

**BUSINESS PLAN: MAINSQUARE, AN ONLINE PLATFORM TO SEARCH
AND BOOK INSTRUCTORS OF ANY KIND**

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RESUMO:

As últimas tendências em consumismo estão a mudar da mentalidade "eu quero ter" para a "eu quero experimentar, quero aprender ". Muitas pessoas procuram agora experiências ou possibilidades de aprender coisas específicas, que não estão disponíveis no mercado educacional comum e estão dispostas a aprender através de uma rede de colegas e especialistas.

Por outro lado, existem muitas pessoas que são especialistas num campo específico ou que têm um conhecimento específico, que não pode ser monetizado de forma simples.

A Mainsquare.io é uma plataforma global para pesquisar e reservar instrutores em qualquer área de interesse. Uma plataforma P2P onde as sessões são feitas tête-a-tête. Os usuários podem aprender idiomas, tópicos escolares e profissionais, bem como desenvolver competências desportivas, em culinária ou em qualquer outro campo com o intuito de aprimorar competências e fazer crescer o seu potencial.

Palavras-chave: Mainsquare; Plano de negócios; Tutores; Instrutores; Formadores; Aulas particulares; Instruções particulares; Procurar; Livro;

Classificação JEL

M150 Gerenciamento de TI

M13 Novas empresas; Startups

ABSTRACT:

Latest trends in consumerism are shifting from the “I want to have” mentality towards the “I want to experience, I want to learn” mentality. Many individuals now seek for specific experiences or possibilities to learn specific things, which are not available on the common educational market and are willing to learn things through a network of peers and experts. On the other hand, there are many people who are well trained in a specific field or have specific knowledge, which can not be monetised easily.

Mainsquare.io is a global place to search and book instructors for any interest. A P2P platform where sessions are done face to face. You can learn languages, school subjects, professional subjects as well as develop skills in sports, cooking, or anything connected to enhancing skills and realising your potential. You can browse interests you would like to do / learn in the future.

Keywords: Mainsquare; Business plan; Tutors; Instructors; Trainers; Private Lessons; Private tuition; Search; Book;

JEL Classification

M150 IT Management

M13 New Firms; Startups

GLOSSARY

“Session done” means that the session has been concluded with no complaints

“Cancellation” means that the session was canceled before the start of the session

“Cancellation policy” means the conditions instructor has chosen how and when the student can cancel the lesson

“No Show” mean that either the instructor or the student has not attended the session and has not canceled it prior the session

“listing” means a published advertisement on the platform with all the information about the instructor

“supplier” means anyone who is offering lessons or classes on the platform

“user” means actual buyer of the lessons or classes

“Mainsquare” means the company and the platform

“P2P” means peer to peer

EXECUTIVE SUMMARY

Mainsquare.io is a global platform to search and book instructors for any interest. A P2P platform where sessions are done face to face. Users can learn languages, school subjects, professional subjects as well as develop skills in sports, cooking, or anything connected to enhancing skills and realising their potential. Mainsquare focuses more on leisure activities and skills that are difficult to gain in schools, due to the significant rise in trends of using private instructions and classes that are tailored to students interests and needs.

It is an international project currently involving team members from around Europe from various backgrounds in business, marketing, finance, web system development and communications.

mainsquare.io is constructed by focusing on:

1. Outstanding user experience in search, book, session management and payment process.
2. Fastest possible growth of offers by localising the global page through local partners - resulting in fast growth of the platform.
3. Incorporating other forgotten stakeholders (schools, sponsors) to our page, extending the market to unexploited sectors.
4. Gaining interest from brands to offer instructors demo gear to present to students, making it the most valuable sale reference point for new clients.

The company was opened on 16.2.2018 in Ljubljana, Slovenia. For the Lisbon Launch, a Portuguese company will be opened. The platform launched in February 2019 in Slovenia for a testing period and bug fixing. The platform is fully functional offering a wide range of instructors to choose from.

To access the platform: **www.mainsquare.io**

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1. INTRODUCTION

1.1 What problem does mainsquare.io solve?

When it comes to finding activities and fitting instructors many problems arise. Sometimes people have to spend hours looking for activities on different sites and then refuse doing them because of a complex or time consuming booking process. Often the services are only available via Skype meetings, therefore not face to face or include high commission fees, fake reviews, or identity theft. These problems are attributed to the absence of a transparent and secure platform that directly connects instructors to students.

Here Mainsquare engages - An easy-to-use platform that offers a multitude of services backed by highest safety standards and constant service and quality control. Mainsquare transforms the search for ways to spend leisure time by bringing together teachers, students and sponsors in one platform. By establishing collaborations with experienced and professional instructors, Mainsquare is able to provide the highest quality instructors.

The platform harvests the combined market potential of language tutoring, school subjects tutoring, professional education as well as sport coaching, cooking, or anything connected to enhancing skills and realising your potential.

With this large market potential, the platform creates a unique opportunity to satisfy a wide range of consumers and channel parts of their spending on education and leisure activities onto our platform.

1.2 Business model

Mainsquare takes 10% booking fee on each booking done through the platform. Additional revenues are earned through landing page advertisement and transaction fees of sponsors.

1.2.1 Revenue from partners

Partners of Mainsquare are autonomous Mainsquare entities that run based on the same rules as Mainsquare, have the same vision and plan and strive for the same values. A partner in a specific territory is responsible to run our global website locally. A partner must have a registered LTD company in order to create a binding contract and to enable free capital flows between entities.

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Mainsquare shares 50% of revenue from the partner territory as a payment to our partners as well as servers, administration of the site, marketing material, PR material and other requirements explained in the partners' agreement.

1.2.2 Direct revenue

Direct revenue is created from territories that are not covered by partners. These can either be territories that were opened accidentally through word of mouth, or territories where Mainsquare has an interest to operate alone. Such territories include UK, Portugal and Slovenia.

Additional revenue stream is earned through sponsors;

A sponsor is typically a company interested in promoting their brand by supplying the best instructors with their products. Sponsors can use the platform to showcase their brand portfolio to possible new clients and thereby strengthen their brand reach. One key aspect is that sponsors can reach out precisely to their target audience, which makes their communication more effective.

Key benefit: Neither the sponsor nor the instructor have to worry about contracting issues, because it is already integrated into our platform.

Sponsors can choose the most suitable candidates that offer the biggest brand fit and explore their interest in a sponsorship. If the instructor is interested and agrees, the Mainsquare partnership contract will be established.

1.3 Why mainsquare.io

Competitors lack important parts of the business and unable to become a market leader. Our competitive advantages are:

- search, book and pay system implemented
- multi currency options and global integration
- combination of multiple sectors
- local partners to adapt to every market and offer the right services
- enabling organisations (schools) to receive and manage bookings on our site
- allowing sponsors to find instructors and sponsor them in order to get in touch with their direct target market through them
- enabling shared lessons and advertising classes

1.4 Business description

Mainsquare.io is a global place to search and book instructors for any interest. A P2P platform where sessions are done face to face. Students can learn languages, school subjects, professional subjects as well as develop skills in sports, cooking, or anything connected to enhancing skills and realising your potential. Users can browse interests they would like to do/learn in the future. This platform is dedicated for individuals and groups, who take lessons or activities, individuals who wish to provide lessons in order to share knowledge and skills and gain extra revenue, organisations or groups with multiple instructors who wish to manage multiple listings and companies promoting their brands through sponsoring instructors.

1. Two-way exchange platform between instructors and students
2. Explore interests, try new things or pass on your knowledge to other people
3. Widest range of learning, training and exploring opportunities
4. Ideal fit between student and instructor
5. Guaranteed high quality sessions due to review & rating system
6. Stress-free and easy management of sessions and payments
7. Gain extra income with your skills and knowledge

2. MARKET ANALYSIS

2.1 Industry background

In other terms private education or tuition is called “shadow education”. Every year the industry is growing all around the world but reliable data how much the entire industry is worth is difficult to come across. The problem is that students and their parents are not ready to admit that they are using private tutoring services and seeking extra help. (Bray, M. 2007). Tutors on the other side provide additional help for financial gain and it's not a part of the school system. Also many tutors are not registered as tutors, so the industry of private tuition is still market we know little about.

Reasons for the fast growth of the market are:

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- Decreasing specialisation in the regular school systems, due to not following specific needs of each student
- Higher competitiveness among students
- Wish of students and parents to have additional help with education due to the competitiveness in the global market and economy

2.2 The “experience” economy

According to Sundbo, J. and Sørensen, F. (2013), economies can be defined by its predominant economic offerings, or formulated in a more practical manner: “what a buyer obtains from a seller in exchange for money”.

Looking at the historical course of the human economy, it is possible to distinguish between different phases, which merge into each other and represent a mirror of the changes in consumer behaviour and consumerism.

The different stages of economic development of the society reach from the agrarian economy to the industrial economy to the service economy and the most recent phenomenon the “experience economy.” (Ferreira, H., & Teixeira, A. 2013)

Nowadays a fundamental shift in the structure of the global economy is getting visible and becoming the centre of attention of many research theories. Experiences are considered a distinct form of economic output, and therefore are supposed to hold the key for promoting economic prosperity.

The article (Why is everyone so busy, Economist 2014) shows we live in an increasingly fast changing world. In times of globalisation, increased job demands and busy work tasks, people are in search of relaxation and meaningful activities in their leisure time. Nowadays everybody seems so busy and time poverty is a problem partly of perception and partly of distribution. On average, people in rich countries have more leisure time than they used to.

Looking at our spare time compared to twenty years ago, we have a lot more available compared to our ancestors. But the problem is less how much free-time people actually have, than how they see it. Since the invention of the clock in the 18th century people quantify hours financially. That's why people worry about wasting their leisure time and how to use it more wisely. Due to economic growth and rising income in the western world also the perception of one's leisure time becomes

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more valuable. The equation drawn from this - the more valuable time becomes, the scarcer it seems.

To counteract this trend, one of the goals set by Mainsquare is to show consumers ways how to spend their precious “free” time by getting the most out of themselves. This aim will be reached by providing activity options to make personal leisure time better and more eventful.

Moreover the Mainsquare platform offers the possibility to meet new people, learn new things and prevents the feeling of wasting precious leisure time. With activities listed on the platform people explore things that provide them with a greater value. It enables to fill free time with meaningful, exciting activities that enhance satisfaction and personal skills.

2.3 Market potential

Time periods individuals can freely dispose of and in which they are free from binding obligations are called free or leisure time. Non-working time is supposed to serve as a break from professional and other responsibilities and can be used for many other activities. (Hubert, J. 2019)

Mercy, J., Litwinska, A., & Dupré, D. (2015) claim that the subjective perception of well-being, life satisfaction and happiness of people is fundamentally influenced by the ability to engage in and spend time on activities. In modern societies a lot of importance is attributed to recreational and cultural activities as well as work-life balance, supporting the tremendous influence of leisure time activities for people's life quality. Everybody spends his free time with certain activities. People all over the world have different preferences in how to spend their leisure time.

Therefore a tremendous market potential is existent for our product resulting in a worldwide potential for the platform to establish itself. For the purpose of the thesis, the target market is limited and addressed to Europe.

Reasons for this choice are the regional proximity, as our team is mainly present in the European geographical location, as this market would be the easiest to take due to the regional proximity and our team structure. Furthermore, intercultural differences in Europe are much lower than, for example, comparing Europe and Asia. For this reason, the analysis of the market potential is initially focused only on the European market.

2.4 EU market

In Europe private tuition is a profitable business. The trend is similar all around the Europe, except in Scandinavian countries where they have most suitable established educational system. There, students are receiving less private tuition lessons as in other countries. The largest amount of money for private tuition is spent in Great Britain. The trend of private tuition schooling is growing especially in Cyprus, Greece and Spain where the regular educational system is “not” so sufficient as in northern countries (for example in Scandinavia).

2.4.1 France and Germany

According to study of Bray, M. (2011), parents in Germany and France spend more than 3 billion € per year on private tuition for their children. France’s private tuition industry was worth around 2,2 billion € in 2007 and was estimated to grow about 10% a year. The last decade shows us that in France 25% of lower secondary students and 33% of upper secondary students were receiving tutoring, 58% of students altogether. In Paris region the % is even higher, around 75%. In Germany (2010) around 14,8% of the student population received regular tutoring. In Germany around 900 million to 1.5 billion € is spent on tutoring each year.

