

XChangeU



IMDT - DIGITAL PLATFORM BUSINESS MODEL

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POLIMI GRADUATE
SCHOOL OF
MANAGEMENT

Everyone has something to teach
Everyone has something to learn

XCU makes that **exchange** possible!



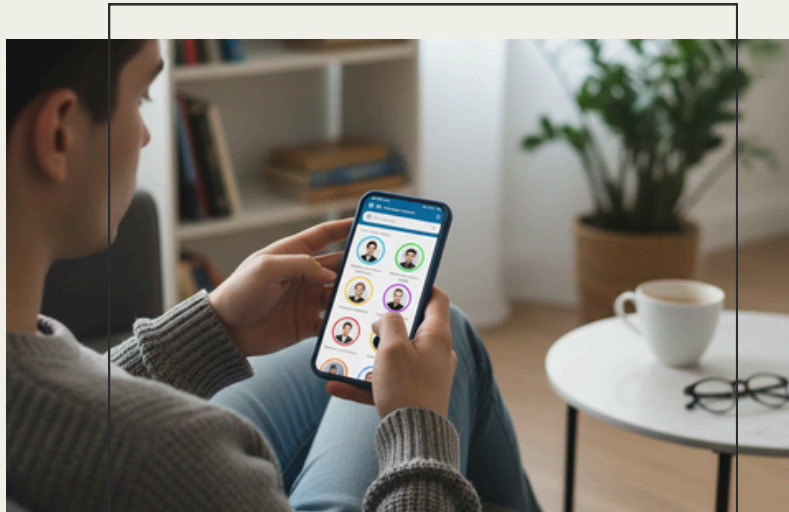
WHAT IS XCHANGEU?

DEFINITION

XChangeU is a dual-role *digital platform* that enables people to *exchange skills* through a structured, trusted, and **community driven** system powered by *XU credits!*



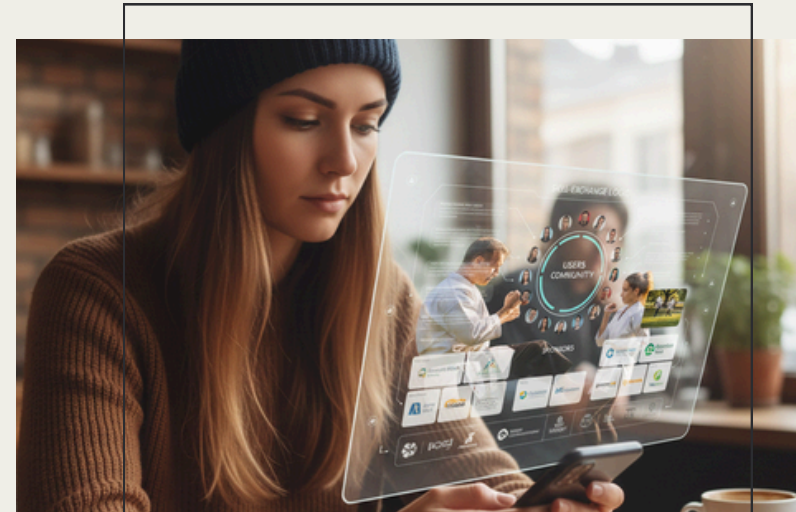
WHAT IS XCHANGEU?



How it works

Regulated and safe platform where people exchange their skills by teaching each other using XU credits instead of real money.

Every user can teach and learn, participating in a community-driven ecosystem that rewards contribution, engagement, and collaboration.



Users, Community & Sponsors

Users: Individuals who teach and learn courses using XU credits.

Community: A network of people you can trust through reviews, ratings, and challenges.

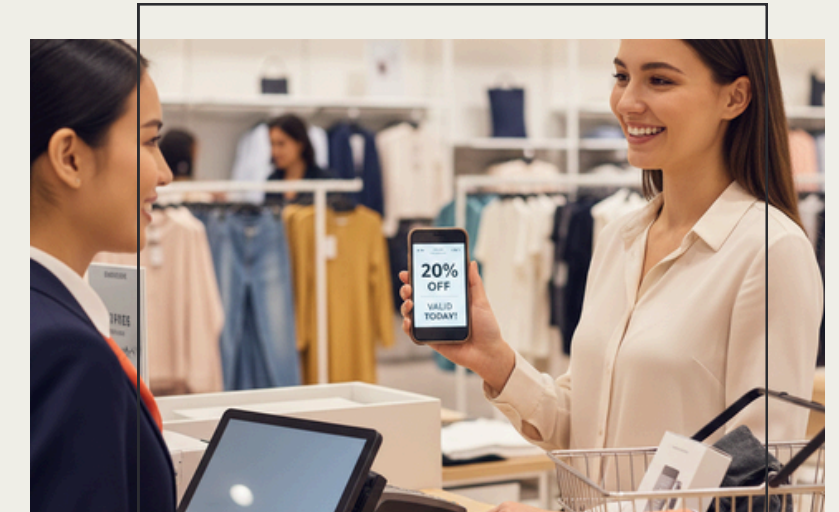
Sponsors: Companies that give out prizes, discount codes, and makes challenges that are useful and help the platform expand.



Skill-exchange logic

Users: exchange their skill through one to one courses.

Mentors: When they teach, they earn, the XU credits that a learner spends.
Courses can be made and taken unlimitedly, as long as they equally participate on sharing their skills.



Rewards & Discount System

XU credits saved through teachings can be exchanged for exclusive discount codes by sponsors and earn prizes in sponsored challenges creating real value and strengthening engagement within the platform.

UNIQUE VALUE PROPOSITION

XU economy

XU credits cannot be purchased with money. Each month, users receive a small XU allowance with their subscription, **just enough to ignite activity**, not enough to rely on.



Once this **credit runs out**, users **must earn more by teaching or participating** in sponsored community challenges.

This ensures that **no one can gain unfair benefits through payment** keeps everyone equal, and ensures that progress comes from contribution, not money.

The system allows credits to be **saved** over time.

Dual-role flexibility

Every user on XChangeU can act as both a **learner and a mentor**, creating a flexible and self sustaining skill-exchange cycle.

Users **teach to earn XU credits** and **use those credits to learn new skills** from others.

This model maintains the flow of information going in a **active, fair, community-driven way**.

Inclusive learning

An **accessible, community driven learning environment** where anyone can teach, learn, and grow.

Through a **simple, trusted, and rewarding system**, users can easily share the skills they already have with others and develop completely new skillsets across many different fields. This model **removes financial and social barriers**.

Trust & Verification

XChangeU ensures a **safe, transparency and peace of mind**, increasing their overall trust in the system.

Reviews, ratings, and community reputation systems maintain quality and reliability across all lessons.

Vision, Mission & Purpose



VISION

We believe that **learning and skill development** will be **inexpensive, accesible, flexible, digital,** and **driven by communities** in the future, allowing anybody to share their skills & knowledge, learn, and develop **beyond traditional ways.**



MISSION

Our **mission** is to make learning **easy, cheap,** and **community-driven** by using a **trustworthy, contribution-based platform** that lets individuals teach and learn.





