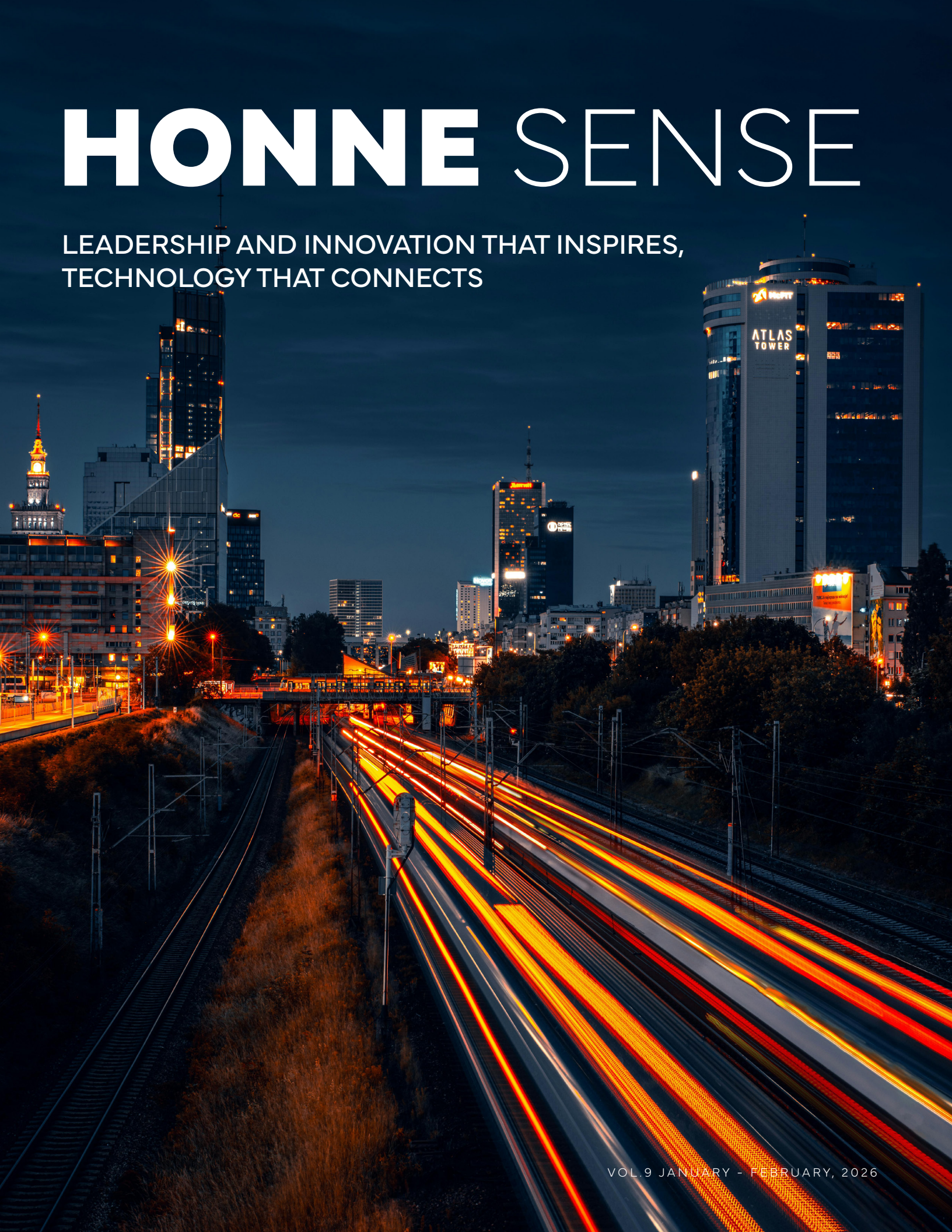
HONNE SENSE

LEADERSHIP AND INNOVATION THAT INSPIRES, TECHNOLOGY THAT CONNECTS



VOL.9 JANUARY - FEBRUARY, 2026

CONTENTS

EDITORIAL

Culture that connects strategy, operations, and transformation

In recent years, the conversation around technology has been defined by speed. New platforms, artificial intelligence, and increasingly complex operating models. However, in the midst of this acceleration, there is an essential question. What truly sustains a transformation over time?

In this volume of Honne Sense, we reaffirm a clear conviction. Technology enables, but culture transforms.

