



# Cisco AI Readiness Index Mexico

Realizing the Impact of  
Artificial Intelligence

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A Snapshot of AI Adoption Across  
Organizations in Mexico

Cisco Mexico  
September 2026

# Dear Reader:

Few technological revolutions have moved so quickly from specialized conversations to a central place on the agendas of boards of directors, governments, and executive teams as artificial intelligence (AI). What only a few years ago seemed confined to certain areas of research or a limited number of technology companies is now a transformative force beginning to reshape how we produce, decide, innovate, compete, learn, and interact.

We are convinced that AI will be one of the defining forces of economic disruption and a competitive catalyst of our era. Yet we also believe there is a fundamental difference between **having access to technology and being truly ready to harness it**.

That distinction is precisely what inspired this report.

AI adoption cannot be understood simply as the introduction of new tools, models, or compute capabilities. Its transformative potential depends on a much broader set of enterprise conditions: a clear strategy, infrastructure capable of supporting new workloads, reliable and accessible data, appropriate governance models, talent with new skills, and, perhaps even more fundamentally, an organizational culture willing to learn, experiment, and change.

This is why we talk about **maturity**. AI readiness is multidimensional, and no single capability can guarantee sustainable outcomes on its own. Strategy, Infrastructure, Data, Governance, Talent, and Culture form a system. The strength – or weakness – of any one of these elements ultimately shapes the ability of an organization, or even an entire government, to take a promising idea from experimentation to production, scale it, and turn it into concrete results while keeping the underlying risks and threats in view.

The AI Readiness Index Mexico builds on the methodology and experience Cisco has developed through its global AI readiness research, while seeking to go one step further: **to examine Mexico's reality in greater depth**. It looks at where Mexican organizations stand today, the capabilities they have developed, where gaps remain, and, above all, what we can learn from those moving forward with greater speed and consistency.

We do not, however, intend to offer a single formula. Every organization has a different history, industry, technology architecture, culture, and set of priorities. What we do aim to provide is a frame of reference that helps leaders ask better questions and, in turn, make better decisions.

This discussion is particularly relevant for Mexico. AI represents an extraordinary opportunity to raise productivity, strengthen strategic industries, create new business models, develop talent, and expand the country's capacity for innovation. But capturing that opportunity will require far more than enthusiasm for technology. It will require long-term vision, investment, collaboration across organizations and ecosystems, and a willingness to revisit some of the paradigms on which our companies have been built for decades.

At Cisco, we have learned that technology readiness takes on its true meaning when it translates into real capacity for transformation. **Technology creates possibilities; prepared organizations turn those possibilities into value.**

We therefore hope the pages that follow will be more than a presentation of indicators. We want them to serve both as a mirror and a starting point: an opportunity to compare experiences, question assumptions, recognize strengths, and identify the capabilities that will need to be built for the next stage.

We invite you to read this report with curiosity, a critical mindset, and, above all, an eye not only on what AI can do today, but on **the organization we need to build to capture the value it can create tomorrow**.



**Ramón Viñals**

Director of Solutions Engineering  
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**Mauricio Moreno**

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# Introduction: AI readiness is built over time



Artificial intelligence (AI) has moved from future promise to a strategic imperative of our time. Today, the ambition to integrate these capabilities spans every sector of the Mexican economy. Public and private hospitals are seeking to anticipate diagnoses; retail chains are optimizing inventories at global scale; government entities are streamlining citizen services; and financial organizations are protecting transactions in real time. Although they operate in very different sectors, they share the same objective: turning AI's potential into tangible outcomes.

Yet as this ambition accelerates, organizations' actual readiness to realize it is struggling to keep pace.

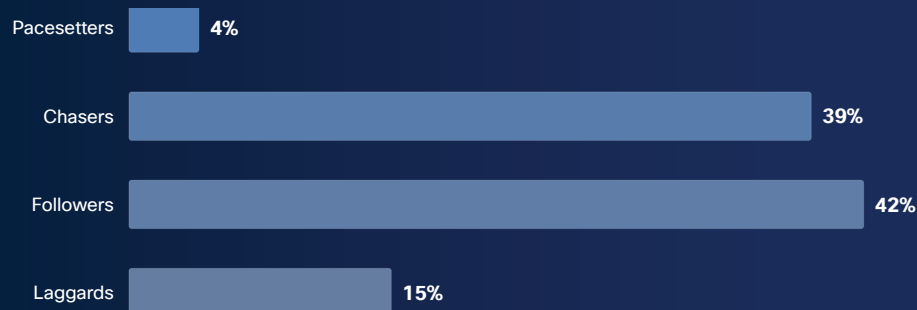
In its third global edition, Cisco's research showed that readiness requires a systemic and disciplined approach. Understanding what this means in Mexico called for an in-depth analysis beyond international comparisons. Cisco therefore presents the AI Readiness Index Mexico, a market-specific view designed to assess **AI readiness** across Mexican organizations.

To build this view, Cisco Mexico, with analytical support from consulting firm Select, conducted a survey of 220 decision-makers in information technology, data, and AI. Far from being an isolated sample, the study reflects the reality of Mexican organizations with more than 500 employees across key sectors of the economy. The sample includes manufacturing companies (39%) and services organizations (25%), as well as public sector organizations (15%), retail (14%), and financial services (8%), providing a broad perspective on AI readiness across different productive and organizational environments.

The Index reveals that executive urgency to deploy AI is placing growing pressure on infrastructure and organizational structures that were not designed for today's technological complexity. In other words, **the operating capabilities of many organizations are not advancing at the same pace.**

## AI Maturity Distribution in Mexico

Graph #1



As expectations for AI integration continue to rise, only 4% of the Mexican market has built the operating capabilities required to qualify as a Pacesetter.

# Readiness matters

## when it translates into results

Cisco's Index classifies organizations into four levels of AI readiness: **Pacesetters, Chasers, Followers, and Laggards.**

Globally, Pacesetters have consistently represented 13% of the sample. In Mexico, the share is considerably smaller: **only 4% of organizations have reached the level of maturity required to qualify as Pacesetters.**

Pacesetters stand out not only because they have larger budgets, but because they take a disciplined and systemic approach. Unlike the rest of the market, these organizations align organizational capabilities, adopt stronger management practices, and execute a clear vision so that AI initiatives generate quantifiable benefits.

The rest of the Mexican market is distributed across intermediate stages of readiness that limit its ability to compete at global scale:

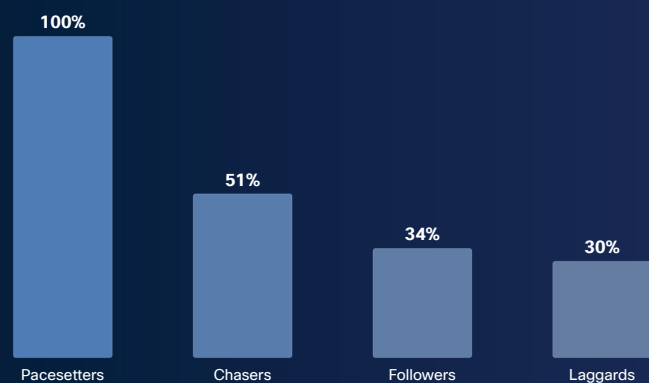
- **39% Chasers:** they perform above average but still need to strengthen their capabilities to optimize the use of technology
- **42% Followers:** they have begun their adoption journey but face readiness gaps across several pillars that prevent them from scaling
- **15% Laggards:** they lack maturity across all fronts and remain in the early stages of adoption

Maturity emerges as a meaningful differentiator across the groups analyzed. In Mexico, 100% of organizations classified as Pacesetters report high levels of profitability, compared with 51% of Chasers, 34% of Followers, and 30% of Laggards. The results show an association between greater readiness and higher self-reported profitability.

Graph #2

### The Impact of Readiness on Profitability

Percentage of organizations with high profitability

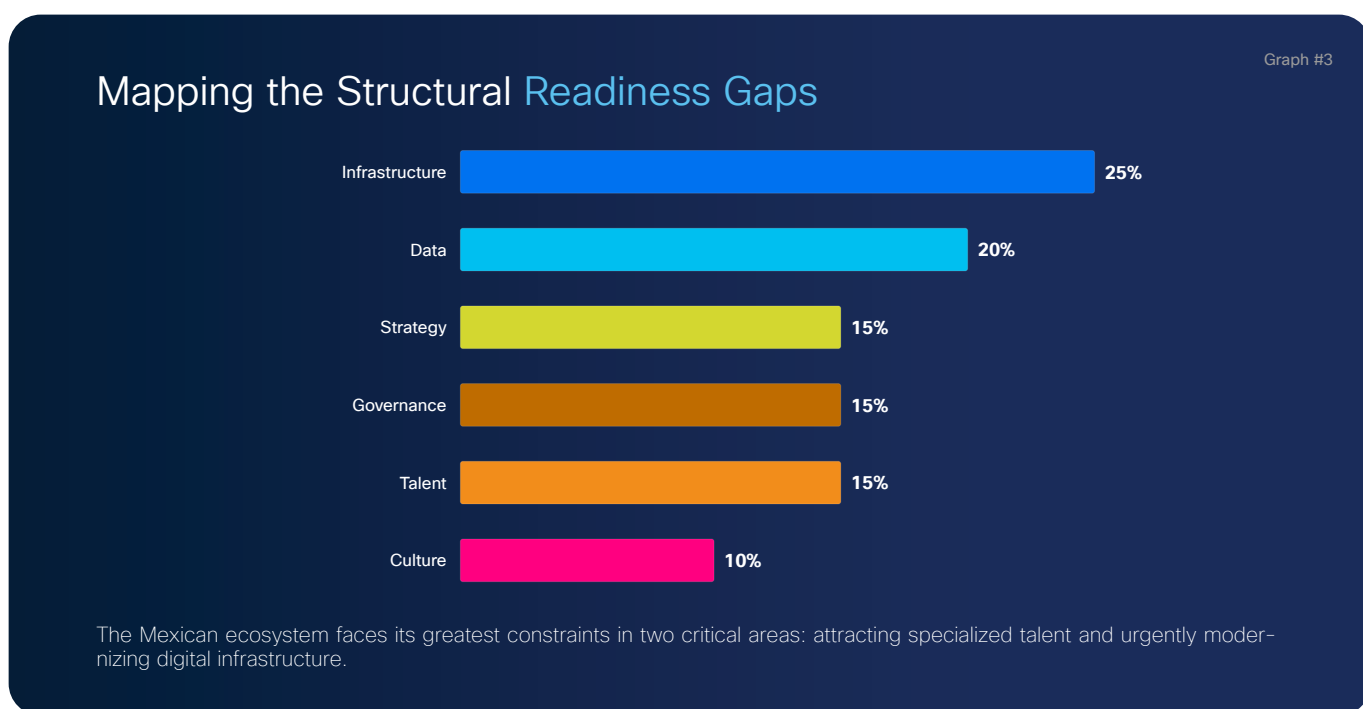


100% of organizations classified as Pacesetters report high profitability, compared with 51% of Chasers.

# AI Infrastructure Debt

To assess the capabilities that most of the Mexican market still needs to strengthen, the Cisco AI Readiness Index examines six dimensions of AI readiness: **Infrastructure (25%), Data (20%), Strategy (15%), Governance (15%), Talent (15%), and Culture (10%).**

The national picture is clear. The largest gap is the shortage of AI-skilled talent – a human capital constraint that limits execution capacity – followed by the lack of an articulated strategy and, critically, the lag in digital infrastructure modernization.



The gaps observed in data center and network modernization can be understood through a risk Cisco has identified globally: AI Infrastructure Debt.

This debt represents an evolution of technical and digital debt. It is the often-silent accumulation of operational shortcuts, network integration constraints, delayed upgrades, and underfunded architectures as AI adoption accelerates. As Mexican government entities and private corporations accelerate the launch of AI initiatives, demands on bandwidth, cloud processing capacity, and cybersecurity controls rise significantly.

If decision-makers ignore this debt, operating costs can rise, innovation cycles can slow, and promised returns may become increasingly difficult to realize.

The chapters that follow examine each of the six dimensions in depth, tracing the capabilities that distinguish Pacesetters and the areas for improvement across the rest of the market as organizations seek to mitigate this debt and turn AI into a competitive advantage.

## CHAPTER 1

# Strategy

How can organizations turn interest into a business strategy?



## Strategy is one of Mexico's largest readiness gaps

Mexican organizations are moving quickly to explore AI. The challenge now is to turn that activity into an agenda that can set priorities, assign accountability, mobilize resources, and demonstrate results.

The findings show that this capability is still concentrated among a minority. The Cisco AI Readiness Index Mexico identifies **Strategy as the second-largest AI readiness opportunity in Mexico, after Talent<sup>1</sup>**. In this dimension, just **6% of organizations reach the Pacesetter level**; 36% are classified as Chasers, 39% as Followers, and 18% as Laggards.

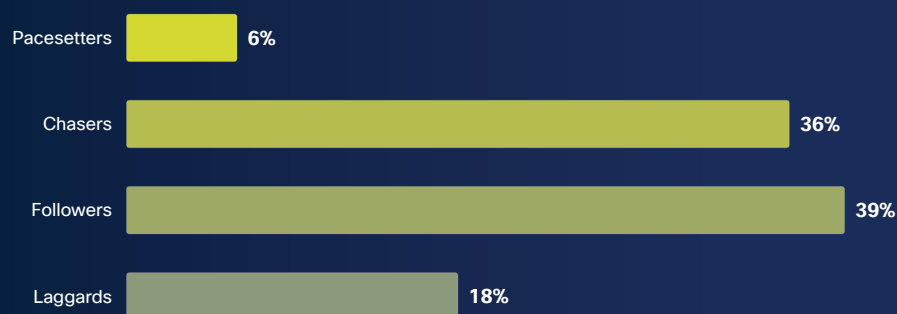
The market is moving, but most organizations remain at intermediate levels of strategic maturity. Progressing toward adoption at greater scale requires prioritizing the problems that justify investment in AI, defining the outcomes organizations seek to achieve, and strengthening the capabilities needed to sustain them.

In this study, the Strategy dimension covers alignment between AI initiatives and organizational objectives, resource allocation, clear accountability, long-term funding, and mechanisms for ongoing monitoring, evaluation, and adaptation<sup>3</sup>.

AI's potential value depends on the context of each sector. In financial services, it can translate into better risk and fraud management; in manufacturing, into greater operational availability and quality; and in retail, into more precise and personalized operations. In education and the public sector, opportunities span research, academic services, analytical capacity, service delivery, and service quality.

### Only 6% Reach Pacesetter Status in Strategy

Graph #1



Strategic readiness remains concentrated at intermediate levels: 36% of organizations are classified as Chasers and 39% as Followers.



The common denominator is linking every initiative to an **identifiable priority and an outcome that can be evaluated.**

This discipline also helps organizations manage the proliferation of use cases. As different functions adopt tools and develop pilots, organizations need to determine which initiatives to scale, which can share data or infrastructure, which create reusable capabilities, and where redundant costs or risks emerge.

From Cisco's perspective, this is the central role of Strategy within the Index: **to bring coherence to the decisions that must then be supported by the other dimensions—Infrastructure, Data, Governance, Talent, and Culture.**

## Executive accountability is the first differentiator

Among Mexican Pacesetters, there is a clear sign that AI has become institutionalized. **100% have an executive responsible for leading AI efforts. Across the overall market studied, the figure is 32%.**

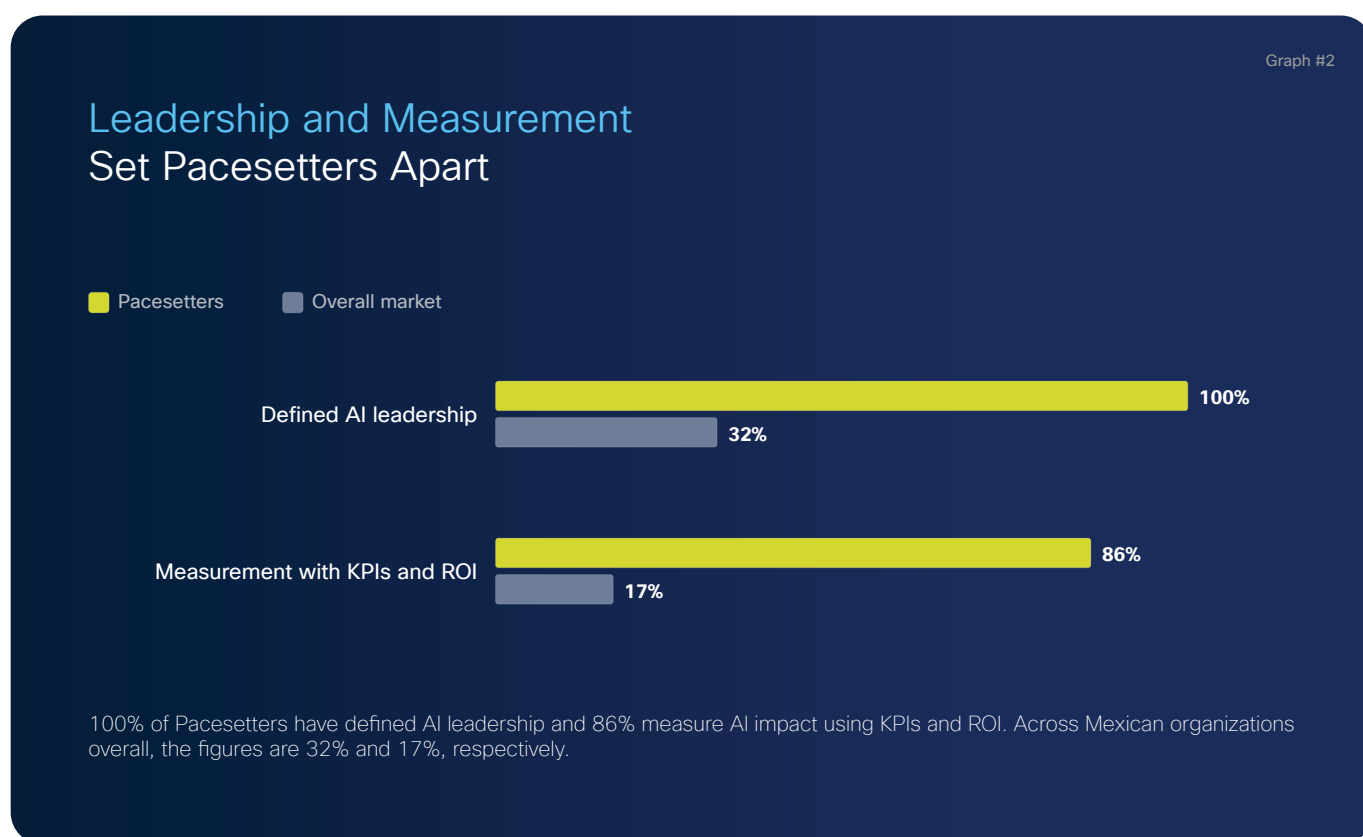
Defining who is accountable strengthens coordination across the functions involved and facilitates decisions on priorities, investment, and performance.

