

PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ
ESCUELA DE POSGRADO



**Ecobuildnext: Estrategia de Expansión
al Mercado Inmobiliario B2C de Italia**

**TESIS PARA OBTENER EL GRADO ACADÉMICO DE MAESTRA EN
ADMINISTRACIÓN DE NEGOCIOS OTORGADO POR LA PONTIFICIA
UNIVERSIDAD CATÓLICA DEL PERÚ
PRESENTADA POR**

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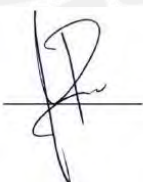
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Resumen Ejecutivo

Italia enfrenta actualmente una grave crisis inmobiliaria, ya que los precios de las viviendas crecen más rápido que los salarios y la construcción tradicional no logra satisfacer la demanda. Ecobuildnext, una empresa de viviendas modulares con sede en Perú, ofrece una solución potencial mediante hogares asequibles, certificados y duraderos que pueden ensamblarse en menos de diez días. Sin embargo, en el contexto italiano, el desafío no reside en el producto en sí, sino en la concienciación pública y en la confianza hacia este tipo de vivienda. Este proyecto explora cómo Ecobuildnext puede pasar con éxito de un modelo B2B en América Latina a un modelo B2C en el sur de Europa, dirigiéndose específicamente a las familias italianas y a compradores primerizos. Para ello, se desarrolló una investigación cualitativa mediante entrevistas y el uso de herramientas de innovación como el Meta User Canvas y la matriz de costo vs. impacto. Asimismo, se aplicaron múltiples rondas de prototipado para identificar el problema central y diseñar soluciones de comunicación a medida. El resultado final comprende tres productos mínimos viables: una landing page localizada, un guión gráfico para un video explicativo y una campaña en redes sociales, todos refinados a través de ciclos iterativos de retroalimentación con usuarios. Los hallazgos demuestran que, al generar confianza mediante mensajes transparentes, sensibilidad cultural y narrativas cercanas, Ecobuildnext puede posicionarse como una alternativa habitacional creíble y deseable. Si se implementa eficazmente, esta estrategia no solo abre un camino escalable hacia la propiedad de la vivienda para familias italianas en situación de desventaja, sino que también contribuye al cumplimiento del ODS 11 al facilitar el acceso a viviendas sostenibles y dignas.

Palabras clave: Crisis de la vivienda, viviendas modulares, Italia, investigación centrada en el usuario, viviendas asequibles

Abstract

Italy is currently facing a severe housing crisis, as property prices are increasing more rapidly than salaries and traditional construction is unable to meet demand. Ecobuildnext, a modular housing company originally based in Peru, offers a potential solution through affordable, certified, and durable homes that can be assembled in under ten days. However, in Italy, the challenge is not the product itself, but public awareness and trust in modular housing. This project explores how Ecobuildnext can successfully transition from a B2B model in Latin America to a B2C model in Southern Europe, specifically targeting Italian families and first-time buyers. Qualitative user research was conducted through interviews and innovation tools like the Meta User Canvas, Cost vs. Impact Matrix, and multiple rounds of prototyping were used to identify the core problem and develop tailored communication solutions. The final output includes three Minimum Viable Products: a localized landing page, an explainer video storyboard, and a social media campaign, all refined through iterative user feedback. The findings show that by building trust through transparent messaging, cultural sensitivity, and relatable storytelling, Ecobuildnext can position itself as a credible and desirable housing alternative. If implemented effectively, this strategy not only offers a scalable path to homeownership for underserved Italian families, but also supports SDG 11 by making sustainable, dignified housing more accessible.

Keywords: Housing crisis, modular homes, Italy, user research, affordable housing

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Chapter I: Defining the Problem

The housing situation in Italy has become a more and more serious social issue over the past years, especially for families and young adults who are trying to become homeowners for the first time. In many Italian cities, housing prices have risen faster than wages, while the availability of affordable units are shrinking (Eurostat, 2024). This growing gap between housing costs and income levels is not only an economic issue, it also affects the ability of people to live independently, start families, and feel secure (Eurostat, 2025).

Across Europe, the housing crisis has worsened because of the pandemic, inflation, and a rise in energy prices (Moravec, 2025). Italy in particular is one of the countries that have been hit hardest. It has been shown, in a recent analysis, that Italy has one of the lowest rates of newly completed dwellings per capita in the EU, which means that supply is not keeping up with demand (Ettore Tito, 2025).

This issue is being addressed by this project through exploring an innovative housing solution that could help to calm the pressure on the market. The focus is on making this solution accessible, clear, and appealing to Italian consumers, who currently see it as new and approach it with distrust.

1.1 Company Introduction

Ecobuildnext is a housing company that started in Peru focusing on fast, low-cost accommodations for construction and mining sector workers. They deliver safe and functional modular homes in less than ten days in this high-pressure environment and with that, they are proving that fast does not have to mean fragile.

Now, the company is expanding its model and trying to bring this solution to European consumers, starting with Italy. Their mission is to provide dignified, affordable housing and their modular homes, which cost around 13,000€. This can be a game-changer for people who are currently shut out of the housing market..

Through Ecobuildnext people can get a small but modern and energy-efficient home delivered and assembled in under two weeks, instead of waiting years for a traditional house to be built. What makes Ecobuildnext interesting is not only the speed, but also the fact that their houses are sustainable and durable for over 30 years and made using a production process enhanced by digital tools and artificial intelligence to ensure efficiency and quality.

In the Italian market, the company is adapting its current B2B focus into a B2C model, aiming to directly target small families but also in general people who are unable to afford traditional housing but still dream of owning a home.

1.2 Identified Social Problem

Affordable housing is becoming more and more out of reach for many. The latest data from the European Parliament show that over 10% of Europeans experience a housing cost overburden, meaning that more than 40% of their disposable income goes into housing expenses (European Parliament, 2025a) and for renters, especially in cities, this number is even higher. Furthermore, many young adults remain dependent on their parents far into adulthood because they simply cannot afford to move out (European Commission, 2025a).

Traditional construction methods got too expensive and too slow to keep up with demand, especially in urban or coastal areas where land is limited and bureaucracy is an issue (Antoniucci & Marella, 2016). The result is a market with a lack of affordable housing and missing alternatives.

1.3 Relevance and Impact

This widespread issue is also confirmed by research. A recent report from the European Parliament found that Italy has the lowest rate of new dwelling completions in the EU, with construction activity at a historic low (Ettore Tito, 2025). This is alarming, especially when combined with the fact that Italy is one of the countries with the highest share of young adults still living at home, with an average of 30 years (European Parliament, 2025a).

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While house prices keep increasing, wages have stayed the same, making it almost impossible for middle-income families to afford a home (European Committee of Social Rights, 2019). In Northern and Central Italy the situation is even worse because tourism and city growth have made housing even more expensive (Liuni, 2025).

The unaffordable housing also means that many people wait longer to move out, to start a family, or to buy a home. It also makes relocating for work or personal changes more difficult.

For younger people, this adds stress and makes them feel like owning a home is becoming impossible (Eurostat, 2024).

1.5 Connection to SDG 11

This problem is directly tied to the Sustainable Development Goal (SDG) 11, specifically 11.1, which states "By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums" (United Nations, 2025). Although many countries, like Italy, have recognized the urgency of this goal, local challenges like zoning laws, construction delays, and limited funding are still slowing down the progress and causing implementation issues (Caruso, 2016). Ecobuildnext's model aligns well with this goal, because the homes are affordable, energy-efficient and at the same time designed for long-term use. The company has already shown in Peru how modular construction can serve both social and environmental goals. Now, by bringing their solution to Italy, Ecobuildnext addresses not only a clear social need but also supports Europe's broader sustainability agenda.

1.6 Problem Statement

In Italy there is a growing housing crisis where families and young adults are struggling with access to affordable homes. Traditional construction is costly and too slow to meet demand, yet alternative solutions like modular housing are still viewed with skepticism. Ecobuildnext offers an innovative housing approach by selling certified, durable, sustainable and low-cost solutions. However, to succeed the company must establish awareness and build trust in the Italian conservative and hesitant market.



Chapter II: User (and Customer) Research

2.1 User Profile

To better understand whether Ecobuildnext's product would be well received in the Italian market, qualitative research with potential users was conducted. To create the ideal user profile the team was guided by two main inputs: First, the companies own assumptions about the potential Italian target group (small families looking for a dignified but affordable home) and second, findings of the user research, which served to test, refine, and further develop this assumption.

The goal of this research was to really understand potential users. The objective was to not only learn about what kind of house they might want, but also how they live, what they dream of, what holds them back, what influences their decisions, and more. Therefore, the Meta User Canvas was used as the guiding framework, which divides the user into six key dimensions: background, daily routines, values, frustrations, family situation, and social influences. Based on that, an interview guideline that covered all of these areas was developed incorporating both practical and more personal questions. (The full guide is provided in Appendix A.)

