

Preparing for the Autonomous Enterprise.

A practical guide to ServiceNow Otto™, and how organizations move from workflows to autonomous operations.

FOR
CIOs • IT Leaders •
Procurement

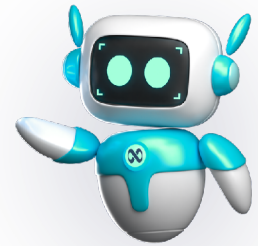
EDITION
July 2026 •
Crossfuze



WRITTEN BY
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VP, Growth & Market Strategy • Crossfuze

EXECUTIVE SUMMARY

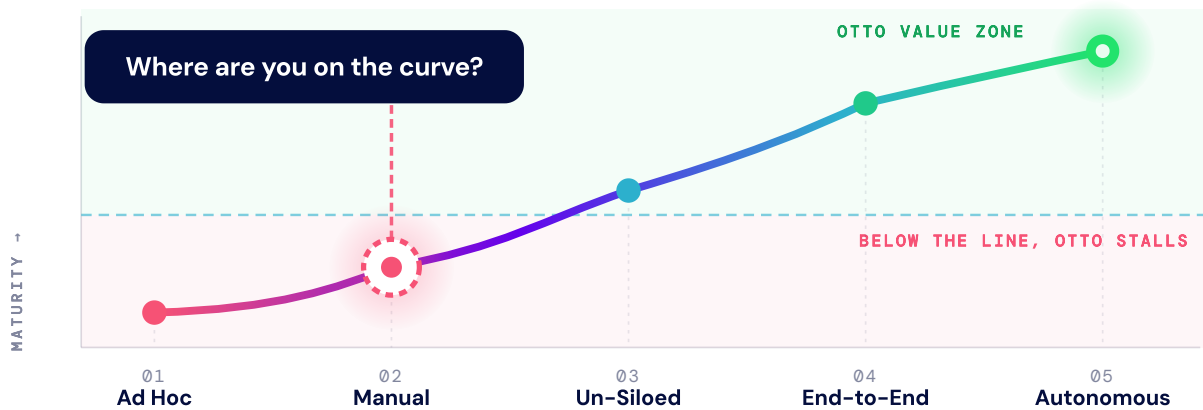
ServiceNow just opened the AI front door.



That door is Otto: **are you ready to walk through?**

The readiness gap. Most enterprises aren't ready. Maturity runs five stages, from ad hoc to autonomous, and Otto only pays off **above the line**, today most still sit below it.

QUICK SELF-CHECK • READINESS ASSESSMENT ON PAGE 8



Source: McKinsey, State of AI 2025

WHY NOW

- **Legacy SKUs are sunseting**
End of Sale is July 1, 2026, no new orders on legacy SKUs. Net-new lands on Foundation, Advanced or Prime; existing contracts **renew until term ends**.
- **Ungoverned AI is already inside**
Shadow copilots and agents are spreading across your org, with no central control or audit.
- **Expectations have reset**
Consumer AI redefined what your people will tolerate at work. The pressure is internal now.

WHAT NEXT

- 1 Score your readiness**
Start with the quick check on p.8 to place each function, ahead of the **full readiness assessment** that scopes the work.
- 2 Stand up the CoE**
One governed model for data, workflows, AI and standards, **the foundation everything else compounds on**.
- 3 Pick your pathway**
Autonomous IT, Business Re-Invention, or both. This guide maps each, track by track.

How ready are you, really?

Twelve statements, four pillars, an honest score, and where to start.

Take the assessment →

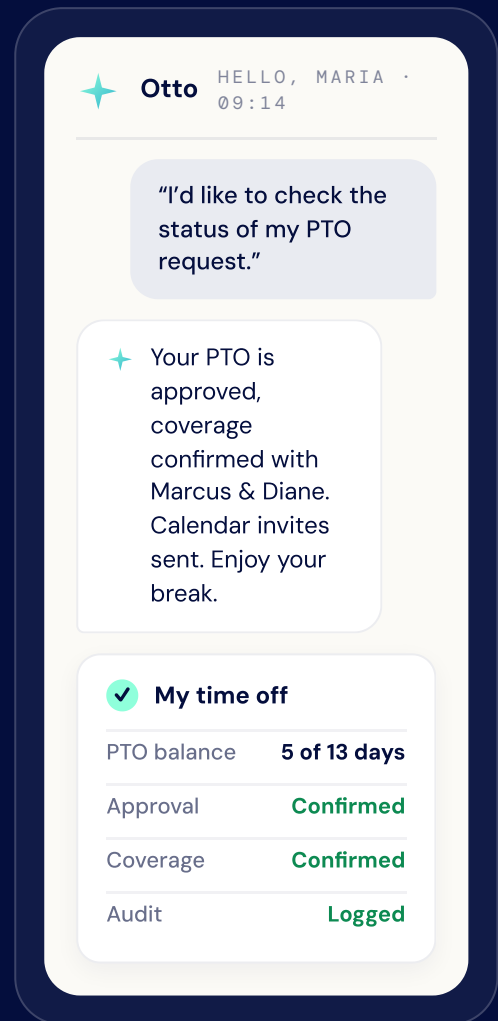
P. 8

THE VISION

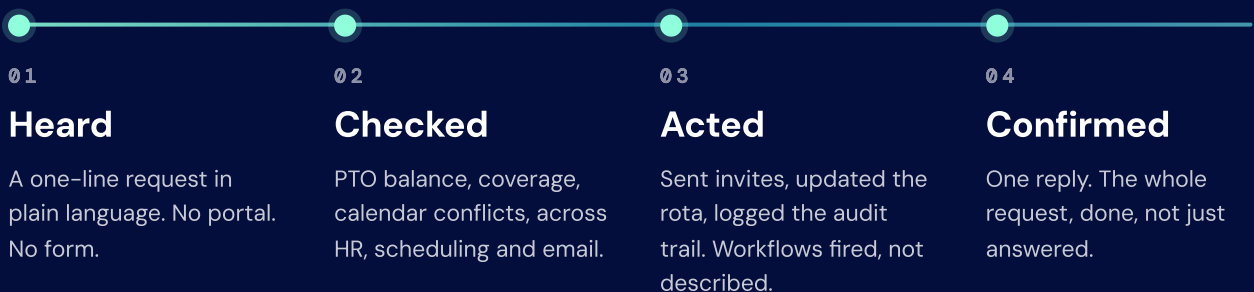
★ Meet ServiceNow Otto™

AI that finishes the work, not just answers questions:

Get work done wherever and however you work. From the simplest request to the most complex workflow, just ask, and ServiceNow Otto™ handles the rest. Across systems. On the platform you already run.



