AGÈNCIA ONLINE PER A ESTUDIANTS D’INTERCANVI

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1. Introduction

8 months ago, in September 2013, I moved to Germany to study a semester abroad in a city called Reutlingen in the South of Germany. It was in September that I moved out, but I was accepted to study at the ESB Business School in Reutlingen in early February. Considering myself an organized and planning person, I was unable to find accommodation in Reutlingen in those seven months that I was given to deal with the situation. Not only me but also other two girls out of a total of four people that were moving to Reutlingen from my home university were experimenting the same difficulty to find accommodation in a city full of students from around the world.

There were local online platforms to look for accommodation and send messages but in many cases those messages were not answered due to the language barriers or the simple fact that we did not speak enough German or they did not want to rent to people with difficulties to speak in German. In other cases you did receive answers but it was always difficult to know if you were emailing with the tenants or the accommodation owners. We ended up joining Facebook groups of the university exchange students in which we posted our situation and if you were luckily someone would answer you letting know that he or she was offering accommodation for that period. The problem was that demand exceeded supply by far and finding a place to live was difficult and as time was going on, started to be a stressful problem.

Luckily, we were able to fly to destination with accommodation thanks to the university of destination’s policy that none of the exchange students could arrive to the city without accommodation. Once there, we realized that the vast majority of students that were staying there for a semester, or a short period, who were able to find accommodation by themselves before arriving to the city were subrenting the apartments or rooms in the residences to other students that were studying or doing internships abroad for the same period of time. Thanks to that policy we were able to have accommodation, however, there were people coming from other countries with other different study programs that were staying for half a year or a whole year that were sleeping on the floor in friends’ dorm rooms and spending all the free time looking for accommodation.

Asking to friends moving out to different destinations to do their university semester abroad I could realize that most of them were helped by their universities of destination thanks to the universities partnerships, but they told that it was not easy at all looking into local platforms, not being answered and experiencing language barriers to
communicate with the suppliers. Not only this, but they also knew people that did not have any accommodation upon arrival and had difficulties to find one once in there.

After being a first hand witness of the situation and seeing how hard it is to find accommodation in a place where you do not know many people and you are staying for a short period of time, I realized that there was not any international online platform to facilitate the task for those students experimenting these situations. It was then when an idea started to grow inside of me, the possibility to fulfill a major need of the international students. From that moment and thanks to all the people that I consulted, other people that participated and involved, and the exploration of the existing content, the idea has grown and has been analyzed deeply to find a final direction and create a business model able to fulfill the needs of the students.

This is how Salaoo was born, an online interactive platform where supply and demand meet and the process of matching those people willing to rent their accommodation and renters who want to move in becomes an easy and interactive process. The finding of a blue ocean\(^1\) that arises from an aggressive red ocean, that is the accommodation for students’ market.

### 2. Antecedents

In an every-day more globalized world, the number of people moving worldwide to work, study or to discover new places is rapidly increasing. On one hand, those who travel for job issues use to stay in hotels and the vast majority of the companies deal with the bookings, either in traditional forms or through online services and assume the costs of the trips. On the other hand, from the existence of cheap possibilities to travel worldwide, new forms of accommodation have arisen to be able, not only to travel but also to sleep at a very reduced cost. These new forms of accommodation are specially being used throughout Europe due to the close distances and the low cost companies that operate in Europe but they also spread worldwide. We are talking about couchsurfing for instance, the you’re welcome practice said by The New Yorker, which has already done global eco and consists on meeting new people from the cities in which you plan to travel to share experiences and sleep in their homes’ couches for free.\(^2\) If you plan to stay longer days to any city you can also try to use homeforhome, Europe largest online service created by Sergio Escoté in which people exchange

\(^1\) [http://www.blueoceanstrategy.com/blue-ocean-entrepreneurs/](http://www.blueoceanstrategy.com/blue-ocean-entrepreneurs/)

\(^2\) [http://www.newyorker.com/reporting/2012/04/16/120416fa_fact_marx](http://www.newyorker.com/reporting/2012/04/16/120416fa_fact_marx)
properties for specific periods of time to spend holidays in another place without incurring to overnight costs.\(^3\)

It is not only about sleeping for free or at a very low cost, is the fact that people is using online services to interact with each other and look for new experiences never explored before. Online platforms for looking for accommodation are no longer places where demand meets supply but they also incorporate new features related with the interaction between demand and supply. Is the case for instance of Airbnb, a relative new startup that is already in the elite\(^4\) where people looking for accommodation and people willing to rent accommodation are able to contact each other and get to know each others’ requests before deciding which is the option most suitable for them.

Such platforms are only used for holiday trips and short periods of time and international students, which are increasing by number month-by-month, can barely benefit from these platforms. Despite being a collective increasing in number and with a high potential of usage of online services that facilitate their daily life, they have to look at local non-interactive platforms, join Facebook groups or go to traditional agencies to deal with the research.

3. Objectives

The main objectives of this project are the following:

1) Analyze the international students needs and requirements when they are moving out to study to a new city and see the different willingness and requirements depending on their country of destination.

2) Create a business model able to satisfy the major need to facilitate the process of finding accommodation for students moving out from home.

3.1 Methodology

To analyze the behavior of the students when looking for accommodation, a survey was conducted to 202 students moving out worldwide and the results were divided in ten different areas depending on the country of destination from the polled students.

\(^3\) [http://loogic.com/homeforhome-portal-de-intercambio-de-casas-de-grupo-intercom/](http://loogic.com/homeforhome-portal-de-intercambio-de-casas-de-grupo-intercom/)

\(^4\) [http://marcvidal.net/2014/04/airbnb-y-los-hoteles-del-futuro.html](http://marcvidal.net/2014/04/airbnb-y-los-hoteles-del-futuro.html)
To develop the final business model of Salaoo, the Business Model Canvas from Alex Osterwalder was used during the entire process combined with a final SWOT analysis of the model to analyze the viability of the project.

4. Analysis

4.1 Analysis of the survey conducted for Salaoo

Asking to my university colleagues and friends about their experiences when looking for accommodation abroad was not a sample of conduct to determine the needs of the international students when dealing with it. Thus, the objective of the survey conducted was to take a statistical sample to study the needs and desires of the students. I decided to divide the results according to country of destination to study the differences within all the major areas in which Salaoo could develop and provide its services, which are South Europe, Central Europe, North Europe, British Islands, Russia, USA and Canada, LATAM, Asia, Australia and Africa. Although we could study deeper each of the areas by increasing the number of polled students, with 202 answers I was able to extract patterns from all of the regions and draw deep conclusions from the Europe areas, which had the highest number of answers, and by proximity could be potential initial expansion destination.

Enclosed in the Annexes there is the exhaustive study of requirements and preferences of the students in terms of type of accommodation, distance to the university, valuable attributes of the accommodation, time spent looking for accommodation and language barriers found among other aspects analyzed in each of the areas mentioned above to see the specific patterns in each of them (see Annex 4). But, besides the study of preferences, the most important aspect from the survey analysis is the knowledge of the customer, in this case the students, willingness to pay for a service that creates an easy and interactive form of looking for accommodation abroad.

Out of 202 polled students just 88 were willing to pay for such a service and, not only this but those who were willing to pay proposed amounts from 10 euros to 500 euros. The conclusion drawn from these numbers was that more than half of the sample was unwilling to pay for a service that was supposed to generate revenues from paying activities, which meant that if Salaoo were a payment service just half of the population of students would be willing to use it. Considering that Salaoo needs to be a project with the highest scalability possible, an online payment platform would not be a
solution leading to that scalability. Hence, through the execution of this analysis I decided that the best option for Salaoo is the development of a freemium online platform with free accessible content for all the customers. Revenues will come from different sources rather than usage, plus premium services of payment from different adding value activities that Salaoo can perform and may be offered to those existing students, seen in the survey analysis, with different willingness to pay.

