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CO(YOUTH) WORKING

**A strategic organizational model
to combine youth participation,
social impact and promotion of youth
entrepreneurship inside (and outside)
a coworking space**



Comune di Cinisello Balsamo



HUB385



INFORMATION

Output Type
Methodologies / guidelines
Methodological framework
for implementation

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Goal
There is a need for youth
to increase their skills
and ambitions.
It is a toolbox for youth workers
and co-workers to work together
in order to reach this population
and its needs.

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TABLE OF CONTENT

1. INTRODUCTION pg. 7		2. METHODOLOGY pg. 19				3.2 Funding Model pg.84		3.3 Stakeholders pg.88		3.4 Key Resources pg.96	
2.1 Case study analysis pg.20		2.2 The Survey pg.56						4. LESSON LEARNED AND GUIDELINES pg.121			
2.2.1 Survey to target users pg.56		2.2.2 Survey to the co-working managers pg.62				4.1 Define the purpose pg.122		4.2 Map the community pg.123		4.3 Members' Experience pg.127	
						4.4 Internal communication pg.129				4.5 Sense of appropriation pg.134	
2.2.3 Workgroup session pg.76		3. RESULTS AND INSIGHTS pg.81		3.1 Governance pg.82		4.6 System for the right culture pg.135		4.7 Space Design pg.136		4.8 Space Rules pg.137	
						4.9 Programming Accelerators pg.139		4.10 Events pg.142			
						4.11 Come up with a pattern pg.144		5. GUIDELINES TO ENGAGE YOUTH pg.146		Annexes pg.150	



INTRODUCTION

The aim of this document is to define international guidelines able to frame a strategic organizational model to combine the social impact of youth participation and promotion of youth entrepreneurship inside and outside coworking spaces in Europe. A specific methodology of research, evaluation and co-creation among the partners of the CO(YOUTH) Working has been defined and included in this document.

A specific methodology of research, evaluation and co-creation among the partners of the COYOUTH Working has been defined and included in this document. The Youth Policy Department of the Municipality of Cinisello Balsamo is engaged in promoting the activities aimed at enhancing the youth employability and social entrepreneurship through projects oriented towards competence development, in a view of the human and social capital enrichment of the territory. Its purpose is to use multi-level and professionalizing trainings, the promotion of the sense of initiative, activities planned to improve social and work inclusion, and the support to the community living and participation. In line with the mission of the Institution, the responsible of the Service has participated in both editions of the Towards Collaborative Practices: the first one took place in 2016, on the topic of innovation and the social entrepreneurship, while the second one took part in 2018, and the main focus was on the topic regarding environmental dimension. From the discussion with the different participants emerged the necessity to reflect on the impact of coworking spaces on local development, on youth employability and, above all, their relation to youth work.

How much are these initiatives really contributing to competence development, to social and work inclusion? How much do they manage to promote solidarity, protagonism, youth involvement and participation? What are the key factors that enable the achievement of positive results in this direction?

The analysis of the experiences brings out two reverse tendencies. When it comes to coworking it is more business oriented, the manager often delegates the social function to the boundary lines and/or marketing. The figures chosen to manage the space, initiatives and projects frequently are significantly specialized in new labour market trends, but they are less experienced and have lower educational level in connecting

with the social fabric. On the other hand, in a more socially oriented co-working, the manager uses the business elements almost exclusively to get a sort of “quality patent”. The figures chosen in order to manage the space, initiatives and projects are experts in social activities and tend to be more directed towards research for public support sources than entrepreneurship actions. Successful examples and experiments have shown that the interaction between the users of the co-working space cannot be left to chance: there is a need for specific methods and tools in order to foster interaction and synergies between the ones who live it. The animating activity has to be induced. However, most of the time, the coworking is brought to become a “closed system”, which relates mostly to the labor market, eliminating the animation figures.

Co(YOUTH) Working aims to create a model that allows coworking spaces to have a relevant social impact on the local community, to be a service that is economically sustainable and to promote the effective development of the entrepreneurship skills of the youngsters who are frequenting the coworking spaces. A vision of the “open” coworking space, in a constant relationship and dialogue both with youngsters who are living and feeling this kind of space and the external subjects belonging to the local community, fuelling a virtuous process of participation, active citizenship and human and social resource development.

Transnational dimension is fundamental in the proposal, that comes from the confrontation between the actor who in Europe is directed to manage shared working spaces, and from the shared need to value the youth-work figure in order to increase the skills of the youngsters needed for the inclusion on the labor market and business world. The model produced has a value and applicability in different European contexts, for which this project is set as transnational.

CO(YOUTH) WORKING PARTNERS

Municipality of Cinisello Balsamo (Italy)

The Youth Project Service and Social Innovation of the Municipality of Cinisello Balsamo programs and manage actions with and for Youth under 35. In particular, promotes activities for implementation of transversal competences in a perspective of human and social capital development of territory, civil sense and participation. Projects include training and professionalizing activities at multiple levels (from School-Work alternation to training internship experience, international mobility, training courses and upgrade), sense of initiative and entrepreneurship promotion (for example: financing actions proposed and managed by youngsters, work internship experience, coworking spaces); action aimed to enhance the social and work inclusion (information and orientation services, work proposals, projects aimed to enhance the housing access); the support to active youth participation in social life (National Civil Service, European Solidarity Corps), training courses for youth-workers' competences, youth exchanges which included around 300 youngsters in a time period of 10 years.

Since 2005, the Service took part and managed approximately 30 European projects financed by Youth in Action, Lifelong Learning Program, Erasmus+ and Europe for Citizens. The Department is composed by 2 municipal employees, one Eurodesk consultant who manages the information, orientation and euro-planning sector and by 4 youngsters who are in National Civil Service who will be covering the role within the service for a time period of 12 months. The Youth Project Service of the Municipality of Cinisello Balsamo promotes actions ai-

med to enhance and support the youth employability and social entrepreneurship through projects oriented towards competence development, in a view of territorial human and social capital enrichment. It is a matter of training and professionalizing proposal at multiple levels, sense of initiative promotion, activities aimed towards social and work inclusion support to participation in life of the community.

The coworking space “Cofò” opened in 2016, within the infrastructure of the historic Villa di Breme Forno, thanks to funding of the call promoted by the Prime Minister's Office – Youth and Universal Civil Service Department. The project since the beginning was characterized by strong innovative vocation which is experimental in relation to public nature of the space, to the composition of the partnership, to territory in which is being established and to initiatives promoted inside and addressed to youngsters. The direct management of the coworking, in 2008, has been assigned to the “OltreSpazio” youth organization, which continues to work in a straight collaboration with the municipality, in continuity with the defined program lines.

Through participation in training courses, conferences, working groups and projects, Massimo Capano who is the responsible for the Service, is actively engaged in thematic strategies development connected to youth work, recognition of the methodologies and of the figure for the youngsters which is reflected in socio-educational animator, and to quality standard definition. In a time period between 2016 and 2018, Mr Capano took part in the KA2 project, which was promoted by the InterCity Youth network (and inside which Mr Capano is a board member) for the definition of the quality indicators for the youth work. Elisa Scardoni, the person responsible for the project planning started collaborating with the Youth Project Service in 2013 thanks to the internship project

and subsequently as the National Civil Service volunteer. Therefore, she followed a path of formation within the institution, being particularly in charge of programming and managing the Erasmus+ and Europe for Citizens projects. Furthermore, she has been following the opening part and the management of the Cofò. The project was designed and created in collaboration with Michele Di Paola, a well-experienced trainer in the Erasmus+ sector with a focus on social innovation and technologies.

Co-Actions (France)

Born in 2008, Co-actions is a CAE, Cooperative of Activity and Employment, located in the South West of France, in Nouvelle-Aquitaine region. The cooperative gathers project leaders and young entrepreneurs who want to create their own job in a collective framework in social economy. Co-Actions supports unemployed people, project leaders and young entrepreneurs in experimenting the viability of their own business project with safety, freedom, solidarity. As members of the cooperative, they are invited to take part in the life of the social enterprise. This model is a source of capacity building for young people and for their potential of creativity and innovation. There are currently 96 entrepreneurs in the cooperative. Each entrepreneur gives a financial participation to pay for collective resources (coaches, accountancy, training, communication, shared working spaces etc.).

As a cooperative of collective interest, Coactions develops projects and provide support to the entrepreneurs in all the region of Nouvelle-Aquitaine and works with both public and private organizations as partners for local development. Since 2013, to support his entrepreneurs, Co-actions create different

coworking spaces to allow the entrepreneurs to have sharing offices and to meet partners, customers, colleagues. Co-actions created:

→ **A coworking space in Hagetmau**, a small village in the south of the region, in a rural zone. This coworking space is located in the office of a large non for profit organization. The coworkers are local entrepreneurs and a small publishing house of poetry. a coworking space in La Réole another village in a rural zone. The coworking space is open for all the entrepreneurs of this region and the remote workers (the employees that are allowed to work at home some days in a week).

→ **A coworking space in Bègles** a Small city close to Bordeaux in a sharing building with a grocery cooperative and an NGO which develop projects for and with young people with autism spectrum disorders (ASDs). In all these spaces, the cooperative organizes some information meetings to speak about the entrepreneurship in a cooperative framework, training sessions, or informal meeting like breakfast between entrepreneurs and local partners on a monthly basis.

The trainings are for example:

→ **How to run a business in a collective framework**

→ **Communication strategy**

→ **Sustainable business models**

The Tiers-Lieux Cooperative is the regional network of the “sharing spaces” that Co-actions co-founded with other partners. The motto of the Tiers- Lieux Coop is “working differently”. This network aims to technically support all the third places and project leaders who have a project of coworking, fab lab or maker space.

Since 2016, through partnerships with organisations of social innovation, the coop supports entrepreneurs in providing new

tools, new concepts and innovative practices. As an example, Co-actions works with Sew&Laine, an innovative fab lab for textile projects.

Moreover, at international level, Co-actions is involved since 2016 in a cooperation project with organizations of social economy from Quebec, and in particular POLECN. The objectives of the cooperation are to share best practices about entrepreneurship in social economy and to analyse how the coworking spaces, Fab Lab and others shared working spaces could be sources of social innovation and cooperation. The cooperation also aims to transfer innovative model of the French Cooperative of Activity and Employment to the region of Quebec.

APPJuventude (Portugal)

APPJUVENTUDE was created on January 8, 2018, as a result of a process with more than two years, where several youth professionals workers, in the various forums and activities of the sector, affirmed the need of its creation.

APPJUVENTUDE is made up of youth professionals workers, who belong to various national organizations, such as Municipalities, Public Institutes and Associations/NGOs, with a lot of experience in youth projects and specially Erasmus+ projects. The Portuguese Association of Youth Professionals (APPJUVENTUDE) has as its mission:

A → Strengthen and dignify youth professionals workers in Portugal, as well as their recognition in the Portuguese Republic and in organizations representing young people;

B → Propose legislation, as well as actions to help regulate the youth sector and promote the image of the youth professional;

C → Promote non-formal education, as well as processes of social innovation, that promote the active participation of young

people in the preservation of a democratic society;

d) To favor national and international cooperation and networking actions, as well as the development of educational mechanisms and tools among youth professionals.

The APPJUVENTUDE has begun a series of training activities for youth workers, in partnership with the IPDJ (National Youth Agency) and IEFP (National Employment Agency). At the moment we are developing a MOOC, in Portuguese, about youth entrepreneurship.

The APPJUVENTUDE staff ensures continuous training both in terms of quality for the definition of guidelines and planning in the medium and long term, and in terms of ensuring a standard quality management and efficient organization for the activity in which it is involved. Experienced professionals and formal/non formal education trainers or youth workers with long term experience in the field and highly qualified professionalism in the VET and the EU projects management. The team is solid and multitasked and has a high level of expertise within the framework of the European Union project management.

APPJUVENTUDE has set up sectoral working groups to meet the needs of youth workers. In this context it is important to highlight the working group with technicians who work directly in the area of youth entrepreneurship, at the level of business incubators and coworking spaces.

Nest 01

Nest 01 is the home of young developers, makers, creatives and entrepreneurs. We promote innovation, collaboration and knowledge sharing. Together with a community of experts and mentors we host workshops, master classes, organize STEM and communication events, meetups and hackathons.

We are a coworking space, development center and networking platform. In Nest 01 we discover, support and empower talented young people, help them build their products, their companies and their dreams. Nest 01 opened its doors at the end of March 2016 with its coworking space offer.

Positioned in one of the old textile factory buildings, we offered something different on the regular office rental market and it immediately attracted first residents. In April Nest 01 started to organize events – either only for Nest 01 residents or for wider audiences. At the same time - our venue soon became popular for other organizers (press conferences, workshops, trainings).

We have all advantages of modern technology (fastest internet links, 3D printers, security cameras coverage, beamers and sound equipment), but we also have a cozy look, old style couches and armchairs, warm colors, wooden desks and we created a home for our residents and guests.

Being different than regular office rentals offers on the Croatian market today - Nest 01 coworking space created an immediate buzz on the market. In late 2018 we were acquired by an international coworking and coliving Rent 24.

We have three cofounders, 5 members of the senior staff and 4 members of the junior staff. In total there are over 40 companies renting space in Nest that is about 250 individuals.

Nest 01 has conducted many projects, especially in education, research and online communication.

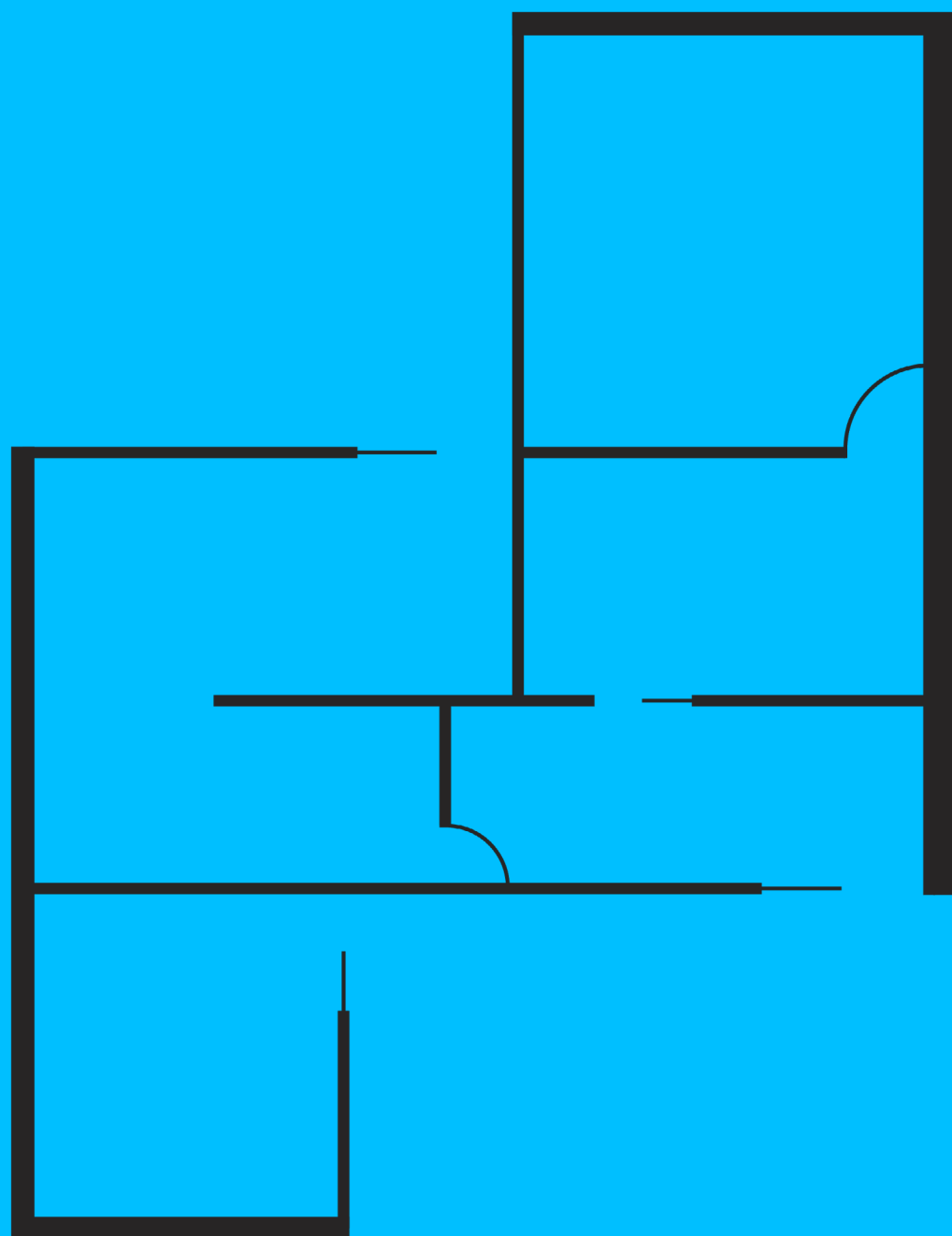
Additionally, Nest 01 has been selected by the European Commission as one of the leading DIHs in the region and has been selected by the national agencies to implement a project based on SME support through entrepreneurial support institutions such as Nest 01.

ImpactHub Amsterdam (Netherlands)

Impact Hub Amsterdam is part of the fast-growing global Impact Hub network of impact entrepreneurs and innovators with more than 16,000 members in over 100 cities around the world. To make change happen, we facilitate entrepreneurial solutions to society's biggest challenges. We give access to a valuable network, as well as business expertise, create resources and capital, organise events, host a collaborative working space, and run a series of accelerator programs. We provide almost everything to move entrepreneurial initiatives for a better world forward. From our home at KIT - the Royal Tropical Institute - we welcome 10,000 guests, host more than 250 impact events and accelerate more than 150 enterprises each year. Since 2008, we've helped more than a thousand entrepreneurs to start, grow and scale their impact business.

With over 10 years' experience in building ecosystems around social entrepreneurship we have learned a lot of lessons. We are focusing on the next generation for 2 years by starting the Young Impactmakers community. With this sub-community we involve local young changemakers in the work of impact entrepreneurship and social innovation. We host different workshops, bootcamps and offer coworking space to this next generation.

Every month around 100 people (pre-COVID19) come together to see how they can contribute and work on societal issues through entrepreneurship. After meeting each other we offer them coworking memberships where they can work on their business and projects.



METHODOLOGY

In order to frame the scenario in which co-working spaces targeted to youth are becoming important a research phase has been done by the partners of the project. Data and information have been collected between Oct. and Nov. 2019 adopting a specific methodology with three different research methods (case studies analysis; collection of data with a survey to users and a survey to the managers of the co-working spaces partner of the project; work group sessions). Thanks to this methodology a wide overview of the organization model, the stakeholders, the facilities and the fundraising strategies for the co-working spaces addressed to youth in Europe has been identified.

2.1 CASE STUDIES ANALYSIS

To better understand which are the characteristics of coworking spaces that can most attract and involve youngsters constructively, partners have conducted a multiple-case study of coworking spaces sites in different countries, by collecting information from websites, social media and articles. Each partner independently conducted its respective case study, but we designed, developed, coordinated, and analyzed them jointly during the work group meetings. The cases analyzed have been:

311 Verona (Verona, Italy)

It was opened in 2016 by the Edulife Foundation, a non-profit organization inspired by the values and educational method of Don Bosco, whose aim is to help young people to bring out the best in their human and professional potential. It includes spaces for workshops, desks, events, private offices, learning, training/contamination labs and meeting rooms, and it is equipped with advanced technological tools. The main three areas of action are: IT/innovation, communication, training. The mission of 311 is to provide a benchmarking for local young professionals and freelancers who have the opportunity to increase their skills and knowledge, seize new business opportunities and to encourage them in the search for his own life plan. 311 Verona expresses its potential through values such as freedom, courage, equity, team education, specialist skills and the collaboration between young and adults, with a person-centered approach. It is project focused on the needs of the territory and the challenges of the future. For this reason, some industrial, institutional, business and professional realities have decided to contribute to the opening of this space with the aim of offering services to businesses and generating

common professional value. An experiential path in 311 designed using innovative digital visual technologies to create new connections with the market.

311 has also opened and activated a “user experience lab” with 40 work and learning stations, a place which welcomes young people who have finished their high school or university and who need to meet the world of work. (1)

1 – <https://www.tempi.it/alleanza-giovani-adulti-valore-imprenditoriale-verona-311/>



source: <https://311verona.com/coworking/>

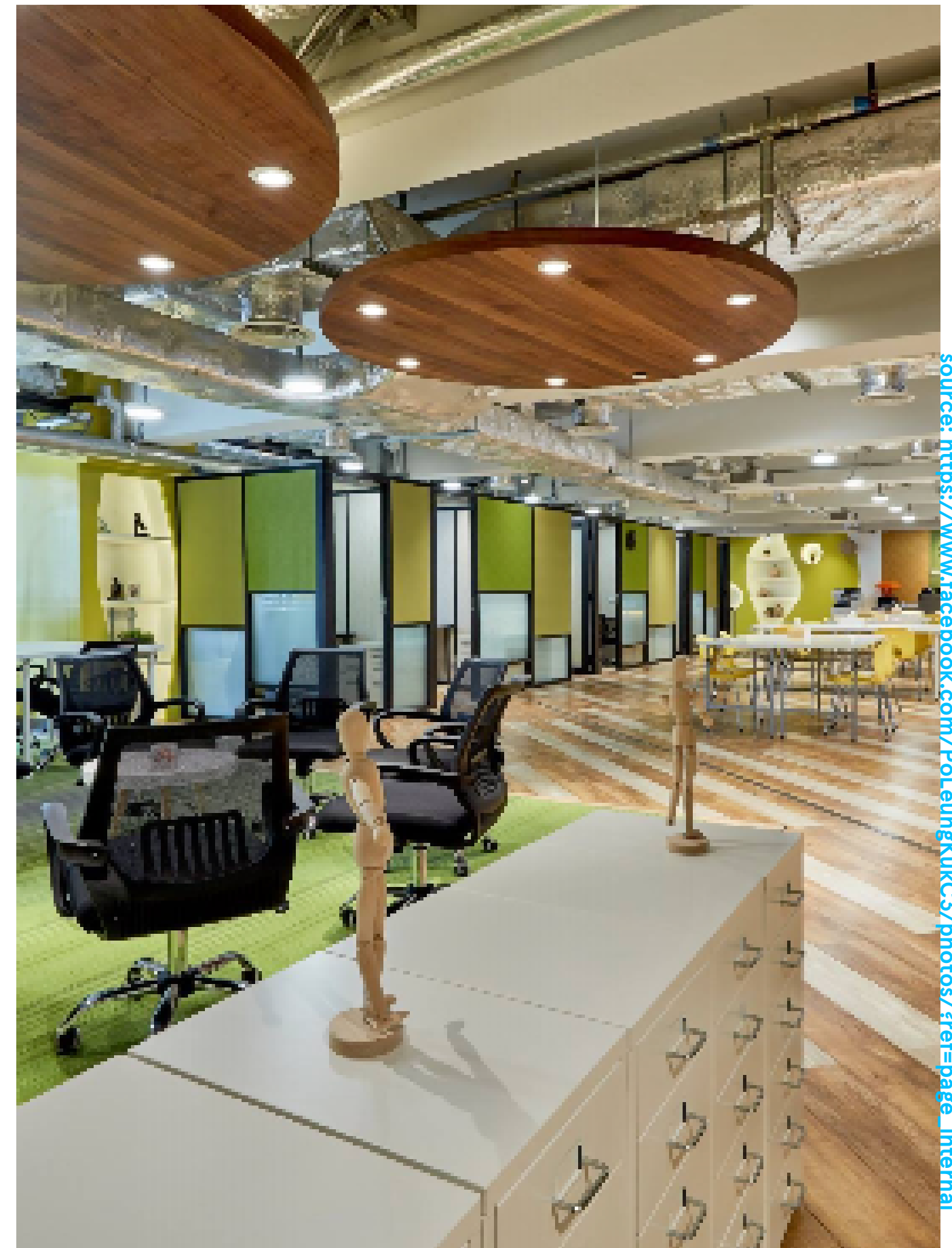


source: <https://311verona.com/coworking/>

C3 Coworking Space for Youth (Hong Kong, China)

In response to the Government announcement on the “Space Sharing Scheme for Youth”, Po Leung Kuk has adopted the Tri-partners model to work with the government and Hip Shing Hong (Holdings) Co. Ltd. to launch the C3 Co-working Space For Youth. C3 provides supportive services and different work space rental options for young entrepreneurs. Through networking gathering, workshops and sharing sessions, it creates a co-working atmosphere that encourages and facilitates business growth. C3 not only provides workspace sharing for young entrepreneurs at an affordable service fee, but also aims to foster a “co-learn, co-create and co-work” culture whereby talented young people can interact, collaborate and create synergy for greater gain both to themselves and the society. (2)

2 – <http://childrenyouth.po-leungkuk.org.hk/en/page.aspx?pageid=1734>



source: https://www.facebook.com/PoLeungKukC3/photos/?ref=page_internal



source: https://www.facebook.com/Pol-eunakulKC3/photos/?ref=page_internal

CREA (Amsterdam, Netherlands)

CREA is the cultural organization of the University of Amsterdam (UvA) and the Amsterdam School of Higher Education (HvA). They organize a wide range of cultural activities and support students wherever we can. It offers: programmes about current issues; inspiring courses; rentals; CREA grants; over 30 student offices; studio, music hall and theatre rent and a daily opened café.

CREA is located at the Nieuwe Achtergracht in a monumental diamond polishing factory which has been transformed into a modern building. CREA has a theatre, music hall for concerts and parties and a wide range of large and small studios. All utilities are for rent outside of course hours. (3)

3 — <https://www.crea.nl/over-crea/?lang=en>



source: <https://www.crea.nl/?lang=en>

Les Coopains a bord (La Rochelle, France)

It is a cooperative of motivated young people aged between 16 and 25 years old, which organizes itself all year round to create products and services (events, cooking, making wooden furniture around the circular economy, painting, animation...) to offer to companies, associations, communities and individuals. The youngsters coordinate and direct their cooperative business. In parallel, they are also developing their own activity by making products such as bags, coasters, a clothing brand.

The cooperative was created within the framework of “Kpa-Cité”, a project launched in 2015 by a youth cooperative in Boulogne Tiers-Lieux. The aim was to make the young people able to invest and appropriate a place, while meeting and cooperating with the different users of the place: associations, coworkers, young and old people from the neighbourhood, residents, etc. The objective was also to develop different economic missions. Kpa-Cité is inspired by a model called CJS “youth service cooperatives” developed by the CPE network and the CRESSs of several regions of France and imported from Quebec; the format was adapted to the context and practices for developing collective projects inspired by the culture of the “commons”. For example, one of the wishes was not to foresee an “end” to the cooperative launched with young people. They thus left the possibility that the cooperative would invest in long-term initiatives, if the young people wanted it: this first element aimed to remove one of the major obstacles to launching a culture of investment necessary for the production of commons. Other choices will be made to open up the initiative as much as possible, promote transparency and allow maximum appropriation by young people and their guides of this format. (4)

4 – <https://kpacite.initiative.place/origine/>



source: https://www.facebook.com/kpacitelarochelle/photos/?ref=page_internal

Loffice coworking+ (Wien, Austria)

Loffice is present in 2 countries in 3 locations, and since 2009 they define themselves as “an ever-changing and evolving team of enthusiastic community members”. The mission is providing stylish spaces and business support services to collaborate & build a community that feels like family.

Among the projects promoted there is “Bring the Art Home”: a comprehensive art mentoring program aimed to help young artists for 4 years. Exhibitions, round table discussions and other happenings have created a platform for them to introduce their art to a new audience, debut in a brand-new target market and trigger cultural values. Another project is “Loffice x Young Art Auction”, an opportunity for up and coming, aspiring artists to present their works to potential buyers every year. Loffice nominated 6 Hungarian artists so far in Viennese auctions a to help make their art accessible to a global audience of art lovers. (5)

5 — <https://loffice.at/vienna/en/index.php>



source: <https://loffice.at/vienna/en/coworking/index.php>

StartDock (Amsterdam, Netherlands)

StartDock creates a global network of local communities, in which entrepreneurial members have the urge to help each other. The combination of complementary companies on each location, forms self-driving teams of young and ambitious entrepreneurs who are connected worldwide. StartDock facilitates the optimal working environment per location, to bridge the hardest period of business: the start-up phase. StartDock embodies worklife 2.0: A healthy work-life balance with an awesome 'work'-part. We build co-creating communities on the common fundamentals of joint growth, friendship, complementarity and entrepreneurship. We achieve this by facilitating the perfect working environment for startups, freelancers and independent professionals. (6)

6 — <https://startdock.nl/en/about-us/>



source: <https://startdock.nl/en/about-us/>

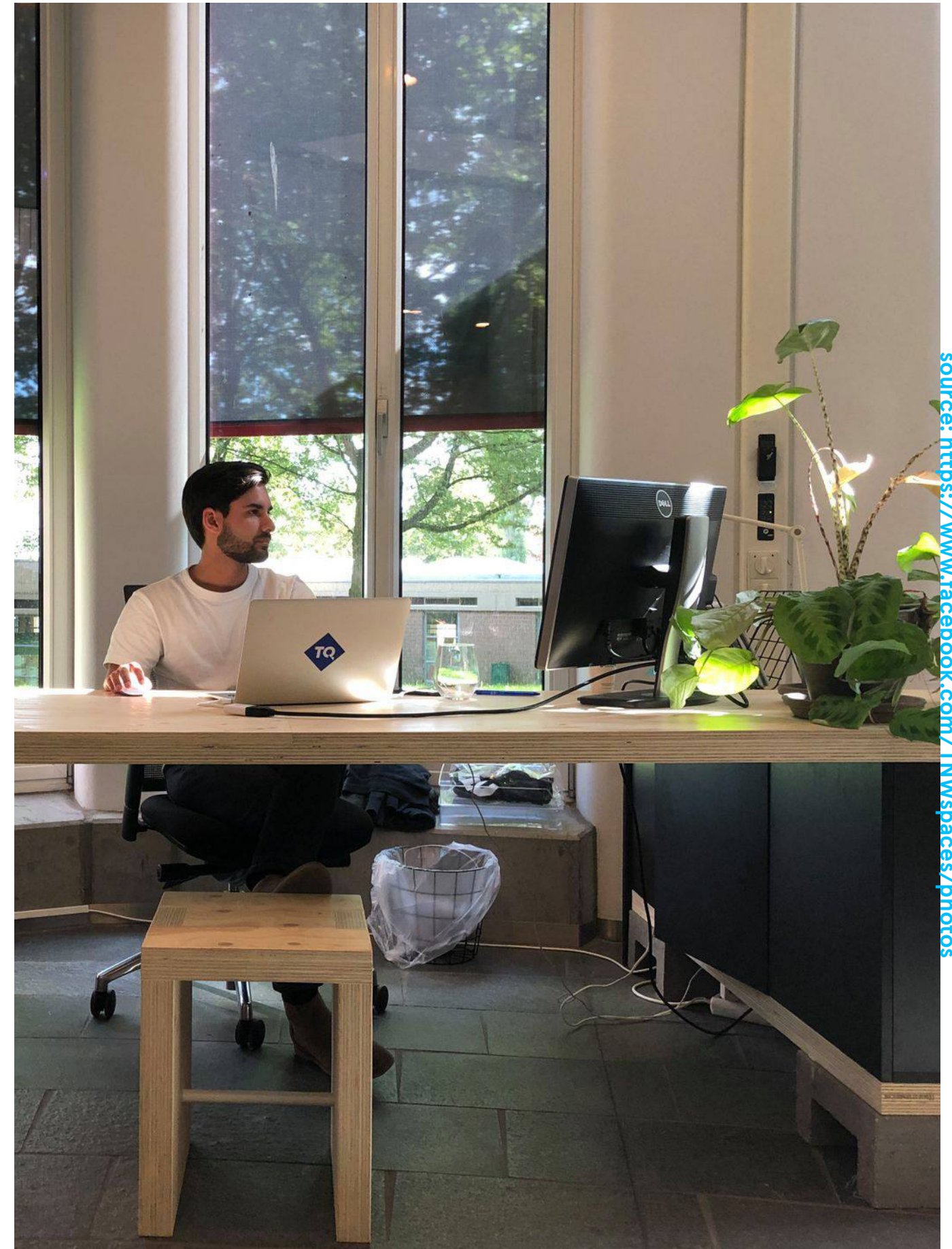


TQ (Amsterdam, Netherlands)

It is a business center in Amsterdam which host the “Young Creators”, a community of young and ambitious talents who actively pursue their ideas and dreams. People with a great drive to develop themselves and those around them on a personal and professional level. Young Creators is the place where these talents find inspiration and are encouraged to realize their ambitions. Interaction within the community takes place in Facebook and in a new platform where all the common questions, vacancies and assignments from the social network’s group are filtered, and where debates about entrepreneurship, technology and other relevant topics are facilitated.

