

The New CIO Imperative

Driving business transformation in the agentic era



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Preface



Kellie Romack

Chief Digital
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AI is evolving faster than organizations' ability to deploy it effectively. That's the clear message from our latest [Enterprise AI Maturity Index](#) survey, which measured AI progress made by 4,473 organizations in 16 countries. Self-reported AI maturity scores fell by an average nine points year over year, representing a 20% drop compared to 2024 levels.

During that time, management teams started to understand that AI is not just another enterprise software application. Rather it's one of the most transformative forces for humans and technology in our lifetime. That's why CIOs and their teams are so vital in this effort. With their intimate knowledge of AI, business, and user experience, CIOs are the natural leaders for business transformation in the agentic AI era. They can act as strategic thinkers, decision makers, business partners, change agents, and risk guardians.

To get there, CIOs and their teams need to connect the dots and reimagine the work, driving AI transformation in every corner of the business. That requires partnering closely with C-suite peers to navigate a maze of challenges, from organizational resistance and the AI talent war, to security and compliance risks. Success will ultimately depend on the ability to convert AI from concept to competitive advantage, grounded in tangible business outcomes and value.

This report is designed to help CIOs and their teams tackle these challenges and develop a forward-looking AI strategy for their organizations. It also spotlights the AI strategies, plans, and results of elite CIOs in Pacesetter organizations that our study identified as leaders in AI transformation, delivering critical business value through AI.

Thank you to everyone who helped bring this report to life. And to all the CIOs and their teams out there—let's continue the conversation. We'd love to learn from your AI challenges and success stories, too, as we build the future of work together.

AI is elevating and expanding the role of the CIO

AI is evolving faster than the ability of many organizations to deploy it productively, safely and at scale. It's no surprise that average AI maturity declined by 20% this year, according to our 2025 Enterprise AI Maturity Index. Often, organizations learned that their people, processes, and systems were not AI-ready or that their initiatives were not scalable. Critically, they found that returns on investment were not guaranteed.

Despite these roadblocks, most organizations we surveyed believe that AI innovation will fuel a business renaissance, ultimately transforming how they operate, innovate, and compete. Our research found that more than three-quarters of organizations are now operating with a clear, shared AI vision for business transformation across the enterprise.

CIOs and their teams are leading the charge on AI strategy implementation. Forward-looking CIOs are already leveraging agentic AI and autonomous IT to deliver step changes in productivity, efficiency, and revenue growth—which more than eight in 10 say they are seeing. At the same time, they are taking customer experience, risk management, and decision-making to new heights.

Four critical roles of the CIO

The rise of AI has expanded the role of the office of the CIO. To steer their companies through today's AI-driven business revolution, CIO organizations must take on four critical roles:

- 1. **Value-driven business partners** working together with the C-suite and business heads to drive AI transformation
- 2. **Visionary strategic leaders** aligning AI strategies and business goals
- 3. **Innovative change agents** providing staff with the foundation, skills, and support they need to succeed at AI innovation
- 4. **Trusted risk guardians** protecting their organizations from AI's potential downsides

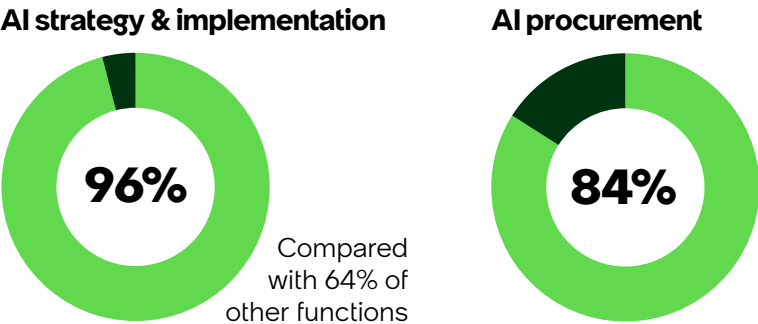


The CIO organization has moved from being a support function to a strategic enabler.

Now with AI, we're in the driver's seat. IT leaders know AI better than any other function, and they are also uniquely positioned to harness AI for true business transformation."

Jigar Patel, Senior Director, Bristol Myers Squibb

CIOs today are involved in both:



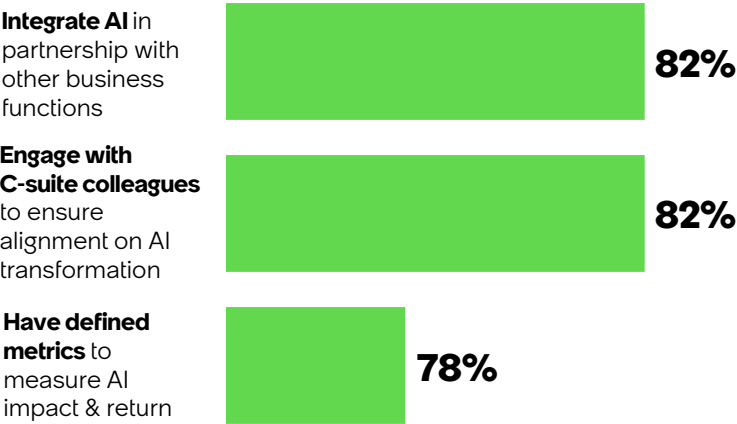
Throughout this report, we use the term CIO to represent the views of chief information officers and their teams, including chief technology officers (CTOs), chief data officers (CDOs), and chief AI officers (CAIOs).