Our main article explores Honne's culture as a living practice. One Team, a focus on value, closeness, continuous learning, and execution with judgment are not aspirational statements. They are everyday decisions that directly impact the client experience and consistency in every delivery.

We also reflect on the point where real value is created. Before any implementation, strategic clarity defines whether an organization finds a provider that executes or a partner that understands the business, challenges responsibly, and designs with a long-term vision.

We address the new operational reality. The cloud requires reconciling speed with control, autonomy with standards, and automation with discipline. Operating effectively is no longer a support function but a direct business enabler.

Finally, we analyze artificial intelligence from a mature perspective. Solid foundations, governance, and reliable data are necessary conditions for AI to generate real and sustainable impact, avoiding misaligned expectations or impulsive implementations.

This volume connects a common thread. Culture, strategy, operations, and innovation are not isolated dimensions. When they are aligned, technology accelerates. When they are not, it amplifies friction.

Because in the end, tools change.
Culture remains.

Honne.

EXECUTIVE SUMMARY

Technological transformation does not begin with platforms or tools; it begins with the way organizations think, decide, and act. At Honne, we believe that culture is the true engine that enables technology to be translated into real and sustained impact.

This article explores Honne's culture as a living practice reflected in the way we work, in the principles that guide our decisions, and in the experience our clients have. One Team, a focus on value, closeness, continuous learning, and execution with judgment are the pillars that make coherent and sustainable transformation possible. Beyond projects and market cycles, culture is consolidated as a legacy that strengthens teams, builds trust, and enables evolution with clarity and a long-term vision.

THE IMPORTANCE OF HONNE'S CULTURE THAT TRANSCENDS TO OUR CLIENTS

In recent years, the conversation around digital transformation has accelerated. New technologies are emerging, business models are evolving, and organizations face an increasingly dynamic and uncertain environment. However, amid this constant change, one element remains a critical success factor: **culture.**

At Honne, we are convinced that technology alone does not transform. What truly makes the difference is the way organizations think, decide, and act in the face of change. That is why, beyond architectures, platforms, or tools, we believe culture is the true enabler that makes it possible to generate sustained impact, both internally and for our clients.

1. CULTURE AS A REAL ADVANTAGE IN A CHANGING TECHNOLOGICAL ENVIRONMENT

We live in an era where access to technology has been democratized. Cloud platforms, artificial intelligence, advanced analytics, and automation tools are available to organizations of all sizes. In this context, technology is no longer an exclusive differentiator.

Competitive advantage no longer lies in **which technology is used**, but in **how it is adopted, integrated, and governed**. And that "how" is deeply linked to organizational culture. A strong culture enables thoughtful prioritization, prevents impulsive adoption of solutions, and focuses efforts on initiatives that truly generate value.

Organizations with a clear culture do not just react to change—they anticipate it. They understand that transformation is not a series of isolated projects, but a continuous practice that requires discipline, learning, and consistency in execution. At Honne, we have learned that when culture is strong, technology becomes an accelerator; when it is not, it becomes a risk.

2. WHAT DO WE MEAN BY HONNE CULTURE?

At Honne, culture is not defined by slogans or aspirational statements. It is defined by the way we make decisions when facing complex scenarios, by how we act under pressure, and by how we assume responsibility toward our clients.

Honne culture is practical and present in everyday actions. It is expressed when we question a solution that may seem technically attractive but does not provide real business value. When we choose to build something simple, well designed, and sustainable, instead of something complex and difficult to operate. When we understand that each client has a different context and that there are no universal formulas.

This culture is also reflected in the way we work internally: in collaboration between teams, openness to dialogue, and the constant pursuit of better ways of doing things. It is not about perfection, but about **consistency and continuous improvement.**

3. PRINCIPLES THAT GUIDE THE WAY WE WORK

Honne culture is sustained by principles that guide our decisions and actions every day.

One Team. We firmly believe that the best results are achieved when people work in a coordinated way, sharing objectives and responsibilities. Collaboration is not an abstract value; it is a practice that translates into more comprehensive solutions and better-informed decisions.

Focus on value. Every initiative, technological or not, must answer a fundamental question: what impact does it generate? At Honne, we prioritize value for the client's business over the implementation of technology for its own sake.

Closeness. Transformation requires trust. That is why we foster close, transparent, and long-term relationships. Listening, understanding, and supporting are just as important as designing and implementing.

Continuous learning. The environment is constantly changing. Our culture fosters curiosity, continuous development, and the ability to learn from both successes and mistakes.

