

**INSTITUTO TECNOLÓGICO Y DE ESTUDIOS
SUPERIORES DE MONTERREY**

CAMPUS ESTADO DE MÉXICO



PLAN INTEGRAL DE NEGOCIOS: TODODECOMPUTO.COM

MAESTRÍA EN ADMINISTRACIÓN

PROYECTO DE CAMPO PRESENTADO POR

GUILLERMO REYES GONZÁLEZ

ASESOR

DRA. MARÍA FONSECA PAREDES

ABRIL 2009

CONTENT

ILUSTRATIONS INDEX.....	8
INTRODUCTION.....	9
Service definition	10
Consumer expectations	11
History	13
MISSION, VISION AND VALUES.....	15
Mission.....	16
Vision	16
Values.....	17
BUSINESS MODEL.....	18
Description	19
PROJECT DESCRIPTION.....	20
Motivations	21
Project Phases	22
Action Plan	25
Budget.....	25
ANALYSIS OF THE ENVIRONMENT.....	26

Porter Analysis..... 27

- Threat of substitute products 27
- Threat of new competitors 27
- The bargaining power of customers 29
- The bargaining power of suppliers..... 30
- The intensity of competitive rivalry..... 31

SWOT Analysis 33

- Strengths..... 33
- Weaknesses 34
- Opportunities..... 35
- Threats..... 35

Value Chain 36

Available Resources..... 37

- Human Resources 37
- Technology 37
- Wide Contact Network 38
- Intellectual Property and Copyright..... 38
- Suppliers 39
- Financial..... 39
- Logistics 39
- Dynamic Capabilities 40
- Differentiating factors 40

MARKET RESEARCH..... 41

Consumer Definition..... 42

Market Description..... 43

- Number of Costumers..... 43
- Market's Raise 43
- Demographics..... 44
- Spend..... 44
- Categories..... 45
- Geographic 46

Special Characteristics	47
Coustomer Behavior	48
Reasons to buy	49
MARKETING TOOLS	51
Promoting and publicizing the company	52
Factors to take into account.....	52
Options.....	52
Product Distribution	53
Factors to take into account.....	53
Options.....	55
Setting Price	56
Factors to take into account.....	56
Options.....	56
Selling the product	58
Factors to take into account.....	58
Options.....	60
HUMAN RESOURCES ORGANIZATION.....	61
Organization	62
PROFITABILITY & FINANCE.....	64
Critical Factors	65
Definition of the Scenarios	66
BASE: Financial Planning Under Conditions of Certainty	67
SCENARIO 1: Project and Natural Raise of the E-Commerce Market	69
SCENARIO 2: Project and Low Raise of the E-Commerce Market	71
SCENARIO 3: Low Raise of the E-Commerce Market.....	73
Estimation of the Project Profitability.....	75

Comparison Between the Different Scenarios..... 76

Requirements 76

NEXT STEPS 77

A part of the Long Term Vision 78

Sell Banners 78

Expansion to New Product Categories..... 79

Creation of Education Division 79

Be a High Volume Importer..... 80

Expansion to New Geographical Markets 80

Consultancy in E-Commerce 81

CONCLUSIONS 82

APPENDIXES 85

APPENDIX 1: Contact Network Diagnostic 86

Suppliers Network..... 86

Strategic Partners Network..... 87

Clients Network..... 88

Funders' Network..... 89

Strategies to Make The Net Stronger 95

Necessities of the people inside the Net..... 96

Filling Holes inside the Net 97

Investing in Affiliations 98

APPENDIX 2: Conduct Code..... 99

APPENDIX 3: Traffic Statistics & Benchmarking 103

Benchmarking 103

Traffic Sources..... 104

Loyalty 104

APPENDIX 4: Competitor Analysis 105

 Direct Competitors 105

 Indirect Competitors 106

APPENDIX 5: Résumés of Key Managers and Employees 107

APPENDIX 6: Financial and Projected Statements for the Base Scenario 110

 Income Statement 110

 Balance Sheet 111

 Cash Flow Statement 112

 Financial Ratios 113

 Cost Structure 114

 Balance Structure 114

APPENDIX 7: Tornado Graphs and What-If Analysis 115

 2008 115

 2009 116

 2010 117

 2011 118

 2012 119

REFERENCES 120

Illustrations Index

Graph 1 - TododeComputo Sales.....	21
Graph 2 - Traffic Sources (Google Analytics, 2009).....	23
Graph 3 - Implementation Action Plan (weeks).....	25
Graph 4 - Budget Distribution.....	25
Graph 5 - Internet Users in Mexico, in millions. (AMIPCI, 2007)	43
Graph 6 - Age distribution of Internet Shoppers, (Wavell, People that made e-commerce shopping in the last 30 days, 2006, 2007).....	44
Graph 7 - Mexican Spend in E-Commerce, in million dollars (AMIPCI, 2008).....	45
Graph 8 - Top Selling E-commerce Categories, in million Dollars (AMIPCI, 2008)	45
Graph 9 - Internet Users by State. (AMIPCI, 2007)	46
Graph 10 - Internet use in the last 3 months, and in the last 3 days. (Wavell, Internet use, last 3 months and last 3 days, 2006, 2007)	47
Graph 11 - The Internauts spend more time on-line. Average time spend on line from Monday to Friday. (Wavell, Urban Population. Internet Users, 2006, 2007).....	48
Graph 12 - Distribution Channel.....	60
Graph 13 - Risk Analysis Scenario 1.....	70
Graph 14 - Risk Analysis Scenario 2.....	72
Graph 15 - Risk Analysis Scenario 3.....	74
Graph 16 - Projected TododeComputo's Sales.....	75
Graph 17 - Free Cash Flow Differences.....	76
Graph 18 - Suppliers Participation.....	87
Graph 19 - Clients Participation.....	88
Graph 20 - TododeComputo's Benchmarks	103
Graph 21 - TododeComputo's Traffic Sources	104
Graph 22 - Visitors Loyalty	104

INTRODUCTION

Service definition

TododeComputo is an e-tailer¹ that sells computer, electronic, photograph, videogame, camping and kitchen products through Internet in three different channels, the TododeComputo.com's site, the MercadoLibre's site and an extra no internet based channel (traditional channel).

When you visit a traditional computer related store, you can only find around 2000 different articles, and probably you do not find the specific product that you are looking for, in TododeComputo you can find information about all the related products that helps you to take decisions. You can find more than 14000 different products from more than 150 brands catalogued in around 400 categories. **TODODECOMPUTO's GOAL IS THAT YOU FIND THE PRODUCT THAT YOU ARE LOOKING FOR;** in addition to the common commercial products that you can find in traditional stores.



In TododeComputo, the consumer also can pay using a very wide of payment methods that helps them to make the experience more affordable.

Today, TododeComputo, with more than 8 years doing e-commerce in Mexico (a pioneer in the field), is one of the top 40 Mexican e-commerce sites according with the Mexican Internet Association (AMIPCI²).

¹ e-Tailer: Contraction of the words "Electronic Retailer" that means a company that sells products through electronic ways like Internet or EDI.

² AMIPCI: Asociación Mexicana de la Industria de la Publicidad y el Comercio por Internet. Mexican Publicity and Commerce Trough Internet Industry Association, also known as Mexican Internet Association.

Consumer expectations

In TododeComputo the customer:

- Can find more than 14000 different products that usually cannot find all in a traditional computer store in the next categories:
 - Computers
 - Electronics
 - Photography
 - Videogames
 - Camping
- Can pay with a very wide of payment methods:
 - Electronic transfer
 - Bank deposit
 - Credit card
 - No interest monthly payment using credit card
 - Oxxo & 7-Eleven
 - PayPal
 - DineroMail

 **DineroMail**  **PayPal**



- Can find technical information about the product that helps the visitor to decide which product best fit his necessities.
- Do not have to travel to another city to find the computer accessories that they need.
- Can choice a product between different brands, not only between the most commercial or with the better distributions like in a traditional store.

History

TododeComputo was founded originally with the name of Grupo DiMAC on January 23 of 1993 by Guillermo Reyes González along with a group of students of the race of technical programmer of the CECyT #9 “Juan de Dios Bátiz” of the Instituto Politécnico Nacional.

Initially, the Distribuidora Metropolitana de Artículos de Computación – DiMAC (Metropolitan Distributor of Computing Products), was created with the purpose of being able to obtain computer supplies to a price better than the one that was offered in the stationery stores of the time. DiMAC thus began to distribute floppy disks, paper and tapes for printer and with the years were extending their line of products to include more than 14000 today.



For 1996, DiMAC already had clients of institutional type who allowed him to reach better volumes of purchase and to offer better prices, between which they excelled the German embassy, the United Nations, and Softek group, which got to represent until 80% of the sales of the company.



In 1999, the United Nations began to demand to her suppliers to provide a media to make queries in the product catalogues in an electronic way. When analyzing the different alternatives to fulfill the requirement, Grupo DiMAC selected the electronic commerce as the ideal media, because not only it satisfied the requirement with the United Nations, also allowed us to explore a new market: the rising market of the Internet users. TododeComputo.com was born in 2000 under that concept.

TododeComputo.com became pioneer of the electronic commerce in Mexico. To be able to impulse its business model it had to become promoter of the industry participating in congresses, exhibitions, TV and radio programs giving to know the model. In addition, it had to develop to its own suppliers to obtain its goals.

For example, TododeComputo is part of the committee of electronic commerce of Ingram Micro in Mexico, the world's most important technology supplier, where he helped to design the IM-Speed application, bases of the operations of electronic commerce of the wholesaler, as well as some of the related logistic processes, and has participated in the design of strategies of electronic commerce for suppliers like IC Intracom and Fuji.



Also TododeComputo is part of the committee of electronic commerce of the Mexican Association of the Industry of Commerce and Publicity trough Internet (AMIPCI) helping to define the policies and strategies to promote the electronic commerce in the country.



Today, TododeComputo is considered by the AMIPCI, as one of the 40 more important sites of electronic commerce in Mexico.

MISSION, VISION AND VALUES

Mission

In TododeComputo you can find the computer or technology information and buy the products that you are looking for, in addition to the common commercial products that you can find in traditional stores.



Vision

Be one of the top 5 specialized e-commerce sites in Mexico, offering ***to the new generation of internet buyers*** a great variety of products of diverse categories, in special technology products, delivered at their home or office in a very low time of response, and offering to the educational sector companies a specialized service according to their needs, being a powerful tool for technology companies to reach the adequate customers for its products, contributing to the development of cities or communities helping them to obtain the technology that they need.

Values

In TododeComputo, We commit to these values to guide our decisions and our behaviors³:

Teamwork

We promote and support a diverse, yet unified, team. We work together to meet our common goals.



Respect

We honor the rights and beliefs of our fellow associates, our customers, our shareowners, our manufacturers and our community. We treat others with the highest degree of dignity, equality and trust.

Responsibility

We accept our individual and team responsibilities and we meet our commitments. We take responsibility for our performance in all of our decisions and actions.

Integrity

We employ the highest ethical standards, demonstrating honesty and fairness in every action that we take.

Innovation

We are creative in delivering value to our fellow associates, customers, shareowners, manufacturers and community. We anticipate change and capitalize on the many opportunities that arise.

³ See Conduct Code Appendix for details

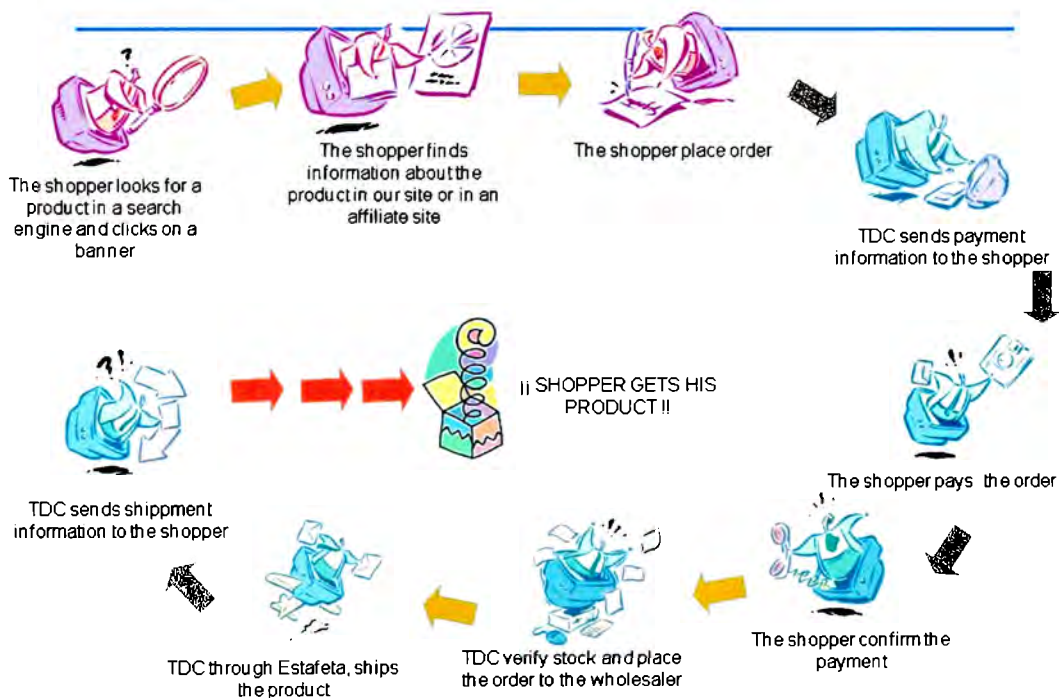
BUSINESS MODEL

Description

Our business model consists in an easy to follow 10 steps:

1. The people look for a product in a search engine or go direct to our site.
2. The people find information about the product in our site.
3. The visitor places an order.
4. TododeComputo sends payment instructions to the shopper.
5. The shopper selects the payment method and pays his order.
6. The shopper or the payment broker confirms the payment.
7. TododeComputo verify stocks and place the order to the wholesaler.
8. TododeComputo or the wholesaler ships the product.
9. TododeComputo sends shipment information to the shopper.
10. And the shopper gets his product.

Business Model



PROJECT DESCRIPTION

391481

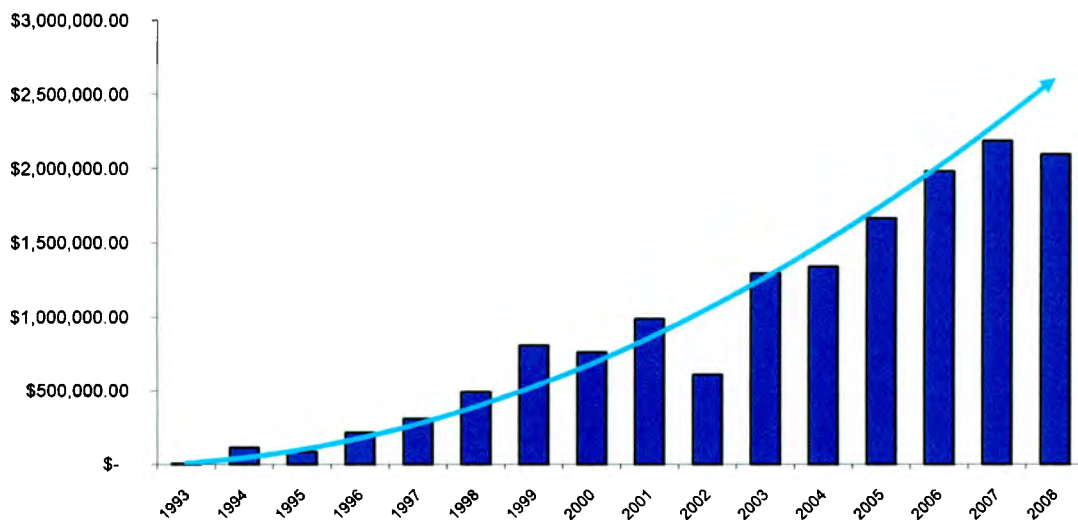
BIBLIOTECA



Motivations

In the last 4 years, TododeComputo’s sales have grown in average 20% every year, and the amount of Internet visitors and products listed in the catalogue shows similar numbers of growth. The develop of new e-Tailers, the constant innovation in the field, the slow technological development of some suppliers, and the increasing demand of fresh information by the customers pushes TododeComputo to develop new software projects to attend this new goals.

TododeComputo's Sales in current Mexican Pesos



Graph 1 - TododeComputo Sales

At the same time, Tododecomputo is worried about situations that can diminish their yield as the abrupt sprouting of new forms of electronic fraud or changes in the policies of commissions of commercial partners like MercadoLibre or Google.

Project Phases

To adapt the company to these new conditions we are proposing a project that consists in a reengineering of the company that involves the next phases:

1. Internet Robot

The develop of a software that allows the actual internet store system to search manufacturers' internet sites to look for technical information and pictures of the products that TododeComputo sells automatically. This kind of software is known in the industry as a ROBOT. The ROBOT will collect technical information and pictures that will be placed on the TododeComputo's site allowing visitors to find better information about the products that they are looking for. In addition, this better quality information will improve the TododeComputo's rate in search engine listings, increasing at the same time, the amount of visitors and as consequence the probability of making a sell.

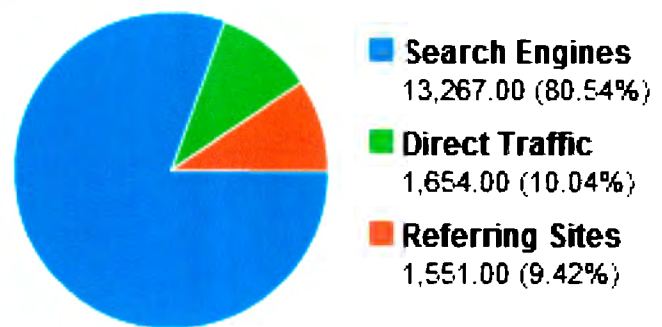
2. Graphical interface redesign

The graphical design of the site is 9 years old and shines old, the change by a more actual and fresh design will attract more visitors and will improve the navigation experience. The changes are thought on the basis of the present tendencies in electronic commerce as the use of greater photos, a greater resolution from 800x600 to 1024x768, use of columns so that more products are visible with no need to scroll the page, less detail of the product in home, etc.

3. Branding and marketing campaign

In spite of being considered by the AMIPCI as one of the 40 more important sites of electronic commerce of Mexico, only the 10.04% of the visitors arrive directly at him, against 80.54% it arrives through the search engines and 9.42% that arrive through other sites. This situation is product of the low positioning of the mark, because only the 14.62% of the visitors even return (See Benchmarking Appendix).

Therefore, we will initiate a campaign of brand positioning in where in one first stage, we will look for to increase loyalty of our present visitors and in a second stage, to present the brand to potential clients, looking for to separate TododeComputo of the relation that many visitors do with MercadoLibre where they knew us.



Graph 2 - Traffic Sources (Google Analytics, 2009)

4. Navigation structure

To reduce the number of clicks that are required to place an order is a priority, because each click represents a possibility of leaving the purchase process. We will redesign the structure of navigation of the site to diminish the amount of steps to finalize the purchase modifying the structure of the software of electronic commerce that we used now.

5. Technical Blog

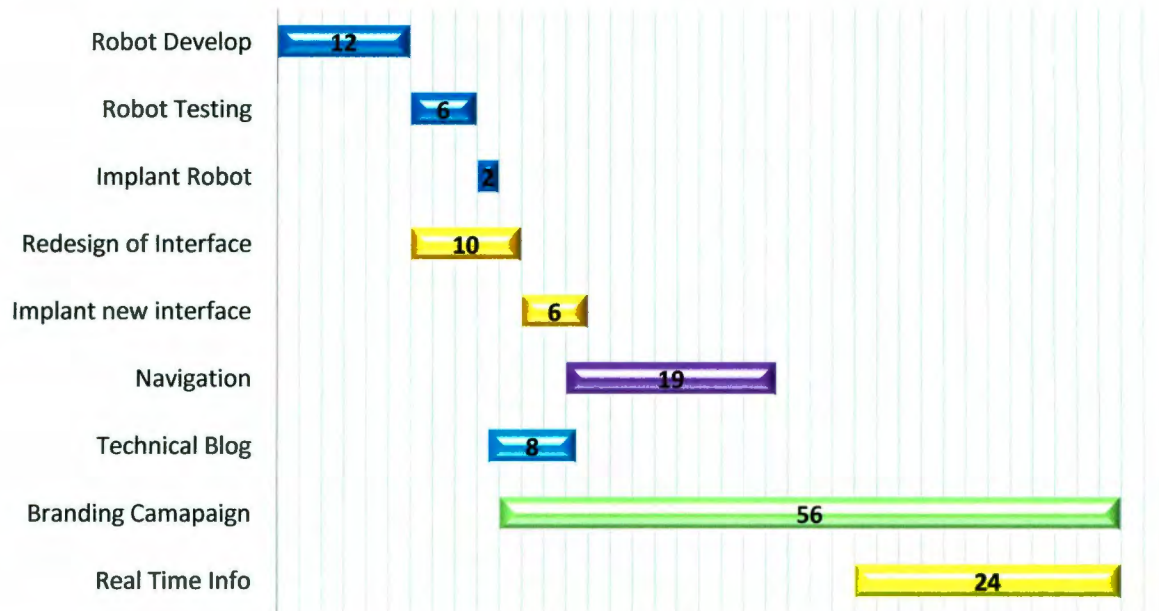
Traditionally there is a separation marked in Internet between the sites that offer products (virtual stores) and the sites that offer answers to technical questions (forums of technical support). We will modify the virtual store with the intention to insert a pre-build support blog for each product, where people cannot only find the product that also needs but to find consultancy relative to itself. In a similar format to a blog in where the same community that visits the site, is the one that makes and responds the questions. This idea will facilitate that the visitor continuously returns to the site to consult the answers to his questions or to respond the questions of others.

