



Firmin Antonio

Chief Operating Officer Latin America

DISCOVERING

ACCOR SERVICES BRAZIL

ACCOR SERVICES BRAZIL'S ROLE IN LATIN AMERICA



Center of Excellence and a Platform for expansion in Latin America

KEY FIGURES - 2005

	€ Million	R\$ Million
ISSUE VOL.	1,840	5,600

50,000 corporate clients
3,500,000 daily users

CULTURAL CONTEXT OF BRAZIL



Contrasts

Plurality

Changes

Flexibility

Creativity

Adaptability

FREQUENT

REQUIRED

A Taste for Innovation!

CULTURAL CONTEXT OF BRAZIL

Behaviour when facing **CRISIS**...



Easy, quick and full engagement with reaction!

THE LARGEST WORKERS FEEDING MARKET OF THE WORLD!



PAT30 *anos*
Programa de Alimentação
do Trabalhador

BENEFITS FOR 10 MILLION WORKERS DAILY!

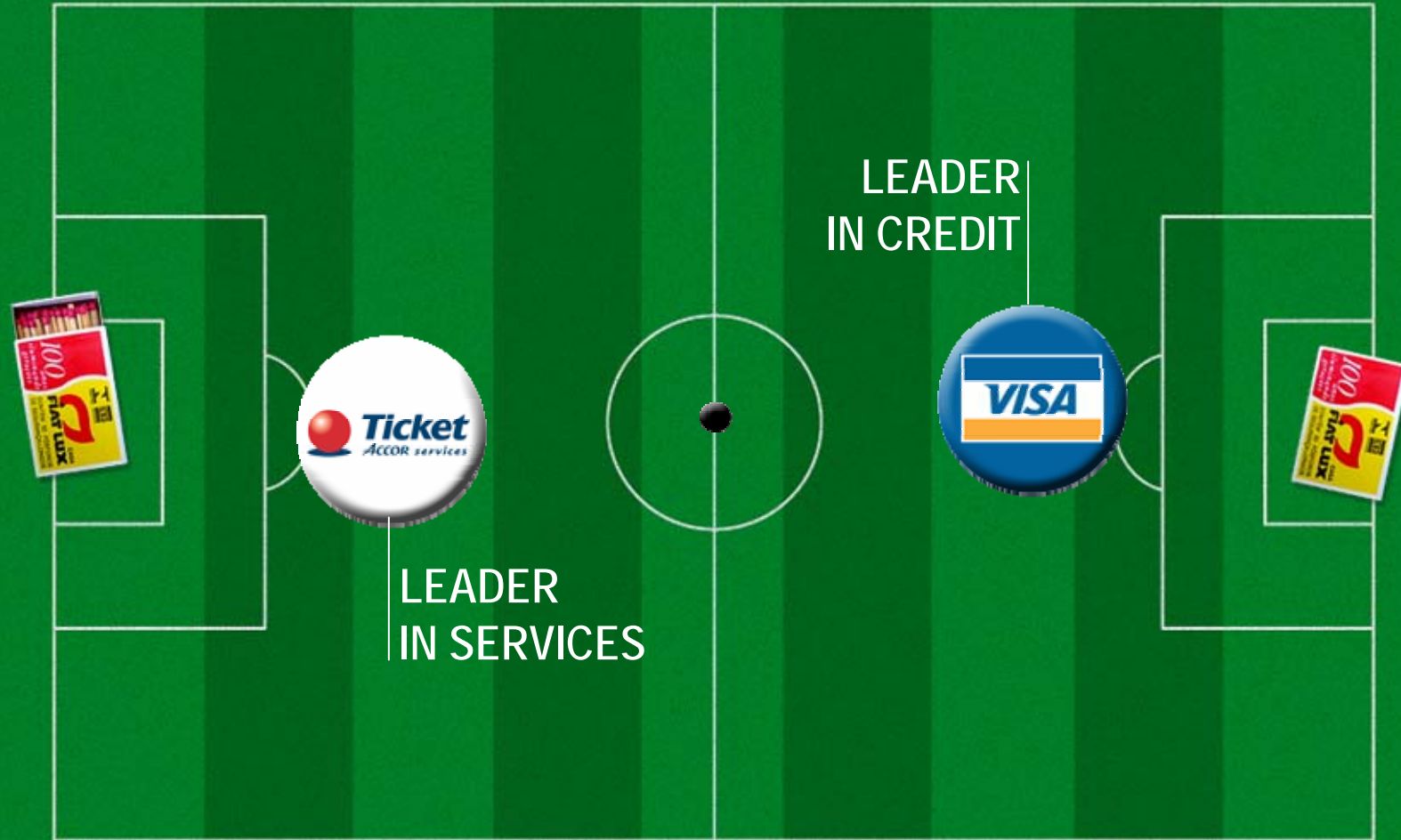
ACCOR SERVICES IN BRAZIL



A long period of continuous growth!

2002: NEW COMPETITOR COMING

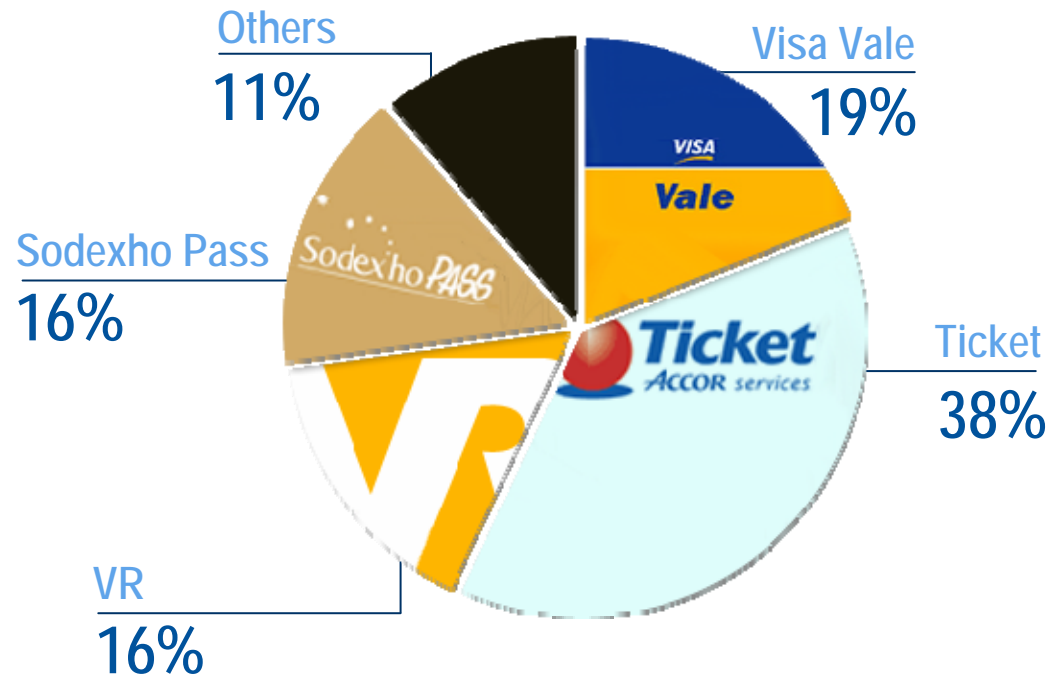
THE MATCH OF THE CENTURY



MARKET SHARE

2005

TR / TA – number of users



BASIC STRATEGY

SIMPLE, CLEAR AND EFFECTIVE !



■ Protect the Core Business

- Greater commercial aggressiveness
- Look for all sources of efficiency

■ Search for Regulation (PAT) Expansion

- Market expansion out of new competitors reach
- Distribution channel for SMB – Ticket Express

■ Develop New Products / Businesses

- Performance & Productivity products consolidation
- New businesses (acquisitions / partnerships)

OFFER

UNIQUE POSITIONING: COMPLETE OFFER



COMPLETE SOLUTION!

