



Corporate Coworking and Its Possible Implications for Innovativeness

Maria Nuolioja-Iivari

Master's Thesis
International Business Management
2019

MASTER'S THESIS	
Arcada	
Degree Programme:	International Business Management
Identification number:	20031
Author:	Maria Nuolioja-Iivari
Title:	Corporate Coworking and Its Possible Implications for Innovativeness
Supervisor (Arcada):	Christa Tigerstedt
Commissioned by:	-
<p>Abstract:</p> <p>Technology and globalization has enabled people to work from different locations. Also companies have increasingly started to use coworking. The purpose of this thesis was to find out why companies are choosing corporate coworking and how it affects innovation. The research questions were; What are the reasons, benefits and drawbacks for corporate coworking? How does corporate coworking affect innovation? This thesis does not cover other ways of remote working, real estate market issues, the profitability of coworking spaces, investigate different kinds of coworking spaces and it only covers the history of coworking spaces briefly. The theory was based on literature and previous research made. In the theoretical part key words were defined, coworking's core values and the coworking models were presented. The reasons, advantages and disadvantages of coworking were discussed before explaining how innovation and coworking is connected. A qualitative, deductive content analysis was used in the empirical part to interpret blog posts on the internet. Four blogs were chosen through purposive sampling. Different themes were identified in the blog posts in order to find out the reasons, benefits, drawbacks and what affect coworking has on innovation according to the authors of the blog posts. The results from the theoretical and empirical part show that it is the community and networking opportunities that are the main advantages. Other benefits are that it reduces loneliness, is flexible, a coworker can gain new skills and knowledge and it is cost-effective. The main disadvantages are little privacy, too many distractions and security conflicts. Innovation seems to be connected to coworking and offers great potential for fostering innovation. Innovation is affected mainly by new surroundings, collaboration and diversification. As work tasks have become more complex, we need the community and the suitable space to be able to solve them.</p>	
Keywords:	coworking, innovation, blog, reasons
Number of pages:	56
Language:	English
Date of acceptance:	May 28, 2019

INNEHÅLL / CONTENTS

Figures and tables	4
1 INTRODUCTION	5
1.1 Research problem and aim	8
1.2 Research question.....	8
1.3 Limitations	8
1.4 Structure of the thesis	9
2 THEORY.....	10
2.1 Definitions.....	10
2.2 Core values of coworking	11
2.3 Different variations of coworking	12
2.4 Advantages and disadvantages of coworking.....	14
2.5 Innovation at work	20
2.5.1 <i>Coworking and innovation</i>	21
3 METHOD	24
3.1 Blog data	25
3.2 Data analysis.....	28
4 ANALYSIS AND RESULTS	29
4.1 Reasons	30
4.2 Benefits.....	33
4.3 Drawbacks.....	35
4.4 Affect on innovation	38
4.5 Additional findings from the blogs	40
5 DISCUSSION	41
5.1 Summarized results from the theoretical and empirical part.....	41
5.1.1 <i>Advantages of coworking</i>	41
5.1.2 <i>Disadvantages of coworking</i>	45
5.1.3 <i>Innovation in coworking spaces</i>	47
5.2 Conclusions	48
5.3 Trustworthiness	49
5.4 Future research	51
References	52
Appendices	57

FIGURES AND TABLES

Figures

Figure 1. A forecast of the number of coworking spaces (vertical line) in the world per year (horizontal line). (Global Coworking Unconference Conference (GCUC), 2017).....	6
Figure 2. The number of Global Coworking Members (vertical line) per year (horizontal line). (Global Coworking Unconference Conference (GCUC), 2017).....	6

Tables

Table 1. Advantages and disadvantages for coworking.....	18
Table 2. Reasons for coworking.....	31
Table 3. Benefits in coworking.....	34
Table 4. Drawbacks in coworking.....	37
Table 5. Benefits in coworking, a comparison of the results from the theory of this thesis compared to empirical research	42
Table 6. Drawbacks in coworking, a comparison of the results from the theory of this thesis compared to empirical research.....	46

1 INTRODUCTION

Digitalisation and globalisation has had a huge impact on the way people work today. ICT has enabled people to do their work in different locations. Currently employees also pay more attention to their work environment. Employees appreciate flexible working hours, want to have the latest technology and expect their employer and work environment to be inspiring and motivating. To provide a good work environment can prove to be important when companies compete of the best employees. (Viita 2017)

Johnson and Gabor (2016, p. 3) write that information and communication technology has changed the way we live, work and innovate and it will continue to do so. Some companies might not be able to meet this challenge due to their traditional office systems. This might stifle creativity and innovation.

It is due to the above mentioned reasons corporate coworking has become an option as a way of working for many. Coworking originates in 2015 from San Francisco. It was considered a new way of working, something between a traditional office and people working from home in isolation. Coworking has spread around the world and the number of people coworking increase every year (Gandini 2015). According to Huang (2019) it is estimated that there will be 21,306 coworking spaces in the world by the end of 2019 (see figure 1). She writes that coworking is expected to grow approximately 40 percent between 2019 and 2022. According to a forecast made by Global Coworking Unconference Conference (GCUC) at the end of 2017, 5.1 million persons will be coworking in 2022 (see figure 2).

Moriset (2013 p. 18) writes that so far creating coworking spaces has been a trendy activity and that people creating them “have occupied a niche whose growth potential remains unknown”. Broadbent (2018) has interviewed Jason Saltzman, the founder of collaborative space Alley. He mentions three reasons for the coworking sector's fast expansion: “continued growth of start-up culture, a more flexible globalized workforce being fueled by technology, and the millennial generation”.

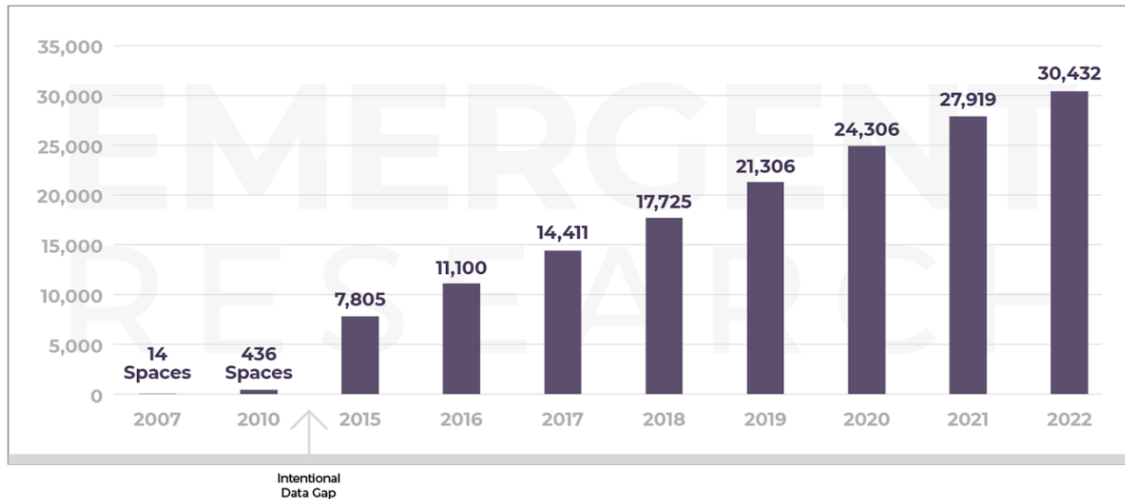


Figure 1. A forecast of the number of coworking spaces (vertical line) in the world per year (horizontal line). (Global Coworking Unconference Conference (GCUC), 2017)

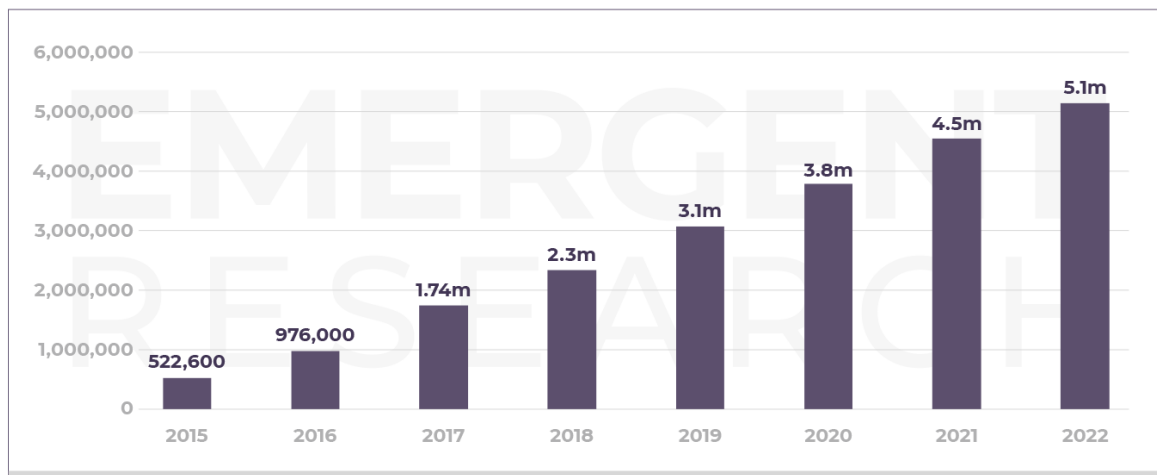


Figure 2. The number of Global Coworking Members (vertical line) per year (horizontal line). (Global Coworking Unconference Conference (GCUC), 2017)

DeGuzman and Tang (2011, p. 4) write that it is first and foremost innovation and community that makes coworking so appealing and continue by writing that “sharing and collaboration can lead to instances of creativity and innovation in the workplace”. According to them innovation is born in coworking spaces when people from different fields or specializations work in the same environment. Also enthusiasm and creativity become contagious and multiply. (p. 7 and 22) They explain the importance of innova-

tion by writing (p. 19) that innovation is “one of the drivers of today’s knowledge economy.”

White and White (2018) write that as coworking has matured, also large companies have started to see these workspaces as a solution to their challenges. Dr. John Sullivan writes in 2013 that “The concept of “corporate coworking” is among the boldest corporate people management concepts of the decade.” Corporate coworking means that employees from a larger company share a coworking space with startups and/or employees from other companies. The aim is to generate and try new innovative ideas, get new space for expansion or to offer employees remote work options. Cutting cost is not what companies primarily try to achieve by corporate coworking. (Sullivan 2013)

Johnson and Gabor (2016, p. 1 - 2) write about how corporate coworking and innovation are linked together. They think that “coworking has great potential to fundamentally change knowledge work and catalyze innovation in the future” and “more and more corporations have already started to realize that coworking offers great potential for fostering innovation.”

Nagy and Lindsay (2018) argue that “the real revolution in coworking may have less to do with freelancers or startups than with employees of large companies working beyond the boundaries of their organizations.” According to them, corporate coworkers mainly want to learn skills faster, make more connections, feel inspired and in control by coworking.

