Digital Strategy
G-Cloud 15

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1 Service Overview

Capgemini's Digital Strategy service helps organisations bridge corporate ambition with technology execution through a functional strategy that supports business objectives. The service enables organisations to align technology capabilities, data assets, and human resources with business objectives to achieve sustainable transformation, innovation, and competitive advantage in the digital and AI era.

Our Digital Strategy is the organisation-wide plan that aligns technology capabilities with business objectives to enable sustainable transformation. It addresses fundamental questions about why digital transformation is needed, what capabilities are required, and how the organisation must evolve.

We can tailor our core Digital Strategy offering to align with your organisation's specific priorities and cloud transformation needs. This includes developing integrated Digital & Data Strategies, Digital & AI Strategies, or Digital & Cloud Strategies, ensuring the underlying infrastructure and platforms support your digital applications and services effectively.

Depending on the Buyer's specific circumstances, the objectives of a Digital Strategy engagement will vary but can typically include:

- Establishing a clear digital vision, mission and strategic objectives aligned with corporate strategy
- Assessing current digital maturity and identifying capability gaps
- Defining the target operating model including sourcing structures, organisational designs and ways of working
- Developing enterprise architecture across key domains such as business, data, application, technology and security
- Creating a transformation roadmap with prioritised initiatives
- Creating a robust business case with quantified benefits aligned to prioritised initiatives
- Establishing the implementation approach including strategic portfolio management and next steps for digital strategy execution.

The actual service will be agreed with the Buyer to meet its specific needs, but typically Capgemini would work with relevant stakeholders to help clients:

- Discover business ambitions and assess current technology landscape through stakeholder interviews and maturity assessments
- Envision the future role of technology through capability modelling and operating model design
- Identify gaps between current and future state with strategic options
- Develop actionable recommendations with clear business cases
- Create a phased transformation roadmap with dependencies and timescales

Prior to undertaking this service, Capgemini would agree the specific deliverables, their acceptance criteria and the governance model to be used throughout the implementation.

2 Business Need

Digital transformation has become a business imperative, organisations must adapt rapidly to evolving customer expectations, competitive pressures, and technological advances. The challenge extends beyond technology implementation, requiring fundamental changes to operating models, capabilities, and culture to thrive in the digital era.

To respond to these challenges, IT organisations may need to re-evaluate their digital strategies to ensure alignment with business objectives and market demands.

Based on Capgemini's experience, organisations face mounting pressure from digital-native competitors while struggling to demonstrate technology value. Traditional approaches to digital transformation may sometimes fail to deliver sustainable benefits, while also creating disconnect between IT and business stakeholders. Capgemini proposes a comprehensive Digital Strategy engagement to define a clear vision, build essential capabilities, and create an actionable roadmap for sustainable transformation.

This challenge of digital transformation is complicated as technology functions, business units, and stakeholders don't have a common understanding of digital priorities and value. Resulting in misaligned investments where transformation initiatives fail to deliver expected outcomes.

Establishing an effective Digital Strategy requires clear vision, aligned stakeholders, and a shared understanding of how technology enables business success. Capgemini's approach aims to address this by helping leaders answer these questions:

- Do you have a clear digital vision and strategy that aligns with your business objectives, or are transformation initiatives happening in silos without coordination?
- Are you building the right capabilities to compete in your market, or are critical gaps in skills and technology holding you back?
- Is your operating model enabling agility and innovation, or are legacy structures and processes creating barriers to change?
- Are you able to demonstrate the value of digital investments, or do stakeholders question technology spending and priorities?
- Can you execute transformation at pace, or are unclear roadmaps and dependencies slowing progress?

3 Our Approach

Digital Strategy requires a structured approach that discovers current state, designs the future vision, and executes transformation. At Capgemini, we bring together business understanding and technology expertise through a proven methodology that delivers actionable outcomes in 12-16 weeks.

3.1 Methodology

The actual service would be agreed with the Buyer to meet its specific needs, but the following sets out Capgemini’s standard service approach.

Digital Strategy requires a structured approach that discovers current state, designs the future vision, and executes transformation. At Capgemini, we bring together business understanding and technology expertise through a proven methodology that delivers actionable outcomes in 12-16 weeks.

3.1.1 Discover

Discover the business ambitions and how technology can be an enabler. The purpose is to understand the digital IT strategy, assess the current state of technology landscape, identify pain points and determine how technology can enable future business ambitions.

Key Activities:

- Purpose, Ambition, Focus Workshop: Establish purpose and ambition, vision, mission, and principles and guardrails for the digital strategy
- Case for Change: Baseline IT spend and compare to industry benchmarks and key market trends
- Discovery Interviews: Conduct interviews to baseline the digital landscape

- IT Capability Maturity Assessment: Assess technology landscape and digital capabilities maturity

Approach

An initial discovery exercise to consolidate and baseline the current technology landscape will be followed by comprehensive stakeholder engagement across business and technology teams. Through structured interviews and workshops, we capture the existing digital landscape, pain points, and future ambitions. Capgemini benchmarks IT spend against industry standards using our extensive database to identify immediate improvement opportunities. A Purpose, Ambition, Focus workshop assists to align on the strategic intent, establishing the 'why' behind transformation and creating the foundation for the digital strategy. This collaborative approach ensures buy-in from key stakeholders while building a comprehensive understanding of both current challenges and future opportunities.