6. Real time information

Today, the information relative to the product availability is updated once to the week, in this part of the project, we will modify the system of the store so that the visitor can consult in real time the existence in each warehouse.

Action Plan

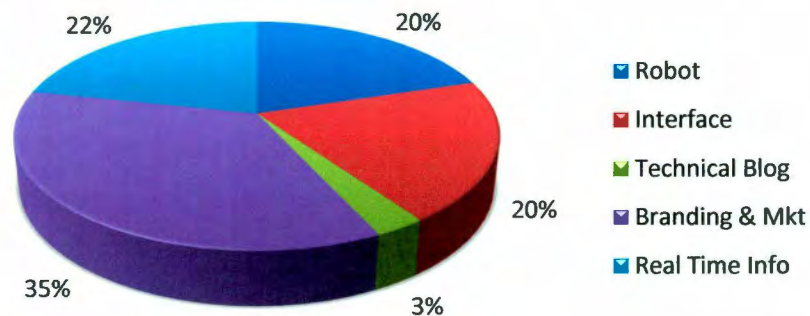
The next graph shows the action plan proposed to reach these objectives, the numbers represents the weeks needed to develop each point.



Graph 3 - Implementation Action Plan (weeks)

Budget

To reach these objectives, we need a budget of \$356,000 MXP, that will be used as shown in the next Graph.



Graph 4 - Budget Distribution

ANALYSIS OF THE ENVIRONMENT

Porter Analysis

Threat of substitute products

Many of the TododeComputo's products are very common products that everyone can find in a different store at different prices, and in the case of Internet, at only one click distance between us.



Although many other suppliers of technology can offer same products, many of them are limited to offer only products of greater rotation, leaving to a side the specific necessities of more sophisticated clients that need high specialized products. Actually, TododeComputo is the only specialized e-Tailer that can offer a mix of more than 14000 technology related products.

Threat of new competitors

New competitors could be general e-Stores, or other specialized "brick stores" and e-stores, but in all cases the phenomenon are the same, nobody has the same mix of products that TododeComputo can offer due to the supplier development that TododeComputo achieves being part of the E-Commerce committees of the most important players in the industry.

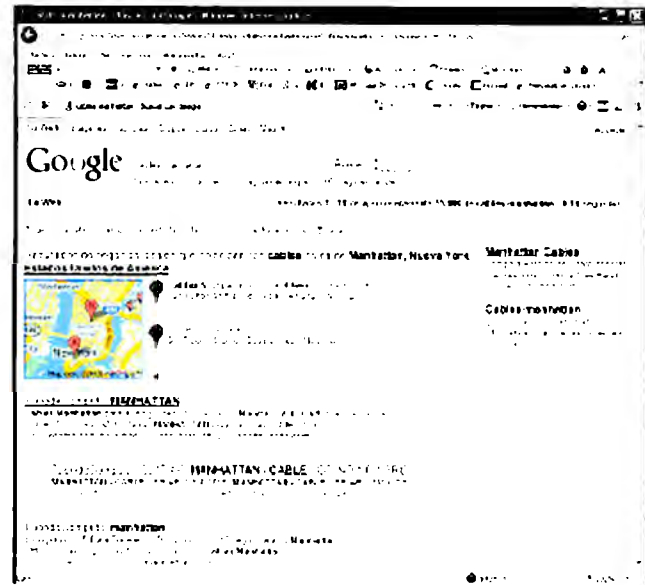
Actually, TododeComputo is part of the e-commerce committee of Ingram Micro (the world's biggest technology wholesaler), Fuji Film de México (one of the most important players in the Digital Photograph industry), IC Intracom México (Manufacturers of "Manhattan", one of the most important cable and computer accessories brands), and the AMIPCI, the association that involves the most important Internet sites like Google, ProdigyMSN, Yahoo! and more, being near of the most important e-commerce and e-marketing initiatives in Mexico.

The only exception to this assumption is the case of MercadoLibre and DeReto, the two major general e-commerce sites that allow a big number of sellers offer their products on Internet. To prevent that this kind of sites develop new competitors, TododeComputo offers their products also in these sites, maintaining presence and being part of the strategies of these top players.



Technology is an important entry barrier to the development of new e-Tailers that in most cases uses pre-fabricated e-stores that can take the information only from the company that developed it. Actually, TododeComputo works with the most important technology wholesalers to develop interfaces between systems that makes possible to integrate different databases in different formats that could take years to other companies to develop.

Other distinctive characteristic that makes TododeComputo different is the ability to optimize his internet site to be on the top listing of the main Internet search engines. This ability acts as an important entry barrier to new competitors; a new internet site takes at least 3 months to be top listing in an important search engine thinking that the search algorithm is not changing. However, in the reality, the search engine algorithm changes more often than 3 months, this make difficult to a new company to be a top listing.



The bargaining power of customers

Customers normally have the ability to put the company under pressure, and try to negotiate the lowest price possible and the most of the benefits for them. However, in the case of TododeComputo, this consumer power is only applied to the most common high rotation products (around 1200 products of the 14000). The mix with high-specialized products (think in software licenses by contract, by example) that are difficult to find in most medium and small cities, and in big cities, makes weak the power of customer. A difficult point in this topic is the low brand presence of TododeComputo in the costumers' mind due the alliance with MercadoLibre (mainly); it is an obstacle that has to be solved.


An exception to this rule is the traditional channel, in which high volume clients like the United Nations and the different schools of De LaSalle (Universidad LaSalle, Colegio Cristóbal Colón, Colegio Simón Bolívar [Mixcoac and Pedregal], and many others) and the OpusDay (IPADE, UP, Colegio Cedros [Norte and Sur], and others), have the power of negotiate lower prices and special conditions due the high volume of purchase. To attend this topic, TododeComputo assign a person that has the goal of be closer to these institutions to make sure that we can offer a different service, according to their specific needs, like deliver shipped direct to the end user in different “hard to access” facilities for the UN, or a specific academic license contracts for specialized software and a special consignment plans for office supplies for schools.

The bargaining power of suppliers

This force represents the power and influence of suppliers over the company and is probably the weakest side of TododeComputo because all of his suppliers are many times bigger than it that makes TododeComputo very sensitive to changes in the different market, credit, and commercial conditions. In order to confront this situation, TododeComputo develops plans to:

1. Integrate systems in line to react immediately to a change in information, and assure that the new suppliers systems match with our systems and if not, make things happen, proposing changes in the suppliers systems or adapting our systems to the new develops,
2. Be part of the suppliers’ e-commerce committees to be part of the new initiatives in that topic,



3. Be part of the search engines initiatives in Mexico through AMIPCI to take part of the initiatives. 
4. Constantly development of new suppliers, including direct competitors of the actual suppliers.
5. With the power of 15 years of excellent historic credit management, actually TododeComputo has ready credit lines with other institutions in line to prevent changes in suppliers' commercial conditions.

The intensity of competitive rivalry

Computer reseller industry is a much-competed industry. In Mexico are more than 12000 registered resellers, but many of them (approximately the half, source: Select) are very small resellers called "cajueleros", and less than 20% ship products outside of his influence area (Select), and only a minority of the rest (less than 10% of the rest), has internet operations with less than 2 years of existence and with no experience in e-marketing and other internet knowledge necessary to do e-commerce.

The main competitors of TododeComputo on Internet are in one of the next cases:

1. Uses the Ingram Micro E-Commerce Technology (designed in part by TododeComputo), that allows this resellers to sell over internet only the Ingram Micro products (around 8000). That is an important barrier to new e-tailers because they cannot include products of other suppliers and generates high dependency on the Ingram Micro policies.



2. Uses the MercadoLibre E-Commerce Technology that has high costs and puts in constant fight with other MercadoLibre's sellers that imports products, or sell refurbished or used products. If these competitors sell only in MercadoLibre, they have higher operational costs than TododeComputo.
3. Has his own e-commerce technology developed in the last years and with high costs that TododeComputo depreciate more than 5 years ago.
4. Don't have interconnected systems with other suppliers, makes manual changes to their catalogues, making these sites slower in a price or availability changes. Most of them have a much reduced catalogue with less than 1000 products.



The only exceptions are the only two Internet sites that have the same capabilities of TododeComputo but that are only interested in the high rotation market:

- Paguito.com
- PCenlinea.com

In the traditional channel, very low competitors have the certifications and correct mix of products to attend the necessities of the academic sector. The necessities of the schools and universities are very wide, and only a small amount of companies can be a "one single point" for the products that this particular sector need.

SWOT Analysis

Strengths

- Human development
 - High specialized team in complex systems and e-commerce
 - Functions defined in the org chart (See Human Resources Organization)
- Managing
 - Expansive Network (See Contact Network Appendix)
 - Contacts in the academic sector
 - Team with experience in diverse markets
 - Participation in e-commerce comitees in AMIPCI and with our biggest suppliers
 - Mission, Vision and Values defined (See Mission, vision and values)
 - Procedures manuals defined
 - Easy integration with new suppliers
- Marketing
 - Multi-market strategy: more than 14000 in the computing, photography, electronics, videogame, camping and kitchen markets
 - Pricing strategy defined (See Setting Price in Marketing Tools)
 - An easy to remember internet domain name (in Spanish and English), and other related domain names that can be used
 - Promotion and publicity defined (See Promoting and publicizing in Marketing Tools)
 - Nation wide coverage through our alliances with Ingram Micro and Estafeta (See Product Distribution under Marketing Tools)
- Financing
 - Good credit history



- Enough credit lines for the operating activities
- Clear credit policies for high volume clients
- Commercial process
 - Top in search engine listings
 - Knowledge of search engine optimization and constant investigation in that technology
 - Authorized reseller of many brands
 - American Express plan of fixed payments
 - Wide set of payment options (Credit card, bank transfers, Oxxo, 7-Eleven, PayPal, Dineromail and others)
 - AMIPCI Trust certification

Weaknesses

- Human development
 - High rotation in operative positions
- Marketing
 - Need for brand independency, actually many consumers relates our name with MercadoLibre
 - Lack of the physical facilities where the clients can have contact with products and gather the merchandise
- Commercial Process
 - High dependency on Google, Yahoo! and MercadoLibre's policies



Opportunities

- E-commerce Mexican market is growing 70% yearly
- Easy to expand into new markets (new products, new brands)
- Develop consultancy in search optimization engines
- Develop consultancy in e-Commerce & e-Marketing
- Sell banners and other e-Publicity tools in different spaces in the site to the manufacturers and other technology related companies
- Create a separate division specialized in the educative sector
- Be an importer of high volume articles in Mexico
- Be a sub-wholesaler for specialized products
- Replicate easily the model in every city and every country where Ingram Micro has presence
- Replicate easily the model in every city and every country where MercadoLibre has presence



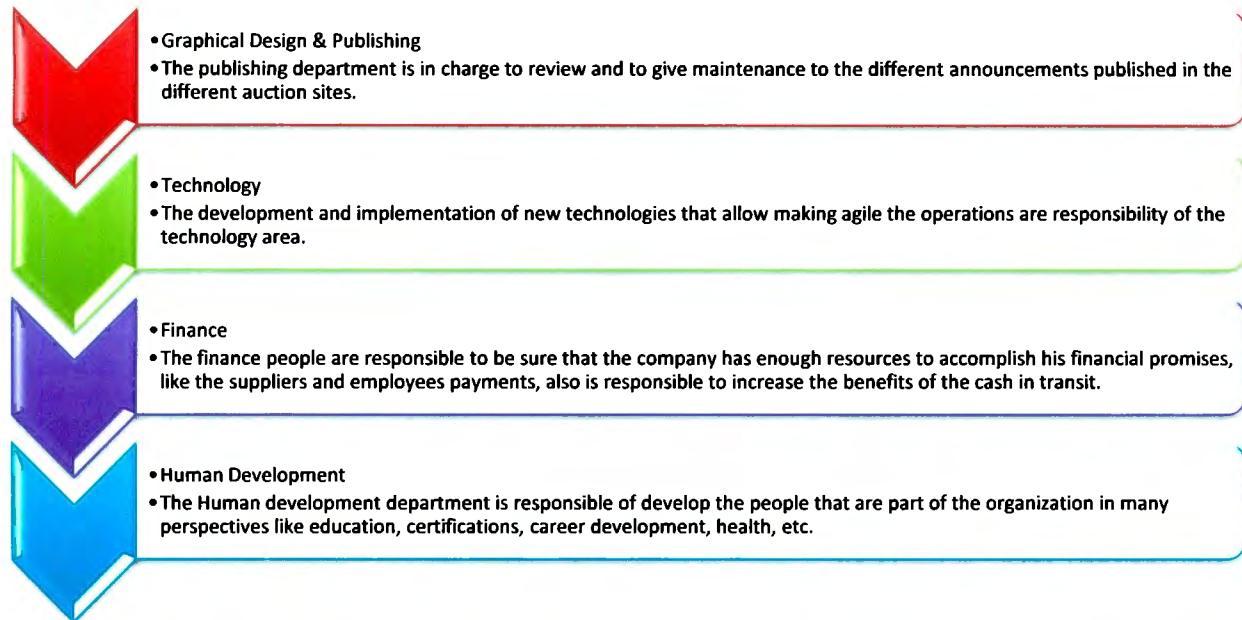
Threats

- New E-Tailers
- New computer resellers
- Growth of actual competitors
- Change in the search engine's algorithms
- Change in credit card policies



Value Chain

TododeComputo has an organization that allows generate value to the costumer providing them all the information that they need about all the technology related products that helps them to take decisions and obtain the products that they need:



The strategies of positioning in Internet search engines and the generation of traffic towards the different sites from the company are very important; this department is in charge to design and to implement these strategies.

This part of the value chain is in charge to attend the requirements of the clients that make his orders in every of our sites.

The payment process depends on the broker that process the payment, the broker ask the client for the information to pay and once that the operation has been processed give us the confirmation of payment.

In the procurement process, we contact the wholesalers to do the logistics before the distribution, like decide from which wholesale the product will be packaged and shipped.

The courier is responsible of pick up the product in the wholesale and deliver the product to the client in every part of the country, also is responsible of provide the information to attend to the clients.

Available Resources

Human Resources

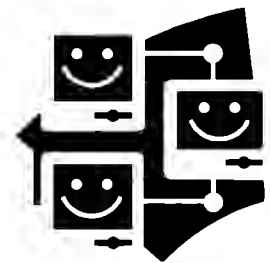


TododeComputo has a team with experience in different important scopes for the development of the activity: engineers in systems that have developed to complex systems and systems for web operations, personnel of operations who know well all the business procedures, personnel with knowledge of the technology, photography and videogames market.

Technology

TododeComputo has an wide range of systems, some subcontracted, others developed by the company, others integrated of third and others acquired. Those systems make different functions as:

- Specialized systems in electronic commerce (Tecnofin Virtual Store)
- Systems of integration with suppliers (IM Speed)
- Systems of ways of payment management (DineroMail, PayPal, SaftPay)
- Systems of data collection in Web (Navigator, actually in develop)
- Systems of technical white papers generator (Miner, actually in develop)
- Systems of confirmation of payments
- Systems of intelligent search (404.mx)
- Publication systems of announcements (Publicador Múltiple ML)



In addition, we counted with the necessary knowledge to optimize the site and to appear in the first places search in the main internet search engines.

Wide Contact Network⁴

TododeComputo have a wide contact network in companies highly involved in the electronic commerce due to their participation in the different electronic commerce committees, like the one of the Mexican Association of Internet and in Ingram Micro Mexico. In addition, we have contacts in educative institutions through the network of schools and universities DeLaSalle. Also, at the moment we have a close relationship client-supplier with different programs from the United Nations, like the PNUD, UNICEF, UNIFEM, UNFPA and others.

Intellectual Property and Copyright

We are owners of the rights of the next domain names:

- TododeComputo.com
- TododeComputo.com.mx
- TodoenComputo.com
- TodoenVideojuegos.com
- AllAboutComputing.com
- AllOfComputing.com



Also TododeComputo has privileged rights to purchase the TododeComputo.mx domain where available in May 2009.

⁴ See Contact Network Appenix for details

Other proprietary technologies are under the industrial secret legal form.

Suppliers

Also TododeComputo's suppliers are high committed with our operations, and most important, connected at the moment to our systems through diverse platforms.

Financial



TododeComputo's trajectory of more than 16 years in the industry, recognized like a reliable company, gives access the company to important lines of credit with most of our suppliers and some banks, which allow us to take care of projects of volume easily.

Logistics

The company counted on a contract of distribution with Estafeta and have access, through our suppliers, to the coordinated services of DHL, Multipack and PaqueteExpress, through which we can make arrive our products at all the country.



Dynamic Capabilities

- We can react easy and agility to changing conditions of market due to integration with the suppliers.
- Our system allows integrate easily to suppliers that reunite certain requirements of connectivity, which allows us to attack new markets faster.
- The experience in the different markets and in the e-commerce industry facilitates integration to us in new projects.

Differentiating factors

- Top listing in internet search engines
- Participation in suppliers, manufacturers and industry E-commerce committees
- Systems that allow a faster integration of new suppliers
- Exclusive e-commerce technology
- Wide range of articles
- Wide range of payment methods
- 8 years experience in the Mexican E-commerce market



MARKET RESEARCH

Consumer Definition

TododeComputo's consumer should be a person that has access to internet, at home, at office, at internet café, or at school, that is interested in buy computer products, but should be too an informed consumer, that has an important role in the purchasing decision process.

- Connected to the internet, preferable with bandwidth Technology
- With an e-mail account
- Well informed consumer
- With purchase decision power
- That has technology knowledge
- Alert to tech news
- Preferable that own an American Express Card
- With an address in Mexico to deliver the product

Additional kinds of clients are the integrators, people that use our products to make different solutions to other companies, like:

- network integrators
- software developers
- consultants
- accountants

Moreover, SOHO (Small Office – Home Office) clients that need technology to improve his small companies.

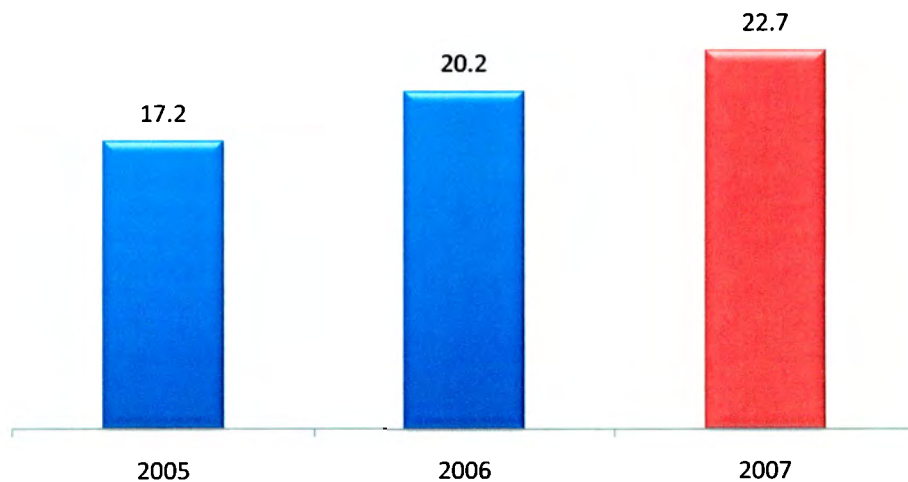
Market Description

Number of Costumers

In Mexico, at April 2007, are 8.7 million computers connected to Internet, that are used by 22.7 million people of which 19.08 millions are greater than 13 years old (AMIPCI, 2007).

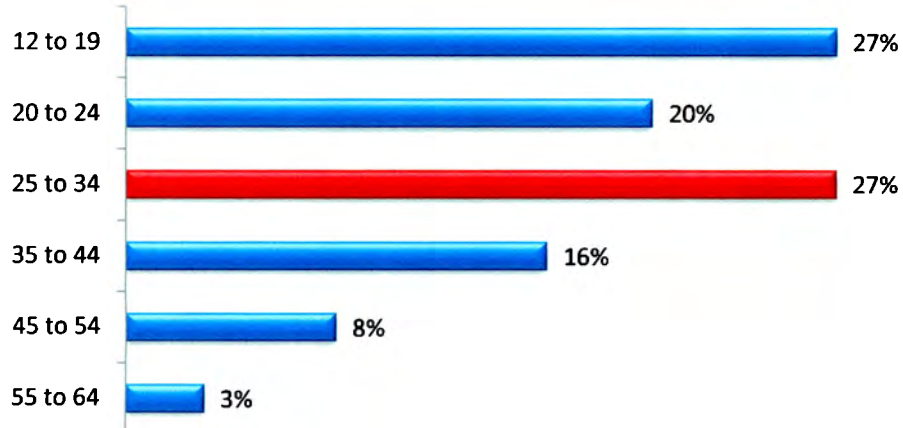
Market's Raise

The amount of Internet Ready PC's in Mexico show a constant growing, in 2006 it increased in 15.3% and in 2007 increased 22.4% (Select, 2007). In addition, from 2006 to 2007, the number of bandwidth connections in Mexico did have and increment of 48.3% (Select, 2007). In general, Internet users in Mexico grew form 17.2 millions in 2005 to 22.7 millions in 2007 (AMIPCI, 2007).



