

From pilots to performance

How to move from AI experiments to measurable impact with results from day one.

CGI



Technology alone doesn't transform organizations. People do.



From manufacturing to health, finance to government, the adoption of artificial intelligence represents a profound paradigm shift: redefining organizational strategy, structure and culture.

Leaders are asking:

- Where should we begin?
- How do we move from pilots to measurable impact?
- How do we ensure AI delivers business value, not just experiments?

The answer is not technology alone.

AI at Scale is about turning vision into reality

AI at Scale approach views AI not as a single technology but as an integrated network of capabilities, enablers and policies. It's about moving from tools to thinking partners, from individual productivity to system transformation, from skills to shift in mindset and culture.

AI at Scale is an integrated model that connects strategy, development, operations, secure platforms and workforce transformation while delivering results from day one. By taking a holistic approach to this ecosystem, leaders can move beyond experimentation toward sustainable, strategic transformation.

Insights from CGI's **Voice of Our Clients** interviews indicate that leaders are rethinking how their organizations will deliver transformation, moving more toward managed services and strategic partnerships.

35%

Implementing
traditional AI

20%

Implementing
generative AI

69%

Struggle to
hire IT talent

AI is maturing and remains a key lever for innovation and efficiency. It is reshaping how work is performed, how decisions are made and how value is created.

The ambition is clear. The gap lies in execution.



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How connected ecosystems drive greater AI value

Many organizations begin their AI journey without the end in mind, resulting in isolated tools and disconnected initiatives. While these efforts can produce incremental benefits, they often fall short of true transformation. AI at Scale approach connects strategy, development, data and people to deliver measurable value across the enterprise as illustrated by industry.

Retail

In isolation

AI predicts demand for a single product line, but inventory remains mismatched due to disconnected supply chain systems.

With AI at Scale approach

Unified demand, inventory and customer data enables dynamic stock replenishment and personalized promotions.

Results from day one

- Reduced stock-outs
- Improved margin performance
- Higher conversion rates

Manufacturing

In isolation

A predictive maintenance model improves uptime at one facility but can't anticipate upstream supply chain issues.

With AI at Scale approach

Connected systems across design, production and suppliers enable faster response to disruptions and product defects.

Results from day one

- Reduced downtime
- Faster response to defects
- Lower maintenance cost

Financial services

In isolation

Chatbots automate customer service but are unable to identify malicious activity or tailor financial advice.

With AI at Scale approach

A unified customer view with integrated data and governance frameworks enables real-time fraud detection, dynamic risk scoring and personalized services.

Results from day one

- Faster onboarding
- Reduced fraud exposure
- Higher customer satisfaction

Public Sector

In isolation

AI enhances individual tasks, such as information retrieval, but its impact at the organizational level remains limited.

With AI at Scale approach

AI acts as a catalyst for digitalization by enabling the transformation of operating models and services, allowing changes previously impossible or too burdensome to be implemented in a controlled manner across the entire organization.

Results from day one

- Faster operational transformation
- Smoother and more impactful service delivery
- Improved productivity and cost-efficiency

Utilities

In isolation

An AI tool predicts equipment failure in a substation, but the alert doesn't reach grid operations in time to prevent an outage.

With AI at Scale approach

A connected ecosystem links grid sensors, maintenance systems and customer platforms, enabling proactive repairs, minimized downtime and real-time customer updates.

Results from day one

- Reduced outage duration and frequency
- Lower maintenance costs
- Improved customer trust and satisfaction

Cross-industry

In isolation

AI systems identify and prevent fraudulent claims and improper payments, but inaccurate data and a lack of governance result in false positives.

With AI at Scale approach

A comprehensive approach ensures high-quality data with clear governance frameworks to ensure transparency and accountability to enhance fraud detection accuracy.

Results from day one

- Higher fraud detection accuracy
- Faster claims and payment processing
- Stronger compliance and audit readiness

AI at Scale: six core elements

A framework for responsible, scalable AI adoption

Effective AI adoption requires more than technology. It demands visionary leadership and a holistic approach.

While missions and strategies may differ, both private and public sector organizations must navigate the same foundational challenges as they seek to improve economic and societal impact. Both face common challenges around how to manage and harness AI's full potential. True impact comes from the connective tissue that binds the AI ecosystem together. When these elements are in place, they enable accountability and scale. Without them, even well-executed initiatives may stall or fail to deliver lasting value.

