HONNE SENSE

LEADERSHIP AND INNOVATION THAT INSPIRES,
TECHNOLOGY THAT CONNECTS

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CONTENTS

EDITORIAL

Transformation is not an act, it's an ongoing practice

Digital transformation is no longer a future goal but a present-day imperative. In this volume of Honne Sense, we share key ideas that reflect our experience supporting organizations striving not only to adapt but to lead.

We present version 1.5 of **Honne Style**, a living model that articulates IT strategy, digital transformation, and change management to create real value. This vision is complemented by two critical trends for 2025: the **strategic coexistence of cloud and on-premise infrastructure,** and the **potential of refactoring** to modernize applications and scale intelligently.

Finally, we open a necessary conversation about data: how to integrate it with purpose and build from there better decisions, products, and experiences.

At Honne, we believe transformation is not a destination—it's a practice. And this volume of Honne Sense is an invitation to keep evolving, together.

Claudia Cantú
Marketing and Strategic Alliances
Honne

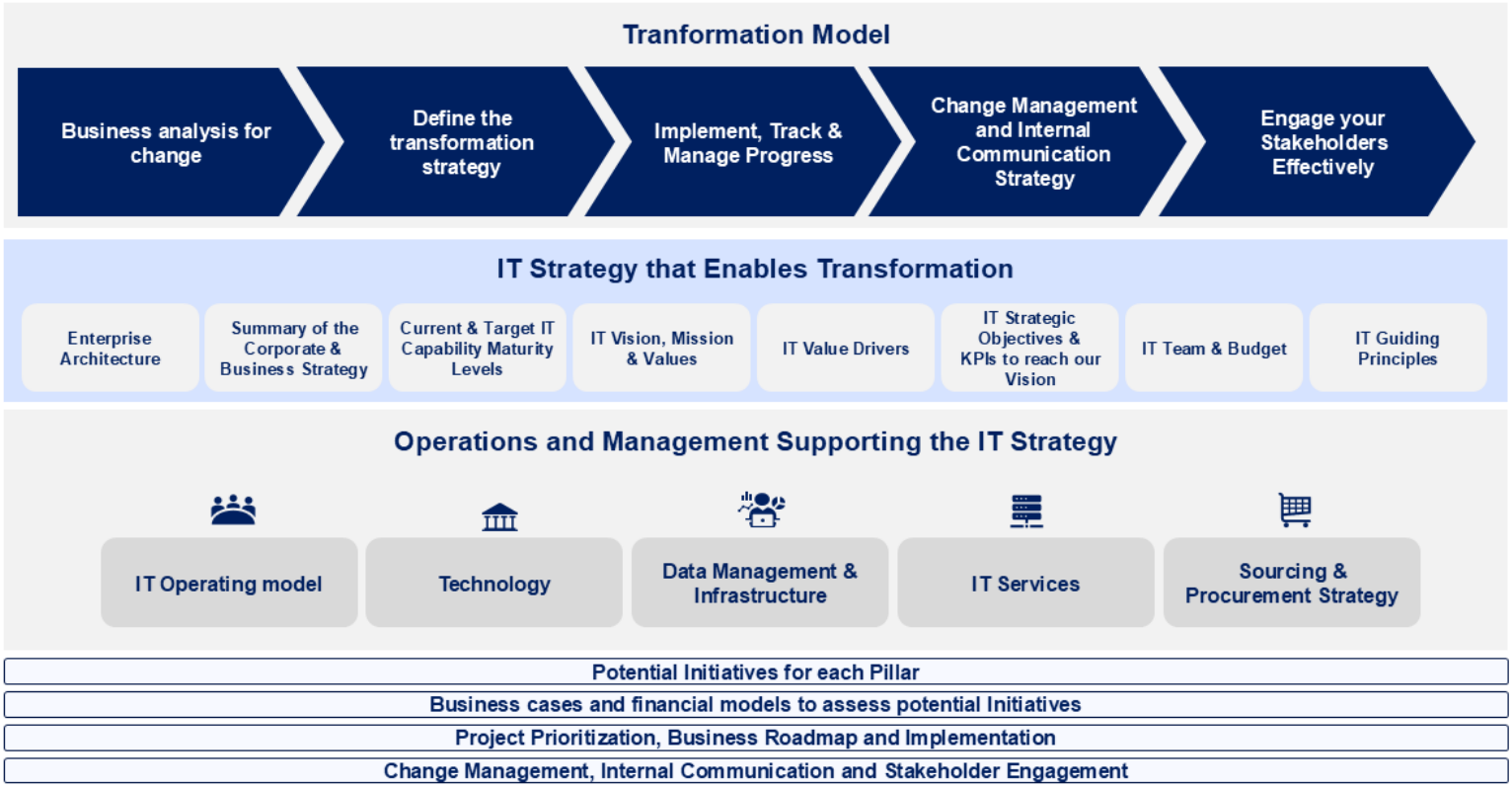
HONNE STYLE: ITS ELEMENTS

EXECUTIVE SUMMARY

This article presents version 1.5 of the Honne Style model, a comprehensive proposal to lead digital transformation within organizations. Based on Honne's practical experience, the model articulates two fundamental pillars: IT strategy and digital transformation, with a focus on continuous improvement, business alignment, and the adoption of appropriate technology.

