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**Note added 13th May!* We've hired our first hero of the marketplace and are now searching for our second hero! Still reading every single cover letter, keep applying!*

Please copy and paste the link to apply at bottom of doc and it will work as google keeps blocking the redirect! (the same goes for any links that don't work in doc)

Also someone just had the idea to allow commenting on this doc! Love it. Just updated permissions so anyone can comment and we can get a big discussion going!

p.s this is way easier to read on desktop than phone

Helloooo! I'm Toby the founder of Kiki and this whole doc is a snippet into who we are, why we care so much about achieving this vision and hopefully, this gives you a glimpse into why joining us on this journey will be something truly remarkable, rewarding and really really special.

So who are we searching for?

We need our Petra Hasson. Who is she? One of the first employees at Spotify.



[Star lawyer Petra Hansson quits Spotify after 10 years - Music Business Worldwide](#)

We need our Austin Geidt. Who is she? She was the first employee to join Uber.



(this was Austin ringing the bell at IPO 10 years later as Uber's longest standing employee)

[Austin Geidt Went From Intern to Uber's Head of Strategy Before Quitting in 2020 — Where Is She Now?](#)

[Uber's Austin Geidt discusses her leadership skills | Fortune](#)

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1. What is Kiki's mission?

What is Kiki going to accomplish?

We're on a mission to unchain NYC and eventually the world from the constraints of rent. What does that mean? People can't leave freely and have no freedom because they're stuck paying rent when they're away and can't trust anyone to stay in their home. People are naturally hesitant when it comes to letting someone stay in their home or staying in someone else's. This is an incredibly hard thing to pull off because we're changing human behavior. We have to break through a massive trust barrier to get someone to trust another person to stay in their home for the first time. Trust is absolutely everything here, and it's our job to earn that trust from people who might never have considered subletting before. Once people get their rent covered for the first time, they will have the freedom to leave their home to

travel, see family, or go on work trips without being tied to paying their rent. Kiki is building habits: when people are away, they will get their rent back through Kiki.

This market doesn't exist yet, we are creating it. Think about the biggest companies in the world. Many created and pioneered their industry: Amazon in e-commerce, Apple in personal technology, Tesla in electric vehicles, Google in search, and Kiki in living.

What are the challenges?

This is an incredibly complex problem that requires the perfect combination of deep understanding, hard work, creativity, and luck. On the surface, you might think, "Oh, subletting can't be that hard." People have been trying to solve it since the Roman era when missionaries went away and got people in the neighboring village to stay at their home, look after their family, and help out around the house. However, over 2000 years later we still haven't figured it out. Why? Trusting someone to stay in your home is one of the biggest trust requirements in life. Then, would I trust this person to sleep in my bed, be alone with all my valuables, hang out in my bathroom and kitchen for a couple of weeks? For most people, that is only something they would share with family and friends who they have deep relationships with and, most importantly, trust.

So how do you unlock this trust for people who are not family and friends to stay? You have to replicate that feeling of what it means to have a family member or friend staying in your home. It is that feeling of knowing they're not stealing your stuff, trying on your clothes, having a party in your lounge, and are watering your plants and treating your home as their own. That is the feeling we are replicating and have figured out how to do this across NYC for over 800 people already. But haven't hundreds of startups already attempted to crack the sublet market and failed? Yes, there is a graveyard of hundreds of them just in NYC alone over the past 20 years. We've watched many come and go over the last six years, and I've personally spoken to many who have tried, and they all said the same thing. They tried to build a startup around those who already sublet, not the people who have never trusted anyone in their home before. This is the significant difference between Kiki and everything that has come before us.

How are we going to pull this off?

We don't let anyone even use Kiki unless it is their first time subletting. If not, we actively turn them away. Why? These people are not the biggest market, don't care about who stays in their home, and are therefore incredibly transactional as they only care about milking as much money as possible while away and actually represent a smaller market than those who have never sublet. When talking to those who tried before, they said it was incredibly hard to monetize, and no one really cared if they existed or not. There was no product market love.

Whereas for our Kikiers, they are over the moon, they feel like they are getting free money since previously it was a sunk cost and realise they can start doing this for every trip. What happens here is magical as you watch their behaviour start to change in front of your very eyes. We have had people cry in our arms, go home and see grandparents for the last time before they passed away, attend weddings, and live the life they have always wanted to but didn't know was possible. People have been searching for a solution to this for decades. Through Kiki, we have figured out how to start changing human behaviour and transform people's lives for the better, which has caused a brand-new market to be born.

Who is our niche, specifically? We've found the most successful early niche are women who've never had someone stay in their home before, aged 25-30, living in lower Manhattan with studio/one-bedroom apartments paying \$3-4.5k, earning \$100k+, who can do hybrid work and want to travel but the only thing holding them back is rent. We're solving such a significant pain point for them that they begin spreading this to their friend group like wildfire and start taking extra trips because of Kiki.

Since we're building just for these early Kikiers, our product has to give people the highest levels of trust possible about who's staying in their home. This requires us to understand the really fine nuances of their life and know everything about them to work out who they'd trust and why. We're really close to our early Kikiers in NYC and will continue to be so we build a solution that actually solves their pain point (aka "build something people want").

