



The Digital Backbone

Our comprehensive approach for driving digital transformation.

An Advisory Services PoV



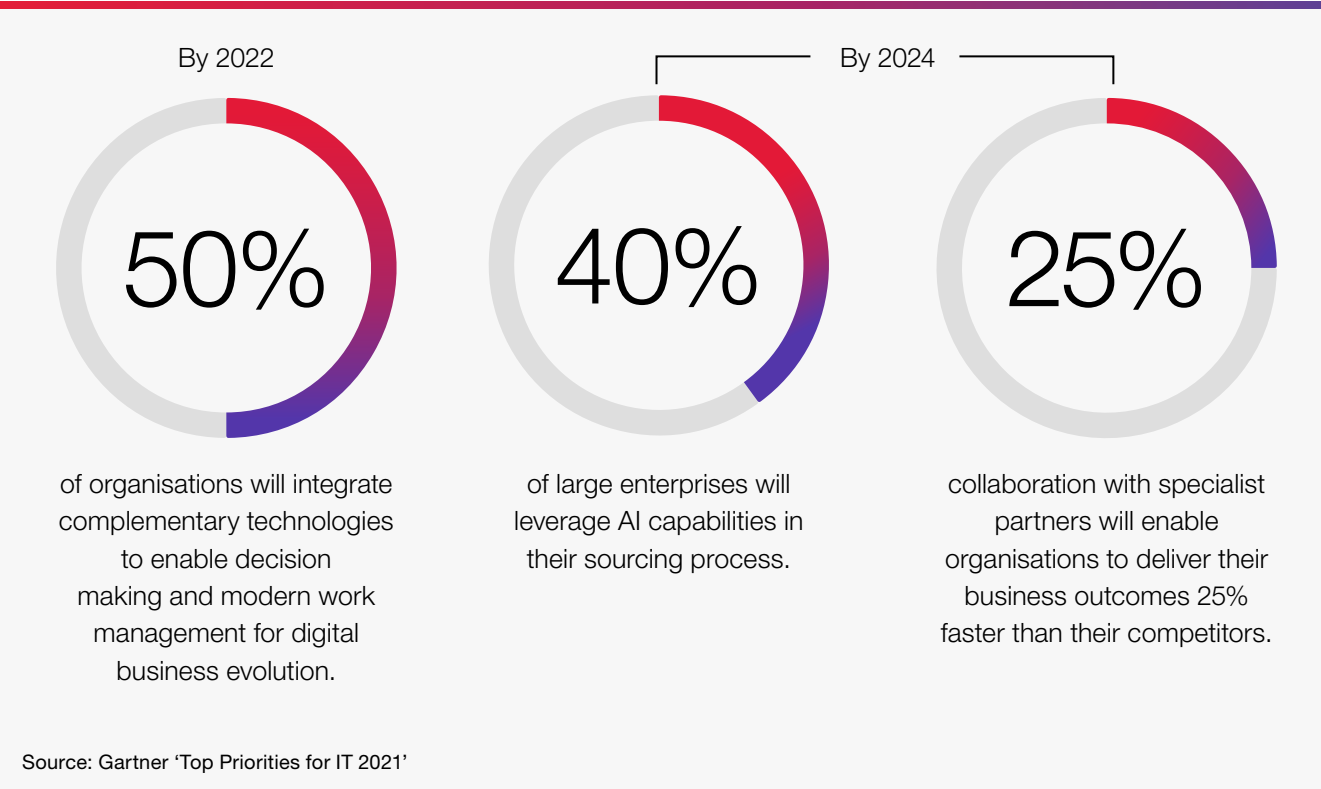
Partnering for success

It is now commonplace for organisations to establish and embed digital technologies that drive their growth strategies. For many, this involves implementing digital technologies throughout business areas; however, few have a holistic strategy, business case or transformation roadmap covering all aspects of their organisation.

We understand that digital transformation isn't simple, and CGI Advisory Services is here to help our clients develop secure and sustainable solutions which are aligned to their business capabilities. Supported by robust target operating models and organisational change processes, we will ensure your organisation successfully changes the way it works.

Digital technologies drive growth

With the emergence and ever-evolving maturity of digital technologies such as software robots (BoTs), artificial intelligence (AI), automation and the Internet of Things (IoT), as well as an ever-increasing reliance on analytics, organisations are re-thinking their priorities.



Digital technologies revolutionise how organisations and their employees work.

Business

The COVID-19 pandemic has emphasised that organisations need to be adaptable and flexible in conducting their business internally, i.e., re-engineering goods and services, and interacting with suppliers and customers. Additionally, businesses must be able to adapt their products and services to meet customer expectations and needs, as well as geopolitical and regulatory changes in the way the business is delivered.

Business disrupters are also playing a major role in how organisations must adapt. For example, there is a constant risk of new start-ups (not hindered by a legacy business) taking the market share with innovative ideas. This therefore requires a major shift in strategy; re-engineering, repositioning and engaging with suppliers and customers to enable organisations to survive and grow.

This is the influence of digital technologies. The entire customer experience has evolved with new engagement channels, omni-channel experiences, etc., requiring that you do business in the manner that the customer or supplier demands, as opposed to how it is dictated.