Execution with judgment. Experience, analysis, and responsibility are essential for proper execution. It is not about doing things faster, but about doing them better.

These principles provide the framework that allows us to act with consistency, even in highly uncertain environments.

4. WHEN CULTURE IS REFLECTED IN THE CLIENT EXPERIENCE

Honne culture does not remain internal. It manifests directly in the experience our clients have. From the first interaction to the ongoing operation of solutions, culture translates into conscious decisions, close support, and a long-term vision.

Our clients perceive this culture when they feel there is a real understanding of their business, when recommendations are aligned with their priorities, and when projects move forward with structure and clarity. Culture is reflected in how changes are managed, risks are communicated, and decisions are made jointly. This way of working builds relationships that go beyond a specific project. It creates trust-based partnerships, where Honne becomes a strategic partner that supports the organization's technological evolution.

5. CULTURE AS AN ENABLER OF TRANSFORMATION, NOT JUST TECHNOLOGY

One of the most important lessons we have observed across multiple organizations is that digital transformation fails when it is limited to the adoption of tools. Without a culture that supports change, technology remains underutilized or becomes a source of friction.

Culture is the enabler that makes transformation sustainable. It drives adoption, continuous improvement, and scalability. A culture that promotes collaboration, learning, and value-based decision-making creates the necessary conditions for technology to fulfill its purpose.

At Honne, we understand transformation as a comprehensive process, where technology, people, and processes advance in coordination. Culture is the thread that maintains this coherence over time.

6. IMPACT INSIDE AND OUTSIDE THE ORGANIZATION

Internally, Honne culture creates aligned teams with clarity of purpose and a strong sense of responsibility. It fosters environments where professional judgment, quality work, and continuous improvement are valued. This translates into stronger commitment, better decisions, and more solid execution.

Externally, this culture is reflected in the trust clients place in Honne. Consistency in the way we work, transparency in communication, and the ability to navigate complex scenarios strengthen long-term relationships.

Culture acts as a bridge between internal and external dimensions, aligning the organization with the expectations and needs of its environment.

7. CULTURE AS A LEGACY

Beyond projects, technologies, or economic cycles, Honne culture is an asset that transcends. It is the legacy built day by day, one that remains even as tools and models change.

In an environment where technology evolves rapidly, culture becomes the element that provides continuity and meaning. It enables adaptation without losing identity, innovation without losing focus, and growth without losing coherence.

At Honne, we believe that true transformation is not measured only by platforms implemented, but by the ability of organizations to face the future with judgment, confidence, and a long-term vision.

Because in the end, technology changes.
Culture remains.

BEFORE TECHNOLOGY, THE POINT WHERE VALUE FOR THE BUSINESS IS BORN

By Analucía Martínez, Director of Presales and Delivery at Honne.

In most technology transformation projects, the client experience is usually evaluated at the end. When the solution is already in production, when indicators begin to move, or when the business perceives tangible results. However, in practice, that experience is defined much earlier.

It begins with strategic consulting. Not as a preliminary phase or an administrative step, but as the first point where an organization decides whether it is facing a provider that executes instructions or a partner that understands its business and supports it in critical decisions.

CONSULTING AS THE MEETING POINT BETWEEN BUSINESS AND TECHNOLOGY

Today, strategic consulting plays a much deeper role than recommending tools or architectures. Its true value lies in consciously and responsibly connecting business objectives with technological decisions.

Consulting means asking questions, listening, and going deeper. It means understanding what is hurting the organization today, how that pain impacts its operations, revenue, or ability to grow, what its real constraints are, and how prepared it is to embrace change. It is not about pushing solutions, but about designing paths that generate real and sustainable value.

When this exercise is done well, technology stops being the center of the conversation. It becomes a means to make better decisions, prioritize investments, and reduce risks.

THE FIRST REAL MOMENT OF THE CLIENT EXPERIENCE

For a CIO or decision-maker, strategic consulting is the first deep interaction with a potential technology partner. And at that moment, not only technical knowledge is evaluated, but also the ability to understand the business in its real context.

The quality of the questions, the clarity with which implications and risks are explained, and the way technological decisions are connected to business objectives are immediately perceived. Clients quickly distinguish when there is genuine interest in solving a problem and when the conversation is focused solely on closing a project.

Good consulting creates clarity. And in complex environments, clarity is one of the most valuable assets for a technology leader.

