



**TOGETHER**  
*for a sustainable future*

## OCCASION

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22530



latin american newsletters  
conferences



# the internet in latin america: investigating the boom

*11 and 12 October 2000  
The Conference Forum, London E1 8DX, England*

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## the role of e-builders

paper presented by:

andr s blanco  
director, atlante (indra group)



**●●● Atlante**

**The Role of e-Builders**

- **LATIN AMERICAN MARKET**
- **BUSINESS NEEDS IN THE NEW ECONOMY**
- **VALUE ADDED OF e-BUILDERS**
- **ATLANTE / INDRA**

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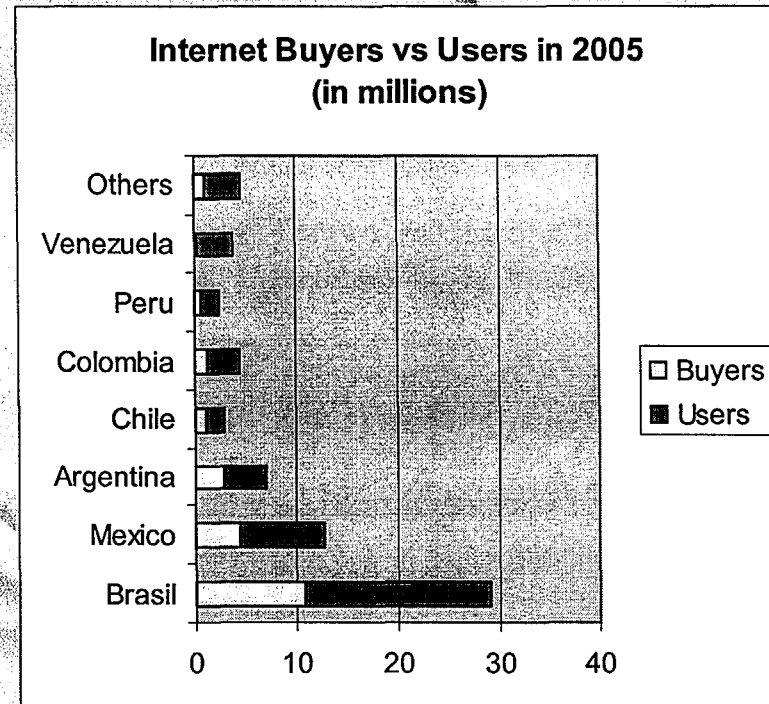
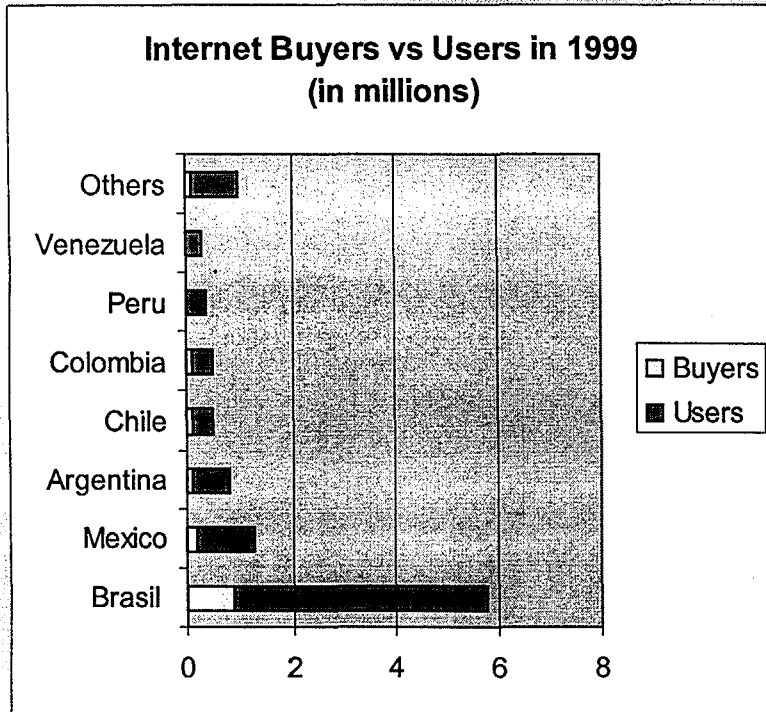
## Comparative Analysis US vs Latin America

Relevant European and American players, such as Telefonica, Cable & Wireless, France Telecom and BellSouth Corp. are launching Internet services to position strongly in the growing Latin American market.