Our vision for a better world: While today our sole focus is on subletting, we have an opportunity to change every part of people's lives. In a post-COVID world, people have been craving the freedom to move around, using their homes as a new income stream. They now control their finances and can use this money to take more trips, see grandparents for the last time, save for the future, and finally have the financial freedom to pursue their dreams. We have already changed the behavior of many in NYC, but when millions adopt this behavior, the world will go through an evolution.

Letting someone stay in your home requires an extraordinary amount of trust, a higher level of trust than almost any other action you take in your life (aside from getting married or joining a startup). Because of this, once people trust us with their homes, they will trust us to unlock so many other aspects of their lives as well. We will then start to see people's behavior continue to change as we unlock more income sources for them and help them share every part of their lives with those in the Kiki network. While our business is subletting, our secret sauce is our network of trust. This network is what will allow us to have more impact than Uber or Airbnb. In 20 years, we will be sharing our entire lives with people from every corner of the globe.

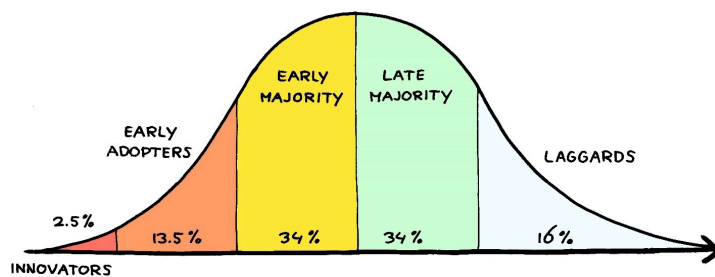
When Kiki wins, we will not have just transformed the living sector but made the world more connected than it ever has been, with people from every country living together, sharing experiences, and living as one.

2. Where is Kiki today?

How far have we come? We've solved this problem for over 6000 people globally. We saved people over \$2,300,000 in rent in Sydney from 2022-2023. We've just helped people save over \$600,000 in NYC in 10 months since relaunching in summer 2024. This is almost \$3,000,000 that normally goes wasted instead of being transacted; there was no market for it before. Over these six years, we have learned A LOT (we could talk for hours and hours about these and I look forward to sharing these with you). We've never been in a better position than we are today to pull this off. We're strapped with soooooo much unique insight from: 3 years of failing, 3 years of wins, many many mistakes, markets taking off, starting from scratch, launches and re-launches, pre-seed, seed rounds raised and enough runway to figure this out. We know what we need to do. We just need the right people aboard the ship to help make it happen.

So what are we most focused on? Our superlisters. We believe to win this market you need to win the superlisters, just like Amazon did beating Ebay by winning the 100 powersellers. We have a core base of 150 superlisters in NYC whose behavior has changed since they've started using Kiki. Changing the behaviour means after they sublet for the first time through Kiki, they added another trip after the experience. This indicates they will now do this for all their trips rather than leaving it empty. These are people like Gillian, who had never trusted someone in her home before, and has now sublet 9 times last year through Kiki. This meant going on every trip she'd ever dreamed of and preaching it was only possible because we exist.

There's over 20 people like Gillian in NYC who've never sublet before Kiki and now have taken more than three trips. We've noticed their evolution starts with subletting for the first time, then realizing how incredible this new experience is and listing again for another trip, and then finally someone like Alana, who trusted Kiki to find someone to fill her home for a month in January and only then booked her month long trip to Miami after. Gillian and Alana are both 'innovators' (as seen on the graph below) and this year we will unlock the 'early adopters' market.



This will fuel our goal for 2025 of "winning NYC". This means changing the behaviour of a few thousand people in 12 months. Already we've had more people sublet for the first time with us than any other company in the history of NYC. If we win NYC this year, we plan on raising our Series A April 2026 so we have the ability to launch and grow in 5-10 more American cities before raising our Series B, taking over America, expanding to Europe, and then to the rest of the world.

3. What we need you to solve first

What will be your job at Kiki? Joining Kiki means you are coming in to solve whatever problem is the most crucial at each stage of our growth. Just like Austin at Uber, over 10 years she solved countless different problems: she started on driver acquisition in San Francisco, then became the person the Uber founding team dropped in new cities to cold start driver supply, then owned driver acquisition across all markets, then became general manager of New York (their biggest market), then head of global launch, and the list goes on. They didn't just hire Austin for one task: once Austin solved the first problem they were solving, they directed the next most urgent problem to her. Austin was adaptable, resourceful, and whatever problem was thrown at her she backed herself to go figure it out. Most importantly, she won the trust of the team that she'd figure it out every single time. This is what we're searching for.

So what's the first problem of today we need you to solve? The marketplace is not happy. Communication is not up to our standards of excellence, people are feeling abandoned and frustrated, and as a result our growth has been slowed down. How do we solve this? We need someone to own the marketplace, make it their life's work, blow our Kikiers away, and set us up for our next stage of explosive growth.

What does this mean? We're not creating the best experience we know we can for all our Kikiers in the marketplace right now. In fact we're letting them down in a lot of situations. This has to change.

The entire team will support you in making this happen. We have endless learnings that have shaped our approach to tackling this massive task, but are open for you to customise this role as much as you like to best suit you. At the end of the day we only care about the results. In this case, that means the marketplace is over the moon happy and Kiki is growing. I will go all in and do whatever it takes to help you win. We want you to absolutely fly in this role and know this may take time as we have significant onboarding to make sure you are well set up.