The Young Creators Foundation was created to play a supporting role between the community, the Dutch start-up scene and the business community. With a separate foundation, they can offer the community more than just the Facebook group. Some of the activities that the Foundation promotes are: masterclasses, Youngcreators.co, Work & Meets, advising events of third parties (hackathons, speaker events), Young Advisory Boards, brainstorming with corporates and startups, facilitating events organized by the community, helping to find suitable workplaces and/or employees. (7)

7 – <https://youngcreators.co/p/over>



source: <https://www.facebook.com/TNWspaces/photos>



source: <https://www.facebook.com/TNWspaces/photos>

The Canvas (Honolulu, USA)

It is operating under the nonprofit, Center for Tomorrow's Leaders and it is tucked away in an industrial part of Kalihi, not far from Marukai Market. It is on the ground floor of a warehouse/office building off Kamehameha Highway. The Canvas is a one of a kind space for high school students to develop their hard and soft skills. The Canvas provides an alternative to the classroom and offers smarter ways of developing critical thinking. Created by high school students for students, The Canvas is a fun learning playground with amenities fit to innovate better ways for learning. These facilities include free high speed wifi, free snacks and water, whiteboard and chalkboard walls, art gallery for showcases, meeting room and resourceful library. The fresh minded community of students makes room for newfound innovative ventures as well as self-discovery to unlock various potentials. (8)

8 — <https://www.bizjournals.com/pacific/blog/2015/01/the-canvas-a-coworking-space-for-students-in.html>



source: https://www.facebook.com/thecanvashi/photos/?ref=page_internal



source: https://www.facebook.com/thecanvashi/photos/?ref=page_internal

The Cube (Athens, Greece)

The Cube Athens is a hub for innovative people to gather and work on their own projects and initiatives. Located in the heart of the city, it provides offices and meeting rooms throughout its seven floors for individuals or groups working on start-ups. Their rental is all inclusive, which means there are no extra services to pay for and the prices vary only according to the surface. You can choose a 10 meter room, which can hold about two people, or a 35 meter room in case you are part of a larger group. The co-working space also offers meeting rooms, event rooms, classrooms and workshops, each suited to the various needs of entrepreneurs. With any package, you get fast internet, cleaning, photocopy, telephone, and more. The Cube has been launched during the Greek economic crisis.



source: <https://www.facebook.com/cubeathens/photos>

The Axiom (Oroville, USA)

The Axiom started in 2006 as an idea in Oroville, California, a little town with not a lot for teens to do. They wanted to create a place where teens could be and be known. A ton of people got behind the idea in 2006. The staff includes youth workers and experts in projects aimed at developing communities while focusing on youth. The collective effort of the team is impacting hundreds of students annually. They are confident in the ways that our community will be better for years to come because of our concern, care, advocacy and intervention in the lives of teens.

The axiom “exists to build platforms for success for students to realize and utilize their untapped potential”. They challenge students to think about the social problems and dream of ways to fix those problems. And all the while, The Axiom fixes the problem of untapped potential in energetic, creative students in a community that has been written off as irrelevant for far too long. The Axiom creates opportunities that these students would not have had on their own. (9)

9 — <http://www.theaxiom.org/>



source: <https://www.instagram.com/p/B5886-4gIUW/>



source: <https://www.instagram.com/p/BPluaVD-6g/>

In addition, we have considered in our analysis some coworking spaces associated with the project's partners, whose operators support us for gathering the data:

LiberthHub (Monza, Italy)

Liberthub is one of 10 community centers serving the 10 different neighborhoods of the city of Monza, head of the district of Monza and Brianza and third city in the Lombardy region of Italy after Milan and Brescia. The name comes from Liberty Alley, the big road crossing the area.

This community center has been left closed and unused for many years after being built, until a joint effort by the municipality and a consortium of non profit companies called Comunità Brianza made it possible to open the place and offer a number of services to the neighborhood, which is mainly populated by young families and working class people who has moved from the south of Italy during the internal migrations in the 1960-1970s, when the area changed from a mainly agricultural neighborhood to the most densely populated in the city.

Liberthub now offers a bar, a study room opened more than 10 hours a day, a garden, a coworking space and many different rooms where meetings, courses, conferences, exhibitions etc are often hosted. It also hosts other regular services as perso-

nal, couple and family coaching – psychological support, study support, children activities. It also offers weekly movie screenings, sunday afternoon dancing for elderly people, and it hosts the local Coderdojo meeting for teaching kids how to code and use technology creatively.

Spazio Cofò (Cinisello Balsamo, Italy)

The coworking space “Cofò” opened in 2016, within the infrastructure of the historic Villa di Breme Forno in Cinisello Balsamo, thanks to funding of the call promoted by the Prime Minister's Office – Youth and Civil Service Department. The project since the beginning was characterized by strong innovative vocation which is experimental in relation to public nature of the space, to the composition of the partnership, to territory in which is being established and to initiatives promoted inside and addressed to youngsters. The direct management of the coworking, in 2008, has been assigned to the “OltreSpazio” youth organization, which continues to work in a straight collaboration with the municipality, in continuity with the defined program lines.

Adamastor (Viseu, Portugal)

Adamastor is a non-profit youth association, founded on January 28, 2005, located in Viseu, capital of the district, in the center of Portugal. Was created with the 6 main pillars: intercultural dialogue, social cohesion, European youth policies, volunteering, international mobility and European citizenship. Adamastor mains objectives are youth mobility as a way to encourage and support the integration of young people in society and labor market;

Develop and promote activities with an educational, scientific and interventional character; Encourage youth, friendship, integration, solidarity, a democratic, free and participatory conscience; Promote a society committed to strengthening human relations through institutional cooperation; Promote awareness of the dimension of the European reality; Organize meetings for young people and other community members local, national and international as a way of strengthening relations social; Promote discussion and debate on equality opportunities, gender equality, non-discrimination, non-violence, inclusion of people with less opportunity, protection and conservation physical and intangible heritage, sustainable tourism and social capital; Exploration and Management of the Viseu Youth Hostel, unit hotel dedicated to the young public, in order to improve the offer of accommodation within the scope of national and international youth mobility; Management of the Youth Center of Viseu “Viseu Jovem” a public infrastructure in collaboration with the municipality of Viseu.

The Youth Center of Viseu wants to be seen as the beginning of a coworking space for the youth community. This space has been managed by Adamastor for the last two years, with a very active calendar of activities for young people. But the intention

to create a coworking space and to see the future of young people in the long term, helping them to create a spirit of initiative and entrepreneurship from a young age is the goal of Adamastor.

La Smalah (St Julien en Born – Mézos, France)

Smalah is a civic association for local development that carries or supports territorial initiatives according to three main areas of action : socio-cultural animation, food, employment and production. Installed in the heart of the village of Saint-Julien en Born, seaside resort of 1600 inhabitants which sees its population multiplied by ten during the summer period, the associative coffee with slogan: “local life has no season!” “He thus developed his activities throughout the year with entertainment ranging from guitar to knitting, “healthy eating” and tapas and karaoke evenings. Smalah also organizes training for adults (including qualifying training as a “digital mediator advisor”) and popular education workshops on media and new technologies in schools, colleges, high schools or media libraries in the region in order to raise awareness of social change and technological developments. The associative coffee finally welcomes local entrepreneurs accompanied and supported within a coworking space and business incubator. A project currently under development aims to set up an “upcycling” workshop for objects for young “dropouts” within a partner recycling plant.

2.2 THE SURVEY

A second stage of analysis has been supported by the submission of two different surveys: one addressed to the community of target users in order to understand behaviors and needs; the second one addressed to the manager of the co-working spaces partners of the project. The cases analyzed have been:

2.2.1 Survey to the target users

The online survey has been done through Instagram’s stories on the partners’ profiles, addressed both to young users and potential users of coworking spaces. We have chosen Instagram as best channel to reach the target group and gather answers; in addition, the social network allowed us to set up a quick and user-friendly questionnaire.

The partners collected 208 answers by youngsters from Italy, Netherlands, France, Croatia and Portugal. The results of the survey have been discussed during the second work group meeting and compared with the study-cases analyzed. User characteristics were measured with open and multiple-choice questions. Respondents were firstly asked about socio-demographic characteristics including gender, age, nationality, education level (secondary – vocational education – university – none) and occupation (student – professional/freelancer – artisan – startupper – job seeker).

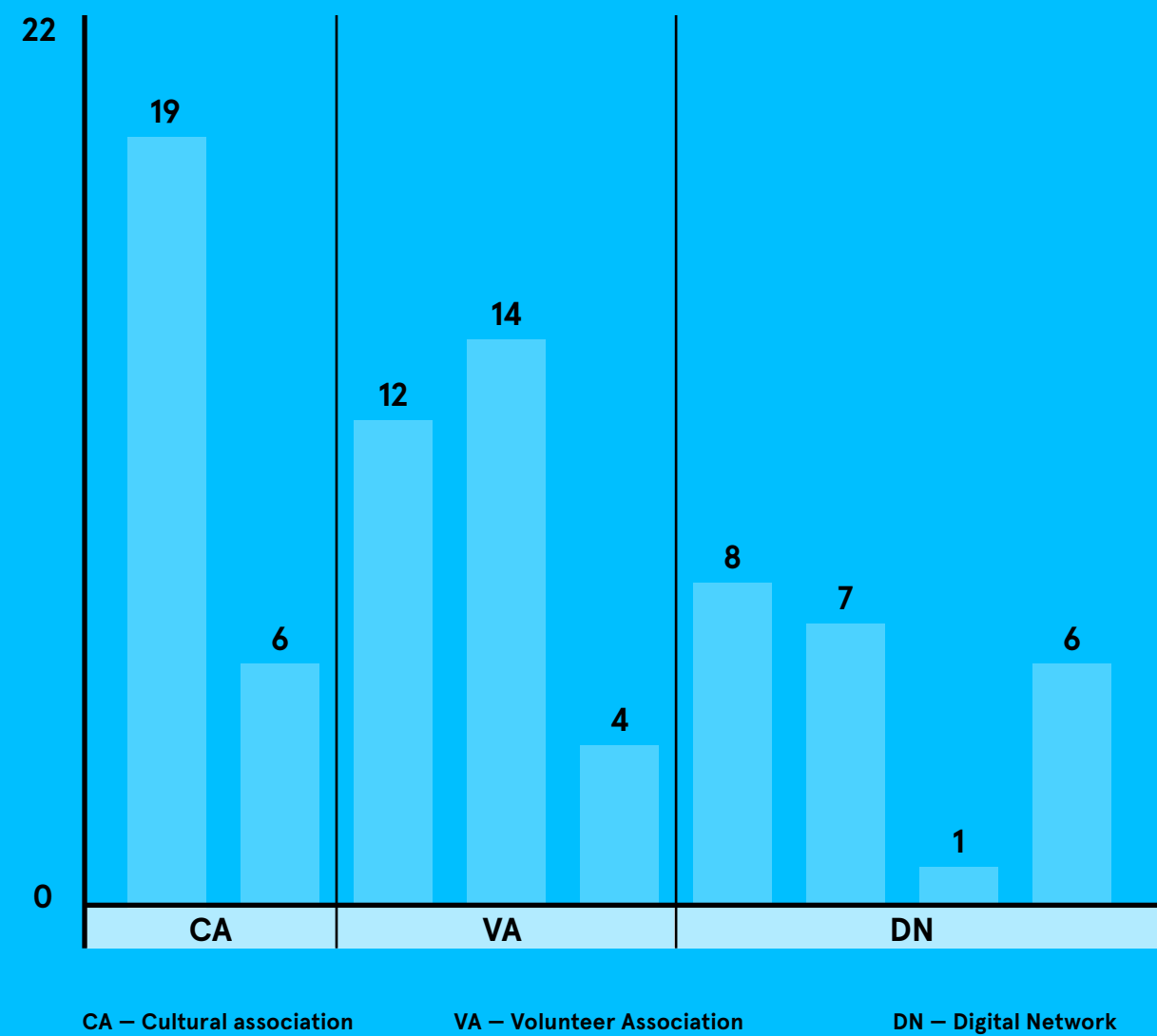
These last user groups were selected based on the debate among the partners during the first work group meeting, and pointed as the representative of the young users into coworking spaces.

TARGET USERS

Age	18–25 y.o	52%
	26–35 y.o	45%
	>35 y.o	4%
Gender	Female	64%
	Male	36%
Educational Level	Secondary	25%
	Vocational Ed.	6%
	University	67%
	None	2%
Occupation	Student	52%
	Professional /Freelancer	45%
	Artisan	4%
	Startupper	4%
	Job Seeker	4%

INSIGHT 1 – Communication and sense of appropriation

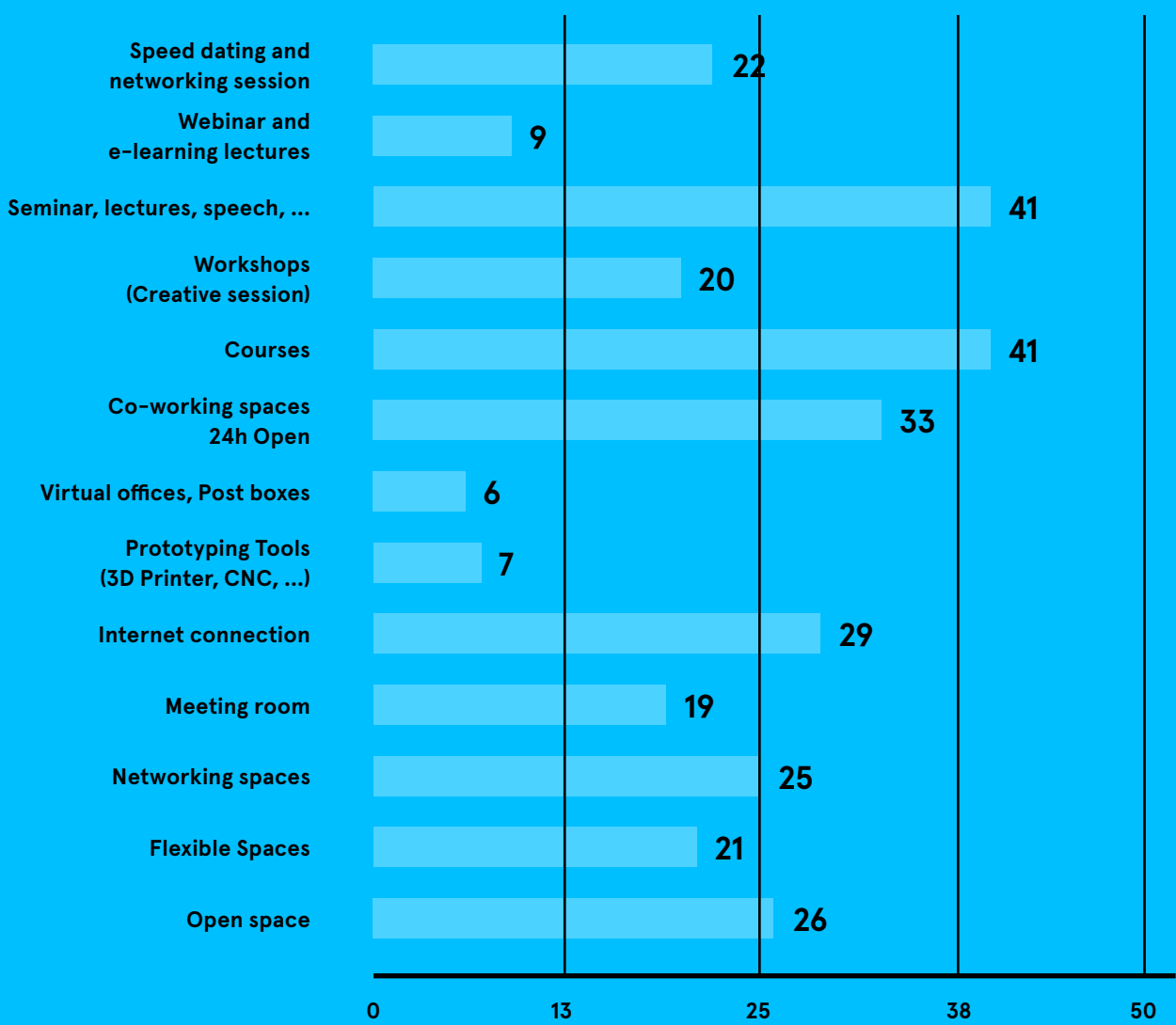
Are you member of one or more of the following organization?



The survey asked to indicate to which organization respondents belonged, if any. Hereby, the choice options were cultural association – business association – youth association – volunteering association – school/university club – artistic/cultural network – digital network – neighborhood association – coworking space. This question was useful to understand the possible belonging to other community of interests/practices external to the coworking context.

INSIGHT 2 – Location and facilities

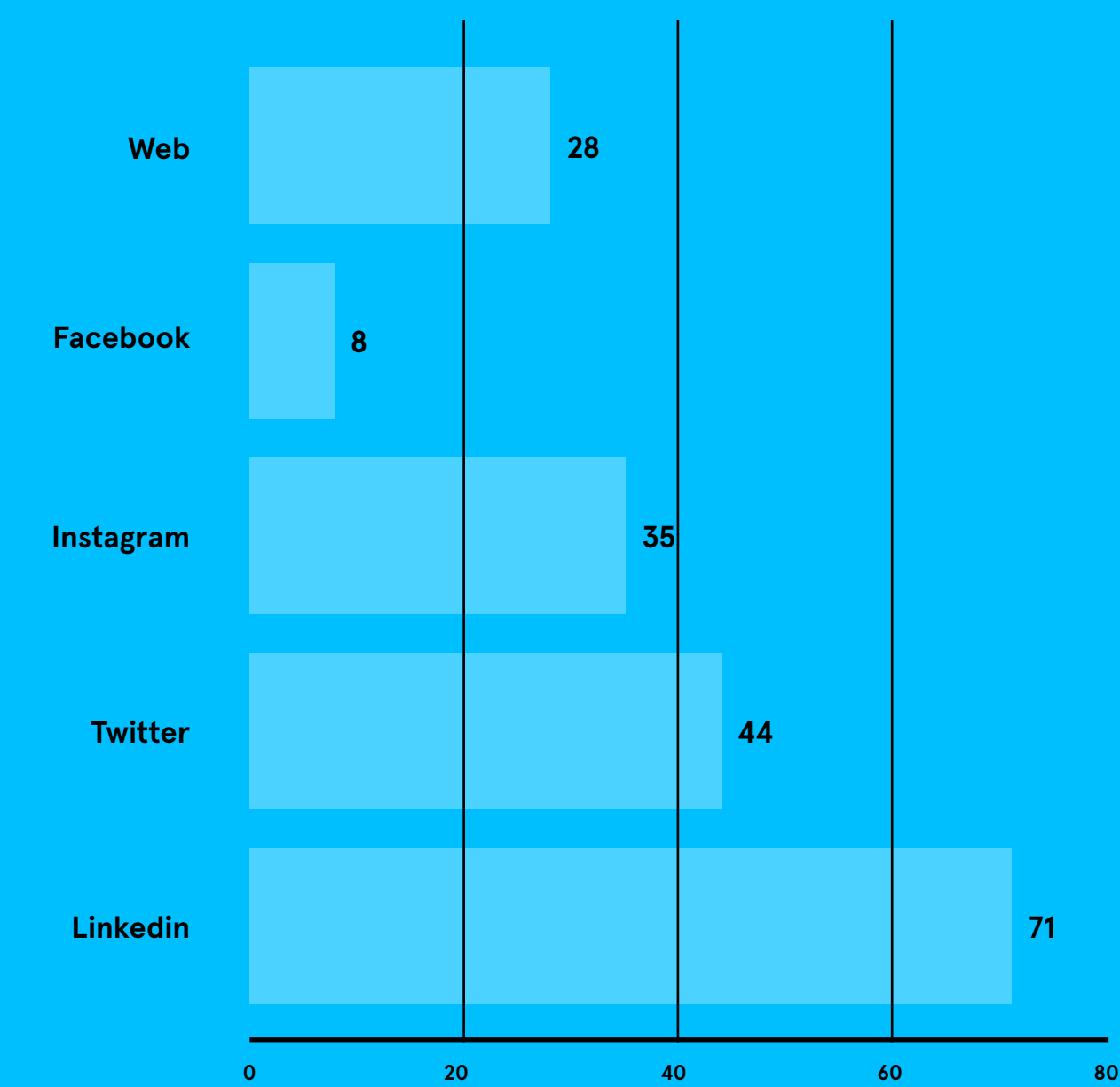
Are you looking for one or more of the these services for your interests?



The survey asked to indicate which service they were looking for their job, study, personal interests: open space – flexible desk – networking space – meeting room internet connection – prototyping tools – virtual office/post office – h24 opening courses – workshops – seminars/lectures/speeches – webinar and e-learning lectures speed dating and networking sessions. This list included the facilities pointed as necessary in a coworking space by the partners, during the first work group meeting.

INSIGHT 3 – Communication

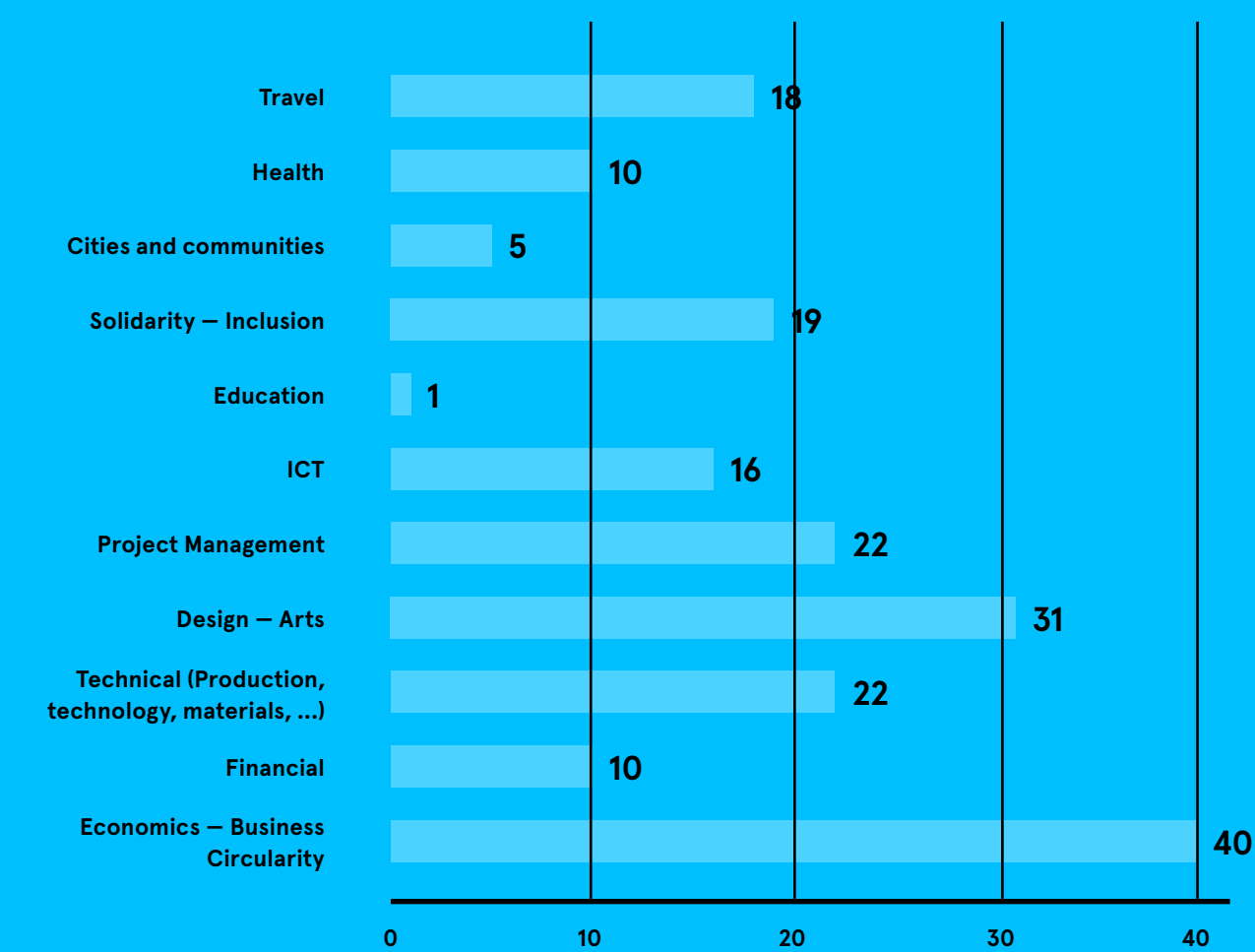
Which channels are you using to find information about the services you are searching?



Finally, the survey asked about the communication channels used to find information about the services they were looking for:
 Web – Facebook – Instagram – Twitter – LinkedIn.

INSIGHT 4 – Field of contents

Which topic are you interesting in?



The survey asked the topics youngster are interested in: economics/business financial – technical (production, technology, material etc.) – design/art – project management – ICT – Other. The list of sectors the respondents could choose from was based on research by Deskmag (2015).

In the answers “other” there are interesting field of contents suggested over the most relevant included in the previous list: education, solidarity, managerial IT, growing business on YouTube, cities & communities, circularity, fashion, plastics, health, travel, inclusion.

2.2.2 Survey to the co-working managers

A specific survey addressed to the co-working managers in the project partners has been used to understand differences, best practices, opportunity areas and also common development approaches.
The survey included different areas of understanding:

Space and Services

The aim of this section was to understand the location and the organization of the spaces and the services

Community

This section aims to share knowledge and information about the community of users and stakeholders around the co-working;

Communication

This section aims to understand tools used for the engagement;

Governance and Ownership

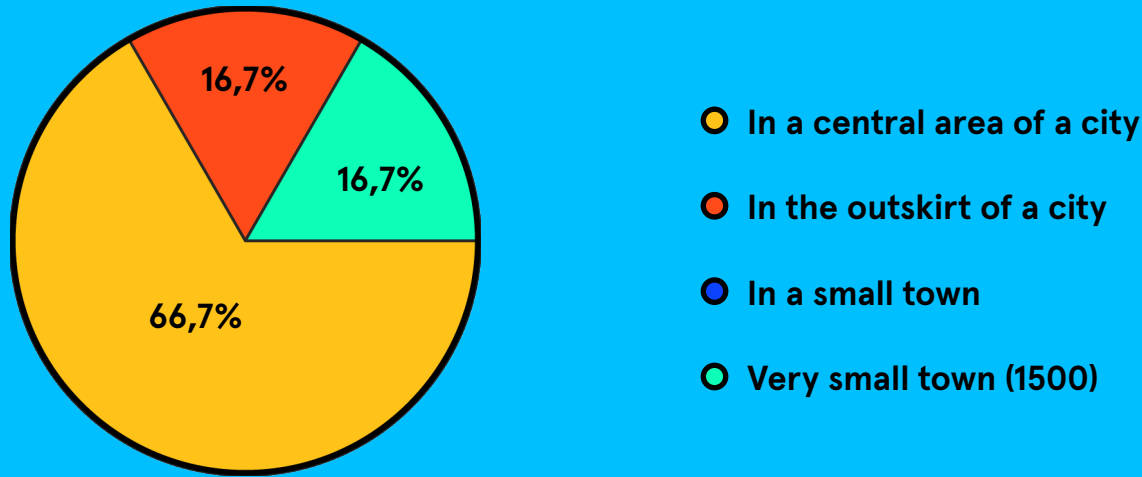
In this section we aimed to explore possible economic feasibility model for public co-working spaces.

Services

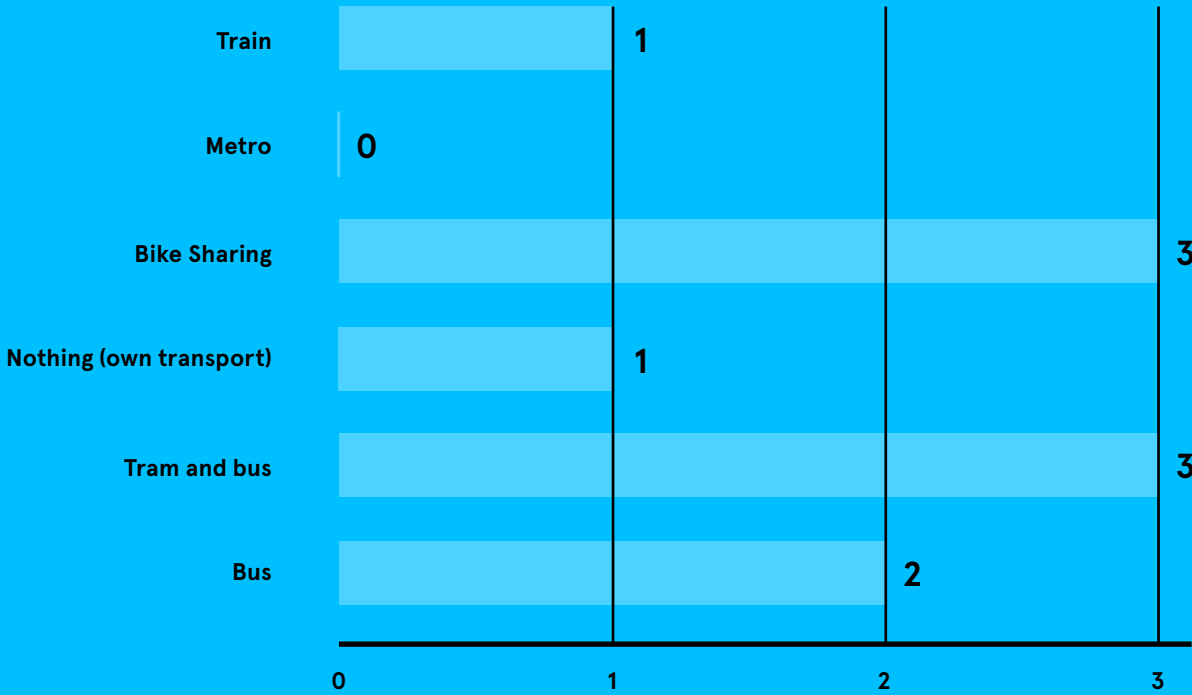
This section aims to explore which services are offered by the co-working and which relationship model is used with the users.