Graph 5 - Internet Users in Mexico, in millions. (AMIPCI, 2007)

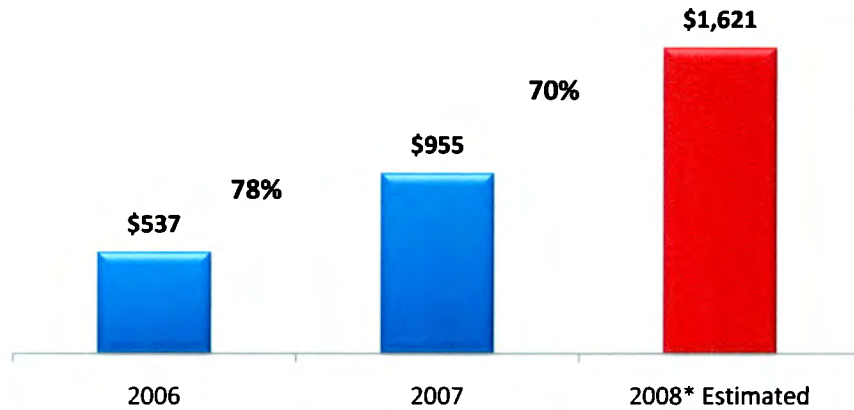
Demographics



Graph 6 - Age distribution of Internet Shoppers, (Wavell, People that made e-commerce shopping in the last 30 days, 2006, 2007)

Spend

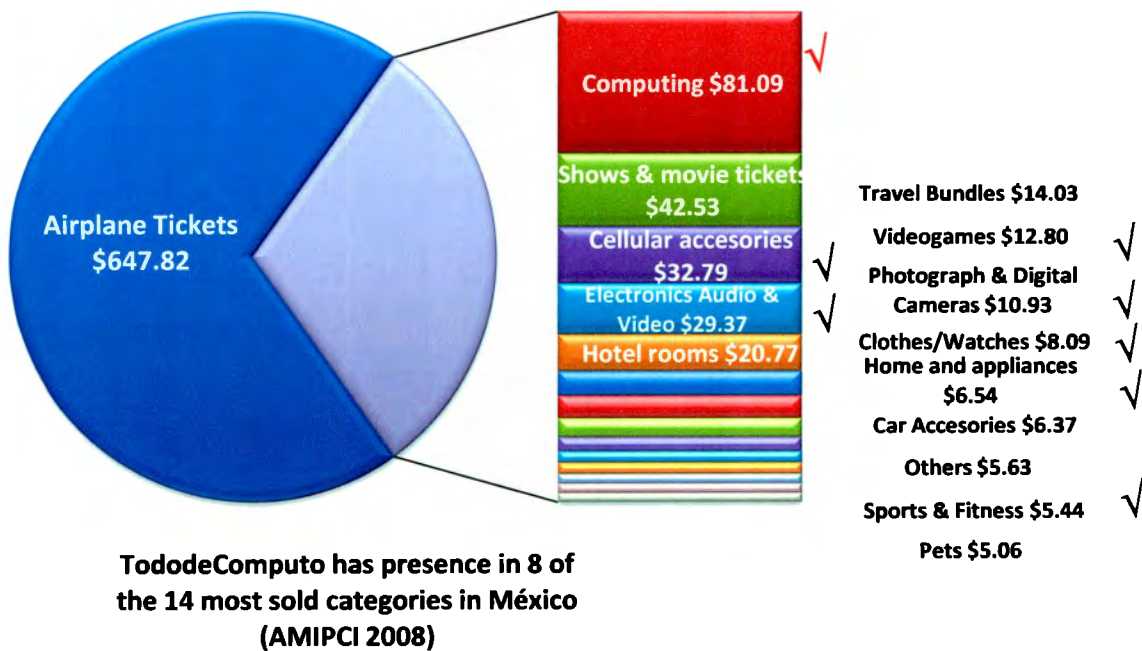
In 2006, Mexican Internet Consumers spend \$482 million dollars shopping on internet, which represents an increment of 53% over the previous year (AMIPCI, 2007). In 2007 they spend \$955 million dollars, an increment of 78% over 2006 (AMIPCI, 2008).



Graph 7 - Mexican Spend in E-Commerce, in million dollars (AMIPCI, 2008)

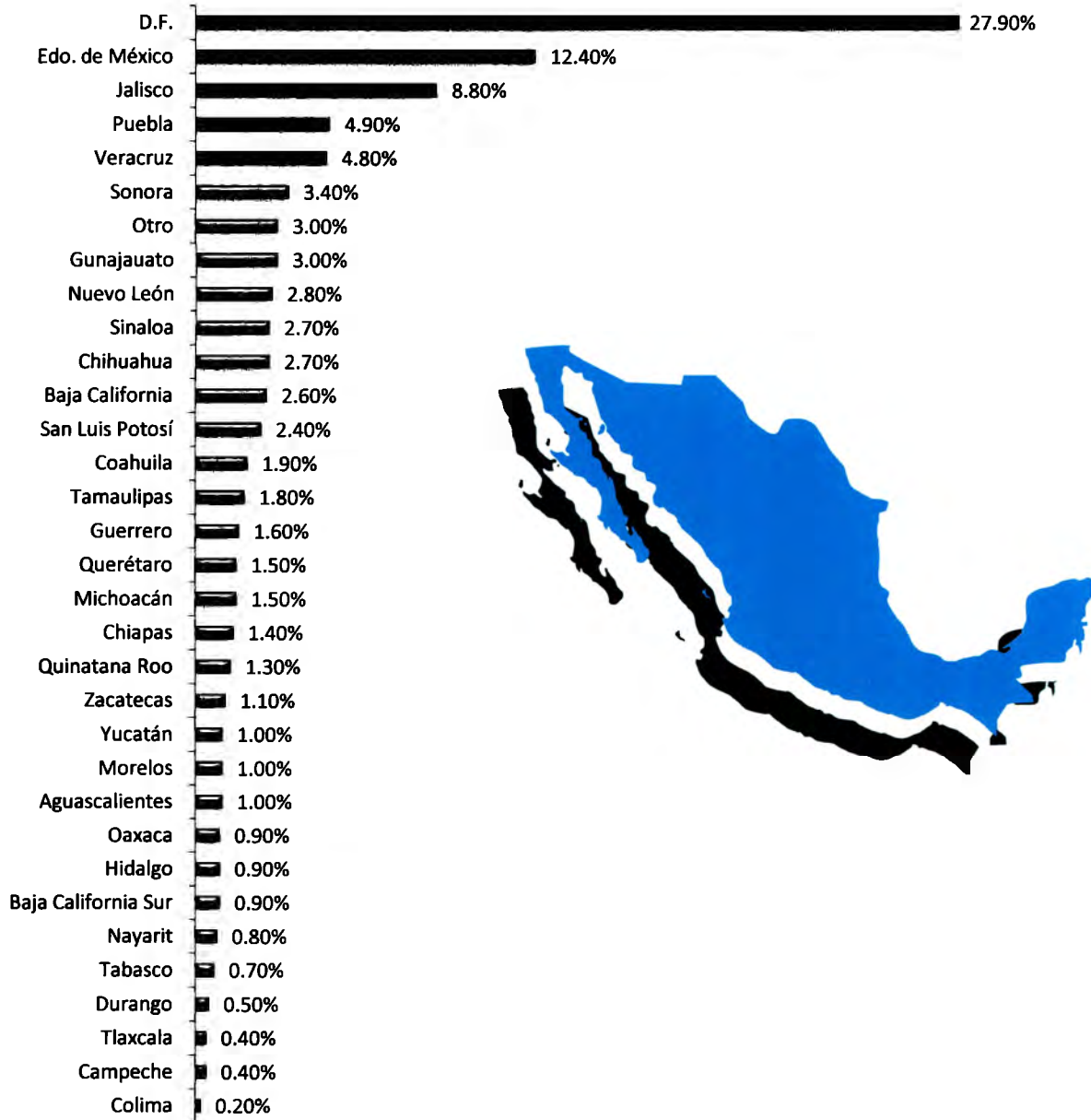
Categories

Mexican internet consumers distribute his expenses in the next categories in which TododeComputo has presence in eight of the 14 categories:



Graph 8 - Top Selling E-commerce Categories, in million Dollars (AMIPCI, 2008)

Geographic

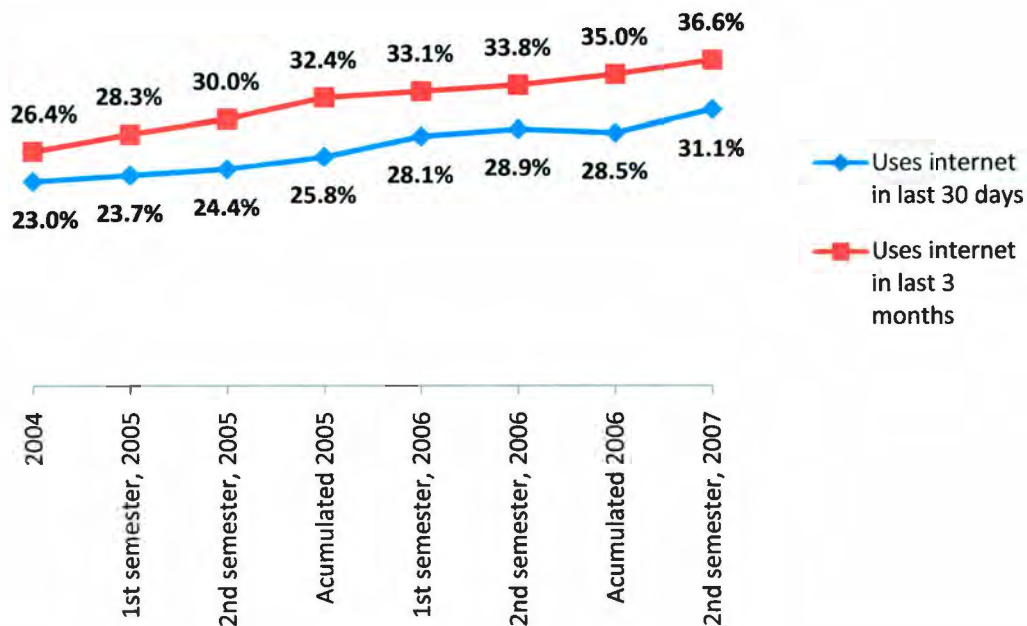


Graph 9 - Internet Users by State. (AMIPCI, 2007)

Special Characteristics

Very important characteristics that our customers have are the use of Internet and obviously access to internet, preferable trough a band width service because band width service provide a better experience in the use of internet, and as a consequence a better e-commerce experience.

The use of internet in Mexico shows very important increments, in the next graph, we can observe that the people that have access to Internet use it more and more. In the second semester of 2007, 36% of the Mexican Internet users used it almost once in the last 3 months, and 31% used the internet almost once in the last 3 days:

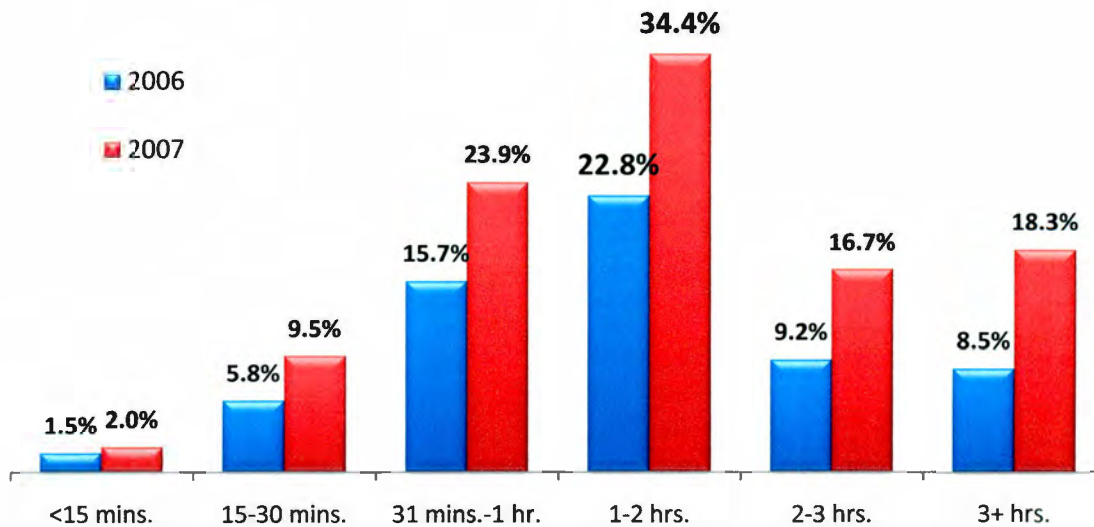


Graph 10 - Internet use in the last 3 months, and in the last 3 days. (Wavell, Internet use, last 3 months and last 3 days, 2006, 2007)

Moreover, the other aspect of the characteristics is the use of bandwidth. In Mexico, the use of band with grew from 105 thousand users in 2002 to 3.9 million users in 2007, in special, last year the growth was 48%.

Customer Behavior

Mexican Internauts spend every more time on internet, as shows the TGI study. In general, in 2007, time used on internet shows increases in all the categories, by example, in 2006, 22.8% of the Internet users were on the net between one and two hours, and in 2007 the same indicator was 34.4%:



Graph 11 - The Internauts spend more time on-line. Average time spend on line form Monady to Friday. (Wavell, Urban Population. Internet Users, 2006, 2007).

Reasons to buy

Consumer buys in TododeComputo.com because he:

- Can find more than 14000 different computers, electronic, photograph, camping and kitchen products that usually cannot find all in a traditional computer store.
- Can find technical information about the product that helps the visitor to decide which product best fit his necessities.
- Do not have to travel to another city to find the computer products that they need.
- Can choice a product between different brands, not only between the most commercial or with the better distributions like in a traditional store.
- Found the TododeComputo.com link in the top listing of main search engines like Google, Yahoo and Microsoft LiveSearch.
- Found the TododeComputo.com link in the listings of the top comparative price Internet sites like BuscaPé.
- Can find information about availability that they cannot find in other internet sites.
- Can pay with facilities like monthly fixed payments using his American Express Credit Card.
- Can pay with a wide variety of payment methods.



- Can trust in an internet site that enables high security standards to protect his information.
- Can trust in a company with the AMIPCI Seal of Trust that assure to the visitors that the site is a registered site with secure processes.
- Can trust in a company that is supported by most of the major brands of computer and electronics products trough different certifications like Fujifilm Authorized Major Reseller, 3Com Advance Partner, Palm Certified Partner, HP Authorized Reseller, Epson Authorized Dealer, Manhattan Authorized E-Tailer, Samsung recommended partner site, and many others.
- Can trust in a company that was indicated like one of the most reliable companies on Internet by the Federal Office of consuming protection (PROFECO).
- Can be sure that your product will be delivered on time, on every town or City in Mexico due to our alliance with the top Mexican couriers like Estafeta and DHL.
- Always will find better prices than smaller stores in local towns.

MARKETING TOOLS

Promoting and publicizing the company

Factors to take into account

The better way to attract qualified users to TododeComputo's site is using advertising methods that match with the main characteristics of our potential consumers. The most important of those are THE ACCESS TO INTERNET, so the advertising methods that TododeComputo selected are all of them internet-based methods because they assure to us that the people that are reached have Internet access.

Options

- Search engine optimization: TododeComputo use search engine optimization techniques to assure that the people that are looking for every one of our articles can find easily a link to our site in the top 10 results of the main search engines like Google, Yahoo or LiveSearch.

- Sponsored Links in Search Engines: With a pay for sponsored links in search engines that matches with the more common words that are used by Internet users, they will find easily our products. These tool is easy to implement and cheap and once that search engine optimization was made, sponsored links helps spiders to find the site by first time and helps to relate the words of the site with the words of the sponsored link.





- Presence in auction sites: Auction sites have a lot of traffic, and people that usually visit auction sites can see that TododeComputo have different kind of products “on sale”, this people after can be redirected to our site.

- Presence in other sites: TododeComputo have permanent presence in online comparison shopping sites like PrecioMania and BuscaPé. And also in high traffic web 2.0 sites like Facebook.



- E-mail marketing: Sending product or special sales information to our own list of registered consumers helps to remember the site in the consumer's mind and allows the consumer to return to the site.
- Link Exchange: TododeComputo can interchange links or banners with other internet sites that allows this kind of collaboration method.

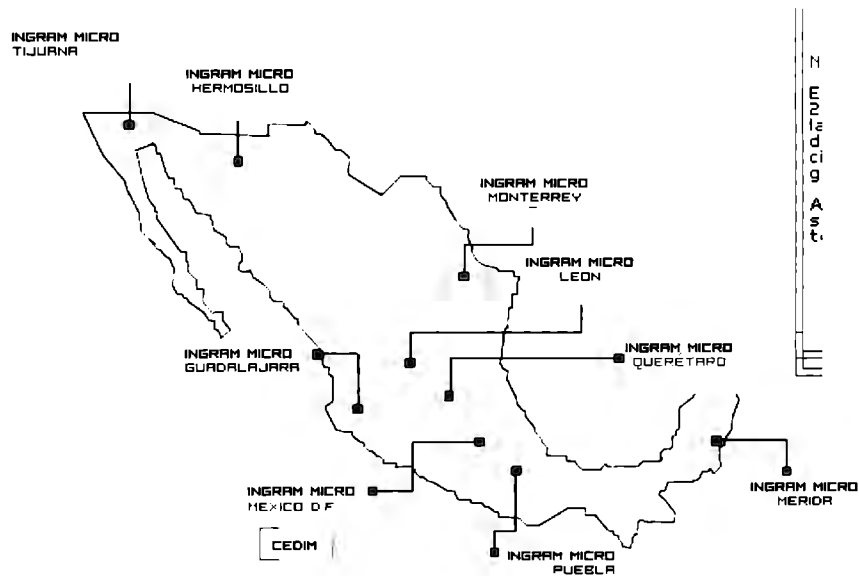
Product Distribution

Factors to take into account

- Computer products expire faster, many of them has a life cycle of only 3 months. If you have computer products in stock, they lose value each day that there are in the warehouse. You can't store computer products!
- Many computer products are fragile and expensive, like big LCD Monitors, so be sure to have an insurance policy for the shipments preventing that the product brakes in the way.

Business Plan






- Some consumers use e-commerce because they cannot find specific products on their cities or towns, the time and cost that take to deliver the product have to be lower than the time and cost that a customer takes to go to another city or town to find the product.
- Computer products are in different sizes and weights, from a little CD to a high volume printer, that has the size of a middle washing machine, and some of them have to be repackaged before distribute.
- The product, in the wholesaler warehouse, can be in Mexico City, in León, in Guadalajara, in Puebla, in Monterrey, in Querétaro or in Mérida. The distribution system must have pick up service in every of this locations and some kind of contract to our suppliers to pick up in our name the packages.



Map 1 - Distribution Centers

Options

TododeComputo have to discard the creation of a self-made national distribution network by the cost that this involves. Therefore, they have to choose between the different couriers that have operations in Mexico and compare them:

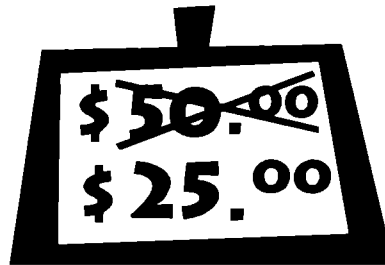
COURIER	ADVANTAGES	DISADVANTAGES
	<ul style="list-style-type: none"> • National coverage • Low price in small and medium packages • Tracking systems • Alliances with our suppliers • The nearest to our offices • Strategic alliance contract • 2 day and next day delivery guarantee • High brand recognition 	<ul style="list-style-type: none"> • High price in big packages • High insurance tariffs
	<ul style="list-style-type: none"> • Tracking systems • Alliances with our suppliers • Next day delivery guarantee • Medium price in big packages • High brand recognition 	<ul style="list-style-type: none"> • High insurance tariffs • Doesn't have national coverage • Very high price in small packages
	<ul style="list-style-type: none"> • Cheaper prices • Tracking systems • Alliances with our suppliers 	<ul style="list-style-type: none"> • Can't deliver big packages • Doesn't offer insurance • Doesn't have national coverage • Doesn't offer 2 day delivery guarantee • Doesn't have office near of our office
	<ul style="list-style-type: none"> • 2 Day delivery guarantee • Tracking systems • High brand recognition 	<ul style="list-style-type: none"> • The most expensive prices in all formats • Doesn't have alliances with our suppliers • Doesn't have national coverage • High insurance tariffs
	<ul style="list-style-type: none"> • The cheapest 	<ul style="list-style-type: none"> • Doesn't offers insurance • Doesn't offer any kind of delivery guarantee • Very slow • Doesn't have alliances with our suppliers

TododeComputo decided to use Estafeta for the small and medium packages and DHL for the big packages. The main reasons are the national coverage, the tracking systems and in special, the alliances that they already have with our suppliers, that permits that they can pick up the packages in the different wholesalers in different cities in our name. Estafeta also offers us better payment conditions and special services that make faster the process of distribution to our clients.