Through a structured methodology—including environmental analysis, strategy definition, project implementation, and change management—Honne Style enables organizations to effectively advance in their digital maturity. Factors such as strong governance, clear dashboards, agile methodologies, Design Thinking, and a solid change management strategy ensure that teams successfully embrace transformation.

This model also defines the five pillars of a modern IT strategy: operating model, technology, data and infrastructure management, IT services, and procurement strategy. Honne Style is not just a guide, but a value enabler for companies seeking to evolve with agility and forward-looking vision in a highly competitive environment.



Version 1.5 Model / HONNE STYLE®

By Carlos Lerma, CEO at Honne.

Honne Style is a comprehensive management model that combines two fundamental pillars: digital transformation and the strategic management of information technologies.

TRANSFORMATION MODEL

I. Business Analysis for Change

1. Current Situation and Main Challenge: A precise diagnosis to identify critical points and areas with the greatest potential for process improvement.

2. Recommendation to Initiate Transformation: A clear proposal on how to begin the transformation process, taking into account the organization's specific needs and goals.

3. Reasons to Undertake the Transformation: Key benefits that support the decision to take this strategic step:

• An increasingly digitally friendly environment that demands adaptation to new technologies.

• Low digital maturity within the organization, representing an opportunity for growth and improvement.

• Additional revenue generation through the implementation of innovative digital solutions.

• Cost reduction through the optimization of technological resources.

• High return on investment (ROI) due to the efficiency and effectiveness of technological solutions.

• Alignment with corporate and business strategy, ensuring that digital transformation is fully integrated into business objectives.

II. Define the Transformation Strategy

1. Key Success Factors

Identification of fundamental elements that will ensure the success of the transformation, such as leadership, technological capabilities, and organizational commitment.

2. Transformation Program Team and Budget

Establishment of the work team responsible for executing the transformation, along with the proper allocation of financial and human resources.

3. Current and Target Digital Maturity Level

Assessment of the organization's current level of digital maturity and definition of the desired maturity level at the end of the transformation process.

4. Transformation Vision

A clear statement of how the organization envisions itself after completing the digital transformation, aligned with its strategic business objectives.

5. Strategic Transformation Objectives

Definition of key goals to guide the transformation process and achieve the envisioned future, aligned with business needs.

6. Potential Projects to Achieve Strategic Objectives

Identification of initiatives and projects that contribute to fulfilling strategic objectives and materializing the transformation vision.

7. Business Cases and Financial Models for Project Prioritization

Development of solid business cases and financial models to assess the impact of each project and facilitate decision-making regarding their prioritization.

8. Project Prioritization

Ranking of projects based on their impact, feasibility, and alignment with strategic objectives, maximizing ROI and organizational value.

9. Transformation Roadmap with Prioritized Projects

Development of a detailed roadmap including prioritized projects, timelines, required resources, and key implementation phases.

10. Technologies Needed to Implement Projects

Identification of the technological tools, platforms, and solutions necessary to effectively and efficiently carry out transformation projects.

Key Success Factors:

