

## HOW DO YOU FOSTER INNOVATION AT YOUR ORGANIZATION VIA TECHNOLOGY, PEOPLE AND BUSINESS MODELS?

Data from our latest annual CEO Survey show 76% of Slovak CEOs view innovation as a core element of their strategy, significantly higher than the global figure of 50%. At PwC Slovakia, we focus our innovation efforts on combining people, technology and new ways of working into a single, business led approach. We actively embed AI, data and digital tools into our core internal processes and services. We invest in continuous staff upskilling, so we as professionals can confidently combine emerging technologies with deep industry expertise and professional judgement. We focus on integrated, tech enabled solutions rather than traditional services, more on the provision of new services, such as data governance and data management, cyber risk management, transforming organizational workflows with agentic AI, e-invoicing technology solutions, and tailor-made full-stack and low-code application development.

## HOW IS AI AND DIGITAL TRANSFORMATION CHANGING YOUR INDUSTRY AND HOW ARE YOU RESPONDING?

AI isn't going to make consulting disappear – it will remove the easy parts of consulting. The profession won't vanish; but “slide-making consulting” will. Anything that is repeatable—summarising, drafting, benchmarking, first pass analysis, even building standard deliverables—will be done by AI at a fraction of today's costs and time. The winners in consulting will be the firms that stop selling “hours and outputs” and start selling speed to decision, measurable outcomes, and trust.

So the disruption is real: clients now expect faster insights, data driven decision making, and tangible business outcomes—not just recommendations. That doesn't reduce the need for advisors; it raises the bar. When AI can generate 80% of the content, what matters is the last mile: judgement, accountability, domain expertise, and the ability to turn ambiguity into action—especially in regulated areas. And that's exactly where PwC is leaning

- 1. We embed AI into delivery, rather than it being a “nice-to-have add on.”** Our strategy is: integrate data, technology and AI into core offerings and show clients how we're transforming ourselves.
- 2. We scale adoption and skills, not pilot theatre.** PwC is investing in enterprise AI enablement (e.g. Network AI Academy), so teams can deliver consistently, rather than sporadically.
- 3. We lead with trust and governance, because AI without trust won't scale.** We operate under network level principles on reliability, validation and oversight, which is critical when clients move from experimentation to operational use.

The majority of Slovak leaders, (60% according to the latest CEO Survey), say investments in AI have not yet delivered the expected impact in terms of higher revenues. A smaller percentage of CEOs report a tangible return in the form of lower costs and higher revenues, and only 16% have seen a combined effect from both. These figures clearly show that AI alone is not a guarantee of value. Leaders see AI as a defining force of future competitiveness, but not as a quick fix. Its real value lies in a long term transformation.

We have numerous examples from the Slovak market where we helped our clients: with rollout and integration of Microsoft 365 Copilot into their workflows, training and change management and making savings on the client side; designing an AI governance maturity assessment for a client, covering governance across the AI lifecycle and training their internal teams, and selling licenses for our globally exclusive AI tool Harvey, an AI platform built on LLM, which helps automate and improve work across legal and advisory use cases. So no – consulting won't disappear. But consulting that can't demonstrate its value beyond what AI can generate will disappear.

## IF YOU COULD DEFINE A REFORM OR STRATEGIC SHIFT THAT WOULD SIGNIFICANTLY IMPROVE SLOVAKIA'S BUSINESS ENVIRONMENT, WHAT WOULD IT BE?

The establishment of a truly stable, predictable, and investment oriented tax and regulatory framework—anchored in a binding multi year tax policy commitment by the state. Slovakia does not suffer from a lack of ideas or talent; it suffers from uncertainty. Frequent ad hoc legislative changes, retroactive measures, and short implementation timelines undermine long term planning, discourage investment, and disproportionately burden compliant businesses. A credible commitment to tax stability—supported by systematic impact assessments, meaningful consultation with the business community, and clear transition rules—would significantly strengthen investor confidence.

Such a framework should explicitly reward innovation, reinvestment, and productivity growth, rather than over taxing labour, and being overly focused on compliance. It would reposition Slovakia from a “reactive” jurisdiction to a predictable and competitive one, capable of attracting high value investments and supporting domestic champions.

In short, predictability is the most powerful pro growth reform Slovakia can deliver—without increasing fiscal costs, but with a profound impact on trust, competitiveness, and long term economic resilience, fully aligned with the direction and priorities we articulated in the recently published AmCham Tax Manifesto.



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Christiana has over 25 years of experience in Slovak and international tax. She joined PwC after 4 years at another consulting firm and specializes in M&A Tax, International Tax Structuring, and Transfer Pricing. After seven years leading PwC's Slovak tax and legal practice, she now oversees both PwC Slovak and CEE Clients & Markets. She was actively involved in numerous privatisations during the transition of the Slovak economy and advises a diverse range of multinational and Slovak companies on inbound and outbound investment structuring. Christiana has been a Slovak State Registered Tax Advisor since 1998 and currently serves as the Vice President of Finance at AmCham and chairs the Tax Committee, which takes an active role in shaping Slovak tax legislation.

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