



Alejandro Ruelas-Gossi, PhD

Professor of Strategy & Innovation, University of Miami Business School

<http://www.bus.miami.edu/thought-leadership/faculty/management/ruelas-gossi.html>

Visiting Research Professor, New York University Stern School of Business – (2015-2016)

<http://www.stern.nyu.edu/experience-stern/about/departments-centers-initiatives/centers-of-research/center-globalization-education-management/leadership>

Clinical Professor of Strategy & Innovation, Universidad de Navarra, School of Economics & Business – (2018-2019)

Education

1997-2001
Chapel Hill, NC

UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL. (cross registration with **Duke University**)
KENAN-FLAGLER BUSINESS SCHOOL.
PhD in Business Administration, major in Strategy

1994-1995
Cambridge, MA

MASSACHUSETTS INSTITUTE OF TECHNOLOGY. MIT SLOAN SCHOOL OF MANAGEMENT
Master of Science in Management of Technology. (cross registration with **Harvard University**)
joint master's degree in management and engineering

1993
Tokyo, Japan

JUSE
Certificate in Total Quality Control/Hoshin Kanri

1988
Nagoya, Japan

CHUBU KENSU CENTER
Certificate in Production Management.
Elected President of Chubu Kenshu Alumni.

1980-1985
Monterrey, Mexico

ITESM SYSTEM. Campus Monterrey
BS Industrial Engineering and Systems Engineering.
Graduated with Honorable Mention

Work Experience

2015 -

University of Miami. Miami Business School.
Professor of Strategy & Innovation.

2018-2019

University of Navarra. School of Economics & Business.
Clinical Professor of Strategy & Innovation.

2015 - 2016

New York University Stern School of Business
Visiting Research Professor

2012

UCLA Anderson School of Management. USA
Academic Director of the Global EMBA. UCLA-UAI (dual degree).

IESE BUSINESS SCHOOL
Visiting Professor of Strategy

2009- 2015	Adolfo Ibañez School of Management. Miami, FL. USA Founding Managing Director of Miami Campus. <i>Professor of Management Practice in Strategy (the only professor at Universidad Adolfo Ibañez with this category)</i>
2006-2008	ORKESTRA-BASQUE INSTITUTE OF COMPETITIVENESS, Basque Country-Spain Founding Managing Director
2003-2005	UNIVERSITY OF NORTH CAROLINA-CHAPEL HIL/ROTTERDAM SCHOOL OF MANAGEMENT/CHINESESE UNIVERSITY OF HONG KONG/ FUNDAÇÃO GETULIO VARGAS/ITESM [OneMBA Master's Program] Professor of International Strategy and Management of Technology. Global Faculty Coordinator of Strategic Management.
2002-2003	JOHN H. SYKES COLLEGE OF BUSINESS. UNIVERSITY OF TAMPA. Assistant Professor of Strategy. Associate Director, Naimoli Institute of Business Strategy.
1995- 1997	ITESM SYSTEM. Graduate School of Business and Leadership EGADE Professor of International Strategy Associate Dean, Planning and Development <i>Design of the Planning and Development Department.</i> <i>Definition of the Concept of EGADE.</i>
1993-1994 Monterrey, Mexico	GRUPO CYDSA <i>Vice President, Total Quality Management</i>
1992-1993 Monterrey, Mexico	CEMEX <i>Manager, Planning and Control for International Operations.</i>
1985-1992 Monterrey, Mexico Moline, Illinois, USA	DEERE & Company <i>Manager, Reliability (1991-1992)</i> <i>Quality Council. Deputy Plant Manager (1988-1991)</i> <i>Projects Engineer (1985-1988)</i>

Areas of Teaching (Courses Taught):

- Strategy (for MSc, MBA)
- GLOBE Globalization of Business Enterprise at IESE] (for MBA)
- Strategic Management Research (for PhD)
- Strategic Management of Innovation (for MBA)

Honors and Awards

- Lifetime Achievement Award for research in disruptive ideas for Management, Research Centre for Corporate Excellence & Innovation, **Barcelona Tech, Polytechnic University** (Catalonia, Spain). 2016
- Excellence in Teaching Award, **University of Miami Business School**. 2015, 2017
- Worldwide Recognition **YPO**, Best Seminar (highest evaluations), Theory of Strategic Orchestration, 2011
- Best Professor Award, **Universidad Adolfo Ibañez Business School**, 2009
- Awarded with the highest-impact article in 5-years at **Harvard Business Review** LA, (2003-2007): The Big T Paradigm, Feb. 2004.

