

FOUNDERS WALK-THROUGH · MEXICO CITY · MAY 2026



FINCA

The Masterplan

A walk-through for the founders.

M I C H E L L E ◇ M I K E ◇ M I C H A E L

WELCOME

This is the masterplan, walked through.

We're going to go through the full picture — together, in plain language.

What FINCA is. Why it works. How a member experiences it. How the business makes money. What we run every week. And the three decisions we're locking today.

No surprises. No jargon. By the end of this hour, all three of us can explain FINCA to anyone — a partner, a journalist, a future member — in the same way.

If anything is unclear, stop me. The point of today is shared understanding.

WHAT WE'LL WALK THROUGH

Today, in nine chapters.

Each chapter answers one question. By the end, you can explain FINCA to anyone.

I	The problem	<i>Why does this need to exist?</i>
II	The opportunity	<i>How big, and why now?</i>
III	What FINCA is	<i>How do we describe it in one sentence?</i>
IV	The insight	<i>What's our unfair advantage?</i>
V	The member journey	<i>What does a person actually experience?</i>
VI	The business	<i>How does the money work?</i>
VII	The brand	<i>What do people see, smell, remember?</i>
VIII	The plan	<i>What do we do in the next 90 days and the year?</i>
IX	Today's decisions	<i>What do we lock now?</i>

CHAPTER I

The problem.

If we get this right, everything else follows.

We're not building a club because clubs are a good idea. We're building one because the city needs one.

I · THE TREND

Mexico City has become one of the most magnetic cities in the world.

More people are arriving in CDMX, intentionally, than at any point in modern memory. Founders building companies. Creatives chasing space and light. Remote workers who could live anywhere. Families making real moves. Returners coming home after years abroad.

This isn't a tourism story. This is a residency story. People are putting down roots in CDMX who had no connection to it five years ago.

The scale of arrival is the single most important demographic fact about this city right now.

And the city isn't ready for it.

I · WHO'S COMING

And the people moving here are exactly our market.

Internationally-mobile, intentional, professional. The hardest demographic for a city to serve well.

01

Tech founders

Building companies in Roma, Condesa, Juárez. Came from Berlin, NYC, SF, London. Want a real life here, not a hotel one.

02

Creatives

Filmmakers, designers, writers, photographers. Drawn by the light, the texture, the cost of space to work and think.

03

Returners

Mexicans who lived abroad — Madrid, Buenos Aires, NYC — and are coming home. They speak both languages, both cultures.

04

Long-haulers

Families and individuals making CDMX a permanent address. Schools, mortgages, residency. A real life, not a stop.

Different stories. Same need: a way to belong here, not just live here.

I · THE GAP

But the city has not built a way for them to belong.

Apartments are findable. Co-working is everywhere. Meals are easy. Spanish lessons are bookable.

But friendship is not. Community is not. The feeling that someone in this city actually knows your name — that is not.

People arrive into apartments. They do not arrive into rooms. They find places. They do not find people. The city is full. The room is empty.

That gap is the opportunity.

The city's infrastructure for living has scaled. Its infrastructure for belonging has not.

I · THE FAILED ALTERNATIVES

Every existing solution leaves people halfway there.

There are options. None of them work for the person who actually wants to belong somewhere.

OPTION 01

Networking events

Transactional. Draining. Everyone is selling something. People leave with cards, not friends.

Fails because: friendship is not a business outcome.

OPTION 02

Expat clubs

Insular. Often extractive. Built around country of origin, not life chapter. Locals feel used. Newcomers feel quarantined.

Fails because: belonging is not nationality.

OPTION 03

Apps & meetups

Shallow. Random. Optimized for swipes and RSVPs, not for the slow build of trust. People show up once and never again.

Fails because: no rhythm, no recognition, no follow-through.

All three start with 'who do you want to meet?' — none start with 'where are you in your life right now?'

I • THE COST OF DOING NOTHING

And loneliness in a magnetic city has a cost we can name.

People who don't find belonging in their first year leave. Quietly. Often before they tell anyone. They go back to where they came from, or move on to the next city.

When they leave, the city loses: the spend, the talent, the network they would have built, the company they would have started, the family they would have put down. Multiply this by tens of thousands of arrivals a year, and the cost compounds.

This is the gap that sits beneath everything else. Solving it is the entire point.

Mexico City is filling. But people aren't always staying. Nobody is doing anything about it. We are.

CHAPTER II

The opportunity.

