



Bridging
the gap between
ServiceNow
potential and reality

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The impact of ServiceNow is at a critical turning point. Enterprises across the world have invested in ServiceNow to drive productivity, centralize data, and optimize efficiency. Yet much of this potential remains untapped. ServiceNow data shows that 68% of purchased products remain undeployed after 180 days. *Gartner* shows that 40% of IT budgets are spent solely on maintaining legacy systems and technical

debt. This is not necessarily a technology problem, but an implementation and infrastructure problem.

This report will outline the current enterprise IT challenge and map a path forward for organizations who want to avoid costly traps and falling short of their potential.

Today’s enterprise IT challenge

As of early 2025, ServiceNow has been adopted by over 8,100 customers and 85% of the Fortune 500 companies. While the uptake of the platform has been swift, many enterprises are treating ServiceNow as a tactical tool, and not a strategic platform as

intended. The reality is that no matter how advanced and capable a technology is, a platform can’t perform to the best of its potential if it is not rolled out in an intentional, strategic fashion.

The vision is clear. Enterprises need to modernize their platform to keep up with the needs of the business. This includes addressing business priorities more efficiently, such as:



The rise of digital workers

The right platform can unleash untapped potential within teams. Integrated AI capabilities deliver new value and experiences for revolutionary impact across the business. By increasing efficiency across repeatable tasks, platforms such as ServiceNow can eliminate noise and reduce the impact on human capital, allowing teams to focus on innovation.



The need to deliver more value, faster

Connected systems, integrated data, and observability platforms pave the path for innovation. Accurate and comprehensive data, enhanced with AI, can provide granular insights into the effectiveness of technology and processes. This allows businesses to supercharge their value delivery.



The desire for adaptive workflows

ServiceNow offers tailored processes and journeys that allow each business unit to deliver at their pace and speed. This creates a positive impact on experience, reliability, and long-term business value.

While this is the intention, many enterprises struggle to get this right. A lack of strategy, governance, and skilled resourcing leads to low adoption among the workforce and poor return on investment (ROI). There is no opportunity for the platform to deliver on its potential. Business units may often see ServiceNow as “just IT” rather than a vehicle for innovation. A reactive implementation of the platform results in over-configuration, while an enterprise’s legacy infrastructure and technical debt slow down innovation and transformation.

An ineffective ServiceNow implementation typically has these characteristics:

- No business alignment
- No shared roadmap
- Duplicated efforts
- Lack of funding model
- Fragmented ServiceNow usage and low adoption skills gaps in workflow and UX design
- Technical debt



The case for a ServiceNow Center of Excellence and Innovation

Setting the path forward for a ServiceNow implementation is a complex one that involves resolving the technical challenges of the past, while calibrating a solution for the future. It requires a specific yet broad set of skills that may not exist in-house. Many enterprises benefit from the creation of a dedicated structure that aligns strategy, business engagement, architecture, development,

and innovation, and removes the organizational seams that can slow down value realization. Velocity is improved by consolidating teams for strategy, delivery, platform support, and innovation.

A ServiceNow Center of Excellence and Innovation is the engine room that creates transformative and integrated digital experiences that empower your business with cutting-edge digital solutions. The benefit extends into the future, with innovation and continuous improvement embedded into the core of the solution. This is critical for continued evolution and a future-ready business.

ServiceNow has the potential to redefine the future of service management with its groundbreaking use of AI, automation, and analytics. However, many

enterprises struggle with a legacy infrastructure and operating model that holds them back.

Imagine a future where the enterprise operates as a unified, intelligent ecosystem – powered by ServiceNow and orchestrated through Capgemini’s new model. With COE&I, the organization will accelerate innovation, reduce complexity, and deliver measurable outcomes across every business function.

Let’s build a future-ready enterprise that thrives on agility, automation, and experience-led transformation.

Why a ServiceNow Centre of Excellence & Innovation helps
(and why you should have one)

A dedicated structure that aligns strategy, business engagement, architecture, development and innovation...

Centre of Excellence & Innovation (CoEI)

Strategy & Governance

Business Engagement

Implementation & Delivery

Platform Architecture & Support

Innovation & Experience

...and removes the organizational seams that can slow down value realization



Improve your velocity by consolidating teams for strategy, delivery, platform support, and Innovation



Create transformative and integrated digital experiences that **empower your business** with cutting-edge digital solutions



Embed innovation and continuous improvement - essential for continued evolution and a **future ready business**

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About Capgemini

Capgemini is the business transformation partner for enterprises in the age of AI. We help organisations imagine and build an intelligent, sustainable future, combining AI, technology and human ingenuity to transform how they operate, innovate and grow. With unique end-to-end capabilities spanning strategy, technology, engineering and intelligent operations, we bring together deep industry expertise and market-leading capabilities in AI, cloud and data to turn ambition into measurable business outcomes at scale. Supported by a robust ecosystem of partners and nearly 60 years of expertise, Capgemini is a responsible and diverse global organization of over 410,000 team members in more than 50 countries. The Group reported 2025 revenues of €22.5 billion.

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