EXECUTIVE

VIEWPOINT

V Rajanna

President - Technology, Software & Services, TCS

Mr V Rajanna is a distinguished executive with over three decades in TCS, helming several business units and regions in TCS. He was the first chief executive for TCS foray in China. Over the years, with his customer centric obsession complemented with solid execution he has not only steered large-scale transformation programs for TCS customers towards success, but also driven strategic business growth and sustained results, while contributing significantly to industry and academia, towards advancing the entire business ecosystem.

Unlocking the full potential of Generative AI in the workplace

GenerativeAI (GenAI) is fundamentally transforming our ways of working and our business models and we've only scratched the surface when it comes to uncovering its full potential. While the overall benefits and opportunities GenAI poses may be clear, the inherent challenges and barriers to adopting these technologies are significant and should be considered prior to making investments.

We connected with V. Rajanna, President of Technology, Software & Services at TCS, and Irene Zaguskin, Chief Information and Technology Officer and Partner at PwC Canada, to share their insights on this revolutionary technology.

What are some of the benefits of GenAI for the workplace?

Rajanna: The workplace is evolving into an **intelligent, AI-driven ecosystem** that automates tasks, enhances decision-making, unlocks creativity, and optimizes collaboration — elevating employee and customer experiences.

Key benefits of GenAI in the workplace

- **Automation and efficiency** – AI copilots streamline workflows, automate reporting, and reduce manual tasks.
- **Smarter decision-making** – AI democratizes data access, generating real-time insights and predictive analytics.
- **Creativity & innovation** – AI accelerates idea generation, personalized content creation, and cross-functional collaboration.
- **Optimized collaboration & customer experience** – AI-driven virtual workspaces improve team synergy and customer engagement.

TCS & industry insights

Our Workplace Transformation Study shows that AI-powered workplaces achieve:

- 25% improvement in employee engagement.
- 3X faster customer issue resolution.
- 20% growth in new business opportunities.

The future of work

TCS research done in collaboration with MIT Sloan and IDC highlights that enterprises embracing AI-first workplaces outperform competitors by integrating AI and human synergy to drive innovation.

GenAI is not just a tool — it's also an enabler of intelligent enterprises where businesses innovate faster, employees make smarter decisions, and customers experience unparalleled service.

How is your company using GenAI to deliver value to your customers?

Rajanna: We enable enterprises to adopt and scale GenAI through our three-pronged approach — **Assist, Augment, and Transform** — helping businesses reimagine processes, enhance decision-making, and drive innovation.

Assist: Enhancing efficiency and automation

We integrate AI across core business processes to:

- Improve productivity gains through workflow automation (TCS AI Research).
- Enable faster decision cycles with AI-powered insights.
- Drive cost reduction via process optimization.

Augment: Empowering human/ AI collaboration

GenAI enhances human capabilities by:

- Elevating quality, productivity, and creative outcomes across legal, consulting, marketing, and accounting tasks.
- Improving response times and personalizing interactions.

Transform: Leading enterprise-wide AI adoption

We help businesses embed AI by:

- Transforming enterprise processes across the value chain.
- Reimagining customer products and services to create differentiated market positioning.

Industry insights: The AI-powered advantage

TCS research, alongside MIT Sloan and IDC, highlights:

- 25% shorter time-to-market for AI innovations.
- 20% revenue growth through AI-driven personalization.
- Greater agility, helping businesses stay competitive.

At TCS, we don't just implement AI — **we drive AI-powered business transformation, ensuring our customers lead in an AI-first world.**

What are some challenges or risks of GenAI for the workplace?

Rajanna: GenAI is transforming the workplace, enhancing efficiency, decision-making, and innovation. However, it also presents challenges, especially in professional services, where trust, compliance, and human expertise remain critical. We proactively address these challenges through research, industry partnerships, and TCS 5A framework for Responsible AI©, which ensures safe and ethical AI adoption.

Key challenges & risks

1. **Data privacy & security:** GenAI models require vast data, raising concerns about confidentiality, regulatory compliance, and cybersecurity threats. In professional services (legal, finance, consulting), sensitive client data must be protected against AI-driven exposure.
2. **Bias & ethical AI:** AI models may inherit biases from training data, leading to unfair or inaccurate outcomes. TCS's **AI Fairness & Explainability Framework** mitigates bias by ensuring diverse data sets and transparent decision-making.
3. **Intellectual property & compliance risks:** AI-generated content can create legal ambiguity in copyright, contract analysis, and automated recommendations. TCS collaborates with national regulatory bodies and legal experts in order to develop AI compliance standards.
4. **Workforce transition & AI-augmented jobs:** The shift to AI-driven workplaces requires upskilling and reskilling of professionals. TCS has launched AI Workforce Readiness Programs with academic institutions and industry partners to empower employees.
5. **Operational integrity & hallucinations:** GenAI can produce misleading outputs. TCS integrates human-in-the-loop mechanisms to ensure AI reliability in decision-making processes.
6. **TCS and industry leadership in responsible AI:** TCS contributes to global AI governance by working with NASSCOM, ISO AI standards committees, and national regulatory bodies. TCS AI Responsibility Framework aligns with industry best practices to ensure ethical, transparent, and trustworthy AI.

At TCS, we believe that AI transformation must be **responsible, ethical, and human-centric** — ensuring innovation while protecting **trust, compliance, and workforce evolution**.

How would you summarize the growing role of GenAI?

Rajanna: GenAI is rapidly evolving from an emerging technology to a **core driver of enterprise transformation, reshaping cost structures, efficiency, and productivity**. We see GenAI not just as a tool but as a strategic enabler that is reimagining how services are delivered, decisions are made, and businesses are able to innovate.

