



**WORLD TRADE CENTER
TWENTE**

Coworking at the WTC Twente

Bachelor Thesis

Saxion University of Applied Sciences

Deventer, 1st April, 2019



Bachelor Thesis

Coworking at the WTC Twente

Adding value for tenants by creating a stimulating coworking area within the facilities of the WTC Twente.

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Client: World Trade Center Twente

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Deventer, April 1st, 2019

Declaration of own work statement

I hereby declare that:

- I am fully informed about the Thesis C assessment criteria;
- all the work I have conducted to fulfill these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBS guidelines.

Name: Inken Ehlers

Date: 31st March, 2019

Signature:

A handwritten signature in black ink that reads "Inken Ehlers".

Preface

The following bachelor thesis is the final project for my Tourism Management Studies at Saxion University of Applied Sciences. The thesis has been carried out for the World Trade Center Twente. The project was executed over a period of two quarters in the study year 2018–2019.

The WTC Twente as a client has continuously been interested in my progress and has offered help and support wherever possible. I have been treated as a member of the team and have felt very welcomed, which also boosted my motivation to deliver a quality project.

I was given the opportunity to work from the office of the WTC Twente, which helped me to get a better understanding of the current use of the facilities

I would like to sincerely thank all parties that have been involved in this thesis project. Firstly, my clients Mrs Marie-José Nassette and Mr Roeland van Zoelen have put in time and effort to help shift the project into a worthwhile topic and were always available for questions and information. Secondly, my first examiner Tatiana Alekseeva was of major assistance and during all meetings provided valuable tips and insights. I would further like to thank my second examiner Ab Willemsen for his feedback and ideas provided during the time of the TPD.

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Lastly, my special thanks goes to all the people who have taken the time out of their days to fill in a questionnaire and with that helped me to understand what coworkers are looking for in a coworking space.

Without these people I would not have been able to finish this project – my deepest gratitude to all!

Inken Ehlers

1st April, 2019

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Introduction

Characteristics of the knowledge economy and sharing economy of the 21st century are combined in the rapidly emerging workplace concept of coworking. With the rise of digital nomads, freelance workers, SMEs and entrepreneurs the need for work places at a location different than one's home increases. Coworking spaces offer workers a place to work in an environment that stimulates interaction, knowledge sharing and creativity. In recent years coworking spaces have become a global phenomenon and are still growing in demand (Weijs-Perrée et al., 2016). Over the last years the number of workers occupying coworking spaces worldwide has been steadily increasing (JLL, 2016) and by the end of 2018 1.7 million people are expected to make use of this new model of work (Foertsch, 2017).

The business centre of the WTC Twente wants to become part of this global workplace phenomenon and offer coworking spaces to their customers. The centre has a large area available that it would like to turn into a coworking space. This thesis research will look into how this can possibly happen.

1.1 Information about the Client

The *World Trade Centers Association* is a global association that has existed since 1939 and aims to stimulate trade and investment opportunities for diverse types of businesses, developers and agencies who want to connect globally and grow locally. The renowned brand 'WTC' serves as an umbrella for global connections, iconic buildings and offered trade services.

The association's vision is to be the "world's trusted global brand facilitating international business connections and trade". An extensive brand mission claims that the WTC "promotes and protects the WTC brand for the collective benefit of its membership; expands the reach and increases the quality of its global WTCA network; strengthens its global presence through connecting engaged members; actively seeks out potential members and establishes WTCs in new growing markets; provides members support in enabling them to connect with their counterparts within the network to foster international trade; expands the reach and quality of the WTCA network through its members WTC branded properties and integrated trade services; makes sure its members maintain and provide the highest quality service to its business members; has strong continental and regional structure to meet its member's needs; and migrates, leverages, transfers and utilizes the strengths of its experiences member's best practices" (WTCA, 2018). The values promoted by the WTCA are non-political alignment, being open and transparent, multiculturalism, showing respect towards others, cooperation and mutuality and compliance.

Currently there are 319 properties operating under the WTC licence in 91 countries and regions (WTCA, 2018).

The *World Trade Center Twente* is one of those properties and the client for whom this thesis project will be carried out. The WTC Twente is located in Hengelo and has been operating since 2006. In 2016 the centre moved to a new building and has had a new business wing open since summer 2017. The WTC Twente currently employs 6 staff members. The centre aids the advancement of international trade and business opportunities in the Twente region. Its mission is "to promote international trades within the EUREGIO region including Osnabrück and Münster." It further "supports the exchange of knowledge and experience and creates one network between companies, authorities and research institutions." As part of the World Trade Centers Association the WTC Twente covers the EUREGIO territory including Münster and Osnabrück and contributes towards reaching the global vision in this area.

Services offered by the WTC Twente include several trade services such as trade missions or international business and trade consulting, having a Business Club for members to network and an Expat Center that assists international workers to settle in the Twente region. The centre further rents out meeting rooms and flex working spaces and offers virtual office services (WTC Twente, 2018).

1.2 Reason behind the project

In 2016 the WTC Twente moved into a new building. The bigger building allows to host more customers and thus gives the option to grow, which is what the centre aims for. In line with the association's vision of wanting to be the "world's trusted global brand facilitating international business connections and trade", the WTC Twente aims to "become the number one in international business in the Twente region" (personal communication, F. Faber, 2019).

A service added to the portfolio of offers after moving into the new building is the coworking space. This large area on the ground floor of the building offers members a space to work and tenants can make use of Wifi, tea and coffee, and depending on the contract type, an address in the WTC Twente, postal services and a name sign in the entrance area.

This flex working area provides room for interaction, which is what the centre aims for in its overarching goal of wanting to become the number one in international business in the Twente region. Vital in this is that tenants benefit of and work with each other. Increasing interaction and networking among members is one option of getting closer to the goal. The latter performance ambition can be measured in tenants' interaction rates and acquired new business connections.

The centre currently receives some subsidies from the municipality, who owns the WTC licence, but is expected to cover building expenses itself. A growing business brings with it an increasing number of paying customers, which would increase revenue. The new flex working spaces are a further product that serves as an additional revenue stream. An increase in revenue could help the WTC Twente cover its own expenses and with that set itself apart financially from the municipality. Being independent from the municipality would give more freedom with regards to decision-making processes as these are currently often hindered by the Gemeente Hengelo.

However, even though creating revenue is vital for any business, it is not the main goal for the WTC Twente. The centre as an association is a non-profit organisation and as such aims to break-even instead of creating profits.

Looking at the flex working spaces again, an increase in occupancy is associated with no additional cost, as no additional rooms have to be rented. All revenue from additional flex workers would thus be seen as profit. The flex working spaces currently further form the largest share of revenue.

The flex working spaces have the potential to create value for tenants with regards to the values of networking and interaction, and thus help to reach the goal of becoming most important in international business in the region, which is the main reason for looking into this area in this thesis.

A last reason to look into the flex working spaces in this thesis is that the new WTC Twente building is located amidst a number of other businesses and the centre aims to create a "WTC Business District". A business district would create a great opportunity to attract more flex workers, making it additionally relevant to look into the flex working space area in the WTC Twente.

1.3 Description of Management Problem

The management problem existing at the WTC Twente concerns the area that is currently used for flex working spaces. The space aims to create value for tenants and serve as a ground that initiates interaction among members in order to achieve the goal of becoming the number one in international business.

Research however shows that interaction and networking between independent workers do not happen organically but need to be stimulated (Weijts-Perrée et al., 2016).

The current flex working area however supplies customers with workstations but is a rather passive environment that does not stimulate networking and interaction.

The importance of offering value to customers and selling a workplace that stimulates the mentioned characteristics does not only lie in wanting to get closer to the vision but they are also part of the WTC Twente's mission.

An established concept that offers more value to members and stimulates these characteristics would support the centre's mission and vision and differentiate it from cafés, libraries and other third places to work.

It can be translated from these findings that the flex working area should be turned into a meaningful space that offers value to customers and supports the WTC Twente in achieving goals and business values.

Coworking spaces are designed for this purpose, as the main idea behind these is the collaboration and networking of independent workers (s. elaborate definition on p. 10).

Coworking stations are further considered an option worth looking into as the phenomenon is growing globally (Foertsch, 2017), thus the increased demand for these workspaces is at hand. Additionally, the WTC Twente aims to create a business district in its immediate surroundings and a coworking station could serve as an attractive part of it.

To summarise, the management problem of the WTC Twente is that the flex working spaces currently are a passive area that does not offer additional value to customers over other third places to work but it should be used in a more meaningful way to achieve business goals.

Looking at the factors described above, it can be concluded that looking into how the WTC Twente can turn the available area into a coworking space could help achieve the goal of becoming the number one in international business in the area while being in line with the mission.

This thesis will thus look into how the area can be changed into a stimulating coworking space.

1.4 Objective of the Advice and Management Question

The objective of the advisory part is to develop a new business model for a coworking area that, with the help of the business model canvas (BMC), advises the WTC Twente on how more value can be created for their members.

This will be done by gaining insights into the topic of coworking and the different aspects of the BMC, including needs of the customer segment.

The BMC is a strategic management tool that helps to develop new or documents existing business models. The canvas provides a holistic and coherent view of the business and describes how a company (or parts of a company) can create, deliver and capture value. Nine building blocks give insight into the different business aspects, all centred around the value proposition (VP); a promise to the customer of what the product delivers to them. The VP is to be in line with the company's vision and mission and the remaining eight building blocks describe how the promised value can be best delivered.

With the VP being the centre of the canvas, the rest is divided into the right, the left and the bottom. The blocks on the right concern the customer, including the target group, the relationship to the customer and the channels used to communicate to the customer. The left part is about how the company operates, including key activities, resources and partners. Lastly, the bottom is about finances, divided into costs and revenue streams.

The output from conducted research will serve as input to describe the nine blocks and fill in the canvas. A more detailed description on the information needed can be found on p.8.

The management question that will be answered in the advisory part of this research project is the following:

"How can the WTC Twente create value for their members by adding a coworking area to their product portfolio?"

The core concept that will be well researched is coworking. As the concept of coworking is what this research intends to look into and advice on, it is necessary to understand the aspects that are part of it in detail. A literature review will help to gain an initial understanding and give a definition relevant for this thesis project.

1.5 Research Questions and Explanation of Information

Different information is needed in order to formulate an advice for the WTC Twente. Firstly, the core concept “coworking” will be further looked into in theory. A desk research should help to understand how facilities and services support coworking and why tenants frequent coworking places. A content analysis in the form of studying websites should give insides into competitors’ offered services and facilities as well as offered access types and prices. With the results from the desk research and the content analysis a questionnaire can be designed and the target group can be approached in the field to inquire about their demands and needs with regards to coworking spaces, including what services and facilities they would like to see, what their reasons for visiting coworking spaces are, how much they are willing to pay and how they would like to be reached (channels).

Once data from the field has been collected and analysed, information for the building blocks “Value Proposition”, “Key Activities”, “Key Resources”, “Channels” and “Revenue Streams” is at hand and these blocks can be described and filled in. When doing this it should be kept in mind that the value proposition has to be formulated first and other blocks have to be designed to support this.

The building blocks “Key Partners” and “Cost Structure” can be described and filled in by translating information gathered throughout the field research. Cost structures will become apparent once the key activities and key resources have been formulated. Key partners will be determined by discussing stakeholders involved with the client, as well as looking at key activities and translating partners needed from those.

“Customer Relationships” and the “Customer Segment” are known as the target group exists and customers will be treated in the same hospitable manner as is currently the case.

The research objective is to gain insights into the concept of “coworking” and the demands and needs of the target group with regards to services, facilities, price conceptions and preferred marketing channels, in order to offer more value to customers by adding a coworking area to the WTC Twente’s current product portfolio.

Several main research questions and sub questions are formulated below that have to be answered in order to help formulate the advice. A research method per main question is indicated on the right.

Research Questions	Research Method
1 What elements support core characteristics of coworking? (Elements should be seen as facilities or services)	Desk Research
1.1 Which elements support communication among tenants?	
1.2 Which elements support innovation?	
1.3 Which elements support entrepreneurship?	
1.4 Which elements support networking?	
<i>N.B.</i> The information needed to answer the above main research question were grouped together in the sub questions to avoid an overload or excessive information in the answer section. Communication in question 1.1 includes information and idea sharing as well as knowledge sharing. Question 1.2 should look into innovation as well and 1.3 combines entrepreneurship with new business opportunities. 1.4 looks into networking and collaboration as an aspect of it.	
2 What are reasons for visiting coworking spaces according to literature?	Desk Research
3 What do competing coworking spaces offer?	Content Analysis
3.1 What services are offered by competing coworking spaces?	
3.2 What facilities are offered by competing coworking spaces?	
3.3 What access options are offered by competing coworking spaces?	
3.4 What prices to competing coworking spaces charge for their access types?	
4 What are the target group’s reason for visiting coworking spaces?	Quantitative Research –

	Questionnaire
5. What does the target group want to find at a coworking space?	Quantitative Research – Questionnaire
5.1 What services are important to the target group?	
5.2 What facilities are important to the target group?	
5.3 What kind of events is the target group interested in?	
6. What marketing channels does the target group want to receive business information on?	Quantitative Research – Questionnaire
7. What access options is the target group interested in?	Quantitative Research – Questionnaire
7.1 How often does the target group want to visit a coworking space per week?	
7.2 How much is the target group willing to pay for access to a coworking space?	
7.3 Is the target group interested in accessing meeting rooms?	
7.4 What payment schemes for meeting rooms does the target group prefer?	

Table 1. Research Questions and Methods. *Own design.*

1.6 Reading Guide

This thesis report is made up of several chapters. The above written chapter 1 serves as the introduction to the thesis. It gives background information about the client and describes what changes in the organisation occurred that led to the need for a research project. The project was then defined in further detail and a management question as well as research questions were set up. The following chapter 2 refers to the theoretical framework. A literature review goes in-depth into the concept of coworking and aims to define it. Next, research methods including information on the sample and analysis methods are elaborated on. The field research is discussed and research questions answered. Chapter 2 finishes with a discussion on reliability and validity.

Chapter 3 makes up the advice for the client. In this, firstly evaluation criteria are established and an evaluation of alternative advice option is carried out. A conclusion on the advice is motivated and a suggestion for implementation is given.

Chapter 4 comprises the afterword, including a reflection of the past semester and a discussion on the value of the thesis for the industry.

2. Research – 18 pages

2.1 Theoretical Framework

2.1.1 Search Methods

As parts of this thesis report a number of literature reviews were carried out. Firstly, the core concept of coworking was defined, then, at a later stage, further desk research and literature reviews were written to be able to answer research questions 1 and 2.

To find relevant literature the search engines “Google” and “Google Scholar” were used. Sources selected are mainly academic articles from journals. However, due to the concept only having started to gain attention from scholars in the past five years, other, non-scientific sources were used too. Examples here include “deskmag”, an online magazine about coworking or “Entrepreneur Europe”, a platform that publishes articles from entrepreneurs based in Europe.

When choosing an article importance was paid to the title and the abstract. If both seemed relevant the article was read. In all chosen sources it was important to verify the legitimacy. To assess this the AAOCC model was used. This model evaluates sources with regards to authority (is the author qualified?), accuracy (is the information verifiable, specific, correct?), objectivity, currency (is the

information up-to-date and still relevant?) and coverage (is the exact topic covered?). An example of an applied AAOCC assessment can be found in appendix A.

The first search term on “Google” was “important facilities coworking”. This resulted in non-academic, more blog-like articles from coworkers and coworking stations. Even though the aim was to find more scientific articles, these blogs served as input for initial ideas and delivered further search terms to look up. On “Google Scholar” both, “facilities in coworking” and “services in coworking” were searched for, which resulted in the first articles to use. Before getting a good understanding of what search terms could produce desired results, unsuccessful terms such as “stimulating coworking”, “stimulating cooperation in coworking spaces” or “stimulating facilities in coworking” were used. A number of reasons were concluded to have come together to make these terms unsuccessful. First, most produced search results aimed at describing the phenomenon of coworking, instead of looking into the factors such as services and facilities that make it successful. Next, the term “stimulating” is not specific enough and it should have been made clearer what exactly was the hoped-for outcome of these searches. Lastly, some articles were not accessible to the public or were costly.

Once the sub questions of research question one were looked into separately, more suitable results were found. Question 1.2 for example aims to understand which elements support innovation. For this it was searched for “definition innovation”, “elements of innovation” or “components of innovation”. These terms resulted in useful literature from Giffords (2018) or Price (n.d). Findings of these search terms were then laid on top of findings of articles on coworking specifically and conclusions could be drawn.

Once suitable articles were found, in-text terms served as additional search terms. Examples are “facilitative coworking tool”, “stimulating networking” or the idea to look into the seats2meet concept. The snowball method was additionally used in the hope of finding additional sources once relevant articles had been found. However, in the case of this research this method was unsuccessful.

2.1.2 Literature Review

A literature review was carried out to elaborate on the core concept „coworking“.

1.1 What is coworking defined as?

Coworking is a relatively new concept and scientific research on this topic has only started to come up in the past five years. However, since the concept is considered a global phenomenon a large number of articles can be found on it. While there are a few differences in the exact definition of coworking scholars agree on the main aspects of it. A more detailed review follows below.

The main principle literature agrees on, is that coworking defines a shared collaborative work environment for unaffiliated, location-independent workers (Weijts-Perrée et al., 2016, Ross & Ressler, 2015, Gandini, 2015, Surman, 2013, Fuzi, 2015) who come from different professional backgrounds. These rentable, shared open space and open plan work environments are typically flexible and often have informal elements integrated that allow for a community-oriented environment.

Specifically this collaborative and community-driven work environment and atmosphere is considered the foremost characteristic and aim of coworking spaces (Weijts-Perrée et al., 2016). Spaces are specifically designed to foster social interaction (Surman, 2013) and feature social and collaborative spaces that further encourage meetings, collaboration, discussing and working (Weijts-Perrée et al., 2016). Gandini (2015) refers to this as an “open source community approach to work”. Moriset (2013) slightly deviates from this opinion and states that it is a “convivial environment” entrepreneurs seek for and that then favours meetings and collaboration. He further focuses on the aspect of serendipity as he sees coworking spaces as “serendipity accelerators” that bring creative professionals together that under different circumstances would not have met. In coworking spaces, they can benefit from networking and thus make “pleasant and unexpected discoveries”, which possibly help them professionally.

The key aspect however remains the same, that collaboration is the most sought-after characteristic of coworking spaces. Collaboration can take on different forms but often includes sharing information through communication, the “cross pollination of ideas” (Ross & Ressia, 2015), knowledge transfer and sharing (Weijs-Perrée et al., 2016) and the creation of valuable contacts (Ross & Ressia 2015). All these have proven to support innovation, creativity and entrepreneurship, networking and generating new business opportunities (Ross & Ressia, 2015, Fuzi, 2015).

Gandini (2015) goes as far as describing the atmosphere in coworking spaces as “communitarian social relations” among tenants.

Trust in fellow coworkers and the willingness to cooperate are key in establishing a cooperative community (Weijs-Perrée et al., 2016). According to Gandini (2015) the main factor of success in coworking spaces however are social relations.

Literature stresses that collaboration and characteristics linked to it does not happen organically but needs to be stimulated. Bilandzic et al. (2013) believe that the more diversity among tenants there is, the more potential there is for social interactions and collaboration. They add that communication needs to be stimulated to avoid coworkers working solely for themselves. Moriset (2013) agrees that should coworkers be complete strangers to each other, no coworking can occur. Fuzi (2015) introduces the concept of mentoring in order to stimulate collaboration. This could be done by fellow workers, hosts or the network in general. Digital encounters are another mean elaborated on by Bilandzic et al. (2013). These social software applications are designed to help create links between coworkers and thus mediate encounters. Gamification elements integrated in the coworking space are a further aspect that might stimulate social interaction.

Relationships and collaboration among tenants are often stimulated through different services offered by the coworking space. These can include coffee corners in which tenants can meet or (networking) events and workshops.

Other services support the productivity of workers and are not solely found at coworking spaces. These typically include business services, IT services and secretarial services (Weijs-Perrée et al., 2016). Access to high-speed broadband usually is an inclusive part to coworking spaces (Ross & Ressia, 2015).

To summarise the above elaboration on the concept of coworking a summary was coined that suits the direction of this research project:

“A coworking space is a workspace for location-independent workers. Next to working on individual projects the main focus of coworking spaces is the atmosphere, which stimulates collaboration, social interaction, knowledge sharing, entrepreneurship, networking and innovation.

The physical space is designed to encourage social interaction and collaboration, while each worker has their space to work. Services offered further stimulate interaction among tenants.”

It should be stated that HR and R&D departments of larger companies are also beginning to understand the value of interacting with individuals from different professional backgrounds. It is becoming more and more popular to set up coworking areas within a company for workers to meet employees from other departments (trendreport, 2017). While the main idea of coworking – that of benefiting from and working with each other – is the same, the focus of this internal coworking type is different and will be disregarded in this thesis report. In internal coworking each professional works towards a common goal and ideally shares the same company values; they are not entirely unaffiliated. In external coworking spaces professionals from diverse fields of expertise come together who work towards different goals for different companies, thus potentially enhancing the goal of coworking even more.

1.2 Who is the main target group of coworking spaces?

Academic literature generally agrees on who occupies coworking spaces. It can be summarized that the main target group are small firms, freelancers and start-ups (Fuzi, 2015, Gandini, 2015) who are either self-employed and independent or work for different employers (JLL, 2016, Gandini, 2015). Weijs-

Perrée et al. (2016) add that in some cases coworking spaces can also be attractive for larger companies that are in need of temporary office space. An intrinsic element of coworking are the diverse professional backgrounds and degrees of specialisation workers come from, which can then help with cross-pollination of skills and knowledge (Ross & Ressa 2015, Gandini 2015) .

Coworkers are typically location-independent and can thus choose when, where and how to work (Ross & Ressa, 2015). Common values among coworkers include collaboration, openness and community (Gandini, 2015).

An operationalisation of the concept in the form of a tree diagram can be found in appendix B.

2.2 Research Methods

This thesis project will make use of a mix-method research strategy. The following will describe the different research strategies and explain the chosen data collection method, sampling plan and data analysis method per research strategy.

Qualitative Research – Desk Research

The research will begin with qualitative research in order to answer question 1 and 2.

Verhoeven (2015) explains that qualitative research has an open approach and is flexible, while the main idea is to explore the background of the data. Question 1 and 2 both deal with coworking and aim at understanding the concept better. The data collection method chosen to answer those questions is the qualitative desk research in form of a literature review. It is believed that this method suits the nature of the questions, as they are descriptive. Verhoeven (2015) continues to state that desk research helps to ease into a problem area and serve as theoretical support, which is needed before being able to design questionnaires to approach the field.

Literature research further is useful when looking into a specific, practical issue (Verhoeven, 2015), which the questions of “what elements support core characteristics of coworking?” and “what are reasons for visiting coworking spaces according to literature?” do.

