Thesis Writer

Pamela Kaikati

Tutor Advisor

Oriol Rodriguez

Master Coordinatior

Mercè Graell

MASTER THESIS

DISRUPTIVE **INNOVATION** IN **CHILDCARE**

Helping busy mothers find a work-life balance

ABSTRACT

Women's lives are getting busier than ever: work, family responsibilities, housework, study and friendships all struggle for precious minutes throughout the day. The transitional phase from womanhood to motherhood seems to be tough on a woman. As a result, most women get disoriented when they deliver their first baby: they see themselves juggling between their families and many other occupations and responsibilities they have.

Based on in-depth design research (primary and secondary), this paper examines the reasons behind work-life imbalance of employed mothers, the stress and guilt feeling they go through towards their children.

Interview data reveals that mothers want to have it all the best way, which causes their stress, anxiousness and overwhelm. All they need is to get that smooth balance between family and work without compromising any of them.

The results shifted towards creating an innovative business solution that meets real human needs, and help them reach harmony between family and work.

ACKNOWLEDGEMENT

TABLE OF CONTENTS

01.

INSPIRATION

The problem or opportunity that motivates the search for solution.

1. **INTRODUCTION**

"Designing is a matter of concentration. You go deep into what you want to do. It's about intensive research, really [...] You can go to a place, really feel it in your heart. It's actually a beautiful feeling." - Peter Zumthor

1.1. MOTIVATION AND OBJECTIVE

Almost a year ago (December 2013), I was still a full time employee, working for more than 80 hours per week. As a matter of fact, the higher job position you get, the more responsibilities you have, and therefore more time and energy you dedicate to work. By the end of the day, I was completely drained, no energy was left to practice the things I love to do: hobbies, social events, and so on. Experiencing the work-life imbalance myself – still being a single woman – made me wonder...

How about working mothers? How do they actually do it? Or do they do it at all?

The objective of this dissertation is to shed light on employed mothers' everyday life experiences, and their struggle in the interplay of family and employment. How can we provide them with an innovative human-centric business solution, based on Design Thinking and Lean Startup principles to help them attain a smooth balance between family and work? *(Figures 1 and 2)*

1.2. HYPOTHESES

To start investigating the root cause behind working mothers' frustrations and concerns, we had to start answering some hypothetical questions, in a specific contextual frame (Barcelona City is our main cultural and social focus), and building insights out of them. Three main questions:

• **What causes working mothers' work-life imbalance?**

• Do mothers feel guilty for being working mothers? Would they prefer to be a stay-at-home mother if they had the choice? Why?

• On which levels do mothers need help? Moral? Physical? Or both?

Many observations and discussions with working mothers within our entourage, made us come up with these assumptions. The latter needs a further, and much deeper understanding of the problem in order to design an approach for it.

2. **LITERATURE REVIEW**

"I still struggle with the trade-offs between work and home on a daily basis"

- Sheryl Sandberg (COO at Facebook)

2.1. THE CONCEPTUALIZATION OF 'MOTHERHOOD'

'Motherhood' has always created controversy throughout the decades. Some relate motherhood to a biological natural phenomenon; some others relate it to a cultural constitution that resulted from the industrialization and the consequences of the isolation of women at home: to care for the kids as "good mothers", and depend financially on their husbands (Rich, Adrienne 1976). Then came the time when, after the Second World War, in the 1950s many women started joining the labor force, and in the 1970s the number of workingwomen increased dramatically, creating a culture depiction of work and family, classifying a woman as either work oriented or family oriented (Garey, Anita 1999). Thus, women were socially labeled as either mothers or workers, facing difficulties to combine both. As a result, the societal assumptions that stay-at-home mothers are considered 'good mothers' and working women were believed to disengage from being mothers (Garey,1999; Uttal 2002).

2.2. CHILDCARE - PRIMARY RESPONSIBILITY OF MOTHERS

It is the transitional phase between womanhood to motherhood that is tough on a woman. The birth of a child, changes instantly her social status, and makes her priorities shift fundamentally. One of the inevitable questions new parents face is who will provide primary care for a child: ipso facto the logical and biological choice falls on the mother, for she delivers and breastfeeds (Sandberg, 2013).

Long ago, a 'good mother' was associated to what Pamela Courtenay Hall calls the ideology of 'intensive mothering'. The latter is "a constant responsibility", and therefore

is also considered as a full-time job at least in a child's early years (Thompson & Walker, 1989; Macdonald, 1998). It assumes that children require one primary caregiver, that is, the biological or social mother (Berry, 1993; Hays, 1996; Lorber, 1995; Macdonald, 1998; O'Reilly, 1996). A mother's "umbilical connection" with her child remains "un-severed: that as the primary caregiver, the mother is ideally best suited to comprehend her child's needs and can interpret and respond to those needs intuitively" (Macdonald, 1998).

Being the primary giver, a mother "holds her child's fate in her hands" by dedicating a big amount of time, energy and material resources for her child, and prioritizing mothering over any other responsibility. By such imposed patriarchal cultural constitution, dictating that childcare is the primary responsibility of their biological mother, women felt very oppressed. This pressure also includes the competitiveness of being the perfect parent and raising perfect children; which was the social prescription for mothers back in the 1950s and 1960s (Hays, 1996).

2.3. 'STAY-AT-HOME' VERSUS 'WORKING' MOTHERS

However, recent structural transformations in the economy have necessitated mothers' participation in paid work, for most women it is not even a choice whether to be a "stay-at-home" mother or a "working" mother. After the globalization and the rise of the Internet, life got extremely busy, and nowadays women's lives got even busier than ever. Women had more opportunities to be working, and at the end of the day, the reality is not a clear cut, since stay-at-home mothers can do some paid work from home (called 'freelance') or can even have a part-time job; whereas, those who are full-time employed do not disconnect from their maternal role and couldn't be less dedicated for mothering (Uttal, 2002).

Paid work and motherhood are interconnected and most women try to keep up with both social roles, trying to make it up equally to the standards, on a daily basis.

The economic development and rapid social change have also significantly modified the families' lifestyles, it even made a single income difficult to achieve. Therefore the norms to keeping the aspirational standards of a 'good life' required that two-parent families get two-wages to finance the upward consumerism.

But also, the fact that women are not less ambitious then men, made successful career-oriented women fight for, and commit to their jobs.

Little by little, the equality of opportunity in the workplace, made more women reach senior positions, entailing them to invest more time and energy for their careers (Sandberg, 2013).

However, if both parents are participating in the labor force, who is then managing the children?

2.4. THE RISE OF CHILDCARE DEMAND

The evolution of socio-economical situation has altered the family and child-rearing patterns across the world. Childcare by relatives was widespread (La Valle, 1999) but even the presence of grandparents or close relatives offered parents no guarantee that it will be forthcoming (Crompton, 1995). Then, when this availability became difficult to attain, parents started considering sending their kids to day cares and kindergartens.

It is in this context that demands for purchased childcare, for infants and toddlers as well as pre-school children, after school and holiday care for all ages, have been increasing since the early 1970's. Even the governments started supporting the workingwomen and were actively concerned with such demand and supply (Harman, 1999).

A study from OECD explores the reasons behind the governmental interest, focus and investments on *Early Childhood Education and Care* (ECEC) in many countries. Although these investments in ECEC services have been influenced by the importance of developing future citizens that have their social and economical rights. At the end of the day, these countries invested in Early Childhood Education and Care basically to raise the service economy and the influx of women into salaried employment, helping in some way working mothers reconcile work and family responsibilities in a more equitable manner.

2.5. 'DOES DAY CARE CAUSE CHILDREN HARM?'

One of the most frequently asked problematic question, to which no clear scientific answer was forthcoming. The theory of 'attachment' between a mother and her child, along with the emphasis on the emotional bonds created between them, have raised the interest of scientists. In 1991, the *Early Child Care Research Network*, under the auspices of the *National Institute of Child Health and Human Development*, initiated the most ambitious and comprehensive study to date on the relationship between childcare and child development, and in particular on the effect of exclusive maternal care versus child

care. In 2006, after assessing repeatedly for fifteen consecutive years, the cognitive skills, language abilities, and social behaviors of more than a thousand children, the researchers released a report concluding, "children who were cared for exclusively by their mothers did not develop differently than those who were cared for by others." They found no gap in cognitive skills, language and social competencies, ability to build and maintain relationships, or in the quality of the mother-child bond (Starting Strong II: Early Childhood Education and Care).

It is certain that children do need the parental involvement: their love, care, attention and time dedication. But this fact does not preclude that parents who work are not still capable of providing and offering their children a loving and secure childhood.

2.6. THE GUILT FEELING

Employed mothers and fathers both struggle with multiple responsibilities, but mothers also endure an everlasting self-challenge in which they aspire to be 'super' in everything they do (both at home and in the workplace), being 'super-wives', 'super-employees' and 'super-moms'(Sandberg, 2013).
Sooner or later, this challenge will get transformed into a guilt feeling, especially when mothers start questioning and evaluating whether they are 'good mothers' vis-à-vis their precious children.

Care.com's new survey found that one out of four working moms are breaking down in tears once weekly, mainly because they feel stressed about balancing work, childcare, relationships, and home. Although most of these moms can afford to hire help, their guilt feeling left them devastated.

On the other hand, a survey by *Mumsnet* (the parenting website) shows opposing results, stating that working mothers do not feel guilty, but felt happier than those who stayed at home. Getting out to work, meeting colleagues and getting new daily challenges helped moms find a certain well being.

Sheryl Sandberg's Facebook Chief Operating Officer (COO), has made it to her high

position but has always been struggling all along the way: "I still struggle with the trade-offs between work and home on a daily basis. Every woman I know does, and I know that I am far luckier than most. I have remarkable resources - a husband who is a real partner, the ability to hire great people to assist me both in the office and at home, and a good measure of control over my schedule."

What is then the missing link? How can we connect these dots?

2.7. CONCLUSION

In all cases, the guilt feeling seems to be inevitable, but probably manageable, if well treated. In reality, the perfection that mothers aim at does not really exist, and Gloria Steinman explains it best when saying: "You can't do it all, no one can have two full-time jobs, have perfect children, cook three meals and be multi-orgasmic till dawn... Superwoman is the adversary of women's movement'.

Acknowledging what mothers are capable of accomplishing and being happy with the results they have produced is way better than blaming themselves for what they could not accomplish and being sad about it. It is a matter of perception!

At the end of the day, the guilt feeling mothers face is nothing but the result of a societal pressure: it is its misconception and underestimation of what women can do as mothers. Yet, both characterization of motherhood, along with its many socio-economic factors necessarily reflect what all mothers actually experience: overwhelm.

How might we provide working mothers with support on both physical and moral levels, for them to regain a work-life balance?

3. RESEARCH METHODOLOGIES

In order to design meaningful and innovative solutions that serve the end-user, it is a must to begin by understanding their needs, hopes and aspirations for the future.

As part of the Design Thinking process, right after identifying the design challenge, the most important part relies on the depth of the design research and the extraction of key findings which will later on lead to the development of the problem-solving strategies and final business solution.

This section will guide you through the iterative research techniques employed, and the choice of significant modus operandi used based on Human-Centered methodologies. The choice of a mixed-methods research integrating both qualitative and quantitative data collection aims at recognizing existing knowledge; extracting important key findings; identifying different stakeholders/people to speak with; reframing ambiguity and coming up with interesting insights to reflect on.

Primary research mostly involves conducting face-to-face and group interviews with potential consumers, backed up by a secondary research, which is more oriented towards gathering existing research and surveys to predict demographic trends. This somehow validates the preliminary findings, supports them with factual evidences and measures the potential success or reactions to a product or service.

3.1. STAKEHOLDERS ANALYSIS

The purpose of this analysis is to identify the persons or organizations that affect directly or indirectly 'working mothers' and their daily activities. By this identification, we can inspect different perspectives and viewpoints around the subject, and better frame the problem. The stakeholders of 'working mothers' include corporate environment (employees, boss, HR Manager), family members (husband, parents, sisters, brothers, children, etc.), friends, child carers, and local community among many others.

The interviews below explain how each stakeholder affects a working mother depending on a specific situation and context.

3.2. PRIMARY RESEARCH

This kind of research is done to test hypotheses, and bring new information and answers to specific issues or questions. In this case it involved interviews, questionnaires and surveys with the different stakeholders. It helped gaining an understanding of underlying reasons, opinions, and motivations; and provided insights into the problem and developing ideas or hypotheses for a potential quantitative research.

3.2.1 // INDIVIDUAL INTERVIEWS (30 interviewees in total)

One of the main sources and most effective data collection in this research is the interviews done with the different stakeholders *(Appendix A)*. This tool is one of the major approaches used in the human-centered research. It helps us get immersed in the shoes of the user, empathize and understand their deepest needs within a specific context and situation, in order to come up with key insights. Many face-to-face interviews have been conducted, in Barcelona city including:

Stakeholders 1 | *Working mothers - The experts interviews (15 in total)*
Most working mothers are full-time employees; they are the main target audience to whom the innovative-solution will be designed. They were categorized under many different aspirations: career-oriented mothers, providers (sometimes primary breadwinners) and part-timers.

This main target group brought out a lot of insights to the development of the project. During the interviews, mothers have shared their concerns, issues, assumptions,

experiences, considerations and ideal scenarios.

Stakeholders 2 | *Stay-at-home mothers - Individual interviews (3 in total)*
Interviewing stay-at-home mothers would bring a different insightful dimension to the problem. It is always interesting to see the other face of the coin. Measuring the concerns and pains of mothers who are not in the labor force and see how things are going for them. For some, staying at home with the baby was not debatable as they believed babies needed to be close to their mothers at least till they reach their first year or so.

Stakeholders 3 | *Professional caregiver - an employee at Helen Doron Child Center*
Interviewing a caregiver helped digging more into understanding the importance of the biological, psychological and emotional development of human beings since their birth till the end of adolescence: as the individual progresses from dependency to increasing autonomy. There are many early learning programs set for different bracket ages in which the baby is being followed up closely with a professional caregiver.

Stakeholders 4 | *HR Manager at Hewlett-Packard (HP)*
Recognized for being one of the world's leading PC manufacture, interviewing the Human Resources Manager of one of a professional multinational like HP, made the in-depth research even more holistic. It helped filling all the missing links, understanding what corporations have done, and what can they do? How far can they get in shaping an ideal situation to support workingwomen and prioritize working mothers?

Each of the interviewees (users) have shared a lot of stories, experiences, engaging us compassionately, and shedding the lights on valuable insights for the development of the study.

3.2.2 // GROUP MAILER QUESTIONNAIRE (20 replies out of 30)
The questionnaire was sent via email to mothers (whether working or stay-at-home) mainly in Barcelona and Beirut. The questionnaire consists of 10 questions, which measured the different perceptions of mothers. The responses of both Lebanese and Spanish women were analyzed and the results found validated the hypotheses of this thesis *(Appendix A)*.

3.2.3 // CO-CREATION (one facilitator and 4 participants)

Co-creation is a tool that facilitates the work of interdisciplinary teams, which develops processes of co-generation and transformation. Ideally it is done with different stakeholders, directly related to the target users.

Co-creation is divided into 4 main phases: Immersion, mapping, idea generation, and idea refinement. The main purpose of this tool is to transform data into actionable ideas, help envision new opportunities, and increase the speed and effectiveness of creating new solutions. In this case, the objective was to discover and come up with insightful new areas of opportunities revolving around 'Working Mothers' in order to make 'Motherhood's' experience a better experience for career-oriented mothers.

Two kinds of co-creations have been done during the research process. The first one was held at the university, with the participation of classmates. The participants have been de-briefed beforehand, to come prepared and ready to be immersed in the shoes of their assigned users (being working mothers on one side, and employers on the other).

Another one-on-one co-creation took place with real users, which ideally should have been done with a mixture of mothers (working and stay-at-home), people managers (HR), and caregivers. It has been unfortunately impossible to gather all of our stakeholders at once. The highlighted part of these sessions was the idea generation, in which after immersing the user in their daily routine, surfacing their contextual pains and frustration, they start reflecting around what could have been the best case scenario instead. This is a very powerful tool for the researcher to build insights and generate ideas about the users' needs in a human-centered approach.

3.3. SECONDARY RESEARCH

Quantitative Research is used to quantify the problem by way of generating numerical data or data that can be transformed into usable statistics. It is used to quantify attitudes, opinions, behaviors, and other defined variables – and generate results from a larger sample population. Its structured data collection and measurable data uses formulate facts and uncover patterns in research.

3.3.1 // MARKET AND TRENDS RESEARCH

Some trends and common patterns have also been detected around this subject. It mainly emphasizes on the relationship between the parents and the care given to their children.

Trend 1 | Child Care is Now Early Education

(Source: Early Childhood Education for All. A Wise Investment.)

Childcare is Now Early Education Child care sector has been obsolete for some time now, but the good news is that it is finally evolving. Most parents and care providers recognize that the changes are for the best. The latest trends in childcare emphasize on what should parents look for when making such important decisions.

