HONNE SENSE

LEADERSHIP AND INNOVATION THAT INSPIRES,
TECHNOLOGY THAT CONNECTS

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CONTENTS

EDITORIAL	3
BUSINESS-ALIGNED IT TRANSFORMATION MODEL	4
ADVISORY: HOW TO DEVELOP A BUSINESS-ALIGNED IT BUDGET STRATEGY FOR STRATEGIC DECISION-MAKING	10
RUN: STRENGTHENING DEFENSES WITH ARTIFICIAL INTELLIGENCE	12
TRANSFORMATION: IMPLEMENT A DATA LAKE IN RECORD TIME	14
ABOUT US	16
REFERENCES	17

EDITORIAL

To our entire tech community:

As the year begins, business strategies resemble a game of chess—every move must be carefully planned to achieve your goals. In this first 2025 edition of *Honne Sense*, we're excited to share a very special topic: the first part of *Honne Style*. This unique model helps companies align their strategic goals with daily operations, driving sustainable growth through advanced technological solutions. You won't want to miss the upcoming editions, where we'll continue to dive deeper into this model and how it can make a real difference in your organization.

We're also bringing you an essential guide for developing an IT budget strategy aligned with business objectives. With a clear vision and accurate data, every tech investment can have a direct impact on organizational success.

In our article Strengthening Defenses with Artificial Intelligence, we explore the latest AI-driven security trends and how they are transforming data and systems protection in an increasingly challenging environment.

Finally, if you're looking to optimize data storage and analysis, we'll show you how to implement a Data Lake in record time—generating insights to support faster, smarter decision-making.

May 2025 mark the beginning of a new chapter filled with success, innovation, and growth.

We're here to support you every step of the way!

Warm regards,
Claudia Cantú
Marketing and Strategic Alliances
Honne

BUSINESS-ALIGNED IT TRANSFORMATION MODEL

EXECUTIVE SUMMARY

This article discusses the evolution of Information Technology (IT) from an exclusive strategic resource to a commodity accessible to the vast majority of companies. Inspired by Nicholas Carr's 2003 analysis, it explores how IT, once a source of competitive advantage, has become standardized and thus no longer offers the same edge. Instead, its true value lies in how it is managed and applied within an organization. Companies like CEMEX serve as examples of how effective IT management—supported by structured models like the "CEMEX Way"—can transform technology into a driver of innovation and sustainable growth.

Through technology reference frameworks such as TOGAF and Zachman, the article explains how organizations can align business strategies with IT, improve operational efficiency, and manage internal complexity to stay competitive. It also highlights how the adoption of agile methodologies plays a key role in digital transformation.

Finally, the article introduces the **first part** of the Honne Style model, developed to optimize productivity and foster continuous growth. This approach emphasizes the importance of continuous improvement and IT best practices, aiming to reduce costs and increase the alignment of technology with business objectives.

Topics:

1. IT as a Commodity
2. Value Creation through Management Models
3. Delivering Value through IT
4. Honne Style
5. Conclusions

By Carlos Lerma, CEO at Honne.

1. IT IS A COMMODITY

In May 2003, Harvard Business Review published an article written by Nicholas Carr that sparked widespread controversy regarding the value and use of Information Technology (IT) in organizations. In the article, Carr questioned the idea that IT is a strategic asset for companies. He argued that IT had shifted from being a competitive advantage to becoming a commodity—a standardized tool accessible to all.

IT as a commodity: Carr argued that IT had become so common and accessible that it was no longer a source of competitive advantage. Companies could easily and affordably acquire IT, which meant that it no longer served as a barrier to entry for new businesses.

IT is not a source of innovation: Carr also claimed that most IT innovations had become standardized and did not offer significant competitive differentiation. Companies could implement advanced IT solutions, but that alone did not necessarily provide a sustainable advantage.

IT as a cost: Implementing and maintaining IT could be expensive, and these costs tended to be similar across companies. Carr believed that businesses should focus on efficiency and cost reduction rather than pursuing competitive advantage through IT. He argued that IT should support business strategy—not be the strategy itself.

