

# WeWork: The We Generation

**JMSB Consulting**

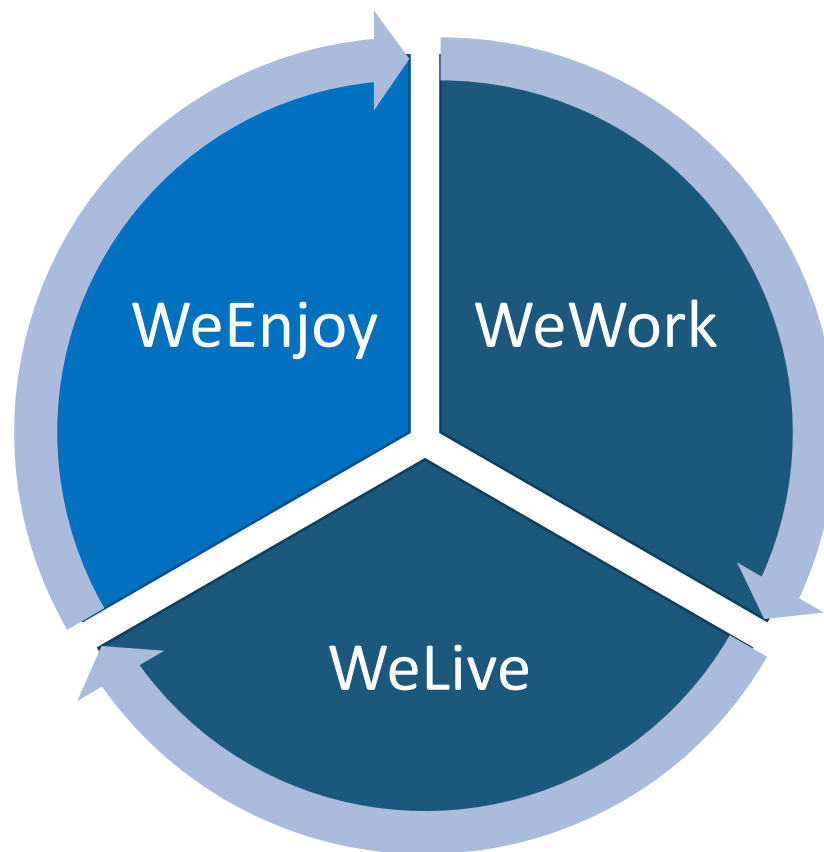
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# Capture a vital lifecycle segment



We will be there every step of the way

# The WeEnjoy concept

## WeEnjoy Concept

- Hybrid between WeWork and WeLive
- Catered towards the retired individual with an active lifestyle
- Flexibility, community, full furnished and security

## Services

- Workspace environment
- Communal activities such as yoga, golf trips, adventures
- Ability to city-hop and be flexible

## WeEnjoy launch

- Pilot in Montreal, expand in US locations such as Miami, OC, Dallas
- Hiring the right WeEnjoy staff
- Attracting WeEnjoy Members

Taking We Generation to all generations

# Analysis

# Active retirees are the missing segment

Isolation, need for community

```
graph TD; A[Isolation, need for community] --> B[Looking for family and friends]; B --> C[Like flexibility];
```

Looking for family and friends

Like flexibility

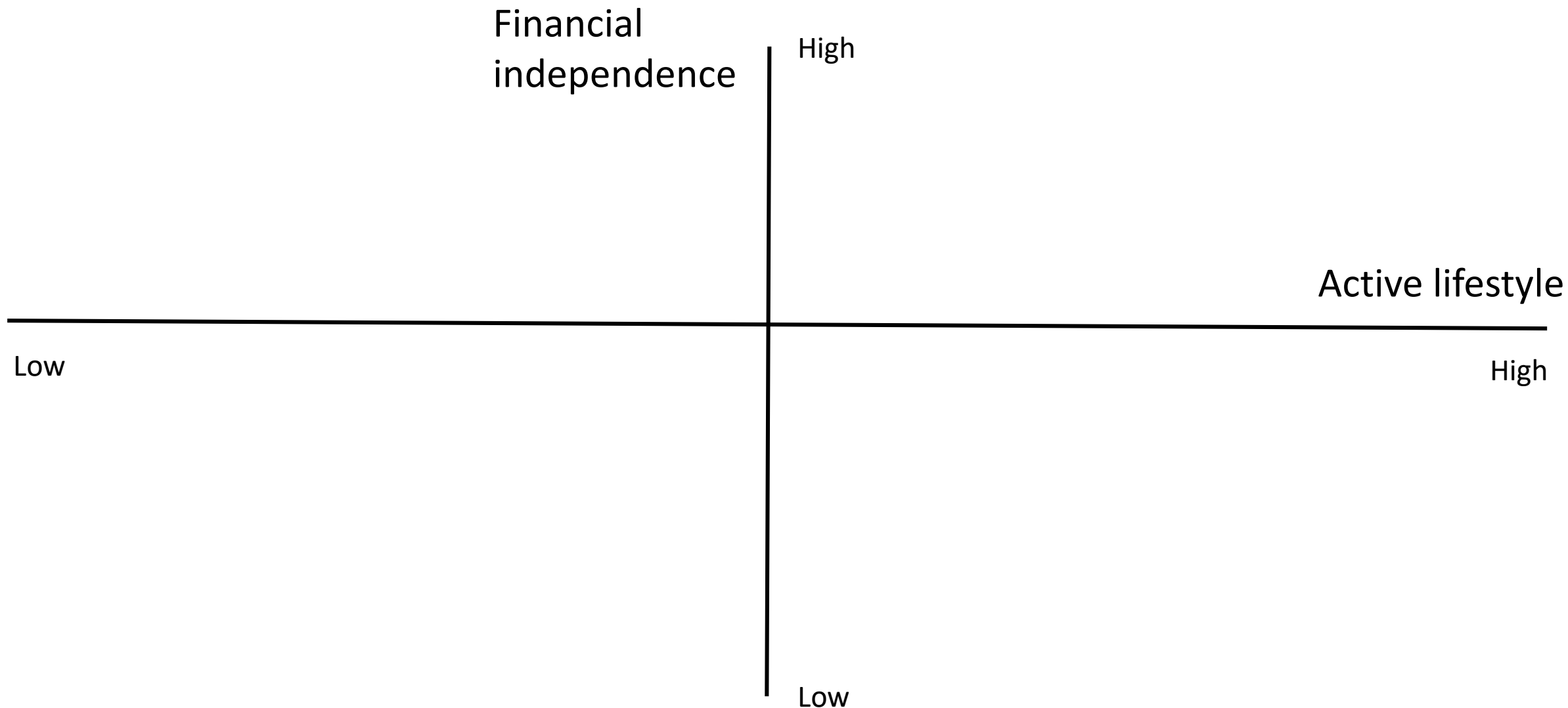
WeEnjoy can capitalize on this market segment

