



BUSINESS MEMORANDUM

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shift

business memorandum

executive summary

I. A general overview on how *shift* will be conceptually and economically established.

and project
explanation

executive summary

Shift is a daily newsletter devoted to informing the public about technology and creating accessible content, thus reducing the complexity of it. At *shift*, we believe in the importance of acknowledging how the technological industry shapes life around us: how we socialize, how we commute, how we work, but mostly how we conceive and understand ourselves in this new age.

Shift would be directed towards middle-high class Spanish men born between 1985 and 1995. Our audience is part of the generation, commonly known as the “millennial” generation. Millennials have a specific set of ideals and concerns, which we will explain in depth in the following sections of the memorandum. As a result of their ideals and concerns, our medium has opted to exclusively cover news about technology, an interest of high concern among climate change, traveling and unemployment.

Keeping our target audience in mind, *shift* has decided that the newsletter format needs to be fresh and innovative, especially since millennials show high interest in novelty products and formats. Our subscribers would receive *shift* at 5 p. m. Monday through Saturday via email. We are betting on creating content that mixes three types of formats: text, visual and audio.

1 Text: As for the textual formats, *shift* will have in-depth articles regarding current topics and summaries of relevant newsworthy events. The in-depth article will be written by us. The article preview, placed in the newsletter, will consist of a brief outline of the in-depth report. The complete one will be hyperlinked to our webpage where subscribers can further explore the content. The selection of summarized news stories, that we consider to be relevant, will be properly hyperlinked to other medium’s articles where the reader can find a more extensive article.

2 Visuals: *Shift* will create infographics simplifying complex topics of relevance that function as a guide for our subscribers, allowing them to immerse themselves into a topic without having to rely on prior knowledge.

3 Audio: We believe that our potential subscribers value the capacity of multitasking. With our short daily podcast, we hope to offer them the opportunity to consume our product without having to sacrifice their time planned other activities. Furthermore, *shift*’s subscribers would receive a weekly podcast in which influential players in the technology field talk about what is shaping society around tech and them.

We have used other media enterprises, such as Xataka and Dealflow, as references. The mentioned mediums operate in Spain and tackle topics we would be interested in covering. Briefly ignoring the fact that Xataka and Dealflow are our main competitors, we are convinced that Xataka is a great inspiration in terms of content and that Dealflow is a great inspiration in regards of format.

In terms of creating a voice and building audience loyalty, Victor Abarca's podcast, Café con Victor, and Charo Marcos' Klashletter, are useful sources of insight. Abarca and Marcos have managed to create a long-lasting bond with their listeners and readers. Both founders strongly rely on their personal brand.

Marcos' Klashletter subscription base continues to grow. She counts with at least 50% of her subscribers reading her content. We would differentiate ourselves from the all aforementioned competition by trying to collectively incorporate their strengths into our project. By fusing their strongest qualities, we would aim to increase the appeal of our medium's identity.

Shift is a New Business Limited Company with five initial partners who would invest 705 € to strictly cover the start up's legality and registration fees (600 shares of 1 € per partner plus additional expenses). In order to be able to launch the newsletter, we must purchase material and software required for the production and distribution of our product. We calculate that the budget, simply for material and software, will be 4.785 €.

Additionally, we will have to consider the cost of a marketing campaign in order to launch the newsletter. The marketing campaign is essential as it is how we plan to acquire our first subscribers. For the campaign we have decided to hire the services of a marketing agency to organize the event where we make *shift* public.

Our team consists of five people: one chief director, two writers, one podcast manager, and one marketing officer. Each individual would earn a salary of 1.300 €, an amount that would later vary depending on the growth of the company and the position an employee holds. Our main office is to be located in a coworking space named Impact-Hub Barceló, which charges 340 € a month. Another expense to be considered would be that of the monthly subscriptions to the software our company makes use of, such as Office, Creative Cloud, and those for web maintenance.

In our ideal scenario, we estimate that production the first year of *shift* will cost approximately 205,472.81 €. In a worst-case scenario, the cost of production would shrink to 193,682.81 €. We are adopting a business model that opts for free content supported by advertising and sponsorships. Considering all of this, we estimate that in the ideal scenario we would need an initial investment of 216,577.73 € to be sustainable the first five years of our medium's existence. In the worst-case scenario, the initial investment would rise to 231,667.73 € if we want to be sustainable for our first five years.

sources of inspiration

II. An approach to different newsletters analyzing how they have inspired *shift* and how their strengths make them our competition.

and
competition



KLOSHLETTER

Who are they and what do they do?

Kloshletter is the first independent general information newsletter in Spain created by Charo Marcos, a Spanish journalist. She decided to launch the newsletter after twenty years of working in newsrooms. Marcos has managed to secure a loyal audience whom trust her journalistic criteria. Her process consists in checking national and international press and then selecting, what she believes, to be the most important headlines of the day. Her newsletters, sent by email, reaches subscriber's mailboxes around 7 am on the weekdays. None of them pay in order to receive their daily dose of news. Marcos runs the newsletter by herself.

General information

Number of subscribers: 17K

Target Audience: 40-year-old women balancing their careers and family

Years of existence: 3 years

Periodicity: Weekly newsletter

Business model

Kloshletter relies on sponsorships and companies willing to invest their money into the newsletter. In an effort to make Kloshletter a more profitable project, founder, Charo Marcos, is considering using Patreon as a platform to gain capital from her readers.

INSPIRATION

Each newsletter begins with an interesting fact related to the day's current events. This snippet draws the reader in and encourages them to connect with the content. She explains complex stories using easy and understandable language. Her newsletter is heavily focused on Spain, but does not limit itself and focuses on important world events as well. The newsletter includes hyperlinks that outsources readers to longer articles.

COMPETITION

Kloshletter can be considered our competition because we share the same audience in terms of geographic location: Spain. We would have to gain a higher credibility than Marcos in order to catch her readers' attention.

Futurizable

boosted by **Sngular**

FUTURIZABLE

Who are they and what do they do?

Futurizable is a website created for professionals dedicated to innovation and technology. Futurizable also provides a weekly newsletter dedicated to the future of technology. Founder, Javier Martín, aims to inform about the most important advances in the field of technology. His website includes sections for big data, virtual reality, robotics, energy, education and artificial intelligence. Futurizable also launched a book dedicated to the topics of technological innovation in the business world.

General Information

Number of subscribers: 2K (in 2017)

Target Audience: executives, entrepreneurs and investors who want to be protagonists of the future and seek that their companies remain increasingly competitive in a changing world

Years of existence: 4 years

Periodicity: Daily newsletter

Twitter: 3.213

YouTube: 31

Business model

After a crowdfunding campaign, Javier Martín decided to turn Futurizable into a paid newsletter. He chose Patreon to manage payment subscriptions for the newsletter, establishing a \$ 1 price per weekly newsletter.

Futurizable is a source of inspiration for *shift* because of their extensive content. The founder of the project, Javier Martín, provides quality articles with specialized information. There's a high level of research behind the stories included in the newsletter.

INSPIRATION

Futurizable speaks to our target audience and they also use newsletters as a medium. We plan to do the same, but our medium's content will be more accessible. Futurizable uses technical terms and lacks visual content. While our medium's ideas are similar to Futurizable's, we will use more language that is easier to understand. Moreover, we will create infographics, timelines, and other visual formats to make technology more appealing to the average millennial.

COMPETITION



HotPod

Who are they and what do they do?

Hotpod is a newsletter that creates content based around hot topics in the podcast industry. Produced by Nicholas Quah, it provides thorough analysis, new information and commentary about podcasting. Hotpod is the most widely read newsletter about podcasting. You can also read the newsletter via Nieman Lab.

General Information

Number of subscribers: 11K (2017)

Periodicity: 1 newsletter per week free (Tuesdays) and 2 additional newsletters per week (Thursday and Friday) for subscribers. A total of 3 newsletters are made weekly by Hot Pod

Years of existence: 6

Twitter: 1,573

Facebook: 244

Business model

Hotpod uses a freemium model and leans on publicity. It offers subscribers a free newsletter and provides them with the option to subscribe for \$7 a month or \$70 a year for additional content via Hotpod Insider. Hotpod Insider offers a better image of what is going on in the podcast industry each day by sending out two additional newsletters. It also provides access to future reports and information experiments.

In terms of publicity, one "Classified Listing" costs \$175. "Classified Listing" status allows the buyer placement in one newsletter plus a week-long placement in the Classifieds directory section on the Hotpod website. There are also bundled discounts for multiple week buys: two listings go for \$325; three listings go for \$475, and four listings go for \$625.

INSPIRATION

Newsletter format: Hotpod has a free newsletter and two paid ones. Their paid articles are one's *shift* is planning on emulating; they provide the day's information with an in-depth and investigative angle.

Business model: Their freemium business model combines subscriptions and advertising, which seems like the most sustainable business model for many cases, including ours if we end up without a sponsorship.

Partnership: Hotpod has a partnership with the Nieman Lab, which benefits them economically. It would be wise of us to explore a relationship with a patron like Santander.



STRATECHERY

Who are they and what do they do?

Stratechery is a newsletter that provides insight to the world of technology and media. Their newsletter dives into topics concerning technology and society. Stratechery releases free weekly articles and three weekly updates for subscribers only. The newsletter is produced by Ben Thompson, an analyst based in Taiwan.

General Information

Number of subscribers: 2K subscribers from over 85 different countries

Years of existence: 7 years

Target Audience: executives in both technology and industries impacted by technology, venture capitalists and investors

Periodicity: weekly articles and three “Daily Updates” or newsletters a week for subscribers

Twitter: 88K

Instagram: 1,154

Facebook: 4,337

Business model

Stratechery uses a freemium model. Although they release a number of free weekly articles, their newsletter and daily updates require a subscription of \$12 a month or \$120 a year.

Newsletter format: Stratechery mails out free articles as well as a paid newsletter, which serves as inspiration for our in-depth newsletter.

Business model: The freemium business model is one that our medium considered. Stratechery has a solid number of subscribers that makes them sustainable.

INSPIRATION

Stratechery is our competitor because of their focus on topics related to technology and society, the same focus as our medium. However, what differentiates our medium from Stratechery is that the information provided is accessible, rather than just a long analysis.

COMPETITION



CRÓNICAS DE
LARGA DISTANCIA

5W

Who are they and what do they do?

5W is an international magazine with a strong commitment to storytelling through image, text, photography and video. 5W also provides their audience with a monthly podcast. 5W focuses on small stories and turns them into something greater by providing detailed explanations about local politics, the current economy and traditions in the area. They collaborate with a network of journalists and photographers deployed in various parts of Africa, America, Asia, Europe and the Middle East.

General Information

Number of subscribers: 3K (in 2019)

Years of existence: 5

Periodicity: Monthly podcast + paper magazine + website chronicles

Twitter: 45K

Instagram: 14K

YouTube: 676

Business model

No company or institution outside 5W influences the editorial content of the magazine, nor is advertising a support system they use to finance themselves. The vast majority of their income is generated by their subscribers and sales of their physical magazine. They also earn money by selling the 5W book collection.

36 € a year— Gives the subscriber access to web content, a monthly podcast and summaries about what happens in the world in their website.

60 € a year— Provides the subscriber with a copy of the paper magazine (more than 200 pages) and one book from the 5W collection.

INSPIRATION

Each month, 5W publishes a podcast to help their subscribers understand what is happening in the world around them. They invite journalists and experts who understand the context of each topic onto the podcast in order to produce quality content. We want to offer something similar, related to technology, to increase the engagement of our audience and provide them with an in-depth podcast based off their topics of interest.

5W is one of our competitors because of its business model. 5W has 3,000 subscribers who pay for their services in Spain. These are users who are willing to pay for journalism and we would like to direct their attention towards our project.



BRIEF ME

Who are they and what do they do?

Brief Me was founded in Paris in 2014. Brief Me is a daily newsletter that aggregates news content for their users, summarizing the important events of the day. In other words, they provide concise explanations of current events. Brief Me is a simple guide to the superfluous amounts of information available on the internet. Brief Me's goal is to promote the development of a public opinion.

General Information

Number of subscribers: 8K

Target audience: French speaking population

Years of existence: 6 years

Periodicity: daily

Twitter: 6.964

Instagram: 814

YouTube: 44

Business model

Brief Me is a paid newsletter. As a result, they heavily rely on their subscribers. A one-year subscription costs 58,80 € (4,90 € per month), but if you choose to pay monthly, it costs 6,90 € for each month one is subscribed.

Brief Me's newsletter obtains stable revenue because of the quality of their content. The first month is free, but then readers have to pay. This business model is appealing to our project and we want to learn how to implement something similar without losing subscribers.



CITY CONFIDENTIAL

Who are they and what do they do?

City Confidential was created by Carmen Perez and Chloe Pueyo in 2012. It is of a blog and a mailing list that reveals places of interest, shops and itineraries in Madrid and Barcelona.

City Confidential has 100,000 readers, most of which are looking for pre-arranged itineraries and new activities. Their articles employ a light tone, thus ensuring a friendly feel. Their employed tone makes their products feel like a discussion between friends. City Confidential started as a hobby; however, the quality of their content made them stand out among their competitors.

General Information

Number of subscribers: 100K

Target Audience: Working women in Barcelona or Madrid who want to discover new places to have fun in their city

Years of existence: 8 years

Periodicity: two times a week

Twitter: 11.5K

Instagram: 53K

Business model

City Confidential's main source of income is e-commerce. They also organize eight events per week in order to make more money.

INSPIRATION

City Confidential's mailing list is an example of how word of mouth marketing maintains itself as a solid foundation for acquiring new subscribers. According to one of the cofounders of this platform, City Confidential has never advertised themselves on the internet.



EN DEFENSA PROPIA

Who are they and what do they do?

En Defensa Propia, which translates to “In Self Defense”, is a podcast created by Erika de la Vega, a Venezuelan comedian and actress who had a long and successful career as a result of hosting shows like Latin American Idol. De la Vega created this podcast to gain an understanding of how people reinvent themselves.

The podcast follows a book format and in every “chapter” De la Vega talks to successful women who are in the process of reinvention. Among her guests are María Teresa Arnal, Google’s CEO in Mexico, Luz Maria Doria, executive producer at Univision, and Sascha Barboza, a fitness influencer and entrepreneur in Venezuela.

General Information

Profile: millennial women with professional ambition

Years of existence: Less than 1

Periodicity: One podcast per week

YouTube: 308K

Instagram: 2.6 m

Business model

En Defensa Propia’s business model counts on sponsorships. For example, De la Vega has collaborated with WeWork. She has a financial agreement with other brands who support her podcast through advertising.

The podcast provides quality content for a clearly outlined audience. There is a distinct purpose to the podcasts, the empowerment of women, and the conversations that result from the podcast can be considerably useful for millennial women. We could adapt De La Vega’s podcast format to discuss different issues related to technology, creating more of a conversation rather than a news bulletin.

INSPIRATION

Her podcasts are available on Spotify, Apple's podcast platform and other channels. However, the vast majority of De La Vega's audience consumes her product on YouTube since the podcast is accompanied by an audiovisual version of her interviews. Our medium could look into recording interviews in a video format in order to reach larger audiences through YouTube.

protocol

PROTOCOL

Who are they and what do they do?

Protocol is a tech site that focuses on the "people, power and politics" of technology. Their goal is to arm decision-makers in tech. They have a newsletter and a website where they publish their content.

General Information

Target Audience: decision makers in the world of technology

Years of existence: less than 1

Periodicity: Daily newsletter

Twitter: 9K

Instagram: 486

Facebook: 333

Business model

Protocol currently uses a free newsletter. Besides this information, there is not a lot regarding their business model.

Newsletter format: Protocol manages to create consistent quality content every day.

Protocol is one of our competitors because their essence is the same as ours. They are a platform and newsletter about technology. However, we could compete with Protocol by using easier-to-read language and provide content in our audience's language, Spanish.

CAFÉ CON VICTOR

Who are they and what do they do?

Café con Victor is an independent web that brings several formats into use. The medium tackles various fields of interest, but mainly focuses on technology. Vivtor has a review section, where he offers readers a first-person analysis of different devices after having used them for a year. Café con Victor also provides an analysis of technological projects that will be on the market or already are part of it.

Café con Victor's Apple section covers all the content related to their devices and the company itself. Other sections include Google, Microsoft, Samsung and digital culture. Although Café con Victor is mainly known for its podcasts, their newsletter and videos that serve as article summaries are also worth noting. Every week, Café con Victor manages to position himself in Apple Podcasts list of "hits" under the categories of technology and general topics in Spain, Mexico, Chile and Peru.

General Information

Target Audience: mainly young and adult public, predominantly males, with a very high interest in personal technology, new products and with a middle and upper-middle socioeconomic level

Years of existence: 3-4 years

Periodicity: weekly podcast, biweekly newsletter, weekly updates on their website

YouTube channel: 465K

Twitter: 24K

Business model

Café con Victor is contingent on sponsorships. Café con Victor's very own, Victor, has a personal brand that attracts companies within the technology sector to his website. It is in this way that Victor is able to review products, gadgets and, at the same time, make money.

Victor's style is minimal, but intuitive and easy to read. It should be noted that the division of the sections are clear and allow one to comfortably navigate the website. At a quick glance, the user can detect the amount of content offered. Café con Victor's style is consistent throughout- from his web to his YouTube channel.

Café con Victor has a strong personal brand and a loyal audience interested in technology in Spain. We need to work hard in order to gain credibility among this community become just as reliable a source.



HIPERTEXTUAL

Who are they and what do they do?

Hipertextual is an independent digital publication that analyzes and investigates technology, science, and digital culture topics through their coverage. The company was founded in 2005 by Eduardo Arcos as a network of blogs focusing on different niches like, technology, film, television and music.

In 2014, their model evolved towards the unification of a single publication product that combined the best of their blogs. Today, Hipertextual has established itself as one of the digital media with more growth and influence among Spanish-speaking audiences. Hipertextual has commercial offices in Spain, Mexico and Miami (USA).

General Information

Target Audience: consumers specialized in technology, with a high purchasing level

Years of existence: 4 years +

Periodicity: Monthly

Twitter: 995K

Instagram: 11K

YouTube: 20K

Business model

Hipertextual employs advertising in different formats. They also produce branded content and launch personalized campaigns for brands that they feel will resonate with their audience. Additionally, Hipertextual offers a consulting service in order to generate more income.

Hipertextual works closely with outside companies that want to develop an editorial line that better explains their vision and brand purpose. As of recently, Hipertextual has been endorsed by HBO, Netflix, Samsung, PlayStation, Caixa Bank, Ford, Visa, Telefonica, and Siemens.

COMPETITION

Hipertextual, founded in 2005, has a long history with users who enjoy investigating technology, science and digital culture. In order to compete with their expertise on the subject-matter, a result of experience, we will have to focus in on our audience, millennial men. Our content will be designed to meet their specific needs and concerns.



DEALFLOW

Who are they and what do they do?

Dealflow offers a hand-picked curation of the week's most relevant articles in the Spanish tech and startup ecosystems. It is delivered every Monday morning in one single and easy-to-read email. This is the only publication in Spain providing information about the local startup market. Founder, Jaime Novoa, started Dealflow because it filled a gap in the market of information, one he often found himself lost in. He slowly discovered that there were others like him also lacking information about Spanish technologies and the startup ecosystem.

General Information

Number of subscribers: 6K

Years of existence: Less than one year

Periodicity: Weekly

Twitter: 1K

Business model

Dealflow is an ad-free supported newsletter. Jaime Novoa, Dealflow's founder, offers sponsorship opportunities to companies and individuals interested in reaching out to the Spanish tech and startup ecosystems as well as its various stakeholders, such as startup founders and employees, corporates, Venture Capital firms, educational institutions, government officials and public entities. Companies who have sponsored Dealflow in the past include The SaaS Institute, Ironhack, Flixbus, Taxfix, 360 Talent, Chicisimo, Bliss Ventures, Cuatrecasas, Marmota, y Colchón Morfeo.

Additional information:

Jaime Novoa created the blog "Novobrief" about startups in Spain, but he sold the project in 2015. His new venture, Dealflow, is a newsletter that started in November 2019. DealFlow is a side project that Novoa works on during his weekends. He spends the vast majority of his time looking for early stage companies to invest in.

Dealflow's newsletter is one that stays up-to-date with the Spanish technology and startup sectors. It is relevant and timely. Moreover, Jaime Novoa uses a business model that allows his work to be profitable.



XATAKA

Who are they and what do they do?

Xataka is a Webedia publication for technology enthusiasts. They communicate news with rigor and passion. Launched in 2004, Xataka has become the leading technology- oriented publication in the Spanish language creating a community of highly informed, influential and highly participatory users, which exceeds 16 million unique monthly users according to Google Data Analytics.

General information

Years of existence: 10-15 years

Twitter: 1.3M

Instagram: 245K

YouTube: 598K

Business model

Xataka has a general merchandise store and relies on sponsorships from technology and automotive brands. Xataka also counts on their subscribers and plans events in order to gain profit.