	US	Latin America
Population (in millions)	273	485
Households (in millions)	102	111
Income per Capita (US\$)	32.800	3.900
PC Penetration	52%	3,80%
Internet Penetration	23,80%	1.50%
Telephone Penetration	68%	13%
Population under 35	49%	68%
<i>Source: Goldman Sachs</i>		

# Market Growth – Number of Users & Buyers

Brasil, Mexico and Argentina are the major players in the Latin American digital revolution.



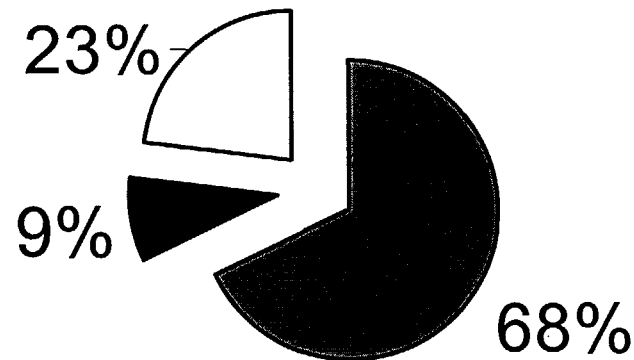
Source: Jupiter Communications

## Market Growth – B2B Transactions

Recent information reveals that the situation is changing in Latin America. About 70% of companies that currently do NOT conduct any economic transactions through the Internet, are planning to do so before the end of the year.

### E-commerce in Latin America

■ Will conduct ecommerce this year ■ Sell □ Buy



Source: IDC survey to 500 Latin American companies

# Market Growth – B2B Market Size (B \$)

• Latin America



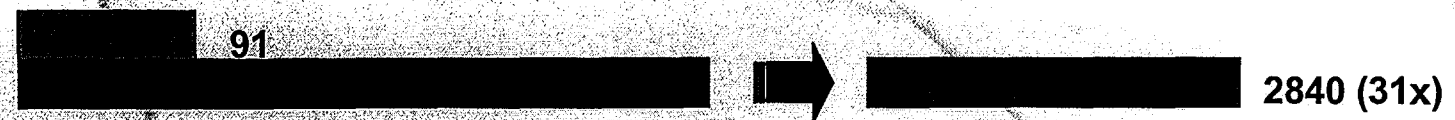
• Asia Pacific



• Europe



• North America



Source: Gartner Group

## Market Growth – M&A Activity

The explosive growth of Strategic Alliances, Mergers and Acquisitions of Latin American companies related to Internet, shows that the New Economy is beginning to have a substantial impact in the region.

Internet Mergers & Acquisitions by target country (1999-2000)	
Country	Nº of Operations
Brasil	24
Argentina	19
Mexico	16
Chile	6
US	6
Colombia	2
Venezuela	2
Bolivia	1
Nicaragua	1
Panama	1
Uruguay	1
<b>Total</b>	<b>79</b>
<i>Source: CCS</i>	

Internet Mergers & Acquisitions by country of origin (1999-2000)		
Country	Number of Operations	Share
US	53	67%
Argentina	11	14%
Brasil	5	6%
Mexico	4	5%
Spain	6	8%
<b>Total</b>	<b>79</b>	<b>100%</b>
<i>Source: CCS</i>		

