



“Feel at home,
away from home”

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Company Name: Home@broad

Company Address: Isafjordsgatan 26, 164 40 Kista, Stockholm, Sweden

Web page: Scan the QR code!

Contact email: homeabroad5@gmail.com



Team members:



**Mathijs van de
Zande**

Lived in Hungary,
Netherlands

Security & Privacy
Marketing & Sales



**Jose Manuel
Paredes**

Lived in Spain,
Finland

Competitor and
Market Analysis



**Cong-Minh
Dinh**

Lived in Vietnam,
France

Designing, Data
analytics



**Surbhi
Sonkiya**

Lived in Italy, Spain

Web developing,
Project
Management



**Luca
Comoretto**

Lived in Italy, France

Communication,
Erasmus Student
Network

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Email: homeabroad5@gmail.com

Website: Scan the QR code!



Management Team

Cong-Minh Dinh
Jose Manuel Paredes
Luca Comoretto
Surbhi Sonkiya
Mathijs Van De Zande

Development stage
[Startup]

Year founded
[2018]

Executive Summary

Feel at home, away from home

THE GRAB

Home@broad provides an online platform for mobility students to experience hassle free accommodation renting process. The platform is easy, simple and user friendly. As well, Home@broad provides a quick solution to the landlords who are looking for secure and regular payments.

CUSTOMERS

The target customers are international mobility students, who face difficulties in finding affordable accommodations while moving across countries.

MARKET

Our research draws attention to two main analytics in regard with students, "The volume of student housing transactions in Europe increased by almost 81% per annum" since year 2012. Also, "The number of higher education students is anticipated to grow to 262 million globally by 2025 and Europe is one the biggest recipients of these students".

BUSINESS PLAN

We aim to start with the city of Milan, Italy and acquire 10 housing contracts in first year. Gradually reach to 100 housing contracts in two years and in parallel expand to another European city. By the end of six years, we would have housing contracts in atleast six European cities with a profit of around 80,000 euros per month.

COMPETITORS

There are many companies providing accommodation worldwide. However, very few of them have an overlap with Home@broad customer target in EU. One of which is Uniplaces. Superficially, this competitor seems ideal but in reality, looking in internet there are a lot of complaints about the poor customer service and the low quality of Uniplaces accommodations. This makes it easier for Home@broad to penetrate among students in EU to look for rental houses.

GO TO MARKET STRATEGY

We plan to start with the city of Milan, Italy, and then expanding to other major cities namely, Barcelona, Rome, Lisbon, Amsterdam, Madrid, London, and so on.

COMPETITIVE ADVANTAGE

Hassle free experience, secure payments, and accessible platform.

Business Idea

Since there is lack of reliable and affordable accommodation companies for foreign students, Home@broad makes the accommodation renting process safe and easy for international students. As well, it provides a quick solution to the landlords who are looking for secure and regular payments.

The company's offer

When you move to another city, what worries you the most? The first is housing. Indeed, the number of exchange students in Europe is significant and growing (currently one and a half million students), even supported by the initiatives of the European Commission. Most of these students experience difficulties finding accommodation, as not all countries have student dormitories, forcing students to search for rental apartments in the private sector. Within this sector language barriers prevent student from finding a comfortable place or build a durable relationship with the landlord.

Our goal and mission is to help international students to quickly and securely find their accommodation. We are an intermediary in the implementation of administrative procedures and in the removal of language barriers between students and owners. We help international students to find reliable housing at affordable prices and help landlords to quickly find suitable tenants. We guarantee the rights and obligations between tenants and landlords.

To do this, we have developed a platform entirely in English that users can access and use to easily book suitable accommodation for a short period of 3 to 12 months. In addition, we provide free consulting services on the selection of accommodation according to the needs and the financial capacity of the users.

Market conditions

The market conditions for home@broad are analyzed in three steps. First of all the customer, who we are targeting. Then the (student) accommodation market and what factors influence this market are discussed. And finally the competitors are discussed as the most important of these factors.

