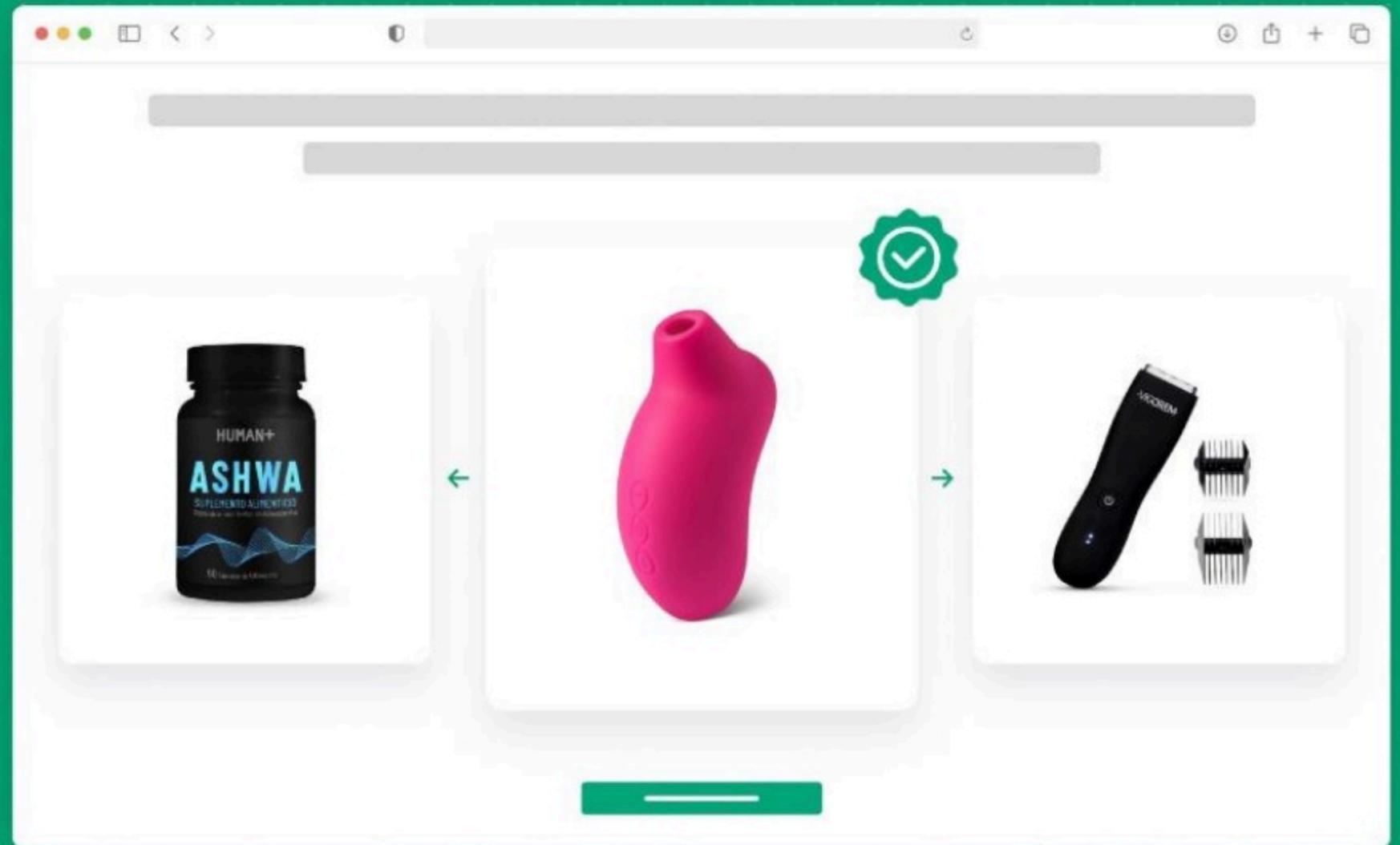


SCALING E-COMMERCE IN LATAM

Y Combinator



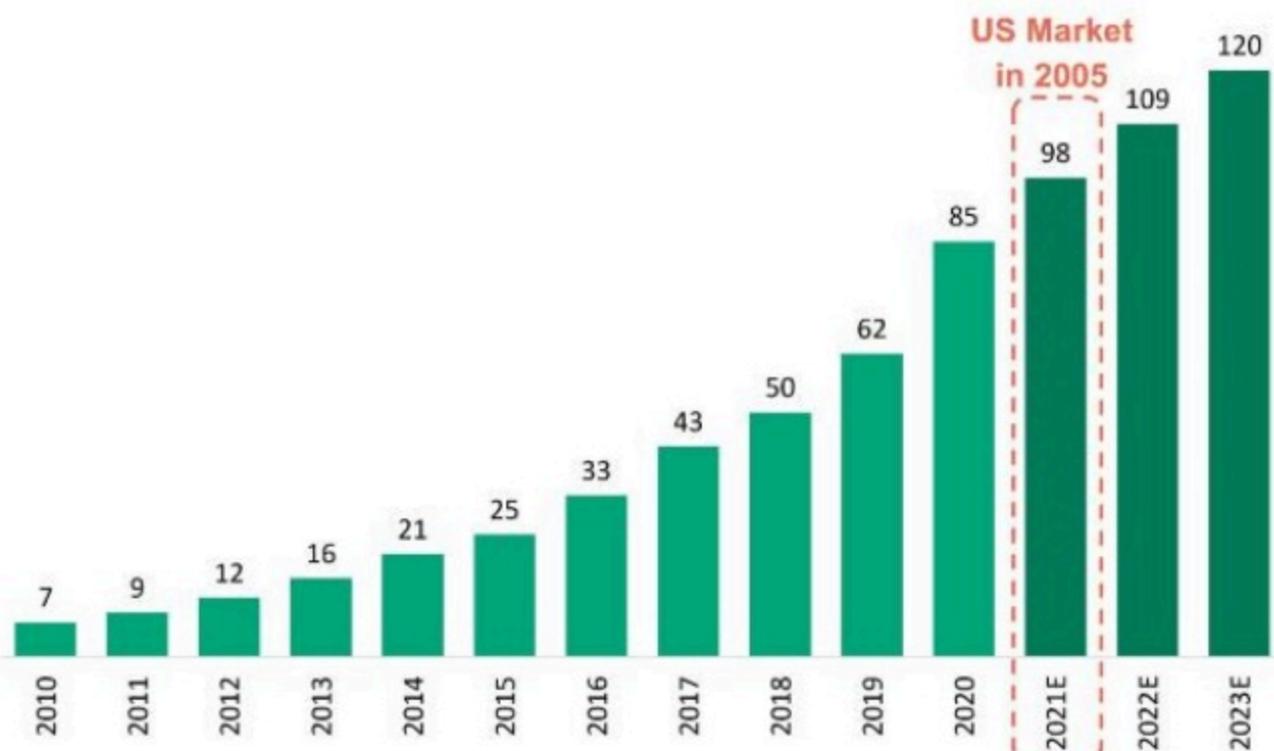
LatAm e-commerce is a +\$100B market and the