SOLA

Internal Operating Framework

Team structure, role complexity, growth playbooks, measurement frameworks, and the operating model of an agent-native company.

Contents

1. The Team

> Four cofounders. Flat structure. No hierarchy. Each person owns their domain end-to-end with full autonomy. We collaborate constantly, but nobody waits for permission to move.

FLAT STRUCTURE — ALL COFOUNDERS, ALL PEERS

BK (Bokang)
TECH, ENGINEERING & ANALYTICS

Full-stack product engineering. System architecture. Data and analytics. Longest tenure — context across every domain.

Aya
COMMUNICATIONS

Brand voice and storytelling. PR and media. Community engagement. Social presence. The human interface to the world.

Clem
PRODUCT & BUSINESS DEVELOPMENT

Product strategy and roadmap. B2B and B2C growth. Partnerships. Turning product into revenue and relationships into deals.

Sergio
FINANCE, BD & LEGAL

Financial planning. Business development. Legal structure and compliance. The operational foundation.

BK has the deepest cross-domain context, having built the product from day one. Every cofounder has direct ownership and moves independently within their domain.

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2. Operating Principles

> We are not a traditional company. We don't track hours. We don't hold meetings for the sake of it. We track outcomes, move fast, and trust each other to deliver.

01
Track Tasks, Not Time

Nobody clocks in. We measure output: what ships, what closes, what grows. Each person manages their own schedule.

02
Stay Agile, Stay Informed

Continuous async updates. No bottlenecks. Everyone knows what everyone is working on. No surprises, no silos.

03
Always Be Learning

AI tooling evolves weekly. Markets shift monthly. Staying current is part of the job. Learning is the work.

04
Bias Toward Action

When in doubt, ship it. Iterate publicly, fix fast. Speed with taste is the standard. Perfection is the enemy.

05
Own It End-to-End

No handoffs. Each person owns from strategy to execution. See a problem, fix it. See an opportunity, take it.

06
Collaborative, Not Hierarchical

Ideas win on merit. Any cofounder can challenge any decision. We debate, align, and move. No egos.

3. Brand & Communications

OWNER: AYA

> Brand is not a logo. It is every interaction a person has with Sola — every word, every screen, every reply, every silence. Aya owns the entire surface area of how Sola shows up in the world.

3.1 Brand Architecture

The brand is built on three pillars. Every piece of communication maps back to at least one.

Pillar 1: Trust
- Safety-first information women can rely on
- Real advice from real travelers, not SEO filler
- Transparent about what we know and what we don't
- Every city guide fact-checked and source-verified

Pillar 2: Intelligence
- Structured, useful information (not blog-style fluff)
- Respects the audience's time and judgment
- Premium, editorial tone (not influencer-speak)
- Notion-meets-Lonely-Planet information design

Pillar 3: Community
- Women helping women with real questions
- No performative feminism or empty empowerment
- Practical: "Is it safe to walk alone at night in X?"
- Built around shared experience, not aspiration

Voice Rules
- Direct, warm, honest. Never corporate or polished.
- No em dashes (reads as AI). Short paragraphs.
- No "queen", "girl boss", "bestie", "slay"
- Specific details, not generic statements

3.2 Brand Health & Sentiment

What we track to know whether the brand is landing. These are leading indicators — they move before revenue does.

METRIC	DEFINITION	HOW WE MEASURE	TARGET
NPS	Net Promoter Score from in-app survey	Quarterly in-app prompt at Day 30	> 50
Brand Sentiment	Positive/negative ratio across social + reviews	Manual audit + AI sentiment scan weekly	> 4:1 positive
Share of Voice	Sola mentions vs. competitor mentions	Social listening (Brandwatch/manual)	Top 3 in category
Earned Media Value	PR coverage equivalent ad spend	Coverage tracking + circulation data	3x PR spend
Community Trust Score	% of questions that get a helpful reply within 24h	Community analytics	> 80%
Brand Recall	"When you think solo women travel, what comes to mind?"	Survey panel quarterly	Unaided recall > 10%