Johnson and Gabor (2016), White and White (2018), DeGuzman and Tang (2011), Nagy and Lindsay (2018) and Sullivan (2013) all mention that innovation and coworking seem to go hand in hand. Their previous researches inspire the topic for this thesis and create the urge and eager to further look into the matter and the connection between innovation and coworking in this thesis. Innovation is something very crucial, and of course wished for, in today’s organizations and business contexts. Therefore this thesis aims to highlight the benefits and drawbacks related to corporate coworking and what companies interested in this way of working ought to consider. Is your company missing out on something that could be achieved by choosing corporate coworking?

1.1 Research problem and aim

In today's world companies need to be innovative. Simultaneously more and more companies are choosing corporate coworking as one way of working. Why? What are the benefits and drawbacks? Can coworking assist companies that strive to be more innovative? What are the ways in which a company can cowork?

This thesis investigates the concept of corporate coworking and find out why companies and coworkers have chosen this way of working. What are the pros and cons corporate coworking has for companies and employees according to the existing literature and research made? Since this way of working is relatively new, there is not yet as much literature to be found as of more traditional concepts. The purpose on top of this is to find out what affects corporate coworking has on innovation for the companies (through the coworker). The question that will be discussed is how corporate coworking can assist an employee in becoming more innovative.

1.2 Research question

The research questions in this thesis are:

1. What are the reasons, benefits and drawbacks for corporate coworking?
2. How does corporate coworking affect innovation?

This thesis aims at finding answers to these questions both from an employee's and an employer's point of view.

1.3 Limitations

The emphasis in this thesis is on corporate coworking, mainly remote workers within a company (i.e. corporate employees). Especially the theory clearly has more of a corporate standpoint as it is written mostly from a company's perspective, when they are in a situation where they want to trigger innovation. This thesis does not concentrate on

coworking for example freelancers or artists, though many of the findings many also apply to them, since they work in the same space and interact with corporate coworkers.

This thesis does neither in detail discuss different kinds of coworking spaces nor real estate market issues and the profitability of coworking spaces. Also the history of coworking will only be covered briefly. This thesis will exclusively concentrate on coworking, not other ways of remote working, as other ways does not have the same features as in coworking.

1.4 Structure of the thesis

This thesis is divided into five chapters. The first chapter introduces the background of the thesis, the research problem, aim, research question and limitations.

The second chapter presents the literature framework. The literature works as a base for the research. The main subjects in this chapter are definitions of the key words used in this thesis, coworking's core values, different coworking models, advantages and disadvantages of coworking are presented and how coworking is related to innovation.

The third chapter contains a description of the chosen research method and the collected research data in this thesis. In the empirical part the experienced reasons, benefits, drawbacks and impact on innovation will be researched by using four different blogs on the internet. The texts in the chosen blog posts will be analyzed in order to find out how this matter is being addressed. The blogs are analysed through qualitative content analysis. In chapter four the results are presented.

The remaining chapter, i.e. chapter five, contains a summary of the findings from both the theoretical and the empirical part, provides conclusions based on these findings, contains a discussion of trustworthiness and recommendations for further research.

This thesis will benefit companies looking for alternative ways to work and/or seeking to be more innovative. Hopefully this thesis could also work as inspiration to make changes that will benefit both the company and their employees.

2 THEORY

This chapter will cover the literature framework, i.e. what has been written and researched in the past about the aim and research questions of this thesis. First a few key words will be defined. The main subjects discussed in this chapter are coworking's core values, different coworking models, pros and cons of corporate coworking, reasons for corporate coworking and how coworking is related to innovation.

In order to understand the idea behind coworking it is important to know the core values of coworking. The coworking models explain what is regarded as coworking and the different ways in which an employee can cowork. According to literature, there are both advantages and disadvantages of coworking. They will be presented in this chapter and divided into benefits for an employee and for a company. The relationship between coworking and innovation will be presented and explained along with why innovation is important for companies.

2.1 Definitions

In order to open up the concept more, a few definitions of coworking are presented initially. Spinuzzi (2012) points out that the first book on coworking by Jones, Sundsted and Bacigalupo (2009) does not contain a definition on coworking. In this thesis coworking refers to the definition according to Gandini (2015, p. 194): “Coworking spaces are shared workplaces utilised by different sorts of knowledge professionals, mostly freelancers, working in various degrees of specialisation in the vast domain of the knowledge industry. Practically conceived as office-renting facilities where workers hire a desk and a wi-fi connection these are, more importantly, places where independent professionals live their daily routines side-by-side with professional peers, largely working in the same sector – a circumstance which has huge implications on the nature of their job, the relevance of social relations across their own professional networks and – ultimately – their existence as productive workers in the knowledge economy.” Gandini 2015, p. 194)

Coworking spaces are usually open-plan offices with other shared facilities (Houni & Ansio 2015, p. 150). White and White (2018) point out that coworking typically requires membership. Viita (2017) adds that in many coworking spaces the membership also includes other benefits such as internet connection, furniture, refreshments and events. DeGuzman and Tang (2011) write that what differentiates coworking from other shared office space is the emphasis on community and collaboration.

Innovation is, according to Satell (2017), “about solving problems - and there are as many ways to innovate as there are types of problems to solve. There is no one “true” path to innovation.” OECD (2005) on the other hand defines innovation as “the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations”. Henderson (2017) points out that innovation does not always have to be something new. It may also refer to modifying business models or adapting to changes in order to achieve improved products or services. According to him, being innovative means that someone harnesses their creative ability.

2.2 Core values of coworking

According to DeGuzman and Tang (2011, p. 23) the core values of coworking are:

- Community
- Openness
- Collaboration
- Accessibility
- Sustainability

In addition to these values Houni and Jalonen (2015) mentions also commons from year 2007 onwards. DeGuzman and Tang (2011, p. 25) write that it is the community that differentiates coworking spaces from other rented office spaces. The coworker is part of a team, i.e. a community, which offers daily learning experiences.

When it comes to openness, the idea of coworking is that everyone can benefit when ideas are shared. Discussions are encouraged through open spaces. (DeGuzman & Tang 2011, p. 27-28). Sullivan (2013) writes that since many companies are risk adverse, to place their employees next to people from other companies might not sound like a good idea at first. “Given that well-established corporate practice of secrecy, you can only expect resistance from most corporate lawyers, product designers, and business intelligence professionals who have not calculated the ROI of the practice.” Sullivan suggests handling this worry by designing an exceptionally fast execution process in order to produce their new product or service faster than any competitor.

Collaboration refers to having people with different backgrounds and skills around you that you can ask help from. You are bound to find someone in the coworking space who is able to help you in different matters. Collaboration also makes it possible to reach a certain level of creativity faster. (DeGuzman & Tang 2011, p. 23-25)

The coworking spaces should also be affordable and physically accessible. This naturally makes the spaces more attractive to the employee and employers who want to give their employees more options. (DeGuzman & Tang 2011, p. 28-29)

Sustainability is one of the values for coworkers. Coworking makes it possible for companies to reduce both costs and their facilities footprint. (DeGuzman & Tang 2011, p. 27). DeGuzman and Tang (2011, p. 3) points out that many of the challenges we face today, for example environmental issues, can be solved by collaboration and sharing, i.e. commons.

2.3 Different variations of coworking

Coworking is nowadays part of companies’ strategies according to Spreitzer et al (2015) and there are different variations or models of coworking. Spreitzer et al (2015) divide the ways of incorporating coworking in a company’s strategy in two ways; coworking spaces are used as an alternative place to work or companies try to create a similar work environment in the corporate office.

Also Sullivan (2013) has written about the different coworking models and makes a more precise differentiation between them. It is important to understand which model would best suit the needs of the company in order to expand innovation and generate new ideas. One possibility is for a number of companies to share a space that none of the companies own. Companies may also invite other companies, they have a relationship with, to share their office space. Startups may also be invited to share corporate office spaces. On top of this Sullivan mentions sponsorship. In this model a corporate employee may in addition receive mentorship. (Sullivan 2013)

When companies use coworking spaces they usually rent a number of desks or offices for their employees (Stiefel & Rief 2014), but there are also other possibilities available. Johnson and Gabor (2016, p. 9–11) have divided different models of corporate coworking into:

- office meetings
- operating coworking spaces
- coworking-like features in-house
- sponsoring
- incubator and acceleration programs
- booking startups to develop ideas and products

According to Johnson and Gabor (2016, p. 9) a company may want to set up an office meeting in a coworking space since it is a more inspiring environment. There may also be workshops together with local coworkers in order to speed up innovation or possibly recruit new staff. Another way for a company is to open their own coworking space. The reasons for this are to get advantage from freelancers' networks, fresh talents, the opportunities to collaborate with startups and possibly start projects together. In this model innovation is easier to shift to the company.

Johnson and Gabor (2016, p. 10) writes that another model is to create coworking-like features in the corporate office. This goes especially for companies trying to improve their innovativeness as it gives knowledge on how the company works as a whole and is a very good way for transferring knowledge. The benefit for a company, that sponsors

coworking spaces financially, is the possibility to be a part of interesting innovations and marketing opportunities.

Another model is for companies to collaborate with startups in a coworking space through incubator or accelerator programs (usually these scenarios are a mix of both). The idea is to develop ideas and/or products, create more innovation and savings in development (time and/or cost). Also when companies want to develop specific ideas and products, they may use coworking spaces when they co-operate with startups during the innovation process. Johnson & Gabor (2016, p. 10 – 11)

2.4 Advantages and disadvantages of coworking

Gandini (2015) writes that literature rarely presents the drawbacks of coworking. Both academic and practitioners build on the belief that coworking is a positive innovation. One of the aims of this thesis is to highlight both the advantages and the disadvantages.

Coworking spaces does offer many benefits for companies and their employees. According to Broadbent (2018) companies “are able to see opportunities in the growing coworking space trend”. King (2017) writes that in addition to the most important thing; the sense of community, “coworking spaces provide excellent business and technology infrastructure, strong networking opportunities, and exposure to innovative companies, products, and services.”

Houni and Ansio (2015, p. 151) write that research show that the work performed in coworking spaces is personalized; coworking people usually “express and fulfil themselves, cherish their values, seek meaning in life, and often experience joy and pleasure in their work”. Johnson and Gabor (2016, p. 7) explains that coworking spaces are places for like-minded people to meet, fulfil shared values, collaborate and innovate.

White and White (2018) have categorized the advantages of corporate coworking into four benefits: the possibility to recruit from different locations, create more creativity, utilize coworking spaces when expanding into new markets and cost-efficiency. It might be hard for some companies to recruit the right persons in a tight labor market, but by

using coworking spaces they are able to hire people not living close to their headquarters. This way a company is able to offer similar facilities and office equipment to employees as in the company's office.

