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Community of Entrepreneurs in Coworking Space

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Abstract

This dissertation studies the novel phenomenon related to the social context of entrepreneurship—coworking space. Coworking spaces are known for creating a social community of entrepreneurial workforce—entrepreneurs, freelancers, contractors, remote workers, and others. The three essays that form this dissertation collectively highlight the entrepreneurial community in coworking spaces by proposing a novel typology of coworking space based on community, discovering the community building process, and analyzing user reviews of coworking spaces.

The first essay contributes to the literature on coworking space by creating novel ideal types of coworking spaces. Based on interviews conducted and archival data from 16 coworking spaces, this study finds that the degree of community orientation and operation type are two valid dimensions that create variances in community characteristics of coworking spaces. Five ideal types of coworking space aim to help our understanding of coworking spaces and their community characteristics.

The second essay adopts the theory elaboration approach of qualitative research to explore how founders and community managers of coworking spaces create and curate community in their coworking spaces. Using constructs developed by the social identity model of leadership, this chapter discusses how founders and community managers create shared social identity between members of their coworking spaces. Further, it finds that community building activities by management contribute to the thriving of members.

The third essay analyzes variances in user experiences of coworking spaces. While the first essay explores differences in coworking spaces based on coworking space operators' perspectives, the third essay examines the same research question based on users' perceptions of coworking spaces. Thus, this essay complements the first essay. The third essay uses a novel research method, comparative keyword analysis, and finds strong evidence that operation types of coworking spaces are closely related to the differences in coworking experiences.

Overall, this dissertation makes contributions to a better understanding of coworking spaces and their community initiatives. As well, it generates useful insights regarding how to create a social community of entrepreneurs.

Keywords

Coworking space, Entrepreneur, Community, Community building, Social identity model of leadership, Typology, Qualitative analysis, Comparative Keyword Analysis

Summary for Lay Audience

This dissertation studies the novel phenomenon related to the social context of entrepreneurship—coworking space. Coworking spaces are known for creating a social community of entrepreneurial workforce—entrepreneurs, freelancers, contractors, remote workers, and others. The three essays that form this dissertation collectively highlight the entrepreneurial community in coworking spaces by proposing a novel typology of coworking space based on community, discovering the community building process, and analyzing user reviews of coworking spaces.

The findings in this thesis reveal an important aspect that is relevant to coworking space operators and their members. This thesis reveals that a coworking space could be very different depending on the operator's perspective on community. Some coworking spaces are newly renovated serviced offices with more shared area than previous generation of serviced offices. However, coworking space can also be a social community of an entrepreneurial workforce from different organizational backgrounds, where members can support and collaborate with each other. By theorizing the community-building process of coworking spaces using leadership characteristics, this thesis indicates that coworking space operators need to think about the shared social identity of their coworking spaces in order to create a coworking community.

For the potential members of coworking spaces, this thesis reveals that coworking experiences can be very different depending on which type of coworking space is chosen. Thus, potential members should consider the needs they expect to be fulfilled by coworking spaces and examine the fit between coworking spaces and their needs. If they are seeking a community, then the characteristics of community managers (and founders) should be one of the most important criteria to consider.

Overall, we hope that this work will spark more studies into the analysis of communities of entrepreneurial workforces in the coworking space context, thereby fostering a deeper exploration of entrepreneurial communities in social organizations.

Declaration of Authorship

I hereby declare that I am the sole author of this thesis. To the best of my knowledge this thesis contains no material previously published by any other person except where due acknowledgement has been made. This thesis contains no material which has been accepted as part of the requirements of any other academic degree or non-degree program, in English or in any other language.

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1 Introduction

1.1 Background and Motivation

Definition and context

Coworking spaces emerged as a new type of shared workspace, defined as a "community-based, low-cost, convenient solution" (Johns & Gratton, 2013: p. 71) for mobile workers who are able to perform their jobs from almost any location, such as entrepreneurs, small business owners, freelancers, and remote workers. The popularity of coworking space has been increasing rapidly with the growth of the mobile workforce during the last decade. While there were about 2,000 coworking spaces around the world in 2013, that number had increased to 18,700 in 2019 (Statista, 2019). Also, about 1.5 million people around the world worked in coworking spaces as of 2018 (Deskmag, 2018). For this reason, there has been a call for further research into coworking space as a social context of entrepreneurship (Clayton, Feldman, & Lowe, 2018).

The rising popularity of coworking space can be attributed to the unique benefits it offers over previous types of space provided by office rental companies. Coworking spaces offer flexible contracts and lower rental prices compared to spaces provided by traditional office rental companies (Fuzi, 2015; Spinuzzi, 2012). Furthermore, using coworking space can save the costs associated with furnishing one's own office space. Along with basic office furniture such as desks and chairs, coworking spaces provide various office amenities such as reception, an office address, mailboxes, maintenance, kitchen supplies (free coffee and other beverages), and meeting rooms. Additionally, a unique social atmosphere, access to everyday interactions with other coworkers, and networking opportunities have been noted as key benefits of coworking (Spinuzzi, Bodrožić, Scaratti, & Ivaldi, 2019). Among the benefits of coworking, community merits further discussion. According to the Global Coworking Survey (Deskmag, 2018), more than 50% of coworking space members responded that they chose their current coworking space because of the community that the space offers to members.

Being part of a coworking community also provides a wealth of collaboration opportunities (Waters-Lynch, Potts, Butcher, Dodson, & Hurley, 2016), as well as peer support from fellow members (Gerdenitsch, Scheel, Andorfer, & Korunka, 2016). In summary, coworking is a new way of working in shared workplace that supports mobile workforce of modern era including entrepreneurs, freelancers, remote workers, and other independent workers (Garrett, Spreitzer, & Bacevice, 2017)

Differences between coworking spaces and other workspaces designed for entrepreneurs

Coworking space is also differentiated from other workspaces designed particularly for entrepreneurs – business incubators and accelerators. A business incubator is a facility that provides business development assistance and shared office space for new venture creation, survival, and early-stage growth (Allen & McCluskey, 1991). Business accelerator, which is developed further from business incubator concept, are defined as "A fixed-term, cohort-based program, including mentorship and educational components, that culminates in a public pitch event or demo-day" (Cohen & Hochberg, 2014: p. 4). While business incubators are designed for early stage startups, accelerator programs are made for scaleups which are in stages of accelerating growth.

Fundamentally, business incubators and accelerators are service providers that support the survival and the growth of high-potential ventures rather than office space providers. Thus, only limited number of high-potential ventures are accepted into business incubators and accelerators through competitive admission process. Also, members stay in those workspaces for relatively short period while the duration of the program will vary between incubators and accelerators.

On the contrary, coworking spaces started as space providers. They are open for wide range of entrepreneurial audiences regardless of whether potential members have high-potential business. Thus, there are more diverse group of members in coworking spaces which even includes remote working teams from established organizations. Further, members can continue to work in coworking spaces as long as they wish. While the length of the stay will vary between members, some members even stay for

more than 3 years, because they enjoy the community setup at coworking spaces. A community of entrepreneurial people with diverse backgrounds is a key characteristic that makes coworking space special over other existing shared office options.

Different origins among coworking spaces

Although community is regarded as a key benefit of coworking (Spinuzzi et al., 2019), there are significant variances in terms of community characteristics depending on the type of coworking that the space originates from. Three distinguishable streams of coworking spaces have been identified.

The first stream of coworking space originated from a group of freelancers who started to share office space in San Francisco in the mid-2000s (Neuberg, n.d.). These freelancers began coworking to overcome loneliness. Consequently, this group of coworking spaces attempts to solve the problems of loneliness and isolation experienced by mobile workers and focuses on building a community of people in a coworking space. The majority of coworking spaces in this group are owned by individuals or small groups of co-founders, with a single location or limited number of branches. For this reason, they are often called 'independent' coworking spaces (Allwork.Space, 2020). Founders of coworking spaces in this group, who are often small-business owners or entrepreneurs, are usually attached to the community and perform the role of community managers who build, maintain, and advance the community. Most independent coworking spaces have less than 100 members, which creates an ideal condition for building a small entrepreneurial community.

Secondly, another group of coworking spaces are operated by non-profit organizations. Around the mid-2000s, when independent freelancers started the coworking movement in San Francisco, some non-profit organizations also created shared office spaces for people or organizations with similar social missions (e.g., Centre for Social Innovation, 2010). While these non-profit organizations were not part of the coworking movement by independent mobile workers, they also believed that creating a shared workspace and creating a community could change the world. Specifically, non-profit organizations believed that establishing a shared workspace filled with social entrepreneurs would create synergies and make a stronger social

impact. Thus, non-profit coworking spaces are also highly interested in creating a community. However, what differentiates non-profit coworking spaces from others is the existence of social missions as a shared goal. Shared social mission and strong community initiatives from parent non-profit organizations enable this type of coworking environment to build a community of social entrepreneurs, despite the fact that most non-profit coworking spaces have larger scales of operation (i.e., a few hundred members in a single location) than independent coworking spaces.

Finally, coworking spaces from corporate backgrounds consist as a distinct, and most visible stream of the coworking industry from a media standpoint. This group of coworking spaces started coworking businesses to solve a problem related to the real-estate market, specifically, steep rental costs that make it difficult for entrepreneurs, freelancers, and small businesses to afford their own office spaces in metropolitan, urban areas. Thus, the majority of these coworking spaces are operated by corporate enterprises that can afford the high rental expenses required to be located in an urban downtown area. Corporate coworking spaces emphasize that their office spaces offer a professional office environment with conveniences and amenities at attractive prices and terms. Consequently, they are differentiated from independent or non-profit coworking spaces in that corporate coworking spaces have more private office suites over shared open workspace areas in their office layouts. Although corporate coworking spaces also mention community as one of their key benefits, community in corporate coworking spaces differs from communities in other streams of coworking spaces because most corporate coworking spaces have hundreds or thousands of members in a single office location. Further, clients of corporate coworking spaces are more heterogeneous than in other coworking spaces because corporate coworking space attracts not only entrepreneurs but also established businesses, making it difficult to know every other person in the same office space.

Surprisingly, the aforementioned differences between coworking spaces are not well acknowledged in previous academic research of coworking spaces. Previous typologies of coworking space do not consider operation type as a dimension for categorizing coworking spaces (e.g., Capdevila, 2017; Kojo & Nenonen, 2016; Spinuzzi et al., 2019) or do not capture the full industry landscape (Bouncken, Laudien, Fredrich, & Görmar, 2018). Distinguishing different origins of coworking

spaces is important because these types are closely related to members' experiences in coworking communities. Consequently, to explore how coworking space affects the social context of entrepreneurship, examining these differences is necessary.

1.2   Dissertation Overview

Research question and dissertation structure

Given the motivation of the thesis, the following overarching research questions will be explored: *What is a coworking community? What are the differences between different streams of coworking spaces? How do coworking spaces build community in a mobile workforce?*

This dissertation is organized as a collection of three essays. Table 1.1 presents the structure of the dissertation, detailing the theoretical foundations underpinning each essay, along with methodology and contributions. Collectively, the essays in this dissertation contribute to a better understanding of coworking space as an entrepreneurial community.

Table 1.1 Overview of the Dissertation

	Chapter 2	*Chapter 3*	*Chapter 4*
Core Theoretical Foundation	Community psychology	Social identity model of leadership	Not applicable
Method	Typology, Inductive qualitative analysis	Theory elaboration, Qualitative analysis	Comparative keyword analysis
Key outcome	A novel typology based on community psychology	A process model of community building activities of coworking spaces	A comparison of different operation types of coworking spaces based on member reviews
Contributions	Develops a new typology that fully captures the differences of communities between coworking spaces	Explores how community managers of coworking space create and curate the entrepreneurial community	Discovers differences of coworking spaces based on members' perspective, using a novel research method

Summary of essays

The first essay (Chapter 2) is entitled *Community or shared office? A novel typology of coworking space based on community characteristics*. This chapter provides a novel typology of coworking spaces. Based on interviews conducted with founders and community managers and archival data from 16 coworking spaces, this study found that the degree of community orientation and operation types are two valid dimensions that create variances in community characteristics. Five ideal types of coworking space, developed by drawing from community psychology literature (Manzo & Perkins, 2006), aim to help our understanding of coworking spaces and their community characteristics.

The second essay (Chapter 3), *Coworking spaces and entrepreneurial communities*, adopts the theory elaboration approach of qualitative research to explore how founders and community managers of coworking spaces create and curate community in their coworking spaces. This chapter provides a novel theory of community building in coworking spaces based on a total of 38 interviews of both managerial personnel and members of coworking spaces. Using four identity leadership dimensions developed by the social identity model of leadership (Steffens et al., 2014; van Dick et al., 2018), this chapter discusses how founders and community managers create shared social identity between members of their coworking spaces. Further, it finds that community building activities by management contribute to the thriving of members in coworking spaces, which includes member collaborations and enhanced well-being.

The third essay (Chapter 4) is entitled *Diversity in coworking spaces: A comparative keyword analysis of online customer reviews*. While the first essay explores differences in coworking spaces based on coworking space operators' perspectives, the third essay examines the same research question based on users' perceptions of coworking spaces. Thus, this essay complements the first essay by analyzing variance in user experiences of coworking spaces. The third essay discusses the use of a novel research method, comparative keyword analysis (Seale, Ziebland, & Charteris-Black, 2006), and provides strong evidence that operation types of coworking spaces are closely related to the differences in coworking experiences.

Finally, the findings are discussed, implications reviewed, and future research directions recommended in the conclusion chapter (Chapter 5).

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Chapter 2

2 Community or Shared Office? A Novel Typology of Coworking Space Based on Community Characteristics

Research based on coworking space context is relatively new due to the novel nature of the phenomenon. Much of the previous research has sought to understand what coworking spaces are, what they do, and how they function as local entrepreneurial hubs of the region (e.g., Bouncken & Reuschl, 2018; Capdevila, 2014; Gandini, 2015; Fuzi, 2015; Spinuzzi, 2012). For instance, Spinuzzi (2012) finds that members work in a coworking space because they desire interactions (socializing), feedback and learning from other members, partnerships with other members, and trusting relationships with the people they work with. Bouncken and Reuschl (2018) propose a conceptual model suggesting that entrepreneurial performance of coworking space members is improved by the learning processes among coworkers that increase individual efficacy, the level of trust between individuals, and community activities. Despite the pioneering insights that this nascent literature has added to our knowledge of coworking space, further research pertaining to coworking space could yield important additional insights for entrepreneurship research. Particularly, the study of entrepreneurial communities is one research topic that has been relatively neglected from entrepreneurship research (Lyons, Alter, Audretsch, & Augustine, 2012). Studying communities of entrepreneurs and self-employed individuals in coworking spaces, which provides information about the social contexts of entrepreneurial activities, can contribute to entrepreneurship research by further understanding how social activities between entrepreneurs may facilitate discovery, evaluation, and exploitation of entrepreneurial opportunities as well as improving the mental health and well-being of entrepreneurs in the community.

Earlier research on coworking space recognizes the importance of community in coworking spaces (Spinuzzi, 2012; Spreitzer, Bacevice, & Garrett, 2015). However, to our surprise, the previous typologies of coworking space fail to fully capture variances in different coworking communities. In the present study, we seek to establish a novel typology of coworking spaces, explaining different types of

communities in coworking spaces. Based on this typology, we describe how community orientation and the operation type of the coworking space are related to the community experience of the coworking space. Our typology theoretically distinguishes complex phenomena and predicts theoretical outcomes, including psychological dimensions of coworking. To accomplish these goals, we conducted an in-depth exploratory study of 20 coworking space executives, each of whom are currently managing or have recently managed a coworking community in coworking spaces. We analyzed data collected through interviews and observations using an inductive, qualitative approach (Glaser & Strauss, 2006; Miles & Huberman, 1994; Strauss & Corbin, 1998).

Our analysis indicates that coworking spaces could be classified as belonging to one of five types based on community orientation and operation types; these are independent co-working office, coworking as a lifestyle movement, corporate co-working office suites, corporate coworking community, and specialized coworking. These findings have several fundamental implications for thinking about communities in coworking spaces and the impact on entrepreneurial activities in the community.

This study aims to make two contributions: First, this study contributes to the literature on coworking space by proposing a new theoretical lens in which to study coworking space. Typology is important for theory development because a valid typology can present a set of principles for scientifically classifying phenomenon (Mills & Margulies, 1980). The novel typology based on coworking communities will help researchers view coworking space as a community rather than a physical office space occupied with clients. Secondly, this study contributes to the entrepreneurship literature by opening the discussion on entrepreneurial communities, which were relatively neglected in previous entrepreneurship research (Lyons et al., 2012). Novel typology based on community orientation will generate an analytical tool that stimulates our thinking of entrepreneurial communities in coworking spaces.

2.1   Literature Review

Creating a Typology for Theoretical Development

For theorizing, a typology "interrelates different dimensions to flesh out new constructs and causal interactions" (Cornelissen, 2017: 3). Typology helps in explaining the fuzzy nature of phenomena by "logically and causally combining different constructs into a coherent and explanatory set of types" (Cornelissen, 2017). In other words, typology is a key to making distinctions between complex phenomena that develops theoretically meaningful categories (Biggart & Delbridge, 2004). Also, typology enables researchers to develop configurational arguments that incorporate the notions of equifinality and asymmetric causal relations (Fiss, 2011). For these reasons, Delbridge and Fiss (2013) argue that a well-made typology, which is theoretically rigorous and fully specified, can result in potentially frame-breaking contributions by explaining the configurational nature of interesting management phenomena.

However, building a typology for theorizing requires significant effort that can be more challenging than traditional bivariate or interaction theories (Delbridge & Fiss, 2013). Many typologies are criticized for being a simple classification (Doty & Glick, 1994). Classification systems provide a set of decision rules that distinguish subjects into mutually exclusive and exhaustive sets of categories (McKelvey, 1982). Typologies, however, need to identify the ideal types of subjects and further predict the variance of a specific dependent variable that is theoretically meaningful to the subjects (Doty & Glick, 1994). Cornelissen (2017) also suggests that typology should be developed from a theoretical angle that incorporates multiple theoretical dimensions. Finally, typology can contribute to the theory by formulating clear causal relationships from complex and entangled phenomena (Cornelissen, 2017).

Brief Review of Previous Typologies of Coworking Space

There appear to be a few typologies of coworking space in the literature (e.g., Bouncken, Laudien, Fredrich, & Gormar, 2018; Capdevila, 2017; Kojo & Nenonen, 2016; Spinuzzi, Bodrožić, Scaratti, & Ivaldi, 2019). Each typology differs on the basic criterion used to classify coworking spaces. One reason for this variation is that each typology is developed based on a different scope of the analysis and different outcomes of interest. Here we discuss previous typologies of coworking spaces and their contributions and limitations. Table 2.1 summarizes the four existing typologies.

Table 2.1: Summary of Existing Typologies of Coworking Spaces

	Kojo & Nenonen (2016)	Capdevila (2017)	Bouncken et al., (2018)	Spinuzzi et al., (2019)
Related Theory	No theory	Innovation (Chesbrough, 2006; Mair & Marti, 2006; Von Hippel, 2007)	Coopetition (e.g., Brandenburger & Nalebuff, 1996; Loch et al., 2006)	Typology of community (Adler & Heckscher, 2006; Adler, Kwon, & Heckscher 2008)
Methods	Qualitative analysis of interviews	Qualitative analysis of interviews	Qualitative analysis of interviews	Qualitative analysis of interviews
Proposed types	6 types	4 types	4 types	2 types
Classification Criteria	Business Model / Public or Private	Approach to innovation	Value creation / Value appropriation	Structure of labour, Nature of coworker-manager relationships, coworker-coworker relationship
Theoretical Limitations	Typology is empirical, rather than theoretical	Typology is descriptive and does not offer multidimensional ideal types	Theoretical outcomes (value creation) are vague	Typology offers a basic theoretical categorization but of a very limited scope defined from previous literature
Empirical Limitations	Typology is made for collaborative spaces, not limited to coworking space precisely	Typology is made for collaborative spaces, not limited to coworking space precisely	Neglects community aspect of coworking	Oversimplification of heterogeneous coworking spaces

First, Kojo and Nenonen's (2016) typology is based on a broader definition of coworking space as a workplace where people from different organizations co-work in the same physical workplace. Thus, university institutions, coffee shops, business accelerators, and libraries are all included as examples of coworking space. Kojo and Nenonen (2016) classify these workplaces into six types based on business models (profit or non-profit model) and the level of access (public, semi-public, or private) for outsiders. Public offices, third places, collaboration hubs, co-working hotels, incubators, and shared studios are suggested as different types of coworking spaces. Kojo and Nenonen's typology is based on empirical classification of collaborative workspaces, rather than theoretical classification of coworking spaces. Thus, it does not offer any distinct theoretical profiles or types that provide a set of theoretical coordinates for empirical research (Cornelissen, 2017). Furthermore, while Kojo and Nenonen (2016) appear to have made empirical classifications, it is highly doubtful that they classified the environment that is called 'coworking space' by practitioners. For instance, while it is true that people from different organizations co-work in coffee shops and university libraries, these places are not considered a 'coworking space' by practitioners. Therefore, even though Kojo and Nenonen (2016) may have classified shared workplaces with different motivations, their typology does not help our understanding of differences between industry-defined coworking spaces.

Capdevila (2017) developed a typology of collaborative spaces based on different types of innovation activities in workplaces. Based on previous literature on innovation, Capdevila (2017) suggests that each type of collaborative workspace is related to the different approaches to the innovation, such as social innovation and user-driven innovation. Fab labs, social innovation coworking spaces, living labs, and makerspaces (hackerspaces) have different innovation processes related to their goals and motivation. For instance, social innovation spaces are driven by "innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly developed and diffused through organizations whose primary purposes are social" (Capdevila, 2017: 3). On the other hand, makerspaces are used by self-motivated users who create innovations for their own self-interests. While Capdevila's (2017) typology helps our understanding of what motivates innovation activities in each collaborative workspace, it is limited for theoretical development

because the typology is descriptive and does not offer multidimensional ideal types (Cornelissen, 2017). Empirically, this typology only includes a specific niche of coworking space (coworking space with a social innovation focus) as a scope of the analysis. Thus, it fails to fully capture differences between coworking spaces.

Bouncken, Laudien, Fredrich, and Gormar (2018) proposed a typology of coworking space focusing on coopetition activities in coworking spaces. Based on previous theoretical arguments on coopetition and value creation, they classified coworking spaces into four categories: corporate coworking space, open corporate coworking space, consultancy coworking space, and independent coworking space. Each type has different value creation processes and value appropriation processes depending on how they create value and their purpose of operating a coworking space. For instance, corporate coworking spaces are environments where firms use coworking space only for themselves, testing open and flexible office design for creativity and innovation. In this case, value creation and value appropriation logic follow a firm's original value creation routines. In open corporate coworking spaces, where firms open internal space for coworking with external users, a firm's original value creation routine is integrated with external users. Independent coworking space, where the office provider establishes coworking spaces and offers membership to the public, creates value by offering potential networking opportunities between members in the coworking space. Bouncken et al.'s (2018) typology successfully captures how coworking space is different depending on who is operating the coworking space for which purposes. However, this typology has two notable limitations. To begin with, the theoretical outcome (value creation) is vague in meaning. What value creation means in a coworking space context is not clear in this typology and a more measurable outcome could be used. Furthermore, while community dimension is suggested as a key characteristic and benefit of the coworking space (Spreitzer, Bacevice, & Garrett, 2015), empirically, Bouncken et al.'s typology does not capture the community dimension of the coworking space at all.

Finally, Spinuzzi, Bodrožić, Scaratti, and Ivaldi (2019) suggest a typology of the coworking spaces building from the typology of professional work organizations developed by Adler and Heckscher (2007) and Adler, Kwon, and Heckscher (2008). Spinuzzi and colleagues suggest that there are 'Gesellschaft' coworking communities

and 'Collaborative' coworking communities, theoretically distinguished by the division of labour and nature of interdependencies (Adler & Heckscher, 2007). In a Gesellschaft coworking space, a dominant actor benefits disproportionately from knowledge creation whereas everyone benefits proportionately from knowledge creation in a collaborative coworking space. Further, the coworker-manager relationship is characterized by market-oriented service contracts in Gesellschaft coworking spaces while the relationship is characterized more by collaborative interdependence in Collaborative coworking space. The typology proposed by Spinuzzi and colleagues is the only typology of coworking space in previous literature that is built based on theory related to the community. It offers two ideal types of coworking space, developed using qualitative analysis and the theoretical framework by Adler, Kwon, and Heckscher (2008). Nevertheless, classifying coworking space into two types—Gesellschaft and Collaborative—fails to address different community characteristics depending on different types of owners in coworking spaces. This is problematic both theoretically and empirically due to over-simplification of different coworking spaces. For instance, Collaborative coworking spaces managed by international franchises and Collaborative coworking spaces by non-profit organizations are vastly different in terms of the nature of interactions between members. Furthermore, while we agree that the 'Collaborative' type of community suggested by Adler and colleagues (2008) successfully explains coworking spaces, it is questionable whether 'the 'Gesellschaft' type of community derived from professional work organizations is applicable to the coworking space context. Thus, a novel typology is needed to explain coworking spaces regarded as social organizations composed of multiple individuals or groups from different professional organizations.

Summary

In summary, previous typologies of coworking spaces fail to address theoretical implications for different types of entrepreneurial communities in a coworking space. The typology of coworking communities proposed by Spinuzzi and colleagues (2019) oversimplifies the complex nature of the coworking community because it applies a simple organizational typology previously developed by Adler and colleagues (2008). In this research, we aim to develop a new typology of coworking spaces based on

communities because different coworking communities could produce different individual-level member outcomes (e.g., well-being, productivity), as well as organizational-level outcomes (e.g., degree of collaborations between members, organizational turnover). In so doing, our typology also builds on, and extends, the typologies of Bouncken and colleagues (2018) and Spinuzzi and colleagues (2019). From Bouncken et al. (2018), we adopt distinction of independent and corporate coworking spaces, although we use different definitions for 'independent' and 'corporate'. Also, we build on Spinuzzi et al. (2019) by focusing on the characteristics of a coworking community. To create a typology that theoretically distinguishes complex phenomena and predicts theoretical outcomes, we first use the grounded theory approach to distinguish different types of coworking communities and then use theoretical dimensions from community psychology to present five ideal types of coworking communities.

2.2 Methods

Research Setting

Our research sample consists of coworking spaces operating in Canada and the United States. We initially created the master list of coworking spaces using Google Maps and the Startup Here Toronto website. We invited all coworking spaces in the list to participate. Among 100+ coworking spaces in Southern Ontario, 10 coworking spaces responded to the invitation. The data collection began in June 2019, at which time we requested interviews with a managerial person in each coworking space; this includes founders, executives, or community managers of coworking spaces.

Further, to better understand the coworking industry, the first author attended the Global Coworking Unconference Conference (GCUC) in Toronto in October 2019, organized by an association of coworking space operators. Specifically, we used this conference as an opportunity to learn more about different variations of coworking spaces including incubator-accompanying coworking spaces, corporate coworking spaces with only private offices, and non-profit coworking spaces. We contacted six additional coworking spaces that participated in the GCUC conference (4 located in Ontario, Canada, one located in British Columbia, Canada, and one located in Florida, United States) who agreed to participate in our study. As a result, by the end of

December 2019, we had collected 20 executive interviews from 16 coworking spaces. Table 2.2 summarizes the characteristics of the coworking spaces in our research.

Table 2.2: Research Sites

Number (Location)	# of Users	Interviews	Description	Classification
Independent 1 (Urban Ontario)	30~50	Founder (1)	Coworking space founded by individual, without prior knowledge of coworking movement. Majority of members are small business owners and mobile knowledge workers (freelancers, remote workers, contractors).	Coworking as a lifestyle movement
Independent 2 (Urban Ontario)	50~70	Community Manager (1)	Coworking space initially operated by a firm in another industry. Majority of members are small businesses.	Independent co-working office
Independent 3 (Urban Ontario)	70~100	Founder, Community Manager (2)	Coworking space founded by individual, before prevalence of coworking. One of the pioneers of coworking industry in Greater Toronto Area. Majority of members are startups and mobile knowledge workers.	Coworking as a lifestyle movement
Independent 4 (Urban Ontario)	50~70	Founder (1)	Coworking space founded by individuals. Majority of members are mobile knowledge workers in Media, Arts, & Entertainment industry.	Coworking as a lifestyle movement
Independent 5 (Urban Ontario)	30~50	Founder (1)	Coworking space founded by individual, with a purpose of creating a startup-only coworking space and building a network of startups in a specific area of Greater Toronto. Warehouse service is provided for members. Majority of members are startups and small business owners.	Coworking as a lifestyle movement
Independent 6 (Urban Ontario)	30~50	Founder, Community Manager (2)	Coworking space founded by individual. Majority of members are startups and mobile knowledge workers.	Coworking as a lifestyle movement
Independent 7 (Urban Ontario)	50~100	Founder (1)	Coworking space founded by individual. This space offers child-care service for parents with young children. Majority of members are startups and mobile knowledge workers.	Independent co-working office -> Coworking as a lifestyle movement
Independent 8 (Urban Florida, USA)	50~70	Founder (1)	Coworking space founded by individual. This space offers business incubating service to all the members. Majority of members are early stage entrepreneurs.	Coworking as a lifestyle movement
Independent 9 (Rural Ontario)	30~50	Community Manager (1)	Coworking space founded by individuals. This space is in a rural region of Ontario, Canada. Majority of members are mobile knowledge workers.	Coworking as a lifestyle movement

Independent 10 (Rural Ontario)	30~50	Founder (1)	Coworking space founded by individual. This space is one of pioneers of coworking space in Ontario area. Majority of members are mobile knowledge workers.	Coworking as a lifestyle movement
Independent 11 (Urban Ontario)	10000+	Executive (1)	Network of coworking spaces operated by startup. This startup works with local cafes, local restaurants, and independent coworking spaces to create a flexible office solution for entrepreneurs and mobile knowledge workers. For local cafés and restaurants, operation as a coworking space is limited to the idle time of the location.	Independent co-working office
Independent 12 (Urban Ontario)	50~70	Founders (1)	Female-only coworking space founded by individuals. Target audience is female entrepreneurs and mobile knowledge workers.	Coworking as a lifestyle movement
Non-profit 1 (Urban Ontario)	200~250	Executive (1)	Coworking space operated by a non-profit organization. Focused on social innovation initiatives. Members are startups, small businesses, and mobile knowledge workers.	Specialized coworking
Non-profit 2 (Urban British Colombia)	150~200	Executive, Community Manager (2)	Coworking space operated by a non-profit organization. Focused on social, sustainability sector. Majority of members are startups, small businesses, and mobile knowledge workers.	Specialized Coworking
Corporate 1 (Urban Ontario)	1000+	Founder, Executive (2)	One of the coworking space brands in Canada. This coworking space operates 5~10 locations across Canada. Some locations only have private offices for small business clients. Majority of members are established businesses rather than early stage startups.	Corporate co-working office suite
Corporate 2 (Urban Ontario)	1000+	Community Manager (1)	One of the coworking space brands in Canada. This coworking space operates 5~10 locations in Greater Toronto Area. Majority of members are established businesses and startups but also have individual members who are mobile knowledge workers.	Corporate coworking community

Data Collection

Data collection involved interviews, observation of activities in coworking spaces, and research notes taken during the GCUC conference. We also included online webpages of participating coworking spaces as archival documents published online. Use of three primary data collection mechanisms and intense engagement in the field helped us to create a richer understanding of the coworking spaces (Miles & Huberman, 1994; Suddaby, 2006). Details about each data collection method are explained below.

Interviews. Semi-structured interviews were used to gather narrative data. An iterative process of collecting, analyzing data, adding new participants, and conducting follow-up interviews based on constant comparison of data was made during this research (Glaser & Strauss, 1967). We also adjusted interview protocols to reflect themes that emerged during data analysis (Spradley, 1979).