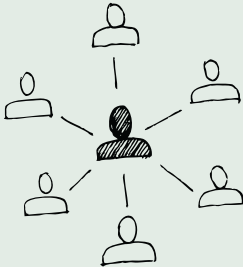

PURPOSE

Provide a space where people can teach and learn from each other and to **form communities where people support each other, share their knowledge and grow together.**



EXTERNAL ANALYSIS

PEST

FACTOR	IMPACT ON XCU
POLITICAL (LEGAL)	<div><ul style="list-style-type: none">• Government rules shape how we verify users with ID and face checks.• We follow privacy laws and handle personal data carefully.• Extra rules for minors require controlled interactions.• Because our platform uses credits instead of cash, legal issues are simpler.</div> <div></div>
ECONOMIC	<div><ul style="list-style-type: none">• It costs much less than any paid learning platform, such as “Udemy”.• No big investment needed for ongoing education.• Attractive during economic uncertainty.</div> <div></div>
SOCIAL (CULTURAL)	<div><ul style="list-style-type: none">• Growing demand for flexible, peer-to-peer learning.• The need of a sense of belonging.• Sharing and collaboration drive adoption.• Boosting motivation.• The need of others giving emotional satisfaction and social recognition.</div> <div></div>
TECHNOLOGICAL	<div><ul style="list-style-type: none">• Mobile platforms make learning easier and more engaging.• Verification technology enhances safety and trust.• Data enables smart personalization.• Good technology helps us add features quickly and reach more users.</div> <div></div>

PORTER'S FIVE FORCES

BARGAINING POWER OF BUYERS:

(LEARNERS)

- Learners pay with XU credits, this limits their ability to negotiate prices.
- Must earn credits by teaching, reducing leverage.
- Mentors set course value, students can't demand discounts.
- Mentor variety keep learners engaged and reduce buyer power.



BARGAINING POWER OF SUPPLIERS:

(MENTORS)

- Anyone can be a mentor there is no single dominant supplier group.
- Platform sets needed amount of XU credits in correlation with the Mentor's rating.
- Losing mentors doesn't affect platform since every user should be both the mentor & learner.
- Verified identity ensures quality without increasing mentor control.



PORTER'S FIVE FORCES

THREAT OF SUBSTITUTES:

- Online courses
 - Private tutoring & coaching (Superprof, Gym classes...)
 - YouTube, TikTok and free online tutorials
 - Language learning apps (Duolingo; Free options or payed subscriptions)
 - Study groups & community learning
-

THREAT OF NEW ENTRANTS:

- It's tough for new platforms to grow without enough users for mentor-learner balance.
 - Building trust and credibility for the users take time for platforms.
 - Reward systems are difficult to replicate.
-

RIVALRY:

- No direct rival offers XCU's full model.
- Indirect rivals (Udemy, Coursera, social media, academies) are one-directional and lack community interaction.

INTERNAL ANALYSIS		RESOURCE-BASED VIEW (RBV)
FEATURE	APPLICATION AT XCU:	STRATEGY IMPLICATIONS:
TANGIBLE & INTANGIBLE ASSETS	<ul style="list-style-type: none"> Tangible: digital platform, user profiles & critics, XU transaction data, cross-device access, user-driven optimization. Intangible: community trust, XU credit system, inclusive learning culture, peer reputation, brand purpose, reward culture, network effects, team skills. 	<ul style="list-style-type: none"> Trust, culture, and reward systems are hard to imitate. These assets drive strong differentiation and long-term loyalty.
DIFFICULT TO IMITATE	<ul style="list-style-type: none"> XU’s “teach to earn, earn to learn” model evolves through community behavior. Self-sustaining exchange and reward cycles take time to develop. Cannot be instantly replicated by competitors. 	<ul style="list-style-type: none"> Tech can be copied, but contribution habits and learning culture cannot. How people interact on the platform makes it hard for others to copy and protects platform's advantage.
CROSS-PRODUCT MARKET UTILITY	<ul style="list-style-type: none"> XU credits usable in brand events, competitions, and campaigns. Sponsor brands integrate XU into customer engagement activities. 	<ul style="list-style-type: none"> XU credits can be used in brand events, helping XCU grow and get noticed. Increases platform visibility and cross-industry value.
CUSTOMER VALUE CREATION	<ul style="list-style-type: none"> Fair access through contribution; more XU unlocks better courses. Verified profiles build trust. Competitions, badges, and real-life rewards (e.g. discount codes) boost engagement. Users join a global learning community. 	<ul style="list-style-type: none"> High trust and engagement build strong network effects. Frequent user return boosts retention and platform stickiness.

SWOT

STRENGTHS

- Unique XU Credit Economy with dual-role flexibility, helps people share skills and keep learning going.
- Trust system (ID + facial verification) plus gamification (ratings, badges, leaderboards) to build safety and motivation.
- “Teach-to-learn” system fosters engagement and retention across diverse skills (language, arts, tech, personal growth).
- Being a platform with a big user base is the greatest future strength of ours.

WEAKNESSES

- Relies heavily on active community participation.
- Open mentorship may cause uneven course quality.
- New users may hesitate with peer-to-peer learning
- It takes effort to grow and build trust systems as more users join.
- The technical assets of the platform is easily copyable.
- Asking for a membership fee from the users may be a challenge.

OPPORTUNITIES

- Flexible and peer learning aligns with global education trends.
- Low-cost online learning platforms meet rising demand.
- Sponsor collaborations such as challenges & brand rewards can boost engagement and give benefit to the users.
- Multilingual courses and support enables global scaling.
- Strong possibilities of having great sponsors that align with our goals which can support us through every stage of the platform.
- There is too many students that are doubting going to university or other traditional institutions in order to learn, so they are constantly looking for other ways of learning.

THREATS

- Competes with already established and known platforms for learning such as “Udemy”, “Coursera”, “YouTube”, etc.
- GDPR and privacy rules require constant updates.
- Poor moderation of courses risks platform misuse.
- Keeping users engaged with the platform in regular basis.
- Attracting sponsors to our platform for collaborations.

STRATEGY PALETTE

ENVIRONMENTAL DIAGNOSIS

Dimension	Assessment
PREDICTABILITY	Low – Learning new skills easily and affordably will be a trend
MALLEABILITY	High – users help shape how the platform grows, working as the co-creators of the platform. The platform heavily depends on them.
COMPETITIVE INTENSITY	Moderate – Few direct competitors, but high indirect competition.

STRATEGY PALETTE

→ Therefore, this platform belongs to the **Shaping Strategy** context!

Why XCU Fits the Shaping Strategy?

- Unpredictable market → still defining best practices.
- Opportunity to influence users → growth and direction.
- New, open, adaptable learning market → early users influence the direction of the platform.
- Active co-creators → users learn, teach, give feedback, and basically run the system working.

Dimension	Assessment
MARKET CHARACTERISTICS	Emerging inclusive learning markets are fragmented and not yet dominated by incumbents.
TECHNOLOGY VOLATILITY	High – Constant modification necessary due to AI-based matching, changing tech tools, and dynamic digital user behaviour.
USER / MULTI-SIDED MARKET BEHAVIOR	Dynamic – Users act as both learners and mentors, shaping the platform through feedback and credits.
BUSINESS MODEL MATURITY	Early-stage – The XU economy and trust system are innovative but still developing; monetization and scaling are in progress.

