HONNE SENSE

LEADERSHIP AND INNOVATION THAT INSPIRES,
TECHNOLOGY THAT CONNECTS

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EDITORIAL

Technology with Focus: From Strategy to Action

In this edition of Honne Sense, we start from a fundamental premise: digital transformation is not a destination, but a continuous practice. In Honne Style Part 3, the final installment of our series, we explore how to execute with focus, measure with data, and move forward with agility to achieve sustainable results.

This volume also delves into key topics for today's organizations. The true value lies in prioritizing artificial intelligence projects with a strategic approach that drives innovation and enables companies to remain competitive. The combination of AI with internal knowledge transforms decision-making by providing greater accuracy and context.

Ensuring business continuity is equally essential. A well-planned and executed cloud strategy enables optimized server distribution and reduced latency, leading to significant reductions in operating costs. This strengthens organizations' ability to maintain efficient performance and face technological challenges with greater flexibility.

Progressing with agility also requires tools that integrate accurate and contextual information, enabling effective responses in dynamic environments. Technologies that combine artificial intelligence and internal data exemplify this capability, supporting critical decision-making and improving organizational efficiency.

With these approaches, Honne reaffirms its commitment to guiding organizations on their journey toward sustainable digital transformation—where innovation, resilience, and agility become the keys to success.

Claudia Cantú
Marketing and Strategic Alliances
Honne

HONNE STYLE PART 3: FROM INTENTION TO ACTION

EXECUTIVE SUMMARY

In this final installment of Honne Style, we address how to move from strategy to action in digital transformation processes. The key lies in focused implementation, data-driven monitoring, and agile management. The text proposes that transformation should not be seen as a destination, but rather as an organizational discipline that combines technology, culture, people, and business. Successful execution requires an adaptable roadmap, internal capability development, proper technology selection, continuous monitoring, strong governance, real impact measurement, and a mindset of continuous improvement. This approach enables organizations not only to adapt to change but to capitalize on it sustainably.

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In the first two editions of Honne Style, we explored the reasons behind digital transformation and how to define a clear strategy. In this third and final part, we focus on action: how to implement that strategy, how to monitor its progress, and how to manage it so that it not only becomes a reality but also generates sustainable and measurable results over time.

We understand that transformation is not just about adopting new technologies but ensuring they truly drive the business forward. And that requires discipline, follow-through, collaboration, and constant adjustments. Here, we share our vision of how to effectively bring that to life.

1. From Strategy to Action Plan: Defining Living Roadmaps

Once a digital strategy is defined, it must be translated into a roadmap with clear objectives, assigned responsibilities, and specific timelines. This plan should not be rigid or static, but rather an adaptable guide that incorporates lessons learned, responds to changes in the environment, and leverages new opportunities.

A good implementation plan should:

- Prioritize initiatives based on expected impact and current capabilities.
- Define phases, responsibilities, KPIs, and control points.
- Establish coordination mechanisms between departments.
- Consider available resources, existing capacities, and potential barriers.

It is advisable to have a governance structure in place to oversee the progress of each initiative, ensuring alignment with strategic goals and supporting timely decision-making.

The roadmap should also highlight "early wins" — those achievements that can be reached in the short term and help build confidence, course-correct, and motivate the team. These early successes are crucial for establishing credibility in the process.

