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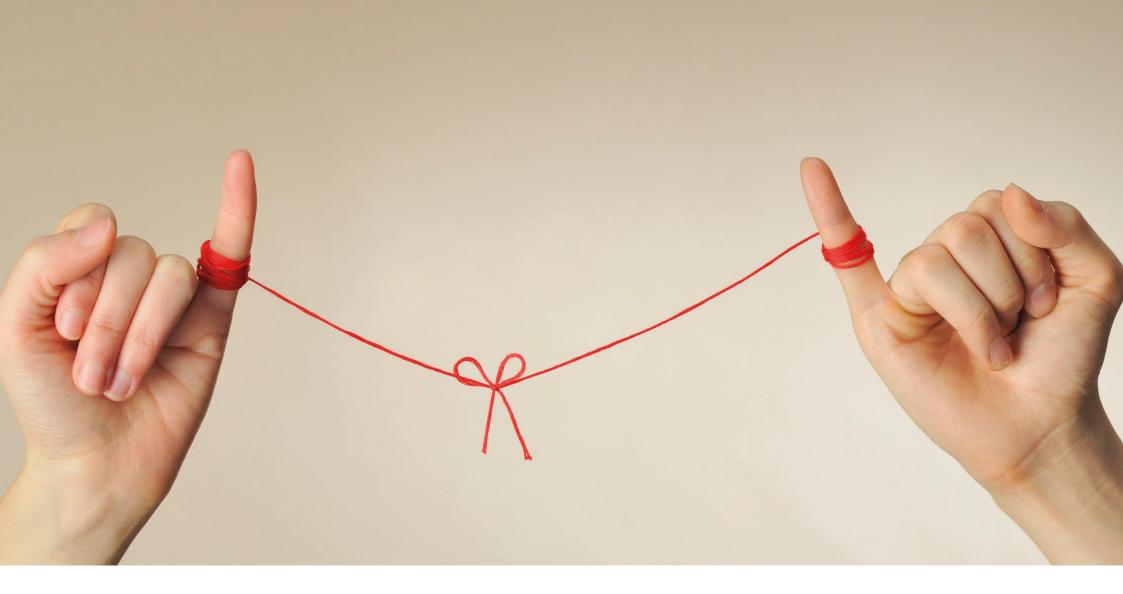
Infinitely more important than sharing one's material wealth is sharing the wealth of ourselves - our time and energy, our passion and commitment, and, above all, our love.

William E. Simon

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highlights



### Constanza S. Ramirez

Constanza is a 29 year-old strategy consultant originally from Chile and currently living in Madrid, Spain. She has specialized in strategic consulting for the past five years with her startup Navitas (founded in 2012), with clients like Fluor Daniels, Mota-Engil and Wild Expectations, among others. She has also consulted for many startups, such as the Jane Goodall Institute Chile and Fundación Posgrados para Chile.

Her professional areas of expertise are strategy consultancy, project management, process design and strategic design - most of which she gained through her former in the U.S., where she also obtained her B.S. in Marketing from Rutgers University, and Navitas. She also has an M.A. in Strategic Design from IED, where she received a partial scholarship for submitting an innovative project.

Among her personal projects, she founded and directed "Project Rebuild Chile," a 4-months fundraising campaign for the victims of the 2010 earthquake in Chile and was a volunteer for Amirim Young Judea in Israel. Most recently, she has developed a passion for sharing economies, especially the value of peer interactions and proximity, and seeks to combine her professional strengths with her personal passion in this matter through myBarrio.

# Federica Carlini

Federica was born Fermo, a small town of the Adriatic coast of Italy 25 years ago. She studied a B.S. in International Management at Bocconi University in Milan and just finished her M.A. in Strategic Design labs at IED Madrid. During the years of university, she pursued her university major with the clear objective of assimilating a conscious managerial approach to be able to combine her future career with her passions for art, photography, music and design. The combination creativity with an entrepreneurial interdisciplinary imprint, especially experiences, sense of belonging and smart cities, led her towards of myBarrio.

Fede also collaborated with an event organization agency in Rome, which helped her develop knowledge of diverse fields, such as strategy, PR and event planning. After this she worked at Esserci Communication, a marketing and communications agency with strong engagement in cultural and creative events like theatres and fashion firms for the central Italian market. Among her passions for music, analogue photography, enogastronomy and design, her fascination for aesthetics and shapes has taken her creativity to the field of branding in floral art and arrangements, which she currently manages as an Associate at Loewe. myBarrio, born from the union of proximity and sense of belonging, is a centralized peer-to-peer geolocalized platform for on-demand household and professional services. We connect service seekers with providers through hyperlocal matching, creating opportunity for timely interactions by connecting locals to solve their day-today needs. We design for trust.

We tend to underestimate the importance of the networks and relationships we build locally and how they can influence the quality of our lives. We've become a technologydriven society, so busy and with no time for relationships other than the one we consider convenient to have, yet there has been a latent oversight in this aspect. Relationships and interactions are losing the empowering benefits and wellbeing they used to provide, and cities are becoming more impersonal because of our individual detachment. Cities are the biggest consumers of sharing services, accounting for 81 percent of global consumption, and as their inhabitants we are the ones who give it an identity, both in spirit and community values.1

There is a type of economy that has a currency that can take any person from being a stranger to someone they can rely on; this currency is trust and the economy is known as collaborative consumption or more commonly as sharing economy, which Rachel Botsman defines as "'the reinvention

of traditional market behaviors—renting, lending, swapping, sharing, bartering, gifting—through technology, taking place in ways and on a scale not possible before the internet. It includes three systems: product service systems, collaborative lifestyles and redistribution markets that enable people to pay to access and share goods and services versus needing to own them outright. A key underpinning principle is 'idling capacity': the power of technology to unlock the social, economic and environmental value of underutilized assets." 2 We have made two great shifts in a century that are critical to the success of this economy, the first is a shift from hyper-consumption and individual ownership to collaborative consumption, where reputation community and shared access have attracted the spotlight. Moreover, trust has shifted from institutions to people. In sharing economies, trust is both and an asset and a mindset.

Out of the three types of sharing economies, there was one that could facilitate interactions locally; collaborative lifestyles, or moreover the sharing of skills, assets and time in peer-to-peer economies, are thriving across Europe and the world, where assets are own and exchanged from personto-person, no intermediaries, but rather a platform that acts as enabler. It is estimated that the five key sectors of the sharing economy as a whole "will grow at roughly 35% per year, around ten times faster than the wider economy as a whole...by 2025... four out of the five sharing economy sectors we assessed could facilitate over €100bn of transactions on an annual basis, with only ondemand professional services still short of this milestone," according to the most recent PwC annual review on sharing economies (see market sector section).

Collaborative systems are the closest modern use of technology that connects individuals digitally and physically. From here on, people to trust each other; ratings act as validators since we trust what others have to say about people we don't know when we are not able to relate to the person directly. Design for trust is powerful and is able to make reputation more relevant than relatability.

Based on our value of proximity, we create opportunity for timely and fruitful interactions by connecting locals to solve the day-to-day needs of their communities, with a focus of on-demand professionals and household services, which are two of the fasted growing sectors of the sharing economy as a whole. We want to facilitate interactions among people living close by and give the opportunity to save time by searching and booking services locally, meet people near them and make money by providing services to other locals. In doing so, our brand would be associated with an empowering concept of local collaborations. For us, a key attribute we see in sharing economies is the ability to tap the idling assets of locals and reignite the power of barrios. So, if we combined peer services with geolocalization (always taking into account privacy) and complemented it with the design for trust component (ratings), the result would be peer-to-peer interactions on a hyperlocal level, something we have embodied through the creation of myBarrio.

Collaboration, convenience, connections. These are founding pillars of myBarrio but also of community wellbeing, of how we assemble the grounds of our life and is is fundamental for people to have when they need to face difficulties and fears. People today are focused and fueled by getting the things they need done. We run out of time, so we turn to convenience in our decisions, and in taking advantage of this common need, we believe that convenience is the path to building connections locally. The transition to sparking barrios back to life and not having to swarm across town unless it's because you want to, because people are solutions, and they live next door to you – you just haven't met them... yet.

In terms of competitors in the market, our biggest one in Spain is Etece, which focuses on critical household needs through listings by city and user ratings, followed by Jobin and Topayuda. Except for Etece, payments are handled offline and the sites serve as a matching system. Our indirect competitors are Vibbo and Milanuncios, two marketplaces that focus on reselling of second-hand products, yet they also allow posting personal service ads and their transactions are managed offline as well. Pertaining exclusive on-demand professional services, Freelancer and Upwork are have a strong positioning, as both offer online marketplaces and surge on their international reputation and promote their database of providers by city listings. Finally, the biggest household-specific service is currently tailored by DogBuddy, Europe's largest online marketplace for dog owners and dog sitters.

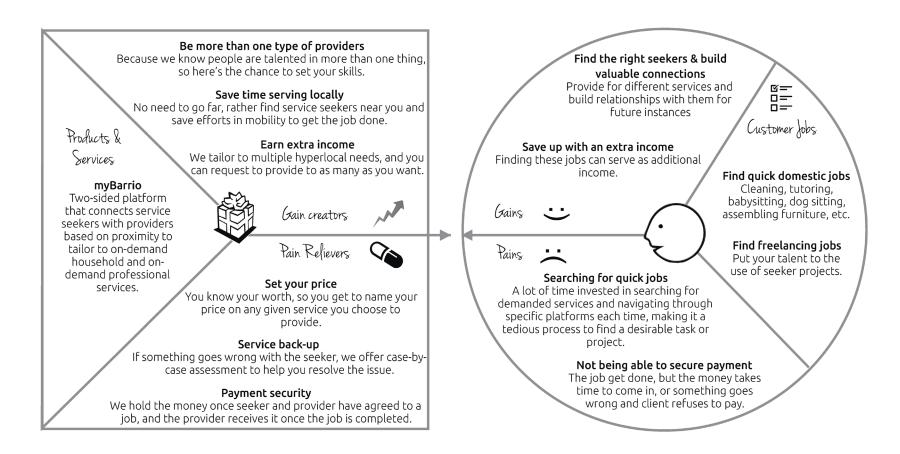
We would be the first-to-market platform to effectively combine on-demand household and professional services on a hyperlocal basis, tailoring to these needs through geomapping versus listings by city, ratings and online frictionless payment. On top of this, myBarrio is easily scalable due to userdriven content, as our service seekers and providers set the stage for which services are needed in each new market that we enter. The result is a fully geolocalized service covering a wide number of critical necessities, with potential to uncover idle services capacity that could flourish on a local level and have remained dormant to until now.

Our initial team is made up of two founders with a particular passion for sharing economies and geolocalization trends, something they consider could be immensely disruptive in the development of new service apps. We have covered the development of our platform through a team of four more people covering technological development, financials, marketing and operations.