No longer is child caring for little children simply babysitting. Research has shown that kids are capable of learning early academics. Therefore, Care centers started investing on their staff by providing them with extensive trainings to offer formalized early education curriculum and child development experts.

Trend 2 | Technology is Changing Provider/Parent Connection

(Source: Early Childhood Education for All. A Wise Investment.)

Child-related decisions have been the hardest on parents, many facilities are being offered for parents to get the peace of mind. Technology has made it easier on them: they can nowadays check on their child while at childcare center through video streaming. Another way could be to have the childcare expert send regularly photos of their child, whether by chat, emails, or stay 'in touch', connect and bond with the parents by sharing with them general information of the activities and happenings at the daycare via weekly e-newsletters, blogs etc.

Trend 3 | Brand Sacrifice

(Source: Trend Watching - October 2014 Trend Briefing)

Why sacrifice? A very impactful question! It is basically sacrificing for the self in order to increase the impacts on consumer's wellbeing by providing them with the easiest and most desirable way to soothe or eliminate their guilt.

What are companies, startups and freelancers willing to sacrifice? Professionals started to understand the importance of sacrificing by investing more in building a trustworthy

and qualified profile, expertise and differentiation to be able to stand out from others. This trend applies perfectly to the childcare industry: the more-qualified professionals are in the early child development the better responsibility and service they would provide to the child, therefore peace of mind to the parents. For the working parents who have their children cared for, the idea of offering what is best for them, already comfort them and ease their guilt feeling. Child care experts apply their latest learning around biological, psychological, and emotional development of a child and work on acquiring foreign languages, as advisable and requested.

Trend 4 | MobiConnect

(Source: Cluster of many sources around internet, 3G and 4G trends)

Smartphones, the internet-connected computers in pockets, open wider and wider opportunities for 'consumer to consumer' businesses. The significant increase in number of people having access to 3G and use of Apps, invokes the creation of disruptive technologies, to fulfill consumers' needs for convenience and accessibility in a fast lane life. Barcelona, is the Tech-Savvy city, one of the 'smartest cities', always connected and in which the Mobile World Congress takes place yearly to reveal the latest mobile technologies and creations. Thus, the turning point in terms of supply and demand for different products and services enables consumers to see, compare and select by broadening their variety of choices, offering them alternatives to choose personalized options that perfectly suit their needs, anywhere and anytime. The 'click and go' has become even trendier by the evolution of the e-pay, that is an easier and usually secure way of paying on-the-go. Obviously, many companies have already developed Apps, that are compatible with smartphones in which the user can get access to the whatever service (in almost any industry), he is looking for. Therefore, people can book and/or buy by a simple click of a button.

3.3.2 // MARKET GROWTH

3.3.2.1. Increase in female workplace participation

Nowadays, women's lives got even busier than ever. While our focus is mostly on the Spanish context, latest statistical figures show that there has been a noticeable increase of women's participation in the labor force in just 10 years time: from around 46% in

1990, to more than 78% in 2010. On a more recent level, studies also showed that the workforce participation for females aged 15 to 64, increased by 7% between 2003 and 2013 despite the crisis in Barcelona *(OECD Report 2014)*.

3.3.2.2. The percentage of children in child care market

The consequence of mothers being busy at work is that children have to be taken care of. This results in a growth in demand for the childcare market. A recent study done by the *EU Expert Group on Gender and Employment (EGGE)*, The National Experts shows that more than 40% of toddlers (between 0 to 3 years old) and around 98% of children between 3 years old and the mandatory school age are being cared for in formal structures in Spain.

3.3.2.3. Industry Analysis

The future of childcare industry, looks promising too! According to a study done by *The Nation's Fastest Growing Child Care and Early Education Franchise*, the childcare industry revenue is expected to grow at an annual average rate of 3.1% over the next 5 years, topping $1.8 billion in the States.

3.3.2.4. Possible existing solutions for working moms?

Many companies worldwide, but also in Spain, already took initiatives to address the motherhood problem and have offered many different solutions, making it much easier for women to achieve a healthy work-life balance. A general sneak peek of what has been done internationally and in Spain helps us analyze the benefits and/or disadvantages of each solution, and better forge a direction.

3.3.3. // CORPORATE SOLUTIONS

Solution #1 | Paid Maternity Leave

Big companies like Deloitte and Capital One, provide mothers with 17 weeks of paid maternity leave. Which nowadays almost all companies consider adapting (if not applying it already.)

Solution #2 | Child Care Centers Funding

Google and Cisco are from the very few companies that offered on-site childcare centers for new-parents employees to benefit from. Knowing that Google has been voted one of the best companies to work at in the 'Fortune's magazine'

Solution #3 | Flexible Working Hours

Companies like Abbot (Health care) provide their employees with the flexibility of working from wherever they are. It has been reported that over 60% of their employees are telecommuters. These companies recognize that supporting their employees in integrating home and work leads to a healthier work environment and a more successful business.

Corporate Solutions versus Contextual Solutions

Childcare is one of the most intense things that parents usually worry about. On a more contextual market research, Barcelona city offers also direct services for mothers/parents that could also serve in overcoming that issue.

3.3.4. // CONTEXTUAL SOLUTIONS

Solution #1 | Online Platforms

Mamaproof and *Kids in Barcelona* are platforms that facilitate parents' life by providing a list of activities, entertaining events and things to do with kids in the city. These platforms proved to be excessively convenient for parents who need advices about family outings and child-friendly activities and spaces.

Solution #2 | Doulas

A 'Doula' assists and accompanies mothers during their maternity journey. They help them breastfeed, take care of the baby, and prepare new-moms to have a relaxed and satisfactory maternity.

Solution #3 | Childcare Centers and Nurseries

Basically not on-campus, but these centers also serve as a solution for working parents, and usually form the child's first behavioral, and social development.

Solution #4 | Nannies and Babysitting Services

Those are the companies or platforms that match parents with a nanny or a babysitter, depending on their demand. It could also be some kind of blogs on which babysitters post their profiles looking for a job.

3.3.5 // TARGET SEGMENTATION

Working mothers are the intended target focus group, to whom the solution will be designed. During the research process, some discoveries showed that not only working mothers are busy but also 'mothers' and 'parents' in general are being constantly hard-pressed by what the fast-life pace is holding for them.

3.3.5.1. The Locals | Native Catalans and Expats living in Barcelona

In Spain, 51% of women are officially employed in legal institutions. This is less than the 57% of the OECD average. On another note, families in Spain find it difficult to balance work and family, therefore women want to first establish their career paths before having children, which makes the fertility rate (1.36 children per woman) amongst the lowest in the OECD comparison, for the past two decades *(OECD Report, 2014)*.
We are targeting Catalan women or mothers to encourage them have children (or more children) by helping them with our designed solution to balance work and life in a smooth way.

Among these targets, a more focused group, which varies from the mid-to-high class families. Official census, from the *Ajuntament de Barcelona*, brings in number the four main districts of interest: Sarrià-Sant Gervasi, Eixample, Gràcia, and Les Corts, in which parents are educated, living in moderate to good conditions of life, and offer a mixture of native Catalans to international expatriates.
Expats form 17.4% of the population, and are in general families who have (newly or not) moved to Barcelona on a mission or job transfer. These families have normally no relatives, parents nor friends in the city. Both parents might be working or not depending on the situation. Whether the mothers are stay-at-home, working, freelancers or part-timers, mothers need help with their kids.

3.3.5.2. The Family Tourists

Barcelona is known for being a very touristic city. Last year, it attracted around 7.5 Million tourists with an expenditure of 903 €/tourist. Among these tourists 50% visit the city for business purposes and the other 50% come to Barcelona for leisure and cultural discoveries. Surveys show that 57% of leisure tourists are families wandering in the beautiful, sunny, and attractive city.

On top of it all, Barcelona is a child-friendly city that provides families with amazing family time and unforgettable vacation. The city offers family-friendly hotels, child-friendly destinations, transports accessibility, easy guidance and a lot of other facilities that families consider during their trips.

4. **INSIGHTS**

4.1. INTERVIEWS INSIGHTS

Having gone through deep field research and secondary research, the analysis for this study began with a parallelism between the review of the thirty interviews that were recorded and transcribed to text, and the secondary research all based on factual reports and statistical data that support it. The findings below highlight the end user's pains, frustrations, motivations and gains. It is a medium of dissecting and getting to the core of the problem to understand what can be done for the mothers to ease their pains.

4.1.1 // PHYSICAL BARRIER | TIME AND ENERGY

Motherhood requires a lot of time and energy dedication. Multitasking constitutes a major part of mothers' life; Busy working mom splits her energy between kids, husband, housework and career, among the many other remaining tasks and obligations she has.

> *"Having a baby is more work than I ever thought."*
>
> - Cristina, a full-time working mother

As previously discussed, mothers spend more time on parenting than dads do, and according to a new research, multitasking represents also an important source of gender inequality, mothers feel more burdened and stressed than fathers do even when they have relatively similar workloads. The *Eunice Kennedy Shriver National Institute of Child Health* studies have shown that mothers spend almost twice as much time with their children as fathers do. Mothers spend around 70% of their free time on parenting activities.

> *"First delivery is very tiring morally and physically, you feel that you are psychologically down[...] My daily frustration is not having enough time for myself."*
>
> - Cristina, a full-time working mother

Parenting consumes a lot of time and energy from the mother; therefore mothers end up having no control of their own time, blooming and well being. They're less happy and feel frustrated!

4.1.2. // MATERNITY PRIORITIZATION

"Maternity is my priority, my hours with my kids are more valuable, I don't want to jeopardize with them."

- Veronica, full-time working mother

Mothers do prioritize their children over everything. It is instinctive that parents and specifically mothers place one's child at the center of family life. In *'Social Psychological and Personality Science'*, new research revealed that child-centrism derives more happiness and meaning to parents and their child-rearing responsibilities.

"Taking care of my children prevent me from doing a lot of personal things. I even stopped traveling for work, for hobbies, etc."

- Elena, full-time working mother

For most moms, even career decisions shifted: they considered changing jobs, reducing office hours and refusing a job promotion. All they cared for is the well being of their children.

4.1.3. // MATERNITY LEAVE AND GUILT FEELING

"4 months of maternity leave are not enough, it is very important for the baby to have his parents next to him, at least the first year."

- Judit, full-time working mother

In Spain, the maternity leave (parenthood leave) is one of the most important leaves of absence. Its length varies in between 4 months (sixteen weeks long). By consolidating an entitlement to reduced working hours, mothers can in practice extend the maternity leave by two to four weeks, originally to support breastfeeding.

"At that time I had my parents taking care of my daughter but you cannot avoid this feeling of guilt when you leave your kid eventhough in good hands."

- Judit, full-time working mother

Everyone in Spain has the right to this maternal leave, including the self-employed, civil servants and parents of adopted children. But all in all, mothers find 4 months, not enough to be detached from their newborn and get back to the workforce, especially while they are still breastfeeding and have to find a solution to do so during their office hours.

"We take the best measurements for employees who are conceiving a baby, and we do understand the case, so we provide more schedule flexibility."

- Hewlett Packard, People Manager

Hearing the pains of the mothers make it sound more complex than it sounds. As seen in the secondary research, many big companies – like Google and Hewlett-Packard, have taken into consideration the mothers concerns and tried to provide them with feasible solutions.

"I just couldn't do it, I felt guilty to leave my baby at the age of 4 months. It took over the enjoyment of going to work."

- Judit, full-time working mother

From the mothers' point of view, toddlers between the ages of 0-1 year old are very sensitive. It is very crucial for babies to have their parents next to them. They demand a favorable care that they basically get best from their parents. Leaving the baby at this young age makes mothers feel very guilty, especially when neither grandparents nor relatives are there to provide the necessary caregiving. In such situations mothers will start searching for alternatives, being childcare centers, daycares, nannies and babysitters.

4.1.4. // PROXIMITY AND INCONVENIENCE

"My parents live far away from me. In moments like these I always wished they were closer"
                                                                    - Anna, full-time working mother

Some grandparents who live in the neighborhood of young grandchildren provide regular childcare when their working mothers ask for it. It is undeniable that moms and dads love the idea of having grandparents babysit their toddlers and children. But sometimes, in many situations, mothers do clash with grandmothers over the right way to raise kids; they believe their tradition-minded ways to hover baby boomers,to be very obsolete. Disagreements aside, the challenge would be to make these two-generational setups (World War II-era grandparents vs. Generation X parents) work.
A survey conducted in the United States by the National Association of Child Care Resource & Referral Agencies, found that 40% of grandparents babysit their grandchildren when their mothers are working. The rate of preschoolers cared for by their grandparents rose from 15.9% in 1995, to 19.4% in 2005. This proves that the trend has been there and is still continuing although grandparents are being more and more self-centered nowadays.

"It is annoying to leave the office, go to the nursery that is not very close to my office, to breastfeed my toddler"

                                                    - Cristina, newmom and full-time working mother

Another barrier related to the proximity would be that nurseries and work offices are not always close by or in the same area. Which also makes it even harder when moms have to breastfeed their toddlers especially after their maternity leave is over. Not only it makes it hard on a mother to get detached from her 4-months old toddler and get back to her job but also, she has to fight for finding a suitable way to breastfeed her baby.

4.1.5. // NURSERIES, DAY CARES AND SCHOOLS

"Schools and offices are not in the same proximity. My daughter finishes school at 16:30, so necessarily you look for somebody to pick her up from school or you better put your kid in extracurricular activities."

                                                                    - Judit, full-time working mother

Nurseries, daycares and schools' fixed and inflexible schedules have also created a barrier for working parents, as they never matched those of the office hours. Therefore parents feel subjugated to pick up and drop their children at these institutions on specific times. What would happen in emergency cases, when parents are not able to get there on time, and pick up their children? Do parents trust anyone to pick them up from daycares on their behalf?

Moreover, most mothers consider nurseries to be quite expensive. In Barcelona, the average monthly fee varies between 300 to 600 euros depending whether it is a public or private institution.

> *"At this age, children always get sick at the Kindergarten and Nurseries."*
>
> - Judit, full-time working mother

Studies conducted by Dr. Nicol Black, show that when children are in childcare settings, they are more likely to get ear infections, colds, and stomach illnesses. His findings seem to support perfectly his arguments that nurseries and daycares are a "wonderful melting pot" for infections (Elliott, Jane 2005).

4.1.6 // NANNIES AND BABYSITTERS

> *"I might install a camera and make a skype supervision if I am not trusting the nanny, I haven't done it yet, but I might."*
>
> - Anna, full-time working mother

Many stories have been circulating worldwide about careless sitters and the harm they caused to babies. In the United States, an analysis done by the *National Incident-Based Reporting System (NIBRS)* data on crimes against juveniles reveals that children between ages 1 to 3 years old are the most at risk of physical assaults by babysitters. Sitters are responsible for 4.2% of all offenses for children under age six, without ignoring the crimes done by family members or strangers, which is an even bigger percent (Finkelhor, David, and Richard Ormrod, 2001).

"I see them at the parks, they are either watching their cellphones, or chatting with other nannies. This might not be their dream job, but they have a child with them and they are responsible for him/her."

\- Marina, full-time child carer

For such reasons, parents always fear and mostly dislike the idea of hiring a sitter to watch over their children while they are away from home. They lack the confidence and trust in letting their precious ones in the hands of an irresponsible 'stranger'.

"Almost 85% of the babysitters in here are Latin-Americans and hold no degrees in education. For them it would be the same to babysit a child and clean up a table."

\- Marina, full-time child carer

Babysitters or 'Canguros' - as called in Spain - come usually, but not exclusively, from Latin American countries; where culture and backgrounds completely differ, and makes it even harder on parents to trust and rely on. As a cultural background, a pattern has been noticed around parents living in Barcelona: they prefer to hire one person to do both, housekeeping and babysitting at the same time. On one hand, they do it for practicality reasons not to have many persons doing many tasks at the same time, and on the other hand to make it easier on their pockets.

Most parents think nannies are indispensable but unreliable, and on top of everything: 'good nannies' are not easily findable.

"Having someone at home would have been the best scenario, although I believe that the nanny would model them her own way."

\- Anna, full-time working mother

Despite the difficulty in trusting a sitter, there is also the complexity of the process of hiring a 'good' one – a person to rely on – as a major issue highlighted by many mothers living in Barcelona. The process is complex, and requires a lot of time and energy: it necessitates seeing many candidates before parents pick up the stranger who will be watching over their kids during numerous hours. Never has the choice been so hard on

both parents, but when it comes to selecting the right babysitter to keep their precious children safe and sound during their absence. Some qualifications have to be taken into consideration, and parents usually use platforms/websites of companies that provide sitters by matching them with many of their suitable requirements. The problem of trust would remain the same, as they need to see, meet and interview them before engaging and recruiting one.

