accountability with C-level sponsorship, ensuring joint responsibility for meeting AI targets²²
- Appointing dedicated AI leadership: Chief AI Officers now appear in 60% of organizations to drive alignment and governance²³
- Learning about and experimenting with org models: Moderna's decision to align HR and IT under one leader is one example of connecting systems and people in more adaptive ways
- Fostering a culture of orchestration: Evolve from command-and-control to orchestration, with managers as supervisors and AI partners

“

MIT research finds that the dominant barrier to AI transformation is organizational design, ahead of integration challenges and budget constraints.²¹



- Forming outcome-aligned squads: cross-functional teams spanning business, data, IT, and risk, empowered to deliver measurable results
- Building human-agent networks to reduce bottlenecks by replacing rigid hierarchies with fluid, outcome-based collaboration
- Centralizing learning to capture and reuse institutional knowledge
- Addressing agent-supervisor ratios to plan for scalable governance
- Overcoming function-first mindsets with agile structures and governance capacity while evolving early-in-career pathways with initiatives like apprenticeship models and rotation redesigns to break execution barriers

“

72% of companies already report unmanaged AI security risks.²⁴

-BCG

5. Governance

Traditional governance models built on static policies and approvals cannot keep pace with autonomous, agentic AI systems. Fragmented data environments, opaque decision-making, and a lack of observability compound risks across compliance, security, and trust. BCG finds that “72% of companies already report unmanaged AI security risks”²⁴ and that protections and guardrails must be embedded at scale

without slowing performance. Reinventors embed governance into the design of AI systems, treating it as a foundational requirement by:

- Deploying control agents, observability tools, and alignment tests for real-time monitoring and visibility into judgment and ethical compliance gaps in autonomous systems
- Planning for governance scalability: address agent-supervisor ratios, escalation paths, and orchestration protocols

- Integrating ethics, fairness, and compliance reviews into AI development lifecycles
- Maintaining human-in-the-loop oversight for high-stakes use cases to mitigate reputational and regulatory risks
- Prioritizing proprietary and consented data governance; applying pragmatic cleanup around priority workflows
- Embedding security guardrails and audit mechanisms across workflows
- Aligning agent actions with organizational priorities through clear decision-making frameworks and meta-rationality protocols
- Building trust through clear reporting and collaboration with academia, standards bodies, and regulators
- Simplifying governance processes without compromising accountability

6. Measurement

Metrics such as prompt counts and pilot completions fail to demonstrate business impact. Without outcome-driven KPIs and portfolio-level visibility, AI investments risk fragmentation and poor ROI. Reinventors measure outcomes, not activity, by:

- Focusing on EBITDA, cost per transaction, revenue lift, and customer experience
- Tracking agent-specific metrics through a governance lens: autonomy levels, intervention rates, and decision explainability offer visibility into governance, efficiency, and resilience
- Integrating ROI and value metrics into adoption: 72% of leaders now track structured ROI²⁵
- Monitoring AI initiatives at the portfolio level to prioritize high-impact areas and justify investments
- Implementing learning capture systems to preserve and reuse measurement insights across agents, prompts, and workflows
- Building confidence through clear reporting of performance and governance metrics

“

Organizations produce motion without momentum when they invest in people without redesigning processes, redesign processes without the technology to support them, build the technology without the organizational structure to sustain it, or govern without measuring.

- Keeping measurement frameworks simple enough for adoption while ensuring sufficient depth for accountability

The six forces we've seen so far make up BCG's 70% differentiator²⁶ that allows the Business Reinventors to pull away. All six forces are required, and a weakness in any single force creates drag on the rest.