MIGRATION TO CARD



2006

1,200,000
cards

USERS

500,000
cards



Stable and
Competitive

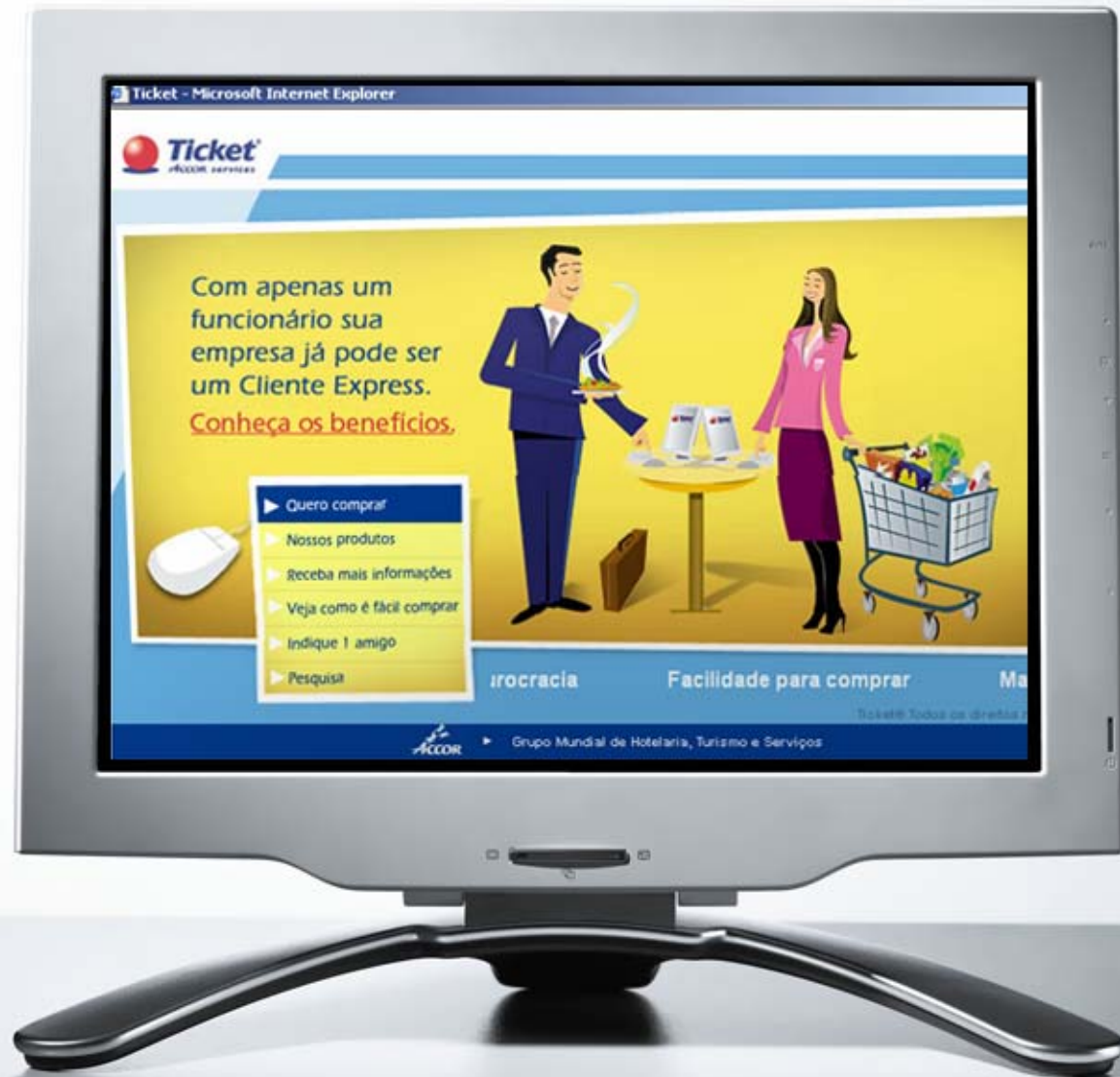


Improving economic
performance

100% WEB BASED SALES CHANNEL FOR SMB

Ticket Express

A new initiative from Ticket Brazil, targeted at small-sized companies (up to 50 employees)