3.3 Communications Channels

PR & Media
- Tier 1 targets: Condé Nast Traveller, The Guardian Travel, Refinery29, Bustle
- Tier 2: Travel bloggers, newsletter creators, podcasters
- Angle: "Two guys met traveling, spent a year listening to women, built an app"
- Metric: Media mentions/month, domain authority of placements
- AI agent: research journalists, draft pitches, track responses

Social Media
- Primary: Instagram (@with_solatravel), TikTok
- Secondary: X/Twitter, Pinterest (SEO play)
- Content: UGC reposts, city spotlights, safety tips, community Q&A
- Cadence: 5x/week IG, 3x/week TikTok
- Metrics: Engagement rate, saves, shares (not vanity follows)

Email & Lifecycle
- Welcome sequence (4 emails, Day 0/1/3/7)
- Re-engagement at Day 14, Day 30 if dormant
- Weekly digest: trending threads, new city guides
- Metrics: Open rate (>40%), CTR (>8%), unsubscribe (<0.5%)
- From: welcome@solatravel.app / team@solatravel.app

Community
- In-app community threads (real questions, real answers)
- Moderation: Sola Team seeded threads + organic growth
- Tone: helpful, specific, never preachy
- Metrics: Threads/week, reply rate, DAU in community tab
- Goal: community becomes the acquisition channel itself

3.4 Content Strategy

Content is the product. Every city guide, every safety tip, every community thread is marketing that also delivers value. We don't create content to fill a calendar. We create content that answers the questions women are actually asking.

CONTENT TYPE	OWNER	CADENCE	DISTRIBUTION	SUCCESS METRIC
City guides	BK (data) + Aya (voice)	3/week	In-app, SEO, social	Time on page, saves

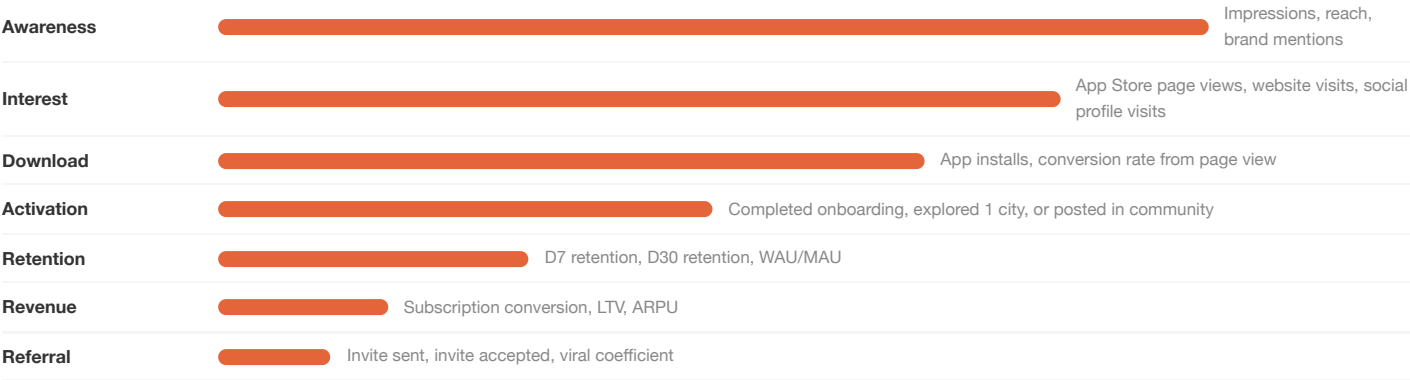| CONTENT TYPE	OWNER	CADENCE	DISTRIBUTION	SUCCESS METRIC
Safety briefings	Aya	Per new city	In-app, email	Completion rate
Community threads	Aya (seed) + organic	Daily	In-app	Replies/thread, DAU
Social content	Aya	5x/week IG	IG, TikTok, Pinterest	Saves, shares, profile visits
PR/thought leadership	Aya + Clem	2x/month	External publications	Backlinks, referral traffic
Email campaigns	Aya	Weekly + lifecycle	Email	Open rate, CTR, conversions

4. Growth & Acquisition
OWNER: CLEM (STRATEGY) + AYA (EXECUTION) + BK (INSTRUMENTATION)

> Growth is a shared function. Clem owns the strategy and numbers. Aya owns the channels. BK instruments everything so we know what works. We do not spend money we cannot measure. Every dollar has a known return or it does not get spent.