Setting Price

Factors to take into account

- Market/Competitor's price
- Availability of the product
- Product rotation
- Product life cycle
- Manufacturer's Special offers



Options


- Purchasing price plus profit margin: This method is easy to implement and allows set prices to a big quantity of products at the same time.
- Price List: In this method the manufacturer set the price, is easy to implement but in the most cases the price is higher than the market price and you probably can't sell the product at that price.

- Market price: This method is difficult to implement in a very wide range of articles because implies a specific research for every one.

Is difficult to choose a specific method to setting the price of 14,000 products of which weekly 1,000 are new and other 1,000 disappears of the market that takes in count all the variables mentioned. So TododeComputo set prices with a mix that consider all the factors, no product by product, instead of that, they set prices by product category, increasing our purchasing price in a percentage that vary in concordance of the variables analyzed. If a category is popular, think in inkjet printers or iPods, the percentage is lower than if the category corresponds to a more specialized, and consequently with lower rotation and longer life cycle product like fiber optical network switches or large format printers (plotters), the percentage is larger.

Selling the product

Factors to take into account

Method	Advantages	Disadvantages
Person to person	<ul style="list-style-type: none"> • More contact with the specific needs of each client 	<ul style="list-style-type: none"> • Expensive • Only can reach volume with clients that make big purchases
In a store 	<ul style="list-style-type: none"> • Can reach volume if the place have high consumer traffic • Low risk with credit card frauds • Don't have shipment costs 	<ul style="list-style-type: none"> • Need a high investment • Risk of obsolescence of the products in stock • Need specialized sellers • Price above the market due the investment in stock and facilities • Only can reach clients locally • Limited by schedule
Trough Internet with own site	<ul style="list-style-type: none"> • Initial investment is very low • No need of stock, low risk of obsolescence • Can reach clients in everywhere • Can reach volume • Open 24 hours, 365 days 	<ul style="list-style-type: none"> • High risk with credit card frauds • Shipment costs • High integration with suppliers is mandatory
Trough Internet in an auctions site	<ul style="list-style-type: none"> • Same as Internet with own site plus high level of traffic 	<ul style="list-style-type: none"> • High commissions • Shipment costs • Low integration with current systems
Store in store	<ul style="list-style-type: none"> • Low investment than in a store • The same as in a store 	<ul style="list-style-type: none"> • All of the risk of a store but in a lower level • The risk that the original store needs the space for other activity • The risk that the original store create a department that compete with you
By phone or catalogue	<ul style="list-style-type: none"> • No need of stock, low risk of obsolescence • Can reach clients in everywhere the catalogue was distributed 	<ul style="list-style-type: none"> • High risk with credit card frauds • Shipment costs • High investment in the catalogue printing and distribution

TododeComputo choose to sell over internet, and to do that the first step is to assure that all the suppliers are ready to link to a system trough database connection or other standard way. The second step is look for an Application Service Provider that are specialized in Internet Stores or start to develop it. The third step is to connect the suppliers to the new application. The fourth step is to make the necessary diligences with the banks for credit card acceptance, and the last is to start to promote the store on internet.

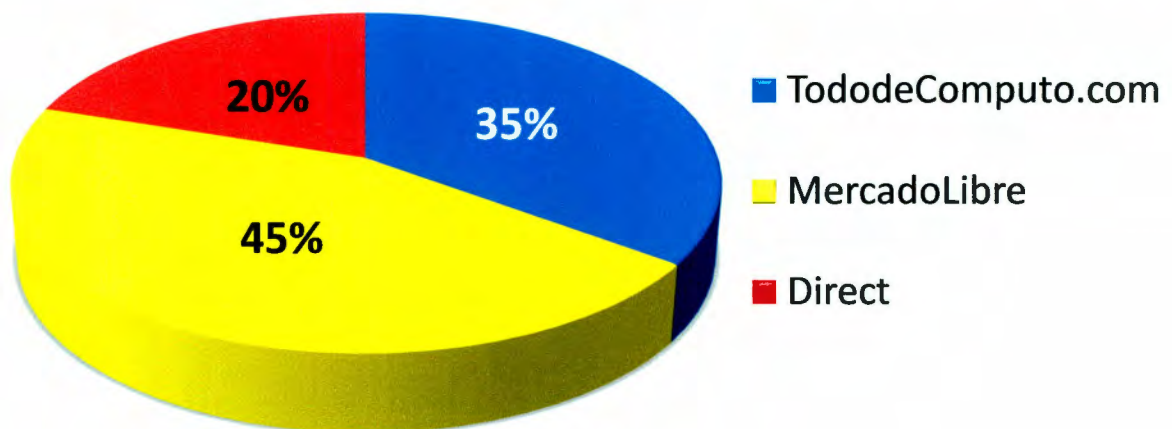
In addition, TododeComputo uses auctions sites like MercadoLibre to sell over-stocked products and to promote the rest of the products, and after that, attract consumers to his own site.

Finally, TododeComputo sells trough person-to-person model only to his high volume consumers due the necessity to know the specific necessity of this kind of special consumers.

Options

TododeComputo use a mix of different distribution channels to reach your customers. For the high volume clients uses the direct channel. For the specialized clients that are looking for a very particular product uses the TododeComputo.com site, and for the final users that are looking for technology gadgets uses MercadoLibre.

Distribution Channels



Graph 12 - Distribution Channel

HUMAN RESOURCES ORGANIZATION

Organization

TododeComputo has a small organization chart, with a very simple structure⁵:



Chart 1 - Organization Chart

- Customer relationship, billing and logistic

This department is responsible for the direct attention to clients, the invoicing and the coordination with suppliers and couriers for the correct delivery of the packages.

- Publishing

The publishing department is in charge to review and to give maintenance to the different announcements published in the different auction sites.



⁵ See "Résumés of Key Managers and Employees" appendix for details.

- **Special Projects**

The Special projects department is in charge of developing new suppliers, looks for suppliers of new products, and integrates these new suppliers to the existing e-commerce platform.

- **Finance**

The finance people are responsible to be sure that the company has enough resources to accomplish his financial promises, like the suppliers and employees payments, also is responsible to increase the benefits of the cash in transit.

- **Web Traffic and Optimization**

The strategies of positioning in Internet search engines and the generation of traffic towards the different sites from the company are very important; this department is in charge to design and to implement these strategies.



- **Technology**

The development and implementation of new technologies that allow making agile the operations are responsibility of the systems area.

- **Human Development**

The Human development department is responsible of develop the people that are part of the organization in many perspectives like education, certifications, career development, health, etc.

PROFITABILITY & FINANCE

Critical Factors

An important variable that could affect the TododeComputo's results and is out of their control is the natural raise of the E-commerce Mexican market, AMIPCI estimates that the market could rise between 20 and 70% for the next 8 years (AMIPCI, 2007).

The What-If analysis for the TododeComputo's numbers shows us that the Natural raise of the e-commerce market (Natural Rise 08 in the table) is a very significant variable for the estimations of the CASH FLOW and ROIC numbers. We have decided that the Natural Rise is the most important variable to take in count to the definition of the scenarios.

What-If Analysis Summary for Output =PERIOD CASH FLOW / 2008									
Top 10 Inputs Ranked By Change in Actual Value									
Rank	Input Name	Worksheet	Cell	Minimum		Input Value	Maximum		Input Value
				Output Value	Output Change (%)		Output Value	Output Change (%)	
1	InvCost (M3)	Base	M3	-\$ 15,071.28	-220.68%	0.0726	\$ 17,844.47	479.69%	0.0594
2	Natural Rise 08 (F3)	Base	F3	-\$ 10,320.47	-119.59%	0.127412447	\$ 19,180.06	508.10%	0.508393879
3	FraudTDCInd (P2)	Base	P2	-\$ 10,034.47	-113.51%	0.534299173	\$ 11,120.64	336.62%	-0.005225614
4	Inventories / 2008 (M19)	Base	M19	-\$ 8,235.96	-75.24%	92841.966	\$ 11,009.15	334.25%	113473.514
5	Supplnv (M6)	Base	M6	-\$ 6,735.61	-43.32%	0.0261	\$ 9,508.80	302.32%	0.0319

What-If Analysis Summary for Output ROIC / 2008									
Top 10 Inputs Ranked By Change in Actual Value									
Rank	Input Name	Worksheet	Cell	Minimum		Input Value	Maximum		Input Value
				Output Value	Output Change (%)		Output Value	Output Change (%)	
1	Natural Rise 08 (F3)	Base	F3	34.2%	-50.82%	0.127412447	219.7%	215.92%	0.508393879
2	ShipSales (P4)	Base	P4	82.5%	18.65%	-0.0306	133.1%	91.41%	-0.0374
3	ShipESales (P5)	Base	P5	82.5%	18.65%	0.0374	133.1%	91.41%	0.0306
4	EQUITY / 2008 (M39)	Base	M39	98.0%	40.94%	28982.382	119.8%	72.26%	23712.858
5	ISR (S4)	Base	S4	103.2%	48.39%	0.33	112.4%	61.68%	0.27

Definition of the Scenarios

The analysis considers the next three scenarios, which will be compared with the numbers that could be obtained if the actual conditions stay in time (Base):

1. Project is implemented with natural rise of the e-commerce market scenario:

The project is implemented and the rise of the e-commerce market is natural according to the AMPICI data.

2. Project is implemented with low rise of the e-commerce market scenario:

The project is implemented and the rise of the e-commerce market is lower than the AMPICI estimations.

3. Low rise of the e-commerce market scenario:

The project is not implemented and the rise of the e-commerce market is lower than the AMPICI estimations.

BASE: Financial Planning Under Conditions of Certainty

The financial planning under conditions of certainty will assume that no additional strategies for increase visitors are implemented and the next conditions:

- A **free risk rate** equal to 8.5% according to the 5 years Mexican Government Bonus rate at March 13, 2009 (Banco de México).
- **An increase in sales of 20%** each year, based on the AMIPCI studies (AMIPCI, 2007) that shows that the Mexican e-commerce market will growth at least a 20% each and until 70% yearly in the next 8 years and matches with the last 4 previous years rate of increment in sales.
- **A constant level of fraud of 0.15** of the industry's level, that corresponds of the TododeComputo's actual fraud level.
- **Operation expenses raises at a rate of Projected Inflation** (Banco de México) **plus 1%**.
- **The creditor's balance raises 8%** in the first year and goes down 3% each year, until a diminishment of 4% in the last year.
- **The ratios of accounts** receivable/sales, inventory/cost, Suppliers/inventories, commissions payable/sales, Shipments Income and expenses/sales, marketing/sales, other expenses/sales, HSBC/Cash **are constant** and based on the average of the last 5 years.

- **The depreciation** is accelerated in 10%. The inventory amortization is 1%.
- **IVA is 15%, and ISR is 30%** starting in year 2008 because TododeComputo has a fiscal benefit that ends in 2008.
- TododeComputo hire a person for every million pesos increment in sales, that represent a \$36000 (valued at 2008) increment in wages, and \$7000 (valued at 2008) in computer equipment.

Under these base conditions, the company has the next financial projected numbers that will be used as the BASE of comparison of the scenarios:

BASE	2008	2009	2010	2011	2012
FCF	-\$ 1,276.48	\$ 54,713.53	\$ 75,824.79	\$ 100,759.39	\$ 156,359.34
Net Profit	\$ 12,802.98	\$ 43,367.19	\$ 78,768.27	\$ 99,872.23	\$ 145,185.50
Equity	\$ 39,150.60	\$ 82,517.78	\$ 161,286.05	\$ 261,158.28	\$ 406,343.78

SCENARIO 1: Project and Natural Raise of the E-Commerce Market

The conditions of this scenario are the same as the base with the next differences:

The project will be implemented and the natural raise of the E-Commerce Market varies in the next way:

2009	2010	2011-2013
83%	40%	42%

In addition to that:

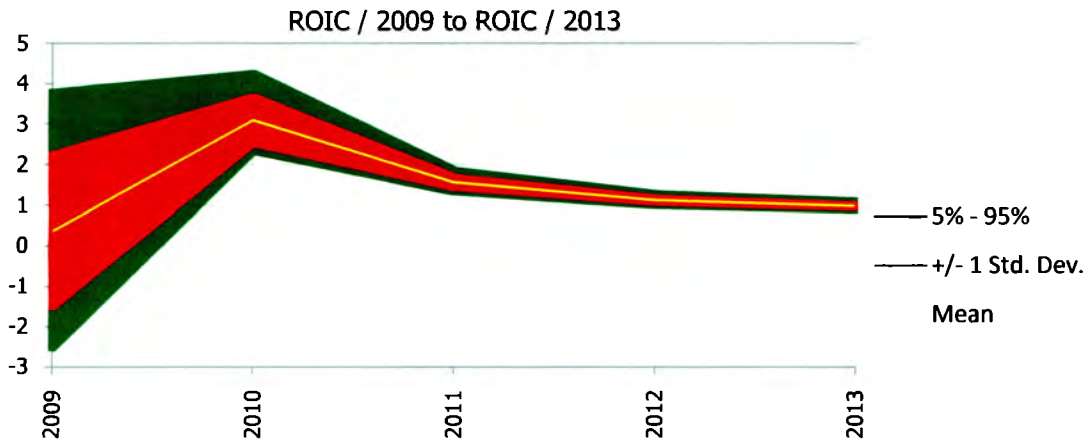
- The project increases the amount of visitors to the Internet Store and the sales raises 20% the first year and this impact diminish 4% each year.
- The cost of develop the project is \$356,000.

RESULTS:

Under these conditions, the company has the next financial projected numbers that will be used as the Project-Natural Raise Scenario:

PROJECT NATURAL RAISE	2009	2010	2011	2012	2013
FCF	-\$ 83,778.88	\$ 446,405.36	\$ 928,040.94	\$ 1,735,979.33	\$ 3,285,364.96
Net Profit	\$ 8,558.39	\$ 454,706.58	\$ 933,363.52	\$ 1,709,749.61	\$ 3,149,998.96
Equity	\$ 154,906.01	\$ 609,612.59	\$ 1,542,976.11	\$ 3,252,725.72	\$ 6,402,724.69

The risk analysis of this scenario shows the next results:



Graph 13 - Risk Analysis Scenario 1

SCENARIO 2: Project and Low Raise of the E-Commerce Market

The conditions of this scenario are the same as the base with the next differences:

The project will be implemented and the raise of the E-Commerce Market will be lower than the natural rise and varies in the next way:

2009	2010	2011-2013
3%	33%	31%

In addition to that:

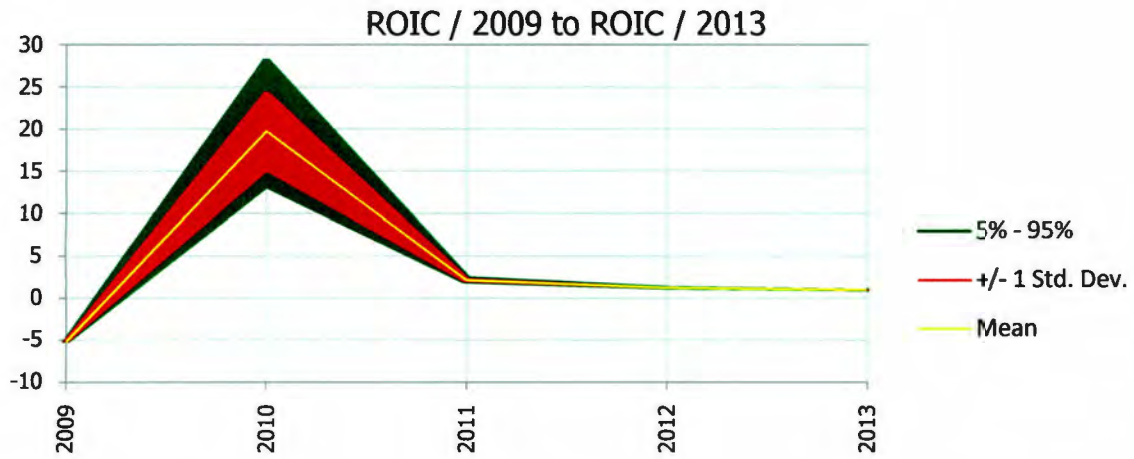
- The project increases the amount of visitors to the Internet Store and the sales raises 20% the first year and this impact diminish 4% each year.
- The cost of develop the ROBOT is \$50000.

RESULTS:

Under these conditions, the company has the next financial projected numbers that will be used as the ROBOT-Low Raise Scenario:

PROJECT LOW RAISE	2009	2010	2011	2012	2013
FCF	-\$190,199.74	\$162,909.38	\$374,455.67	\$695,839.40	\$1,268,375.38
Net Profit	-\$137,244.59	\$173,221.14	\$385,528.58	\$681,499.53	\$1,196,384.34
Equity	\$9,103.03	\$182,324.18	\$567,852.76	\$1,249,352.29	\$2,445,736.63

The risk analysis of this scenario shows the next results:



Graph 14 - Risk Analysis Scenario 2

SCENARIO 3: Low Raise of the E-Commerce Market

The conditions of this scenario are the same as the base with the next differences:

The ROBOT will NOT be implemented and the raise of the E-Commerce Market will be lower than the natural rise and varies in the next way:

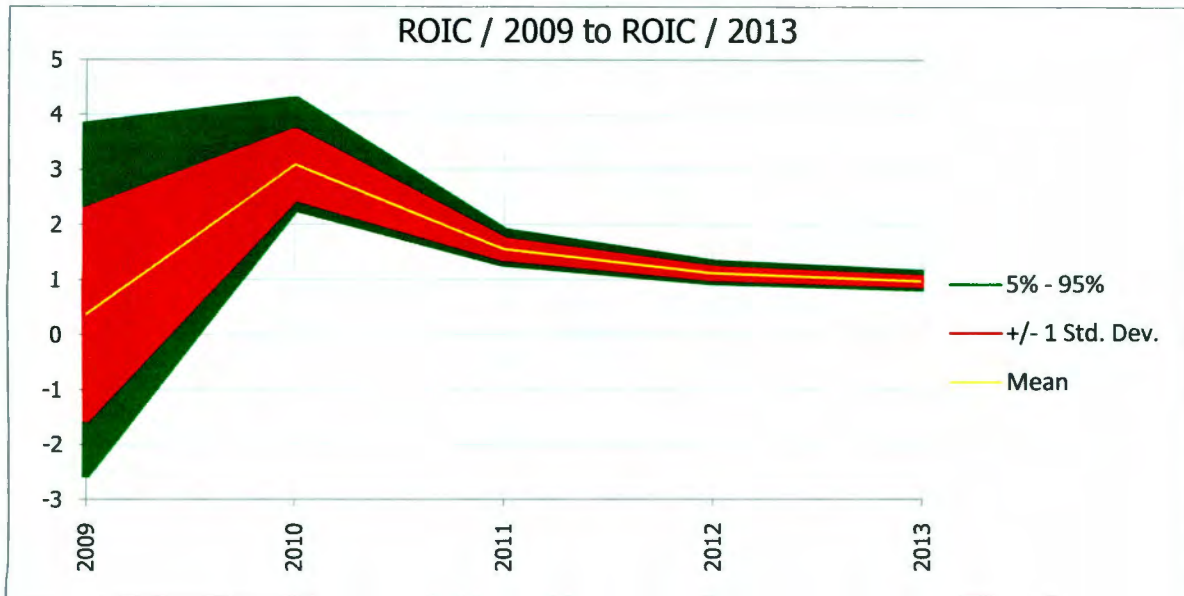
2009	2010	2011-2013
3%	33%	31%

RESULTS:

Under these conditions, the company has the next financial projected numbers that will be used as the Low Raise Scenario:

LOW RISE	2009	2010	2011	2012	2013
FCF	-\$ 10,896.36	\$ 43,172.06	\$ 84,968.13	\$ 137,497.83	\$ 35,464.21
Net Profit	-\$ 4,315.84	\$ 41,014.73	\$ 96,007.72	\$ 143,368.90	\$ 29,404.50
Equity	\$ 22,031.78	\$ 63,046.50	\$ 159,054.22	\$ 302,423.13	\$ 31,827.63

The risk analysis of this scenario shows the next results:

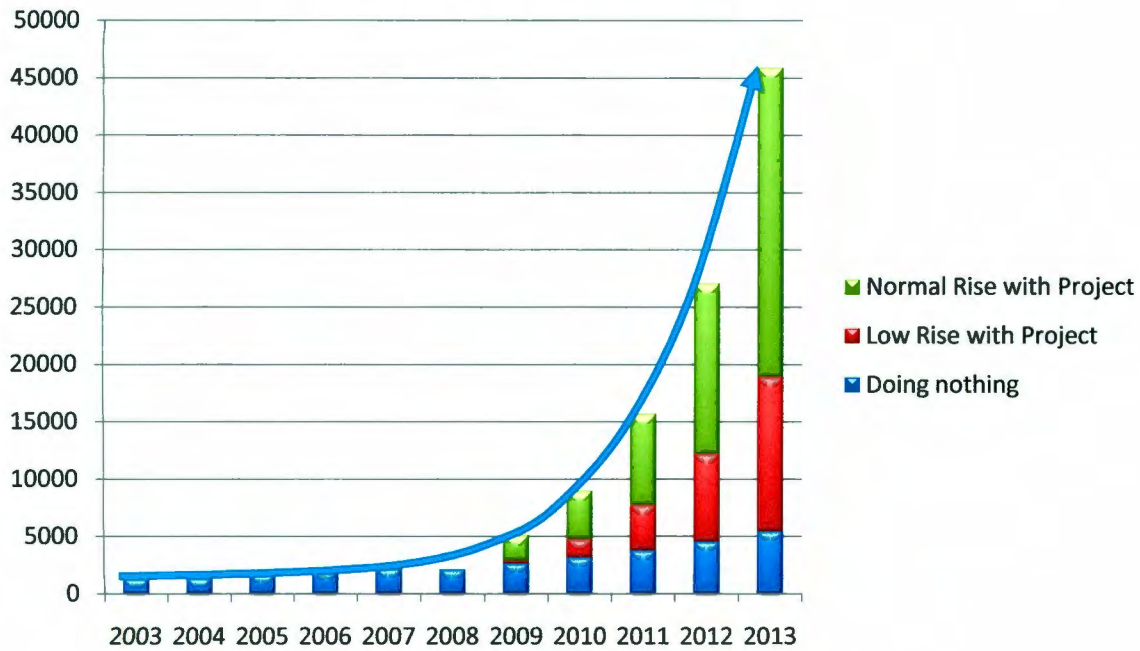


Graph 15 - Risk Analysis Scenario 3

Estimation of the Project Profitability

The implementation of the project could raise the sales in the next way:

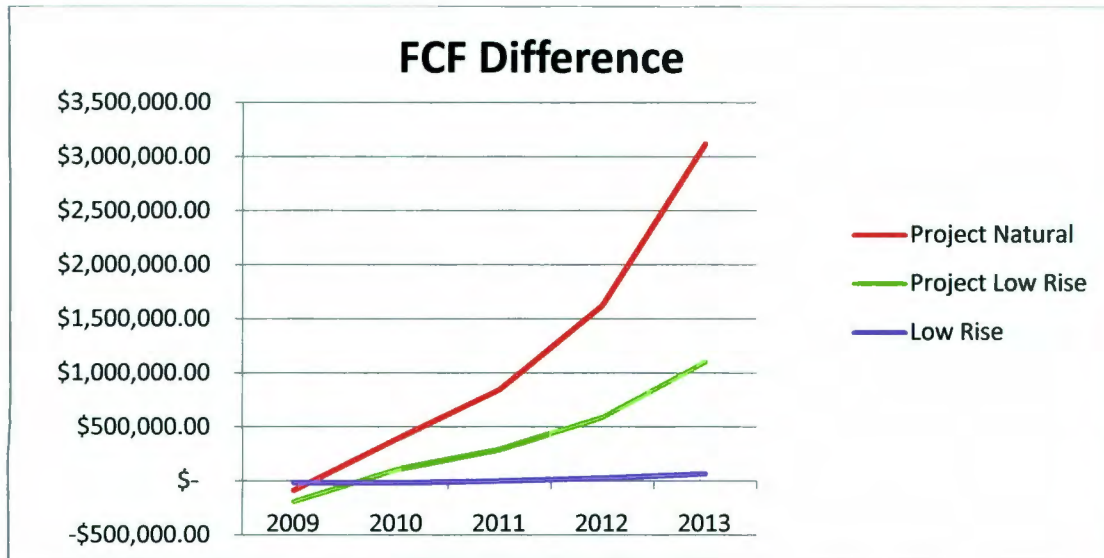
TododeComputo's Sales



Graph 16 - Projected TododeComputo's Sales

In the way to identify the real effect in the cash flows according to the variables, the cash flow differences between the base are:

Free Cash Flow Differences		2009	2010	2011	2012	2013
Project Normal Rise		-\$ 85,870.42	\$386,810.20	\$845,515.80	\$1,626,403.87	\$ 3,117,787.84
Project Low Rise		-\$ 192,291.28	\$103,314.22	\$291,930.53	\$ 586,263.94	\$ 1,100,798.26
Low Rise		-\$ 12,987.90	-\$ 16,423.10	\$ 2,442.99	\$ 27,922.36	\$ 67,887.09



Graph 17 - Free Cash Flow Differences

Comparison Between the Different Scenarios

	WITHOUT PROJECT	WITH PROJECT
NATURAL RISE	BASE	NPV \$ 695,002.89 IRR 100% PI 195.2%
	NPV -\$ 5,637.93	NPV \$ 20,906.14
	IRR N/A PI N/A	IRR 42% PI 5.9%

Requirements

We need \$200,000 of the \$356,000 to finance the negative cash flow in the worst scenario.

NEXT STEPS

A part of the Long Term Vision

The TododeComputo's projects doesn't end with there is proposed in this document, in the long term vision of the company are more plans and strategies that are part of the dreams and hopes of the team that work every day for **YOU CAN FIND THE COMPUTER OR TECHNOLOGY INFORMATION AND BUY THE PRODUCTS THAT YOU ARE LOOKING FOR.** Here are described some of them.

Sell Banners

Due to the increment in the traffic levels and visits, we will offer to the manufacturers the availability of promotional spaces in our website. This option could give TododeComputo an extra earning between 1% and 2% of the sales that could be used to promote TododeComputo in other sites, creating more traffic and more benefits for the companies that use this spaces.



Expansion to New Product Categories

As a constant strategy, TododeComputo is developing new product categories each year, focusing the Special Projects division to the integration and promotion of the new categories. Some categories that could be developed in the next years *will be:*

- 2009 Videogames (actually in develop)
- 2010 Cellular Phones & accessories
- 2011 TV Series and movies in DVD
- 2012 Electronic appliances
- 2013 Clothing



Creation of Education Division

Today, 25% of TododeComputo's sales come from the educational sector. We can potential our network to offer better solutions given to that sector creating a new educational division.

As you can see in the Contact Network Appendix, TododeComputo has several contacts in the academic sector, so it can be potentiated creating a specialty team dedicated to this sector.

Be a High Volume Importer

Due the increase in our sales and volumes, we have the potential to start importing directly technology products and be a wholesaler and attend to the integrators that today are part of the TododeComputo's clients.

Expansion to New Geographical Markets

The integration with our actual suppliers allows us to replicate the model in every country in which our partners operate.



Consultancy in E-Commerce

We have the knowledge to help other non-technology related e-commerce sites to improve their results, our actual alliances with Tecnofin and the AMIPCI could give us access to other internet sites that could need our knowledge and technology.



CONCLUSIONS

A new generation that has grown with Internet as part of his daily life is growing and demanding more and more agreed products and services to its new style of life, where the communications and the technology are an important part of their daily routine.

This new generation is causing that the Mexican market of electronic commerce grows to rates superior to annual 20%, including in spite of the worldwide economic situation, which represents an opportunity worthy to take advantage of.⁶



New paradigms are being created in this reality: the Mexican consumers of technology no longer are arranged to travel great distances to acquire the products that they need nor to be satisfied only to obtaining the products of high rotation, which they are in the classic stores. Now they use Internet to make decisions, they look for and they choose the option that better adapts to its necessities and realities, where are not limited by the amount of products or the options of payment, where they can

find the product exactly that they needs.

⁶ See Marketing Market Research section

TododeComputo is renewing them to offer to the new generation of users of Internet, the experience who are looking for in the acquisition of technology⁷, offering a wide product range with updated information and many ways of payment that allow that the technology that needs it arrives until the place where it is needed in the suitable time and to the correct price.

The financial analysis demonstrated to us that we have more to lose if we did not renew that if in that way we were mistaken, reason why the investment in technology and marketing research necessary to improve the experience of our present and future clients becomes forced.⁸



We counted on resources and experience that can be used to take advantage from this increasing opportunity, nevertheless, this effort will not be sufficient, the future is full of other opportunities to take advantage of⁹: new products, new markets, new services... new experiences to offer, so that **the new generation of users of Internet can find exactly what it is looking for in TododeComputo.com.**

⁷ See Project Description Section

⁸ See Profitability & Finance Section

⁹ See Next Steps Section

APPENDIXES

APPENDIX 1: Contact Network Diagnostic

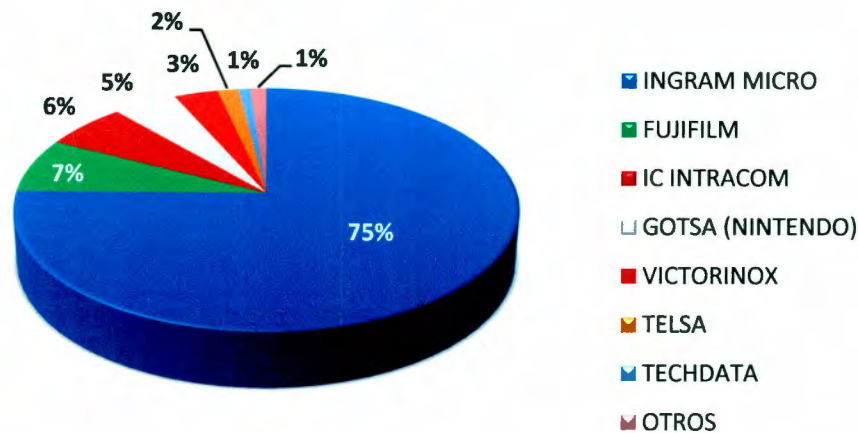
In this diagnostic, based in the methodology of Baker (Baker, 2000), the TododeComputo's network have strong connections with suppliers, clients and strategic partners.

Suppliers Network

In the suppliers' network could see a wide quantity of contacts inside the Ingram Micro Network and in the IC Intracom Network, that are the main suppliers. These contacts are, at the same time, the bridge with the Manufacturers, in the diagram at the next page, you could see on the left, in white squares, some of the multiple Manufacturers' contacts that are connected via the Ingram Micro Network. So, the Ingram Micro Network is a very important network because the role that plays, and is important to have different connection to the same net preventing the risk that having only one point of connection there is a risk to broke the entire network.

In a similar case, in the IC Intracom and in the Fuji Network, TododeComputo have multiple contacts to assure that the network continues with its function in the future.

In the case of important manufacturers like Linksys, due that TododeComputo do not have direct relation with them, is important to have different suppliers that function as a bridge to that company, TododeComputo has different suppliers to connect with this important manufacturer.



Graph 18 - Suppliers Participation

Strategic Partners Network

An important role in the TododeComputo's Strategy is played by the strategic partners, because not only the clients and suppliers are transcendental for the consecution of the goals. The strategic partners allow TododeComputo:

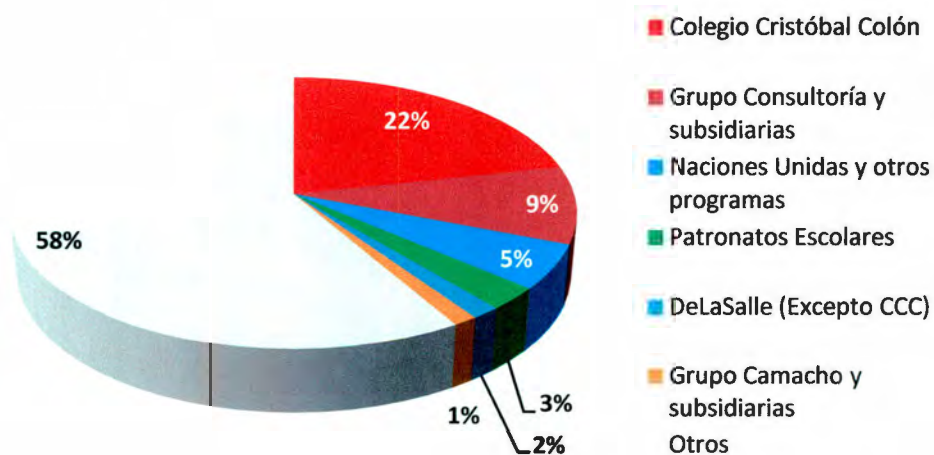
- know the Mexican internet consumer
- know the Mexican internet tendencies
- know the industry's strategies to promote the e-commerce
- reach people on internet that can't be reached by the company with its own resources
- offer different payment methods to the consumers
- assure that the products will be delivered on time

All of these are factors that contribute to make a TododeComputo different of the indirect competitors and make it stronger against the direct competitors. To be in

contact with different parts of the organization helps to solve problems faster and reduce the risk of dependency of a only one person.

Clients Network

TododeComputo has more than 2000 registered clients today, but there are dispersed, so is strategic to identify a group of consumers that represent an important portion of the profits, and could be in the future, the access to new clients or new markets. The company has already identified these consumers, and has contacts that strong the relation with them to be an important allied in the potential projects.

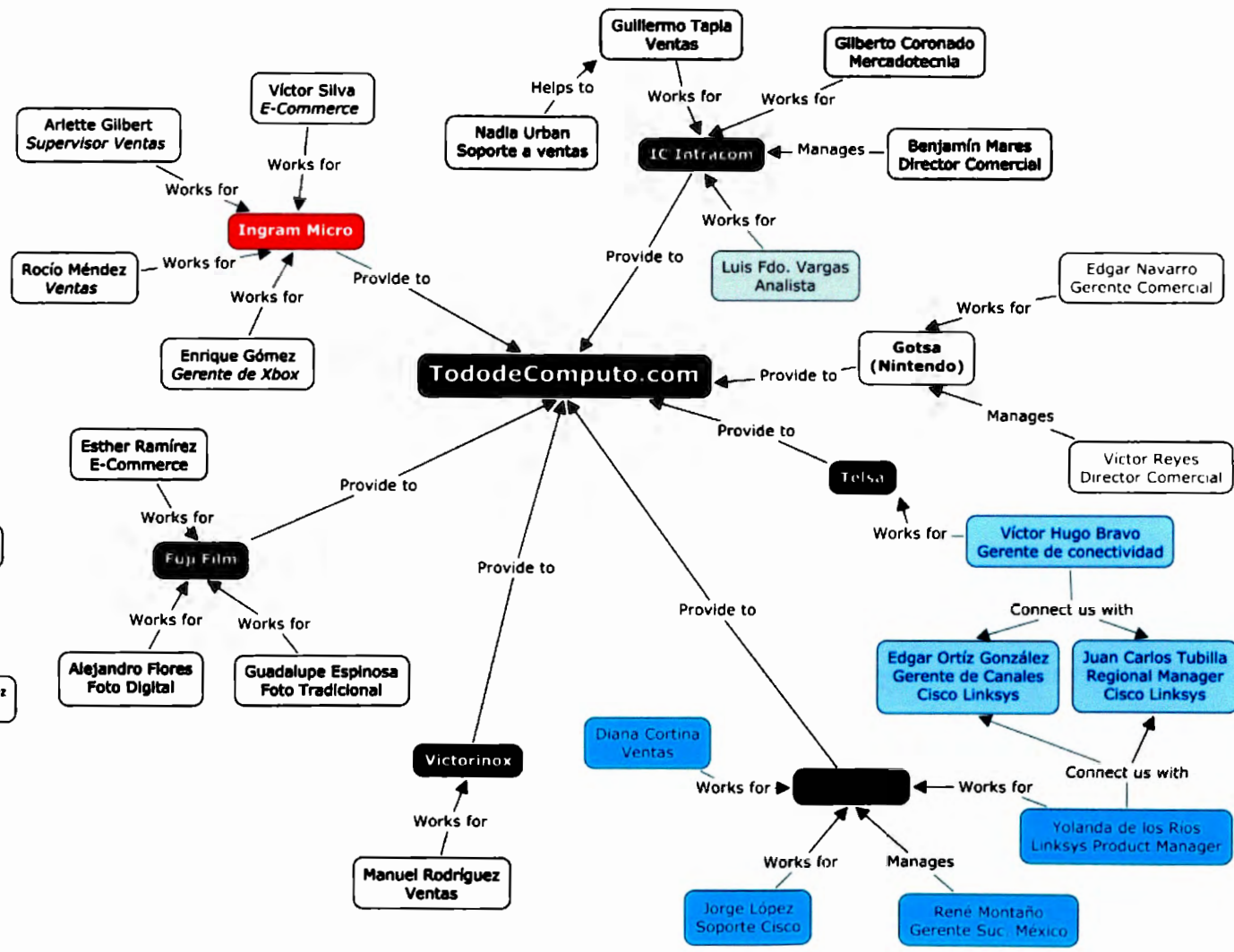


Graph 19 - Clients Participation

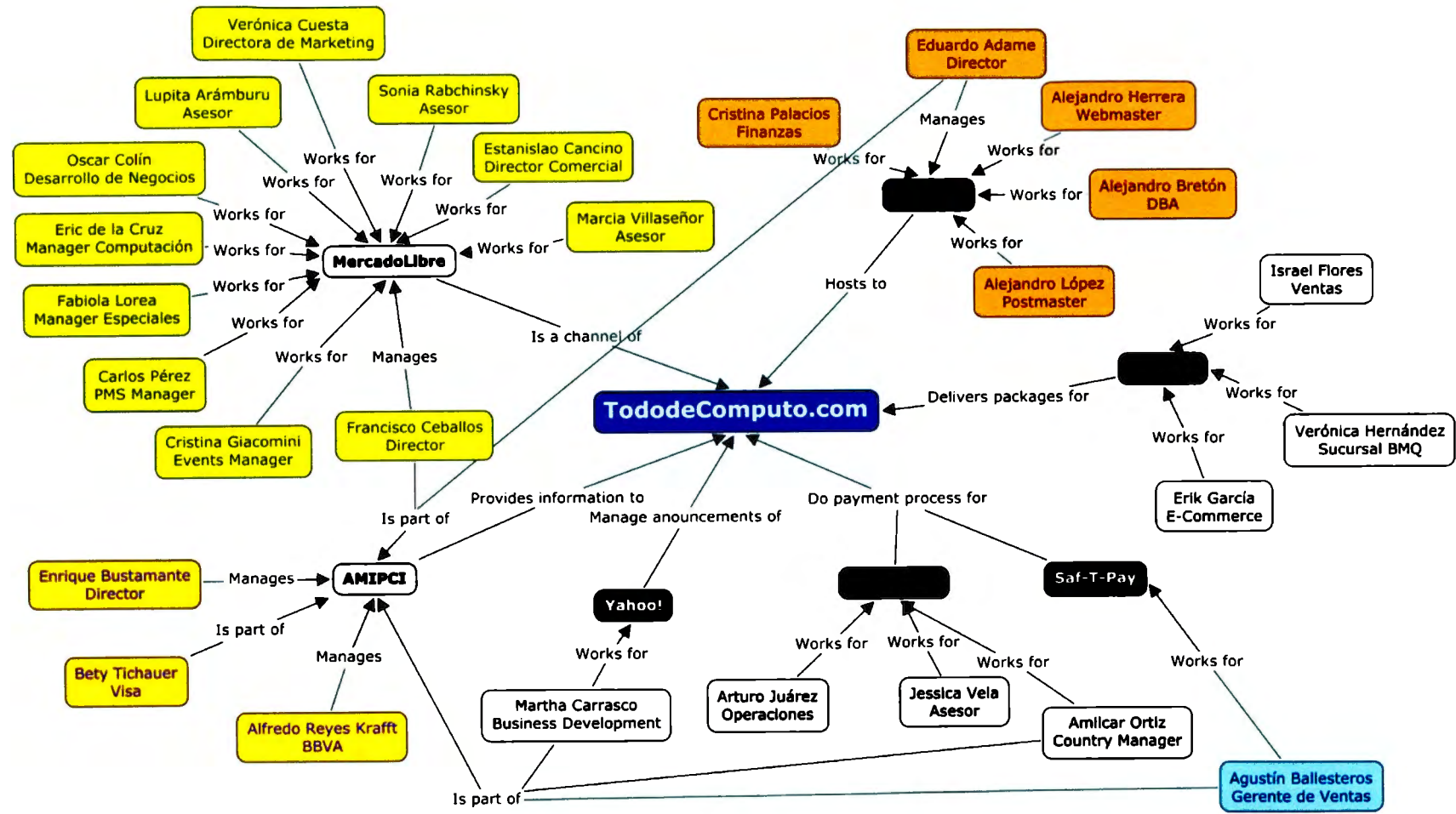
Some of them have in common that are in the educative sector, and it's an opportunity that will be taken in account to the develop of the educational division

