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Riders app: The Food Delivery's Revolution

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RIDERS APP: THE FOOD DELIVERY'S REVOLUTION

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INTRODUCTION

The project I'll talk about in the next chapters is an idea of mine born out of my personal experience during the world pandemic of Covid-19.

In March I started working as delivery rider for a sushi restaurant next to my house, it didn't take me long to understand that I had just entered a huge business but which was still shaping itself. From March until the end of May I've worked and I learnt, but the most important thing that I got from this experience has been the understanding that I could do something to improve the conditions of whoever was involved in that business.

I realized that there were several major issues in the sector: riders were not paid enough, restaurateurs had not an efficient organization of their delivery business, the fees imposed by the delivery apps to restaurants were excessive...

Once I individualized these issues, I confronted a friend of mine who was working as rider just like me and he agreed with me on the possibility of improving the sector starting from those same issues which he experienced as well.

Together we spent a lot of hours working on each single aspect and feature of the service we wanted to create. With our effort we shaped the project which later became our app "Riders" and which until today keeps us busy always with the aim of bringing efficiency and improvement to all users of it.

ORIGINS

1.1 The Market

Food delivery market is definitely one of the most interesting sectors of the last years, it continuously grew all over the world and it has been able to assess itself as one of the new realities of the century.

Despite the pandemic, this industry has been able not only to keep up performances, but it actually grew its market share and it has been forecasted that in 2030, this market could be worth 306 billions of dollars with a CAGR of 15% (Compound Annual Growth Rate). Only in 2019, the global online food delivery sector market size was of 107.44 billion USD and it has been estimated a growth of up to 154 billion USD by 2023. In 2019 our country's food delivery market size was worth 566 million euros (Italy), only by looking at the data of 2021 we can develop an idea of how fast its growth is, since it reached 1.5 billion euros with a growth of +59% over 2020¹.

DELIVERY PLATFORM'S ECOSYSTEM



FONTE Frost & Sullivan, 2018

Figure 1 - Delivery Platform's ecosystem. Source: Frost & Sullivan, 2018

Due to the outbreak of the Covid-19 pandemic, the delivery service carried out digitally grew by 67% globally; despite the restrictions, in Italy 77% of restaurants worked

¹ <https://www.deliverart.it/risorse/report-food-delivery-2021/>

through the delivery service (27% of the said restaurants are actually dark kitchens) and only the 23% of them stayed closed.

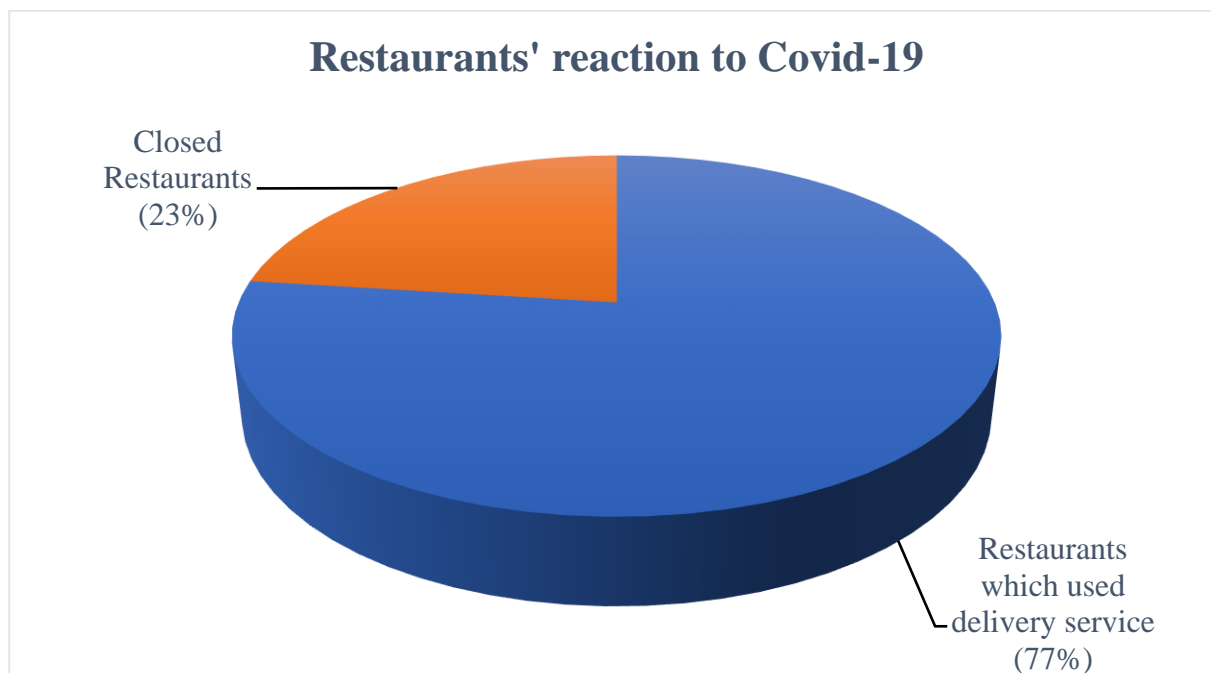


Figure 2 - Source: our elaboration

Over the first semester of the pandemic, there's been a huge increase of innovation in the production and distribution of food: digital menus, online self-ordering, new apps and delivery systems...all these changes were driven by the need to satisfy a much greater demand.

Today, only in Italy, we count more than 50.000 restaurants (FIPE) and this refers to fact that, due to the extreme ease of usage of these platforms, the "final client" is much more tempted to order his/her food online instead of cooking it or going physically to the restaurant. But these digital services gave a huge advantage to restaurateurs as well, since thanks to these digital showcases, they have been able to reach a much broader audience and consequently increase substantially their profits.

But the real question is, how much does it cost for a restaurant to "subscribe" with delivery platforms?

Every platform of this market is very keen in keeping hidden its tariffs, often through the implementation of non-disclosure agreement in their contracts and as if it wasn't enough, the same tariffs are not fixed but actually very flexible.

This flexibility is due to several reasons: the first one is the business model.

A restaurant can choose between two different services: there are firms who provide the so-called “full service”, which means that the platform is not only an intermediary between the final client and the restaurants, but it also provides the delivery service carried out by the riders employed by the platform itself.

On the other hand, there is the “simpler” service of being only the intermediary. For obvious reasons there’s a difference in the tariff for these two different handlings of the delivery service. It starts usually from a 10%-15% (on each order) for the “half-service” until the 38% for the full one.

There are also some other small factors which can influence the tariff such as the amount of profit that a single place is able to grant to the platform or if there’s exclusiveness of service. It’s also better to remember that in our country, there’s the 22% of VAT over each order.

Having spoken about the costs, now it’s time to get a better perspective of the gains.

Indeed, it has been assessed by research conducted by Wired Italy, that the impact of the food delivery’s profits via app is between 8% and 11%, with spikes from 15% to 25% in the most populated cities like Rome or Milan.

Even if, as we just said, the costs are very high, it must be remembered that there’s no overlapping between the physical clients and the online ones, this means that the profits from the delivery service is always a plus (mostly when the orders come in days or at times when the restaurants are not physically full).