12 Italians were then interviewed and the Meta User, "Luca," was developed. He represents the core customer segment that Ecobuildnext should focus on (Appendix B). Luca is 38 years old, lives with his wife and two children in a small town, and works full-time as a warehouse supervisor. His income is stable but not high and he is currently renting a small apartment with two bedrooms. He is frustrated with his situation, not because the apartment is terrible, but because it feels temporary and fragile. Each month he pays rent, aware that the money will not help him in building equity, and he worries about the potential consequences if his landlord suddenly increases the rent or chooses to sell the property. What he truly desires is quite simple: a small, lasting, and budget-friendly house for his family. He is not seeking for luxury, just something respectable and secure that belongs to him.

“I want a place where my kids can grow up and feel like it is theirs,” one interviewee said, which echoed this broader sentiment we heard from a few participants. The idea of owning a home is very emotionally loaded in Italy, especially for parents. It’s about security, but also identity and adulthood.

But even though the user is motivated to buy, there are a number of barriers that keep getting in their way. The most obvious one is costs. Rents are rising, but salaries are staying more or less the same. Saving for a down payment is really hard when half of the income is already spent on rent, but the problem goes beyond money alone. Many of the interviewed people also said they felt like there were not “any realistic options out there” for them. One person said, “Even if I could afford something, it probably would not be in a good location”. Traditional construction is just too expensive, and the process of buying a home in Italy is complicated and intimidating, especially for first-time buyers.

That is where Ecobuildnext could come in. The catch, however, is that most people had never really thought about modular or prefabricated homes as a serious option, and the few who had, were skeptical. They imagined something temporary, or something that would not meet local safety standards. “I would worry about break-ins,” one person said. “Or that it would feel like a trailer.” However, the important part is, when the idea was explained more clearly (that these homes are certified, permanent, etc.), the interest grew. The interviewees then were open to the concept, especially when they realized that this kind of home might finally be something they could afford.

Another learning is that people rarely make these decisions just on their own. Word-of-mouth is extremely powerful in this market. One participant said he would be much more likely to consider a modular home if a friend or neighbor had one and liked it. People tend to trust their peers much more than advertisements, which means that social proof will be key to a successful market entry strategy.

If Ecobuildnext wants to build awareness and trust in Italy, it will have to not only promote the price but also have to tell real stories, build community trust, and overcome pre-built skepticism.

In the end, the research did more than just define the customer; it also revealed what the real challenge is: The problem is not the product, it is the perception. People like Luca are out there and they are searching for exactly the kind of home Ecobuildnext is offering, but they are not aware of it or they do not trust it. Therefore, in order for this solution to be successful in Italy, it is necessary to think beyond just selling houses; it requires a shift in mindsets and public perceptions.

2.2 User Experience Map

To better understand the emotions and challenges that a potential customer like Luca would face when interacting with Ecobuildnext, a detailed User Experience Map was created (Appendix C). This visual journey outlines the key moments in his process of buying a modular home, from initial research all the way to long-term satisfaction, and most importantly, how he feels along the way.

The first stages are emotionally heavy. Luca begins with a strong desire to own a home, but this is paired with frustration and uncertainty. He knows he wants something permanent for his family, but everything on the market feels either out of reach or not worth the investment. These feelings are reflected in the sad faces which we used to represent the early part of his journey. Even when he starts researching and comes across Ecobuildnext, the emotions are still mixed. He is curious, yet unsure and wonders "Is this too good to be true?"

Once he decides to move forward with the company, the situation starts to shift. After making a deal, he feels a bit more confident and hopeful. But then after the first down payment comes another emotional dip because he has to wait. During this waiting period, all the doubts creep in again. What if it is not safe? What if something goes wrong?

This stage, before the home is actually built, was a key moment of stress and emotional vulnerability. But once Luca gets the confirmation that the house is finished, everything turns around. The map shows a clear emotional high from this point on. He pays the rest of the price, moves in, and feels deeply satisfied. The happiness continues even years later, when he sees that the home is still in great condition and his family is settled. These final stages are filled with positive emotions like pride, peace, and a sense of ownership.

This map shows that the issue lies right in the middle of the journey. The most critical moment is not when the house is delivered, but when the user is still unsure whether this solution can be trusted or not. The analysis reveals that people like Luca are willing to consider modular housing, but they need a lot of reassurance between the discovery and delivery phase. That is where emotions decline, and that is where the company needs to invest in communication, transparency, and trust-building. If users receive regular updates during the waiting period while their home is being built, it will lower the risk of second guessing their decision.

So, in short, the positive moments come once the value is proven, but the negative emotions are all tied to uncertainty. The takeaway is clear: if Ecobuildnext wants to improve the user experience, they need to focus on the product as well as on what happens before and during the purchasing phase, so the emotional “middle” of the journey.

2.3 Identification of the Need to Solve for the User

Throughout the interviews and user analysis it became clear that the biggest challenge is not the product but making people aware of it and helping them to trust it. Even though Ecobuildnext provides a solution that directly meets the needs of Italians who cannot afford the conventional housing market, many individuals are still unaware that such an option is available, and even upon discovering it, they often doubt its reliability to pursue. Therefore, the most important need identified is to build awareness and trust.

These two are deeply connected. For users to place their trust in Ecobuildnext, they first have to understand what the company offers, which is only achieved through strategic, clear, and empathetic communication.

The findings indicate that it is not enough to just advertise modular homes at a low price, people also need to hear and see how it works, why it is safe, and what distinguishes it from other items they might already associate with low-cost or temporary housing.

Once awareness is established, the process of building trust must carry on. The user experience map indicated that even after deciding to work with Ecobuildnext there is a critical emotional phase in the journey, where doubts and uncertainties may arise. This is where transparency, regular updates, and a clear process make all the difference. Users need to feel informed and consistently reassured throughout the entire journey.

For Ecobuildnext to succeed in Italy, it is about more than selling houses; it is about telling a story that people trust, believe in, and want to be part of.

Chapter III: Product or Service Design (Solution)

3.1 Conception of the Product or Service

To help Ecobuildnext succeed in the Italian market, we developed a communication-based solution that focuses on building awareness and trust around their modular housing offer. This idea was shaped through a structured process of brainstorming, prioritization, and prototyping, aimed at overcoming skepticism and making the product more relatable to Italian consumers.

To come up with a solution, the team started with an ideation process which was carried out through structured brainstorming sessions supported by the 6x6 Matrix (Appendix D) which allowed to generate a range of potential solutions to address the main issue: raising awareness and overcoming skepticism about modular housing among Italian families. Through six guiding questions, the team produced more than thirty initial ideas that explored how to communicate the benefits of modular homes, how to build trust and credibility and how to make the experience tangible for users.

These ideas were then reviewed by using the cost impact matrix (Appendix E), which enables the team to identify efforts as quick wins, medium-term prospects or high-effort undertakings. In this context, the explainer video series and the "We Live Here Too" campaign were considered cost-effective and high-impact solutions that could rapidly promote awareness and build trust. In addition, other activities that could be done in the medium term were the referral program combined with a home-warming day, as well as influencer partnerships. These require a reasonable amount of money but promise to get a lot of people interested in using the service. However, the Virtual Reality/Augmented Reality (VR/AR) experience, and other expensive initiatives were put in the strategic planning for future stages. Those initiatives may have gotten people involved and built trust through experience but they were too expensive to start with.

This process of prioritization was crucial for creating a roadmap that balanced ambition with feasibility, ensuring that the proposed solution was both innovative and realistic.

After brainstorming, the process moved into prototyping, where three chosen projects were turned into physical prototypes. These initiatives were prioritized because they could be developed rapidly with limited resources while directly addressing the challenge of raising awareness and building trust among Italian families. The team created visual prototypes such as landing page prototypes (Appendix F) to test how potential users would interact with a dedicated online platform, explainer video mockups (Appendix G) where simple illustrations were used to narrate the full process of buying a modular house and posts for social media (Appendix H) that clearly and engagingly communicated the main advantages and features of modular homes. The landing page prototype allowed users to test how the users would navigate in the online platform and request further information. The explainer videos provided an accessible way to communicate technical benefits and build credibility through simple illustrations. Finally, the social media posts kept people interested and visible at a cheap expense.

To collect feedback for each prototype interviews with peers and test audiences were conducted. The feedback was then systematically organized within the Relevance Target Canvases (Appendices I, J, and K), which allowed the documentation of suggestions, criticisms, and reactions in a structured way. Insights we got from the feedback were for example that all documents should be translated into Italian, that communication should emphasize on quality and dignity above cost, and that certain legal and regulatory aspects, including compliance with EU rules, should be more explicitly addressed. These observations had a strong effect on later prototype iterations which made the message more culturally appropriate and reliable for the Italian market. In addition, the strategy used included continuous sessions in which prototypes were constantly improved based on the input provided from users.

After each round of testing, the Relevance Target Canvases were used to keep the results on track. After that, these ideas were applied to improve the prototypes. This regular testing and feedback process developed first concepts into useful ways to show what people liked, making sure that the solution in the end is both innovative and built on reliable information.

