



# Wework

Group Project



For all the ways you work,  
we're here.

# What is WeWork?

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## Background

WeWork rents buildings from property owners at a set price.  
After renovation, properties are rented out to clients at higher prices for a short term.

## Capabilities

- Daily workspace
- Coworking membership
- Private office spaces

## Operating Goals

Create environments where people and companies come together and do their best work.

# **Wework's Mission**

is to empower tomorrow's world at work.

# **Wework's Purpose**

is to harness the power of community  
to make a positive impact on people  
and the environment.

# Business Model

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## “Space-as-a-service”

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- Reduce real estate costs
- Provide flexible workplaces
- Collaborative memberships



## WeWork's Main Revenue

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- Membership fees
- Services + amenities
- Workplace design + location

# WeWork's Issues

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Why did WeWork file for bankruptcy in November 2023?

Debt from rapid expansion

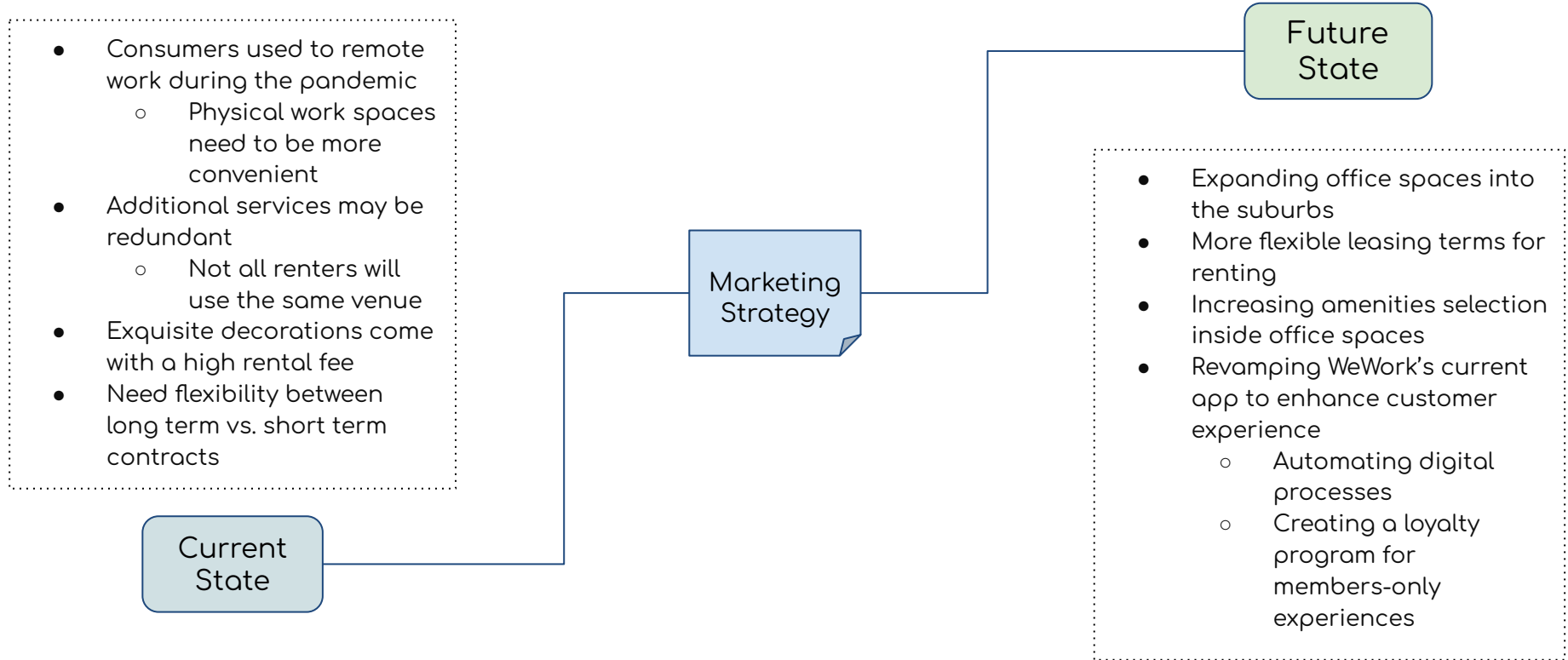
Failed IPO and valuation issues

Increasing rent prices across the US

Instability from long-term lease commitments

More remote/hybrid work after the pandemic

# Current Vs Future State





## Strength

- Flexible Workspace Solutions
- Brand Recognition and Global Presence
- Innovative workplace design
- Community and Networking