Value-driven business partners

CIOs guide the C-suite on AI innovation

AI transformation will not work unless the C-suite is committed to its success. The CIO keeps the management team focused by helping top executives understand how AI can drive value, operational efficiency, and strategic reinvention. CIOs spread AI innovation across the organization by working with the C-suite and business and department heads to drive AI transformation and performance in their areas of responsibility. CIOs understand the need to measure success: Most define clear metrics for the impact and return on investment of AI transformation.

CIOs that are driving AI strategy alignment



// I meet with every department head monthly, if not more, to understand their business goals and how technology can help meet them.

They are looking to us to bring innovative ideas and make sure they fit into the city’s strategic plans.”

Mark Wittenburg, CIO, City of Raleigh, North Carolina



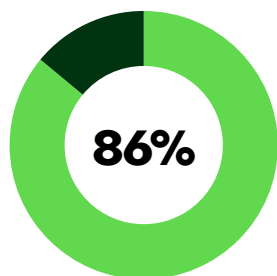
Visionary strategic leaders

CIOs align AI plans with business strategies

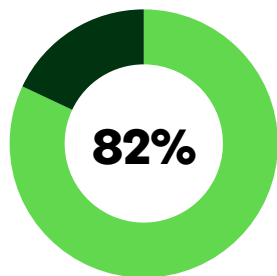
With an insider's view of AI's rapid evolution and a deep understanding of both the technology and the business, the CIO plays a pivotal role in developing and implementing the organization's AI strategy and vision.

Most CIOs, especially in larger organizations, aim to stay on top of AI deployment across the business, monitoring progress in not just their own IT organizations, but also other adjacent departments. More than eight out of 10 of CIOs surveyed—and over nine out of 10 of those in larger companies—drive enterprise-wide adherence to a central AI business strategy.

CIOs understand that strategy development is a team sport. They actively work with stakeholders both within their organizations and in external ecosystems of technology partners, startups, and academic institutions.



Have good visibility into AI deployment
& utilization in IT and adjacent functions



Have a clearly defined AI strategy
across the wider organization



Your AI strategy should not be about AI. It's about achieving business objectives.

AI can do four things: drive top-line growth, boost the bottom line, improve customer experiences, and transform the business. But you must decide your goal first, because that will fundamentally set your strategy."

Dave Wright, Chief Innovation Officer, ServiceNow

Five strategic questions that CIOs should ask

- 1 Does our AI strategy **support our enterprise-wide business objectives**?
- 2 **What business outcomes and ROI** will our AI strategy help to deliver?
- 3 **How do we build an organization and culture** to drive strategic transformation?
- 4 Do we have the **right talent, processes, and systems** to implement our strategy successfully at scale?
- 5 **What governance guardrails** must we put in place to ensure the safe, responsible use of AI?



Innovative change agents

CIOs lay the foundation for AI adoption

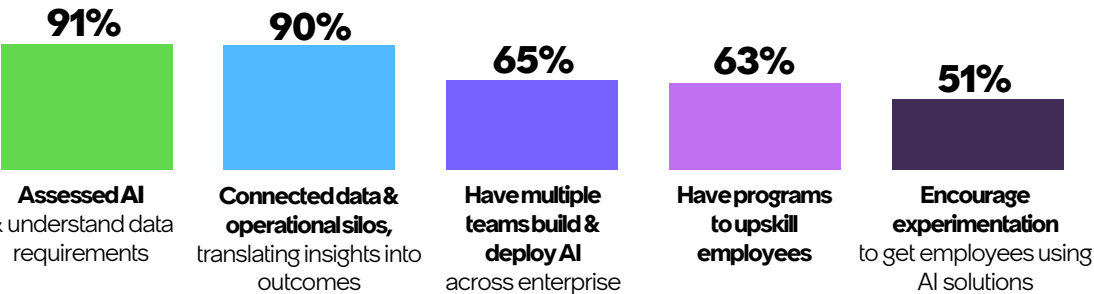
CIOs provide the technology platform for AI transformation. More than nine in 10 CIOs have identified the data requirements for their AI plans and have also connected data and operational silos to facilitate implementing and scaling AI solutions.

At the same time, CIOs work with CHROs and business heads to lay the organizational foundation for AI success. Nearly two-thirds of CIOs have created internal task forces across the enterprise to build and deploy AI. A similar percentage are heavily involved in bringing staff up to speed on AI by setting up regular training and upskilling programs.

CIOs recognize that AI requires a new way of thinking. They not only encourage a culture of innovation across the organization, but they also give staff the tools they need to experiment with AI.

