



“Servicios Globales:
Una Nueva Industria Exportadora para Chile”

Chile a Top Global Services Destination

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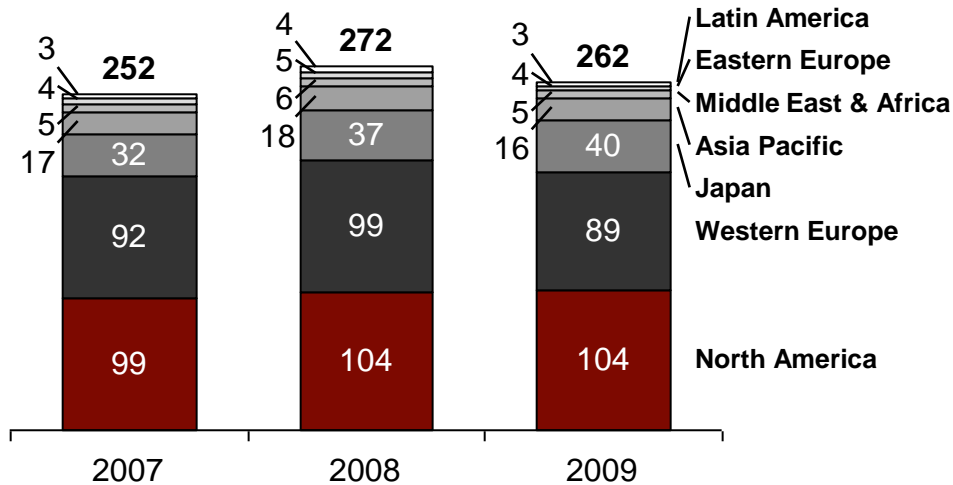
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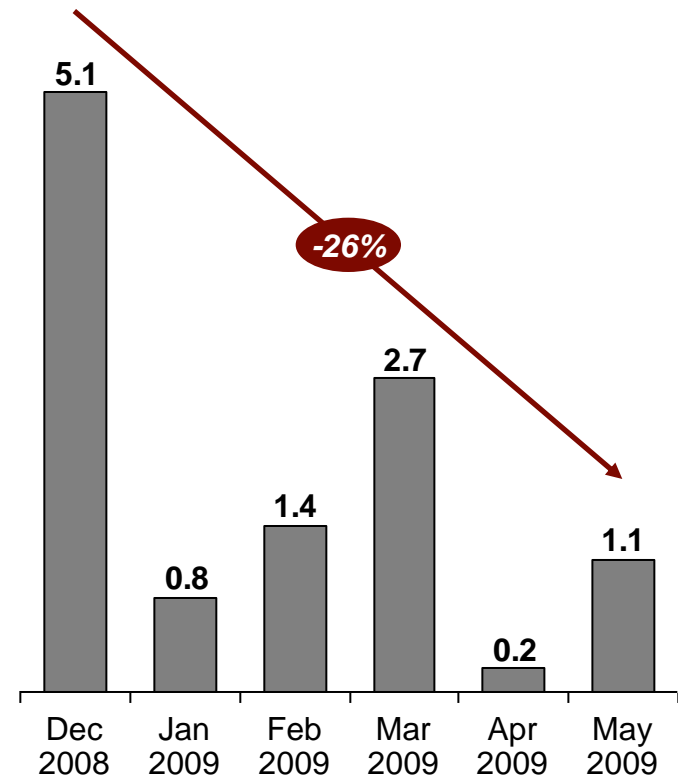
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While the economic crisis has slowed down new investment, we do not expect the trend to reverse

