

## PILLAR

INSTITUTE · PRACTICE AREA

# LATAM — Spanish and Portuguese.

*Pillar operates the deepest native-language web infrastructure practice in Latin America — and provides the foundational layer to the region for free. Thousands of premium Spanish and Portuguese domains held in stewardship, AI-fluency training for educators, and a distribution network, so local founders and institutions build on infrastructure they own rather than rent from foreign platforms.*

STATE: OPERATING

PILLAR MEDIA & ENTERTAINMENT · PILLARME.COM

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## 01 — The initiative.

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Latin America is the largest linguistic market on the internet without a mature digital infrastructure layer built natively for it. Pillar exists to build that layer — and to put it in the hands of the people who live and work in the region.

Nearly a billion people speak Spanish and Portuguese, anchoring one of the fastest-growing digital economies on earth. Yet the foundational asset class of the web — premium single-word .com domains in those languages — sits in active depletion, and the tools to build on them have, until now, belonged to foreign platforms. The result is a region that consumes the internet at world scale but owns almost none of it.

Pillar's LATAM initiative changes that equation. We assemble the premium namespace, operate it as real infrastructure, train the people who build on it, and carry their work to audiences — so the next generation of the Spanish- and Portuguese-speaking web is owned in-region, not rented from abroad.

## THE MODEL

## 02 — The foundation is free.

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Pillar provides the core infrastructure of the Spanish- and Portuguese-language web to the region at no cost. We earn revenue only at the edges.

### FREE · DOMAINS IN STEWARDSHIP

#### Premium namespace

Thousands of premium Spanish and Portuguese .com domains, held in stewardship and made available to local founders, educators, and institutions to build on — not parked, not flipped.

### FREE · AI-FLUENCY TRAINING

#### Capacity

AI-fluency training delivered to educators, operators, and civil servants, so the people closest to the work can build at the level the moment demands.

### FREE · DISTRIBUTION

## The network

Access to a distribution network that carries native-language work to real audiences across the region — the reach that monolingual operators cannot easily replicate.

Pillar earns revenue only from premium and edge services — [Studio \(/studio\)](#), builds, [Authority \(/authority\)](#) engagements, and enterprise and institutional programs. The infrastructure a region needs to own its own digital future should be a public good. We treat it like one.

## 03 — What Pillar brings to the bridge.

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Pillar is the bridge between world-scale infrastructure and the people building the region's web. Here is what crosses that bridge — and stays in the region, at no cost to the builders on it.

### MILLIONS OF DOLLARS

#### Premium domains

Millions of dollars of premium single-word Spanish and Portuguese .com domains, held in stewardship and put to work by local builders — the scarce, appreciating namespace of the region's web.

### MILLIONS OF DOLLARS

#### Compute

Millions of dollars of compute — the raw GPU and cloud processing power that turns AI from a demo into working products. Generating native-language content, training models, and running tools at scale all run on compute that individuals and small organizations cannot afford on their own. Pillar provides it.

**MILLIONS OF DOLLARS****Training**

Millions of dollars of AI-fluency training, delivered to educators, operators, and civil servants so the people closest to the work can build at the level the moment demands.

**THE RELATIONSHIPS****A top-tier LATAM network**

Some of the top network connectors, operators, and investors across Latin America — relationships that take years to build and open doors that capital alone cannot.

**DECADES****Operating experience**

Decades of combined experience across the Pillar team, earned in the most competitive verticals on the open web and applied to the region's hardest infrastructure problems.

## 04 — The deepest practice in the region.

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No one has built or operates more native Spanish- and Portuguese-language web infrastructure. LATAM is Pillar's deepest practice, and the market position is the proof.

# Thousands

# 2

PREMIUM ES + PT .COMS OPERATED AS  
REAL BRANDS

LANGUAGES LIVE IN PRODUCTION —  
SPANISH & PORTUGUESE

# 32

CATEGORIES COVERED ACROSS THE  
INVENTORY

# 15 yrs

OPERATING IN THE MOST COMPETITIVE  
VERTICALS ON THE OPEN WEB

Pillar holds premium single-word .com domains across commerce, finance, travel, health, and consumer categories and runs them as full brands rather than parked pages. The Pillar site itself ships in [Spanish \(/es/\)](#) and [Portuguese \(/pt/\)](#) today; the [portfolio \(/portfolio\)](#) surfaces Spanish-language inventory across all 32 categories. The founder has been based across LATAM for five years, with Mexico City as the operational base. This is a market leader operating in the open, not a plan on a slide.

## 05 — Infrastructure the whole ecosystem builds on.

A digital economy is never one company. Pillar is built to surround the LATAM ecosystem and connect it — equipping educators, anchoring institutions, and empowering the founders and operators who do the building.

### Educators & universities

Faculty and educators receive AI-fluency training and real infrastructure their students can build on — owned domains, not rented platforms — turning classrooms into launchpads.

### Foundations, family offices & multilaterals

Mission-aligned funders underwrite regional infrastructure deployments and training cohorts — grant-funded, endowed, or CSR-structured — with measurable, durable, in-region impact.