4. Why is this problem so incredibly important to the business?

If you end up being our marketplace hero, you're going to be one the most celebrated and appreciated people in the team as you're tackling one of our hardest problems. You will become one of the most knowledgeable people about Kiki and this industry in the entire world. The pace at which your expertise will develop will be exponential. Every time we ship a new feature, you'll be the first person to hear if it's working, what our Kikiers love and what they hate. You'll take in more information per day than you probably ever have, but this means your potential growth is uncapped.

This role is a lot of fun! When you own the marketplace, you have the ability to run unlimited experiments to figure out the best way to run the marketplace. Everyone in our community will absolutely adore you because of the impact you're having on their life (I say so from doing it myself). Every single day you're making other people's days, because in the listers' eyes you're their hero that made getting to go home and see their niece being born possible for example. And to people staying in Kikis, you're saving them from being potentially homeless, relieving all the stress that is finding accommodation in NYC. Again you're their hero. People in the team have got countless gifts from Kikiers showing up to our office just to thank us. I once had someone in Sydney come running up, hugged me and started crying in my arms thanking us for being able to see their grandad for the last time before he passed away. This is what your work means to people.

How is the team feeling? Internally, not having this problem solved causes us as a team so much anxiety. We have incredibly high standards for what the marketplace and our Kikiers deserve. The whole team is super excited for you to join and help us solve this. We are here to provide unlimited support to help you win. Personally, I can't wait to give you everything, pour my 6 years worth of insights (fails and wins) into you and just watch you flourish. This will take time; we don't expect you to nail it from day 1. We have a lot of onboarding to get you up to speed. The good news is you can pick this all up in a week or two and be flying by

a month in. When we look back in 10 years time, people will be asking “how did Kiki figure out the cold start in NYC and transform how a billion people live? The answer to that question will be “because of you”. That’s the level of impact you’re going to have on the entire business and society as a whole.

5. What is it going to be like working with us at Kiki?

Our 5 core values:

1. **Building an unstoppable team:** At Kiki, we are more than just a team. We are a close-knit group of friends driven by trust, determination, and belief in one another. Like the most successful sports teams, we bring together talented individuals who are fully committed to a shared mission. No matter what challenges come our way, we tackle them together and keep moving forward.
2. **Kikiers above everything:** There is nothing we wouldn’t do for a Kikier. No egos, no hierarchy. Anyone on the team will roll up their sleeves to absolutely blow them away. We refuse to settle for an average, expected experience. At Kiki, our minimum standard is delivering something extraordinary. This means doing the unscalable and making choices that might not make sense to others but are exactly what it takes to win in this space.
3. **Celebration culture:** At Kiki, we work bloody hard, but we celebrate every single win because we know the effort and sacrifices it takes to make them happen. Each win, no matter how big or small, is a step closer to achieving our vision and a chance to recognize the dedication that got us there. No one’s hard work goes unnoticed because every single contribution matters.
4. **Learning through risk and experimentation:** We thrive on creativity and encourage everyone to try new ideas, take risks, and not overthink it. Taking risks and experimenting is how we learn and grow, even when things don’t initially work out. Every idea, whether successful or not, teaches us something valuable and helps us move closer to pulling off this crazy vision.
5. **Genuinely back each other in every way:** We trust each other completely and always have each other’s backs. Whether it’s hyping up someone else’s idea, jumping in to solve a problem, or just being there to talk through work or personal challenges, we’re a team in every sense. No challenge is ever faced alone. If something doesn’t work, we regroup, pick up the pieces, and figure it out together.

Just adding in: I’ve noticed a lot of people with neurodivergent brains applying. I’m very openly dyslexic and struggle with many things. However, it’s also my superpower. If you’re neurodiverse, please do not shy away from it; openly share your journey in your cover letter!

6. The end of rambling

If you've made it through all my rambling, and think just maybe you could be this person. Apply. Even if you have questions, even if you don't think you're qualified enough, even if you think this is too much responsibility, risk or commitment. Apply. Even if you feel like you have no idea how on earth to do this right now, everything can be learned. You could be our potential Austin we've been looking for and she knew nothing when she started 15 years ago. Once you start uncovering all the magic behind what makes building this so special you'll understand why we all seem a bit crazy and know this wild dream is actually a future reality.

7. Links to look at

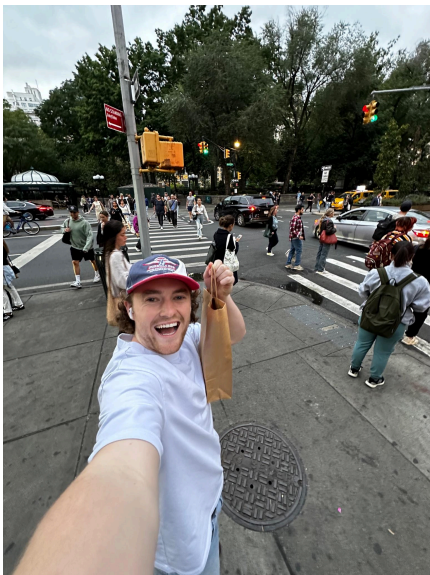
1. **Stalk our instagram** [@kikiclub.nyc](https://www.instagram.com/kikiclub.nyc)
2. **Our real 7 year story**
https://www.instagram.com/p/DH4UrSaSAIZrQEj0FGmDzV6M7OUjZv3unycxZE0/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
3. **How We're Going to Change the Way a Billion People Live | by Toby | Medium**
https://medium.com/@toby_67858/how-were-going-to-change-the-way-a-billion-people-live-23440259832c
4. **First podcast with Blackbird Aug 2023 (just after we raised our seed and before we launched NYC the first time)**
<https://open.spotify.com/episode/6POrwXTixPyUGDmjVgNHpw?si=4f32f41f58c24499>
5. **Links to every video/article/book that helped me understand marketplaces**
<https://docs.google.com/document/d/1uHMhp3H5PmTsQG6iotrelOejpCY7pz9LJ5KSEFLmZqQ/edit?tab=t.0#heading=h.lu8qfanee15a>