SPACE AND SERVICES

Your coworking spaces is located:



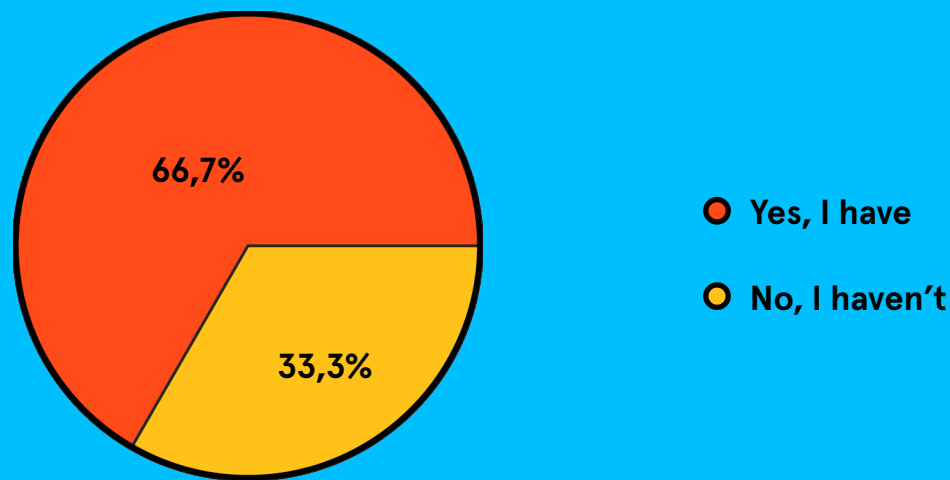
Which transports are available to reach the space?



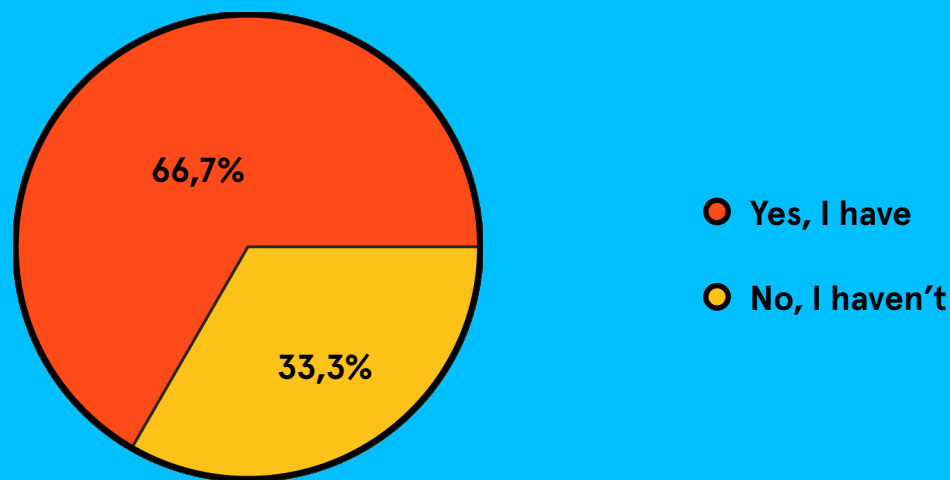
Most of the co-working are in central areas and reachable with public services.

SPACE AND SERVICES

Do you have a rule book?

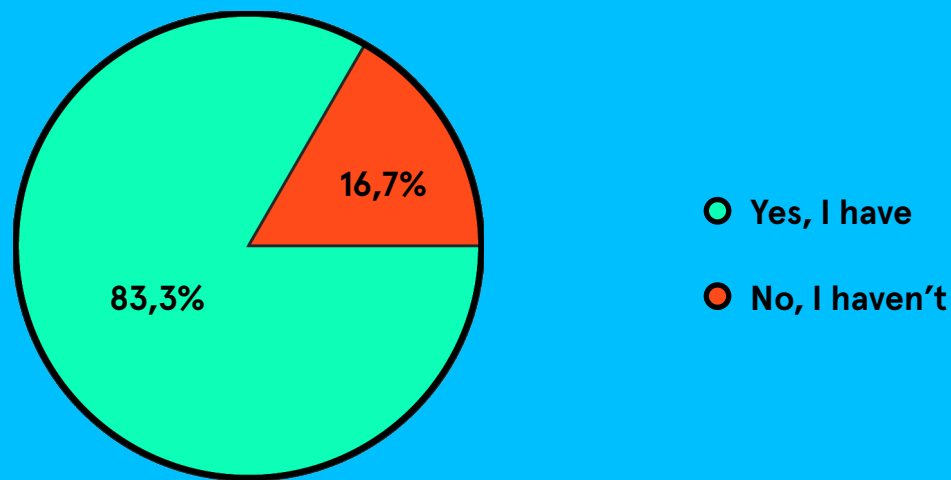


Do you have a signposting with guidelines for users which is useful for the space, tools and services?

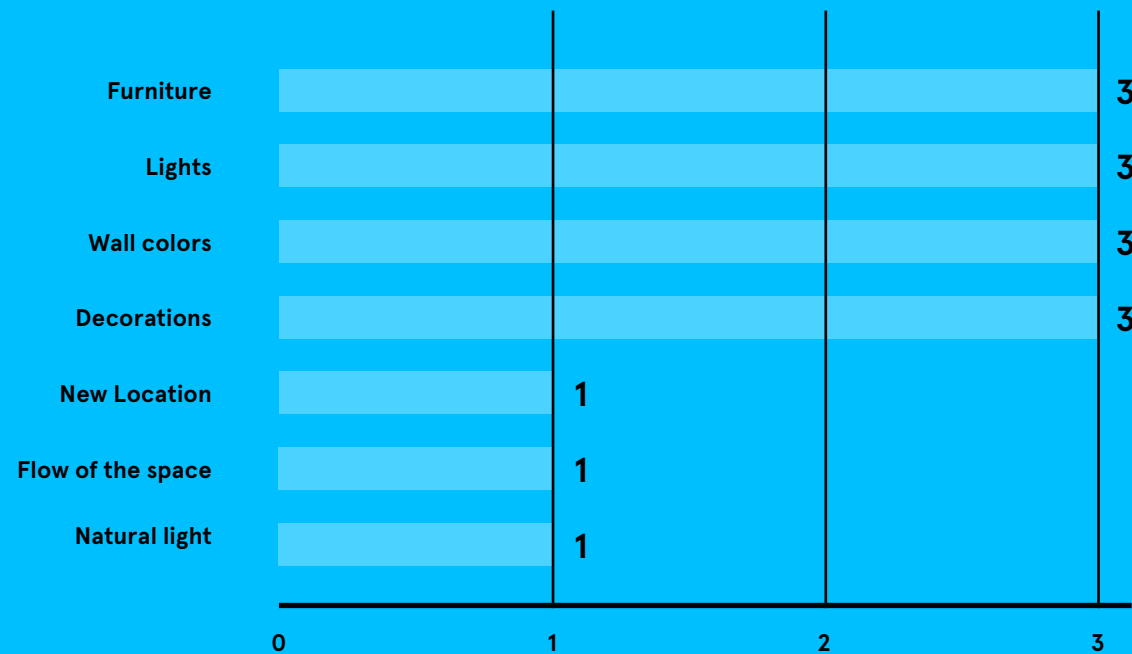


Most of the co-working space don't have a formalized tool in which users can find rules and guidelines for the use of services and spaces.

Have you design a specific design activity for the quality of the interior?



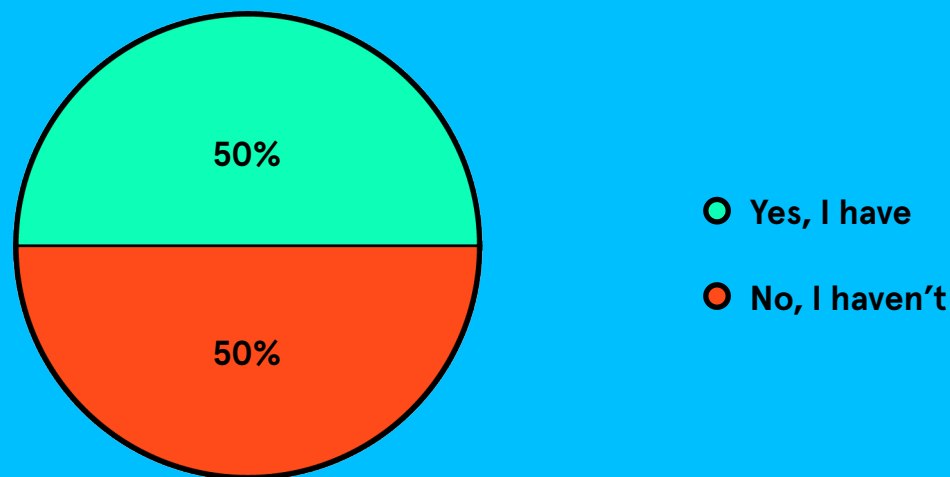
If yes, select the elements that characterize your space:



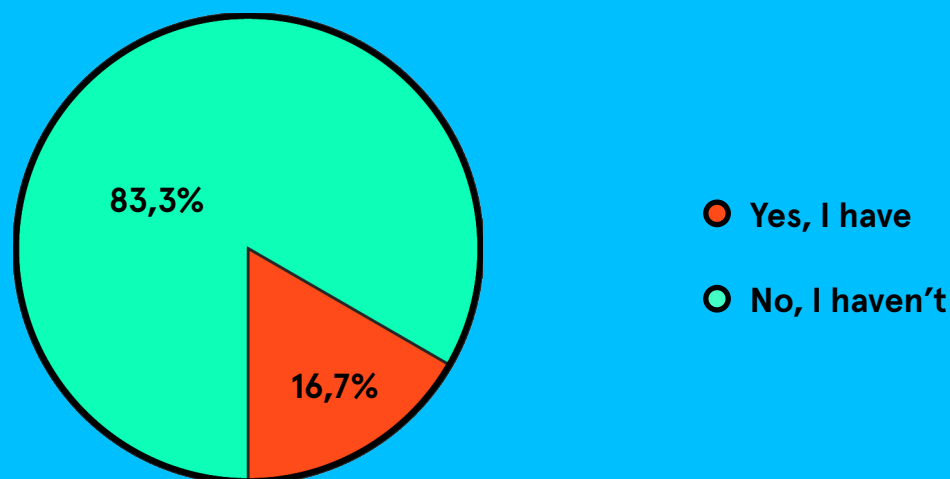
The interior design plays a strategic role in the co-working spaces. The most important elements are furniture, lights, wall colors and decorations.

COMMUNITY

Did you plan different level of memberships with different costs and services?



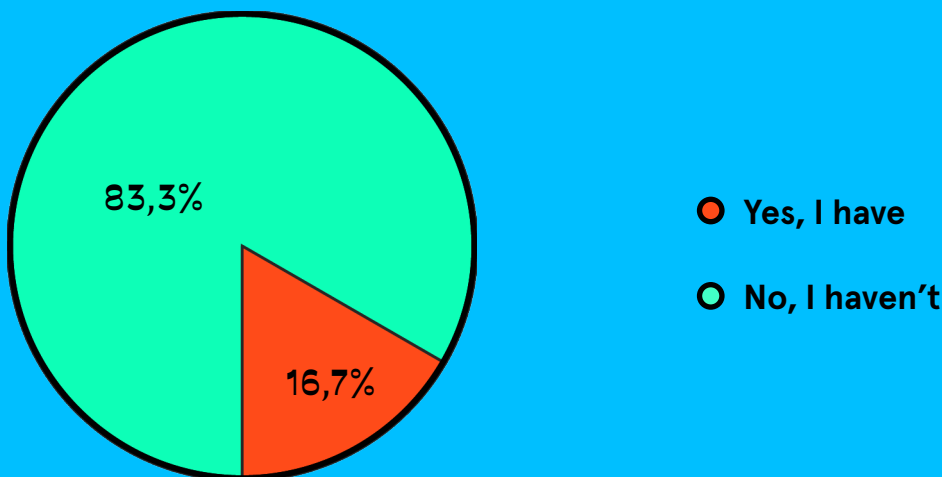
Do you have a selection process to become member?



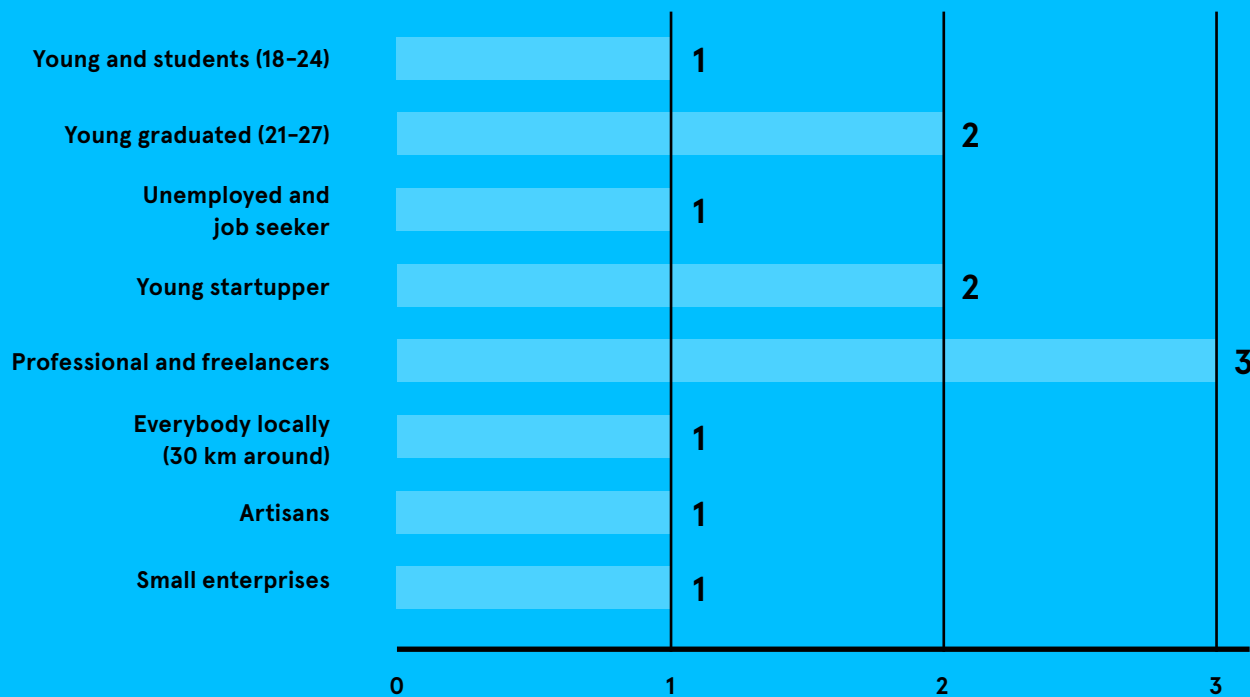
COMMUNITY

Do you have a CRM process?

In terms of membership for half of the spaces there are different levels of membership but for almost all a selection process.

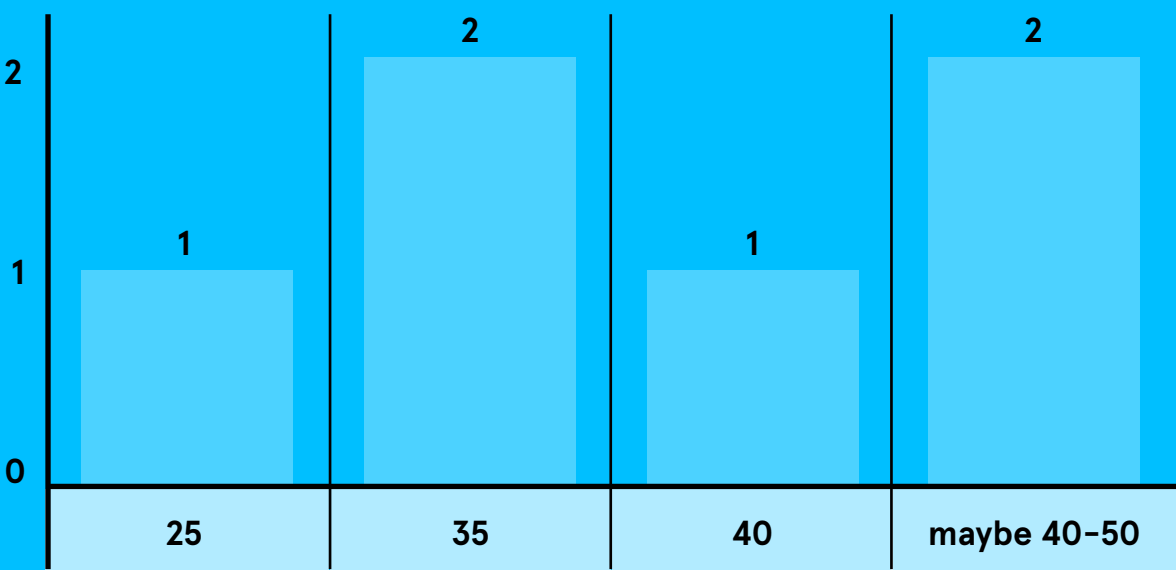


Which are the main target groups?

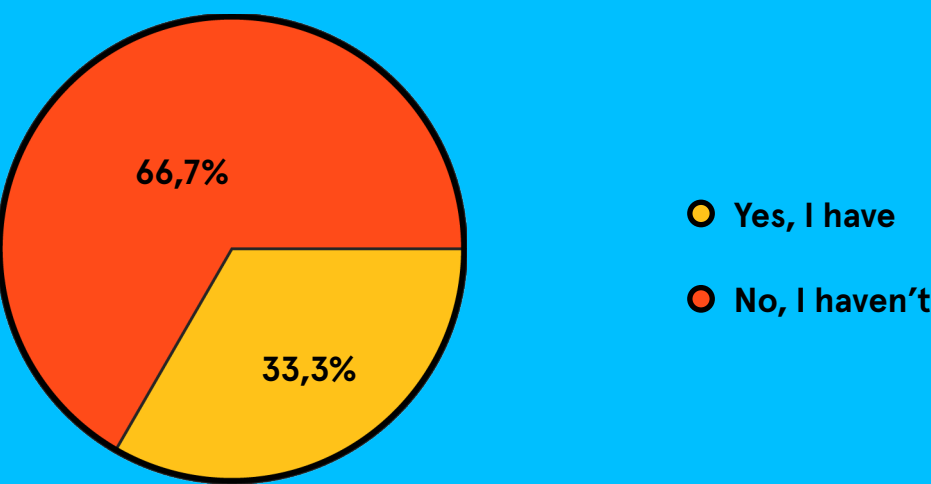


COMMUNITY

Which is the average age of the users?



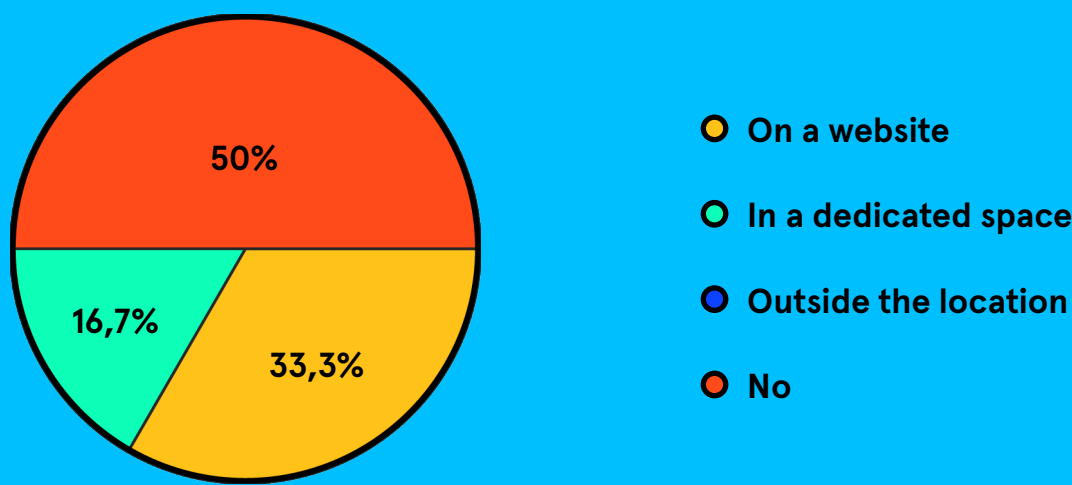
Are you managing or supervising the collaboration with users?



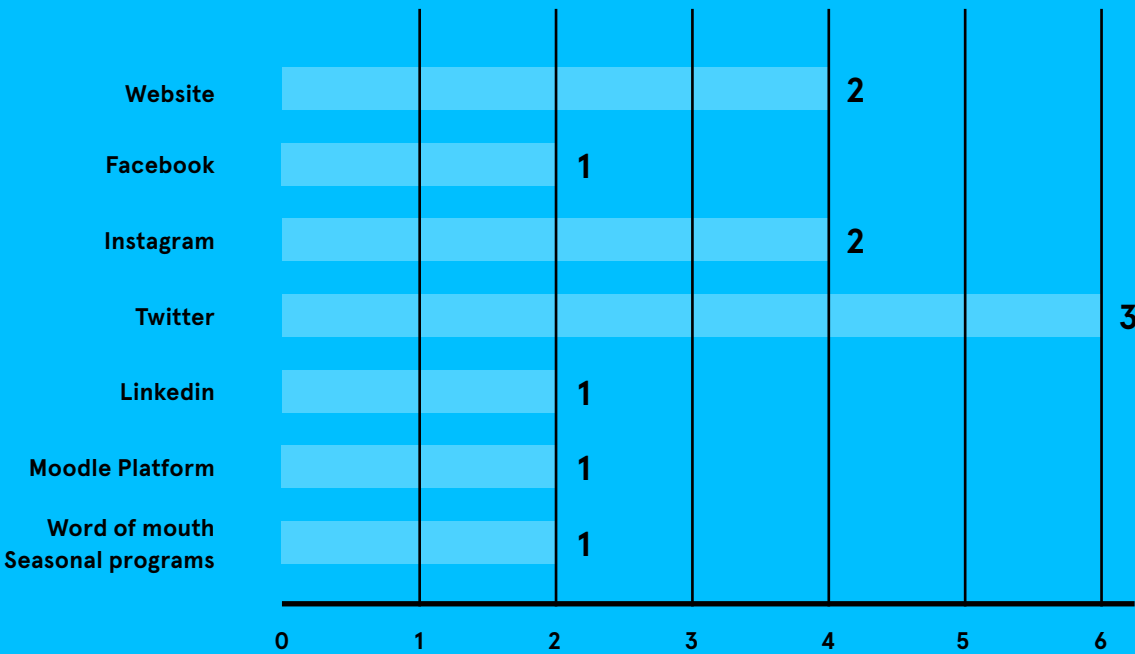
The main target of the project partners are young graduates from 21 to 27 years old mainly oriented in starting a business or a professional-frelance activity. There is in general a lack of management of collaboration with the users.

COMMUNICATION

Do you have showcase for the users?



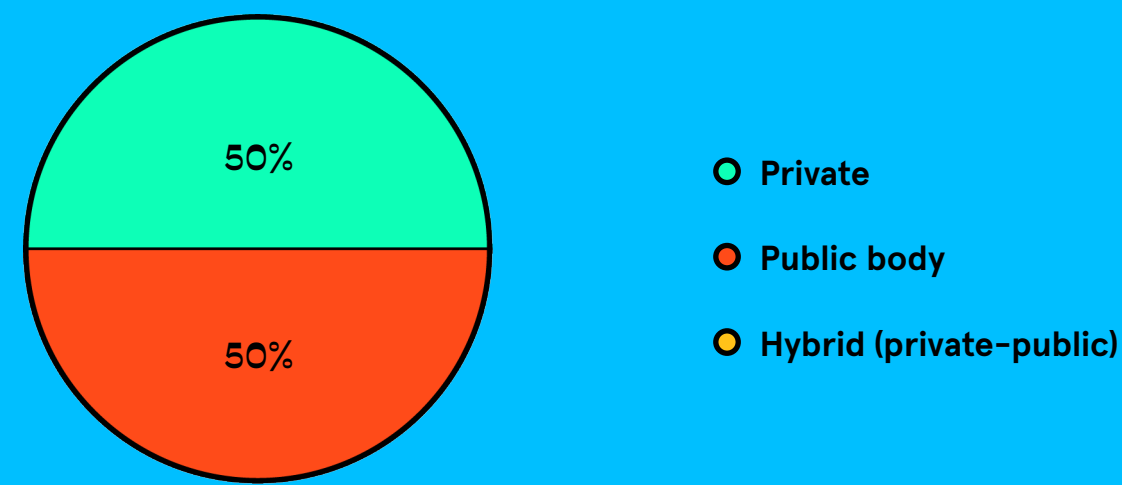
Select the communication tools you have:



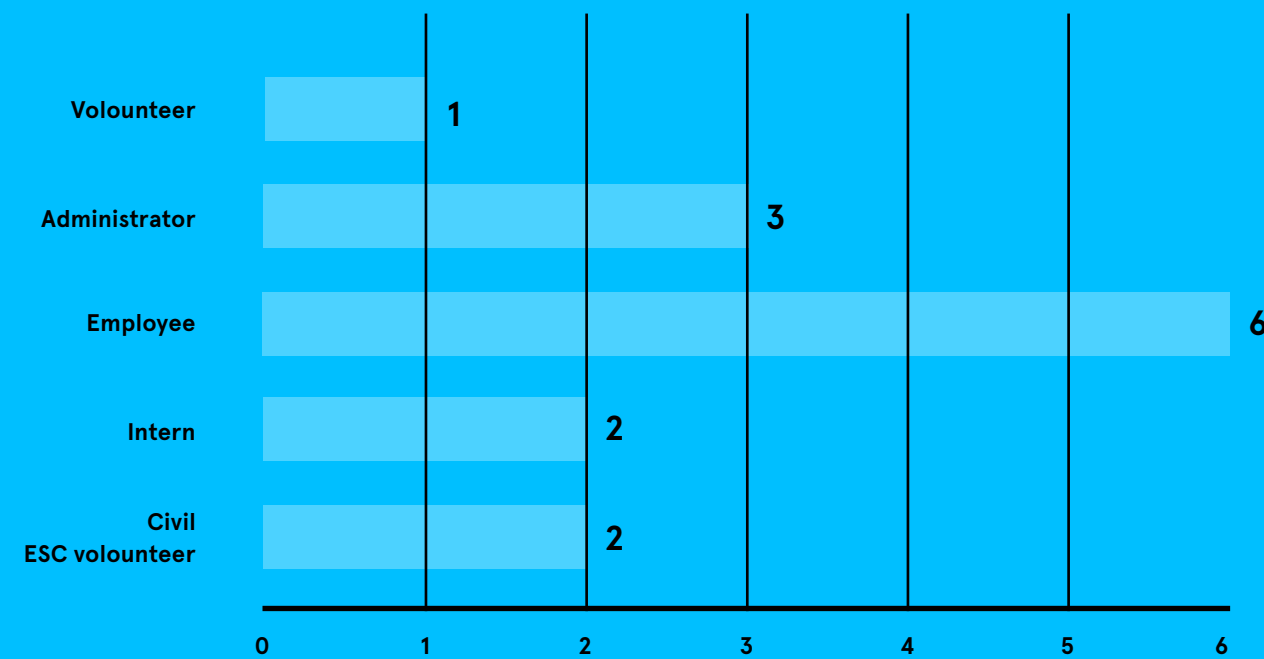
In terms of communication there is a showcase of users mainly on the website and in a dedicated space for half of the partners. Official website, facebook and Instagram are the main communication channels used.

GOVERNANCE AND OWNERSHIP

Which is your governance structure?



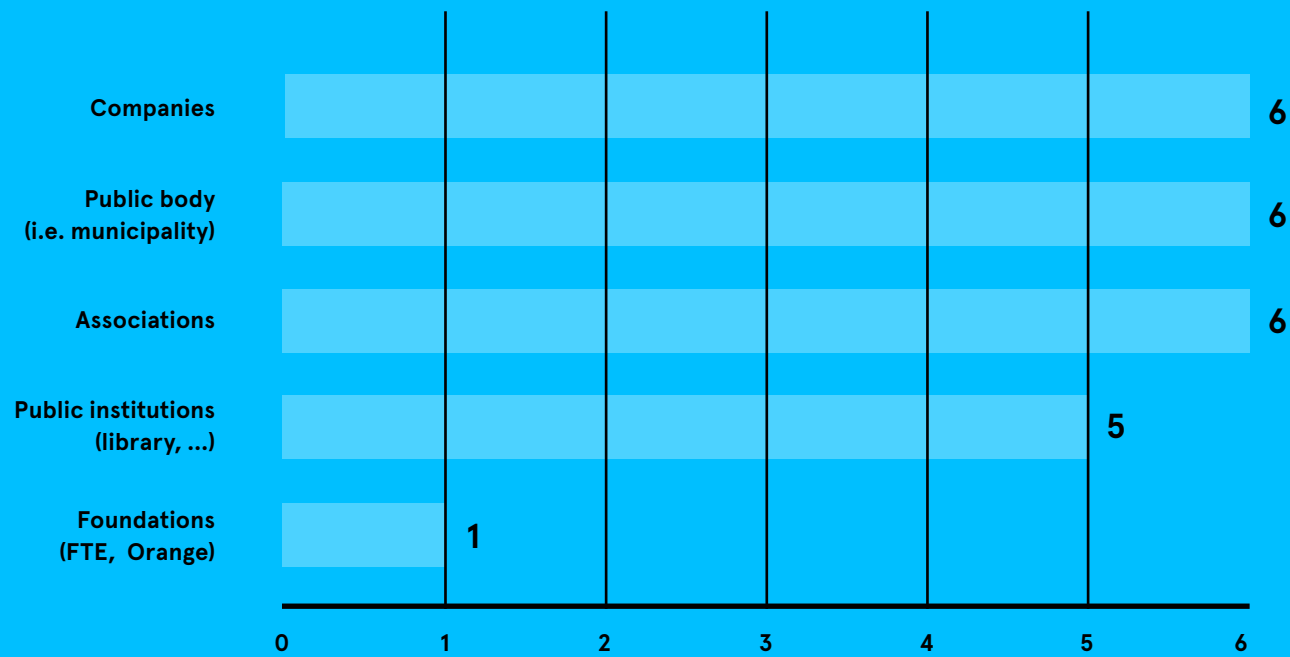
What kinds of human resources do you have?



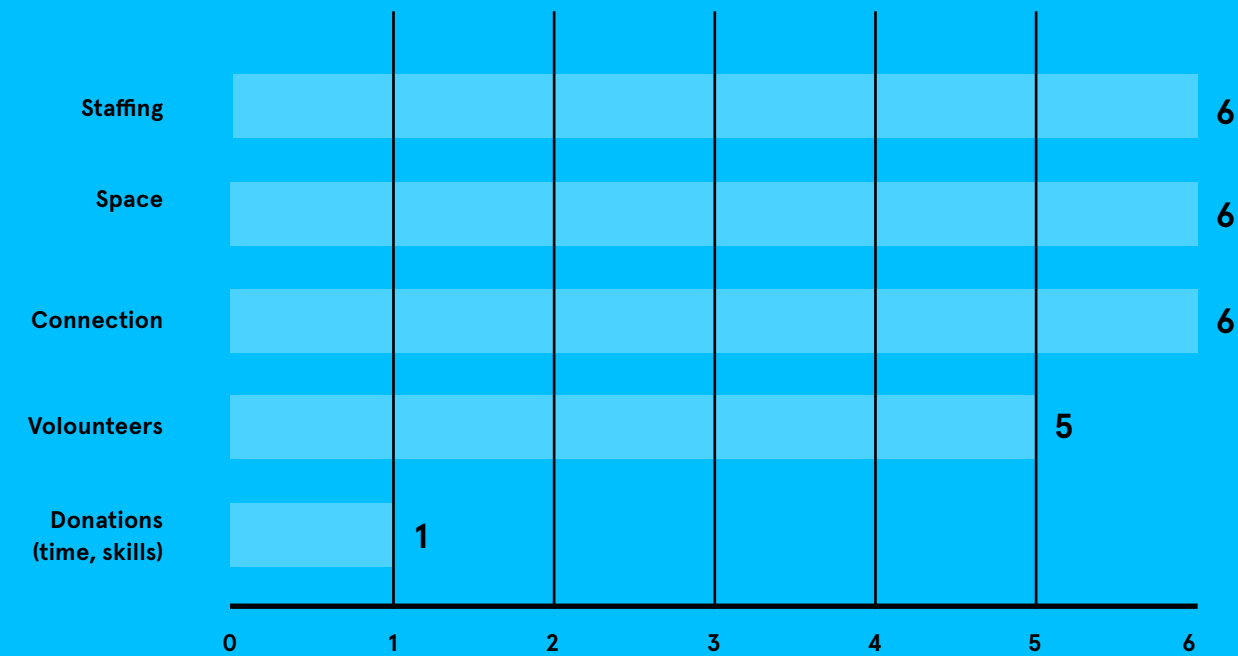
The organization is private or hybrid. The staff is mainly young and with stable contract. It's interesting highlight the important role of the administrator and the volunteers.