At that time, there was a significant disconnect between executive leadership (CEOs) and technology leaders (CIOs). There was a lack of clarity around the CIO's role and the technologies being implemented. In many ways, CEOs aligned with Carr's perspective.

Today, more than 20 years since the article's publication, we find ourselves in a vastly different scenario—perhaps even unimaginable to Carr—where IT has become a driver of innovation, growth, and efficiency in many organizations. But how and why has this shift occurred, especially when for more than five years now, models like Software as a Service (SaaS) and Infrastructure as a Service (IaaS) have allowed many companies to consume enterprise platforms based on usage or user count?

What makes it possible for one company to gain more value than another—even when both belong to the same industry and use the same software platforms?

Undoubtedly, the leadership and experience of the CIO play a major role in answering that question. But ultimately, it is the strategy and management models that allow companies to maximize IT's value and truly leverage its full potential.

2. VALUE CREATION THROUGH MANAGEMENT MODELS

Around the year 2000, the global cement company CEMEX, headquartered in Monterrey, Mexico, launched a program called "CEMEX Way" to identify and disseminate best practices and standardize processes worldwide using IT platforms. The goal was to promote standardization. For example, at each of the company's plants, pipes carrying natural gas were painted one color, while pipes carrying air were painted another. This made it easier to transfer employees or receive visiting managers without wasting time figuring out the setup. The same logic applied to information systems: plant configurations, financial record systems, requisition systems, and more.

"CEMEX Way" is a management and business culture model developed by CEMEX, one of the world's largest building materials companies. The model focuses on creating value for customers, employees, and shareholders.

Process Standardization

The "CEMEX Way" model emphasizes global process standardization. This includes consistency in operations, technology, and organizational structure. Standardization allows CEMEX to operate efficiently and maintain high-quality standards across all its markets.

Operational Flexibility

While standardization is a key goal, "CEMEX Way" also allows for a degree of flexibility to adapt to local conditions. This means business units can tailor their operations to meet the specific needs of their markets, enabling them to respond quickly to changes and opportunities.

Use of Advanced Technology

"CEMEX Way" integrates advanced information technologies to improve operational efficiency and decision-making. This includes the use of enterprise resource planning (ERP) systems, data analytics tools, and automation technologies. These tools help optimize production, reduce costs, and enhance service quality.

Culture of Innovation and Continuous Improvement

The "CEMEX Way" philosophy fosters a culture of ongoing innovation and continuous improvement. The company is constantly looking for new ways to improve its processes, products, and services. Innovation is seen as a key driver of growth and competitiveness.

Sustainable and Profitable Growth

The ultimate goal of the "CEMEX Way" model is to achieve sustainable and profitable growth. This is accomplished through resource optimization, cost reduction, and increased operational efficiency. CEMEX aims to maintain strong profit margins and solid cash flow, allowing for reinvestment in its growth and development.

This comprehensive approach has enabled CEMEX to become one of the global leaders in the cement industry, recognized for its operational efficiency and its ability to adapt to changing market conditions.

The way an organization obtains maximum value from Information Technology is not through the technology itself or its implementation alone—it requires a management strategy or model that fosters value, efficiency, and innovation.

Standardized management practices and technologies within companies are the equivalent of infrastructure in cities: they prevent people from wasting energy on basic activities and instead allow them to focus on higher-order concerns. But providing a platform for creative individuals to build upon is only half the equation. What is also required is a shared set of values to guide their choices and actions.

3. DELIVERING VALUE THROUGH IT

Technology reference models (frameworks), sometimes referred to as technical reference models, emerged from the work of international standardization organizations such as ISO and enterprise architecture (EA) bodies like The Open Group. Their purpose is to define a common model and reference for the technological standards used and implemented by companies. Frameworks describe the architectural components necessary to support a technical capability, where a technical capability represents an aspect of the IT organization's ability to support business applications and services.

Why are they useful? These frameworks provide a common language and structured tools that enable organizations to:

1. **Align strategy with technology:** They ensure that technology investments are aligned with the company's strategic objectives.