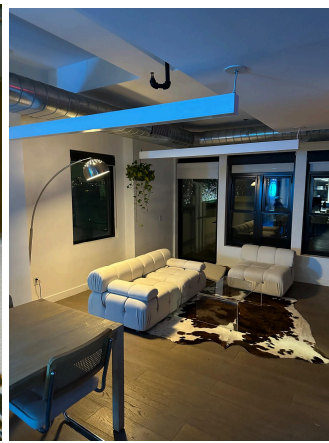
8. Pics of what we get up to as a team & with Kikiers









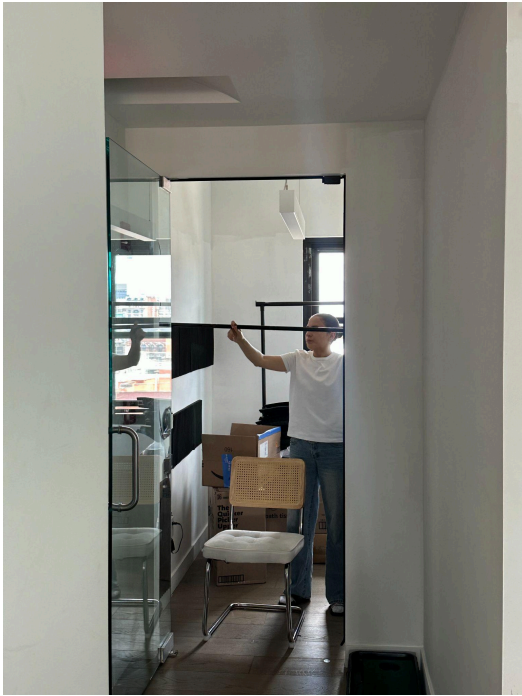






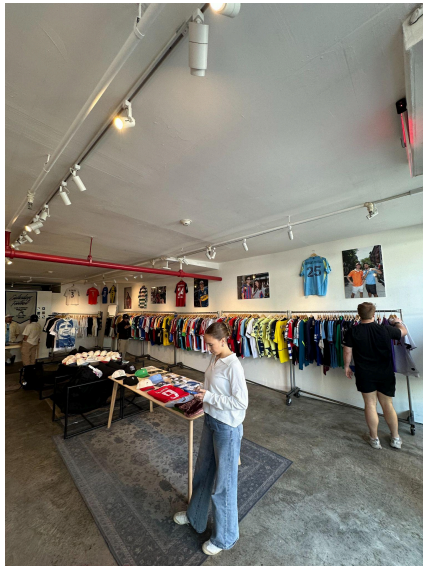


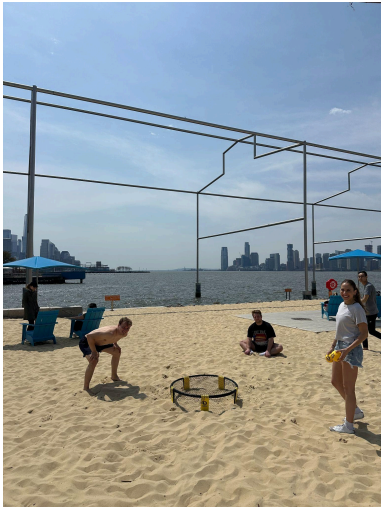


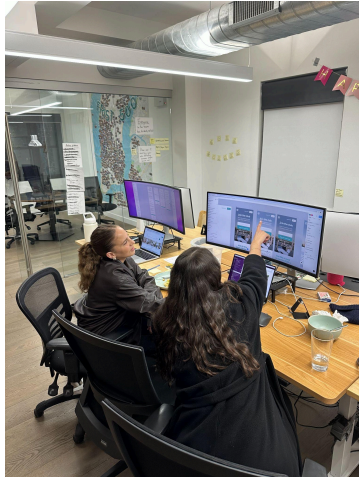