We asked each managerial person (founders, executives, and community managers of coworking spaces) to describe their motivation of launching (joining) coworking space and their everyday tasks in a managerial role. Further, we included questions about the journey of building a community and the importance of community in each coworking space. Appendix B shows the interview protocol used in this research. Each interview lasted 30 to 40 minutes. From 20 interviews, more than 200 pages of interview transcripts were documented. Beyond the boundary of recorded interviews, we also asked emerging questions when opportunities arose for learning more about the coworking.

Observations. Experience in the field helps researchers with context immersion (Corbin & Strauss, 2008). The first author spent several hours a week at Nonprofit 1's coworking space during the period of June 2019 to September 2019. The first author also attended various community events of coworking spaces including community lunches (Independent 4, 9), an anniversary party (Nonprofit 1), tours (Nonprofit 1, Independent 1, 2, 3, 4, 5, 6, 7, 9, 12) and other events where possible.

Additionally, the first author recorded field notes at GCUC conference sessions related to community building activities in coworking spaces. Attending this conference helped us

further understand emerging issues in the coworking space industry as well as the difficulties associated with building community in coworking spaces.

Archival data. Additional archival data collected includes webpages of participating coworking spaces, GCUC conference presentations by participating coworking spaces, and any other relevant documents related to participating coworking spaces that are publicly accessible and those we were granted access to. We have coded archival data if it is related to the interview questions. Also, we used archival data to triangulate what we learned in interviews and field observations.

Data Coding and Analysis. In keeping with the guidelines for coding and analyzing qualitative data (Miles & Huberman, 1994; Strauss & Corbin, 1998), we identified meaning by analyzing transcribed interviews and archival data (e.g., Fauchart & Gruber, 2011). Studying the interviews line by line, we coded all responses that provided information about the communities from which the interviewees associated with being a founder, community manager, or executive of a coworking space (Miles & Huberman, 1994; Strauss & Corbin, 1998).

We focused the analysis on community characteristics of coworking spaces and categorized these coworking communities according to two dimensions that emerged from the data. The first dimension is community orientation. Some coworking spaces are community-oriented and solve the problems of mobile knowledge workers (freelancers, remote workers, contractors, etc.) in a gig economy who suffer from the lack of social interaction. On the other hand, other coworking spaces are more office-oriented and solve real-estate office problems, such as cost and availability, for small businesses, new ventures, and corporations in metro urban areas. Specifically, four sub-dimensions emerged from the data for this dimension: (1) desired organizational image, (2) social capital, (3) pursuit of collective goals, and (4) sense of community. We examined the meaning that pertained to each of these four theoretical sub-dimensions and iteratively fleshed out distinct thematic groupings of these meanings. This coding process led to two distinct themes for each of the four sub-dimensions. For instance, for the sub-dimension "desired organizational image", the meanings could be grouped into two themes

"collaborative community" and "new format of serviced-office".

The second dimension is the operation type of the coworking space. The communities of coworking spaces were different depending on whether the coworking space is operated by independent operators (individuals), corporations, or non-profit organizations. Particularly, the operation type affected the size of the coworking community and the member composition of the coworking space.

Based on the coded information provided by coworking space executives about their leadership initiatives, we were able to determine each coworking space's community type. Using the two dimensions of differentiation between coworking spaces, we labeled each community independent co-working office, coworking as a lifestyle movement, corporate co-working office suites, corporate coworking community, or specialized coworking. Table 2.3 shows the five types of coworking spaces.

Table 2.3: Typology of Coworking Spaces

Orientation		Independent	Corporate	Non-Profit
	Community Oriented	**Coworking as a lifestyle movement**	**Corporate coworking community**	**Specialized coworking**
	Office Oriented	**Independent co-working office**	**Corporate co-working office suite**	
		Independent	Corporate	Non-Profit

Operation

2.3 Findings

We begin the analysis by describing the two dimensions of typology. The first dimension, community orientation, developed from the inductive analysis of the data while the second dimension, operation type, was derived from visible differences that differentiate the communities in coworking spaces. Four sub-dimensions of community orientation, which are fundamental in distinguishing different types of coworking space, emerged

from the data: desired organizational image, social capital, pursuit of collective goals, and sense of community between members. Figure 2.1 illustrates the data structure with first-order coding, second-order themes, and four sub-dimensions. Table 2.4 provides representative quotes from the interviews, showing how first-order coding led to the second-order themes and four sub-dimensions.

Figure 2.1: Data Structure

First-order codes	Second-order themes	Theoretical Dimensions

"I've always wanted a space that encourages community. So, we always talk about us being more community first."
"This co working space was created by the community"

'Community first' mindset by founders

"We are more than just offices, we are a community of dynamic businesses and individuals, independently strong, but united in spirit."
"I would 100% say community? It's the reason I think what differentiates coworking from just like serviced offices"

Self-identification: collaborative community

"A lot of people say that they're building a community, but they're not. They are building a business."
"We aim to provide a friction-free experience that takes the struggle out of your working days (…) This is your opportunity to work around other parents, work nearby your children"

Community as a part of service, not a purpose

"What we're really solving is the gap where people are working from home more or they're working in coffee shops and they're trying to make do with the spaces around them."
"We love the design, and we liked the concept of it (coworking) at the time but what we didn't like was the lack of privacy."

Goals: providing better office solution to clients

Desired Organizational Image

"We have a book club. (…) We also have food groups, every two weeks."
"There was a weekly game night and there was a monthly pizza lunches as well. We were partnering with meditation and mindfulness instructors to host events as well."

Frequent community activities hosted by community managers

"So, a couple of our members, they hang out all the time now after work."
"(We are) making a comfortable space to work and actually want to go and work with people and then maybe run-in to the kitchen and chat about your weekend, about your family about what you're working on"

Frequent social interactions between members

"We don't have a ton of events and a great turnout on our events."
"No, (our social events are) not regular."

Limited community activities and low participation rate

"A lot of our companies, since we do have companies up to 30 people, a lot of them only socialize a little bit with companies outside of their own company."
"One of the things that like some people want to be anonymous, right? So, every member knows that they're not selling their product to other members. That's not the purpose."

Less social interactions between members

Social Capital

"At the beginning, I tell them (members), you must double your income. That's one of the conditions we have - they accept it because it's a good condition."
"When I interview them, I asked them one question, and it's how do you want to change the world? Everyone should have that answer, or they're probably not a good fit for this space."

"We believe we can so we do (…) This is a supportive community of women-identified people working hard to turn their goals into reality."
"So, our coworking space originally started with a social mission for people and environmentally friendly. I believe their original tagline was sweet social impact."

"If you compare our community to more of a 'grassroots' coworking space, and I'd say they probably think that we had less of a strong community, but it is a different kind of community."
"I think we probably apply more to the flexible workspace than the traditional or whatever traditional means at this point regarding coworking."

Pursuing collective goals as a community of different individuals

Envisioning collective goals by vision statement

No implicit or explicit community goals

Pursuit of Collective Goals

"This main area, wherever and the kitchens here, so everyone comes to eat their lunch here, and everything really encourages that collaboration. So yeah, I think there definitely is, you know, a sense of us, if you like"
"The best example of that (sense of community) are two things. (The first is) People having lunch together."

Having lunch together, collaborating together

"You'll often see, you know, the same people getting the same coffee every day, the grooves in the coffee, they know everyone by name now and it's like that show cheers, right?"
"A lot of them would be very open about that to me, people would actually say how much they love being in the space and how much less lonely are they are."

Intimate relationships between members

"Our tenants are looking to network because they are established companies, it's not people. A lot of our companies, since we do have companies up to 30 people, a lot of them only socialize a little bit with companies outside of their own company."

Less interest in socializing with other members

"You don't have to shake hands with everybody. The nature of it is to see like, different times and going. Yeah, so overtime we come here regularly enough to make a connection. But it's not a guarantee that you met everyone in this place. This is like a contract."

Limited connections

Sense of Community

Table 2.4: Representative Quotes for Coding Community Orientation

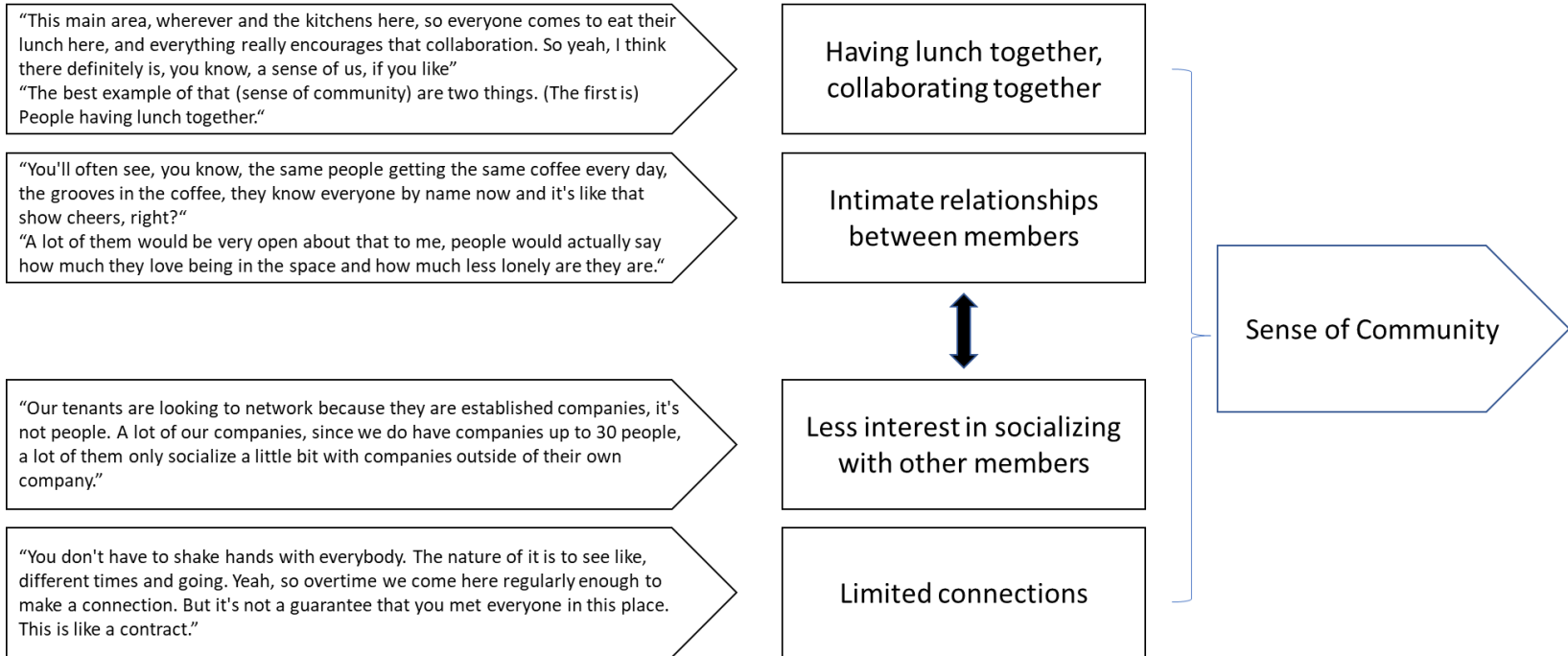| Representative Quotes and Archival Entries Underlying Second-order Themes	
Dimension 1. Desired Organizational Image	
'Community first' mindset by founders	I've always wanted a space that encourages community. So, we always talk about us being more community first. It's really about how we work together for the larger cause. So, I started with a small house and I just started renting it out to everyone who needed it. At the time, I didn't know what coworking was. I wasn't thinking about a coworking space, but we started to cowork together. (Founder of Independent 1)
	So, this co working space was created by the community. It was an eight-year journey before we actually have a physical building. (…) What is something that our city needs, was the need for a space where nonprofits and for profits and government actually work out in the same space and have animation towards community impact. So, I say this was built by the community. (…) Anyone that has a view to community impact and is willing to share their expertise, their resources, their brainpower, their passion, their compassion is a great fit for this space. For those that are purely profit driven. Probably not a great fit. (Executive of Non-profit 1)
Self-identification: collaborative community	We are more than just offices, we are a community of dynamic businesses and individuals, independently strong, but united in spirit. With multiple locations in the city's best neighborhoods, we are Toronto's original coworking provider with more locations opening soon. Our shared office spaces stimulate the senses with elevated design, thoughtful programming, and superior service. We value professionalism, productivity and creativity and provide the best environment to build businesses, create networks, and drive success. (…) Our goal is to provide an unrivalled office experience, including the utmost in member service. (Online website of Corporate 2)
	And I would 100% say community? It's the reason I think what differentiates coworking from just like serviced offices, yeah. which have been around for probably 30 years, And the real difference with Coworking is community. So obviously, as a community manager, it's important that I understand that. We're excited to curate and, you know, improve and help your community. But that, for me is definitely the best thing about coworking and yet the most important thing as well. (Community manager of Independent 3)
Community as a part of service, not a purpose	We aim to provide a friction-free experience that takes the struggle out of your working days. Childcare is next to impossible to secure in Ontario - we provide same day, hourly high-quality childcare

along with part-time and full-day options while parents work onsite. (…) This is your opportunity to work around other parents, work nearby your children, and breakthrough some of the isolation (and children-driven distractions) that come from working at home. (Introduction of Independent 7 in the website)

When I started our space, I did not want it to have a community focus. Because what I worried about was a lot of people say that they're building a community, but they're not. they're building a business. So, I thought, let's be transparent, and just say we're building a business, and prioritize what this really is, which is a convenience for parents. (Founder of Independent 7)

Goals: providing better office solution to clients	What we're really solving is the gap where people are working from home more or they're working in coffee shops and they're trying to make do with the spaces around them. And what we found in talking to these people is that they don't really know what their other options are, you know, many times they don't, they're not from this space. (…) And so, what we're trying to do is interface with spaces that are inviting to those people who want a place to put their laptop down, have a meeting and be in a more professional environment. And through that be around other people that otherwise they would not have met who are also on the same journey. (Executive of Independent 11)
	Back in 2012, Co-founder and I went down to New York. (…) We love the design, and we liked the concept of it (coworking) at the time but what we didn't like was the lack of privacy. And that was something that we had experienced ourselves being in Coworking spaces so when we came back to Canada we started to focus on that privacy element so we put white noise within our space down baffling drywall right to the deck extra insulation, key card access privacy screening, all those sorts of things. So that (privacy) was a real focus for us. (Co-founder of Corporate 1)

Dimension 2. Level of Social Capital (Norm that promotes cooperation)

Frequent community activities hosted by community managers	We have a book club. One of our community managers was like 'hey, every other week, we're going to meet up to talk about a section of the book'. So that's one of the things. We also have food groups. So every week, every two weeks, that's maybe 10~15 people just kind of gather on in on the ritual app, and then pick up food from a specific place and this bunch of them go grab the they go on a rooftop we all have lunch together. (…) So, every first Tuesday of the month, we do a thing called Community lunch of drop-ins. First, we invite drop-ins. (…) For that day, and people can come in, and that they can come in from the day to work. And that also includes that at 12:30 we gather all together and we have a lunch, that we provide all the food. It's also a place where we get to

reintroduce ourselves. Because not every all the new members knows each other. Right? It can be very repetitive, but I think it's really important for new members to feel welcome in the community. So, get everyone to introduce themselves and talk about the events coming up in a month. (Co-founder of Independent 4)

So, there was a weekly game night and there was a monthly pizza lunch as well. We were partnering with meditation and mindfulness instructors to host events as well. We also had info sessions, we had Bitcoin (info sessions) (…) So I think always keeping an ear to the ground and knowing what members are talking about, you're interested in learning about is very valuable to community. (Community manager of Corporate 2)

Frequent social interactions between members	A community at our coworking space is something that everybody comes from different companies and interest, but then finding something in common. And when once you find that in common, it's building around that. So, making comfortable space to work and actually want to go and work with people and then maybe run-in to the kitchen and chat about your weekend, about your family about what you're working on. Yeah. That's a community, something as small as game nights, it actually goes a very long way. (Community manager of Corporate 2)
	So, a couple of our members, they hang out all the time now after work. One of our members is an event planner. And so, they're getting free tickets all the time. (…) So, one of the people from that company took one of our members to Jays game and you know, giving out tickets and doing that. I know it's great. And then they get really cool swag and stuff from some of the conferences they go to. So, they give it out to the members here with they're always giving out freebies and stuff. A few weeks ago, some of the women from here we got together and had a wine night at someone's house. And because we felt that close connection here and we wanted to take it away from business. So, we don't feel guilty about socializing. We're like, okay, we need to take this after work. (Founder, Independent 6)
Limited community activities and low participation rate	We don't have a ton of events and a great turnout on our events. (Executive of Corporate 1)
	No, not regularly. We had a singles group reach out, and they did an event, there was an entrepreneur group that rented a couple times. So, it's all different groups. So, it's not a regular one, other than the young drivers, they come every month. (Community manager of Independent 2)

Less social interactions between members	A lot of our companies, since we do have companies up to 30 people, a lot of them only socialize a little bit with companies outside of their own company (Executive of Corporate 1) One of the things that like some people want to be anonymous, right? So, every member knows that they're not selling their product to other members. That's not the purpose. It's more of a collaboration if people want talk about their business. So, I don't necessarily (introduce) when someone signs up - I don't go around and introduce them. They do that on their own. (….) [Question: Do you see some interaction between your members?] Well, because I can't hear their conversations. So, I don't really, you know, I want members to feel that they have their privacy. So, I don't really listen to their conversations. I've seen them talk for sure. I don't know if they're talking socially. (Community manager of Independent 2)

Dimension 3. Pursuit of Collective Goals

Pursuing collective goals as a community of different individuals	At the beginning, I tell them (members), you must double your income. That's one of the conditions we have - then everybody laughs, and they accept it because it's a good condition. It's boosting them up. So that's a purpose you are in business. Don't slack in business, and don't be a procrastinator that the not achieving the goals you want to achieve. (Founder of Independent 5) And when someone comes in for a tour, we typically sign them up for the tour. And if they want to apply the there's an application process, and the process isn't just, how much money like that. It's more like, what, what do you what social purpose do you bring to the community? What can you give to our community? What do you hope to receive? And then when I interview them, I asked them one question, and it's how do you want to change the world? Everyone should have that answer, or they're probably not a good fit for this space. (Executive of Non-profit 1)
Envisioning collective goals by vision statement	We believe we can so we do (…) This is a supportive community of women-identified people working hard to turn their goals into reality (…) The idea of our space isn't just about turning sour situations sweet, but choosing to create something, anything, that will make your life richer (Vision statement of Independent 12) So, our coworking space originally started with a social mission for people and environmentally friendly. I believe their original tagline was sweet social impact. We started by people who do construction and reclamation, construction and reusable ecofriendly building practices. And as it is moved from that and where there is discussion of removing social impact from the marketing material.

But there (still) definitely is that leanings because it's been there from the very beginning. (Executive of Non-profit 2)

No implicit or explicit community goals	I think we probably apply more to the flexible workspace than the traditional or whatever traditional means at this point regarding coworking. (…) So, community for us looks very different than it might look for a space that is persistent for years in a single site or many sites. But it is the right size for the type of demand that our members asked for. (…) I think we want to apply to everybody that needs access to space to be productive and to break the social isolation that's inherent in doing work for the very first time. (Executive of Independent 11)
	I think really people here are looking to have, just give their staff a wonderful place to work in the building, the location, they want to be close to transit because they want to attract talent from proximity. And I think they value a lot of amenities. (…) They come to us to give their employees a great culture, because they are small company. It's hard to give a great culture if you're just in a small office. So, they come to coworking space to get them more exposure to more people and curated cultural experience (…) I guess what culture means to everybody is slightly different. And what we do is curate that culture for each company on site. So, you're not necessarily looking to meet other people. And that's okay. We create great little atmospheres for you to socialize with. (…) If you compare our community to more of a 'grassroots' coworking space, and I'd say they probably think that we had less of a strong community, but it is a different kind of community. (Executive of Corporate 1)

Dimension 4. Sense of Community

Having lunch together, collaborating	This main area, wherever and the kitchens here, so everyone comes to eat their lunch here, and everything really encourages that collaboration. So yeah, I think there definitely is, you know, a sense of us, if you like. And also, I think why many of our members have stuck around for a long time. Like we have members who have been here for six years, six years, or at least five years. It's not that every member stays you're not alone, of course, but like, you know, I think that that's a good sign. (Community manager of Independent 3)
	It's like that's where the community is being built. Its people coming in people having a general interest people taking, taking on the people building, like ownership, a sense of ownership as part of this group of people that we're all in this industry together, we're all going to help each other out. And we're all going to support each other. Let's create a physical space for that. (Co-founder of Independent 4)

Intimate relationships between members	The best example of that (sense of community) are two things. (The first is) People having lunch together. And second example is, people bringing their friends and family to show the space. That absolutely shows a sense of excitement and sense of pride. That it's so, so important. (Community manager of Corporate 2) One of the members said, when she talks to her friends, she says, I'm going to work, meeting, and they're like, what do you mean to work here? You own your own business? Oh, no, I am going to the V.H. But it's like, that's my colleagues that gets us. (Founder of Independent 6) You'll often see, you know, the same people getting the same coffee every day, the grooves in the coffee, they know everyone by name now and it's like that show cheers, right? Sometimes you want to go where everyone knows your name. Yeah, there's definitely connections that were created that I think are long-lasting. friendships. (Executive of Non-profit 1) And a lot of them would be very open about that to me, people would actually say how much they love being in the space and how much less lonely are they are and I would start to see them taking more of a hands on role in the community as well. Like they would start their own clubs. Like they would start book club, they would start, like finance. And like they would be, they would start to get to know each other and formulate friendships. (Community manager of Non-profit 2)
Less interest in socializing with other members	Our tenants are looking to network because they are established companies, it's not people. A lot of our companies, since we do have companies up to 30 people, a lot of them only socialize a little bit with companies outside of their own company. (Executive of Corporate 1)
Limited connections	You don't have to shake hands with everybody. The nature of it is to see like, different times and going. Yeah, so overtime we come here regularly enough to make a connection. But it's not a guarantee that you met everyone in this place. This is like that contract for sure. (Executive of Independent 11)

Community Orientation

Desired organizational image. Desired organizational image refers to the image that top management would like outsiders and internal members to have of the organization (Gioia, Schultz, & Corley, 2000; Whetten, Lewis & Mischel, 1992). For some coworking spaces, coworking means bringing people with different occupations who are socially isolated by working at home offices or coffee shops together under the same roof. In this case, the leadership has a desired image of the coworking space as a collaborative community of individuals from different backgrounds. For other coworking spaces, coworking means offering better office solution to clients by providing convenient services, which solves the challenges and inconvenience of renting and furnishing their own office space in an urban area. The desired image for this type of space is a new generation of serviced offices with shared amenities.

Social capital. Social capital is defined as "an instantiated informal norm that promotes cooperation between individuals" (Fukuyama, 2001:7). The norm constituting social capital must lead to the cooperation in groups such as the norm of reciprocity—the norm of helping others in difficult situations. Coworking spaces have different approaches to social capital; some spaces put (1) more emphasis on coordinating community activities and promoting interactions between members, whereas others put (2) less emphasis on community activities and have less interest in building social capital in the coworking space. These spaces put more emphasis on providing a professional office environment.

Pursuit of collective goals. Some coworking spaces tend to have a shared vision or goal of the community, such as "improving our society by social entrepreneurship" and "helping each other and growing together". On the other hand, other coworking spaces do not have specific goals as a community.

Sense of community. Sense of community refers to "a member's feeling of being part of an interdependent community, a feeling that one is part of a larger dependable and stable structure that will meet key needs, and a sense of responsibility for the well-being of that community and its members" (Boyd & Nowell, 2014: 109). In some coworking spaces, members have a strong shared sense of community, which is derived from regular

community events and close friendships with other members within the coworking space. However, other coworking spaces are less likely to develop close relationships between members in the community and have a weaker shared sense of community between members.

Operation Type

Coworking spaces can be distinguished by whether they are operated by individuals, corporations, or non-profit organizations. Coworking spaces are physically different from each other depending on the operation type (e.g. floorplans illustrated in Appendix D). These differences based on operations do not necessarily connect to the specific community orientation described above. However, operation type is also connected with the different community characteristics.

Independent coworking spaces. Coworking spaces operated by individuals tend to be small coworking spaces with a single location or limited number of branches. In many cases, the founders of these coworking spaces have experience as entrepreneurs, freelancers, or mobile knowledge workers themselves so they are well-aware of the customer needs in these professions. In the sample of this study, many founders of individual-owned coworking spaces (Independent 1, 3, 4, 5, 6, 7, 9, 10) mentioned that they launched the coworking space because they also experienced problems arising from social isolation while working at home offices or coffee shops.

Individual-owned coworking spaces tends to have a small community, most of them having under 100 members. There are more individuals and small business members in the coworking space rather than large groups from established companies. Also, individual-owned coworking spaces have more office space dedicated for open office area (shared hot desks and dedicated desks) rather than private office suites. Stronger emphasis on an open office layout has several benefits. First, an open office layout increases the likelihood of everyday interactions between members (Hong, Easterby-Smith, & Snell, 2006; Hua, Loftness, Kraut, & Powell, 2010; Hua, Loftness, Heerwagen, & Powell, 2011). Further, an open office layout is positively related to a more collaborative and less formal culture (McElroy & Morrow, 2010). Appendix D (1) and D

(2) illustrate examples of layouts of individual-owned coworking spaces. In addition to the physical layout facilitating more interaction among members, the smaller membership makes it easier to organize community events and to foster friendships, compared to larger coworking spaces with hundreds or thousands of members.

Corporation-owned coworking spaces. Coworking spaces provided by corporations are the most well-known and are considered industry leaders in the coworking space market. These coworking brands have multiple locations around urban downtown areas, with hundreds or thousands of members working in each location. Corporation-owned coworking spaces offer a shared office building with a clean and professional look, and often have the 'hipster' vibe that attracts young startups and remote working teams of established companies. Particularly, these coworking spaces are well-known to the public by stylish office suites, beer bars/coffee machines in shared areas, and various networking events.

Corporate coworking spaces tends to have a large community with hundreds or thousands of members. There are more group members—small businesses, new ventures, and remote working teams from corporations—in these coworking spaces than individual members who are mobile knowledge workers. Corporate coworking spaces also have more office space dedicated for private office suites than open workspace area, which makes every day social interactions less likely in the space compared to other types of coworking spaces. Appendix D (3) and D (4) illustrate example layouts of corporate-owned coworking spaces. However, community orientation by corporate coworking spaces may vary even in this category.

The number of corporate-owned coworking spaces is rapidly increasing. Owing to the rise in popularity of the concept of coworking, new coworking spaces continue to be launched by established companies from different industries. As Bouncken et al. (2018) suggest, some established companies are launching coworking spaces by inviting external members to work at their sites to facilitate open innovations by collaboration with external stakeholders. For example, Staples Canada launched 'Staples Studio', a

coworking space with hot desks, private offices, meeting rooms, presentation rooms, podcast booths and other business supporting services.

Non-profit organizations. Coworking spaces operated by non-profit organizations are characterized by specific social initiatives such as social innovation and social entrepreneurship. Thus, most of the coworking spaces provided by non-profit organizations have collective goals that the whole coworking group pursues together. These spaces tend to have a larger office space compared to the coworking space operated by individuals, with hundreds of members working in single location. Also, coworking spaces operated by non-profit organizations tend to have a balanced member composition of individual members and business members. Due to this member composition, their office layout is also balanced—there are both shared areas (hot desks, dedicated desks) as well as private office suites. Appendix D (5) illustrates an example layout of a coworking space for non-profit organizations.

The management structure is a unique characteristic that differentiates coworking spaces of non-profit organizations from others. The CEO or founder of the coworking space is not the sole person making management decisions for the coworking space. Instead, boards of directors from associated non-profit organizations make key decisions together with respect to how they operate the coworking space.

Five Types of Coworking Space and Community Orientation

The interviews and field work observations revealed that coworking spaces in the sample can be classified into five different types, which differ systematically from each other along the two dimensions described above. Table 2.5 illustrates the characteristics of the coworking space of each type.

Table 2.5: Five Types of Coworking Space and Community Characteristics

Criteria	Coworking as a lifestyle movement	Independent co-working office	Corporate coworking community	Corporate co-working office	Specialized coworking
Owners	Individuals	Individuals	Corporations	Corporations	Non-profit organizations
Orientation	Community	Office	Community	Office	Community
Desired organizational image	Community	Office solution	Community	Office solution	Community
Approach to social capital	Encouraged by coworking space	Let members build organically	Encouraged by coworking space	Low interest	Encouraged by coworking space
Pursuit of collective goals	Yes	No	No	No	Yes
Sense of community	High	Limited to long-tenure members	High	Limited to long-tenure members	High
Number of members	Less than 200	Less than 200	More than 200	More than 200	More than 200
Member composition	Individuals, Small groups (Freelancers, Entrepreneurs, Small businesses, Remote workers)	Individuals, Small groups (Freelancers, Entrepreneurs, Small businesses, Remote workers)	Few individuals, Medium and large groups, (New ventures, Small businesses. Corporations)	Few individuals, Medium and large groups, (New ventures, Small businesses Corporations)	Individuals, Small, medium and large groups (New ventures, Small businesses, Public organizations)
Office layout	Shared desks Dedicated desks Small number of private suites	Shared desks Dedicated desks Small number of private suites	Shared desks Dedicated desks Large number of Private suites	Limited shared desks Dedicated desks Large number of private suites	Shared desks Dedicated desks Private suites

Coworking as a lifestyle movement. Coworking as a lifestyle movement offers more than what people generally expect from a serviced office: lifestyle as a community of independent professionals. The 'Coworking movement' started as a movement by a group of freelancers during the mid-2000s in San Francisco to address issues of loneliness in socially isolated mobile workers (Neuberg, n.d.). Coworking as a lifestyle movement type of coworking space is often operated by individuals who are participating in the coworking movement. The size of the coworking space is small compared to the other types of the coworking spaces, and most members in this category of coworking space are individuals and small groups rather than large groups (established businesses).

Coworking spaces falling into this category put significant effort into building a community of mobile workers comprised of entrepreneurs, freelancers, small business owners, and remote workers. Founders of this type of coworking space report that they started the coworking space to create an office environment where people can make friendships, grow their networks, and help each other, while solving social isolation problems arising from working from home or at coffee shops. A desired organizational image as a collaborative community was evident in our interviews of founders and community managers.

> *I've always wanted a space that encourages community. So, we always talk about us being more community first. It's really about how we work together for the larger cause. So, I started with a small house and I just started renting it out to everyone who needed it. At the time, I didn't know what coworking was. I wasn't thinking about a coworking space, but we started to co-work together. (Founder of Independent 1)*

> *We, as creatives, we always wanted to be surrounded by more people, doesn't mean that we wanted a bigger company. But it's always good to have other people from different industry. We always felt that the value that these people can provide when it comes to being someone that's fresh out of the industry and veteran or senior and having those surrounded providing opinions, safe place to talk about clients, you know, is very valuable. And so, the conversation of the Coworking space initially started that way. (Co-founder of Independent 4)*

> *So, I thought, if I have a space, where these guys going to coffee shops, because most of the time we were sitting in coffee shops and teaching them all these*

things. And then there is a lot of noise, a lot of distractions, and then also information, public is open to all person, right? So that's what made me think 'Why don't we have a private space where the entrepreneurs and young business leaders can come in, they can connect, collaborate?' and not only they build their own businesses, they can also support other businesses to come up. (Founder of Independent 5)

We just fell in love with the space and kind of did a bit of just a call out to friends and like the community. If I open up a place for people to come and work, (I didn't call it coworking at the time because people hadn't heard of it) what do you think? And I got this overwhelming response of "Yes, do it do it". Because a lot of people are like, "I don't want to work from home, I want a place to hold workshops. I want to feel like I'm part of a community." (...) So, that combined with this place, and coworking. (Founder of Independent 6)

In keeping with this strong interest in bringing people together, coworking as a lifestyle movement enables members to benefit from a high level of social capital. Social interactions between members are shaped as a norm of the coworking space by community managers arranging regular social activities, individually connecting other members, and maintaining a safe and enjoyable working environment for their members. Community managers and founders often mentioned that the most important differentiator of their coworking space from others is a community activity. In some coworking as a lifestyle movement spaces, members even initiated new social activities by requesting community managers to do so. Therefore, interacting with other members was part of the social norm in the workspaces falling into the coworking as a lifestyle movement category, thus increasing the chance of cooperation between members.