> *"Before hiring any babysitter, I start asking my friends, mothers who are in the same situation if they know a good sitter."*
>
> - Veronica, full-time working mother

Like with any service, the word of mouth has always been one of the most used and reliable sources of trust nowadays. For mothers it is always better to start with recommendations from friends, teachers, or neighbors. Parents also read reviews, and testimonials about previous employers in order to make sure that the profile of the candidate fits their requirements. Moreover, they test the interactions of the babysitter with their child to detect signs of empathy and playfulness. Once a sitter becomes part of their child's life, parents continue to build good relationships with her so that she becomes faithful to the family and keeps to ensure and fulfill their urge when need be.

4.1.7 // WORK AND CAREER ORIENTATION

> *"You could get a promotion right after coming back from your maternity leave, I am saying this because it happened to me."*
>
> - Hewlett Packard, People Manager

Many opposing opinions about whether working mothers prefer to be working (mainly career-oriented) or stay-at-home (raising their children) instead. This dilemma was mainly due to their maternal instinct, and whether they feel racked with guilt for being unable to fully dedicate themselves for their children, over the awareness and importance of having a job/career not only on a personal fulfillment level but on a financial independence too.

"Never thought of quitting my job! Working brings me an occupation, many challenges, and it keeps me up-to-date. I have some payments obligations and i need the money too."

<div align="right">- Anna, full-time working mother</div>

Most mothers work to keep a social status, be challenged, and stay up-to-date. Some others work to provide for their families, they can turn to be the primary breadwinners, especially during the harsh 'economical crisis' that started in 2008 in Spain. Mothers do somehow care about sustaining their jobs for whatever reasons they have.

"I believe I am doing the best for my child, and I want her to have it all: a good education and superior studies. These things cost money."

<div align="right">- Judit, full-time working mother</div>

But for some moms who work, the guilt feeling vanishes directly when they remember that their career does not make them worse moms, but a better one instead.
As previously mentioned, a survey conducted by *Mumsnet* (the parenting website) and *Saatchi and Saatchi* in the UK, found working mothers much happier than those who remained at home. Statistically only 13% of surveyed working mothers acknowledged feeling guilty about being away from their children for a long time; One third of stay-at-home mothers admitted they would definitely prefer to work, and 52% said staying at home was tougher than going out to work.
The parents of these women (now mothers) have previously invested a certain amount of money on their education. This should not stop them from using the higher educations pursued just to be at home, get married and have children. Interviewed mothers whose mothers were working recognize that their mothers were their role models and source of inspiration. Therefore comparing themselves to them, and believing that, just like them, they could accomplish all of their duties to its best and provide a better and brilliant future for their children.

4.1.8. // KIDS' EARLY LEARNING EDUCATION

"I have learned to follow a structure. we make trainings, workshops and

build props for different children's bracket ages. It is important to entertain the kid in an efficient way."

<div align="right">- Marina, full-time child carer</div>

As the trends researches highlighted previously, more and more parents are being aware of the importance of investing in their children's early education, starting at a very young age. All parents want and wish to provide the 'best education' for their children and make them successful persons in life. Many researches proved that the consequences of what happens to children in their first three years shape their future thereafter. Children's brain grow to 90 percent of its adult weight in the first 3 years of their life, they develop much of their capacity for learning, starting by understanding and speaking (Karoly, 1998). It is the most responsive period in which a child should receive a dedicated caregiving from either a family member or other devoted caregivers.

"It is not the quantity but the quality of time spent with your kids."

<div align="right">- Veronica, full-time working mother</div>

Wise parents understand the value of educating their children during play times – recognized as the best time for children – by singing a lullaby to reading their favorite stories (Council of Chief State School Officers, 1998). Music and language-based creative arts stimulate a young child's language and develop their creativity, concepts and vocabulary. Therefore, it is surprising how young children who were exposed to such experiences usually manifest good reading skills. Children develop their language skills way before they start speaking, and their literacy skills way before they start reading (National Research Council, 1998).

Gathering all of the interviews insights and highlighting the different points of view, interesting and relevant subject, give a first understanding of the frustrations, fears, gains and needs of the users.

4.2. CO-CREATION INSIGHTS

As previously explained, two co-creation sessions took place while developing the research. Co-creation has been proven to be an amazing tool that helps the researcher come up with new insights, detect areas of opportunities and generate ideas that better serve and fulfill the needs of the users.

4.2.1. CLASS CO-CREATION

The class co-creation was about immersing 4 participants in the skins of their respective assigned roles (2 working mothers, and 2 employers), to create empathy with their new personas through the many stories they heard around them.

The first 'aligning phase' was about getting the intentions and actual opinions of both mothers and employers around the subject. With a toolkit[1] already distributed for each participant, they had to create a communication map depicting the actual situation, with the positive and negative sides of their story. Then, each participant shares his/her points of view and explains the reasons behind each point.

The second part is when the 'How might we' question helps envision the opportunities identified during the first mapping phase, and generate future solutions, considering they were in better conditions, having the ideal scenarios.

Every two participants (similar users) had to co-create together, so that mothers or both employers try to figure out and construct[2] their ideal solutions to help mothers get a work-life balance the best way possible.

One of the areas of opportunities that have been developed during the first co-creation session with classmates provided a first validation of the concept development.

This area of opportunity has been detected as a pattern from the numerous interviews done with real users *(Figure 4)*.

[1] *The toolkit is the equivalent of an A1 paper, a set of pictures and words, markers, scissors, tape, glue sticks. Pictures and words are related to both working mothers and employers: depicting their different state of mind, experiences, frustrations, excitement, and enjoyment.*
[2] *Lego construction toolkit with its colorful cubes, is a fun tool that helps the users build creative ideas, and push them beyond their boundaries.*

4.2.2. MOTHERS CO-CREATION

Having had already a direction to focus on, the next step was to co-create with real users. The main purpose is to get a second and necessary validation from mothers (to whom we are designing the solution), testing their desirability, and therefore refining the concept. In the immersion phase, mothers brought out their concerns, experiences, gains and pains. Then, came the moment of inspiration, in which they imagine and transform their worst case scenario into an ideal one, describing it and sharing it wishfully. We have categorized the highlights of the results below:

4.2.2.1- Work Schedule Flexibility

Some mothers wished to have a full-time job with a compact schedule. This translates into having condensed office hours that allow them to leave the office when school day is over, to have lunch with their kids, and to spend some quality time with them before they go to bed. They especially emphasized on the idea of having lunch with their kids.

Some other mothers hoped they had a schedule like the 'Americans', that starts at 9 am and finishes at 5 pm sharp: "No need for a long, everlasting lunch break"

Few mothers opted for a part-time job, in which they work half day and spend the rest of the time with their kids in the evening.

4.2.2.2- Childcare centers

Mothers also wished to have support and help with the care of their children, which could be provided by companies, like Nestlé, Google and many others. Providing a place outside or inside the company to drop their kids, and know that their kids are close to them in case of any emergency.

Furthermore, mothers desired to have a new service targeting toddlers in between the age of 0 to 3 years as a new opportunity, this area is still not well explored and under-developed in Spain.

4.2.3- Caregivers

Having someone at home would have been the best scenario, although some mothers cannot afford to pay a nanny (especially an experienced one), while some others might not trust having one, as they believe that the nanny would model their children her own way.

A redundant wish was to find a 'good nanny' when needs emerge. Hiring a nanny is a long process by itself. What happens if mothers need help urgently, and instantly? Mothers wished they could use a mobile App. on which they could engage a babysitter with a click of a button anytime and anywhere.

4.2.4-Mother-related solutions

New moms faced some difficulties after their first delivery, all they wished for was a mother-baby sort of bonding. It is usually massages in which mothers learn how to deal with their newborn. This kind of activities helps building the mother's self-esteem.

Another new mom wishful thought was to join a certain community in which all new mothers share the same experiences, pains, and gains for moral support and comfort.

4.3. SURVEY RESULTS

As mentioned before, we have customized survey questions and distributed them online and/or via e-mail to as many mothers living in Barcelona, as possible. The purpose of this tool was to collect quantifiable responses, analyze them and turn survey data into insights, to create professional solutions based on the needs and wishes of end users *(Appendix B)*.

That survey was actually a first trial of 'testing the water' to check whether the majority of working mothers do agree on the general findings we came up with during the preliminary interviews. The second purpose was also to validate the envisioned solution that we propose later on, by measuring the demand and supply of such a service, answering important questions to the development of the concept.
Will we have early adopters? Are people interested in the service we provide? Are they

going to become frequent users? Are we offering something new and different? Will they pay the service?

The complete results of the survey along with its tables and charts are all displayed in the *(Appendix C)*, for further consultation.

5. **ANALYSIS AND SYNTHESIS**

5.1. ANALYSIS

Analyzing the insights brought out from the in-depth formative and exploratory research discussed above, it is time to synthesize, narrow down and come up with an area of focus, that would be the opportunity to explore for the business of innovation.

From the many insights mentioned above, we could better frame the problem of working mothers and confirm that the original hypotheses around overwhelm, guilt and work-life imbalance mothers experience, are correct.
Mothers do need help on both physical and moral level!

Investigations showed that childcare, plays a major role in surfacing the stress and guilt feeling of mothers. We found out that mothers' guilt mainly arises from their concerns about the care of their children: always questioning the quality of the nurseries, the effects of the nanny on their young children, and other uncertainties regarding their physical presence next to the toddler and early learning development of their child.

How can we probably improve the childcare's experience for working mothers in order to alleviate their guilt feeling?

We proceeded by dropping the areas in which change, or improvement were not apt to happen, either because we had no legitimacy, or just because they were not an option to change, or even, doing so will not bring any added value to the user nor solve the problem. So, for example changing office hours of a company, adding maternity leave period, or making nurseries and daycares closer in distance, more flexible with schedules and guarantee no illness for their children, were options quasi infeasible. Or if so, not of any interest to us, therefore we have not taken them into account.

On the other hand, our objective was to challenge the dichotomy of the physical space and

the mental 'guilt' feeling. By deciphering other interesting, and unexplored areas, we could find new opportunities that focus more on both physical and moral support for mothers. We reflected on some interesting insights found and reframed them into two categories:

THE PHYSICAL CONCERNS

1. Help

From a 'physical' point of view, mothers have many tasks to handle during the day and their major concern was not having much time for themselves.

"Sometimes, I do not have time to go to the restroom or take a bath because I have no one to keep an eye on my baby.'

- Cristina, full-time working mother

The time they used to dedicate for themselves is now replaced by the priority they hold for their child over their own self.

THE MORAL CONCERNS

On another level, 'guilt' is a word overused by working mothers. Even when they are very successful at work and providing for their families, they always have the feeling of not doing much or enough vis-à-vis their children and the time and care they dedicate for them.

2. Bracket age 0-3 years old

This guilt starts when the mother ends her maternity leave 4 months after delivering, and has to get back to work. Leaving a fragile toddler at this young age makes mothers worry a lot about being away from their baby. The fact that leaving the baby at a nursery, where all children generally get sick, is not helpful either. Mothers need a new opportunity for this bracket age.

3. Trust

Mothers do not trust nannies and babysitters in general. It has been mentioned many times previously. The ultimate fact remains in their wishful desire, to hire a nanny as in their best-case scenario. We believe, something can be done in this area too.

4. Child Development

Parents are also more aware and concerned about the development of their baby, as seen in the research and findings. Therefore they are willing to invest time and money for the early education of their child.

It is also an important area to tackle in the development of our designed solution.

5.2. SYNTHESIS

Having said that, all four mentioned points, are important and should be considered during the ideation phase. It is now time to connect the dots and set a strategy for the concept creation. To sum it up, mothers need a physical help, that is trustworthy, reliable, and can contribute to the early development of their child.

The envisioned solution must be innovative; a liable business that is technologically feasible and most importantly desired by users.

Our vote was more directed towards the babysitting and nannies services in which we could foresee an opportunity, and a big potential for refinement and uplifting.

The iterative process of going back and forth in designing business innovation, will bring us back to a deeper market research to better understand the market and what it actually offers. What are the reasons behind the unsatisfaction of mothers with the existing services? What did the competitors do well? What did they do poorly? What works really well? What doesn't work at all? What would we do differently? What new value could we bring to the customer? Those are the questions to which we now have to answer.

5.3. MARKET RESEARCH AND COMPETITIVE ANALYSIS

The main idea was to pick a number of services (4 in this case) that are interesting to analyze – for being considered among the best in the market – and compare the different features they offer. Details are shown in the table below.

	TRANSPARENCY		BENEFITS			RELIABILITY/ TRUST PROOF	
	PROFILES DISPLAY	PRICE DISPLAY	FAST INSTANTANEOUS SERVICE	SIMPLICITY OPTIMIZATION	EXTRA BENEFITS	EXPERIENCE	HEALTH POLICE CHECK
1. Tender and loving canguros	✗	✓	✗	✗	✓	✓	✓
2. Canguros en casa	✓	✓	✗	~	✓	✗	✗
3. Best AuPair Barcelona	✗	✓	✗	✗	✓	✗	✓
4. Persohome	✗	✗	✗	✗	✗	✗	✗

Weirdly enough to discover that in Barcelona there are no reliable platforms (website, companies or mobile Apps) on which people could search and find a suitable nanny for their children. All four chosen services, have their pros and cons. We definitely are more interested in the cons that are mentioned below:

3.1 // TRANSPARENCY ISSUES

As observed in the table above, there is a considerable lack of transparency in displaying the profiles of the service providers. Parents therefore are not able to check, and choose by themselves the babysitter that best suits their requirements. It is in reality the company that does it on their behalf and matches them with a sitter.

3.2 // LONG PROCESS / TIME CONSUMPTION

Because it is the company that does most of the work, by matching both parties, it is impossible to make the whole process faster. Parents have to fill-in a form requesting

a babysitter, on a specific day, time, with some requirements and competencies they wish her to have and send it to the company. Then, the company matches them with a babysitter that supposedly fulfills all of their requirements.

Knowing that parents do not trust any babysitter to watch over their children, the need to meet and interview her beforehand makes the process even longer. Therefore, in case of any emergency, would parents use this service?

3.3 // NO RELIABILITY AND PROOF OF TRUST

Trust, trust and more trust is needed when selecting persons and situations for child care. Parents will never compromise trust when dealing with help with their own kids, the most precious and valuable thing they actually have. None of these companies provided 100% guarantee of trust, safety and reliability for the parents. A service that is not worthy of trust is a failing service in general. How would it be then if it were dedicated for children?

5.4. OPPORTUNITY

Now that we gathered all these information, we found that exploiting all seven features, ticking all their checkpoints and taking advantage of what each offers to the user, was an opportunity by itself. The secret lies in the intersection of the user's genuine interests and needs, along with the provider's skills, and competencies, as previously mentioned in the trends section. We then need to create an offer that meets real human needs: this is when Wallabies was born.

	TRANSPARENCY		BENEFITS			RELIABILITY/ TRUST PROOF	
	PROFILES DISPLAY	PRICE DISPLAY	FAST INSTANTANEOUS SERVICE	SIMPLICITY OPTIMIZATION	EXTRA BENEFITS	EXPERIENCE	HEALTH POLICE CHECK
Wallabies	✓	✓	✓	✓	✓	✓	✓

02.

IDEATION
The process of generating, developing and testing ideas..

6. **CONCEPT IDEATION**

*" Sometimes I wish I could find instantly a babysitter
to keep my child"*

Elena, a full-time consultant at Palladium Group

It's now time to actually start designing! It's time to combine all the findings and inspiration
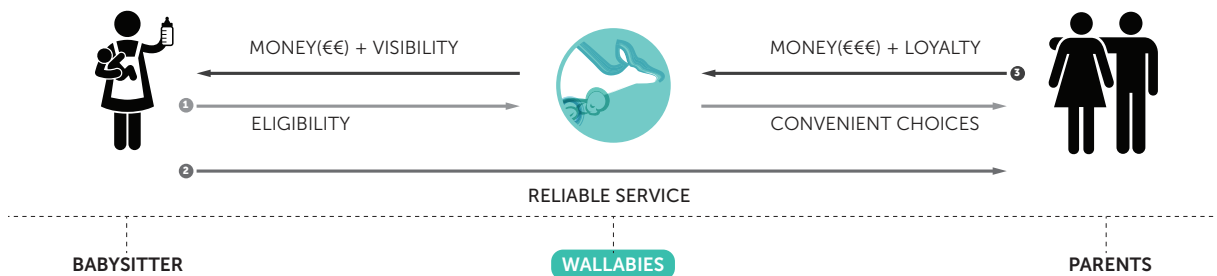and turn them into mechanics, interfaces, ideas and concepts.

In an era where disruptive innovation is taking place, it is kind of ridiculous to see that
people are booking cabs on Apps, such as 'myTaxi' or 'Uber', in which they have all the
right to choose their driver, track him, and pay services online; People can also rent
accommodations everywhere in the world, in the simplest and cheapest way, on platforms
like 'Airbnb'. But when they actually go to find a sitter, it would take them hours if not days.
Mobify Research and Development study found that one of the main three modes of
mobile user experience is the 'urgent now' mode, in which users are seeking urgent
information on their mobile device that is often related to proximity or activity.