1. A Solid Transformation Strategy

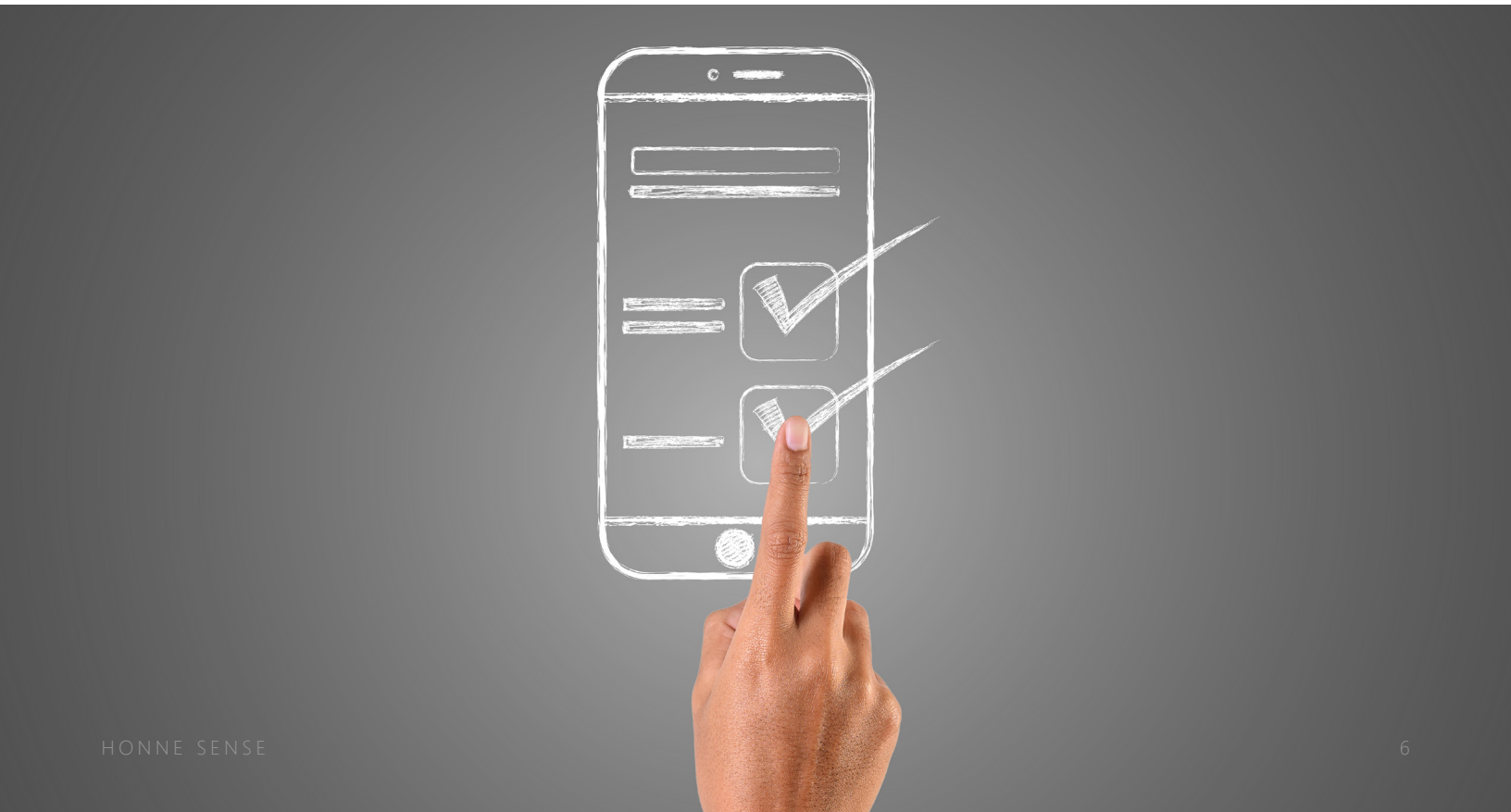
A strategy without execution is just a dream, but execution without a strategy is a nightmare. That's why it's essential to first take time to build a solid digital transformation strategy and plan, which should include key components such as:

- The strategic objectives of the digital transformation.
- The key initiatives needed to achieve those objectives.
- The human and financial resources required to complete those initiatives.

2. A Simple but Comprehensive Business Case for Each Key Initiative

Each key initiative must have a straightforward yet complete business case including the following components:

- The initiative's objectives, scope, and approach.
- Tangible deliverables and expected outcomes.
- Costs, benefits, and net present value.



3. An Effective Process to Prioritize Initiatives

To effectively prioritize a long list of initiatives, it is very useful to apply a 2x2 matrix using the following two dimensions:

- Impact (e.g., cost savings, incremental revenue).
- Effort (e.g., required timeline, human and financial resources).

4. A Clear Change Management Strategy to Ensure Adoption

To ensure that executives, managers, employees, and customers understand the "why," the "what," and the "how" behind the transformation, it is essential to design a comprehensive change management strategy and plan that includes:

- An impact assessment.
- A communication plan, a training plan, and a coaching plan.
- A resistance management plan.

5. Effective and Efficient Governance

To build effective and efficient governance and to easily track and manage progress, it is essential to:

- Assign a responsible person for the success of each initiative.
- Hold weekly meetings and create user-friendly dashboards at both the digital transformation program level and the individual initiative level.
- Print all dashboards in A1 size and hang them on the wall. Alternatively, you can recreate the dashboards on the wall using stickers, tape, and post-its.