We have a book club. One of our community managers was like 'hey, every other week, we're going to meet up to talk about a section of the book'. So that's one of the things. We also have food groups. So every week, every two weeks, that's maybe 10~15 people just kind of gather on in on the ritual app, and then pick up food from a specific place and this bunch of them go grab the food, they go on a rooftop we all have lunch together. (...) So, every first Tuesday of the month, we do a thing called Community lunch of drop-ins. First, we invite drop-ins. (...) For that day, and people can come in, and that they can come in from the day to work. And that also includes that at 12:30 we gather all together and we have a lunch, that we provide all the food. It's also a place where we get to reintroduce ourselves. Because not every member knows each other. Right? It

can be very repetitive, but I think it's really important for new members to feel welcome in the community. So, get everyone to introduce themselves and talk about the events coming up in a month. (Co-founder of Independent 4)

I would 100% say community. It's the reason I think what differentiates coworking from just like serviced offices, yeah. which have been around for probably 30 years, And the real difference with Coworking is community. So obviously, as a community manager, it's important that I understand that. We're excited to curate and, you know, improve and help your community. But that, for me is definitely the best thing about coworking and yet the most important thing as well. (Community manager of Independent 3)

Coworking as a lifestyle movement pursues collective goals as a community, either in the form of a specific vision statement or implicit vision shared by founders to the members. The collective goals include initiatives such as the well-being of members and growth of the business. These collective goals of the community help members discover similarities with each other and further develop a shared identity among members.

At the beginning, I tell them (members), you must double your income. That's one of the conditions we have - then everybody laughs, and they accept it because it's a good condition. It's boosting them up. So that's a purpose you are in business. Don't slack in business, and don't be a procrastinator who are not achieving the goals you want to achieve. (Founder of Independent 5)

We believe we can so we do (...) This is a supportive community of women-identified people working hard to turn their goals into reality (...) The idea of our space isn't just about turning sour situations sweet, but choosing to create something, anything, that will make your life richer (Vision statement of Independent 12)

Finally, an effort of leaders to build a strong community in coworking as a lifestyle movement spaces enables members to develop a strong sense of community with each other (Haslam, Reicher, & Platow, 2011). Sense of community could derive from interactions happening every day, social events, and new friendships built in the community. Founders and community managers mentioned that they recognize a sense of community between members when observing members having lunch together, introducing family members, and supporting each other.

This main area, wherever and the kitchens here, so everyone comes to eat their lunch here, and everything really encourages that collaboration. So yeah, I think there definitely is, you know, a sense of us, if you like. And also, I think why many of our members have stuck around for a long time. Like we have members who have been here for six years, six years, or at least five years. It's not that every member stays you're not alone, of course, but like, you know, I think that that's a good sign. (Community manager of Independent 3)

It's like that's where the community is being built. Its people coming in, people having a general interest, people taking, taking on the people building, like ownership, a sense of ownership as part of this group of people that we're all in this industry together, we're all going to help each other out. And we're all going to support each other. Let's create a physical space for that. (Co-founder of Independent 4)

One of the members said, when she talks to her friends, she says, I'm going to work, meeting, and they're like, what do you mean to work here? You own your own business? Oh, no, I am going to the V.H. But it's like, that's my colleagues that gets us. (Founder of Independent 6)

Independent co-working office. Independent co-working office refers to coworking spaces which are operated by individuals, but less community-oriented than coworking as a lifestyle movement type. In terms of office layouts or design, an independent co-working office looks no different than a coworking as a lifestyle movement type. These spaces are run by small operators with limited financial capital. Accordingly, a shared area with hot desks and dedicated desks takes up most of the office space, with only a few private office suites in the space. The member composition is also similar to the coworking as a lifestyle movement type, in that individuals (entrepreneurs, freelancers and remote workers) and small groups (new ventures or small businesses) comprise most of the member composition. However, management's approach to coworking differs from the coworking as a lifestyle movement category, even though they both operate on a similar scale of business.

To begin with, the desired organizational image of the independent co-working office was found to be an office solution rather than community. Coworking space as an office solution for mobile knowledge workers was emphasized in the remarks of founders and

executives. However, social isolation was still a problem that this type of coworking space desires to solve, even though the word 'community' was not explicitly mentioned.

> *We open up our space, and, you know, they use it for their needs, and then I just make sure that they have everything they need for their meeting. That's what our goal is to make sure that it's an area, you know, to be successful for them. (...) [Question: do you have any regular community events?] No, not regularly. (Community manager of Independent 2)*

> *What we're really solving is the gap where people are working from home more or they're working in coffee shops and they're trying to make do with the spaces around them. And what we found in talking to these people is that they don't really know what their other options are, you know, many times they don't, they're not from this space. (...) And so, what we're trying to do is interface with spaces that are inviting to those people who want a place to put their laptop down, have a meeting and be in a more professional environment. And through that be around other people that otherwise they would not have met who are also on the same journey. (Executive of Independent 11)*

> *We aim to provide a friction-free experience that takes the struggle out of your working days. Childcare is next to impossible to secure in Ontario - we provide same day, hourly high-quality childcare along with part-time and full-day options while parents work onsite. (...) This is your opportunity to work around other parents, work nearby your children, and breakthrough some of the isolation (and children-driven distractions) that come from working at home. (Introduction of Independent 7 in the website)*

Also, the approach to social capital in the coworking space was significantly different from coworking as a lifestyle movement. While founders and community managers of coworking as a lifestyle movement encouraged building social capital between members in the coworking space by connecting people and organizing events, founders and community managers of independent co-working office spaces were not interested in the active management of the community. They organized community events only if requested by members, demonstrating more passive approach to building social capital in the space. In other words, an independent co-working office lets social capital build organically.

When I started our space, I did not want it to have a community focus. Because what I worried about was a lot of people say that they're building a community, but they're not. they're building a business. So, I thought, let's be transparent, and just say we're building a business, and prioritize what this really is, which is a convenience for parents. But a community sort of formed on its own, which I was surprised by because we haven't facilitated it at all. (…) What's sort of been great about it is, I think members feel really safe and comfortable here. So, they offer a lot of feedback and suggestions. And one of the things they said was we want to meet more, okay, well then, we will facilitate community events, okay, we will facilitate evening events, because that's what they asked for. Whereas when I started, I thought I'd never be doing those things. (Founder of Independent 7)

One of the things that like some people want to be anonymous, right? So, every member knows that they're not selling their product to other members. That's not the purpose. It's more of a collaboration if people want talk about their business. So, I don't necessarily (introduce) when someone signs up - I don't go around and introduce them. They do that on their own. (….) [Question: Do you see some interaction between your members?] Well, because I can't hear their conversations. So, I don't really, you know, I want members to feel that they have their privacy. So, I don't really listen to their conversations. I've seen them talk for sure. I don't know if they're talking socially. (Community manager of Independent 2)

Group initiatives as a community were not evident for the independent co-working offices we studied. There were no evident goals or visions as a community because community was not the top priority for independent co-working offices. Rather, they approached coworking as a service to tenants while offering a more social environment than traditional rented offices.

I think we probably apply more to the flexible workspace than the traditional or whatever traditional means at this point regarding coworking. (…) So, community for us looks very different than it might look for a space that is persistent for years in a single site or many sites. But it is the right size for the type of demand that our members asked for. (…) I think we want to apply to everybody that needs access to space to be productive and to break the social isolation that's inherent in doing work for the very first time. (Executive of Independent 11)

Finally, similar to the independent co-working office's approach to social capital, its approach to the sense of community was also passive. Founders and community managers of independent co-working offices mentioned that they observe the sense of community from their members who have a long tenure, but it was not formulated by active management. The sense of community grew organically based on long-term relationships between members. In other words, sense of community is less likely observed for members who have a shorter tenure in the coworking space or work part-time only.

> *I believe so, especially for the members who have been with us for a year, they are very comfortable in our space. (Community manager of Independent 2)*

Independent 7 was a special case in the sample; it was started as an independent co-working office by the founder but later transformed to a coworking as a lifestyle movement type. As illustrated above, Independent 7 did not have community motivations initially. The founder was not interested in creating a community but was more interested in offering office solutions for a niche market: coworking space with childcare service for parents with young children. In other words, the desired organizational image of this coworking space was 'serviced office providing office solutions to parents with young children'. Although 'office solution' was the desired image, this coworking space was able to bring together parent members in a similar life-stage with similar professional interests, due to its pursuit of this specific niche market. Members in this coworking space were drawn together naturally based on their similarities (parents with young children) during everyday interactions in the space, and the community of members began to develop organically. The new relationships built in the space contributed to the organic growth of community. As the community developed, members requested that the founder and community managers organize social events for members. The founder listened to members' needs, launching more social activities as part of the service to members, which moved the characteristics of this organization closer to the coworking as a lifestyle movement type. As a result, a sense of community was developed organically in Independent 7.

I mean, you know, the one of the ways I measure that (sense of community) is, when a new member comes in, or somebody who's not a member yet, there was asking us about safety in the space, you know, "Is my laptop safe? Can I leave my phone and go to the washroom?" And it's almost a foreign question to me because it's so obvious that your stuff is safe. (Founder of Independent 7)

Corporate coworking community. Corporate coworking community refers to the coworking spaces operated by corporations that place more emphasis on community formation in the coworking space as compared to the corporate co-working office suite. Corporate coworking community is populated with group members who are small or medium enterprises, new ventures, and remote working teams of corporations. In terms of office layout, corporate coworking communities have larger shared spaces with hot desks and dedicated desks compared to the corporate co-working office suite. Nevertheless, the main target customers of both types of corporation-operated coworking spaces are those who seek private office suites in coworking spaces.

The management approach to community in a corporate coworking community differs to that of corporate co-working office suites, even though both operate on a similar scale. Specifically, a corporate coworking community recognizes the benefits of community in coworking space and tries to develop community among tenants in the coworking space. To begin with, the desired organizational image of a corporate coworking community directly involves the community aspect of coworking. While providing a flexible and professional office environment to its tenants, a corporate coworking community considers community as one of the key benefits to its group tenants.

We are more than just offices; we are a community of dynamic businesses and individuals, independently strong, but united in spirit. With multiple locations in the city's best neighborhoods, we are Toronto's original coworking provider with more locations opening soon. Our shared office spaces stimulate the senses with elevated design, thoughtful programming, and superior service. We value professionalism, productivity and creativity and provide the best environment to build businesses, create networks, and drive success. (…) Our goal is to provide an unrivalled office experience, including the utmost in member service. (Online website of Corporate 2)

Corporate coworking communities demonstrate strong community initiatives from the management. They are eager to increase the level of social capital in the workplace by making active social interactions the norm in their space. Consequently, community managers of corporate coworking communities have many duties related to the community, whereas community managers of corporate co-working office suites often perform limited duties as office managers or front desk staff. In the case of Corporate 2, the community manager was a community builder, like community managers in the coworking as a lifestyle movement, who introduce new members to the community, connect members, and organize community events.

> *A community at our coworking space is something that everybody comes from different companies and interest, but then finding something in common. And when once you find that in common, it's building around that. So, making comfortable space to work and actually want to go and work with people and then maybe run in to the kitchen and chat about your weekend, about your family about what you're working on. Yeah. That's a community, something as small as game nights, it actually goes a very long way. (Community manager of Corporate 2)*

> *That was a part of my everyday (duties), basically mapping out who would have thought it would be a great connection to their, to their everyday. (…) So, there was a weekly game night and there were monthly pizza lunches as well. We were partnering with meditation and mindfulness instructors to host events as well. We also had info sessions, we had Bitcoin (info sessions) (…) So, I think always keeping an ear to the ground and knowing what members are talking about, you're interested in learning about is very valuable to community. (Community manager of Corporate 2)*

A corporate coworking community is similar to the corporate co-working office suites type in that there is no collective goal as a community. It is difficult to pursue collective goals when there are hundreds or thousands of members working for different organizations in a coworking space. However, organizing social events and connecting members to become a community are what differentiated the corporate coworking community from the corporate co-working office suite. This enabled community managers of corporate coworking communities to observe a sense of community

emerging among members. Relationships between members were key to the development of a sense of community in Corporate 2.

> *The best example of that (sense of community) are two things. (The first is) People having lunch together. And second example is, people bringing their friends and family to show the space. That absolutely shows a sense of excitement and sense of pride. That it's so, so important. (Community manager of Corporate 2)*

Corporate co-working office suites. Corporate co-working office suites have gained popularity because they solve office problems of urban downtown areas from a real-estate perspective. Small businesses and new ventures may be challenged to come up with the resources required to acquire their own office space in urban downtown areas. High rents and the cost of furnishing the space can be too expensive for most small businesses and new ventures. Furthermore, it is difficult to negotiate flexible leasing terms with property managers who rent office space under traditional terms. Corporate co-working office suites solve this problem by renting office buildings in urban downtown areas for long-term contracts, refurbishing the rented space in an attractive way including shared areas (kitchen and meeting rooms), and leasing newly furnished private office suites with flexible leasing terms to other tenants. For this type of coworking space, shared hot desks and dedicated desks take up only a small portion of the office layout and private office suites are the main attraction to members. A corporate co-working office suite is often populated with hundreds or even thousands of members, and the majority of members are group members from small or medium enterprises, new ventures, or even remote working teams of corporations. There are a limited number of individual members in this type of coworking space due to higher costs and group-targeted services.

Executives of corporate co-working office suites put more emphasis on their support services as a shared office rather than community management. Their motivations of coworking are office-oriented, which differentiates them from the coworking as a lifestyle movement. Thus, the desired organizational image of this type is the new generation of serviced offices providing convenient office solutions in urban downtown areas rather than the creation of community itself.

Back in 2012, Co-founder and I went down to New York (...) We love the design, and we liked the concept of it (coworking) at the time but what we didn't like was the lack of privacy. And that was something that we had experienced ourselves being in Coworking spaces so when we came back to Canada we started to focus on that privacy element so we put white noise within our space down baffling drywall right to the deck, extra insulation, key card access, privacy screening, all those sorts of things. So, that (privacy) was a real focus for us. (Co-founder of Corporate 1)

Corporate co-working office suites put less emphasis on building social capital. Their management duties are focused more on providing professional and high-quality office amenities to the members, rather than forming a community. For this reason, the frequency of community events organized by community managers in corporate co-working office suites is lower than in coworking as a lifestyle movement or other types of coworking spaces. Also, community managers of corporate co-working office suites reported in interviews that they don't connect members. This was strikingly different from community managers of coworking as a lifestyle movement or corporate coworking community offices, who told the author that connecting different members is part of their everyday job. For this reason, there are limited social interactions between members of corporate co-working office suites than coworking as a lifestyle movement and corporate coworking community spaces. Therefore, there is less social capital in corporate co-working office suites than other types of coworking spaces.

We have our community manager who does the tour, the sales tours, really just the high-level management. (...) Community managers used to do all our sales they used to come kind of point A to point Z. They would do the sales. As we grow, we've noticed that we've needed to centralize, that we've needed to have that at our, in our head office, somebody's looking at the entire portfolio offering that potential member the best available office for their needs, not just for their location. (...) So, this is our community manager here. She does a great job at making sure all 400 members here will be taken care of (...) We don't have a ton of events and a great turnout on our events. (Executive of Corporate 1)

For corporate co-working office suites, it is difficult to find a collective goal as a community. Community is only a part of the service they provide to members and just one of the tools used to increase customer satisfaction, rather than a purpose. Therefore,

pursuing of collective goals is less likely in corporate co-working office suites. On the contrary, coworking as a lifestyle movement considers community as its fundamental root.

An executive of a corporate co-working office suite told the author that their community is fundamentally different from communities in the coworking as a lifestyle movement. The executive also emphasized that they are curating the culture for the business members in their space, which is difficult to create for small companies. In other words, culture was a part of the service provided by corporate co-working office suites rather than culture emerging itself from community.

> *I think really people here are looking to have, just give their staff a wonderful place to work in the building, the location, they want to be close to transit because they want to attract talent from proximity. And I think they value a lot of amenities. (...) They come to us to give their employees a great culture, because they are small company. It's hard to give a great culture if you're just in a small office. So, they come to coworking space to get them more exposure to more people and curated cultural experience (...) I guess what culture means to everybody is slightly different. And what we do is curate that culture for each company on site. So, you're not necessarily looking to meet other people. And that's okay. We create great little atmospheres for you to socialize with. (...) If you compare our community to more of a 'grassroots' coworking space, and I'd say they probably think that we had less of a strong community, but it is a different kind of community. (Executive of Corporate 1)*

Further, shared sense of community in the corporate co-working office suites was more difficult to observe than in coworking as a lifestyle movement and other types of coworking spaces. As illustrated, social interactions between members in this type of coworking space are less likely to occur, even though the members are working in the same office building. Typically, community managers of this type of coworking space were less aware of the member interactions within their space, nor did they provide regular social activities that increase the chance of community development.

> *Our tenants are looking to network because they are established companies, it's not people. A lot of our companies, since we do have companies up to 30 people, a lot of them only socialize a little bit with companies outside of their own company (Executive of Corporate 1)*

Specialized coworking space. Specialized coworking spaces focus on social sectors such as social entrepreneurship and social innovation, following the parent non-profit organization. It is notable that all members of this type of coworking space share common interests in the social sector, which differentiates this type from other types of coworking.

Specialized coworking spaces have balanced member composition of individuals and groups. There are individuals and small group of entrepreneurs working in the social sector as well as group members who are operating established businesses or who are remotely working from large public organizations. Also, the office layout is balanced with shared space and private offices. Shared space (hot desks, dedicated desks) is used by individual members and private office suites are used by larger groups. While a few specialized coworking spaces operate on a large scale with multiple branches, most coworking spaces in this category have an office size between that of coworking spaces operated by corporations and coworking spaces operated by individuals.

The desired organizational image of a specialized coworking space is a community of individuals and businesses in the social sector. Community was mentioned prominently during the interviews with representatives from these coworking spaces and it was evident that a specialized coworking space provides more than simply physical office space to its tenants. One community manager of a specialized coworking space mentioned that their space is community-oriented because of the non-profit nature of the parent organization.

> *So, this co working space was created by the community. It was an eight-year journey before we actually had a physical building. (...) What is something that our city needs, was the need for a space where nonprofits and for profits and government actually work out in the same space and have animation towards community impact. So, I say this was built by the community. (...) Anyone that has a view to community impact and is willing to share their expertise, their resources, their brainpower, their passion, their compassion is a great fit for this space. For those that are purely profit driven, probably not a great fit. (Executive of Non-profit 1)*

Your focus isn't always on community. I find with for profits, their focus is just making money. And so, they're just going to care about selling memberships. Whereas nonprofits, usually it's a group of people who get together or it could even be one person but this person has a mission, a social mission in their head; they want to make money they're going into say I want to make a difference in the world. They (non-profit coworking spaces) will approach it by with a more community focused because they're registering as a society and society laws that they have to follow. Whereas for profits don't have to follow that. They're probably going to have a smaller budget going into it and they're probably going to know that they won't be paid back, if they're taking from their own money for a long time and stuff. You need the greater good to make a difference to that, right? (Community manager of Non-profit 2)

Accordingly, specialized coworking space had a stronger emphasis on community activation compared to other coworking spaces such as independent co-working offices or corporate co-working office suites. Community managers of specialized coworking spaces are active agents who contribute to the accumulation of social capital in the coworking space by organizing community events and connecting different members of the community.

The difference between our coworking space and others is that we have something called Community animation. So, we have one full time staff and her job is to get to know the co-tenants, create collaborations, create connections, and have programs that help invite community members into the space. (Executive of Non-profit 1)

So, it's things like little collaboration opportunities that some of them couldn't do by themselves. But when they find out there's other people doing work, like them, they can join forces together. But there, but even outside of that, different organizations would come together. And like we had a, that we had this organization that builds apps, and then we had an organization, who were trying to help refugees who come to our new to the country to assimilate. So, they actually collaborated together, and they helped them build an app to help refugees. So, it's like everybody collaborates with each other and little things that are needed or like if there's a small business that doesn't have a big budget and they need to do graphics for a website, know a freelance, a freelance graphic designer just sitting in the hot desk area, and be like, hey, these guys need this quick thing. And you know, it will give them a gig and then they can collaborate on a cool project together. So, things like this happened every day

almost. It was just so cool, because everyone would contribute to everyone's working in a way and people got to know each other more and like it was just so beautiful to witness. (Community manager of Non-profit 2)

Specialized coworking spaces often had clear common group goals as a community. Due to the socially focused nature of the parent organization, the common group goals were also related to social initiatives. One point that stands out for specialized coworking spaces in comparison to other community-oriented coworking spaces of a similar size (Corporate coworking community) is that the common group goals directly affected the application process for space in the specialized coworking office. Generally, a corporate coworking community does not reject applications unless there are significant problems with the applicant such as criminal history or poor financial status. For specialized coworking spaces, an assessment of the applicant's fit with the common group goals was the critical factor in deciding whether their application to the coworking space was accepted.

And when someone comes in for a tour, we typically sign them up for the tour. And if they want to apply the there's an application process, and the process isn't just, how much money like that. It's more like, what, what do you what social purpose do you bring to the community? What can you give to our community? What do you hope to receive? And then when I interview them, I asked them one question, and it's how do you want to change the world? Everyone should have that answer, or they're probably not a good fit for this space. (Executive of Non-profit 1)

So, our coworking space originally started with a social mission for people and environmentally friendly. I believe their original tagline was sweet social impact. We started by people who do construction and reclamation, construction and reusable eco-friendly building practices. And as it is moved from that and where there is discussion of removing social impact from the marketing material. But there (still) definitely is that leanings because it's been there from the very beginning. (Executive of Non-profit 2)

Finally, strong community initiatives from parent organizations and similar professional interests between tenants of the space enabled specialized coworking spaces to develop a shared sense of community. Shared sense of community was observed through friendships built in the space between the members of the community.

You'll often see, you know, the same people getting the same coffee every day, the grooves in the coffee, they know everyone by name now and it's like that show Cheers, right? Sometimes you want to go where everyone knows your name. Yeah, there's definitely connections that were created that I think are long-lasting friendships. (Executive of Non-profit 1)

And a lot of them would be very open about that to me. People would actually say how much they love being in the space and how much less lonely are they and I would start to see them taking more of a hands-on role in the community as well. Like they would start their own clubs. Like they would start book club, they would start, like finance. And like they would be, they would start to get to know each other and formulate friendships.
(Community manager of Non-profit 2)

The Influence of a Coworking Space Types on Coworking Community Experience

Each typology of coworking space is related to different fundamental dimensions as to how coworkers, as individual members of a community, interpret and interact with their community in a coworking space. Previous literature on community psychology by Manzo and Perkins (2006) suggests a framework for understanding psychological dimensions of community-focused interactions that involves both place-related and social aspects of community. Table 2.6 illustrates the framework.

Table 2.6: Psychological Dimensions of Community Interactions in Coworking Space (Adopted from Manzo & Perkins, 2006)

	Community-related Dimensions	
	Place	Social
Cognitive	Place identity	Community identity
Affective	Place attachment	Sense of community
Behavioral	Placed focused actions	Socially oriented behavior

According to Manzo and Perkins (2006)[1], cognitive, affective, and behavioural dimensions are three fundamental dimensions that reflect people's experience of their community as a physical place and a community of people. The cognitive dimension consists of place identity (one's sense of self as informed by places) and community identity (one's sense of self informed by social interactions and neighbours). Affective dimension refers to one's emotional relationship to specific places (place attachment) and one's emotional relationships with other community members (sense of community). Finally, the behavioral dimension refers to participation in community improvement (placed-focused action) and engagement in other community activities and social activities (socially oriented behaviour). Manzo and Perkins' (2006) framework of community psychology helps to theorize different types of coworking spaces depending on community characteristics. Using this framework, we suggest five ideal types of community experiences in coworking spaces. Table 2.7 summarizes this proposed typology of coworking space.

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[1] Mano and Perkins (2006) proposed two frameworks in their article a basic framework of community psychology (Table 2 from the article) and a more advanced ecological framework that involves multiple environmental domains (Table 3 from the article). We have adopted the basic framework of community psychology in this paper because it helps explain the psychological aspect of coworking. The advanced ecological framework, meanwhile, explains approaches to community development in multiple levels of analysis.

Table 2.7: Five Ideal Types of Community Experiences in Coworking Spaces

Psychological Dimensions	Coworking as a lifestyle movement	Independent co-working office	Corporate coworking community	Corporate co-working office suite	Specialized coworking
Cognitive	Community identity	Place identity	Community identity	Place identity	Strong community identity developed from common background
Affective	Sense of community	Place attachment > Sense of community (Long term)	Sense of community	Place attachment	Sense of community
Behavioural	Active engagement with community (collaborations, social events), Friendships last after working hours	Passive usage of service (short term) > socially oriented behavior (Long term)	Passive usage of service, place focused actions	Passive usage of service, place focused actions	Active engagement with community (collaborations, social events)

Coworking as a lifestyle movement. For coworking as a lifestyle movement, the experience in the coworking space is not limited to just usage of the physical office; it also involves being part of a small cohesive group of people. Member's identity with the coworking space is developed though social interactions in the community, not just by physical characteristics of the office. In affective terms, emotional relationships develop from interactions with other community members, which creates the sense of community between members. Finally, in the behavioural aspect, community members actively engage in socially oriented activities by collaborating with other members, participating in social events, and even proposing suggestions that could improve the whole community.

Coworking as a lifestyle movement is differentiated from other community-oriented coworking spaces (corporate coworking community, specialized coworking) by the small cohesive group of people with stronger personal ties. The small size of the group and strong community orientation of the coworking space enables members to build intimate friendships with other members. The friendships built in a coworking space often extend beyond working hours to extra social activities which are not initiated by the coworking space.

> *A couple of our members, they hang out all the time now after work, if they want to. So, one of our members is an event planner. And so, they're getting free tickets all the time. So, one of the people from that company took one of our members to a Jays game and you know, giving out tickets and doing that. And then they get really cool swag and stuff from some of the conferences they go to. So, they give it out to the members here with they're always giving out freebies and stuff. A few weeks ago, some of the women from here, we got together and had a wine night at someone's house. And because we felt that close connection here and we wanted to take it away from business. So, we don't feel guilty about socializing. (Founder of Independent 6)*

Independent co-working office. In independent co-working offices, how people experience the coworking community is limited to the place-related aspects of the coworking space. Members will identify themselves as a *tenant* of the space. They will develop affection to the coworking space based on office-related characteristics, rather than emotional attachment to people in the coworking space. Further, the

behavioural dimension of the coworking experience will be the passive use of services provided by the coworking space.

However, what differentiates an independent co-working office from corporate co-working office suites with similar office orientations is the potential possibility of developing a social community in the long-term. Operated independently on a small scale, an independent co-working office hosts a small number of members comprised of individuals or small groups. This condition enables the members to develop personal relationships during their tenure, even without active community management. Thus, in the long-term, members of independent co-working offices may develop a sense of community on their own (Garrett et al., 2017). Further, there is an opportunity for members to engage in socially oriented behaviour in an independent co-working office, due to the small group size and independent nature of its operations. For instance, members of Independent 7 transformed their coworking space by suggesting the founder and community managers start promoting community activities. The long-term members of the Independent 7 transformed Independent 7 from an independent co-working office to a coworking as a lifestyle movement type.

Corporate coworking community. Member experience in a corporate coworking community is affected by strong community orientation. In the cognitive dimension of community, members perceive themselves as a part of a community due to the community initiatives promoted by the coworking office management. Members will also have affection to the community and develop a sense of community, based on the relationships built between members. However, the behavioural element of community will be limited to place-focused actions in comparison to other coworking spaces with high community orientations. Coworking spaces operated by corporations have multiple branches and a large community with hundreds or thousands of members from different work organizations, which makes little room for individual members to actively initiate socially oriented behaviour. In other words, the corporate environment in a corporate coworking community makes it difficult for individual members to shape the future direction of the community. Thus, members of a corporate coworking community remain passive followers of the community rather than empowered community members who initiate socially oriented behaviour.

Corporate co-working office suites. Community experiences in corporate co-working office suites are limited to space-related characteristics rather than community characteristics due to the strong office orientation. In terms of the cognitive dimension of experience, members perceive themselves as users of the physical space, not as part of a community. With respect to the affective dimension, emotional attachment is limited to place-based characteristics such as stylish office design and well-prepared office amenities including kitchens and meeting rooms. Due to the lack of interaction with other members, the affective dimension will remain in the form of place attachments, not extending to the sense of community. Finally, the behavioural aspect of community experience will be limited to the passive usage of the services provided by the coworking space rather than socially oriented behavior. Networking opportunities are often part of the service provided by corporate co-working office suites. However, it is not likely that members of the space voluntarily initiate other social events.

Specialized coworking space. Specialized coworking space has a strong community orientation which enables members to develop an identity as a community (cognitive dimension of community experience) and a sense of community (affective dimension of community experience). In the behavioural dimension, members of specialized coworking spaces are actively engaged in community, which involves collaborations with other members, participating in social events, and proposing new changes to the community. However, what differentiates specialized coworking space from other types of coworking spaces with a high community orientation is a strong community identity developed from common social interests. As illustrated in this paper, specialized coworking spaces operated by non-profit organizations are characterized by strong social entrepreneurship initiatives derived from a parent non-profit organization. All the members in specialized coworking spaces share social entrepreneurship as their common agenda and this makes their identity as a community much stronger and more unique compared to other coworking spaces with high community orientations.

2.4   Discussion

This study started with a main goal to establish a novel typology of coworking space based on community experience. Beyond documenting the existence of these types of coworking communities and describing their features, this study provides ideal typologies of community experiences in coworking spaces. The analysis provides detailed illustrations that indicate stark differences between coworking experiences from different types of coworking spaces, thereby illustrating how both community orientation by management of coworking spaces and independent/corporate/non-profit operation of the coworking space connects to different community experience in coworking spaces.

Although the findings of this study offer numerous important insights of the coworking space, one of the main contributions of the present study is a novel typology that provides a multidimensional conceptualization of the coworking space experience. To clarify the implications that the proposed typology may have for theory development in entrepreneurship and related research, it is important to assess whether the relevance of five coworking community types is likely to extend beyond the current empirical context and how the proposed typology relates to existing typologies of coworking space.

First, in terms of the typology's empirical relevance, we cannot necessarily expect five community types of coworking—'Coworking as a lifestyle movement', 'Independent co-working office', 'Corporate co-working office suites', 'Corporate coworking community', and 'Specialized coworking space'—to be of equal presence in all countries. During an informal discussion, a coworking space founder in South Korea told the author that the coworking industry in the Korean market is dominated by corporate co-working office suites while coworking as a lifestyle movement has failed to settle in Korea. This is likely because Koreans are not familiar with the party culture of North America (e.g. beer night, happy hour) and are not really interested in making new friendships in coworking spaces. Further, an executive from a corporate co-working office suite in Korea told the first author that they had tried various community activities to increase the level of social capital but had low turnout at events. Likewise, the coworking industry landscape could be very different in other

cultural contexts such as Europe, South America, or South Asia. However, the two dimensions that differentiate coworking spaces—community orientation and operation type—illustrated in this paper remain valid to determine the type of communities in coworking spaces even in different cultural contexts.