INSPIRATION

Xataka's newsletter knows how to select their topics. They understand the priorities of their target audience and provide information on how to live smarter. Our medium should follow Xataka in order to see what they are doing, so that, as a result, our medium can learn how to communicate more effectively with millennial men.

COMPETITION

Xataka is a small business, much like our medium. Among editors and collaborators, Xataka has nearly 50 employees. In order to differentiate ourselves from Xataka, we will have to find new and creative ways to talk about technology.

the HUSTLE

THE HUSTLE

Who are they and what do they do?

The Hustle is a daily newsletter that provides insight into professional industries such as technology, stocks, scandals and businesses. The Hustle reports everything deemed newsworthy by them. Their criteria relies on the pillar that what they explore is "professionally relevant." The Hustle often publishes short pieces, but occasionally they release a newsletter with an extended format.

General Information

Number of subscribers: 1M

Target Audience: Professional male millennials and Gen Xers

Years of existence: 6

Periodicity: Daily newsletter

Twitter: 25K

Instagram: 156K

Facebook: 709K

Business model

The Hustle combines a freemium model with sponsored posts, which provides them additional revenue. The Hustle releases two newsletters: a free weekly newsletter and a premium newsletter that costs \$1 every two weeks.

The Hustle's sponsored content is formatted in a way that blends advertisements into the newsletters. This is due to the ads article format. The Hustle's content is related to technology and business further blending the ads into the newsletter.

Newsletter format: The Hustle's free articles and paid newsletter content serves as an inspiration for our paid newsletter.

Business model: The Hustle's freemium business model is one our medium has considered benefiting from. Their business model is sustainable due to their solid number of subscribers.

INSPIRATION

The Hustle competes with us on a content basis. Nevertheless, the topics our medium will cover are more about how technology relates to the world around our user, rather than strict technology, its advances, and nuances.

COMPETITION



THE SKIMM

Who are they and what do they do?

TheSkimm is a newsletter aimed at female millennials ages 22-34. The newsletter was founded by Danielle Weisberg and Carly Zakin, former producers at NBC, in 2012. Their idea centered around making news “skimmable” by providing readers the day’s main events in a short newsletter emailed to subscribers daily. Their style and tone are juvenile and informal, which is one of the traits that differentiates TheSkimm from the competition. TheSkimm does not consider the traditional news circuit to be their competition since they focus on offering an immersive community built around storytelling.

TheSkimm has expanded their services beyond newsletters over time. In 2019 they launched a podcast called “Skimm This” available on weekday evenings. Later that year they launched a second podcast called “Skimm’d from the couch” where they talk with successful women about their careers. The podcast includes a section called “Guides” where they explain ongoing complex topics in a digestible way. TheSkimm also has a podcast called “Live smarter” where they focus on health, career and books. Recently, they published a book called “How to Skimm Your Life”, which is now New York Times #1 bestseller.

General Information

Number of subscribers: 7M

Target Audience: millennial women

Years of existence: 8

Periodicity: weekly newsletters

Twitter: 247K

Instagram: 682K

Facebook: 1M

Business model

The Skimm has three main sources of revenue: targeted advertising, their subscription service and additional business. TheSkimm includes a number of ads throughout their newsletter. However, they do so subtly, which works to their advantage. A premium ad space in a newsletter typically pays between \$20 to \$100 per thousand impressions.

Their subscription service, Skimm Ahead, launched in 2016 consisted of a service offered through TheSkimm's mobile app. It provided users with advanced notices of events and stories according to their different interests. The user specified his or her own interest in order to have their content tailored to them.

TheSkimm's additional business includes a self-help book titled "How to Skimm Your Life" and the "Night Out" a promotional tour to publicize the book.

Newsletter format: TheSkimm is emblematic of a success story in the world of newsletters. The initial idea for our medium derived from TheSkimm's newsletter and it remains our biggest inspiration. Their newsletter is sweet, short and goes straight to the point.

Business model: TheSkimm's freemium model is strong. It includes both free and paid content. The subtlety of the incorporation of their ads is also worth considering.

INSPIRATION



CHARTR

Who are they and what do they do?

Chartr is a newsletter that provides fresh insight into business, technology, entertainment & politics through infographics.

General Information

Years of existence: approximately 1 year

Periodicity: Daily newsletter

Instagram: 167K

Facebook: 6K

Newsletter design: Chartr's strategy, presenting information exclusively through infographics, is one our newsletter could learn from. Infographics are becoming an increasingly popular medium of consuming information.

INSPIRATION

DIGIDAY

DIGIDAY

Who are they and what do they do?

Digiday is a website that explores the media industry, the marketing industries and technologies disrupting the two. Digiday offers different products, such as a website, newsletters, podcasts, a quarterly magazine, a membership program and personal events.

General Information

Years of existence: 12

Periodicity: Daily newsletter

Twitter: 178K

Instagram: 29K

Facebook: 87K

Business model

Digiday makes money by selling ad space on their website and offering both free and subscription content. The latter is located in a section called Digiday Plus. Digiday's annual membership cost 309 €, a three-month membership costs 79 € and a 2-year membership is 529 €. With Digiday Plus, users have access to unlimited content from their website, preferred access to Digiday events, exclusive research, data and Digiday magazine.

INSPIRATION

Podcast: Digiday's podcast podcasts consist in interviewing important players in the media and technology sectors. This is similar to the podcast our medium wants to offer on a weekly basis.

Business model: The freemium business model Digiday uses is one our medium seriously considered. Digiday charges a high fee for their subscription, which works well enough to help maintain their platform.

Who are they and what do they do?

Mixx.io is an independent medium that talks about technology and business. Created by Alex Barredo, Mixx.io started as a news repository in the form of a blog. In 2015, Mixx.io was transformed into a daily newsletter. Later a podcast was added which was met with general acceptance.

General Information

Number of subscribers: 8K

Target Audience: men from 28 to 44 years old

Years of existence: 5

Periodicity: Daily podcast and newsletter

Twitter: 3,473

Instagram: 131

Business model

Mixx.io's listeners and readers who want to support the platform can become Mixx.io collaborators through Patreon or Ko-Fi, a subscription system similar to Patreon that works via PayPal. In exchange for being a Mixx.io collaborator, users are given Mixx.io merchandising, exclusive articles and a chat platform to discuss technology topics. Companies or advertisers can have their ad placed in the Mixx.io newsletter for 750 €. The package includes ad placement in 5 newsletters, 5 mentions in the daily podcast, and two additional mentions on other platforms.

Newsletter format: Mixx.io uses a concise format that can serve as an inspiration to us.

Business model: Mixx.io's Pateron program, where it allows consumers to determine the content created to a certain degree, is one our medium had considered.

Podcast: Mixx.io publishes an impressive daily podcast about technology. It is one of their star products. Our medium would strive to evolve our longer podcast into one of Mixx.io's same quality.

INSPIRATION

Our competitors are Spanish-based companies that talk about technology, share a similar target audience and use newsletters/podcast to reach their audience. According to this description, one of our main competitors is Mixx.io. What sets our medium apart is from Mixx.io is our approach to technology. While Mixx.io has a more technical approach to technology, our medium is more interested on how technology impacts society and its consequences.

COMPETITION



WEBEDIA

Who are they and what do they do?

Webedia is a global media and technology company, specialized in the recreation and entertainment industries. They have a section dedicated to blogs about technology. Their most read blog: Xataka. Xataka is a holistic technology blog. Xataka primarily talks about new technology products on the market, such as laptops or Nintendo consoles.

General information

Years of existence: 13

Periodicity: Daily

Twitter: 1.3M

Instagram: 245K

Facebook: 1.3M

Business model

While there is not a tremendous amount of information available Xataka's business model, it is known that Xataka finances itself through partnerships with technology companies, offering them publicity spaces.

INSPIRATION

Xataka's platform is a proponent of user engagement. It is interactive and attracts the user into the subject matter. Xataka's website encourages the user to stay on the website as long as possible.

COMPETITION

Xataka is considered one of our competitors since they are a technology blog in Spanish. What differentiates us from Xataka is content offered to the user. Xataka produces too many reviews about new products. Reviewing new gadgets is not focus, nor a section, of our newsletter. Moreover, Xataka's main channel of distribution is a webpage, not a newsletter, thus setting us apart from them.



SINOCISM

Who are they and what do they do?

Sinocism is a daily newsletter that helps readers understand China, its policies, community, government etc. in a holistic manner. More than 70,000 investors, policymakers, executives, analysts, diplomats, journalists, scholars and others read the newsletter.

General Information

Number of subscribers: 30,000

Target Audience: people interested in china. Diplomats, policymakers, investors, executives, journalists and academics

Years of existence: 9

Periodicity: Daily newsletter

Business model

Sinocism uses a freemium model. They publish a free newsletter, but offer a subscription at the cost of \$168 for 1 year or \$15 for 1 month.

Newsletter format: Sinocism provides two types of content for their readers- free content and paid content. Sinocism's free content includes a certain number of articles per month. Their paid content consists of a newsletter. Our medium would use Sinocism's newsletter and the depth of their information offered in the newsletter as inspiration.

INSPIRATION

interviews with mentors

III. A recollection of our conversations with those who have been mentors to the *shift* project. From fellow newsletterer Charo Marcos to sociologist Irantzu Recalde.

interviews with mentors



CHARO MARCOS

Founder of Klashletter

After working in newsrooms for most of her life, Marcos realized that being well informed is a complicated task, which is when she decided to found Klashletter. Here are some key points she shared with us about her experience in the newsletter business.

The importance of statistics: "Statistics are simple, they let me know what works and what doesn't. It shows me the number of subscribers and how many people open the newsletter. I can also find out how many clicks each link has had. However, I don't have reliable statistic to know how far subscribers read or how much time they spend reading."

Niche newsletters are more profitable: "I have learned that niche newsletters monetize their product more easily. Companies are more willing to sponsor these platforms."

Klashletter is supported by sponsorships: "Some companies have already sponsored Klashletter. At the moment, my model exclusively relies on sponsorships, but getting these contracts involves a lot of hard work. I have 17,000 subscribers and I want Klashletter to remain free."

Klashletter is growing every day: "Our growth balance has been positive since the day the project was born. That's essential because it means that people recommend us to their friends and acquaintances. The opening rate is very high. The average in the sector is 30% and I have a 56% opening rate, which is great."



JAVIER MARTÍN

Founder of Futurizable and Director of Fundación Abierta in Sngular

Martín debuted his newsletter *Futurizable* with a business model that could serve as a foundation for ours. Here are his answers to some of the questions we had regarding both said model and other aspects of the structure for *Shift*.

The time of delivery: Depending on the focus of the newsletter and the extension of the content, the ideal delivery time may vary. Due to the topics *Shift* covers, it may be wise to send it after lunch time.

Periodicity: The newsletter should be daily if, and only if, the staff has the capacity to produce quality content on a daily basis.

Sponsorships: Sponsorships are the best option to make a newsletter profitable. Futurizable's first year went without advertising and I did not have any type of income. The second year I did a crowdfunding and there were some users who paid a monthly fee to be able to read it as a priority. Later on, Sngular bought Futurizable and I went to work for the company, so in my case a source of income for the newsletter is no longer necessary.

First subscribers: If *Shift* doesn't have a list of contacts (networking), then a marketing campaign and a launching event might be a good option to reel in subscribers.



IRANTZU RECALDE

Sociologist

Recalde is an expert in applied social research techniques. She has a Master's degree in Public Orientation Anthropology and training in market research and consumer behavior. These are the key points from a conversation about modern masculinity that we had with her.

A redefinition of masculinity: The hegemonic masculinity model and dominant today has suffered changes, like any model. It is not static. However, he is not willing to change if that means losing power, and that is just what is happening.

The millennial man's desired content: It is definitely more sophisticated than before. Netflix and similar platforms are succeeding a lot within this group. It is easy to put on movie or start a new series at home. Afterwards, it allows you to share opinions at work or in other circles. Series like 'House of Cards', where there is dialogue and deep elaboration of political ideas, are almost mandatory to see.

The importance of fast, comfortable and easy: Millennials don't like to waste their time. Time is one of the factors they consider most valuable in their life. "Not wanting to waste time" is in an idea that transfers over into their friendships and romantic relationships. When they feel that something does not work, they don't try very hard to fix it or give it a second opportunity.



JAVIER GALLEGO

Director. Digital Comms and Social Media en Banco Santander

Gallego has worked for Bankia, KPMG and the newspaper El Mundo. These are the main points from one of the emails we exchanged, where he weighed in on our idea and target audience for the project.

Topic and Channel: Technology is a hot topic and the channel of distribution (newsletter) is a good idea.

Subscribers: A key aspect is how you are going to get a high volume of subscribers in these cases is essential.

University students: University students also have a high interest in technology, robotics and everything in general that this implies for the transformation of the economy and new jobs.

Profile: It would be very important to know the profile you are addressing and create a more detailed outline of them.

Sponsorship: The theme is consistent with the bank's position on issues such as innovation, technology, data protection, and cyber security, but an important question to assess in the case of a sponsorship (ours or anyone else's) is who makes the selection of content for the newsletter. They must also assess the risk of the sponsor's brand being associated with a certain negatively perceived content.

target audience

IV. An overview of *shift*'s target audience: Spanish males ages 25-35. We have looked at different studies and conducted focus groups to help us define how will our readers be like.

target audience

millennials through surveys

The Millennial Survey (2019) carried out by Deloitte demonstrates that millennials feel anxious and pessimistic about their professional careers, lives and everything that surrounds them. The 2019 report is based on the views and opinions of 13,416 millennials questioned across 42 countries and territories.

This last decade has been characterized by the slowdown in the economy, the drastic reduction in social benefits and the emergence of the 4.0 industry (Big Data, Data Analytics, Cloud Computing, and Artificial Intelligence) that is redefining the workplace.

Millennials don't trust the stock market as much as they used to two decades ago. As a result, these younger, unsettled generations are instigating disruption.

Among this year's key findings of the survey:

Millennials do not rely on traditional institutions like they used to. This is due to a lack of confidence in such institutions. Economic, social and political optimism are required.

Today's Millennials are disillusioned, a result of the weak financial situation that can no longer sustain them. Business leaders are also not taking responsibility for the deteriorating environment.

Millennials are not satisfied with the way their data is used or taken care of.

Millennials value experiences. They aspire to travel and help communities more than starting their own families or businesses.

Millennials are skeptical of the motivation's businesses demonstrate.

They let their wallets make the decision for them. Millennials support companies that agree with their values or political leanings.

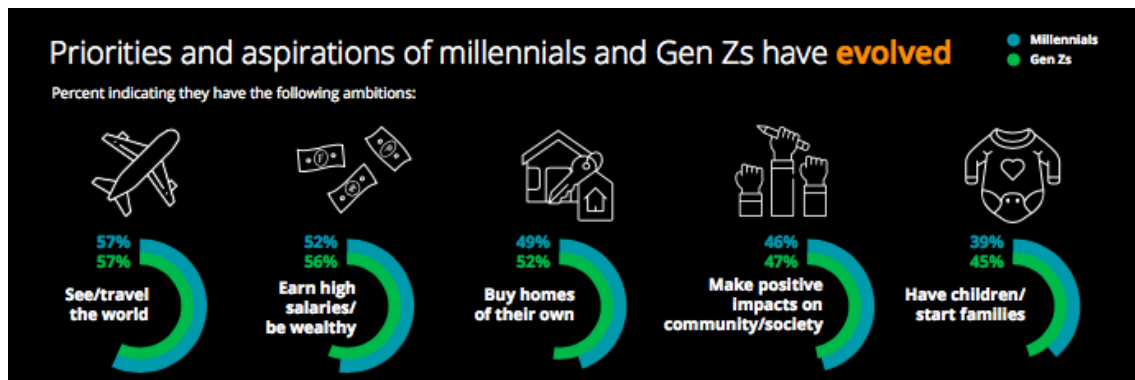
A Generation Disrupted

Millennials experienced less economic growth this decade than that of any other generation prior. According to Deloitte's report, entering the labor market during a recession has long-term negative effects on subsequent wages and career paths. The past ten years have been marked by a steep rise in economic inequality, a reduction in societal safety nets, and the radical changes in the contracts between employers and employees.

Altered Aspirations

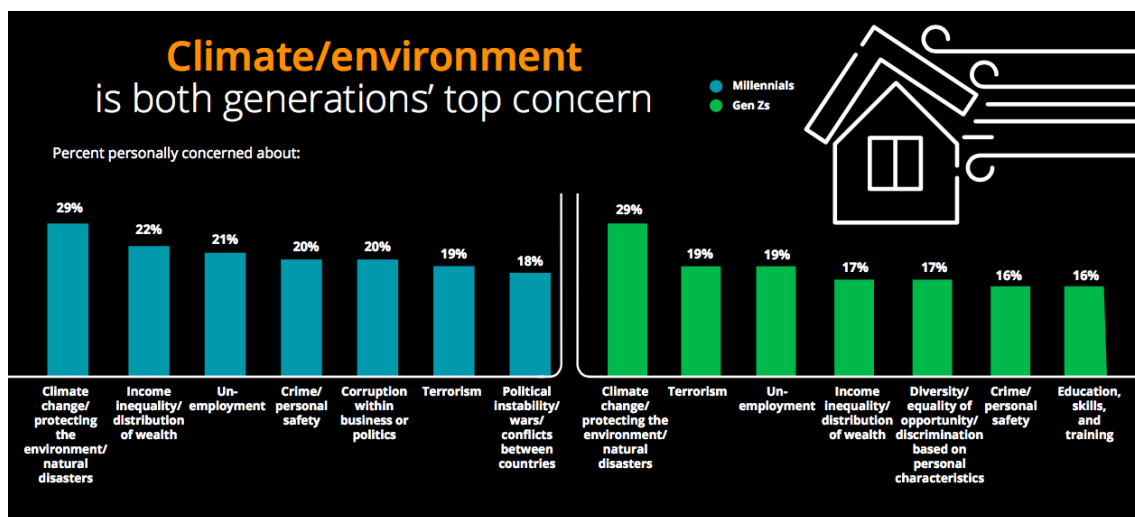
The priorities of Millennials have been delayed by finances and other constraints. Traditional adulthood “success markers” do not top their list of ambitions to achieve.

Millennials generally believe that their ambitions are within reach. Two-thirds of Millennials who want to reach senior positions find it attainable. Seven out of every ten Millennials who want to see the world think it possible to do so.



View of the World

High school graduates were more likely to select unemployment, personal safety, and health care as priorities in comparison to university graduates. High school graduates were also less likely to choose political instability, climate change, and cybersecurity as concerns.



Bleak Expectation for the Economy

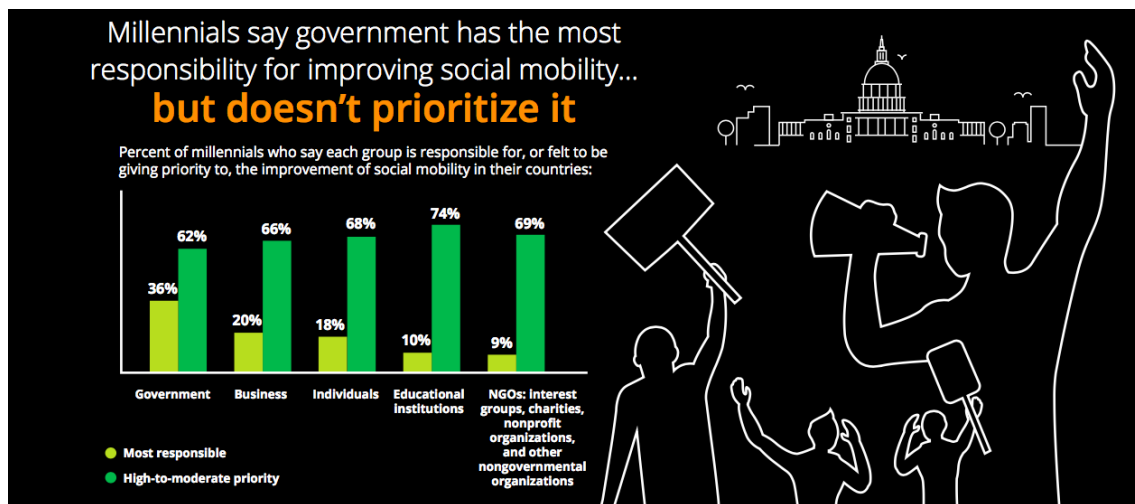
Only 26 % of respondents said they expect the economic situation in their countries to improve in the upcoming year. The expectation that financial burdens will pave way to raises in wages or push them to transfer to better-paying jobs is low, thus indicating millennials' post-recession struggles.

Social/Political Downturn; Doubt in Traditional Pillars of Trust

Yet, 22 % of millennials said that they expect improvement in their countries over the next year. This is a 33% drop from last year. 73 % of millennials said that political leaders are failing in creating a positive impact on the world, while two-thirds said the same of faith leaders. Almost 30 % have zero trust in the media for finding reliable and accurate information.