3.2 Development of the Narrative

At the beginning of the brainstorming process, the assumption was that the main challenge was to solve Italy's housing affordability crisis. However, during the ideation, it became clear that Ecobuildnext's modular homes already are the viable solution for this problem and that the actual task therefore was not to redesign the product but to create awareness and build trust among this new market. This pivot moment redefined the project's objective: developing a communication approach that would establish credibility, align with Italian cultural values, and create an emotional connection with potential buyers. This approach was then built and redefined step by step with continuous feedback during the prototyping phase.

The narrative started with creating visual communication tools, such as social media posts (Appendix H). Feedbacks suggested that these prototypes needed a stronger emotional connection instead of just focusing on functional qualities like easy assembly, confirmed materials and family-friendly design. Additional feedback collected through the Relevance Canvas (Appendix I) confirmed this need, highlighting aspects such as cultural fit, credibility and price sensitivity.

In another step of narrative development, explainer-film mockups (Appendix G) were developed, created, designed. These emphasized comfort, safety, and customization while narrating the story of a family moving to a modular home using simple imagery. Progressively, the focus changed from simply economic considerations to a more hopeful and believable frame that emphasized qualities like belonging and compatibility with culture. The Relevance Target Canvas input (Appendix J) pointed out some important areas that needed improvement, such as

changing the overall tone to make it sound more aspirational and reliable. Interviewees also recommended highlighting compliance to EU laws in order to strengthen confidence.

In addition, the team created a prototype landing page (Appendix F) to evaluate the way prospective clients would engage online with Ecobuildnext's solution. The first design was mostly about showing facts and testimonials. However, feedback indicated that the prototype needed more technical information, answers to common questions and evidence supporting the reliability of a 13,000€ home. These findings, obtained from another Relevance Target Canvas (Appendix K), helped us introduce changes to the page.

The prototypes went through design sprints at each level, incorporating user and peer feedback quickly to create better iterations. For instance, the explainer video's focus shifted from pricing to the emotional significance of family ownership in the final version and the landing site contained stronger references to European standards and testimonials. Thus, the story changed from presenting modular homes as an inexpensive substitute to promoting them as a contemporary, eco-friendly and respectable option for Italian families.

In short, multiple rounds of brainstorming, prototyping and user validation helped to shape the narrative. Highlights of this process included the development of a cohesive narrative that matched Ecobuildnext's value proposition with the goals of its target users, the incorporation of emotional storytelling into marketing materials and the gradual enhancement of the communication strategy with cultural and technical adjustments. The prototypes and feedback matrices in the appendices (Appendices D-H) provide documentation of this journey's development.

3.3 Innovative and Disruptive Nature of the Product or Service

The modular housing industry has seen significant evolution in recent years, driven by new technologies, growing sustainability concerns and the urgent need for affordable housing across Europe and beyond. Several players have emerged with innovative approaches that are

reshaping the way we think about construction. BOXABL and ICON, for example, are widely known for their use of cutting-edge technologies like foldable housing units and 3D printing (BOXABL, 2025; ICON, 2025). These innovations aim to reduce costs and construction time, while also pushing the boundaries of design and efficiency. In the Italian context, companies like MADI Home have introduced modular homes built with eco-friendly, earthquake-resistant materials, combining safety with environmental responsibility. Leap Factory, another Italian firm, emphasizes contemporary aesthetics and sustainable prefabrication, blending design innovation with modular techniques (Leap Factory, 2025).

Karmod, by contrast, represents a more established model. With over 35 years of experience, Karmod offers versatile galvanized modular structures that can be adapted for residential, commercial, and industrial use. Their strategy focuses less on digital innovation and more on structural flexibility and engineering optimization (Karmod, 2025). While successful globally, their approach is rooted in mechanical scalability rather than digital transformation.

This is where Ecobuildnext sets itself apart. Unlike many of its competitors, the company is not just innovating with technology, but doing so with a clear social mission. Ecobuildnext leverages digitalization and artificial intelligence to make modular housing faster, more efficient, and more affordable, without compromising on quality. Their production and assembly process is supported by AI systems that automate workflows, reduce manual labor, and ensure precise, consistent results. This allows the company to offer certified, durable homes that can be assembled in under ten days, even in remote or underserved areas.

However, what makes Ecobuildnext truly disruptive is who they are building for. While many modular housing companies target upscale buyers, innovation enthusiasts, or urban developers, Ecobuildnext is explicitly focused on lower-middle-class families; people who are often left out of the traditional housing market. In this way, the company is not just providing a cheaper alternative, but actively working to close the gap between homeownership dreams and

market reality. Their model addresses a social problem directly: the growing exclusion of working-class families from the formal housing system.

The homes themselves are built with advanced construction materials, such as thermopanel walls with thermal and acoustic insulation, which improve comfort and energy efficiency. These features are not only user-friendly but also meet European sustainability standards, ensuring the product is both technically compliant and culturally acceptable in markets like Italy (Ecobuildnext, 2025).

In summary, Ecobuildnext's innovation lies not just in its use of AI or fast deployment, but in how these tools are applied to serve an underserved demographic. It is one of the first players in Europe to align technological innovation with social inclusion, creating a modular housing solution that is fast, green, affordable, and emotionally resonant. In doing so, it challenges the industry to rethink what "innovation" really means; beyond new features, toward broader impact.

3.4 Value Proposition

The Value Proposition Canvas provided a structured framework to translate research insights into a clear offer for the Italian market. Instead of simply listing features or market problems, the canvas mapped what Italian families aim to achieve, what frustrates them and what would make their lives better. This structured view of jobs, pains and gains formed the basis for shaping Ecobuildnext's value proposition.

On the jobs side, young families and first-time buyers are looking for a secure, affordable and practical way to own a home. They want a process that is simple and predictable, but also a house that feels personal and lasting. Beyond basic shelter, the job is about independence, stability and creating a space that reflects their identity.

The canvas also captured the pains that people face. Traditional housing involves long delays, nontransparent pricing and complicated permits and contractors. There is fear of hidden

costs and of making a bad long-term investment. These frustrations affect both money and emotions, breaking trust and make homeownership feel out of reach

Ecobuildnext's features should work as pain relievers. Transparent pricing removes the fear of hidden costs. Quick assembly eliminates long delays and reduces stress. Certified materials and EU compliance address doubts about safety and durability. Guidance on permits and financing turns bureaucratic obstacles into part of the service rather than a burden. Each of these elements directly matches a pain point identified in the canvas.

On the gains side, the canvas revealed strong desires for ownership, flexibility and pride. Customers want to move in quickly, customize their space and feel that they are investing in a home that can grow with them. They value eco-friendly living and energy savings, but also emotional benefits like dignity and security.

Here too, Ecobuildnext's features act as gain creators. Customization options bring joy and a sense of ownership. Modular design offers flexibility to expand as the family grows. Energy-efficient materials reduce future costs and support sustainable living. The overall experience shifts from a stressful transaction to a finally reached milestone in life.

By structuring insights through the Value Proposition Canvas, the resulting value proposition fits both the practical and emotional dimensions of Italian families' housing needs. Ecobuildnext's offer is not just a fast and affordable house, but a credible path to independence, safety, and personalization.

3.5 Minimum Viable Product (MVP)

Drawing on insights from interviews, the value proposition and earlier feedback, three key MVP's have been created to present Ecobuildnext's offer in a way that feels local, trustworthy and engaging. They do more than show a product. They help to build credibility, reduce perceived risk and create an emotional link with Italian families. Together, these tools can be used immediately to test the market and support the first steps of the company's expansion.

3.5.1 Social Media Campaign

The social media campaign (Appendix H) is designed as the first contact point with potential customers. It uses an emotional, family-focused headline “Still Renting? Own Your Own Eco-Home” paired with the approachable Italian call to action “Contattaci oggi” Warm, local images replace corporate-style graphics, creating a tone that is authentic and welcoming. This campaign aims to gain awareness and curiosity, by turning the idea of a modular house into something relatable. Moreover, it gives Ecobuildnext a way to grow an audience.

3.5.2 Explainer Video Storyboard

The explainer video storyboard (Appendix G) builds deeper understanding and trust. It shows a clear, step-by-step journey from first discovery to moving into the new home. Viewers see how the house is assembled, how it can be customised and how EU compliance and safety standards are guaranteed. Captions and visuals are already translated into Italian, so the storyboard can be turned quickly into a one-minute video. This format answers complex questions in a visual and simple way to reduce doubts and to make the process feel more transparent. Once produced, the video can be shared on the landing page, social channels and at presentations, ensuring consistent messaging.

3.5.3 Landing Page

The landing page (Appendix E) is the anchor for all communications. Its layout is simple and transparent. Pricing appears upfront, supported by a short FAQ section, relatable testimonials and a call-to-action tailored to Italian expectations. Written entirely in Italian, it highlights transparency, quality and safety. This page is designed to turn interest into action, offering a credible entry point for inquiries and lead generation. It also provides a platform to track engagement, test offers and show proof of concept to municipalities or housing associations.