Second, in terms of the relationship to other typologies, the conceptual framework that appears to be most closely related to the one developed in the present study is the typology by Spinuzzi et al. (2019), distinguishing the 'Gesellschaft' coworking community from the 'Collaborative' coworking community. One may be tempted to perceive some resemblance between the corporate co-working office suites and the Gesellschaft type on one hand, and between the coworking as a lifestyle movement and collaborative community on the other. This perception may be fueled by the fact that the Gesellschaft type's coworker-manager relationships are emphasized by service contracts while collaborative type's coworker-manager relationships are more community oriented. However, a previous typology of Spinuzzi et al. (2019) fails to fully capture community orientation of different coworking spaces. For instance, Spinuzzi et al. (2019) categorized a women-only coworking space associated with a non-profit organization (Independent-Italy is the example in the article) as a Gesellschaft type because its coworker-coworker relations are based in institutional orientation with a social cause, supporting women in the workplace. However, in our view, the institutional orientation of Independent-Italy should be considered an accelerating factor of building a coworking community, which advances shared goals of a coworking community. In other words, the Independent-Italy example should be distinguished by strong community orientation, rather than being grouped together with corporate co-working office suites office orientations. Further, our typology advances a previous typology of Spinuzzi et al. (2019) by adding an operation dimension to classify coworking space. As illustrated, coworking spaces operated by corporations, independent individuals, and non-profit organizations offers vastly different community experiences, which are heterogeneous in nature due to different size, different member composition, and different office layouts in the coworking spaces. Hence, our typology further contributes to the coworking space research by presenting a more accurate typology that successfully describes different community experiences in coworking spaces.

Implications for Related Literature

The results of this study have additional implications for the literature on coworking space, entrepreneurship, and sense of community. First, this research adds to research on coworking space by illustrating how origins and backgrounds of coworking spaces are related to the different levels of social capital in coworking spaces. Specifically, because this approach emphasizes the importance of the community management effort by community leaders, it can enrich current conceptualizations by highlighting the different community styles among coworking spaces.

Second, our findings provide novel insights for the literature on entrepreneurial workplaces, such as incubators and accelerators (Bøllingtoft, 2012; Bøllingtoft & Ulhøi, 2005; Ebbers, 2014). Recent developments in entrepreneurial workplaces have discussed earlier forms of coworking spaces as an evolution of business incubators. For instance, Bøllingtoft (2012) studied networking and cooperation activities in bottom-up business incubators, where technology startups work together in the same physical office but with no direct management coaching from incubators. While the term 'coworking' has not been used in this research, the description of bottom-up incubators matches the notion of coworking space described in our analysis. Also, Ebbers (2014) has studied individual networking behaviour and contracting relationships in 'creative business incubators', which were actually the pioneers of coworking spaces. While incubators and coworking spaces share some similarities, such as shared office space occupied by entrepreneurs and small businesses, operating philosophies of these two entrepreneurial workspaces are remarkably different. While the goal of the incubator is to grow the businesses of their members, a growth initiative is not the main objective of coworking spaces. Therefore, future entrepreneurship studies need to view coworking spaces as a community of entrepreneurs and other mobile knowledge workers, rather than a variant of the business incubator. Following the call for more research on coworking space in the entrepreneurship field (Clayton, Feldman, & Lowe, 2018), we contribute to entrepreneurship research by building typologies of coworking spaces that entrepreneurs are associated with.

Limitations and Opportunities for Future Research

As the number of coworking spaces is increasing, the coworking space industry is also evolving. The founder of Independent 3, who also works as a consultant for other coworking spaces, told us that more executive offices, categorized as corporate co-working office suites' in our proposed typology, are recognizing the benefits of building community and are therefore transitioning into corporate coworking communities, as we saw in the case of Corporate 2 in this sample.

> *We've seen evolution within the industry that, you know, coworking is becoming more like executive offices and executive offices are becoming more like coworking, and there's a number of factors for that. But if you look at it in terms of executive office becoming more like coworking, it's because they have recognized the benefit of community. (Founder of Independent 3)*

Also, the executive from a corporate co-working office suite in Korea told us that they are trying different types of community events such as book clubs, which do not necessarily bring all members together, but bring together people with specific interests. Further, due to the COVID-19 pandemic, the coworking space industry is quickly changing such that non-corporate coworking spaces are expected to increase the proportion of private office suites in their coworking space over shared desks. Therefore, these evolutions of typology over time could be a future research topic using longitudinal data analysis.

By studying coworking spaces in Canada, this research identified five different types of coworking communities. However, despite cross-checks in applicability of our typology in the North American context, more research is needed to ascertain whether the findings of this study can be more broadly generalized in different parts of the globe.

In addition, we have compared different types of coworking spaces based on qualitative interviews of founders, community managers and executives of coworking spaces. While qualitative interview is a better way than quantitative data to capture how communities in coworking spaces differ, future research could use a quantitative research design based on a large scale survey to assess whether coworking as a lifestyle movement or specialized coworking space have different degrees of social capital between members than corporate co-working office suites and independent co-working offices.

The results of the present study can serve as a promising point of departure for an investigation of how the community type of a coworking space is related to the psychological health and well-being of members, including entrepreneurs and small businesses (Stephan, 2018; Wiklund, Nikolaev, Shir, Foo, & Bradley, 2019). As noted in this research, the coworking movement initiated by independent knowledge professionals aims to build a community of people to counteract social isolation and emotional distress. Initial evidence from a survey conducted by Deskmag (2018) suggests that working in coworking spaces enhances psychological well-being of members. However, the mechanisms of how entrepreneurs and freelancers thrive in coworking spaces and identification of the predictors of well-being needs to be studied in future research.

2.5 Conclusion

Coworking space has been recognized as the key phenomenon in describing and explaining the change in how people work, including entrepreneurs (Johns & Gratton, 2013). However, the study of communities in coworking spaces and the consequences of community development is in its very early stages (Spinuzzi et al., 2019). Beyond providing a compelling explanation for why coworking communities differ between coworking spaces, the strength of the approach in this paper lies in its ability to clarify the different community experiences that coworking spaces offer to their members. Hence, by helping scholars better understand 'what is a community in coworking space', our typology provides the opportunity to obtain fundamental insights into coworking spaces and their community endeavours.

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Chapter 3

3 Coworking Spaces and Entrepreneurial Communities

Entrepreneurial communities have been cited as a promising potential research area for entrepreneurship research (Lyons, Alter, Audretsch, & Augustine, 2012; Martinez, Yang, Aldrich, 2011). However, the intersection of community and entrepreneurship research has been relatively neglected in previous literature (Lyons et al., 2012). This is surprising considering that the social context in which entrepreneurs operate is just as important as the personal characteristics of entrepreneurs for understanding entrepreneurial behaviour (Aldrich, 1990). Further, entrepreneurs' actions are deeply embedded in their social relations, which could either enhance or constrain entrepreneurial behaviour (Hindle, 2010; Thornton, 1999; Ulhøi, 2005). The social context of entrepreneurial activities also helps our understanding of how opportunities for collaboration between entrepreneurs are created.

Among a broad range of research subjects related to entrepreneurial communities, previous literature tends to focus more on locale-specific communities like rural entrepreneurial communities (e.g., Marti, Courpasson, & Barbosa, 2013; Peredo & Chrisman, 2006; Rønning, Ljunggren, & Wiklund, 2010) or communities of entrepreneurs in incubators and accelerators as a part of the entrepreneurial ecosystem (e.g., Feld, 2020; Goswami, Mitchell, & Bhagavatula, 2018). Particularly, the role of social capital is emphasized as a driver of local economic growth (e.g., Rønning et al., 2010) or as a driver of value creation (e.g., Goswami et al., 2018). However, less is known regarding how a social community of entrepreneurs is created.

We set out to understand how founders, executives and community managers of coworking spaces create and grow their communities. Coworking space is an appropriate context to study the creation of entrepreneurial communities because entrepreneurial individuals with diverse backgrounds constitute unique entrepreneurial communities in coworking spaces, where individuals from different professional organizations work together, help each other, and build social relationships (Spreitzer, Bacevice, & Garrett, 2015).

We conducted a qualitative, inductive study based on 14 coworking spaces in Canada and the United States. We collected 36 interviews from coworking space founders, community managers, executives and members (coworkers) to investigate how management roles in coworking spaces successfully create, curate, and manage entrepreneurial communities. We study how social interactions between members are encouraged in coworking spaces as well as how collaborations happen in coworking spaces. In this process, we draw from the Social Identity Model of Leadership (SIMOL), which studies a leader's role in building shared social identity between group members. Specifically, we use the four dimensions of identity leadership put forward by Steffens, Haslam, Reicher, et al. (2014) as the group-level mechanisms that explain how community managers facilitate the emergence of an entrepreneurial community. Our findings reveal that founders and community managers of coworking spaces build a community filled with like-minded individuals by signaling group identity, protecting group identity, building group structures, and building member relationships.

We believe our study of the role of identity leadership behaviors as community building mechanisms in coworking spaces makes significant contributions to both research and practice. For example, our main contribution to the entrepreneurship literature is offering new theoretical insights into the social mechanisms of how an entrepreneurial community is built within coworking spaces. We also contribute to the leadership literature by generating a novel process model using the theoretical concepts adopted from the SIMOL and thereby improving its explanatory adequacy in a new context (cf. Fisher & Aguinis, 2017). Specifically, in a coworking space context, individual members do not intrinsically share a common goal as a group, nor a common organizational culture that might influence what shared characteristics are valued and rewarded by the larger social group (Schein, 1984), even though they may interact with each other on a daily basis. In this sense, a coworking space provides a pristine boundary condition to explore the robustness of the propositions of the SIMOL, and as such a particularly interesting research setting. For practitioners, our process model could be useful for operators of coworking spaces, or any similar social arrangement aimed at creating synergies between entrepreneurs. The insights derived from the present study could also help potential members of these workspaces to choose a coworking space with thriving community.

Finally, our work also shows that coworking spaces, if properly managed, can offer a range of benefits to entrepreneurs in early stages of their venture cycle through increased community capacity.

3.1 Conceptual Foundation

Extant research on entrepreneurial communities

The definition of community varies among researchers depending on the level of the analysis. Narrower definitions of community involve locality. For instance, Wilkinson's (1991) definition of community involves locality, a local society, and a set of locally oriented collective actions. Broader definition of community, on the other hand, involve common identity and the network of relationships within a community. The definition of community by Chaskin, Brown, Venkatesh, and Vidal (2001) involves a formal or informal group based on "social attributes and interests – such as language, custom, class, or ethnicity – shared by inhabitants and commonly used to designate them as a collective entity, regardless of geographic proximity" (p. 8). This definition emphasizes belongingness and connectedness in the community, which are represented by shared beliefs, priorities, and relationships in the community (Chaskin, 1997; Putnam, 2000). Also, visions, values, and norms are shared between the members of the community (McMillan & Chavis, 1986; Nowell & Boyd, 2010). We follow the broader definition of community to define entrepreneurial community in coworking spaces. Lichtenstein, Lyons and Kutzhanova (2004) suggest that entrepreneurial communities are distinguished by three factors: 1) critical mass of entrepreneurs engaged in capturing new market opportunities, 2) the group of entrepreneurs that constitute a recognizable community, and 3) entrepreneurial culture from the whole community. Based on these three factors, Lichtenstein and Lyons (2010) further define entrepreneurial community as "a critical mass of entrepreneurs that constitutes a distinct and recognizable community within a large community or region" (p 167). Entrepreneurial community involves start-ups, serial-entrepreneurs, small business owners, family businesses, small and medium enterprises (SME), corporations, and other individual and organizational actors that are associated with the community (Clevenger, 2017).

Previous research on entrepreneurial communities has studied how local communities become entrepreneurial and how local entrepreneurial communities contribute to economic development. This line of research studies how a local institutional environment contributes to the prosperity of entrepreneurship in an area such as Silicon Valley or Route 128 in Boston (e.g., Florida & Kenney, 1988; Kenney & von Burg, 1999). Regional networks and social capital have been noted as a critical factor that fosters entrepreneurship in the specific region (Saxenian, 1996). More recent research on entrepreneurial communities focuses on poor economic regions or remote rural areas (e.g., Besser & Miller, 2013; Markley, Lyons, & Macke, 2015; Marti et al., 2013; Peredo & Chrisman, 2006). Peredo and Chrisman (2006) argue that a community-based enterprise (CBE), defined as "a community acting corporately as both entrepreneur and enterprise in pursuit of the common good" (p 310), can be a viable strategy for sustainable local development in regions with poverty problems. They suggest that the CBE's cultural identity, which involves cooperative traditions, can be a driving force of social, economic, and environmental initiatives that promote economic development in impoverished regions. Similarly, Besser and Miller (2013) emphasize the role of social capital in rural regions for successful entrepreneurship. They found that community bridging social capital, which is measured by entrepreneurs' perceptions of generalized trust, norms of reciprocity, and commitment to overall community welfare in the region, is positively related to the entrepreneurs' success in rural U.S. towns. The role of social capital for successful entrepreneurship is intensified in rural regions because social capital enables entrepreneurs to capture loyal customers in the region and facilitates cooperation between local businesses.

While these studies significantly contribute to our understanding of entrepreneurial communities, many research questions remain unanswered (Lyons et al., 2012). Despite previous research studying outcomes of an entrepreneurial community, questions about how communities of entrepreneurs are created remain to be answered. Neglect in addressing this question may be the result of a limited empirical context to study the creation stage of entrepreneurial communities. Entrepreneurs, particularly in early stages of growth, work alone or in small groups of cofounders (Stephan, 2018). Further, in the case of existing entrepreneurial communities in business incubators and accelerators, the

community-building process is not the primary research interest. Incubators and accelerators recruit members by formulaic competitive admission procedures. Consequently, how entrepreneurs are grouped together in business incubators and accelerators differs from social organizational contexts such as coworking spaces.

The rise of coworking spaces, an emerging form of entrepreneurial communities, offers a new, unique research avenue because coworking space creates a social community of entrepreneurial people with diverse backgrounds where socializing is not forced in the coworking space (Spreitzer et al., 2015). During the process of creating community, founders and community managers of coworking spaces assume leadership roles as community cultivators, who approach their coworking businesses with a human element in mind as much as the workspace element (Spreitzer et al., 2015). In particular, these executives create a collaborative community based on collaborative interdependence, rather than the hierarchy-oriented dependence found in 'Gemeinschaft' work organizations (Adler & Heckscher, 2007). Additionally, founders and community managers of coworking spaces naturally become leaders of the coworking community as these individuals create structures of everyday activities in coworking spaces. During our analysis of the data, we discovered that the leadership activities of coworking space operators could be elaborated by a specific stream of previous leadership literature, specifically, the social identity model of leadership. This perspective helps our understanding of how leaders make followers feel that they are in the same group under a shared social identity. Identification with the group identity, that is 'merging oneself with the target', is the strongest form of bond within the group (Klein, Molloy, & Brinsfield, 2012). Thus, leaders' activities in building shared social identity can be used to explain how community is created by the group leaders. Here we propose that the theoretical lens of the social identity model of leadership provides a useful framework to study how community leaders create and curate communities in social organizations.

Social identity theory and social identity model of leadership (SIMOL)

The social identity model of leadership (SIMOL) is a stream of leadership theory that originated from social identity theory in social cognition literature. Social identity theory

seeks to understand how the individual self is conceptualized in social contexts (Tajfel, 1972; Tajfel & Turner, 1979). Tajfel (1972) defines social identity as "the individual's knowledge that he belongs to certain social groups together with some emotional and value significance to him of this group membership" (p. 292). Therefore, an individual's social identification can provide answers to the fundamental question "Who am I and what is my place in the society?" (Tajfel, 1972; Stryker & Serpe, 1982; Sieger, Gruber, Fauchart, & Zellweger, 2016). Social identity theory argues that individuals possess multiple identities on different levels, specifically, on individual or group levels (Ashforth & Mael, 1989). The SIMOL adopts this perspective of individual identities and focuses on how leadership characteristics of an organization's leaders shape the group level identity of individual members.

The SIMOL provides a particularly powerful lens to understand how communities are managed within a shared social identity. It suggests that leadership is a recursive and multi-dimensional process, based on a shared sense of group identity between leaders and followers (e.g., Haslam, Reicher, & Platow, 2011; Hogg, 2001; Reicher, Haslam, & Hopkins, 2005; Steffens et al., 2014; Turner & Haslam, 2001; van Dick et al., 2018; van Knippenberg & Hogg, 2003; van Knippenberg, van Knippenberg, De Cremer, & Hogg, 2004). By developing and directing a shared sense of 'us', leaders can motivate idiosyncratic individuals to pursue the common goals of the community and act for the community (Ellemers, Gilder, & Haslam, 2004).

Recently, a group of researchers who contributed to the advancement of the SIMOL proposed the four dimensions of identity leadership (Steffens, Haslam, Reicher, et al., 2014; van Dick et al., 2018). These dimensions refer to identity prototypicality, identity advancement, identity entrepreneurship, and identity impresarioship. Four dimensions of identity leadership were developed based on recent research findings that suggest effective leaders need to act as 'identity entrepreneurs' who actively create and develop a sense of shared identity between group members (Augoustinos & De Garis, 2012; Huettermann, Doering, & Boerner, 2014; Reicher, Haslam, & Hopkins, 2005; Reicher & Hopkins, 2001, 2004; Seyranian, 2014; Steffens & Haslam, 2013).

Identity prototypicality is the notion that the leader represents the unique quality of the group. In other words, being a prototypical leader means being "an exemplary and model member of the group" (Steffens et al., 2014: p. 1003), whose core attributes makes the group distinct from other groups. Identity advancement refers to the leaders promoting and working for the shared interest of the group (Haslam & Platow, 2001; Haslam, Reicher, & Platow, 2011). Steffens et al. (2014) illustrate that the examples of identity advancement are defending the group's core interests against external threats, championing concerns of the group, contributing to the realization of common group goals, and acting to prevent the group's failure. Identity entrepreneurship refers to bringing group members together by crafting a sense of 'we' and 'us' within the group (Steffens et al., 2014). Leaders needs to increase cohesion within the same social group by defining boundaries of a group identity (who 'we' are, and who we are not) and defining the content of the identity (what 'we' stands for) (Augoustinos & De Garis, 2012; Hogg & Giles, 2012; Klein & Licata, 2003; Seyranian & Bligh, 2008; Steffens & Haslam, 2013; Steffens et al., 2014: 1004). Finally, identity impresarioship involves "developing structures, events, and activities that give weight to the group's existence and allow group members to live out their membership" (Steffens et al., 2014: p. 1004). Identity impresarioship also involves promoting structures that facilitate and embed shared understanding, coordination, and success.

Overall, these four dimensions assess the extent to which leaders create, advance, and embed a shared sense of social identity in the group. Empirical findings support the importance of identity leadership characteristics. Steffens, Haslam, Ryan, and Kessler (2013) found that a leader's prototypicality of the group enhances the leader's capability to create a shared sense of us. Steffens, Haslam, Kerschreiter, Schuh, and van Dick (2014) also found that identity entrepreneurship (a leader's capability of creating a shared sense of us) is positively related to a higher perceived performance at the group level. Higher work engagement and reduced burnout mediates the relationship between leader identity entrepreneurship and perceived group level performance.

In summary, previous literature on entrepreneurial communities is limited due to a lack of understanding of how entrepreneurial communities are created. Coworking space

provides an appropriate context to study the research question of how communities of entrepreneurs are built by their leaders. In coworking spaces, members share a social identity under the leadership of community managers. This shared social identity creates a sense of community between members; sense of community is defined by Boyd and Nowell (2014) as "a member's feeling of being part of an interdependent community, a feeling that one is part of a larger dependable and stable structure that will meet key needs, and a sense of responsibility for the well-being of that community and its members" (p. 109). Sense of community is argued as a key differentiator between coworking space and traditional rental offices (Spreitzer et al., 2015). Therefore, using the SIMOL for studying the coworking space context enables us to explain how sense of community is created in coworking spaces. Founders, executives, and community managers of coworking spaces take a leadership role in the entrepreneurial community by designing, building, and strengthening the community. In this chapter, we describe how entrepreneurial communities in coworking spaces are cultivated using constructs developed by the SIMOL.

3.2   Methods

Research setting

To gain a deeper understanding of how entrepreneurial communities are built around a coworking space, we sought to involve community managers and members of coworking spaces. We used a combination of purposeful sampling and theoretical sampling, which is often used in theory building qualitative research (e.g., Patvardhan, Gioia, & Hamilton, 2015). Our initial strategy was to sample a wide range of coworking spaces in terms of their organizational types, sizes and locations, where we could gather insights about the formation of entrepreneurial community. We created a list of coworking spaces using Google Maps and the Startup Here Toronto website and contacted all coworking spaces located in Southern Ontario, Canada on the list. From over 100 coworking spaces included in the list, 9 coworking spaces were recruited. The sampling approach moved from purposive to theoretical sampling, as we started analyzing the data collected from the earlier phases. Theoretical framework emerging from this earlier stage of analysis guided the later stage of data collection (Glaser & Strauss, 1967). Five additional

coworking spaces (3 located in Ontario, Canada, 1 in British Columbia, Canada, and 1 in Florida, United States) were recruited through the Global Coworking Unconference Conference (GCUC) in Toronto in October 2019, organized by a coworking space association.

As of the end of December 2019, we had collected 17 managerial interviews (founder, executive, or community manager) from 14 coworking spaces. Twelve independent coworking spaces (defined as a coworking space operated independently by individuals), and two non-profit coworking spaces (defined as a coworking space operated by non-profit organizations) were included in the study[2]. We were also able to interview 19 members from four coworking spaces (Independent 4, 5, 6, and 9). Table 3.1 summarizes the characteristics of the coworking spaces in our research.

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[2] Although our initial data collection involved corporate coworking spaces (those operated by corporate brands), they were not included in our study as we discovered that the community characteristics such as size and member relationships are vastly different between corporate coworking spaces and others.

Table 3.1: Research Sites

Number (Location)	# of Users	Interviews (Numbers)	Description	Classification
Independent 1 (Urban Ontario)	30~50	Founder (1)	Coworking space founded by individual, without prior knowledge of coworking movement. Majority of members are small business owners and mobile knowledge workers (freelancers, remote workers, contractors).	Coworking as a lifestyle movement
Independent 2 (Urban Ontario)	50~70	Community Manager (1)	Coworking space initially operated by a firm in other industry. Majority of members are small businesses.	Independent co-working office
Independent 3 (Urban Ontario)	70~100	Founder, Community Manager (2)	Coworking space founded by individual, before prevalence of coworking. One of the pioneers of the coworking industry in the Greater Toronto Area. Majority of members are startups and mobile knowledge workers.	Coworking as a lifestyle movement
Independent 4 (Urban Ontario)	50~70	Founder, Members (5)	Coworking space founded by individuals. Majority of members are mobile knowledge workers in Media, Arts, & Entertainment industry.	Coworking as a lifestyle movement
Independent 5 (Urban Ontario)	30~50	Founder, Members (6)	Coworking space founded by individual, with a purpose of creating a startup-only coworking space and building a network of startups in a specific area of Greater Toronto. Warehouse service is provided for members. Majority of members are startups and small business owners.	Coworking as a lifestyle movement
Independent 6 (Urban Ontario)	30~50	Founder, Community Manager, Members (8)	Coworking space founded by individual. Majority of members are startups and mobile knowledge workers.	Coworking as a lifestyle movement
Independent 7 (Urban Ontario)	50~100	Founder (1)	Coworking space founded by individual. This space offers child-care service for parents with young children. Majority of members are startups and mobile knowledge workers.	Independent co-working office -> Coworking as a lifestyle movement

Independent 8 (Urban Florida, USA)	50~70	Founder (1)	Coworking space founded by individual. This space offers business incubating service to all the members. Majority of members are early stage entrepreneurs.	Coworking as a lifestyle movement
Independent 9 (Rural Ontario)	30~50	Community Manager, Members (5)	Coworking space founded by individuals. This space is located in a rural region of Ontario, Canada. Majority of members are mobile knowledge workers.	Coworking as a lifestyle movement
Independent 10 (Rural Ontario)	30~50	Founder (1)	Coworking space founded by individual. This space is one of pioneers of coworking space in the Ontario area. Majority of members are mobile knowledge workers.	Coworking as a lifestyle movement
Independent 11 (Urban Ontario)	10000+	Executive (1)	Network of coworking spaces operated by startup. This startup works with local cafés, local restaurants, and independent coworking spaces to create a flexible office solution for entrepreneurs and mobile knowledge workers. For local cafés and restaurants, operation as a coworking space is limited to the idle time of the location.	Independent co-working office
Independent 12 (Urban Ontario)	50~70	Founders (1)	Female-only Coworking space founded by individuals. Target audience is female entrepreneurs and mobile knowledge workers.	Coworking as a lifestyle movement
Non-profit 1 (Urban Ontario)	200~250	Executive (1)	Coworking space operated by a non-profit organization. Focused on social innovation initiatives. Members are startups, small businesses, and mobile knowledge workers.	Specialized coworking
Non-profit 2 (Urban British Colombia)	150~200	Executive, Community Manager (2)	Coworking space operated by a non-profit organization. Focused on the social sustainability sector. Majority of members are startups, small businesses, and mobile knowledge workers.	Specialized Coworking

Data collection

While interview was the primary method of data collection, data collection also involved observation of activities in coworking spaces and research notes recorded during the conference, where participants were holding discussions about issues relevant to our research. We also included internet webpages of coworking spaces as archival documents published online. Use of these three primary data collection mechanisms and intense engagement in the field helped us create a richer understanding of the coworking space industry (Miles & Huberman, 1994; Suddaby, 2006). Details about each data collection method are explained below.

Interviews We used semi-structured interviews that were designed to gather narrative data and an iterative process of collecting and analyzing data, obtaining new participants, and conducting follow-up interviews based on constant comparison of data (Glaser & Strauss, 1967). Interview protocols were adjusted over time to reflect themes that emerged during data collection (Spradley, 1979). Appendix B and C show the interview protocols used in this research.

Different interview questionnaires were used for coworking space management (founders, executives, and community managers) versus members. For managerial roles, the questions focused on the participant's thoughts and experiences regarding community building in the coworking space. We asked about the journey of building the community, the meaning and importance of the community, and their everyday tasks as managerial personnel in coworking spaces. For members, the questionnaire focused more on their coworking experience as a member. Specifically, we asked the members to describe how they joined the coworking space, their experience in social events, and the outcomes of community activities such as new friendships and collaborations.

Each interview lasted 20 to 40 minutes and a total of 36 interviews were conducted. All interviews were recorded and transcribed. More than 300 pages of interview transcript were documented. Also, informal interviews were conducted when opportunities arose for learning more about the phenomenon.

Observations A lived research experience in the field, which includes a first-hand account and impression of events, helps researchers with context immersion (Corbin & Strauss, 2008). To better understand the general environment of working as a member of a coworking space, the first author spent several hours a week in Nonprofit 1's coworking space from June 2019 to September 2019. The first author also attended community events held by coworking spaces including a community lunch (Independent 4, 9), an anniversary party (Nonprofit 1), tours (Nonprofit 1, Independent 1, 2, 3, 4, 5, 6, 7, 9, 12) and other events where possible. This proximity allowed us to understand how community works in coworking spaces and to establish close relationships with members of the coworking spaces in our study.

The first author also recorded field notes at the GCUC sessions related to community-building activities of coworking spaces. Attending this conference helped us further understand emerging issues in the coworking space industry as well as the challenges associated with building community in coworking spaces.

Archival data Additional archival data were collected including GCUC presentations given by research participants, online webpages of participating coworking spaces, and any other relevant documents related to participating in coworking spaces that are publicly accessible or for which we were granted access. These documents helped us triangulate what was learned in interviews and during field observations.

Data coding and analysis

We employed a qualitative method because we are interested in the community-building process as experienced by leaders and members of coworking communities from their own perspectives (Burrell & Morgan, 1979). We adopted the 'theory elaboration' approach of qualitative studies (Fisher & Aguinis, 2017; Lee, Mitchell, Sablynski, 1999) because there is limited work conducted to-date on the creation of entrepreneurial communities (Edmonson & McManus, 2007). Theory elaboration, a combination of inductive and deductive styles of theorizing, is well suited to the research of nascent phenomenon since it involves "identifying pre-existing conceptual ideas about a focal topic and then extending those ideas via a study's empirically grounded findings"

(Jennings, Edwards, Jennings, & Delbridge, 2015). We also expand the application domain of an existing theory to the new theoretical context (Jaakkola, 2020), as we use the four dimensions of identity leadership (Steffens et al., 2014) to explore community-building aspects of the SIMOL.

We analyzed the data using an open-coding approach (Strauss & Corbin, 2008). First, we made informant-centric first-order themes by selecting, categorizing, and labeling direct statements. First-order coding was conducted by reviewing interview transcripts. Archival data was visited to supplement the first-order codes from interviews. We identified 'thought units', which are the words, lines, or passages that represented a fundamental concept (Patvardhan et al., 2015). We used 'in vivo' labels, which are the terms used by informants, wherever possible. Also, to keep labels as close as possible to the informant's own words, we assigned labels that align with informants' meanings to capture first-order observations (Spradley, 1979). Because the model of this study involves both data collected from coworking space executives and coworking space members, we have noted whether identified codes reflect coworking space executives or members (Patvardhan et al., 2015). We also compared and contrasted data over time and across informants and sources (Glaser, 1978) to establish analytic distinctions among the codes. As we worked through the data, we compared thought units with previously identified first-order codes and either categorized new data under existing codes or created new codes where the data had new, distinct meanings. Through this iterative process, we identified 54 first-order codes.

Next, we conducted axial coding by assembling first-order themes to more theoretical perceptions and creating researcher-centric second-order themes (Strauss & Corbin, 2008). Using constant comparative methods, we aggregated 54 first-order codes into 5 second-order themes. Finally, we conducted selective coding by integrating second-order themes into overarching theoretical dimensions. To achieve this goal, second-order themes from axial coding were further elaborated, integrated, and validated (Vollstedt & Rezat, 2019). We used member checks (Cho & Trent, 2006; Koelsch, 2013; Lincoln & Guba, 1985) to validate our findings with key informants at various stages in the study. Key informants provided feedback and supplemented the model of this study when

necessary. Further, we have recorded research audit trail of qualitative research reviewed by an external researcher to make sure that the findings are grounded in the data, not tainted by inquirer bias (Chwalisz, Shah, & Hand, 2008; Halpern, 1983).

3.3 Findings

Overview

Figure 3.1 shows the data structure pertaining to the community-building efforts by founders, executives, and dedicated community managers in coworking spaces. Founders and executives also performed the role of community managers in our research sites in both independent and non-profit coworking spaces. Therefore, we hereafter include founders and executives of coworking spaces in the category 'community managers'. A theme 'Thriving as a community' also includes members' perspectives of their community experience in coworking spaces.

