STRATEGIC DIAGNOSTIC

LATAM Initial Diagnostic

A disciplined decision framework for market prioritization, entry design, and the first 30 days of execution.

CLIENT / CONTEXT

Empresa Exemplo | Distributed Energy Solutions

MARKETS	HORIZON	DATE
Brazil | Uruguay | Argentina	30 days	June 2026

A credible market entry decision should distinguish scale potential from operational readiness - and sequence both deliberately.

EXECUTIVE PERSPECTIVE

Uruguay offers the fastest route to commercial validation, while Brazil holds the strongest longer-term scale potential.

The recommended sequence protects speed without confusing initial traction with regional readiness.

ARTICLE AT A GLANCE

The opportunity is credible across the three markets, but the operating conditions differ materially.

A staged entry reduces early commitment while preserving option value in Brazil.

Local partner selection is the most consequential near-term decision.

A 30-day evidence plan is sufficient to determine whether to advance.

Decision required

Approve a staged Uruguay-first validation model and authorize selective pipeline building in Brazil.

WHY THIS MATTERS NOW

The company can test price acceptance, channel behavior, and operating requirements in a market where stakeholder access and coordination are more manageable.

EXECUTIVE RECOMMENDATION

Use a non-exclusive partner pilot with explicit milestones; do not commit to country exclusivity until commercial and operating performance are validated.

KEY RISK

Early enthusiasm may result in a premature commitment to a partner whose commercial reach is stronger than its operational capacity.

Illustrative analysis. Values and scenarios are solely intended to demonstrate the advisory methodology.

EXECUTIVE PERSPECTIVE

The expansion hypothesis is credible only if the company separates commercial ambition from the capabilities required to deliver locally.

The diagnostic begins by making the starting position, operating assumptions, and evidence gaps explicit.

CURRENT STATE

Empresa Exemplo has a differentiated distributed-energy offer and existing cross-border experience, but it has limited local service infrastructure and no proven partner model in the target markets. The entry decision therefore depends less on product relevance than on the capacity to translate product relevance into reliable customer delivery.

CURRENT STATE	STRATEGIC CHOICE	DESIRED OUTCOME
Strong technical offer; limited local operating footprint.	**Sequence entry through a test market before committing to scale.**	**Verified demand, reliable partner behavior, and documented decision gates.**

QUESTIONS THAT REQUIRE EVIDENCE

- Can the target segment articulate a willingness to pay for the company's differentiated value proposition?
- Which local capabilities are genuinely required for installation, service, and post-sale assurance?
- What level of partner dependence is acceptable during the validation period?
- Which early results would justify a scale decision in Brazil?