Lack of Social Progress

Two-thirds of millennials believe that, because of their backgrounds, certain people will never get a fair chance to achieve success no matter how hard they study and work according to the Deloitte report. An equal number of respondents feel that anyone can achieve success if they try.



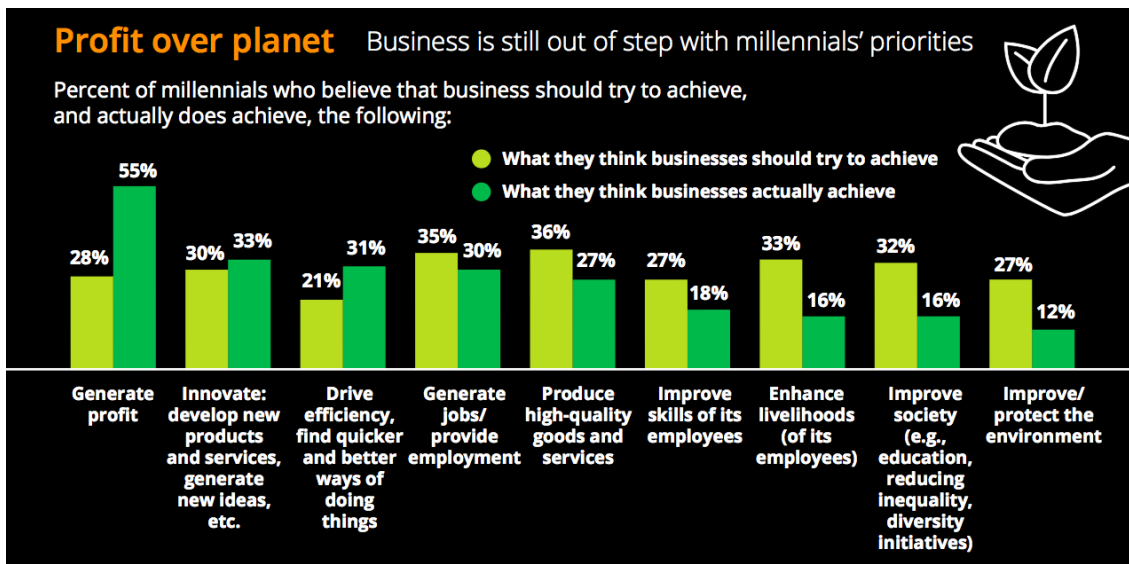
The Unfulfilled Promise of Government

The survey shows that millennials believe in the power and strength of government, but do not trust their political leaders. They also advocate for the responsibility the government carries when it comes to improving social mobility.

Only about half of the respondents believe that their current government leaders are committed to helping improve society or behave in an ethical manner. Overall, respondents said they favor free-trade policies, allowing for the free flow of goods globally over nationalistic policies that restrict the flow of goods into the country. This comes as a result of the rise of nationalism in Western Europe.

Millennials on Businesses

556 of the 13,416 respondents claimed that businesses have a positive impact on wider society. These results reflect the image problem business leaders face. 4 out of 10 believe that leaders make a positive impact on the world and more than a quarter said they don't trust business leaders as sources of reliable and accurate information.



The Impact of Industry 4.0

The changing forces of Industry 4.0 cannot be undervalued. Because of digital technologies many jobs have changed significantly. 49 % of millennials believe that new technologies make their jobs more valuable. 25 % expect that Industry 4.0 doesn't impact in their line of work. 15 % fear it will replace all or part of their job responsibilities.

46 % of Millennials think that the changing nature of work would make it more challenging to find jobs. 45 % of the currently unemployed or doing unpaid work said they expect even greater challenges.

Half of the respondents believe it may be more difficult to find a job in the future and that a strong economy will favor greater investment in even more-advanced technologies. Only about one in five respondents believe they have all the skills and knowledge needed for a world being shaped by Industry 4.0.

30 % of millennials say that the responsibility for preparing workers to live in an Industry 4.0 world relies on businesses, followed by 24 % who said educational institutions. Others say that individuals should take the time to develop the skills through self-education and ongoing professional development. The government has the least responsibility according to the respondents. On the other hand, leaders think responsibility falls on individuals, government and schools rather than businesses.

Disrupted, but also Disrupting

Millennial behavior and choices are disrupting businesses and societies. From having fewer children to taking more global trips millennials are shaking up established norms.

49 % of millennials surveyed would quit their current jobs in the next two years. This is a challenge for companies seeking stability. Millennials' dissatisfaction with their employment is a result of low payments and lack of professional development.

When considering whether to work for an organization or smaller entity, a majority of millennials said they would give more importance to the gender, ethnicity, age, and general background of the employers' workforce.

Millennials who consider working with their employers for five years or more do so because their companies deliver when it comes to financial performance, community impact, talent development, and diversity and inclusion. As a result, many companies are working hard to adopt new mindsets that coincide with what younger generations seek.

The Gig Alternative

The gig economy appeals to every four in five millennials. Only 6 % of millennials claimed they have chosen to be part of the gig economy instead of working full time. 50 % of millennials said they would consider joining the gig economy and 61 % would take gig assignments to supplement existing employment.

The effect of millennial disruption is obvious considering the number of companies offering flexible work arrangements and other features designed to work for those considering a gig existence.

The gig economy provides advantages:

Earning more money.

Working the hours they want.

Achieving a better work/life balance.

However, the disadvantages include:

An unpredictable income.

Unpredictable hours.

It comes with difficulty in making plans in the short-term and long-term.

Consumerism: Walking the Talk

42 % of millennials say that they have initiated or solidified a business relationship because they perceive a company's products or services to have a positive impact on society or on the environment. 37% said they have ended a business relationship because of a business' questionable ethical behavior.

Millennials care about political leanings. More than a quarter of millennials said they have backed away from an organization because of its position on political matters. 29 % of millennials have ended a business relationship as a result of a company leader demonstrating unpleasant behaviors or making insulting comments.

About a third millennial of respondents ended a business relationship because of the amount of personal data the company requests or its failure to protect it. Millennials want to take back control of their data.

Social Media

71 % of millennials feel positive about social media, but a closer look into the data paints it is possible that between 60 % and 70 % of millennials would be physically and emotionally healthier if they reduced the time they spent on social media. 55 % of millennials said that social media does more harm than good. 44 % admit that not being able to check social media for a day or two would make them anxious. Four in every ten millennials wished they could stop using social media completely.

Half of the millennials who feel positively about their use of digital devices and social media considered that more should be done to protect people's private information. Only 14 % of millennials strongly agree that the benefits of technology cancel out the risks associated with sharing personal data. 79 % are concerned they will be victims of online fraud. Combining those statistics with the knowledge that a quarter of millennials have reduced consumer relationships because of companies' inability to protect data should serve as a warning to business leaders going forward.

The MillZ Mood Monitor

The Deloitte survey calculated millennials' optimism based on how they feel about the world and whether or not they believe their place in it would improve. They based the scores on five topics: economic situation, social/political situation, personal financial situation, optimistic or pessimistic opinion of efforts to protect the planet and what impact they thought businesses were having on the society.

The questions asked tackled the fields of economics, society, politics, personal mood, and business. From these questions a composite score is calculated and planted on a scale ranging from zero (absolute pessimism) to 100 (complete optimism).

Overall, the Mood Monitor reported a positive feeling regarding business and the environment. 55 % of millennials still believe businesses are having a positive effect on society. Another half believes that the efforts to protect the planet will work.

Between countries different perspectives arise: there is more optimism in emerging nations and lower expectations in developed countries where the bar may be set higher.

Conclusion: The roadmap for business

Disruption has advanced the world in ways that have radically improved our daily lives. It has altered the fabric of society and created difficult new challenges.

Millennials as consumers are inclined to spend their income on products and services on brands that speak to the issues that matter most to them.

Millennials want conversations among businesses to become meaningful action and for business leaders to serve as agents for positive change.

Millennials believe that employers and leaders should listen to their concerns, help them fulfill their ambitions, and prepare them for the future.

As global citizens with a powerful ability to make a difference, businesses should care about protecting the planet and find a way to help solve society's problems. They should also encourage diversity, inclusion, and social mobility. Businesses ought to collaborate with other conglomerates to transform learning, help employees access the skills they need to pave forward in the labor force, and safeguard user's data from threats.

Millennials are more than half the world's population and workforce. They are the present. There's a great opportunity for leaders to capture the hearts and minds of our younger generations

a look at **millennial** men

Sixty-one percent of Millennial men also reporting some frustration with the changes to the traditional roles of men. Some described their frustration as stemming from feeling displaced, marginalized, or constrained by confusion or outdated models.

57% of Millennial men feel that men need their own movement in light of #MeToo. Half of them say it is so they can help women to progress towards equal rights and to help boys become good men in an increasingly challenging world. The other half says men need a movement to either retain equality with women or even protect their advantage.

The Changing Emotional Role of the Millennial Man

Millennial men believe in emotional maturity over strength and are far more comfortable talking about their emotions than previous generations. At the same time, they also believe that cooking on the grill and playing sports are the activities that make them feel most like a man, and that “protecting the family” is the number-one job of a “good man.”

Millennial men are not afraid to adopt new modes. Yet, some stigmas surrounding manhood remain because there is a feeling (94%) of needing more opportunities to feel safe talking about their emotions.

The key aspects of what makes “a good man” are slightly changing. “Honesty” is the number-one answer across generations, followed by “respect for women” and “emotional maturity.” But not all is changing. The four activities selected most by men and women across generations as those either making a man “feel more like a man” or causing women to view men as “more masculine” were grilling, sports, fixing appliances, and paying bills.

Millennial Men and Technology

Millennials vary in ideas about economic, social, and political situations. Millennial men tend to be more optimistic than women, driven by a more positive economic outlook and agreement that businesses have a positive impact on wider society.

According to a Pew Research Center study about technology use in the United States, 93% of Millennials own smartphones. Men spend more time browsing the internet and consuming content in comparison to women and tend to have an interest in technology.

Hill Holiday and Origin have estimated that the annual purchasing power of millennial men is upwards of \$1.1 trillion. The majority of respondents indicate that they will be more involved in shopping for household supplies (71%) and groceries (81%) than last year and that they're doing the bulk of back-to-school shopping this year (79%).

Millennial Men in the Home

Millennial men are between the traditional masculine norms and the new expectations of the modern male. Emerging brands and businesses need to help men balance these responsibilities and help them reconcile this conflict of being equal parts provider and caregiver. By recognizing these problems brands can adapt their messages. 75% of Millennial men claim primary caregiver responsibilities. The gender balance has begun to shift. Brands should be removing the old remarks of hopeless dads within the home and parenting environment in pro of redefining masculinity in ways that include household tasks. An approach that will help both men and women in adopting this paradigm.

Something that worries Millennial dads is the perceived impact their roles as caregivers will have on their careers. They may feel overwhelmed trying to be caregivers while bearing the responsibility of being the primary financial provider. 1 in 5 Millennial men are nostalgic for the days when men didn't have to do much work in the home.

60% of Millennial dads feel that their role as a caregiver has impacted their professional career. Brands have to facilitate ways for men to stay connected to work while at home with life hacks and creating efficiencies so the Millennial man can satisfy his responsibilities while still fulfilling his role of protecting and providing. Businesses should recognize the emotional strain of these conflicting expectations and adapt their businesses messages.

How to approach the Millennial man in flux?

ON MASCULINITY: Millennial men are between the traditional masculine norms and the new expectations of the modern male. Therefore, the brands need to help men balance these responsibilities and help them reconcile this conflict of being equal parts provider and caregiver. By recognizing these problems brands, like ours, can adapt their content and messages.

AT HOME: With 75% of Millennial men claiming primary caregiver responsibilities, the gender balance has begun to shift. Brands should be removing the old remarks of hopeless dads within the home and parenting environment in pro of redefining masculinity in ways that include household tasks. An approach that will help both men and women in adopting this paradigm.

a demoscopic approach to the spanish **millennial** man

Millennials have come to the fore as a generation that challenges the conventions represented by the baby boomers. A generational peculiarity is their early immersion in information and communication technologies in whose knowledge and use they are far ahead of their parents' generation.

Their status as "digital natives" not only provides them with specially developed technical skills and abilities to inform themselves and communicate through the Internet, but also conditions their job performance and leisure practices.

When the time came for the Spanish millennials to enter or strengthen their position in the labor market (i.e. to get a return on the educational investment made) they have encountered considerable difficulties. The problematic take-off of their working careers has favored their social representation as the main "victims" of the crisis.

Climate change, gender-based violence or social inequalities are of more concern to millennials than other problems related to economic conditions, such as an aging population or the future of employment in the face of the advance of robotization.

The public interest concerns of millennial Spanish men include:

Climate change (88 %)

Violence against women (87 %)

Social inequalities (86 %)

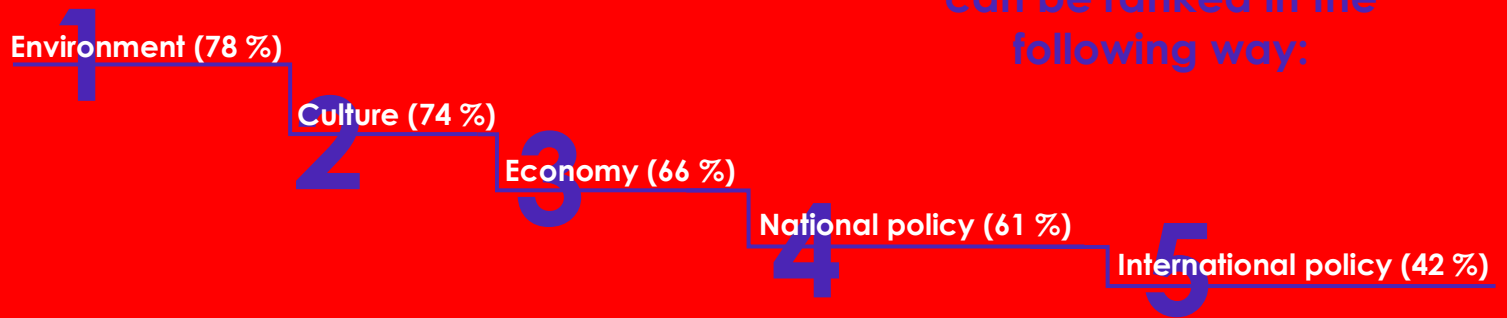
International terrorism (73 %)

The ageing population (70 %)

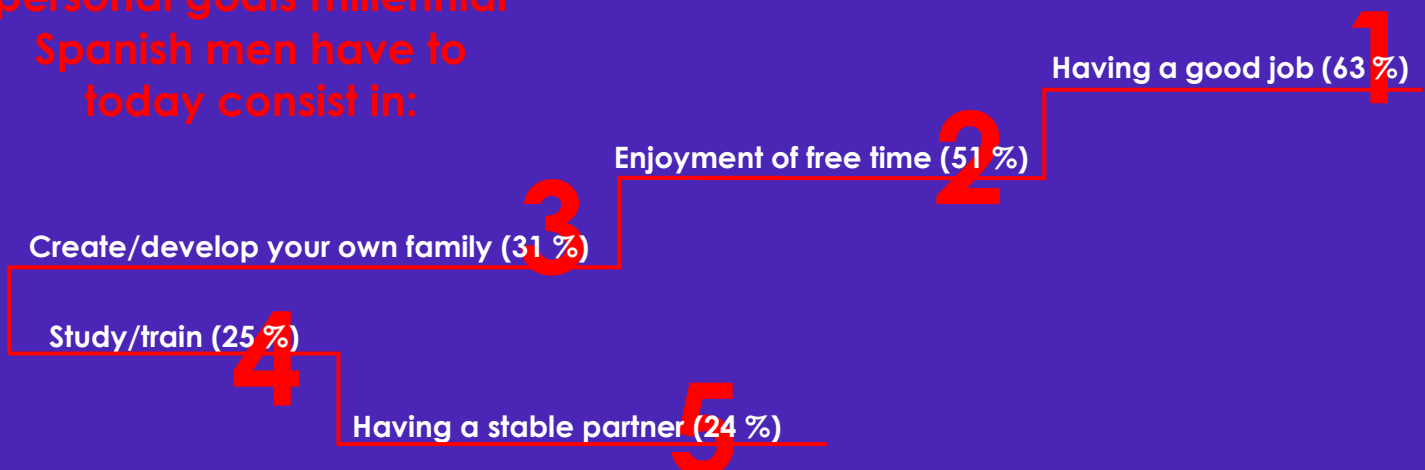
Personal relationships in an increasingly virtual world (65 %)

The future of employment in the face of the advance of robotization (65 %)

The interest in news of Spanish millennial men can be ranked in the following way:



The most important personal goals millennial Spanish men have to today consist in:



Millennial Spanish men have a strong view on saving money, considering it important. 8.2 out of 10 believe we should all learn to save from an early age, while 5.3 out of every 10 believe that people like them have little capacity to save. This speaks for the way millennial Spanish men handle their money and their economic participation in the market.

Millennial Spanish men seek to satisfy their preferences with immediacy, so they do not usually take a longer-term perspective, and tend to be unconcerned with anything that does not directly concern them. It is a generation that has adapted to the circumstances of the times they live in.

millennials through focus groups

In order to create a more holistic profile of our target audience (Spanish males ages 24-37) we conducted a focus group and several in-depth interviews, over the phone and in person, with our chosen demographic. The following illustrates our collected data and final deductions.

General conclusions

The majority of the people interviewed make routine of informing themselves about current events during the work week. This behavior was usually exhibited while having breakfast from 6.00 to 9.00 during the weekdays and/or in the evening after work from 19.00 to 21.00. A small population read the news closer to lunchtime. On the weekends, many of the interviewee's take some time to disconnect from the news and technology.

Newsletters and podcasts were well-received among the interviewed as they are considered to be "practical". Our target audience prefers to receive newsletters via email as it is the platform they use most frequently. Receiving a newsletter through WhatsApp was conceived as a slight invasion, as it was often used for more "personal" and "urgent" matters.

Our topic, technology in relation to the world around the user, was described as "broad" by some of our target demographic. They claimed so because there would be days when they would not consume our product and would rather seek out news on their own time.

When asked about format, many opted for the MIT Technology Review web page. "It is very visual", "very familiar", "has a useful format for mobile and computer" and includes "interesting titles, pictures, and short text with links". The second most popular choice, strictly regarding format, was Chartr. It was described as "very visual", "easy to understand" and a "useful format with the support of graphics". Coming in third, The Hustle's newsletter attracted users because of its synthesized format. Overall, our demographic responded to guides that simplified complex topics.

People are not willing to listen to newsletter with a length longer than 5 to 10 minutes. There is demonstrated interest in the podcasts our medium offers an audible version of newsletter. In addition, relative interest was shown for podcasts that lasted about 30 minutes and dive further into topics of interest.

Our subscribers are willing to pay for content that is relevant to their area of work and original rather than aggregated. This was the only situation our demographic found it worthwhile to pay. Otherwise, the people interviewed would not be willing to pay for a subscription that provides them with a newsletter and podcast related to technology.

Individuals 23 to 29 years old

The younger individuals in the demographic were well aware of newsletters and podcasts. A majority of them use newsletters as their primary way of receiving information because of its effortless format and the fact that it compiles the day's most important news for them. These users read the news at least 4 times a week, if not more, and are willing to spend about 15 minutes reading a newsletter and 20 minutes listening to a podcast.

The individuals would prefer receiving newsletters in the morning during the week. However, many were interested in an occasional Saturday edition. None of the individuals expressed willingness to pay for the newsletter or podcast.

Individuals 20 to 34 years old

This group appeared to be more informed about current events and can be defined as consumers of newsletters. They find newsletter a practical way to inform themselves due to its synthesize and convenience. The demographic also showed to be big proponents of podcasts. They feel it is a practical way to be informed and are willing to consume podcasts that last about 30 minutes.

People in this age range would prefer to receive their newsletter every three days. They believe that receiving a newsletter every three days would improve the content. They are willing to give approximately 10 minutes to the newsletter, only if the content is considered good under their standards.

There is larger interest in receiving the newsletter in the afternoon, so they can read it after work.

Individuals 35 to 40 years old

As a result of a lack of awareness of newsletters, the people in this age range are not used to newsletters and its formats. A large portion of them find themselves with an "insufficient amount of time" because they have children to tend to. Regardless, most of them consider the idea of a synthesized newsletters and podcast to be interesting and even helpful.

This age group still finds itself as a part of working society. Getting to work typically includes commuting or taking public transportation. During this time subscribers would be willing to read a newsletter or listen to a podcast for approximately 5 to 10 minutes. They specify that they would rather receive the newsletter in the morning.

our target audience

As a result of our investigation, we have narrowed down our target audience. Our newsletter is aimed at Spanish men between the ages of 24 and 40. They are men who have pursued higher studies, or are in the process of it, form part of the middle to high socioeconomic group, and are living in cities. They are interested in learning more about technology and own, or at least have access to, smart devices.

