



Enterprise service management and the Digital Backbone

Apply established IT service management best practices throughout your organisation – to areas beyond IT – to improve process efficiency, service delivery and customer experience.

CGI Business Consulting and Advisory insights



An end-to-end digital framework to power your success

In today's complex and competitive business landscape, it is common for organisations to embed digital technologies that enable their growth strategies. For many, this involves implementing IT throughout their organisation, but few develop a holistic business case or transformation roadmap covering everything they do, or have a comprehensive strategy that aligns their IT with broader strategic goals.

At CGI, we believe that true digitalisation isn't just about adopting new technologies; it's about embracing a holistic mindset. As a leader in IT and business consulting, we help organisations unlock their full potential, driving our clients' growth through the power of "digital".

But digital transformation isn't simple. That's why we developed our value-led, technology-enabled Digital Backbone framework, which delivers best practices and lessons learned to inspire your journey.

The Digital Backbone offers the fundamental building blocks to drive your transformation success. It helps you envision secure and sustainable solutions that combat your challenges and support your ambitions.

Combined, your new capabilities will create a robust, IT-enabled structure – a digital backbone – that transforms everything you do, enabling your organisation to thrive in our ever-evolving world.



Table of contents

The challenge of service and process quality	4
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The answer: enterprise service management	5
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The benefits	6
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Enterprise service management and the Digital Backbone	7
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What is a digital backbone?	7
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The Digital Backbone – our end-to-end framework	7
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A vision for enterprise service management	10
---	-----------

CGI Business Consulting and Advisory	13
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The challenge of service and process quality

Undoubtedly, your business environment is changing at an unprecedented pace. The pressure to leverage artificial intelligence (AI), the internet of things (IoT), and to digitalise generally weighs heavily on every aspect of modern organisations.

The new reality is that the entire C-level team is now expected to focus on delivering a superior quality of service, whilst also optimising costs and enhancing operational efficiencies sustainably. No process, function, transaction or customer interaction can be exempt from scrutiny.

However, the existence of silos, varied practices and lack of ownership across departments makes managing even the simplest of processes challenging. Internal fragmentation hinders effective communication and process alignment, and leads to inefficiencies, delays and frustrations for employees and customers alike.

In fact, recent surveys highlight that over 70% of organisations acknowledge that silos significantly impede their operational efficiency and collaborative efforts.¹ And research conducted by applied behavioural analysis experts also evidences that 80% of the US workforce experiences stress caused by ineffective communication in the workplace, a common issue stemming from silos and inconsistent processes.²



These issues are global, with other disturbing findings including:

- **Lack of integrated knowledge management**
Teams lose up to 20 hours a month due to duplication of efforts, communication breakdowns, and missed collaboration opportunities, costing up to £1.2 million in extra staffing costs.³
- **Siloed customer services**
Internal fragmentation results in poor customer experiences and reduced operational effectiveness in 54% of companies. These teams that lack common goals also fail to achieve their strategic objectives.⁴
- **Employee disengagement**
Lack of integration leads to lower productivity, with employees spending unnecessary time searching for information that should be readily available.⁵

It's clear from this research that the way we manage overall service quality within and across our organisations needs significant improvement.

¹ McKinsey, State of Organisations (2023)

² Dynamic Signal, Annual State of Employee Communication and Engagement Study (2019)

³ Planview, Global Survey (2019)

⁴ Bloomfire, Guide to Knowledge Silos (2021)

⁵ McKinsey, State of Organisations (2023)

The answer: enterprise service management

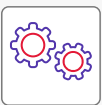
Transforming your operations and their outcomes

Enterprise service management (ESM) extends the long-established principles and best practices of IT service management (ITSM), adapting and applying them to non-IT functions such as HR, finance, facilities, procurement and customer services.

By adopting ESM to standardise your processes and strategies, leveraging automation and fostering a consistent culture of service excellence, you can truly transform how all of your operations are delivered and managed. This approach creates a unified service experience that drives efficiency, greater consistency, improved employee engagement, and enhanced user satisfaction across all service domains.



The benefits



Improved efficiency - ESM integrates your various departments and processes into a single, centralised system. This reduces duplication of effort, minimises manual tasks, and streamlines workflows, leading to improved operational efficiency. A survey by the Help Desk Institute found that 75% of organisations reported enhanced employee productivity after adopting ESM.⁶



Enhanced employee satisfaction and collaboration - HDI reported that more than half of organisations saw improved employee satisfaction after expanding service management beyond IT.⁷ ESM promotes communication, collaboration, and access across your business functions, fostering better teamwork, knowledge sharing, and problem-solving throughout.