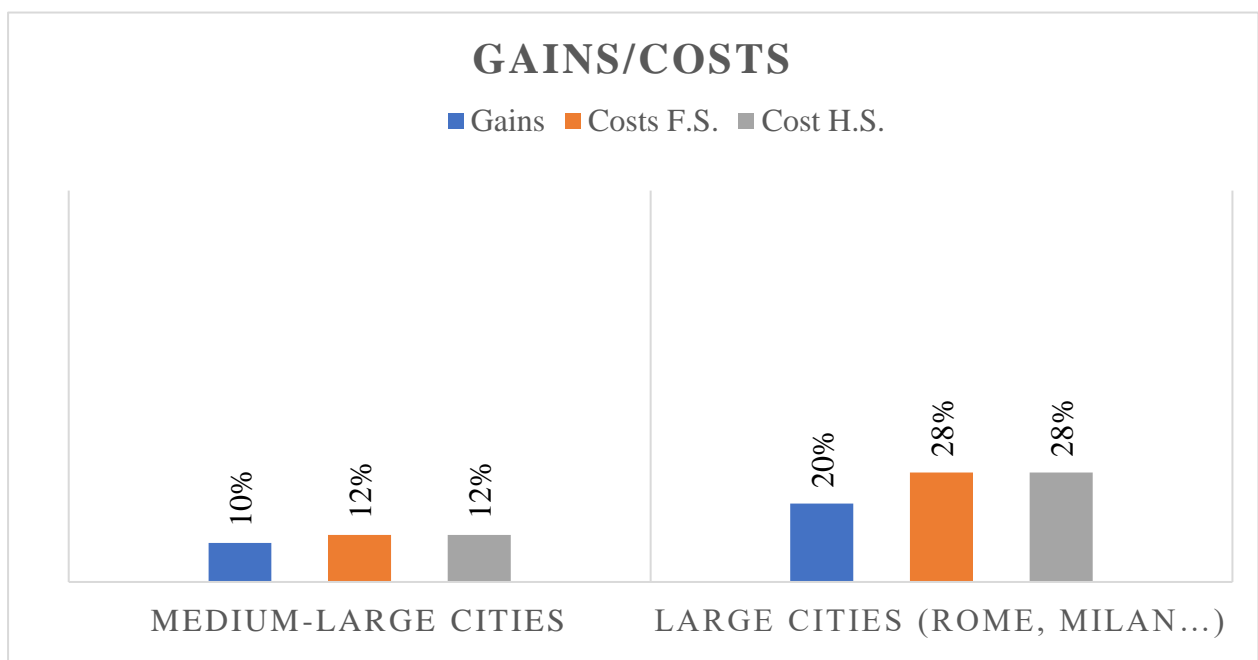


Figure 3 - Gains/Costs Graph.

Source: <https://www.gustoec.it/food-delivery-minaccia-opportunita-ristoranti-gastronomie/>

1.2 The Problem

The speed through which the food delivery service became so crucial in the food & beverage industry, together with the advantages that we've already analyzed, brought up some important issues as well.

The managing of the multiple delivery services, the increasing difference in digitalization between the final client and the restaurants, but the most relevant has undoubtedly been the necessity for the restaurateurs to find delivery riders for their new branch businesses.

From a survey conducted by "Osservatorio ristorazione", during the second wave of the pandemic, regarding the methods which the restaurateurs adopted in order to face the Covid-19 virus, it appeared that 43% of restaurants decided to employ their own riders, 3% only employed external platforms, 9% used both methods and 22% was just at the beginning and didn't really know which option was best. The data collected showed that the restaurants that didn't externalize deliveries had higher revenues than the ones who did.

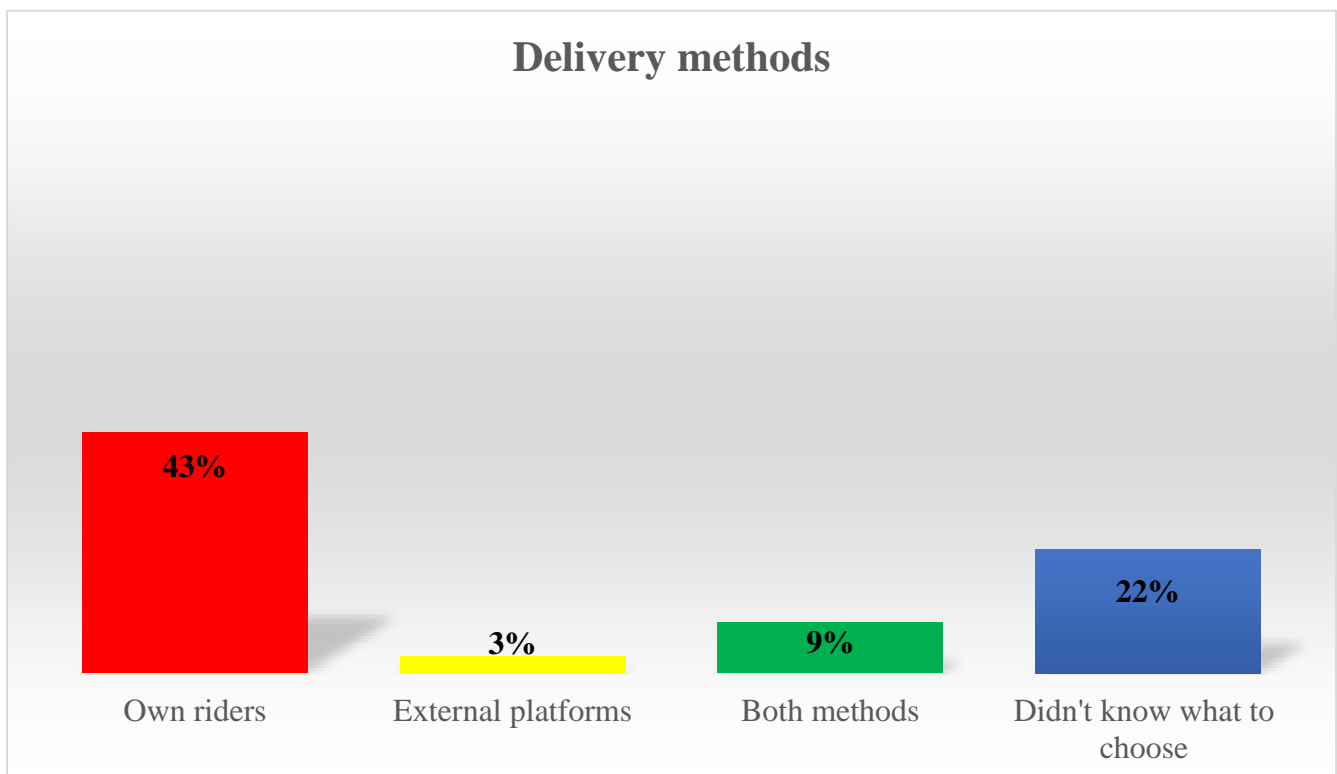


Figure 4 - Delivery methods Graph. Source: Osservatorio ristorazione

Probably, a very important aspect in order to understand this chart (which seems in contrast with the global movement), is that in Italy most of the delivery happens still via telephone calls.

Our country is one of the most “traditional” when we talk about food delivery, only 16% of the orders come from digital platforms most of them come directly from the clients who call the restaurant and make their order.

