

LE COCOON – COWORKING
Innovative Business Plan

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Abstract.

Over the past few years, the labour world has changed in many ways. One of the components that changed, is workers. They now tend more and more to re-evaluate their needs, what they expect from their work and from their personal life, and to change the balance between the two to give more space to their personal life.

In a world where digital grows exponentially every day, new ways of working as well as new types of jobs tend to emerge to respond to the changes of the workers – and of the companies and the jobs they offer.

The aims of this paper are first to analyse and develop the new ways of working, their reasons, and the concept of coworking that responds to the above-mentioned aspects. Second, to go deeper into the coworking dimension by proposing an innovative project and its strategies and implementation, that respond in addition to the growing concern of citizens about themselves and about our planet.

Keywords: Business Plan; Coworking; Community; Values.

JEL Classification System: M130 New Firms; Startups; M310 Marketing.

Resumo.

Nos últimos anos, o mundo do trabalho mudou em diversos aspetos. Um dos principais elementos que mudou foram os próprios trabalhadores. Hoje em dia, os trabalhadores tendem cada vez mais a reavaliar as suas necessidades, o que esperam do seu trabalho e da sua vida pessoal, e a procurar o equilíbrio, tentando dar mais espaço à vida pessoal.

Por força do crescimento exponencial do digital, surgem novas formas de trabalho. Mas também novos tipos de trabalho tendem a surgir para responder às mudanças dos trabalhadores - e das empresas e dos empregos que estas oferecem.

Os objetivos deste plano de negócios são, em primeiro lugar, analisar as novas formas de trabalhar, as suas razões e o conceito de *coworking*, enquanto resposta aos aspetos acima mencionados. Em segundo lugar, aprofundar a dimensão do *coworking*, propondo um projeto inovador (e respetiva estratégia e implementação) alinhado com a crescente preocupação dos cidadãos sobre si mesmos e sobre o nosso planeta.

Keywords: Business Plan; Coworking; Community; Values.

JEL Classification System: M130 New Firms; Startups; M310 Marketing.

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1. Executive summary

The proposed project is the creation of a coworking space based on several key values such as eco-responsibility, human and planet care, ethics, and work life balance.

This business opportunity is supported by many reasons, highlighted in the literature review: the emergence and necessity of finding new ways of working, the growth of coworking concept and spaces, and the emergence of new trends that tend towards a greater importance of the self.

Both an external and an internal analysis were performed, and summarized in a SWOT table. The analysis of the external environment and of the industry sealed the business idea: a coworking space committed to overall wellbeing and to its community, in Toulouse, France. An exploratory survey was conducted, with the aim of having field data to exploit and educating the author's perception.

The marketing objectives were then established, as well as the marketing strategy.

Therefore, the business model was carried out, using the Business Model Canvas that highlights nine building blocks: customer segments, value proposition, customer relationships, channels, key activities, key partners, key resources, revenue streams and cost structure. Some implementation actions, that are necessary for the project launch, have been listed.

To finish, a financial evaluation was conducted, which shows that the project could generate benefits from September 2021.

2. Literature review

2.1. Marketing and communication strategies applied to services

To analyse the communication strategies applied to services, it is necessary to remind the characteristics of a service, that differ from a product. There are four main unique characteristics that separate services from tangible goods (Zeithaml *et al.*, 1985):

A service is *intangible*. Which means, it cannot be perceived by the senses before it's bought: it cannot be touched, felt, seen, smelt or tasted. So, what is important for the person selling a service is to focus on signs, aspects, that demonstrate quality. For example, modern buildings, good appearance of the staff... According to Bateson (1979), intangibility is the critical goods-service distinction from which all other differences emerge.

A service is *indivisible*. Which means, you cannot separate a service from the person who delivers that service. Furthermore, the production and consumption of the service are simultaneous, and require the presence of both the "service producer" and the client, which "*forces the buyer into intimate contact with the production process*" (Carmen and Langeard, 1980).

A service is *variable*. Which means, it is hard to standardize due to all the aspects to consider when delivering it. Indeed, the quality of a service is heterogeneous and can vary due to factors going until the environment, the weather, the staff or client's mood, which person from the staff produces the service...

A service is *perishable*. Which means, it cannot be stored to be sold or consumed later.

2.1.1. The marketing mix applied to services

According to Grönroos (1994), the marketing mix is a powerful concept due to two main reasons: first, it makes marketing seem easy to handle, allows the separation of marketing from other activities of the company and the delegation of marketing tasks to specialists; second, the components of the marketing mix can change a firm's competitive position.

The marketing mix is a means of translating marketing planning into practice (Bennett, 1997). It can be used to develop both long-term strategies and short-term tactical programs (Palmer, 2004). To illustrate this, we can make the parallel between a marketing manager using the marketing mix concept, and a baker. When baking a cake, the baker will alter the proportions

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of ingredients depending on the type of cake he wants to get. This follows Culliton's thinking (1948), when he says that a business executive is "*a mixer of ingredients, who sometimes follows a recipe as he goes along, sometimes adapts a recipe to the ingredients immediately available, and sometimes experiments with or invents ingredients no one else has tried*".

When talking about marketing mix, we usually automatically think about the famous "4 Ps". Those 4 Ps, the ones that must be well defined and thought about if we want our product to be a success: the Product itself, its Price, the Place where we will send our product, and the Promotion we will put in place for it. But here is the thing: this is when talking about a product. When we talk about services, we need to consider some other aspects.

Many authors offered different theories about the marketing mix, discussing what it should take into account, applying it to different sectors like retail or e-commerce (Goi, 2009). The aim here is not to review the literature about the different opinions on the marketing mix concept, but to discuss how it applies to services. To this end, we will assume as a reference the following 7Ps that are the most common: Product, Price, Place, Promotion, People, Processes and Physical evidence.

The product – The product is anything that can be offered to a market to satisfy a want or a need (Sapre and Nagpal, 2009). It is what you sell, what you deliver, and it gives a solution to a problem or need that the customers have. An interesting fact for services, given the characteristics developed above, is that there is a scope for customizing the offering. However, too much customization would threaten the chosen quality standard (Juneja, 2016).

The price – The price can be defined as the sacrifice that the customer is willing to make to acquire a good or a service (Kruger *et al.*, 2010). It includes the money paid by the customer to buy the product, but also the cost in terms of time and effort spent (Sapre and Nagpal, 2009). It is important to mention that the price is the only "P" that directly affects revenue, and it also affects perception of quality (Ivy, 2008). Furthermore, it is harder to determine a price for a service than for a product, as intangible and subjective aspects are to consider.

The place – Place is the location or distribution channel through which the service is delivered (Sapre and Nagpal, 2009). Since service delivery occurs at the same time as service production (principle of indivisibility), particular attention has to be dedicated to the definition of this component.

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The promotion – Promotion encompasses all the communication tools that a company can use to provide the market with information on its offerings (Sapre and Nagpal, 2009). According to Kotler and Keller (2015), marketing communications are "*the means by which firms attempt to inform, persuade and remind their customers – directly and indirectly – of products and brands they sell*". The aim of promotion strategies is then to inform the market and customers about your services, but also to interact and communicate with them. To establish a dialog and build a relationship. Usually the messages come from companies and go to customers, but more and more, customers can give messages to the company and to other customers.

The people – Since a service is inseparable from the person providing it (Juneja, 2016), this P is absolutely crucial. A service company is known as much for the quality of its services as for the quality of its staff. Indeed, employees are the organization's interface with the customers (Sapre and Nagpal, 2009). Thus, training staff and its well-being should be a top priority of a service company. Depending on the service, it could also be important to work on empowering teams and individuals. According to Sapre and Nagpal (2009), empowerment can be successful if the company provides to individuals at lower levels in organizational hierarchy the right mix of information, knowledge, power and rewards.

The processes – Process is defined as "a series of actions or steps taken in order to achieve a particular end" (Oxford Living Dictionaries, 2018). It guarantees the same standard of service for each customer. It also gives precious indications to staff on how to proceed.

The physical evidence – It is the tangible component of the service offering (Ivy, 2008). It provides the proof of quality of a service (Sapre and Nagpal, 2009). It is about facilities, decoration (light, sound...), furniture: it provides the service atmosphere; and physical equipment, meaning the physical means to provide the service itself: computers, coffee machine...

2.1.2. Building a services brand reputation

Knowing this all, a company needs to work on every single P to build its identity and its reputation. An interesting concept is the concept of brand. It can be seen more as a "product oriented" term, but most of the aspects of a brand adapt to services.

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2.1.2.1. The brand, its elements and related concepts

Brand.

According to Lewi and Lacoeuilhe (2014), “*a brand is a mental reference in a market, based on tangible and intangible values*”. This definition has been constructed gathering many definitions of many different authors, highlighting different aspects of a brand. But at the end, the aim is to have your brand as strong as possible, as an undeniable sign of quality, that consumers identify easily and immediately, that they associate with positive feelings, that they can rely on to support their vision of the world thanks to the values you share together, and that they will prefer to other brands selling the same as you independently on the product or service itself, your location, your price, or any other characteristic. The aim is to be your consumers reference, your consumers preference, and your consumers essential.

Brand elements.

Wheeler (2013) worked on what designs the identity of a brand, and according to her, a brand is: the logotype and signature, the look and feel (the overall look that allows people to recognize a brand even without seeing its logo or name), the colour, the typography, the sound and the slogan.

Brand identity and brand image.

Brand identity and brand image (brand reputation) should only be one. This is probably why those two concepts often get mixed up. They are indeed similar, but the difference is between “what we are” and “what they think of us” (Díaz, 2013).

The brand identity corresponds to all the elements that give sense to the brand, like the ones we will mention after, that build its value and that allow consumers to identify it. It is “what we are”. It corresponds to what is decided and made from the inside of the company, and is managed through branding.

The brand image refers to brand reputation. It is the perception that the society has of the company. It is made through the different contacts that an individual has with a brand and that build its perception of this brand; it can be advertising, media, opinions of family or friends,

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or the simple action to buy a product or service of this brand, the experience in the shop, the availability and kindness of the staff...

So, if the company manages those two concepts well, the brand image should be the consequence of its identity.

2.1.2.2. How to build a good brand image?

Storytelling.

Humans love stories. They have always loved them, since the early days of mankind. Would they be religious stories who perpetuated for centuries, from one generation to the other, or fairy tales to tell children before they go to sleep. Listening to stories is a bit like starting to dream. For consumers, it is quite the same. They like stories, and to believe their dreams come true.

With storytelling, “the art to tell stories”, this is what companies do. It goes from telling the consumers about the history of the brand, until involving them in the brand history, putting them at the heart of the brand, making them believe they are truly part, at their individual level, of the brand.

Thanks to storytelling, you can use the brand values and personality to get to the consumers’ heart – which will allow you to achieve loyalty and success. In other words, you can use your brand’s identity to reach your desired brand reputation.

Word-of-mouth.

According to Haywood (1989), word-of-mouth (WOM) is “*the verbal exchange of positive and negative information about a business’s products and services*”. Mowen and Minor (1998) define WOM communications a little bit more precisely, as “*an exchange of comments, thoughts, or ideas between two or more consumers, none of whom is a marketing source*”. As per Hennig-Thurau *et al.* (2004), it is understood as any positive or negative statement made by potential, actual or former customers about a product or a company, which is made available through offline or online channels.

It has a considerable impact, even more on service organizations. Indeed, due to the characteristics of services as referred at the beginning of this paper – intangibility,

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indivisibility, variability (non-standardization), and perishability – customers tend to ask previous users who have experienced the service about their perception (Haywood, 1989). They are like “forced” to rely on others’ opinions when evaluating their need and exploring the possibility to buy or not to buy. Relying on WOM is a way to reduce uncertainty and the level of perceived risk associated with a service purchase decision (Murray, 1991).

Today, with the development of internet communications, WOM is not only “verbal” and related by relatives, friends or colleagues, but also virtual, digital. Number of websites are dedicated to electronic WOM (e-WOM), and allow people to give their opinion about services they experimented. Trip Advisor is an example, or even Google which allow customers to post comments on their experience in a hotel, in a restaurant, at the doctor, with a hairdresser, in a beauty institute, in a library, at the cinema... Thus, when seeking for information, customers can also rely on the whole community. As well, another type of e-WOM “actors” that customers can rely on are influencers on social media networks, like Instagram or YouTube. Therefore, companies must take particular care of its customers on the one hand, and on the other hand, of the influencers that their customers or potential customers rely on, would they be classic WOM actors or more recent ones.

With new technologies, WOM and e-WOM spread very quickly. If it is positive, then it’s a great buzz. If it is negative, with people dissatisfied, it can ruin the brand. Then, it is crucial to treat the dissatisfied very well and to have “crisis plans”, in order to stop the negative buzz and fix the complaints.

Tribal marketing.

Cova and al. (2007) claim that consumer tribes will become the new marketers of the 21st century. A consumer tribe is “*a group of people who have a common interest in a specific activity or object and who create a parallel social universe (subculture) ripe with its own myths, values, rituals, vocabulary, and hierarchy*” (Cova and Dalli, 2009). A tribe is stronger than a community, in terms of involvement in the activity or value that the tribe shares, and in the tribe, itself. A good example of a tribe are the surfers, the bikers, the yogis...

Doing tribal marketing, is understanding and targeting a tribe, and commit to it.

As people in a tribe are really involved and committed, it meets the working consumers theory that is, consumers tend to participate in the creation of the service, and more than to

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participate in the creation, they co-create or create the entire service by themselves. About this, Cova and Dalli (2009) state that *“the more the customer is involved in the process of service production and delivery, the greater the perceived value and satisfaction”*. They also highlight that this perceived value and satisfaction is even more increased by positive customer-customer interactions. In their own words, *“this implies that when consumers are involved in a service production at the collective level, improving the degree of customer-to-customer interaction enhances the customer–company collaboration effect”* (Cova and Dalli, 2009).

2.2. The emergence and the necessity of finding new ways of working

Society is changing, and so are people’s lifestyle and expectations in general. In this part, we will first see what changes in people’s way to see and to broach life, and then, some of the solutions that exist concerning work life.

2.2.1. What pushes people towards change

We can split into two people’s reasons for change: the personal reasons, and the professional ones.

2.2.1.1. The personal reasons for change

Over the past two decades, the idea that work can be done anywhere and at any time has burgeoned. It even appears, sometimes or to some people or managers, as a necessity. It is true that with the increasing progresses in telecommunications, technologies and digitalization, it is really easy to work, or to think about work, all the time – even if you don’t want to. For example, in its National Study of the Changing Workforce of 2016, the Society for Human Resources Management (SHRM) found that 51% of employees work on job-related emails outside of their work hours (Waters, 2017). It is a fact: private and professional lives are no longer separated. And people want this to change. They want more leisure time, more family time, and the permission to unplug. Indeed, “unplugging” is harder and harder because of the increasing progresses mentioned above. Furthermore, it has a range of negative impacts on the employees’ life: on their relationship with their spouses and with their family

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in general, on their commitment to their company and their willingness to stay, on their work quality, on their eager to perform...

Some managers start to understand this necessity of work-life balance for their employees, and by extension, for the success and the durability of their company. They try to improve the overall life quality of their employees, so that at work they can “work less and accomplish more”. For example, by permitting employees to ignore after-hour emails (there is even a law in France that applies to all the country), by trying to make employees leave the office at a decent hour, or by giving them more flexibility on the way they organize their work time, days off and holidays.

2.2.1.2. The professional reasons for change

Now that we saw that people want more time for themselves without having their mind working, we will see that it is not the only reason why it is necessary to find new ways of working. Indeed, also some professional reasons are to be taken into account.

New ways of working are necessary. To better balance “work” and “home” lives: yes, but not only. It is also necessary for those who have “new jobs”. Some jobs or working status are quite new, and require other forms of working, and other places to work than the usual office in the company offices. For instance, independent workers, expatriates, independent journalists, auto-entrepreneurs, freelancers or bloggers... All those people need to be mobile, to travel sometimes, to go to different places or cities, and most of the time they don’t even have a fixed company or any office but their home or the hotel they stay in for a few days. And this is it: some of them don’t want to be at home to work, as we mentioned above.

If we go further, we can also assume that apart from not being at home, what they want is to not be alone. Those new jobs or working status usually imply that you don’t work within a company nor within a team, and sometimes also that it is necessary to move places. So, there is a need to finding new ways of working for those people. However, some risks could be isolation, lack of social interactions (Gerdenitsch *et al.*, 2016), decreasing motivation, creativity and commitment...

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2.2.2. Some solutions exist

With all those reasons and needs expressed above, new ways of working have emerged. According to Jemine (2016), since approximately 10 years in Belgium, “New Way of Working” projects have emerged in some companies, focusing on flexibility, telework, happiness at work and tools modernization. This approach states that a worker who can choose when, where and how to work will be happier, more motivated and more committed.

2.2.2.1. Telework and working from home

Thanks to the development of new technologies and the increasing miniaturization, as we saw in the previous part it is more than easy to work anywhere and at any time. This can be used in a profitable way, for both the company and the employees.

In some cases, telework can become a good substitution option when working in the office is not possible. For instance, when the weather does not allow you to go out or to take your car, if there is a lot of snow and public transportation does not circulate, working from home – or from wherever you are – can be a solution, given that you took your laptop with you when leaving the office.

Some companies even offer the telework option as something you can do whenever it suits you, for example, for a maximum of 2 days a week you can work from home – or from wherever you want – given that you really work and your objectives are met. It can be a good solution for those who live far away from their work, or for those who feel that for a specific matter they will be more efficient alone.

About telework, Waters (2017) reports that according to the SHRM’s 2017 Employee Benefits survey, 62% of organizations offer telework options compared to 20% 20 years ago.

An issue of this solution is that employees never feel away from work, as there is no specific place for work: they work in their office, and they work at home, so home is no longer a synonym for private life only.

2.2.2.2. Part times

Part times are another solution that exists to respond to the needs of employees to have more time for themselves, and who wish to better balance work life and family life. Part time option exists since a long time ago, for example for young mothers who wish to spend more time

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with their children when they are not at school, usually on Wednesdays. It is also possible to schedule your part time annually, instead of weekly.

However, one of the risks of this solution is to keep the same amount of work, only with less time to execute it and of course, with a lower salary.

2.2.2.3. *Coworking*

As this work is about coworking, we will discuss this subject in the dedicated following part of this literature review.

2.3. The concept of coworking

As mentioned, coworking is an emerging new way of working that responds to the needs of workers. In this part, we will go deeper into this concept, explaining what it is, why people increasingly like it and opt for it, and what makes a good coworking space according to customers.

2.3.1. The coworking

2.3.1.1. *A definition of coworking*

For DeGuzman and Tang (2011), coworking involves “*a diverse group of people who don’t necessarily work for the same company or on the same project, working alongside each other, sharing the working space and resources*”. According to Johns and Gratton (2013), it “*implies a new form of work organization that enables collaboration opportunities and encourages a sense of community inside a shared space, gathering together workers from different companies or even freelancers with different profiles and objectives*” (Leclercq-Vandelannoitte and Isaac, 2016).

In other words, coworking changes not only the traditional work place, but also the way people work. The traditional work place, because employees or workers no longer work in the traditional office. And the way they work, because coworking boosts cooperation between members, fosters creativity, promotes a sense of community, favours flexibility and autonomy.

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We can define a coworking space as a “third place”. Neither office nor home, but another place in people’s life like a coffee shop could be. Indeed, before the emergence of this kind of places, people would go and work in coffee shops. However, it is often noisy and suffer from a huge lack of privacy. Furthermore, they provide only limited social engagement (Hampton and Gupta, 2008).