4.2 The Business Model Canvas of Salaoo

I decided to use the Business Model Canvas from Alex Osterwalder⁵ because it is a model generator that covers all the major aspects of a business and it is an excellent tool for both new business development and already existing businesses. It is structured as a human brain, in which the right side is the emotion; the adding value for the company and the left side is the logic, company efficiency in generating an adding value for the customers (see Annex 1). By printing in an A0 format the Business Model, I have been able to work on the idea in a more visual form and by using post-its I have been adjusting the model to add new ideas or remove existing ones.

⁵ http://www.businessmodelgeneration.com/canvas
Every time someone collaborated with the process or an idea came to me I went to the printed Canvas Model and changed the post-its to modulate the final idea. Besides, I am glad to say that I was able to make a lot of changes at the beginning of the ideation process, before the project was further developed, thanks to the collaboration of all the people that I discussed the idea with, and directly or indirectly influenced in the business model generation. Whenever I received inputs from the 3F, family, friends and fools, I met with my project tutor to discuss about the scalability of the project or I met and spoke with technicians to inform about the complexity of the online platform development, I came to my hanging Canvas Model to make the necessary changes to build a stronger concept of Salaoo.

4.2.1 Customer Segment

As mentioned in the antecedents, there are existing platforms that offer services to people travelling for leisure and students can also use these platforms to find cheap sleeping places to reduce their expenses. Salaoo on the other hand is willing to create a value for those students that have to move out from their current homes and start looking for a new accommodation to live for a studying period.

There can be two types of students looking for accommodation for a studying period; International students moving out to another country to study for a period of time to do their bachelors, masters, exchange programs and internships or, national students that decide to move out from home to carry on with their studies and need to find a place to live in new cities worldwide.

The international online accommodation is a huge market that needs to be segmented into different subsets of customers. The segmentation defines that the market of online accommodation for holidays is the mass market in terms of usage, which is increasing fast and has also a high scalability, but Salaoo wants to focus on a niche market which is the students moving out to study market, not the leisure market. By focusing on a specific customer segment and niche market, Salaoo will be able to create an adding value to a customer segment that, with globalization and internationalization of the companies, it is increasing a lot and then has a great scalability as well.

In terms of business strategy, customer approach will be done locally starting from students living in Barcelona, and then we can pursue the students from out of Barcelona moving into the city to encourage the usage in their home cities. Once this first step is accomplished we can develop an expansion strategy by targeting and
analyzing more cities and countries in Europe and fostering the connection of people moving out and in the cities.

4.2.2 Value Proposition

Salaoo aims to create an international accessible platform exclusively for students looking for accommodation during their study periods. Facilitation of the process of finding and listing accommodation is the adding value that Salaoo is willing to offer; it does not matter where you are from and where you are going to study that you will be able to search in Salaoo a suitable accommodation. As we are focusing on a niche market, which are the students moving to study, customers listing and looking for accommodation will find themselves in a dynamic, young and easy-to-use platform in which interaction within users will be a major pillar.

As mentioned in the introduction of the project, today when you are accepted to study abroad, your university of destination or colleagues who had already been in your city of destination will recommend local platforms that people use to find accommodation. Nevertheless, these local platforms will always be non-visual, old and luckily they might be prepared in English besides the local language. Once you find those platforms, second trouble of demotivation may be the fact that people offering accommodation in the platform do not speak other languages a part from their mother tongue. A last chance might be to post requests for accommodation in Facebook groups but, as a platform to find accommodation, it is a place where demand excesses supply by far and the frenetic activity of these groups will rapidly demote the requests down in the news feeds.

Of course there will be plenty of people that through these methods can find accommodation but that fact does not turn it into an easy process. In Salaoo we concern about those who have problems handling the process and we facilitate it for both the ones that do not have any problems and the ones that do have. On the survey conducted for Salaoo we can see that 103 students, more than a half of the total polled students, found their accommodation within one month and once they arrived to destination, while the other 99 found it more than one month before arriving to destination.

“We know that your first great experience when you are moving out to study is looking for accommodation. In Salaoo we want to make that experience even greater.” To pursue this vision, we will create an international platform under the website name www.salao.com (currently it is www.salao.weebly.com), in English as a common
language as well as in Spanish firstly due to our customer approach, which will start in Barcelona and will continue with an expansion strategy to other cities and countries.

The adding value offered is the facility to use only a platform to find accommodation anywhere, avoiding local platforms, Facebook groups and the difficulties involved. This step to unify and simplify the local platforms is already made in other sector such as flight search with www.skyscanner.com, holiday accommodation search with www.airbnb.com among others but with Salaoo we have the chance to make this step with the student accommodation search.

4.2.3 Channel

The channel used to reach our customers will be Internet, the leading channel of internationalization and globalization and, as explained before, with a unique platform Salaoo will intend to facilitate the task of finding accommodation to students. Today, customers are reached through Internet as well as housing agencies but we want to make a further step with the facilitation of the process with a very visual website as well as a mobile and tablet app to be used anywhere and anytime.

Considering the five phases of channel management strategy\(^6\) we can define the importance and integration of the platform in each of them.

<table>
<thead>
<tr>
<th>Channel Phases</th>
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</thead>
<tbody>
<tr>
<td>1. Awareness How do we raise awareness about our company’s products and services?</td>
</tr>
<tr>
<td>2. Evaluation How do we help customers evaluate our organization's Value Proposition?</td>
</tr>
<tr>
<td>3. Purchase How do we allow customers to purchase specific products and services?</td>
</tr>
<tr>
<td>4. Delivery How do we deliver a Value Proposition to customers?</td>
</tr>
<tr>
<td>5. After sales How do we provide post-purchase customer support?</td>
</tr>
</tbody>
</table>

- **Awareness** will be raised through strong online marketing campaigns that will clearly define our market positioning in student accommodation specialization. On the other hand, we will negotiate with universities and associations to foster the usage of our service and at the end everyone interested on it will land on our website or app for tablets and smartphones.

- **Evaluation** and feedback will be key to pursue Salaoo’s value proposition and focus to the customer. We will integrate customers’ evaluation to continuously improve our service and interaction within users through messages, reviews and comments will be important in order that demand meets supply.

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\(^6\) [http://www.businessmodelgeneration.com/canvas](http://www.businessmodelgeneration.com/canvas)
- **Purchase** will be an easy transaction that may be done through the website or through the app. We know that tablets and smartphones are a substitute of computers and laptops so we want to make it equally easy for both devices. Pre reservations, reservations and cancellations will be offered and adjustable depending on suppliers’ willingness to cooperate, and this cooperation will be encouraged with benefits such as complete reports of their listed accommodations in terms of views, requests, pre reservations, cancellations…

- **Delivery** of the value proposition will be done again through the website and app. A visual and easy to use tool to find accommodation is always a great facilitator when looking for accommodation and reviews, comments and evaluation of the listed offers will make it even entertaining to use.

- **After sales** will also be integrated in the platform with an evaluation of the process, an evaluation of reality of the accommodations compared to what is shown on Salaoo and rewards for using the service in terms of points for future reservations or future listing of the accommodation. Whenever someone finds accommodation it will be encouraged with benefits to list it again on the future when he or she leaves the accommodation and needs to find a future tenant.

