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Meekla Oy

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Mission

Physical things connect people.

ABSTRACT

Meekla is social platform that enables social discussion, renting and selling with smart ownership.

The physical items, like tools, vehicles, gadgets, jewelry, watches and sports gear, all play a role in our lives. We use them every day, some while enjoying our free time and some while working. Some things we dream of getting one day, some we love owning and using, while some we simply need temporarily to accomplish a task at hand. When we meet our friends, we discuss what we've recently bought, maybe ask for advice regarding something we know our friends have, and every once in a while, we're simply looking to get rid of something old and we mention it to our friends, who just happen to be looking for it, or know someone who is looking for it. There are a lot of these physical thing related social transactions occurring in our lives.

Meekla is a social platform designed for physical things. It enables people to share their passion about the things they love. It provides a way to share useful information, ask for help or advice regarding the thing you own or are considering acquiring, and most importantly, it's a way to connect people who share a similar passion for their belongings. As it revolves purely around physical things, it is a platform that enables smart ownership of things.

Meekla offers a platform to discuss, like and share information in a similar manner as currently existing social media solutions do, but with a focus on physical things. Due to its strong focus on things, we can provide simplified and more effective ways for handling the transactions. In addition to simply discussing and sharing information, we also need to acquire, sell, rent, give, loan and move the things we own or will own. We need to maintain them to ensure long lives for them, since we're slowly waking up to the fact that we can't consume new stuff forever.

Currently no solution centralizes the management of your possessions into a single app, especially through socializing with other people. We plan to accomplish that.

Solution

Meekla is a platform built to manage the lifecycle of any items AFTER the item has been purchased. To find other people with similar interests, people scour the internet and find different forums, Facebook groups, maybe some subreddits, but there really is no centralized place for owners of items to share information, have discussions and learn from each other. They are scattered.

With Meekla, we bring all these people together with an easy to use app that has similarities to existing social media platforms, but differ entirely due to its focus on things/items. While people are socializing with each other, information about the things they own is stored for them, and eventually used for their benefits. When we see some new interesting thing at our friend's apartment, like a new robot vacuum cleaner, it's instinctual to ask "when did you get that?" and various other things. Maybe you're considering getting it for yourself. Regardless of why you ask it, you ask it, and they'll answer it. When this is done on Meekla's platform, that information is stored for you, and now that answer can be used to let you know when you're going to run out of warranty for that thing. It's these social interactions we have with each other that Meekla platform is built on, and if we get this right, the platform will make sure you'll get more out of the things you own. You don't have to be alone with them.

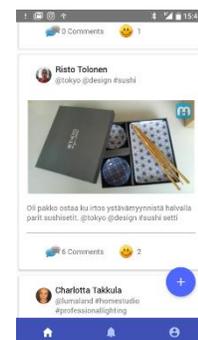
CONTENT

Main focus of the platform UI is on the social feed that shows the latest posts, comments, likes, sales posts, etc. There are a lot of current and future features in the platform, but all of our ideas require users to actually want to engage in social activities with each other, or the app will become less interesting. No one would re-open Facebook if it didn't provide them with interesting content from other users. Unlike other social media, Meekla connects people not simply through your previous relationships, but through their interest in different kinds of items.

Social channel

The main view of the application is the Feeds view, that shows you all the posts created by other users accessible to you. People reach out to each other to ask advice on whether they should buy something or not or recommendations on what might be the best item for their needs. Some need advice on how to solve something, and an enthusiastic user a subject matter expert might provide the solution.

Most of the solution's monetization comes through these item related connections, transactions and content updates posted by platform users. Discussions, selling, renting and borrowing are all a part of the social feed, and due to tagging, the feed provides an informative way to search, follow and join discussions. People meet new people through shared interests.



Personal belongings/items

Users are able to save their items and item related information like recipes, date-of-purchase, etc. Through saving this information, the item will get its unique identity. First of all, saving the item in the app needs to be fast and easy. All you need to create a new item is to take a picture of it.