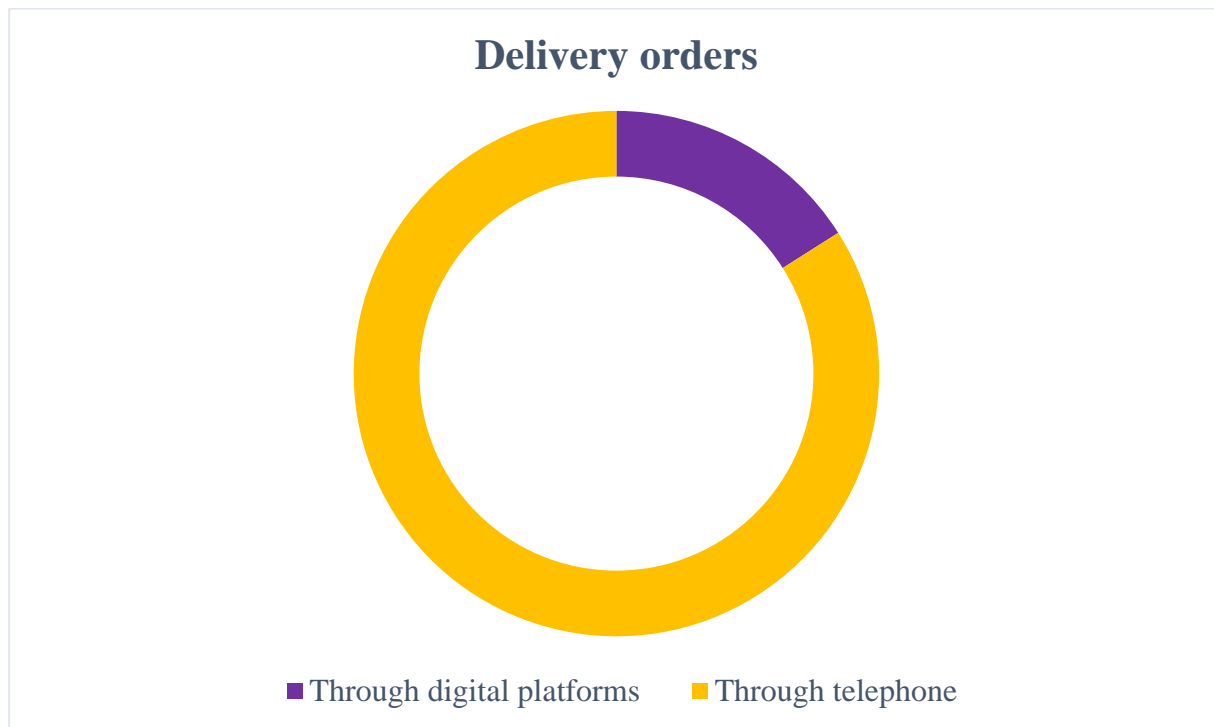


Figure 5 – *Delivery Orders* - Source: our elaboration/ third-party data sources

This is the main reason which explains why during the pandemic, even if there’s been a huge development towards a more digital culture, the owners would rather employ their personal riders instead of entrusting the digital platforms for the whole service.

But who are the riders?

In order to properly categorize them, we should include them in the so called “autonomous workers” even if it’s them who decide the retribution and the working conditions.

Most riders work under the biggest food delivery platforms such as Deliveroo, Glovo, Doordash, Just Eat, Uber eats and many more. For pursuing this type of job there are only two requirements and those are: the possession of a delivery vehicle (which can be a car, a motorcycle, a bike or even electric scooters) and a smartphone where all the services run.

Thanks to “Fondazione Rodolfo De Benedetti” we are able to draw up the identikit of the Italian rider: most of these workers are men (54%), 58% of them are between 30 and 49 years old (the overall age range is between 16 and 60+ years old), of this 58%, the 42% of them has a university degree. Speaking about the motivation which pushed these people towards this job, we know that 28% of them consider it a second job, while the 26% is forced due the lack of job opportunities.

Only in the European Union there are 28 million riders and the number is increasing constantly; in Italy, in 2018, we counted 995 thousands riders, in 2021 the number spiked to 1.5 million.

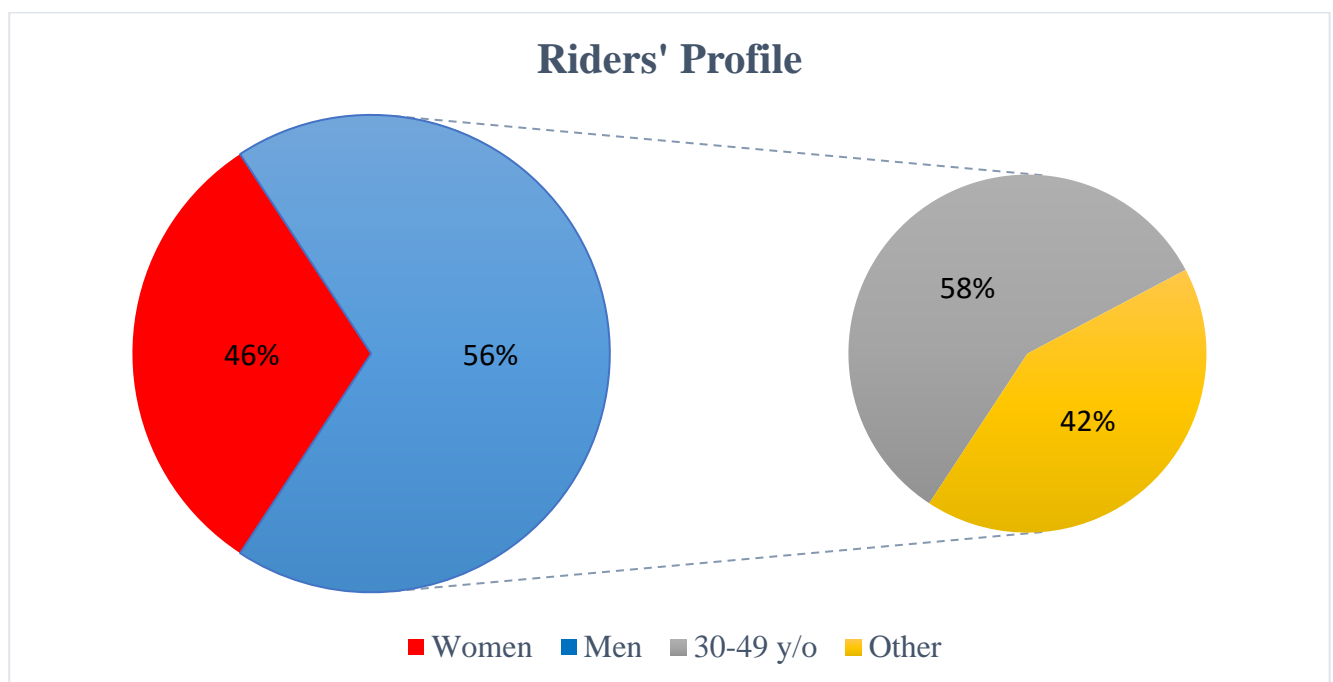


Figure 6 - Riders' Profile Graph.

Source: https://www.huffingtonpost.it/entry/le-nuove-regole-ue-salverebbero-solo-il-6-dei-riders_it_61b0ce92e4b0f76117b69e2c/

In the last few years, there has been a rising movement in favor of the employees of the already mentioned delivery platforms, mostly regarding the working conditions and the retribution of their riders.

The E.U. commission estimated that about 5 million riders (about 20% of the industry work force in Europe) is part of the wrong category (not employed and still considered “autonomous worker”) but probably only 1.7 million of them will see their position change for the better.

Specifically, the E.U. stated 5 conditions under which the so called “autonomous worker” must be considered instead as a subordinate of the company.

These 5 conditions are:

- Specific level of retribution or implementation of maximum levels of payment
- If there's surveillance over workplace with electric vehicles/instruments
- If the company limits the choice of working time, periods of absence, if there's the possibility or not to refuse a job or to either to avail oneself of substitutes
- If there are specific norms or behaviours to respect with the addressee of the service
- If there are limits regarding the creation of personal clients or to pursue a job for a third part






This is not only the riders's concern, but it became the whole public's one. From research conducted by Coldiretti s.r.l. it came out that 38.1% of the food delivery customers believe that is fundamental to improve the labor rights of the riders.

