## Index

A B Corporation, 143 ABSL, 4, 183 Academia, perceived value according	Amazon Prime Air drones, 63 Amazon Primer Music, 78 "Anthropo-conscious" companies, 150
to, 144–148 Academic programs, 146	Anthropocentric model, 131 clients and end users, 136–138
Accelerated digitization, 151, 196	communities, 138
Accelerated Solutions Environment,	companies, 4, 142
117	conscious sourcing, 132–133
Accenture, 88, 109, 138	environment, 140–141
Acquisition, innovation through, 86	human resources, 134–136
Adobe, 140	myth of sisyphus, 131–132
AGEXPORT, 185	perceived value according to
Agglomeration effect, 182	demand, academia, and
Agile, 103–105	governments, 144–148
IT, 109–110	ways of attracting value, 142–144
main elements for agile adaptation	Anthropocentrism, 137
of services companies,	Apex Way, 43
113–114	Apli (Mexican HR recruitment
and management, 111	startup), 85
methodologies, 37, 43, 47, 104,	Apple, 86, 88, 98, 119, 140
110, 113, 119, 135–136	Apple Music, 78
model, 110–111	Arab bazaar, 197
in public institutions, 111–113	Arbusta, 147–148
in startups, 109	Argentinian National Institute for
tools, 114–115	Cinema and Visual Arts
transformation consulting services,	(INCAA), 78
117	Argentinian Real Trends, 63
Agile Manifesto, 104–105	Artificial intelligence (AI), 47, 51, 53,
Agile Zoo, 106	194
Agritech, 69–71	AI-powered diagnosis, 88
Agrosoft, 31–32	global market, 55
Agtech, 69–71	in translation tools, 159
ALES, 4	Attero Recycling (Indian e-Waste
Algramo (trade of bulk products), 98 Alibaba, 63–64	management company), 140
Allied Global Company, 103 Alorica, 139	Augmented reality, 57 Augmented Reality/Virtual Reality
Anazon, 57, 63–64, 86, 88, 98, 119	(AR/VR), 47
Amazon, 37, 03–04, 60, 66, 76, 119	(AK/VK), 4/

Authentic digital transformation	Business models, 2, 98, 102, 133
process, 3	strategies, 116
Automation, 50–53, 59, 63	Business process outsourcing (BPO),
double impact of automation	19–20, 25, 45, 56, 71, 172
in developing countries, 125–126	Business processes (BP), 22, 40, 138, 159
Autonomous work (see Gig economy)	companies, 30, 36–37, 43
, -	segment, 73
B Corporations (B Corps), 132, 143,	Business services, 23
195	Business to People (B2P), 136–137
BAC Credomatic, 134	Business to-business relationships
Bank BBVA, 55	(B2B relationships), 20
Bank of America, 138	Business-Processes-as-a-Service
BASF, 23	(BPaaS), 31, 94
BBVA bank (insurance company),	Business-to-consumer relationships
109, 114	(B2C relationships), 20
Bestshoring, 130	growth of, 29
Big Data, 30, 88	Businesses and consumer (B2C), 59
Big service companies, 138	
BigCommerce, 63	Cabify (Spanish company), 100, 121
Biopesticides, 69	Cali (capital of the Cauca Valley
Bizagi (software company for digital	department), 184
transformation), 108	Capgemini, 116–117
Blockchain, 56, 194	CAPTCHA, 93
global market value, 57	Centennials (see Generation Z)
Blockchain Technology (BT), 47	Centers for Software Development
BMW (German automotive giants),	(CSD), 142
49	Chameleon, 108
Born Global, 24, 26, 29, 121–123,	Cheetah, 108
167, 181	Chilean Agrosoft, 70
BOSCH, 113	Chromatophores, 108
Bots, 194	CINE. AR Play (Latin American
Brazil, 32	video streaming platform).
Brazilian B2B Company, 121	78–79
Brazilian National Confederation of	Civil Law Contracts (CLCs), 175
Industry (CNI), 23	Clean Cloud, 58
Breeding techniques, 69	Cloud, 194
British train system, 30	Cloud Act, 173
Bullseye (Uruguayan company), 81	Cloud computing (CC), 32, 47, 56
Business associations, 168	Clusters, 181
Business continuity and disaster	Co-innovation labs, 117
recovery (BC/DR), 58	Cognitive Transformation Center, 25
Business dynamics, 109	Cold determinism, 2
Business intelligence (BI), 47, 56, 194	Colombian Platzi (company), 69
, ···, ••, ···	