As one CIO told us: **“The difference between AI and other technologies is that AI will fundamentally change the way people work in your organization.** As such, you need to get this top of the house and partner with HR to initiate a change management program that will enable your organization to take full advantage of AI.”

CIOs lead the AI transformation



A convergence of the CIO and CHRO roles

As the work of people and technology becomes increasingly intertwined, the roles of the CIO and CHRO are [starting to merge](#). For example, Tracey Franklin recently took on the role of chief people and technology officer for biotech company Moderna. Similarly, Fabio Sattolo has seen his CTO role expand to chief people and technology officer at Covisian, a large software firm. The trend is likely to gain momentum as organizations redefine the future of work.

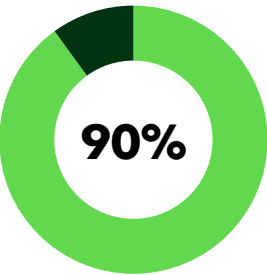


Trusted risk guardians

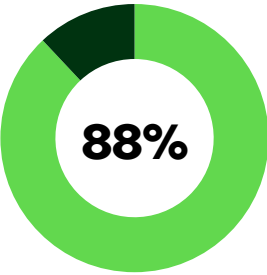
CIOs protect against AI’s downside

When it comes to AI innovation, **CIOs must balance moving fast against moving responsibly.** Most CIOs have created AI-specific policies and governance mechanisms to protect against a variety of risks—from misinformation to cyberattacks—and they work in partnership with their chief information security officers. But AI is also the ultimate solution for mitigating risks. For savvy CIOs and their CISOs, AI provides a multipurpose tool for predicting cyberattacks, preventing network security breaches, improving data management, and ensuring regulatory compliance.

Most CIOs give their organizations high marks for governance

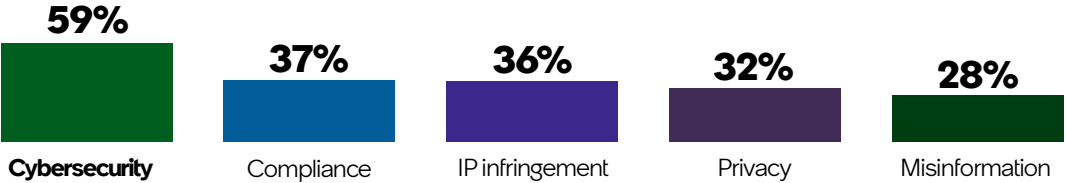


Have AI-specific policies to protect sensitive data and maintain regulatory compliance



Have formalized governance to ensure data privacy, lawfulness, and compliance

Top AI risks according to CIOs



Speed bumps on the road to AI transformation

CIOs—and their CISOs—face many obstacles on their AI journeys. The most common are security risks, lack of oversight, and inadequate AI governance.

These hurdles became apparent this year, with six out of 10 CIOs reporting no or only modest improvement in key AI performance areas.

The next section will help CIOs vault these hurdles by showcasing the successful strategies of elite CIOs.



Organizational hurdles



People lack AI skills and are not willing to learn them."

CTO, British heavy manufacturer



AI requires huge resources and the returns are slow."

Chief AI Officer
Japanese tech company



ROI on AI investments is not clear enough."

CTO
Dutch tech company

IT and data challenges



Effective AI results depend on high-quality data sources."

CIO
German healthcare provider



It can be quite complex to integrate AI tools."

CIO, Saudi healthcare provider



Adaptation of AI into legacy systems proved to be a difficult task requiring a large amount of time and resources."

CIO
Australian consumer goods maker

Risk and compliance issues



Data related ethical concerns still need to be answered before we start trusting AI completely."

CTO
German consumer goods maker



The biggest roadblock my organization has faced in leveraging AI is data privacy and security."

CISO
Australian telecom company



We have concerns with data use and privacy protection laws."

CIO, Dutch telecom company



The CIO playbook

Supercharging AI performance

Elite CIOs show the way forward

Our research identified a group of elite CIOs who work in **Pacesetter organizations** at the forefront of AI transformation. These organizations are well ahead in the five pillars of enterprise AI maturity that we measured as part of our research.

- 1 AI strategy and leadership
- 2 Workflow integration
- 3 Talent and skills
- 4 Data governance and management
- 5 Realizing value in AI investment

Pacesetters had higher scores than others in each of the five areas above, averaging 44 on our 100-point scale. This is 25.7% higher than others, which had an average score of 35.

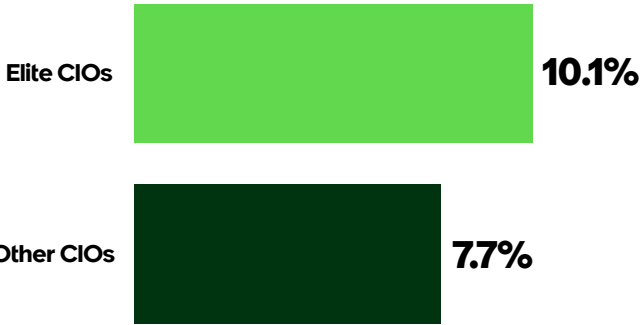
As a result of their efforts, **Pacesetters saw higher bottom-line growth from AI** than others last year, and they realized other significant gains across a range of metrics.

