



Building your digital backbone

Maximise your organisation's success using our proven, end-to-end Digital Backbone framework for digital transformation.

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.

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Building the intelligent enterprise



In today's digital-first economy, expectations of customers, employees and citizens have evolved. The standard is no longer simply "digital", but intelligent, connected and intuitive experiences. In this environment, every interaction becomes an opportunity for organisations to demonstrate value through proactive, predictive and personalised engagement.

To thrive, organisations must weave digital capability into the very fabric of their strategy, operations and culture.

It is no longer enough to adopt digital tools; the goal is to create a digital-first enterprise that drives continuous innovation and sustainable growth. By harnessing the power of modern technologies, organisations can unlock new efficiencies, create transformative experiences, and build a distinct competitive advantage through:

- **Shaping strategy with predictive insight**, using advanced analytics and simulations to forecast market demand and optimise meaningful responses.
- **Building an organisation that's aligned to value**, shaping an operating model that connects outcomes to people, processes and technology both internally and externally, and across ecosystems.
- **Harnessing data as a strategic asset**, leveraging real-time data fabrics and mesh architectures to democratise and exploit trusted information across the organisation.

Real-world transformation

Digital transformation is not a “one size fits all” concept. It is a force reshaping every sector.

Across the globe, organisations are harnessing digital capabilities to address their unique complexities, redefine operating models, and create new value. Those that embrace technology and change are proven to be better equipped and more resilient, turning challenges into opportunities and sources of competitive advantage and differentiation.

The power of digital transformation is best seen through real-world examples. These are not just glimpses of the future, but evidence of what is possible today:



Healthcare

The landscape is being revolutionised by “precision healthcare”. Advanced diagnostic tools assist clinicians in making faster, more accurate diagnoses, personalised treatment plans are developed using genomic data, and remote patient monitoring is improving preventative care.



Education

Learning is becoming more flexible and personalised. Adaptive learning platforms tailor content to individual student needs, immersive virtual classrooms create engaging collaborative spaces, and a host of digital tools enable accessible, lifelong learning for all.



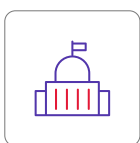
Banking

Financial services are becoming more proactive and customer-centric. Artificial intelligence is used to power solutions that deliver personalised financial guidance, detect fraud in real-time, and provide the seamless, on demand digital banking services that customers now expect.



Retail

The customer journey is being completely reimaged. Hyper-personalised shopping experiences are curated using data, augmented reality allows customers to “try before you buy” from their homes, and frictionless checkout is the new standard for convenience.



Government

Public sector services are transforming to be more responsive and accessible. Digital platforms are creating seamless citizen experiences, while advanced data analytics helps to inform evidence-based policy and build more efficient, sustainable communities.

The evidence for transformation



The need to continue to transform is no longer a matter of debate; it is a measurable reality reflected in the priorities of global leaders and market performance. The evidence paints a clear picture of an accelerated push towards a more digital, intelligent and responsive future.

A strategic imperative for leaders

The pace of change is relentless, and leaders are responding with decisive investment.

82% of c-suite executives expect the level of change to increase in the coming year, with 71% ranking investment in digital tools as their primary strategy for best managing this.⁽¹⁾

This digital focus is directly impacting the bottom line, as organisations report both tangible revenue gains and cost reductions from deploying advanced technologies such as AI.

True transformation now is about achieving **digital mastery** – the ability to not only respond to change, but to proactively shape the future of your organisation and its related ecosystem.

A future-ready workforce with a secure foundation

Transformation is fundamentally reshaping the workforce.