4.1 The Funnel

Every user passes through this funnel. We measure every stage and optimize the weakest link.

Awareness	Impressions, reach, brand mentions
Interest	App Store page views, website visits, social profile visits
Download	App installs, conversion rate from page view
Activation	Completed onboarding, explored 1 city, or posted in community
Retention	D7 retention, D30 retention, WAU/MAU
Revenue	Subscription conversion, LTV, ARPU
Referral	Invite sent, invite accepted, viral coefficient

4.2 Acquisition Channels

CHANNEL	TYPE	CPA TARGET	SCALABILITY	PRIORITY
App Store Optimization (ASO)	Organic	$0	High (compounds)	P0
Content SEO	Organic	$0	High (compounds)	P0
Community / word of mouth	Organic	$0	Medium (slow start)	P0
PR & press	Earned	~$2-5 effective	Medium (spiky)	P1
Social organic (IG, TikTok)	Organic	$0	Medium	P1
Influencer partnerships	Paid/barter	$3-8	Medium	P2
Paid social (Meta, TikTok)	Paid	$5-12	High (expensive)	P3 (post-PMF)
Partnerships (tourism boards)	B2B/earned	$0-2	High (distribution)	P1

4.3 Guerrilla & Growth Hacking Playbook

Low-cost, high-impact tactics for pre-scale growth. These compound. We run 2-3 experiments per week and kill what doesn't work within 7 days.

01 Hostel & Co-working Drops
QR code cards with "What 500 solo women said about [City]" at hostels, co-working spaces, and cafes in target cities. Physical presence in the places our users already are. Track via UTM-coded QR links. Cost: print only.

02 Reddit & Forum Seeding
Genuinely helpful answers in r/solotravel, r/TwoXChromosomes, Lonely Planet Thorn Tree, Facebook solo travel groups. Not spam — real answers that happen to reference Sola data. Track referral traffic from forums.

03 Shareable Safety Cards
Instagram-native "Safety briefing" carousels for trending destinations. Designed to be saved and shared. Each card links to the full in-app guide. Metric: saves and shares per post.

04 Waitlist / Invite Mechanic
Early access waitlist with "skip the line" by inviting 3 friends. Creates urgency and viral loop. Track viral coefficient (K-factor) and conversion of invitees.

05 Partnership Content Swaps
Co-branded content with travel insurance, booking platforms, or travel gear brands. They get our audience, we get their distribution. Zero cost, shared upside.

06 SEO Programmatic Pages
"Is [City] safe for solo women?" landing pages auto-generated from our data. Targets long-tail search queries women actually Google before booking. Track organic impressions, CTR, and install conversion.

07 Micro-influencer Barter
Free premium access to travel nano-influencers (1K-10K followers) in exchange for honest content. Not scripted ads — genuine reviews. Track with unique referral codes.

08 **University Travel Societies**
Campus ambassadors at universities with strong study-abroad programs. Free access + co-branded "solo travel safety kit" PDF. Track by university referral code.

4.4 Growth Metrics Dashboard

These are the numbers the entire team sees weekly. No vanity metrics. Every number connects to a decision.

METRIC	DEFINITION	FREQUENCY	TARGET (V1)
WAU	Weekly active users (opened app + 1 action)	Weekly	2,500 by M3
MAU	Monthly active users	Monthly	10,000 by M6
D1 / D7 / D30 Retention	% of users returning after N days	Weekly cohort	60% / 35% / 20%
WAU/MAU Ratio	Stickiness (healthy = >25%)	Weekly	> 25%
CPA (blended)	Total acquisition spend / new installs	Weekly	< $5
Organic %	% of installs from unpaid sources	Weekly	> 70%
Activation Rate	% of installs reaching "aha moment"	Weekly	> 40%
Viral Coefficient (K)	Avg invites sent x conversion rate of invites	Monthly	> 0.3
App Store Rating	Average rating on iOS App Store	Weekly	> 4.7
App Store Conversion	% of page views that install	Weekly	> 30%

4.5 Experimentation Framework

We run growth experiments like a machine. Every experiment has a hypothesis, a metric, a timeline, and a kill criteria.