STRATEGY PALETTE

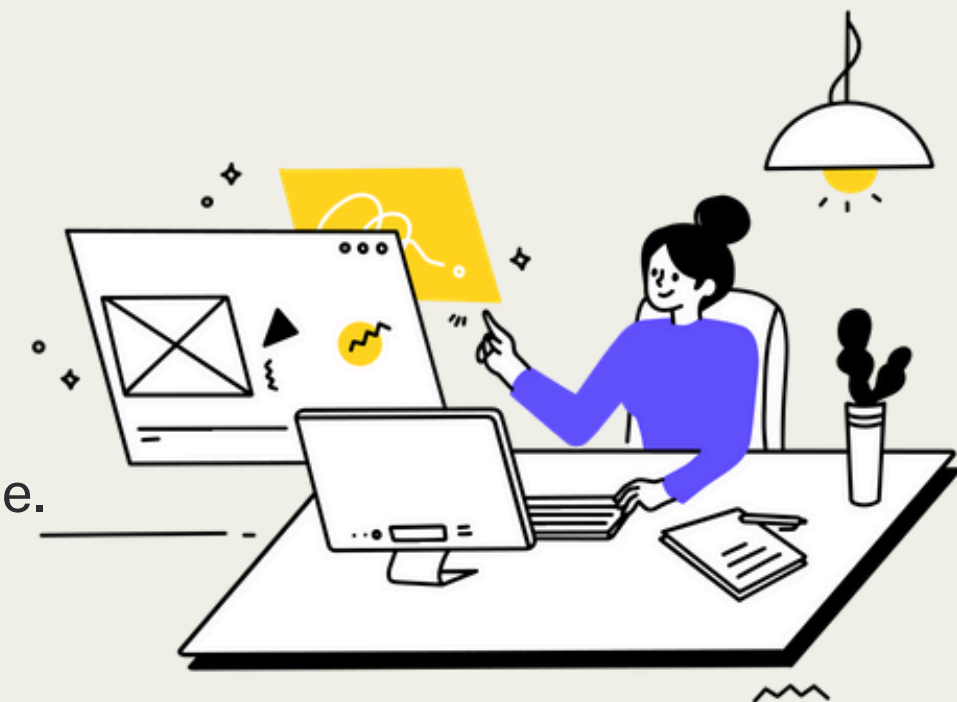
SPECIFIC STRATEGIC ACTIONS

Area	Strategic actions
MARKET ENTRY STRATEGY	<ul style="list-style-type: none">• Start small in Milan & Madrid to build trust and visibility.• Targeted communities: language learners, coders, artists, fitness groups.• Gamified onboarding via niche competitions (e.g. coding sprints, language marathons).• Localized branding & peer reputation build credibility fast.
INNOVATION	<ul style="list-style-type: none">• XU system refinement like credits, bonuses, reward tiers.• AI personalization for mentor matching and skill suggestions.• Dynamic pricing + gamification like badges, streaks, seasonal events.• Feedback loops & trust tools: reviews drive improvement; analytics strengthen safety.

PLATFORM DESIGN

General Platform Structure

- XChangeU connects two main user groups:
- Mentors/Service Providers and Learners/Service Seekers.
- Operates under a shared XU-based economy (time-credit exchange system).
- Users — not institutions — create all value on the platform.
- Educational providers may pay for non-intrusive ads, the only external revenue source.
- Advertisers do not participate in skill exchanges or the XU economy.



PLATFORM DESIGN



Learners / Service Seekers

Role: Request help, learn new skills, or access user-generated services.

Value:

- Only need XU; not money, to learn or request services.
- Wide variety of community-generated skills.
- Flexible scheduling (online or in-person).
- Trust through verified profiles, ratings, reviews, and reliability scores.

Examples:

- Learn basic Excel for work.
- Get a Procreate or photography introduction.
- Practice public speaking or prepare for a job interview.



Mentors / Service Providers

Role: Teach skills, offer support, or provide creative/personal services.

Value:

- Earn XU for each session and use them to learn other skills.
- Build reputation through ratings, badges, levels, and “Top Mentor” status.
- Gain visibility through active and trustworthy community.
- Share knowledge without monetary transactions.

Examples:

- Teach violin → spend XU on an Illustrator course.
- Debug code → use XU for a cooking class.
- Lead stretching session → learn digital illustration.



Advertisers

Role:

- Provide external revenue through promoted posts and sponsored ads.
- They do not engage with users in learning or teaching, and they are not part of the XU economy.

Value:

- Ability to promote educational, productivity, or personal-development services to an audience of active learners and creators.
- Exposure to a community interested in improving skills and using digital tools.

Examples: Language school > Italian course.

Impact on the Platform:

- Advertising remains non-intrusive and confined to a regulated space.
- The XU-based learning ecosystem is not affected by advertisers.
- User visibility, matching, and reputation remain fully community-driven.

PLATFORM DESIGN

How users connect →

General Logic:

- XChangeU operates with one single user base where any user can switch roles (mentor ↔ learner).
- Only learners and mentors form the operational ecosystem.
- Advertisers are external and do not participate in XU transactions.

Role Connections:

- Learners: Spend XU to learn or request help.
- Mentors: Earn XU by teaching or offering services.
- Advertisers (external): Pay only for sponsored ads.

XU economy →

How XU Works

- 1 hour = 1 XU (standard rate).
- Users earn XU by teaching or assisting.
- Users spend XU when learning or requesting help.

Bonus Opportunities

- Teaching high-demand skills.
- Receiving excellent reviews.
- Maintaining consistent participation.

Why XU Enables Two-Way Value

- Users don't need to help the same person from whom they learn.
- XU earned by User A can be used by User B.
- Improves platform scalability, liquidity, and flexibility.

Flow of Value Creation

- User selects skills to learn/teach.
- Platform matches learner ↔ mentor.
- After session: XU transferred + rating submitted.
- User spends new XU to learn again → self-sustaining knowledge loop.

Trust and Governance

- Identity verification (email/phone → optional ID).
- Reporting tools + moderation for dispute resolution.
- Visible session history, ratings, and trust scores.
- Trust is essential due to the peer-to-peer nature of the platform.

PLATFORM DESIGN



Layers of Scalability

How XChangeU Scales Naturally

- Urban groups: e.g., “XChangeU Madrid”, “XChangeU London”.
- Topic communities: Languages, Tech, Art, Fitness.
- Academic & lifestyle skills clusters.
- Global hubs: cooking, photography, coding.
- Creator-driven masterclasses increasing engagement and visibility.



Incentive structure & Advanced Rewards

1. Reward Discounts for High Contributors

- Benefits for users who teach more than they learn.
- Discounts on external products + unique community badges.
- Encourages supply and active teaching.

2. XU Multipliers for Active Mentors

- XP growth and streak bonuses.
- Priority visibility in search results.
- Ensures availability of in-demand skills.

3. Tiered XU Rates (Experience-Based)

- New Mentor: 1 XU/hour
- Intermediate: 1.2 XU/hour
- Advanced: 1.5 XU/hour
- Professional: 2 XU/hour

Experience based on: number of sessions, reviews, profile completeness, proven expertise.

4. Top Mentor Benefits

- Early feature access.
- Highlighted profiles.
- Exclusive masterclasses.
- Monthly bonus XU + special tags.



User Profile, Reputation & Class Selection System:

User Profiles: Each user has a dynamic profile (skills, levels, bio, languages, availability).

Ratings & Credibility

- After each session, learners leave a rating + written review.
- Additional indicators (clarity, politeness, punctuality) strengthen trust.
- Ratings influence trust score, visibility, recommendations, and XU pricing.

XU Pricing by Experience

Standard: 1 XU/hour > Intermediate: 1.2 XU > Advanced: 1.5 XU > Professional: 2 XU

How Users Choose Mentors

- Search + filters (skill, level, XU price, ratings, location, language).
- Recommendations based on interests.
- Search results show: photo, skill badge, XU cost, rating, sessions, short bio.

Mentor Session Flow

- Mentor offers a skill → publishes availability.
- Learner books → session happens → XU transferred (escrow).
- Review submitted → mentor's experience tier updates.

PLATFORM DESIGN

XChangeU User Journey

1. Create Profile

2. Appears in Search Results

3. Learner Selects Mentor

4. Session Completed

5. Review Submitted

6. Mentor Levels Up

7. Increased Visibility

My Profile



Anna Johnson
Los Angeles, CA

XU 75

Edit Profile

Graphic designer with over 5 years of experience.
Passionate about teaching others and sharing creas tlvlis.

Skills Offered

Adobe Illustrator	12 sessions
Digital Illustration	8 sessions
Typography	5 sessions

Reviews

★ Michael D. ★★★★★ 2 weeks ago
Anna is an amazing teacher! Her lessons on digital illustration were clear and very helpful.

Experience Level

Advanced

Sessions Offered

Mentoring, flexible scheduling

Sign Out

xchangeu

Search for skills or mentors

Browse My Profile Messages

Your Offering



Alex Mitchell

(2 years of experience)

I offer lessons in intermediate level guitar playing.