In order to help both sides of this huge market we came up with a solution and its name is RIDERS.

1.3 The Solution

Riders Solution s.r.l. is a start-up that aims at creating a community of restaurateurs and riders by giving them the opportunity to connect directly and easily.

The idea was born out of the necessity of solving all the issues that have been previously described: high fees, difficulty in finding riders, need of having recognized the proper rights...but mostly it focuses on satisfying the market needs of the sector, which we identified in:

- Costs reduction for delivery services 
- Rapid contact with riders 
- Higher remuneration for riders 
- Time management for both sides 
- Restaurants want more control over their deliveries 

This solution reaches its users with a practical and intuitive app that allows restaurateurs to upload their job offers and riders to scroll through all the available options and the preferred one.

Riders has the clear objective to create a general well-being in the food delivery industry by giving restaurateurs the chance to expand their businesses thanks to its low-cost plans, resulting in the possibility of higher wages for the riders.

Up to this moment, the food delivery industry was mainly based on online platforms connecting end-users to restaurateurs using riders provided by these platforms. This app is instead oriented towards the restaurants-riders relationship.

Summarizing in a few sentences the unique value proposition of this app we could say that: Riders helps restaurateurs and riders find each other in an easier and faster way: restaurateurs do not have to constantly give a portion of their own earnings to delivery platforms, while riders can make their own choices and get a fair pay.

But how can we make this happen?

In order to respect the needs of the two sides of users of the Riders app, we identified a functional strategy which would allow the restaurateurs to save a big portion of their money, the riders to get an increase in their wages and in their freedom of choice and the app to be profitable.

Each restaurateur who makes use of this app would have to choose a pricing plan for its business, while the rider's side would have the app for free.

Plan Options	10€	20€	30€	320€
Annual				X
Monthly			X	
Weekly		X		
Daily	X			

Table 1 – Plan Option

Taking into hypothesis that a restaurant would choose the monthly plan, then its costs would be of only 1€ per day.

Once the whole plan was terminated, we launched the app for both iOS and Android software in late September 2021 but due to some contingencies we were not able to be fully functioning until December 2021 and even then, we have been able to make the service available only in Rome, even if we received several requests from both sides from all over Italy.

Since then, we started seeing the first subscribers, nowadays (only in Rome) we count more than 250 riders and more than 50 restaurants, also, from the December 2021 there have been around 250 announcements posted by restaurateurs. During its first month of “life” we encountered the first problem, we were not expecting such a big number of announcements and we realized that the riders' side of the app was not capable of managing such demand, thankfully, after some features and incentives we succeeded in balancing the two sides, indeed today each announcement has more than the 60% of chance to end up in a match.

TODAY...

+ 250 Riders	+ 50 Restaurants
+ 250 Announcements	+ 60% of chance of match

Table 2- Actual Accomplishments

In the next chapters we are going to take a deeper look at the application (its technical structure and its functioning for both types of users) and at its introduction and its management in the already existing and very competitive market.

REALIZATION

2.1 The Technical Structure

For the realization of the application, we trusted the start-up Apprendo s.r.l.s which delivered us a great product.

Regarding the actual development of Riders there has been a very accurate analysis of the requirements, in order to find the perfect technologies for the activity. The idea was to identify an instrument capable of making the app's development easier in a hybrid way, this meant that was needed a single language and a single final package, both compatible with the operative systems iOS and Android.



Figure 7 – Apple & Android operative systems

For those same reasons it has been chosen the Xamarin framework, which is currently owned by Microsoft.

Xamarin is an open-source platform for the realization of modern applications with high performances for iOS, Android and Windows with .NET. It is a level of abstraction which manage the communication of the shared code with the code of the platform below.

This framework it has been used often in the last years because it allows developers to share an average of 90% of applications on multiple platforms. This model permits to write the whole business logic in a single language (or to use the already existing application's code), repeating in each new platform the original performance.

Xamarin's application can be written with PC or Mac and these are filled in packages of the native application, for example an APK file for Android or an IPA file for iOS.

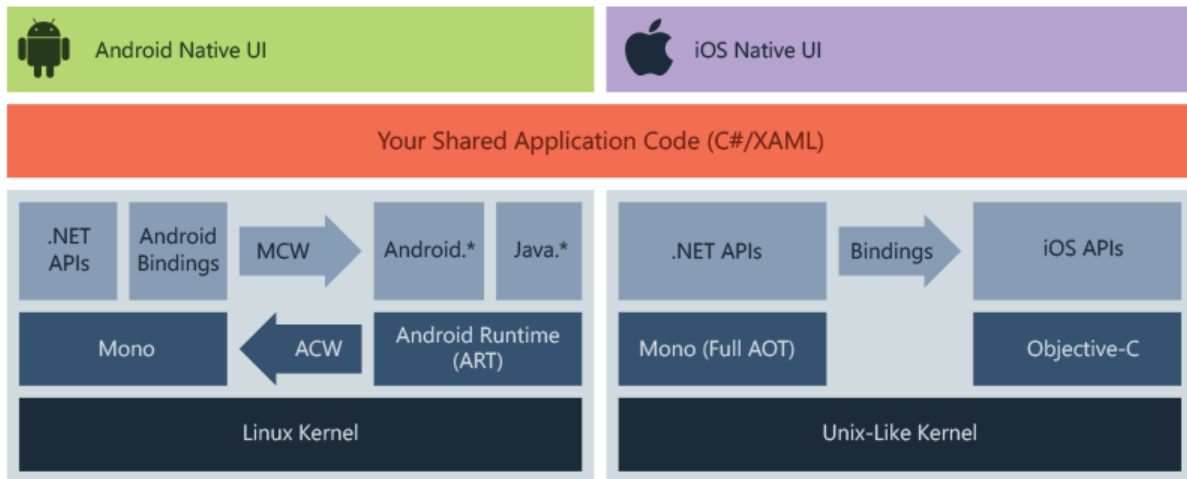


Figure 8 - Xamarin's functioning : <https://docs.microsoft.com/it-it/xamarin/get-started/what-is-xamarin#:~:text=Xamarin%20C%3%A8%20una%20piattaforma%20open,il%20codice%20della%20piattaforma%20sottostante.>

Our app has been also provided with a level entirely dedicated to the so-called “microservices”, which stand for a series of services that consent the fruition of all functionalities expected from the app. In this case, in order to grant the maximum compatibility on an architectural level with Xamarin, it has been introduced the .NET Core.

This framework offers to the developers the necessary tools to easily manage the microservices development and the communication with a database or with other external systems. Xamarin and .NET have in common both the fact of being owned by Microsoft but also that both of them are based on an object-oriented C# programming language, which is a Java inspired language.

On the other hand, Riders’ database is managed by two different frameworks:

- EntityFramework, available through the usage of .NET, which allows the planning and the development of a database with a Code First approach.
- SQL Server, a relational database administrator which facilitates the maintenance of the data mentioned above.

It is also important to mention that Riders exploit some free services from the OneSignal portal, for the managing of the push notifications to each single user, to a category of users or to all the users who have given their consent to the reception of the notifications from the app.