By the integration of these phases in the online platform and the facility to use the website and the app, customers will be glad to use our service and usage will be increased.

### 4.2.4 Customer relationship

First of all customers will have to log in the Salaoo community by introducing some profile details that can be redirected from other social platforms such as Twitter or Facebook. In this way in Salaoo we will be able to conduct further analysis of types of customers, demographics and needs and wishes in their accommodation and community members will be able to contact each other filtering their specification such as gender, destination cities or home cities for instance.

Once they have logged in, Salaoo will deliver an automated service to the customers who will filter their specifications and will be able to see the listed accommodations that are available for a specific period, in a specific price range or in a specific distance to interest points established by them. Then, thanks to the automated services the customers will be able to continue their researches and even book an accommodation. However, besides the automated and self-services, customers will have a personal
assistance available to contact by email or by phone depending on the urgency of the request.

In Salaoo we value that the students experience the possibilities of our services and interact with each other but we also know that people may need further assistance rather than automated. For this reason Salaoo integrates different types of theoretic customer relationships, indirect ones such as self-service and automated service but also interactive ones such as community services and co-creation. Co creation is also very important in Salaoo because we want our customers to write reviews about their experiences in the process of looking for accommodation, evaluate the services offered by Salaoo and the amiability of the suppliers and even post photos of themselves once they have moved in their new accommodations to share with the community members in Salaoo, Facebook or Twitter. The more connections we establish with other social networks, the higher possibilities to make global eco of Salaoo.

4.2.5 Revenue Streams

Today students are paying directly to suppliers if they negotiate by themselves the prices and the rental agreements or, if they choose the option of housing agencies they will pay a monthly fee to the agency for having provided the accommodation to the student. These two choices show the different willingness to pay of the students or, in case of not finding accommodation, the need to go to an agency and paying a generous monthly rate.

Being Salaoo a freemium platform, first revenues will come from a mix of the existing methods of payment. The usage of the website and the app will be free for customers but whenever a customer finds a suitable accommodation Salaoo will charge a fee that will represent a percentage of the first month payment. This percentage will vary within a range between 10% and 15% of the first month payment and will be paid only one time. At the beginning, the initial percentage will be 10% and this might increase to 15% depending on the time the applicant is willing to stay in the accommodation that might increase the percentage in 2%, and the local currency of the applicant that might increase the percentage in 3%. This dynamic pricing policy might vary depending on the expansion strategy success and the market conditions but is established for the initial startup process.
The second source of revenue might come from the premium services offered for those with the highest willingness to pay for adding value services. These adding value services will be added during the reservation processes and will include from simple services to more sophisticated ones. In Salaoo we will offer different values such as keys hand over at a committed time, different fees for different cancelation policies, more photos taken from the tenant if requested and even contract procedures and issue visas. These services will be divided in three different plans: the basic, the premium and the exclusive plan.

<table>
<thead>
<tr>
<th></th>
<th>BASIC</th>
<th>PREMIUM</th>
<th>EXCLUSIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free Cancelation Policy</td>
<td>1 month before</td>
<td>15 days before</td>
<td>7 days before</td>
</tr>
<tr>
<td>50% Refund Cancelation Policy</td>
<td>15 days before</td>
<td>7 days before</td>
<td>24 hours before</td>
</tr>
<tr>
<td>Keys hand over time negotiation</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Photo Report</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Contract Procedures</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Issue Visa</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Finally we might also consider advertising agreements with companies willing to advertise on our website and we can also establish two fares for this income source. A non-competition fare in which advertisers will have an exclusive agreement and will be the only ones of their industry or market advertising, or a competition fare in which different companies might advertise with other competitors on the website. The costs for advertising during our startup process are not yet deeply analyzed in terms of digital marketing but might be considered as following:

<table>
<thead>
<tr>
<th>Exclusivity Agreement</th>
<th>Non- Exclusivity Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost per week</td>
<td>1000€</td>
</tr>
</tbody>
</table>

These are going to be Salaoo’s revenue streams with strong importance on the customers’ transaction fee, which despite being a high fee it will be charged only once
for the totality of the months staying in the accommodation instead of monthly as regular housing agencies charge. And not only will be charged once, but it will be refunded partially if at the end of the stay the student lists the accommodation again in Salaoo.

4.2.6 Key Resources

Resources are always the most difficult part of a new startup development because they are related to capital and funding. Every day someone thinks about a great idea that could turn into a business but few people end up developing to this idea for luck of confidence, risk of failure or no existing funding.

Luckily, for the development of Salaoo we do not need any physical resources a part from a human team, everything is developed online and at the beginning we can even avoid office costs by meeting at public libraries for instance. The heaviest cost Salaoo is facing is the human team cost. A development of a service of these characteristics requires a lot of programming and web and app designing, and after speaking to technicians who know about web development I concluded that Salaoo needs a great web and app development team to create a business model that relies entirely on the performance of the web and the app.

To start developing the webpage we need at least one full-time programmer to make the webpage run properly and one web designer to make the webpage visual and easy to use; the coordination within programming, design and lay out will be the combination that will determine the success of Salaoo. Depending on the efficiency and skills of our development team, we might need to hire an app developer to work simultaneously with the webpage developers. These two or three people are the most important startup assets for the company, without this investment the project will not be able to go beyond.

On the other hand there will be a development of marketing and financial strategies, handling the business aspects of the company. This part has to be done simultaneously with the web and app development and before the platform is ready the marketing strategies need to be already in process.

Thanks to the increasing cooperation within universities and companies and the crowdsourcing, in Salaoo we will try to team up with a group of young, dynamic and motivated people to involve in the business world as well as develop technical issues. We will try to reach agreements with programmers of the with UPC and web designers of BAU design school among other possibilities. I will be fully committed on the
management site of the company development, but cooperation with other management students might increase our productivity and define better strategies to operate the company. Thus, considering the great education at ESCI-UPF I will be able to find students interested on participate on a startup project of these characteristics to transfer academic knowledge to a real project in terms of marketing strategies development, market analysis and financial possibilities both national and international. But to convince all these universities and students that Salaoo is a real project to work on, we need credibility and for this reason I started developing the intellectual resources such as the brand image, slogan and motto, the acquisition of a web domain and a corporate to launch together with a marketing strategy previous to the final service launch (see Annex 2).

Finally, we need financial resources to continue with the project. These financial resources might come from particular capital to officially register the company, business angels’ support, crowfounding or bank loans; these are the possibilities that have to continue developing Salaoo.

4.2.7 Key Activities

It is clearly stated that the problem Salaoo is facing today is finding funding to develop the webpage and the app to run the business. Meanwhile I have created a corporate webpage under the domain www.salaoo.com that defines the company goals and services and encourages people to stay tuned to receive more information about further company movements. This webpage will be presented on the day of the final project presentation for the jury and later on for the business launch together with a marketing strategy to start promoting Salaoo’s services.

But once the platform is ready and operating, the first thing we will have to do will be to officially create the company, pay out 3.000 euros and register the company in the commercial register. Once this aspect is covered, we can fully dedicate ourselves in the key activities of the company.