Following, is a scheme that illustrates how coworking spaces differ from working from home and from the traditional office (Ross and Ressia, 2015):

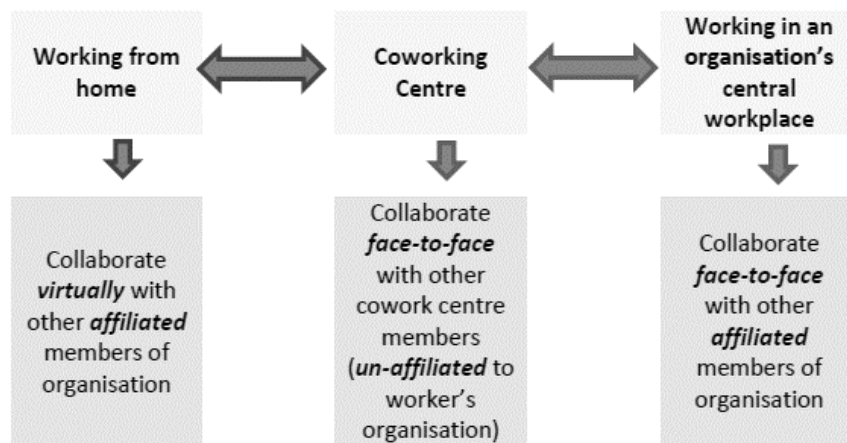


Figure 1: How coworking spaces differ from working from home and working in the office (Ross and Ressia, 2015)

A coworking space is a place, often organized in open-space and/or with some private rooms, where you can go to work, next to others. Workers need to pay a fee (Garrett *et al.*, 2017): daily, weekly, monthly, annually... It usually depends on the type of place and on its strategy. An open-space is available, and in some coworking spaces you don't even have a fixed table where you go every morning; you just go where you can, where there is a room for you. As well, some more private offices are available upon reservation, if you specifically need to brainstorm with your team, if you need to be in a very quiet environment or if you have a meeting with a client, for instance. Usually too, all the material needed to make your working time more comfortable is available: extra PC screens, cables, Wi-Fi, large tables, comfy chairs... More than this, are available some “extras” (most of the time for free) to make your time even more comfy: like a common kitchen, a coffee room, coffee machines, sofas, a relax room... There are probably as much possibilities as coworking spaces.

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2.1.1.1. Some examples

The number of coworking spaces has been flourishing over the past years, since the first one opened in San Francisco in 2005 (Leclercq-Vandelannoitte and Isaac, 2016). Still, even with thousands of places over the world, some are more famous than others. Usually, it is because a company has developed a brand and launched several spaces under the same name, in different cities or even countries. It is the case of Anticafé, or WeWork with more than 100,000 members in dozens of places over the world.

As well, some places bet on their originality. For example, the space Second Home Lisboa, in Lisbon, is literally full of plants with more than 1,000, and 100 different species. Mutinerie Village, 2 hours away from Paris, France, is a coworking space of 40 hectares that offers stays, and not only a place where you come for the day.

2.3.2. The reasons why workers increasingly use this type of places

2.3.2.1. Personal and professional reasons

As we saw earlier, there are two types of reasons that push people towards new places: the personal and the professional reasons. For more details, you can refer to part “2.2.1. What pushes people towards change”.

2.3.2.2. Advantages of coworking spaces

Coworking spaces are full of advantages. Indeed, it offers workers an alternative to their office, to their home and to standard third places as a coffee shop, and mixes open physical space, the “third place” attributes such as flexibility, autonomy and community, and the usual work place attributes such as an internet connection, IT security, and the guarantee to have a place to work (Garrett *et al.*, 2017).

Coworking spaces also create opportunities for social interactions, that are crucial to fight isolation that independent workers usually suffer from (Spinuzzi, 2012). And, more than social interactions, working in a coworking space is also being part of a community. You get more help, serendipity is enhanced, the community is devoted to the place and to its members. Another advantage is that due to being face-to-face with workers “unaffiliated” to the others’ companies, it fosters innovation, stimulation, inspiration, innovative practices (Ross and Ressia, 2015) and knowledge crossing and sharing.

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Furthermore, coworking spaces are often a cheaper option than renting an office. Then, it is a better solution for most of the start-ups or independent workers. It also offers more flexibility and freedom: you can choose where, when and how long you work, and adapt it to your daily needs which allows you to better balance work and home. Something coworking spaces offer too, as we saw in a previous part, is working material and tools. You really often find all you need to work in good conditions: large tables, comfortable chairs, large PC screens, optic fibre internet connection... Plus, a set of relaxing things such as sofas, a quiet place to read...

2.3.3. The attributes users value when choosing a coworking space

Now that we briefly saw the reasons and advantages to opt for the coworking option, we will define a little bit more precisely what do users value when choosing a coworking space, on which aspects they actually put their priorities.

Most of the following is based on an article of Seo *et al.* (2017) named “Priorities of Coworking Space Operation Based on Comparison of the Hosts and Users’ Perspectives”. This article offers a good overview of what users and hosts value, and of what hosts should consider in order to reach and maintain entrepreneurial sustainability based on users wishes and expectations. Therefore, the following analysis will be based on this, and adapted.

In their study, Seo *et al.* (2017) used the following elements:

| Key Management | Sub-Attributes | Descriptions |
|-----------------------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Coworking management | Relationship facilitation | Activities that encourage members to form relationships and natural collaborations |
| | Networking event and party | Activities involving events to interact with experts in various fields and exchange information between the members |
| | Community and communication | Continuous management of online and offline communication channels for effective exchange of information, interaction, and cooperative work |
| Membership management | Service diversity and price plan | Development and management of strategy and revenue models for customer needs and member acquisition |
| | Promotion and public relations | Activities to hold investment seminars or public relations events supporting and promoting members’ businesses |
| | Alliance and partnership | Activities that connect and interact with other regions and brands of coworking spaces and other services such as theaters, cafés, and cultural facilities to expand business profits and members’ benefits |
| Supporting management | Space and interior | Activities for improving work efficiency and coworking atmosphere through a variety of space arrangements and interior concepts |
| | Facility and device solution | Activities maintaining the supporting equipment, facilities, and services for members’ convenience in the coworking space |
| | Mentoring and education | Programs for improving members’ business capabilities such as skills, knowledge, and know-how |

Figure 2: Criterion used in Seo *et al.* study (2017)

Results:

| Sub-Attributes | Hosts' Priority Weight | Rank | Users' Priority Weight | Rank |
|--------------------------------------|------------------------|------|------------------------|------|
| Relationship facilitation (1) | 0.121 | 4 | 0.229 | 1 |
| Networking event and party (2) | 0.089 | 8 | 0.140 | 3 |
| Community and communication (3) | 0.137 | 1 | 0.117 | 4 |
| Service diversity and price plan (4) | 0.127 | 3 | 0.154 | 2 |
| Promotion and public relations (5) | 0.113 | 5 | 0.114 | 6 |
| Alliance and partnership (6) | 0.076 | 9 | 0.045 | 7 |
| Space and interior (7) | 0.132 | 2 | 0.116 | 5 |
| Facility and device solution (8) | 0.102 | 7 | 0.040 | 9 |
| Mentoring and education (9) | 0.103 | 6 | 0.043 | 8 |

Figure 3: Synthesis of their results, Seo et al. (2017)

2.3.3.1. *Relationship facilitation*

The first aspect that should be considered is relationship facilitation. It is what users said to seek the most when choosing a coworking space. This result joins with what we saw earlier, and with the fact that people choose a coworking space to fight isolation and to find social interactions (Spinuzzi, 2012). It also fits with Gerdenitsch *et al.* (2016) who defined coworking spaces as a source of social support for independent professionals. Therefore, a sense of community (Garrett *et al.*, 2017) is essential in a coworking space.

The owner of a coworking space should especially focus on facilitating relationships between members. This can be done by considering some aspects that can first appear as secondary, but that unconsciously help in creating relationships: a nice working environment, networking events, animation of the community and teambuilding activities, meals between members, a nice interior design and spaces dedicated to breaks...

2.3.3.2. *Service diversity and price plan*

This is the second main aspect that hosts should consider when putting in place their business plan and strategy. The service diversity refers to all the options and extra services available in the coworking space that customers pay for and that determine the prices and price plan. It is for example the possibility to rent daily, weekly, monthly or annually, or to rent with a “day card” (a virtual or paper card where you would pay for a number of days and you could use whenever you want). It is also the possibility to rent a seat, an entire table, a specific place in the open space or a private room. It includes as well, for instance, the opening hours of the

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coworking space, the security and access policy, and the freedom and flexibility you have with all this.

It is then crucial for hosts to find the right balance between service diversity and price plan, as it counts very much for the users.

2.3.3.3. Additional services

When we think about it, all those aspects that matter for users are part of or the first aspect we discussed (relationship facilitation), or of the second one (service diversity and price plan).

Indeed, as we saw, many things contribute to facilitating interactions and relationships between members of a coworking space, such as networking events, parties and meals between members, teambuilding activities organized by the coworking space, but also the atmosphere, the values of the coworking space – most of the time, shared by the members as it is also something they value when choosing a coworking space... The interior design also plays a key role, as depending on where and how the tables are positioned, it has a huge influence on the interactions between members. For instance, if there are only small individual tables very disseminated in the place, social interaction and community relationship will be harder to reach compared to a place with huge tables, several chairs gathered, people facing each other...

On the other hand, many things also contribute to service diversity and price plan. Because to reach this right balance that matters for users, a coworking space needs to commit to its users by giving them facilities, IT and device solutions, equipment and support for fixing it when needed, in order to justify the price they apply. As well, to convince users that they are paying the right price, hosts must make efforts regarding location of the coworking space, its organization, the services offered, the options offered thanks to partnerships with other companies, the gratuity of some extras and also how the space is designed and equipped: kitchen, bathroom, state of the art devices, peaceful decoration, possibility to get fresh fruits and vegetables once a week thanks to a partnership... This list is of course not exhaustive, as there are so many options and possibilities. It could then be interesting for the host to choose a governing principle, a common theme, and to stick to it; this would make the space different from the others, and it would allow the host to reach a desired community, or tribe, as we saw earlier.

2.4. Trends as a tool of differentiation between the offer of coworking spaces

If it is considered that it could be interesting for coworking spaces to choose a governing principle or common theme to create the difference and to attract the desired community, and even better the desired tribe, it is relevant to review the differentiation concept and strategies.

2.4.1. Competitive advantage and strategies in the service industry

As mentioned at the very beginning of this paper, a service is intangible, meaning it cannot be touched, seen, nor tested before. Therefore, it can be harder for the service company and for its customers to see the competitive advantage of the company.

A competitive advantage is “*the conditions that make a business more successful than the businesses it is competing with, or a particular thing that makes it more successful*” (Cambridge Business English Dictionary, 2011). In the words of Amadeo (2017), “*a competitive advantage is what makes you better than the competition in your customers' minds*”. According to Porter (1998), there are two basic types of competitive advantage: low cost and differentiation. Combining those with the competitive scope – if your target market is broad or narrow – leads to three generic strategies: cost leadership, differentiation, and focus, with two variants for the focus strategy: cost focus and differentiation focus.

We could ask ourselves which strategy is the best for a company. According to Banker *et al.* (2014), a differentiation strategy leads to more sustainable financial performance than a cost leadership strategy. However, opting for a differentiation strategy means accepting that earnings will be more volatile, riskier and more unstable. Furthermore, if what makes you different can easily be imitated, your differentiation strategy will lead to performance in the short-term but not to sustainable performance. However, we can note that the more a service offering is differentiated, the more inelastic cross-prices become (Fisher, 1991).

2.4.2. Differentiation strategies

In this report we will focus on the differentiation strategy, and on the differentiation focus strategy. We will first see how to build a differentiation strategy, and then we will review some of them.

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2.4.2.1. Some differentiation strategies.

We will review a non-exhaustive list of differentiation strategies, that can be used in the service industry.

Playing on “basic” differentiation levers.

Bhasin (2017) identifies seven levers for differentiating a service: ordering ease, delivery, installation, customer training, customer consulting, maintenance and repair, and returns. We will see in more details how it is applicable to a coworking space.

Ordering ease is that it should be really easy and quick for customers to buy what they want; would it be on or off-line. It should be possible to buy your service easily from a smartphone, for example. This implies of course, a responsive website for smartphones and tablets. If we take the example of a coworking space, booking should be available online and easy and fast to make.

Delivery is that you should deliver fast and accurate. You should deliver precisely what customers need, in the best way and less time possible. For a coworking space, this would mean that everything a member could ask and that is an available option, should be done fast: a new PC screen, working material, networking contacts and advice...

Installation is about the quality and the time it takes to install something, usually a product (installation is a service linked with the product). For a coworking space, it could mean to make sure that everything is working well: going from the IT material, to the fridge in the kitchen or a software available for the members. Also, it could mean not disturbing the members when something has to be done or fixed in the open space.

Customer training is training the consumer on how to use your product, so that he/she knows how to make the most of it and does not blame your company for “something that is not working”, only because he/she does not know how to use it. For a coworking space, this could be explaining to each new member how everything works in the place: where are the common rooms, the procedure to book a private office, opening hours, who to call if needed, the internal rules, how to use the available IT material... I could also mean, remind all members from time to time, with training sessions, an interactive forum or some posters on the walls next to areas or tools of interest.

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Customer consulting is providing help to your customers: advice, help in data management or information systems... For a coworking space, it could mean providing the members with some pieces of advice to help them grow their business.

Maintenance and repair is simply being efficient, good and fast, in maintaining and repairing products you sent when there is a problem. For a coworking space, this would mean being efficient for maintenance and repair of everything that is available and under your responsibility in the coworking space.

Returns is allowing easy and free returns when the product does not suit the needs of the customer who just bought it, or when the product is broken; but above all, the aim is to have the minimum return rate! For a coworking space, to avoid members who change their minds and want to cancel their registration, a solution could be to offer a “test day” so that they can decide better.

Involving the customer and customizing the service.

A way to differentiate a service can be by involving the customer. In a pure service, all the necessary tasks to provide the service are delivered by a person, being *indivisible*. Which means, it is not possible to separate a service from the person who delivers that service. Furthermore, the production and consumption of the service are simultaneous, and require the presence of both the “service producer” and the client, which “*forces the buyer into intimate contact with the production process*” (Carmen and Langeard, 1980). Therefore, a strategy could be to involve for real the customer in the realization of the service. This would allow to customize the service so that it responds to individual needs. We also saw at the beginning of this work the variability of the service, by nature very difficult to standardize, so it could be a solution to take advantage of this characteristic to make the service unique every single time you deliver it; because you adapted it to your customer, and because the customer participated in it. It is important to take into consideration, also, that customer participation will be very heterogeneous so it will make the service even more unique. Indeed, involvement in the creation and delivery of the service will depend on each customer. Some will be willing to contribute a lot, others not so much, some will contribute to one aspect of the service and others, maybe in other aspects... Consequently, your service will never be the same. Still based on the same standards, but never really the same.

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For a coworking space, this strategy could result in letting to the members the freedom to organize networking or teambuilding events by themselves. Or to let them choose what type of service they want, to let them decide which coffee and of which brand will be available in the office, or to let them organize the open space as they feel is the best so that they commit even more to the service they receive, so that they feel part of it, and by extension, so that they commit to and feel part of the community.

Using sensory, experiential and tribal marketing.

The aim of this paper is not to go in depth into those concepts, but given their importance we will briefly define them and link them to possible coworking space strategies.

Sensory marketing is well known in every industry. Krishna (2012) defines sensory marketing as “marketing that engages the consumers' senses and affects their perception, judgment and behaviour”. Sensory strategies consist in “touching” the customers by stimulating their senses: taste, sight, touch, smell, and sound. It starts with the brand’s sensoriality, which corresponds to all that we can perceive thanks to our senses: the brand’s name, colour, sound, advertisements, logo... All of this is actually part of the brand’s personality. It’s all about the associations the customer will make, between a smell or a typography, for example, and a brand. But it goes beyond, as some companies use sensory marketing not only to build strong associations with their brand for the customers (this is mainly to retain your customers or to strengthen your brand image), but also to attract new potential customers. For example, a bakery or a grill restaurant can use the smell to attract people walking in the street, or the stand on the Sunday’s market can make you taste the new strawberries he just received. According to Iqbal (2016), there is significant relation between sensory marketing and brand differentiation.

For a coworking space, sensory marketing can result in making the place beautiful and cosy, in having a typical light perfume in the rooms that will be associated with the space, or in having a particular ringtone that is not so usual.

Experiential marketing goes deeper, as rather than stimulating one or two senses, it stimulates them all (or almost). About this, Lindstrom (2005) claims that “a total sensory experience would at least double, if not triple, the consumer’s ability to memorize the brand”. Stimulating all senses allows to create an atmosphere, that Kotler (1973) defines as “a

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consumption environment that produces specific emotional effects on the person, like pleasure or excitation that can increase his possibility of buying”.

For a coworking space, creating this atmosphere will be essential, not to make members buy while they are working in the coworking space, but to make them come back and to increase their loyalty.

More than this, experiential marketing involves the customer in the production, in creating the experience. It is essential, vital, to involve the customer in the experience. It is the key to success (Pine and Gilmore, 1998). The involvement can be active or passive, but the consumer has to take part in it. experiential marketing is not only about entertaining the customer, it's about making him/her participate (Pine and Gilmore, 1998; Lenderman and Sánchez, 2008). It will then result in one experience proper to each individual, as we saw in the part just above. Experiential marketing is about making people dream, making them believe they are the master of their life, and creating a strong emotional relationship between the customer and the brand.

For a coworking space, it means for example, as we explained in the “Involving the customer and customizing the service” part, to make members participate: in the layout, in the decisions, in the organization of events, in the management of the schedule, in helping other members for anything they might need, in creating a community that they are part of and proud of... All in all, to make them participate in the daily life of the space and to co-create their experience, the experience they want to have.

This leads to *tribal marketing*. You can do experiential marketing without doing tribal marketing, but the opposite cannot really be. As mentioned previously, tribal marketing is about targeting a specific group of people, often a niche in the market: a tribe. They share the same passion, the same values, the same wishes.

For a coworking space, this would result in targeting a specific tribe, or at least community. As mentioned previously in this paper, a community is already pretty strong, but less than a tribe that is very strong. To find the niche, the tribe to target, it could be interesting to study the trends on the market, and this is what we will study in the next paragraph.

Following the trends and adapting to them over time.

Following the trends can be a really good differentiation strategy. Indeed, strong and sustainable trends lead to strong and sustainable communities, and even better, tribes. Furthermore, targeting a specific tribe can lead to a strong differentiation strategy for your service, if you put particular care in respecting the tribe and the trend. In the following part, we will review some current trends that can be worth-it following.

2.4.3. Some current trends in the market: heading towards a greater importance of the self

In this last part, we will review some current trends that can be interesting to follow. We will focus on some with a focus on a greater importance of the self: taking care of your mind, body, nutrition, planet and overall well-being is becoming the new trend to follow. Over the past few years, an increasing number of books on those subjects arrived on the market., which indicates the increasing importance they take.

2.4.3.1. The eco-friendly trend

This is about taking care of the planet, so, by extension of yourself. Treating well the planet, eating organic food, buying eco-responsible products, fair trade coffee and paying particular attention to waste: this is the eco-friendly trend. And by treating the planet in this way, you also treat humans better and therefore, you feel better and that you do your part, at your individual level, to help, save and preserve our planet and its inhabitants.

2.4.3.2. The yoga trend

This trend is growing since a few years now. In the occidental world, yoga has developed very fast and traditional yoga has been adapted to occidental needs. Everything that turns around yoga, traditions of India, Ayurveda and treating the causes of the symptoms instead of the symptoms themselves to heal your entire body, mind and soul, has taken a huge place in the society. It is still kind of marginal, but people who believe in this are really committed. This tribe is powerful, and involved in the practice of yoga and in this way of living. Furthermore, they are usually also following the eco-friendly trend that is necessary for your body, mind and soul to feel good.

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2.4.3.3. The hygge trend

This trend comes from Denmark. Being the happiest country on earth, some people started to investigate on what makes Danes so happy. Hygge has no translation, but is appreciating every single moment, small or big, that you live. It is appreciating the moments that maybe appear as insignificant, but that actually are and that contribute to your happiness: having a coffee with friends, reading a book in your bath with lighted candles, appreciating the feeling after tidying your apartment, enjoying a family meal on a rainy Sunday, all those moments that actually make life as it is: precious and wonderful.

3. Methodology

The literature review has shown that coworking is an emerging trend in the professional world, and that workers tend to opt more and more for this option. It also revealed other priorities of workers, such as work life balance, planet and human care, greater importance of the self and wellbeing, for instance.