# Aging global population



Market opportunity is perfect for WeEnjoy

# WeEnjoy has a great market segmentation



# WeEnjoy has a great market segmentation

Financial independence

High

Traditional Retirement Homes \$2,500

Active lifestyle

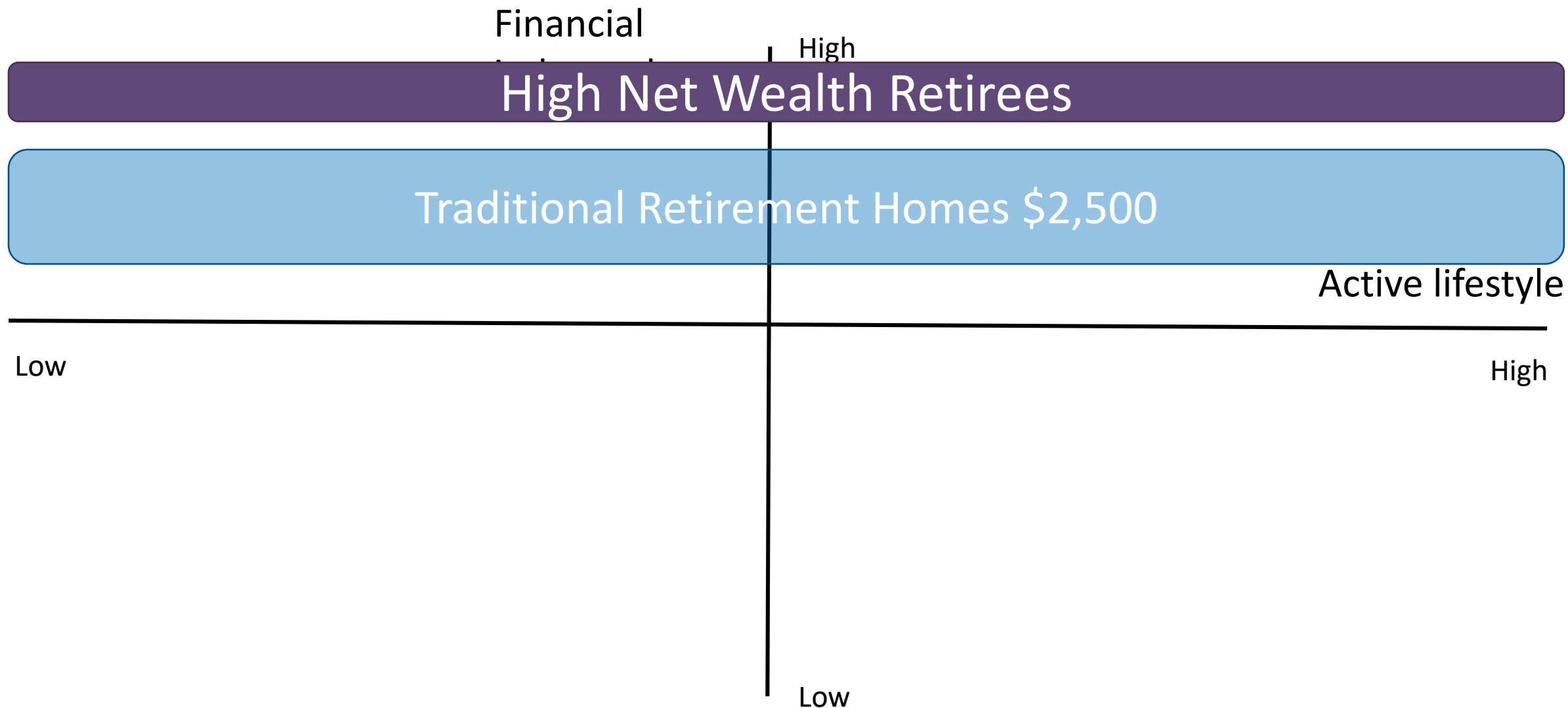
Low

High

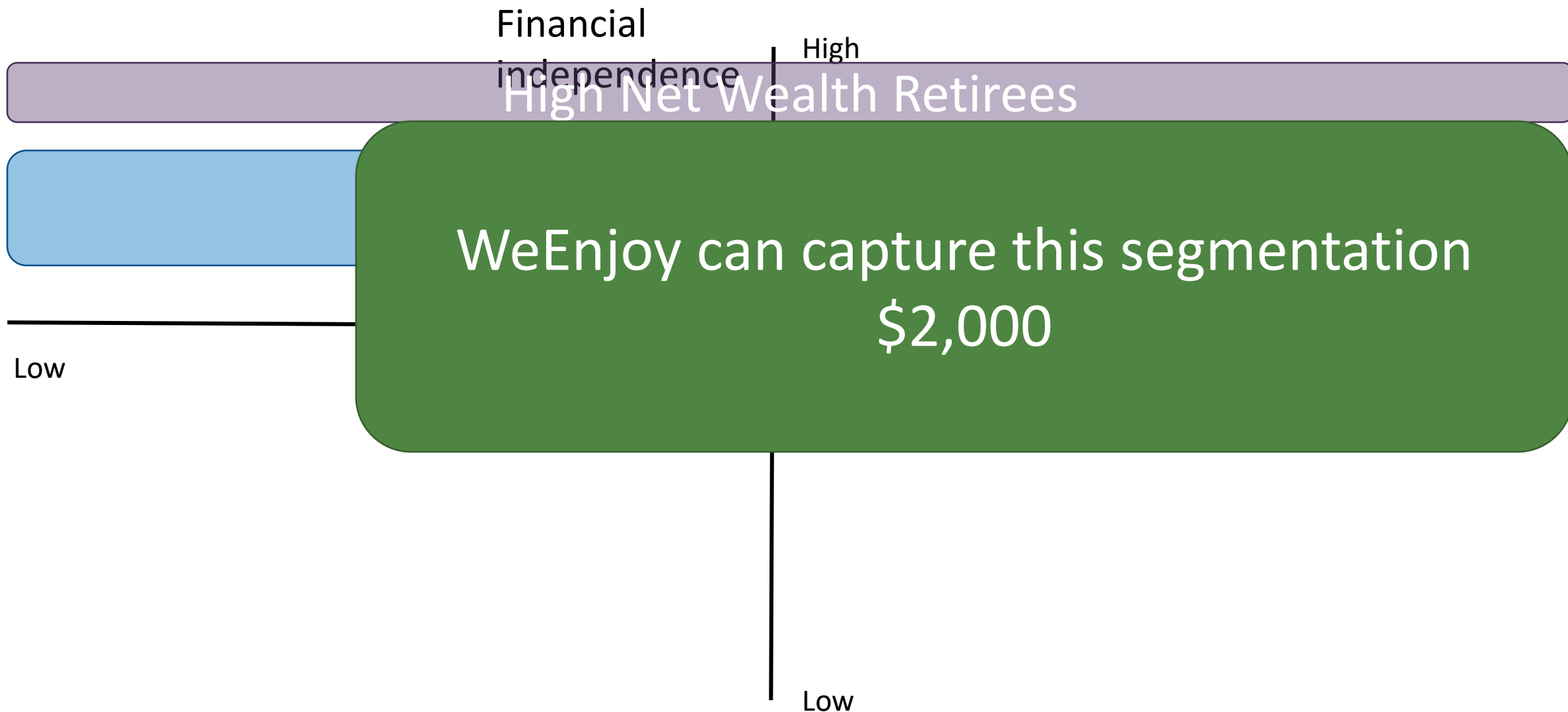
Low



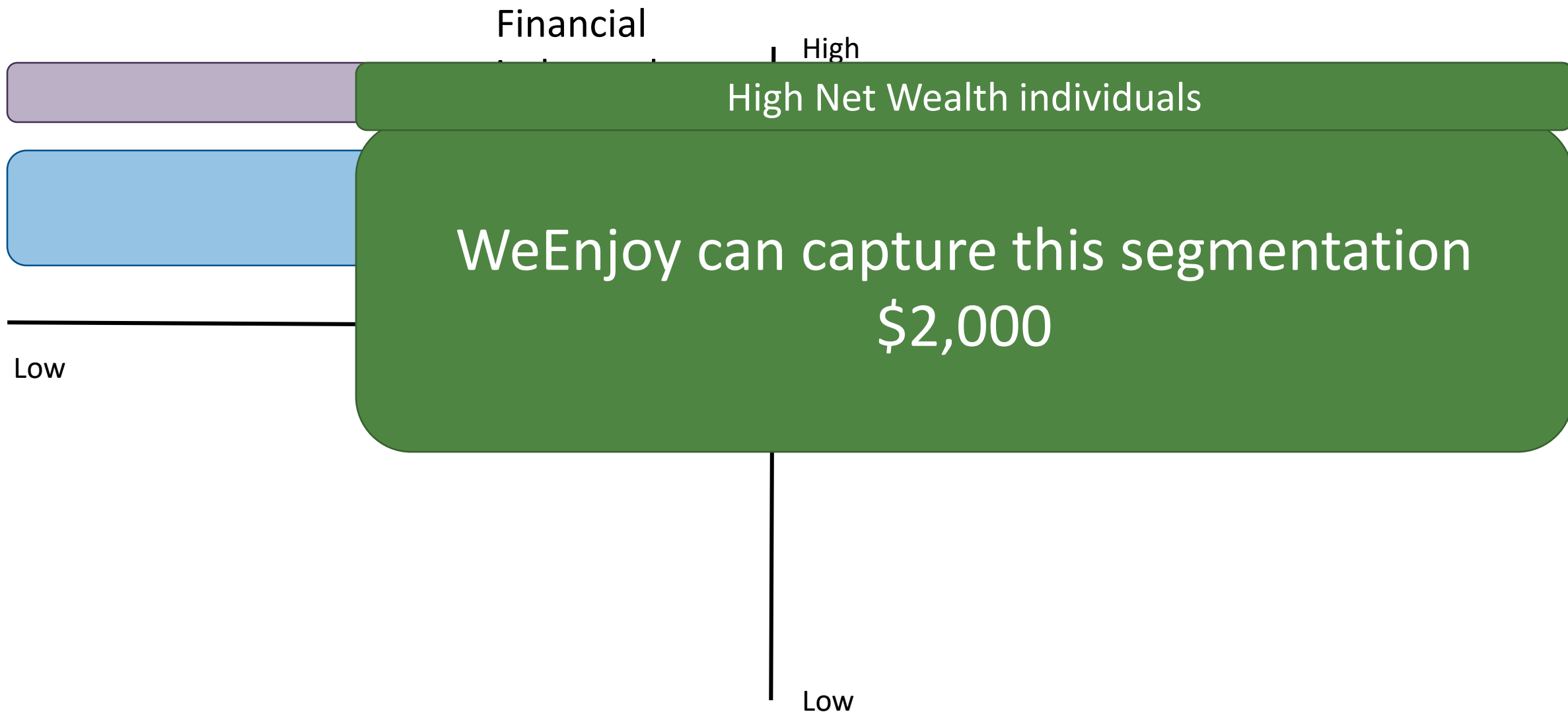
# WeEnjoy has a great market segmentation



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# Market segment is perfect for WeEnjoy



Primarily looking at 55+ retirees

Active lifestyle, work, hobbies

Flexibility to travel with security

WeEnjoy can cater offering to a wide audience

# Seamless fit into Member Personas

Millenials

Startups and creative companies

Small services businesses & NGO's

Polished professionals

Enterprise

Active retirees

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WeWork  
WeLive

Active retirees

WeEnjoy

# Seamless fit into Member Personas

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WeWork  
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WeLife