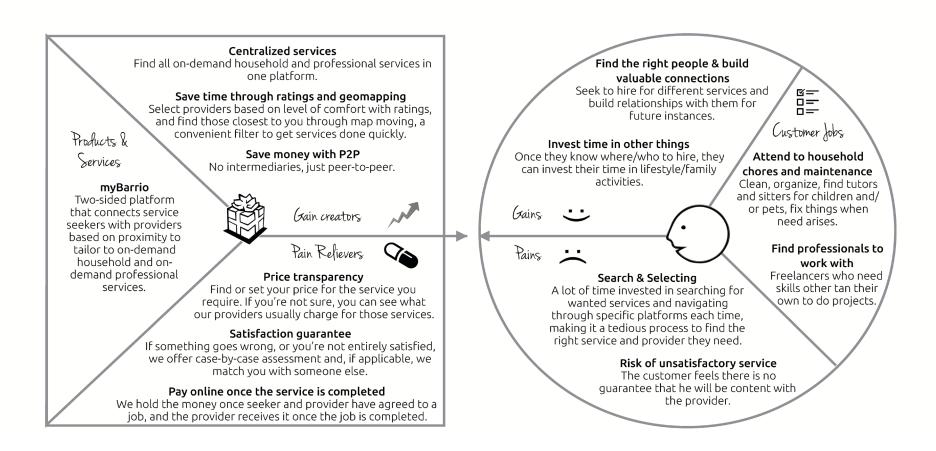
We require an initial investment of €393,214 for our start-up costs. Our objectives are to gain our initial funding capital to launch in Madrid, Barcelona and Valencia within 6-months, then expand to key cities within the country by the end of 2017. By March 2018, we would expand to London, Berlin, and Paris. The sharing sector was responsible for €28 billion in transactions in Europe in 2015 alone. From the five key sectors of the sharing economy, we estimate our serviceable market at €2.7 billion for ondemand household and professional services. If we could attain just 0,5% of market share, or €13.5 million, it could translate into operating income of €1.6 million within the first three years of our service, based on the estimated growth of the sector. In the first year alone, we estimate over 500,000 users joining our platform as service seekers and providers.

myBarrio are neighborhoods gone live, where getting help and solutions locally is made possible with your barrio, fueled by locals.

## provider canvas



### seeker canvas



"I don't even remember the season. I just remember walking between them and feeling for the first time that I belonged somewhere."

Stephen Chbosky, The Perks of Being a Wallflower

key partners	key activites	value proposition	customer relationship	customer segments		
Hyperlocal service providers In order for our geo- mapping services to take place, we need locals to communicate their services on our platform Hyperlocal service seekers The are the demand side of our marketplace,	Funding In Spain, VC firms Platform development begin platform development Source Providers find supply side of service Launch Phase within 6-months, myBarrio will go live	By Barrio Searching for household and professionals services is a common issue in modern life, especially in cities. However, there are no centralized platforms that efficiently tailor to these two needs on a peer-to-peer level, which brings place to myBarrio: a two-sided platform that connects service seekers with providers based on proximity, to tailor to those services. It enables its members to save time and money through hyperlocal matching: their neighbors, building trust through reviews.	and professionals services is a common issue in modern life, especially in cities. However, there are no centralized platforms that efficiently tailor	My Barrio Searching for household and professionals services is a common issue in modern life, especially in cities. However, there are no centralized platforms that efficiently tailor	Seekers Matching, customer service, provider grid, notifications, policies, rituals, protocols, cancellations Providers Seekers grid, reviews, notifications, calendar, policies, rituals, protocols, cancellations	Service Seekers Millenial parents* Superpros Expats* Entrepreneurs Service Providers Idle talent* Handy-peeps Autonomos Influencers: digital
without whom providers do not get hired <b>Stripe</b> Payment partner will facilitate payment transactions to users, so we will need them to be integrated into our system <b>Social login partners</b> Google, Facebook and LikedIn <b>Investors</b> Local Spanish Investors	<b>key resources</b> Founders Development Team (IT, UX, UI) Platform Brand Sales Team Marketing & Communications Customer Service Server		<b>channels</b> SEO Digital Campaign App Store & Google Play WOM & Guerilla Marketing Payment methods Platform Reviews Customer Service Facebook Ads	natives, millenials, generations X and Y *early adopters		

#### cost structure

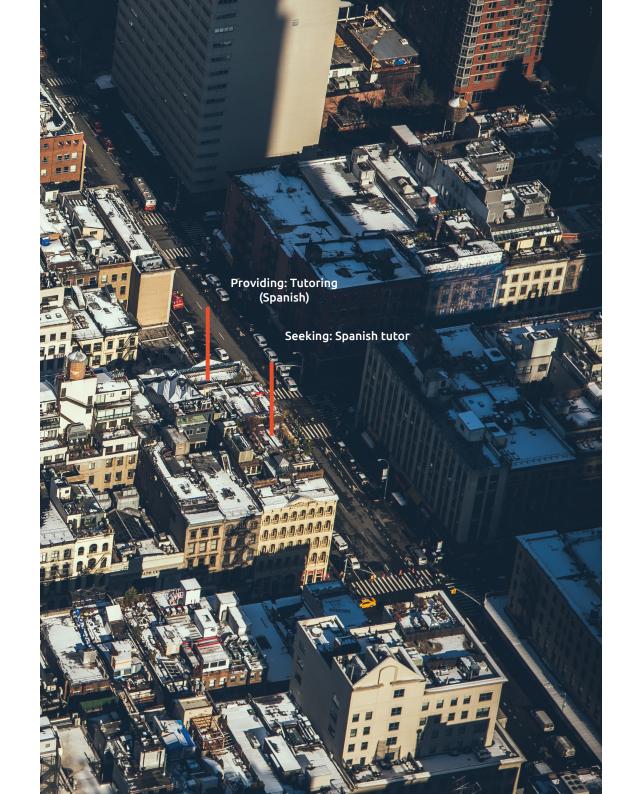
Start-up capital: platform and app development (IT, UX, UI) Fixed costs (human capital, rent and utilities) Patent & Company Registration Services Insurance Policy Logistics Branding Marketing and Communications

#### revenue streams

#### Service fee

Seekers will be charge a 12% service fee for each service booked

# ourbusiness



#### our mission

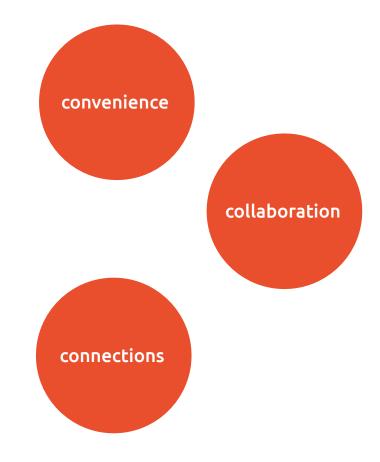
be the online, centralized neighborhood that covers dayto-day needs in the sharing of skills and stuff.

#### our vision

build meaningful relationships locally, creating unique value through convenience and collaborations.

#### our value proposition

be the live barrio that connects service seekers with providers based on the value of proximity, enabling valuable hyperlocal interactions among neighbors to save time and money, active in 5 European countries, with over 300,000 users and 400,000 successful transactions within the next 5 years.



# we bring

#### 01. get initial funding

We will identify compatible investors and accelerators, apply for funding (IMPACT Accelerator) and afterwards negotiate with compatible investors, such as Mola Capital, StartcapsVentures and Faraday.

#### 02. develop and design platform

We will need to recruit the initial team that will be in charge of the launch phase, as well as brand building and continuity phases. They will build and design platform, test beta version, iterate, validate and develop final version to launch in Madrid.

#### **03.** source providers

Providers will be the most relevant actors in our platform. We will devise a marketing & communications in Madrid as well as our future target cities (Barcelona and Valencia) and attain key data on at least 2000 potential providers per city.

#### **04.** launch July 2017

Our launch is set for beginning of July and we will promote on iOS store, GooglePlay and our website to achieve 5,000 downloads within first six months, and 500+ service transactions within two months.

#### **05.** source seekers

Once we have the providers, we need the service seekers who run the demand side of our platform. As part of our promotional strategy within our marketing and communications plan, we will launch a campaign to target this customer segment in parallel with our launch and attain at least 3,000 users in Madrid within the first six months of the service.

#### **06.** customer experience

closely track and monitor customer experience and any complaints, with any necessary resolutions handled within 48 hours.

# neighborhoods online



**centralized service platorm** tailored to on-demand household and professional services



easily scalable due to our user-driven content, Seekers and Providers add their needs and skills to the barrio



**geomapping-first** we believe geolocalization is the path to making local skills be, quite literally, on the map



**peer-to-peer** we build value on an individual basis



**design for trust** we build reputation through ratings and services go through protocols and rituals

# the sharing sector



Sharing economy trends have been shaping the way people perceive and value access over ownership in recent years. Our current consumption model is being challenged in a world where there is increasingly less and less to own. Access makes all the sense in a time where we will be 9.7 billion people competing for resources by 2050.<sup>3</sup>

On a worldwide scale, sharing economies have been made possible by the collision of five megatrends: <sup>4</sup>

#### demographic and social change rapid urbanization technological breakthroughs climate change and resource scarcity shift in global economic power

Technology has allowed for the rapid sharing of our rarely used possessions and making a profit from it. As stated before, access is evermore the mindset of current consumers in an society that has become concerned about the impact their purchasing decisions have on the environment.

#### Technology has for allowed the rapid sharing of our rarely used possessions and making a profit from it.

In terms of rapid urbanization, cities are the biggest consumers of sharing economy services, and city dwellers will account for 81 percent of global consumption and generate 91 percent of global consumption growth from 2015 to 2030; also, per capita spending will account for 75% of global consumption growth by 2030.2 In addition, we have reached a culture in which lending money to complete strangers comes naturally, as we see for example in crowdfunding platforms.

The reason for this is that we have a new standard for attributing trust to people, something we see in all service platforms that design for trust, where reputation can be as determining or even more, than relatability. In a network of strange users, it acts as a quality assurance standard. In terms of demographics, social status can be achieved by experience versus the things we own or how much money we have.

There are five key sectors in the sharing economy: peer-to-peer accommodation, peer-to-peer transportation, ondemand household services, on-demand professional services and collaborative finance. Moreover, in Europe, platforms that facilitate transactions among peers and organizations have shown a substantial and constant growth in the market. According to the pWc's 2015 Global Annual Review, "in 2015 alone, five key sectors of the sharing economy generated platform revenues of nearly €4bn and facilitated €28bn of transactions within Europe." They have also projected that sharing economy revenues "will grow at roughly 35% per year, around ten times faster than the wider economy as a whole...by 2025, we anticipate that four out of the five sharing economy sectors we assessed could facilitate over €100bn of transactions on an annual basis, with only on-demand professional services still short of this milestone."

