MOORE Business Embassy

Strategic Solutions Playbook.

Ep 1 - No Sugarcoating.

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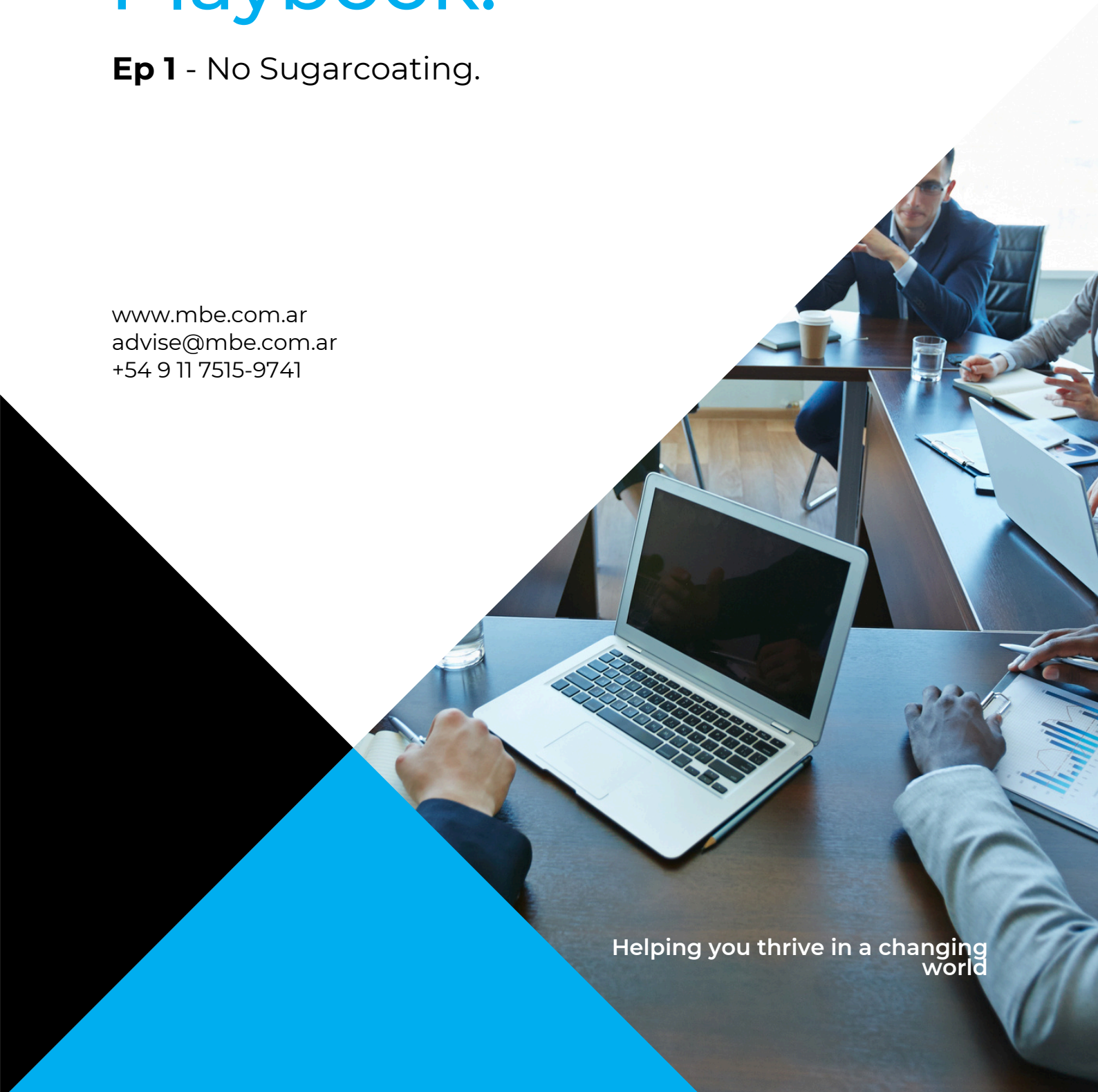

Helping you thrive in a changing world

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ARGENTINE 2026

A CLEAR-EYED ASSESSMENT



Introduction

The Argentine business landscape in 2026 demands clarity, not comfort. While macroeconomic signals show meaningful progress fiscal discipline, declining inflation, and renewed investor interest the underlying business reality remains fragile. Companies are still navigating a complex environment marked by weak consumption, high financing costs, and structural inefficiencies that have not yet been resolved.