- *Development of the webpage*

The technical team will have to ensure that the webpage and the app are working perfectly everyday. By analyzing customer feedback and reviews we will be able to update the platform to perform better and easily navigate through the platform.
- **Marketing activities**

We will have to develop a viral online marketing strategy to launch the webpage and application once they are running; next step will be doing promotional marketing activities. We need to go to every single university in Barcelona and to the major ones in Catalonia to make presentations of the service and stimulate the usage of the platform. We will also negotiate with the universities that recommend our services to the foreign and new students coming to study to their universities that need to find accommodation. Every two weeks we will post alternative and modern guides of the main cities that we operate in order to foster the usage of the website a part from just looking or listing accommodation, and finally we will be very active in social networks such as Facebook, Twitter, Instagram or Google +.

- **Expansion strategy and financial planning**

We do not only think about the operational activities that the company has to do, but we also have a motivating expansion strategy to pursue. Thus, we have to analyze the company evolution in terms of usage to establish expansion possibilities and these expansion possibilities need to be contrasted with an exhaustive financial analysis that states the current situation and the future financial possibilities. Expanding to other countries will mean website and app changes in terms of language and that will generate more costs for the company, so we need to always consider both the expansion and the financial possibilities to take wise decisions.

- **Market and customer behavior analysis**

To shape an expansion strategy we will need to conduct deep analysis on different markets starting from the Spanish market of international students. Where Spanish students move to study abroad, which are cities the most common destinations, for how long do they usually lengthen their study period abroad; these are some questions that need to be analyzed for our expansion strategy. I conducted an analysis to 202 students (see Annex 1), the vast majority students coming to Spain or moving out from Spain, but that was just a beginning to verify some patterns in the students’ mobility, for Salaoo’s expansion strategy the analysis needs to be deeper.

**4.2.8 Key Partnerships**

We will devote great efforts on establishing partnerships from universities worldwide starting from universities from Barcelona and the rest of Spain. Universities are responsible of students’ mobility worldwide to promote the experience of studying
abroad, every semester thousands of students attracted to different cultures, languages and new experiences choose to study abroad for periods of time.

Luckily in Spain this devotion is the highest in Europe, leading the students mobility under ERASMUS and internship programs, Spain sends more than 36,000 students every year to different destinations in Europe and is also the country that receives more ERASMUS students with more than 37,000 per year. These are great indicators if we are able to exploit them, for this reason we are going to negotiate with the universities worldwide the promotion of Salaoo’s usage within the students coming to the universities and leaving to study to other universities in exchange for promoting the University names and logos in Salaoo’s webpage. We will not only negotiate with university managers but we will also do dynamic speeches, lectures and conferences to the students in order to show them our young spirit and our mission to facilitate them the task of looking for accommodation. This cooperation strategy will benefit both Salaoo and the universities because Salaoo will get the students' usage of the platform and the universities will be able to promote free of cost by having their logos on Salaoo’s website. Through these partnerships the scalability of this project can turn from great to exponential.

Map showing the increase on usage possibilities due to students’ mobility

On the other side, we will pursue locally all the accommodation owners to show them the possibility to use our platform so that more customers see their accommodations and consider renting it. There is a high percentage of old people renting accommodation that do not take advantage of all the online possibilities that there exist, so we have to convince all the people that Salaoo is a facilitator and that people today want easy-to-use tools in order to make their life easier.

7 http://cincodias.com/cincodias/2012/05/08/sentidos/1336609400_850215.html
4.2.9 Cost structure

The cost structure is analyzed for the startup period and later we will have to consider an increase in costs, depending on the growth rate, in terms of marketing, technical personnel and server costs.

For the startup process the most important costs are the related with the web development, a human team to develop it and a server to run it online. On the other site we have the bureaucratic costs such as company registration, trademark registration or web domain. The final costs are related with marketing activities and these ones, together with the web development could be avoided or minimized if we arrange some collaboration agreements with students from different universities.

Initial startup costs

<table>
<thead>
<tr>
<th>COST</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Web Domain (paid)</td>
<td>15€/year</td>
</tr>
<tr>
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Startup operational costs

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The startup process costs are rounded and will need to be further discussed with the people involved in the team depending on their working hours, their skills and level of commitment with Salaoo. On the other hand, the server cost to run the page is based on a basic range server able to serve to 30 people at the same time, which is logic for

8 http://www.tecnologiapyme.com/hardware/el-coste-del-servidor-en-la-pyme-conclusiones
the startup process and ensures as to develop an MVP\(^9\) (minimum viable product) for the customer.

Then we have to consider that the human costs are paid monthly, we have a monthly marketing budget and the rest of the startup costs, bureaucratic and operational, are paid only once at the beginning. We will develop the webpage and the app in three to six months depending on the working hours and then we will be ready to operate so we can divide the total initial costs within this period of time to distribute the monthly cost (Annex 3: cost structure working part-time).

**Initial cost structure working full-time**

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Finally, we need to add that Salaoo is a value-driven company that aims to create a value for the customers through a dynamic and easy service. We know that skilled people create a differentiated online service, so we will be willing to value economically the human team skills but always taking into consideration that we are a startup company and we have limitations.

**4.3 SWOT analysis for Salaoo**

It was not enough to develop a business model with the Business Model Canvas Generator but I also considered that a SWOT for Salaoo should be analyzed in order to define the business model even better and contrast the nine blocks of the Canvas model with the analysis.

\(^9\) http://theleanstartup.com/principles
### Strengths
- Adds value for customers to the process of finding accommodation
- Visual and easy-to-use platform
- Includes an app for tablets and smartphones to facilitate the process
- Customers will not find any language barriers
- Freemium services with adding value services for the customers with highest willingness to pay.

### Weaknesses
- Lack of capital
- Lack of technical skills or a human team to develop the webpage
- No customer usage, no success

### Opportunities
- No existing service of this kind specialized in students moving out to study
- First company to develop such a service, then market pioneer.
- High scalability of the Project
- Worldwide service and worldwide brand recognition

### Threats
- Refusal to collaboration from possible partners
- Not finding funding
- Not finding a human team to develop the webpage and the app
- Possible future competition
- Failure

### 4.4 Roadmap for Salaoo

Today the project is not moving forward because I am busy preparing all the university written papers for the Treball Final de Grau course, but after the papers are delivered I will start taking action to move on with the project by seeking funding. So the roadmap for Salaoo for the upcoming months will be determined by the success of this seek of funding that will allow us to work on the webpage and to move on with the project.
5. Conclusions

This is a written document that proves an innovation and entrepreneurship process that has evolved from an idea to a fully developed and analyzed idea ready to take action. The tasks done during these past months have been entirely focused on turning a simple idea into a potential business model through customer analysis, technical requirements and brand development. This document integrates all the variables involved in the creation of Salaoo to show that it is a developed idea with a lot of potential ready to become a real project.

At the beginning, this project was created for the university final project course (Treball Final de Grau), but the motivation of turning something nonexistent to a reality by applying my academic knowledge learnt during these years at ESCI, plus the challenge of trying to succeed on it, made me take the project to a further step. For this reason I have not been able to separate the job to be done for the university course and the job to be done for the project, hence this document shows the entire job done until the deadline for the delivery but taking into account that the job does not finish here.

The possibility to take Salaoo to action as a business project relies on my ability to influence and convince to attract investment in order to start developing the webpage and app, which turns the project into a personal and more motivating challenge.
6. Bibliography


Cinco Días, España el país que más alumnos Erasmus envía y recibe, 2012. Available at: http://cincodias.com/cincodias/2012/05/08/sentidos/1336609400_850215.html [03-05-2014].


The Lean Startup, 2014. Available at: http://theleanstartup.com/principles [08-02-2014].

7. Annexes

Annex 1. Comparison Brain vs. Business Model Canvas
Annex 2. Salaoo’s logo, slogan, motto and corporate webpage.

