



Rosa Guirado

Executive Lawyer & Economist (ICADE E-3) | **English C1.**

Woman. Spanish | Novembre 18, 1972 | Madrid. Spain.

RosaGuirado.com | [LinkedIn](#)

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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 **Bachelor's degree in Law.** Universidad Pontificia Comillas. **ICADE E-3**
- Oct. 1990 - June 1996 **Bachelor's degree in Economic & 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.Business 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 (Energy & Renewables, EU & ES Regulation, Competition Law, Public Policy) and 2. **private** issues (Commercial Contracts, Business & Legal Strategy, Legal Communications, Good Governance).
- ✓ **+27 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 **commercial law, contracts, regulation, regulatory risks, Blockchain, renewables, energy, digital economy, 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 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 commercial contracts for digital devices, software, apps, robots, etc.
		2023 Madrid Regional Government (Comunidad de Madrid) Report on EU Member States' regulations regarding taxi liberalization and PHV (VTC) rules.
		2023 Telefonica & Repsol joint venture. External Executive Energy Adviser. Legal advice on all the Spanish energy regulation applicable to solar self-consumption plants.
		2021 Renewable top solar company. External Executive Energy Adviser of a Law Firm. Direction, analysis and execution of regulatory due diligence of 9 PV parks (420 MWp) from different regions of Spain.
		2025 Law Firms. External Energy Regulation Adviser. Legal advice on the Spanish energy regulation applicable to different cases (i.e. to any commercial agent which signs an agreement with energy trading companies)
		2020 Mr. Houston. Data & Tech Solutions. Advice on Software agreements, SaaS, and IT / IP issues related to them.
		2019 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 regulation and contractual matters. External Senior Lawyer acting as in-house commercial contracts Manager.

2. Law Firms' Lawyer 1996 - 2008

06.2007 11.2008	 Pérez-Llorca	Pérez-Llorca Senior Lawyer in Energy, 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. Secretary of the Board of Directors of financial companies. Advice before Spanish Central Bank.
10.2000 07.2001	 ECIJA	Oct. 2000 – July 2001 Commercial & New Technologies Lawyer . Drafting every contract at Online Contracts webpage.
10.1996 06.2000	 CONSEJERÍA DE ECONOMÍA, EMPLEO Y HABILIDAD Comunidad de Madrid	Preparation to sit the Exam to become a Public Administration 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**."

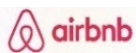


Rafael Tabares, Founding Partner INRA Servicios Energéticos. Former **9Ren Spain (Siemens Gamesa Solar)** Head of Energy Efficiency Department. "[Rosa is a] Very good professional. She **drafted all the matters related to the energy contracts** of 9Ren Spain (Siemens Gamesa Solar). [She has a] **Very 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, Country Manager **Airbnb**. Former Regional General Manager **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 is she 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 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 Kluwer 2019.
 - Author of the article "**Digital Platforms Liability**". OTROSÍ. 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**.