**•LATIN AMERICAN MARKET**

**•BUSINESS NEEDS IN THE NEW ECONOMY**

**•VALUE ADDED OF e-BUILDERS**

**•ATLANTE / INDRA**

**Business Challenges:**

New business models  
 Industry restructuring  
 New Competitive environment

**Technology Challenges:**

New software standards  
 Accelerated innovation curves  
 Convergence

**Industry-Specific Challenges:**

Change of success factors  
 New industry leaders



**The Challenges**



**The Problem:** Limited client in-house knowledge. Overall lack of resources.



**The Solution**



**Business Consulting:**

Innovative thinking  
 Industry skills  
 Business/Technology oriented

**Creative Implementation:**

Winning concepts  
 Customized design  
 User-friendly application

**Technology Integration:**

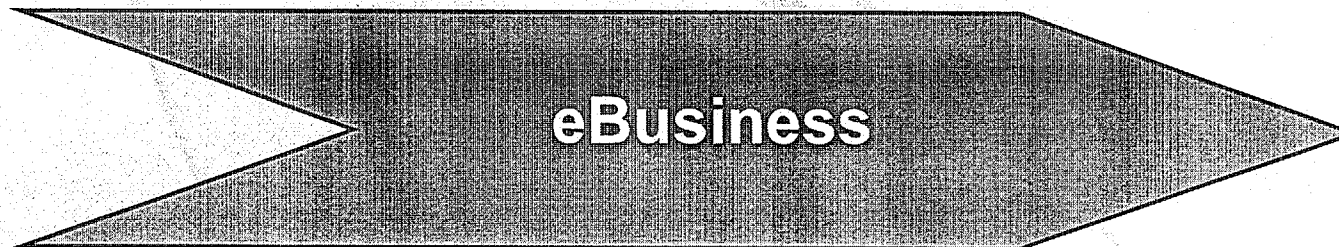
Best practice solutions  
 Back office integration

