Squad Delivery

June 2023

CGI

Understanding and articulating our value proposition around
Squad Delivery

NEW Offering

CGI

Target Audience [1]

Senior IT and Operations Leaders

Client Challenges and Pains [2]

- Do you struggle to find dedicated resources to deliver on your desired timelines?
- Do you face multiple unknowns about your project during the initial stages, making it challenging to plan and forecast at the beginning for the entire lifetime of the engagement?
- Is your organization struggling with all work falling on a single team, or using the same resources across multiple engagements or other obligations?
- Is your technology-based delivery approach making communication among team members across siloes, difficult and ineffective?
- Do you find that your delivery approach is stagnant and you are unable to adjust quickly and easily?
- Do you have many independent contractors? Are your teams focused on their tasks only and lack a collective goal of completion?
- Are you able to quantify the value of the work completed per week, and are results easily measurable?

How does CGI help the target audience address their challenges? [3]

- Readily available highly skilled and experienced technical resources who focus on project squad delivery excellence, using Agile and DevOps best practices
- Client engagements benefit from self-organized squads who work together continuously, to deliver manageable packets of work, benefitting from continuous feedback loops and any resulting adjustments

Project Squad Delivery enables organizations to:

- Partner with a CGI team that is fully engaged, collaborative, and accountable, with which it shares the common goal of delivering value
- Establish structure and prioritization, for an agile, consistent and measurable delivery
- Support variability of demand and skills by drawing on a pool of resources of more then 2000 Canadian members

CGI differentiators – Why CGI? [5]

- CGI Management Foundation – foundational to our engagement model
- Shared goals and estimations for completion, with constant measurements providing early warnings and adjustment to priorities
- Simple pricing model based on constant run rate, making it easier to budget and forecast
- Deep, experienced-based understanding of agile delivery – clients benefit from actionable insight
- Our sprint model facilitates greater visibility and insight into progress
- We bring our own tools, reporting and governance, openly shared with our customers
- Intimate engagement through delivery with our clients
- Automated and streamlined approach to delivery

What value does CGI's offer bring to target audience? [4]

- Flexible, outcome-driven Engagement Model
- Empowered project team members, which fosters customer intimacy, drives efficacy and outcomes
- Global, diverse presence of trained and certified Scrum Masters, Agile coaches and Agile Project Managers
- A culture of ownership and accountability issues are owned and resolved by the whole team, with less hand-offs and more autonomy
- Squad members have defined capabilities, and their skills and knowledge are shared with other team members, resulting in an osmotic multi-functional team

What proof do we have? [6]

- 4+ decades of experience delivering enterprise and departmental class projects
- CGI has squads delivering successful engagements – we understand the risks and challenges of traditional delivery methods
- Converted 10+ managed services accounts to client-centric squad delivery

Client Success Examples

- A manufacturer that is driving plant modernization through distributed deployment of new technology.
- A Toronto-based financial institution establishing a next generation data centre private cloud environment, to increase development and release velocity.

SERVICE DESCRIPTION: An effective Delivery approach for the best results: more focus on business value and agility, increased accountability and productivity among the team members, and faster turn-around time to market.

For more information, you can contact the Service Lead: **Loreta Perdigon**

Industry Trends

Squad Delivery Trends

30%
Improvement in processes by removing hand overs and driving continuous improvement.

McKinsey

83%
Of organizations want to build a more people-centric culture, to elevate people's success and in turn, organizational success.

LinkedIn

Good collaboration eliminates hats and roles from people working together on a common goal. What matters, is a good combination of skillset, a purpose and the will to make it happen.

Agile Squads

69%
Of companies satisfied with agile practices derive their satisfaction from increased collaboration.
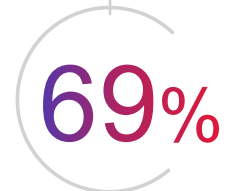
State of Agile, 2022

What actually creates innovation is bringing together people with diverse knowledge and experiences. Nobody has all the answers anymore, but smart collaboration sparks those answers.
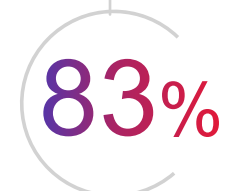
Atlassian

83%
Of digitally maturing companies use cross-functional teams, compared with 71% of developing companies on the digital maturity spectrum and 55% of early-stage organizations.

Deloitte

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Challenges that enterprises face while trying to deliver engagements using a traditional technology-based siloed approach.

Communication among team members across siloes is challenging and ineffective.

Struggle with initial plans and forecasts to cover the entire lifetime of the project.

Absence of team cohesiveness and a collective goal of completion.

There are too many hand-offs between employees and/or teams, resulting in a disjointed delivery result.