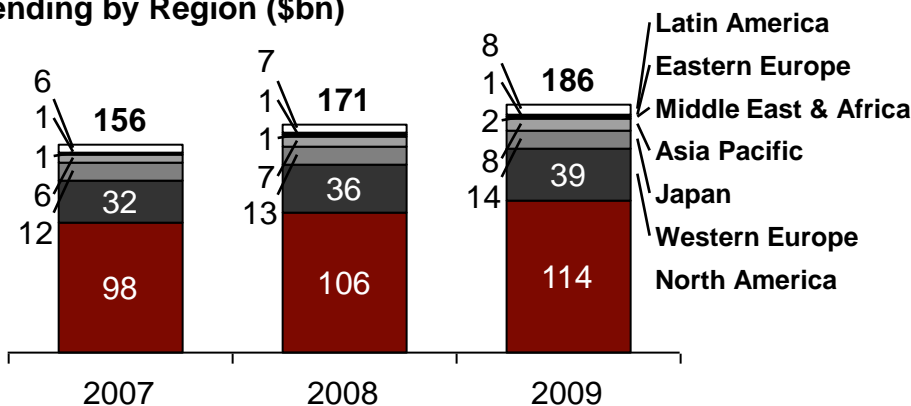
Worldwide IT Outsource (ITO) Spending by Region (\$bn)



Total value of offshoring contracts December to May 2009 (\$bn)



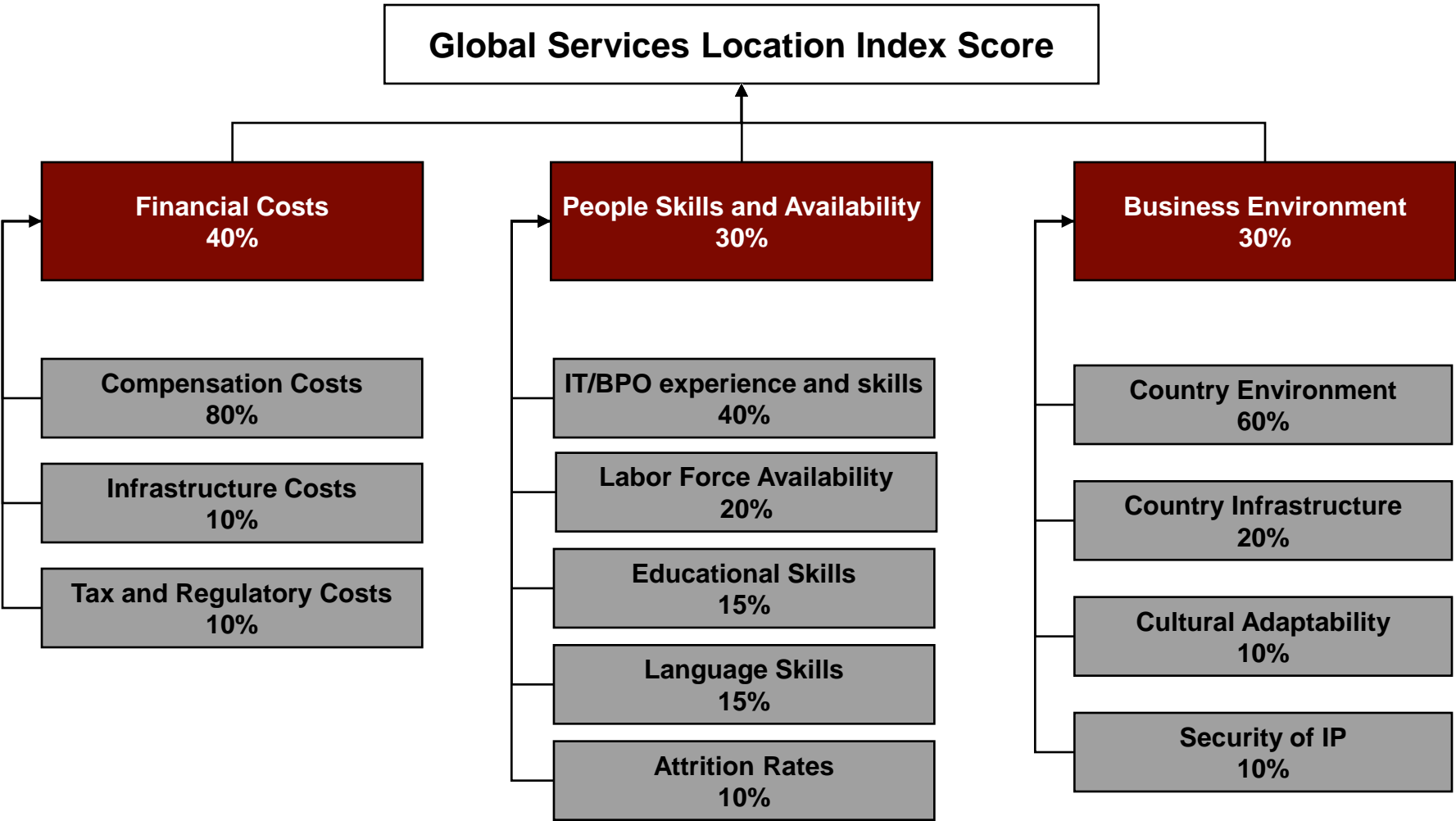
Worldwide Business Process Outsource (BPO) Spending by Region (\$bn)



