

Digital Strategy and Roadmap

The background of the slide features a close-up of a hand holding a white chess piece, likely a king, over a chessboard. The chessboard is filled with various pieces, including black and white pawns, knights, and kings. A network diagram with nodes and connecting lines is overlaid on the chessboard, symbolizing digital strategy and connectivity. The overall scene is set against a bright, blurred background, possibly a window with light coming through.

Helping clients become customer-centric digital organizations

CGI

Experience the commitment®

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Digital strategy and roadmap overview

A roadmap to transformation

Our clients recognize that digital technologies are fundamentally changing the nature of how they operate, how they serve customers and citizens, and how they can grow their business. They are asking:

“How do I transition from my current legacy state today into a far more competitive digital enterprise capable of driving growth and creating new economic value in the future?”

Digital transformation concerns all aspects of the organization—business model, funding, culture, human capital strategy, operating model, technology, talent and more—to create an integrated digital enterprise capable of creating innovative ways to more effectively run, change and grow their business.

If done as a holistic strategy rather than via ad hoc projects, digital transformation can help you improve your competitiveness in the digital world by:

- ▶ Maximizing the return on investment of your products and services
- ▶ Improving operations and reducing costs
- ▶ Enhancing the customer, citizen and employee experience
- ▶ Building a proactive cybersecurity strategy and transforming security into a differentiator

To achieve these benefits, a clear strategy and roadmap is required—one that is focused on both legacy and digital technology and processes to release value, generate insights and focus on the customer.

CGI can help you unlock organizational value through a digital strategy and roadmap and put you on the path to profoundly transform your business.



Percentage of executives who rated **improve customer/citizen experience** as their business priority

62%

Source: CGI Global 1000 (2016)*

72%

Executives identify **overcoming internal resistance to embedding a digital-first culture** as the top barrier to implementing digital transformation

Source: CGI Global 1000 (2016)*

* The CGI Global 1000 outlook brings together the findings, insights, and CGI's point of view on the strategic topics that emerged through face-to-face interviews CGI's consultants conducted with more than 1,000 business and IT leaders across 10 industries and 20 countries between January and April 2016.

Business drivers

A digital strategy and roadmap focused on delivering tangible outcomes

The 2016 CGI Global 1000 outlook identified several trends that point to the need for commercial and government organizations to accelerate their digital transformation. Business and IT leaders are aligned on the top business priorities to drive growth (shown at right). These trends point to an urgent need to adopt digital as an enterprise-wide business model, not just a discrete set of disparate digital technology initiatives.

The digital transformation journey

We believe that digital transformation is a well-planned journey that results in a customer-centric enterprise in which digital information is the lifeblood of the operation.

Digital transformation integrates all of an organization's lines of business from across the enterprise to continuously collect and analyze data on customers and citizens and to turn that data into actionable insight that creates responsive business models. Long-held assets also are used in innovative ways to create new economic value.

- ▶ An effective digital strategy can transform an organization, driving growth from your existing products and services and helping to grow revenue from new ones.
- ▶ The right digital strategy can identify opportunities such as transformational outsourcing to optimize your operations and improve how you run your business. This can reduce costs and create a more agile enterprise ready to respond creatively to changing customer preferences.

Clients' top business priorities

- ▶ Improve the customer experience/ journey
- ▶ Collaborate internally and partner/ acquire externally
- ▶ Generate customer and business insights as for better and faster decision making
- ▶ Protect the organization from cyber and other emerging threats
- ▶ Optimize and modernize to reduce run costs (e.g., automation)

Source: CGI Global 1000 (2016), cgi.com/global1000

Anatomy of a strategy

A typical digital strategy and roadmap draws on a number of dimensions:

Business model: We help answer the strategic directional questions that will shape your organization's future, providing a clear definition for your future digital business model and determining the right moves required to succeed.

Business value impact: Through the development of a clear business case, we help you identify value upfront, enabling you to predict the revenue growth and/or cost efficiencies to expect from your digital investment.