Cost reductions - ESM identifies inefficiencies and redundancies in processes, allowing you to optimise resource utilisation and reduce operational costs. By automating routine tasks and workflows, ESM frees up staff time for more strategic activities, with customer services benefitting significantly.



Continual improvement - ESM emphasises the importance of ongoing feedback mechanisms, performance monitoring and data analysis. This culture of continual improvement enables you to adapt to changing market dynamics and stay competitive.



Increased scalability and flexibility - ESM solutions are designed to scale with the growing needs of your organisation, allowing for seamless expansion into new markets and the addition of new services. ESM also offers flexibility to adapt to changing business requirements and technology trends.



Improved compliance and risk management - ESM helps organisations adhere to regulatory requirements and industry standards by enforcing standardised processes and ensuring proper documentation and audit trails. This reduces your risk of non-compliance and potential legal issues.



Better visibility, governance and control - ESM provides real-time visibility into various aspects of operations, including service requests, incidents, and resources. This visibility enables critical internal controls, allowing you to report who did what and when, ensuring accountability and transparency across your teams and processes.



Customer-centred approach - ESM focuses on aligning service delivery with the real needs and expectations of customers. It enables you to better understand your customers' preferences, helping to drive satisfaction and loyalty.

⁶ HDI – How AI is enabling Enterprise Service Management (2020)

⁷ HDI – How AI is Enabling Enterprise Service Management (2020)

Enterprise service management and the Digital Backbone

Unlocking your organisation's full potential – **transformation done right**

What is a digital backbone?

A digital backbone goes beyond simply applying IT to areas of your organisation as a support mechanism. When designed effectively, a digital backbone becomes the cornerstone of a successful modern organisation; it embeds technology throughout all operations, using the power of IT to create a robust structure that enables continuous innovation and transforms everything you do.



Increased **efficiency and productivity** across streamlined operations.



Increased **revenue** alongside more cost efficient processes.



Greater **agility and growth** with a faster time to market.



Better **regulatory compliance**, including empowering sustainability initiatives.



Improved **service and product quality** for customer, employee and stakeholder satisfaction.



Strategic **decision making** through data-driven insights.

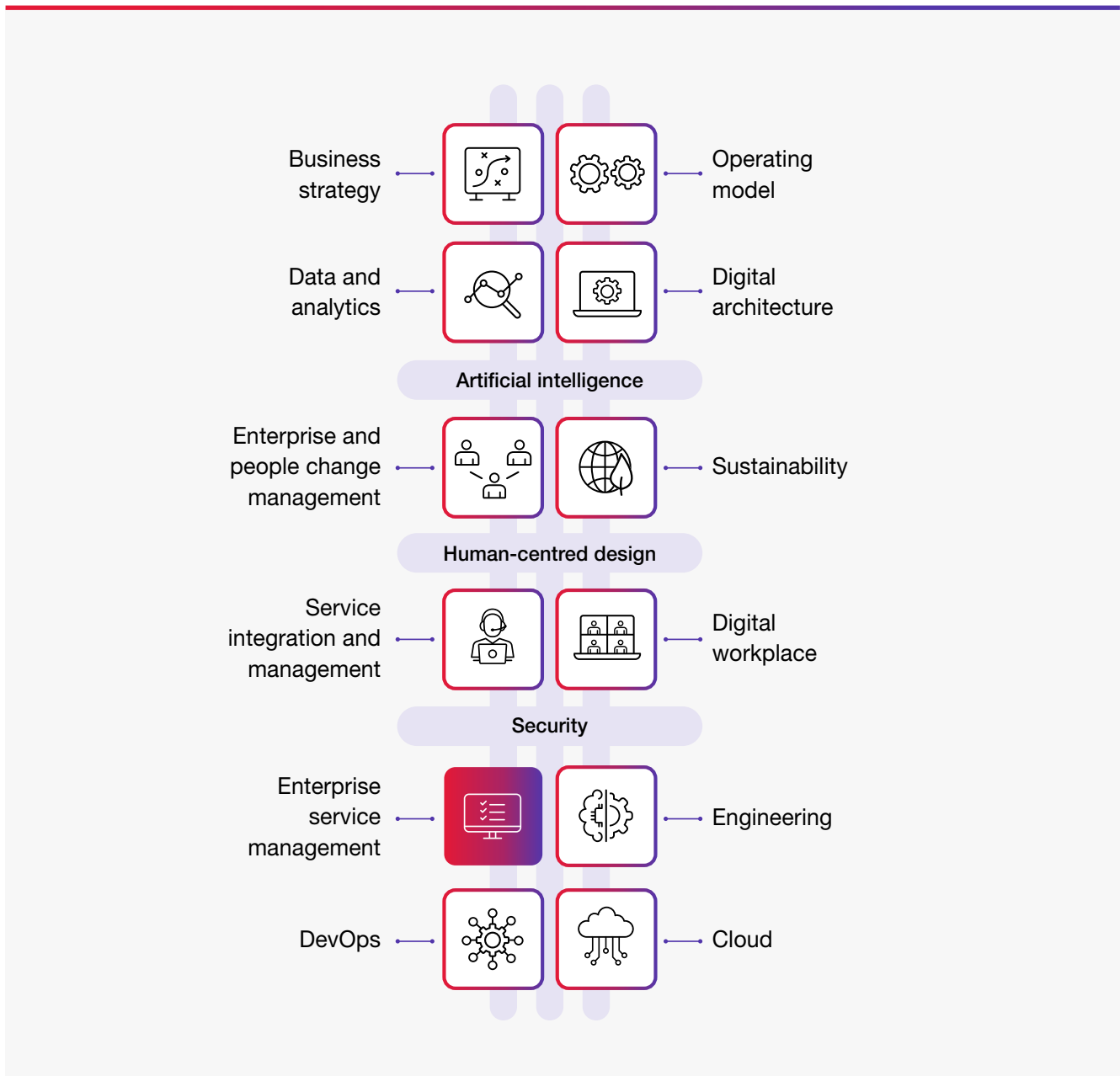
The Digital Backbone – our end-to-end framework to make IT the enabler of your success.