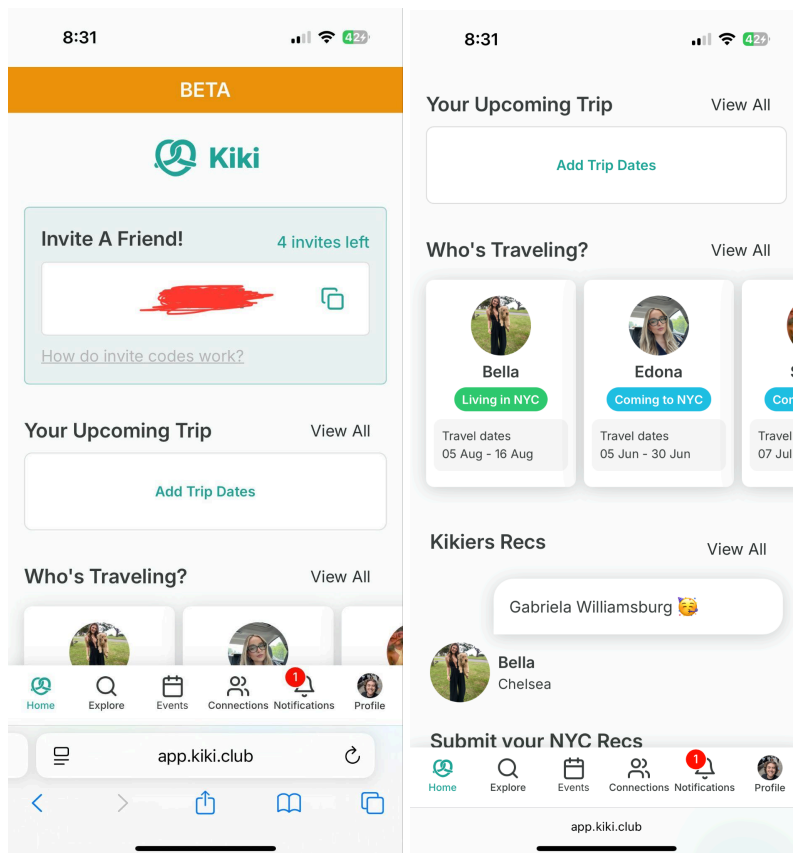


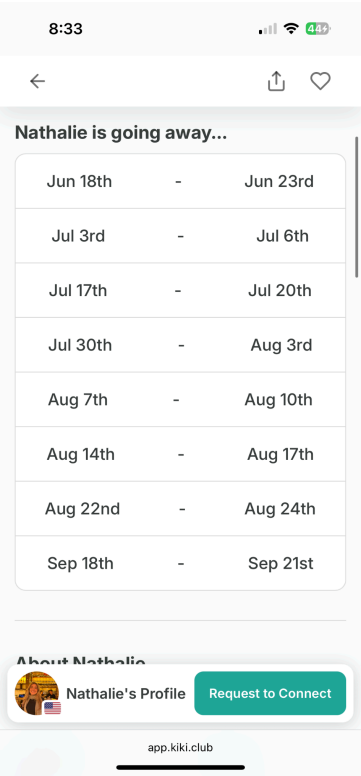
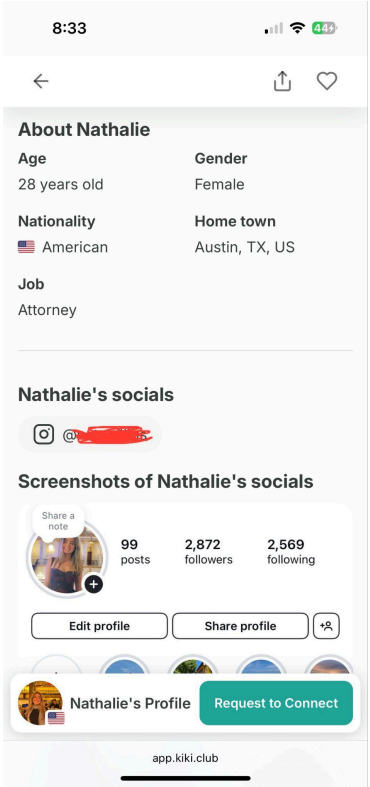
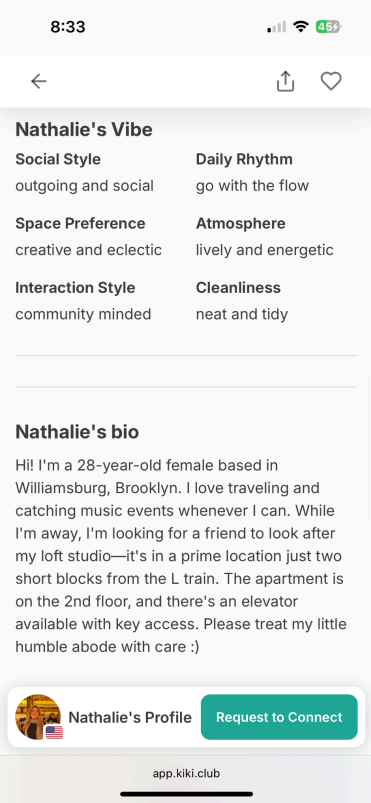
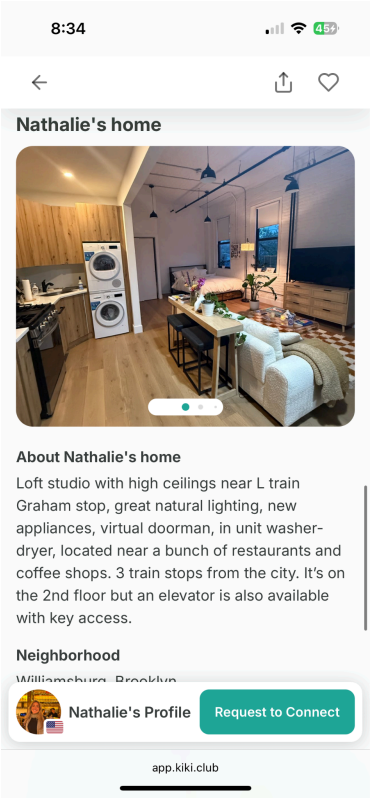
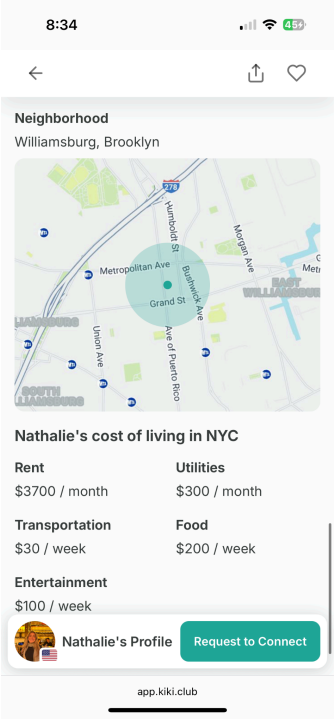
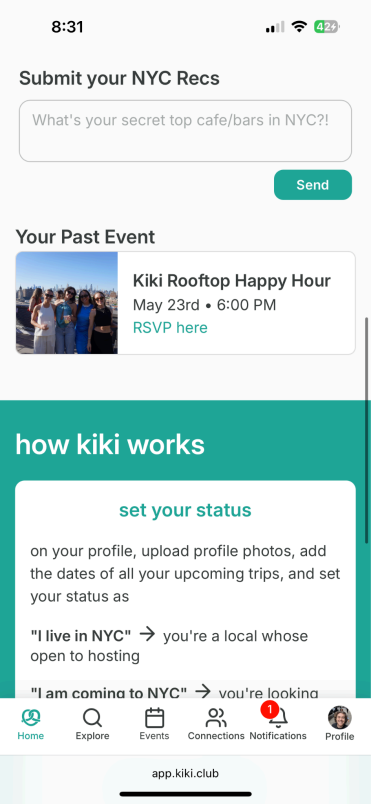