REAL NEEDS VERSUS TREND-DRIVEN INITIATIVES

One of the most frequent challenges in strategic consulting today is distinguishing between a real business need and an initiative driven by technological trends. This happens constantly with topics such as artificial intelligence, automation, or advanced analytics.

When the need is real, the client can clearly explain the problem they face, how it impacts their operations or results, and, in many cases, how much they are losing by not addressing it. There is context, urgency, and measurable impact.

When it is a trend-driven initiative, the conversation usually focuses on tools or concepts. There is talk about exploring technologies or "seeing how to apply" something new, but without clarity on the purpose. In those cases, the role of consulting is not to accelerate a decision, but to help define the right problem first.

Often, the most strategic decision is not to implement something new, but to rethink processes, priorities, or expectations.

THE INVISIBLE COST OF POOR STRATEGIC DEFINITION

Designing a solution without fully understanding the business context is one of the most common and costly mistakes. When decisions are made from a technology perspective rather than from the real need, there is a risk of building oversized, complex, and expensive solutions that do not solve the original problem.

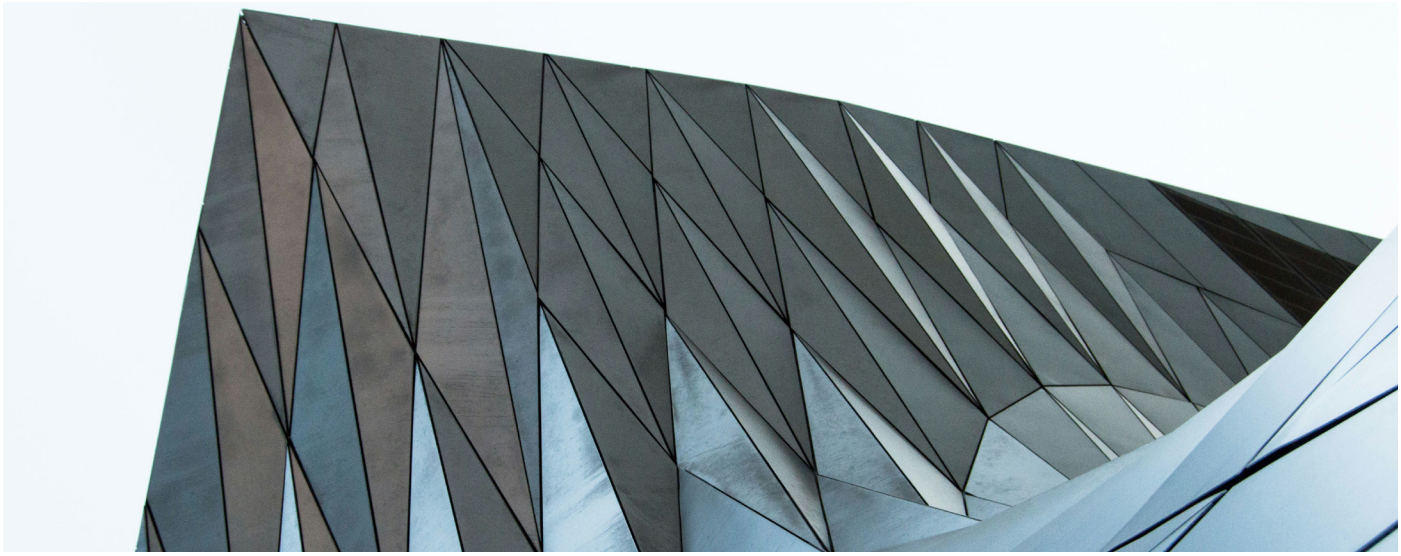
In other cases, the consequences appear later. Constant adjustments during implementation, scope changes, delays, and friction that could have been prevented from the beginning. The cost of poor strategic definition is rarely visible in the initial proposal, but it always appears in execution and in the client experience.

TRUST IS NOT PROMISED, IT IS DEMONSTRATED

Trust is not built through speeches or flawless technical presentations, but through honesty. Being clear about what is possible and what is not, being realistic about timelines, explaining risks, and avoiding unrealistic expectations just to move faster.

Saying "this is not what you need" may mean not moving forward immediately, but it strengthens long-term relationships. Clients remember those who helped them make better decisions, even when that meant redefining a project or pausing an initiative.

A strategic partner prioritizes the relationship and long-term value over the immediate transaction.