Walmart's Element AI platform illustrates what operating at Reinventor scale actually looks like. Rather than assembling point solutions, Walmart built an internal platform capable of

delivering thousands of AI applications to 1.5 million associates, processing 3 million daily queries, and cutting task-planning time by 67%.²⁷

The architecture reflects deliberate choices: a zero-trust identity foundation built for enterprise-wide adoption, platform-agnostic model selection to preserve flexibility, and an internal development model that industrializes AI delivery rather than purchasing piecemeal tools. As VP of Emerging Technology Desirée Gosby frames it,



the starting point was identifying where manual work could be reimaged, and the organizing principle was velocity with governance: rapid innovation that never outpaces the trust infrastructure beneath it.²⁸

Organizations produce motion without momentum when they invest in people without redesigning processes, redesign processes without the technology to support them, build the technology without the organizational structure to sustain it, or govern without measuring. Reinventors treat these forces as a system, and that systemic alignment is what generates the thrust that escape velocity requires.



Conclusion

Escape velocity begins with a choice: Improve what exists or ask what becomes possible with AI. How Business

Reinventors think sets the trajectory: how they build generates the thrust, and how they operate keeps the craft climbing until it breaks the pull of gravity.

Businesses working with AI today generally fall into two modes. Mode 1 organizations, or optimizers, are generating motion with active pilots, efficiency metrics, and

“

How Business Reinventors think sets the trajectory: how they build generates the thrust, and how they operate keeps the craft climbing until it breaks the pull of gravity.

“

Gravity doesn't simply dissipate. The organizations that sustain escape velocity build enough momentum that it stops mattering.

significant investment. What distinguishes the Mode 2 organizations, the Business Reinventors, is the shift from AI as a feature layer to AI as a foundational layer with a commitment to system-level rethinking of how an organization operates.

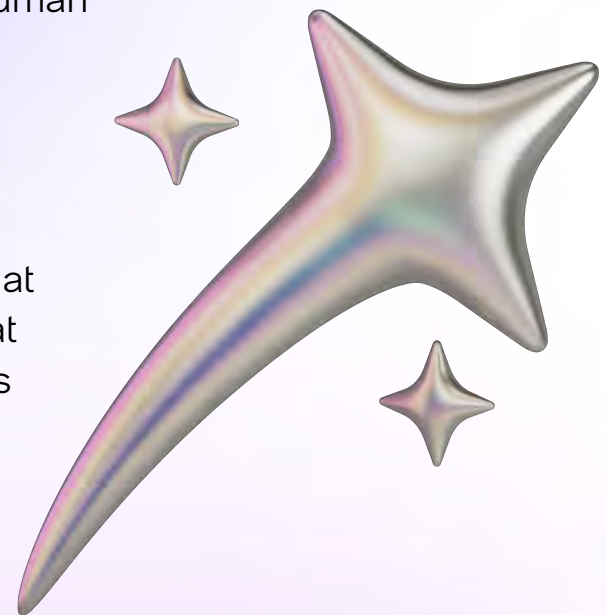
The 2026 ServiceNow Pacesetters are organizations that have achieved that shift, and they share a recognizable pattern.²⁹ Vision comes first: AI positioned as a growth driver at the leadership level. That vision is only as

strong as the fuel beneath it: data foundations continuously integrated, optimized, and treated as core operational infrastructure.

With the right fuel and direction, the propulsion system shifts from isolated automation toward the coordinated thrust of agent orchestration at scale. Sustained investment in the human talent to direct and work alongside AI, together with governance embedded from launch, rounds out the Pacesetters' attributes, which show what Think, Build, and Operate look like when they are firing together.

Gravity doesn't simply dissipate. The organizations that sustain escape velocity build enough momentum that it stops mattering. Pilots become programs, programs become operating models, and the advantage multiplies from there.

Any organization can choose this trajectory with Think, Build, and Operate pulling in the same direction. When they do, momentum compounds. The launch checklist to build that rocket is in your hands.