Future-ready employers recognise that appropriate talent development is key, as 41% of workers would consider leaving a job if not given opportunities to future-proof their careers – with digital and AI skills now the most sought-after learning opportunities.⁽²⁾

However, new skills are only effective when paired with tools that are intuitive and empowering. This is where human-centred design becomes critical. McKinsey confirms its strategic importance, finding that companies which excel at design outperform their peers in both revenue and shareholder returns by as much as a 2:1 ratio.⁽³⁾

This progress must also be built on a secure foundation. Despite this, only 10% of organisations feel fully ready to protect against AI-augmented cyber threats,⁽⁴⁾ while IBM reports that using AI in security is associated with \$1.9 million lower breach costs.⁽⁵⁾

The engine of efficiency: sustainability and time

Responsible business is now inextricably linked with digital transformation. With 83% of executives increasing their investment in sustainability, the majority are already using advanced analytics and AI to further these efforts.⁽⁶⁾

In day-to-day operations, this drive for efficiency is essential. A recent Microsoft study highlighted that 82% of leaders see this as a pivotal year to rethink operations, as technologies like AI are already saving employees at least an hour a day.⁽⁷⁾



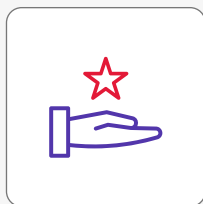
The number-one concern among CEOs is whether they are transforming fast enough to keep up with technology.⁽⁸⁾

1. [Accenture \(2026\), Pulse of Change.](#)
2. [Randstad \(2025\), Workmonitor.](#)
3. [McKinsey & Company \(2018\), The business value of design.](#)
4. [Accenture \(2025\), Only One in 10 Organizations Globally Are Ready to Protect Against AI-Augmented Cyber Threats.](#)
5. [IBM \(2025\), Cost of a Data Breach Report.](#)
6. [Deloitte \(2025\), C-suite Sustainability Report.](#)
7. [Microsoft \(2025\), Work Trend Index.](#)
8. [PwC \(2026\), 29th Global CEO Survey.](#)

The evidence is clear, yet a significant gap remains between ambition and reality.

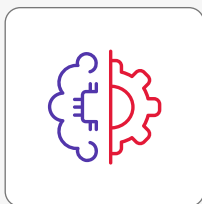
Research suggests only 5% of companies are truly future-built, with the capabilities to maximise their return on technology investments. These leaders expect twice the revenue increase and 40% greater cost reductions compared to their peers.⁽⁹⁾ For the public sector, this same level of performance translates into delivering more effective, responsive, and cost efficient services.

Closing this gap is the defining challenge for organisations today. To succeed in the intelligent era and join the ranks of the future-built, your organisation must embrace three essential pillars of transformation.



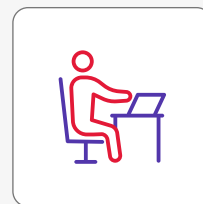
Engineer unforgettable experiences

In a world of infinite choice, loyalty is won through exceptional experiences. Move from personalisation to true individualisation using human-centred design, data and AI to anticipate customer and citizen needs, and build deep, lasting trust through transparent, ethical, and valuable interactions.



Build an intelligent enterprise

Move beyond isolated technology solutions towards end-to-end organisational transformation. Apply data-driven insights and adopt a value-driven lens to connect customer and citizen demands with a more aligned and responsive organisation.



Create a workforce for the future

The future of work is human-centred – a partnership between human talent and technology. Augment your people with AI and digital tools to unlock new levels of creativity and productivity. Foster a culture of digital dexterity and continuous learning to ensure your people can thrive through change.

9. [BCG \(2025\), The Widening AI Value Gap.](#)

The Digital Backbone

From strategic ambition to reality

A recent report reveals the critical challenge of digital transformation: while half of CEOs consider innovation central to their organisation's strategy, fewer than one in ten believe their company has the key practices in place to foster it.⁽¹⁰⁾ This exposes a gap between strategic ambition and operational reality.

Technology alone cannot unlock your organisation's full potential – you need a connected approach from strategy to execution.

Developing a digital backbone is therefore essential to navigate the complexities of digitalisation, bridging the gap between ambition and reality, to create an IT-enabled foundation for your organisation's continued growth and success.

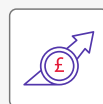
What is a digital backbone?

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 supports continuous innovation and transforms everything you do, enabling:



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.

That's why we developed the Digital Backbone, our end-to-end framework that will make IT the enabler of your success.