Also according to King (2017) the biggest advantages in coworking is the sense of community. Coworking reduces isolation and loneliness. It benefits both employees and companies to have happier, more engaged and productive workers. If employees retain longer coworking, then the savings in recruiting and increased productivity makes coworking a better option (White & White 2018). On the other hand Sullivan (2013) points out that other coworking companies or startups may recruit a coworking employee.

Viita (2017) mentions that long rental agreements are considered a risk for companies. The agreements with an operator of a coworking space are usually very flexible and therefore reduce the risk for companies, whose need of space may change rapidly. White and White (2018) point out that coworking spaces may also be used when a company expands into new markets until it is sensible to get own office spaces. Even though coworking usually cost more than renting traditional office space, it makes sense, due to the flexibility it offers and the possibility to easily scale up or down if needed.

Johnson and Gabor (2016, p. 11) point out the opportunities coworking provides for an employee. Employees can enjoy both the advantages of the company (such as relative job security, career options and company structure) and the benefits of working in a coworking space. The employee can be part of developing new communities, gain new knowledge and expand one's networks. A member of a coworking space is given an excellent opportunity to integrate work and life since coworking increases work freedom. According to Spreitzer et al (2015) coworking means more job control for the corporate coworker. They can work any time of the day, sometimes longer and sometimes shorter days or take a long break in the middle of the day. A coworker may choose if they want to work in peace or in a more collaborative space. They can also choose to work from home. Coworking combines both autonomy and structure in a way that is valued by many corporate employees.

Spreitzer et al (2015) describe how coworking may result in a stronger work identity. Their respondents found that they could be themselves in the coworking space due to the fact that there was barely any competition or internal politics. They also found meaning in their work from working in a culture where you help each other and being a part of the coworking movement.

White and White (2018) write that moving a team of employees from a bureaucratic corporate environment to a coworking space may boost creativity. Also working with coworkers from other teams may give them new ideas. Sullivan (2013) writes about how powerful and beneficial for collaboration and innovation the interaction with non-team members can be. These interactions also improve learning (both amount and speed). This is because the corporate employees come from different industries and have different work experiences and therefore broader learning. Startup employees on the other hand are usually more on the leading edge. Coworking corporate employees also feel more energetic and excited due to the new surroundings, more networking opportunities and new people. Furthermore learning about other people's success can be very motivating, especially to a person with a competitive spirit. In addition to this, the coworking environment may develop an employee's leadership and team skills.

Sullivan (2013) continues by explaining how corporate employees, working with startups and innovators, is likely to learn more about entrepreneurship, collaboration, innovation, how to fasten time-to-market and become better intrapreneurs. Furthermore, corporate coworkers may learn to capture the best practices. Working side by side with usually fast and agile startups may result in learning to develop business processes. An employee may also learn to know how different problems have been addressed in other industries.

Sullivan (2013) points out that collaborating with people from startups and other companies with different backgrounds gives the employee a good opportunity to get feedback on their own ideas. Stiefel and Rief (2014) write that some companies may also look for development partners or have a need to grow and want to have the latest knowledge. A company may also aim for increasing innovation and development of tools and applications in their product range.

By corporate coworking a company has the opportunity to be a part of local innovation. Both Broadbent (2018) and Sullivan (2013) present a similar idea where coworking can be used in order to build relationships with startups and corporate employees. A company can identify potential targets for investment, acquisition or partnering. This way the company is able to find out about new and possibly disruptive technologies. Sullivan (2013) even gives more hints to companies that cowork. Corporate coworking employees could find out possible recruiting opportunities and give hiring recommendations to their employer.

Spinuzzi (2012) has mentioned trust, encouragement and referrals as achievable benefits by coworking. He has in his research interviewed coworkers and found out that one coworker was going to refer clients to a fellow co-worker and that one coworker did not worry about other coworkers telling their business plans to competitors. In chapter two of this thesis (see 2.2 Core values of coworking) Sullivan (2013) mentions the corporate practice of secrecy. Johnson and Gabor (2016, p. 11) also brings forward potential security conflicts as one problem. As openness is a core value of coworking, this means sharing information that companies might consider trade secrets. This may present a problem since competition is usually hard.

Another problem according to Johnson and Gabor (2016, p. 11) is that there is no organizational freedom since there is no hierarchy in coworking spaces. It might also be hard for companies to select which of their employees are suitable for coworking. The decision should be made considering the work tasks of the employee, what equipment is needed, but also the qualities of a person such as responsibility and ambition. Companies should also expect difficulties in creating, maintaining and developing their corporate cultures. Corporate coworking employees usually has an own culture that differs from their company's.

DeGuzman (2011) presents that some people may find that coworking spaces offer too little privacy and possibly that there are too many distractions. (It is advised that coworking spaces also has some spaces where a person can work in private if needed.) In some cases it may not be possible to cowork due to the nature of an employee's

work. Sometimes an employee might find out that the persons working in a coworking space just simply are not right. It is also possible that a new coworker's expectations are not met in a coworking space.

Toren (2013) points out that there might be competitors in the same coworking space. The expenses may also be an obstacle in some cases as working in a coworking space means costs for the company, if you compare it to the home office or coffee shop for example.

In order to summarize a table of the advantages and disadvantages for coworking mentioned in the theory can be found below. The different aspects are divided into advantages and disadvantages for the company and for the employee.

Table 1 Advantages and disadvantages for coworking

Advantages for the company	Disadvantages for the company
<ul style="list-style-type: none"> • flexible agreements with the operator of a coworking space • happier, more engaged, energized and productive employees • the possibility to recruit from different locations • create more creativity • utilize coworking spaces when expanding into new markets • more cost-effective • look for development partners • be “up to date” • increase innovation • development of tools and applications in own product range • recruiting opportunities to hire people from the same coworking 	<ul style="list-style-type: none"> • potential security conflicts • difficulties in selecting the coworking employees • another corporate culture • other coworking companies or startups may recruit the corporate employee • costs in comparison to home office or coffee shop • unmet expectations

<p>space</p> <ul style="list-style-type: none"> • more diverse and powerful interactions • find out about new and possibly disruptive technologies • improved learning (both amount and speed) • develop leadership and team skills • increased retention • Learn about entrepreneurship, collaboration and innovation • learning the best practices and solutions 	
<p>Advantages for the employee</p> <ul style="list-style-type: none"> • reduces loneliness and isolation • becomes happier, more engaged, energized and productive • easier to integrate work and life • simultaneously enjoy the advantages of the company • develop new communities • gain new knowledge • expand networks • get feedback on one's ideas • improved learning (both amount and speed) • develop leadership and team skills • learning the best practices and solutions • learn about entrepreneurship, collaboration and innovation • trust, encouragement and referrals 	<p>Disadvantages for the employee</p> <ul style="list-style-type: none"> • missing out of things happening at the company office • missing out on the company culture • too little privacy • too many distractions • coworking not possible due to the nature of the work • the coworking space does not contain the right crowd • unmet expectations • no organizational freedom

<p>from other coworkers</p> <ul style="list-style-type: none"> • stronger work identity • possibility to be yourself at work • find meaning in your work by helping each other out • choose the type of space you want or need to work in • also choose to work from home sometimes • combines both autonomy and structure in a preferred way 	
---	--

Listing the pros and cons of coworking depends on what you compare it with. Deciding on whether corporate coworking is the right way of working for you and your company depends on what you want to achieve.

2.5 Innovation at work

Moultrie et al (2007) write about how crucial innovation is for a company's success. It is needed for maintaining a company's market position and entering new markets. Innovation involves processes of ideation, creation, design and delivery. Innovation also requires a company's managers to balance risks against rewards. Another current challenge is to implement new processes rapidly. (Moultrie et al 2007) Henderson (2017) writes that innovation can save both time and money, produce efficiency, give a competitive advantage and lead to bigger opportunities.

Satell (2017) suggests that we should think about innovation as a business discipline – “as a set of tools that are designed to accomplish specific objectives”. Organizations need to have a portfolio of innovation strategies for specific tasks. According to Anthony (2012) innovation has to be managed and mastered. Both Anthony (2012) and Henderson (2017) point out that innovation is a skill one can learn. But, as Anthony writes,

it requires a lot of practice. Anthony also predicts that “innovation will be as important to future leaders as strategy and operational excellence is to current ones”.

2.5.1 Coworking and innovation

As mentioned in the earlier sections innovation seems to be connected to coworking. As touched upon in the introduction of this thesis “Coworking offers great potential for fostering innovation” according to Johnson and Gabor (2016, p. 1-2). It is the innovation and community that makes coworking so attractive. Collaboration increases innovation and creativity becomes contagious and increases in coworking spaces. (DeGuzman and Tang (2011, p. 4, 7 and 22) One of the aims of corporate coworking is to try new, innovative ideas according to White and White (2018). Both White and White (2018) and Sullivan (2013) stress how getting away from the company office and meeting other non-team members increases creativity and innovation.

DeGuzman and Tang (2011, p. 3) write that “innovation and growth are more likely to come from collaboration and the free flow and sharing of ideas, not from lone efforts.” Studies show that sharing and collaboration can lead to creativity and innovation. It is the group dynamic and interaction in coworking spaces that can lead to unexpected insights and results. DeGuzman & Tang (2011, p. 16)

Henderson (2017) agrees by writing that innovation is a group activity. White and White (2017) summarize this by writing that “more interaction, ideas, concepts and thinking often lead to more innovation, creativity and a more profitable business”. According to them it is this innovative and creative environment that makes coworking so attractive. Coworkers are more innovative since they interact, collaborate and also compete with others.

Moriset (2013, p. 16) refers to Chesbrough (2003) and Huizingh (2011) when writing that “innovation has become increasingly fast and open”. Big companies support coworking for several reasons. One may be that they wish to improve their public profile, but as talent and skills are not so mobile, it makes sense to fund coworking spaces. This way companies are able to have “a foot in a fuzzy, fluid entrepreneurial milieu, to

feel the market pulse, to keep an eye on creative initiatives and startups”. Moriset (2013, p. 16)

Houni and Jakonen (2015) point out that the physical work space has always had a big impact on building community and productivity at work. Coworking spaces can spur innovation by designing the physical environment to be more innovative. But, as Aku Varamäki points out when he was interviewed by Kauppalehti in 2017, walls do not create innovation by themselves. It is important to create opportunities for people to meet and interact by for example organizing events. (DNA Business / Kauppalehti, 2017)

Spreitzer et al (2015) write that coworkers show higher levels of thriving compared to people working in offices. According to them, ongoing research suggests that it is due to a well-designed work environment in combination to a well-curated work experience. Coworkers have a very high level of autonomy and feel that they can be themselves at work. This is why they are more energetic and come up with better ideas. (Spreitzer et al 2015) According to the Leesman report on Activity Based Working (2017) employees perform better in different environments due to the more complexed tasks they need to solve nowadays. They write that employees are better at creative thinking and creative collaboration in Activity Based Working. Therefore one can make the conclusion that different environments such as coworking spaces affect for example innovation.

