



# 5 ways companies are using **U.S. onshore IT delivery** to improve performance



As part of our global delivery model, CGI's full-service U.S. onshore delivery centers help both government and commercial organizations reduce the cost and risk of IT diversification with flexible, affordable managed services that are "made in America." Following are 5 stories illustrating the value being delivered from our onshore centers to clients in manufacturing, financial services, health and communications.

## 1 Blended delivery model enables rapid application launch

### *Spotlight on manufacturing*

**Challenge:** When it was too costly for this B2B electronics manufacturer to assign field engineers to design component specs for smaller customers, they conceived of a visual design application that could help those customers design and configure the components they needed. Developing such a highly complex application in a very short timeframe would require the close-knit collaboration of agile development, but the company's tight budget could not support a full team of onsite consultants.

**Solution:** CGI implemented a unique sourcing model that combined onsite consulting with nearby U.S. onshore delivery. While CGI's expert technology team worked onsite through the intensive development process, coordinating work streams to ensure high-quality project execution, its remote service delivery teams (located within easy travel distance from the client) handled the code development and integration. The onsite and onshore teams ramped up quickly and delivered consistent progress throughout the project. Formalized processes were used to control risk, contain project scope and manage team progress at every stage.

**Results:** The project met all of the client's requirements in terms of level of complexity, budgets and timeframes, without compromise. The engineering web application was successfully launched and is exceeding objectives.

## 2 Scale and innovation fuel outcome-based outsourcing

### *Spotlight on financial services*

**Challenge:** This national mortgage investment company sought to restructure its IT service delivery to achieve cost reductions and variable staffing, without sacrificing quality. They also wanted to standardize processes and reduce costs by employing managed services from a remote delivery center. They needed a trusted provider that could seamlessly assume control of critical applications support across its many portfolios.

**Solution:** CGI proved its ability to scale with the right resources in short timeframes by quickly transitioning 250+ resources. Today, 500+ CGI professionals provide application development, maintenance, support and testing services, as well as infrastructure and server monitoring, help desk and project management—managing to services levels for support and outcomes. Forty percent of this team is located in CGI's U.S. onshore delivery centers. CGI continuously optimizes team size and composition with a focus on quality and efficiency.

**Results:** This partnership has helped the client reduce costs, increase efficiency, improve quality and minimize risk by standardizing and simplifying daily processes and using outcome-based delivery for all portfolios. CGI also has accelerated the client's adoption of agile and DevOps to reduce release sizes and "shift left" in delivery timelines. Today, CGI supports 80% of the client's outsourced IT segments.

## 3 Comprehensive business process services transform collections

### *Spotlight on financial services*

**Challenge:** A large asset financing company was experiencing significant deterioration in its loan portfolio. It was also struggling to maintain effective management control over multiple debt collection agencies and simultaneously deal with pressures to cut costs.

**Solution:** CGI and the client developed a world-class retail collections service using U.S. onshore delivery as a key ingredient. Delivered as a managed service, the solution combines CGI's cross-industry debt management experience, leading debt management technology (CGI Collections360®) and best-fit delivery model, with resources onsite, onshore and offshore. The onshore centers provide digital, omni-channel call center operations that incorporate analytics and customer contact preferences.

**Results:** The client's collections operation was dramatically transformed, reducing bad debt and increasing outside collections agency efficiency to the point where 10 contracts were reduced to just one—CGI's. Additionally, credit losses and net credit losses were reduced to 29% and 44% respectively, while debt recovery improved 57%.



## 4 DevOps evangelism speeds adoption

### *Spotlight on health insurance*

**Challenge:** A large North American health insurance provider needed expert resources to support its enterprise-wide transition to DevOps and Agile.

**Solution:** Building on a deep understanding of the client's business challenges, CGI is providing enterprise-level coaching, mentoring and evangelism to help drive adoption of DevOps culture throughout the organization. CGI is tasked to assess current DevOps maturity, develop DevOps roadmaps, quantify returns on investment, identify key roles to support DevOps delivery methods, and ensure IT professionals are trained and empowered to make informed decisions. We also use DevOps and our quality engineering (QE) expertise to help the client "shift left" to enable continuous testing from the development regions through production deployment to support a transformation to QE. About 50% of our DevOps work is provided through our global delivery network and DevOps Center of Excellence, including our onshore delivery centers. Onshore centers also support application development, maintenance, production support, testing and implementation.