Scientific literature will be searched for, read and reviewed. The literature used for the literature review will be used as a starting point. Some information might be taken out of the already used articles and the reference lists will serve as input for the snowball method. New and additional articles will further be searched for in different data bases and search engines (e.g. Google Scholar/ Saxion Library).

Once relevant literature has been selected and read, a literature review will be written answering the (sub) question(s) 1 and 2.

Content Analysis

A content analysis can be considered having a quantitative variant as it entails “counting how often an attribute is mentioned in the source” (Verhoeven, 2015). Question 3 “what do competing coworking spaces offer?” looks into services and facilities offered by other coworking spaces and eventually aims to lists the existing ones.

Content analysis makes use of existing data and reflects on what is being studied (Verhoeven, 2015).

Rather than going to visit other coworking spaces in person, conducting a content analysis via websites offers a cheap and efficient solution to finding out about offered services and facilities.

The population can be seen as all coworking spaces that have a website that states their offered services and facilities. The difficulty in this approach lies in deciding on the sample as there are no set rules of how many documents (websites in this case) should be studies and how they should be chosen (Verhoeven, 2015). The target group of the WTC Twente is mainly Dutch and as such only Dutch coworking spaces should be in the sample. Cultural differences could possibly play a role in the set-up of coworking spaces but these are not looked at in this research. According to coworker.com (2018) there currently are 141 coworking spaces in the Netherlands. Coworking spaces for this content analysis should be able to accommodate a minimum of 20 tenants at a time and have existed for at least two years (as it is expected that services and facilities that were not used by tenants have been removed). Those criteria will reduce the number of available coworking spaces to study. To ensure a

large enough sample around 20 websites should be studied. These should include other World Trade Centers, a Van der Falk Hotel as the client has mentioned them as a potential competitor and one operated by SKEPP (the client has just hired them to also look into possible coworking spaces at the WTC Twente). The remaining can be randomly chosen from the sample list.

As Verhoeven (2015) explains, there is no set analysis technique for a content analysis but it has to fit what has to be found out. In this case the information needed is what facilities and services are offered and what access types and rates can be chosen from. Websites should be studied for this information and it will then be noted down in an excel sheet. After having analysed all websites the sheet will provide an overview of all offered services and facilities and which ones are offered most. This information will serve as input for the questionnaires in the field research.

Quantitative Research – Questionnaires

Brotherton (2008) states that quantitative research is used to answer descriptive research questions. Descriptive research investigates how a population scores on separate variables (Verhoeven, 2015), which is what is to be found out in research questions 4–7. This question does not deal with the meaning that a single person attaches to coworking but rather is based on numerical information; another indicator for quantitative research (Verhoeven, 2015). Kelle (2006) further confirms that quantitative research is used to explain what a population thinks about a topic.

To enhance generalizability of the research a lot of data needs to be gathered during the field research and quantitative research is more geared towards investigating a large sample than qualitative research is. The chosen data collection method for this strategy is a questionnaire, which will be designed based on the outcome of the desk research and content analysis. Verhoeven (2015) states that surveys are “the most frequently used method for measuring opinions, views, attitudes and knowledge of a large group (...)”. As explained, this research aims to collect as much data as possible and questionnaires allow to achieve this in a relatively short amount of time.

Once the questionnaire is prepared, a pilot should be run to ensure there are no mistakes and that the sample can fill in the questionnaire easily without needing to pose follow-up questions. The questionnaires should be anonymous to enhance the chances of unbiased answers.

The number of possible responses is kept unlimited, as a higher number would contribute to higher reliability. However, to increase generalizability, a minimum of 120 respondents is wanted. This number represents 1% of the Dutch coworking population when calculating with a number of 11.844 coworkers in the Netherlands (calculation see appendix C). While this might seem like a very small percentage, compared to other researches it can be concluded to be sufficient (see appendix C). The questionnaire will be sent out via an anonymous online link. This type of distribution is considered to have a relatively low participation rate of 30% (Verhoeven, 2011), meaning that at least 364 coworkers have to be approached.

A limited sampling frame exist from the WTC Twente and WTC Rotterdam. This sampling frame consists of roughly 220 members who make use of the coworking facilities (19 at the WTC Twente and ~ at the WTC Rotterdam) and an email with a link to the questionnaire will be sent to all members in the sampling frame. (It should be stated that while there are more WTCs with a Business Club in the Netherlands, the WTC Rotterdam has offered to provide access to their database in return for sharing findings with them)

As this sampling frame does not hold enough coworkers to ensure 120 responses, a second way of reaching respondents has to be used. The rest of the respondents has to be approached without a sampling frame and thus a non-probability sampling method will be made use of.

Respondents need to meet certain criteria; namely using coworking spaces or being interested in coworking spaces and being Dutch or living in the Netherlands. Everyone matching these criteria is invited to take part in the survey. Due to the fact that no sampling frame exists and the questionnaire is to be answered via an online link, respondents cannot be approached directly. Instead, requests for participation will be posted in coworking groups online and other coworking places will be approached and asked if the questionnaire can be sent out to their members. Coworkers can then decide

themselves if they would like to take part in the survey and the chosen sampling method therefore is the self-selection method (Verhoeven, 2011).

A univariate analysis will be carried out to analyse the data collected. Verhoeven (2015) explains that univariate analyses describe “one variable at a time”, which is what is to be done in this research. The questionnaire aims to find out what the respondents think of for example certain services or facilities, rather than researching the relationships between different variables.

Respondents can indicate the level to which they would like to see certain facilities/ services at a coworking station by ticking the appropriate box on a Likert scale (1–5).

Once the data has been collected, measures of central tendencies will be applied to describe the various variables. Measures of central tendencies are summary measures that describe the middle of a distribution of a variable (Verhoeven, 2015). The mean will be calculated for all variables relating to services and facilities. The result will show the average score per variable and it can thus be seen which services and facilities are most wanted by the target group. However, calculating the mean does not show how much answers deviate. This however is important to look at before drawing conclusions, as a wide deviation indicates that the range around the scores of the mean are large and the conclusion might be misleading. To avoid this, the standard deviation will be calculated and the smaller the standard deviation, the closer to the average score the population’s answers are.

Questions about preferred marketing channels, product plans or price ranges for offers are not convenient to be answered with Likert scales. These questions will be formulated as closed questions and a number of possible answers are indicated per question (translated from literature and content analysis) that can be ticked. These answers will be displayed in graphs. An advantage of using graphs is that “they make results clearly accessible to the broader public” (Verhoeven, 2015). Bar charts offer a convenient way of showcasing results. In this, each value gets its own bar, with its size indicating how often it has been answered. Conclusions can be drawn from this.

At this point the researcher does not consider it relevant to carry out a bivariate analysis. Several reasons play a role in this decision.

First of all, this thesis serves as an initial research into how more value can be created for coworkers. The aim is to gain a first understanding of what coworkers are looking for, instead of going more into depth by conducting a bivariate analysis. Research questions are of descriptive nature and univariate analysis is considered sufficient to answer them. The research does not aim at setting up and testing hypotheses. A further reason is the small number of respondents and the heterogeneity of the population. Dividing respondents in more groups to carry out bivariate statistics would deliver results that cannot be considered reliable.

However, it might be advisable to conduct a follow-up research in the future, which poses more in-depth and specific questions on wants and needs of specific groups.

2.3 Discussion of Results

2.3.1 Literature Review

Research questions one and two aim to understand the concept of coworking better. A literature review was carried out to understand and discuss what scholars say about the topic. The following discusses in detail what can be found in literature on sub-questions 1.1–1.4 and question 2.

1. What elements support core characteristics of coworking?

1.1 Which elements support communication amongst tenants?

Before networking or collaboration can take place, coworkers need to start communicating.

Some coworking spaces have a staff member present who acts as a host and is responsible for maintaining spaces and a community. His main task is a bridging role in coordinating and connecting members (Kojo & Nenonen, 2014, Cabral & van Winden, 2018).

Serendipity is a term widely used by scholars in literature on coworking that is believed to stimulate connections and communication. Moriset (2013) defines it as the opportunity “to make pleasant and unexpected discoveries entirely by chance”. Cabral & van Winden (2018) go as far as stating that the focus in connecting members should lie on serendipitous encounters. Fuzi et al., (2014) agree on the importance of serendipity by emphasising on serendipitous interactions, impromptu meetings and informal chats between different groups of people. They believe that the office layout can help to promote interactions and encourage serendipity. In this, it is necessary to implement areas in which tenants can meet informally. So-called “Activity Magnet Areas” can be coffee spaces, lunch areas or relax rooms (Fuzi et al., 2014). Social spaces in general are believed to help foster informal meetings and social interactions. A variety of meeting spaces close to workspaces can help to support impromptu meetings and with this encourage communication and collaboration (Fuzi et al., 2014).

The company *Seats2meet* successfully works with their so-called “serendipity machine”; an online platform each user registers on before using a workspace. A photo, together with skills and expertise, is uploaded and showcased in the venue on a real-time dashboard. This allows other workers to see who is currently in the location and they would like to meet (Olma, 2012). The use of a virtual platform or dashboards has been highlighted as valuable by scholars too, as it makes it easier for workers to approach others they can potentially benefit from and aids knowledge sharing (Fuzi et al., 2014, Bilandzic et al., 2013).

Other forms of knowledge sharing involve sharing and collecting tacit knowledge. This often happens around points of interaction such as pantries, coffee corners, lunchrooms or during breaks. Knowledge sharing is discouraged when particular companies dominate tables (Mitev et al., 2018).

Participatory activities such as brainstorming sessions further encourage knowledge and idea sharing (Kojo & Nenonen, 2014).

In general, in order for coworkers to communicate with each other, they need to feel comfortable in their work surroundings. The ability to customize workspaces can lead to a sense of control, which increases satisfaction, while at the same time is believed to raise productivity levels (Cabral & van Winden, 2018).

1.2 Which elements support innovation?

In today's competitive business environment innovation is key. Tenants of coworking spaces are mainly freelancers, entrepreneurs or other self-reliant workers for whom the ability of staying on top of trends could be vital for existence.

O'Sullivan (2008) defines innovation as “the process of making changes to something established by introducing something new that adds value to customers”.

Several characteristics have been defined to support innovation. Gifford (2018) explains that collaboration, open network input, a safe space for ideation and mentoring and support aid innovation. Price (n.d) summarises six vital elements of innovation, of which three are internal, meaning the physical workspace cannot provide them. The three external ones are resources (1) such as time and people (translated to the workspace this could mean extended opening hours and access to a community), the habitat (2), which should include informal settings that trigger creativity and lastly the culture (3), which in a workspace should be open-minded and supportive. Coene (2017) adds that communication is essential in innovation.

A research conducted by Oksanen and Ståhle (2013) shows that introducing new ideas requires creativity. The physical space can enhance creativity in a number of ways. Fuzi et al., (2014) identify four main categories of space that support creativity. The first is space for stimulation. This can include physical proximity of coworkers, in line with diversity of experiences. Next, space to think is

important and being able to work without distractions. The third and fourth spaces for creativity are spaces to share and spaces to connect and explore. These can take on the form of spaces for impromptu meetings such as close by meeting rooms or spaces for serendipitous encounters. Creativity can further be enhanced through access to knowledge and necessary tools. The added value of interaction with people from a range of backgrounds is further widely discussed in literature (Cabral & van Winden, 2018, Fuzi et al., 2014). It is concluded that the more diverse a community of coworkers, the higher the chances for breakthrough innovations (Fuzi et al., 2014). Thus, the need arises for spaces that allow cross-disciplinary interactions.

Oksanen and Ståhle (2013, in Cabral & van Winden, 2018) coin the term “innovation spaces”, which are spaces that enable interaction, support motivation and the ability to share knowledge and experiences. Lastly, intrinsic motivation is considered important in light of innovation. To stimulate this, spaces for joyful activities and play and for recharging are thought to be important.

1.3 Which elements support entrepreneurship?

Entrepreneurship and pursuing new business opportunities is affected a lot by the character traits of individuals. Creativity, risk bearing and management and innovation are only to name a few. The physical environment of the workspace however can, to a smaller degree, also facilitate and support entrepreneurship.

The main way of coworking spaces to support entrepreneurship is by giving access to knowledge. This can be diverse and includes access to a broad range of professionals, workshops and events and setting the ground for social interactions (Kojo & Nenonen, 2014, Cabral & van Winden, 2018). Spark (n.d.) agrees that matchmaking is of great importance, in line with the possibility of mentoring and coaching.

As entrepreneurs often have little initial investment available, offering discounted privileges to tenants can further support them (Dash, 2018).

1.4 Which elements support networking among tenants?

Networking can be defined as “the process of meeting new people who might be useful to you in your job” (Collins, 2019).

A coworking space can be seen as a highly potential environment for making new (business) contacts due to the high density of fellow professionals. However, networking does not happen organically but needs to be stimulated. Even though academic literature on coworking is still relatively scarce, existing articles and researches have provided insights into elements that support networking.

In order to network, social interactions between tenants need to take place. Mitev et al. (2018) express that creating a social link between members is a challenge. Others however, such as Cabral & van Winden (2018) claim that the social environment of coworking spaces is “conducive to making connections to new people”. While the degree to which it is difficult to form new contacts and networks is discussible, scholars agree that casual encounters are of high importance when beginning to network (Cabral & van Winden, 2018), similar to serendipitous encounters discussed in relation to communication amongst tenants. Weijs-Perrée et al. (2019) state that spontaneous interactions frequently occur between tenants. Oftentimes these are stimulated by a host or manager, who is responsible for creating a good atmosphere and encourages interaction, networking and collaboration (Weijs-Perrée et al., 2019). However, not all coworking spaces have an assigned host and in those cases the role of space serves as an influencer of social networking and collaboration (Cabral & van Winden, 2018).

Accessible spaces that are visible and have a short walking distance promote networking behaviour, such as coffee machines or shared office facilities (Cabral & van Winden, 2018). Other areas with shared physical spaces (e.g. communal working rooms) further support tenants’ motivation and opportunity to connect with each other. In general, physical environments that are known to enhance

engagement are communal areas, lounge corners, canteens or coffee corners and other informal spaces (Cabral & van Winden, 2018, Weijs-Perrée et al., 2019).

Private booths with single-user tables or quiet rooms on the other hand, serve as spaces for disengagement (Cabral & van Winden, 2018).

Facilitative tools are further, more active, ways of promoting interaction, networking and collaboration among members. Amongst the most popular tools to support networking are networking events. These can both be informal (e.g. joint lunches) or formal (business events, networking lunches), with a bigger focus on informal moments (Cabral & van Winden, 2018).

Another accelerator of networking is providing access to online communities. In this, tenants could be introduced, conversations started, questions posed, upcoming events advertised and much more (Cabral & van Winden, 2018).

Overall, research believes that tenants have to feel comfortable in their work environment to interact and establish new networks with others.

Once new contacts have been made, collaboration can start. Collaboration as defined by Moore Cowan et al. (2009) involves the three aspects of relationship, process and outcome. It describes a number of individuals working together towards a common goal.

Physical attributes that stimulate collaboration are access to meeting rooms, spaces for brainstorming and informal areas for impromptu meetings (Cabral & van Winden, 2018).

2. What are reasons for visiting coworking spaces?

A number of researches have looked into the different reasons of professionals to frequent coworking spaces. Scholars agree that loneliness when working from home serves as one of the biggest push-factors for choosing to work from a coworking space (Weijs-Perrée et al., 2019, Kojo & Nenonen, 2014, Fuzi et al., 2014, Spinuzzi, 2012, Mitev et al., 2018). Location-independent workers further often look to advance their work-life-balance (Weijs-Perrée, Kojo & Nenonen, 2014, Spinuzzi, 2012) and efficiency is hoped to be increased when escaping the distractions of working from home or the local coffee shop (Fost, 2008, Weijs-Perrée et al., 2019, Fuzi et al., 2014).

To combat social isolation, coworkers seek to interact with others and feel as a part of a community (Weijs-Perrée et al., 2019, Cabral & van Winden, 2018, Fost, 2018, Fuzi et al., 2014). Access to professional and social networks is a further reason for visiting coworking spaces (Weijs-Perrée et al., 2019, Cabral & van Winden, 2018).

2.3.2 Content Analysis

Research question 3 “What do competing coworking spaces offer?” aims to understand the coworking space market in the Netherlands. The goal is to find out what services and facilities are commonly offered and what membership or access options can be chosen from at what cost.

The outcome of this served as input for the questionnaire. After understanding what other coworking spaces offer, coworkers could be asked how much they value these services and facilities and what access types and costs are most applicable to them. Hence, this research

question does not aim at defending the advice but to give input for the field research

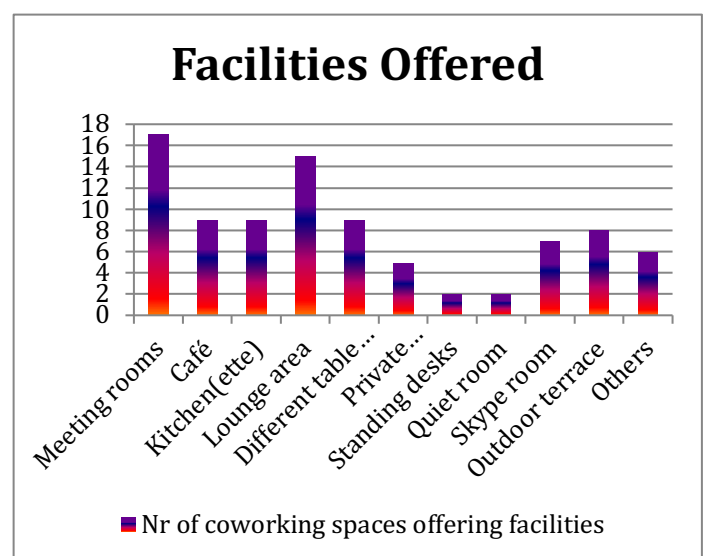


Figure 1. Facilities Offered by Competitors. Adapted from App.D

The variables that were being assessed were in that effect “services”, “facilities”, “memberships” and “prices”. Services were understood as intangible products that add value to a coworker’s workday.

Facilities refer to the built environment.

The initial idea was to understand which services and facilities were predominant in other coworking spaces and use these as input for the questionnaire. However, it was then decided to not exclude any variables at this stage, as those only present at one or a few spaces could be those spaces’ USPs.

18 different coworking spaces were studied. It was stopped after this as a pattern in offered services and facilities as well as access types and fees became visible.

Looking at data gathered from other coworking spaces (s. figure 1 and 2) it can clearly be seen that a larger variety of services is offered as opposed to facilities. How often facilities and services are offered in the researched units differs a lot. Some services and facilities are offered a lot, such as free WiFi, print/ scan/ copy services, free tea/ coffee or meeting rooms and lounge areas. However, as explained there is no need to draw conclusions at this point.

A table with an overview of service and facilities offered by each coworking space studied can be found in appendix D.

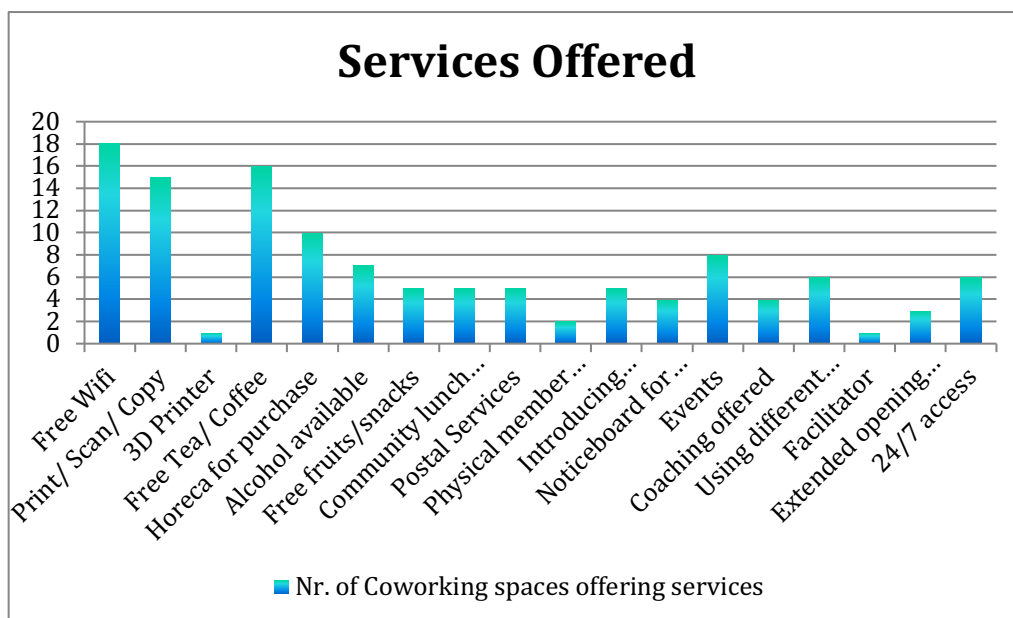


Figure 2. Services Offered by Competitors. Adapted from App. XX.

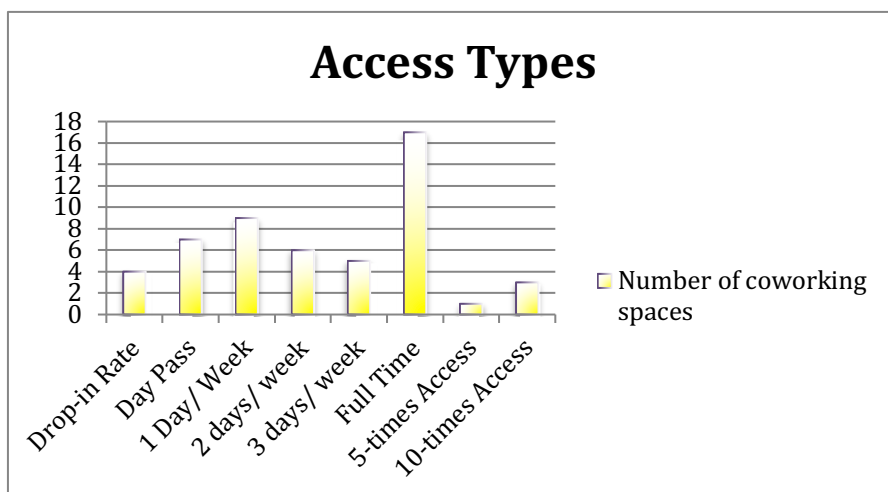


Figure 3. Access Types. Own design.

When looking at membership or access types offered by other coworking spaces 8 different ones were discovered. When looking at figure XX it becomes apparent that almost all spaces offer full-time access options (17/18). The second most frequently offered option is access for 1 day/ week (9/18). Only one space of all 18 offered a 5-times access pass. As with services and facilities, at this point it is not important to draw conclusions but to create unbiased input for the questionnaire.

Figure 4 shows the average price for each access type offered by the studied coworking spaces. At this stage of the research these findings are not relevant, but they might be useful for comparison at a later stage when establishing access types for the WTC Twente. Currently the WTC Twente is above the average with the costs for their access options. A membership allowing access one day/ week is 99€/ month, while the average amongst the studied coworking spaces is 87€. Full time access is 250€/ month at the WTC Twente, while the average is 201€.