## Weaknesses

- High operational costs
- Dependence on Long-Term Lease Liabilities
- Management Turmoil
- Impact of Remote Work Trends



## Opportunities

- Rising Demand for Flexible Workspaces
- Expansion into Emerging Markets
- Diversification of Services



## Threats

- Economic Downturns
- Market competition
- Changes in Work Habits
- Regulatory and Compliance Challenges



# Value Chain Analysis

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- Digital transformation focuses on WeWork's secondary activities
  - Technology and operations
- The digital transformation will impact WeWork's functionality
  - Optimizing IT and digital architecture for the WeWork app
  - Integration of smart technologies for workspace management
  - Use advanced digital platforms to enhance customer experience and cultivate member communities
- Implementing digital solutions increases sustainability for WeWork
  - Mitigates key issues that lead to the bankruptcy
  - Introduce technological solutions to improve business solutions
  - Gain competitive advantage over other companies providing flexible workspace solutions, such as "Regus" and "Spaces"



# Customer Journey

Awareness	Research	Decision	Usage	Retention + Loyalty
<b>Request for Working Space</b> <ul style="list-style-type: none"><li>• Advertisement</li><li>• Referral</li><li>• Community reputation</li></ul>	<b>Key Factors Comparison</b> <ul style="list-style-type: none"><li>• Location</li><li>• Facilities</li><li>• Price</li></ul>	<b>Negotiation &amp; Contract</b> <ul style="list-style-type: none"><li>• Promotion</li><li>• Contract Process</li><li>• Quality-price Ratio</li><li>• Service Guarantee</li></ul>	<b>Membership &amp; Lease</b> <ul style="list-style-type: none"><li>• Habits Cultivation</li><li>• Problem-solving services</li><li>• Incurred Expense</li><li>• Customization</li></ul>	<b>Feedback &amp; Improvements</b> <ul style="list-style-type: none"><li>• Actual Experience</li><li>• Long Term Benefits</li><li>• Dependency</li><li>• Agglomeration Effect</li></ul>

# Key Dependencies



Vendor  
Partnerships

+

Stakeholder  
Support

+

Regulatory  
Compliance

Partner with  
third-party  
vendors for rent  
and leasing  
purposes.

Gather support and  
commitment from  
WeWork's leadership and  
departments across the  
organization.

Meet the legal and  
regulatory  
requirements in all  
regions where  
WeWork operates.