Together, these prototypes are much more than attractive visuals. They are culturally adapted, trustworthy and emotionally resonant tools built from real user insights. Each one has a clear role: the social media campaign creates awareness, the explainer video builds understanding and trust and the landing page turns interest into concrete leads. Launching them allows Ecobuildnext to test its value proposition under real conditions, measure responses and adjust before a full-scale rollout. In this way, the company can present its product effectively while gaining early market intelligence and a credible presence in Italy from day one.



Chapter IV: Business Model

4.1 Business Model Canvas

The business model of Ecobuildnext (Appendix M and N) has been at the center of this consulting work as the company seeks to adapt its successful Peruvian strategy to the very different conditions of the Italian and European markets. While the underlying product, the modular home assembled within a few days, remains constant, the way value is created, delivered and captured must be redefined when moving from a B2B-dominated context in Latin America to a B2C-oriented environment in Europe.

4.1.1 The Peruvian Model (B2B Focus)

In Peru, Ecobuildnext's business model (Appendix M) is primarily built around serving corporate clients, such as mining companies, oil and gas contractors and NGOs operating in remote areas. These organizations face a clear problem: they need fast, cost-efficient and durable housing solutions for their workforce. Ecobuildnext provides this by designing and producing modular units that can be delivered and installed on-site in under ten days with a lifespan of around thirty years.

The value chain in Peru is relatively straightforward: raw material suppliers feed into Ecobuildnext's production, which then serves B2B clients that provide housing for end users (workers). Revenue streams mainly come from direct sales and project-based contracts. Customer relationships are long-term and based on reliability with channels consisting of sales representatives, company networks and referrals. In this model, trust is achieved through direct, professional relationships and the ability to deliver consistently under contract.

4.1.2 The Italian Model (B2C Focus)

In contrast, the Italian market (Appendix N) requires a pivot toward individual families, first-time homebuyers and young adults seeking independence. Here, the identified problem is

not housing for workers in remote sites, but rather the lack of affordable, accessible housing in urban and periurban areas. The Italian business model is therefore B2C-driven relying heavily on digital marketing, localized sales platforms and possible future partnerships with municipalities or NGOs for visibility and legitimacy.

In terms of value proposition, Ecobuildnext offers eco-homes at an accessible price point, assembled within ten days with modern design and energy efficiency. The model relies on local suppliers and logistics partners. Income streams derive from one-time sales, customization upgrades and in the future, potential collaborations with municipalities and retail partners. Customer relationships are built through onboarding, after-sales support and referral campaigns. Channels shift toward online platforms, social media, local influencers and events.

In the next few years, the business model in Italy will depend heavily on proving credibility through pilot projects, establishing local partnerships and creating trust among skeptical consumers.

4.1.3 Internal Consistency and Key Differences

The comparison between the Peruvian and Italian models highlights a number of differences, but also a consistent internal logic. In both cases, Ecobuildnext leverages its core competencies, which are fast modular construction, affordable pricing and durable materials. However, the way these strengths are monetized and communicated differs.

The revenue logic also changes between the two contexts. In Peru, Ecobuildnext earns income through repeated project-based sales to a small number of large clients, which allows for predictable contracts and higher margins. In Italy, success depends on reaching a larger number of individual buyers. Each sale may bring smaller margins, but the possibility of customization and add-on services creates new opportunities for value capture.

The cost structure reflects this shift. While the Peruvian model concentrates on raw materials, logistics and labor, the Italian model adds significant expenses in marketing,

compliance and user education. Communicating with a dispersed consumer market and meeting EU regulatory requirements are inherently more costly than working with a few corporate clients. Finally, the channels through which Ecobuildnext reaches its customers also change. In Peru, direct sales and word-of-mouth are enough to sustain the business. In Italy, the company needs to rely on digital channels, social media and influencer-driven outreach to achieve visibility and credibility with young families who primarily get information online.

4.2 Financial Viability of the Business Model

Financial viability in this context refers to the business's ability to sustain itself, grow, and deliver value. For Ecobuildnext's Italian B2C model, the case for financial viability rests on affordability for the customer, efficiency in production and delivery, supportive macroeconomic and regulatory conditions, and diversity in revenue streams. What makes this model convincing is that it combines these factors in a way already tested in Peru while also adapting to the realities of the Italian market.

The first and most obvious driver is affordability. At a price of around 13,000€ per home, the product is positioned well below the costs of traditional housing options. This benefits customers and creates a straightforward sales dynamic. Traditional real estate is slow and complicated; between financing, permits, and long build times, it can take years before money comes back (Jones & Trevillion, 2022). With modular eco-homes, it is different. From the moment a unit is sold, it can be manufactured and assembled in about ten days, allowing cash to start flowing quickly and preventing the business from being tied up in long, drawn-out projects. A break-even analysis illustrates the financial viability of the model (Appendix O). The exact, intended sale price is 13,415.94€ per home and the expected variable costs are 10,732.75€. Annual fixed costs, which include marketing (40,000€), office expenses (30,000€), permits and certificates (20,000€), administrative staff including the CEO salary (40,000€), and logistics (20,000€), are estimated at a total of €150,000.

Based on these assumptions, Ecobuildnext would need to sell 56 homes in a year to break even, corresponding to about 750.000€ in revenue. Every home sold beyond that point contributes directly to profit, demonstrating that even a relatively modest number of sales can sustain the business and support growth.

Italy's economic environment adds another layer of support. GDP growth is projected at a slow but steady 0.7% in 2025 and 0.9% in 2026, providing a predictable backdrop for planning (European Commission, 2025b; IMF, 2025). Inflation has cooled to 1.7–2.0%, helping keep material costs stable (European Central Bank, 2025), and recent ECB rate cuts have improved mortgage conditions, especially for first-time buyers (Idealista, 2025). Housing supply remains tight, particularly in Northern Italy, pushing prices higher (Bank of Italy, 2025). These factors make an affordable, fast-to-deliver home particularly appealing.

The production process further strengthens the model. Modular construction keeps costs predictable, reduces waste, and aligns with Italy's incentives for timber-based, energy-efficient buildings (Italy Prefab Wood Buildings Market, 2025). By relying on regional supply chains in Lombardy, Veneto, and Trentino-Alto Adige, the company reduces dependence on imports and builds strong local partnerships, which protects margins and helps Ecobuildnext embed itself in the communities it serves (Mordor Intelligence, 2025).

Revenue diversification adds another layer of resilience. While direct home sales remain the primary revenue stream, customization packages increase the average revenue per unit. Longer-term collaborations with municipalities and NGOs can open institutional channels, similar to the company's corporate partnerships in Peru. With public housing demand rising and EU incentives targeting green, affordable construction, such partnerships provide a buffer against fluctuations in the consumer market (European Parliament, 2025b; Euronews, 2023).

Backed by proven experience in Peru and aligned with Italian macroeconomic stability, regulatory support, unmet housing demand, and clear break-even metrics, Ecobuildnext's B2C venture is positioned not only to cover its costs but to generate sustainable profits.

4.3 Scalability and Exponentiality of the Business Model

From a scalability perspective, what stands out in this business model is how naturally it lends itself to growth. A lot of housing solutions are tied up in red tape, heavy infrastructure, and long timelines (Jones & Trevillion, 2022). Modular eco-homes are different. They are repeatable, adaptable, and relatively easy to produce once the system is in place. This means the model is not only relevant for one country but has the foundation to expand across multiple markets facing similar challenges.

The product itself is central to scalability. A modular home does not need to be reinvented for every customer. Once the design and build process are set, it is about replicating the system with additional labor and materials. In Europe, technological trends such as Building Information Modelling (BIM) and automation are increasing prefab productivity and reducing reliance on scarce skilled labour, enhancing the scalability of production (ScienceDirect, 2025).

Demand-side scalability is equally strong. The housing crisis is a structural issue not just in Italy but across the European Union, with rising urbanisation, affordability constraints, and persistent shortages in many countries (Gentili & Hoekstra, 2021). In Italy specifically, housing prices continue to rise faster in Northern metropolitan regions where prefab supply chains are concentrated, creating ideal conditions for fast, affordable units (Bank of Italy, 2025). At the same time, the prefab sector across Europe is expanding rapidly, with the modular and wood buildings market projected to grow at nearly 10% CAGR through 2032 (Verified Market Research, 2025).

Institutional channels also create exponential possibilities. At the European level, initiatives such as the “Affordable Housing Initiative” under the New European Bauhaus and the EU’s NRRP (Piano Nazionale di Ripresa e Resilienza) disbursements through 2026 for housing and efficiency projects expand the scope of opportunities (European Parliament, 2025b; European Commission, 2023). If even one municipal or EU partnership scales, growth will accelerate rapidly.