<p>Regulation & Regulatory risks Expertise and Skills</p> <ul style="list-style-type: none"> ✓ Strategic Regulatory Analysis & Application: Expertise in identifying and evaluating EU-ES regulations, applying Better Regulation Principles to inform legal and business strategies, and proactively addressing potential regulatory impacts (e.g., as demonstrated with BlaBlaCar, E.On). ✓ Comprehensive Regulatory Insight & Communication: Thorough analysis of regulatory structures and underlying interests, with a proven ability to synthesize complex regulations into clear, actionable guidance for executive teams and employees. ✓ Effective Regulatory Body Management: Proven track record of managing regulatory procedures with key authorities (e.g., Bank of Spain, CNMC), ensuring compliance and fostering positive relationships with regulatory bodies. ✓ Expert in Competition Law & Market Regulation: Proficient in managing complex regulatory issues, conducting market and competition analysis, and educating on competition and unfair competition law, ensuring companies are prepared for regulatory disruptions. 	<p>Digital Business & EU Digital Law Expertise & Skills</p> <ul style="list-style-type: none"> ✓ Pioneering Digital Law & Sharing Economy Expertise: A pioneer in providing independent legal and economic advice on digital law and the sharing economy, demonstrated by early work with BlaBlaCar before the CNMC in 2014. ✓ Established Digital Business & Marketplace Advisory: Founding partner of Legal Sharing in 2016, a pioneering boutique focused on independent advice for digital businesses and the sharing economy, with clients including Spanish public company Fluidra and Airbnb. ✓ Advanced Digital Platform & Strategy Education: Extensive postgraduate study at MIT, Columbia Business School, and Cambridge University, providing a deep understanding of digital platforms, businesses, and strategies. ✓ Strategic EU Digital Regulation Analysis: Proficient in identifying and analyzing EU digital regulations and Commission proposals, applying core principles to provide strategic advice on EU digital, competition, and e-commerce matters to companies and public institutions, ensuring clients navigate the complex regulatory landscape effectively.
<p>Public & Corporate Policy Expertise & Skills acquired</p> <ul style="list-style-type: none"> ✓ Strategic Stakeholder & Shareholder Engagement: Proficient in mapping and engaging key stakeholders and shareholders to effectively advance public affairs initiatives, ensuring alignment with company objectives. ✓ Adaptable Public Affairs Strategy Development: Skilled in strategic planning and adapting public affairs strategies to diverse scenarios and timelines, crucial for navigating the evolving regulatory landscape of the software industry. ✓ Tailored Policy Goal & Plan Formulation: Expertise in identifying and developing policy goals and plans that align with the specific needs of companies, sectors, and stakeholders, optimizing outcomes for all involved parties. 	<p>Communication & Legal Comm. Expertise and Skills</p> <ul style="list-style-type: none"> ✓ Strategic Legal Communication & Stakeholder Engagement: Expertise in tailoring communication strategies to diverse contexts, stakeholders and shareholders, designing effective plans and timelines. ✓ Campaign Development & Digital Legal Influence: Proven project management and campaign development skills, coupled with experience as a legal influencer on digital platforms, effectively communicating complex legal information. ✓ Audience-Centric Legal Communication: Ability to identify and adapt to the specific needs of different audiences, ensuring clear, impactful communication across various channels.
<p>Web Terms and Conditions Expertise and Skills</p> <ul style="list-style-type: none"> ✓ Comprehensive Legal Web Terms Drafting: Expertise in crafting legally sound Web Terms & Conditions, addressing diverse risks and tailored to software business models. ✓ Strategic Risk Mitigation & Negotiation: Skilled in negotiating and adapting Web Terms to balance business needs with legal requirements, minimizing risks in online agreements. ✓ Regulatory Compliance & Clear User Terms: Deep understanding of online regulations, ensuring compliant and user-friendly Web Terms for software platforms. 	<p>Commercial Law & Contracts Expertise and Skills</p> <ul style="list-style-type: none"> ✓ Strategic Contract Drafting & Negotiation: Proficient in drafting and negotiating diverse national and international commercial agreements, prioritizing company interests. ✓ Comprehensive Risk Management in Commercial Contracts: Expertise in identifying and mitigating legal risks within commercial agreements, protecting the company through reviews & amendments. ✓ Proactive Contractual Compliance & Dispute Avoidance: Skilled in negotiating contract amendments and driving pre-litigation fulfillment, minimizing disputes and maximizing contractual compliance.
<p>Corporate & Good Governance Expertise and Skills</p> <ul style="list-style-type: none"> ✓ Identification of Good Governance Principles, disruptive new Governance parameters and standards, 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. ✓ Summarization and Reporting Skills before the Board of Directors and/or the Board Leadership Center. 	<p>Secretary of the Board of Directors Expertise & Skills</p> <ul style="list-style-type: none"> ✓ 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 of the industry / ecosystem in which the company operates, and communication to the Board of Directors.
<p>Personal & Professional Skills</p> <ul style="list-style-type: none"> ✓ Strategic Legal & Business Leadership: Multidisciplinary expertise bridging legal and business domains, enabling strategic oversight, innovative problem-solving, and effective team leadership. ✓ Results-Driven Communication & Collaboration: Highly motivated with exceptional communication and interpersonal skills, fostering strong client relationships and collaborative problem-solving to deliver effective solutions. ✓ Client-Centric Negotiation & Autonomous Expertise: Empathic negotiation skills, prioritizing client needs, coupled with proven ability to work autonomously and drive successful outcomes. ✓ Creative, Analytical & Human-Centric Approach: A creative and analytical thinker, highly detail-oriented, and business-focused, with a strategic mindset and a proven ability to build trusted colleagues, employees or stakeholder relationships. 	<p>Entrepreneurship & Freelance Expertise and Skills</p> <ul style="list-style-type: none"> ✓ Proactive Entrepreneur & Strategic Business Development: Driven by continuous learning and curiosity, with proven skills in business development, relationship management, and independent project execution. ✓ Versatile Platform & Client Management: Experienced in navigating complex client relationships and managing diverse platforms (Airbnb, BlaBlaCar, Fluidra, Siemens Gamesa Solar), excelling in both independent and collaborative settings. ✓ Autonomous & Confident Problem-Solving Expertise: Possesses exceptional self-confidence in solving complex issues, backed by (1) a comprehensive and multidisciplinary education; (2) +28 years of professional legal experience, and (3) a +15-year track record of successful executive freelance work.