White and White (2017) have listed four categories in which they find that innovation and collaboration are taking place in coworking spaces:

1. Learning and advice
2. Recruiting and employment
3. Networking and clients
4. Innovating and collaboration

Both collaboration and innovation are usually part of a company’s business strategy. Corporate coworking is associated with both elements. Corporate brands compete with technology, innovation and sharing economy. In a coworking space both startups and

large companies can work next to each other and benefit from it. Hanney (2017) writes that according to Accenture's "Harnessing the Power of Entrepreneurs" paper "78% of corporate executives believe it is important to collaborate with entrepreneurs to encourage innovation". This can be done in a coworking space with both startups and corporate coworkers.

Capdevila (2013, p. 11) refers to Acs and Audretsch 1990 and Birch 1987 when writing that small companies have been "more innovative than large ones because they provided more flexibility and variability, thus improving their ability to build alliances and collaborate through projects". Potts and Waters-Lynch (2016, p. 2) refers to Potts and Hartley (2015) when they write that creative innovation requires identification of the persons to connect with and deciding on what skills and other resources is needed to create more value.

Gandini (2015) discusses the way Capdevila describes coworking spaces as a provider of a physical platform for network activity, so called "innovation networks", where larger companies are like anchors that attract new business. Capdevila (2013, p. 11) refers to Bessant et al. (2012) and Bessant & Tsekouras (2001) when explaining that "the creation of "learning networks" - transversal structures where individuals of different organizations participate - facilitate learning and thus increase the overall localized innovation capability and pace."

Community, openness and collaboration are all coworking values. Therefore one could assume that coworking harnesses innovation, but as Nagy and Lindsay (2018) point out, it is difficult to measure the coworking spaces affectiveness in promoting innovation. However, they write that satisfaction surveys and interviews show that it seems to be the case. The Leesman report on Activity Based Working (2017) also supports this view.

Capdevila (2013, p. 7) writes that for corporate coworkers "the knowledge share derived from the coworkers interaction is a crucial way to provide the diversification and collaboration required for innovation". Capdevila also points out that in order to get new

and diverse knowledge to the coworking space a rotation of workers is needed. Also different events and projects help in getting new knowledge. Capdevila (2013, p. 7)

Capdevila (2013, p. 12) writes that coworking spaces “represent hubs of innovation” and they are part of their regional development. Innovative coworking spaces might be a way for bigger companies to outsource expensive and risky exploration efforts.

Below is a short summary of the main ways mentioned above in which coworking spaces can increase innovation:

- arrange possibilities to interact (by for example designing the spaces accordingly and organizing events and projects)
- design the coworking facilities to be more innovative
- members should be a mix of corporate coworkers from big companies and startups
- rotation of coworkers

3 METHOD

This chapter describes the empirical research made for this thesis and how it was conducted. First the method will be explained and described. For this thesis a qualitative research method was chosen. This decision was made because the emphasis in this research strategy is on words, not numbers, when collecting and analyzing data (Bryman & Bell 2015). Therefore the researcher found this method to be more suitable when trying to find out answers to the research questions and aim. The answers were bound to have to do with peoples’ experiences and emotions and therefore the more suitable way to find out these factors was through a qualitative research. According to Bryman and Bell (2015, p. 416 - 417) “in qualitative research, the perspective of those being studied-what they see as important and significant-provides the point of orientation”. Also in this type of research the researcher aims at really understanding the investigated persons’ point of views, values, beliefs and behavior.

The empirical research was made by using blog data, i.e. text material, that already exist on the internet. According to Bryman and Bell (2015) the increased use of Internet and online communication offers many new research possibilities. The blogs were chosen through purposive sampling. “Purposive sampling places the investigator’s research questions at the heart of the sampling considerations” (Bryman & Bell 2015, p. 428). The chosen method for interpreting the blog material was qualitative, deductive content analysis, where different themes were found in the text. Bryman and Bell (2015, p. 727) defines qualitative content analysis as “An approach to documents that emphasizes the role of the investigator in the construction of the meaning of and in texts. There is an emphasis on allowing categories to emerge out of data and on recognizing the significance for understanding the meaning of the context in which an item being analysed (and the categories derived from it) appeared.”

The empirical research was made by analyzing blog posts on the internet written about coworking during a time period of July 31, 2014 to November 22, 2018. (Please note that the blogs on BecomeNomad blog did not have any dates available.) This empirical data was found on the internet during a time period of December 11, 2018 to February 24, 2019. First a sample of blogs was constructed that matched the aim and research questions of the thesis. The questions the researcher was looking for answers for were; “What are the reasons, benefits and drawbacks for corporate coworking?” and “How does corporate coworking affect innovation?”

3.1 Blog data

According to Snee (2010) blogs are a way of communicating on the internet. A blog is a published, often relatively personal, written text that appears to the reader in reverse order on the internet. Blog posts can link to other webpages and it is common that a reader may comment on the blog text. Please see an example of a blog post in appendix no 2 “Screen shot on one of Cat Johnson’s blog posts”. It is practical to use blogs in research because “they are easy to access and the sample can be extended to those from a wide geographical area.” On the other hand, the information on the blogs does not always match with what a researcher wants to find out. They only contain what the person writing the blog wants to share. Snee (2010)

The sample in this thesis consisted of four international blogs on coworking. The chosen blogs were Cat Johnson's blog, the NGIN blog, the Teho-osasto blog and the Become-Nomad blog. (The BecomeNomad blog did not contain dates.) These blogs were chosen because they were related to the research questions and aim of this thesis, seemed to be in active use and consisted thoughts and insights on what it is like to cowork. The Teho-osasto blog was chosen because it was most suitable to the topics discussed in the thesis of the Finnish blogs concerning coworking.

Cat Johnson's blog (<https://catjohnson.co/>)

One of the analyzed blogs was written by Cat Johnson. She is a storyteller and content strategist for the coworking movement from Santa Cruz in California, USA. Her clients include "coworking spaces, regional coworking alliances, workspace service providers, industry events and community organizations". (Johnson n.d.) Her blogs were found on the internet by using search engine Google and search words "coworking blogs".

The blog data used in this thesis were chosen by reading the latest blog posts, by using the search function on the webpage (i.e. the blog). Used search words were; innovation, innovative, advantage, drawbacks, and by opening the related articles until the same blog posts kept appearing, which gave the researcher the feeling that all the Cat Johnson's blog posts related to the topic had been found. All in all twelve blog posts related to the topic being researched was chosen from the Cat Johnson's blog. These twelve blog posts were all that the researcher found that were related to the research questions and aim of these thesis.

NGIN blog (<https://nginworkplace.com/blog/>)

Another analysed blog was NGIN blog. This blog was written by different authors. According to NGIN Workplace's homepage NGIN Workplace is a shared office located in Cambridge in Massachusetts, USA. They further write on their homepage that they are "a meeting place for innovative minds brought together to re-think, re-create, and disrupt the waters in a variety of industries".

The blog posts were written from an operator's point of view and were probably written in order to attract more customers to the NGIN workspace. Perhaps due to different authors the blog posts did not follow a clear pattern. Ten blog posts were chosen for this research out of 24. The chosen ones were blog posts that were most closely related to the research questions. The chosen blog posts were written in 2015 or later.

Teho-osasto blog (<https://www.teho-osasto.fi/blogi/>)

The Teho-osasto blog was written by three Finnish women; Elina, Hanna and Kaisu, who have opened a coworking space in Tampere, Finland. The three women worked as translators and did not want to work from their home offices any longer. They started writing the blog in May 2017, before the actual coworking space opened. The coworking space then opened in August 2017. (Teho-osasto 2017).

The blog seemed to function also as a way to inform the existing coworkers of Teho-osasto on current matters and attract new customers. The Teho-osasto blog was written from an operator's point of view. Seven blog posts from Teho-osasto blog were chosen for this research.

BecomeNomad blog (<https://becomenomad.com/>)

The BecomeNomad blog was found as the search engine Google gave results on the search words "disadvantages of coworking". On <https://becomenomad.com/> the Digital Nomad Blog was chosen, then again BecomeNomad blog and after that "Coworking" under "Special Projects". There were five blog posts on coworking of which three was found suitable for this research, as the others did not relate directly to the researched topic.

The author of the BecomeNomad blog is Eli David. He writes that he has been traveling since 2010 and "used coworking spaces in more than 30 countries since 2011". The goal of his blog is to "provide insights and resources for Nomads who are already on the road, while also offering inspiration to those of you who are considering a long-term nomadic lifestyle". (David n.d.)

3.2 Data analysis

After choosing the blog data (blogs and blog posts to include), i.e. the sample, the written textual part of the blog posts were copied into a Microsoft Word file. In addition to the texts, the chosen blog posts contained photos, hyperlinks to other websites, advertisements and audio files. Because not all of the blog posts contained all of these multimedia objects, it would have been challenging to compare them. As the idea was to analyse the content of the blogs, and not blogs as a media, it was justifiable to copy only the texts from the blog posts. Another reason for copying the texts to a Microsoft Word file was the possibility that they would disappear or be modified on the internet. All of the blog posts were copied on a specific date and saved to the Microsoft Word file on the researcher's computer. The comments made by readers of the blog posts were also not included in the analysis.

A Microsoft Excel file was opened and different columns were given headers, i.e. themes, in order to have a Excel sheet ready prior to reading the blog posts once again and simultaneously picking out the information needed in this research in the Excel sheet (a so called coding scheme or scheme for analysis, see a screen shot of the file in appendix 3). By reading the blog posts the researcher searched for themes in the text. These texts (from single words to many sentences) were copied or written in the researcher's own words into the Excel Sheet in different groups, according to the theme, under the appropriate header. There was also a column for anything that felt surprising and a possibility for the researcher to comment on the blog post.

The researcher interpreted the text, both parts of it and as a whole, and systematically categorized them according to theme and in the results part of this thesis strived to see a pattern. This process can be seen as subjective (please read more about objectivity and subjectivity under 5.3 Trustworthiness). The empirical findings were analysed in order to being able to draw conclusions and finding the answers to the research questions and aim. A summary of the comparison between the theory and the empirical research of this thesis are presented under 5.1 Summarized results from the theoretical and empirical part.

1. The research questions
2. Selecting most suitable blogs
3. Collection of most suitable blog posts and copying them to a Microsoft Word file.
4. Saturation
5. Interpretation of data and grouping the needed information into different themes in a Microsoft Excel sheet.
6. Analysing the grouped material
7. Writing up findings and making conclusions

An outline of the interpretation of blog post in this thesis inspired by Bryman & Bell, 2015 (p. 395)

4 ANALYSIS AND RESULTS

This chapter will present the findings and answer the research questions and aims by using texts from chosen blogs and blog posts. One of the aims of this thesis was to find out what the benefits and drawbacks of corporate coworking are. The research questions in this thesis were the following:

1. What are the reasons, benefits and drawbacks for corporate coworking?
2. How does corporate coworking affect innovation?