Access Type	Average Price
Drop-in Rate	4.30€/ hour
Day Pass	19.50€/ day
1 Day/ Week	87€/ month
2 Days/ Week	163€/ month
3 Days/ Week	175€/ month
Full-Time	201€/ month
5-times Access	135€
10-times Access	157€

Figure 4. Averages Prices. *Own design.*

For the questionnaire it was decided to ask respondents for a minimum and maximum they would be willing to spend on respective access options as to not trigger them to tick the answer category with lowest costs.

2.3.4 Field Research

A number of 80 responses was gathered, which is already much lower than the planned 120. Unfortunately, when beginning to analyse data it became apparent that only 56 respondents had filled in the questionnaire to an extent that was meaningful and could be worked with, resulting in a drop-out rate of almost 30%. Interestingly, those who dropped-out did so after the first few questions already, others completed the whole questionnaire. Even though the number of respondents is low, it was decided to analyse and work with the data at hand, as this project has a time-limit. The researcher is aware of the consequences this has for the research outcome, but the starting point for the analysis could not be postponed any longer. The discussion of reliability and validity at the end of this chapter will highlight these repercussions. Appendix E summarizes the efforts made to win respondents. Questionnaires used (typed versions, research was conducted online via Qualtrics) can be found in appendix F.

The below will elaborate on the data analysis, conducted with the software SPSS. An analysis of the background characteristics will give insight into the respondents themselves, a univariate analysis will follow and lastly a bivariate analysis will establish possible relationships.

A selection of the SPSS output can be found in appendix G.

Analysis of background characteristics

The largest share of respondents (39.3%) is between 20–30 years old, followed by the second largest group being 30–40 years old (35.7%). The age group 40–50 sees a big drop in numbers of respondents, with only 10.7% being in this age group. Lastly, 12.5% are above 50.

The largest share of respondents – 76.8% – works in small companies of 1 (42.9%) or 2–10 (33.9%) employees. Only 7.2% work in companies of 11–100 employees and 10.7% are part of a large company (more than 100 staff members).

“Self-employed, experienced employees” and “employee of an organisation” both make up 28.6% of respondents. Next, 17.9% are freelancers and 14.3% are working for or owning a start-up that has been running for less than 3 years. Lastly, 8.9% are “others”, including ZZP’er, students or “remote workers”.

The distribution of industries respondents work in is relatively diverse. 21.4% work in tech or IT, followed by 19.6% working in marketing, 12.5% being employed in the creative industry, 7.1% in media and 1.8% in education. A total of 33.9% work in “others”, including economics, healthcare, law, government or consultancy.

The majority of respondents gets to work by bike (48.2%). Car and public transport as a have a similar percentage of responses as a mode of transportation to get to work, with 24.1% and 23.2% respectively. Only 3.6% of respondents walk to their workspace.

Workers who get to work by car scored 2.46 as the mean value on the importance of free parking, on a scale of 1 being not important and 3 being very important.

When looking at the importance of offering free parking to business guests however, this is rated at 1.75 on the same scale.

The majority of respondents (55.4%) has coworked before.

Motives to Visit Coworking Spaces

When looking at what people drives to work from coworking spaces, it can be seen that almost all types of motivations respondents could rate, score a mean of above 2.25, meaning that the majority of given motivations are important to the respondents. "Matchmaking" and "having a professional business address" are the only variables that have a mean value of under 2; 1.75 and 1.83 respectively. The mean values only vary slightly, but results show that the biggest push factors are experiencing social isolation when working from home and coworking as affordable office options (both 2.45). Coworkers further hope to advance their work life balance (mean 2.40) by visiting a coworking space.

Information about and from coworking space

Respondents were asked how they would like to receive information about a new coworking space. Multiple answers were possible. LinkedIn scored highest, with 17,9% of respondents wanting to receive information via this channel. Next, non-digital ways of awareness creation are deemed important; receiving word-of-mouth about a space and discovering a poster when walking past a location (both 16,1%). Next, the site's website would be consulted by 14,3% of respondents. Facebook serves as a worthwhile channel to 12,5%. Lastly, 8,9% consider "others" as important, including email and Instagram.

Once coworkers have found their coworking spot, channels for receiving business information look different.

All respondents claim that they would like to receive information, the majority would like to receive email updates (58,9%). An online member access is considered valuable by 33.9%, followed by a physical noticeboard inside the coworking space (32,1%). A large drop in percentage can be seen to the next variables. 21.4% would like to find business information on the site's website, and 17.9% want to receive updates via Facebook. While LinkedIn scored highest in the awareness stage of coworking spaces, it scores least in wanting to receive information from your coworking space (14,3%). Lastly, another source of receiving information is Slack, as stated by 8.9% of respondents ("others").

Services Offered

When analysing the coworkers view on services offered, it becomes apparent that only a hand full of them score a mean value of above 2, meaning they are considered important to very important by the majority of respondents. Wifi scores the highest (2,96) and has the smallest standard deviation (0.196), indicating that respondents very much agree on the high importance of this. Scanning/ Printing/ Copying is further considered highly important and scores a mean value of 2,44. Having a coworking host who stimulates interaction and communication among tenants, as well as having the option of placing a business logo in the online directory of the WTC Twente are both considered equally important and score a mean value of 2,12. Standard deviations for both services are rather similar, with opinions insignificantly more homogeneous for the possibility of placing a business logo in the online directory of the WTC Twente (.725 vs. .732). All other services score a mean value of less than 2 and are thus considered less than important by respondents (s. appendix G).

Respondents who indicated it would be valuable to place ads on a digital billboard outside the WTC Twente also stated that they would pay a small fee for this service.

Of those respondents who consider Horeca options important, lunch options are wanted by 12,5%, followed by Tea/ Coffee/ Water with 8.9%. 7.1% would like to see café-style coffee. Snacks fall far behind with only 3.6% wanting to have them available at the coworking spot.

Events

A valid percent of 82.4% of respondents would like to participate in events offered at the coworking spot. As can be clearly seen in figure 7, the majority of those respondents (69,8%) wanting to participate state to find equal value in formal and informal events.

With regards to formal events, almost 60% of respondents is interested in knowledge sessions, followed by networking lunch or drinks (50%).

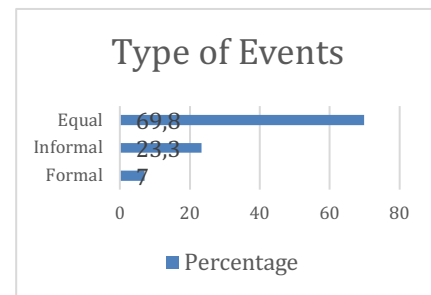
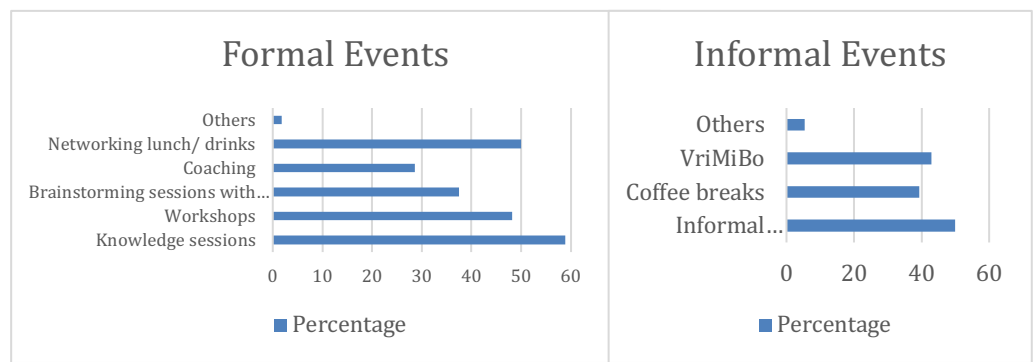


Figure 5. Motives to visit coworking spaces. Adapted from SPSS Output.

Workshops are further considered valuable by 48.2% of those in favour of formal events. Brainstorming sessions with other coworkers is considered worthwhile by 37.5% and lastly 28.3% are interested in coaching sessions.



Figures 6 and 7. Formal Events and Informal Events. Adapted from SPSS output.

One respondent further wished for a “supply and demand matching event”.

With regards to informal events, every second respondent considers informal lunches as valuable.

Friday afternoon get-togethers are seen as important by 42.9% and just under 40% would like to see organized coffee breaks. Others include “pitches from users” and “fun stuff, like game or movie nights or excursions”.

Facilities Offered

Compared to services offered, more facilities are rated “important” to “very important” by respondents. Different spaces to meet and talk are particularly considered important and score a mean value of 2,55. A kitchen or kitchenette to prepare food and drinks is further considered important with a mean of 2,41. A focus room in which no conversations and phone calls are allowed yields a mean of 2.37, followed by a coffee corner (2.29). Respondents further find a Skype room (2.24) and a lounge area (2.18) important to very important. Lastly, private booths or tables are rated important with a calculated mean value of 2.0. All other facilities offered score less than 2 on the mean value and are thus seen less than important by the respondents. Least wanted or needed is a dedicated lunchroom (1.52). One respondent states that he would like to see power outlets at every desk (“Others”).

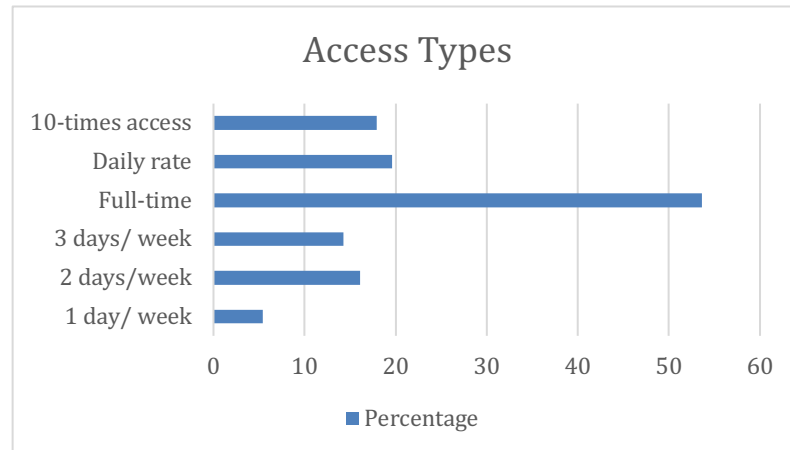
Meeting Rooms

A valid 94.1% – and with that the clear majority of respondents – would like to have access to meeting rooms. The number of hours respondents use meeting rooms per week varies greatly and it thus is not sensible to calculate an average. Hours of usage depend between 0 hours and 25 hours. A tendency of usage can however be seen somewhere between 1 and 10 hours weekly.

When asked for a preference regarding rental options of meeting rooms, results show a clear tendency toward paying per hour and having a monthly subscription that gives access to meeting rooms. For a small meeting room (8 people) a valid 68.4% would prefer paying for their actual usage of the meeting room. For a large meeting room (18 people) this percentage is even higher and reaches 92.1%.

Access Types and Opening Times

With regards to access types the majority of respondents is interested in full-time access to the venue (53.6%). A daily rate is appealing to 19.6% of respondents, followed by 17.9% who find 10-times access cards attractive. Out of a set number of days per week, the option to come in two days is considered most interesting (16.1%). Least appealing to respondents is the option to come in one day per week (5.4%).



Respondents were asked if they would like to have access outside the regular opening hours of 8.30am–5pm. 46.4% wants to have access before 8.30 am and a strong 80.4% would like access to the coworking location after 5pm. The earliest respondents would like to have access from is 7am, and the latest is midnight, with the majority of respondents wanting access until 10pm. A number of respondents indicate

Figure 8. Access Types. *Adapted from SPSS output.*

that they would benefit from 24/7 access or having an own key to the location.

Reception services however are only needed by 7.1% outside the regular opening hours.

With regards to prices for different access types, respondents were only asked to indicate a minimum and maximum monthly amount they would be willing to spend on a coworking space for those access types they had previously marked as relevant or interesting for them.

Only two respondents have given price indications for a one-day per week access type and it thus is not sensible to analyse this input.

2 Day Access:

The weighted average minimum for two-days per week –access respondents are willing to pay per month is 60€ with a range from 40–100€. Note that the entries 1€, 2€ and 10€ were disregarded in this calculation, as these cannot be considered reasonable prices. The maximum amount averages at 87€ per month.

Full-time:

For a full-time access options respondent's average is a minimum pay of 101€/month. The range is from 50€ to 150€.

Note: The entries 0€ were not taken into this calculation, as that would have falsified the result.

Respondents are willing to pay up to 209€ on average for full-time access. The range is from 80€ to 400€, with a conglomeration of answers between 150€ and 200€.

10-times:

The minimum average for a 10-times access card lies at 64€, while the maximum amount respondents are willing to pay for this access type is almost double that and amounts to 126€.

Daily rate:

The minimum people are willing to pay for a daily rate is an average of 12,50€. The average maximum price for a day pass amounts to 45€. It should be noted that one respondent indicated a maximum

amount of 100€/ day, which immensely increased the average and it cannot be excluded that said respondents made a mistake in answering or did not understand the question correctly.

Miscellaneous

When asked if respondents were willing to spend additional money on Horeca or alcohol results show a clear tendency to an unwillingness to pay for extras. A valid 64% would not spend additional money on Horeca and a valid 70% would not pay for alcohol at the coworking space.

The client further took the opportunity to find out how much awareness there is about the WTC Twente in Hengelo and respondents were thus asked if they knew that there is a WTC in Hengelo. Not all respondents were asked this question (WTC members for example obviously know about the WTC Twente) and thus only a small number of respondents was asked this question. Of these however, a valid 80% did not know about the WTC Twente.

If respondents had the chance to choose between a coworking space at the WTC Twente and a non-branded one, the World Trade Center brand would influence a valid 48% in this decision.

60,7% of respondents claim that being able to access different WTC locations within the Netherlands would add value to them.

2.4 Conclusions

The following conclusions are based on the above analysis and serve to answer each main research question.

2.4.1 Research Question 1

Research question 1 can be answered by summarising the literature review carried out to gain insight into the sub questions.

Services that literature considers to support core characteristics of coworking include giving coworkers access to a community. This can be physical in the workspace itself as well as access to an online community in which members can introduce themselves, converse with each other, ask questions etc. The sense of a community can be strengthened by offering different kinds of events. Events are further thought to support knowledge exchange. Events offered can be of formal and informal nature and include brainstorming sessions, workshops on different topics, networking events, joint lunches and more.

A host or facilitator can serve to connect people and thus support coworking. A virtual platform or dashboard present at a coworking space indicating what skills and expertise are present is further believed to aid main characteristics of coworking. Offering extended opening hours is a further service believed to be of value to coworkers. Lastly, discounted privileges can additionally support coworkers.

With regards to facilities supporting the main characteristics of coworking, a number can be named. Points of interaction such as coffee corners, canteens or pantries are vital in stimulating interaction. Informal meeting and lounge areas further support networking. A supporting coworking space should offer shared office facilities as well as rooms for meetings, relaxing, quiet work and those for joyful activities to rejuvenate.

In general, spaces should be accessible and especially points of interaction should have short walking distances.

2.4.2 Research Question 2

Research question 2 aims to understand what reasons for visiting coworking spaces are according to literature.

Studies have shown that the prevalent motivation to work from coworking spaces is to combat loneliness and isolation when working from home and with that hoping to advance work-life-balance. Increased efficiency is hoped for when eliminating distractions that are likely to be present at home or

in a local coffeeshop. Lastly, having access to a professional and social network, being able to interact with others and feeling part of a community are considered important push-factors for choosing to work from a coworking space.

2.4.3 Research Question 3

Research question 3 is easily answered by looking at the conducted analysis of other coworking spaces. 18 services are offered, these include free WiFi, printing/scanning/copying, 3D printer, free tea/ coffee, Horeca for purchase, alcohol available, free fruits and snacks, community lunch options, postal service, physical member introduction points, noticeboards for offers and questions, introducing members online, events, coaching possibilities, the use of different locations, a facilitator, extended opening hours and 24/7 access.

10 different facilities were offered, namely meeting rooms, cafes, kitchen(ette)s, lounge areas, different table layouts, private armchairs, standing desks, quiet rooms, skype rooms and outdoor terraces.

Membership types and access options include drop-in rates, day passes, 1 day/ 2days/ 3 days per week, full-time access and 5 or 10-times access passes.

Average prices vary per option and range from 4.30€ per hour to 201€ for full-time access.

2.4.4 Research Question 4 answer

The analysis of motives to visit coworking spaces can be translated into the target group's reasons for visiting coworking spaces. Results show that many reasons serve as push factors to work from coworking spaces.

Isolation when working from home scored high, and it can be concluded that the social aspect of coworking is an important reason for members to frequent these workspace solutions. The fact that "becoming part of a community", "making social connections" and having "access to a professional network" all score more than important support this.

Other reasons affect the work to be done itself and coworkers believe to increase their efficiency in coworking spaces and can profit from a broad range of knowledge from different industries. All this is believed to advance coworkers work-life balance.

On the more practical side, coworkers visit coworking spaces because they are considered an affordable office option and often have flexible contracts.

2.4.5 Research Question 5 answer

Only a total of four services is considered important to very important. These include more regular office services such as Wifi and the possibility to scan/copy and print as well as the option to place a business logo in the online directory of the WTC. A coworking host is further considered important.

With regards to facilities, it can be concluded that a broader selection is labelled "important" to "very important". This finding indicates, that facilities are considered more important than services.

Diverse spaces to meet and talk are foremostly wanted. Different spaces to work from such as a focus room, a skype room, private booths or tables are also considered more than important.

For F&B related spaces, quantitative data shows that it is sufficiently important to have coffee corners and a kitchen(ette) to prepare food.

A lounge area is further considered more than important.

As respondents find a focus room and private booths important, it could be concluded, that silence and privacy are important. This should then be considered from a facility management perspective when wanting to implement lounge areas or coffee corners, as to not disturb working members.

Facilities for recreation, breaks and other informal areas are not deemed important.

The vast majority of respondents wants to participate in events, indicating the importance for a coworking spot to offer a suitable range of these. Within events, most respondents claim that formal and informal events are of equal value to them. Especially in informal events the opinions do not differ too greatly and VriMiBo's, coffee breaks and informal lunches are all interesting to almost 40–50%. The difference in popularity of various formal events is greater, but coaching sessions as the least preferred event still score almost 30%. Knowledge sessions are considered most valuable, followed by networking lunches or drinks, workshops and brainstorming sessions with other coworkers.

2.4.6 Research Question 6 answer

Channels coworkers want to receive information on depends on the stage they are at. If they are still on the awareness stage, and a coworking space needs to gain their attention, both online and offline marketing was rated as effective by respondents. Online awareness creation is wanted via LinkedIn and Facebook, while offline channels are word-of-mouth and posters when walking by a location. It should be noted that results show that all options score between 10–20% and it thus is sensible to not only focus on one advertising channel but on several ones.

Once coworkers have found a coworking space, they would like to receive business information of their coworking space. A clearly favourite channel is email. An online member-access is further considered valuable, directly followed by a physical noticeboard in the location.

Other channels for business information are the site's website, Facebook and LinkedIn, although all three experience a considerable drop in popularity. Slack as a source for information is further named by a number of respondents.

2.4.7 Research Question 7 answer

The majority of respondents is interested in full-time access to the coworking space. A big drop in popularity can be seen to the second popular option; a daily rate. 10-times access cards and two-days per week accesses follow closely behind in demand.

For full-time access respondents are willing to pay between 101€ – 209€ per month. This drops to a range between 60€–87€/month for two days access per week. For a 10-times access pass the scope ranges from 64€ to 126€. A daily rate is considered acceptable between 12.50€ and 45€.

However, it should be stated that the number of respondents who gave price indications is not high and price ranges therefor might not showcase a reliable reference point. When comparing these averages to the industry average from the competitor analysis as can be found on p. XX though, it can be seen that the calculated price ranges from the quantitative data are not too far off the average charges from other coworking spaces. Only the two-times per week access type is much lower than what the industry average is from compared spaces. A 10-times access pass on average is slightly more expensive in other coworking spaces and the maximum for a day-pass as calculated from the quantitative data is very high as compared to the competitor analysis average.

Almost half of all respondents would like to have access to the coworking space before 8.30am; preferably from 7am onwards. The vast majority wants to have access after 5pm, with preferred access until 10pm or having an own key.

With regards to meeting rooms, most respondents want to have the option to have use meeting rooms. Average usage greatly varies and a "pay-what-you-use" basis is preferred over a monthly meeting room subscription.

2.5 Discussion on Reliability and Validity

2.5.1 Reliability

The research tool used was of quantitative nature and took on the form of a questionnaire. A questionnaire is considered a reliable tool due to the fact that questions were standardized and answer categories kept simple with for example Likert scales (Verhoeven, 2011). To ensure a robust questionnaire questions were closed and not double-barrelled. A number of different people, who were not involved in the designing of the research, were asked to test the questionnaire. This ensured that questions were understandable and answer categories sensible. The testing of the questionnaire helped to discover a small number of mistakes, such as typos or single answer options when it should have been multiple (e.g. asking for preferred formal or informal events). To conclude the design of the questionnaire it can be labelled as reliable.

However, a factor that decreases the reliability of this research is the sample size. A total of 56 responses that could be worked with were gathered, when a number of 120 respondents was aimed for.

With regards to the analysis of data, quantitative data leaves little room for subjective interpretation of results, more so even when questions are closed (Verhoeven, 2011), which is the case in this research, thus enhancing reliability.

The degree to which a research is free of random errors is a further indication of reliability (Verhoeven, 2011). Due to the fact that the questionnaires were distributed online and were anonymous, the researcher was not directly involved in the process of data collection. This concludes that researcher error and bias are not present and therefore do not negatively affect reliability.

Factors that are likely to occur but cannot be discussed in certainty are the participants' error and bias. Since questionnaires are distributed online the researcher does not know under what circumstances a respondent fills in the questionnaire or if questions are understood incorrectly. A larger sample would have mitigated the negative effects on reliability.

Lastly, enhancing reliability is the fact that all aspects of the research are reported and can be justified.

2.5.2 Construct Validity

Verhoeven (2011) explains that construct validity looks at the measurement instruments that are used in the research and looks at the question of whether the research measured what it claimed to measure.

In this research the concept of coworking and its elements were looked into. It is typically more difficult to measure concepts. Construct validity was enhanced by firstly defining the core concept with the help of a theoretical framework and current literature. This served as input for the questionnaire, in which the different aspects of coworking that needed to be measured were named separately, with separate specific questions about each (demographics, services, facilities, access types...), thus further enhancing construct validity.

Construct validity can be reduced when questions are badly formulated (Verhoeven, 2011). This risk however was mitigated by having a number of externals test the questionnaire and give feedback on the formulation of the questions.

Lastly, social acceptability in answers is a factor that could reduce construct validity. However, the questionnaire was an anonymous one and the researcher was not present at the time of answering, making it more likely that respondents answer truthfully.