Comdata Group (company), 37	of economy, 192
Committee, The, 170	tendency, 30
Communication platforms, 43	Denda (e-commerce platform), 64
Communities, 138	Design Thinking, 85
Companies, 168	Digital e-commerce platform, 49
faced challenge of remote and	Digital economy, 48
distributed work, 41	Digital Economy Partnership
intangibilization process, 31	Agreement (DEPA), 173
services, 192	Digital natives, 150, 153
Company digitization, 65	Digital phenomenon, 80
Competitive funds, 179	Digital platforms, 93
Competitive Start Fund, 70	digital platform-based business
ConnectAmericas, 6	models, 101
Conscious anthropocentrism, 135	Digital talent, 131
Conscious sourcing, 132–133	Digital transformation, 47, 50, 78, 92,
Consumers and businesses (C2B), 59	109, 149
Continuity, 189	and automation, 77
Continuous process, 4	Digital wallets, 65
Córdoba Acelera provincial program,	Digitex, 137
71	Digitization, 6, 47–50, 59, 63, 74, 186
Corporate Social Responsibility (CSR	process, 49, 53, 79, 195
movement), 131	scheme, 50
Costa Rica, 189	DiGiX index, 49
productive linkages in, 183	Disruptive business models, 3
Coursera, 153	Disruptive model, 81
COVID-19 pandemic, 7, 27, 49, 52,	actors in innovation processes,
63, 69, 72, 104, 118, 124,	83–84
127–128, 159	continuous innovation, 88-91
Creative industries (CI), 22, 75–79	effects of innovation, 88
Crowdfunding, 65	innovation after pandemic, 91-92
Crowdsourcing, 24, 37	innovation mean in services, 81-83
Cryptocurrencies, 65	innovation through acquisition, 86
Culture, 82	innovation through clients, 86
Customer experience (CX), 45	innovation through suppliers, 86
Cyberdemocracy, 80	innovation through technology, 85
Cybersecurity, 58	internal innovation, 85
	outsourced innovation, 86
Data analytics (DA), 47, 56	ways of innovating, 84
Data protection, 58	Disruptive process, 82
DC services, 123	Distributed, intelligent, disruptive,
Deloitte, 138	platform-based agile global
Demand, perceived value according	anthropocentric companies
to, 144–148	model (DIDPAGA
Dematerialization	companies model), 3, 33
	_

Distributed companies, 193	ways to attract FDI, 163-165
Distributed model, 34–36	Ecuador, 31–32
companies faced challenge of	Education, 36
remote and distributed	Educational services, 52
work, 41–45	EdX, 153
microsourcing, 36–41	Electronic commerce (e-commerce),
Distributed work, companies faced	36, 59–64
challenge of, 41–45	Electronic government
Diversification, 94	(e-government), 79–81
Doctari app, 68	Emotional intelligence, 74
Doctor Online (Guatemalan	Employment, 8–12
platform), 67	Emtelco (Colombian BPO company),
Dominican Republic, 179	139
CSRD "Pack your Talent"	End to end (E2E)
program in, 180	organizations, 26
Double taxation, 170–171	services, 20
Drones, 69	solutions, 25–26, 192
Dropbox, 108, 152	Enterprise Ireland, 70
1	Environment, 140–141
E-creativity, 77	Environmental services, 197
e-Health, 66–68	Epic Games Store (platforms), 78
e-Learning, 68–69	Estonian i-Voting system, 80
E-waste, 197	European Union (EU), 173
eBay, 140	Everything-as-a-Service (EaaS), 30
Economic incentives, 169	Exponential organizations (ExO),
Economic recession, 13	96–97
Economy dematerialization (see	
Intangibilization)	Facebook, 86, 88, 96, 98, 119
Ecosystem for global services, 168	Fair Programming, 132, 142, 195
continuity, 189	FEMSA (Mexican economic group),
elements of global services	53
ecosystem, 167–168	Fifth Industrial Revolution, The, 47
financing, 186	Finance, 36
incentives, 178	Financial incentives, 179
infrastructure, 181	Financing, 186
innovation, 187–189	Finishing Schools, 175, 177
local providers, 165–166	Fintech, 64–66
promotion, 179–180	companies, 65
regulations, 171	Fintech Law, 65
stability, 169–170	Fiverr.com, 19
statistics, 184–186	Foreign direct investment (FDI),
synergies, 180	12–13, 25, 162
talent, 175–178	ways to attract, 163-165
vision, 170–171	Fourth Industrial Revolution, 10, 154