After saving basic information, item's data can be expanded through smart image recognition and algorithms. All of the data concerning the item will be stored with the item, and if the user sells the item to another user, the data remains with the item, not with the previous owner. Currently this data is stored in a centralized storage, but a long-term solution will be to store this data in a blockchain using solutions like Ethereum smart contract and IPFS or swarm. Here decentralization plays a vital role, as the information will be more easily available for other systems, can act as proof-of-ownership records for the items and store some other useful information, like the item's maintenance logs.



Smart ownership

Current MVP alpha version of Meekla is built on the idea of social communication between the users and will remain focused on it. There are, however, several benefits that can be provided to the users of the app in the long run. First of all, simply by connecting people who own similar items, these people can more easily share information about the things they own. Tips and tricks, where to get spare parts, new updates, etc. In the future, when we've built a larger database of different things, we have several features planned to make platform more useful. A word of warning though: this is the boring part.

When and where to buy spare parts

Any device with a battery on it will eventually need a new battery, if it's still functioning. It is not difficult to provide the user with a link for ordering a new one. With enough information, the ordering can be predicted and recommended before it happens. ("Based on other users of this item, 87% need a new battery within 2 years of purchase. Based on your item's purchase date, this will happen in 3 months.")

Maintenance logs

When did you change the filters from your air purifier? When did you decalcify the coffee machine? Boring chores and very few people like to be reminded of these, but in order to make sure you get as long life as possible out of your items, these are necessary. In addition, if you're looking to sell the item one day, it's nice to have a maintenance log at hand to show that the item has been cared for.

Insurance reports

Again, no one likes to keep a catalog of everything they own, but not all people live in secure areas. Whether it's a burglary or a fire, you may end up losing just about every physical thing in your home. If something that tragic happens to you, it would be nice to have proof of ownership and a catalog at least of the most important and expensive items you had for the police report and for the insurance company. Depending on the laws and regulations of where you live, sometimes even a picture is regarded enough evidence that you owned something. Imagine having a full catalog stored in a blockchain with safely stored receipts at hand. Even with simply the social features of Meekla, you'll be having fun interacting with other people without even realizing that the inventory you're gathering can be used in case of an emergency. Depending where you're reading this, have a look at the amount of burglaries in Great Britain from this [The Sun](#) article. Between 2011 and 2016, "there were 2,125,861 burglaries, of which 206,009 (9.7 per cent) were solved. But only 112,773 people - 5.3 per cent - were ever charged."

"Londoners lost £928million in raids, but only £35.4million - just 3.7 per cent - was recovered."

PEER-TO-PEER TRANSACTIONS

Several peer-to-peer selling solutions are already out there and more are popping up. We considered whether building our own solution for these is smart use of resources, but ended up going for it for the following reasons.

There are a few issues every time someone completes a transaction with the existing solutions in place, and these are (not necessarily in this order):

1. Trust
2. Payment
3. Delivery
4. Negotiation
5. Free giveaways with minimum effort (only niche solutions provide this)

When handling peer to peer transactions, usually the service provider's role is to act as a middle man guaranteeing both parties their rights concerning the transaction and handling any issues that may arise for either party. Payment happens through said middle man and they usually act as an escrow service to guarantee a successful transaction for both parties.

Delivery is the most complicated part usually with any and all transactions: geographical location, arranging the time and method of delivery, how much and who does it cost and who pays for it. These all need to be solved somehow, and while some service providers assist with them, there's still some leeway here.

Negotiating with unknown people over the internet seems like it involves a lot of effort. There are professional hagglers, trolls, and just weird people out there and from what we

learned interviewing a bunch of people, it's not always a fun task to wade through them to find the right buyer or seller.

After looking at the current solutions and what they offer and what they don't offer, we came up with a two-fold solution. First functionality is already built into the application, and is called "Friend sales." Meekla has a simple UI for posting anything you need to get rid of for sale or as a giveaway. Essentially this solves most of the issues listed previously, since when you're transacting with the people you already know, you're dealing with people you already know. Some of those people might even be so close to you, that you'll take less money from them than you would from a complete stranger. You might even give your old washing machine for free, if a people you care about happens to need it. Currently there is no proper channel to handle this kind of transaction. Facebook comes closest, but since it doesn't really provide an interface for a friend to friend sale, we felt it was lacking.