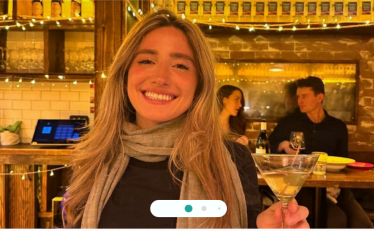
9. Screenshots from the new Kiki beta (launched 21st May):
<https://kiki.club/>





8:33


4.49



Williamsburg, Brooklyn

Living in NYC

Nathalie is going away...

 Nathalie's Profile

Request to Connect

app.kiki.club

8:33

4.49


fashion

health and wellness

book lover

Victoria-Rose's bio

Hey, I'm Victoria, 26, from Montreal, Canada! I'm a full-time model and have been in the industry for 11 years, which has taken me to Europe and now, New York! I just signed with State Management and got my work visa, so I'm super excited to be moving to the city for work. I already have a few friends here, and I've always loved the energy of NYC, so I can't wait to explore more. I'm a bit of a homebody, but I love traveling, working out, and spending time with my friends when I can. Excited for what's next!

 Victoria-Rose's Profile

Request to Connect

app.kiki.club

8:33

4.49

Victoria-Rose's Vibe

Social Style

friendly but relaxed

Daily Rhythm

go with the flow

Space Preference

cozy and comfortable

Atmosphere

calm and relaxing

Interaction Style

friendly and welcoming

Cleanliness

clean freak

Victoria-Rose's Interests

foodie

beauty and lifestyle

travel


fashion

health and wellness

book lover

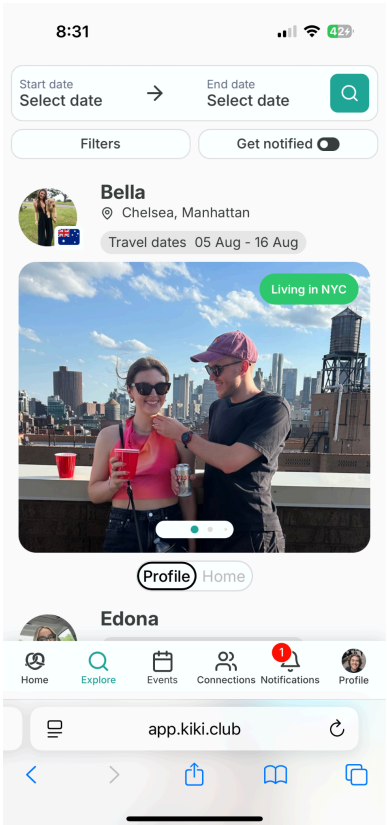
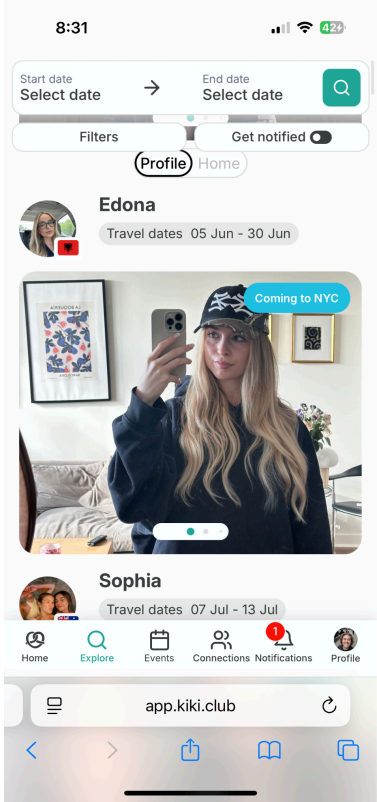
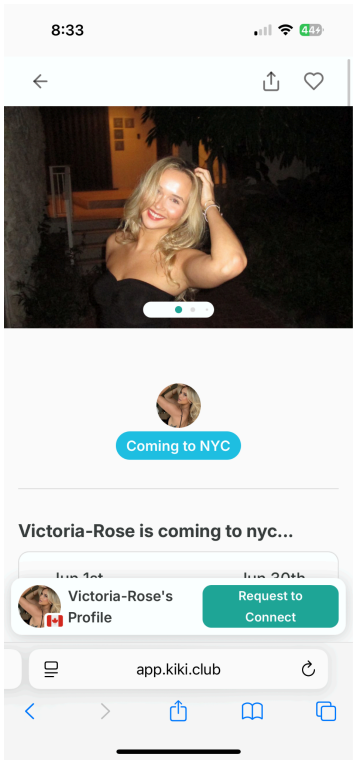
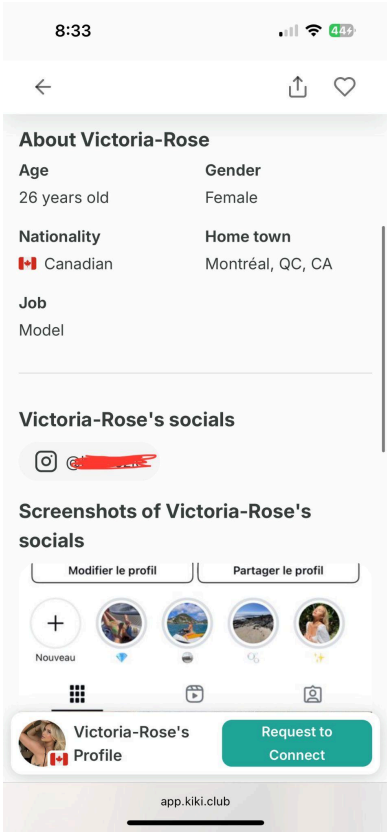
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Hey, I'm Victoria, 26, from Montreal, Canada! I'm a full-time model and have been in the

 Victoria-Rose's Profile

Request to Connect

app.kiki.club



10. Quotes from Kikiers



The level of care 🥺🥺🥺 kiki is 1000% going to the moon 🚀 Thank you and yesss all fingers crossed. Rio has been lovely as usual if you guys ever come here I'll send you all the best recs ✨✨



9 SEP AT 03:06



Hey Toby, great to see you guys flying in NY! Have you still got plans to return to Sydney? We are looking to go home for 3 months from November 2025, and I am praying you guys will be back up and running!



Haha perf just wanted to make sure ! Tysm :) Got drinks w my first match Lizzy last week & she said she'd take me if I wasn't in 😂

Replied to your story



I need to know will you be back in Sydney for next Christmas 🤔🤔 I need a trip home part funded by Kiki haha



