

MANIFESTO ON OUR VISION OF AI

Our position on what artificial intelligence is, what it is not, and what it demands from organizations that aspire to remain relevant



CONTEXT

Artificial intelligence is already in everything we do

At Izertis, artificial intelligence (AI) is not a future promise. It is already part of how we work and how we generate value for our clients.

Our accumulated experience gives us more than just discourse: it gives us judgment. We know what delivers results and what does not.

This document sets out our position on AI. It defines its real scope, grounds its limits, and outlines the conditions that determine its adoption, also addressing its direct impact on the delivery of our services. This is not an exercise in generic enthusiasm. It is a statement of principles based on practice.

The greatest challenge for AI adoption is not the availability of technology, **but the ability of people and organizations to transform themselves.**

SATYA NADELLA, CEO DE MICROSOFT, DAVOS FORUM

We share that diagnosis.

It is the starting point for everything that follows.



AI is real and transformative

Artificial intelligence is not a technological bubble. It does not follow a speculative logic like the dot-com era, when expectations were sold over still non-existent realities. Today we are talking about a technology that already operates, already delivers results, and is already transforming the way organizations work.

The scope of this change is profound. Its impact on the economy, business models, and society is on par with major historical milestones such as the Industrial Revolution or electrification. From our perspective, we are facing a disruption even greater than that caused by the internet or the advent of smartphones.

Not adopting it is not an option. Staying on the sidelines simply means being out of the market. This is not an alarmist message. It is the natural consequence of any technology that changes the rules of the game.

This does not mean that everything said about AI is accurate.

There are oversized expectations, unrealistic timelines, and promises that do not yet fit current deployment conditions. Accepting this reality does not contradict the above. AI is transformative and, at the same time, is being partially oversold. Both statements are true and coexist without nuance.

The technology exists. What is lacking is not AI, but the conditions to use it sensibly and with real impact.



La adopción será **más lenta** de lo anunciado

The availability of a technology does not mean it can be deployed immediately. There is a recurring confusion: assuming that existence equals immediate adoption. History shows, time and again, that this is not the case.

Autonomous cars are a clear example. They have been in development for more than a decade and yet are not part of the everyday landscape of European streets. The technology exists. The conditions for widespread implementation do not, yet.



The same is true for AI. Its adoption will depend not only on its technical capability, but on a set of factors that will determine its real pace.

At least four structural factors will condition it:

Regulatory framework

Regulation is advancing, but not at the pace of technology. This is a constant in any disruption. In especially sensitive sectors—healthcare, critical infrastructure, financial services—requirements are higher, validations more rigorous, and approval cycles inevitably longer.

Risk management

There are scenarios where the impact of an error is critical and irreversible. Tolerance for failure is zero and conditions any technology adoption process. In these contexts, AI can only advance cautiously. Rigorous validation and piloting in controlled environments are essential conditions for any responsible deployment.

Culture and people

AI adoption is not just a technological challenge. It is, above all, a process of organizational transformation. Expecting a radical reconfiguration of work models in the short term is not viable. Cultural change follows its own dynamics. It requires time, internal alignment, and sustained training processes.

Infrastructure

Large-scale deployment of artificial intelligence requires a technological base that is not yet fully available: data centers, transmission networks, computing capacity, and sufficient energy supply. Its development is not immediate. Timelines, in most cases, range from three to ten years.

This gradual pace is not a brake.

It is a balancing factor. It allows organizations, institutions, and society to gain time to adapt. The most costly disruptions are not the slow ones, but those that outpace the system's ability to respond.

Technology alone does not create the necessary conditions for its adoption.

The organizational, regulatory, and operational context weighs as much as the tool itself.



The real brake is people

Of the four factors above, the most decisive and the most complex to manage is the real capacity for transformation within organizations.

It is not a technical issue. It is a human one.

Organizational culture acts as a structural constraint. Changing how a team works, redefining roles, or questioning dynamics consolidated over years is a slow, non-linear process with resistance. There is no tool capable of automatically accelerating this process.

Gradual change is not a sign of weakness. It is the only approach that has proven effective.

Sustainable adoption requires prioritizing the most mature areas, generating verifiable results, and scaling from success stories.





This has direct implications for how we relate to clients. **We do not just implement technology and close the project. We intervene in transformation in the broad sense:** processes, capabilities, profiles, and organizational culture. This is where sustained effort, continued presence, and expert judgment are concentrated. And this is where we add the most value.

In this scenario, **competitive advantage will not come from early access to AI models** or platforms. It will come from the ability to adapt faster and more solidly, building lasting organizational capabilities. This is a differentiator that depends on people, not technology.