Logo and slogan alternatives:
Final logo and slogan decision:
The background can be white or black depending on the background of the webpage; besides, it is always easier to register black and white trademarks.

Salaoo’s motto:
*Your first great experience when you are moving to study abroad is looking for accommodation. In Salaoo we want to make that experience even greater*.

Corporate website
[www.salaoo.weebly.com](http://www.salaoo.weebly.com)

Annex 3. Initial startup cost structure working part-time.

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Analysis of the survey conducted for the start-up development company SALAOO

Marc Abril Sanz
Bachelor in International Business and Marketing

Date: April 29th, 2014.
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Introduction

In an every-day more interconnected world mobility is becoming a very important part of the new generations’ life intending to explore, learn and meet new people from other cultures from other parts of the world. In terms of education, students from around the world have always seen an opportunity in studying abroad and it is increasingly becoming more important as companies seek for individuals with abroad experience to be able to join companies working worldwide and with multiple nationalities in their work teams.

Considering this, we have to ask ourselves if the rate of increasing mobility advances hand in hand with the level of acceptance of housing providers. On one side, youngsters are willing to move out, to be accepted and trusted by the landlords, but on the other side landlords are less tolerant and look for renters with specific conditions, long-term relations and non-troublemakers. For this reason, students moving out and students willing to move in to a city find a way to connect supply and demand throughout specific groups in the worldwide most used social network, Facebook. Through Facebook, they are able to keep landlords satisfied by always finding new people willing to enter into accommodations that the old ones are leaving.

Purpose

This study aims to show the different patterns of the housing requirements, the needs and the desires of the students moving out to different countries in the world. In particularly, it examines how the patterns change, what the students seek for and what support they are given depending on the region they are moving in.

Methodology

After joining 32 Facebook groups of exchange students from different cities and countries in the world, I conducted a poll (see Figure 1) to 202 students from worldwide that studied abroad for a period of time and studied the results depending on the destination country of the respondents. To subtract conclusions from the poll a total of ten regions were studied: North Europe, Central Europe, South Europe, UK, Russia, Africa, USA and Canada, LATAM, Asia and Australia.
Analysis

1. North Europe

38 students, 28 women and 10 men aged between 20 and 26, from all parts of the world were moving to countries such as Denmark, Estonia, Finland and Norway in North Europe. Out of 38, moving into a residence would be their 1st option, then as a 2nd option they would move into shared flat, into an apartment as a 3rd option and finally as a 4th option they would own a flat for themselves (see Figure 2). Regarding to the distance to the university, 24 of them would like to live at a distance of maximum 2km from the university while 8 would accept to live at 5km from the university and 6 at more than 5km from the university (see Figure 3).

The most important attributes that their accommodation should have are the Internet and the proximity to the public transport due to the high level of usage of public transport in this region. Then, they consider that the neighborhood and the distance to the city center are the 2nd most important attributes and finally, the quality of the accommodation is what worries them less (see Figure 4).

Concerning the time spent looking for accommodation and the help they got from the universities of destination, we can say that most of them spent less than 1 hour or between 1-4 hours a week looking for accommodation (see Figure 5) and that was due to the high degree of support they received from the universities of destination which except of 8 of them, they consider they received a lot of support or quiet a lot (see Figure 6). Thanks to that support, 12 of them had their accommodation 2 months before departure, 15 found it between 1 and 2 months before and 8 found it 2 weeks – 1 month before departure (see Figure 7). When looking for accommodation 20 of them said they received answers in almost all of the times from the landlords and the other 18 said that within 30% to 100% of their emails were not answered (see Figure 8) and, despite just 2 of them had language barriers to communicate with the landlords (see Figure 9), the landlords might not trust the English speakers or the exchange students or might not want to rent their properties for short periods of time.

As for paying an amount of money for the process of finding accommodation for them, half of them said they would not be willing to pay money for dealing with the process and the other half would be willing to pay between 20 and 200 Euros top (see Figure 10).
2. Central Europe

48 students, half men and half women aged between 20 and 31, had studied abroad at least once in their life and moved to countries such as Austria, Belgium, Germany or the Netherlands in Central Europe. From these 48, their 1st option to move in would be a residence, the 2nd would be in a room in a shared flat, as a 3rd option they would move into an apartment and finally the 4th option would be to move in an own flat, as those moving out to North Europe (see Figure 11). As for the proximity to the university, 23 of them would like to live within 2km, 15 within 5km and 10 within 10km from the university (see Figure 12).

Regarding to the attributes that we considered about their accommodation, again the most important are the Internet and the proximity to the public transport. Then they answered that the quality of the accommodation and the distance to the city center is what concerns them in 2nd position and finally the neighborhood and the distance to the university, which matches with what they answered about the proximity of their accommodations to the university (see Figure 13).

17 of them dedicated between 1 and 4 hours a week to look for accommodation in the city of destination, then 12 dedicated less than 1 hour a week, 9 dedicated within 4 and 10 hours and 10 dedicated more than 10 hours a week (see Figure 14). These data match with the degree of support they received from the university of destination, which for 17 of them was considered to be quite a lot, for 15 was few support, for 9 was a lot and 7 responded that they did not receive any support from the university of destination (see Figure 15). Due to that support they were given and the time they spent looking for accommodation, 19 of them found it more than 2 months before departure, 10 of them found it within 2 weeks and 2 months before and 10 of them found it already in the city of destination (see Figure 16). 20 of the students received responses from most of all the emails while the other 18 responded that their emails were unanswered in 30%-100% of the times, remarking 11 that were unanswered in 70%-100% of the times (see Figure 17). This is contrasted as well by the 16 students, more than one fourth of the students, that had problems communicating with the landlords due to language barriers (see Figure 18). These results show that the degree of control from the universities of this region is lower than in North Europe, and the landlords are not aware of the possibility to rent their properties to exchange students or there is a lack of trust from them.
Concerning the payment of money to let a company handle the process of finding accommodation, 18 were willing to pay within 10 and 200 Euros for this service but the other 30 students were not willing to pay anything (see Figure 19).

3. South Europe

77 students, 62 women and 15 men aged between 19 and 30, moving out to study for a specific period of time to countries such as Spain, France, Italy and Portugal in South Europe responded to the poll. Unlike the students moving out to North and Central Europe, for the students moving out to South Europe their 1st option would be a shared flat, then as a 2nd option they would move into a residence, moving into an apartment would be their 3rd option and the 4th option would be to own a flat (see Figure 20). 27 from these students would like to live within 2km from the university, 32 would live within 5km from the university and 18 would accept to live within 10km from the university (see Figure 21).

Concerning the attributes of the accommodation, again, Internet and proximity to public transport would be the most important attributes, secondly the quality of the accommodation and the distance to the city center, 3rd the neighborhood and finally the distance to the university (see Figure 22). In South Europe students spend more time in outside areas due to the climate so they value more being close to the center and sharing flats to meet people to go out.