ELEMENT	REQUIREMENT
Hypothesis	"If we [action], then [metric] will [change] because [reason]"
Primary Metric	One number that determines success/failure
Duration	Maximum 7 days for quick tests, 14 days for channel tests
Kill Criteria	If primary metric < X after 48 hours, kill the experiment
Sample Size	Minimum statistical significance before declaring winner
Documentation	Result logged in experiment log regardless of outcome

● 5. Product & Business Development
OWNER: CLEM + SERGIO (BD)

> Product and business development are two sides of the same coin. The product must serve users (B2C) and create value for partners (B2B). Clem owns product strategy and partnerships. Sergio co-owns deal negotiation and closing.

5.1 Product KPIs

METRIC	WHAT IT TELLS US	TARGET
Time to Value	Seconds from first open to first useful content	< 30 seconds
Session Duration	Average time per session (engaged exploration)	> 4 minutes
Feature Adoption	% of MAU using each core feature	> 30% per feature
Task Completion Rate	% completing key flows (search→city, post→reply)	> 60%
Crash-Free Rate	% of sessions without a crash (Sentry)	> 99.5%
App Store Rating	User satisfaction proxy	> 4.7
Support Tickets	Volume and category of user issues	Trending down weekly

5.2 B2B Pipeline

B2B is a parallel revenue engine. Partnerships with tourism boards, accommodation brands, and travel services create revenue and distribution simultaneously.

PIPELINE STAGE	DEFINITION	METRIC
Prospect	Identified target, no contact yet	# in pipeline
Outreach	First contact made (email, LinkedIn, intro)	Response rate
Meeting	Discovery call or pitch completed	Meetings/week
Proposal	Formal proposal or partnership deck sent	Proposal-to-close rate
Negotiation	Terms being discussed	Avg deal cycle (days)
Closed	Signed agreement	Revenue, distribution value

5.3 Partnership Categories

Tourism Boards
- Co-branded city/country content
- Featured placement in explore feed
- Revenue: sponsored content fees
- Value to us: credibility + distribution

Accommodation Partners
- Women-vetted hostels and hotels
- Booking referral commissions
- Revenue: affiliate + featured listing fees
- Value to us: utility for users

Travel Services
- Insurance, SIM cards, airport transfers
- Contextual recommendations in-app
- Revenue: affiliate commissions
- Value to us: complete travel toolkit

Media & Content
- Travel publications, podcasts, newsletters
- Content swaps and cross-promotion
- Revenue: shared audience growth
- Value to us: distribution at zero cost

6. Engineering & Data

OWNER: BK

> Engineering is not a support function. It is the production engine. BK owns the entire technical stack from infrastructure to analytics, running multiple AI agent sessions in parallel to ship at a pace that would normally require a team of 8-12 engineers.

6.1 Technical KPIs

METRIC	WHAT IT MEASURES	TARGET
Crash-Free Rate	App stability (Sentry)	> 99.5%
Cold Start Time	Time from tap to interactive on iOS	< 2 seconds
API P95 Latency	95th percentile response time (Supabase)	< 300ms
TypeScript Errors	Compile-time type safety (npx tsc)	0 in app/ and components/
Deployment Frequency	OTA updates pushed per week	> 3/week
Time to Recovery	Minutes from bug report to fix deployed	< 60 min for P0

6.2 Data & Analytics Infrastructure

Event Tracking (PostHog)
- Every screen view, tap, scroll, and interaction
- Feature flags for progressive rollout
- Session recordings for UX debugging
- Funnel analysis and retention cohorts
- Custom dashboards per team function