Customers

Our target customers are divided in 2 sectors: on one hand there are the **international students** who are moving abroad, they usually do not know the language of the new country and can suffer frauds and on the other hand, **landlords** want to rent their places and sometimes it is difficult to find appropriate tenants.

We offer a platform for international students to rent a place easily and securely for students and landlords.

Even if we are primarily addressing the incoming foreign students, this doesn't limit the use to them: also native students and young workers are easily targeted.

Customers	Needs/Issues	Our proposal
International students	<ul style="list-style-type: none">• Accommodation in other country• Language barrier• Possible fraud	<ul style="list-style-type: none">• Provides listings from a vast database of verified properties• English agreements• Secure payments
Landlords	<ul style="list-style-type: none">• Seeking for tenants• Language barrier	<ul style="list-style-type: none">• Offers a commission based service to list their properties• Secure and regular payments

Market

Home@broad focuses on the international student accommodation, it is a market which has started to emerge as a mainstream investment category. We have witnessed a growth in university student numbers worldwide, as well as an increase in international student mobility, nearly one million and half students in Europe and in 2016, about 20 thousands international students in Milan. This trend has steadily increased over the years and is forecasted to reach 7.6 million students studying abroad by 2025. These students can importantly need housing, which makes the potential market of users for very large applications.

With the growth of Internet access worldwide, new opportunities for the renting market, and student accommodation accordingly, emerged. Also different players with different strategies on the online booking business started appearing, but none of these were providing a reliable, online marketplace for students. In this context, five bright and motivated international

entrepreneurs found an innovative way to create value in spite of the prevailing structure of the industry.

According with Savills World Research, the European Student Housing market has registered a successful growth over the past decade. "Europe's rapidly growing student housing sector is supported by Europe's robust and fast-growing student market. The number of higher education students is anticipated to grow to 262 million globally by 2025 and Europe is one the biggest recipients of these students" [Savills 2013].

In the past years, the student housing sector has been a major target for property investors mainly because of its high yielding, with low voids. "The volume of student housing transactions in Europe increased by almost 81% per annum, exceeding €1.4 billion in 2011, according to Real Capital Analytics. In the first half of 2012 investment volumes in the sector reached €1 billion, double that of the same period a year earlier".

Home@broad's market is the one composed of the cities first and countries later, where universities don't provide accommodation to foreign students and leave them alone in the search. Countries like Sweden and France won't be involved in our business, since the presence of standardized and generalized housing services, while Italy and Spain for example really suits us.

Looking at the growing market and the amount of investment in Europe, Home@broad will be launched in Italy, in particular Milan as the number of customers is very high; about 300.000 students and 20.000 of these are international students, besides one of our team member belongs to the ESN (Erasmus Student Network) there so it will be easy to enter in the market and get our first customers.

Of our products will benefit local people or international students arriving in European cities, especially in cities like Milan, Madrid and so on. Thanks to our service, landlords would receive the money effortlessly. Students would find affordable housing at a reasonable price.

Competition

After a thorough analysis of our business and of the other companies (Not all the companies will be mentioned in the following analysis, but just the major ones) in the accommodation sector, we have identified 2 kind of competitors:

- Potential competitors: they are companies which work in the accommodation sector but they offer apartments for travelers in general, there is a chance that they will expand their business to our sector.
 - Booking
 - AirBnb
- Real competitors: companies in the accommodation sector which are focused on our main customers, students.
 - Uniplaces (European)
 - Erasmusu (international)

- HousingAnywhere (international)

In this section we are going to focus in the Real Competitors since we share the main customer, our first approach would be the analysis of the website traffic in the last 6 months:

	Visit figures	Visit per country
HousingAnywhere:	<div>Total Visits1.39M ▲20.03%</div> <div>⌚ Avg. Visit Duration00:05:06</div> <div>📄 Pages per Visit9.39</div> <div>↪ Bounce Rate34.83%</div>	<div> Netherlands15.93% ▲3.42%</div> <div> Italy6.93% ▲20.14%</div> <div> Spain6.89% ▲38.41%</div> <div> Germany6.76% ▲14.54%</div> <div> France5.01% ▲17.93%</div>
Uniplaces	<div>Total Visits1.44M ▲47.72%</div> <div>⌚ Avg. Visit Duration00:06:06</div> <div>📄 Pages per Visit9.39</div> <div>↪ Bounce Rate46.15%</div>	<div> Portugal24.05% ▲17.02%</div> <div> Spain14.97% ▲24.94%</div> <div> Italy9.06% ▲33.12%</div> <div> Brazil6.17% ▲94.60%</div> <div> Germany5.30% ▲56.32%</div>
Erasmusu	<div>Total Visits2.65M ▲54.81%</div> <div>⌚ Avg. Visit Duration00:02:59</div> <div>📄 Pages per Visit3.47</div> <div>↪ Bounce Rate62.89%</div>	<div> Spain12.10% ▲21.31%</div> <div> France7.56% ▲47.06%</div> <div> United States6.07% ▲282.7%</div> <div> United Kingdom5.93% ▲155.4%</div> <div> Italy5.75% ▲24.85%</div>

Looking the figures can conclude:

- Although HousingAnywhere and Uniplaces have almost the same amount of visits, the real competitor is Uniplaces as HousingAnywhere is international and Uniplaces only work in EU.
- Erasmusu works in all the world so the number of visitors is huge but as the website works as a social network it is not a real accommodation company so it will not be

included in the following analysis.

- Spain and Italy are in the 5th TOP of the visitors per country section, it means that there is a big market in those countries.

The main competitor we have to deal with is Uniplaces as it works in the same area and its customers are students. We are going to analyze Uniplaces deeper to see how it works and how we can compete with it.

Uniplaces' value proposition:

Uniplaces made the process of renting the ideal property easy, safe and relevant for students. Moreover students no longer were exposed to the possibility of being victim of fraud or other problems because UniPlaces holds the payment until 24 hours after check-in before giving it to the host, which reinforces the value creation process. This gives both parties time to do a walkthrough upon check-in, to make sure that everything is as expected and to ensure Uniplaces can enforce cancellation policies before the transaction is completed. Landlords also benefit with the new platform. Most of them are busy and don't have time to deal with lots of questions/enquiries from students, and others are still struggling with online advertisement and communication. As a result, landlords can rent their properties with minimum fuss and also have them exposed to a larger pool of potential tenants.

Uniplaces' revenue model:

The main aspect of the platform is the bookings of the properties through the site. When students want to book a property they select the duration that they want to book it for, and pay a reservation fee through the site. The fee will depend on the property and the duration, as it will be calculated as a percentage of the total rent. To landlords, UniPlaces offers a listing process free of charge and it is the company that takes care of all (descriptions and photography), only charging a commission fee per each accommodation booked. Having said this, from each booking UniPlaces receives a transaction commission which is deducted partially from the amount of money the landlord receives 9 (4% + VAT), and partially charged to the student (3%). In addition to that it is expected that the revenue process evolve by selling extra added value services, which will reinforce the customer relationship process and increase average revenue per user, customer satisfaction and word-of-mouth.

UniPlaces' value chain is defined by four primary activities which are the core of the business and incorporate all the processes from acquiring a property until the moment it is booked. The marketing and sales activities are the ones with the biggest cost contribution impact since they employ the greater number of people, and the costs with online marketing tend to be higher with the entrance in some European countries like Spain.

In the previous paragraph it is said that uniplaces is a trusted platform which offers good apartments for a nice price. it sounds ideal but actually the reality is different, looking in internet there are a lot of comments complaining about the poor customer service and the low quality of Uniplaces accommodations. Some of them are in well-know social networks such as LinkedIn.

In conclusion it is clear that there is a lack of apartment control from Uniplaces and it implies

that the customer confidence is damaged. Actually our company focus in the trust of the customers, we offer confidence and easy to our customers.

Market

The exploration of the market is primarily based on personal experience as foreign students and on surveys from other students: it was evident that there was a strong need of such a service.

Regarding the competitors, an analysis of the tools offered to us personally, an accurate search through the net and reports of public institutions helped us to elaborate the situation.