2.4.2 United Kingdom

United Kingdom is a top spender on private education in general (which also includes private schooling). Great Britain private tutoring market is estimated to be about 2,0 billion. Approximately 12% of primary school pupils and 8% of secondary pupils are receiving tutoring, 20 % altogether. (Belfield, C., Farquharson, C., & Sibbels, L. 2019)

2.4.3 Cyprus and Greece

In Southern Europe there are more students receiving private tutoring. Partially because of the system of regular schooling as well as standardised programs that do not always fit the individuals. On the top there is Greece, followed by Cyprus. In Cyprus in 2008 total private tuition turnover was around 111,2 million EUR. (Bray, M. 2011)

2.4.4 Asia - Pacific (comparison to Europe)

Speaking about Asia-Pacific area, in South Korea the support of private tuition services are now larger part of the economy than a regular education system according to data from 2017. Private lessons are taught by students or teacher as an additional activity for extra earnings. In this area, a

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peer to peer education is much larger than in Europe. In Europe, people tend to trust regulated tutors more than peer to peer education.

Market research from Strategyr (2018) shows that in Northern Europe costs per hour are around 30€ per hour, in Great Britain around 20£ (23€) and in Southern Europe for example in Portugal around 15€. These numbers change and are at least doubled when we look at the sports and crafts market.

2.5 Segmentation

Euromonitor International (“Consumer Trend for 2018”, 2018) points out three main segments for the year 2018 which are directly connected to the Mainsquare market. These segments show a change in behaviour towards being acceptable to new ways of learning and experiencing new things.

Our users are people who have a tendency to improve their life skills in order to have a feeling of a full life, people who need help in schools, universities or jobs, people who wish to spend time with someone and learn something in the process, groups that would like to organise activities and people who lack interests and want to find one that suits their lifestyle.

2.5.1 Clean Lifers

Clean Lifers are customers who tend towards a minimalistic style of life with their integrity and balanced living as the main goal. These are individuals aged between 20-29 years. Instead of focusing on gaining material goods, they perceive the value of life to be intangible and strive for new experiences and knowledge.

2.5.2 The Borrowers

The borrowers are customers that shifted from gaining material goods to borrowing them. They shape the future of the economy. The borrowers do not wish to be tied to anything and want a free lifestyle where they can be in control of their time. This lifestyle is spreading from millennials also to baby boomers who wish a simpler lifestyle. More than anything, they wish to have access to always new things and experiences. They value the on demand economy, where goods and services have a free flow and are shared with others.

2.5.3 Adaptive Entrepreneurs

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("Adaptive Entrepreneurs: A Top Consumer Trend for 2018", 2018) points out that Adaptive entrepreneurs are mostly millennials, who do not wish to have a traditional career anymore and want to adapt to a more open lifestyle. They are not adaptable to traditional ways of work and education. They wish to be their own boss and have control over their own education as well. They pursue narrowed interests which can change over time.

2.5.4 Buying decision

Our buyers can be divided into two groups:

- Self decision

The buyers take decisions only based on their wishes. This includes the customer itself, parents of a customer because they believe it is good for them, friends of the customer as a gift.

- Group decision

Group decisions are events where the buyer needs to consult friends or family about the purchase. This can be a trip to Greece where one buys surfing lessons for the whole group, skiing instructions for the families or a mathematics lesson for a group before the exam.

2.6 Pestle Analysis

POLITICAL

Competition policy

According to Thomas, H. (2007) there are no specific competition policies in place in terms of offering private education or trainings. There are only regulations that apply to which certificates can be given to students from what institutions. However, Mainsquare platform is not limited to peer to peer tutors and promotes signups from licensed tutors and schools therefore it is theoretically possible to gain certificates also through the platform. One of the examples is diving. Diving instructors must be licensed to give out certifications if they wish to offer lessons on Mainsquare.

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Industry regulation

As Mainsquare is a platform that allows tutors to sign up and start advertising and accepting bookings of their classes and lessons, specific rules apply. According to the legal definition, the platform is considered an advertising space for classes with an escrow function. This means that Mainsquare does not need a money handling licence even though the payments go through Mainsquare accounts.

The biggest challenge that instructors face when applying to Mainsquare is that they have to be commercially registered in some way. Either have a private limited company or unlimited private. However, this is not a burden of Mainsquare because the platform does not have the authority to check if the person advertising on Mainsquare is paying their personal taxes or not. There are many warning on the sign up procedure, however it is impossible to check if the instructors follow the regulations.

Thomas, Howard. (2007) continues that there are different views on black economy / illegal work in different countries. Therefore it is noticeable that in more developed countries the instructors tend to already have a sort of a legal entity under which they operate as a tutor. Therefore looking at classes like sports and music, there are already established ways and the tutors already have established payment options. The problem arises in the peer to peer tutoring, where students wish to teach other students for financial gains. In this situation, many of the students do not have any form of legal entities that could be used to execute the lessons legally.

Govt. spending & tax policies

Mainsquare does not apply to any funding connected to education in Slovenia. There are many startup funds which tend to take over a controlling share in return for the funding, which in the stage of development is too early.

Tax policies apply as in any other business. VAT and corporate tax is payable by Mainsquare and additional tax is payable in the earnings of the instructors. VAT in EU is regulatory levelled, which means we can charge a flat rate of 22% in all countries and be within the tax standards. Corporate tax in Slovenia (where Mainsquare is funded) is 19%.

Instructors in Slovenia would pay 4% from the yearly turnover as they mostly operate from the “afternoon unlimited private company”.

ECONOMIC

Interest rates

Interest rates are currently in the long time low, meaning long term loans can be obtained with a 1.8% interest rates and low credit costs.

Consumer spending & income

Statistics from Bevölkerung Europa (2018) show the European Market offers a potential of 361,23 Million inhabitants above 18 years fulfilling the requirements to complete purchase transactions.

The average purchasing power equals 13,672 EUR per inhabitant of the 42 countries in Europe. The average amount across Europe spend on leisure time equals 12 % and for education 2,5% from this amount of money, which gives us a total revenue potential across Europe. (Bundeszentrale für Politische Bildung, 2018)

This means that the average European spends 1.962,44 EUR per year on leisure time and education.

Extrapolated to the total European population makes Europe alone a 7.16 bn EUR market.

With this extremely large market potential, we see our platform as the unique opportunity to satisfy a wide range of consumers and channel parts of their spending on education and leisure activities onto our platform. Of course, there is a much greater potential worldwide, which clearly supports the future viability of our platform.

Exchange rates

As the primary market is planned to be Europe, the exchange rates are null due to the Euro.

However, when it comes to paying in other currencies, there is a direct exchange by the payment provider (either Paypal or Mango-pay) that runs by the current exchange rates. (Mangopay API Docs. 2019)

On the other hand, as soon as the payment is done in a foreign currency, a new foreign exchange account is opened by the payment provider and the currency can be held until the platform processes the payment forward to the supplier - instructor. After the supplier is paid in the desired currency, the commission on the booking is exchanged to EUR and transferred to the companies account.

SOCIAL

Increase in field specific education encourages the users to find the right instructors on Mainsquare due to high competitiveness. Employers are searching for people with specific skills and knowledge.

Changing lifestyles

People tend to spend more on education and experiences and see this as an investment to ones self. They tend to be integrated with the local community and wish to socialise and interact with people while exploring new interests.

TECHNOLOGICAL

In terms of production of the platform and realisation of all the features that are included, the technology allows a smooth and fast production. Standardised code as well as plug-in modules help construct a platform faster. This enables to be focused on users needs that can make the selection process a better experience. A user can search specific interests and when they find an instructor, it is possible to see the reviews of previous students and therefore see if such an instructor can be a match for the student.

The platform is optimised for all environments, which means it is also available for mobile and tablets. This means that searching for instructors can be done anywhere. Communication between a student and instructor is also mobile optimised which creates a better experience and contact among them.

Collecting the data which interest are more frequently searched for allows the platform to push such interests forward and build a bigger offer around those interests. When the demand is high for a specific interest, the supply of instructors can be increased.

LEGAL

Offering lessons on Mainsquare is considered publishing an advertising listing on the platform. The platform is not in any other way connected to the instructors and instructors are not employed or

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outsourced from Mainsquare. Instructors advertise on the platform and Mainsquare pushes advertising for instructors also in other media. For exchange for marketing, Mainsquare collects 10% of bookings of lessons.

Biggest threat in the eyes of legislations is the decision of the instructors whether they will work through a registered entity or they risk to work in a grey zone. If the instructor does not have a registered company or any other form of legal entity, it is considered illegal work. Biggest problem arises with peer to peer instructors such as students who wish to help other students for a financial gain.

The platform itself is not responsible to verify if instructors offering lessons are in fact registered or not, however the instructors are notified and warned about the issue. Along the signup process as well as before the publishing of the lesson listing, the instructors must agree that they are in compliance with local laws that prohibit illegal work.

According to other legal restrictions, Mainsquare is licensed to operate in all European countries.

ETHICAL

Sustainability

The only environmental effect the platform has is the use of Servers, which are located in 3 different places in Europe due to fast connectivity. The impact of servers is minimal as it is an outsourced service and combined with other users.

Tax practices

Mainsquare encourages their suppliers to correctly submit the taxes that are due from the earnings through the platform. For this reason, the platform automatically constructs invoices and creates an online accounting summary for the instructors. At the end of the business period, the instructors can download the summary of lessons taught with all the taxes already calculated and ready to be submitted. However, the actual submission of taxes depends on the instructor. When creating a listing, the platform notifies the instructor that they are responsible for their taxation in the country they operate.

Ethical sourcing (supply chain)

Mainsquare monitors the content published to the platform and does not tolerate any messages connected to hate speech, gender or racial inequality. Such users are banned from the use of the platform immediately with all the content published erased.

2.7 Porter's five forces

Threat of new entrants

Threat of new entrants is high in terms of entering the market because there are very low costs at switching providers. The limitations that competitors have is the technological development which takes about a year to construct a platform as well as marketing cost for the first clients.

Bargaining power of buyers

As the prices are all set by the instructors, there is no control by Mainsquare regarding the prices. If the demand is falling and this results in lowering of the lesson prices, Mainsquare will be affected on the commission rate.

Bargaining power of suppliers

If suppliers (instructors) wish to higher prices, they are welcomed and encouraged to do so. A raise in their lesson prices results in a higher commission rate, which means is in favour of Mainsquare. If the demand drops with the increase of prices, instructors will realise the drop in the demand and tend to lower their prices to the point of optimisation.

Threat of substitute services

Biggest threat of substitute services are currently free online instructional videos. As they normally do not provide enough content or quality content, people still tend to use instructors when they wish to learn a subject in depth, however a big part is driven by those videos. Information is easily accessible online and most of it is free.

Rivalry among existing competitors

Companies that employ tutors have a higher price since their business model is based on a few tutors with high margins. In this sense, platforms that offer peer to peer tutoring are cheaper for users. However, the competition among existing platforms is in this case not a price war for the users. On all the platforms, the instructors have the same prices, as those are the prices they choose on their own. The difference in prices are only noticed for the instructors as the cost burden is put

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on them. On most platforms the instructors have to pay a monthly fee, which guarantees no success. If they pay the monthly fee, there is a chance they will get new clients or they will not, but same cost applies. On Mainsquare, the instructor only pays a commission if the client does a booking through our platform, which means they only pay out of their earnings with no risk.

The real competition happens with the features that make the process for users easier and more enjoyable as well as which platform holds the best offers in terms of quality and number of instructors.

3. COMPETITOR ENVIRONMENT

A search from any European based google engine does not show any competitors that would use a similar software to perform the booking. They are either directly focused on tutors for education and do not have a direct booking option. There are some pages that can be compared such as trainers4you but are very niche. We consider them as competitors but not direct competitors. Other significant competitors are associated with delivering tutors through video chat. Furthermore, there is a lack of marketplace style web page that would enable people to sell their skills.

There are many providers of tutors however they offer their own tutors which are limited to location and subjects. Such tutors include APlusAll SubjectsTutoring, Building Educated Leaders for Life (BELL), C2Education, Educomp Solutions, JEI Learning Center, Kaplan, Kids 'R' Kids International, Mathnasium, and Sylvan Learning. (Business Wire, 2019)

Importantly, we need to consider these competitors as potential clients to join our web page, since they do not have such a marketplace yet.