This role becomes increasingly important as use cases span multiple functions. A project may involve operations, technology, data, cybersecurity, finance, legal affairs, and talent, but AI leadership needs to provide a common point of coordination to resolve those interdependencies and maintain a shared execution framework.

## Measurement guides investment decisions

Executive accountability becomes more valuable when it is supported by mechanisms to evaluate results.

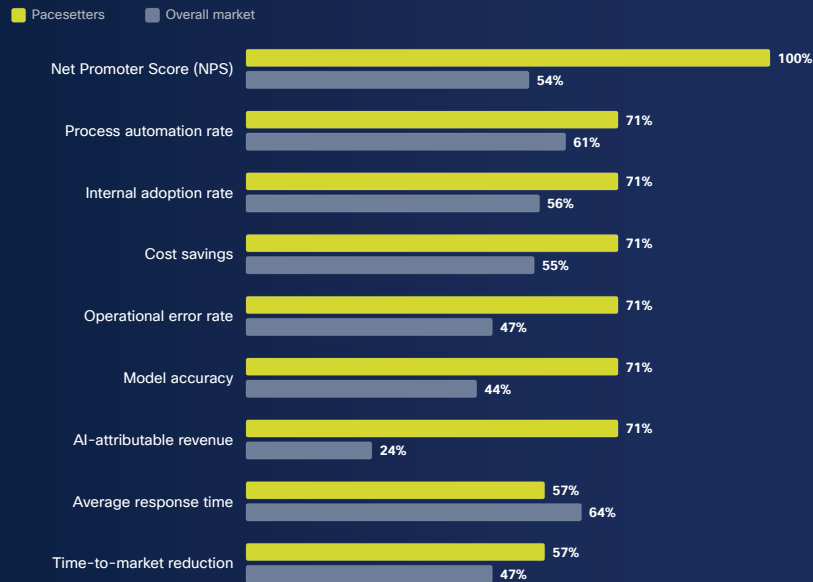
The contrast is again substantial: **86% of Pacesetters measure the impact of AI using key performance indicators (KPIs) and return on investment (ROI), compared with 17% of all organizations studied<sup>5</sup>.**



Metrics help distinguish between a technically viable test and an initiative with enough impact to justify additional resources. This capability helps organizations prioritize their portfolio and concentrate investment on use cases with the greatest potential to create value.

The right indicator depends on the objective. A service-oriented application may be assessed through satisfaction, resolution, or response times, while automation may be linked to productivity, error rates, or cost savings. For models used to support decisions, accuracy and reliability carry greater weight. Commercial initiatives may incorporate revenue, conversion, or profitability, while public-sector or educational organizations may express return through efficiency, coverage, quality, or service capacity.

## Pacesetters Connect AI to a Broader Range of Outcomes



Pacesetters outperform the overall market on eight of the nine reported metrics. The largest gap is in revenue attributable to AI: 71% versus 24%. Average response time is the only exception, at 57% among Pacesetters and 64% overall.

Data from this study show that Pacesetters use a broader set of metrics. **100% report using Net Promoter Score (NPS)**, while 71% measure process automation, internal AI adoption, cost savings, operational error rates, model accuracy, and revenue attributable to AI.

Pacesetters report higher use across eight of the nine metrics analyzed. The only exception is average response time, used by 57% of Pacesetters compared with 64% of the overall market. Taken together, the results indicate that the difference lies in a broader measurement framework capable of evaluating AI performance from multiple dimensions.

The gap in revenue attributable to AI is particularly significant: 71% among Pacesetters versus 24% of the overall market. The gap shows how strongly Pacesetters seek to connect technology implementation with verifiable economic outcomes.

For executive teams, linking technical metrics to business outcomes improves decision quality. Model accuracy and adoption levels remain important, but they become more valuable when they can be tied to the outcome the organization is trying to improve.

Measurement also enables a difficult but necessary decision: stopping initiatives whose performance does not justify additional resources. The ability to reallocate investment is as much a part of a mature strategy as the ability to scale a successful use case.

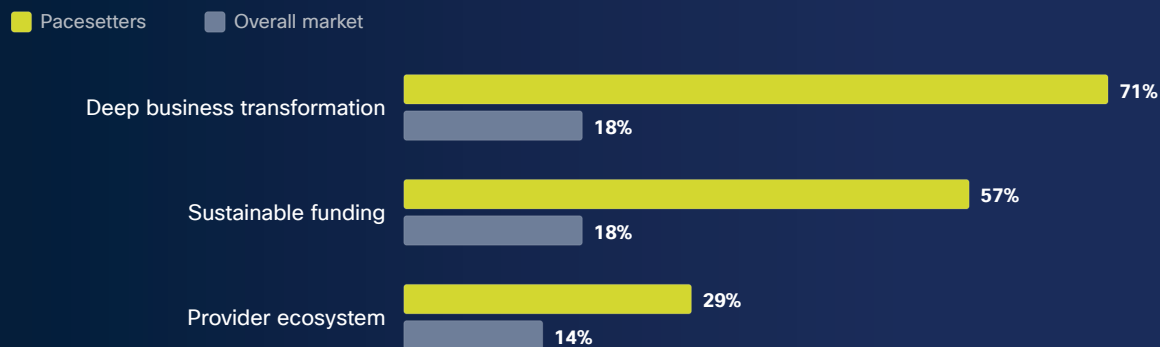
## Strategic ambition is focused on transformation

Maturity is also reflected in the scope of organizations' AI ambitions. **71% of Pacesetters seek to transform the business, compared with 18% of all organizations studied.** In both private and public organizations, this can involve transforming the operating model and the way value is created or services are delivered.

Adoption often begins with targeted use cases designed to build knowledge and demonstrate value. The challenge emerges when they are integrated into critical processes, from maintenance and quality in manufacturing to fraud and risk in financial services, academic services, or citizen engagement. At that point, scaling requires coordination across infrastructure, data, security, governance, and talent. Strategy must anticipate those dependencies before they constrain growth.

Graph #4

### Pacesetters Combine Transformation with Sustainable Funding



71% of Pacesetters orient their strategy toward transformation and 57% have sustainable funding, compared with 18% overall on both indicators. Engagement with the provider ecosystem is lower: 29% among Pacesetters and 14% across the market.

## Fund the operation, not just the project

Another differentiator is investment sustainability:  
**57% of Pacesetters have sustainable AI funding, compared with 18% overall.**

Moving from pilot to production introduces recurring costs across infrastructure, integration, security, operations, and talent. Success also increases demand: more users, transactions, data, and applications expand both technology and operational requirements.

Funding AI therefore means planning for its full lifecycle: design, testing, production, operations, updates, and growth. Leadership defines accountability; metrics evaluate outcomes; and funding sustains initiatives that demonstrate value.

## External collaboration remains limited

**Only 29% of Pacesetters leverage the technology-provider ecosystem to accelerate AI adoption, compared with 14% of the market.** Even among the most mature organizations, this capability remains relatively uncommon.

AI brings together compute, cloud, networking, security, data, applications, integration, and specialized expertise. The ecosystem can expand capabilities and accelerate execution, provided organizations are clear about what to build internally, **what to bring in through partners, and how to integrate both** under consistent architecture, interoperability, security, and accountability criteria.



## Budget and return shape the next step

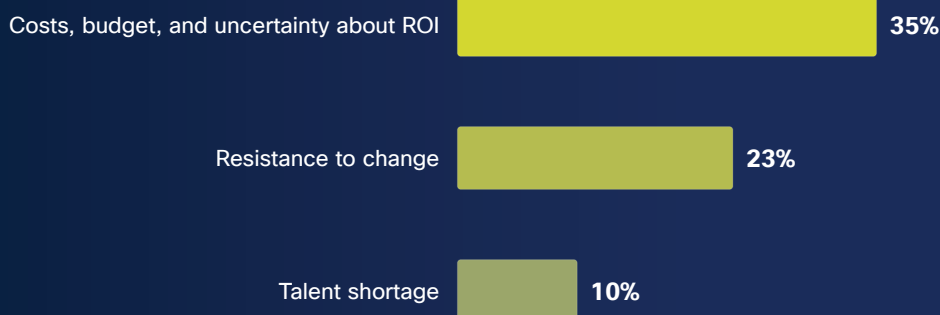
The strategic challenge takes on a new dimension when AI leaders are asked directly what could slow their plans over the next twelve months.

Among 195 open-ended responses analyzed in the Cisco AI Readiness Index Mexico, **35% cite costs, budget, or uncertainty about return on investment**, making this the most frequently mentioned obstacle. **Organizational culture and resistance to change** rank second at 23%, followed by a lack of skilled talent at 10%, technology infrastructure at 8%, and lack of knowledge or understanding of the technology at 6%.

Graph #5

### Proving Return Is the Leading Barrier to Progress

Main obstacles to advancing AI strategy · 195 open-ended responses



Costs, budget, and uncertainty about ROI account for 35% of mentions. Resistance to change ranks second at 23%, followed by talent and infrastructure.

The executive implications of the leading obstacle go beyond budget availability. Responses collected in the study also point to the difficulty of **justifying and demonstrating the value of investment within the organization itself**.

This pressure raises the bar for business cases.

Budgeting for AI requires a more complete view of the business case, including the cost of moving into production, expected impact, time horizon for returns, required capabilities, and the conditions for continued investment.

Defining objectives and metrics from the outset makes it easier to determine whether an initiative is delivering against the expectation that justified the investment, and to use that evidence to decide whether to continue or expand it.

The same logic requires business cases to incorporate data, infrastructure, and talent dependencies from the beginning. Otherwise, early speed can later turn into added cost, delays, or scaling constraints.

## Strategy also determines which capabilities to build

The evidence in this chapter points to a broader view of planning. Every use case creates demand on the rest of the organization.

Different types of initiatives create different requirements. Some depend primarily on data quality and availability; others require greater compute capacity, integration with enterprise applications, or more robust identity, networking, and security controls. When roles or processes also change, training and change management become part of the same equation.

For Cisco, this is a decisive point. **AI strategy becomes more robust when it anticipates the capabilities each initiative will require as it grows.**

Every AI investment has implications that extend beyond technology to architecture, data, security, talent, and operations decisions.

That approach sets the stage for the next dimension of the Index: Infrastructure.



## Greater maturity coincides with higher reported profitability

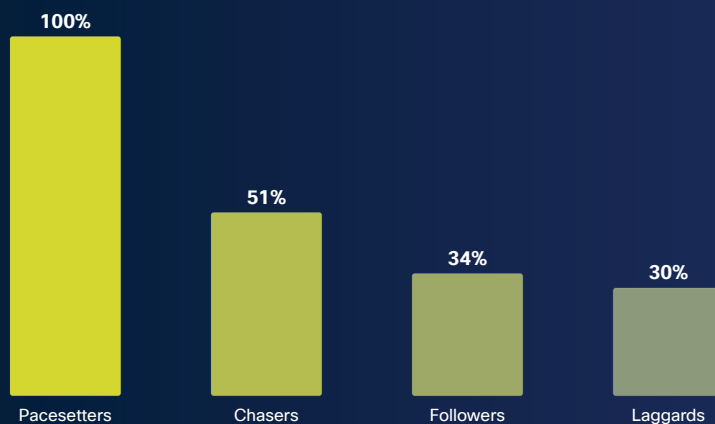
The study provides one final data point to put the relevance of these capabilities into perspective.

**100% of Pacesetter organizations report high levels of profitability**, compared with 51% of Chasers, 34% of Followers, and 30% of Laggards. The result shows an **association between greater maturity and higher reported profitability**, but the study design does not establish causality.

Graph #6

### Greater Maturity Coincides with Higher Profitability

Percentage of organizations with high profitability



100% of Pacesetters report high profitability, compared with 51% of Chasers, 34% of Followers, and 30% of Laggards. The results show an association between maturity and profitability.

In fact, **only 29% of Pacesetters say AI is very important to their profitability**, compared with 25% overall. This suggests a cautious interpretation: Pacesetter performance cannot be attributed to AI alone.

These organizations also demonstrate stronger capabilities in management, measurement, funding, and readiness. Together, these strengths put them in a better position to select initiatives, evaluate outcomes, and scale those that demonstrate value.

The advantage can compound: better selection concentrates resources, measurement generates evidence for new decisions, and funding plans make it easier to move successful initiatives into production. Readiness thus becomes the ability to repeat the process with greater precision.



## From stated strategy to execution discipline

Findings in Mexico point to five decisions for an executive AI agenda:

1. **Define the expected outcome from the start:** every initiative should connect to a business, operational, or institutional priority
2. **Assign accountability:** an executive should have the authority to coordinate functions and be accountable for the agenda
3. **Measure by design:** KPIs should combine technical performance with operational, financial, or institutional impact
4. **Fund the full lifecycle:** planning should include testing, production, operations, and growth
5. **Turn every implementation into a reusable capability:** infrastructure, data, knowledge, governance, and skills developed for one use case can reduce the effort required for the next

In Mexico, a small share of the market already demonstrates several of these attributes. For the rest, the opportunity is to turn the intense activity around AI into a more consistent way to prioritize, execute, and learn.

Strategy defines the outcome and establishes the conditions for pursuing it with discipline. The next question is whether the infrastructure can sustain that ambition.



## CHAPTER 2

# Infrastructure

Building the technology foundation to scale AI



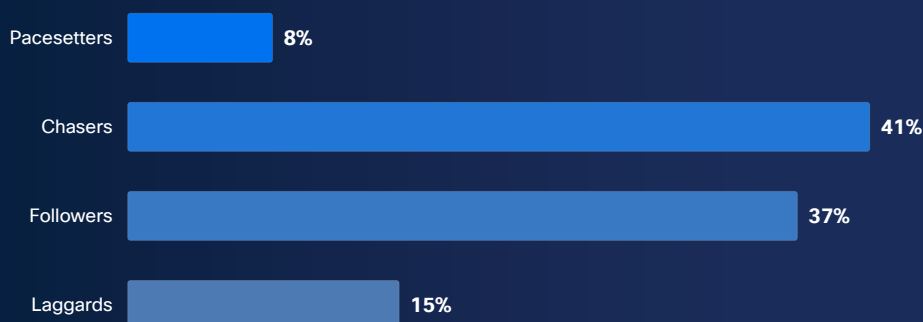
# Infrastructure is Mexico's third-largest readiness gap

AI places greater demands on digital infrastructure: higher compute requirements, access to distributed data, and more available and adaptable networks also increase the need for security, observability, and operational continuity.

In Mexico, the technology foundation still shows significant readiness differences. The Cisco AI Readiness Index Mexico identifies **Infrastructure as the third-largest readiness gap, after Talent and Strategy**. In this dimension, **8% of organizations reach the Pacesetter level**, 41% are classified as Chasers, 37% as Followers, and 15% as Laggards.

Graph #1

## Only 8% Reach Pacesetter Status in Infrastructure



78% of the Mexican market is concentrated among Chasers and Followers, indicating that many organizations have begun a transformation but are still developing the capabilities required to operate AI at scale.

The distribution reflects progress, but it also shows that the capabilities required to operate AI at scale remain concentrated among a relatively small share of the market.

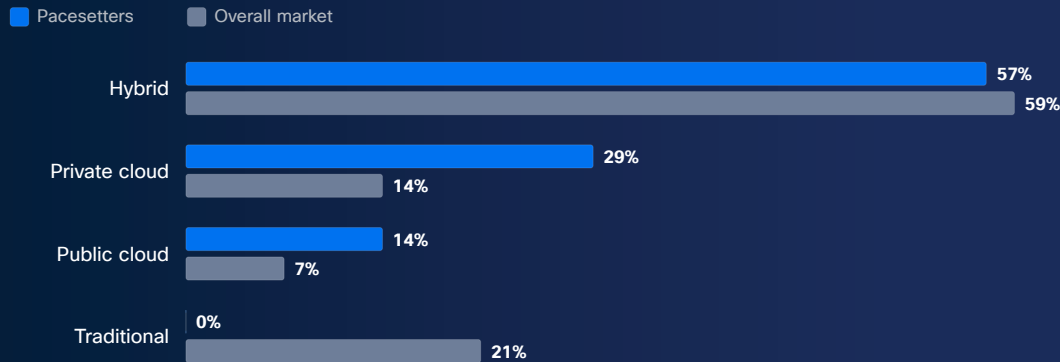
The study evaluates four components: **compute resources, network infrastructure, resilience to increased energy demand, and security capabilities required to protect AI systems**. Their importance will grow as use cases become integrated with critical processes.

## Hybrid architecture is already prevalent, but it does not guarantee readiness

Hybrid infrastructure is widely adopted in Mexico. **57% of Pacesetters operate under a hybrid model, compared with 59% of all organizations.** The similarity shows that adopting a hybrid model, by itself, does not distinguish levels of maturity.

### The Difference Is in Modernization, Not the Hybrid Model Alone

Graph #2



Pacesetters and the overall market use hybrid infrastructure at similar rates, 57% and 59%. The difference appears in legacy infrastructure: no Pacesetters operate under a traditional model, while this model remains in place across 21% of the market.