DESIGNING OPERATIONS FROM THE START

A positive experience is not built only on a good initial recommendation, but on coherent and sustainable delivery. From strategic consulting, expectations, roles, responsibilities, assumptions, and risks must be clearly defined.

It is also essential to consider future operations. The client's real capacity to operate, support, and evolve the solution over time is a central part of a well-made decision. When this is not considered, solutions emerge that no one knows how to operate, teams lack sufficient preparation, or clients understand something different from what will actually be delivered.

In most cases, the problem is not the technology, but the lack of clarity from the beginning.

CONSULTING AND DELIVERY AS A SINGLE VISION

The client experience improves significantly when strategic consulting and execution work in alignment. When there are no surprises and what is defined is delivered, trust is strengthened.

A clear transition between strategic definition and delivery, where client context, identified risks, and agreed commitments are shared, is essential. In addition, continuous feedback from operations allows future strategic decisions to be adjusted and improved based on real experience.

This collaboration not only improves internal efficiency, but also directly impacts client perception.

THE TRUE VALUE OF INVESTING TIME IN THINKING BEFORE EXECUTING

One of the clearest lessons is that investing time in good strategic consulting does not delay projects—it protects them. When decisions are well thought out from the beginning, projects flow better, timelines are met, and surprises, constant changes, and unforeseen costs are avoided.

For organizations seeking a technology partner, the recommendation is clear. Do not focus only on the technical proposal or the price. Look for a partner who gets involved, challenges assumptions, understands your business, and seeks to generate real value.

If from the first conversations you feel clarity, structure, and support, you are likely facing a strategic partner and not just someone who executes projects.

In the end, good consulting transforms a technology initiative into real business value. And that value is what builds long-term relationships.

Analucía Martínez, with more than 15 years of experience in IT projects, is currently Director of Solutions and Delivery at Honne, where she manages the design and implementation of innovative solutions aligned with clients' strategic objectives.

THE PARADOX BETWEEN SPEED AND CONTROL IN CLOUD OPERATIONS

By Gerardo Flores, Director of Operations at Honne.

There was a time when "operating technology" was something tangible: a server in a room, a firewall, some backups, and a team that knew exactly where to act when something failed. That world no longer exists. Today, infrastructure is a living ecosystem composed of microservices, hybrid clouds, containers, serverless architectures, and multiple tools coexisting at the same time.

Paradoxically, the main challenge I see today in organizations **is not the technology itself**, but the **fragmented complexity** that grows around it. In this new context, operations live in constant tension: the business demands speed, but the platform requires control. I call this tension **the gap between speed and control**, or the **paradox of agility.**

Organizations want to deploy changes dozens of times a day. However, every new technological component, every manual exception, or every "quick fix" in the console adds a layer of noise. And that noise inevitably translates into incidents, hidden costs, and team fatigue.

This paradox manifests clearly across three main fronts.

THE INFLATION OF COGNITIVE COMPLEXITY

The cloud promised simplification, but in practice it drastically expanded the **mental stack** that operations teams must master. Today, operating effectively requires understanding—at least at a functional level—Kubernetes, Infrastructure as Code, identities, virtual networks, observability, deployment pipelines, and distributed security, in addition to the specifics of each industry and client.

The reality is simple: **it is impossible for a single person to master everything in depth.**

The risk emerges when knowledge becomes concentrated in individuals. “Operational heroes” appear—key people who “know how the magic works.” While they are available, everything flows. When they are not, operations become fragile.

In operations, depending on specific individuals is not resilience—it is luck. And luck does not scale.

VISIBILITY IS NOT OBSERVABILITY

We have never had as much data as we do today. Metrics, logs, dashboards, alerts... and yet, when something fails, many organizations still take hours to find the root cause. The problem is not the lack of information, but the **lack of context.**

Traditional monitoring answers the question, “Is something up or down?” Observability answers, “What happened, why did it happen, and where did it start?”

Operating in the cloud without a clear observability strategy is like flying an airplane blind, relying only on engine noise. You can react, but you are not truly controlling the system.

As complexity grows, the absence of observability creates another dangerous effect: **alert fatigue**. The team receives hundreds of irrelevant notifications until, when a truly critical incident occurs, it goes unnoticed.

This is the uncomfortable truth: the main enemy of modern operations is not failure—it is noise.