The results from the blogs are structured and categorized in reasons, benefits, drawbacks, affect on innovation and other possible findings in order to systematically be able to give answers based on the research questions and aim of this thesis.

When writing about corporate coworking in the theoretical part of this thesis, it made sense to divide corporate coworking into benefits and drawbacks for an employee and for the company having corporate coworkers, as the assumption is that a person interested in coworking is either a coworker or a representative of a company having or planning to have corporate coworkers in the future. In the empirical part of the thesis the analyzed blogs were written by persons coworking or operators of coworking spaces.

They had written about the pros and cons of coworking in their blog posts, but did not look at coworking from a coworker's and a company's perspective. Therefore, the results of the analyzed blog posts are presented in benefits and reasons. The researcher has then made a summary of these where the positive and negative aspects of coworking from both the theoretical part and the empirical part has been divided into benefits and drawbacks for the company and the corporate coworker in chapter 5. Discussions (see 5.1 Summarized results from the theoretical and empirical part).

4.1 Reasons

The Cat Johnson's blog presents a lot of different reasons for coworking. The posts contain quite much about community, but also mention being less lonely, more productive and the lack of hierarchy. The Cat Johnson's blog speaks for the people coworking when writing that reasons for coworking are "growing our network, expanding our skillsets, keeping us social and engaged, giving structure to our workday" (Cat Johnson's blog, post 1 b). Also the actual building, niche spaces and interior design was mentioned as reasons in her blogs.

The NGIN blog (post 2 a) presented the opportunity to "create a well-rounded life" when coworking and highlighted the flexibility and freedom coworking offers an employee. The blog also indicated that one is more likely to push oneself in a coworking space and that the community can help a coworking person to be more creative and productive. Also in this blog it was pointed out that coworking is a way around loneliness. In addition it was stated that "Joining a coworking space is about finding the right community that can support you and your business" (NGIN blog, post 2 i). The NGIN blogs also contained information about a health insurance; "Since 2013, the Coworking Health Insurance Plan (COHIP) has been providing health care coverage to coworking members of a collective in Ontario." (NGIN blog, post 2 e)

The Teho-osasto blog indicate that working in a coworking space gives structure to the workday. Also workplace ergonomics have been attended to. According to the Teho-osasto blog what differentiates coworking spaces from other workspaces is the collaboration (instead of competing). This blog also mentions the affordable prices and flexible

lease. If you compare coworking to working in a coffee shop, there is always a free desk and a place to put your belongings at a coworking space. Both Cat Johnson and Teho-osasto blogs reminded the reader about that coffee or tea is included in the price, but Teho-osasto also mentions printers and cleaning. Another reason, in addition to being more productive, is that coworking makes you look better when you for example can arrange meetings with clients in a proper meeting room. This blog indicates that by networking in a coworking space one can find new clients, subcontractors or business partners.

The BecomeNomad blog mentions the same reasons as the other analyzed blogs; networking, socializing with like-minded people, flexibility, cutting costs, the internet connection, coffee and how coworking makes a person aware of his/her appearance and clothing. This blog also contained a comparison between renting an office and coworking. The BecomeNomad blog argued why it makes more sense to cowork. David mentions the opportunity to “look out for interesting and investable startups” in a coworking space (BecomeNomad blog, post 4 a). According to the BecomeNomad blog (post 4 b) “Coworking provides your life with stability”.

All blogs emphasised the community and networking opportunities. David wrote in his blog: “Coworking spaces gather the best minds, each expert in their own field. After you dedicate some time to build your social network in the coworking space, you can approach your expert friends for high quality advice on a wide range of topics like social media and digital marketing, programming, design and much more. The synergies and mutual help of one member to another is invaluable.” (BecomeNomad blog, post 4 b)

Table 2. Reasons for coworking

Cat Johnson’s blog	NGIN blog	Teho-osasto blog	BecomeNomad blog
- community	- community	- community	- community
- less lonely	- networking opportunities	- networking opportunities	- networking opportunities
- being more produc-			

<ul style="list-style-type: none"> tive - lack of hierarchy - networking opportunities - expanding our skill-sets - keeping us social and engaged - giving structure to our workday - actual building with niche spaces and interior design - coffee and tea 	<ul style="list-style-type: none"> - create a well-rounded life - flexibility and freedom - one pushes oneself harder - more creative and productive - less lonely - Health care coverage 	<ul style="list-style-type: none"> - gives structure to the workday - workplace ergonomics - collaboration - affordable prices - flexible lease - always a free desk and a place to put your belongings - coffee and tea - printers and cleaning - coworking makes you look better - the possibility of finding new clients, subcontractors or business partners 	<ul style="list-style-type: none"> - flexibility - cutting costs - the internet connection - coffee - coworking makes a person aware of his/her appearance and clothing - provides your life with stability - the opportunity to look out for interesting and investable startups
--	---	--	--

In this thesis the researcher has made a categorization between reasons and benefits. The line between reason and benefit might sometimes be blurred. Where to draw the line between these two categories can be seen as subjective as the researcher is aware of that another person might have grouped reasons and benefits in a different way. The researcher has grouped the main things that presumably have more value for an employee or company under reasons and aspects that might be seen more as a bonus, presumably nice to have, but probably not the actual reason for choosing coworking, as benefits. In addition the line between benefits and reasons is placed differently depending on the employee's personality and work tasks.

4.2 Benefits

The Cat Johnson's blog (post 1 b) mention "events, social good programs, social happenings, off-site events, and lots more". In a coworking space there is always someone to celebrate your wins with. The blog also indicates other factors that the coworking community offer; someone being there to "lend an ear, a word of encouragement or an idea when a fellow member is struggling" (Cat Johnson's blog, post 1 i). Also happy hour, free stuff, plenty of people willing to share their belongings, "all the perks of having a bustling workplace, without having to answer to anyone" was mentioned (Cat Johnson's blog, post 1 i). The author of Cat Johnson's blog also writes that coworking inspires her to be herself at work. In addition there might also be someone who brings snacks to work was mentioned.

The NGIN blog indicate that coworking makes life interesting as you can constantly meet new people. It will also help a person maintain or improve a healthy lifestyle due to the freedom the coworking person has. Coworking spaces usually offer their members different types of spaces suitable for different type of work, so one can take advantage of them and that way be more effective. The NGIN blog also indicates that coworking has a societal standpoint, because it brings innovators to urban neighbourhoods. "Coworking spaces, as a center of business and innovation, will help bring life and commerce back to areas that desperately need them." (NGIN blog, post 2 e) In addition when many startups work next to each other "natural startup acceleration" is born (NGIN blog, post 2 j).

Coworking strengthens one's job identity according to the Teho-osasto blog. This happens when coworkers communicate. The Teho-osasto blog also shows that in a coworking space you get a ready office, including ergonomically designed seating. Depending on an employee's situation the coworking space might be closer to an employee's home or in some other way more convenient for the employee, which might be a big benefit.

The BecomeNomad blog looks at coworking from a traveller's point of view and therefor indicates the advantage of getting local knowledge if you are new in the city and want to gain some local flavour and "valuable information of how locals are living in

the city. This will also help you connect to local entrepreneurs and freelancers.” (BecomeNomad blog, post 4 a) “Selecting a local coworking space can also mean boosting the local economy and supporting local entrepreneurs” (BecomeNomad blog, post 4 a). In addition there “is more bonding and personalized connection between members and the owners and members can easily become part of the community.” – in other words a lot of “bonus” benefits by coworking if you are new in the area (BecomeNomad blog, post 4 a). David also write (BecomeNomad blog, post 4 a) that coworking spaces can even “aid networking in finding the right business partners, founders, team members, freelancers and even potential clients and investors”. The BecomeNomad blog also indicates that coworking will probably be cheaper than the coffee you would have to buy if you work from a coffee shop. Another thing worth considering is that you have a safe place to store your belongings if you have to be somewhere else in the middle of your work day.

All blogs mentioned the social events. They are usually organized by the operator of coworking spaces. Also other benefits related to being around other people were mentioned.

Table 3. Benefits in coworking

Cat Johnson’s blog	NGIN blog	Teho-osasto blog	BecomeNomad blog
<ul style="list-style-type: none"> - events, social good programs, social happenings, off-site events - someone to celebrate your wins with - someone being there to “lend an ear, a word of encouragement or an idea when a fellow member is struggling” - happy hour 	<ul style="list-style-type: none"> - social events - makes life interesting as you can constantly meet new people - helps maintaining or improving a healthy lifestyle - different types of spaces suitable for different type of work - societal standpoint - “natural startup ac- 	<ul style="list-style-type: none"> - social events - strengthens one’s job identity - the co-worker gets a ready office, including ergonomically designed seating. - more convenient to commute to for the employee 	<ul style="list-style-type: none"> - social events - get local knowledge - connect to local entrepreneurs and freelancers - boosting the local economy and supporting local entrepreneurs - more bonding and personalized connection - aid networking in

<ul style="list-style-type: none"> - free stuff - plenty of people willing to share their belongings - “all the perks of having a bustling workplace, without having to answer to anyone“ - be oneself at work - snacks 	<p>celeration”</p>		<ul style="list-style-type: none"> finding the right business partners, founders, team members, freelancers and even potential clients and investors - cheaper than a coffee shop - safe place to store your belongings
--	--------------------	--	--

4.3 Drawbacks

According to the Cat Johnson’s blog (post 1 c) a person working in a coworking space should keep in mind that the community does not make connections and collaborations magically happen. The author of Cat Johnson’s blog writes that she herself does too much socializing. Another thing to bear in mind, according to the Cat Johnson’s blog, is that the excitement of the actual physical coworking space will fade after a while. Sometimes the coworking space is not a good fit. Some coworking spaces can be “flat and boring”. She also writes that “Coworking spaces are full of hustle, bustle, chit-chat, deep conversations, collaboration and connecting” (Cat Johnson’s blog, post 1 g). These are things that at least may disrupt your work. Johnson also writes in the Cat Johnson’s blog that she is annoyed by loud phone calls in the open space or if someone does not “use headphones when watching videos” (Cat Johnson’s blog, post 1 g).

The NGIN blog mentions, in this data which of course is limited to a certain amount of blog posts, only one drawback; “Some find the freedom and culture of coworking to be a daunting change” (NGIN blog, post 2 b). The Teho-osasto blog does not mention any drawbacks in coworking.

The BecomeNomad blog on the other hand presents quite a few drawbacks on coworking. Just as the Cat Johnson’s blog indicates that the chosen coworking space might not

be good fit, the BecomeNomad blog suggests that the chosen space might not offer the networking possibilities you were hoping for. Local coworking spaces have fewer events. That might be a disappointment. On the other hand global coworking spaces cost more, lack privacy and might feel impersonal.

