DREAM INSPIRED
CLIENT DRIVEN

INNOVATE
Create new values

DIGITIZE
Make use of digital enablers

LEAD
Agil digital organisation

TRANSFORM
people, processes, technology

Innovation Management @ CGI

Raimo Pesämaa – Vice President Consulting Services
Raimo.pesamaa@cgi.com

RIT

CGI

Experience the commitment®

CGI
founded 1976, continuous evolution around a Dream

" *To create an environment in which we enjoy working together and, as owners, contribute to building a company we can be proud of* "

70,000+
professionals

80%
member
shareholders

150+
IP-based
solutions

40
countries

9/10
client satisfaction
score

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CGI in space

Space

Satellite navigation	Earth observation	Downstream applications	Satellite operations and comms

Business support

Cybersecurity	Machine to machine	Secure mobility	Big data / analytics

Services

Application management | Secure managed services | Business process services | Infrastructure Services | IT outsourcing | Systems integration

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Roach's innovation is of a broader variety, in business model, strategy and ways of fostering efficiency.

CANADIAN BUSINESS
CEO OF THE YEAR 2014
#CBcoty

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CGI Definition of Innovation

The successful exploitation of an idea that is new to you, leading to a positive business benefit

WE LISTEN
WE INNOVATE
WE DELIVER

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Global Insight

CGI's **Voice of Our Clients** program

In 2017, we conducted **1300 in-person** client interviews as part of our annual Voice of Our Clients program to **listen** to their perspectives, **refine** our thinking, **inform** our investments, and **evolve** our strategy to **lead** them as their **partner and expert of choice.**

10 industries

Consumer Intensive

Banking	15%
Communications	6%
Retail & Consumer	10%

31%

Asset Intensive

Utilities	9%
Manufacturing	10%
Transportation	5%

24%

Risk & Investment Intensive

Governm/Space	30%
Healthcare	7%
Insurance	5%
Oil & Gas	3%

45%

17 countries covering CGI's major regions
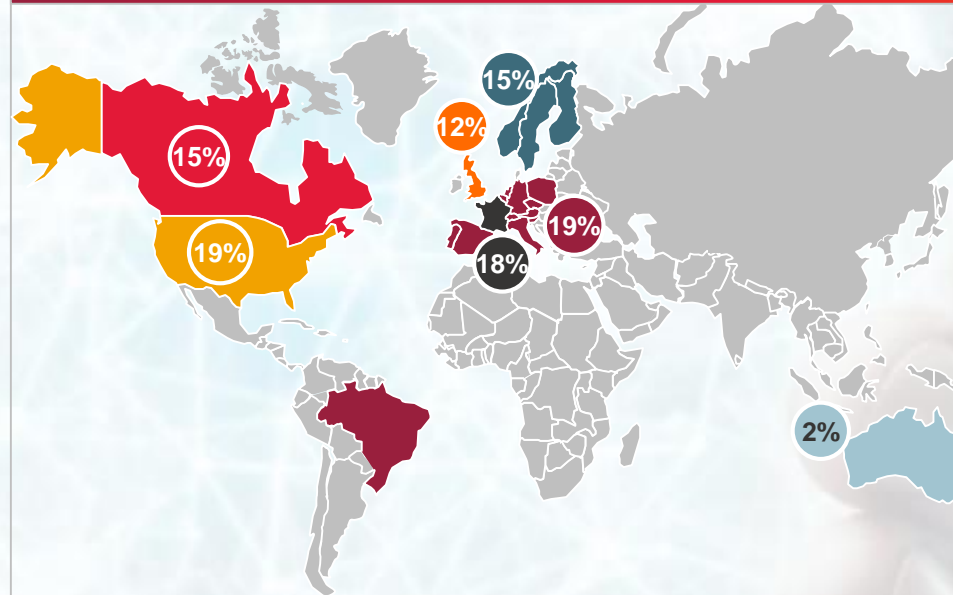
Strategic Business Units

- Canada
- US
- UK
- Eastern, Central & Southern Europe
- France
- Nordics
- Asia Pac

Map values: 15%, 12%, 15%, 19%, 18%, 19%, 2%

Business Leaders — **40%**

IT Leaders — **60%**

17% of responses from prospective clients

7

Source: CGI Voice of Our Clients (2017)

CGI

Which industry trends are having the most impact on your organization?

1 **Becoming digital to meet customer expectations**

2 Growing cyber risk

3 Need to respond to regulatory demands

4 Cost pressures slowing responses

5 Growing use of digital technologies

Industry	
Transportation	94%
Retail	93%
Insurance	92%
Health	92%
Utilities	91%
Retail Banking	88%
Communications	87%
Oil & Gas	85%
Government / Space	84%
Capital Markets	82%
Comm./Trans. Banking	7%

Which stage of implementation is your organization in for this Digital Transformation area?