Complete Value Proposition

**“Old Economy” Companies**  
Are adapting to the Internet Economy in stages



**“New Economy” Companies**  
eBusiness enabled from day one

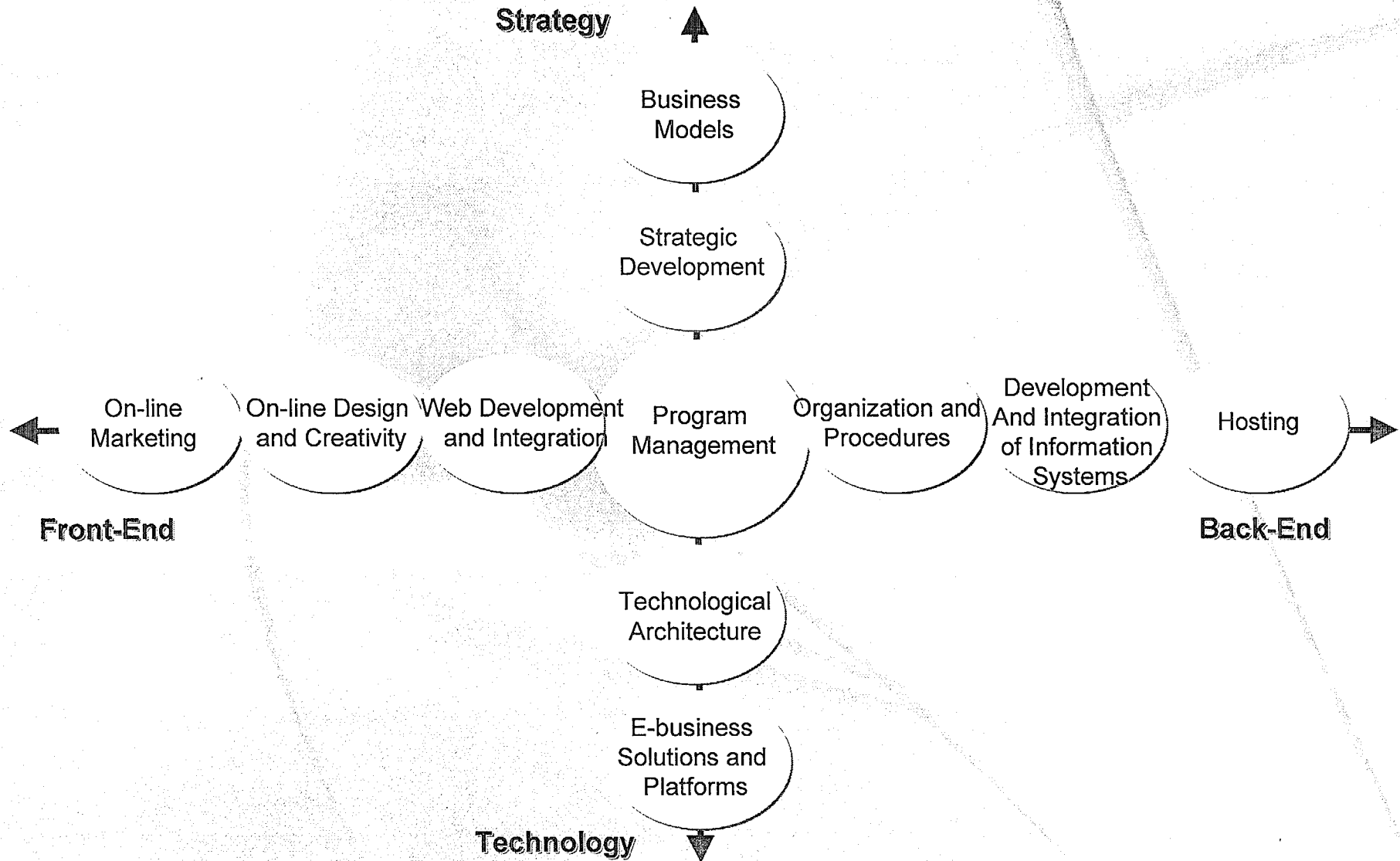




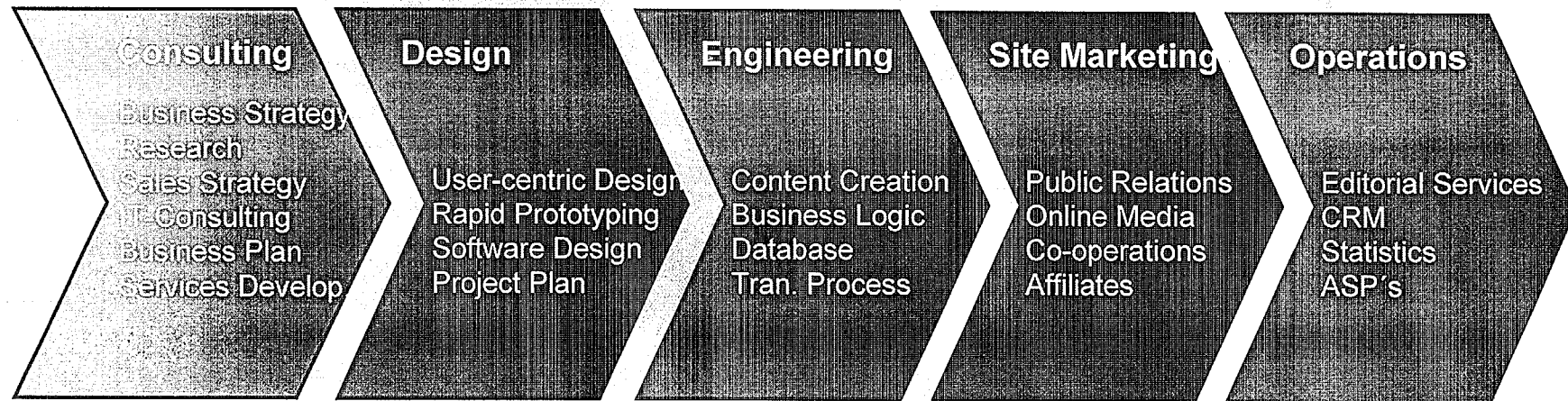
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**VALUE ADDED OF e-BUILDERS – SERVICE OFFERINGS**