2.5.3 Internal Validity

When assessing internal validity, it is looked at whether or not correct conclusions can be drawn from the research (Verhoeven, 2011).

Internal validity in this research is considered high. The questionnaire used was tested before sending it out and did not have to be adjusted at a later stage, meaning that the exact same instrument was used throughout the research. The period of data collection was no longer than three weeks, therefore

maturation could not take place. Respondents did know that they were the subject of a research, however, the questionnaire could be taken anonymously and the researcher was not present at the time of responding, therefore diminishing the test-effect and enhancing internal validity. A factor that did decrease internal validity is the mortality. A number of 34 respondents dropped out after having started the questionnaire.

2.5.4 External Validity

Lastly, the external validity of a research needs to be discussed. External validity, according to Verhoeven (2011), discusses the degree to which research findings can be generalized to other relevant settings or groups.

The sampling method used is the self-selection method, and it thus is not controlled who participates in the survey. However, results show that respondents are from all age groups, company types and sizes and come from different industries. It is difficult to determine whether the sample is a good representation of the population as it is not clearly known in more detail what characteristics coworkers have. It is known that coworkers stem from a broad variety of industries and company types and this distribution can also be seen in characteristics of respondents. This indicates at least some level of external validity.

3. Advice – 18 pages

This following third part of this thesis report comprises of the final advice for the WTC Twente. The advice part is divided into several parts in order to analyse potential alternative solutions. The following chapter starts with the objective of the advice and management question. Next, criteria to assess alternative solutions are introduced and an evaluation of alternatives is carried out. Finally, a recommendation for the WTC Twente is provided, including implementation advice in form of a PDCA cycle.

3.1 Advice Objective and Management Question

Research was carried out on the phenomenon of coworking. In this, insights were gained into the topic and the different aspects of the BMC, including field research to understand the needs of the customer better. The following objective was defined for the advisory part:

The objective of the advisory part is to develop a new business model for a coworking area that, with the help of the business model canvas (BMC), advises the WTC Twente on how more value can be created for their members.

To be able to give concrete advice to the WTC Twente a management question was determined as follows:

“How can the WTC Twente create value for their members by adding a coworking area to their product portfolio?”

3.2 Evaluation of Alternative Solutions

3.2.1 Evaluation Criteria

In order to give a well substantiated advice on the management question of the WTC Twente it is crucial to evaluate alternative solutions. A quantitative evaluation in which weighted averages will be applied will be used to determine best possible solutions.

As explained earlier, the business model canvas will serve as a tool to help establish a new coworking business model that creates value for members. The three sides – product, marketing and cost- will be examined and most suitable alternatives described for each side.

Alternatives will be evaluated based on the below described criteria for the product side. The marketing side will be evaluated based on alternatives described on p. 36. The cost side does not have to be evaluated. A clearer explanation on this can be found in the respective paragraph on p. 40pp.

For the product side four criteria were established together with the client Roeland van Zoelen as follows:

1) Reference values

The WTC Twente aims to work very customer-centric. They would like to implement changes that are in accordance with what their members would like to see. Due to this, it was decided to implement a reference value as a prerequisite. For Likert scale items the value is set at 2/3. Events were not asked to be rated on a Likert scale and these have to be voted important by at least 40% of respondents. If these values are not met, the option will not have to be evaluated on other criteria but will not be regarded as an option for implementation.

2) Cost-Benefit

As a non-profit organisation the WTC Twente has limited funds available and needs to assign them thoughtfully. Evaluating the criteria of costs does in this case not mean that cheaper options score higher, but it is looked at what options bring the most value in relation to their costs. Alternatives can score on two variables in this category. If an alternative that has "passed" the reference value requirements has low costs it can score points. On the other hand, it can also score points if a more expensive alternative has the possibility of generating additional revenue (such as Horeca services for example) or other forms of benefits.

The cost-benefit criterion scores from 1–5, 1 bringing least benefits in relation to costs, 5 bringing most benefits in relation to costs.

3) Time

The time an option takes to implement is important. However, creating more value in the coworking spaces is considered a long-term project and therefore does not weigh as heavy as the other criteria.

Especially when several options score the same on other criteria, implementation time is important. Options that need less time to create a positive change and effect score higher. It is important for the WTC Twente that tenants see that their input into the questionnaire results in change. It therefore is important that changes become visible in the short-term.

The time criterion scores from 1–3, 1 taking most time, 3 taking least time.

4) Staff Capacity

The team at the WTC Twente is rather small with 7 employees. All staff members are working to full capacity already and alternatives thus cannot be too staff intense. In some cases an implementation can be staff-intense, but requires an outsourced company. In such cases the cost-benefit criteria weighs in, instead of staff-capacity.

The staff capacity criterion scores from 1–5, 1 being least staff efficient, 5 being most staff efficient.

3.2.2 Evaluation of Alternatives

Product Side

With regards to the product side of the canvas different services and facilities will be evaluated, followed by an evaluation of events and an assessment of meeting rooms.

Respondents were asked about several services and facilities as below:

Services	Facilities
Wifi	Different spaces to meet and talk
Scanning/Printing/ Copying	Focus room
Physical member introduction point	Skype room

Postal services	Private booths/ tables
Online community	Lounge area
Dashboard at location showing all skills present	Kitchen(ette)
Physical noticeboard	Coffee corner
Coworking host	Outdoor terrace
Discounted privileges	Recreational facilities
Office supplies	Informal areas
Placing business logo in online directory of WTC Twente	Dedicated lunchroom
Placing ads on digital billboard outside the WTC Twente	Break room
Horeca	Canteen
	Café
	Different table layouts
	Others (power outlets at each table)

Figure 9. All Services and Facilities researched. *Own design.*

Criterion 1 describes that in order to be applicable for further evaluation, a reference value for Likert scale items is set at 2. As a consequence of applying this criterion the majority of services and facilities can be cancelled out at this early stage, as these are considered less than important. The services and facilities that do meet the reference value and will be evaluated on the remaining criteria are highlighted in the above figure 9. Scores will be given per criterion and service/ facility. The results are summarized in figure 10.

Services

WiFi

Looking at the cost–benefit of WiFi it is considered very high (5). Firstly, WiFi is already installed and no further costs (other than regular broadband costs) occur. Benefits are high, as quantitative data shows that it is very important for members to have access to WiFi. Next, time to implement this option is also very high (3), as WiFi is already installed. Staff capacity is further classified as very efficient (5), as no staff input is needed for this service.

Scanning/ Printing/ Copying

A “business printer” scores high on the time criterion, as the time to implement this option is low (3). Staff capacity is further very efficient (5). Both criteria score high as a business printer is already existent at the WTC Twente. However, even if it was not yet, it would be fast and easy to order and get one delivered, meaning that in that case both scores would stay the same.

With regards to cost–benefit it has to be mentioned that a business printer depreciates over time and thus creates costs.

If calculating with a depreciation over 5 years, an initial investment of 3.000€ and a residual value of 500€, the yearly depreciation rate would amount to 500€.

The questionnaire did not measure how often respondents really use the machine or whether it simply is handy to have one when needed. It therefore is difficult to say if the 500€ yearly depreciation costs are beneficial enough to justify the business printer. Therefore, this criterion scores 4.

Coworking Host

The staff capacity to transfer tasks of a coworking host is not given. The team is rather small and working at full capacity already. A coworking host has ongoing tasks instead of limited ones that will be completed within a matter of time. The tasks of a coworking host would thus have to be outsourced and a new person be employed. Outsourcing both costs time and a staff member has to be responsible. A vacancy has to be prepared and a suitable candidate be found. Once someone has been found, that person needs to go through an onboarding process, which further consumes time. Due to

these reasons both criteria do not score maximum points. 2 points are given to the time criterion and 4 to the staff capacity one.

Due to the fact that a coworking host has to be employed, this has direct effects on the cost-benefit criterion. Even in a scenario in which the coworking host is not required full-time, a half-time employee would cost 935€ per month (calculating with the minimum wage per hour of 9.33€ and an added 25% for social security and others). Considering that the main tasks of a coworking host are to initiate social connections and networking, there is no financial return on investment. A coworking host could with his work contribute to the vision of becoming the number one in international business, but this is a hypothesis and should be tested before accepting it. Due to the high costs involved and the unproven positive effects, a coworking host scores 2 on the cost-benefit criterion.

Business Logo in Online Directory

There are no costs involved if coworkers are given the chance to place their business logo on the WTC Twente online directory. This service is rated important, and the benefit therefore seen as high. This criterion therefore scores a 5. As the online directory already exists on the WTC Twente website, it is not time-intensive to place additional business logos on the site and doing so is not staff-intensive. Therefore, both criteria "time" and "staff capacity" score highest points (3 and 5 respectively)

Facilities

Different Spaces to Meet and Talk

While quantitative data shows that coworkers find different spaces to meet and talk important, it is difficult to evaluate this alternative as it is very broad and resembles more a concept. The fact that different spaces are deemed important will be taken into consideration in other alternative facilities.

Focus Room

A focus room has to be created. Costs would occur in the form of inventory that needs to be purchased. A focus room does not create additional income but benefits in different ways. Firstly, as private booths or tables are considered important, that could indicate that coworkers want the possibility to work in private or in silence. Seeing that an important reason to visit coworking spaces is to increase efficiency, a focus room could be beneficial. Further, if the WTC Twente manages to increase its coworking occupancy rate, additional desks will eventually have to be created. Implementing a focus room would thus already create additional space for coworkers. The cost-benefit criterion is therefore set at a 4.

Setting up a focus room takes time but is not considered a long-term project (2 points).

Staff-capacity can be considered relatively efficient (3 points). A staff member has to be appointed to be responsible for the set-up of a focus room and think of a suitable design, do research on inventory and order once research has been finished. However, the actual furnishing of the room can be done by an artisan.

Skype Room

A Skype room accessible to coworkers is already existent at the WTC Twente. As such, no room has to be refurbished and no costs occur, making this option cost-efficient. As respondents find a Skype room important, benefits are considered high (5). No time or staff is needed to implement a Skype room, therefore both criteria score full points.

Private booths/ tables

Private tables or booths need to be purchased and installed, creating costs. Benefits of this option are rather limited. Coworkers hope to increase efficiency when working from a coworking space, and private booths or tables might help with that. However, when working from private tables, coworkers are isolating themselves from others. Community and co-creation however are integral parts of coworking spaces. Private booths further do not aid benefiting of each other to reach the WTC Twente's goal of becoming the number one in international business. The cost-benefit criterion scores rather low (2).

Setting up private booths is not time or labour intensive. The right private working solution has to be found and inventory ordered and set up. Both criteria thus score almost full points (2 and 4 points respectively)

Lounge Area

A lounge area can be considered as an additional space to meet and talk. To set one up inventory needs to be bought and the space furnished. Initial costs depend on the size of the lounge area but are existent. Benefits of a lounge area come to an additional space to meet and talk and thus offer the possibility of making social connections. Depending on the design of the lounge area, it could also be used for informal or impromptu meetings, which could possibly add benefits considering that over 90% would like to have access to meeting rooms. Not all meeting will be suitable to be held in an informal area, however those that are could take place in a lounge area. Comparing costs and benefits, it can be concluded that a score of 4 is appropriate.

Designing a lounge area can be achieved even with limited staff capacity as one person needs to be appointed and his tasks concerning the lounge area are temporary and do not consume too much time. A design has to be come up with and inventory ordered. The installation can be done by an artisan. The staff capacity criterion scores 4 points. Looking at the time needed to create a lounge area, some initial research needs to be done and it takes time before inventory can be delivered, but it is not a long-term project, thus scoring a 2.

Kitchen(ette)

A very basic kitchenette is existent at the WTC Twente. However, it is only possible to refrigerate food and make tea/ coffee. Equipping it more would not take up a lot of time and changes could be made visible fast (3points). A more equipped kitchen could lead to members spending more time here and thus create a space to meet and talk. The cost side of having a more equipped kitchenette can be considered small. The benefit side further is seen to justify the costs as two needs of coworkers can be met with this: a place to prepare food and a further place to potentially meet others. The cost-benefit therefore scores high (5).

Staff capacity needed to upgrade the kitchenette is not high, as merely equipment needs to be ordered (5 points).

Coffee Corner

Setting up a coffee corner in which coworkers can sit and have a coffee requires an initial investment. No additional revenue is created from this option, as results show that the majority of respondents is not willing to spend additional money on Horeca and thus “professional coffee” services are not needed. Benefits of a coffee corner however would be that an additional space to meet and talk is created, in which social connections could possibly be made – an important reason to visit coworking spaces as data shows. The cost-benefit criterion scores a 3.

Implementing a coffee corner is considered a relatively low time-investment and efficient of staff-capacity. A responsible staff member has to conduct research on inventory needed and determine a suitable spot for the coffee corner. Once this is done and inventory has been ordered, an artisan will set up everything. Both criteria score high (2 and 4 points respectively).

Item	Cost-Benefit	Time	Staff Capacity	Total
Services				
WiFi	5	3	5	13
Scanning/Printing/ Copying	4	3	5	12
Coworking Host	2	2	4	8
Placing business logo in online directory of WTC Twente	5	3	5	13
Facilities				
Different spaces to meet and talk	#####			
Focus room	4	2	3	9
Skype room	5	3	5	13
Private booths/ tables	2	2	4	8
Lounge area	4	2	4	10
Kitchen(ette)	5	3	5	13
Coffee corner	3	2	4	9

Figure 10. Results Evaluation Product Side. *Own design.*

Conclusion

With regards to services, WiFi, Scanning/Printing/Copying and the option to place a business logo in the online directory of the WTC Twente score high. All three services already exist, but the quantitative data and the evaluation show that these should be continued to be offered. A coworking host results in a considerably lower score. At this point it is not advised to start offering the services of a coworking host. Should the WTC Twente believe that such a service can add value, more in-depth research should be conducted into how he could be of value and if those benefits can be delivered differently. Further, the cost-benefit ratio of a coworking host is believed to be more favourable once occupancy in the coworking space has increased.

Another reason why it is advised not to work with a coworking host at this stage is that as concluded earlier, the right facilities are considered more important than services. Funds available are advised to be spent on facilities. Both, a kitchenette and a Skype room score full points. This indicates that next to coworkers finding them important, these facilities are worthwhile from a business perspective. It is advised to equip the kitchenette better.

As can be seen in figure 10, a lounge area scores the second most points (10), followed by a coffee corner (9). As funds are limited and the number of coworkers at the WTC Twente is currently not high, it can be advised to combine a lounge area and coffee corners. This would reduce costs and staff-capacity. Once coworking numbers are increasing and it can be seen that a coffee and lounge area is actively used, implementing a second one (and possibly distinguishing its uses) can be thought of.

A focus room also scores 9 points in total, but benefits are considered high. Especially in combination with a lounge area and a more equipped kitchenette it could get noisier in the main coworking room and a focus room might gain in relevance. It therefore is advised to realize a focus room.

Private booths or tables score one point less only, but the benefits are considered low. At this stage it is not advised to implement private booths.

Events

As data shows, the vast majority of respondents wants to participate in events. This clearly shows that the question is not whether events should be offered, but which events should be offered. The below evaluates different formal and informal events.

Formal Events	Informal Events
Networking lunch/ drinks	VriMiBo
Coaching	Coffee breaks
Brainstorming sessions with other coworkers	Informal lunches
Workshops	
Knowledge sessions	

Figure 11. Researched Formal and Informal Events. *Own design.*

Formal Events

Knowledge Session

There is a high probability that an external expert has to be hired to hold a knowledge session on a particular topic, thus creating costs. However, depending on the topic, offering knowledge sessions could aid in achieving the goal of becoming the number one in international business in the Twente region. Additionally, knowledge sessions could create a revenue stream, as non-members might find topics interesting and be willing to pay for tickets. If income is created by selling additional tickets, the cost-benefit criterion is considered high (5). Time-wise a suitable topic has to be found and an expert be found and contacted and hired. However, this does not have to take long, and a knowledge session can be held within a short amount of time (3).

From a staff-capacity perspective, the event itself has to be planned and attendees be invited. It thus is relatively time-intensive, scoring a 3.

Workshops

Same as with knowledge sessions, workshops should be held and guided by a professional on the specific topic. As this most probably is an external who has to be hired, costs arise. However, the same reasoning occurs as for knowledge sessions, that thematic workshops are in line with the goal of becoming the number one in international business in the Twente region, and tickets could be sold to non-members. Hence, the cost-benefit criterion amounts to 5 points.

It can be considered equally time consuming from the decision to offer a workshop to the actual event, as compared to a knowledge session and the time criterion therefore also scores a 5. With regards to staff capacity, the same steps have to be taken to organize a workshop than to organize a knowledge session and this criterion also scores a 3.

Networking lunch/ drinks

The cost-benefit criterion scores lower for networking lunches or drinks. Drinks (and possibly lunch options) have to be provided, but no revenue can be created. Costs can be kept to a minimum if drinks such as tea and coffee are offered, which are already in-house, but should other F&B options be required prices increase. On the benefit side it can be argued that networking can help to stimulate cooperation and a sense of community, which in turn is in line with the overall business goal.

To conclude, the cost-benefit criterion scores a 3–4, depending on expenses on F&B.

A networking lunch or drink can be arranged easily, and the time criterion thus scores high (3).

Staff capacity is not considered high, as no program has to be designed. Members have to be invited and F&B thought of and organized. This criterion scores a 4.

Informal Events

VriMiBo

Costs for a VriMiBo are low, however they are existent, as some snacks and drinks have to be provided. On the benefit side, coworkers have the opportunity to connect in an unforced setting and social connections might form, which could turn into cooperations. Again, this could aid the overall goal. Cost-benefit therefore scores a 5.

Time from the decision to implementation of a VriMiBo is non-existent (3), as Friday afternoon get-togethers already take place once a month. Staff capacity is low (5), as members have to be invited and some snacks and drinks be organised, but not more.

Informal lunches

Costs for informal lunches depend on whether or not participants bring their own lunch or whether it is provided. In the case of merely an organized get together in which everyone brings own lunch, costs are non-existent. Networking benefits are the same as during a VriMiBo. Also for this kind of event implementation time is very short, the time criterion thus scores high (3). Tasks for staff merely amount to organising a date and inviting participants. Staff capacity thus scores high (5).

	Cost-Benefit	Time	Staff Capacity	Total
Formal Events				
Knowledge Session	5	3	3	11
Workshops	5	3	3	11
Networking lunch/ drinks	3-4	3	4	10-11
Informal Events				
VriMiBo	5	3	5	13
Informal lunches	5	3	5	13

Figure 12. Evaluation Formal and Informal Events. *Own design.*

Conclusion

It can be concluded, that all formal and informal events compared score the same total amount of points (11 and 13 respectively). The networking lunches or drinks score a point less if lunch of provided for all attendees. Due to the equal scores, it is difficult to advice on certain events. However, it is also possible to arrange all five types of formal and informal events but with larger time spans in between and with that offering more variety. Knowledge sessions and workshops for example could be offered alternately once per quarter.

The current quantitative data gives good insights into the fact that coworkers are very interested in attending events, but the number of respondents is relatively low and results are therefore not entirely reliable. As the execution of events is not a permanent implementation and evaluation scores for all five event types are high, it is advised to plan and carry out each of them. Collecting feedback after can give valuable insights into which ones deemed most valuable and should be offered more regularly. With regards to knowledge sessions and VriMiBo, evaluation shows that these are worthwhile events and it is advised to continue their organisation.

Meeting Rooms

Data analysis shows that the vast majority of coworkers would like to have access to meeting rooms. It is therefore strongly advised to keep the existing meeting rooms.

The questionnaire however did not give too much detailed insights into the meeting room usage and a follow-up research could give valuable results into preferred meeting room usage. It could be valuable to understand what size meeting rooms are required mainly and if they should be of formal or more informal nature, so that available rooms can be refurbished if needed or additional meeting room be added.

Marketing Side

Criteria

With regards to the marketing side, it is important to understand which channels should be used to reach (potential) coworkers. Respondents were asked which channels they prefer to receive information on during the awareness stage and which ones they preferred to receive information on from their own coworking space.

Three criteria were set to guide the evaluation of choices:

1) Popularity

This percentage looks at how high the option scores in the data analysis. The higher the percentage of respondents liking the channel, the higher the evaluating score. A scale of 1-5 was established, 1 indicating unpopularity, 5 showing high popularity.

2) Effectiveness

This second criterion aims to evaluate how effective the respective channel is in reaching prospective coworkers or in reaching current members. A scale of 1-5 was determined, 1 being least effective, 5 being very effective.

3) Effort

The last criterion weighs how much effort is connected to updating and maintaining each channel from a staff perspective. The scale also ranges from 1–5, 1 meaning a lot of effort is needed, 5 describing that effort needed is low.

Awareness Creation	Updates from the coworking space
LinkedIn	Email
Word-of-mouth	Online member access
Poster outside the location	Physical noticeboard inside location
Website	Website
	Facebook
	LinkedIn

Figure 13. Channels for Awareness Creation and Business Updates. *Own design.*

Awareness Creation

LinkedIn

In the awareness stage, LinkedIn is preferred by the highest number of respondents (17.9%), thus scoring full points on the popularity criterion. LinkedIn as a platform for professional efforts can be considered an appropriate environment for awareness creation about a coworking spot. However, people need to be connected to the WTC Twente already or have some form of connection to it to see contents shared. The effectiveness criterion thus scores 3.

Effort needed depends on how often content should be posted. Posts need to be created, but overall effort is not too high (4).

Word-of-Mouth (WOM)

Word-of-mouth communication scores second highest in preferred channels, thus scoring 4 points on the popularity criterion. WOM might be effective once friends, acquaintances or business associates recommend a coworking space, but this needs to happen. It is difficult for a coworking space to control WOM. It could be stimulated by offering promotions for each person who has brought along a new member, but this method of awareness creation is still rather passive and effectiveness is difficult to ensure (2). Efforts needed are almost non-existent for WTC Twente staff, as it is the coworkers themselves who spread the word. Merely if some sorts of benefits are offered as a token of appreciation for acquiring new members, WTC Twente staff has to come in. The effort criterion thus scores full points.

Poster outside the location

A poster outside the location scores the same percentage in preferred channels as WOM and therefore also scores 4 points in popularity. This form of awareness creation is passive, and engagement rates cannot be regulated. The location of the WTC Twente is not in an area where a large number of people walks past regularly, thus reducing effectiveness to a 2. Staff effort is non-existent as once the poster is printed no further engagement is needed.

Website

The site's website as a channel for awareness creation was voted least popular (3 points). Further, it is not considered effective as a channel for awareness creation (2points), as new coworkers already have to be interested in the site or have heard of it in order to visit the website. Once future members visit the website, it needs to be user-friendly and possibly engaging to raise interest.

Since a website is already existing, staff effort is low. The website needs to be updated on a regular basis, however time intervals between updates can be longer than updates on other channels (e.g. LinkedIn). The staff effort criterion therefore scores a 5.