SERVICES

Select the collaboration with the stakeholders in the organization of the events and services:



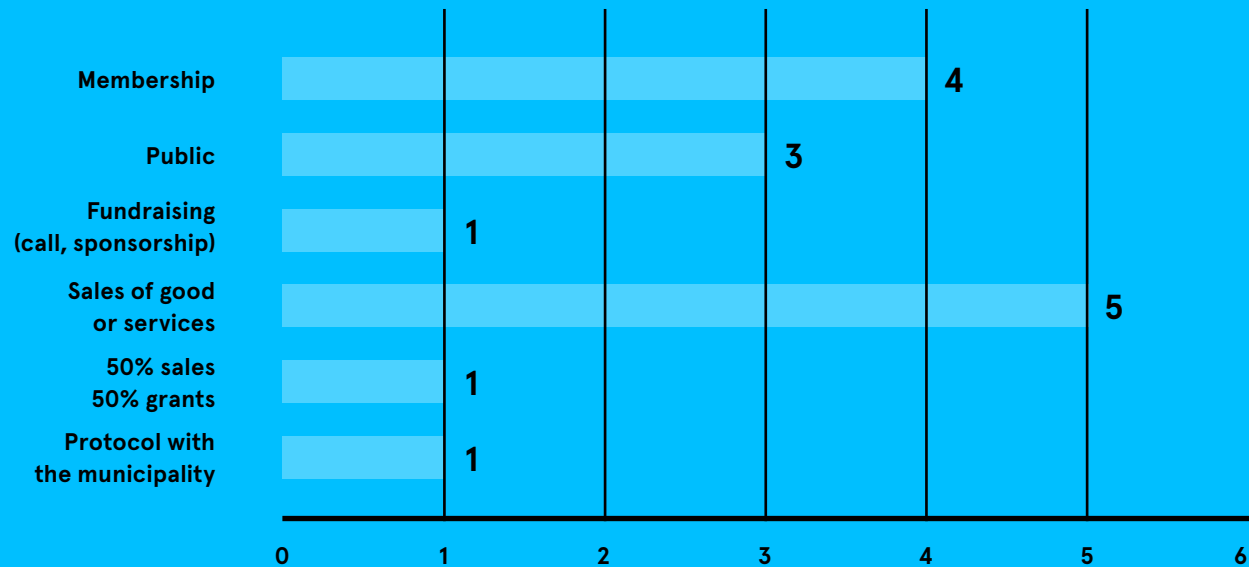
What are the key resources you have?



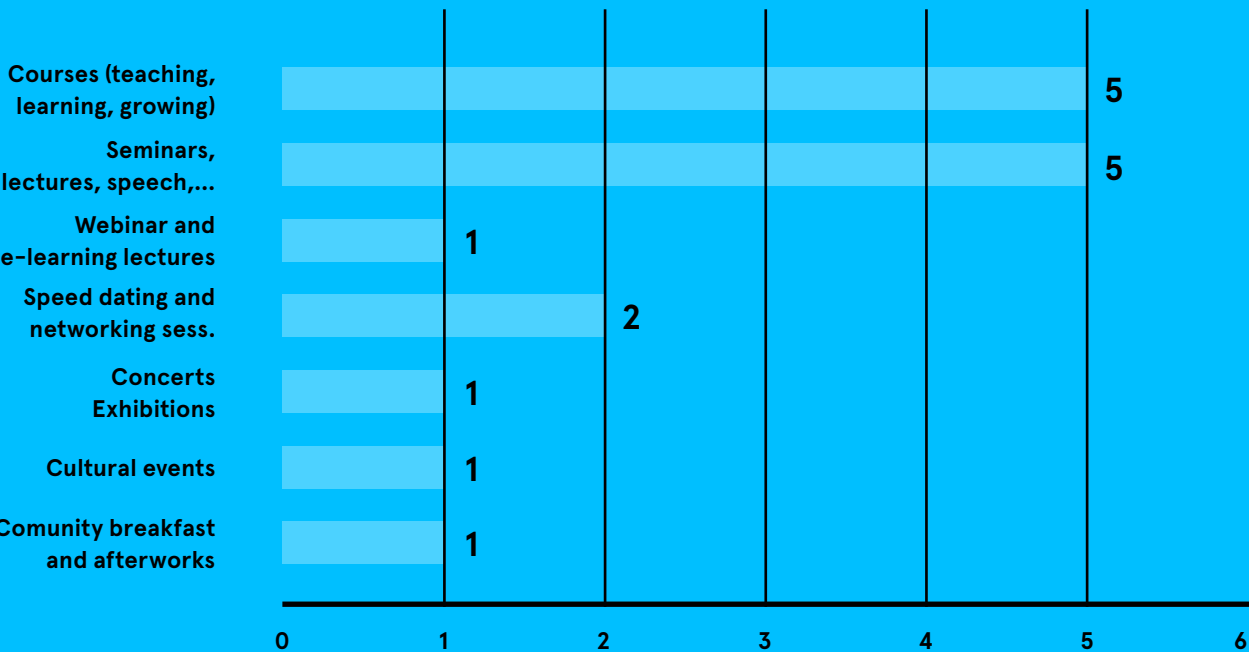
SERVICES

What is the funding model?

The key resources are staff and spaces and the revenues are mainly from the selling of good and services, secondly from membership and for the 50% of the hybrid organization structures also from public funds.

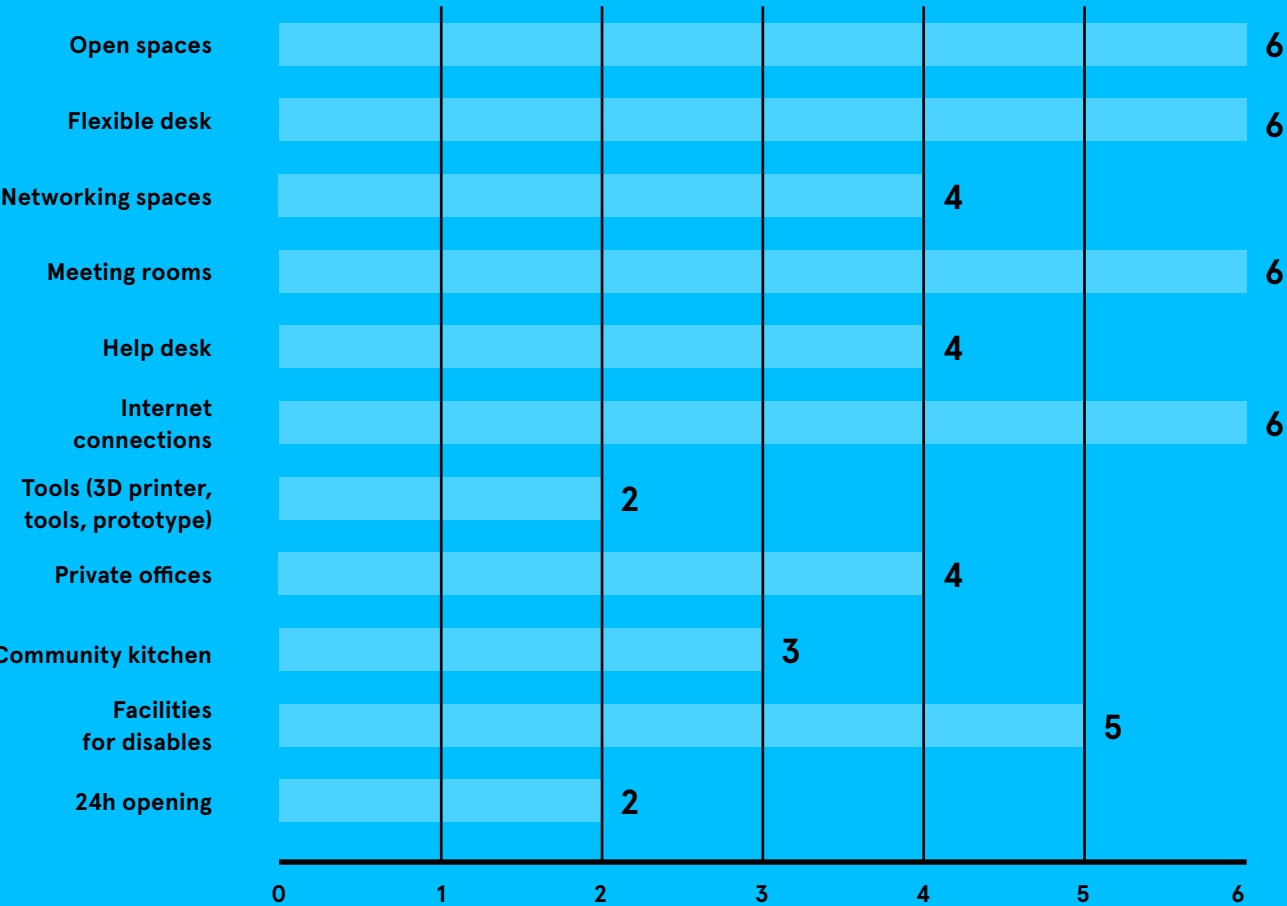


If you have events you organize select:

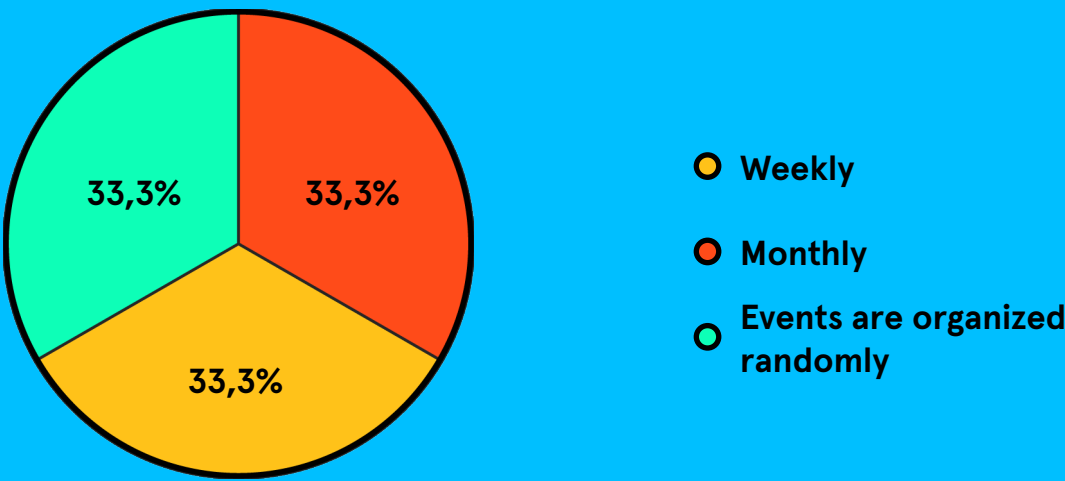


SERVICES

Select the service you offer:



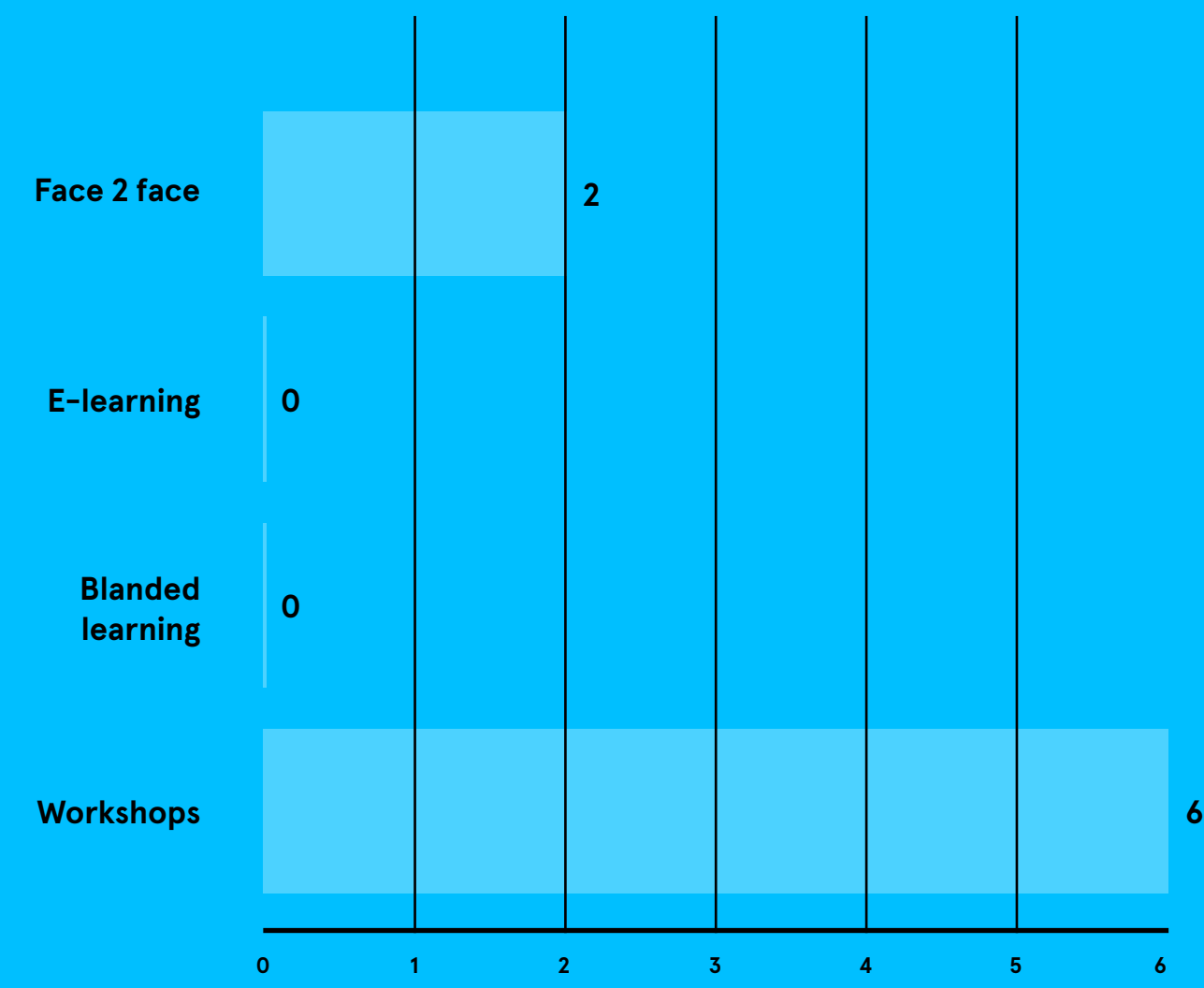
Do you have an agenda for the events?



SERVICES

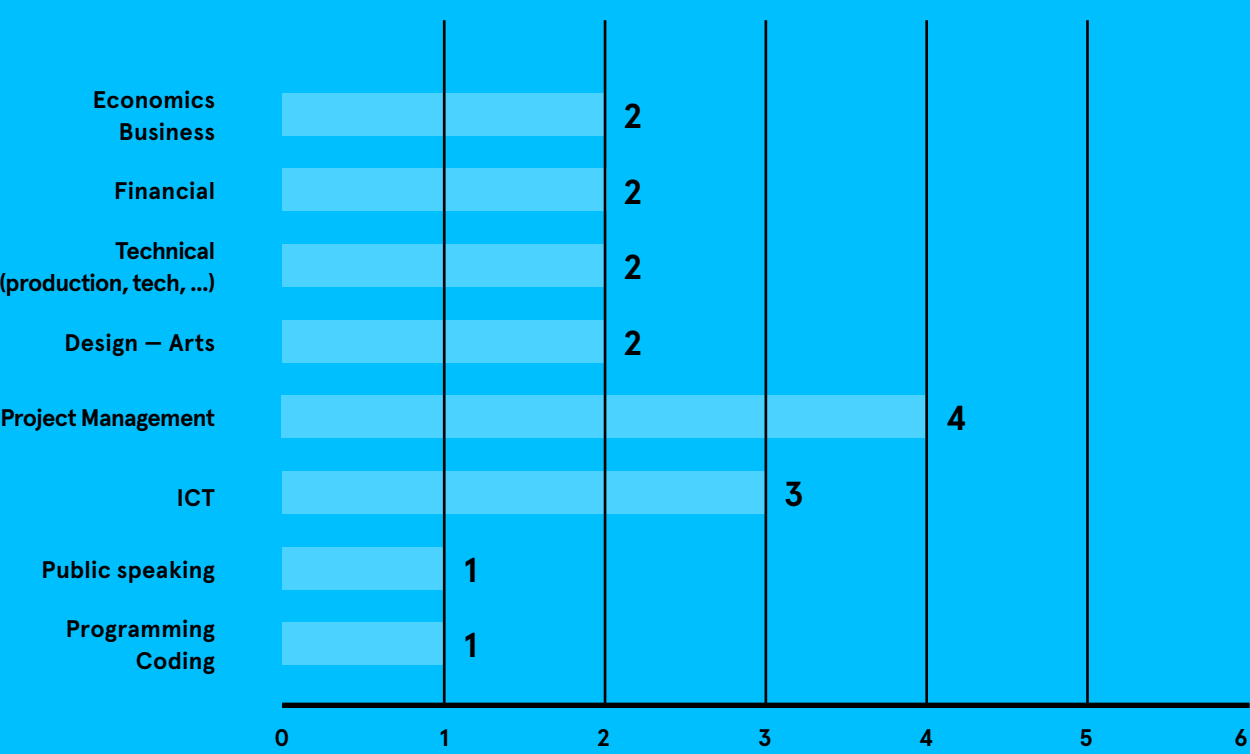
The services offered are almost all oriented in the same direction: open spaces, flexible desks, meeting rooms and internet connection are offered by all the spaces. There is a potential area of improvement for services like prototyping, private offices, open access services and community services. Also thinking about the events there is room for the improvement of webinars and e-learning, cultural events and events open to the community with a monthly/weekly agenda.

If you offer training activities select the learning method you are using:



SERVICES

Which contents are you offering?



There is a tendency in use a practice-based approach demonstrated by the use of workshop and f2f experience for the trainings. Project management and ICT are the most diffused contents offered but there are two interesting area of improvement connected to the soft skills development (public specking) and the diffuse impact of the digital technologies (programming and coding).

2.2.3 Work group sessions

In order to allow every partner to fully contribute to the project with their specific knowledge and practices, every workshop has been hosted by a team of facilitators to ensure participation and the pursuit of the various project goals.

First of all, designing the different workshop agendas the team of facilitators always included a consultation with the hosting organization, to define which kind of spaces, scheduled times and facilities the group could use. We also shared a list of needs and requests that could improve the work during the workshops, to provide a basic standard to be followed in every workshop, as explained below.

On the organizational level, we always tried to get wide rooms with natural lights and windows that could be open to get some fresh air, together with movable chairs and tables to possibly rearrange the setting as we needed for the different situations. Wifi connection for every participant was always available, and some personal time to go through emails and online workflows were granted in every meeting. A beamer was always present, to allow a clear sight of what was being discussed in every moment. Breaks and meals were arranged to suit local time habits and not to be too far from the average habits of participants, always trying to offer fresh and healthy food whenever possible and making water, tea, coffee and drinks always available.

We also made sure that every workshop could be an opportunity to visit local experiences and practices somehow connected to the project's aims and activities, meeting people in charge of them and having time for questions and discussions, for a better understanding of the different places visited. We arranged at least a couple of visits to relevant local experiences during every workshop.

We established a common online platform (using Slack) where all communication has been shared, and documents have been linked, and all details on every workshop has been explained and discussed in a specific group. As for the facilitation of the workshops, we followed non formal learning methodologies, helping the group to achieve their various aims as a result of a collective effort, using the plenary as a starting point for processes and discussions that would then go on either during the workshop and at home. This implied the use of various facilitation techniques, as brainstorming, open discussions, small groups, walk and talk etc. The agenda with the aims of every workshop was shared in advance, offering participants the possibility to adjust the aims according to their needs.

As a first effort, during the Amsterdam workshop we established together our general common goal, summarized by this sentence:

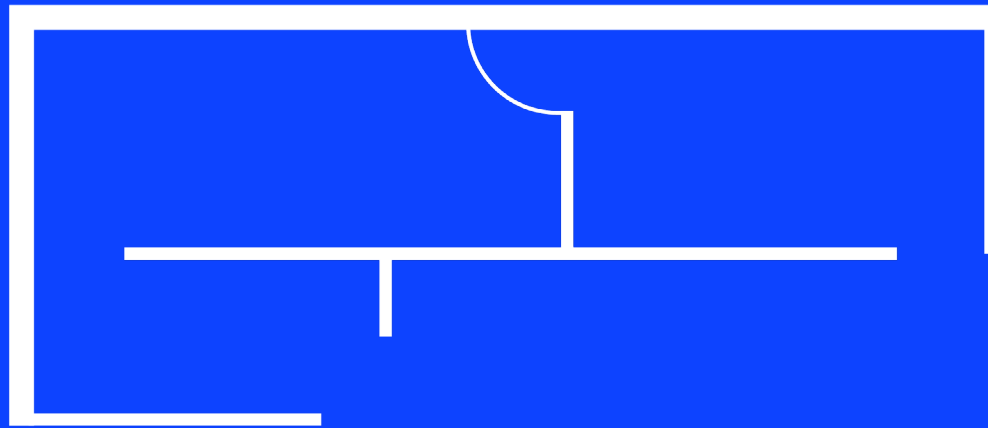
There is a need for youngsters to increase skills and ambitions. We are creating a toolbox for youth workers and coworkers to work together in order to reach these youngsters and their needs.

During the Bordeaux workshop, we also shared a detailed vision about how we wanted to create the workshop agenda, for instance inviting checking in and checking out of all participants during every work day, requesting to be on time and agreeing on scheduling activities to take into account all different needs (ie different time zones, urgent office matters to be addressed during the day, etc).

In every workshop we worked with mixed groups, joining together participants from different Countries to allow maximum integration and sharing of experiences, opinions and different point of view, always working to reach consensus on decisions and results of every process.

In particular, during the first workshop we focused on analyzing the structure of coworking spaces, starting from our different experiences, breaking it down to a list of features and services, and then defining questions matching every element of this list, to create a survey aiming to assess how the different partners have designed their services and are managing their places. Every partner committed to fill in the survey and have it filled in by similar experiences in their local context. We also agreed on collecting information on relevant coworking experiences with some impact or interest in engaging youth, in the different Countries. On the same basis, we also designed a survey for users and possible users of coworking spaces and youth services close to the coworking models, to understand which kind of facilities, services and models would suit best their needs.

The survey was then shared with Politecnico di Milano and the results were validated by them. During the second workshop we started from the analysis of the collected data to define which are the key assets in a coworking space with would have the characteristics we are looking for. Once these assets were defined, always working with participants from different Countries in mixed groups, to allow the maximum possible grade of sharing, we wrote specific descriptions and instructions on how to include – valorize – consider the assets, building in this way the core of the guidelines about Co-Youth-Working spaces.



RESULTS & INSIGHTS

The overall evaluation of the insights and the results collected with the different research methods has supported the identification of the strategic variables to be considered in the definition of an organizational model for co-working spaces in Europe.

The variables are:

- 1 → Governance;
- 2 → Funding model;
- 3 → Stakeholders;
- 4 → Management of Key resources.

3.1 GOVERNANCE

GUIDELINES

- Who can be part of the creation of the coworking space?
- How the governance is structured?

Governance is the process whereby “an organization steers itself, and the dynamics of communication and control are central to the process” (Rosenau and Durfee, 1995, p. 14). Government describes a more rigid and narrower set of activities among a narrower set of participants (usually CEO, funders and owners, employees and some influential or privileged interests). Governance is the physical exercise of the policy, while the government is the body through which this is done.

The experience gained by who is dealing with coworking spaces since years is very useful to develop your own place. An advice is to start with a benchmarking. Then, you can visit and get to know “successful” or specific coworking spaces and networks of coworking spaces, both small and big, in your territory and abroad -if you have the opportunity-, to observe the space and the vision behind it: the “concept” is important, as well as the long-term goals who those who opened that space (for instance, is that social or business oriented?). It can be useful to interview who is hosted in that place, in order to understand what can’t miss in a coworking from their point of view. Currently there is a wide literature about coworking space: you should consider and use it. You can find many interesting and useful publications on internet.

Coworking spaces are currently widespread. You can go into a market already saturated, but you need to well consider risks

and opportunities (exactly how the big companies use to do before they open a new store):

is there a demand? Which one is? Whose?

Even if the conceptual boundaries between public and private dimensions are often not delineated, the governance structure of a coworking space can be:

Public: when it is provided as public services by cities and universities. CREA (Amsterdam, Netherlands) is an example for coworking spaces owned by the public sector: it is hosted and managed by the cultural organization of the University of Amsterdam (UvA) and the Amsterdam School of Higher Education (HvA).

Private: Most coworking spaces are private for-profit startups run by entrepreneurs that work in the shared office, in the same conditions as all the other coworkers. Some of them are organized in associations to offer more services and create more values for their members. Among our partnership, the coworking which has a private structure are Impact Hub (Amsterdam, Netherlands) and HUB385 (Zagreb, Croatia). Among the case-studies we analyzed, private structure can be found in 311 Verona (Verona, Italy), Les Coopains à Bord (La Rochelle, France), The Axiom (Oroville, USA), Loffice Coworking+ (Wien, Austria), The Cube (Athens, Greece), Startdock and TQ (Amsterdam, Netherlands), The Canvas (Honolulu, Usa).

Hybrid (Public-private): They are those spaces accessible to the public but privately managed and controlled: e.g. C3 Coworking Space for Youth (Hong Kong, China), LibertHub (Monza, Italy) and Spazio Cofò (Cinisello Balsamo, Italy).

3.2 FUNDING MODEL

GUIDELINES

- Which is the funding model?
- What are the source of funding?
- Did you plan different levels of memberships with different costs and services?
- Did you take into account your local economy to define costs and include or exclude extra paid services and VAT?

Either when your structure is private, pubic or hybrid, you will have to find a way to be sustainable from an economic point of view. The funding can come from:

3.2.1 Membership Fees

Commonly entrepreneurs, freelancers and small enterprises can be members of a coworking space by paying a (rather low) monthly fee. It seems to be a good and common practice to differentiate the amount of the fee basing on the time and use of the space. Some common memberships options are: fixed, flexible, weekly, part-time, by day or by the hour, and full-time memberships. Some examples from the cases we analyzed are shown in the next page.

C3 Coworking Space for Youth (Hong Kong, China)	Hot Desk: \$990/month; Day Pass (Hot Desk): \$160; Half Day Pass (Hot Desk): \$80; Fixed Desk: \$1,380/month; Private Office (2 Seats): \$3,200 /month; Private Office (3 Seats): \$4,800 /month
Loffice Coworking+ (Wien, Austria)	Desk: € 25,00; Week desk: € 80,00; Monthly desk: € 250,00
Startdock (Amsterdam, Netherlands)	"Flexible": from € 69,00/month; "Basic": from € 219,00/month; "Premium": from € 329,0/month; "Office": from € 700,00/month
The Axiom (Honolulu, USA)	Full time month 149\$; Part time month 99\$; Drop-in day 19\$
The Cube (Athens, Greece)	"Work-space day": € 15.00; "20-person event" (6h): € 120,00
TQ (Amsterdam, Netherlands)	"Membership": € 100/month; "Residency" from €375/month
Startdock (Amsterdam, Netherlands)	"Flexible": from € 69,00/month; "Basic": from € 219,00/month; "Premium": from € 329,0/month; "Office": from € 700,00/month
HUB385 (Zagreb, Croatia)	Full desk users pay the full monthly price and can use the space 24/7; Discount for students; Flyby users pay only a few days in the month but cannot use all the perks; Users who have a private office are paying a higher price of the private space; Users of the coworking have a discount on using event space.

To ask for a membership fee could be counterproductive in a rural/suburban context or in a coworking space with a strong focus on the social inclusion. This is the case of Les Coopains à Bord (La Rochelle, France) and Adamastor (Viseu, Portugal).

3.2.2 Public funding

A public body can recognize the need of boosting the local community, doing something to make, change, innovate and promote new actions through the youngsters.

However, from the perspective of coworking spaces, there is a challenge when figuring out how to remain independent and avoid being forced to live on a constant income of public subsidies. When cities recognize the coworking space as essential tool for the local development, the public sector can contribute to financing it:

A → by tapping into calls for projects; e.g. in 2011, Belgium launched the program “Creative Wallonia”, in order to support the creative economy in the region and also to “start the spontaneous creation” of innovator groups. Through this call for projects, the program, amongst others, allowed for the creation of eight coworking spaces (Rémy Cagnol, 2013);

B → by creating partnerships; e.g. Gangplank is a non-profit organization placed in Arizona, which opened a coworking space in 2008, in a context where it was something totally new for the locals and even more innovative in the eyes of the local government. The space does not charge the businesses, as people could simply get back on social capital by volunteering their time to other coworkers’ projects. The city of Chandler has recognized Gangplank as a local economic development actor: for 3 years, the city has given enough funds for Gangplank to be able to cover the rent of the building, as a well as other costs, such as the internet connection (Rémy Cagnol, 2013);

C → financing via voucher potential new coworkers. This is the approach chosen by the city of Milan, with the expert help of Massimo Carraro, founder of COWO network.

D → by a protocol with the Municipality. This is the case of Adamastor (Viseu, Portugal), Spazio Cofò (Cinisello Balsamo, Italy) and LibertHub (Monza, Italy), which are hosted into

a public space that is managed through special agreement with the City Hall. This includes in some cases a lower rent for the spaces, a partnership on European and national projects (also in collaboration with local schools), the provision of staff, including a coordinator and Civil Service Volunteers, finally the request of specific services (e.g. catering for public events, rent of rooms...).

3.2.3 Fundraising

Another key element to facilitate the opening/management of a coworking space is the participation of an organization that support/sponsor it. Big and small companies have several motives to support coworking initiatives. It may be a marketing tool aimed at improving their public profile. But the most important goal is the “connection to local entrepreneurial ecosystems” (Malecki 2011) aimed at expanding the perimeter of serendipity production outside the walls of the company. Innovation has become increasingly fast and open (Chesbrough 2003, Huizingh 2011).

This is the case of La Smalah (St Julien en Born and Mézos, France) and ImpactHub (Amsterdam, Netherlands), where corporate partners donate pro bono hours to the members (e.g. for legal advice, marketing, EY). Your “sponsor” should have a basic social view, otherwise the youth target group and the goals will be sacrificed for a pure profit aim.

3.2.4 Sales of good&services

This is the case of LibertHub (Monza, Italy), Spazio Cofò (Cinisello Balsamo, Italy), ImpactHub (Amsterdam, Netherlands), La Smalah (St Julien en Born and Mézos, France), Hub385 (Zagreb, Croatia).

