



Rosa Guirado

Executive Lawyer & Economist (ICADE E-3) | **English C1.**
Woman. Spanish | Novembre 18, 1972 | Madrid. Spain.

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+25 years of experience in **Business & Legal Strategy, Digital Law, Contracts, Regulation, Public Policy & Comm.**
Areas: Digital Platforms & Businesses, and Regulated sectors (energy, renewables, accommodation, transport ...)

Founder & CEO of Legal Sharing [Independent Business & Legal Advice on Digital & Sharing Economy]

Business-oriented, multidisciplinary, proactive, creative & empathic professional. Great communication skills.

Graduate & Postgraduate Studies

- Oct. 1990 - June 1995/6 **Bachelor's degrees in Law and Economics & Business Administration Sciences.** Universidad Pontificia Comillas. **ICADE E-3**
- Aug. 2020 - May 2021 **Postgraduate Diploma in Digital Business.** Strategies. Platforms. Digital MKT (9 months) | MIT & Columbia Bs School ***Distinction**
- Jan. 2021 - Apr. 2021 **Leveraging Urban Mobility Disruptions to Create Better Cities.** MIT x edX.
- Jan. 2021 - Jan. 2021 **Professional Negotiation.** CVPVLA negotiation. *** Distinction**
- June 2020 - Aug.2020 **Digital Disruption: Digital Transformation Strategies.** | Executive Program | U. Cambridge J.Bus.School. *** Distinction**
- May 2018 - June 2018 **Blockchain Expert Program.** ICEMD – ESIC (60 h) | **Executive Legal Blockchain Program - Blockchain Spain.** *** Distinction**
- Oct. 2009 - June 2011 **Master's degree in Counselling** (empathic listening). U.Ramon Llull. F.Pere Tarrés. Humanization Centre 1500h. 60C.
- Sept. 2000- June 2002 **Spanish and EU Competition Law.** Univ. Rey Juan Carlos I. 150h. **Contracts and regulation of New Technologies- 120h**









Professional Experience

Executive Lawyer & Economist

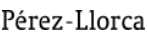




- ✓ **Executive Lawyer & Economist**, handling a wide range of both 1. **public** legal matters (EU & ES Regulation, Competition Law, Public Policy) and 2. **private** issues (Commercial Contracts, Business & Legal Strategy, Legal Comms., Good Governance).
- ✓ **+25 years**-experienced Lawyer on **Commercial Agreements** (drafting, reviewing & negotiating) both in a **national and an international basis**
- ✓ **+16 years** of experience in **Regulation** of energy, renewables, transport, accommodation, & other regulated sectors in Spain & Europe.
- ✓ **+10 years** as a **Digital Transformation & Digital Strategy** Consultant.
- ✓ **+10 years** as a **Executive IT / Digital Lawyer** working for **start-ups & digital companies**, drafting, reviewing negotiating and conflict-resolving any kind of **contracts** (software, SaaS, digital devices, robots...), **terms and conditions**, and **policies** (privacy, cookies, etc.).
- ✓ Contacted by **European Commission** as a **Digital Platform Regulatory & Strategic Expert** (2020 & 2023)
- ✓ **European Cast Legal IV** (Contract Staff highest level) achieved in February 2023 (for 10 years)
- ✓ **Expertise** as a **Law Firms' Lawyer (+10 years)**, **in-house Senior Lawyer (6 years)**, and **Freelance Lawyer & Economist (+10 years)**.

1. Executive Freelance Lawyer 2009 - present

Specialized in **digital economy, contracts, regulation, regulatory risks, Blockchain, renewables, energy, digital platforms and businesses.**