fastest growing e-commerce market in the world



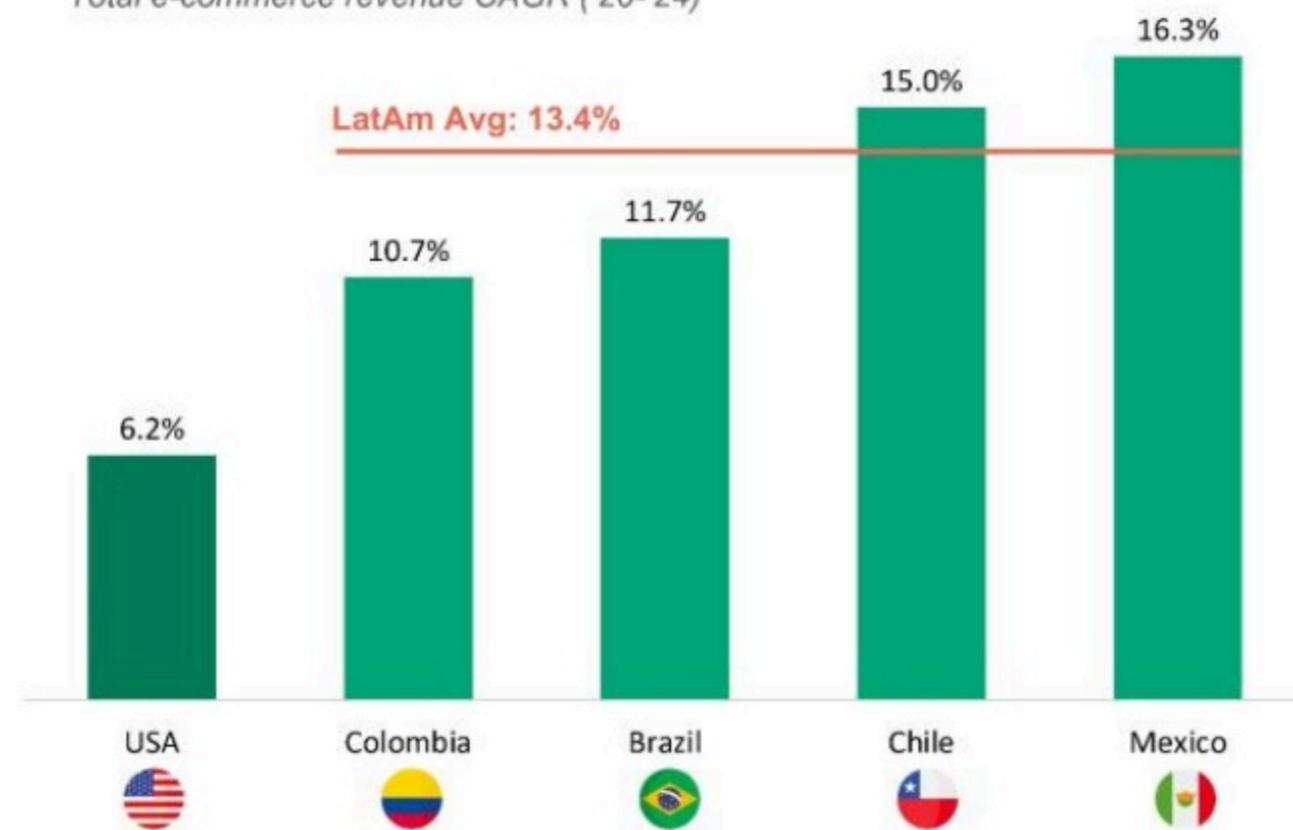
The LatAm market is like the US market 15 years ago - inefficient and fragmented