III. Implement, Track, and Manage Progress

1. Digital Transformation Program Governance

Establishment of clear governance structures to ensure proper decision-making, alignment with strategic objectives, and oversight of digital transformation progress.

2. Dashboards for Digital Transformation Programs

Development of key performance indicators (KPIs) and metrics to monitor the program's progress, ensuring deadlines and goals are met.

3. Project Boards

Implementation of visual boards to track the real-time status of projects, facilitating decision-making and team communication.

4. Project Plans

Creation of detailed plans for each project, including objectives, resources, timelines, risks, and responsibilities, ensuring alignment with the overall transformation strategy.

5. Project Implementation Using Agile

Application of Agile methodology for projects that require flexibility and adaptability, enabling incremental deliveries and continuous improvement throughout the process.

6. Project Implementation Using Design Thinking

Use of Design Thinking to focus project design and execution on user needs and experiences, encouraging innovation and creativity.

7. Project Implementation Using Traditional Methodology

Application of traditional project management approaches for projects that require detailed planning and a structured approach with fixed deadlines.

8. Continuous Improvement

Establishment of a continuous improvement cycle through constant feedback, performance evaluation, and the implementation of changes to optimize results.

9. Program and Project Evaluation and Lessons Learned

Regular evaluations to measure the success of programs and projects, identifying lessons learned that can be applied to future transformation initiatives.

IV. Define and Implement the Change Management and Internal Communication Strategy

As the pace of organizational change continues to accelerate, the ability to execute and manage change becomes increasingly important. Unfortunately, most change initiatives fail.

Identify your response to change: This section includes guides and templates that help managers assess their perception of change and take actionable steps to fully understand it.

Two-way communication about change: Given the understanding of the rationale behind the change in Step 1, managers must learn to effectively communicate the change to their teams and assess employees' current experiences regarding the change.

Empower the team to implement change: Managers can use this tool to help their teams interpret the implications of change on their own and take ownership of its implementation.

Support change adoption: This section presents an approach managers can use to tailor their support for employees based on their individual responses to change.

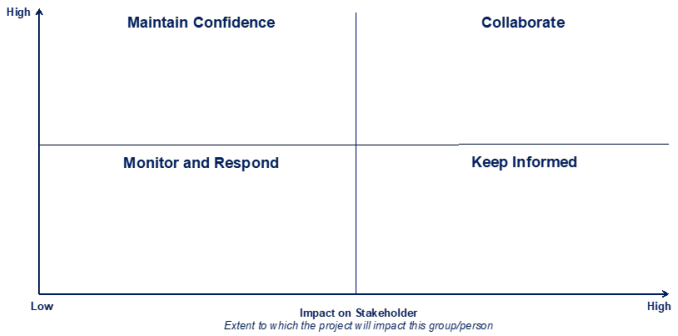
V. Engage Your Stakeholders Effectively

In the context of a project, a stakeholder engagement strategy describes how we will interact with stakeholders to achieve the project's objectives.

A stakeholder engagement strategy can be easily defined by following these four steps:

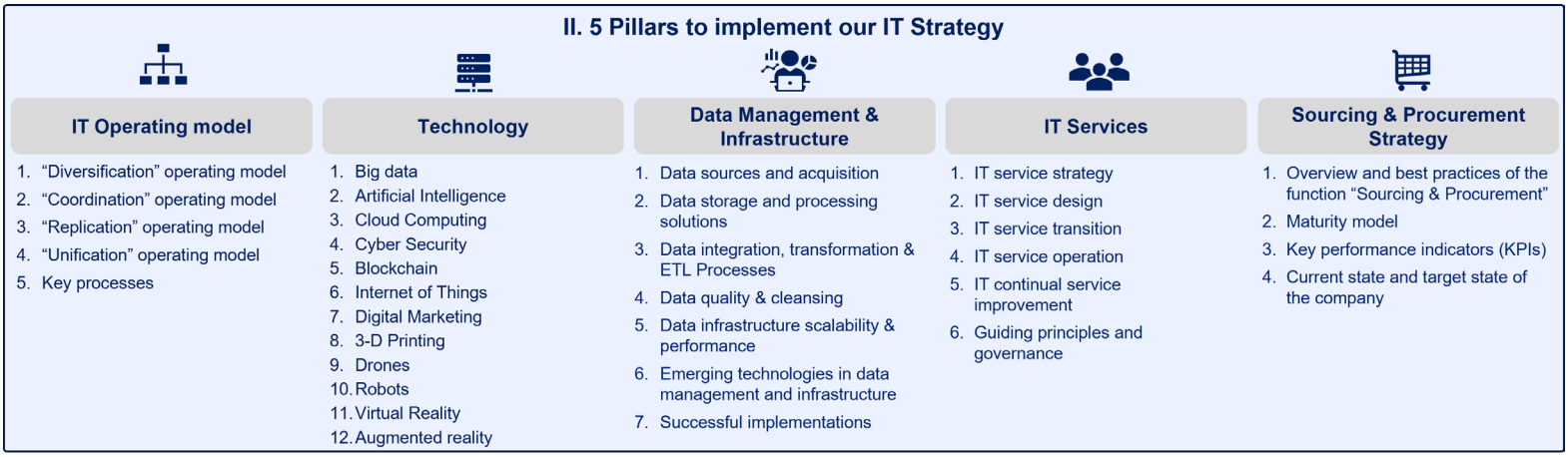
1. List the stakeholders who may influence the project or be affected by it.