Hello I have received it, Thank you so so so so much!!! 💖💖

Can I do anything for you guys to say thank you?

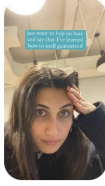
I can not believe the support and one on one experience I've had with you guys it has been amazing!! You were so reassuring.

Everyone should know about you guys and the work you do and I really feel you are going to become even bigger and I hope to see you around the world.





Replied to your story



Don't worry Ela! I feel like the misspell is good marketing hahaha. More attention than if you spelt it correctly?

I also just wanted to say thanks so much for everything you guys do. I had the best time in my Kiki accom, so much better than a hotel or airbnb. I love everything you guys are doing 🥰👏

I'm literally obsessed with this concept- think it's so cool. I was actually just explaining to my parents the process and showing them Emma's place (they're also pretty impressed). I'm hyped to be part of the first wave- I have no doubt you guys are going to explode.

I had a not so great experience sub letting through Facebook this summer so I'm feeling really safe and confident with you guys 🥰🥰

Genuinely kiki is the best thing to ever happen to me. I was able to go to Paris just because, and now I get to spend basically a month in palm beach (aka my favorite place on earth) which I simply couldn't do without this platform.

And I have so much peace of mind if heaven forbid something were to happen to my apt

Im feeling sappy and grateful that's all. Kiki to the moon 🥰🥰🥰🥰🥰

maggiemulcair



As always kiki's guests are the best 💕💕

Awww from Nikki!!!

So good to see

New messages

And my apartment looks better than I left it hahaha

Love to come home to that

Hey guys!! I hope you don't mind me making this group, but I was telling my cousin about you guys and she really wants to come to NYC in February!! 🥰🥰

You guys were so so good to sort myself and Cian out for our upcoming trip to New York, you literally went above and beyond!! So I was wondering if you didn't mind accepting Sophie into the group too?? 🥰🥰

▶ View photo

Amy Humphreys ✨

Just got in! The apartment is GORGEOUS! We are so happy to see an aussie power board ⭐
Have a lovely holiday weekend!



