Working to deliver better client outcomes

Deloitte reimagines its global approach to IT development

Job to be done
Reduce the cost and complexity of IT and digital transformation projects

Products
- ServiceNow® Strategic Portfolio Management

What we did
Implement an agile platform to deliver projects faster, better, and more efficiently

Making impact that matters
Deloitte provides audit, assurance, consulting, tax, risk, financial, and IT services across 20 industry sectors to the world's most admired brands. Clients choose Deloitte because of its 175-year track record of success and the consistent level of service they receive from its 28 member firms in different practice areas, industrial segments, and global locations.

A new development approach
To support the significant growth of increasingly complex IT projects, Deloitte recently chose to leverage ServiceNow Strategic Portfolio Management (SPM). Not only did SPM support the growth and complexity of IT projects, it has also improved the visibility, agility, and cost-effectiveness of delivery; plus, it has achieved better client outcomes. Replacing a legacy development process comprised of disparate systems, tools, and procedures, SPM provides a single, modern platform for project management and delivery across business lines in 24 member firms, with four additional firms currently in progress.

“Strategic Portfolio Management provides a new level of portfolio consistency, transparency, and flexibility and helps our member firms work together more effectively.”

Thomas Camacho
Senior Manager, Product and Project Management, Deloitte Consulting LLP

99% of projects meet quality and governance compliance standards
50% reduction in manual and redundant processes
30% reduction in custom development
Driving enterprise efficiencies

SPM supports a hybrid project management approach to agile, SAFe, and waterfall projects in a consistent, safe, compliant, and auditable manner. It provides all the tools that teams need to execute their work, boosting productivity and efficiency. Executives can track project status and budget against the original plan through ServiceNow dashboards and reports and can see how any decision or change could impact a project’s cost, resourcing, time frame, or outcome.

Driving positive results

To date, SPM has supported Deloitte with more than 300 projects, 150 products, and over 50 Agile Release Trains. The platform has enabled Deloitte to maintain governance and quality controls at 99%, reduce redundant steps and manual processes by 50%, and reduce custom development by 30%. Moreover, it has helped increase project quality—further strengthening customer satisfaction, as well as Deloitte’s reputation.

Looking to the future

The next three years will see an evolution in how Deloitte uses SPM. The company has embraced SAFe as its de-facto project methodology and is implementing application performance management across the business to link investment to products.

Now you know how work can work better.