Reskilling, talent attraction, and support in the change process make the difference.

These are the factors that separate organizations that effectively integrate AI from those that do not move beyond intention to real adoption.





04

Professional services evolve, they do not disappear

The idea has taken hold that AI will mark the end of much white-collar work. The figures vary by report (20%, 30%, or 50%), but the message is recurrent: automation of cognitive work and massive contraction of professional services.

We do not share that diagnosis. Not because we underestimate AI's capability, but because it is based on a mistaken premise: it confuses substitution with transformation.



Professional services such as consulting, analysis, legal advice, and technology are not facing disappearance, but evolution. The way certain services are delivered will change. Others that do not exist today will emerge. And the profile structure will shift toward higher qualification, supervision, and judgment roles.



What will happen is more concrete:

Professionals who do not integrate AI into their work will see their competitive disadvantage increase.

Not because technology will immediately replace them, but because those who do use it will have significantly higher levels of productivity, efficiency, and analytical capacity.

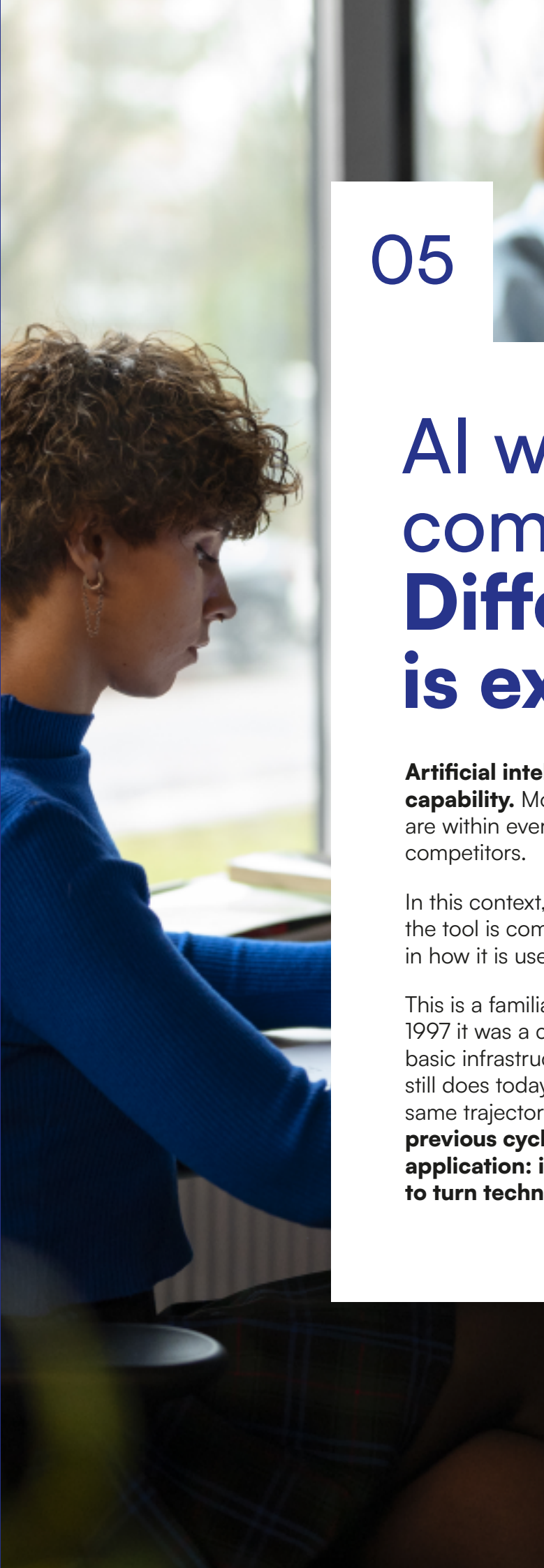
In this context, large law firms will continue to operate. So will analysis firms and technology consultancies. **They will not disappear: they will evolve.** They will adjust some of their services, review their processes, and redefine their profiles. What does not fade is the value of expert knowledge, judgment, or human supervision. That value does not disappear; it is reorganized.

For Izertis, this scenario confirms the direction already taken. Artificial intelligence is integrated transversally into all our services, not as a substitute for domain knowledge, but as a lever to amplify it. That is the strategy: AI at the service of judgment, supervision, and specialization.

AI redefines how value is delivered.

But it does not eliminate the need for those who have the knowledge to generate it.





05

AI will become commoditized. Differentiation is execution

Artificial intelligence is increasingly an accessible capability. Models, platforms, and basic functionalities are within everyone's reach: Izertis, its clients, and its competitors.