The main concept idea is then to facilitate the search process of getting a suitable and
trustworthy babysitter for mothers (parents) according them the necessary peace of mind
when it comes to choosing a person to watch over their children.

6.1. VALUE PROPOSITION

Wallabies is a platform that values trust and connects parents with certified and
trustworthy babysitters on-the-go (anytime and anywhere).

The business concept is based on a brokerage fee model in which the revenue stream
derives from intermediation services performed on behalf of two or more parties.

MONEY(€€) + VISIBILITY

ELIGIBILITY

MONEY(€€€) + LOYALTY

CONVENIENT CHOICES

RELIABLE SERVICE

**BABYSITTER**   **WALLABIES**   **PARENTS**

The cash model is based on Demand-basis (Volume), as for the growth, the project will start in Barcelona city, then scale in other cities and countries 2 years after.

6.2. SERVICE DESCRIPTION

To better explain the service and visualize the uniqueness of its opportunity, a step-by-step description of the user's interaction with different touch points is provided.

6.2.1 // Before the launch of the service

1.   2.   3.   4.   5.
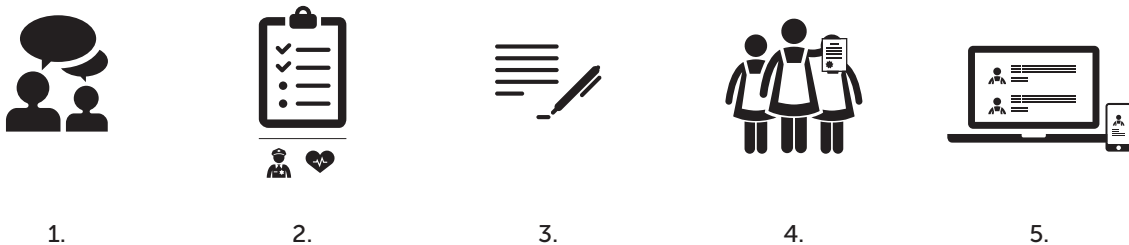
We start by providing an overview of what happens 'behind the scenes' before the big launching of the service. This is quite inspired by the 'Brand Sacrifice' trend mentioned in the research chapter. Having observed the users experience and understanding their needs to choose by themselves the sitter that best fulfills their needs, five steps were taken into consideration to perfect the design of this new service.

Starting by interviewing potential babysitters, the main idea is to select and make professional and certified sitters. Therefore, interviewees will go through a screening and filtering process in which the most qualified ones are chosen. Proofs of safety from the police along with a health record from the hospital are crucial before the signature of the agreement contract (mutual respect of rules and regulations between both parties).

The next step is to give them intensive trainings in first aid, indoor and outdoor safety, household emergencies, and most importantly the different stages of a child development. Graduating sitters now hold certifications that grant them the eligibility to join Wallabies' platform, on which their detailed profile stating their certifications, qualifications, experiences, reviews and recommendations are displayed.
The sitters' major role is now to sustain their visibility by feeding their profile with positive impacts in order to get a better visibility. This directly implies an increase in demand therefore more purchase of the service and a higher paycheck.

6.2.2 // During the customer's journey

How does it work from the user's end? We now identify the different touch points that establish the relation between the user, the connector and the provider. Wallabies platforms (Website or Mobile App.) connect parents with sitters, therefore parents can search, and choose by themselves the sitter of their dreams, in the simplest and easiest

6.   7.   8.   9.

way possible. Once their choice is set, they can directly get in touch with the sitter, either by sending her a message, making an instantaneous video-call interview, or by setting a face-to-face meeting (all depending on their needs and urgencies). Because all sitters hold the same certifications and would treat their babies the way they have been trained to, we believe that this will even facilitate more the choice and selection process. After giving customers the needed service, parents receive an e-bill that they cover and set online: either by using PayPal or their credit cards.

6.2.3 // After the service has been given

10.

11.

12.
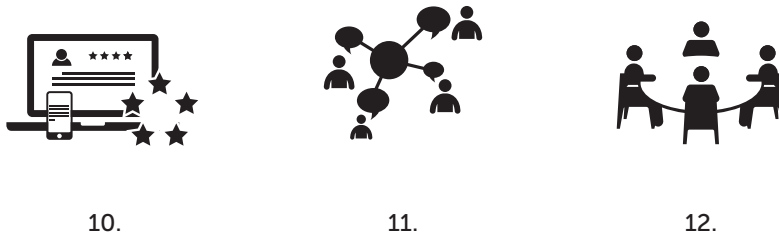
For a better customer relationship built on trust, we ask our clients to evaluate the service and to write recommendations for the sitter who provided the service. It is crucial for the company to get feedbacks about the service given but also for the sitter to receive recommendations and get reviews. Parents also mentioned in the interviews, the importance of being recommended a sitter, and that reading reviews written by previous employers was also very advantageous. The *Search Engine Land* survey found that '88% of consumers trust online reviews as much as personal recommendations', and that reading reviews help them determine the quality of the business and service given. By this, Wallabies aims to grow its network and engage both parents and sitters in activities, reunions, workshops, and events in which they get the change to meet, discuss, share experiences (gains and pains) and build the Wallabies community. Parents and sitters would then belong to the big and caring Wallabies' family.

6.3. APP. FEATURES
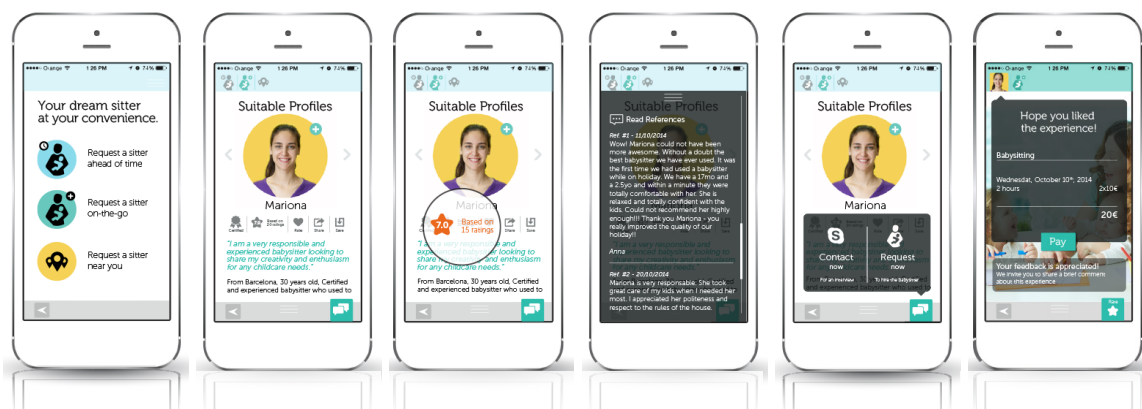
Wallabies App. emphasizes on the simplicity, accessibility and speed of the process.

Wireframes of the mobile App. have been designed to better test and understand how should an App. navigation system help parents better find what they are looking for. Optimizing the different features of the App. was also done through a comparative analysis of the different features that existed in Benchmarks such as Airbnb, myTaxi, and Uber. Reading reviews about their clients' feedbacks, likes and dislikes were also taken into account throughout the process, in order to adapt their likes and fine-tune their dislikes. We can highlight from those: the importance of the proximity track, as a tool for urgency and speed, but also the significant notifications and interactions that provide the customer with needed info, updating him/her on any momentum status.

6.4. UNIQUENESS OF OPPORTUNITY

Why is our service different? What make customers choose our services over other existing ones?

6.4.1 // PROOF OF TRUST

In order to adopt a service, parents need to trust it first. Wallabies provide trained and certified babysitters to best take care of, and enhance their child's development. On top of this, all babysitters are also police and health checked: safe on all levels.

6.4.2 // TRANSPARENCY

Wallabies explains and presents to parents, the whole process of selecting and recruiting the sitters on its platform. This would arm them with more confidence and trust to choose it over other services.
Moreover, all babysitters' profiles are displayed in detail along with their recommendations, reviews, and contacts. This provides an efficient tool that helps parents make up their minds and choose the sitter that best suit their requirements.

6.4.3 // EASY AND FAST

Wallabies is an optimized platform, that simplifies the process of hiring a sitter for parents. Therefore, it makes it easier on them to choose instantaneously the sitter (through profiles or by proximity), and contact her directly without having to go through a mediator.

6.4.4 // BELONGING/ COMMUNITY

Engaging the parents in events, workshops and activities, seems to build better relationships with the brand, and make them belong to it and to its community. It has been observed that involving parents in such activities, or constantly informing them about it, give them more confidence and soothe their guilt because they know that they are choosing what is best for their children. At the end of the day, great customer service and belonging foster and develop Wallabies' brand loyalty.

To sum it up, a great successful brand is built when innovation becomes a habit. New features, improved service, different ideas are what keep a brand ticking and customers engaged on a long-term basis. Happy employees make happy customers, creating belonging on both levels and fostering what is called 'brand loyalty'.

7. **CONCEPT VALIDATION**

After the idea generation, we moved into the concept validation phase. It is the process of sharing the design concept with users to discover whether they feel that these solutions address their needs. Testing the concept will allow us to get insightful feedbacks from users on ideas, in order to fine-tune and refine the concept.

Our chosen methods of validation were based on both quantitative and qualitative measures, to assure that the concept is catchy, desired and profitable for a startup.

7.1. QUANTITATIVE VALIDATION - A SURVEY

To validate the features of the service, we used some of the results of the survey that was conducted previously, in order to confirm the necessity of the designed elements, the area of opportunity treated along with some other features covered. The results were displayed in *(Appendix C)* and the analysis and synthesis are shown below.

The results reveal that 50% of mothers need help with their kids the most, during office hours. Around 45% of parents need babysitters 'right now' for any emergency or unpredictable circumstances. And 40% of parents do hire babysitters when they have a preset occasion, mainly due to the absence or unavailability of relatives or grandparents.

On another note, understanding the requirements and expectations of the parents regarding the babysitter: 72% of parents care about the babysitters' personality in general; Around 65% ask for an educated babysitter; Whereas 40% believe that a sitter should be responsible for the child's early education while babysitting the child.

And finally, digging into understanding some features of the service, 60% of parents search for babysitters online using websites and blogs; 80% of them do use and trust recommended services from friends and family and 46% are willing to pay online if the payment is safe.

7.2. QUALITATIVE VALIDATION - MINIMUM VIABLE PRODUCT (MVP)

After collecting the insights from the quantitative validation, the second validation was to find at least 10 parents who would be willing to pay a specific amount for the Wallabies service once it was complete. The next step was to distill the idea down into its core values by designing a Landing Page that explains the important features and uniqueness of the service, and email it to as many users as possible. Validation interviews with different stakeholders were also done to speed up the process. Receiving many positive feedbacks about the service was a validation of the initial customers, and the start of an early base of revenue for the startup *(Figure 3)*.

'*As a mother I can tell you that Wallabies service is very interesting and necessary for many families.*'

– Mavi (Mammaproof partner)

'*Your site looks great and I love the idea. I showed it around and asked what the service was for, and everyone gave me the same answer, so that's definitely a good step.*'

– Oliver (Business Developer)

03.

IMPLEMENTATION

The The path that leads from the project room to the market.

8. **EXECUTIVE SUMMARY**

8.1. MARKET ENVIROMENT

According to OECD Report 2014, the number of females, aged 15 to 64 has increased by 7% between 2003 and 2013 despite the crisis in Barcelona. A 2013 report from Pew Research shows that in 40% of US households with kids, women are now the primary breadwinners (almost two-third of them are single moms). Who is minding the kids? This means that there is a big demand for childcare!! Studies show that more than 40% of toddlers (0-3) and around 98% of children between the age of 3 and the mandatory school age are being cared for in formal structures in Spain. And the Child Care industry is growing, its revenue is expected to grow at an average annual rate of 3.1% over the next 5 years, topping $1.8 billion (USA), according to a study done by The Nation's Fastest Growing Child Care and Early Education Franchise. IBIS World Industry Analyst David Yang highlights one of the most important child care trends, "An increasing body of research supporting the benefits of early childhood education has fostered rising parental interest in education-based child care."

8.2. BUSINESS IDEA CONCEPT

Wallabies is a platform that values trust and connects parents with trained and certified babysitters on-the-go. It provides parents 'peace of mind' when it comes to taking one of their most difficult decisions.

 - The Brokerage Fee: Revenue Stream derives from intermediation services performed on behalf of two or more parties.
 - The Cash is based on Demand-basis (Volume).

8.3. UNIQUENESS OF BUSINESS OPPORTUNITY

 1. Trained and Certified babysitters | 100% trustworthy
 2. Optimized Platform for speed | Easy and Simple Process
 3. Transparency all the way | Freedom of choice (profiles, prices, proximity, reviews and recommendations)

8.4. KEY STRATEGIES

• Screen, Recruit and Train the babysitters

• Build an Optimized Platforms (Website and App.)

• Advertise the concept (Hotels, Other mother/child related websites, social media)

• Host events for parents, make a detailed presentation of the service and start building a community of both mothers and babysitters.

8.5. INVESTMENT REQUIRED

CASH = 51,400 **Euros** (Brand and platforms development, and trainings funding)

8.6. RETURN OF INVESTMENT

ROI = (Gains − Cost)/Cost = 129% starting the second year.

9. **CORPORATE STATEMENTS**

Defining and developing the key elements of the corporate statements of an organization is crucial to the success of any business startup. When the vision and mission statements are easily visible, well communicated, people can learn about your organization without any effort. A mission statement reveals the 'reason for existing' of a company; a vision statement identifies what a company intends to achieve, accomplish or become; a values statement provides the tools used to get throughout the process.

9.1. MISSION

Our mission is to help parents find peace of mind when choosing a nanny for their children even at a last minute! Empowering the babysitters' job and encouraging families to be involved in their child development since their birth.

9.2. VISION

Our vision is to scale in other European cities within 2 years.

9.3. VALUES

Provide high quality service with superior customer relationships in order to build not only trust but also 'belonging' for the big 'Wallabies family' in which communities are created: the 'mothers community' on one side, in which mothers share experiences, meet at events, chat, recommend things to each other, get help and support when needed; and the 'babysitters community' on the other, in which babysitters share tips, tricks, experiences, trainings, workshops and build loyalty for both the brand and the customers.

10. **BUSINESS MODEL**

A business model describes the rationale of how an organization creates, delivers, and captures value. The business model canvas helps scribbling and making drafts of the business model to better measure the coherence and consistency of relationships within its business ecosystem *(Appendix D)*.

10.1. CUSTOMER SEGMENT

Our most important customers are the working mothers to whom we have initially designed this service. But our range includes busy mothers or parents in general; it varies from stay-at-home mothers, to single mothers (primary breadwinners), to expatriates (who do not have parents nor relatives in Barcelona), to finally target the family tourists too.

10.2. VALUE PROPOSITION

Our core value is to provide parents with the needed 'peace of mind', by satisfying many of their needs mentioned below:

• **1. Trust |** Peace of mind

It is a trustful service by all means. All of our babysitters are 100% trained and certified, with an in-depth knowledge of children's early learning education and development (First Aid, DPA and languages). Moreover, our personnel are all health and police checked with stamped proofs and records.

• **2. Convenience |** On-the-go

Wallabies is reliable, fast and easy to use and choose the sitter of their dreams

• **3. Transparency |** Freedom of choice and customization

All the needed information are displayed with all transparency for a better assessment of the service and its providers (profile, certifications, reviews, recommendations, and price)

10.3. DISTRIBUTION CHANNEL

We count a lot on the word-of-mouth, because a good service is directly advertised and spread among the people. We also provide direct online channels and touch points like

our webpage, mobile App and all the social media channels. We can reach our customers through many networks of sitters but also through small ads posted on mother-friendly websites like Mammaproof and Kids in Barcelona. Direct offline activation is made through placing visual identifiers (poster or table tent) at family-friendly hotels, Airbnb accommodations or management of tourism to reach the tourists, but also in pediatric clinics and schools to reach the locals.

10.4. CUSTOMER RELATIONSHIP

The main relationship that Wallabies wants to create with its customers is 'belonging'. This starts by hosting events and workshops for parents and sitters, but also by throwing incentives programs to engage both parents and sitters and therefore build loyalty for the brand.

10.5. REVENUE STREAM

Parents are paying for a valuable service on both levels: the education it provides, and the convenience it brings. Therefore and mainly they are paying for their own peace of mind. Wallabies payment is easy and fast, it could be done online using PayPal or credit cards but prepaid cards can also be purchased from POS. After the service is given, the money received for the service is split into the sitter's paycheck and Wallabies. Therefore, sitters have to work on enlarging their networks and increasing their visibility. Another source of revenue could also be the advertisements placed on the Wallabies website probably after a year of launching it.