How big is this — and why we have a window right now.

The market exists. The proof exists. The window is open. All three are rare. All three are aligned for the first time.

II · THE MARKET

The market is real, sized, and reachable.

Working ranges, hedged. Real numbers will sharpen as we move — but the order of magnitude is enough to act on.

INTERNATIONALLY-MOBILE

150K+

Internationally-mobile professionals living in CDMX today (working estimate). The pool we serve.

ANNUAL ARRIVALS

20–40K

Arriving each year with the intent to stay six months or more. Our annual top-of-funnel.

WILLING TO PAY

5–10%

Of the addressable pool actively seeking a curated community and willing to pay for it. Our Year 1+ ceiling.

We don't need to capture all of it. We need to capture the first few percent — well.

II • OUR HEAD START

We aren't starting from zero. We're starting with five thousand people.

La Finca Social Club, on Meetup, has been running for years and has built a community of approximately 5,000+ people in CDMX. It is the same brand under prior framing. It is owned by the three of us.

This is the single most underrated asset we have. Every other social-club launch in the world spends its first year manufacturing proof of demand. Ours already exists, in writing, with names attached.

We don't need to invent demand. We need to organize it.

WHY THIS MATTERS

01 Warm acquisition

Built-in audience for the first Open Houses and the Founding 100 launch.

02 Real proof for press

Journalists believe communities they can verify exist. Ours does.

03 Pattern data

Years of attendance and event data telling us what works in CDMX and what doesn't.

04 A bridge, not a break

Same warmth, more intention, new chapter — not a launch from nowhere.

Most clubs spend their first year building this. We're moving on to year three.

II · WHY NOW

There is a window. It is open right now. It will not stay open.

Three independent timing signals are pointing the same direction.

SIGNAL 01

Arrival peak

The wave of internationally-mobile arrivals into CDMX is at peak velocity right now. The category is forming in real time.

SIGNAL 02

Empty category

No one has claimed the 'belonging system' position in CDMX. The market is full of mixers, networking, expat groups — and zero credible institutions.

SIGNAL 03

Founder readiness

We have the team, the brand, the legacy community, and the operating discipline. All four lined up at the same time. That alignment is rare.

A year from now, this category gets crowded. Today, it's ours to take.

CHAPTER III

What FINCA is.

If a friend asks us tomorrow, we should all answer the same way.

We're going to define it in one sentence, then unpack the parts.

III · THE DEFINITION

FINCA is the room that helps Mexico City feel smaller.

Not a club. Not a network. Not a venue. Not an app.

A real social circle, designed for the person arriving — and built to keep them as the person staying. The room you walk into where someone knows your name, asks you the right question, and has someone you should meet.

It is the simplest version of belonging, designed and operated like an institution.

If we can get all three of us saying this sentence the same way, the brand is half-built already.

III · THE THREE PARTS

What FINCA is, in three parts.

Plain English. These are the three things that, together, make the room real.

PART 01

Places

A weekly Saturday Open House — the front door. Curated dinners (Long Tables) for members. A handful of recurring micro-rooms (Spanish Table, Founder Breakfast, Sunday Reset).

The room exists somewhere, on a real schedule.

PART 02

People

A profile system that knows what season of life each member is in — not just their job. Hosts who are trained to read the room. A small set of trusted local partners and venues.

The room is staffed and curated, not crowdsourced.

PART 03

Proof

A weekly rhythm that turns guests into regulars. Member stories shared with consent. A founder voice that comments on the city, not on the brand.

The room earns trust by working — week after week, in public.

Every other piece of FINCA is in service of these three.

III · TWO WAYS TO SAY IT

We say it two ways, depending on who's listening.

FOR PARTNERS, PRESS, INVESTORS

A civic belonging system for people moving through global cities.

The institutional language. Used in pitches, partner conversations, government relations, journalist meetings. It earns trust by sounding serious.

FOR MEMBERS, PROSPECTS, THE DOOR

Come alone. Leave known.

The human language. Used in social copy, event invitations, the Open House moment. It earns attendance by sounding real.

Same idea. Two registers. Both true. Deploy the right one to the right audience.

CHAPTER IV

The insight.

What no one else is doing — and why it gives us a moat.

This chapter is the heart of the strategy. Slow down here. Everything afterwards rests on it.

IV • HOW EVERY OTHER CLUB ORGANIZES ITSELF

Every other club in this category is built around one question: who's impressive enough to get in?