Cultural change: The most difficult part of becoming a digital-first organization is the cultural changes required in building a digital-first culture. Together, we map out the cultural and people change plan required to ensure digital changes are embedded and actionable.

Prioritized imperatives: We help identify a range of business imperatives—opportunities that exist in your business to grow revenue, reduce costs and improve efficiency—and work with you to decide which “levers to pull” first.

Integration of digital and physical channels: It's easy to get stuck in the gap between digital and physical channels. We help engage customers using the most appropriate channel—and achieve the right balance across them.

Using digital enablers: Across the board, digital leaders and game changers are employing digital enablers—such as digital insights from data analytics, the Internet of Things, cloud computing, automation, mobility, social media and more—to accelerate their transformation journeys. We help you use these enablers to:

- ▶ Create a more customer-centric business model and culture
- ▶ Develop people and technology in support of a more agile digital future
- ▶ Design new operating models that leverage greater connectivity and digital insight

....all of which are embedded with robust cybersecurity.

Adapting to your business needs

CGI takes a collaborative approach to help create a seamless experience for your customers and citizens by providing the following:

- ▶ An integrated vision and roadmap for digital enablers — such as digital insights (data), social media, mobility and the Internet of Things (IoT) — that is adapted to your digital maturity and mission-critical systems and processes
- ▶ An enterprise-wide approach that balances customer demand-driven agility at the frontend with the need for integration, compliance and security at the back-end to deliver innovative services anytime, anywhere, anyhow
- ▶ A forum for bringing insight and practical experience to promote meaningful dialogue between the business and IT

Communications

Communications service providers are focused on expanding their services into complementary markets, executing a digital-first customer experience and pursuing digital innovation to win customers.

In the face of declining budgets, digital transformation is critical for managing costs and the customer experience, and the move toward digital transformation is driving partnerships. Fifty-seven percent of executives interviewed in the CGI Global 1000 outlook identified “pursuing consolidation to develop convergent offerings” as a key trend.

Health

Across all health sectors, digital transformation is recognized as a powerful enabler of patient-centered care to drive smarter decisions and better outcomes.

Based on CGI Global 1000 outlook findings, digital transformation is top on the agenda for healthcare executives, but fiscal pressures and regulatory reform also continue to be key focus areas. Ninety-one percent of executives interviewed rated “budget pressures due to aging populations” as a key trend.

Banking

Banks are challenged to remain at the heart of consumer financial services delivery. Online banking has become the most preferred service channel, regardless of age, income, location or bank type, and evolving consumer expectations are driving the need for digital transformation.

In the CGI Global 1000 outlook, bank clients across all sub-industries identified “rising expectations for fast, personalized digital services” as a key trend. In addition, the outlook shows competitor and regulatory pressures are accelerating bank transformation.

Insurance

Insurers are focused on transforming their operations through digital technologies that drive new products and services, enhance the customer experience and create competitive advantage.

Eighty-four percent of insurance clients interviewed as part of the CGI Global 1000 outlook rated “defining a digital strategy to meet client expectations” as a key trend. The outlook also shows that insurance clients are seeking to improve regulatory compliance and control while preparing for digital transformation.





Retail and consumer services

Increasing customer expectations, globalization, digitalization and consolidation are pressuring retail, consumer packaged goods, wholesale and consumer services organizations to rethink how they do business.

The connected customer demands a seamless, real-time experience across all channels. Data is providing more insight into behaviors, leading to more real-time personalization. Fifty-six percent of retail executives interviewed in the CGI Global 1000 outlook are finding that “omni-channel is the new normal.”



Utilities

Leading utilities are focused on moving to more customer-centric business models and achieving operational excellence.

As a result, improving the customer experience has become a business imperative. Executives are looking into IoT, collaboration across boundaries, data analytics and mobile technologies to deliver a superior customer experience. In the CGI Global 1000 outlook, 41% of executives rated “connecting devices and assets through the emergence of the Internet of Things (IoT)” as a key trend.