In this context, access is no longer a differentiator. When the tool is common, the advantage is not in having it, but in how it is used.

This is a familiar pattern. It happened with the internet: in 1997 it was a competitive advantage; by 2005 it was basic infrastructure. What made the difference then, and still does today, is execution capability. AI will follow the same trajectory, probably at a faster pace. **And as in previous cycles, the differentiator will be in application: in judgment, integration, and the ability to turn technology into real results.**



Having AI is not enough. Access is widespread. The advantage lies in knowing how to use it better than others, in the right contexts, and with the necessary guarantees. **That is where the difference is built.**

Integration into the operating model

Competitive advantage will be in organizations that integrate AI transversally. AI forces a redesign of the operating model: how work is organized, how decisions are made, and how value is generated. It is a structural layer, not an additional module.

Quality and judgment over AI

Human supervision is not a formal requirement or a compliance cost. It is the mechanism that ensures AI-generated results are consistent, interpretable, and valid in real business contexts.

Secure AI by design

Cybersecurity and AI governance are not add-ons or accessories. They are intrinsic parts of the solution. They are structural components of the value delivered, especially in regulated or high-risk environments.

Visible value proposition

Productivity improvements associated with AI must materialize in tangible value for the client. It is not enough to optimize internal efficiency. The impact must be measurable, transferable, and perceptible in business results.

For Izertis, **the priority is not to accumulate AI capabilities**, but to develop the ability to integrate them with judgment in specific business contexts. This differentiator is not immediately replicable. It is built over time, with experience and domain knowledge.

AI will tend to become a commodity. The differentiator will be the ability to integrate it into processes, products, and the operating model rigorously and at scale. Scaling means standardizing, optimizing efficiency, controlling costs, and establishing solid governance and operational discipline frameworks. In this approach, AI is not an isolated initiative. It is a transversal and structural lever to transform the organization.



06

We are optimistic

There are two recurring ways to be wrong when analyzing AI. The first is to ignore it or minimize its impact. The second is to assume its development will be immediate, homogeneous, and as disruptive as the most alarmist scenarios anticipate.

Our position is at neither extreme. **We believe AI is probably the greatest productivity lever in history.** And, at the same time, that its deployment will be progressive, uneven, and slower than many headlines suggest.

This is not a cautious vision out of prudence. It is a reading based on how major technological transformations actually evolve.

And that is precisely where **optimism** lies. Because the differentiator will not be who incorporates the technology first, but who develops the capabilities, culture, and operating model necessary to leverage it first. That is where competitive advantage will be defined. And that is where we focus.



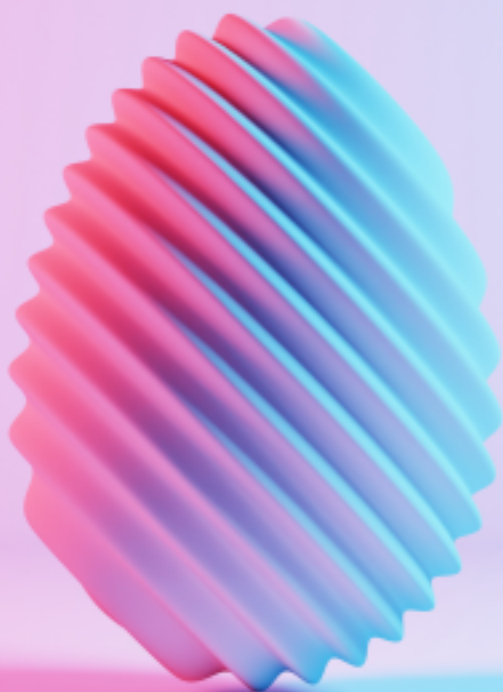
Gradual change gives society, organizations, and people **time to adapt.**

It is the difference between a manageable transformation and a disruption with destabilizing effects.

AI will open the door to services and capabilities that do not exist today. It will expand the perimeter of the IT services market and generate **new opportunities** for organizations able to anticipate and adapt.

Izertis has been positioning itself at this point for years: at the technological forefront, with a solid operational base and domain knowledge that allows us to turn that position into tangible value for clients.

That experience is what allows us to accompany our clients in their transformation processes, **with a realistic and results-oriented approach.**



AI is neither an apocalyptic threat nor a magic solution.
It is a lever.

And, like any lever, it only **generates value when there is judgment to use it.**





**AI does not constitute
an immediate
disruptive risk.**

**It is a structural lever for
productivity
improvement.**

Its impact will unfold progressively in the IT sector, creating a clear gap between organizations able to integrate it with judgment and those that cannot.

At Izertis, the choice has already been made.