COST LOSS OF CONTROL: THE CLOUD AS AN OPEN CREDIT CARD

The cloud is elastic, but also unforgiving when not operated with discipline. The real challenge is not migrating to the cloud, but **democratizing deployment without destroying business margins.**

The shift from CapEx to OpEx requires a profound cultural change: financial efficiency must be integrated into technical design. When FinOps is not part of daily operations, the cloud becomes an open credit card: oversized resources “just in case,” orphaned services, duplicated environments, and little or no tagging.

The result is a growing bill that bears no direct relationship to revenue.

A clear warning sign is when no one can answer with certainty how much an application costs per user or per transaction. Without that visibility, optimization becomes reactive and delayed.

CHANGING THE APPROACH, NOT THE TEAM SIZE

Faced with this reality, many organizations respond by hiring more people. In my experience, that path only postpones the problem. **The solution is not a larger team, but a better-designed operation.**

There are three levers that allow speed and control to be reconciled sustainably.

1. Platform Engineering: self-service with guardrails

The operations team can no longer function as a ticket-based area that approves or rejects requests. Its modern role is to design an **internal platform** that allows teams to deploy autonomously, but under clear standards of security, monitoring, and compliance.

Self-service does not mean anarchy. It means speed with well-defined limits. When the platform is well designed, human errors are prevented before reaching production.

2. Automating toil

In operations, there is a key concept: **toil**—the manual, repetitive, tactical work that generates no learning and does not scale. When toil dominates, the team stops improving the platform because it is busy "keeping the lights on."

Automation—through Infrastructure as Code and deployment pipelines—has a clear objective: **to recover human time for engineering**, not firefighting.

If a change is not in code, it does not exist. That discipline is the foundation of reliable operations.

3. SRE culture: operating as engineering

A mature operation assumes that failure is inevitable and designs for fast recovery. Excellence is not measured by "never failing," but by detecting issues before users do, reducing impact, and learning from incidents.

SRE culture replaces heroism with method: blameless post-mortems, clear runbooks, and continuous improvements that accumulate over time.

WHERE TO START?

Many organizations become stuck trying to do everything at once. My recommendation is to move forward in this order:

1. Observability first: define what service "health" means.
2. Standardization with IaC and CI/CD: eliminate manual changes.
3. Basic FinOps: visibility and accountability for spending.
4. Progressive self-service: build recommended paths.

The result is less noise, fewer repeated incidents, and less fear of change.

OPERATING WELL IS A COMPETITIVE ADVANTAGE

The cloud is not making organizations simpler. It is making them faster and more complex at the same time. That is why modern operations are no longer a support function—they have become a direct business enabler.

The paradox between speed and control is not resolved by slowing down the business or accepting chaos as an inevitable cost. It is resolved by designing operations prepared for today's reality: self-service, automation, and reliability treated as engineering.

At **Honne**, we stand by a simple idea: when operations are done well, they are so stable, efficient, and silent that the business perceives only one thing: **it can move faster, with less risk and better margins.**

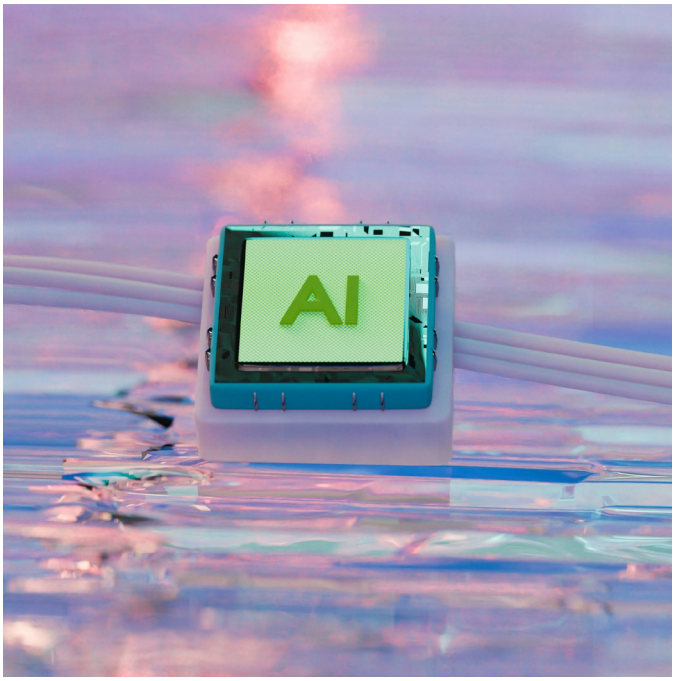
Gerardo Flores is Director of Operations at Honne, with more than 20 years of experience managing teams and complex environments. His approach combines strategic vision and practical execution to generate sustainable results. He believes in leadership based on collaboration, open communication, and team empowerment, creating cultures of trust that enable organizations to successfully navigate change.