2. **Support decision-making:** They offer a comprehensive view of how different organizational components interact, making it easier to identify opportunities and manage risks.

3. **Establish standards:** They promote the adoption of common, documented practices that reduce duplicated efforts and improve interoperability.

4. **Optimize resources:** They help identify redundancies, improve processes, and prioritize high-impact initiatives.

5. **Manage complexity:** They offer clear structures to break down complex systems into manageable components.

How do they create value for organizations?

1. **Improve operational efficiency:** By eliminating duplication and optimizing processes, they help reduce costs.

2. **Increase organizational agility:** They make it easier to adapt to market changes or seize new technological opportunities.

3. **Mitigate risks:** They provide tools to assess and manage risks associated with technology initiatives.

4. **Support innovation:** By organizing and clarifying the organizational landscape, they free up capacity to focus on strategic innovation.

5. **Foster collaboration:** By establishing a shared language and vision, they promote alignment and cooperation across different areas of the organization.

Modern organizations face increasingly complex architectures due to the integration of emerging technologies such as Artificial Intelligence, IoT, Cloud Computing, and Big Data. Frameworks like TOGAF and Zachman provide a clear structure for managing this complexity.

Standardization in Global Projects

Companies operating across multiple countries and sectors require consistent approaches to align teams and ensure interoperability. These frameworks are globally recognized and help facilitate such standardization.

Governance and Regulatory Compliance

Regulations (such as GDPR, SOX, HIPAA, among others) require a meticulous approach to data and systems management. Frameworks help document, map, and audit the processes necessary for compliance.

Support for Digital Transformation

Organizations embarking on digital transformation initiatives need structured frameworks to ensure that new technologies are effectively integrated with existing business processes.

Adaptability to New Methodologies

TOGAF, in particular, has evolved to be compatible with more modern approaches such as agile methodologies, DevOps, and scalability-based frameworks like SAFe.

Frameworks like TOGAF and Zachman are valuable because they offer a structured methodology to understand and improve how organizations function and how technology can enhance their strategic objectives. This results in more effective, agile organizations that are capable of facing challenges and seizing opportunities.