In order to complete this empirical analysis, a field analysis must be driven. This will allow to analyse the real potential of creating a business in such a new activity as coworking spaces.

Therefore, various analysis will be conducted, starting from the environment analysis STEEPLE which will, in addition to the traditional axes studies (social, technological, economic, environmental, political and legal), include another axe that is fundamental to study for this project: ethics. This complete analysis will lead us to detect the Opportunities and Threats of the environment. To continue, an analysis of the market and of the potential competitors will be conducted, to go deeper in the analysis and to identify some strategies that the project could adopt in order to reach differentiation and success. An internal analysis will follow, identifying Strengths and Weaknesses of the proposed project. A SWOT analysis will summarize the Strengths, Weaknesses, Opportunities and Threats identified, and a cross-SWOT will relate them with each other and offer strategies to adopt to maximize the positive and minimize or overcome the negative.

An exploratory study, that will be presented in the appendix, has been conducted, surveying 22 people from a qualified audience; meaning, people that are part of the Cocoon target market. As an exploratory study, its aim was to orient the author's decisions and to make some aspects clearer.

As a conclusion of all the analysis performed until then, the marketing objectives will be detailed. The marketing strategy will be clarified as well, with the segmentation, targeting and positioning, and with the marketing mix.

The Business Model will then be detailed, following the Canvas method proposed by Alexander Osterwalder in 2008. This framework includes nine building blocks, namely Customer segments, Value proposition, Customer relationships, Channels, Key activities, Key partners, Key resources, Revenue streams and Costs structure. Then, some challenges prior to the launch of the activity will be exposed.

To finish, a financial estimate will be conducted.

4. STEEPLE analysis

STEEPLE stands for Social, Technological, Economic, Environmental, Political, Legal and Ethical analysis.

The difference with the PESTEL analysis is the addition of a third “E” for Ethical. Given the eco-friendly nature of the coworking space, it is relevant to consider the ethical factors of the market environment.

When appropriate, the analysis will focus on the Toulouse area or the Occitanie region.

4.1. Social analysis.

Toulouse is the 4th city in France, in terms of inhabitants, and it’s the French city with the highest growth in terms of inhabitants too. The last population census (2017), showed that in 1 year, between 2013 and 2014, the city of Toulouse has hosted more than 8,000 new people. And in 6 years, between 2008 and 2014, more than 26,000 new people.

In total, the population in 2014 was of 466,297 for the city of Toulouse (estimated at 474,246 in 2016), and of 746,919 for Toulouse Métropole composed of 37 cities (growth compared to 2013: + 11,975 inhabitants).

Still according to the last population census, out of the total population of 466,297, around 32% of the population is between 15 and 29 years old with more women, and around 22% between 30 and 44 years old with more men, meaning that more than half of the population is between 15 and 44 years old which is the large target of coworking spaces.

One of the main trends in companies in France is the Quality of Life at Work (QVT: “Qualité de Vie au Travail”). The question nowadays is not even to implement or not a QLV strategy, but whether how to implement it. It is essential. This is connected to the fact that workers increasingly ask for a better balance between their professional and personal lives, as seen previously in the literature review. They seek for new ways of working, new places to work, and increasingly use coworking spaces as an alternative to their usual office or home.

People also tend to pay more and more attention to what they eat, to where it comes from, to what they use to clean their house and themselves, to what products are made of. If it is natural, harmful for the body and the environment... According to Agence Bio (2017), France is the 2nd European market in organic products, and the 3rd European country in terms of

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organic surface. It is estimated that organic food products represent 8 billion euros in 2017. Distributors of organic products have increased 18% compared to 2016, to reach almost 5,000 shops, and producers of organic products have increased almost 14% in the same period of time to reach almost 37,000 producers. The organic food market has increased 82% between 2011 and 2016 in France, and is expected to continue its growth in the coming years. An interesting fact is that Occitanie is the 1st region, with 20% of French organic producers.

This does not stop to organic food products; it is also about organic cosmetic and hygiene products (10% growth between 2015 and 2016), organic textiles... Furthermore, an increasing number of people start to produce their cosmetic and hygiene products themselves, by buying organic products that they mix themselves. This way, they know exactly what it is made of, and minimize waste. Minimizing waste is also a growing trend, very much linked with the organic products and home-made products one.

4.2. Technological analysis.

The technological market does not stop its growth. From the NTIC, to the Artificial Intelligence, passing by Virtual Reality, Augmented Reality, 3D printing, the creation of fablabs, the increasing number of apps that are available for smartphones, tablets and computers, automation... Furthermore, this market evolves very fast, and novelties are quickly outdated by other innovations. Therefore, it is crucial to be at the top level in terms of technologies you offer to your customers, depending on the company's activities. For a coworking space, it corresponds to being very attentive to offering very good PC screens, very powerful internet connection, state-of-the-art possibilities...

Indeed, customers tend to be more and more demanding in terms of the technologies they consume. They always want the newest, and constantly challenge companies for new innovations. This is noticeable, as an example, in the smartphones industry where new, updated versions of the smartphones or associated software go live every day.

In addition, another habit linked with smartphones weights a lot in consumers' decisions: social networks. Since the creation of Facebook in 2004, social networks took a prominent place in people's lives. Out of the almost 7,5 billion people on Earth, 51% are internet users and 39% are active on social networks (We Are Social Singapore).

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Harris Interactive surveyed more than 2000 French people in February 2018. It is important to note that it was before the Cambridge Analytica scandal about Facebook. Already, it revealed that French users are more and more concerned about the security of their personal information, and that 83% of them think that social networks take a too important place in their lives. However, they are still connecting as 80% had used a social media in the 30 days prior to the survey.

This increasing importance of social networks in people's lives led to the "Fear Of Missing Out". Indeed, 50% of the Millennials (15-35 years old) fear to miss something if they don't connect to social networks.

56% of social networks users connect daily. In ascending order: Facebook, YouTube, Instagram, Snapchat, and Twitter. Two other trends are emphasized in this study: the fact that Millennials are increasingly attracted by visual content (videos, GIFs, emojis, pictures, Instagram stories...), and the fact that more than 30% of the users already contacted a company *via* a social messaging service and/or a chatbot.

Another study, from ComScore in 2018, showed that despite the growing importance of smartphones, 55% of French people only use their PC to connect to the internet, whereas in other countries of the study, multi-platform connections are dominant. 40% of French users use multi-platforms and 5% only use their mobile. French structure is different from the other countries studied (13 in total) and 55% of "desktop only" is from far the highest, second highest being Germany with 35%. As an example, in Spain, which we can assume is a country with a culture not so different, only 10% only use their PC and 30% only use their mobiles, with the rest using multi-platforms. In India, almost 80% only use their mobile. France also stands out as it is the only country to have a perfect balance between the time spend on their desktop and mobile. In the other countries, time spent on mobiles largely outdistances time spent on desktops.

Apps account for almost 90% of mobile time in France compared to the average 80%. And the top 5 apps in France are Google Play, Google Search, YouTube, Facebook Messenger and Gmail. YouTube is the only social network to appear. Concerning social networks in general, if we consider that we spend 100 units to share between Facebook, Twitter, Instagram and Snapchat, in France we spend 70 units on Facebook and around 15 on Snapchat, which is the highest for all countries. However, Snapchat users are very young: 47% are between 18 and

24 years old according to a 2016 ComScore study, knowing that the platform does not count people under 18 years old.

4.3. Economic analysis.

2018 appears to be a good year for growth, at the world, European Union and France level. Indeed, forecasts from the OCDE indicate a world growth of 3.7% for 2018 (its highest level in the last 8 years), a growth of 2.4% for Europe, and 1.9% for France after three years around 1% (La Tribune, 2017). However, according to François Villeroy de Galhau, governor of the Banque de France, France should have done better and is still 0.5 points under the EU average. In addition, according to the economist Dany Lang (2018), this growth of the GDP is not sustainable and we are currently facing a risk of a new financial crisis like the one of 2008 because of Donald Trump's decisions. Brexit's consequences are also to be considered (Agence France Presse, 2017), even if it is considered by the FMI as a greater danger for the UK than for the European Union. Furthermore, the distribution of the benefits of growth is, still according to Dany Lang (2018), too much in favour of people with well-to-do background, of shareholders, and of capital, instead of being in favour of wages. And what does not go to wages does not go to investments either: two thirds of the profits were reinvested in 1980, against one third today, which does not go in the sense of a sustainable growth. Finally, figures look at the GDP growth but not so much at other indicators such as quality of work, type of contract or average wages. If until 2007 wages were following productivity gains, it is not the case anymore and the employments created are not necessarily of a good quality.

However, figures are promising, and something is to be highlighted from a study from Odoxa about 2018 forecasts: the French population is more confident in the future. The index of "trust in the future" is -10 in 2018, against -37 in 2017 or even -50 in 2016.

In France, the long-term interest rate is 0.81% in 2017 according to the Insee, and the short-term interest rate is -0.33%, the same as in the European Union.

According to the same study of Odoxa (2018), in Occitanie, paid employment increased 1.5% (versus +2% in France) in 2017, and companies' revenue in Occitanie increased between 3% and 3.6% in the same year.

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In 2016, the median annual income of inhabitants of Toulouse was 21,651 euros, which is the highest for all provinces (meaning, excluding Paris). 10% of the population was earning less than 11,239€ annually, and 10% more than 39,463€, which shows a high disparity between revenues.

According to the last population census of Toulouse (2017), in 2014, the active population represented 71.8% of the population between 15 and 64 years old (versus 73.5% in France), the 28.2% left being inactive. The active population is composed by both people with a job (59.1%) and unemployed people (12.7%). The inactive population is composed by students (18.7%), retired people (3.4%) and “others” (6.1%). In 2017, unemployment in Toulouse has decreased 3% according to Pôle Emploi (2018).

Out of the total 15-64 years old active population (with or without an occupation), 28% is executive, 26.5% has intermediate occupation, and 25% is employee. 4% is in the “artisan, retailer, company head” category. It is a very small portion but still enters in a coworking space target market.

12% of the 15+ years old with a job is non-salaried, and independent workers, one of the key targets for coworking spaces, represent 62.5% of them.

According to the same report, in 2015, 5,387 companies have been created in Toulouse, to reach a total of 55 138 companies in Toulouse (0.8% of the French companies). 40% of them being “services to companies” and 25.5% being “services to private individuals”. A coworking space can be considered in both categories. The majority are individual companies. 70% have no employees, and 24.5% between 1 and 9 employees.

4.4. Environmental analysis.

Environmental norms and sustainable development are key for any company’s success today. Some norms are mandatory, and others are a real plus to attract potential investors and customers.

The world today is facing drastic climate change. Countries and people are increasingly concerned about climate change; however, it is not something new: in 1824, Joseph Fourier is the first scientist to theorize the greenhouse effect (Eurnoews, 2015). Since then, many treaties, summits, agreements, actions, have been organized, ratified and taken. For instance,

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the COPs, the World Summits, the Kyoto protocol and treaty, the objectives of reduction of greenhouse gases...

If some years ago it was more something maybe abstract to some people, we are more and more seeing the effects of climate change in our daily lives. We witness its effects, different in every part of the globe. They range from water resources reduction for agriculture or even individuals, to periods of extreme rain or snow in places where usually the weather is different, passing by the melting of the ice caps, changes in the fauna and flora... Due to the increasing visibility of the effects and consequences of climate change, that became an evidence for many, inhabitants all over the world especially in developed countries, tend to care more about their consumptions and way of consuming in order to try to preserve the environment, on their scale. Therefore, they expect companies to do the same. The trends are towards ethical consumption, organic products, home-made, buying local, sustainable and respectful of the environment and the workers, choose car-sharing rather than being alone in a car in order to reduce the impact on the environment...

Consumers also valorise brands and companies with certifications and labels, such as organic labels, Ecocert, the sustainable agriculture label, and others. Some certifications and labels are specific to food, for example, or to cosmetic products, and others are specific to non-residential buildings, like NF HQE, BREEAM or LEED. They are international certifications. Worldwide, LEED is the most common with more than 50,000 projects. In Europe, the most common one is HQE in number of square meters certified: almost 60 million, mainly in France. BREEAM is the most widespread in terms of number of countries. BREEAM appears to be the less demanding one. As the LEED certification is the most common worldwide, it is the one that most people know and is often a requisite for international potential customers. It is considered as a certification guaranteeing a high global level. Concerning HQE, it appears to be the most demanding one and it fully integrates some components such as wellbeing, comfort and health, that the other two are only starting to take into account. In order to gain more power, it is possible to have a double or even triple accreditation (CBRE, 2017).

4.5. Political analysis.

The political situation in France is stable. The next presidential election will take place in 2022. The next local elections will take place in 2020.

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The current government favours innovation, entrepreneurs and start-ups. Therefore, in addition to the more classic ways of funding, some financial solutions have been launched to help young companies. For instance, the subsidies. Companies can get a certain amount from the French state (also from Europe or some private entities). However, the scope is often narrow and the business must respond to specific criteria. Another option is the “prêt d’honneur”, literally the honour loan. It consists of a zero-rate loan, accessible to people creating a new company or taking over someone in an existing one. The one from Réseau Entreprendre is well known.

Another way to get funds and/or help, is to use business nurseries. They can be integrated in a business school, and therefore dedicated exclusively or almost to students or young graduates. They can also be regional, like Nubbo, an incubator in the heart of Toulouse. These structures offer training, legal advice, taxes advice, conferences, networking, partnership opportunities, and more.

4.6. Legal analysis.

Coworking spaces are what is called ERP (établissement recevant du public), meaning establishment that receives public. Therefore, many norms must be respected, such as accessibility for disabled people, sanitary facilities, exposure to light, size of the working space per individual, airing... These norms depend on the ERP category. There are five. The category of any space is decided by the safety committee, especially for coworking spaces as they fit in several ERP categories, such as W for offices, L for events activities, S for library, N for coffee space.

It is important to note that today, coworking spaces are eligible to the CCH (Code de la Construction et de l’Habitation), meaning the Construction and Dwelling Code. But, due to the increasing number and interest for coworking spaces, it is likely to change and they might soon be eligible to the CT (Code du Travail), the French Labour Code, way more restrictive and strict. Considering this and the investment and costs it involves to build a coworking space, specialists advise to directly respect the Labour Code laws.

The first law to respect is about safety, especially against fires, determined between others by the articles R.4216-1 to R.4216-34 and the articles R.4227-1 to R.4227-41 and R.4227-55 to R.4227-57 of the Code du Travail (Legifrance). These articles decree that the company head

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must ensure security in its offices. Many safety systems can be put in place, such as fire alarms, fire extinguishers, smoke detectors and extractors to let the smoke out... In addition, the company head is due to organize fire drills and to plan emergency exits. Offices should be organized in a way that allows people to evacuate quickly, with fire doors and isolation of high-risk premises if any. Finally, all the office furniture must resist fire and must be certified, a quick access must be available for the emergency services, emergency exits must be clear, and signage must not be forgotten. As coworking spaces are considered as ERP, the rules in the article R.123 about “protection against fire and panic risks in buildings receiving public” must be applied too. However, for ERP from the 5th category, norms are close to the Code du Travail (Inrs). Regarding security lights, evacuation lights are mandatory in ERPs as soon as there are more than 20 people and more than 30 meters to reach the outside. They consist of showing the way out.

Regarding regular light, it should be natural light. Artificial light is only as a supplement. Therefore, office spaces should have transparent windows to let the light in and its intensity depends on the activity of the company. For coworking spaces, which mainly host people working on computers, writing and reading, light intensity should be accordingly chosen: 500 lux.

Concerning “break” rooms, they should be equipped with at least a micro-wave and a fridge, because it is not allowed to force people to eat outside. If the company hosts equal to or more than 25 employees who wish to eat inside the offices, a complete place should be organized with, in addition to the micro-wave and the fridge, some tables, chairs, and more if needed.

Sanitary facilities are also regulated by the law. The distinction men and women is mandatory, and having an access for disabled people is too. To respect the norms, there should be one private toilet and one urinal for 20 men, and two private toilets for 20 women.

Norms regarding office space are set by the AFNOR and its NF X35-102 norm. The norm is: 10m² per employee, 11m² per employee in an open space, and 15m² per employee in a noisy working environment. It is advised not to go beyond 5 employees per shared office, so that they can still concentrate in calm. Also, the ideal temperature has been determined to be between 22°C and 24°C, with the minimum being 19°C and the maximum 32°C in extreme cases.

4.7. Ethical analysis.

As we saw in the social and environmental analysis, ethic aspects are more and more considered.

It is now very valuable to have an anticorruption charter, and to be transparent in all aspects with the public: revenue, sales, partnerships...

Reputation is also crucial and can make the difference. It can also be ruined in two seconds with all social networks and messages going viral very quickly, would they be true or not.

Business ethics has taken so much importance that it is strategic to be completely transparent, to have strong values and to stick to them, to show that you are sincere and that you don't lie. Values must be defended by actions, not only by words. This is where full transparency matters. Trust is an absolute must.

Confidentiality can be an issue in coworking spaces, so it is important to have some private spaces where entrepreneurs can work without fearing to be heard. It is also important, in order to fight against potential members with bad intentions, to select members and to have available a charter of confidentiality, to protect you, your space, and your members.

5. Industry analysis

5.1. Industry analysis

Definition of the industry.

Due to the newness of coworking spaces, we cannot say today that they form an industry yet. They are part of the sub-category “82.99Z : Autres activités de soutien aux entreprises n.c.a.” (Insee).

Analysis of the coworking in France.

According to a study realized in June 2017, by Bureaux à Partager (BAP, leader and one of the first actors in the sector) on 200 respondents, there are 600 coworking spaces in France. Coworking spaces increased 10 times in 5 years, since 2012. This is due to the increasing number of independent workers (+34% between 2008 and 2016, according to an Arthur Loyd study), and increasing interest of workers in general for new ways of working. According to the same study from Arthur Loyd, only 7% of the digital natives (18-30 years old) would see themselves working in a “classic” workplace.

The main concentration of coworking spaces is in the Île-de-France region, meaning in and around Paris. This study differentiates the Paris area from the rest of France.

There are usually two types of organization of the space: open space, or private offices. Following is a sum-up table of the average prices per month indicated in the study:

| | Paris region | Rest of France |
|----------------|--------------|----------------|
| Open space | 313€ | 187€ |
| Private office | 698€ | 331€ |

*Table 1: Average prices per month for a coworking space
(source: author, based on a BAP study, 2017)*

BAP also analysed what users value in a coworking space. On the podium, are networking as number 1, location as number 2 and price as number 3. An interesting fact is that, according to the same source, in 2015 – only 2 years prior to this study – price was the criteria number 1. It now got surpassed by the importance of networking, meaning, by the “co” of coworking.

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It is interesting to make the parallel with the study of Seo *et al.* (2015), and to see that in their study as well, the top priority was “relationship facilitation”. This common result in both studies shows the importance of this aspect.

BAP continues with the size of the coworking spaces. Almost half of the total market (45%) is occupied by coworking spaces that are more than 1000m². Paradoxically, they represent only 9% of the coworking spaces. The rest is made of spaces of less than 500m² (79%), and intermediate spaces between 500 and 1000m² (12%). In average, 41% of the coworking spaces is dedicated to common spaces that coworkers share in their “free time”, where they can relax, eat, take a coffee... The rest (59%) is dedicated to the office space – open space and/or private offices, and meeting rooms.

Regarding the typology of users, there still are the “classic” members that are start-ups and independent, freelance workers. A new trend has been emerging in the past years: big companies are also attracted by this kind of spaces. According to BAP, it is to foster innovation, and confront their workers to more dynamic and young cultures.

This market is in huge expansion in France, and according to another study from Deskmag et Socialworkplaces.com in 2015, 60% of coworking “actors”, companies, feel that there are not enough coworking spaces in France.

Coworking in Toulouse.

As mentioned in the STEEPLE analysis, Toulouse is a very dynamic city.