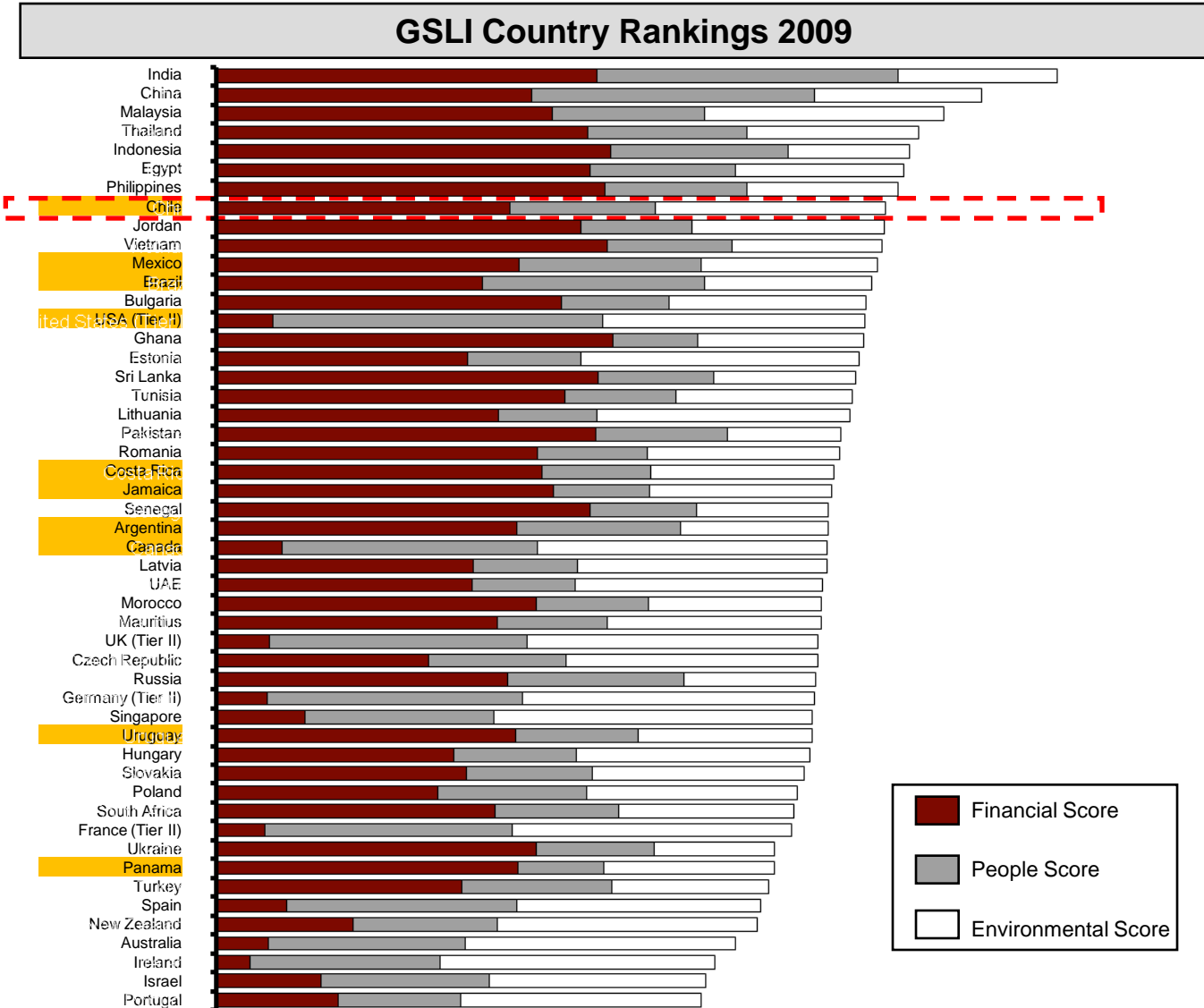
There are five key factors re-shaping the global services landscape