Currently, peer-to-peer transportation is in the lead in the European market and will remain so through 2025. However, on-demand household services shows the highest growth rate within the five key sectors, and it is estimated that it will overtake peer-to-peer accommodation with expansion of up to 50% of its revenues in the next 9 years. Out of the five sectors, on-demand professional services will not reach €100bn of transactions annually within the next 10 years. However, the growth remains promising as freelancer marketplaces continue to rise and is a becoming trend among younger generations. <sup>5</sup>

#### "by 2025, we anticipate that four out of the five sharing economy sectors we assessed could facilitate over €100bn of transactions on an annual basis"

# Spain's comes in at third place in the sector

France and the UK are the European leaders in the sharing economy and the start-up scene, showing the highest numbers in companies founded. Spain, Germany and the Netherlands follow and the minority of them have been established among Italy, Belgium, Poland and Sweden.

# Spain's economic outlook in the sharing economy

Though sharing economies are clearly thriving throughout the world and moreover, in Europe, only 17% of the regions' consumers have taken active participation in the sector and not all experiences have been positive, PwC mentioned.

In the previous section, we discussed the main ingredient that's key to a sustainable future in this economy: designing for trust. If these models should continue to be successful, a culture of sharing is essential for the continuity of these platforms and services.

#### **Revenue models**

PwC's 2016 analysis indicated that, on average 85% of transaction values remained with the provider as opposed to the platform. That roughly translates into small margins and viable models that can gain on volume of transactions. The revenue models vary widely among each of the sectors and even within themselves, with peer-to-peer transportation being amongst the highest at 20%. Also, the cost to the user will most likely be a fixed or variable commission fee.

"only 17% of the regions' consumers have participated" and not all experiences have been positive.

# Spain's current economical and political landscape and consumer profile <sup>6</sup>

The country's unemployment rate remains one of the highest in all of Europe after a six year recession, at 20%. Almost a third of employees earn salaries below 700 euros on a monthly basis, as the crisis continues to have a negative impact on living standards. The country has been marked by a landscape of corruption, and purchasing power is low. Current political environment could further drive the economic uncertainty, especially with the end of the twoparty system.

Furthermore, the creation of new jobs are in many cases temporary, as job seekers struggle to achieve stable incomes in the current market and its slow growth.



Spain's consumer profile is marked by a high importance given to price in the recent years. Brand loyalty has decreased in general, as the preference nowadays remains the end product versus the value attributed to brands, considering distributors are also able to develop rapid alternatives to the consumers. Buyers are also more willing to resort to known cheap alternatives to their regular shopping patters, such as discount stores they would have previously avoided. Other key considerations in purchasing decisions include facilitation of payment and efficient post-purchase services.

As discussed, the Spanish consumer has become detached from their go-to brands, remaining conservative in his shopping purchases and adapting to lower standards. They remain, however, in favor of national products or their imitations. Younger generations show a positive response to new products, regardless of the brand.

In terms of recourse to credit, Spaniards have seen their purchasing power continuously decrease, especially given the substantial increase in real-estate properties, with a reported 55% having problems seeing through the end of the month, increasing their recourse to consumer credit.

Regarding consumption expenditures, the highest category is in relation to household expenditures, such as rent and utilities (21.5%), closely followed by dining and lodging (18.6%), then by food and non-alcoholic beverages (14.6%) and transport (12.1%). We see lower expenditures for recreation and culture (8.5%),

clothing and footwear (5.6%), furnishings and household maintenance (5%), health (3.6%), alcoholic beverages and tobacco (3.1%), communication (2.9%) and finally education (1.5%).

#### Scope of collaborative consumption

Traditional lending, trading, renting and gifting have been redefined through both technology as well as peer-to-peer communities, a disruptive shift towards the way we have been doing business since the industrial revolution. The people that choose to participate in this economy become empowered through the values of access, collaboration and trust.

The collaborative economy honeycomb by Jeremiah Owing clearly demonstrates the rise in major players in transportation, goods, services, money space and food, followed by logistics and learning and finally by health and wellness, utilities and municipal.<sup>7</sup>

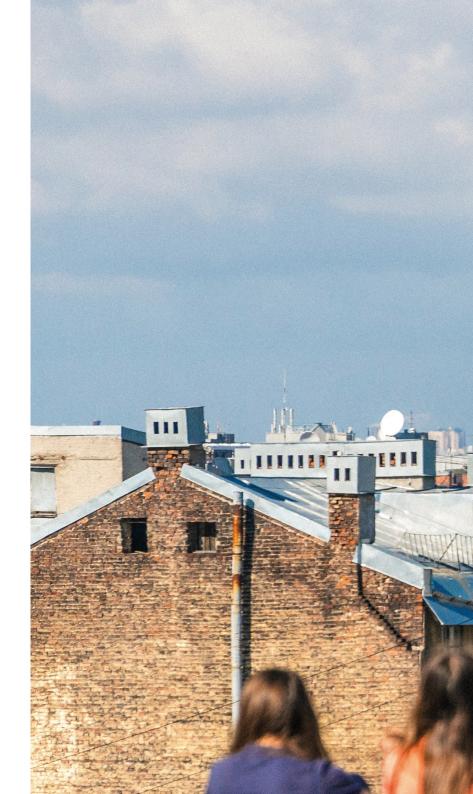


#### Value of ownership <sup>10</sup>

- **81%** agree it it less expensive to share goods than own them individually
- **43%** agree owning today feels like a burden
- **57%** agree access is the new ownership

#### **Perceived benefits**

- **89%** agree it's based on trust between providers and users
- **86%** agree it makes life more affordable
- 83% agree it makes life more convenient and efficient
- 78% agree it builds a stronger community
- **76%** agree it's better for the environment
- **63%** agree it's more fun that engaging with traditional companies



"The future is not some place we are going to, but one we are creating. The paths to it are not found, but made; and the activity of making them changes both the maker and the destination."

**Peter Ellyard** 



#### Sharing indicators and incentives

There are three key trends that are indicative of high incentives to adopt sharing economy lifestyles. In the first place, given the slow economic recovery the country has experienced, consumers are more inclined to invest in cheaper products and services, as discussed in the sharing sector. Moreover, in the intent to resolve needs in inexpensive ways, sharing economies have seen a rapid and welcoming behavior on behalf of consumers. Finally, we see a very high youth unemployment rate, a millennial generation thirsty for income.

Overall, Spain's economic environment proves favorable to sharing economies, with relative easy to start a business and gain some funding (though usually low). Moreover, the European market shows a surge of specialized P2P service apps and platforms, as well as increase in job displacement due to technological advances; also, the rise of platform cooperatives shows initiatives to empower providers of B2C service platforms.

#### Top five Spanish consumer trends <sup>11</sup>

01 green shots emerge

02 living la vida "low cost"

03 let's share!

04 wasted youth

05 environmentalism and value-consciousness

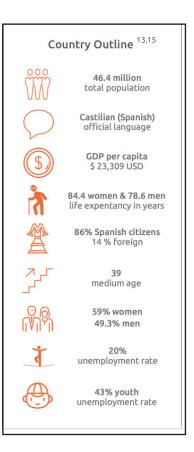
## Relevant country factors to sharing 12,13,14

79% live in cities and only 20.4% in rural areas sharing is facilitated in relatively highly population in cites

86% are Spanish citizens and 14% are foreign - there is a potential to target expats as a niche segment

ranked n°29 in the World Intellectual Property Organization

ranked n°28 in the Global Innovation Index - friendly to the start up and innovation scene



In terms of common domestic services user seek, our biggest competitor in Spain is **Etece**, which raised 1 million euros in 2013.<sup>16</sup> The company addresses critical household needs, such as home repairs, furniture assembly and housekeeping, with the option of either receiving bids or setting a fixed price. The platform provides listings by city, users have ratings, and you can either set a fixed price or request a budget from "solvers." In addition to Etece, **Jobin** has recently joined the market (2016) and is also focused on household repairs, with over 3,000 registered users in Madrid, Barcelona and Valencia.<sup>17</sup>

**Topayuda** is an insightful platform for measuring supply and demand of household services on a nationwide scale. Founded in 2014, the website offers geolocal listings of domestic service providers, with their contact information and ratings.<sup>18</sup> The payments are handled in-person the site serves as a matching system. **Vibbo** and **Milanuncios** are two marketplaces that offer a wide range of second-hand products, yet they also allow posting personal or business service ads.<sup>19,20</sup> Milanuncios, the Spanish version of Craigslist, lets users post anything from vacation home listings to shoe repairs, whereas Vibbo is more specific to selling of second-hand goods. Though transactions are managed offline, as the two earn on advertising.

Pertaining exclusive on-demand professional services, **Freelancer** and **Upwork**<sup>21</sup> are have a strong positioning, as both offer online marketplaces and surge on their international reputation. The biggest household-specific service is currently tailored by **DogBuddy**, which it helps dog owners find local and experienced pet owners who can offer dog sitting and dog boarding services. It is Europe's largest online marketplace for dog owners and dog sitters, with 10, 000 registered sitters, after having merged with Spanish competitor Bibulu and received funding of 1.9 million euros.<sup>22</sup> Gudog is another competitor than has recently entered the market, yet has not managed to gain the same user traction as competitor Dogbuddy.



Competitors	Туре	Model*	Providers	Years	Category	Payment	Geolocalization	Ratings	Verified info	Sociallogins
Etece	Website	P2P B2C	400	since 2013	household	online	task area in map	Yes	Medium	No
Jobin	Арр	P2P B2C	+2,000	since 2016	household	offline	task in map	Yes	Low	Facebook
Dogbuddy	Multiplatform	P2P	+10,000	since 2013	household - dogs	online	map	Yes	High	Facebook
Gudog	Multiplatform	P2P	n/a	since 2013	household - dogs	online	map	Yes	High	Facebook
Topayuda	Platform	P2P	+ 1M	since 2014	household	offline	map	Yes	Medium	Facebook/ Google
Milanuncios	Platform	P2P B2C	n/a	since 2005	household	offline	by city	No	n/a	No
Vibbo (prev. Segundamano)	Multiplatform	B2C P2P	n/a	since 1978	household/ pros	offline	task area in map	Yes	Low	No
Freelancer	Multiplatform	P2P C2B	13,400 (worldwide)	since 2009	pros	online	by city	Yes	Low	Facebook
Upwork (prev. Elance-oDesk)	Multiplatform	C2B P2P	n/a	since 2003	pros	online	by city	Yes	Low	Google/ Facebook/ LinkedIn
myBarrio	Multiplatform	P2P	-	since 2016	household/ pros	online	map	Yes	High	Google/ Facebook/ LinkedIn

\* P2P= peer-to-peer; B2C = business-to-consumer; C2B= consumer-to-business

shaping the playing field

#### 01 from offline to online transactions

The biggest shift in current professional and domestic service platforms has been primarily one of offline to online transactions, as matching service seekers and providers becomes a growing and profitable business model. Upwork has taken lead in Spain and Freelancer has over 6.900 projects, both making an impact in the "autonomo" scene. 11,12

#### 02 geolocalization as a filter

Filters are second nature to anyone who uses them; from ratings, pictures, included, among others, users demand to have reliable options to find the best fit for their needs as quick as possible. The latest place value to proximity through geomapping, as filter made popular by Airbnb.