ARTIFICIAL INTELLIGENCE IN ORGANIZATIONS: FOUNDATIONS, RISKS, AND CONTROLLED EVOLUTION

By Dr. José Luis Mateos Trigos, Director of Digital Transformation at Honne.

The adoption of new technology within organizations takes time. In the case of artificial intelligence, after several years of a learning curve, we are now entering a stage of consolidation. At this stage, organizations are beginning to adopt AI more decisively, but they are also facing its limitations and the risks derived from uninformed adoption with greater clarity.

Many artificial intelligence initiatives have not generated the expected impact. This happens largely because expectations have not been realistic. There is still significant misunderstanding about what AI is, how it works, and in which contexts it can provide value. Without this understanding, organizations tend to overestimate its capabilities and underestimate the complexity of its implementation.



EXPECTATIONS AND UNDERSTANDING

One of the main problems in AI adoption is the lack of conceptual clarity. When artificial intelligence is not well understood, unrealistic expectations arise about what it can achieve. This leads to poorly designed projects with unclear or directly unattainable objectives.

Having a solid foundation means understanding both the capabilities and the limitations of AI. This understanding is essential for making informed decisions and for correctly defining which problems can be addressed with this technology and which cannot.

RISKS OF ADOPTION WITHOUT SOLID FOUNDATIONS

The main risk of adopting AI without a solid foundation is the creation of expectations that cannot be fulfilled. This risk is not only technological but organizational. When AI projects fail to deliver what was promised, trust in the technology is lost and future adoption slows down.

A solid foundation is built through a better understanding of AI, its real capabilities, and its limitations. Without this knowledge, adoption becomes reactive and disorganized.

FREQUENT MISTAKES IN DATA AND AI PROJECTS

In data and artificial intelligence projects, certain mistakes are repeated constantly. One of the most common is assuming that data alone is sufficient. In reality, in addition to having data, it is necessary to clearly define the problem to be solved, how

to frame it correctly, and which methodology is appropriate to address it.

Another frequent mistake appears when attempting to use data that is neither organized nor clean. To feed AI algorithms, data must be structured and prepared. Otherwise, the results obtained will be limited or unreliable.

THE ROLE OF GOVERNANCE

Before enterprise AI can be used to automate processes, it is essential to have proper data governance in place. Governance establishes clear rules regarding data usage, quality, traceability, and security.

Without proper governance, AI can amplify existing errors and generate incorrect decisions. For this reason, governance should not be seen as an additional element, but as a prerequisite for the effective use of artificial intelligence.

RESPONSIBLE AI IN PRACTICAL TERMS

Speaking about responsible AI implies going beyond discourse. In practice, responsible AI is AI that is properly bounded. This means there are clear limits regarding data governance and the decisions that AI is allowed to make.

In critical cases, it is necessary to include humans in the decision loop and in the final solution. AI can support and complement decision-making, but it should not operate completely autonomously when risks are high.

DATA AS THE FOUNDATION OF AI

Data plays a central role in the success or failure of AI initiatives. In many cases, even when there is clarity about the problem and methodology, the data is not structured. This prevents it from being used directly as input for algorithms.