Employees focus only on their individual tasks at hand, and overall accountability is lacking from the team as a whole.
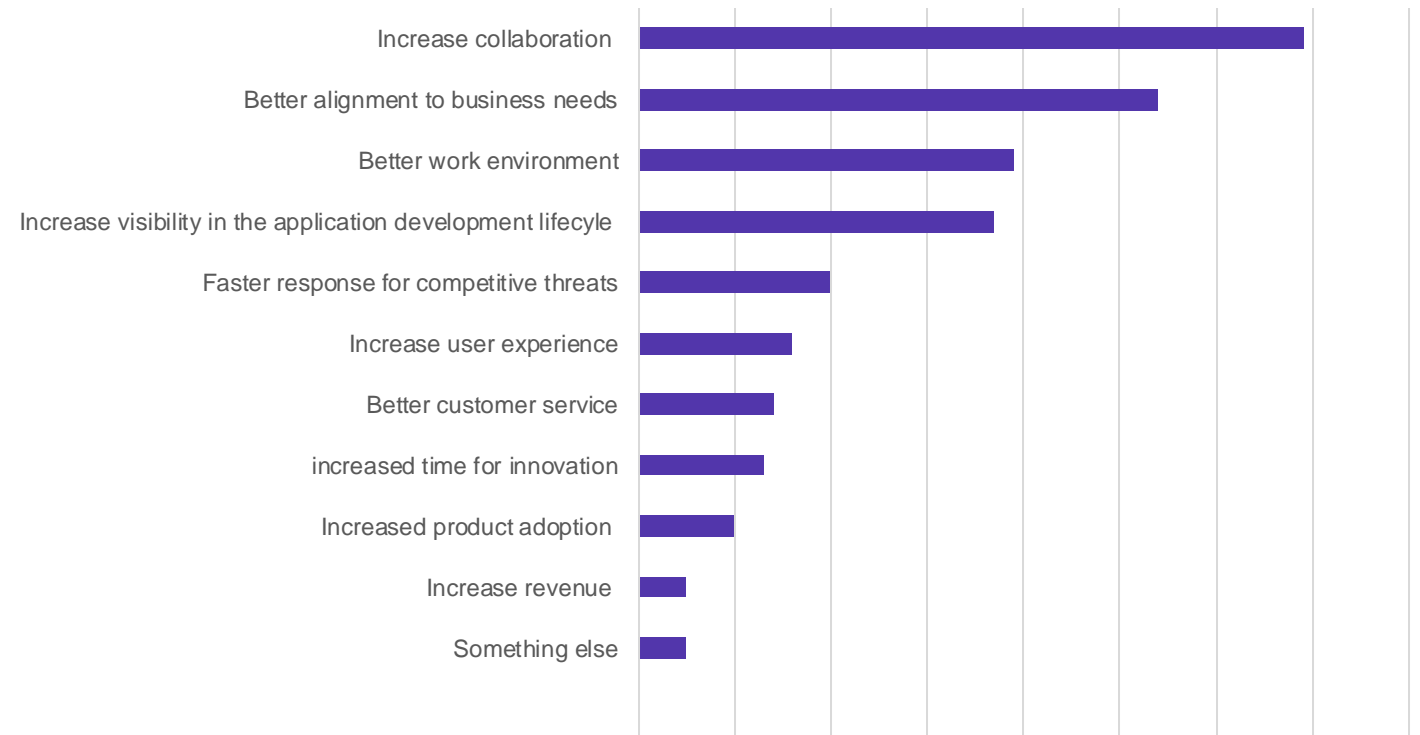
Lack of dedicated resources often impact the project delivery by desired timelines.

Benefits realized by businesses in deploying Squad Delivery

High-performing Agile teams have people-centric values, clear culture, tools, and leadership empowerment. That means, that if Agile is done successfully, benefit accrues not just to the individuals involved, but to the entire organization. That is a powerful reason to invest, and organizations continue to do so.

Source: State of Agile Report, 2022

Reasons why organizations are satisfied with converting to an Agile Squad-based delivery model

- Increase collaboration
- Better alignment to business needs
- Better work environment
- Increase visibility in the application development lifecyle
- Faster response for competitive threats
- Increase user experience
- Better customer service
- increased time for innovation
- Increased product adoption
- Increase revenue
- Something else

Why customers trust us with Squad Delivery

Readily available highly skilled and experienced technical resources

Fully engaged, collaborative and accountable teams who focus on delivering value to the customer

Consistent and measurable outcomes

Our sprint model facilitates greater visibility and insight into project progress