Marketing Strategy

We believe that one of main strengths is to involve international students in our solution. Therefore, we come to the conclusion that the best strategy to enter the market can be the direct participation of international students.

For these international students, we divided into two parties: students who have not yet arrived in the country and still looking for housing, and students who already live there but have trouble finding a good one home.

First, we intend to directly provide our platform for students in the first sector. We can underline difficulties of international students to emphasize the difference of our services in a marketing campaign.

We will use the Erasmus and EIT network to announce to students. In addition, we can directly contact the university and convince them that our service would be a good and safe alternative for students. Therefore, the university can recommend to their students currently looking for a residence.

For the second sector, we will discuss installation costs and schedule details with the city government in order to make billboards. The first city to apply the camping service at home, in our plan, is Milan.

Product / Service

Our service is a site platform in english that international students can quickly and easily consult and book their rooms. The design of the user application is very simple in order to provide a good user experience. Users are familiar with these types of services, so the adoption of our application is not complicated

In addition, we have filters according to period, location of house and its price. We also provided chatbox support to advise users on housing needs and finances. All this allows the user to easily choose a right room at a right price.

Finally, we also build an Android and ios application. A mobile application based on a working principle is more 'user-friendly' than a website (several studies that have been done support this point).

Market Penetration

We plan to enter the market through Milan. At present, the city has strong demand for accommodation to develop our products. When our products are completed, moving to other cities will be relatively easy.

In the next stages of development, we plan to expand to other European cities, such as Roma, Lisboa, etc. which are also a major city for international students, but has difficulty finding shelter because of barriers language. The use case in Milan will be an example to expand to other cities.

In the process of developing and expanding our project, it is important to point out to users that their comments help improve the service and provide the user a sense of being part of the business. This will help build customer loyalty and encourage them to spread the message.

Finally, the best asset for a successful business is the image that is created. It is important to decorate the room nicely and fully. Our service is based on the impression of the customer, and hein the beautiful photos make a great first impression for the booking guests. We can also create social networking sites. The age of technology makes us easier to promote our online business and the easiest and cheapest way is to tackle the social media aspects.

The Business Process

The business process describes the collection of activities Home@broad performs in order to address and engage customers and to guide them towards our shared end goal of finding suitable accommodation.

Through the platform, mail, chat(e.g. whatsapp, telegram, signal, etc.) or phone. Customers will have a durable relationship as is considered fitting for tenants and property renters.

The use of student networks, as for example ESN in Milan, will play an important role in addressing those who are searching for us. Also the huge gap between supply and demand in student (short term) accommodation in the cities of choice will motivate those who need Home@broad to put a little effort in finding us. In our turn we aim to make it as easy as possible to find us and as clear as possible what our mission is.

The customers, in the context of home@broad are primarily students find our platform through any of the popular search engines or an (international) student association or network in their environment.

Our platform brings the offer of available accommodations in a specific city to the student's premises and enables him or her to find and book suitable accommodation abroad.

Via this online platform the student can book a room for a specified amount of time, fill in a form, sign a clear contract in English and submit this together with any means of identification. In response home@broad will send a mail to agree on a time to inspect the room or meet and exchange keys.

After the booking process and the exchange of keys or so called check in there is no additional participation required from the customer. Throughout the stay, the customer has the freedom to do whatever he or she pleases within the boundaries set by the contract. For any additional questions or issues our organisation is available via the range of communication channels mentioned before. When there are no additional questions the so called checkout is the final and last activity for the customer.

A customer pays a one time deposit and a monthly fee to home@broad for the time of their stay, similar to the rent paid in any other tenant-landlord construction. Optionally the student can choose to opt for the automatic withdrawal option for additional convenience.

Price Strategy

The pricing strategy is key to the success of this endeavour. Pricing is heavily dependent on the characteristics of the local accommodation market in the cities of choice and the structure of the business model.

The cities of interest share two characteristics that heavily influence the pricing strategy. First of all a significant imbalance in supply and demand when it comes to available (short term) accommodation for foreigners. And secondly a significant (>10%) price difference in price per room and price per apartment.