LAUNCH CHECKLIST

Destination: Business Reinvention ✨

Think

Build

Operate



How Reinventors Think

- ✓ **Ambitious:** Strategize long term backed by real budget and commitment
- ✓ **Systematic:** Redesign entire workflows end to end, not individual tasks
- ✓ **Confident:** Lead with conviction; move without waiting for precedent
- ✓ **Visionary:** Build the operating model around AI from the ground up
- ✓ **Resilient:** Treat setbacks as data, not defeat. Keep iterating, not retreat.
- ✓ **Innovative:** Disrupt own business model before competitors or market shifts force it



How Reinventors

Build

- ✓ **Infrastructure** (launchpad): Built for always-on AI workloads, not yesterday's computing demands
- ✓ **Model** (engine): A continuously refreshed mix of large and specialized AI models
- ✓ **Data** (fuel): Proprietary data the organization owns and controls
- ✓ **Agents** (crew): AI systems that execute complex tasks autonomously across the business
- ✓ **Applications** (payload): Core business workflows rebuilt around AI from the ground up
- ✓ **Governance and Security** (flight control): Guardrails and monitoring embedded at every layer
- ✓ **Developer and Lifecycle Tooling** (ground operations): Standardized systems for building and scaling AI enterprise-wide



How Reinventors Operate

- ✓ **People:** New roles, new skills, and a workforce built for genuine human-agent collaboration
- ✓ **Processes:** Core business workflows redesigned end to end, targeting where the most value is concentrated
- ✓ **Technology:** Proprietary data, real-time monitoring, and clear rules for when AI acts and when humans intervene
- ✓ **Organizational design:** Cross-functional teams with shared accountability replacing siloed hierarchies
- ✓ **Governance:** Guardrails, escalation paths, and human oversight built in before anything goes wrong
- ✓ **Measurement:** Business outcomes (revenue, cost, customer impact) tracked in real time



Appendix

Sources consulted to help define how Reinventors think, build, and operate:

- Accenture, "Technology Vision 2025, AI : A declaration of autonomy" 2025,
<https://www.accenture.com/content/dam/accenture/final/accenture-com/document-3/Accenture-Tech-Vision-2025.pdf>.
- Accenture, "The art of AI maturity: advancing from practice to performance," 2022,
<https://www.accenture.com/content/dam/system-files/acom/custom-code/ai-maturity/Accenture-Art-of-AI-Maturity-Report-Global-Revised.pdf>.
- Aditya Challapally et al., "The GenAI divide: state of AI in business, 2025," MIT NANDA, July 2025,
https://mlq.ai/media/quarterly_decks/v0.1_State_of_AI_in_Business_2025_Report.pdf.
- Alex Singla et al., "The change agent: Goals, decisions, and implications for CEOs in the agentic age," McKinsey & Company, October 1, 2025.
<https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-change-agent-goals-decisions-and-implications-for-ceos-in-the-agentic-age>.
- Alexander Sukharevsky, "The agentic organization: Contours of the next paradigm for the AI era," McKinsey & Company, September 26, 2025.,
<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-agentic-organization-contours-of-the-next-paradigm-for-the-ai-era>.
- Anuj Jain and Ana Biazetti, "Agentic AI in enterprise workflow automation: Explore key features and architectural concepts of agentic AI using a financial industry use case," IBM Developer, April 2025, <https://developer.ibm.com/articles/agentic-ai-workflow-automation/>.
- Bain & Company, "Technology Report 2025: AI leaders are extending their edge," 2025,
<https://www.bain.com/insights/topics/technology-report/>
- Bain & Company, "Transforming your business with AI: five key questions CEOs are focusing on to scale and win with AI," January 2025,
<https://www.bain.com/insights/transform-business-with-ai-five-questions-for-every-ceo>.
- Charlott Relyea et al., "Gen AI's next inflection point: From employee experimentation to organizational transformation," August 7, 2024,
<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/gen-ais-next-inflection-point-from-employee-experimentation-to-organizational-transformation>.