10. [PwC \(2026\), 29th Global CEO Survey.](#)

Our Digital Backbone framework

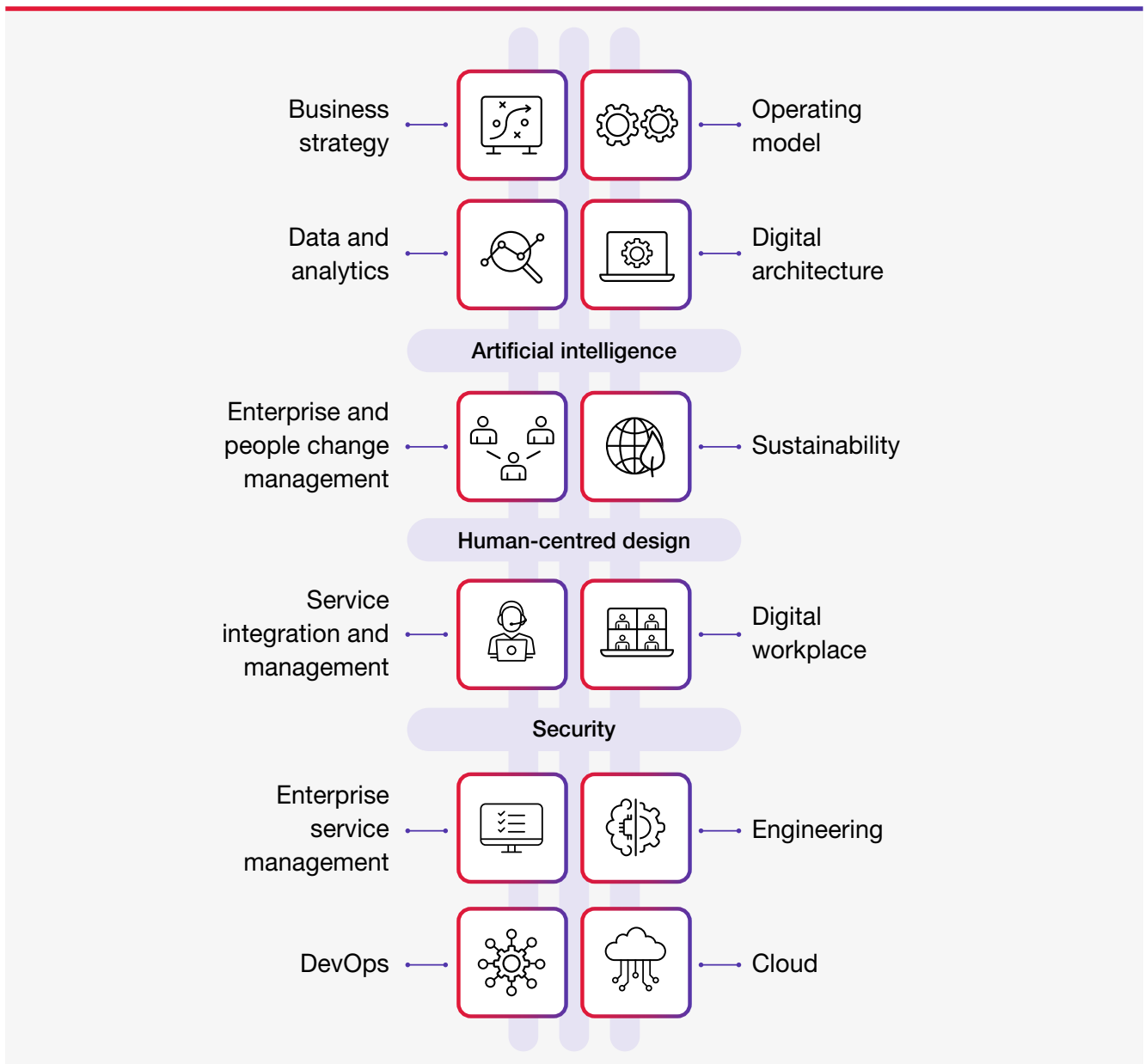
A proven, end-to-end approach, providing the fundamental building blocks to inspire digital transformation and make IT the enabler of your success.

The Digital Backbone offers end-to-end support to unlock your organisation's full potential. It is **business-led and technology-enabled**, meaning your specific organisational goals are the primary drivers of your strategy, with technology serving to achieve these objectives.