10.6. KEY RESOURCES

The resources required to support our value proposition are: the trainings and certifications given to the sitters, and the development of the Wallabies platforms. Therefore we need to hire a team of attested child development trainers, a graphic and web designer, a copywriter, along with the selected sitters and a marketing and communication manager for the launching of the business.

10.7. KEY ACTIVITIES

Train babysitters and certify them with the Developmentally Appropriate Practice (DAP).

Design and develop the platforms in order to start communicating and advertising it online and offline.

10.8. KEY PARTNERS

We have a bunch of partners and suppliers with different motivations, starting with the child development and first aid trainers, who will provide the certifications for the sitters, but also a competent lawyer who will help with all legal papers and follow-ups. Childcare and sitters networks will support us in hiring qualified sitters, with the help of the Wallabies personnel and active members.

10.9. COST STRUCTURE

The cost will mainly vary between the trainings given, and the development of the platforms (Website and App). But also a big amount is also dedicated to the organized events, the personnel salaries and the payment commissions that are retrieved from PayPal and payments platforms.

This model serves as an outline of the business strategies that will be further elaborated under the marketing strategies part.

11. **CREATIVE STRATEGIES // BRAND POSITIONING**

"Good Companies Make You Think.
Great Companies Make You Feel.."

- Kevin Roberts (CEO of Saatchi&Saatchi)

Effective Brand Positioning is based on identifying and communicating a brand's uniqueness, differentiation and verifiable value. What does Wallabies stands for, what does it tell its customers and how does it make them feel? In order to survive in the competitive marketplace, a brand must have a positioning concept, which attempts to explain and sell the benefits of the service it provides to its customers.

11.1. BRAND ESSENCE

As observed throughout the development of this thesis, most parents worry about leaving their newborn and child in the hands of any person watching over them. Wallabies' core message covers both rational and emotional sides of the story: replacing parents' worries and anxiousness with total **peace of mind.**
Wallabies is therefore a brand of devotion 'beyond reason', a brand that is emotive and compelling.

11.2. REASONS TO BELIEVE

The reasons to believe are the proofs of credibility and truthfulness that the brand delivers the benefits that it promises to deliver. And these evidences are what make this brand unique and different from the existing services in the marketplace.
Why does Wallabies stand for 'peace of mind'?

Because Wallabies is a trustworthy service on all levels: it connects parents with a person who is safe, healthy, educated, trained and certified: a professional sitter!

It also gives the parent the total freedom of choosing their sitter, to make their own choices and take their own decisions: this definitely procures comfort and ease. And last but not least, because Wallabies is not simply a service, it is a community, the family they wish to have: it engages continuously parents in activities, events, blogs, chats and whatever is needed to make them belong, grow their network of friends and sitters and share their deepest inquisitions and experiences.

It is a brand that makes people embrace it and turn it into a Lovemark, because it inspires loyalty beyond reason.

11.3. CUSTOMERS BENEFITS

The positioning of a brand also focuses on the rational or emotional benefits that the user will receive or feel by using the service. What could be the positioning statements of Wallabies?

11.3.1 // FUNCTIONAL BENEFIT

Fulfilling a need in a fast and reliable way, providing high quality babysitting services. It is also the perfect back-up plan for emergencies (for early adopters).

11.3.2 // EMOTIONAL BENEFIT

Building closer relationships, engaging parents in trusting babysitters and growing a sense of 'belonging' for the 'Wallabies' family.
Parents feel more confident and comfortable about the choice they make themselves concerning their kids.

11.3.3 // SOCIAL BENEFIT

The conviction and confidence of making the best choice for their children, which make them, be considered as 'good parents'.

11.4. ARCHETYPES

As part of Brand Positioning, the archetypes are the personalities that the brand wears, if it was a person, the images that it conveys in the minds of its customers.

Which archetypes would best tell Wallabies' story?

"I am convinced that most people do not grow up […] our real selves, the children inside, are still innocent and shy as magnolias." - Maya Angelou

11.4.1 // THE NURTURER | Making people a priority

The caregiver is the image of the mother, and of the helper. Wallabies' desire is to protect and care for others by doing things to help others. It supports families by giving them a competitive advantage because Wallabies knows exactly what it takes to be a parent.

11.4.2 // THE REGULAR GUY | All for one and one for all

Wallabies' personnel are real; they work hard and are empathetic. That is why the brand aims at giving parents a sense of 'belonging' by connecting them with the others (the sitters). Wallabies filters and selects carefully, it puts so much efforts in delivering a quality service, and aims at making parents' experiences one of the best.

11.5. THE BRAND PERSONALITY / CHARACTER

Mixing both archetypes brings out the personality of the brand, which is depicted in the image of a very confident woman, a peaceful and comforting expert, with a big, authentic smile on the face. Why would it be a woman?

It is because women are the symbol of tenderness, mothering, nurturing, and protecting. This woman is friendly, casual, professional, and confident. She knows what she does and does it the best way possible.

11.6. THE SIGNATURE
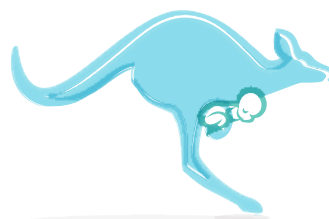
The visual logo is a representation of a kangaroo, holding a baby in his pocket. Playing on both natures of provider and baby, highlighting that the sitter (kangaroo) is not the baby's biological mother, but that a Wallaby is as caring, loving and protective. A kangaroo is known for creating a safe home environment, the protection of the young, the ability to adapt to new situations, its strength, and powerful balance

gotten through its long hind legs and feet, allowing it to leap and jump. **'Leaping into their life'**, is the fulfillment of parents' deepest wishes and dreams.

As for the typeface, the font is friendly and serious at the same time. It expresses the sense of professionalism. Finally the tagline says it all and summarizes the service in few words: 'the care for children'.

11.7. BRANDING

As for the branding, the use of nice imagery, reflecting care, tenderness, love, and warm relationships, along with the use of some vector illustrations, add some playfulness and fun to the page, making it look corporate, friendly and appealing to children at the same time.

The primary corporate colors are pastel shades of blue greens, these colors being basically springtime colors: symbolizing and representing birth. To better understand the choice of these chosen colors, an explanatory set of keywords describes them. The green reflects calm, relaxation, spring (nativity), safety, reliability, and the blue reflects peace, professionalism, loyalty, reliability and trust.

In color-coding, the use of secondary colors – which are also a variation of delicate pastel with warmer tones – adds a colorful pinch and brings out fun, vibrancy, playfulness and freshness to balance the serenity and calmness of the primary colors.

11.8. TONE OF VOICE

The choice of a very casual and friendly tone of voice, allow parents to identify with, get

closer and feel more comfortable with the brand. In Spanish, the use of the 'tú', instead of the 'usted' highlights the friendliness and affability of Wallabies. But also, the simplicity and straightforwardness of the messages make it more communicative and less complex to the parents. This is all due to a both-sided relationship, based on the empathy that parents feel when reading the messages, but also on the compassion and understanding that Wallabies resent vis-à-vis them.

11.9. DESIRED FEELING

Committed to delivering a 100% trustful and top-notch quality service 'on-the-go'; and engaging people by connecting with them emotionally. Wallabies, creates a sense of 'belonging', that stands for the absent family they aspire to have next to them in such moments, but also for its warm support that eases their concerns and agonies.

> *"I would have wished my friends or a certain community shares with me these hard moments."*
> — Cristina - New mom

It is clear that parents, and especially mothers appreciate the concept of belonging and the communities built around it. Sharing experiences, stories, and getting support from persons who have experienced the same occurrences and incidents, soothe their mind and soul, and help them reach the 'peace of mind'.

Wallabies is after all the reason behind parents' comfort, it is the smile they draw on their faces.

12. **MARKETING STRATEGIES**

In order to meet its consumers' needs effectively, a company needs to consider the marketing mix activation, also known as the 4Ps: Product, Price, Place and Promotion. All of these elements play an important role – and each of them ideally supports the others in establishing a holistic, strategic brand image that makes the service stand out from its competitors. Having two main target segments directly implies considering different strategies and marketing distribution channels.

12.1. PRODUCT

For Wallabies, the product is the physical service offered to the consumer measured by hour of service given. Having observed the needs, time slots, frequency and demands for such a service, we have decided to divide the service into two major categories with separate rates and tariffs. The first one is provided when the demand is for less than four hours, and the second one when considering four hours and more.

12.2. PRICE STRATEGY

The price concerns the amount of money that customers must pay in order to purchase the service. Many considerations to think of in relation to the price: it includes price setting for the two products mentioned above, and some discounting incentives depending on the number of purchases.

The Wallabies price setting strategy has been calculated based on both Benchmark and Value Pricing strategies, but also by validating the findings brought out from the survey and interviews done with the users (the ones we considered our early adopters).

> *"My time is valuable, and time is money. So I'd pay any price for my convenience"*
> — Mariona - Busy Mother

The benchmark pricing of the best babysitting services in Barcelona ranged between

9 and 12 euros per hour. So, a comparative analysis of the competitors' pricings versus the quality of service they provided showed that the value that Wallabies brings to its customers definitely has a price. Therefore, we needed to add on top of it the Value Pricing margin, which equals the value of the child development education that Wallabies sitters supply, with the convenience it provides on all levels (accessibility anytime anywhere, in a fast and easy way) that parents need and cherish nowadays.

The equation turns to be something like the below:

PRICE   =   VALUE   +   CONVENIENCE
                    (CHILD DEV. EDUCATION)   (LAST MINUTE, BACKUP PLAN, FAST, EASY)

Based on this analysis, we ended up setting a tariff of 15 €/hour for the services that were less than four hours and a discounted fee of 12 €/hour for the services given for four hours and more. These were the preliminary assumptions, that will be developed more meticulously later on, considering new categories such as the number of children to babysit, and the time slots of services too (whether at day or at night).

12.3. PLACE AND PROMOTION

The place is, the distribution, location and methods of reaching the customer. This includes the potential use of online and offline strategies to communicate, advertise, activate the business, and sell the service to consumers.

12.3.1 // LOCAL TARGET

For the local target segment (mothers and parents living in the city), both online and offline strategies are used to reach to them.

Starting with the offline strategies, the launching event incentive to which our target audience – mothers/parents of the four districts we focused on – are invited to learn about Wallabies, the programs and services we offer, the importance of the child development, and the brand and customers benefits.

Moreover, printed table tents, and posters will be distributed and hang at pediatric clinics, where parents take their newborn for health check-ups and first vaccines, but also in schools, where they drop and pick up their children on a daily basis.

Finally, one of the most effective and valuable form of marketing on which we truly

count to spread the word, is the 'word-of-mouth'. Consumers, and especially mothers have always valued opinions shared directly with them, and yet often what really makes up their minds – as previously observed in the set of interviews done with the users – is a word-of-mouth recommendation from a trusted source.

A study led by *McKinsey & Company*, shows that 20 to 50% of purchasing decisions resulted from the word of mouth marketing. It especially influences and impacts the first-time buyers of a new product or service. It is also a growing and accelerated medium of communicating and advertising a business. Today, the one-to-one word-of-mouth communication has spread to become a one-to-many channel, through product reviews and online opinions and reviews.

This will bring us to the online strategies, which are the web-based methods such as direct marketing using the Wallabies platforms (website, mobile App), and all kind of social media sources (Facebook, twitter, blogs, forums, e-newsletters). Who said that mothers are not technologically socially active? A study done by *Punchtab* in 2013, shows that moms are active on a variety of social media and that it is a growing trend: 80% of mothers are on Facebook, 50% on Pinterest, 25% on Twitter and 26% on Instagram. Another online activation consists of making some sort of affiliated marketing, in which an advertisement is posted on frequently visited mom-friendly websites like 'Mammaproof' and 'Kids in Barcelona'.

Brands and Social Media have analyzed the reasons behind mothers use of social media channels, and found that 43.5% keep up with latest content, 33% share opinions or comments, 41.9% share content with family and friends, and 23% see what others are saying about the content. For these reasons we decided to engage parents and motivate them efficiently by offering some online contests and incentives programs in which they could, for example 'refer and win'. So, every time they drag a parent into the Wallabies platform, they accumulate points and get many prizes.

12.3.2 // INTERNATIONAL TOURISTS

Other strategies were developed to reach for the international tourists who are on vacation in Barcelona, and would definitely like to get the best out of the few days spent in the city. For this reason, besides using the direct web-based touch points mentioned

above (website, App, and social media), persuading this target segment to use Wallabies maneuvers around other methods. One of them could be to create online incentives and deals with family-friendly hotels, hostels, or Airbnb hosts, that provide families with Wallabies coupons and discounts for every booking they make. It could be considered as a launching strategy, to spread the word and advertise the service.

As for the offline activations, printed table tents will be displayed at the receptions of the hotels, and the many boats and cruises that stop at the Barcelona Port.

It is important to understand that there is no one strategy that suits all different target segments. Focusing on a single segment, understanding and dissecting its motivations, is crucial to the development of specific marketing strategies.

13. **FINANCIAL ANALYSIS**

13.1. UNIT ESTIMATION

In order to get a profitable business, we need to start by estimating our market share, calculating our annual sales, comparing them to the initial investments and testing if the business is liable or not. Our unit of sale is the hour of service given, so that every hour is considered as one unit. To calculate the volume of sales, we started calculating our targeted population. In this case, we have used census from the *Ajuntament de Barcelona* to count the number of families who have children between the age of 0 and 8 years old in the four main districts of interest (Eixample, Gràcia, Sarrià-Sant Gervasi and Les Corts). We calculated for each the number of children born every year for the past eight years (since 2006), and added them altogether, and got 37,578 children in total.

The idea is to get the number of households, (parents) who are our main target audience. Knowing that the rate of birth in Barcelona is 1.34 children per household, we then divided the total by 1.34 to get around 28,000-targeted families.

On the other hand, we needed to calculate the number of targeted tourists. Given the number of around 7.4 Million tourists visiting Barcelona yearly, our focus was to get the number of family tourists. From the researches mentioned before, we got that 50% of tourists are leisure tourists and that 57% of those are families. Doing the math, we got to around 2.5 Million families. We now assume that among these families, 20% have children between the ages of 0 to 8 years, which makes it around 518,000 targeted families.

All in all, adding the local targets to the tourists ones, we got a total of 546,000 families to serve. Providing that we are a startup and that it will be hard to reach all our target audience during the first year, we then assumed that we would ideally get to at least 1% of them, which makes it 5,400 families *(Appendix F)*.

13.2. INITIAL INVESTMENT

Our initial investment is €51,400. It is an assumption of the total expenses that we are

supposed to pay in cash to launch the service. It varies between design and development of the platforms, the legal papers to register the company, the trainings given to the sitters, the insurance and online and offline advertisements done *(Appendix E)*.

13.3. PROFIT AND LOSS

When do we start making profits with this service? We need to test the waters and measure if it is worth investing in this business before launching it and losing money. The assumptions were built depending on the use of the targets for each product we have (more or less than 4 hours, and the different tariffs they have). We have assumed that 50% of our target audience will use our first product (less than 4 hours, with 15€/hour), and that 60% of our target will use the second product (more than 4 hours, with 12€/hour). By making these calculations we got to the conclusion that our business will not make any profit on its first year. The profits will start on its second year, when we assumed that we would get 20% more market share, and therefore a Net Profit of 37% *(Appendix G).*

In general, this business seems to be liable, therefore profitable. Its payback period is of one year and 10 months, which is still considered in the norm. And the Return On Investment (ROI) is of 129% on its second year *(Appendix H).* All of these evidences show the success of the business idea and entices to the direct search for a business angel to make it happen. The operational plan and management team are all set for the launching of the business *(Appendices I & J).*

14. **SUMMARY AND OUTLOOK**

"We've got this gift of love, but love is like a precious plant. You can't just accept it and leave it in the cupboard and think it's going to get on by itself... You've got to really look after it and nurture it."

- John Lennon

The key message of this thesis is that by following a human-centric approach to a problem, the designed outcome (solution) would be geared towards realizing the objectives and fulfilling the demands of the end users. Applying both Design Thinking and Lean Startup methodologies, in which using continuous innovation and resources, helped in creating a successful and less risky business (less waste of time and money).

A business concept and implementation also needs nurturing, just like Wallabies does with the parents and children it serves.

With its perpetual iterative process, and holistic experience, a business has to sustain itself by always going back to tackling the purpose, the origin of the problem to be solved, the opportunity and solution that the new venture, and disruptive shifts will provide.

15. **REFERENCES**

Anderson, Myles. "88% Of Consumers Trust Online Reviews As Much As Personal Recommendations." Search Engine Land. N.p., 07 July 2014. Web. 16 Mar. 2015.

Berry, M. F. (1993). The politics of parenthood: Child care, women's rights, and the myth of the good mother. New York: Penguin Books.

Buchbinder, Mara, Jeffrey Longhofer, Thomas Barrett, Peter Lawson, and Jerry Floersch. "Ethnographic Approaches to Child Care Research: A Review of the Literature." Journal of Early Childhood Research 4.1 (2006): 45-63. Web.