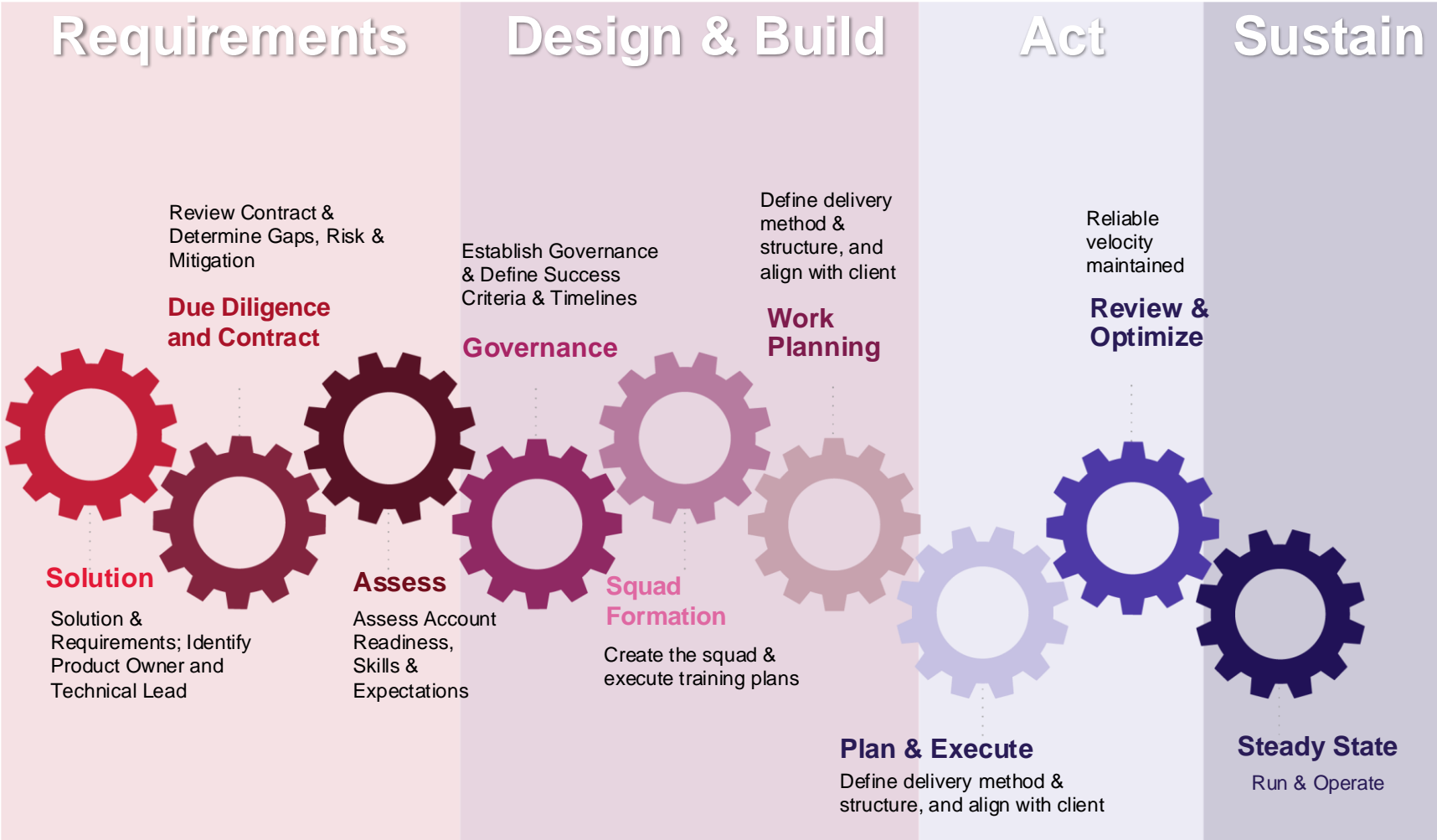Global, diverse presence of trained and certified Scrum Masters, Agile coaches and Agile Project Mangers

Flexible, outcome-driven Engagement Model

Squad Delivery Framework

This framework is the foundation of our Squad Delivery model.

It is designed to establish the culture and processes required to achieve optimal and valuable outcomes.

Requirements

Review Contract & Determine Gaps, Risk & Mitigation

Due Diligence and Contract

Solution
Solution & Requirements; Identify Product Owner and Technical Lead

Assess
Assess Account Readiness, Skills & Expectations

Design & Build

Establish Governance & Define Success Criteria & Timelines

Governance

Define delivery method & structure, and align with client

Work Planning

Squad Formation
Create the squad & execute training plans

Act

Reliable velocity maintained

Review & Optimize

Plan & Execute
Define delivery method & structure, and align with client

Sustain

Steady State
Run & Operate

Requirements Phase

Offering	Due Diligence & Contract	Assess

- Assign Product Owner and Technical Lead, and identify CGI sponsor
- Review requirements of the project or operational activity
- Understand business drivers, for both client and CGI, as well as current state of the environment
- Validate probability of accomplishing business drivers and identify any gaps

- Review statement of work or contract
- Identify gaps and mitigation plans
- Confirm viable solution

- Determine account readiness for squad delivery, as well as level of understanding of Agile principles
- Identify any interdependencies
- Educate the account on squad delivery and Agile principles
- Identify skill requirements
- Document expectations
- Identify risks and mitigation plans

