

Crafting Tomorrow

Leaders' perspectives on technology

N°10 — 2025

Conversations
FOR TOMORROW

Enterprise technology is at a turning point. The tenth edition of the Capgemini Research Institute's **"Conversations for Tomorrow"** explores how agentic AI, cybersecurity, post-quantum cryptography, and software-defined systems are reshaping business foundations. Through insights from global leaders, technologists, and innovators, we examine the technology trends defining the enterprise landscape for the coming years.

AI goes Agentic

Agentic AI is a new frontier that demands redesigned workflows and could unlock \$450B in value by 2028. It also demands oversight - trust in fully autonomous AI agents dropped from 43% to 27 %.

"Agentic AI represents a new frontier – accelerating efficiency and value creation by automating highly variable processes that traditional technologies cannot automate."

Aiman Ezzat,
Chief Executive Officer,
Capgemini

"Scaling AI isn't just a matter of installing some software. It can mean rethinking entire workflows that have been in place for years. That kind of change doesn't happen overnight."

Christel Heydemann,
Chief Executive Officer,
Orange Group

"We'll need robust traceability of exactly what the AI did, what decisions it made, and why."

Mike Crisafulli,
SVP and CIO, Connectivity &
Platforms, Comcast

"Multi-agent AI systems enable different AI agents to collaborate and execute complex workflows... What once required extensive human coordination now happens within minutes."

Dr. Walter Sun,
SVP & Head of AI, SAP

AI gets real in Software Engineering

From generating code snippets to automating test cases and impact analysis, AI is transforming the entire software development lifecycle

"AI tools offer the possibility of making software engineering less zero sum. We have a group of researchers whose mission is to eliminate technical debt at scale using AI tools."

Kevin Scott,
Chief Technology Officer, Microsoft

Post-Quantum Cryptography: Preparing for Q-Day

Quantum computing threatens today's encryption standards. Building crypto agility and internal expertise now is critical to safeguard sensitive data against future quantum attacks.

"The quantum threat isn't far off in the future - it's already affecting organizations today."

Michele Mosca,
Chief Executive Officer,
evolutionQ

"We're now looking at a 10 year horizon for post quantum readiness... It's not just a technical shift. It's a capability building challenge."

David Knott,
Chief Technology Officer
UK Government

"Post-quantum cryptography might not be an imminent risk, but we know it's coming. That means starting with an inventory of what we currently have, building internal expertise, and embedding these topics in the organization's agenda."

Corence Klop,
Chief Information Security Officer
Rabobank

Software and AI meets Robotics

Manufacturing and mobility are evolving through modular, software defined systems and adaptive robotics enabling continuous updates, smarter operations, and human machine collaboration.

"The overall trend is obvious and unstoppable: cars are becoming computers with added features."

Yves Caseau,
Chief Digital and Information Officer,
Michelin

"We use AI to optimize inventory levels, enhance logistics, and implement smart manufacturing processes... We're also exploring techniques like synthetic data generation to augment our existing datasets and improve the robustness of our AI models."

Annika Ölme,
Chief Technology Officer,
SKF Group

"We're entering a phase where robotics will move far beyond structured factory floors. Robots will learn from human behavior, understand social and environmental cues, and adjust their assistance accordingly... The key is building systems that are trustworthy, interpretable, and adaptable, so humans can rely on them, understand their limitations, and work alongside them with confidence."

Prof. Daniela Rus,
Director, CSAIL, MIT

The Human-AI Partnership: Creativity, Leadership, and Inclusion

AI augments human potential, but success depends on reimagining roles, investing in change management, and fostering inclusive leadership to drive creativity and innovation.

"If you want to work with an LLM, treat it like you would treat a new team member."

Jeremy Utley,
Professor of AI & Design Thinking, Stanford

"Technology, including software and AI, is a tool that we shape and decide how to use. Unlike past innovations like the printing press or steam engine, today's tools are far more accessible."

Kevin Scott,
Chief Technology Officer
Microsoft

"Collaboration is about designing systems that respond to human intent, complement human strengths, and adapt to real-world complexity"

Prof. Daniela Rus,
Director, CSAIL, MIT

Convergence is the name of the game

As technology matures, the frontier of innovation is shifting from isolated breakthroughs to the orchestration of converging systems.

"We have entered an era where innovation no longer happens within technologies, but between them. AI learns to reason, robots to collaborate, and energy systems to think."

Pascal Brier,
Group Chief Innovation Officer,
Capgemini

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