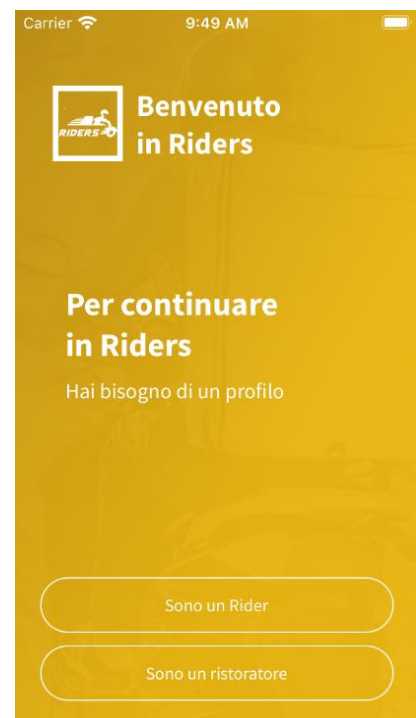
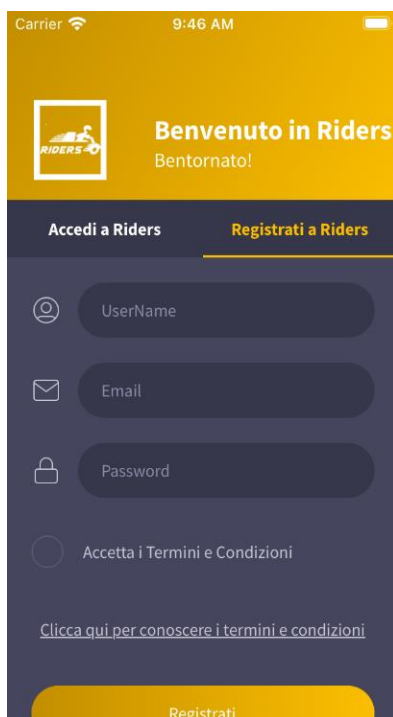
2.2 Functioning

“Riders” has always been thought as a B2B business since it actually put itself between restaurateurs and riders. Its purpose is to satisfy both sides’ demand providing a meeting platform where each business could find the best response to its necessity:

- Restaurateurs will incur in lower costs in terms of fee on the received orders and would be able to manage the delivery service by their own.
- Riders would have the possibility of working only when the offer is suitable for his/her necessity in terms of time, distance and retribution

Nonetheless, the app has prepared for both sides some incentives and financial advantages in order to improve the user experience, which will be subsequently treated in the next chapter.

The functioning of the app is very simple and it is mostly based on the matching of the offers and the availability: first of all each user has to choose the type of registration that reflects his/her role, which is either a restaurateur’s registration either a rider’s registration².



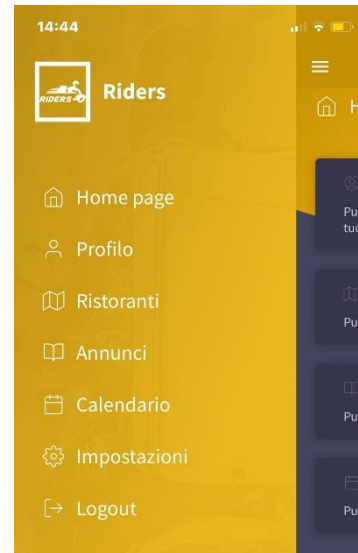
Once the user is registered, depending on the type of profile that he/she chose there are two different usages of the application.

² All screenshots have been provided by us or by Apprendo s.r.l.s.

2.2.1 Restaurateur's side

Completed the registration of the personal profile, on the left side of the screen, the restaurateur will find the menu of the application with **7 sections**:

1. Home page
2. Profile
3. Restaurants
4. Advertisements
5. Calendar
6. Settings
7. Logout



Home page

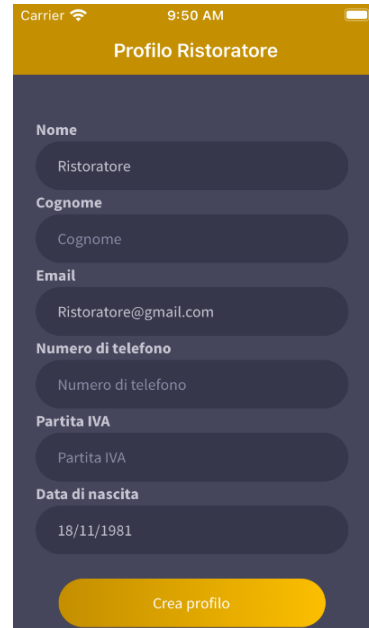
In this section, the restaurateur will be able to access to 4 of the other sections, which are also the most useful of the app: Profile, Restaurants, Advertisements and Calendar.





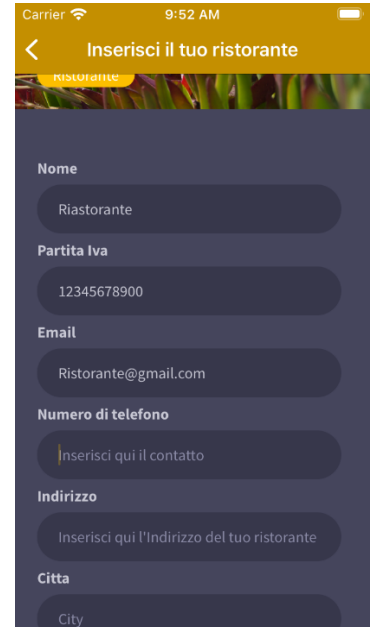
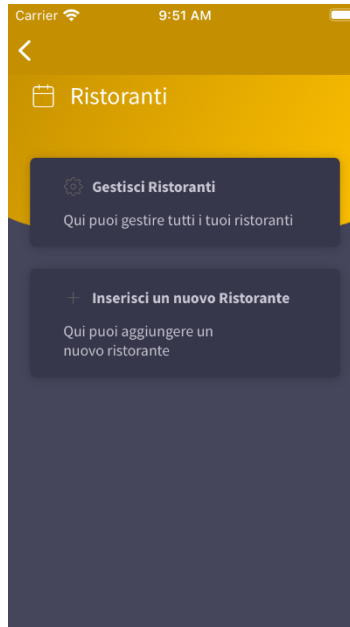
The Profile section is the one where the user inserts all his or her personal data which are necessary in order to complete the registration.

Those ones are name, surname, email, phone number, date of birth and the partita IVA.



In this section, each restaurateur will have the possibility to create the profile for how many restaurants he or she wants and to manage them easily.

In order to do so, it will be necessary to insert also the restaurant's data such as: name, telephone number, address, a picture of the place, city, cap and also here the partita IVA.