Since 2001, A.T. Kearney has analyzed the Global Services Landscape to assist clients in evaluating potential locations

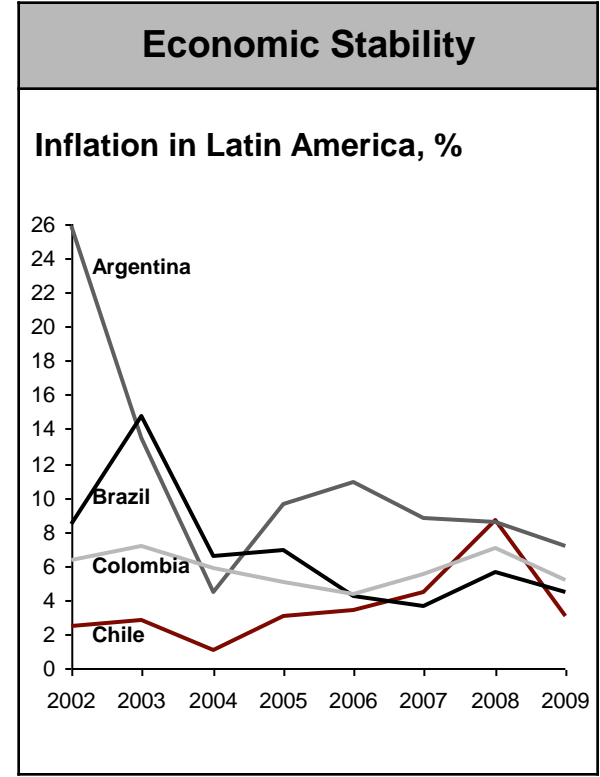
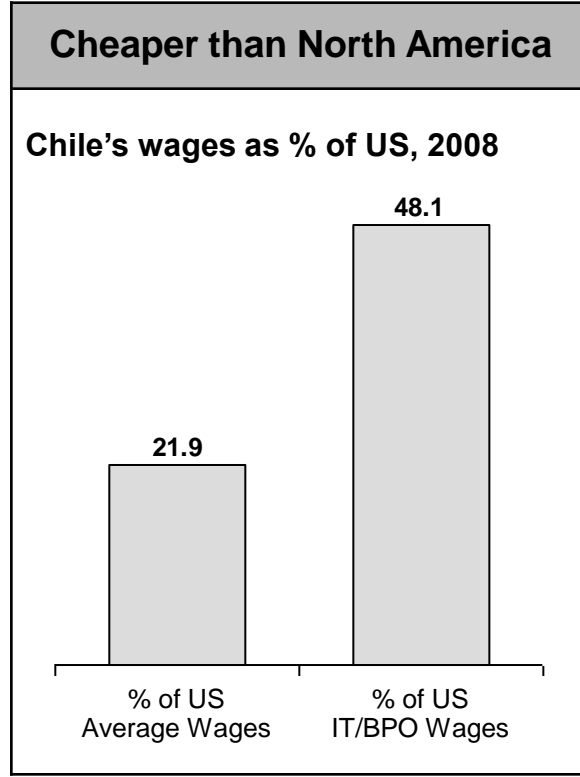
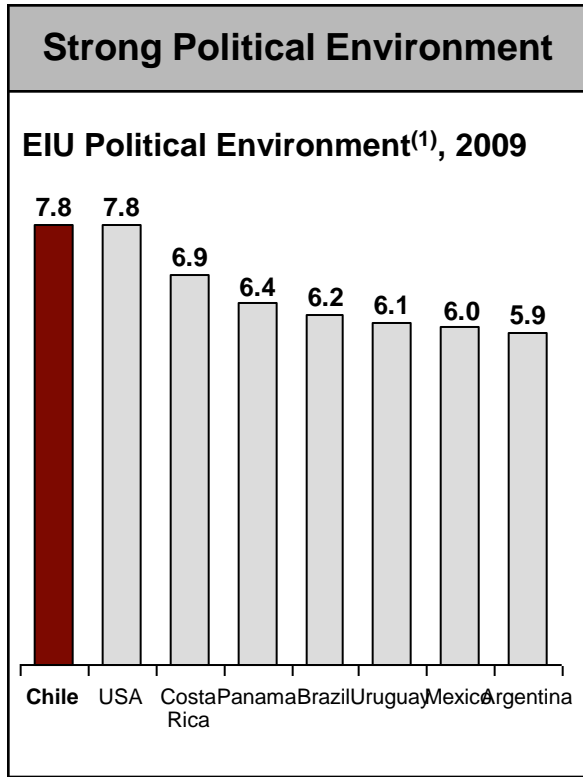