Internal Dashboard (Next.js)
- Real-time user count, signups, activity
- Content coverage (cities, places, images)
- Community health (threads, replies, moderation)
- Growth metrics (installs, retention, funnel)
- Accessible to all cofounders, updated live

Error Monitoring (Sentry)
- Real-time crash reporting with stack traces
- Release health tracking per OTA update
- Performance monitoring (slow screens, API calls)
- Alert routing to BK for P0/P1 issues

Database Analytics (Supabase)
- Content completeness tracking (cities, guides, images)
- User behavior patterns via SQL queries
- Data quality monitoring (missing fields, broken links)
- Growth queries powering the internal dashboard

6.3 What We Instrument

If we can't measure it, we can't improve it. Every user-facing feature ships with analytics from day one.

CATEGORY	EVENTS TRACKED	USED BY
Onboarding	Each step completed, drop-off points, time per step	Product, Growth
Explore	Search queries, city views, place views, collection taps	Product, Content
Community	Thread views, posts, replies, time in community tab	Comms, Product
Trips	Trip creation, place saves, itinerary edits	Product
Navigation	Tab switches, screen flows, back-button usage	Product, Engineering
Performance	Screen load times, API response times, JS errors	Engineering
Growth	Install source, first action, activation event, referral sent	Growth, Marketing

7. Finance, Legal & Operations

OWNER: SERGIO

> Sergio owns the financial, legal, and operational infrastructure that makes everything else possible. This is not a back-office function. Financial clarity and legal soundness are what let the rest of the team move fast without breaking things that matter.

7.1 Financial KPIs

METRIC	DEFINITION	FREQUENCY	TARGET
Runway	Months of operating cash remaining	Monthly	> 12 months
Burn Rate	Monthly cash outflow	Monthly	Decreasing or stable
MRR	Monthly recurring revenue (subscriptions)	Monthly	Growing 15%+ MoM
LTV	Lifetime value per subscriber	Monthly	> 3x CPA
LTV:CAC Ratio	Unit economics health	Monthly	> 3:1
ARPU	Average revenue per user (all users)	Monthly	Growing
Gross Margin	Revenue minus direct costs / revenue	Monthly	> 80%

7.2 Revenue Model

B2C: Subscriptions
- Free tier: Core city guides, limited community
- Premium: Full guides, offline, trip planner, DMs
- Pricing: $7.99/month or $49.99/year
- Managed via RevenueCat
- Target: 5-8% conversion of MAU to paid

B2B: Partnerships
- Tourism board sponsorships ($5K-50K/campaign)
- Accommodation affiliate commissions (8-15%)
- Travel service referrals (per-booking fee)
- Co-branded content partnerships
- Target: B2B = 30-40% of total revenue by M12

7.3 Legal & Compliance

AREA	STATUS	OWNER
Corporate structure & incorporation	Established	Sergio
Privacy policy & Terms of Service	Live, reviewed quarterly	Sergio
GDPR / data protection compliance	Implemented (Supabase EU hosting)	Sergio + BK
App Store compliance (Apple guidelines)	Ongoing per release	BK + Sergio
Partnership contracts & templates	Standardized, agent-drafted	Sergio
IP protection (trademark, brand)	Filed	Sergio
Employment / contractor agreements	Template ready	Sergio

8. Measurement Framework

> We measure everything. Not because we are obsessive, but because a four-person team cannot afford to waste time on things that don't work. Data tells us where to focus and when to stop. This is how top startups operate, and we are no different.

8.1 Weekly Scorecard

Every Monday, we review these numbers. This is the heartbeat of the company.

CATEGORY	METRIC	OWNER	TARGET
Growth	New installs (weekly)	Clem	+15% WoW
	WAU	BK (dashboard)	Trending up
	Activation rate	Clem + BK	> 40%
Engagement	D7 retention (latest cohort)	BK	> 35%
	Community posts + replies	Aya	+10% WoW
	Avg session duration	BK	> 4 min
Brand	Social engagement rate	Aya	> 5%
	Press mentions (weekly)	Aya	≥ 1
Revenue	MRR	Sergio	Growing
	B2B pipeline value	Clem + Sergio	Growing
Product	Crash-free rate	BK	> 99.5%
	App Store rating	BK	> 4.7

8.2 Monthly Deep Dives

First week of each month, we do a longer analysis on these areas. This informs strategy for the next 30 days.