[kikiclub.nyc] _charlottearmstrong 2:53 AM
TOBY!!! PLEASE help us find someone to stay in our bondi apartment while we are away for Christmas! Thought you could put in a good word as you've stayed here before 🤔🤔 we are having no luck filling it... ps come back to Sydney!!! X



< 330

K



Katrina (my Very First Coffee ☕) >

Delivered

Awww toby you're the best, you know I could never stop using kiki bc 1. I just love you guys so much and 2. I am literally always gone hahaha but I really appreciate how the whole team listens to my experience and soooo quickly incorporate my feedback! Tell Michael he did a great job with the design and I'm so pumped to keep listing in the future

Also if there are things I can do to improve my listing / hosting experience plzzzz lmk!! I too crave feedback and always welcome it

< 268

G



Gillian fav irish nyc kikiier >

Also you're \$3150 richer xx

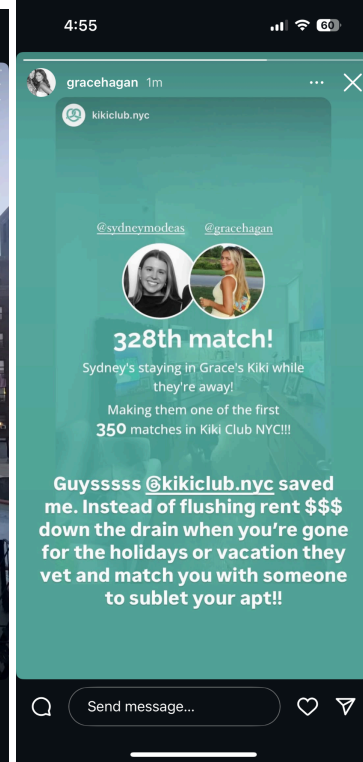
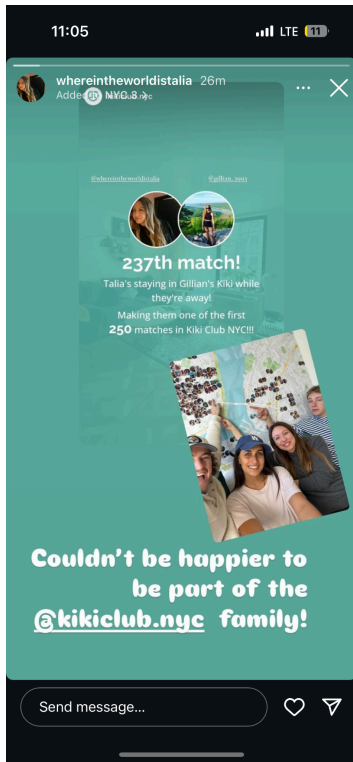
Delivered

Yess thanks hahaha

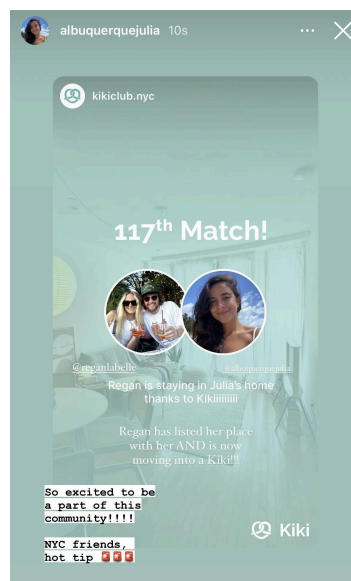
Woohoo just in time to go wild at this wedding 🤪🤪



Me celebrating lol



I was at a little get together yesterday with some new friends and told them I'm looking to relocate to nyc for the summer. I've been spending a lot of time here with my partner that lives in east village but looking to make it more offices for the next few months atleast. They raved about your platform and told me I should give it a try, so I figured I'd reach out. This looks like an extremely genuine and earnest approach to housing and I'd be honored to be a part



But Kiki is savingggggg me this month!! Adam was such a gem and would happily host again

Awesome what you guys are doing. Being a single girl in the city trying to sublease can be scary this is a game changer

Thanks again for everything!! The trip was incredible and part funded by Kiki 🤔👉

Definitely keen to do the same for future trips

Heyyyy guys! Just wanted to say we had the most AMAZING stay in SoHo at Megan's - literally convinced both of us we want to move to nyc now. Kiki club is the best idea ever ok thanks bye 💕



THE END! thanks for reading xx

Before applying:

- Please read through the whole doc first
- Provide a personalized to Kiki cover letter
- You can make it as long as you like (no page limit, I'll read the whole thing)
- Fast forward to 10.45 and watch till 12.52 in the below video
- In your cover letter answer the question "What's your distance travelled?"
- <https://www.youtube.com/watch?v=XzFa859qPGE>
- (don't worry if your answer does not seem like the "furthest" of "distances travelled", we just want to get to know you and your story)
- Follow our instagram (we will accept you) and stalk the shit out of it @kikiclub.nyc

Please don't try to sell us (or use Chat GPT it's obvious); instead, take your time and be as open and honest as possible in your cover

letter. I know this is really hard since we don't know each other yet, but it will give you the best chance of getting an interview. Can'tttt waitttt to read!

Link to apply:

Please copy and paste the link into your browser to apply and it will work as google keeps blocking the redirect!

<https://kiki-club.breezy.hr/p/872b09b54007-hero-of-the-marketplace>

Love, Toby and the team