More attention must also be given to empowering the workforce, with recent surveys highlighting that those employees who feel they do not have the right tools to properly do their work will more likely seek new roles elsewhere. Providing employees with the right support and environments to succeed is therefore as important as enabling the underlying business itself.



IT

For many years, IT was considered the support behind a business; however, digital technologies have shifted this emphasis. Now the key to a successful IT organisation is to enable it with technologies, and evidence how the deployment of a digitally-enabled platform using the latest innovations enables the efficient delivery of services at reduced costs. Our framework, The Digital Backbone, can be leveraged to enable this and support more holistic business decisions.

How IT can lead the way

The way we used to conduct business may not be relevant in today's consumer-driven world. Consumers' expectations of how services should be presented to them or consumed, and their experiences of using an organisation's services have changed. It has extended beyond a relationship with a sales agent or account manager, becoming an omni-channel experience fronted by BoTs contacting and transacting in ways to suit consumers' interaction need.

Always on and always connected is now the norm. Real-time communication, be it business-to-customer (B2C), business-to-business (B2B) or inter-business, is critical to an organisation's success, and the ability to exchange information and react instantly is critical to securing new business and retaining established relationships. Intelligent automation has therefore infiltrated operations, with what were previously manually driven processes now becoming far more zero touch.

For example, we can use sensors to detect changes in behaviour, and technologies with the ability to interpret this can trigger automated resolutions or corrective actions. By linking that with analytics, we gain proactive insights to determine appropriate courses of action.



User devices - For many, device utilisation needs to be flexible. Productive and secure devices used for work-based activities can adapt in leisure time to enable social activities, whether it's listening to the radio or streaming content. This adaptability is key to enabling a better overall use experience.



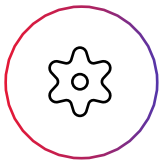
Productivity - It is vital that the right application (productivity or business) can be accessed simply and securely. The productivity suite should enable users the ability to work from anywhere and at any time suited to their needs, without the restriction of location or access points. Productivity suites must also include unified communication and collaboration to aid a "one company and integrated team" approach.



Support employees - An omni-channel support centre is a prerequisite, enabling users the ability to seek support medias (click to fix, guided resolution, etc.) through whatever means and preference they like, i.e., voice, text, video, online portal or social media. Employees want a single front end for both service incidents and requests.

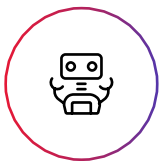
Driving cost efficiencies

By adopting digital technologies such as artificial intelligence (AI), automation and analytics, your organisation will achieve quality continuous service improvements alongside cost and operational efficiencies.



Process automation

Process automation enables consistently high quality, repeatable services. It is essential that the process is mature, as automating an immature process will only result in poor service delivery and quality. Process automation also leads to zero touch processing, thus improving the predictability and speed of processing.



AI-driven operations

For many organisations, outsourcing is a means to reduce costs by changing the delivery model, i.e., near or off-shore delivery. Zero touch service operations provide platforms with the opportunity to further optimise cost delivery, AI and automation, enabling the next evolution of service delivery. Additionally, threshold-based service operations move from a reactive to proactive mode; by setting defined service thresholds, breaches can trigger corrective actions which minimise unplanned outages and incidents.



Analytics-based improvement

Information that is continually produced from systems and applications can be harvested to provide valuable insights. By analysing unstructured data, a view can be gained on performance, and in the event of an incident or problem this data aids root cause analysis. In addition, analytics is key to providing insights on how services can be improved, through identifying common and repeatable issues which either generate a fix or enable knowledge articles through automated scripting to reduce manual intervention.

CGI Advisory Services

Digital technologies can help organisations to unlock their full potential – but only when done right. Our Advisory Services experts developed the Digital Backbone methodology as a proven, comprehensive framework to support the success of our clients' digital transformation journeys.

Incorporating people, processes, data and technology together, we will make IT an enabler for your organisation.

Solution led

We have developed solutions around key areas of IT to address the digital transformation challenges faced by our clients. These can also be expanded out to other business functions, enabling IT as an extension of clients' organisations and supporting:

- Movement from a Capex to an Opex financial model – the cloud economics
- Predictive rather than reactive operations
- Automation rather than manual intervention
- Improved client experience – enabling end users and organisations with the tools they need.



Capability driven

To drive the successful implementation of a comprehensive digital strategy, we have identified 10 key areas used within our Digital Backbone framework. These can be implemented either individually or in parallel for your digital transformation programme. Our advisory experts are SMEs of both the technologies and industries for these specific areas, with the 'real life' experience of working within transformation programmes, from concept, to operational handover and continuous improvement.