EU competitors:

<https://www.mytutor.co.uk>

<https://www.superprof.co.uk/blog/private-tutoring/>

<https://tutorhub.com>

<https://www.timeshighereducation.com/unijobs/listings/europe/tutors/>

<https://www.verbling.com>

<https://www.skooli.com>

After studying the competitors in our sector, we can see that everyone is focused on a specific thing and nobody is selling an option of discovering interests. The key here is to consider these pages as

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competitors, however treat them as reference points, since we will be able to attract their clients to our webpage. Competitors all lack important parts of the business and unable to become an absolute market leader, as we are planning to be. Our competitive advantages are:

- search, book and pay system implemented
- multi currency options and global integration
- combination of multiple sectors
- local partners to adapt to every market and offer the right services
- enabling organisations (schools) to receive and manage bookings on our site
- allowing sponsors to find instructors and sponsor them in order to get in touch with their direct target market through them
- enabling shared lessons and advertising classes

4. INTERNAL ANALYSIS

4.1 SWOT analysis

Strengths

- Wide range of subjects for users to choose from
- Flexibility of the booking system, booking management and integrated communication.
- Specialised subjects
- Personalised education that allows the instructor to focus on specific needs of the student
- Borderless platforms that can operate in any country
- Reviews to boost credibility of the instructors
- Additional revenue for instructors
- Personal interaction and socialising

Weaknesses

- Technology can be frustrating to some and can turn the customer away
- Older generations can be excluded
- Can be expensive in comparison to group lessons or online video instructions
- High quality tutors already have a full schedule and won't be able to teach on Mainsquare

Business plan: Mainsquare

- Tutors might not have a space to offer their lessons and the costs of lessons increases with the rent of a space

Opportunities

- Depending on demand, tutor offerings can be increased in that area
- Strategic partnerships with universities and institutions

Threats

- Easy switch to competition, brand is important
- Difficult to stand out due to big supply
- Fear that tutors are not the same quality as regular school systems
- Classroom style learning is still considered a factor
- Loss of long term clients due to creating a direct contact between student and instructors

4.2 Technologies needed for development

React

React native is a coding language that enables developers to create mobile apps as well as web based apps using their existing and most widely used JavaScript knowledge. React enables faster production and development as it shares the same code language across iOS, Android and Web-apps.

React was developed so the web-app developers could start coding for iOS and Android without sacrificing on quality or usability of the apps.

The biggest drawback for react is that the language is relatively new to the market and there is a big lack of React developers. Mainsquare is completely written in React Native which created a big problem for HR in terms of sourcing the right developers for the production. (Learning React Native, 2019)

Redux

Redux is a predictable state container for JavaScript apps. With Redux it is possible to write apps that are behaving consistently across multiple platforms and environment. The program is easy to test as it has to match both the client, server and native. As it is a centralised app, it allows mistakes. The developers can end their mistakes as well as call back the parts that were correct. The biggest

Business plan: Mainsquare

advantage is that it shows when, why and how the state of the app changed and therefore allows so called “time-travel debugging” (Redux · A Predictable State Container for JS Apps, 2019)

GrphQL

GraphQL is a language used for API calling on the existing data. It's a great development tool as it makes calling for data much easier as if calling directly from the database. It gives the user exactly the data they are looking for in an understandable description. The language allows the app to get many different resources in a single request which is a big plus for Mainsquare platform. As the platform has many different parameters running at the same time of calling the API, this comes in handy. (GraphQL: A query language for APIs, 2019). The platform might look for: customer name, surname, location, time of classes, type of classes, booking codes, payment information, cancelation policies, pictures and other information.

Express

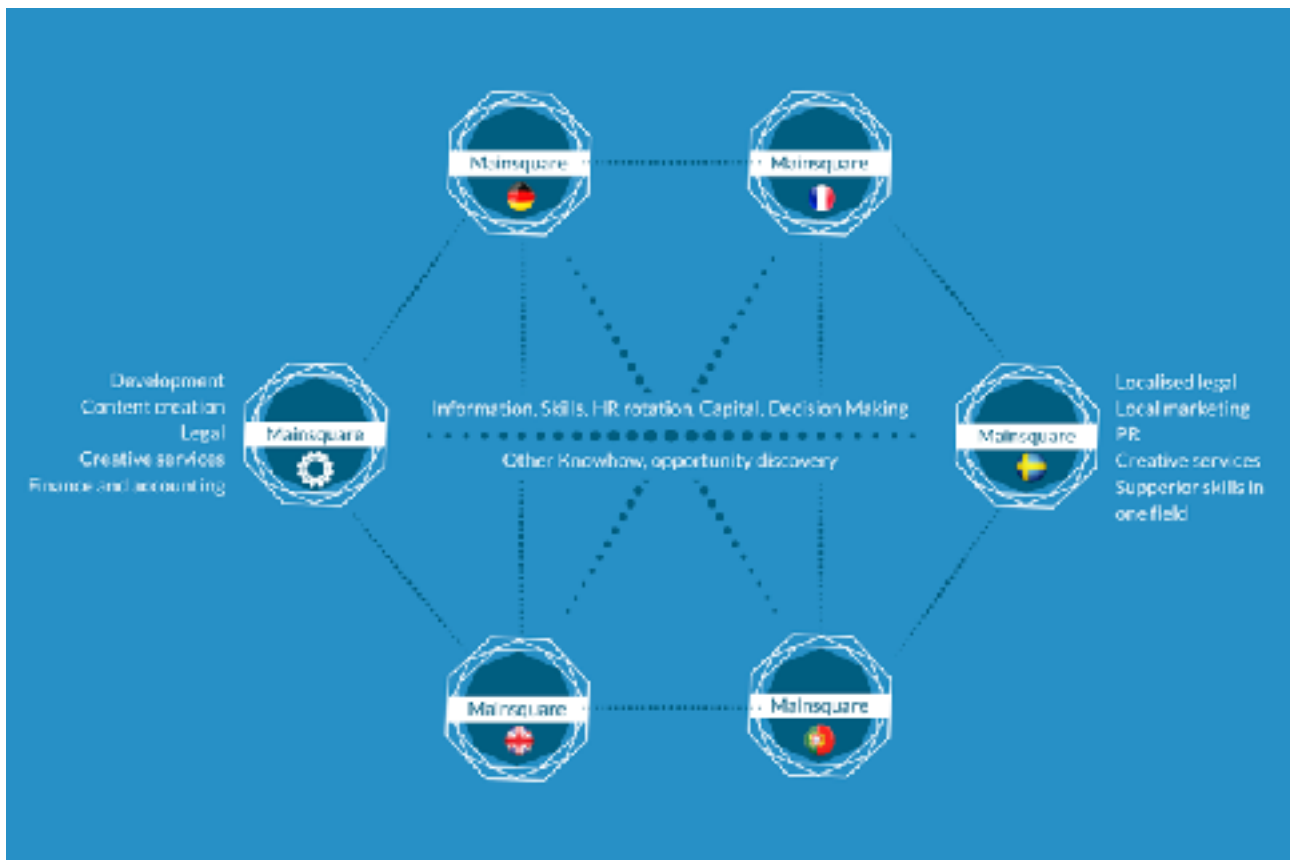
Express is a flexible node.js application structure/framework that enables many features that are needed for Mainsquare web and mobile application. It enables middle-wares to respond to HTTP requests, defines a path between HTTP protocol and URL and allows the rendering of the HTML pages based on template functions. (Express - Node.js web application framework, 2019)

Apollo

Apollo Client is directly connected to react language and manages the library for the JavaScript apps. It requests and fetches data to the platform and is constantly updating the UI. When writing a query, the data is received instantly without manually tracking any loading states. (Apollo Introduction, 2019)

4.3 Management operations

The business model is inspired by the sharing economy. Therefore applying the concept to the old business models created a new improved organisation, where the flow of information, capital, human resources and decision making between entities works like decentralised platform . This means that the autonomous entities (partners as well as Mainsquare) each manage their obligations, however are supported by any of the other partner entities and can always rely on supportive network. Major decisions are voted across the chain and implementations are done simultaneously.



Graphic 1 - Visualisation of Partner workflow. Source: Author

One outstanding benefit that arises out of our business model is that it enables us to recognise outstanding performance of entities immediately. By recognising high performance at an early stage and utilising partners as coaches for other locations, we ensure that we consistently meet the highest standards and try to help partners to achieve better results.

By combining knowledge and expertise of a wide range of specialists, we can create the fastest possible results. By learning from mistakes and eradicating them immediately, we lay the foundation for long-term success. By combining and sharing knowledge between entities, a

Business plan: Mainsquare

database is created that is much more diverse and complete than any entity could ever have achieved alone. In the further development process, Mainsquare will be expanded into a worldwide network. Our future vision is to create a multinational work environment with unlimited options for rotation between entities and HR exchange in order to keep knowledge as updated and beneficial as possible.

Autonomous operations fall completely to the expertise of our partners. The reasons for this are the country specific intercultural differences, which achieve ideal results only by measures tailored to the country specific conditions. Therefore local partners in each country provide a local and most fitting Marketing, PR, work environment, legal, CSR and economic decisions.

Due to the division of entities, the localisation of our budget takes place. Depending on the country and the local conditions (Income, GDP, Spending capacity), we have developed individual budget keys for each country to make the budget allocation most efficient and impactful.

4.3.1 Who are the partners and what do they do?

Partners of Mainsquare are autonomous Mainsquare entities that run based on the same rules as Mainsquare, have the same vision and plan and strive for the same values. A partner in a specific territory is responsible to run our global website locally. A partner must have a registered LTD company in order to create a binding contract and to enable free capital flows between entities. Various partners will be invited during the Pre-Launch stage to discuss the possible cooperation.

Mainsquare is responsible for: Servers, Domains, Marketing production, PR production, Administration of Websites, Development and upgrades, Meeting expenses

Partners are responsible for: Their workforce, Translations of any kind, Its business premises, ownership of an office or rent of an office, Yearly meeting and visits to their territory, Executing marketing, PR and Instructor acquisition as per Partner's Agreement.

4.3.2 How to obtain partners?

Partners are chosen based on their competences. We look for a specific skill set in order to create a long lasting and profitable partnership. We will continue to contact potential partners and hold interviews and study their backgrounds. It is a great business opportunity for someone who is involved in the IT sector and would like to develop their own autonomous operations.

Current partner network was built through previous professional network connections of the Mainsquare team, alumni networks and fairs.

Business plan: Mainsquare

Each chosen partner is required to fulfil the following qualifications:

- Partner must invest a minimum of 20.000 EUR in advertising and PR over a period of first 6 months controlling a territory.
- Translation skills (perfect english + mother language)
- Good or at least adequate PR and Marketing connections
- Base knowledge in instructor and tutor field
- Established access to additional workforce
- Local presence

4.3.3 Partnership legal requirements

- Mainsquare provides the marketing and PR material and partners are obliged to use and publish it.
- Mainsquare is responsible for partner payouts and it is done monthly. Partners are entitled to 50% of the revenue from the territory.
- Mainsquare is responsible for uninterrupted 98% working of the website
- Partners are not allowed to publish any unapproved material representing the brand, company or individuals within the company
- Partners spend 15% of the revenue on marketing and PR per month
- Partners translate PR and Marketing material and publish it within deadlines
- Partners reply to emails (either complaints or help) within 24h on working days from Monday to Friday.
- Partners send PR material to at least 20 reliable sources when PR material is presented.
- Partners are responsible for offensive or inappropriate content on the site provided by either users or providers or themselves or any other. Partners are responsible to inform Mainsquare of any changes on the website that occurs from offensive content or inappropriate reviews. Partners can only remove Reviews of the users or providers with approval of Mainsquare, however are obliged to report any offensive reviews
- Partners are not allowed to copy in any way the content, system or service or Mainsquare and use it in their own benefit.
- Partners can not collect the knowhow and start on their own within 5 years

Business plan: Mainsquare

- Partners can build their operations without any approval of Mainsquare and Mainsquare never interferes into their operations as such.
- Mainsquare is responsible for costs that occur from: server, domains, Marketing production, PR production Administration of websites, development and upgrades, meeting expense (meeting room, housing but not flights)
- Partners are responsible for Local PR and Advertising costs no less than 10% of monthly revenue, workforce and expenses connected to the workforce, any translation costs, any costs incurred by renting owning an office, yearly meeting travel expenses.
- The only costs that are divided by Mainsquare and Partners is the costs of transaction and bank fees for transactions.
- Partners are responsible to comply with local laws and taxes. Any misbehaviour means immediate cancellation of the contract and prohibition to represent the company or brand. Mainsquare is not responsible for the legality of the partner. Signing the agreement confirms that the partner is registered, legal, taxed.