2. Empowered Teams: Building Capabilities, Not Just Buying Tools

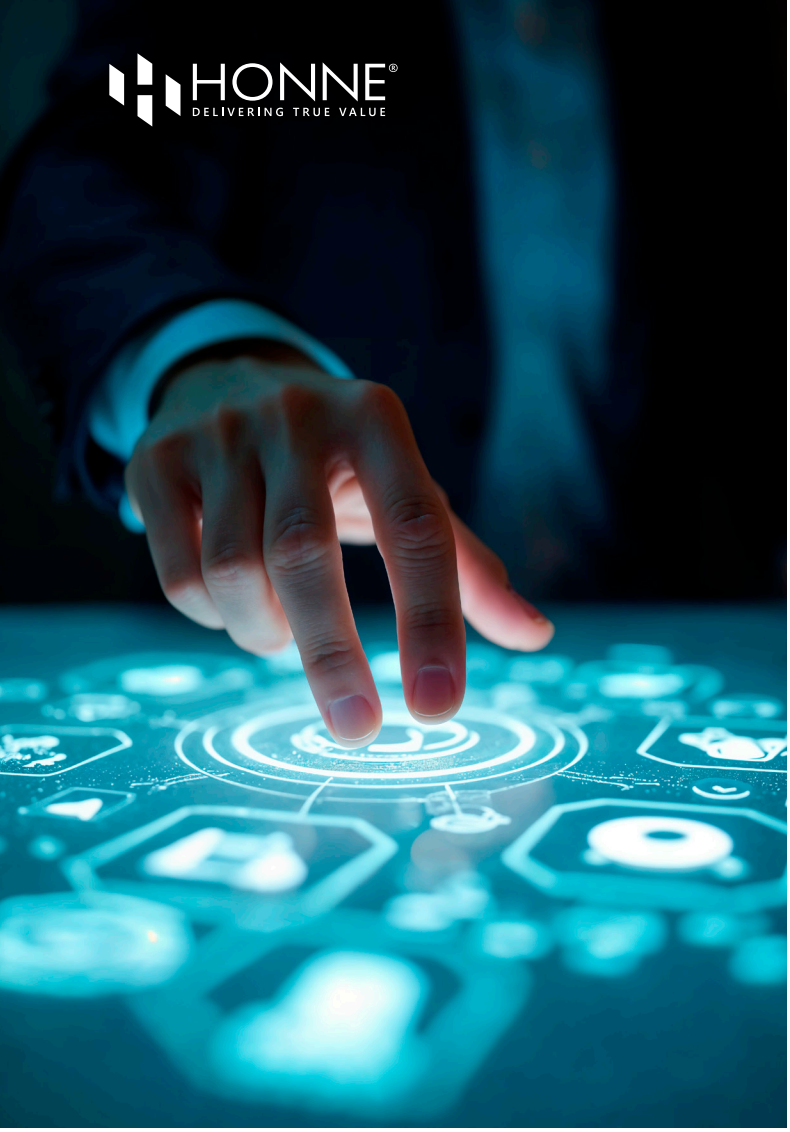
A common mistake in digital transformation processes is focusing solely on technology without preparing the teams that will operate it, leverage it, and innovate with it. Real transformation occurs when people adopt new ways of working, take ownership of the changes, and feel part of the evolution.

This is why one of the most important aspects of implementation is investing in the development of internal capabilities:

- Technical and functional training in new tools.
- Training in digital skills and agile methodologies.
- Co-creation spaces to adapt processes and solve real-world problems.
- Supportive leadership that motivates, guides, and listens.

It's important to recognize that transformation doesn't occur uniformly across the organization. Some areas are more prepared than others, some processes are more change-prone, and people have different adoption curves. Change management must be continuous, empathetic, and evidence-based.

Above all, a culture of continuous learning must be fostered. In a digital environment, standing still means falling behind. That's why the most successful companies are those focused not only on transforming but also on constantly learning and adapting.



3. Technology Serving the Business: Select, Integrate, and Scale

Implementing technology is not simply about acquiring licenses. It involves selecting solutions aligned with the strategy, integrating them effectively with existing systems, and ensuring they are truly used to improve processes, support decision-making, and generate value.

Some key principles for effective technology implementation:

• Evaluate solutions not only by their functionality but also by their ease of adoption and scalability.
• Ensure the technology infrastructure supports future growth.
• Integrate systems intelligently to avoid information silos.
• Establish clear success criteria from the start: What do we want to achieve with this technology? How will we measure it?

At Honne, we've seen that the most successful implementations are those where technology and business work as one, and where every advancement is accompanied by a pilot, validation, and continuous improvement.

And an important point: choosing the right technology does not mean choosing the most complex or expensive, but the one most aligned with business objectives. Less can be more—if it's well implemented and fully leveraged.

4. Agile and Transparent Monitoring: Know Where We Stand to Know What to Adjust

One of the keys to successful digital transformation is having monitoring mechanisms that allow real-time progress tracking. This not only helps detect deviations and correct course, but also highlights achievements, motivates teams, and reinforces data-driven decision-making.