Key impacts of GenAI

- **Perpetually adaptive enterprise** – The power of GenAI will be a continuous process to drive rapid innovation, faster product development, resilient supply chains, and a future-ready workforce, all of which will enable businesses to adapt, anticipate change, and transform potential disruption into strategic advantage.
- **Personalized client engagement** – AI copilots assist in contract analysis, regulatory compliance, and tailored advisory services, improving accuracy and responsiveness.
- **Efficiency and productivity** – AI-powered automation streamlines document processing, research, and reporting, leading to faster turnaround times and up to 22% productivity gains.
- **Enhanced decision-making** – AI-driven insights and predictive analytics accelerate decision cycles by 40%, improving risk assessment, compliance, and financial forecasting.

GenAI isn't just about automation — it's **reshaping industries, driving innovation, and enabling new business models**. TCS is committed to delivering scalable, responsible, and value-driven AI solutions to help enterprises navigate this transformation.

For more insights about the High-Tech unit of TCS, visit: https://www.tcs.com/what-we-do/industries/high-tech

EXECUTIVE VIEWPOINT

Irene Zaguskin

Chief Information and Technology Officer and Partner at PwC Canada

Irene Zaguskin is an experienced senior executive leader and board director, with a proven track record of delivering excellence and enabling high growth and turnarounds through digital transformation, technology innovation, and business model reinvention.

How do you think AI is poised to redefine the world of work?

Zaguskin: GenAI has catapulted organizations into a new world of work. PwC's 2024 Global Investor Survey found that 66% of investors expect the companies they invest in to deliver productivity increases from AI over the next year, with 63% expecting revenue increases and 62% expecting increased profitability.

The impact GenAI has had on the professional services industry and our clients is profound and multifaceted. Agentic AI in particular marks a major breakthrough that will fundamentally alter how we work and ***whom*** we work with. Teams are quickly becoming a mix of people ***and*** AI agents that are working in the background 24/7.

I see this transformation unfolding across several dimensions:

- **Automation:** AI can automate routine tasks, creating capacity for employees to focus on more strategic, value-added activities.
- **Work transformation:** AI changes how we work, impacting businesses' most critical workflows — from raising productivity across internal operations to redesigning and accelerating processes.
- **Business model reinvention:** AI can unlock opportunities for businesses to offer new services and tap into new revenue streams.
- **Enhanced experiences:** Client, customer, employee, and stakeholder satisfaction can improve by using AI.
- **Reskilling and upskilling:** AI can help identify skills gaps and craft customized training paths as we prepare employees to embrace technology changes.
- **Quality and governance:** AI can improve accuracy and decision-making, eliminating biases. Deploying responsible AI practices helps ensure AI implementations are transparent, ethical, and inclusive.
- **Collaboration:** AI fosters collaboration by dismantling operational silos and streamlining communications to support creative problem-solving and reshape corporate culture to become more agile and innovative.

What are the barriers to AI adoption?

Zaguskin: One of the greatest barriers is talent scarcity. A 2024 Microsoft and IDC survey found that 30% of businesses lack specialized AI skills in-house, and PwC's 2025 Global AI Jobs Barometer found that skills for AI-exposed jobs are changing 66% faster than for other jobs. The lack of technical skills available in the market to take advantage of these tools and use them effectively, coupled with the fears employees have surrounding adopting these tools, makes investing in upskilling and reskilling a business imperative to drive AI adoption. Another challenge many organizations face is in selecting which tools to invest in, as weighing the costs and risks versus benefits of these investments can be difficult. A 2024 McKinsey study found that one of the top issues with driving GenAI adoption is use case selection. In fact, according to Gartner, 30% of GenAI projects will be abandoned after proofs of concept by end of 2025 due to poor data quality, inadequate risk controls, escalating costs, or unclear business value. Understanding the total value, costs, and risks of GenAI is critical to exercising prudence and governance over investments. That's why the best time to consider responsible AI is ***before*** investing. Organizations should design and implement a responsible AI framework at the very start of their GenAI journey, focused on raising compliance, preventing and mitigating risks, building trust, and addressing ethical considerations — so they can make more informed, responsible investment decisions.

How do we measure the success of GenAI initiatives?

Zaguskin: A 2024 Microsoft and IDC study found that the top leaders using GenAI realize an ROI of 10x, with AI investments typically taking eight months to deploy and 13 months to generate value. However, correctly estimating the value and future financial impact of GenAI can be a major challenge.

That's why PwC Canada leverages a three-pronged GenAI investment strategy, categorizing investments as those that improve everyday productivity, transform how we work, or enable business model reinvention — which informs our business cases, investment decisions, and success metrics. For example, one of the first GenAI investments we made as part of our commitment to invest $200M in AI was rolling out Microsoft Copilot firmwide, marking the first large-scale implementation in Canada. We recognized Copilot would enable substantial productivity cost savings and drive significant value for our clients and our firm, and it aligned well with our overarching strategy.

A key measure of success is adoption — how many people are regularly using GenAI and how effectively they are using it. We learned that, to ensure successful GenAI transformation, we must approach this as workforce transformation. These advancements significantly impact our people, many of whom are fearful of job loss and change. Employees need to not only understand how to use GenAI effectively but also feel incentivized to use it. The best decision we've made throughout our GenAI journey was to invite *everyone* to the table — ensuring our people and executives alike understand the benefits of using these tools so we can embrace change *together*.

For more insights on GenAI from PwC Canada, visit: our website.