4. HONNE STYLE

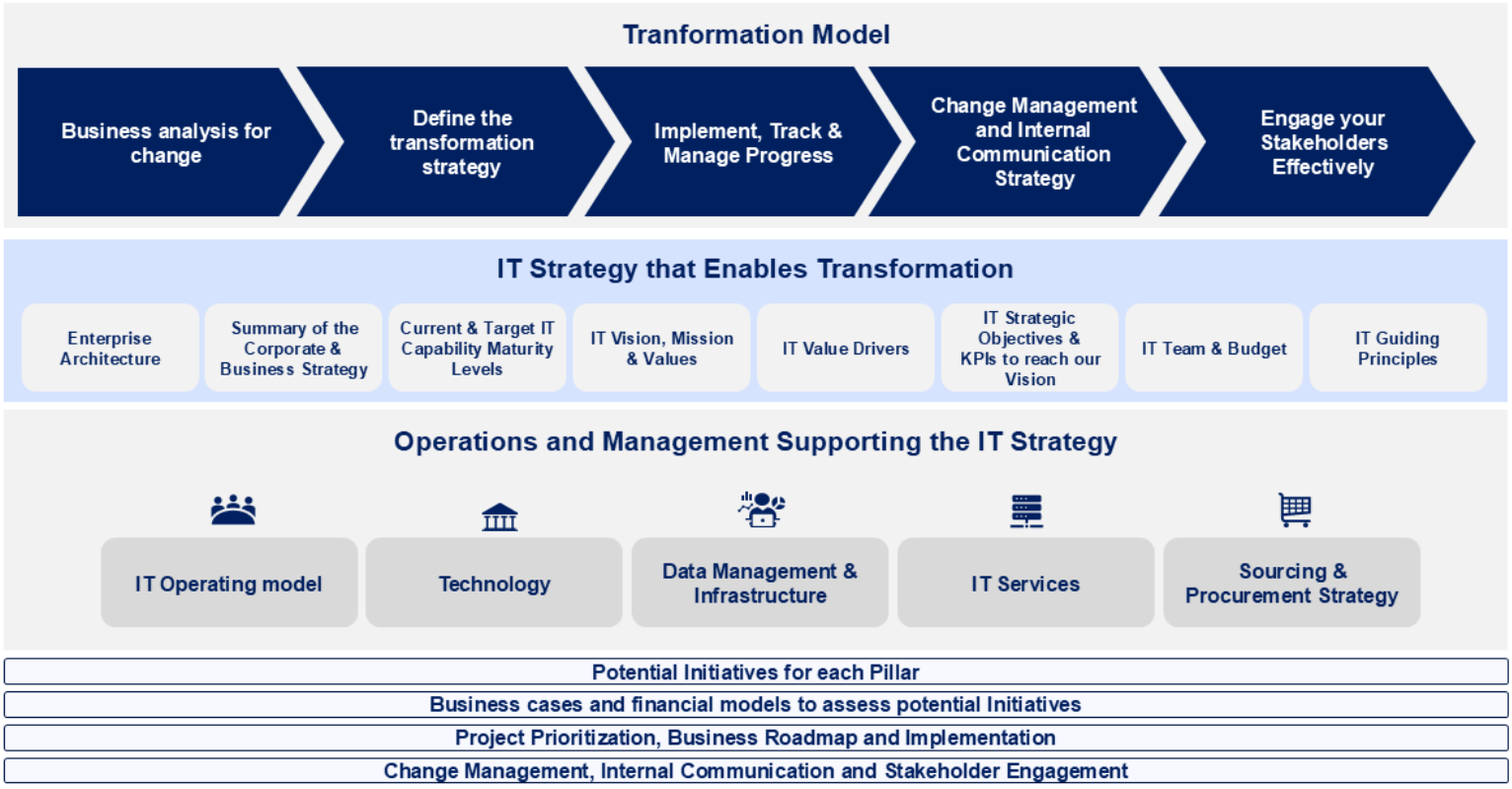
At Honne, we have developed a framework that drives increased productivity and enables growth through the formalization, improvement, and gradual, continuous institutionalization of a company's unique way of doing things.

HONNE STYLE is a framework that incorporates best practices in information technology and its application to, on one hand: improve strategic alignment with the business, increase operational and delivery capabilities, and carry out critical transformations within and beyond the organization; and on the other hand: serve as a key driver to significantly reduce costs, provide flexible architectures for service delivery, and innovate with new core and non-core business units.

HONNE STYLE consists of two main elements: a Transformation Model, which can align with any digital transformation strategy within the organization, and an IT Strategy Model that enables the execution of the transformation model.

Each model can be designed and operated independently to a certain extent; however, the creation and generation of value happens when they are executed together with a comprehensive vision. In the next issue of Honne Sense, we will provide a detailed description of the entire model, identifying each element along with practical examples of its applicability and use.

HONNE STYLE: A model for continuous value generation based on a company's way of doing things.



Version 1.5 Model / HONNE STYLE®

5. CONCLUSIONS

Throughout this article, we reviewed historical perspectives such as those proposed by Carr, as well as examples of successful companies that have designed and implemented their own management models to maximize the value and applicability of IT—like CEMEX. These cases confirm that IT alone is far more complex when it comes to generating value and managing it efficiently. We can therefore conclude that strategy and its management are key to differentiation and achieving better outcomes—even when competitors use and have access to the same technological tools.

A practical example can be found in football teams. In the end, it's eleven players against eleven players. However, the style of play can make all the difference. A strategy in football is not just important—it's essential. It defines how the eleven players will work together to achieve a common goal, maximizing the team's strengths and minimizing its weaknesses. Formations like 4-4-2 or 5-3-2 are tactical tools that allow the team to adapt to different situations and styles of play, ensuring competitiveness and effectiveness on the field.

Honne Style is a strategy that allows organizations to design tactical approaches and seek to maximize value through technology.