BRAND ATRIBUTES



FRIENDLY



SPECIALIST



PRACTICAL



LEADER



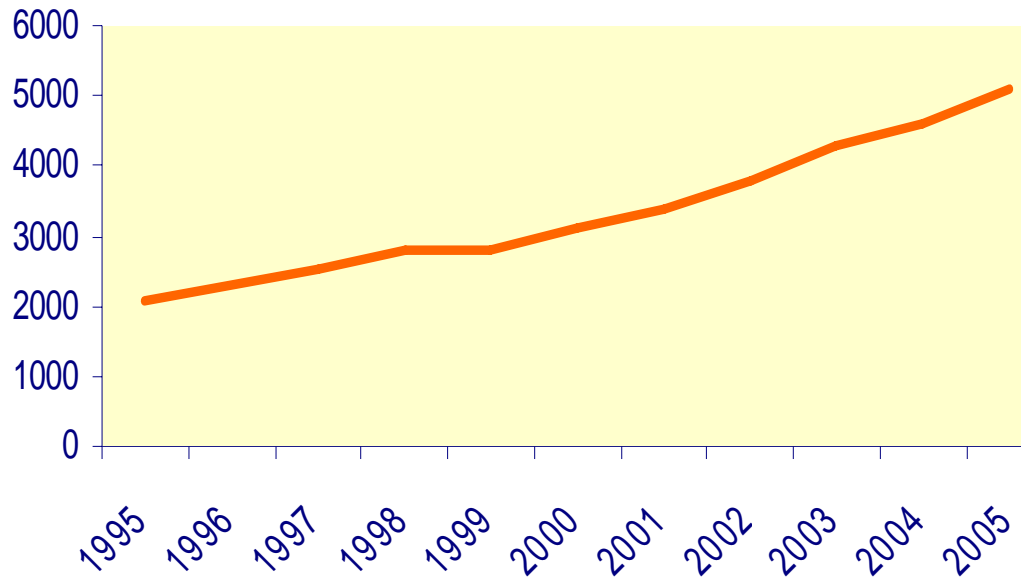
PIONEER

PRODUCT PORTFOLIO

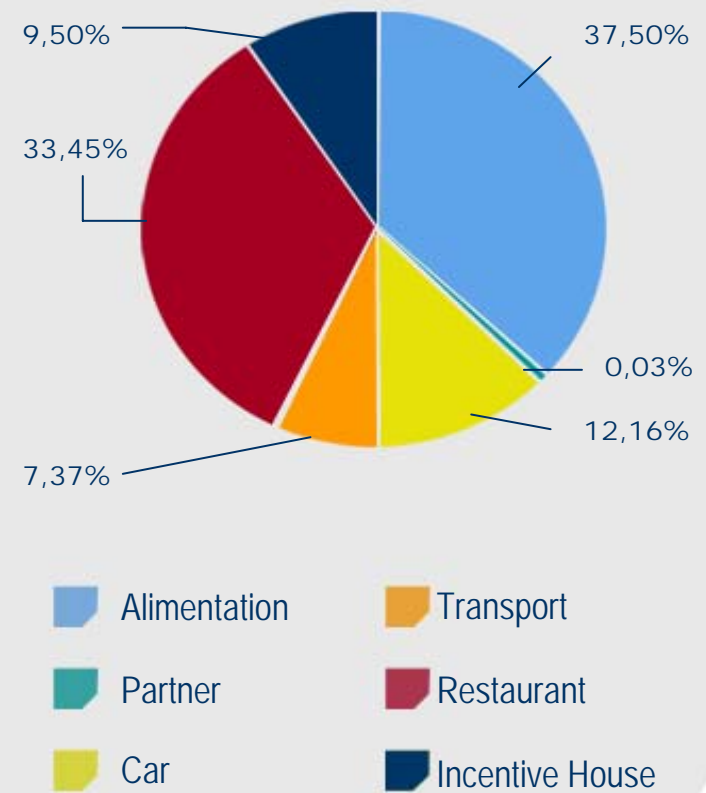


ACCOR SERVICES BRAZIL'S PERFORMANCE 1995 - 2005










Issue Volume in KBRL

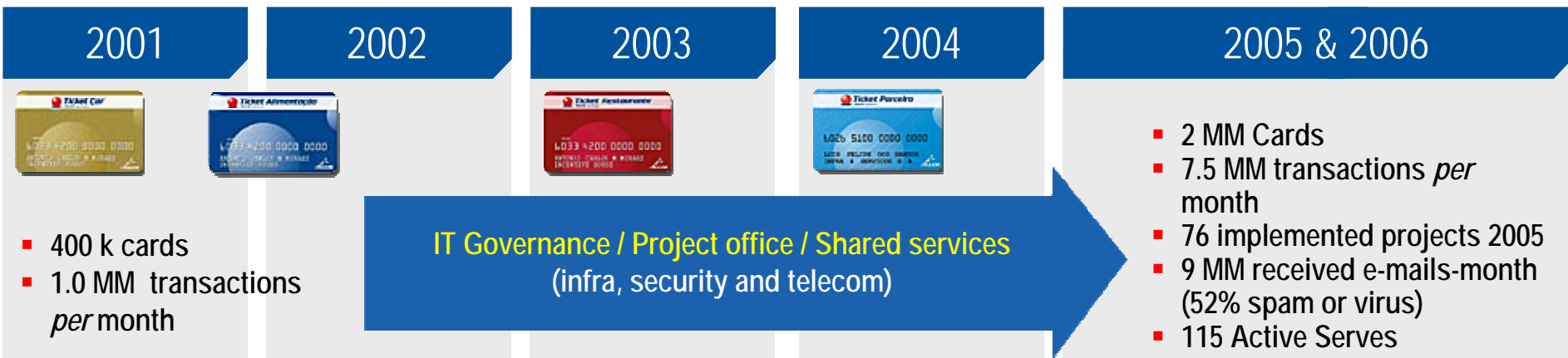


Revenue - 2005



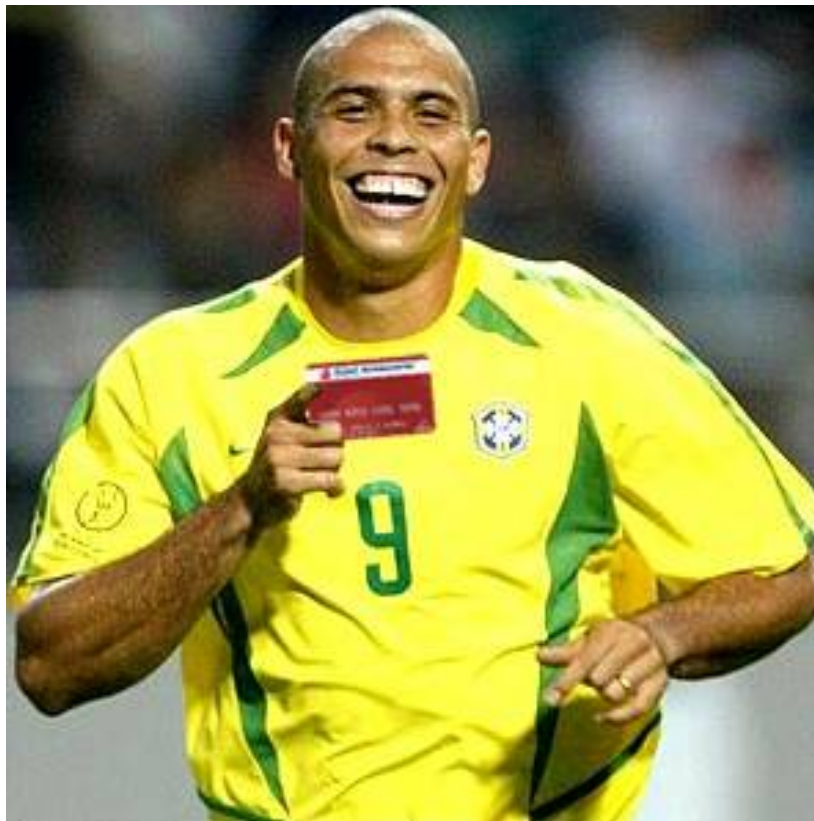
IT COMPETENCES / PARTNERS TO SUPPORT BUSINESS STRATEGIES

E-Ticket Web sales	Call Center	Technology Evolution	ERP / CRM	Outsourcing infra-structure	Nortear – Balanced Score Card Business Intelligence	Infra structure Information Security	Access Control	Transaction authorizer
								



IT Governance / Project office / Shared services
(infra, security and telecom)

ACCOR SERVICES BRAZIL 2006 A SOLID BASE TO:



Face the new challenges imposed by the markets



Expand its business horizons



Support AS development in Latin America and other regions



Create relevant value in a sustainable way