56%

Are either **in the POC stage or In Process** with digitizing customer touchpoints
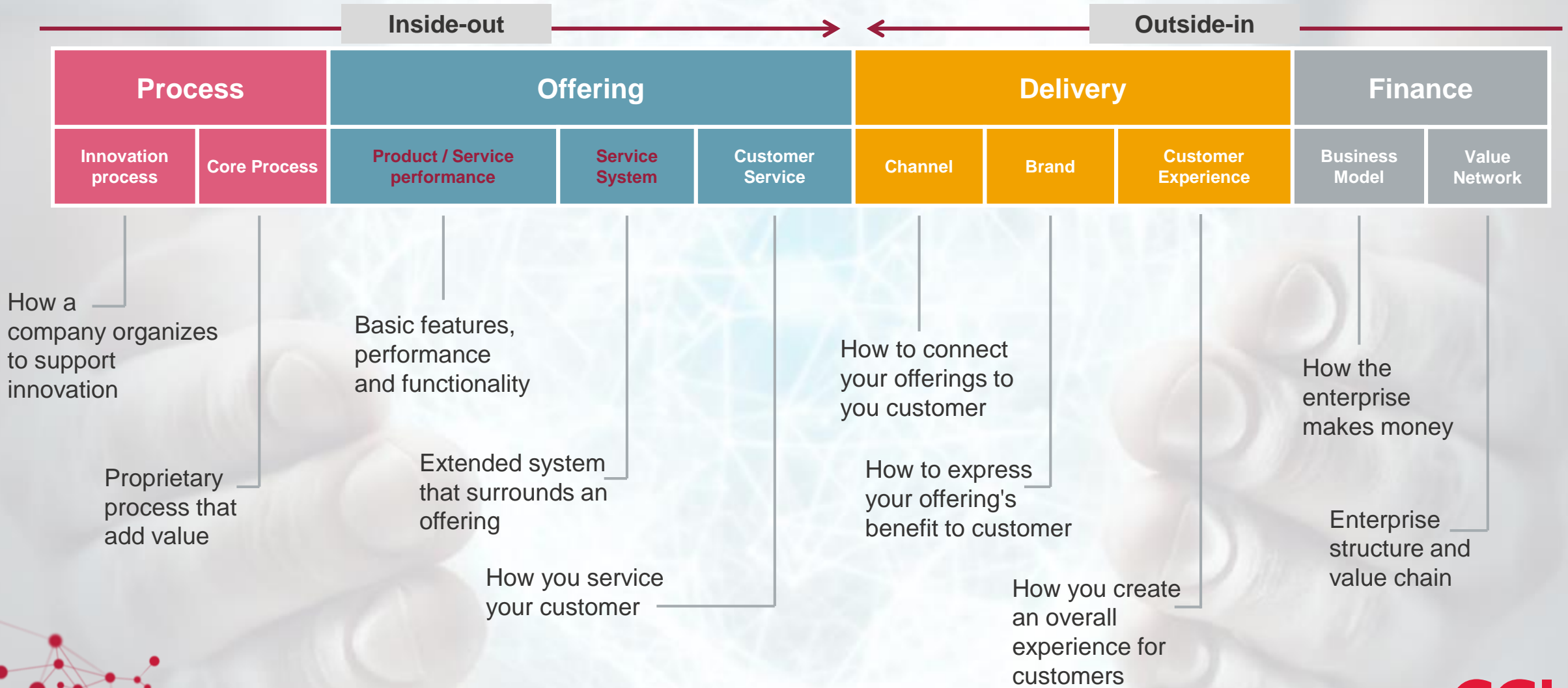
CGI