Home@broad addresses property owners on the one hand by renting their property, taking over operational efforts, and creating security through a strong community and payment upfront.

Students on the other hand, home@broad's direct customers, get a clear platform, in English, to find suitable accommodation in a range of carefully selected European cities abroad. But for both the students and the property owners the negotiation of the contracts will be done by home@broad. Offering a main rental contract to the property owner in English or the local language and standardized subcontracts in English to the students willing to rent one of the rooms.

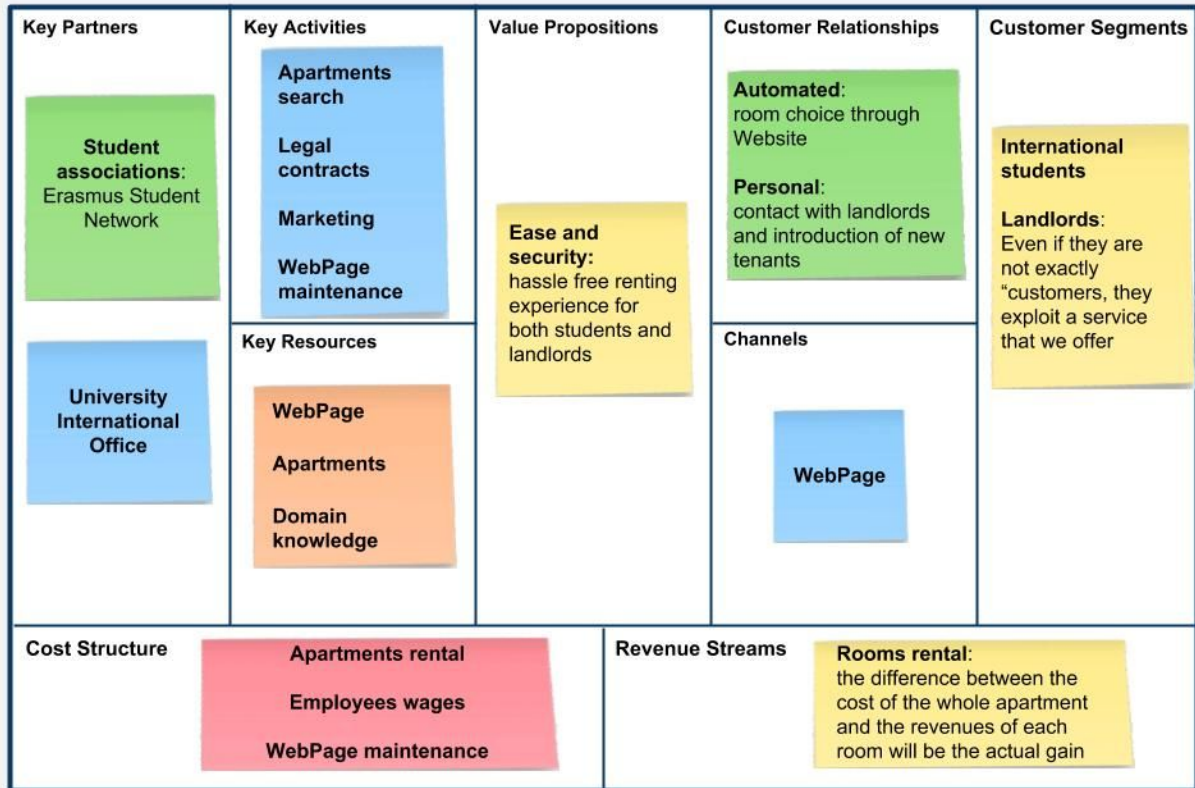
The pricing strategy is similar to the contract construction. Depending on the difference between full apartment rent and rent per room home@broad will rent an apartment and use a 10%, 15% or 20% margin on the price per room to be both market conform and able to cover legal, operational and marketing cost.

For example Home@broad finds a suitable three room apartment for rent of about €1000,- per month. This apartment is then subrented to international students for about €400,- per month. Resulting in a €200 per month to cover the legal, operational and marketing costs mentioned earlier.