Soho House looks at your creative résumé. Maxime's looks at your social currency. Casa Cipriani looks at your wallet. Open networks look at how loud you are.

The filter is always status. The bet is that putting impressive people in a room together produces friendship.

It rarely does. Status filters produce rooms full of people who are competing, not connecting.

This is not a critique of those clubs. It's a description of the design they all share.

IV · OUR MOVE

We are not organizing by status.

FINCA organizes people by

*arrival, need,
contribution, belonging.*

Where are you in your chapter? · Who do you need to meet? · What will you bring to the room? · Do you feel known here?

IV · WHAT THIS MEANS IN PRACTICE

Picture a Long Table for eight people.

On one side: a founder who landed in CDMX six weeks ago from Berlin. On the other: a writer who's lived here eight years and knows every gallery and every quiet corner. Across: a Mexican architect who returned from Madrid. Beside: a couple who came for school and stayed for life.

They have nothing in common by status. They have everything in common by chapter — every one of them is, right now, building a life in this city.

That dinner is useful in ways no status-filtered room could ever produce.

Multiply that across a year. That is the network we are building, one Long Table at a time.

IV · THE MOAT

And here's why this is hard for anyone to copy in a hurry.

Even with money, a competitor can't catch up. Three reasons.

REASON 01

The graph compounds

Every Arrival Interview, every introduction, every event makes the matchmaking smarter. Year three is dramatically better than year one.

A new entrant starts from zero data.

REASON 02

The legacy 5,000

Years of Meetup attendance, member familiarity, and demand patterns. Cannot be bought, cannot be recreated overnight.

A new entrant has to manufacture this from scratch.

REASON 03

The institutional posture

Trust with locals, partners, journalists, government bodies — earned through years of measured behavior, not through a launch.

A new entrant has to wait for it to accrue.

A competitor opening tomorrow with capital still couldn't catch up to year three of operating discipline.

CHAPTER V

The member journey.

What a person actually experiences, from the first time they hear about us to the day they call themselves a regular.

If we get this journey right, everything else falls into place. If we get it wrong, none of the strategy matters.

V · THE FIRST CONTACT

It usually starts on a Saturday.

Someone hears about us — from a friend, the press, the Meetup. They show up to a Saturday Open House. They come alone. They are nervous. They've done this before at other places and it has not worked.

Within thirty seconds, a host greets them by name. Within five minutes, they've been introduced to two people who actually want to talk to them. They sit down. They forget to check their phone for an hour.

When they leave, they have a phone number, an event invite, and a feeling they didn't expect.

Open House is the front door. It is genuinely open. No application, no curation, no cover.

V · THE FIRST 72 HOURS

Then we don't disappear.

What happens in the three days after that first Open House — designed to convert a guest into a returner.

DAY 01

Welcome WhatsApp

A short, warm message from a host. Includes the Soft Landing Map (our member-only CDMX directory) and a one-line hello. No upsell.

DAY 02

One human introduction

Based on the Arrival Interview captured at the Open House, a host suggests one specific person they should meet — a member, a partner, or another newcomer.

DAY 03

Invitation back

An invite to the next event that fits their season of life. Specific, warm, optional. Most clubs forget you exist after the door. We don't.

This sequence is the difference between a one-night event and a relationship.

V · THE THIRD EVENT RULE

By the third event, they belong.

We have an internal rule we call the Third Event Rule. First event: welcomed. Second event: recognized — a host knows their name. Third event: integrated — they're brought into a conversation, introduced as part of the room, given something to contribute.

By that third touchpoint, the member should be able to say one sentence to themselves: people here know me.

Most clubs measure attendance. We measure the third event. That's the moment a guest becomes a regular — and a regular becomes a future host.

Three is the magic number. Get someone to event three, and the lifetime value compounds.

V · THE MEMBER VALUE

Here is what membership actually delivers.

Plain language. Four things, all real, all earned.

VALUE 01

The Soft Landing Map

Our member-only CDMX directory — best café for your first solo week, best place to host friends visiting, best dentist who speaks English. Tagged by emotional need, not category.

VALUE 03

Long Tables

Curated dinners for eight to twelve. Seating is intentional. Conversation prompts on the table. The members you meet here become the people you call later.

VALUE 02

The Introduction Economy

Members can request specific warm intros — three founders in climate tech, women who arrived in the last year, Spanish-speaking creatives. We act as a human matchmaking layer.

