



wework

“To join a WeWork is to join the We Movement”

FIA Consulting Group

WE ARE FIA CONSULTING!

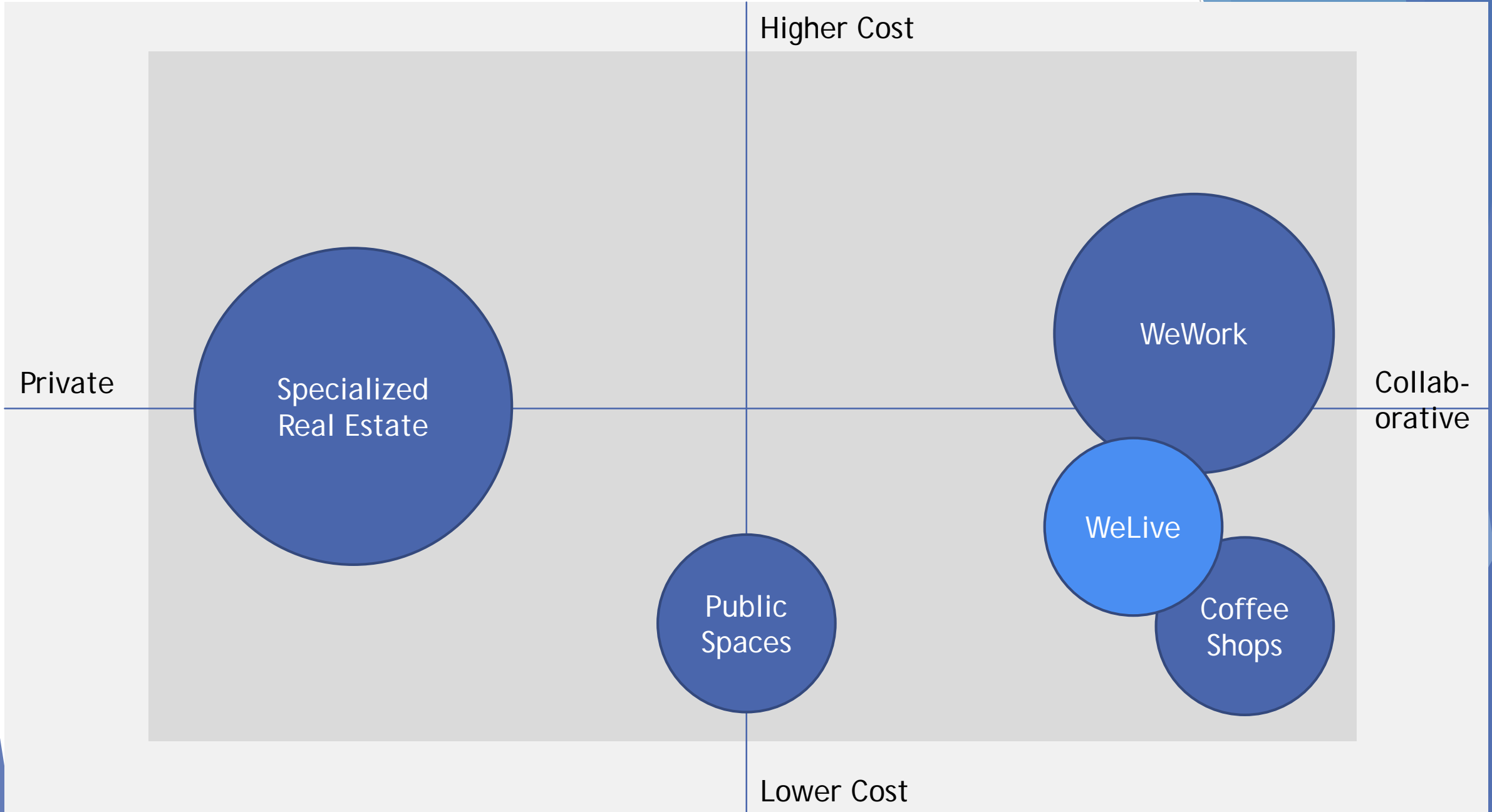
- ▶ Ivan Salles: Financials
- ▶ Gino Olivato: Management
- ▶ Camila Silvestre: Compliance and Risk Mitigation
- ▶ Lucas Lobo: Marketing and Communication

The Challenge

- ▶ Extension of current product line while maintaining the strong company mission, values and vision?
 - ▶ What products and services are most impactful for the mission?
 - ▶ What business lines best advance the culture?
 - ▶ What are the attributes and needs of the members?
 - ▶ What are the physical and intellectual assets?
 - ▶ What activities offer strategic advantages?
- ▶ How to create even more value for the company and its stakeholders while still maintaining the core business of the company?

