The CGI Voice of Our Clients (VOC) presents the findings from our in-depth interviews with 1,764 executives across the industries and geographies we serve. These strategic conversations provide a unique view into how organizations view the impact of macro trends, industry trends and priorities, innovation investments and more.

While the vast majority of executives we interviewed have digital strategies in place (92%), only 30% say they are producing expected results. This compares to 25% producing such results in 2022.

What actions can organizations take to accelerate returns on their digital investments?

In examining the insights from the 30% of executives whose organizations 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 pages.
Attributes of digital leaders

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

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

### Strategic alignment
- See culture change as a challenge to achieving priorities
  - Digital leaders: 52%
  - Digital aspirants: 62%

- Highly align* business and IT operations to support strategy
  - Digital leaders: 59%
  - Digital aspirants: 34%

- Highly integrate* business and IT operations to execute strategy
  - Digital leaders: 54%
  - Digital aspirants: 29%

### Digitization and agility
- Cite high impact* of digitization on their business model
  - Digital leaders: 77%
  - Digital aspirants: 61%

- Have highly agile* business models to address digitization, integrate new technology
  - Digital leaders: 31%
  - Digital aspirants: 11%

- Extend their digital strategy to the external ecosystem
  - Digital leaders: 42%
  - Digital aspirants: 27%

### Modernization and cloud
- See legacy systems as very challenging* to digital implementation
  - Digital leaders: 35%
  - Digital aspirants: 45%

- Modernize > 20% of their applications portfolio
  - Digital leaders: 48%
  - Digital aspirants: 36%

- Holistically manage multi-cloud solutions
  - Digital leaders: 42%
  - Digital aspirants: 26%

* score of 8+ out of 10
Attributes of digital leaders

Digital leaders
those producing results from digital strategies

Digital aspirants
those building or launching digital strategies

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Digital leaders</th>
<th>Digital aspirants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Produce results from their cybersecurity strategy</td>
<td>64%</td>
<td>30%</td>
</tr>
<tr>
<td>Produce results from their data privacy strategy</td>
<td>63%</td>
<td>27%</td>
</tr>
<tr>
<td>Extend their cybersecurity strategy to the external ecosystem</td>
<td>50%</td>
<td>35%</td>
</tr>
<tr>
<td>Are in progress with or have implemented:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Robotic process automation (RPA)</td>
<td>72%</td>
<td>45%</td>
</tr>
<tr>
<td>Algorithmic automation</td>
<td>42%</td>
<td>19%</td>
</tr>
<tr>
<td>Artificial intelligence</td>
<td>28%</td>
<td>9%</td>
</tr>
<tr>
<td>Cite high impact* of the fight against climate change</td>
<td>53%</td>
<td>44%</td>
</tr>
<tr>
<td>See sustainability as highly core* to creating future value</td>
<td>59%</td>
<td>53%</td>
</tr>
</tbody>
</table>

* score of 8+ out of 10
We are insights-driven and outcomes-based to help you accelerate returns on your investments. We provide comprehensive, scalable and sustainable business and strategic IT consulting services that are informed globally and delivered locally.

21 industry sectors

400+ locations worldwide