On the following map, from a website called “La Carte du Coworking” powered by Bureaux à Partager, we can observe the number of coworking spaces in and around Toulouse:

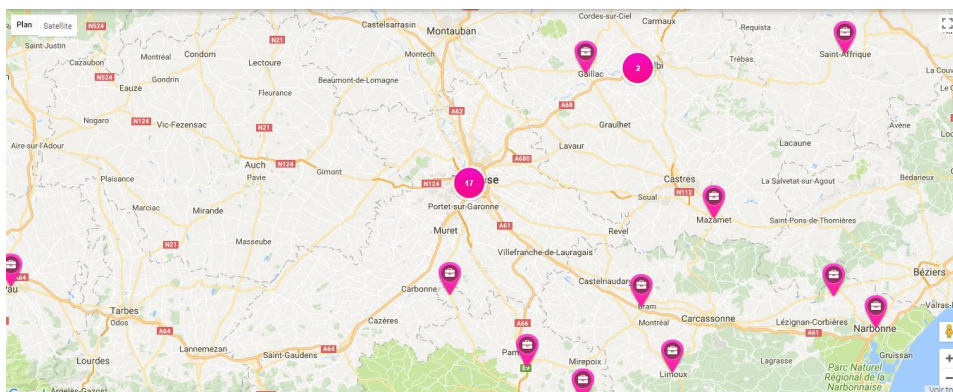


Figure 4: A map of the coworking spaces in and around Toulouse (source: La Carte du Coworking, 2018)

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There are 17 coworking spaces in Toulouse and approximately 10 a bit further, but only in the Est and South. The closest space in the Ouest of Toulouse is in Pau, which is more than 2 hours away by car.

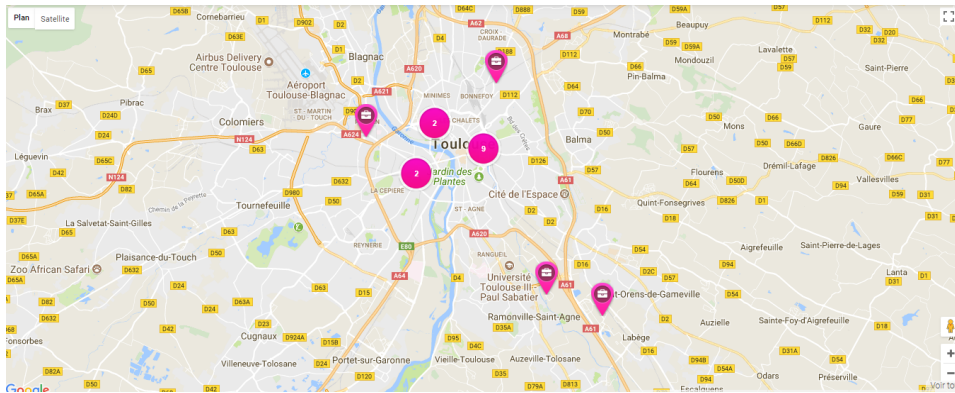


Figure 5: A map of the coworking spaces in Toulouse (source: La Carte du Coworking, 2018)

When we take a closer look at Toulouse, we can see that there are 9 spaces in the city centre, 4 that are still in the city centre but a little bit less “at the heart”, and 4 again a bit further.

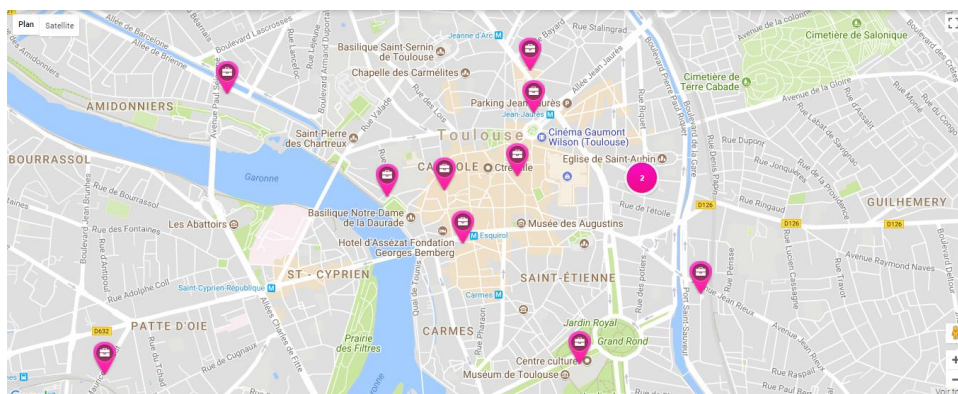


Figure 6: A map of the coworking spaces in the city centre of Toulouse (source: La Carte du Coworking, 2018)

A last closer look gives us a better picture of the city centre, already occupied by many places that are potential competitors.

It would then be interesting to analyse the North and Ouest areas, to see if there would be some opportunities for business.

5.2. Competitive analysis

Following are some tables summarizing the competitive analysis. It is organized as follow: high competitors, medium-high competitors, and medium and low competitors.

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| Company name | The concept in a nutshell | Target | Price |
|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| L'atelier 2i | Communication very focused on happiness at work and eco-responsibility: yoga, energy consumption, waste sorting... | Freelancers, auto entrepreneurs and "creators" | Coworking: 240€/month, 20€/day Appointed office: 340€/month Meeting room: 20€/hour, 160€/day Domiciliation: 30€/month Concierge service: 12€/month FULL PRICE / member prices are lower |
| IF - Les Imaginations Fertiles | Area: social and solidarity economy Collaborative approach, importance of cross fertilization of knowledge Communities, companies and entrepreneurs with eco-responsible values and practices Focus on social innovation, solidarity, local knowhows... This space has the Pôle Territorial de Coopération Économique (PTCE) label delivered by the State With Artilect Fablab, they now collaborate and form Le Multiple | Everyone: entrepreneurs, independent workers, start-ups, designers, artisans, gardeners, people with an idea, neighbours... | No information |
| Etymôn entrepreneurs et solidaires | Area: social and solidarity economy It is an association (law 1901). Companies: fair trade, education, environment, creation / craft, information & communication, performing arts, restauration, wellbeing & health, fair trade tourism | | 125€/month + 7€ for office supplies / month 15 days' notice before leaving "Pass coworking" 10 x 5hours: 55€ or 70€ with a box (3-month validity) 2 x 10 x 5hours: 100€ or 130€ (6 months validity) 3 x 10 x 5hours: 140€ or 175€ (validity 9 months) |
| HarryCow | 360m ² with 40 work spaces divided in two open spaces, 3 meeting rooms (from 8 to 32 people), 1 conference room (100 people), 1 kitchen, 3 private offices from 2 to 4 people, 1 outside space, 1 space to relax, 1 space to phone Access 7/24 Art exhibitions to help "new artists" | Everyone, local or just working in Toulouse for a few days. Independent, employees in telework, company heads, students | Open space: 4€/hour - 20€/day 200€/month or 250€ for a fixed office + secured box or 300€/month for this + domiciliation + printer Private office: 2 to 3 people: 650€/month 3 to 4 people: 750€/month Meeting room 40m ² : 50€/hour - 150€/4 hours Meeting room 50m ² : 10€/hour |
| Etincelle Coworking | At the very heart of Toulouse. They communicate on their "members centric" | "Autonomous but not isolated" => | 1st day free |

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| | | | |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Toulouse | <p>strategy: "spaces to serve your efficiency", "top of the range services", "thought for you".</p> <p>200m²</p> <p>3 spaces for coworking (between 5 and 14 people)</p> <p>5 meeting rooms (from 6 to 16 people)</p> <p>1 conference room (40 people)</p> <p>3 meeting rooms in another street</p> | <p>independent workers,</p> <p>freelancers,</p> <p>entrepreneurs, start-ups, people who are developing their activity...</p> | <p>Access 24/7:</p> <p>90€ for 40hours/month</p> <p>150€ for 80hours/month</p> <p>240€ for unlimited access</p> <p>360€ for a fixed place</p> <p>Access Mon-Fri 09:00 - 18:00</p> <p>10€ for half a day</p> <p>20€/day</p> <p>90€ for 10 half days</p> <p>Domiciliation: 35€/month</p> |
| Lab'Oikos | <p>At the heart of Toulouse.</p> <p>Open spaces, private offices, meeting rooms...</p> <p>They care a lot about the environment and the "impact". There is a training called "Oikos impact", to help companies reach a sustainable and societal growth.</p> <p>3000m²</p> | <p>Entrepreneurs,</p> <p>independent workers, employees, company heads, local authorities, associations, who wish to reach a higher performance and to be more responsible</p> | <p>Coworking space (400m², 60 available):</p> <p>5€/hour, 10€/half a day, 15€/day, 45€/10 hours, 80€/10 half days, 120€/10 days, 65€ domiciliation, 15€ secured box, 240€/1 month, 1200€/6 months (+ private box), 2400€/12 months (+ private box + domiciliation)</p> <p>Fixed office (100 available):</p> <p>250€/month for 6 months minimum (box + domiciliation)</p> <p>Private office: 350€/month for 1 year minimum (from 33 to 77m², 1 to 14 people)</p> |

Table 2: High competitors
(source: author)

| Company name | The concept in a nutshell | Target | Price |
|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| La Kooloc | <p>3 different spaces with 3 different atmospheres</p> <p>It's a place to work and share with others (network)</p> <p>They position as an alternative to a coffee space and home</p> <p>From 09:00 to 18:00</p> <p>250m²</p> | <p>Independent workers,</p> <p>freelancers,</p> <p>employees, students,</p> <p>entrepreneurs</p> | <p>4€/hour</p> <p>380€/month (6 months commitment)</p> <p>400€/month (without commitment)</p> <p>15€/hour/person for a meeting</p> |
| La Cantine du Quai + La Cantine Toulouse | <p>Impulsed by the association La Mêlée</p> <p>Area: digital</p> <p>Two spaces: La Cantine Aubuisson (the first one), and La Cantine du Quai, located close to the Quai des Savoires in Toulouse, emblematic place of Toulouse when talking about digital.</p> | <p>Digital oriented people, companies, entrepreneurs...</p> | <p>Non-settled:</p> <p>6€/half a day - 12€/day</p> <p>Settled:</p> <p>55€ for 10 half days - 105€ for 10 days - 170€/month</p> <p>240€/month for a fixed offices</p> <p>Meeting room 12 people:</p> |

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| | | | |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | <p>25€/hour - 80€/half a day - 140€/day - 140€/night</p> <p>Meeting room 20 people: 50€/hour - 190€/half a day - 300€/day - 300€/night</p> <p>Meeting room 70/90 people: 450€/half a day - 800€/day - 800€/night</p> <p>"Pass Coworking" --> with this card you can access to 4 coworking spaces: La Cantine, Les Imaginations Fertiles, Le Periscope and Etymôn: 55€ for 1 half days - 105€ for 10 days</p> |
| Tau | <p>20 people max.</p> <p>Public hours: Mon-Fri 08:30 - 19:00</p> <p>"Auto-managed" coworking space of 130m²</p> <p>4 rooms: 2 to work, 1 to phone or be alone, 1 mix between coworking and relax</p> <p>Permanent: unlimited access, fixed office keys for the permanent members. Limited places (11), and permanent members must help to manage the space (accounting, groceries, cleaning...). If there is no permanent member in the space, the space is closed.</p> <p>Permanomade: mix between permanent and nomad. The same as permanent members, but no fixed office so that when the permanomade member is not here, the free office can be used by another one.</p> | Independents or people teleworking | <p>1st day free</p> <p>Permanent: 150€/month</p> <p>Permanomade: 120€/month</p> <p>Nomad: 6 days pack or 12 half days: 60€</p> |

Table 3: Medium-high competitors
(source: author)

| Company name | The concept in a nutshell | Target | Price |
|--------------------------|--------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------------------------------------|
| La Tribu | Compromise between office and home. Companies can privatize the space for seminars, teambuilding activities. | Companies | 1 day: 650€/12 people 1/2 day: 450€/12 people |
| Blackoffice | Appointed office in an open space | | From 190€ all included / month |
| At Home | Start-up "agitator" | Start-ups | No information |
| Digital Village Toulouse | "Digital production studio only composed of freelancers, in 6 places in France" 10 people max in Toulouse | Freelancers, digital specialists | |

Table 4: Medium and low competitors
(source: author)

5.3. Critical success factors.

Critical success factors are those key, decisive competences that a company must have and excel in, to achieve its objective with success. For a coworking space to be successful, the critical success factors are:

- *Excellent working conditions.* The coworkers need to have the best working conditions in order to achieve their project. For instance, a coworking space must have proper office furniture and an excellent internet access, it must be clean, and quiet in the working areas.
- *A strong and active community.* The success of a coworking space depends on its community. A strong community sharing the same values and participating actively to the life of the coworking space will be the best vector for acquiring new clients. It is crucial that members can interact, know each other, help each other, and create strong bonds.
- *Accessibility and localization.* There must be an easy way to access the coworking space. The more centric, the easier the access will be, by foot or public transports. Coworkers don't want to stay home, but neither to drive a long time to go to work. If the space is mainly accessible by car, there must be a place to park cars. Independently of the localization, the most critical is the easiness of access to the space.
- *Value for money.* The quality of the services provided must be in line with the price policy. Coworking is often for young companies who don't have the necessary resources to acquire private offices, or for independent workers who don't have any office. They are looking to save money, but don't mind paying something more if the extra service really brings value. Coworking spaces must be financially accessible, and on top of that, if it provides extra services, they must be of an excellent quality and worth paying for.
- *Flexibility.* The success of a coworking space also depends on its flexibility, specifically regarding membership options: by hour, half day, day, week, month, year...
- *Meeting rooms.* Another critical success factor is the possibility to have access to meeting rooms, so that coworkers can receive their clients in a professional environment. There must be at least one meeting room available.

6. Internal analysis

6.1. The eco-friendly coworking space idea.

As in any new project, the will and wish of its promoter is fundamental in order to shape the offer and the business itself. In fact, this eco-friendly coworking space is an idea based on 4 main personal pillars.

The first one, is that the founder has always wanted to create her own business, her own company, to work in a place that would completely suit her values, wishes and expectations.

The second one, is her increasing awareness and sensitivity to responsible approaches in her everyday life, would it be about humans, or about our planet. The term “responsible” encompasses many aspects: eco-friendliness, sustainability, particular care of human beings’ balance, organic products consumption, cooking from raw products, aromatherapy, yoga, Ayurveda, meditation, DIY¹ beauty and cleaning products...

The third one arose little by little during the founder’s various professional experiences. Indeed, she never felt really at ease in her work environments, something was always missing. Sometimes it was the office itself that she wasn’t satisfied with, because it was too small, because she couldn’t sit well on the chair, or because the PC screen wasn’t good enough. Sometimes it was the atmosphere, with untidy offices in the open space, lack of cleanliness, or too much noise. And many times, it took the founder approximately 45 minutes to go to work, and sometimes she wished she could stay home or work closer to home for a few days in the week.

Finally, in her studies and jobs, the founder realized that new ways of working were emerging. With the growth of new technologies, new communication tools, flatter hierarchical organizations, greater flexibility and agility in companies, the emergence of new metiers, the increasing recognition of the necessity of wellbeing at work, and the increasing need for workers to better balance their professional and personal lives, it is all moving and changing, and companies need to adapt.

Considering those four aspects, the idea came: an eco-friendly coworking space.

¹ DIY: Do It Yourself

6.2. The Cocoon project.

6.2.1. Company overview.

The idea is to create an eco-friendly coworking space in Toulouse.

The company will be an EURL (in French, “Entreprise Unipersonnelle à Responsabilité Limitée”), which is a limited company in the ownership of one person.

This project articulates around key values and concepts: passion, dedication, positive spirit, work life balance, wellbeing, eco friendliness, fairness, solidarity, honesty, self-achievement, team spirit, kindness.

Although it is crucial for the coworking space that all the workers collaborate, share, work together and help each other, there will be a distinction between the regular members and between the users. The regular members will be the ones staying for a long period of time and who might be really involved in the daily life of the space. The users will be the ones coming for a few hours or days.

There will be several “categories” of services: the standard coworking memberships, that any member or user will have to pay in order to access the space, and the extra services available. They will be detailed further².

Many things related to eco-responsibility and wellbeing will be present in the space. For instance, bins for waste sorting, energy saving light bulbs, recycled materials used for the furniture, an equipped kitchen with organic products available (coffee, tea, fruits), office furniture that can be adjusted in height like the desks, the chairs or the PC screens, and more.

The opening hours will initially be during work hours, and on weekdays only. It will then be adapted in function of the needs of the members. The aim in the medium term is to involve the regular members in the management of the space. Therefore, it will be possible for them to manage extra openings without the presence of the CEO.

The prices will vary depending on the membership option chosen, and depending on the extra services bought. However, the standard membership options will remain accessible to anyone.

The coworking space will be located in a place accessible by public transports, and close to some shops and “life”. They are very important criteria³.

² Please refer to 9.8. Revenue streams

³ Please refer to the appendix 14.1. Exploratory survey

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Several reasons made the founder of this space choose Toulouse. Among others, it is the 4th city in France, and it is very dynamic, as developed in the STEEPLE analysis⁴.

The space will have a website and a Facebook page to begin. Reservations will be available through a dedicated page on the website, and by phone. After a few months, a mobile app will be available to manage memberships, meeting rooms reservations, special demands, extra services... In the medium term, if needed, the space will create a Twitter and an Instagram account.

At the beginning of the project, the staff will be composed only by the CEO, someone for accounting, and someone for cleaning 3 times per week. If needed, other employees will be recruited. As well, as mentioned earlier, in the medium term the aim is to get the regular members involved.

In order to ensure harmony in the community, between all the regular members, there must be a selection – mainly regarding the personality of the candidates, but it can also be about their professional project. A process will be defined, to be the fairest. The objective of the selection process is to ensure harmony, and to make sure that the members share the values of the space. Indeed, it is decisive to build a strong community. Regarding the less regular users, there will not be any selection.

The interior of the coworking space will be spacious, airy, with necessary and high-quality features. It will be divided in two, almost in half. Half of the space will be dedicated to working spaces, and the other half to common spaces.

The working spaces will include desks, IT features on each desk, comfortable office chairs, accessories and stationery goods. The design will be “light”, studied to foster concentration and creativity. It will also include meeting rooms, with mobile office furniture to allow different configurations of the rooms depending on the objective of the meeting.

The common spaces will include an equipped kitchen with space to eat, some quiet places to phone, and a room dedicated to relaxing activities – with sofas, a flat screen TV, a video-game console, some footstools, a large table to enjoy group activities...

⁴ Please refer to 4. STEEPLE analysis

6.2.2. Analysis of the resources.

Human resources.

At the beginning of the activity, there will be:

- The owner-founder, as CEO and manager of the following activities: sales, operations, customer relation, marketing, communications, events.
- A subcontractor for the cleaning activities, on Monday morning, Wednesday morning and Friday morning.
- A subcontractor for financial and accounting activities.

It is a strength to have the founder of the project working in the company, because it implies a high dedication to the project. The weakness here is the low number of people, which could result in too much work and in a decrease in performance if the situation remains for too long.

In order to stick to the values of the company and to respect diversity, the employees and subcontractors can be returning to work after an unemployment period due to any reason (illness, prison, disability, maternity leave...), in a career change situation, or in any other situation that does not threaten the company. For the image of the company, this represents a strength.

In the medium term, the aim is to involve the coworkers, as members of the community, in the management of the space. Furthermore, a possibility is to hire someone as assistant, if there is a need for help in the management.

It represents a real strength to have the community involved in the coworking space management. However, the community must be very strong too, to make sure that members will not leave without notice. This implies to entrust the co-management only to regular members.

Financial resources.

The financial resources will not represent a weakness. Indeed, 20,000€ will be equity, and the rest will result from different sources: crowd funding and bank loan if necessary. Once the project has started, it will be time to evaluate the possibility of having subventions. Before the beginning of the project, it is very hard to know, so we will work on the assumption that there

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will be no subventions for this project, and that the initial investment will be from the founder's savings.

Crowd funding, if it is successful, is a strength as it means that people are convinced by the project. They can fund and stop there, but can also talk about the company, and be potential customers, and/or potential associates or employees.

Technical resources.

Material resources – The material resources that are necessary are the local, the office furniture, and the furniture for common spaces for breaks like the kitchen furniture, sofas...

Immaterial resources – They include the communication campaigns that will be held, and that will condition the brand image of the company.

6.2.3. Analysis of the competences.

Distinctive competences.

Employees qualitative diagnosis.

