Infraspeak

Portuguese base Startup created in 2015 that has been in the Spanish market for almost 2 years. Its website is:

- https://infraspeak.com/es/

The logo of the company is:

INFRASPEAK

We chose this company as it is not big, being one of the requirements, and a member in the group had the opportunity to work there for a year.

Key Partners

- Consultancies which could provide relevant leads that we could convert to clients
- Other software that can be adapted to the one we develop and sell
- Magazines and influencers of the sector that could help us create brand awareness

Key Activities

- Developing the product to the necessities of the clients
- Customer Success activities to help clients with the product

Key Resources

- Developers
- Runway of 2 years
- Software itself
- International brand

Value Propositions

- Customer success personalize, a revolution compared with other competitors
- Innovation of the product that comes from a greater capacity for it
- Specific product that comes from the expertise of the CEO. Much more adaptable than the competition
- Offline platform can be used, the only one in the market
- Cost reduction through the use of the software

Customer Relationships

- Customer success department through personal assistance or mentorship
- Updated campaigns which come from monthly newsletters
- Automated services with feedback

Channels

- Direct channel as we are selling a software. This direct channel will be followed from the very beginning until the after implementation, so basically always

Customer Segments

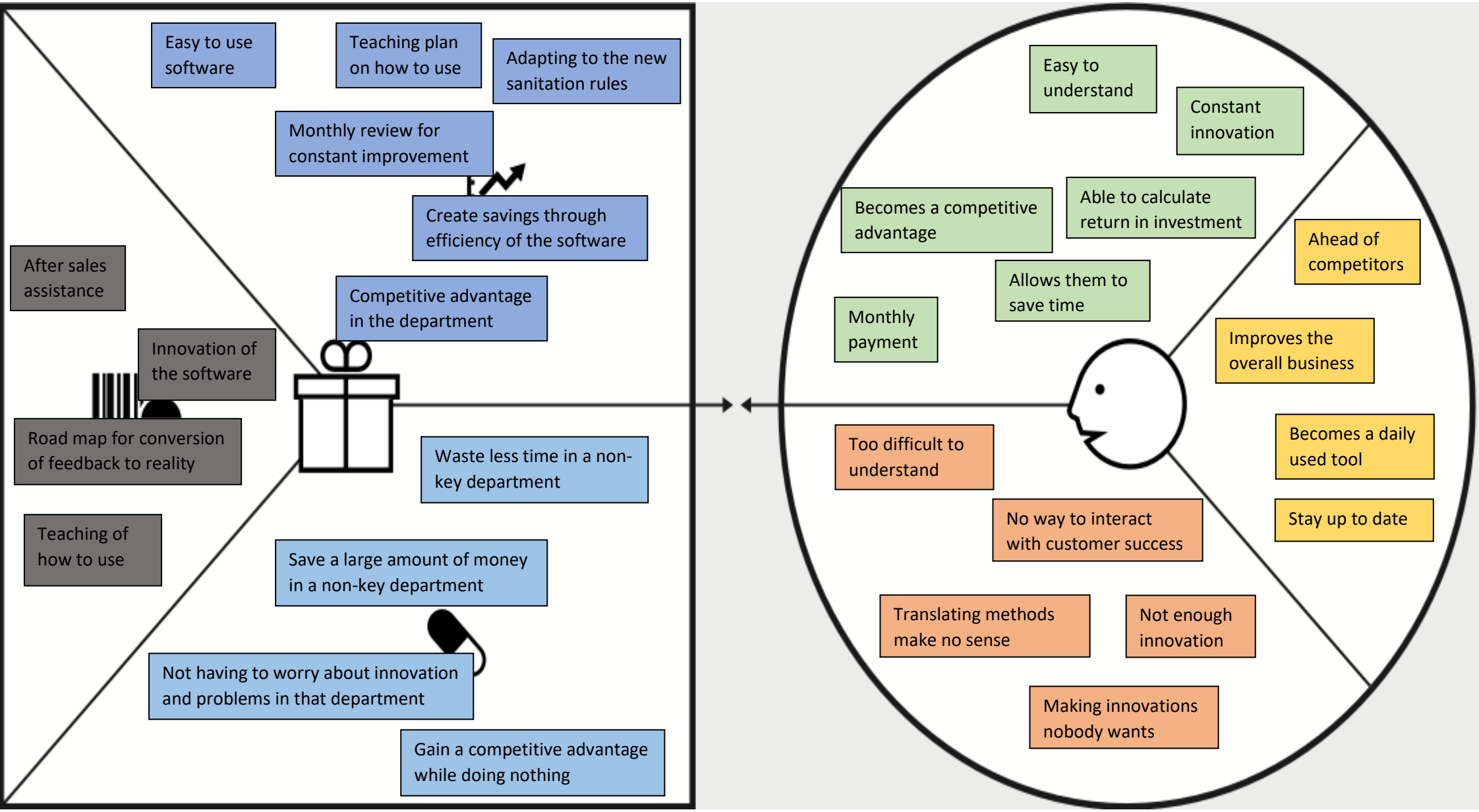
- Hospitality sector (Hotels, rural houses, campaigns)
- Industry production centers, company owners of those centers
- Owners of offices
- Technical Assistance in maintenance sector
- Technical Assistance in the cleaning sector