The seller can create a new sale post in less than a minute letting the possible buyers/takers know the terms of the sale (these are selected through a few drop-down menus.) Buyer/taker clicks on the post, can ask any questions if they have them, and leave an offer based on the options the seller provided. (For example, if the seller is willing to give it for free, the buyer still has the option to offer some money for it if they feel like it.) These offers are shown only to the seller, and from this list a winner is picked by the seller. After transaction completes, the item's ownership is transferred to the new owner and the sale post is removed. The functionality in itself is quite simple, but the beauty of it comes not having to solve deal with an escrow agent or figuring out whether you can trust these people, and any and all discussions concerning "I can take it for free" are left out if the seller has specified a price they want. It makes the communication concerning the transaction clear, precise and easy for both parties.

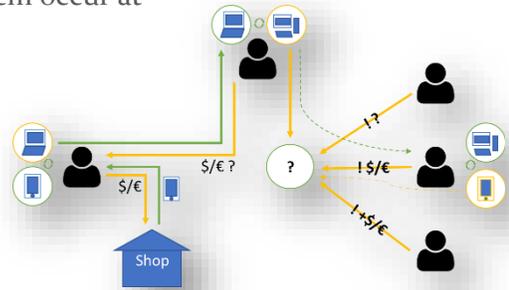
The second portion of the peer-to-peer sales concerns sales outside of your friend circle. Here trust and escrowing start to play a more vital role. This functionality will be built using blockchain with smart contracts, and since the idea is that this is something the owner was unable to sell to their friends, now a fee can be charged for assisting in the sale. The sale post is made public and using the information we have of the previous sale posts and offers, we can attempt to connect people who are selling and buying certain items within a certain geographical distance from each other. User A has offered user B a certain amount of money for a television, but someone else won the deal. User C is selling a similar television, but has no offers. If both parties have consented to it, the seller will be charged a small fee for getting a purchaser through the platform. Smart contract will act as an escrow agent and once the deal is confirmed, seller receives payment and the ownership is transferred to the buyer.

Upgrade chains

Meekla's goal is not to simply get people to acquire more stuff they end up not needing or wanting, but rather helping people make more informed decisions about what they'll acquire and enjoy the things they have as much as possible.

While looking at the peer-to-peer economy and circular economy, a trend exists that has become a common practice for select items. Someone wants the latest piece of equipment available on the market, but the item they already have is still rather usable and has value. Depending on what that item is, you may be able to use it as a currency directly at the store (for example, a car) or you may resell or even give your old one to someone you know (for example, a graphic card.) However, with all these scenarios we've recognized a hidden feature: there are people who are willing to upgrade their previous equipment, especially if they are able to sell the old one for a certain price at the same time. This is a common practice already in the real estate business, but even there no solutions seem to exist (we didn't try to find one that hard though, so there could be.) Some service provides "silent sales" and "silent interest".

It's a chain of transactions that only occur, if all of them occur at the same time. User A buys a new graphics card and gives their old one to their younger brother, User B. User B sells their graphic card to their friend, User C. User C jumps at the chance to get the newer graphics card, but now she'll have to find a buyer for her old card or it starts gathering dust. Somewhere along this chain the final card has so little value, that it either ends up in a cupboard or in the garbage bin. If we're lucky, it'll end up recycled.



We call this the "kidney chain" due to how kidney transplant donors and receivers are connected. It's a chain where before IT solutions were available, people requiring a new kidney were simply waiting in line and even if someone close to them was willing to donate them a kidney, without a match it was useless. Along came IT and a bunch of smart people created a database and started matching these people across the country. Now if you need a kidney, it doesn't matter if the people willing to donate it to you is a match or not: that kidney may go to someone else and you'll get a kidney from someone across the country who is a direct match. It's a chain of donors and receivers that simply needed someone to figure out how to connect the chain.

Similar principle could be applied to a lot of physical items people own, if we had a database with enough users owning enough similar items. Our idea is that a user can reserve a certain amount of Meekla Tokens to upgrade selected items, and when someone in the chain is looking to purchase a new or enhanced version of that item, the upgrade

chain is suggested and realized and tokens exchange owners while the items exchange owners.