The CEO has a Bachelor and two Masters in Marketing, and experiences in the property business, in the media agencies sector, and in the space sector in communications. This academic and professional background will help with the sales, customer relation, marketing, communications and events activities that the CEO will manage.

The person in charge of financial and accounting activities is expected to have at least one previous successful experience, in a start-up or in a small and young company, preferably in the services sector.

The person in charge of the cleaning activities will not be expected to have any specific degree nor previous experience, as long as the person passes a test prior to being recruited.

It will be important that any employee or subcontractor matter about the environment, in order to fit with the company values and the members of the community.

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Technical know-how.

The knowledge of some software and platforms will be useful, for accounting, and for the management of the space: memberships, schedules, meeting rooms booking, online demands for extra services...

7. SWOT and cross-SWOT analysis

7.1. SWOT analysis

The following table summarizes the Strengths and Weaknesses (internal scope), and the Opportunities and Threats (external scope) of Le Cocoon, based on the analysis conducted so far.

| | Helpful | Harmful |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| External environment | Opportunities | Threats |
| | <ul style="list-style-type: none"> • Dynamism of Toulouse • Increasing awareness and concern about quality of life at work • Emergence of new ways of working • Increasing demand for coworking spaces • Growing “organic” and natural trend • Economic growth is coming back • Companies’ revenue in Occitanie increased • Increasing awareness and concern from the population about climate change and earth protection • Increasing of ethics behaviours, and of rewarding ethics behaviours • Legal entities available to help young companies • Existence of a strong virtual community around the “eco” values on social media | <ul style="list-style-type: none"> • Environmental norms are very constraining • Complicated and difficult to find funds and subsidies from the state and private actors • The CCH code might become obsolete in the short-term due to the increasing number of coworking spaces in the country • The Labour Code is very constraining • Some competitors are already well known |
| Internal environment | Strengths | Weaknesses |
| | <ul style="list-style-type: none"> • Willingness, passion and dedication from the owner • Professional experiences of the owner in various fields: management, communication... • Values of the coworking space • Unique value proposition • Focus on human care • Involvement of the regular coworkers • Crowd funding | <ul style="list-style-type: none"> • Inexperience of the owner in creating a company • No legal knowledge • Few human resources to start • The project starts from zero in material resources |

Table 5: SWOT analysis
(source: author)

7.2. Cross-SWOT analysis

The following table completes the first one, by identifying strategies and tactics corresponding to each scope. Challenges (Strengths and Opportunities) correspond to the use of internal strengths to take advantage of external opportunities. Risks (Strengths and Threats) correspond to strategies and tactics using internal strengths to mitigate or minimize external threats. Restrictions (Weaknesses and Opportunities) are strategies and tactics taking advantage of external opportunities to offset or mitigate the internal weaknesses. Finally, Warnings (Threats and Weaknesses) are strategies that minimize both internal weaknesses and external threats.

| | Opportunities | Threats |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strengths | Challenges | Risks |
| | <ul style="list-style-type: none"> • Focus on human care to respond to the new expectations of workers • Involve regular coworkers to allow them freedom and flexibility in their ways of working • Unique value proposition to respond to current trends and behaviours (organic, ethics, professional and personal life balance) • Passion and values of the owner to take care of wellbeing and quality of life at work | <ul style="list-style-type: none"> • Use our unique value proposition to overtake competitors • Owner’s dedication to deal with law aspects • Crowd funding to overstep eventual difficulties in finding funds and subsidies |
| Weaknesses | Restrictions | Warnings |
| | <ul style="list-style-type: none"> • Increasing demand for coworking spaces will compensate the inexperience of the owner • Availability of legal entities will offset the lack of legal knowledge | <ul style="list-style-type: none"> • Use the Labour Code norms directly instead of CCH code to avoid extra expenses • Work with a law specialist in Labour Code to ensure actions are right and to eliminate lack of law knowledge of the owner |

*Table 6: Cross-SWOT analysis
(source: author)*

8. Marketing objectives and marketing strategy

8.1. Marketing objectives

Taking into consideration all the analysis performed so far, meaning the external, the industry and the internal analysis that were gathered in the SWOT and interrelated in the cross-SWOT, it makes sense to implement this project.

Indeed, it will provide coworkers from Toulouse or traveling to Toulouse with an innovative coworking space they will be able to grow into, while taking care of themselves and of the planet.

In addition, the ethical values of the Cocoon will make it even more relevant to the population and the city of Toulouse, while strengthening its community.

Finally, this project will be profitable to investors who are taking part in the ethical and eco-friendly trends and who wish to change or adjust their reputation by investing in such a project. It will also be profitable in terms of revenue, as one of the objectives is that the founder-owner of the space lives from it.

8.2. Marketing strategy.

The four following aspects, that are segmentation, targeting, positioning and marketing mix, will be detailed by the means of the Canvas Business Model⁵. However, it is relevant to summarize them now, under their respective scientific term.

8.2.1. Segmentation

The segmentation has been performed considering different variables: geographic, demographic, psychographic and behavioural. It appeared that there are as many segments as there can be coworking spaces.

⁵ Please refer to 9. Business plan

8.2.2. Targeting⁶

It was chosen to focus on three main segments, that are freelancers, entrepreneurs & start-ups, and employees in telework. Two secondary segments have also been identified: travellers & in-transit workers and high-level degree students. Those segments come with common attributes, such as the will to find a better work life balance or the desire to fight isolation. They also come with differences, like their field of activity or some of the pains they seek to minimize.

8.2.3. Positioning

The positioning of the Cocoon will remain in one simple sentence: “Le Cocoon, the coworking space that takes care of you and of your projects”⁷. It will not be mentioned in the positioning that Le Cocoon cares about the planet, but it is induced as in order to take care of people, one should take care of the environment and of the planet.

8.2.4. The 7Ps marketing mix

The marketing mix of Le Cocoon can be summarized as follows:

*Product*⁸ – a nice place that offers everything that is needed to work, to relax, and to meet new people who can bring something to you and/or to your project.

*Price*⁹ – the concept itself and the values are reflected in the price policy, with every single service being affordable and close to the market average.

*Place*¹⁰ – around 350m² with approximately 60% dedicated to work spaces (open space, meeting rooms...) and 40% to common spaces (kitchen, living room, phone calls area...).

*Promotion*¹¹ – the main channel towards both potential customers and members will be the Cocoon itself. Potential customers will also be reached through the website and the Facebook page, and members will be reached and retained mainly through the mobile app and the events organized.

⁶ Please refer to 9.1. Customer Segments

⁷ Please refer to 9.7. Key resources – Intellectual resources

⁸ Please refer to 9.2. Value proposition

⁹ Please refer to 9.8 Revenue streams

¹⁰ Please refer to 9.2. Value proposition

¹¹ Please refer to 9.4. Channels

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*People*¹² – the space will have no employees during the first years of its activity, but the key partners will play a key role in the reputation of the Cocoon.

*Processes*¹³ – the aim of the Cocoon is to make things simple for its coworkers. Therefore, things will be done in the simplest and fastest way whenever possible, for instance, when paying for an extra month or when booking a meeting room on the mobile app.

*Physical evidence*¹⁴ – the facilities will be light, the decoration will be soft, the furniture will be comfortable, adapted and adaptable, and the IT equipment will be of a high quality.

¹² Please refer to 9.7. Key resources – Human resources and to 9.6. Key partners

¹³ Please refer to 9.2. Value proposition and to 9.5. Key activities

¹⁴ Please refer to 9.2. Value proposition

9. Business plan

| KEY PARTNERS | KEY ACTIVITIES | VALUE PROPOSITION | CUSTOMER RELATIONSHIP | CUSTOMER SEGMENTS |
|-------------------------------------------|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|--------------------------------------------|
| Internet provider and maintenance company | Maintenance | “Human centred” coworking space and community Work facilities Professional environment and network Eco-friendly and ethical values and actions Increased productivity Life work balance Flexibility Cost efficiency | Community and feedback (dedicated personal assistance + relationship between members / networking) | Freelancers |
| Local companies for partnerships | Community building | | Co-creation | Entrepreneurs & start-ups |
| Regular members of the space | Marketing | | Customer acquisition | Employees in telework |
| | Activities and actions to support the values of the space | | Customer retention | <i>Travellers & in transit workers</i> |
| | Customer service | | | <i>High level degree students</i> |
| | Feedback collection & continuous improvement | | | |
| | | | | |
| | KEY RESOURCES | CHANNELS | | |
| | High speed internet connection | Website | | |
| | Physical resources | Mobile app | | |
| | Intellectual resources | Facebook channel | | |
| | Human resources | Coworking space itself | | |
| | Financial resources | Internal platform | | |
| | | Local partners & word-of-mouth | | |
| COST STRUCTURE | | | REVENUE STREAMS | |
| Rental and recurrent costs | | | Memberships | |
| Personnel costs | | | Meeting rooms | |
| Maintenance costs | | | Selling of extra services | |
| | | | Events | |

Table 7: Canvas Business Model of the Cocoon (source: author, based on Osterwalder, 2010)

9.1. Customer segments.

There are three main customer segments: freelancers, entrepreneurs & start-ups, and employees in telework.

Although they have some particularities, they all have some characteristics in common:

- Sex: both genders
- Age: between 22 and 45 years old
- Geography: population and travellers & in-transit workers in Toulouse and nearby (± 40 km)
- Behaviour: want to manage their work schedule, want to separate and better balance personal and professional lives
- Personality: dynamic, independent, sociable, generous, helpful
- Lifestyle: eco-friendly, human centric values
- Jobs: compartmentalize professional and personal lives, work in a nice and fruitful environment, not to work at home, have a flexible and adaptable work schedule, take care of our planet and of people
- Pains: lack of adapted working space, lack of motivation, lack of money, lack of time
- Gains: meet new people, grow their network

Customer jobs, or motivation, refer to activities that a specific customer segment is trying to perform or to the needs that are to be satisfied. Pains correspond to the obstacles or challenges that the person faces when trying to achieve the motivation. As opposed to the pains, gains are the potential benefits or results the customer wants from achieving the motivation.

In order to define specificities for each customer segments, we will create an ID card for each persona with additional characteristics. There will be one persona per segment.

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Freelancers.

| Persona – Freelancers | |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Name | Camille |
| Age | 25 years old |
| Occupation | Graphic designer |
| Education | Bachelor’s degree |
| Personality | Creative |
| Family status | Single |
| Motivation / Jobs | Find new customers, do a great job, find inspiration, achieve profitability, don’t spend too much money on offices, fight isolation |
| Frustrations / Pains | Difficulty to get known in the industry |
| Goals / Gains | Meet people in the same situation, get some pieces of advice, meet potential clients |

*Table 8: Camille, the freelancers persona
(source: author)*

Entrepreneurs & start-ups.

| Persona – Entrepreneurs & start-ups | |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| Name | Marc |
| Age | 32 years old |
| Occupation | Founder & owner |
| Education | Master’s degree |
| Personality | Business oriented, leader |
| Family status | Engaged |
| Motivation / Jobs | Grow his/her business, generate revenues, exist on the market, don’t spend too much money on offices |
| Frustrations / Pains | Difficulty to seem “serious”, difficulty to get funds / financial support |
| Goals / Gains | Meet people with a complementary activity (business synergies), get a dynamic working environment for the whole team |

*Table 9: Marc, the entrepreneurs & start-ups persona
(source: author)*

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Employees in telework.

| Persona – Employees in telework | |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Name | Emma |
| Age | 38 years old |
| Occupation | Employee |
| Education | Bachelor's degree |
| Personality | Active, committed |
| Family status | Married |
| Motivation / Jobs | Wants a better balance between personal and professional lives, to spend more time with her family, to spend less time commuting |
| Frustrations / Pains | Feel excluded from her team and company |
| Goals / Gains | New work location |

*Table 10: Emma, the employees in telework persona
(source: author)*

There are as well two secondary customer segments: travellers & in transit workers, and high-level degree students. They have the same common characteristics as listed above, plus the following specificities:

Travellers & in transit workers.

| Persona – Travellers & in transit workers | |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Name | Matt |
| Age | 28 years old |
| Occupation | Wandering salesperson |
| Education | Bachelor's degree |
| Personality | Audacious, professional |
| Family status | Single |
| Motivation / Jobs | Prepare efficiently for negotiation meetings with clients, meet people in the regions where he travels |
| Frustrations / Pains | A lot of time spent traveling, lack of energy |
| Goals / Gains | A nice place to work when traveling for work, possibility to directly write the meeting report, a nice place to rest and have a break, meeting facilities |

*Table 11: Matt, the travellers & in transit workers persona
(source: author)*

High-level degree students.

| Persona – High-level degree students | |
|--------------------------------------|----------------------------------------------------------|
| Name | Laura |
| Age | 23 years old |
| Occupation | Student doing her thesis |
| Education | PhD degree |
| Personality | Hard-working, conscientious |
| Family status | Single |
| Motivation / Jobs | Efficiently write a high-quality thesis |
| Frustrations / Pains | Hard to concentrate on the thesis |
| Goals / Gains | Validate the thesis, graduate, meet potential recruiters |

*Table 12: Laura, the high-level degree students persona
(source: author)*

9.2. Value proposition.

Overall value proposition.

As detailed in the internal analysis, the service provided is a coworking space, but not only. It is a coworking space with members who share strong common values around eco-responsibility, ethics and human care, and who wish to find their perfect balance between personal and professional lives. This is the most important, and a real added value for the coworkers. Indeed, the coworkers surveyed affirmed that it was mandatory for them that the coworking space they choose shares those values. Therefore, the value proposition contains those values, and helps in fighting isolation by permitting not to work at home.

According to customer needs, it will have a maximum of 40 working places available. For the community to be strong, during construction of the space, priority will be given to more space in the living room and relaxed areas, to more and/or bigger meeting rooms and to bigger desks, rather than to more individual working places. This will ensure a professional environment and network, also as in the mid-term or in function of the demand, selection processes will apply. Indeed, what matters to coworkers are business synergies and the variety of positions and jobs in the community. This will be an element of the selection. Furthermore, a professional environment ensures a better productivity, and includes a domiciliation offer for entrepreneurs & start-ups – and more generally, to monthly members. Professional environment also means high quality IT devices available, such as large PC screens, and a high-speed internet connection (optic fibre Ethernet and Wi-Fi).

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In order to offer flexibility to the coworkers and the possibility for them to organize their working schedule according to their needs and wants, which is linked to the balance between personal and professional lives, several membership options will be available: half-daily (individual and package), daily (individual and package), monthly (settled and non-settled), and annually. Further in the life of the project, other options might be available depending on users' needs, such as an hourly option, a weekly one, or a three-monthly one. Half-daily and daily options respond to the needs of freelancers, employees in telework and travellers & in-transit workers. The monthly option corresponds more to the high-level degree students, who usually have no classes when writing their thesis. It also responds to the needs of entrepreneurs & start-ups, as well as the annual one. Also, cost efficiency is important in the value proposition, as it is a criterion for choosing a coworking space, according to coworkers.

Finally, the value proposition relies on the convenience of use of the service. Indeed, each membership option will be simple, easy to customize, and it will be easy to do any action via the app dedicated to members, such as paying for one month more, booking a meeting room, ordering a breakfast for clients, registering to a networking activity, leaving comments and suggestions...

Pain relievers.

Following is a table gathering all the pains that this business is trying to solve.

| Who? | Which pains are we helping to solve? | How? |
|---------------------------------|------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| All customer segments | Lack of adapted working space, lack of time | Coworking space, open space, private meeting rooms, furniture, and ease of use |
| Freelancers | Difficulty to get known | Networking activities, business synergies |
| Entrepreneurs & start-ups | Difficulty to seem serious | Business domiciliation |
| Employees in telework | Feeling excluded from his/her team and company | Making him/her feel part of a strong community |
| Travellers & in-transit workers | The time spent traveling and lack of energy | Comfortable and equipped environment, relaxing space, affordable and appropriate meeting facilities |
| High-level degree students | Difficulty to concentrate | Professional and calm environment |

*Table 13: Pain relievers
(source: author)*

Gain creators.

This value proposition generates some of the mentioned gains, which are:

| Who? | Which customer needs are we satisfying? |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| All customer segments | Meet new people, grow his/her network |
| Freelancers | Meet people in the same situation, get some pieces of advice, meet potential clients |
| Entrepreneurs & start-ups | Meet people with a complementary activity, get a dynamic working environment |
| Employees in telework | New work location |
| Travellers & in-transit workers | A nice place to work, possibility to directly write their report, nice place to rest and have a break, meeting facilities |
| High-level degree students | Meet potential recruiters |

*Table 14: Gain creators
(source: author)*

9.3. Customer relationship.

Building a strong community, even a tribe, is crucial for the success of the coworking space. To do this, it will be very important on the one hand to be close to each member by offering them a dedicated personal assistance, and on the other hand to foster interactions between the members. Furthermore, to strengthen relationships between them and between them and the coworking space and its owner, it will be important to involve them in co-creation. For this purpose, they will be allowed and encouraged to organize their own events, from their initiative, would they be networking events or more “teambuilding oriented” events with the other members. This way, they will feel integrate part of the space and closer to each other. Further in the project, as already mentioned, regular members will be even more involved in co-creation as they will be encouraged to participate to the daily life of the space. This would give them, for example, a 24/7 free access.

It will also be essential to collect feedback from the members, for instance through surveys on the internal platform that will be used, through the mobile app, or through informal conversations.

Customer acquisition.

A customer acquisition strategy will be needed for each customer segments.

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Content marketing – The majority of the content will be user generated. A section on the website will be dedicated to telling the stories of the space members. This way, potential customers will be able to know what type of profiles are in the space, and to get some feedback. Furthermore, a section “blog” on the website will be dedicated to giving some tips, related or not to the coworking space but strongly connected to customers jobs, pains and gains: it will range from tips on how to balance personal and professional lives, on how to reduce waste, on how to sort waste, to presentations of the local partners, and more. Those articles will be written both by the owner of the coworking space, and by the members.

Search Engine Optimization (SEO) – by paying for SEO and for the right words, the coworking space will appear on top of the Google search page, which will increase visibility.

Copywriting – particular care will be given to choosing the right words, to touch potential customers, and to be as true as possible with them, to avoid possible misunderstandings or expectations that will not be met.

Social media marketing – a Facebook page will be created, and at the beginning of the project it will be the only social media channel used. Posts on Facebook will cover various subjects such as key moments, networking events between the members, networking events open to non-members, reminders of the values of the space, and reminders of the website and general information on the space. It will also be used to communicate with potential customers via the Facebook Messenger chat, more personal than a contact form.

Word-of-mouth / PR – it will be essential to attract new customers. To this end, some potential members, some influencers, some partners and some journalists might be invited for a free trial and to some events.

Partnerships – with local entities (that will be detailed in the key partners). The local entities will be an integral part of the coworking space strategy, as they share the same values. Some free advertising inside the local shops, some flyers, will be distributed and exposed on the counters. They will also have a key role in word-of-mouth.

Customer retention.

A customer retention strategy will be needed mainly for the three main customer segments: freelancers, entrepreneurs & start-ups, and employees in telework.

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Stand for the values of the coworking space, fulfil the promise of the words used – members need to see the engagement of the coworking space towards eco-friendly, ethical and human values. It is something to use the words that customers want and love to hear, but it is something else to actually act in that way. For members to trust the company, and especially to retain them, it will be indispensable to acting over talking.

Be an extension of the members – invoke their inner ego, show them that the values of the coworking space correspond to theirs. They should feel “at home” when being and working in the space.

Focus on building a community – the more the members will feel part of a strong community they share values with, the more they will be likely to stay. There is no reason to change coworking space if it corresponds to your personality, to your values, and if you have there some relationship with other members. To this end, it will be important to focus on networking events, on teambuilding activities, on activities that create and foster relationship between members, both the regular and the new ones. Furthermore, thanks to the Microsoft Office pack, a platform will be available for the members to ask their questions and to share some information, some feedback, like an internal intranet platform where there will also be internal information about the space, for instance, the events schedule.

Reward the members for their loyalty – for example with a discount, even if small. It will encourage the coworkers to come back, to use their discounts, to have another one, and so on.