BEHIND THE REQUEST

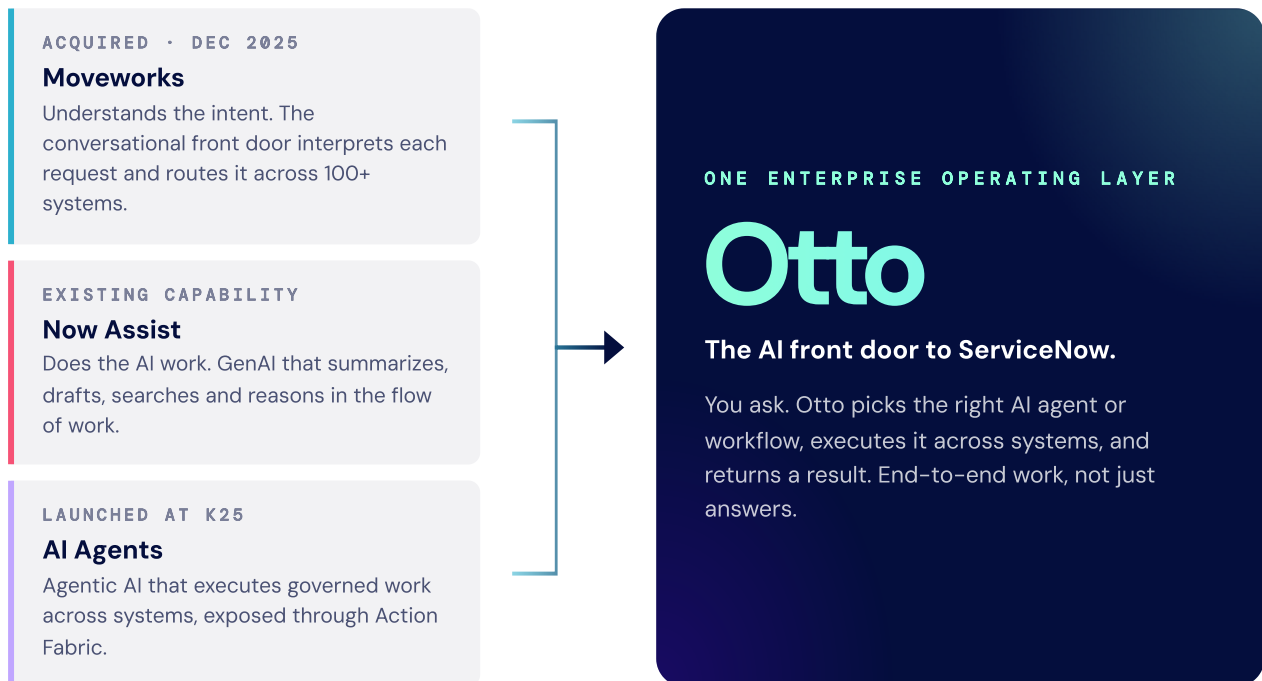


Prior AI answered. Otto **completes the work**, chaining into the systems already on your platform, **but only if the platform underneath is ready to run it.**

WHAT OTTO ACTUALLY IS

Three products. One operating layer.

Otto is the unified conversational experience over the ServiceNow AI Platform. Three products ServiceNow built or bought now sit behind one front door, dramatically more powerful when workflows, data and governance are unified across the enterprise.



THE FOUR LAYERS, TOP TO BOTTOM

01	EXPERIENCE	Otto	Powered by Moveworks. The chat, voice and search front door that reads the intent and routes it.
02	DATA	Workflow Data Fabric	The governed, real-time data Otto reasons over, connecting multiple systems across the enterprise with no copies.
03	EXECUTION	Now Assist + Autonomous Workforce	Now Assist makes your people faster. Autonomous Workforce replaces the task entirely. Otto decides which one to use and makes sure it gets done.
04	GOVERNANCE	AI Control Tower	Logs, policies, audit trail, explainability. Required by your compliance team.



THE QUESTION

Are you ready for the Autonomous Enterprise?

Otto is ready the day it's switched on. The question is whether **you** are.

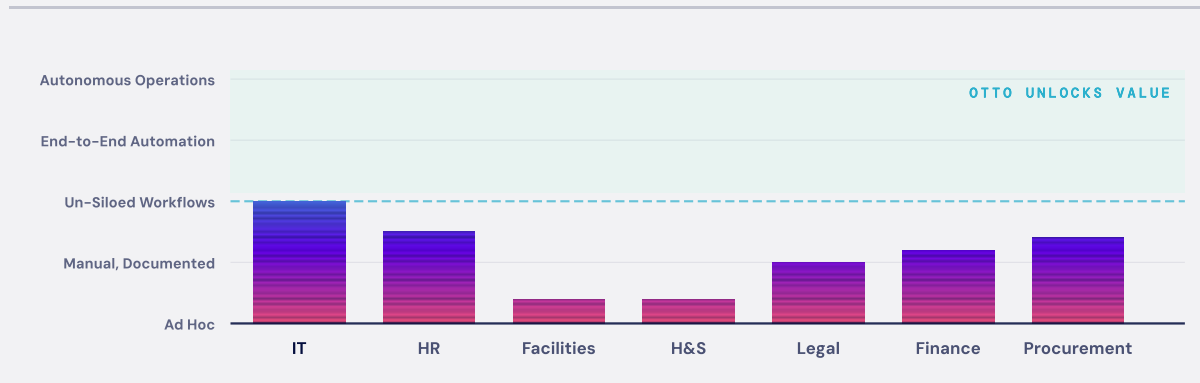
THE REALITY

Most enterprises aren't ready for Otto.