- Cisco, "Realizing the value of AI: Cisco AI readiness index," 2025,
https://www.cisco.com/c/dam/m/en_us/solutions/ai/readiness-index/2025-m10/documents/cisco-ai-readiness-index-2025-realizing-the-value-of-ai.pdf.
- Google Cloud, "The ROI of AI 2025: How agents are unlocking the next wave of AI-driven business value," 2025, https://services.google.com/fh/files/misc/google_cloud_roi_of_ai_2025.pdf.
- Jessica Apotheker, et. al, "The widening AI value gap," BCG, September 2025,
<https://media-publications.bcg.com/The-Widening-AI-Value-Gap-October-2025.pdf>.
- Ken Knapton, "Moderna's HR-IT merger: Trend or exception to the rule?," CIO, June 5, 2025,
<https://www.cio.com/article/4002321/modernas-hr-it-merger-trend-or-exception-to-the-rule.html>.
- Hugh Son, "Here's JPMorgan Chase's blueprint to become the world's first fully AI-powered megabank," CNBC, September 30, 2025,
<https://www.cnbc.com/2025/09/30/jpmorgan-chase-fully-ai-connected-megabank.html>.
- Jeremy Korst et al., "Accountable acceleration: Gen AI fast-tracks into the enterprise," University of Pennsylvania Wharton Human-AI Research, October 2025,
https://ai.wharton.upenn.edu/wp-content/uploads/2025/10/2025-Wharton-GBK-AI-Adoption-Report_Executive-Summary.pdf.
- Louis Columbus, "Walmart crack enterprise AI at scale: Thousands of use cases, one framework," Venture Beat, June 26, 2025,
<https://venturebeat.com/ai/walmarts-enterprise-ai-blueprint-trust-engineering-at-scale>.
- Lu Fang et al., "Generative AI and firm productivity: Field experiments in online retail," Columbia Business School Research Paper No. 5584850, October 16, 2025,
<https://www.arxiv.org/pdf/2510.12049>.
- Manish Goyal et al., "Agentic AI's Strategic Ascent," IBM Institute for Business Value and Oracle, 2025,
<https://www.ibm.com/thought-leadership/institute-business-value/en-us/report/agentic-ai-operating-model>.
- Nicholas de Bellefonds et al., "Where's the Value in AI?," Boston Consulting Group, October 24, 2024, <https://www.bcg.com/publications/2024/wheres-value-in-ai>.
- Peter Weill, Stephanie L. Woerner, and Ina M. Sebastian, "Building enterprise AI maturity," MIT Center for Information Systems Research, December 19, 2024,
https://cistr.mit.edu/publication/2024_1201_EnterpriseAIMaturityModel_WeillWoernerSebastian.

- Peyman Shahidi et al., "The Cosean Singularity? Demand, supply, and market design with AI Agents," National Bureau of Economic Research, 2025, <https://www.nber.org/system/files/chapters/c15309/c15309.pdf>.
- QuantumBlack, AI, "Seizing the agentic AI advantage," QuantumBlack AI, by McKinsey, June 13, 2025, <https://www.mckinsey.com/capabilities/quantumblack/our-insights/seizing-the-agentic-ai-advantage>.
- QuantumBlack, AI, "The big rethink: An agenda for thriving in the agentic age," QuantumBlack AI, by McKinsey, October 14, 2025, <https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-big-rethink-an-agenda-for-thriving-in-the-agentic-age>.
- Sam Ransbotham et al., "The emerging agentic enterprise: How leaders must navigate a new age of AI," MIT Sloan Management Review, November 18, 2025, <https://sloanreview.mit.edu/projects/the-emerging-agentic-enterprise-how-leaders-must-navigate-a-new-age-of-ai/>.
- ServiceNow and Oxford Economics, "Impact AI: Enterprise AI Maturity Index 2024," <https://www.servicenow.com/premium/resource-center/white-paper/enterprise-ai-maturity-index-2024.html>.
- Shana Lynch, "What workers really want from Artificial Intelligence," Stanford Center for Human-Centered AI, July 7, 2025, <https://hai.stanford.edu/news/what-workers-really-want-from-artificial-intelligence>.
- Souma Suvra Ghosh, "Mainframe to AWS: Building Agentic AI workflow to modernize legacy applications," October 28, 2025, AWS Build Center, <https://builder.aws.com/content/2c90LwJt2WzKQRmKDXjTOznWQpF/mainframe-to-aws-building-agentic-ai-workflow-to-modernize-legacy-applications>.
- Stanford HAI, "Artificial Intelligence index report 2025," Stanford Center for Human-Centered AI, 2025, https://hai.stanford.edu/assets/files/hai_ai_index_report_2025.pdf.
- Stephanie L. Woerner et al., "Grow enterprise AI maturity for bottom-line impact," MIT Center for Information Systems Research, August 21, 2025, https://cistr.mit.edu/publication/2025_0801_EnterpriseAIMaturityUpdate_WoernerSebastianWeillKaganer.