Bughin, Jacques, Jonathan Doogan, and Ole Jørgen Vetvik. "A New Way to Measure Word-of-mouth Marketing." A New Way to Measure Word-of-mouth Marketing. McKinsey & Company, Apr. 2010. Web.

Crompton, R. (1995). Paying the price of care: Comparative studies of women's employment and the value of caring. London: Demos.

Elliott, Jane. "Nursery: A Melting Pot for Infection." BBC News Health Reporter (2005): n. pag. Web.

Eurostat, Share of Children (aged less than 18) Living with Their Parents by Type of Household (2014).

Finkelhor, David, and Richard Ormrod. Crimes Against Children by Babysitters. Rep. Washington DC: Office of Juvenile Justice and Delinquency Prevention, 2001. Print.

Garey, Anita Ilta. Weaving Work and Motherhood. Philadelphia: Temple UP, 1999. Print.

Grabmeier, Jeff. In Dual-Career Couples, Mothers Still Do the Most Child Care: Moms Spend 70 Percent of Free Time on Parenting Activities. Rep. Ohio: Ohio State U, 2013. Web.

Harman, H. (1999). Maternal Employment and Child Outcomes. Paper to Smith Institute Seminar. 11 Downing Street.

Hays, Sharon. The Cultural Contradictions of Motherhood. New Haven: Yale UP, 1996. Print.

Henderson, Angela C., Sandra M. Harmon and Jeffrey Houser. 2010. A new State of Surveillance? An Application of Michel Foucault to Modern Motherhood. Surveillance & Society 7(3/4): 231-247.

Karoly, Lynn A., Peter W. Greenwood, Susan S. Everingham, Jill Houbé, M. Rebecca Kilburn, C. Peter Rydell, Matthew Sanders, and James Chiesa, Investing in Our Children: What We Know and Don't Know About the Costs and Benefits of Early Childhood Interventions, Santa Monica, Calif.: RAND Corporation, MR-898-TCWF, 1998.

La Valle I. Finch S. Nove A. Lewin C. (1999). Parents Demand for Childcare. National Centre for Social Research. Research Brief No 176

Levitan, Sar A., and Richard S. Belous. "Working Wives and Mothers: What Happens to Family Life?" Monthly Labour Review. Working Wives and Mothers. Sept. 1981. Web.

Lorber, J. (1995). Rocking the cradle: Gendered parenting. In J. Lorber (Ed.), Paradoxes of gender. New Haven, CT: Yale University Press.

Macdonald, C. L. (1998). Manufacturing motherhood: The shadow work of nannies and au pairs. Qualitative Sociology, 21(1), 25-48.

Monclús, Francisco Javier. "Barcelona's Planning Strategies: From 'Paris of the South' to the 'Capital of West Mediterranean'" GeoJournal 51.1/2, European Capital Cities (2000): 57-63. Web.

OECD Family Database, PF3.1: Public Spending on Childcare and Early Education (2011).

Offer, S., and B. Schneider. "Revisiting the Gender Gap in Time-Use Patterns: Multitasking and Well-Being among Mothers and Fathers in Dual-Earner Families." American Sociological Review 76.6 (2011): 809-33. Web.

O'Reilly, Andrea. From Motherhood to Mothering: The Legacy of Adrienne Rich's Of Woman Born. Albany: State U of New York, 2004. Print.

Rich, Adrienne. Of Woman Born: Motherhood as Experience and Institution. New York: Norton, 1976. Print.

Sandberg, Sheryl. Lean In: Women, Work, and the Will to Lead. New York: Knopf Doubleday, 2013. Print.

"Scoring Points with Moms Punch Tab Whitepaper." Scoring Points with Moms Punch Tab Whitepaper. PunchTab, May 2013. Web.

"Spain." OECD Better Life Index. Sodexo, n.d. Web. 05 Mar. 2015.

Starting Strong II: Early Childhood Education and Care. Rep. OECD, 2006. Web.

Thompson, Linda, and Alexis J. Walker. "Gender in Families: Women and Men in Marriage, Work, and Parenthood." Journal of Marriage and Family 51.4 (1989): 845-71. Web.

Uttal, L. (2002). Making care work: Employed mothers in the new childcare market. New Brunswick, NJ: Rutgers University Press.
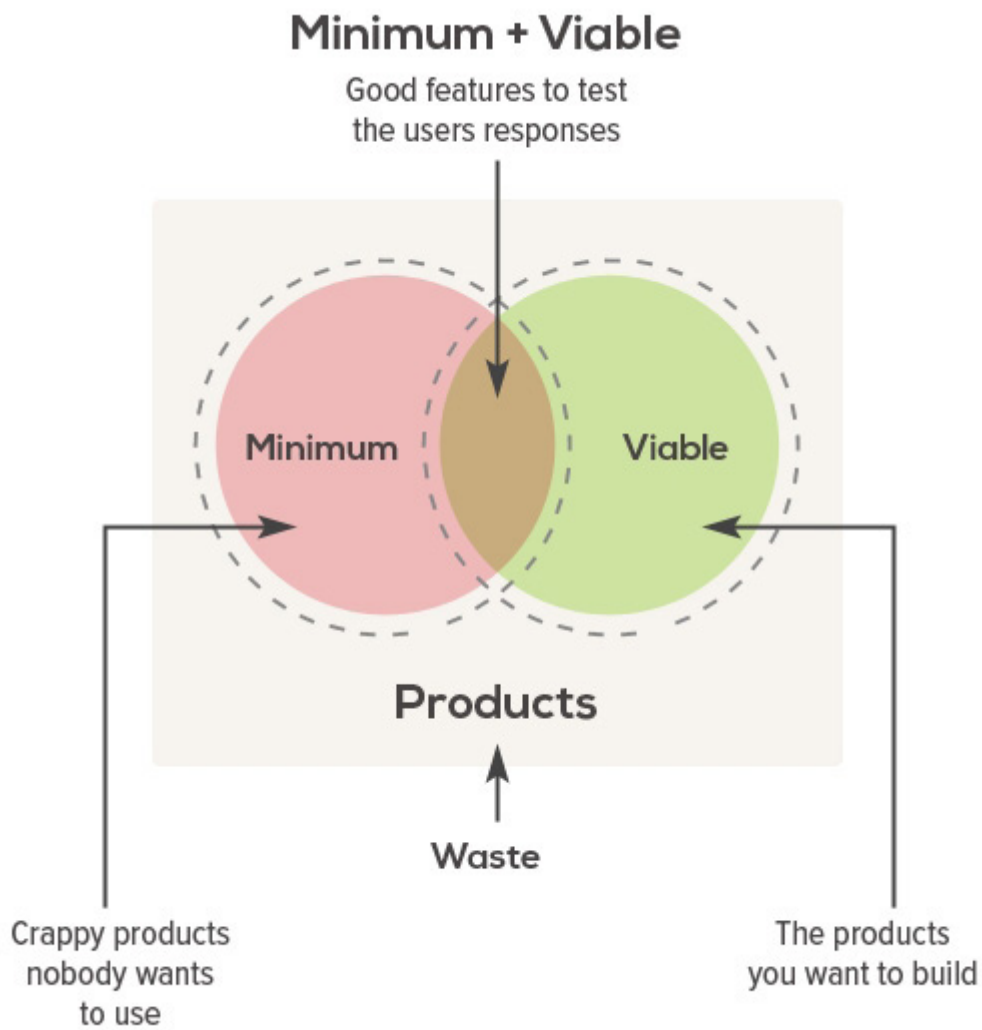
16. **LIST OF FIGURES**
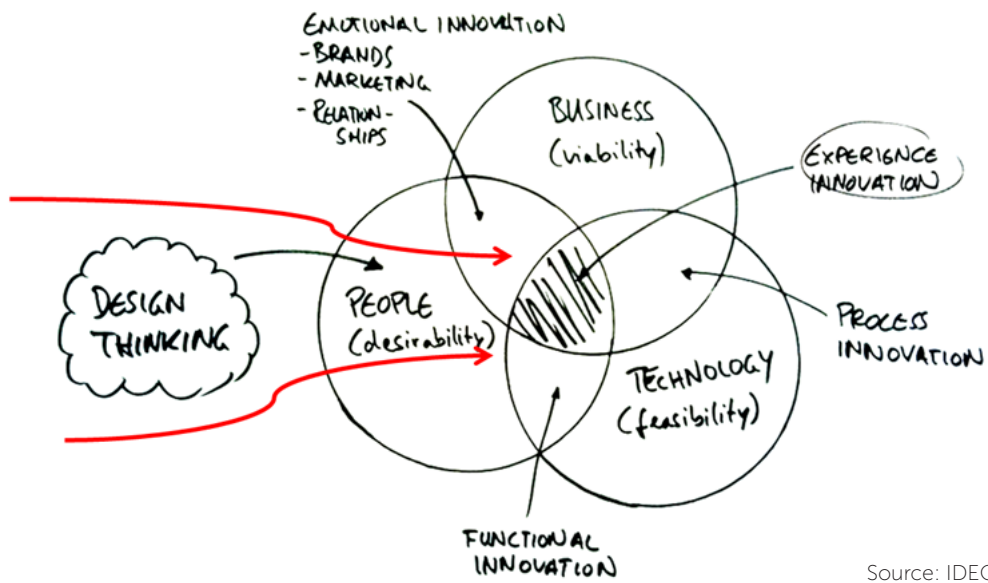
Source: IDEO
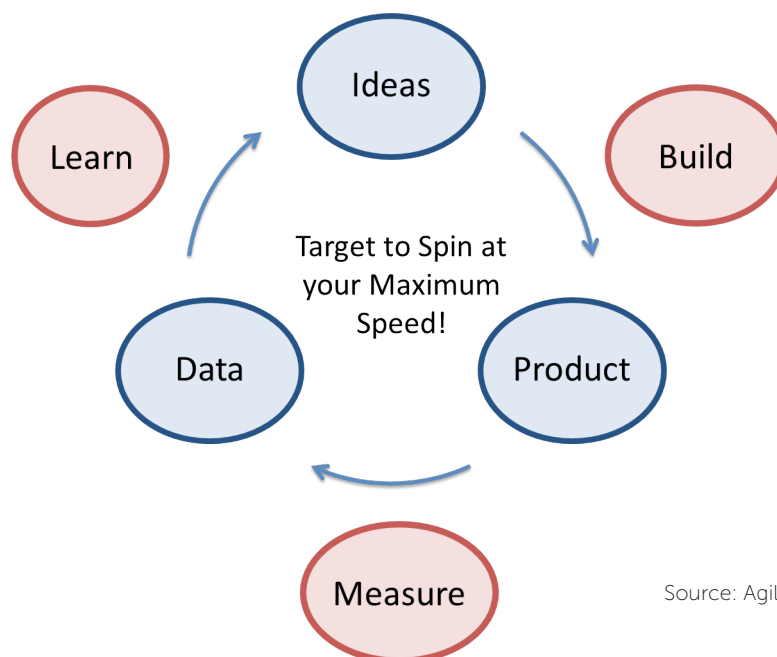
Source: Agile Academy

FIGURE 3 | MINIMUM VIABLE PRODUCT (MVP)

"A Minimum Viable Product, or MVP, is defined as the smallest possible experiment to test a specific hypothesis, all the way up to the tangible realization of a product vision."
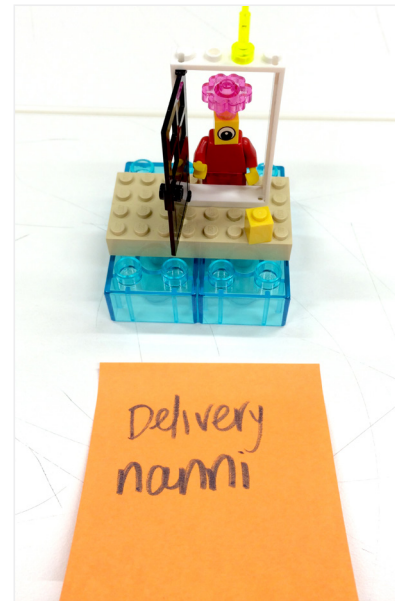

Source: Net Solutions

FIGURE 4 | CLASS CO-CREATION

◀ Immersion Phase and Idea Generation

▼ One of the inspirational solutions found

17. **APPENDICES**

APPENDIX A | INTERVIEWS AND DIRECT MAILER QUESTIONNAIRE

1- What is your profession? For how long have you been practicing it?

(Job title, and some details you would like to share)

2- How many kids do you have, and their respective ages?

3- Why do you work? And please elaborate if possible.

4- Have you ever thought of being a stay-at-home mother?

5- How did you plan your career? Any specific strategy? Priority? Process? Please share them with me.

6- How does the baby fit in your career planning?

7- How are you coping with 'motherhood'? And how does it feel to be a working mother?

8- Who takes care of the baby or kids while you are away from home?

9- In case of taking the baby to a nursery or childcare center.. How has your experience been so far? Please share with me your likes and dislikes.

10- What are your preferred conditions as a working mother? And why?

APPENDIX B | SURVEY QUESTIONS

A Service for Working Mothers - survey1

How can we help working mothers with their children?

Working mothers always seek extra help whether from parents, family members or external persons. What are the different scenarios in which a working mother asks for help? What kind of help does she need? Where does she find her needs? How does she get help in case of emergency? What is the ideal system/process to get a help from? How would she evaluate it and pay for it?

＊1. You are a...

Other (please specify)

＊2. Where do you keep your kids during your working hours?

☐ Home with grand-parents

☐ Nursery or ChildCare

☐ Home with a Nanny

Why? (please specify)

＊3. Evaluate the following statements.

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
Grand-parents care is old-fashioned and obsolete	☐	☐	☐	☐	☐
Nannies are unreliable	☐	☐	☐	☐	☐
Nurseries and ChildCare are tough and inflexible with the schedule	☐	☐	☐	☐	☐

Other (please specify)

＊4. When do you usually need help with the kids the most?

◯ During office hours

◯ When I need some personal time

◯ When I have an occasion (dinner, wedding, etc.)

◯ When something unpredictable and urgent happens

◯ Other (please specify)

＊5. In case of extreme emergency.. Who does usually help you with the kids?

⇕ Any person to keep my kids	◯ N/A
⇕ A trustworthy nanny	◯ N/A
⇕ A close child center	◯ N/A

＊6. What would you have wished for instead, at that specific moment? and why?
(Please write them down by order of importance)

Option 1

Option 2

Option 3

❋7. I look for a nanny if..

	No way	Maybe	Sure	Ideally
I have an emergency and I need her RIGHT NOW	○	○	○	○

Other (please specify)

[   ]

I need someone to keep my baby while I am at work (on a daily basis)	○	○	○	○

Other (please specify)

[   ]

I have a pre-set occasion (wedding, birthday, anniversary, dinner etc.)	○	○	○	○

Other (please specify)

[   ]

❋8. A nanny is responsible for.. (Please select by priority)

⇕	Keeping the child safe

⇕	The Early Learning of the child while keeping him/her

⇕	Feeding him and changing his diapers properly

⇕	All of the above

❋9. By order of importance, what are the 5 most important qualifications you look for before hiring a nanny?

Option 1 [   ]

Option 2 [   ]

Option 3 [   ]

Option 4 [   ]

＊10. I imagine the nanny to be..

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
An educated person (certified)	☐	☐	☐	☐	☐
A woman who has kids	☐	☐	☐	☐	☐
A person who has a nice personality	☐	☐	☐	☐	☐
A clean and tidy person	☐	☐	☐	☐	☐
Available at any moment	☐	☐	☐	☐	☐

Other (please specify)

[   ]

＊11. While choosing a nanny..

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
I would like to have many profiles of nannies to read and choose from	○	○	○	○	○
I would like to interview her on a one to one or via skype	○	○	○	○	○
I would like to read reviews and people's opinions about her	○	○	○	○	○
I would like her to have a certification	○	○	○	○	○
I do not care, I just want her to come from a trustworthy source	○	○	○	○	○
I would like to have a legitimate contract which explains the relationship between the service and the client	○	○	○	○	○

＊12. How would you like to search for a nanny? (please evaluate the choices below)

⌄	Website (Online)

⌄	Mobile App. (Smartphone)

⌄	Call Center (Dialing a number)

✱13.How would you like to pay for the 'nanny' service? Please choose corresponding option.

	NO	Maybe	YES
Hourly	☐	☐	☐
Weekly	☐	☐	☐
Monthly	☐	☐	☐
Yearly	☐	☐	☐
Cash	☐	☐	☐
Credit Card Online	☐	☐	☐

Other (please specify)

[   ]

✱14.How much would you pay the nanny? (please be specific in your reply; ex: xxx amount per hour / per month etc.)