According to the BecomeNomad blog (post 4 b) “coworking spaces have a few disadvantages and might not be best solution for everyone”. Some people might be perfectly happy and productive working home alone. If you compare coworking to the home office coworking is more expensive. Finding the right coworking space will also require some time. When coworking “you will spend both time and money going to and returning from the coworking location” (BecomeNomad blog, post 4 c). Coworking spaces “need a critical mass to exist” (BecomeNomad blog, post 4 c). That is why it is common to find them in big cities. “Coworking spaces also usually have high frequency of staff replacement and are even forced to close down or move location due to generally low profit margins” (BecomeNomad blog, post 4 c). “Coworking spaces, just like other small scale businesses are in a risk of closure, or switching locations due to rent and ownership issues. This means that you will probably have to switch from one place to another even if you feel at home”. (BecomeNomad blog, post 4 c)

If you are a person who is easily distracted, the noise in a coworking space might disturb you and some time is bound to be lost due to socializing. You will also not get guidance and help from the coworking community in the same way as in a company office. A person coworking also have to get used to that the members of a coworking space are constantly changing. David (BecomeNomad blog, post 4 c) writes that “In a coworking space, you are basically working for and with the world’s worst boss ever, yourself. But then again, office politics are also not something you have to worry about.” If you have not rented a fixed chair, you are forced to find a free seat every day. You also need to be presentable.

Table 4. Drawbacks in coworking

Cat Johnson’s blog	NGIN blog	Teho-osasto blog	BecomeNomad blog
<ul style="list-style-type: none"> - community does not make connections and collaborations magically happen - lost time due to socializing - the excitement of the actual physical coworking space will fade after a while - the coworking space is not a good fit - the space is “flat and boring” - the spaces are full of disturbing sounds; hustle, bustle, chit-chat, deep conversations, collaboration and connecting - loud phone calls in the open space - someone not using headphones when watching videos 	<ul style="list-style-type: none"> - the freedom and culture of coworking might be a daunting change 		<ul style="list-style-type: none"> - coworking is more expensive than home office - finding the right coworking space will also require some time - time and money going to and returning from the coworking location - common to find coworking spaces in big cities - staff replacement is common - spaces forced to close down or move location due to generally low profit margins - the risk of closure, or switching locations due to rent and ownership issues - the noise in a coworking space might disturb you - lost time due to socializing - not the same guidance and help from the coworking com-

			<p>munity as in a company office</p> <ul style="list-style-type: none"> - the members of a coworking space are constantly changing - you are working for and with the world's worst boss ever, yourself - usually forced to find a free seat every day - you need to make yourself presentable
--	--	--	--

4.4 Affect on innovation

According to the Cat Johnson's blog there is a lot of brainpower in a coworking space. Johnson (Cat Johnson's blog, post 1 g) writes that "We are stronger, better, cooler, more interesting together. Embrace people who are different from you. Look at things from a new perspective." In addition "Being around like-minded, supportive people is a great way to move through overwhelm and challenges, or dust yourself off from a failure and try something new" (Cat Johnson's blog, post 1 b). Johnson writes from her own experience that "Being surrounded by smart, ambitious people makes me more focused and committed to my own work and vision" (Cat Johnson's blog, post 1 i).

Also the choice of coworking space matters. The Cat Johnson's blog indicates that some spaces are thriving, full of energy and life. According to the Cat Johnson's blog in coworking spaces there are endless opportunities for cooperation. Random conversations in these spaces can result in great connections and projects. Johnson writes that coworking spaces "inspires people to do work they love" (Cat Johnson's blog, post 1 i).

The NGIN blog indicates that change and new connections can make a person more positive and be the beginning of a new adventure. People in coworking spaces meet

many kinds of businesses and companies that are in different stages. This means you will probably feel more creative. The NGIN blog (post 2 b) indicates that “You may be inspired by another company’s newest accomplishment, or given great advice by a coworker on a change you could make to better your business”. Also the motivation of your coworkers is contagious.

According to the NGIN blog the coworking spaces are usually not untidy and it will make a person’s productivity and social capital higher. These spaces are also “collaborative and dynamic by nature” (NGIN blog, post 2 e). The atmosphere is positive, due to committed and innovative workers; this in turn inspires coworkers to stay motivated. “When you see someone across the office come up with a new idea or complete a project that they have been working on, you can feel a sense of accomplishment in the air. Working in a coworking space, the positive energy that comes with accomplishing goals is a common occurrence.” (NGIN blog, post 2 f)

The Teho-osasto blog indicates that new ideas are born when discussing with other people, especially when people are collaborating, encouraging and helping each other and when they share a “we-spirit”. In coworking spaces there is no competition and a strong community makes work satisfaction higher. This in turn raises productivity. In order to facilitate this the Teho-osasto coworking space in Tampere has a room for idea generation, a conference room, a break room, a quiet workspace and a balmy space.

All blogs emphasise that it is the community in some way and being around other (like-minded) people that makes us more innovative in coworking spaces. Or as the Cat Johnson’s blog (post 1 h) puts it; “After all, coworking without community is just working”. The BecomeNomad blog (post 4 b) states that “Coworking simply makes your day more energizing, fun and happy.” The NGIN blog (post 2 b) again indicates, when discussing about having entrepreneurs around you; “Who knows, joining a coworking space might be the best thing your business could experience.”

4.5 Additional findings from the blogs

The Cat Johnson's blog (post 1 a) compares the Finnish school system to coworking and finds many similarities. She writes that coworking is also a place where “professionals work, learn and teach and collaborate. Any day in my home coworking space brings cross-discipline challenges and connections, as well as opportunities to learn new skills and discover intersections of knowledge, creativity, passion and insight”.

The Cat Johnson's and the BecomeNomad blogs strongly emphasise how important it is that the coworking space is the right fit for you. If a coworking space has suitable members the coworking movement will become stronger. Cat Johnson writes (Cat Johnson's blog, post 1 l) “any coworking space that aims to be healthy, vibrant and sustainable needs members who are engaged, comfortable and active in the community. If you're trying to attract someone to your space without considering whether they're a good fit for the community, you're doing coworking wrong.” Eli David writes in his BecomeNomad blog (post 4 b) “as the coworking trend grows, there are more and more different types of coworking spaces so you should make sure you browse and test most spaces in your location to get a perfect fit”. “Working alone is isolating and can affect your mood. Having coworkers and interaction is covering a social need. The idea at a coworking space is that although you are working by yourself, you are surrounded by awesome people. The members of the coworking space have picked a unique and independent lifestyle just like you, and those are exactly the kind of people you want to be surrounded by.”

The NGIN blog emphasises the need of breaks during your work day and how you can spend them in a coworking space. According to them it is important to spend some time away from the computer screen, perhaps with a co-worker, in order to be more productive.

These additional findings can possibly be of interest in coming research projects and especially if the focus is on comparing the school system with the needs in working life, how to make sure if a coworking space is the right fit for you or combining work with a healthy lifestyle. However, there was not room to cover these issues in depth in this the-

sis project. Please read more about other possible research projects under 5.4 Future research.

5 DISCUSSION

This chapter will start with a summary of the results from the theoretical (chapter two) and empirical part (chapter four). Based on this, the main conclusions that have emerged from this research will be presented in 5.2 Conclusions. The researcher also discusses the trustworthiness and gives suggestions to further research.

5.1 Summarized results from the theoretical and empirical part

In general, the results show that there are both similarities between the literature and the researched blog posts and that there are aspects that only the literature indicates and vice versa. Some of the differences can be explained with the fact that the blogs are written from a coworker's or operator's point of view.

5.1.1 Advantages of coworking

As the line between reasons and benefits is hard to draw and vary from one person to another and in addition depended on the tasks that person perform, they will be presented together in this chapter. Although the reasons and benefits have been categorized in for the company and for the employee, most of the points benefiting the employee will also benefit the company (at least in the long run) through a more satisfied, happier and productive employee. Therefore it is also not always clear where the line between benefits for a company and for an employee should be. Some aspects are presented under both headings in the table because it affects both.

One benefit that is being presented both in the literature and every blog are the community and networking opportunities (King 2017, DeGuzman and Tang 2011, White and White 2018). Also the flexibility of hiring a desk at a coworking space was pointed out in addition to more affordable prices, if you compare it to hiring office space for a company (White and White 2018). Both literature (King 2017) and blogs indicated that the

employees are more productive when working in a coworking space. The Become-Nomad blog showed that you can get valuable local information by joining a coworking space if you are new in the area.

The most times mentioned benefit for the coworker in the blogs was that it reduces loneliness. (In the theory this was also mentioned by King, 2017.) By coworking you get structure in your workday and stability in your life, but still enjoy flexibility and freedom that gives you the opportunity to create a well-rounded life (Spreitzer et al, 2015, Johnson and Gabor 2016 and the blogs). Corporate coworkers have a special benefit of simultaneously enjoying the advantages of the company (Johnson and Gabor 2016). One can also develop different skills and gain new knowledge in a coworking space (Nagy and Lindsay 2018, DeGuzman and Tang 2011, Sullivan 2013 and the blogs).

Table 5. Benefits in coworking, a comparison of the results from the theory of this thesis compared to empirical research.

Benefits for the company according to the theory	Benefits for the company according to the blogs
<ul style="list-style-type: none"> • flexible agreements with the operator of coworking spaces • happier, more engaged, energized and productive employees • the possibility to recruit from different locations • create more creativity • utilize coworking spaces when expanding into new markets • more cost-effective • look for development partners • be “up to date” • increase innovation • development of tools and applica- 	<ul style="list-style-type: none"> • community • networking opportunities • the opportunity to look out for interesting and investable startups • affordable prices • flexible lease • printers and cleaning • the possibility of finding new clients, subcontractors or business partners • more productive • cutting costs • societal standpoint

<p>tions in own product range</p> <ul style="list-style-type: none"> • recruiting opportunities: to hire people from the same coworking space • more diverse and powerful interactions • find out about new and possibly disruptive technologies • improved learning (both amount and speed) • develop leadership and team skills • increased retention • learn about entrepreneurship, collaboration and innovation • learning the best practices and solutions 	<ul style="list-style-type: none"> • the co-worker gets a ready office, including ergonomically designed seating • get local knowledge - connect to local entrepreneurs and freelancers • boosting the local economy and supporting local entrepreneurs • aid networking in finding the right business partners, founders, team members, freelancers and even potential clients and investors
<p>Benefits for the employee according to the theory</p> <ul style="list-style-type: none"> • reduces loneliness and isolation • becomes happier, more engaged, energized and productive • easier to integrate work and life • simultaneously enjoy the advantages of the company • develop new communities • gain new knowledge • expand networks • get feedback on one's ideas • improved learning (both amount and speed) • develop leadership and team skills • learning the best practices and so- 	<p>Benefits for the employee according to the blogs</p> <ul style="list-style-type: none"> • community • networking opportunities • collaboration • always a free desk and a safe place to put your belongings • coffee and tea • coworking makes you look better • coworking makes a person aware of his/her appearance and clothing • less lonely, keeping a person social and engaged • more creative and productive • lack of hierarchy

<p>lutions</p> <ul style="list-style-type: none"> • learn about entrepreneurship, collaboration and innovation • trust, encouragement and referrals from other coworkers • stronger work identity • possibility to be yourself at work • find meaning in your work by helping each other out • choose the type of space you want or need to work in • also choose to work from home sometimes • combines both autonomy and structure in a preferred way 	<ul style="list-style-type: none"> • expanding skillsets • giving structure to the workday and provides life with stability • flexibility and freedom, that gives the opportunity to create a well-rounded life • helps maintaining or improving a healthy lifestyle • one pushes oneself harder • Health care coverage • internet connection • social events • plenty of people willing to share their belongings • be oneself at work and strengthens one's job identity • snacks • meet new people • different types of spaces suitable for different type of work (niche spaces and interior design) • the coworker gets a ready office with for example workplace ergonomics • might be more convenient to commute to for the employee • get local knowledge - connect to local entrepreneurs and freelancers • cheaper than a coffee shop
---	--

5.1.2 Disadvantages of coworking

In general, the researched blogs did not contain so many drawbacks and many times the benefits were highlighted. The blogs were more written from a coworker's or operator's point of view. The only direct drawbacks for the company indicated in the blogs were that they are more expensive than home office and the challenge of finding the right coworking space. When an employee is coworking there is also a risk of closure or move. There might also be unmet expectations related to collaboration. The BecomeNomad blog contained an informative post, 4 c, that was only about disadvantages of coworking.