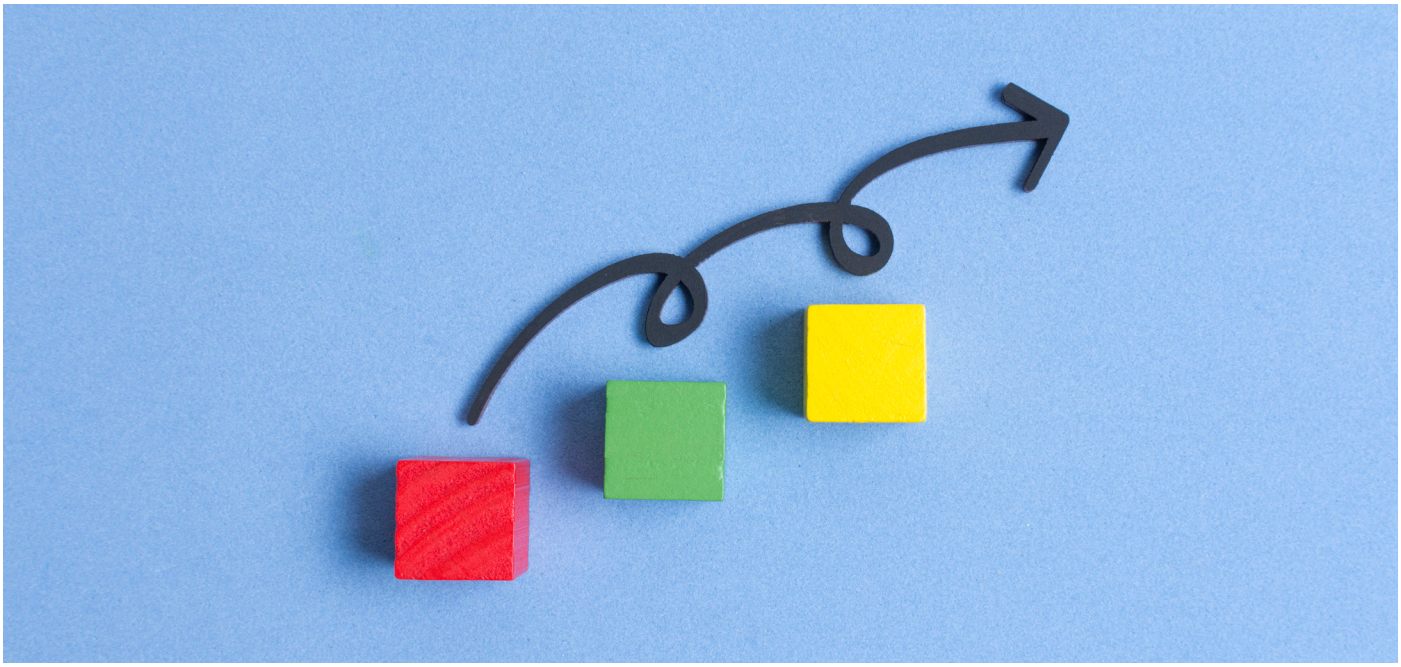
For this reason, preliminary work is required to structure, clean, and correct the data. Without this step, AI implementation becomes limited and ineffective.

When data quality, traceability, or context are not properly addressed, these aspects must be resolved before implementing AI or, in some cases, in parallel with algorithm development.

IMPACT ON DECISION-MAKING

When AI is properly integrated into an organization, decision-making becomes faster and more efficient. AI enables the incorporation of more detailed quantitative analysis and more accurate forecasts.

This type of analysis complements human decision-making and allows organizations to respond more effectively to complex and changing environments.



USING AI VERSUS BUILDING AI CAPABILITY

There is a clear difference between using AI and developing AI capability. Today, both the use of AI and the capability to develop it represent one of the most important differentiators among companies. An organization that succeeds in building internal AI capabilities gains a clear competitive advantage.

Developing capability means integrating AI structurally into the business, not merely consuming technological tools.

AI AND ANALYTICS MATURITY

An organization can evaluate its level of maturity in AI and analytics by assessing how effectively it converts data into decisions, how integrated AI is within the business, and how governed and scalable its implementation is.

AI maturity does not depend solely on technology. It also includes people, processes, data, and culture. A mature organization is one that has successfully automated mechanical and labor-intensive processes using AI, freeing time for people to focus on more creative and innovative activities.

ADVANCING IN AN ORDERLY MANNER

To advance in AI in an orderly and sustainable way, it is necessary to follow a clear sequence:

1. Identify the problems the organization wants to solve.
2. Define how to solve them and which methodology to use.
3. Identify which type of AI can support that methodology.
4. Have a reliable and ready-to-use data foundation.
5. Establish clear data governance.
6. Gradually scale from specific use cases to broader ones.

FINAL REFLECTION

The current pressure to adopt AI should be used as an opportunity for reflection. Before implementing solutions, organizations must ask what their real problems are, how to prioritize them, and which of them truly require AI.

The future of enterprise artificial intelligence is highly promising. It is not a trend or a bubble. For the first time, advanced mathematical algorithms, faster computing power, and large volumes of data are converging. This represents only the beginning of a deep and sustained transformation.

Dr. José Luis Mateos Trigos is a Mexican physicist with a PhD in Science (Physics) from UNAM and postdoctoral studies at Northeastern University in Boston, United States. He is currently Director of Digital Transformation at Honne and a recognized scientific researcher.

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DELIVERING TRUE VALUE

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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