



Business Strategy: The Road Map *Defining business success or failure*

1. Introduction.

The strategy concept was born from situations related to war, from life or death issues. The term comes from the Greek root "Stratego", name given to the military experts who directed war operations or negotiated with their opponents in neighboring cities. In our time, "Strategy" is used to identify all those activities that define the path of companies or organizations. Its importance is fundamental; the strategy quality shall define the success or failure of a given company, in the short, medium and/or long terms.

2. General aim.

Presenting and discussing basic fundamentals of business strategy, as well as its efficient implementation in companies and organizations. A synergy of adequate directive skills (rational or intuitive) with proven strategic solutions leads to optimized business results and to planned and sustained business growth in a long term horizon. An analysis of the business strategy of an important Mexican corporation is also presented, where the cause-effect relations for diverse strategies applied can be clearly identified.

3. Who should attend.

CEOs, board members and policy makers, senior executives, middle managers, project managers, team leaders and entrepreneurs interested in developing their business strategy knowledge.

4. What you will learn.

- Basic concept of strategy, as well as its application in the roman army operations and in that spectacular sport business, which is the NFL of the United States.
- Business strategy fundamentals, which have demonstrated their efficacy in numerous world class companies, including aspects of planning, marketing, commercialization, process engineering and business partnership.
- An efficient planning system and its form of application in companies and organizations,
- Widely utilized price strategies, with a special remark in demand elasticity criteria and in differential prices.
- Impact and application of an efficient business strategy on a company's results, with the aim of assuring its profitability and growth.
- Analysis of financial indicators and decisions, which properly monitored and timely implemented, assure satisfactory economic results for investors, directors and employees.
- Business portfolio analyses and methodologies, based on the growth-share matrix concept, which funnel the economic resources to the most attractive business sectors.
- Competitive advantage analysis, as a basic tool for implementing and strengthening business strategies and tactics.
- Analysis of the SWOT methodology, a simple and powerful tool for qualitatively evaluating a company's competitive advantage.
- Strategies and results of Grupo Industrial Alfa, from 1998 to 2011, validating cause-effects relations of the different strategies applied.

5. Seminar topics.

I. Strategy concepts.

- a) Strategy.
- b) Roman army strategy.
- c) NFL strategy.

II. Business strategy.

- a) Strategic planning.
- b) Strategies and goals formulation.
- c) Market analysis.
- d) Product catalog.
- e) Process engineering.
- f) Value chain.
- g) Strategic alliances.
- h) Price strategies.

III. Financial decisions.

- a) Investment profitability.
- b) Financial decisions.
- c) Financial indicators.
- d) Budget design.
- e) Business portfolio analysis.

IV. Competitive advantage analysis.

- a) Competitive strategy.
- b) Strengths and weaknesses.
- c) Competitive advantage evaluation.
- d) Opportunities and threats.
- e) SWOT analysis.

V. Grupo Industrial Alfa strategy.

- a) Business strategy (1998-2011).

6. Instructor profile.



Raul received a Bachelor Degree in Chemical Engineering from the Monterrey Institute of Technology in December 1978, being rated as the best student of his class and recognized by the institution "The Best Students of Mexico" in 1979.

He started his professional activities at the Technology Division of Hylsamex, where he worked in executive positions at the Commercial Division, after development in diverse positions in the Engineering and Projects areas. His professional responsibilities enabled him to carry out business activities in more than 40 countries, in collaboration with prestigious companies of Germany, United Kingdom, Japan and the United States.

He worked as Associated Professor in Chemical Engineering for 11 years (1980-1991), at the Monterrey Institute of Technology, being distinguished as one of the 406 Professors with a major influence on the 105 generations graduated from the institute (70 years celebration). He also taught Chemical Engineering courses during one year at the University of Monterrey.

Among his professional experience, he served as Commercial Vice-president in a Mexican Solar Energy Corporation, where he also participated as Shareholder.

He has authored and co-authored numerous technical articles, presenting conferences in prestigious international seminars in more than 11 countries.

He worked as full time-Senior Consultant during one year in Germany, supporting the commercial activities of a German corporation with world prestige in the engineering and construction field. Main activities were focused on marketing and sales of metallurgical plants worldwide.

In the Strategic Development Project for the Mexican company *Multiceras*, he was in charge of the positions of Marketing Manager, Strategic Development Director, as well as Managing Director for a seven month period. This experience enriched significantly his vision and skills in business development.

During a 3 year period (2010-2012), he performed as Managing Director of Empresas Vilher in Guadalajara, Jalisco, directing a talented group of 50 people, in commercialization of specialty ingredients for the food, feed and transformation industries.

Convinced of the importance of keeping a continuous formation, Raul uses reading as his primary knowledge source, in diverse subjects such as philosophy, psychology, human development, history, science, politics, among others.