In the next 4 years, LatAm will see 2x more growth than the US

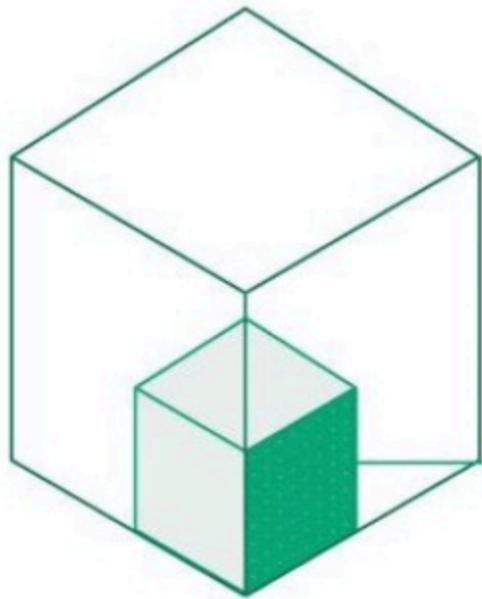
Total e-commerce revenue (in US\$B)



Total e-commerce revenue CAGR ('20-'24)



Despite attractive market fundamentals, LatAm marketplace brands are facing scaling issues



4M+

Amazon & Mercado
Libre brands unable to
unlock exponential
growth

- ⚡ Lack of technology & scalability causing diseconomies of scale
- ⚡ Not sufficient data to drive decisions
- ⚡ Limited working capital and financial capacity
- ⚡ Limited managerial experience
- ⚡ Low supplier bargaining power
- ⚡ Poor branding and lack of marketing scale

3rd party sellers lack of resources to scale their businesses – creating opportunity for RioGrande to fill the market gap through fast, iterative testing and targeted brand launches

Proven execution: we know how to scale brands



REVENUE EBITDA (In US\$M)



↑ 50%+
MoM growth in revenue in the last 3 months

↑ 40x
revenue growth since Jul'21



Our growth & operating expertise drives long-term competitive advantage and value creation

■ Growth Drivers

■ Cost Efficiency Drivers



Growth marketing: Focus on growth marketing strategies and Rebranding campaigns

Margin improvement: Renegotiate supply-chain agreements to improve COGS & operating costs

Operating leverage: Operating leverage via synergies between brands. Improved logistics through enhanced operating knowledge

Channel expansion:

- Single or multi-brand presence
- Entering other marketplaces/platforms
- B2B sales channel penetration

New product development: Introducing new products that are adjacent & complementary to existing portfolio

International expansion: Expand to new markets in LatAm

Our Growth and Ops teams ensure long-term value creation!

World-class founders with an exceptional track record across ecomm, finance and tech...