Monitoring should consider three levels:

• Strategic level: Are we advancing toward business goals? Are the expected benefits being achieved?
• Operational level: Are projects and initiatives meeting their timelines, costs, and deliverables?
• Adoption level: Are people using the new tools and processes? Do they feel supported through the change?

To achieve this, it is helpful to use dashboards, periodic reports, climate and usage surveys, and regular review sessions.

Transparency is key. Sharing progress, challenges, and lessons learned across the organization strengthens engagement and helps build a culture focused on continuous improvement.

This approach enables anticipation. A good monitoring system not only reflects what has happened but also helps forecast scenarios, identify bottlenecks, and make agile decisions.

5. Effective Governance: Balance Between Control and Flexibility

Governance is not synonymous with bureaucracy. It is the set of mechanisms that enables alignment, coordination, and informed decision-making during the transformation process. Good governance should facilitate, not hinder.

Essential components include:

• A transformation committee or council with representation from key areas.
• A clear model of roles and responsibilities.
• Agile and evidence-based decision-making processes.
• Mechanisms to prioritize initiatives and allocate resources.
• Spaces for risk management and conflict resolution.

In today's dynamic environments, governance must combine control with flexibility—that is, ensure order and alignment without losing adaptability.

Effective governance helps make better decisions, not just follow rules for the sake of it. Its ultimate goal is to accelerate the achievement of strategic objectives.

6. Measure Impact, Not Just Activity

Many organizations fall into the trap of measuring the number of projects executed or tools implemented without truly evaluating the impact these have on the business.

Digital transformation should be measured by its ability to deliver sustainable results. Some examples of key performance indicators include:

- Reduced response or execution times.
- Increased customer or internal user satisfaction.
- Improved operational efficiency.
- New digital revenue streams.
- Reduction of risks or operational errors.

Measuring impact also involves listening to users, understanding their experience, and capturing lessons learned to enable improvement. Feedback is a powerful tool for evolution.

Let's not forget that impact can also be qualitative: a more collaborative culture, greater agility in responding to the market, a more innovation-driven organization.

7. Learning by Doing: Iteration as a Way of Working

Transformation is not a project with a beginning and an end. It's an ongoing process of evolution. That's why implementation should be understood as a cycle of experimentation, learning, and continuous improvement.

Every initiative, every change, should leave behind a lesson. It's important to document best practices, mistakes, lessons learned, and new ideas. Sharing this knowledge across the organization strengthens the culture of innovation.

Adopting agile methodologies doesn't just mean doing "sprints." It means embracing an iterative mindset: test, measure, adjust, scale—and repeat. This is how more resilient, future-ready organizations are built.

And if something doesn't work as expected, it's not a failure—it's a source of learning. The organizations that learn fastest are the ones that move forward the fastest.

8. Final Thoughts: Transformation as a Shared Discipline

With this third part, we conclude the Honne Style series on digital transformation. We've gone from the "why" to the "how," covering strategy, people, technology, and organizational culture.

Our final message is clear: digital transformation is not a destination—it's a discipline. It's not about reaching a fixed point, but about building the ability to adapt, innovate, and evolve continuously.