Endnotes

- ¹ Michael Heric, Purna Doddapeaneni, and Antoine Debarre, "Your AI budget is growing. Your returns aren't. Here's why," June 2026, Bain & Company, <https://www.bain.com/insights/your-ai-budget-is-growing-your-returns-arent-heres-why/>.
- ² SAP Concur, "CFO Insights: Finance moves to the center of digital risk," 2026, <https://www.concur.com/resource-center/reports/cfo-digital-risk-strategy>.
- ³ SAP Concur, "CFO Insights."
- ⁴ KPMG, "KPMG Survey: Majority of US businesses say they have not seen an increase in performance or profitability from digital transformation investments, 2023, <https://kpmg.com/us/en/media/news/kpmg-us-tech-survey-report-findings.html>.
- ⁵ IBM, "Augmented work for an automated, AI-driven world: Boost performance with human-machine partnerships," 2023, <https://www-api.ibm.com/adobe/assets/urn:aaid:aem:a1957ffb-8c3b-4ec8-915e-fd14e0f6075b/original/as/augmented-work-for-an-automated-ai-driven-world.pdf>.
- ⁶ Alexander Bick, Adam Blandin, and David J. Deming, "The rapid adoption of generative AI," Harvard Kennedy School and National Bureau of Economic Research, September 2024, revised February 2025, https://www.nber.org/system/files/working_papers/w32966/w32966.pdf.
- ⁷ Malihe Alikhani, Ben Harris, and Sanjay Patnaik, "How are Americans using AI? Evidence from a nationwide survey," Brookings Institute, Nov. 25, 2025, <https://www.brookings.edu/articles/how-are-americans-using-ai-evidence-from-a-nationwide-survey>.
- ⁸ Reinhardt Krause, "Software stocks fall again amid anthropic enterprise push. Trump praises Palantir," Investor's Business Daily, April 10, 2026, <https://www.investors.com/news/technology/worries-over-ai-competition-pummel-software-stocks-palantir/>.
- ⁹ Brandon Evans, "Anthropic CEO says SaaS companies failing to integrate AI might 'go bankrupt,'" Seeking Alpha, May 6, 2026, <https://seekingalpha.com/news/4587013-anthropic-ceo-says-saas-companies-failing-to-integrate-ai-might-go-bankrupt>.
- ¹⁰ Paul David, "The dynamo and the computer: an historical perspective on the modern productivity paradox," American Economic Review, 1990, https://www.researchgate.net/publication/4724731_The_Dynamo_and_the_Computer_An_Historical_Perspective_On_the_Modern_Productivity_Paradox.
- ¹¹ Tom Reihan, "A calm before the AI productivity storm" MIT Sloan School of Management, Jan 2, 2019, <https://mitsloan.mit.edu/ideas-made-to-matter/a-calm-ai-productivity-storm>.
- ¹² Brynjolfsson, Erik, Daniel Rock, and Chad Syverson, "The productivity J-curve: how intangibles complement general purpose technologies," American Economic Journal: Macroeconomics 13, no. 1 (January 2021): 333–372, <https://www.aeaweb.org/articles?id=10.1257/mac.20180386>.
- ¹³ Nicolas de Bellefonds, et al., "Where's the value in AI?" Boston Consulting Group, Oct. 24, 2024, <https://www.bcg.com/publications/2024/wheres-value-in-ai>.
- ¹⁴ Eric Kutcher, host, The McKinsey Podcast, "The next era of healthcare is personal," interview with Stéphane Bancel, May 21, 2026,

<https://www.mckinsey.com/industries/life-sciences/our-insights/the-next-era-of-healthcare-is-personal#/>.