Selected Publications & Papers presented at Academic Conferences

“STRATEGY-ZING IN A NON-LINEAR WORLD”. NUEVAS TENDENCIAS. N° 101. JANUARY 2019. PP. 2 – 9. RUELAS-GOSI, ALEJANDRO.

“PLAYING THE ORCHESTRA. A NEW PARADIGM FOR LEADING”. 7DNEWS. THE STORIES BEHIND THE HEADLINES. NEW YORK. LONDON. ABU DHABI. SEP 25TH, 2018. RUELAS-GOSI, ALEJANDRO.

<https://7dnews.com/article/playing-the-orchestra-a-new-paradigm-for-leading>

“ORCHESTRATING THE RIGHT GAME”. 7DNEWS. THE STORIES BEHIND THE HEADLINES. NEW YORK. LONDON. ABU DHABI. SEP 25TH, 2018. RUELAS-GOSI, ALEJANDRO.

[HTTPS://7DNEWS.COM/NEWS/ORCHESTRATING-THE-RIGHT-GAME](https://7dnews.com/news/orchestrating-the-right-game)

“TARIFFS. A DELAYED EFFECT OF THE BUTTERFLY”. 7DNEWS. THE STORIES BEHIND THE HEADLINES. NEW YORK. LONDON. ABU DHABI. JULY 25TH, 2018. RUELAS-GOSI, ALEJANDRO.

[HTTPS://7DNEWS.COM/ARTICLE/TARIFFS-A-DELAYED-EFFECT-OF-THE-BUTTERFLY-1](https://7dnews.com/article/tariffs-a-delayed-effect-of-the-butterfly-1)

“THE DARK AGE OF IMAGINATION”. 7DNEWS. THE STORIES BEHIND THE HEADLINES. NEW YORK. LONDON. ABU DHABI. APRIL 17TH, 2018. RUELAS-GOSI, ALEJANDRO.

[HTTPS://7DNEWS.COM/ARTICLE/THE-DARK-AGE-OF-IMAGINATION](https://7dnews.com/article/the-dark-age-of-imagination)

“RACE-TO-THE-TOP STRATEGY PARADIGM”. ACADEMY OF INTERNATIONAL BUSINESS - INSIGHTS. VOLUME 17, ISSUE 4. 2017. RUELAS-GOSI, ALEJANDRO.

“INNOVATION PLATEAU. 4 THINGS YOUR INNOVATION EFFORTS SHOULDN'T FOCUS ON”. HARVARD BUSINESS REVIEW (WEB ARTICLE). APRIL, 2017. RUELAS-GOSI, ALEJANDRO.

“THINKING VS DOING. WHY MEXICO'S ECONOMY DOES NOT DEPEND OF THE FUTURE US PRESIDENT”. HARVARD BUSINESS REVIEW. (WEB ARTICLE). NOV, 2016. RUELAS-GOSI, ALEJANDRO.

“CRAFTING THE VANTAGE POINT. ESCAPE FROM LOW-COST TRAP AND ENHANCE VALUE FOR YOUR BUSINESS”. IESE INSIGHT. ISSUE 28. FIRST QUARTER 2016. RUELAS-GOSI, ALEJANDRO.

“MANAGEMENT OBSESSIONS”. HARVARD DEUSTO BUSINESS REVIEW. RUELAS-GOSI, ALEJANDRO. FEBRUARY 2013.

“REBUILDING CEMEX”. IESE BUSINESS SCHOOL PUBLICATIONS. GHEMAWAT, PANKAJ & RUELAS-GOSI, ALEJANDRO, 2012

“RESTRUCTURING CEMEX”. IESE BUSINESS SCHOOL PUBLICATIONS. GHEMAWAT, PANKAJ & RUELAS-GOSI, ALEJANDRO, 2012

“STRATEGIC ORCHESTRATION”. BUSINESS STRATEGY REVIEW. 4 (2010), pp. 58-63. DONALD SULL AND ALEJANDRO RUELAS-GOSI.

“PEÑA NIETO PLANS FOR MEXICO'S ECONOMY”. HARVARD BUSINESS REVIEW. (WEB ARTICLE). APRIL 2012. ALEJANDRO RUELAS-GOSI.

“PERU'S INNOVATION DRIVE”. HARVARD BUSINESS REVIEW. (WEB ARTICLE). APRIL 2011. ALEJANDRO RUELAS-GOSI.