The difference emerges in the composition of the environment. Among Pacesetters, 29% operate primarily in private cloud and 14% in public cloud; none report operating primarily on traditional infrastructure. Across the overall market, private cloud accounts for 14%, public cloud 7%, and **21% continue to operate on traditional infrastructure with static capacity and manual configuration.**

AI readiness depends less on the deployment model than on the capabilities available: **elasticity, automation, availability, integration, and security.**

An organization can operate in a hybrid environment and still retain legacy components that constrain resource allocation, application connectivity, or responsiveness to changing demand. For technology leaders, the priority is infrastructure that **can adapt dynamically to AI workloads and scale resources as business needs evolve.**

## The compute gap emerges **when it is time to scale**

The operating model reveals only part of readiness. The next question is whether infrastructure can scale capacity at the pace required by growing use cases.

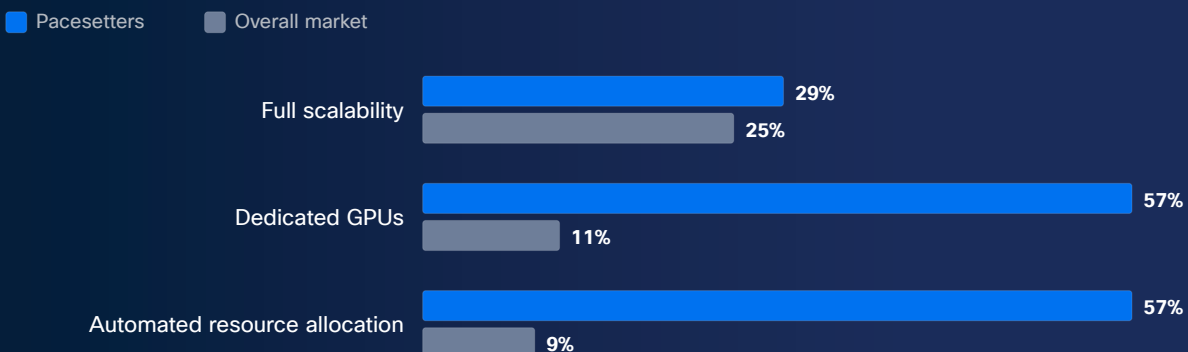
Here, one of the chapter's most revealing findings emerges: **only 29% of Pacesetters say their IT infrastructure is fully scalable.** Across all organizations, the figure is 24%.

The five-point gap is smaller than those observed in other indicators, suggesting that **scalability remains a shared challenge, even among Pacesetters.**

As an initiative expands to more users, models, and processing volumes, pressure on infrastructure also rises. The ability to absorb that growth without repeated redesign, performance degradation, or disproportionate cost increases becomes a condition for taking AI to scale.

Graph #3

### Specialized Compute Widens the Gap Between Pacesetters and the Market



Full scalability remains limited even among Pacesetters, at 29%. The gap widens in specialized capacity: 57% have dedicated GPUs and 57% have automated resource allocation, compared with 11% and 9% overall.

## Access to specialized compute does separate Pacesetters

The gap grows considerably when the availability of specialized resources is considered.

**57% of Pacesetters have access to dedicated GPUs, compared with 11% of all organizations. The same share of Pacesetters, 57%, has automated resource allocation, a capability available to only 9% of the overall market.**

Access to dedicated GPU capacity reported in the study comes primarily through public-cloud services under pay-as-you-go models. The data should therefore be interpreted as access to specialized compute rather than necessarily ownership of physical infrastructure.

This flexibility allows organizations to combine internal and external resources according to workload needs, provided they maintain visibility into availability, utilization, and cost. In this context, automation is critical to allocating resources more efficiently and responding to changes in demand without relying on constant manual adjustments.

The findings suggest two levels of readiness. The first is having enough capacity to experiment. The second is **turning that capacity into an elastic, specialized, and manageable resource at scale.**

The proximity between Pacesetters and the market on fully scalable infrastructure, 29% and 24%, also serves as a warning. Buying specialized capacity solves one part of the problem, but the broader architecture must be able to integrate and manage it with the same agility.



# The network emerges as a less visible bottleneck

AI infrastructure does not depend on compute capacity alone. Mexico's data shows that the network is also a critical component for scaling applications and sustaining performance.

Among Pacesetters, **100% report high network availability to scale and 86% have a network that can adapt to demanding workloads.** Across the overall market, those capabilities reach 33% and 30%, respectively.

The differences suggest that the most prepared organizations have strengthened the connectivity foundation needed to move larger volumes of data and respond to changing workloads.

Graph #4

## High Availability Does Not Mean Full AI Integration



100% of Pacesetters report high availability and 86% adaptability for demanding workloads, but only 43% have fully integrated the network with their AI systems. Across the overall market, full integration reaches 17%.



Yet the most revealing indicator appears in integration.

**Only 43% of Pacesetters report full network integration with AI systems. Across the overall market, the figure falls to 17%.**

These two findings need to be read together. All Pacesetters report highly available networks, but fewer than half have achieved full integration with their AI systems.

The difference between **availability** and **integration** is fundamental.

Network availability alone is no longer enough to support increasingly distributed AI workloads. Connecting models, data, applications, and users across data centers, clouds, and devices requires greater adaptability, performance, and security.

For Mexican organizations, this means rethinking connectivity infrastructure originally designed to access applications and transport data. AI introduces new demands for traffic, latency, scalability, and security that require the network to be treated as an integral part of the AI architecture.

The integration finding points to a constraint that can remain hidden while projects are small. A pilot may function with a partially integrated architecture; scaling quickly exposes those dependencies.

From an executive perspective, AI performance will increasingly depend on **the ability to treat the network as part of the AI architecture rather than simply the medium connecting its components.**

# Security distinguishes prepared infrastructure from exposed infrastructure

Expanding AI increases both operational capabilities and the attack surface. As systems gain access to more data, applications, and processes, infrastructure needs security controls that match this greater level of integration.

This is one of the areas with the widest separation between Pacesetters and the Mexican market.

Graph #5

## The Largest Maturity Gap Appears in Security



All Pacesetters report full capabilities to detect and prevent attacks and dynamic security controls. Across the overall market, these capabilities reach 23% and 29%. Significant gaps also remain in threat awareness and encrypted data protection.

**100% of Pacesetters report full capability to detect and prevent attacks, and the same share have dynamic security controls.** Across all organizations, these indicators reach only 23% and 29%, respectively.

The difference persists across the other two capabilities evaluated. **86% of Pacesetters report a comprehensive understanding of cybersecurity threats associated with these environments, compared with 25% overall; 86% also apply encrypted and audited data protection, while the overall market stands at 32%.**

Taken together, the four indicators show that more mature organizations treat security as a structural infrastructure capability.

As AI integrates with more data, applications, and processes, security needs to move beyond isolated controls toward policies capable of supporting a more dynamic and distributed operating environment. This means responding consistently to changes in users, models, and data sources.

Dynamic controls become especially important because AI infrastructure operates across distributed environments. Workloads may shift among cloud, data centers, and external resources, while access patterns change and new dependencies emerge. Security therefore needs to adapt to the context of the operation.

The Mexican market shows a significant readiness gap. Across the overall market, fewer than one-third of organizations fully meet any of the four security capabilities assessed by the Cisco AI Readiness Index Mexico.

This raises the potential cost of growth without simultaneous security modernization. Every new integration can expand the value of an initiative - and the exposure associated with it.

For Cisco, security is part of the architecture by design. AI-ready infrastructure needs to **connect, observe, and protect** workloads as they increase in number, complexity, and autonomy.



# Build today for the capacity the next use case will demand

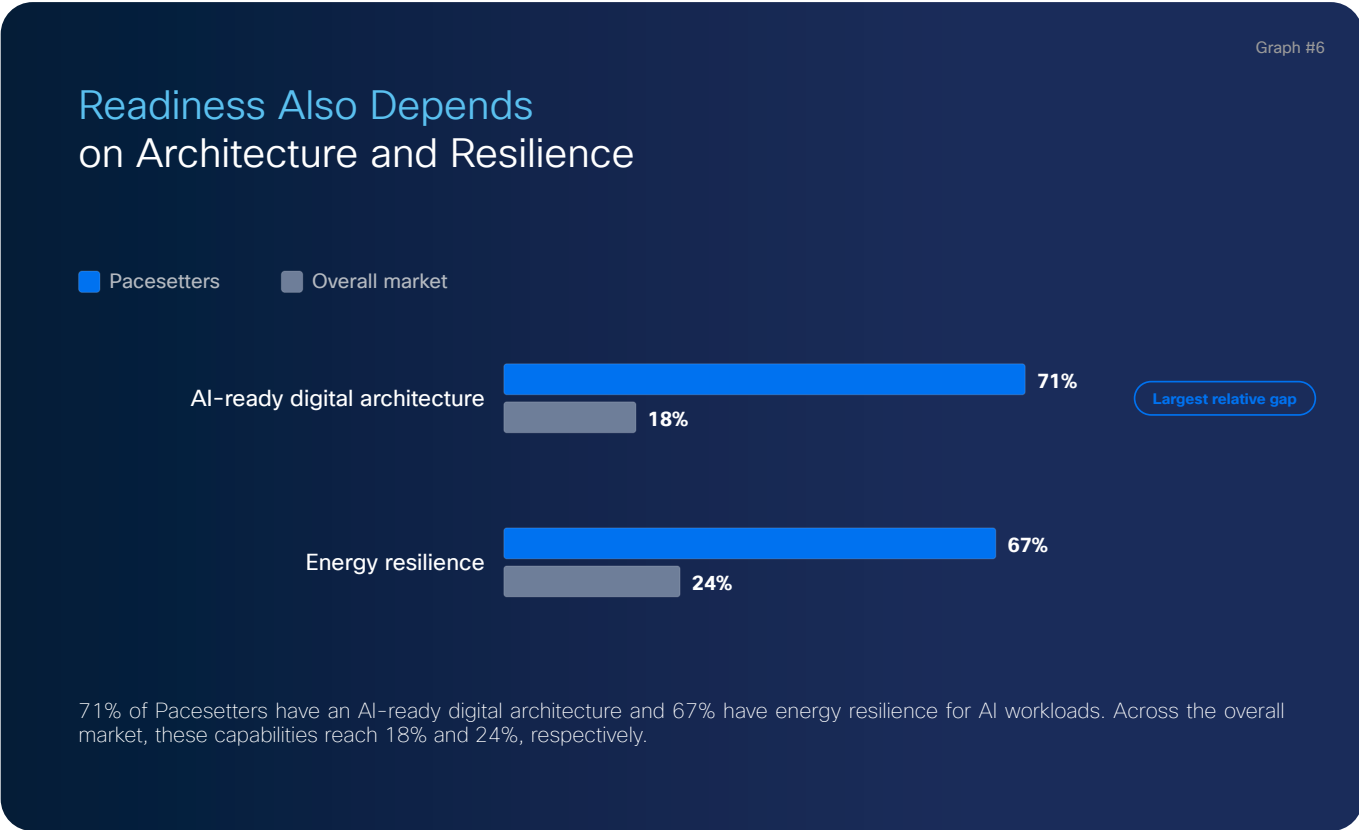
The final indicators broaden the view to two capabilities that often receive less attention in the early stages of adoption: **digital architecture and energy resilience**.

**71% of Pacesetters have an AI-ready digital architecture, which Select associates with capabilities such as microservices, MLOps, and cloud; across the overall market, the figure is 18%.** The 53-point gap is one of the largest in the chapter.

A prepared architecture makes it easier to add new models, applications, and data sources, reuse capabilities across use cases, and progressively reduce the cost of innovation.

Energy resilience shows another meaningful difference: **67% of Pacesetters report the ability to support the energy consumption associated with AI workloads, compared with 24% overall.**

Scaling AI also means responding to higher requirements for power, cooling, continuity, and data center capacity, even when some compute is sourced through the cloud.



# AI Infrastructure Debt begins with decisions that seem small

Cisco uses the concept of **AI Infrastructure Debt** to describe the accumulation of gaps, shortcuts, and lagging capabilities across compute, networking, data, security, and talent when adoption moves faster than the capabilities required to support it<sup>8</sup>.

In Mexico, only 24% of the market reports fully scalable infrastructure; 17% has fully integrated its network with AI systems; 18% has an AI-ready digital architecture; and none of the four security capabilities assessed exceeds 32%.

Individually, these are technical gaps. Together, they show the risk that adoption will grow faster than the technology foundation required to sustain it.

Debt accumulates when temporary solutions become permanent, integrations must be rebuilt for every project, or architecture constraints add cost and complexity to each new implementation.

## Managing it requires five capabilities to advance in a coordinated way:

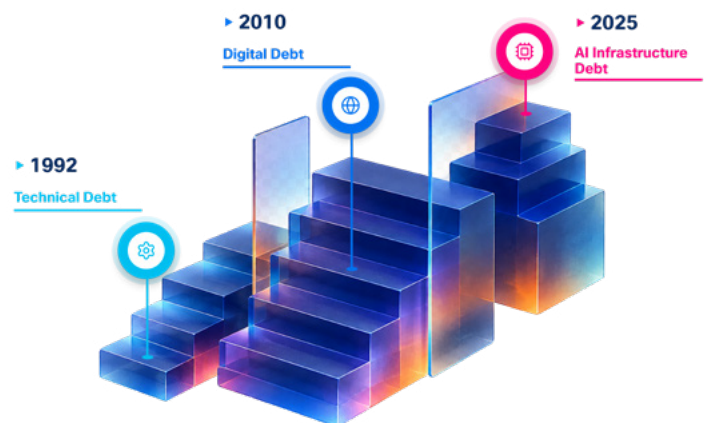
1. Compute elasticity, to absorb workload growth
2. Efficient access to specialized capacity, including GPUs
3. Networks that are available, adaptable, and integrated with AI systems
4. Dynamic security, built into the architecture
5. Resilience and modularity, to respond to new demands for capacity, energy, and applications

The study's conclusion follows the same logic: Mexican organizations need to invest in specialized compute, strengthen the availability and integration of their networks, and strengthen security controls as interdependent capabilities.

AI-ready infrastructure emerges from coordination across compute, networking, security, resilience, and automation. Its value does not depend only on the strength of each component, but on their ability to operate as an integrated system and support growth without introducing new constraints.

The next stage of readiness depends on another asset that must move as fluidly as AI workloads: data.

## AI Infrastructure Debt



The accumulation of gaps, compromises, shortcuts, and lagging capabilities across the foundations that support AI. As workloads grow, those decisions can translate into greater complexity, higher cost, and more difficulty scaling.

Asset #7



## CHAPTER 3

# Data

Turning available  
information into a trusted  
asset for AI



## Mexico is making progress on centralization, but data readiness remains incomplete

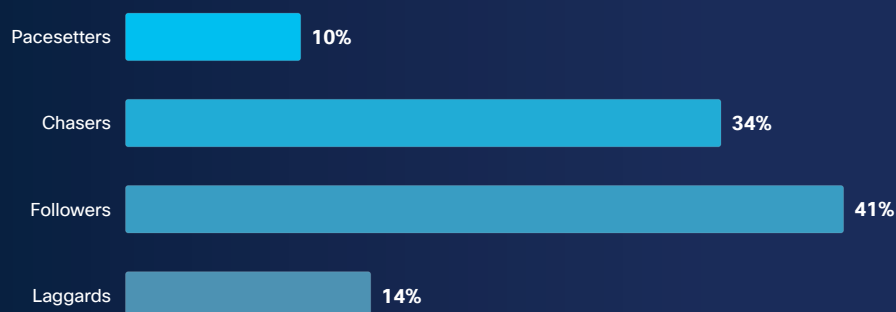
AI systems depend on the information they receive to learn, identify patterns, generate predictions, and support decision-making. For that reason, data readiness is one of the structural capabilities assessed by the Cisco AI Readiness Index.

In Mexico, **10% of organizations reach the Pacesetter level in the Data dimension.** 34% are classified as Chasers, 41% as Followers, and 14% as Laggards. The distribution places more than half of the market outside the two highest readiness levels and signals a challenge that appears repeatedly throughout this chapter: having information is not the same as having AI-ready data.

The study identifies three foundational data attributes required to support AI initiatives, enable real-time applications, and operate AI responsibly: **quality, diversity, and accessibility.**

### Only 10% Reach Pacesetter Status in Data

Graph #1



55% of Mexican organizations are concentrated among Followers and Laggards in this dimension, reflecting still-uneven data readiness.

The difference between storing information and preparing it for AI is particularly critical.

For years, many organizations focused on digitizing processes, accumulating information, and consolidating it in enterprise repositories. AI is raising the bar because models need access to consistent, sufficiently current data that is connected to the systems where operations take place.



Data readiness requires continuous management of quality, availability, and reliability. It is not enough to know where information resides; organizations also need to ensure it can be found, kept current, integrated with the applications that require it, with mechanisms to trace its origin, detect errors, and assess potential bias.

Results in Mexico show meaningful progress in the first stage of this journey, particularly among Pacesetters. At the same time, they reveal that even the most prepared organizations struggle to keep information continuously ready for analytical use.

## Centralization is the starting point, not the destination

**57% of Pacesetters report fully centralized information,** compared with 38% of Mexican organizations overall. The same share of Pacesetters, 57%, report efficient access to data; across the overall market, this capability reaches only 17%.

Centralization makes it easier for teams to find and share information, while efficient access determines how easily that information can be used in an initiative.

A limitation appears immediately, however: **only 29% of Pacesetters report data that is always clean and ready, compared with 13% of the overall market.**

Centralization represents only part of the challenge. Among Pacesetters, 57% report fully centralized information and 57% report efficient access, while 29% say their data is always clean and ready for use. **Preparing data for AI requires not only access, but also permanent quality and maintenance mechanisms.**

## The biggest gap is between having data and having it ready

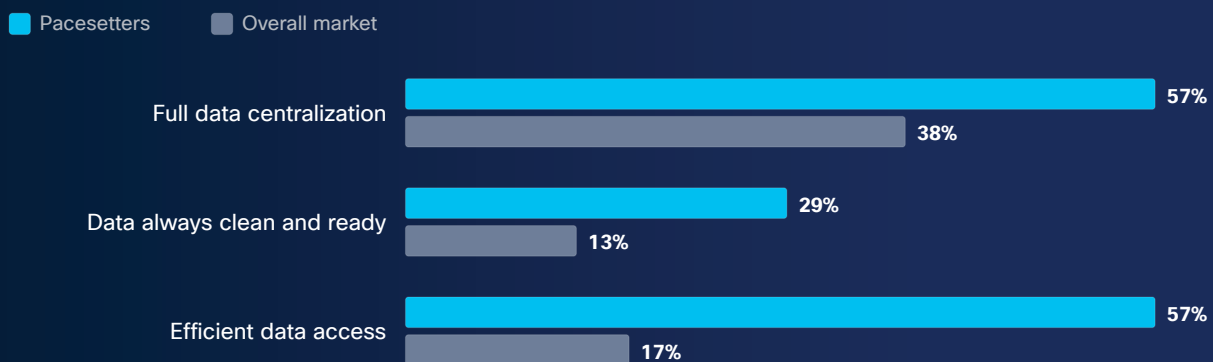
The difference between centralization and readiness helps explain why AI projects can encounter friction even in organizations that have invested in information platforms for years.