3.3 STAKEHOLDERS

GUIDELINES

- Where does your place stand between market driven and local development driven?
- How does your place relate to youth issues?
- Does your community address society issues?
- How is the balance between community (or local development) and business activity conceptualized?
- How do you qualify your connection with the youth policies at local/regional/European level?

When you open a coworking space, you should decide if it can be either a resource for the local community or just a service. Certainly, the coworking space is an enterprise: it needs approaches, strategies, human resources and tools borrowed by the business sector, in order to ensure success and sustainability.

On the other side, there are strategies borrowed by social and education fields which can make a coworking space a resource for the local community. The best way to become a resource is typically to give a contribution to solve an issue inside a certain context: being focused on youth helps us to create space aimed at including young people constantly, facing the risk of their exclusion and/or marginalization.

A first step can be to have a constant and open dialogue with the local government (public bodies), the civil society, and other relevant stakeholders, to be able to know the local social needs better, to optimize the resources avoiding to address not relevant issues. A good strategy is also to plan activities and partnerships that stimulate the subjects to participate together in social actions for the community, to support the solidarity, the innovation and the local development.

As in any collective endeavor, there will be partners, supporters, organizations or groups of people which need to be informed or sometimes consulted: they are all stakeholders.

In our case it won't be a market strategy as for the profit companies, but it is part of the nature of a social oriented coworking space: to be supported by the stakeholders is essential either for the impact we want to have on a community or for the issue we want to address.

3.3.1 Possible partners

GUIDELINES

- What kind of local partnerships do you establish?
- How are the local organizations connected?
- Who should be involved?
- Are you aware of each stakeholder's motivation in the process?
- Are there stakeholders as part of the governance?

If you are planning to open a coworking space where the youngsters represent the main (or one of) target group, where social and business missions are balanced, it can be useful to involve in the partnership organizations with some kind of youth programs/policy. They could help to attract and "surprise" the youngsters with specific activities.

Local government

It is important to collaborate or at least to keep the contacts (continuously and strategically) with public bodies at different levels. Its role can be crucial for several reasons beside the economic support, such as:

A → to establish your role in the social ecosystem, to get a good reputation, social accountability and reliability;

B → the public bodies guide and define the local policies

thanks to a contribution from the civil society, the Third Sector and other public and private entities. To be an outsider means to not have the opportunity to affect the local development strategies, to not have the possibility to enrich the debate bringing your point of view; your space can be part of a wider vision and it can contribute to long-term goals in your local community; **C →** to be known and to collaborate with a public body can bring to interesting developments as well as incomes thanks to the participation in new partnerships; the coworking can answer local needs quickly and creatively.

Among the case studies we analyzed, those which include public bodies in their partnerships are: C3 Coworking Space for Youth (Hong Kong, China), Les Coopains à Bord (La Rochelle, France), The Cube (Athens, Greece), TQ (Amsterdam, Netherlands).

Private organizations/NGOs which promote youth work activities

It is even better when it is a youth association, to guarantee the representation of youngsters and their direct participation; it can also help to be more attractive and to affect positively the creative and cultural proposal, to make the coworking space a proper reference point for the youth. When it is not possible to involve youth organizations in the partnership and/or in the direct management of the place, it is a good practice at least to inform them always about what you are proposing inside the coworking space.

It is important to keep a connection with the civil society's organizations on your territory: collaborating and involving NGOs can bring new synergies and it can help your coworking to get a good rating and reputation.

This is the case of Spazio Cofò (Cinisello Balsamo, Italy), where the collaboration with other organizations includes cultural events and project partnerships on social issues, and LibertHub (Monza, Italy), where the strategic partnership with

associations and groups allows to implement more than 30 activities every year. Among the case studies we analyzed, those which include associations in their partnerships are: Les Coopains à Bord (La Rochelle, France), The Cube (Athens, Greece), TQ (Amsterdam, Netherlands) and The Canvas (Honolulu, USA), where Aloha United Way and the crowdfunding platform Kickstarter will raise money through by renting out the space during off hours.

Nonetheless, you have to be careful what space you give to this cooperation, in order to not become (or to be confused with) a simple hosting space for these NGOs' activities. The NGOs are usually based on a specific "political" vision and interest of people which connote and characterize their actions; a coworking space cannot be recognized as an organization which stands for a specific interest or category: it needs to be "neutral" to survive in the market. To be focused on the topics of job, vocational training and skills development, on social and cultural innovation, on research and the new generation's trust allows it to have an open communication with anyone, without connoting and creating "special" relationship. To depend on only one client can be risky.

Representatives of the business sector

It can be the Chamber of commerce, a big company or a trade association. It includes companies which deal with innovation and digital innovation. It is not only services and institutions that are competent in topics such as job market demand, competences development, vocational training, new professions, innovation. These fields are part of the companies' know-how. To involve the companies in disclosure activities, training courses and services offered to the coworkers can have two positive effects: first, it can make the coworking space more attractive for potential clients, increasing the rental incomes for the workstations, enriching the community and making it more solid; second, other companies can be more interested

in the space (like in a ripple effect), recognizing it as a place where they can meet/know new young professional with creative ideas and competences useful for the company (matching between supply and demand), not only as a “territorial service”. It is clear how the two aspects feed each other: the more the companies are involved, the more coworkers will find new clients, orders and stable jobs. E.g. Spazio Cofò (Cinisello Balsamo, Italy), where companies use to run courses on communication, marketing, web content; HUB385 (Zagreb, Croatia), where few companies have intern meetings in the event space. Among the case studies we analyzed, those which include companies in their partnerships are: C3 Coworking Space for Youth (Hong Kong, China), Les Coopains à Bord (La Rochelle, France), The Cube (Athens, Greece), TQ and Startdock (Amsterdam, Netherlands), The Axiom (Oroville, USA).

N.B.: we are not talking only about big business companies, even if they can look more appealing for the youngsters. They can be also organizations and NGOs which can run training and information activities on the social professions, on current and future jobs, on the competences that a social/youth worker needs to have. It will have an impact on the social local realities, combining a business view with the social responsibility orientation.

Organizations which deal with vocational training and/or certification of competences, such as a University

In any case, it is essential to be focus on the youth and to have a clear idea about the impact you wish to have on the youth condition. It is very important to keep the stakeholders’ motivation high. It entails a huge effort in networking and public relations, as well as strategy and mediation skills.

The stakeholders’ interests and aims (also in a wide partnership or project) are usually very different from each other, so it is important to analyse them one by one. To leverage the high motivation means to be able to answer to the question:

“What will this stakeholder gain from this activity or project?”

There are coworking spaces managed by more subjects, but some experiences show that these should not be more than three. Three is the number of the main “fields” of a coworking space to be managed:

A → the internal and external training proposal;

B → the events (including bar and catering service)

C → the space (workstations, rooms etc)

Three different subjects can bring balance and variety of points of views, but the experiences show that it is better to have only one decision-maker. In general, it is good when the coworking space is member of wider networks: there are several advantages and fewer costs. Beside your partners, it could be useful to involve the follower actors in your activities:

High Schools, because the development of entrepreneurship skills should be promoted and supported among the students; **Public institutions** (e.g. youth centers, libraries and public offices); every public body, both small and big, is divided into sectors and services. It is crucial to point and select which one of those can bring an added value to your project: it could be someone that support the economic activities of your users, such as a service for enterprises; it could be someone that deals with active employment and youth policy, such as services for vocational training and employment agencies, to implement common actions and projects for the unemployed youngsters and NEETs; they can be also public entities that may not appear to have a direct link with the coworking space, but they can foster creative and innovative interweaving, such as libraries, museums, music and art schools etc. Spazio Cofò (Cinisello Balsamo, Italy) collaborates with public institutions by hosting cultural events and providing specific services such as catering and rent of rooms. Among the case studies we analyzed, those which include public institutions in their partnerships are: Les Coopains à Bord (La Rochelle, France), TQ and CREA (Amsterdam, Netherlands).

3.3.2 The Local community

GUIDELINES

- Who are the neighbors of the coworking? Should/could they be involved?
- What is the perceived need in the neighborhood for your space/community?
- How often do neighbors come by the space?
- Do the neighbors feel the coworking has an important role in addressing societal issues?
- What are the local development and business activities supported?

Beside building a partnership with key subjects and stakeholders, you should think about who is “living” close to the coworking space: who are they? what do they do? which kind of link can they have with the coworking? could this link be important? are they potential users or ideal partners?

It is useful to make an in-depth analysis of the context/territory where you will open the coworking space, in order to build positive “neighborly” relations.

Here the concept of “neighborhood” includes also informal groups and single citizens, not only organizations and institutions: a good community manager (as well as the youth worker who will work inside the coworking space) should conceive the space as a resource for single individuals too.

It is always appropriate to keep a constant and continuous communication with the local context and the neighborhood, otherwise you risk to be isolated and with no possibilities to have a positive impact on the territory and on the local system of opportunities and resources.

3.3.3 Activities and programs

GUIDELINES

- How do you involve your local partners in your programming?
- Are activities promoted in collaboration with stakeholders in the field of youth?
- Are the activities promoted in collaboration with youth?
- Does your partners:
 - o express their needs?
 - o express the needs of the beneficiaries?
 - o choose the subjects?
 - o produce content?
 - o communicate/prescribe/finance the offer?

A good strategy to be attractive for youngsters and other local organizations can be to plan the activities together with the most meaningful stakeholders. It is a good practice to always do it, starting even before the opening of the coworking space. A coworking manager (as well as the youth worker) is essentially a community animator, someone who creates links among the subjects. He/she doesn't need and doesn't have to be competent in everything: it wouldn't make sense.

The coworking space is like a hub: it has to create connections among the people who go through it. Only if people go through it, it will work. That's why to organize with others is a good starting point.

3.4 KEY RESOURCES

GUIDELINES

→ What are the key resources do you have?

→ What is the cost structure?

Depending on your structure, you might decide which are the essential resources you will need to manage the space and to be able to include youth. Beside staffing and space, other key resources can be:

Donation (time, skills...)

You have the possibility to ask the members to be responsible for running some specific actions for the community. This is the case of La Ruche, a not-for-profit startup and a collective workspace for social entrepreneurs in central Paris, launched in May 2008. Every Friday, La Ruche members and their guests have lunch together and share a variety of information – skills swap, job offers, or things they are excited about – in the kitchen. This moment, called “The Buzz” is generally run by the La Ruche team in collaboration with a voluntary entrepreneur who is in charge of the activity. Other events focusing more on creativity and collective intelligence (e.g. Hold up, Hackathon), on the acquisition of individual skills (e.g. Toolbox, Masterclass), or on better business visibility (e.g. fairs, conferences) are also held regularly. The entrepreneurs freely choose whether to attend and organize these events (Centre de Recherche en Gestion (CRG) de l’Ecole Polytechnique 828, XXIIIème conférence annuelle de l’AIMS - 26 au 28 Mai 2014 – Rennes, France).

Volunteers

They can help with organization of the events, design of the space, changing the layouts of the rooms when needed, help in resolving members requests or smaller complaints – best if they

are youngsters, that way we can introduce them with the whole project from the inside. The coworking community places big emphasis on the community involvement and volunteering as indicators of the strong connection between the coworking movement and larger social movements focused on openness and having a positive impact on the surroundings. The largest and most well-known, the Global Coworking Unconference Conference (GCUC), is a network of conferences with locations as diverse as New York City, Melbourne, Singapore, and Vancouver; the conference includes an awards ceremony, called the Coworky Awards that awards coworking spaces for excellence in categories such as “Best Social Impact Program”, “Community Builder,” and “Volunteer to the Greater Community” (GCUC, 2017a). Among our partnership, those which involve volunteers in the coworking space management are: LibertHub (Monza, Italy), Spazio Cofò (Cinisello Balsamo, Italy) La Smalah (St Julien en Born, Mézos, France).

Connection

You could allocate specific resources to manage the networking with external stakeholders (which can collaborate in the creation of the coworking space), to monitoring the connections and involve them in the governance of your coworking space. This can include activities to hold investment seminars or public relations events supporting and promoting members’ businesses, and activities involving events to interact with experts in various fields and exchange information between the members.

3.4.1 Staff

GUIDELINES

- Who is part of the governance?
- What type of human resources do you have?
- Is there someone in your staff who can attract underrepresented categories into the community?

In coworking, your staff does more than service. They represent the DNA of your workspace, the backbone of your business. They are the ones who engage with the members and significantly drive the experience. The challenge to staffing in Coworking is finding a balance between overcoming operational complexities, maintaining the workspace, and providing for members. The answer to how many employees you need varies upon your size (in terms of members) as well as the level of activity within the workspace. Your staff can include volunteers (also from Civil Service and European Solidarity Corps), administrators, employees and interns.

Regarding how much you should allocate your budget to staffing, Scott Chambers believes in going for what the market will bear. “Establishing wages is a market-driven phenomenon,” explains Chambers. Having insights into what your competing spaces are willing to pay to fill the positions you’re seeking could go a long way in making sure your offers are always well-received. As a rule of thumb, Chambers recommends that a good Coworking space should dedicate 25%-30% of its expenses toward human capital. You can supplement your offers by providing competitive non-salary benefits ranging from flexible schedules, remote working opportunities, and perhaps even transportation/childcare support.

Among our case studies and project partners, staff is considered as a key resource in Spazio Cofò (Cinisello Balsamo, Italy), Adamastor (Viseu, Portugal), La Smalah (St Julien en Born and

Mézos, France) and ImpactHub (Amsterdam, Netherlands). 30 years old is the average age of the staff in the coworking spaces managed by or associated by the partners. The following list describes all the functions or jobs required for the smooth running of the coworking space. They can all be different individuals, or in smaller working spaces, they can be the different roles one person (or more) has to play.

Have at least one person or a small team to do the **coordinating of the space**, to be like a “host” everybody knows and can address if they have a question or a problem and shows the space to new members and also explain to them how everything works, create a fun, hospitable, and professional work environment for members, do the member onboarding (both rural and metro). According to the website www.coworkinginsights.com, which collect data, advices and trends in the flexible office industry, the coordinator of the space should be filled by a generalist with great management and leadership capabilities. Usually the person in this role is better or more experienced in one of the core areas of a coworking. Having more skill or more of an inclination in one of these areas is fine, so long as the other areas don’t suffer from a lack of attention on their respective staff and strategies. The core responsibilities of this person include: building valuable partnerships; people management; fundraising (investment, sponsorship, etc.); location expansion and growth Strategy; filling in for any gaps in staffing needs.

Front desk agents just to see who is coming and going into the space and to help the coworkers if there is a problem in the building, also greet potential members and assist in tours if the coordinator is busy (both rural and metro). He/she should give “human welcome” (not just a badge reader).

According to Coworking Insights, this role sits at the front desk for security and to create a welcoming feeling when entering the space. They must have experience in office reception, as an ad-

ministrative assistant, or something similar. This role is critical for first impressions. Must be friendly and energetic, but polite. The core responsibilities of this person include: screening for members/non-members; greeting guests and informing members of guest arrival; accepting packages and sorting mail; opening and closing space daily; keeping kitchen area up (brewing coffee, loading/unloading dishwasher, etc.); keeping space tidy throughout the day.

Mentors that are occasionally there to host workshops and work with youngsters (something like external partners, both rural and metro) or a project manager who will organize the workshops with external educators or mentors (project manager as someone who is employed in the space long term is better for metro, big spaces with more workshops, and external mentor is enough to give in rural areas with fewer workshops).

Pool of trainers and experts

Beside mentors it is really important to build up a network of skilled trainers and experts who can help you with running workshops or giving advice to the community/program participants. If you build up a relationship with them it is easier to get them for the right price and keep them motivated to bring value to the community/co-work.

Community manager

Person/or team who is there for the online and offline community, someone who will manage social media but also be a connection between the coworkers, youngsters and all the members, who will come up with the idea of a community event/ study visits etc. and organize them with help of others, also engaging with members, acquiring feedback, and communicating with operations to improve member experience (metro – emphasis on the online part of the job, rural – on the offline part).

According to Coworking Insights, this role is best filled by an

extrovert and hyper-networker that loves people and building relationships. This person often has experience in hospitality or the service industry, typically with management experience. A Community Manager's sole purpose is to manage, improve, and exploit relationships in the coworking space to keep a harmonious environment, create member-to-member and member-to-partner connections, and thus create a "stickiness factor" so members keep coming back.

The core responsibilities of this person include: membership sales strategy; hosting member gatherings (dinners, breakfasts, happy hours, clubs, etc.); member policy development and enforcement; creating the space "vibe" (a general awesome feeling that resonates with your members); member communication strategy; billing dispute resolution; all assistant community manager duties if there isn't one on the team.

Marketing person or team to make stuff like online advertisement, campaigns, special offers and giveaways to attract new members. According to Coworking Insights, the Marketing Manager communicates the vision and "vibe" of the space to the public. Experience in growth hacking, content marketing, digital and print advertising, and design are all great. At minimum this person needs good design skills, great copywriting skills, and enough technical expertise to learn new techniques and automate marketing efforts. Good marketers are difficult to come by. The core responsibilities of this person include: marketing strategy development; online marketing (social media, content marketing, advertising, blogging, etc.); print marketing (flyers, brochures, exterior signage and murals, etc.); design; copywriting.

Have at least 2 person or a team of people to be the main point of contact for billing inquiries and issues, budget and **financial** aspect in general (number of people depends on the size of the space and of course number of users).

1 person who will be the **IT service** and keep an eye on the internet, printers and all the technology in the space and making the CRM system (number also depends on the size of the space and number of users).

According to Coworking Insights, this position is generally filled by a technical and hands-on person with experience in IT and facilities maintenance. It's acceptable for this person to double as the front desk associate. The core responsibilities of this person include: IT Systems Maintenance; facilities maintenance; security and access management systems maintenance.

Operations manager (only in metro and big spaces with lots of rooms and members) who is making sure which rooms are booked and need to be set up for coworkers or their guests, placing orders with outside vendors for various supplies or needed equipment.

A cleaning man/lady for tidying up common areas once in a while (however it is best if the coworkers themselves feel responsible for that) and a handyman/care taker for the space and reparations that might be needed (he does not have to be there all the time).

A youth worker whose responsibilities include:

- to involve young people (also with few opportunities);
- to create a wide network within the local community;
- to be focused on the local youth policies, on the issues and the needs of the young people;
- to build partnership in order to address social issues (such as to propose/take part in specific projects to support the competences development of young people to face the challenges of job market).

3.4.2 Location, space and facilities

Location and space are crucial: it is your first “business card” and it communicates how the community is perceived and what do you expect from them. The “perfect” location ever does not exist. It will depend on:

- your aim and possible specific uses (e.g. IT/craft vs generic desk work);
- the target group you want to involve (e.g. youth);
- the community members' profiles (e.g. makers, tertiary entrepreneurs, employees);
- the initial group size;
- the business model, the funding and the partners;
- the city where the coworking space is placed: for example, in the metropolis the high price pressure could influence choices and strategies; in urban or rural context, there can be empty spaces which need to be revitalized.

LOCATION

- **Is your place located in an area where the members can be active or involved in the community?**
- **Is your place located in a well promoted place which is recognized by the users?**
- **Is your place located in a easily reachable/well connected area?**
- **Do you offer any service to support young users in reaching your place?**
- **What kind of space would be suitable to open your coworking space?**

The coworking space should be reachable (e.g. through bus, tram, metro, bike sharing etc.). Generally, locations are central or at least well positioned relative to transportation cores, whi-

le bigger conurbations contain several coworking spots that are spread around the city, so people can choose the closest one, which reduces commute time, costs and pollution drastically for both tenants and their clients.

When these facilities are not available, like in the very rural areas, you can take the opportunity to work on the accessibility together with the community members. A coworking placed in a rural area can have other strengths, such as being in walking distance from accessible greenery: park, river banks, lake, seaside, mountainside, that also allows people to engage in sports or leisure activities (Irina Mohova, 2019).

Among our case-studies, there are coworking spaces located:

- in a central area of the city, such as Spazio Cofò (reachable by tram and bus), Adamastor (reachable by bike sharing and bus), HUB385 (reachable by train, bike sharing, tram and bus) and ImpactHub Amsterdam (reachable by tram and bus);
- in the outskirts area of the city, such as LibertHub (reachable by bike sharing and bus);
- in a small town, such as La Smalah (reachable by own transports).

When the coworking is hosted into a bigger building, you can take into account the relation between your space and the cohabitants of the building, or the close spaces and services in the neighbourhood.

Dimension of the place is also important: both big and small spaces have strengths and weaknesses. In both the cases, you have to know how to use the space a positive way, by focusing on the coworkers' needs.

Remember that people like the combination of privacy and personal connections. So definitely make sure you have enough space where people can be in silence and without any distractions, and leaving empty areas (the “buffers”) to be able to isolate and absorb the excess on certain days.

DESIGN

- Is the design of the space modern, colourful, clean, with cosy feeling?
- Is some professional help required?
- What budget is available?
- Who can volunteer time/skills?
- Is the space designed for a specific use (e.g. IT/craft or generic work desk)?

Your space should be appealing, clean, colourful, different from a usual office space. It can have both cosy and smart vibes. It should be a place to work and a place to chill and hang out. Design plays an important role in shaping the coworking space attractiveness to coworkers. A coworking space should have sense of community in its design, i.e. through design that promotes interaction with other people. It is important to note that sense of openness in coworking spaces is important, to create sense of inclusive among the community members.

Some spaces are more clearly conducive to creativity and innovation than others. A space created to foster social innovation must be designed as a social space, and it must have features that encourage people to generate new ideas and connections (Surman, 2013).

The spatial space design can afford unplanned interaction that allows for creative “collisions” that can increase the transfer of ideas. Space creativity in coworking space is also important to provide a basis for value creation. The space is designed not only as physical space, but also as a lived social context and as a conceptual space, within which production or individualized personal practice occurs. The physical proximity in the coworking space also provides additional space for informal communication and resource acquisition (S. Cheah, Yuen-Ping Ho, 2019).

In 1957, Osmond introduced model of sociofugal and sociopetal spaces to encourage or discourage interaction (Housing Education and Research Association, 2006). According to his findings, in order to encourage interaction, sociopetal arrangement needs to be promoted. Low lightings and ceilings, as well as face to face seating, were the manifestation of the sociopetal arrangement.

Some interviewees also show similar notion by saying that open floor plan will be ideal, as it is considered as something community has to exhibit. By having open floor plan, people could talk freely, hence it will show sense of community. Community members seek for discussion, something that you can't find from doing telework at home. It doesn't always necessarily to involve heavy and formal discussion, but lite and casual communication need to be nurtured to stimulate this community sense.

Materials used in the design indeed could help to promote this inclusive design. Right use of material could build right atmosphere to provide the right setting and optimize the nuance. For instances, low lightings with glossy material won't work to cater sociopetal design - the use of low reflective material such as wood, cork board, and raw concrete texture would help to build up the atmosphere, therefore they are popular to be used in coworking spaces (GB Putra, FA Agirachman, 2016).

The general concept, functionality, comfort and layout, must assure an optimized dose of flexibility to host a wide range of activities, while remaining coherent and attractive to new clients. Comfort, as defined by (Vischer, 2008), implies three degrees of complexity, starting with physical comfort, related to the physical environment (light, ventilation, humidity, air quality), functional comfort, defined by spatial potential of supporting activities and psychological comfort, related to personal wellbeing, sense of territory and human interconnectedness. While the physical and functional comfort are an

absolute necessity in any workplace, psychological comfort deeply relies on personal preferences and might be of utmost importance on the coworking real estate market, marking the subjective differences between competitors.

There are several researches which show how some biophilic attributes can help in setting up the quality of a coworking space.

The researches highlight a clear tendency of southern countries to openness towards exterior spaces, as they benefit from the outdoors for a longer period throughout the year. In contrast, one of the initial presumptions, Nordic countries would have been prone to include natural elements inside, but this is not a common practice as the results have shown. Although the main hypothesis of the research was that biophilic elements would be noticed and evaluated as positive in both exterior and interior spaces, only few situations tend to get this reaction when the quantity and quality of biophilic attributes is satisfactory enough and have a substantial impact on the user. Restorative environments (Kaplan, 1995) firstly aim to reduce the adverse effects of anthropogenic interventions, development on natural systems and human health and secondly promote more positive contact between people and nature in the built environment. In 1991, the scientist and architect Dr. Roger S. Ulrich demonstrates (Ulrich et al., 1991) that exposure to natural elements aids in psychological and physiological recovery, better than prolonged exposure to any type of built environment. Considering that most people spend a great part of their time indoors, lack of nature connectedness is being resent in illnesses causing high stress levels, mental health and respiratory problems, all defined as "The Sick Building Syndrome".

According to the « Attention Restoration Theory » elaborated by Stephen Kaplan (Kaplan, 1995), diverse vegetation and natural views have a major contribution on wellbeing and he-

alth in general. In like manner, the American ecologist and researcher Stephen R. Kellert states in his work “Building for life” that there are multiple possible relations between the built environment, nature and man, so a certain balance can be created with proper design methods based on Kellert’s main Biophilic attributes: nature in space, natural analogues, nature of space (Stephen R. Kellert, 2005, chap. 2; Green, 2016). When the context does not permit outdoor greenery nearby, interior courtyards, patios and terraces used for both mental restoration and occasional work, can become as valuable as natural landscapes, when properly designed and purposed. If neither of the above can be fulfilled, interior design must integrate valuable green features inside, targeting a complete sensorial experience. (11) To set up the space design, you might need: some professional help; to define what budget is available, or volunteering time/skills. It can be interesting to involve a group of youngsters or schools in the design process. This is the case of the city of Springfield (Illinois, USA) which wanted to introduce a coworking space in its territory. An existing building was being used as an incubator for businesses in the area in a manner similar to a coworking space. However, the City wanted to explore options that might appeal to more users in the Springfield area. Additionally, the City wanted to examine how the building could be modernized and redesigned to attract those users. As a studio, undergraduate students from the Interior Architecture from the Sustainable Cities Institute (SCI) communicated with city staff to understand their vision for this new space and how students could produce design concepts that introduced new ideas for future building development. Students toured a variety of coworking spaces in Portland, Oregon for inspiration in developing their ideas. Using information from the tours and client meetings, students brainstormed coworking visions that would be best for Springfield and its general business demographic. They established three different programs: Commonfield, a start-up

11 – “Importance of biophilic attributes in european coworking spaces”, Irina Mohora, Proceedings of INTCESS 2019- 6th International Conference on Education and Social Sciences, 4-6 February 2019- Dubai, U.A.E.

focused coworking space; Hatch, a workspace for working or single parents integrating their children into their workday; and Creatives, a different take on coworking that provides space for growing artists and designers to develop their work and showcase it to the public. Students based their individual designs on one of these three programs. Students addressed various issues through design including the lack of daylighting and attracting public interest in using the space. Designs were influenced by client suggestions, established coworking spaces, and research on Springfield’s business demographics. Student designs provided valid reasoning for coworking’s beneficial role in helping the City and its residents grow. (12) Among the cases analysed, the most common characteristics of the space are:

12 – “Working Apart Together: Springfield Coworking Space”, Sruthi Sundaresan, 2019

SPACE	Furnitures	Wall colors	Lights	Decorations	Lab and Technologies	Other
311 Verona	●	●	●	●	●	Digital Valley
Loffice coworking+	●			●		
StartDock	●			●		
CREA						Art
TQ	●	●	●	●	●	
The Canvas	●	●	●	●		
The Cube	●		●			
C3	●	●				
The Axiom	●		●			
Les Coopains a bord						Mobile devices
LibertHub		●				
Spazio Cofò	●	●	●	●		
Adamastor						Natural lights
La Smalah						New location
ImpactHub	●	●	●	●		Space’s flow
HUB385	●		●	●		

FACILITIES

→ Does your place offer these facilities?

- o open spaces with flexible desk
- o networking spaces
- o meeting rooms
- o coffee machine / kettle / table
- o leisure corner (ping pong, console...)
- o high speed internet connections
- o eco-friendly mindset in managing waste etc
- o virtual offices / post boxes
- o private offices
- o playrooms
- o front desk
- o canteen/bar
- o kitchen
- o accessible space for persons with disabilities
- o 24h opening
- o pet-friendly mindset
- o kids-friendly spaces/kindergarden

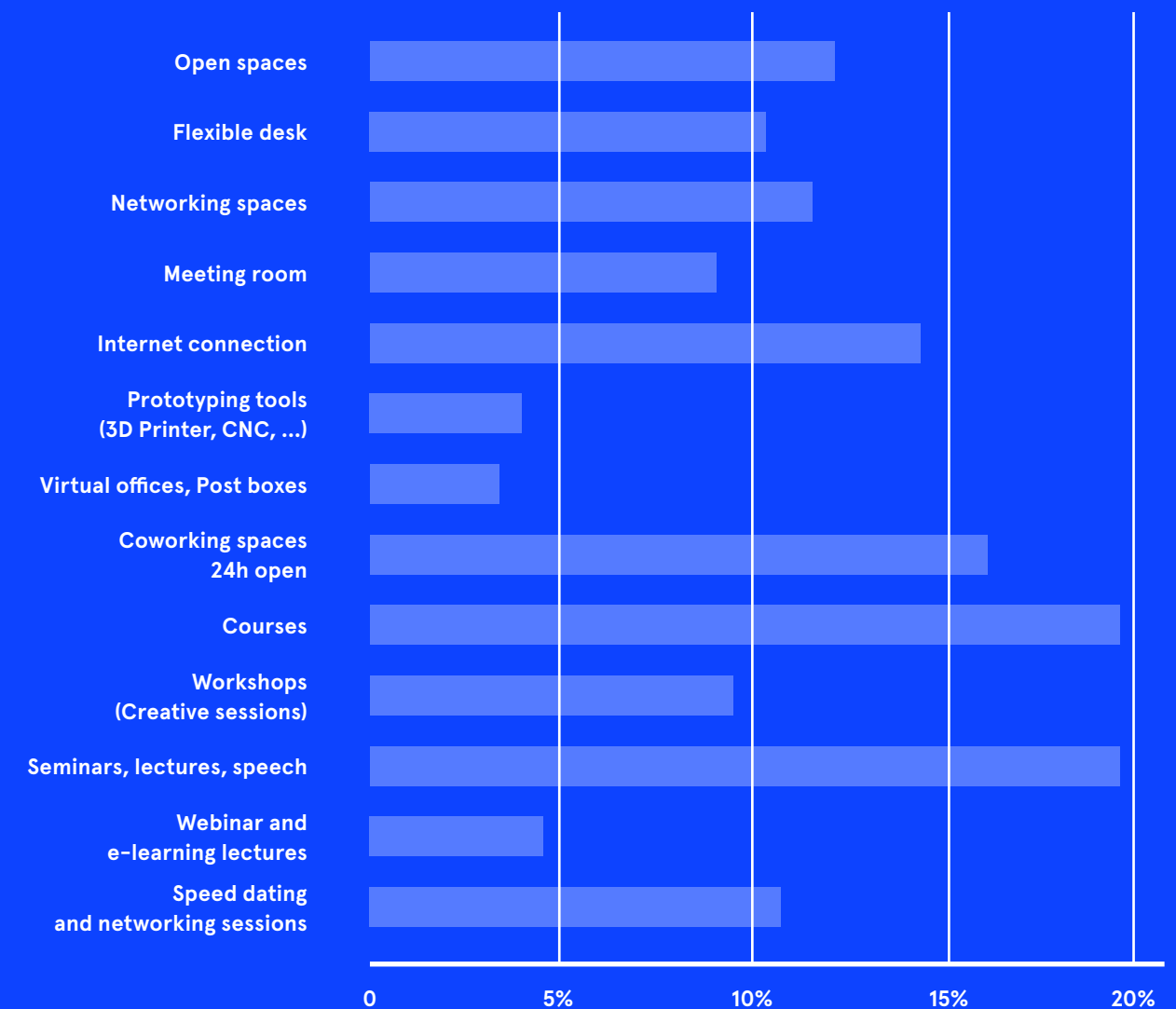
→ Do you offer tools or specific equipment relating to an activity sector (e.g. makerspace or FabLab?)