**The Role of e-Builders**



**e-Builders offer end-to-end services for the implementation of successful e-commerce solutions**



**e-Builders**

- Specialization
- Flexibility
- Innovation
- Full Custom Solutions
- Qualified Multifunctional Teams
- Technological Know-How
- R&D
- Strategic Alliances
- Systems Integration
- Internet Culture

**Differentiation from**

**IT / Systems Developers**

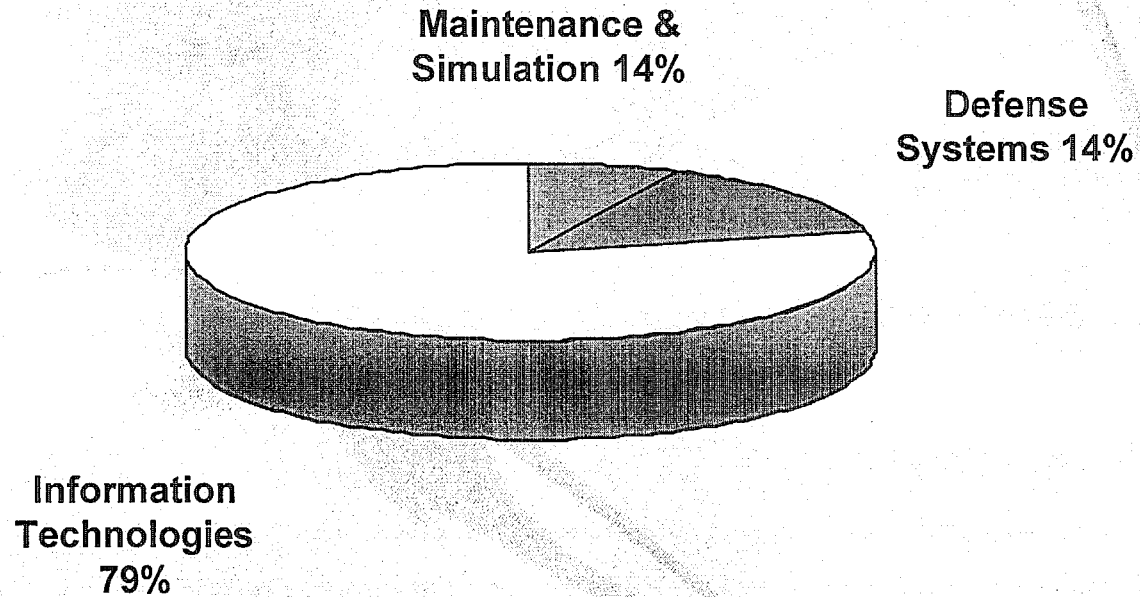
- Business Consulting
- Flexibility
- Culture
- Marketing and Design