2016 present		In 2016 Rosa founded Legal Sharing [Independent Legal Advice for Digital and Sharing Economy].
		Startups, Marketplaces. Public Administrations. Digital Business. Rosa has advised relevant start-ups, from their beginning, advising both the legal and business strategies, their processes of creation, development, and growth.
		2014–2016 BlaBlaCar (P2P platform). Rosa advised and acted on behalf of BlaBlaCar before the CNMC in a public consultation on the existence and regulation of the sharing economy.
		2016–2019 Airbnb (P2P platform). Rosa achieved a good external advice on aspects related to the regulation of the platform economy (accommodation), EU regulations, Competition law (entry barriers) & Unfair competition.
		2017–2018 Fluidra. Legal opinion on the legal viability of intra-entrepreneurship projects related to digital platforms. Drafting atypical digital contracts for apps, robots, etc.
		2023 Madrid Regional Government (Comunidad de Madrid) Report on EU Member States' regulations regarding taxi liberalization and PHV (VTC) rules.
		2020–2021 Mr. Houston Advice on Software agreements and IT / IP issues related to them.
		2019–2020 ángelGO (P2P platform). Rosa provided legal and business strategic advice regarding P2P platforms (delivery, riders, drivers, PHV/VTC). Legal documentation of the website & App.
		2018–2019. Surplus. Delsol. Troia Launcher. Legal advice on energy P2P platform , built on Blockchain (for immediate payments through Smart Contracts), through which, neighbors of the same community or individuals under the same low voltage transformation center, can exchange the surplus of the solar self-consumption , with different types of priority (& price), without having to dump that surplus to the grid.
		2018–2019 Traity (B2C platform). Rosa provided legal advice on several regulatory issues of Blockchain, Compliance, Commercial Law, Project Management, Business Development.
		2015–2018 OCU (Spanish Consumers Association). Advice on digital platforms' terms for 25 European countries. Advice for 4 years on commercial contracts.
		2016–present Foreign investment funds. Regulatory risks. Accommodation platforms. PHV (VTC) licenses and taxi drivers.
2009–2015		Rosa advised Italian Renewable 9REN Spain (former Siemens Gamesa Solar) on regulatory and contractual matters. External Senior Lawyer acting as in-house Head of Legal.

2. Law Firms' Lawyer 1996 - 2008

06.2007 11.2008	 Pérez-Llorca	Pérez-Llorca Senior Lawyer in Public Law, Regulation, Regulatory risks, and Regulated sectors . Regulatory Due Diligences.
03.2005 07.2007	 ARIÑO Y VILLAR Abogados	Ariño and Villar Lawyers Senior Lawyer in the Regulation, Regulated sectors (Energy, Pharma, etc.), and Competition Law areas.
07.2001 03.2005	 LUPICINIO	Lupicinio Eversheds (Denton Lupicinio) Regulation, Competition, Good Governance and Corporate Law areas. Energy, Financial and Pharma sectors. <i>Secretary of the Board of Directors of financial companies. Advice before Spanish Central Bank.</i>
10.2000 07.2001	 ECIJA	ECIJA Oct.. 2000 – July 2001 Commercial & New Technologies Lawyer . Drafting every contract at Online Contracts webpage.
10.1996 06.2000	 Comunidad de Madrid CONSEJO DE ECONOMÍA, EMPLEO Y FISCALIDAD	Preparation to sit the Exam to become a Public Bodies' Lawyer Higher Body of Lawyers of the Madrid Regional Government Higher Body of Lawyers of the Spanish Auditors' Court

LinkedIn Recommendations by some Clients, as an Executive Freelance Lawyer & Economist



Stefano Granella, Chief Strategy & Growth energy presso a2a. Former CEO & General Manager **Italian Energy 9Ren Group** (former owner of Siemens Gamesa Solar). "Rosa is a **proactive lawyer, very oriented to the business**. She has a **high capacity of problem solving and to manage relationships**."



Rafael Tabares, Founding Partner INRA Servicios Energéticos. Former **9Ren Spain** (**Siemens Gamesa Solar**) Head of Energy Efficiency Department. "[Rosa is a] Very good professional. She **drafted all the matters related to the energy contracts of 9REN Spain** (Siemens Gamesa Solar). [She has a] **Very positive attitude** and with a lot of energy put into her work. It was a pleasure to work with her."



Vincent Rosso, Co-Founder Consentio and **BlaBlaCar Spain**. Former **BlaBlaCar Spain General Manager**.

"Working along with Rosa was an **exceptional experience**. She helped me to discover the **true sense of regulation regarding competition**. Her deep, International, and precise **knowledge of the subject** was key to compel a structured and premium quality paper that we used to support BlaBlaCar position within the **Sharing Economy debates** set by the Spanish authorities. **Her legal advice and professionalism raised the bar of the debate** which had contributed to demonstrate that the Sharing Economy has its place in our model of Society. Thanks again Rosa!"