10 types of innovation www.doblin.com

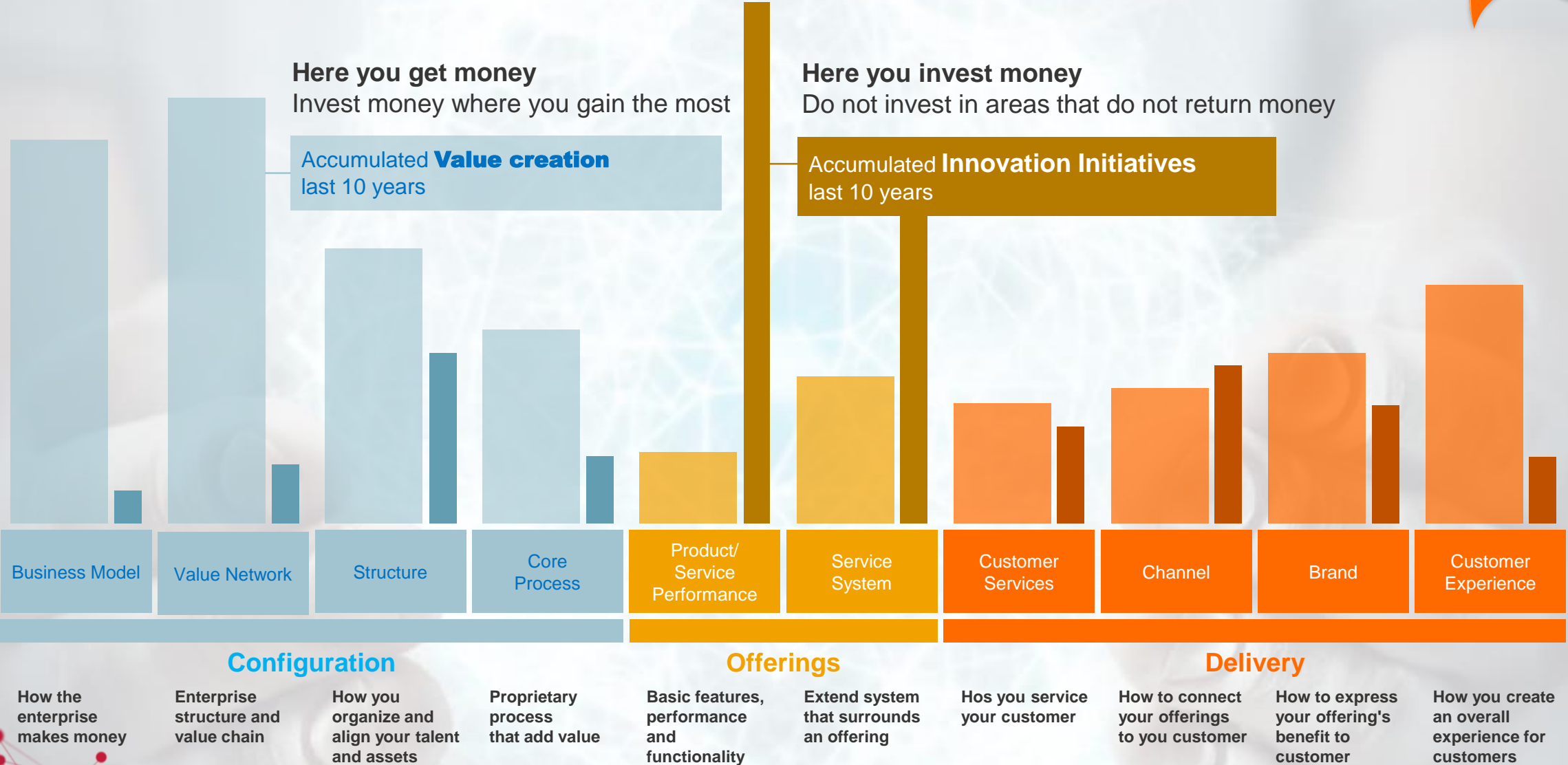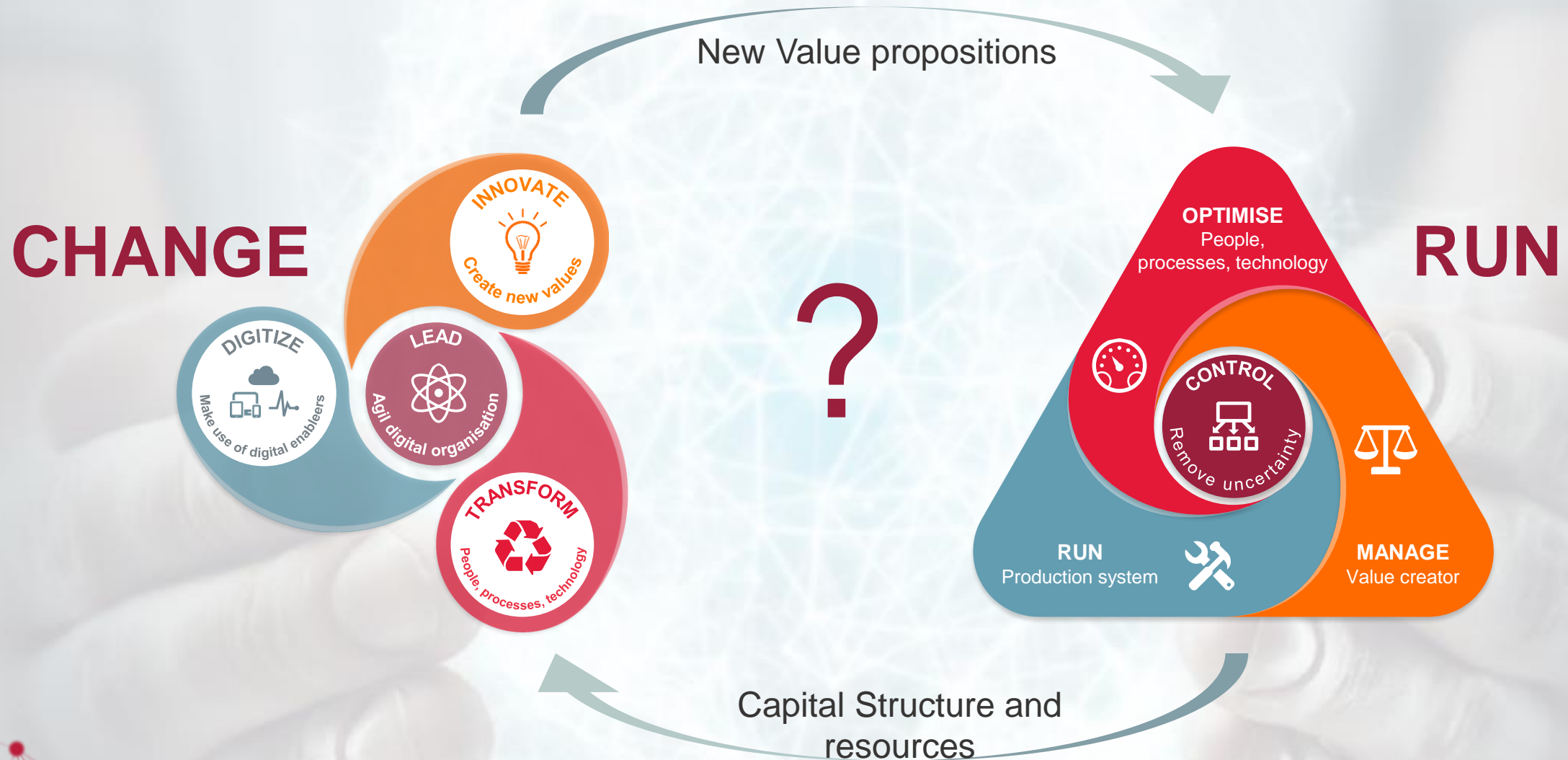The framework provides a way to identify new opportunities beyond products and develop viable innovations

Inside-out → ← **Outside-in**

Process	Offering			Delivery			Finance	
Innovation process / Core Process	Product / Service performance	Service System	Customer Service	Channel	Brand	Customer Experience	Business Model	Value Network

How a company organizes to support innovation

Proprietary process that add value

Basic features, performance and functionality

Extended system that surrounds an offering

How you service your customer

How to connect your offerings to you customer

How to express your offering's benefit to customer

How you create an overall experience for customers

How the enterprise makes money

Enterprise structure and value chain

10

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Movie time

https://www.youtube.com/watch?v=ZUG9qYTJMsI

Challenge to Run and Change -
How can two models co-exist and nurture each other?