### Founders, operators &

## agencies

Local builders and agencies operate premium domains held in stewardship, with **Studio** ([/studio](#)) and **Authority** ([/authority](#)) available when they are ready to scale beyond the free foundation.

The point is connective, not extractive. Pillar provides the substrate; the region's educators, institutions, and builders provide the ambition. Specific partners and programs are named publicly only once an agreement is in writing.

## 06 — Built by an operator who knows the difference.

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Mexican Spanish is not Argentine Spanish is not Iberian Spanish is not US-Hispanic Spanish. Brazilian Portuguese is not European Portuguese. Pillar's content is either pan-Hispanic and pan-Lusophone with regional nuance, or properly localized — never the worst-of-both-worlds “neutral Spanish that reads like a bad translation from English.”

That discipline is what separates a serious operator in the Spanish and Portuguese internet from a translation shop pretending to operate in it — and it is why the infrastructure Pillar provides is something the region can actually build a future on.

## 07 — Start the conversation.

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If your foundation, family office, ministry, university, or program is working in this region — or with the people who live in it — let's build the infrastructure together.

**Request a briefing** → ([/contact?practice=latam](#))

The market.

## o8 — The largest under-served language web in the world.

Spanish and Portuguese together reach nearly one billion native speakers, anchor one of the fastest-growing digital economies on earth, and remain structurally underbuilt online. The window to claim foundational positions is closing.

### 600M+

Spanish speakers worldwide, the world's second-most spoken native language

INSTITUTO CERVANTES 2024

### 260M+

Portuguese speakers worldwide; Brazilian Portuguese ranks 6th globally

ETHNOLOGUE / INSTITUTO CAMÕES 2024

### 530M

Internet users across Latin America, 78% regional penetration

ITU / WORLD BANK 2023

### \$200B+

LATAM e-commerce sales in 2024, growing 20%+ year over year

EMARKETER / STATISTA 2024

### \$2.8T

US Hispanic purchasing power, served by 65M Spanish-speaking Americans

UGA SELIG CENTER 2024

### 73%

Share of LATAM e-commerce transactions completed on mobile devices

STATISTA 2024

LATAM is the largest linguistic market on the internet without a mature digital infrastructure layer built natively for it. Brazil alone has 220M+ internet users and a \$50B+ e-commerce sector growing faster than any other in the hemisphere; Mexico, the region's second economy, has another 100M+ users online. Yet the foundational asset class of the web, premium single-word .com domains in Spanish and Portuguese, remains in active depletion, with inventory finite and quietly consolidating into the hands of operators who understand what comes next.

Pillar's LATAM practice is our deepest. We have spent years assembling a portfolio of single-word Spanish and Portuguese .coms across commerce, travel, finance, and consumer categories, then operating them as full brands rather than parked pages. Our [Pillar Studio \(/studio\)](#) teams build native-language products on these domains, and [AI Labs \(/ai-labs\)](#) applies bilingual model infrastructure that monolingual operators cannot easily replicate. The result is a vertically integrated position that compounds as both the namespace tightens and AI distribution reshapes how the next billion consumers find brands.

For partners, founders, and acquirers, this is the moment of maximum optionality. Explore the [portfolio \(/portfolio\)](#) to see the assets we hold, or read how [Pillar Authority \(/authority\)](#) turns linguistic territory into durable market position.

## Frequently asked questions.

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### **Is the core infrastructure really provided for free?**

Yes. The foundation — premium Spanish and Portuguese domains held in stewardship for local builders, AI-fluency training for educators and operators, and access to the distribution network — is provided to the region at no cost. Pillar earns revenue only at the edges: premium Studio builds, Authority engagements, and enterprise and institutional programs. The infrastructure a region needs to own its digital future is treated as a public good.

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### **Why is LATAM Pillar's deepest practice?**

No one has assembled or operates more native Spanish- and Portuguese-language web infrastructure. Pillar holds thousands of premium single-word .com domains across commerce, finance, travel, health, and consumer categories and runs them as real brands. The Pillar site itself ships in Spanish and Portuguese today, two languages are live in production, and the founder has been based across LATAM for five years.

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### **How do educators and partners plug into the initiative?**

Pillar is built to surround the ecosystem. Educators and universities receive AI-fluency training and real infrastructure their students can build on. Foundations, family offices, and multilaterals underwrite regional deployments and training cohorts. Local founders, operators, and agencies run premium domains held in stewardship, with Studio and Authority available when they scale. Pillar is the connective layer the whole ecosystem builds on.

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### **What is Spanish .com depletion, and why does timing matter?**

Single-word and high-value two-word Spanish .com domains are running out. The working vocabulary is finite, and every commercially viable word is either already owned or being acquired now. Pillar's acquisition pace is calibrated to the depletion rate — the window to claim foundational positions in the Spanish and Portuguese web is closing.

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### **Which markets does Pillar serve, and how do institutions engage?**

All major LATAM markets are addressable from the Spanish- and Portuguese-language network, with Mexico City as the operational base and Brazil served through the live Portuguese site. Institutions engage through several structures — foundation-grant-funded regional deployments, family-office-endowed multi-year programs, corporate-CSR-funded cohorts, or sponsored educator and civil-servant training through AI Labs and Training. A scoping conversation defines the right structure.

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