



# sharing collaboration cooperation

Best practices report on  
collaborative spaces and  
cooperative governance

Report 2019

## PROJECT

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Lead partner	Ouishare Québec
Authors	Jérémy Diaz, Ouishare Agathe Lehel, Ouishare Laurence Audette-Lagueux, Ouishare
Contributors	Ana Aguirre, TZBZ Florent Bourges, ESS'pace François Dubois, Febecoop Claudia Gandolfi, Condiviso Anouk Guyard, ESS'pace Dario Marmo, Lama Lorenzo Novaro, Cooperatives Europe Josune Prieto Alonso, Mondragon University Monika Tkacz, Mondragon University
Reviewers	Claudia Gandolfi, Condiviso Cristiano Ghirlanda, Condiviso

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## Introduction

Our research aims to equip managers of coworking spaces with the knowledge, the tools and analytical framework that will allow them to make strategic decisions for fostering community-driven innovation in collaborative spaces. Collaboration is a capability that allows organizations to « adapt quickly to a changing economic environment and rely on ingredients of social interaction that have a strong impact on the innovative result » (Castilho & Quandt, 2017, p.3). How do collaborative spaces encourage their members to innovate? What are the existing tools to establish and run a coworking space in a collaborative way? To answer these questions, we analyzed 22 coworking spaces, upon which the conclusions of this report are built. The analysis was conducted thanks to semi-directed interviews of individuals having a thorough knowledge of each coworking space. In addition, *in situ* observations of the spaces and their functioning were carried out. The present summative report will first present a review of the relevant literature regarding coworking spaces, with the aim to identify the peculiarities of those spaces but also identify gaps in the existing knowledge. Then, building on this section, the research methodology used to conduct this project will be described. In the third and fourth sections, the research result will succinctly be presented, and discussed.

### 1. Literature review on collaborative spaces

Several attempts to define the concept of collaboration have been made from various fields (e.g.: psychology, education sciences, sociology, management). Primarily stemming from the field of public health, the scholarly literature on the matter focuses on the interprofessional aspects of collaboration. In so doing, it highlights the coexistence of two different groups of theories, organizational and sociological (Khainnar, 2019).

#### 1.1 A glance back on the history of shared offices

Offers of shared offices have existed since the 1960s under different labels: *serviced offices*, *business centres*, *executive suites* and *calling centres* (Kojo and Nenonen, 2014). The business model of the services was based on flexible access to this office space demanding a low degree of investment, as well as on the availability of a combination of services, including cleaning, printing and catering. Kojo and Nenonen (2014) identify three forms of office sharing: the calling centres, the fully equipped offices and the coworking spaces. The first coworking space was created in San Francisco in 2005 by computer programmer and an amateur of open-source software, who decided to rent a



space called Muse Spiral in Mission District. The announcement of the opening of this space on their blog became a funding moment of the coworking movement.

### ***1.2. What is the differences between shared offices and coworking spaces?***

According to Walter-Lynch and al. (2016), coworking spaces differ from shared offices in three respects: firstly, the coworker's profile. During its early years (2005-2008), the movement was led by young adults in their 20s. Identified as independent workers, these individuals sought to break the isolation they were facing. The tenets of the open-source movement heavily influenced the desire of these coworking pioneers to establish *communities* revolving around the ethics of the Do-It-Yourself, as most of the time the first participants were also involved in the financing, the conception and construction of these spaces. Secondly, the coworking movement distinguished itself from the office renting industry by putting the emphasis on the social interactions existing between its members defined the touchstone to foster team spirit. This social participation is supported by numerous organizational platforms, such as internal social networks, frequent events, meetings, groups rituals, or people in charge of team building exercises. Coworking constitutes and attempt to find a *third way* between the traditional office and the isolation of the independent at working from home or from public spaces, such as cafés and libraries. That is the reason why the concept of *third spaces* is regularly referred to as a model of inspiration by the champions of coworking. Thirdly, the aesthetics and the design of the coworking space is another difference. By its easily recognizable material identity and the characteristics of the art industry, the coworking spaces offer recreational, open and transparent spaces in total opposition with the aesthetic and organizational rationalism of the traditional companies' bureaucratic organization. Traditionally, society requires us to choose between working at home for our sake, or working in an office for the sake of a company. If one works a traditional 9-to-5 company job, then one enjoys the benefits of an already established community and structure, but loses freedom and the ability to control its own life and schedule. Reversely, if one works at home as an independent, one gains freedom of action, but suffers from loneliness and bad habits stemming from the lack of work community. Coworking is a solution to this problem. When coworking, independent writers, programmers, and creators come together to form a community a few days a week. It provides « the office of a traditional corporate job, but in a very unique way ». (Neuberg 2005 in Waters-Lynch and al. 2016)



About reasons that make coworking space appealing, Ross and Ressia (2015) have highlighted four aspects: (1) the precarious conditions of independent workers; (2) the attractiveness of flexible alternatives to either working from home or a corporate office; (3) opportunity for social interaction that brings also the benefit of a better separation of working and home activities; (4) opportunity to participate in collaborative projects and put related skills into practice.

### ***1.3 Are all coworking spaces the same?***

In general, the consensus of the literature describes coworking spaces as an open office layout that provides general office business amenities to its members who share the overhead costs of such services as: photocopying, desk space, group rooms, internet access, and others. To use a coworking space, people become members and can pay on an hourly, daily, weekly, monthly or yearly fee schedule for access to the amenities and space. Prices and business hours vary for each site since there does not appear to be one coworking business model. One interesting aspect of the coworking movement is that « if you are a member of one coworking site and you are travelling you can usually use the local coworking site free of charge, using what is termed a coworking passport. [...] coworking has become an international movement; however it is still based mainly in North America and Europe » (Hurry, 2012, p. 21-22). But this definition is restrictive. It does not distinguish between different models of coworking spaces in terms of the nature of involvement or activities, the nature of relationships and the nature of exchanges that occur in those spaces.

The scholarship on coworking spaces highlights several telling features of these spaces. Firstly, in relation to the attitude of workers, it has been noted that this type of spaces foster trust and collaboration amongst workers on the basis, of shared values (autonomy, sharing, cooperation and entrepreneurship) (Lange, 2011), but also of an *open source* community approach to work (Duriaux and Burret, 2014). Workers aspires to collaborate and develop communitarian social relations but also knowledge dynamics between small-size actors (Capdevila, 2014). Symmetrically, hierarchical relations are rejected in favour of fluid organizational arrangements based on competence, which are likely to be constantly renegotiated. This attitude is explained by the assumption shared by workers that social relations are the main factors of productivity across coworking spaces, conceived as collaborative environments where micro businesses and freelancers deploy new production opportunities in non-hierarchical situations (Gandini, 2015: 196). Secondly, coworking spaces help



relocate activity and created value (Capdevila, 2014; Johns and Gratton, 2013) within a territory in order to assist its development (Lange, 2011). This feature renders coworking spaces reminiscent of Oldenburg's *third spaces*, which are special places that can be visited freely, promote encounters and exchanges (Oldenburg, 1989), for both scholars and participants in coworking. Social interaction can be enhanced:

« what actually differentiates a coworking space from other spaces for work and learning is its complex social concept, which can be described in terms of motivation to work together in a “good neighbours” and “good partners” proposition (Spinuzzi, 2012). Good neighbours work alone, focusing on their own tasks, politely alongside others; good partners actively foster the trust required that can lead to formal work collaborations. » (Waters-Lynch & Potts, 2017, p. 3)

In this sense, Castilho & Quandt, 2017 distinguish the convenience sharing and community building coworking types based on which collaborative capability they can develop. Convenience sharing coworking spaces tend to foster collaborative capability through knowledge sharing and effective execution, whereas community building coworking spaces tend to foster collaborative capability by enhancing a creative field and individual action for the collective (2017, p. 1).

#### ***1.4 Three models of collaborative spaces: a theoretical framework***

In Capdevila's thesis (2014), both the physical environment, and the actions of the space and community manager promote the implementation of different collaborative practices among the economic actors present in this space. He distinguishes three approaches of collaborative practices in coworking spaces:

1. Space as a place for sharing to **limit costs or reduce the risks**. This is a low level of collaboration that is more concerned with the rental of physical spaces. Community building and knowledge sharing are only secondary concerns.
2. Space as a place to share **common resources** that can be material or immaterial. The middle level of collaboration refers to a physical space that attracts individuals or organizations that want to enjoy both the sharing of personal amenities and the benefits of socializing with other coworkers (such as knowledge sharing, exchange of services, etc.).
3. Space as a place of **sociability**, in which trust and reciprocity are major vectors of its functioning, or even of its very existence. The highest level of collaboration occurs in spaces



that focus on building a community shaped by a diverse social network of people with both strong and weak ties who choose to share resources while being close to each other. These spaces are most often born from a community of practice, not from a space, and have a fairly long common existence.

The effectiveness of the above-mentioned levels of collaboration is influenced by a set of determinants that can be structured in two fields outlined below in the form of two tables that develop the different parameters.