Our target audience leans more on men that work within the technological field as they have an average salary that is 22.2 % higher than that of any other occupation according to the Active Population Survey. We have chosen to focus on men, rather than men and women, because men make a habit of using the internet and smart devices during their daily activities. 98.2 % of men used the internet over the last three months. This has been growth over the last couple of years and is intended to continue growing as technology continues to be an intricate part of our lives.

Spanish Millennial men seek to satisfy their needs with immediacy, so they are not looking for information about how problems can be solved in the long-term, but what affects them now. They are unconcerned with concepts that do not directly concern them.

Content we consider to be appealing and craved by our audience includes the environment, economy, inequality in society, culture, family and security. We believe that these sections will cover their needs as Millennial men in the transition between the old male model and today's modern man. We are aiming our product towards those seeking equality, between men and women, out of this transition.

We believe that this target audience is the group that will crave a need for our product the most. It is a target audience with the economic means and with a sufficient enough habit to incorporate our product into their daily lives

value proposition

Shaped by the global spread of social networks, constant digital interconnectivity, smartphones and the Internet, millennials are the first generation to have tech embedded into everything. These advancements are among the defining characteristics of the millennial generation.

Over the course of the last 15 years millennials have not only pushed boundaries in the technological world, but in the physical world as well. Millennials are challenging the status quo and rejecting traditional values deemed antiquated, like the distinctions between the sexes at home, at work, and gender roles all together.

For example, millennial fathers are doing things differently from any other generation before them due to technological advancements. As the roles of fathers grow, so do their informational needs. A large number of millennial fathers seek parenting information online using smartphones, desktops, tablets or laptops, rather than leaving a formally considered female role to someone other.

The millennial man is evolving. He is not swayed by labels, but acts according to his own volition in pursuit of advancement. He percises a medium that is flexible and provides an alternative space for identity exploration.

Caught between traditional masculine norms and new expectations of the modern male, the millennial man has built an appetite for a medium that adapts to his new informational needs. And that's where *shift* comes in.

Shift, following the example of millennial men, acts according to our values and the ones proposed by millennials nonconformant to the status quo. We aim to heighten evolution by supporting the new ideals proposed by millennials.


Always in line with technology and its advances, *shift* is a tool for millennial men in all aspects of their lives. We provide content that explains the transformation technology, now integral to their daily lives, and how mutates the world around them. And we do so to aid in the time of transition, between man and woman, father and breadwinner, caregiver and caretaker.

Shift is advocating for evolution- in new technologies, new outlooks, new ideals- and with it, positive social change. Millennial men are motivated to grow and *shift* wants to grow with them, to continuously looks for new ways to develop and help them navigate the space between traditional society and the modern community.

business model

V. An explanation of how *shift* will be economically constituted, launched and sustained for a period of five years.

business
model

 ur medium will be established as a New Business Limited Company due to the facilities the concept encompasses. The New Business Limited Company formula is one that accelerates the creation of the company, as well as the start-up of the activities. Moreover, Limited Companies can count on tax aids, which become useful over the first five years of the company's business activity.

There will be five partners and no more as this is the maximum number of partners allowed in a New Business Limited Company. Each of them, solely for the business registration, will contribute 600 €, which amounts to 3,000 €, the minimum capital required for establishing a limited company. The responsibility of the partners is limited to their respective contributed capital. In this case the contributed capital is equal. As for the company shares, of which there are 3,000 valued at 1€ per share, they will also be distributed equally leaving each partner with 600 company shares.

The first step required for constitution of the company is registering at the Companies House (Registro Mercantil). The registration entails a cost of 50 €. Following the registration, the minimum capital of 3,000 € must be transferred to the company's bank account. Once this transfer is made, the Limited Company must devise a Memorandum of Association and corporate statutes.

The Memorandum of Association clearly outlines the partners identities, the will to constitute a New Business Limited Company, the monetary contribution of each partner and his or her number of company shares. The Memorandum further indicates the exact manner in which the company will organize its administration. Ultimately, the Memorandum indicates the identity of the administrators and those in charge of the social representation of the company.

The corporate statutes contain information on the company's denomination, purpose (as determined by the company's activities), the predetermined closing date of the financial year, the place of business, the company capital and the company shares divided. In this case there is 3,000 € worth of company capita. It is divided into 3,000 company shares. The statues must consider the approximate number of administrators or, at least, the maximum or minimum number of them, as well as the duration of their time in office.

The principal piece of information noted in the established documents include the management bodies, the social capital and the main rules of the company. The drawing up and signing of the documents aforementioned must be done alongside a notary, which costs 300 €.

Once the memorandum and the statutes have been created, the Property Transfer and Certified Legal Tax Documents (Impuesto sobre Transmisiones Patrimoniales y Actos Jurídicos) must be processed. In order to do so, the Limited Company must ask the state Treasury department for their CIF or tax identification code.

The company will count with one head chief director, two writers, a podcast manager, and a marketing officer. The Limited Company will establish its offices in the coworking Impact-Hub Barceló, located on Calle Serrano Anguita, 13 (Tribunal), Madrid. Renting an office at the Impact-Hub Barceló will cost 340 € per month. The co-working space includes Wifi, furniture, office space, a cleaning services and is accessible 24 hours a day.

The initial materials needed at the Limited Company includes five laptops (Lenovo Ideapad 320-15AST), three microphones (AT2020), three reflection screens (Newer NW9), three pairs of headphones (Philips SHL3265BG/00), a Camera (Nikon D5600) and a web and newsletter design.

I. EXPENSES

Personnel

Our business requires five employees: a director, two writers, a marketing manager, and a podcast manager. The director will be in charge of coordinating the employees and assisting with content creation. In the initial stages of the company, the director will be paid the same amount as the other employees- 1,300 €. However, as soon as the company begins earning revenue the director's salary will augment and he or she will make 1,800 €. The two writers will focus on drawing up newsletters and creating content for the website as well as helping the podcast manager when he or she requires it. The marketing manager will handle advertising, both for our company and those who would like to run ads through our medium. The podcast manager will prepare, record and edit all the podcasts.

The team, as a collective, will be responsible in running the newsletter consultancy service, in which they must attend outside clients. If the work builds up and deems too much for our staff, we would consider hiring one more employee. The wage expenses are distributed as follows:

(ANNEX 1)

Foundational expenses

Certain tools are fundamental for the launch of our business. We require Lenovo Ideapads 320-15AST as they are dependable for editing and drafting up content as well as microphones, reflection screens, a camera and headphones for recording the podcast in both audio and video.

In order to produce an accurate budget, our group asked *HG Developers*, a software company, for an estimate of how much creating the kind of webpage and newsletter we are looking for would be and they sent us the following budget. For an additional 70 € per month, *HG Developers* would take care of the website and solve issues encountered with either of the platforms.

Fundational material	Quantity	Price per unit	Total price
Laptop (Lenovo Ideapad 320-15AST)	5	445,00 €	2.225,00 €
Microphone (AT2020)	3	99,00 €	297,00 €
Reflection screen (Newer NW9)	3	41,99 €	125,97 €
Headphones (Philips SHL3265BG/00)	3	30,67 €	92,01 €
Camera (Nikon D5600)	1	593,91 €	593,91 €
Web and newsletter design	1	1.452,00 €	1.452,00 €
Total			4.785,89 €



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PRESUPUESTO #E200019

Fecha: 10/02/2020

Asier Pérez Barreno
España

Total 1,452.00€

CONCEPTO	PRECIO	UNIDADES	SUBTOTAL	IVA	TOTAL
Instalación página web	60.00€	1	60.00€	21%	72.60€
Configuración de la web SEO y caché	30.00€	1	30.00€	21%	36.30€
Implantación de pluggins requeridos	170.00€	1	170.00€	21%	205.70€
Contenidos web y preparación de secciones	400.00€	1	400.00€	21%	484.00€
Plantilla The7	80.00€	1	80.00€	21%	96.80€
Maquetación del diseño y hoja de estilos	460.00€	1	460.00€	21%	556.60€
			BASE IMPONIBLE		1,200.00€
			IVA 21%		252.00€
			TOTAL		1,452.00€

El coste del mantenimiento de la página web sería 70€/mes con un pago trimestral y por adelantado o mensual y por adelantado a elegir. Mas información en el documento adjunto.

Year-long expenses

Our company will be homebased in a coworking space in Madrid. The monthly rent payments include utilities and Wi-Fi, meaning that we do not need to consider either as a year-long expense outside of the fixed price of rent.

However, we must consider software we will make use of throughout the year. We will need one Adobe Creative Cloud subscription. The sole subscription can be used on two separate computers at the same time. This will allow one employee to edit with Premiere and another with Illustrator on their respective devices.

(ANNEX 2)

Legality

Legality	Price
SLNE startup	3.000,00 €
Notary	300,00 €
Commercial register	56,00 €
Branding	162,00 €
Total	3.518,00 €

marketing campaign

Product launch event

The purpose of a product launch event is to create consciousness about the *shift* website and newsletter to a potentially loyal audience who would gravitate towards our products. *Shift*'s values, identity, and impact it seeks to generate in society, especially in respect to the new model of man making headway, will be transmitted through this debut event.

The estimated cost for the event is between 5,000 € and 7,000 €. The final budget cost depends on the channel used for advertising. The event is planned for 150 guests, all of which we expect to attend. *Shift*'s product launch is organized in keeping with two main objectives:

1 Singing up subscribers.

2 Networking with potentially interested companies for future sponsorships.

By truly comprehending our target audience and establishing the objectives we want to achieve, the success of the event is feasible, especially since it allows us to engage in direct communication with our target audience and other companies in the technology and digital sectors.

Shift's product launch event would mark the beginning of a marketing plan that would be shaped according to future objectives set by *shift*'s commercial manager.

Budget

The total budget for the product launch event would be of an estimated 5,000 €. Counting on Santander as our co-financer for the event, *shift* would only have to finance half (2,500 €) of the launch party.

The following is an outline of the budget:

Event space: 1,500 €

Catering (provided at an additional cost by the event space): 1,000 €

Service personnel: 500 € (10 people x 6 hours x 8 €)

In the scenario that Santander would lend us their facilities to hold the event in, we would save 1,500 €. This money would allow us to expand the guest list by 50 people and increase the catering and service personnel budget.

The remaining 850 €, after the latter's expenses, would be invested into the digital advertising of the event. Before launching into this expense, it would be necessary to study if the advertising would be well received by out public and distinguish us as a product not linked to Santander.

Event space, catering and personnel service

Shift has chosen to hold the event at The Dojo Auditorium. The space has a capacity of up to 150 people and provides a catering service at an additional cost. The Dojo Auditorium is an installation at THECUBE, a technology startup company.



The 350 square meters of the space itself (which costs 1,500 € and is located on Rufino González Street, 25, in Madrid), are distributed among different rooms: an auditorium with a 200-inch video screen, and a space where guests can mingle in a more relaxed environment. In order to accommodate our target audience, millennial men with steady jobs, we have chosen to begin the event at 7:00 p.m., as most would have ended the workday, and extend it until 11:00 p.m.

Once paid for, the space offers catering and technological resources for an additional 1,000€ putting us at 2,500€. Not to mention, it would be necessary to hire service personnel for the event for an hour of set-up and an hour of clean- up. We calculate this expense to cost a maximum of 500€.

Guest list

The guest list is topped at 150 people after taking into account our budget and the niche we are targeting to come to the event. This number keeps the event small enough to feel intimate, but large enough to allow for networking. Creating a familiar environment increases the possibilities of attaining subscribers and establishing relationships with potential sponsor companies.

Taking networking into account, some of the invited guests would include highly influential people in the world of technology and information and others with a strong interest in technology.

We hope to draw in three types of profiles:

Employees in a relatively influential position in their technology or business company, who has sufficient purchasing power, and has demonstrated interest in what is up and coming in the digital and innovation fields.

Influencers in the world of technology, like Victor from Café con Victor.

Journalists from traditional and digital media who are specialized in technology to cover the event and carry out interviews.

The three profiles would allow us to reach people interested in the content of our product and potentially initiate word-of-mouth marketing in high places.

Social networking advertising expenses

We estimate that the launch of our social network platforms and advertising expenses for the promotion of the event, will cost 2,000 €. However, this amount could double depending on the initial expense.

Although our goal is to publicize our product efficiently enough so as to have our name amongst influential figures in the technology field, a pre-event promotion strategy ought to be executed in order to ensure these important guests show up.

The pre-event promotion strategy would focus on creating expectation through our social network. During the event, the social media coverage would continue. Coverage would include text, videos and photos. When the event is over, the impact and scope of the event will be analyzed and calculated using social media statistics.

Built into the estimated cost is advertising produced in innovative formats, such as media coverage. Event photographers will email guests videos and images of the night in order to provide them with documentation of the event. This is especially important when it comes to journalists as they may potentially use the media in their articles. To ensure the images have made it to the journalists, subsequent follow-up is necessary.

Digital campaign

After the launch event, the next step will be to continue acquiring subscribers. In order to do so effectively, we will have to develop a one-year digital marketing campaign. *Shift*'s staff made sure to bring a marketing officer onto the team. He or she will be responsible for creating marketing strategies that help us meet our future objectives.

Our marketing officer will also run *shift*'s website. The website will be a space where subscribers can comment on articles and interact with other users. Providing users with a forum will allow users to freely share their opinions and interests. Moreover, it will allow *shift* to measure the scope of the content that is read or not read and keep track of the number of website visitors.

Our target audience, however, primarily uses social networks. Leaning into their mediums of choice, we will pay close attention to our social media platforms in order to forge strong bonds between subscribers and *shift*.

In order to amplify word of *shift*, we will reach out to our target audience with the help of technology influencers and shout outs from already distinguished technology profiles. Doing so will facilitate the creation of a community that shares a similar interest in technological. By all means, *shift* would also establish itself as a prominent profile across social media. Our profile would display the latest news in technology and information about us as a company, our values.

The main advantage of a digital marketing campaign is the amount of quantitative data gathered. The data allows *shift* to measure the impact it generates and how our content is received. Moreover, we are able to establish new objectives and strategies according to our audience's digital behavior.

THECUBE case (ANNEX 3)

Santander Banking City case (ANNEX 4)

As a secondary business, our company will serve as a newsletter consultant and creation company. As a reference when estimating costs, we considered *HG Developers* budget for upkeeping our website and newsletter. *HG Developers* charges 500 € per newsletter and 70 € for website maintenance. We would most likely follow these same prices.

If the client demanding our services would also like us to assemble content for their newsletter, we would hire a freelance writer. Freelance writers earn 41 € per 300 words. A weekly 600-word newsletter would cost approximately 320 € every month.

The consultancy itself- act of providing advice- would not cost us anything as our staff would perform the service. However, if there is a large demand for our consultant service, we would hire new permanent employees (not freelance).

HG Developers creates an average of 24 websites a year. Because newsletters are not as popular as websites, we estimate that in the worst-case scenario our consulting service would create and maintain two newsletters a year. We would create one additional newsletter, with content included, every two years.

In an average scenario, we would create and maintain three newsletters a year. We would create one additional newsletter, with content included, every year. In an optimistic scenario, we would create and maintain four newsletters. One and half newsletters, with content, would be sold per year. In an ideal scenario, we would create five newsletters every year. And we would create two newsletters, with content.

For every scenario, the cost of creating newsletters, its maintenance, and content creation accumulates. Website upkeep and content creation would become a constant monthly expense.

Total costs in a five-year projection of the worst-case scenario

(ANNEX 5)

Total costs in a five-year projection of the medium case scenario

(ANNEX 6)

Total costs in a five-year projection of the optimistic case scenario

(ANNEX 7)

Total costs in a five-year projection of the ideal case scenario

(ANNEX 8)

II. INCOME MODEL

Shift is a free newsletter sent to subscribers Monday through Saturday. Aiming to eventually become profitable, we plan on having four different sources of income: branded content, advertising, a newsletter creation and consulting service, and sponsorship from Santander.

Branded content

Our branded content prices are based on a study by eMarketer titled "Global Influencer Marketing: 2019: What to Know About Spending, Stories, Fraud and Microinfluencers." The study showed similarities between the way influencers get paid by brands when creating special content that promotes certain services or products and the way our medium wants to create branded content by technological brands.

The study showcases two points of interest: (1) the growing number of marketers approaching "micro-" and "nano-" influencers. These influencers tend to have smaller audiences, but when given a product they provide their honest opinions after using it, something not many influencers do. (2) 30,5% of Chief Marketing Officers are increasing their focus on influencers as part of their advertising tactics.

Additionally, the study estimates that micro- and nano-influencers earn \$315 per YouTube video, \$114 per Instagram video, \$100 per Instagram photo and \$43 per Instagram story. By averaging these numbers, we end up with 100€. This is the potential earning we can make per branded content post included in our newsletter. One branded post a day, six days a week, for four weeks results in an income of 2,400 € per month.

If our number of subscribers surpasses 5,000, the price per branded content post would increase by 70 €. In total, we could earn 170 € per post and 4,080 € per month. If our number of subscribers is more than 30,000, the price per post would increase to 500 € and as a result our revenue per month, just from branded content, would be 12,000 €.

Sponsorship

Javier Gonzalez Gallego, digital communications and social media director of Santander, expressed an interest in *shift* after we presented the project to him. He believes that *shift* aligns with the bank's brand positioning: Santander is highly interested in tackling the fields of innovation, technology, data protection, and cybersecurity among other topics. Gonzalez considered *shift* an interesting project to invest on. As a result, Santander would engage in an exclusive sponsorship with Santander.

The sponsorship models we propose are:

In three of the four scenarios presented in this section, Santander will provide *shift* 3,000 € a month. In exchange, *shift* will provide the following:

A credit line under the *shift* logo in our daily newsletter

A shout out as our sponsor in our daily podcast

A shout out as our sponsor in our weekly podcast

A weekly section on Ana Botín (as an influential character in the technology universe)

A banner on our website

In the worst-case scenario, Santander will sponsor us with 4,000 € a month. In exchange, *shift* will provide:

A credit line under the *shift* logo in our daily newsletter

A shout out as our sponsor in our daily podcast

A shout out as our sponsor in our weekly podcast

A weekly section on Ana Botín (as an influential character in the technology universe)

A banner on our website

Two branded content posts a week

Advertisement

Our business will integrate Amazon's advertisement system, which lets the advertiser choose between millions of products to announce on their publication. This system would enable us to create a referral marketing strategy with products that best align with the content of our newsletter.

Amazon's advertising system obtains revenue in two ways: direct purchases by users through the links present in the publication and by indirect purchases- when the user buys another product after clicking in the link embedded of the publication.

The percent of revenue varies between types of products. Some that would be of interest to us include:

Hobbies: Ocio al aire libre, juguetes y juegos, deportes y fitness		Compras adscritas directas:
	6 %	Ingresos adscritos por mes = menos de 7500 €
	7 %	Ingresos adscritos por mes = 7500 € o más
	1,5 %	Compras adscritas indirectas
Cervezas, vinos y licores, cine y series, música, supermercado, instrumentos musicales, industria, empresas y ciencia	5 %	
Dispositivos Amazon: Fire TV, Kindle, Echo y accesorios		Compras adscritas directas:
	4 %	Ingresos adscritos por mes = menos de 7500 €
	7 %	Ingresos adscritos por mes = 7500 € o más
	1,5 %	Compras adscritas indirectas
Informática, audio y Hi-Fi, fotografía, TV, vídeo, móviles, accesorios, videojuegos, software	3,5 %	

The referral-marketing approach is used by various mediums similar to ours. One medium, which gets 5,000 visits a day, considers this approach to be a helpful source of income. They earn 600 € per ad.

Shift will develop an adjacent consultant company that offers three different services:

- 1 Consulting services for newsletter creation.
- 2 Creating newsletter with the possibility of a monthly upkeep service.
- 3 Complete newsletter creation services (newsletter with content).

The first service relies on companies reaching out to us to receive information on how to create a quality newsletter. With this information they can go out and create their own newsletter with all the information and tools needed for it to be successful. The second service offered includes the development of a newsletter drafted according to what the client wants. The third service includes a newsletter created from scratch every week (with content) as well as a weekly routine check and update on our employer's newsletter.

Our prices are based on our costs for developing, maintaining and creating content for the newsletters. In order to avoid overwhelming the staff, we will pay for freelancers and third-parties for the newsletter creation service. Our employees will only take consultations.

We based the prices of our consultancy services on how much website consultancies charge their clients, which is an average 50 € per hour. We estimate that each consultation will last approximately three hours. Therefore, a consultation on average will cost 150,00 €.

In the worst-case scenario, *shift's* adjacent services would complete two consultations a year, create one newsletter every two years and create two complete with content newsletters a year. In an average scenario, three consultations would be completed a year, we would create three newsletters and one newsletter, with content, per year. In an optimistic scenario, we would settle four consultancies, create four newsletters per year, and sell three packages of newsletters, with content, every two years. In an ideal scenario, we would create five newsletters every year. And we would create two newsletters, with content, and complete five consultations.

