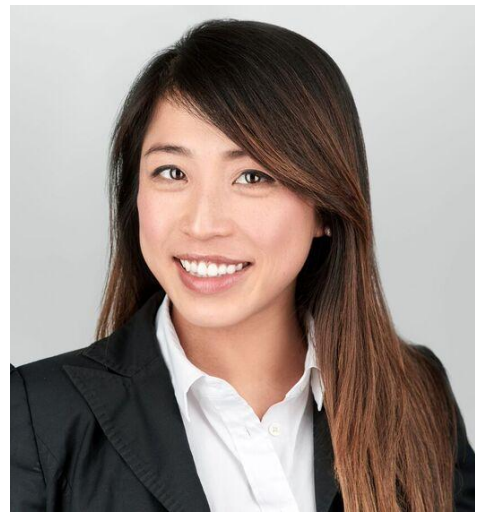




# Comunal Coworking Lima, Peru G-Lab 2017-2018



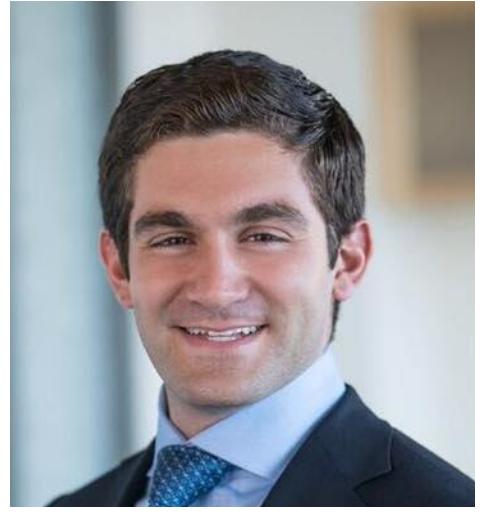
Jennifer Zheng



Minnie Moy



Faye Cheng



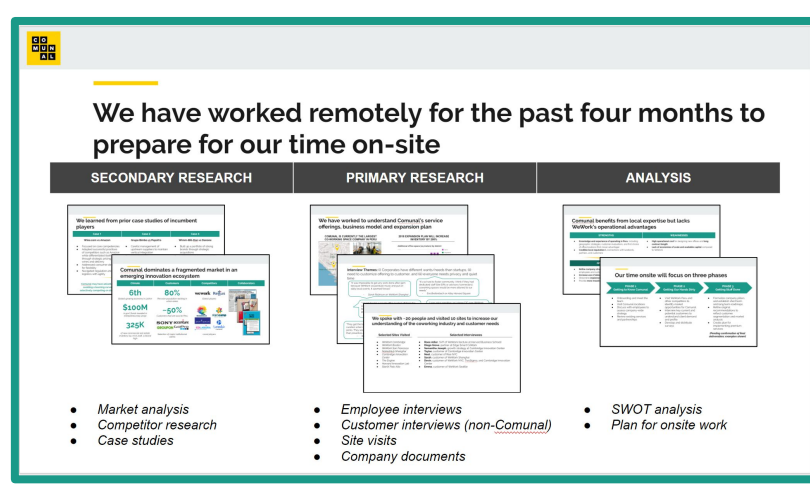
Jake Hallac

**Business Problem:**  
Comunal Coworking offers workspaces, communal spaces, and workplace amenities to entrepreneurs through corporations. It's the dominant coworking company in Peru, hosting over 700 individuals and ~120 companies at four office spaces.  
Comunal has its sights set to be the largest coworking company in all of LATAM. To do this, it needs to determine how to 1) expand out of Peru through acquisitions and partnerships with other coworking spaces and 2) gain a competitive advantage to successfully defend against competing coworking spaces that have been aggressively expanding across LATAM and Lima.