EXECUTIVE PERSPECTIVE

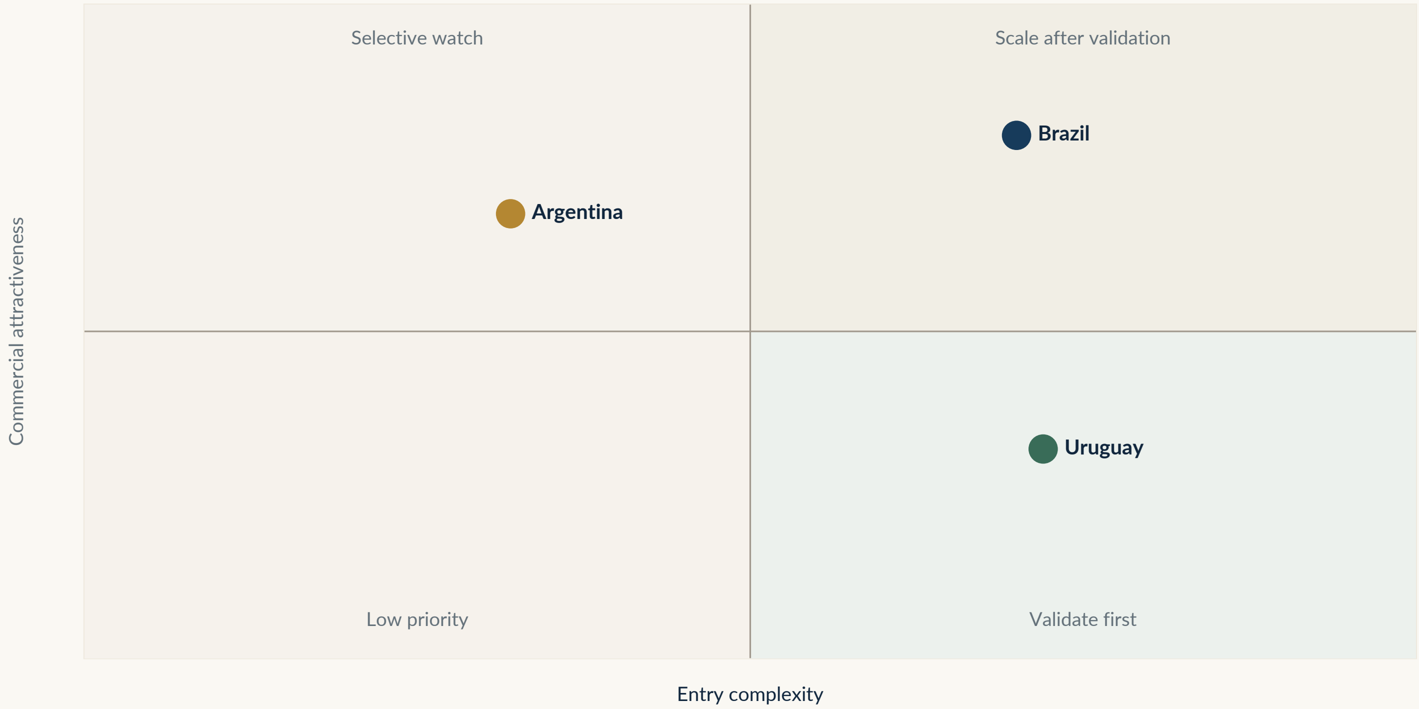
Uruguay is the preferred validation market; Brazil should be developed as a disciplined second-phase scale opportunity.

The market choice reflects a deliberate trade-off between speed, complexity, and long-term upside.

EXHIBIT 1

Market attractiveness versus entry complexity

Illustrative positioning based on commercial access, operating demands, and expected scale potential.



Market	Scale potential	Speed to validate	Operating complexity	Recommended role
Uruguay	Medium	High	Low-Medium	Validation market
Brazil	High	Medium	High	Second-phase scale
Argentina	Medium	Low-Medium	High	Selective monitoring

STRATEGIC IMPLICATION

The entry sequence should treat Uruguay as a controlled learning environment and Brazil as an opportunity that becomes more attractive once local operating evidence is in place.

EXECUTIVE PERSPECTIVE

The most material risk is not demand uncertainty; it is the possibility of committing to a route-to-market before execution responsibilities are clear.

The risk profile is manageable when the company uses staged commitments and makes ownership visible.

EXHIBIT 2

Risk exposure differs materially by market and should shape the entry sequence

1 = low exposure; 5 = high exposure. Illustrative assessment.

	Brazil	Uruguay	Argentina
Regulatory burden	3	2	3
FX exposure	3	3	4
Partner dependence	4	3	4
Contract enforcement	3	2	4
Service delivery	4	2	3

KEY OPPORTUNITIES

- Use Uruguay’s smaller but relationship-accessible market to validate the service model and commercial message.
- Build a Brazil account map in parallel to avoid delaying scale preparation after validation.
- Use partner evaluation as a dual test: access to demand and evidence of operational reliability.

EXECUTIVE PERSPECTIVE

A non-exclusive partner model offers the best balance of speed, control, and reversibility for the initial entry period.

The company should create evidence before it trades control for local reach.

EXHIBIT 3

The initial entry model should maximize learning while limiting irreversible commitments

Score: 1 = weak; 5 = strong. Illustrative assessment.

Criterion	Direct	Distributor	Technical partner	Alliance
Speed to market	2	4	4	3
Commercial control	5	2	3	4
Initial investment	2	4	4	3
Scalability	5	3	4	4
Operating risk	3	3	3	2

STRATEGIC IMPLICATION

A non-exclusive technical partner model should be adopted for 90 days, with explicit customer visibility, service responsibilities, and review rights.