As for the time spent looking for accommodation, 32 of them spent less than 1 hour looking for it, 24 spent within 1 and 4 hours, 18 within 4 and 10 hours and just 3 spent more than 3 hours looking for accommodation (see Figure 23). Not only they spent less time than those from North and Central Europe, but the degree of support given to them was also lower, 13 considered to receive a lot of support, 18 quite a lot, 22 just few support and 24 none (see Figure 24). Due to these variables, 33 students found accommodation once they arrived to destination or 2 weeks before, 30 students found it within 2 weeks and 2 months before and just 14 found it more than 2 months before departure (see Figure 25). It may be due to the open-minded component of the South Europe citizens that 50 students were responded to almost all the emails they sent, and just 27 of them were unanswered within 30%-100% of the times (see Figure 25). This open mindedness component is also visible in the fact that just 13 of them students had difficulties on communication; despite foreign languages are not the best potential in South Europe (see Figure 26).
Finally, when they were asked about the possibility to pay an amount of money for the process of finding accommodation in a foreign country, 32 of them liked the idea and were willing to pay within 20 and 500 Euros but the other 45 said they would not be willing to pay any amount of money for that (see Figure 28).

4. UK

5 respondents moved out to study in UK, 3 men and 2 women aged between 20 and 24 who considered that in 1st option they would move into a residence, as a 2nd option they would move to a shared flat, then they would move to an apartment as 3rd option and finally they would own a flat as a 4th and last option (see Figure 29). In this case, they all agree that would live within 2km from the university maximum (see Figure 30), this decision can be made due to the price of the public transport in UK, so the students may want to be as close as possible to the university to avoid transport expenses.

As said, distance to the university is such a potential component that out of the 6 attributes proposed to select, that chose it as the most important, secondly the proximity to the public transport and the quality of the accommodation, 4th the neighborhood and the Internet connection (which was the most important in North, Central and South Europe) and finally the distance to the city center is what worried them the least (see Figure 31).

Regarding the time spent looking for accommodation, 2 of them spent less than 1 hour weekly and the other 3 spent between 4 and 10 hours every week (see Figure 32), nevertheless, the degree of support received by the university of destination was considered to be very high by 2 of them, high by other 2 and just few by the other one (see Figure 33). Thanks to that support, 2 of them found their accommodation 2 months before departure, another 2 found it within 2 weeks and 2 months before and the other one found it already in the city of destination (see Figure 34). While 4 of them had received answers in all, or almost all, their emails, there was one that experienced problems in 50%-70% of the times (see Figure 35), however moving into an English speaking country and with minimum basis of English, none of them had any communication problems with the landlords (see Figure 36).

Just one of them would be willing to pay an amount of money, which would be around 40 Euros, for the process of looking for accommodation in the country of destination, but the other 4 did not consider that this service had a cost, so they would not be willing to pay any amount of money for that (see Figure 37).
5. Russia

4 students, 2 men and 2 women aged between 20 and 23 and coming from Spain, France and Germany studied in Russia for a period of time. They considered as 1st option to move into a residence, as a 2nd option into a room in a shared flat, in an apartment as a 3rd option and to own a flat as a last option (see Figure 38). From the 4 of them, 3 would like to live within 2km from the university maximum, and the other one would accept to live within 5km from the university (see Figure 39).

Regarding to the attributes of a regular accommodation that should be considered, the distance to the university, the distance to the university and the proximity to the public transport are the most important attributes of their accommodation in Russia, then Internet and the quality of the accommodation is what they value in 2nd position and the neighborhood in 3rd place (see Figure 40).

Concerning the time spent in looking for accommodation, 1 of them dedicated less than 1 hour a week to look for accommodation, 2 dedicated within 1 and 4 hours a week and the other one dedicated within 4 and 10 hours weekly (see Figure 41). This matches with the degree of support they received from the university in Russia, which was a lot for 1 of them, quite a lot for 2 of them and just a few for the missing one (see Figure 42). Nevertheless, one of them found accommodation once he arrived to Russia, while the other three found it within 1 month and more than 2 months before arriving to Russia (see Figure 43). When contacting with landlords to find accommodation, 3 of them had almost any problem communicating and got answers from almost all their emails, while the other one within 30% to 50% of his emails were unanswered (see Figure 44). Despite the language difficulty, just one of them had difficulties with the language while communicating with the landlords (see Figure 45).

When asked about the possibility to pay for the service of looking for accommodation for them, all of them found it suitable and they would be willing to pay within 100 and 500 Euros for the service (see Figure 46).

6. Africa

2 students from Barcelona, a man and a woman aged 31 and 22 respectively, moved to study to Morocco, to a university of Rabat in North Africa. As 1st option they would own a flat rather than to share a flat, then they would share a flat or own an apartment as a 2nd option and finally they would move into a residence as a final option (see
They would like and accept to live within 5km from the university maximum (see Figure 48).

The most important attributes they would need for their accommodation in North Africa would be neighborhood and the distance to the city center, secondly the quality of the accommodation and the proximity to the public transport and finally the proximity to the university and the Internet (see Figure 49).

Regarding the time spent looking for accommodation, while one of them spent less than 1 hour a week, the other one spent within 1 and 4 hours a week to find a place to live in (see Figure 50), and that matches with the fact that both of them received almost any support from the university of destination (see Figure 51). Not only this, but their emails were not answered in 10% to 100% of the times (see Figure 53) and one of them had some language barriers to communicate with the landlords (see Figure 54) which may speak French or even Spanish, but not English. For that reason they had to wait until their arrival to the city of destination to find accommodation (see Figure 52). That behavior from the landlords and the destination university might be due to the low level of exchange students they receive in North Africa, yet the percentage will increase in a near future and they have to be ready for it.

Both results were drawn when asked about the possibility to pay for the service of finding accommodation in the city of destination, one answered that he would like to pay for the service and would be willing to pay 100 Euros, while the other one was not interested on it (see Figure 55).

7. USA and Canada

A total of 11 students moved to Canada or USA to study for a period of time, 7 women and 4 men aged between 20 and 34. From the four different types of accommodation considered, they would choose 1st to move to a residence, 2nd to a shared flat, 3rd to an apartment and lastly they would own a flat for the period (see Figure 56). As far distances are very common in this region, 4 of them would like to live within 2km from the university and the other 7 would accept to live within 5 and 10km from the university, knowing that someone else may come from the same distance and they can share car to go to the university (see Figure 57).

Concerning the attributes considered in a regular accommodation, they said that the most important ones are the distance to the university and the proximity to the public transport, the Internet connection and the neighborhood of the accommodation are the
2nd valuable attribute and finally, the distance to the center and the quality of the accommodation is what worries them the least (see Figure 58).

5 of them spent less than 1 hour a week to look for their future accommodation, another 3 spent within 1 and 4 hours a week and the other 3 spent within 4 and more than 10 hours a week (see Figure 59). These data matches with the degree of support they received from the destination university, which was considered to be really high or high for 8 of them and just 3 of them considered that they received few support from the university (see Figure 60). Thanks to that support received, 8 of them found their accommodation within 1 month and more than 2 months before arriving to the city of destination, while the other 3 found the accommodation within less than 2 weeks and 1 month before arriving to destination (see Figure 61). 8 students responded that they received answers in 90% to 100% of the emails they sent, 2 had problems in 10% to 30% of the times and just 1 was unanswered in 30% to 50% of the times (see Figure 62). This high degree of response matches with the fact that none of them had any language barriers to communicate with the landlords, probably due to the fact that they were moving to an English speaking country and communication could be easy with the basics (see Figure 63). Being all the students from the other side of the Atlantic Sea and moving to America, we can see that they all look for accommodation with enough time to ensure they will have a place to sleep before crossing the sea, and not only this but the universities also facilitate the seek with support to the students.

Regarding the possibility to pay and forget about the process of looking for accommodation in the destination country, 4 of them liked the idea and were willing to pay 100 Euros each one for the service, while the other 7 were not willing to pay for it (see Figure 64).