Edit Profile

Search Results



Sarah Thompson

(5 years of experience)

Learn advanced gutar techniques

★★★★★ 4.8



Daniel Kim

(3 years of exprience)

I can teach beginner
Photoshop skills

★★★★★ 4.5



Jessica Rivera

(4 years of experience)

Learn graphic design undamentals

★★★★★ 4.9



Jessica Rivera

(4 years of experience)

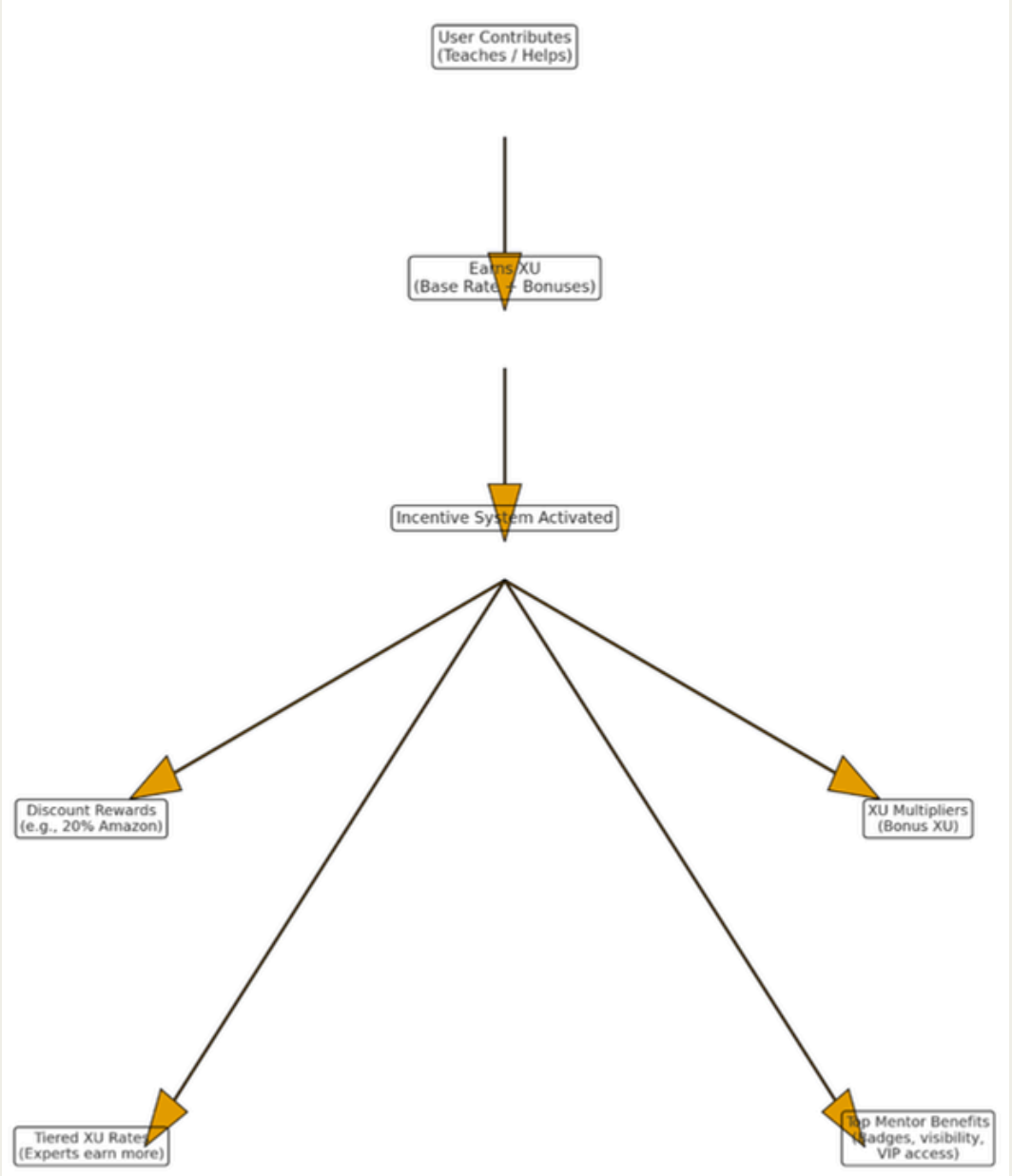
Learn graphic design fundamentals

★★★★★ 4.9

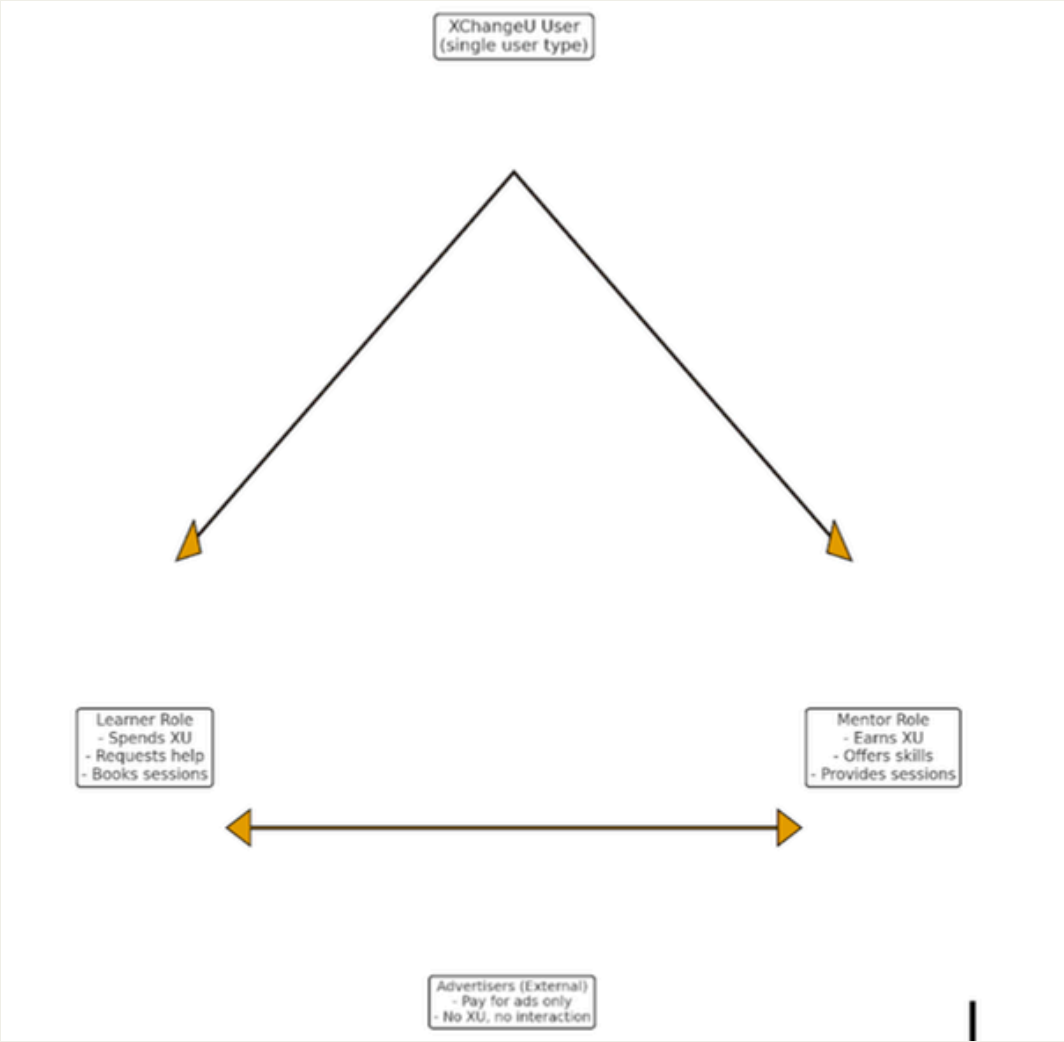
Select

PLATFORM DESIGN

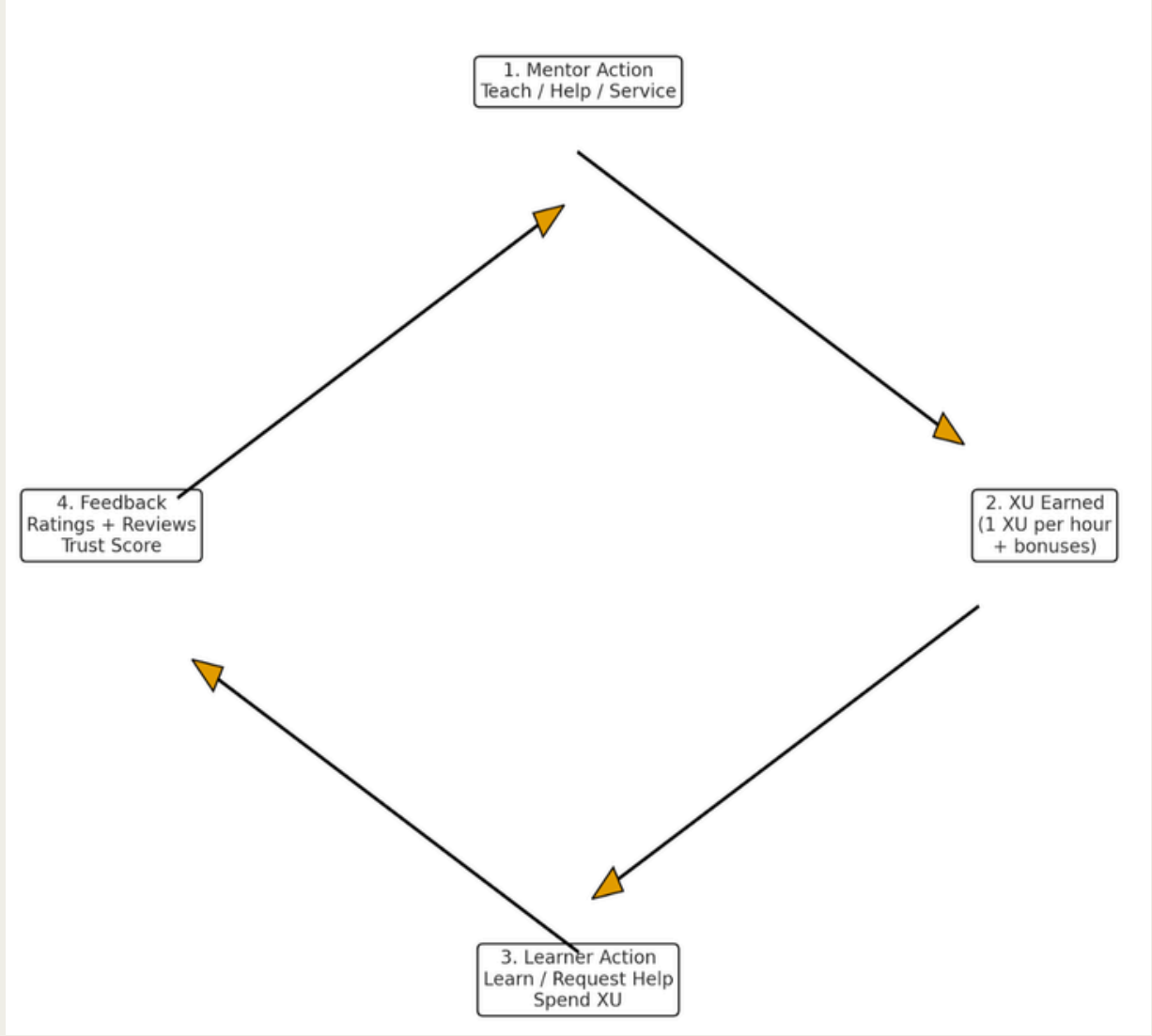
Incentive Structure



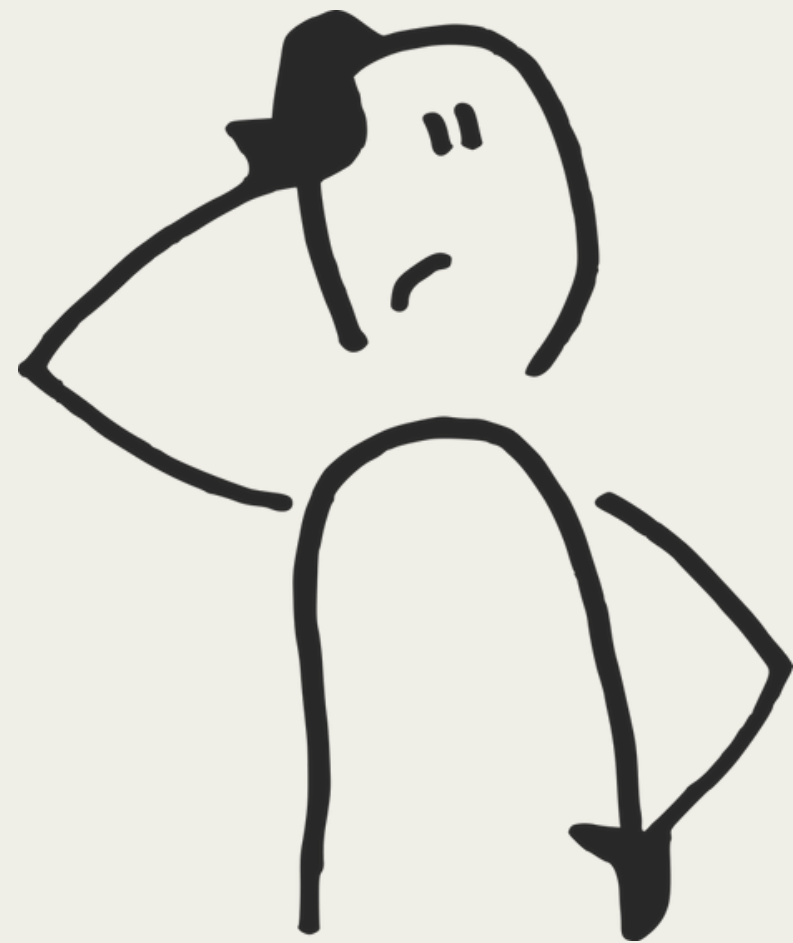
User Role Diagram



XU Flow Cycle



MARKET FRICTION SOLVED



Core Problem

Traditional learning and service-exchange systems are expensive, slow, rigid, and inaccessible, while informal peer-to-peer exchanges are chaotic, unreliable, and unstructured.

Current Issues in the Market

Expensive & Inaccessible

- High costs of education, private tutoring, and professional services.
- Money-based systems create inequality and restrict participation.

Rigid & Centralized Models

- Fixed schedules, fixed locations, institutional barriers.
- Discourage quick, casual, scalable skill acquisition.