The Digital Backbone delivers twelve fundamental building blocks to inspire digital transformation and unlock your organisation's full potential. These can be implemented either individually or as a whole programme, with every step strengthened by three embedded enablers – artificial intelligence, human-centred design and security – so no matter where you are on your journey, the Digital Backbone provides a comprehensive vision for your transformation strategy.

That's why we made enterprise service management a key component of the Digital Backbone, empowering you with a value-led approach to optimise your process quality and drive your organisation's success.

By integrating our ESM best practices and strategic insights, you can effectively bring together all the strategies, processes, people and tools used throughout your organisation, combining them into a structured and consistent approach for managing services across your business functions and suppliers.

Strategically speaking, this will not only improve operational efficiency and costs, and enhance employee productivity and customer experiences, but will consequently empower your sustainable growth and competitive advantage.



Before embarking on your enterprise service management journey, it's essential to understand some of the key features.

Holistic nature

It's essential to consider the entire service, rather than focusing on individual parts. Integrating people, processes and technology together starts with ideation, and continues through the design, build, test, transition, operation and continual improvement of the service.

Process standardisation

ESM demands common processes and approaches to issues, incidents, changes, service requests and knowledge management.

Service catalogue

A central service catalogue acts as the single point of access to all services offered by all departments, enabling employees and customers to request services and track their status.

Service automation

It's key to automate processes such as incidents and service requests, using dedicated, streamlined workflows to reduce manual effort and errors.

Shared service desk

There should be a single point of contact for all service-related queries and issues across all departments.

Integrated platforms

ESM relies upon toolsets that allow the integration and orchestration of process and data flows, improving consistency, visibility and decision making.



Reporting and analytics

Advanced analytical techniques provide insights on end-to-end services, and key performance indicators (KPIs) allow metrics such as customer sentiment, operational data and technical measurements to be displayed in a consolidated view.