EXECUTIVE PERSPECTIVE

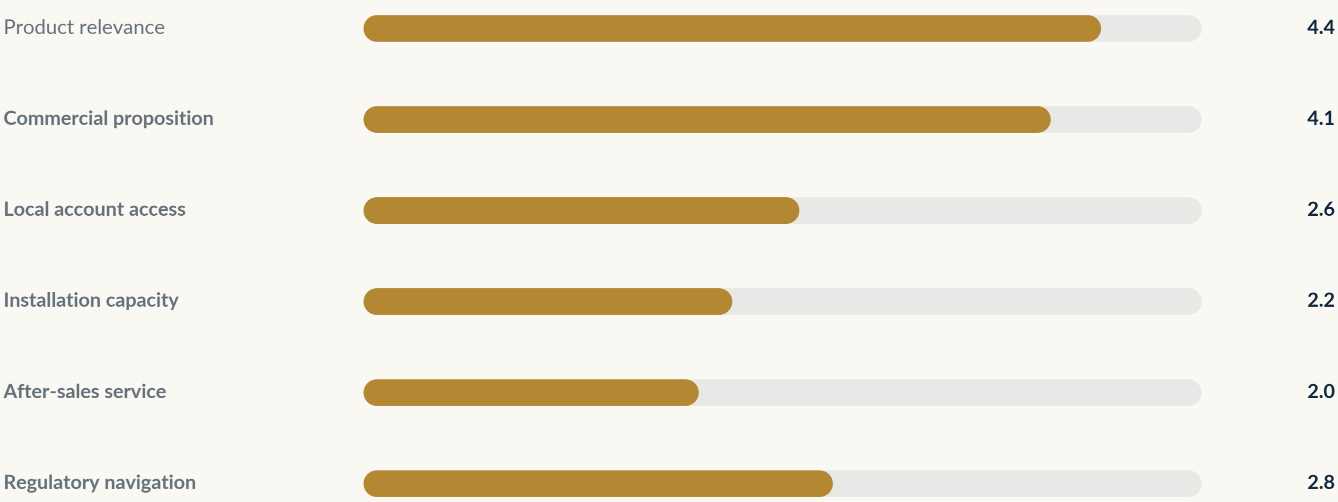
The company’s commercial proposition is stronger than its local execution infrastructure, making capability orchestration the critical entry challenge.

The entry model should close capability gaps through contracts and governance, not through assumptions.

EXHIBIT 4

Required capabilities are concentrated in local execution rather than product-market fit

Illustrative capability assessment: 1 = low readiness; 5 = high readiness.



Illustrative readiness score; not a client assessment.

IMPLICATION FOR OPERATING DESIGN

The company should not treat local support as a secondary implementation issue. In the target markets, installation, service assurance, and stakeholder responsiveness will shape credibility as much as the technical proposition itself.

EXECUTIVE PERSPECTIVE

The recommended entry architecture is narrow enough to create evidence and ambitious enough to preserve regional option value.

The next phase should not be a broad launch; it should be a controlled test of demand, partner performance, and operating requirements.

1. VALIDATE

Run a focused Uruguay pilot with three to five named accounts and a defined offer.

2. OBSERVE

Measure partner behavior against agreed sales, service, and reporting milestones.

3. PREPARE

Build Brazil market intelligence and priority-account hypotheses in parallel.

4. DECIDE

Use explicit evidence thresholds to determine whether to scale, adjust, or pause.