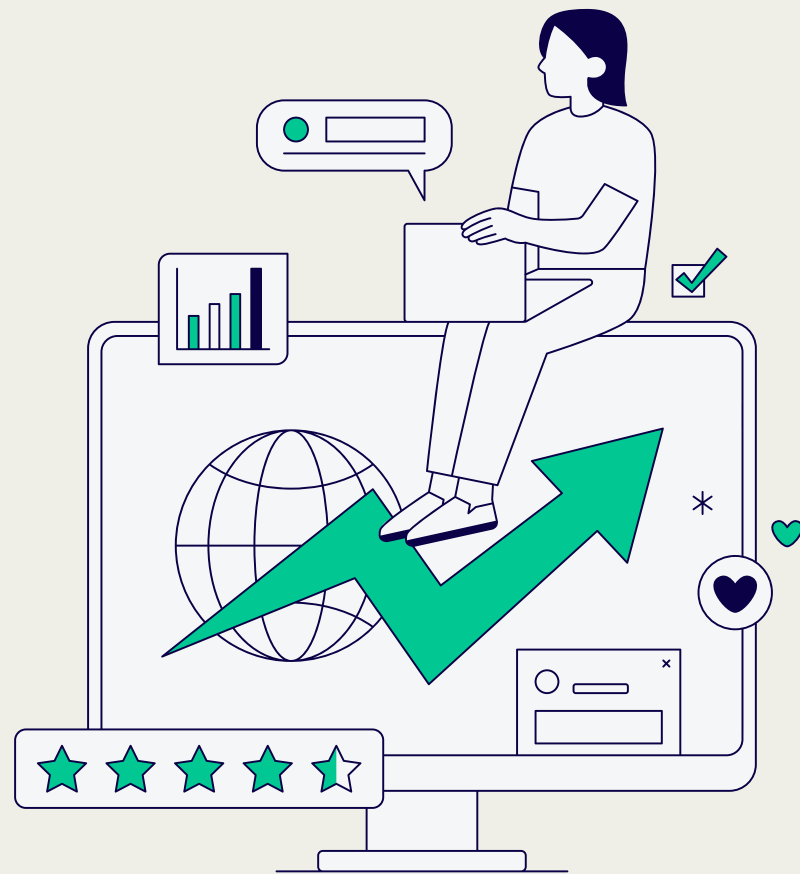
No Reliable Way to Trade Skills

- No infrastructure for fair value exchange.
- Informal peer-to-peer swaps fail due to randomness and uncertainty.

Poor Structure & Quality Control

- Manual handling of availability, cancellations, trust, and communication.
- Results in frustration and low engagement.

MARKET FRICTION SOLVED



How XChangeU Eliminates These Frictions

Powered Intelligent Matching

- Matches based on availability, skills requested/offered, objectives, trust score, and past interactions.
- Reduces randomness and increases success rates.

Transparent XU Credit System

- Time → XU → learning opportunities.
- Fair, measurable, flexible, and multi-directional.
- Ensures balanced supply/demand and prevents misuse.

Verified Reputation & Profile Layers

- Verification (email/phone/optional ID).
- Ratings after every session + contribution history.
- Trust score influences matching and behavior.

Community Areas & Engagement Tools

- Topic-based communities (languages, design, tech, fitness...).
- Local challenges and events.
- Creator-led masterclasses, badges, and streaks.
- Keeps the ecosystem active, social, and reliable.

NETWORK EFFECTS & MANAGEMENT

CROSS-SIDE NETWORK EFFECTS

Since XChangeU is designed up to be open and useful for all, anyone can teach and learn on this platform.
The more members there are, the more value the complete ecosystem offers.



learning diversity

A greater user base means a wider diversity of abilities, more skills, and more degrees of knowledge available on the platform.

greater accessibility

More individuals offering classes enhances time-slot variation and makes it easier for others to identify desired courses.

XU credits earning potential

since more users will make the platform active, your chances of attracting additional users with your skill set will increase, and therefore you will be able to earn more XU credits.

more sponsor value

As more users redeem discount codes, partner brands receive higher traffic and conversions so its mutually beneficial for both the users and the sponsors.



NETWORK EFFECTS & MANAGEMENT

SAME-SIDE NETWORK EFFECTS

Communities based on interests occur:

Users form communities around shared skills such as languages, sports, arts, design, or fitness. Helpfull for meeting link-minded people.

Signals of reputation get stronger:

As more individuals connect, badges, reviews, and user profiles gain relevance, boosting credibility and quality signs. This gives the feeling of trust to users.

Cross-community support grows:

The social structure of the ecosystem becomes stronger by users sharing advice, learning experiences, and working together outside of scheduled courses.

Competition increases:

Competitive environment increases since there is more learners and mentors participating in challanges of XcU & sponsors.



NETWORK EFFECTS & MANAGEMENT

MECHANISMS TO SUSTAIN GROWTH

Since all users can play both roles, same-side effects build strong **community engagement**.

XU Credit Incentive Loop

- Users earn XU Points by offering classes or services.
- More XU allows access to more classes and higher rated sessions.
- If users prefer not to use XU for learning, they can exchange points for sponsored discount codes.
- This gives motivation to teach more and thus use the platform frequently.

Gamification

- Users who collect a certain amount of XU credits earn the Benchmark Badge, and in this way, commitment to the application, the effort shown to learners, and credibility are rewarded.
- Each user edits their own profile and can add their CV content as well as the courses and certificates they have previously received from XcU.
- In every category, the users who learn and teach the most are highlighted through user leaderboards.

Community Events

- Events organized by XCU, either together with sponsors or on its own, bring users together and activities are held.
- Gifts are given to the top performing users. Such as, the top three users who teach the most sports-related sessions in a WHOOP-sponsored sports challenge will receive a complimentary WHOOP membership.
- Events like these increase platform awareness and draw sponsors

PRICING STRUCTURE & IGNITION STRATEGY

PRICING MODEL

Trial Membership:

- Individuals who sign-up to the XcU earns a trial XU credit.
- This helps new users test out the platform and courses, learn how it works, and set up their user profiles.

When these initial XU credits finish, users:

- can't take more classes
- can't teach classes
- can't acquire benchmarks
- can't have rewards & discount codes
- can't participate in XcU events

Our **platform strictly push users** to have the XcU membership in order to have a user base that takes this exchange seriously.

XcU Membership Subscription:

- XcU membership is the main membership model of XChangeU.

With the XcU membership, users get to use all of the platform's features:

- the ability to **teach and learn without limits**
- **full access** to the platform
- **monthly XU** credits included with the membership (not too high to keep teachers motivated)
- access to **discount codes**
- participation in **sponsored challenges and competitions**
- entry to **communities**
- eligibility for **brand rewards**
- participating in **XcU events**
- all **future membership features**



PRICING STRUCTURE & IGNITION STRATEGY

PRICING MODEL

No extra XU Credit Purchases!

Additional XU credits **cannot** be purchased.

- They must be earned through contribution inside the platform by teaching.
- This prevents the users from buying the credits and making the platform imbalanced.



Sponsor Participation (Non-B2B)

Companies do not have accounts inside the app.
They only participate as **sponsors**, providing:

Examples include challenges like the WHOOP fitness competition.

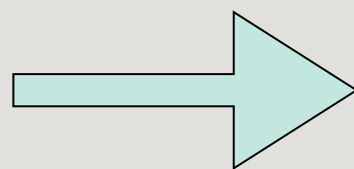
- **discount codes**
- **competitions**
- **challenge rewards**
- **brand-supported events**
- **advertisements**

PRICING STRUCTURE & IGNITION STRATEGY

EARLY-PHASE PRICING & PREMIUM ACTIVATION STRATEGY

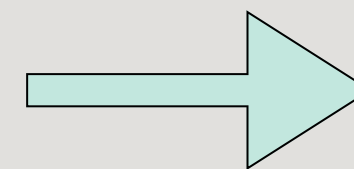
Launch Phase

Fully Free Model
(First 3–6 Months)