Jaime Rodríguez de Santiago, Regional General Manager France, Spain, & Portugal **FREE NOW** (myTaxi). Former **BlaBlaCar Spain** General Manager. "Rosa is **second to none when it comes to her deep understanding of platforms' regulation** and, in particular, **Sharing Economy models**. She's gained **first-hand experience** working with some of the biggest players in the industry, such as BlaBlaCar, where I was lucky to meet her. Not only she is an expert in her field, **Rosa's professionalism and cheerful character** makes her someone with whom it is simply a pleasure to work."



Erick Andrade, CFO. PMD ESADE, EMBA, EEN, Entrepreneur. **B2B Digital Platform ángelGO** CEO & CFO.

"I had the opportunity to work with Rosa during the **definition of the legal strategy of my start-up ángelGO**. She is a very **business-oriented professional with a clear focus on the key business & legal risks management**."

Teacher, Speaker, Author and Media collaborator

- Teacher of "**Digital Platforms: Legal and business strategies, new business models, architecture, network effects, competition vs. cooperation, ecosystems, launch, monetization, growth, exit. Digital Dilemmas**." 10h. EUNCET Barcelona. (2021 -2023)
- Teacher of "**Digital Platforms. New business models and foreign trade**" at Master of Foreign Trade- Carlos III University. Madrid. (2018 -present).
- Teacher of "**Digital Services Act and e-commerce regulation**" at Master Digital Law – Madrid Bar's Association (ICAM). Madrid (2021 2023)
- Teacher of Masterclass: "**Digital platforms and new business models in the New Economy**". UNIR. (2021). ISDI (2018 - 2023)
- Teacher of "**Algorithms & Digital platforms**" at Master Digital Law (MDDITE) – ICAM. Madrid (2019 – 2023)
- Teacher at EOI (Industrial Organization School) in five areas (Entrepreneurship, Legal, Strategy...)
- Teacher of **Regulation of the sharing economy** at Univ. Complutense. Madrid (2017 and 2018)
- Teacher of **Crowdfunding Regulation** at Univ. Complutense. Madrid (2018)
- Teacher of **European Union Competition Law** in *Master Law*. Villanueva University (2005)
- Teacher of **Competition law** at the MASTER of *European Union Law* at U. CARLOS III- Competition and **Energy (4 years) Audio-visual (3 years)**
- Teacher of **Unfair Uompetition** at MASTER of *International Law*. Universidad San Pablo CEU (2003).
- **Freedom to conduct a business** and Freedom to provide services. **Spanish and EU regulation. EUROPEAN PARLIAMENT**. Brussels. 17 Nov. 2022.
- Services and **liability of P2P platforms**. Málaga Bar's Association. *October 27th and December 14th, 2022*.
- **EU Services Directive and P2P accommodation platforms**. Limits to Services Directive by regional and local laws. Girona. Spain. 21 Dec. 2021
- **Innovation: trade-off between regulation and freedom**. Innovation Institute. Colombia. 10 Sept.2020
- **Smart Regulation**. Concept, benefits and applications on digital platforms. **EUROPEAN COMMISSION**. Madrid. 6 Febr. 2020.
- **Digital platforms. Regulation. Types** – **BANKINTER FOUNDATION**. Akademia Program. 3 November 2019
- **Market regulation**. Free Market Road Show -- **RAFAEL DEL PINO FOUNDATION**. I. Juan de Mariana. 7 May 2019
- **Digital transformation in Spain. New Business Models**. Digital and collaborative platforms- IADG. Madrid - Nov 2018
- **Antitrust in Algorithm-Driven Economy** – **FIDE** Madrid 2018 | **Antitrust by Design - GOOGLE CAMPUS** Madrid 2018
- **Top Digital Economy Challenges – US EMBASSY IN SPAIN & MujeresTech** – Madrid - Febr. 2018
- **Competition issues regarding tourist accommodation (VUT)** – Ibiza University - Oct. 2017
- **European Agenda on Collaborative Economy** – Knowledge Nomads - Berlin - June 2017
- Interaction between **competition law and regulation**. M&A in the **energy sector**. **CLUB ENERGIA**. 14 Nov 2007
- **Legal Sharing Blog**
- **Books & Papers**
 - Co-Author of the Book "**Women. Challenges, Opportunities and Threats in a Connected World**". Wolters Kluger 2019.
 - Author of the article "**Digital Platforms Liability**". OTROSI. Madrid Bar Association (ICAM). No. 1st 2018th Era. Dec. 2018
 - Co-Author of the Book "**Energy in Spain and European Challenge. Security and Supply. Market power. Regulation. Competition**" ARIÑO. 2006
 - Co-Editor of "Notes on Spanish and EU competition Law" with Luis Ortiz. Dykinson (2003-2004)
- **Audio-visual media (TV, Radio)**
 - **Debate in TV about taxis and VTC** ("Taxis, the change") in program "Millennium" of the 2 of RTVE (25.feb.2019) on taxi and VTC issues
 - **Debate in TV on collaborative economy** in program "Millennium" (no. 66) of R TVE's La 2, on sharing and digital economy issues
 - **Online class on the European Commission's position on the Collaborative Economy of June 2016**.
 - **Collaborator on radio programs**: MUNDOEMPRENDE, esRadio, and COLABORUM, RadioYa