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Design & Build Phase

Success Criteria & Governance

- Establish governance plan within squad, with client account team and with external client
- Complete RACI chart if required
- Create high level timelines
- Establish and secure agreement on measurable success criteria
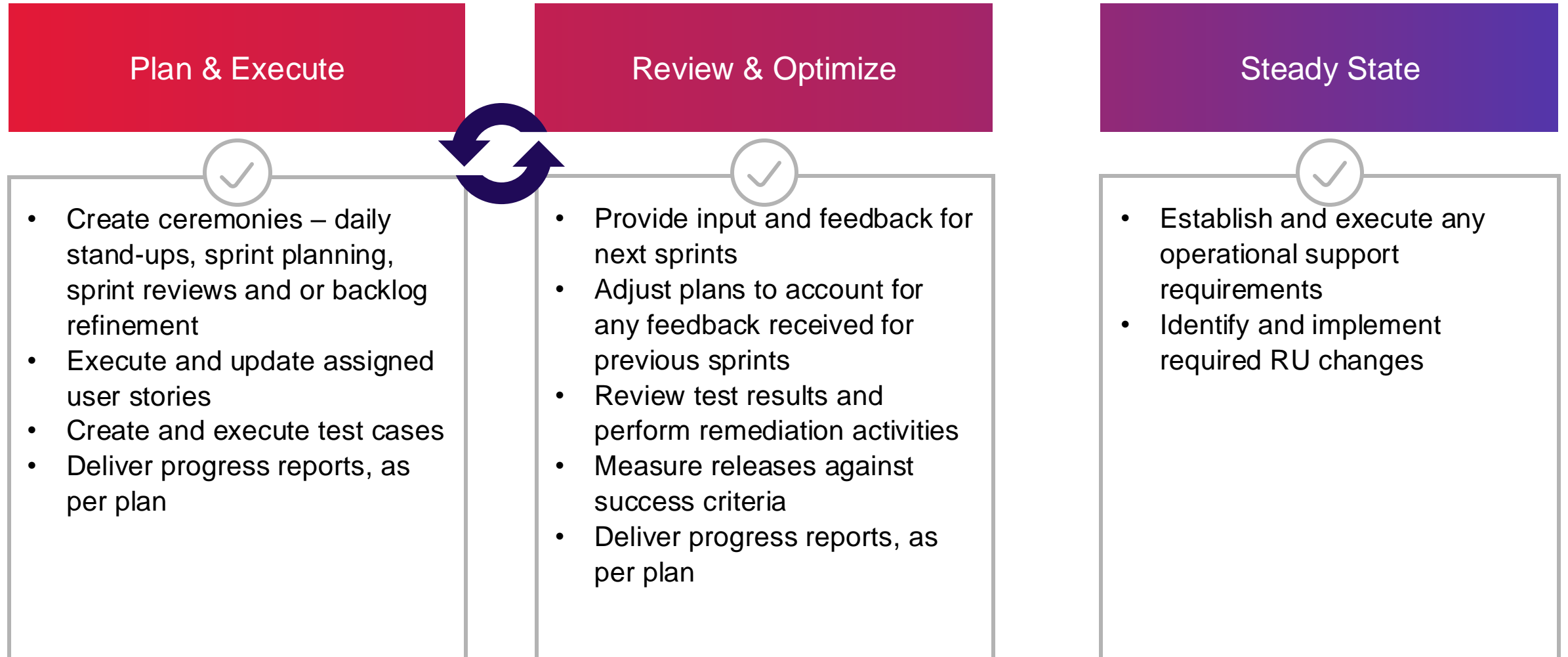- Understand what "value" means to the client