#### 03 design for trust

To users, gaining reliable insights on their hosts or providers and for a given service is a right, not a privilege. They also expect for their privacy to be handled with care, and verified information is a must. Nowadays, designing for trust in the digital world is crucial, and all new developers should follow.

#### 04 access versus ownership

Competing for products is no longer a dyer need, and this concept has taken the shape of many businesses trying to access the market through the value in sharing rarely used or unwanted goods.

UX standards for service apps

**reputation** average and number of ratings and users as selection criteria

#### geomapping

see how near/far services are from you location with map moving

#### ease of UI & UX

easy, attractiveness and intuitive navigation through the platform

#### social logins

navigate and register with an existing social media account

#### privacy features

the right amount of disclosure and verified information

#### search filters

ease of search through price, proximity, reputation among others

#### user-driven content

service providers can personalize the services the want to offer

strengths

#### easily scalable due to user-driven content

for every new market we enter, service seekers and providers will set the stage for which services are needed and offered

#### first-to-market centralized and geolocal services platform

first centralized and geomapping-based platform that tailors to services based on home and work skills

#### brand

closeness to neighborhoods build sense of empowerment through relationship with the brand

#### design for trust

our app/platform are built on design for trust components such as reputation, right amount of user disclosure and intuitive communication tips for interaction

### wearnesses

#### specialized apps and b2c businesses

there are many specialized apps on a global market scale, as well as local b2c businesses that deliver similar services that will be directly competing with us and have an established reputation (good or bad) of their services

#### limited insurance

we cannot insure if services result in extreme damages or motive is not resolved beyond finding someone else to fulfill the service/rental and some compensation

# opportunities

#### growth of sharing economies

the concept of access over ownership has reached a substantial growth and we see a wide range of customer segments willing to invest in this relatively new economy

#### empower communities

if concept is successful, there is a potential to reached untapped services that flourish on a hyperlocal level and even be a incentive for interactions based on community projects

#### create micro-economies

since we work on hyperlocal interactions, there is a huge potential for micro-economies to thrive and set a precedent on hyperlocal levels



#### user culture

we cannot predict level of service users will be providing Similar services provided by companies

#### high expectations

there is a standard that our customers expect from services like this, which we must meet in a "no room for failure" way

#### regulations against the service

as we have seen with Uber, Cabify and Airbnb there might be a negative reaction from behalf of Spanish taxation regulations



"The fundamental law of human beings is interdependence. A person is a person through other persons."

Archbishop Desmond Tutu



# Getting help and solutions locally has never been easier.



**End of two-party system.** Nowadays, the technologi cal scenario is be mobile or be lost. Getting directions, sending a text message and taking pictures are things that are all done with out phones.

**Foreign entrepreneurs welcome.** In 2013, Spain issued a visa regulation that allows for simplified and fast-track procedures for entrepreneurs who want to launch their businesses in the country. The intent is job creation through facilitation of visas and conventional procedures.

# political

**Sense of community.** Sharing is currently one of the top five consumer trends in the country, with many keen on adopting collaborative consumption services such as car2go, Blablacar and Vibbo, among others.

**Living la vida low-cost.** Due to current economic uncertainty and low purchasing power on behalf of consumers, as well as the high unemployment rate, the population has shifted its buying patterns in preference for cheaper alternatives.

# sociocultural

**Growth of sharing economy in Europe.** During 2015, the five key sectors of the sharing economy generated platform revenues of nearly 4 billion in Europe, facilitating 28 billion in transactions, with a projected revenue growth ten times faster than the economy as a whole.

**Idle youth.** A majority of the millennials and post-millennials are currently unemployed, which means there is significant talent of standby, waiting to be taken into the market.

### economical

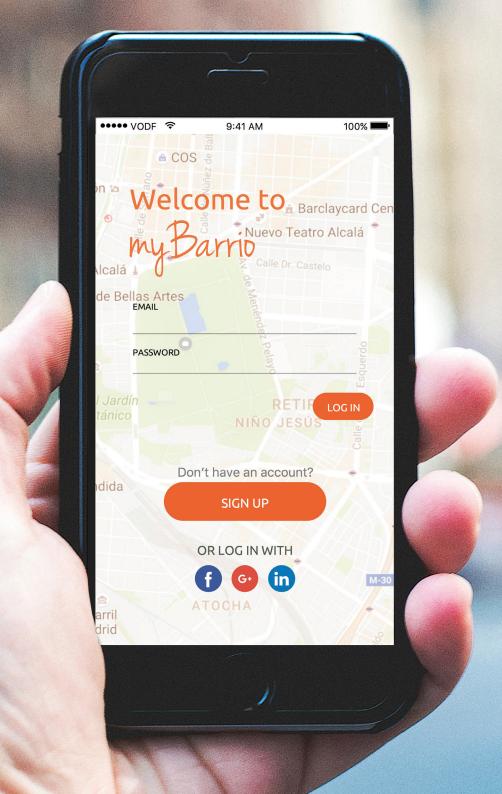
**Big data.** Gaining data and insights on users and, moreover, the general population, has been empowered through technological advances like never before. Facebook, LinkedIn and Google are just some players with significant roles in this aspect.

**Geolocalization as a filter.** The best example is Airbnb, and new service apps are using it as a filter. Distance from you (proximity) is a relevant factor today in many types of services.

**The business of apps.** As of June 2016, there were 2 million apps available on the iOS store.<sup>23</sup>



# service design





Irene & Diego Martinez

Irene and Diego are full-time working professionals who just had their first kid. Irene works at a school close by as a math teacher and Diego is an IT Specialist at a ERP service consultancy. They enjoy movie night on Thursdays and dinner with friends over the weekend. Their families live far from Madrid, they could really use a hand with occasional household chores and babysitting. Irene has requested to work-from-home three times a week and Diego arrives at midday on Fridays, yet they usually need help with their son, especially in the afternoons.

Ages	32; 34
Professions	Math Teacher
	IT Specialist
Location	Madrid
Status	Pareja de hecho
Тіег	Tired parents
Archetype	Millennial parents

"We have lived in Madrid all of our lives, yet our families live in the north of Spain. We have a five-year-old and another one on the way and we are happy, tired parents. We could use a hand with some household chores."

#### Pains

Struggling to find quality time as new parents No family close by to help Trying to work to save up, but need to get things done in the process

#### Wants

More time to spend as a couple and with friends Quick-easy fixes for house cleaning and babysitting

#### **Behavior and Motivations**

Priorities have shifted in the lives of Irene and Diego. Work played a dominant role, as it does for many young couples, but the arrival of Hugo had sparked another motivation: saving enough money to secure a future as a family. However, this doesn't leave much time to attend to domestic nuances, or rendezvous on past activities. They can afford the help, they just need time to find it!

#### Gains

Not worrying about pending household chores Less distractions at work More time to themselves

#### Needs

Help with cleaning the house and taking care of their son More time to spend as a couple and with friends



Julie Sanders

Julie recently relocated to Madrid after her husband Tim, who works for IBM, was asked to lead a project in Spain. She has been taking some Spanish classes but it was not enough to get by with all the responsibilities she needs to manage, like finding a daycare or sitter for her daughter, shopping and especially getting settled into their new home. Unfortunately Tim has had a heavy schedule since they arrived and they haven't had much time to buy things for the house. She's also looking to work in Spain once things settle down, but she needs to learn the language.

Age	34
Profession	Stay-at-home mom

LocationMadridStatusMarriedTierExpat momArchetypeDesperate expat

"I'm really overwhelmed being a stayat-home mom. I don't speak Spanish, have no family in Madrid and taking care of two kids is not easy. I could use time to myself."

#### **Behavior and Motivations**

Julie was excited when her husband shared the news that they had offered to relocate them to Spain for two years. She had always wanted to live abroad and this was her chance, though she felt timing wasn't the best as they had just had a baby. She also doesn't speak the language, so she fears the process will be overwhelming, especially with her husband at work.

Pains

Doesn't speak the language Overwhelmed with so much that needs to get done Her husband doesn't have a lot of time to help

#### Wants

To take Spanish lessons, ideally at home where she can be with her daughter To get the apartment ready within 3 weeks

#### Gains

Learning Spanish will facilitate everyday chores Feeling settled More time to herself

#### Needs

Help getting settled into the new apartment To be able to interact in Spanish



F O	D O
Fernando	Tascual

As an engineer, Fernando has always had a passion for creating. This year, after 5 years at his job at Endesa, he has decided to pursue his dream to become an entrepreneur. He has set his goal to make this happen within a year, but he will need to build a team to make his idea happen. He lives alone in Chamberí and enjoys trekking activities during the weekend with his girlfriend and friends from college.

Age	31
Profession	Engineer
Location	Madrid
Status	Married
Тіег	Expat mom
Archetype	Desperate expat

"After five years with Endesa, I have finally decided to become an entrepreneur since I have always had a passion to make an impact in society and I feel now is the time. I will need support to make it happen."

#### **Behavior and Motivations**

Quitting his stable job shows how much passion Fernando has for getting his entrepreneurship project started and apply his skills to his passion all his new endeavors. He's excited and anxious about embarking on this new adventure. His biggest concern right now is finding the right people to work with.

#### Pains

Has never had to find people to work with before It's his first time as an entrepreneur and has a big learning curve up ahead

#### Wants

To make an impact in the renewable energy sector Build his own business

#### Gains

Finding the right freelancers Learning what it takes to get the business running

#### Needs

Find freelancers who can help him with his project Have his business up and running within 3 months



# Marta Pinedo

Marta finished her masters degree from Pontificia de Comillas in May, yet has spent most of the year searching for a decent job in the current market. She had been receiving some help from the part while she was studying, but know she is struggling to make it until the end of the month with monthly earnings of 650 euros and her shrinking savings. She managed to land a part-time job at the Ministry of Interior, but she's not sure they will hire her on a full-time basis anytime soon and she will have to move back home if things don't get better soon. Age27ProfessionUnemployedLocationMadridStatusSingleTierEn ParoArchetypeIdle Talent

"I have a bachelor's degree in Economics and a Masters in International Trade, but it's impossible to find work and I'm having trouble making ends meet."

#### **Behavior and Motivations**

Priorities have shifted in the lives of Irene and Diego. Work played a dominant role, as it does for many young couples, but the arrival of Hugo had sparked another motivation: saving enough money to secure a future as a family. However, this doesn't leave much time to attend to domestic nuances, or rendezvous on past activities. They can afford the help, they just need time to find it!