Business Updates

Email

With regards to channels on which coworkers would like to receive business information once they are part of a coworking space, email scores highest by far (5 points). Effectiveness is considered high (5), as business information is sent to each member's personal inbox. Though content has to be created and announcements formulated, staff effort is relatively low, as emails can simply be sent out to an existing distribution list (4).

Online Member Access

Every third respondent claimed to want to receive business updates via an online member access. This method thus scores a 4. An online member access is considered less effective as spreading information via email, as coworkers actively have to log in and want to receive business information. On the other hand, a member portal could allow for direct interaction or action, such as signing up for events. Outweighing these aspects, effectiveness scores a 4 in total. Lastly, effort to upload business information to a member access point can be compared to the efforts needed to prepare emails. However, such a portal does not yet exist and needs to be set up first. It thus scores a 3.

Physical Noticeboard inside location

A physical noticeboard with business updates scores only a very small bit less compared to an online member access and therefore also scores a 4 in popularity. In terms of effectiveness, only coworkers who are present at the location can receive information. If a coworker opts for a one-day/ week access option or is unable to come in for a while, they might miss out on business information. On the other hand, information might be remembered better if walked past regularly and not just read in an email once. Another effect a physical noticeboard can have is that also those people who are not subscribed to a mailing list and do not have access to an online member portal (e.g. visitors, potential coworkers, day-pass holders...) receive business information and might be more intrigued to come back. Effectiveness scores a 4 in total. Lastly, staff effort is not very high. Content for the noticeboard needs to be created the same way as for e.g. emails. Additional tasks are merely hanging up and taking down information. Effort thus scores a 4.

Website

Receiving business information from the site's website experiences a big drop in popularity as opposed to the next popular option, the noticeboard. This option thus scores a 3. Effectiveness is rather limited, as coworkers have to actively visit the website and search for updates. Sensitive information or this only meant for members should not be posted on the website, meaning that this channel cannot give coworkers all information they might need to receive. Effectiveness is thus lowered to a 2.

Staff efforts are not high, as content needs to be created in any way and posting business updates on the website requires no more time than sending emails (4 points).

Facebook/ LinkedIn

Facebook and LinkedIn as channels are described together, as it is believed that evaluation does not differ for each channel due to the similar nature of these media.

LinkedIn scores lowest in popularity, but Facebook does not score considerably higher. Both options therefore score a 2 in popularity. Effectiveness is not estimated as very high, as, once coworkers have logged onto their Facebook or LinkedIn accounts, they have to either navigate to the WTC Twente page, or find updates amidst other posts. In these channels the downside of sensible information that should not be shared also comes in. Effectiveness for both options totals at 2 points. Effort for staff members is not immense, but messages should be held shorter than in for example emails and oftentimes posts with photos experience more interaction, so suitable pictures have to be found too. Effort thus amounts to 3 points.

Channel	Popularity	Effectiveness	Effort	Total
Awareness Creation				
LinkedIn	5	3	4	12
Word-of-Mouth	4	2	5	11
Poster outside the location	4	2	5	11
Website	3	2	5	10
Business Updates				
Email	5	5	4	14
Online Member Access	4	4	3	11
Physical Noticeboard inside location	4	4	4	12
Website	3	2	4	9
Facebook	2	2	3	7
LinkedIn	2	2	3	7

Figure 14. Evaluation Channels for Awareness Creation and Business Updates. *Own design.*

CONCLUSION

As data analysis shows, the highest scoring channel for awareness creation is LinkedIn, however, under 20% claimed LinkedIn as a channel they would like to receive information about a new coworking space on. This indicates, that preferences vary greatly, and a number of channels should be chosen to advertise the WTC Twente. A further indicator for using a variety of marketing channels is that the vast majority of respondents did not know about the existence of the WTC Twente, indicating that marketing efforts should be increased. Further supporting the advice of increasing marketing efforts is the finding that 48% would be influenced by the WTC brand when choosing between two coworking spaces.

Looking at the total score, LinkedIn scores highest in awareness creation channels and should thus be continued to be used. Second highest score the analogue options of word-of-mouth and placing a poster outside the location. It is advised that both are pursued as almost no staff effort is needed. A poster is already placed outside the WTC Twente. Staff could consider offering benefits to stimulate WOM.

To conclude, it is advised to pursue all four ways of awareness creation.

With regards to spreading business information, E-mail scores highest and should be continued to be used to spread business information. Second highest scores a physical noticeboard inside the location. As this is not a cost- or time-consuming option to implement, it is recommended that the WTC Twente tries this option out. It should be measured over time how interaction rate around the noticeboard are, and if it is seen as worthwhile, the noticeboard can be digitalized into an online member access as a following step. With regards to Facebook and LinkedIn, it can be concluded that they are not suitable channels to spread business information. They should however not be neglected as they are good tools for the awareness creation stages.

Opening Hours and Access

Data analysis clearly shows that respondents want to have access to the coworking space outside regular opening hours of 8.30am – 5pm. In particular access after 5pm until the evening is wanted. Considering the rather flexible nature of coworking, it is strongly advised to enable coworkers to plan their workhours more freely.

Two options of extending opening hours can be considered:

1) Staff member

Option 1 would be to have a staff member come in early to allow coworkers access from 7am for example. Another staff member would stay late (until 10pm for instance) and lock the doors in the evening. Reception services are not needed outside regular opening hours as data shows, so said staff member could work on regular daily tasks. It might however not always be possible to complete all tasks, as when other parties need to be contacted this could only be done during regular work hours

and not in the evening anymore. This indicates that additional staff for morning or evening supervision would have to be employed. An additional staff member for 6.5hrs per day (7am–8.30am and 5pm–10pm) would amount to additional 1516€ per month (calculating with the same numbers as for a coworking host above). As it is not clear from the survey outcome on which days coworkers want to stay longer, it is not known on what days a staff member is required to stay longer. Wages might thus be spent without coworkers using the benefits.

2) Personal Key cards (Transponder)

The second option is to have transponders for coworkers who want to work outside regular opening hours. These mechanical keys would allow for very flexible office hours of coworkers. They can be programmed to only give the holder access to areas which he is authorized to use. As security can be considered an issue when no staff member is present, transponders are personalized and it can thus be (if needed) tracked who was last in the venue or who last unlocked/ locked doors.

An advantage of a transponder over a traditional key is that should it be lost the transponder can be blocked and is not of use if found by a third person.

A further advantage of a transponder is that it does not change staff schedules. On the downside, some coworkers might not feel safe if working alone late evening. To mitigate this a possibility is to install a camera in the entrance area of the building. Coworkers reduced feeling of safety when in the building alone in the evening however is a hypothesis the current survey does not deliver insights into. Before taking measures, a follow up research should look into whether there is truth behind it.

A locking system to allow transponder usage would cost just under 6.000€ (including four locks) (prices Simons and Voss, 2018). A single transponder amounts to 47€.

Enabling access outside of regular opening hours creates additional costs in both options. However, the initial investment of installing a transponder system is worthwhile after 4.6 months of paying additional staff. The monetary benefits, combined with other benefits of a transponder (more flexibility, personalized usage, tracking) conclude that it is more sensible to implement a mechanical locking system and with that giving individualized access to workspaces.

To get a return on instalment investment, extended usage hours can be turned into an additional revenue stream by charging additionally for them.

Next to extended opening hours more than 60% of respondents indicate they would benefit from having access to different WTC locations within the Netherlands. In order to offer more value to clients it is advised to find other WTCs in the Netherlands who would be willing to establish a cooperation which allows coworkers to switch between centres. The option to work from different WTCs could be charged additionally.

An additional aspect of accessibility is parking. Results show that to workers who get to work by car, free parking is important to very important. Offering free parking to business guests is considered less important. Nonetheless, these findings support the Mr van Zoelen's hypothesis that free parking is an important aspect. He is advised to continue with his efforts of arranging to build a parking lot.

3.2 Financial Impacts

When looking at implementing changes, finances always play a role. In the case of an improved coworking space, costs and revenues have to be examined. It will only be looked into costs directly related to the coworking space. Cost items such as personnel in general will not be considered in the following.

COSTS

Costs for the coworking space can be divided into three categories, namely fixed, variable and initial investments for new implementations.

FIXED COSTS

Fixed costs can be grouped into several cost points. **Depreciation** of inventory (such as printer, set at 500€/ month), utilities, rent and renting from the municipality and marketing costs.

VARIABLE COSTS

Budgets for events can be considered as the variable costs. Depending on the exact program of a **knowledge session** or a **workshop** (e.g. if F&B should be included, duration etc.) costs vary. However, it can be calculated with **250€ hourly** salary for an external expert to come in to hold and lead the session or workshop.

Should full lunch be provided for **networking lunches**, costs can be around **25€** per attendee. For **VriMiBos** costs are considerably lower and it can be calculated with **3€** per person for some drinks and snacks.

INITIAL INVESTMENTS

Initial investments occur for new facilities. Firstly, it was advised that a focus room should be set up. A number of empty office rooms in the building exist, so that to furnish a **focus room** only inventory is needed. An investment of **10.000€** is estimated for this. This amount results from a conversation with Mr. van Zoelen, who has previous experience with costs involved in furnishing offices.

Next, for a combined **lounge area and coffee corner** an initial investment of **6.000€** is estimated. This is composed of costs for a couch, armchairs, table and coffee table and some decorative items.

The existing **kitchenette** is advised to be equipped better. An investment of **250€** is deemed appropriate. This could cover for example a microwave and additional equipment to prepare food.

Next, a **noticeboard** is recommended to be set up to spread business information. A budget of **50€** is considered sufficient for this.

Lastly, as discussed above, installing a transponder system amounts to an initial investment of around 6.000€, excluding 47€ per transponder.

REVENUE

Several revenue streams can be defined. Income can be generated through different coworking plans, meeting rooms and events.

COWORKING PLANS

With regards to offered access types, it is advised not to offer too many choices as to avoid too much administrative work, however coworkers should still be able to find a plan suitable for their needs.

Results show that full-time access is the most liked option.

Next to full-time access a 2-day per week membership is attractive.

Preferences drop to only 5.4% for a one-day per week membership option. Due to the low interest, it is advised to offer full-time and 2-days per week memberships.

For those who do not want to become members or have irregular times they need to come in, 10-times access card or day- passes are attractive. Both are advised to be offered.

Coworking plans advised to be offered are the following:

- I) Full-time (up to 209€/ month)
- II) 2-days per week (up to 87€/ month)
- III) 10-times access (up to 126€)
- IV) Daily rate (up to 45€)

Members (full-time and 2 days per week) could additionally be given the option to have access outside regular opening hours. This could be charged with an additional 30€ monthly.

As a further option to tailor-make a coworking plan, tenants can choose to have the option to work from other WTCs in the Netherlands. An additional 70€ could be charged for that (referenced from the WTC Rotterdam and The Hague cooperation).

MEETING ROOMS

Survey results indicate a strong preference for paying for meeting rooms per hour as opposed to monthly subscriptions giving access to meeting rooms. However, for a small meeting room (8 people), 30% of respondents are interested in a monthly subscription. As a monthly subscription equals less administrative efforts and generate steady revenue, it is advised to still offer a monthly subscription for the small meeting room. As less than 8% of respondents are interested in a subscription for a large meeting room (18 people), it is not considered necessary to offer a subscription.

Meeting room options thus result in the following:

- I) Small meeting room per hour – 10€
- II) Small meeting room monthly subscription – 30€/ month
- III) Large meeting room per hour – 30€

EVENTS

For events such as knowledge sessions or workshops externals can be invited and charged a fee. These ticket prices can vary between 20–100€, depending on the length, programme and type of event.

3.3 Formulation of Goals

In order to be able to assess the success of new implementations, a number of goals in the form of CSFs (I–IV) and related KPIs (a–d) were defined.

- I) **Coworkers network more**
 - a. Increasing interaction rates
 - b. Usage of coffee corner/ lounge area
- II) **Awareness creation is more effective**
 - a. Engagement rates on social media posts increase
 - b. Increased number of “likes” of social media pages
 - c. Increased number of website views
 - d. Increased length of stay on website
- III) **Coworkers are satisfied with offers**
 - a. Survey on satisfaction to be carried out (reference value of “satisfied” should be met)
- IV) **Business district community is growing**
 - a. Externals from surrounding companies attend events.
 - b. Cooperation with surrounding companies.

3.4 Suggestions for Implementation

After different options have been evaluation, this section looks at the implementation of several options that are considered to add value for coworkers. The PDCA-cycle, a performance management tool, is used to break down and illustrate the different steps that need to be executed. The cycle composes of the following stages (all can be repeated if needed, thus the cycle):

- **Plan:** Looks at what needs to be changed and plans this
- **Do:** Change is implemented (either in full or parts for testing)
- **Check:** Changes are assessed and evaluated for successes and failures
- **Act:** Assessment is reacted upon and if needed the cycle starts again



Before the planning phase can begin, it is important to appoint change managers for implementation of new facilities and events. It should further be noted that some decisions might not be possible to be made my change managers only but might need approval by the director Freerk Faber. This is not indicated in the below table.

(CMF= Change manager facilities, FM = Finance manager, CM= Community manager, CME= Change manager events, MM = Marketing manager, OM = Office manager)

Plan

Action	Timeframe	Resources Needed	People	Outcome
Determining suitable office room for focus room	1 week	Floorplan of WTC Twente	CMF	Office room to turn into focus room
Deciding on focus room inventory (what/ amount)	3 weeks	Calculations on what is needed, estimation on how much focus room will be used	CMF + second opinion	List containing order information
Comparing and deciding inventory for focus room	2 weeks	Different retailers, budget	CMF	Choice of what and where to order
Determining what additional kitchenette equipment is needed	1 week	Current inventory list of kitchenette	CMF	List of additional kitchenette equipment
Comparing offers for kitchenette equipment	1 week	List of additional equipment, budget	CMF	Choice of what to order where
Determine suitable location for coffee/ lounge area	1 week	Floorplan WTC Twente	CMF	Location for lounge area
Determine inventory needed for lounge area	2 weeks		CMF + second opinion	List containing order information
Comparing and deciding offers inventory lounge area	2 weeks	List containing order information, budget	CMF	Choice of what needs to be ordered for lounge area
Planning events for upcoming 6 months	3 weeks	Year planner, planner of previous events	CME	Events scheduled for upcoming half year
Planning topics for knowledge sessions/ workshops	3 weeks	Input coworkers on interests, events schedule	CME	Defined topics for knowledge sessions and workshops
Deciding on form of networking lunch (F&B included)	> 1 week	Funds available	CME, FM	Form of networking lunch is clear
Researching catering options (should F&B be included)	1 week	Budget, decisions form of networking lunch	CME	Caterer determined
Determining how much drinks and snacks are needed for VriMiBo	1 week prior to VriMiBo	(estimated) number of attendees for VriMiBo	CME	List of how much F&B is needed
Determining incentives for coworkers	2 weeks		MM	List of possible incentives

acquiring new members through WOM				
Deciding on location for and size of noticeboard	> 1 week	Floorplan WTC Twente	MM	Location for noticeboard (and size thereof)
Comparing prices for noticeboard	> 1 week	Determined size of noticeboard	MM	Choice of where to buy noticeboard from
Determining which doors need mechanic keys	1 week	Floorplan WTC Twente	CM	Determined doors for new lock system
Researching and comparing mechanic locks providers	2 weeks	Outcome determining locks to be replaced, budget	CM	Chosen company for new lock system
Determine which other WTCs are strategically smart to work with	1 week	List of other WTCs in the Netherlands	OM	

Do

Action	Timeframe	Resources	People	Outcome
Ordering inventory for focus room	> 1 week	List of inventory to be ordered, company credit cards	CMF, FM	Ordered inventory for focus room
Informing tenants about the upcoming focus room	1 day	E-mail distribution list	CMF, CM	Informed coworkers
Supervising artisans when setting up focus room	> 1 week	Empty office room, inventory	CMF, artisans	Furnished focus room
Ordering kitchenette equipment	1 day	List of equipment to be ordered, company credit cards	CMF, FM	Ordered equipment
Set up additional kitchenette equipment	1 day	Kitchenette equipment	Intern	Better equipped kitchenette
Ordering inventory for lounge area	> 1 week	List of inventory to be ordered, company credit cards	CMF, FM	Ordered inventory for lounge area
Informing tenants about upcoming lounge area	1 day	E-mail distribution list	CMF, CM	Informed coworkers
Supervising artisans when setting up lounge area/ completing final touches	> 1 week	Inventory lounge area	CMF, artisans	Set up lounge/ coffee area
Finding and contacting professionals for knowledge sessions and events	1 month	List of event topics	CME	List of potential professionals

Contracting professionals for events	2 weeks	Contact details of potential professionals, budget	CME, FM	Contracted professionals for events
Inviting members	1 day	E-mail distributor	CME	Invited coworkers
Ordering caterer in time for networking lunch	1 day	Contact details caterer	CME	Catering ordered
Inviting members for networking lunch	1 day	E-mail distribution list	CME, CM	Invited coworkers
Invite coworkers for VriMiBo	1 day	E-mail distribution list	CME, CM	Invited coworkers
Ordering F&B for VriMiBo	1 day	List of F&B needed, company credit card	CME, FM	Ordered F&B for VriMiBo
Inviting coworkers for informal lunch	1 day	E-mail distribution list	CME, CM	Invited coworkers
Informing coworkers about new incentive structure for acquiring new members	1 day	E-mail distribution list, list of possible incentives	MM, CM	Informed coworkers
Ordering noticeboard	1 day	Company credit cards	MM, FM	Ordered noticeboard
Hanging up noticeboard	1 day	Delivered noticeboard, tools	Operations	Put-up noticeboard
Order new lock system	1 day	Contact details chosen company, list of exact system to be ordered, company credit cards	CM	Ordered lock system
Supervise mechanics in setting new system up	1 day	Delivered lock system	Operations	Set up mechanic lock system
Contact other WTCs in the Netherlands for possible cooperation	1 week	List of predetermined WTCs	OM	
Negotiate cooperation agreements	Up to 1 month	List of WTCs interested in a cooperation	OM	Cooperation established

Check

It is important to evaluate the progress made. In this, it should be checked if indicated timings are met and if changes are in line with predetermined CSFs and KPIs. General feedback heard from coworkers is a further indicator for successes and failures. Progress should be discussed and checked with the director, Mr Faber monthly.

Act

In the last phase of the cycle, implementations and progress will be adjusted based on the outcome of the “Check” phase. Adjusting implementations will help to get closer to achieving set goals if that is not yet the case. If needed, the cycle can be started ag

3.5 Conclusion

When wanting to answer the management question of “*How can the WTC Twente create value for their members by adding a coworking area to their product portfolio?*”, it first needs to look at how value can be brought to coworkers.

In this, it is important to understand why they choose to work from coworking spaces in the first place. Data analysis shows that motives to visit coworking spaces are broad, indicating that value can be delivered through different approaches.

By offering a place to work away from home, a coworking space already offers value, as the biggest push factor is isolation when working from home.

Making social connections, becoming part of a community and having access to a professional network are further considered important. Offering an increased number and broader range of events helps to stimulate these social needs. As elaborated on, the WTC Twente is advised to continue to offer knowledge sessions, start offering workshops and networking lunches. The VriMiBo is considered to be a worthwhile event and it is recommended to continue offering this. Informal lunches are further considered a valuable addition to the portfolio of events.

Implementing a coffee and lounge area is further advised to stimulate social connections and therewith serving the social motivations of frequenting coworking spaces.

Increasing efficiency is a strong desire of coworkers, and implementing a focus room is considered to contribute to this. The implementation of one such room is therefore strongly advised. By continuing to offer Wifi and a business printer, essential needs for productive work are met and it thus is recommended to continue these services.

Having a kitchenette is seen as important. However, the current one is not well equipped and it is advised to add additional equipment. Not only would coworkers be given the chance to prepare food, but time spent in this area is likely to increase and with that also the chance for making social encounters.

Coworkers are seen as a heterogeneous, flexible group with diverse needs. To contribute to finding good working solutions for everyone, it is advised to offer options to tailor-make coworking plans. The majority of coworkers state that being able to access different WTC locations within the Netherlands is valuable and thus it is recommended to establish partnerships with other centres and offer plans that allow to switch between locations. Coworking is seen as an affordable office option and data shows that this is one of the most important push factors for choosing to work from a coworking space. To ensure each coworker can find a suitable access type, it is advised to offer a number of different coworking plans. Further aiding personal flexibility and possibly helping to advance individual's work-life-balance (another major motive to work from coworking spaces), it is advisable to allow access outside of regular opening hours. The most economical option to do this is considered to be a mechanical key system, in which coworkers receive a personal transponder and can access the location when their schedules allow them. From an economical perspective, it is advised to charge additionally for this service.

With regards to creating awareness for the WTC Twente, it shows that the current channels of LinkedIn and a poster outside the location are liked by respondents. These should thus be continued as marketing channels. As word-of-mouth communication is additionally considered relevant, it is suggested to determine incentives for members who acquire acquaintances as new members. Looking at spreading business information, the best alternative is email. As this is currently done by the WTC Twente it is highly recommended to continue doing so. Additionally, a suggestion is to set up a physical noticeboard inside the WTC Twente. Not only could this serve as a marketing tool to visitors or potential coworkers, but it could also create a point of interaction, and therewith enhancing the motive of making social connections.

4. Afterword

4.1 Reflection Day-to-Day Practice

This past thesis semester has been an interesting one. It was not one of the most challenging semesters I have had at Saxion, but it did pose its own challenges on me.

In the beginning it was a little difficult to get a good grip on the topic and what aspect exactly could be turned into a thesis project. Due to the fact that this project had a much bigger time frame compared to previous project, it was possible to take more time to fully work out an idea and a concept that was worth looking into.

However, the preparation for the TPD was not as smooth as I had wanted it to be. My plan was to have my TPD in week 5 and be done with it before the Christmas holidays. I still had a number of other exams at that time and was quite stressed, which I believe is one of the reasons why I did not manage to have my TPD in week 5 but had it scheduled for week 6 instead. My first attempt at the TPD did not go well. Before presenting my work I actually had the feeling of having done a good job at preparing and that I clearly knew what my project was about. This for me is not self-evident as I tend to be overly critical with myself. During the first TPD then two things came together: one that I strongly dislike oral exams and get very nervous before them, and two that I saw the assessment forms which scored very low. Only later I understood that those were preliminary. However, for the second attempt I understood that the TPD served more as a feedback moment than an assessment moment. I already knew a little bit more of what to expect and was calmer. In hindsight the feedback during the TPD and subsequent changes improved my project and brought a clearer line to it.

If I were to do another thesis project I would see to it to do my TPD in time. I understand now that the project outline does not have to be perfect yet, but rather the assessment moment delivers valuable feedback and allows the project to evolve and change into a clearer topic.

The most difficult part of the semester was that I was working on this project myself and that meant I had to motivate myself alone. In previous large project we worked in groups, and that meant tasks had to be finished at a certain time so that the whole group could move on. In the case of the thesis it was only I who was held back by unfinished tasks and the threshold thus was much lower to procrastinate. I did continuously work with to-do lists and knew what I wanted to have finished when, but they were not always realistic.