8. LATAM

2 students from the poll, a man and a woman aged 21, had already been living in LATAM, precisely in Mexico, to study for a period of time. Their first option to move in would be a shared flat; the 2nd option would be to move in a residence, then to own a flat and finally to move in an apartment (see Figure 65). They both accepted to live within 10km from the university (see Figure 66). In Mexico, as well as in US, distances are long and living far from places is common.

Regarding the attributes that an accommodation should have and were considered in the poll, they agree that the Internet, the quality of the accommodation and the proximity to the public transports are the most important attributes of the
accommodation in LATAM, the neighborhood is the second in the scale of importance and finally, as said before, the distance to the city center and to the university (see Figure 67).

Despite both of them considered that they did not receive any support from the university of destination (see Figure 69), 1 of them spent less than 1 hour a week looking for accommodation while the other one spent within 1 and 4 hours a week (see Figure 68). This behavior caused the fact that both of them found the accommodation when they were already in Mexico (see Figure 70). However, they both were responded a high percentage of emails that they sent (see Figure 71) and none of them had any language barrier because they were Spanish speakers moving to a Spanish speaking country (see Figure 72).

Finally, they both agreed that they would not pay an amount of money for the service of seeking accommodation (see Figure 73).

9. Asia

A total of 14 students, 10 women and 4 men aged within 20 and 28, had an experience in Asia as students for a specific period of time. For them, the 1st choice to move in would be a shared flat, the 2nd option would be an apartment, then they would move into a residence and their last choice would be to own a flat (see Figure 74). Moving into an apartment appeared always in 3rd position excepting in Asia that appears in 2nd position and before moving into a residence. Out of 14, 11 said that would like to live within 2km from the university while just 3 accepted to live within 5km from it (see Figure 75).

The most important attributes that accommodation in Asia should have according to them are, as commented in the previous paragraph, the distance to the university and the public transport as well as the Internet connection, secondly the neighborhood, then the distance to the city center and finally the quality of the accommodation (see Figure 76).

6 of them spent less than 1 hour looking for accommodation in the destination city, 4 spent within 1 and 4 hours, 3 within 4 and 10 hours and 1 spent more than 10 hours seeking for it (see Figure 77). The disparity of the results matches with the degree of support they though they received from the universities, 3 of them answered a lot of support, 5 quiet a lot and 6 considered that the support was few or even no support (see Figure 78). Due to this lack of support from the universities, 9 of them found the
accommodation once they arrived to Asia and 2 could find it 2 weeks before landing in the country, finally just 2 of them could find accommodation with more than 2 months before arriving to the country (see Figure 79). Despite the distance and the language, 9 of them said that they did not have any language barriers while communicating while the other 5 said that they found language barriers around 10 times (see Figure 81). But on the other side, 11 of them were answered to almost all the emails they sent, 2 of them had problems in 30% to 50% of the cases and one of them reported not being answered in 70% to 100% of the times (see Figure 80).

In this case, when being asked about the possibility to pay for a service that would find accommodation for them in the city of destination, 6 were not willing to pay any amount of money but 8 liked the idea and would be willing to pay within 10 and 250 Euros (see Figure 82).

10. Australia

Just one lucky girl from Barcelona and aged 21 moved to Australia to study for a period of time and she said that, as well as in Asia, she would 1st move into a shared flat, 2nd into an apartment, 3rd into a residence and finally she would own a flat in Australia, considering the high cost of living in the country. Also she would like to live within 2km from the university top.

In her opinion, the most important attributes of the accommodation in Australia would be the Internet connection and the distance to the city center, then the neighborhood, the quality of the accommodation and the distance to the university and finally the distance to the public transport.

She spent within 1 and 4 hours a week looking for accommodation and finally got it once she was in Australia despite receiving quiet a lot of support from the university of destination. Nevertheless, she did not receive response in 50% to 70% of the emails she sent despite having any language barriers to communicate with the landlords.

She liked the idea of paying for a service that would look for accommodation in the destination country and would be willing to pay 200 Euros for it (see Figure 83).
Conclusions

The purpose of the study was to analyze the different patterns of the accommodation requirements and how the students differ depending on the region they are moving to study.

First of all it is clear that for the regions of UK, Russia, Africa, LATAM and Australia we could do a deeper analysis and ask to more people to contrast the results, but taking this into account, we have already seen some behaviors and patterns. The structure of the survey and the results as well as the analysis conducted have helped to improve the business model, to close some doors that were being tested and give a final approach to the start-up in order to focus all the efforts in a clear direction.

There is one goal, an opportunity that intends to solve the lack of a platform that substitutes Facebook to connect demand and supply of accommodation for students. One blue ocean to be explored inside the red ocean of the accommodation for students businesses. Thus, we have concluded that besides the region behaviors, more than half of the respondents agreed that they would not pay for a service like this, so the service must be free, with no cost to be used.

Thanks to the elaboration of this study, the exploration and analysis of the data, the commitment and thinking continuously about the direction that the platform should take, the result of the work done is the final direction that the start-up company Salao has taken, the definition of the job to be done.
Figure 1. The Poll

STUDENT ACCOMMODATION

If you are living or you have lived abroad while studying, your response will be greatly appreciated.

**Which type of accommodation were you more interested on?**

Put them in order, 1 being the least, 4 being the most

- Room in a student residence
- Apartment
- Room in a shared flat
- Own flat

**Distance from the accommodation to the university**

- 0 - 500m
- 0 - 1km
- 0 - 5km
- 0 - 10km

**Requirements of the accommodation**

How do you value these characteristics?

- Distance to the university
- Distance to the city center
- Close to public transport
- Quality of the accommodation
- Neighborhood
- Internet connection

**How many hours a week did you search for accommodation in your destination city?**

- > 1 hour
- 1 - 2 hours
- 2 - 10 hours
- > 10 hours

**How long before departure did you find accommodation?**

- Found it once arrived to the destination city
- < 2 weeks before
- 2 weeks - 1 month before
- > 1 month - 3 months before
- > 3 months before

---

**What percentage of emails or applications were not answered by the renters?**

- 0 - 10%
- 10 - 20%
- 20 - 30%
- 30 - 40%
- 40 - 50%
- 50 - 60%
- 60 - 70%
- 70 - 100%

**Did you have any language barriers while applying for accommodation?**

- Yes
- No

**In case of YES, how many times did you have difficulties to communicate with the renters?**

**Which degree of help or support did you receive from your destination university?**

- A lot
- Quite a bit
- Two
- None

**Would you be willing to pay an amount of money for the research of accommodation and the preparation of documents?**

- Yes
- No

**In case of YES, how much would you be willing to pay (approximately)?**

---

**Gender**

- Male
- Female

**Age**

**Home country**

**Home city**

**Home University**

**Destination country**

**University of destination**
Figures for North Europe:

Figure 2. Type of accommodation.

Figure 3. Distance to the university.

Figure 4. Attributes of the accommodation.

Figure 5. Time spent looking for accommodation.
Figure 6. Degree of support from the university of destination.

- None
- Few
- Quiet a lot
- A lot

Figure 7. When did they find the accommodation?

- Found it there
- <2 weeks before
- 2 weeks - 1 month before
- 1 month - 2 months before
- > 2 months before

Figure 8. Percentage of emails unanswered.

- 70-100%
- 50-70%
- 30-50%
- 10-30%
- 0-10%

Figure 9. Language barriers.

- No
- Yes
Figure 10. Willingness to pay.

Figure 11. Type of accommodation.

Figure 12. Distance to the university.
Figure 13. Attributes of the accommodation.