Architecture

Meekla is built as a cloud platform that uses blockchain technology and traditional cloud services. Blockchain is used to save long-lasting information and smart contracts to provide transactions requiring trust and public proof. Traditional cloud services are used to store data heavy information like comment chains and images.

Two reasons suggest that a purely on chain architecture is not optimal for Meekla platform at first. First reason is that Ethereum's transaction confirmation times would result in a significantly delayed responsiveness from what users are used to from other consumer applications. The second reason is the requirement of transaction fees for every transaction: fees would be paid in Ether cryptocurrency, and that would result in an adoption barrier for the average user. To gain momentum, the first experience with a new app should be as effortless as possible.

Given these restrictions, Meekla will initially implement a blockchain hybrid platform. At the core, the payment and contract transactions in Meekla will be settled on the Ethereum blockchain. However, Meekla will develop and host a centralized cloud platform for those parts of the service that benefit from running on a centralized platform.

Meekla will initially also implement usage of hybrid blockchain technology, where IOTA Tangle technology will be used for tiny transactions. The tipping functionality of Meekla requires the ability to transfer miniscule amounts of currency between the users without separate mining costs, and IOTA Tangle is ideal for this purpose.

Storing proof of ownership of any Meekla item on the blockchain and changes of ownership through smart contracts are obvious use cases for blockchain. There are currently different efforts out there to create a blockchain product database to replace EAN, UPC, GTIN, etc. barcode databases. Meekla will provide support for any such endeavour, as a global, free for all product information database would benefit anyone from commerce to end users.

MINIMAL VIABLE PRODUCT (MVP)

When we came up with the initial idea of Meekla, which was a database of all the items in the world, and connecting people through their ownership of said items, we studied the existing solutions and markets accomplishing something similar.

Social discussion forums and eBay-like e-commerce platforms have existed for a while, and a lot of different kinds of solutions have been discontinued and ceased to exist. The more we looked into the solutions that had failed and those few that have succeeded, it was clear the even the greatest technical solution that provided all kinds of benefits for users would fail, if it lacked the ability to affect people on emotional levels.

We have used a lot of time to investigate what are the key elements that keep bringing the user back again and again to use the application. If the basis of these elements is that people are rational and do things simply because they get rewarded with money for doing them, they won't do it. If people's behaviour could be predicted simply by what is most rational and what is most beneficial to them financially, creating new solutions would be easy. The most important aspect of any new solution out there is not how it is built or what technology was used, but rather what are the internal drivers that bring the users to the solution and keep bringing them back.

Because we have wanted to find the right recipe for Meekla, we've done a lot of user interviews and built an MVP before starting our ICO.

The first published MVP version of Meekla was a web-based personal asset management solution, where you were able to save information about the items you owned. You could store for example serial numbers, receipts and user manuals. It was a functioning software, and for a rational person, a very useful one. But it was boring. Why would you come back even daily, if you didn't happen to need the information you had stored there? It was a very beneficial software and anyone using it would be smart, as it would help protect you in case of burglaries, fires, etc. and you needed to prove your insurance company what you had, or needed to check when you purchased something and whether it was still under warranty. But that's not fun. That sounds a bit like work or a chore.

We learned our lessons and went back to the drawing board, and started building a new MVP, which is on the right track now. The UI was changed from browser to mobile. We studied gamification and dug deep into the internal workings of people's minds concerning the items they want to buy, use and eventually sell, give or dump. The

most interesting aspect of the new MVP is that it's built based on actual human behaviour instead of simply the rational, machine-like behaviour we built into our first MVP.

The social aspect of the solution has been lifted as the number one driver in the app and connecting people through their things is the number one goal. Everything else comes as an added benefit.

Our current MVP version can be found from Google Play Store for Android and is installable for anyone. It's an alpha release and the main point of it has been to verify our assumptions about user behaviour. The app is not really candy for the eyes, but working with wireframes simply wouldn't have worked to prove our assumptions. We needed a functioning app with real people and real interactions to make sure we were right, or to pivot where we weren't.