Unique industry insight

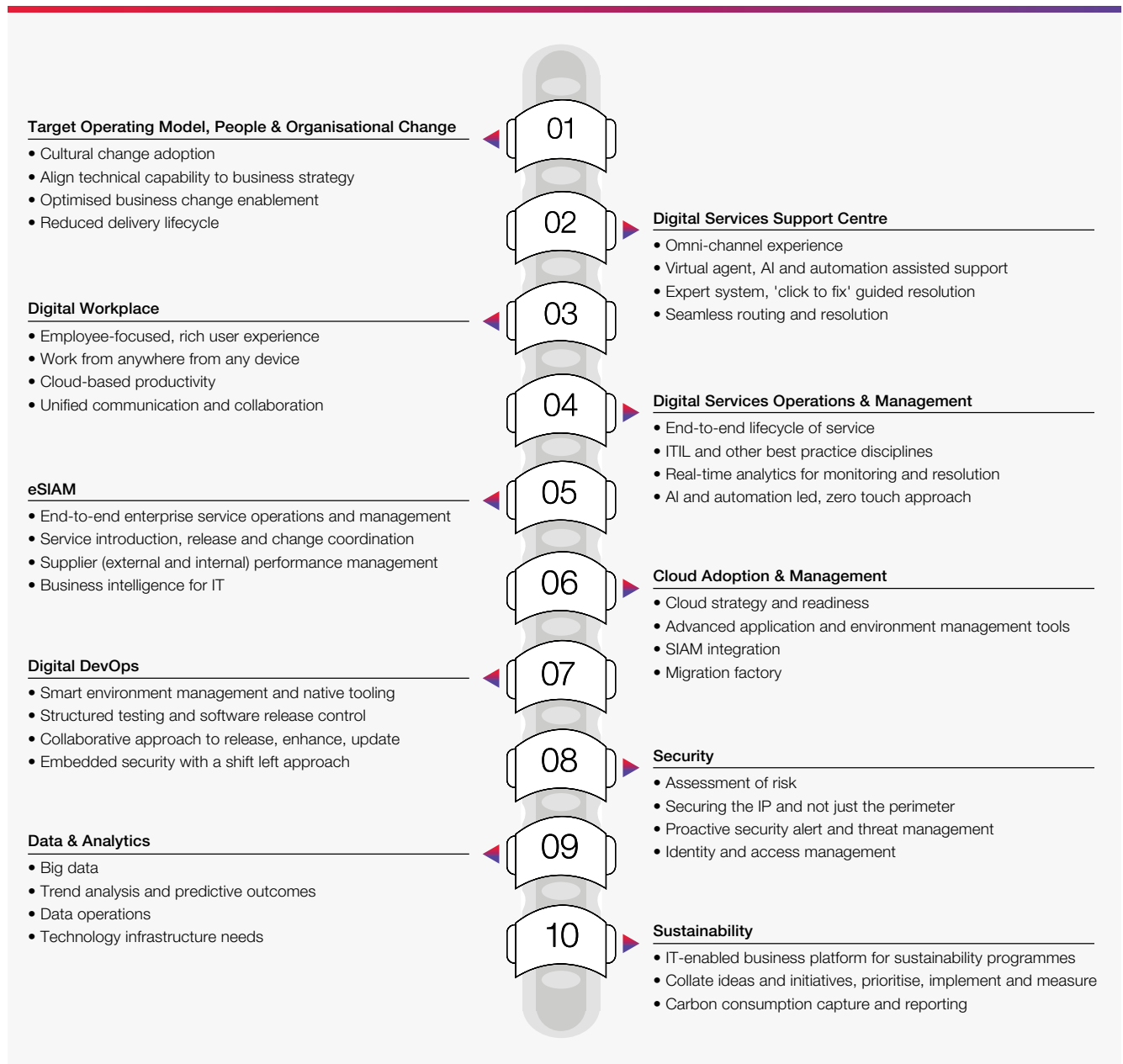
We listen carefully to our clients' needs, working together to deliver services that are highly relevant and responsive. Over the past five years, we have met with more than 6,000 executives like yourself, to gather perspectives on the trends affecting your organisations. We analyse these findings to provide a valuable global antenna for your industry based on facts, not hype, to benchmark best practices.

The Digital Backbone

Our comprehensive portfolio for driving digital transformation.

Our solutions can be leveraged and configured to support your wider organisation. For example:

- Digital services support centre can be configured for any business customer service centre.
- Digital services operations and management can be configured to support business process re-engineering and automation.



Target operating model, people and organisational change

Digital transformation isn't simple, and we believe that people and organisational considerations are equally as important as technology decisions. Therefore, we will help you develop and implement the appropriate operating model and organisational change processes to successfully transform your organisation.

Digital transformation is more than simply implementing technology innovations into an organisation. It is a broader process that completely revolutionises the way organisations work, with new digital technologies promoting many benefits, including achieving data-driven customer insights, better customer experiences, increased profits, value, agility, and cost and operational efficiencies.

And the list of benefits goes on; hence now more than ever, digital transformation is essential to any organisation's ongoing success. However, not all digital transformation initiatives are effective, and this can often be attributed to:

1. A failure to consider the cultural change required within the organisation.
2. A shortfall in the necessary IT skilled resources to maintain and optimise the new technologies implemented.



We help clients design and move towards their desired target operating model, supporting not only their visions and strategies, but their people, who are a central consideration if the new structure and way of working is to succeed. With our target operating model, people and organisational change proposition, clients therefore remain competitive in today's digital world, with solutions that:

- Simplify organisational structures to be closer to the customer and enable faster decision-making.
- Address customer-centric culture and employee empowerment to deliver a superior customer experience.
- Deploy insights-led, agile architecture and infrastructure to enable improved performance and quick adoption of new technologies.