“HOW COLOMBIA CAN TURN ITS ECONOMY AROUND”. HARVARD BUSINESS REVIEW. (WEB ARTICLE). DEC. 2010. ALEJANDRO RUELAS-GOSI.

“MEXICO'S MAQUILADORA SYNDROME”. HARVARD BUSINESS REVIEW. (WEB ARTICLE). OCTOBER 2010. ALEJANDRO RUELAS-GOSI.

“GROWING BEYOND OF YOUR CORE BUSINESS-RYANAIR” HARVARD BUSINESS REVIEW LATIN AMERICA. AUGUST, 2009. ALEJANDRO RUELAS-GOSI.

“EXPANDING VALUE 360-DEBEERS” HARVARD BUSINESS REVIEW LATIN AMERICA. SEPTEMBER, 2009. ALEJANDRO RUELAS-GOSI.

“VALUE CONTAGION-IKEA” HARVARD BUSINESS REVIEW LATIN AMERICA. OCTOBER, 2009. ALEJANDRO RUELAS-GOSI.

“THE WOMEN FACTOR: ZARA” HARVARD BUSINESS REVIEW LATIN AMERICA. NOVEMBER, 2009. ALEJANDRO RUELAS-GOSI.

“ORCHESTRATING FOR THE POOR-AON BOLIVIA” HARVARD BUSINESS REVIEW LATIN AMERICA. DECEMBER, 2009.

ALEJANDRO RUELAS-GOSSI.

“STRATEGIZING A TURNAROUND-CINSA MEXICO” HARVARD BUSINESS REVIEW LATIN AMERICA. JANUARY-FEBRUARY, 2010.
ALEJANDRO RUELAS-GOSSI.

“ORCHESTRATING THE MOBILE INDUSTRY-BLYK.” HARVARD BUSINESS REVIEW LATIN AMERICA. MARCH, 2010.
ALEJANDRO RUELAS-GOSSI.

“ORCHESTRATING A HOSPITAL: PERU” HARVARD BUSINESS REVIEW LATIN AMERICA. APRIL, 2010.
ALEJANDRO RUELAS-GOSSI.

“ORCHESTRATING KONE.” HARVARD BUSINESS REVIEW LATIN AMERICA. MAY, 2010.
ALEJANDRO RUELAS-GOSSI.

“BANK 2.0-COMUNITAE.” HARVARD BUSINESS REVIEW LATIN AMERICA. JUN, 2010.
ALEJANDRO RUELAS-GOSSI.

“ORCHESTRATING TALENT-JOBANDTALENT.COM.” HARVARD BUSINESS REVIEW LATIN AMERICA. JUL, 2010.
ALEJANDRO RUELAS-GOSSI.

“ORCHESTRATING INSURANCE-JLT PERU.” HARVARD BUSINESS REVIEW LATIN AMERICA. AUG, 2010.
ALEJANDRO RUELAS-GOSSI.

“ORCHESTRATING RETAIL-ALVI CHILE.” HARVARD BUSINESS REVIEW LATIN AMERICA. SEP, 2010.
ALEJANDRO RUELAS-GOSSI.

“INNOVATING AROUND OBSTACLES”. HARVARD BUSINESS SCHOOL NEWSLETTER STRATEGY & INNOVATION. DECEMBER, 2003
ALEJANDRO RUELAS-GOSSI, WITH DONALD SULL AND MARTIN ESCOBARI.

“WHAT DEVELOPING-WORLD COMPANIES CAN TEACH US ABOUT INNOVATION”. HARVARD BUSINESS SCHOOL WORKING KNOWLEDGE. JANUARY 26TH, 2004.
ALEJANDRO RUELAS-GOSSI, WITH DONALD SULL AND MARTIN ESCOBARI.

“THEBIG T PARADIGM; A NEW PARADIGM OF INNOVATION.” HARVARD BUSINESS REVIEW LATIN AMERICA. FEBRUARY, 2004
ALEJANDRO RUELAS-GOSSI.

“INNOVATING ON A SHOESTRING”. FINANCIAL TIMES. MASTERING INNOVATION SERIES. SEPTEMBER, 2004
ALEJANDRO RUELAS-GOSSI.

“ACQUISITION OF KNOWLEDGE AND KNOWLEDGE OF ACQUISITIONS”.
JOURNAL OF KNOWLEDGE, CULTURE AND CHANGE MANAGEMENT, VOLUME 5, 2005

“STRATEGY ORCHESTRATION” HARVARD BUSINESS REVIEW LATIN AMERICA. NOVEMBER, 2006.
ALEJANDRO RUELAS-GOSSI.
DONALD SULL

“MULTILATINAS” FOREIGN AFFAIRS. VOL. 7, No. 4. 2007
ALEJANDRO RUELAS-GOSSI.