Figure 3.1: Coding Structure

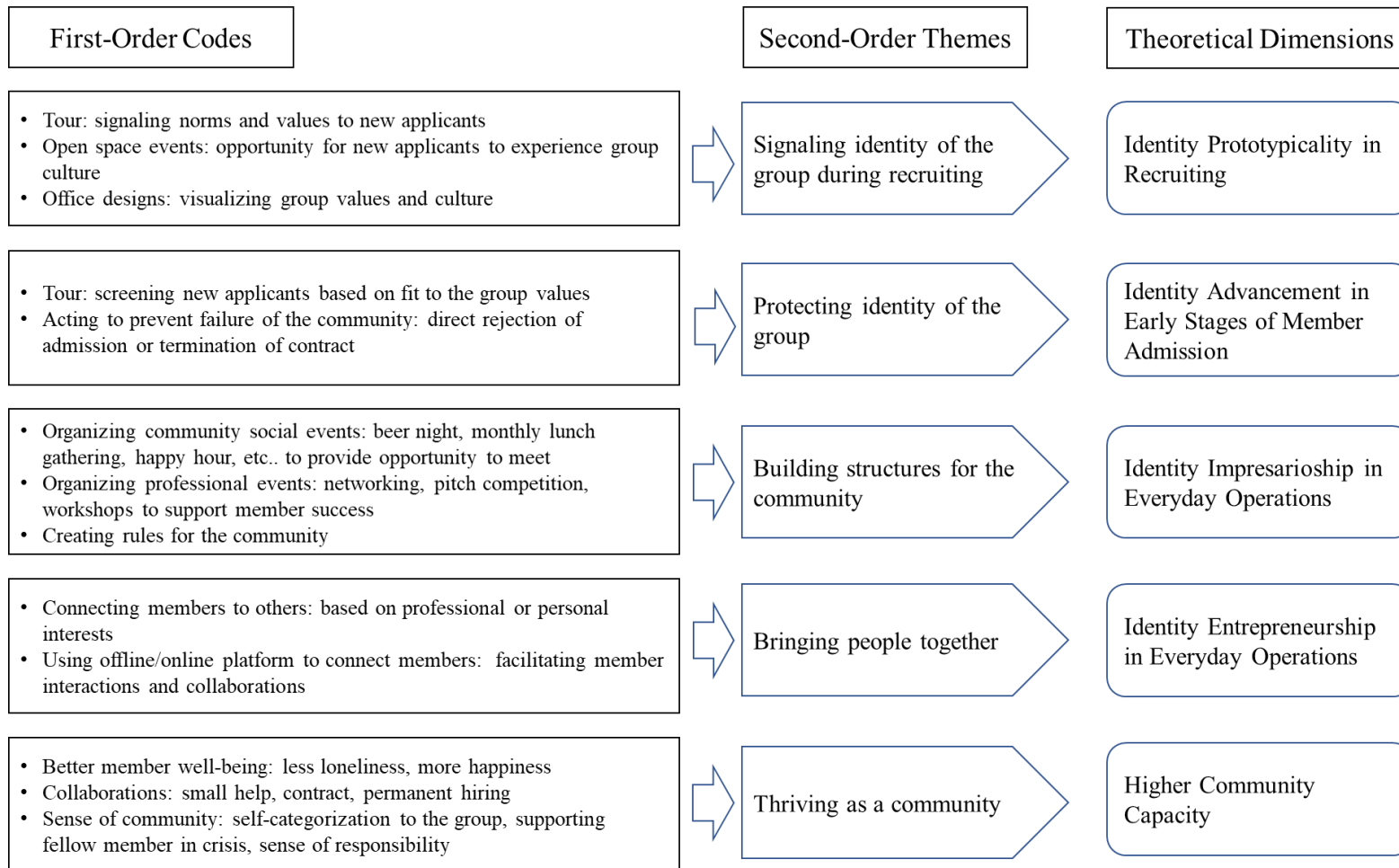| First-Order Codes		Second-Order Themes	Theoretical Dimensions
• Tour: signaling norms and values to new applicants • Open space events: opportunity for new applicants to experience group culture • Office designs: visualizing group values and culture	⇨	Signaling identity of the group during recruiting	Identity Prototypicality in Recruiting
• Tour: screening new applicants based on fit to the group values • Acting to prevent failure of the community: direct rejection of admission or termination of contract	⇨	Protecting identity of the group	Identity Advancement in Early Stages of Member Admission
• Organizing community social events: beer night, monthly lunch gathering, happy hour, etc.. to provide opportunity to meet • Organizing professional events: networking, pitch competition, workshops to support member success • Creating rules for the community	⇨	Building structures for the community	Identity Impresarioship in Everyday Operations
• Connecting members to others: based on professional or personal interests • Using offline/online platform to connect members: facilitating member interactions and collaborations	⇨	Bringing people together	Identity Entrepreneurship in Everyday Operations
• Better member well-being: less loneliness, more happiness • Collaborations: small help, contract, permanent hiring • Sense of community: self-categorization to the group, supporting fellow member in crisis, sense of responsibility	⇨	Thriving as a community	Higher Community Capacity

Table 3.2 displays quotes that were used to create the first-order codes and develop second-order themes. Below, we discuss the second-order themes in more detail before proposing a theory of building community.

Table 3.2: Representative Quotes

Representative Quotes and Archival Entries Underlying Second-order Themes	
Theme 1. Signaling Identity of the Group During Recruiting (Identity Prototypicality)	
Tour: Signaling norms and values	"What I would do is, for all of our walk-ins, I would give the tour because I would approach it from a sales point of view. (...) I'll genuinely try and show them what would work for them in the space. And then I would tell them, the members that are currently in the space and kind of like what those members are up to so that they get a sense of what the community and what culture is like. (...) What we would do is on the tour is we would try to emphasize that you need to have those (social) values either through your business or personally yourself." (Community manager, Non-profit 2)

"At the beginning, I tell them (members), you must double your income. That's one of the conditions we have - then everybody laughs, and they accept it because it's a good condition. It's boosting them up. So that's a purpose you are in business. Don't slack in business, and don't be a procrastinator that the not achieving the goals you want to achieve." (Founder, Independent 5)

"When someone writes me and says I'm interested in your coworking space, my response is usually that we want people who want to be a part of the community, not just looking for a desk. I want people who are helping (other) people grow." (Founder, Independent 1) |
| Open space events | "So, every first Tuesday of the month, we do a thing called Community lunch of drop-ins. First, we invite drop-ins, usually drop-in is $30 a day. This for this case, it is now at $10. For that day, people can come in for the day to work. Around 12:30, we gather all together and we have a lunch, that we provide all the food. (...) So, it's very much an event to feel good about being part of this community and to be open to meet other people in the space." (Founder, Independent 4) |
| Office design that visualize group values | We believe we can so we do (...) This is a supportive community of women-identified people working hard to turn their goals into reality (...) The idea of our space isn't just about turning sour situations sweet, but choosing to create something, anything, that will make your life richer. (Vision statement of Independent 12) |

Theme 2. Protecting Identity of the Group (Identity Advancement)	
Tour: Screening new applicants based on the fit to the group values	"And when someone comes in for a tour, we typically sign them up for the tour. And if they want to apply the there's an application process, and the process isn't just, how much money like that. It's more like, what, what do you what social purpose do you bring to the community? What can you give to our community? What do you hope to receive? And then when I interview them, I asked them one question, and it's how do you want to change the world? Everyone should have that answer, or they're probably not a good fit for this space." (Executive, Non-profit 1)
	"We do a tour interview like we do a face to face interview. So, we need to know you, we need to see you, we need to hear you. We need to see how you react to the space when you come in. (…) We've probably had about four or five men, potential members that we've said no, we've said this is this isn't the right place for you. And the good thing was in that, we have other (coworking) places in the city, and I would kind of measure them up and say, not a good fit here, but you should check out A space, or you should check out B space or something. So, it wasn't a complete dismissal. It was just a Hey, I don't think this is a good fit. But even people that have come on that have ended up being, you know, bad actors (in our community). We've asked them to leave." (Founder, Independent 10)
	"So, the thing is, we can't we didn't we had like a rule where we wouldn't turn people away if they weren't social impact focus. (…) But like, you identify with these community-building goals that we have that we want you in our space, if you don't identify with them, then we don't want you in our space. So, they would naturally feel whether they should be there or not." (Community manager, Non-profit 2)
Acting to prevent failure of the community	"I really protect the vibe here. (…) Because I don't want anyone to be here that doesn't want to be here. Because like, I know that for some people, if there's someone there that makes you uncomfortable or unhappy, it can ruin your day. Right? (Founder, Independent 1)
	"There have been some people who were getting rejected the application. And that's because in the tour they used abused language that said to us that they would be not safe to women. Or they were like they had some sort of either racist or misogynist language. And we were like, yeah, they're not welcome. And we told them that, like, they're just not welcome in the space." (Founder, Independent 7)

"Anybody can access the space on a day trial. Or, they (can) sign up for a month trial. Members are able to lets us know if a member interrupts them too much. We have "3 strike you are out" rule. "(Cofounder, Independent 4)

Theme 3. Building Structures for the Community (Identity Impresarioship)	
Organizing community social events that gather members together	"(Monthly community lunch) is also a place where we get to reintroduce ourselves. So, because not every all the new members knows each other. Right? It can be very repetitive, but I think it's really important for new members to feel welcome in the community. So, you know, get everyone to introduce themselves and talk about the events coming up in a month. (…) And we also have a time for open for discussion. So, we're for them to provide feedback, and some are more open than others. And we also invite them to write us a message if they're unable to do that." (Founder, Independent 4) "And then what I'll do is I'll introduce people to each other within the Coworking spaces. I'll host events, after five o'clock, I'll have little socials like Thirsty Thursday where people gather in the kitchen and get to know each other over drinks. As a host I'll plan all the events that happen that gives people opportunities (to meet). I will actually bring people randomly in the day to meet other people who are there. Like, it was just a really good opportunity to have people collaborate as well." (Community manager, Non-profit 2) "But then we'll also do social events. So, every two Fridays, we do beer Friday, where we just buy alcohol for the members. Yeah. And then every two months, we do what we call a mix and mingle, which is a bit more formal, but we put invites out and try and get everyone to come along." (Community manager, Independent 3) "One of the core events we started with was just a simple open coffee club. So that was it's a very specific event that there are no commercials and you can't sell. It's a strict it's strictly a community style event where you're coming to share experiences and knowledge." (Founder, Independent 10) "I think having a community manager and just having events creates opportunities, just for people to participate if they want to or not. And then maybe you share interests with people or not. (…) And it's nice to have the photos on the wall too." (Member, Independent 4)
Organizing professional events - workshops	"Every November, we do a pitch competition for different businesses in the space. They're just pitching their business ideas and the winner gets prize. Obviously, it's a good opportunity for the business to win a prize, but also for the community to get to know

what other members are doing. (...) Other events we've run, like we've done a wellness day, which will do again in October, which is targeted at certain mental health side of things and physical wellness. Especially in the startup world and entrepreneurial world. A lot of people in that world if you like go through burnout." (Community manager, Independent 3)

"We created a group called 'wellness works'. So, we run free community yoga every Thursday morning. We get like 10~15 people week, every Thursday, downstairs. So, we created a yoga studio downstairs, (...) And we have a lot of different individuals running well-being. We participate in Mental Health Week. So, we have a week-long programming for that." (Executive, Non-profit 1)

With the CIC, they do something on Thursdays called venture cafe. (...) Venture Café is a, it's all the entrepreneurs can go and network and they'll have like special events where maybe one event would be like a talk or will be like a mini conference for a targeted industry. So, every week it changes and it's a weekly. Thursday networking event where they give you wine and beer and food. And it's just very laid back. (Founder, Independent 8)

"Just like training and workshops where members sell to each other, so like a baby related workshops, or infant feeding workshops happen, photography workshops, and a lot of like professional focused events like MailChimp, or email focus workshops, those ones tend to be really popular." (Founder, Independent 7)

"Beginning of the year, we were really interested in tax season. (...) Entrepreneurs are smart, but like we're not tax experts. In fact, in your first couple of years filing your taxes, you just don't know what to do, right? So, like, what are you supposed to do? So, we ran a tax session we had a room of people that are asking questions they may not have been able to ask, and they weren't often the hardest questions. They're just the questions. They just didn't know the answer. And to be around other people that are also in those situations and might have solved it. And so again, like it's by being in the room, now you can support each other."
(Executive, Independent 11)

| Creating rules for the community | "Things that I would start with doing though is, I would always have kind of, like acknowledgments in our space so like, there would be like certain rules, people would not necessarily rules, but we would just call them acknowledgement. So, like, everyone had to respect each other. No one's ideas were bad ideas, like stuff like that. That everyone Kept with each other." (Community manager, Non-profit 2) |

So, this is a very much an organic group of people having pets and bringing them to the office, we just recently started building a policy around it. So, when the founder has a pet, XYZ has a dog in space is very, it's very healthy. People enjoy petting them. Like a psychological therapy thing to it. And, and so we have maybe three dogs right now that come in on a daily basis. And they're extremely well behaved. (Founder, Independent 4)

"So, we have official top rules that any member or dog apply to. So really, you have to maintain a professional environment, right? Even though we're happy for an element of casual and love people bring their dogs and stuff because it does contribute to, it just an enjoyable place to work. But it is a fine line, because you have a situation where people's dogs are sprinting in the space, distracting and everything. So I think often we probably every three to four months, we have to send out an email reminding dog owners of like, the responsibilities, you know, when you bring the dog to the office, because what tends to happen is, after you send an email like that out, everyone sticks that for a while and an overtime members and stuff your memory goes wherever. So, it just people start to get more relaxed about it." (Community manager, Independent 3)

Theme 4. Bringing People Together (Identity Entrepreneurship)	
Connecting members to others	"So I think that a lot of people come to me in this way, hey, designer, x y said, this person specialized in this, and this person is really good with that, and I'm happy to talk with anybody for half an hour about what they're looking for, I think it's my responsibility is making sure that they find what they need, and that's kind of like the value that you want to provide inside the community as a founder, is to make sure that they're getting what they're looking for." (Founder, Independent 4)
	"And then what I'll do (with a new member) is I'll introduce people to each other within the Coworking spaces. (…) I will actually bring people randomly in the day to meet other people who are there. Like, it was just a really good opportunity to have people collaborate as well." (Community manager, Non-profit 2)
	"If they're in the space, the same day or even when they're not, I'd be like, A, and P is here. He's going to talk about this. You guys get along. (…) And I just want to put them in the same room together and just like, you know, watch it happen. But we did that to even just connecting people with businesses and like if somebody needs a graphic designer, Oh, here we have one. Okay, you guys connect. One member, R has maybe collaborated with like at least 20 people in the space, which is nuts. (That's awesome), right? And it's just

connection and just putting people together and it's amazing."
(Community manager, Independent 9)

Using offline/online platform to connect members	"We have a Slack channel that all members can talk to. So what we've said is like, if you want to host an event, just talk to us, book the space, whether you want to book the whole main space or the workshop room, send us a little blurb, we'll put it in the newsletter, you can post it on Slack, and it will help you get people out." (Founder, Independent 7)
	Usage of physical billboards to introduce member's business in single place - Independent 1, 4, 9, 12
	Usage of online webpage to introduce members' business in single place – Independent 1, 2, 3, 4, 6, 9, 12

Theme 5. Thriving as a Community (Community Capacity)

Better well-being	"I'm fine, I'm better and stuff. (…) It's kind of refreshing. It's kind of a different environment never been in this kind of environment." (Member, Independent 6)
	"I think it's definitely I feel happier than just being in my apartment. (…) I don't feel lonely, which is nice. (…) It gets pretty lonely if you're not living in proximity to ever like to your friends. (…) I feel like I'm part of society in a sense (by working in coworking space)". (Member, Independent 4)
	"Definitely not isolated. Yes, for sure. If I'm an entrepreneur, I personally mean I'm a people person, I have to go outside and talk to others. Yeah. If you are in trouble, if you're not ready to go and mingle, then you can just have a chat. But I personally, I met a lot of people. And a lot of mentors, I believe. And I learned from them." (Member, Independent 5)
Collaborations	"I work for a company; we make a tool that quite a few people in the space use. I noticed that some of them (members) were struggling with something. And we had an experimental version. Then I was like, Oh, you can try it. I was chatting to one of them – we were having lunch at the patio. And in my head, I was thinking I'll be good when that's released. So, I can tell him about it. And then when it was ready, so they sent him a slack message. And then he tried it out and was enjoying it. (…) It's been on my mind that I could probably, like volunteer to show people how to use the tool that more effectively." (Member, Independent 4)
	"One member, R has maybe collaborated with like at least 20 people in the space, which is nuts. And it's just connection and just putting people together and it's amazing. (…) Because we're all kind

of becoming friends, too. It's like you're suggesting to your friends like, Oh, I got this person over here and they do this and yeah, it's just awesome. The connections I think are the best (part of coworking)." (Community manager, Independent 9)

"K (the owner) has helped putting it in the right order. Let's meet and greet and find out shared values, and then let's collaborate. And then let's win in the marketplace." (Member, Independent 5)

"I think it's a lot because everyone's just trying to help themselves. Like, say, for example, someone's a photographer and say that someone's a motivational speaker, if this person wants to get a profile pictures done, or if they want to get like a photoshoot to put on their stuff, you know, they would hire the photographer. So, everyone's internally trying to hire and help each other. So, there's a lot of growth - like this person gets the photographer gets a portfolio, and this person gets the shots that they want. So, I feel like internally they're always trying to help each other out. Much like C (the owner) tells me, right? (...) But she (the owner) still helped me get like a part time job. And I'm working with her now, who would have thought so?" (Member, Independent 6)

Sense of community

"The one of the ways I measure that (sense of community) is, when a new member comes in, or somebody who's not a member yet, there was asking us about safety in the space, you know, this my laptop safe? Can I, can I leave my phone and go to the washroom? And it's almost a foreign question to me because it's so obvious that your stuff is safe. Never even, I wouldn't make an idol leave my purse in the middle of the road. And I think, oh, that's funny, because we actually have like 30 4050 people a day that walk through here. But they're all incredibly trusting, like they're trusting us with their children. So, everybody is very respectful of the space." (Founder, Independent 7)

"You'll often see, you know, the same people getting the same coffee every day, the grooves in the coffee, they know everyone by name now and it's like that show cheers, right? Sometimes you want to go where everyone knows your name. Yeah, there's definitely connections that were created that I think are long-lasting. Friendships." (Executive, Non-profit 1)

"Its people coming in people having a general interest people taking, taking on the people building, like ownership, a sense of ownership as part of this group of people that we're all in this industry together, we're all going to help each other out. And we're all going to support each other. Let's create a physical space for that." (Founder, Independent 4)

"They would make posts like, I'm a part of the H, and I'm so happy to be a part of that people feel really, really warm about being a part of it. I'm not I rent space at the H, like I am a part of it. So, identity is part of them." (Founder, Independent 1)

"I really think this main area, wherever and the kitchens here, so everyone comes to eat their lunch here, and everything really encourages that collaboration. So, I think there definitely is a sense of us, if you like. And also, I think that is why many of our members have stuck around for a long time. We have members who have been here for six years, or at least five years. It's not that every member stays you're not alone, of course, but like, I think that that's a good sign" (Community manager, Independent 3)

Theme 1. Signaling identity of the group during recruiting

The first stage of building an entrepreneurial community in coworking spaces is recruiting like-minded members. Coworking spaces carefully design how they recruit new members in the space to bring a 'like-minded' group of people into the coworking space. Coworking spaces are differentiated from other institutions that operate among groups of entrepreneurs, such as business incubators and accelerators, by the fact that coworking spaces, unlike accelerators, do not request equity of the startup (Dempwolf, Auer, & D'Ippolito, 2014); nor do they have a competitive application process like incubators (Bank & Kanda, 2016). However, independent coworking spaces and non-profit coworking spaces still have application procedures for attracting the 'right people' for the community and screening out inappropriate candidates. Two different types of events are designed to recruit new members: tour and open space events.

Tour is the most widely used method for a coworking space to recruit new members. When new applicants contact a coworking space, the coworking space schedules a personal tour with the applicant. This personal tour is carefully designed by the coworking space to introduce the coworking space to new applicants. As indicated in the quote below, community managers who operate a tour, not only introduce the physical layout of the coworking space, but also signal the identity of the coworking space including the culture, norms and values of the coworking community:

> *What I would do is, for all of our walk-ins, I would give the tour because I would approach it from a sales point of view. (...) I'll genuinely try and show them what would work for them in the space. And then I would tell them, the members that are currently in the space and kind of like what those members are up to so that they get a sense of what the community and what culture is like. (...) What we would do is on the tour is we would try to emphasize that you need to have those (social) values either through your business or personally yourself. (Community manager, Non-profit 2)*

For Non-profit 2, the dominant identity of the coworking community is social entrepreneurship. The community manager signaled the social initiatives during the tour to make sure that new applicants were aware of the identity of the coworking space.

Another method to recruit like-minded new members is hosting open space events. Open space events are designed as social activities such as happy hour or a community lunch. New applicants who are seeking coworking space membership are invited to these events to experience a day in the coworking space. Also, current members of the coworking space are encouraged to bring their friends who are interested in working at the coworking space. New applicants who participate in open space events are encouraged to try working at the coworking space for discounted rates. The following example illustrates an open space event:

> *So, every first Tuesday of the month, we do a thing called community lunch of drop-ins. First, we invite drop-ins, usually drop-in is $30 a day. This, for this case, it is now at $10. For that day, people can come in for the day to work. Around 12:30, we gather all together and we have a lunch, that we provide all the food. (...) So, it's very much an event to feel good about being part of this community and to be open to meet other people in the space.*
> *(Founder, Independent 4)*

Participating in community events as a new applicant is a good way to experience the culture of the coworking space. In the case of Independent 4, the first author participated in this 'community lunch' open space event and was able to experience the freelancer-centered culture of this coworking community.

Further, signaling of the identity, including culture, norms, and values, is not only delivered verbally, but also visually. A coworking space signals its identity by

visualization metrices such as office design, billboards, drawings, and vision statements. An example of visualization is illustrated below:

> *We believe we can so we do (...) This is a supportive community of women-identified people working hard to turn their goals into reality (...) The idea of our space isn't just about turning sour situations sweet, but choosing to create something, anything, that will make your life richer*
> *(Vision statement of Independent 12)*

Independent 12 visualized their identity—a supportive community for female entrepreneurs—on the wall, their business cards, and the billboard in the space. Anyone who visits Independent 12 can recognize the unique identity of this coworking community.

Signaling identity during the recruiting stage helps new applicants evaluate whether a coworking space is a good fit with their own personal identity. Members mentioned that they initially searched for coworking spaces based on basic real-estate factors such as price and location. After passing this first-round evaluation, the vibe and culture of the coworking space as experienced during the tour (or during open space events) became the important decision criteria. New applicants evaluate their taste for the identity of the coworking space and whether they can 'fit in' to the coworking space naturally. Whether the new applicants have commonalities with the identity of the coworking community and whether they like the vibe/culture of the coworking space was the key factor in choosing a specific coworking space, as illustrated in the following example.

> *Well, I considered X space a while ago, wasn't what I was looking for. They kept calling me trying to sell me something. And there was a company called Y at B region and then went there, and nice setup, but just the vibe, and that's a personal thing, it just wasn't right for me. It is then there was a place in A region, which definitely presented more of a laid-back kind of environment. (...) For me, I was looking for a place to work, I was not looking for a place to hang out. And I'm not saying that's what they're doing. But what they were selling, at least to me was the kinds of things I would be looking for if I was looking for a full time (paid employment) job. (Member, Independent 5)*

In summary, signaling the unique identity of a coworking space during tours and open space events helped coworking spaces bring like-minded individuals into the community.

Therefore, the tour and open space events are critical processes for coworking space operators to deliver their unique identity to new applicants.

Theme 2. Protecting identity of the group

The tour of a coworking space not only signals the culture of the coworking space to the new applicants, but also functions as an informal interview to screen new applicants. During the tour, a community manager asks various questions of the applicant regarding their office needs and their personal and professional interests. Community managers mentioned that by having these conversations with applicants, they can naturally identify if the applicant demonstrates a good fit with the coworking community. The 'fit' is determined by various characteristics of the applicant such as personality, office needs (shared desk or private suites), and professional background. Most of all, being 'like-minded' with the current community members was an important criterion to evaluate the fit. If the applicant did not seem to have a good fit with the community, community managers recommended other coworking space options, refusing admission indirectly instead of turning these applicants away directly. They deliberately chose to softly reject applicants, so as not to hurt the relationship between the applicant and the coworking space. The process community managers use to screen new applicants during a tour is described below:

> *We do a tour interview like we do a face to face interview. So, we need to know you, we need to see you, we need to hear you. We need to see how you react to the space when you come in. (…) We've probably had about four or five men, potential members that we've said no, we've said this is, this isn't the right place for you. And the good thing was in that, we have other (coworking) places in the city, and I would kind of measure them up and say, not a good fit here, but you should check out A space, or you should check out B space or something. So, it wasn't a complete dismissal. It was just a Hey, I don't think this is a good fit. But even people that have come on that have ended up being, you know, bad actors (in our community). We've asked them to leave. (Founder, Independent 10)*

However, stronger measures such as the rejection of an application or terminating the current rent contract were also used if the new applicants/members were threatening the safety and harmony of the community. For reasons such as misogyny, racism, and

abusive personality, community managers may directly refuse the new applicant or terminate the membership contract. Interestingly, the founder of Independent 1 highlighted how she 'protects' the vibe of the coworking space. In other words, community managers were protecting the identity of the coworking community by screening and removing potential threats during the application process, as illustrated below:

> *I really protect the vibe here. (…) Because I don't want anyone to be here that doesn't want to be here. Because like, I know that for some people, if there's someone there that makes you uncomfortable or unhappy, it can ruin your day. Right? (Founder, Independent 1)*

Theme 3. Building structures for the community

Community managers of coworking spaces create structures consisting of various events that give their members an opportunity to meet and build relationships. Specifically, coworking spaces we observed host a weekly or monthly community event to which all members in the coworking space are invited. This event includes dedicated time to introduce new members to other members. Many coworking spaces offer free lunch or free snacks with these events to increase the participation rate, creating a good opportunity for individuals to meet other members in the coworking community.

> *We'll also do social events. So, every two Fridays, we do beer Friday, where we just buy alcohol for the members. And then every two months, we do what we call a mix and mingle, which is a bit more formal, but we put invites out and try and get everyone to come along. (Community manager, Independent 3)*

Throughout the interviews, a consistent pattern emerged from the data showing that community managers create a structure for the events that enable their members to meet and interact. In other words, community managers deliberately devise various activities that bring the group together. Members of coworking spaces often have flexible work schedules, which can make it difficult to know other members in the community in the absence of organized gatherings. However, the structures built by community managers, like regular social gatherings described above, help individuals with diverse backgrounds and interests to gather as an entrepreneurial community.

Community events in the coworking space not only include community social gatherings, but also internal workshops or events for specific purposes such as yoga classes, business model pitch competitions, and digital marketing workshops. These events are designed to help members of the coworking community by sharing knowledge, increasing the level of physical and mental well-being, and building networks. In other words, community events are designed for members of the coworking community to function effectively. The following quote highlights examples of different workshops and events designed for the community:

> *With the ABC, they do something on Thursdays called Venture Café. (…) Venture Café is a, it's all the entrepreneurs can go and network and they'll have like special events where maybe one event would be like a talk or will be like a mini conference for a targeted industry. So, every week it changes and it's a weekly Thursday networking event where they give you wine and beer and food. And it's just very laid back. (Founder, Independent 8)*

Community managers also build the structure of the community by establishing the rules of the coworking community. Rules are created to provide guidelines for using communal spaces, such as 'allowing only 3~4 pets to be in the office on a single day', 'use the phone booth or call outside if long phone conversations are needed' and 'use ear plugs for 'do not disrupt''. These guidelines are made to prevent any potential disputes between members and any other uncomfortable situations while using shared office space. Also, the rules of coworking spaces are continuously created and modified, as members give feedback to the community managers regarding any difficulties or annoyances encountered when using the shared office space.

> *So, this is a, very much an organic group of people having pets and bringing them to the office; we just recently started building a policy around it. So, when the founder has a pet, XYZ has a dog in space is very, it's very healthy. People enjoy petting them. Like a psychological therapy thing to it. And, and so we have maybe three dogs right now that come in on a daily basis. And they're extremely well behaved. (Founder, Independent 4)*

Theme 4. Bringing people together

When new applicants join the coworking space, community managers put significant effort into helping them assimilate into the new community. All the community managers (and founders) of independent and non-profit coworking spaces we interviewed mentioned that they step in to help introduce new members to the community. Initially, community managers focus on building relationships with new members and gaining more knowledge about their professional and social interests, as well as personal characteristics. This is a necessary step before introducing new members to other members of the community.

> *What I would do is, when I onboard a new member, I genuinely get to know*
> *them as a person. Like, I don't even ask them what their business is about right*
> *away, I get to know them as people. And from there, I get to know their business*
> *and I try to understand what their needs are.*
> *(Community manager, Non-profit 2)*

Based on acquired knowledge about the new members and other existing members, community managers introduce new members to the community using three mechanisms: regular community events, personal introductions, and billboards or online platforms. Regular community events are structured by community managers as described in the previous theme. While regular community events offer a good opportunity to officially introduce members to each other, personal introduction and other introduction methods (billboard, online platform) are also crucial for facilitating potential new connections in the community. Therefore, here we discuss personal introduction and other introduction methods in more detail.

Community managers connect members in the coworking space who might be interested in chatting with each other about either professional or social interests. Some community managers even mentioned that introducing their members to others is a 'part of their everyday job'. Community managers sometimes introduce a specific member based on a request by another member. For instance, a member might be looking for a coworker who has strong video production skills to assist with an online commercial; the community manager may search for and introduce the member who possesses these video skills. Community managers also introduce members without any request, sometimes even just randomly connecting people who are sitting in the office on the same day. For new

members particularly, community managers introduce them to other members just to help them build relationships in the coworking space. Introducing members to each other is important for the whole coworking community because the connections made in a coworking space can lead to future collaborations and friendships.

> *If they're in the space, the same day or even when they're not, I'd be like, A and P is here. He's going to talk about this. You guys get along. (...) And I just want to put them in the same room together and just like, you know, watch it happen. But we did that to even just connecting people with businesses and like if somebody needs a graphic designer, Oh, here we have one. Okay, you guys connect. (Community manager, Independent 9)*

Coworking spaces utilize both physical and virtual office designs to facilitate member interactions in the community. They put their members' names, business cards, and brief introductions on billboards to introduce members to each other. A billboard is a useful tool to supply the information about all members, considering it may be difficult to meet all members in the coworking space due to the flexible work schedules of members. Another way of facilitating member interaction is using an online community platform. Platforms such as Slack and Facebook were frequently used to provide an online community webpage that members could use to chat and collaborate.

> *We have a Slack channel that all members can talk to. So what we've said is like, if you want to host an event, just talk to us, book the space, whether you want to book the whole main space or the workshop room, send us a little blurb, we'll put it in the newsletter, you can post it on Slack, and it will help you get people out. (Founder, Independent 7)*

Theme 5. Thriving as a community

The efforts described above to build an entrepreneurial community in coworking spaces benefit members in various ways including, better well-being, collaboration opportunities, helping each other, and innovative business ideas. First, being a part of a coworking community can improve the well-being levels of members. In particular, the hedonic aspect of well-being (Ryan & Deci, 2001), defined in terms of pleasure attainment and pain avoidance, is increased. Members of the coworking space suggested that working in a coworking space helped them feel better and have improved mental

health compared to when they were working at home. Members also mentioned that they used to suffer from loneliness prior to joining the coworking space. However, making new friends and receiving emotional support from peers in the coworking space helped members feel better and achieve improved hedonic well-being.

> *Definitely not isolated. Yes, for sure. If I'm an entrepreneur, I personally mean I'm a people person, I have to go outside and talk to others. Yeah. If you are in trouble, if you're not ready to go and mingle, then you can just have a chat. But I personally, I met a lot of people. And a lot of mentors, I believe. And I learned from them. (Member, Independent 5)*

While better well-being of members is one benefit of a strong entrepreneurial community, relationships built in the community can also produce many collaboration opportunities such as winning a contract or hiring a coworker. As illustrated in earlier paragraphs, a community manager may introduce someone with specific skills to the community, knowing that those skills fit with the needs of existing members, thus facilitating potential collaborations. Also, natural collaboration opportunities occur when members meet a new person at networking events, workshops, or other community events.

> *I think it's a lot because everyone's just trying to help themselves. Like, say, for example, someone's a photographer and say that someone's a motivational speaker, if this person wants to get a profile pictures done, or if they want to get like a photoshoot to put on their stuff, you know, they would hire the photographer. So, everyone's internally trying to hire and help each other. So, there's a lot of growth - like this person gets a, the photographer gets a portfolio, and this person gets the shots that they want. So, I feel like internally they're always trying to help each other out. (Member, Independent 6)*

Even outside of work-related or profession-related topics, a coworking community can support each other when other kinds of assistance are needed. The first author observed an occasion when members of Independent 6 helped with another member's life crisis. A husband of one member suddenly went missing and the whole community of Independent 6's coworking space pitched in to help find the missing person. Members made and distributed posters of the missing family member in the local town and metropolitan area. They also made a significant effort to publicize information about the missing family

member, which was eventually covered by national and local news media. The missing family member was eventually located by police due to these efforts from the coworking community.

Finally, evidence of thriving as a community in a coworking space is observed in the shared sense of community between members. McMillan and Chavis (1986) suggest that a shared sense of community has four elements: collective identity represented by membership; influence between members and community represented by trust; community's function to integrate members' needs and resources; and shared emotional connection between members. Boyd and Nowell (2014) further advanced this construct by adding one additional dimension: responsibility. Sense of community not only increases workplace engagement and organizational outcomes (Mintzberg, 2009; Nowell & Boyd, 2014), but is also positively related to workplace well-being (Boyd & Nowell, 2017; Boyd, Nowell, Yang & Hano, 2018). We found support of these findings in the interviews with our respondents. The interviews of community managers indicated that a shared sense of community is observed in coworking communities under all five elements. Particularly, trust, shared emotional connections, and members of the community helping each other were strong characteristics demonstrating the sense of community in coworking spaces.