2. Map the stakeholders using a 2x2 matrix.



3. Develop an engagement strategy for each stakeholder.

4. Develop a detailed engagement plan for each stakeholder.



IT STRATEGY

Five Pillars for Implementing an IT Strategy

1. IT Operating Model

Defines how the IT function will be structured and governed to deliver services aligned with business needs.

2. Technology

Focuses on selecting and managing the right tools and technology platforms that enable the business to innovate and operate efficiently.

3. Data Management and Infrastructure

Establishes the policies, procedures, and technologies needed to manage the organization's data assets and underlying IT infrastructure.

4. IT Services

Ensures the delivery and management of IT systems and services that support business processes and user requirements.

5. Sourcing and Procurement Strategy

Develops the approach for acquiring IT resources and services, including vendor management and procurement processes to optimize costs and quality.

Digital transformation is not just a trend, but a strategic necessity for organizations seeking to remain competitive in an ever-evolving environment. Through the **Honne Style** model, a structured approach is established that spans from initial analysis and strategy definition to implementation and continuous progress monitoring.

The success of this transformation lies in effective change management, alignment with business goals, and the adoption of appropriate technologies. By embracing this approach, companies not only optimize their operations and reduce costs, but also create new growth opportunities and strengthen their market position. Digital transformation is a continuous journey, and with the right strategy, each step brings the organization closer to a more agile, efficient, and innovative future.

But this is not the end. **Don't miss the next volume**, where we will conclude with **part 3 of Honne Style**, exploring how to effectively implement, monitor, and manage digital transformation progress.

Carlos Lerma, CEO of Honne, is a business leader with over 25 years of experience in information technology and consulting. Since joining Honne, he has led the company's innovation and growth. He has actively contributed to social initiatives and corporate responsibility programs, establishing himself as a recognized leader in his field.

CLOUD ADOPTION VS. ON-PREMISE REPATRIATION: TRENDS FOR 2025

By Santiago Vanegas, Azure Architecture Lead and Cloud Architect at Honne

In the world of technology infrastructure, 2025 finds us in the middle of a vibrant conversation: how far should we continue migrating to the public cloud, and when is it appropriate to **repatriate** workloads back to on-premise facilities? As an Azure architecture lead, I've seen firsthand how many companies are facing this dilemma. It's not a cloud-versus-data-center battle with clear winners and losers—it's about finding a **strategic balance**. Below, I explore key trends—supported by data from Gartner and other recent analyses—and share insights from my field experience on how organizations are optimizing their mix of cloud and on-premise to maximize value and minimize risk.

The Cloud Continues to Rise

Despite some skeptical voices, the data shows that public cloud adoption continues to **grow** strongly. Gartner projects global end-user spending on public cloud services will reach **$723.4 billion** in 2025—a leap of more than 21% from 2024.

What's driving this growth? Largely, the wave of generative **artificial intelligence and machine learning**. "The use of AI technologies in IT and business operations is rapidly accelerating the role of the cloud in supporting business outcomes," says Sid Nag, Vice President at Gartner.

In fact, many organizations are leveraging cloud infrastructure to train **generative AI** models, run large-scale data analytics, and support other innovative workloads that demand agile scalability.

Another clear factor is the consolidation of **multicloud and hybrid** architectures. Far from choosing a single provider, companies are distributing workloads across multiple clouds and on-premise systems to get the best of each environment. Gartner anticipates that **by 2027, 90% of organizations will adopt a hybrid cloud approach**, increasingly integrating their on-premise systems with public clouds in a seamless way.

In my experience, this trend is already evident: nearly all my clients operate in some kind of hybrid or **cloud-first** model, with critical components still residing in their own data centers. The cloud has become a fundamental pillar of modern architectures, but **it hasn't completely replaced** the role of traditional infrastructure. In short,

the cloud continues to rise and expand its use cases, supporting everything from enterprise applications to innovation experiments—often **coexisting** with on-premise environments.