Otto delivers its biggest value from **stage three onwards**. Almost every function outside of IT still sits at stage one or two. That gap is the work, and it's what Crossfuzze's two tracks close.

2026 SNAPSHOT · STANDARD <5,000 EMPLOYEE ORGANIZATION

Only IT has reached the zone where Otto delivers value.



Otto delivers its largest gains from **stage three onwards**. For most enterprises, only IT has reached that bar, every other function still sits at stage one or two. Closing that gap is the work.

What the curve really tells you

- Most functions sit at stage one or two**
 IT leads the typical sub-5,000 employee enterprise. Facilities, H&S and Finance are usually furthest behind.
- Otto delivers value above the line**
 The largest gains arrive once a function reaches stage three, un-siloed workflows on a shared data model.
- Readiness is a 12–24 month program**
 The work is operational, not technical. Governance, data, workflow ownership, AI standards.

YOUR TURN

0–24 score

Where do **you** sit? Score your own readiness across the four pillars, the assessment is on **page 8**.

CLOSING THE GAP

Crossfuzze's two tracks make you ready, both start with the CoE.

Track A matures IT to autonomous operations. Track B brings HR, Finance, Legal & Procurement up to the bar IT already cleared. See page 10.

THE FOUNDATION OF AI READINESS

Turning Otto on is easy. Being ready isn't.

Three operational pillars, built in sequence: **Data, then Workflows, then AI**. Each one moves Otto closer to autonomous, all resting on a fourth pillar and shared foundation: **governance**, run by your Center of Excellence and designed in from day one. The next four pages take each in turn.

THE READINESS STACK

BUILD ORDER → TOWARD AUTONOMOUS ↗



PILLAR 04 · THE BASE LAYER

Governance + your CoE

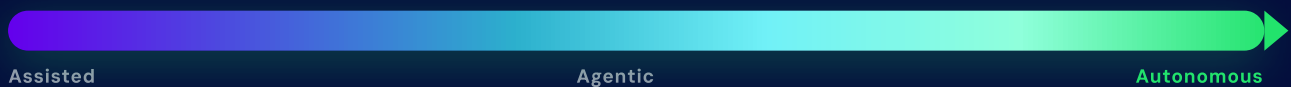
SECURE

Designed in from day one, not bolted on after. Your Center of Excellence governs all four pillars:

- One configuration every business unit inherits, no bespoke instances.
- The same bar applied to IT and every function on the platform.
- An immutable audit trail that holds as you scale.

AS THE STACK MATURES, OTTO CLIMBS

WHAT IT UNLOCKS



Next: **pillar by pillar** →

08 Data 09 Workflows 10 AI 11 Governance

QUICK READINESS CHECK · 10 MINUTES

Score yourself, by pillar.

A fast gut-check before the real thing. Twelve statements across four pillars — score one function honestly against today, add it up, and see roughly where you sit. The free **90-minute Readiness Assessment** does the deep, function-by-function version.

HOW TO SCORE


Circle one box per statement.

0 No 1 Partial 2 Yes / in production

THEN ADD IT UP

Total your circles out of 24.


Match your total to a band at the foot of the page — that is roughly the stage this function sits at today.

 **Pillar 01 · Data** 0 · 1 · 2

CMDB, knowledge base and catalog cleaned, de-duplicated and aligned to business services. 0 1 2

CSDM validated for the services in scope. 0 1 2


Running a supported Now Platform release with the AI plugins installed. 0 1 2

 **Pillar 02 · Workflows** 0 · 1 · 2

Top journeys are documented and have named owners. 0 1 2

Each function runs on the shared, un-siloed platform (CBS Std). 0 1 2


Time-to-resolve and deflection KPIs are set. 0 1 2

 **Pillar 03 · AI** 0 · 1 · 2

Now Assist is live in at least one real workflow. 0 1 2

AI in use across 2–3 workflows, or a Virtual Agent in production. 0 1 2

At least one AI Agent piloted with human oversight. 0 1 2

 **Pillar 04 · Governance** 0 · 1 · 2

AI Control Tower installed and tracking performance. 0 1 2

AI policy published, incl. risk and human-in-the-loop. 0 1 2

Stakeholders aligned under one named owner. 0 1 2

0 - 11
BELOW THE LINE

Foundation first.

Clear data, workflows and governance before switching Otto on. CoreEssentials gets you Foundation-ready in ~12 weeks.

12 - 17
APPROACHING

Pilot under governance.

Pilot Otto on one function with oversight while you close the gaps. Core RunState matures you in 90-day cycles.

18 - 24
AT THE LINE

Ready to scale.

Otto starts paying back. Prioritise rollout and measure value — CBS Delivery drives the climb to autonomous.

GO DEEPER · FREE

Book your 90-minute AI Readiness Assessment. LetsTalk@crossfuze.com

We score every function in depth and map your path, stage by stage.

AI MATURITY ASSESSMENT

Know where every function stands.

Most enterprises sit at Manual or Ad Hoc — only IT has typically reached the value line. The full assessment scores every function and maps your path to where Enterprise AI pays off.



01 · WHERE YOU ARE
Your maturity score, function by function.
 Every business unit on the five-stage curve — Ad Hoc to Autonomous.

02 · WHERE THE GAPS ARE
The readiness gaps that block most value.
 Prioritised across data, workflows, AI and governance.