A centralized repository can reduce fragmentation, but enabling AI to operate on that asset requires an additional layer of discipline: data cleaning, updating, format consistency, access rules, and error-correction procedures.

The Cisco AI Readiness Index Mexico clearly shows this gap. Among Pacesetters, 57% report fully centralized information and **57% efficient access, but only 29% say their data is always clean and ready**. Across the overall market, the figures are 38%, 17%, and 13%, respectively.

Graph #2

### Centralization Does Not Guarantee AI-Ready Data



Among Pacesetters, centralization and efficient access both reach 57%, while the share reporting data that is always clean and ready falls to 29%. Across the overall market, only 13% report data that is always clean and ready.

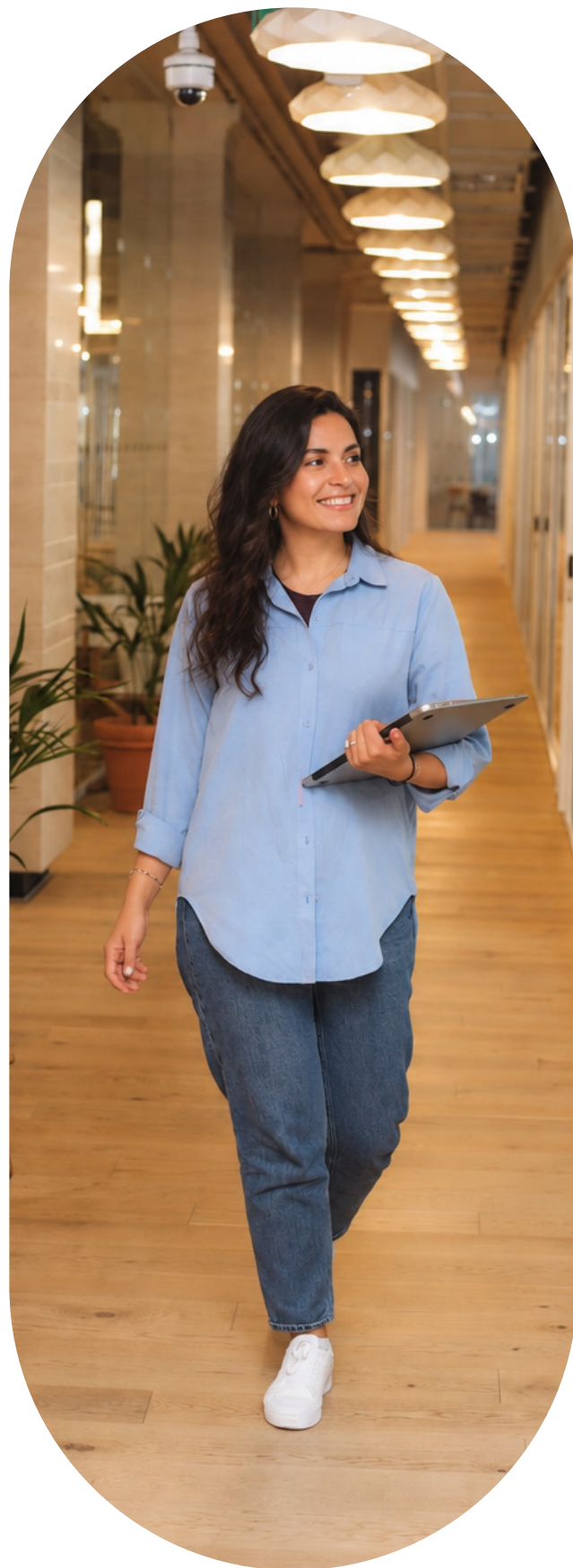
Data cleanliness is, in fact, one of the indicators where the gap between Pacesetters and the market is less pronounced. The finding also points to a broader problem. Even organizations with stronger capabilities find it difficult to keep data continuously ready for use.

Data readiness does not end when an initiative moves into production. Customers, products, transactions, and processes change constantly, and so does the information used by models. Maintaining quality requires ongoing mechanisms for updates, validation, and correction.

This dynamic needs to be built into the business case from the start. An initiative may perform well with adequate data during testing and deteriorate later if quality depends on manual or occasional reviews. AI reliability therefore requires an operational capability that supports the system throughout its lifecycle.

The gap in Mexico points to a priority: **moving from one-time data-cleaning projects to ongoing quality-management mechanisms.**

This shift requires clear owners, processes, and tools capable of detecting inconsistencies, updating information, and surfacing its quality status before it reaches an application or model.



# Integration with business systems expands the value of data

Automated integration marks an important difference in data readiness. **86% of Pacesetters automatically integrate data from systems such as ERP and CRM, compared with 19% of all organizations studied.** This reduces manual work, avoids ad hoc integrations, and makes it easier to reuse information across use cases.

Quando los datos provenientes de aplicaciones When data from business applications can be incorporated systematically, teams gain speed and reduce dependence on ad hoc processes. This capability also supports more timely updates, an increasingly important condition as use cases require information closer to real time.

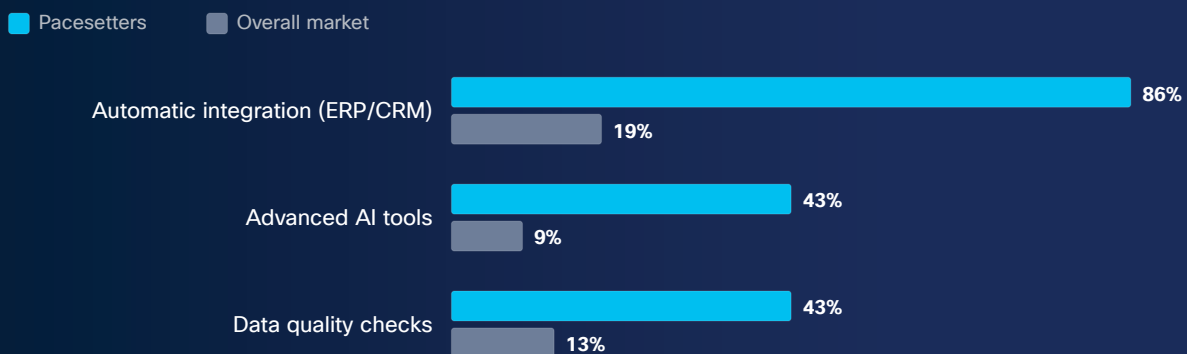
Among Pacesetters, automated integration stands out as one of the most developed data capabilities, at 86%. The result suggests that these organizations have first built an integration

foundation capable of connecting information across systems before developing other, more sophisticated analytical capabilities.

For example, only **43% of Pacesetters have tools optimized for advanced AI tasks**, compared with 9% overall. And only **43% perform rigorous data-quality checks**, compared with 13% of the overall market.

Graph #3

## Integration Is More Advanced Than Data Sophistication



86% of Pacesetters automatically integrate sources such as ERP and CRM, but only 43% have tools optimized for advanced AI tasks and 43% perform rigorous data-quality checks. Across the overall market, all three capabilities remain below 20%.



The combination suggests a maturity sequence. Organizations first connect their sources and reduce fragmentation. They then need to strengthen the tools and controls that allow them to use that information with greater confidence.

This pattern also carries a warning: system integration can accelerate access significantly, but it can allow errors to propagate just as quickly.

Automated data flows therefore need to advance alongside rigorous quality controls.

Integration expands the value of data, but it also expands the potential impact of errors. The more connected the architecture becomes, the greater the need to ensure quality, consistency, and traceability in the information feeding applications, models, and decisions.

## From data pipelines to reusable capabilities

Data maturity is also reflected in the ability to reuse integrations across systems. Avoiding the need for every new use case to rebuild access to ERP, CRM, or other sources reduces complexity and accelerates execution, while also making it easier to apply common rules for security, quality, access, and traceability.

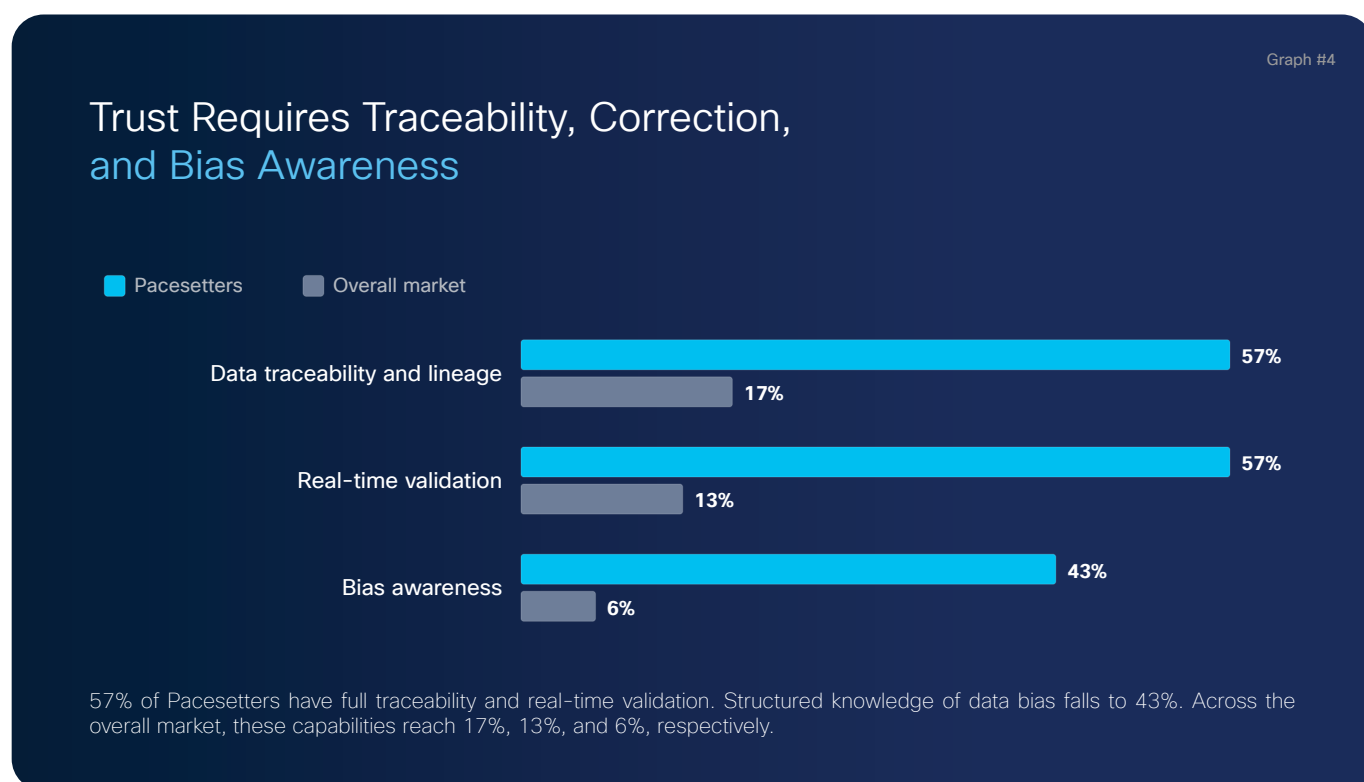
Readiness thus becomes increasingly systemic. Work completed for one project reduces the effort required for the next.

# Trust depends on knowing where data comes from and what happens to it

Data integration requires greater traceability. When information moves across systems, organizations need to understand its origin, follow its transformations, and control how it is used.

The study evaluates three capabilities at this stage: **full traceability of data origin and lineage, real-time validation and correction, and structured knowledge of data bias.**

Across all three, Pacesetters show a significant advantage over the overall market.



**57% of Pacesetters report full traceability of data origin and lineage**, compared with 17% of all organizations. The same share, 57%, have real-time validation and correction capabilities; this reaches only 13% across the overall market.

Traceability enables organizations to answer a simple but fundamental question: **where did the information influencing this outcome come from?**

Traceability becomes especially important when AI participates in sensitive decisions. Understanding the origin of data, its transformations, and the sources used makes it easier to investigate errors and assess the reliability of results with greater precision.

Real-time validation adds another layer of control by making it possible to detect and correct inconsistencies before they propagate to other applications or processes.

The results show, however, that neither capability is universal even among Pacesetters: on each indicator, **43% of the most advanced group has not yet reached the highest level of readiness.**

Being a Pacesetter does not mean the data-readiness journey is complete. Even the most advanced organizations still need to strengthen capabilities that allow them to operate AI reliably on dynamic data.

## Bias emerges as the least-developed frontier

The lowest indicator in this block among Pacesetters is structured knowledge of data bias.

Among Pacesetters, 43% report this capability, compared with 6% of the overall market. The gap is significant, but the data also shows that even the most advanced organizations are still building their capacity to identify bias in data.

This becomes particularly important when AI influences sensitive decisions. Technical quality alone does not guarantee that information adequately represents the context in which it will be applied, so identifying bias and gaps in representation needs to be part of data readiness.

In Mexico, this capability remains clearly under development.



# The value of data depends on its reliability

Among Pacesetters, data readiness is strongest in access and integration. **57% report fully centralized information, and 57% report efficient data access, and 86% automatically integrate business sources such as ERP and CRM.**

Readiness weakens as requirements for quality and trust increase. Only **29% of Pacesetters keep their data clean and ready at all times**; 43% perform rigorous quality checks; 57% have real-time validation and correction; and 43% have structured knowledge of data bias.

Centralization represents only one part of readiness. **The broader challenge is ensuring data can be used continuously with adequate levels of quality, traceability, and reliability.**

Data quality affects the entire AI value chain. Access problems delay projects, inconsistencies affect results, lack of traceability complicates explanation and correction, and undetected bias can be replicated at greater scale.

AI-ready data therefore brings together several properties at once:

- **Accessibility:** so authorized systems can use it without unnecessary friction
- **Quality:** to reduce errors and inconsistencies
- **Freshness:** to reflect the state of operations in a timely manner
- **Integration:** to feed applications and models automatically
- **Traceability:** to understand its origin and transformations
- **Bias awareness:** to understand representation limitations before they become embedded in decisions

The difficulty lies precisely in maintaining these conditions continuously.

## Quality must become a continuous operation

Strengthening data readiness requires incorporating quality and traceability into day-to-day operations. Clear accountability, automated controls, and mechanisms to detect changes or inconsistencies can reduce the time between the emergence of a problem and its correction.

The automated integration seen among Pacesetters provides a strong foundation. The next stage is to apply the same automation logic to quality, validation, and governance.

## From availability to trust

Pacesetters have advanced in centralization, access, and integration, while **data quality, cleanliness, and governance remain areas for continuous improvement.**

This finding can be distilled into a single maturity progression:

### Available → Integrated → Trusted

Availability makes it possible to begin.

Integration makes it possible to scale.

Trust makes it possible to use AI in higher-impact decisions.

For organizations in Mexico, the third stage remains the most demanding.

And it leads directly to the next pillar of the Index. Once data begins to feed systems capable of recommending, deciding, or acting, **organizations need clear rules to ensure those capabilities are used with transparency, accountability, and control.**

That is the domain of Governance.



## CHAPTER 4

# Governance

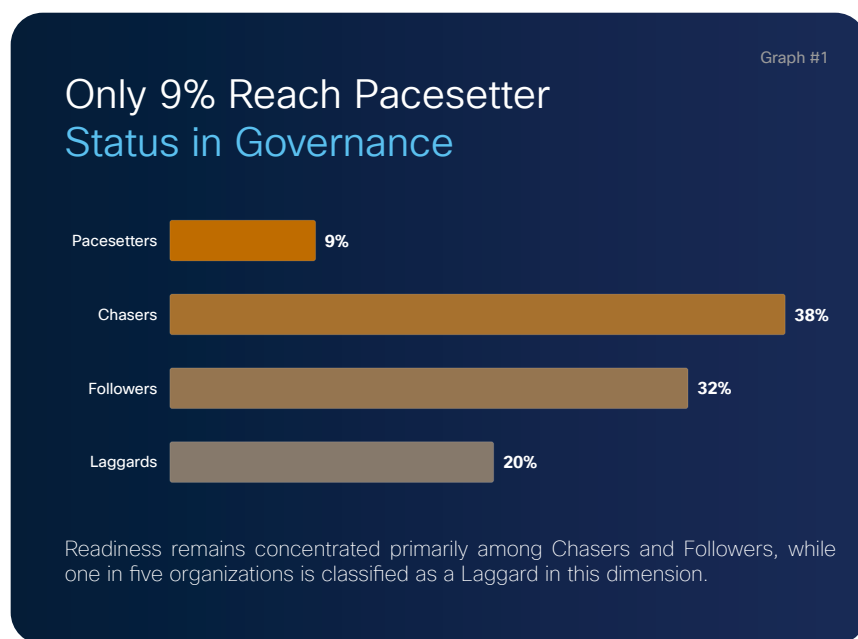
Creating the conditions  
to scale AI with trust and  
control



# Governance turns principles into operating capability

As AI expands into more sensitive processes, organizations need stronger governance. This means establishing operating rules, assigning accountability, and putting in place supervision and intervention mechanisms that match the risk level of each system.

In the Cisco AI Readiness Index Mexico, **9% of organizations reach the Pacesetter level in this dimension**. 38% are classified as Chasers, 32% as Followers, and 20% as Laggards<sup>1</sup>. Taken together, more than half of the Mexican market remains in the two lower levels of readiness.