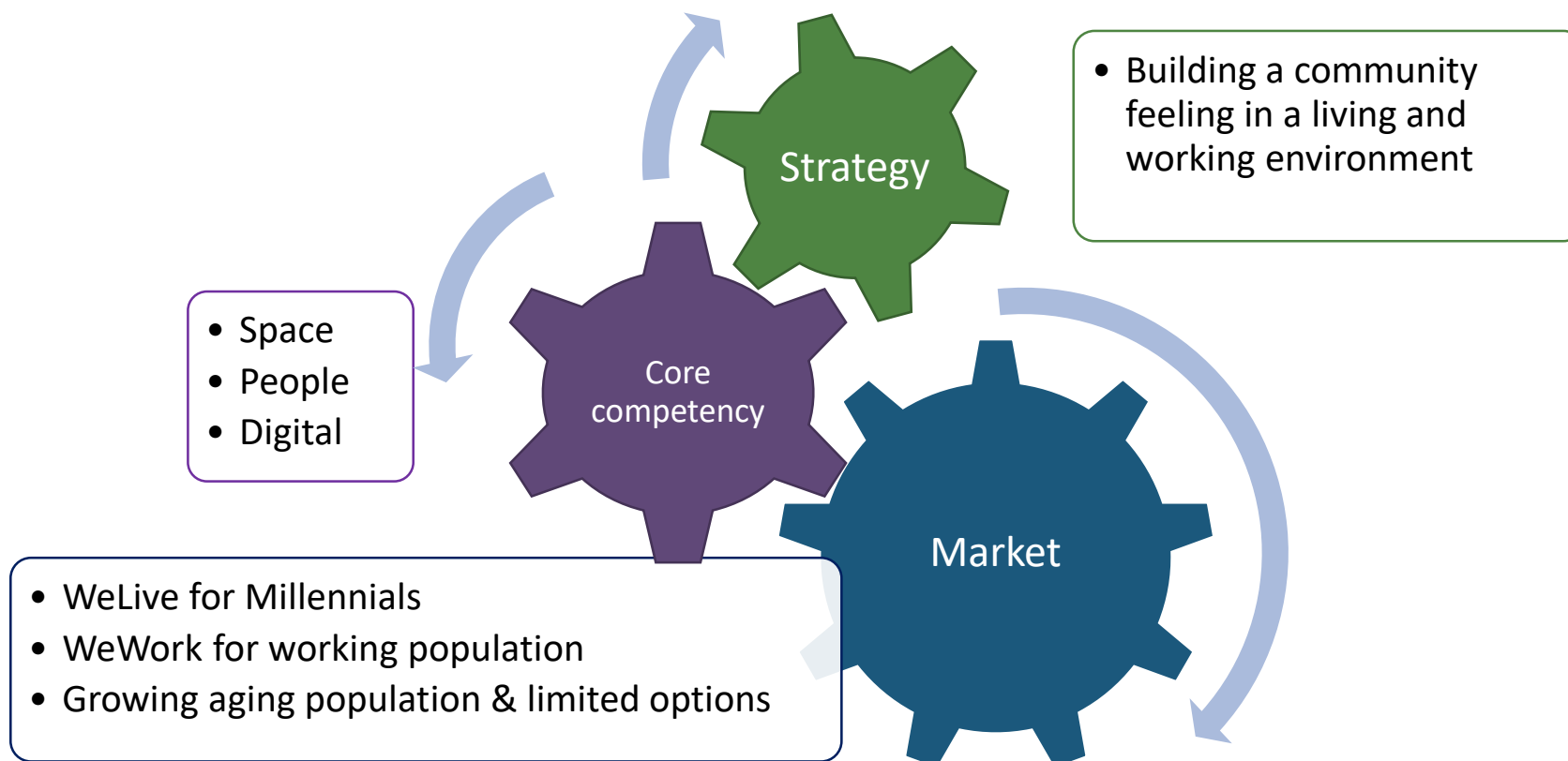
WeEnjoy

We Generation brought forward for all generations

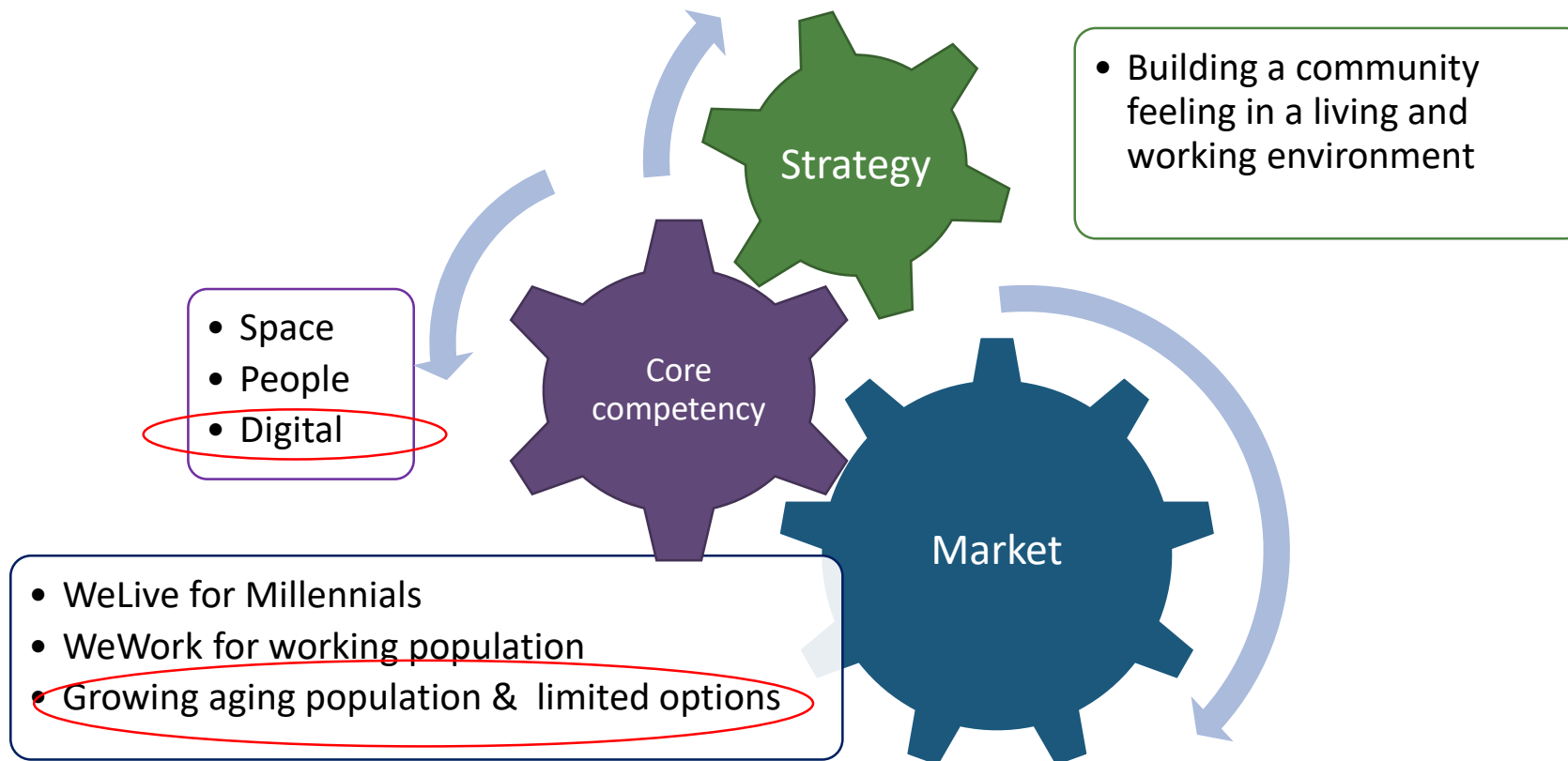
Alternatives



# Strategy behind WeEnjoy



# Strategy behind WeEnjoy



Leverage your core competencies to cater to a new customer segment

# Options for the active retiree

| Criteria                   | WeTravel | WeCare | WeEnjoy |
|----------------------------|----------|--------|---------|
| Appeal to customer segment | Yellow   | Green  | Green   |
| Potential for growth       | Yellow   | Green  | Green   |
| Leverage core competencies | Red      | Yellow | Green   |
| Risk                       | Green    | Yellow | Green   |