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 also been actively involved in social and corporate responsibility initiatives, establishing himself as a prominent figure in his field.

HOW TO DEVELOP A BUSINESS-ALIGNED IT BUDGET STRATEGY FOR STRATEGIC DECISION-MAKING

By Oscar de la Torre, Director of Information Systems, Digital Transformation & Strategic Planning at Honne.

Today, Information Technologies are directly involved in a company's value proposition, playing a key role in the generation of services and production goods. This positions the IT area as a core operational unit, and as a result, its budgeting process is closely tied to business outcomes.

For this reason, when preparing the budget for this area, the CIO must respond to the business not as a support function, but as a fully integrated business unit. The CIO must clearly explain.

- The cost of operational continuity.
- The risk of not investing in technological evolution and replacement.
- The budget allocated to transformations.
- The cost of organic growth or its deceleration.
- The cost of IT management and its human capital.

All of these questions must be addressed during the budgeting exercise. Today, however, they must be answered with greater granularity, aligning with the business units by grouping them into: Value Proposition Units (those that produce the goods or services) and Support Units (those that provide assistance). This same view applies to the development of strategic topics, where interests and explanations can be similarly divided:

Value Proposition Units

- For a given level of sales, what is the IT cost?
- For a given number of units, what is the IT cost?
- What is the cost when investing to mitigate continuity risks?
- What is the cost of transformation or of launching new revenue models?

Support Units to the Value Proposition

- What is the cost of ensuring regulatory compliance?
- What is the IT cost of supporting the department?
- What is a cost-saving strategy?

These explanations are essential when discussing the budget—regardless of the organization's level of IT maturity or stage in the digital transformation journey.

To develop a budget that provides an IT view aligned with a business model delivering services to different business units, the following strategy can be implemented:

1. Identify the Business Units, categorizing them into two groups: Value Proposition Units (Points of Sale, Distribution Centers, Production Plants, etc.) and Support Units (Administration, Human Resources, etc.).

2. Determine cost variables and major grouping categories—these may vary, but commonly include: Licensing & Related, Payroll, Datacenters, and Telecommunications.

3. Analyze the costs thoroughly for the elements grouped under these categories, gathering current monthly costs, year-to-date totals, and previous fiscal year spending.

4. Tag the variables within internal IT processes, most commonly: Run (Operations), Build (Solution Development), Administration.

5. Allocate the costs to the variables and main tags through Business Unit analysis:

a. If the cost is shared across multiple units, apply a simple allocation rule aligned with Finance.

b. If the cost can be directly attributed to a specific Business Unit, keep it isolated to that capability.

6. Obtain Business Priorities:

a. Use these priorities to define minimum viable scenarios.

b. Identify strategic projects.

7. Generate Scenarios:

a. Base Scenario: Maintain current operations.

b. Projected Scenario: Based on growth or reduction, calculate requirements according to the value proposition units.

c. Reduction Scenario: Establish cost reductions that do not affect operations or that only carry an acceptable level of business risk.

Using this strategy—analyzing IT through its core products (new solution development and operations) and segmenting by value proposition units—allows for more viable business decisions that protect operational continuity across the company's units.

This is essential, as current expansion and calibration strategies are no longer executed globally but rather through individually tailored, yet interconnected, exercises.

Comprehensive View				**IT View**			**Business View**			
							Value Proposition Units		**Support Units**	
Variables / Elements	**Capex**	**Opex**	**Total**	**Run**	**Build**	**Adm**	**Unit 1**	**Unit 2**	**Unit 1**	**Unit 2**
Main categories for grouping IT costs				Operations	Development	Support	Points of Sale, Plants, Distribution Centers		Administration, Human Resources, IT	
							This is the corresponding direct assignment			
Software Infrastructure Operations Security Payroll										
Strategic Projects										
Administrative Matters										

Template for the Initial Cost Analysis in the Proposed Views.
Based on these elements, future scenarios can be generated.