**Table 1. Spatial criteria for each of the three levels of collaboration within coworking spaces, according to Capdevila (2014)**

	<b>Weak Collaborative Community</b>	<b>Medium Collaborative Community</b>	<b>Highly Collaborative Community</b>
Physical spaces dimensions	Small-sized spaces (70 – 200 m <sup>2</sup> )	Medium-sized spaces (150 – 400 m <sup>2</sup> )	Large spaces (>1000 m <sup>2</sup> )
Specific assets	Access to privileged location or specific assets	Specific assets (specialization)	Possibility of specific assets (i.e. makerspaces)
Space description	Office with tables and chairs	Mainly office space with some multi-use space (for meetings and training)	Open space. Large multi-use spaces (for events). Also office spaces
Community size	Small communities (5-15 members)	Medium communities (50-60 members)	Large communities (100-150+ members)



**Table 2. Managerial criteria for each of the three levels of collaboration within coworking spaces, according to Capdevila (2014)**

	<b>Weak Collaborative Community</b>	<b>Medium Collaborative Community</b>	<b>Highly Collaborative Community</b>
<b>Structural dimension</b>			
Network focus	Internal and external network	Internal and external network	Internal and external network
Network size	Small networks	Medium networks	Large networks
Network ties	Dyadic social ties, social daily interaction	Social and professional ties. Some strong dyadic ties and within cliques.	Multiple weak ties in distributed network
<b>Cognitive dimension</b>			
Specialization	No specialization or specialization around specific physical assets	Narrow specialization (i.e. communication, web design, photography, architecture, etc.)	Broad specialization (i.e. social innovation, creativity, innovation, etc.)
Shared goals	No collectively shared goals; each member works on his/her own projects	No collectively shared goals. Members collaborate in projects to accomplish their own personal goals	Collectively shared goals, although members also work on their personal goals





Shared culture	No shared culture	Weak shared culture	Strong shared culture
Relational Trust	Dyadic trust	Dyadic trust and trust developed in small groups	Collective shared trust
<b>Support and collaboration activities</b>			
Collaborative focus	Absence	Exploitation. Coordinate and integrate existing knowledge	Exploration. Create new knowledge
Knowledge sharing activities	Absence of activities	Internal (training, coaching, community building) and external (events)	Internal (competitions, collective projects) and external (events)
Individual support	Provided by informal social interaction. No specific action from managers	Managers actively coach and support members. Internal community activities	Provided collectively by the community. Managers support members collectively rather than individually
Type of collaboration	Some dyadic functional collaboration	Dyadic and small group collaboration	Intensive collaboration at the community level
Management approach	No specific action. Ensure a good social and working atmosphere	Support individually the members. Foster collaboration and community building.	Support, empower, motivate, inspire, provoke and challenge the community
Members approach	Focus on own projects. Little collaboration	Collaborate to reach individual goals	Collaborate to reach individual and collective goals

Based on these two grids, we analyzed 22 cases of coworking in Europe and Canada.



## 2. Questions and Methodology

Based on the literature examined in the previous section, a few research questions have been devised to guide the research. The methodology crafted to conduct the research relies on twenty-two case studies analysed using both qualitative and exploratory methods.

### 2.1 Questions guiding the research

To achieve our research objective, we will answer the following questions:

- What is specific about the manner in which each collaborative space foster collaboration?
- What are the best practices that tend to foster collaboration?
- How and to what extent does the cooperative model foster collaboration?

Based on our literature review, we posit that the most innovative spaces encourage collaboration between their members thanks to spatial and social facilitations.

### 2.2 Methodology: a qualitative multiple case-study

**Qualitative and exploratory.** Qualitative methods help researchers to understand how and why specific behaviours take place. Within the context of coworking research, qualitative approaches have been used to examine a diverse array of topics, including perceptions and experiences of collaboration among coworking founders, community managers, and coworkers of those spaces.

**Multiple case-study.** To contribute to the advancement of knowledge on the emergence of coworking spaces in cooperative movements, we propose to conduct a multiple case-study in order to broaden the basis of our analysis, and thus provide answers to the aforementioned questions. With this method we intend to generalise the theoretical propositions brought forth by the ‘collaborative spaces for community-driven innovation’ construct.

**Framework.** Based on Capdevila’s theoretical frameworks for the study of collaborative communities in coworking space, our analyses will explore initiatives that foster collaboration.



**Data collection.** The data collection follows a three-steps process:

1. collection of information and data from public sources such as company websites, newspaper articles, company reports, etc.;
2. in-depth interviews with the owners or general managers of different coworking spaces and collection of secondary data on the coworking spaces under study as well as their leaders (the interview guide is in Annex 1);
3. direct observation and insights during field research.

**Data processing.** The information gathered will be classified in two tables according to the Capdevila's analytical matrix. We will grade each criterion on a scale from one to three, in function of the degree of collaboration. A score of 1 will be given to weak collaborative spaces, and of 3 to highly collaborative spaces. The collaborative score of each of the 22 spaces will be calculated by computing the score they obtained for every criteria. The results obtained will be presented in the form of graph in section 4.



### 3. Results

This section succinctly outlines the main results of our research. They will be discussed in the following section.

#### 3.1 Overview of the interviewed population.

	Sex	Age	Position	Level of Education
MadLab_Genova	F	37	Employee. Communication, kidslab and educational activity contact person	PhD in Sciences and Chemical Technologies. Conservator scientist and science explainer.
TAG Genova	F	26	Business Developer	Master's degree in Business Management and Entrepreneurship.
Coworkeria Massa	N/A	N/A	N/A	N/A
Nana Bianca Firenze	F	46	Director	MSc in Management
PianoC Milano	F	40	Talent Development Manager @ Piano C	Psychology degree and Master in Human Resources
TataBox Genova	F	27	CFO	Economics Bachelor Degree
Impact Hub Bari	F	36	Co-founder and CEO of Impact Hub Bari	Master Level, Architect
Polifactory	M	40	Director	Professor of Design
Impact Hub Madrid	M	35	N/A	N/A
Le Hangar	M	26	Coworker resident and ex-president of the association	Master's degree
CASACO	No-binarie s	32	Co-Manager	Master's degree
La Ruche Paris	F	30	Director of La Ruche Paris and associate of La Ruche Développement	Master Degree Level - Politic Sciences
Venture Lab	F	37	Director + administrative assistant	Master's degree in management sciences
Relab	F	28	Coordinator of Liege Creative Hub	Master's degree in communication
La Forge	F	N/A	Coworking manager	N/A
CoopCity	F	35	Project Manager at COOPCITY ("Blossom" coaching program)	Master's degree in Economics.
ComptoirRessourcesCréatives	M	N/A	Founder, head of external relations and strategy	N/A
Esplanade	M	35	Director	Master's degree & CPA
MT LAB	F	30	Manager - Incubation course	Master's degree
PopUp Lab	M	35	Co-worker and co-founder	Certificate
Temps Libre	F	40	Director	Bachelor's degree
Thésez-vous	F	30	Coordinator	Master's degree in management sciences



The population interviewed is predominantly female. Out of 22 persons interviewed, almost two thirds were women, a quarter or so were male. Two individuals declined to answer or identified as non-binary.

Regarding the age, the population is quite evenly distributed within a single generation, although 3 interviewees declined to answer. Seven individuals are between 26 and 30 years old (included), 5 are between 31 and 35 years old, while 6 are between are between 36 and 40 years of age. Only one individual is older than forty.

The population is also rather homogeneous as far as the level of education is concerned. 82% of the interviewees graduated university, the remaining individuals declined to answer the question. Amongst the individuals who graduated university, almost three quarters earned a master's degree, a quarter or so a bachelor degree, while only one earned a PhD.

Professionally, the positions occupied by the interviewees are varied. However, they all work in the tertiary sector as middle or senior managers (or its equivalent).

### ***3.2 Overview of the spaces studied***

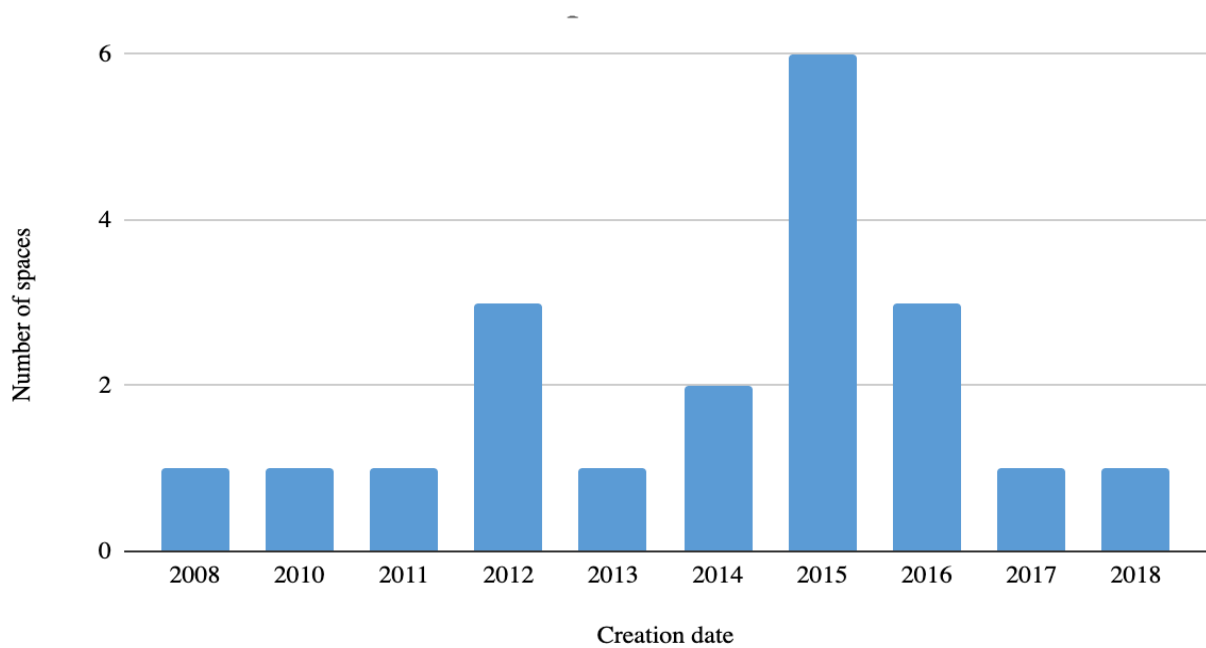
The spaces studied are located in five different countries: Canada, Belgium, France, Italy and Spain.