Internal Capabilities Analysis

CAPABILITY	ANALYSIS
Fixed consumer mindset	Drives consumers to seek the company organically due to lifestyles
Knowledge of collaborative economy	Facilitates the extension of product offerings using the collaborative system
Ability to easily scale up or down any operation	Renting spaces makes it easier to alter any operation as well as allows for experimentation
Perceived added value and product identity is strong	Even though the final price of each membership is perceived as relatively expensive, consumer is willing to pay for the benefits



Higher Cost

Private

Specialized
Real Estate

WeWork

Collaborative

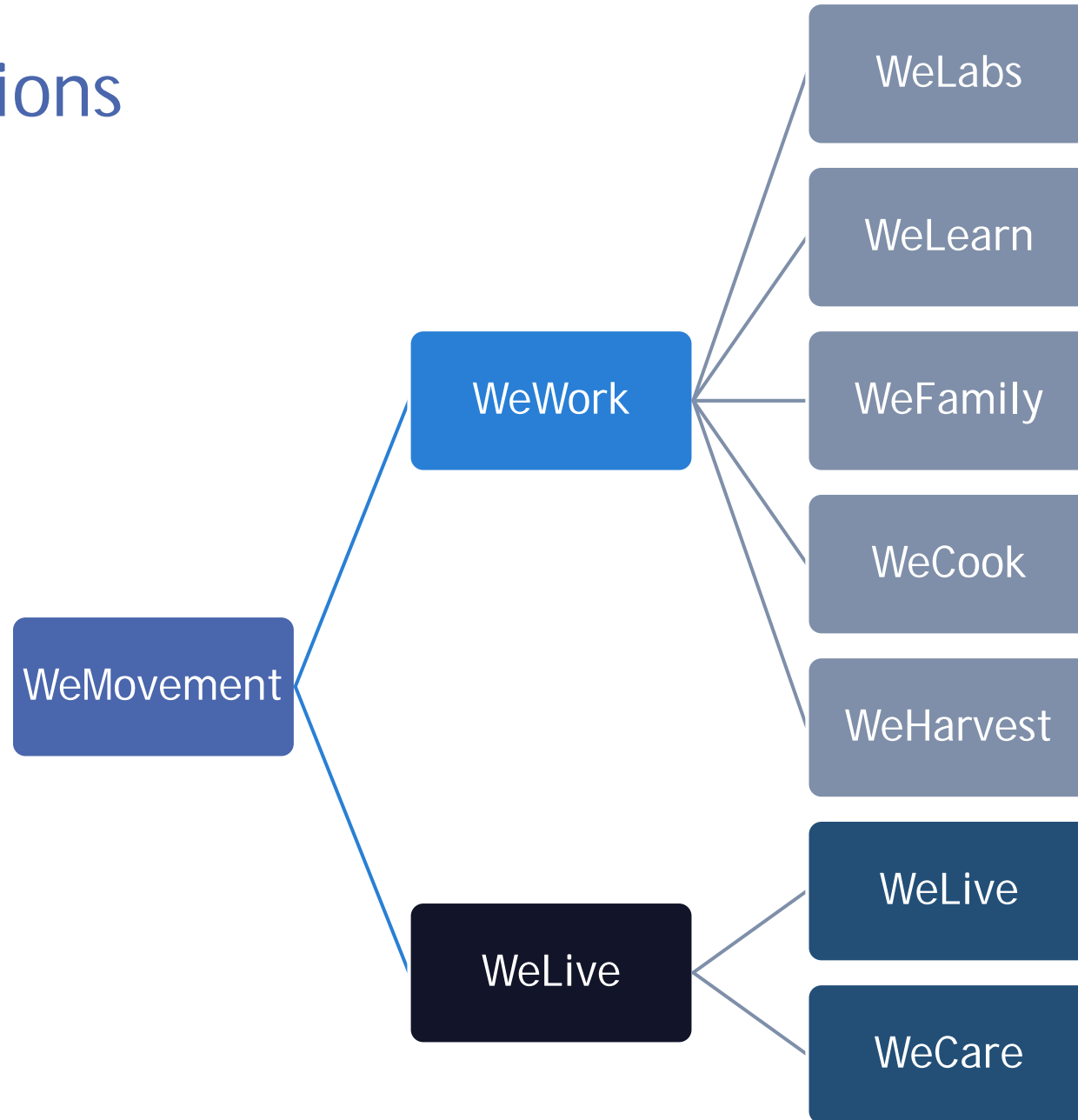
WeLive

Public
Spaces

Coffee
Shops

Lower Cost

Propositions



PRODUCT	MILLENIALS	STARTUPS & CREATIVE	SMALL SERVICES & NGOS	POLISHED PROFESSIONALS	ENTERPRISE	NEW MEMBERS
WeLabs	X	X	X			X
WeLearn	X		X	X		
WeFamily	X	X	X	X	X	X
WeCook	X		X		X	X
WeHarvest	X	X	X	X	X	X
WeCare						X

WeLabs

- ▶ Specialized floors for entrepreneurs in the art & design industry
- ▶ Stimulates use of high-end machines by many users and co-learning
 - ▶ E.g.: 3D printers, silkscreen machines, etc.
- ▶ Stimulates cooperative business strategies
- ▶ *Co-working, co-learning, cooperating!*

WeLearn

- ▶ Specialized floors adapted towards a classroom-like environment which is focused on teaching and learning
- ▶ Geared towards tutors, independent teachers, training professionals, etc.
- ▶ Includes smartboards, dry-erase walls, etc.

WeFamily

- ▶ Adaptation of some floors of current WeWork spaces to include a more kid-friendly environment and to invite families to connect and interact during work hours
- ▶ *"We don't have a line between work and life"*
- ▶ Activity areas geared for all ages

WeCook