> *But I really think this main area, wherever and the kitchens here, so everyone comes to eat their lunch here, and everything really encourages that collaboration. So yeah, I think there definitely is, you know, a sense of us, if you like. And also, I think that is why many of our members have stuck around for a long time. We have members who have been here for six years, or at least five years. It's not that every member stay; you're not alone, of course, but like, you know, I think that that's a good sign. (Community manager, Independent 3)*

In summary, members demonstrated improved psychological well-being in coworking spaces, benefited from numerous collaboration opportunities, and supported each other when help was needed. Also, a strong sense of community was observed based on relationships built between members.

A theory of identity leadership and community building

Developing a theory includes not only connecting to the theoretical concepts, but also linking relationships between concepts in describing a phenomenon (Corley & Gioia, 2011; Dubin, 1978). By assimilating themes described in Figure 1 and combining the narrative findings to point, we establish a model of developing coworking communities by describing the relationships among concepts used in the SIMOL. When categorizing second-order themes from the data, we found that themes emerging from the data were highly correlated with the theoretical concepts described in the four dimensions of the SIMOL (Steffens et al., 2014; van Dick et al., 2018). Below we discuss how findings from the data are related to the theoretical concepts described in SIMOL and how community-building activities in coworking spaces provide new theoretical findings related to SIMOL.

Signaling identity and identity prototypicality. The first stage of building community is signaling group identity during the recruiting process of new members. A salient dimension of identity leadership related to the signaling stage is leader identity prototypicality. Previous research on identity prototypicality suggests that a leader who represents the core identity of the group and who is a model member of the group is an effective leader of the community with high endorsements (Steffens et al., 2014; van Knippenberg, 2011). The characteristics of community managers who signal the identity of the coworking space during the tour, also matter for attracting like-minded individuals into the coworking community. While the verbal communication during the tour and visual metrices such as office design and billboards are important mediums to signal the identity of the coworking space, the person who conducts the tour also significantly affects the signaling identity of the coworking space.

Particularly, the extent to which a community manager was a model member of the group affected the new member's decision to join the coworking space. Founders and community managers of independent coworking spaces often had similar previous occupations to those of their members, such as an entrepreneur, freelancer, and business consultant. These community managers were problem solvers, trying to address issues related to loneliness, distraction, productivity, and lack of social interaction encountered in working at home or working at coffee shops, by building coworking communities.

Previous experience of these community managers positions them as model members of their coworking communities because they understand members' difficulties.

For instance, members of Independent 5 indicated that K, who is a founder of Independent 5 as well as a successful entrepreneur and certified business coach, was the reason they chose to work in the coworking space. The founder himself identified in the interview that he founded the coworking space to solve problems associated with working at home or working alone as an entrepreneur. Members emphasized that the founder is knowledgeable about difficulties that entrepreneurs might experience, and the founder's vision and values attracted them to be a part of the coworking community.

> *Whereas other coworking spaces were, felt very much like, okay, this is what we have and, you know, please sign up, the owner demonstrated that he was interested in what I was doing for my business. And he mentioned how he was looking for the right mix of individuals, as opposed to just having anyone. People who come in here will share some of his goals from a personal standpoint, in terms of how he wants to give back. I just really had a good feeling about the owner; I wanted to join when I met (the owner). The face behind the place it was, it was a it was very impactful. (Member, Independent 5)*

We find that identity prototypicality amplifies the strength of signaling regarding the unique identity of the coworking space. Community managers who represent the core identity of the group, such as entrepreneurial growth or supportive culture, differentiate the community from other similar communities by sending a stronger signal of identity to applicants during the tour. Therefore, prototypical community managers are more likely to successfully recruit like-minded new members to the community than other leaders who do not represent the unique qualities of the group.

Proposition 1. Identity prototypicality of the community leaders is positively related to the social community's capability to recruit like-minded individuals.

Protecting identity and identity advancement. Theme 2, protecting identity of the group, suggested that community managers protect the core identity of the group by screening new applicants and preventing and resolving disputes in the coworking space. The dominant identity leadership dimension emerging from this theme is identity

advancement (Haslam, Platow, Turner et al., 2001; Steffens, Mols, Haslam, & Okimoto, 2016). Leaders who advance the group identity are those who promote the core interests of the group and defend collective interests of the group. They also solve problems that hinder the realization of group goals by taking appropriate actions when needed.

Community managers act as champions for the coworking community by combatting any threats to the harmony of the coworking community. Community managers could have admitted every person that applied for membership in the coworking space if they pursued only self-interest (short-term profit) over group interests. Accepting new members without screening would be an easier way for coworking spaces to increase their sales. However, the managers we interviewed chose to screen applicants to promote collective interests for the whole entrepreneurial community, bringing like-minded people into the space. For instance, the founder of Independent 7 mentioned that new applicants who use abusive language in public are not welcome because female members might feel threatened.

> *There have been some people who were getting rejected the application. And that's because in the tour they used abusive language that said to us that they would be not safe to women. Or they were like they had some sort of either racist or misogynist language. And we were like, yeah, they're not welcome. And we told them that, like, they're just not welcome in the space. (Founder, Independent 7)*

Identity-advancing leadership by community managers and founders enables coworking spaces to fully benefit from building a social community of like-minded individuals. Members of coworking spaces mentioned that they view like-minded colleagues in the coworking space as one of greatest things about working in the coworking space. Without screening applicants, a coworking space community might not achieve its full potential as a cohesive, collaborative community.

From the above discussion, a proposition can be made that community managers who show strong identity-advancement leadership characteristics will be more likely to recruit like-minded colleagues into a coworking community than other community managers with low identity-advancement characteristics.

Proposition 2. For social communities in the recruiting process, identity advancement of community leaders is positively related to the leader's capability to recruit like-minded individuals into the community.

Structuring and identity impresarioship. Leader behaviour of initiating structure has been an established element of leadership for decades, whereby the leader defines, directs, and structures the activities of followers for attainment of team goals (Bass, 1990; House & Aditya, 1997; Keller, 2006; Yukl, 2012). Empirical studies indicate that leaders who initiate structures are effective leaders who improve group level performance (Judge, Piccolo, & Ilies, 2004; Keller, 2006) as well as individual level performance (Judge et al., 2004). Identity impresarioship succeeds previous leadership literature by focusing on how a leader's activity of building structure, which is conducted based on collective interests of the group, brings a group together and helps the group function effectively (Steffens et al., 2014).

Related to the coworking space context, structuring events, including community gatherings, workshops and networking events, enables members of the coworking space to live out their membership. Community gathering and networking events help members build social capital by making new connections that also help them achieve their goals. Also, rules and guidelines created by community managers formalize the norms of coworking spaces. Formalizing norms is a necessary step to keep the community informed about how to behave properly when using shared office space. Thus, identity impresarioship characteristics of community managers are what make a coworking space properly function as a social community, rather than like a public library, for example, where a group of individuals simply share a desk in the shared office space without any personal interaction. The following quote from a member of Independent 4 clearly indicates that community managers who create social events offer many opportunities for new relationships to form in the coworking space.

> *I think having a community manager and just having events creates opportunities, just for people to participate if they want to or not. And then maybe you share interests with people or not. (…) And it's nice to have the photos on the wall too. (Member, Independent 4)*

For young social communities, identity impresarioship characteristics are crucial to make the social community function properly within the coworking space. Without the community leader's activity of building structures and arranging events, the social community will lose its key identity as a social organization and its meaning of existence. Further, members will lose their interest to remain engaged in community and may start searching for other alternatives if identity impresarioship is weak in social communities. Therefore, identity impresarioship of the community leaders of social organizations will be negatively related to the member turnover rate of a social community.

Proposition 3. For social communities, identity impresarioship of community leaders is negatively related to member turnover.

Building relationships and identity entrepreneurship. A theoretical dimension emerging in relation to Theme 4 is identity entrepreneurship. Identity entrepreneurship indicates the dimension of leadership that involves making different people in the community feel that they are part of the same group (Steffens et al., 2014). Identity entrepreneurs also define the core identity and norms of the group (Steffens et al., 2014). Previous research on identity entrepreneurship indicates that inclusive communication strategies that define group norms and identities contribute to the higher endorsement of the group leader by followers (Augoustinos & De Garis, 2012; Seyranian, 2014).

The coworking space context is unique in that members from different work organizations (or different small businesses) form a social community under a common identity as a coworking group. Therefore, crafting a shared sense of 'us' is crucial to make members from different occupations feel they are all part of the same community in the coworking space. Creating a shared sense of us is also critical for the growth of the young social community. According to the self-categorization theory, an individual's self-categorization to a social category occurs by evaluating both accessibility and fit (Oakes, 1987; Oakes, Turner & Haslam, 1991). Individuals evaluate the fit by the extent to which the social categories reflect the social reality. Specifically, a social category will produce a strong fit with an individual if social behaviour and group membership are in line with stereotypical expectations (normative fit) and if the category is more accessible

at the moment of evaluation (accessibility) (Oakes, 1987; Oakes et al., 1991). In coworking spaces, community managers increase the normative fit to the social community by facilitating an individual's active social participation in the community through regular community events. Also, community managers make the social category (as a coworking space) more accessible to their members by framing their members as cohorts in billboards, websites, and during events. Therefore, the role of community leaders to create a shared sense of us is crucial to make members feel they have a strong fit with the social community and self-categorize themselves into the social community. We propose that identity-creating characteristics of community leaders will be negatively related to member turnover in social communities.

Proposition 4. For social communities, identity entrepreneurship of community leaders is negatively related to member turnover.

Thriving and community capacity. We have described how coworking spaces demonstrated a strong sense of community, better well-being of members, and collaboration opportunities within the coworking community. Founded on these three subcategories, the construct of community capacity (Chaskin, 2001) emerged from the Theme 'thriving as a community'. Community capacity is defined as "the interaction of human capital, organizational resources, and social capital existing within a given community that can be leveraged to solve collective problems and improve or maintain the well-being of a given community. It may operate through informal social processes and/or organized effort" (Chaskin, 2001: 295). Characteristics of community capacity include sense of community, commitment to the community, ability to solve problems, and access to resources (Chaskin, 2001). Coworking spaces in our study showed a high level of community capacity by their members' strong sense of community, the community's capability to solve the loneliness problems of mobile knowledge workers, and access to resources from human capital and social capital in the coworking space. Also, community capacity in a coworking space was built strategically by organized, targeted efforts of community managers as described in the findings. These strategic efforts helped coworking space members achieve better well-being by building new social relationships.

Based on the findings, we argue that identity leadership dimensions of community leaders are positively related to the community capacity of a social community. Planning and organizing community activities are important factors that enable the community to build community capacity, which can also increase problem solving capability and access to community resources (Chaskin, 2001).

Proposition 5. Identity leadership characteristics of community leaders are positively related to community capacity.

3.4 Discussion

Overall, our analysis of coworking spaces highlights the relationship between identity leadership dimensions and community-building processes. Our theoretical model, derived from this analysis adopting the SIMOL perspectives (Steffens et al., 2014; van Dick et al., 2018), is shown in Figure 3.2.

Figure 3.2: Theoretical Model
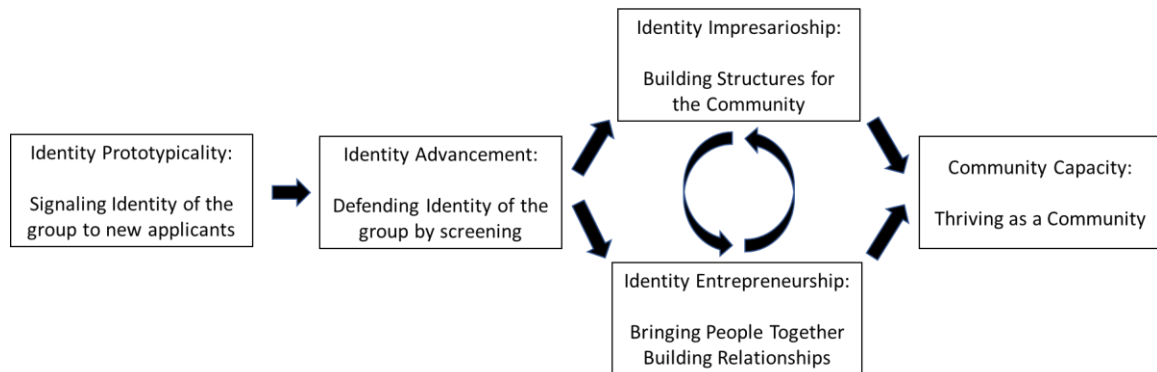
Within the dimensions that pertain specifically to the SIMOL, there were several noteworthy themes with theoretical importance. First, identity prototypicality and identity-advancement characteristics are particularly salient dimensions of identity leadership for community leaders, particularly during the recruiting stage of community creation. Community leaders who are model members of the community are in a better position to signal the identity of the group to new applicants. Also, community leaders who are defenders of the group identity screen new applicants to protect the identity and advance the community. Second, identity impresarioship and identity entrepreneurship

are notable dimensions of identity leadership for the everyday operations of coworking spaces. Community leaders of coworking spaces create the structure of the coworking space to increase social interactions between members. They also make significant efforts to create a shared sense of us between members, by connecting members. Notably, creating the structures of the community (identity impresarioship) and creating a shared sense of us (identity entrepreneurship) are correlated and enforce each other in the social community context. Finally, signaling identity to new applicants, screening new applicants, building structures of the community, and bringing people together all contribute to the thriving of entrepreneurial communities in coworking spaces. In theoretical terms, we suggest that identity leadership characteristics are positively related to the level of community capacity in social communities.

Contributions

The importance of social ties in entrepreneurship has been well-recognized in entrepreneurship research for long time (e.g., Anderson & Jack, 2002; De Carolis & Saparito, 2006; Westlund & Bolton, 2003). Although scholars have argued for the need to build social capital for venture creation and growth (e.g., Kwon, Heflin, & Ruef, 2013), there has been limited investigation of entrepreneurial communities; in particular, how entrepreneurial communities are created in a social organizational context has hardly been studied. Based on emerging entrepreneurial communities in coworking spaces, we study how coworking space builds entrepreneurial communities among like-minded individuals. Our findings suggest that it is not simply that entrepreneurs in a coworking space naturally form communities in shared offices, but rather community managers in coworking spaces carefully create and curate community by various identity leadership characteristics described by the SIMOL.

The primary contribution of this research lies in offering a preliminary theory about how social communities of entrepreneurs and self-employed individuals are formulated in coworking spaces by community managers. In particular, our findings suggest a novel lens of community curation, supplementing the view from previous research by Garrett, Spreitzer and Bacevice (2017). Garrett et al., (2017) argued that sense of community

emerged by way of members' day-to-day interactions in the coworking space. They also suggest that town hall meetings and regular community events exist in coworking spaces, but their work does not focus on efforts made by the community managers who are organizing the events. Rather, they solely focus on voluntary activities of members. Our paper supplements Garrett et al.'s (2017) findings by suggesting that community curation by community managers precedes the stage when members can voluntarily enforce the community and further develop a shared sense of community.

The key theoretical contributions of this work are twofold. The main contribution of this work is a model that elaborates the SIMOL, expanding the scope of analysis. The SIMOL has been applied in empirical settings such as work organizations (e.g., Steffens et al., 2018; van Dick et al., 2018), interorganizational R&D teams (Smith, Haslam, Nielsen, 2018), sport teams (e.g., Fransen et al., 2015), and student experiments (e.g., Gleibs & Haslam, 2016; Steffens, Schuh, Haslam, Perez, & van Dick, 2015), showing how identity leaders help a group function effectively or increase leader endorsements. However, to our best knowledge, none of these studies have addressed how identity leadership characteristics affect a social community during the community creation stage. Previous literature on the SIMOL describes identity leaders as effective leaders of established organizations. However, our findings suggest that identity leaders could also be great community builders for emerging social communities like coworking spaces. Specifically, how like-minded individuals are brought together in coworking spaces by community leaders is demonstrated using four dimensions of identity leadership. The discovery of replications and differences that emerge from different empirical contexts has been suggested as one way of elaborating existing theory (Fisher & Aguinis, 2017; Vaughan, 1992). Thus, we advance the SIMOL by examining how identity leadership dimensions explain our data collected from social organizations in the community-building stage. We also elaborate SIMOL by using it to explain community-building sequence, which improves explanatory and predictive adequacy of the theory (e.g., Fisher & Aguinis, 2017)

Limitations

As for limitations, we acknowledge that the findings of this study might not be generalizable to coworking spaces with lesser focus on community formation. Some corporate-owned coworking spaces, particularly those which were previously operated by traditional office rental companies, do not put emphasis on community building as much as independent coworking spaces launched after the boom of the coworking movement. Also, corporate coworking spaces with only private executive suites do not follow the formula of creating community described in our paper—they do not screen applicants for like-minded individuals or create a shared identity as a community. Therefore, not all coworking spaces are entrepreneurial communities filled with like-minded individuals.

Another limitation of this study could arise from external circumstances derived from the COVID-19 pandemic. The coworking space industry is significantly damaged from this pandemic due to the avoidance of shared indoor space and requirement for physical distancing. Independent coworking spaces are moving toward virtual coworking memberships, to keep their communities engaged amid lockdown situations. Also, they are transforming their shared open areas into more private office suites to ensure health and safety after reopening. However, precisely how this pandemic will change the coworking space industry and entrepreneurial communities is still obscure. Therefore, the way community managers build entrepreneurial communities in coworking spaces might look different depending on how the COVID-19 pandemic situation evolves.

Opportunities for future research

Future research flowing from this study could stem from the emergent theoretical theme 'homophily' in our data. The formation of a community is based on homophily, with selection occurring from both the coworking space level and the member level. Homophily is defined as "the principle that a contact between similar people occurs at a higher rate than among dissimilar people" (McPherson, Smith-Lovin, & Cook, 2001: 416). The similarity might exist based on various dimensions such as gender, race, age, values, beliefs, and norms (Lazarsfeld & Merton, 1954). McPherson and Smith-Lovin (1987) suggest two different types of homophily that affect tie formation: choice homophily and induced homophily. Choice homophily refers to the individual-level

propensity to choose similar others. Induced homophily, on the other hand, refers to the consequence of the homogeneity of structural opportunities for interaction such as a local neighbourhood, education history, work organization, and friendship circles (Feld, 1981; Kossinets & Watts, 2009). Previous research suggests that both choice homophily and induced homophily play important roles in tie formation in social networks by reinforcing each other (Kossinets & Watts, 2009). The findings of this study imply that community managers utilize homophily as a group formation strategy to recruit like-minded new members into the coworking space. Coworking spaces carefully design a 'tour' as an event where both the coworking space and new applicants explore whether they have similar interests, values or needs. Thus, choice homophily is evident for community managers as they choose like-minded individuals as new members. This further supports the argument from the previous research that homophily serves as a basis for recruiting for similar others, with common characteristics of the community being used as a screening mechanism (Aldrich & Kim, 2007). Although our paper provides the initial evidence of choice homophily from a coworking space perspective, choice homophily also exists at the member level when new applicants choose among different coworking spaces they visit for tours. Choosing the coworking space that new members find comfortable might be important because it enables them to grow accustomed to the new office space much faster. Therefore, future research on coworking space might investigate more detailed mechanisms of choice homophily occurring from both levels— the coworking space level and the member level—as a key to form a community of like-minded individuals in the coworking space.

Another future research direction could be further investigation into how individuals build relationships in a coworking space after being introduced into the community. Previous research by Philips, Tracey, and Karra (2013) indicates that some entrepreneurs use homophily as a narrative strategy to build social capital. Entrepreneurs not only choose partners that share their values, but also actively build a shared identity using narratives of common characteristics such as religion, nationality, and traumatic experience. Thus, strategic homophily enables entrepreneurs to create a strong sense of shared identity between the entrepreneur and their new friend. These tie formation strategies utilizing homophily enable entrepreneurs to establish a sense of reciprocity,

shared expectations, and trust between partners (Philips et al., 2013). Coworking space could be an appropriate empirical context in which to examine whether homophily as a narrative strategy is effective for building social capital and creating a sense of us in coworking spaces.

3.5   Conclusion

The qualitative analysis of our study surfaced several means by which managerial personnel of coworking spaces curate a community filled with like-minded individuals, specifically, signaling identity, defending identity, building the structure of the community, and bringing people together under a shared identity. We connect these community management activities of coworking spaces to the SIMOL, particularly the for dimensions of identity leadership (Steffens et al., 2014; van Dick et al., 2018). Detailing how identity leadership characteristics are related to each stage of community curation, we suggest the SIMOL not only explains leadership activities in established organizations but also community-building activities for young social communities.

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Chapter 4

4 Diversity in Coworking Spaces: A Comparative Keyword Analysis of Online Customer Reviews

Coworking spaces have been gaining increased popularity as flexible workplaces designed for entrepreneurs; they are well-known for being populated with entrepreneurs and mobile knowledge workers (Johns & Gratton, 2013). According to the Global Coworking Survey conducted by Deskmag (2018), over 50% of people choose a coworking space because it offers a social and enjoyable atmosphere, interaction with coworkers, and a feeling of community in the coworking space. However, as explored in Chapter 2, member experiences in coworking spaces vary depending on the type of coworking space chosen. For instance, a private office suite in a coworking space shared with 500 coworkers and an open workspace shared with 30 coworkers produce very different experiences for members. It is important to distinguish different types of coworking spaces to make predictions about how coworking spaces benefit their members.

Previous literature on coworking spaces supports the notion that coworking experience can vary depending on the type of operation. For instance, Bouncken, Laudien, Fredrich, and Görmar (2018) found that whether coworking space is operated by corporations or by independent founders affects the level of social interaction between members, which further influences the process of value creation in coworking spaces. Similarly, Spinuzzi, Bodrožić, Scaratti, and Ivaldi (2018) suggest that coworking spaces can be categorized into two groups based on coworker-operator relationships and coworker-coworker relationships. However, in my view, previous papers fail to fully capture the whole landscape of the coworking space industry because they neglect different streams of coworking. Different streams of coworking are directly related to the different types of operators in the coworking industry.

In the earlier part of this dissertation, Chapter 2 proposed five ideal types of coworking space depending on community orientation of a coworking space and ownership types:

independent – high community orientation (Coworking as a lifestyle movement), independent – low community orientation (Independent co-working office), corporate – high community orientation (Corporate coworking community), corporate – low community orientation (Corporate co-working office suites), and non-profit organization (Specialized coworking). My research suggests that community characteristics such as number of members in the community and member composition are different depending on the operator type of a coworking space. While these insights are interesting and contribute to our understanding of differences in coworking spaces, the findings in Chapter 2 are mostly based on coworking space operators' perspectives. Thus, further research based on members' perspectives on coworking space can help to fully capture the differences in coworking spaces.

In this research, I seek to answer the following research question: How would members' descriptions of their experiences in coworking spaces vary between different types of operations in the coworking industry? Studying online customer reviews is helpful for understanding the research subject because online customer reviews successfully capture the way consumers "talk about" their experiences, apart from what service providers say about their products or services (Xiang, Schwartz, Gerdes Jr., & Uysal, 2015). Using comparative keyword analysis (Seale, Ziebland, & Charteris-Black, 2006), a new emerging technique of analyzing large amounts of text data, this chapter aims to analyze keywords in customer reviews across different types of coworking spaces. This study analyzes 4,215 online customer reviews of 199 coworking spaces from 6 metropolitan urban cities in Canada. Both keywords of customer reviews and how they are discussed in sentences are explored to discover coworkers' perceptions of the coworking spaces. This study aims to support previous chapters of the dissertation, which suggested that operation types of coworking spaces are correlated with different experiences in coworking spaces. Also, this study introduces comparative keyword analysis (Seale et al., 2006), a novel analysis technique developed by health researchers, to the management research.

4.1   Background

Although previous literature on coworking spaces is limited in scope, earlier research recognizes that member experience in coworking spaces varies depending on who is operating the coworking space. For instance, Bouncken and colleagues (2018) suggested that the degree and content of coopetition between coworkers differ depending on whether the coworking space is open to the public or has limited access to the employees of owners of physical office space. Another study by Spinuzzi and colleagues (2018) argued that coworking spaces can be distinguished using the existing typology of professional organizations established by previous scholars, particularly Adler and colleagues (e.g., Adler & Heckscher, 2006; Adler, Kwon, & Heckscher, 2008). Adler and colleagues proposed Gemeinschaft, Gesellschaft and Collaborative types of organizations, distinguished by the structural division of labour and the nature of interdependencies between members. Adopting this approach, Spinuzzi and colleagues (2018) proposed a 'Gesellschaft' type of coworking and a 'Collaborative' type of coworking. Gesellschaft coworking is characterized by market-oriented service contracts between coworkers and management, and transactional relationships between coworkers. On the other hand, collaborative coworking is characterized by collaborative interdependence between coworkers and management. The relationships between coworkers are based on network relationships and shared interests, rather than solely transactional purposes. While these previous studies do not fully focus on operation types of coworking spaces, they offer preliminary evidence that who operates the coworking space can be one of the differentiating factors.

Chapter 2 of this dissertation also discussed how the operation type of a coworking space is related to the different physical layouts of coworking spaces and different approaches to communities. Based on data derived from interviews with founders, executives, and community managers of coworking spaces, and also from direct observation of coworking spaces, I found that independent coworking spaces have a higher proportion of open workspace with shared areas than private office suites. Although the degree of emphasis on community varied between independent operators, the open office space enabled their members to interact every day and build relationships organically. Non-

profit coworking spaces had a balanced mix of open workspace areas and private office suites; however, the existence of shared social initiatives and frequent social activities enabled their members to build relationships with other members more easily. Further, the office layout of corporate coworking spaces has the majority of space dedicated to private office suites with limited shared desk area in the space. This is because there are more small businesses and remote working teams of established firms than individual members in corporate coworking spaces. A higher proportion of private office suites requires more community building effort by coworking space operators because there is less opportunity for members to interact with other members working in different private office suites.

Global Coworking Survey 2017 and 2019 (Deskmag, 2018; 2020), a survey conducted by Deskmag magazine of coworking space operators and members around the world (2017: 1876 respondents, 2019: 2668 respondents), also provides support for the argument that a coworking experience can be very different depending on the layout of the coworking space. Here, I introduce some interesting results from the Global Coworking Survey findings. First, the average number of coworkers each member interacts with per day differs depending on the workspace areas in coworking spaces. The average number of interactions was 5.6 per day for coworkers who work in open workspaces but significantly lower for coworkers who works in single private offices (3.8). Similar results were shown in the responses to a question asking the number of times a member collaborated with fellow coworkers within the last 6 months. For coworkers working in open workspaces, the average number of collaborations was 4.8. However, coworkers working in single private offices averaged 3.2 collaborations with fellow coworkers. These results indicate that open workspace is a better environment for interacting and collaborating with fellow coworkers than single private office suites.

As illustrated above, evidence indicates that there are interesting variations in coworking experiences between coworking spaces. However, to my best knowledge, there is no single research study that fully captures various operation types of coworking spaces— independent operator, corporate brands, or non-profit organization—as differentiators. Furthermore, the coworking experience of entrepreneurs in coworking spaces may differ

in terms of the social interactions and sense of community between coworkers. The following sections provide information about my study of how customer reviews of coworking spaces differ depending on the operation type of the coworking space.

4.2　Methods

Sample

This chapter reports a comparative keyword analysis of coworking experience between coworking spaces, drawing on online customer reviews from the Google Maps (Google, n.d.). First, 6 Canadian cities—Greater Toronto Area, Metro Vancouver Area, Calgary, Ottawa, Edmonton, and Waterloo—were selected[3] based on population size according to the 2016 Census from the Canadian government. I compiled a master list of coworking spaces in those Canadian cities based on a Google search keyword, such as 'Coworking space in Toronto' and 'Coworking space in Vancouver'[4](Google, n.d.). From this search, 388 coworking spaces (counting each branch of an organization as a separate coworking space) were initially included in the master list. Coworking spaces with 3 text reviews or less were excluded from the analysis because that low number of reviews might include only extreme cases or reviews written by related insiders which would skew the results of the analysis. Accordingly, 189 coworking spaces were removed from the list. Online customer reviews of coworking spaces were collected using Python software. Private information such as reviewer name was not collected. A total of 4,215 customer reviews were collected from 199 coworking spaces in the sample. The reviews include a total of 150,804 words. Table 4.1(a) summarizes sample characteristics by cities.

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[3] Montreal and Quebec City are excluded despite being major urban areas in Canada because a significant portion of customer reviews were written in the French language. On the other hand, Waterloo is included because it is an entrepreneurial hub in Canada, which brings higher demand for coworking spaces.

[4] Search keywords such as 'Co-working space in Toronto' produced the same search results as search keywords such as 'Coworking space in Toronto'.

Table 4.1 (a): Sample Characteristics by Location

Cities	Number of Coworking Spaces Included	Number of Customer Text Reviews
Grand Toronto Area	90	2,259
Metro Vancouver Area	52	855
Calgary	26	567
Ottawa	14	341
Edmonton	11	127
Waterloo	6	66
Total	199	4,215

After all the reviews were collected, coworking spaces were initially categorized into one of three categories[5]: 'Independent', 'Corporate', or 'Non-profit'. Online websites of every coworking space in the sample were examined to determine the operation type of the coworking space. 'Independent' captures coworking spaces that are usually small business themselves, operated by individual founders. Some successful independent coworking spaces may have multiple branches, but all branches are in the same region. Coworking spaces are coded as 'Corporate' if the coworking space 1) has more than 5 branches across Canadian cities or across multiple countries and 2) is registered in the Canada Business Registry as a 'corporation'. 'Non-profit' coworking space refers to coworking spaces that publicly proclaim their association with parent non-profit organizations in their online webpages.

Despite the classification criteria used, there were 51 cases that could not be categorized into one of 'independent', 'corporate', or 'non-profit' categories. These 51 office spaces have a common characteristic: they are traditional office rental companies that have recently started incorporating coworking (shared desks) or flexible membership as part of their product portfolio. In this chapter, I refer to these spaces as 'serviced office'. Serviced offices were not included as a type of coworking space in earlier chapters because independent coworking spaces, non-profit coworking spaces, and corporate

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[5] While Chapter 2 of this dissertation proposed five types of coworking space based on operation type and community orientation, determination of community orientation requires founders' and community managers' views on the coworking community. For this reason, this chapter only uses operation type as a categorization criterion.

coworking spaces differentiate themselves from these serviced offices. To examine this notion, I have included reviews of 'serviced offices' as a reference category to compare with reviews of coworking spaces. Table 4.1(b) summarizes the sample, distinguished by operation type of coworking spaces.

Table 4.1 (b): Sample Characteristics by Types of Operation

Types	Number of Coworking Spaces Included	Number of Customer Text Reviews
Independent	103	2294
Corporate	32	700
Nonprofit	13	566
Serviced Office	51	655
Total	199	4,215

Analytic method

This paper employs a novel method, comparative keyword analysis. Comparative keyword analysis is a technique adapted from corpus linguistics studies (e.g., Adolphs, Brown, Carter, Crawford, & Sahota, 2004; Baker, 2006; Pollach, 2012) to use for social science research (Seale, Charteris-Black, MacFarane, & McPherson, 2010; Seale et al., 2006). It is a conjoint qualitative and quantitative analysis of large bodies of text (or corpora) and has been recently used in qualitative health research (e.g., Harvey et al., 2007; Seale, Charteris-Black, Dumelow, Locock, & Ziebland, 2008; Seale, Ziebland, & Charteris-Black, 2006; Seale, et al., 2010; Taylor, Thorne & Oliffe, 2015).