Collaboration

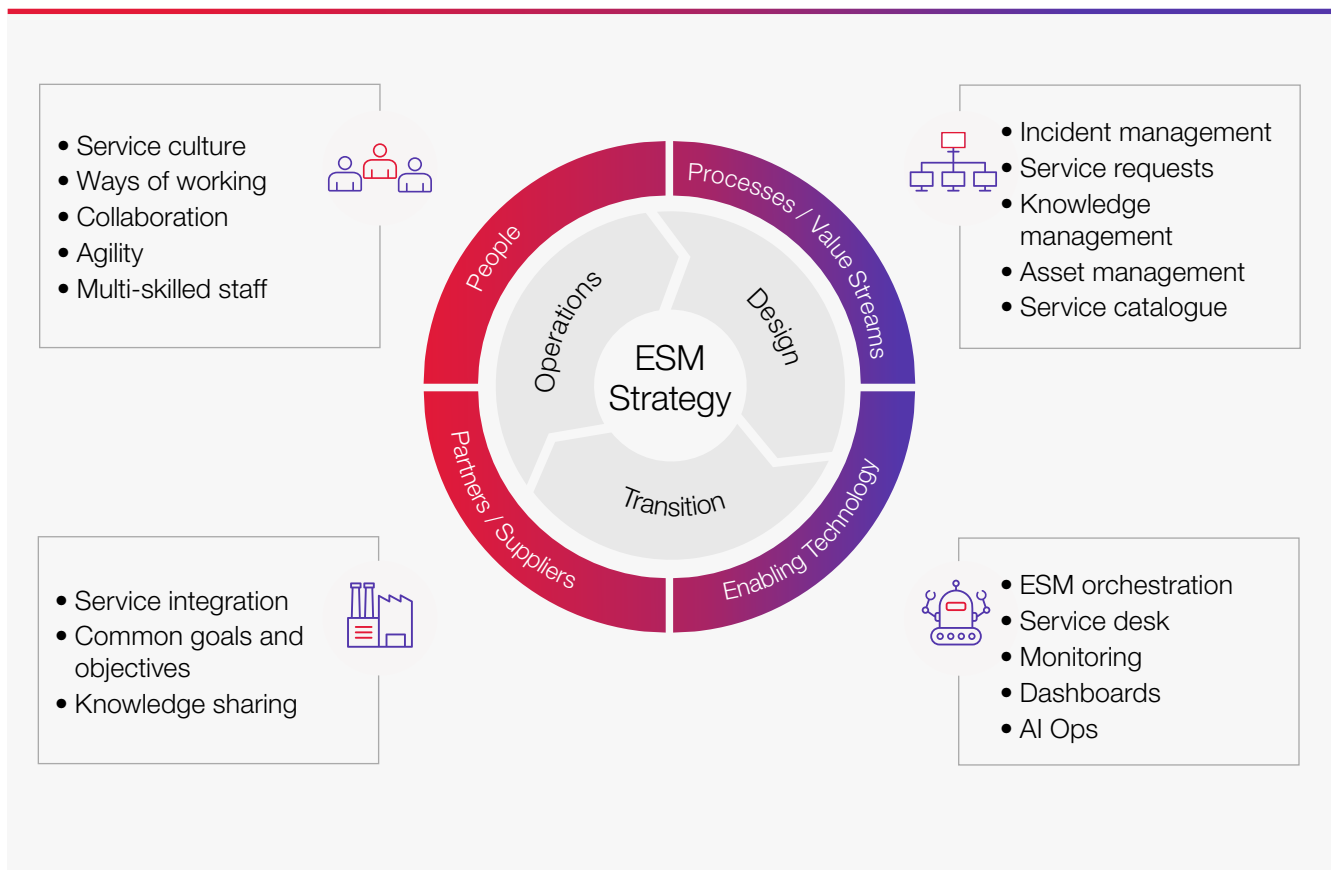
Cross-functional teams must work together, promoting greater understanding of organisational issues and challenges.

A vision for enterprise service management



Apply established IT service management best practices throughout your organisation – to areas beyond IT – improving process efficiency, service delivery and customer experience.

To optimise service delivery, you'll need a well-defined and executed approach to ESM, encompassing all strategies, processes, people and tools used throughout your organisation. Your ESM strategy should incorporate:



The key steps

CGI developed our enterprise service management framework (ESMF) as a proven, comprehensive approach to support cost effective and sustainable service delivery transformation. We conduct assessments to help our clients design and implement optimised ESM strategies and capabilities that enable their success.

We recommend starting with an examination of your existing service management strategy, to understand its strengths and identify opportunities for improvement and innovation. That's why our ESMF uses a phased approach to first assess and then address any gaps preventing the delivery of your business outcomes. We can also provide advisory services to target specific service issues, or embed skilled practitioners to supplement your in-house team and support your strategic development.

To build ESM excellence, your strategy should be supported by these subject matter experts:

1

Business process architects

Using effectiveness, efficiency and regulatory adherence as guides, our skilled architects leverage Lean, Six Sigma and value stream mapping techniques to ensure processes extract maximum value with minimum waste.

2

Organisational change

Implementing ESM can involve significant changes to existing processes, roles, responsibilities and workflows. Change management specialists will address resistance, communicate the benefits, and provide proper training to support your employees to embrace new ways of working and enable their success.