I did notice, that especially when it is difficult to find the intrinsic motivation to continue, the right work environment is important for me. I did try to pinpoint what the right environment is, but I am still trying to figure it out. It does help me to get out of the house and work from somewhere else, and being in a professional setting where others around me also work further stimulates me.

What I found to be most challenging was getting respondents for my questionnaire. It was tiring and demotivating to see how long it takes and did make me think I was not going to make it in time. As a reference for time needed I only had our first quantitative research project, during which we collected 120 responses in a matter of days. We did approach people in person then and I believe that made it easier. However, I had still underestimated what a lengthy process it is to find respondents. In a future project I would definitely see to it that my questionnaire is done earlier so I can start sending it out.

Looking at the communication with my examiner, I believe it was good. I was not shy to ask for help and managed to have regular, meaningful meetings with her. What I mostly did not do was send in questions/ work before our meetings. This meant that time during the meeting was spent on explaining my questions and it did not give her the chance to prepare or think about the questions. Further, I believe that sometimes I should have communicated my goals more clearly. As described above I had planned to have my TPD in week 5 but did not communicate that to my examiner. If I had she could have perhaps assisted me in the planning differently. That being said, for a future project I will try to express my goals more clearly so that feedback can be adjusted accordingly.

From my point of view the communication with my client was good in the beginning of the project and towards the end of the project. In the beginning stages we did have regular meetings and I kept my client updated via email. However, once the project had formed into a concrete management question, I neglected the communication with my client a little. One thing that was contributed to this was that I had two clients but was never quite sure whom to approach. Further, I knew they were very busy and I did not want to impose too much. What I should have done and would do differently next time is clearly asking in the beginning stages how involved in the project they want to be and whom I should approach for questions. I did talk to one of my clients about the management question and he was content with it. I also gave him my TPD but we did not end up talking about whether or not he would want to see changes in it. However, in the later stages of my thesis I believe communication changed and was much better. I involved my client in the designing of the questionnaire and formulation of evaluation criteria and kept him updated on whom I had sent the questionnaire to and how many respondents we had.

In conclusion, the thesis semester was challenging for different reasons and it gave me a lot of insights into my ways of work and communication with other stakeholders. For the future I have set a number of learning goals so that a future project can hopefully run a little smoother.

- 1) When working on a project with other stakeholders involved (such as a client), I want to establish communication guidelines in the beginning so that it is clear who to approach with what information and how often updates or meetings are required.
- 2) When working on future projects I want to learn to set more realistic goals by actively cutting 20% of the tasks off of my to-do-lists.
- 3) When working on future projects I want to set specific times for working on it, including breaks, and learn to stick to them.
- 4) When working on future projects I want to communicate with other stakeholders what I want to achieve and when so that all parts can do their part to achieve this.

4.2 Reflection Value for the Industry

The phenomenon of coworking is rapidly growing worldwide. Forecasts expect the number of global coworking spaces rise with an average annual growth of 16.1% from 21.306 in 2019 to 30,432 in 2022. The number of coworkers themselves is predicted to grow at an even faster rate of 24.2%. For the Netherlands that would mean an additional 156 coworking spaces and 13.140 coworkers over the next five years.

This workspace-solution has existed since 2005 and started to gain attention of scholars in the past five years. The number of scientific articles is still rather scarce, but it is growing. However, the majority of those articles study the phenomenon itself and aim to express how it came to life or conduct in-depth comparisons to other, similar types of workspaces such as incubators or accelerators. Only one article was found on preferences of coworkers "Analysing user preferences for co-working space characteristics" by Weijs-Perrée et al. (2018). This already indicates that there is room for more studies into what coworkers are looking for at coworking spaces and how more value can be created for them.

It became very apparent that the focus of this research is of value to the coworking industry when distributing the questionnaire. It was first posted in several coworking groups online and coworkers started to express their curiosity about the project and that they thought it was very relevant to look into this topic. It was then decided to approach other coworking spaces and offer to share some results of the questionnaire in return for sending the questionnaire out to their members. Almost all e-mail responses on this inquiry replied that the outcome of the survey would be very valuable to them.

This feedback from the field made it apparent that there is not only a lack of scientific articles on the topic but it is also very relevant for the tangible field itself. This concludes that the value of the thesis topic is high for the coworking industry. It does have to be said that at this stage the research outcome is more valuable to the Dutch market as the sample was mainly Dutch. The sample size is considered small, thus reducing reliability, but the research is a good start for follow-up research on the topic.

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Appendices

Appendix A – Applied AAOCC Criteria

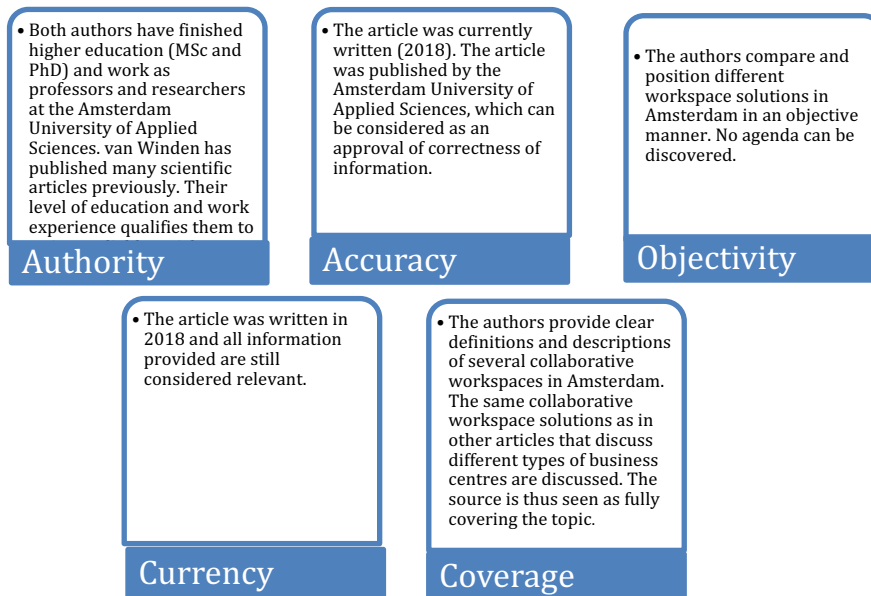
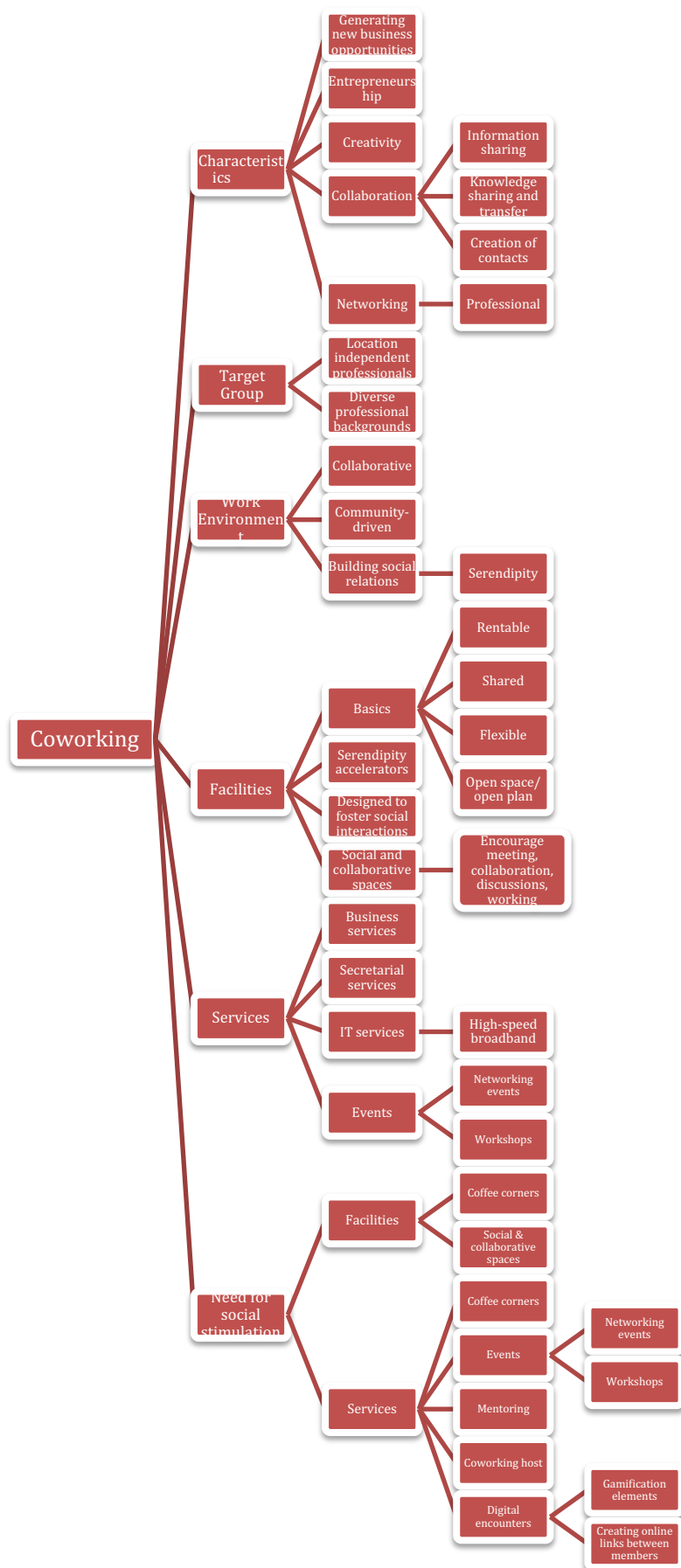


Figure 15. Applied AAOCC Criteria

Article: The promise of coworking environments: a content analysis of the positioning of collaborative workspaces in Amsterdam

Authors: Victor Cabral, Willem van Winden

Appendix B – Tree Diagram Coworking



Appendix C – Population Size

As the topic of coworking is a relatively new phenomenon it has not yet enjoyed the highest attention from scholars. While the number of coworking spaces and coworkers is growing globally (SOURCE), it is difficult to find numbers for the Netherlands. The U.S., being somewhat of a pioneer in the topic does conduct and publish censuses on their number of coworkers, however such statistics cannot be found for the Netherlands.

To understand the size of the population the researcher thus had to calculate and set up an “educated guess” to determine the number of coworkers in the Netherlands.

Deskmag, (2018) an online magazine on coworking has published in an article that the average coworking space has 70 desks with an occupancy rate of 1.2 members per desk. Coworker.com (2019) published a number of currently 141 coworking spaces in the Netherlands.

Calculating with these numbers the conclusion can be set up that there currently are **11.844 coworkers in the Netherlands**.

A sample of 120 would result in a researched 1% of the population. While this can seem like a small percentage, looking at other large-scale researches, it is deemed appropriate.

Taking the Europe wide survey about whether or not summer and winter time should still be done for example, only 0.6% of the whole population participated. The survey is considered one of the most successful ones with regards to participation rates in Europe (Spiegel Online, 2018).

Appendix D – Competitor Analysis

Services	1	2	3	4	5	6	7	8	9	10	11	12	13	14	#	16	17	18	Total
Free Wifi	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	18/18
Print/Scan/Copy	x	x	x	x		x	x		x	x	x	x	x	x		x	x	x	15/18
3D Printer				x															1/18
Free Tea/ Coffee		x	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x	16/18
HORECA for purchase	x	x	x			x						x	x		x	x	x	x	10/18
Alcohol available		x	x	x			x		x								x	x	7/18
Free fruits		x		x		x			x						x				5/18
Community Lunch options							x		x	x		x		x					5/18
Postal Services	x													x		x	x	x	5/18
Physical Member Introduction Point										x	x								2/18
Introducing members online											x	x		x			x	x	5/18
Noticeboard for offers/ questions etc.		x							x	x	x								4/18
Events							x			x	x	x		x		x	x	x	8/18
Coaching offered									x		x			x		x			4/18
Using different locations	x	x	x		x												x	x	6/18
Facilitator														x					1/18
Extended opening hours (regular 8.30-17.30)												x				x		x	3/18
24/7 access	x	x							x							x	x	x	6/18

Others

Childcare Services

Free snacks and café-style coffee

Vending machine for cheap snacks

Childcare services

Facilities	1	2	3	4	5	6	7	8	9	10	11	12	13	14	#	16	17	18	Total
Meeting rooms	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	17/18
Café	x		x			x						x	x	x		x	x	x	9/18
Kitchen(ette)				x			x	x	x	x	x	x		x				x	9/18
Lounge Area	x	x	x		x	x	x	x		x	x	x	x	x		x	x	x	15/18
Different table layouts	x	x	x		x	x					x					x	x	x	9/18
Private armchairs for 1-on-1				x									x			x	x	x	5/18
Standing desks				x														x	2/18
Quiet room						x											x		2/18
Skype room				x		x	x			x	x	x					x		7/18
Outdoor terrace				x		x		x	x	x	x	x						x	8/18

Others	Gym	Gym, barber	Pingpon- /pool- /football table	In planning	Nap room	Art gallery, NH Hotel, H Wellness
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- 1– HKN Utrecht Centraal Station
- 2– Tribes Utrecht Papendorp
- 3– Tribes Rotterdam Coolsingel
- 4– Kleinhandel, Rotterdam
- 5– Regus City Center, Rotterdam
- 6– Charley's Amsterdam
- 7– StartDock, Amsterdam
- 8– Hacker's and Founders, Amsterdam
- 9– The Thinking Hut, Amsterdam
- 10– Thomas and Charles, Amsterdam
- 11– Doors Open, The Hague

- 12– Nomadz, The Hague
- 13– Skepp Taurua, The Hague
- 14– The Hague Humanity Hub
- 15– Van der Valk Cuijk, Nijmegen
- 16– WTC Almere
- 17– WTC Rotterdam
- 18– WTC The Hague

Appendix E - Finding Respondents

The below is a summary of the efforts made to approach coworkers and find respondents.

In order to encourage respondents to participate in the survey, two weeks of free coworking was offered where applicable (current members of the WTC Twente were excluded from this promotion). In order to increase respondent numbers the questionnaire was sent out in English and Dutch.

1. WTC Members

On March 12 an email was sent out to all members who currently cowork at the WTC Twente with the inquiry if they could fill out the questionnaire. A reminder was sent 10 days later. These emails were sent to 16 people. Together with the reminder an email was sent out to five more members who now occupy an office in the WTC Twente but have previously coworked or have just signed a coworking contract.

On March 19, Jeroen Redder from the WTC Rotterdam agreed to send out the questionnaire to his members (≈ 200). It was agreed that in return he would receive the research findings.

2. LinkedIn

In the hope of having coworkers among professional contacts the researcher posted an appeal to participate in the questionnaire on LinkedIn on March 12.

On the same day an inquiry was posted in the following groups:

- Coworking Europe (1.785 members)

Two more groups were requested to be joined but have still not been approved:

- Virtual Office and Coworking Solutions
- Coworking

3. Facebook

For the same reason as the LinkedIn posts the researcher appealed for respondents on Facebook. The first post was on March 12.

The request for participation was further posted in the following groups:

- Coworking Rotterdam (96 members)
- Coworking Worldwide (5.823 members)
- Coworking Europe (2.724 members)
- Coworking Amsterdam (22 members)
- Common Grounds (509 members)

These posts resulted in quite some interaction. The post in Coworking Rotterdam was shared in "Flexpackerz" and a founder of "Common Grounds" offered to give access to his members in Amsterdam and Stockholm. He was emailed on March 13.

A reminder on the personal Facebook was posted on March 22 (this was shared 3 times on other's personal accounts). Along with this a reminder was posted in the above groups and the "Flexpackerz" group (773 members).

4. Other Coworking Spaces

When the response rates were very little, other coworking spaces were approached with the question of forwarding the questionnaire to their members. It was offered that in return some of the research findings could be shared with them. The below table summarizes which coworking spaces were approached when and what responses were.

After a few days, when respondent numbers were still too low, it was decided together with the client, that the population was to be extended to the EUREGIO zone. This allowed the researcher to also contact a number of German coworking spaces.

Coworking Space	City	Email Address	Email Sent	Reminder
DHA Place	Amsterdam	Kontaktformular auf Website	15. Mär	
Progress Bar Amsterdam	Amsterdam	Message on Coworker	15. Mär	
Bouncespace 020	Amsterdam	amsterdam@bouncespace.eu	14. Mär	21. Mär
B.Amsterdam	Amsterdam	amsterdam@b-buildingbusiness.cc	14. Mär	21. Mär
OKO Coworkingspace	Amsterdam	Message on Coworker	15. Mär	
Workspace 6	Amsterdam	Message on website	15. Mär	
Primalbase	Amsterdam	primal@primalbase.com	14. Mär	21. Mär
Nachtlab	Amsterdam	info@nachtlab.com	14. Mär	21. Mär
Meet Berlage	Amsterdam	info@meetberlage.com	14. Mär	21. Mär
Mindspace Spuistraat	Amsterdam	info@mindspace.me	14. Mär	21. Mär
Merkospace Herengracht	Amsterdam	Shehnoor@merkspace.com Gil@me	15. Mär	21. Mär
Bea Trashure Studio	Amsterdam	sacha@trashurestudio.com	14. Mär	21. Mär
Hashtag Workmode Amster	Amsterdam	hello@hashtagworkmode.com	14. Mär	21. Mär
Dé Plek Leiden	Amsterdam	leiden@deplek.nu	14. Mär	21. Mär
Zoku Amsterdam	Amsterdam	hello@livezoku.com	14. Mär	21. Mär
Chilly Places	Amsterdam	ammar@chillyspaces.com	14. Mär	21. Mär
Hub Twente	Enschede	info@hubtwente.nl	14. Mär	
the cee spot	Enschede	info@ceecce.community	14. Mär	
Launch Cafe	Groningen	info@launchcafe.nl	14. Mär	21. Mär
De Pijp Groningen	Groningen	hallo@depjip-groningen.nl	15. Mär	
De Chemie	Groningen	info@dechemie.nl	15. Mär	21. Mär
Launchlab The Techstart C	Zwolle	info@launchlab.nl	15. Mär	21. Mär
Brainz	Zwolle	welkom@bijbrainz.nl	15. Mär	21. Mär
AtoomClub Zwolle	Zwolle	Yvonne & Carlien Amersfoort: clubn	15. Mär	21. Mär
KiMo's Garden	Leiden	Message on Coworker	15. Mär	21. Mär
Igluu	The Hague	info@igluu.nl	15. Mär	21. Mär
New Babylon Gardens	The Hague	gardens@new-babylon.nl	15. Mär	21. Mär
Kamer4	Diverse	jeannine@dekamer.eu	15. Mär	21. Mär
The Commune	Rotterdam	citylab010@rotterdam.nl	15. Mär	21. Mär
42Workspace	Rotterdam	Message on Website	15. Mär	
Spaces Works The Hague	The Hague	Many different ones, see website	15. Mär	
The Rotterdam Collective	Rotterdam	Message on Website	15. Mär	
ROOOMS Maastricht	Maastricht	maastricht-airport@rooms.nl	15. Mär	21. Mär
Dock024	Nijmegen	info@dock024.nl	15. Mär	21. Mär
Novio Tech Campus Startu	Nijmegen	info@noviotechcampus.com	15. Mär	21. Mär
Level Up Coworking	Leeuwarden	email@welevelup.nl	15. Mär	21. Mär
there	Leeuwarden	Message on Coworker	15. Mär	
Germany				
Harbourside	Muenster	info@harbourside.de	18.03	
Watermark	Muenster	info@watermark-muenster.de	18.03	
volt.works	Muenster	Message on Website	18.03	
Digital hub	Muenster	info@muensterland.digital	18.03	23. Mär
Produktivhaus	Muenster	info@produktivhaus.de	18.03	23. Mär
IcoCoworking	Osnabrueck	Thomas Büdden info@ico-os.de	18.03	23. Mär
Netrocks	Osnabrueck	info@netrocks.info	18.03	23. Mär
Büro-Station	Osnabrueck	Adam W. Mirza info@buero-station	18.03	23. Mär
Kontor:worx	Rheine	Message on Website	18.03	
shareDnC	Rheine	Message on Website	18.03	
Coworking Home	Rheine	Frank@waeltring.de	18.03	
Office Center Rheine	Rheine	Message on Website	18.03	

Figure 16. Overview Emails Sent Coworking Spaces. *Own design.*

5. Finding “Ambassadors”

“Ambassadors” were found in the form of Dutch friends and acquaintances who inquired within their personal circles about coworkers who were willing to fill in the questionnaire and forwarded the questionnaire.

6. KvK

The KvK was approached and asked if it was possible to receive contact data from registered freelancers/ start-ups etc. or if the possibility existed for a link to the questionnaire to be sent out by the KvK directly as to avoid breaching data protection laws. The researcher was told that the latter option was not possible, but data could be purchased. While the WTC Twente was open to purchasing data sets, these would have contained addresses and phone numbers but no email addresses. It was deemed too time intense to call all phone numbers and ask for an email address the questionnaire could be sent to.

7. Coworker.com

The operators of coworker.com (a website showcasing coworking spaces) were approached on March 11 with the question whether the questionnaire could be forwarded to members. A response was not received.

Appendix F – Questionnaires

Questionnaire Other Coworkers – English

Dear Respondent,

How would you like to try **two weeks of coworking in facilities of the renowned World Trade Center completely for free**? You can do so in the WTC Twente (in Hengelo) by just helping me with my thesis and filling in this questionnaire!

A little bit about myself: I am a final year student, currently working on my Bachelor Thesis for my Tourism Management studies at Saxion University of Applied Sciences in Deventer. For the World Trade Center Twente I am looking into how more value can be created and delivered for their tenants with regards to coworking.

Coworking in this thesis is defined as:

"...a workspace for location-independent workers. Next to working on individual projects the main focus of coworking spaces is the atmosphere, which stimulates collaboration, social interaction, knowledge sharing, entrepreneurship, networking and innovation."

Your responses on this questionnaire will be handled strictly anonymously. It should take you about 10 minutes to complete the questions.

With your input we can create a coworking spot that fulfils your needs and you feel comfortable in. Your responses are very much appreciated!!

1. Personal Information

This first short block of questions is about your personal demographics. All information will be treated anonymously, but will help to analyse results in a better way.