The Repatriation Phenomenon: From the Cloud Back to the Data Center

So, if cloud usage is growing so rapidly, why are we increasingly hearing about companies repatriating workloads from the cloud to on-premise environments? Throughout 2025, attention-grabbing headlines have circulated about CIOs "abandoning" the public cloud in favor of in-house hardware and software. The reality, however, is more nuanced. There is indeed a trend to reevaluate which workloads should remain in the cloud and which could be better optimized on-prem—but this is far from a mass exodus from the cloud.

Recent surveys reflect this duality. On one hand, the Barclays CIO Survey at the end of 2024 found that 86% of CIOs planned to repatriate at least some of their workloads from public clouds to private clouds or their own data centers (puppet.com). In practice, these are usually selective moves, not a wholesale rejection of the cloud.

In fact, IDC studies suggest that very few organizations (~8–9%) plan to repatriate all their workloads to on-premise environments.

Why this shift in thinking? A key factor is cost surprises. IDC found that half of cloud customers overspent in 2023, and 59% anticipate similar overages in 2024. After several years of "blank checks" for digital transformation, many companies are now raising red flags around IT governance—they've discovered that cloud bills can grow quickly without careful management (e.g., FinOps, right-sizing, etc.).

It's important to highlight: total cloud spending continues to rise, reaching new records in 2025. That is, repatriation does not imply that the cloud is losing relevance globally (in fact, Gartner dismisses any notion of a looming "death" of the public cloud). Rather, organizations are entering a phase of more rational and optimized cloud usage: instead of a blind "cloud-first" approach, we increasingly hear about a "cloud-smart" strategy—using the cloud where it adds real value, while also making the most of on-premise infrastructure when it offers advantages.

Real Cases: Lessons from the Back-and-Forth

To illustrate what this dynamic looks like in real life, let's examine some notable examples of companies that have repatriated workloads after a cloud phase:

GEICO (insurance)
Dropbox (technology)

For every repatriation story, there are also companies that remain fully committed to the cloud. For example, Netflix continues to run its entire streaming platform on AWS, arguing that the global scale and elasticity it gains far outweigh any benefit of owning infrastructure. Airbnb and many startups show no intention of moving back on-premise because the cloud allows them to move quickly and innovate without the operational burden of a data center. In sectors like technology and digital services, pure cloud continues to be the preferred option in many cases.

The takeaway here is that each company finds its own point of balance. Successful repatriations respond to very specific needs (uncontrolled costs, critical performance, regulatory requirements, etc.), while those that remain fully in the cloud do so because it continues to provide clear competitive advantages.

Toward an Optimized Hybrid Model: The New Normal

Instead of polarized debates over "cloud yes vs. cloud no," what we're seeing in 2025 is a growing consensus: the hybrid/multicloud model is here to stay as the dominant strategy. The most successful organizations are those that combine the best of both worlds, tailoring each workload to the environment that maximizes its efficiency and effectiveness.

The data supports this vision. Gartner estimates that by 2027, 90% of enterprises will have hybrid deployments (ciodive.com), and today, 89% already use some form of multicloud strategy, according to industry surveys (edgedelta.com).

In my role advising on architectures, I often recommend a portfolio approach: classify workloads based on business and technical criteria (for example: Does this application require variable scalability? Does it handle sensitive data? What are its usage and cost patterns? What level of latency does it need? Do we have the right team to operate it in the cloud?). From that analysis, define the optimal location for each workload: some will go to Azure or another cloud provider for their managed services benefits; others may remain in the corporate data center where there is already investment and expertise.

Major cloud providers have acknowledged this reality and launched solutions to facilitate hybrid integration. Microsoft Azure, for instance, offers Azure Arc to manage on-premise and multicloud resources as if they were part of Azure; AWS provides Outposts and AWS Hybrid. At Honne Services, we've helped implement hybrid landing zones where a single DevOps pipeline deploys to both Azure and local servers. This is incredibly powerful: companies achieve consistency in governance, security, and operations—regardless of where each component physically runs.

Another key area is ongoing financial optimization. Instead of abandoning the cloud at the first sign of overspending, many companies are investing in FinOps (cloud financial management) to regain control of their cloud expenses. Dedicated teams monitor and optimize resources, eliminate cloud waste, negotiate reserved usage commitments, and more—drastically reducing cloud bills.

Conclusion: No Dogmas, Just Strategy

In 2025, talking about infrastructure is no longer simply about "moving to the cloud" or "staying on-premise." It's about determining which combination of environments offers the most agility, security, and efficiency for each organization's mission. The public cloud continues to be a powerful enabler of innovation and scalability.