Consistently ranked in the top 10 Global destinations, Chile at number 8 was at the top of the Latin American destinations



Sources: A.T. Kearney 2009 Global Services Location Index, A.T. Kearney analysis.

The quality & stability of OECD countries at Latin American costs provides Chile with a compelling value proposition



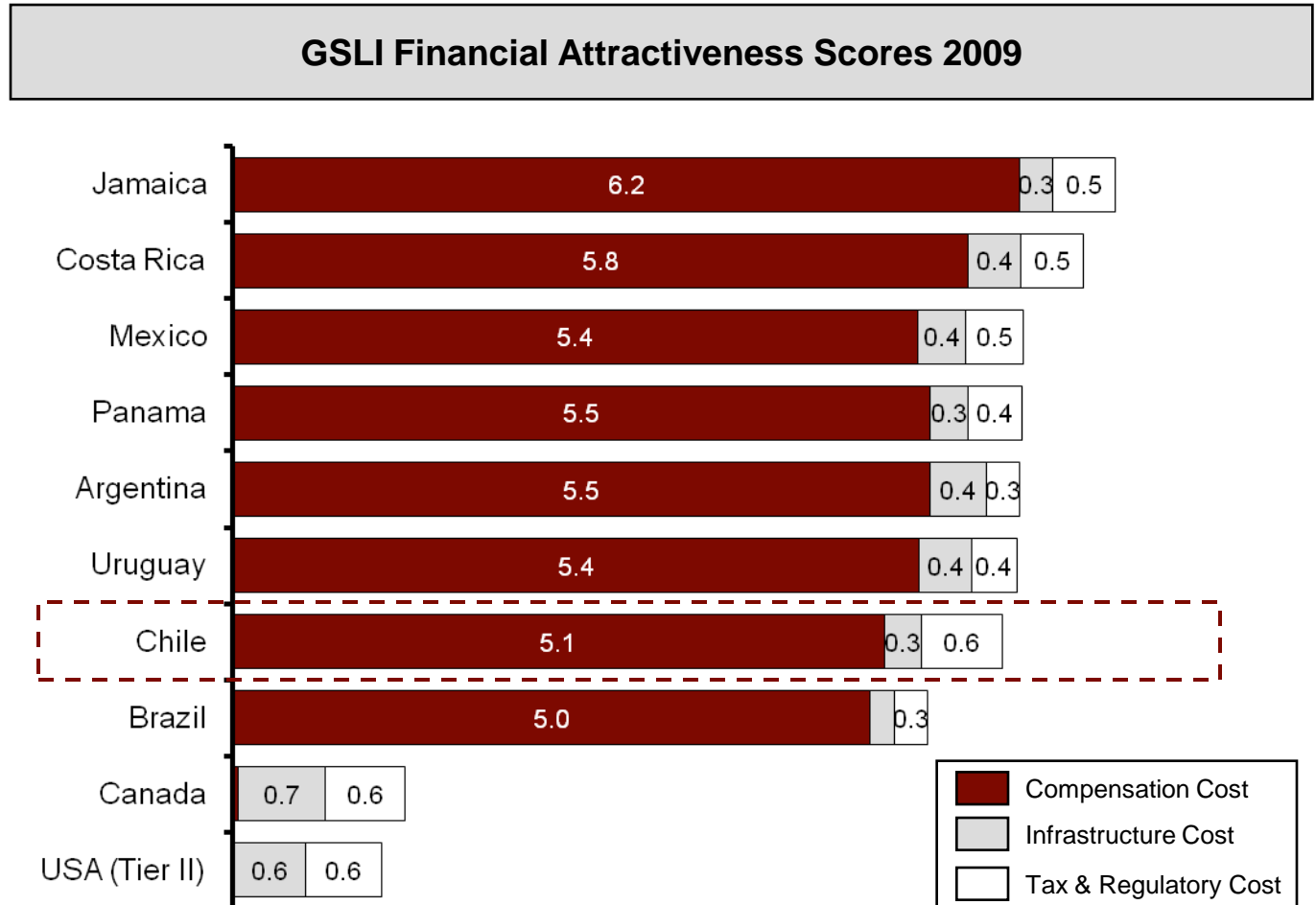
In particular, Chile has weathered the global economic crisis better than other competitors, making it a safe haven for MNCs