The oldest space was created in 2008 while the most recent was created in 2018. Over this decade, at least one space was created each year. However more than two thirds of the spaces studied were founded over the period 2012-2016, and 40% were founded either in 2015 or 2016, the two most dynamic years (see following table).

From a geographical standpoint, it is worth noticing that four of the five Canadian spaces examined were created in 2015 alone. In Italy, the foundation of co-working spaces is more evenly spread throughout the period 2011-2016. In France, the oldest space was created in 2008, while the remaining two were created in 2014 and 2016 respectively. In Belgium, out of the five spaces analysed, 2 were created in both 2012 and 2016. Regarding the Spanish space, the data are insufficient to make any determination.



**Graph 1. Years of creation of studied space**



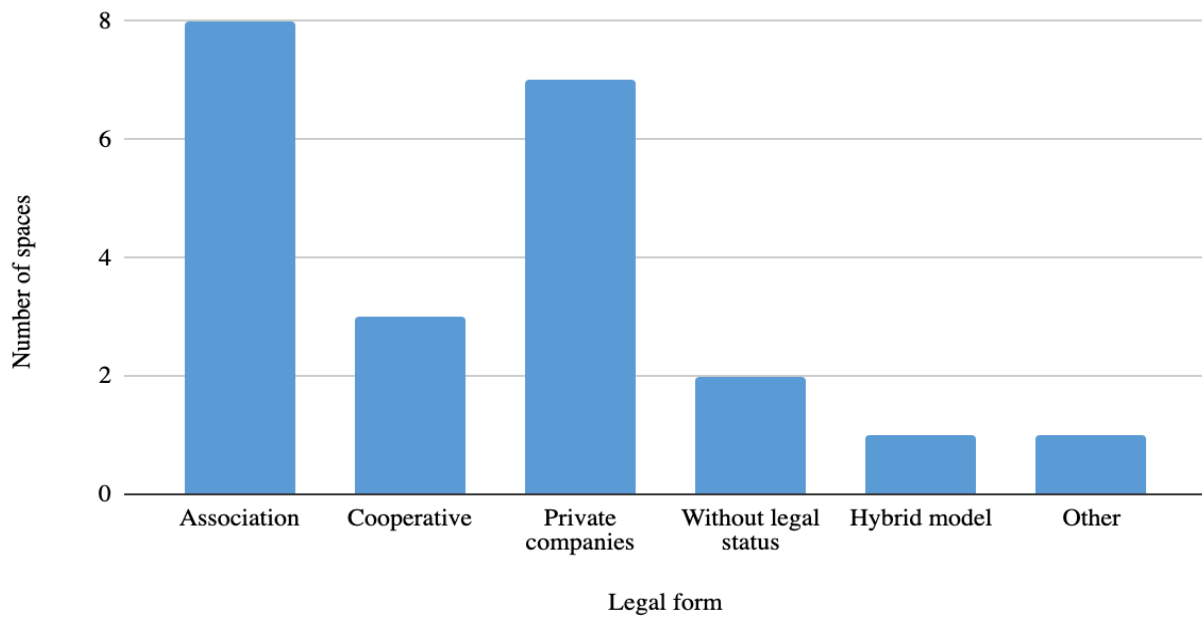
As far as the spaces' purposes are concerned, three main specializations can be isolated. Coworking spaces tend to be founded to encourage initiatives and project pertaining to social economy or entrepreneurship, the development of technological innovations, or the development of tourism and cultural projects.

Concerning the legal status of the coworking spaces (see following table), a third or so of them chose to become private companies. Similarly, around a third chose to become non-for-profit organizations (or its equivalent). Only three spaces are cooperatives. Furthermore, it is interesting to note that 2 spaces are still to acquire a legal status, while one (La Ruche) chose a hybrid model, acting at the same time partly as a company and as a cooperative.

At last, it must be kept in mind that the legal status of a space can change overtime. Most often, non-for-profit organization choose to become private companies and vice versa. This choice is often dictated by a space's ability to receive public subsidies or the desire to conduct commercial activities. Spaces wishing to receive public funding will become non-for-profit organizations while spaces wishing to develop commercial activities will opt for the status of private company.



**Graph 2. Legal form of the studied spaces**



Regarding their finances, the spaces are mostly funded thanks to subsidies, emanating from various public or private sources, and/or their own revenues, derived from their commercial activities. Although the activities offered to generate revenues are varied, the coworking spaces earn money thanks to membership fees, space (or desk) rental, and the organization of training sessions or other social events.

### ***3.3 Degrees of collaboration of each space analysed***

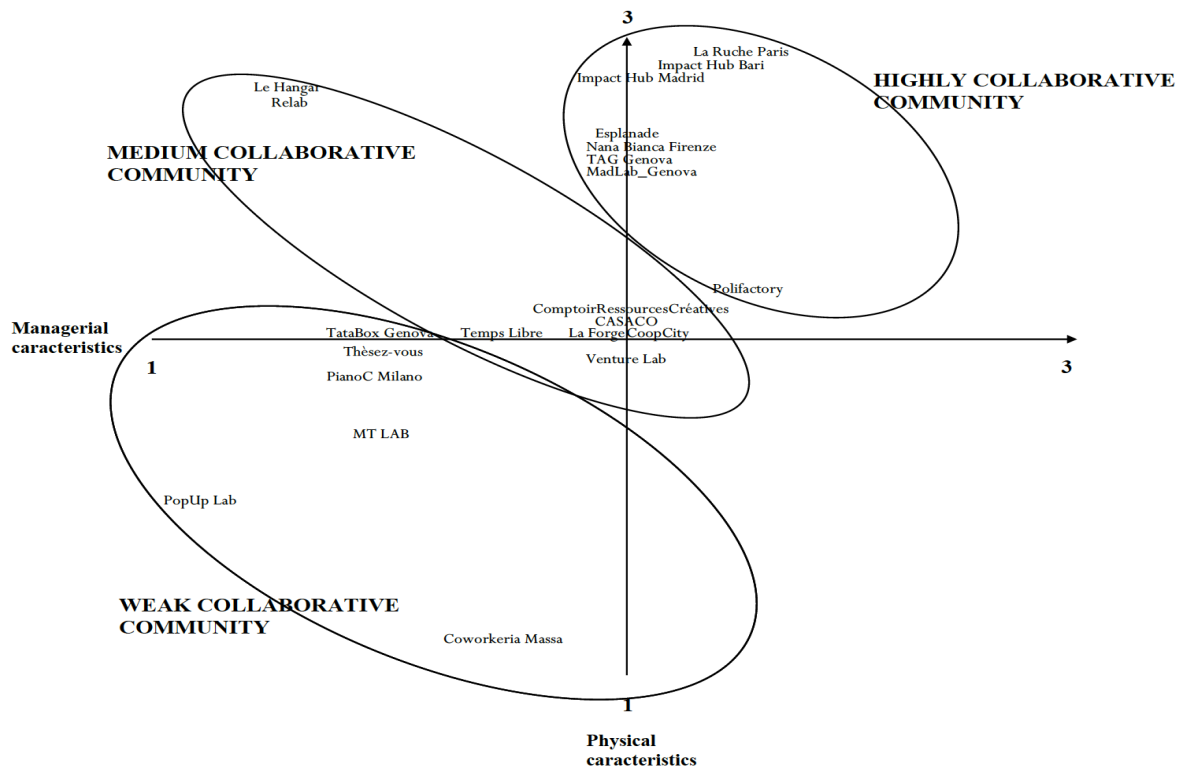
The following two tables (Table 3 and 4) set out the spatial (Appendix 2) and managerial (Appendix 3) characteristics of the 22 cases analysed.

For each space, we have translated each criterion (four for the spatial characteristics, thirteen for the management characteristics) on a scale ranging from 1 to 3. Then, we classified these spaces on the graph above. The horizontal axis represents the managerial characteristics (13 criteria) of the considered spaces on a scale from 1 to 3. The vertical axis designates the physical characteristics (4 criteria) of the considered spaces, also on a scale from 1 to 3. The more a space tends to be located in



the higher-right section of the graph, the more its members constitute a highly collaborative community (see Graph 3 below).

**Graph 3. Classification of coworking spaces according to their physical and managerial characteristics**



Source: own creation

These results show the constitution of three clusters, around which all the spaces are gathered:

- Weak Collaborative Community: Coworkeria Massa, PopUp Lab, MT Lab, PianoC Milano, Thèsez-vous, Tatabox Genova.
- Medium Collaborative Community: Temps Libre, Comptoir Ressources Créatives, Casaco, La Forge Coop City, Le Hangar, Relab, Venture Lab.
- Highly Collaborative Community: L’Esplanade, MadLab Genova, TAG Genova, Nana Bianca Firenze, Impact Hub Madrid, Impact Hub Bari, La Ruche Paris, Polyfactory.