As a solutions architect, my perspective is clear: there are no universal answers—only good questions each organization must ask itself. What is the true total cost of running this application in the cloud vs. on-prem? What risks do I reduce or increase in each option? Do I have the capabilities needed to operate efficiently in either environment? How critical is direct control over infrastructure for my business? The organizations that thrive are those that continuously ask these questions and adjust their course based on the lessons learned.

Is your organization rethinking its cloud and on-premise mix? Have you experimented with repatriating a system—or are you going deeper into the cloud? How are you balancing factors like cost, security, and performance in these decisions? If your organization is rethinking its infrastructure strategy, Honne can help you make informed decisions aligned with your goals.

Santiago Vanegas is a technology enthusiast with 14 years of experience in the industry. As an Azure Architecture Lead and Cloud Architect for the past 7 years, he has played a key role in digital transformation projects and the adoption of new technologies. His greatest satisfaction comes from helping companies transition to the cloud in a transparent and objective way, promoting innovative processes that drive growth and modernization.

BEYOND MIGRATION: HOW REFACTORING EMPOWERS YOUR CLOUD BUSINESS

By Iván Calderón, AWS Architecture Lead at Honne.

As technology continues to evolve, companies must update their applications to remain competitive. Refactoring is a key strategy to optimize performance, reduce costs, and improve the scalability of existing systems. This approach allows organizations to fully leverage the capabilities of platforms like AWS, GCP, and Azure.

Organizations migrating their applications to the cloud often face a dilemma: should they simply lift-and-shift their workloads, or redesign them to take advantage of the cloud's native benefits? Refactoring involves restructuring the code and architecture of an application to optimize its performance, security, and operational costs. Unlike a simple "rehost," this process enables applications to adopt modern patterns such as microservices, containers, and serverless architectures.

Common Challenges

1. Legacy dependencies: Many applications rely on outdatedlibraries or infrastructure that make modernization difficult.

2. Development costs and time: Refactoring can be expensive and require significant investment in development and testing.

3. Resistance to change: IT teams may resist modifying critical applications that have traditionally worked under legacy paradigms.

4. Security and compliance: Redesigning an application involves considering new cloud security standards and compliance regulations.

5. Cost optimization: Without proper planning, infrastructure costs may rise instead of decreasing.

Strategies for Successful Refactoring

Initial assessment: Analyze the current architecture, dependencies, and critical points.

Identification of modern patterns: Adapt microservices, containers, and serverless architectures as appropriate for the case.

Deployment Automation: Use of CI/CD pipelines for seamless testing and updates without service interruptions.

Security and Monitoring: Implement native cloud observability and security tools or comprehensive third-party cloud solutions.

Team Enablement: Ensure development and operations teams are aligned with the new architecture.

Benefits of Cloud Refactoring

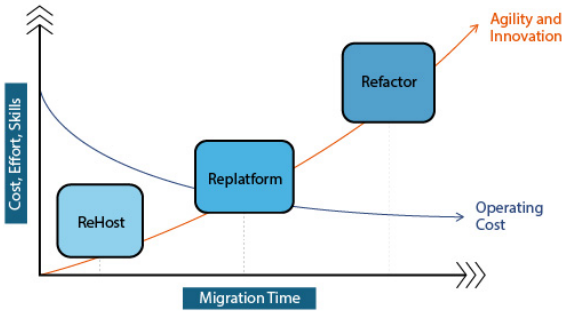
Greater Scalability: Dynamically adapt to demand through containers and serverless functions.

Cost Reduction: Efficient use of computing resources, pay-as-you-go pricing, and elimination of unnecessary infrastructure.

Improved Performance: Lower latency and faster response times thanks to optimized architectures.

Enhanced Security and Compliance: Implementation of best practices in encryption, IAM, and real-time monitoring.

Continuous Innovation: Seamless integration of emerging technologies such as machine learning, IoT, and big data.



Use Case

Refactoring a Monolithic Application in the Financial Sector

A bank with a legacy loan management application was facing scalability issues and slow response times. The solution was to refactor the application by splitting it into microservices and deploying them on AWS using Kubernetes. AWS Lambda was used for real-time validations, and Amazon RDS was implemented for a more efficient database.
Results:

40% reduction in operational costs.
60% improvement in response times.

Transforming an E-Learning Platform

An online education company was experiencing performance issues during traffic spikes. The platform was refactored into a microservices- and container-based architecture using:

Amazon ECS with Fargate for automatic scaling.
Amazon S3 for multimedia content storage.
Amazon CloudFront to optimize video delivery.
AWS Lambda for online evaluation processes.