3.1.2 Design

Envision the future role of technology and identify gaps. Define the 'North Star' ambition for technology, agree target operating model, and identify gaps between current and desired future state.

Key Activities:

- Business and Technology Capability Modelling: Categorise capabilities as industry standard/core/differentiating
- Target Operating Model Design: Define future operating model across key dimensions
- Architecture Principles: Establish architectural guard rails and governance rules
- Enterprise Architecture Gap Analysis: Comprehensive analysis across infrastructure, applications, operating model, data, and security

Approach

Building on the ambitions established in Discovery, we work collaboratively with stakeholders to capture the enterprise architecture requirements and technology capabilities. A comprehensive gap analysis then compares the current state to this desired future, examining infrastructure, applications, data, security, and operating model to identify specific gaps and their impacts. The target operating model is designed through iterative workshops, defining the future state across people, process, technology, and governance dimensions. Architectural principles and guardrails are established to guide technology decisions and ensure consistency. This systematic approach ensures all aspects of the transformation are considered and interdependencies are understood, creating a holistic view of the change required.

3.1.3 Execute

Present actionable recommendations and translate into roadmap. Define key technology choices, develop business case, and create actionable transformation roadmap.

Key Activities:

- Create Rich Picture: Visual diagram illustrating target operating model, key technology changes, and transformation initiatives in an engaging, easy to communicate format
- Strategic Roadmap Workshop: Present vision and roadmap to build stakeholder buy-in
- Roadmap Development: Sequence initiatives with dependencies and timescales that are realistic and achievable based on the organisation
- Develop Investment Case: Quantify and prioritise initiatives with investment requirements

Approach

The insights and analysis from previous phases are synthesised into an investment case that quantifies benefits, articulates the change narrative, and details investment requirements. The Strategic Roadmap Workshop brings together senior leadership, technology owners, and business stakeholders to validate the approach, create endorsement for change, and ensure organisational readiness. The final roadmap sequences initiatives into Foundation, Optimise, and Innovate horizons, with clear dependencies and timescales over a 3-5 year period. This approach ensures the strategy is not just documented but embraced by the organisation, with clear accountability and a shared understanding of the transformation journey ahead.

3.2 Outputs

The set of outputs will be agreed in each case depending on the services purchased. Typically, they would be as listed in the following table.

Outputs	Description
Executive Summary	▪ Key outputs and outcomes of the digital strategy
Vision & Mission Statements	▪ Clear articulation of the digital vision, mission and strategic objectives aligned to corporate strategy
Business Capability Maps	▪ Clear alignment to the corporate strategy identifying key opportunities and priorities for digital
Case for Change	▪ Case for change with stakeholder analysis and voice of the customer insights, IT Cost Benchmarking, and key industry and market trends
Digital Maturity Assessment	▪ Enterprise digital maturity assessment to document and assess all digital and data related information, and identifying current strengths pain points and opportunities
Design Principles & Governance Rules	▪ Architectural principles and guardrails to inform technology decisions
Enterprise Architecture Maturity Assessment	▪ Digital maturity across key technology domains (infrastructure and networks, platforms and applications, data and user experience) with gap analysis and heatmap
Logical Architecture Diagrams	▪ Documented key current state architecture and target state architecture design
IT Operating Model (ITOM)	▪ Current state IT Operating Model and target state design focussing on the operating model, governance, L1 and L2 capabilities, and sourcing strategy
Strategic Recommendations & Roadmap	▪ Prioritised list of transformation initiatives with clear execution path with dependencies identified
Benefits Case	▪ Quantitative and qualitative benefits analysis
Investment Case	▪ Comprehensive investment case with financial model for the strategic recommendations to support investment funding
Key Considerations	▪ All key considerations and next steps to mobilise the digital strategy

3.2.1 Benefits

Capgemini's Digital Strategy service helps Buyers align technology investments with business priorities while building capabilities for sustainable success. Through structured assessment and planning, organisations can accelerate their digital transformation journey.

Depending on the Buyer's specific circumstances, the benefits resulting from the plan may help Buyer to:

- Gain clear alignment between business strategy and technology investments with unified business-tech strategy
- Establish baseline for digital maturity with targeted improvement areas and clear direction for transformation
- Define future IT operating model that enables agility, efficiency and innovation
- Create actionable roadmap with prioritised initiatives, clear dependencies and realistic transformation plan
- Build compelling business case with quantified benefits for investment approval and stakeholder confidence
- Develop governance frameworks and accountability structures for sustainable transformation
- Enable better decision-making through clarity on technology choices and investment priorities
- Reduce silos through integrated approach to digital transformation across the organisation

4 Buyer Responsibilities

Please refer to the Supplier Terms listed with this service on the Platform. These may contain additional Buyer obligations/costs the Buyer is subject to that are not identified anywhere else in the Supplier's Application or on the Platform.