Retention Analysis
- Cohort curves (D1, D7, D14, D30)
- Retention by acquisition channel
- Feature correlation with retention
- Churn reasons (exit surveys, support tickets)

Channel Performance
- CPA by channel (organic, paid, referral, PR)
- Quality of users by channel (retention, LTV)
- Channel mix optimization
- Experiment results and learnings

Unit Economics
- LTV:CAC by cohort
- ARPU trend
- Subscription conversion funnel
- Revenue per channel (B2C vs B2B)

Content & Brand
- Content coverage gaps (cities, countries)
- Top-performing content (views, saves, shares)
- Brand sentiment trend
- PR coverage analysis

8.3 North Star Metric

NORTH STAR METRIC

Weekly Active Women Who Explored a City Guide or Posted in Community

WAE

WEEKLY ACTIVE EXPLORERS

This single metric captures acquisition (they downloaded), activation (they explored), and engagement (they came back this week). Everything we do should move this number.

8.4 Reporting Cadence

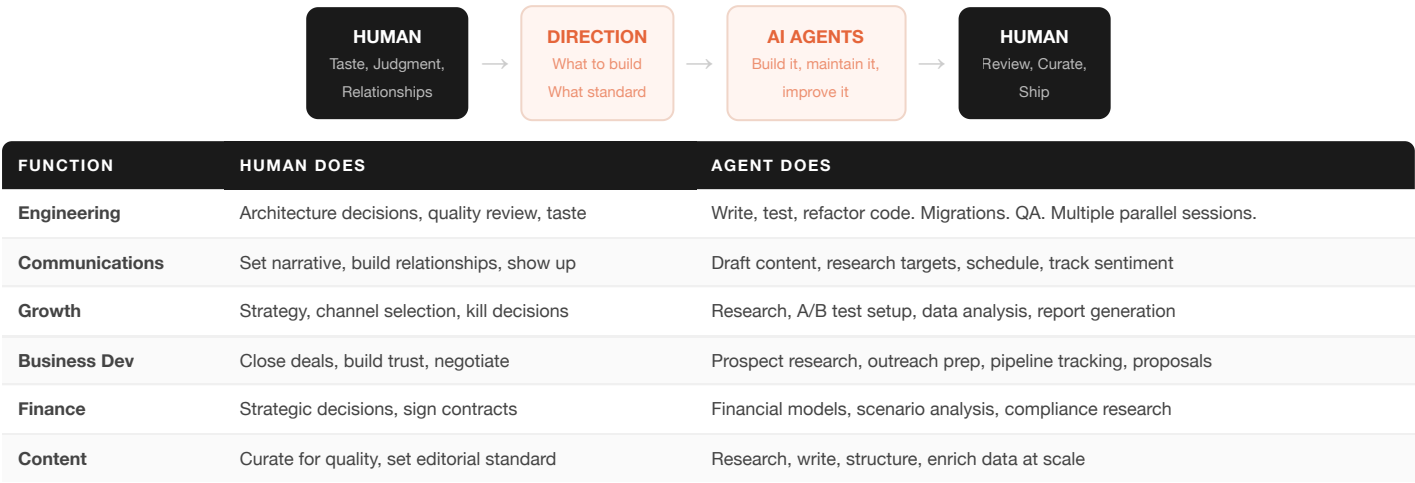|	
DAILY	Glance at installs, crashes, community activity (PostHog + Sentry dashboards). No formal report — just awareness.
WEEKLY	Monday scorecard review (15 min async or sync). Each person updates their metrics. Flag anything off-track.
BI-WEEKLY	Experiment review. What did we test? What did we learn? What are we testing next? Kill, scale, or iterate.
MONTHLY	Deep dive analysis. Cohort retention, channel economics, financial review, content audit, brand health check.
QUARTERLY	Strategic review. Are we on track for 10K users? Adjust priorities, reallocate attention, update targets.