- ▶ Specialized ground floor fully equipped with industrial kitchen furniture and appliances
- ▶ Geared towards new and upcoming gastronomy professionals, events and company-driven activities

WeHarvest

- ▶ Rooftop renting of community gardens and greenhouses to stimulate growth of organic, local food and interaction between members
- ▶ Stimulates the idea of urban gardens and greenery
- ▶ Sustainability-driven and eco-friendly
- ▶ Geared towards all kinds of members who would be interested in growing their own food

WeCare

- ▶ WeLive communities geared towards members aged 50+
- ▶ Interaction between close age groups, which is important for this kind of consumer
- ▶ Services and rooms are adapted to the needs of these residents

Assumptions

- Timeframe based after the legal assessment of the rent contract is concluded;
- One average building has 1000 desk in 20 floors - > 50 desks per floor
- Hot Desk 2 persons per day per desk -> 200 members uses 10 desk per month;
- 200 WeMembership per floor
- Goal of 75% minimum occupation

Financial Analysis

	Pricing				
	Price Growth in %	We Members	Hot Desk	Dedicated Desk	Private Office
WeWork	-	45	220	350	450
WeLearn	15%	52	253	403	518
WeCook	15%	52	253	403	518
WeFamily	0%	45	220	350	450
WeLabs	15%	52	253	403	518
WeHarvest	0%	45	220	350	450

Financial Analysis

We Work, WeFamily and WeHarvest					
	We Membership	Hot Desk	Dedicated Desk	Private Office	Total
Price	45	220	350	450	
Number of Members	200	200	15	25	
100% Penetration Revenue	9,000	44,000	5,250	11,250	
75% Penetration	6,750	33,000	3,938	8,438	52,125

WeLearn, WeCook and WeLabs					
Price	52	253	403	518	
Number of Members	175	175	13	21	
100% Penetration Revenue	9,056	44,275	5,233	10,868	69,431
75% Penetration	6,792	33,206	3,924	8,151	52,073