5 Service Management

Not applicable.

6 Protection of Data

This service is based on a security classification of 'Official', however should you have a requirement for a different security classification that you would like us to consider, please contact us to discuss.

7 On-boarding and Off-boarding

Prior to the execution of the Order, the Supplier and the Buyer will agree the scope of the

exit plan for the Services and a timescale for delivering an exit plan to ensure continuity of service.

Capgemini shall undertake on-boarding and off-boarding activities agreed within the Order Form and an exit plan in line with the Call-Off Contract terms which will be charged for in accordance with the Pricing section for this service.

8 Skills and Knowledge Transfer

Capgemini recognises that skills and knowledge transfer is a critical element in the provision of G-Cloud services to public sector clients. Where possible and applicable, this forms part of the delivery plan for the service agreed at the start of the engagement. Our consultants and engineers are experienced in providing skills and knowledge transfer for major private and public sector clients.

Where appropriate, we may use a standard approach, tailored to topic, skills-gap and individual, to ensure consistency and effectiveness. The approach, Capgemini's Assess-Plan-Implement framework, has been used repeatedly by our teams to structure the work involved in transferring skills and creating new teams capable of driving and sustaining change long after the end of the formal programme. The framework can be applied throughout a project to understand knowledge transfer objectives, plan training delivery methods and materials, and deliver and evaluate success.

9 Vendor Accreditations/Awards

Capgemini has received a number of awards and accreditations that directly relate to engagements involving Cloud services. The following are some of Capgemini's most recent achievements:

For the 13th year in a row, Capgemini has been recognised as one of the World's Most Ethical Companies® by the Ethisphere® Institute. This is an acknowledgement of our ethical culture that makes us an employer of choice and responsible player in the eyes of our clients, shareholders, and the wider community.

Capgemini **has been ranked as the second fastest growing** global IT services brand in 2019,

In May 2018, Capgemini received the Program of the Year award at Skillsoft's Perspectives Innovation Awards. Capgemini was recognised for its Outstanding Women in Leadership program, demonstrating the strength of the Capgemini University's innovative learning programs and commitment to further developing the capabilities of its female leaders.

In January 2019, Capgemini has been named a "Leader" in the NelsonHall Evaluation & Assessment Tool (NEAT) Report for Cloud and Multi-Process HR Services. In 2018, Capgemini was named by NelsonHall as a Leader in Managed Security Services.

9.1 Other Awards

- Capgemini is a Managed Gold Certified Partner with Microsoft. Achieving gold competencies in Microsoft Cloud Center of Excellence in Gold Cloud Platform, Gold Cloud Productivity, Gold Customer Relationship Management and Gold Data Center.
- Capgemini is a Premier Consulting Partner in the AWS Partner Network (APN) and an AWS Managed Service Partner.
- Capgemini is a Global Alliance partner of IBM, spanning 20 countries, since 2001, covering areas such as Cloud, Big Data & Analytics, Internet of Things, Security.
- 2018 SAP Pinnacle Award, Customer Choice Partner of the Year – Large Enterprises
- Oracle Cloud Premier Platinum Partner, Oracle Cloud Premier Certificate, Oracle Cloud Managed Service Provider Certificate, Oracle Cloud Excellence Implementer (CEI) accreditation
- HFS Research ranked Capgemini at #2 for RPA Services in the Top 10 RPA Service Providers 2018 report. Capgemini positioned as "a global service provider focused on process optimisation and RPA industrialisation"
- 2018 Capgemini awarded Regional (North EMEA, including UK) Partner of the Year by SAS

- 2018 Capgemini awarded Global Partner of the Year by MuleSoft
- Capgemini positioned as a Leader in Gartner's 2019 Magic Quadrant for Data and Analytics Service Providers, Worldwide
- Capgemini positioned as a Leader in Gartner Magic Quadrant for Managed Workplace Services, Europe report.

10 Sub-contractors

Capgemini UK may use the following subcontractors to deliver this service:

- Capgemini Technology Services India Limited.

11 Business Continuity and Disaster Recovery

No disaster recovery plan is provided as part of these Services.

12 Pricing

This service is priced in accordance with the SFIA Rate Card attached. Capgemini can also provide offshore resources at reduced rates where appropriate. Projects can be priced either on a Time & Materials or Fixed Price basis.

All prices are in GBP and exclude VAT

13 Ordering and Invoicing

Please refer to the Supplier Terms for this service.

We would be pleased to arrange a call or meeting to discuss your requirements of our service in more detail.

14 Termination Term

Please refer to the Supplier Terms for this service.

15 Further Information

For more information about this or any of our G-Cloud services, please contact our Public Sector Team.

Phone: 0370 904 4858

Email: publicsector.opps.uk@capgemini.com including the following information:

1. The name of this service.
2. The name of your organisation.
3. Your name and contact details.
4. A brief description of your business situation.
5. Your preferred timescales for starting the work.

About Capgemini

Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, generative AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2024 global revenues of €22.1 billion.

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