By focusing on these **twelve core transformation capabilities** you can create a resilient, adaptable digital backbone that drives continuous enterprise innovation and growth.

Embedded throughout the framework are **three enablers** – artificial intelligence, human-centred design and security – strengthening and accelerating delivery at every stage.

Adopting this connected approach to digital transformation ensures that your organisation is set up for success in an ever-evolving marketplace.



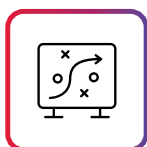
The Digital Backbone's propositions

These twelve propositions can be implemented either individually or as a whole programme, so no matter where you are on your transformation journey, you have a comprehensive vision for success.

Start by understanding the specific problems or opportunities you want to address. Identify organisational pain points, inefficiencies, or areas for competitive advantage, and conduct a thorough value assessment. This helps you select the areas of the Digital Backbone most relevant for your organisation.

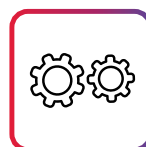
Next, base your technology investment decisions on their potential return on investment (ROI) and impact on organisational performance. Then plan your chosen initiatives in a multi-year roadmap, prioritising according to strategic importance and potential to deliver value.

By addressing these twelve core propositions, you will create the structural foundation of your digital backbone. Each targets a critical dimension of enterprise transformation, enabling you to focus on the capabilities most relevant to your organisation's current challenges or goals, or combine them into a comprehensive, end-to-end transformation programme.



Business strategy – develop a digital strategy and build it into a multi-year roadmap, using the power of people and technology to drive your organisational goals forward.

- Value-led digital strategy
- Business case
- Transformation roadmap



Operating model – the fundamental blueprint for how your organisation's structure, processes, governance and culture combine to deliver value to customers, stakeholders and society.

- Target operating model and organisation design
- AI centre of excellence
- Process excellence and intelligence
- Strategic benefits management



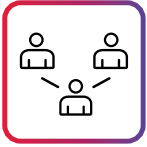
Data and analytics – power your organisation's activities and maximise business results with trusted data, insights and artificial intelligence.

- Data architecture, workflow and blueprint
- Data and AI strategic roadmap and governance
- Insight solutions



Digital architecture – design and deploy logical, streamlined and outcomes-focused technology and data solutions to address your complex challenges.

- Project management
- Digital analysis
- Solution design, governance and implementation



Enterprise and people change management – empower your people to navigate change with confidence, translating transformation ambition into measurable value.

- Change portfolio optimisation
- Change capability development
- Value assurance
- Learning and development
- AI culture and adoption



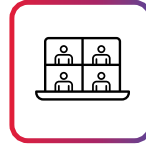
Sustainability – integrate sustainability into your transformation efforts, promoting responsible technology use, reducing environmental impact, and prioritising citizen wellbeing.

- Sustainability and net zero strategy
- Scope 3 emissions and supply chain optimisation
- Digital sustainability
- ESG data solutions



Service integration and management (SIAM) – effectively manage your multi-provider digital services, optimising the performance of both delivery teams and suppliers to drive impactful, user-focused digital transformation.

- Service onboarding, offboarding and transition squads
- Target operating model and ICF design
- SIAM operations, BOT and hybrid staff augmentation
- Supplier management



Digital workplace – enhance customer and citizen experiences and foster organisational growth, with employee-focused digital transformation that promotes productivity, efficiency, and service quality.

- Service management strategy, design and implementation
- Customer experience and contact centre
- Service asset configuration management, and software asset management
- Immersive and metaverse solutions
- Collaboration and productivity tools



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

- IT operations management
- IT service management tooling
- ServiceNow and Freshworks
- Contact centre and user experience



Engineering – translate your transformation strategy from ideas into tangible outcomes with a robust engineering capability, enabling faster, more reliable, and scalable delivery of change.

- Design-led thinking and change adoption
- Product strategy and empowered teams
- Reusable engineering foundations
- AI-augmented delivery
- Reliability and performance engineering
- Measurement and optimisation



DevOps – accelerate application and infrastructure change with seamless collaboration between development and operations teams, enhancing agility and delivering service quality.

- Organisational transformation
- DevOps engineering



Cloud – strategically harness the power of cloud to build a resilient and sustainable technology foundation for your organisation's future.