Operational efficiency ensures that growth does not compromise delivery. The company’s track record in Peru shows it can deliver homes in under ten days. Robotics, digitalization and standardized timber supply chains will all make Europe more efficient (Italy Prefab Wood Buildings Market, 2025). As volume increases, unit costs should go down even further because of economies of scale, which will make the company more competitive.

Looking ahead, scalability is not confined to Italy. The EU's Energy Performance of Buildings Directive states that all new buildings must have zero emissions by 2030 (Directive (EU) 2024/1275). Ecobuildnext's eco-homes are a solution that will last into the future. Similar chances are available around the world, where cost problems and sustainability concerns are just as urgent. If the concept works in Europe, it will show that it can grow a lot and change to satisfy the needs of housing around the world.

4.4 Social Sustainability of the Business Model

Ecobuildnext’s business model is more than just a clever idea—it is a response to an acute social challenge. Opening the door to homeownership offers people stability, security, and the ability to build their lives on solid ground. True social sustainability means making homes affordable without asking families to sacrifice dignity or quality of life.

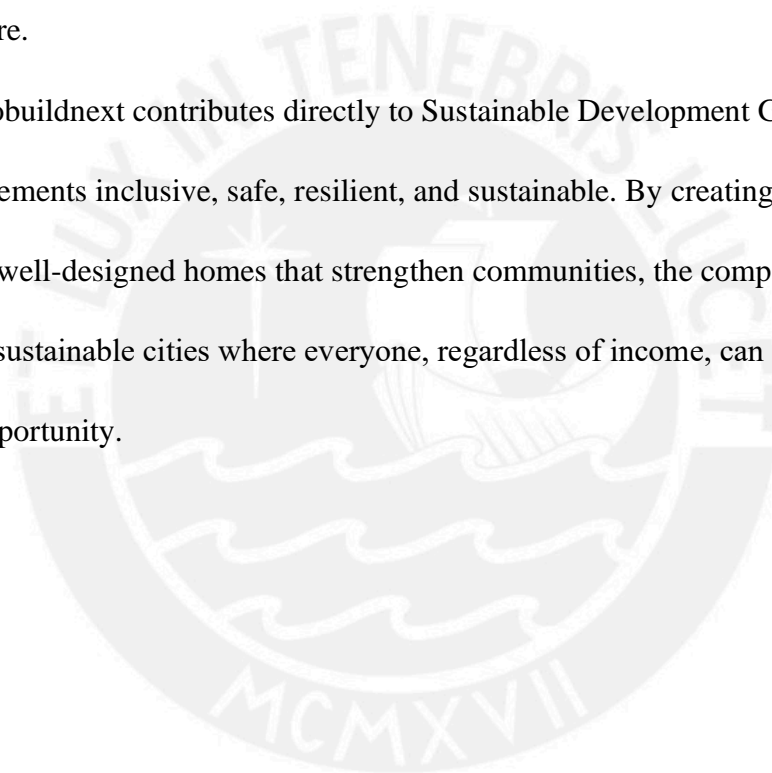
Affordability, however, is only part of the story. In Italy, homes are deeply tied to culture and community, and prefab housing is gradually carving out a place in that tradition. Timber-based designs, integration of green spaces, and thoughtful urban planning have helped shift perceptions, transforming prefab from something seen as cheap or temporary into a modern, sustainable, and flexible housing option (Idealista, 2025). This shift opens the door for Ecobuildnext to do more than just sell houses. By partnering with municipalities or NGOs, the company could address broader social challenges, from supporting social housing and emergency shelters to revitalising rural communities (Euronews, 2023).

Policy frameworks are also on Ecobuildnext's side. The EU's Renovation Wave and Italy's National Recovery and Resilience Plan are channeling billions of euros toward affordable, sustainable housing (European Parliament, 2025b). This means Ecobuildnext's mission is not only socially relevant but institutionally supported, enabling the company to multiply its impact while strengthening its financial footing.

In Italy today, this is no small task. For young couples, first-time buyers, or families in expensive cities, the dream of owning a home often feels out of reach. Property prices are soaring, and securing financing can be difficult (Gentili & Hoekstra, 2021). Ecobuildnext's modular eco-homes change that equation. They give people the chance to buy into stability and because the homes are energy-efficient, affordability extends beyond the purchase to lower monthly utility bills (Italy Prefab Wood Buildings Market, 2025).

Perhaps most importantly, Ecobuildnext is shifting the mindset around “low-cost housing.” Historically, those words have carried a stigma of unattractive, temporary, or substandard dwellings. Ecobuildnext turns that perception upside down. Its homes are well-built, modern, and designed with care for both families and the environment. Affordable living is no longer merely functional; it can be dignified, even inspiring. Families gain not just a place to sleep but a home they can be proud of, and communities gain a model for a more hopeful, sustainable future.

In doing so, Ecobuildnext contributes directly to Sustainable Development Goal 11: Make cities and human settlements inclusive, safe, resilient, and sustainable. By creating energy efficient, affordable, and well-designed homes that strengthen communities, the company supports the UN’s vision of sustainable cities where everyone, regardless of income, can live with dignity, security, and opportunity.



Conclusions

The consulting project showed that Ecobuildnext's main challenge in the Italian market is not the product itself, but how families see and accept modular housing. The results demonstrated that the solution meets both functional and emotional user needs by moving systematically from brainstorming to prototyping and refining the narratives through continuous feedback.

Affordability, quick assembly, and energy efficiency are all very essential, but so are trust, cultural compatibility, and the sense of pride that comes with owning a home.

The analysis of competitors and market positioning revealed that established players focus on premium design, industrial uses, or long-standing engineering skills. Ecobuildnext, on the other hand, stands out as a disruptive alternative that targets those with limited opportunities. The use of the Value Proposition Canvas and iterative prototyping confirmed this positioning, demonstrating that when communicated through culturally personalized narratives, the product can significantly connect with Italian families.

The creation of a minimal viable product simplified this process down to three communication solutions: a localized social media campaign, a storyboard for an instructional movie, and a landing page that was suitable for the Italian market. These prototypes work together to develop a clear and reliable plan for starting a pilot campaign in Italy. The business model research showed that Ecobuildnext can successfully switch from a B2B strategy in Peru to a B2C one in Italy, while being even more financially successful and still consistent within the company's vision and mission.

In short, this thesis shows that Ecobuildnext has the potential to become a disruptive and socially important innovation in the modular housing market in Italy. If they achieve, as proposed, to combine technological innovation with cultural sensitivity, emotional narratives and customer validation, Ecobuildnext's can be positioned as both a practical and respected choice.

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Apéndices

Appendix A: Interview Guide

Section	Objective	Questions
1. Bio	Understand the user's background, living context, and aspirations.	<ul style="list-style-type: none"> - Can you describe where you currently live, and what you like or dislike about it? - Have you ever considered owning a home? If yes, what kind of home would you ideally want? - How important is it for you to own a home rather than rent? Why? (Follow-up to explore mindset)
2. Activities	Understand lifestyle, routines, and what "home" enables for them.	<ul style="list-style-type: none"> - What does a typical weekday look like for you and your family (work, childcare, commuting)? - How do you usually spend your weekends or time off at home? - Would you find it appealing to personalize your house before it is even built? (Optional if they mention design)
3. Beliefs	Understand values and priorities related to housing.	<ul style="list-style-type: none"> - What values are most important to you when choosing where and how to live? (e.g., affordability, comfort, sustainability, privacy) - What are the three biggest factors you would consider when buying a home? - Are there any absolute deal-breakers that would stop you from buying a home, even if it was cheap?
4. Problems	Uncover pain points and housing barriers.	<ul style="list-style-type: none"> - What is your biggest frustration with housing - whether renting, buying, or maintaining a home? - Have you tried or considered moving out in the past year? What stopped you? - Do you think housing is affordable in your region? Do you know people who are struggling with this too?
5. Family	Understand household structure and family-specific housing needs.	<ul style="list-style-type: none"> - Who do you live with, and how do you share the space? - Are there specific needs your family has that your current home does not meet (space, comfort, stability)?
6. Social Circle	Understand awareness and influence from community and peers.	<ul style="list-style-type: none"> - Have you heard of prefabricated or modular homes? What's your impression of them? - Would you consider buying a modular home if someone you trust recommended it? - Where do you usually get advice about big purchases like housing? (e.g., family, friends, internet)

Appendix B: Meta User

BIO

- 39 years old, lives in Liguria
- Married with 2 kids, works full-time
- Rents but wants a secure and affordable home

Activities

- Works 6 days/week, family-focused weekends
- Needs space for rest, kids, and daily life

Beliefs

- Home = stability and dignity for his family
- Open to modular housing, but needs to trust materials and durability



Problems

- Rent keeps rising, can't access a mortgage
- Feels stuck – no affordable options to buy

Family



















- Family of 4 in small rental
- Wants private, stable space for children

Social Circle







- Friends also struggle with housing
- Relies on community feedback and real examples to feel confident in buying

A practical, responsible father looking for a secure, affordable home for his young family. Would consider modular housing if it solves their long-term needs.