Suppliers Network

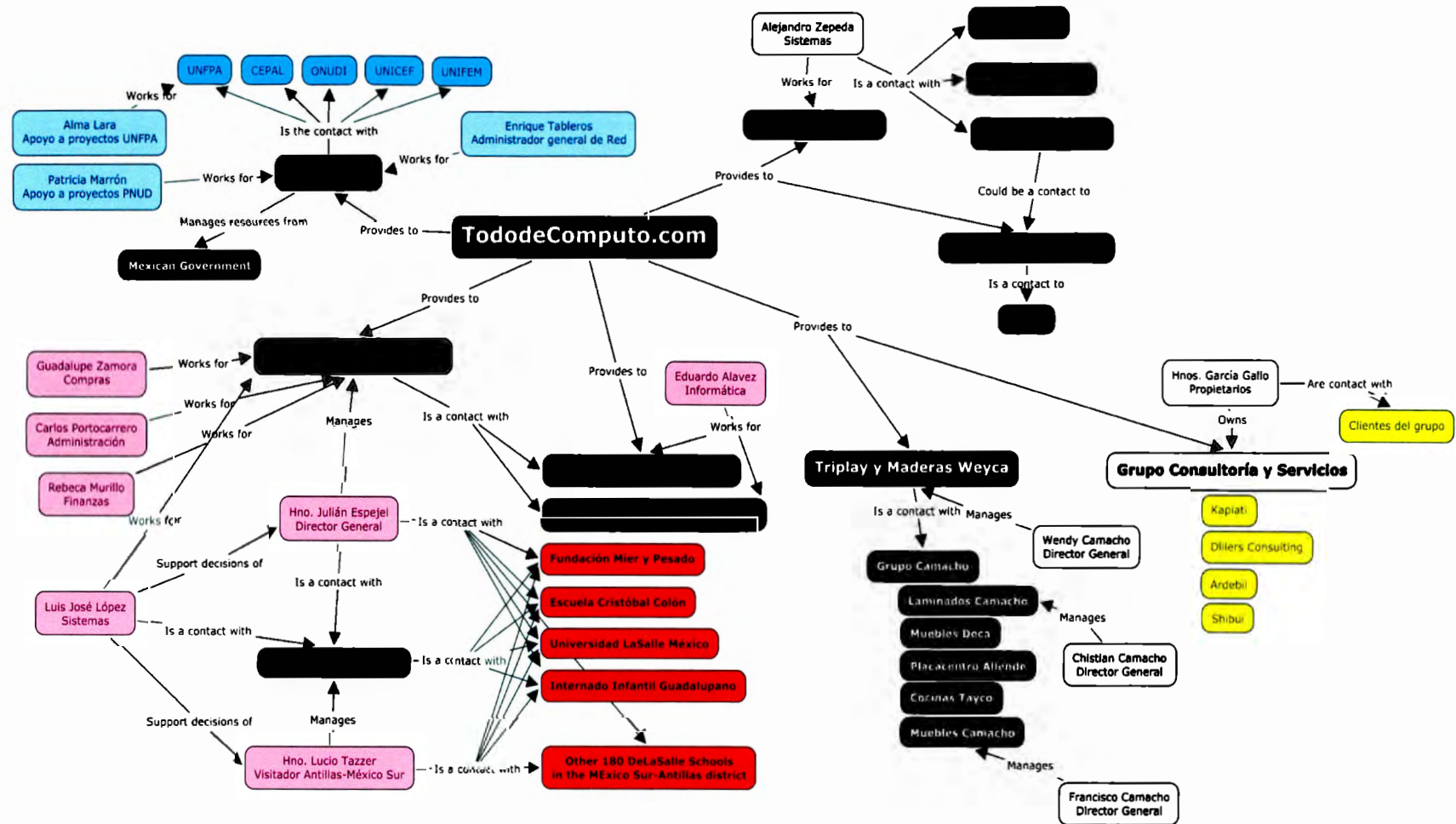
- | | |
|--|------------------------------------|
| Christian Tirado
HP Notebook
Product Manager | Rodrigo García
E-Solutions |
| Karla Bolney
Ventas Mayoreo
Toshiba | Anelli Arellano
Sony Vao |
| Roberto Sandoval
Ventas Consumo
Toshiba | Jaime García
Crédito |
| Miguel Huicochea
Gerente Canal
Toshiba | Patricia Mérida
Microsoft |
| Larisa Perea
Retail Manager
Microsoft | Ernesto Herrera
Sony |
| Ruperto Solano
Mercadotecnia Canal
Microsoft | Miguel Velasco
Toshiba |
| Oscar Martínez
International Sales
Kingston | Abel Pérez
Nortel |
| Luis Pérez Plata
Soporte
Kingston | Jorge Medina
E-Solutions |
| Adolfo Maravert
Mercadotecnia
Sony Comercio | Emilio Tamez
Soluciones |
| Martin Mirabal
Cuentas Especiales
BenQ | Erika Vargas
Lexmark |
| Enrique Zuñiga
Subgerente de ventas
Samsung | Luis Orihuela
Microsoft Home |
| Jose Lozano
Gerente de ventas
Samsung | Eduardo Martínez
Licenciamiento |
| | Héctor Galicia
Microsoft Home |
| | Yadira Vera
Toshiba |
| | Juan Carlos Rodríguez
Samsung |



Strategic Partners

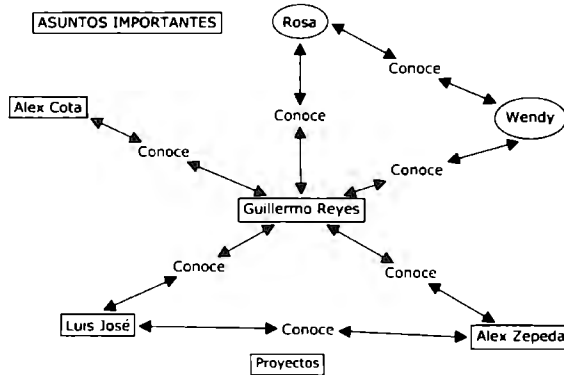


High Volume & Education Clients Network



Funders' Network

Guillermo Reyes, founder of TododeComputo, has a personal network that could help to improve the results of the company according with the next analysis.



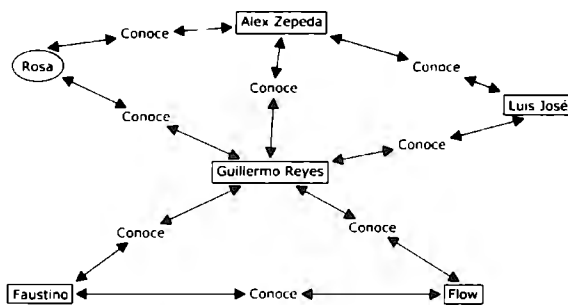
IMPORTANT ISSUES

Number of others: 5

Effective size: 4.2

Density: 20%

EXPANSIVE STRUCTURE



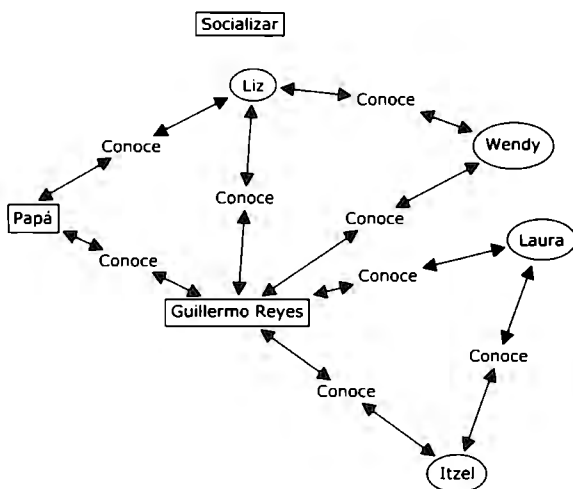
Projects

Number of others: 5

Effective size: 3.8

Density: 30%

VERSATILE TENDING TO EXPANSIVE STRUCTURE



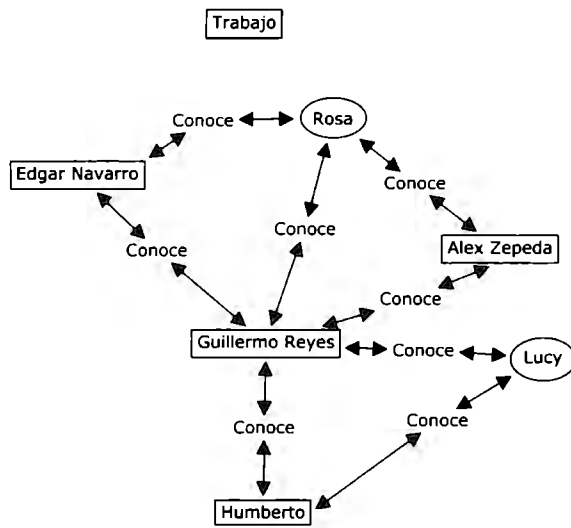
Social

Number of others: 5

Effective size: 3.8

Density: 30%

VERSATILE TENDING TO EXPANSIVE STRUCTURE



Laboral

Number of others: 5

Effective Size: 3.8

Density: 30%

VERSATILE TENDING TO EXPANSIVE STRUCTURE

Unique contacts total: 14

Average contacts per net: 3.5 contactos

Demographic composition of the Net

Age:

At least 6 years younger 21%
 Same age in 5 years range 43%
 At least 6 years older 26%

Type: Diverse

Formal Education:

Less education 50%
 Same education 36%
 Better education 14%

Type: Mixed

Gender:

Women 43%
 Men 57%
 Type: Diverse

Ethnicity

Hispanic 100%
 Type: Homogeneous

COMPOSITION: DIVERSE

Net Focus:	Local	79%	
<u>Work and Family Focus:</u>	Type: Internal		
Work	36%		
Family	7%		<u>Affiliation:</u>
Others	57%		Active
Type: External			30%
			Not active
			70%
			Type: Equivalent
<u>Global Focus:</u>			FOCUS: EQUIVALENT
Global	21%		

CONCLUSIONS:

EXPANSIVE STRUCTURE

An expansive structure allows Guillermo Reyes to reach every time more people that could improve the TododeComputo's performance, reaching the right people in the right places.

DIVERSE COMPOSITION

The diverse composition of the Guillermo's net shows that people of a wide range of ages and studies are part of the net, giving them knowledge and experience of different kinds of people.

FOCUS EQUIVALENT

The equivalent focus makes the Guillermo's net stronger because neither the family or the work partners has enough influence on the net to define a tendency, providing balance to the net.

Strategies to Make The Net Stronger

- Increase our participation in the AMIPCI
- Make initial contacts with AMECE and ANTAD
- Make initial contacts with Conacyt
- Look for a more active role in the Intracom's e-commerce committee
- Define a rol inside the technologic area to improve the relation with the MercadoSocios program
- Study the type of multiple intelligences of the current personal
- Be presente in the Electronic Game Show and in the Consumer Electronic Show.

Necessities of the people inside the Net

Name	Person's Necessities	Listening level
1. Alejandro Zepeda	To lucratively occupy its free time in which it likes. Economic.	2
2. Luis José López	Constant recognition and challenges.	2
3. Rosa Terrazas	Un trabajo que le permita terminar su carrera y atender a su hijo. Económicas.	1
4. Christian Villeda	A work that allows to finish its race him and to take care of its son. Economic.	2
5. Edgar Navarro	A partner who can take care of clients of individual form and who makes arrive his products at small cities. A flexible supplier that allows him to make interchanges.	3
6. Jaime Ortiz	A work that it does not require of great knowledge abilities. Economic.	3
7. Daniel Flores	It needs somebody reliable one that supports to him in the financial evaluation of other projects.	3
8. Alejandro Cota	It needs a person with experience in electronic businesses and contacts in the Internet industry.	2
9. Faustino Barrón	Personnel needs confidence that helps to develop the systems him that need for their activity.	2
10. Itzel Delgado	It needs somebody reliable one that can support to him with financial and accounting questions.	2
11. Wendy Camacho	It needs somebody very near and much confidence for consultant's office in economic, financial matter and of systems.	1
12. Arlette Gilbert	Listen and share experiences.	1
13. Alejandro Flores	A distributor with whom he can reach agreements with facility	2
14. Brenda Herrera	A work from where it can obtain resources to finish his studies.	2
15. Enrique Gómez	A distributor with national cover, jeopardizes with the channel of videogames that has the experience in electronic channels of distribution.	2
16. Carlos Portocarrero	A reliable supplier that knows the processes and is able to suggest improvements and to identify errors.	2
17. Agustín Ballesteros	A site with high volume of electronic transactions.	2
18. Mary Carmen Sánchez	A person who can help him at any time with her computer.	2

Filling Holes inside the Net

	Alejandro Zepeda	Luis José López	Rosa	Alex Cota
1. Alejandro Zepeda		To comment to them that there is a joint project in which we can work	To invite Alejandro to that one appears in the office in hours in which Rosa is.	To invite to Alejandro Zepeda to a meeting with Cota to discuss the project.
2. Luis José López			To invite Luis to that one appears in the office in hours in which Rosa is.	To invite to Luis to a meeting with Cota to discuss the project.
3. Rosa				To invite Cota to that one appears in the office in hours in which Rosa is.
4. Alex Cota				

Investing in Affiliations

Asociation	Necessities
1. Asociación Mexicana de la Industria de la Publicidad y el Comercio por Internet – AMIPCI	Examples of cases of success of electronic commerce in Mexico, beyond the great multinationals.
2. Asociación Mexicana de Estándares de Comercio Electrónico – AMECE	People who help to spread the standards of electronic commerce between the companies not associated.
3. Asociación Nacional de Tiendas de Autoservicio y Departamentales – ANTAD	Not identified yet
4. Asociación Nacional de Distribuidores de Tecnología Informática y Comunicaciones – ANADIC	People that promotes technological, knowledge based and enterprise leadership making business opportunities.
5. Cámara Nacional de la Industria de Electrónica, Telecomunicaciones y Tecnologías de Información – CANIETI	People that promotes the development of the industry with high quality services.

APPENDIX 2: Conduct Code

Company Behavior offered by the company					
Values Classification	Politic & Economic	Social	Regulatory	Regulatory	Theoretical & Economic
Values elected	Teamwork	Respect	Responsibility	Integrity	Innovation
Rule	<i>We promote and support a diverse, yet unified, team. We work together to meet our common goals.</i>	<i>We honor the rights and beliefs of our fellow associates, our customers, our shareowners, our manufacturers and our community. We treat others with the highest degree of dignity, equality and trust.</i>	<i>We accept our individual and team responsibilities and we meet our commitments. We take responsibility for our performance in all of our decisions and actions.</i>	<i>We employ the highest ethical standards, demonstrating honesty and fairness in every action that we take.</i>	<i>We are creative in delivering value to our fellow associates, customers, shareowners, manufacturers and community. We anticipate change and capitalize on the many opportunities that arise.</i>
Employees and partners	We define in teams our goals, and promote them trough the entire organization maintaining constant communication between all the associates.	All of our employees are partners too, as reflect of the respect that the company has to the work made by every member of the company.	We are responsible with our employees paying them on time, sharing the benefits of the company, helping them in special situations, and providing them the tools that they need to do their activities.	We are honest with our employees and partners providing them all the information that they request with the highest ethical standards.	We provide to our employees constant training to help them to know the products and processes, but also to identify trends, new opportunities or better ways to satisfy clients, partners or suppliers.

Company Behavior offered by the company					
Values Classification	Politic & Economic	Social	Regulatory	Regulatory	Theoretical & Economic
Values elected	Teamwork	Respect	Responsibility	Integrity	Innovation
Clients	We inform to our clients the status of his orders, using the data that we interchange between us and with our suppliers and courier services.	We know that our clients want to be treated with courtesy, respect and equality, with independence of his purchasing volume.	With our clients, we are responsible when we deliver products in time, we processed guarantees of the articles purchased and we made refunds when we are not able to deliver a product.	We are honest with our clients in all our communications with them using the highest ethical standards.	We listen the inquiries of our clients, and design our new processes and offers are based on their comments and necessities.
Suppliers	We interchange market information and the information that we collect for our clients and work strongly together to solve the client requirements.	We listen and procure all our suppliers, making no difference by their size or volume, making easy as possible all our operations with them.	All of our suppliers receive their payments on time and are sure that we do not give confidential information to their competitors.	We are honest with our suppliers in all our operations with them using the highest ethical standards.	We work together with our suppliers to create new services that could help our clients to be more satisfied.

Company Behavior offered by the company					
Values Classification	Politic & Economic	Social	Regulatory	Regulatory	Theoretical & Economic
Values elected	Teamwork	Respect	Responsibility	Integrity	Innovation
Government	We provide to the government the information that they require from us in time and form.	We listen and attend all of the government requirements with respect.	We are up to date with our taxes payments and with all the regulations that are applicable to us.	We are honest with the government providing them all the information that they request with the highest ethical standards.	We share with the government trends that allow them to make new policies to stimulate the sector.
Environment	We work as an entire organization to be careful of the adequate use of the resources like water and energy.	Our constant efforts to reduce the amount of resources provide respect for the environment.	We are up to date with all the environmental regulations that apply to our activity.	We made all our activities with the highest ethical standards looking for having the lower environmental impact possible.	We are constantly looking and trying better ways to reduce the environmental impact of our activities.

Company Behavior offered by the company					
Values Classification	Politic & Economic	Social	Regulatory	Regulatory	Theoretical & Economic
Values elected	Teamwork	Respect	Responsibility	Integrity	Innovation
Community	We work together with our neighborhoods to solve the necessities that have in common and share our knowledge with them to help solving problems.	We listen and attend all the suggestions and inquiries of our neighborhoods and members of the community with dignity and respect.	We are responsible with the consequences of our activity that affects the community, and made special efforts to maintain cordial relation with them.	We are honest with the community attending his commitments with the highest ethical standards.	We made accessible the technology needed by communities to develop them, and provide the information needed about the new products and innovations in the industry.

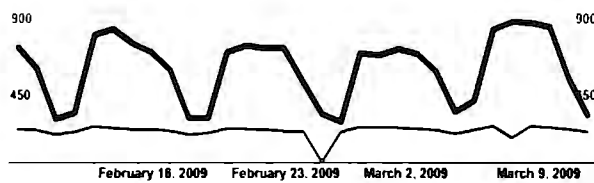
APPENDIX 3: Traffic Statistics & Benchmarking

With the purpose to compare TododeComputo with other shopping internet sites of similar size, in this appendix you will find comparative graphs based on the Google Statistics tool of the common indicators of the internet industry. In addition, the appendix shows also the traffic sources of the site and the loyalty of the visitors.