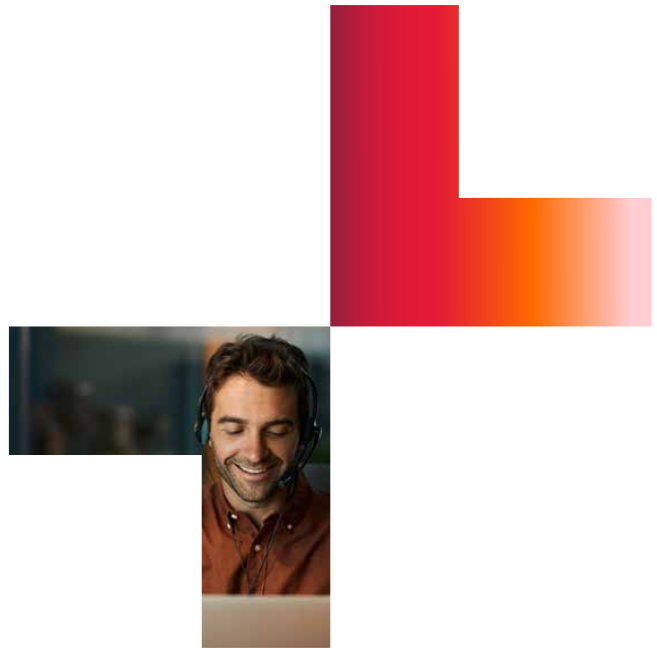
Digital services support centre

The digital services support centre is a next generation service desk, with world-class user experience at its heart.

Using an omni-channel experience of voice, text, video, online portal and social media (enabled by virtual agent BoTs), end users receive expert support in the manner that most suits them. Furthermore, artificial intelligence and automation enables many repeatable user requests to be resolved with a high degree of quality, without a service agent. These resolution paths such as click to fix, knowledge-based process resolution and knowledge-base articles are constructed through analysis of calls to determine common pattern resolutions.

Our digital services support centre proposition is characterised by:

1. Offering the end user's preferred method of support
 - An omni-channel contact service – enabling multiple end user channels for ultimate convenience.
 - Support without interaction within the service centre – guided resolution and knowledge management materials.
 - End user centric resolution, such as augmented reality (AR).
2. Offering the services the end user requires
 - Online retail experience – ease and simplicity of selection and ordering.
 - Zero touch service provisioning – speed to serve.
 - Accompanied support – user familiarisation and education.
3. A shift from reactive to proactive engagement with the end user
 - Push rather than pull – communicate actively with end users about what they need to know, whether incidents, issues, new services, etc.
 - Analytics-based end user upskilling – understand end users, identify common issues, develop standard resolution descriptions, communicate with those that need to know, etc.