Pains

#### Gains

Struggling to make ends meet No jobs in her specialty Will have to move back in with her parents if she doesn't find a way to make more money

#### Wants

A full-time job in her field Quick ways to make extra cash that is compatible with her current schedule Economic stability Additional income streams Flexible schedule Gets to stay in her apartment

#### Needs

Other job opportunities that don't interfere with her current job Extra income streams to improve her financial situation



### Pedro Castilla

Parent to two kids ages 9 and 14, Antonio has been working as a manitas for interior design and construction companies all over Madrid all his life. The recession took big hit on his regular services to these companies, reducing his income by 45%. Things have been picking up slowly since, yet he still hasn't managed to get back to where he was, so he has resorted to posting personal ads on lamp posts, cars, local stores and supermarkets. His wife works for as an accounting assistant to a local design firm, yet their combined incomes don't provide them with much money to set aside for family activities.

Age	43
Profession Freelan	ce
Location	Madrid
Status	Married
Тіег	Manitas
Archetype	Flyer man

"I'm a handyman and I was let go at my last job because they couldn't afford to have me. I post ads in street lamps and cars and occasionally get calls and make clients doing this."

#### **Behavior and Motivations**

Antonio has been frustrated with the lack of demand on behalf of the construction and design sector he had been working with. He has managed to not have to resort to a majority of his savings due to his wife's income, but this is something that can only go on for so long. He is anxious and impatient for more jobs, and feels he could be working in many things if he met the right people.

#### Pains

Not much money to set aside for savings His regular clients are not hiring Family activities are slim due to lack of savings

#### Wants

To be able to invest in family activities A way to gain a more stable income source

To make contact with people in his area who might need his services

#### Gains

Increase his savings Get more clients or projects Plan more family activities

#### Needs

More regular clients or big projects More income to have enough to build savings



landing page prototype September 2016

#### 01. Value Proposition

By testing myBarrio value position through 35 interviews among Spain, Italy and Chile and landing page with early adopters, we were able to prove the necessity of the service: the lack within the collaborative economy market of a digital solution which can deliver a geolocalized, content driven and trusted service among locals.

#### 02. Platform Usability

The second step of our validation process was the usability test of our design solution to understand how we could improved our application. We tested our minimum viable product with 28 users by using the app prototype and shape our final concept according to the insight we came up with.

#### 03. Insights

We asked users what their take was on current sharing economy platforms, trying to keep our focus exclusive to peer-to-peer service apps. At this stage, we conducted personal and group tests with tourists, locals and friends. We asked them how the would go about their day-to-day tasks through these platforms, and we were able to gather the following insights from them:

• 80% of interviewers were not familiar with common sharing economy apps and platforms

• 86% of users referred to the geomapping tool as a must during the search for their ideal booking

• only 11% of users were able to name over 2 sharing economy platforms and app services

We imagined an virtual neighbourhood represented by simple map, which could enlighten individuals who are activating hyperlocal interactions by promoting their ervices as individuals.

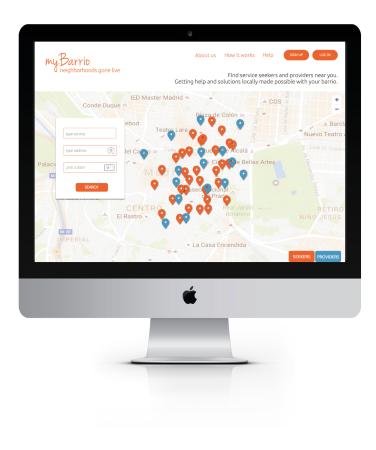
#### Desktop version

Step 1

See Providers in your area who can help you with your domestic and professional needs through the **Provider Filter** 

Step 2

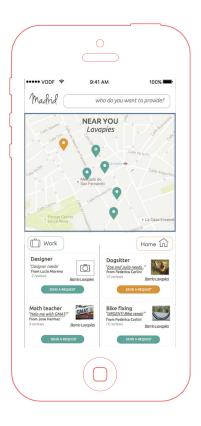
Looking to become a Provider? See what locals are in need of through the **Seeker filter** 



seeker fifter

#### Home or Work?

Work Providers are indicated in green Home Providers are indicated in yellow



Look for any service you need by typing in keywords

9:41 AM

CLASS

0

100% 💼

9

SPANISH

••••• VODF 🤶

Madrid

📋 Work

Beatriz Campos

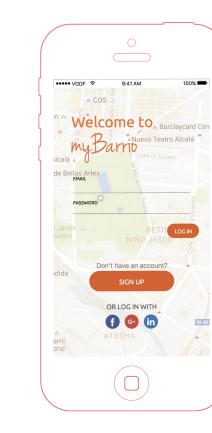
Spanish classes Barrio Lavapies 5 €/h

Carlos Garcia

Designer Barrio Las letras

7 €/h

#### **MATCH FOUND**



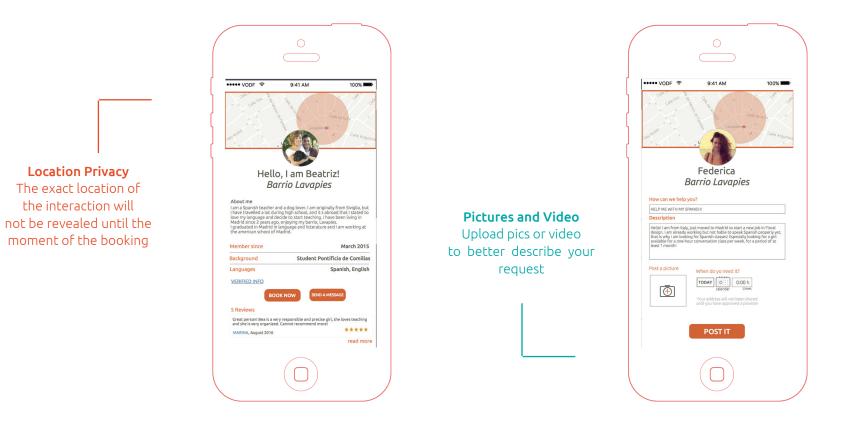
1. SEARCH

2. FIND



#### **NO MATCH**

#### **BOOK A PROVIDER**

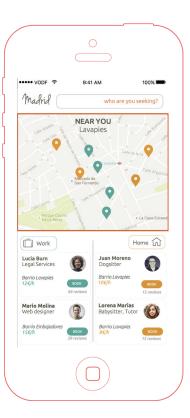


ADD A REQUEST TO THE SEEKER FILTER

provider fifter

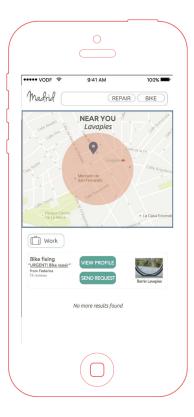
#### Home or Work?

Browse Seeker requests and find what is needed in you barrio



Find and select a **Seeker** request that is compatible with your skills

Review the Request details and confirm you will be the **Provider** 



2. FIND

••••• VODF 🗢 9:41 AM 100% 🔳 9 Federica Barrio Lavapies Request Fix flat bike tire. Posted 1 minute ago. Member since March 2015 Background Student at IE Business School Languages Spanish, English VERIFIED INFO SEND REQUES 5 Reviews Great person! Bea is a very responsible and precise girl, she loves teaching and she is very organized. Cannot recommend more! \*\*\*\*\* MARINA, August 2016 read more

3. REQUEST & LOG IN TO CONFIRM

1. SEARCH

#### RESERVE



#### CANCELLATIONS

When a **Provider** cancels a request, he will not be able to accept requests for the same time period of the original task. The same will apply if the **Seeker** cancels the request. Compensation will be based on the Cancellation Policy.

#### PAY

9:41 AM

Card number Expires on

.....

Flexible Read Policy

5€ 0.6€

5.6 €,

12% myBarrin fee

PAY

myBarrio

18 November 2016 5:00-6:00 pm

Card by VISA

Security code

Spanish class, from Beatriz

#### COMMUNITY



#### FILE A COMPLAINT

CONNECTIONS

you can

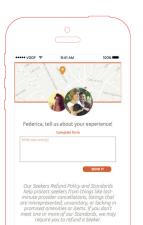
myBarrio

connect with

members and

community

build your local



 $(\bigcirc)$ 

#### **SERVICE SATISFACTION**

If you are not happy with the service you have been delivered, we will try to amend your situation in the most efficient way possible through out network of **Providers** 

#### RATE

**MONEY HELD** 

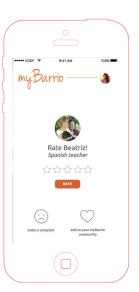
Money is held

the Provider

Request

until by us until

has finished the



#### **NOTIFY TO RATE**

The **Provider** will receive a notification once he/she will be rated by the **Seeker** 

43

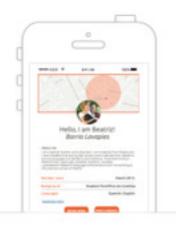
#### SERVICE



The services that can be managed on a peer-to-peer level are endless. Therefore, any Provider can update their profile with whichever skills and services they feel they can tailor to in each of our two main categories, Home (domestic) and Work (professional).

For Seekers, if you don't find what you need you can send out a request and wait for someone who can attend to it to respond.

#### BOOKING



Make sure you follow up on your active request. We will conduct weekly notification to make sure you request is still needed

Through the profile page you can describe what you are good at and how you wanna give service to the barrio. Each user should describe himself in a concise post, including profession, passion, language spoken, skills and experience.

When you want to book you can also send a direct message to provider to ask for more information about his service. At the same time, if you have posted service request and the Provider is ready, he will confirm your request.

#### **PROTECTION & PAYMENTS**



Pay your provider per hours according to your agreed booking. According to our Payment protection policy, myBarrio assures you that you pay only after the service has been completed and you have the possibility to rate or send us feedback on any issue straigh away. All payments go through our secure system, with several billing methods.

Enjoy peace of mind with systems designed to provide safe and trusted interactions. Our platform is built according to design for trust policies, including: Payment Protection, Money hold, Verified reviews, Customer service, Location privacy, Dispute resolution. If an issue ever should arise, we have programs to help fix the situation and we will find for you another local provider.