# Options for the Active Retiree

| Criteria                   | WeTravel | WeCare | WeEnjoy |
|----------------------------|----------|--------|---------|
| Appeal to customer segment | Yellow   | Green  | Green   |
| Potential for growth       | Yellow   | Green  | Green   |
| Leverage core competencies | Red      | Yellow | Green   |
| Risk                       | Green    | Yellow | Green   |

WeEnjoy is the most attractive option for success

# The Concept of WeEnjoy

WeDrive

High-tech facilities

Hybrid between WeWork & WeLive

Flexibility

High quality services, community & security

WeEnjoy because we want to provide quality of life through community

Implementation

# WeEnjoy Launch Timeline

| 2018                      | 2019   | 2020                         | 2021                          | 2022                          |
|---------------------------|--|------------------------------|-------------------------------|-------------------------------|
| Pilot project in Montreal | 4 locations in US + Montreal<br><br>Miami<br>Orange County<br>Dallas<br>Denver | 9 locations in US + Montreal | 19 locations in US + Montreal | 29 locations in US + Montreal |

# Montreal Pilot Project – 12 Month to Open

Find a location near Downtown core

Concept & Building Development

Technology Development

Events at Montreal WeWork locations to attract WeEnjoy Member

Hiring staff with hospitality backgrounds



# WeEnjoy Services

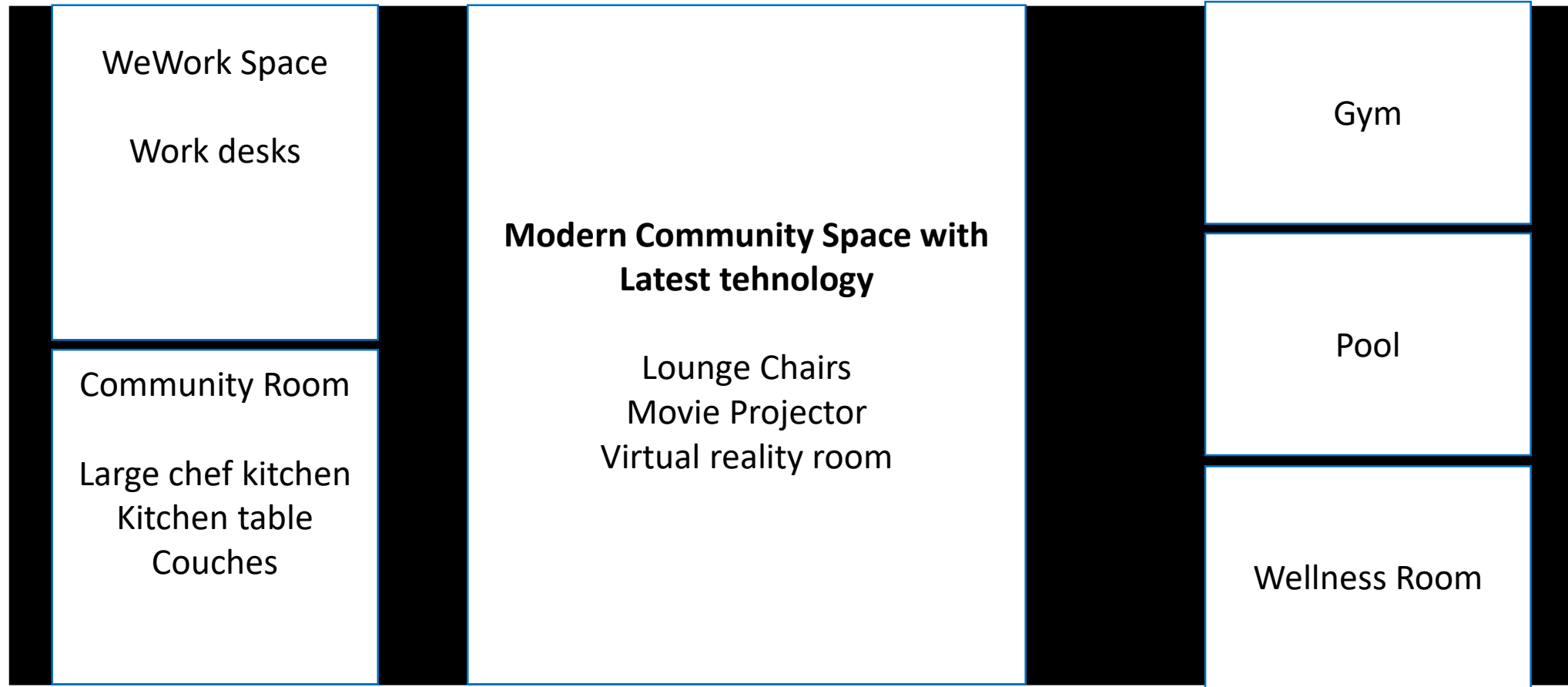
## Included in Monthly fee

- Fully furnished
- Cleaning
- Storage space
- Access to community space
- Access to WeWork Space within building
- Ability to transfer to another WeEnjoy location
- Member App to engage with building community