*A **minimum viable product (MVP)** is a product with just enough features to satisfy early customers, and to provide feedback for future product development.*

Distribution & User acquisition

Our goal for user acquisition is to find ways to maximize organic user growth as much as possible, and support the growth with marketing. Some of the functionality in Meekla is global, while other functionality is useless if there are no other users nearby. Our focus on the social aspect is key here, since it doesn't matter where people who are interested in the same things are located, as long as they can share useful or fun information together.

On the other hand, selling, renting, giving and lending stuff are a lot more geographically focused features, whereas for example only the rarest of items are worth sending to other continents. Any solution relying purely on peer to peer transactions will have to invest heavily to open up any new markets for users. Our strategy is twofold: for global expansion, we rely on building and growing communities over shared interest in certain physical items (a fan base for certain items), and for local expansion we rely on the ease of transactions.

GLOBAL EXPANSION

We've recognized different groups of people with shared interests, whom we'll target with global marketing strategies. We'll reach out to influencers in different communities and offer bounties to them. Targeted ad campaigns will focus on specific interest groups to position Meekla as THE place to meet other enthusiasts and socialize with them. Several long existing user bases are still using old fashioned forum services, while new user groups are scattered over Facebook, Reddit, Twitter, etc. with none of them efficiently providing them a channel to focus on the item they'd actually love to focus on. They are too generic in their nature. After users have found Meekla and are invested in it through their interest, we'll strengthen the user's connection to the platform and they'll start working as local recruiters for Meekla. Portion of Meekla's user published content will be published over the internet and we'll allow search engines' web crawlers to index that content. The web content will go through SEO and generate more user acquisition with the combined effort of influencers, referrals and quality content.

LOCAL EXPANSION

To expand local user base in any geographic location, our initial strategy will be to rely on peer to peer recruitment. A user will eventually want to get rid of something, and that need will lead the user to use the friend sale feature. Using that feature, the user will publish a sale/giveaway post to their other social media channels and new users, who hope to get said item, will register to apply for the item.

Business model

Meekla is based on a freemium model, meaning users don't have to pay for it. The platform enables rewards and payments through MKL tokens. Rewards can be received from helping other community members, tipping, acquiring new members to community etc. Users will use their MKL tokens for tipping, rewarding other users and for different transactions.

ADS

Platform is not ad-free. In its first phase, Meekla will use public ad providers to show ads to the platform users. In 2018, Meekla will start transformation and provide its own ad publishing functionality simultaneously with public ad providers. Over time as direct ad sales grow, public ad providers will be removed from the platform. Ads will be focused to users based on the items users own or are interested in.

Ads can be used by online stores, manufacturers, service providers or even individual service professionals. Ads within the platform will be paid by MKL tokens.

RENT AND SALES TRANSACTIONS

Friend sales and renting functionality will be free. Public sales and renting will be built on smart contracts and Meekla will charge a small transaction fee for any public sales transactions. In addition to assisting users find buyers within the platform, eventually we'll automate adding, updating and removing sales posts to other platforms through their APIs.

TIPPING AND BOUNTIES

Meekla will have a tipping functionality. Users can tip other users when they feel that information the other user provided has been valuable to them. The idea with tipping is that the size of the tips is small. Users can decide the tip amount by themselves, but the estimated tip sizes will most likely be around 0.001\$ – 5\$.

Users can provide bounty to other users for different tasks or things. One of these bounties would be "Ask the owner", where a user would like to know something specific to an item and that information is not available online or otherwise. If someone fills the bounty by providing said information, user would get rewarded for it through the bounty.

Tipping and bounties will work with MKL coins. Fee for Meekla is 1% from each tip or bounty.

BETTING

Some sale posts you see online are simply unbelievable. So unbelievable in fact, that you'd be willing to make a small bet on it failing based on the given information. In addition to

tipping, one fun feature for users is betting on the outcomes of different sales. Someone is certain that the sale will be closed successfully within a week, another is sure that it'll never go through. Making small bets like these is a fun way to also give some feedback to the poster. If you've put your old garden gnome collection up for sale for a 100k, you'll get immediate feedback on the sensibility of it by seeing a 1000 users bet against your sale post ever closing. On the other hand, someone might take that bet and find the one person

PROMOTING POSTS

Promotion of user's post can be done internally within the platform. If a user can't get help directly from their network, by paying a fee, user's post will be shown to more subject matter experts and assisted in finding the correct resource.