**Results:** CGI has identified lag times and cost of delay across the client's value streams using our Lean Process Map framework. The framework has provided target areas for DevOps and agile enablement as well as a mechanism to quantify investments. We help to decrease lag times in their value streams in the concept-to-cash flow, enabling the business to perform leaner. Our DevOps engineers have implemented automation throughout the client's Continuous Integration and Continuous Deployment (CI/CD) pipelines to increase deployment frequency and delivery velocity. Like many large health organizations, this client has a large portfolio still on mainframe technology. We bring deep mainframe development expertise to help the client establish a mainframe DevOps pipeline. In addition, we help improve the client's software quality by instilling a QE culture, where quality is "everyone's responsibility." Leveraging our automated testing centers and frameworks, CGI DevOps engineers have implemented software quality practices such as test-driven development, behavior-driven development, quality/security application scanning, and automated performance testing, by adding these quality gates to the CI/CD Pipeline.

## 5 Network engineering standardization improves service, reduces costs

### *Spotlight on the communications industry*

**Challenge:** This global communications service provider needed to reduce its network engineering costs through economies of scale, process efficiencies and blended resource rates—without jeopardizing service to its existing corporate and government customers. They also sought to improve customer service and productivity through greater consistency, lower staff turnover and better cross-training.

**Solution:** CGI transitioned the client's engineering business processes to a U.S. onshore delivery center where a network engineering center of excellence was established. The transition was achieved within 6 weeks without impact to end customers. Rigorous training and enhanced staffing were provided for a seamless transition to support the complex technologies across the client's networks.

**Results:** The solution quickly provided the client with high-quality network services. Service levels were improved through consistent staffing, training methods and best practices, such as shared peer reviews and documented procedures. Significant cost reductions were gained through standardization, centralization and remote delivery, saving 30% in-year and 36% year-over-year in year 3. This program has been underway for more than a year without a change error or customer impact, saving costs by eliminating the need for rework, root cause analysis, action plans, and fault isolation, and allowing the client's program manager to concentrate on growing the business. This client also uses CGI onshore delivery for project management, process analysis, testing and system and security engineering.



# CGI U.S. ONSHORE DELIVERY

## *Enabling technologies and expertise*

CGI's U.S. onshore delivery centers are one-stop, state-of-the-art full-service facilities. Our clients benefit from cost-effective, secure and nearby access to comprehensive application design, development, maintenance, testing, implementation and integration services, as well as complex data and transaction processing. As our clients' advance their digital transformation agendas, our onshore centers increasingly provide expert services in agile, DevOps, cloud, digital business process services, information management and analytics.



**Agile**—CGI is at the forefront of helping clients transform to a digital operating model through agile practices and tools designed to achieve more rapid, frequent software releases. Our services include planning and implementing agile transformation projects, coaching and training clients on agile methods, as well as helping to drive agile strategy through organizational change management and team design.



**DevOps**—CGI supports our clients' DevOps transitions with maturity assessments, transformational roadmaps, cultural and organizational change, process re-engineering and automation, transformation to quality engineering, shift to on-demand cloud-based solutions, KPI measurements and dashboards, tool chain selection, implementation, integration and managed services. These services, led by our DevOps champions, provide the atmosphere and expertise needed to transform into high-performing and high-quality DevOps engineering cultures. Regardless of software development methodology, we can partner with clients to automate and speed deployment cycles and increase the quality of application releases.



**Hybrid cloud/IT**—As a full-service cloud integrator, provider and operator with front-line experience in migrating, managing and governing cloud services, CGI helps clients answer the what, how, why and when of implementing cloud and hybrid IT. We have experience in transitioning clients from traditional IT stacks to cloud technology. Our CGI Unify360 suite provides a unified platform, consulting services, frameworks and practices for hybrid IT management.



**Digital business process services (BPS)**—The essential idea behind digital BPS is to improve automated processes and workflows using digital technology. CGI's digital BPS methodology is based on decades of experience in implementing technology that brings value to our clients' customers. We help clients use digital BPS to improve the customer experience through high-quality interaction, reduce total cost of operations and increase productivity.



**Information management & analytics**—CGI provides innovative solutions to connect data across silos and legacy systems to deliver the right information to the right people at the right time. Our information management and analytics portfolio ranges from strategy and execution to ongoing support. This includes end-to-end ETL development, business intelligence development, SQL development, data warehousing and advanced analytics, including data visualization.



**Network engineering**—CGI network engineering expertise includes Local Area Network (LAN), Wide Area Network (WAN) and secure network design, implementation and management. This includes secure information management/information technology using firewalls, authentication servers, SSL, etc. We also have expertise in end-to-end service management, information assurance and configuration management.



**Testing and quality assurance (QA)**—To support our client's transformation from QA to quality engineering (QE), CGI offers consulting services, managed services, best practices and enabling technology to bring a quality focus to the development environment and "shift left" in testing timeframes.

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Founded in 1976, CGI is one of the world's largest IT and business process services providers, helping clients transform into digital enterprises end to end.

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