New Value propositions

CHANGE

RUN

INNOVATE
Create new values

DIGITIZE
Make use of digital enablers

LEAD
Agil digital organisation

TRANSFORM
People, processes, technology

?

OPTIMISE
People, processes, technology

CONTROL
Remove uncertainty

RUN
Production system

MANAGE
Value creator

Capital Structure and resources

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Many simultaneous transformations drive our customers towards **Digital Transformation**

Transformation of **Customer behavior**

(Customer experience, consumersation, service design)

Transformation of **regulations** etc.

(Laws, regulations, EU)

Technological Transformation

(Cloud, CEM, Mobility, IoT, Big Data..)

Transformation of **competition**

(new vendors, new business logics, cross business segments etc.)

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From a time of great ideas to a time of new needs

Innovation starts with a need and ends with someting people longing for

Martin Högenberg
Innovation Champion at CGI Sweden
2017

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We follow a **practical** and **collaborative** approach to help **clients** innovate across **business** and **technology** environments at every stage of transformation — from **strategy** to **execution**

Subject matter expertise

The Internet of Things / Payments / Gamification / Collaboration / Participation / Cyber Security / Cloud / Mobility / Digital Transformation / Big Data / Analytics / Crowdsourcing / Sharing Economy / Emerging Technology…

Industry expertise

Government / Health / Manufacturing / Retail / Transportation / Financial Services / Utilities / Communications / Space

16

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Innovation Creativity & Experimentation (ICE)

ICE program generates, assesses and funds innovative grassroots ideas and promotes a culture of innovation throughout CGI to benefit our clients

ICE is a platform to harness **new ideas** and a process to evaluate and select those that will best **benefit** our **clients**.

Through ICE, innovations are advanced **beyond** being "just another good idea" through **collaboration** and **co-funding** to help take ideas from conception to delivered **results**.
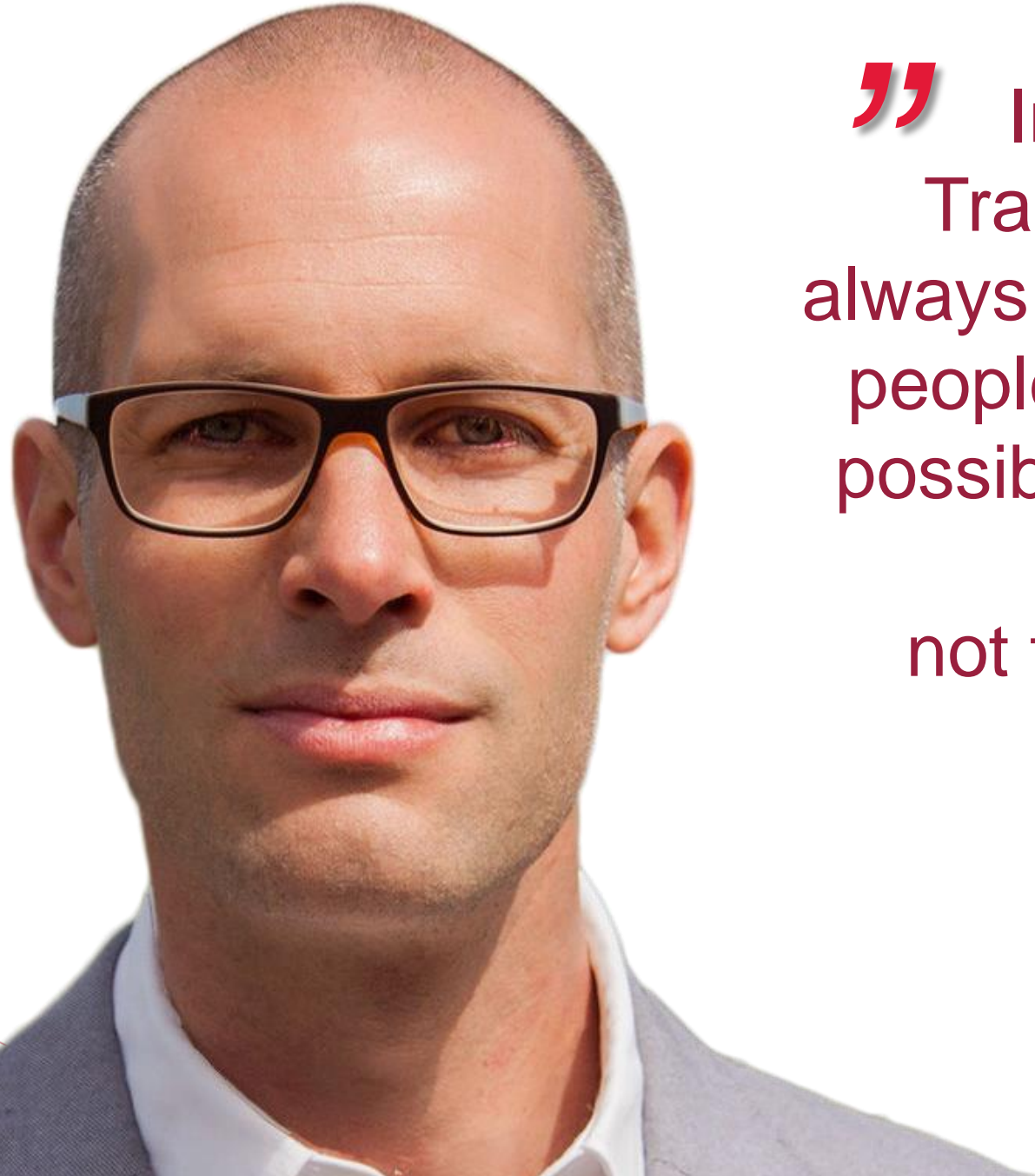
4 420
Submitted ideas