Make it personal – as this coworking space aims at being focused on humans, it will have to focus on dedicated personal assistance. Furthermore, knowing the customers and making them feel that we know them, will have an impact on how they feel in the coworking space and what they feel about it, which will have an influence on how they will talk about it to others, and which will make them want to stay.

Give the priority to quality over speed of execution – even though speed of execution is important to satisfy customers, they will be more likely to stay and renew their membership if the service is of quality and corresponds to their needs.

Involve regular members in the daily life of the space – after several months of activity, involving the most regular and active members will be a proof of our mutual commitment: the coworking space to them, and them to the coworking space.

9.4. Channels.

Website.

The main lever of communication, but above all of information to potential customers, will be the website of the coworking space.

Following, the categories and subcategories that will appear on the website, in English and in French: <http://www.cocoon-coworking.com>¹⁵

| Welcome to your Cocoon | The Cocoon, you said? | For who? | Offers & services | Blog & news | Access & contact |
|------------------------------------------------------------------|-----------------------|----------------------------------|--------------------|-------------|--------------------------------|
| Welcome (<i>quick description available on the front page</i>) | History | Independent workers, freelancers | Membership options | | Come and see us at the Cocoon! |
| Who's here? (<i>description of members</i>) | Mission | Start-ups & entrepreneurs | Meeting rooms | | Contact us |
| | Values | Employees in telework | Extra options | | |
| | | Travellers & in transit workers | Events | | |
| | | Master & PhD students | | | |

Table 15: A map of the website, in English (source: author)

| Bienvenue dans votre Cocoon | Le Cocoon, vous avez dit ? | Pour qui ? | Offres & services | Blog & actu | Accès & contact |
|-----------------------------|----------------------------|---------------------------------------|-------------------|-------------|-----------------------------|
| Bienvenue | Son histoire | Travailleurs indépendants, freelances | Abonnements | | Venir nous voir au Cocoon ! |
| Qui est là ? | Sa mission | Start-ups & entrepreneurs | Salles de réunion | | Contactez-nous |
| | Ses valeurs | Salariés en télétravail | Plus d'options | | |
| | | Voyageurs et salariés en déplacement | Événements | | |
| | | Etudiants en Master et Doctorat | | | |

Table 16: A map of the website, in French (source: the author)

¹⁵ Website currently still under a test version at: <https://cocooncoworking.jimdofree.com>

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It will be possible to pay through the website, through a secured platform.

Mobile app.

The mobile app will be dedicated to the members. A code will be generated for each member, and needed to register to their personal account. The members will be able to do several things, from which:

- ✓ Renew and pay for their membership – the first registration will have to be through the website or in the coworking space
- ✓ Book and pay for a meeting room
- ✓ Book and pay for extra services
- ✓ Consult the program of networking events, and register
- ✓ Consult the program of teambuilding activities, and register
- ✓ Consult the directory of partners

Facebook channel.

The Facebook channel will mostly be used to post some daily information about the Cocoon Coworking, and about networking events open to the public. In addition, the chat will be open to anyone, so that if a potential customer has a question, he/she can ask directly to the owner and get more valuable and personalized information.

Coworking space itself.

The coworking space itself will be a channel to reach potential customers, and to keep contact with members. The first day will be free, therefore it is a good way to attract potential members and invite them to try the space, to ask questions, to feel at home and comfortable, and to make them want to come back.

Internal platform.

The internal platform that will be used in order to keep the community active, will be a key channel. They will be able to chat with other members, to organize alone or in teams some

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networking and teambuilding events, to share ideas and tips, and to do all that is available through the mobile app as detailed above.

Local partners and word-of-mouth.

Local partners will be a key channel as the partnerships will mainly consist in talking about each other to our networks. Therefore, this will generate word-of-mouth even outside the partners networks and will increase the coworking space's notoriety.

9.5. Key activities.

Maintenance.

In order to meet the needs of all customer segments, one of the main key activities is maintenance, and repair or replacement when needed. It is maintenance of the whole space, the cleanliness of the open space, the meeting rooms, the kitchen, the living room, the toilets... It is also maintenance of the furniture: the tables, the chairs, the PC and TV screens, the electrical appliances... Finally, it is ensuring everything is available, like organic coffee, organic tea, organic fruits, dishes, toilet paper, stationery goods, cleaning products, and so on. A good maintenance is key for customer satisfaction.

Community building.

To support the value proposition, it is crucial for the coworking space to constantly work on building a strong community around the values of the space. To this end, three main activities will be held: networking events, teambuilding and social events, and online community.

Networking events – one of the main reasons why people choose a coworking space rather than somewhere else is to network, to meet new people and to find possible business synergies. Therefore, organizing regular networking events will be a key activity in the life of the coworking space. As mentioned previously, at some point, members will be allowed and encouraged to co-organize some networking events with the owner. Networking events will be of two types: private, and open to the public.

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Teambuilding and social events – as a complement to networking activities, which might include external members, to foster and strengthen relationships between the members it is important too to organize teambuilding and social events. They can be a breakfast, a lunch, a dinner, an activity like a cooking lesson, a weekend at the sea side...

Online community – finally, given the increasing presence of social media and online tools, it will be necessary to have an online platform where members can exchange between themselves and with the owner and employees of the space. There will be an internal platform to this end, as well as a mobile app and a private Facebook group. These online tools will also help in the organization of the above-mentioned events.

Marketing.

Sales – for the business to be successful, it is mandatory to manage sales. Indeed, it is the only variable that will generate revenue.

Price – regarding the pricing policy, it will be in the average prices of the market as studied in the market and competitive analysis. Furthermore, cost efficiency and avoiding spending too much on offices are key criteria for the members. Therefore, due to this necessity to adapt, the packages will include standard options that precisely meet the needs of the customer segments and the other options will lead to extra costs.

Communications – the communication will be held through various supports: the website, the Facebook page, through local partners and with word of mouth. There will also be an internal platform and a mobile app through which will be detailed some information specific to the members, and not available to the public. As explained earlier in this report, the communication and relationship with customers aims to be personal. And this, would it be with the members or the potential customers. This is the reason why no specific communication strategy will be applied depending on the customer segment, except on the website where the different pains they face and gains they seek will be detailed. The communication will focus on the values of the coworking space, on its features, on its community, on the various offers and on the networking events open to the public. As clarified earlier, those values are centred around eco-responsibility, ethics and human care, and focus on work life balance and the importance of a strong community. But not only: it is

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also about passion, dedication, positive spirit, wellbeing, solidarity, honesty, self-achievement, team spirit and kindness.

Activities and actions to support the values of the space.

In order to be credible, it is important to act to support the values highlighted in the communication. To do so, several actions will be taken.

Opening hours – even if when regular members will be involved in the daily life of the space they will have a key to access the coworking space 24/7, the opening hours will respect the following schedule, including over lunch:

| Day | Opening hours |
|-----------|---------------|
| Monday | 08:30 – 18:30 |
| Tuesday | 08:30 – 18:30 |
| Wednesday | 08:30 – 18:30 |
| Thursday | 08:30 – 18:30 |
| Friday | 08:30 – 16:00 |
| Saturday | Closed |
| Sunday | Closed |

*Table 17: Opening hours of the Cocoon
(source: author)*

Wellbeing activities – from 08:45 to 09:30, once or twice a week and when the booking schedule of the meeting rooms will allow it, wellbeing activities will be dispensed. Members will be allowed to participate for an extra cost, that will be organized in cards of 5 sessions valid for 6 months. As those classes will mostly be dispensed by the owner, who has no particular qualification yet, the price will be symbolic. The proposed activities will mainly be meditation classes and yoga classes, accessible to any level. Other classes will further be added depending on the demand and feedback received. Some independent contractors might be solicited, also depending on the demand and for an extra cost if the performance leads to an extra cost for the coworking space.

*Local and ethical partnerships*¹⁶ – this aspect is very important, as it shows a real engagement from the coworking space to local and ethical companies, to humans working there, to the planet, and by extension to its members. These partnerships will be presented in the form of a directory, with many addresses that could be of interest and that have values that match with

¹⁶ Please refer to 9.6. Key partners

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the core values of the coworking space and its community. Those partnerships can have, or not, a monetary dimension. Meaning, the partnership can take the form of some discounts, or a better loyalty program, but it will not necessarily be the case. It can also take the form of recommendations, word of mouth, between them and the coworking space. Partnerships will be key to support the coworking space strategy.

Workshops – it will also be possible to organize some workshops if the members show an interest. This will be measured with some internal surveys. It could be workshops around DIY¹⁷ activities, such as home-made beauty products or cleaning products.

Customer service.

The customer service, as the communication, will be personal.

A good customer service is essential. It will be essential to be quick in solving problems, in finding solutions, but even more essential to deliver a high-quality solution.

The coworkers will be able to express their needs through various channels, mainly through the mobile app, by email, by phone, or face to face.

In order to offer them the best and quickest solution possible, particular care will be taken when choosing the internet provider and the company for maintenance issues that cannot be fixed by the owner or the employees.

Feedback collection and continuous improvement.

Feedback collection – this will be both formal and informal. Formal, meaning through official surveys, or through some written feedback or recommendation on the website and/or on social networks. Informal, meaning orally: some discussions, for instance.

Continuous improvement – thanks to the feedback collected, both formal and informal, continuous improvement actions will be held to respond better to customer needs, and to retain the members.

¹⁷ DIY: Do It Yourself

9.6. Key partners.

Internet provider and maintenance company.

In order to perform all the key activities (such as community building, marketing, customer service), and to support the value proposition made to the customers (professional environment, increased productivity, cost efficiency), it is absolutely indispensable to have a trustworthy internet provider and maintenance company.

The internet connection (optic fibre Ethernet and Wi-Fi) must be fast and powerful, so that the activities on the web and on applications can be fluid. In addition, the internet provider must be efficient and quick in customer service issues. In case of any internet connection issue, in order to avoid any interruption, a back-up solution may always be operational. Indeed, a high-speed internet connection is also a key criterion for coworkers.

The small maintenance will be held by the owner or the coworkers themselves whenever this is possible and whenever they are volunteer. However, for bigger issues, a maintenance company will intervene and it will be crucial that they react in less than 24 hours. For instance, to repair a video projector in a meeting room, to fix power supply issues, to fix or replace some electrical appliances in the kitchen...

Local companies for partnerships.

The local partners will be companies who share the same values as the coworking space and its community: human care, ethics, eco-friendliness and planet care, work life balance, mainly, but also all the other values mentioned earlier such as passion, dedication and solidarity.

These partnerships, in and around Toulouse but also in France and/or only online, will be listed in the form of an online directory, with hyperlinks to redirect coworkers directly to the right place.

Those companies will be organized in several categories: food & beverages, clothes & accessories, beauty & wellbeing, night out, others.

Food & beverages – it will include grocery shops, such as Biocoop, Bio c' Bon, Brasserie du Midi, La Garonette, Les Vraqueuses Toulouse, Day by Day, Bioasis, La Dispute aux Oiseaux, Ô Local Bio...

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Clothes & accessories – this category includes shops from ethical and eco-responsible independents and artisans, such as Ethic & Chic, Ekyog, Made in Ethic, Somewhere, Juste, AglaiaCo, Slow Concept, Paulette à Bicyclette...

Beauty & wellbeing – in this category will be listed some companies such as beauty institutes, organic and natural cosmetic shops, aromatherapy shops, places where to find wellbeing products and accessories, such as Naturelle et Bio, Nature & Découvertes, Belle Toulousaine, IBBEO Cosmétiques... It will also include places where to do activities, such as yoga classes or DIY workshops, like Pilates & Pulse, Affordable Yoga, Les Ateliers de la Fée, Mes Cosmétiques Maison, Zenzitude, Yoga Samadhi, Yoga et Méditation...

Night out – the night out category will be about bars, restaurants and places where to spend a nice night out, always ethical and responsible and with local products as much as possible, such as: Le Barboteur, Les Tricheurs, Le Milk Bar, Restaurant Saveurs Bio, INVITA, La Belle Verte, Les Façonniers, l'Atelier des Chefs...

Others – finally, this category will include the “unclassifiable” partners, such as Pressing Ecologique Marnac, LM Eco Pressing, les Jardins du Museum, activities and concerts in Toulouse like Rio Loco...

These key partnerships will be free of charge for the companies mentioned. They will be informed that they appear in a selection of companies in a directory, they will get some information about the coworking space and the relationship that will result from this will be mutually beneficial: the coworking space talking about them, and them talking about the coworking space, to a qualified audience.

Some of the partnerships, when possible, will take a monetary turn in the sense that the coworkers may be able to benefit from some discounts in some places, on some products and services.

Regular members of the space.

Regular members of the space will be key partners in two ways.

First, they will be key partners because they will ensure a constant cash infusion and because they will be the first ambassadors of the coworking space, inside and outside the company. In

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addition, as they will be encouraged to co-organize with the owner networking events open to the public, they will be able to invite their own network.

Second, in the mid-term as expressed previously, they will also be key partners as they will progressively get involved in the daily life of the coworking space.

9.7. Key resources.

High-speed internet connection.

A high-quality internet connection is vital for the coworking space's success, as without internet, people will not be able to work and will feel frustrated, which will decrease their productivity and performance.

Physical resources.

Key physical resources are the coworking space itself, meaning the building, the place where it will be, and all that will compose the space: the furniture, equipment, office supplies, kitchen equipment.

Intellectual resources.

Brand – the brand will be a strong intellectual resource that will grow over time and over marketing actions.

The proposed name for the coworking space is **Le Cocoon – Coworking** (shortened as Cocoon in sentences). This name was chosen to reflect the spirit and values of the coworking space. A cocoon is comfortable, so will be the coworking space. You feel safe in a cocoon, so will the workers with their business in the coworking space. A cocoon is pleasant, so will be the coworking space. A cocoon is protective, so is the coworking space with the planet, with humans, with local jobs and companies, with its members. A cocoon is where the larva grow, so will coworkers' businesses. The word "coworking" is mentioned so that people know directly what the Cocoon is about.

The proposed slogan is "**L'espace de coworking qui prend soin de vous et de vos projets**" (in English: the coworking space that takes care of you and of your projects).

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The colours will be soothing, the design will be soft, and the logotype will be round shaped. Indeed, as a tangible element of the project brand, the proposed logotype tries to convey its positioning¹⁸.

Partnerships – as detailed in other parts, partnerships are also key resources as they constitute a part of the offer, of the value proposition, and their presence supports the messages and the values of the Cocoon.

Customer knowledge – as detailed in other parts as well, members will be encouraged to co-organize networking events. Therefore, their knowledge and network matter. Furthermore, their knowledge matters for the creation of business synergies, which is an important criterion for coworkers.

Human resources.

Human resources will mainly be formed by the owner-founder of the coworking space, a subcontractor for cleaning activities on Monday, Wednesday and Friday mornings, and a subcontractor for financial and accounting activities.

The workforce is small but skilful, and mandatory for the proper functioning of the coworking space. If the project grows as expected, at some point, maybe after 2 years, an employee may be recruited to support and assist the owner in its daily tasks.

Financial resources.

Some financial resources will be necessary for the proper functioning of the Cocoon, and the initial investment will mainly come from the owner's savings.

9.8. Revenue streams.

Memberships.

At the beginning of the activity, there will be the following membership options: half-daily (individual or package), daily (individual or package), monthly (settled or non-settled) and annually. The prices of those membership options will remain fixed.

¹⁸ Please refer to appendix 14.2. Logotype

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Every option will at least include: a place to work with a table, comfortable chair and large extra PC screen, unlimited organic coffee and tea, unlimited organic fruits, free use of the fully equipped kitchen and of the living room, access to networking and teambuilding events, access to the internal platform, free account to access the mobile app.

Half-daily – this option mainly responds to the needs of freelancers and travellers & in-transit workers, as depending on their mission, on their schedule, on their journey, every day is different; even every half-day. This is why this option exists, in order to offer the maximum flexibility while ensuring a nice, cosy and professional place to work. There will be no fixed desk for this option; coworkers will sit wherever they want depending on the places available.

Based on the responses of a qualified audience surveyed and on the prices of the market, half a day in the Cocoon will cost 10€. If we assume that half a day is composed of 4 hours, the cost for one hour is 2.50€. A pack of 10 half days will cost 75€.

Daily – this option mainly responds to the needs of employees in telework and high-level degree students. At the beginning of the activity of the Cocoon, this is expected to be one of the most chosen option with the half-daily one, even by the entrepreneurs & start-ups in the first weeks, as before subscribing for a month or a year, they might want to try for a few days to see if they like the space and what it offers. There will be no fixed desk for this option; coworkers will sit wherever they want depending on the places available.

Based on the responses of a qualified audience surveyed and on the prices of the market, a day in the Cocoon will cost 16€. If we assume that a day is composed of 8 hours, the cost per hour is 2.00€. A pack of 10 days will cost 120€.

Monthly – this option mainly responds to the needs of entrepreneurs & start-ups. Indeed, this customer segment wants an office, a real place to work every day. This is why this option will also include a 50% discount on domiciliation. This option is expected to be the one generating the more revenues. For the monthly subscription, there will be two options: without fixed place, or with fixed place.

Based on the responses of a qualified audience surveyed and on the prices of the market, one month in the Cocoon will cost 200€ for non-settled and 250€ for settled workers. If the clients are a start-up of more than 3 people, 3 of them will pay full price and the rest will pay 2/3 price.

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Annually – this last option will mostly correspond to entrepreneurs & start-ups, who start and grow their business and who seek stability. A fixed desk will be assigned to the ones subscribing for the yearly option if they want (it is not mandatory but will not cause any extra cost), as well as a 50% discount on domiciliation and the possibility to use meeting rooms half a day per month for free. In addition, given a trustful relationship with the owner, some keys of the space could be given to them so that they can access the Cocoon 24/7.

Based on the responses of a qualified audience surveyed and on the prices of the market, one year in the Cocoon will cost 3,000€, which corresponds to 2 months free if we take the basis of the 300€ option above-mentioned (monthly option with fixed place). If the clients are a start-up of more than 3 people, 3 of them will pay full price and the rest will pay 2/3 price.

Below, is a sum-up table of the membership options costs:

| Membership option | Non-settled desk | Settled desk |
|--------------------------|-------------------------|---------------------|
| 1 half day | 10 € | / |
| 10 half days | 75 € | / |
| 1 day | 16 € | / |
| 10 days | 120 € | / |
| 1 month | 200 € | 250 € |
| 1 year | 3,000 € | |

*Table 18: Membership options
(source: author)*

Meeting rooms.

At least one meeting room will be available and at disposal of the coworkers, subject to availability. There will be a possibility to divide this meeting room into 2, to have 2 meeting rooms. It will be possible to book a meeting room directly on the Cocoon mobile app, as well as on the intranet platform that will be used.

The meeting room will host approximately 16 people in “meeting mode”, meaning, chairs around a table. In “theatre mode”, meaning chairs aligned in front of the screen, the capacity will be higher. The rental will include: several tables or a large one, chairs, a fixed-line phone, a large TV screen, a white screen for video projection, a video projector. The meeting room will have a removable wall in the middle, in order to have two meeting rooms with a capacity of 8 people each in “meeting mode”.

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The price for 1 hour will be 15€, 55€ for half a day and 100€ for a whole day. If non-members wish to book a meeting room, the prices will be 30€ per hour without decreasing price, so 240€ for a day. This price will include access to the common spaces.

Selling of extra services.

The selling of extra services will also generate important revenues for the company.

Based on the responses of the survey mentioned earlier, following are the extra services that will be available and their respective price:

| Service | Details | Price |
|------------------------|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------|
| Printing option | A4 format, colour | 75€ / 300 papers |
| Domiciliation | For clients who would like to opt only for domiciliation, and for users with half-daily and daily options | 30€ / month |
| | For monthly or annual members | 15€ / month |
| Breakfast for meetings | Includes unlimited organic coffee and tea, organic cold milk, organic fruits and handmade French pastries | 5.5€ / person (meeting organized by a member) |
| | | 7.5€ / person (meeting organized by a non-member) |
| Home-made lunches | Company: Mamie Régale | For each lunch, a commission of 1€ will be applied |
| Yoga classes | In a meeting room when available and depending on demand | 16€ for a card of 5 classes |
| Meditation classes | In a meeting room when available and depending on demand | 16€ for a card of 5 classes |

*Table 19: Extra services
(source: author)*

Events.

