

Wayne Ferrari: iAutomation at a Crossroads

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Internal Problems

Current Problem: Brazil's Market
Current Solution: Profitability in Brazil

Other Important Issues:
Emphasis on one product
Lack of success outside of Brazil

Though the fact that Compas had several other solutions available to all stakeholders, these solutions were not available to the Brazilian market. The fact that the company was not able to sustain its success in Brazil was a major concern for the company. The company was not able to sustain its success in Brazil because of its focus on one product and its lack of success outside of Brazil.

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Possible Markets

Market analysis is a key step in the process of identifying potential markets. The company should consider the following factors when evaluating potential markets:

- Market Size
- Market Growth
- Market Saturation
- Market Competition
- Market Entry Barriers
- Market Risk

Therefore...

The company should focus on the Brazilian market as its primary market. The company should also consider other markets that have similar characteristics to the Brazilian market. The company should also consider the following factors when evaluating potential markets:

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About Compas...

Compas is a tollage company, incorporated in the state of São Paulo, Brazil. The company's main business is the operation of toll roads in the state of São Paulo. The company has a long history of providing toll services to the state of São Paulo.

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Products and Services...**

Compas offers a range of market of toll collection that have unique technological advance product. They offer Intelligent Transport Systems (ITS). Their products are the Advanced Traffic Management (ATM) that manages the highways or public transport corridors in cities.

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1989-2003**

Compas has a long history of providing toll services to the state of São Paulo. The company was founded in 1989 and has since then grown into a major toll operator in Brazil. The company has a strong track record of providing high-quality toll services to the state of São Paulo.

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Internal Problems

Current Problem:
Brazilian Market

Current Solution:
Profitability in Brazil

Other Important Issues:
Emphasis on one product
Lack of success outside of Brazil

Though the fact Compas' has found the solution on which to all other tolls, there is a need to maintain and improve the quality of service. The fact is, the fact is that the company is not able to sustain its current level of success in Brazil. The fact is that the company is not able to sustain its current level of success in Brazil. The fact is that the company is not able to sustain its current level of success in Brazil.

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Possible Markets

Market in Brazil, Mexico, and the United States.

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Therefore...

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1989-2003

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Products and Services...

Compas offers a range of market toll collection that have unique technological advance product. They offer Intelligent Transport Systems (ITS). Their products are the Advanced Traffic Management (ATMS) that manages the highways or public transport corridors in cities.

About Compas...

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About Compsis...

Compsis, a technology company, is characterized by its high quality and high cost products. Founded in 1989, it has offered its products and services throughout Brazil and industries in the country, developing strong relations with the Brazilian government.



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Products and Services...

Compsis offers a range of market of toll collection that have unique technological advance product. They offer Intelligence Transport Systems (ITS). Their products are the Advanced Traffic Management (ATMS) that manages the highways or public transport corridors in cities.



The most important product of Compsis is the Electronic Toll Audit (SICAT). The product would provide integrated real-time management of all the processes of automation, accounting, and auditing of revenues at highway toll plazas.



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1989-2003

During these years until 2003, the company strove to maintain the concessions on roads in Brazil for tolling, but in 2004 the Brazilian government delayed the awarding new toll road construction rights to concessionaires. With the business stopped in Brazil, Compsis had the need to expand their products to other markets, besides those already had, as Ailton and the other founders strongly believed that any technology company in Brazil would be vulnerable if I had to rely solely on one product line.

Therefore...

During the last four years Compsis had invested significantly in new product lines, largely using the SICAT profits. The strategy was to expand the product and geographical distribution of Compsis, even as it developed new offerings for the Brazilian market (particularly ATMS), Compsis strove to expand into new markets throughout the world. In each new country Compsis would lead with its most mature product, SICAT, then, once its brand was established, Compsis could introduce its other products as well.

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Possible Markets

As Ailton and his fellow Compsis leaders considered possible markets for expansion, they knew that Brazil would continue to be fertile ground for their services

Outside Brazil, the Latin American market was projected to be small but growing rapidly. The six countries Compsis considered targeting all had relatively little experience with toll roads, so they would probably want simple, inexpensive solutions that would be easy for the systems integrator to implement.

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Meanwhile, Compsis was also turning its eyes north to the United States, an ETC market larger than all of Spanish-speaking Latin America put together. In light of the size and complexity of the market, the Compsis directors knew that it would be no trivial matter to find and obtain ETC projects in the United States.



Compsis executives had visited Bolivia, Peru, and other key countries and had returned advising that Compsis identify a local commercial partner, someone who knew the right people, could maneuver around the complex and corrupt procurement systems, and would obtain information about upcoming projects before they were openly announced.

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Internal Problems

Central Problem
Brazilian Market

Cannot Sustain
Profitability In Brazil

Other Important Issues
Emphasis on one product
Lack of success outside of Brazil

It might be that Compsis had focused too intensely on electronic toll collection. Were Compsis to widen its product suite by focusing more on ATMS, SMV, or SGM, it could broaden its portfolio and spread the risk, albeit among much the same government and concessionaire buyers as for ETC. Compsis could even get away from its traditional higher-quality, higher-price strategy and aggressively pursue contracts for less expensive projects, such as setting up a series of emergency call boxes along a major highway.

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