52
Financed ideas

CGI

Conny Svensson
CGI-expert
Digital Transformation

" Innovation &
Transformation
always begins with
people and made
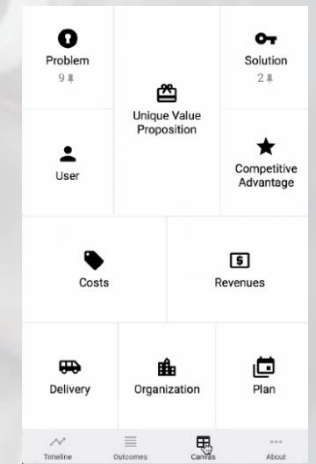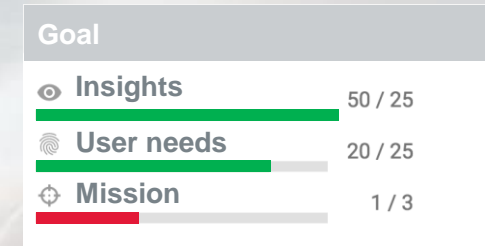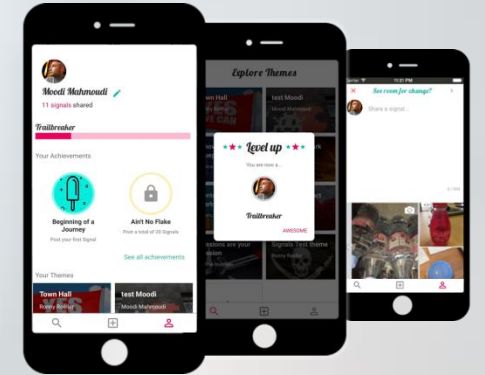possible by digital
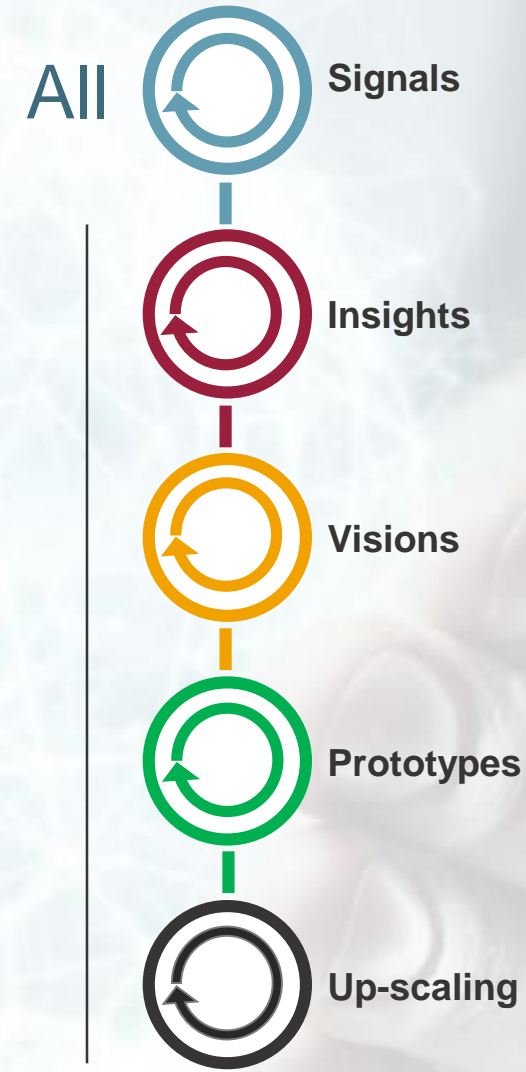technology,
not the reverse.

CGI

"Treat others so they share the next idea"

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Innovation, from Creativity to Structure to …
GRIT

CHIEF IDEA KILLER

VP OF NO — VP OF STATUS QUO — VP OF STAY THE COURSE

DIRECTOR OF ONEROUS REPORTING — DIRECTOR OF BUREAUCRACY — DIRECTOR OF RIGIDITY — DIRECTOR OF ANALYSIS PARALYSIS

? MANAGER OF NEW GROWTH IDEAS (VACANT)