[   ]

✱15. If there is a reliable 'Nannies' Service, that is easy, accessible, and trustworthy, I would definitely hire a nanny then..
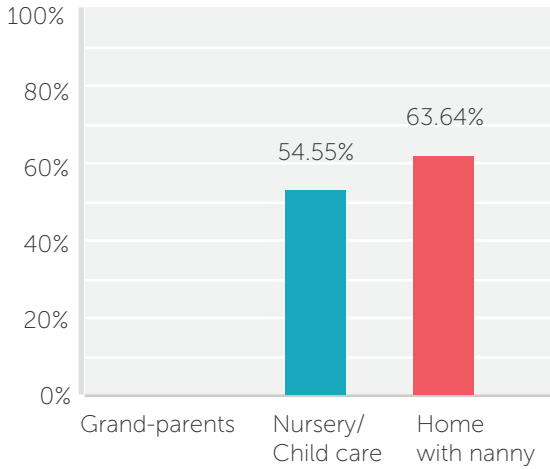
[▼]

Why? (please specify)

[   ]

Done

## Where do you keep your children during working hours?

- Because we have no family near to help.
- Parents live far away No nursery to avoid having kid sick
- Because I am a working mother
- Because I am not from Barcelona and my family is in my home town.
- The boy is 3 years old and goes to Kindergarten since 14 months.
  The other one is 8 months old and stays at home with a nanny.
- Also I leave them with some friends, because I don't have family near
- I'm afraid they could get ill un nursery or not attended personally.
  My parents are too old to take care of them.

Evaluate the following statement

Strongly Disagree · Disagree · Neither Disagree Nor Agree · Agree · Strongly Agree
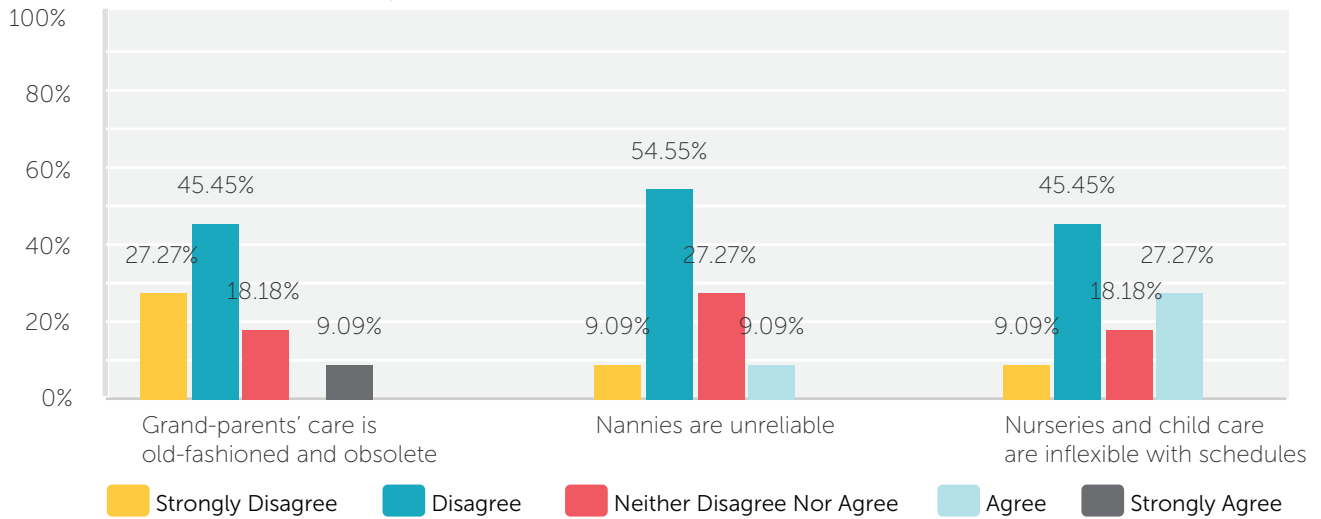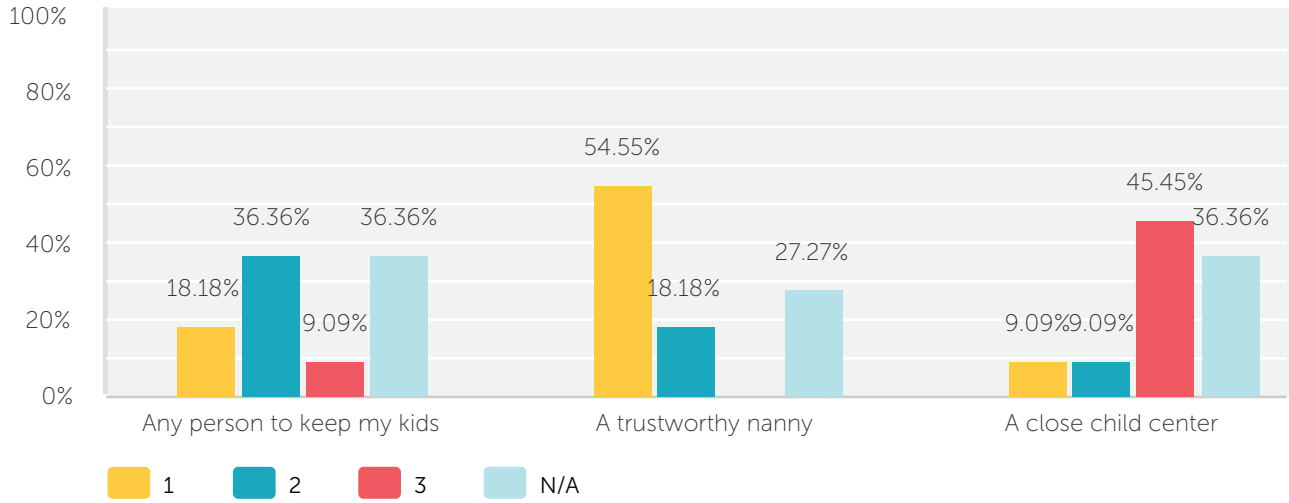
When do you usually need help with the kids the most?
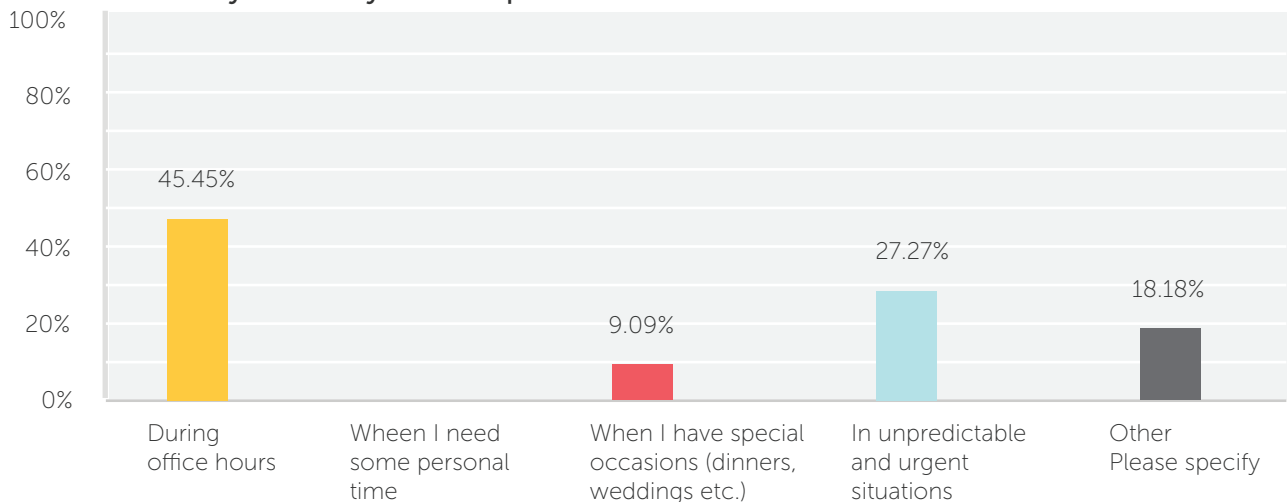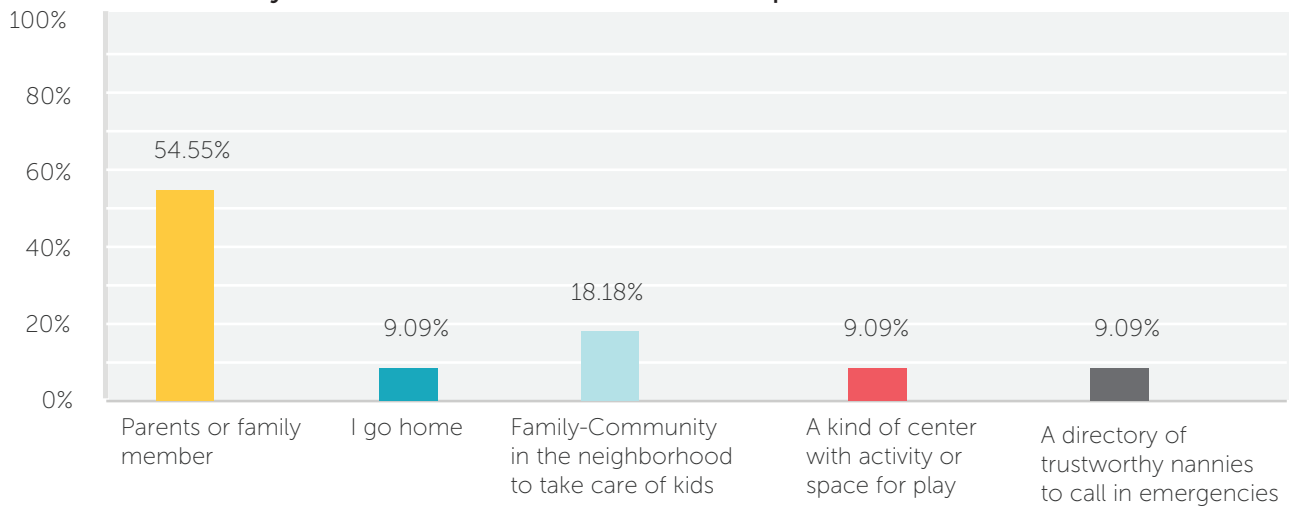

- When I have to travel
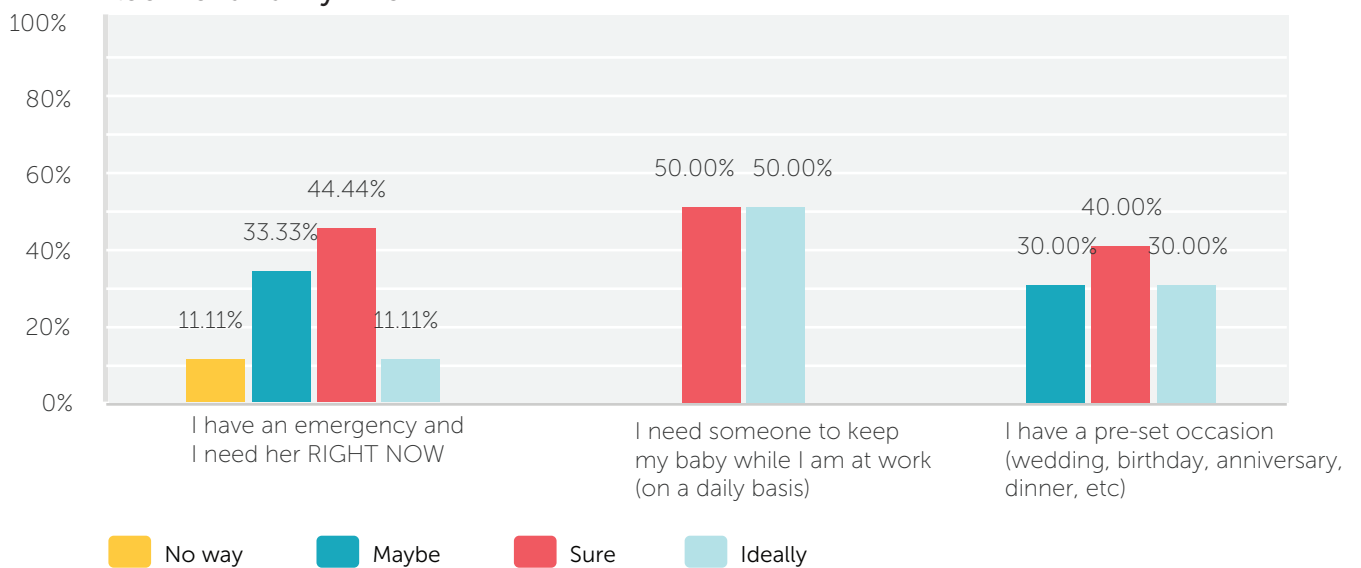- Siempre. En horas de trabajo y cuando estoy con las tres niñas a la vez.

In case of extreme emergency, who does usually help you with the kids?

Legend: 1, 2, 3, N/A

What would you have wished for instead, at that specific moment?

- Parents or family member: 54.55%
- I go home: 9.09%
- Family-Community in the neighborhood to take care of kids: 18.18%
- A kind of center with activity or space for play: 9.09%
- A directory of trustworthy nannies to call in emergencies: 9.09%

I look for a nanny when..

Legend: No way, Maybe, Sure, Ideally

A nanny is responsible for

	Keeping the child safe	The Early Learning of the child while keeping him/her	Feeding him and changing his diapers	All of the above
1	30%			70%
2	60%		40%	
3	10%	60%	30%	
N/A		40%	30%	30%

Legend: 1 (yellow), 2 (teal), 3 (red), N/A (light blue)

I imagine the nanny to be...

	An educated person/ certified	A woman who has kids	A person with a nice personality	A clean and tidy person	Available at any moment
Neither Disagree Nor Agree	30.00%	60.00%			20.00%
Agree	40.00%	30.00%	30.00%	50.00%	50.00%
Strongly Agree	30.00%	10.00%	70.00%	50.00%	30.00%

Legend: Strongly Disagree, Disagree, Neither Disagree Nor Agree, Agree, Strongly Agree
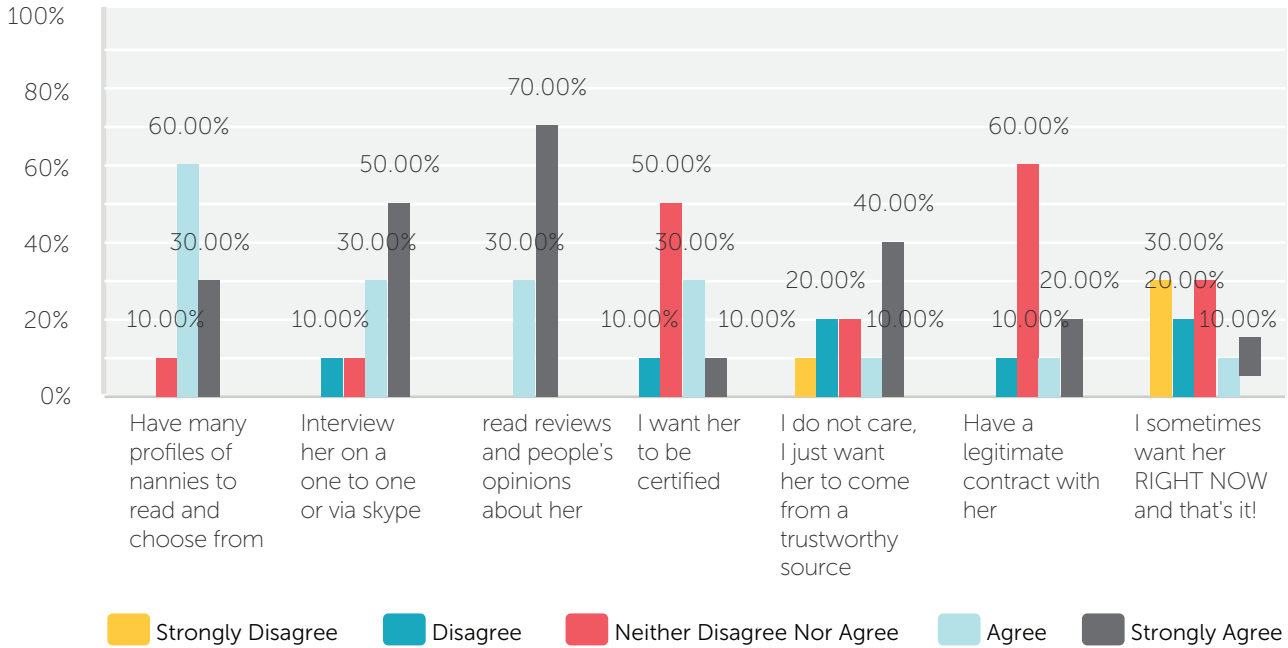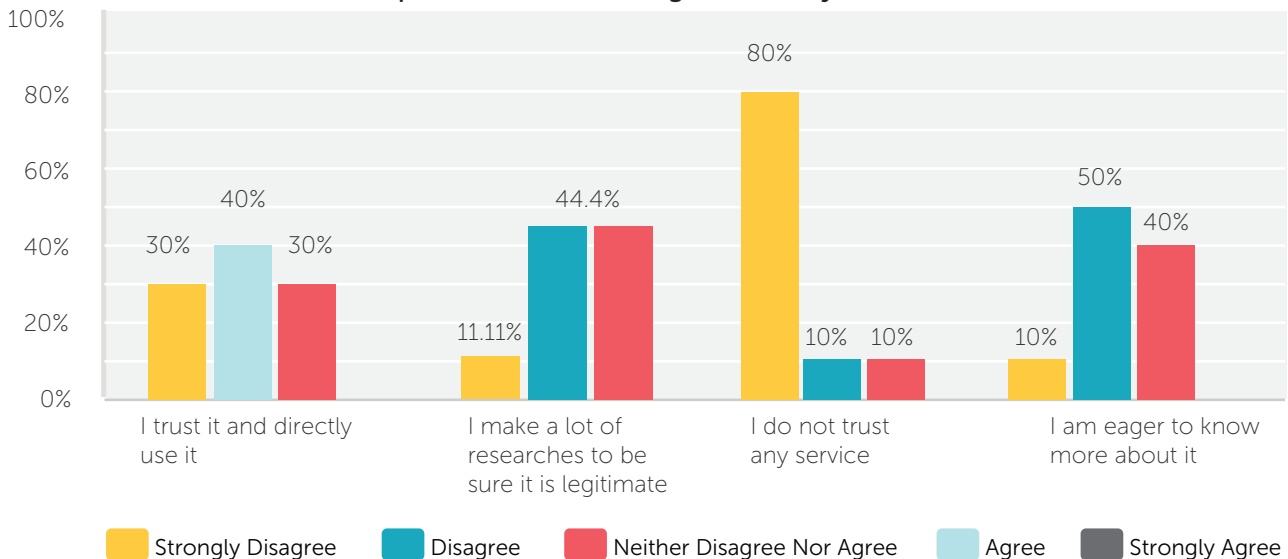
By order of importance, what are the 5 most important qualifications you look for before hiring a nanny?