At the center of this shift is agentic AI: autonomous systems that operate more like digital coworkers than tools. Their potential is vast, but they introduce a new layer of complexity. Leaders must determine which tasks should remain human-led, which can be delegated to agents, and how to evaluate performance and accountability in this new dynamic. This isn't just a technical transition, it's a people and capability transition.

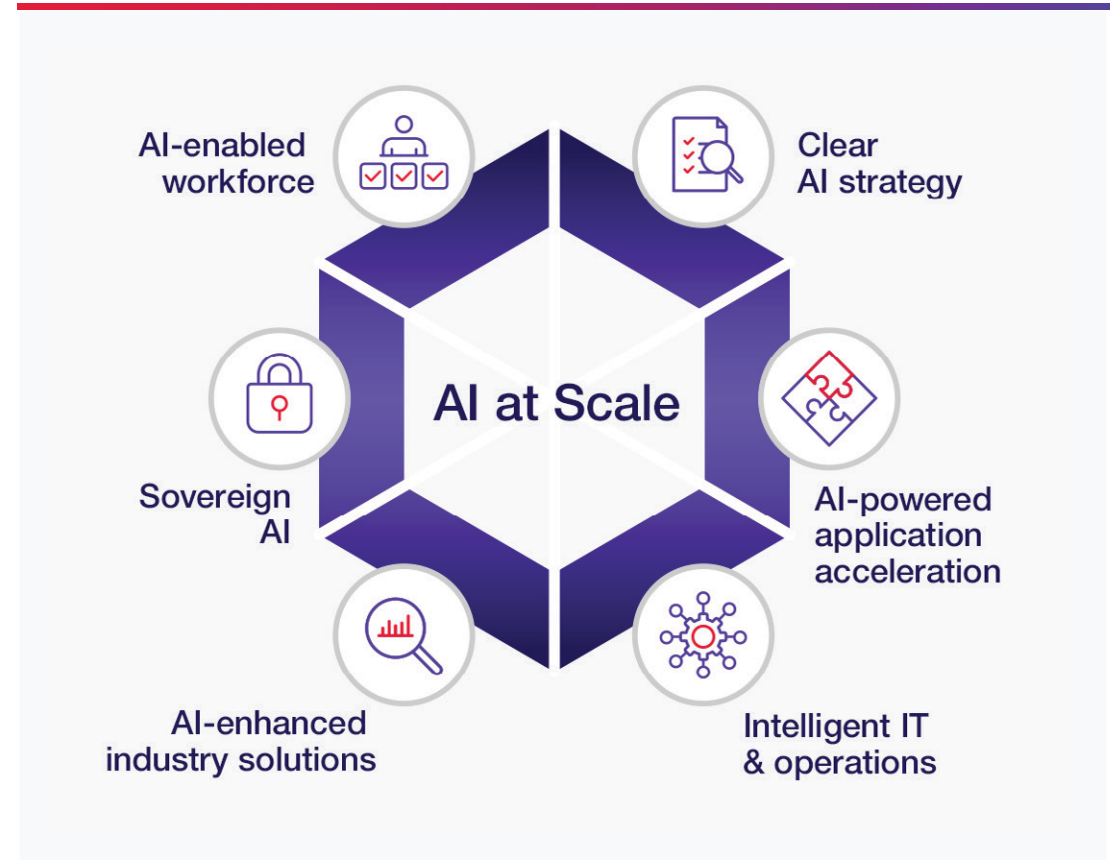
The question is not “what can AI automate?” rather than “how can AI amplify our capabilities?”



Instead of viewing AI through technical layers, AI at Scale organizes AI transformation around business impact delivery capabilities where

- **Clear AI strategy** helps to define the direction by providing governance, value identification, transformational ambition and ensuring safe adoption.
- **AI-powered application acceleration** is a must for building and modernizing applications faster, smarter and safer than ever before.
- **Intelligent IT and operations** ensures AI is ran and scaled in an optimized manner.
- **AI enhanced industry solutions** differentiate by embedding AI into the solutions.
- **Sovereign AI** protects and enables AI even in the most regulated environments.
- **AI enabled workforce** ensure sustainable AI adoption.

All this is based on use cases delivering measurable value.



1

AI strategy

Clear direction. Measurable outcomes. Transformational ambition.