**Management Consultants**

- Technological Know-How
- Marketing and Design
- Systems Integration
- Culture

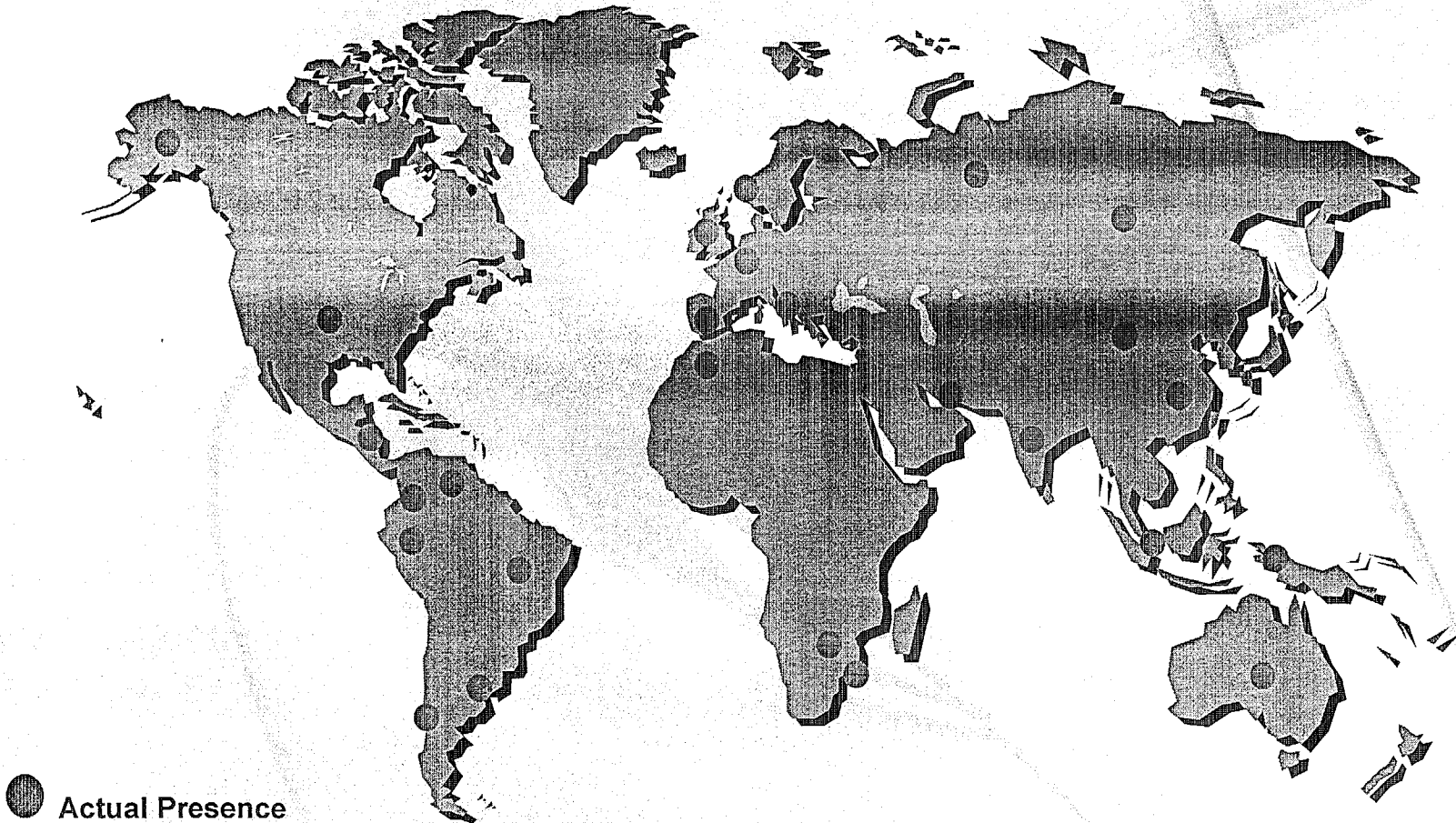
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**Indra is the leading IT company in Spanish speaking markets**



**Strong international presence: 41% of sales come from external markets**

Indra's international presence





**Atlante is a fully owned Indra subsidiary focused on Internet services**

**Mission**

To help our clients develop their Internet Business Strategies, providing them with leading edge solutions combining the innovation, creativity and experience of a first class global player.

**Leadership**

Achieve leadership in Spanish and Portuguese speaking markets and a high quality brand as a global Internet solutions provider.