WeCare

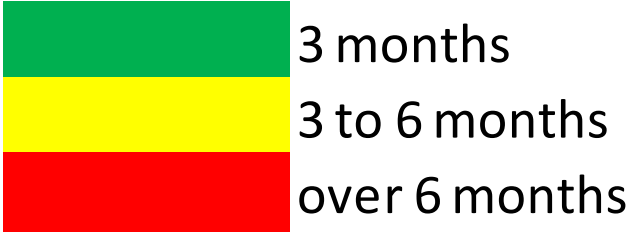
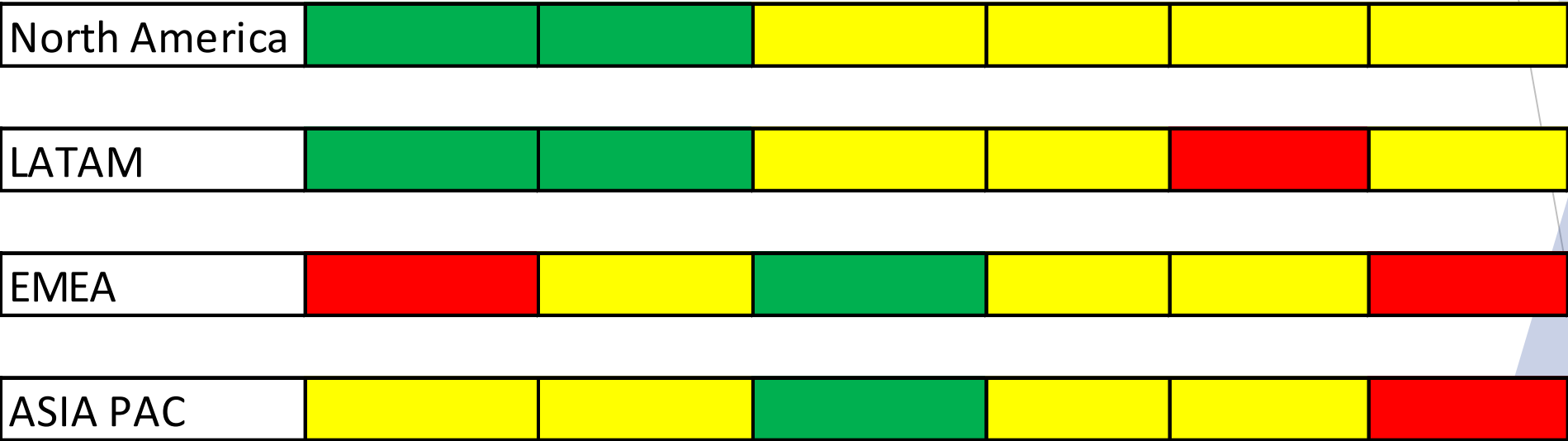
Same prices and Business models from the WeLive + Additional Services

Implementation

PRODUCT	INFRASTRUCTURE	PROFESSIONAL	DIGITAL
WE LABS	3D PRINTERS; CNC MACHINES	DESING, ENGINEERS, PROGRAMERS	APP / COMMUNITY
WE LEARN	TEACHING INFRASTRUCTURE	TEACHING SKILL PROFESSIONAL	TEACHING CONTENT
WE FAMILY	WORK & KIDS FRIENDLY ENVIOREMENT	CHILDREN CARE PROFESSIONAL	CONTENT FOR KIDS AND TEENAGERS
WE COOK	INDUSTRIAL KITCHEN; SERICE HARDWARE	GASTRONOMY SPECIALIST	RECIPIES; FOOD TASTING
WE HARVEST	GARDEN HADWARE, MACHINARY	AGRONOMICAL ENGINEER	SUSTENABLE INFO; CONNECT TO CONSUMERS
WE CARE	ELDER FRIENDLY ADAPTATIONS	PHISICIAN; FISIOTHERAPIST	ELDERLY INTERESTS; SHARE FAMILY MOMENTS