The prices and the margin of this example will vary in real life depending on the characteristics of the local accommodation markets in each of the selected cities. But because the margin is based on the existing difference Home@broad ensures that the room prices are market conform.

Business Model

The Business Model Canvas



Image

As new incomers into the market at the beginning we will have to face the comparison with bigger brands but our image will be strengthened by the fact that we all are or have been foreign students: this will raise fondness towards us.

A minute advertising campaign, on social networks and through the student associations we are part of, will increase the awareness.

IPR, Patents and Special authorizations

A crucial point for our business is the contract that we sign with the landlords: in order to be able to sub-rent to the students we will have to include some legal specifications in the document. A continuous study of the legislations of the countries where we operate will allow us to be aware of all the rules we have to comply with.

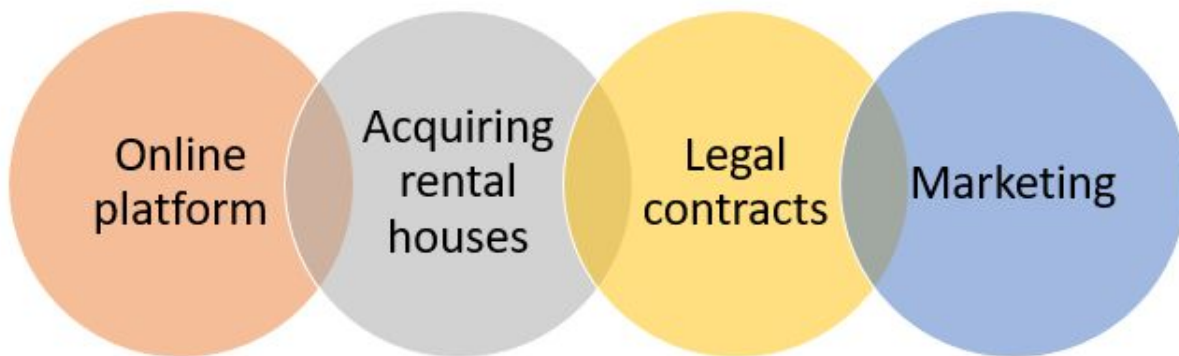
Strong competitive advantages

Even if several websites already exist on the market providing similar services, our business model is radically different and that's where we gain our competitive advantage: the presence of a reliable platform rather than a private landlord will gain the trust of the customers. The price and the security offered constitute the competitive advantage.

Production

Activities - Main Activity

There are four major activities involved in our business plan. They are listed below.



1. **Online Platform:** Web developers and web designers would be employed at Home@broad for the development and maintenance of the website. Additionally, domain name and database space for the website needs to be purchased at this stage.
2. **Acquiring rental houses:** Team of people would be needed to contact landlords and agree upon rents and other contract details. We have to win the confidence of landlords for their secured rents meanwhile also ensure that rooms/ apartments are in good condition to further rent it to students. It could be challenging for our team to interact with landlords as landlords would most likely not speak in English but local language of the country they belong to. For this purpose, we might have to hire employee speaking local language or a translator.
3. **Legal Contracts:** An expert from law field would be hired. We would need to understand the civil and legal rights of citizens of the country where we expand our business. This is extremely important. Based on this information, housing contracts would be structured, documented and signed between landlords and Home@broad. The same follows also for the contracts to be signed between Home@broad and students. We would need a team of employees to be able to complete the extensive paperwork from government offices on time.
4. **Marketing:** This is one of the most labour intensive task of our business. Team of employees would be hired for marketing of the online platform and promote the Home@broad brand among international students. For this purpose, we would request University to provide us sufficient space within campus to promote our brand among international students directly. Also, we would make use of social media and publicize the brand on university groups, student networks, facebook groups and so on.

Resource Requirements

The following resources would be needed to carry out the production.

