Business strategy
and the Digital Backbone

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

CGI Business Consulting and Advisory insights

CGI

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.

Contents

Navigating the challenges of modern enterprise

The challenges steering organisations towards developing and realising business value from digital strategies are complex and diverse.
You might be experiencing:

- **Market pressure** - As organisations grow, they face more diverse markets, regulatory environments, and cultural nuances. You need to streamline operations, enhance communication, and adapt to global business dynamics, ensuring better agility and competitiveness.

- **Organisational pressures** - It's important to focus on optimising your operations through the integration of people capabilities, process improvements, and technology, paving the way for enhanced productivity and streamlined workflows.

- **Changing user demands** - User preferences are rapidly evolving – whether customers, citizens or employees. We demand seamless, personalised, and convenient experiences across all digital channels, which requires a strategic approach to digital engagement.

- **Lack of actionable insights** - Extracting meaningful insights from vast amounts of data is a significant hurdle. This hinders informed decision-making, customer understanding, market positioning, and operational efficiency, so it's essential that you can turn your data into a strategic asset.

- **Technological disruption** - The relentless pace of technological advancement has disrupted traditional business models. To stay relevant and competitive, you must continuously adapt and remain proactive in an ever-evolving industry landscape.

- **Lack of adoption** - Emerging technologies such as artificial intelligence, machine learning and immersive reality present significant opportunities, but also pose challenges if you are to integrate them effectively and unlock true business value.

A well-defined and executed business strategy addresses these challenges, enabling you to thrive in the digital age by fostering innovation, adaptability, and thereby creating sustainable value.

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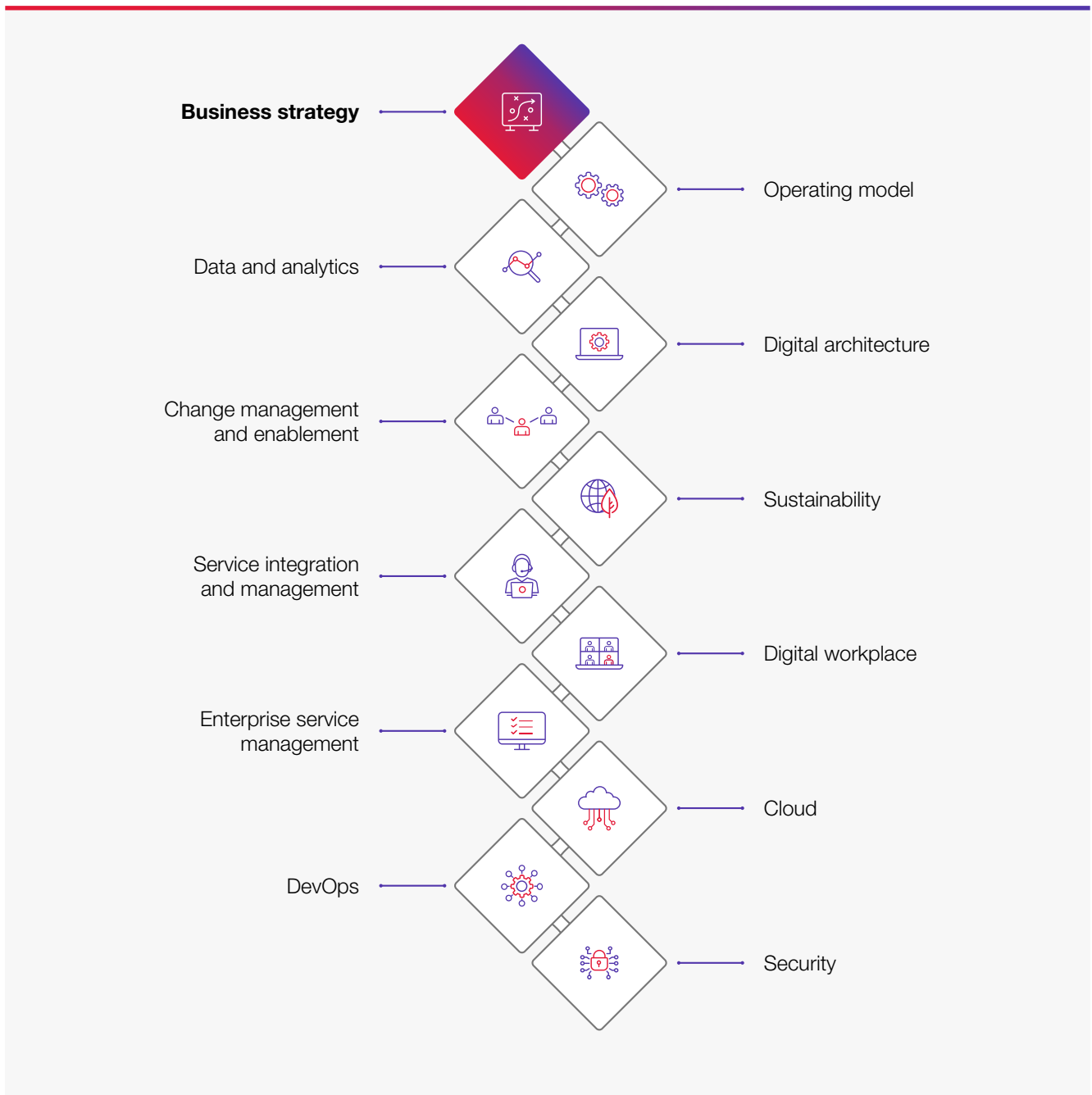
Strategic **decision making** through data-driven insights.