Time Frame

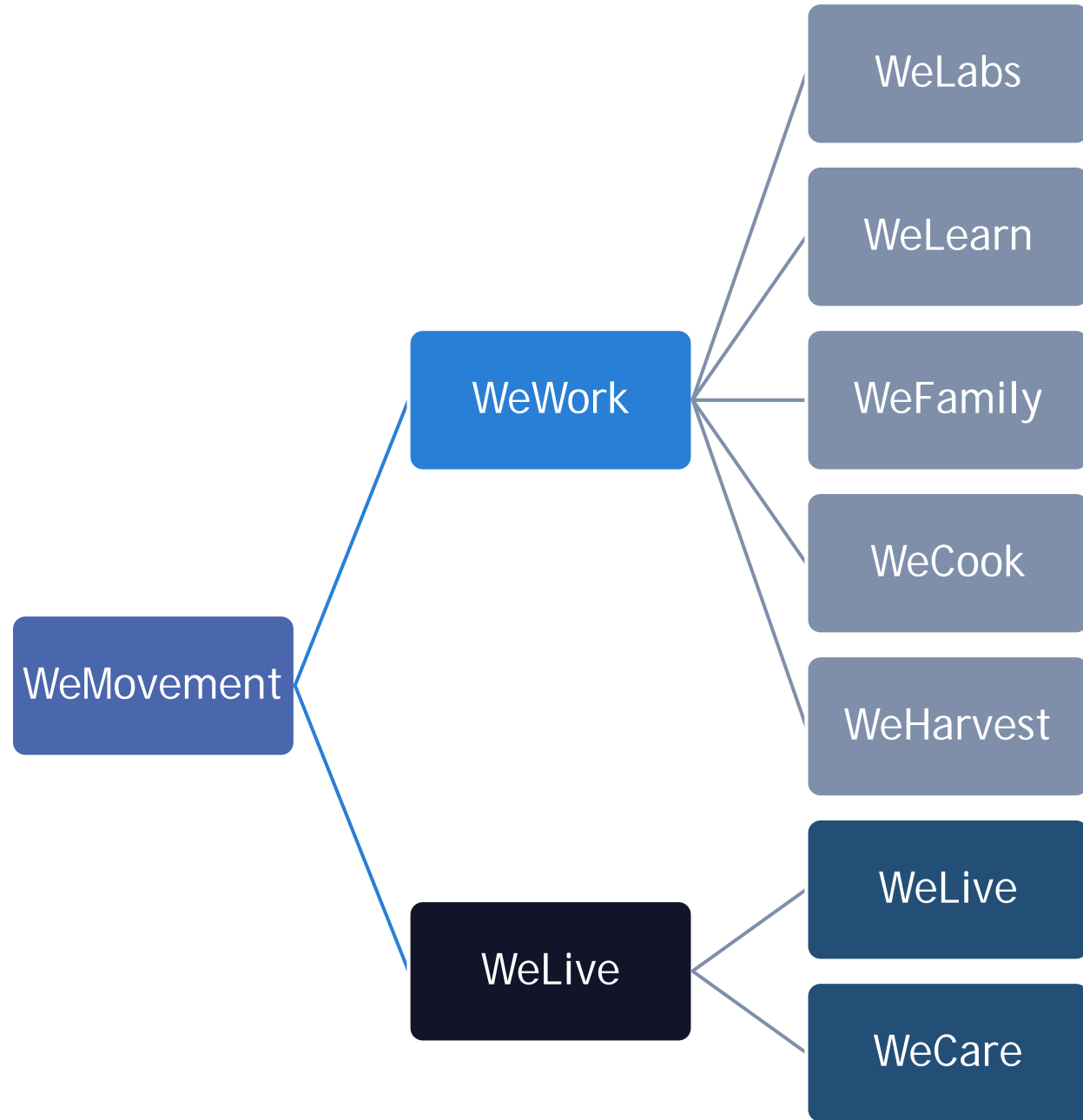
Co-Work				Co-Leaving	
WeHarvest	WeFamily	We Learn	WeCook	WeLabs	We Care



Risks and Mitigation

Risk	Prevention	Mitigation	Impact	Likelyhood
Local Regulations	Country based analysis	Don't go to countries with restrictions	Low	High
Cultural Acceptance	Knowledge of local market	Rent-based	Medium	Medium
High Maintenance Cost	Local Manager able to include specific rules and assumptions	Facility partners	Medium	Low

Review





MERCI! THANK YOU!

We are now open to any questions you may have!