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**EL LOBO, 1880, AND D^a JIMENA: TRADITION
TOWARD INDUSTRY 4.0**

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This is a case of the Research Division of San Telmo Business School, Spain. It has been written by Professor Enrique Garrido Martínez, of San Telmo Business School, and is intended as a basis for class discussion only and not to illustrate any judgment on the effective or ineffective management of a specific situation.

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“We must develop a comprehensive and globally shared view of how technology is affecting our lives and reshaping our economic, social, cultural, and human environments. There has never been a time of greater promise, or one of greater potential peril.”

Klaus Schwab²

It was the month of May 2019, and the Board of Directors of Confectionary Holding (a Spanish food group in the sweet sector) had just finished yet another intense session aimed at defining a strategic plan for the group. Concepts such as innovation, customization, segmentation, agility, speed of response, structural flexibility, competitiveness, synergies, and others resonated in the mind of CEO Andrés Cortijos like strokes to complete the drawing of the company's strategic profile for the years ahead.

The company had successfully completed the first stage of the digitization of its operational processes. The Smart Factory project had laid the first stone of what was to be a data-driven organization. However, the management team led by Andrés Cortijos knew that it was essential to evolve the model and continue to generate differential value, underpinned by excellent performance in order to stay competitive.

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² Founder and Executive Chairman, World Economic Forum. Author of *“The Fourth Industrial Revolution.”*