Oscar de la Torre, an executive with over 20 years of experience in strategic IT leadership and internal entrepreneurship driven by innovation. He has experience in developing business models based on digitalization in the retail, fintech, banking, and telecommunications industries.

STRENGTHENING DEFENSES WITH ARTIFICIAL INTELLIGENCE

By Yeila Ardila, ECloud Security Specialist at Honne.

Cybersecurity is facing an increasingly complex landscape, with more sophisticated threats constantly exploiting system and network vulnerabilities. For this reason, **artificial intelligence (AI)** has become a key tool in helping companies strengthen their defenses and tackle the challenges of digital security. With its ability to analyze large volumes of data and detect complex patterns, AI has transformed the way companies protect their infrastructures and critical data.

AI as an Ally in Cybersecurity

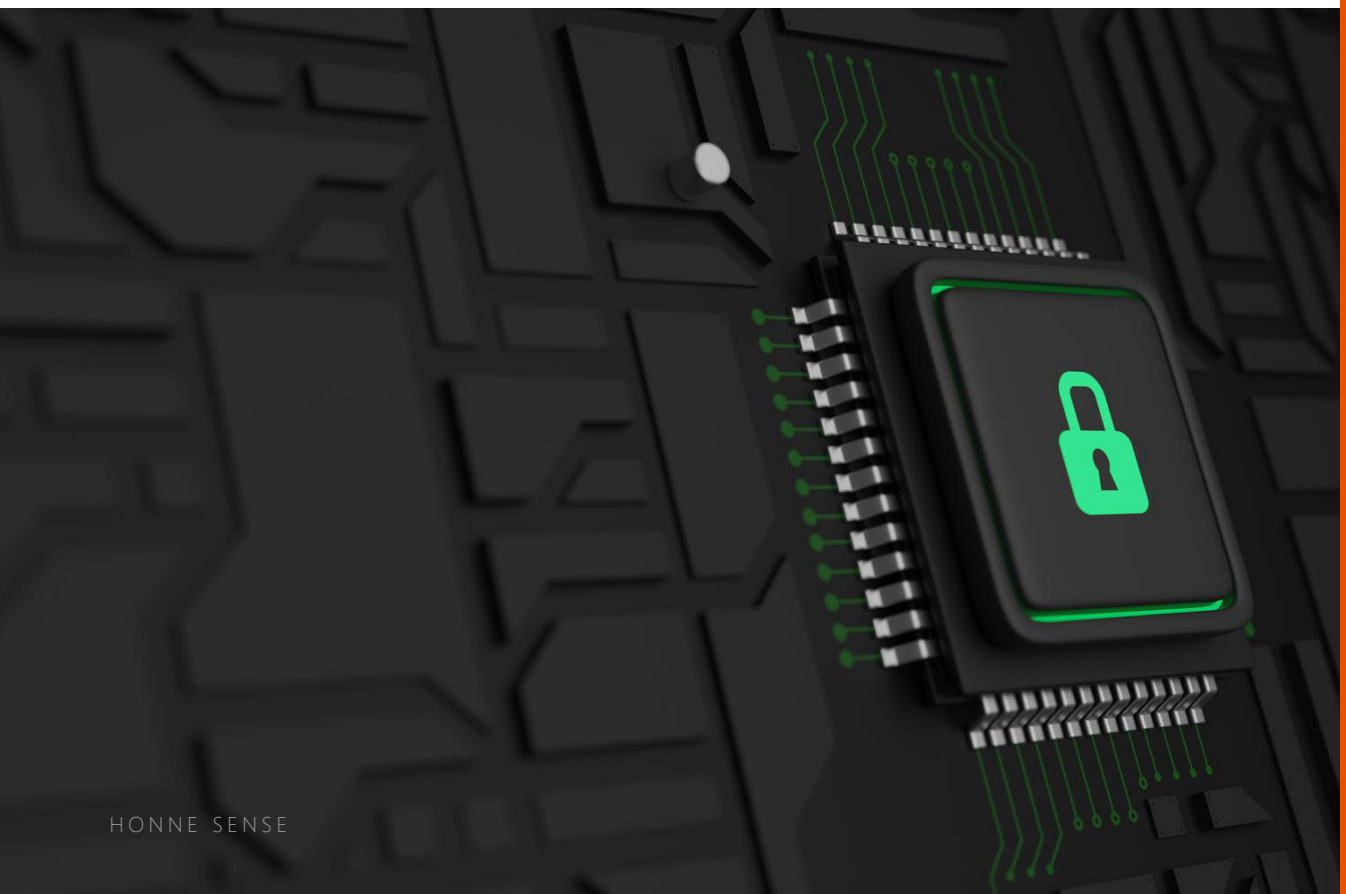
Machine learning and advanced algorithms are two of the fundamental pillars of artificial intelligence in cybersecurity. These systems not only help detect threats in real time, but they also have the ability to learn and adapt to new types of attacks. This means that as cybercriminals develop more sophisticated techniques, AI adjusts and improves its ability to identify and neutralize new threats.