4.0 industries, 22–23	FDI, 12–13
Free trade zone (FTZ), 170, 178	fragmentation, 27–28
Freelance (see Gig economy)	GDP, 8
Freemium, 101–102, 194	global value chains, 29
	globalization, 27
GDP, 8	growth of B2C, P2P, and P2B
Gen Zers, 153	relationships, 29
General Agreement on Trade in	intangibilization, 29–32
Services (GATS), 20	international trade, 13–17
General Data Protection Regulation	locations, 28–29
(GDPR), 173	main landmarks in, 6
General Electrics (company), 29	multilatina companies, 134
Generation T in workforce, 154–156	program, 170
Generation Y, consolidation of,	risks, 28
151–152	talent, 28
Generation Z	technology, 27
generation T in Workforce,	Global Technology and Business
154–156	Services Council, 4, 183
growth of single-person	Global value chains, 29
households, 156–158	Globalization, 27
rise of, 153	Globant, 122
Geolocalization systems, 69	Google, 57, 86, 88, 96, 98, 109, 119,
Gig economy, 24, 37	135, 140
Global business models, 121	acceleration, 166
Global business services, 23	Governmental organizations, 195
Global companies, 195	Governments, 146
Global Delivery Model, 7, 38, 130	perceived value according to,
Global e-commerce market, 61	144–148
Global economic recession, 124	Great Recession (2008–2009), 91
Global fintech market, 64	Green economy, 140
Global labor arbitrage, 2	Greenfield projects, 12
Global lockdown, 3	Guatemala, service exports statistics
Global microtransactions market, 101	led by private sector in, 185
Global reach, 27, 66, 96, 118–123,	
193, 196	Hackathons, 117
Global Services (GS), 2–3, 15, 17,	Health, 36
20–25, 28, 41, 128, 136,	Health Information System, 67
162, 179, 192	Hewlett-Packard, 140
businesses, 33	Hexagon (IT global company), 137
companies, 36, 133, 150, 186	Home offices (HO), 36
driving factors for, 27	Homely (cleaning services platform),
elements of global services	98
ecosystem, 167–168	Horizontal integration, 34
employment, 8–12	Hub economy, 98

Huli (healthcare platform), 98	IP-backed loans, 187
Human resources, 40, 85, 134–136	Intelligent model, 46
Hybrid work(ing) model, 34, 37, 73	Agritech or Agtech, 69–71
	application per segment, 59
i-Voting, 48	automation, 50–53
IAOP, 4	business processes, 71–73
IBM, 25, 57, 140	creative industries, 75–79
Ideation Incentive Program, 188	digitization, 47–50
Incentives, 178	e-Commerce, 59–64
Incluyeme. com, 135	e-Government, 79–81
India, 10, 44	e-Health, 66–68
Information and communication	e-Learning, 68–69
technologies (ICTs), 7, 22	Fintech, 64–66
Information technology (IT), 31, 35,	salient technologies, 53–59
43, 49	virtual assistants, 73–75
enabled services, 23	Inter-American Development Bank
firms, 109	(IDB), 5, 164
Information Technology Outsourcing	Internal innovation, 85
(ITO), 192	Internal tax regimes, 171
Infrastructure, 82	International companies, 139
Infrastructure-as-a-Service (IaaS), 30	International Relations, 20
ING, 109	International trade, 15
ING Group, 110	in services, 10, 15, 164, 184–185
Inherent heterogeneity, 77	Internationalization model, 122
Initiatives, 177	Internet, 7, 154
Innovation, 90, 94, 187–189	Internet of Things (IoT), 30, 32, 47,
through acquisition, 86	51, 69, 194
life cycles, 89	links, 55
market, 90	Interpersonal relationships, growing
mean in services, 81–83	interest in, 158
process, 83	Intervention strategies, 162
through technology, 85	Intraregional movement, 159
Intangibilization, 29–32	Investment attraction, 180
of economy, 192	InVision (tech company), 107, 119,
Integrated System of Foreign Trade,	152
Intangible Assets, and	iPhones, 23
Other Operations that	Israel, 188
Produce Changes in Equity	Israel Tech Transfer Organization, 84
(SISCOSERV), 185	
Integration, 98	Kaizen, 114
INTEL, 23	Kanban, 114
Intel, R&D+I Offshoring and	Khan Academy, 153
outsourcing at, 92	Kilimo (Argentinian platform for
Intellectual property (IP), 186–187	irrigation monitoring), 71
	5