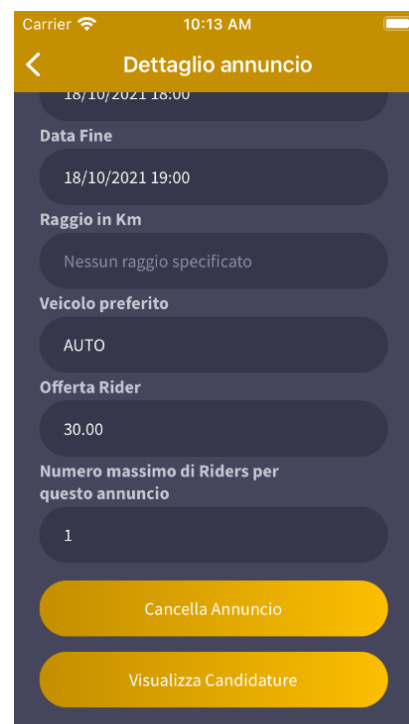
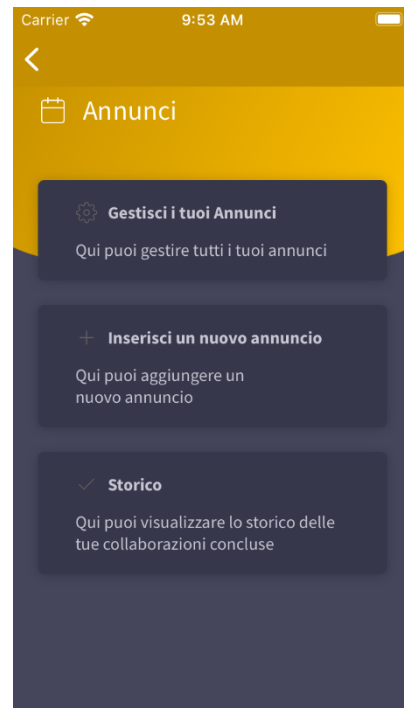
➤ Advertisements

Here is where the user will spend most of his or her time. The advertisements' section is where whenever there's the need for one or more riders for the delivery service of the restaurant, the owner has only to open the app, go to this section, click on "inserisci nuovo annuncio", choose the restaurant for which he/she is needing people and create the offer.

This one is a real job position which is offered by the restaurateur to all the users registered as riders on the other side of the application. Each offer must meet some requirements in order to give the possibility to the riders to understand if that offer is compatible with their possibilities.

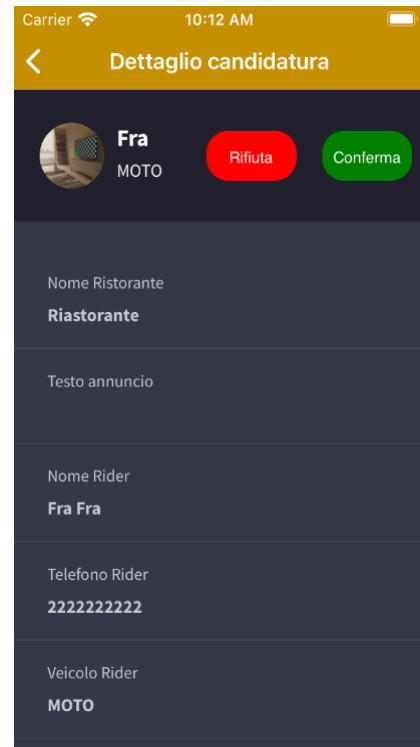
These requirements include:

- Initial date and time of the offer
- Final date and time of the offer
- Radius of delivery (km)
- Retribution
- Preferred vehicle
- Number of riders requested

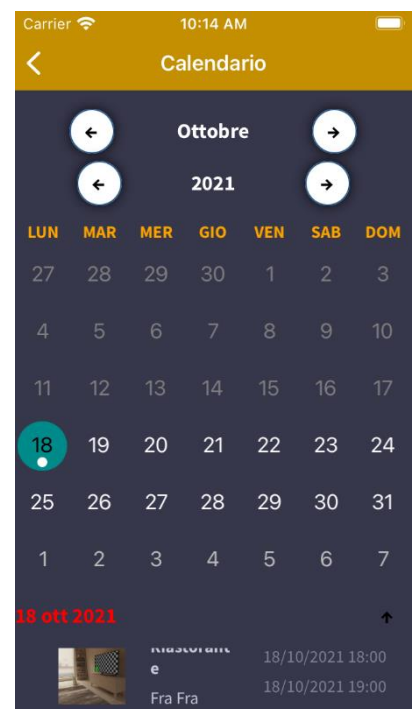
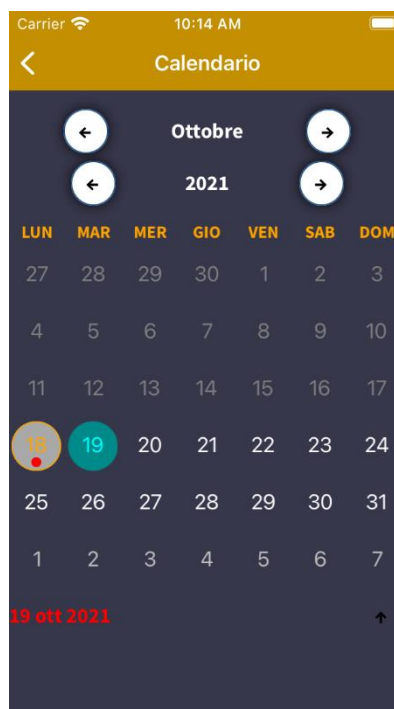


Inserted these information the offer can be published on the app and each user registered as rider on the app who has given consent for the receiving of the push notifications, will receive one regarding the fact that there's a new job offer available and to check it out.

From this point the restaurateur has only to wait for the candidates to the job offer just published and decide who to accept and who to refuse.

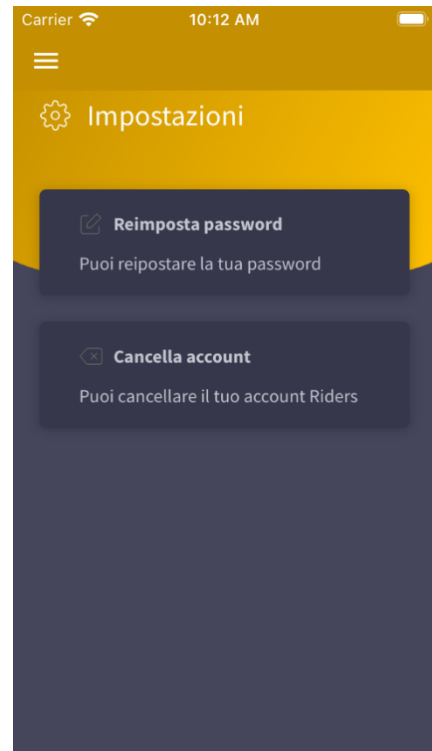


With the calendar, each restaurateur can keep track of the days in which the restaurant needs people for the delivery service and of the ones in which it is covered.



➤  Settings

In the settings the user has the possibility of changing the account's password and of deleting definitely the same account.



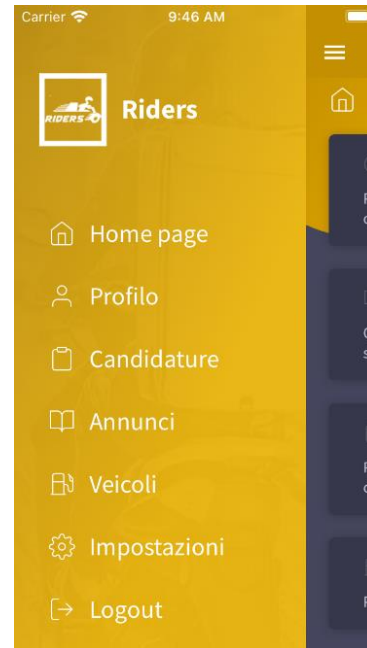
➤ Logout

Clicking in the logout button the user will exit his or her profile without deleting it.