1. What province are you from?				

2. What age group are you?				
20 – 30 <input type="checkbox"/>	30–40 <input type="checkbox"/>	40–50 <input type="checkbox"/>	50 + <input type="checkbox"/>	
3. Are you a...				
Freelancer <input type="checkbox"/>	Start-up (less than 3 years) <input type="checkbox"/>	Self-employed experienced entrepreneur (more than 3 years) <input type="checkbox"/>	Employee of an organisation <input type="checkbox"/>	
Other -----				
4. How many employees are in your company?				
1 <input type="checkbox"/>	2–10 <input type="checkbox"/>	10–50 <input type="checkbox"/>	50–100 <input type="checkbox"/>	More than 100 <input type="checkbox"/>
5. What industry are you in?				
Creative <input type="checkbox"/>	Marketing <input type="checkbox"/>	Media <input type="checkbox"/>	Tech/IT <input type="checkbox"/>	Education <input type="checkbox"/>

Other -----			
6. How do you get to work?			
Walk <input type="checkbox"/>	Bike <input type="checkbox"/>	Public Transport <input type="checkbox"/>	Car <input type="checkbox"/>
If car: 7. How important is a free parking lot for you?			
1 – Not important <input type="checkbox"/>	2 – Important <input type="checkbox"/>	3 – Very important <input type="checkbox"/>	
8. How important is it to offer free parking to your business guests?			
1 – Not important <input type="checkbox"/>	2 – Important <input type="checkbox"/>	3 – Very important <input type="checkbox"/>	
9. Have you worked in a coworking space before?			
Yes <input type="checkbox"/>		No <input type="checkbox"/>	
10. What are your main motives to frequent a coworking space? (Or should you not yet visit coworking spaces; which of the following would you consider relevant?) Please rate the following motives in importance, 1 being least important, 3 being very important.			
	1	2	3
Isolation when working from home			
Advancing work-life balance			
Increasing efficiency			
Being/ becoming part of a community			
Making social connections			
Access to a professional network			
Affordable office option			
Flexible office contracts			
Matchmaking			
Profiting from knowledge from a broad range of industries			
Having a professional business address			
Other -----			
11. How would you like to receive information about a new coworking space?			
Posters when walking by a location <input type="checkbox"/>	LinkedIn <input type="checkbox"/>	Facebook <input type="checkbox"/>	
Word of Mouth <input type="checkbox"/>	Site's Website <input type="checkbox"/>	Other -----	
12. How would you like to receive networking information from your coworking spot?			
LinkedIn <input type="checkbox"/>	Facebook <input type="checkbox"/>	Twitter <input type="checkbox"/>	
Online Member Access <input type="checkbox"/>	Email <input type="checkbox"/>	Noticeboard in location <input type="checkbox"/>	
Website <input type="checkbox"/>	Not at all <input type="checkbox"/>	Other -----	

2. Services Offered

A coworking space always offers services. To make sure the WTC Twente can offer the ones that are of most value to you, please rate the following services and offerings .

13. How important do you find the following offerings at a coworking space?			
	1	2	3
Wifi			
Copying/ Scanning/ Printing			

HORECA						
Drop-Down question: 14. What Horeca services would you like to see at a coworking space?						
Tea/ Coffee/ Water <input type="checkbox"/>	Café-style coffee <input type="checkbox"/>	Lunch options <input type="checkbox"/>	Snacks <input type="checkbox"/>			
Others -----						
Postal Services						
Access to an online community (This could include an introduction on all tenants, the option to ask questions and start conversations, updates on upcoming events...)						
A virtual platform/ dashboard present in the office that showcases who is in the location and what skills are present						
A physical member introduction point, showing all members and skills						
A physical noticeboard for questions, announcements etc.						
A coworking host who stimulates interaction and communication						
Discounted privileges on e.g. marketing material						
Office supplies for use (stapler, perforator etc.)						
Option to place business logo in directory of WTC						
Option to place ads on a digital billboard outside the WTC Twente						
Drop-Down question: 15. Would you be willing to pay a small fee for such an advertising space? Yes <input type="checkbox"/> No <input type="checkbox"/>						
Others -----						

16. Would you like participate in events?	
Yes <input type="checkbox"/>	No <input type="checkbox"/>

If yes...

17. What kind of events would offer more value to you, formal or informal events?		
Formal <input type="checkbox"/>	Informal <input type="checkbox"/>	Equal <input type="checkbox"/>
18. What kind of formal events would be of value to you?		
Knowledge sessions <input type="checkbox"/>	Workshops <input type="checkbox"/>	Brainstorming sessions with other coworkers <input type="checkbox"/>
Coaching <input type="checkbox"/>	Networking lunch/ drinks <input type="checkbox"/>	Others
19. What kind of informal events would be of value to you?		
Informal lunches <input type="checkbox"/>	Coffee Breaks <input type="checkbox"/>	VriMiBo <input type="checkbox"/>
Others -----		

3. Facilities

Next to services and offerings the spatial design of the space can have a great impact on tenants. This next section looks into how the physical space can be designed most appropriately for you.

Please rate from 1-3, 1 being least beneficial/ important and 3 being most beneficial/ important.

20. How beneficial would having access to the following facilities be to you?			
	1	2	3
Different spaces to meet and talk			
Focus room (no phones, no conversations)			

Skype room (quiet room to make (Skype) calls)				
Private booths/ tables				
Lounge area				
A kitchen(ette) (small area to prepare food and coffee/ tea)				
Coffee corners (dedicated area to have coffees)				
Outdoor terrace/ space to sit				
Recreational facilities (e.g. table tennis, pool table...)				
Informal areas				
Dedicated lunch room				
Break room				
Canteen				
Café				
Different table layouts to choose from				
Others				

21. Would you like to have access to meeting rooms?	
Yes <input type="checkbox"/>	No <input type="checkbox"/>

If yes...

22. How many hours do you approximately use meeting rooms per month?		

23. Which of the following options would you prefer for a small or large meeting room?		
Meeting room 8 people	Subscription (2–3hrs/ day) 30€/ month <input type="checkbox"/>	Pay for what you use 10€/hr <input type="checkbox"/>
Meeting room 18 people	Subscription (2–3hrs/ day) 90€/ month <input type="checkbox"/>	Pay for what you use 30€/hr <input type="checkbox"/>

4. Access Types

You are approaching the last section of this questionnaire. As coworking spaces are a relatively flexible workspace solution it is important to gain an understanding of what type of membership (potential) tenants would be most interested in and how much they are willing to pay for services. This section thus is looking to find out what package you would be most interested in.

24. Which contract type is most appealing to you? (On a monthly basis, including basics such as Wifi, tea/coffee, access to (networking) events) <i>Multiple answers possible</i>		
1 day/ week <input type="checkbox"/>	2 days/ week <input type="checkbox"/>	3 days/ week <input type="checkbox"/>
Full-time <input type="checkbox"/>	10–times access pass <input type="checkbox"/>	Daily rate (pay what you use) <input type="checkbox"/>
Other -----		
25. Would you prefer having access to the coworking space before 8.30 am?		
Yes <input type="checkbox"/> If yes, from when on?	No <input type="checkbox"/>	
26. Would you prefer having access to the coworking space after 5pm?		

Yes <input type="checkbox"/> If yes, until when?	No <input type="checkbox"/>	
27. Do you require reception services outside regular opening hours (8.30 am–5pm)?		
Yes <input type="checkbox"/> If yes, what times?	No <input type="checkbox"/>	
28. Would being able to access different WTC locations within the NL add value for you?		
Yes <input type="checkbox"/>	No <input type="checkbox"/>	
29. How much are you willing to pay for a coworking space? <i>Note: Prices are indicated per month if not otherwise indicated. All are excl. VAT. Only tick the boxes for the membership type you are interested in as stated before.</i>		
1 day/ week	Min. _____€	Max. _____€
2 days/ week	Min. _____€	Max. _____€
3 days/ week	Min. _____€	Max. _____€
Full-time	Min. _____€	Max. _____€
10-times access	Min. _____€	Max. _____€
Daily-rate	Min. _____€	Max. _____€
30. Would you be willing to spend additional money on services such as		
HORECA	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Alcohol	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Lastly...

31. Did you know there is a World Trade Center in Twente?	
Yes <input type="checkbox"/>	No <input type="checkbox"/>
If yes: 32. If you had the option to choose between two coworking spaces, would the WTC brand influence this decision?	
Yes <input type="checkbox"/>	No <input type="checkbox"/>

You have reached the end of the questionnaire.

Again, your input is much appreciated and I thank you for taking out the time of your day to have filled this in for me.

If you would like to receive your voucher for two weeks of free coworking, please leave your email below.

All the best,
Inken Ehlers

Questionnaire WTC Members – English

Dear resident,

Perhaps we have seen each other around, perhaps not, so a little bit about myself first: I am a final year student, currently working on my Bachelor Thesis for my Tourism Management studies at Saxion University of Applied Sciences in Deventer. For the World Trade Center Twente I am looking into how more value can be created and delivered for you with regards to coworking.

Coworking in this thesis is defined as:

"...a workspace for location-independent workers. Next to working on individual projects the main focus of coworking spaces is the atmosphere, which stimulates collaboration, social interaction, knowledge sharing, entrepreneurship, networking and innovation."

Your responses on this questionnaire will be handled strictly anonymously. It should take you about 10 minutes to complete the questions.

Your input is greatly appreciated and will help design a coworking space that serves your needs and you feel comfortable in!

1. Personal Information

This first short block of questions is about your personal demographics. All information will be treated anonymously, but will help to analyse results in a better way.

Please answer the questions by ticking the appropriate box or filling in the open questions.

1. What province are you from ?				

2. What age group are you?				
20 – 30 <input type="checkbox"/>	30–40 <input type="checkbox"/>	40–50 <input type="checkbox"/>	50 + <input type="checkbox"/>	
3. Are you a...				
Freelancer <input type="checkbox"/>	Start-up (less than 3 years) <input type="checkbox"/>	Self-employed experienced entrepreneur (more than 3 years) <input type="checkbox"/>	Employee of an organisation <input type="checkbox"/>	
Other -----				
4. How many employees are in your company?				
1 <input type="checkbox"/>	2–10 <input type="checkbox"/>	10–50 <input type="checkbox"/>	50–100 <input type="checkbox"/>	More than 100 <input type="checkbox"/>
5. What industry are you in?				
Creative <input type="checkbox"/>	Marketing <input type="checkbox"/>	Media <input type="checkbox"/>	Tech/IT <input type="checkbox"/>	Education <input type="checkbox"/>
Other -----				
6. How do you get to work?				
Walk	Bike	Public Transport	Car	

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If car: 7. How important is a free parking lot for you?			
1 - Not important <input type="checkbox"/>	2 - Important <input type="checkbox"/>	3 - Very important <input type="checkbox"/>	
8. How important is it to offer free parking to your business guests?			
1 - Not important <input type="checkbox"/>	2 - Important <input type="checkbox"/>	3 - Very important <input type="checkbox"/>	
9. What are your main motives to frequent a coworking space? Please rate the following motives in importance, 1 being least important, 3 being very important.			
	1	2	3
Isolation when working from home			
Advancing work-life balance			
Increasing efficiency			
Being/ becoming part of a community			
Making social connections			
Access to a professional network			
Affordable office option			
Flexible office contracts			
Matchmaking			
Profiting from knowledge from a broad range of industries			
Having a professional business address			
Other -----			
10. How would you like to receive networking information from your coworking spot?			
LinkedIn <input type="checkbox"/>	Facebook <input type="checkbox"/>	Twitter <input type="checkbox"/>	
Online Member Access <input type="checkbox"/>	Email <input type="checkbox"/>	Noticeboard in location <input type="checkbox"/>	
Website <input type="checkbox"/>	Not at all <input type="checkbox"/>	Other -----	

2. Services Offered

A coworking space always offers services. To make sure the WTC Twente can offer the ones that are of most value to you, please rate the following services and offerings.

11. How important do you find the following offerings at a coworking space?			
	1	2	3
Wifi			
Copying/ Scanning/ Printing			
HORECA			
Drop-Down question: 12. What Horeca services would you like to see at a coworking space?			
Tea/ Coffee/ Water <input type="checkbox"/>	Café-style coffee <input type="checkbox"/>	Lunch options <input type="checkbox"/>	Snacks <input type="checkbox"/>
Postal Services			
Access to an online community (This could include an introduction on all tenants, the option to ask questions and start conversations, updates on upcoming events...)			
A virtual platform/ dashboard present in the office that showcases who is in the location and what skills are present			
A physical member introduction point, showing all members and skills			
A physical noticeboard for questions, announcements etc.			
A coworking host who stimulates interaction and communication			
Discounted privileges on e.g. marketing material			

Office supplies for use (stapler, perforator etc.)			
Option to place business logo in directory of WTC			
Option to place ads on a digital billboard outside the WTC Twente			
Drop-Down question: 13. Would you be willing to pay a small fee for such an advertising space? Yes <input type="checkbox"/> No <input type="checkbox"/>			
Others _____			

14. Would you like to attend events?	
Yes <input type="checkbox"/>	No <input type="checkbox"/>

If yes...

15. What kind of events would offer more value to you, formal or informal events?		
Formal <input type="checkbox"/>	Informal <input type="checkbox"/>	Equal <input type="checkbox"/>
16. What kind of formal events would be of value to you?		
Knowledge sessions <input type="checkbox"/>	Workshops <input type="checkbox"/>	Brainstorming sessions with other coworkers <input type="checkbox"/>
Coaching <input type="checkbox"/>	Networking lunch/ drinks <input type="checkbox"/>	Others
17. What kind of informal events would be of value to you?		
Informal lunches <input type="checkbox"/>	Coffee Breaks <input type="checkbox"/>	VriMiBo <input type="checkbox"/>
Others _____		

3. Facilities

Next to services and offerings the spatial design of the space can have a great impact on tenants. This next section looks into how the physical space can be designed most appropriately for you.

Please rate from 1-3, 1 being least beneficial/ important and 3 being most beneficial/ important.

18. How beneficial would having access to the following facilities be to you?			
	1	2	3
Different spaces to meet and talk			
Focus room (no phones, no conversations)			
Skype room (quiet room to make (Skype) calls)			
Private booths/ tables			
Lounge area			
A kitchen(ette) (small area to prepare food and coffee/ tea)			
Coffee corners (dedicated area to have coffees)			
Outdoor terrace/ space to sit			
Recreational facilities (e.g. table tennis, pool table...)			
Informal areas			
Dedicated lunch room			
Break room			
Canteen			
Café			
Different table layouts to choose from			

Others

19. Would you like to have access to meeting rooms?

Yes <input type="checkbox"/>	No <input type="checkbox"/>
---------------------------------	--------------------------------

If yes...

20. How many hours do you approximately use meeting rooms per month?

21. Which of the following options would you prefer for a small or large meeting room?

Meeting room 8 people	Subscription (2–3hrs/ day) 30€/ month <input type="checkbox"/>	Pay for what you use 10€/hr <input type="checkbox"/>
Meeting room 18 people	Subscription (2–3hrs/ day) 90€/ month <input type="checkbox"/>	Pay for what you use 30€/hr <input type="checkbox"/>

4. Access Types

You are approaching the last section of this questionnaire. As coworking spaces are a relatively flexible workspace solution it is important to gain an understanding of what type of membership (potential) tenants would be most interested in and how much they are willing to pay for services. This section thus is looking to find out what package you would be most interested in.

Please tick the appropriate box(es) or fill in the blank spots.

22. Which contract type is most appealing to you? (On a monthly basis, including basics such as Wifi, tea/coffee, access to (networking) events) *Multiple answers possible*

1 day/ week <input type="checkbox"/>	2 days/ week <input type="checkbox"/>	3 days/ week <input type="checkbox"/>
Full-time <input type="checkbox"/>	10-times access pass <input type="checkbox"/>	Daily rate (pay what you use) <input type="checkbox"/>
Other -----		

23. Would you prefer having access to the coworking space before 8.30 am?

Yes <input type="checkbox"/> If yes, from when on?	No <input type="checkbox"/>
--	--------------------------------

24. Would you prefer having access to the coworking space after 5pm?

Yes <input type="checkbox"/> If yes, until when?	No <input type="checkbox"/>
--	--------------------------------

25. Do you require reception services outside regular opening hours (8.30 am–5pm)?

Yes <input type="checkbox"/> If yes, what times?	No <input type="checkbox"/>
--	--------------------------------

26. Would being able to access different WTC locations within the NL add value for you?

Yes <input type="checkbox"/>	No <input type="checkbox"/>
---------------------------------	--------------------------------

27. How much are you willing to pay for a coworking space?

*Note: Prices are indicated per month if not otherwise indicated. All are excl. VAT.
Only tick the boxes for the membership type you are interested in as stated before.*

1 day/ week	Min. _____€	Max. _____€
2 days/ week	Min. _____€	Max. _____€
3 days/ week	Min. _____€	Max. _____€
Full-time	Min. _____€	Max. _____€
10-times access	Min. _____€	Max. _____€
Daily-rate	Min. _____€	Max. _____€
28. Would you be willing to spend additional money on services such as		
HORECA	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Alcohol	Yes <input type="checkbox"/>	No <input type="checkbox"/>

And very lastly...

If yes: 29. If you had the option to choose between two coworking spaces, would the WTC brand influence this decision?

Yes <input type="checkbox"/>	No <input type="checkbox"/>
---------------------------------	--------------------------------

You have reached the end of the questionnaire.

Again, your input is much appreciated and I thank you for taking out the time of your day to have filled this in for me.

If there is anything else you would like to say on the topic of coworking, please feel free to do so in the box below.

All the best,
Inken Ehlers

Questionnaire for other Coworking Spaces – English

Dear Coworker,

First of all: Thank you for taking the time to look into my questionnaire!

A little bit about myself: I am a final year student, currently working on my Bachelor Thesis for my Tourism Management studies at Saxion University of Applied Sciences in Deventer. For this I am looking into how more value can be created and delivered for coworkers in coworking spaces. Coworking in this thesis is defined as:

"...a workspace for location-independent workers. Next to working on individual projects the main focus of coworking spaces is the atmosphere, which stimulates collaboration, social interaction, knowledge sharing, entrepreneurship, networking and innovation."

Your responses on this questionnaire will be handled strictly anonymously. It should take you about 10 minutes to complete the questions.

Results of this questionnaire will be shared with your coworking space, meaning you can contribute to designing a workspace that offers what you need to feel comfortable and be productive!

1. Personal Information

This first short block of questions is about your personal demographics. All information will be treated anonymously, but will help to analyse results in a better way.

Please answer the questions by ticking the appropriate box or filling in the open questions.

1. What province are you from?				

2. What age group are you?				
20 – 30 <input type="checkbox"/>	30–40 <input type="checkbox"/>	40–50 <input type="checkbox"/>	50 + <input type="checkbox"/>	
3. Are you a...				
Freelancer <input type="checkbox"/>	Start-up (less than 3 years) <input type="checkbox"/>	Self-employed experienced entrepreneur (more than 3 years) <input type="checkbox"/>	Employee of an organisation <input type="checkbox"/>	
Other -----				
4. How many employees are in your company?				
1 <input type="checkbox"/>	2–10 <input type="checkbox"/>	10–50 <input type="checkbox"/>	50–100 <input type="checkbox"/>	More than 100 <input type="checkbox"/>
5. What industry are you in?				
Creative <input type="checkbox"/>	Marketing <input type="checkbox"/>	Media <input type="checkbox"/>	Tech/IT <input type="checkbox"/>	Education <input type="checkbox"/>
Other				

6. How do you get to work?			
Walk <input type="checkbox"/>	Bike <input type="checkbox"/>	Public Transport <input type="checkbox"/>	Car <input type="checkbox"/>
If car: 7. How important is a free parking lot for you?			
1 - Not important <input type="checkbox"/>	2 - Important <input type="checkbox"/>	3 - Very important <input type="checkbox"/>	
8. How important is it to offer free parking to your business guests?			
1 - Not important <input type="checkbox"/>	2 - Important <input type="checkbox"/>	3 - Very important <input type="checkbox"/>	
9. Have you worked in a coworking space before?			
Yes <input type="checkbox"/>		No <input type="checkbox"/>	
10. What are your main motives to frequent a coworking space? (Or should you not yet visit coworking spaces; which of the following would you consider relevant?) Please rate the following motives in importance, 1 being least important, 3 being very important.			
	1	2	3
Isolation when working from home			
Advancing work-life balance			
Increasing efficiency			
Being/ becoming part of a community			
Making social connections			
Access to a professional network			
Affordable office option			
Flexible office contracts			
Matchmaking			
Profiting from knowledge from a broad range of industries			
Having a professional business address			
Other -----			
11. How would you like to receive information about a new coworking space?			
Posters when walking by a location <input type="checkbox"/>	LinkedIn <input type="checkbox"/>	Facebook <input type="checkbox"/>	
Word of Mouth <input type="checkbox"/>	Site's Website <input type="checkbox"/>	Other -----	
12. How would you like to receive networking information from your coworking spot?			
LinkedIn <input type="checkbox"/>	Facebook <input type="checkbox"/>	Twitter <input type="checkbox"/>	
Online Member Access <input type="checkbox"/>	Email <input type="checkbox"/>	Noticeboard in location <input type="checkbox"/>	
Website <input type="checkbox"/>	Not at all <input type="checkbox"/>	Other -----	

2. Services Offered

A coworking space always offers services. To gain an understanding of which services are of most value to coworkers, please rate the following services and offerings.

13. How important do you find the following offerings at a coworking space?			
	1	2	3
Wifi			
Copying/ Scanning/ Printing			

HORECA						
Drop-Down question: 14. What Horeca services would you like to see at a coworking space?						
Tea/ Coffee/ Water <input type="checkbox"/>	Café-style coffee <input type="checkbox"/>	Lunch options <input type="checkbox"/>	Snacks <input type="checkbox"/>			
Postal Services						
Access to an online community (This could include an introduction on all tenants, the option to ask questions and start conversations, updates on upcoming events...)						
A virtual platform/ dashboard present in the office that showcases who is in the location and what skills are present						
A physical member introduction point, showing all members and skills						
A physical noticeboard for questions, announcements etc.						
A coworking host who stimulates interaction and communication						
Discounted privileges on e.g. marketing material						
Office supplies for use (stapler, perforator etc.)						

15. Would you like to participate in events?	
Yes <input type="checkbox"/>	No <input type="checkbox"/>

If yes...

16. What kind of events would offer more value to you, formal or informal events?		
Formal <input type="checkbox"/>	Informal <input type="checkbox"/>	Equal <input type="checkbox"/>
17. What kind of formal events would be of value to you?		
Knowledge sessions <input type="checkbox"/>	Workshops <input type="checkbox"/>	Brainstorming sessions with other coworkers <input type="checkbox"/>
Coaching <input type="checkbox"/>	Networking lunch/ drinks <input type="checkbox"/>	Others
18. What kind of informal events would be of value to you?		
Informal lunches <input type="checkbox"/>	Coffee Breaks <input type="checkbox"/>	VriMiBo <input type="checkbox"/>
Others -----		

3. Facilities

Next to services and offerings the spatial design of the space can have a great impact on tenants. This next section looks into how the physical space can be designed most appropriately for you.

Please rate from 1-3, 1 being least beneficial/ important and 3 being most beneficial/ important.