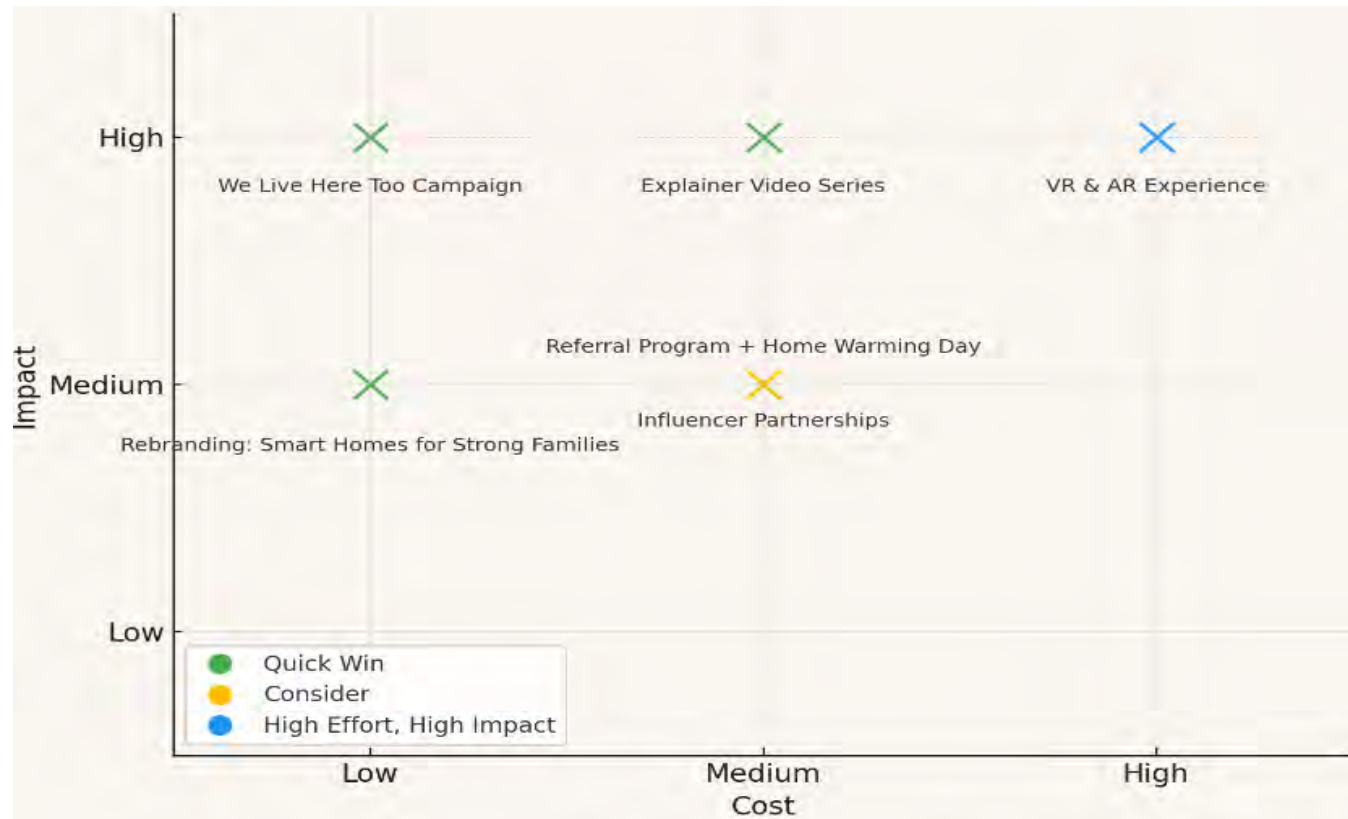
Appendix C: User Experience Map

Storyboard									
Thoughts	I want to buy a house	I do research and find Ecobuildtec	I make a deal with the company to buy a house	I deposit 50% of the money to my house	I wait some days until my house is built	I receive the confirmation that my house was built	I pay the rest of the price	I live happily in my new house	After three years my house is still in great condition
Emotions									

Appendix D: 6x6 Matrix

<p>Objective: Build awareness and trust around Ecobuildtec's affordable housing solution for Italian families.</p>		<p>Need:</p> <ol style="list-style-type: none"> 1.The user needs to feel confident and informed about alternative housing options because they are skeptical of unfamiliar solutions and fear making a long-term mistake. 2.The user needs to trust that modular housing is a smart and safe investment because they're hesitant to spend money on something that feels risky or unfamiliar. 3.The user needs clear and credible information about Ecobuildtec's housing solution because current communication around modular homes is limited and confusing. 4.The user needs reassurance that this type of home can truly meet their family's needs because owning a home is deeply emotional and tied to safety, pride, and stability. 			
<p>Generative questions:</p>					
<p>1</p> <p>How might we communicate the benefits of modular homes in a clear and relatable way?</p>	<p>2</p> <p>How might we reduce skepticism and build trust in the safety and durability of Ecobuildtec's homes?</p>	<p>3</p> <p>How might we use real people or communities to spread awareness and credibility?</p>	<p>4</p> <p>How might we help users visualize what living in an Ecobuildtec home could look and feel like?</p>	<p>5</p> <p>How might we reach families where they already look for housing advice or inspiration?</p>	<p>6</p> <p>How might we present Ecobuildtec's offer in a way that feels modern, dignified, and family-oriented?</p>
<p>Explainer video series "From Box to Home": Short, real-life videos showing families moving into modular homes - fast, emotional, trustworthy.</p>	<p>Independent certification from a third party (e.g., TÜV)</p>	<p>Family spotlight videos: "Why we chose Ecobuildtec"</p>	<p>"Design your own home" website feature (drag & drop furniture, layout)</p>	<p>Partner with parenting & housing influencers: Real voices, trustworthy advice, directly in users' digital spaces.</p>	<p>Family-first branding: warm photos, cozy spaces, testimonials</p>
<p>Infographics comparing modular vs. traditional homes (cost, time, durability)</p>	<p>Demo videos showing resistance to weather and wear</p>	<p>Referral Program + Home Warming Day: Turn customers into ambassadors with a reward system, and let them invite neighbors to tour their home.</p>	<p>Demo home tours in public spaces (parking lots, town squares)</p>	<p>Sponsored posts on Immobiliare.it and local housing blogs</p>	<p>"Smart Homes for Strong Families" Rebranding: Update visuals, storytelling, and naming - make it aspirational, not "cheap."</p>
<p>"My House in 5 Days" social media challenge</p>	<p>"We Live Here Too" Campaign: Show Ecobuildtec staff and their families living in the homes, combined with technical demos and warranties.</p>	<p>Work with local municipalities and mayors for visibility</p>	<p>Day-in-the-life video series: families showing real use</p>	<p>Facebook group outreach (e.g., "Mamme in Liguria" or "Buying a home Italy")</p>	<p>Create a 360° home tour narrated by a child → "This is my new house!"</p>
<p>Partner with architecture YouTubers for walkthroughs</p>	<p>Long-term client testimonials with updates after 6-12 months</p>	<p>Customer wall of stories and photos</p>	<p>VR & AR Experience: Create virtual home tours users can access on their phone or in local fairs.</p>	<p>YouTube series: "How to own a home under 15K€"</p>	<p>Housewarming gift box for new buyers (symbolic but emotional)</p>
					
<p>Explainer video series "From Box to Home": Short, real-life videos showing families moving into modular homes - fast, emotional, trustworthy.</p>	<p>"We Live Here Too" Campaign: Show Ecobuildtec staff and their families living in the homes, combined with technical demos and warranties.</p>	<p>Referral Program + Home Warming Day: Turn customers into ambassadors with a reward system, and let them invite neighbors to tour their home.</p>	<p>VR & AR Experience: Create virtual home tours users can access on their phone or in local fairs.</p>	<p>Partner with parenting & housing influencers: Real voices, trustworthy advice, directly in users' digital spaces.</p>	<p>"Smart Homes for Strong Families" Rebranding: Update visuals, storytelling, and naming - make it aspirational, not "cheap."</p>

Appendix E: Cost vs. Impact Matrix



Appendix F: Landing Page

Ecobuildnext Home Benefits Models Contact [Request More Info](#)

ECO-FRIENDLY LIVING

Sustainable Modular Homes now available in Italy

Fast to build, eco-friendly, and designed for modern living in Italy.

Projects Completed
+65 happy customers

Trusted by Homeowners Across Italy (eco-friendly and modern homes)

TESTIMONIAL

Hear From Our Happy Homeowner

Boost your credibility by featuring genuine testimonials from homeowners, highlighting their positive experiences with Ecobuildnext's sustainable modular homes.

★★★★★

Our modular home was completed in record time without sacrificing quality. The eco-friendly materials keep the house cool in summer and warm in winter. We felt supported throughout the process and love the modern design.