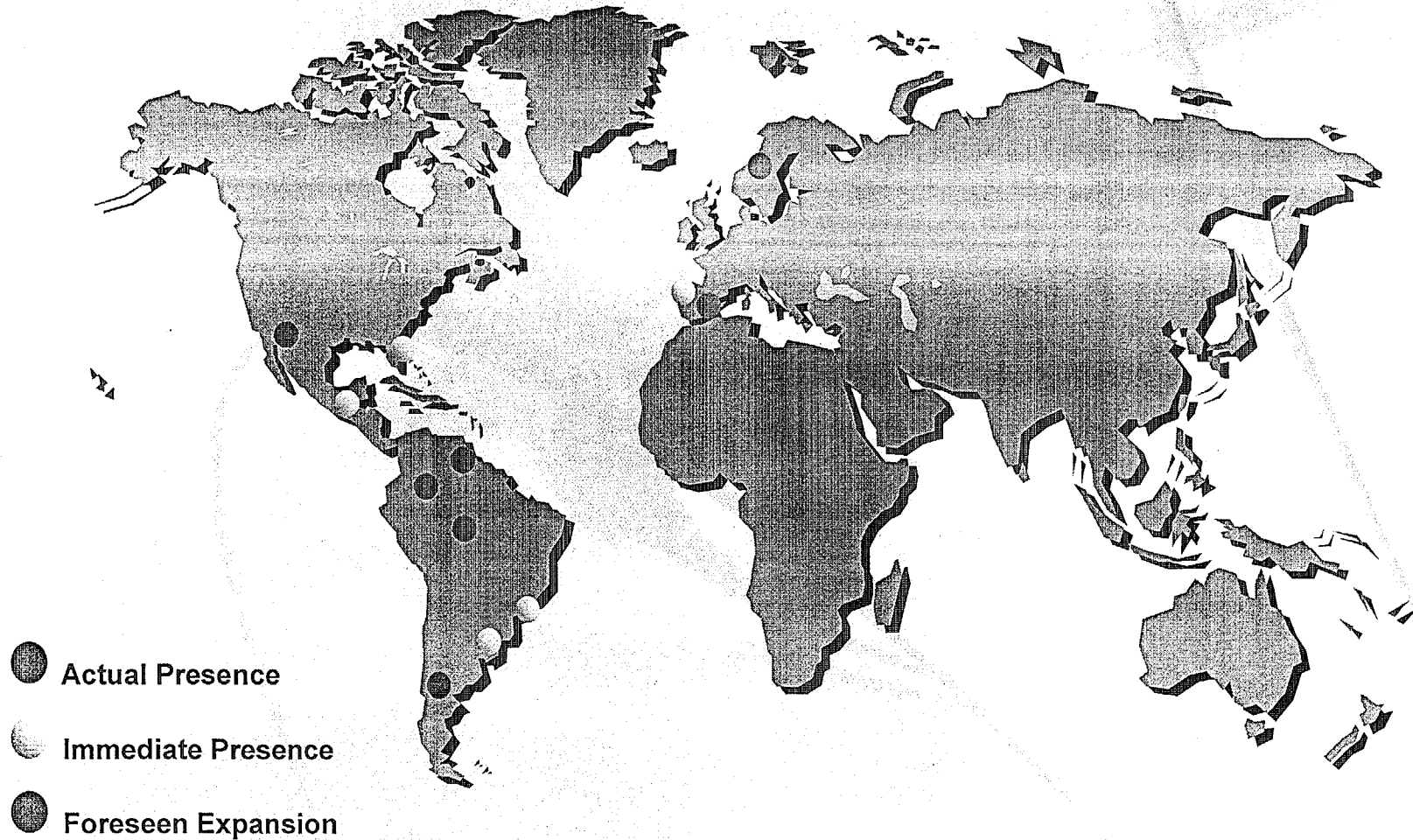
**Differentiation**

Differentiate and distance from competitors by combining both advanced technologies and creativity into specific customer tailored applications.