The Cocoon will also host some events, that the owner can organize, alone or in collaboration with the demander. Each performance will be à la carte, fully customizable, and the cost estimates will be made individually. Events can be, for instance, seminars or privatizations for a night.

Some networking events and teambuilding activities will also be organised. As stated, there will be two types of networking events: private, and open to the public. The three types of

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events can be organised only by the owner, or co-organised with the members. They can take place inside the Cocoon, or in some place outside like an adventure park, a bar for after works, a kitchen class... Following is a table summarising the prices. Members will always pay 12€; 35€ is only for external people. Meaning, to participate to a networking event, a member will have a fixed price of 12€, would this event be private or open to the public.

| Event | Price |
|----------------------------------------|--------------|
| Networking event – members | 12€ / person |
| Networking events – open to the public | 35€ / person |
| Teambuilding events | 18€ / person |

*Table 20: Networking events and teambuilding activities
(source: author)*

9.9. Cost structure.

Rental and recurrent costs.

Rental costs will be fixed costs. Per month, they will include the price for the place itself, the Microsoft license, electricity, water, insurances, internet, weekly and monthly magazines of interest, office supplies that will be constant each month, food and beverages supplies that are included for free in the coworkers' memberships (organic coffee, tea, fruits) that will be constant too, and taxes.

Personnel costs.

Personnel costs will be both fixed and variable costs.

In the fixed costs will be the cost of the subcontractor for cleaning activities, who will come 3 times per week, 3 hours each time so 9 hours / week. It is estimated that the yearly cost for this service will be 5,000€. For savings objectives, the rest of the days, the space will be cleaned by the owner.

In the fixed costs will also be the person employed for accounting activities, who will be a subcontractor as well. The average price, for a small company like the Cocoon, is 125€ per month, so 1,500€ per year.

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As per the owner's wage, it will be variable depending on the profits of the space, and can sometimes be nothing.

Maintenance costs.

Maintenance costs will depend on the maintenance issues and on the things to fix in the space. 3,000€ per year will be for “other costs”, such as maintenance.

10. Implementation.

The implementation will last 1 year. The end of the last action will be end of June 2019. In order to anticipate possible delays and avoid an opening during the summer period, the Cocoon space will open its doors on Monday, 19 August 2019, which is the first Monday after the long weekend of August 15 which is holiday in France.

10.1. Find the right place.

| Action | The first action will be to find the right place, as on its location will depend some of the Cocoon's success. | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|------|------|------|------|-------|------|-------|------|------|------|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Objectives | <ul style="list-style-type: none"> ✓ Find a location with added value for the members ✓ Find a place the most compliant possible with the Labour Code norms | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Description | <p>As mentioned earlier in the project description, the place will be:</p> <ul style="list-style-type: none"> ✓ Close to public transports and to some shops, at least some places to eat for members not bringing their lunch ✓ Easily accessible by car ✓ Not in the city centre as the market is more saturated there and as there are opportunities to explore in the North of Toulouse, due to the non-presence yet of such places <p>Some locations that will be looked at are, between others, Borderouge and Balma, because they both correspond to those criteria.</p> <p>To match with potential customers' needs and to respect the identity and values of the Cocoon, the place will be:</p> <ul style="list-style-type: none"> ✓ Luminous ✓ Between 200m² and 500m² ✓ With disabled access | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Priority | High | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Actors | The founder, a real estate agency | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Time | Medium – 3 months | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Calendar | <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>2018</th> <th>Jan.</th> <th>Feb.</th> <th>Mar.</th> <th>Apr.</th> <th>May</th> <th>Jun.</th> <th>Jul.</th> <th>Aug.</th> <th>Sept.</th> <th>Oct.</th> <th>Nov.</th> <th>Dec.</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td style="background-color: #cccccc;"></td> <td style="background-color: #cccccc;"></td> <td style="background-color: #cccccc;"></td> <td></td> </tr> </tbody> </table> | 2018 | Jan. | Feb. | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sept. | Oct. | Nov. | Dec. | | | | | | | | | | | | | |
| 2018 | Jan. | Feb. | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sept. | Oct. | Nov. | Dec. | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cost | 0€, mainly time but no cost on the research process | | | | | | | | | | | | | | | | | | | | | | | | | | |

*Table 21: Action 1: Find the right place
(source: author)*

10.2. Make it compliant to Labour Code norms.

| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|------|------|------|------|-------|------|-------|------|------|------|--|--|--|--|--|--|--|--|--|--|--|--|--|------|------|------|------|------|-----|------|------|------|-------|------|------|------|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Action | Once the place found, the first and most important thing to do before anything else it to make sure it is fully compliant with the Labour Code norms. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Objectives | ✓ Make the space fully and strictly compliant to Labour Code norms | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Description | It will be crucial to look at all the Labour Code expectations and norms: luminosity, emergency exit, fire extinguisher, toilets... Once the space itself is compliant, it will also be necessary to organize the space in a compliant manner: m ² per worker, size of the desk, individual lightening, mandatory kitchen appliances... | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Priority | Very high | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Actors | The founder, a Labour Code specialist | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Time | Medium – 3 months (end during action 3) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Calendar | <table border="1"> <tr> <td>2018</td> <td>Jan.</td> <td>Feb.</td> <td>Mar.</td> <td>Apr.</td> <td>May</td> <td>Jun.</td> <td>Jul.</td> <td>Aug.</td> <td>Sept.</td> <td>Oct.</td> <td>Nov.</td> <td>Dec.</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table> <table border="1"> <tr> <td>2019</td> <td>Jan.</td> <td>Feb.</td> <td>Mar.</td> <td>Apr.</td> <td>May</td> <td>Jun.</td> <td>Jul.</td> <td>Aug.</td> <td>Sept.</td> <td>Oct.</td> <td>Nov.</td> <td>Dec.</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table> | 2018 | Jan. | Feb. | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sept. | Oct. | Nov. | Dec. | | | | | | | | | | | | | | 2019 | Jan. | Feb. | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sept. | Oct. | Nov. | Dec. | | | | | | | | | | | | | |
| 2018 | Jan. | Feb. | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sept. | Oct. | Nov. | Dec. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | Jan. | Feb. | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sept. | Oct. | Nov. | Dec. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cost | 7,000€ (Labour Code specialist + necessary works) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

*Table 22: Action 2; Make it compliant to Labour Code norms
(source: author)*

10.3. Organize and decorate the Cocoon.

| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|------|------|------|------|-------|------|-------|------|------|------|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Action | Once the place complies to Labour Codes norms, it will be time to organize it. | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Objectives | <ul style="list-style-type: none"> ✓ Organize the different spaces in the Cocoon ✓ Furnish the coworking space ✓ Decorate it | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Description | <p><u>Organization:</u></p> <ul style="list-style-type: none"> ✓ Between 50 and 60% dedicated to work (open space and meeting rooms minimum) ✓ The rest will be dedicated to common spaces ✓ No more than 40 working places <p><u>Furnishing, big items (minimum):</u></p> <ul style="list-style-type: none"> ✓ Work area: desks, chairs, PC screens, Ethernet cables, lamps, secured boxes ✓ Relax and common areas: TV screen, sofas, tables, chairs, equipped kitchen, dishes <p><u>Decoration and small items:</u></p> <ul style="list-style-type: none"> ✓ Will depend on the budget already consumed ✓ May be done little by little during several months, until opening and even after ✓ Minimum before opening: new floor, shelves, plants, frames, carpets, cushions, bathroom items, kitchen items <p>The idea, when possible, is not to buy new but to reuse some second-hand objects.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Priority | High | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Actors | The founder, an interior designer, workforce | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Time | Long – 5 months (beginning during action 2) | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Calendar | <table border="1" style="width: 100%; text-align: center;"> <tr> <td>2019</td> <td>Jan.</td> <td>Feb.</td> <td>Mar.</td> <td>Apr.</td> <td>May</td> <td>Jun.</td> <td>Jul.</td> <td>Aug.</td> <td>Sept.</td> <td>Oct.</td> <td>Nov.</td> <td>Dec.</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table> | 2019 | Jan. | Feb. | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sept. | Oct. | Nov. | Dec. | | | | | | | | | | | | | |
| 2019 | Jan. | Feb. | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sept. | Oct. | Nov. | Dec. | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cost | 10,000€ | | | | | | | | | | | | | | | | | | | | | | | | | | |

*Table 23: Action 3: Organise and decorate the Cocoon
(source: author)*

10.4. Create the online tools necessary for sales, marketing and communications actions, and realize actions.

| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|------|------|------|------|-------|------|-------|------|------|------|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Action | Before opening the space, it will be necessary to talk about it through some marketing and communications actions and to have all the platforms ready for when new customers will register. | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Objectives | <ul style="list-style-type: none"> ✓ Create the website ✓ Create the mobile app ✓ Create the Facebook page ✓ Set up the internal platform ✓ Organize and realize some marketing and communications actions prior to opening | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Description | <p><u>Global:</u></p> <ul style="list-style-type: none"> ✓ Decline the visual identity <p><u>Website and mobile app:</u></p> <ul style="list-style-type: none"> ✓ Finalize layout ✓ Finalize content ✓ Secure payments ✓ Write and publish a few articles about the works, the organization, the upcoming events like the opening day and free open days (website only) <p><u>Facebook page:</u></p> <ul style="list-style-type: none"> ✓ Fill in all the information needed to facilitate potential customers searches ✓ Publish up to 3 posts per week, depending on the activity and news of the Cocoon prior to its opening: works advancement, description of the Cocoon and its values, votes on some decoration items to start involving the community... <p><u>Internal platform:</u></p> <ul style="list-style-type: none"> ✓ Organize layout and features <p><u>Marketing and communications actions:</u></p> <ul style="list-style-type: none"> ✓ Create, print and distribute flyers ✓ Start to build a relationship with local key partners ✓ Start the creation of the digital directory of partners | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Priority | High | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Actors | The founder, an IT engineer, local key partners | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Time | Medium – 4 months | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Calendar | <table border="1" style="width: 100%; text-align: center;"> <tr> <td>2019</td> <td>Jan.</td> <td>Feb.</td> <td>Mar.</td> <td>Apr.</td> <td>May</td> <td>Jun.</td> <td>Jul.</td> <td>Aug.</td> <td>Sept.</td> <td>Oct.</td> <td>Nov.</td> <td>Dec.</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table> | 2019 | Jan. | Feb. | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sept. | Oct. | Nov. | Dec. | | | | | | | | | | | | | |
| 2019 | Jan. | Feb. | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sept. | Oct. | Nov. | Dec. | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cost | 3,000€ | | | | | | | | | | | | | | | | | | | | | | | | | | |

Table 24: Action 4: Create the online tools necessary for sales, marketing and communications actions, and realize actions (source: author)

10.5. Find the subcontractor companies.

| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|------|------|------|------|-------|------|-------|------|------|------|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Action | Before the opening of the space, it is necessary to find the right companies the founder will work with for various activities. | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Objectives | Find trustworthy companies: <ul style="list-style-type: none"> ✓ Cleaning activities ✓ Accounting activities ✓ Internet provider ✓ Maintenance activities | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Description | <p><u>Cleaning activities:</u></p> <ul style="list-style-type: none"> ✓ Minimum three times a week, on mornings: Monday, Wednesday, Friday <p><u>Accounting activities:</u></p> <ul style="list-style-type: none"> ✓ Regular follow-up of the daily activities ✓ Monthly feedback and report ✓ Annual report ✓ Advices on the accounts management <p><u>Internet provider:</u></p> <ul style="list-style-type: none"> ✓ Fibre optic ✓ Super-fast internet connection ✓ Mandatory back-up solution (for instance, 4G key) ✓ Commitment from their part to intervene in less than 8 hours <p><u>Maintenance activities:</u></p> <ul style="list-style-type: none"> ✓ Commitment from their part to intervene in less than 24 hours | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Priority | High | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Actors | The founder, an IT engineer, local key partners | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Time | Medium – 3 months | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Calendar | <table border="1" style="width: 100%; text-align: center;"> <tr> <td>2019</td> <td>Jan.</td> <td>Feb.</td> <td>Mar.</td> <td>Apr.</td> <td>May</td> <td>Jun.</td> <td>Jul.</td> <td>Aug.</td> <td>Sept.</td> <td>Oct.</td> <td>Nov.</td> <td>Dec.</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table> | 2019 | Jan. | Feb. | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sept. | Oct. | Nov. | Dec. | | | | | | | | | | | | | |
| 2019 | Jan. | Feb. | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sept. | Oct. | Nov. | Dec. | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cost | 0€ | | | | | | | | | | | | | | | | | | | | | | | | | | |

*Table 25: Action 5: Find the subcontractor companies
(source: author)*

11. Economic viability analysis

In order to evaluate the economic viability of the Cocoon, some calculations were made, based on the KPMG methodology (reseauentreprendre): sales revenue (units and value), the project costs (personnel and external costs), investment (see appendix 13.3).

As a summary, we can present the following table:

| | Year 1: 2019 | Year 2: 2020 | Year 3: 2021 | Year 4: 2022 | Year 5: 2025 |
|-----------------------------|--------------------|--------------------|------------------|------------------|------------------|
| (+) Revenue | 7 637,00 | 113 367,00 | 138 404,00 | 171 592,00 | 200 067,00 |
| (-) Costs | 19 334,00 | 56 358,00 | 58 210,00 | 61 413,00 | 63 570,00 |
| (-) Depreciation investment | 4 000,00 | 4 000,00 | 4 000,00 | 4 000,00 | 4 000,00 |
| (-) Personnel | 3 625,00 | 40 000,00 | 49 500,00 | 68 500,00 | 68 500,00 |
| (=) EBIT | - 19 322,00 | 13 009,00 | 26 694,00 | 37 679,00 | 63 997,00 |
| (-) Corporate Tax | - 2 898,30 | 1 951,35 | 4 004,10 | 5 651,85 | 14 342,80 |
| (=) Net Income | - 16 423,70 | 11 057,65 | 22 689,90 | 32 027,15 | 49 654,20 |
| (+) Depreciation investment | 4 000,00 | 4 000,00 | 4 000,00 | 4 000,00 | 4 000,00 |
| (-) Investment | 20 000,00 | | | | |
| (=) Cash Flow | - 32 423,70 | 15 057,65 | 26 689,90 | 36 027,15 | 53 654,20 |
| Cumulative CF | - 32 423,70 | - 17 366,05 | 9 323,85 | 45 351,00 | 99 005,20 |

Table 26: Cash Flow map
(source: author, based on KPMG methodology)

Three main indicators were applied for the economic viability analyses.

Net Present Value (NPV) – if positive, it means that the Cocoon project is economically viable.

Interest Rate of Return (IRR) – if higher than the required rate of return (10%), it means that the Cocoon project is economically viable.

The payback period (PP) – in order to figure out the time period required to recover the investment.

Following are the Cocoon's economic viability conclusions:

- NPV: 55,626.73 €
- IRR: 42.16%
- PP: 2 years, 1 month and 16 days

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NPV – Being positive, it means that it is economically viable to develop this project, since the current value of the estimated earnings will exceed the estimated costs of this project. Being high, it means that it will provide interesting benefits for its stakeholders.

IRR – Considering as 10% the required rate of return, the IRR is significantly higher which means that this investment will be profitable, and there are good reasons to develop it in accordance to the proposed business plan.

PP – the investment will be recovered on September 2021, which is a very reasonable period to recover the investment.

12. Conclusion

As an academic study, this work, through all the data and trends analysed, may add some knowledge about the emergence of new ways of working and the study of coworking spaces as a response. It gives a good insight about the coworking market in Toulouse, France. It also provides information about emerging trends, mainly in France. Furthermore, this project offers a good basis for future entrepreneurs who are thinking about launching their own coworking project, in Toulouse, in France, or somewhere else.

The main objective of this paper was successfully achieved: showing the economic viability of such a project, that is more centred on human values such as human care, planet care, eco-responsibility and work life balance, than on purely business and monetary values.

This work can be a good inspiration and a good motivation for entrepreneurs, future entrepreneurs or investors, who wish to take part in a coworking project and who believe that our planet Earth and people who live in it are our most precious resources.

Finally, this work has given the author the opportunity to assess her project, to make it clear and concrete, and to have a better understanding of the market and of the current trends. It has also provided the author a strong basis to go deeper, until launching the Cocoon.

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14. Appendix

14.1. Appendix 1: Exploratory survey

An exploratory survey was conducted in order to gather some feedback from a qualified audience, as compared to the customer segments targeted by the Cocoon. The sample is 22 people. The aim of this study was to guide the author in her decisions, and to give her some extra ideas.

It came out that:

- 72.7% of the sample would choose somewhere else than home to work because they struggle to concentrate when they work at home, 45.5% because they like to distinguish personal and professional lives, and 40.9% because they feel isolated when they work at home.
- Between all third-places, 81.8% of the sample would choose a coworking space.
- The reasons why people would choose a coworking space rather than somewhere else are mainly: to have some meeting rooms available (to brainstorm with my team, to meet clients...) [score: 16]; for the furniture and working material provided (extra PC screen, fibre optic...) [score: 15]; to work in a fruitful environment [score: 14]; to take advantage of possible business synergies [score: 13].
- The three main ways that people will use to search for valuable information about a coworking space is through feedback on the internet (77.3%), asking to friends or people they know (59.1%), and reading the different websites (54.5%).
- 90.9% of the people surveyed would choose a coworking space that is 500m² maximum (60 working places available maximum).
- The most important is that the coworking space is available in public transports (68,2%).
- To the question “How would the following be decisive for your choice?”, it appeared that what is key, with a score of 19 each, is: the furniture and working material provided (extra PC screen, fibre optic...); the extra services provided (free coffee, a kitchen, a room to relax, printing option, meeting rooms...); the accessibility by public transports. The design and comfort of the space [score: 18] and the flexibility it offers for membership options (by hour, day, week, month, year...) [score: 17] are also important.

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- 36.4% of the people surveyed would rather choose the monthly option, because it seems to them as the most flexible option.
- 45.5% would choose the option of being in the open space, still with a fixed place. 31.8% would prefer a private office, for privacy issues.
- 68.2% of the sample consider as mandatory that the coworking space they would choose respects human centric values, and 63.6%, environmental and eco-friendly values.
- On average, they would be ready to pay 14€ for one day in a coworking space and 290 for one month. 54.5% of them would also be ready to pay more for a coworking space they share values with, up to 10.25% additional. This leads to 15€ for one day, and 319 for one month.
- The extra services that the sample would appreciate the most are: comfortable office chairs, for 68.2%; possibility to get breakfast for meetings with clients (or not), for 63.6%; partnerships / discounts with local ethical companies (organic food and products, fruits and vegetables directly from the producer...) and possibility to receive home-made lunches, each for 54.5%; and organic products available in the kitchen (coffee, tea, fruits...) and equipped kitchen (fridge, microwave, freezer, blender, dishwasher, dishes, oven, baking tray...), each for 50%.

Below, screenshots of the survey will be shown. It has been realized with Google Forms.

Your future co-working space

Hello,

For my master thesis, and for a company I personally want to create once I graduate, I am studying consumer behavior when choosing a co-working space.

What is a co-working space? It's a place that you share with other workers. But you don't just share a space with people. You become part of a community, you help each other, you can even work together. You meet new people, you get networking opportunities, while working on your project. You pay an entrance fee (per hour, day, month...), which gives you access to the space, the common spaces (kitchen...), and the standard package of services (free coffee/tea, access to the events organized...). Some extra services are available at an extra cost (meeting rooms, breakfast...).

I kindly ask you to answer this quick survey. I need as many answers as possible, it will really help me for the thesis, and for the project.

Thank you very much for your time!

Caroline

SUIVANT

N'envoyez jamais de mots de passe via Google Forms.

*Screen 1 and following: screenshots from the survey
(source: author, Google Forms)*

Your future co-working space

*Obligatoire

Looking for a place to work...

Let's put yourself in a situation where you are looking for a place to work. You can be independent, freelance, employee in telework, start-up...