- **Equipment:** Houses to rent.
- **Premises:** Our company office where employees can work on the development and maintenance of online platform, can coordinate and work on marketing and sales strategies and space to carry out campaigns and events preferably near University.
- **Staff:** Employees as web developer, project manager, web designer, marketing and sales lead, team for marketing and sales, an expert from law field, team to create legal contracts, database administrator, and so on.

SWOT Analysis

Below we present the SWOT analysis for the proposed business idea.

Strength	Weakness	Opportunities	Threats
<ul style="list-style-type: none">• Online platform• Language friendly• Innovative business model• Easy accessibility• Cheaper rooms• Security of rent for landlord• Alternative for university accommodation• Clear contracts and student rights	<ul style="list-style-type: none">• Civil laws and legal contract issues• Possession of less houses• Brand name yet to be established• Debt burden	<ul style="list-style-type: none">• International mobility students• Local students• Large target market• Tie-ups with student network	<ul style="list-style-type: none">• Unreliable tenants• Existing competitors and student housing places• Lack of availability of housing rentals

Strength

1. **Online platform:** The website will be available via internet. Therefore, it would be visible for all customers.
2. **Language friendly:** The platform would be primarily in English language, making it easier and convenient for international students.
3. **Innovative business model:** Explained above already.
4. **Easy accessibility:** It will be easy to find rooms in any city since the listing of rooms would be made available on the online platform.
5. **Cheaper rooms:** With our new innovative business model, we would be able to

provide rooms at comparatively cheaper prices compared to the present competitors and accommodation providers.

6. **Security of rent for landlord:** We aim to pay the rent to the landlords upfront so landlords could feel relieved and have a security of the rents every month.
7. **Alternative for university accommodation:** In many cities, university accommodations costs more than the private rooms elsewhere. However, the houses and rooms that are available for students to rent are not visible to international students. As a result, students end up paying high rents when they are unable to find alternatives for university accommodation.
8. **Clear contracts and student rights:** We want our customers to clearly understand their rights and contract before signing them. Therefore, we aim to provide all documents in English, so everyone is able to understand what they are agreeing to while renting a room.

Weaknesses

1. **Civil laws and legal contract issues:** Civil laws and legal contract types could differ from country to country. Therefore, we might need to hire a lawyer or have an expert in this domain in our company to help us with this extensive paperwork.
2. **Possession of less houses (as of now):** Since we are going to pay the rent to landlords upfront, we may not have enough finances initially to rent many houses. But this would be soon resolved as we start expanding our business. When the business grows, we would have enough cash to expand and rent houses in high numbers and in many cities in parallel.
3. **Brand name yet to be established:** As we are launching new brand in the market, we have to make our brand more visible among our customers. We plan to do so via advertisement on social media and conducting campaigns or events at various universities.
4. **Debt burden (in the initial phase):** Since we are paying the landlords in advance, we might incur a huge amount of debt initially. This would be soon resolved when the business starts growing. According to our cashflow, good amount of profit would be generated within two years.

Opportunities

1. **International mobility students:** Our target customers are international mobility students who have to move across countries for education purpose.
2. **Local students:** We are also open to local students who move from one city to another and need accommodation to stay.
3. **Large target market:** Lots and lots of students in Europe compete to pursue atleast one semester abroad and hence seek cheaper accommodations. The target market is large.
4. **Tie-ups with student network:** As we have developed this platform to benefit student, we may have several opportunities to tie-up with student organisation like Erasmus and EIT and promote ourselves for the benefit of both students and landlords.

Threats

1. **Unreliable tenants:** Although there would be contract signed, threat of tenants not paying timely rents will always exist.
2. **Already existing competitors and student housing places:** They are already existing in the market and have good penetration among the international students.
3. **Lack of availability of housing rentals (depends on the market):** Based on the economy of a country/ city, there could be an issue of finding enough number of houses for rent to expand our business at a large scale.

Summer School Review

The teamwork started with brainstorming of ideas around logistics and big data. We came up with the idea to apply blockchains to secure the shipping of the containers and retain reliable information about the provenience of those. The additional usage of sensors to screen the containers would have eliminated the unwanted number of security checks after every node in the process of transportation from one port to another. The market seemed to be large and turnover seemed to be in really high numbers even with just couple of clients. However, on search of competitors, it was found that two big market players IBM and Maersk have already joined their hands and created a similar service one year ago.