TOM FISH BURNE

GrowthCloud © 2014

All — Signals

Insights

Visions

Prototypes

Up-scaling

Goal

👁 Insights		50 / 25
User needs		20 / 25
✛ Mission		1 / 3

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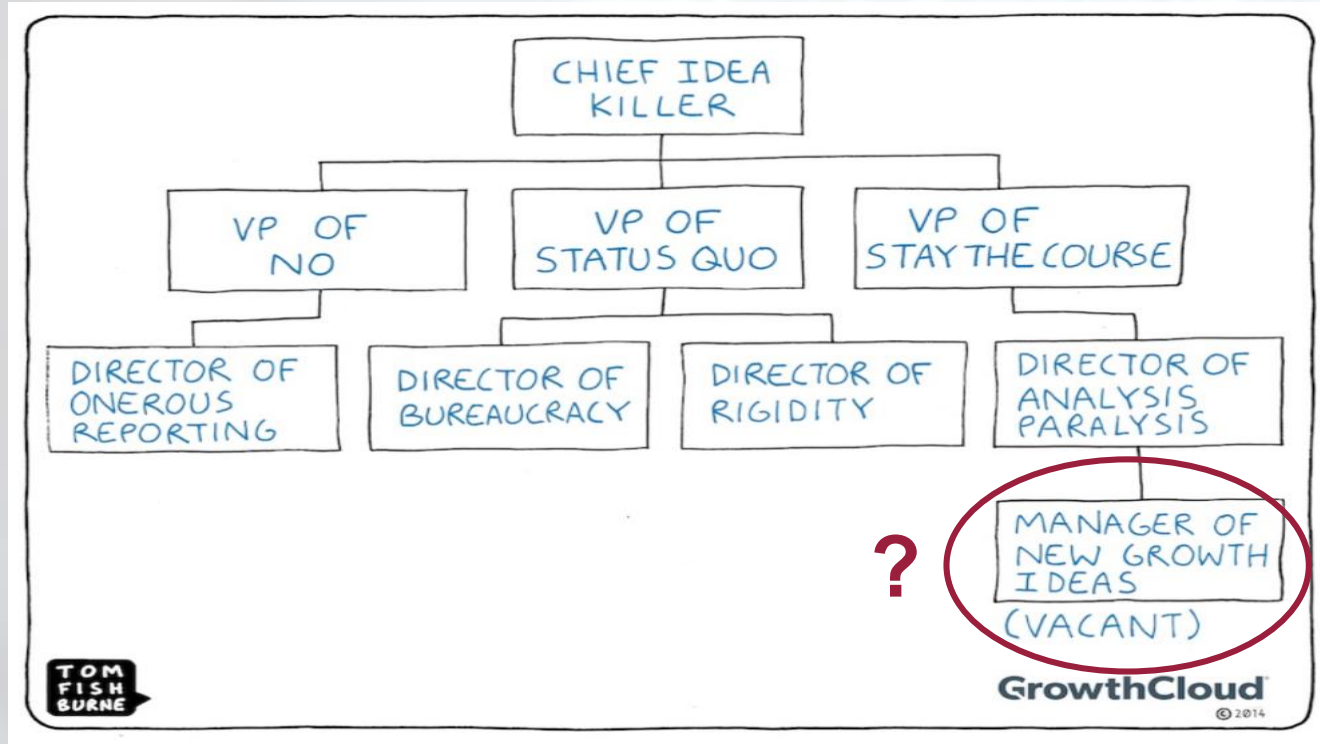
Three ways of catching ideas
Share ideas and develop solution with client business in focus

HoloTagger
a CGI platform for Microsoft HoloLens solutions

Anders Abrahamsson   Solution Architect & Team Leader   CGI Umeå
Ulf Skoglund   Business Engineering & Sales   CGI Umeå
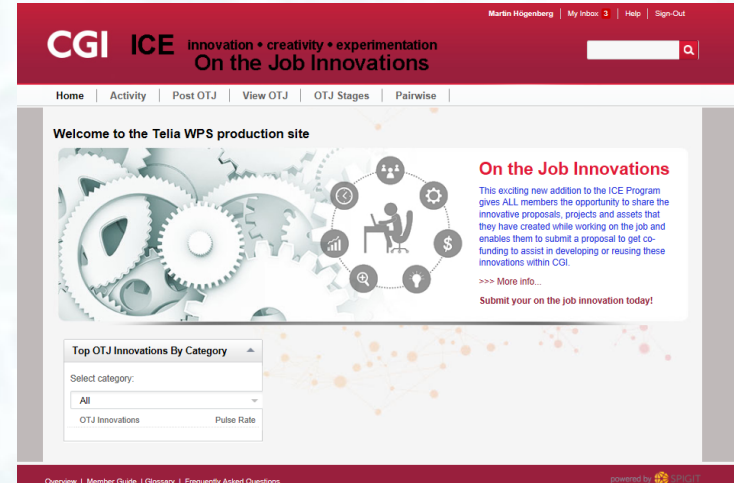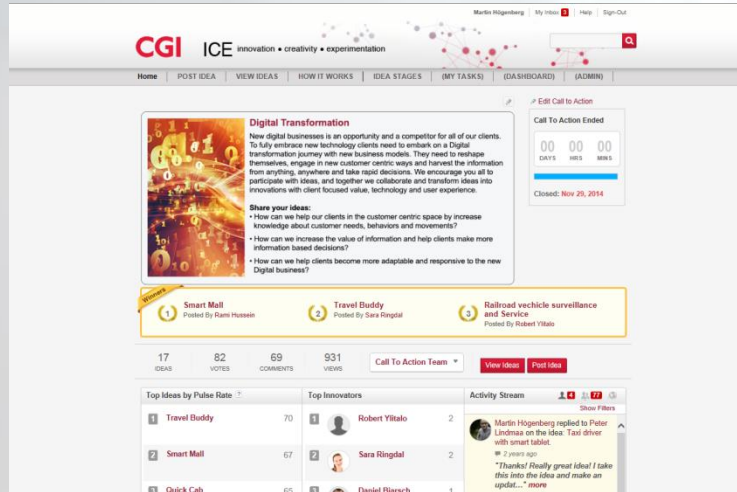
Innovation Challange
(Call to Action)
Crowdsourcing

- Based on industry trends and as a society at large

Innovation Challange
(On the Job Innovations)
Crowdsourcing

- Identify and solve problems, needs and challenges of the customer

Intrapreneurs
(Add hoc innovations)