The researched literature on the other hand looked at coworking more from the company's perspective and indicated as main points the costs, security conflicts, the risk of someone else hiring your employee, how to choose the right employees for coworking, how there is no organizational freedom and that the corporate culture is different. (Tor- en 2013, Johnson & Gabor 2016 and Sullivan 2013). There were no mentions of these aspects in the blogs.

Both DeGuzman (2011) and the blogs indicated the distractions there are in a coworking space. The blogs did not mention the lack of privacy, perhaps the different spaces available within the coworking space has solved this issue for them, but it was mentioned by DeGuzman (2011). The literature pointed out that as a corporate coworker you are bound to miss out on some things happening in the company office and the culture there (Johnson & Gabor 2016). The BecomeNomad blog also indicated that by coworking you will not get the same support as in a company office. Both the theory (Deguzman 2011) and the blogs mentioned unmet expectations.

The BecomeNomad blog stood out as the blog that indicated the most drawbacks. But on the other hand David also wrote that "many of the disadvantages of coworking are actually a blessing in disguise" (BecomeNomad blog, post 4 c), as they can be turned also positive. He writes further that "The key is to know which things most bother you, and pick the right place for you." (BecomeNomad blog, post 4 c).

Table 6. Drawbacks in coworking, a comparison of the results from the theory of this thesis compared to empirical research.

<p>Drawbacks for the company according to the theory</p> <ul style="list-style-type: none"> • potential security conflicts • no organizational freedom • difficulties in selecting the coworking employees • another corporate culture • other coworking companies or startups may recruit the corporate employee • costs in comparison to home office or coffee shop 	<p>Drawbacks for the company according to the blogs</p> <ul style="list-style-type: none"> • coworking is more expensive than home office • finding the right coworking space will also require some time • common to find coworking spaces in big cities • spaces forced to close down or move location due to generally low profit margins • community does not make connections and collaborations magically happen
<p>Drawbacks for the employee according to the theory</p> <ul style="list-style-type: none"> • missing out of things happening at the company office • missing out on the company culture • too little privacy • too many distractions • coworking not possible due to the nature of the work • the coworking space does not contain the right crowd • unmet expectations 	<p>Drawbacks for the employee according to the blogs</p> <ul style="list-style-type: none"> • finding the right coworking space will require some time • time and money going to and returning from the coworking location • common to find coworking spaces in big cities • staff replacement is common • spaces forced to close down or move location due to generally low profit margins • the noise in a coworking space might disturb you • lost time due to socializing

	<ul style="list-style-type: none"> • not the same guidance and help from the coworking community as in a company office • the members of a coworking space are constantly changing • you are working for and with the world's worst boss ever, yourself • usually forced to find a free seat every day • you need to make yourself presentable • community does not make connections and collaborations magically happen • the excitement of the actual physical coworking space will fade after a while • the coworking space is not a good fit • the freedom and culture of coworking might be a daunting change
--	---

5.1.3 Innovation in coworking spaces

Both theory (Johnson and Gabor 2016, p. 1 - 2 and DeGuzman and Tang 2011, p. 4) and the researched blogs indicate that it is the community and being around other people that makes coworkers more innovative. On the other hand, when we look at community in itself, coworking does not make community and collaboration magically happen (Cat Johnson's blog, post 1 c). A coworker needs to be active and socialize with the other coworkers.

Other people and the way they work and accomplish things inspire us to push ourselves and be more productive (NGIN blog, post 2 f). Another coworker may also help us see things in a new way or even come up with a new idea (White & White 2018, Tehosasto blog, post 3 a and Cat Johnson's blog post 1 b). DeGuzman and Tang (2011) write that creativity is contagious, while the NGIN blog (post 2 b) indicates that motivation is contagious.

It is important for expanding innovation to find the right coworking space (Cat Johnson's blog, post 1 i) and find out which coworking model is most suitable for the needs of the company (Sullivan 2013). One should bear in mind that also the physical environments affects one's work (Leesman 2017, Houni and Jakonen 2015). But on the other hand as Cat Johnson blog (post 1 d) indicates, the excitement of the physical coworking space will wear off after a while.

Capdevila (2013) writes that a rotation of coworkers is needed in order to provide the diversification and collaboration needed for innovation in a coworking space. On the other hand the BecomeNomad blog indicated as a disadvantage that the members of a coworking space are constantly changing. This is one of the aspects that can be seen as both positive and negative.

5.2 Conclusions

This chapter will present main conclusions and answers to the research questions;

1. What are the reasons, benefits and drawbacks for corporate coworking?
2. How does corporate coworking affect innovation?

Based on the literature and the empirical research it can be stated that is the community and networking opportunities that are the main advantages in corporate coworking. For the corporate coworker the most important benefits are flexibility and autonomy. The empirical results support the assumption that the distractions in a coworking space are one of the biggest drawbacks. Many of the advantages and potential disadvantages depend on what you compare it to (for example home office, renting an office, coffee

shops or the company office). It is also depended on the personality of the employee and the nature of an employees work. In addition different work task or projects requires different work environments in order to increase innovativeness and reach the best possible results. Coworking spaces might be the answer and provide spaces that foster innovation. The key is to find a coworking space that is the best fit for the coworker and his/her company.

Conclusively it can be stated that innovation for corporate coworkers in coworking spaces is most affected by community and collaboration. The interaction with other coworkers can at its best provide valuable new connections, feedback, support and the possibility to learn new skills. As work tasks for many employees have become more complex, we need the community and the suitable space to be able to solve them. Based on these conclusions it makes sense that an increasing number of companies are choosing corporate coworking.

5.3 Trustworthiness

Bryman and Bell (2015, p. 51) defines trustworthiness as “a criterion of how good a qualitative study is”. According to Bui (2014, p. 187) subjectivity “is a validity threat because your own experiences, assumptions, goals, and beliefs will influence how you analyse, interpret, and present the data”. Next the researcher will explain what have been done in this research to increase trustworthiness.

When interpreting the text and categorizing it into themes the researcher strived to be as objective as possible by having an open mind and constantly being aware of not letting own personal thoughts affect the interpretation of what the writer of the blog posts wants to say. The blog posts were also read several times to make sure that the right interpretation was made. In this research it was also important to be systematic when picking out information for the Microsoft Excel sheet. After the categorization in different themes the collected material was also combined in a way that the researcher would have noticed if there would have been a conflict between the posts written by the same blogger.

Snee (2010) writes that it is not always possible to be sure of the identity of a person writing a blog. For this thesis the author did not feel it was necessary to verify the identity bearing in mind the research questions and that the aim was to find out thoughts about coworking, not to analyze the people who write the blogs.

Many people cowork, but only a few of them write blogs, so one may ask if this sample represents the thoughts of the coworking people? Does everyone who would like to write a blog know how to do that or have the time and money to find out? By choosing four different blogs and blog posts all in all, it felt like enough, i.e. saturation, for the researcher in order to be able to draw conclusions from this material.

Due to the nature of this research, the researcher has not affected the written text in the blog in any way. Another thing to consider was what interests the persons writing blogs have. Two of the blogs, were operators or owners of the coworking company, so they were very unlikely to write about any drawbacks of coworking. Only the Become-Nomad blogs were written by a person coworking who brought forward both pros and cons of coworking.

The author of this thesis did not find the chosen blogs to be very private. They contained personal opinions, but on the contrary, they were most probably written to a broad audience and the authors of the blogs did not only appear to be aware of that they were not private, they seemed to want to attract audience to their blogs. Also the topic cannot be viewed as particularly sensitive or the authors as vulnerable. Therefore the blogs were considered as public data and no consent was required.

As Snee (2010) pointed out in her research of blogs that it is more difficult to decide what is public and what is private online as someone might write something without considering that someone else on the internet might read it. In the chosen blog posts real names were visible to the reader as well as the possibility to contact the person or persons behind the blog.

Another thing to consider according to Snee (2010) is if a researcher should recognise the blogger's rights as authors. If that were the case, the researcher should have gained

consent from the bloggers to take part in this research and made their details unrecognizable and confidential. As Snee (2010) writes “This is difficult with internet data because it can be easily found using a search engine.” As blogger usually wants to be recognised for their blog, a blog post should be treated as for example a newspaper article. Snee (2010) states that “Published material like this does not require informed consent and so it would be important to recognise the author by providing a link to their blog when writing up the research.”

5.4 Future research

To a future research the author of this thesis could recommend research questions such as; How will the concept of corporate coworking spaces continue to evolve? How does coworking fit into the Finnish culture? What makes a great coworking space? What kind of aspects affects ones choice of coworking space? How can one make sure that a coworking space is the right fit? It would also be interesting to write about one employee and the pros and cons of coworking for that person bearing in mind the work tasks, where that person lives, family situation and so on. It might be that the best solution for an employee could be a mix of working in a coworking space, company office and potentially home office?

It would also have been interesting to do a qualitative research and interview different corporate coworkers in a coworking space or to do a thesis about a comparison between global and local coworking spaces.

REFERENCES

Anthony, S. (2012) *Innovation Is a Discipline, Not a Cliché*. Harvard Business Review. Available at: <https://hbr.org/2012/05/four-innovation-misconceptions> (Accessed: December 17, 2018)

Broadbent, A. (2018) *Why Big Corporations Are Moving Into Coworking Spaces*. Entrepreneur Media, Inc. Available at: <https://www.entrepreneur.com/article/307085> (Accessed: October 1, 2018)

Bryman, A. & Bell, E. (2015) *Business Research Methods*. Fourth Edition. Oxford University Press.