Transition Phase

Premium Activation
Trigger



Premium Phase

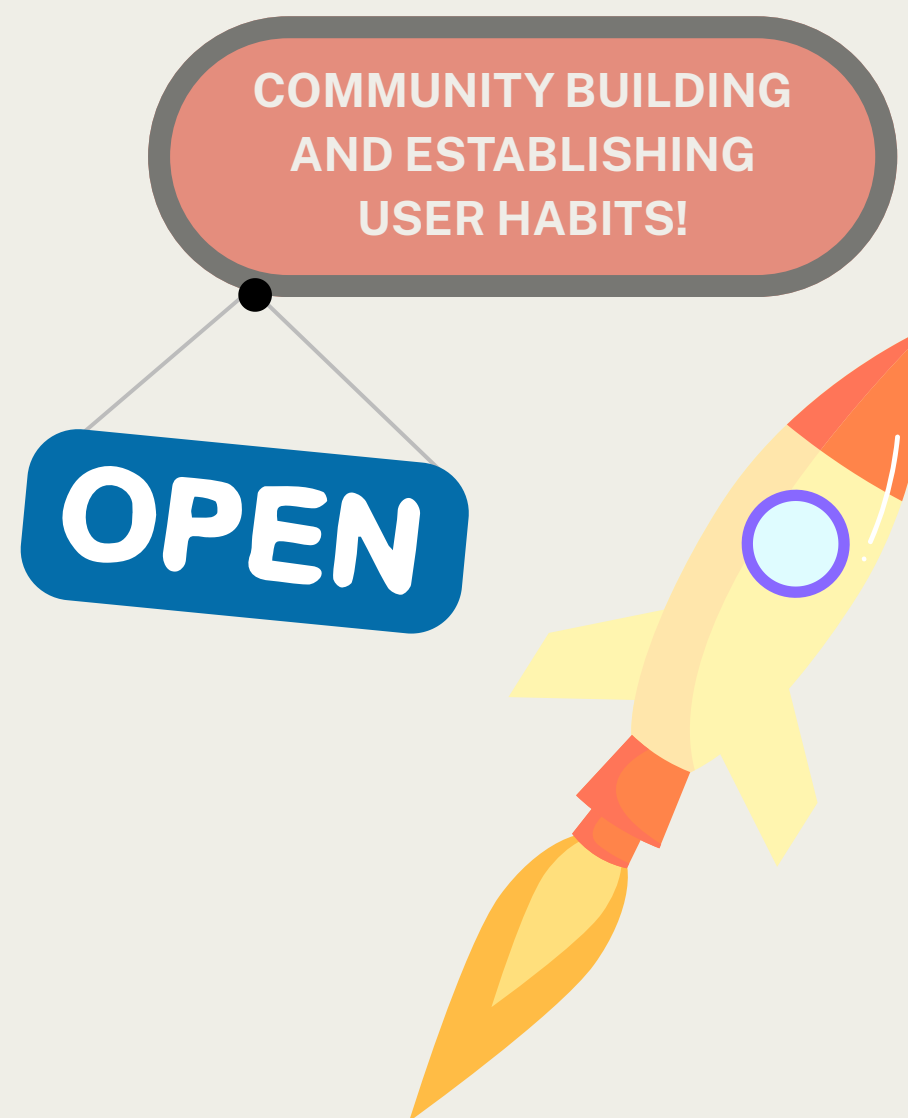
Rewards + Sponsors
+ Competitions Open

Launch Phase:

During the application's launch period, there should be a **completely free phase for everyone**.

In this period:

- Every user receives the same monthly XU allowance that Premium members normally get.
- Users can both take classes and offer classes.
- Discounts and sponsor rewards are not available yet.



Purpose:

GROW THE USER BASE

START THE XU ECONOMY

OBSERVE USER BEHAVIOR

TRIGGER NETWORK EFFECTS

PRICING STRUCTURE & IGNITION STRATEGY

EARLY-PHASE PRICING & PREMIUM ACTIVATION STRATEGY

Transition Phase:

When the platform reaches a certain critical user mass (for example, around 20,000 users):

- The Premium model becomes activated.
- The users should start paying the fee in order to continue using the platform.
- Only the subscribed XcU members receive a monthly XU allowance.



PROTECTS THE PLATFORM ECONOMY

INCREASES THE VALUE OF XU

**STARTS MONETIZATION WITHOUT
DISRUPTING COMMUNITY BALANCE**

Membership Phase:

This is the stage where Premium membership becomes meaningful:

- Discount rewards open (# of XU credit = 10% discount)
- Brand challenges open (such as the WHOOP competition)
- Competition leaderboards become active
- Sponsored rewards are introduced
- Community events