- Cloud strategy, planning and architecture
- Cloud readiness and migration
- Cloud health check and cost optimisation
- Cloud partners

The three enablers

The three enablers sit at the centre of the framework. Embedded within all twelve propositions, they strengthen effectiveness and accelerate delivery across every stage of transformation.

1

Artificial intelligence

AI enhances insight, automation and decision making, enabling organisations to improve efficiency, uncover new opportunities and deliver value at scale. It supports faster, more informed decisions for operational success, and helps transform how work is carried out across the enterprise.

2

Human-centred design

Transformation grounded in real user needs and organisational context. Human-centred design drives adoption, improves experience and helps organisations realise meaningful, lasting value from digital change. By shaping decisions, strategy, processes and technology through evidence rather than assumptions, it reduces risk, avoids wasted effort and ensures solutions work for the people who use them.

3

Security

Embedded throughout any transformation initiative, security ensures change is resilient, trusted and sustainable. It protects digital assets and data, safeguards business continuity and enables organisations to adopt new technologies with confidence while maintaining a strong cyber security posture.

CGI Business Consulting and Advisory

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.

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.

Whatever your specific requirements or industry, our consultants' breadth of experience means we can empower you with a team that is hand-picked to enable your success. Our experts cover a range of sectors such as higher education and healthcare, as well as specialist areas including:

- **Business consulting** – Whatever your business size or sector, our consultants will help you realise your full potential with strategic, outcomes- and people-focused organisational change.
- **Technical advisory** – Impactful digital transformation will make your IT work for you. Our consultants will help you create true value realisation from your digital solutions.
- **Service advisory** – Guided by ITIL best practices, our consultants will help you apply effective enterprise service management to deliver quality, user-focused services.



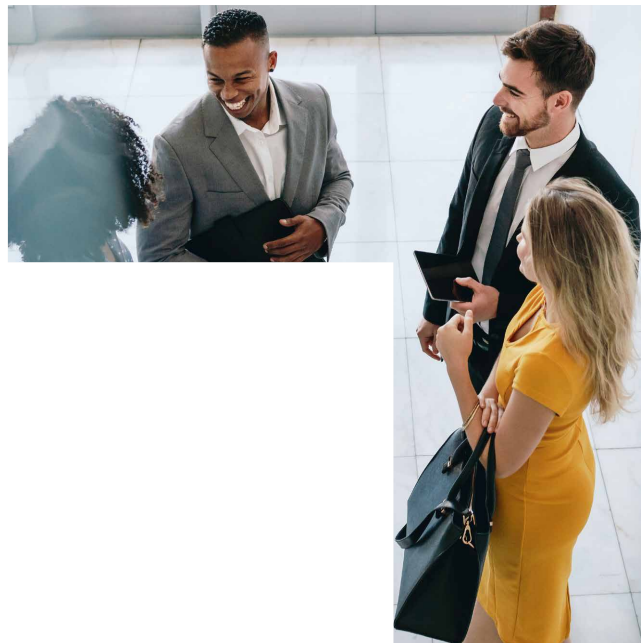
- **Sustainability advisory** – Responsible operations should be central to your strategy. Our consultants will help your organisation thrive whilst creating positive economic, social and environmental impact.
- **Alliances** – Whilst supplier agnostic, we also combine our knowledge and delivery experience with **strategic alliances**. We have teams of experts designated to the likes of Microsoft, ServiceNow, Google, Dell, NetApp (and more), to design you the right solutions, working with the right partners to deliver the best outcomes.

Solutions-led

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 as enablers to support you with the right approach and solutions to address your challenges, achieve your ambitions and build your own digital backbone capability.

Wherever you are on your transformation journey, we're here to help.

Whether you'd like to build a complete digital backbone that will become the cornerstone of your organisation's growth, or if there's one specific area standing in the way – your business strategy, operating model, a specific legacy process, skill gaps, the implementation of innovative solutions like artificial intelligence, analytics or cloud – we have the offerings to ensure your transformation project succeeds.



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 the Digital Backbone framework and our Business Consulting and Advisory offerings 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-focused 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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