03 · WHAT TO DO FIRST
A clear path from where you are to the value line.
 Which functions, which track, which Crossfuze starting point.

BOOK NOW · FREE · NO COMMITMENT

The 90-minute AI Readiness Assessment.

Run before your ServiceNow renewal — map your tier and usage to actual AI readiness.

Book your free session →

LetsTalk@crossfuze.com



PART TWO · HOW CROSSFUZE HELPS

Now, close the gap.

You've seen where Otto delivers value, and scored your own readiness against the four pillars. The rest of this guide is the work itself, how Crossfuze takes you from where you are today to end-to-end autonomous operations. Two pathways, one destination.

TRACK A

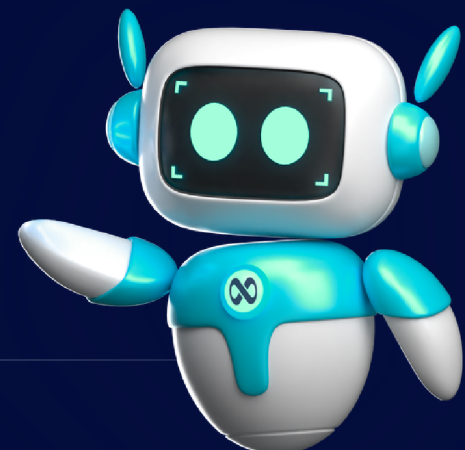
Autonomous IT

Reactive help desk → self-healing, agentic operations.

TRACK B

Business Re-Invention

Extend ServiceNow beyond IT to every function.



THE TWO TRACKS

Two pathways. One destination.

Crossfuze meets customers wherever they are, and brings them to the same destination. End-to-end, AI-driven autonomous operations. Most organizations start on one track; some run both in parallel.

TRACK A

Autonomous IT

Mature IT operations from reactive help desk to self-healing, AI-powered autonomous IT operations.

IT Workflows

ITSM → CMDB → ITOM → ITAM → SPM → Now Assist → Autonomous Workforce

BEST FIT · IT-LED ORGANIZATIONS WITH MATURE WORKFLOWS

TRACK B

Business Re-Invention

Extend the power of ServiceNow beyond IT to every business function across the organization.

Core Business Suite

HR · Finance · Legal · Procurement · Facilities · Health & Safety

BEST FIT · BU-LED ORGANIZATIONS READY TO CONSOLIDATE PLATFORMS

NO MATTER THE TRACK

Both pathways start with the Center of Excellence.

The CoE is the foundation. Once data, workflows, AI and governance are aligned, Track A and Track B compound into the autonomous enterprise.

WHERE BOTH TRACKS BEGIN

It all starts with the CoE.

A Crossfuze CoE is a small, opinionated body, not a committee. It meets on a cadence, holds the line on the four pillars, and produces a short list of artifacts that every business unit deployment inherits.

Who sits on it



ROLE 01

Executive sponsor

The CIO or COO. Owns the mandate, unblocks BU politics, signs governance decisions.



ROLE 02

Platform owner

The accountable lead for the ServiceNow estate. Day-to-day chair of the CoE.



ROLE 03

BU representatives

One per active business unit. Brings priorities, owns adoption, validates outcomes.



ROLE 04

Architect & governance lead

Owns design standards across pillars. Holds the line on data, AI, security and integration patterns.

■ HOW IT OPERATES

■ **Every 6 months · strategy**

Realign platform direction with current business priorities. Confirm AI, data and governance posture.

■ **Every 3 months · BU intake**

Each BU surfaces needs, validates outcomes, and feeds the prioritized backlog for the next sprint.

■ **Every 90 days · delivery**

A dedicated hybrid pod ships against the prioritized backlog and reports back on measurable outcomes.

■ WHAT IT PRODUCES

■ **One enterprise design**

A single configuration every BU inherits. No bespoke instances per team.

■ **Quarterly outcomes report**

What shipped this sprint, what it changed, what's next. Plain language.

For the four pillars the CoE governs across, data, workflows, AI and governance, see page 07.

WHY THIS WORKS

The CoE is the thing that compounds. Skip it and every BU re-invents the same wheel.

Crossfuze stands the CoE up in the first 90 days of any engagement, Track A or Track B, and chairs it until the platform owner is ready to take it independently.

01

PATHWAY ONE

Autonomous IT.

Mature IT operations from reactive help desk to self-healing, AI-powered autonomous IT. The fastest path to Otto value, for organizations whose IT estate is already in motion.

BEST FIT

IT-led organizations with mature workflows.