Comparative keyword analysis is conducted by using Wordsmith Tools software V8.0 (Scott, 2020), which creates a list of all the words occurring in a body of text and produces a list of words appearing in another body of text for comparison. Keywords are defined as "words which occur unusually frequently in comparison with some kind of reference corpus" (Scott, 2020). Wordsmith Tools produces these 'quantitative' keywords, which are purely mechanical, after which a researcher can conduct a qualitative analysis using a "scholarly, interpretive investigation of its resonance within a system of ideas" (Seale et al., 2006: p. 2581). An interpretation is made to identify meaningful clusters of keywords that demonstrate key differences between texts. Thus, comparative keyword analysis is a more 'purely inductive' approach than the approach

by qualitative analysts who start inference at a much earlier stage of analysis (Seale et al., 2006).

Based on information from previous literature, I conducted two stages of keyword analyses. First, keywords representing coworking spaces were created by comparing review texts of 'independent', 'corporate', and 'non-profit' coworking spaces with 'serviced office' spaces (i.e., independent coworking space compared with serviced office). In conventional corpus linguistics, keywords are determined by comparing the text of interest with a large 'reference corpus', which is chosen to broadly represent the general usage of language (Baker et al., 2008). In this research, I compared customer reviews of coworking spaces with reviews of office rental companies to identify unique aspects of coworking spaces.

Secondly, type-specific keywords were created by comparative keyword analyses based on sub-categories of coworking spaces. Comparative keyword analysis (Seale et al., 2006, 2010) is conducted by identifying keyword frequency in types of coworking spaces compared with each other (i.e., independent coworking space compared with corporate coworking space, and independent coworking space compared with non-profit coworking space). Thus, comparison of one coworking space type to another is made at this stage of analysis.

After each stage of keyword analysis, quantitative information calculated by computer software is used for interpretive qualitative analysis focusing on meanings of word clusters associated with keywords (Seale et al., 2006). Keywords in their contexts (KWIC) were examined. Also, the concordance analysis feature of the Wordsmith software was used to examine collocations—clusters of words that are most frequently associated with keywords (Seale et al., 2006). Concordance is defined as "a set of examples of a given word or phrase, showing the context" (Scott, 2020). The concordance analysis feature of the Wordsmith software shows where each keyword is in original texts. Thus, concordance analysis is used to discover meanings embedded in keywords by examining words they collocate with (Stubbs, 2001). Further, the concordance analysis feature of the software produces collocation frequencies of specific

keywords to identify "which 'friends' words typically hang out with" (Scott, 2020). Analyzing concordances and collocations can provide insight into the mental lexicon of the text producers (Mollin, 2009). Further, collocation frequencies reveal discourse patterns and meanings that are not evident from keyword analysis (measured by frequencies), nor from the manual analysis of large volumes of text (Baker et al., 2008).

Overall, deciding which keywords to analyze further and to report is done based on a keyword's significance to the research question, not purely on statistical grounds (Seale et al., 2010). For instance, keywords that referred to the name of the specific coworking space were excluded. Also, keywords were excluded if examinations of clusters revealed that the keywords did not have significant meaning (Seale et al., 2006). Choosing the keyword that best represents the particular type of coworking space is a qualitative judgement, which makes comparative keyword analysis a conjoint qualitative and quantitative analytic method (Seale et al., 2010).

4.3   Findings

I begin by discussing the unique aspects of coworking experiences compared to those of serviced offices. Subsequently, type-specific keywords that represent each type of coworking space are discussed by comparing reviews of one type of coworking space to another.

Keywords of coworking spaces when compared with serviced offices

Table 4.2(a), 4.2(b), and 4.2(c) present keywords of customer reviews related to coworking spaces when compared with serviced offices. There are common keywords and type-specific keywords for each type of coworking space. Here I discuss common keywords first.

Table 4.2: Meaningful Words in Top 25 Keywords that Represent Coworking (Reference: Customer Reviews of Serviced Office)

(a) Independent coworking space

Keyword	Frequency	%	Reference Frequency	Reference %	Keyness
Community	385	0.44	7	0.03	140.58
Work	863	0.98	83	0.31	122.01
Coworking	217	0.25	5	0.02	69.01
Network	134	0.15	0	0.00	58.63
Love	314	0.36	22	0.08	55.10
Events	197	0.22	7	0.03	51.24
Event	163	0.19	6	0.02	39.60
Vibe	110	0.13	3	0.01	27.15
Owner	134	0.15	6	0.02	16.69
Cool	95	0.11	2	0.01	24.56
Productive	81	0.09	1	0.00	22.97
Awesome	193	0.22	17	0.06	21.39
Entrepreneurs	114	0.13	5	0.02	21.33
Coffee	214	0.24	22	0.08	18.84
Workspace	104	0.12	5	0.02	16.98
Spot	93	0.11	4	0.02	15.52
Members	127	0.14	9	0.03	15.09
Creative	64	0.07	1	0.00	14.52
Atmosphere	157	0.18	15	0.06	12.86

* Excluded: Co, Working, and 4 words that refer to names of coworking spaces.
* Eric (name of the owner) was originally included with the list but replaced by the keyword 'owner'.

(b) Corporate coworking space

Keyword	Frequency	%	Reference Frequency	Reference %	Keyness
Community	92	0.38	7	0.03	82.63
Events	62	0.25	7	0.03	43.93
Cool	29	0.12	2	0.01	19.47
Awesome	60	0.25	17	0.06	18.10
Network	19	0.08	0	0.00	17.02
Environment	80	0.33	30	0.11	16.83
Vibe	29	0.12	3	0.01	15.70
Fun	27	0.11	3	0.01	13.17
Shared	49	0.20	14	0.05	12.59
Love	62	0.25	22	0.08	12.27
Beer	15	0.06	0	0.00	11.16
Super	54	0.22	19	0.07	9.51

Keyword	Frequency	%	Reference Frequency	Reference %	Keyness
Members	36	0.15	9	0.03	8.69
Podcasts	13	0.05	0	0.00	8.22

* Excluded: Co, Working, Oakville, and 7 words refer names of coworking spaces.

(c) Non-profit coworking space

Keyword	Frequency	%	Reference Frequency	Reference %	Keyness
Place	175	1.43	85	0.32	127.10
Cool	51	0.42	2	0.01	90.89
Creative	41	0.33	1	0.00	74.77
Community	51	0.42	7	0.03	69.02
Events	47	0.38	7	0.03	60.91
Interesting	23	0.19	0	0.00	42.18
Event	31	0.25	6	0.02	32.31
Vibe	21	0.17	3	0.01	21.80
Social	22	0.18	4	0.02	20.62
Love	41	0.33	22	0.08	18.76
Building	51	0.42	34	0.13	17.97
Coffee	40	0.33	22	0.08	17.34
Awesome	34	0.28	17	0.06	15.48
Coworking	20	0.16	5	0.02	14.10

* Excluded: Co, working, art, artists, arts, market and three words that refer to names of coworking spaces.
* Art, artists, arts, and market are excluded because they refer to one specific coworking space
* Women was also removed because it referred to a specific coworking space.

The notable common keywords that differentiate coworking spaces from serviced offices are 'community', 'events', 'vibe', 'cool', 'love' and 'awesome'. Keywords such as 'network', 'members', and 'atmosphere (environment)' also overlap in Table 4.2(a) and 4.2(b) while 'creative' overlaps in Table 4.2(a) and 4.2(c). Keywords reveal that coworking spaces offer a community of people in which members can network at various events and other opportunities. Also, there are unique vibes in coworking spaces which make coworking spaces 'cool' and 'awesome'. The collocation analysis revealed that the phrases 'networking events' (used 12 times), 'community events' (used 9 times), 'cool vibe' (used 7 times), 'awesome community' (used 8 times), and 'awesome people' (used 5 times) are frequently collocated among keywords. The following examples illustrate usage of keywords in customer reviews of coworking spaces.

*"Incredibly **creative**, hard-working and inspiring **atmosphere**. Great **community environment**!" (Review #573 in Toronto, Corporate coworking space)*

*"I just can't even explain how much this feels like home. We've finally found a home base that makes sense for us and I'm excited to come to the office every day. The **community** is amazing and inspiring and always coming up with new ideas on how to interact and do business amongst us. It is a great **network**, a great family and an **awesome** space to work in"* (Review #57 in Calgary, Independent coworking space)

*"Great people. Fantastic human connections. Excellent **vibe**"*(Review #291 in Toronto, Non-profit coworking space)

*"V1 is not only a place to co-work it's a brain trust for generating collaborative work experiences, sharing ideas with professionals in various fields and for some it's home. My experience at the V1 consists of hotdesking, hosting and attending various **events**, personal experiences like yoga and martial arts, shared office space, and much more. I can sincerely say that I **love** the V1, I always feel safe to share my ideas and to engage with colleagues and I feel a level of mutual respect that I have rarely experienced. (...)"*
(Review #46 in Vancouver, Independent coworking space)

Overall, 'community (members)', 'events', 'network', 'vibe' and 'atmosphere (environment)' are core keywords that illustrate the unique characteristics of coworking spaces that are differentiated from serviced offices. Other keywords such as 'cool' 'awesome' and 'love' illustrate how much the members like the characteristics of coworking spaces. This finding supports previous literature on coworking space which suggests that the community of people and networking opportunities make coworking spaces a fascinating place to work (e.g., Spreitzer, Bacevice, & Garrett, 2015). I continued the analysis with type-specific keywords of coworking spaces. Table 4.3 (a), (b), and (c) illustrate unique keywords of specific types of coworking spaces compared with other types of coworking spaces. Figure 4.1 also summarizes unique keywords appearing in the customer reviews of coworking spaces.

Table 4.3: Meaningful Words in Type-specific Keywords over Other Sub-categories of Coworking (Reference: Customer Reviews of Other Types of Coworking Space)

(a) Independent coworking space

Keyword	Frequency	%	Reference Frequency	Reference %	Keyness
Reference: Corporate Coworking space					
Owner	134	0.15	2	0.01	39.21
Coworking	217	0.25	19	0.08	20.46
Entrepreneurs	114	0.13	6	0.02	14.85
Owners	63	0.07	2	0.01	7.45
Quiet	118	0.13	10	0.04	6.49
Venue	50	0.06	1	0.00	6.05
Attended	34	0.04	0	0.00	5.01
Reference: Non-profit Coworking space					
We	323	0.37	12	0.10	19.84
Office	412	0.47	20	0.16	18.19
He	105	0.12	0	0.00	15.93
Owner	134	0.15	3	0.02	7.25
Team	222	0.25	10	0.08	6.06
Company	59	0.07	0	0.00	3.91
His	55	0.06	0	0.00	2.86

* Excluded: Vancouver, Calgary, and four words that refer to names of coworking spaces.

(b) Corporate coworking space

Keyword	Frequency	%	Reference Frequency	Reference %	Keyness
Reference: Independent Coworking space					
Financial	10	0.04	0	0.00	18.92
Locations	26	0.11	23	0.03	11.32
HR	7	0.03	0	0.00	9.76
Floor	23	0.09	20	0.02	9.03
Subway	16	0.07	9	0.01	8.99
Fruit	8	0.03	1	0.00	7.02
Managers	9	0.04	2	0.00	6.42
Reference: Non-profit Coworking space					
Staff	236	0.97	35	0.29	50.02
Location	169	0.69	26	0.21	31.08
Offices	57	0.23	3	0.02	18.73
Company	31	0.13	0	0.00	14.78
Service	55	0.23	5	0.04	10.87
Above	20	0.08	0	0.00	5.81
Team	62	0.25	10	0.08	3.92

Keyword	Frequency	%	Reference Frequency	Reference %	Keyness
Customer	17	0.07	0	0.00	3.36
Water	16	0.07	0	0.00	2.54

* Excluded: Wednesday, Richmond, Oakville, Union, ST, Court (branch name), Commerce (branch name), King (street name), Dineen (coffee shop name) and 9 words that refer to names of coworking spaces.

* 4 Names of community managers are not included in this list.

(c) Non-profit coworking space

Keyword	Frequency	%	Reference Frequency	Reference %	Keyness
Reference: Independent Coworking space					
Building	51	0.42	93	0.11	39.75
Cool	51	0.42	95	0.11	38.54
Creative	41	0.33	64	0.07	36.89
School	15	0.12	7	0.01	25.78
Old	17	0.14	13	0.01	22.21
Social	22	0.18	28	0.03	19.59
Interesting	23	0.19	35	0.04	16.31
World	13	0.11	14	0.02	9.34
Café	11	0.09	10	0.01	8.23
Floor	14	0.11	20	0.02	6.43
Original	11	0.09	15	0.02	3.17
Organizations	7	0.06	5	0.01	2.89
Reference: Corporate Coworking space					
Creative	41	0.33	10	0.04	36.86
School	15	0.12	0	0.00	22.31
Cool	51	0.42	29	0.12	19.94
Venue	16	0.13	1	0.00	17.70
Hub	11	0.09	0	0.00	13.55
Event	31	0.25	19	0.08	6.40
Interesting	23	0.19	11	0.05	5.97
Workshops	12	0.10	2	0.01	5.89
World	13	0.11	3	0.01	4.94
Café	11	0.09	2	0.01	4.02
Local	15	0.12	5	0.02	3.89
Spend	6	0.05	0	0.00	2.62
Inside	6	0.05	0	0.00	2.62

* Excluded: Co, working, Annex, Saturday, Calgary, art, artists, arts, market, farmers, vendors, sandstone, theatre, women, H (name of a person), and five words that refer to names of coworking spaces.

* Art, artists, arts, and market are excluded because they refer to one specific coworking space

* Women was also removed because it refers to a specific coworking space.

Figure 4.1: Summary of Unique Keywords
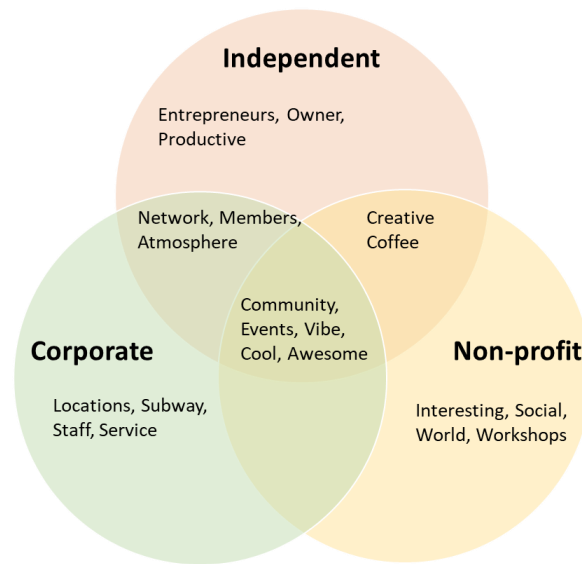
Type-specific keywords of independent coworking spaces

Here, I discuss type-specific keywords that do not appear in one type of coworking space but not in others. Among keywords in Table 4.2(a), unique and meaningful keywords that do not appear in Table 4.2(b) or 4.2(c) are 'productive', 'entrepreneurs', 'coffee', and 'owner'. Table 4.3(a) shows keywords comparing the reviews from different types of coworking spaces (corporate coworking space, non-profit coworking space). 'Owner', and 'entrepreneurs' remain salient in Table 4.3(a). 'Quiet', 'attended', 'team' and 'company' also appear as unique keywords that represent the reviews of independent coworking spaces.

The most notable finding is that 'entrepreneur' is a more salient keyword for independent coworking spaces compared to other types of coworking spaces. 'Entrepreneur' and 'entrepreneurs' appeared in aggregate 9 times (0.03%[6]) in reviews of corporate coworking spaces and 11 times (0.09%) in reviews of non-profit coworking spaces. In the

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[6] Proportion of specific keyword among total list of words appearing in customer reviews of corporate coworking spaces.

case of independent coworking spaces, these two words appeared in aggregate 152 times, taking a 0.17% share of the total list of words that appeared in customer reviews of independent coworking spaces. Concordance analysis of the keywords 'entrepreneur' and 'entrepreneurs' in reviews of independent coworking spaces showed that the keyword 'entrepreneur' is used to emphasize a reviewer's own experience as an entrepreneur in a coworking space. Reviewers were recommending a coworking space to other entrepreneurs looking for office options by discussing their own satisfaction with a coworking space as an entrepreneur. The keyword 'entrepreneurs', on the other hand, was used when explaining that coworking space is populated with fellow entrepreneurs. Either way, the salience of these two keywords in customer reviews implies that independent coworking space is the preferred type of coworking space for entrepreneurs over other types of coworking spaces. Examples below show how keywords 'entrepreneur' and 'entrepreneurs' are used in customer reviews.

> *"Great location to meet clients that are in the core! I love that we can bounce around form one space to the next to make it work for our clients. Thank you for building this awesome community of like-minded **entrepreneurs**!" (Review #5 in Calgary, Independent coworking space)*

> *"Being a part of the amazing community at T1 has been the highlight of my year. The space is beautiful, bright with lots of plants and instagramable backgrounds at every corner and floor. The aesthetics are beautiful, but the support is what is even more amazing here. Being an **entrepreneur** can be lonely, but everyone here is ready to listen and lend a hand. The events are beautifully created and always packed with great content and takeaways. I only wish there was a T1 in every corner of the world <3" (Review #832 in Toronto, Independent coworking space)*

Salience of the keywords 'owner' and 'owners' reveals that members of an independent coworking space have more opportunity to work with owners of this particular type of coworking facility than other types of coworking spaces. Reviews of other coworking spaces rarely included the words 'owner' or 'owners'. This might seem obvious when considering that independent coworking spaces are small businesses while corporate coworking spaces and non-profit coworking spaces have larger scales of operation with multiple executives in single company. However, the KWIC analysis of the review texts

revealed that owners of coworking spaces not only make close relationships with their members but also have a significant influence on the creation of community. Further, names of the owners are frequently mentioned[7] because customers appreciate the owner's contribution to their happy coworking experience. Reviews emphasized how the owner fostered a welcoming environment for newcomers, helped members personally, and created a good vibe in the coworking space. For example:

> *"This coworking space is, simply put, amazing: community oriented, bright and professional to work alone or bring your clients for meetings. But the real gem (and asset there!) is **the owner**. He brings a wealth of expertise and knowledge to support you and your business. **The owner** is one of these rare, generous souls, who genuinely have your best interests at heart. He has been an incredible business mentor and coach for me, and I will be eternally be grateful for all his wisdom, tips and guidance! Don't miss out on this coworking space and on a fabulous business coach to support you!"*
> *(Review #8 in Ottawa, Independent coworking space)*

> *"I recently attended an event at V2 and had a great experience. The content was on point for entrepreneurs, and **the owner** has cultivated an amazing community. I was able to use the co-working space for the balance of the day and found it a great way to shake up my work-from-home routine and meet other people. Great office and break out rooms for phone calls. Highly recommend!"*
> *(Review #559 in Vancouver, Independent coworking space)*

Finally, the keywords 'productive' and 'productivity' appeared in aggregate 106 times (0.12%) in reviews of independent coworking spaces, but they appeared only 18 times in reviews of corporate coworking spaces (0.07%) and 9 times (0.07%) in reviews of non-profit coworking spaces. Collocation analysis revealed that 'great' (12 cases), 'space' (12 cases), 'environment' (12 cases), 'work' (11 cases), 'place' (8 cases), 'atmosphere' (9 cases), and 'very' (6 cases) were collocated with 'productivity', which indicates positive productivity experiences of members in independent coworking spaces. It is interesting that members of independent coworking spaces are more impressed with productivity

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[7] One of the keywords of independent coworking spaces was the name of the owner. However, for this analysis, I have replaced the name in the text with the keyword 'owner'.

compared to members of other types of coworking places. Below are examples of quotes mentioning productivity:

> *"Awesome co-working space with even more awesome people. Love the atmosphere and energy of hard-working entrepreneurs. This is a great spot to be **productive** and to get to know people from all sorts of businesses. Bonus points for its location being minutes away from Main Street for all your lunchtime needs." (Review #1653 in Toronto, Independent coworking space)*

> *"I love coming to V3 to work on my writing. The atmosphere makes you feel motivated and **productive** and it's always lovely getting to know others who are using the space as well. Everyone is friendly and welcoming and the food and drinks at the in- house cafe are delicious." (Review #373 in Vancouver, Independent coworking space)*

Type-specific keywords of corporate coworking spaces

Unique and meaningful keywords in Table 4.2(b) that do not appear in Table 4.2(a) or 4.2(c) are 'beer' and 'podcasts'. Table 4.3(b) also shows keywords from reviews of corporate coworking spaces compared to the reviews of other types of coworking spaces (independent coworking space, non-profit coworking space). There are three groups of keywords that are unique to corporate coworking spaces: location-related, community manager-related, and service-related.

Location related keywords are 'locations', 'financial'[8], and 'subway'. The location-related keywords indicate that corporate coworking spaces are often located in convenient locations in downtown areas near public transportation (subway), client firms, and good restaurants. The reviews mentioning locations also imply that members of corporate coworking spaces are more sensitive to the locations of coworking spaces compared to members of other types of coworking spaces. An example of this type of review is illustrated below:

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[8] 8 out of 10 cases are followed by the word 'district', referring to downtown Toronto

*"My colleagues and I have been working out of a private office in T2 since March of this year. We absolutely love the work environment and the amenities. Though there are many other businesses operating on the same floor, noise levels are always at a minimum. Common/shared spaces are always kept clean (bathrooms, kitchenettes, etc.). The basement lounge is a great spot to meet with clients, have lunch or simply get a change of scenery. Sometimes I take my laptop down there to work, as there are charging stations and wifi available. The **location** of the office is also great, right on the **subway** line, a block from the Eaton centre, and above both the TA and TB. Not to mention the hundreds of lunch options, being right downtown. My favorite aspect of T2 has got to be the fact that it's in the TC building. Such a beautiful structure with so much history!" (Review #656 in Toronto, Corporate coworking space)*

*"The space is great, nice and comfortable everything you need to get the job done. The staff is friendly especially A (community manager) always ready to help if you are in need of anything. The fruit water and coffee selection keep you hydrated all day and member events make it a fun place to work. **Location** is close to **transit** with good restaurants in walking distance." (Review #508 in Vancouver, Corporate coworking space)*

Keywords such as 'staff' and 'managers' refer to the community managers of corporate coworking spaces. CEOs and top executives of corporate coworking spaces are more often located in corporate headquarters, not branches. Also, each member of a coworking space is only one of the thousands of clients working in a corporate coworking space. Thus, it is obvious that members of coworking spaces have more opportunity to interact with dedicated community managers rather than owners or top executives of coworking spaces. Nevertheless, the salience of the keywords 'staff' and 'managers' indicates that coworking experiences in corporate coworking spaces are significantly influenced by community managers' work in the office.

Concordance analysis of keywords related to community managers shows that positive expressions such as 'friendly', 'great', 'helpful', and 'amazing' are words that precede or follow the community manager. Interestingly, a KWIC analysis of review texts revealed some differences among reviews mentioning community managers. In most cases, sentences including the keyword 'staff' were short, mentioning their good hospitality. In contrast, reviews mentioning the names of community managers were similar to those reviews mentioning owners of independent coworking spaces. Particularly, reviews

mentioning community manager K and J went beyond describing that they were 'friendly' and 'helpful'. For instance, review #1505 in Toronto mentioned that K fostered a strong sense of community in the coworking space. I suggest that these discrepancies among reviews mentioning community managers indicate the variance in the degrees to which community managers are involved in managing communities of corporate coworking spaces. Community managers of some coworking spaces are closer to the role of a receptionist, while other community managers are deeply involved in fostering a coworking community. The following examples show how community managers are described in customer reviews:

> *"Beautiful space with lots of amenities. Great **staff**, nice gym, modern offices and stunning lounge area. Great place to collaborate. Excellent location, right on the C-Train line and close to shops and restaurants/bars." (Review #264 in Calgary, Corporate coworking space)*

> *"This space is perfect. A great combination of community and privacy when needed. Well appointed (chairs are very comfortable) and fantastic coffee to get you through the day. **K** (the Community Manager for the space) is extremely welcoming and is fostering a strong sense of community within the space." (Review #1505 in Toronto, Corporate coworking space)*

Finally, 'fruit', 'water', 'beer', 'podcast' and 'service' are keywords that explain the service aspect of corporate coworking spaces. Compared to independent and non-profit coworking spaces, service and amenity-related keywords such as complimentary fruit water, beer bar, and podcast room are mentioned more often. For instance, the keyword 'service' appeared 55 times (0.23%) in reviews of corporate coworking spaces while it appeared only 5 times (0.04%) for non-profit and 127 times[9] (0.14%) for independent coworking spaces. This implies that corporate coworking spaces are differentiated from other coworking spaces by the quality and quantity of the amenities and services they

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[9] As illustrated in Footnote 8, the percentage in parenthesis represents the % of a specific keyword among the aggregate list of words appearing in customer reviews. While 'service' has a higher frequency in reviews of independent coworking spaces than corporate coworking spaces (127 v 55), the relative usage of the keyword 'service' is higher in reviews of corporate coworking spaces.

provide to members. The following examples describe amenities and services in reviews of corporate coworking spaces.

> "Fantastic! Wonderful atmosphere to come to work in everyday. The staff are all friendly and hard-working, while the occupants are professional and respectful of each other's space. It's the little things that make the most impact on me. Good coffee on every floor, the fresh **lemons and limes** sliced up and put into the **water**, and the happy hour from 430-530 on Wednesday are just a few of the many reasons why T3 is a great place to work. Keep it up!" (Review #608 in Toronto, Corporate coworking space)

> "The space is great, nice and comfortable everything you need to get the job done. The staff is friendly especially A (Community manager) always ready to help if you are in need of anything. The **fruit water** and coffee selection keep you hydrated all day and member events make it a fun place to work. Location is close to transit with good restaurants in walking distance." (Review #508 in Vancouver, Corporate coworking space)

Type-specific keywords of non-profit coworking spaces

'Interesting' 'social' and 'building' are unique keywords of non-profit coworking spaces in Table 4.2(c) that don't appear in Table 4.2(a) or 4.2(b). Unique keywords calculated when setting the reviews of other coworking types as a reference are illustrated in Table 4.3(c); these include 'world', 'school', 'workshops', and 'local' in addition to 'interesting' 'social' and 'building'.

The first notable keyword of non-profit coworking space is 'interesting'. Concordance analysis reveals that members of non-profit coworking spaces use the term 'interesting' to describe other members (30%) or events (35%) in a coworking space. Favourable keywords (e.g., cool, awesome) describing other members and community events are also found in other types of coworking spaces, but it is striking that only reviews of non-profit coworking spaces describe fellow members and events in the coworking space as 'interesting'.

I suggest what makes members and events of non-profit coworking spaces interesting to other members is the existence of a 'social' mission of the non-profit coworking space. The keyword 'social' is followed by words describing social missions such as 'cause'

(9%), 'innovation' (23%) and 'impact' (14%). Further, the keyword 'social' is used to describe other members in the community such as 'enterprises' (9%) and 'entrepreneurs' (14%). The keyword 'world' is also related to the social character of non-profit coworking spaces as 'world' is used to describe positive social changes by social entrepreneurs and non-profit coworking spaces. Therefore, concordance analysis indicates that members describe fellow coworkers and events as interesting because a high homogeneity exists in the group under the similar social missions in non-profit coworking spaces. Quotes below illustrate how keywords 'interesting', 'social', and 'world' are used in reviews of non-profit coworking spaces:

> *"I love this space. The people there are so friendly and accommodating. The environment is relaxed yet extremely professional and quiet, I really feel like I can relax and get work done in this space. They have a lot of great events that are always different and interesting-- I have met a lot of **interesting** people in there. Great coffee, great beer, just great all around!!" (Review #438 of Vancouver, Non-profit coworking space)*

> *"Fantastic venue and resource for a huge variety of new and growing **social** enterprises" (Review #171 of Toronto, Non-profit coworking space)*

> *"I've made so many friends here. Little pricier for a coworking space, but you pay for community and connections like non other. Everyone working here is trying to change the **world** for the better." (Review #247 of Toronto, Non-profit coworking space)*

4.4 Discussion

The main contribution this chapter makes is discovering the uniqueness of each operation type of coworking space from the members' perspectives; this supports previous chapters of this dissertation in that there are notable differences in members' coworking experiences depending on who is operating the coworking space. While earlier chapters of this dissertation describe the coworking experience from the coworking space operators' perspective, this chapter adds members' perspectives to corroborate previous findings and discover novel insights.

Based on member reviews, it seems that independent coworking space is a place where entrepreneurs work together and increase the productivity of their everyday work. In this

process, the owner of an independent coworking space is often deeply involved in managing the coworking community and crafting a shared sense of community in the coworking space. Member reviews also indicate that corporate coworking space is differentiated from other types of coworking by the quality of products and services provided to members. Corporate coworking spaces are usually located in transportation-friendly spots of urban downtown areas, providing a broader spectrum of amenities that other smaller scale operators fail to offer. The relationship between members and corporate coworking spaces is complex because some community managers are deeply involved in the coworking community while others simply perform a role closer to receptionist rather than community organizer. Finally, member reviews imply that non-profit coworking space creates an 'interesting' environment by creating a community of people with social missions for a better world. Their events are also described as more 'interesting' because those events meet the members' expectation that they be related to social missions.

This chapter also contributes to management research by introducing a new research method, comparative keyword analysis, using a large qualitative text dataset. Comparative keyword analysis has the clear advantage of rapidly identifying key differences in large bodies of text (Seale et al., 2006). Text reviews from 4,215 reviewers were aggregated and analyzed efficiently, using a computational approach developed by linguistic studies. While previous research points out how the difficulty in isolating similarities between text data could be a limitation of comparative keyword analysis (Seale et al., 2006), this study overcomes that weakness by finding similarities of coworking spaces through multiple stages of keyword analysis. Specifically, the study discussed in this chapter compared reviews of specific types of coworking spaces to the reviews of serviced offices (Table 4.2(a), 4.2(b), and 4.2(c)) and then discovered similarities between coworking spaces by searching the overlapping keywords set out in Tables 4.2(a), 4.2(b) and 4.2(c). The finding of similarities in coworking spaces supports that coworking spaces are differentiated from traditional office rental companies by offering community, events, networking opportunities, and a unique vibe in the space. This clearly supports previous findings about coworking spaces that suggest coworking is

an "emergent collaborative activity" (Spinuzzi, 2012: p, 431) that provides a space where coworkers can network and build relationships.

Another strength of comparative keyword analysis is a combination of deductive and inductive research methods. By using comparative keyword analysis, *a priori* views of the researchers are removed from the initial identification of keywords, as keywords are identified purely mechanically based on relative frequencies (Seale et al., 2006). However, interpreting meaning of keywords is conducted using an inductive process, based on multiple analyses such as concordance analysis and "keywords in context" (KWIC) analysis. In this process, original text reviews were revisited to analyze a reviewer's nuance in full context. Thus, this research method absorbs benefits from both inductive and deductive research traditions.

However, this paper is not without its limits. As Seale and colleagues (2006) acknowledge, individual reviewers may have views and experiences strikingly different from the mass of other people with whom they have been aggregated (p. 2588). In the case of this study, there were limited numbers of extremely negative reviews expressing remarkably different opinions about coworking spaces compared to other reviewers. For instance, Review #1898 of Toronto described the experience in a corporate coworking space as "Pretentious as ****. The only candid feeling I received from my time there was a complete lack of genuinity. Service was poor and rushed and 0 professionalism present." This study did not conduct a separate analysis of negative reviews and positive reviews because there were too few negative reviews in the dataset. However, future research using comparative keyword analysis may need to consider distinguishing positive and negative reviews if the dataset is based on customer reviews.

Another limitation of the study is the possibility of heterogeneity among corporate coworking spaces. Concordance analysis and full-text analysis revealed that the reviews mentioning community managers of corporate coworking spaces are starkly different because some community managers are true community organizers while others are receptionists. While this finding supports the findings from previous chapters of this

dissertation, future research needs to consider heterogeneity among corporate coworking spaces when comparing them to other types of coworking spaces.

Finally, sampling bias might exist in the data used in this study. Some coworking spaces had over 50 text reviews while others had only 5 to 10 text reviews. Thus, reviews of a small group of coworking spaces might have been salient in the data. Future research could overcome this limitation by increasing the scope of the sample. For instance, including coworking space reviews of a major urban area in the United States such as New York or San Francisco will dilute the salience of specific coworking spaces in the data used in this study.