1. Why would you opt for another place than home to work? *

(several answers possible)

- I like to distinguish personal and professional lives
- I don't have enough space at home to work
- I struggle to concentrate when I work at home
- I feel isolated when I work at home
- I would choose home to work
- Autre : _____

2. Which type of "third place" would you rather choose? *

- A coffee shop
- A co-working space
- Autre : _____

RETOUR

SUIVANT

N'envoyez jamais de mots de passe via Google Forms.

How do you choose your co-working space?

Let's now focus on your perfect co-working space...

3a. Why would you choose a co-working space rather than somewhere else? *

| | 1 - Main reason | 2 | 3 | 4 | 5 - Not a so important reason | Not a reason at all |
|---------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|-----------------------|
| To fight isolation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| To work in a fruitful environment | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| To be part of a community | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| For economic reasons | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| To have some meeting rooms available (to brainstorm with my team, to meet clients...) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| To meet new people | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| To take advantage of possible business synergies | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| For the networking opportunities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| For the events organized | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| For the furniture and working material provided (extra PC screen, fibre optic...) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| To get help on my project | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

3b. Any other reason why you would choose a co-working space rather than somewhere else?

Votre réponse

4. How would you search for valuable information on the potential co-working space you could choose? *

(3 answers maximum)

- I would ask to friends / people I know
- I would like to meet the co-working space owner
- I would read the different websites to know more about the place, the services, the prices, the values...
- I would go to several places and try them all
- I would search for users feedback on the internet
- Autre : _____

5. Size: would you rather choose a co-working space with... *

- Less than 200 m² / less than 25 working places available
- Between 200 and 500 m² / 25 to 60 working places available
- Between 500 and 1,000 m² / 60 to 130 working places available
- More than 1,000 m² / more than 130 working places available

6. Location: would you rather choose a co-working space... *

(several answers possible)

- Located in the city centre
- Accessible by public transports, no matter where
- Accessible by car is enough
- Located near a key area (university, airport, home, potential customers of your company...)
- Autre : _____

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7a. How would the following be decisive for your choice? *

| | 1 - Very decisive | 2 | 3 | 4 | 5 - Not so decisive | Not decisive at all |
|----------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| The networking opportunities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The events organized and their frequency | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| A strong community that I want to be part of and contribute to | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The variety of profiles working in the co-working space (for potential business synergies) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The furniture and working material provided (extra PC screen, fibre optic...) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The extra services provided (free coffee, a kitchen, a room to relax, printing option, meeting rooms...) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The help they can provide for my project | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The design and comfort of the space | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The values of the co-working space and its community | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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| | | | | | | |
|---------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| The flexibility it offers for membership options (by hour, day, week, month, year...) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| A 24/7 opening shift | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The size (less than 200m ²) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The size (between 200 and 500m ²) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The size (between 500 and 1,000m ²) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The size (more than 1,000m ²) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The location (city centre) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The location (public transports) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The location (car) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The location (near a key area) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

7b. Would anything else be decisive for your choice?

Votre réponse

8a. Which membership option would you rather choose? *

Sélectionner ▼

Sélectionner

Hourly

Daily

Weekly

Monthly

Three-monthly

Bi-annually

Annually

9. Which space organization option would you rather choose? *

- Open space with no fixed place: I don't mind not working at the same place every day, I am happy to change and to move
- Open space with fixed place: I want to work in an open space to make the most of the community, the network, the atmosphere, but I would prefer to have a fixed office in order to be sure that every morning, I will have a space waiting for me
- Private office: I prefer to be alone, or only with my team, in a closed office. I don't like noise, and I need privacy when I'm working

10. Which of the following do you consider as mandatory for the co-working space you would choose? *

(several answers possible)

- Business is business: I want my business to be successful, whatever it takes
- Environmental and eco-friendly values: I want to have a positive impact on society in general and on our planet
- Human centric values: I believe that people are our most precious resource and we must take care of them
- Autre : _____

11. How much would you be ready to pay for one day in a co-working space? *

(in €) (average in France between 5 and 25)

Votre réponse _____

12. And for one month? *

(in €) (ranges between 150 and 700 depending on the space)

Votre réponse _____

13a. Would you be ready to pay more to be in a co-working space and to work with a community you share values with? *

Yes

No

13b. If yes, how much more?

(in % per month)

Votre réponse _____

14. What activities or options or features would you appreciate?

*

(several answers possible)

- Yoga classes
- Comfortable office chairs
- Stand-up offices (to work standing up)
- Equipped kitchen (fridge, microwave, freezer, blender, dishwasher, dishes, oven, baking tray...)
- Pilates classes
- Home-made cosmetic products workshops
- Home-made cleaning products workshops
- Eco-friendly certified furniture
- Shower
- Swiss balls (big balloons) available to sit instead of the classic chair
- Possibility to get breakfast for meetings with clients (or just for you and your team)
- Organic products available in the kitchen (coffee, tea, fruits...)
- Standard kitchen (fridge, microwave)
- Partnerships / discounts with local ethical companies (organic food and products, fruits and vegetables directly from the producer...)
- Possibility to receive home-made lunches
- Meditation classes
- Autre :

About you

You are: *

- A man
- A woman
- Don't want to say

You have: *

Sélectionner

- Sélectionner
- Less than 18 years old
- Between 18 and 25 years old
- Between 26 and 35 years old
- Between 36 and 45 years old
- Between 46 and 55 years old
- More than 55 years old

... situation? *

... (full time)

... company

What is your professional situation? *

- Employee
- Independent worker
- Working in a start-up
- Freelance
- Employee in telework (part or full time)
- Entrepreneur, creating your company
- Student
- Autre : _____

In which field? *

(design, journalism, consulting, health, IT, agri-food industry, beauty...)

Votre réponse

14.2. Appendix 2: Logotype



*Figure 7: Logotype of the Cocoon
(source: author)*

14.3. Appendix 3: Economic viability analysis

| Description | Revenue (per unit) | Provisional sales (number of units) | | | | | | | | | | | |
|----------------------------------------------|--------------------|-------------------------------------|----|----|----|--------------|-----|-----|-----|---------|---------|---------|--|
| | | Year 1: 2019 | | | | Year 2: 2020 | | | | Year 3: | Year 4: | Year 5: | |
| | | T1 | T2 | T3 | T4 | T1 | T2 | T3 | T4 | 2021 | 2022 | 2023 | |
| Membership 1/2 day | 10,0 € | 0 | 0 | 14 | 25 | 40 | 47 | 65 | 78 | 270 | 305 | 345 | |
| Membership 10 x 1/2 day | 75,0 € | 0 | 0 | 3 | 13 | 20 | 40 | 47 | 50 | 200 | 245 | 270 | |
| Membership 1 day | 16,0 € | 0 | 0 | 12 | 20 | 35 | 50 | 62 | 75 | 270 | 320 | 360 | |
| Membership 10 x 1 day | 120,0 € | 0 | 0 | 2 | 4 | 15 | 32 | 40 | 50 | 160 | 175 | 184 | |
| Membership 1 month - non-settled | 200,0 € | 0 | 0 | 0 | 2 | 6 | 9 | 14 | 19 | 55 | 68 | 75 | |
| Membership 1 month - settled | 250,0 € | 0 | 0 | 0 | 2 | 5 | 10 | 14 | 20 | 57 | 70 | 80 | |
| Membership 1 year | 3 000,0 € | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 1 | 3 | 4 | 4 | |
| Meeting rooms - hour | 15,0 € | 0 | 0 | 15 | 23 | 50 | 60 | 80 | 110 | 450 | 600 | 750 | |
| Meeting rooms - 1/2 day | 55,0 € | 0 | 0 | 2 | 4 | 20 | 30 | 40 | 55 | 200 | 280 | 380 | |
| Meeting room - 1 day | 100,0 € | 0 | 0 | 1 | 4 | 5 | 8 | 15 | 19 | 65 | 78 | 87 | |
| Meeting room hour - non-members | 30,0 € | 0 | 0 | 0 | 10 | 25 | 35 | 45 | 60 | 370 | 560 | 810 | |
| Extra - printing | 75,0 € | 0 | 0 | 2 | 6 | 13 | 18 | 25 | 30 | 100 | 120 | 150 | |
| Extra - domiciliation only /month | 30,0 € | 0 | 0 | 0 | 0 | 0 | 1 | 4 | 7 | 20 | 32 | 50 | |
| Extra - domiciliation with membership /month | 15,0 € | 0 | 0 | 0 | 0 | 1 | 4 | 8 | 10 | 30 | 49 | 56 | |
| Extra - breakfast (member) | 5,5 € | 0 | 0 | 8 | 35 | 80 | 110 | 140 | 175 | 600 | 730 | 810 | |
| Extra - breakfast (non-member) | 7,5 € | 0 | 0 | 0 | 15 | 60 | 75 | 85 | 100 | 400 | 490 | 560 | |
| Extra - home-made lunches | 1,0 € | 0 | 0 | 6 | 10 | 70 | 100 | 115 | 125 | 510 | 550 | 580 | |
| Extra - yoga classes | 16,0 € | 0 | 0 | 1 | 3 | 8 | 15 | 25 | 40 | 100 | 125 | 140 | |
| Extra - meditation classes | 16,0 € | 0 | 0 | 2 | 4 | 8 | 18 | 27 | 45 | 112 | 130 | 155 | |
| Networking events - members | 12,0 € | 0 | 0 | 8 | 21 | 33 | 53 | 62 | 72 | 288 | 288 | 288 | |
| Networking events - open to the public | 35,0 € | 0 | 0 | 2 | 12 | 20 | 24 | 24 | 24 | 96 | 96 | 96 | |
| Teambuilding events | 18,0 € | 0 | 0 | 4 | 10 | 17 | 24 | 28 | 28 | 112 | 112 | 112 | |

Table 27: Provisional sales (number of units)
(source: author, based on KPMG methodology)

| Description | Revenue (in €) | | | | | | | | | | | |
|----------------------------------------------|----------------|-----|---------|---------|--------------|----------|----------|----------|-----------|-----------|-----------|--|
| | Year 1: 2019 | | | | Year 2: 2020 | | | | Year 3: | Year 4: | Year 5: | |
| | T1 | T2 | T3 | T4 | T1 | T2 | T3 | T4 | 2021 | 2022 | 2023 | |
| Membership 1/2 day | - € | - € | 140 € | 250 € | 400 € | 470 € | 650 € | 780 € | 2 700 € | 3 050 € | 3 450 € | |
| Membership 10 x 1/2 day | - € | - € | 225 € | 975 € | 1 500 € | 3 000 € | 3 525 € | 3 750 € | 15 000 € | 18 375 € | 20 250 € | |
| Membership 1 day | - € | - € | 192 € | 320 € | 560 € | 800 € | 992 € | 1 200 € | 4 320 € | 5 120 € | 5 760 € | |
| Membership 10 x 1 day | - € | - € | 240 € | 480 € | 1 800 € | 3 840 € | 4 800 € | 6 000 € | 19 200 € | 21 000 € | 22 080 € | |
| Membership 1 month - non-settled | - € | - € | - € | 400 € | 1 200 € | 1 800 € | 2 800 € | 3 800 € | 11 000 € | 13 600 € | 15 000 € | |
| Membership 1 month - settled | - € | - € | - € | 500 € | 1 250 € | 2 500 € | 3 500 € | 5 000 € | 14 250 € | 17 500 € | 20 000 € | |
| Membership 1 year | - € | - € | - € | - € | - € | 3 000 € | 6 000 € | 3 000 € | 9 000 € | 12 000 € | 12 000 € | |
| Meeting rooms - hour | - € | - € | 225 € | 345 € | 750 € | 900 € | 1 200 € | 1 650 € | 6 750 € | 9 000 € | 11 250 € | |
| Meeting rooms - 1/2 day | - € | - € | 110 € | 220 € | 1 100 € | 1 650 € | 2 200 € | 3 025 € | 11 000 € | 15 400 € | 20 900 € | |
| Meeting room - 1 day | - € | - € | 100 € | 400 € | 500 € | 800 € | 1 500 € | 1 900 € | 6 500 € | 7 800 € | 8 700 € | |
| Meeting room hour - non-members | - € | - € | - € | 300 € | 750 € | 1 050 € | 1 350 € | 1 800 € | 11 100 € | 16 800 € | 24 300 € | |
| Extra - printing | - € | - € | 150 € | 450 € | 975 € | 1 350 € | 1 875 € | 2 250 € | 7 500 € | 9 000 € | 11 250 € | |
| Extra - domiciliation only /month | - € | - € | - € | - € | - € | 30 € | 120 € | 210 € | 600 € | 960 € | 1 500 € | |
| Extra - domiciliation with membership /month | - € | - € | - € | - € | 15 € | 60 € | 120 € | 150 € | 450 € | 735 € | 840 € | |
| Extra - breakfast (member) | - € | - € | 44 € | 193 € | 440 € | 605 € | 770 € | 963 € | 3 300 € | 4 015 € | 4 455 € | |
| Extra - breakfast (non-member) | - € | - € | - € | 113 € | 450 € | 563 € | 638 € | 750 € | 3 000 € | 3 675 € | 4 200 € | |
| Extra - home-made lunches | - € | - € | 6 € | 10 € | 70 € | 100 € | 115 € | 125 € | 510 € | 550 € | 580 € | |
| Extra - yoga classes | - € | - € | 16 € | 48 € | 128 € | 240 € | 400 € | 640 € | 1 600 € | 2 000 € | 2 240 € | |
| Extra - meditation classes | - € | - € | 32 € | 64 € | 128 € | 288 € | 432 € | 720 € | 1 792 € | 2 080 € | 2 480 € | |
| Networking events - members | - € | - € | 96 € | 252 € | 396 € | 636 € | 744 € | 864 € | 3 456 € | 3 456 € | 3 456 € | |
| Networking events - open to the public | - € | - € | 70 € | 420 € | 700 € | 840 € | 840 € | 840 € | 3 360 € | 3 360 € | 3 360 € | |
| Teambuilding events | - € | - € | 72 € | 180 € | 306 € | 432 € | 504 € | 504 € | 2 016 € | 2 016 € | 2 016 € | |
| | - € | - € | 1 718 € | 5 919 € | 13 418 € | 24 954 € | 35 075 € | 39 921 € | 138 404 € | 171 492 € | 200 067 € | |

Table 28: Revenue (in €)
(source: author, based on KPMG methodology)

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| Description | Annual wage (brut) | Number of employees | | | | | | | | | | |
|-------------------------------------|--------------------|---------------------|----|----|----|--------------|----|----|----|---------|---------|---------|
| | | Year 1: 2019 | | | | Year 2: 2020 | | | | Year 3: | Year 4: | Year 5: |
| | | T1 | T2 | T3 | T4 | T1 | T2 | T3 | T4 | 2021 | 2022 | 2023 |
| Owner-founder | 24 000 € | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Subcontractor - cleaning activities | 5 000 € | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Subcontractor - accounting | 1 500 € | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Employees | 19 000 € | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 2 | 2 |
| | | 0 | 1 | 2 | 2 | 3 | 3 | 4 | 4 | 4 | 5 | 5 |

Table 29: Number of employees
(source: author, based on KPMG methodology)

| Description | Wages (in €) | | | | | | | | | | | |
|-------------------------------------|--------------|-------|---------|---------|--------------|---------|----------|----------|--------------|--------------|--------------|--|
| | Year 1: 2019 | | | | Year 2: 2020 | | | | Year 3: 2021 | Year 4: 2022 | Year 5: 2023 | |
| | T1 | T2 | T3 | T4 | T1 | T2 | T3 | T4 | | | | |
| Owner-founder | - € | - € | - € | - € | 6 000 € | 6 000 € | 6 000 € | 6 000 € | 24 000 € | 24 000 € | 24 000 € | |
| Subcontractor - cleaning activities | - € | - € | 1 250 € | 1 250 € | 1 250 € | 1 250 € | 1 250 € | 1 250 € | 5 000 € | 5 000 € | 5 000 € | |
| Subcontractor - accounting | - € | 375 € | 375 € | 375 € | 375 € | 375 € | 375 € | 375 € | 1 500 € | 1 500 € | 1 500 € | |
| Employees | - € | - € | - € | - € | - € | - € | 4 750 € | 4 750 € | 19 000 € | 38 000 € | 38 000 € | |
| | - € | 375 € | 1 625 € | 1 625 € | 7 625 € | 7 625 € | 12 375 € | 12 375 € | 49 500 € | 68 500 € | 68 500 € | |

Table 30: Wages (in €)
(source: author, based on KPMG methodology)

| Description | Fix annual charges | External charges (in €) | | | | | | | | | | |
|------------------------------|--------------------|-------------------------|-------|---------|----------|--------------|----------|----------|----------|----------|----------|----------|
| | | Year 1: 2019 | | | | Year 2: 2020 | | | | Year 3: | Year 4: | Year 5: |
| | | T1 | T2 | T3 | T4 | T1 | T2 | T3 | T4 | 2021 | 2022 | 2023 |
| Rental | 30 000 € | - € | - € | 3 750 € | 7 500 € | 7 500 € | 7 500 € | 7 500 € | 7 500 € | 30 000 € | 30 000 € | 30 000 € |
| Microsoft license | 126 € | - € | - € | 16 € | 32 € | 32 € | 32 € | 32 € | 32 € | 126 € | 126 € | 126 € |
| Bills (electricity, water) | 5 000 € | - € | - € | 625 € | 1 250 € | 1 250 € | 1 250 € | 1 250 € | 1 250 € | 5 000 € | 5 000 € | 5 000 € |
| Insurances | 5 000 € | - € | - € | 625 € | 1 250 € | 1 250 € | 1 250 € | 1 250 € | 1 250 € | 5 000 € | 5 000 € | 5 000 € |
| Internet | 600 € | - € | - € | 75 € | 150 € | 150 € | 150 € | 150 € | 150 € | 600 € | 600 € | 600 € |
| Office supplies | 600 € | - € | - € | 75 € | 150 € | 150 € | 150 € | 150 € | 150 € | 600 € | 600 € | 600 € |
| Food & beverages | 1 080 € | - € | - € | 135 € | 270 € | 270 € | 270 € | 270 € | 270 € | 1 080 € | 1 080 € | 1 080 € |
| Taxes | 1 000 € | - € | - € | 129 € | 280 € | 317 € | 375 € | 425 € | 450 € | 1 692 € | 1 857 € | 2 000 € |
| Others | 3 000 € | - € | - € | 392 € | 868 € | 1 018 € | 1 249 € | 1 451 € | 1 548 € | 5 768 € | 6 430 € | 7 001 € |
| Events | 1 500 € | - € | - € | 418 € | 523 € | 710 € | 999 € | 1 252 € | 1 373 € | 4 960 € | 5 787 € | 6 502 € |
| Marketing and communications | 1 000 € | 250 € | 250 € | 276 € | 339 € | 451 € | 624 € | 776 € | 849 € | 3 076 € | 3 572 € | 4 001 € |
| Breakfast | 2 € | - € | - € | 16 € | 100 € | 280 € | 370 € | 450 € | 550 € | 2 000 € | 2 440 € | 2 740 € |
| | | 250 € | 250 € | 6 532 € | 12 711 € | 13 379 € | 14 218 € | 14 956 € | 15 371 € | 59 902 € | 62 493 € | 64 650 € |

Table 31: External charges (in €)
(source: author, based on KPMG methodology)

| Description | Investments (in €) | | | | | | | | | | |
|--------------------------------|--------------------|---------|---------|-----|--------------|-----|-----|-----|---------|---------|---------|
| | Year 1: 2019 | | | | Year 2: 2020 | | | | Year 3: | Year 4: | Year 5: |
| | T1 | T2 | T3 | T4 | T1 | T2 | T3 | T4 | 2021 | 2022 | 2023 |
| Compliance works | 7 000 € | - € | - € | - € | - € | - € | - € | - € | - € | - € | - € |
| Furniture & decoration | 6 000 € | 4 000 € | - € | - € | - € | - € | - € | - € | - € | - € | - € |
| Online tools & visual identity | - € | 2 000 € | 1 000 € | - € | - € | - € | - € | - € | - € | - € | - € |
| | 13 000 € | 6 000 € | 1 000 € | - € | - € | - € | - € | - € | - € | - € | - € |

Table 32: Investments (in €)
(source: author, based on KPMG methodology)