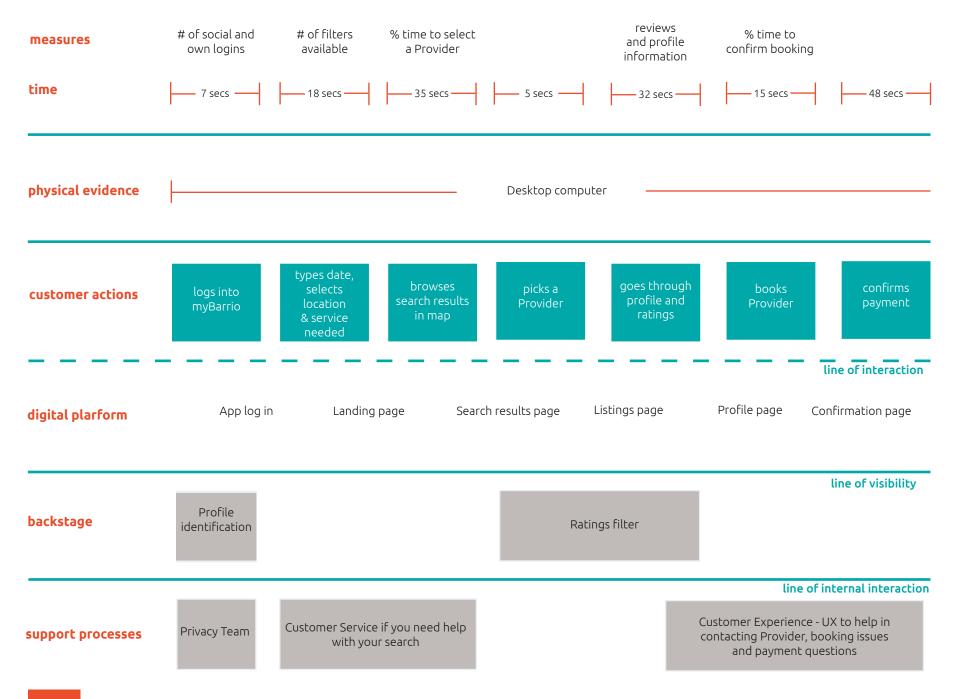
### top ten home

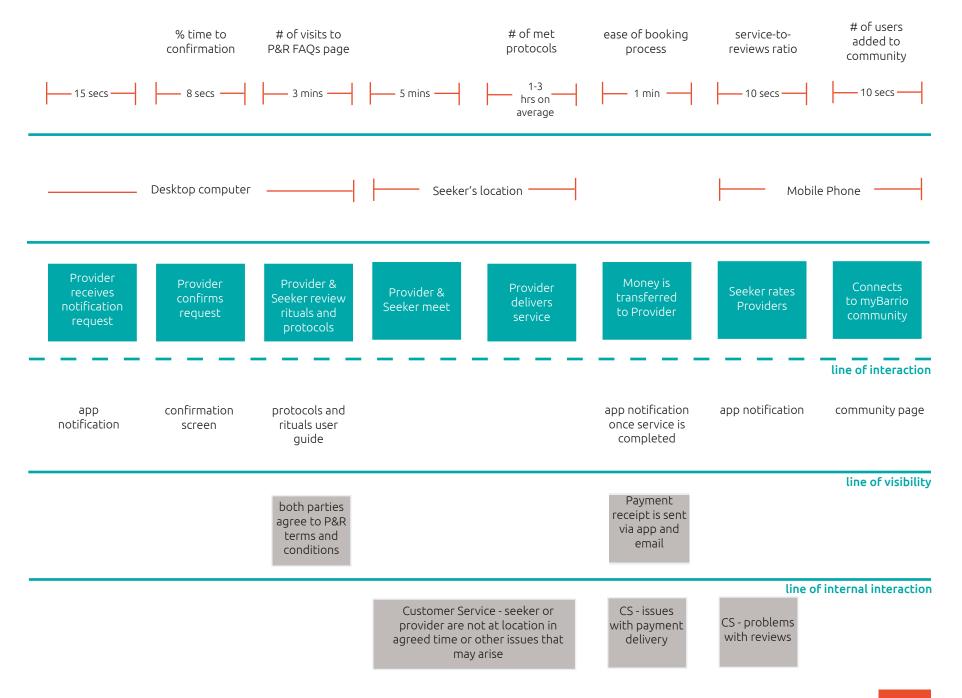
BABYSITTER DOGSITTER CAREGIVER CLEANING SERVICES FURNITURE ASSEMBLY PLUMBER CARPINTER HOME INFRASTRUCTURE REPAIRS MOVING SERVICES WINDOW CLEANING

top ten work

LANGUAGE & SCHOOL TUTORS COOKING & SPECIALTY MEALS PHOTOGRAPHER CONTENT EDITOR GRAPHIC DESIGNER PROGRAMMER DEVELOPER MULTIMEDIA PRODUCER MARKETING SPECIALIST EVENT ENTERTAINERS & CATERING

Most common services in accordance with demand and supply adverstised in competitor websites, and always based on a peer-to-peer level.





# marketing & communications



Mario: 28, Graphic Designer & freelacer. Comes to work at the Coffeebar around the corner every morning.

> Irene: 32, Freelance Journalist. Was recently hired to do a Annual Report for a finance firm and is looking for a designer to cover the aesthetics of the report.



no more missed connections





#### service seekers

#### Millenial parents

Super pros

in expensive lifestyle

use of social media

**Expats in the city** 

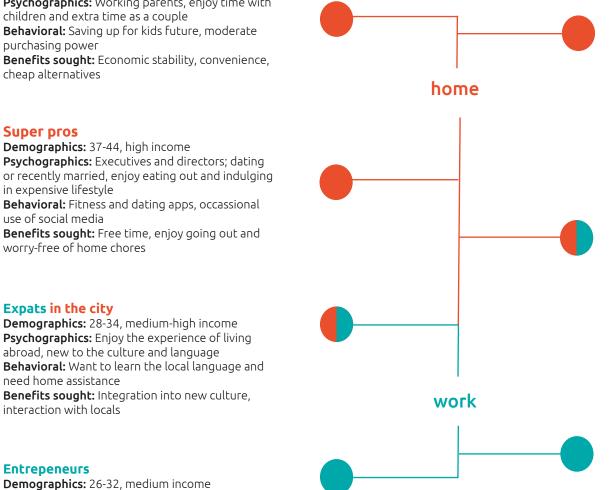
need home assistance

interaction with locals

worry-free of home chores

Demographics: 37-44, high income

**Demographics:** 26-34, medium-high income **Psychographics:** Working parents, enjoy time with children and extra time as a couple **Behavioral:** Saving up for kids future, moderate purchasing power Benefits sought: Economic stability, convenience, cheap alternatives



#### service providers

#### Handv-peeps

**Demographics:** 36-54, medium to low income **Psychographics:** Facing lack of earnings in light of vulnerable economy.

**Behavioral:** Some use of social media (mostly Facebook and Waze), like to spend quality time with family

**Benefits sought:** Ways to make additional income

#### Idle talent

**Demographics:** 26-34, limited purchasing power Psychographics: Facing unemployment issues in current market economy. **Behavioral:** Heavy use of social media platforms, digital news, employment websites Benefits sought: Economic stability, convenience,

cheap alternatives

#### Autonomos

**Demographics:** 28-37, medium income (varies among sectors)

Psychographics: Facing unemployment issues in current market economy.

**Behavioral:** Heavy use of social media platforms, digital news, tech and innovation, freelance websites

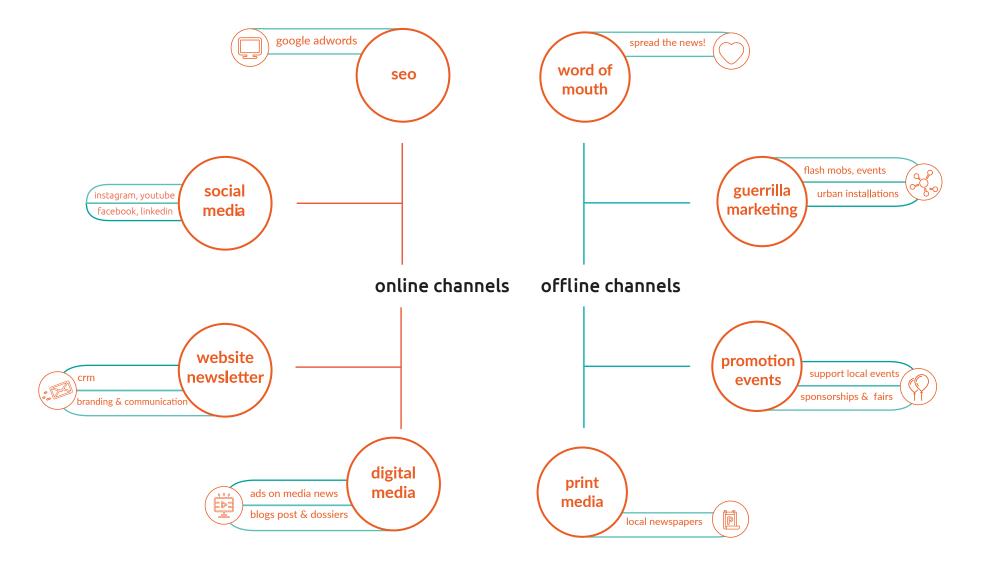
**Benefits sought:** Gain clients, build customer base

#### Entrepeneurs

**Demographics:** 26-32, medium income Psychographics: Hard working, innovative, looking to make a difference **Behavioral:** Very active in social media and digital news Benefits sought: Exposure, value connections and freelancers to work with

**Demographics:** 28-34, medium-high income

abroad, new to the culture and language



**Push strategies.** We will acquire our user and customers via:

- Advertising and mass media promotion
- Word of mouth referrals
- Customer relationship management
- digital marketing strategy

**Pull strategies.** Mostly, this will be done through our offline strategy, as we will be literally a part of the barrio and streets of Madrid. Direct selling to customers in live activations and eventa with great recourse to marketing materials.

**Content.** We will carefully and selectively curate our content. The most appealing services that seekers and providers post in our website will be ranked higher in SEO search results; we will ensure to employ effective use of keywords, metatags to build priorities for services.

On Instagram, we will guide this channel through user-generated photos from our seekers and providers "Stories of myBarrio." For a community-driven brand whose livelihood depends on encouraging consumers to exchange services, storytelling is fundamental. We will create our heroes, stories and tips about the barrio of Madrid to enhance brand recognition and create interest to foreigners and people new to the city. Great photography will accompany the content and create a call to action inviting readers to share their local knowledge.

Our YouTube channel is home to global content like our promotional video and spots, in addition to ads promoted on other channels.

Special listings and events will be advertised on our Facebook page, which will be the first motor to amplify our community.



**Our strategy.** We will charge a 12% fee on all transactions, which will be charged to the seekers upon checkout. We do not charge a fee to our providers, whom we view as strategic collaborators to our initiative and necessary to meet the supply side of things.