5. DEVELOPMENT OF THE PLATFORM

5.1 Platform feature overview:

Search and filtering

Students can search based on location, subject, price and other filters to get the required instructors.

Booking

Students can book and pay directly on the platform. Once the instructor approves the booking, the amount payable is taken from the credit card.

Student dashboard

Students can view their invoices, message instructors and cancel their bookings.

Payments

Students can make payments through PayPal or Mangopay to complete their reservations.

Create listings

Mainsquare provides step by step guidelines to create a listing with the information the instructor wishes to provide.

Manage listings

Instructors can add, remove, make changes and keep track of their listings.

Instructor dashboard

Instructors can accept/decline, message guest and cancel reservations for their listing

Transaction history

Instructors can track completed and future transactions for their reservations

Messaging

Messaging helps users communicate to each other and track previous conversations

Currency converter

Instructors and students can choose the local currency for the payment or in the search option.

Social media connect

Users can sign-in or sign-up their account with Facebook and Google accounts.

Verification

Students and instructors have to verify their e-mails and phone numbers in order to provide a trustworthy base of users.

Refund to students

When the instructor or students cancel their booking, the student receives a refund according to the cancelation policies.

Cancelation policies

Instructors can choose the right cancelation policy for them in order to manage the cancelations.

Reviews and ratings

Instructors and students can write reviews and give ratings to each other in order to avoid any fraud and ensure the pursuit of quality.

Publishing and unpublishing listings

Created listing can be published and unpublished for the times the instructor chooses not to work through Mainsquare. When the listing is unpublished, it is not shown on the search results of the platform.

Social media sharing

Instructors can share their listings on most social networks, which allows them to promote their own lessons on their pages.

5.2 Detailed features description

Mainsquare's features distinguish the platform from competitors because it is currently the only platform with fully functional features that allow a smooth running of a booking platform. Each feature had to be developed separately and connected through the backend system with a SQL database that matches the user to the feature in the user account. Key features include:

Messaging system

Messaging system is constructed in a way that the user can only contact the instructor once the booking has been done. The reason is that this ensures that users book and use our platform and not just scrape contacts from it. This also helps in the GDPR situation, since it is impossible to scrape personal information without a booking. Once a booking is done and approved by the instructor, the messaging system opens up to both parties and the communication is established providing a free chat to discuss the booked sessions. Additionally it gives information about the upcoming sessions. See representative graphics in Appendix 1.

Payment

The last step in booking a session is the direct online payment. Current payment options allow Paypal and direct debit functions. Both options support the preauthorisation, which means the funds are first blocked on the users card and after the instructor accepts the booking, the funds are taken to escrow. Escrow is done by Mainsquare and holds the funds until 24h after the sessions is done. When the session is completed and there are no refund claims, the amount is released to the instructors account. See representative graphics in Appendix 1.

Cancellation and reimbursement.

Mainsquare allows instructors to choose among three cancellation policies (Flexible, Moderate, and Strict). Each listing and reservation on our site will clearly state the cancellation policy. Students may cancel and review any penalties by clicking 'Cancel' on the reservation. Depending on the cancellation policy, the student will be presented with the refundable amount summary before finally canceling the session. See representative graphics in Appendix 1.

We charge a cancellation fee of 10% of the booking amount in order to minimise mass cancellation. This protects our instructors so the students attend the sessions as booked.

Instructors can choose between 3 different cancellation policies that allow their students to cancel the session prior to the beginning of the session:

a) Easy Cancellation policy

The student can cancel the session any time prior to the beginning of the session.

b) Moderate cancellation policy

Student can cancel up to 24h prior to the beginning of the session

c) Strict cancellation policy

Student can cancel 72h prior the beginning of the lesson

Example of Flexible cancelation policy:

Flexible: Refund of (booking amount – 10% Cancellation fee) 6 hours prior to Session Start. If there is a complaint from either party, notice must be given to Mainsquare within 24 hours of session start. Mainsquare will mediate when necessary, and has the final say in all disputes. A reservation is officially canceled when the student clicks the cancellation button on the cancellation confirmation page, which they can find in Dashboard > Your Sessions > Cancel.

Cancellation policies may be superseded by the Students Refund Policy, extenuating circumstances, or cancellations by Mainsquare for any other reason permitted under the Terms of Service.

Applicable taxes will be retained and remitted.

In practice:

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- For this kind of refund of session fees, cancellation must be made full 6 hours prior to listing's local start session time. For example, session starts on Friday at 02:00 pm, cancel by the same day before 08:00 am.
- If the student cancels less than 6 hours before session starts the session is non- refundable.

Booking management

Booking management is divided in two stages. Pre-approval management and booking management. In the Pre-approval management the instructor has different options when receiving a booking request. Once the request is received by the instructor, they can decide to accept the reservations, decline the reservation or ask for a rearrangement of the time slots. After the booking is confirmed, both the instructor and the user have an option to manage their bookings through the user panel. See representative graphics in Appendix 1.

Reviews

Review systems are now the most important ways of gaining trust for the customers. Through this system, students and teachers can see who to choose and trust. However, as useful and trustworthy they are, they are hard to obtain when launching a site since there are no reviews at the beginning, making it tricky for the new customers to verify their booking decisions. In this stage it is important to target early adopters who are more prone to trying out new things and technologies. See representative graphics in Appendix 1.

Locations search

Search is based on location, which means that when searching for desired locations, you are able to type in the desired location and you will only see the results that apply for that location. See representative graphics in Appendix 1.

6.3 Categories

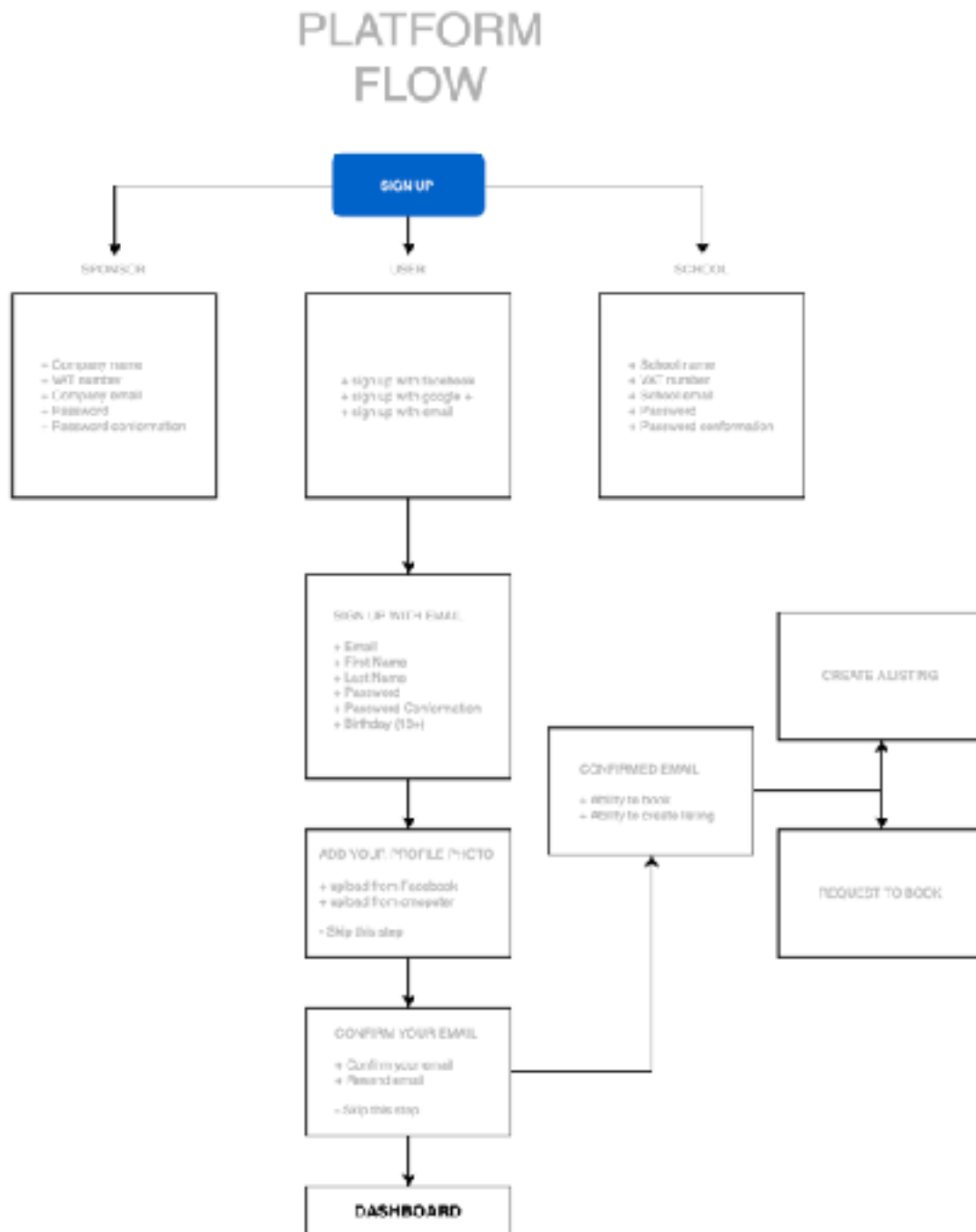
In order to enable search for the customers, the platform needs to be constructed in a way that the tutor can choose a predetermined category for the subject they wish to instruct or teach. As there are over 500 categories on Mainsquare, we can combine them into clusters or master categories:

Business plan: Mainsquare

What's Popular now	Education and pedagogy	Programming	Games
Academic disciplines	Professional Studies	Hardware engineering	Crafts
Social sciences	Computer skills	Analytics	Cooking
Natural Sciences	Media	Blockchain and cryptocurrencies	Languages
Formal sciences	Engineering	Crafts and Hobbies	Music and Instruments
Music production	Performing Arts	Showmanship	Visual Arts
Painting	Sports	Flying	Racing
Fashion and beauty	Motivational seminars and spiritual classes		

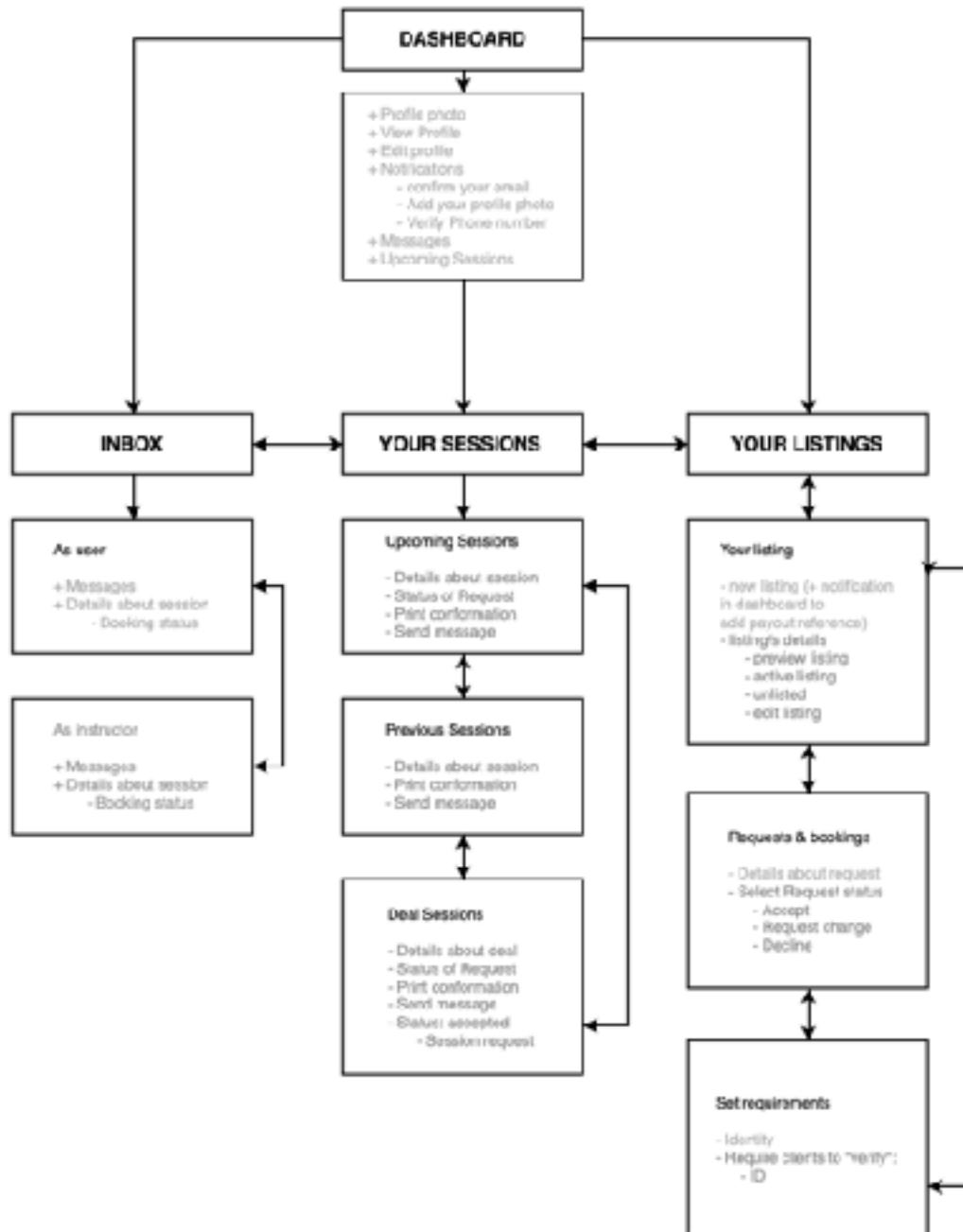
6.4 Platform Customer flow

Customer flow diagrams are the crucial part of the platform production. It explains the complete flow of the platform's operation. Each step is defined with what information to take and what information to display. Through these diagrams, combined with the UI designs allow developers to construct a working page.