Typically, a coworking space membership includes: a desk and a chair - depending on the membership level, this might be which spot is available or a dedicated desk; high-speed internet; Access to a shared printer, scanner, and copier; the use of a conference room. For the community is important to have a space where you can enjoy o coffee or a tea, as well access to kitchen facilities to prepare or warm up a meal.

When you know your target group, then it is easier to decide what facilities to include.

According to our survey, the most common services requested by youth aged between 18-35 years old are:

REQUESTED SERVICES by youth aged 18–35 years old



According to our survey, these are the most common services requested by youth aged between 18–35 years old.

Most of the facilities mentioned (and more) are present in the coworking spaces involved in our partnership:

FACILITY	Liberthub	Spazio Cofò	Adamastor	La Smalah	ImpactHub	HUB385
Open space	•	•	•	•	•	•
Flexible desk	•	•	•	•	•	•
Networking spaces			•	•	•	•
Meeting rooms	•	•	•	•	•	•
Coffee machine	•	•	•	•	•	•
Food services						
Help desk			•	•	•	•
Leisure activities			•	•	•	•
Internet connection	•	•	•	•	•	•
Tools for waste management		•		•	•	•
Tools (3D print, prototype,...)				•		•
Virtual/Post box		•		•	•	•
Playrooms, kindergarden	•			•		
Community kitchen				•	•	•
Facilities for disables		•	•	•	•	•
Private offices		•			•	•
24h opening					•	•

Other services can be considered as interesting for youth:

	311 Verona	C3	CREA	Le Coopains a bord	Loffice coworking+	Start Dock	The Axiom	The Canvas	The Cube	TQ
Phisical Space	•	•	•	•	•	•	•	•	•	•
Virtual Space	•			•	•	•	•		•	•
Promotion Visibility	•			•		•				•
Tutoring Training	•	•	•	•		•			•	•
Network	•	•	•	•	•	•	•		•	•
Prototyping			•	•						•
Info	•			•	•	•			•	•
Know-how				•					•	•
R&D				•						•

In addition, some coworking spaces allow their dedicated membership holders to place their customized company logo within the office entrance’s private foyer. The coworking space can provide designers who can create the logo sign free of charge, helping to get the members more exposure and brand recognition. Some spaces stand out by offering a unique venue for their members to rent for their next public or private event. Some also have apps that can help to connect members, making it easier for people to find investors or generate new ideas. Members can host investors meetings in a private coworking space, to help market themselves to their investors.

COMMUNICATIONS

- How do you plan to communicate to the outside (stakeholders, neighbors, partners)?
- Is it easy to acquire information about and from the community?
- Which resources do you have to work on communication?
- Which specific channels do you use to communicate with the youngsters outside the community?
- Which specific channels do you use to promote activities and events among the youngsters outside the community?

Communication can be more or less formal, depending on the context where the coworking is placed (if it is a rural, urban or metropolitan area).

Some tools that can be considered are:

- Local papers and niche press;
- Newsletter;
- Social Media
- Local radio;
- Posters/flyers
- Word of mouth
- Face-to-face
- Events and Exhibition
- Regular ads

The survey we proposed through our social media targeted to young users and followers, highlighted that the most common platforms to search for information about services needed are the web (38%), Facebook (24%), Instagram (18%) and LinkedIn (15%). Less people has pointed Twitter as used tool (5%). Others have indicated the word of mouth and newsletter, beside specific app such as YouTube and Reddit.

Among the 12 case studies we analysed, we found out that

each of them uses a website, a Facebook and Instagram page to communicate to the outside. LinkedIn and Twitter are used as well in 6 cases.

Deciding which social media to use is an important one, because any account needs to be kept alive, with new content regularly produced for it – which can be time consuming.

Think of creating a content calendar and try to make as much as possible content beforehand and schedule it in (e.g. Monday: “Member of the Week”, Wednesday: “Project of the week”, Friday: “Article of the week” etc...).

The emphasis that a coworking space put on the community can be perceived, for instance, by the presence of a showcase of the users either on the website (as in the case of 311Verona in Italy, Les Coopains à Bord and La Smalah in France, The Cube in Greece, HUB385 in Croatia, or in a dedicated space inside/outside the location (as in the case of CREA, Startdock, ImpactHub and TQ in Netherlands).

Good communication does not necessarily require big budgets, but human resources with the right technical skills are crucial, as well as a bit of time.

A budget (even small) can help – for instance: to pay a designer to propose a logo and a visual identity, getting a sign visible from the street, paying for targeted ads on social media; regarding flyers and posters, they can be relied in partnership.

In our network for instance, the budget dedicated to the communication goes from the 2% in LibertHub (Monza) to the 35% in HUB385.

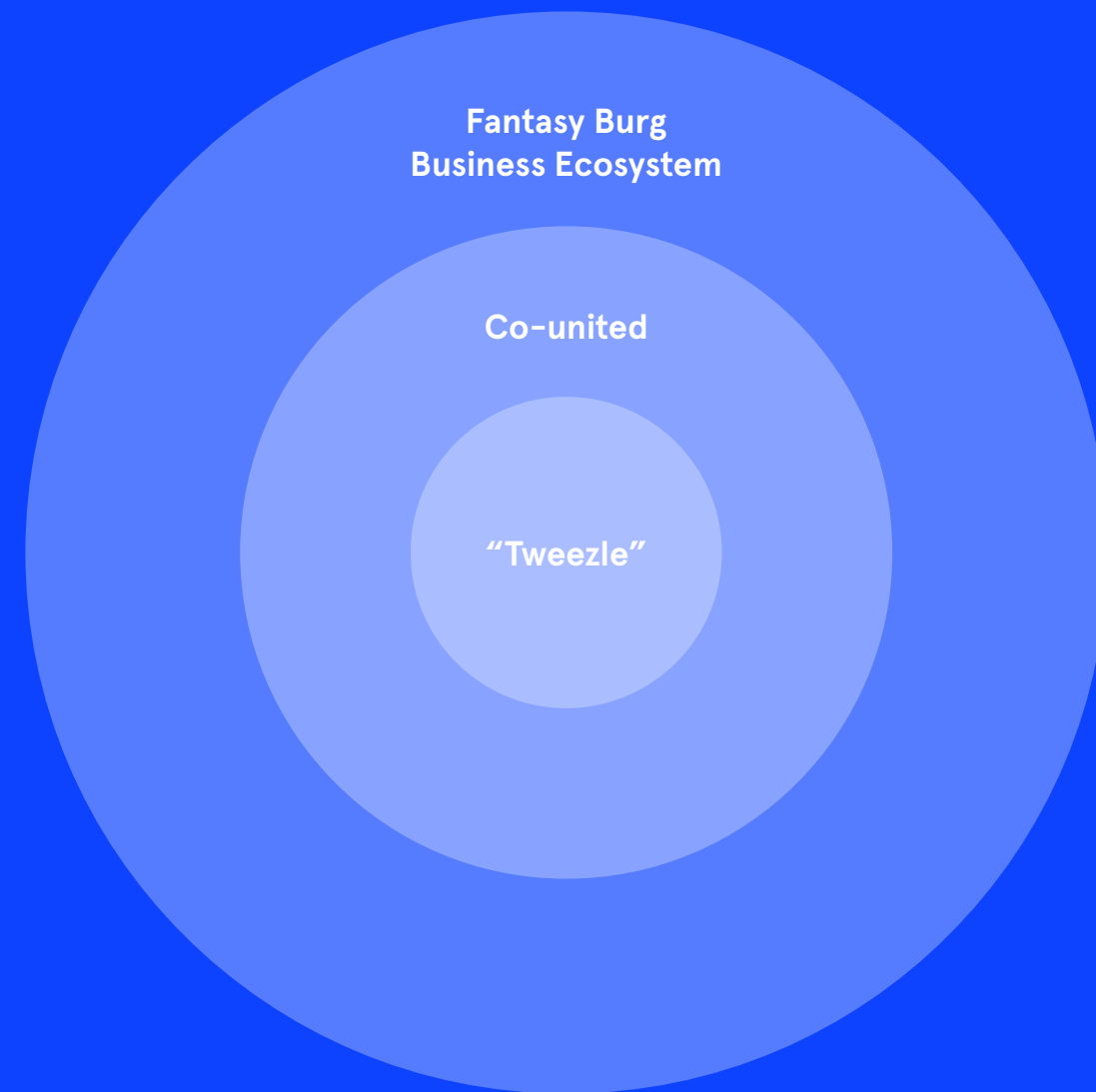
COMMUNITY

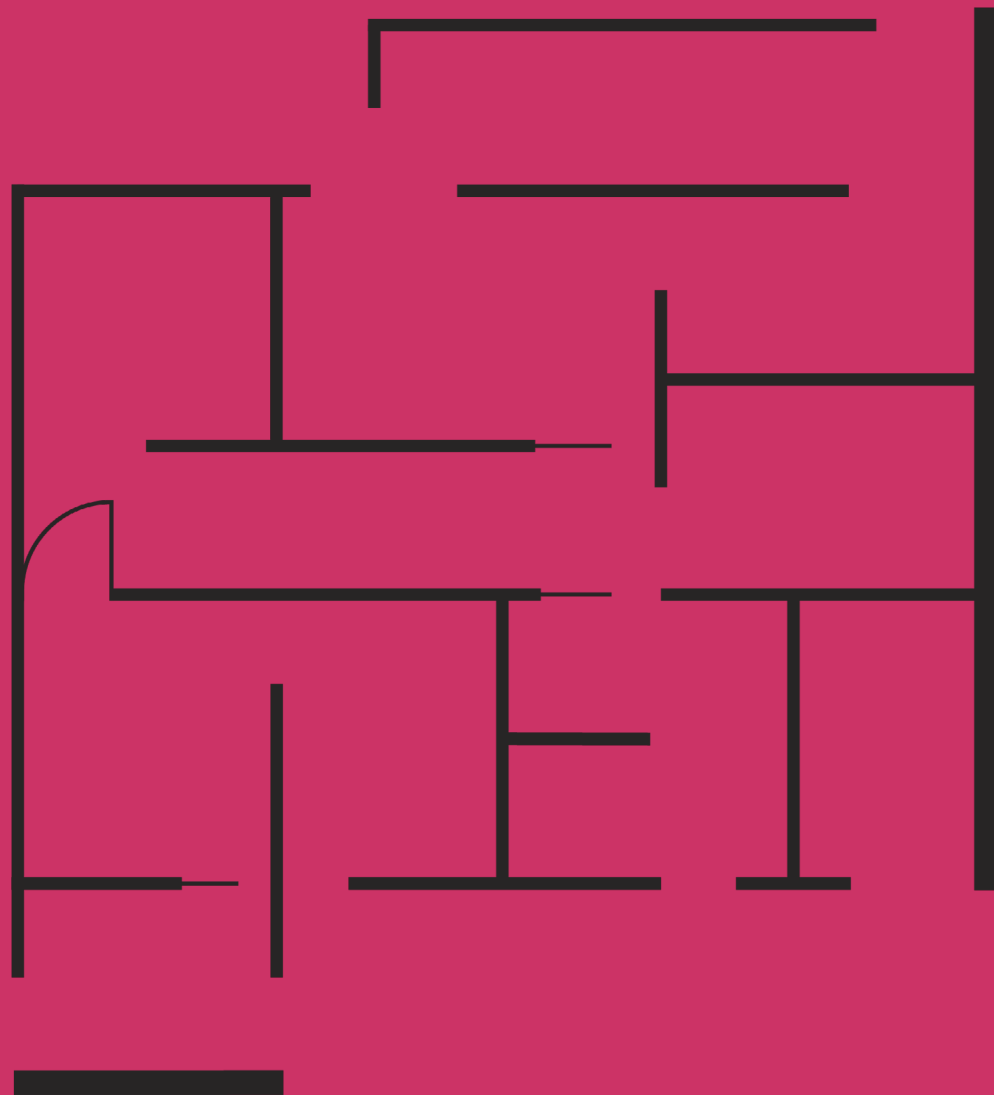
A community is	A community is not...
<p>a group of people that shares commons;</p> <p>a group of people that provides new projects, business opportunities for each other;</p> <p>a group of people that makes problems easier to tackle by using the collective knowledge and expertise;</p> <p>a group of people that motivates and inspires each other.</p>	<p>a place or environment: having a coworking space doesn't automatically mean having a community;</p> <p>a particular kind of event (though certain events are better at stimulating the elements of community than others);</p> <p>a business model (though businesses who understand the communities they operate within and interact with have access to unique economic models that others do not);</p> <p>a service or a commodity.</p>

A community can be described in four layers/perspectives (according to Alex Miller):

ECOSYSTEM	<p>Communities can be part of a wider community which includes corporates, universities, governments, institutions, NGO's, etc.</p> <p>An ecosystem is based on a hierarchical common goal (e.g. sustainability, inclusion, inspiring youth...).</p> <p>It contains the interaction and flow of information among actors that are needed to turn an idea into a process, product or service on the market. In ecosystem, values play a less important role. The sense of purpose inspires the members to collaborating, cooperating, sharing.</p>
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COMMUNITY OF INTERESTS	<p>A community can broadly be described as a group of people who come together around a common interest. It can literally be anything, they scale very large, can grow quickly, and are relatively easy to recruit for: outsiders can easily join, as well as any stakeholders who serves the bigger goal of the ecosystem. They are also the easiest and most common for people to leave, when their interests or focus changes. Within the community of interests, values are fixed: when you join the community, this is expected of you. The sense of belonging inspires the members to find inspiration, connecting; visible dialogue is one to many.</p>
SUBCOMMUNITIES OR COMMUNITIES OF PRACTICE (e.g. food entrepreneurs)	<p>People in a community of practice often find each other within a community of interest. But the thing that draws them together goes beyond the interest: there is an element of mutual self-improvement that pulls them closer together. The goal is to create a deal flow. The main value in a community of practice is trust: when it is formed, new opportunities and real cooperation and collaboration is possible. Sense of pride and close bonds inspire the members to cooperating, collaborating, enabling; anybody can hold the floor.</p>
PERSONAL COMMUNITIES	<p>Members of the community are often part of other communities too, related to free time (e.g. sports, neighborhood, school, volunteer work). They can be described as small groups of people who come together at set times, around a certain topic. Sense of accomplishment inspires the members to learning, entertaining, going beyond, helping each other.</p>





LESSON LEARNED AND GUIDELINES

How we can bring cowork
(communities) and local youth together

4.1 DEFINE THE PURPOSE

GUIDELINES

- What is the clear and shared purpose of the community?
- How does the community give a sense of belonging to its member?

The purpose can be:

- Help local community connect
- Address societal issues through entrepreneurial action
- Share workspace (cost benefit)
- Good business model (making €)
- Inspiring place
- Transactional opportunities
- Knowledge, ideas and products sharing
- Networking
- Collaboration
- New partnerships

Connected to your purpose, you can address the member selection, deciding whether they have it or not: can everyone become member? Selection for age? Selection for interest?

In the project partners' experience, there is not a selection process to become a member except for in ImpactHub Amsterdam, where the newcomers' business needs to address at least one of the Sustainable Development Goals (<https://sustainabledevelopment.un.org/?menu=1300>).

Once a person become a member, there can be a Community Relation Managing process as HUB385's experience shows: the Community Manager is the one who shows the space to the potential user and gives all the needed info; if the person chooses to be part of it, the CM send him/her a welcome mail with all

the details related to the coworking; the CM also sits with the members in the coworking space to be as accessible as possible to them for any help.

4.2 MAP THE COMMUNITY

GUIDELINES

- What is already present in the community?
- How does the community reflect the purpose we are trying to achieve?
- What does the community need?
- What interconnections do you already see?
- Who is missing? Who else is a part of your close or extended community that may not see themselves as one of the above characterizations?
- How well do you know your audience?
- How often are the needs of the (young) coworkers surveyed?
- What is the % of the members already making money out of their business?
- What is the % of the members not having a business?
- Are the potential members joining for location motivation ("it is the only place available") or industry motivation ("it is the specific community I was looking for")?
- Is the community a good representation of the members it wants to attract?

Whether you already have a community (and you wish to include more youth), or you are starting from scratch, the first step is to map the dream (current) community. Have a common understanding of their profiles and needs.

In order to enable meaningful connections that drive ventures for impact to success, diversity of membership is key. All members need access to potential team members, peers, creative talent, investors, and other strategic organizations, as well as diverse perspectives that inspire and challenge. There are many different lenses through which you can map your community:

- profession or role.
- needs (Inspire, Connect, Enable, Transactions).
- impact areas, stage of enterprise and working styles.
- expectations and/or value offering for members (space usage, community, interest in social innovation, etc.).

Based on this perspective, your coworking space could host:

Impact Entrepreneurs

They are impact-driven individuals and teams that tackle socio-economic and/or ecological challenges with a focus on maximizing impact before profit.

Regular entrepreneurs

They can be entrepreneurs/startups/business who do not necessarily identify themselves as impact/social entrepreneurs. These “regular” entrepreneurs can learn from your other members about running an impact venture and, in turn, can teach their own business skills to others.

Freelancer/consultant/contractor

Freelancers are creative individuals that often offer vital support services to entrepreneurs, such as graphic or web design, copy-writing, etc.

Investors and strategic partners

They are a vital part of your community and can offer your members great value through their expertise and networks.

Entrepreneurs

They drive change within organizations, and often benefit from the interaction with (impact) entrepreneurs. Organizations or employees of specific organizations can also become members of your community. Organizations include NGO's, think tanks, corporates, universities and the public sector. These want to get involved, get new ideas and inspiration, and learn from your members.

Students

Youth who is looking for inspiration and different perspectives to make their dreams come through. Get an idea of the different (career) possibilities, get in touch with mentors and create their own opportunities through networking. This group can also be a talent pool to source from when looking for interns or staff to hire, as they are usually hungry to learn and contribute.

Future entrepreneurs

They are often young people and/or students who are open to taking an entrepreneurial path but have not yet started. They can become potential (impact) entrepreneurs and are therefore important for your pipeline development. This group can also be a talent pool to source from when looking for interns or staff to hire, as they are usually hungry to learn and contribute.

Socially active individuals

They pursue a clear social impact with their activities and may be activists or artists rather than entrepreneurs. These may be leaders in a given field or active citizens in your neighborhood, who want to both contribute and learn as part of the community.

Our analysis of best practices brought us to find out the many youth-friendly coworking use to address specific actions to involve young startupper in their space beside other professionals and freelancers. In particular, we bring the experience of

C3 Coworking Space for Youth (Hong Kong, China), which makes available specific funds to help youngsters to develop their business; Les Coopains à Bord (La Rochelle, France), a cooperative which welcomes 15 young people who develop their own products and services, accompanied by professionals; The Axiom (Oroville, USA), focused on community and their pay-it-forward policy with the idea that those who chose their space are investing in the next generation of young entrepreneurs. Other interesting example in this field are represented by Lofice Coworking+ (Wien, Austria), The Cube (Athens, Greece), Startdock and TQ (Amsterdam, Netherlands), 311Verona (Verona, Italy).

We would like to point out also the experience of those which involve students in their communities: Adamastor (Viseu, Portugal), which host into its space young people (mostly students, 25 years old is the average age) to foster the exchange of individuals, at EU and third countries, promoting trainings, support and technical expertise, artistic and cultural activities, social and political awareness as well as putting them together with institutions, companies and other entities to encourage and support integration of youth in the labor market; The Canvas (Honolulu, USA), founded by students who wanted to provide a space where others could do their homework, but also being themselves and facilitate discussions (13).

Finally, you should consider that the potential users might be already part of other communities/organizations. In the survey we proposed on our social media, for instance, the 25% of the answers has come from people who are already members of a cultural association; the 18% is connected with a volunteering association and the 15% are member of a youth association; the 10% is collaborating with an artistic and cultural network. Few of the interviewed are involved in digital networks (9%), business associations (8%), school and university clubs (5%) and neighborhood associations (1%).

13 – <https://www.bizjournals.com/pacific/blog/2015/01/the-canvas-a-coworking-space-for-students-in.html?page=all>

4.3 MEMBERS' EXPERIENCE

GUIDELINES

- Is there a cost to join the community?
- Is there a selection to become a member?
- Do youngsters have some special benefits they can use as members?
- Do the members feel welcomed to the community?
- Do the members feel that there are promising connections in the community?
- Do the members feel a positive effect/deal flow?
- How do the members connect with each other?
- How do members show their (good) results?
- How often the members help each other with:
 - o exchange of information/knowledge
 - o loans or donation of material
 - o free contribution of skills (helping hand, volunteer involvement)
 - o exchange of money

It can be useful to try to describe what an ideal member experience looks like from the member's point of view.

First of all, you can think about what can trigger a first contact:

- Be greeted friendly?
- Hear first time about the community and being aware of the advantages and expectations of being a member?
- Becoming a member?
- Online community?
- Etc.

Then, you can describe the member experience both in the space and online:

- How to interact? High five culture or more formal?

- Design of the space: formal/informal?
- Encourage Communities of practice?
- Space hosted by members itself?
- Space hosted by a team?
- Where to meet online?
- How is the online space connected with offline?
- Who is hosting?

Finally, you should address standards for good hosting (onboarding and offboarding process, ways to find each other online and offline). Planning some activities to collect opinions and ideas within your community and the potential users can be useful. You could:

Organise opinion polls/surveys on specific topics

Opinion polls can be more or less formal. To propose an activity or service on paper, asking “are you interested in this? If yes, please leave your name” is a very informal but efficient poll for a small group of people who regularly goes through a physical space. The same thing can be done online, using tools like Mentimeter or Typeform.

Gather feedback from members, encouraging the two-ways communication. The feedback can be either given online or in person (e.g. “feel free to come and talk to Anaïs any afternoon”); questionnaires can be organised after an activity (it would be easy to design it online and forward the link in an email or social media; it is also possible to record answers on a smartphone and talk directly to respondents).

Consult on what kind of workshops/activities would be appreciated by members. It can be hit or miss with workshops and activities: consulting beforehand can help. You can propose a permanent survey to suggest workshops and activities. E.g.: <http://qg.tierslieux.net/nos-activites/>

4.4 INTERNAL COMMUNICATION

GUIDELINES

- Which internal communication is planned?
- Is there an online platform? How is it used for community interaction?
- Is there a spontaneous offline interaction?
- Do members interact socially inside the space?
- Do members interact socially outside the space?

For internal communication, face to face should always be an aim, but it is not always possible to communicate with everybody that way. It can be useful to have a person be “the communicator”, who shares the space with members and be at their service.

Meeting people/networking times

Social areas play an important role in turning the coworking into a collaborative space. It features physical design of open floor plan, arrangement of tables to enable eye contact between coworkers, a kitchen or pantry, meeting rooms and leisure areas. Networking needs to be well designed to work: knowing how much time people have, how they would like to work together, and considering that different audiences will respond differently or may have different constraints in terms of time, availability, etc.

The survey we ran through our social media platforms underlines the importance that users and potential users give to the opportunity to create new networks: one quarter of the 208 interviewed pointed out the “Networking space” and “Speed dating and networking sessions” as a service that they would look for within their job/study/personal interest.

Physical communication

Sometimes, meetings about a specific issue are necessary, whether it is agreeing on new rules on how to manage the space, or deciding which investment should be a priority...

E-mail communication

E-mail communication can sometimes be a bit of a hassle to people, so it is better to keep it for the most important topics, and move it online. As email gained popularity in the 1990s, some researchers argued that an increase in the use of email would lead to a reduction in productivity, because email was seen as a novelty medium used by students, and because some initial studies indicated that up to 60% of email messages would not have been sent, if the medium weren't available (Garton & Wellman, 1993; Perin, 1991; Pickering & King, 1992). However, more recent research has identified benefits of using email as a communication method in organizations.

Email, with its slower, more mail-like transmission model, allows the person sending the message to take time to make sure that the desired information exchange takes place; the greater perceived permanence of email allows for more time and examination of thoughts and ideas than an in-person message or quick message over instant messaging (Daft, Lengel, & Trevino, 1987; Olson & Olson, 2000; Turner et al., 2010). In addition, because it is a decidedly asynchronous communication channel, email does not cause interruptions to workflow in the same way that inperson communication or other, more synchronous forms of communication might (Lovejoy & Grudin, 2003; Turner et al., 2010). Because email provides a written record of communication, research indicates that it can be very effective in communicating complex, detailed technical information (Olson & Olson, 2000; Turner et al., 2010). In the coworking space, where many people are working on complicated technical projects, email might be beneficial in information sharing because it

allows communication on highly-technical topics. Because of the asynchronous nature of email, it may be a better choice for information that needs to be easily saved or recalled, and this may be relevant to channel selection in the coworking space, because information storage and sharing may need to happen outside of the traditional, fixed office hours of a typical workplace environment. In distributed work environments, similar to the unique coworking model, email can be valuable in maintaining connections and open exchange of knowledge among workers who are separated by physical distance (Perin, 1991). Other research (Turner et al., 2010) has shown that email, because it does not inherently interrupt work, can be an efficient method of communications in very small, close-knit working environments. This indicates that the close-knit but loosely connected people sharing a coworking space may find email useful as a communication tool. (14)

Online communication (Instant Messaging)

You can use dedicated tools -e.g. Slack- to create different channels of communication, where you can separate informal messages (e.g. "Who is bringing what at the next shared lunch?") and project work or discussions on specific topics. Everybody should be able to use the same tool, so it is better to start with a discussion on how to make it works, defining rules etc.

Nardi, Whittaker and Bradner (2000) studied the use of IM in two organizations, a telecommunications company and a technology company. They found three major uses for IM in work environments: negotiating availability, maintaining connection, and switching media. Negotiating availability involves using the IM client to determine the availability of an individual with which one wanted to communicate. This can help to mitigate concerns about interruption caused by synchronous, real-time communication media like IM. Maintaining connection is the use of IM to engage in an extended conversation on a topic throughout the workday, with significant blocks of time during

14 – “Communication, information and knowledge in a coworking space”, Chad Swaney, Pepperdine University, 2018

which no conversation occurs. IM is also involved in switching media, for example, when information sharing could likely be more effective over the phone or in person (Nardi et al., 2000). As a synchronous medium, IM is best suited for quick clarifications about an ongoing task that require a quick response. IM allows for interaction in real time, and in some cases, IM is superior to in-person communication because it allows the participants to multitask and does not create a significant interruption to workflow (Nardi et al., 2000). Later research (Isaacs, Walendowski, Whittaker, Schiano, & Kamm, 2002) confirms that IM is most commonly used to ask quick questions and obtain simple information. Pazos, Chung, and Micari (2013) found that while users were likely to communicate via IM to work on collaboration tasks like generating ideas, plans, or solutions to straightforward problems, they are less likely to use IM for conflict tasks—those tasks which require that users resolve multiple viewpoints or answering questions that don't have a clear correct answer.

Lovejoy and Grudin argue that IM provides a less formal environment for sharing information that helps develop relationships and reinforces the underlying social network (2003). If this is the case, this would bolster the argument that IM is a knowledge-building tool, as the underlying social network is crucial to the success of knowledge creation in an organization (Brown & Duguid, 2002).

Online decision making

For a group to make decisions without having to meet physically in one space (whether the group is too big, or people are busy and can't find a suitable time for everyone), online decision making, with the right system, can make a huge difference. For instance, you can use Loomio.

It could be very relevant at the beginning of a big project, like when a small group decides to create a coworking space, but nothing exists yet.

Mapping stakeholders around an issue

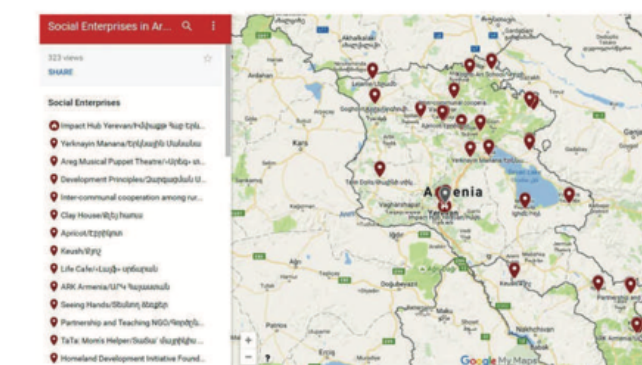
Credits: Whole Picture Thinking



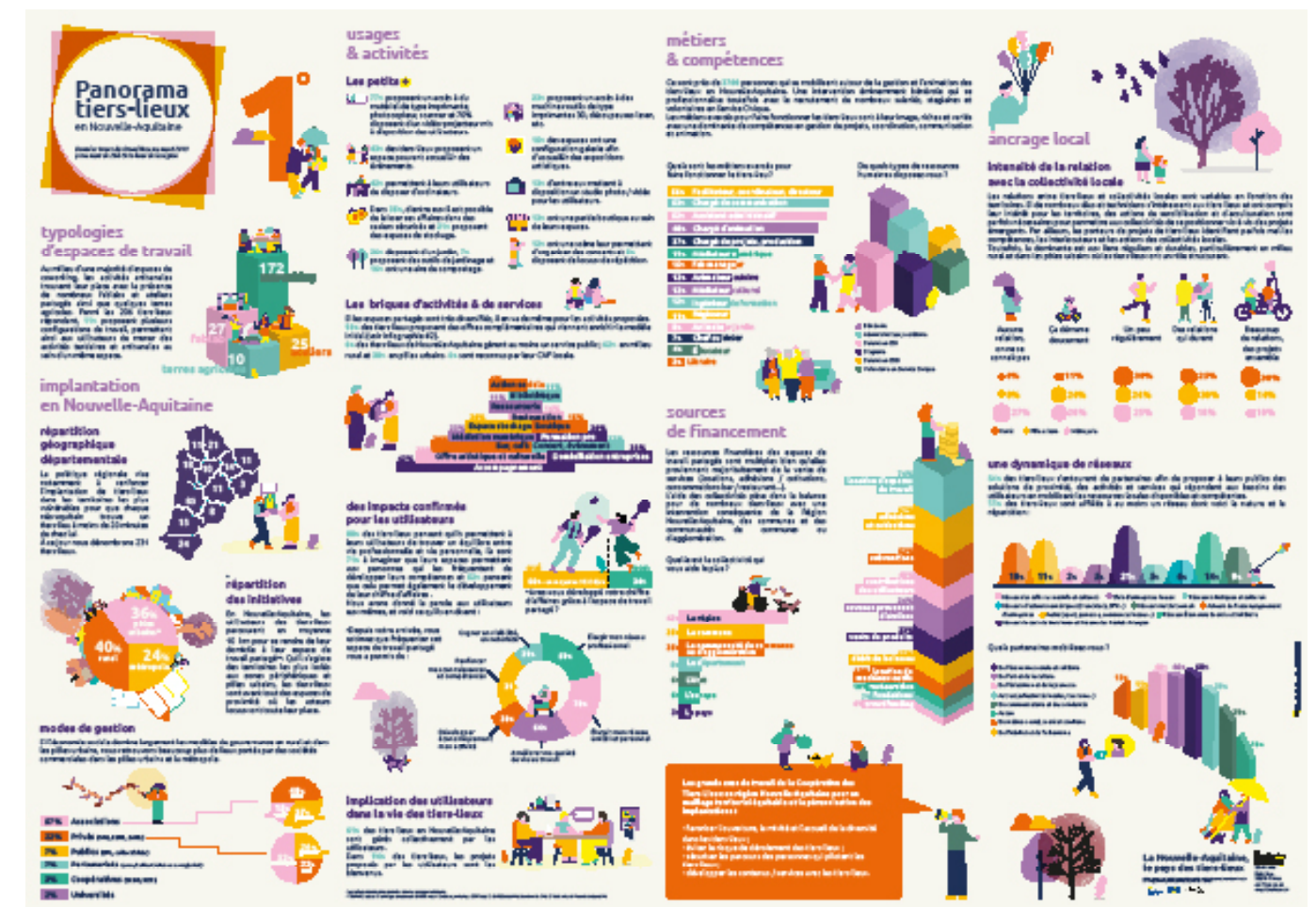
Mapping community topics of interest



Mapping an ecosystem geographically



Mapping by issue



4.5 SENSE OF APPROPRIATION

Space appropriation is defined by social psychologist of the environmental as actions from individuals on a space to transform and personalize it (AubertGamet, 1997; Fischer, 1981, 1992, 2011). Through space appropriation individuals create a space of one's own (Fischer, 1981, 2011) or a home-like space (McCracken, 1989; Rosselin, 2002; Serfaty-Garzon, 2003). The process of appropriation enables one to move from an empty space, a nonplace (Augé, 1995) to a meaningful place (Tuan, 1977).