4.5 Conclusion

Comparative keyword analysis based on online customer reviews of Canadian coworking spaces supports the thesis that operation type (independent, corporate, non-profit) significantly affects member experience in coworking spaces. The findings from this study not only support the need for a novel typology in coworking spaces (as argued in earlier chapters of this dissertation) but also provide a unique contribution to the management literature by introducing a novel analytical technique using a large qualitative text dataset.

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Chapter 5

5 Discussion and Conclusion

5.1 Dissertation Summary

This dissertation set out to explore the variances in community characteristics of coworking spaces. The project also aimed to discover how community is built in community-focused coworking spaces. Given that we are not aware of any study that has fully captured variances in communities of coworking spaces, there are several contributions to research and practice arising from this work.

The main research questions guiding the analyses in this thesis were: *What is a coworking community? What are the differences between different streams of coworking spaces? How do coworking spaces build community in a mobile workforce?* Our analysis provided answers to all these questions, at least in the context of our dataset and sample.

Three substantive contributions of this dissertation are notable. First, this thesis allows us to fully capture five ideal types of coworking community, which are distinguished by their community orientation and operation types. One interesting insight this study brought to light, for instance, is that while 'independent' operations are generally a more favourable environment for creating community than 'corporate' operations, some corporate coworking spaces (corporate coworking community), are much more community-oriented than independent coworking spaces operating like serviced-offices (independent co-working office).

Second, this thesis creates the process model of community building in coworking spaces. In such a procedure, we elaborate the social identity model of leadership literature (Steffens et al., 2014; van Dick et al., 2018) by studying how leaders of social organizations exercise their identity-creating leadership during the process of community creation. As our analyses revealed, identity leadership characteristics such as identity prototypicality, identity advancement, identity impresarioship, and identity entrepreneurship can contribute to the different stages of community creation in the coworking space context. We also found preliminary support that identity leadership

characteristics are positively related to member collaboration activities and well-being status of coworking space members.

Third, this dissertation contributes to the management literature by introducing a new research technique of qualitative research: a comparative keyword analysis (Seale, Ziebland, & Charteris-Black, 2006). Comparative keyword analysis is one of the novel research methods that takes advantage of big data. Using computing power from modern computers, this method initially provides quantitative data that helps qualitative researchers draw research findings. The research conducted to produce this dissertation analyzed keywords from online customer reviews of coworking spaces to find that customer experience in coworking spaces are remarkably different from each other depending on the type of operation. Interestingly, we found that fellow entrepreneurs and coworking spaces' support for entrepreneurs are frequently mentioned in reviews of independent coworking spaces, while the reviews of corporate coworking spaces tend to focus more on amenities and convenient location.

5.2   Implications for Practitioners

The findings in this thesis reveal an important aspect that is relevant to coworking space operators and their members. This thesis reveals that operating a coworking space could be very different depending on the operator's approach to coworking. Coworking space can be limited to newly renovated serviced offices with more shared area than previous generations of serviced offices. However, coworking space can also be a social community of an entrepreneurial workforce from different organizational backgrounds, where members can support and collaborate with each other. By theorizing the community-building process of coworking spaces using identity leadership characteristics, this thesis indicates that coworking space operators need to think about the shared social identity of their coworking spaces in order to create a coworking community.

For potential members of coworking spaces, this thesis reveals that coworking experiences can be very different depending on which type of coworking space is chosen. Thus, potential members should consider the needs they expect to be fulfilled by

coworking spaces and examine the fit between coworking spaces and their needs. If potential members are seeking community to fulfill their needs, then the characteristics of community managers (and founders) should be one of the most important criteria to consider.

Overall, we hope that this work will spark more studies into the analysis of communities of entrepreneurial workforces in the coworking space context, thereby fostering a deeper exploration of entrepreneurial communities in social organizations.

5.3 References

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Steffens, N. K., Haslam, S. A., Reicher, S. D., Platow, M. J., Fransen, K., Yang, J., ... & Boen, F. 2014. Leadership as social identity management: Introducing the Identity Leadership Inventory (ILI) to assess and validate a four-dimensional model. *Leadership Quarterly*, 25(5): 1001-1024.

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Appendix A: Ethics Approval Letter

Western Research

Date: 22 May 2019

To: Dr. Dominic (Sun Kyu) Lim

Project ID: 113778

Study Title: Entrepreneurial Well-Being in Coworking Space

Short Title: Coworking Space Project

Application Type: NMREB Initial Application

Review Type: Delegated

Full Board Reporting Date: June 7 2019

Date Approval Issued: 22/May/2019

REB Approval Expiry Date: 22/May/2020

_____

Dear Dr. Dominic (Sun Kyu) Lim

The Western University Non-Medical Research Ethics Board (NMREB) has reviewed and approved the WREM application form for the above mentioned study, as of the date noted above. NMREB approval for this study remains valid until the expiry date noted above, conditional to timely submission and acceptance of NMREB Continuing Ethics Review.

This research study is to be conducted by the investigator noted above. All other required institutional approvals must also be obtained prior to the conduct of the study.

Documents Approved:

Document Name	Document Type	Document Date	Document Version
Attachment - Interview Protocol (CM)	Interview Guide	16/May/2019	Rev1
Attachment - Interview Protocol (Coworker)	Interview Guide	16/May/2019	Rev1
Attachment 1 - Invitation Letter_CM	Recruitment Materials	16/May/2019	Rev1
Attachment 1 - Invitation Letter_Coworker	Recruitment Materials	16/May/2019	Rev1
Letter of information_interview	Written Consent/Assent	16/May/2019	Rev1
Letter of information_online survey	Implied Consent/Assent	16/May/2019	Rev1
Survey Questions	Online Survey	17/May/2019	Rev1.1
Telephone_2019	Recruitment Materials	16/May/2019	Rev1
Verbal Recruitment Script	Oral Script	16/May/2019	Rev1

No deviations from, or changes to the protocol should be initiated without prior written approval from the NMREB, except when necessary to eliminate immediate hazard(s) to study participants or when the change(s) involves only administrative or logistical aspects of the trial.

The Western University NMREB operates in compliance with the Tri-Council Policy Statement Ethical Conduct for Research Involving Humans (TCPS2), the Ontario Personal Health Information Protection Act (PHIPA, 2004), and the applicable laws and regulations of Ontario. Members of the NMREB who are named as Investigators in research studies do not participate in discussions related to, nor vote on such studies when they are presented to the REB. The NMREB is registered with the U.S. Department of Health & Human Services under the IRB registration number IRB 00000941.

Please do not hesitate to contact us if you have any questions.

Sincerely,

Kelly Patterson, Research Ethics Officer on behalf of Dr. Randal Graham, NMREB Chair

Note: This correspondence includes an electronic signature (validation and approval via an online system that is compliant with all regulations).

Appendix B: Interview Protocol (Community Manager)

Instructions

Good morning (afternoon). My name is _____. Thank you for coming. This interview involves several questions regarding your role and experience as a community manager of the coworking space. The purpose is to get your perceptions of your job and duties inside the coworking space. There are no right or wrong or desirable or undesirable answers. I would like you to feel comfortable with saying what you really think and how you really feel.

If it is okay with you, I will be audio-recording our conversation. The purpose of this is so that I can get all the details but at the same time be able to carry on attentive conversation with you. I assure you that all your comments will remain confidential. I will be compiling a report which will contain all respondents' comments without any reference to individuals.

1. Questions related to community manager

1.1. When did you start working in this coworking space?

1.2. How did you become a community manager of this coworking space?

1.3. Which specific daily task do you perform as a community manager of this coworking space?
1.3.1. Have you ever connected people in your coworking space based on their professional interest or personal interest?

1.4. How important is the community in your coworking space?
1.4.1. In your opinion, how important is 'shared sense of us' for the development of the community?

1.5. How does the 'community' work in this coworking space? Do you have any regular community activities?

1.6. Is there any rule of this coworking space? If yes, who created these rules?

1.7. What are the biggest challenges of being a community manager of this coworking space?

2. Questions related to collaboration

2.1. Are there any recent collaboration activities among coworkers?

2.2. How did these people start working together?

2.3. What kind of collaborations happen in this coworking space?

3. Questions related to identity leadership

3.1 Do you think you are the model member of the coworking community?

3.2. Do you think you act as a champion for the coworking community?

3.3. Do you think you create a sense of cohesion within the coworking community?

3.4. Do you think you create structures that are useful for the coworking community?

4. General questions regarding coworking space

4.1. In your opinion, Who and why do people choose working in coworking space?

4.2. Do you select tenants based on any specific characteristics?

4.3. Who should and who should not work in coworking space?

5. Well-being

Debriefing

Thank you very much for coming this morning (afternoon). Your time is very much appreciated, and your comments have been very helpful.

The result of this research will provide useful information to academia as well as any practitioners related to the coworking space. You will be kept de-identified during all phases of this research including any experimental writings, published, or not.

Appendix C: Interview Protocol (Member)

1. Instructions

Good morning (afternoon). My name is _____. Thank you for coming. This interview involves several questions regarding your experience in coworking space. The purpose is to get your perceptions of interactions and sense of community inside the coworking space. There are no right or wrong or desirable or undesirable answers. I would like you to feel comfortable with saying what you really think and how you really feel.

If it is okay with you, I will be audio-recording our conversation. The purpose of this is so that I can get all the details but at the same time be able to carry on attentive conversation with you. I assure you that all your comments will remain confidential. I will be compiling a report which will contain all respondents' comments without any reference to individuals.

2. Questions related to community manager

2.0 Could you be able to introduce briefly? – what is your background and what type of industry do you work with? What is your occupation?

2.1. When do you start working in this coworking space?

2.2. Which specific daily task do you see from a community manager of this coworking space?

2.3. Have you ever got connected people in your coworking space by community manager?

2.4. How important is the community in your coworking space?

2.4.1. In your opinion, how important is 'shared sense of us' for the development of the community?

2.5. How does the 'community' work in this coworking space? Do you have any regular community activities?

2.6. Is there any rule of this coworking space? If yes, who created these rules?

2.7. What is the most important factor to develop the community in coworking space?

3. Questions related to collaboration

3.1. Are there any recent collaboration activities between you and other coworkers?

3.2. If yes, how did you and other people start working together?

3.3. What kind of collaborations happen in this coworking space?

4. Questions related to identity leadership

4.1 Do you think community manager of this coworking space is the model member of the coworking community?

4.2. Do you think community manager of this coworking space act as a champion for the coworking community?

4.3. Do you think community manager of this coworking space create a sense of cohesion within the coworking community?

4.4. Do you think community manager of this coworking space create structures that are useful for the coworking community?

5. Questions regarding well-being (Describe three dimensions of well-being)

Emotional: General happiness
Psychological: You feel good at managing the responsibilities of your life / you had experienced that challenged you to grow or become a better person / you are confident to think or express your own ideas and opinions.
Social: you feel that you had something important to contribute to society, you feel belonged to a community like a social group

5.1 Are you happier by working in coworking space?

5.2. Do you think you are managing your life very well after working in coworking space?

5.3. Do you feel belonged to a community life a social group?

6. General questions regarding coworking space

6.1. In your opinion, why do people choose working in coworking space?

6.2. Do you see any social group activities between coworkers without the intervention from community managers?
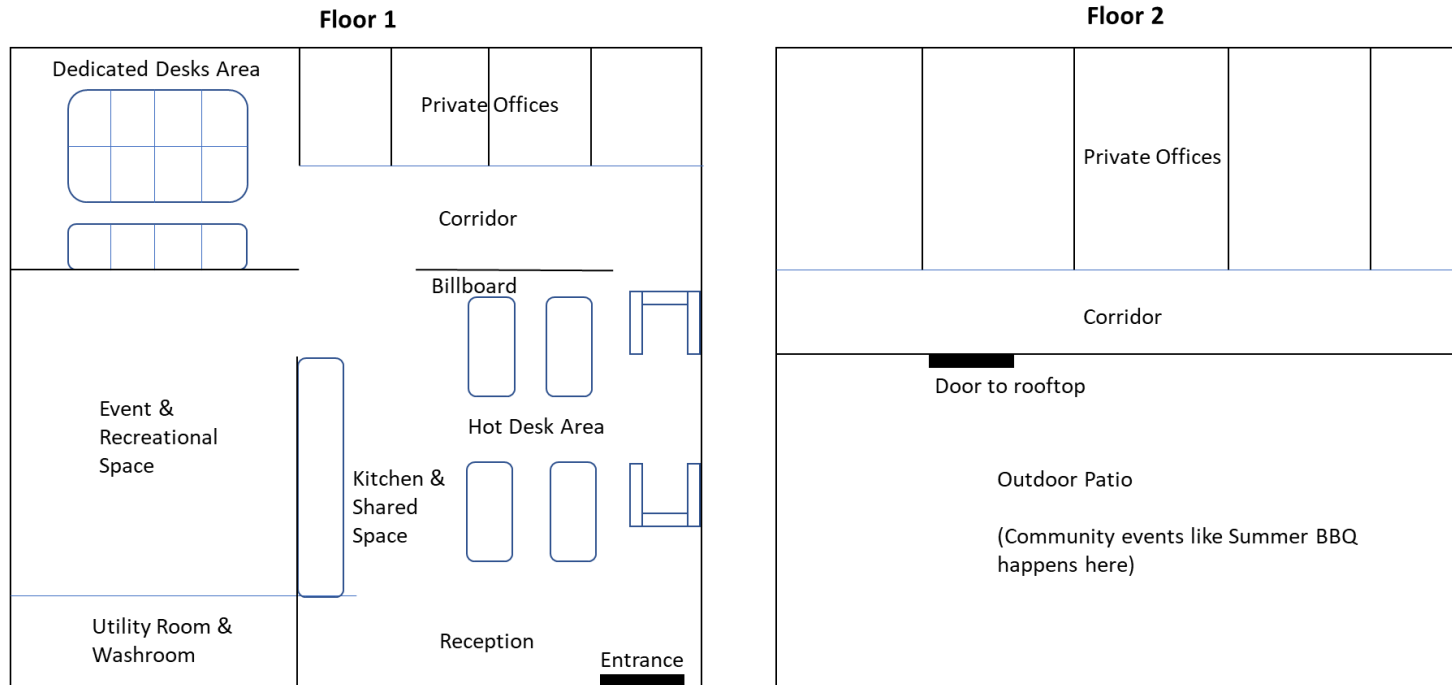
6.3. Who should and who should not work in coworking space?

Debriefing

Thank you very much for coming this morning (afternoon). Your time is very much appreciated, and your comments have been very helpful.

The result of this research will provide useful information to academia as well as any practitioners related to the coworking space. You will be kept de-identified during all phases of this research including any experimental writings, published, or not.

Appendix D: Example Office Layout of Coworking Spaces

Floor 1

Dedicated Desks Area

Private Offices

Corridor

Billboard

Event & Recreational Space

Hot Desk Area

Kitchen & Shared Space

Utility Room & Washroom

Reception

Entrance

Floor 2

Private Offices

Corridor

Door to rooftop

Outdoor Patio

(Community events like Summer BBQ happens here)

- *This is an example layout of coworking spaces. Thicker line refers to the wall. Specific details (ex: number of desks, number of rooms, size of the space) may not be accurate.*
- *Layouts may have changed due to COVID-19 pandemic.*

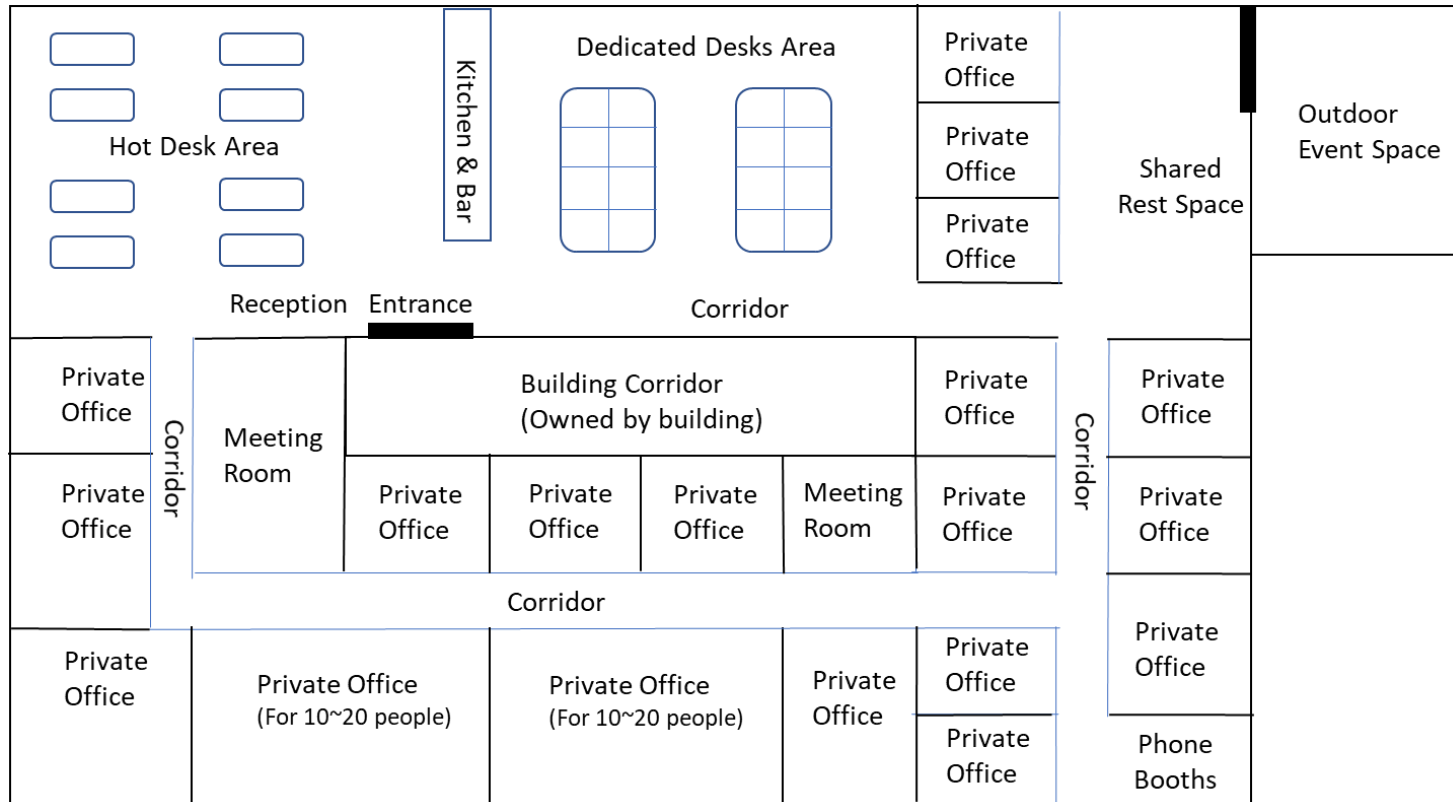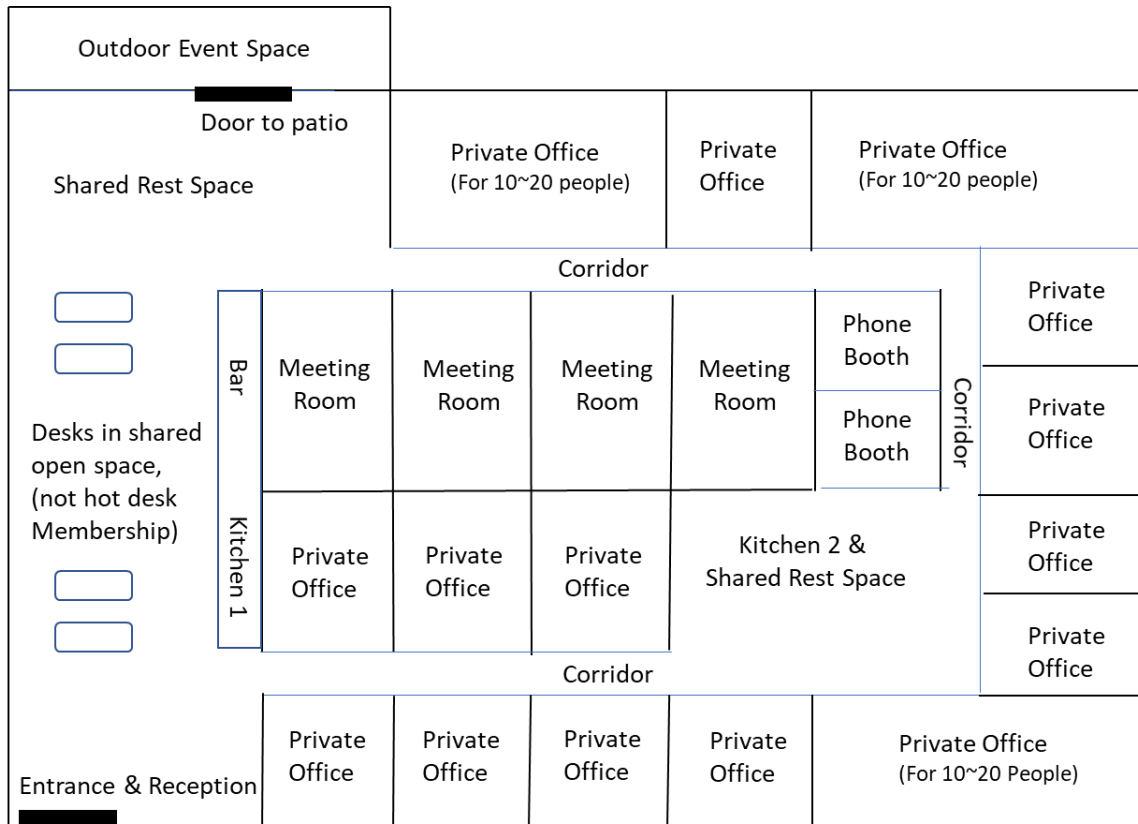**(1)   Independent 3, Categorized as coworking as a lifestyle movement**
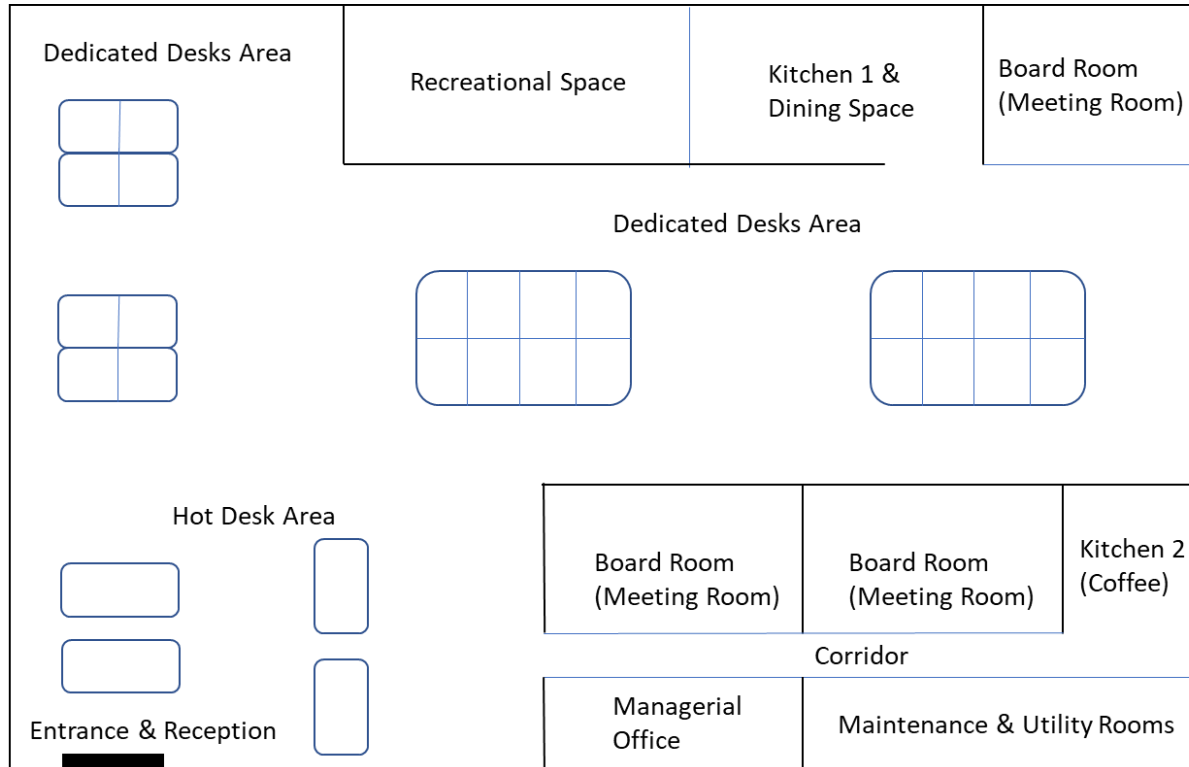
- *This is an example layout of coworking spaces. Thicker line refers to the wall. Specific details (ex: number of desks, number of rooms, size of the space) may not be accurate.*
- *Layouts may have changed due to COVID-19 pandemic.*

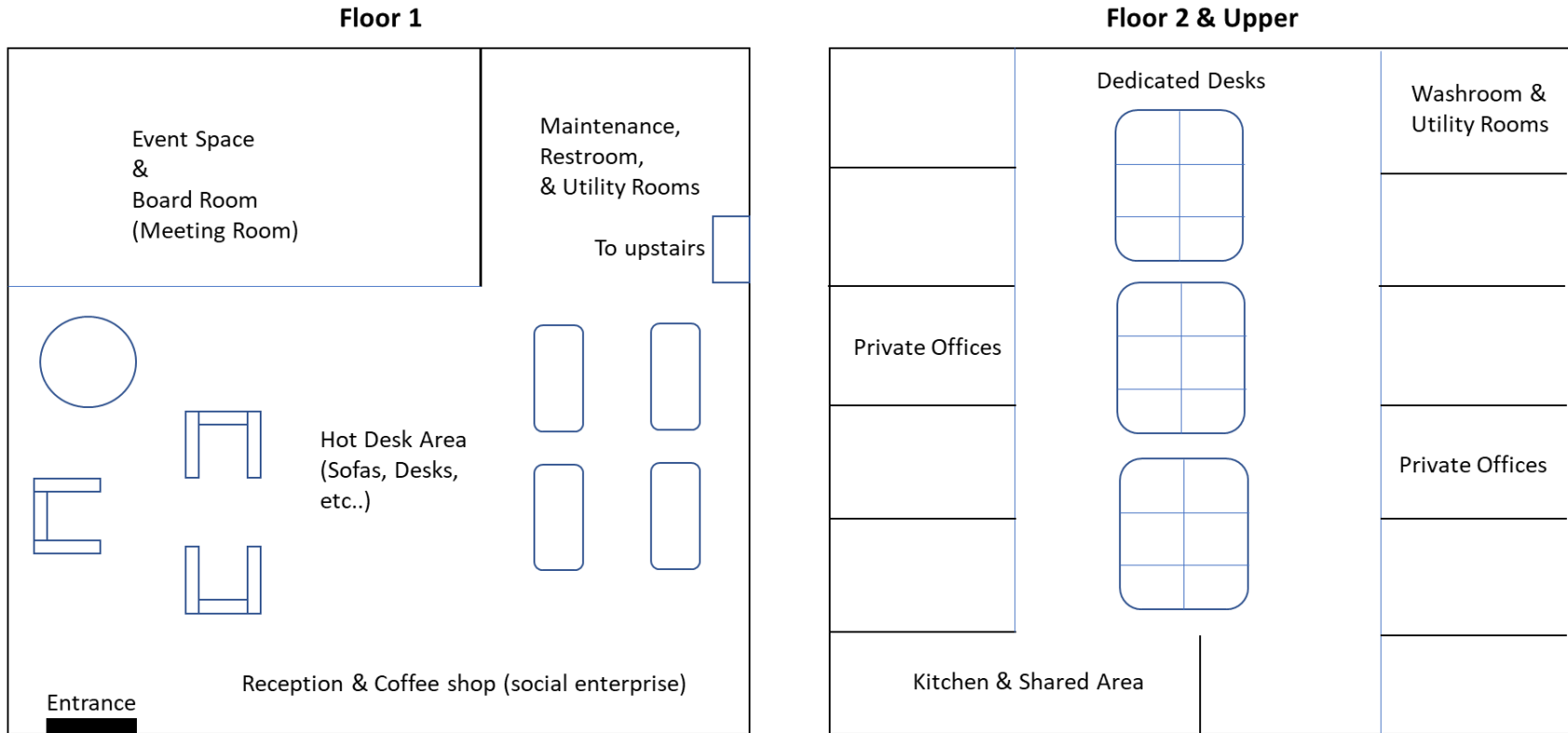**(2)   Independent 2, Categorized as independent co-working office**

- *This is an example layout of coworking spaces. Specific details (ex: number of desks, number of rooms, size of the space) may not be accurate.*
- *Most of corporate coworking spaces occupies larger spaces than independent and non-profit coworking spaces*

(3) Corporate 2, Categorized as corporate coworking community

Outdoor Event Space

Door to patio

Shared Rest Space

Private Office
(For 10~20 people)

Private
Office

Private Office
(For 10~20 people)

Corridor

Private
Office

Bar

Meeting
Room

Meeting
Room

Meeting
Room

Meeting
Room

Phone
Booth

Phone
Booth

Corridor

Private
Office

Desks in shared
open space,
(not hot desk
Membership)

Kitchen 1

Private
Office

Private
Office

Private
Office

Kitchen 2 &
Shared Rest Space

Private
Office

Private
Office

Corridor

Entrance & Reception

Private
Office

Private
Office

Private
Office

Private
Office

Private Office
(For 10~20 People)

- *This is an example layout of coworking spaces. Thicker line refers to the wall. Specific details (ex: number of desks, number of rooms, size of the space) may not be accurate.*
- *Most of corporate coworking spaces occupies larger spaces than independent and non-profit coworking spaces*

(4)   Corporate 1, Categorized as corporate co-working office suite

Floor 1

Floor 2 & Upper

Event Space
&
Board Room
(Meeting Room)

Maintenance,
Restroom,
& Utility Rooms

To upstairs

Hot Desk Area
(Sofas, Desks,
etc..)

Reception & Coffee shop (social enterprise)

Entrance

Dedicated Desks

Washroom &
Utility Rooms

Private Offices

Private Offices

Kitchen & Shared Area

- *This is an example layout of coworking spaces. Thicker line refers to the wall. Specific details (ex: number of desks, number of rooms, size of the space) may not be accurate.*
- *Layouts may have changed due to COVID-19 pandemic.*

(5)   Non-profit 1, Categorized as specialized coworking

Curriculum Vitae

NATHAN (NAM KYOON) KIM

EDICATION

EDUCATION

Ph.D. (expected in Dec 2020) Ivey Business School, Western University, London, Ontario, Canada

- Major: Entrepreneurship
- Thesis: "Community of Entrepreneurs in Coworking Spaces" (Advisor: Dominic Lim)

M.Sc. 2013, Management, Queen's University, Kingston, Ontario, Canada

- Major: Strategic Management
- Thesis: "The Effect of CEO Interpersonal Spin on Firm Competitive Behaviour" (Advisor: Goce Andrevski)

B.B.A. *cum laude*, 2012, Seoul National University, Seoul, Korea

PUBLICATIONS

Kim, N. and Parker, S. (2020). "Entrepreneurial Homeworkers". Forthcoming in *Small Business Economics*. [2019 impact factor: 4.803; 2018 CABS Rating: 3; 2019 ABDC Rating: A] https://doi.org/10.1007/s11187-020-00356-6.

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AWARDS

John F. Rankin Doctoral Scholarship, Western University (2019)
Plan for Excellence Doctoral Fellowship, Ivey Business School, Western University (2014 – 2018)
Geoffrey H. Wood Foundation MSc in Management Award, Queen's University (2013)
Queen's Graduate Award, Queen's University (2012 – 2013)
Queen's School of Business Award, Smith School of Business, Queen's University (2012)
Vancouver SNUAA Scholarship, Vancouver Korean-Canadian Scholarship Foundation (2012)
Academic Excellence Scholarship, Seoul National University (2009 – 2011)