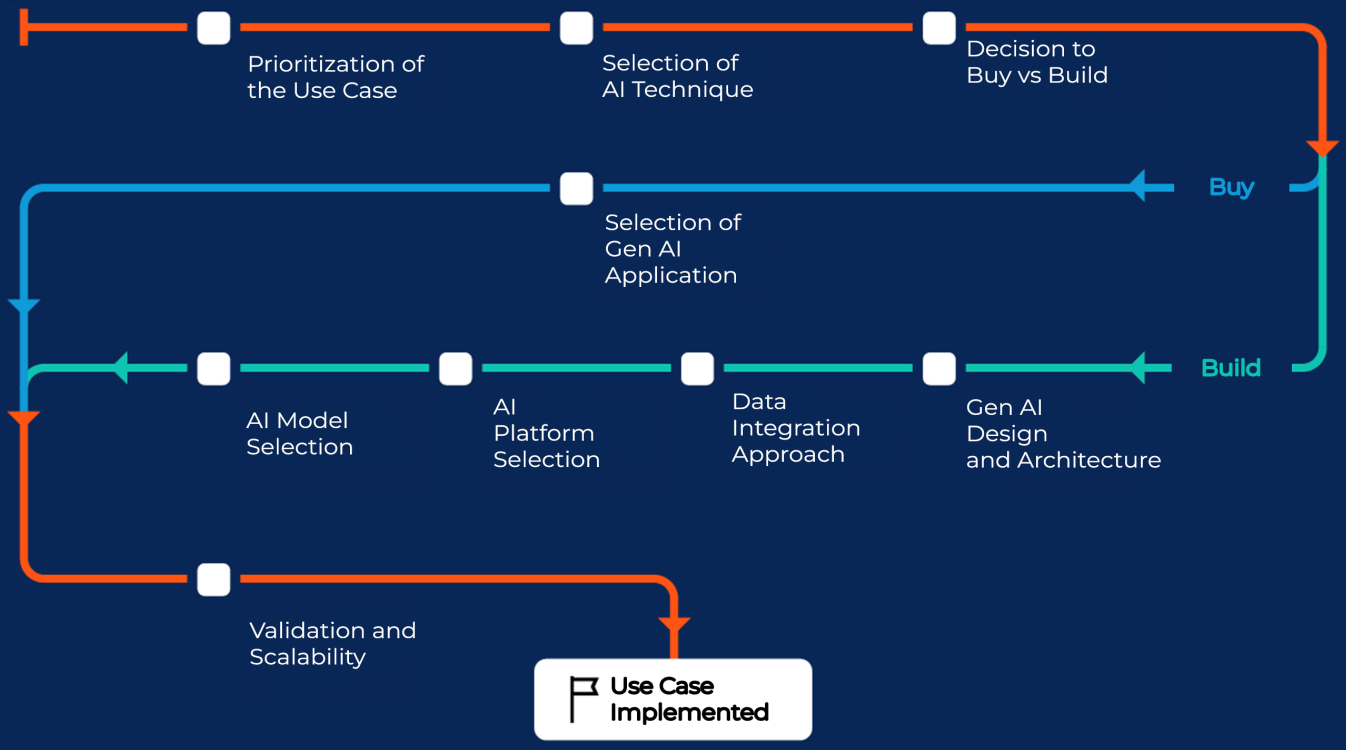
At Honne, we believe that this discipline is built through commitment from senior leadership, collaboration across departments, a clear strategy, and—above all—consistent execution guided by data.

There are no one-size-fits-all recipes, but there are common principles: focus on value, engage people, measure impact, and commit to continuous improvement.

To all organizations on this journey, we say: you are not alone. There are allies, technologies, and methodologies available to support you. The key is to take the first step, measure your progress, and keep learning.

Because in the end, transformation isn't just about changing what we do—it's about changing how we face the future.

Thank you for joining us on this journey through Honne Style. If you'd like to talk about your own digital transformation process, Honne is ready to help you turn your vision into real, measurable results.



AI JOURNEY: SELECTING AND IMPLEMENTING USE CASES

By Carlos Narváez, CTO at Honne.

When AI leaders or other strategic roles within a company want to drive business growth or operational efficiency through the use of AI, the most common question that comes to mind is: What is the ideal use case for implementing AI in my business?

To answer this question and facilitate decision-making, we recommend following the steps below, which range from use case prioritization to its implementation.

This journey focuses solely on Generative AI (GenAI) use cases, as a successful comprehensive AI strategy requires addressing many other topics, which we will present in future editions of Honne Sense.

Step No. 1: Prioritizing the Use Case

The most important step in this journey is the selection of the use case, because if the wrong use case is chosen, the effort spent on the following steps may be in vain.

In this step, it is crucial to validate whether the potential use case is appropriate from an AI governance perspective, whether it represents an acceptable level of risk for the organization, and whether it complies with current and upcoming regulations.

To carry out this step, we can rely on various tools to identify use cases by industry and business function. These cases should be prioritized based on business value, feasibility, and risk.