Digital Strategy in Practice



Manufacturing



Health



Retail and
consumer
services



Government



Government

Around the world, government organizations must meet increasing demands for easy and secure access to digital information and services.

Across all government sub-sectors, government executives interviewed in the CGI Global 1000 outlook identified “becoming digital organizations to meet increasing citizen expectations” as a key trend. Digital transformation is seen as the means to achieve this change. To free up resources for transformation, organizations are optimizing and automating business processes, modernizing IT and relying more on external providers to run current systems.



Manufacturing

Digitalization across the value chain is essential for manufacturers striving to reduce costs while improving agility to innovate and increase speed to market.

Findings from the CGI Global 1000 outlook indicate that a more holistic approach to digital transformation is emerging in manufacturing. Seventy-one percent of manufacturing executives interviewed see “transformation from product-centric to customer-centric” as a key trend within manufacturing. Coined as Industry 4.0, new technology and communication between machines, products and people are enabling new ways to design, manufacture, go to market and support products.

CGI's value-based approach

Focusing on value, insight and experience

The exact nature of an organization's digital transformation journey depends heavily on the degree to which it engages directly with the end consumer. Yet, no matter the level of engagement, every journey needs a good roadmap.

CGI has a proven track record of helping clients build their digital transformation strategy and roadmap to focus on value, insight and experience. We can assist wherever you are on your journey—whether you're at the start or already have a strategy in place and need help with its evaluation and implementation.

Our strategy and roadmap approach explores the value and opportunity of digital transformation directly adapted to your business environment, leaving you with a clear way forward.

Our principles

We base our approach on the following principles:

- ▶ Business outcome focus to ensure the creation of tangible capabilities
- ▶ Business value focus to ensure financial returns are achieved
- ▶ Hypothesis driven to provide for rapid testing and validation of options
- ▶ Business strategy alignment to identify, establish and exploit the right solutions



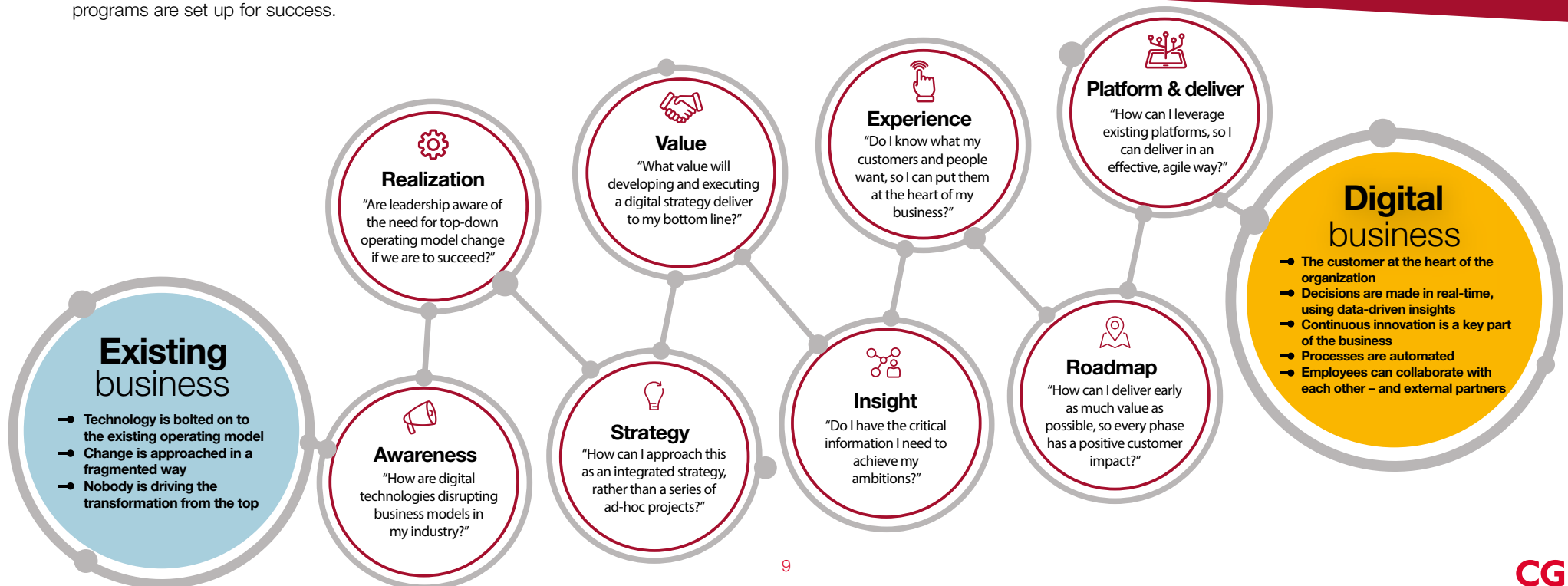
When we engage with an organization, we create a strategy roadmap to explore the priorities that will create a transformational journey unique to each business.