9. The Agentic Model

> There is a narrow window in the world right now. AI is advanced enough to be transformative, but most companies haven't figured out how to use it. We have. This is our structural advantage and it compounds every day.

9.1 The Thesis

We are an **agent-native company**. AI agents handle explicit, repeatable, scalable work. Humans handle taste, judgment, relationships, and decisions. A team of four produces the output of a team of forty.

TRADITIONAL STARTUP	SOLA — AGENT-NATIVE
Hire specialists for every function	Buy expertise, codify it, agents operationalize
Weeks to ship a feature	Hours or days to ship a feature
$1.5-5M/year operating cost	$100-300K/year operating cost
Scale by adding headcount	Scale by adding agent workflows

9.2 Human-AI Split by Function

HUMAN Taste, Judgment, Relationships → **DIRECTION** What to build What standard → **AI AGENTS** Build it, maintain it, improve it → **HUMAN** Review, Curate, Ship

FUNCTION	HUMAN DOES	AGENT DOES
Engineering	Architecture decisions, quality review, taste	Write, test, refactor code. Migrations. QA. Multiple parallel sessions.
Communications	Set narrative, build relationships, show up	Draft content, research targets, schedule, track sentiment
Growth	Strategy, channel selection, kill decisions	Research, A/B test setup, data analysis, report generation
Business Dev	Close deals, build trust, negotiate	Prospect research, outreach prep, pipeline tracking, proposals
Finance	Strategic decisions, sign contracts	Financial models, scenario analysis, compliance research
Content	Curate for quality, set editorial standard	Research, write, structure, enrich data at scale

9.3 AI Agents Per Role

BK — Engineering
- Claude Code: parallel agent sessions for concurrent development
- Automated database migrations and data enrichment
- QA regression testing via agent workflows
- Analytics dashboard and pipeline automation

Aya — Communications
- Content drafting within codified brand voice guidelines
- Press target research and pitch preparation
- Social content generation and scheduling
- Sentiment analysis and community monitoring

Clem — Product & BD
- Market research and competitive analysis at scale
- Partnership prospect identification and outreach prep
- User behavior analysis and feature prioritization
- Pitch deck and proposal generation

Sergio — Finance & Legal
- Financial modeling and scenario analysis
- Contract drafting and compliance checks
- Regulatory research across jurisdictions
- Investor materials and data room management

10. Values & Culture

> These are not aspirational statements on a wall. They are operating behaviors we hold each other accountable to. If someone isn't living these, we say so directly.

Speed with taste. Move fast, but never ship something that feels cheap. Premium is non-negotiable. We would rather delay than dilute.

Ownership over everything. When you own a domain, you own it completely. No waiting for someone to tell you what to do. See a problem, fix it.

Honesty over performance. Say what you think. Challenge bad ideas directly. No corporate speak, no hedging. If something is wrong, say so.

Learning as a discipline. AI tools evolve weekly. Markets shift monthly. The team that learns fastest wins. Staying current is part of the job.

Leverage over labor. The smartest path is not working harder. It is using every available tool to multiply what each person can accomplish.

Trust over process. We trust each other to make good decisions within our domains. Process exists only where it prevents real mistakes.

Data over opinions. When we disagree, we look at the numbers. When we don't have numbers, we instrument and measure before debating further.

Users over abstractions. Every decision starts with "what does the woman planning her trip actually need?" Not what's trendy, not what's clever.

The Opportunity

There is a moment happening right now. AI is capable enough to be transformative, but most organizations are still figuring out how to use it for anything beyond chatbots and summaries. We are not most organizations.

We don't need to be ahead of the curve. We just need to be genuinely embedded in it. Every person on this team uses AI agents daily, understands what they can and cannot do, and pushes the boundary of what a small team can accomplish.

The companies that will define the next decade are not the ones with the biggest teams or the most capital. They are the ones that figured out, early, how to pair human judgment with machine execution. We are one of them.

Four people. AI-native from day one. Building for the women who travel differently. Moving at godspeed.

THE COMPANY OF THE FUTURE, BUILT TODAY.