## Extra paid services

- WeDrive car rental
- Organized activities
- Wellness services

# Main Entrance of WeEnjoy



# WeEnjoy Rooms

Each Room will have:

Small kitchen  
1 or 2 bedrooms  
Small living room  
Balcony

Room 1101

Room 1102

Room 1103

## Community Space

Lounge Chairs  
Movie Projector

Room 1104

Room 1105

Room 1106

# WeEnjoy App

Post on your  
community  
board

Book WeEnjoy  
room in another  
location

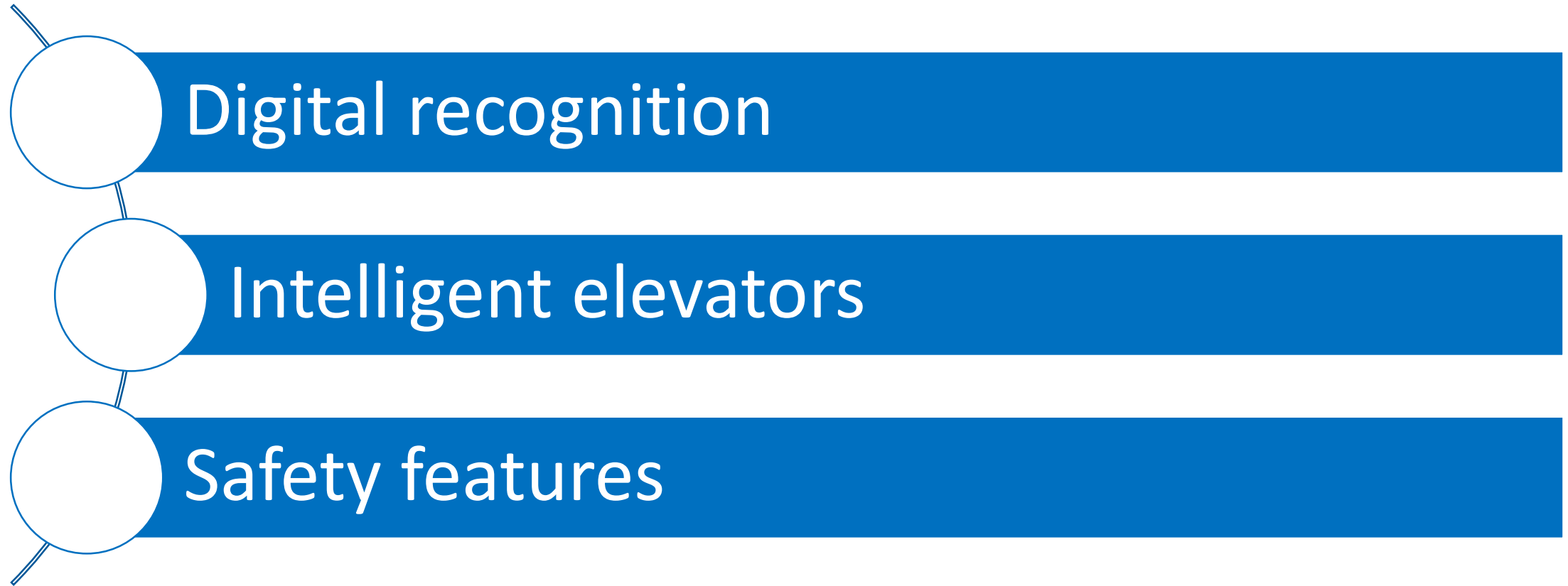
Book your  
WeDrive ride

Access list of  
benefits


Book Activities  
such as golf,  
wellness, etc.

Start & stop  
lease rental

# WeEnjoy Smart Building



# Transferring to Another WeEnjoy Location



Search on App  
for available  
rooms in other  
locations

Book your  
location of  
choice

Suspend your  
lease at  
current  
location

Move personal  
items to  
storage

Enjoy a new  
location!

# Financials

# Financial Model

## COST MODEL

DESIGN

\$50 M in 12 months

APP DEVELOPMENT

\$100 M in 12 months / \$5 M after

NEW CENTER

\$10 M per center

MARKETING

\$10 M first year / \$1 M per center

MAINTENANCE

\$1 M per center

SG&A

15% of sales

ADDED VALUE

40% of added value sales



# Financial Model

## COST MODEL

| YEAR         | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|--------------|------|------|------|------|------|------|
| CENTERS      | -    | 1    | 5    | 10   | 20   | 30   |
| DESIGN       | 50   | -    | -    | 0    | -    | -    |
| BUILD        | 10   | 40   | 50   | 100  | 100  | 100  |
| APP DEV      | 100  | 5    | 5    | 5    | 5    | 5    |
| MARKETING    | -    | 10   | 5    | 10   | 20   | 30   |
| MAINTENANCE  | -    | 1    | 5    | 10   | 20   | 30   |
| SG&A         | -    | 0.4  | 10   | 20   | 40   | 60   |
| ADDED VALUE  | -    | 0.12 | 3    | 6    | 12   | 18   |
| <b>TOTAL</b> | 160  | 56   | 78   | 151  | 197  | 243  |