In this context, strategy can no longer be a theoretical exercise or a defensive reaction to external pressures. It must become a disciplined process that connects diagnosis with execution, and vision with tangible results. The gap between companies that adapt and those that fall behind will not be explained by the macro but by the quality of their strategic choices.

This playbook is built on that premise. It does not aim to describe the environment, but to challenge how companies respond to it. By combining a clear-eyed assessment of current conditions with practical, action-oriented guidelines, it provides a framework for leaders willing to move beyond survival mode and start building real competitive advantage.

Because in a moment like this, the question is not what is happening around you it is what you are going to do about it.

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ARGENTINE 2026

A CLEAR-EYED ASSESSMENT



Strategic Solutions Playbook. No Sugarcoating.

The Argentine business landscape in April 2026 is brutally honest: Pt. Milei's reforms have delivered fiscal surplus, slashed inflation, and unlocked investor interest in lithium, Vaca Muerta's oil reserves and agrotech. Labor reform is finally on the books. Yet the street-level reality is uglier microeconomic panorama is bleak, manufacturing is contracting, dozens of SMEs are closing monthly, credit remains expensive, consumption is weak, and many established companies are still bleeding cash just to keep the lights on.

This is not a moment for comforting corporate slogans. This is a moment that demands ruthless strategic clarity. And solutions.

Strategy with execution is nothing and without execution the world would still be an idea. Who said this, we don't exactly know, yet it's true. As we strategize, we must also builder and execute solutions.

So diagnosis first. No sugar-coating.

Most Argentine companies are still operating with yesterday's playbook in today's battlefield. They react to cost pressure, currency volatility, and regulatory whiplash instead of shaping the terrain. The real problem is not the macro environment it is the lack of a coherent strategy that turns external chaos into internal advantage.

As Richard Rumelt teaches: a good strategy has a kernel a clear diagnosis of the core challenge, a guiding policy, and a set of coherent actions. Anything else is just wishful thinking dressed up as management.

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The Guiding Policy for 2026-2027:

First, assume things won't get nicer, easier, happier... And understand there is no knight in a white armor coming to your rescue.

Second, stop playing defense. Just stop it. Shift to offensive execution focused on exportable value and productivity. Argentina is no longer just "cheap." It is now a high-potential platform with natural resources, talent, and a government that has begun removing the worst distortions. The companies that win will be those that treat this window as a once-in-a-generation opportunity instead of another cycle of survival.

Coherent Actions — Practical, not theoretical

1. Diagnose your real position today not where you were in 2023. Which of your activities actually generate hard currency or defensible margins? Everything else must be questioned or cut.

2. Rebuild for export velocity. The domestic market is still volatile. The winners are already moving toward sectors with global demand (energy services, critical minerals, agrotech, software, specialized manufacturing). If you are not building an export-oriented roadmap right now, you are voluntarily staying in the danger zone.

3. Weaponize the new labor rules. The reform is real. Use it to hire better, structure smarter, and reduce the historic fear of adding headcount. The companies complaining loudest about "not being able to hire" are usually the same ones that never updated their internal processes.

4. Cash and capital discipline. Expensive credit is not going away overnight. Force every investment decision through a brutal filter: does this move us closer to hard-currency earnings or sustainable profitability in the next 18 months?

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5. Talent and culture reset. The best Argentine professionals are exhausted from years of crisis. The companies that attract and retain them will be the ones offering real autonomy, performance-based upside, and a clear strategic direction not more PowerPoint and survival mode.

This Playbook is not for everyone. It is for the leaders who are tired of managing decline and are ready to play offense in a market that finally offers oxygen.

The question is no longer “When will things improve?”
The question is: Are you building the strategy that turns this moment into your decisive advantage or are you still waiting for the next government to save you?

The window is open.
The choice is yours.

Like the Bene Gesserit in Dune: We don’t hope, we plan.

Patricio Cavalli
Strategy Advisor
Moore Business Embassy



Conclusion

This is not a transition period to wait out it is a decisive moment to act. Argentina is offering a rare combination: macro stabilization in progress and micro-level pressure that is forcing companies to confront reality faster than ever. That tension is exactly where advantage is created.

The companies that win will not be those with the best narratives, but those with the clearest priorities and the discipline to execute them. Strategy, in this context, is no longer about positioning for a distant future it is about making hard choices now, reallocating resources, and building capabilities that generate real, sustainable results.

There is no external fix coming. No cycle that will automatically correct inefficiencies. The opportunity is already on the table, but it will only be captured by those willing to move first, move decisively, and operate with focus.

The window is open but it will not stay open forever.

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