Payment options

Inside Meekla platform main currency to be used will be Meekla MKL coin. Using only one coin inside the platform will lead to long term benefits for Meekla platform users, community and token owners. For easier user adoption Meekla will enable a simple to use currency exchange with integration like ShapeShift. When the currency exchange is in use, fiat currency, Bitcoin, Ethereum and major altcoins can easily be used in Meekla.

The Meekla Coin

Meekla is introducing an open source cryptographic token, named MKL, which is envisioned as a general-purpose cryptocurrency for use in everyday digital services such as chat, social media, tipping, bounties and payments inside Meekla platform.

MKL is a pure cryptocurrency of fixed supply. It is fractionally divisible and long term non-inflationary. Like other cryptocurrencies, units of MKL are fungible and transferable, and they will be expected to trade on cryptocurrency exchanges.

ETHEREUM AND ERC20

MKL will be implemented on the public Ethereum blockchain as an ERC20 token. The Ethereum blockchain is currently the industry standard for issuing custom digital assets and smart contracts. The ERC20 token interface allows for the deployment of a standard token that is compatible with the existing infrastructure of the Ethereum ecosystem, such as development tools, wallets, and exchanges. Ethereum's ability to deploy Turing complete trustless smart contracts enables complex issuance rules for cryptocurrencies, digital financial contracts, and automated incentive structures. These advanced features and active ecosystem make Ethereum a natural fit for MKL.

<https://github.com/ethereum/EIPs/issues/20>

The Meekla Coin Offering

Our ICO offering will be launched to speed up the development and growth of Meekla.

Coins will be used as a currency within the platform activities on the platform. Owners of the tokens will be able to sell the tokens to future advertisers, users or use them themselves within the platform.

The coin offering should not be considered as an investment into a stock or any rights to the company. The coins will be used within the platform as a currency, but future evaluation cannot be guaranteed.

FUND USAGE

As for the ICO round - the funds will be utilized as follows:

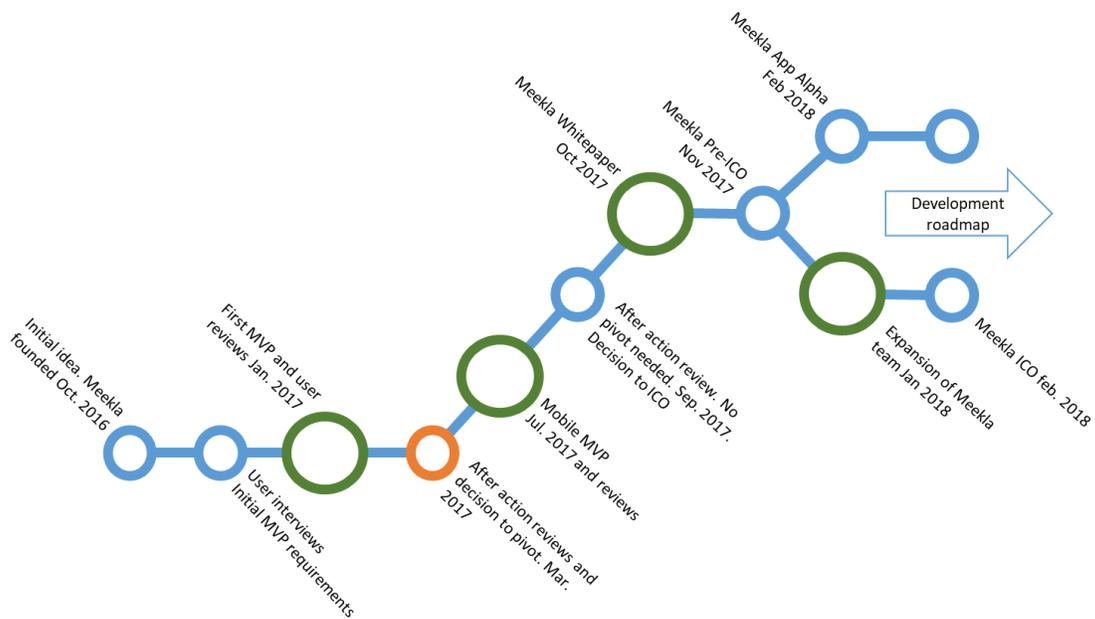
- *40% Marketing and user acquisition*
- *30% Product development and technology*
- *10% Legal issues and patents*
- *20% Operational team*

