

A Gartner G-Cloud 15 Service Definition for Cloud Consulting: Digital Innovation Centre — Centre of Excellence (CoE) Design

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Gartner G-Cloud 15 Service Definition

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Service Summary

Gartner will help establish an Innovation Center of Excellence (CoE) by analysing capability maturity and offering guidance on strategic frameworks, methodologies, and operating models, including ways of working, to drive digital innovation, use of cloud technologies and foster a culture of experimentation and agility.

Service Description

Gartner's Digital Innovation Centre of Excellence (CoE) service offering is a full-spectrum consulting engagement designed to guide organisations through the end-to-end process of establishing and operating an enabling capability to drive innovation.

Gartner will independently and objectively assess the maturity of the client's capabilities to support the establishment of an Innovation CoE tailored to the organisation's unique needs and strategic objectives. With a focus on driving digital innovation and fostering a culture of creativity and experimentation, Gartner will provide strategic guidance, governance and operating model design, recommendations on organisational design, capability building and talent acquisition, technology ecosystem and partnership integration and technology implementation expertise.

Our approach involves working with executive leadership—including CIOs, CTOs, CDOs, and business unit heads—to understand the strategic goals and business challenges, and co-create the overarching innovation strategy. Gartner will work closely with key stakeholders to define the vision, mission, and strategic objectives of the CoE, aligning them with broader organisational goals.

Drawing on proven innovation frameworks and methodologies such as Design Thinking, Lean Startup, and Agile, Gartner will guide the selection of the most suitable approaches to operationalise the innovation process—from idea generation, validation, rapid prototyping, and commercialisation. This includes identifying disruptive trends, emerging technologies, and business opportunities for digital product and service delivery.

Gartner will assist in setting up the right organisational structure, governance, and funding framework for innovation labs, and ensure that the CoE has the right operating model. Gartner will provide end-to-end support, including guidance on collaboration ecosystems, technology infrastructure, digital workspace design and launch execution, to help the client develop digital innovation capabilities that drive sustainable innovation, growth, and competitive advantage.

Gartner will support future-proofing through establishing an ongoing innovation management process that includes periodic review, adjustment of digital roadmaps, and the development of future-ready innovation strategies that remain aligned with evolving business objectives. The service also ensures that the CoE adheres to best practices in regulatory compliance and sustainability, while implementing and adopting innovative technologies.

Service Benefits

- Independent and objective support and assurance throughout the transformation
- Experienced practitioners, supported by Gartner's toolkits, methodologies and research
- Enable cultural change toward fostering customer centricity, creativity/experimentation
- Improved agility and responsiveness to market dynamics and trends
- Accelerated time-to-market for new digital products and services

- Improved collaboration and knowledge sharing across the organisation
- Reduced risk through robust governance and risk management processes
- Accelerates delivery of actionable insights through proven analytical capabilities
- AI-powered analysis that augments Gartner's Insights and SME delivery experience

Service Features

- Define the Innovation Centre's vision, mission, strategy and objectives
- Set up an innovation framework based on organisational goals
- Establish governance structures for effective decision-making and oversight
- Provide guidance on technology selection, integration and adoption
- Initiate cultural change initiatives to foster creativity and collaboration
- Support talent and skills development to evolve innovation capabilities
- Guidance on establishing a collaboration ecosystem with external partners
- Roadmap for pilot(s), programme execution and continuous improvement

Full List of Service Features

- Strategic visioning and alignment: Interviews and interactive workshops with stakeholders to collaboratively define the vision, mission, and objectives of the digital innovation centre, ensuring alignment with organisational goals and priorities, including measures of innovation output, business impact, and return on investment (ROI)
- Organisational and operating model design: Assessment and redesign of operating models, governance frameworks, and capability building. Based on organisation capabilities, innovation goals and culture, provide recommendations to select suitable innovation frameworks and methodologies, such as Design Thinking, Lean Startup, and Agile, enabling structured, iterative, and adaptable innovation processes
- Governance: Establish a governance framework to facilitate empowered and effective decision-making, oversight, and risk management throughout the innovation process, ensuring accountability and alignment with strategic objectives
- Technology ecosystem integration: Provide guidance on selecting, integrating and adopting advanced and emerging technologies (e.g. AI/ML, Cloud, IoT). Support establishing collaboration ecosystems, forging partnerships with external stakeholders to access new ideas, expertise, and resources, leveraging open innovation.
- Culture: Initiate cultural change interventions to embed customer-centricity and digital ways of working and foster creativity and collaboration through the Digital Innovation Centre
- Capability building: Support identification of talent and skills gaps and provide recommendations on talent and skill acquisition to drive innovation initiatives
- Support the launch and execution of the Innovation CoE, including internal communication campaigns and stakeholder engagement strategies
- Continuous innovation: Providing guidance and expertise for continuous improvement, development of a long-term innovation roadmap with continuous performance measurement and optimisation to drive sustained innovation success

Project Approach

- Step 0: Project initiation and kick-off workshop
- Step 1: Plan for capability assessment:
 - Schedule interviews with executive leadership and key stakeholders to understand the overarching strategic goals, business challenges, aspirations and objectives of the innovation centre
 - Request and provide documentation to be reviewed
- Step 2: Assess current capabilities:
 - Evaluate the organisation's current digital capabilities, innovation processes, and technology landscape to identify strengths, weaknesses, and areas for improvement
 - Assess existing talent and organisational culture to determine the readiness for establishing an innovation centre
 - Utilise available surveys, benchmarking reports (e.g., Gartner's IT Score and innovation surveys), and competitive analysis to determine market positioning as well as opportunities for differentiation
- Step 3: Design Innovation (CoE):
 - Conduct interactive discussions and collaborative activities to develop vision, mission and strategic goals for Innovation CoE
 - Support the design of target state Innovation CoE, defining an appropriate organisation structure and composition of the innovation team, including dedicated staff, cross-functional fusion teams and external partners. Identify the necessary digital tools and platforms to support the COE's initiatives.
 - Support the design of key innovation processes, funding and governance structures, and define measures of innovation output, business impact, return on investment (ROI) and value realisation
- Step 4: Develop a continuous innovation roadmap and present a report:
 - Support CoE launch through the development of pilots or proofs of concept and rapid prototyping
 - Ensure seamless integration of CoE processes with existing digital/IT operations and business functions
 - Develop a roadmap for realising the target state
 - Facilitate communication channels to avoid siloed operations and ensure that feedback loops enhance learning and continuous improvement. Develop recommendations for continued optimisation of innovation capabilities and culture.
 - Develop final report and present to executive stakeholders

Project Schedule

Through a series of collaborative, in-person and off-site workshops and focused discussions, Gartner anticipates completing this engagement within 8 weeks.