Squad Formation

- Secure squad members, assess skill levels and identify skill gaps.
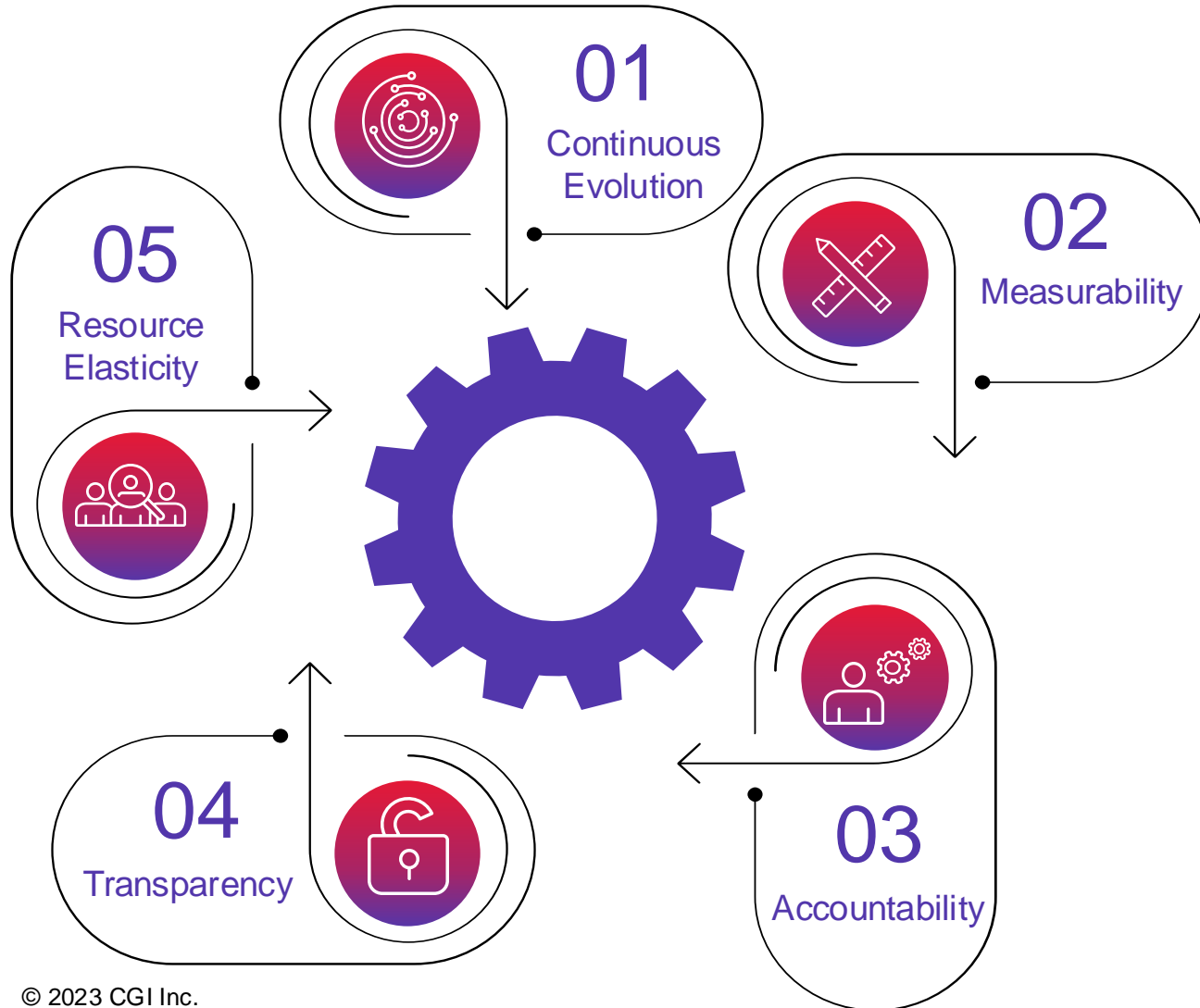- Determine how to address skill gaps, via recruitment or training

Work Planning

- Create Confluence page and Jira Project client spaces
- Determine the best framework and structure to support the project
- Build the backlog, create work definitions and epics, and begin to create user stories
- Define sprints or backlog, and determine high level timelines
- Define, document and seek agreement on progress reporting structure.

Act & Sustain Phases

Plan & Execute

- Create ceremonies – daily stand-ups, sprint planning, sprint reviews and or backlog refinement
- Execute and update assigned user stories
- Create and execute test cases
- Deliver progress reports, as per plan

Review & Optimize

- Provide input and feedback for next sprints
- Adjust plans to account for any feedback received for previous sprints
- Review test results and perform remediation activities
- Measure releases against success criteria
- Deliver progress reports, as per plan

Steady State

- Establish and execute any operational support requirements
- Identify and implement required RU changes

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An uncomplicated, highly effective engagement model

01
Continuous Evolution

02
Measurability

05
Resource Elasticity

04
Transparency

03
Accountability

01 Continuous Evolution
Sprint planning, delivery and reviews drive continuous evolution and adaptability in execution

02 Measurability
Easily measure levels of success at any time

03 Accountability
Less hand-offs, more autonomous, independent behavior from the team as a whole

04 Transparency
Great visibility and insight into progress

05 Resource Elasticity
A team of professionals with the necessary skills and expertise to delivery the project or service

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A collaborative & flexible approach to pricing