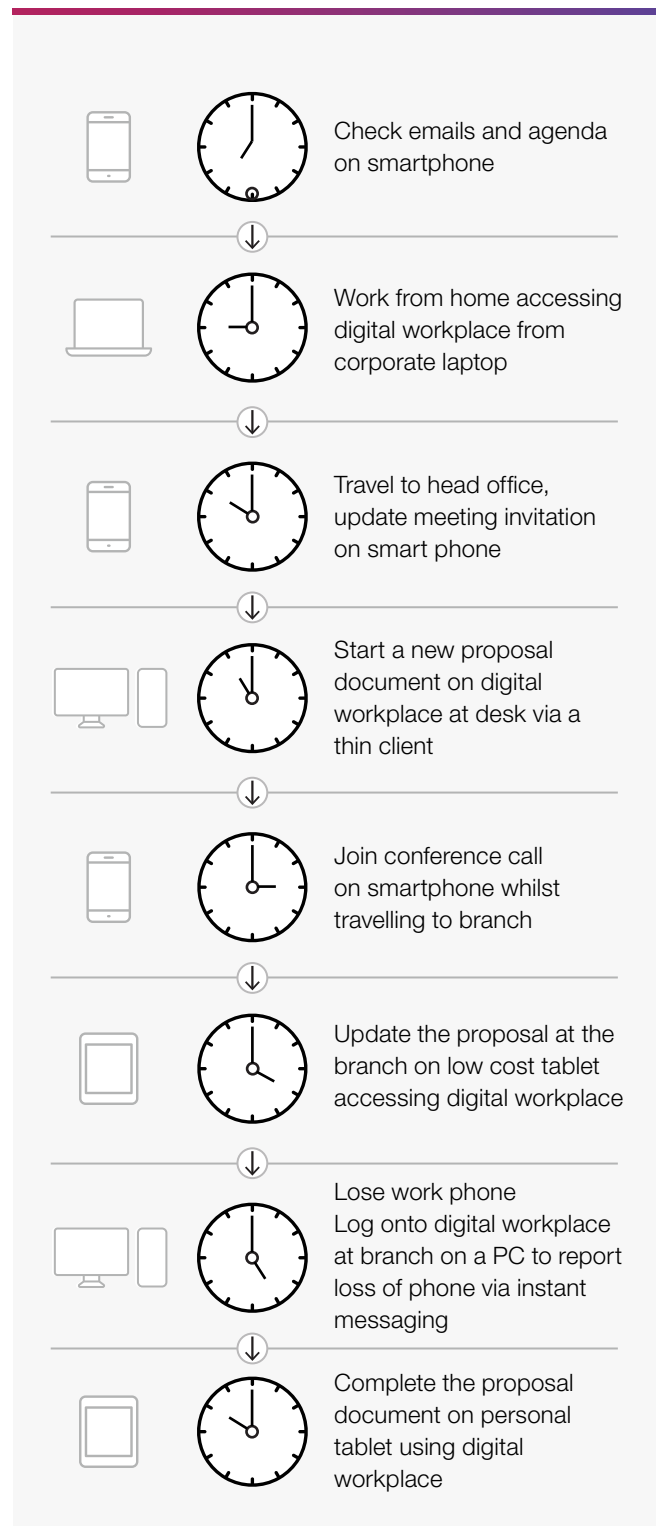
Digital workplace

It is essential that the traditional workplace evolves to match new end user expectations, with technological advancements enabling seamless, efficient and user-centred work environments that inspire employees.

The digital workplace enables smart working, regardless of device or location. Leveraging cloud-based modern management technologies, users can work securely from anywhere at any time, with access to data and corporate resources that are protected by zero trust security principles, and conditional access controls that reduce the risk of data loss.

Even when working remotely, communication remains an essential feature of working life, with smart working technologies such as video conferencing and remote access supporting effective and productive collaboration amongst colleagues.

Similarly, end users must be able to access the right support they need to thrive in the digital workplace, with a mixture of remote omni-channel support and onsite locations such as service booths providing the ultimate convenience for quick resolution of any issues.



Digital services operations and management

Many organisations are reviewing their sourcing strategies, looking to either bring technical operations back in-house or challenge sourcing partners to do more. With this, technical operations have evolved towards zero-touch resolution models that automate much of the previously manual work.

Our digital services operations and management approach removes the repetitive nature of first-line support, with solutions that capture all information from clients' tooling and use automation-based scripts to action messages received. Artificial intelligence and analytics are also leveraged to understand and correlate information from multiple sources, identifying the potential nature of second-line support events, issues or problems and triggering the most appropriate actions for resolution. The system then only triggers manual intervention when resolution is not achieved. With thresholds placed on all device instances, these actions are taken before any device hardware and/or software issues might become business affecting, thereby enabling a proactive approach to technical operations.

However, automating immature processes or poorly structured organisations will not enable repeatable, quality automated service operations and management results. Our framework therefore helps clients develop target operating models that can overlay ITIL 4 processes, and are defined and configured to meet their specific requirements.

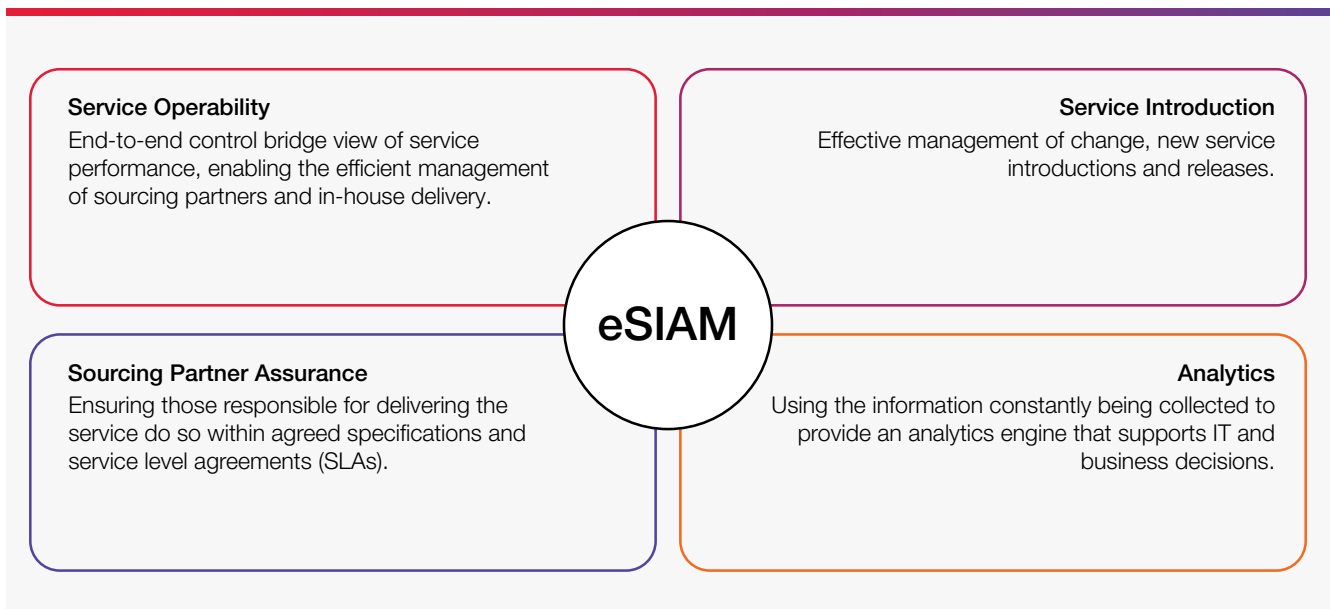
Once defined and with the right level of approval, these can be automated through ITSM tooling to enable smooth progress results with high-quality repeatability, whilst requiring very little manual intervention.



