

Rosa Guirado

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

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+30 years of experience in **Business & Legal Strategy, Digital Law, Contracts, Regulation, Public Policy & Legal Comm.**
Areas: **Digital Platforms** & Businesses, and **Regulated sectors** (energy, renewables, telcoms, accommodation, transport..)
Business-oriented, human-centered, and **empathic** professional. Great **analytical, creative** & **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**. Madrid. Spain.

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

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 **public** legal matters (Energy and Renewables, EU and ES Regulation, Competition Law, Public Policy) and **private** issues (Commercial Contracts, Business and Legal Strategies, Legal Communications, Good Governance).
* **Founder of Legal Sharing® brand:** Independent Executive Lawyer for 17+ years, trusted by Spanish listed Fluidra, Airbnb, BlaBlaCar P2P marketplaces, and Madrid Regional Government, among other clients.
* **Rare dual profile**: rigorous Legal-Economic Analysis combined with a Master's in Counseling (1,500 h, 2009) completed years before empathic leadership became a mainstream management priority. This shapes how I negotiate, advise boards and build trust with clients or regulators.
* Once left big law firms, I still keep asking **how to humanize legal and business world**. That vision drives my work, from **my Deep-Link Dinners** (2014–2020): home-cooked dinners with top entrepreneurs and a no-work-talk rule, to the bolder projects I want to build next.

✓ +30 years-experienced Lawyer on **Commercial Agreements** (drafting, reviewing & negotiating) both in a **national and an international basis**
✓ +16 years of experience in **Regulation** of **any regulated sector** (energy, renewables, transport, accommodation & others) **in Spain & Europe**.
✓ +13 years as **Digital Strategist** and **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.).
✓ +6 years experienced Lawyer with expertise on **energy agreements** and **transactions** (EPC, O&M, outsourcing, SPA, SPVs…).
✓ **Expertise** as a **Law Firms'** Lawyer (+10 years), **in-house** Senior Lawyer (6 years), **Freelance Lawyer & Economist** (+10 years) & **Opositor**a (4 years)
✓ **European Cast Legal IV** (Contract Staff highest level) achieved in February 2023 (for 10 years)

1. Executive Freelance Lawyer *2009 - present*

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

2016 present	Legal Sharing	In **2016** Rosa launched the trade name **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.

	BlaBlaCar	*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.
	airbnb	*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**.
	FLUIDRA	*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.
	Consejería de Economía, Empleo y Hacienda Comunidad de Madrid	**Madrid Regional Government (Comunidad de Madrid)** *2023* Report on EU Member States' regulations regarding taxi liberalization and PHV (VTC) rules.
	SOLAR 360	*2023* **Law firm advising a major energy joint venture. External Executive Energy Adviser.** Legal advice on all the Spanish energy regulation applicable to solar self-consumption plants.
	LAWYERS FOR PROJECTS	*2021* **Law firm, renewable sector. External Energy Adviser**. Direction, analysis and execution of regulatory due diligence of 9 PV parks (420 MWp) from different regions of Spain.
	Law firms	*2025 2023* **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)
	mrHouston DATA&TECHSOLUTIONS	*2020 2021* **Mr. Houston.** Data & Tech Solutions. Advice on **Software agreements, SaaS, and IT / IP issues** related to them.
	ángelGO	*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**.
	TROIA venture evolution	*2018 - 2019.* **Surplus. Delsol. Troia Launcher.** Legal advice on **energy** P2P **platform**, built on **Blockchain** (for immediate payments). This platform allows neighbors or individuals, under the same LV TS, to exchange the surplus of the **solar self-consumption**, with different types of priority & price without having to dump that surplus to the grid.
	traity	*2018 – 2019* **Traity** (B2C platform). Rosa provided legal advice on several regulatory issues of **Blockchain, Compliance**, **Commercial Law, Project Management, Business Development.**
	ocu	*2015 - 2018* **OCU** (Spanish Consumers Association). Advice on digital platforms' terms for 25 European countries. Advice for 4 years on commercial contracts.
	GUIDEPOINT	*2016 – present* **Foreign investment funds**. Regulatory risks. Accommodation platforms. PHV (VTC) licenses and taxi drivers.
2009 2015	9REN	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 HACIENDA 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

9REN

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**."

BlaBlaCar

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!"

airbnb

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."

ángel GO

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**.

9REN

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."

Teacher, Speaker, Author and Media collaborator

- Teacher of **"Digital Platforms: Legal and business strategies, new business models, architecture, network effects, competition vs. coopetition, 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 Competition** 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. Colegio de Economistas de 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, Smart Regulation** & **regulatory reduction**. 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 La 2 of RTVE (25.feb.2019) on taxi and VTC issues.
  - Debate in TV about **collaborative economy** in program "Millennium" (n. 66) of RTVE's La 2 (9 January 2017) on sharing economy issues
  - Online class on the **European Commission**'s position on the Collaborative Economy of June 2016.

Member of Spanish Antitrust Association **(AEDC)** | Spanish Directors' Association **(EJE&CON)** | **Lawyer** #56.784 **ICAM** (Madrid Bar Association)