Kingdom Rush, 102–103 Microsoft, 45, 49, 57, 138 Knowledge Process Outsourcing Microsoft Costa Rica, 130 (KPO), 192 Microsoft Store (platforms), 78 Knowledge-based services, 22 Microsourcing, 7, 36-41, 44 Knowledge-intensive business Microtransactions, 101, 194 services, 23 in Latin American video games, Knowledge-intensive services (KIS), 102-103 Microwork, 24 **KORE. 137** Middle East's Silicon Valley, 188 Korea Development Bank, 186–187 Millennials (see Generation Y) Korean Intellectual Property Office Minimum viable product (MVP), 109 Ministry of Energy, 113 (KIPO), 187 Ministry of Finance, The, 171 Ministry of Health, 113 Labor market, 125 regulations, 172 Ministry of Internal Affairs and Labrador (Agile animal), 107 Public Security, 113 Latin America Global Services, 4 Mobile applications, 32 Mobility across countries and regions, Latin American Association of Service Exporters (ALES), rise in, 159-160 Modern services, 22 Modes of supplying services, 21 Latin American companies, 63 Monopolies, 99 Latin American delivery platforms, MSIVD Program, 84 119 Multisourcing, 2, 28, 164, 193 Latin American e-commerce, 63 Music, 78 Latin American Integration Association, 5 Latin American video games, NASSCOM, 4 microtransactions in, National Administrative Department 102-103 of Statistics (DANE), 185 Leadership, 134 National governments, 52 Leading markets, 61 National Institute for Employment Lean Startup, 85, 114 and Professional Training Legal security, 169 (INEFOP), 178 Lyft, 100 National Telecommunications Corporation (CNT), 173 Natural Language Processing (NLP), Machine learning (ML), 47, 55, 194 47, 55, 194 Massive transformative purpose Nearshore interactions, 123 (MTP), 97 Nearshore markets, 129 Mendoza Health Care, 181 Nearshoring, growth of, 128–130 MercadoLibre, 122 Nequi (platforms), 65-66 planes, 63 Mesas Abiertas, 158 Netflix, 29 MetaProgramadores 3.0, 162 Netzun (Peruvian e-learning Micro-outsourcing, 24 platform), 69

New Era of Global Services, The, 2	agile and management, 111
Nisum International, 88	agile beyond IT, 109–110
Nisum's innovation concept, 82	agile in public institutions, 111–113
Non-governmental organizations, 195	agile tools, 114–115
Nubank (platforms), 65, 90	beginning in IT Firms, 109
Numeric simulations, 47, 57, 194	challenges, 113
	clients, 107
OECD, 51	double impact of automation
OECD Base Erosion and Profit	in developing countries,
Shifting (OECD BEPS),	125–126
178	external culture, 116
Offshoring, 23	flexibility, 108
OLX, 122	flexible solutions, 116–117
OndaMedia, 78	functionality, 108
1DOC3 (remote healthcare platform),	growth of nearshoring businesses,
67, 98	123
One-stop shopping strategy, 193	growth of onshoring, reshoring,
Onshore, 195	and nearshoring, 128–130
Onshoring, growth of, 128–130	internal culture, 114
Open banking, 65	main elements for agile adaptation
Orange economy, 75	of services companies,
Organizations digitization, 48	113–114
Outsource2LAC, 6	policies to promote local
Outsourcing, 23	consumption and bring
	back investments, 124–125
Payment system solutions, 63	rebalancing operations, 127–128
PCI, 43	rise of agile in Startups, 109
PCI DSS, 73	talent, 106–107
Pedidos Ya (Latin American delivery	talent gap, 126-127
platforms), 119	trade wars, 123
Peer-to-business (P2B), 20	Platforms, 100, 194
growth of, 29	Platforms-as-a-Service (PaaS), 30
relationships, 24	Platzi, 152
People's Republic of China (PRC),	PlayStation Store (platforms), 78
123	Polish government, 174
Perceived value according to	Polish Labor Code, The, 174
demand, academia, and	Political stability, 169
governments, 144–148	Portal Telemedicina, 121
Peruvian Space AG, 70	PrivacyTools (Brazilian startup), 59
Philippines, 44	Private sector in Guatemala, service
Physical infrastructure, 184	exports statistics led by, 185
Platform-based firms, 96	Proactive policies, 12
Platform-based model, 93–94	ProChile (Chile's export promotion
agile, 105–106	agency), 171, 179