Conference Proceedings

THE DYNAMICS OF KNOWLEDGE ACQUISITION: A MERGERS & ACQUISITIONS PERSPECTIVE

<http://m06.cgpublisher.com/proposals/77/index.html>

The Sixth International Conference on Knowledge, Culture and Change in Organisations

Prato, Italy (in Tuscany), Tuesday 11th to Friday 14th July 2006

ALEJANDRO RUELAS-GOSSI AND ELIAZAR GONZALEZ.

MERGERS & ACQUISITIONS: A KNOWLEDGE PERSPECTIVE

http://i06.cgpublisher.com/session_descriptions.html

International Conference on Interdisciplinary Social Science

University of the Aegen, Island of Rhodes, Greece, 18-21 Jul 2006

ALEJANDRO RUELAS-GOSSI AND ELIAZAR GONZALEZ.

ASSESSING KNOWLEDGE: A METHODOLOGY TO INVEST IN GENERIC TECHNOLOGIES AREAS OF KNOWLEDGE- IN ACQUIRED FIRMS.

<http://www.iamot.org/conference/viewabstract.php?id=1340&cf=10>

<<http://www.iamot.org/conference/viewabstract.php?id=1340&cf=10>>

International Association of Management of Technology Tsinghua University, School of Economics and Management at Tsinghua University
Beijing, China. May 22 - 26, 2006

ALEJANDRO RUELAS-GOSSI AND ELIAZAR GONZALEZ..

ACQUISITION OF KNOWLEDGE: BOOSTING THE VALUE OF ACQUIRED FIRMS Science Marketing Conference

18-19 October 2005, Pretoria, South Africa

ALEJANDRO RUELAS-GOSSI AND ELIAZAR GONZALEZ..

“MANAGING THE DIFFERENCE” (PRESENTED IN THE INTERNATIONAL STRATEGY CONFERENCE AT MONTPELLIER; FRANCE. OCTOBER, 1997)

ALEJANDRO RUELAS-GOSSI.

Graduate School of Business. The University of Texas at Austin

"Platforms of Typology/Taxonomy of the 'areas of knowledge' in the firm, an intent to make more intelligent and exact the search of knowledge" (PRESENTED IN THE WORLD INNOVATION AND STRATEGY CONFERENCE ; SYDNEY, AUSTRALIA. AUGUST, 1998) .

ALEJANDRO RUELAS-GOSSI.

Kenan-Flagler Business School. The University of North Carolina at Chapel Hill

“KNOWLEDGE AND ECONOMIC DEVELOPMENT: MANAGEMENT AND POLICY IMPLICATIONS. A Discussion of Current Issues” (PRESENTED IN THE *INFORMS* CONFERENCE ; DALLAS, TEXAS, USA., 1998)

ALEJANDRO RUELAS-GOSSI.

Graduate School of Business. The University of Texas at Austin. 1997.

PEDRO CONCEIÇÃO

IC² Institute, The University of Texas at Austin

Instituto Superior Técnico, Lisbon, Portugal

“ACQUISITION OF KNOWLEDGE AND KNOWLEDGE OF ACQUISITIONS ” (DOCTORAL DISSERTATION , CHAIRED BY RICH BETTIS, ASSOCIATE EDITOR, *STRATEGIC MANAGEMENT JOURNAL*) (PRESENTED IN BALAS CONFERENCE ; TAMPA, FL, USA 2002)

SPONSORED BY CEMEX.

ALEJANDRO RUELAS-GOSSI.

KENAN-FLAGLER BUSINESS SCHOOL. THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL.

“THE KNOWLEDGE-DISEQUILIBRIUM-PERFORMANCE KDP, A PROPOSED PARADIGM FOR AN ECONOMY CHARACTERIZED BY DISEQUILIBRIUM AND RAPID OR RADICAL CHANGE” (PRESENTED AT THE OXFORD RESEARCH SEMINAR SERIES, 2002)

ALEJANDRO RUELAS-GOSSI.

KENAN-FLAGLER BUSINESS SCHOOL. THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

“KNOWLEDGE & GROWTH. AN EMPIRICAL STUDY OF THE TOP 100 MULTINATIONAL INNOVATIVE FIRMS IN EUROPE; THE KNOWLEDGE-MANAGEMENT-SEQUENCE PARADIGM” (FOR INTERNAL PURPOSES AT STERN & STEWART-EUROPEAN OFFICE IN MUNICH.)