3

Service architects

Ensuring your ESM framework effectively supports your organisation's strategic goals through tailored target operating models.

4

ITSM process specialists

Key processes like incident, knowledge and service request management require experts who have designed, implemented and operated them first-hand in complex multi-team and multi-provider environments.

5

ITSM tooling architects

Many of the efficiency and productivity benefits associated with ESM come from automating processes. Our tooling architects are specialists at linking your current tooling architecture through a central ESM toolset.

6

Data scientists

The quality of your data is key, providing valuable insights to proactively manage services and further invest in infrastructure and people.

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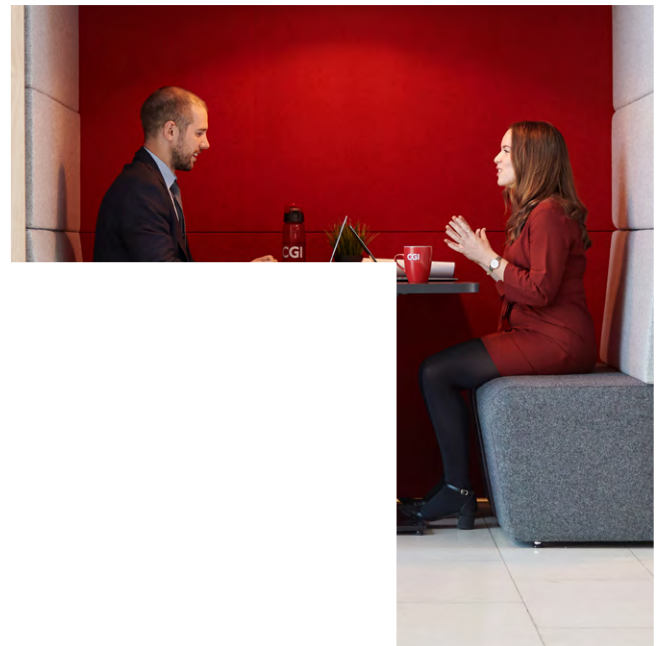
Built over 50 years, CGI is one of the world's largest providers of high-end IT and business consulting services. We are trusted to transform organisations with innovative solutions, so developed our Business Consulting and Advisory (BC&A) team to share our knowledge and experience with you.

Offerings to support your organisation

Wherever you are on your transformation journey – whether you're looking to develop a forward-thinking business strategy, improve the effectiveness of specific processes, or implement an innovative solution – we're here to help.

We understand that transformation isn't simple. That's why **our experts developed all our BC&A offerings around the Digital Backbone's twelve key propositions**, embedding artificial intelligence, human-centred design and security throughout to support you with the right approach and solutions to address your challenges, achieve your ambitions and build your own digital backbone capability.

Whether you'd like to build a complete digital backbone that will become the cornerstone of your growth, or if there's one specific area standing in the way – perhaps that's enterprise service management - we have the offerings and solutions to ensure your transformation project succeeds.



Our enterprise service management assessment

If you're looking to optimise your ESM capabilities, we can conduct an assessment to design and implement your tailored ESM strategy. Our subject matter experts will evaluate the maturity of your existing operating model, IT and ESM practices, and work with you to create a transformed, business-aligned ESM strategy supported by next generation technology.

Our other enterprise service management offerings include:

- IT operations management
- IT service management tooling
- ServiceNow advisory, workshops, implementation and development services
- Contact centre advisory
- User experience

BC&A places you at the heart of our offerings. We work to understand your unique challenges and opportunities – whether you require strategy development, or solutions design and implementation – and we'll guide you every step of the way.

Our teams cover a range of sectors such as higher education and healthcare, as well as specialist areas including business consulting, technical advisory, service management, and sustainability.

We remain supplier agnostic, but also have teams designated to our **strategic alliances** with the likes of Microsoft, ServiceNow, Google, Dell, NetApp (and more), enabling us to design you the right solutions, working with the right partners to deliver the best outcomes.

So whatever your specific requirements, challenges or industry, with BC&A's breadth of knowledge and experience, we'll empower you with a team that is hand-picked to enable your success.



To find out more:

Explore the Digital Backbone and its twelve key propositions in more depth on [our webpage](#). Fill in [this short form](#) and we'll be in touch to discuss how our enterprise service management offerings or our overarching Digital Backbone framework can support your specific needs.



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.

cgi.com/uk/digital-backbone

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