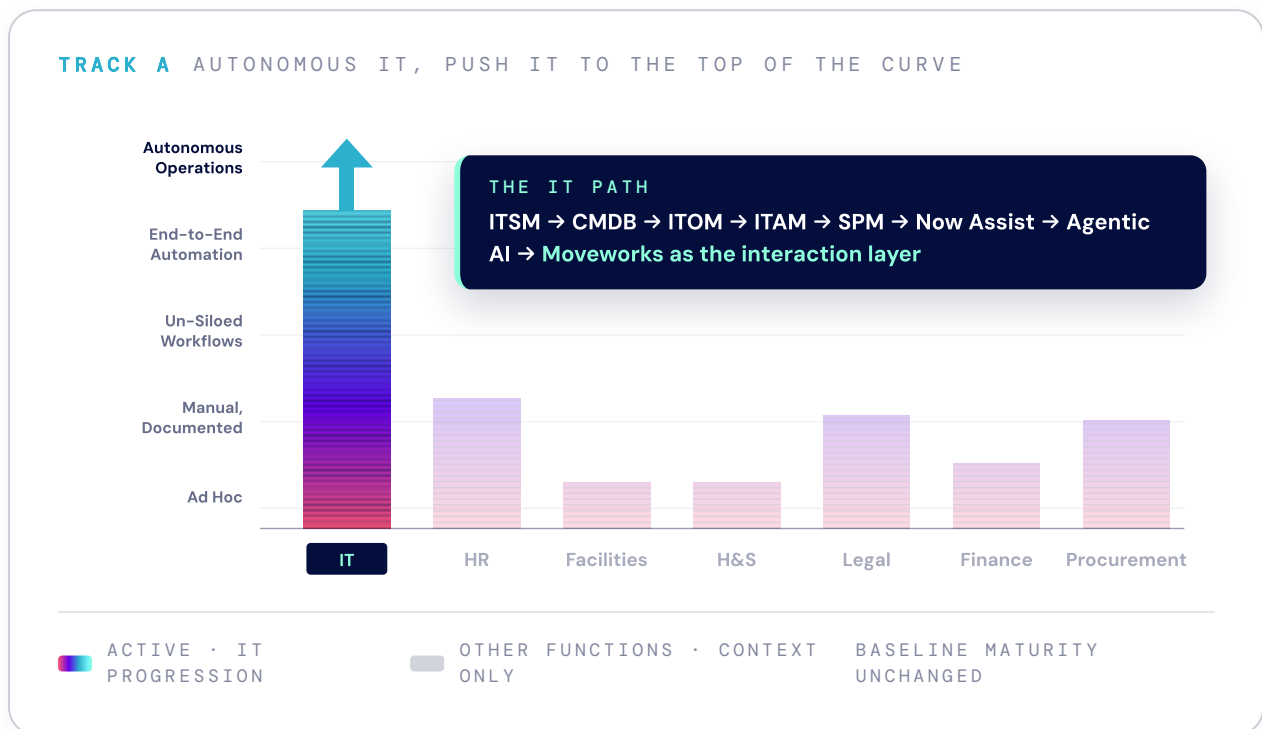
CAPABILITY ARC

ITSM → CMDB → ITOM → ITAM → SPM → Now Assist → Autonomous Workforce.

PATHWAY ONE

Autonomous IT.

Push IT up the curve from reactive help desk to self-healing, agentic, AI-powered operations. Organizations with mature IT operations become Otto-ready faster, and unlock value from the AI experience layer almost from day one.



■ WHERE IT SITS TODAY

■ **Reactive service management**

Manual routing, human triage, SLA-driven backlogs. Tier-1 tickets dominate the queue.

■ **Tooling sprawl**

Monitoring, asset, CMDB and service desk live in different systems. Truth is reconciled in spreadsheets.

■ **AI as assist, not action**

Summaries and drafting help agents, but tickets still close one human at a time.

■ WHERE OTTO TAKES IT

■ **Self-healing systems**

Incidents detected, triaged, and resolved by agents before a human is paged.

■ **Agentic resolution**

Tier-1 tickets handled end-to-end inside the conversation. Tier-2 reaches an agent already enriched.

■ **AI voice agents & specialists**

Multi-channel service desk that resolves, escalates, and reports without manual handoff.

02

PATHWAY TWO

Business re-invention.

Extend the power of ServiceNow beyond IT to every business function across the organization, one shared platform, one shared data model, one Otto experience.

BEST FIT

BU-led organizations ready to consolidate platforms.

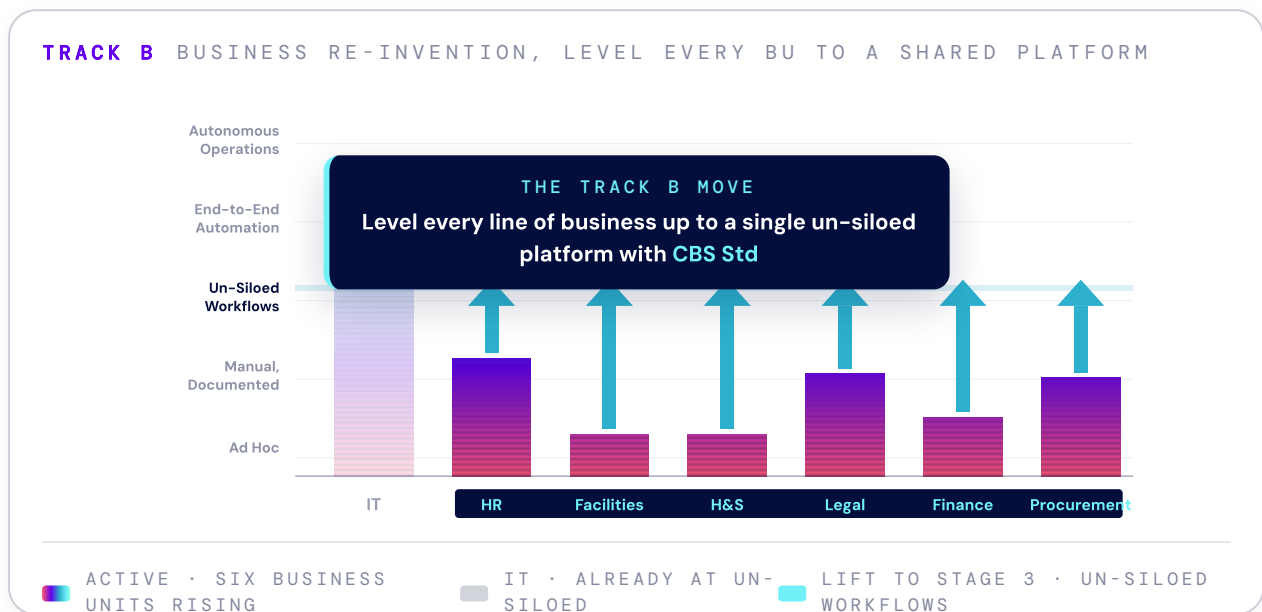
CORE BUSINESS SUITE

HR · Finance · Legal · Procurement · Facilities · H&S.







PATHWAY TWO

Business re-invention.

Bring every line of business onto one shared data model, unlocking cross-departmental automation, shared AI use cases, and an enterprise that operates as a single system rather than seven separate ones.