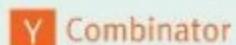
Ivan Amelong



Co-Founder

Acquisitions, Finance

- **15+ years of GM & CFO expertise** in LatAm
- GM and interim CFO of Grow Mobility (Y-Combinator backed), launching Argentina from scratch and helping in **US\$210mm in equity fundraising**
- Finance and Operations Director at Dafiti (Rocket Internet ecomm, IPOed), **growing operations +3X with 1200 bps EBITDA margins improvement**



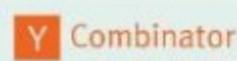
Tono Mandly



Co-Founder

Strategy, Expansion

- Ecomm brand exited at the age of 16 growing revenue by 400% in its 2nd year
- Expanded Grow Mobility to **10 countries & 30 cities in 1 year**
- General management of Growth Mobility in the south Cone: **+250% Revenue with 50% initial costs and 30% initial Capex**



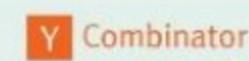
Fede Naides



Co-Founder

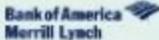
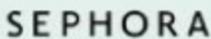
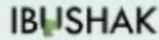
Tech, Growth, Ops

- 15+ years of experience in Ops & Supply Chain. Ops Director in Grow Mobility, Delivery Hero and Dafiti. **Managed directly US\$70mm in annual budget** and led workforces of 3k+ FTEs
- Supply Chain Ops in Astrazeneca & British American Tobacco. Demand Forecasting and Inventory Planning of 1k+ SKUs. **Led procurement negotiations with 100+ global suppliers**



...supported by top-level expertise throughout our operating platform



MERGERS & ACQUISITIONS	GROWTH & COMMERCIAL	NEW BUSINESS	TECH
 <p>Miguel de la Garza M&A Director</p>  <ul style="list-style-type: none"> Participated in M&A, equity and debt transactions totaling over US\$5bn Director at Televisa's VC fund, where he executed +US\$60mm in investments across several industries In the past part of an angel investor syndicate focused on the Mexican Fintech space (+50% already realized at +6x) <p>M&A Team Background:</p>    	 <p>Elena Manna Growth Director</p>  <ul style="list-style-type: none"> In the past Rappi's Head of e-Commerce delivering 10x in sales over 12 months Former Head of e-Commerce of Sephora growing 300% YoY and getting it to be the top 1 cosmetics marketplace in Mexico Held leadership positions in leading e-commerce across LatAm and Africa including Linio and Dafiti (Rocket Internet) <p>Growth Team Background:</p>     	 <p>Oscar Austria New Business Director</p>  <ul style="list-style-type: none"> Headed Growth for Frubana Mexico leading a team of 250+ that grew GMV 9x in 12 months during the pandemic In the past consultant at BCG, advising multiple fortune 100 CPG companies in the consumer industry Co-founded hi:hab, a VC-backed coliving company <p>New Business Team Background:</p>     	 <p>Marcos Lopez Head of Engineering</p>  <ul style="list-style-type: none"> In the past Ibushak CTO – biggest ecomm in Mexico. Built the backend to automate Ibushack's growth from 10m USD to +40m USD in Revenue Held leadership position in Kavak tech team as senior software Engineer to transact +500% cars a day Expert in Python, Javascript, MySQL <p>Tech & Engineering Team Background:</p>    

Backed by top-tier funds and executives



Vast network of industry-leading partners enables us to have access to exclusive deals and unmatched expertise