# Financial Model

## REVENUE MODEL

BASIC SERVICE FEE

2,000\$ per month

ADDED VALUE  
OFFERING

3,000\$ per year

CENTER SIZE

500 members

NUMBER OF  
CENTERS

Year 1: 1 Test Center  
Year 2: 5 Full Centers  
Year 3+: Add 5-10 Centers

# Financial Model

## REVENUE MODEL

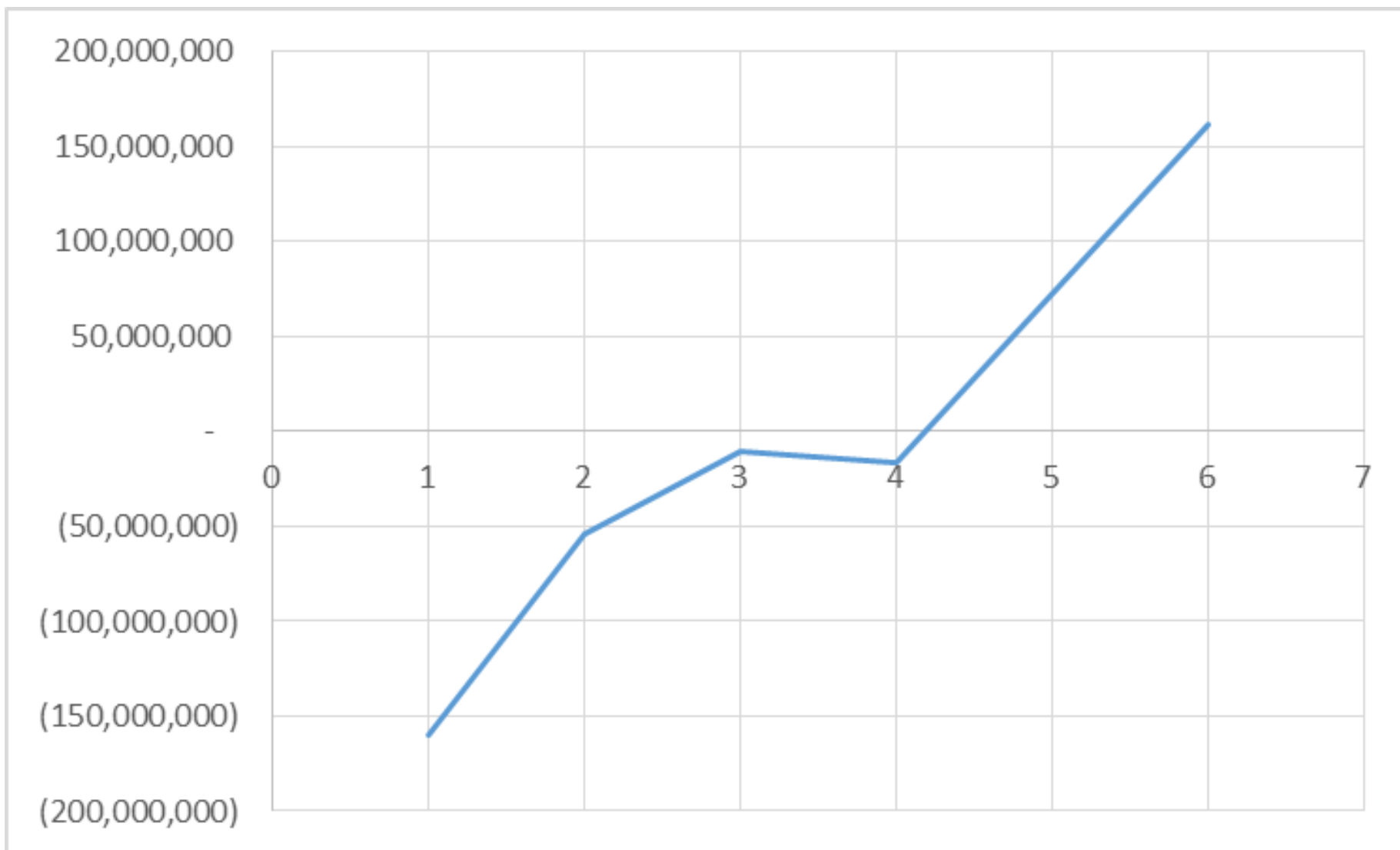
| YEAR         | 2017 | 2018 | 2019  | 2020  | 2021   | 2022   |
|--------------|------|------|-------|-------|--------|--------|
| CENTERS      | -    | 1    | 5     | 10    | 20     | 30     |
| MEMBERS      | -    | 100  | 2,500 | 5,000 | 10,000 | 15,000 |
| BASIC REV    | -    | 2.4  | 60    | 120   | 240    | 360    |
| ADDED REV    | -    | 0.3  | 7.5   | 15    | 30     | 45     |
| <b>TOTAL</b> | -    | 2.7  | 67    | 135   | 270    | 405    |

# Financial Model

## BENEFIT

| YEAR             | 2017         | 2018          | 2019        | 2020          | 2021       | 2022       |
|------------------|--------------|---------------|-------------|---------------|------------|------------|
| COST             | 160          | 56            | 78          | 151           | 197        | 243        |
| REVENUE          | -            | 2.7           | 67          | 135           | 270        | 405        |
| <b>BENEFIT</b>   | <b>- 160</b> | <b>-54</b>    | <b>-11</b>  | <b>-16</b>    | <b>72</b>  | <b>161</b> |
| <b>BENEFIT %</b> | <b>-</b>     | <b>-2000%</b> | <b>-16%</b> | <b>-12\$%</b> | <b>27%</b> | <b>40%</b> |

# Financial Model



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Questions?