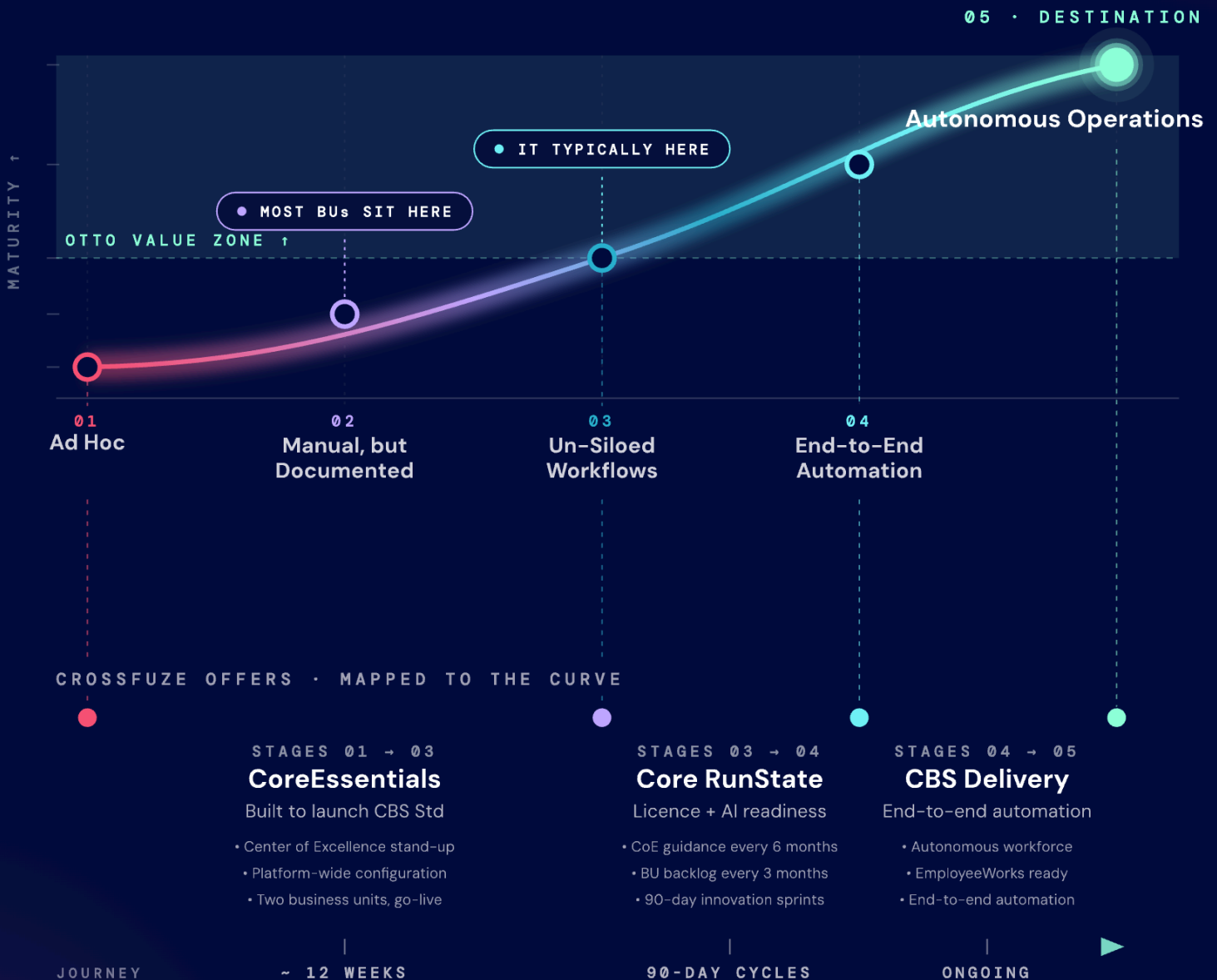
Business units on a single un-siloed platform (CBS Std)

 <p>BU 01 HR HRSD case management, payroll and benefits service categories, Agent Workspace, knowledge.</p>	 <p>BU 02 Legal Legal Service Management, Legal Counsel Center, intake configuration, dashboards.</p>	 <p>BU 03 Finance Finance inquiry, sourcing & procurement ops, supplier portal, AP operations.</p>
 <p>BU 04 Procurement Sourcing, supplier collaboration, intake, agent workspace, SLA definition.</p>	 <p>BU 05 Facilities Workplace Central, space reservation and visitor management, knowledge, reports & dashboards.</p>	 <p>BU 06 Health & Safety H&S request, knowledge management, agent workspace, notifications.</p>

HOW CROSSFUZE HELPS

We don't sell services. We sell stages of operational maturity.

Five stages on one curve. Crossfuze meets you wherever you are — and walks you up.






OVER THE PAGE Each offer is fixed-price, funds itself in value, and **compounds the last.** →

THE THREE OFFERS

Three offers. One journey.

Each offer maps to a stretch of the maturity curve. CoreEssentials builds the platform, Core RunState matures it, CBS Delivery turns it autonomous.