PROCOMER, 183	Rockefeller Foundation, 45
Production fragmentation strategies,	Rolls Royce (company), 29
23	
Production process, 7, 24	Salesforce (CRM company), 140
Productive linkages, 181	Science, Technology, Engineering, and
in Costa Rica, 183	Maths (STEM), 9, 28
Programadores 4. 0, 52	talent gap, 126
Programming, 39	Science, Technology, Engineering,
Project-based approach, 85	and Maths + Creativity
Promoting Applied Research in	(STEM+C skills), 167
Academia, 189	Scrum, 43, 114
Promotion, 179–180	Seguros ING (insurance company),
Prosumerization, 101, 193	114
Protectionist markets, 32	Sensitization, 176
Psychological care, 52	Services, 8, 187
Public institutions, agile in, 111	exports statistics led by private
Public policies, 162	sector in Guatemala, 185
Public-Private technical committee	main elements for agile adaptation
for services exports,	of services companies,
170–171	113–114
	Services Coalition of the Dominican
Quantum computers, 47, 53, 57, 194	Republic (CSRD), 180
1 , , , , ,	Shop Pay, 63
Rappi (Colombian unicorn	Shopify, 63
companies), 119–120, 166	Shopify.com, 90
Red Argentina de RSE, 131	Silicon Valley, 181
Reforms to labor code, 174–	Single–person households, growth of,
Regional companies, 25	156–158
Remote work, companies faced	Slack, 43
challenge of, 41–45	Small and medium-sized enterprises
Research, Development, and	(SMEs), 186
Innovation (R&D+I), 29,	SmartCultiva (Argentinian company),
187	55
externalization, 92	Soft sciences, 138
Offshoring and Outsourcing at	Soft skills, 39
Intel, 92	Software companies, 194
Research process, 2, 198	Software-as-a-Service (SaaS), 30
Reshoring, growth of, 128–130	Solaer Ingeniería (Argentinian
Retina Latina, 78	company), 57
RIMAC (Peruvian insurance	Sourcing concept, 23
company), 55	Speedtest Global Index, 127
Robotic Process Automation (RPA),	Spotify, 29, 77, 102, 106
47, 51, 53, 194	Spotify Agile, 106
Robotic process automation, 194	Sprint, 109, 114

Squarespace, 63 Uppsala Model, 121 Startup Nation Central, 189 Uruguay, 170, 189 State policy, 170 Uruguay Smart Services brand, 178 Statistics, 184-186 Uruguayan Bullseye (software), 81 Uruguayan Genexus in 2022, 123 Steam (platforms), 78 Stefanini Group, 25 Uruguayan Partido Digital, 80 Uruguayan studio Ironhide Games, 102 Strategic alliance, 180 US National Defense Industrial Subnational governments, 52 Sustainable Development Goals, 142 Association, 113 US population, 158 Talent, 175-178 development program in global Value–added propositions, 6 services, 178 VAT, 171 Vegan Leaders in Corporate gap, 126–127 Tata Consultancy Services, 138 Management (VLCM), 145 Vertical integration, 34 Tax systems, 28 TCS, 23 Video games, 78 Teaching methodologies, 176 Video gaming, 36 Virtual assistants, 73–75 Tech for Good, 132, 195 Tech Giants, 86 Virtual private networks (VPN), 43 Technology, 2 Virtual reality (VR), 47, 57 Vozy (Colombian startup), 74–75 Telemedicine, 67 from Uruguay to Latin America, 68 Teleperformance (company), 23, 37, Walmart, 63 45, 138 "Waterfall" model, 105 Tencent (Chinese company), 124 Watson, 137 Theory of specialization (Smith), 164 WeTransfer, 108 3D bioprinting of tissues and organs, Wipro, 23 Wix, 63 Tik Tok, 27, 124 Wix Payments, 63 Too Good to Go (App), 142 Wix.com, 90 Tourism, 13 Work-from-home offices (HO), 36 TP Cloud Campus, 45 Workana (Argentinian platform), 95 Trade wars, 123 Workers associations, 168 Transformation process, 50 Workforce, generation T in, 154–156 Translatina companies, 52 World Trade Organization (WTO), TransparentBusiness (Software-as-a-20, 27 Service company), 39, 100 WuXi PharmaTech, 87 Transport, 13 Triple-Win model, 193 XaaS, 30-31 Twitter, 135, 152 Xiaomi, 124 Xpert Global Services, 53 Uber, 100, 120 UN Sustainable Development Goals, 88 Y2K effect, 7 Universal Tower, 130 Yahoo (Internet search engine), 81