Note: ⁽¹⁾ Scores range from 1 to 10, where 1 = low and 10 = high
 Source: EIU, Mercer, A.T. Kearney analysis

Chile's wage driven cost disadvantage is partially offset by competitive infrastructure costs and relative low tax burden

Assessment Criteria

Compensation Costs
<ul style="list-style-type: none"> • Average Wages • BPO Analyst Salary • IT Programmer Salary • Call Center Rep. Salary • Local Manager Salary
Infrastructure Costs
<ul style="list-style-type: none"> • Business airfare - avg. from US/EU/Japan • Rent (\$/m², class A) • Electricity (\$/KwH, commercial) • Telecom (\$/capacity)
Tax & Regulatory Costs
<ul style="list-style-type: none"> • Total Tax Rate • Corruption Perception Index • Currency Depreciation



Notes: Scores less than 0.3 not displayed.

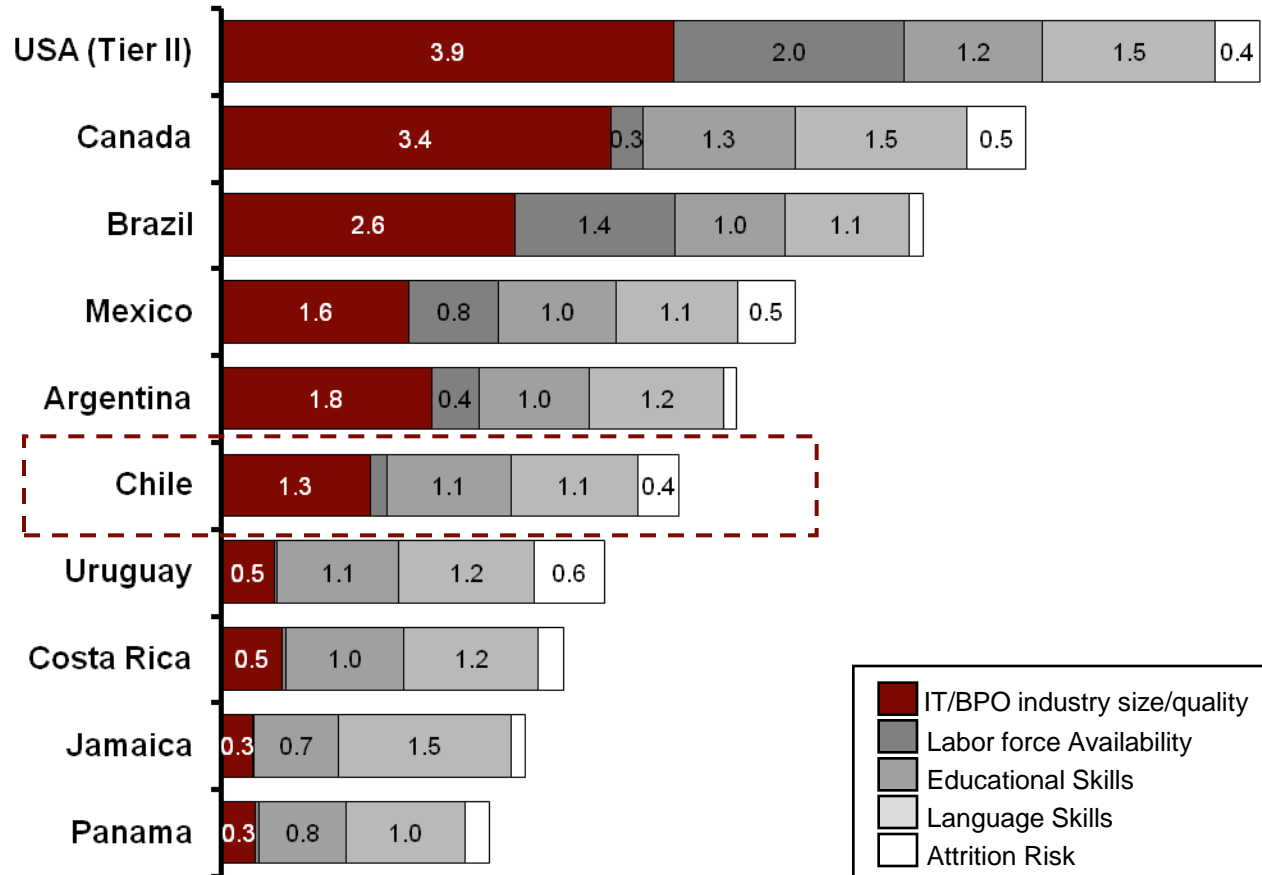
Sources: A.T. Kearney 2009 Global Services Location Index, A.T. Kearney analysis.