2.2.2. Rider's side

Also, on the rider's side of the app, on the left side of the screen, the user will find the menu of the application with **7 sections**:

1. Home page
2. Profile
3. Candidatures
4. Advertisements
5. Vehicles
6. Settings
7. Logout



➤ Home page:

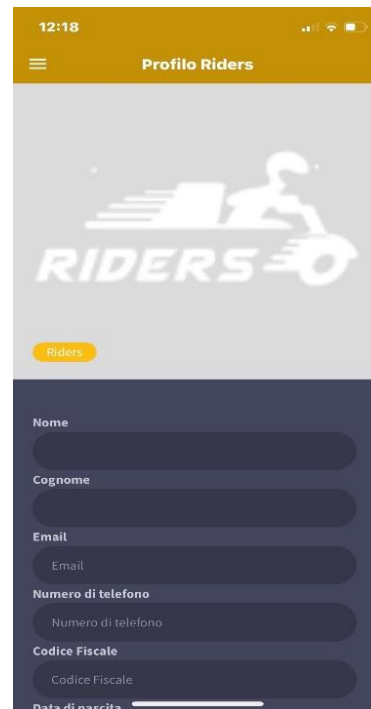
In this section, the user will be able to access to 4 of the other sections, which are also the most useful of the app for his/her side: Profile, Advertisements, Candidatures and Vehicles.



➤  Profile:

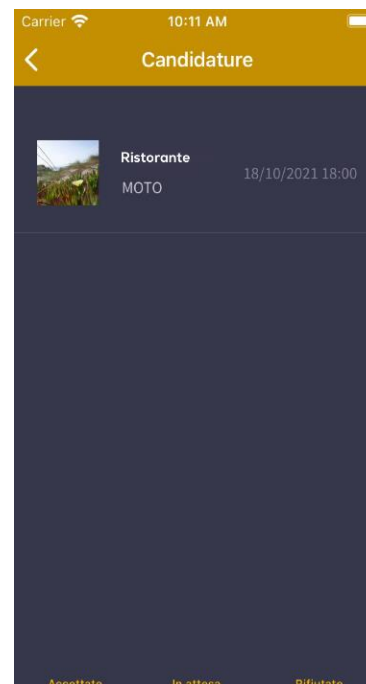
The Profile section is the one where the user inserts all his or her personal data which are necessary in order to complete the registration.

Those ones are name, surname, email, phone number, date of birth, address and city. (The profile section is the same for both sides.)



➤  Candidatures:

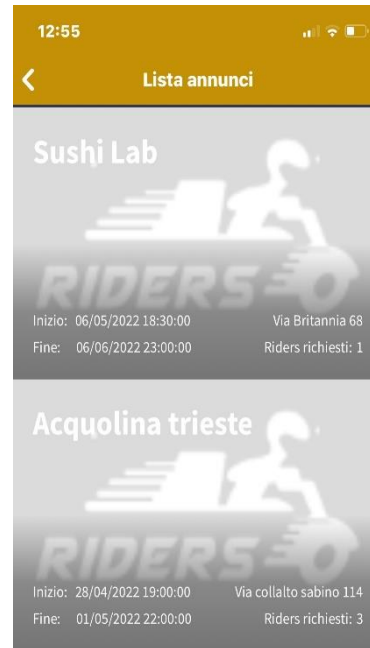
This section is dedicated to all the applications sent by the riders to the restaurateurs offers. In particular the user will be able to check constantly the status of his position (accepted, pending, refused).





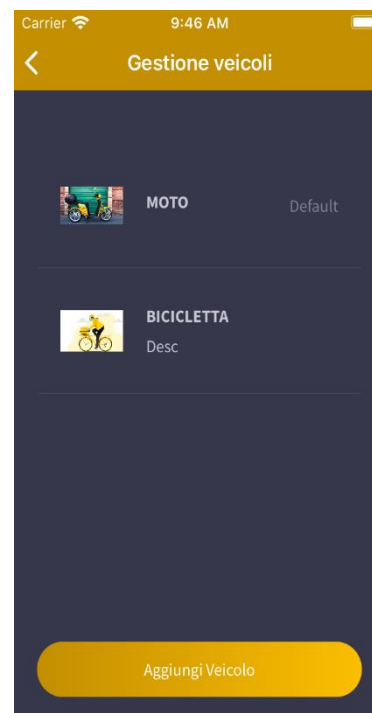
➤ Advertisements:

For the riders' side, the advertisements section is actually a notice board where the user can apply for all the job offers that he/she wants depending on the characteristics specified.



➤ Vehicles:

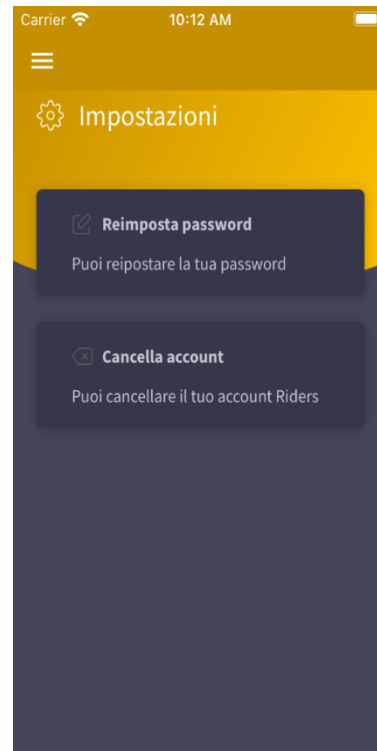
Here the user will register all the vehicles which he/she uses for the delivery service, selecting the default one (which is the one that appears when the application is sent).





➤ Settings:

In the settings the user has the possibility of changing the account's password and of deleting definitely the same account.



➤ Logout

Clicking in the logout button the user will exit his or her profile without deleting it.

Why the matching service is the key to the app?

The matching service offered by the application enables both types of users to get exactly what they were looking for and at the same time to save/gain money.

The restaurateurs can use the app as a “last-minute instrument” for emergencies or he/she can use it as a tool for occasionally employing a rider (the max duration of each advertisement is of one month).

On the other hand, the riders can choose to work only for short-term advertisements (1-2 days) if they don't need to work very often or long-term advertisements (1 month).

Obviously, the more the user use the platform more are the advantages available which will be analyzed in the next chapter.

PUSH

3.1 Advantages

Just like I've anticipated, the app itself rewards the users who make the most usage of it.

The most important rewarding feature of the application has been thought for the riders' side and it is called the "Monthly Rankings". The choice of not introducing a similar element also for the restaurateurs is purely temporary, indeed we do not exclude the possibility of inserting in the future an analogous aspect also for them. The current decision has been made mostly due the actual condition in which most of the riders are forced to work, we considered crucial to insert some incentives in order not only to improve the user experience on the app, but also to make it profitable to work through our service.

Nonetheless, this system creates benefits for both sides of users:

- Riders are more incentivized in proposing themselves for as many advertisements as possible from as many restaurants as possible and have the possibility of gaining a little extra at the end of each month.
- Restaurateurs have more possibilities of receiving candidates and consequently, to have the delivery business covered for the restaurant whenever he/she posts and advertisement which is perceived as favorable from the riders and at the same time they save money by not paying fees on the orders received.

How does the Monthly Rankings work?

Basically, each month we publish an overall placings of the most active riders on the app and the first three classified get rewarded with some prizes offered from the same app.

The criteria over which the three winners are selected are also 3 (from the most to the least relevant):

1. Number of confirmed matches
2. Number of restaurants matched (a rider with 10 matches but with only 3 restaurants will find himself/herself in a lower position compared with a rider with 8 matches but with 5 restaurants)
3. Timeline of effectuated matches (5 matches in 15 days are worth more than the same number of matches but in 20 days)



Figura 9 – First three riders of the April's ranking

The prizes are not fixed and can be different each month; the current active prizes are a bundle composed by a specific sum of money and the app's branded clothing (t-shirt and sweatshirt).



Figura 10 – Riders' merchandise: t-shirt and sweatshirt

For the future we intend to offer always more creative and unique prizes such as smartbox, experiences, sports' events tickets...