This section will highlight the areas that set elite CIOs apart.

Throughout this report, we use the term CIO to represent the views of chief information officers and their teams, including chief technology officers (CTOs), chief data officers (CDOs), and chief AI officers (CAIOs).



Elite CIOs at Pacesetters see a higher gross margin impact from AI



Elite CIOs at Pacesetters see better results than others

Outcome	Elite CIOs	Other CIOs
Increased efficiency and productivity	59%	34%
Improved customer experience	59%	39%
Higher profit margin	55%	35%
Faster innovation	53%	36%
Greater revenue	51%	35%

Elite CIOs lead with a clear AI vision and roadmap

Elite CIOs are visionary leaders who orchestrate AI-powered strategic reinvention across the enterprise and partner with the C-suite to make things happen.

To help drive AI transformation, Pacesetters are more likely than others to establish dedicated AI-leadership, such as a chief AI officer, or an AI center of excellence, with responsibility for implementing the overall AI strategy across the organization.

Elite CIOs are also more likely to create an AI innovation center devoted to developing and testing cutting-edge AI solutions. To avoid duplicate efforts, elite CIOs work closely with vendors to stay on top of emerging tech that can deliver needed AI capabilities.

Action	Elite CIOs	Other CIOs
Engage with C-suite colleagues to ensure alignment on AI transformation	94%	79%
Designate an enterprise-wide AI leader to drive transformation and innovation	89%	74%
Utilize an innovation center to pilots next-gen AI solutions	93%	85%
Invest in and implement AI capabilities that complement, rather than replace, existing vendors	60%	54%

CIO takeaways

Position the CIO as the organization’s innovation partner, ensuring that AI solutions deliver meaningful business outcomes.

Build a clear AI vision and roadmap, along with a set of metrics to gauge whether the strategy is achieving goals and driving value.

Create an innovation center that draws on the ecosystem of technology vendors, experts, and academic institutions.



CIOs aren’t just leading IT anymore.

They’re architecting business transformation, converting AI from concept to competitive advantage. There’s no checking the box—we’re connecting the dots to deliver value in every corner of the business."

Kellie Romack, Chief Digital Information Officer, ServiceNow

A CIO leading AI solutions that work



Mark Wittenburg
CIO
City of Raleigh
North Carolina

Imagine an AI-powered city where residents can get answers quickly through any channel: phone, live chat, email, web portal, or online forum. A city where information flows frictionlessly across urban departments and out to the community. And where AI-enabled sensors can analyze and make decisions on data in real time, such as to improve traffic flows, mitigate safety risks, cut energy use, or prevent infrastructure failures.

That is the AI vision that CIO Mark Wittenburg is working toward in Raleigh, North Carolina. Wittenburg is using an AI-enabled platform to integrate data across urban domains and optimize processes or even create new ones to fix emerging problems. The City of Raleigh is also developing smart traffic lights that can monitor intersections and identify ways to improve the safety of pedestrians.

One new AI solution now undergoing beta testing is Ask Raleigh, an intelligent web portal that will give the city's 500,000 residents an easier way to report issues, request services, and get help. "We first released the tool internally," says Wittenburg. "It has been interesting to watch how the AI model learns about things and continuously improves processes and decisions."

Thinking outside the IT bubble

According to Wittenburg, **developing an AI strategy requires getting out of your office** and meeting with different departments. "You need to see how they do their work and understand their business. Then you can come up with innovative AI solutions." To nurture this new mindset, Wittenburg changed the agenda of the city's IT governance committee. "Initially, this group met to discuss software, hardware, and technology standards. I realized this was wrong. Now, **we focus on business needs, desired outcomes, and what is important for the community.**"

Under Wittenburg's leadership, the city's IT team engages with stakeholders not just in local government, but also in the wider ecosystem, including other public bodies, IT vendors, and academia. Wittenburg cites an example: "We share data with universities in the nearby Research Triangle. Students often come back with brilliant urban solutions."