VALUE 04

The Belonging Concierge

A premium add-on for new arrivals — three warm intros, first-week map, trusted partner referrals (housing, immigration, wellness). Orchestration, not direct service.

Most clubs sell access. We deliver belonging — and belonging compounds.

V • THE FOUNDING 100

And for the first hundred — something they keep forever.

We open membership with a closed cohort of one hundred founding members. Once full, it's closed forever.



These are the people who carry the room into existence. They get the brass Tucked-C pin (issued once, never reproduced), a numbered Founding 100 scent vial from The Botica, and the Founding Pledge — spoken aloud at induction.

THE PIN

Brass monogram. Recognized in the wild for a decade.

THE VIAL

Numbered. Never reproduced. A sensory heirloom.

THE PLEDGE

"I will bring three good people in my first year."

Every member who joins for the next decade joins a club these hundred people built.

CHAPTER VI

The business.

Where the money comes from. What it costs. Why this works.

Numbers in this chapter are working ranges, hedged. Final pricing is a founder lock — but the shape of the model is real.

VI · REVENUE MODEL

Three revenue streams. Each one reinforces the next.

Pricing is held until founder lock. The structure is what matters today.

STREAM 01

Founding 100

One-time induction fee + first-year membership. Closed cohort. Funds the launch. Creates the founding mythology that powers Year 2 acquisition.

Pricing held.

STREAM 02

Cohort Membership

Annual recurring membership. Released in named cohorts (Cohort 02, 03, etc.) with explicit windows and waitlists. Predictable, durable, identity-creating.

Pricing held.

STREAM 03

Belonging Concierge

Premium paid relocation + onboarding service. Three warm intros, first-week map, trusted-partner referrals. Highest-margin product.

Launches in Year 1, Q3. Pricing held.

Members fund the room. The room earns the trust. The trust enables the premium product.

VI · THE FUNNEL

The funnel is the product.

Slow on purpose. Each step earns the next. We don't sell membership at the door.

STAGE 01

Open House

Saturday weekly. Free or low-cost. The single most-frequent FINCA event. Top-of-funnel.

STAGE 02

Profile

Warm post-event capture via Arrival Interview. Begins the graph. Day 1 of the relationship.

STAGE 03

Curated Room

Long Table, City Briefing, Welcome Room, Member Lens, Host Table. Earned, not bought. Builds trust.

STAGE 04

Membership

Founding 100 first. Cohort 02 next. The conversion happens after the trust is built — never before.

Each stage has its own job. Each one earns the right to the next.

VI · WORKING NUMBERS

Working ranges for Year 1 — illustrative, hedged, founder-lockable.

Real numbers come after pricing lock. These are order-of-magnitude assumptions to plan against.

WEEKLY OPEN HOUSE

40–80

Attendees per Saturday Open House. Built up through the legacy 5,000 audience and the ambient channel.

FOUNDING 100 FILL

6–9 mo

Time to fill the closed Founding 100 cohort, working from the legacy audience and Open House conversion.

YEAR 1 REVENUE

Held

Range modeled internally. Public number waits for pricing lock. The shape of the number is comfortable.

Conservative on purpose. Under-promise. Over-deliver.

VI · THE OPERATING FLOOR

And the discipline that keeps us from collapsing under our own ambition.

Every week, no exceptions: one Saturday Open House. One member follow-up block. One WhatsApp warmth pass. One profile-graph update. One partner or member intro action. One "Last Week in CDMX" note. One founder check-in.

That is the floor. Everything else is enhancement. Vision is what we are building. The floor is what we promise to do anyway.

If we hit the floor every week for fifty-two weeks, the brand becomes durable. If we miss it more than twice in a quarter, we have a real problem.

Most clubs collapse not because the vision was wrong — but because the weekly cadence broke.

CHAPTER VII

The brand.

What people see, hear, smell, and remember about FINCA.

We are building a brand that reads as a hundred-year institution from day one — not a startup that hopes to grow into one.

VII · VISUAL IDENTITY

We look and feel like a publishing house, not a startup.

Canela serif, Acumin Pro sans, parchment background, brass gold accent. Editorial layouts inspired by literary magazines, museum catalogs, and old Mexican boticas — not by tech decks or hospitality marketing.

Why this matters: visual identity is the first thing a journalist, a partner, or a future member judges. If the brand reads as 'startup,' it has to earn trust. If it reads as 'institution,' it borrows trust from day one.

We want the second.