Cost Structure

- Salaries of the developers are one of the main costs
- Costs of implementations where the company losses some money, key to build the relationship with the clients
- Facebook and Online ads which help the company obtain inbound leads

Revenue Streams

- The only two sources of revenue are the month subscription and the implementation payment
- While the implementation is a fixed price, the month revenue is a variable price that depends on the users who use the product that month


Easy to use software
Teaching plan on how to use
Adapting to the new sanitation rules
Monthly review for constant improvement
Create savings through efficiency of the software
After sales assistance
Competitive advantage in the department
Innovation of the software
Road map for conversion of feedback to reality
Waste less time in a non-key department
Teaching of how to use
Save a large amount of money in a non-key department
Not having to worry about innovation and problems in that department
Gain a competitive advantage while doing nothing
Easy to understand
Constant innovation
Becomes a competitive advantage
Able to calculate return in investment
Ahead of competitors
Allows them to save time
Monthly payment
Improves the overall business
Too difficult to understand
Becomes a daily used tool
No way to interact with customer success
Stay up to date
Translating methods make no sense
Not enough innovation
Making innovations nobody wants

Key Partners

- Mentor and direct boss
- Marketing and Customer success department
- Developer team
- Data collectors
- Translation companies

Key Activities

- Market Analysis
- Competitor Analysis
- Management of the LinkedIn group
- Brand Awareness activities
- Discovery calls
- Customer Success plans
- Creation of events
- Application for prizes

Key Resources

- Marketing and Growth Intern
- Computer and subscriptions to data bases
- Portal of the company that acts as a Drive
- Spanish budget for advertisement
- HubSpot, LinkedIn

Value Propositions

Customer Relationships

- Through the phone
- Newsletters
- LinkedIn group
- LinkedIn message
- Email
- Videocalls
- Feedback portal

Channels

- They know me through the LinkedIn group
- Deliver through that group as well as personally using HubSpot

Customer Segments

- Direct contact with the final consumer
- Direct contact with the potential consumer
- Direct contact with the decision maker
- Direct contact with the technicians who use the software
- Direct contact with the managers who manage those technicians

Cost Structure

- Give expertise in Market and competitor analysis
- Provide results and help to the sales team
- Provide a potential consumer base through the membership of the LinkedIn group
- Provide direct contact with the decision makers thanks to newsletters and creation of Podcasts

Revenue Streams

- Salary
- Stocks
- Learnings of Marketing, Finance and Sales
- Knowledge on software base companies

Market

The market in which this company operates is the Software as a Service, targeting the maintenance industry. This market is relatively new with no more than 5 relevant competitors:

- HotelKit
- Eisisoft
- Prisma
- Gmaocloud
- Valuekeep

Most of them existent in the Spanish market since 2015 and all of them following either low price strategies or quality-based products. In our case, Infraspeak follows a quality strategy, developing and implementing the best product and customer service in the market, both key components for the success of the company.