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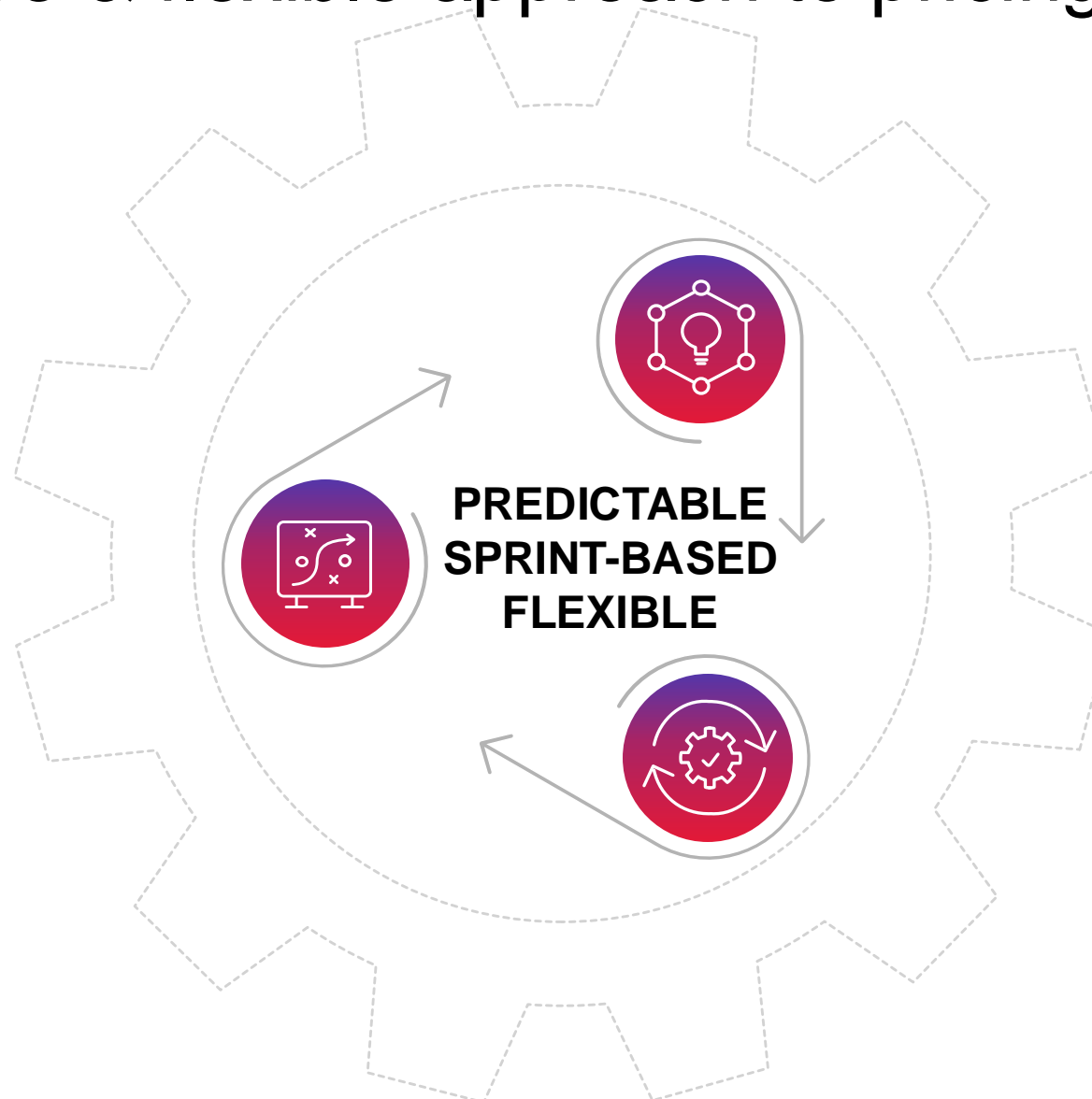
Squad Delivery In Action