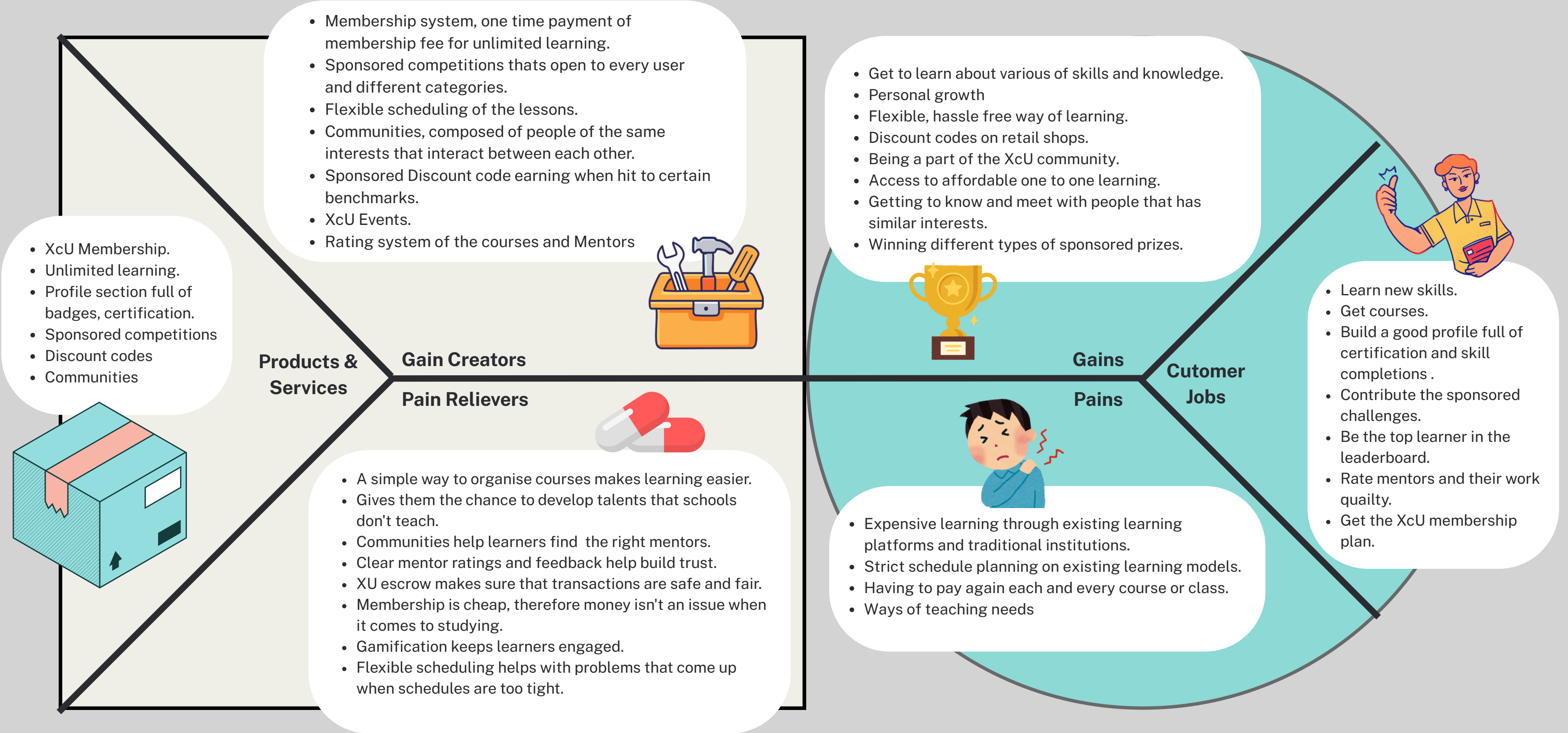


**TO PROTECT THE PLATFORM'S
ECONOMIC BALANCE**

**BENEFITTING IN REAL LIFE BY
XCU MEMBERSHIP**

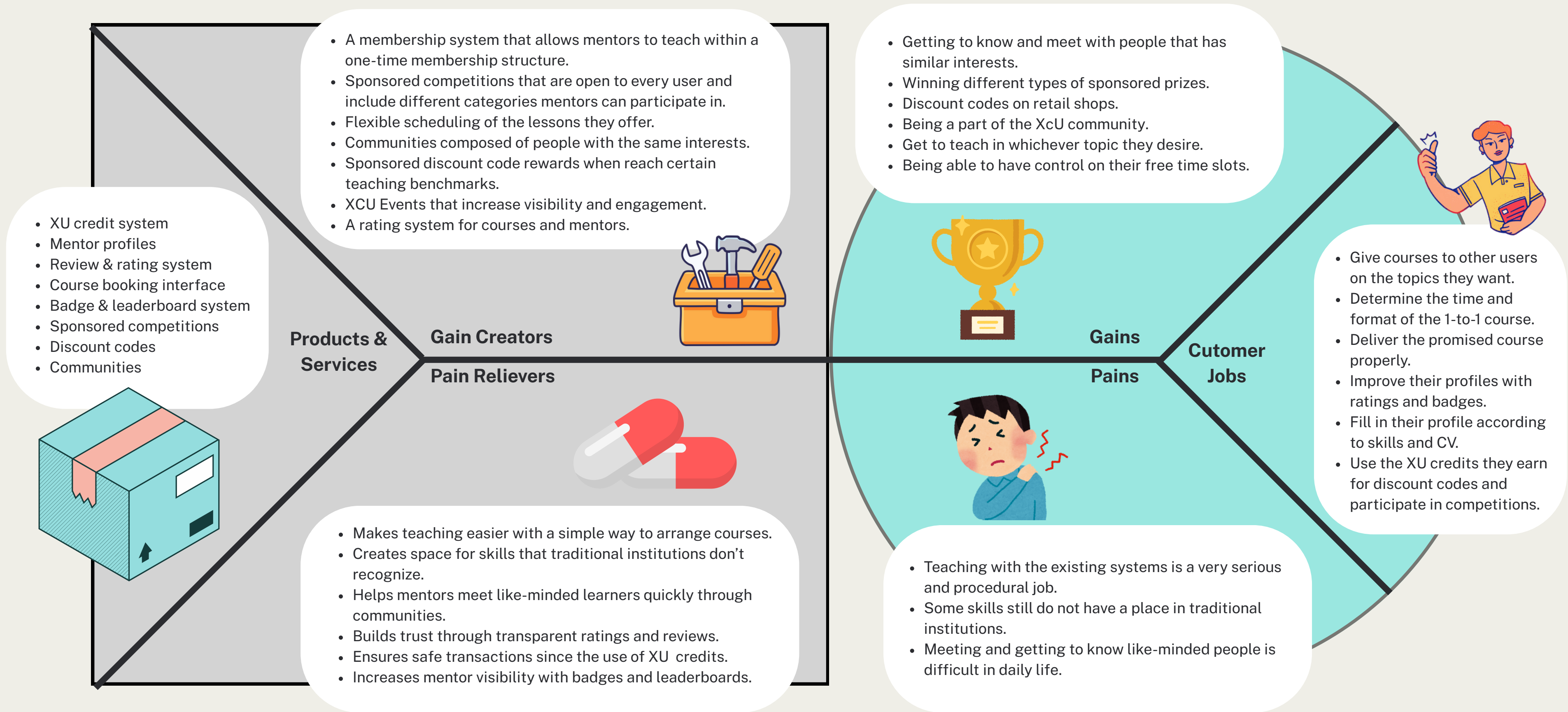
VALUE PROPOISITION CANVAS

LEARNERS



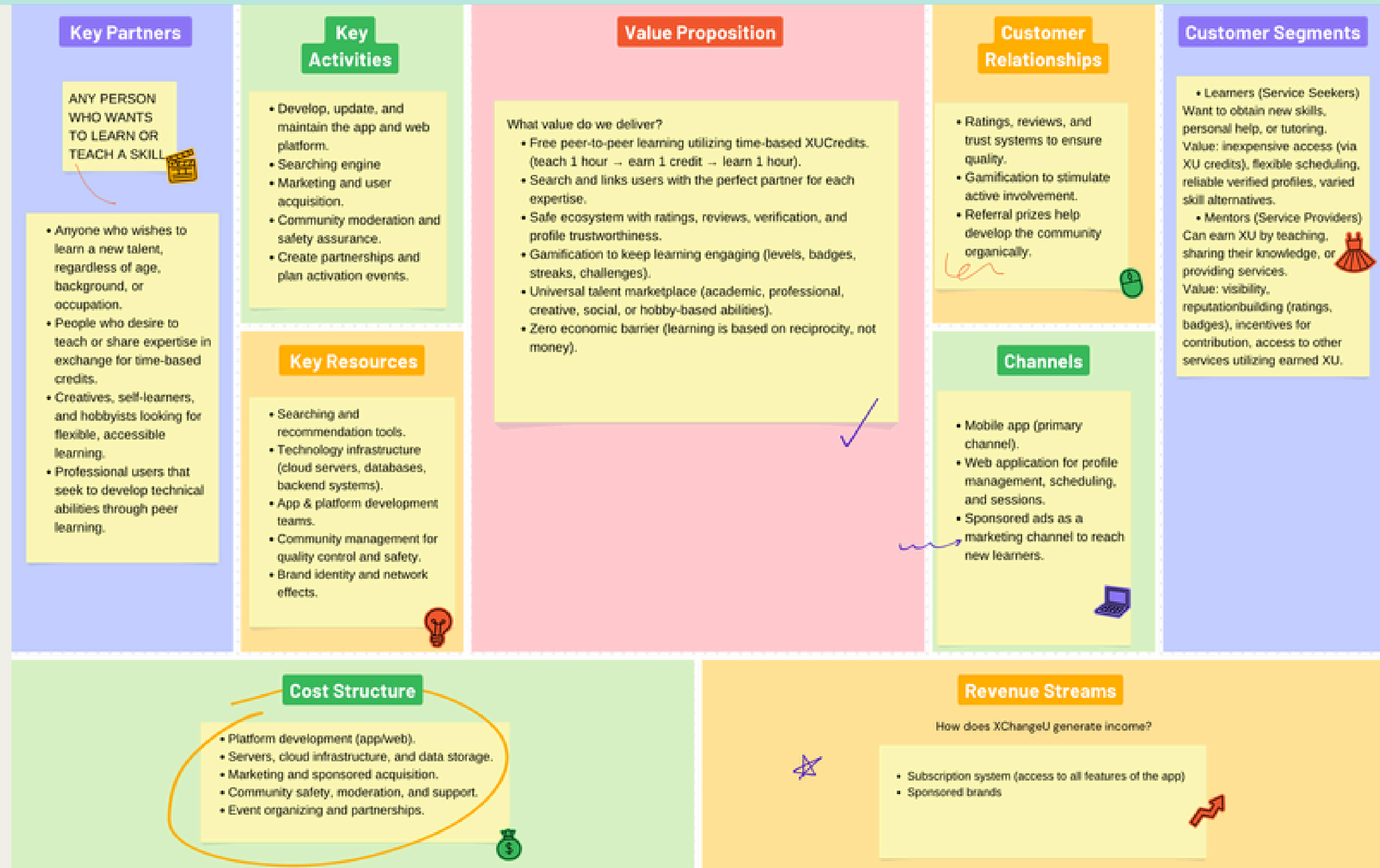
VALUE PROPOISITION CANVAS

MENTORS



BUSINESS MODEL CANVAS

MENTORS



Thank you!

XCHANGEU TEAM



IMDT - DIGITAL PLATFORM BUSINESS MODEL

Bora Sen - Lucia Forteza - Sally Huang

NOV 2025

POLIMI GRADUATE
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