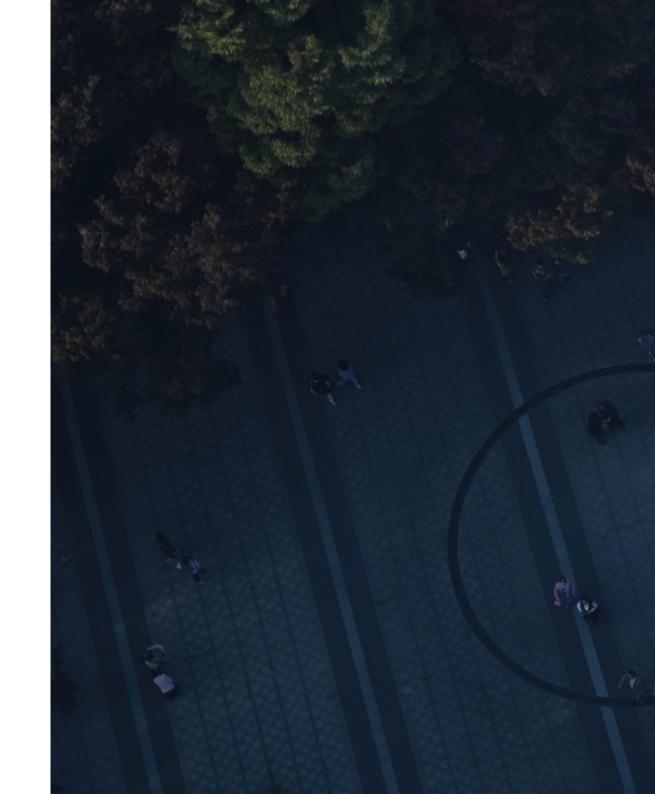
We earn on volume transactions. So, why do we charge 12% on transactions, not 10 or 20%? There's evident reason to our methods and it has to do with the average price providers set for our most common services for domestic (cleaning, repairs and assemblies), as well as for professional services (graphic designer, photographer and programmers are among our top ten most requested in this section).

We are value-driven. In order to set our services aside from B2C, we need to remain competitive and we do based on two value-based pricing principles: first, we offer reviews not of the business, but rather of the person that will be directly providing the service and second, we place value on being the bridge between seekers and providers.





# operations plan





Marina & Diego: Young parents. Looking for an occasional tutor for their 5 year-old son Alfredo.

> Gonzalo: 25, Graduate Student. Tutors in math and sciences. Wants to make extra cash tutoring kids in his neighborhood.





	jan	feb	mar	арг	may	jun	jul	aug	sep	oct	nov dec
launch phase							I	I	1		
1.1 - brand registration & patent		I	I.	I.	I.	T	I	I	I	I	I.
1.2 - define organizational chart		l I									
1.3 - budget allocation planning											
1.4 - rent office space		1		1			1	1	I.		
1.5 - launch team recruitment		- i		l.	I		I			I	
1.6 - team hiring	l I					- I			1		
1.7 - platform development			1	1	I	I	I.	I	I	I	I.
1.8 - platform design	l.										
1.9 - beta version test	1								l.		
1.10 - beta version iteration	 										
1.11 - define marketing and communications campaign	l I		I I	I			I I				
1.12 - provider campaign	l.								1		
launch	l.					- I			1		
1.13 - service providers sourcing	I.	l.	I.	I.	1		I.	I	I	I	I.
1.14 - final testing	l.								1		
1.15 - launch on iOS and Google Play	I.	1	1	1				- 1	- 1	I	l l

	jan	feb	mar	арг	may	jun	jul	aug	sep	oct	ΠΟν	dec
brand building & continuity phase	I.	I	I	I	I							
2.1 - SEO & SMO strategy	1	- 1	I						1			
2.2 - begin 2018 planning	1	1	1					1	1			
2.3 - customer service revisions	I	I	I	I	I			I	I.	I	I.	
2.4 - launch media campaign	l I	 		1			!	l I	 	 		
2.5 - rituals and protocols monitoring	 	1			1							
2.6 - define expansion strategy					 							
2.7 - forecast expansion profits	I.	I	I	I	I		1 1		1	1	I.	
2.8 - service improvements	 											
2.9 - improvements iteration		i i			1							
2.10 - cultural strategy for expansion	I	I	I	I	I		1 1	I		- L	I.	
2.11 - campaign launch in							I I					
Europe	l.	- I	I.				1 1	l.	1	l	I	
2.12 - service providers sourcing (Europe)	I	I	I	I	I		1 1	I	I.	1	1	
2.13 - final testing on	l.	- 1					1 1					
improvements	l.	1	1				1 1		1			
2.14 - expand to key cities	I.	I	I.	I	I		1 1	I.	I.	I.	I.	

Foresignts of my Barrio

Services and Stuff end of 2019

#### Bitcoin in transactions beginning of 2025

#### We believe that people have essential assets they could be sharing on a hyperlocal level. Though the connection must first bring value directly between individuals, the second step in our business model is to establish peer-to-peer renting of goods as

the third component of our platform.

We see virtual currencies as more settled in monetary transactions, so some our active cities who are government-friendly would be able to use bitcoin as a as a type of payment so long as both parties agree to it.

#### **Empower communites**

There's a lot happening on a local scale, from empty buildings and parks neighbors would like to put to good use, or nuances such as disturbances and even crime. Since users are able to build networks through our platform, they will also be able to establish and discuss initiatives locally.

## Internationalization

Initial (June 2017): Madrid, Barcelona & Valencia



Headquaters: Madrid

**December 2017:** campaign in 5 more key cities, yet available in rest of Spain



March 2018: London, Berlin, and Paris campaign, yet available on a nationwide basis in each country

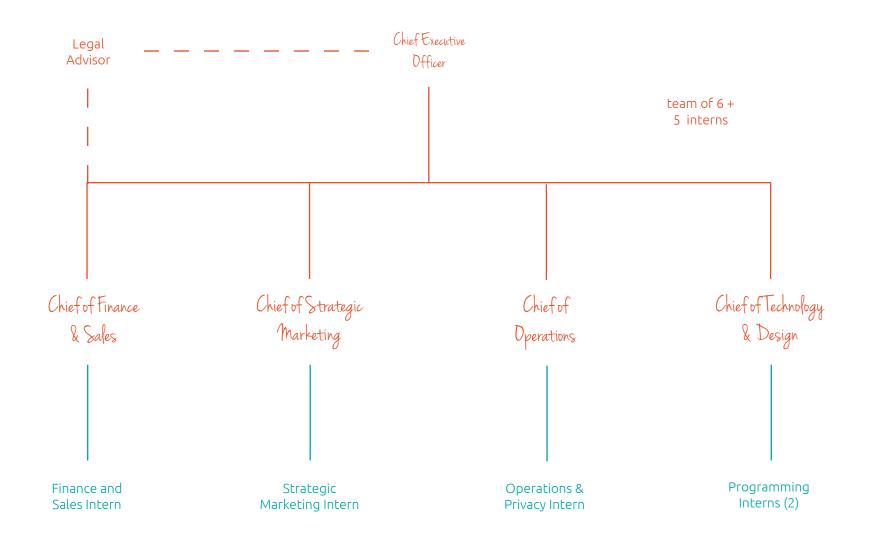


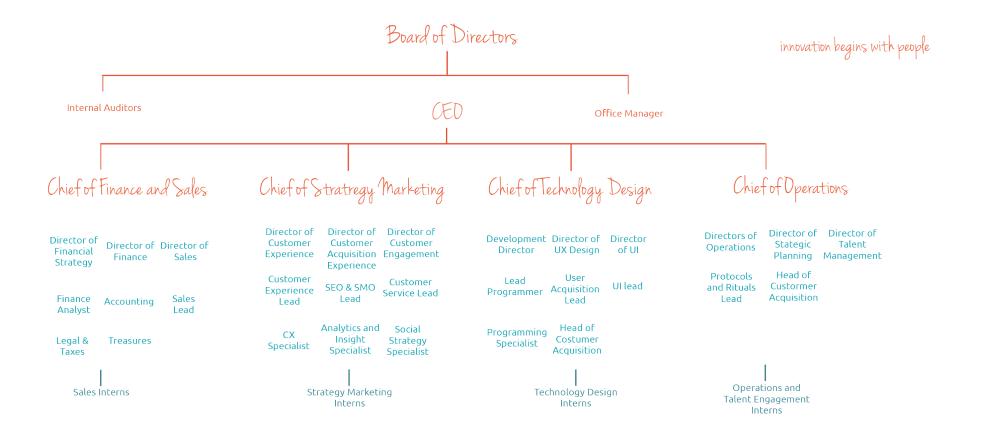
Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has."

**Margaret Mead** 









financials

# We are not interested in the possibilities of defeat. They do not exist."

GENT STREET WL

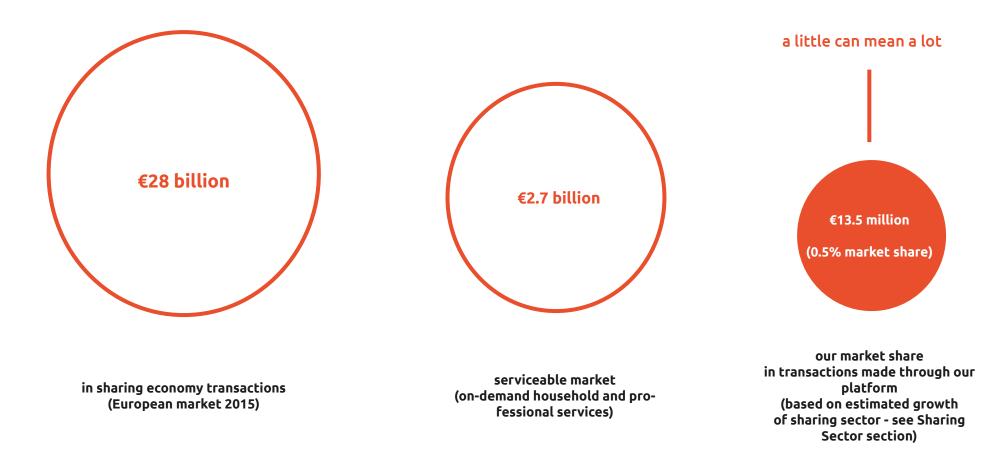
Superor

Queen Victoria.

Superdr

# picture our collaborative consumption potential

charging a 12% commission on each transaction at an average rate of €12/service could translate into revenues of 1.6 million within the first 3 years



Business Start-Up costs

 Investment needed € 393,214

 Equity
 € 30,000

 Debt
 € 363,000

 Annual Interest Fee € 21,793

Highlights

We will launch in Madrid, Barcelona and Valencia within 6-months of initial funding. Business foundations and registrations are estimates within the European Union, available on Europa.eu's Start-Ups section.

start-up costs	totals	depreciation (years)	depreciation (\$)	
Business foundations & legal	€ 2,000	10	€ 3,600	
Brand logo, copyright & registration	€ 10,000	5	€ 2,000	
Geolocalization Design & Privacy	€ 22,000	3	€10,667	
Content Generation	€ 4,500			
Platform & Mobile Development	€ 124,000			
Domain name purchase (godaddy.com)	€100			
Marketing & Advertising (incl. AppStorea and GooglePlay)	€ 124,660			
One-step checkout	€149			
Payment method integration	€ 199			
Social Logins	€ 99			
Servers & software	€ 15,990	3	€ 5,334	See
Office furniture	€ 2,000	5	€ 400	exchar
Hardware	€13,950	5	€2,790	
Start-up costs total	€ 319,647			

Seeking funding in xchange of convertible equity.