## 4. Discussion

One of this project's goal was to, to identify the best ways to manage a community of members, depending on the level of collaboration in each space. This section discusses the tools used to manage a coworking space for each type of collaborative community: weak, medium, highly.

### *4.1 Managerial implications for weak collaborative community*

The members are motivated to collaborate in order to reduce operational (e.g.: electricity, office equipment and purchases, rent) and transactional costs (service sharing, communication). In majority, these spaces have a limited floor area and are located in central neighborhoods, close to public services and amenities like the underground. The members of these spaces collaborate to have a access to a coveted location, i.e. an expansive office in the city center. The location of these spaces is especially important and has to be close to public transportation systems and other public amenities. They offer a common working room, a resting space, and a space to meet and greet visitors. These spaces are mostly collective companies (four non-profit organisation, a cooperative and a space without legal status). They are administered by a group of people organized in an administrative board, as well as by norms defining the rules regarding property and governance of the collective. This result is surprising and shows a disconnect between the legal status, and the real practice within the space, as far as collaboration is concerned.

When there is one, the manager or its team keeps a chiefly commercial relationship with the coworking space's members. His objective is mainly to ensure a good working atmosphere within the space. Most of the time, no rules (except those governing basic social interaction) nor digital tools are put in place to incite members to interact. Relations and exchanges are spontaneous. The manager works to meet and introduce clients, to provide them with support to ensure good working conditions (logistical support, maintenance and surveillance of the space). He does not offer support services to the space's members, but rather – as it has been done in several spaces – organize collectively shared meals or set up time management and productivity-enhancing methods (such as the Pomodoro method used by Thèsez-vous).



#### ***4.2 Managerial implications for medium collaborative community***

Members are interested in collaborating to partake in the knowledge exchange in order to in turn either learn and improve their skills and abilities, or gain access to additional resources. Thus two spaces in this category host an important number of social entrepreneurs, seeking this type of activities and resources within a space, which would not present a high degree of heterogeneity regarding both its activities and the specialization of its members. These communities are organized around isolated individuals and small groups, revolving around common short-lived projects.

These motivations explain why the manager must play the role of facilitator (or even matchmaker) between the members. His role most often is to identify the needs of each member and create the conditions for an opportunistic exchange of knowledge. This is why these spaces organise activities dedicated to professional training, offer coaching services, but also opportunities to develop their knowledge networks through participation in social events, in order to identify and recruit external members likely to bring added value, in terms of skills, to the community. In these communities, the manager's objective will be to foster cognitive proximity – in opposition to mere physical proximity – between members to create a common interest while promoting a sense of belonging to the place and strong social ties to encourage collaboration between individuals with different, but sometimes complementary, interests and projects.

#### ***4.3 Managerial implications for highly collaborative community***

Theoretically, members of this community are motivated by the exploration of new knowledge and the acquisition of new resources. In this study, only one case (Polyfactory) meets this criterion. This is due in part to the fact that Polifactory acts as a research institution. Members in residence have to focus on the projects developed by the factory as an entity.

Collaboration in the other communities of this category is still motivated by the exploitation of knowledge and resources, but – unlike the medium collaborative community – at a much higher level. Several of these spaces have the capacity to offer business incubation and acceleration services to their members, while their project is still in its infancy. Thus, the objective of the Talent Garden network (to which TAG Genova belongs) is not to open co-working spaces, but to create the biggest community of innovators and people working in the digital sector in Europe. These communities have



a very large number of members who are organised in specialised clusters (engineering, architecture, communication, third sector, web development, software development, etc.). They can also gather spaces located on different territories in a network, so as to allow a member to reside in several places at once (e.g. Talent Garden, Impact Hub or La Ruche). Because of their size and the mass of workers they host, these communities have a greater impact on the territory in which they are anchored. For example, the Esplanade community aims to improve the living environment in which their space is located. The communities surveyed have a very broad network that is most often composed of partners such as scientific laboratories, universities, investors, large companies and foundation, while enjoying the support of local authorities as well.

The management team's objective is to offer a wide range of support services (administrative, managerial, financial, technological, etc.), tools for the creation of companies and projects (revenue model, business plan, business model canvas, fundraising, product development assistance, access to professionals, etc.), and networking activities (internal activities, external events, networking with internal members and external partners, etc.). As the manager of La Ruche Paris says: “we make sure that our community provides a service called *expert corner*, a moment during which selected hubbers offer a first consultation for free to other hubbers and external people”.



## Conclusion

In this report, we intended to:

1. Build an open body of knowledge on existing models of collaborative spaces and identify the differences between existing models of coworking spaces and innovation communities;
2. Facilitate the decision-making process regarding good practices fostering innovation by identifying the key factors of collaboration and by creating a framework reference presenting various sets of solutions adapted to different contexts;
3. Contribute to the definition of a model of highly collaborative space by listing the good practices to adopt, but also the legal and administrative particularities of these organizations.

To do this, we divided the 22 case studies into three categories according to their degree of collaboration: low, medium, high. Each level of collaboration implies the existence different ways of managing and organizing a community. Collaboration is teamwork that is developed around a project that does not always belong to the group as a whole. People often collaborate on other people's projects without taking the initiative or managing their development. Our results show that the majority of highly collaborative communities are private companies capable of investing in properties that can accommodate large numbers of people while offering a wide range of diversified services.

This result should alert the cooperative movement and collective organisations to move beyond the collaborative model of coworking spaces, and rethink cooperation within and from these spaces. As wrote Laurent Éloi, collaborative societies that lose the spirit of cooperation are incapable of innovation and adaptation. According to him, collaboration and cooperation are simply synonymous and that it is unnecessary or artificial to try to distinguish between them. Three essential elements, on the contrary, underline the need to do so: 1) collaboration is exercised by means of work alone, while cooperation calls upon the whole range of human capacities and ends; 2) collaboration is of a fixed duration, while cooperation has no finite horizon; 3) collaboration is an association with a determined object, while cooperation is a free process of mutual discovery. This is all the more important because our world is marked by a paradox: the celebration of collaboration and the disregard of cooperation. Few of the cases identified apply, at least partly, the values and principles related to the cooperation



of their members. Legal status or governance alone are not enough to integrate the idea of *working together*, of building together a common achievement. Cooperation is the place where links are created through mutual commitment towards a common goal. It involves shared working rules, shared responsibilities, bringing together different partners driven by a common interest to explore together innovative possibilities to quench a need shared by all. It seems to us that a new model of co-operative coworking needs to be thought anew in the light of these results.



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# Annex 1

## Annex 1

### Interview guide

#### Information sheet

##### Interviewed (initials) :

*Date*

*Recording time (1 hour max.)*

##### Interviewed (number code) :

*Sex*

*Age*

*Position*

*Education level, background*

*General comments*

#### Dimension 1. General description (15 min)

1. Can you tell me more about when, how and why you did start the coworking space?
2. What is the purpose of the community? What is the common good that it seeks to develop?
3. What is the legal form of your organization? What are its advantages and disadvantages (and especially, in the case of a cooperative)? Who take part of the governance ?
4. What are the main sources of revenue for your coworking space?
5. Do you have partnerships with companies, institutions or universities? What is the nature of these partnerships?

#### Dimension 2. Social dimension of collaboration (20 min)

1. How many members do you have in your community? Is there different type of member in the community with different characteristics or different roles ? Do members have a specialization ?
2. Do members work exclusively on their own projects? Do members set up common projects?
3. How does the community help and support its members? Is support provided individually or collectively? Does the manager provide support to the members?
4. What mechanisms (rules or tools) are used to incite members to share their knowledge? Do members of the community organize working meetings/seminars or workshops?
5. Who manages the community? Is the management volunteer, compensated, or is it a proper position (employed facilitator)? What are the manager's background, skills and experience useful for making this coworking space successful?





### **Dimension 3. Spatial dimension of collaboration (15 min)**

1. How did you choose the location of the space? What are its advantages and disadvantages? How big is the community's working space?
2. How is the space organized? Are the space where members can use tools and equipment distinct from the office space ? Does the working space possess special assets?
3. Is the space organized in such a way as to accommodate the working habits of its members? Can members easily communicate with one another? How can member take possession of their working station or environment?

### **Dimension 4. Technology dimension of collaboration (10 min)**

1. Which technologies are used to facilitate the development and use of certain practices ? Which tools or applications can member use to communicate with one another?
2. Who did choose to use those tools and technologies? Are these technologies easy to use? Do they demand a high level of skills?
3. What is the cost of the tools and technologies used?