Governance is foundational to any successful AI strategy. It provides the structure for accountability, transparency and responsible deployment, ensuring AI systems align with organizational values, regulatory expectations and ethical standards. By establishing clear policies and oversight, organizations can build trust, reduce risk and unlock the full potential of AI.

However, AI strategy is not only about optimizing what already exists. It is also about **reimagining what is possible**.

While many organizations begin with efficiency gains and incremental automation, leading organizations use AI strategy to rethink business models, redefine customer engagement and redesign how value is created.

In the absence of strong governance, even well-resourced AI programs can stall. Initiatives that lack alignment with broader policies or ethical frameworks often struggle to scale or deliver sustainable impact. Strong governance ensures innovation moves forward with integrity, security and purpose, but it also creates the confidence needed to experiment boldly.

AI strategy therefore balances two imperatives of **optimizing the present** by streamlining processes, enhancing productivity and reducing risk while **inventing the future** by unlocking new revenue streams, new customer experiences and new ways of operating.

AI strategy is not about having all the answers—it's about asking the right questions, modeling the behavior and resourcing the journey.

For consideration

Leaders should review not only their existing policies and governance frameworks, but also their strategic assumptions. Are current structures designed merely to control AI risk, or to enable AI-led growth?

Organizations should assess their governance structures to enhance transparency, accountability and effective decision-making in AI use. This includes establishing clear roles, robust compliance mechanisms and transparent oversight, but also creating innovation sandboxes where new AI-driven models can be explored safely.

Strong data foundations including clear lineage, quality standards and interoperability ensure AI outputs align with business goals and scale responsibly.

As data ecosystems expand, organizations must rethink infrastructure, tools and talent. The goal is not merely integration into existing systems, but preparing the enterprise for intelligent, adaptive and continuously learning operations.

Impact

- Clear strategic investment roadmap
- Reduced execution and compliance risk
- Accelerated time to measurable business value

2

AI-powered application acceleration

Build and modernize faster, smarter and safer than ever before.

Moving from AI ambition to operational value requires more than isolated development projects. It requires an industrialized, intelligent approach to building and modernizing applications. [Application Factory](#) is CGI's AI-powered software development lifecycle model, embedding artificial intelligence across requirements, design, development, testing, deployment and maintenance. It transforms software delivery from a linear process into an intelligent, continuously optimized system.

Traditional development approaches often struggle with legacy complexity, technical debt and slow release cycles. By integrating AI agents, reusable components, automated documentation and predictive testing into the lifecycle, Application Factory enables faster modernization and more reliable delivery.

Application Factory is a structured delivery model combining:

- AI-augmented development practices
- Cloud-native architectures
- Outcome-based governance
- Multi-location delivery capabilities

AI-powered application acceleration ensures AI strategies translate into scalable, production-ready systems.

For consideration

Organizations should assess whether their current development model can support AI-driven modernization at scale. Key questions include:

- Are development workflows optimized for AI augmentation?
- Is modernization approached systematically or project by project?
- Are quality and compliance integrated early in the lifecycle?

To maximize impact, organizations should adopt a unified model where AI accelerates each [SDLC](#) phase, rather than layering automation onto fragmented processes.

Impact

- 20–50% faster delivery cycles
- Reduced technical debt and modernization risk
- Improved code quality and testing coverage
- Faster time-to-market for digital services
- Lower lifecycle cost of ownership

3

Intelligent IT and operations

Building intelligent systems is only part of the transformation.

Traditional IT operations are reactive responding to incidents after disruption occurs. AI-enabled operations model that integrates people, processes and AI-driven automation ensures applications and infrastructure operate predictively, securely and at scale.

[CGI's DigiOps](#) is a solution that shifts the model toward predictive and autonomous operations. By embedding AI into monitoring, incident management and service optimization, DigiOps enables real-time insights and automated remediation.

Predictive monitoring anticipates system failures before they impact users. AI-assisted ticket triage classifies, prioritizes and recommends resolutions automatically. Capacity forecasting models optimize infrastructure usage. Intelligent runbooks reduce manual intervention and improve SLA compliance.

As agentic AI systems become more autonomous, operational oversight grows more complex. DigiOps provides the connective layer that ensures AI systems remain secure, governed and aligned with performance expectations.

DigiOps creates a unified service model that blends AI, automation and human expertise moving from reactive operations to resilient, continuously optimized environments.

DigiOps ensures that AI-driven applications remain resilient, secure and performance-optimized, long after deployment.