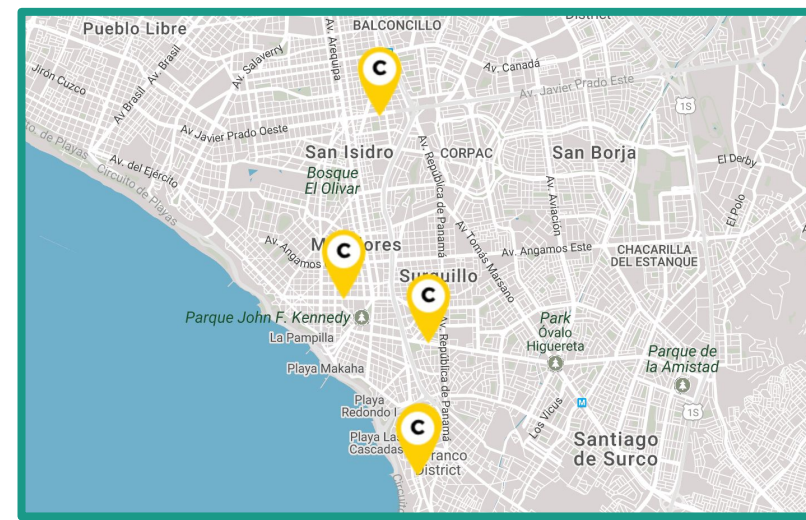
## Our Steps and Activities:



**Project Selection:**  
We got matched with Comunal Coworking!



**Remote Work:**  
Conducted research, customer interviews, and analysis



**On Site:**  
Onboarded and visited all 5 Comunal offices across Lima



**Primary research:**  
Interviewed essential customers and Comunal team members



**Intl Expansion:**  
Identified 100+ potential targets and evaluated them across 6 metrics

## Impact of Our Work:

### 1. Sustainable Community

Comunal Feedback	Recommendation	Purpose	Effort
"I want to know which neighborhood?"	Database on vetted list of companies that location their HQs, and their contact information	Enable proactive networking	Medium
"Who are these new people working around the office?"	Introduction of new companies through weekly newsletter or bulletin board	Onboard new companies with an intimate and transparent welcoming	Low
"I want to meet someone from similar industry"	Targeted professional events with an industry network CEO panel speed networking	Create a relevant work-specific forum	Medium
"I want to meet someone in a social setting"	Targeted social events such as weekly pizza, happy hours, game nights	Facilitate social-specific forum	Medium
"I don't know what the community is at all office"	Consistent schedule of social events organized by office manager with targeted budget	Facilitate cohesiveness of community on to the office manager	Medium
"I don't really talk to the office manager"	Office manager takes initiative as a facilitator to connect community by doing bi-weekly check-ins	Empower office manager to have a finger on the pulse of the location	Low

- Identified the culture and environment at each office
- Classified four customer personas and their differentiators
- Developed recommendations to strengthen Comunal's community and develop its ecosystem

### 2. Sales Strategy

FRAMEWORKS & METHODS	TOOLS & TEMPLATES
<b>Smaller sales framework:</b> Division of responsibilities to core strategies and processes (e.g., cold calling, lead building, support and onboarding, the client on to referrals and post-sale follow-up, etc.)	<b>Email templates:</b> Used on initial outreach and support templates for cold and warm leads. Used for follow-up calls, email, and on to prospects in Comunal.
<b>Teaching and on-site objectives:</b> The use of on-site training to customer objectives of connecting with Comunal, from corporate space to Comunal's office locations.	<b>Cold call cheat sheet:</b> Top and tricks for how to make representative on phone and go through a cold call.
<b>Customer don'ts and important do's:</b> Set priorities to focus on high-value prospects, such as, knowledge gaps, past experiences, other than features.	<b>Outbound sales organizers:</b> To help track and manage different sales strategies. Includes a calendar view for the outbound team and a contact list. There are cards, notes and quick templates to create sales leads to design, identify, and provide to relevant sales staff for targeted new business.

- Assessed Comunal's current sales channels and determined where its gaps are: creating an outbound sales strategy
- Built a playbook of best practices, templates, and tools for the Sales team to use going forward in targeting new clients

### 3. International Expansion

Country	City	Stage	Next Steps
Colombia	Bogota	High	Deep dive diligence on potential targets
	Medellin	High	Deep dive diligence on potential targets
Chile	Santiago	High	Deep dive diligence on potential targets
	Valparaiso	High	Deep dive diligence on potential targets
Peru	Lima	High	Deep dive diligence on potential targets
	Cusco	High	Deep dive diligence on potential targets
Brazil	Sao Paulo	High	Deep dive diligence on potential targets
	Rio de Janeiro	High	Deep dive diligence on potential targets

- Developed six secondary research metrics and eight due diligence metrics to evaluate prospective acquisition targets
- Identified and evaluated 100+ coworking companies across 7 LATAM countries
- Recommended nine companies to evaluate acquisition possibility