Achieved Benefits:
Page load times reduced by 70%
Cost optimization of up to 55%

Refactoring is not just a technical necessity—it is a key business strategy to ensure competitiveness in the digital era. By modernizing their applications in the cloud, companies can improve operational efficiency, reduce costs, and prepare for the future of technological innovation. Embracing this approach enables organizations to maximize the value of their cloud infrastructure and deliver a better experience to their customers.

Iván Calderón, AWS Lead Architect at Honne. An engineer with 7 years of experience in cloud services, specializing in designing efficient, best-practice-aligned solutions. He focuses on building secure environments, optimizing costs, and ensuring high availability—driving innovative strategies to maximize the value of the cloud in enterprise environments.

DATA INTEGRATION: THE TIP OF THE ICEBERG

By Rodrigo Reyes, Digital Transformation Expert at Honne.

Few people have as much confidence in themselves as engineers.

Maybe it's because they know how to do things methodically—you'll rarely hear one say, "I can't, let's outsource it."

AI models? Complex architecture projects? High-conversion websites? Robots that compete with Boston Dynamics? The answer is always: "We've got it."

However, based on my experience with multiple clients, I can confidently say that most marketers prefer to license third-party software rather than develop proprietary tools in-house.

And contrary to what one might think, this preference has little to do with internal friction between marketing and IT.

There are far more practical, business-oriented reasons that marketing decision-makers often cite—such as time to market, user experience, and ready-to-use functionality.

But there's another reason, one that is often overlooked—and it turns out to be the reason why most digital transformation initiatives fail.

Adoption

Let's suppose a technology team proposes a project to integrate all consumer data sources within their company.

After several committees (CapEx committee, security, acceleration committee, CoE, etc.), the CTO approves the project, which aims to integrate all consumer data sources within 12 months.

The team is hired, the project is placed under a formal management methodology, and integration begins.

In the best-case scenario (which is rare in development), in 18 months the company will have the data integrated into a data warehouse—only to realize that this is just the beginning of a value extraction and adoption process that is hard to accelerate.

"The data is integrated, but we don't have an interface for the end user," is the most common explanation from tech teams.

And nowadays, a data integration project that still depends on someone being able to extract the data using code—even just SQL—serves little to no purpose.

That's what Customer Data Platforms (CDPs) were created for—to liberate data after it has been integrated, enriched, and converted into usable audiences.

A Customer Data Platform, as its name implies, is a platform that compiles all the data a consumer generates through their interactions with a company.

Their web and mobile behavior, their quotes and purchases (even down to the SKU level), their response to marketing, their attendance at in-person events—all of it is integrated into a single Diamond Record or Unified Customer Profile.

But most importantly, the CDP must allow any user to know and reach their audiences without having to write a single line of code. It's the NO-Code version of a database expert—combined with the intuition and creativity of marketers, this enables real data-driven value creation.

If you want to go far, go together

It's likely that tech teams feel the CDP has taken over a project they've always dreamed of realizing themselves—integrating all data sources.

But the truth is, once a CDP is implemented, there are still many tasks involved in extracting value from the data: building a data-driven culture, creating taxonomy guides and a data dictionary, developing new integrations, and training new profiles. The tech team should see it differently.

The CDP is a tool that relieves the tech team from a process that often carries far too many expectations and corporate oversight—allowing them, instead, to take credit by enabling marketing, analytics, data science, legal, and customer service teams to extract value from clean, integrated, and ready-to-use data.

The most mature CDPs, with more than a decade of evolution, often allow companies to integrate almost any application in just a few clicks, design digital experience journeys that involve all user-facing tools, and ensure legal compliance through GDPR-aligned frameworks and protocols.

That's why, when it comes to data integration and building a unified customer view, it's worth remembering the brilliant proverb: "If you want to go fast, go alone. If you want to go far, go together."

Rodrigo Reyes, with over 23 years of experience—15 of them driving digital transformation across sectors such as banking, insurance, retail, consumer goods, automotive, telecommunications, airlines, and education—currently works at Honne as a senior digital transformation consultant.

ABOUT HONNE

Honne is a leading company that, through its consulting services, implements advanced technological solutions that automate processes, optimize operations, and reduce costs. It provides world-class support and operations through its Cloud Centers of Excellence (CCoE), which operate 24/7/365. Its comprehensive and personalized approach ensures that each client receives solutions tailored to their specific needs, thus boosting their efficiency and competitiveness in the market. With a constant commitment to innovation, Honne is dedicated to transforming the way organizations operate and grow in the digital era.

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