Honne Services can support you in selecting and validating a use case through workshops aimed at identifying the case that will generate the greatest value for your business.

Step No. 2: Selecting the Right AI Technique

AI leaders must validate that Generative AI is the ideal solution for the prioritized use case. Just because a use case can be addressed with GenAI doesn't necessarily mean it should be. The field of AI is vast, and some alternative techniques may be much more appropriate depending on the situation.

For a proper selection of AI techniques, it is advisable to use tools that systematically categorize each use case and evaluate its relative viability with GenAI.

Step No. 3: Build vs. Buy Decision

After validating that GenAI is the ideal solution, the next key decision is whether to buy or build. In the case of buying, there is essentially only one approach: consuming GenAI that is embedded within applications. However, the build path can be approached in different ways. Typically, organizations do not build GenAI models from scratch; instead, they use available APIs and tools to build on top of existing pre-trained models.

Step No. 4: Selecting a GenAI Application

Note: This step only applies to consuming GenAI embedded in applications.

Analyst surveys have revealed that the primary way organizations are addressing their GenAI use cases is through the use of GenAI embedded in applications. Both established vendors and new startups are rushing to integrate GenAI features into their software offerings. It is crucial for AI leaders to stay focused on their specific use cases and requirements while identifying the most promising vendors.

Step No. 5: GenAI Design and Architecture

Before selecting vendors or models to develop GenAI solutions, it is critical to get the design and architecture right. The first task in defining the architecture is to align the GenAI use case with a design pattern. While there are hundreds of potential AI use cases, they can often be mapped to recurring design patterns — for example, Retrieval-Augmented Generation (RAG), which can be implemented across multiple use cases.

It is also important to understand how these systems integrate with the overall architecture. Finally, input and output guidelines must be considered to enhance system reliability.

Step No. 6: Data Integration Approach

Most enterprise GenAI use cases require integrating internal data into GenAI systems. There are various ways to achieve this — from prompt engineering and RAG to fine-tuning. The following points should be explored to determine the best approach to integrating internal data

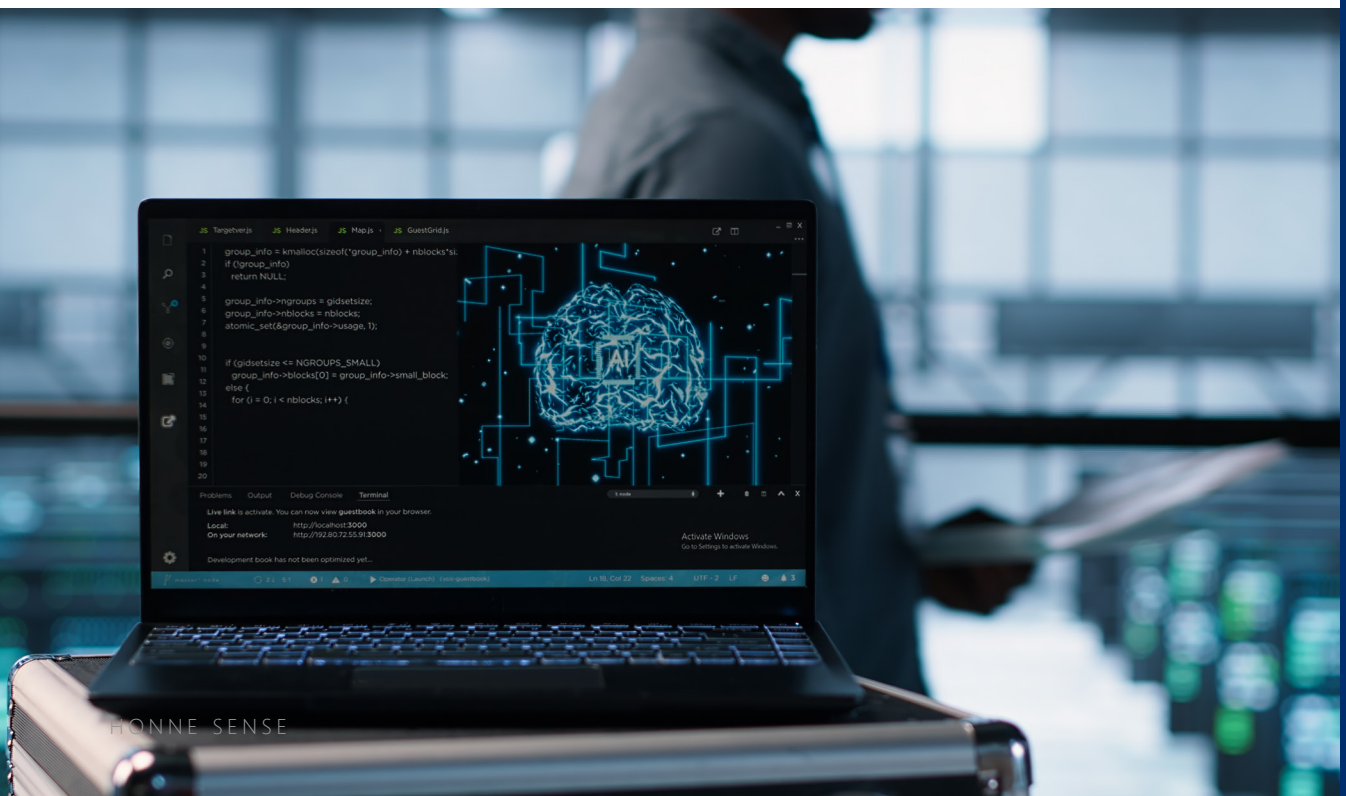
- Determine when detailed fine-tuning of LLMs is necessary.
- Identify options for leveraging company data with Generative AI models.
- Feed LLMs with internal data.
- Develop skills for generation using RAG.

