What digital leaders do to accelerate results
Insights from the 2022 Voice of Our Clients

The 2022 CGI Voice of Our Clients (VOC) presents the findings from our one-on-one interviews with 1,675 executives across the industries and geographies we serve. These strategic conversations provide a unique view into how organizations view the impact of macroeconomic trends, industry trends and priorities, innovation investments and more.

While the vast majority of executives we interviewed have digital strategies in place (91%), only 1 in 4 say they are producing expected results. This compares to 1 in 5 producing such results in 2021.

Since this year’s top trend across industries once again is becoming digital for customers and citizens, what actions can organizations take to accelerate returns on their digital investments?

In examining the insights from the 25% of executives who are producing expected results, we find that these digital leaders have a number of common attributes. We highlight some of these attributes on the next page.

Depth of our data over the past 5 years

- 8K face-to-face conversations with our clients
- 32M employees across represented enterprises
- 1M data points collected
- $14T in annual revenue across responding organizations
- 54/46 split between IT and business executives
- $400B of annual IT spend

All figures in Canadian dollars. Data represents a subset of CGI’s global clients and their self-reporting on budget, revenue, and other key metrics.
Attributes of digital leaders

**Digital leaders**
those producing results from digital strategies

**Digital entrants**
those building or launching digital strategies

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**Sustainability and alignment**
- **54% vs 45%**
  - Consider environmental sustainability as core to creating stakeholder value

**Agility and customer experience**
- **35% vs 12%**
  - Have highly agile business models

- **61% vs 35%**
  - Align business and IT operations to support strategy

- **18% vs 5%**
  - Say customer experience is fully operational

**Modernization and cloud**
- **49% vs 37%**
  - Modernize more applications

- **55% vs 27%**
  - Integrate business and IT operations

- **31% vs 49%**
  - See legacy systems as a challenge

- **30% vs 21%**
  - Migrate applications to the cloud

- **31% vs 27%**
  - Holistically manage multi-cloud solutions
## Attributes of digital leaders

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<th>Cybersecurity and data privacy</th>
<th>Automation implementation</th>
<th>Financial performance</th>
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<tbody>
<tr>
<td><strong>Digital leaders</strong></td>
<td><strong>Digital entrants</strong></td>
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<tr>
<td>61% vs 24%</td>
<td>76% vs 61%</td>
<td>16% vs 12%</td>
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<tr>
<td>Run secure IT environments</td>
<td>Simple automation</td>
<td>EBIT margin %</td>
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<td>90% vs 83%</td>
<td>41% vs 22%</td>
<td>12% vs 8%</td>
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<tr>
<td>Extend data privacy compliance to 3rd party partners</td>
<td>Robotic process automation (RPA)</td>
<td>Net income margin %</td>
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<tr>
<td>86% vs 79%</td>
<td>29% vs 16%</td>
<td>19% vs 13%</td>
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<td>Extend cyber compliance to 3rd party partners, including cloud</td>
<td>Enhanced process automation</td>
<td>Return on equity</td>
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### Insights you can act on

For the latest CGI Voice of Our Clients industry insights, and to consult with one of our experts, please [contact us](mailto:contactus@cgi.com).