Governance is especially important because it connects responsibilities that are often managed separately, including privacy, data protection, algorithmic transparency, incident response, and defining the degree of autonomy AI systems should have.

In this study, Governance is defined as the set of **policies, frameworks, and practices used to oversee data management, algorithmic decision-making, and broader AI operations**, including attention to potential bias and fairness issues<sup>2</sup>.

Governance becomes effective when rules can be applied consistently in day-to-day AI operations. Privacy, transparency, incident response, and supervision need to translate into concrete accountability, criteria, and controls.

Its application will vary by context: oversight of risk models in financial services, protection of academic information in universities, control over systems used in public services, or setting limits on data use and autonomy in retail, manufacturing, and services. In every case, the objective is to maintain clarity about how AI operates, who is accountable for its decisions, and where human intervention must be retained.

In any sector, governance maturity depends on whether the organization **can explain how it uses AI, protect the information involved, and maintain control over the decisions and processes in which AI participates**.

## Transparency, privacy, and anonymization are advancing as connected capabilities

The first set of results shows a substantial difference between Pacesetter organizations and the broader Mexican market.

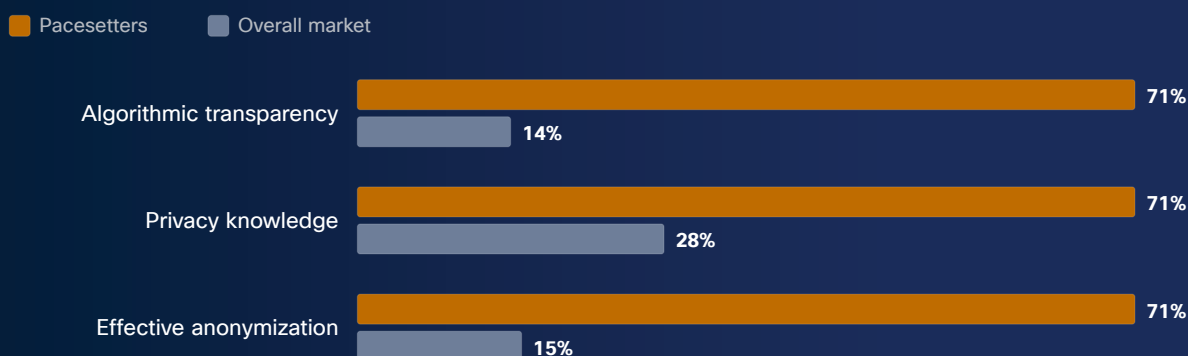
**71% of Pacesetters report transparency into the decision-making processes of their AI systems. Across all organizations, the figure is 14%.**

The 57-point gap is one of the widest in this dimension.

When AI influences consequential decisions, organizations need enough understanding of how results are generated to supervise and justify them. The appropriate level of explainability will vary by context, but accountability for the use of the system remains.

Graph #2

### Pacesetters Develop Transparency and Privacy as Connected Capabilities



71% of Pacesetters report algorithmic transparency, full knowledge of privacy standards, and effective anonymization techniques. Across the overall market, these capabilities reach 14%, 28%, and 15%, respectively.

Pacesetters show the same level of readiness in two other components. **71% report full knowledge of applicable privacy standards, and 71% have effective data anonymization techniques.** Across the overall market, these capabilities reach 28% and 15%, respectively.

The identical 71% across all three indicators suggests that **algorithmic transparency, privacy, and anonymization are developing in a connected way among more advanced organizations.**

Governing data use in AI requires clarity on what information can be used, under what conditions, and with what protection mechanisms. This capability is complemented by oversight of how algorithms influence decisions and, where appropriate, by anonymization techniques that reduce exposure of information.

Across Mexican organizations overall, however, a different sequence appears.

**Knowledge of privacy standards, at 28%, is the most developed capability in this block.** Algorithmic transparency reaches 14%, and effective anonymization techniques 15%.

This difference may indicate that privacy awareness developed earlier because of established regulatory requirements.

Progress on privacy appears to build on practices and obligations many organizations already know. The challenge is to integrate those criteria into AI solutions by design and apply them consistently throughout operations.

The next stage of maturity is to **turn those obligations into consistent operating practices that accompany AI systems from design through everyday use.**



## Governance maturity is tested **when organizations need to act**

Governance is tested when an incident occurs or when AI takes on functions that require greater autonomy and control. It is precisely in these capabilities that Mexican Pacesetters show the widest gaps versus the rest of the market.

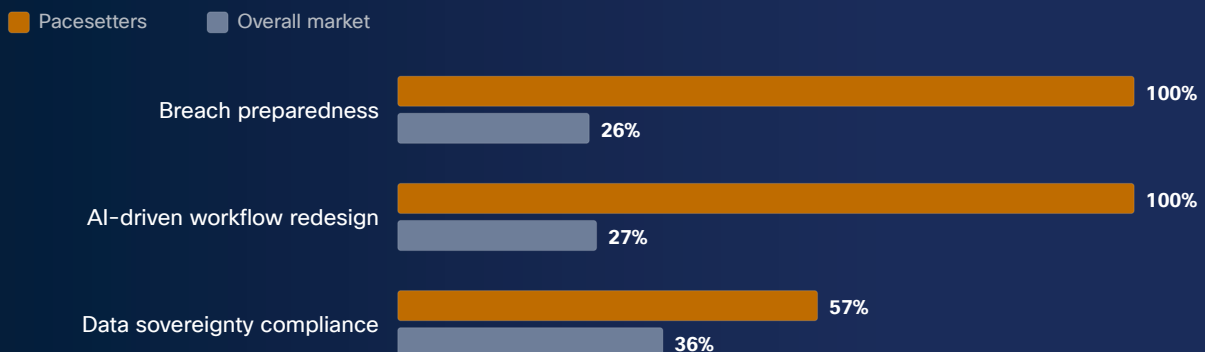
**100% report advanced readiness to respond to data leaks or breaches, compared with 26% of all organizations<sup>4</sup>.**

The result represents a 74-point difference between the two groups.

Effective incident response requires accountability and protocols to be defined before an incident occurs. In environments where AI is connected to enterprise data and systems, a breach can quickly create privacy, continuity, compliance, and reputational risks. Readiness to identify, contain, and coordinate a response strengthens organizational resilience.

Graph #3

### Pacesetters Turn Governance into Response and Control



All Pacesetters report readiness to respond to data breaches and redesigned workflows that define the boundaries of AI autonomy. Across the overall market, these capabilities reach 26% and 27%.



## Governance also means defining what AI is allowed to do

**100% of Pacesetters have redesigned workflows to define which tasks AI can perform autonomously, compared with 27% of the overall market.** This difference reveals a significant gap in organizations' ability to govern systems with higher levels of autonomy.

Mature governance requires organizations to define clearly how autonomously AI can act, which responsibilities belong to each role, and where human oversight must remain. The appropriate level of autonomy needs to reflect the risk, impact, and nature of each process.

Workflow redesign turns these principles into an operating structure by defining conditions for action, limits, and intervention mechanisms. **As AI assumes more autonomous functions, this capability will become increasingly important for scaling its use in a controlled way.**

# Compliance creates the foundation, but maturity requires additional capabilities

Among all Governance indicators, data sovereignty shows the smallest gap between Pacesetters and the overall market.

**57% of Pacesetters report compliance with applicable data sovereignty laws for information storage, compared with 36% of all organizations.**

The 21-point difference is relatively modest compared with other governance gaps. One possible explanation is that practices associated with information storage and handling are already part of established obligations for many organizations.

The Index does not assess comprehensive compliance with Mexico's legal framework. What the results do show is that these capabilities are more widespread than others directly related to transparency, autonomy, and oversight of AI systems.

Knowledge of privacy standards reaches 28%, while compliance with the data-sovereignty indicator reaches 36%. By contrast, algorithmic transparency stands at 14%, anonymization at 15%, and AI workflow redesign at 27%.

Governance in Mexico appears to be in transition from a logic focused primarily on compliance toward one that incorporates continuous oversight, transparency, and operational control.

## From policy to design

This evolution changes the point at which governance needs to intervene.

Integrating privacy, security, and risk assessment from the earliest stages of a project reduces rework and makes it easier to embed decisions about data, controls, oversight, and traceability into the architecture from the start.

The difference is clear for projects expected to scale.



AI growth requires controls that can operate at greater scale and with greater consistency. As users, data, and automated decisions increase, governance needs to reduce its dependence on manual processes and rely on more systematic mechanisms.

Pacesetter results point to a more integrated approach to transparency, data protection, incident response, and system autonomy.

## Trust is built before a problem occurs

Governing AI also means creating conditions in which customers, employees, citizens, and internal stakeholders can trust how it is used.

That trust becomes stronger when an organization can demonstrate how it protects information, explain clearly how its AI systems operate and influence decisions, and respond when a deviation occurs.

As AI expands into more autonomous processes, supervision and control capabilities must become stronger. For senior leaders, scaling with confidence will depend on maintaining clarity about risks, accountability, and the boundaries of system behavior.

In readiness terms, **innovation and control are two capabilities that need to develop together.**

## Mature governance enables more autonomous AI without losing accountability

The results of the Mexican study reveal a qualitative difference between Pacesetters and the rest of the market.

In many organizations, the most developed capabilities remain tied to privacy and compliance. Among Pacesetters, governance extends further into algorithmic transparency, anonymization, incident response, and process redesign to set boundaries on AI autonomy.

This evolution can be represented as three complementary levels:

### Compliance → Oversight → Control

- **Compliance** establishes the obligations and policies that must be respected
- **Oversight** makes it possible to understand system behavior and detect deviations
- **Control** defines what AI can do, when a person needs to intervene, and how to respond to an incident

All three layers are required to scale responsibly.

For transparency, privacy, and anonymization, 71% of Pacesetters report the level evaluated; in other words, nearly three in ten have not yet reached the highest level on these indicators<sup>3</sup>. Compliance with the data-sovereignty indicator falls further to 57%.

Pacesetter status therefore indicates a higher relative level of readiness within the Mexican market, not a state in which every governance component has been fully resolved.

## Five decisions to bring governance into operations

The chapter's findings can be organized into five executive decisions:

1. **Define accountability for AI use:** every initiative needs clarity on who approves, supervises, and is accountable for decisions and outcomes
2. **Embed privacy and data protection by design:** rules for use, access, and anonymization need to accompany development of the use case
3. **Establish the permitted level of autonomy:** workflows should specify what AI can execute and when human intervention is required
4. **Prepare for incidents before scaling:** response protocols require clear owners, procedures, and the ability to act quickly
5. **Build traceability and transparency appropriate to the risk of the use case:** organizations need sufficient understanding and oversight of systems used in higher-impact processes

Governance integrates capabilities developed across the other pillars: strategic direction, prepared infrastructure, and trusted data. On that foundation, it establishes the criteria for use, oversight, and control that allow AI to operate with greater consistency.

The strength of technical and governance capabilities also depends on the talent available to put them into practice and keep them current. In Mexico, Talent represents one of the largest AI readiness challenges.



## CHAPTER 5

# Talent

Building the human capabilities that turn AI into execution



## Talent is Mexico's deepest readiness gap

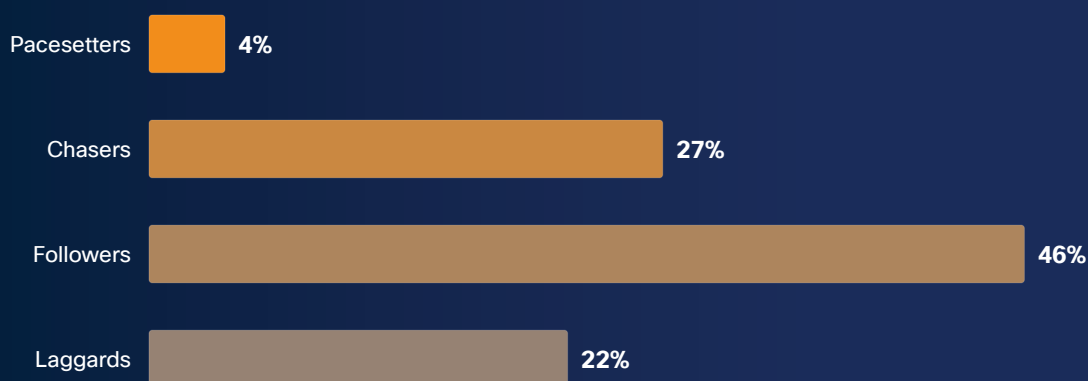
An organization's ability to capitalize on AI ultimately depends on the people who can design it, implement it, oversee it, and integrate it into everyday processes. Strategy, Infrastructure, Data, and Governance create the conditions to move forward; Talent determines the speed and quality with which those conditions become execution.

In Mexico, Talent presents the largest readiness gap in the entire Index. The study identifies **the shortage of talent capable of leveraging AI as the largest maturity gap in the Mexican market**. The distribution by readiness level confirms the scale of the challenge: only **4% of organizations reach the Pacesetter level in Talent**, 27% are classified as Chasers, 46% as Followers, and 22% as Laggards.

This means **68% of the market is concentrated in the two lower readiness levels** in this dimension, the highest proportion across all six pillars.

### Only 4% Reach Pacesetter Status in Talent

Graph #4



Talent has the highest concentration in the lower readiness levels: 46% of organizations are classified as Followers and 22% as Laggards.

The challenge spans two distinct capabilities. The first is having enough people with the skills and knowledge required to develop and operate AI initiatives. The second is ensuring those people can use the technology effectively within the organization's specific context.

Organizations need sufficient expertise to design strategies and models, operate AI solutions effectively and responsibly, develop workforce skills, and support equitable access to these technologies.



This combination significantly broadens the talent agenda. Readiness includes technical specialists, but it also depends on professionals who can work with data, understand processes, identify useful applications, evaluate outcomes, and adapt how they work.

AI therefore increases the value of profiles that can connect different domains of knowledge.

## Specialized talent remains in short supply

The contrast between Pacesetters and the overall market is substantial.

**57% of Pacesetter organizations say they have the internal talent needed to deploy AI, compared with only 11% of organizations overall.**

The gap is significant, but it also shows that access to specialized capabilities remains a challenge even among the best-prepared organizations.

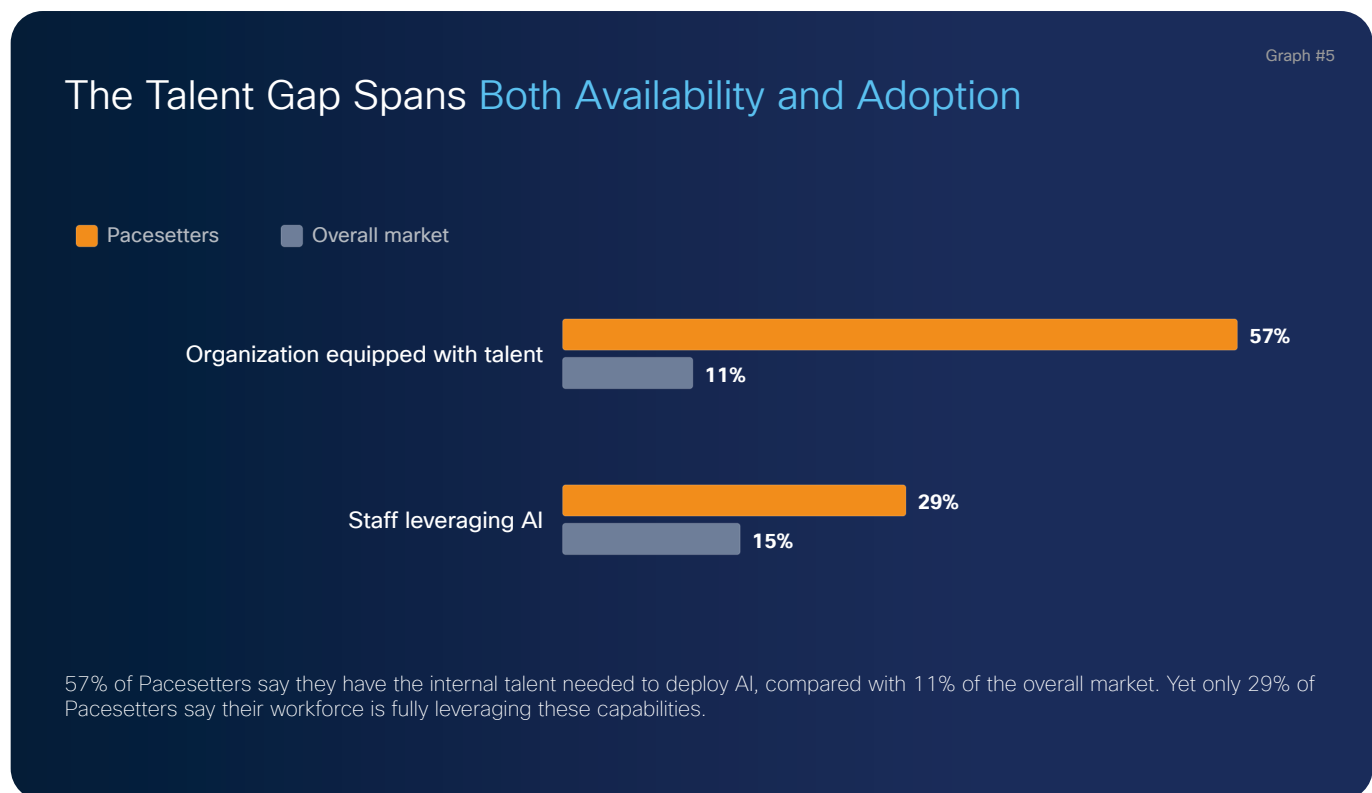
When knowledge is concentrated in a small number of teams, scaling becomes more difficult; dependence on specialized profiles increases, and the transfer of capabilities to operating functions remains limited. Strengthening talent therefore means extending that knowledge beyond technical teams and building a broader base of capabilities across the organization.

## Having specialists is only part of the equation

The talent challenge includes both the availability of specialized profiles and the readiness of the broader workforce to use AI effectively.

Even among Pacesetters, the result on this indicator is modest: **only 29% say their workforce is making full use of AI capabilities. Across the overall market, the figure is 15%.**

This is the lowest indicator in the entire Talent dimension among Pacesetters.