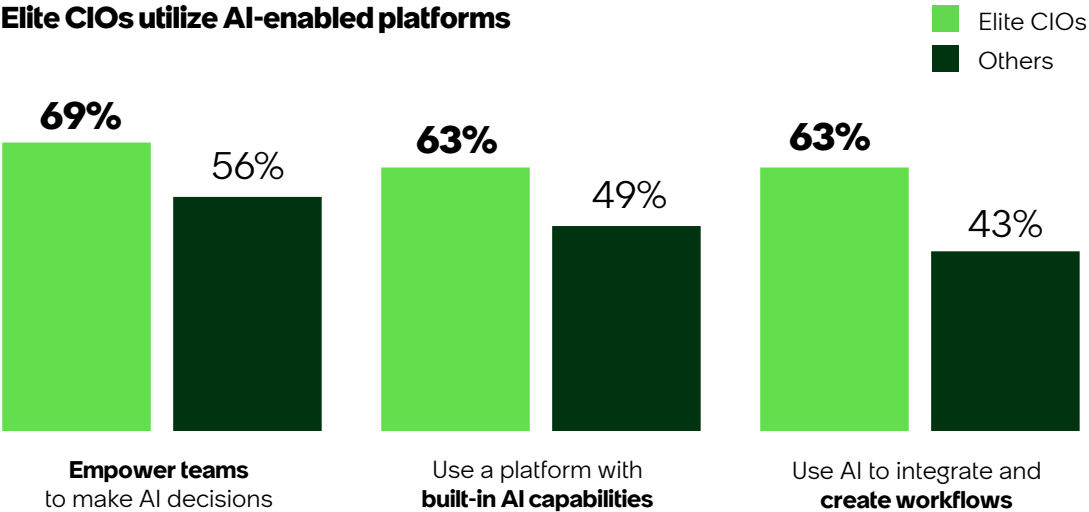
Wittenburg sees this as just the beginning. "AI is going to transform the way that cities do everything."

Elite CIOs drive AI innovation through a platform approach

Rather than adopt AI solutions piecemeal, elite CIOs take a connected approach to AI transformation across the organization. They replace legacy systems with integrated platforms that connect people, data, and processes through AI-enabled workflows.

This approach enables them to eliminate complexity, bolster security, unlock efficiencies, and seamlessly scale AI innovation. Crucially, it democratizes AI access by providing staff with low-code/no-code tools and built-in security that allow them to implement AI innovation more safely across the organization. At the same time, it provides CIOs with greater control over organization-wide AI innovation.

Elite CIOs utilize AI-enabled platforms



CIO takeaways

Choose a platform that allows you to draw on built-in AI capabilities and layer on tools from other ecosystem partners.

To get the most out of your platform, go beyond optimization. Instead, use AI to reinvent workflows.

Make sure your platform allows you to measure user engagement with AI features.



A smart platform accelerates AI instead of just hosting it.

It's intelligence in motion, where AI agents collaborate, learn, and scale through shared data and connected workflows in a secure environment. By unifying AI, data, and work, smart platforms break down silos and transform data and insights into actions and outcomes."

Kellie Romack, Chief Digital Information Officer, ServiceNow

Elite CIOs build an innovation culture and the skills to drive it forward

In their role as change agents, CIOs must ensure that people have both the mindset and skill set for AI transformation. With AI advances happening at warp speed, elite CIOs know that having the right mix of talent and skills is vital for keeping up with the pace of change. As a result, many CIOs are turning their focus to recruiting specialists with needed AI capabilities and developing training programs to upskill staff in the use of AI for their job functions.

Elite CIOs also understand that **AI transformation requires a culture of experimentation** that encourages staff to explore, pilot, and share new AI solutions and use cases.

Have the right mix of talent and skills to execute their AI strategy



Have AI use training programs for employees



Encourage experimentation to engage employees in assessing the use of AI solutions



Elite CIOs
Others

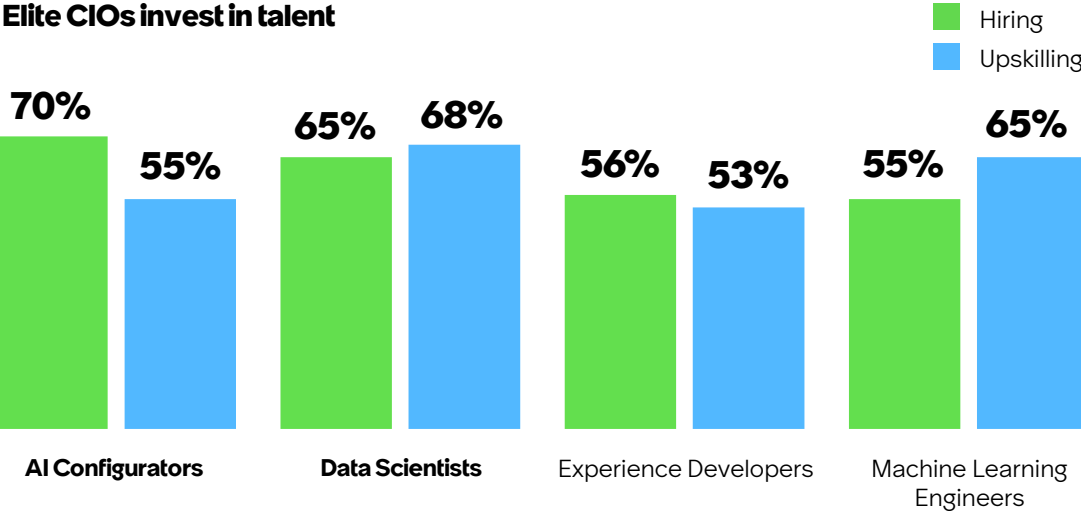
CIO takeaways

Foster a culture of experimentation that encourages staff to explore new AI solutions and allows them to learn from mistakes and build on successes.