There was no way to compete with these well established market players so we pivoted our idea to provide logistics services to students moving across cities. Further brainstorming into what are the major problems faced by mobility students helped us arrive at the decision that we as students face maximum difficulty in finding accommodation especially in major cities like Milan, Madrid, Paris, Budapest and London. That's how Home@broad took birth.

Personal Experience

Jose Manuel Paredes:

During this summer school I had the opportunity to improve both technical and soft skills. As I got some business lectures I was familiar with the business plan so I could apply what I had learned during my first year as an EIT Digital Student but not only that; this course and the group project have given me a deeper understanding on how to turn a business idea into an executable business plan and the importance of the communication.

Surbhi Sonkiya:

Being an engineering student, I have a strong passion for big data analytics. I took some of the courses on big data during my first year of Master course, however, the crash course on big data concepts during summer school were excellently structured and very well executed. Despite it being such a technical topic, all of us enjoyed the sessions completely and more

importantly, understood the crisp of it very well. Coming to the entrepreneurial concepts, we were given our space to think and innovate, to come up with something substantial that could help resolve a problem on a large scale. This also helped us in team building as we would sit together and brainstorm on the ideas, and discuss and jot down the required details regarding the idea. Additionally, being in a team of five different nationalities helped me improve my communications skills and gave me an opportunity to learn other cultures as well. Thanks to everyone who made the Big Data Analytics Summer School such a wonderful learning experience for all of us.

Luca Comoretto:

I would have never thought that I'd have enjoyed so much the experience, but eventually I really did. The first thing you learn in such environments is to live and cooperate with people you didn't know in advance, you are never enough open-minded and you always find yourself in new situations. In any contest we will be, this will be primary anyway.

From a didactical point of view, BigData course was very intense, but led with a fresh and fun leadership, therefore being very agreeable and useful.

What really stood out and gave me a lot were the talks by entrepreneurs and professionals: I came with no intention to start-up, I left with a deeply different mindset, inspired by great people who really made me breath entrepreneurial "air". I would have never had this chance here in Italy and of this I am very thankful.

To conclude, I believe EIT background is more than enough to face such summer school and that the initial hassle with the technical part is absolutely acceptable.

A big thank to everyone, from the staff made of great people to all the amazing friends I got to know in Stockholm.

Mathijs van de Zande:

As a Security and Privacy student I came to this summer school with just the basic knowledge on data analytics and one course on basic machine learning. This also meant that the first week of lectures and lab sessions was going to be tough. But although intense and challenging the lectures were well balanced with a good portion of enthusiasm and intermediate summaries to completely follow along. The switch to flink especially with the talk at King gave a good insight in the alternative, stream processing and how this is used in practise. I think the level of both the talks from companies and entrepreneurs were exactly right to get the basics and with enough additional study material to study the topics in more detail at home in our spare time.

For the second week of the summer school I came better prepared, definitely after the I&E courses at the entry university. But independent of this preparation and the smaller number of lectures this week was the toughest and most informative part of the summer school. This last week taught me what I miss as an individual and to what extend my ideas of other cultures and nationalities are limited to what I learned as a Dutchman. The Dutch directness was one of the first and most significant confrontations, how this helps to make certain processes more

efficient but also how this can be perceived impolite or even offensive to those not familiar with the intentions.

For me the personal coaching on the pitches and the entrepreneurial vibe were the most valuable experiences of this summer school. Thank you for making this possible!

Cong-Minh Dinh:

The summer school is a very valuable experience for me. I was trained both in technical and business skills. It taught me techniques and applications of Big Data analytics, an area that I have long been passionate about. On another hand, it helps me understand how a start-up project is started and how it evolves, from the design phase to the planning phase.

More importantly, the summer school allows me to gain a great experience in learning and working in a very international environment. I greatly appreciate the opportunity to work with international students, to connect with many friends from diverse cultures.

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