# Potential Policies & Regulations

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## Real Estate Regulations

- Zoning Laws
- Tenant Permits
- Commercial Leasing Laws

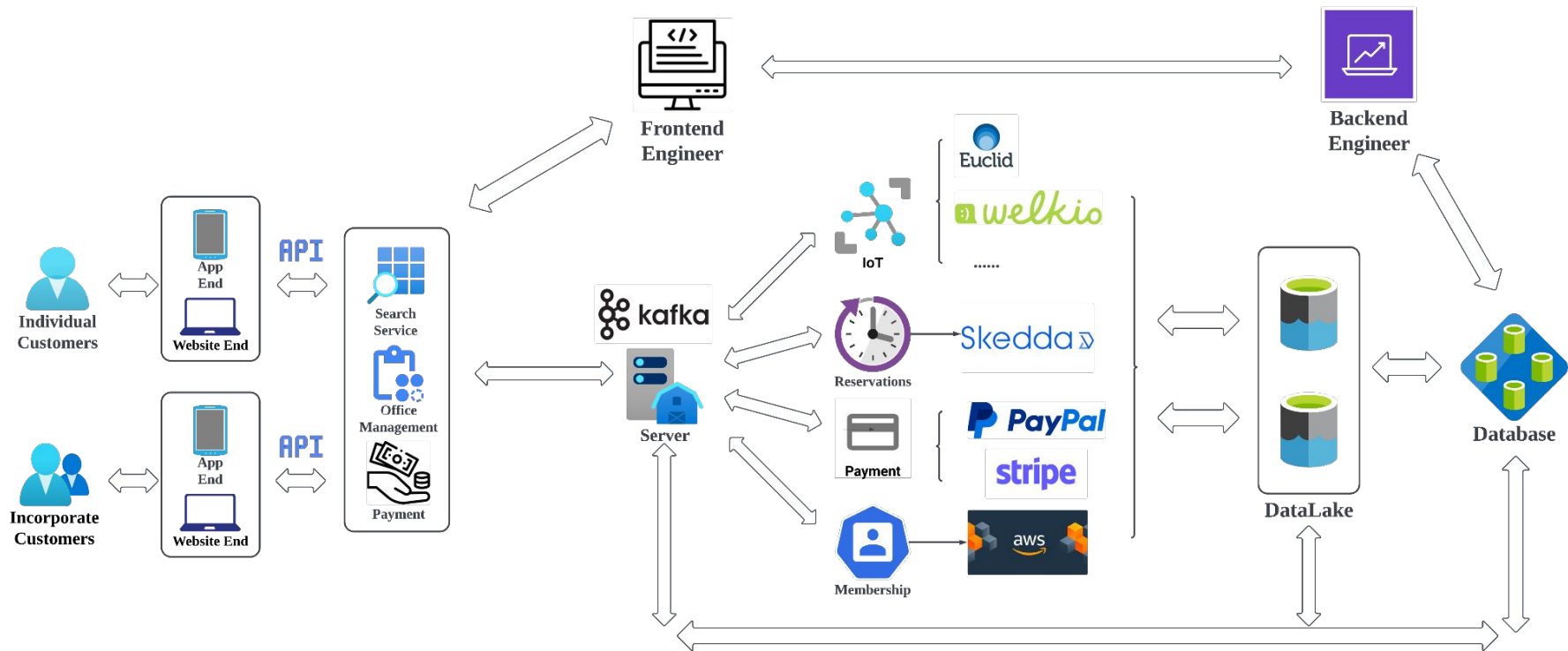
- CCPA
- GDPR
- Cybersecurity Measures

## Data Privacy

## Health and Safety Regulations

- CAL / OSHA Workplace Safety
- Accessibility Compliance

# Digital Architecture



# App Updates



Enhanced Customer Experience	Lifestyle and Entertainment	Workspace and Financial Management
<ul style="list-style-type: none"><li>● <b>Predictive analytics</b> when suggesting workspace availability based on customer history and preferences.</li><li>● <b>Increased accessibility</b> for users with disabilities through voice commands, screen readers, adaptive technology</li><li>● <b>Multilingual support</b> in workspaces to cater to an international customer base</li><li>● <b>Transportation/ridesharing services</b> for easy commuting to and from WeWork offices</li></ul>	<ul style="list-style-type: none"><li>● <b>Health and wellness resources</b>, such as fitness/meditation classes and spa days</li><li>● <b>Exclusive discounts</b> from partnering brands or local stores near WeWork locations</li><li>● <b>Facilitate connections</b> among WeWork members through networking, team bonding, and volunteering events</li><li>● <b>Member-only recreational areas</b> such as a game room, mini arcade, private movie theater, and other perks</li></ul>	<ul style="list-style-type: none"><li>● <b>AI-based chatbots and virtual assistants</b> to provide real-time support for customer concerns</li><li>● <b>Integrate with accounting software platforms</b> for seamless financial management</li><li>● <b>Customization of workspaces</b> through ambient lighting, temperature controls, and standing desks</li><li>● <b>Integrating augmented reality (AR) features</b> to provide virtual tours of WeWork's workspaces</li></ul>