Establish cross-functional teams with the authority, incentives, and collaboration tools to drive innovation.

Elevate the AI literacy of the management team so that they are well equipped to oversee and support AI transformation.

Elite CIOs invest in talent



Put people at the center of the AI strategy



Jigar Patel
Senior Director
Bristol Myers Squibb

For pharmaceutical giant Bristol Myers Squibb (BMS), AI holds the promise of providing many more patients with innovative treatments at lower cost, says Jigar Patel, a senior director in the IT organization.

Delivering on this promise requires support from staff across the organization, according to Patel. “With 30,000-plus employees, it is important that we take multiple initiatives to drive a positive AI message to the workforce, which is that **AI is not here to take away your job, but to make it better**,” says Patel.

Democratizing AI across the organization

Upskilling staff is a vital part of the strategy, which the IT department handles in tandem with the HR department. “We have recently institutionalized an enterprise-wide training program called AIQ, whose goal is to improve the AI skills of all employees,” Patel says. “We conduct training sessions that show staff how they can use AI tools, including hands-on sessions where they can see the tools in action.”

The IT and HR leadership teams are now preparing the next phase of the program, which will provide targeted AI training to different personas in the organization. “Teaching people how to write better code resonates well with the software development team, but it may have little relevance to someone in a sales role,” Patel explains. “So, we are creating training programs tailored to the work people are focused on.”

Fail—or succeed—fast

With AI innovation top of mind, the IT leadership team encourages staff to experiment with AI. But to avoid having protracted experiments, **the team has moved to an agile approach**, where a problem statement is defined up front, along with the success and failure criteria and a defined team to address the problem in six weeks. Says Patel, “We decide whether the experiment is successful or not. If it is, we move it to production. If not, we bite the bullet and move on to the next experiment.”

Elite CIOs keep data management and governance top of mind

Elite CIOs aim to be risk guardians who ensure that their data is AI-ready and the proper governance mechanisms are in place. Most are advanced in assessing their AI data requirements and setting up teams to draft AI policies, mitigate AI risks, and prioritize responsible AI use.

They have also made significant progress in establishing data and AI governance guardrails that promote effective data privacy and regulatory compliance. Elite CIOs are also much more likely to put AI at the center of their data strategies, using it to clean, manage, and integrate data.

Areas of data governance leadership

Action	Elite CIOs	Other CIOs
Use AI to clean, manage, integrate, visualize, and transform data	87%	44%
Assess potential AI applications and understanding data requirements	74%	52%
Set up a designated team to draft AI policies, mitigate AI risks, and prioritize responsible use of AI	61%	44%
Formalize data governance, privacy, and compliance	60%	45%

CIO takeaways

Work with the CISO to establish data governance guardrails that are updated to reflect regulatory and technological changes.

Create centralized data lakes, warehouses, or other systems to integrate and share data across departments.

Set measurable quality standards for accuracy, consistency, and timeliness of data and the people, processes, and technology to achieve them.



As a city CIO, one of my key roles is leveraging our data to improve the community.

To do that, we are integrating the data across departments into one accessible database. This will help managers make better decisions, particularly on issues such as sustainability, which can cut across domains and requires a holistic solution."

Mark Wittenburg, CIO, City of Raleigh, North Carolina

Elite CIOs embrace agentic AI

With a forward-looking mentality, many elite CIOs are already preparing for an autonomous business world. They tend to **see agentic AI as a game changer**, enabling their organizations to plan, decide, and implement tasks more independently. That takes the burden off staff so they can focus on higher-order analytical and strategic issues.

Not surprisingly, **CIOs of Pacesetter organizations are well ahead of others in putting agentic AI to work**. They are already actively using AI agents; their top five uses are writing code, assessing business risks, answering client inquiries, monitoring internal systems, and tailoring products and services.

Many plan to roll out new use cases soon—such as monitoring and addressing cybersecurity events and handling core business tasks—and are taking steps to ensure their data is ready to support autonomous decision-making.

Elite CIOs forge ahead with agentic AI deployments

Currently using agentic AI



Considering adopting agentic AI over the next 12 months



CIO takeaways

Work with the CISO to establish data governance guardrails that are updated to reflect regulatory and technological changes.

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Set measurable quality standards for accuracy, consistency, and timeliness of data and the people, processes, and technology to achieve them.



Agentic AI doesn't replace talent; it amplifies it.

We're building teams that collaborate, adapt, and elevate the work and human potential. Our employees are turning a moment into a movement with curiosity, experimentation, and the courage to push for progress over perfection."

Kellie Romack, Chief Digital Information Officer, ServiceNow

Cultivate an AI mindset



Dave Wright
Chief Innovation
Officer
ServiceNow

To win in the agentic era, CIOs need to start with an AI mindset, not a digital mindset. A digital mindset uses AI to make existing processes faster or more efficient. An AI mindset uses AI to do what could not be done before. For instance, a digital mindset would look at how you could deflect 80% of your customer calls by using AI. An AI mindset would find the solution for the remaining 20%.