For every scenario, the cost of creating newsletters, its maintenance, and content creation accumulates. Website upkeep and content creation would become a constant monthly expense.

Total income in a five-year projection of the worst-case scenario
(ANNEX 9)

Total income in a five-year projection of the average case scenario
(ANNEX 10)

Total income in a five-year projection of the optimistic case scenario
(ANNEX 11)

Total income in a five-year projection of the ideal case scenario
(ANNEX 12)

We've outlined 4 five-year scenarios: worst, average, optimistic and ideal. In the following, we will explain the bases of the ideal and worst scenario.

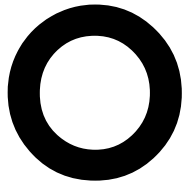
In the **IDEAL SCENARIO**, we would spend 205,472.81€ the first year. We would count on 4,000 subscribers, earn 2,400 € from branded content and 5,760€ from advertising per month. Santander would grant us a 3,000€ sponsorship every month and the newsletter creation and consultant company would earn *shift* 26,750 €. In total, *shift* would end the year with a loss of -108,162.81 €. Taking into account the deficit of the first and second year, we would need an initial investment of 216,577.73 €.

In the **WORST-CASE SCENARIO**, we would spend 193,682.81 € the first year. We would count on 1,500 subscribers, earn 2,400 € from branded content and 2,160 € from advertising per month. However, after the amortization exclusion period ends, we would increase the amount of branded contents from 24 a week to 34 a week. This would surge the monthly revenue from 2,400 € to 5,780 € and aid in covering the amortization costs (refer to loan section for further explanation).

Santander would grant us a 4000 € sponsorship. The newsletter creation and consultant company would bring in 8.300 €. In total, *shift* would end the year with a loss of -106,422.81 €. Taking into account the deficit of first, second, and third year, we would need an initial investment of 231,667.73 €.

(ANNEX 13-16)

III. LOANS



Our initial investment will come from two streams of revenue:

1 First, 100,000 € would come from five personal bank loans that *shift*'s founding members would apply for (20,000 € per person)

2 As a second source, *shift* would ask for an Official Credit Institute loan (ICO loan). This type of loan goes for a maximum of 12,5 million euros, with a maximum amortization of 20 years. As for the interest rates, they can be either be fixed or vary. The latter comes attached with an Euribor of 1 year (adding approximately 4,5% in 4 to 20 years loans). This loan may include an amortization exclusion period that can go up to 24 months.

Shift's loan would be paid over ten years with a two-year amortization exclusion period. It would have a variable interest rate of one-year Euribor adding 4,75% (because of our 10-year amortization). The next section was calculated with the CrediMarket Simulator of Credits and Loans.

In an ideal scenario, *shift* would take out a 116,578 € loan. As a result of our first-year earnings we would survive comfortably until our third year. We would begin being profitable our fourth year in business.

In an optimistic scenario, *shift* would take out a 123,333 € loan. Due to our first-year earnings we could survive comfortably until the fourth year. We would begin being profitable our fifth year in business.

In an average scenario, *shift* would take out a 154,688 € loan. With our first-year earnings we would survive comfortably until our fourth year and we would begin being profitable our fifth year in business.

In a pessimistic scenario, *shift* would take out a 131,668 € loan. With our first-year earnings we would survive comfortably until our fourth year and finally become profitable our fifth year in business.

(ANNEX 17-20)



shift

editorial memorandum

content explanation

- I. An explanation of the content readers will find in *Shift* in terms of style and distribution.

content
explanation

Our tone

The way Shift will be written is friendly but formal, funny but not irreverent, enjoyable but not shallow, conversational, with a clean writing. We want to make it easy for our readers to follow our information and we also want them to have a nice time doing it, but rigor and professionalism remain as a priority too.



Play: *Daily Podcast*

Shift takes into consideration its target audience: a busy professional who may not always have the time to sit down and read an entire newsletter regardless of length. In order to accommodate them, we provide our readers the option to listen to our content via podcast. Shift will incorporate this feature by including a link at the top of its newsletter, which will take the user to the podcast.



Bloq Mayús: *Feature story*



Everyday our newsletter will bet on one feature story to present to our subscribers. The story will be selected based on its relevance to our audience's concerns. We realize that writing about technology can become complex in the blink of an eye and especially so where there is a linguistic frontier. The language has to be accessible to our readers, not technical. We will focus our efforts on creating a deep and well-documented piece that can be presented efficiently. The feature story will also incorporate a dialogue format. Moreover, our readers will also be able to enjoy infographics and visual aids that complement the feature story and rest of the newsletter.



Enter: *This also happened*

In this section, Shift will provide readers with articles we think they ought to read or that may be of interest to them. The articles will be short, in bullet-point format, so that readers can quickly decide whether or not the story appeals to them. If so, they will be able to click on a hyperlink, which will bring our readers to the original medium that put out the story in order to read it in its totality.

Our story choices must be relevant, but above all enjoyable. We want to inform our readers, not drown them in technicalities. This section provides our audience with an opportunity to broaden their technological worldview by introducing them to new mediums and topics of interest. And even though the content is not created by us, it is information we trust, which is no minor matter.



Brightness key: *Unnoticed*

In times of constant technological change, we miss half of what it happening around us. Why? Because these revolutions either pass us by too slow or too subtly. Mediums often do not even follow these stories. At Shift, however, we believe that these waves of change are worth informing readers about because of the potential they hold. The aim of this section is to ensure that no technological event goes by unnoticed.



Volume Up: *Weekly Podcast*

On Thursdays, *Shift* will put out a weekly podcast, which will last approximately 30 minutes. The podcasts will take the format of a conversations with a tech expert. These conversations will shed light on complicated issues through dialogue that will simplify tech topics for our audience. The objective is to inform listeners about matters that could affect him or, at least, capture their interest.



Both podcasts will be illustrated with images of our own creation. Above, models for Volume Up. On the right, a model for Play.



Bold: What are the big guys doing?

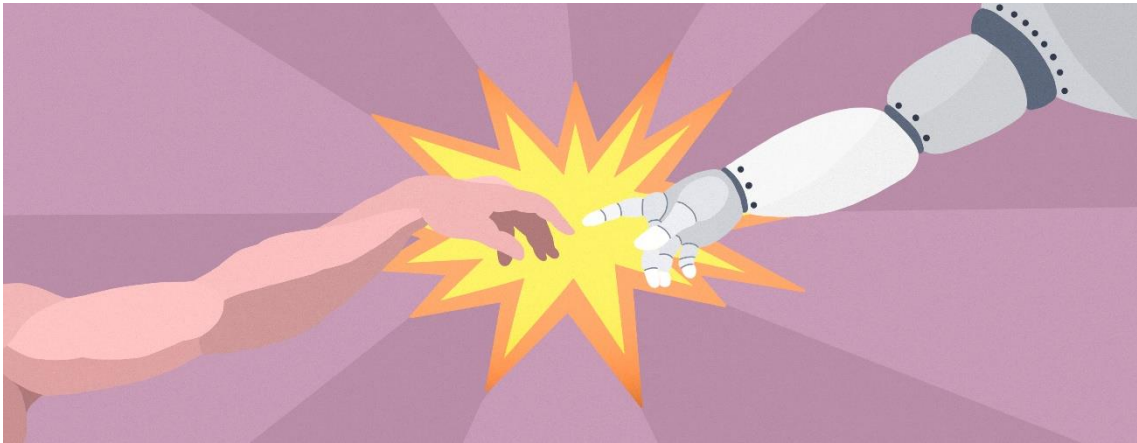


We believe that the future is now and we're not the only ones who believe so. Tech tycoons see it too, and, boy, does Shift have a soft spot for them. These visionaries are transforming the way we use technology, so we decided to give them their own section to show it. This section will be devoted to updating readers on what the most influential personalities in the field are doing: their achievements and technological contributions. Each day of the week will cover one visionary.

- On Mondays, our **sponsor**. The first one will be **Ana Botín**, President of Banco Santander.
- On Tuesdays, **Jack Ma**, Chairman of the Alibaba Group.
- On Wednesdays, **Jeff Bezos**, founder and CEO of Amazon.
- On Thursdays, **Melinda Gates**, Co-founder of the Gates Foundation and former Microsoft General Manager.
- On Fridays, **Elon Musk**, Founder of SpaceX and Tesla.
- On Saturdays, **Tim Cook**, Chief Executive of Apple.
- On Sundays, **Mark Zuckerberg**, creator and president of Facebook.



De corazón: *Human stories*



Sometimes our readers need a break from all the cables and artificial intelligence, so why not offer them a minute to “*shift*.” “*Shift your heart*” is a section that will be centered on telling the stories of those who face adversity, but are aided by technology. We are looking to highlight the positive impact that technological progress, innovation and improvement have over people’s lives. Our journalists will focus on going out into the field in search of these stories and experiences with tech. It’ll surely “*shift* your heart.”



Lupa: *Guides*

There are some tech stories that constantly appear in the media and on our screens, but are too complex to follow. Shift guides are for you. They are made to help our readers decipher the technological information out there that seems like too much. On Mondays, Wednesdays, and Fridays, readers will be able to turn to our guides, which will provide a step-by-step explanation on elected tech topics. Because every topic is different, the guides will vary in extension. Guides deemed too long to fit in the emailed newsletter, will be abbreviated. The shortened versions of the goodies will be hyperlinked, leading our readers to the full version on our webpage. This will also generate traffic for our website.

Although we like to bet on feature stories, Shift understands that these pieces, which require more concentration, need to be alternated with articles that are easier to consume. For this reason, Shift includes infographic guides, on Mondays, Wednesdays and Fridays, and stories of human interest, on Tuesdays, Thursdays and Saturdays. And, because we know that sometimes our readers want to disconnect, on Sundays Shift offers special podcasts on issues that are less tech-heavy, and investigate subjects like how does science fiction inspires real life science or how technology affects your sleep.

The weekday editions of the newsletter offer pragmatic content, like innovations in the automobile and home fields, whereas on the weekend we try to find stories that all the reader to detach from reality, like an exploration on how nanorobots can help in the future.

We also created a marketing campaign plan and the content for Shift's social media accounts. Prior to Shift's launch we were able to create an online community by: A) presenting Shift's tone and style to potential audience members through daily Twitter threads, B) introducing our team members and a few of the daily sections of our newsletter, such as Ctrl +N, C) creating interest in our future content by releasing teasers of the main stories in twitter before the launch and D) promoting our already released content on Instagram to create more traffic to the web.

Antivirus



Three weeks prior to Shift's official launch, we began to release special content as part of our marketing campaign. The idea was to provide our subscribers with a newsletter that would help them disconnect from the constant bombardment of COVID-19 news they were complaining about on their social media accounts. The result: Antivirus, a newsletter that explores technology defining our quarantine experiences.



Three editions of Antivirus were launched. We talked about phones and technology that allows people to stay in touch, Roombas and the world of sanitary technology, and video games successively. Each newsletter focused on one specific object, which allowed us to create a congenial newsletter, both in theme and format. The format for each newsletter is as follows:



(a) a personal column that exhibits the development of the weeks tech object, (b) fun facts about the object presented in a story, (c) a section on the object's influence on pop culture, (d) an important figures section in which we talk about three people who were essential in the creation and innovation of the weeks determined object.

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
23 Presentation thread Ana's presentation	24 Presentation thread Ana's presentation	25 Twitter- Aitor Alberto's presentation	26 Twitter- Alberto Aitor's presentation	27 Twitter- Vero Rafa's presentation	28 Twitter- Alba Eli's presentation	29 Twitter- Asier Asier's presentation
30 Thread- Eli Alba's presentation	31 Thread- Isa Aida's presentation	1 Thread- Markel Markel's presentation	2 Thread- Eli Vero's presentation	3 Antivirus presentation Hilo Rafa -AV Niki's presentation	4 Thread- Aida Isa's presentation	5 Twitter Thread- Ana Official Antivirus announcement
6 Antivirus 1 Thread- Aitor Botin's presentation	7 Thread- Alberto Ma's presentation	8 Thread- Aida Bezos' presentation	9 Thread- Alba M. Gates' presentation	10 Thread- Asier Musk's presentation	11 Thread- Niki Cook's presentation	12 Thread- Isa Mark's presentation
13 Antivirus 2 Thread- Markel Teaser 7 (also IG)	14 Thread- Niki Teaser 6	15 Thread- Rafa Teaser 5 Instagram Post	16 Thread- Vero Teaser 4 Instagram Post	17 Thread- Ana Teaser 3 Instagram Post	18 Thread- Aitor Teaser 2 Instagram Post	19 Thread- Alberto Teaser 1- launch Instagram Post
20 Antivirus 3 Instagram Post Presentation new twitter intro podcast + David's illustrations	21 Instagram Post Car feature+ Education & coronavirus story+ Jack Ma + Mercy's illustrations	22 Memorandum Due Instagram Post Biometrics feature + Dark web guide + Jeff Bezos + Cardozo's illustrations	23 Instagram Post Alexa feature+ Aida's VR for cancer story+ Melinda Gates + Sabrina's illustrations	24 Instagram Post VR pom feature story+ Cookies guide+ Elon Musk + Flavia's illustrations	25 Instagram Post Nanobots deature + Deaf tech story+ Tim Cook + Majo's illustrations	26 Instagram Post Meat ind. feature+ Sleep podcast + Mark Zuckerberg + Matiu's illustrations
27 Presentation Instagram Post Passive house feature + 5G /Huawei guide+ Ana Botin+ Bujanda's illustrations	28	29 Zoom presentation				

*Extra content: special podcast, human interest story, infographic guide

proposals and problems

II. An explanation of each of the pieces in *Shift* offered by their author in order of publication, as well as of the problems encountered in the wake of COVID-19.

proposals
and problems

ISABELLA PÉREZ

Podcast technician



Shift adapts to the lifestyle of their audience. Consequently, our podcasts are short, dynamic, conversational, and offered in two formats: a daily podcast called Play that serves as an audible summary of our newsletter and a longer, weekly podcast called Volume Up. Every week we talk to experts, engineers and doctors about technology. We understand that in this field things change quickly and we want to create information to help the audience. Both, Play and Volume Up, maintain a uniform structure throughout their episodes. The music is our great ally for building interesting conversations. Overall, Shift podcasts are made to entertain and educate our audience about trending issues.

We launched two main Volume Up episodes. In the first episode, we talk about how science fiction has the power to inspire the future of technology. We interviewed Rafael Marin, a science fiction author, and Emilio Sánchez, a robotics engineer. In the second episode, we talk about sleep. We were able to speak with Rafael Lopez, a doctor who specializes in this arena. The world of podcasting is growing worldwide and we've decided to join the trend with this proposal.

The coronavirus pandemic affected the recording process of the podcasts. Originally, we had access to the recording studios at the University of Navarra. However, despite the lockdown, we were able to solve most of our technical problems. The episodes were recorded from home with the elements available. I used a lapel microphone to record the narration throughout the episodes. For the audio editing, I used Garage Band. The biggest issue that we could not solve was the sound quality of the interviews as the conversations were recorded either with Google Meet or over the phone because none of the interviewees had a microphone at home, nor could we get one to them.



ASIER PÉREZ

Writer

The feature article about cars describes the different options of motorization the market offers attending to the fuel. It takes into account the price of each kind of fuel, the price of vehicles, maintenance, performance, emissions and practicality, so the consumer can make the best choice when purchasing a new car, both environmentally and economically. The most viable fuels are analyzed and compared: petrol, diesel, gas, electricity and hydrogen. In order to learn more about the greenest options available, electricity and hydrogen, we talked with Jose Martin Echevarria, head of the Transport and Energy Division of the Ceit-IK4, and Carlos Merino, head of the Applications Unit of the Spanish National Hydrogen Centre (CNH2).

Our target audience, men with steady incomes, may thinking about buying their first car for daily use or for travel. Their interest show that they care about climate change and cars are one of the reasons the planet is being destroyed, which interferes with the need of having a car. For this reason, Shift provides first-hand coverage on the most environmentally friendly options, what technological innovations the industry is working on and how international regulations (zero-emission areas, environmental distinctives...) affect such an important decision.

The interviews were held via Google Meet in which the audio could not be recorded, thus affecting the day's podcast (Play). Trying the Hy2Travel app might also have been interesting, but it was not possible due to the restrictions for driving a car during the quarantine.

ALBERTO VIDAURRETA

Editor



My article is about the new horizons opened up by Anuncios Next-Generation Sequencing, the technology that has cheapened the sequencing of DNA. New companies are launching themselves into this business, which consists of sequencing people's DNA in order to provide the best medical assistance possible. How? By looking at patients genetic information in order to determine if they show signs of inherited diseases. Genetic information is also useful when determining a person's particular response to treatments and diet.

For this story I have talked with Oscar Flores, director of Made Of Genes, one of the first companies in Spain involved in this industry. He provided insight on how these companies ought to operate. Sequencing DNA has a plethora of advantages, but it is sensitive information to work with. These companies are polemic, which called for conversation with more than one expert. Josep Santaló, an expert in bioethics from the Universidad Autónoma de Barcelona, also provided me with his insights and concluded that genomics is the future of medicine. Both, Flores and Santaló, agreed that the the primordial concerns in this field must be maintaining good ethics and responsibility as there can be some dangers in sequencing everyone's DNA. Regardless, the advantages are of incredible importance. These interviews were conducted via email rather than in person due to the interviewee's faraway locations. The experts often found themselves busy due to the instability the pandemic caused, thus making interviews over email more accessible to them.

I tried to reach out to Lluís Montoliu, the main bioethics expert in Spain, and managed to do so successfully. I sent him the interview questions I had prepared, after his initial reply, but never heard back from him. As a result, I did not include him in the article.

My editorial role on the Shift team included correcting the writer's articles and infographics to make sure the newsletter had a unified tone and common writing style. The pandemic did not heavily interfere with this portion of my assignments.



RAFAEL AMMAN

Writer

My initial idea for “<3” was about a device that successfully helped people who stutter. The story was not considered as local enough for the section when pitched, so I sought to narrow it into the category. The first week of March I contacted experts, but was unable to find people who used the stuttering device near and around Pamplona. When I contacted the Institute of Language and Development and the Spanish Foundation I found that use of the device was considered a controversial issue. And in order not to lose the human and tender tone of the story, I opted to discard the idea. By the second week of March, I had decided to write a story about cochlear implants. Initially, I did not face any challenges contacting doctors and patients to talk to, however, the quarantine, a result of coronavirus, complicated things.

Those I spoke with at the Eunete Association and the Hospital of the University of Navarra anticipated that it would be complicated to make time for interviews. Consequently, I reached out to the Basque association, Zentzumen Guztiak, the Association of Cochlear Implant Patients of Spain, and experts on the subject at the Sergio Altuna Clinic of Otorhinolaryngology and the Institute of Otorhinolaryngology of Madrid. The experts replied by saying that I should contact them in a week's time due to Coronavirus placing a strain on their schedules. By the third week of March, due to a lack of responses, I realized I had to change topics once again.

My final story idea was inspired by the quarantine: it was going to focus on how technology was helping people overcome their distress. I started to research the subject and, as a result of Maria Jimenez' suggestion, decided to focus on online classes, quarantine radio and business teleworking. I did a series of interviews, which gave fruit to a lot of information. Taking into account the determined length of the article (1,500 words), I chose to focus on answering two specific questions: How schools were facing the coronavirus pandemic and how technology was helping them maintain some sort of normality. I interviewed those responsible of coordinating the online classes at a school and a university, four students from both various levels of education, and a social psychologist for further insights. The rest of the interviews I had conducted remained as background material in case there were any problems with other sections.

I decided on this story idea because I thought it would be of interest to our target audience. The story embodies novelty due to its timing and perforates in our audiences own memory of school. The consequences of online classes are also an appealing to the sector of our audience that has, or plans to have, children. I believe this story embodied what "<3" aims to tell, stories that are beautiful and inspiring.

Contacting sources was a considerable challenge for me throughout this process, but, ultimately, I was able to do so as a result of changing topics. I was also responsible for a day's section of "Unnoticed." This section did not bring any inconvenience with it as it is a compilation of articles from other mediums of communication.



VERÓNICA APONTE

Infographer

Most people are familiar with browsing the internet, but very few people know that the internet as we know is structured in various levels, that there is much more to it than your basic uses. My infographic aims to explain the various regions of the Internet many are unaware of. The region of the internet where most of our time is spent is known as the Clear Web. It is formed by all the websites that are indexed on search engines, like Google or Yahoo, and those which are accessible to everyone without the need of payment, login credentials or other access control methods.

Then there is the Deep Web, the region that is hidden or protected, a region where not everyone is welcome. Sound shady? It's really not. This Deep web represents 90% of the internet. It is an area that stores emails, paywall protected pages, documents in the cloud, pages that are created for a user when booking a flight and so on. Think of every webpage that require a certain level of authentication to get in. That's Deep Web material.