- Entrepreneurs' personal way of creating value for customers

CGI

Spark	Ideation	Conceptualization	Proof of concept	Go To Market

Identify
- Customer need
- Challenge
- Opportunity
- …

Facilitate
- Workshop
- Networking
- Brainstorming
- Discover
- …

Create
- Analysis
- User involvement
- Mockup
- Prototyping
- Experience
- …

Test
- The unknown
- User experience
- Value
- …

Deliver
- Commercializing
- Change
- Activities
- Resources
- …

We follow a **practical** and **collaborative** approach to help **clients** innovate across **business** and **technology** environments at every stage of transformation — from **strategy** to **execution**

Idea to innovation in small controlled steps

Submit ideas	Collaborate and assess	Select ideas	Funding	Develop Alpha version	Client pilots	Investment	Go-to-Market

Process for funding and client engagement

CGI

Spark

Ideation

Conceptualization

Proof of concept

Go To Market

Identify
- Customer need
- Insight
- Opportunity
- …

Facilitate
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Test
- The unknown
- User experience
- Value
- …

Deliver
- Commercializing
- Change
- Activities
- Resources
- …

CGI's **Voice of Our Clients** program involves annual, in-person, in-depth interviews. The insight enables us to refine our **thinking** and be their partner and **expert of choice**.

Deliver:
Innovation topic / Thought leaders

CGI help clients innovate across **business** and **technology** environments and points out five **dimensions** to consider when **conceptualizing** an idea. Deliver:
Competitive advantage / Business alignment / Customers / Execution / Business Value

CGI has a proven **track record** of turning **ideas** into **commercially** viable solutions that drive better operational performance and **transformation** of our clients' businesses. Deliver: **More than 150 mission-critical IP solutions that deliver innovation across the industries we serve.**

CGI follow a **practical** and **collaborative** approach to help **clients** create ideas across **business** and **technology** environments. Deliver:
Innovation Workshop / Business Model Innovation / Spark Innovation Session / Innovation Camp

With **agile** methodologies we test concept values and technologies that are new for you. This is a great time to **involve** people. Deliver:
Measurements / Follow up / Concept dimensions

CGI

Spark | Ideation | Conceptualization | Proof of concept | Go To Market

Identify
- Customer need
- Insight
- Opportunity
- …

Facilitate
- Workshop
- Crowdsourcing
- Networking
- Brainstorming
- Discover
- …

Create
- Analysis
- User involvement
- Mockup
- Prototyping
- Experience
- …

Client say - We have a

Insight
Customer need
Opportunity

*"The **opportunity** to measure **patterns** of user **interaction** in our physical environment does open the possibility of new **revenue** streams"*

*"CGI see an **Innovation Workshop** as a good start"*

INNOVATION WORKSHOP

In our Innovation workshop we

- **Identify** challenges
- Thought leaders and subject matter **expertise** inspire participants
- Brainstorm together
- **Conceptualize** value, need and solution with modelling
- **Transform ideas** by reviewing and transformation methodology
- Deliver **concept** with **road map** and specific milestones

Special features
- Combine 10 types of Innovation
- Led by trained CGI experts

Participants
- Line of business and business development from client and thought leaders and subject matter expertise from CGI

Identify Expertise

Participation / Cyber Security / Cloud / Mobility / Digital Transformation / Collaboration / Analytics / Crowdsourcing / Sharing Economy / Emerging Technology / Health / The Internet of Things / Payments / Gamification / Big Data /

Government / Retail / Manufacturing / Health / Transportation / Financial Services / Utilities / Communications / Space

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24

Spark	Ideation	Conceptualization	Proof of concept	Go To Market

Create
- Analysis
- User involvement
- Mockup
- Prototyping
- Experience
- …

Test
- The unknown
- User experience
- Value
- …

PITCH AND PILOT FACTORY

CGI help clients innovate across business and technology environments and points out five dimensions to consider when conceptualizing an idea. These dimensions are **Competitive advantage, Business alignment, Customers, Execution and Business Value**.

With agile methodologies we test concept values and technologies in a proof of concept. We involve people and deliver measurements, Follow up & Concept dimensions

Client say - We have a

We want to test to do a Proof of Concept in order to understand value and obstacles in an idea.

CGI say - We have a

We pitch this idea which we found in our internal Innovation Program (Innovation Creativity Experimentation, ICE)

CGI

CGI Innovation offerings
From idea generation to inspiring concepts
Used stand alone or integrated with CGI deliveries

Client Innovation Workshop

Inspiration — Client Innovation Workshop —
Get inspired and find new business value with explained roadmap

Spark Innovation Session

Explore new technology and build prototypes of ideas

Innovation Camp

Preparations — Innovation Camp —
Set a theme and challenge people to engage and compete in idea generation and conceptualization

Business Model Innovation

Inspiration — Business Model Innovation —
Challenge your business model with new technological possibilities

Client Innovation Office

Governance — Innovation management —
Use the partnership to spark business value creation with innovation

CGI Expertise

Participation / Cyber Security / Cloud / Mobility / Digital Transformation / Collaboration / Analytics / Crowdsourcing / Sharing Economy / Emerging Technology / Health / The Internet of Things / Payments / Gamification / Big Data /