Step No. 7: Selecting an AI Platform

AI use cases can be developed in different environments — from SaaS and APIs to cloud platforms and even on-premise infrastructure. Similarly, there is a wide range of platforms and AI service providers to choose from. When selecting a GenAI platform, it's important to understand the full capabilities of the technology, including its infrastructure, tools, availability of models, and built-in applications.

Step No. 8: AI Model Selection

When choosing an AI model, you'll encounter a growing number of options — with thousands of GenAI models



available on the market. We recommend using filtering criteria to identify the best models for each use case. It's important to consider whether the model should be multimodal and multilingual, whether open-source models are acceptable, and whether it should be domain-specific or general-purpose.

These filtering criteria will still leave many potential models to choose from. Organizations can use publicly available information on cost and references to significantly narrow the list of candidates and then select the model that offers the best balance between accuracy, cost, latency, and other key factors for the specific task.

Finally, it's not necessary to use a single model for a given use case. In fact, in some cases it may be advisable to use different models for specific tasks within the same use case. For example, one model may be used to summarize documents, and another to interact with customers.

Step No. 9: Validation and Scalability

Even the best-designed use cases must be tested. There are many things that will only be discovered and learned through piloting, testing, and iterating use cases. This helps refine the design, model, or application and positions the organization to scale the use case across the business.

First, organizations should pilot the use cases to validate that they deliver real business value and to determine whether any changes to the application or design are necessary. It's also important to identify any training or process engineering requirements to ensure effective use of the GenAI solution, as well as implement the necessary governance controls for the use case.

Conclusions

The use and adoption of artificial intelligence should not be treated superficially. While AI tools are readily available worldwide, it is crucial to carry out proper planning to ensure that use cases implemented truly generate business value in a scalable, secure, and reliable way.

Carlos Narváez, CTO at Honne, is a technology leader with over 20 years of experience. His focus on innovation and customer experience has enabled him to develop effective technology strategies, driving digital transformation and sustainable success for organizations.

BUILDING IN THE CLOUD IS NO LONGER OPTIONAL, IT'S A COMPETITIVE ADVANTAGE

By Saúl Martínez, AWS Architect at Honne.

Today, one of the main challenges in IT is improving infrastructure while reducing associated costs. A key strategy for modernizing the technological infrastructure of organizations is the consolidation of physical data centers by migrating to the cloud—whether AWS, GCP, or Azure.