As companies adopt AI agents, processes will shift from deterministic to nondeterministic. I see many people building deterministic workflows, in which you tell the AI agent, 'I want you to do this,' and when you do it, if x happens, you do y, and so on. **When people become comfortable with agentic workflows, they will adopt a non-deterministic approach.** In this, you simply say, 'I want you to fix this issue,' and that's it. You do not care how it does it, so long as it doesn't break any rules. You define the outcome, not the process.

AI is the new UI

Agentic AI will also change how users interact with technology, shifting from static interfaces to interactive conversations. You will ask an agent to do things for you, and the agent will pick up on conversations that you've had before. It knows the way you like to work and communicate. Rather than having multiple UIs for different systems, you have one simple interface.

And that UI is likely to evolve into something very dynamic. My team has already been running experiments that use the UI to answer work-related questions, such as 'What should I work on today?' The interface could then give you a list of the important issues you need to work on. It could tell you that these are the current projects you've got and these are the project bottlenecks. It could provide charts of where you are in a process.

Managing agents

We are starting to manage agents like people. We onboard them. We train them. We measure and try to improve their performance. In fact, the distinction between HR managing people and IT managing agents may be fading. **The whole dream of AI is that people will work side by side with agents.** So, if they are working together in a homogenous workforce, you can't treat them as two different things anymore. You need to start thinking about them as physical and digital workers rather than machines and people."

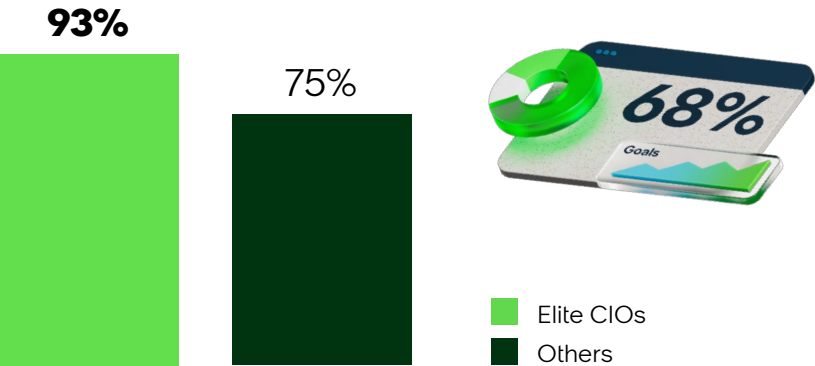
Elite CIOs track results to ensure progress

AI transformation is ultimately about business value, enabling CIOs to slash costs, generate top-line growth, strengthen customer loyalty, and accelerate issue resolution—all while helping to eliminate the drudgery of repetitive tasks for staff.

Elite CIOs operate against a defined set of metrics to **ensure that AI solutions deliver concrete results and a healthy ROI**. They not only set business metrics geared to the outcomes they are striving to achieve, but they also employ technical metrics to measure the effectiveness of the AI solutions, such as latency, hallucination, and failure rates.

By demonstrating value and effectiveness, elite CIOs bolster the business case for further investment and gain managerial and staff support.

CIOs with defined metrics for AI transformation



CIO takeaways

Work with the leadership team to define and track metrics tied to the business outcomes they hope to achieve.

Use controlled experiments, such as A/B testing and staggered rollouts, to measure AI impact before implementing use cases.

Create an AI command center to provide visibility into AI performance, compliance, and business impact.

Elite CIOs have AI-specific KPIs





Elite CIOs drive successful AI use cases

Experiences



AI's immediate assistance kept customers satisfied and made them feel valued."

CIO, Dutch insurance company



We use AI to provide personalized growth plans to employees."

CIO
Italian life sciences firm



AI personalized customer experiences at scale, resulting in positive and satisfying outcomes."

CTO
Indian heavy manufacturer

Performance



We implemented AI to track and bump up production line performance, improving output."

CIO
US heavy manufacturer



We use AI tools for detecting errors in code, speeding up software development."

CTO, Australian automaker



We have successfully applied AI to new product research and development."

CTO
Singaporean heavy manufacturer

Risk management



AI enhances security protocols for software access."

CIO
Indian heavy manufacturer



AI is providing real-time risk assessments to our business."

CIO
US healthcare provider



AI helps us detect early signs of cyberattacks."

Chief AI Officer, Italian tech company

Lessons for leaders

Define clear business outcomes

"CIOs should start their AI journeys by defining desired business outcomes and putting governance in place. **It is a good idea to establish a company-level board to set business transformation goals, alongside an AI advisory council that evaluates technology choices.** CIOs should measure before-and-after results to show tangible value.

"This dual approach ensures strategic clarity while keeping pace with rapid technological change. By combining disciplined outcome tracking with dedicated governance, CIOs can build credibility, manage risk, and ensure measurable business impact."