Size disadvantages are countered by the quality of the workforce and focused programs to bridge the gap

Assessment Criteria

<p>Business Process Experience and Skills</p> <ul style="list-style-type: none"> IT/BPO Market Size # of firms with CMM & CMMI certification Level of CMM & CMMI Integration # of COPC certified centers # of ISO BPO Standard certified centers Management School Quality
<p>Labor Force Availability</p> <ul style="list-style-type: none"> Size of 15-39 population Tertiary student enrollment
<p>Education & Language</p> <ul style="list-style-type: none"> Mathematical Literacy Scale Scientific Literacy Scale Reading Literacy Scale Mean score on TOEFL
<p>Attrition Risk</p> <ul style="list-style-type: none"> Attrition Risk (BPO growth less unemployment rate)

GSLI People Skills and Availability Rankings 2009



Notes: Scores less than 0.3 not displayed.

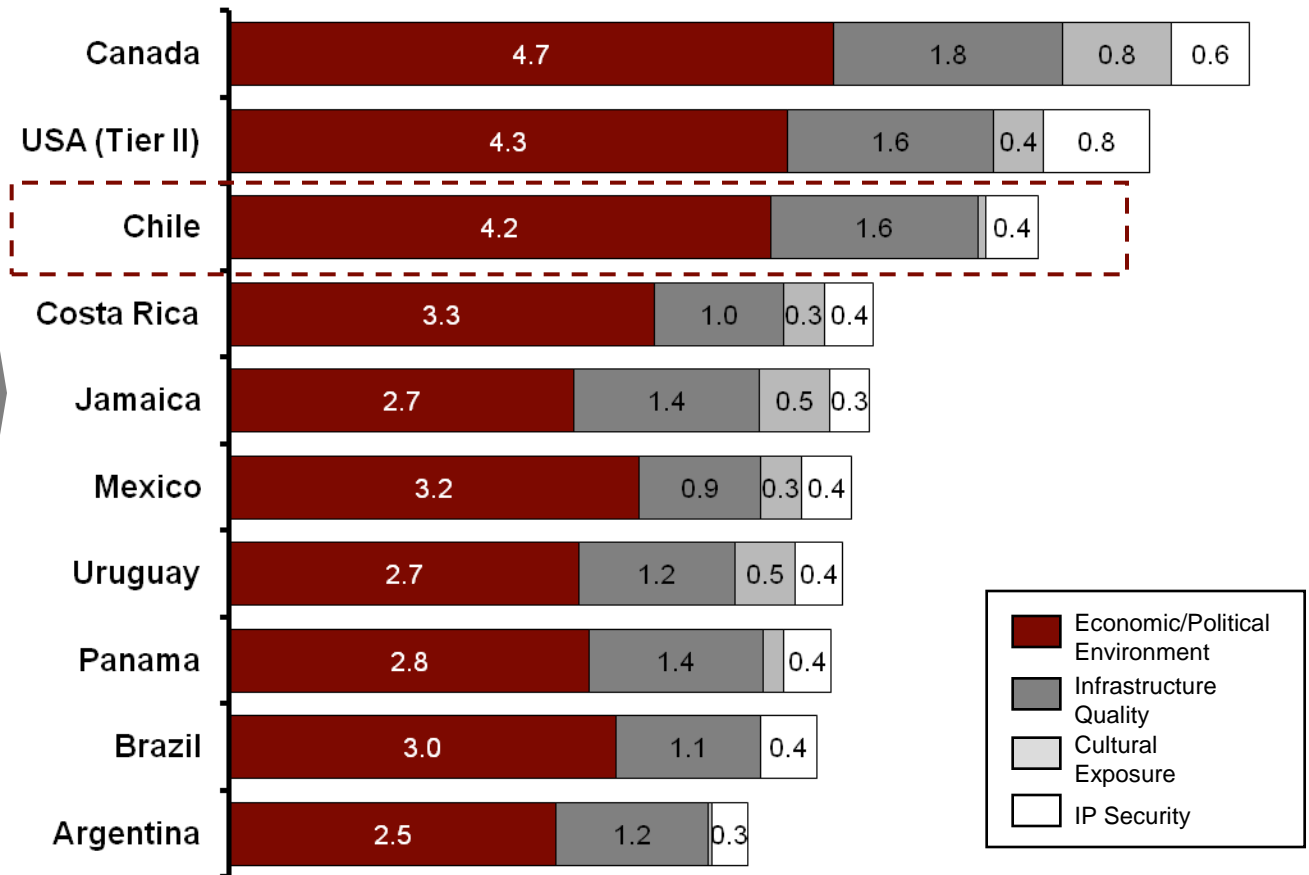
Sources: A.T. Kearney 2009 Global Services Location Index, A.T. Kearney analysis.