**Do you have any questions for us?**





## Annex 2

## Annex 2

	<b>Physical spaces dimensions</b>	<b>Specific assets</b>	<b>Space description</b>	<b>Community size</b>
<b>MadLab Genova</b>	Unspecified	Four areas, one for kids labs, workshops and training courses, one for the customer care, one for robots programming and one for 3D printing. Office spaces are distinct from equipment places. Especially in 3D printing area there is a specific asset to contain tools, instruments and 3D printers.)	Mainly office space with some multi-use space (for meetings and training)	Unspecified
<b>TAG Genova</b>	700 m <sup>2</sup>	Layout of the premises sees an open space both with workstations and closed offices, meeting rooms and an events room. Then we have a shared area with drinks and food, a small kitchen corner with a fridge and somewhere people can eat or have a coffee. We have an area for chilling inside the co-working space with the aim of mixing work and friendship, and reduce the distance between people as much as is possible.	Mainly office space with some multi-use space (for meetings and training)	100 members
<b>Coworkeria Massa</b>	160 m <sup>2</sup>	It is an open space where members can communicate easily, but the area set aside for coffee breaks is where the greatest exchanges take place, during lunch and over coffee.	Office with tables and chairs	100 members (more or less)
<b>Nana Bianca Firenze</b>	Unspecified	Unspecified	Mainly office space with some multi-use space (for meetings and training)	250 members



<b>PianoC Milano</b>		It was the first coworking space in Italy to add to the classical coworking services also a cobaby® area. Cobaby area is designed for mothers and fathers who work: a safe and welcoming place where parents (and in particular mothers) can leave their children from 0 to 3, entrusted to the care of a professional childcare worker, while working.	Mainly office space with some multi-use space (for meetings and training)	40 members
<b>TataBox Genova</b>	230 m <sup>2</sup>	Rooms for any kinds of activities from studying needs to relaxing areas, playground, kitchen, and reception.	Mainly office space with some multi-use space (for meetings and training)	150 students
<b>Impact Hub Bari</b>	1600 m <sup>2</sup>	With kitchen, meeting rooms, skype rooms, open space, games room, event room, sofa space which is a common space of almost 200 square meters, central, with sofas and coffee tables to facilitate informal meetings. The space is shaped through an anchor zone and an unlimited zone. The Unlimited modes, the Anchor desks (unlimited for people of the same legal entity) and the Hub studios (semi-closed offices for up to 4 people) provide unlimited use of the coworking space, and a dedicated desk. In the central area, on the other hand, the single unlimited workstations are together with the spaces for those who have membership for occasional use of the space.	Large multi-use spaces.	117 members



<b>Polifactory</b>	300 m <sup>2</sup>	Assets (machinery) not clearly defined. 3 types of spaces: a social space, with kitchen, living area, area for cultural events, The central coworking table, and the Fablab (with machines)	Workshops, social areas and a coworking space.	Unclear (40 members are part of a residency programme)
<b>Impact Hub Madrid</b>	6.000 m <sup>2</sup> (area of 5 spaces only)	Six different sites. There is a coworking part, so got open coworking spaces, there are meeting rooms, there are offices and more and more offices, because of the demand and because of the profitability (coworking is much more complicated to make it profitable). In addition some shared areas for social interaction (kitchen, ping-pong table, baby-foot table)	Mainly office space with coworking spaces.	Around 615 members
<b>La Ruche Paris</b>	3200 m <sup>2</sup>	The coworking space of Paris is a 3200 m <sup>2</sup> building spread over 6 floors. It is composed of 4 open spaces, 19 closed offices (from 30 to 110 m <sup>2</sup> each), several meeting rooms, 3 kitchens, an event space of 270 m <sup>2</sup> and a large rooftop. The coworking space is accessible 24 hours a day and 7 days a week. The large area and the 6 floor place make it more difficult to animate the community and increase building management issues. They also encounter problems related to a large community, the dilution of responsibilities and the difficulty that all coworkers know each other very well.	Large multi-use spaces	700 members



<b>Le Hangar</b>	1200 m <sup>2</sup>	One specific asset. The space takes place in a former industrial wasteland of 1200 m <sup>2</sup> composed by a large hall with an exhibition area, a bar area, several closed offices (from 10 to 30 m <sup>2</sup> ), a wood workshop, a silkscreen workshop and a courtyard with a garden area. It's a place closed to the public but they are in the process of applying for public authorization.	Mainly office space with some multi-use space (for meetings and training)	25 members
<b>CASACO</b>	460 m <sup>2</sup>	After a few months of research, they had the opportunity to settle in the town of Malakoff in a large room of 460 m <sup>2</sup> on two floors with the possibility of expansion on additional floors. Three types of spaces: spaces of conviviality, individual workspaces and collective workspaces.	Mainly office space with some multi-use space (for meetings and training)	135 (with 45 associate) members
<b>Venture Lab</b>	600 m <sup>2</sup>	Over three floors: 5 meeting rooms, an open space, 2 coworking spaces, a kitchenette, a refectory, a coffee machine, a <i>chill area</i> , 3 phone rooms.	Mainly office space with some meeting rooms and common spaces to relax (spreading over 3 floors)	200 members. The space can accommodate up to 40 members.



<b>Relab</b>	340 m <sup>2</sup>	Very sophisticated machine park: laser cutting, 3D printers (5 different technologies), CNC, printer for stickers and large formats, etc.	Bar in the middle, large table, the place is bright, pleasant and is friendly in its design (brand new building, signed by an architect in sight). The machines are located on level -1 and on the ground floor separated from the conviviality space.	Unspecified
<b>La Forge</b>	600 m <sup>2</sup>	Classical office environment with a desire for gross spatial optimization (no decorative research or atmosphere creation). 40 work-stations in open space, meeting rooms and private phone booth, a kitchen, lockers for the users a multi-purpose meeting room, printers.	Mainly office space with some multi-use space (for meetings and training)	42 members including 32 constantly present
<b>CoopCity</b>	168 m <sup>2</sup>	2 meeting rooms available 24/7, a phone booth to make calls in a quiet and isolated environment. A fully kitchenette is present on site. CoopCity shares part of its amenities with the owner of the building (cafeteria, meeting rooms, toilet)	Mainly office space with 2 meeting rooms. There are 2 level, one silent level, and one not silent.	30 members overall, 10 active on a regular basis



<b>Comptoir Ressources Créatives</b>	1500 m <sup>2</sup>	Machinery is bought on the demand of users. 2 vehicles and an oven for ceramics. Machinery is mainly owned by users (inventory of the Comptoir is not detailed)	23 workshops. Raw space with basic equipment. The mutualisation of machines induces spatial groupings by corners / delimited spaces bringing together artisans working on the same material: textile, leather, wood, glass, metal-welding, screen-printing, ceramics, photography.	Around 70 members, up to a 100 in summer. Variable.
<b>Esplanade</b>	1042 m <sup>2</sup>	Open spaces and semi-closed spaces to host groups a kitchen that is used for socialization and informal exchanges.	Mainly office space with co-working spaces, and meeting spaces.	80 members
<b>MT LAB</b>	1000 m <sup>2</sup>	Open spaces with a common kitchen, a some multi-purposes closed office, in a building and rooms owned by UQAM.	Mainly office space with co-working spaces, and meeting spaces.	15 companies
<b>PopUp Lab</b>	278 m <sup>2</sup>	Open space, with some adjoining offices, that are used by permanent users. A kitchen/bar corner for social events.	Mainly office space with co-working spaces.	4 companies, long-term users of the space. + 1 group of artists. In addition there seem to be an unspecified





<b>Temps Libre</b>	650 m <sup>2</sup>	Open spaces, 2 phone booths with a common kitchen and lounges for social events, a multi-purposes closed office.	Mainly office space with co-working spaces, and meeting spaces.	104 (however, membership is not individual: a company with twenty employees using the space is considered as 1 member)
<b>Thèsez-vous</b>	185 m <sup>2</sup>	Open coworking space with a café/kitchen, a break room a soundproof conference room (to rent).	A coworking space and a café/kitchen, break room, a conference room.	More than 2000 members on facebook

Table 3. Spatial characteristics of coworking spaces analysed according to Capdevila's analytical (Capdevila 2014).





## Annex 3

	<b>Network focus</b>	<b>Network size</b>	<b>Network ties</b>	<b>Specialization</b>
<b>MadLab_Genova</b>	Internal and external network	Medium to large depending of the size of the network. Madlab developed numerous partnerships and regularly collaborate with companies, institutions and universities.	Social and professional ties. Some strong dyadic ties and within cliques. Members work quite frequently with outside partners.	Narrow specialization: EdTech. MadLab primary mission is education in every possible way: training courses, workshops, labs (expecially for children).
<b>TAG Genova</b>	Internal and external network	Medium Partner of the science and technology park (a private company) and over time developed partnerships with the University of Genoa, but also with local authorities, the Italian institute of science. On the scientific side, involved in Liguria Digitale.	Social and professional ties. Some strong dyadic ties and within cliques. Moreover, on an individual level members can have strong dyadic ties with investors through the Talent Garden, and Italian Garden.	Broad specialization: digital entrepreneurship (main mission is not to open co-working spaces, but to create the biggest community of innovators and people working in the digital sector in Europe.)
<b>Coworkeria Massa</b>	Space internal network	Medium The most important external partner is Massa municipality, although they have partnership with IMPACT HUB Firenze, RENA and ActionAid Italia.	Dyadic social ties, social daily interaction	Broad specialization. However, it does not seem to have been chosen by design. Following an empirical observation, it turns out that most members work in digital profession. The most popular professions are digitally related, even if many of us work in training.