<p>STAGE 01 CBS STD</p>  <p>CoreEssentials Tracks A & B · Live in 12 weeks</p> <p>Establish the foundation for the Autonomous Enterprise. Stand up the CoE, a shared platform foundation and two business units live, fixed-price, fixed-scope.</p> <ul style="list-style-type: none"> Center of Excellence Shared platform foundation Two business units live <hr/> <p>AD HOC → UN-SILOED WORKFLOWS</p>	<p>STAGE 02 TRACKS A & B</p>  <p>Core RunState Dedicated pod · sprint by sprint</p> <p>A dedicated hybrid pod, governed by the CoE, turning AI ambition into measurable outcomes every 90 days. Where the platform actually becomes AI-ready.</p> <ul style="list-style-type: none"> CoE guidance every 6 months Business-led prioritization every 3 months 90-day innovation cycles <hr/> <p>UN-SILOED → END-TO-END AUTOMATION</p>	<p>STAGE 03 TRACKS A & B</p>  <p>CBS Delivery Bespoke · governed by the CoE</p> <p>Outcome-led automation powered by your data, workflows and governance. EmployeeWorks, an Autonomous Workforce and a connected employee lifecycle, end to end.</p> <ul style="list-style-type: none"> EmployeeWorks front door Autonomous Workforce Connected employee lifecycle <hr/> <p>END-TO-END → AUTONOMOUS OPERATIONS</p>
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WHY THIS IS DIFFERENT FROM "SERVICES"

Each stage is engineered to compound the last. CoreEssentials creates the platform. Core RunState matures it. CBS Delivery turns it autonomous. The destination is the same destination Otto is built for, the path is what we sell.

GET IN TOUCH

LetsTalk@crossfuze.com

We reply within one working day.

PART THREE · COMMERCIAL & RENEWAL CONTROL

Your commercial & renewal control point.

Otto changes more than the user experience. It changes how AI value is consumed, measured and governed through your ServiceNow commercial model. Before your next renewal, readiness becomes a **cost-control issue**: validate consumption, packaging and contract controls before AI usage scales.

01 · CONSUMPTION

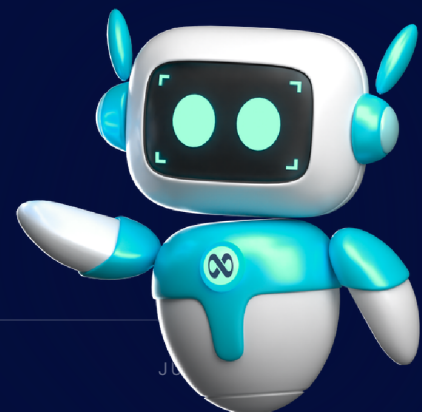
How AI assists are metered, pooled and drawn down across the year.

02 · PACKAGING

Which SKUs you actually need, and what is bundled versus a separate line.

03 · CONTROLS

The guardrails that stop usage, and cost, running ahead of value.



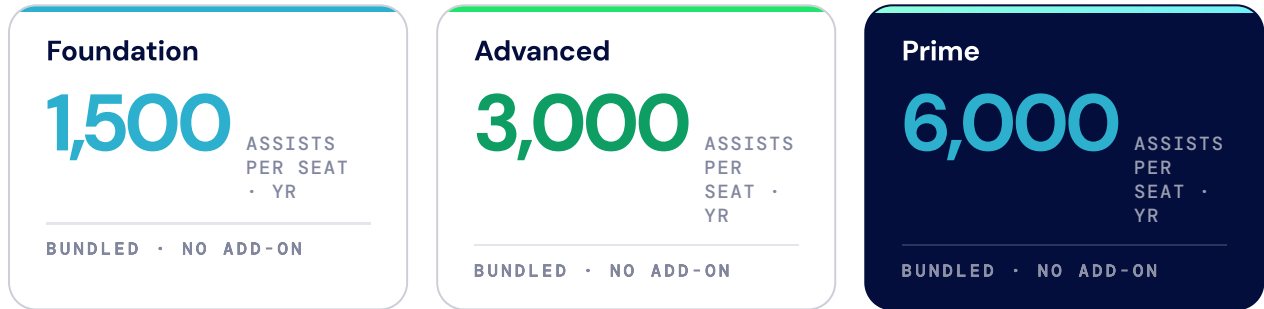
THE COMMERCIAL MODEL

What Otto costs, and why readiness is cost control.

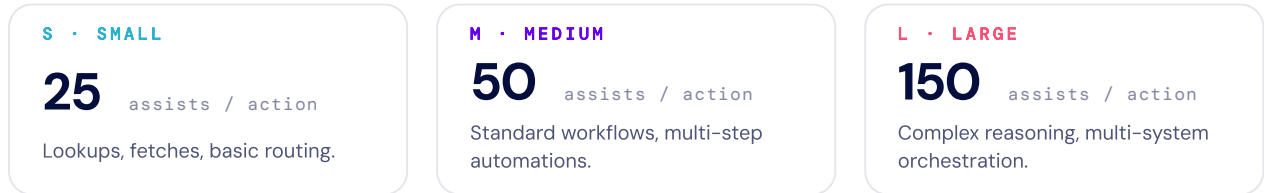
Otto is **not a separate SKU**. Following ServiceNow's April 2026 commercial-model change, its bundled components, Now Assist, Moveworks, Context Engine, Workflow Data Fabric and AI Control Tower, are folded into every Foundation, Advanced and Prime tier. AI consumption is then metered against a **per-seat assist pool**.

HOW IT'S METERED
1 action = 25–150 assists
 Pooled across all seats, per year

NOW ASSIST POOL, ITSM FULFILLER **Bundled allowance, per seat / year**



HOW FAST THE POOL BURNS **Action size matters more than action count**



WHY THIS IS A READINESS PROBLEM

The risk isn't the headline tier, it's the pool exhausting as usage scales.

A large action burns **6x a small one**. Clean, governed workflows resolve in fewer, smaller actions; stale or siloed ones force Otto into large, multi-system reasoning for the same outcome. **Readiness is how you control the bill.** When the pool runs dry, top-up charges apply per unit, negotiable at renewal, not after.

THREE CONTROLS TO SECURE BEFORE SIGNATURE

- 01 Strip legacy AI SKUs**
Remove pre-bundle line items from the renewal draft. Legacy End of Sale is July 1, 2026, no new orders after.
- 02 Lock the top-up rate**
Negotiate the per-unit overage now. It can't be reset once the term starts.
- 03 Right-size the tier**
Size to your real action mix, not the headline seat count.

TOTAL COST OF OWNERSHIP

The cost stack, under one wrapper.