Different coworkspaces may vary in their nature and intent, but it is vital to enable members since the beginning to feel shared ownership for the space. Users appropriation emerges as a series of practices through which consumers anchor themselves within the space, open to others and activate the peripheral value of the service. It enables both the development of a sense of wellbeing within a place and the active engagement in the social dynamics of the place. In the coworking space, consumer appropriation practices activate access to a network of entrepreneurs from which coworkers benefit. Sense of appropriation in coworking spaces is not about accumulation, possession, ownership or private property.

It is about creating a meaningful relationship with the objects, spaces and individuals which constitute our daily environment. In the end, appropriation of the environment enhances individuals' sense of wellbeing within this environment (Adèle Gruen, 2017). An important point is that you can't create a culture of ownership, you can only create the system.

Culture is the result of continual, but small actions and interactions between many people. The best thing you can do is create a system that helps the culture grow, even when you're not in the room.

Conditions

The way the staff host the space together with the space co-design process will determine to what degree members are invited to feel shared ownership.

- Staff team who understand the art of enabling and not managing members (top-down vs bottom-up)
- All the members share the same purpose (there is a need for the youth to increase their skills and ambition)
- Know the members who like to offer their help. You will have a community with very active members and some more passive (remember: when members don't have time, it doesn't mean they don't care).
- Understand the language your members speak (the youth have to be approached differently than coworkers).

4.6 THE SYSTEM FOR RIGHT CULTURE

GUIDELINES

- How much ownership do the coworkers feel?
- How have young people and youth workers participated and been involved in the design, operations, management?
- Do the youngsters of the community have specific responsibilities concern the activities?

Define the members that shape the culture (frontrunners)

There are always a few people within your community who like to think along about the space, programming, rules, interventions, etc. Make sure you work with a group that is representative of the rest of the community. It could be interesting to give this responsibility to the youngsters involved in your space.

Then, define your responsibility and that of your members.

A → You create the setting (invitation, agenda, facilitation)

B → You facilitate the outcome (you help the members to help themselves)

C → You keep members accountable

D → Let go of the outcome. Whatever happens should happen.

Define on what topics you invite them to think along

4.7 SPACE DESIGN

GUIDELINES

→ Are the members and youngsters involved in designing the space, in order to make decisions that make them feel comfortable their own space?

You can involve your coworkers in the discussion about furniture and space design, through specific activities (including playing games by switching up the furniture's function or bringing games to the space).

An example is given by Quartier Génial (Floirac, France) in collaboration with Oxalis Ergonomics & Engineering association and the visual artist Anne Moirier: they invited a small group of users to empty an apartment of its furniture. Once the house was emptied, the participants have been invited to visit it, to position themselves in the space in relation to the others and to stand for few minutes.

Afterwards, the participants were invited to discuss outside about how to refurbish the house (what furniture? which spaces? what functions? what uses?). A first redevelopment has

been attempted then responding to immediate needs and desires of users, in line with the feeling of ownership emerged during the activity. Similar activities has been proposed by LibertHub (Monza, Italy), Spazio Cofò (Cinisello Balsamo, Italy), La Smalah (St Julien en Born, Mézos, France), ImpactHub (Amsterdam, Netherlands) and HUB385 (Zagreb, Croatia).

4.8 SPACE RULES: “how we work”

GUIDELINES

- Do you have house rules about respecting/helping other workers?
- Do you have house rules about feeling in charge of maintaining the place clean and in order?
- Do the coworkers have specific responsibilities for space, tools etc.?
- Can you negotiate other rules when needed?

The rules for living as a group that have been set down (self-management, autonomy) and the stimulation of opportunities for interaction constitute spatial and social affordances that influence the ethos of the place (freedom to take initiatives, sharing) and the nature of relations that form between members (confidence, reciprocity), that are conducive to the development of collaborative relations ((Centre de Recherche en Gestion (CRG) de l'Ecole Polytechnique 828, XXIIIème conférence annuelle de l'AIMS - 26 au 28 Mai 2014 – Rennes, France).)

In coworking space, access is ruled by norms of exchange and non-reciprocity. Social relationships and community norm govern non-mediated form of access, that is, sharing (Eckhardt and Bardhi, 2016). Coworking spaces are phenomena which blur the frontiers between social relationships and norms of exchange. On the one hand, consumers are drawn to coworking by

utility and instrumental motives. On the other hand, the practices within the space are embedded in social relationships and community norms and values. Coworking spaces are thus boundary phenomena which fluctuate between norms of exchange and community practices. The official offering, the workplace, is ruled by norms of exchange; whereas the unofficial offering, the professional network, is ruled by norms of generalized reciprocity. Further research should investigate this phenomenon to comprehend the nature of the relationships at play in such a hybrid place (Adèle Gruen, 2017).

It can be useful to specify the space rules in a book available for the users as well as to provide signposting with guidelines, such as in La Smalah (St Julien en Born, Mézos, France), ImpactHub (Amsterdam, Netherlands) and HUB385 (Zagreb, Croatia). These rules can be negotiated and re-negotiated when needed: it will be easier in smaller places, with less turnover, rather than in bigger places, with a higher turnover of coworkers.

4.9 PROGRAMMING ACCELERATORS

GUIDELINES

- Does the coworking space promote specific actions to support the development of young startups/freelancers?
- What kind of content do you provide?
- What kind of learning approach do you use?
- How do you make a bridge between your community and your programming? Does the community express its need choose the subject/produces content/communicate the offer?
- How do you measure the impact of your program/track the progress of your participants?
- How is programming raising members revenue?
- Is the programming open for non-members?
- Could non-members offer a program?

You might ask your users to be responsible for contributing to create collaboration platforms in different ways, e.g. by engaging different stakeholders from academia, industry, and city government for writing applications to obtain resources for project collaborations, by coordinating development projects, by authoring project reports, and disseminating knowledge through seminars and other communication channels. In addition, they might be able to provide a network of Small and Medium-Sized Enterprises with support services such as marketing, business development, and access to events and seminars for knowledge sharing and competence development.

According to the survey we proposed on our social network, among the 194 answers we gathered from people mostly aged between 16 and 35 years old, the most popular topics which they would be interested to deepen during events and learning sessions are: economy and business -including circularity- (21%),

design, art and fashion (16%), technical -technology, production, material etc.- (11%), project management (11%), solidarity and inclusion (10%), travel (9%), ICT (8%), financial (5%), health (5%), cities and communities (3%), education (1%).

These are also common topics proposed by the cases which we analyzed:

SPACE	Economy Business	Financial	Technical	Design Art	Project Management	ICT	Other
311 Verona	•		•	•	•		
Loffice coworking+	•			•			Food, Media
StartDock	•	•	•	•	•	•	
CREA				•			
TQ						•	
The Canvas							Education
The Cube			•	•			
C3	•	•					
The Axiom	•		•				
We Work	•	•	•		•	•	
Les Coopains a bord	•	•	•	•	•	•	
LibertHub					•	•	
Spazio Cofò				•	•		Public speaking
Adamastor					•		
La Smalah	•	•	•	•	•	•	
ImpactHub	•	•			•		
HUB385			•			•	

Regarding specifically the format of the learning and networking-related events, they can be shaped as:

- > Courses aimed at teaching/learning/growing;
- > Workshops to create new connections, to foster the creativity skills and interactions;
- > Seminars, lectures, speeches;
- > Webinar, e-learning lectures, blended learning sessions;
- > Speed dating and networking sessions.

SPACE	Courses	Workshops	Seminars Lectures, Speech	Webinar, e-learning lectures	Speed dating Networking session	Other
311 Verona	•	•			•	
Loffice coworking+		•			•	conferences, photoshooting, cooking events cocktail parties, pitch competitions, press conferences, exhibitions, careeers day
StartDock	•	•	•		•	
CREA	•	•	•		•	
TQ	•	•	•		•	
The Canvas	•		•			
The Cube	•	•	•			
C3	•	•	•	•	•	
The Axiom	•	•	•			
Les Coopains a bord	•	•				
LibertHub		•	•			
Spazio Cofò	•					Cultural events
Adamastor	•	•	•			
La Smalah	•	•	•		•	Cultural events
ImpactHub	•	•	•	•	•	
HUB385	•	•	•			

4.10 EVENTS

GUIDELINES

- What is the purpose of the events you organize for your community?
- How many attendants (members and non-members) are there?
- How many are formal/informal?
- How many are public/for members only?
- Which initiatives can the coworkers launch or take?
- Are there any activities that specifically focus on youth and are addressed to youngsters?

Events are a key moment in the establishment and growth of a coworking endeavor.

Coworking spaces hold many regular events and meet-ups that serve as professional development opportunities. According to the 2nd Annual Global Coworking Survey made by the online magazine DeskMag's, the majority of coworking spaces hold two events each month (21%). About 15% of coworking spaces host 10 or more events per month; for an overall average of 4.5.

The users can either simply attend in formal/informal meetings and events (either learning-related or social ones) or be responsible for proposing and organizing them.

Butcher (2016), shows how curation constructs a habitus commonly referred to by coworking protagonists as 'co-creation' through which members feel sufficiently empowered to take a lead in the curation process, collaboratively organizing events and encounters that generate opportunities for mutual support and/or knowledge exchange.

The community facilitators can be assisted by hosts getting involved in the organizing practices of the community. For example, the Hub Melbourne host organizes a weekly 'mixed bag'

lunch event, in which individuals would each bring ingredients to prepare together and share. During these convivial events, coworkers chat and announcements are made about individual achievements and upcoming events. Coworkers have permission to reappropriate the space to run their own events, which support a variety of creative activities, including those of members who seek to establish themselves as changemakers through public speaking and consultancy.

Exchanging ideas with peers give individuals confidence to practice their new contestational occupational identities. Members' public events at Hub Melbourne are typically designed as co-creation events to address local and global issues; they attract coworkers and non-coworkers and promised sufficient potential for learning to warrant an entry fee for non-members. Audience participation provides the novice changemakers with moral support and a sense of belief in their capabilities – a self-efficacy (Boyd and Vozikis, 1994). Hence, those social learning events are a means for mobilizing coworkers' performances of entrepreneurialism. At Hub Melbourne, members also offer well-being-focused events, meditation sessions and yoga classes. (15)

The spontaneous attendance in social events is something that more genuinely indicates and reinforces a sense of community: it shows how the members want to engage with each other rather than how they are obligated to engage with each other. Informality, particularly shapes how coworkers made sense of and interact. Even more so do the social events that extend their relationship beyond the "workplace". Because each member is able to choose where to sit and which social events to attend, these routines are more meaningful than if they were not decided by the individuals. Because sharing community responsibilities is not enforced or mandatory, the choice to accept and fulfill them means more than simply doing it because you have to (Lyndon E. Garrett; Gretchen M. Spreitzer; Peter A. Bacevice, 2017).

15 – "Learning everyday entrepreneurial practices through coworking" in SAGE Journal, Tim Butcher, 2018

4.11 COME UP WITH A PATTERN

GUIDELINES

- How is the program of activities structured?
- How many do you organize monthly?
- How many events/activities are recurrent?

The agenda of those events can be settled either weekly (such as in Spazio Cofò and Adamastor), monthly (such as in La Smalah and ImpactHub Amsterdam) or randomly (such as in LibertHub and HUB385).

Rituals, a staple of ethnographic analysis, proved useful as an analytical device. Rituals denote patterns of interaction, which provide templates for making sense of social reality (Goffman, 1959; Kunda, 2006). Rituals provide the basis for coworkers to connect, become friends, and share what is going on in their (work) life. Apart from sharing one's 'backstage' (Goffman, 1959), grievances and difficulties, rituals also serve as a platform for testing new ideas in front of a supportive and sympathetic audience of peers before going on the market. More importantly, the participation in such events should be voluntarily rather than mandatory, and how these rituals are carried out should be casual and not officially scripted (regarding who sits where, who says what and how long, etc.).

The way people opened up and shared their 'backstage' stories and experiences further underlines the significance of informality (Blagoy Blagoev, Jana Costas, Dan Kärreman Copenhagen Business School, 2019). In Quartier Génial (Floirac, France), for instance, the community has lunch together once a month: each member brings a dish to be shared. It is described by one member as "an opportunity to have a friendly time that does not impinge on family life". In La Zone à Partager (Bègles, France), the members meet regularly for a thorough

clean-up of the space. The decision to manage the cleaning by themselves allows them to reduce ongoing costs and free up some budget to invest more in the space. They spend about 2 hours mopping floors, vacuuming, cleaning the kitchen, to end with a morning tea during which members can meet and strike interesting conversations.

In HUB385 (Zagreb, Croatia) there is the "Community breakfast" every month, as well as after work network events like table tennis tournaments, pub quiz events etc.

GUIDELINES TO ENGAGE YOUTH

20 Guidelines to support the concrete realization of a strategic organizational model for coworking spaces in Europe:

- 1 → Boost the local authorities to recognize the value of the space to make, change and promote innovation through youngsters.
- 2 → Have a constant and open dialogue about youth issues and youth policies with the local government.
- 3 → Create partnerships with organizations and institutions which work in the field of non-formal and formal education.
- 4 → Differentiate the amount of the membership fee based on the time and use of the space, to make the coworking accessible for different youth profiles (including fewer opportunities).
- 5 → Include a youth worker among your staff: he/she will increase the opportunity to be inclusive, to create a network within the local community and address the needs of the youngsters.
- 6 → Include volunteers among your staff: it will indicate the connection between your space and the local community, having a positive impact on the surroundings.
- 7 → Hire a community manager able to foster connections among the young members, engaging them, organizing activities for/with them, gathering feedback.
- 8 → The design should be appealing, clean, colorful, different from a usual office space; it should encourage people to generate new ideas and connections.

- 9 → Use innovative and attractive methods in learning activities (non-formal approach, peer-to-peer, learning-by-doing, tutoring...).
- 10 → Choose the right social media and keep it alive by creating a content calendar.
- 11 → As a general rule having as much youth as possible in a community, works best for attracting more youth.
- 12 → Helping Youth reach their goals should be handled by carrying out the right values.
- 13 → The most important part is to not have negative values towards youth ("not enough experience", "seniority is very important" VS Ambition and Helping each other).
- 14 → Assign young ambassadors: people that represent the values of the community really well and that you give an official title to carry out those values towards other community members.
- 15 → Cultivate pride (create nice merchandize, showcasing members...).
- 16 → Understand the language your young members speak, to be able to approach them effectively.
- 17 → Involve youngsters or students in the space design process.
- 18 → Plan some activities to collect opinions, ideas and needs within your young members and outside youngsters.
- 19 → Promote specific actions to support young entrepreneurs alongside other professionals and freelancers.
- 20 → Promote networking times and set up social areas: they play an important role in turning the coworking into a collaborative and inclusive space.

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ANNEX 1

331 VERONA

Address Lugadige Galtarossa 21, Verona, Italy
Website <https://311verona.com/it/>
E-mail <https://311verona.com/it/get-in-touch/>
Facebook <https://www.facebook.com/311verona/>

Linkedin <https://www.linkedin.com/company/311-verona/about/>
Instagram <https://www.instagram.com/311verona>
Twitter <https://twitter.com/311verona>

CHARACTERISTIC ELEMENTS OF THE SPACE	Furniture Wall colors Light Decorations Lab & technologies Other: Digital Valley, Kitchen
TARGET GROUP	Young startupper Professionals and freelancers Artisans Other: ONG, Digital nomads
SHOWCASE OF THE USERS	On the website
COMMUNICATION TOOLS	Website Facebook Instagram Linkedin
GOVERNANCE AND OWNERSHIP	Private
MEMBERSHIP FEE	Yes
SERVICES	Physical Space Virtual Space Promotion and Visibility Tutoring and Training Network Information
EVENTS ORGANIZED	Course (teaching / learning / growing) Workshop (to create connection, creativity and interaction) Speed dating and networking sessions
CONTENTS OF SERVICES AND EVENTS	Economics/ Business Technical (production, technology, materials etc.) Design / Arts Project Management

C3 CO-WORKING SPACE FOR YOUTH

Address Unit A, 4/F, 33-35
Wong Chuk Hang Road, China
Website <http://childrenyouth.poleungkuk.org.hk/en/contact-us.aspx?pageid=1736>

E-mail ycws@poleungkuk.org.hk
Facebook <https://www.facebook.com/PoLeungKukC3>
Instagram <https://www.instagram.com/youthdevelopmentcommission/>

CHARACTERISTIC ELEMENTS OF THE SPACE	Furniture Wall colors
TARGET GROUP	Students Young startupper Other: young entrepreneurs
SHOWCASE OF THE USERS	No
COMMUNICATION TOOLS	Website Facebook Others: Fax, Email
GOVERNANCE AND OWNERSHIP	Public Body
MEMBERSHIP FEE	Hot Desk \$990/Month, Day Pass (Hot Desk) \$160, Half Day Pass (Hot Desk) \$80, Fixed Desk \$1,380/Month, Private Office (2 Seats) \$3,200/month, Private Office (3 Seats) \$4,800/month
SERVICES	Physical Space Tutoring and Training Network
TYPE OF STAKEHOLDERS INVOLVED	Companies, Public body (municipality, regional authority, national authority), Other: tripartite collaboration among the business sector, non-government organisations (NGOs) and the Government
EVENTS ORGANIZED	Course (teaching / learning / growing) Workshop (to create connection, creativity and interaction) Seminars, lectures, speech etc. Webinar and e-learning lectures Speed dating and networking sessions
CONTENTS OF SERVICES AND EVENTS	Economics/ Business Financial
ORIGINALITY	They have funds to help youngsters to fulfill their dreams

CREA

Address Nieuwe Achtergracht 170, Amsterdam
Website <https://www.crea.nl/>
E-mail planning@crea.uva.nl; debat@crea.uva.nl; theater@crea.uva.nl;

Facebook <https://www.facebook.com/CREAmsterdam/>
Instagram <https://www.instagram.com/creaamsterdam/>
Youtube <https://www.youtube.com/channel/UCTrBr7xqEWMCPiHf8Ed-LMQ>

CHARACTERISTIC ELEMENTS OF THE SPACE	Light Other: a lot of art, theatre and music opportunities
TARGET GROUP	Students
SHOWCASE OF THE USERS	In a dedicated space
COMMUNICATION TOOLS	Website Facebook Instagram Other: Youtube
GOVERNANCE AND OWNERSHIP	Public body
MEMBERSHIP FEE	No
TYPE OF STAKEHOLDERS INVOLVED	Public institutions (library, public offices etc)
SERVICES	Physical Space Tutoring and training Network Prototyping
EVENTS ORGANIZED	Courses (teaching / learning / growing) Workshops Seminars, lectures, speech... Speed dating and networking session
CONTENTS OF SERVICES AND EVENTS	Design / Arts

LES COOPAINS À BORD!

Address 5 rue Lamennais 17000 La Rochelle, France
Website <https://kpacite.initiative.place/kpa-la-rochelle/>
E-mail lescoopainsabord@gmail.com

Facebook <https://www.facebook.com/kpacitelarochelle/>
Instagram [lescoopainsabord](#)

CHARACTERISTIC ELEMENTS OF THE SPACE	Other: Mobile device while waiting to settle in a third-place “La Proue”
TARGET GROUP	Students Unemployed and job seeker Young startupper Professionals and free lancers Artisans Other: everyone between 16 and 25
SHOWCASE OF THE USERS	On the website
COMMUNICATION TOOLS	Website Facebook Instagram
GOVERNANCE AND OWNERSHIP	Private
MEMBERSHIP FEE	No
SERVICES	Physical Space, Virtual Space Promotion and Visibility, Tutoring and Training Network, Prototyping, Information Know how, R&D
TYPE OF STAKEHOLDERS INVOLVED	Companies Public body Associations Public institutions (library, public offices, etc)
EVENTS ORGANIZED	Course (teaching / learning / growing) Workshop
CONTENTS OF SERVICES AND EVENTS	Economics/ Business, Financial Technical (production, technology, materials) Design / Arts, Project Management, ICT
ORIGINALITY	A cooperative which welcomes some 15 young people who develop and market their own products and services. They manage the support functions of their company, accompanied by professionals.

LOFFICE COWORKING +

Address 1070 Vienna, Schottenfeldgasse 85, Austria Facebook @lofficewien
Website <https://wien.lofficecoworking.com/> Instagram loffice_wien
E-mail office@loffice.at

CHARACTERISTIC ELEMENTS OF THE SPACE	Furniture Decorations
TARGET GROUP	Young startupper Professionals and freelancers
SHOWCASE OF THE USERS	No
COMMUNICATION TOOLS	Website Facebook Instagram
GOVERNANCE AND OWNERSHIP	Private
MEMBERSHIP FEE	Yes (Desk: 25,00€; week desk: 80,00€; monthly desk: 250,00€)
SERVICES	Physical Space Virtual Space Network Information
EVENTS ORGANIZED	Workshops, Speed dating and networking session Other: Conferences, Photo shooting, Cooking Events, Cocktail parties Pitch competitions,Press conferences, Exhibitions, Career day
CONTENTS OF SERVICES AND EVENTS	Economics/business Design/arts Others: food, media
ORIGINALITY	strong focus on the personal values; design of the spaces

STARTDOCK

Address Herengracht 420, Amsterdam Facebook <https://www.facebook.com/StartDockNL/>
Website <https://startdock.nl/> LinkedIn <https://www.linkedin.com/company/startdock/>
E-mail info@startdock.nl Instagram StartDock

CHARACTERISTIC ELEMENTS OF THE SPACE	Furniture Decorations
TARGET GROUP	Young startupper Professionals and freelancers
SHOWCASE OF THE USERS	In a dedicated space
COMMUNICATION TOOLS	Website Facebook Instagram Linkedin Twitter
GOVERNANCE AND OWNERSHIP	Private
MEMBERSHIP FEE	Yes (69 for flexible up to 329)
SERVICES	Physical Space, Virtual Space Promotion and Visibility, Tutoring and training Network, Information
TYPE OF STAKEHOLDERS INVOLVED	Companies
EVENTS ORGANIZED	Courses (teaching / learning / growing) Workshops Seminars, lectures, speech... Speed dating and networking session
CONTENTS OF SERVICES AND EVENTS	Economics/ Business Financial Technical Project Management Design/Art ITC

THE AXIOM

Address 1420 Myers st. Oroville CA 95965, USA
Website <http://www.theaxiom.org/>
Twitter <https://twitter.com/axiomoroville>

CHARACTERISTIC ELEMENTS OF THE SPACE	Furniture Light
TARGET GROUP	Students Young startupper Professionals and freelancers
SHOWCASE OF THE USERS	No
COMMUNICATION TOOLS	Website Instagram
GOVERNANCE AND OWNERSHIP	Private
MEMBERSHIP FEE	Yes (More options: full time month 149\$, part time month 99\$, drop in day 19\$)
SERVICES	Physical Space Virtual Space Network
TYPE OF STAKEHOLDERS INVOLVED	Companies
EVENTS ORGANIZED	Courses Workshops Seminars, lectures, speech...
CONTENTS OF SERVICES AND EVENTS	Economics/ Business Technical (production, technology, materials)
ORIGINALITY	Focus on community and their pay-it-forward policy with the idea that those who chose their space are investing in the next generation of young entrepreneurs

THE CANVAS

Address 2200 Dillingham Blvd B-101, Honolulu, HI 96819, United States
Facebook <https://www.facebook.com/thecanvashi/>

CHARACTERISTIC ELEMENTS OF THE SPACE	Furniture Light Wall colors Decorations
TARGET GROUP	Students
SHOWCASE OF THE USERS	No
COMMUNICATION TOOLS	Facebook
GOVERNANCE AND OWNERSHIP	Private
MEMBERSHIP FEE	No (High school students register for free on thecanvashi.org)
SERVICES	Physical Space
TYPE OF STAKEHOLDERS INVOLVED	Associations Other: crowdfunding platform Kickstarter, Aloha United Way, will raise money by renting out the space during off hours – said the cofounders
EVENTS ORGANIZED	Course (teaching / learning / growing) Seminars, lectures, speech etc. Other: place to do their homework, study etc.
CONTENTS OF SERVICES AND EVENTS	Other: Education
ORIGINALITY	founded by students – more info available on https://www.bizjournals.com/pacific/blog/2015/01/the-canvas-a-coworking-space-for-students-in.html?page=all

THE CUBE

Address 73 Aiolou Str , Athens, Greece
Website <https://thecube.gr/>
Email hello@thecube.gr

Facebook [@cubeathens](#)
Instagram [@TheCubeAthens](#)
Twitter [@cubeathens](#)

CHARACTERISTIC ELEMENTS OF THE SPACE	Furniture Decorations
TARGET GROUP	Unemployed and job seeker Young startupper Professionals and freelancers
SHOWCASE OF THE USERS	On the website
COMMUNICATION TOOLS	Website Facebook Instagram Twitter
GOVERNANCE AND OWNERSHIP	Private
MEMBERSHIP FEE	Yes (“work-space day”: 15.00€; “20 person event” (6h): 120,00€)
SERVICES	Physical Space Virtual Space Tutoring and Training Network Information Know how
TYPE OF STAKEHOLDERS INVOLVED	Companies, Public body (municipality, regional authority, national authority), Associations
EVENTS ORGANIZED	Courses Workshops Seminars, lectures, speech...
CONTENTS OF SERVICES AND EVENTS	Technical (production, technology, materials) Design / Arts

TQ

Address Singel 5421017 AZ Amsterdam
Website <https://tq.co/residency>
E-mail hello@tq.co
Facebook <https://www.facebook.com/TQams/>

Instagram <https://www.instagram.com/tqams/?hl=en>
Linkedin <https://www.linkedin.com/company/tqams/>
Twitter https://twitter.com/TQams?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor

CHARACTERISTIC ELEMENTS OF THE SPACE	Furniture Light Wall colors Decorations Lab and technologies
TARGET GROUP	Young startupper Professionals and freelancers
SHOWCASE OF THE USERS	In a dedicated space
COMMUNICATION TOOLS	Website, Facebook, Instagram, Twitter, Linkedin
GOVERNANCE AND OWNERSHIP	Public body
MEMBERSHIP FEE	Yes (Membership: €100 / mo. Residency From €375 / mo)
SERVICES	Physical Space, Virtual Space, Promotion and Visibility, Tutoring and Training, Network, Prototyping, Information, Know how, R&D
TYPE OF STAKEHOLDERS INVOLVED	Companies, Public body (municipality, regional authority, national authority), Associations, Public institutions (library, public offices, etc)
EVENTS ORGANIZED	Course (teaching / learning / growing), Workshop (to create connection, creativity and interaction), Seminars, lectures, speech etc. Speed dating and networking sessions
CONTENTS OF SERVICES AND EVENTS	ICT
ORIGINALITY	TQ builds curated spaces for fast-growing tech companies and talent. We push companies towards exponential growth by providing the right community, events, and facilities. Also, the occasional hug.

ADAMASTOR Viseu

LOCATION	In a central area of the city
TRANSPORT AVAILABLE TO REACH IT	Bike sharing Other: city bus
RULE BOOK	No
SIGNPOSTING WITH GUIDELINES FOR USERS	No
SPECIFIC DESIGN ACTIVITY FOR THE INTERIOR	No
CHARACTERISTIC ELEMENTS OF THE SPACE	Natural light
DIFFERENT LEVEL OF MEMBERSHIP FEE	No
SELECTION PROCESS TO BECOME MEMBER	No
CRM PROCESS	No
TARGET GROUP	Youth and students (18–24) Youth graduated (21–27) Unemployed and job seekers
AVERAGE AGE USERS	25
USERS’ COLLABORATION SUPERVISION	No
SHOWCASE OF THE USERS	No
COMMUNICATION TOOLS	Website Facebook Instagram
GOVERNANCE AND OWNERSHIP	Hybrid (public–private)
HUMAN RESOURCES	Employee
AVERAGE AGE OF STAFF	29

TYPE OF STAKEHOLDERS INVOLVED	Companies Public body Associations Public institutions
TYPE OF COLLABORATION	Partnership agreements, volunteering, workshops, seminars
KEY RESOURCES	Staffing Space Connections Volunteers Donations (time, skills)
FUNDING MODEL	Other: protocol with the Municipality
SERVICES	Open spaces Flexible desk Networking space Meeting rooms Coffee machine/bar/food services Help desk Leisure activities (ping pong, console...) Internet connection Facilities for disables
EVENTS ORGANIZED	Courses Workshops Seminars, lectures, speech etc.
AGENDA OF THE EVENTS	Weekly
LEARNING METHOD AND TRAINING ACTIVITIES	Workshop
CONTENT	Project Management

HUB385

LOCATION	In a central area of the city
TRANSPORT AVAILABLE TO REACH IT	Train, Bike sharing Other: tram, city bus
RULE BOOK	Yes
SIGNPOSTING WITH GUIDELINES FOR USERS	Yes
SPECIFIC DESIGN ACTIVITY FOR THE INTERIOR	Yes
CHARACTERISTIC ELEMENTS OF THE SPACE	Furniture, Light, Decorations
DIFFERENT LEVEL OF MEMBERSHIP FEE	Yes: Full desk users who pay the full monthly price and can use the space 24/7, discount for students, flyby users who pay only a few days in the month but can not use all the perks, users who have a private office are paying a higher priceof the private space, users of the coworking have a discount on using event space
SELECTION PROCESS TO BECOME MEMBER	No
CRM PROCESS	Yes: Our community manager is the one who shows the space to the people and give all the needed info, if the person chooses to take it the CM send him/her welcome mail with all the details and CM is also sitting with them in the coworking space to be as much accessible to the people for any help.
TARGET GROUP	Young startupper Professionals and freelancers
AVERAGE AGE USERS	35
USERS’ COLLABORATION SUPERVISION	No
SHOWCASE OF THE USERS	On the website

COMMUNICATION TOOLS	Website Facebook, Instagram, Twitter, Linkedin
GOVERNANCE AND OWNERSHIP	Private
HUMAN RESOURCES	Employee
AVERAGE AGE OF STAFF	30
TYPE OF STAKEHOLDERS INVOLVED	Companies Public body Associations
TYPE OF COLLABORATION	Users of the coworking space have loan contracts, we have a collaboration with a few companies that have intern meetings in our event space.
KEY RESOURCES	Space Connections
BUDGET PLANNED	35%
FUNDING MODEL	Membership, Sales of good and services
SERVICES	Open spaces, Flexible desk, Networking space Meeting rooms, Coffee machine/bar/food services Help desk, Leisure activities (ping pong, console...) Internet connection, Tools for the waste management, Tools (3D printer, tools for prototyping etc...)Virtual offices/post boxes Private offices, Community kitchen Facilities for disables, 24h opening
EVENTS ORGANIZED	Courses, Workshops, Seminars, lectures, speech etc. Other: Community breakfast and after work hanging out
AGENDA OF THE EVENTS	The events have been organized randomly
LEARNING METHOD AND TRAINING ACTIVITIES	Workshops
CONTENT	Technical (production, technology, materials etc.) Other: Programming, coding...