<b>Nana Bianca Firenze</b>	Internal and external network	Medium Partnerships with large corporates, investors, startups, skill providers, universities and foundations	Social and professional ties. Some strong dyadic ties and within cliques. Some companies work on their own companies and some work on projects for corporates together. Sometimes they collaborate to expand their businesses beyond the projects.	Broad specialization: Digital entrepreneurship.
<b>PianoC Milano</b>	Internal and external network	Medium Partnership with companies seems to be instrumental as they only mainly to improve their CSR. On the other hand has a strong partnership with the milanese authorities (cf. answer to question 5 of the interview)	Multiple weak ties in distributed network (cf. question 5). Strong dyadic ties with the Milan public authorities. “We have a good relations with Milan Municipal Authorities, which often support our initiatives and promote them on their dedicated channels.”	No specialized activity, but specialized membership. Working mothers and some working fathers.
<b>TataBox Genova</b>	Space internal network	Small “We’re generally partnering with NGOs or associations to develop specific projects.” The number of partnership has not been specified.	Dyadic social ties, social daily interaction (between members). Weak professional ties with partners, which collaborate with Tatabox.	Narrow specialization with a narrow membership educational services for students. (cf. questions 2 and 3 of the interview)
<b>Impact Hub Bari</b>	Internal and external network	Large Impact Hub Bari has a lot of partnerships, with 47 local	Social and professional ties. Some strong dyadic ties and within cliques.	Broad de facto specialization in social and technological entrepreneurship revolving



		artisans with Polytechnic of Bari, the university of Bari, the Sprint programme, and outside consultants.	“There are 5 - 6 clusters: we have experts in engineering, architecture, communication, third sector, web development, software development.”	around the following sectors engineering, architecture, communication, third sector, web development, software development. (cf. questions 1 and 2 of the interview)
<b>Polifactory</b>	Internal and external network (wide array of informal partnership with actors of Bovisa district, within polyhub.)	Large	Social and professional ties. Some strong dyadic ties and within cliques. Also multiple weak ties developed thanks to the shared culture of Polyfactory.	Narrow specialization (Engineering and design using new technologies)
<b>Impact Hub Madrid</b>	Internal and external network (various types of informal partnerships exists with Spanish academic institutions and other non-specified partners)	Medium	Social and professional ties. Some strong dyadic ties and within cliques. But weak distributed social ties between the various communities hosted in the different sites of the hub.	Broad specialization : social entrepreneurship impact economy
<b>Le Hangar</b>	Internal and external network (The Hangar, although it has not established official partnerships, is well inserted in the city’s network)	Small	Social and professional ties. Some strong dyadic ties and within cliques although they seem to be limited by the spatial design of the hangar. Every resident has a closed office. However, some residents over time have developed common projects. Furthermore, the monthly assembly and other social	Broad specialization, around manual work and craftsmanship. They use the spaces and resources for their professional and personal projects (wood workshop, DIY, material recovery) and set up services such as vegetable basket deliveries.



			event favour the spreading strenghtening of social ties.	
<b>CASACO</b>	Internal and external network	Small Only two partnerships with University Paris-Dauphine, and University Paris-Descartes	Social and professional ties. Some strong dyadic ties and within cliques.	No recognized specialization. However, the interviewee admits a focus on social entrepreneurship. “The community of CASACO sees itself as a community of innovation within its territory and as such, is organizing to promote social economy and solidarity initiatives.” In addition, based on observation of the members, it seems that they are all involved in the service industry.
<b>La Ruche Paris</b>	Internal and external network	Large “La Ruche has several partnerships with companies that finance incubation programs. La Ruche also has partnerships with schools or universities by organizing the support of their students and animating their incubation programs.”	Social and professional ties. Some strong dyadic ties and within cliques (especially developed within resident companies).	Broad specialization, social and environmental entrepreneurship “All coworkers in La Ruche have at least one thing in common: they develop an activity with a social or environmental impact.”



		“La Ruche also has the support of certain local authorities in the territories where they are located.”		
<b>Venture Lab</b>	Internal and external network (Venture lab weaved numerous partnerships with various organization)	Large	Social and professional ties. Some strong dyadic ties and within cliques. Students developed ties with multiple partners as well as a close relationship with the entrepreneurs that are mentoring them.	No specialization
<b>Relab</b>	Space internal network	Small	Weak ties with the whole community. Users come to use the machines of the Fablab. Hourly pricing reduces interactions between users. “Dating is not a goal in itself for users”	Broad specialization: “Mainly professional public already experienced in computer-aided design”, self entrepreneurs and large companies alike.
<b>La Forge</b>	Internal and external network	Medium	Multiple weak ties in distributed network. Members of La Forge are in charge of creating their community. Serendipity effect plays an important role according to the manager.	No specialization



<b>CoopCity</b>	Internal and external network Partnership with Solvay Entrepreneurs the Entrepreneurship Center of the University of Brussels and ICHEC - PME.	Small	Strong ties amongst people supporting the same project. Weak ties with the other members (social ties established only through daily interaction and periodic supervised training).	Broad specialization: social entrepreneurs
<b>ComptoirRessourcesCréatives</b>	Space internal network and very limited external network. Members of the Comptoir can individually join Dynamocoop.	Small	Weak ties within the whole community. Strong professional ties within specific cliques e.g. ceramists.	Broad specialization: Creative entrepreneurs
<b>Esplanade</b>	Internal and external network (mostly internal though)	Medium to large (some precision lacking). Partnerships with universities have been built to evaluate the quality of the programme offered. Also some academic research groups are involved with various clusters. Moreover, partnerships have been set up with some organizations, which provide experts that are involved on an ad-hoc basis in the programmes to help and provide expertise.	Social and professional ties. No evidence that there are cliques, although it can be subsumed given the presence of clusters (pôles). Members of the esplanade often share meals in the kitchen, and provide informal support and socialization.	Broad specialization: social entrepreneurship (cf. questions 1 of the interview) The interview confirm the affirmation made by the interviewer.





<b>MT LAB</b>	Internal and external network. (although, given the implication of the (local) partners in the incubation programme, the network leans more towards internal network	Large Numerous partnership in Québec and in France, but also one in Dubai	Social and professional ties. Some strong dyadic ties and within cliques. Start-up of the incubating programme are chosen by partners in order to provide them a return on their investments. Furthermore the lab itself considers that it provides a networking service for start-ups and partners.	Narrow specialization: Tourism, innovation in tourism
<b>PopUp Lab</b>	Space internal network	Small No partnerships to speak of, except with Desjardins that is financing the space	Dyadic social ties, social daily interaction	No specialization, although, the current permanent members seem to be involved in social and sustainable entrepreneurship.
<b>Temps Libre</b>	Internal and external network. (although, given the implication of the (local) partners in the incubation programme, the network leans more towards internal network (pp.5-6).	Medium Concordia University, and some short-lived partnerships based on the need of local economic actors	Social and professional ties	No specialization (although the interviewee claims that there is a broad specialization revolving around social entrepreneurships. The examples of members the interviewee provides led us to believe that there is no such specialization.
<b>Thèsez-vous</b>	Space internal network	Medium Main partners are Desjardins and PME-MTL	Dyadic social ties, social daily interaction	Narrow specialization: postgraduate students.



	<b>Shared goals</b>	<b>Shared goals</b>	<b>Relational Trust</b>	<b>Collaborative focus</b>
<b>MadLab_Genova</b>	No collectively shared goals. Members collaborate in projects to accomplish their own personal goals. “We often work with other members of Il Laboratorio Coop. Soc.”	Weak shared culture	Dyadic trust and trust developed in small groups	Exploitation. Coordinate and integrate existing knowledge. Partnership and knowledge sharing activities are designed to acquire knowledge to complete a project.
<b>TAG Genova</b>	No collectively shared goals. Members collaborate in projects to accomplish their own personal goals. “Our clients or those we call <i>our inhabitants</i> , who come to us with their project, often share it with the others.” “Person has to set up a crowdfunding campaign, they write about it and usually those who are on the platform try to lend a hand and push projects with a view to encouraging an increase in the network.”	Weak shared culture	Dyadic trust “The community supports and helps its members with both feedback on its ideas and also collaborative support for others’ projects. This helps to find partners and technologies to improve the product; there is also real product development assistance.”	Exploitation. Coordinate and integrate existing knowledge (e.g.: “The idea of the community is also that of holding a series of events: once a week we organise meetings during our lunch break when people who have a project or an idea talk about it to the others and gather feedback.”
<b>Coworkeria Massa</b>	No collectively shared goals. Members collaborate in projects to accomplish their own personal goals.	Weak shared culture	Dyadic trust (probably built around small group, alas the interviewee does not expand on this question)	Exploitation. Coordinate and integrate existing knowledge (not well developed though)



<b>Nana Bianca Firenze</b>	No collectively shared goals. Members collaborate in projects to accomplish their own personal goals. Entreprises sometimes develop common projects.	Weak shared culture	Dyadic trust and trust developed in small groups. Trust is built on the basis of companies. Each member of a company trust his colleagues. Relations developed outside of the company is built around partnership between companies.	Exploitation. Coordinate and integrate existing knowledge (through business partnerships)
<b>PianoC Milano</b>	No collectively shared goals; each member works on his/her own projects. "Yes, our coworkers only work on their own projects"	No shared culture	Dyadic trust "the community and its members exchange networking contacts and skills, mainly in an informal way. In most cases, this happens individually, with some exceptions."	Absence
<b>TataBox Genova</b>	No collectively shared goals. Members collaborate in projects to accomplish their own personal goals. "They mainly study on their own subjects and sometimes they group to study together."	No shared culture	Dyadic and small group trust (if members are involved in a study group)	Absence