Here are some of the ways we can help:

- ▶ Run **digital awareness sessions** with the leadership team to galvanize support and provide a common view on the digital opportunities/threats
- ▶ Perform an **enterprise value assessment** to quantify business impacts
- ▶ Establish a **critical information assessment** to enable the IT aspects of the transformation
- ▶ Launch a **customer experience study** to confirm key segments, product and service opportunities
- ▶ Undertake a **digital maturity assessment** to ensure the organization, culture and programs are set up for success.

Highlighting the potential

We believe it's important to clearly identify the potential before you begin implementing a digital program. We'll help you evaluate the value of exploiting digital solutions so you can build a strong business case that has the momentum you need to carry the project through to successful completion. We'll connect the business value impacts to the critical information needed to support your business goals, enabling you to make timely and informed decisions.



Why CGI?

- ▶ As one of the world's largest independent end-to-end services firms, our expertise across legacy and digital technology environments uniquely enables us to help you at every point in your digital transformation journey.
- ▶ We co-create your digital strategy, collaborating closely with your business and technology stakeholders.
- ▶ Our experience in delivering complex, mission-critical systems across private and public sectors ensures the roadmaps we develop are realistic, achievable and effective, and the solutions are scalable and secure.
- ▶ We can assist with your digital strategy and roadmap wherever you are on your journey—whether you're at the start or have a strategy in place and need help evaluating and implementing it.
- ▶ Our starting point is your business strategy. You can be confident that our work is aligned with and informed by your business goals.
- ▶ We have the cross-industry expertise it takes to identify and exploit opportunities.





Driving your digital transformation

CGI helps clients achieve superior value through end-to-end digital transformation. Our expertise across legacy and digital environments uniquely enables us to support clients at every point in their digital transformation journeys.

We have the methodology and capabilities to assist clients in defining their digital strategies and roadmaps, as well as the breadth and depth of experience to deliver their transformations through key digital enablers. CGI's enterprise digital transformation capabilities and industry expertise help clients embark on their transformations and succeed in becoming customer-centric digital organizations.

Learn more about our digital transformation capabilities and industry expertise by visiting:

cgi.com/digital-transformation or by contacting us at info@cgi.com.

About CGI

Founded in 1976, CGI is one of the largest end-to-end IT and business process services providers in the world, helping clients become digital organizations through high-end consulting, enabling IP solutions and transformational outsourcing. With a deep commitment to providing innovative services and solutions, CGI has an industry-leading track record of delivering 95% of projects on time and within budget, aligning our teams with clients' digital transformation strategies to help them better run, change and grow their businesses.

The CGI logo is displayed in a bold, white, sans-serif font. The letters 'C', 'G', and 'I' are all the same height and are connected together. The background of the slide features a close-up of a hand with fingers slightly curled, set against a dark red background. A network of glowing orange nodes connected by thin lines is visible in the lower right quadrant, extending from the bottom edge towards the center.

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