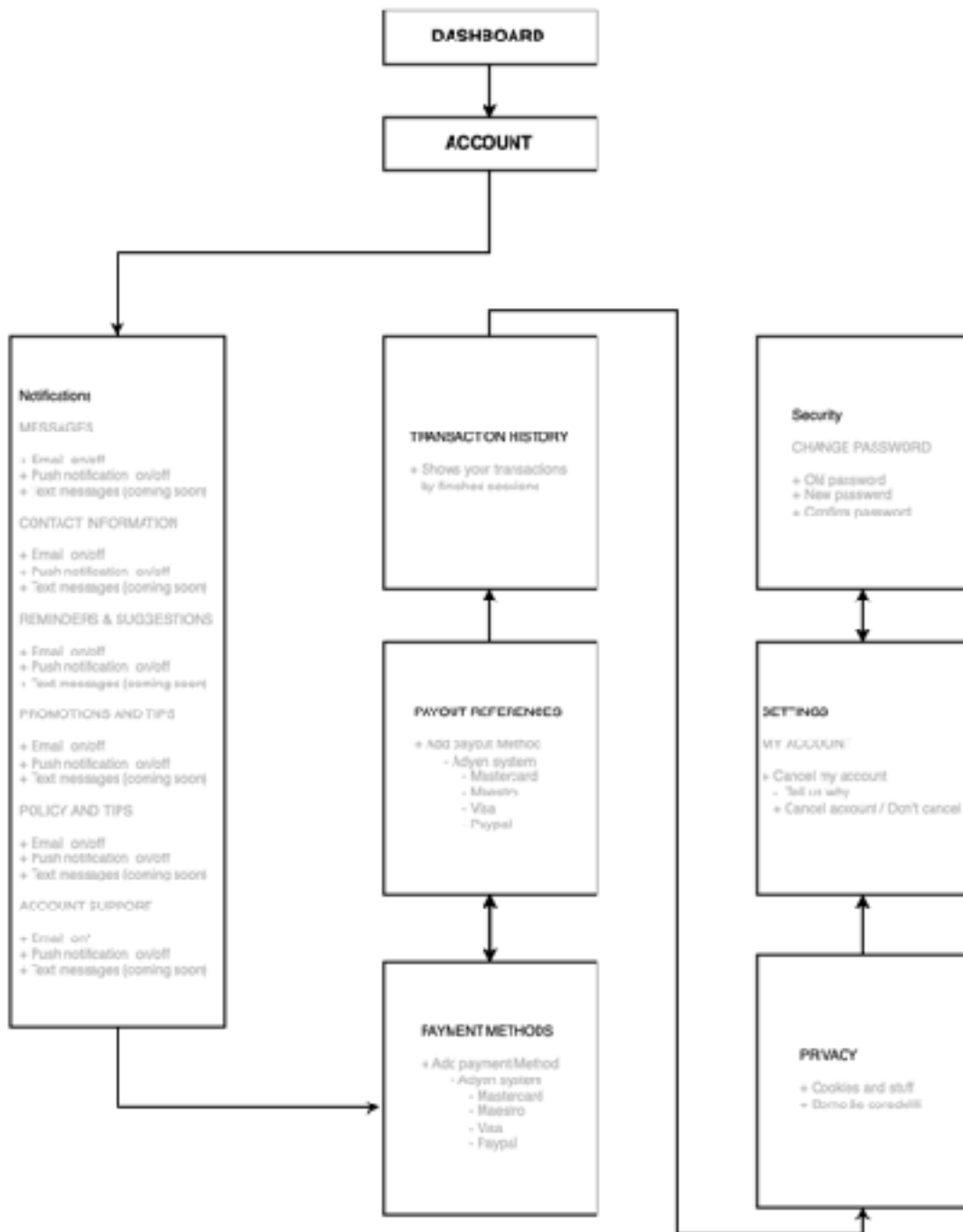
Graphic 2 - Signup procedure. Source: Author

Business plan: Mainsquare

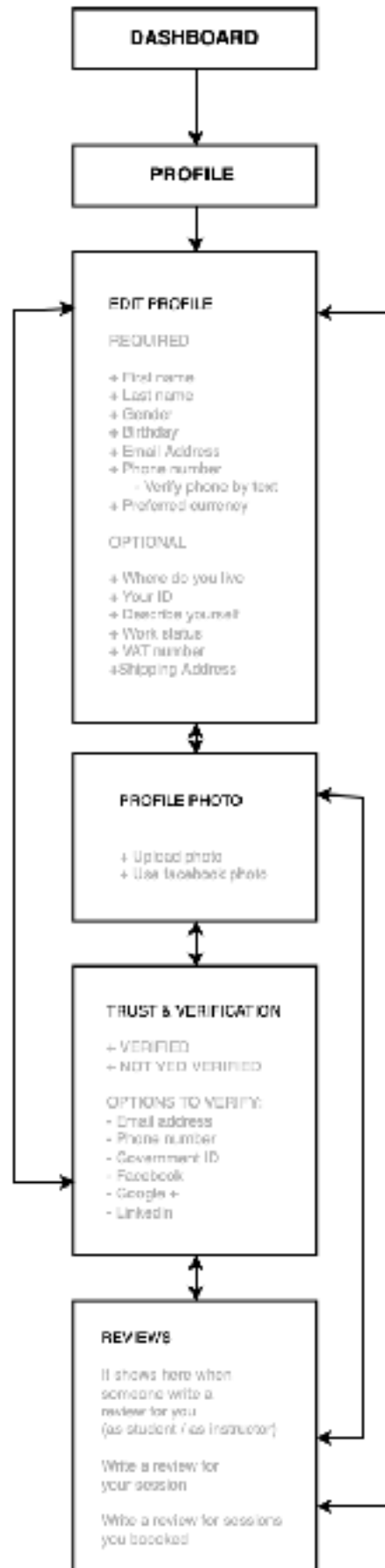


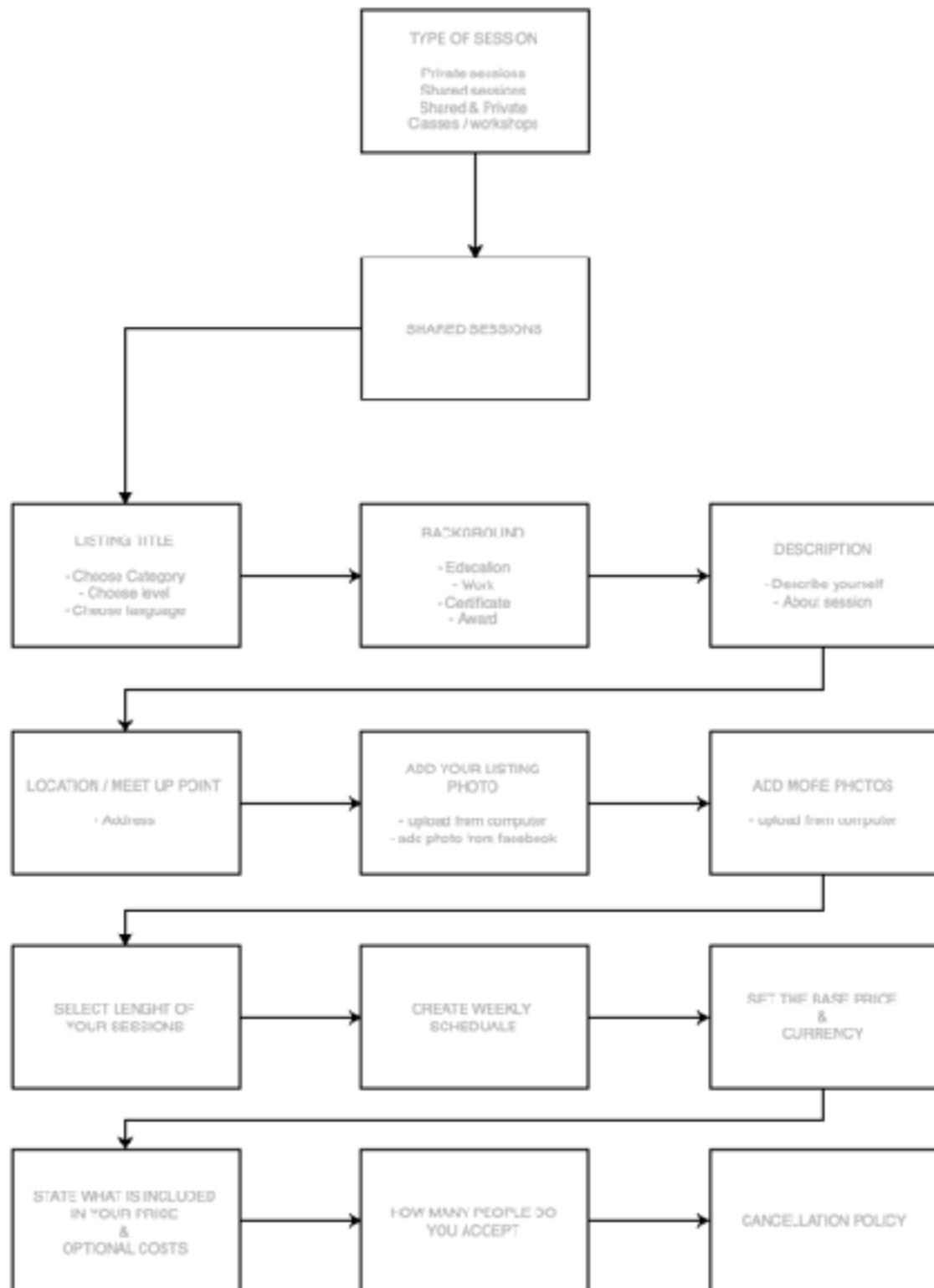
Graphic 3 - Dashboard operations. Source: Author