EXECUTIVE PERSPECTIVE

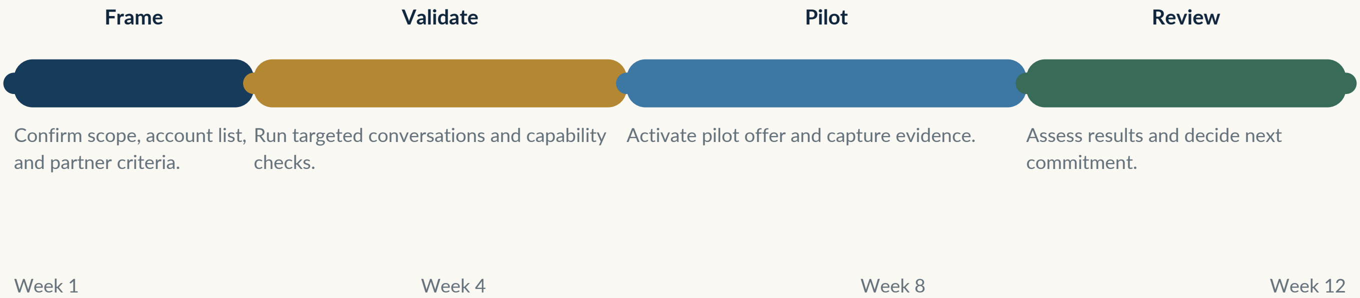
The first 30 days should produce evidence, not merely activity.

The action plan converts the diagnostic into an accountable sequence of commercial and operating decisions.

EXHIBIT 5

Thirty-day roadmap links action ownership to decision readiness

Illustrative roadmap for the first validation cycle.

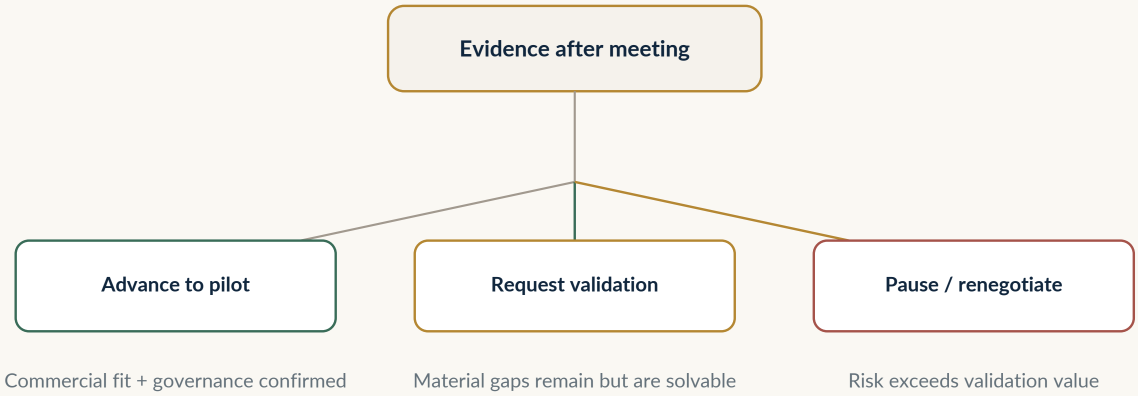


Action	Owner	Dependency	Success criterion	Delay risk
Confirm partner shortlist	Advisory + client lead	Selection criteria	2 candidates validated	Weak access
Prioritize accounts	Commercial lead	Segment hypothesis	5 accounts selected	Diffuse pipeline
Define pilot offer	Product + commercial	Service scope	Offer approved	Unclear service model
Run executive review	Leadership	Evidence pack	Go/no-go decision	Incomplete data

EXECUTIVE PERSPECTIVE

The company should advance only when commercial evidence and operating evidence reinforce each other.

Decision gates prevent early market enthusiasm from becoming a commitment that the operating model cannot support.



DECISION REQUIRED FROM LEADERSHIP

Approve a staged Uruguay validation program, preserve non-exclusivity, and set a formal 30-day executive review at which entry scope, partner commitment, and Brazil preparation will be reassessed.

STRATEGIC IMPLICATION

The right question is not “Should the company enter?” but “What evidence would make a larger commitment rational?”

EXECUTIVE PERSPECTIVE

The initial diagnostic converts regional complexity into an evidence-led sequence of choices.

The next step is a structured working session to align the client's internal owners around the validation plan.

RECOMMENDED NEXT STEP

Conduct a 90-minute working session with commercial, technical, and leadership representatives to confirm target accounts, partner criteria, pilot economics, service responsibilities, and the 30-day review agenda.

OUTPUTS OF THE WORKING SESSION

- Named account list and commercial hypotheses
- Partner shortlisting scorecard
- Pilot offer and service boundary
- Decision-gate calendar and owners

Illustrative example - designed to demonstrate advisory methodology and executive material quality.