Figure 14. Time spent looking for accommodation.

Figure 15. Degree of support from the university of destination.

Figure 16. When did they find the accommodation?
Figure 17. Percentage of emails unanswered.

Figure 18. Language barriers.

Figure 19. Willingness to pay.

Figures for South Europe.
Figure 20. Type of accommodation.
Figure 21. Distance to the university.

![Distance to the university](image)

Figure 22. Attributes of the accommodation.

![Attributes of the accommodation](image)

Figure 23. Time spent looking for accommodation.

![Time spent looking for accommodation](image)

Figure 24. Degree of support from the university of destination.

![Degree of support from the university of destination](image)
Figure 25. When did they find the accommodation?

- Found it there
- <2 weeks before
- 2 weeks - 1 month before
- 1 month - 2 months before

Figure 26. Percentage of emails unanswered.

- 70-100%
- 50-70%
- 30-50%
- 10-30%
- 0-10%

Figure 27. Language barriers.

- Yes
- No

Figure 28. Willingness to pay.

- Yes
- No
Figures for UK

Figure 29. Type of accommodation.

- **Own Flat**
- **Apartment**
- **Shared Flat**
- **Residence**

Legend:
- 1st option
- 2nd option
- 3rd option
- 4th option

Figure 30. Distance to the university.

- **0-2km**
- **0-5km**
- **0-10km**

Legend:
- **Serie1**

Figure 31. Attributes of the accommodation.

- **Internet**
- **Neighborhood**
- **Quality Accom**
- **Close Pub. Tran**
- **Dist/Center**
- **Dist/University**

Legend:
- Most important
- 2nd
- 3rd
- 4th
- 5th

Figure 32. Time spent looking for accommodation.

- >10 hours
- 4-10 hours
- 1-4 hours
- >1 hour

Legend:
- **Serie1**
Figure 33. Degree of support from the university of destination.

Figure 34. When did they find the accommodation?

Figure 35. Percentage of emails unanswered.

Figure 36. Language barriers.
Figures for Russia

Figure 37. Willingness to pay.

Figure 38. Type of accommodation.

Figure 39. Distance to the university.

Figure 40. Attributes of the accommodation.
Figure 41. Time spent looking for accommodation.

Figure 42. Degree of support from the university of destination.

Figure 43. When did they find the accommodation?

Figure 44. Percentage of emails unanswered.
Figure 45. Language barriers.

Figure 46. Willingness to pay.

Figures for Africa

Figure 47. Type of accommodation.

Figure 48. Distance to the university.
Figure 49. Attributes of the accommodation.

Figure 50. Time spent looking for accommodation.

Figure 51. Degree of support from the university of destination.

Figure 52. When did they find the accommodation?
Figure 53. Percentage of emails unanswered.

Figure 54. Language barriers.

Figure 55. Willingness to pay.
**Figures for USA and Canada**

**Figure 56. Type of accommodation.**

- **Own Flat**
- **Apartment**
- **Shared Flat**
- **Residence**

**Figure 57. Distance to the university.**

- **0-10km**
- **0-5km**
- **0-2km**

**Figure 58. Attributes of the accommodation.**

- **Internet**
- **Neighborhood**
- **Quality Accom**
- **Close Pub. Tran**
- **Dist/Center**
- **Dist/University**
Figure 59. Time spent looking for accommodation.

Figure 60. Degree of support from the university of destination

Figure 61. When did they find the accommodation?
Figure 62. Percentage of emails unanswered.

Figure 63. Language barriers.

Figure 64. Willingness to pay.
Figures for LATAM

Figure 65. Type of accommodation.

![Type of accommodation chart](chart1)

- Own Flat
- Apartment
- Shared Flat
- Residence

Figure 66. Distance to the university.

![Distance to university chart](chart2)

- 0-10km
- 0-5km
- 0-2km

Figure 67. Attributes of the accommodation.

![Attributes of accommodation chart](chart3)

- Internet
- Neighborhood
- Quality Accom
- Close Pub. Tran
- Dist/Center
- Dist/University
Figure 68. Time spent looking for accommodation.

Figure 69. Degree of support from the university of destination.

Figure 70. When did they find the accommodation?
Figure 71. Percentage of emails unanswered.

Figure 72. Language barriers.

Figure 73. Willingness to pay.
Figures for Asia

Figure 74. Type of accommodation.

![Bar chart showing the distribution of accommodation options: Own Flat, Apartment, Shared Flat, Residence. The chart indicates the preferences for each option, with Own Flat being the most preferred and Residence being the least preferred.]

Figure 75. Distance to the university.

![Bar chart showing the distance to the university: 0-10km, 0-5km, 0-2km. The chart indicates the number of students within each distance range, with 0-2km being the most common.]

Figure 76. Attributes of the accommodation.

![Bar chart showing the attributes of the accommodation: Internet, Neighborhood, Quality Accom, Close Pub. Tran, Dist/Center, Dist/University. The chart indicates the importance of each attribute, with Internet being the most important and Dist/University being the least important.]

Figures for Asia
Figure 77. Time spent looking for accommodation.

Figure 78. Degree of support from the university of destination.

Figure 79. When did they find the accommodation?
Figure 80. Percentage of emails unanswered.

Figure 81. Language barriers.

Figure 82. Willingness to pay.
### Figure 83. Answer for Australia

<table>
<thead>
<tr>
<th>Which type of accommodation were you more interested on?</th>
<th>Which type of accommodation were you more interested on?</th>
<th>Which type of accommodation were you more interested on?</th>
<th>Which type of accommodation were you more interested on?</th>
<th>Distance from the accommodation to the university</th>
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</thead>
<tbody>
<tr>
<td>Room in a student residence</td>
<td>Room in a shared flat</td>
<td>Own flat</td>
<td>Own flat</td>
<td>0 - 2km</td>
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03/03/14 16:21

<table>
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<th>Requirements of the accommodation [Distance to the university]</th>
<th>Requirements of the accommodation [Distance to the city center]</th>
<th>Requirements of the accommodation [Close to public transport]</th>
<th>Requirements of the accommodation [Quality of the accommodation]</th>
<th>Requirements of the accommodation [Neighborhood]</th>
<th>Requirements of the accommodation [Internet Connection]</th>
<th>How many hours a week did you search for accommodation in your destination city?</th>
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<tbody>
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<td>4</td>
<td>5</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>5 1 - 4 hours</td>
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<table>
<thead>
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<th>How long before departure did you find accommodation?</th>
<th>What percentage of emails or applications were not answered by the renters?</th>
<th>Did you have any language barriers while applying for accommodation?</th>
<th>In case of YES, how many times did you have difficulties to communicate with the renters?</th>
<th>Which degree of help or support did you receive from your destination university?</th>
<th>Would you be willing to pay an amount of money for the research of accommodation and the preparation of documents?</th>
<th>In case of YES, how much would you be willing to pay (approximately)</th>
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</thead>
<tbody>
<tr>
<td>Found it once arrived to the destination city</td>
<td>50 - 70%</td>
<td>No</td>
<td>Quite a lot</td>
<td>Yes</td>
<td>200</td>
<td></td>
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</table>

<table>
<thead>
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<th>Age</th>
<th>Home country</th>
<th>Home city</th>
<th>Home University</th>
<th>Destination country</th>
<th>University of destination</th>
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</thead>
<tbody>
<tr>
<td>Female</td>
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<td>Spain</td>
<td>Barcelona</td>
<td>ESADE</td>
<td>Australia</td>
<td>University of Melbourne</td>
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