<p><b>Impact Hub Bari</b></p>	<p>Between members, multiple collaborations exist, although it done to reach their personal goals.          “There are many common projects, especially in social and technological innovation. They often get together and propose common projects for public funding.”          Collectively shared goals (at the level of the Impact Hub, the University of Bari and Bari Polytech, which try to merge their incubators if they have overlapping areas of interests. Process is conducted through the SPRINT programme (cf. question 5 of the interview).</p>	<p>Weak shared culture</p>	<p>Dyadic trust and trust developed in small groups. (comes from common projects and clusters existing within impact hub, see questions 1 and 2 of the interview)</p>	<p>Exploitation. Coordinate and integrate existing knowledge (through interpersonal collaborations)</p>
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<b>Polifactory</b>	Collectively shared goals, although members also work on their personal goals. Collaboration between members is part of the culture of the Polifactory, which does not want to host simple space users.	Strong shared culture	Collective shared trust (Made possible by shared culture, that is in turn rendered possible by the selection of members before they enter the Polifactory)	Exploration. Create new knowledge. (due to the fact that Polifactory acts as a research institution, members in residence have to focus on the projects developed by the factory as an entity) Exploitation. Coordinate and integrate existing knowledge (members not in residence collaborate on project to reach personal goals, and benefit from the knowledge of others.)
<b>Impact Hub Madrid</b>	No collectively shared goals. Members collaborate in projects to accomplish their own personal goals	Weak shared culture	Dyadic trust and trust developed in small groups	Mostly absent. Some members develop collaboration in order to reach personal goals.
<b>Le Hangar</b>	No collectively shared goals. Residents mostly work on their own projects and exchange to accomplish their own goals. Although, some members collaborate on collective projects that they initiated after having met at the Hangar.	Weak shared culture	Mostly dyadic trust and trust developed in small group, although an underlying weak sense of trust might exist thanks to the Hangar's governance format (monthly assembly + cooptation of members)	Mostly absent. Some members develop collaboration in order to reach personal goals. (creation of joint project and exchange of skills and knowledge)



<p><b>CASACO</b></p>	<p>Collectively shared goals, although members also work on their personal goals. The collectively shared goals, seem to be a joint project developed by some members. The collective nature of the goals, seems to be secondary to the personal goals.          “Thus, coworkers to have a concerted action on local communities and promote the idea of a cooperative city.” Example of the project La tréso (no explanation). Also they form “informal business circles to respond collectively to calls for tender or contracts” and take part in some temporary charitable projects.</p>	<p>Strong shared culture</p>	<p>Dyadic trust and trust developed in small groups. Casaco seems to revolve around small groups based on specific skills/interests. (cf. p.3 mention of digital and culinary members, and business circle). In the speech, the interview wants to emphasize that a collective trust exists though.</p>	<p>Exploitation. Coordinate and integrate existing knowledge</p>
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<b>La Ruche Paris</b>	No collectively shared goals. Residents mostly work on their own projects and exchange to accomplish their own goals. Although, some members collaborate on joint projects that they initiated after having met at La Ruche. Although these collective project might develop outside of la Ruche's structure.	Strong shared culture	Dyadic trust and trust developed in small groups. Trust is developed thanks to the effort set by La Ruche to introduce members to each other (organization of safari and design of working space so as to increase informal interaction, e.g.: coffee machines are next to the copy machines, and professional collaborations, mostly within companies).	Exploitation. Coordinate and integrate existing knowledge
<b>Venture Lab</b>	No collectively shared goals. Members collaborate in projects to accomplish their own personal goals.	Weak shared culture	Dyadic trust and trust developed in small groups	Absent. Users focus mostly on their own projects
<b>Relab</b>	No collectively shared goals.	No shared culture	Not developed	Absent. Users focus on their own projects
<b>La Forge</b>	No collectively shared goals. Members collaborate in projects to accomplish their own personal goals: search for business partners in the community on specific projects.	Strong shared culture	Mostly dyadic trust.	Absent. Users mostly focus on their own project.
<b>CoopCity</b>	No shared goals amongst members of different project. But each incubated project is	Weak shared culture	Trust developed in small groups.	Absent, users focus on their own project



	carried out by a collective of several persons.			
<b>ComptoirRessourcesCréatives</b>	No shared goals or projects, except for promotional events.	Strong shared culture	Not developed.	Absent. Users mostly focus on their own project.
<b>Esplanade</b>	No collectively shared goals. Members collaborate to reach personal goals (few examples of collaboration, p. 6)	Strong shared culture	Dyadic trust and trust developed in small groups (although interviewee does not expand much on that issue). Trust is developed through shared lunches (members are called to lunch) on a single large table that favours informal interaction	Absent. Users mostly focus on their own projects. Sometimes, projects can be developed jointly (no answer indicating otherwise has been given in the interview).
<b>MT LAB</b>	No collectively shared goals. (members by their own admission do not collaborate and exchange for the sake of collaborating and exchanging. They consume a networking services that will allow them to find partners and investors to fulfill their objectives. Members of the co-working are chosen because they constitute an added resource for the lab.	Weak shared culture	Dyadic and small group trust (see explanations given in cells Y8 and Y5)	Exploitation. Coordinate and integrate existing knowledge. But, members to a large extent focus on their own projects.





<b>PopUp Lab</b>	No collectively shared goals; each member works on his/her own projects. Although they sometime collaborate to reach their personal goals.	No shared culture	Dyadic and small group trust developed between the 4 permanent companies that are using the space.	Absent. Companies mostly work on their own projects, although they can marginally collaborate.
<b>Temps Libre</b>	No collectively shared goals; each member works on its own projects (although some joint project can emerge thanks to social interactions)	Strong shared culture	Dyadic trust, developed during social events (mostly shared meals in the kitchen)	Absence thereof. Some marginal collaboration where members exploit and integrate other's knowledge
<b>Thèsez-vous</b>	No collectively shared goals, but all the person that use Thèsez-vous have the same goal: finish the redaction of their dissertation/thesis.	Strong shared culture	Dyadic trust developed during breaks when interacting with other users	Absent. The space is not designed to foster collaboration.



	<b>Knowledge sharing activities</b>	<b>Individual support</b>	<b>Type of collaboration</b>	<b>Management approach</b>	<b>Members approach</b>
<b>MadLab_Genova</b>	Internal: members seem to share skills and knowlegde. They sometimes organize internal workshops. “The community is always supportive, we are all free to improve our knowledge and skills following courses, individually or not and making experiences.”	Provided by informal social interaction. No specific action from managers. “The community is always supportive, we are all free to improve our knowledge”	Dyadic and small group collaboration	No specific action. Ensure a good social and working atmosphere. A manager has been hired, however his role is unspecified.	Collaborate to reach individual goals
<b>TAG Genova</b>	Internal, no external. “Members often use the consultancy and training services; we also have a facilitation programme for them.” “To encourage members to share we often hold free workshops, perhaps with freelancing	Managers actively coach and support members. Internal community activities. (See quotes in D12)	Dyadic and small group collaboration. (See quote in D11)	Ensure a good social and working atmosphere but also support members through training and networking.	Collaborate to reach individual goals



	experts in some sector or another who give mini lessons.”				
<b>Coworkeria Massa</b>	Few external activities (a coach might be hire on an ad hoc basis if he can help all the members). Internal activities are carried out informally. Members organizes them. Although the interviewee mentions the organization of free courses.	Provided by informal social interaction. No specific action from managers. “People do it spontaneously; if a co-working member is in difficulty, the others will try to help by sharing their competences”	Some dyadic functional collaboration. (the interview does not tell much regarding this point)	No specific action. Ensure a good social and working atmosphere.	Focus on own projects. Little collaboration to reach individual goals.
<b>Nana Bianca Firenze</b>	External None. Internal social unofficial interactions between members.	Nana Bianca offers administrative and other businesses services to its members. They also provide networking opportunities. “We work on connecting them with each other and our extended community based on business needs. We provide administrative services to some companies. We provide educational	Dyadic and small group collaboration. (There is small group cooperation within companies, and between company members working on a common project. Although, between companies, the collaboration seems to be dyadic and functional.)	No specific action. Ensure a good social and working atmosphere.	Focus on own projects. Little collaboration to reach individual goals.



		opportunities and networking events both internally and for our extended community. Payment solutions, cloud services etc.”			
<b>PianoC Milano</b>	No external activities. Internal activities: informal unstructured exchanges “There are no rules or tools in place; this happens spontaneously, mainly after lunch all together in the kitchen on the premises, or in response to stimuli from the community manager.” (cf. p. 3 of the interview)	Provided by informal social interaction. No specific action from managers. “The community and its members exchange networking contacts and skills, mainly in an informal way. In most cases, this happens individually, with some exceptions.” (cf. p. 3 of the interview) In addition, the manager has to be available and listen to coworkers. (see cell G15)	Some dyadic functional collaboration.	No specific action, except emotional support. Ensure a good social and working atmosphere. “It is also preferable if they have had experiences of care, like maternity, to better understand the needs of most of our coworkers or potential clients. Other very important factors are an ability to listen and communication skills, but also marked organisational and management competences for the solution of any kind of problem, including practical ones.” (cf. p. 3 of the interview)	Focus on own projects. Little collaboration.