The comparison between the two findings is especially revealing. While 57% of Pacesetters say they have the internal talent needed to deploy AI, only 29% say their workforce is fully leveraging these technologies.

The gap suggests that **having specialists and achieving competent adoption across the organization represent different stages of maturity.**

The first capability enables organizations to create and operate solutions; the second expands adoption and impact.

In a financial organization, for example, the value of a specialized team increases when risk, operations, or service functions can properly incorporate the capabilities developed. In manufacturing, models create impact when production and maintenance teams can integrate them into decision-making. In a university or public-sector entity, adoption depends on finding practical roles for these tools in academic, administrative, or service processes.

Developing AI talent requires different capabilities depending on each person's role. Technical specialization remains necessary, but it needs to be complemented by judgment for decision-making and practical skills that enable AI to be integrated into everyday work.

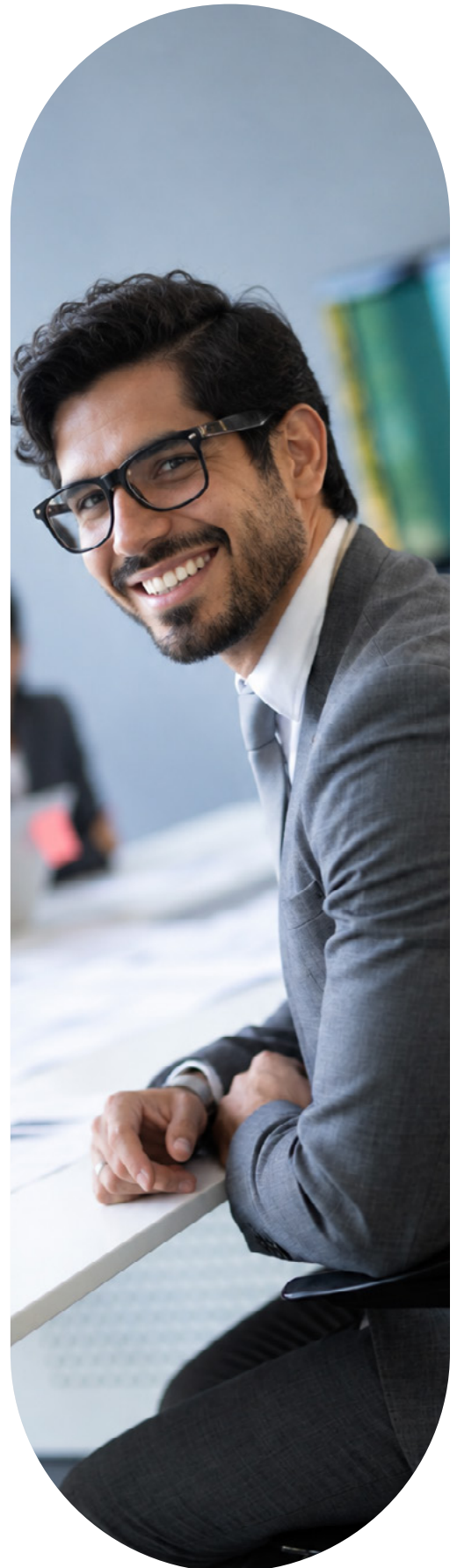
Organizations advance in maturity when these capabilities are distributed more broadly and no longer depend on a small core of specialists.

## Competitive advantage comes from connecting specialization and adoption

The challenge can therefore be summarized clearly:

- **57% of Pacesetters have internal AI talent; 11% of the overall market reaches that level**
- 29% of Pacesetters say their workforce is fully leveraging AI; across the overall market, the figure is 15%

The talent gap combines a shortage of specialized profiles with still-limited adoption across organizations. **Closing that distance requires a strategy that brings together hiring, internal development, and workforce preparation** to integrate AI into day-to-day roles.



## Internal development becomes a strategy for scale

The shortage of specialized profiles makes internal capability development even more important. **In Mexico, 71% of Pacesetters have comprehensive internal AI training programs, compared with 21% of all organizations.**

This difference shows that talent readiness does not depend solely on hiring specialists. As AI expands into more processes and functions, organizations also need to develop the people who already understand the business and can integrate these tools into their work.

Graph #6

### Pacesetters Build Talent from Within

Pacesetters

Overall market



71% of Pacesetters have comprehensive AI training programs, compared with 21% overall. In addition, 57% incorporate accessibility for employees with disabilities into their talent strategy, compared with 9% of the overall market.

Training provides a way to extend knowledge without relying exclusively on new hires.

The ability to apply AI increases when technical expertise is combined with deep knowledge of processes. That interaction helps organizations identify relevant opportunities, anticipate constraints, and design solutions that are better aligned with operational needs.



Developing talent therefore means closing the gap between specialists and business functions, strengthening the shared understanding needed to turn technology into operational improvements.

The result is a workforce capable of **framing better problems, evaluating technology outputs, and recognizing where AI can create impact.**

## Accessibility is also part of talent readiness

Accessibility is also part of talent readiness. **57% of Pa-cesetters include accessibility of AI technologies for employees with disabilities in their talent strategy, compared with only 9% of the overall market.** Reducing these barriers is critical if investments in technology and training are to translate into broader adoption across the organization.

The gap shows that this capability is much more developed among better-prepared organizations, although there is still room to expand its adoption.

# The AI talent profile combines technology, data, and business knowledge

To better understand which capabilities the market considers most important, the study asked participants, in an open-ended response, to name **the three most important skills or areas of knowledge for talent working on AI projects**. The analysis produced **508 mentions**.

## AI Requires a Combination of Technical and Business Capabilities

Graph #7

Top competencies · % of 508 mentions (open-ended responses)



Technical knowledge leads the mentions (15%), followed by data analysis and management (12%) and business and process knowledge (8%). Together, the findings show that AI talent needs to combine technology specialization with the ability to apply it in the organization's context.

The results point to a profile that extends beyond technology specialization.

The most frequently cited category was **technical knowledge, programming, and AI tools**, with 75 mentions, equivalent to 15% of the total. This was followed by data analysis, **data management, or data science**, with 62 mentions, equivalent to 12%. **Business and process knowledge** ranked third, with 40 mentions, equivalent to 8%.

The leading results can be grouped into three complementary blocks: **technical skills, data science, and business-process knowledge**. This combination reflects the interdisciplinary nature of execution.

The most valuable capabilities emerge where technical knowledge, data expertise, and business understanding converge. Together, they make it possible to build viable solutions, understand the information that feeds them, and direct AI toward problems with real organizational impact.

The absence of any one of these perspectives weakens the whole.

Stronger initiatives combine technical depth, business knowledge, and prepared data. When any of these elements is missing, the risk increases of developing low-impact solutions that are difficult to implement or expensive to correct once resources and expectations have already been committed.

For this reason, one of the most important decisions organizations can make is **to build teams that bring these capabilities together**, rather than expecting each individual to embody every area of expertise.

## Analytical and adaptive skills complete the profile

Open-ended responses also show that organizations value capabilities that go beyond programming and data science.

The ten most frequently mentioned skills include critical and **analytical thinking (6%)**, curiosity and continuous learning (5%), proactivity, attitude, and commitment (4%), creativity and innovation (4%), prompt engineering or interaction with AI (3%), adaptability to change (3%), and communication, including writing, clear instructions, and empathy (3%).

Together, these responses describe a profile that needs to learn and adapt as technology evolves.

AI adoption also requires analytical, communication, and continuous-learning capabilities. As tools change and systems generate outputs that require interpretation, these skills help connect technical knowledge more effectively with organizational decisions and processes.

Talent development programs need to extend beyond technical training and incorporate analysis, communication, and continuous learning.



# The advantage lies in building organizational **capability**, not **isolated profiles**

Mexico's talent gap includes both the availability of specialized profiles and the workforce's ability to use AI. Across the overall market, **only 11% say they have the internal talent needed for deployment, and 15% say their workforce is fully leveraging these technologies.**

Among Pacesetters, the figures rise to 57% and 29%, respectively. The difference is substantial, but it confirms that Talent remains an area for development even among the most prepared organizations.

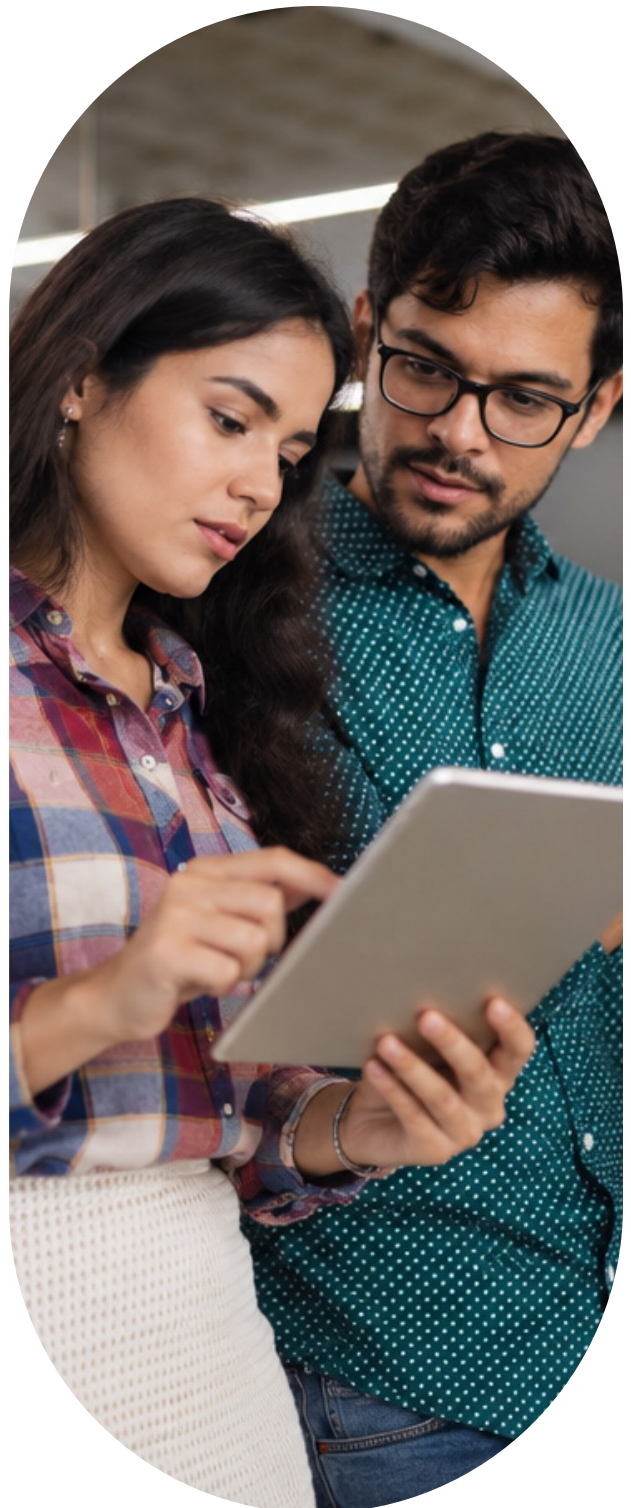
The clearest response is training: **71% of Pacesetters have comprehensive internal AI training programs, compared with 21% of the market.**

Maturity means extending specialized knowledge into operating functions and turning continuous learning into an ongoing capability. This can be understood as a progression:

## **Specialize → Distribute → Update**

- **Specialize** to design and operate solutions
- **Distribute** capabilities to the functions that understand processes and can turn them into outcomes
- **Update** knowledge continuously as models, tools, and ways of working evolve

Internal training connects all three.



## AI talent is inherently multidisciplinary

The 508 mentions analyzed show that the most valued profiles combine technical knowledge, data expertise, and business understanding, together with critical thinking, continuous learning, creativity, adaptability, and communication.

Talent strategy can be built around complementary teams. Some profiles require deep technical expertise; others need the ability to apply AI to specific processes or evaluate risks, priorities, and investment. Maturity increases when knowledge is distributed across functions through shared criteria and a common language.

### Five decisions to close the talent gap

#### Technology

programming and AI tools.

#### Data

analysis, data management, and data science.

#### Business and processes

knowledge of the context in which AI needs to create value.

The three most frequently mentioned capability blocks show that readiness depends on teams that can connect technical specialization with data and operational knowledge.

Asset #8

## Five decisions to close the talent gap

The Mexican diagnosis can be translated into an executive agenda:

- 1. Map critical capabilities:** identify the knowledge each use case requires and where gaps exist
- 2. Combine hiring with internal development:** specialization matters, but scaling also requires developing the people who already understand processes and context
- 3. Design differentiated learning paths:** developers, data teams, business owners, leaders, and users require different levels of depth
- 4. Build multidisciplinary teams:** technology, data, and business knowledge need to converge around priority use cases
- 5. Incorporate accessibility and continuous learning:** capabilities need to be broadly available and kept current

Mexico faces its deepest Index gap here, but also one that can be addressed cumulatively. Every person trained expands the organization's capacity for the next project.

Infrastructure, Data, and policies create conditions for readiness; value emerges when people know how to use them to solve problems and improve processes.

And even the strongest talent needs an environment that supports experimentation, learning, and new ways of working. That environment is Culture, the sixth pillar of the Cisco AI Readiness Index Mexico.



## CHAPTER 6

# Culture

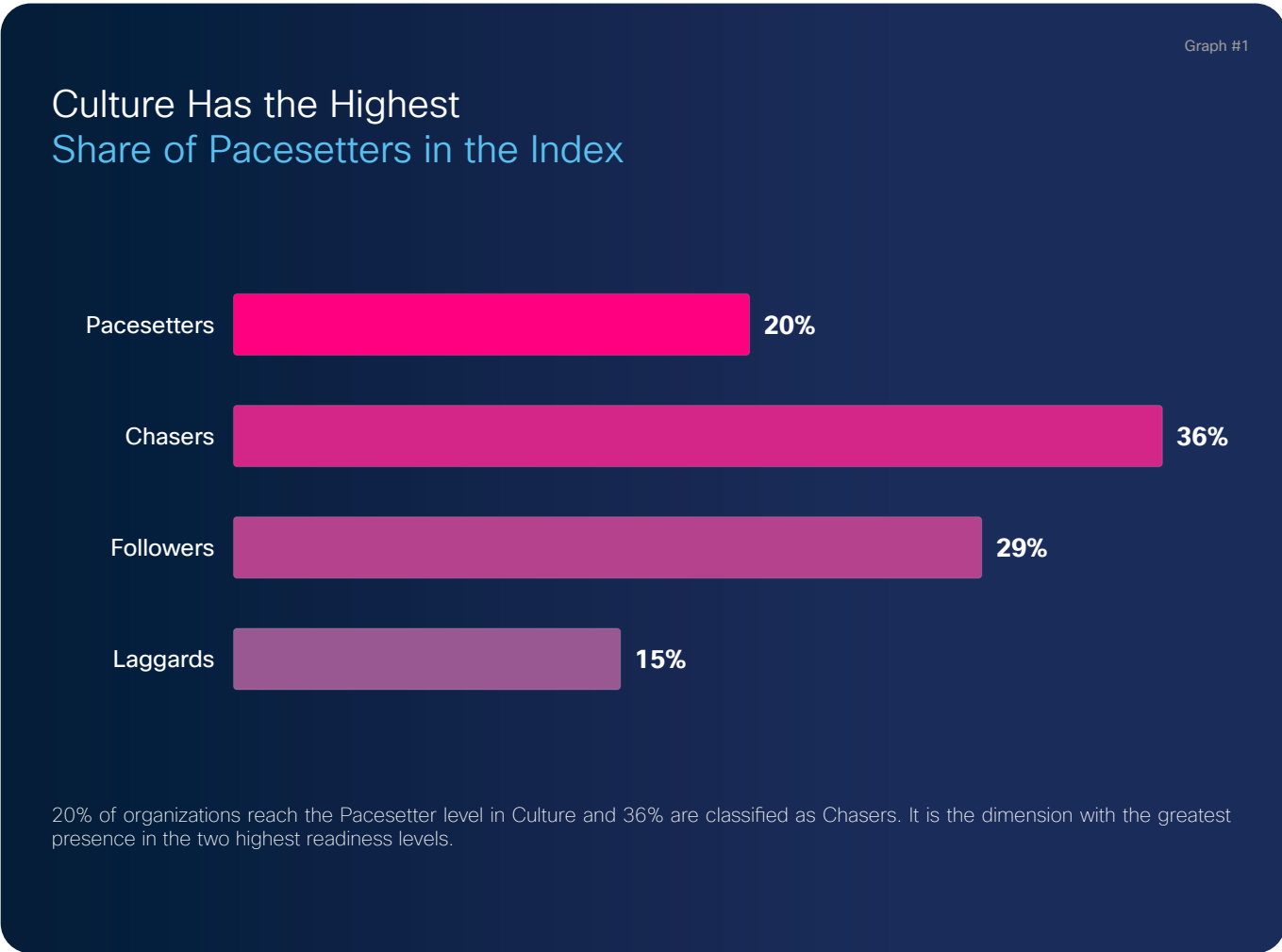
Turning executive support  
into capacity for change



# Culture is the most advanced pillar, although adoption loses momentum below senior leadership

Culture occupies a distinctive position in the Cisco AI Readiness Index Mexico. It is the dimension with the **largest share of Pacesetter organizations: 20%**, higher than in the other five pillars assessed. In addition, 36% are classified as Chasers, 29% as Followers, and 15% as Laggards.

The distribution indicates relatively stronger cultural readiness. In relative terms, Mexican organizations show stronger cultural readiness than in Strategy, Infrastructure, Data, Governance, or Talent. Yet the indicators within this dimension reveal a more complex reality. Momentum is present at the senior leadership level, but it weakens considerably as it moves into middle management and the broader workforce.



Culture is defined here through organizational receptiveness to AI, change management, and the willingness to adopt ways of working that encourage collaboration, experimentation, and autonomy. In other words, **this dimension assesses whether the organization has the human and managerial conditions required to integrate the technology into day-to-day operations.**

**Technical and managerial capabilities prepare an organization to adopt AI, but Culture determines whether that effort becomes embedded in everyday ways of working.**

AI begins to transform the organization where everyday work actually happens. By changing tasks, responsibilities, and processes, it requires teams to develop new skills and collaborate differently in order to embed these capabilities in day-to-day operations.