Segments

Being a B to B market the segments are based on industries and size. However, since the pandemic the segmentation ahs changes a lot, opening the market to other industries. At the moment the segments would be:

- **Hospitality:** A sector which has a lot of presence in Spain and that needs the most this product, specially after the pandemic. However, it is divided in:
    - **Small size:** Low-budget companies which are looking for a better control and a tool which helps their hotels to comply with the rules of hygiene. Looking for simplicity.
    - **Medium and big size:** They look for a value added in this software, not only to manage maintenance, also to provide efficiency and flexibility to their everyday operations like being able to use the software for reservations.
- **Manufacturers:** Without regarding the industry, the companies which have a production center can take a lot of advantage with the software. Instead of pricing to the size of the company, software companies provide the product and a price looking at the users which are working in the facility, something which allows this gathering of the manufacturers and no differentiation on size.
- **Maintenance and Housekeeping service providers:** Companies which provide service in both of these areas can use the software to manage their activities. These are the companies which have a better adaptation and see more value to the product, mainly because the software optimizes the main activity of these companies. The willing to pay is high in this case.
- **Companies with offices to maintain and housekeep:** Multinationals and owners of offices can use the software to optimize this department and inquire in less costs. Usually they look for less costly software.

While the more productive segments are looking for an enlargement of the life of their equipment, the daily usage of the hospitality sector or the office owners look for a compliance to the anti covid measures.

Choose a Segment

In our case we have chosen the industry sector. We have done that due to the situation of the more attractive sector in Spain, the hospitality sector. While the industry sector keeps afloat thanks to the need for production of food, packages and more basic products, the hospitality sector in contrast has no relevant revenue.

On top of that, the industry sector provides us with a wider portfolio due to the industries and the possibility of adaptation of our software. Even if Infraspeak's software will need to adapt to a lot of different industries, its quality and development allows it to reach the needs of these segment potential clients. At last, entering this segment will straight away swipe out some competitors which apply a less costly strategy that doesn't allow them to have the flexibility needed.

Estimate the TAM

Our time would be divided in (Being 1 the largest market to 4 the smallest):

1. **Manufacturers:** All the different manufacturers that exist in Spain, whoever has a production center in this segment could comply on that matter. **538.655 million euros.**
2. **Manufacturers with more than one production center:** Being an expensive product, Infraspeak needs to build long relationships with a high capacity of investment and with even more capacity to get a return in investment. **243.547 million euros**
3. **Manufacturers producing basic products:** While the rest of the manufacturers could be influential by the evolution of the pandemic and the impact of it in the revenue and economy of the society, the basic product manufacturers won't be affected to this. On top of that, they have a stable income which allows it to comply with the subscription revenue model that the company has. **125.647 million euros**
4. **Non-food manufacturers:** It is essential that the last and focused market that we are going to attack does not have the technical difficulties and external factors that the food producers have in contrast to other companies like the light producers. **46.789 million euros.**

Choose one Company

Instead of looking for a profile of a person we will look for a profile of a company.

The perfect company for us would be an illumination company, which has long term contracts with public providers and other companies, producing for example the lights of the cities in Spain and that has more than three production centers, something which would optimize the use of our software and lower the costs of implementations while increasing the month subscription. On top of that, the costs of monthly follow ups of the customer success teams won't be essential and relevant as the fit of the product is simple and almost any public rules need to be complied.

GOAL

Companies with production facilities which have a huge load of maintenance to keep productive and non-stop

Improve the software attending the necessities and demands of the companies we are providing. In order to do so we will need a feedback system and a good team of success of the client

7 What do they THINK and FEEL?

PAINS
What are their fears, frustrations, and anxieties?

Efficiency

Costs

See the value added

Comply with the rules anti covid.

GAINS
What are their wants, needs, hopes and dreams?

Gain value for a secondary department

Lower costs

Not worry about this covid measures

What other thoughts and feelings might motivate their behavior?

We have the best reviews of all the market as well as the highest growth in the products available in Spain. In fact, other companies from the outside like Upkeep are starting to look at us as potential competitors and adapting some of the strategies that we have. On the other hand, clients and lost leads have all complained about one main problem, the costs of implementation, something which cannot be lowered due to only covering costs by our side.

Other competitors are adapting their activities and products towards this market opportunity, which leaves us with the decision of investing to be market leaders or followers. Having almost no time to make this decision.

Other companies are copying us, some of the features we have as well as the marketing strategies followed during these past months. However, mainly what they have acknowledge is that we have a much better relationship with the customers thanks to the customer follow-ups

At the moment what we are doing perfectly is improving the product towards the demands and the necessities detected by our sales and customer success team. However, we see that others are adding value by showing this improvements more publicly and through tools like a road map for clients.