Extended service integration and management

More organisations are adopting a best of breed sourcing model, which often places the responsibility on an IT organisation (be that an internal IT department or a third-party supplier) to undertake the role of service integrator. This function has been further complicated in recent years by increasingly complex ecosystems of cloud providers.

SIAM has therefore evolved to manage these increasingly complicated IT portfolios; hence our “extended SIAM” (eSIAM) proposition. Our solution blueprints can be applied to our clients’ tooling, and we will propose a best of breed approach and integrate vendors’ information to provide your organisation with a true end-to-end view that enables:



A control bridge is an integral part of the SIAM evolution, providing the required oversight and management to ensure the consistent service delivery and quality your organisation requires. This real-time view of the health of your IT portfolio is key, ensuring that when an incident occurs, it is identified as an area for concern and the right resolver group is notified to act. Proactive engagement from the control bridge coordinates and manages resolver groups as required throughout the lifecycle of an incident (this responsibility includes any major incidents).

Cloud adoption and management

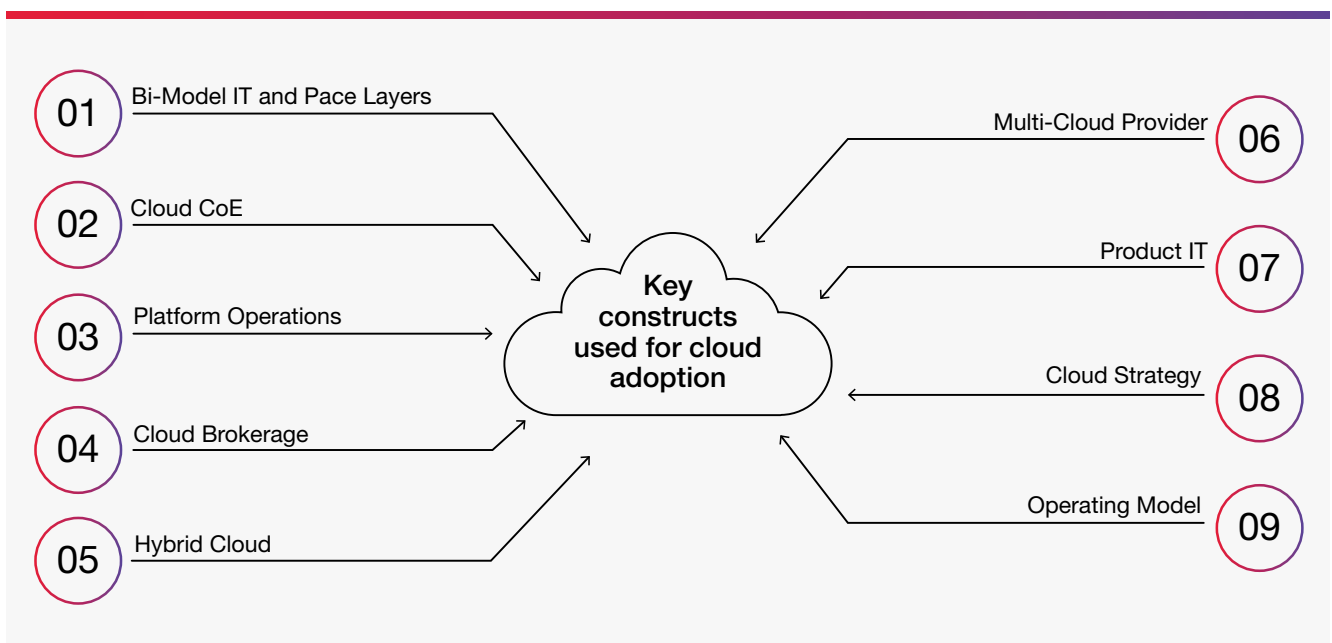
As an extension or standalone capability, cloud adoption and governance without barriers is an important enabler of digital transformation.

The focus should be placed on developing applications in cloud native environments, such as PaaS development platforms and SaaS cloud-based applications. Legacy application migration through the adoption of IaaS (infrastructure) should also be accelerated, assuming that application interdependencies are not compromised.

Due to the freedom to procure cloud, there are often challenges to overcome total cost of ownership (TCO) and utilisation. Governance without barriers is key, and having a portal-based request front engine that controls the procurement enables IT to stay in control of cloud utilisation. This is particularly important as the cloud is an additional layer of technological complexity integrated into overall technical operations.

We find that many organisations have already procured and utilised the cloud without their IT department's knowledge; this is often the case where IT and the procurement process is perceived to be unresponsive and inhibit agility. However, this perception of IT can be improved by getting the balance right and implementing the right level of governance whilst meeting end users' expectations in terms of response/fulfilment.

We accomplish this by providing robust governance around cloud adoption, using a service catalogue linked to automated provisioning and the management of environments. The resultant management platform provides valuable data on cloud usage to help determine and improve cloud utilisation, agility and optimise costs.