In my experience as a security specialist, I have seen how AI solutions are used to detect **automated** and complex **attacks**, such as **ransomware** and **phishing**. These attacks, which traditionally required human analysts to detect, can now be identified by AI systems through the analysis of anomalous patterns in network traffic and user behavior. These systems enable threats to be detected much earlier—before they cause significant damage.

Proactive Prediction and Detection

One of the main advantages of AI in cybersecurity is its capacity for predictive analysis. AI models analyze historical patterns and real-time data to identify behaviors that suggest a potential threat. This proactive approach allows organizations to anticipate and mitigate risks before they materialize.

During the implementation of security solutions, this predictive capability is used to identify potential breaches in our clients' infrastructure, such as insecure configurations or vulnerabilities in source code. AI systems, through continuous analysis, can highlight areas of risk even before attackers can exploit them. This anticipatory ability is essential for preventing attacks—especially now, as cyberthreats evolve rapidly.



A clear example of this is the ability of AI systems to identify unusual behavioral patterns that may indicate the presence of malware or intruders. By analyzing large volumes of data generated by devices, applications, and users, AI can quickly detect any anomaly—such as unauthorized access or suspicious data transfers. This continuous analysis is one of AI's greatest strengths in modern cybersecurity.

Automated Incident Response

The speed at which a company responds to a cyberattack can be the difference between a contained incident and a serious security breach. AI, with its ability to process vast amounts of data and make real-time decisions, plays a crucial role in **automating incident response.**

It is essential to implement AI solutions that not only detect threats but also initiate automated responses. These systems can, for example, isolate compromised devices from the network, block malicious IP addresses, or even activate additional defense mechanisms—all without human intervention. Automating these responses not only shortens reaction time but also minimizes the impact of attacks, allowing security teams to focus on resolving more complex incidents while AI handles critical and repetitive tasks.

AI and the Evolution of Cybersecurity

Artificial intelligence has proven to be a key driver in the evolution of cybersecurity. It not only helps detect and mitigate threats in real time but also strengthens organizational defenses through predictive analysis, automation, and threat intelligence gathering. As technology continues to advance, AI will play an even more critical role in defending against cyberattacks—rapidly adapting to new threats and enhancing system security.

As a security specialist at **Honne**, I've had the privilege of working with clients across various industries, implementing security solutions to strengthen the protection of their digital infrastructures. From predicting vulnerabilities to automating incident response, AI is transforming the way we understand and manage cybersecurity. As cyber threats grow more sophisticated, we can trust that artificial intelligence will remain an indispensable ally in the ongoing effort to maintain digital security.

Yeila Ardila is a cloud cybersecurity specialist at Honne, where she focuses on identifying and mitigating risks, strengthening companies' technological infrastructure to protect them against cyber threats. With a technical and strategic approach, she contributes to ensuring security and operational continuity.

IMPLEMENT A DATA LAKE IN RECORD TIME

By Josué Garnica, Leader of Digital Transformation and Cybersecurity Solutions at Honne.