For consideration

Organizations should evaluate whether their operational models are prepared for AI-scale environments. Key considerations include:

- Is monitoring predictive or reactive?
- Are incident workflows automated and AI-enhanced?
- Is security embedded in runtime environments?
- Are operations aligned with AI-driven development models?

Without an integrated operations approach, even well-built AI systems may fail to scale reliably.

Impact

- Reduced outage duration and frequency
- Faster incident resolution and SLA recovery
- Lower operational costs through automation
- Improved system reliability and transparency
- Secure, governed AI runtime environments

4

AI enhanced industry solutions

Turning proprietary solutions into intelligent growth engines.

For many organizations, competitive advantage does not come from generic technology, it comes from differentiated solutions built around deep industry knowledge.

AI enabled IP development focuses on modernizing and enhancing industry solutions with AI capabilities integrated directly into core functionality, workflows and architectures. This approach transforms traditional software products into intelligent, continuously learning platforms.

By combining deep industry expertise with AI augmentation, IP solutions that evolve from static systems into adaptive platforms continuously optimize performance.

AI enhanced IP development ensures that AI is not just deployed, it becomes part of the product DNA.



For consideration

Organizations relying on industry platforms should evaluate:

- Are current solutions evolving at the pace of AI innovation?
- Is AI embedded strategically within core workflows — or bolted on?
- Can the solution scale securely across regulatory environments?
- Is modernization incremental or transformative?

AI-enabled IP development requires structured modernization strategies, AI integration governance and continuous product evolution. Embedding AI early in product architecture reduces long-term complexity and unlocks scalable innovation.

Impact

- Faster deployment of industry-ready AI capabilities
- Improved differentiation and competitive positioning
- Shorter implementation cycles through reusable accelerators
- Increased automation within core workflows
- Reduced long-term modernization risk

5

Sovereign AI

Ensuring control, compliance, resilience and trust at scale.

Sovereign AI refers to the ability to design, build, deploy and manage AI systems under a client's own governance, rules and infrastructure ensuring trusted, controlled AI across the enterprise.

Sovereign AI capability should be built around establishing a controlled AI foundation from strategy and requirements through development, deployment and lifecycle governance. This includes transparent, auditable platforms, responsible AI principles, human oversight mechanisms and resilient infrastructure aligned to national, sectoral or organizational requirements.

Sovereign AI approach helps leaders:

- Define sovereignty requirements and governance models, including risk tolerance, regulatory constraints and operating models.
- Build AI responsibly within controlled environments, with sovereign AI integrated into the software development lifecycle from day one.
- Deploy on architectures under client control, whether sovereign clouds, hybrid models or air-gapped infrastructure, with clear responsibility boundaries and continuity safeguards.
- Support high-trust and regulated contexts, including defense, financial institutions, and other mission-critical, data-sensitive operations.

Governance, accountable layers and human oversight are embedded so that AI decisions can be traced, explained and audited, critical for public trust, regulatory compliance and operational reliability.

For consideration

Organizations should assess not only where their data resides, but how AI models are built, where they execute, who controls them and how continuity is ensured in crisis scenarios.

Sovereign AI is not an all-or-nothing proposition; it exists on a spectrum of control and autonomy. The appropriate level of sovereignty depends on regulatory exposure, operational criticality and risk appetite.

As governance, liability and geopolitical risks increase, treating sovereign AI as a strategic priority at the CEO and board level rather than as a compliance exercise is essential to unlock trust, resilience and long-term value.

Organizations operating under stringent security requirements, national regulations or high-trust environments benefit from sovereign AI foundations that support not only compliance, but operational continuity and sustainable competitive advantage.

Impact

- Stronger data and model governance with full control over training, deployment and access
- Enhanced compliance and auditability aligned with GDPR, EU AI Act and sectoral mandates
- Improved business continuity and operational resilience, even under disruption

6

AI enabled workforce

As AI reshapes how work gets done, workforce readiness has emerged as a critical lever for value creation, and a common barrier to progress. Organizations are seeking measurable outcomes like increased productivity, smarter decisions and faster service delivery. But these goals can't be achieved by technology alone. Sustainable transformation requires a people-first approach that empowers employees to adapt, lead and collaborate alongside AI.