However, there is a small part of the Deep Web that is intentionally hidden and kept anonymous. This region of the internet world is known as the Dark Web. The only way to access it is by using special browsers like Tor. Is the Dark Web legal? Is it anonymous? What content does it have? How do I access it? These are four key aspects covered in the infographic, which I considered important to keep in mind when seeking to understand or explore the Dark Web.

It was difficult to find someone willing to talk to me about their relationship and use of the Dark Web. Fortunately, however, I was able to interview a frequent user of this region of the internet. His only condition was that I conduct the interview anonymously, to which I conceded as he was a source that could give us a peek into the real experiences of a Dark Web user. He provided information on security measures employed, what can be found and what can be bought on the Dark Web.

AITOR SALINAS

Designer



Privacy and security are some of the most controversial and talked-about topics in the field of technology, especially since there is a general notion that its breaches are not only happening on a larger scale, but from within our own living rooms. The espionage claims against Amazon due to 'false activations' of Alexa seemed to be a good way to narrow in on this topic. With this story, I wanted to shed light on the subject and speak to experts, so that we could give our readers a thoughtful and thorough analysis that would allow them to act appropriately and not be led by false stories out there.

Originally, this feature article was going to have three parts: explaining how Alexa works, the problem with false activations, and the legal framework in which this invasion falls into. I contacted three different experts keeping in mind that the interviews would be over the phone. The experts were Daniel Dubois, a participant in a study by Northeastern University on false activations, Forbes' technology futurist, Jeb Su, and author Jorge Villarino Marzo, expert in cloud computing security. Su abruptly stopped answering messages in the midst of back and forth emails and Dubois never replied. However, I was able to set up an interview with Villarino through Google Meet.

After my conversation with him I realized that perhaps organizing the article in three-parts was not the right approach to take as there was not a lot to talk about from a legal perspective. The sociological aspect of the topic captured the most interest. So, I contacted Anna Maria Mandalari, who was also part of Dubois' experiment, who also agreed to an interview. As experts on the field, both of their testimonies were enough for a complete perspective on the story.



My feature article aims to provide extensive coverage of a project that the Spanish Association Against Cancer (AECC) began to develop at the end of last year at the Hospital Clínico San Carlos in Madrid. The project entails the use of virtual reality glasses, which aim to reduce the impact of chemotherapy treatment on cancer patients. According to the data from the AECC, the glasses have significantly reduced the sensation of pain and anxiety of patients before treatment. The Navarra Hospital Complex became second to adopt the use of the goggles.

In order to provide a holistic view of the subject, I counted on two interviews: one with María Emmanuel, a volunteer at the AECC in Navarra and trained in the use of the glasses, and another with María Helena Huertas, a resident doctor in Medical Oncology department at the Hospital Clínico San Carlos.

This article appeals to our audience because of the novelty of the technology. It is the first time that virtual reality goggles are being used in chemotherapy sessions in Spain and done so free of charge. It is yet another example of how technology is being embraced by the field of medicine in order to further humanize treatments and offer psychological help.

Initially, the idea was to go to one of the treatment sessions myself to detail the experience of one of the patients and try out the glasses for myself. However, the Coronavirus pandemic led to the close of the hospitals. The immunocompromisation of their patients worsened the restrictions and the visit that I was awaiting confirmation on was cancelled. Subsequently, an attempt was made to seek out the contact information of a patient in order not to lose the detailed experience of one of the patients, but the AECC could not release anyone's information for safety reasons. After the implementation of the state of alarm, one of the interviews was conducted by telephone and the other over email.

ELIZABETH CHICAS

Writer



Porn is becoming increasingly ubiquitous and normalized in society today. It is on the internet, in the news, movies, the home and even the workplace. And, now, you can have it in virtual reality too. Is our easy access to porn in increasingly better and more sensational quality a problem? Some sexologists would argue that it is, especially if we lack a good sex education. Spain, in particular, is ranked 13th in the list of country that watches the most porn and an increasingly growing search- virtual reality porn. My article aims to take a closer look at the growing industry of virtual reality porn and focus on the human relationships that consequent it.

In the midst of the writing process the effects of the Coronavirus virus in Spain was particularly noticeable. Although not incredibly consequent in my article and its focus, I did face challenges with setting up certain interviews. Many of the psychologists I wished to speak to and had prior appointments with, suddenly could not take the time to talk with me because of the increasing need for medical health professionals as the pandemic grew. However, I was able to talk to three psychologists, all of which provided me with informative and novel perspectives on the subject of my article.

And, although, I was able to manage interviews, the focus of my article did in fact shift after talking to these doctors. Behavior cannot be predicted on a general scale and if each mental health professional had a different opinion on the matter. So, rather than focus on the changing relationships between men and women, the article became about the links between porn, sexual education, and how the lack of the latter can set precedent for violent behavior and even addiction.

Besides elaborating the article above, I was assigned to write two articles for Shift's "Enter" section. One of my stories was about USB ports and their dangers and the other was about parenting in the new age of technology. The Coronavirus pandemic did not interfere with the execution of either.



VERÓNICA APONTE AND NICOLE BRAHAM

Infographics department

You may have noticed that when you browse a website you see an ad like this: "This website uses its own and third-party cookies to personalize ads and to analyze traffic. If you continue to browse, we believe you accept their use." You don't know what it means, so you click "accept" and go on with your life not knowing what kind of information you just shared.

My infographic guide explains to our readers what exactly a cookie is and what happens when you accept sharing them. Briefly, a cookie is a small piece of data from a specific website that is stored on the user's computer or mobile phone while the user is browsing the website. It can have many functions, such as tracking a user's browsing activity in order to provide specific information. Most cookies are harmless, and they improve the user experience, but problematic uses of cookies exist.

We spoke to Sergio Luján Mora, University Professor in the Department of Languages and Computer Systems at the University of Alicante, to ask him about these dangers. He told us that the real danger of cookies is that they are used to track us. Basically, we wanted to demonstrate what kind of information they were sharing with websites, the safe use of cookies and expose some of the dangers.

For this infographic I had arranged a meeting with Sergio Luján Mora, University Professor in the Department of Languages and Computer Systems at the University of Alicante, and we were able to have it without difficulties despite the coronavirus. The idea of the story remained unchanged.

MARKEL URRESTARAZU

Writer



I worked on the feature article titled “Nanoswimmers por todo nuestro cuerpo,” which explains what nanoswimmers are and what kind of advantages they will offer us in the next decade. The Company WGSN for future tendencies often talks about nanorobots and, as a result of reading their articles, I began investigating nanotechnology to discover what scientists are doing with it today. I discovered that this technology is being investigated to create and execute more effective forms of cancer therapy and distill its side effects.

I chose to give my report a futuristic perspective and try to go beyond reality. And in order to do so, I needed to talk to someone closely related to this specific field of study. I was unable to find someone to interview at the Hospital of the University of Navarre due to the expansion of Coronavirus. Eventually, I found that the Indian Science Institute was working in nano-engineering applied to medicine, so I reached out to them and managed to successfully get in touch with one of their researchers, Professor Ambarish Ghosh. He explained the design and future potential of nanoswimmers to me.

Professor Samuel Sanchez, a leading expert in nanoswimmers in Spain, replied to my email agreeing to an interview. However, he stopped replying. I deduced that perhaps he had fallen ill because of his prior email, where he had mentioned that his health was not the best. Ultimately, I decided to begin the report with a short science fiction narration and explore the future capacity of nanoswimmers to move through our body, how they will have multiple functions, and the support they will give to the immunological system in the body of the article.



ALBA RECALDE

Writer

The growth in meat consumption and the unsustainability of the meat industry has pushed professionals from different fields to develop sustainable and ethical techniques for meat producers. In order to further explore the various facets of this topic I spoke to Marl Posts from Mosa Meat, an international cultured meat developer, and BioTech Food's co-founder, who runs the only Spanish company dedicated exclusively to cultured meat. Despite the fact that meat consumption in Spain has decreased significantly in recent years, the country's figures are much higher than those of surrounding countries. So, what technologies are being developed to face this problem? and what is artificial meat and what does it mean for the future of the meat industry?

The main themes of the article, environment and sustainability, is a result of our audiences major concerns as pointed out by the Deloitte Millennial Study. The information presented to them is particularly pertinent because meat production is linked to sustainability and environmental impact. The data show that more than half of the people who become vegetarians are motivated by ethical concerns. With this report we anticipate and question how consumers would react if meat were in vitro, i.e. meat produced with high technology from animal stem cells? What kind of market would develop? When will it be available and what are its main benefits?

Although not strongly affected by Coronavirus, the article did undergo some alterations. Prior to the State of Emergency I had scheduled a visit with BioTech Foods. Being able to see their offices and laboratories was going to allow me to enrich the visual aspects of the report. Unfortunately, the visit had to be cancelled. The interview with MosaMeat was conducted via an emailed questionnaire, and the interview with BioTech Foods was carried out through a phone call. To further add to my feature, talked with a veterinarian and a farmer about this technology and what they foresee in the future for the industry.

My second story, for Shift's "<3" section, was tremendously affected by the Coronavirus pandemic. The article had to be built around a person whose life had been changed by technology, or at least, made simpler and more independence because of it. My story relied on two interviews: one with the president of the Association of Deaf People of Navarra (ASANA) and the other with a deaf person who was going to provide me with first-hand experience of this technology in her day-to-day life. Once the crisis became prominent, I was no longer able to establish contact with my

second interviewee. As a result, I thought about talking to the social worker who had provided me with the deaf persons number. Unfortunately, I never received a response from him. Finally, I contacted Show Leap, a company developing the first sign language automatic voice translator, and offered them a chance to collaborate in our project, but was not able to concrete an interview. After much consideration, the team believed it possible to write an article with the information I already had and information provided on Snowleaps website as well as their previous press appearances. As a result, I have made a briefer report than previously established, taking information from publications of El Referente, Innovaspain and Europapress. It is not ideal but given the circumstances we have considered it an appropriate solution.



ANA PAULA SALAS

Director

My story focuses on passive and ecological houses, but it also provides context as to why having a "green house" is becoming more important as the years go by. It explains the technical differences between passive houses and ecological houses and lends recommendations on how to lower your carbon footprint. Initially, I decided to do a piece on eco-friendly houses because, according to the research and interviews we carried out, Global Warming was one of our target audience's main topics of interest. Young adults are keen on finding new ways to exert more environmentally friendly lives. Additionally, they are also interested in housing topics. So, I decided to merge both themes. The result? This article in which I interviewed an architect specialized in ecological houses, a researcher specialized in sustainable construction and energetic efficiency, and a regular person living in an ecological house. With these three perspectives, we aimed to give a holistic view of the concept of "green houses".

Due to the pandemic and the quarantine, my original plans for the article has to be modified. Interviews, which I had set up to be face to face could no longer be followed through with. The interview with the architect, which initially was going to take place on March 16 at his office, was done via email. The interview with the researcher resulted trickier. Most of the researchers I contacted with were also professors at universities. After the quarantine started, most of them didn't have the time to help me out, since they were trying adapt to their online classes. Two experts who had initially agreed to interviews canceled last minute. The third expert agreed to be interviewed as long as it were done through email. My interview with the ecological house owner was conducted over the phone.

NICOLE BRAHAM

Infographist



The world is in a race to dominate the next great technology: 5G networks. In my infographic I wanted to illustrate and tell the story of the key players in this race and its progression in the world, with a special focus on Spain. 5G is the fifth generation of wireless communication technologies that support cellular data networks. It affects smartphones and many other devices. This fifth generation of networks will eventually replace, or at least augment, the 4G LTE connection. The 5G network is 20 times faster than 4G and would allow people to download entire movies in seconds. Faster networks could help spread the use of artificial intelligence and other technologies such as virtual reality. This is also true in the fields of science and medicine, which increasingly rely on high-speed connections.

Despite its many advantages, a few months European cyber-security agency ENISA warned the public about the high risks that 5G networks could bring, especially considering lack of security guarantees. The biggest threat and focus of my infographic? Huawei, the Chinese telecommunications giant. The company has dominated 5G and is shadowing all of the players in the game. Huawei has been accused of violating international sanctions, committing cyber-spy and stealing intellectual property. The United States, and many other countries, say the company threatens national security. They also point out that China's vague intelligence laws could be used by the Chinese government and force them to hand over data. The United States has been urging European officials to turn down Huawei and consider hiring western companies. Nevertheless, Huawei is still leading the race and charming European countries into allowing them to build 5G networks.

I counted on a Skype interview with Xavier Vilasajona, a professor of computer science and telecommunications at the Universitat Oberta de Catalunya, for this infographic. Fortunately, the coronavirus did not alter our interview. We had it at the same date and time we initially agreed upon and we were able to talk for an hour about 5G networks and Huawei.

future stories

III. A compilation of the story proposals to write and publish if *Shift* were to continue after April 27th, taking into account our audiences' interests and our editorial line.

future stories

New climate change measurements

Scientists are now able to measure the exact impact of climate change in extreme climate phenomena. These new studies may aid to providing a more holistic picture of the risks we could potential faced due to poor climate control, like floods and droughts. With this information cities, built to withstand these grave consequences, could be built. Experts continue to argue over this groundbreaking technology.

The new generation of video game consoles

In 2020, Playstation 5 and Xbox Series X will revolutionize the gaming and entertainment world, a topic of interest to our audience. This feature story would answer questions like: To what extent will video games coincide with virtual reality? What innovations does this generation of consoles bring? Have any Spanish developers participated in the making?

Anti-aging medicines

As of recent these new drugs are fighting to delay the appearance of aging by eliminating cells in the body that accumulate after hitting a specific age. The testing of these substances have already begun in the United States of America. Unity Biotechnology, a startup biotechnical company, hopes to reveal their clinical results this year.

Kissing cash goodbye

Experts most definitely think it'll happen soon and the coronavirus pandemic is accelerating this transition. To reduce the risk of contagion, the World Health Organization (WHO) has recommended the use of credit cards and apps instead of cash. As a result, payments with cash have dropped by 83%. Yet, some experts argue for the necessity of money, especially in times of distress when internet and phone lines stop working. The future of cash? Unclear.

Artificial Intelligence as an aid to preserve the ocean's wildlife and control its level of contamination

This feature story, which could be addressed at a local level, combines our audiences concern for climate change and their large sense of adventure. "The oceans are a pretty exciting place to work in big data because there's so much opportunity for improving data, which, in fisheries has historically been very poor," states David Kroodsma, director of research and innovation of Global Fishing Watch, according to the New York Times.

Fake accounts pushing their way into Spanish politics

On April 8th, a virtual rally against the Spanish government organized by far-right party VOX was held on YouTube. It demonstrated striking results. The numbers, however, have been very uneven since the streaming stopped. People claim this might have been the result of the utilization of bots. This feature story tackles our public's concern in regards to homeland security, therefore, getting to the bottom of this a story worth betting on.

The robotization of manual labor

It is changing lives. For starters, robotization has a direct impact on the world economy. Robots are increasingly replacing human labor. For example, the Chinese company, Changying Precision Technology, has substituted 90% of its workforce with robots increasing their efficiency by 250%. What does that mean in terms of production and money making? What are the pros and cons? We would ask experts in applied economics and see the most affected (or benefited) sectors in Spain.

human interest story proposals

How technology is helping the deaf

Technological advances have made it possible to create cochlear implants, a complex electronic device that can help provide a sense of sound to those who are severely deaf or hard-of-hearing. In addition to this information, the story would include an interview featuring someone who has regained their hearing as a result of this innovation, thus adding a human angle.

Religion in times of Coronavirus

How did religious practitioners adapt during the quarantine? This story would focus on Catholicism and take into account the celebration of Holy Week, one of the most important events in the liturgical year. We would interview a local priest in order to provide us expert insight on the matter. The story would also extend to how others celebrated their religion during confinement around the world.

Robotic limbs on athletes: an aid and advantage

The technological developments of the prosthetics industry are astonishing to say the least. As prosthetic limbs evolve, so does the aid it provides. The potential limitlessness of this aid, has led those in the world of athletics to question how much help is too much? Should there even be a limit? In order to further dive into this story, we would interview a young athlete with an updated prosthesis in order to gauge his opinion.

Raising your Artificial Intelligence child

Right now, robots can only operate in defined environments, allowing for only minor variations. So, how do they become more independent? It's complicated. A Forbes article highlights the amount of computer power going into processing them to carry out skills and actions, which are usually incredibly specific. The New York Times illustrated the limitations of Artificial Intelligence (AI) supervised learning. They explained how, if we want to make AI smarter, we will need processes, like reinforcement learning or self-supervised learning. The divergence in opinion around the matter, makes it one worth exploring in a guide.

Abuse moves past physical barriers

If your abuser controls your devices, how can you register an abuse without them noticing? "Technology-based abuse can be as nuanced as an abuser spoofing their number to bypass a list of blocked contacts and using social media posts to keep tabs on your interactions, or as sophisticated as tracking a car's location throughout the day via GPS and installing apps to make smart-home devices run amok," writes Katlyn Wells for the New York Times. Shift wants to create a guide that offers the information and tools to fightback.

How to invest in bitcoins

A cryptocurrency, like Bitcoins, is a digital asset designed to be medium of exchange with strong cryptography to ensure the security of your financial transactions. It's a complex concept, but it may be where the economy is heading. And Shift wants to guide you through it: how does it work? How do you get started? Are there different types of cryptocurrency? Which one the best? This guide will offer a step-by-step explanation of all the advantages and disadvantages of cryptocurrency in accessible language.

Ismael Nafría

Nafría has been participating in the creation of journalistic projects across the globe for more than 20 years. In 2017, he published a book about the New York Times' reviving itself. Currently, he speaks at symposiums about media in the age of phones. Interviewing Nafría would be a great opportunity to talk about how the technological revolution is affecting journalism. In particular, we are interested in learning about the credibility of news writing robots.

Pedro Duque

Duque is most often recognized for being the first astronaut of Spanish descent. However, as of 2018 he was declared the Minister of Science for the Spanish Government and is also an aeronautical engineer. Shift is interested in knowing more details about the process that took him to be the first astronaut of Spanish nationality and about the basic requirements to apply for a job at NASA.



shift

visual memorandum

We are Shift. By origin our name precedes that of the shift key, but it is also meant to be a pun. Shift is a synonym of change. And that is the concept our project wishes to embody: the evolving perspectives and values of the millennial generation.

Shift's corporate colors are black, white, and a red-orange (#d15f26). We opted for this color palette because we wanted to transmit something straightforward and discreet, but we also wanted some elements of the design to stand out. The red-orange we chose is not as predictable as a deep red. Using a color as the same tinge of red, which conveys stamina, like the one we adopted gave the newsletter a refreshed look. For our special edition newsletters, Antivirus, we opted for a purple rather than a red-orange. This marked a clear distinction between the newsletters.

Our logo upholds simplicity: it is a minimalist depiction of the shift key. The design is simple, clean and versatile. One of the great features of our design is its malleability. Because of it we can play with the names of our headings. Each is assigned a key (Ctrl, Enter, Caps lock etc.) and the design is adapted. This makes each section easy to recognize and, at the same time, maintains a consistent aesthetics.

We decided to bet on infographics, illustrations and collages as visual aids for stories, rather than photos. Two of Shift's members produced three stories that followed a narrative style of a guide, how to understand "x." These stories were formatted as infographic guides.

In order to create visual content for our stories, Shift looked for eight out-sourced illustrators and graphic designers. Each of them is assigned a day of the week, in which they illustrate the entirety of the newsletter according to their own individual style and the content being produced.

Our original project name was Antivirus. The name transmitted what we were: a news outlet for journalists to aid them in combating and debunking fake news. However, our project evolved and Antivirus began to outdate itself.

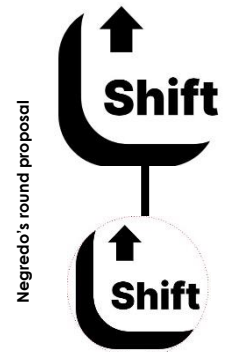
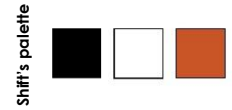
Some alternative names we considered were: The Box, Futur-e, Screened, State-of-the-art, Habemus Tech, Ipso Facto, and, finally, The Shift. Eventually, a consensus was reached and we decided to drop the article because of its phonetic similarity to The Skimm, a recognized and notable newsletter.

Antivirus's corporate colors were red and blue, of which our memorandum is based on. Howbeit, as our ideas of what Shift was going to be expanded, we decided that we wanted the illustrations included in the newsletter to stand out and bring life to the project. As a result, we established black and white as corporate colors. Nevertheless, we know that we needed one more color to provide Shift with a sense of personality. We also needed it to highlight important aspects of the newsletter or website, a job hardly accomplished by black or white. A powerful and unique color to get the job done? The red-orange accentuated in our newsletter and webpage.