Dave Wright
Chief Innovation Officer
ServiceNow

Experiment with discipline

"You need to balance experimentation with structure. CIOs should begin each AI initiative by defining a clear problem statement, as well as specific success and failure criteria. Companies benefit from dedicating a focused team and fixed timeline to test the idea.

"At the end of that period, leaders can make an informed decision: Either scale the initiative into production, or stop and shift resources elsewhere. This approach ensures agility while preventing experiments from dragging on without measurable outcomes."



Jigar Patel
Senior Director
Bristol Myers Squibb

Embrace dynamic governance

"As a technology leader, you must take responsibility for AI governance. But the last thing you want is for your AI governance to be irrelevant. Keeping it relevant may not be easy, because AI changes rapidly.

"That means you need a mechanism to keep AI governance always evolving. For example, we created an AI policy. This is relatively stable, but it refers to an AI handbook, which can be updated as new technologies emerge."



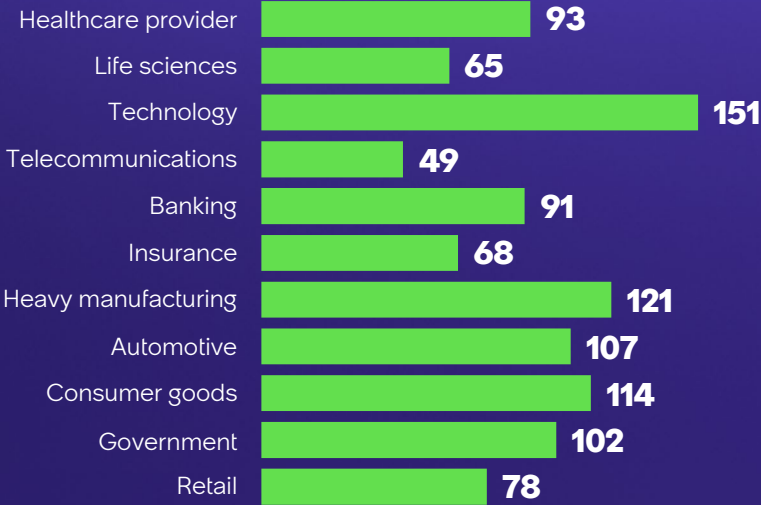
Mark Wittenburg
Chief Information Officer
City of Raleigh, North Carolina

Appendix

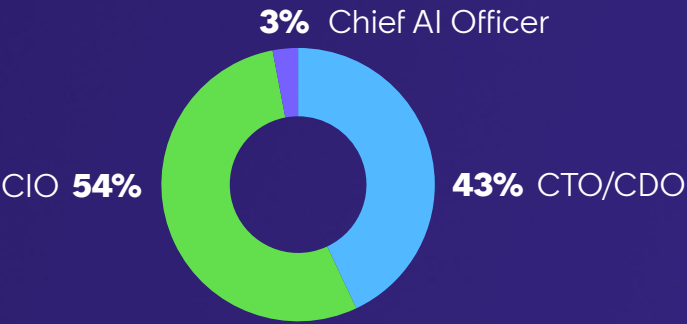
Survey demographics



Industry



Role



Research methodology

This report draws on insights from a survey of 1,309 CIOs, CTOs, CDOs, and Chief AI officers in 16 countries. They represent a subset of 4,473 executive interviews conducted as part of the ServiceNow's 2025 Enterprise AI Maturity Index study.

The Enterprise AI Maturity Index is based on responses to a global survey conducted in conjunction with Oxford Economics. The Index serves as a tool for organizations to better understand their performance in relation to others in their market or industry. As part of the analysis, ServiceNow and Oxford Economics defined five dimensions of AI maturity: strategy and leadership, workflow integration, talent and workforce, AI governance, and realizing value in AI investment. Specific questions in the survey were written to understand organizations' maturity based on each of these dimensions.

We then calculated scores for the five dimensions using principal component analysis (PCA). PCA is a statistical method to simplify complex data from many survey responses by transforming it into a smaller set of uncorrelated variables called principal components. PCA is widely used for dimensionality reduction in data analysis and machine learning and therefore lends itself well to index creation.

Using PCA to create an index has two main benefits:

- Simplification: PCA helps condense large amounts of information from different questions into a smaller number of key components. This helps generate an index without losing important details.
- Objective representation: PCA ensures that the index reflects the most important patterns in the data, without being influenced by any specific set of factors. This means the index gives a fair and accurate picture of responses, making it more reliable for decision-making.

The PCA scores are standardized on a scale ranging from zero to 100—with zero representing no enterprise AI maturity and 100 representing full enterprise AI maturity—to enable comparisons. The standardized scores for the five dimensions are then combined and equally weighted to generate a single Enterprise AI Maturity Index rating. The choice of equal weights reflects the researchers' view that all five dimensions are equally important in defining the AI maturity of an organization.

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Lou Celi is the founder and CEO of ThoughtLab, a firm he started in 2015 to explore the intersection of economics, technology, and strategy. He has led research initiatives for global organizations and authored publications on topics including AI, sustainability, and the future of work.

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