From storage to processing and real-time data integration, companies must find ways to optimize these processes to remain competitive. Traditionally, implementing solutions like a Data Lake required months of work, multiple tools, and significant resources. The good news is that today, with Snowflake, it is possible to implement a Data Lake in just a few days—achieving efficiency, flexibility, and high performance.

The Challenge of Traditional Data Lake Projects

A Data Lake is a repository used to store structured data (SQL-type tables), semi-structured data (such as JSON or XML), or unstructured data (audio, text, images), which organizations use to extract, process, analyze, and make decisions based on the information gathered. However, many organizations today create independent data lakes by department, which leads to challenges in searching for, managing, and leveraging information across different areas.

As a result, traditional data lake projects, which involve integrating large volumes of data from various sources, can be complex and lengthy. Companies face multiple obstacles, such as physical infrastructure, manual data integration processes, and the management of storage systems. In addition, the need for efficient, real-time data analysis can create delays in decision-making.

Snowflake's Revolution in Data Management

Snowflake has transformed the way companies implement Data Lake projects. With its cloud-based platform, they now have access to a highly scalable, flexible, and fast data storage and processing system. Unlike traditional solutions, Snowflake allows data to be ingested, processed, and made accessible in real time, eliminating the need for complex infrastructure setup and management.

Snowflake stands out by offering a single, centralized repository that facilitates data collaboration and governance. With Snowflake, organizations can break down information silos—optimizing access and enabling a more holistic use of data.

Snowflake's efficiency lies in its unique architecture. The platform combines data storage and processing into a unified solution that simplifies the integration of data from multiple sources—without the need to build separate or complex infrastructure. Snowflake allows companies to dynamically scale their projects, adjusting resources as needed without compromising performance.

Implementing a Data Lake in Just a Few Days

One of the most revealing examples of Snowflake's potential occurred with a major telecommunications company that needed a Data Lake solution to consolidate data from multiple sources and analyze various daily transactions in real time on a single platform. Integration through Snowflake enabled them to make agile decisions, achieving significant savings in both time and cost.

A traditional solution would have taken several months of work, but thanks to Snowflake, they were able to launch their Data Lake in just a few days.

Snowflake's rapid deployment is made possible by several key features of its platform:

Cloud Infrastructure: Snowflake operates entirely in the cloud, eliminating the need to configure physical hardware. Companies can start working immediately without worrying about the underlying infrastructure, significantly reducing implementation time.

Ease of Integration: Snowflake enables direct integration with a wide variety of data sources, both structured and unstructured. This includes traditional databases, cloud applications, and large files. The ease with which Snowflake handles these data types eliminates the manual processes traditionally required to integrate and transform data before analysis.

Automatic Scalability: One of Snowflake's biggest advantages is its ability to scale on demand. Companies can increase or decrease resources based on workload without interrupting operations, allowing a Data Lake project to start quickly and grow flexibly as data volumes increase.

Real-Time Access and Analysis: Snowflake provides real-time access to and analysis of data, enabling businesses to make instant, data-driven decisions. This is essential for organizations that need to respond quickly to market changes or operational needs.

Snowflake's fast deployment not only improves operational efficiency—it also enables companies to become more competitive. By facilitating real-time data integration and analysis, organizations can respond to market shifts more agilely, while their teams focus on higher-value strategic activities.

Thanks to Snowflake, implementing a Data Lake is no longer a complex task that takes months. With this platform, companies can create, manage, and leverage their data in record time—gaining agility, flexibility, and total control over their most valuable asset: data. In today's business world, where information is power, having access to a solution like Snowflake can make the difference between success and obsolescence.

At Honne, we understand that time is a critical factor. That's why we work with you to design and implement Snowflake-based solutions tailored to your business's specific needs—helping you gain actionable insights faster than ever. We help you turn your data into strategic decisions, ensuring your organization is always one step ahead.

TRANS-
FORM TION

*sué Garnica has over 25 years of experience in ICT product development, digital transformation, project mana-
ment, and service portfolio leadership. He currently leads digital transformation and cybersecurity solutions at
onne, driving innovation and security across enterprise environments.*

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 com petitiveness 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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