Regulation & Competition Expertise and Skills

- ✓ Identification of **Applicable EU-ES Regulations** (regardless the sector) and evaluation according to **Better Regulation Principles**.
- ✓ Thorough and comprehensive analysis of **Regulations' structure**, and **general interests** underlying regulations' considerations.
- ✓ **Use regulations' general interests to inform legal & business strategies** [i.e. for **BlaBlaCar** client (to avoid fines)]
- ✓ Identification of regulations' **impact on Company's strategies**, and ability to **synthesize and communicate** complex regulations to the **Board of Directors** in a clear and concise written / oral manner.
- ✓ Ability to **manage regulatory issues** of companies (even big & public ones) and being **ready for new disruptions and their regulations**.
- ✓ **Management of regulatory procedures with regulatory bodies** of the sector in which the company operates (Bank of Spain, CNMC ...)
- ✓ **Markets & Companies Competition Mapping Ability**.
- ✓ Teacher of both **Competition Law** and **Unfair Competition**.

Public & Corporate Policy Expertise and Skills acquired

- ✓ **Stakeholders Mapping**: understanding which stakeholders need to be involved in public affairs initiatives & how to best engage them.
- ✓ Ability for **Strategic Planning**, thinking and understanding of how public affairs strategies must adapt to different *scenarios*.
- ✓ Identification of **different policy goals & plans** according to companies, sectors, stakeholders, and shareholders involved.
- ✓ **Design corporate communications' strategies, plans, and tempos**.

Legal & Business Strategy Expertise and Skills

- ✓ Postgraduate studies in Digital Business MIT & Columbia Bs School
- ✓ **Legal & Business Strategy Teacher**
- ✓ **Design Business & Legal Strategy for clients** (*Traity, angelGO, ...*)
- ✓ **Analytical, Critical and Strategic Thinking. Risk Management Skills**.
- ✓ Ability to identify **connected issues** from a **big picture** perspective.

Entrepreneurship & Freelance Expertise and Skills

- ✓ **Deeply curious** with a passion for learning and committed to **continuous professional development**.
- ✓ **Proactive person** with a drive to take initiative.
- ✓ Strong organizational and **project management skills**.
- ✓ Great **Business Development** and relationship **Skills**
- ✓ **Ability to work independently** and as part of a **team**.
- ✓ **Management of relevant & public Companies** (*E.On, Fluidra Airbnb, BlaBlaCar, ...*)
- ✓ **Acquired self-confidence in problem-solving of any nature**, due to the experience of relying on the:
 - **extensive knowledge** acquired,
 - the **experience** gained over more than 25 years, and
 - the **ability to create and solve matters independently** on my own (due to **+15 years** of experience as an Executive Freelance).