LATIN AMERICA

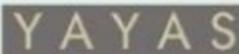


UNITED STATES OF AMERICA

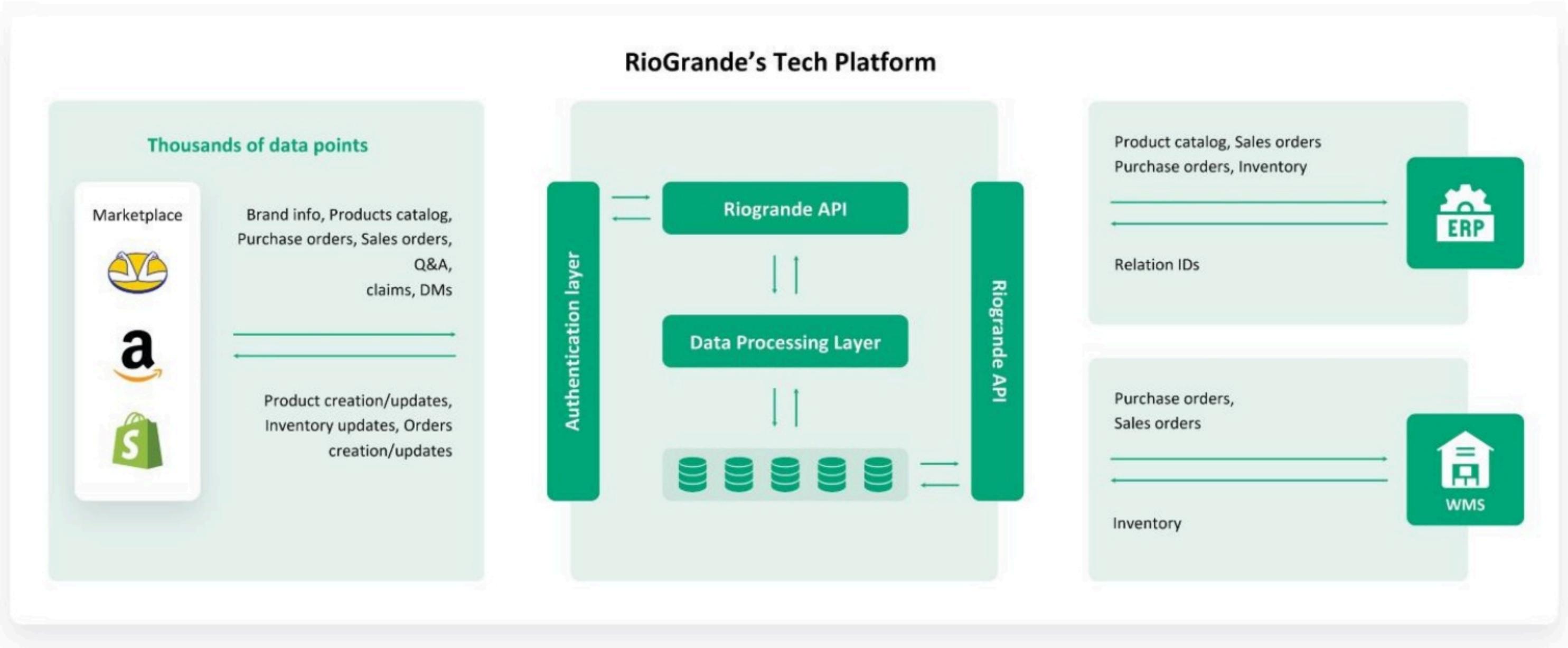


...building the next generation of LatAm category-leading brands...



		WOMEN		HOME		
		SHAPEWARE	SEXUAL WELLNESS	BREEDING	BEAUTY & PERSONAL CARE	NUTRITION
PROVEN BRANDS OUTSIDE OF LATAM	RIOGRANDE BRANDS	 I love shape® Shapewear & underwear	 Sex toys	 Footwear and accessories	 Men's shaver	
	PROVEN BRANDS OUTSIDE OF LATAM	 \$1B company	 the sexual happiness people™ \$75M sales	 \$100M funding	 \$1B company	 +US\$700M sales
	PROVEN BRANDS OUTSIDE OF LATAM	 \$150M sales	 \$500M company	 BOLL & BRANCH \$112M funding	 \$50M funding	 \$1.85B sales, acquired by Nestlé for \$5.75B

RioGrande's tech stack



Well-defined GTM strategy to drive market leadership



Phase 1: 2021-2022

COMMENCED

Acquire winning digital brands poised for exponential growth

- Validate the business model



Phase 2: 2022

Incubate, acquire and grow portfolio companies into category winning brands

- Expansion of brands internationally
- New categories expansion
- Omni-channel transformation



Phase 3: 2023+

Accelerate growth monetizing our brands at scale

- Expand internationally to other LatAm countries, reaching 30+ brands
- Enhance tech capabilities along the full e-commerce value chain



PROVE THE MODEL AND PRODUCT MARKET FIT →

SCALE OPERATIONS →

LATAM LEADERSHIP AND TECH ENABLED GROWTH →

Building the core tech stack enabling acquisitions & scale

Listing Master

Inventory Optimization Engine

Real time data driven opp & trend tracking

Tech platform expansion & analytics enhancements

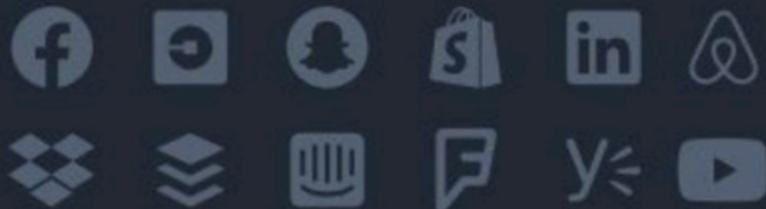
Data driven automated marketing & product lifetime management

ML powered automation



Well-defined strategy to market leadership and \$250M in run rate revenue by 2023

Proven, consistent and repeatable strategy that yields strong growth, solid margins and exceptional FCF generation



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