

Aparkalo (A)-(C) (2019, IESE)

- *Full Name of the Case:* Aparkalo (A): Dynamizing a Sleepy Industry; Aparkalo (B): Revised Business Plan; Aparkalo (C): Normal Crisis or Sudden Death?
- *Teaching Note Available?* Yes
- Case is available through IESE publishing

Aparkalo is a digital startup born in an Executive MBA course at IESE Business School in 2011. Aparkalo/Parclick provides a digital solution for the advance booking of car spaces.

There are three cases. The first two cases (the “A” and “B” cases) each contain an original business plan for Aparkalo, as well as relevant contextual information. The first business plan was written as part of an entrepreneurship course, and it formed the basis for launching the business. The second business plan was longer, more carefully crafted, and used to obtain preliminary loan financing. Finally, the third case (the “C” case) presents a crisis the young company faced, when it became clear that the original business model described in cases A and B had run into serious operational challenges. Due to this emphasis on implementation challenges in new ventures, and the importance of business plan development, the cases can be used in conjunction with **Chapter 11** of the book.

More specifically, this trio of cases provides an overview of the importance of careful business planning, the difficulties of starting a new business, and how and whether to “pivot” when things don’t go as planned. The core “problem” of the case considers whether the two founders, Luis and Iván, should continue with the venture as it faces significant unforeseen problems stemming from the implementation of its business model—or cut their losses and abandon the project altogether. They are therefore also good cases for discussing the importance of adopting an entrepreneurial mindset for business model innovation (the topic of **Chapter 3**).

Lastly, the case is interesting because it provides not only a real-world example of a startup that was set on the digitization of a specific, decidedly “low tech” industry (parking garages), thus highlighting the potential of business model innovation in *any* industry, but it also shows in detail how a business plan can be formulated. The two business plans offer two complete examples that can be critiqued and analyzed in detail.