Business plan: Mainsquare



Graphic 4 - Dashboard operations continued. Source: Author

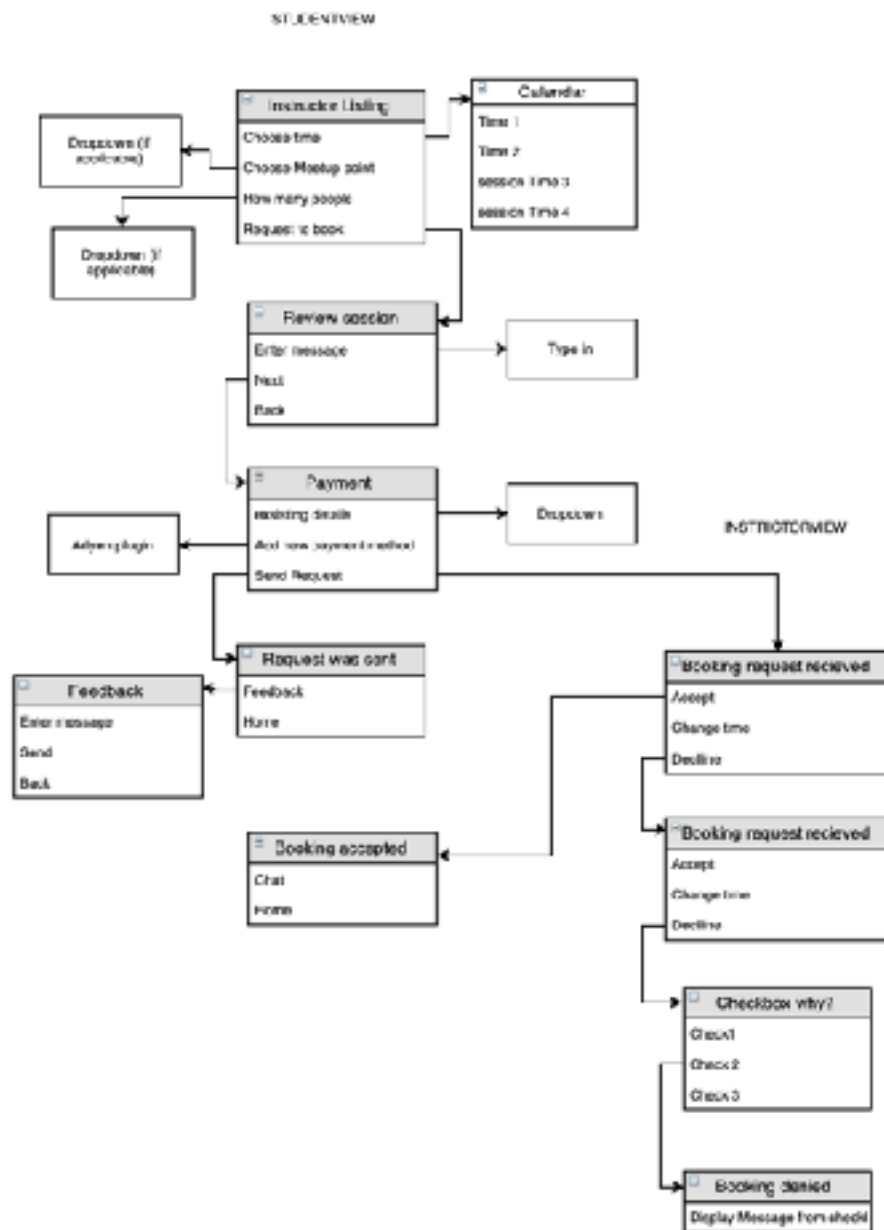




Graphic 6 - Listing creation. Source: Author

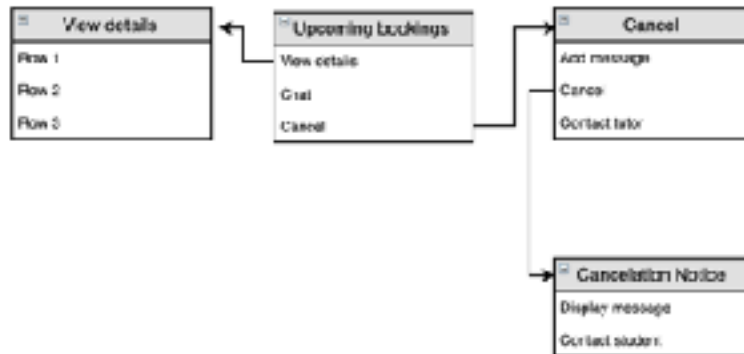
6.5 Booking process diagrams

Booking process is the most crucial step of the platform. It defines the procedure and the outcome of a booking. As the booking process is the key feature of the platform, the diagram shows a detailed procedure.

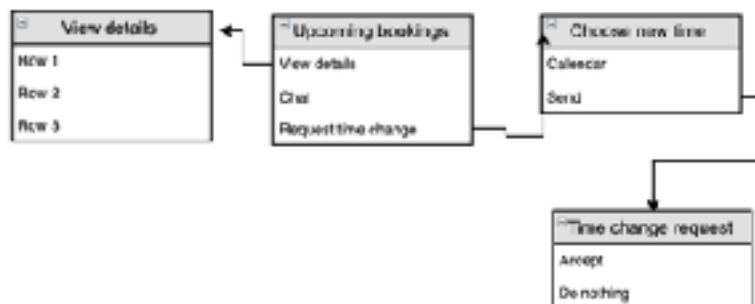


Graphic 7 - Booking procedure. Source: Author

Upcoming session after accepted by tutor (within possible cancelation period)



Upcoming session after accepted by tutor (Outside possible cancelation period)



Graphic 8 - Booking procedure continued. Source: Author

6.6 Payment process

Payments are done through third party providers which allow the platform to operate as an intermediate in payments. Crucial part of those payment processors is that they can capture and hold the payment, deduct the booking fee and transfer the remaining amount to the instructor within 24h of the completed booking. For this reason the platform uses the following payment providers directly integrated to the platform's operations:

- Stripe
- Paypal
- Mangopay

The whole payment process has to be correctly timed also with the information given on the platform along with any statues notifications by e-mail and text messages. The following diagram explains the payment procedure. Colours in the diagram indicate which steps are triggered simultaneously.



Graphic 9 - Payment process. Source: Author

7. MARKETING PLAN

7.1 BRAND

Use your time wisely by improving your own personal skills and knowledge for life, job, education. Meet people who can sharpen your skills and make new friends. Don't just book on Mainsquare, browse your interests, see what you might like, see what are the possibilities. See that you can do a lot with your life.



Graphic 10 - Logo of Mainsquare used on the platform. Source: Author

The name Mainsquare symbolises the real main square in any city, where all the trade, conversations, learning and mostly socialising happens. Our platforms provide not only a service to the people who need them, but we provide an opportunity to meet someone and learn from them, cooperate with them.

The second reason for choosing main square branding is SEO. It is a commonly used word, therefore easy to remember. However it is never advertised in a way using only the mainquare word. For example one would not search mainquare if looking for the trafilgar square in london, therefore optimisation could be more effective.

Brand advertising can always be connected with socialising and meeting people. There is a strong potential to build a brand since it is easy to represent its values.

7.2 Marketing operations plan

It is important to focus on the acquisition of the right instructors, teachers and tutors to our platform in order to create a wide offer. As the platform supports many different subjects of tutoring, this is a big step to cover them all and create offers for the potential customers to choose from. The second step is to promote the platform and the tutors to the potential customers with defined interests in certain areas of learning.

Starting from an empty platform with zero instructors applied is a challenge in terms of trust. As there is nothing to show as proof of concepts, each supplier we try to gain as the first 100 tutors, is sceptical of the platform. This means it is important to start building the base individually with more effort for each supplier and gradually progress into regular digital marketing.

7.2.1 The Triple F

The triple F is a startup funding procedure for the first rounds when building up a company are requiring minimum investments that can help for the first steps. This principle states that the first fundings are easiest to obtain from friends, family and fools. Fools being used only for the purpose of the name and it means early adopters who are generally more optimistic about startups. This can include supporters from platforms like Kickstarter and similar.

However, this principle can also be applied to marketing for the first acquisitions of suppliers, because they have more trust in you and the early adopters are more prone to trying new things. Therefore this is the first step in marketing the platform and ensuring the first suppliers apply to it. Friends, family and fools form the first few listings on the platform and create the first trust factor for upcoming subscribers. With this principle we avoid false and unresponsive listings on the platform.

7.2.2 Direct Social media acquisition

Use of direct messaging on social media is an effective tool, however very limited in number of people you can contact per single day or month. Most useful in this situation is LinkedIn, where you can search by profession and then contact those people with an introduction message. In this step, tutors and instructors are searched by location with the search term of:

(“TUTOR” or “INSTRUCTOR” or “COACH” or “TEACHER”)

This search term shows all the people in the search area that have these as their profession and are therefore much more prone to be interested in the platform than if trying to advertise it on social

Business plan: Mainsquare

media in general. The message used for direct marketing depends on the profile of the person however it needs to point out the following points:

1. Free to sign up and no subscription fees. We deduct 10% fee on completed bookings.
2. Your ad, your choice of parameters
3. Daily payouts and PayPal secured payments
4. Ability to accept/decline bookings
5. We do advertising for instructors
6. Clients can easily book specific time slots and we also take care of billing and invoicing for you.

Most of the contacted instructors responded well to this type of direct marketing. The goal of this step is to achieve a sign up as well as for instructors to create a listing on the platform. As a lot of the instructors who signed up didn't finish and publish their listings on the platform, another follow up was necessary to get them to the stage of publishing. In this stage the following has to be pointed out:

1. If you are concerned that you wouldn't have time on the time slot you specified, you can always decline a booking from a student and they will not even be charged.
2. Your phone number or e-mail address will never be displayed publicly and we take your privacy very seriously. We will only share your phone number to students from whom you already accepted a booking.
3. Once you publish a listing it can always be unpublished or deleted by you. If you delete it, we will not store any details about it.
4. Listings as well as time slots, prices, descriptions and other information can be changed at anytime you desire by clicking edit listing.
5. We only take a 10% service fee on your bookings before you receive the payment, therefore you don't have to worry about any additional costs of our platform and it's all done automatically. It's free to create a listing and start advertising.
6. If you wish to add a category that you didn't find in the category list for your classes, contact us and we will add it.

The results from this direct marketing campaign led the platform to raise the customer base from the first 15 signups to over 200 signups.

7.2.3 Telephone marketing / cold calls

Due to the fact that it is possible to find leads online about the instructors, we can target the right people with calls and present the platform to them. A test run was conducted and was more efficient than online marketing. The reason for the effectiveness is that you contact the person who is already teaching and present to them an additional channel of income. However there are many regulations that apply to telemarketing.

According to the article (Telemarketing in different countries: What are the laws and why should you care, 2019), telemarketing can be conducted according to the EU regulations and must follow specific rules. On the plus side, telemarketing is not regulated under the new GDPR law, which means that it is again becoming a valuable tool for marketers.

Legislations that apply to cold calling in Europe are:

- EU General Data Protection Regulation
- Privacy and Electronic Communication Regulations (PECR)
- German unfair competition act
- Data Protection Act
- The Telecommunication Act

Basic rules that apply to telemarketing in EU are:

- a company making cold calls needs to consult the Do Not Call lists of the country that wishes to make cold calls in. Numbers listed in that list are prohibited to contact. This has to be done within a timeframe of 31 days prior to the campaign.
- A company needs an internal Do Not Call list when a potential client asks not to be contacted again.

Business plan: Mainsquare

- The caller needs to disclose the purpose of the call and let people know that it is a marketing call. The caller needs to introduce themselves and the company for which they are calling for. If it's an outsourced call centre, the caller needs to disclose the final client for which they are calling.
- Maintain records of the calls for 3 years
- Robot calls are not allowed in Europe and all the calls need to be done by a person.
- Calls are allowed between 8am and 8pm on weekdays, 9am to 6pm on Saturday, Sundays and holidays are prohibited.