SPONSORED BY STERN & STEWART-EUROPEAN OFFICE IN MUNICH.

ALEJANDRO RUELAS-GOSSI, GEORGE (JODY) TOMPSON.

JOHN H. SYKES COLLEGE OF BUSINESS. THE UNIVERSITY OF TAMPA.

CHRISTINE JAUCH, STERN & STEWART-EUROPEAN OFFICE IN MUNICH.

“ALL-INVENTED-HERE VS ALL-ORCHESTRATED-HERE. EMERGING PARADIGM FOR A MORE EFFICIENT GLOBAL INTERCONNECTION OF RESEARCH & KNOWLEDGE.” BALAS CONFERENCE. MARCH, 2010.

PEDRO MENDI & ALEJANDRO RUELAS-GOSSI.

Other Professional Activities and Notable Distinctions

- Key-Note Speaker at the Commencement Ceremony Universidad Pompeu Fabra, Barcelona, Spain. 2016.
<https://www.youtube.com/watch?v=QkZ93yNVRSo>
- CNN Frequent contributor in Strategy, Innovation, Social Media & Internet.
- Frequent commentator in national and international TV panels.
- Frequent speaker and consultant in Fortune 500 Multinational Firms worldwide, such as Microsoft, IBM, Sony, GE, Philips, Bristol-Meyers, Caterpillar, Nissan, Motorola, Abbott, CEMEX among others.
- Advisor of strategy for the major of Monterrey City.
- Advisor in the 'Government Innovation Project' of the Mexican Federal Government.
- Consultant of Strategy, at CEMEX.
- Guest Speaker at the Oxford University Research Seminar Series. February 2002.
- Teaching Distinction at the ITESM-EGADE System Executive Education, getting the highest score of 1.0.
- Teaching Distinction at the Rotterdam School of Management in the 4th semester of the full-time MBA.
- Reviewer for the Strategic Management Association for the *Journal of Management*.
- Reviewer for the Academy of Management. Technology and Innovation Management Division.
- November 2008, Associate Editor of Harvard Business Review LA.
- Considered as the avant-garde thinker related to disruptive strategies for emerging economies (AmericaEconomia 2005, 2006, 2007).
- Expansion Magazine – subsidiary of TIME in Latin America – in his edition of December 2005, stood out Dr. Ruelas-Gossi's together with Porter's, Drucker's, Prahalad's, Hamel's and Christensen's contributions in the field of business strategy.
- Expansion Magazine – subsidiary of TIME in Latin America – in his edition of 2007, Dr. Ruelas-Gossi's article published in November 2006 in HBR LA: The Strategic Orchestration, was selected as the most recommended article to read.
- In June 2007, Harvard Business Review and the World Economic Forum, invited him with other 20 authors to define the list "breakthrough ideas for 2008". Napa Valley, Robert Mondavi Vineyard. CA.
- In August 2009, he is the first author to be invited to write a monthly column in Harvard Business Review Latin America.
- Harvard Business Review LA has acknowledged his articles as the most influential in its history.
- TIME subsidiaries – Expansion Magazine – in his edition of December 2005, stood out Dr. Ruelas-Gossi's together with Porter's, Drucker's, Prahalad's, Hamel's and Christensen's contributions as the most influential in the field of business strategy.
- In Nov. 2006, the Mayor of Miami, Mr. Manny Diaz, gave Dr. Ruelas-Gossi a special recognition for both the accreditation of the first foreign university in the USA: Universidad Adolfo Ibañez from Chile, and for launching a very innovative MBA: The Multinational MBA.
- http://uai.altavoz.net/prontus_mundouaistgo/site/artic/20090914/pags/20090914145340.html
- Invited among the world specialists in Strategy & Innovation to have a **personal blog at hbr.org** from the Harvard Business Review.
- Invited by United Nations as speaker in Latin America.
- Visiting Professor or Speaker in Universities, governments and private companies in different countries around Latin America, Asia, Africa, Europe, Australia and US.
- Coordinated the Labour Mission of the State of Nuevo Leon during the NAFTA negotiations with Canada, sept. 1993.
- Judge of the National Quality Award in Mexico.
- Judge of the National Innovation Award in Chile.
- Editorialist of America Economia, the premier Panamerican Business in Latin America. Frequent writer on the Business Section of Latin American newspapers.