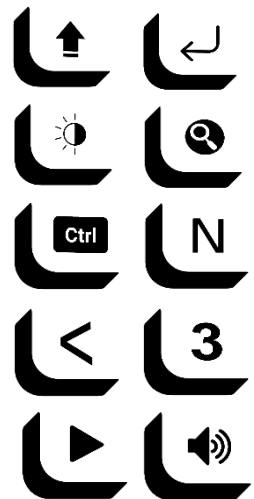
The idea of playing with lowercase letters in the logo was one upheld throughout all our idea conceptions for Antivirus. We also wanted to incorporate geometric shapes into our design. The idea of a lowercase logo was discarded when we changed our newsletter's name to Shift because the generic properties incumbent to the name. We wanted to establish a clear distinction between Shift, the newsletter, and Shift, the key.

Our original idea of creating a geometric logo sustained throughout the process and, with the help of designer Sabrina Castillo, we decided to create a design similar to the shift key found on any keyboard.

Our final decision had to do with the depth of the logo. Samuel Negredo suggested, and created, a logo with round corners, while Castillo designed a shift key that was more conceptual. Ultimately, we decided on the latter because it aligned more advantageously with our simple and minimalist aesthetic followed throughout the project. We created logos for each of the sections of the newsletter mirroring the same patterns of our general logo.



Logos for the sections



Logos for Antivirus



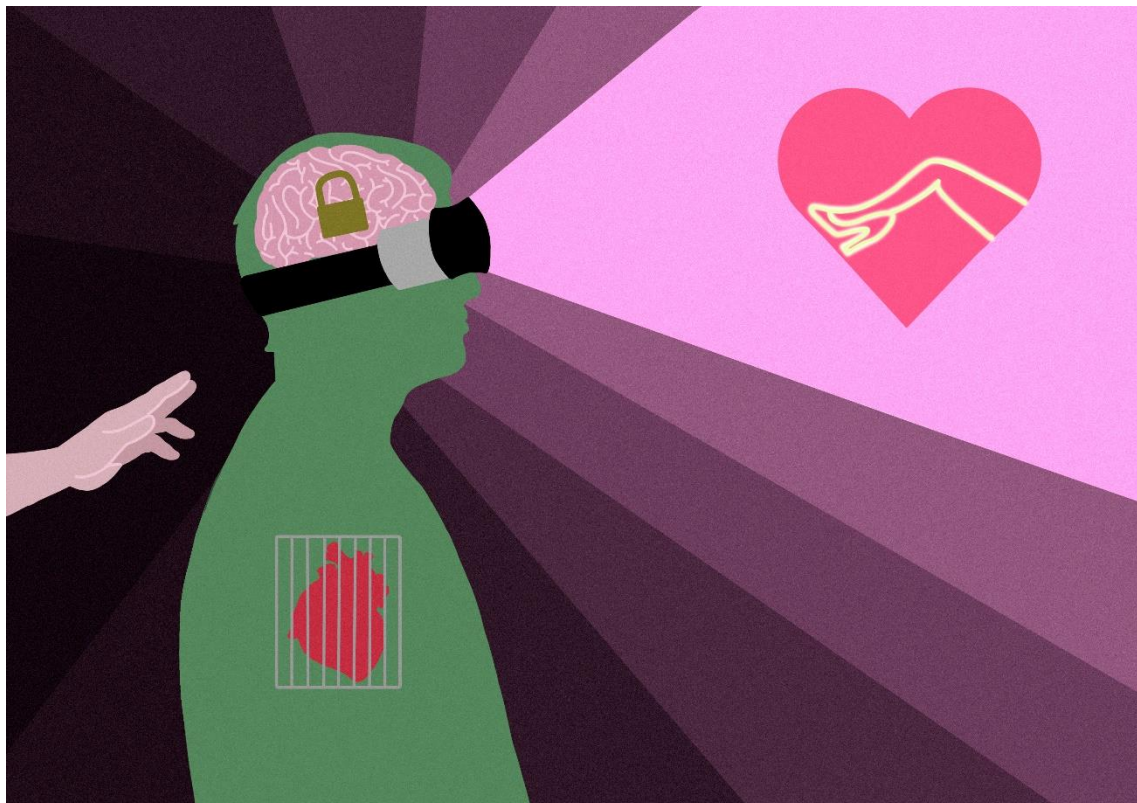
why an illustrated newsletter?

After analyzing our competition, we realized they all shared one strong weakness: a lack of strong visual aids. Portraying technology in a creative and innovative way is difficult. Most outlets devoted to technology end up using common license-free conceptual photographs or poor-quality photos of those behind the breakthrough they are talking about in the article below.

In order to stand out amongst the competition we decided to emphasize the illustrations in our newsletter. We asked eight artists to find inspiration in our stories and create something for them. The illustrators and graphic designers who agreed to collaborate in Shift's newsletters were: Flavia Vila, Mercy Nuñez, Maria José García, Malu Serrano GC, Adriana Linares, Alejandro Cardozo and Dannel Bujanda. With their drawings and collages, we were able to add splashes of color to our minimalist design.

Flavia Vila is a Spanish artist and photographer who was studying medicine in Hungary when she decided to redirect his path towards audiovisual communication. Her work, both on paper and digital, is inspired by music, nature, and human stories.

Vila has become one of Shift's biggest external collaborators. In addition to illustrating Elon Musk and the story on porn that are shown below, published on April 24th, Vila also created the illustrations for the presentation newsletter, published on April 20th, that were included in the description of the sections in the Editorial Memorandum (pg. 73-76).

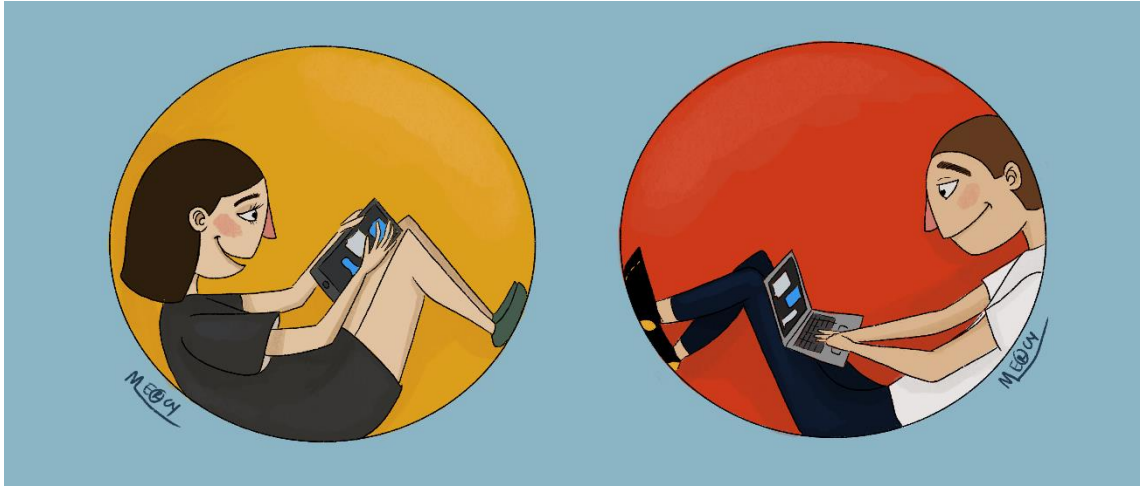




Mercy Nuñez is a Honduran artist living in Pamplona. She discovered her talent in digital illustration in 2019, after years of painting on canvases. The prominent feature of her style is to create cartoon-like characters. However, her portfolio goes beyond human portraits.

For Shift she created three illustrations that were published on the 21st of April: one on the future of electric cars, Jack Ma's portrait and an abstract representation of Rafa Amman's story on technology and education in the wake of COVID-19.





Alejandro Cardozo, Venezuelan graphic designer and illustrator currently living in Uruguay, started studying design back in 2017. From a very young age he was attracted to drawing, and today he makes a living out of it. Even if he doesn't have a defined style, he wants to specialize in the technique of pointillism. We were fortunate to have him do two illustrations for us: one for our story on biometric and another for the Bold section depicting Jeff Bezos, both published on the 22nd of April.

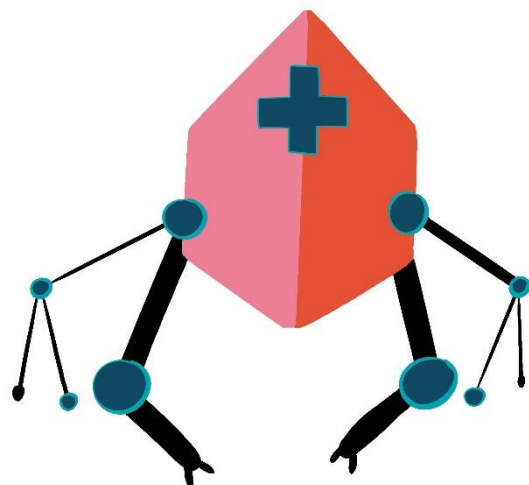


Panamanian artist **Adriana Linares** expresses in her work a vision that combines a plethora of things: from the political reality of her country, to her passion for cinema and pop culture. Characterized by a sharp sense of humor, Linares freelances in both Panama and Spain, although she has participated in some independent cultural projects like the magazine Vermú.

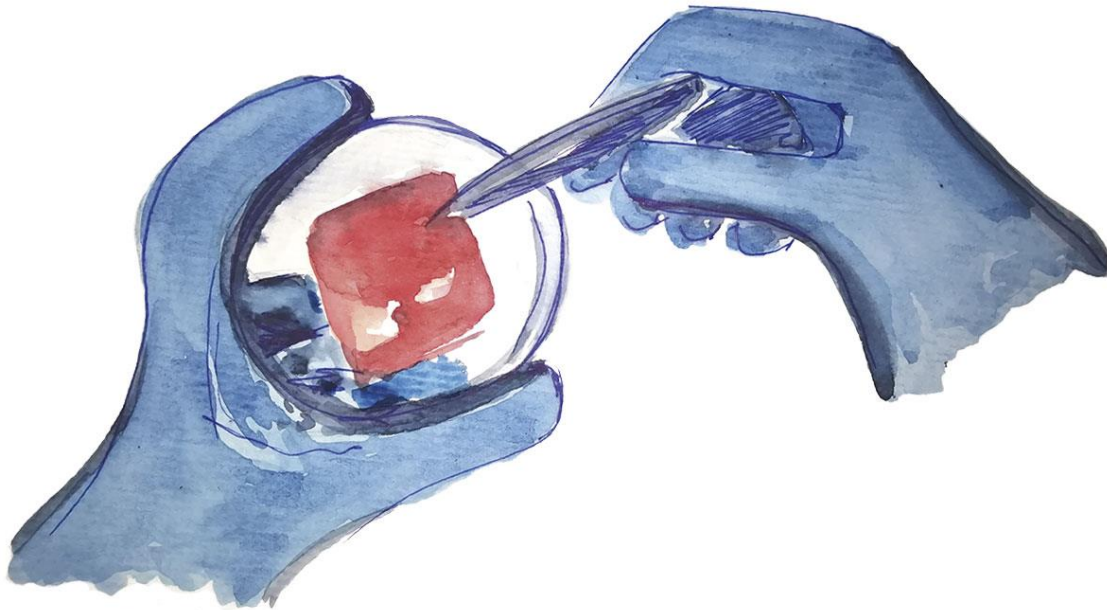
For Shift, Linares proved her exquisite attention to detail by offering us different versions of the three stories she illustrated: one for our research on Alexa's false activations, another for Melinda Gates' section and a final one for the story on virtual reality and chemotherapy.



Majo González is a Mexican photographer who is currently living in Spain. Two years ago, she started making illustrations for fun. Nevertheless, as time has gone by, she has developed her own style. Her designs are always simple and clean, but quite colorful. They are featured on April 25th, and they include an illustration of Tim Cook, and both her interpretation of what nanorobots look like and sign to illustrate how technology makes a difference in deaf people's lives.



Malu Serrano GC is a Spanish journalist and graphic designer living in Madrid. Her artistic project started by painting postcards for her friends and acquaintances. Nowadays, her style is characterized by the usage of watercolors to recreate the places she has visited. We feature two of her paintings on the 26th. One is for our story on artificial meat, and the other one is a portrait of Facebook's Mark Zuckerberg.



Malu Serrano GC

Dannel Bufanda is a Venezuelan photographer and graphic designer based in Chile. He started to experiment with visual arts back in 2012. Today he has made a career out of it. His style is characterized by a heavy and well-defined use of colors and minimalist strokes, which in the edition of the 27th of April he applies to an illustration of Ana Botín and another for a story on green houses.



In addition to the illustrations we commissioned for Shift, the special Antivirus editions also needed to be illustrated. For this, we wanted to take a different direction than the main newsletter, so as to stress the difference in the product. We came up with the idea of using collages instead of illustrations, which were made by our own director, **Ana Paula Salas**.

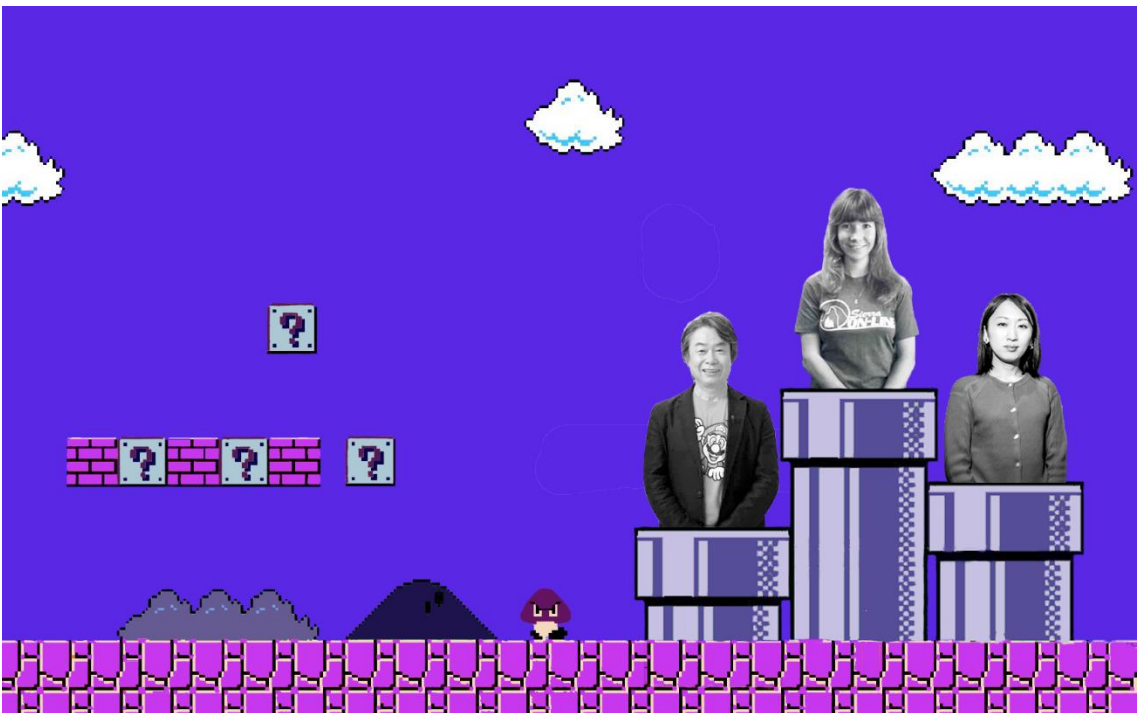
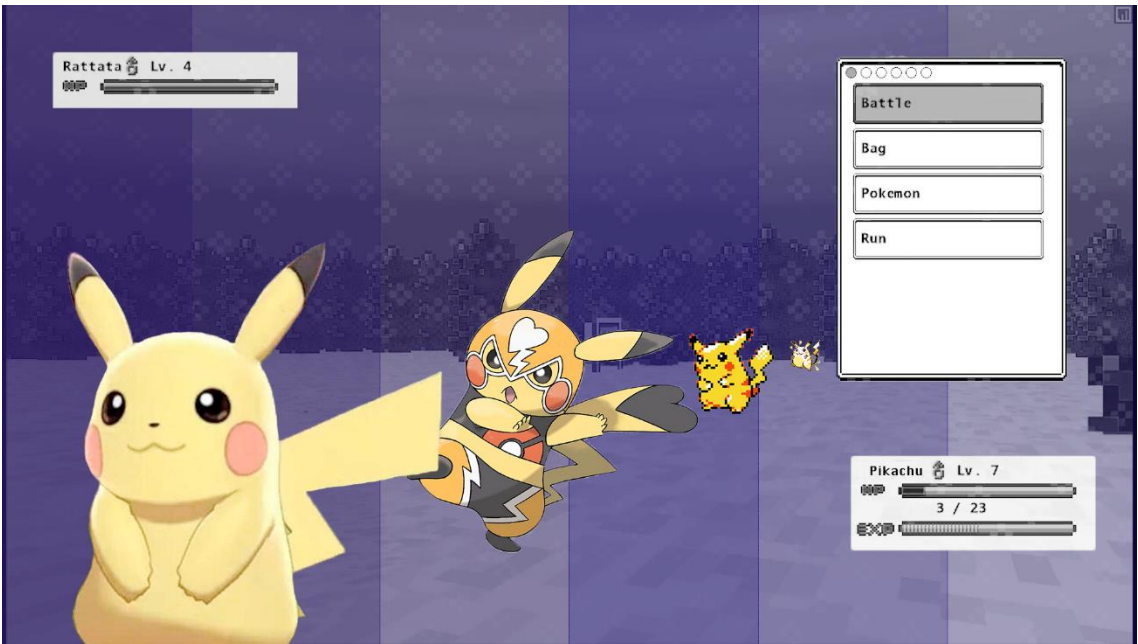
Chromatically, we also wanted to stress differences: if the newsletter's only color was orange, for Antivirus we went with a range of purple and blue shades.



In total, we featured six: three to illustrate the theme of the day (phones, cleaning technology and videogames) and other three to illustrate relevant people in the field.







Since the beginning of our project, we knew infographics would be a key visual element in our newsletter in addition to the illustrations for many reasons. The topic we are tackling — technology — can become difficult to understand. A complex tech story, if not told with conciseness, attractiveness and simplicity, can make our audience stop reading our newsletter. That is why, for the more complicated or long topics we wanted to talk about, we thought infographics would be the best format for our readers. We also believe infographics are a great tool for making numbers — which are found so often in tech stories — more digestible.

Regarding the style of our infographics, the Shift team decided to make them more caricaturesque, but also elegant and sharp. We believe this would encourage our audience to read topics that seem a little more complex like 5G networks and the dark web. Our dimensions are vertical strips so our reader feels like if he or she is following story where one thing leads to the other and therefore making it easier to digest and more likely for them to read it. We believe this is key to our uniqueness as a technology newsletter.

We presented our infographics in two different ways. For the newsletter, we created a simpler preview format that would tease the subject and the visuals of the infographic. However, they would only be available in full through the web, as the email could not support the whole weight of the file otherwise.



CARRERA AL 5G: HUAWEI VS. EL MUNDO

EL MUNDO SE ENCUENTRA EN UNA COMPETICIÓN POR EL DOMINIO DE LA SIGUIENTE GRAN TECNOLOGÍA: EL 5G.

El control de esta quinta generación de redes inició una competición entre empresas privadas y gobiernos en forma de batallas legales y cruce de amenazas: Estados Unidos, China y el gigante de telecomunicaciones Huawei son algunos de los actores más relevantes, pero también están involucrados muchos países de Europa, incluido España. Antes de entrar en detalles, vamos a la básico...



¿QUÉ ES EL 5G?

El 5G es la quinta generación de tecnologías de comunicación inalámbricas que apoyan a las redes de datos celulares. Afectaría a teléfonos inteligentes y muchos otros dispositivos. Esta quinta generación de redes eventualmente reemplazará, o al menos aumentará, la conexión 4G LTE.

¿QUÉ VENTAJAS TIENE?

Esta red es 20 veces más rápida que la 4G. Descargar una película típica a las velocidades medias citadas por Qualcomm llevaría 17 segundos con 5G, comparado con seis minutos con 4G. Las redes más rápidas podrían ayudar a difundir el uso de la inteligencia artificial y otras tecnologías como la realidad virtual. También se aplican en los campos de la ciencia y medicina, que cada vez más dependen de conexiones de alta velocidad. ✓



¿QUÉ DESVENTAJAS TIENE?

La agencia europea de ciberseguridad ENISA advirtió hace unos meses sobre los altos riesgos que podrían traer las redes 5G, considerando que no hay suficientes garantías de seguridad. Desde el punto de vista del operador, no hay unos riesgos mayores de los que hay ahora. Pero al desarrollar una conectividad masiva, como lo está haciendo el 5G, están abriendo un ecosistema a terceros y permitiendo que mucha gente desarrolle aplicaciones aumentando la probabilidad de vulnerabilidad.

Y, ¿QUÉ TIENE QUE VER HUAWEI CON TODO ESTO?

Huawei es el mayor vendedor de equipos de telecomunicaciones del mundo y está dominando el 5G, proporcionando redes de alta calidad a precios estimados en un 30 por ciento menor que los de sus competidores. También es líder en innovación, ya que posee más patentes para la infraestructura de 5G que cualquiera de sus competidores. Por todas estas ventajas, Huawei parece estar liderando la carrera al 5G. 🌸



Y, ¿CUÁL ES EL PROBLEMA?