# Transformation Timeline

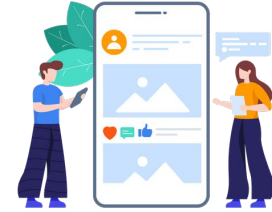
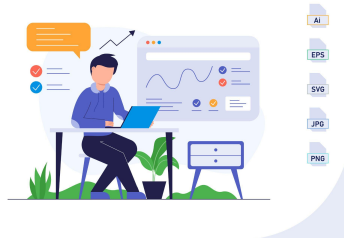


**3-6 Months**

- ❑ Collect Member Feedback
- ❑ Collect Employee Feedback
- ❑ Collect Partner + Stakeholder Feedback
- ❑ Start closing out current operations

- ❑ Update App with new features
- ❑ Revamp digital architecture
- ❑ Look for suburb locations
- ❑ Change leasing policies to be more accomodating

**1 - 2 years**



**3-5 years**

- ❑ Reach out to new leasing managers
- ❑ Conduct trial run of workspaces in the suburbs
- ❑ Reopen WeWork in major cities with integrated tech solutions

# Change Management

- ❑ Stakeholder Analysis - Assess expectations and influence
- ❑ Collect feedback from Stakeholders, Executive Board, Employees, and Customers
- ❑ Member Advisory Boards for decision making input

Stakeholder  
Engagement

- ❑ Send notifications at least 6 months to 1 year before transition
- ❑ Communication through feedback sessions, surveys, town hall meetings
- ❑ Invite employees and staff to directly voice concerns to the CEO

Communication  
Strategy

- ❑ Implement training programs and modules for new employees
- ❑ Provide mentorship programs with new and experienced employees
- ❑ Company culture workshops to foster collaboration and networking

Training and  
Development

- ❑ Conduct risk assessments and performance evaluations
- ❑ Protect WeWork's data from data breaches through data encryption, user authentication
- ❑ Vendor and 3rd Party Services Risk Management

Risk Management  
and Mitigation

- ❑ Implement metrics to measure revenue growth, employee engagement, customer satisfaction
- ❑ Conduct regular evaluations to measure progress
- ❑ Competitive Analysis and Market Research

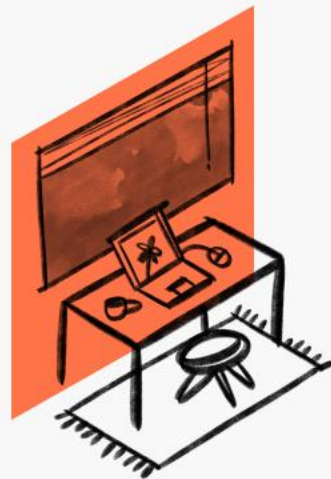
Evaluation and  
Improvement



# OKR Framework

Objectives: Enhance Operational Efficiency and Improve Customer Satisfaction/Engagement through Digital Transformation

Key Results	Description of Outcome	Measure of Success
1	Releasing an updated version of the WeWork app with new features	<ul style="list-style-type: none"><li>Number of App Downloads within 6 months of release</li><li>Monthly average users metrics</li><li>User ratings and reviews</li></ul>
2	Reopening locations in major cities with integrated technology	<ul style="list-style-type: none"><li>Occupancy rates as compared to pre-pandemic levels</li><li>User surveys surrounding new technology</li></ul>
3	Expand WeWork's locations into the suburbs for greater convenience	<ul style="list-style-type: none"><li>Number of new locations established within 5 years</li><li>Feedback from members on convenience, location, complaints, etc.</li><li>Compare revenue from both tech and suburban locations</li></ul>
4	Increased lease flexibility with both short-term and long-term options	<ul style="list-style-type: none"><li>Revenue generated from both short term and long term lease options</li><li>Percentage increase in number of leases compared to previous terms</li></ul>
5	Reduce operating costs while increasing workspace utilization	<ul style="list-style-type: none"><li>Percentage decrease in operating costs compared to previous terms</li><li>Increase in desk occupancy/workplace utilization rates</li><li>Feedback from members on quality of service after cost cutting</li></ul>



Questions?