Marco Romano
Genova, Italy

★★★★★

Building with Ecobuildnext was a pleasure from start to finish. The team was professional, and the quality of the work was exceptional. We now enjoy a beautiful neighborhood.

Lorenzo Bianchi
Genova, Italy

FEATURES

Why Choose Ecobuildnext for your next home?

Fast Assembly

Move into your new home in weeks, not months.

Eco-Friendly Materials

Built with sustainable, durable, and energy-efficient resources.

Customizable Design

Layouts and styles tailored to your lifestyle.


Cost-Efficient

Affordable modular solutions without compromising quality.

BENEFITS


How Ecobuildnext Makes Homeownership Easy

[Request More Info](#)




Choose Your Design

Select from a variety of eco-friendly, modern layouts tailored to Italian lifestyles.



Fast & Secure Construction

Our modular building process ensures quality while cutting delivery times to just weeks.



Move In & Enjoy

Settle into your new sustainable home and start living the life you envisioned.

CONTACT**Request More Information**

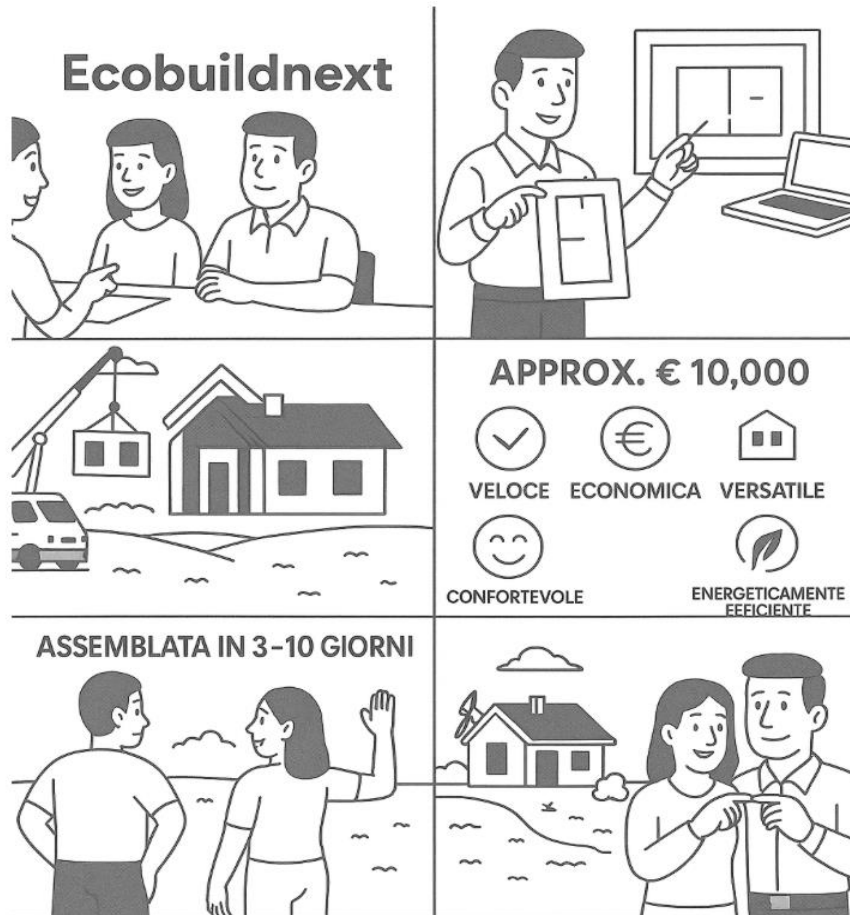
Fill in the form below and our team will contact you with details about our sustainable modular homes in Italy.

Full Name	Business email
Business phone	Company
Your Message	

[Submit](#)

MCMXVII


Appendix G: Explainer Video Mockups





CI VEDIAMO IN ITALIA


Appendix H: Social Media Campaign

STILL RENTING? OWN YOUR OWN ECO-HOME


 Built on-site in 3 days by our trained partner teams - no contractors needed.


 Built in Europe with EU-certified materials

 Perfect for: families, & anyone dreaming of their own space.



Ecko Home






What's inside?

Features

- 26m² of private space
- Sanitary & electrical systems included
- Delivered & installed in days
- Energy-efficient, easy to customize

ECOBUILDNEXT



Curious?

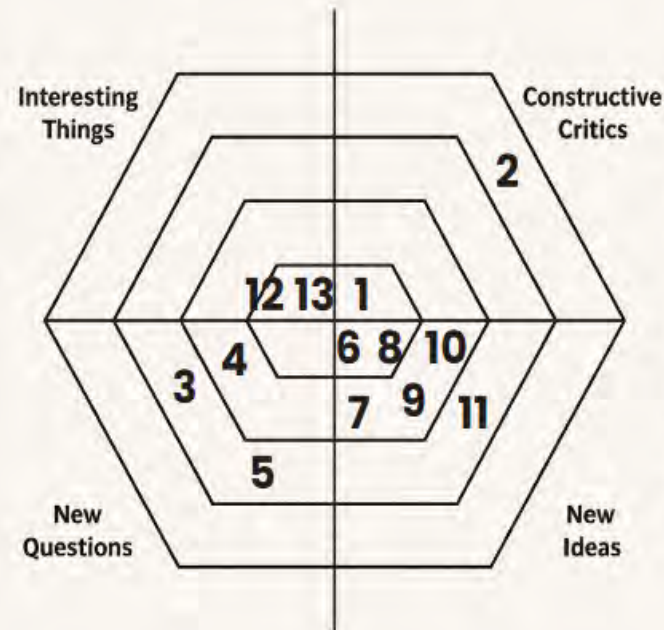
CONTACT US

www.ecobuildnext.com

"We couldn't believe how fast and easy it was. Finally, our own space!" - Luca & Martina

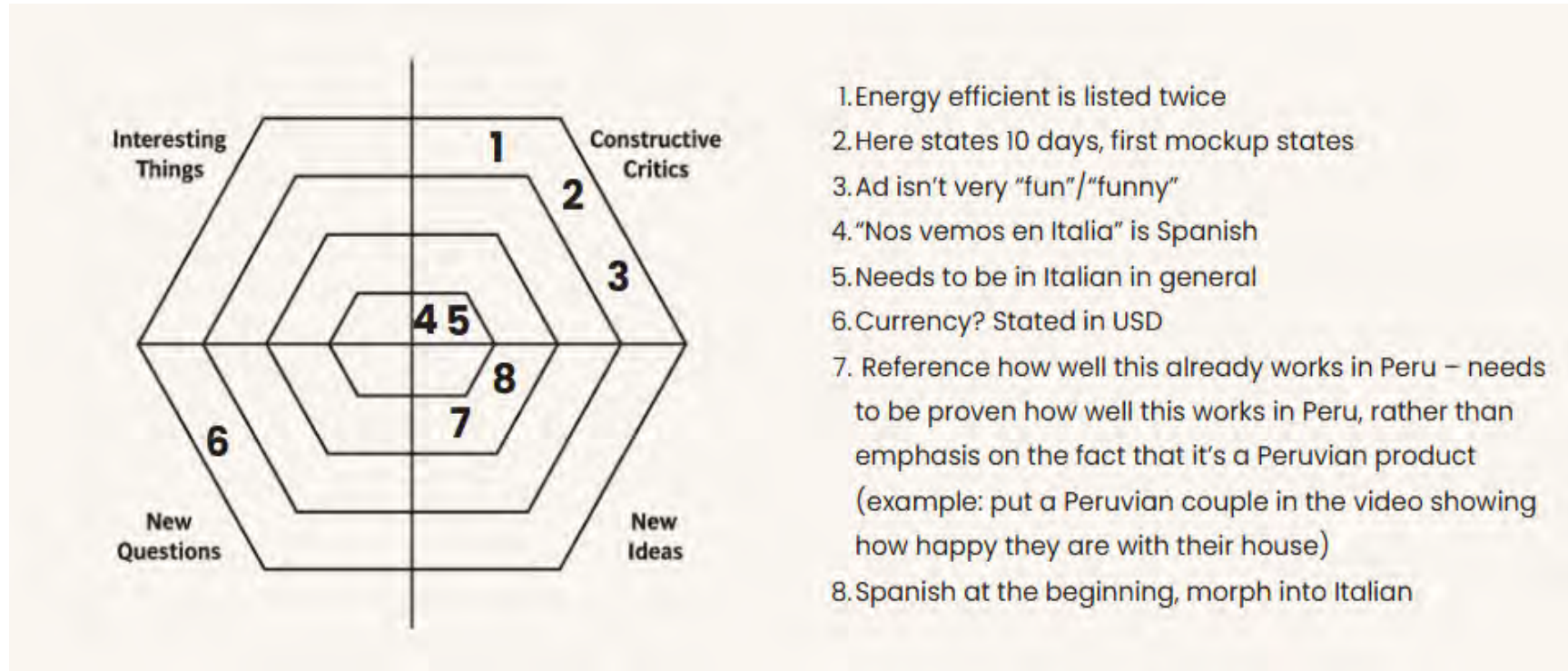
Appendix I: Relevant Canvas Feedback – Social Media Campaign