Huawei ha sido controvertido por sus acusaciones de que ha violado sanciones internacionales, cometido espionaje y robado propiedad intelectual. Le preguntamos a Xavier Vilajosana, profesor de Informática de la Universitat Oberta de Catalunya, si Huawei espiaba a sus usuarios y nos dijo que no más que Google y Facebook.

¿Y LOS VÍNCULOS CON EL GOBIERNO CHINO?

Estados Unidos y otros países dicen que la empresa amenaza su seguridad nacional. Señalan que las vagas leyes de inteligencia china podrían utilizarse para obligar a Huawei a entregar datos al gobierno chino. En el país asiático, el Ejecutivo tiene una influencia considerable sobre todas las empresas privadas a través de una fuerte regulación, incluyendo el requisito de que establezcan sucursales del Partido Comunista Chino dentro de ellas. Pero el presidente de Huawei asegura que ellos no dan información al gobierno. 🛡️



¿ESPAÑA QUÉ TIENE QUE VER CON TODO ESTO?

Huawei quiere construir una red gigante de 5G en Europa. El presidente de la compañía ha declarado que España tendría la mejor red 5G del mundo. Y, aunque los beneficios de esta quinta generación de redes son muchos, este proyecto ha tenido fuerte oposición por parte del Gobierno americano y algunos funcionarios europeos que son escépticos sobre las intenciones del gigante de telecomunicación chino.

¿QUÉ HAN HECHO LAS COMPAÑÍAS DE TELECOMUNICACIÓN ESPAÑOLAS?

Telefónica España ha concedido recientemente el núcleo de su red 5G en España a Huawei, por lo que se intuye que Telefónica podría sustituir el núcleo de su red 5G por otras empresas de origen occidental, de modo que haya un modelo "multinúcleo". Le preguntamos a Vilajosana si él creía que Huawei era un riesgo. Lo negó. 📶

Y, ¿QUÉ VA A PASAR AHORA?

La carrera continúa a pesar de las múltiples amenazas de Estados Unidos. Según Vilajosana, en los próximos dos o tres años, vamos a ver el despliegue de 5G. Pero, para que sea total en España, tardará aproximadamente seis años porque en algunos lugares ni siquiera hay 4G. También piensa que a veces nos dan mucha capacidad tecnológica sin que aún existan usos para esas tecnologías. Aconseja poner la inteligencia en aprovechar esta tecnología para los usos que realmente importan y que la utilizemos para el bien y el desarrollo de tecnologías en favor de la sostenibilidad y la eficacia.

5G



Por: Nicole Braham
Agradecimiento especial: Xavier Vilajosana

The image shows a newsletter layout for 'Shift'. At the top, the word 'Shift' is in a large, white, sans-serif font, with a large, stylized 'C' shape to its left. Below this, the text 'Newsletter ilustrada sobre tecnología' is centered. A dark horizontal bar contains the date and time 'Martes, 21 de abril de 2020 | Abre en el navegador'. The main content area has a light blue background. On the left, there is a large, stylized 'C' logo with an upward arrow. To its right, a paragraph of text in Spanish discusses the future of sustainable cars, virtual reality, and Jack Ma's Alibaba. Below the text is a small red rectangular image showing a gas cylinder and a wrench, with the text '21 DE ABRIL' and a small 'C' logo. At the bottom, there is a large illustration of a green car with yellow wheels, hanging from two black cables. The car has a license plate that says 'MARTES'. The background of the illustration is a light blue sky with a few clouds. The overall design is clean and modern.

Shift

Newsletter ilustrada sobre tecnología

Martes, 21 de abril de 2020 | Abre en el navegador

Buenas tardes. Hoy hablaremos sobre el futuro (y el presente) de los coches sostenibles, sobre cómo las gafas de realidad virtual hacen más llevadera la quimioterapia y lo último de Jack Ma, dueño de Alibaba.

En Shift somos muy conscientes de que al día le faltan horas para poder cumplir con todas las obligaciones, así que aquí tenéis un [enlace para escucharnos](#) via podcast. En unos pocos minutos encontraréis todos los contenidos de hoy en un formato que pueda compaginarse con otras actividades.

21 DE ABRIL

Hacia las cero emisiones

MARTES

The webpage's objective is to feature the homepage, in which one can find the tab to subscribe. The menu bar is placed at the top, as an expandable menu, and at the bottom, where it is unobtrusive and easy to find.



Menu ... Search Q

Una newsletter ilustrada

¡Suscríbete!

¿Quieres saber más de la tecnología que te rodea?
¡Sé parte de Shift!

¡UNETE AL CAMBIO!

Reportajes

Shift te deleitará con un reportaje diario en la sección de Bloc Mayús. Diferentes días de la semana también podrás enterarte con nuestra sección < 3.

Guías

Tres veces a la semana te mandaremos guías completas explicando esos temas complejos sobre los que siempre lees, pero de los que nunca te enteras.

Podcasts

Sabemos que el tiempo para leer es un privilegio, por ello tendrás nuestro contenido resumido en un podcast. También ofreceremos un podcast semanal.

Acerca de nosotros

Somos estudiantes de 4º de Periodismo de la UNAV intentando acabar el TFG en tiempos de coronavirus.

[Más sobre el equipo Shift](#)

Contáctanos

- readshift.tech@gmail.com
- [@readShift_tech](#)

[Más formas de escribirnos](#)

Sede

Facultad de Comunicación, Universidad de Navarra. Pamplona, Navarra. España. 31007

[Aquí estamos](#)

shift

annex

ANNEX 1

Personnel	Quantity	Monthly gross wage	Social taxes	Monthly net wage	Monthly expenses	Extra wages (2 per year)	Yearlong expenses
Director	1	1.300,00 €	389,00 €	1.108,00 €	1.689,00 €	3.378,00 €	23.646,00 €
Writer	2	1.300,00 €	389,00 €	1.108,00 €	3.378,00 €	6.756,00 €	47.292,00 €
Marketing manager	1	1.300,00 €	389,00 €	1.108,00 €	1.689,00 €	3.378,00 €	23.646,00 €
Podcast manager	1	1.300,00 €	389,00 €	1.108,00 €	1.689,00 €	3.378,00 €	23.646,00 €
Total wage expenses					8.445,00 €		118.230,00 €

ANNEX 2

Yearlong expenses	Quantity	Price per unit	Total price	Description
Co-working space (monthly)	12	340,00 €	4.080,00 €	Impact-hub Barceló. Water, wi-fi, energy and insurance included.
Anti-virus Panda Dome Advanced	1	19,44 €	19,44 €	Yearlong subscription for five licenses.
Office 365 business (monthly subscription)	12	8,80 €	105,60 €	Complete upgradeable office package.
Creative Cloud (monthly subscription)	12	69,99 €	839,88 €	All the Adobe apps, one license.
Web maintenance	12	70,00 €	840,00 €	
Total			5.884,92 €	

ANNEX 3

Marketing campaign	Price	Units	Total	Description
Launch event				Campaign to launch the company's products to a potential audience.
Catering	1.000,00 €	1	1.000,00 €	
Place rental	1.500,00 €	1	1.500,00 €	Dojo auditorium, TheCUBE (Madrid)
Personal	500,00 €	1	500,00 €	People in charge of preparing the event
Advertising for the event	2.000,00 €	1	2.000,00 €	
Digital campaign				
Marketing agency (monthly fee)	4.250,00 €	12	51.000,00 €	Costs will be reduced as we get popular
Total			56.000,00 €	

ANNEX 4

Marketing campaign	Price	Units	Total	Description
Launch event				Campaign to launch the company's products to a potential audience.
Catering	1.400,00 €	1	1.400,00 €	
Place rental	0,00 €	1	0,00 €	Santander Banking City (Madrid)
Personal	750,00 €	1	750,00 €	People in charge of preparing the event
Advertising for the event	2.850,00 €	1	2.850,00 €	
Digital campaign				
Marketing agency (monthly fee)	4.250,00 €	12	51.000,00 €	Costs will be reduced as we get popular
Total			56.000,00 €	

ANNEX 5

Newsletter creation business costs	Gross wage (per project)	Monthly fee (maintenance)	Gross wage (per month, freelance 600 words per week)	Quantity (each year)
Newsletter creation	500,00 €	70,00 €		2
Newsletter+weekly content	500,00 €	70,00 €	320,00 €	0,5

Total year 0	Total year 1	Total year 2	Total year 3	Total year 4
2.680,00 €	4.360,00 €	6.040,00 €	7.720,00 €	9.400,00 €
2.590,00 €	4.930,00 €	7.270,00 €	9.610,00 €	11.950,00 €

ANNEX 6

Newsletter creation business costs	Gross wage (per project)	Monthly fee (maintenance)	Gross wage (per month, freelance 600 words per week)	Quantity (each year)
Newsletter creation	500,00 €	70,00 €		3
Newsletter+weekly content	500,00 €	70,00 €	320,00 €	1

Total year 0	Total year 1	Total year 2	Total year 3	Total year 4
4.020,00 €	6.540,00 €	9.060,00 €	11.580,00 €	14.100,00 €
5.180,00 €	9.860,00 €	14.540,00 €	19.220,00 €	23.900,00 €

ANNEX 7

Newsletter creation business costs	Gross wage (per project)	Monthly fee (maintenance)	Gross wage (per month, freelance 600 words per week)	Quantity (each year)
Newsletter creation	500,00 €	70,00 €		4
Newsletter+weekly content	500,00 €	70,00 €	320,00 €	1,5

Total year 0	Total year 1	Total year 2	Total year 3	Total year 4
5.360,00 €	8.720,00 €	12.080,00 €	15.440,00 €	18.800,00 €
7.770,00 €	14.790,00 €	21.810,00 €	28.830,00 €	35.850,00 €

ANNEX 8

Newsletter creation business costs	Gross wage (per project)	Monthly fee (maintenance)	Gross wage (per month, freelance 600 words per week)	Quantity (each year)
Newsletter creation	500,00 €	70,00 €		5
Newsletter+weekly content	500,00 €	70,00 €	320,00 €	2

Total year 0	Total year 1	Total year 2	Total year 3	Total year 4
6.700,00 €	10.900,00 €	15.100,00 €	19.300,00 €	23.500,00 €
10.360,00 €	19.720,00 €	29.080,00 €	38.440,00 €	47.800,00 €

ANNEX 9

Service	Generation Fee (Gross)	VAT	Maintenance (per month)	Content (per month)	Quantity (each year)	Creation fee	Monthly fee
Newsletter creation business	800,00 €		100,00 €		2	968,00 €	100,00 €
Newsletter+ weekly content	800,00 €		100,00 €	500,00 €	0,5	968,00 €	600,00 €
Consultory service	150,00 €				2		

Income year 0	Income year 1	Income year 2	Income year 3	Income year 4
4.000,00 €	6.400,00 €	8.800,00 €	11.200,00 €	13.600,00 €
4.000,00 €	7.600,00 €	11.200,00 €	14.800,00 €	18.400,00 €
300,00 €	300,00 €	300,00 €	300,00 €	300,00 €

ANNEX 10

Service	Generation Fee (Gross)	VAT	Maintenance (per month)	Content (per month)	Quantity (each year)	Creation fee	Monthly fee
Newsletter creation business	800,00 €		100,00 €		3	968,00 €	100,00 €
Newsletter+ weekly content	800,00 €		100,00 €	500,00 €	1	968,00 €	600,00 €
Consultory service	150,00 €				3		

Income year 0	Income year 1	Income year 2	Income year 3	Income year 4
6.000,00 €	9.600,00 €	13.200,00 €	16.800,00 €	20.400,00 €
8.000,00 €	15.200,00 €	22.400,00 €	29.600,00 €	36.800,00 €
450,00 €	450,00 €	450,00 €	450,00 €	450,00 €

ANNEX 11

Service	Generation Fee (Gross)	VAT	Maintenance (per month)	Content (per month)	Quantity (each year)	Creation fee	Monthly fee
Newsletter creation business	800,00 €		168,00 €	100,00 €	4	968,00 €	100,00 €
Newsletter+ weekly content	800,00 €		168,00 €	100,00 €	1,5	968,00 €	600,00 €
Consultory service	150,00 €				4		

Income year 0	Income year 1	Income year 2	Income year 3	Income year 4
8.000,00 €	12.800,00 €	17.600,00 €	22.400,00 €	27.200,00 €
12.000,00 €	22.800,00 €	33.600,00 €	44.400,00 €	55.200,00 €
600,00 €	600,00 €	600,00 €	600,00 €	600,00 €

ANNEX 12

Service	Generation Fee (Gross)	VAT	Maintenance (per month)	Content (per month)	Quantity (each year)	Creation fee	Monthly fee
Newsletter creation business	800,00 €		168,00 €	100,00 €	5	968,00 €	100,00 €
Newsletter+ weekly content	800,00 €		168,00 €	100,00 €	2	968,00 €	600,00 €
Consultory service	150,00 €				5		

Income year 0	Income year 1	Income year 2	Income year 3	Income year 4
10.000,00 €	16.000,00 €	22.000,00 €	28.000,00 €	34.000,00 €
16.000,00 €	30.400,00 €	44.800,00 €	59.200,00 €	73.600,00 €
750,00 €	750,00 €	750,00 €	750,00 €	750,00 €

ANNEX 13

Ideal scenario	Expenses	Subscribers	Branded content posts per month	Price per post	Total of BC per month	BC per year	Santander sponsorship per month
Year 1	205.472,81 €	4000	24	100,00 €	2.400,00 €	28.800,00 €	3.000,00 €
Year 2	154.734,92 €	8000	24	170,00 €	4.080,00 €	48.960,00 €	3.000,00 €
Year 3	168.294,92 €	16000	24	170,00 €	4.080,00 €	48.960,00 €	3.000,00 €
Year 4	181.854,92 €	24000	24	170,00 €	4.080,00 €	48.960,00 €	3.000,00 €
Year 5	195.414,92 €	32000	24	500,00 €	12.000,00 €	144.000,00 €	3.000,00 €

SS per year	Total of advertising per month	Adv. per year	NL creation business per year	Total year	Income
36.000,00€	480,00€	5.760,00€	26.750,00€	97.310,00€	-108.162,81€
36.000,00€	960,00€	11.520,00€	47.150,00€	143.630,00€	-11.104,92€
36.000,00€	1.920,00€	23.040,00€	67.550,00€	175.550,00€	7.255,08€
36.000,00€	2.880,00€	34.560,00€	87.950,00€	207.470,00€	25.615,08€
36.000,00€	3.840,00€	46.080,00€	108.350,00€	334.430,00€	139.015,08€

ANNEX 14

Optimistic scenario	Expenses	Subscribers	Brandes content per month	Price per post	Total of BC per month	BC per year	Santander sponsorship per month
Year 1	201.542,81 €	3000	24	100,00 €	2.400,00 €	28.800,00 €	3.000,00 €
Year 2	147.624,92 €	6000	24	170,00 €	4.080,00 €	48.960,00 €	3.000,00 €
Year 3	158.004,92 €	12000	24	170,00 €	4.080,00 €	48.960,00 €	3.000,00 €
Year 4	168.384,92 €	18000	24	170,00 €	4.080,00 €	48.960,00 €	3.000,00 €
Year 5	178.764,92 €	24000	24	170,00 €	4.080,00 €	48.960,00 €	3.000,00 €

SS per year	Total of publicity per month	Adv. per year	NL creation business per year	Total year	Income
36.000,00€	360,00€	4.320,00€	20.600,00€	89.720,00€	-111.822,81€
36.000,00€	720,00€	8.640,00€	36.200,00€	129.800,00€	-17.824,92€
36.000,00€	1.440,00€	17.280,00€	51.800,00€	154.040,00€	-3.964,92€
36.000,00€	2.160,00€	25.920,00€	67.400,00€	178.280,00€	9.895,08€
36.000,00€	2.800,00€	33.600,00€	83.000,00€	201.560,00€	22.795,08€

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ANNEX 15

Average scenario	Expenses	Subscribers	Branded content per month	Price per post	Total of BC per month	BC per year	Santander sponsorship
Year 1	197.612,81 €	2500	24	100,00 €	2.400,00 €	28.800,00 €	3.000,00 €
Year 2	140.514,92 €	5000	24	100,00 €	2.400,00 €	28.800,00 €	3.000,00 €
Year 3	147.714,92 €	10000	24	170,00 €	4.080,00 €	48.960,00 €	3.000,00 €
Year 4	154.914,92 €	15000	24	170,00 €	4.080,00 €	48.960,00 €	3.000,00 €
Year 5	162.114,92 €	20000	24	170,00 €	4.080,00 €	48.960,00 €	3.000,00 €

SS per year	Total of publicity per month	Adv. per year	NL creation business per year	Total year	Income
36.000,00€	300,00 €	3.600,00€	14.450,00€	82.850,00€	-114.762,81€
36.000,00€	600,00 €	7.200,00€	25.250,00€	97.250,00€	-43.264,92€
36.000,00€	1.200,00 €	14.400,00€	36.050,00€	135.410,00€	-12.304,92€
36.000,00€	1.800,00 €	21.600,00€	46.850,00€	153.410,00€	-1.504,92€
36.000,00€	2.400,00 €	28.800,00€	57.650,00€	171.410,00€	9.295,08€

ANNEX 16

Pessimistic scenario	Expenses	Subscribers	Branded content per month	Price per post	Total BC per month	BC per year	Santander sponsorship
Year 1	193.682,81 €	1500		24	2.400,00 €	28.800,00 €	4.000,00 €
Year 2	133.404,92 €	3000		24	2.400,00 €	28.800,00 €	4.000,00 €
Year 3	137.424,92 €	6000		34	5.780,00 €	69.360,00 €	4.000,00 €
Year 4	141.444,92 €	9000		34	5.780,00 €	69.360,00 €	4.000,00 €
Year 5	145.464,92 €	12000		34	5.780,00 €	69.360,00 €	4.000,00 €

\$S per year	Total of publicity per month	Adv. per year	NL creation business per year	Total year	Income
48.000,00€	180,00 €	2.160,00€		87.260,00€	-106.422,81€
48.000,00€	360,00 €	4.320,00€		95.420,00€	-37.984,92€
48.000,00€	720,00 €	8.640,00€		146.300,00€	8.875,08€
48.000,00€	1.080,00 €	12.960,00€		156.620,00€	15.175,08€
48.000,00€	1.440,00 €	17.280,00€		166.940,00€	21.475,08€

ANNEX 17

Initial investment
216.577,73 €

In the ideal scenario we would need an ICO loan of	
	100.000,00 € from initial investors
	116.578€
Extra expenditure	
amortization exclusion month	461,00 €
amortization exclusion year	5.532,00 €
regular month	1.462,00 €
regular year	17.544,00 €
10 year total	151.407,13 €

Net expenditure	Savings
year 1	211.004,81 €
year 2	160.266,92 €
year 3	185.838,92 €
year 4	199.398,92 €
year 5	212.958,92 €
	102.883€
	86.246€
	75.957€
	84.028€
	205.499€

ANNEX 18

Initial investment
223.332,65 €

In the optimistic scenario we would need an ICO loan of	
100.000,00 €	from initial investors
123.333 €	
Extra expenditure	
amortization exclusion month	488,00 €
amortization exclusion year	5.856,00 €
regular month	1.547,00 €
regular year	18.564,00 €
10 year total	160.180,27 €

Net expenditure	Savings
year 1	207.398,81 €
year 2	153.480,92 €
year 3	176.568,92 €
year 4	186.948,92 €
year 5	197.328,92 €
	105.653,84 €
	81.972,92 €
	59.444,00 €
	50.775,08 €
	55.006,16 €

ANNEX 19

Initial investment
254.687,57 €

In the very average scenario we would need an ICO loan of	
100.000,00 €	from initial investors
154.688 €	
Extra expenditure	
amortization exclusion month	612,00 €
amortization exclusion year	7.344,00 €
regular month	1.940,00 €
regular year	23.280,00 €
10 year total	200.902,96 €

Net expenditure	Savings
year 1	204.956,81 €
year 2	147.858,92 €
year 3	155.058,92 €
year 4	162.258,92 €
year 5	169.458,92 €
	132.580,76 €
	81.971,84 €
	62.322,92 €
	53.474,00 €
	55.425,08 €

ANNEX 20

Initial investment
231.667,73 €

In the very pessimistic scenario we would need an ICO loan of	
100.000,00 €	from initial investors
131.668 €	
Extra expenditure	
amortization exclusion month	520,00 €
amortization exclusion year	6.240,00 €
regular month	1.661,00 €
regular year	19.932,00 €
10 year total	171.005,45 €

Net expenditure	Savings
year 1	199.922,81 €
year 2	139.644,92 €
year 3	157.356,92 €
year 4	161.376,92 €
year 5	165.396,92 €
	119.005 €
	74.780 €
	63.723 €
	58.966 €
	60.510 €