The Digital Backbone

Our end-to-end framework that will 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, 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 business strategy a key component of the Digital Backbone, empowering you with the foundation to implement a business-driven, technology-enabled roadmap. By integrating our business strategy best practices and strategic insights, you can effectively align your digital investments with organisational goals, ensuring that your technology initiatives drive tangible business outcomes.

Business strategy

Operating model

Data and analytics

Digital architecture

Change management and enablement

Sustainability

Service integration and management

Digital workplace

Enterprise service management

Cloud

DevOps

Security

A value-led business strategy integrates improved operating models, people capabilities and modern technologies throughout your organisation, driving enhanced processes and sustainable growth.

User-focused decisions

By building all things "digital" into your business strategy, you can make informed decisions based upon data-driven insights. This optimises your internal operations and enhances adaptability to change in line with user behaviours, and ultimately achieves a positive return on investment (ROI).

For example, a value-led digital strategy will enable you to establish the strong digital presence your users now expect. You can expand your reach to engage new audiences through various channels such as citizen portals, e-commerce platforms, telemedicine apps, or virtual learning environments. This not only reduces operating costs, but also supports efficiencies, collaboration and communication within your organisation. Your digital-enabled business strategy will therefore enhance user satisfaction, open new value streams and improve overall business performance.

Innovation is the cornerstone

To stay ahead of the curve, innovation must be at the heart of your business strategy. Encouraging experimentation and investing in research and development is crucial to fostering this culture of innovation. It's important therefore, to view failure as a learning opportunity that drives creativity, rather than a setback.

With this in mind, you can open innovation models through crowdsourcing or contests to seek fresh ideas, and promote collaboration with external partners to accelerate the innovation process.

Adapting your business model

Your success may depend on how adaptable your business model is. Transitioning from traditional product or service-based models to subscription, platform, and ecosystem-based models can connect you with multiple new stakeholders, create network effects, and provide recurring revenue streams. These models also enhance customer loyalty and enable rapid response to changing user demands. Examples include public and private sector partnership ecosystems, digital marketplaces, social media platforms, and software-as-a-service (SaaS) offerings.

Additionally, developing your products and services to address sustainability challenges, such as through renewable energy solutions and circular economy initiatives, will give you a competitive advantage.

Empowering your employees

Achieving your strategic objectives relies heavily on effective leadership, characterised by vision, adaptability, and ethical behaviour. A diverse leadership team brings varied perspectives to your strategic decision-making, and promotes inclusion which further enhances organisational performance. Furthermore, empowering your employees through inclusive decision-making fosters a culture of ownership and accountability, where they can reach their full potential and help your organisation do the same.

Diversity and employee empowerment are therefore crucial capabilities to incorporate into your business strategy. You can enhance these skills through executive education programmes and leadership development initiatives. Additionally, encouraging continuous learning helps your leaders stay abreast of industry trends and best practices, further enabling your organisation to thrive.

A vision for your business strategy
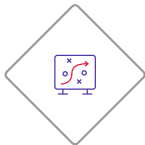
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The key steps

To become a leader in this evolving digital era, you must prioritise your digital vision and strategic planning, developing a value-led business strategy that is realisable.

This requires an executable and phased digital roadmap, providing you with a clear and actionable plan to deliver your initiatives.

Your transformation roadmap should break down complex strategies into manageable phases, whilst also allowing you to adapt to evolving needs and challenges. A roadmap also offers transparency of progress, enhancing stakeholder communication and engagement along the way.

By following these steps, you can create a strategic digital roadmap that drives your transformation success:

1 **Understand the specific problems or opportunities** - Identify your organisational pain points, inefficiencies, and areas for competitive advantage. Conduct a thorough value assessment to guide your strategy.

2 **Define ROI to guide technology investments** - Base your investment decisions on their potential ROI and impact on your organisation's performance, in line with the problems and opportunities identified at step 1.

3 **Develop a roadmap** - Plan your initiatives in a multi-year roadmap, with activities prioritised according to their strategic importance, stakeholder buy-in, and potential to deliver value.

4 **Integrate operating models, people capabilities and technologies** - Ensure that your digital strategy integrates these elements seamlessly, so your new business processes can successfully achieve the desired outcomes.

5 **Foster a culture of innovation and change** - Encourage a mindset of adaptability and change within your organisation, ensuring you can stay responsive to shifting market conditions and user expectations.

CGI Business Consulting and Advisory

Built over +47 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, so **our experts developed all our BC&A offerings around The Digital Backbone's twelve key propositions,** to support you with the right 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 business strategy – we have the offerings and solutions to ensure your transformation project succeeds.

Our business strategy offerings include:

- **Value-led digital strategy** - we'll align your strategic ambitions with technology initiatives in a strategy-led approach to digital transformation. You'll be confident that your digital strategy is driving tangible benefits that not only address your organisational challenges, but meet your overarching ambitions.

- **Roadmap and business case** - we'll help you build sound business cases for your transformation initiatives, prioritising these investments into a comprehensive multi-year roadmap with clear actions to effectively deliver your digital business strategy.

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 partnerships** 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 business strategy 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.

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