IMPACTHUB AMSTERDAM

LOCATION	In a central area of the city
TRANSPORT AVAILABLE TO REACH IT	Tram City Bus
RULE BOOK	Yes
SIGNPOSTING WITH GUIDELINES FOR USERS	Yes
SPECIFIC DESIGN ACTIVITY FOR THE INTERIOR	Yes
CHARACTERISTIC ELEMENTS OF THE SPACE	Furniture, Light, Wall colors, Decorations Other: Flow of the space
DIFFERENT LEVEL OF MEMBERSHIP FEE	Yes: CONNECT €30/month - CASUAL €99/month - REGULAR €180/month - UNLIMITED €270/month
SELECTION PROCESS TO BECOME MEMBER	Yes: need to address one of the Sustainable Development Goals
CRM PROCESS	No
TARGET GROUP	Young startupper
AVERAGE AGE USERS	35
USERS' COLLABORATION SUPERVISION	Yes: Through the Community Catalyst
SHOWCASE OF THE USERS	In a dedicated space
COMMUNICATION TOOLS	Website Facebook Instagram
GOVERNANCE AND OWNERSHIP	Private
HUMAN RESOURCES	Employee or Intern
AVERAGE AGE OF STAFF	30

TYPE OF STAKEHOLDERS INVOLVED	Companies Public body Associations Public institutions
TYPE OF COLLABORATION	Corporate Partners (Legal advice, marketing, EY) who donate pro bono hours to our members
KEY RESOURCES	Staffing Space Connections Donations (time, skills)
FUNDING MODEL	Membership, Public, Sales of good and services
SERVICES	Open spaces Flexible desk Networking space Meeting rooms Coffee machine/bar/food services Help desk Leisure activities (ping pong, console...) Internet connection Tools for the waste management Virtual offices/post boxes Private offices Community kitchen Facilities for disables 24h opening
EVENTS ORGANIZED	Courses Workshops Seminars, lectures, speech etc. Webinar and e-learning lectures Speed dating and networking session
AGENDA OF THE EVENTS	Monthly
LEARNING METHOD AND TRAINING ACTIVITIES	Face 2 face, Workshop
CONTENT	Economics/business, Financial, Project management

LA SMALAH St. Julien en Born – Mézos

LOCATION	Very small town (1500)
TRANSPORT AVAILABLE TO REACH IT	Other: nothing (own transports)
RULE BOOK	Yes
SIGNPOSTING WITH GUIDELINES FOR USERS	Yes
SPECIFIC DESIGN ACTIVITY FOR THE INTERIOR	Yes
CHARACTERISTIC ELEMENTS OF THE SPACE	The cafe is moving in a new space which is a traditional architecture house from Landes; the workshop was sponsored by a company making MDF/particle board with specific colors.
DIFFERENT LEVEL OF MEMBERSHIP FEE	Yes: Some members are part of the workshop (companies, individuals, associations); for the café (basic membership to be able to drink, full membership to participate in workshops)
SELECTION PROCESS TO BECOME MEMBER	No
CRM PROCESS	No
TARGET GROUP	Other: Everybody locally (30km around), but also tourists in the summer.
AVERAGE AGE USERS	40–50
USERS’ COLLABORATION SUPERVISION	Yes: there is a coordinator
SHOWCASE OF THE USERS	On the website
COMMUNICATION TOOLS	Facebook, Instagram, Twitter Other: word of mouth, seasonal programs (make their own promotion), newsletter (monthly)
GOVERNANCE AND OWNERSHIP	Private
HUMAN RESOURCES	Volunteer, Administrator, Employee, Intern
AVERAGE AGE OF STAFF	30

TYPE OF STAKEHOLDERS INVOLVED	Companies, Public body Associations, Public institutions Other: foundations (RTE, Orange), local company giving the furniture
TYPE OF COLLABORATION	Contractual relationships with most partners
KEY RESOURCES	Staffing Space Connections Volunteers Donations (time, skills)
BUDGET PLANNED	Staff – 50–60%, Space rent – 20%, Communication – 5% Other expenses (equipment buying) – 20–30%
FUNDING MODEL	Public, Fundraising (call, sponsorship etc), Sales of good and services, Other: more of less 50% sales, 50% grants
SERVICES	Open spaces Flexible desk Networking space Meeting rooms Coffee machine/bar/food services Help desk Leisure activities (ping pong, console...) Internet connection Tools for the waste management Tools (3D printer, tools for prototyping etc) Virtual offices/post boxes Private offices Playroom, kindergarden and services for kids Community kitchen Facilities for disables
EVENTS ORGANIZED	Courses, Workshops, Seminars, lectures, speech etc., Speed dating and networking session Other: concert, exhibitions...
AGENDA OF THE EVENTS	Monthly
LEARNING METHOD AND TRAINING ACTIVITIES	Face 2 face, Workshop
CONTENT	Economics/business, Financial, Technical (production, technology, material...) Design/art, Project management, ITC

LIBERTHUB Monza

LOCATION	In the outskirt area of a city
TRANSPORT AVAILABLE TO REACH IT	Bike sharing, City Bus
RULE BOOK	No
SIGNPOSTING WITH GUIDELINES FOR USERS	No
SPECIFIC DESIGN ACTIVITY FOR THE INTERIOR	Yes
CHARACTERISTIC ELEMENTS OF THE SPACE	Wall colors
DIFFERENT LEVEL OF MEMBERSHIP FEE	No
SELECTION PROCESS TO BECOME MEMBER	No
CRM PROCESS	No
TARGET GROUP	Young graduated (21-27) Professional and freelancers
AVERAGE AGE USERS	40
USERS’ COLLABORATION SUPERVISION	No
SHOWCASE OF THE USERS	No
COMMUNICATION TOOLS	Website Facebook Instagram
GOVERNANCE AND OWNERSHIP	Hybrid (private – public)
HUMAN RESOURCES	Administrator, Employee, Civil volunteers
AVERAGE AGE OF STAFF	30

TYPE OF STAKEHOLDERS INVOLVED	Companies Public body Associations Public institutions
TYPE OF COLLABORATION	Long term cooperation with municipality (owner of the place) to use the place; strategic partnerships with local associations, groups, etc.to implement actions in the place (30+ per year); human resources: coordinator, manager, 2 civil service volunteers.
KEY RESOURCES	Space
BUDGET PLANNED	Staff – 10%, Space – 80%, Communication – 5% Other expenses – 5%
FUNDING MODEL	Membership, Sales of good and services
SERVICES	Open spaces Flexible desk Meeting rooms Coffee machine/bar/food services Internet connection Playroom, kindergarden and services for kids
EVENTS ORGANIZED	Workshops Seminars, lectures, speech etc.
AGENDA OF THE EVENTS	The events have been organized randomly
LEARNING METHOD AND TRAINING ACTIVITIES	Workshop
CONTENT	Project management, ITC

ANNEX 2

TOOLS – Survey Coworking spaces

Space&services

Name of the city:

Is your place located:

- in a central area of a city
- in a outskirts of a city
- in a small town
- other (please specify)

Which transports are available to reach the space:

- Train
- Metro
- Bike sharing
- other (please specify)

Space Management

Do you have a rule book?

- Yes
- No
- If Yes please upload the document

Do you have signposting with guidelines for users useful to use space, tools and services?

- Yes
- No
- If Yes please upload photos

Design

Have you performed a specific design activity for the quality of the interior?

- Yes
- No

If yes select the elements that characterize your space:

- Furniture
- Light
- Wall colors
- Decorations
- Other (please specify)

Membership

Did you plan a different level of memberships with different costs and services?

- Yes
- No
- If yes please describe:

Is there a fee for the use of space and services?

- Yes
- No
- If yes please describe the fee:

TOOLS – Survey Coworking spaces

Community

Accessibility

Do you have a selection process to become a member?

- Yes
- No
- If yes please describe

Do you have a CRM process?

- Yes
- No
- If yes please describe

People

Which is your target group?

- Youth & students (18-24)
- Young graduated (21-27)
- Unemployed and job seeker
- Young startupper
- Professionals and freelancers
- Artisans
- Other (please specify)

Which is the average age of your users?

Are you managing or supervising the collaboration with your users:

- Yes
- No
- If yes please specify

Do you have a showcase of your users?

- On the website
- In a dedicated space
- Outside the location in a dedicated space
- No

Communication

Select the communication tools you have:

- Website
- Facebook
- Instagram
- Twitter
- Linkedin
- Moodle platform
- Others (please specify)

Governance

Which is your governance structure?

- Private
- Public body
- Hybrid (private-public)

What types of human resources do you have?

- Volunteer
- Administrator
- Employee
- Intern
- Civil/ESC volunteer

Which is the average age of your staff?

Select the collaboration with stakeholders in the organization of events and services:

- Companies
- Public body (municipality, regional authority, national authority)
- Associations
- Public institutions (library, public offices, etc.)

TOOLS – Survey Coworking spaces

Governance

Describe the stable collaboration you have (type of agreement, type of activities, human resources involved)

What are the key resources you have?:

- Staffing
- Space
- Connections
- Volunteers
- Donations (time, skills)

What is the cost structure (percentages)?

- Space
- Staff
- Communication
- Other

What is the funding model?

- Membership
- Public
- Fundraising (call, sponsorship etc)
- Sales of good or services
- Other

Services

Select the services you offer:

- open spaces
- flexible desk
- networking spaces,
- meeting rooms,
- coffee machine/bar/food services
- help desk
- leisure activities (ping pong, console...)
- internet connections
- tools for the waste management
- tools (3D printer, tools for prototyping)
- virtual offices/post boxes
- private offices
- playrooms, kindergarden, kids’ services
- community kitchen
- facilities for disables
- 24h opening

If you have events you organize please select the typology

- Course (teaching / learning / growing)
- Workshop (to create connection, creativity and interaction)
- Seminars, lectures, speech etc.
- Webinar and e-learning lectures
- Speed dating and networking sessions
- Other (please specify)

Do you have an agenda of events?

- Weekly
- Monthly
- The evets have been organized randomly

TOOLS – Survey Coworking spaces

Services

If you offer training activities select the learning method you are using

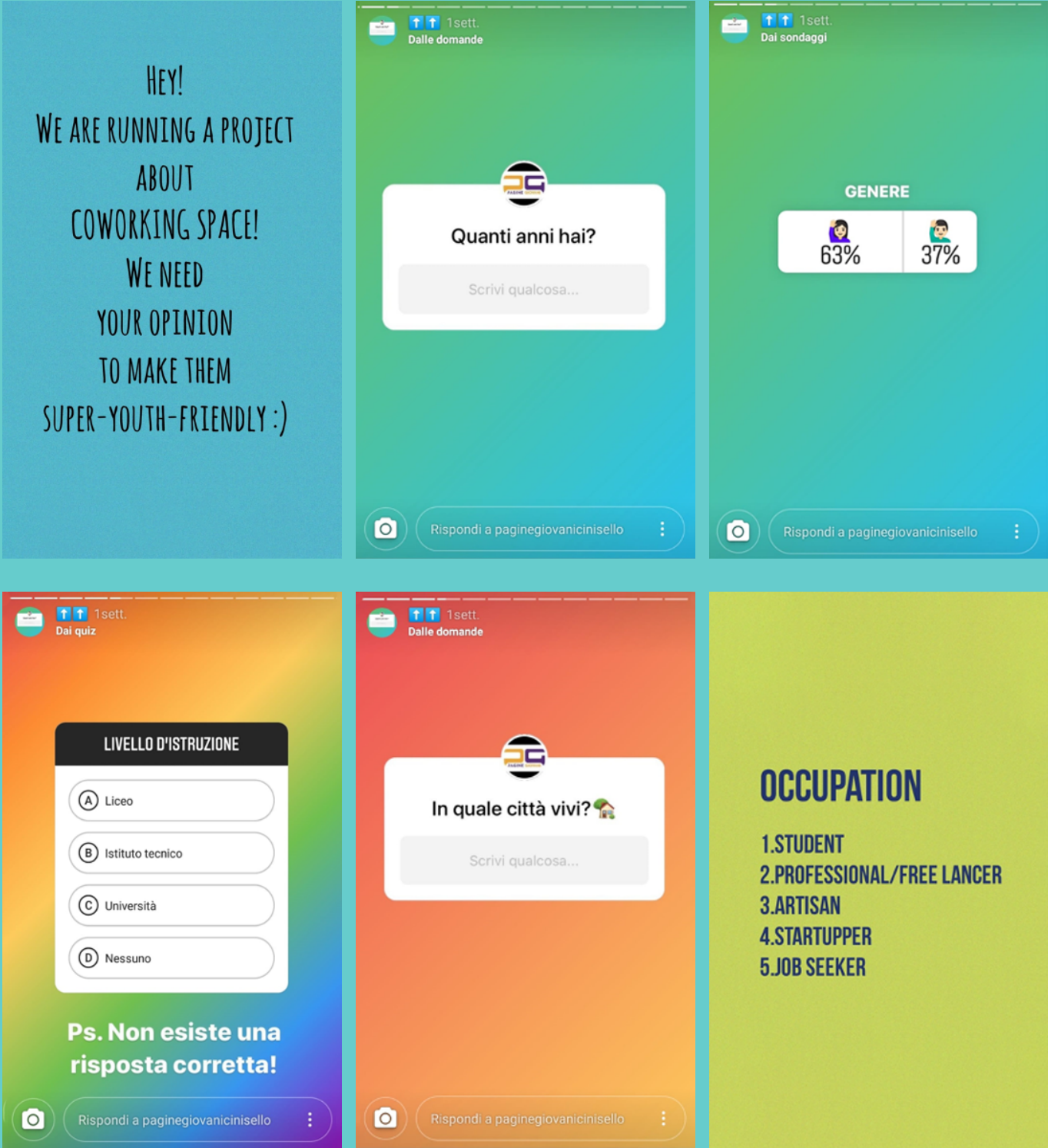
- Face 2 face
- E-learning
- Blended learning
- Workshop

Which contents are you offering?

- Economics/ Business
- Financial
- Technical (production, technology, materials etc.)
- Design/Arts
- Project Management
- ICT
- Other (please specify)

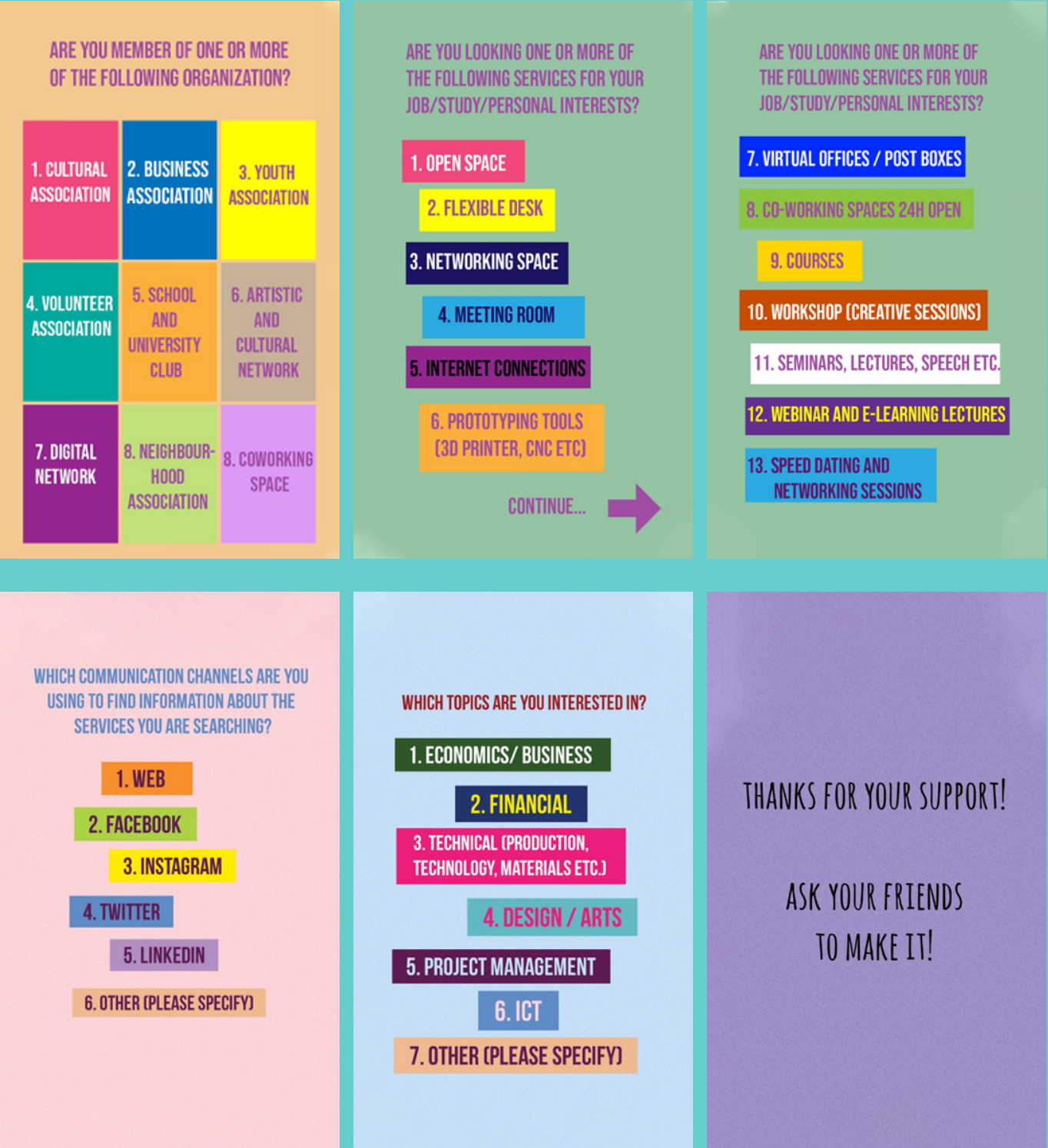
TOOLS – SOCIAL SURVEY

On Instagram’s stories



TOOLS – SOCIAL SURVEY

On Instagram’s stories



ANNEX 3

IMPACT OF COVID-19 ON COWORKING SPACES

Contribution from the project's partners and associated partners

During our work on this project, while finalizing our first intellectual output on a possible strategic organizational model to combine youth participation, social impact and promotion of youth entrepreneurship inside and outside a coworking space, the covid19 outbreak struck the Countries involved in the partnership quite hard, starting from Italy where the disease arrived first, in the end of February 2020, and had a very strong impact forcing the Country to a total lockdown which lasted months, and which was present, with same or less impact, in many other partner Countries of the project.

This situation, still not resolved while we write, affected not only our work, but also the very coworking spaces we were analyzing, their models of sustainability and their possibility to have a local impact in times of social distancing, staying at home etc.

To understand ourselves how much the covid19 outbreak affected the object of our work so far, we asked every local partner to share some information about the changes, differences etc that they had to face due to this crisis. Some of the ideas and the answers collected here are hints to possible new paths in development of coworking spaces which would be able to go beyond the basic sharing-a-place, to become agents of change and community builders in new, innovative ways considering online spaces and environments as other places where our impact could be brought.

For this reason, we decided to attach these documents to this publication, offering our readers the possibility to check first-hand how a problematic situation of crisis and economical loss, in many cases activated resilience and indicated possible new

paths that could be useful hints for other similar situations all over Europe.

The documents are reported here as we received them, and to be considered as an annex to the publication, to have an insight on something still changing and happening. We believe that what you will find here could be useful to benchmark local situations with the ones that our partners had to face, and to see possible strategies to cope with what is happening while trying to keep up with our roles and missions in our territories.

LIBERTHUB

The covid situation escalated very quickly in our area of Italy, forcing the whole Country to go under total lockdown from the end of february to May, when only some activities could re-open (as our bar did).

The strict safety regulations completely changed the way people could access our community center and they are still affecting the amount of people which are allowed to use the different rooms, in order to avoid excessive gathering.

Since our Region was one of the most hit, our local sanitary rules were really strict. The whole community center was completely closed since the end of February, and only the bar could open since May, with many limitations, while the other services and areas (including coworking) could start to host people only since the month of July, after defining all the safety protocols that users should follow.

During the months of total lockdown, the municipality office in the center issued an email newsletter informing all users and citizens about the possibilities to still get useful services online, and more information were shared on our website and social media accounts.

A group of students which were using our study room in the community center, and which were organizing with us a paid service of after-school lessons for other high school and university students in need, decided to start the service anyway, moving it online; they kept it free during the lockdown months, taking advantage of this time to test the online sign up procedures, the format of the lessons etc.

The study support and socializing activities that we were offering as a community center to middle school students (aged 11-13) with voluntary support of high school students from a Pedagogical Studies High School nearby, continued online too with two meetings every week until June.

Our Family counseling service started offering free online sessions for people in need, focusing in particular to supporting the ones who lost some dear ones due to covid.

As our coworking space was hosting the Neighbourhood Council sessions in its space, we decided to provide an opportunity to the Council to keep on meeting during the lockdown, to plan possible support activities for the local community, and we opened our paid Zoom account to be used for such meetings.

The traditional Spring Party, that the Neighbourhood Council and the community center organized every year for 20 years so far, became an online event at the beginning of June, during which many active members of liberthub community and users of our space offered for free some of their activities: music, gym classes, acting, etc.

Since in those days the lockdown was starting to lift up, we also organized quizzes etc offering prizes to be collected in local shops, as a way to support zero-km shopping and the local economy after many months of closing.

The general activities of the community center are re-opening in September while we write, always with strict protocols to follow. We start to see a new wave of requests of using the coworking space and other spaces for many different activities, and we think that our effort to remain active in supporting our local community and the community of our users is part of the reason why this is happening and we are still managing to be recognized as a resource by our community.

SPAZIO COFÓ

The COVID emergency and the new regulations have called the managers of coworking spaces to face a new challenge, taking on the responsibility of making people work in healthy environments, able to clear the mind of any thoughts and concerns related to possible infections, leaving the mental energies 100% free to take care of the work.

The different nature of the coworking spaces in Italy meant that different measures and strategies were adopted to cope with the new situation imposed by the pandemic.

COWO, the Italian independent coworking network, conducted a research on the basis of the flows of requests received from the start of the lockdown, identifying three trends:

1 → during the period of forced quarantine, requests continued to arrive, with various types of expressions of interest. Above all, the coworking workstations can meet needs such as the lack of an adequate workstation and a professional internet connection, the inability to concentrate, the imbalance in the organization of the day and times, the lack of sociability;

2 → increase in company interlocutors, in particular entities interested in providing their employees with a more agile workplace than the office, or employees themselves with the ability to manage their work independently, without going back

to life as it was before. This aspect has an important impact on economic sustainability, as it is the companies themselves that pay their employees for their workstation;

3 → a rise in requests for daily services, which concern individual or team work sessions, meetings and reunions with colleagues or outsiders and, finally, video calls.

COWO has also produced guidelines useful for the coworking of its network about to reopen after the lockdown. The most interesting aspects of these indications are:

A → the reminder of importance of the collaborative approach, to the awareness and accountability of users concerning their behavior in the hygienic-health field;

B → an invitation to keep social moments such as lunch / coffee breaks alive, even by limiting yourself to the moment of consumption and keep a safe social distance.

C → paying attention to maintaining a clear, complete, transparent, simple and concrete communication (both online and offline) on the conduct to keep, without however transmitting a feeling of panic.

Other indications contained in the guidelines concerned more closely the generic health regulations: social distancing, the limitation to interactions within spaces, the use of PPE etc.

In the case of Cofò - Spazi e Saperi in Condivisione, in Cinisello Balsamo, the spread of the virus resulted in a total closure of the space during the lockdown period (from March to April), and the temporary stop of all the training activities planned, which will restart in presence starting from mid-September 2020.

The choice of the OltreSpazio association, which manages Cofò, was to freeze the contracts of the coworkers' work stations for the months of closure.

During the quarantine, in any case, there was no lack of communication activities with users, such as a weekly toast via Skype (which saw the participation of half of the community).

The reopening, from May 2020, involved a remodeling:

A → of spaces, with a consequent decrease in workstations due to the distancing obligations;

B → activities, as the courses will no longer take place during the opening hours of the space;

C → opening time, which allowed to lower management costs without having a great impact on coworkers.

About the occupation of the stations, at the time of reopening:

A → of the community coworkers have returned to using the space regularly

B → of coworkers use the space occasionally

C → of coworkers continue to work from home for reasons related to childcare pending the reopening of schools as well as the decrease in workload (in particular with regard to collaborations with foreign partners)

D → Two new contracts were activated for the use of the workstations, motivated by the imposition of smart working by some companies.

The reopening was accompanied by the delivery of a welcome kit to the coworkers, containing a mask and hand sanitizer, the guide for the use of spaces and the new access protocols. With regard to economic sustainability, the greatest impact of the covid involved a drastic reduction in revenue of the bar inside the space, which has decimated.

The exit strategy adopted by OltreSpazio mainly concerns the use of the courtyard outside the space, in order to optimize the number of people who can be welcomed, in addition to the investment in project activities (in view of obtaining grants) and on distance training.

IMPACTHUB AMSTERDAM

At Impact Hub Amsterdam our business exists of three circles, for every circle we will explain how we adjusted to the Covid-19 crisis.

Community

We closed our space for the public but kept open for business. Meaning, members who are working from here were able to come and work. All the physical community events got canceled unfortunately. But every day we hosted an online lunch session. For many members this was really the place to come to and check in.

After 4 weeks we contact our members individually. They felt very much supported by us by:

A → Giving them the opportunity to keep working from the co-work

B → Have an online space to come to to connect with others. We facilitated online connections, shared stories on things we were exploring during corona, showed on camera our home desk and we created a Spotify list with everyone's favorite song.

C → Everyone appreciated very much that we've called them personally and heard what they needed.

D → We updated the community on the new measures for entrepreneurs from the government.

After 3 months members are coming back to the space, we are open again but with 1,5 m distance. We've held meetings with the residents asking if they need something from us and to hear if they are ok.

Members have been canceling their membership because of financial reasons. That is unfortunate. But now we see it picks up again with new members who started their business during corona.

We learned that we have to move more online and that it has a great potential to grow our community outside of amsterdam. But also that, that sense of community is very much needed to call yourself a community.

Events

Impact Hub Amsterdam is a unique venue for different types of business events. Our clients are international as well as national. In February, the events team started to notice that international clients were cancelling their bookings. This continued until the lockdown started in The Netherlands.

All the leftover bookings were cancelled that same day.

Due to the lockdown, we closed our venue for 6 weeks. We worked from home and started to develop a new product, being online event management.

At the end of April, IHA opened again and the events team started immediately with the preparations for our first online events. As this was completely new for us as a team, we literally learned by doing.

Now 6 months later, we have hosted over 30 online events together with our clients. Examples of the events we have hosted are panel discussions, pitch finales and interactive workshops. Next to the online events, we finally see a raise in inquiries for offline events from regional clients.

These events are allowed, yet with less participants as before the crisis. By offering our clients both the opportunity to book an online or offline event, we believe that we can serve the full package to our clients.

Tips and tricks

A → Discover the possibilities of hybrid events. Unfortunately, this will be a new normal so show your clients that you're following the trends. Also important, stay ahead of competition

- B** → Find creative ways to set up your event space.
- C** → Brainstorm with your team how you can make sure the catering you will be serving is Corona-proof. Pre-wrapped etc.
- D** → Create a protocol. This will provide a safe environment and ambiance for all guests.

Innovation & Acceleration

In the Innovation & Acceleration team we run different incubator and accelerator programs. We decided to continue with all our programs and run it completely online. This means:

- A** → Training days and workshops through Zoom sessions.
- B** → Mentoring and 1-on-1 coaching through
- C** → Online collaborating through Mural
- D** → Daily communication through Slack

We changed the set up of the training day slightly and shortened the explanation parts. We worked with a lot of breakouts to split up the group in small groups. We've also created an online learning environment in TalentLMS so that participants of the programs could follow courses in their own time. With support of the Events team (mentioned above) we could facilitate different live stream events such as pitch events and panel discussions. This made it very attractive for the audience to listen to and get interactive.

CO-ACTIONS

As an enterprise using different coworking spaces to implement its activities and support its entrepreneurs, Co-actions have had to organise its activities and services to the entrepreneurs differently since the French lockdown.

As all coworking spaces were closed from mid-March to mid-May, Co-actions has adapted its way of work, organising

A → Online face-to-face meetings with the project leaders and the entrepreneurs

B → Online collective meetings for its members to discuss how to adapt to the unexpected COVID situation and to discuss other different subjects

C → Online information meetings to introduce the model of the coop to future entrepreneurs

The cooperative had quite a fast adaptation facing the situation to adjust its methods to the new situation. During the lockdown the head of training and the training manager of the coop were trained themselves on the distance learning solutions (tools, methodologies, etc). The cooperative managed to maintain its regular training program for the entrepreneurs on the different topics. The training team was also able to transmit the distance learning solutions methodologies to the entrepreneurs who develop a training business, training them online.

The effects of the COVID situation on the cooperative are multiple:

A → on the bright side, the staff and coop members had less travel and therefore it was less tiring with less expenditures, less pollution generated due to the travel

B → however most of the support staff explained having a work overload due to the situation and the necessity to respond as best as possible to its members.

C → as the situation has prevented the implementation of the projects and businesses, the economic impact takes place on different levels: on the entrepreneurs, on the cooperative and on the coworking spaces.

Since the end of the lockdown, as the French government recommend to maintain remote working in order to reduce the spread of the virus, the support staff and the entrepreneurs have been continuing to work mainly from home using the digital online tools.

On the regional level, most of the coworking spaces used by Co-actions have already reopened by applying the safety rules. But the economic situation and facilitation activities to the community are very impacted as very few coworkers came back to the spaces.

On the French national level, since the beginning of the pandemic, despite the obligation of closure and economic difficulties, shared places and their communities have been mobilized and continue to ensure their role as essential actors of living together and territorial resilience. During the lockdown period, France Tiers-Lieux launched a survey to 1,800 third places to determine the impact of the pandemic on their activities. France Tiers Lieux obtained the responses of 230 third places from all over France. Like all companies, coworking spaces are being hit hard by the crisis. They are in a particularly difficult economic situation, as all sites were quickly recommended to close down to avoid any spread of the virus, and their hybrid nature - mixing commercial and non-profit activities - offers them small financial autonomy.

Most of the support measures put in place by the government have been implemented by coworking spaces, but for many of them they will not be sufficient - 80% of third places share this real risk of closure in the short or medium term. Nevertheless, despite the economic difficulties that have hit the coworking spaces - the global loss of turnover for the 2,000 sharing spaces is estimated at 111.5 million euros for 2020 - they have not stopped and have mobilized all their energy to develop concrete responses to the pandemic. 9 out of 10 sharing spaces were mobilized in solidarity actions: educational continuity, digital solidarity, aid to the elderly, food relays, etc. Everywhere, they are demonstrating their ability to provide concrete solutions to help those on the front lines.

HUB385

A → Open space – we removed some of the free office desks so how we have less desks in the open space and we made some distance between them;

B → Helping our clients whose business had suffered because of the virus by providing them a discount for a couple of months;

C → We entered a new option – if people are not in the office but want to save it and stay in it after the situation is over, they can leave their stuff in the office and pay for half of the price;

D → New possibilities – give extra perks for virtual users, move a lot of community events online, offer our residents the opportunity/space to have virtual events from our coworking/event space;

E → Social media – give recommendations about the online events or courses happening in the world, give tips on how to work remotely and what to do when you are stuck home, share positive thoughts or pictures of pets, nature etc. on our social media channels, share news about startup ideas fighting corona.