Data center consolidation in the cloud focuses on four main aspects:

Infrastructure Optimization

Cloud consolidation enables the replacement of complex and oversized physical infrastructures with a highly scalable and automated platform. With cloud services for computing, object storage, and code execution, organizations can dynamically scale resources based on demand, eliminating the need to maintain idle capacity.

Server Reduction

By centralizing workloads in the cloud, the number of required physical servers is significantly reduced. This not only decreases costs related to hardware and maintenance but also simplifies administration, allowing teams to focus on strategic initiatives instead of operational tasks. This is the essence of modernization: moving away from physical servers and embracing the full range of cloud services.

Cost Optimization

The cloud provides a pay-as-you-go model that allows companies to pay only for the resources they use. Financial management tools (such as AWS Cost Explorer, Azure Cost Management + Billing, and GCP Cost Management Tools) help monitor and control expenses, identify cost-saving opportunities, and optimize the use of reserved instances. There are also services that detect over-provisioned compute resources and offer recommendations for improvement, along with estimated savings if the changes are implemented.

Latency Reduction in Communications

A global architecture with geographically distributed availability zones enables the deployment of services closer to end users, significantly reducing latency. Services such as CDNs and Global Accelerator further enhance the performance of applications and ensure a better user experience.

An additional benefit in this area is that consolidating all resources in the cloud significantly improves communication between them. As mentioned earlier, the global infrastructure distribution allows organizations to take advantage of dedicated cloud service bandwidth, reducing latency and eliminating the need for physical network management.

Consolidating computing and/or IT services in the cloud has helped many clients better organize their workloads, allowing them to segment by criticality, organizational units, or production and non-production environments. This directly supports compliance with policies across each segment, improving financial transparency and organization. It also brings technological benefits such as reduced communication hops, service modernization, and functional advantages that optimize resource usage.

Saúl Martínez, an engineer with over 7 years of experience—4 of them managing AWS cloud services—is currently a Solutions Architect at Honne. He delivers secure, resilient environments aligned with best practices, with the goal of giving clients peace of mind knowing their infrastructure operates efficiently and cost-effectively.

RAG TECHNOLOGY – THE NEW FRONTIER OF ARTIFICIAL INTELLIGENCE FOR YOUR BUSINESS

By Dr. Ulises Ramírez, Data Scientist at Honne.

Throughout my career in information technology, I've witnessed how artificial intelligence (AI) has profoundly transformed many businesses. One of the most impactful innovations in recent years is Retrieval-Augmented Generation (RAG) technology, which is revolutionizing how organizations manage their internal knowledge. What began as a theoretical concept has now become a real competitive advantage for companies of all sizes. I'd like to share some thoughts on this technology, its practical applications, and a few tips for implementing it in your organization.

What is RAG technology and why is it important?

When we talk about RAG (Retrieval-Augmented Generation), we refer to a combination of two powerful capabilities: advanced language model text generation and the accurate retrieval of information from specific sources. This technology addresses one of the main limitations of traditional AI models:

Large Language Models (LLMs): Systems like GPT-4, Claude 3, or Llama 3 can generate coherent, contextual text but are limited to the knowledge they were trained on, and may produce inaccurate or "hallucinated" information.

RAG Systems: These extend the capabilities of LLMs by allowing them to query up-to-date and organization-specific information sources before generating responses, creating a bridge between the AI model and your company's actual knowledge base.

Corporate Knowledge Bases: With RAG, your internal documents, databases, and information repositories can be connected to AI models, enabling systems that truly understand your company's specific context.

Contextual Memory: While traditional LLMs have limitations with contextual memory, RAG systems can maintain coherence over extended conversations and reference your organization's historical documentation.

Leading RAG Providers and Their Offerings

Major cloud platforms and specialized providers have developed solutions that make it easier to implement RAG systems. Here's a comparison of the main options:

Amazon Web Services (AWS): AWS offers a comprehensive set of services to build effective RAG systems:

Amazon Bedrock: Provides access to powerful language models that can be integrated with your data sources.

Amazon Kendra: An enterprise search service with semantic capabilities for unstructured documentation.

Amazon OpenSearch: Offers advanced vector search capabilities with greater customization and control.