Bui, Y. (2014) *How to write a master's thesis*, 2. Edition., Los Angeles: SAGE Publications, Inc.

Capdevila, I. (2013) *Knowledge Dynamics in Localized Communities: Coworking Spaces as Microclusters*, Montréal, 18 pages, Available at: <https://ssrn.com/abstract=2414121> (Accessed: September 26, 2018)

David, E. (n.d.) *About the BecomeNomad Blog and Team*. Available at: <https://becomenomad.com/about/> (Accessed: March 3, 2019)

DeGuzman, Genevieve V. & Tang, Andrew I. (2011) *Working in the Unoffice. A Guide to Coworking for Indie Workers, Small Businesses, and Nonprofits*. Night Owls Press, San Francisco, CA.

DeGuzman, Genevieve (2011) *Home Office, Coffee Shop, or Coworking Space? A Comparison*. Deskmag. Available at: <http://www.deskmag.com/en/home-office-coffee-shop-or-coworking-space-a-comparison-167> (Accessed: January 21, 2019)

DNA Business (2017) *Co-working- työtila – oivalluksia kohtaamisista*. Kauppalehti. Available at:

<https://studio.kauppalehti.fi/dna-business/co-working-tyotila-oivalluksia-kohtaamisista>
(Accessed: September 26, 2018)

Gandini, A. (2015) *The rise of coworking spaces: A literature review*, ephemera volume: 15(1), 193-205, Available at: <http://ephemerajournal.org/sites/default/files/pdfs/contribution/15-1gandini.pdf> (Accessed: September 25, 2018)

Global Coworking Unconference Conference (GCUC). (2017) *2018 Global Coworking Forecast: 30,432 Spaces and 5.1 Million Members by 2022*. Available at: <https://gcuc.co/2018-global-coworking-forecast-30432-spaces-5-1-million-members-2022/> (Accessed: April 8, 2019)

Henderson, T. (2017) *Why Innovation Is Crucial to Your Organizations Long Term Success*. Forbes Media LLC. Available at: <https://www.forbes.com/sites/forbescoachescouncil/2017/05/08/why-innovation-is-crucial-to-your-organizations-long-term-success/#> (Accessed: December 20, 2018)

Hanney, M. (2017) *Corporate Co-working: Drivers, Benefits & Challenges*. Available at: <http://www.deskmag.com/en/corporate-company-co-working-spaces-drivers-benefits-challenges-983> (Accessed: September 26, 2018)

Houni, P. & Ansio, H. (2015) *Duunia kimpassa Yhteisölliset työtilat Helsingissä*, Helsinki, Helsingin kaupungin tietokeskus, 172 pages. Available at: https://www.hel.fi/hel2/tietokeskus/julkaisut/pdf/15_08_26_tutkimuksia_4_houni%26ansio.pdf (Accessed: September 20, 2018)

Houni, P. & Jakonen, M. (2015) *Yhteisölliset työtilat: hyvän työn elementit eilen ja tänään*. Tekes HYVE 2020. Työ, yhteisöllisyys ja kestävä kehitys.

Huang, Y. (2019) *Coworking Key Figures: Data and Estimations for 2019*. Coworking Resources. Available at: <https://www.coworkingresources.org/blog/key-figures-coworking-growth> (Accessed: April 8, 2019)

Johnson, B. & Gabor, N. (2016) *Harnessing the potential of co-working*. Fraunhofer IAO. Available at: <http://eu.haworth.com/docs/default-source/white-papers/harnessing-the-potential-of-coworking-81444.pdf?sfvrsn=6> (Accessed September 27, 2018)

Johnson, C. (nd) *About*. Available at: <https://catjohnson.co/about/> (Accessed March 3, 2019)

King, S. (2017) *Coworking Is Not About Workspace — It's About Feeling Less Lonely*. Harvard Business Review. Available at: <https://hbr.org/2017/12/coworking-is-not-about-workspace-its-about-feeling-less-lonely> (Accessed September 28, 2018)

Leesman (2017) *The rise and rise of Activity Based Working Reshaping the physical, virtual and behavioural workspace*. Leesman in partnership with IFMA Sweden. Available at:

http://www.leesmanindex.com/The_Rise_and_Rise_of_Activity_Based_Working_Research_book.pdf (Accessed April 11, 2019)

Moriset, B. (2013) *Building new places of the creative economy, The rise of coworking spaces*, University of Lyon, 25 pages. Available at: <https://halshs.archives-ouvertes.fr/halshs-00914075/document> (Accessed: September 24, 2018)

Moultrie, J., Nilsson, M., Dissel, M., Haner, U-E., Janssen, S. and Van der Lugt, R. (2007) *Innovation Spaces: Towards a Framework for Understanding the Role of the Physical Environment in Innovation*. *Creativity and Innovation Management* 16:1, 53-65. Available at <http://administracion.uexternado.edu.co/matdi/innovaNeg/lecturas/Art%206.pdf> (Accessed: October 3, 2018)

Nagy, G. & Lindsay, G (2018) *Why Companies Are Creating Their Own Coworking Spaces*. Harvard Business Review. Available at: https://hbr.org/2018/09/why-companies-are-creating-their-own-coworking-spaces?referral=03759&cm_vc=rr_item_page.bottom (Accessed December 17, 2018)

NGIN Workspace homepage (n.d.) Available at: <https://nginworkplace.com/> (Accessed March 3, 2019)

OECD (2005) *Glossary of statistical terms*. Available at: <https://stats.oecd.org/glossary/detail.asp?ID=6865> (Accessed December 19, 2018)

Potts, J. & Waters-Lynch, J. (2016), *The social economy of coworking spaces: A focal point model of coordination*, Melbourne, Available at: https://www.researchgate.net/profile/Julian_Waters-Lynch/publication/301677568_The_Social_Economy_of_Coworking_Spaces_A_Focal_Point_Model_of_Coordination/links/57215f9208ae82260fab430d/The-Social-Economy-of-Coworking-Spaces-A-Focal-Point-Model-of-Coordination.pdf (Accessed: September 25, 2018)

Santell, G (2017) *The 4 Types of Innovation and the Problems They Solve*. Harvard Business Review. Available at: <https://hbr.org/2017/06/the-4-types-of-innovation-and-the-problems-they-solve> (Accessed December 17, 2018)

Snee, H (2010) *Using Blog Analysis*. Realities, Morgan Centre, Sociology, University of Manchester. Available at: <http://eprints.ncrm.ac.uk/1321/2/10-toolkit-blog-analysis.pdf> (Accessed March 2, 2019)

Spinuzzi, C. (2012) *Working Alone Together: Coworking as Emergent Collaborative-Activity*. University of Texas. Austin. Available at: <https://repositories.lib.utexas.edu/bitstream/handle/2152/28331/SpinuzziWorkingAloneTogether.pdf?sequence%3D2> (Accessed October 3, 2018) Published in *Journal of Business and Technical Communication* 26(4), pp. 399-441.

Spreitzer, G., Bacevice, P. & Garrett, L. (2015). *Why people thrive in co-working spaces*. Harvard Business Review. Available at: <https://hbr.org/2015/05/why-people-thrive-in-co-working-spaces> (Accessed September 28, 2018)

Stiefel, K-P & Rief, S. (2014) *The Fascination of Coworking - New Study Released*. Fraunhofer IAO Available at: <http://www.deskmag.com/en/the-fascination-of-coworking-new-study-released-fraunhofer-912/2> (Accessed October 2, 2018)

Sullivan J. (2013) *Corporate Coworking — Is It Calculated Brilliance, or Foolishness?* ere.net Available at: <https://www.ere.net/corporate-coworking-is-it-calculated-brilliance-or-foolishness/> (Accessed October 3, 2018)

Teho-osasto (2017) *Teho-osaston tarina*. Available at: <https://www.teho-osasto.fi/2017/07/28/teho-osaston-tarina/> (Accessed March 3, 2019)

Toren, A. (2013) *The Reasons For and Against Joining a Co-Working Space*. Entrepreneur Media, Inc. Available at: <https://www.entrepreneur.com/article/229015> (Accessed January 21, 2019)

Viita, O. (2017) *Coworking- vallankumous – toimistotyön muutos*. Lemminkäinen. Available at: <https://kiinteistouutiset.fi/coworking-vallankumous-toimistotyön-muutos/> (Accessed September 28, 2018)

White, D. & White, P. (2018) *4 Benefits That Explain Why Large Companies Are Increasingly Turning to Coworking*. Entrepreneur Media, Inc. Available at: <https://www.entrepreneur.com/article/319605> (Accessed October 2, 2018)

White, D. & White, P. (2017) *4 Ways Co-working Spaces Inspire Innovation and Collaboration*. Entrepreneur Media, Inc. Available at: <https://www.entrepreneur.com/article/295289> (Accessed October 1, 2018)

APPENDICES

1. A picture of a coworking space from the Teho-osasto blog
2. Screen shot on one of Cat Johnson's blog posts (retrieved April 6, 2019)
3. Screen shot on the coding scheme or scheme for analysis in Microsoft Excel

Appendix no 1. A picture of a coworking space from the Teho-osasto blog



Pauliina Mäkelä is teaching Taina, Reetta, Piia, Maritta, Hanni and Mirella about LinkedIn.

Available at <https://www.teho-osasto.fi/blogi/>, Retrieved April 6, 2019.

Appendix no 2. Screen shot on one of Cat Johnson's blog posts

It's tricky to explain the special sauce of coworking. It's like that Bob Marley lyric, "Who feels it, knows it."

But I'm going to try, anyway. Here are 39 things I love about coworking. I could come up with a hundred more, but it's probably better if you just check it out yourself.

1. When I arrive at my home coworking space, I'm genuinely happy to see people and they seem genuinely happy to see me.
2. I'm far more productive while coworking than I am when I work from home. This is partly because our cat, books, records and neighbors don't accompany me to my coworking space. It's also partly because I'm easily swept up in the collective hustle of my fellow coworking members.
3. When I need a high five for courage or fun, there's always one nearby. Coworking space members tend to celebrate each other's wins.
4. I lend an ear, a word of encouragement or an idea when a fellow member is struggling... and they do the same for me.
5. Most questions I have about tech, business or life can be answered by the hive mind in my

...the story, content and content strategies for the coworking movement. I help space operators tell great stories and create better content. [Read more](#)

SEARCH

Search this website ...

REGISTER NOW: COWORKING CONTENT TRAINING

Instagram Marketing:
an Introduction
for Coworking Spaces
© Content Training with Cat Johnson and Kristina Patel

LISTEN TO THE PODCAST

Screen shot from the Cat Johnson's blog. Available at <https://catjohnson.co/39-things-love-coworking/>

Retrieved April 28, 2019.