Digital DevOps

In the era of cloud, there is an increasing expectation of speed to market from requirements through to production. It is therefore a key prerequisite to provide an agile approach to new business capability development, whereby multiple development resources can work and collaborate on multiple projects through 'sprints'.

The aim of DevOps is to remove the cultural and organisational silos between key stakeholders in an organisation (business, development, security, QA, IT operations), introducing a high degree of process integration and tooling automation throughout to make delivery and operations faster, streamlined and consistent.

Our digital DevOps proposition uses the flexibility and adaptability enabled by the cloud to accelerate the development and deployment of applications and quickly address business requirements. The key to success is the ability to record, prioritise and develop a backlog of application requirements that developers can take, code and release on an iterative basis.

We have therefore defined an integrated functional blueprint along with processes that help optimise the collection of user requirements, building and managing backlogs to enable multiple streams of development work to be handled professionally and without delivery risk. Using client or best of breed tooling, we provide clients with that overarching management capability of requirement prioritisation, resource allocation, development planning and tracking through to release.

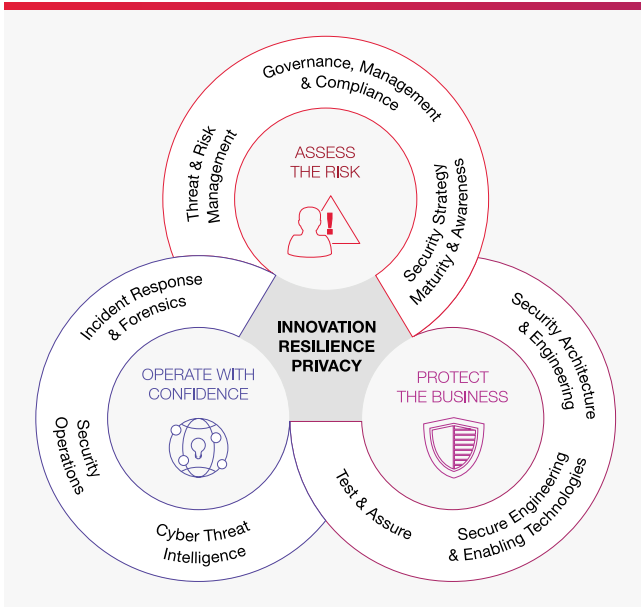


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Security

As a society that continues to grow and evolve its online presence, we are experiencing a larger, more sophisticated cyber security threat than ever before. It is therefore essential that security is a central consideration when driving digital transformation.

To enable digitalisation, trust and confidence is essential. This comes from demonstrating robust cyber security best practices that are subject to independent scrutiny and oversight throughout delivery.



Security is embedded throughout the transformation lifecycle with CGI, with constant consideration of possible negative outcomes and use cases. To do this, we draw on our cross-sector experience and try to change the cyber security dynamic to allow good to prevail. This involves continuous adoption of new technologies and approaches in order to put any malicious actors on the backfoot.

CGI has extensive experience of implementing a proactive approach to protecting our clients' assets. Our cyber security experts are adept at adjusting the security posture based upon threat intelligence, actively tuning detection mechanisms based upon threats and using techniques such as MITRE to identify early signs of attack and ingress.

Naturally, the need to adopt new digital technologies in order to facilitate greater efficiencies, better ways of working and new business channels simultaneously presents IT leaders with the challenge of maintaining appropriate security and compliance. Indeed, with the proliferation of new technologies, traditional approaches to securing the perimeter have evolved to also secure the IP.

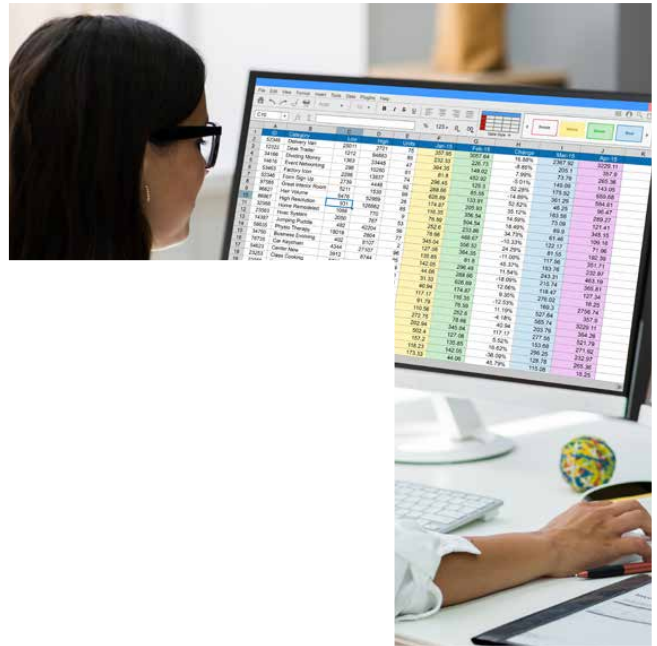
Data and analytics

Data is a critical component for digital transformation. With every interaction in the digital world generating data, a robust data and analytics framework helps to create benchmarks for your transformation journey, and works alongside people, processes and technology to drive continuous improvement.