Amazon Bedrock Knowledge Bases: An integrated solution that simplifies the deployment of RAG systems without the need to manually configure multiple components.

Microsoft Azure: Azure has revamped its search service to include RAG capabilities:

Azure AI Search: Formerly known as Azure Cognitive Search, now integrates RAG functions with OpenAI models.

Its main advantage is the seamless integration with the Microsoft 365 ecosystem, making it easy to build AI applications that leverage content from SharePoint, OneDrive, and Teams.

Google Cloud: Google Cloud stands out for its focus on machine learning and multimodal processing:

Vertex AI: Integrates language models such as PaLM 2, Gemini, and Gemini Pro with advanced search services.

Its key differentiator lies in its multimodal capabilities, processing not only text but also images and other formats.

Specialized Solutions:

Pinecone: A platform specialized in vector databases, essential for advanced RAG systems.

Weaviate: An open-source vector database with flexibility and advanced semantic capabilities.

Milvus: Known for its architecture that separates data ingestion from search operations.

Chroma: A lightweight alternative geared toward developers, enabling rapid RAG system deployment.

LangChain and LlamaIndex: Frameworks that simplify the integration of data sources, embedding models, and LLMs.

How to Implement RAG in Your Company

Effectively implementing RAG depends on several factors. Here are some key considerations:

Knowledge Source Assessment: Identify which documents and data repositories contain your organization's strategic knowledge. Prioritize those with the greatest impact on decision-making processes.

Data Preparation: Invest in cleaning, structuring, and enriching your content with metadata to optimize information retrieval. Organizing documents by topic or relevance is particularly useful.

Infrastructure Selection: If you're already using a cloud platform like AWS, Azure, or Google Cloud, evaluate their native RAG tools. This will simplify integration with your existing systems and reduce technical complexity.

Governance and Security: Establish clear protocols for what information can be accessed by AI models and which user profiles are allowed to interact with these systems. Data privacy and security are especially critical in RAG implementations due to the sensitive nature of many corporate documents.

Practical Applications of RAG

RAG technology is transforming various business processes:

Customer Service: Virtual agents that consult technical manuals, case histories, and corporate policies to provide accurate, contextualized responses.

Legal and Compliance Support: Systems that analyze contracts, regulations, and company-specific legal documents to assist in complex technical inquiries.

Research and Development: Platforms that help identify correlations between patents, scientific literature, and internal technical documentation, accelerating innovation.

Training and Onboarding: Assistants that guide new employees through corporate documentation and procedures, significantly shortening learning curves.

RAG technology is radically transforming the way companies leverage their internal knowledge. Unlike traditional AI implementations, RAG systems can adapt to the specific reality of each organization. AWS, Microsoft Azure, Google Cloud, and specialized providers offer robust solutions that facilitate this integration.

Unlocking the true potential of RAG requires a careful selection of technologies that best align with your company's specific needs. As you progress in your digital transformation journey, these platforms will not only simplify the adoption of contextual AI but also provide the environment needed to integrate organizational knowledge with the power of advanced language models—ensuring your competitiveness in an increasingly digitalized market.

Dr. Ulises Ramírez, is an expert in artificial intelligence, machine learning (ML), and deep learning (DL), holding a PhD in automation and emerging technologies. He has developed innovative solutions using generative AI foundation models on AWS and is currently part of the Digital Innovation team at Honne.

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.

www.honne.com

https://mx.linkedin.com/company/honne

LOCATIONS

Av. Juárez 1102 Pabellon M, Floor 33, Col. Centro, Monterrey, N.L, Mexico, 64000.
Corporative Office

Av. Insurgentes Sur 730 Floor 2, Col. del Valle, Benito Juárez, Mexico City, Mexico, 03100.
CDMX Office

Science and Technology Park, TecnoTam, Victoria City, Tamps., Mexico, 87020.
CcoE (Cloud Center of Excellence)

Cl. 81 #11-08 Chapinero, Bogotá, Colombia.
Colombian Office

Agustinas 833, 8320199, Santiago, Chile.
Chile Office

2700 Post Oak Blvd, Houston, Tx, USA, 77056.
USA Office

33 Rue La Fayette 75009, Paris, France.
France Office

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