Chile's business environment stands out in Latin America and provides the stability that investors seek

Assessment Criteria

Country Environment (Economic & Political)
<ul style="list-style-type: none"> Country Risk FDI Confidence Index Rank Business Environment Political Environment Business Cost of Terrorism Regulatory Burden Government Success in ICT Promotion Ease of Doing Business
Country Infrastructure
<ul style="list-style-type: none"> Overall Infrastructure Quality Telephone/fax Quality International Internet Bandwidth Quality of Electricity Supply
Cultural Adaptability
<ul style="list-style-type: none"> Globalization Index "Personal Contact" Rank
Security of IP
<ul style="list-style-type: none"> Rigor of Intellectual property Protection Laws related to ICT Software piracy rates (%) # of ISO Information Security Certified Centers

GSLI Business Environment Rankings 2009



Notes: Scores less than 0.3 not displayed.

Sources: A.T. Kearney 2009 Global Services Location Index, A.T. Kearney analysis.

Maintaining Chile's growth trajectory requires focus on four key areas

1

Talent Development

- Achieve a sizeable workforce that will be able to meet the future growth in demand for talent in the offshoring industry
- Develop a system in which university programs prepare students who are ready to start working in the industry upon graduation, meeting industry requirements
 - A mix of skills is required as well as a diversity of programs (e.g. technical careers)

2

Targeted Communication

- Make sure it is abundantly clear that Chile is a country of tremendous stability, transparency and opportunity (i.e., an OECD country with costs equivalent to those in a developing country)
- Communicate to potential investors the advantages Chile can offer vis-à-vis their individual needs
- Facilitate quick and seamless dissemination of data to potential investors

3

Focused Promotion Efforts

- Improve results through highly focused promotion, targeting actions towards key decision makers and specific companies within sectors of interest
 - High-Value Added Sector – Differentiation and key strengths
 - Low-Value Added Sector – Build capacity and awareness
- Succeed in putting Chile front and center of scouting activities for potential investors
- Invite them to Chile – allow them to hear firsthand from other executives

4

Business Environment Excellence

- Stay at the forefront of competitive business environments
- Maintain Chile's advantage over other competitors by using a razor focus on enforcement of IP protection, modernization of labor laws, improved immigration process and development of regional clusters outside of Santiago that leverage the lower costs while maintaining a high standard of living