This is where the central cultural tension observed in Mexico emerges.

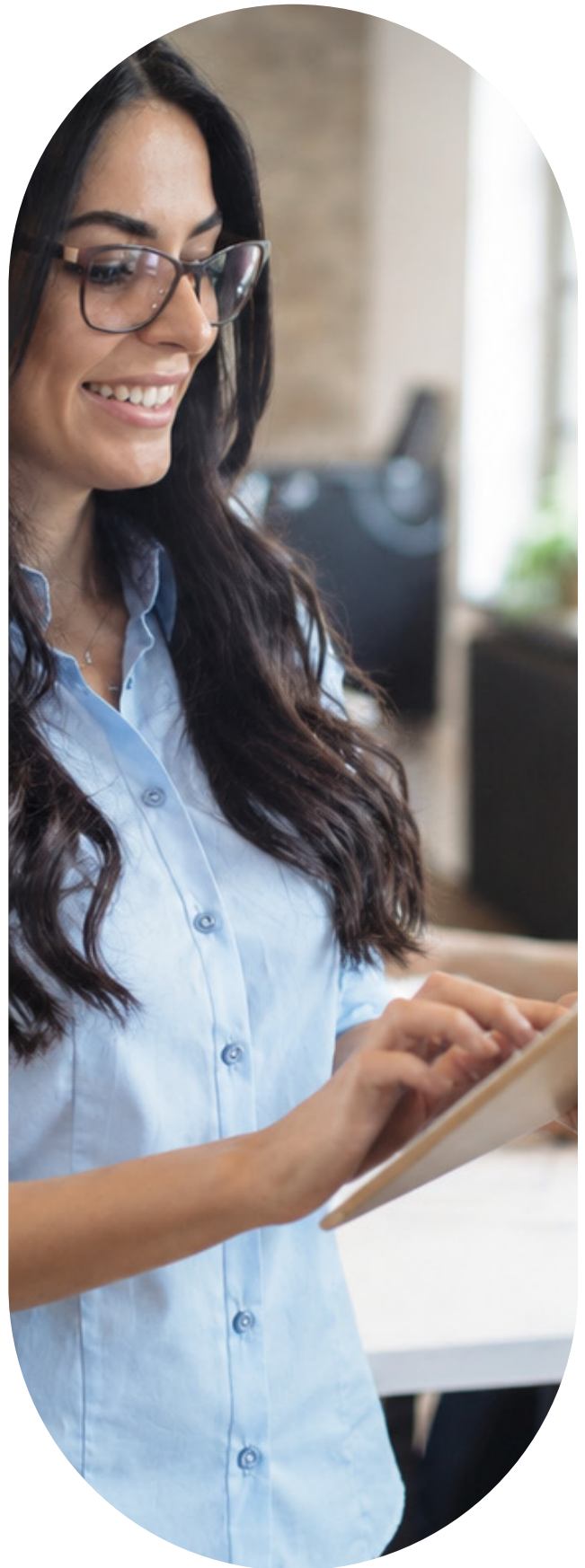
Among Pacesetters, **86% see AI adoption as urgent and 86% report high receptiveness from the board and senior leadership team.** When the same question is asked about middle management and employees, the figure falls to **43%.**

The overall market follows the same pattern at lower levels: 40% perceive urgency, 44% report high senior-leadership receptiveness, and only 24% report high receptiveness among middle management and employees.

The contrast shows that executive support has advanced faster than adoption across the organization.

Senior leadership support sets direction, but adoption takes place at the levels where teams and processes are managed. Middle managers and employees therefore need clarity on how their work will change and what is expected of them during the transition.

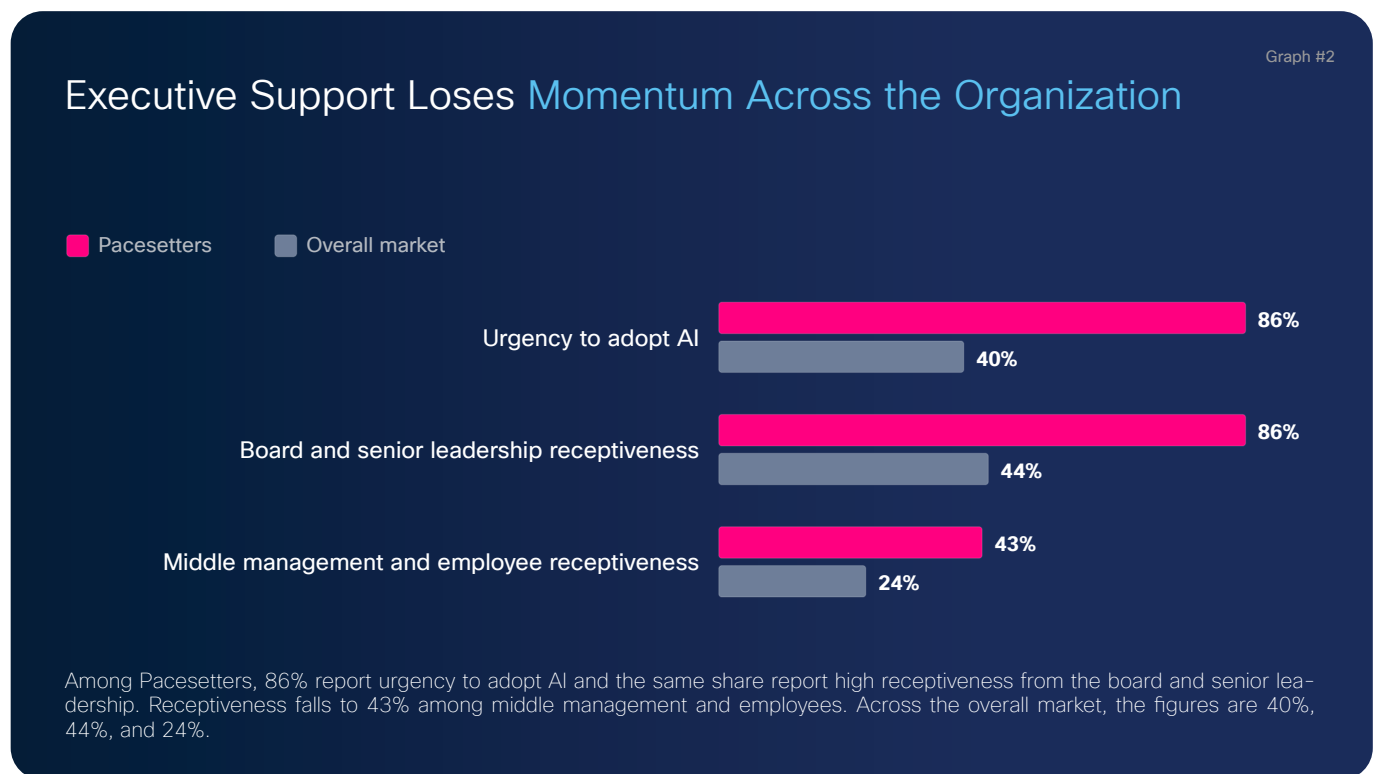
**An AI-ready culture takes shape when executive priority becomes organizational behavior.**



# The main cultural challenge lies between mandate and adoption

Senior leaders in Mexico appear to recognize the importance of AI. Among Pacesetter organizations, **urgency to adopt and receptiveness from the board and senior leadership team both reach 86%.**

This alignment provides an important foundation for transformation. When the board and senior leadership share the same priority, it becomes easier to place AI on the investment agenda, mobilize functions, and legitimize changes in processes and responsibilities.



The next organizational layer presents a different picture.

**Only 43% of Pacesetters report high receptiveness among middle management and employees.** The difference from the 86% reported at the senior leadership level is 43 percentage points.

Across all organizations studied, the gap is also visible: receptiveness among the board and senior leadership reaches 44%, while among middle management and employees it stands at 24%.

Middle management is where strategy begins to become practice. Its ability to reorganize processes, support teams, and resolve operational friction can accelerate AI adoption or keep it confined to isolated experiments.



Adoption is also shaped by employees' day-to-day experience. **For AI to become more naturally embedded, employees need to understand its purpose, receive appropriate training, and have clarity about how their responsibilities will change and what value the technology will bring to their work.**

This finding points to two forms of alignment.

The first is **vertical**: the board and senior leadership share a priority.

The second is **organizational**: that priority translates into behaviors, capabilities, and ways of working across different levels.

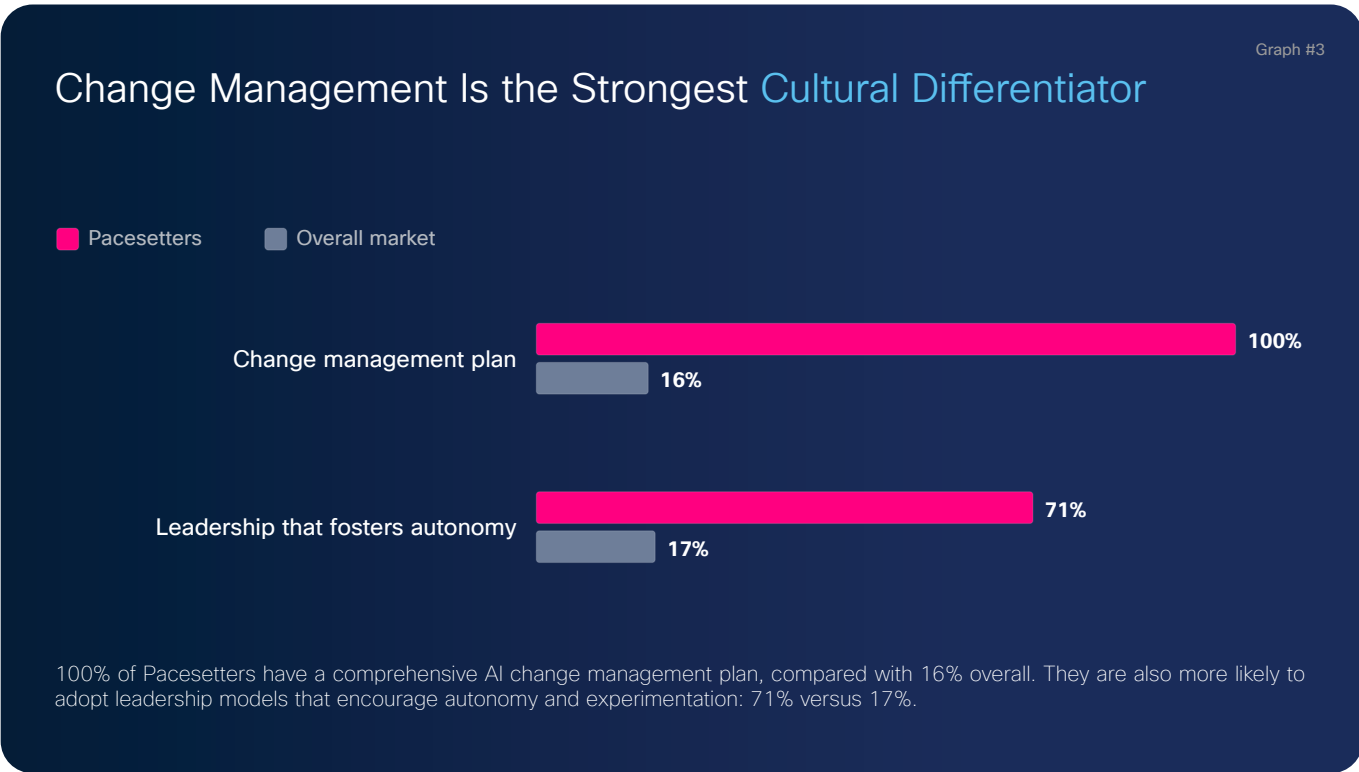
Senior leadership support is much more firmly established among Pacesetters than adoption across middle management and operating teams, where meaningful gaps remain.

This difference also helps interpret the findings from the previous chapter. Talent showed that only 29% of Pacesetters believe their workforce is fully leveraging AI capabilities. Culture now shows that receptiveness among middle management and employees reaches 43%. From different angles, both indicators point to the same execution challenge: **readiness is advancing faster at the top of the organization than in day-to-day operations.**

# Change management turns support into execution

The clearest cultural differentiator appears when an organization formalizes how it will manage the transition.

**100% of Pacesetter organizations have a comprehensive change management plan for AI deployment, compared with 16% of the Mexican market.** The 84-point gap is the largest in this dimension, making formal change management one of its strongest differentiators.



Its role is to coordinate communication, training, process adjustments, new responsibilities, and tool adoption as part of the same transition. It begins before deployment by identifying affected teams and required capabilities; continues through adoption by detecting friction and adjusting processes; and creates reusable learning for future initiatives.

In this way, change management connects strategic priority with how the organization actually works.

Executive support has greater impact when there is a capability to extend adoption across the rest of the organization. Among Pacesetters, **86% report high senior-leadership receptiveness and 100% have a comprehensive change management plan.** Across the overall market, 44% report **high board and senior-leadership receptiveness, but only 16% have a comprehensive plan.**

The distance between support and change-management capability shows a clear opportunity for progress.

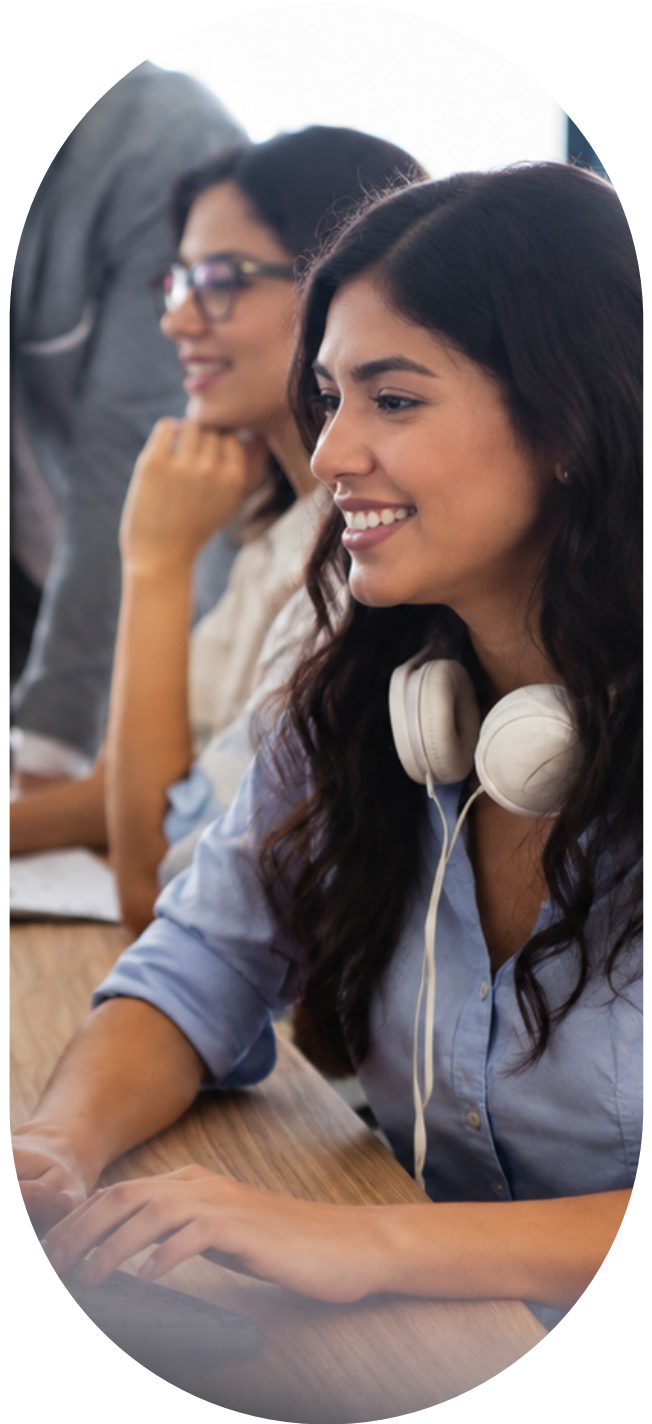
## Change requires structure, not just communication

AI adoption changes not only tools, but also roles, responsibilities, and processes.

As AI takes on a greater role in work, some tasks become automated, others require new validation criteria, and certain roles evolve toward oversight. This requires organizations to revisit skills, accountability, and control mechanisms.

Talent and Culture play complementary roles here: **training builds capability; change management integrates that capability into day-to-day work.**

When both advance in a coordinated way, organizations can accelerate adoption without relying solely on individual enthusiasm.



# Experimentation creates more value when it operates within clearly defined governance boundaries

The second organizational characteristic where Pacesetters clearly separate from the market is the leadership model. **71% of Pacesetter organizations favor autonomy, experimentation, and calculated risk-taking with AI. Across the overall market, the figure is 17%.**

This result can be read as a sign of a more agile organizational model, where teams have greater room to experiment without requiring hierarchical approval for every initiative.

Giving teams greater autonomy can accelerate experimentation by placing decisions closer to where operational knowledge resides. For that agility to scale, the organization needs a clear structure of accountability, criteria, and controls.

This is where Culture connects directly with Governance.

In the previous chapter, we showed that **100% of Pacesetters had redesigned workflows to define which tasks AI can perform autonomously.** Culture now shows that 71% favor a leadership model based on autonomy and experimentation<sup>5</sup>.

In the most prepared organizations, experimentation has more room to operate, but it takes place within previously defined responsibilities and controls.

The challenge is to create room for action without losing coherence. More mature organizations allow teams to experiment in close con-

nection with operations, but under common criteria that avoid fragmentation, duplication, and unnecessary risk.

In practice, this means defining which teams may experiment, with which data and tools, which types of use cases require additional review, how learning will be documented, and what conditions a test needs to meet before moving into production.

The organization gains speed without losing oversight.



# Resistance to change is already a business barrier

Graph #4

## Resistance to Change Is the Second-Most Cited Barrier to Progress

% of mentions · 195 open-ended responses



Organizational culture and resistance to change account for 23% of mentions of obstacles to advancing AI, behind only costs, budget, and uncertainty about ROI, at 35%.