7.2.4 Awareness Marketing

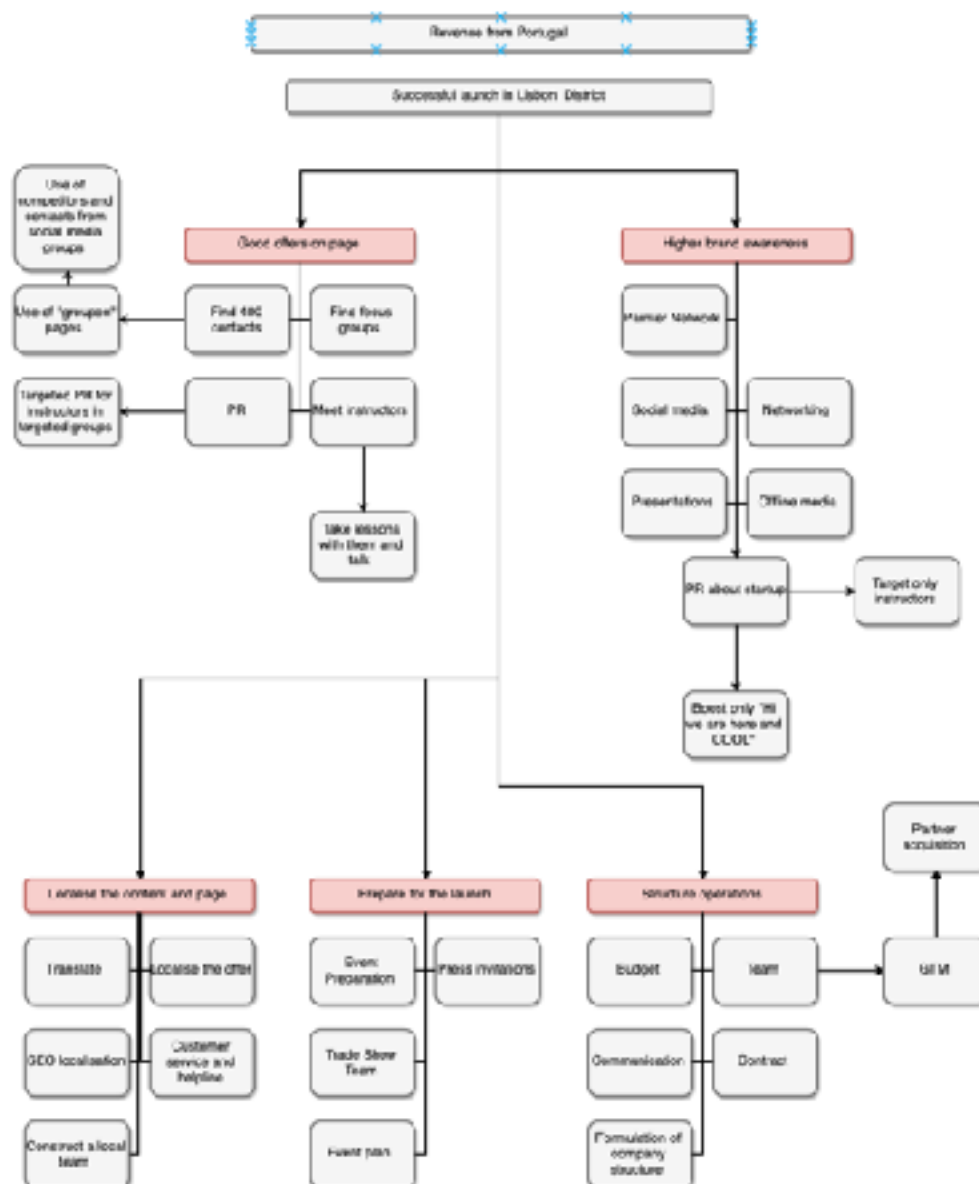
Awareness marketing for startups is mostly done through social media. The success is measured by impressions, which on their own do not create direct value for the platform. Awareness however is important to create a strong image about the company, since the customer is likely to see the brand on different media before they receive any kind of direct marketing.

Awareness marketing is done through graphic advertising as presented in Appendix 2.

7.3 Entering the Lisbon market - Go to market plan

Go to market plan for Lisbon points out the main objectives that have to be achieved in order to have a successful launch in Lisbon. The goal is to obtain additional revenue from the Portuguese market and the best starting point is in Lisbon.

Main objectives for a successful launch in Lisbon are Localising the content, marketing and support, structuring of the local operations, enhancing the brand awareness and acquiring good offers for the platform.



Graphic 10 - Got to market visualisation. Source: Author

8. FINANCIAL EVALUATION

8.1 Cost of production

Most of the platform was developed in-house by the founders of Mainsquare. From the concepts to the actual coding, only some parts are outsourced as plug-ins. The total cost of production therefore was 9.880 EUR as it was the total cost of the plug-ins and third party software providers. This price does not include any work hours of founders.

During the production of the platform, the costs of offices and utilities were not calculated, since the exiting premises were used for work. Any servers, licences, domains and other software costs are already included in the 9.880 EUR.

For this reason, the starting budget of production was calculated to be 10.000 EUR.

Business plan: Mainsquare

8.2 Operational costs - year 2020

The platform was produced, tested and Beta released in during y2018/2019. If this period, the platform was proved to be operational as well as first clients were attracted to the platform and the first bookings were completed.

The platform is planned to be in full operation from January 2020, therefore the financial plans show the forecasts for the year 2020.

Expenses		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Average
Development	Monthly totals:	\$100	\$100	\$200	\$200	\$700	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$1,700	\$125
	Designing	\$100	\$0	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,000	\$100
	Upgrading	\$0	\$0	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,000	\$100
	Partner customisation					\$500								\$500	\$500
Expenses		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Average
Operation	Monthly totals:	\$480	\$490	\$502	\$515	\$534	\$554	\$579	\$609	\$645	\$688	\$740	\$802	\$7,139	\$595
	Server	\$50	\$45	\$75	\$80	\$134	\$120	\$100	\$170	\$140	\$140	\$100	\$170	\$1,474	\$114
	Domain	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$120	\$10
	Office	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600	\$300
	Internet	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$600	\$50
	Supplies	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$600	\$50
	Lunch & snacks	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$240	\$20
Expenses		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Average
Marketing	Monthly totals:	\$2,750	\$850	\$985	\$1,098	\$1,250	\$1,427	\$1,632	\$1,870	\$2,147	\$2,469	\$2,845	\$3,284	\$22,587	\$1,882
	Online marketing	\$250	\$300	\$300	\$400	\$518	\$620	\$764	\$884	\$1,075	\$1,390	\$1,548	\$1,818	\$9,195	\$820
	Offline marketing	\$250	\$275	\$300	\$330	\$364	\$400	\$440	\$480	\$536	\$589	\$648	\$713	\$5,346	\$446
	PR	\$250	\$275	\$300	\$330	\$364	\$400	\$440	\$480	\$536	\$589	\$648	\$713	\$5,346	\$446
	Influencer cost	\$2,000												\$2,000	\$2,000
Expenses		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Average
Partner-marketing	Monthly totals:	\$1,130	\$530	\$1,130	\$530	\$1,130	\$530	\$1,130	\$530	\$1,130	\$530	\$1,130	\$530	\$9,840	\$820
	Calls (communication)	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600	\$300
	Print supplies	\$300	\$160	\$500	\$300	\$500	\$100	\$100	\$130	\$160	\$100	\$100	\$160	\$1,200	\$100
	Postage	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$600	\$50
	Flights	\$300		\$300		\$300		\$300		\$300		\$300		\$1,800	\$300
	Hotels	\$300		\$300		\$300		\$300		\$300		\$300		\$1,800	\$300
	Internal software	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$960	\$80
Expenses		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Average
HR	Monthly totals:	\$1,000	\$100	\$1,000	\$100	\$1,000	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$8,700	\$683
	Salaries						\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$7,000	\$1,200
	recruitment costs	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,000	\$100
	Supplies	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,000	\$100

Tabel 2 - Expenses predicted for Y2020. Source: Author

Business plan: Mainsquare

8.3 Financial forecast - year 2020

2020	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total YTD	Growth Rate	Projected
Daily Bookings	5	5	8	13	13	17	25	33	38	42	46	50			
Monthly Bookings	150	150	250	375	375	500	750	1,000	1,125	1,250	1,375	1,500			
Revenue															
Direct courses	600	600	1,000	1,500	1,500	2,000	3,000	4,000	4,500	5,000	5,500	6,000	36,500	8%	36,200
Partner sales Germany	600	600	1,000	1,500	1,500	2,000	3,000	4,000	5,000	5,000	5,000	5,000	48,200		47,000
Partner sales UK	-	-	-	-	-	400	400	1,000	2,000	3,000	4,000	5,000	16,800		15,200
Total sales	1,200	1,200	2,000	3,000	3,000	4,400	6,400	9,000	11,500	14,000	16,500	19,000	90,500		88,400
Cost of sales															
Partner Share 1 & 2	300	300	500	750	750	1,300	1,800	2,500	3,500	4,000	5,500	6,500	38,200		38,200
Total cost of sales	300	300	500	750	750	1,300	1,800	2,500	3,500	4,000	5,500	6,500	28,800		28,200
Gross Margin	900	900	1,500	2,250	2,250	3,100	4,600	6,500	8,000	9,500	11,000	12,500	61,700		60,200

Table 3 - Forecasted bookings, sales and partner shares for Y2020. Source:

8.4 Financial Summary

Income	Jan '16	Feb '16	Mar '16	Apr '16	May '16	Jun '16	Jul '16	Aug '16	Sep '16	Oct '16	Nov '16	Dec '16	Total	Average
Overhead	\$100	\$100	\$1,500	\$2,250	\$2,250	\$3,300	\$4,600	\$6,500	\$8,000	\$9,500	\$11,000	\$12,500	\$63,800	\$5,283
Expenses	Jan '16	Feb '16	Mar '16	Apr '16	May '16	Jun '16	Jul '16	Aug '16	Sep '16	Oct '16	Nov '16	Dec '16	Total	Average
Development	\$100	\$180	\$300	\$500	\$700	\$800	\$200	\$200	\$200	\$200	\$380	\$300	\$2,700	\$225
Operatives	\$180	\$190	\$100	\$116	\$534	\$664	\$579	\$609	\$645	\$188	\$748	\$800	\$7,139	\$595
Marketing	\$2,750	\$850	\$948	\$1,008	\$1,280	\$1,407	\$1,632	\$1,870	\$2,147	\$2,619	\$2,845	\$3,284	\$20,587	\$1,699
Partner-marketing	\$1,100	\$500	\$1,100	\$100	\$1,330	\$200	\$1,330	\$500	\$1,330	\$500	\$1,100	\$500	\$9,950	\$829
HR	\$100	\$180	\$100	\$100	\$900	\$1,100	\$1,330	\$1,100	\$1,330	\$1,100	\$1,180	\$1,180	\$8,200	\$683
Summary	Jan '16	Feb '16	Mar '16	Apr '16	May '16	Jun '16	Jul '16	Aug '16	Sep '16	Oct '16	Nov '16	Dec '16	Total	Average
Income	\$100	\$100	\$1,500	\$2,250	\$2,250	\$3,300	\$4,600	\$6,500	\$8,000	\$9,500	\$11,000	\$12,500	\$63,800	\$5,283
Expenses	\$4,540	\$3,161	\$2,967	\$2,884	\$3,714	\$3,872	\$4,667	\$4,939	\$4,777	\$4,687	\$4,014	\$4,938	\$41,598	\$3,466
Net earnings	-\$3,440	-\$3,061	-\$1,467	-\$634	-\$1,464	-\$572	-\$107	\$1,561	\$3,223	\$4,813	\$6,986	\$7,562	\$22,202	\$1,817
Ending balance	\$4,340	\$5,130	\$3,773	\$3,579	\$2,115	\$1,543	\$1,436	\$3,002	\$4,731	\$11,244	\$18,229	\$22,834	\$7,309	