WHAT THIS BUYS US

01 Press credibility

Journalists treat institutions seriously. Startups have to prove themselves first.

02 Partner trust

Local businesses, embassies, government bodies open doors faster.

03 Member confidence

First-time visitors trust the room before they've experienced it.

04 Decade-proof aesthetic

Won't look dated in three years. Designed to age, not refresh.

Aesthetics aren't decoration. They are operational leverage.

VII • THE SENSORY LAYER

And we build memory, not just impressions.

Scent is the sense most directly wired to memory. The Botica is how we use it.



A signature FINCA scent — owned, named, kept. Built into a brass-and-walnut scent cabinet ("The Botica") that travels to every event. A real branded candle. A small parchment card stamped with one line of copy at every spritz.

**THE
SIGNATURE**

One scent. Owned for a decade. Recognizable everywhere.

THE CABINET

Brass and walnut. Travels to every event. Becomes a relic.

THE CARD

"For the night you became a regular." Scent fades. Card stays.

Years from now, members in twelve cities will recognize each other by the smell of a room.

CHAPTER VIII

The plan.

What we do in the first 90 days. What we do in the first year. What we do not do yet.

Concrete, sequenced, achievable. Not a wish list — a build order.

VIII • THE FIRST 90 DAYS

Here is what's on the calendar in the first three months.

The launch sequence. Each phase has one job. Don't skip ahead.

**DAYS 1 -
30**

Set the floor

First Saturday Open House live. Arrival Interview running. Soft Landing Map v1 published. WhatsApp warmth pass cadence locked. Founder roles signed. The operating floor is operational before anything ambitious is built on top of it.

**DAYS 31 -
60**

Open the door

Founding 100 launches publicly. Press list briefed. First Long Table dinner held. First City Briefing recorded. Belonging Concierge partner network begins recruitment. The brand goes from 'coming soon' to 'in the room.'

**DAYS 61 -
90**

Build the rhythm

Three Open Houses run, three Long Tables held, first 30 members of the Founding 100 inducted. Member Stewards trained. First "Notes From The Room" essay published. The rhythm becomes a fact.

Slow on purpose. The discipline of the first 90 days sets the discipline of the next ten years.

VIII • YEAR ONE TENTPOLES

And the institution-building moves across the full year.

Most clubs have events. Institutions have calendars. These are the moments we build the calendar around.

FOUNDING

Founding 100 Launch

Closed forever after. The opening event of the brand's life.

MONTH 02

First Long Table

The dinner ritual that defines the brand's rhythm.

QUARTERLY

Known By The City

Annual list honoring local makers, businesses, cultural operators.

YEAR-END

What We Learned This Year

Public founders' letter. The first volume of an annual tradition.

These four tentpoles plus the weekly floor = the institution.

CHAPTER IX

Today's decisions.

Three things we lock now. Four things we hold for later.

This is the point of today's meeting. Everything in the deck so far is in service of this slide.

IX • THE ASKS

What we lock today. What we hold.

WE LOCK TODAY

- 01 **The thesis**
Arrival, need, contribution, belonging — not status. The architectural spine.
- 02 **The 9-chapter masterplan**
Today's structure as the canonical FINCA narrative. We tell it the same way every time.
- 03 **The operating floor**
Seven items every week, no exceptions. The discipline that keeps us alive.
- 04 **Founding 100 as opening cohort**
Closed forever after. Pin, vial, and pledge as artifacts.

WE HOLD FOR LATER

- 01 **Pricing**
Member, Patron, Founding 100 amounts — three-founder lock at a separate session.
- 02 **Cross-city expansion**
Hold the public signal. Private scouting only after Founding 100 fills.
- 03 **Belonging Concierge launch date**
Build the partner network first. Sell second. Q3 target.
- 04 **Cohort 02 timing**
Decide after Founding 100 closes. Don't pre-commit a date.

IX · HOW THE THREE OF US RUN THIS

And how the three of us work together.

One weekly founder sync. One owner per major function (brand, operations, growth) — proposed at the next sync. Decisions over \$X (TBD) and any public-brand commitment require all three of us. Everything else is owned.

No personal-brand competition between us — the brand is the brand. Public voice is shared. "Notes From The Room" cycles between authors so it never becomes one person's column.

If any of us hits a wall — operational, emotional, financial — we say it on Monday, not Friday.

We are three founders building one institution. The discipline of how we work together is the operating system underneath everything else.

FINCA does not only host people.

FINCA marks their passage through the city.