Rather than simply replacing tasks, AI should amplify human potential enabling people to make faster decisions, deliver deeper insights and focus on more strategic work. Getting there requires reskilling teams, redesigning roles and rethinking performance metrics to reflect human-AI collaboration. It also calls for intentional change leadership to foster trust, align on outcomes and scale transformation effectively.

For consideration

Despite the pace of technological advancement, many organizations are still operating with legacy mindsets and workflows. The result? A growing disconnect between AI's capabilities and an organization's ability to benefit from them. In many cases, it's not the technology that's underperforming; it's the organization's capacity to learn and absorb it. Successful organizations invest in targeted training and scalable learning programs to prepare people to govern, validate and collaborate with tools in real time. With the right talent strategy, culture and executive vision, organizations can ensure their workforce remains at the center of innovation.

Impact

Our internal experience shows:

- Up to 40% productivity gains in development
- Strong adoption acceleration



The ongoing conversation

Key trends, challenges and what's next in AI

There is no one-size-fits-all strategy for AI deployment. By aligning investments across the six core elements of the AI at Scale approach AI projects can scale beyond pilots and deliver enterprise-wide ROI.

Traditional AI is often best suited for enhancing defined workflows, automating routine tasks or surfacing insights from historical data. These projects benefit from structured integration with existing IT systems and are measured against well-defined performance metrics.

Agentic AI introduces both higher complexity and greater potential. These systems offer new ways to advance organizational goals, whether improving mission outcomes in the public sector or driving growth and innovation in the private sector. To realize this potential, organizations should identify strategic use cases where autonomous, adaptive AI capabilities can deliver meaningful value.

However, given the autonomous nature of agentic AI, pilot programs are essential. They allow organizations to test and validate performance, identify risks and refine human-AI interaction models all within a controlled environment that minimizes operational disruption. Pilots also serve as a platform to gather cross-functional input and build confidence before full-scale deployment.





Organizations that blend AI adoption with strategic, people-first transformation will gain more than ROI: they'll gain resilience, relevance and a reputation for responsible innovation. For business leaders, this is your moment to

- **Rethink** roles and workflows
- **Reskill** and elevate your workforce
- **Redesign** governance models for AI-era agility
- **Reaffirm** your core values that will guide your journey

Organizations that design for disruption, not just react to it, will define the next decade of competitive advantage and human achievement.

The age of AI is about **reimagining** what people and organizations are capable of achieving.

For consideration

AI strategy is a C-suite issue that touches every line of business. Executives must work as a team and move from passive supporters to active champions of AI integration.

CEOs set the vision: How does AI align with the organization's mission, culture and growth strategy?

CIOs/CTOs ensure flexible, ethical and scalable AI infrastructure that supports experimentation without compromising governance.

CFOs define ROI, shifting from cost savings to value generation.

CMOs align AI offerings to meet market demands and effectively communicate the transformation to customers and employees.

CHROs manage talent development and organizational design and ensure equitable access to training and advancement opportunities during AI-driven change.

The right partner by your side

Why expertise and alignment matter for AI success

As organizations move from pilots to enterprise-wide implementation, workforce readiness becomes a critical enabler of success. Accordingly, AI should be more than a technology investment, it should unlock human potential and accelerate business value. Choose a partner with deep industry expertise and proven change leadership frameworks to help you align your talent, processes and technology for long-term success.

Whether you're preparing teams to work alongside AI, scaling adoption across business functions or redesigning roles around augmented capabilities, ensure practical experience and human-centered strategies guide your transformation.

The right partner doesn't just deploy tools, they help you build the skills, structures and culture needed to thrive in an AI-powered future.

Ready for results?

AI at Scale is designed to move organizations from pilots to performance, from fragmentation to integration and from experimentation to measurable impact safely, responsibly and fast.

If you want to achieve measurable outcomes quickly, CGI can identify concrete use cases that create impact within the first month.

Let's continue the conversation on building a future where AI enhances every part of your organization and delivers results from day one!



About CGI

Insights you can act on

Founded in 1976, CGI is among the largest technology and professional services companies in the world.

We are insights-driven and outcomes-focused to help accelerate returns on your investments. Across hundreds of locations worldwide, we provide comprehensive and scalable technology and professional services that are informed globally and delivered locally.

For more information, visit www.cgi.fi/tekoaly

*Source for all statistics: [CGI Voice of Our Clients](#)



The CGI logo, consisting of the letters 'CGI' in a bold, red, sans-serif font.