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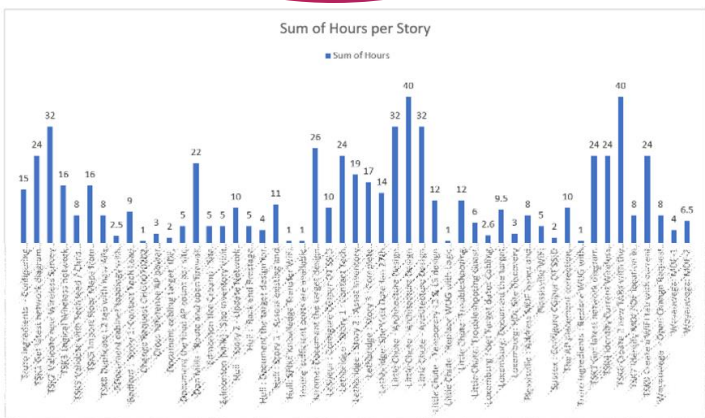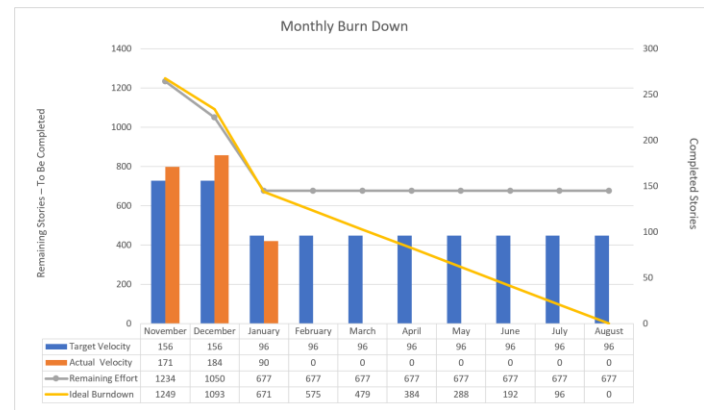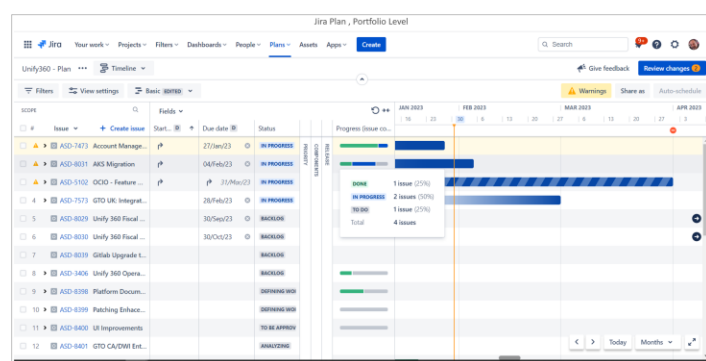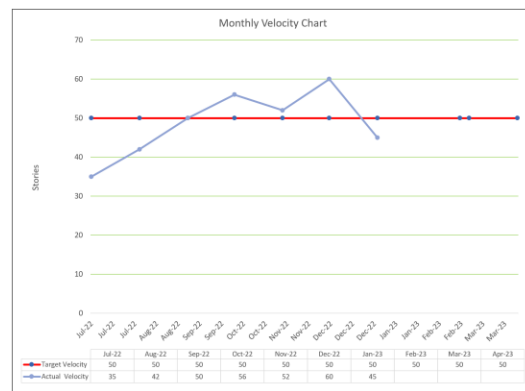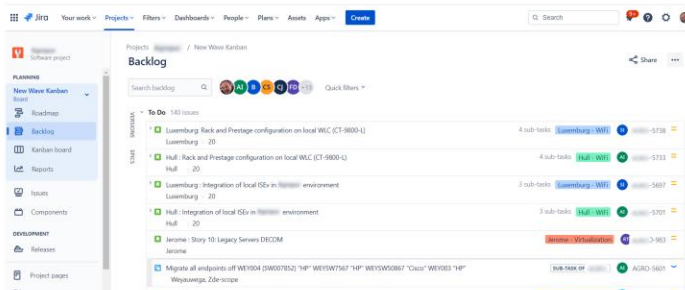
Over 80% of our Clients are in the Cloud

GLOBAL SCALE. PROXIMITY TO CLIENTS. PROXIMITY TO TALENT SOURCES.

Cities marked on map: Vancouver, Victoria, Edmonton, Calgary, Regina, Québec City, Montréal, Ottawa, Toronto, Halifax

Partnerships

Microsoft Azure · aws · Google Cloud · ORACLE · salesforce · servicenow.
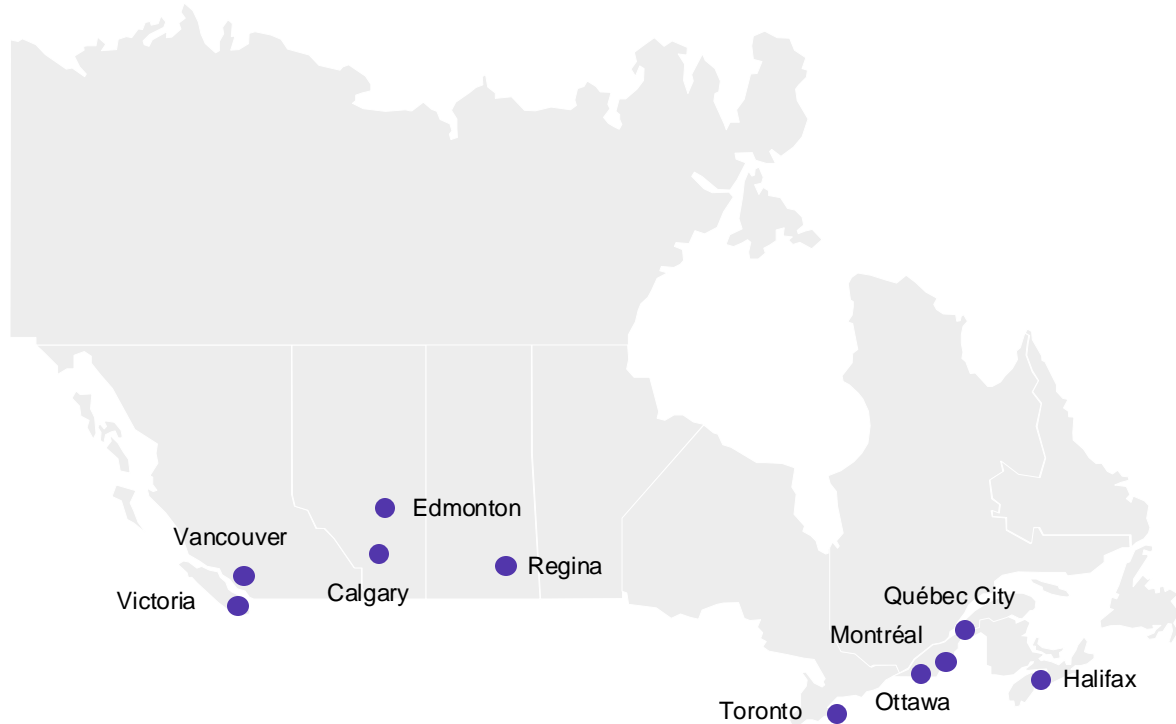
- **10M+** citizen interactions to address COVID concerns through cloud-enabled, digital assistants