¹⁵ Ken Knapton, "Moderna's HR-IT merger: trend or exception to the rule?" CIO, June 5, 2025, <https://www.cio.com/article/4002321/modernas-hr-it-merger-trend-or-exception-to-the-rule.html>.

¹⁶ Hugh Son, "Here's JPMorgan Chase's blueprint to become the world's first fully AI-powered megabank," CNBC, September 30, 2025, <https://www.cnbc.com/2025/09/30/jpmorgan-chase-fully-ai-connected-megabank.html>.

¹⁷ Jessica Apotheker, et. al, "The widening AI value gap," BCG, September 2025, <https://media-publications.bcg.com/The-Widening-AI-Value-Gap-October-2025.pdf>.

¹⁸ IBM Institute for Business Value, "Agentic AI's strategic ascent: shifting operations from incremental gains to net-new impact," IBM Institute for Business Value, 2025, <https://www.ibm.com/thought-leadership/institute-business-value/en-us/report/agentic-ai-operating-model>.

¹⁹ Jeremy Korst et al., "Accountable acceleration: Gen AI fast-tracks into the enterprise," University of Pennsylvania Wharton Human-AI Research, October 2025, https://ai.wharton.upenn.edu/wp-content/uploads/2025/10/2025-Wharton-GBK-AI-Adoption-Report_Executive-Summary.pdf.

²⁰ Alexander Sukharevsky, "The state of AI: how organizations Are rewiring to capture value," McKinsey & Company, March 12, 2025, <https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-state-of-ai-how-organizations-are-rewiring-to-capture-value>.

²¹ Challapally, et al., "The GenAI divide: the state of AI in business 2025," MIT NANDA, July 2025, https://mlq.ai/media/quarterly_decks/v0.1_State_of_AI_in_Business_2025_Report.pdf.

²² Bain & Company, "Transforming your business with AI: five key questions CEOs are focusing on to scale and win with AI," January 2025, <https://www.bain.com/insights/transform-business-with-ai-five-questions-for-every-ceo>.

²³ Jeremy Korst et al., "Accountable acceleration: Gen AI fast-tracks into the enterprise."

²⁴ Jessica Apotheker, et. al, "The widening AI value gap."

²⁵ Jeremy Korst et al., "Accountable acceleration: Gen AI fast-tracks into the enterprise."

²⁶ Jessica Apotheker, et. al, "The widening AI value gap," BCG, September 2025, <https://media-publications.bcg.com/The-Widening-AI-Value-Gap-October-2025.pdf>.

²⁷ Louis Columbus, "How Walmart built an AI platform that makes it beholden to no one (and that 1.5M associates actually want to use)," Venture Beat, June 24, 2026, <https://venturebeat.com/ai/walmart-ai-foundry-ships-first-apps-3m-daily-queries-67-faster-planning>.

²⁸ Louis Columbus, "Walmart crack enterprise AI at scale: Thousands of use cases, one framework," Venture Beat, June 26, 2025, <https://venturebeat.com/ai/walmarts-enterprise-ai-blueprint-trust-engineering-at-scale>.

²⁹ ServiceNow and Oxford Economics, "Enterprise AI Maturity Index," 2026, <https://www.servicenow.com/content/dam/servicenow-assets/public/en-us/doc-type/resource-center/white-paper/wp-enterprise-ai-maturity-index-2026.pdf>.



ServiceNow Futures

Our forward-looking research, thought leadership, and platform builds serve as the blueprint for AI-first business reinvention. We help our colleagues and customers see further so they can act sooner.

servicenow.com/futures

servicenow

© 2026 ServiceNow, Inc. All rights reserved. ServiceNow, the ServiceNow logo, Now, and other ServiceNow marks are trademarks and/or registered trademarks of ServiceNow, Inc. in the United States and/or other countries. Other organization names, product names, and logos may be trademarks of the respective organizations with which they are associated.

Version 1.0