Benchmarking

At March 15th, 2009 (Google Analytics, 2009)

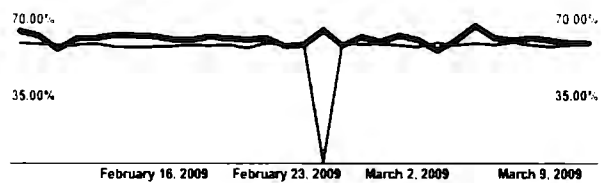
Comparing: Shopping portals sites of similar size --●--Benchmark ●●●
 TododeComputo



16,920 Visits

Benchmark: 5.583 (+203.06%)

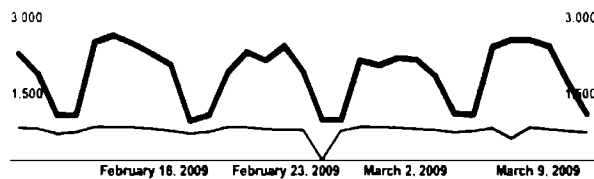
-Also see the All Traffic Sources report for additional analysis of this metric



56.06% Bounce Rate

Benchmark: 53.27% (+5.25%)

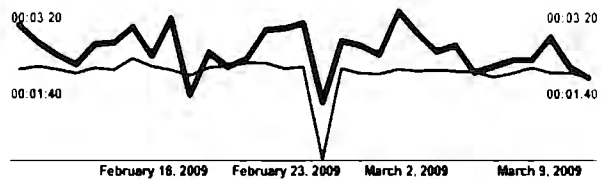
-Also see the Top Landing Pages report for additional analysis of this metric



52,204 Pageviews

Benchmark: 17,688 (+195.14%)

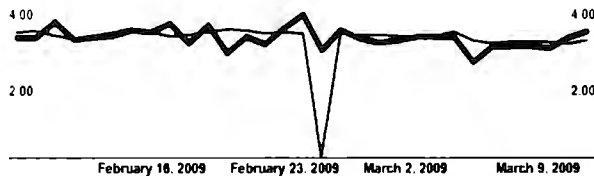
-Also see the Content by Title report for additional analysis of this metric



00:02:28 Avg. Time on Site

Benchmark: 00:01:59 (+24.34%)

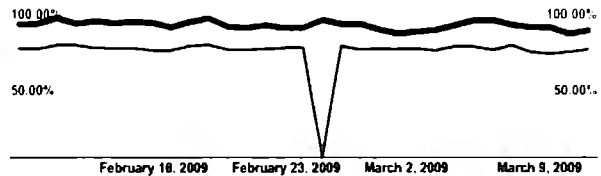
-Also see the Length of visit report for additional analysis of this metric



3.09 Pages/Visit

Benchmark: 3.17 (-2.61%)

-Also see the Depth of Visit report for additional analysis of this metric



85.37% New Visits

Benchmark: 70.29% (+21.47%)

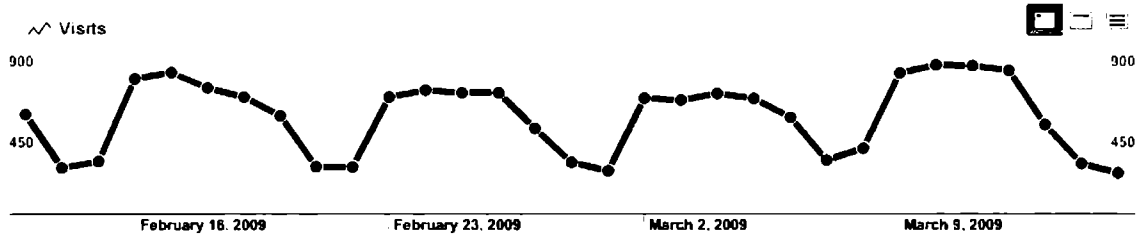
-Also see the Visitor Loyalty report for additional analysis of this metric

Graph 20 - TododeComputo's Benchmarks

Traffic Sources

Traffic Sources Overview

Feb 13, 2009 - Mar 15, 2009

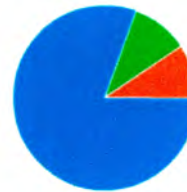


All traffic sources sent a total of 16,472 visits

10.04% Direct Traffic

9.42% Referring Sites

80.54% Search Engines



■ Search Engines
13,267.00 (80.54%)
■ Direct Traffic
1,654.00 (10.04%)
■ Referring Sites
1,551.00 (9.42%)

Graph 21 - TododeComputo's Traffic Sources

Loyalty

Visitor Loyalty

Feb 13, 2009 - Mar 15, 2009

Most people visited: 1 times


Number of Visits	Visits	Percentage of all visitors
1 times	14,063.00	85.38%
2 times	1,147.00	6.96%
3 times	301.00	1.83%
4 times	127.00	0.77%
5 times	77.00	0.47%
6 times	53.00	0.32%
7 times	37.00	0.22%
8 times	28.00	0.17%
9-14 times	99.00	0.60%
15-25 times	86.00	0.52%
26-50 times	88.00	0.53%
51-100 times	108.00	0.66%
101-200 times	114.00	0.69%
201+ times	144.00	0.87%

Graph 22 - Visitors Loyalty

APPENDIX 4: Competitor Analysis

Direct Competitors

FACTOR	TododeComputo.com	paguito.com	PC EN LINEA Super tienda de cómputo
Location	Tlalnepantla, México	Tlalpan, México, D.F.	Monterrey, Nuevo León
Distribution channels:			
• Internet	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
• Bric Store			<input checked="" type="checkbox"/>
Markets			
• Products	14,000	13,000	8,000
• Computing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
• Components	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
• Point of sale	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Limited
• Electronics	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
• Photography	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
• Videogames	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Limited
• Camping	<input checked="" type="checkbox"/>		
• Optical instruments	<input checked="" type="checkbox"/>		
• Kitchen	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
• Home appliances		<input checked="" type="checkbox"/>	
• Cellular Telephony	<input checked="" type="checkbox"/> Limited	<input checked="" type="checkbox"/>	
• Toys		<input checked="" type="checkbox"/>	
• MercadoLibre presence	<input checked="" type="checkbox"/>		
• High volume division	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Payment Methods			
• Credit Card on line	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
• Bank transfer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
• American Express fixed monthly payments	<input checked="" type="checkbox"/>		
• Bancomer/Banamex fixed monthly payment	<input checked="" type="checkbox"/> Trough DineroMail	<input checked="" type="checkbox"/> Direct	
• PayPal	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/> Only to verified users
• DineroMail	<input checked="" type="checkbox"/>		
• Safe-t-Pay	<input checked="" type="checkbox"/>		
• Oxxo/7Eleven	<input checked="" type="checkbox"/>		

FACTOR	TododeComputo.com	paguito.com	
Security			
• AMIPCI Seal	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
• Verisign		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Browsing capabilities			
• Search engine optimization	<input checked="" type="checkbox"/> Strong	<input checked="" type="checkbox"/> Leader	Regular
• Easy of use	Regular	Regular	Well
• Design	Old	Non existing	Well

Indirect Competitors

FACTOR	TododeComputo.com	Similar Size MercadoLibre Sellers	Other IngramMicro based Sellers	Traditioanal Brick Stores including retailers
Markets				
• Products	14,000	150	8,000	3,000
• Computing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Only high volume products
• Components	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
• Ponit of sale	<input checked="" type="checkbox"/>	Some vendors	Some vendors	
• Electronics	<input checked="" type="checkbox"/>	Some vendors	Some vendors	<input checked="" type="checkbox"/>
• Photography	<input checked="" type="checkbox"/>	Some vendors	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
• Videogames	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
• Camping	<input checked="" type="checkbox"/>			Some vendors
• Optical instruments	<input checked="" type="checkbox"/>			Some vendors
• Kitchen	<input checked="" type="checkbox"/>			Some vendors
• Home appliances				<input checked="" type="checkbox"/>
• Cellular Telephony	<input checked="" type="checkbox"/> Limited	<input checked="" type="checkbox"/>	Some vendors	<input checked="" type="checkbox"/>
• Toys		Some vendors		Some vendors
• High volume division	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Infrastructure				
• Fixed costs	Low	Low	Medium	Very high
• Variable costs	Below average	High	Average	Average
Dependency of policies				
• MercadoLibre	Medium	High	None	None
• IngramMicro	High	Medium	High	Medium
• Banks	Medium	Medium	None	High

APPENDIX 5: Résumés of Key Managers and Employees

Guillermo Reyes González

Founder and CEO

- Degree in Systems with Administration (ITESM)
- Master in Administration with Specialty in Developing Family Business (EGADE-ITESM)
- 8 years experience in E-Commerce
- 16 years experience in Technology distribution
- Experience in accounting, administration and education
- Strong Networking in the E-commerce Industry and the information technology industry
- Professional experience:
 - Systems Analyst in charge of the administrative systems – General Administration, Colegio Cristóbal Colón, A.C.
 - Independent Network Security Consultant – Projects for Citibank and Ryder Capital
 - Systems General Manager – Servicios de Comercialización Empresarial
 - Network General Manager, WebMaster and PostMaster – Softtek Internet Corporativo
 - Systems Programmer – Softtek Informática Integral
 - Technical Support – Suministros Tecnológicos de Oficina y Cómputo

Alejandro Zepeda Elizalde*Technology Develop*

- Degree in Systems Engineering (ULSA)
- Wide experience developing administrative and high complexity internet systems
- Professional experience:
 - Independent Systems Consultant
 - General Systems Coordinator – Patronatos Escolares, A.C., Colegio Cedros Norte
 - Systems Analyst in charge of the administrative systems – General Administration, Colegio Cristóbal Colón, A.C.
 - Project Leader – GNP
 - Programmer – GNP

Luis José López Lora*Technology Consultant*

- Degree in Cybernetics Engineering (ULSA)
- Expertise solving high complexity systems solutions
- High networking in the education industry
- Professional Experience:
 - Independent Systems Consultant – Projects in Grupo Gossler, ULSA, Casa Central DeLaSalle
 - General Systems Coordinator – Colegio Cristóbal Colón, A.C.
 - Systems Analyst in charge of the academic systems – General Administration, Colegio Cristóbal Colón, A.C.

Elizabeth Aridna Ortiz Rossains Zambrano

Human development and support to presidency

- Degree in Management (ITESM)
- Experience in Human Development
- Professional Experience:
 - Human Resources – ALSTOM
 - Human Development and Training – Asociación Mexicana de Intermediarios Bursátiles (Bolsa Mexicana de Valores)
 - Human Resources Manager – McDonald's
 - Unit Manager – McDonald's

Rosa del Carmen Terrazas Nicoletti

Publishing and Special Projects

- Degree in Communications Science (UNITEC)
- Wide knowledge about TododeComputo procedures
- Experience in the Videogame Industry
- Knowledge in Photography
- Professional Experience:
 - Special Projects - TododeComputo
 - Billings and Logistic – TododeComputo
 - Logistics – Grupo GOTSA (Nintendo)

APPENDIX 6: Financial and Projected Statements for the Base Scenario

Income Statement

From January 1st To December 31st Of Each Year

	2008	2009*	2010*	2011*	2012*	2013*
NET INCOME	2190485	2628583	3154299	3785159	4542191	5450629
COST OF SALES	1942774	2340322	2796705	3354826	4038372	4839367
GROSS PROFIT	\$ 247,712	\$ 288,260	\$ 357,594	\$ 430,333	\$ 503,819	\$ 611,261
OPERATION COST						
Logistics	103389	109334	114254	119395	124768	130383
Wages	0	3000	6270	6270	9405	12540
Systems	55735	58939	61592	64363	67260	70286
Comissions	19583	47314	56777	68133	81759	98111
Income due shippments	-130714	-89372	-107246	-128695	-154434	-185321
Expenses due shippments	137529	89372	107246	128695	154434	185321
Marketing	10865	15771	18926	22711	27253	32704
Other	21355	5257	6309	7570	9084	10901
TOTAL OPERATION COST	217742	239616	264127	288443	319530	354925
OPERATION PROFIT	\$ 29,970	\$ 48,644	\$ 93,467	\$ 141,890	\$ 184,289	\$ 256,336
DEPRECIATION						
Deferred expenses	23005	22468	22051	18009	27988	32576
EBIT	\$ 6,965	\$ 26,176	\$ 71,416	\$ 123,882	\$ 156,301	\$ 223,760
INTEREST AND COMISSIONS	22940	789	946	1136	1363	1635
TAXES		7616	21141	36824	46482	66637
NET PROFIT	-\$ 15,975	\$ 17,771	\$ 49,329	\$ 85,922	\$ 108,457	\$ 155,487

Balance Sheet

At January 1st Of Each Year	2008	2009*	2010*	2011*	2012*	2013*
ASSETS						
CURRENT ASSETS						
HSBC	-83209	79941	81887	137356	214167	316155
Bancomer	19074	5947	6092	10218	15932	23520
Dividends reserve	4789	4789	4789	4789	4789	4789
AmEx	18681	0	0	0	0	0
Accounts receivable	4235	15221	14194	17033	20440	24528
Inventories	164905	103158	154461	184583	221419	266533
TOTAL CURRENT ASSETS	\$ 128,474	\$ 209,056	\$ 261,424	\$ 353,979	\$ 476,747	\$ 635,524
FIXED ASSETS						
Furniture	310	88	4	0	0	0
Computer equipment	1373	13001	7520	301	7012	7280
TOTAL FIXED ASSETS	\$ 1,683	\$ 13,089	\$ 7,524	\$ 301	\$ 7,012	\$ 7,280
DEFERRED ASSETS						
Brands & Patents	5466	5466	5466	5466	5466	5466
TOTAL ASSETS	\$ 135,624	\$ 227,610	\$ 274,413	\$ 359,746	\$ 489,225	\$ 648,271
LIABILITIES						
CURRENT LIABILITIES						
Suppliers	0	63654	76229	91475	109770	131724
Commissions payable	5980	6002	7360	8832	10598	12718
Taxes payable	-9146	14088	21385	35405	56689	84332
TOTAL CURRENT LIABILITIES	-\$ 3,165	\$ 83,743	\$ 104,974	\$ 135,712	\$ 177,057	\$ 228,774
LONG TERM LIABILITIES						
Creditors	105119	97519	105321	110587	112799	111671
TOTAL LIABILITIES	\$ 101,954	\$ 181,263	\$ 210,295	\$ 246,299	\$ 289,855	\$ 340,444
EQUITY	\$ 33,670	\$ 46,348	\$ 64,119	\$ 113,447	\$ 199,370	\$ 307,827
ASSETS = LIABILITIES + EQUITY	\$ 135,624	\$ 227,610	\$ 274,413	\$ 359,746	\$ 489,225	\$ 648,271

Cash Flow Statement

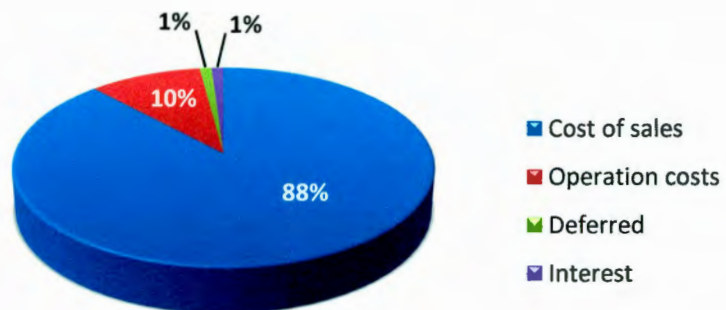
From Jan 1st To Dec 31st Of Each Year	2008	2009*	2010*	2011*	2012*	2013*
OPERATIVE CASH FLOW						
+Diminish in Acc. Receivable	0	1027	0	0	0	0
-Increment in Acc. Receivable	10987	0	2839	3407	4088	4906
+Diminish in Inventories	61747	0	0	0	0	0
-Increment in Inventories	0	51304	30121	36836	45114	52866
+Increment in Suppliers	63654	12575	15246	18295	21954	26345
+Increment in Comissions Payable	21	1358	1472	1766	2120	2544
+Increment in Taxes Payable	23234	7297	14020	21284	27643	38450
TOTAL OPERATIVE CASH FLOW	\$ 137,669	-\$ 29,046	-\$ 2,222	\$ 1,102	\$ 2,515	\$ 9,567
INVESTMENT CASH FLOW						
+Diminish in Furniture	223	84	3	0	0	0
+Diminish in Computer Equipment	0	5481	7219	0	0	6989
-Increment in Computer Equipment	11628	0	0	6711	268	0
TOTAL INVESTMENT CASH FLOW	-\$ 11,405	\$ 5,565	\$ 7,223	-\$ 6,711	-\$ 268	\$ 6,989
FINANCIAL CASH FLOW						
+Increment in Creditors	12400	7802	5266	2212	0	0
-Diminish in Creditors	0	0	0	0	1128	4467
+Increment in Equity	0	17771	49329	85922	108457	155487
-Diminish in Equity	7323	0	0	0	0	0
TOTAL FINANCIAL CASH FLOW	\$ 5,078	\$ 25,573	\$ 54,595	\$ 88,134	\$ 107,329	\$ 151,020
=PERIOD CASH FLOW	\$ 131,342	\$ 2,092	\$ 59,595	\$ 82,525	\$ 109,575	\$ 167,577
+CASH AT THE BEGINNING	-\$ 40,665	\$ 90,677	\$ 92,768	\$ 152,363	\$ 234,888	\$ 344,464
=CASH AT THE END	\$ 90,677	\$ 92,768	\$ 152,363	\$ 234,888	\$ 344,464	\$ 512,041
ROIC	14.5%	39.5%	78.0%	76.4%	54.9%	50.9%

Financial Ratios

	2008	2009*	2010*	2011*	2012*	2013*
SOLVENCY						
Current Ratio	-40.59	2.50	2.49	2.61	2.69	2.78
Quick Ratio	11.51	1.26	1.02	1.25	1.44	1.61
ACTIVITY						
Total Assets Turnover	0.24	0.27	0.37	0.45	0.43	0.45
Receivables Turnover	5.41	5.00	6.35	9.09	9.84	11.40
Average Collection Period	67.51	72.99	57.44	40.17	37.11	32.02
Inventory Turnover	12.83	17.46	21.71	19.79	19.89	19.84
Days in Inventory	28.46	20.90	16.81	18.44	18.35	18.40
FINANCIAL LEVERAGE						
Debt Ratio	0.75	0.80	0.77	0.68	0.59	0.53
Debt to Equity Ratio	3.03	3.91	3.28	2.17	1.45	1.11
Equity Multiplier	4.03	4.91	4.28	3.17	2.45	2.11
Interest Coverage	0.30	33.19	75.47	109.09	114.70	136.84
PROFITABILITY						
Net Profit Margin	-0.53	0.37	0.53	0.61	0.59	0.61
Gross Profit Margin	0.23	0.54	0.76	0.87	0.85	0.87
Net Return on Assets (ROA)	-0.13	0.10	0.20	0.27	0.26	0.27
Gross Return on Assets	0.06	0.14	0.28	0.39	0.37	0.39
Return on Equity (ROE)	-0.41	0.44	0.89	0.97	0.69	0.61

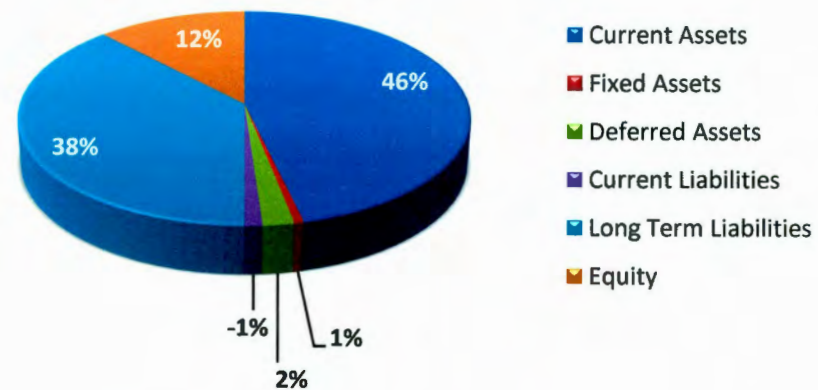
Cost Structure

% of 2008 sales



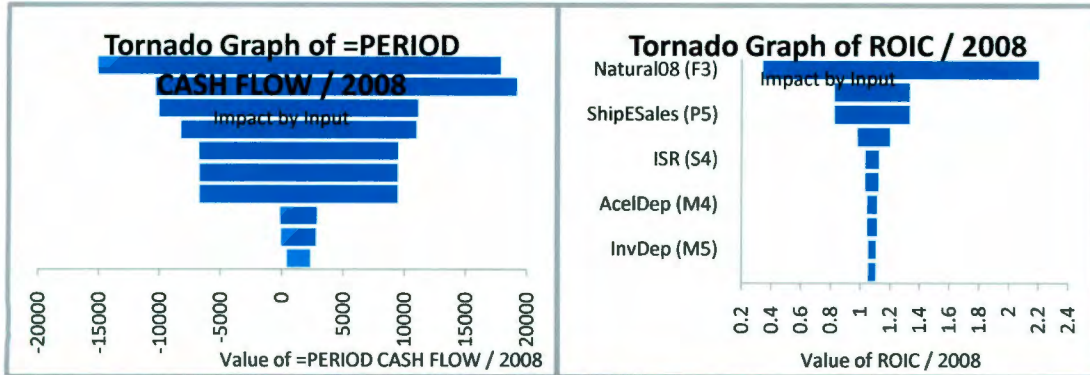
Balance Structure

2008



APPENDIX 7: Tornado Graphs and What-If Analysis

2008



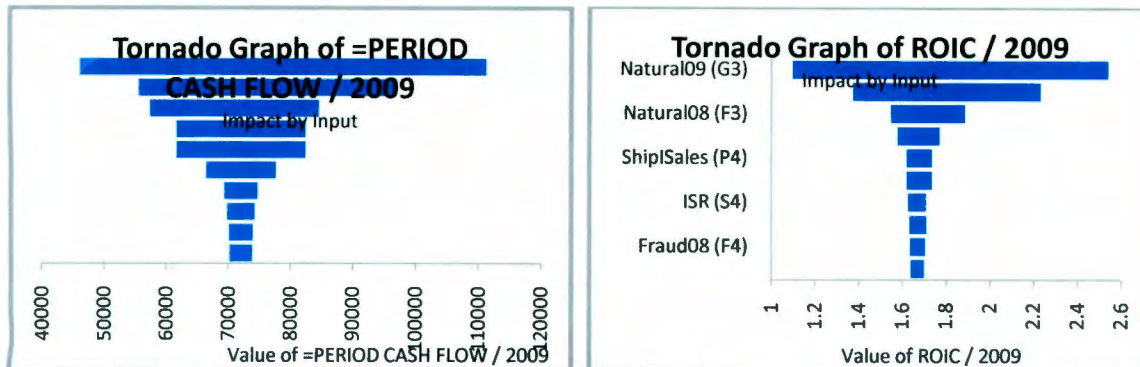
What-If Analysis Summary for Output =PERIOD CASH FLOW / 2008
 Top 10 Inputs Ranked By Change in Actual Value