3.2 Marketing

Nowadays, in order to launch a product or a service on the market it is absolutely crucial to have a well-defined marketing strategy.

At the beginning of our journey (when the app was still not ready), the main act of spreading knowledge about our service has been done through family and friends and their social media profiles. At the same time, we were interviewing restaurateurs and riders in order gain feedbacks about their perspective about the problem, about our solution and about how to make the service perfectly suitable for them.

The next step has been to develop a landing page about our service which would explain in a simple and direct way:

- Who we were
- What we were doing
- Why we were doing it

At the end, we inserted a “call to action” which was basically a form in which the user had to fill and send to us to show their interest in the service.

This is the landing page that we developed: www.foodridersclub.com

Once we saw that we were receiving multiple answers we realized that we needed to create the social media profiles of the service, in particular Instagram and Facebook. We identified these two platforms as the most appropriate having the aim of attracting people towards our idea since the various range of age and interests on both.

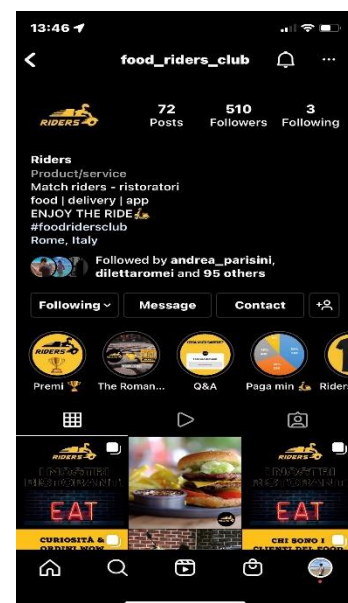
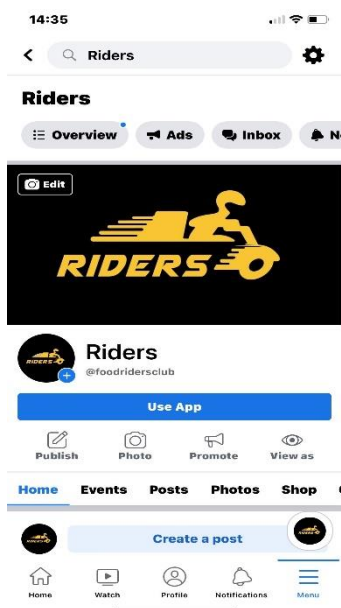


Figure 11 – Riders’ social media profiles on Facebook and Instagram

Once the app came out in September, we've been focusing mostly on these two platforms boosting posts and videos, sharing polls, promoting our service as well as we could.

In particular this is the video we boosted the most: <https://www.instagram.com/p/CTMSmLzIgcn/>

In November, we decided it was time to try entering the market in a more determined way: for this reason we contacted a famous online journal of Rome called "The Roman Post".

After severe analysis over the specific characteristics of the public which we wanted to attract with this collaboration, we reached an agreement for a 3 weeks plan (one content per week) composed of 2 articles (one for presenting and explaining the app and another one for increasing audience) and a gamification game on the Instagram stories for making the subject more enjoyable. The article came out on the 30th and it gave the app a huge boost for the next month.

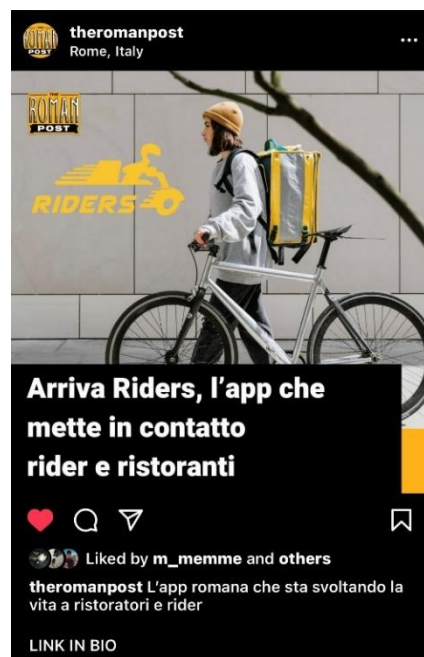


Figure 12- The Roman Post article about Riders, link to article:

<https://www.theromanpost.com/2021/11/arriva-riders-lapp-che-mette-in-contatto-rider-e-ristoranti/>

Since the day after the first article came out, we saw a huge increase in registered users for both sides and a consequent improvement in the user experience on the app.

The collaboration with "The Roman Post" has been the turning point in the spreading of the app through the city and even further, indeed we received several requests from restaurants from all over Italy, unfortunately we had to answer back to them that our service was still not ready to be launched outside of Rome.

3.3 Future Plans

Nowadays, in order to build a successful business, it is necessary to take into account the environmental concern. Thankfully, most of the governments of the world and of the main companies, realized that business the way it was being pursued, it was absolutely impossible to afford. For this reason, it started a global movement towards clean energy and sustainable business.

We asked ourselves how we could make our service greener and we came up with different ideas. After a brief analysis of those we identified the 3 main ones:

1. The first one is about establishing, in the nearest possible future, a partnership with transportation services like eCooltra. This is a company born in 2006 in Barcelona and which started by renting scooters; today it has more than 600 totally electric bicycles and 18000 scooters which more than 65% of these are totally electric as well. Our main idea is to allow riders' registered users to be able to book a scooter from eCooltra for a specific amount of time and with a price reduction compared to a normal renting of the same scooter or even without paying.

This potential collaboration would be profitable for several reasons:

- eCooltra would gain since riders would be more incentivized in working with their vehicles.
- There would be a significant reduction in carbon emissions (mostly in big cities like Rome, Milan, Naples, Turin...) by increasing simultaneously the amount of people who make use of electric vehicles and the number of occasions in which someone would have the possibility of choosing to work with an electric vehicle instead of a normal one.
- People who are not in possession of a vehicle (ex: foreign students) can still work through the service.
- Riders would gain from the increased number of people who would use the app and from the increased activity from already existing customers and new ones.

2. The second idea we came up with is about inserting the possibility for the user to register also as waiter/waitress and cooks: working with restaurateurs we realized that their need for employees must be fulfilled in quite few circles, not only the delivery's one.

Actually, this particular problem has already been highlighted by the data from "FIPE-Confcommercio" (National Federation of Public Exercises) in 2019.

"The whole Italy is struggling in recruiting employees".

“Restaurants count an average of 250K waiters/waitresses yearly but with the summer the same need increases. A number between 15% and 18% more, but it often happens that the research does not pay back. With a sample of 100 requests at least the 25% would not give results and the reasons are mainly two: lack of candidates and the inadequacy of the people” explained Luciano Sbraga to AGI (Italy Journalism Agency), responsible for the office studies of FIPE-Confcommercio.

3. The third main idea we had is to expand our service through all Italy at first and if we will be able to achieve such goal the next step would be the one of exploring the international business.

CONCLUSION

In conclusion, I'm glad to say that this journey we started in May 2020 it has been the most fulfilling and amazing challenge I've faced in my life. It hasn't been easy at all and it still won't be easy in the future, but it thought me a lot and it did so by stimulating my creativity and my skills in order to always find the most suitable solution for each problem.

By pursuing the entrepreneurial path I've also realized that this is my actual path, indeed I'm proud to say that, also thanks to the “Riders” project, I've been admitted with a scholarship to a one-year master program in Entrepreneurship & Innovation at Hult International Business School in San Francisco.

Finally, I'd like to thank everyone for the attention dedicated to my project and I hope you found it interesting.

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