At the end of ICO, Meekla will register Token ticker and all the Meekla ICO related wallets to transparency organization managed by Santiment (<http://projecttransparency.org>). Meekla is committed to provide a voluntary explanation of any expenditure greater than 0.5% of the funds collected.

Roadmap

PRE-WORK

Meekla has done lot of work before even looking to start ICO. We've built several test versions to test our assumptions. If we found out the choices we made were not providing the expected results, we pivoted and looked for other possibilities. Meekla has not received any funding before this ICO, not from external persons nor from VCs. That said, Meekla hasn't even tried to get funding before. The idea was to not go for funding before we had key elements in place.



DEVELOPMENT

2018	2019	2020	
<ul style="list-style-type: none"> Android public beta iOS public alpha Eth. smart contract pilot IOTA integration pilot ICL pilot 	<ul style="list-style-type: none"> Web-interface alpha Start ads transformation PoO alpha Tipping/bounty alpha iOS release 	<ul style="list-style-type: none"> Web-interface with API Tipping/bounty PoO Data analysis beta 	H1
<ul style="list-style-type: none"> Android release iOS public beta Eth. smart contact alpha IOTA integration alpha ICL beta 	<ul style="list-style-type: none"> Web-interface beta Tipping/bounty beta PoO beta Data analysis alpha 	<ul style="list-style-type: none"> Data analysis 	H2

PoO = Proof of Ownership
ICL = Item Chaining Logic

Founding Team

Meekla's user interviews, core concept and MVP drafts are all done by founding team. We believe that we need to have a small team, when we are trying figure out right concept to work with. We believe that for services like Meekla the tech needs to work, but is only in a small role with regards to an endeavor like this and understanding human behavior and motivators plays a far greater role. That's why we try to understand user motivation and behavior through methods like Octalysis Gamification framework (developed by [Yo-Kai Chou](#)). As with our previous ventures, we've used PDCA development model to understand the results of our actions and based on those results we've made decisions concerning our core concept.

Ari Hietamäki

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Ari is the main founder of Meekla and an experienced entrepreneur with a strong technical background. Operating as a CEO of Nevtor Oy, Ari was able to grow the IT service business from a few consultants to multimillion euro business. The same drive and passion that helped Nevtor Oy grow has re-ignited.



"We will create something exceptional, something that will leave a mark. We're using all the latest technology out there, as we're not encumbered by old systems or processes. I hope we can ignite and share the same passion that we have and feel in our users and our future employees. Passion creates purpose."

Risto Tolonen

<https://www.linkedin.com/in/ristotolonen>

Risto is the co-founder of Meekla and worked as an employee at Nevtor Oy from the beginning. After working as a technical consultant for several years, Risto took over as a director



of consulting, moving on to work as a director of sales and marketing, and finally as the director of outsourcing services, working as Ari's right (or left) hand where most needed.

Customer satisfaction was always high partially due to Risto's efforts and it was at 4.8/5.0 in August of 2016. Risto is still a little bit bothered that they didn't get to 5/5 during his time.

"We're creating something that didn't exist before and we're moving fast. We use our own solution daily and interact with our users in the community. The change from selling to businesses in one country to working with users all around the world is exhilarating. This is a long road so although we are sprinting at first, we have to keep reminding ourselves that this is a marathon. Not all of our visions can be made into reality in one day, but parts of them can and are."

Frequently asked questions

When Pre-ICO will be launched?

What will happen to unsold tokens?

References

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- Octalysis Gamification framework (<http://yukaichou.com/>)
- PDCA (<https://en.wikipedia.org/wiki/PDCA>)