The relevance of this cultural agenda is reinforced when respondents are asked directly about obstacles to advancing AI.

Among the 195 open-ended responses analyzed, **23% cite organizational culture or resistance to change as an obstacle to advancing AI strategy over the next twelve months.** It is the second-most frequently mentioned category, behind only costs, budget, and uncertainty about ROI, at 35%.

The responses collected in the study span different levels of the organization, from employees concerned about potential effects on their jobs and middle managers resistant to changing processes, to executive teams that still express reservations about the technology.

Culture directly affects execution capacity. It can accelerate or slow tool adoption, process redesign, and the realization of outcomes. Change management is therefore part of the operating capability required to scale AI.

# An AI-ready culture turns experimentation into an institutional capability

Mexico shows a relatively advanced level of cultural readiness. **20% of organizations reach the Pacesetter level in this dimension**, the highest share in the Index. Yet three internal gaps remain.

The first is the **breadth of support across the organization**. Among Pacesetters, urgency and senior-leadership receptiveness both reach 86%, while receptiveness among middle management and employees stands at 43%.

The second appears in formal **change management**. All Pacesetters have a comprehensive plan, compared with only 16% of the overall market<sup>5</sup>.

The third is **autonomy to experiment**: 71% of Pacesetters favor this leadership model, compared with 17% overall.

These three elements form a maturity sequence:

## Support → Guide → Enable

- **Support:** establishes a clear priority from leadership
- **Guide:** prepares people and processes for new ways of working
- **Enable:** allows teams to experiment and learn within defined boundaries

Cultural strength emerges when these capabilities operate together. Adoption gains speed when executive support is combined with change management and autonomy, particularly because technical, operational, and business knowledge is usually distributed across different functions.

## From six pillars to one integrated capability

Culture completes the six dimensions of the Cisco AI Readiness Index Mexico and makes it possible to view them as a system:

**Strategy:** defines where to create impact

**Infrastructure:** provides the technology capacity to operate at scale

**Data:** provides usable and trusted information

**Governance:** establishes rules, oversight, and accountability

**Talent:** develops the capabilities to design and use AI

**Culture:** turns those capabilities into new ways of working

No single pillar, on its own, determines overall readiness.

Mexican Pacesetters stand out because they advance across multiple fronts at once. This helps interpret the overall result: only 4% of organizations reach the overall Pacesetter category for AI readiness<sup>8</sup>. The fact that 20% reach Pacesetter status in Culture but only 4% in overall readiness shows that cultural progress needs equivalent capabilities in Strategy, Infrastructure, Data, Governance, and Talent.

Mexico's challenge is to turn partial progress into system-level readiness.



## Five decisions to build an AI-ready culture

1. **Extend executive priority throughout the organization:** middle managers and employees need to understand what is changing, what is expected, and how progress will be measured
2. **Formalize change management:** every significant deployment requires communication, training, follow-up, and learning
3. **Grant autonomy within clear criteria:** teams need to know the boundaries within which they can experiment
4. **Identify resistance before it slows adoption:** the response needs to address the specific causes within each process and team
5. **Turn learning into a permanent practice:** every initiative should strengthen the next adoption cycle

AI readiness begins with technology and business decisions, but it reaches scale when the organization can embed those decisions into how it works.

At that point, the learning from each project begins to become a reusable capability for the organization as a whole.



## Conclusion

AI readiness depends on the organization's capabilities operating as a system



## The ambition to adopt AI is already present in Mexico; the challenge is turning that ambition into organizational capabilities that sustain execution

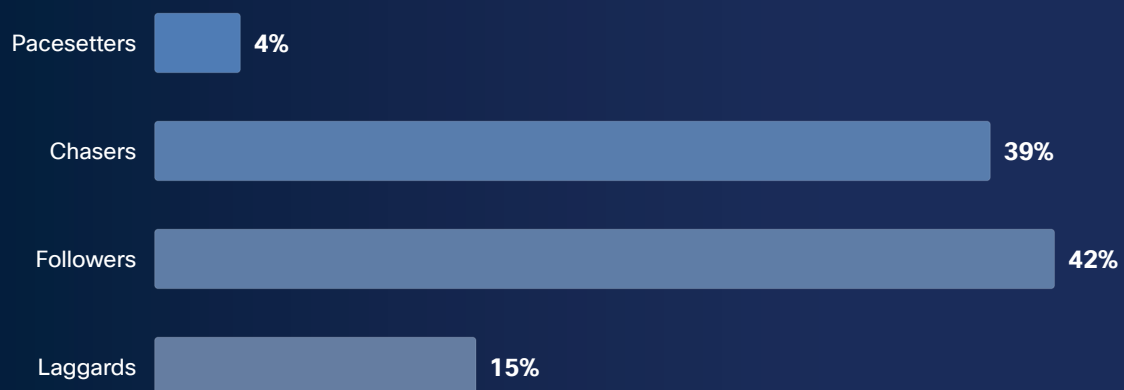
The Cisco AI Readiness Index Mexico 2026 portrays a market in motion. Organizations are experimenting, reallocating resources, and seeking AI applications across multiple functions. Yet the ability to turn that activity into sustainable outcomes remains concentrated among a small number of organizations.

**Only 4% reach the overall Pacesetter category for AI readiness;** 39% are classified as Chasers, 42% as Followers, and 15% as Laggards. That 4% is below the 13% observed in Cisco's global study.

The opportunity lies in strengthening, in a coordinated way, the capabilities that enable organizations to select stronger use cases, move them into production, operate them securely, and turn learning from one initiative into an advantage for the next.

### Only 4% of Mexican Organizations Reach Pacesetter Status

Graph #1

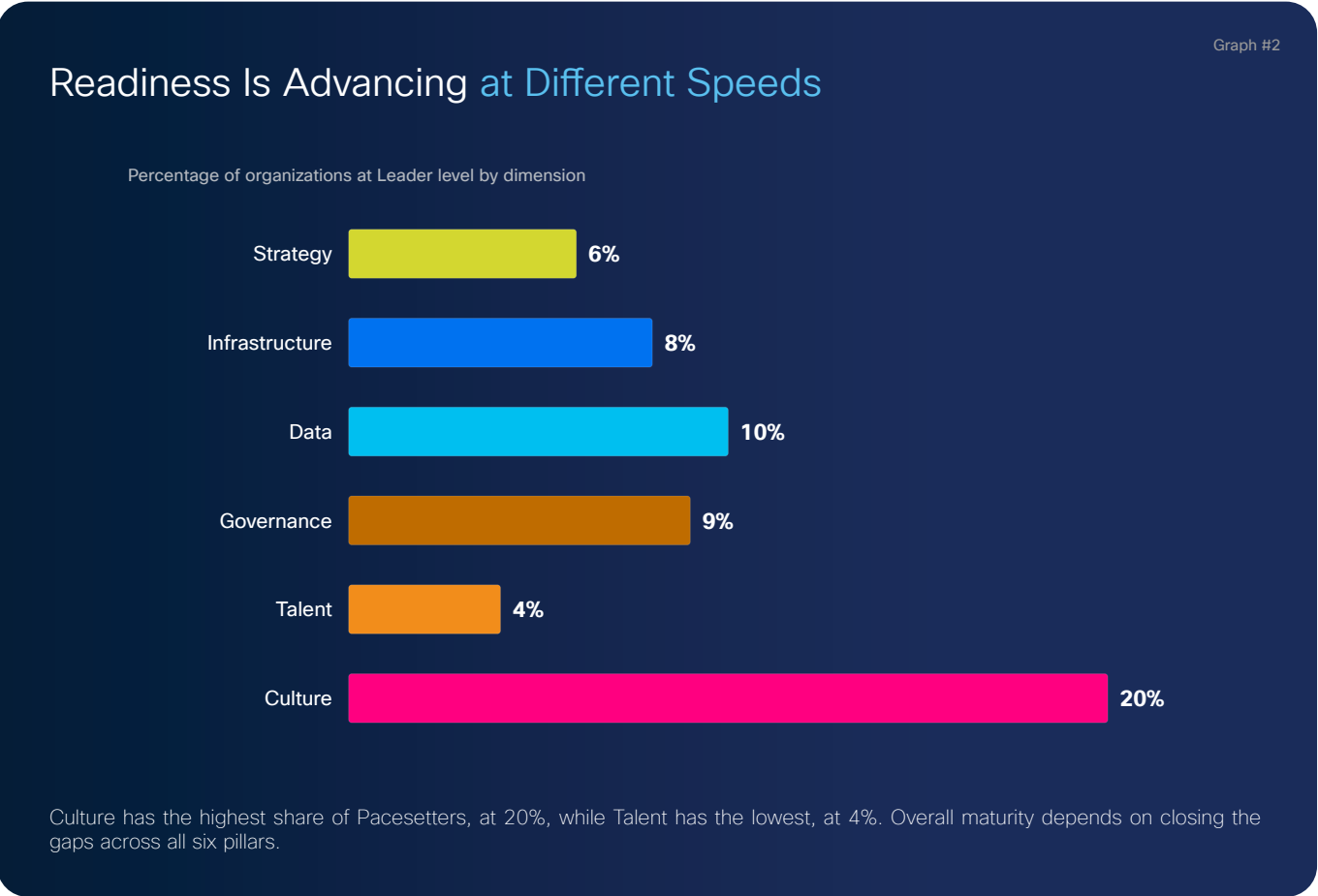


81% of the market is concentrated among Chasers and Followers. Mexico's opportunity is to turn this intermediate readiness into capabilities that allow organizations to operate AI at scale.

The six pillars are advancing at different speeds. **Culture has 20% Pacesetters; Data, 10%; Governance, 9%; Infrastructure, 8%; Strategy, 6%; and Talent, 4%.** This asymmetry helps explain why strengthening a single pillar is rarely enough to scale AI consistently..

# Talent is the primary bottleneck

Talent presents the deepest gap. Only 11% of the market says it has the internal talent needed to deploy AI, and 15% says its workforce is fully leveraging these technologies. Among Pacesetters, the figures rise to 57% and 29%, respectively.



Open-ended responses also show that organizations are looking for a combination of technical knowledge, data expertise, and business understanding. Readiness will depend both on bringing in specialists and on building multidisciplinary teams capable of connecting technology with concrete problems.

Pacesetters offer a signal of how to expand that capability: **71% have comprehensive internal AI training programs, compared with 21% of the market.** Developing internal talent makes it possible to combine process knowledge with new technology capabilities.

## Strategy provides direction and investment discipline

Readiness also requires deciding where to apply AI before committing resources.

Among Pacesetters, **100% have a defined leader responsible for the AI agenda, 71% orient their strategy toward fundamental transformation, and 57% have sustainable funding.** Across the overall market, the figures are 32%, 18%, and 18%, respectively.

Strategic maturity is therefore built around accountability, priorities, measurement, and sustained funding.

This discipline becomes even more important under budget pressure: **35% of open-ended responses identified costs, budget, or uncertainty about ROI as the primary obstacle to progress over the next twelve months.**

The ability to demonstrate results thus becomes a condition for sustaining the pace of investment.



# Maturity will increasingly depend on integrating the capabilities that already exist within the organization

Progress in Mexico is uneven: solid capabilities exist across different pillars, but their impact depends on how effectively they can be integrated into a single execution agenda.

In Infrastructure, the hybrid model is widespread, but only 24% of the market reports fully scalable infrastructure, 17% have fully integrated their networks with AI systems, and 18% have an AI-ready digital architecture.

In Data, 38% have centralized information, but only 13% keep their data clean and ready at all times. Automated integration with ERP and CRM reaches 19%, full traceability 17%, and structured knowledge of bias only 6%.

Governance shows a similar pattern: 28% know the applicable privacy standards, while algorithmic transparency reaches 14%, effective anonymization techniques 15%, and workflow redesign to define autonomous AI tasks 27%.

Progress is visible, but still fragmented. The next stage requires stronger connections among infrastructure, data, security, governance, and talent in order to scale AI more consistently.

## Culture can become an accelerator

Culture offers an important signal. Among the most advanced organizations, 86% report urgency to adopt AI and the same share report high receptiveness from the board and senior leadership, but that receptiveness falls to 43% among middle management and employees.

The next stage of adoption will depend on translating that support into operations. Among Pacesetters, 100% have a comprehensive change management plan, compared with 16% of the overall market.

Change management connects intent and execution by translating corporate priorities into training, accountability, follow-up, and new forms of collaboration.

## Maturity is associated with stronger results, but AI's specific value still needs to be demonstrated

100% of Pacesetters report high profitability, compared with 51% of Chasers, 34% of Followers, and 30% of Laggards. The result shows an association between greater maturity and higher reported profitability, but does not establish causality.

**In fact, 29% of Pacesetters say AI is very important to their profitability, compared with 25% overall.**

The broader interpretation is that **Pacesetters do not stand out because of a single capability, but because they combine leadership, resources, technology, data, controls, and talent.** That more integrated readiness coincides with stronger performance and expands their ability to capture value from new investments.

The next challenge is turning that readiness advantage into outcomes that are attributable to AI and repeatable.

# Six Capabilities. One Readiness System.

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## Strategy

prioritize and fund

## Infrastructure

scale and protect

## Data

integrate and trust

## Governance

supervise and control

## Talent

develop and apply

## Culture

adopt and transform

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AI readiness increases when these capabilities advance in a coordinated way and every project strengthens the foundation for the next.

Asset #3

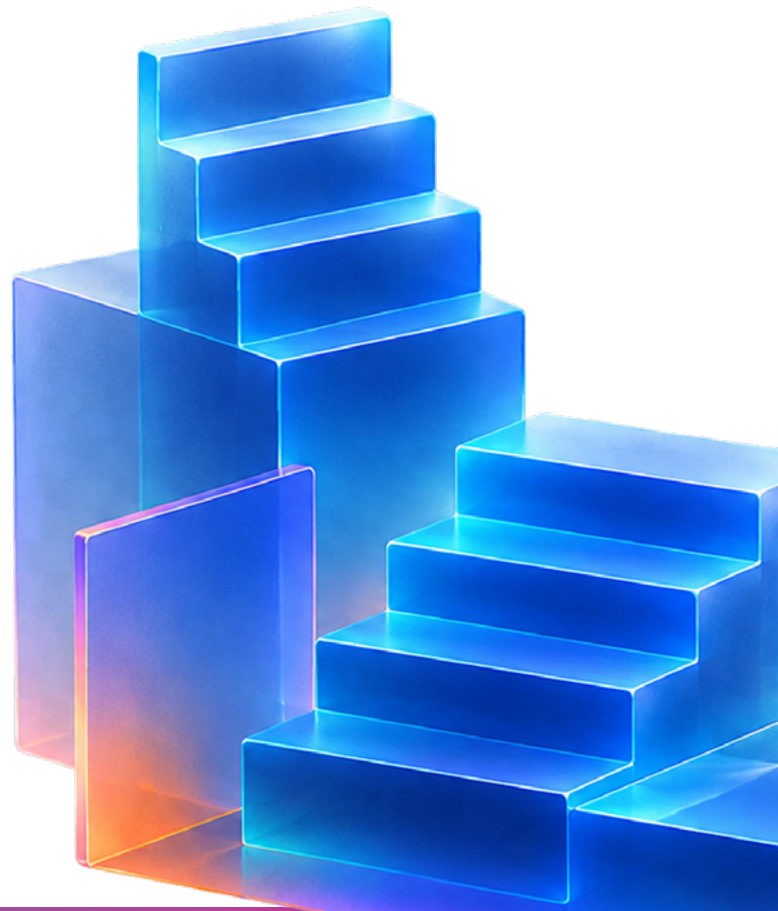
## From intent to execution

The Cisco AI Readiness Index Mexico 2026 shows a market that has already begun building capabilities for AI. The priority now is to make them work together.

Maturity comes from coordinating technology, data, talent, governance, measurement, and change management. Organizations that succeed will be better prepared to select projects with greater potential, move them into production with less friction, manage risk, and reuse capabilities in the next use case.

Readiness thus becomes a systemic advantage, because each implementation strengthens the organization's ability to execute the next one more effectively.

For Mexico, this is the central opportunity revealed by the Index. AI is already on the agenda. The next stage will depend on the ability to turn it into a discipline of execution.



# Methodology

The **Cisco AI Readiness Index Mexico 2026** assesses how prepared organizations are to adopt, operate, and scale AI across six dimensions that together reflect the capabilities required to turn technology investment and AI ambition into execution capacity: **Strategy, Infrastructure, Data, Governance, Talent, and Culture.**

## Study design

The Mexico study was conducted by **Select** for Cisco through a survey of **220 technology, data, and AI decision-makers** at organizations with **more than 500 employees**. Fieldwork took place between **July and August 2026** under a double-blind study design: participants did not know Cisco sponsored the study, and their identities were kept confidential.

Based on INEGI Economic Census data, Select estimated a population of approximately **7,000 organizations** with these characteristics. With a sample of 220 participants, the study reports a **95% confidence level and a ±7% margin of error.**

The sample includes organizations from different sectors of the Mexican economy. **Manufacturing accounts for 39%; services, 25%; public sector, 15%; retail, 14%; and financial services, 8%.** Totals may differ from 100% due to rounding.

## Index construction

The Index evaluates AI readiness across six dimensions with different weights, in line with Cisco's methodology:

| Dimension      | Weight |
|----------------|--------|
| Infrastructure | 25%    |
| Data           | 20%    |
| Strategy       | 15%    |
| Governance     | 15%    |
| Talent         | 15%    |
| Culture        | 10%    |

The weighting recognizes that AI readiness depends on technology and organizational capabilities that need to develop in a coordinated way. Infrastructure provides the compute, networking, security, and resilience required to operate AI; the Data dimension assesses the quality, availability, and traceability of the information feeding AI systems; and Strategy, Governance, Talent, and Culture help direct those capabilities, establish controls, and embed adoption in day-to-day operations.

Based on aggregate performance, organizations in the Mexican sample are classified into four readiness levels: **Pacesetters, Chasers, Followers, and Laggards.** These categories make it possible to assess not only overall maturity, but also the differences among organizations within each of the six dimensions.