Two layers drive what you consume — the ServiceNow platform, and AI usage. Crossfuze wraps the whole stack: we plan, govern and right-size it so spend tracks value, not usage.

THE CROSSFUZE WRAPPER PLANS · GOVERNS · RIGHT-SIZES

We plan, govern and right-size the stack — so your cost tracks value, not usage.

ServiceNow platform

COST 01

SET BY SERVICENOW

Your Foundation, Advanced or Prime tier, per seat. Otto is bundled in — not a separate SKU.

AI consumption

COST 02

DRIVEN BY USAGE

The bundled assist pool plus any usage-based top-ups — the variable layer that scales with how you work.

CROSSFUZE GOVERNS BOTH CoreEssentials → Core RunState → CBS Delivery. The further up the maturity curve you climb, the smaller every action — and the lower the variable layer runs.

PLAN YOUR COST


Speak to Crossfuze to plan your cost effectively.

LetsTalk@crossfuze.com · we reply within one working day.

THE VOCABULARY

Decode your renewal.

Every name ServiceNow will put on your renewal, what it actually is, and whether it belongs as a separate line item. It starts with one thing, and everything else sits behind it.



Otto

THE AI FRONT DOOR

The unified conversational experience over the ServiceNow AI Platform. **Not a separate license**, it surfaces everything below through one interface. You ask; Otto routes, executes and returns the result.

■ **INSIDE THE OTTO TIER**
consolidated, **not separate SKUs on your renewal**

Now Assist

Built-in GenAI, summarizes, drafts, categorizes and assists inside any workflow.

SINCE APR 2026 · STANDARD

Context Engine

Grounds Otto's decisions in your relationships, policies and decision history, the *why*, not the *what*.

IN PREVIEW · K2026

Workflow Data Fabric

Zero-copy connectors unify data across every system into one model Otto can act on. No migration.

SEE PAGE 07

AI Control Tower

The governance surface: logs, policy, audit trail and explainability for every AI action.

GOVERNANCE PILLAR

■ **PRODUCTS YOU'LL SEE NAMED**
where Otto shows up

EmployeeWorks SHOWCASE APP

The conversational front door where most organizations first experience Otto, resolving employee requests end to end across HR, IT and more.

PROOF · \$1M+ NNACV x6, first month

Autonomous Workforce AI AGENTS

AI specialists assigned to roles, with the context and permissions to run complex workflows end to end, not just assist. The Track A payoff.

MATURITY · stage four, autonomous ops

ESM Foundation / CBS PACKAGE

One platform for IT, HR, finance, legal & procurement, fast to deploy for mid-size orgs. Extends the Core Business Suite strategy.

TRACK B · one platform, every function

HOW TO EXECUTE · NEXT 90 DAYS

Three principles. Five moves.

Three principles to bring back to your team, broken down into five tactical moves for the next ninety days.

TYPICAL ENGAGEMENT SHAPE

CoreEssentials

Fixed-price launch. CoE + global config + 2 BUs live in 12 weeks.

Core RunState

Monthly flat-rate hybrid pod. 90-day delivery cycles, CoE-governed.

CBS Delivery

Bespoke scope for end-to-end automation use cases, CoE-aligned.

01

CLOSE THE GAP

Run an AI readiness assessment

Map your current maturity, by function, against the five-stage curve. Anchor the program on this baseline. This is what you bring to your renewal conversation.

02

CLOSE THE GAP

Audit workflow maturity and platform health

CMDB, top 50 knowledge articles, the workflows that run your busiest BUs. If these are 18 months stale, Otto will surface bad answers with confidence. Fix the foundation before you turn on the experience.

03

PICK YOUR PATHWAY

Establish the Center of Excellence

IT plus every BU stakeholder, with a charter to govern data, workflows, AI and governance enterprise-wide. This is the work that protects the platform as more functions onboard.

04

PICK YOUR PATHWAY

Prioritize business units and use cases

Which BU has the cleanest data and the most painful manual process? That is your first Track B candidate. Which IT workflows would benefit most from agentic resolution? That is your first Track A move.

05

AUDIT YOUR RENEWAL

Map your AI governance posture

Copilot, Claude, in-app vendor AI, ChatGPT Enterprise. List what is in production, in pilot, and shadow IT. AI Control Tower needs this map; so do you. Decisions made here are hard to unwind in production.

What to do next.

The autonomous enterprise starts with one decision.

The AI licensing conversation is already happening — and function readiness is not keeping pace. Crossfuze works with enterprise teams to close that gap: assessment first, foundation next, deployment at scale.

START HERE

Book your AI readiness assessment

A free 90-minute session with a Crossfuze architect. You leave with:

- ✓ Your maturity score, function by function
- ✓ Readiness gaps ranked across data, workflows, AI and governance
- ✓ A clear starting point that maps to your renewal



[Book now →](#)

FREE · 90 MINUTES

Talk to the Crossfuze team

If a theme in this guide maps to a conversation you are already having internally, the team is the right starting point.



[Get in touch](#)

LetsTalk@crossfuze.com

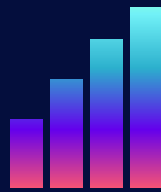
See it in action

Ask to see a live Otto deployment — real workflows, the governance layer, and the maturity metrics that tie it together.



[Request a demo](#)

crossfuze.com



ONE THING TO REMEMBER

Otto is the new front door. The **Autonomous Enterprise** is the destination.

Buy the platform. Build the foundation. Walk the curve.

● CROSSFUZE · SERVICENOW ELITE PARTNER

14

YEARS AS A
SERVICENOW PARTNER

4,000+

SERVICENOW
GO-LIVES

750+

GLOBAL
CLIENTS

6

CERTIFIED MASTER
ARCHITECTS

2025

C&I PARTNER
OF THE YEAR

CROSSFUZE.COM · LETSTALK@CROSSFUZE.COM

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