- **180,000** annual contacts via the Cloud Contact Centre solution

- **$100M+** in benefits paid out to citizens affected by the pandemic

- **250,000** users migrated to Cloud

- **60+** Data center migrations to Cloud since 2014

- The **first Private Azure** stack in Canada - Deployed and operated

- The **first dual cloud payment bank processing** in Canada

1500 Trained Cloud Professionals

Why clients choose to work with CGI?

We help organizations with their entire cloud journey and beyond, in service of something bigger – a modern and resilient technology supply chain powering organizational agility

## INSIGHTS | ACCELERATION | SCALE

Insights and delivery excellence

- 45 years of industry and technology insights
- Highest quality levels (95%)
- Highest Client Satisfaction scores (9.2)
- Industry trends & clients' business / IT priorities (VoC)
- Global scale, local relationships

Cloud 'smart' approach

- Cloud, where and when it makes sense
- Established and proven Cloud Migration Factory
- Proven CGI IP solutions and best practices as accelerators
- End-to-end business focus in CGI Cloud solutioning vs. individual task delivery
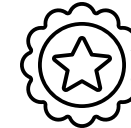
Deep client knowledge

- Intimate understanding of the technology our clients use in their industries.
- Building and managing Client's large scale complex applications and data

Case Studies

iA Financial Group engages in a risk-sharing program with CGI to accelerate IT innovation


CGI has been working as a key IT partner with the iA Financial Group (iAFG) for over two decades. At the core of CGI and iAFG's successful technology partnership is a set of digital transformations programs to help the company deliver modern, secure, and innovative services that bring true value to its 4 million clients and 25,000 advisors.

Value delivered

Since June 2020, CGI supported iAFG with up to 12 squads simultaneously, mobilizing more than 150 consultants, to deliver more than 420 sprints.

iAFG was able to achieve:

- Better control over software development expenses through iterative, value-based billing

- Successful delegation of capacity management thanks to Agile Squads taking on risk and aware of potential penalties.

- Increased business agility with teams better responding to market changes

- Digital transformation acceleration
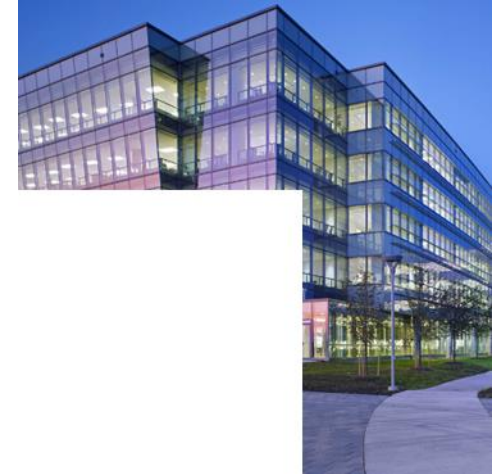
Software development, application migration

Countries: Canada, US
Industry: Insurance and wealth management

Desjardins secures market position through innovative services delivered faster with CGI Agile Squads

CGI has been a key IT partner of Desjardins for 25 years. What started as a payroll contract quickly evolved into consulting services for strategic projects. CGI works on Desjardins' modernization and digital transformation initiatives, which includes development of applications and APIs.

Value delivered

CGI has more than 450 active members deployed at Desjardins, including 19+ Agile Squads. Our strategic collaboration has resulted in:

- Better positioning of Desjardins in the wealth management market through innovative products

- Rapid product delivery with less flaws thanks to high quality metrics during development

- 3,500+ legacy applications migrated

- Cost and throughput predictability on all application migration and software development projects

Desjardins

Software development, application migration

Country: Canada

Industry: Insurance and wealth management, Banking

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.

cgi.com

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