1. Missing something catchy - topic is "boring" - fitting ad for a magazine over social media
2. Very American to highlight the price - Europeans might be more caught by other factors such as size with less emphasis on price
3. Since no specialized labour is required, customer needs to know who builds it?
4. How trustworthy can a 10000 EUR house be?
5. How trustworthy can a house from Peru/LatAm be?
6. Needs to be launched in Italian, not English
7. Quantify the selling points more under the characteristics sections

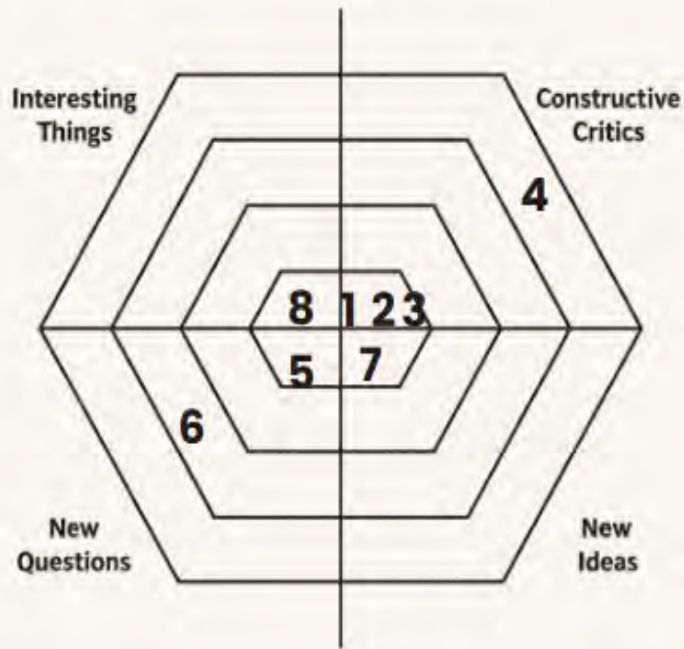


8. Provide more information as to who this product is for and what problems it solves - example: "Tired of vacationing in hotels with lots of loud children? Get your privacy at low cost."
9. Link the ad to current memes on social media - use momentum from previous ads etc.
10. Price should be "9999 EUR" or something of the sort
11. "Contact us" rather than "get now"
12. Value is well stated in the limited info that we provide
13. Looks quite professional overall

Appendix J: Relevant Canvas Feedback – Explainer Video Mockup



Appendix K: Relevant Canvas Feedback – Landing Page Mockup



1. Header doesn't fit – "now available in Italy" rather than "for the Italian market"
2. "In Italy" isn't necessary – gives "single women in your area" vibes
3. Needs to be in Italian
4. "Ecobuildnext" not "Ecobuilnext"
5. Shouldn't there be more information?
6. Where are the FAQs?
7. Add something that's technical and tangible – example: "can be assembled according to law XYZ"
8. Really like page overall – visually very appealing

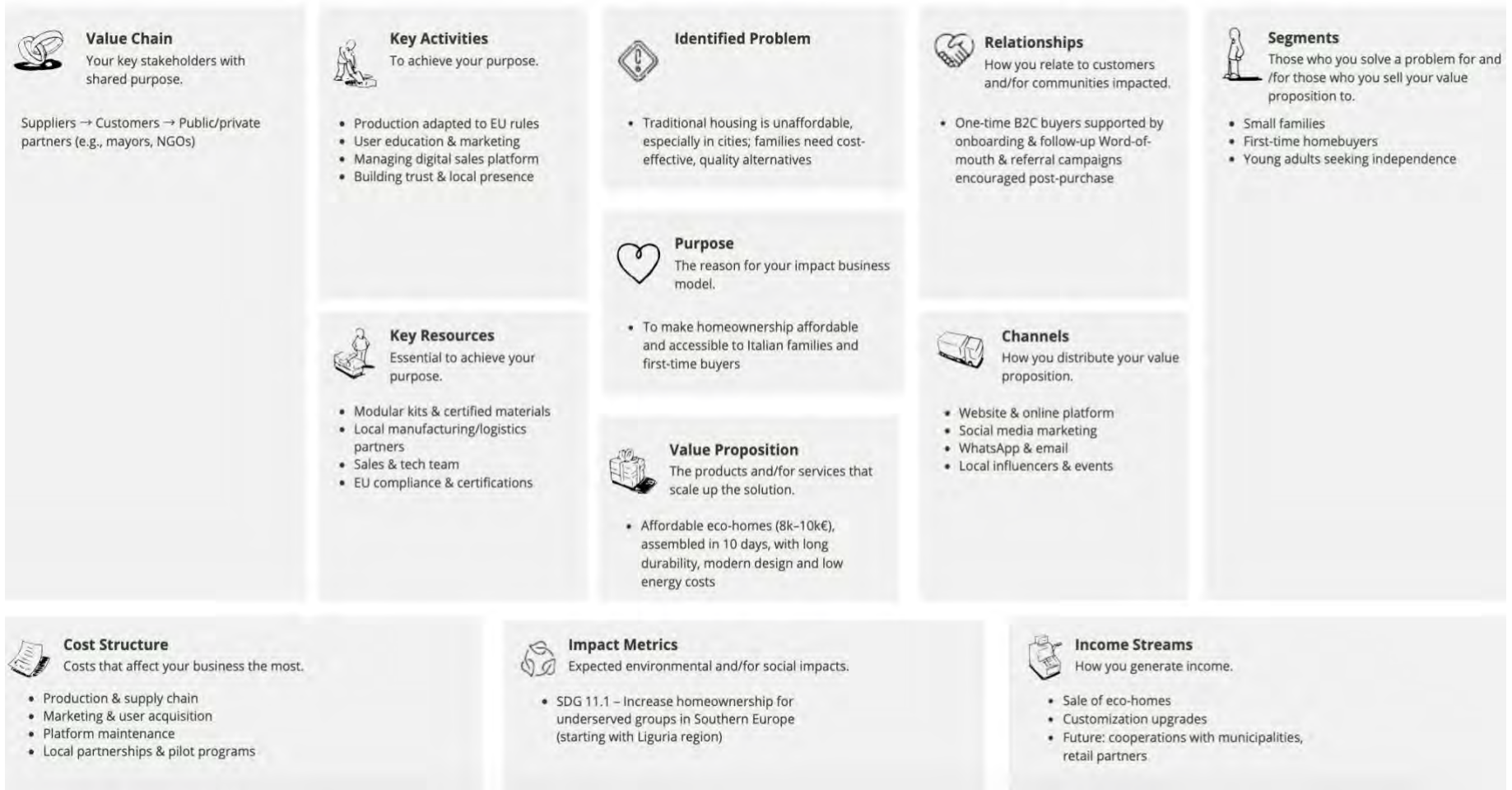
Appendix L: Summary of Key Comparisons

Dimension	Ecobuildnext	Karmod (Italian Market Competitor)	Other Italian Firms (Leap, MADI, Magnetti)
Main Source of Innovation	Integration of artificial intelligence in modular assembly; designed for use in remote or demanding environments	Unique frame steel systems with no welded joints as the foundation for structural solutions	Emphasis on architectural design, environmental sustainability and foldable or adaptable housing concepts
Market Orientation	Industrial, mining, and social housing projects in areas with limited access	Broad scope, including residential, commercial and industrial applications	Primarily residential projects and small sustainable housing
Approach to Sustainability	High commitment, with thermopanel walls providing both thermal and acoustic insulation in line with European standards	Strong emphasis on durability and efficient use of resources through industrialized steel processes	A strong emphasis on environmentally friendly design, near-zero energy requirements, and ecological building
Potential for Market Disruption	Significant, as digitalization and AI allow rapid deployment and cost reduction in underserved markets	Considerable, based on global scalability and consolidated use of structural patents	Moderate, with innovations centered on customization and environmentally friendly housing
Technological Foundations	Proprietary methods for modular assembly supported by emerging applications of artificial intelligence	Established patents and proprietary systems in modular steel construction	Ongoing innovations in materials, folding mechanisms and modular customization techniques

Appendix M: The Current B2B Business Model – Peru



Appendix N: The Planned B2C Business Model – Italy



Appendix O: Break-Even Analysis

Assumptions:

Marketing: 40,000€

Office: 30,000€

Permits and Certifications: 20,000 €

Administrative Staff: 40,000 €

Logistics: 20,000 €

Total Annual Fixed Costs: 150,000 €

Calculation:

Fixed costs (F) = 15,0000

Variable costs per unit (V) = 10,732.75

Selling Price per unit (P) = 13,415.94

→ Break-Even point in units (BEPu) = $F / (P - V)$

BEPu = $15,0000 / (13,415.94 - 10,732.75)$

BEPu = $15,0000 / 2,683.19$

BEPu = 55.9 units ≈ 56 units