Traditionally, the primary use of data was for stakeholder reporting and analytics, however in today's rapidly changing market, all data collected across a digital organisation must be effectively managed and analysed to:

- Deliver real-time insights for quick decision making and quality outcomes
- Generate intelligence in the form of predictive and prescriptive models that enable optimised operating models, business processes and outcomes
- Improved quality and security.

This requires careful orchestration of a comprehensive data strategy that allows data to be discovered, analysed and used to generate actionable insights. Powerful machine learning and AI can assist with this process. Whilst data transformation takes time, by working with CGI you will see comprehensive results.



We can help you:

- Articulate the current state of your data transformation journey
- Build a holistic data strategy that guides your organisation
- Clearly define measurable key performance indicators (KPIs) for success
- Focus on a few use cases to validate your strategy and inspire broader adoption
- Deliver consistent communications and a strong feedback loop across all stakeholders.

Sustainability



Rapid digitalisation has undoubtedly contributed to the world's unprecedented climate change challenges. It is therefore essential that we now approach digital transformation in a more responsible, sustainable way.

Sustainability is a key topic driving changes in the manufacturing, development and delivery of products and services. Now more than ever, organisations need to embrace a net zero strategy, and investigate how digital technologies can support these sustainability ambitions without adding to our carbon footprint.

When implemented correctly, technology can be a major accelerator of sustainability initiatives, enabling profitable ways of working that simultaneously support environmental, social and governance ambitions. Undoubtedly, cultures are changing, and more innovative ideas, products and services are driving long-term change as a result.

However, whilst most organisations are performing ESG activities, few have developed cohesive, enterprise-wide operational models or technology foundation plans to help achieve their goals.

Our sustainability proposition therefore embeds this core value for our clients. With a clear roadmap for sustainable technology adoption, we can help you revolutionise your approach to technology implementation, particularly in the areas of digitised operations, including digital product and service design, cloud computing, IoT, blockchain, AI, advanced analytics, data sharing, and ecosystem building and management.

Furthermore, with our [Sustainability & Climate Change Advisory](#) team's awareness of and partnerships with appropriate providers of IT platforms, we are here to help our clients address any issues they face around how to measure and record their current carbon footprint, and track the progress of their sustainability programmes.

About us

Across 10 industries in 400+ locations worldwide, our 88,500 consultants and professionals provide comprehensive and scalable services to help you achieve meaningful and sustainable outcomes.

As a company with a unique ownership culture, we call our employees members because they participate as owners of their company, focused on continuous improvement for the benefit of our clients. You have recognised our members' commitment by providing an overall client satisfaction score of 9.2 out of 10.

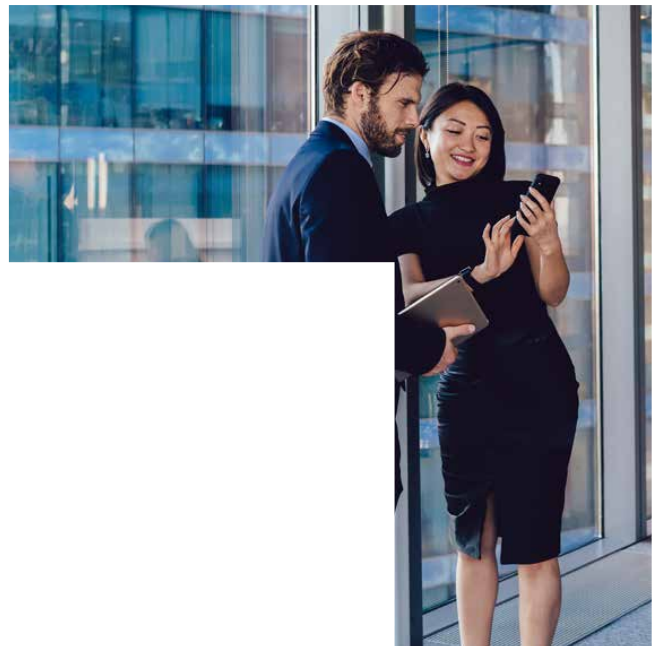
Client proximity

We build lasting, trusted relationships by following our clients, embedding operations within your metro markets, whilst working together to serve as a caring neighbour deeply rooted in our local communities. Our local experts draw on a diverse global network to bring the right talent, innovation and scale to every engagement. Using our collaborative style and consultative approach, we sit on the same side of the table with you to envision and plan new possibilities.

Industry expertise

In addition to mastering technology, our experts have a deep understanding of the industries we serve. They apply their knowledge of domains, mission-critical systems and processes to help you navigate complex challenges with practical advice and solutions. We have blueprints that map your industry operating architectures to our offering roadmap to ensure we customise and adapt proven solutions for your unique needs.

Additionally, as lines between industries continue to blur, we bring lessons learned and emerging innovation from across industries.





About CGI

Insights you can act on

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world. We are insights-driven and outcomes-based to help accelerate returns on your investments.

Across hundreds of locations worldwide, we provide comprehensive, scalable and sustainable IT and business consulting services that are informed globally and delivered locally.

Learn more at cgi.com/uk

For more information enquiry.uk@cgi.com