Table 4 - Financial prediction summary for Y2020. Source: Author

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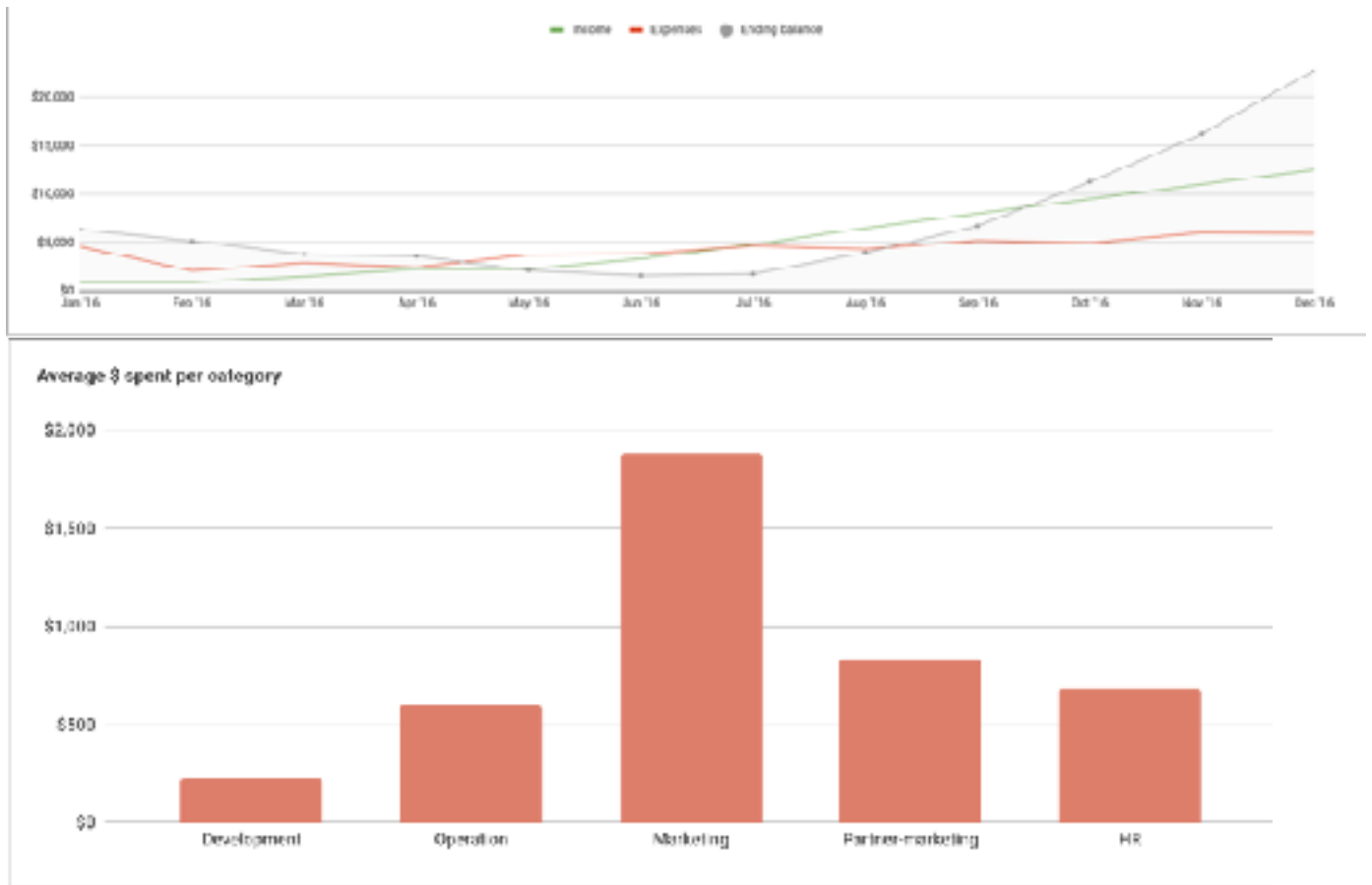


Table 5 - Average expenditure per category. Source: Author

9. CONCLUSION

This study shows that there is enough potential customers for such a platform and that the current purchasing trends are in line with the idea of the platform. The most time consuming procedure is the development of the platform and establishing a strong partner base. Many complex operations had to be constructed in detail before the development process. During the production process, third party payment providers have to be aligned with the operations as well as the databases have to be secure up to the EU standards.

On the other hand, the most financially intensive part is the marketing of the platform in order to get the supplier base and afterwards establish the sales. The financial results show that Marketing expenditure is much higher than any other operations.

As the financials show little margin for the year 2020, it is important to focus on expanding the partner base where additional revenue can be created. As the partners take over the marketing cost for the area they are covering, this becomes a profitable operation.

Business plan: Mainsquare

Key success factors are establishing a trustworthy and high quality base of instructors with many different lessons to choose from and finding the right partners for expansion and localisation of offers.

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Appendix 1 - Screenshots of features



Spanish Instructor
Materija: Španjolski, 30
★★★★★

10 Years
Private Sessions

Andraz
View Profile

About Andraz
Text
[Contact Instructor](#)

About Sessions
Text

Details

- Session hour is - 45min
- Offered in - English
- Meet up point - McDonalds

€20 per 45 min

Session hour
[Add Session Time](#)

Meet up point
McDonalds

How many people
1 Student

[Automatic Book](#)

You won't be charged yet

[f](#) [t](#) [g+](#) [in](#)

Book your session time

←


September 2019


→

	Tue 17	Wed 18	Thu 19	Fri 20	Sat 21	Sun 22	Mon 23
00							
01		01:15 - 02:00		01:30 - 02:15			
02		02:15 - 03:00		02:30 - 03:15		02:45 - 03:30	
03		03:15 - 04:00			03:30 - 04:15		
04			04:15 - 05:00	04:15 - 05:00	04:30 - 05:15		
05		05:15 - 06:00		05:15 - 06:00			
06		06:00 - 06:45	06:00 - 06:45				

Accept

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Student
Messages
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Index
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My Reservations
Profile
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I'm a student


I'm an instructor

	<div>Andraz Brelih</div> <div>03/22/2019</div>	<div>In Balkans</div> <div>FilmAline - Classes/Workshops 03/22/2019 - 02/23/2020</div>	Canceled by instructor
	<div>Andraz Brelih</div> <div>03/14/2019</div>	<div>Consolidated</div> <div>Wind surfing - Private Session 03/14/2019 - 03/14/2019</div>	Canceled
	<div>Andraz Brelih</div> <div>03/12/2019</div>	<div>Zdravko Rami</div> <div>Scapheres - Shared Session 03/14/2017 - 03/14/2019</div>	Canceled by student
	<div>Max Tied</div> <div>03/01/2019</div>	<div>whor's up</div> <div>Wahelwindline - Private Session</div>	
	<div>Andraz Brelih</div> <div>03/22/2019</div>	<div>Consolidated</div> <div>Gerber - Private Session 03/22/2015 - 03/22/2019</div>	Canceled

1 - 5 of 5 Messages

1







20,00 EUR

Pay with debit or credit card

We don't share your financial details with the merchant.

Country/Region

Slovenia

Card number

Expires

CSC

First name

Last name

Phone type

Mobile

Phone number

+386


Billing address

Address line 1

Address line 2

Postal code

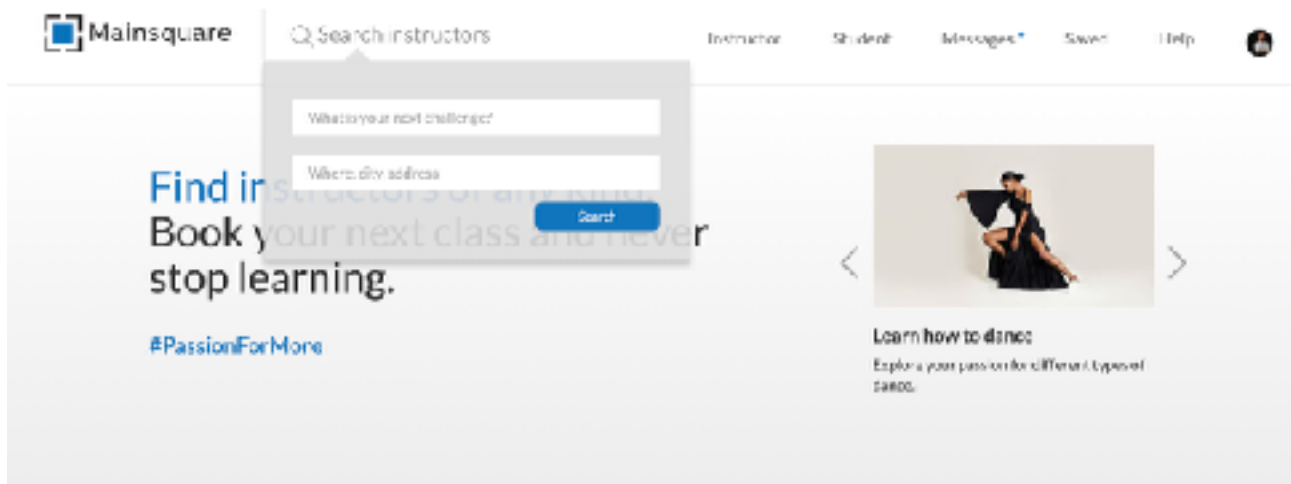
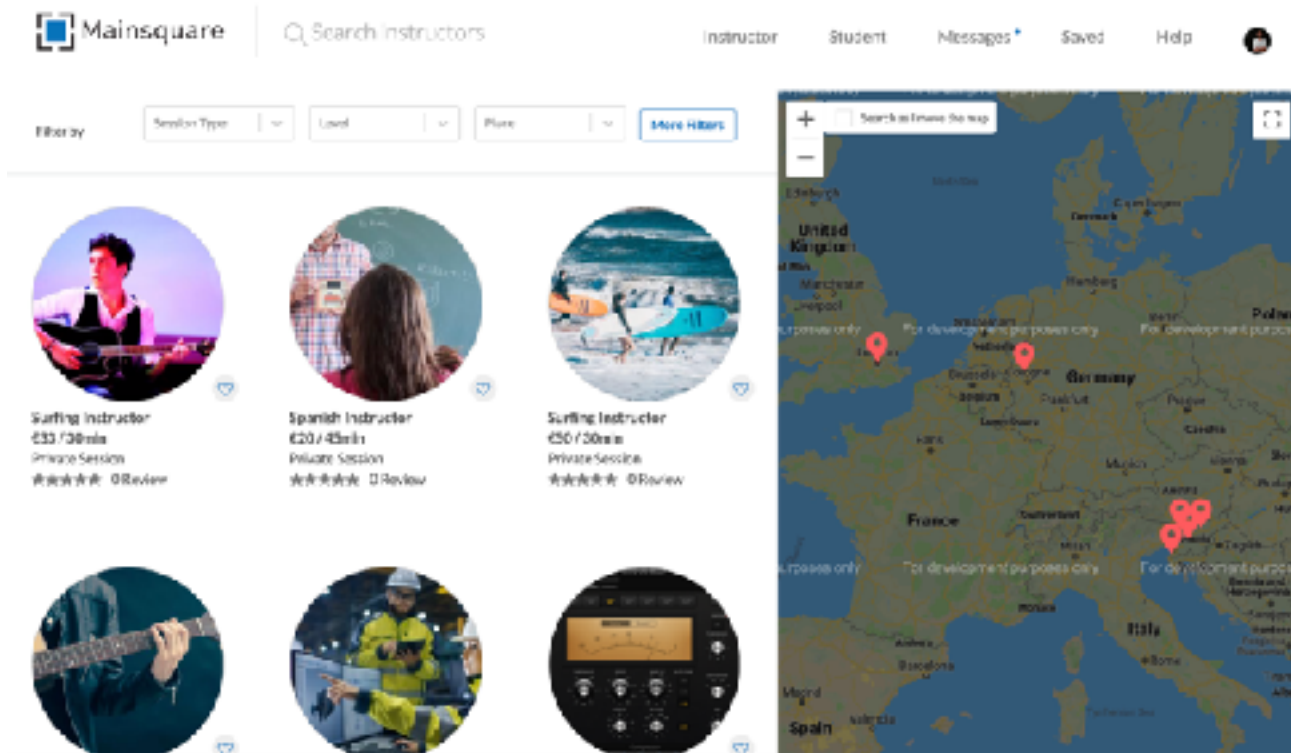
City / Town / Village



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1. Introduce yourself

Say hello to your instructor and tell them why you're coming:

Hi Andreu, I would like to understand your services.

2. Payment

You'll only be charged if your request is accepted by the instructor. If they'll have 24 hours to accept or decline it.

Payment Currency:

EUR

Payment Type:

Private

Log into PayPal. You will be able to review your request before it is final.

[Log in](#)



Spanish Instructions

by Andreu

Private Session

Wednesday, Wednesday 11

Wed, Sep 18 @ 11:15 AM - 02:00 AM

1 session - €420

€20

Total

€20

Cancellation policy: Flexible

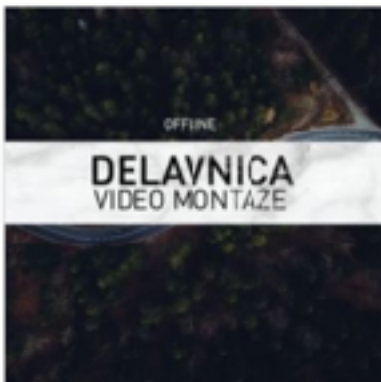
Appendix 2 - Awareness marketing campaigns



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Published by Andraž Brelih [?] · February 26 ·


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People Reached

117
Engagements

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Internet Company

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People Reached


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Platform for **instructors** of any kind




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led us to explore new skills

MAINSQUARE.IO
Mainsquare.io (square for instructors and students) [Learn More](#)

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People Reached	23.4K	ThruPlays	1.9K
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 5

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 4

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Completed

People Reached	88.5K	Post Engagement	1.2K
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