Assumptions Explained

**EBIT.** Our income from operations is based of off the following assumptions:

**Sales turnover.** We estimate that during 2017, we will have earnings of \$246.057 (roughly 170,873 transactions). This is due to the fact that we will only be active and operational for six-months of the year (July through December) and based on demand for these services from our competitor listings.

• We estimate +500,000 users within first six months of launch (December 2016), considering current local competitor user acquisition rate.

- For 2018, we have estimated an annual increase in operating revenues of 23,75% with the intent of remaining relatively conservative in our forecast.
- Due to our hyperlocal strategy, we see these services being strengthened towards beginning of 2019, taking on full force and ending the year with a €669,381 in operating income for on-demand household and professional services. For years 4 and 5, we see incremental revenues of about 24,5% (Y3) and 34,8% (Y4).
- On-demand household services will provide 0.65% of our turnover, and on-demand professionals accounts for 0.35% initially.
- The average price for on-demand professional services is €14/hour and the average price for on-demand household services is €12/hour, according to listings of most common services and their pricing in our direct competitor.

**Fixed Costs.** Most of our fixed costs derive from Salaries, with a stable net of 6 team members and five interns throughout the first two years of our company establishment. We have covered critical and strategic areas, including chief executive as well as supporting roles for each of those departments. As innovation is a key factor for our organization, we have merged Technology and Design, Marketing and Strategy, Finance and Sales into three departments (and for each of these we find Chief of Technology Design, Chief of Marketing Strategy and Chief of Finance and Sales).

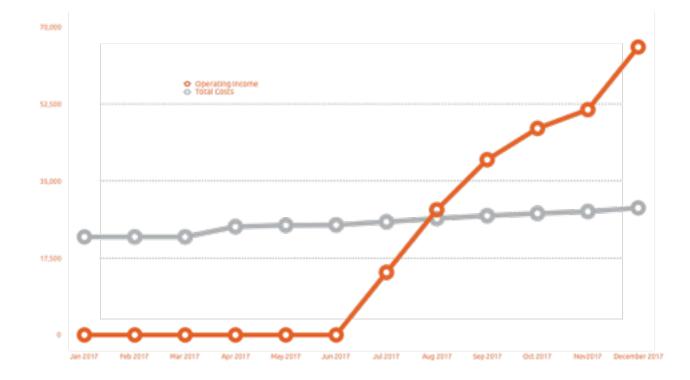
As far as our other fixed costs, most will come from things like rent, utilities and marketing and communications, which has been allocated an annual budget to cover initiative such as promotions and channels. We have fixed rent since we will be renting out space at Madrid Impact Hub for our entire team. In addition, we have a fixed annual payment of \$99 to iOS Publishing for having our app on the iTunes Store, as well as a \$25 charge for Google Play.

**Variable Costs.** We have two major variable costs: our payment partner Stripe, who charges 2,9% per transaction and 0,30 cents for successful transactions. There are no monthly or set up fees. On top of this, we have allocated roughly 12% of our operating revenues forecasted to our marketing and advertising budget.<sup>24,25</sup>

ltem	fan	Feb	March	Apr	May	June	July	Aug	Sept	Dct	Nov	Dec	Totals
Operating Income	€0	€0	€0	€0	€0	€0	€14,223	€28,446	€39,824	€46,936	€51,203	€65,426	€246,057
Salaries	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€156,000
Executive Team (CEO, CFO, CMS, CTD, COO)	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	
Marketing Strategy Intern	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	
Technology Design Interns (2)	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	
Privacy Data Intern	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	
Income Tax	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€35,880
iOS Publishing and Google Play Registration					€127								€127
Server & Cloud	€79	€79	€79	€79	€79	€79	€79	€79	€79	€79	€79	€79	€950.04
Amortization	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€25,452
Office rental	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€14,400
Internet provider	€50	€50	€50	€50	€50	€50	€50	€50	€50	€50	€50	€50	€600
Banking services	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€499.2
Domain & hosting	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€200.04
Interest	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€18,766
Office cleaning and supplies	€800	€800	€800	€800	€800	€800	€800	€800	€800	€800	€800	€800	€9,600
Micelaneous	€417	€417	€417	€417	€417	€417	€417	€417	€417	€417	€417	€417	€5,000
Total Fixed Costs	€22,279	€22,279	€22,279	€22,279	€22,406	€22,279	€22,279	€22,279	€22,279	€22,279	€22,279	€22,279	€267,474
Marketing and Advertising	€0	€0	€0	€2,327	€2,513.16	€2,714	€2,931	€3,166	€3,419	€3,693	€3,988	€4,307	€29,059
App payments (Stripe)	€0	€0	€0	€0	€0	€0	€496	€992	€1,389	€1,637	€1,786	€2,282	€8,581
Total Costs	€22,279	€22,279	€22,279	€24,606	€24,919	€24,993	€25,706	€26,437	€27,087	€27,608	€28,053	€28,868	€305,114
EBIT	-€22,279	-€22,279	-€22,279	-€24,606	-€24,919	-€24,993	-€11,483	€2,009	€12,737	€19,327	€23,150	€36,558	-€59,057

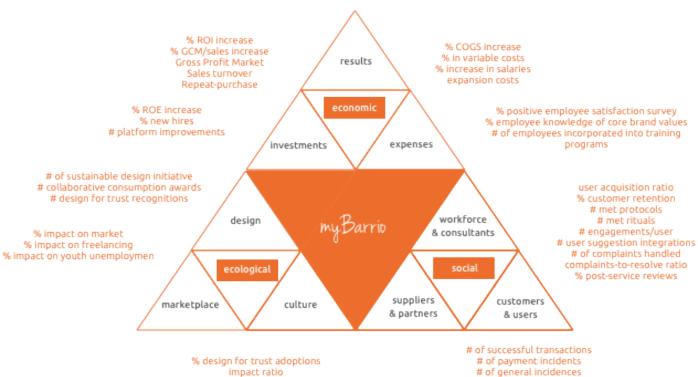
ltem	Jan	Feb	March	Apr	May	June	July	Aug	Sept	Dct	Nov	Dec	Totals
Operating Income	€22,757	€51,203	€52,625	€55,469	€31,290	€38,402	€42,669	€48,358	€51,203	€56,892	€62,581	€71,115	€584,563
Salaries	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€156,000
Executive Team (CEO, CFO, CMS, CTD, COO)	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	
Marketing Strategy Intern	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	
Technology Design Interns (2)	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	
Privacy Data Intern	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	
Income Tax	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€35,880
iOS Publishing and Google Play Registration					€127								€127
Server & Cloud	€79	€79	€79	€79	€79	€79	€79	€79	€79	€79	€79	€79	€950
Amortization	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€25,452
Office rental	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€14,400
Internet provider	€50	€50	€50	€50	€50	€50	€50	€50	€50	€50	€50	€50	€600
Banking services	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€499
Domain & hosting	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€200
Interest	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€18,766
Office cleaning and supplies	€800	€800	€800	€800	€800	€800	€800	€800	€800	€800	€800	€800	€9,600
Micelaneous	€417	€417	€417	€417	€417	€417	€417	€417	€417	€417	€417	€417	€5,000
Total Fixed Costs	€22,279	€22,279	€22,279	€22,279	€22,406	€22,279	€22,279	€22,279	€22,279	€22,279	€22,279	€22,279	€267,474
Marketing and Advertising	€9,230	€4,620	€9,239	€4,624	€9,248	€4,638	€9,258	€4,641	€4,655	€4,660	€4,665	€4,669	€74,148
App payments (Stripe)	€794	€1,786	€1,835	€1,934	€1,091	€1,339	€1,488	€1,686	€1,786	€1,984	€2,182	€2,480	€20,386
Total Costs	€32,303	€28,684	€33,353	€28,838	€32,746	€28,256	€33,025	€28,607	€28,720	€28,923	€29,126	€29,428	€362,008
EBIT	-€9,546	€22,518	€19,272	€26,632	-€1,455	€10,146	€9,644	€19,751	€22,483	€27,969	€33,455	€41,687	€222,555

ltem	Jan	Feb	March	Apr	May	June	July	Aug	Sept	Dct	Nov	Dec	Totals
Operating Income	€51,203	€56,892	€65,426	€61,159	€58,314	€56,892	€38,402	€56,892	€31,290	€44,994	€62,581	€85,338	€669,381
Salaries	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€13,000	€156,000
Executive Team (CEO, CFO, CMS, CTD, COO)	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	€10,000	
Marketing Strategy Intern	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	
Technology Design Interns (2)	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	
Privacy Data Intern	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	
Income Tax	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€2,990	€35,880
iOS Publishing and Google Play Registration					€127								€127
Server & Cloud	€79	€79	€79	€79	€79	€79	€79	€79	€79	€79	€79	€79	€950
Amortization	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€2,121	€25,452
Office rental	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€1,200	€14,400
Internet provider	€50	€50	€50	€50	€50	€50	€50	€50	€50	€50	€50	€50	€600
Banking services	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€41.60	€499
Domain & hosting	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€16.67	€200
Interest	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€1,564	€18,766
Office cleaning and supplies	€800	€800	€800	€800	€800	€800	€800	€800	€800	€800	€800	€800	€9,600
Micelaneous	€417	€417	€417	€417	€417	€417	€417	€417	€417	€417	€417	€417	€5,000
Total Fixed Costs	€22,279	€22,279	€22,279	€22,279	€22,406	€22,279	€22,279	€22,279	€22,279	€22,279	€22,279	€22,279	€267,474
Marketing & Advertising	€4,700	€3,408	€4,728	€3,664	€4,733	€3,053	€5,041	€4,789	€9,325	€8,859	€18,184	€10,274	€80,756
App payments (Stripe)	€1,786	€1,984	€2,282	€2,133	€2,034	€1,984	€1,339	€1,984	€1,091	€1,569	€2,182	€2,976	€23,343
Total Costs	€28,765	€27,670	€29,289	€28,076	€29,172	€27,316	€28,659	€29,051	€32,695	€32,707	€42,645	€35,529	€371,574
EBIT	€22,438	€29,221	€36,137	€33,083	€29,142	€29,576	€9,743	€27,840	-€1,405	€12,287	€19,936	€49,809	€297,807









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# "Opportunities are fike sunrises.

# If you wait too long, you miss them."

### William Arthur Ward

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