Rank	Input Name	Worksheet	Cell	Minimum		Maximum		Input Value	Input
				Output Value	Change (%)	Output Value	Change (%)		
1	InvCost (M3)	Base	M3	-\$ 15,071.28	-220.68%	0.0726	\$ 17,844.47	479.69%	0.0594
2	Natural08 (F3)	Base	F3	-\$ 10,320.47	-119.59%	0.127412447	\$ 19,180.06	508.10%	0.508393879
3	FraudTDCInd (P2)	Base	P2	-\$ 10,034.47	-113.51%	0.534299173	\$ 11,120.64	336.62%	-0.005225614
4	Inventories / 2008 (M19)	Base	M19	-\$ 8,235.96	-75.24%	92841.966	\$ 11,009.15	334.25%	113473.514
5	SupplInv (M6)	Base	M6	-\$ 6,735.61	-43.32%	0.0261	\$ 9,508.80	302.32%	0.0319
6	ShipSales (P4)	Base	P4	-\$ 6,707.60	-42.72%	-0.0306	\$ 9,480.79	301.73%	-0.0374
7	ShipESales (P5)	Base	P5	-\$ 6,707.60	-42.72%	0.0374	\$ 9,480.79	301.73%	0.0306
8	AccRecSales (M2)	Base	M2	-\$ 125.81	97.32%	0.00594	\$ 2,899.01	161.68%	0.00486
9	MktSales (P6)	Base	P6	-\$ 41.79	99.11%	0.0066	\$ 2,814.98	159.90%	0.0054
10	Fraud08 (F4)	Base	F4	\$ 433.68	109.23%	0.022	\$ 2,339.51	149.78%	0.018

What-If Analysis Summary for Output ROIC / 2008
 Top 10 Inputs Ranked By Change in Actual Value

Rank	Input Name	Worksheet	Cell	Minimum		Maximum		Input Value	Input
				Output Value	Change (%)	Output Value	Change (%)		
1	Natural08 (F3)	Base	F3	34.2%	-50.82%	0.127412447	219.7%	215.92%	0.508393879
2	ShipSales (P4)	Base	P4	82.5%	18.65%	-0.0306	133.1%	91.41%	-0.0374
3	ShipESales (P5)	Base	P5	82.5%	18.65%	0.0374	133.1%	91.41%	0.0306
4	EQUITY / 2008 (M39)	Base	M39	98.0%	40.94%	28982.382	119.8%	72.26%	23712.858
5	ISR (S4)	Base	S4	103.2%	48.39%	0.33	112.4%	61.68%	0.27
6	MktSales (P6)	Base	P6	103.3%	48.61%	0.0066	112.3%	61.45%	0.0054
7	AccDep (M4)	Base	M4	104.5%	50.23%	1.056	111.2%	59.83%	0.864
8	Computer equipment / 2008 (M23)	Base	M23	104.5%	50.26%	14301.1	111.1%	59.80%	11700.9
9	InvDep (M5)	Base	M5	105.2%	51.25%	0.1056	110.4%	58.82%	0.0864
10	Inventories / 2008 (M19)	Base	M19	105.2%	51.25%	113473.514	110.4%	58.82%	92841.966

2009



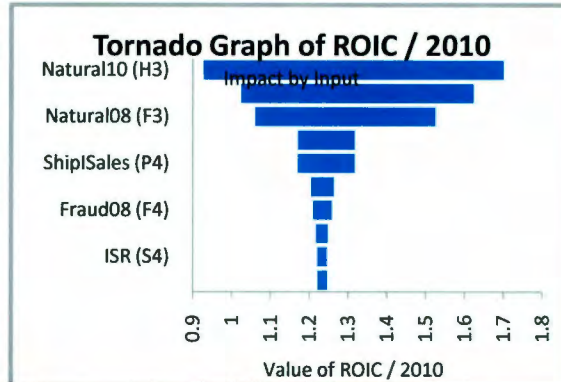
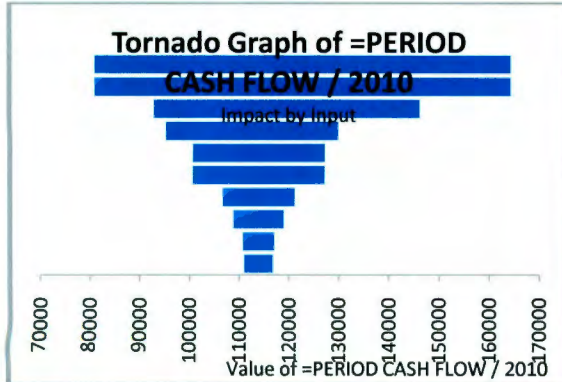
What-if Analysis Summary for Output =PERIOD CASH FLOW / 2009
 Top 10 Inputs Ranked By Change in Actual Value

Rank	Input Name	Worksheet	Cell	Minimum			Maximum		
				Output Value	Change (%)	Input Value	Output Value	Change (%)	Input Value
1	Natural08 (F3)	Base	F3	\$ 46,216.08	-8.67%	0.127412447	\$ 111,267.22	119.87%	0.508393879
2	Natural09 (G3)	Base	G3	\$ 55,625.98	9.92%	0.127412447	\$ 96,965.20	91.61%	0.508393879
3	FraudTDCInd (P2)	Base	P2	\$ 57,428.15	13.48%	0.534299173	\$ 84,477.11	66.93%	-0.005225614
4	ShipSales (P4)	Base	P4	\$ 61,681.89	21.89%	-0.0306	\$ 82,380.40	62.79%	-0.0374
5	ShipESales (P5)	Base	P5	\$ 61,681.89	21.89%	0.0374	\$ 82,380.40	62.79%	0.0306
6	InvCost (M3)	Base	M3	\$ 66,427.50	31.27%	0.0726	\$ 77,634.78	53.41%	0.0594
7	ISR (S4)	Base	S4	\$ 69,321.43	36.98%	0.33	\$ 74,740.85	47.69%	0.27
8	SuppInv (M6)	Base	M6	\$ 69,768.28	37.87%	0.0261	\$ 74,294.00	46.81%	0.0319
9	IVA (S3)	Base	S3	\$ 70,069.87	38.46%	0.135	\$ 73,992.41	46.21%	0.165
10	MktSales (P6)	Base	P6	\$ 70,204.80	38.73%	0.0066	\$ 73,857.48	45.95%	0.0054

What-if Analysis Summary for Output ROIC / 2009
 Top 10 Inputs Ranked By Change in Actual Value

Rank	Input Name	Worksheet	Cell	Minimum			Maximum		
				Output Value	Change (%)	Input Value	Output Value	Change (%)	Input Value
1	Natural09 (G3)	Base	G3	109.5%	-21.76%	0.127412447	253.8%	81.37%	0.508393879
2	FraudTDCInd (P2)	Base	P2	137.2%	-1.94%	-0.005225614	223.1%	59.43%	0.534299173
3	Natural08 (F3)	Base	F3	154.5%	10.43%	0.508393879	188.5%	34.74%	0.127412447
4	EQUITY / 2008 (M39)	Base	M39	157.6%	12.61%	28982.382	177.1%	26.54%	23712.858
5	ShipSales (P4)	Base	P4	161.8%	15.60%	-0.0374	173.5%	23.97%	-0.0306
6	ShipESales (P5)	Base	P5	161.8%	15.60%	0.0306	173.5%	23.97%	0.0374
7	ISR (S4)	Base	S4	162.5%	16.14%	0.33	170.8%	22.09%	0.27
8	AcelDep (M4)	Base	M4	163.0%	16.50%	0.864	171.0%	22.21%	1.056
9	Fraud08 (F4)	Base	F4	163.3%	16.71%	0.018	170.3%	21.73%	0.022
10	Computer equipment / 2008 (M23)	Base	M23	163.7%	16.96%	11700.9	170.0%	21.46%	14301.1

2010



What-If Analysis Summary for Output =PERIOD CASH FLOW / 2010

Top 10 Inputs Ranked By Change in Actual Value

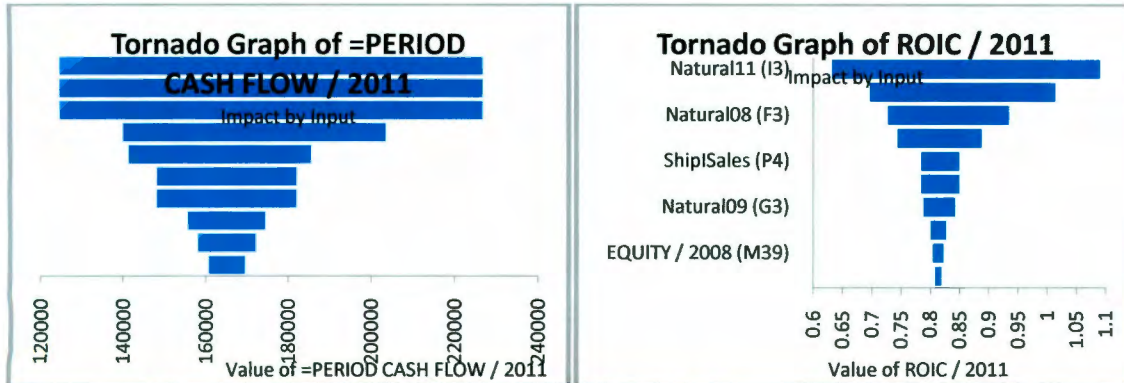
Rank	Input Name	Worksheet	Cell	Minimum		Maximum		Input Value	
				Output Value	Change (%)	Output Value	Change (%)		
1	Natural08 (F3)	Base	F3	\$ 80,832.56	14.02%	0.127412447	\$ 164,166.63	131.56%	0.508393879
2	Natural09 (G3)	Base	G3	\$ 80,832.56	14.02%	0.127412447	\$ 164,166.63	131.56%	0.508393879
3	Natural10 (H3)	Base	H3	\$ 92,767.54	30.85%	0.127412447	\$ 146,026.77	105.98%	0.508393879
4	FraudTDCInd (P2)	Base	P2	\$ 95,231.65	34.33%	0.534299173	\$ 129,816.51	83.11%	-0.005225614
5	ShipSales (P4)	Base	P4	\$ 100,670.49	42.00%	-0.0306	\$ 127,135.65	79.33%	-0.0374
6	ShipESales (P5)	Base	P5	\$ 100,670.49	42.00%	0.0374	\$ 127,135.65	79.33%	0.0306
7	InvCost (M3)	Base	M3	\$ 106,666.34	50.46%	0.0726	\$ 121,139.80	70.87%	0.0594
8	ISR (S4)	Base	S4	\$ 108,838.51	53.52%	0.33	\$ 118,967.63	67.81%	0.27
9	IVA (S3)	Base	S3	\$ 110,730.87	56.19%	0.135	\$ 117,075.27	65.14%	0.165
10	Supplnv (M6)	Base	M6	\$ 111,009.77	56.58%	0.0261	\$ 116,796.37	64.75%	0.0319

What-If Analysis Summary for Output ROIC / 2010

Top 10 Inputs Ranked By Change in Actual Value

Rank	Input Name	Worksheet	Cell	Minimum		Maximum		Input Value	
				Output Value	Change (%)	Output Value	Change (%)		
1	Natural10 (H3)	Base	H3	92.7%	-19.85%	0.127412447	169.9%	46.92%	0.508393879
2	FraudTDCInd (P2)	Base	P2	102.4%	-11.46%	-0.005225614	162.3%	40.32%	0.534299173
3	Natural08 (F3)	Base	F3	106.0%	-8.32%	0.508393879	152.4%	31.81%	0.127412447
4	ShipESales (P5)	Base	P5	117.0%	1.17%	0.0306	131.7%	13.91%	0.0374
5	ShipSales (P4)	Base	P4	117.0%	1.17%	-0.0374	131.7%	13.91%	-0.0306
6	EQUITY / 2008 (M39)	Base	M39	120.4%	4.12%	28982.382	126.4%	9.30%	23712.858
7	Fraud08 (F4)	Base	F4	120.9%	4.55%	0.018	125.8%	8.82%	0.022
8	Natural09 (G3)	Base	G3	121.7%	5.20%	0.127412447	124.8%	7.92%	0.508393879
9	ISR (S4)	Base	S4	122.0%	5.50%	0.33	124.6%	7.72%	0.27
10	MktSales (P6)	Base	P6	122.1%	5.57%	0.0054	124.6%	7.78%	0.0066

2011



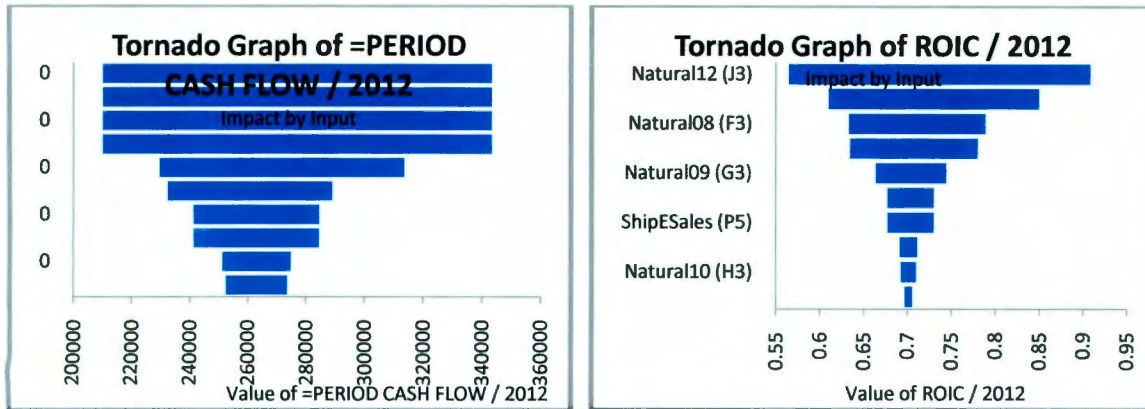
What-If Analysis Summary for Output =PERIOD CASH FLOW / 2011
 Top 10 Inputs Ranked By Change in Actual Value

Rank	Input Name	Worksheet	Cell	Output Value	Minimum		Maximum		Input Value
					Change (%)	Input Value	Output Value	Change (%)	
1	Natural08 (F3)	Base	F3	\$ 124,574.46	31.35%	0.127412447	\$ 226,672.61	139.00%	0.508393879
2	Natural09 (G3)	Base	G3	\$ 124,574.46	31.35%	0.127412447	\$ 226,672.61	139.00%	0.508393879
3	Natural10 (H3)	Base	H3	\$ 124,574.46	31.35%	0.127412447	\$ 226,672.61	139.00%	0.508393879
4	Natural11 (I3)	Base	I3	\$ 139,823.80	47.43%	0.127412447	\$ 203,495.27	114.56%	0.508393879
5	FraudTDCInd (P2)	Base	P2	\$ 141,218.04	48.90%	0.534299173	\$ 185,438.32	95.52%	-0.005225614
6	ShiplSales (P4)	Base	P4	\$ 148,172.15	56.23%	-0.0306	\$ 182,010.56	91.91%	-0.0374
7	ShipESales (P5)	Base	P5	\$ 148,172.15	56.23%	0.0374	\$ 182,010.56	91.91%	0.0306
8	InvCost (M3)	Base	M3	\$ 155,722.35	64.19%	0.0726	\$ 174,460.36	83.94%	0.0594
9	ISR (S4)	Base	S4	\$ 158,046.71	66.64%	0.33	\$ 172,136.00	81.49%	0.27
10	IVA (S3)	Base	S3	\$ 160,655.54	69.39%	0.135	\$ 169,527.17	78.74%	0.165

What-If Analysis Summary for Output ROIC / 2011
 Top 10 Inputs Ranked By Change in Actual Value

Rank	Input Name	Worksheet	Cell	Output Value	Minimum		Maximum		Input Value
					Change (%)	Input Value	Output Value	Change (%)	
1	Natural11 (I3)	Base	I3	63.2%	-14.08%	0.127412447	108.9%	48.16%	0.508393879
2	FraudTDCInd (P2)	Base	P2	69.6%	-5.30%	-0.005225614	101.3%	37.79%	0.534299173
3	Natural08 (F3)	Base	F3	72.8%	-1.01%	0.508393879	93.4%	27.09%	0.127412447
4	Natural10 (H3)	Base	H3	74.4%	1.21%	0.127412447	88.8%	20.79%	0.508393879
5	ShiplSales (P4)	Base	P4	78.4%	6.70%	-0.0374	85.0%	15.55%	-0.0306
6	ShipESales (P5)	Base	P5	78.4%	6.70%	0.0306	85.0%	15.55%	0.0374
7	Natural09 (G3)	Base	G3	78.8%	7.24%	0.508393879	84.2%	14.59%	0.127412447
8	Fraud08 (F4)	Base	F4	80.0%	8.83%	0.018	82.7%	12.47%	0.022
9	EQUITY / 2008 (M39)	Base	M39	80.4%	9.35%	28982.382	82.3%	11.92%	23712.858
10	MktSales (P6)	Base	P6	80.8%	9.86%	0.0054	81.9%	11.40%	0.0066

2012



What-if Analysis Summary for Output =PERIOD CASH FLOW / 2012

Top 10 Inputs Ranked By Change in Actual Value

Rank	Input Name	Worksheet	Cell	Value	Minimum		Maximum		
					Output	Input	Output	Change (%)	Input
1	Natural11 (I3)	Base	I3	\$ 210,081.84	40.75%	0.127412447	\$ 343,425.75	130.08%	0.508393879
2	Natural10 (H3)	Base	H3	\$ 210,081.84	40.75%	0.127412447	\$ 343,425.75	130.08%	0.508393879
3	Natural08 (F3)	Base	F3	\$ 210,081.84	40.75%	0.127412447	\$ 343,425.75	130.08%	0.508393879
4	Natural09 (G3)	Base	G3	\$ 210,081.84	40.75%	0.127412447	\$ 343,425.75	130.08%	0.508393879
5	Natural12 (J3)	Base	J3	\$ 229,697.73	53.89%	0.127412447	\$ 313,611.74	110.11%	0.508393879
6	FraudTDCInd (P2)	Base	P2	\$ 232,473.91	55.75%	0.534299173	\$ 289,014.05	93.63%	-0.005225614
7	ShipESales (P5)	Base	P5	\$ 241,365.46	61.71%	0.0374	\$ 284,631.31	90.69%	0.0306
8	ShipISales (P4)	Base	P4	\$ 241,365.46	61.71%	-0.0306	\$ 284,631.31	90.69%	-0.0374
9	InvCost (M3)	Base	M3	\$ 251,179.52	68.28%	0.0726	\$ 274,817.25	84.12%	0.0594
10	ISR (S4)	Base	S4	\$ 252,340.16	69.06%	0.33	\$ 273,656.61	83.34%	0.27

What-if Analysis Summary for Output ROIC / 2012

Top 10 Inputs Ranked By Change in Actual Value

Rank	Input Name	Worksheet	Cell	Value	Minimum		Maximum		
					Output	Input	Output	Change (%)	Input
1	Natural12 (J3)	Base	J3	56.5%	-12.48%	0.127412447	90.9%	40.84%	0.508393879
2	FraudTDCInd (P2)	Base	P2	61.0%	-5.45%	-0.005225614	85.0%	31.80%	0.534299173
3	Natural08 (F3)	Base	F3	63.3%	-1.91%	0.508393879	78.9%	22.34%	0.127412447
4	Natural11 (I3)	Base	I3	63.5%	-1.63%	0.127412447	78.0%	20.96%	0.508393879
5	Natural09 (G3)	Base	G3	66.4%	2.87%	0.508393879	74.5%	15.43%	0.127412447
6	ShipISales (P4)	Base	P4	67.7%	5.00%	-0.0374	73.0%	13.21%	-0.0306
7	ShipESales (P5)	Base	P5	67.7%	5.00%	0.0306	73.0%	13.21%	0.0374
8	Fraud08 (F4)	Base	F4	69.1%	7.12%	0.018	71.2%	10.30%	0.022
9	Natural10 (H3)	Base	H3	69.2%	7.28%	0.127412447	71.0%	10.08%	0.508393879
10	EQUITY / 2008 (M39)	Base	M39	69.6%	7.96%	28982.382	70.6%	9.42%	23712.858

References

- AMIPCI. (2007). *2007 AMPICI Study about Mexican E-Commerce*. México.
- AMIPCI. (2008). *2008 AMPICI Study about Mexican E-Commerce*. México.
- AMIPCI. (2007). *AMIPCI Internet Poll by Elogia Encuestas*.
- AMIPCI. (2007). *Internet users in Mexico and the use of new technologies*. Mexico.
- Baker, W. (2000). *Achieving Success through social capital*. New York: Jossey Bass.
- Banco de México. (s.f.). *Sitio web del Banco de México*. Recuperado el 24 de Junio de 2008, de <http://www.banxico.org.mx>
- DineroMail, Inc. (2007). *Características del mercado de E-Commerce en México y latinoamérica*. Buenos Aires.
- Google Analytics. (2009). *Comparing: Shopping Portals & Search Engines sites of similar size* .
- Select. (2007). *Quarterly study about personal computers and Internet in Mexico*. Mexico.
- Wavell. (2006, 2007). *Internet use, last 3 months ans last 3 days*. México: TGI KantarMedia Research México.
- Wavell. (2006, 2007). *People that made e-commerce shopping in the last 30 days*. México: TGI México.
- Wavell. (2006, 2007). *Urban Population. Internet Users*. Mexico: TGI Kantar Media Research México.