Commercial Law & Contracts Expertise and Skills

- ✓ **Identification of Company's interests** to be protected and the
- ✓ **Identification of the type of advice** to be given to Companies, and its scope.
- ✓ **Risk Management**: Identification of any kind of legal risk on any type of commercial agreement that may affect Company and/or Directors' interests.
- ✓ **Drafting any kind of commercial agreement from scratch**, both on a national or an international basis.
- ✓ **Review** any type of contract to **identify any risk** that may affect to Company and/or Directors interests, and **propose amendments**.
- ✓ **Negotiate** commercial contracts or any kind of amendment, and **require the fulfilment** of any contract on a **pre-litigation** basis.

Personal & Professional Skills

- ✓ **Multidisciplinary profile** in both legal and business fields (ICADE E-3)
- ✓ **Highly motivated and results-oriented professional** with a strong commitment to personal and professional excellence (ICADE E-3)
- ✓ **Generalist profile**: ability to get a **general overview (big picture)** of the situation and to **connect different ideas** from there.
- ✓ **Independent professional** with a proven ability to work collaboratively and effectively within a **team** environment.
- ✓ **Great communication and interpersonal skills**. Ability to effectively convey complex information in a clear and concise manner.
- ✓ **Empathic leader** with a proven ability to understand the needs of clients; build strong relationships; and negotiate complex matters.
- ✓ **Strong leadership, analytical, and problem-solving skills**; ability to identify needs, develop and propose solutions, communicate effectively, and provide resources to achieve organizational goals.

Communication & Legal Comm. Expertise and Skills

- ✓ Experience in **identifying what different kind of audiences need at each moment** (depth, joke, multimedia, break ...)
- ✓ **Tailor approaches** needed to different contexts, stakeholders & shareholders, and design **Communication strategies, plans & tempos**.
- ✓ **Project management & Campaign Development skills**: Designing communication strategies, plans, and timelines.
- ✓ **Professional communication** experience as **Legal influencer** on digital platforms: for **Legal Sharing Blog, Airbnb** client, ...

Corporate & Good Governance Expertise and Skills

- ✓ Identification of **Good Governance Principles and Strategies** to be implemented.
- ✓ **Design goals, plans & effective measures** to be implemented to fulfil Corporate goals and to increase and/or maintain **Company & Directors' reputation**.
- ✓ **Summarizing and Reporting Skills** before the Board of Directors and/or the Board Leadership Center.
- ✓ **Creation of the concept of Individual Social Responsibility (RSI)**
- ✓ **Innovate** and be able to **attend to disruptive new Governance parameters** and standards.

Secretary of the Board of Directors Expertise and Skills

- ✓ **Provision of legal and business advice** to Companies and Directors on **corporate matters**, avoiding them any kind of potential liability.
- ✓ **Efficiently manage the legal- corporate affairs of a company's Board of Directors, even in a regulated sector** (i.e. financial, for **MoneyGram** Spanish partners, controlled by Spanish Central Bank)
- ✓ Identification of the **regulatory limitations on the actions of the Board of Directors**, regardless the industry / ecosystem in which the company operates, and communication to the Board of Directors.

Online Platforms Expertise and Skills acquired

- ✓ Founding Partner of **Legal Sharing** (pioneer legal boutique focused on the advice of Digital Economy)
- ✓ **Pioneer Lawyer & Economist** focused on **Digital Law and Online Platforms** (when advising **BlaBlaCar** client in 2014)
- ✓ **Pioneer study of Digital Platforms** at USA and UK (2020 - 2021)
- ✓ Identification of the traditional regulations' principles and rules that are still applicable for the **new Economy and digital business models**.
- ✓ Passion and ability to advise **any kind of legal, business, strategic and public policy issue** related to digital platforms.

EU Digital Law Expertise and Skills acquired

- ✓ **Provision of legal, public policy & business advice** to Companies and public bodies on **EU digital, competition, e-commerce, consumers' matters**.
- ✓ Teacher and Speaker of several EU regulations: **DSA, DMA, e-commerce and Services' Directives**, as well as **consumers' laws and EU Commission's Communications**.
- ✓ Ability to consider **EU Digital regulations' principles** to provide any kind of advice to companies and/or public institutions- Governments.

Member of Spanish Antitrust Association (**A.E.D.C.**), Tech Lawyers (**ENATIC**) & Spanish Directors' Association (**EJE&CON**).

Lawyer # 56.784 **ICAM** (Madrid Bar Association)