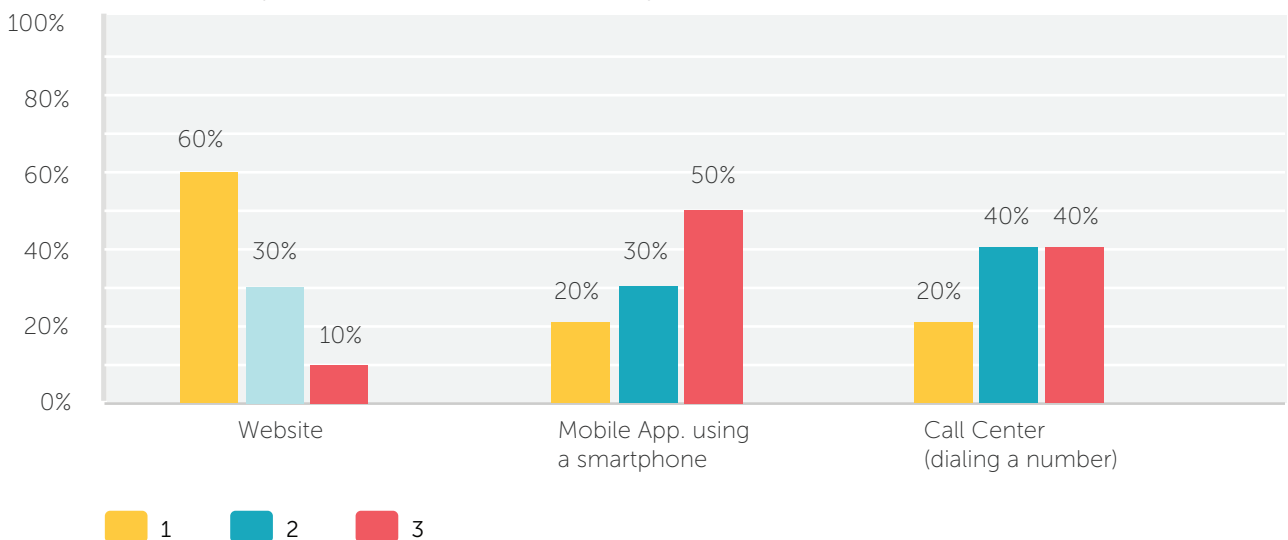| Option 1	Option 2	Option 3	Option 4	Option 5
Reliable	Capable to do his/her work	Friendly with children	Flexible schedules	Sympathetic
Reliable	Patient	Languages	Clean	-
Loving	Responsible	Good person	Educated	Easy going
Trust /good reference	Experience with children	Flexible with working hours in case of emergency	Non-smoking person	-
Responsible and careful	Loving	Well prepared	Good mood and behaviors	Funny
Vocational	Responsible	Happy, funny, and sweet	Energetic	Capable to do homeworks
References	Connection with the kid	Educated	Appearance	Sociable
Con capacidad de reacción/resolutiva	Patient	Cariñosa	Eficaz	Sincera
Very responsible, trustworthy	Caring, loving, sweet...	With previous experience with kids	Clean	Cook
Likes children	Kind and friendly	Trustworthy	Dynamic	Organised

While choosing a nanny... I would like to...

Legend: Strongly Disagree, Disagree, Neither Disagree Nor Agree, Agree, Strongly Agree

If I have a service that provides me with a 'good' nanny..

Legend: Strongly Disagree, Disagree, Neither Disagree Nor Agree, Agree, Strongly Agree

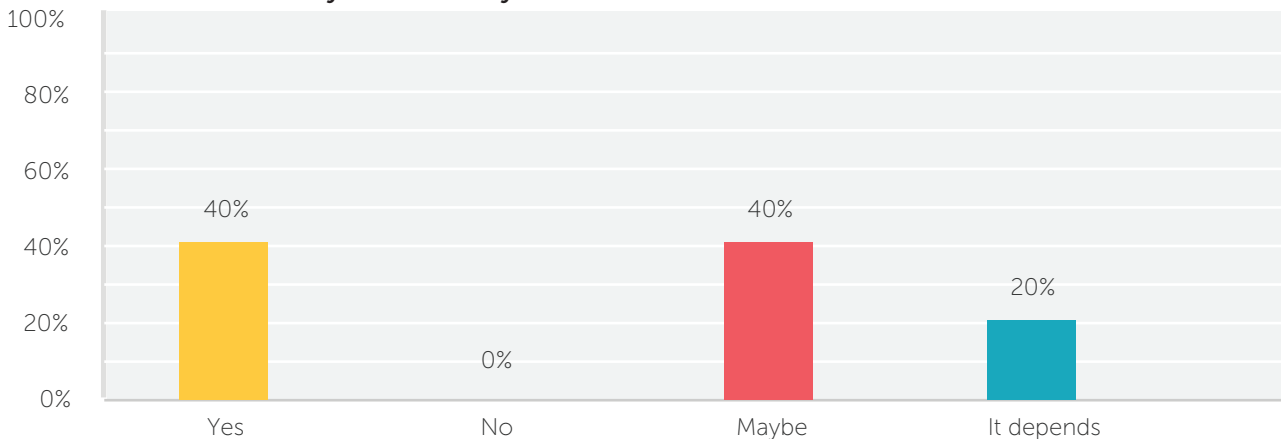## How would you like to search for a nanny?

Legend: 1, 2, 3

By order of importance, what are the 5 most important qualifications you look for before hiring a nanny?

Monthly	Weekly	Hourly	Notes
		12 €/hour	
		10 €/hour	Approximately
800€			
	100€	6 €/hour	
		8 €/hour	6€ hour if more than 10 hour per week
300€			
800€			
900€			900 euros month if very good. For nights out 40/50 euros for about 4 hours
NA	NA	NA	Really depends - occasional service for 2-3 hour (7-10€ an hour) is not comparable to a monthly service (800-900 €/month + social security)

How would you like to pay for the service?
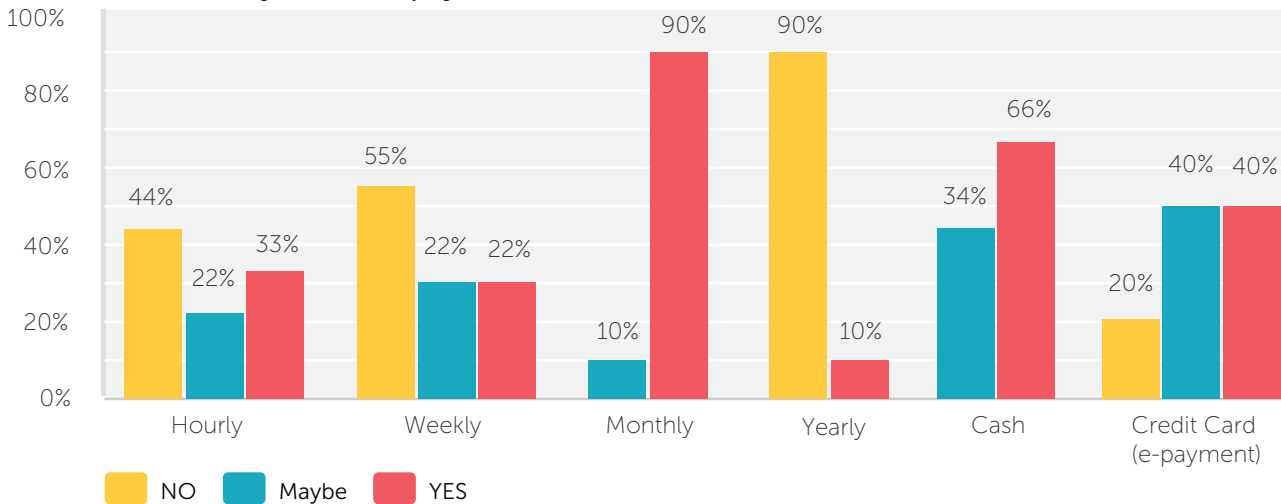
If there is a reliable 'Nannies' Service, that is easy, accessible, and trustworthy, I would definitely hire a nanny then..

APPENDIX D | BUSINESS MODEL CANVAS

8 Key Partnerships

1. Child Development and First Aid Trainers (Workshops)
2. Lawyer for legal papers and follow-up
3. Child Care Networks
4. Nannies Network and blogs
5. Head hunters companies
6. Wallabies Personnel

7 Key Activities

1. Train babysitters Developmentally Appropriate Practice (DAP)
2. Give Certifications to Sitters
3. Develop the Platforms
4. Advertise online/offline

6 Key Resources

1. Wallabies Platforms
2. Certifications given to sitters
3. Graphic Designer & Developer
4. Admin and IT team (Tech support and maintenance)
5. MarCom Manager
6. Copywriter
7. Payments Accounts (PayPal etc.
8. Babysitters

2 Value Propositions

- **1. Convenience |** On the go
- Reliable, Fast and Easy way of choosing the babysitter of your dreams

- **2. Trust |** Peace of mind
- 100% trained and certified nannies - Highlighting the importance of child's early learning and development (First Aid, DPA and languages)
- Health and Police Checks
- Parents' engagement / Belonging

- **3. Transparency |** Freedom of choice (Customisation)
- All info are displayed (profile, certifications, reviews, recommendations, and the fixed price)

4 Customer Relationships

1. Creating 'belonging' (mothers and sitters: Blogs, e-newsletters, Chat forums
2. Events and Workshops hosting parents and sitters
3. Incentives Programs for both Parents and sitters - engage and create loyalty.
4. Trainings and blog for sitters

3 Channels

1. Word of mouth
2. Website, Social Media & App.
3. Sitters Networks
4. Small Ads at Mom/kids platforms (ex:Mamaproof etc.)
5. Family-friendly Hotels & Airbnb
6. Pediatric Clinics
7. Management of Tourism

1 Customer Segments

1. Working mothers
2. Stay-at-home mothers
3. Busy Parents
4. Mothers who don't have parents nor relatives in the City (BCN)
5. Single Moms (Breadwinners)
6. Family Tourists with kids (Age 0-8)

9 Cost Structure

1. Platforms (Website and App) Development
2. Social Media Activities and Advertisements
3. Events Organizations (for mothers and kids)
4. Training and Workshops Fees (DAP)
5. Legal Documents (nannies contract included)
6. Payments Commissions - PayPal + other Payments Platforms
7. Personnel Salaries

5 Revenue Streams

1. Commission on every service given
2. Prepaid cards available in POS
3. Membership of nannies (after the first year: when proving that Wallabies is a great platform, sitters make more money, more service demand (volume)... more visibility)
4. Advertisements on Wallabies website after the first year

APPENDIX E | INVESTMENT BALANCE SHEET

ASSETS		LIABILITIES	
CASH		Bank	
Platforms Design	5000		
Platforms Development	8000		
Legal Contract	1500	EQUITIES	51400
Company Registration	1000		
Insurance	10000		
Advertisements	25900		
TOTAL ASSETS	51400	TOTAL L+E	51400

APPENDIX F | UNIT ESTIMATION

	2015	2016
Population Barcelona	1,620,943	
Targeted Districts (4)		
1.Eixample	14679	
2. Les Corts	4786	
3. Sarrià-Sant Gervasi	10605	
4. Gràcia	7508	
TOTAL TARGETED CHILDREN (0-8)	37,578	
TOTAL TARGETED FAMILIES	28,043	
Percentage of Locals within these districts (93%)	26,080	
Percentage of Expats within these districts (7%)	1963	
Total of targeted persons in BCN	28,043	
Tourists per year	7,400,000	
Number of leisure tourists (50%)	3,700,000	
Number of targeted tourists (familes) (57% of leisure)	2,590,000	
Number of tourists families between (0-8) (20%)	518,000	
		20%
TOTAL MARKET	546,043	-
MARKET SHARE EXPECTED (1%)	5,460	6,553

APPENDIX G | PROFIT AND LOSS

	2015	2016	2017
Units/volume (Hours of service)	5,460	6,553	7,863
Service 1/ Price	15	15	15
Assuming 50% using services 1	40,953	49,144	58,973
Service 2 (more than 4 hours service)	12	12	12
Assuming 60% of services 2	157,260	188,713	226,455
Total Revenues	135,101	237,856	285,428
Cost of sales	84,090	82,869	89,196
Gross Margin	51,011	154,987	196,232
Gross Margin %	38%	65%	69%
Administrative (+Insurance)	22,000	12,000	12000
Marketing	36,000	15,600	13560
Advertisements	25,900	205,900	205900
EBITDA	- 32,889	127,387	170,672
Taxes	- 9,867	38,216	51,202
Net income / Net Profit	- 23,022	89,171	119,470
Net income / Net Profit %	-17%	37%	42%

APPENDIX H | RETURN ON INVESTMENT

	2015	2016
ROI	-45%	129%
NET PROFIT	- 23,022	66,149
INVESTMENT	51400	51400

APPENDIX I | OPERATIONAL PLAN

STARTUP PLAN

STARTUP PLAN	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6
INTERVIEWING & SELECTING BABYSITTERS		Launching job requests				
TRAINING ELIGIBLE BABYSITTERS						
OPTIMIZATION AND PROFILE VISIBILITY						
DEVELOPING PLATFORM (WEB + APP)					Blog and extended features	
RECRUITING PERSONNEL						
LAUNCHING EVENTS				Presentation & Co-creation with Parents		
DESIGNING & PRINTING FLYERS				Distributing flyers to parents		
DISTRIBUTING FLYERS				Distributing flyers to Hotels, schools, pediatric clinics.		

OPERATIONS MANAGEMENT

PLANNING	DEVELOPING	SUPPLY CHAIN	MATERIAL MANAGEMENT	LOGISTICS	SERVICE & SUPPORT
- Service Forecasting - Finding necessary trainings (DPA) - Recruiting sitters - Recruiting teams - Marketing strategies, start making deals.	- Development of the platforms - Recruiting and training sitters - Transfering profiles onto the platforms and enhancing visibility - Service Launching	- Demand-Supply basis - Service = value/volume Optimized platforms: - Direct Contact - Fast - Delivered Service	- Child Development Trainings and Workshops - First Aid Trainings - Languages	- Consistently feeding the platforms (new babysitters) - Managing babysitters availability and job delivery	- High quality service - Closer relationships with customers - Events Planning - Blogs and Forums - Call Center & email - on-site service

APPENDIX J | MANAGEMENT TEAM

	GENERAL MANAGER (OWNER / MYSELF)	

TRAINING CENTERS	PLATFORM DEVELOPER/ GRAPHIC DESIGNER	MARCOM MANAGER	IT & ADMIN	FINANCIAL MANAGER
		BABYSITTERS		
Give trainings, workshops and certifications to the eligible babysitters	Design and Develop the platforms Feeds the platform with new data, depending on the need	Design all BTL-related ads (Posters, invitation cards, social media, etc.)	Maintain and fix the platforms Optimize the Forum, Blogs etc. Make sure everything is working properly	Responsible for the monthly finances of the company: The cash flow, the payments for the freelancers, the payment for nannies etc. Makes forecasts for the next years