<p><b>TataBox Genova</b></p>	<p>“None. Staff is in charge to facilitate communication and getting to know each other.” (cf. p. 2 of the interview)</p>	<p>Managers actively coach and support members. There does not seem to be any community activities. “Our staff takes care of welcoming customers and giving all the support needed to improve the study experience; it looks after the management of the classrooms, but above all it has the role of facilitator and tutor for the students, who can refer to someone for every need.” (cf. p. 2 of the interview)</p>	<p>Some dyadic functional collaboration.</p>	<p>Support individually the members. Members and manager have a commercial relationship. (cf. quote H13)</p>	<p>Focus on own projects. Little collaboration. “They mainly study on their own subjects and sometimes they group to study together.” (cf. p. 2 of the interview)</p>
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<p><b>Impact Hub Bari</b></p>	<p>Mostly external through the programme sprint. “SPRINT offers professional training, but also allows members of the community to become teachers.” (cf. question 2, p. 2 of the interview)</p>	<p>Managers actively coach and support members. Internal community activities (no evidence but collaborations do exist between members and within clusters). “There are support services that are promoted by us, services that involve hubbers, and services promoted by third parties. Internal services deal with simple and practical subjects: administration management, meeting facilitation, connections with private partners. These are usually free services. All services related to revenue model, business plan, business model canvas, are instead services that can be purchased from hubbers.”</p>	<p>Mostly dyadic and small group collaboration. (Thanks to individual collaborations, and collaborations within clusters.)</p>	<p>Support individually the members. Foster collaboration and community building. “The host provides daily support for the community and ensures a positive member experience. Therefore, Impact Hub Host should have the power to be a connector, a helper and an ambassador for our community. In addition, a major purpose of the host is to support the daily operations and be a consistent point of contact at events and members.” (cf. question 5, p. 5 of the interview)</p>	<p>Collaborate to reach individual goals</p>
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We make sure that our community offers inside it a service called *expert corner*, a moment in which selected hubbers make a first free consultation to other hubbers and external people” (cf. question 3 of the interview)



<p><b>Polifactory</b></p>	<p>Internal (not clear which of activity is proposed by the Polyfactory, but what is certain is that these activities have a short lifespan)</p>	<p>Managers active support members, but members also support each other in their projects</p>	<p>Mostly dyadic and small group collaboration. The members in residence are the most involved in community wide collaboration.</p>	<p>Support members individually and foster exchange of information.          “We don’t intervene on the projects of who’s working in here, unless they ask for this. We encourage the exchange of information and knowledge between members. <i>Laissez faire</i> in a mutual respect logic. Although for the members in residence the Professors involved in the Factory have a management style that resembles “support, empower, motivate, inspire, provoke and challenge the community” although they are not official managers.</p>	<p>Collaborate to reach collective and individual goals</p>
<p><b>Impact Hub Madrid</b></p>	<p>External (no coaching and training offered, but various social events where members can show and discuss</p>	<p>Mostly provided by informal social interaction, but also by the manager of each community who run a help desk for members</p>	<p>Dyadic and small group collaboration based on the needs of each member.</p>	<p>Support individually the members. Foster collaboration and community building. Introduce new members to the community, help</p>	<p>Collaborate to reach individual goals</p>





	their projects with other members)	and proposes some offers of partnership.		members find collaborations within the community working in the same space.)	
<b>Le Hangar</b>	Internal. The exchange is mostly carried out by the members who help each other and share know-how, skills. Although there are some thematic commissions (frequency unknown) and occasional weekend workshops.	Mostly provided by informal social interaction between members.	Dyadic and small group collaboration based on the needs of each member.	Residents are self-organized and self-managed. No one is employed as coordinator/manager. This position is filled on a voluntary basis by residents.	Collaborate to reach individual goals
<b>CASACO</b>	Internal (not much.) “The sharing of knowledge and skills is mainly done during events, either friendly or governance (through the tribe council).” (cf. p. 4 of the interview) Informally members can also share skills or services through a paper and digital clipboard and linkedin group. No external.	Provided by informal social interaction between members. “The communities are not intended to offer individualized support to these members. However, it aims to create solidarity between them and thus establishes support by peers” (cf. p. 4 of the interview)	Dyadic and small group collaboration	No specific action. Ensure a good social and working atmosphere. However, the interviewee emphasized the managers’ importance in putting members in contact.	Collaborate to reach individual goals (although the goals are supposed to be collective, it seems that the collective goals are in fact an agregation of personal goals).



<p><b>La Ruche Paris</b></p>	<p>Internal: “La Ruche organizes many events: training, workshop, co-development session by activities, afterwork, news sharing, coworkers meeting. These events are 70% organized and animated by the team and 30% organized or co-organized by coworkers from La Ruche.” (cf. p. 2 of the interview) No external.</p>	<p>Managers actively coach and support members. La Ruche runs incubation programs to help members develop their project, providing both individual and group training. La Ruche created a platform to share best practices. “It refers all the skills, experiences and expertise of each coworkers and let the possibility to give hours to the community.”</p>	<p>Dyadic and small group collaboration. Members mostly work on their own projects, especially those in residence.</p>	<p>Support individually the members. Foster collaboration and community building. “They work primarily on their project, that's why they come here. But in La Ruche we make sure to promote collaborations.” (cf. p. 3 of the interview and see cell P13)</p>	<p>Residents seem to Focus on own projects with Little collaboration. “Residents are often a little less present, although involved in the community, because they are very busy with their activity.” (cf. p. 4 of the interview). Regarding nomads and incubated, they may be more enclined to collaborate to reach personal goals.</p>
<p><b>Venture Lab</b></p>	<p>Internal (mentoring scheme and peer-to-peer exchanges) External (private social events (café des incubés))</p>	<p>“Peer-to-peer collaboration.” Mentoring schemes between entrepreneurs and students.</p>	<p>Some dyadic or small group functional collaboration.</p>	<p>Support individually the members. Foster collaboration and community building. (The peer-to peer collaboration and mentoring scheme have been created by Venture Lab to help students. Attempt to create collaborative fom the top-down)</p>	<p>Focus on own projects. Little collaboration (“synergies are sometimes created”, “a collective sometimes develop their own project.”)</p>



<b>Relab</b>	None	Support limited offered by managers. Managers assist users upon their request. Provide discovery workshops to new non professional users (in a small way).	Absence of collaboration.	No specific action. Ensure a good social and working atmosphere.	Focus on own projects. Little collaboration.
<b>La Forge</b>	Internal. Educational events as well as socializing activities are organized by the members. External. La Forge periodically hosts various training programmes.	Provided collectively by the community. Managers support members collectively rather than individually.	Some dyadic or small group functional collaboration.	Supports and empower the community. “The manager sees herself as a facilitator that works at the service of the members. She does not want to promote her own projects.”	Collaborate to reach individual goals
<b>CoopCity</b>	Internal and external. coaching and training offered by CoopCity and its partners. Social events are also organized. An attempt to create group to designed to foster exchange of ideas has been made. But so far, it has been highly supervised.	Weak individual support.	Weak collaboration outside of the collectives carrying project. There is no evidence that collectives or their members support each other outside of those units.	No specific action. Ensure a good social and working atmosphere	Each collective is focused on its project. There is little collaboration.



<b>Comptoir Ressources Créatives</b>	Internal. Coaching is available for users to develop commercial strategies and identify their needs.	Weak individual support.	Weak collaboration revolving around clusters (still burgeoning).	No specific action. Ensure a good social and working atmosphere	Focus on individual project. Little collaboration.
<b>Esplanade</b>	External through the programmes such as SVX or impact 8 (partner experts are involved in those, those programme are more of a service offered to members that for this occasion turn into clients). No other activity is mentioned.	Provided by informal social interaction. No specific action from managers. (The interview stresses the importance of “caring and sharing love within the community.” (cf. pp. 8-9 of the interview)	Dyadic and small group collaboration (presence of clusters and a few shared projects, in addition to socialization spaces and individual support justify that answer)	No specific action. Ensure a good social and working atmosphere. Some networking services are offered to new members.	Collaborate to reach individual goals
<b>MT LAB</b>	Internal. The incubator programme provides some support to its members. For example, by inviting experts on intellectual property. (cf. p. 6 of the interview)	Weak individual support (they seem to simply share ideas and personal background, cf luncheons and wine and cheese type of events - cf. pp. 6 and 8 of the interview)	Weak dyadic collaboration (mostly between partners and start-up, although the interviewee does not expand on this matter)	No specific action. Ensure a good social and working atmosphere. Except for the networking services that are provided to members.	Focus on own projects. Little collaboration to reach personal goals.
<b>PopUp Lab</b>	None mentioned.	Provided by informal social interaction.	Dyadic trust and trust developed in small groups as far as the 4 permanent resident	There isn't any manager per se. Permanent users of the space are collegially managing the space,	Focus on own projects. Little collaboration.



			companies are concerned.	ensuring a good social and working atmosphere.	
<b>Temps Libre</b>	None mentioned (questions on that dimension lacked)	Provided by informal social interaction. No specific action from managers.	Some dyadic functional collaboration (p.11, the interviewee claims joint projects were born in the space, however, examples are not provided )	No specific action. Ensure a good social and working atmosphere. ( <i>If you want to do it, do it.</i> approach – cf. p.6 of the interview). However, the interviewee seems to be ready to solve any practical problem members have.	Collaborate to reach individual goals
<b>Thèsez-vous</b>	Internal. Thèsez-vous organizes regular events, such as lectures and workshops that are conducted by members/users of Thèsez-vous. (cf. pp. 4-5 of the interview)	Provided by informal social interaction. Encouraged by managers, who encourage users to disconnect from their phones and computers. (cf. p. 7 of the interview)	No collaboration, this is not Thèsez-vous's goal.	Ensure a good social and working atmosphere. Implement the Pomodoro method. The manager and its team tell users when to take breaks and when to come back to work. (cf. p. 3 of the interview)	Focus on own projects. No collaboration.

Table 4. Managerial characteristics of coworking spaces analysed according to Capdevila's analytical grid (Capdevila 2014).





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