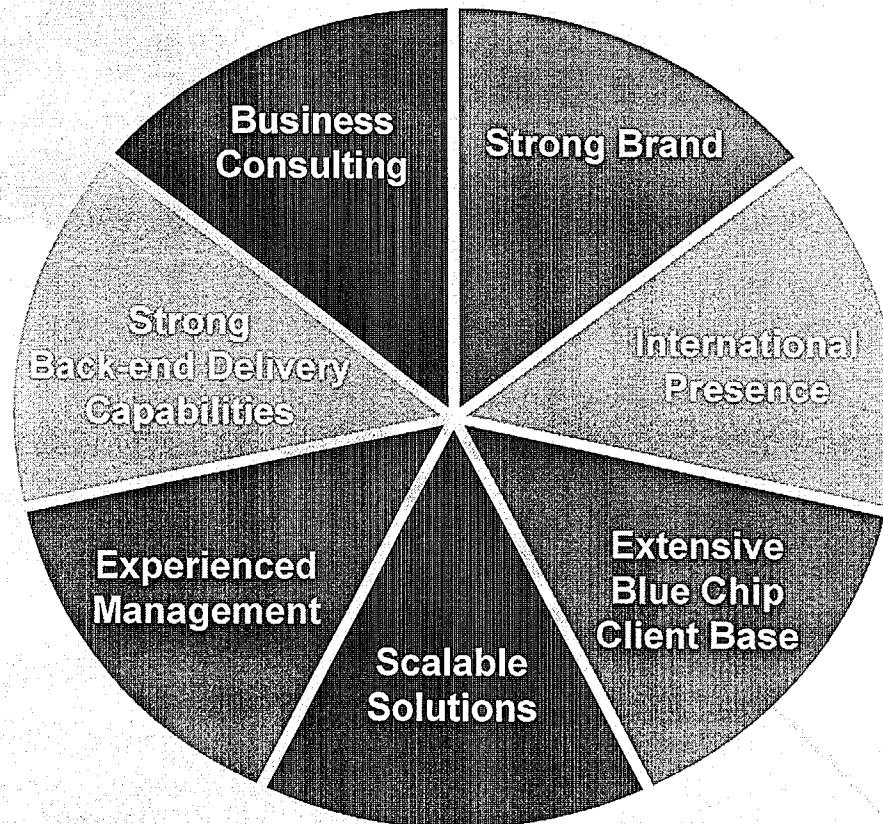
**Growth**

Attain stable but considerable growth by developing long-term customer relationships





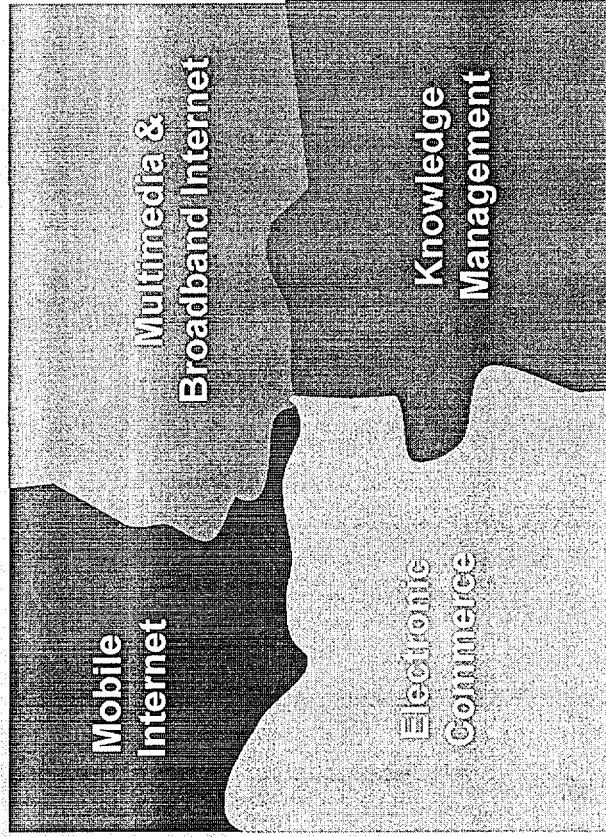
**We strive to be the e-builder leader in the Spanish and Portuguese speaking markets**






**ATLANTE / INDRA- KEY BUSINESS AREAS**

The Role of e-Builders





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The Role of e-Builders