Government / Retail / Manufacturing / Health / Transportation / Financial Services / Utilities / Communications
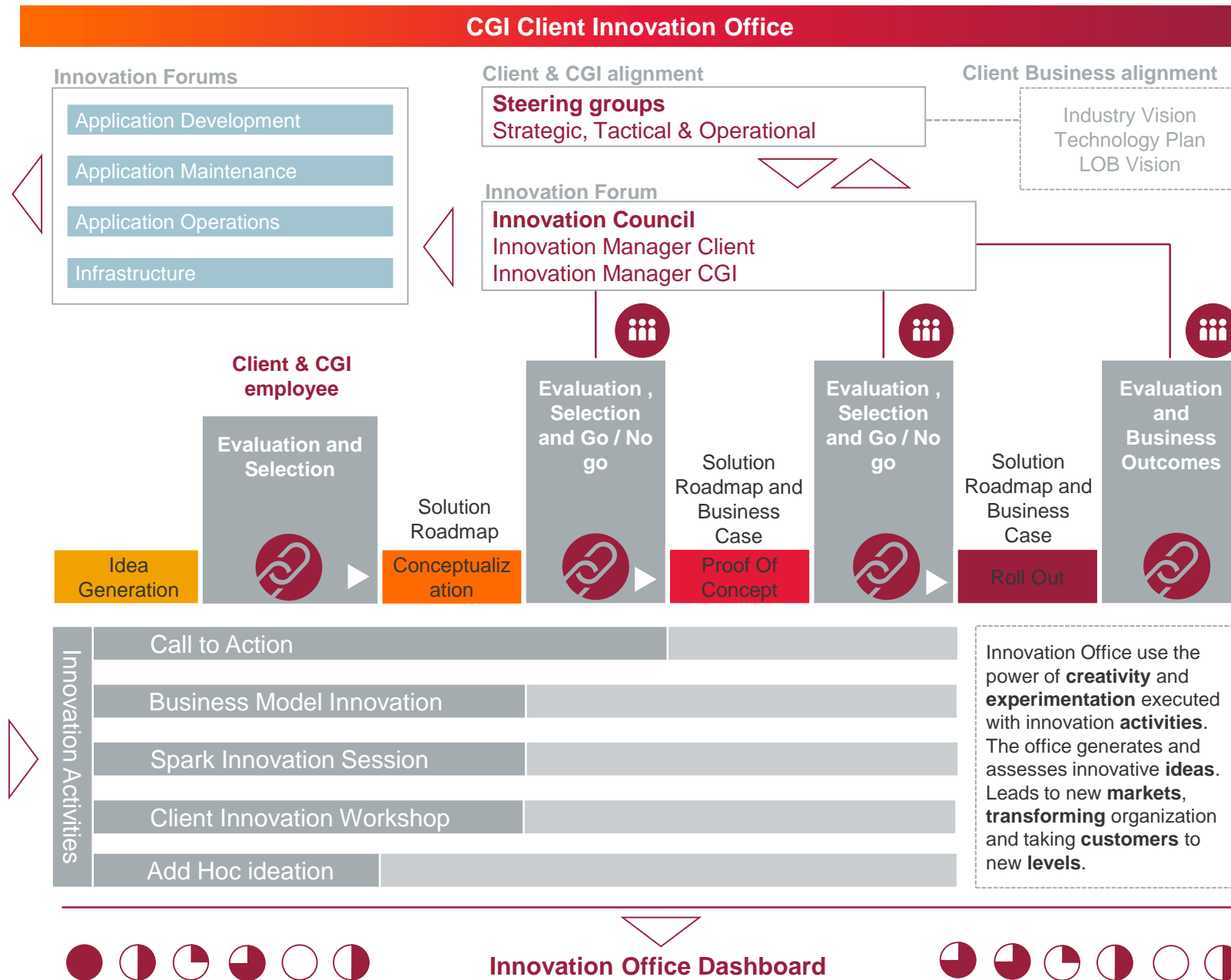
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Principles of innovation office

Partnership
Quality
Differentiate
New revenues
Encourage employees
Reward innovators
Partners

Insight
from Client and CGI about Industry, Trends & Technology

Selected **theme**, **challenge** or **opportunity**

Innovation Forums

Application Development

Application Maintenance

Application Operations

Infrastructure

Client & CGI alignment

Steering groups
Strategic, Tactical & Operational

Client Business alignment

Industry Vision
Technology Plan
LOB Vision

Innovation Forum

Innovation Council
Innovation Manager Client
Innovation Manager CGI

Client & CGI employee

Evaluation and Selection

Solution Roadmap

Evaluation , Selection and Go / No go

Solution Roadmap and Business Case

Evaluation , Selection and Go / No go

Solution Roadmap and Business Case

Evaluation and Business Outcomes

Idea Generation

Conceptualization

Proof Of Concept

Roll Out

Innovation Activities

Call to Action

Business Model Innovation

Spark Innovation Session

Client Innovation Workshop

Add Hoc ideation

Innovation Office use the power of **creativity** and **experimentation** executed with innovation **activities**. The office generates and assesses innovative **ideas**. Leads to new **markets**, **transforming** organization and taking **customers** to new **levels**.

Innovation Office Dashboard

INNOVATION
Creat New Values

DIGITALISATION
Make use of digital enablers

LEAD
Agile digital organisation

TRANSFORM
People, processes, technology

CGI

27

Proposition CGI Innovation

Client Innovation Workshop		**CGI Expertise**
Spark Innovation Session	**Drive ideas**	
Business Model Innovation		**CGI Solutions**
Innovation Camp	**Drive cultur**	**CGI Services**
		CGI Start-Up Partners
Innovation office	**Drive transformation**	**CGI Solution Partners**
Coach & Advice	**Let you Drive**	**CGI Expertise Partners**

CGI

Sweden Call for Action – CGI Next

When it comes to
Innovation,
What are you
transforming **to**?

CGI