19. How beneficial would having access to the following facilities be to you?			
	1	2	3
Different spaces to meet and talk			
Focus room (no phones, no conversations)			
Skype room (quiet room to make (Skype) calls			
Private booths/ tables			
Lounge area			
A kitchen(ette) (small area to prepare food and coffee/ tea)			
Coffee corners (dedicated area to have coffees)			

Outdoor terrace/ space to sit				
Recreational facilities (e.g. table tennis, pool table...)				
Informal areas				
Dedicated lunch room				
Break room				
Canteen				
Café				
Different table layouts to choose from				
Others				

20. Would you like to have access to meeting rooms?	
Yes <input type="checkbox"/>	No <input type="checkbox"/>

If yes...

21. How many hours do you approximately use meeting rooms per month?		

22. Which of the following options would you prefer for a small or large meeting room?		
Meeting room 8 people	Subscription (2–3hrs/ day) 30€/ month <input type="checkbox"/>	Pay for what you use 10€/hr <input type="checkbox"/>
Meeting room 18 people	Subscription (2–3hrs/ day) 90€/ month <input type="checkbox"/>	Pay for what you use 30€/hr <input type="checkbox"/>

4. Access Types

You are approaching the last section of this questionnaire. As coworking spaces are a relatively flexible workspace solution it is important to gain an understanding of what type of membership (potential) tenants would be most interested in and how much they are willing to pay for services. This section thus is looking to find out what package you would be most interested in.

Please tick the appropriate box(es) or fill in the blank spots.

23. Which contract type is most appealing to you? (On a monthly basis, including basics such as Wifi, tea/coffee, access to (networking) events) <i>Multiple answers possible</i>		
1 day/ week <input type="checkbox"/>	2 days/ week <input type="checkbox"/>	3 days/ week <input type="checkbox"/>
Full-time <input type="checkbox"/>	10-times access pass <input type="checkbox"/>	Daily rate (pay what you use) <input type="checkbox"/>
Other -----		
24. Would you prefer having access to the coworking space before 8.30 am?		
Yes <input type="checkbox"/> If yes, from when on?	No <input type="checkbox"/>	
25. Would you prefer having access to the coworking space after 5pm?		
Yes <input type="checkbox"/>	No <input type="checkbox"/>	

If yes, until when?			
26. Do you require reception services outside regular opening hours (8.30 am–5pm)?			
Yes <input type="checkbox"/> If yes, what times?		No <input type="checkbox"/>	
27. Would being able to access different coworking locations within the NL add value for you?			
Yes <input type="checkbox"/>		No <input type="checkbox"/>	
28. How much are you willing to pay for a coworking space? <i>Note: Prices are indicated per month if not otherwise indicated. All are excl. VAT. Only tick the boxes for the membership type you are interested in as stated before.</i>			
1 day/ week	Min. _____€	Max. _____€	
2 days/ week	Min. _____€	Max. _____€	
3 days/ week	Min. _____€	Max. _____€	
Full-time	Min. _____€	Max. _____€	
10-times access	Min. _____€	Max. _____€	
Daily-rate	Min. _____€	Max. _____€	
29. Would you be willing to spend additional money on services such as			
HORECA	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Alcohol	Yes <input type="checkbox"/>	No <input type="checkbox"/>	

You have reached the end of the questionnaire.

Again, your input is much appreciated and I thank you for taking out the time of your day to have filled this in for me.

If you have any further comments on the topic of coworking, feel free to leave them below!

All the best,
Inken Ehlers

Questionnaire Coworking WTC Twente – Dutch

Geachte respondent,

Hoe lijkt het u om twee weken lang gratis de flexplekken in het befaamde World Trade Center te proberen? Dat kan in het WTC Twente (in Hengelo) door mij te helpen met mijn scriptie door simpelweg deze vragenlijst in te vullen!

Iets over mezelf: ik ben laatstejaarsstudent en werk momenteel aan mijn bachelor scriptie voor de studie Tourism Management aan de Saxion Hoogeschool in Deventer. In opdracht van het WTC Twente ben ik een onderzoek aan het uitvoeren met de vraag hoe er meerwaarde gecreëerd en geleverd kan worden voor hun huurders met betrekking tot flexwerken.

Flexwerken wordt in dit proefschrift gedefinieerd als:

"...een werkruimte voor locatieonafhankelijke werknemers. Naast het werken aan individuele projecten is de focus van flexplekken de sfeer, om de samenwerking, sociale interactie, kennisuitwisseling, ondernemerschap, netwerken en innovatie te stimuleren."

Uw antwoorden op deze vragenlijst zullen strikt anoniem worden behandeld. Het duurt ongeveer tien minuten om de vragen te beantwoorden.

Uw inbreng wordt zeer op prijs gesteld en zal bijdragen aan het creëren van een kwalitatief sterk product middels mijn scriptie. Hiermee hoop ik advies te kunnen geven over de manier waarop er meerwaarde gecreëerd en geleverd kan worden aan de collega's van het WTC Twente, waar u wellicht ook baat bij heeft als u komt werken vanuit dit geweldige adres in het Hart van Zuid in het mooie Hengelo.

1. Persoonlijke Informatie

Dit eerste korte blok met vragen gaat over uw persoonlijke demografische gegevens. Alle informatie zal anoniem worden behandeld, maar zal helpen om de resultaten op een betere manier te analyseren.

1. Uit welke provincie komt u?				

2. Tot welke leeftijdscategorie behoort u?				
20 – 30 <input type="checkbox"/>	30–40 <input type="checkbox"/>	40–50 <input type="checkbox"/>	50 + <input type="checkbox"/>	
3. Bent u een...				
Freelancer <input type="checkbox"/>	Start-up (minder dan 3 jaar) <input type="checkbox"/>	Eigen baas, ervaren ondernemer (meer dan 3 jaar) <input type="checkbox"/>	Werknemer bij een organisatie <input type="checkbox"/>	
Anders -----				
4. Hoeveel werknemers zijn er werkzaam in uw bedrijf?				
1 <input type="checkbox"/>	2–10 <input type="checkbox"/>	10–50 <input type="checkbox"/>	50–100 <input type="checkbox"/>	Meer dan 100 <input type="checkbox"/>
5. In welke branche bent u werkzaam?				

Creatief <input type="checkbox"/>	Marketing <input type="checkbox"/>	Media <input type="checkbox"/>	Tech/IT <input type="checkbox"/>	Onderwijs <input type="checkbox"/>
Anders -----				
6. Hoe gaat u naar uw werk?				
Lopen <input type="checkbox"/>	Fiets <input type="checkbox"/>	Openbaar vervoer <input type="checkbox"/>	Auto <input type="checkbox"/>	
Zoals ja: 7. Hoe belangrijk is gratis parkeren voor u?				
1 - Niet belangrijk <input type="checkbox"/>	2 - Belangrijk <input type="checkbox"/>	3 - Erg belangrijk <input type="checkbox"/>		
8. Hoe belangrijk is gratis parkeren uw zakelijk bezoeker?				
1 - Niet belangrijk <input type="checkbox"/>	2 - Belangrijk <input type="checkbox"/>	3 - Erg belangrijk <input type="checkbox"/>		
9. Heeft u eerder in een flexplek gewerkt?				
Ja <input type="checkbox"/>		Nee <input type="checkbox"/>		
10. Wat zijn je belangrijkste motieven voor u om regelmatig een flexplek te bezoeken? (Wanneer u nog geen flexplek heeft bezocht, welke van de volgende onderwerpen zou u als relevant beschouwen? <i>Beoordeel de volgende motieven in relevantie, 1 is het minst belangrijk, 3 is erg belangrijk</i>				
		1	2	3
Afzondering tijdens het werken vanuit huis				
Bevorderen van balans in werk en privéleven				
Efficiënte verhogen				
Deel uitmaken van een gemeenschap				
Sociale banden creëren				
Toegang tot een professioneel netwerk				
Betaalbare kantooroptie				
Flexibele kantoorcontracten				
Matchmaking				
Profiteren van kennis uit een breed scala van industrieën				
Het hebben van een professioneel zakelijk adres				
Anders -----				
11. Hoe zou u informatie willen ontvangen over een nieuwe flexplek?				
Posters buiten een locatie <input type="checkbox"/>	LinkedIn <input type="checkbox"/>	Facebook <input type="checkbox"/>		
Mond-tot-mond reclame <input type="checkbox"/>	Op de bedrijfswebsite <input type="checkbox"/>	Anders -----		
12. Hoe zou u netwerkinformatie van uw flexplek willen ontvangen?				
LinkedIn <input type="checkbox"/>	Facebook <input type="checkbox"/>	Twitter <input type="checkbox"/>		
Online leden toegang <input type="checkbox"/>	Email <input type="checkbox"/>	Notitiebord of locatie <input type="checkbox"/>		
Website <input type="checkbox"/>	Helemaal niet <input type="checkbox"/>	Anders -----		

2. Aangeboden diensten

Een flexplek biedt altijd diensten. Om er zeker van te zijn dat het WTC Twente hetgeen biedt wat voor u het meest van waarde is, vraag ik u de volgende diensten en aanbiedingen te beoordelen.

13. Welke van de volgende voorzieningen ziet u graag bij een flexplek?
--

	1	2	3
Wifi			
Kopiëren/ Scannen/ Afdrukken			
Horecagelegenheid			
14. Welke van de volgende Horeca voorzieningen ziet u graag bij een coworking ruimte?			
Thee/ Koffie/ Water <input type="checkbox"/>	Café-stijl koffie <input type="checkbox"/>	Lunch mogelijkheden <input type="checkbox"/>	Snacks <input type="checkbox"/>
Anders -----			
Postdiensten			
Toegang tot een online community (dit kan een introductie voor alle huurders omvatten, de mogelijkheid om vragen te stellen en gesprekken te starten, updates over aankomende evenementen...)			
Een virtueel platform/ dashboard aanwezig op kantoor dat laat zien wie zich op de locatie bevindt en welke vaardigheden en/ of deskundigen aanwezig zijn			
Een fysiek introductiepunt voor leden, met alle leden en vaardigheden			
Een fysiek mededelingenbord voor vragen, aankondigen etc.			
Een coworking gastheer die interactie en communicatie stimuleert			
Speciale kortingen op bijv. marketingmateriaal			
Kantoorbenodigdheden voor gebruik (nietmachine, perforateur etc.)			
Optie om bedrijfslogo in online WTC directory te plaatsen			
Optie om advertenties op een digitaal reclamebord buiten het WTC Twente te plaatsen			
Drop-Down question: Zou u bereid zijn om een kleine vergoeding te betalen voor een dergelijke advertentieruimte? Ja <input type="checkbox"/> Nee <input type="checkbox"/>			
Anders -----			

15. Wil je toegang hebben tot evenementen?	
Ja <input type="checkbox"/>	Nee <input type="checkbox"/>

Zoals ja...

16. Wat voor evenementen zouden meer waarde hebben voor u, formele of informele evenementen?		
Formeel <input type="checkbox"/>	Informeel <input type="checkbox"/>	Gelijk <input type="checkbox"/>
17. Wat voor soort formele evenementen zijn waardevol voor u?		
Kennissessie <input type="checkbox"/>	Workshops <input type="checkbox"/>	Brainstormsessies met andere coworkers <input type="checkbox"/>
Coaching <input type="checkbox"/>	Netwerken lunch/ dranken <input type="checkbox"/>	Anders
18. Wat voor soort informele evenementen zijn waardevol voor u?		
Informeel lunches <input type="checkbox"/>	Koffiepauze <input type="checkbox"/>	VriMiBo <input type="checkbox"/>
Anders -----		

3. Faciliteiten

Naast diensten en aanbiedingen kan het ruimtelijke ontwerp van de ruimte een grote impact hebben op huurders. In dit volgende gedeelte wordt bekeken hoe de fysieke ruimte het meest geschikt voor u kan worden ontworpen.

Geef een score van 1-3, waarbij 1 het minst belangrijk is en 3 het meest belangrijk is.

19. Hoe belangrijk is toegang tot de volgende faciliteiten voor u?			
	1	2	3
Ruimtes om te ontmoeten en te praten			
Stilte ruimte (geen telefoons, geen gesprekken)			
Skype ruimte (een stille kamer om te bellen)			
Privécabines/ – tafels			
Lounge gedeelte			
Keuken(tje) (Een klein gebied om eten en koffie/tee te bereiden)			
Koffiehoek			
Buitenterras			
Recreatieve voorzieningen (bijv. tafeltennis, pooltafel...)			
Informeel gebied			
Een speciale lunchroom			
Pauze ruimte			
Kantine			
Café			
Verschillende tafellay-outs om uit te kiezen			
Anders -----			

20. Wilt u toegang tot vergaderruimten?	
Ja <input type="checkbox"/>	Nee <input type="checkbox"/>

Zoals ja...

21. How vaak gebruikt u vergaderruimten ongeveer? (uurs/ maand)		

22. Welke van de volgende opties zou juw voorkeur hebben voor een kleine of grote vergaderruimte?		
Vergaderruimte 8 personen	Abo (2-3uur/ dag) 30€/ mand <input type="checkbox"/>	Betaal voor wat je gebruikt 10€/uur <input type="checkbox"/>
Vergaderruimte 18 personen	Abo (2-3uur/ dag) 90€/ maand <input type="checkbox"/>	Betaal voor wat je gebruikt 30€/uur <input type="checkbox"/>

4. Toegang

U nadert het laatste deel van deze vragenlijst. Omdat flexplekken een relatief flexibele werkplek oplossing zijn, is het belangrijk om inzicht te krijgen in welk type lidmaatschap (potentiële) huurders het meest geïnteresseerd zijn en hoeveel ze bereid zijn te betalen voor bepaalde diensten. Deze vragen zijn bedoeld om erachter te komen in welk pakket u het meest geïnteresseerd zou zijn.

23. Welk type contract spreekt u het meest aan? (Op maandelijkse basis, inclusief basics zoals wifi, thee/ koffie, toegang tot (netwerking) evenementen)

1 dag/ week <input type="checkbox"/>	2 dagen/ week <input type="checkbox"/>	3 dagen/ week <input type="checkbox"/>
Full-time <input type="checkbox"/>	10-times Strippenkaart <input type="checkbox"/>	Dagtarief (betalen naar gebruik) <input type="checkbox"/>
Anders -----		
24. Wil je vóór 8.30 uur toegang tot de flexplek?		
Ja <input type="checkbox"/> <i>If yes, Vanaf hoe laat?</i>	Nee <input type="checkbox"/>	
25. Wilt u na 17.00 uur toegang tot de flexplek?		
Ja <input type="checkbox"/> <i>If yes, tot hoe laat?</i>	Nee <input type="checkbox"/>	
26. Heeft u receptiediensten nodig buiten de reguliere openingstijden? (8.30 uur–17.00uur)?		
Ja <input type="checkbox"/> <i>If yes, Op welke tijdstippen?</i>	Nee <input type="checkbox"/>	
27. Zou het voor u waardevol zijn om toegang te hebben tot verschillende WTC locaties binnen Nederland?		
Ja <input type="checkbox"/>	Nee <input type="checkbox"/>	
28. Hoeveel ben je bereid te betalen voor een coworking-plek? <i>Opmerking: Prijzen worden aangegeven per maand, tenzij anders aangegeven. Allen zijn excl. BTW.</i>		
1 dag/ week	Min. -----€	Max. -----€
2 dagen/ week	Min. -----€	Max. -----€
3 dagen/ week	Min. -----€	Max. -----€
Full-time	Min. -----€	Max. -----€
10-times strippenkaart	Min. -----€	Max. -----€
Dagtarief	Min. -----€	Max. -----€
29. Zou u bereid zijn om extra geld uit te geven aan diensten zoals...		
HORECA	Ja <input type="checkbox"/>	Nee <input type="checkbox"/>
Alcoholische dranken	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Ten slotte...

30. Wist u dat er een WTC in Twente is?	
Ja <input type="checkbox"/>	Nee <input type="checkbox"/>
<i>Als ja:</i> 31. Als u de keuze had tussen twee flexplekken, zou het WTC-merk dan invloed hebben op deze beslissing?	
Ja <input type="checkbox"/>	Nee <input type="checkbox"/>

U heeft het einde van de enquête bereikt.

Nogmaals bedankt voor uw tijd en input.

Als u wenst uw voucher voor twee weken gratis flexwerken te ontvangen, kunt u hieronder uw email adres invullen.

Met vriendelijke groeten,
Inken Ehlers

Questionnaire Coworking WTC Twente Members – Dutch

Geachte resident,

Iets over mezelf: ik ben laatstejaarsstudent en werk momenteel aan mijn bachelor scriptie voor de studie Tourism Management aan de Saxion Hoogeschool in Deventer. In opdracht van het WTC Twente ben ik een onderzoek aan het uitvoeren met de vraag hoe er meerwaarde gecreëerd en geleverd kan worden voor u met betrekking tot cowerken.

Flexwerken wordt in dit proefschrift gedefinieerd als:

"...een werkruimte voor locatieonafhankelijke werknemers. Naast het werken aan individuele projecten is de focus van flexplekken de sfeer, om de samenwerking, sociale interactie, kennisuitwisseling, ondernemerschap, netwerken en innovatie te stimuleren."

Uw antwoorden op deze vragenlijst zullen strikt anoniem worden behandeld. Het duurt ongeveer tien minuten om de vragen te beantwoorden.

Uw inbreng wordt zeer op prijs gesteld en zal helpen bij het ontwerpen van een coworking-ruimte die aan uw behoeften voldoet en waarin u zich comfortabel voelt!

1. Persoonlijke Informatie

Dit eerste korte blok met vragen gaat over uw persoonlijke demografische gegevens. Alle informatie zal anoniem worden behandeld, maar zal helpen om de resultaten op een betere manier te analyseren.

1. Uit welke provincie komt u?				

2. Tot welke leeftijdscategorie behoort u?				
20 – 30 <input type="checkbox"/>	30–40 <input type="checkbox"/>	40–50 <input type="checkbox"/>	50 + <input type="checkbox"/>	
3. Bent u een...				
Freelancer <input type="checkbox"/>	Start-up (minder dan 3 jaar) <input type="checkbox"/>	Eigen baas, ervaren ondernemer (meer dan 3 jaar) <input type="checkbox"/>	Werknemer bij een organisatie <input type="checkbox"/>	
Anders -----				
4. Hoeveel werknemer zijn er werkzaam in uw bedrijf?				
1 <input type="checkbox"/>	2–10 <input type="checkbox"/>	10–50 <input type="checkbox"/>	50–100 <input type="checkbox"/>	Meer dan 100 <input type="checkbox"/>
5. In welke branche bent u werkzaam?				
Creatief <input type="checkbox"/>	Marketing <input type="checkbox"/>	Media <input type="checkbox"/>	Tech/IT <input type="checkbox"/>	Onderwijs <input type="checkbox"/>
Anders -----				
6. Hoe gaat u naar uw werk?				
Lopen <input type="checkbox"/>	Fiets <input type="checkbox"/>	Openbaar vervoer <input type="checkbox"/>	Auto <input type="checkbox"/>	
Zoals ja: 7. Hoe belangrijk is gratis parkeren voor u?				

1 – Niet belangrijk <input type="checkbox"/>	2 – Belangrijk <input type="checkbox"/>	3 – Erg belangrijk <input type="checkbox"/>	
8. Hoe belangrijk is gratis parkeren uw zakelijk bezoeker?			
1 – Niet belangrijk <input type="checkbox"/>	2 – Belangrijk <input type="checkbox"/>	3 – Erg belangrijk <input type="checkbox"/>	
9. Heeft u eerder in een flexplek gewerkt?			
Ja <input type="checkbox"/>	Nee <input type="checkbox"/>		
10. Wat zijn je belangrijkste motieven voor u om regelmatig een flexplek te bezoeken? (Wanneer u nog geen flexplek heeft bezocht, welke van de volgende onderwerpen zou u als relevant beschouwen? <i>Beoordeel de volgende motieven in relevantie, 1 is het minst belangrijk, 3 is erg belangrijk</i>			
	1	2	3
Afzondering tijdens het werken vanuit huis			
Bevorderen van balans in werk en privéleven			
Efficiënte verhogen			
Deel uitmaken van een gemeenschap			
Sociale banden creëren			
Toegang tot een professioneel netwerk			
Betaalbare kantooroptie			
Flexibele kantoorcontracten			
Matchmaking			
Profiteren van kennis uit een breed scala van industrieën			
Het hebben van een professioneel zakelijk adres			
Anders -----			
11. Hoe zou u netwerkinformatie van uw flexplek willen ontvangen?			
LinkedIn <input type="checkbox"/>	Facebook <input type="checkbox"/>	Twitter <input type="checkbox"/>	
Online leden toegang <input type="checkbox"/>	Email <input type="checkbox"/>	Notitiebord of locatie <input type="checkbox"/>	
Website <input type="checkbox"/>	Helemaal niet <input type="checkbox"/>	Anders -----	

2. Aangeboden diensten

Een flexplek biedt altijd diensten. Om er zeker van te zijn dat het WTC Twente hetgeen biedt wat voor u het meest van waarde is, vraag ik u de volgende diensten en aanbiedingen te beoordelen.

12. Welke van de volgende voorzieningen ziet u graag bij een flexplek?			
	1	2	3
Wifi			
Kopiëren/ Scannen/ Afdrukken			
Horecagelegenheid			
13. Welke van de volgende Horeca voorzieningen ziet u graag bij een coworking ruimte?			
Thee/ Koffie/ Water <input type="checkbox"/>	Café-stijl koffie <input type="checkbox"/>	Lunch mogelijkheden <input type="checkbox"/>	Snacks <input type="checkbox"/>
Anders -----			
Postdiensten			
Toegang tot een online community (dit kan een introductie voor alle huurders omvatten, de mogelijkheid om vragen te stellen en gesprekken te starten, updates over aankomende evenementen...)			

Een virtueel platform/ dashboard aanwezig op kantoor dat laat zien wie zich op de locatie bevindt en welke vaardigheden en/ of deskundigen aanwezig zijn			
Een fysiek introductiepunt voor leden, met alle leden en vaardigheden			
Een fysiek mededelingenbord voor vragen, aankondigen etc.			
Een cowerking gastheer die interactie en communicatie stimuleert			
Speciale kortingen op bijv. marketingmateriaal			
Kantoorbenodigdheden voor gebruik (nietmachine, perforateur etc.)			
Optie om bedrijfslogo in online WTC directory te plaatsen			
Optie om advertenties op een digitaal reclamebord buiten het WTC Twente te plaatsen			
Drop-Down question: Zou u bereid zijn om een kleine vergoeding te betalen voor een dergelijke advertentieruimte? Ja <input type="checkbox"/> Nee <input type="checkbox"/>			
Anders -----			

14. Wil je toegang hebben tot evenementen?	
Ja <input type="checkbox"/>	Nee <input type="checkbox"/>

Zoals ja...

15. Wat voor evenementen zouden meer waarde hebben voor u, formele of informele evenementen?		
Formeel <input type="checkbox"/>	Informeel <input type="checkbox"/>	Gelijk <input type="checkbox"/>
16. Wat voor soort formele evenementen zijn waardevol voor u?		
Kennissessie <input type="checkbox"/>	Workshops <input type="checkbox"/>	Brainstormsessies met andere coworkers <input type="checkbox"/>
Coaching <input type="checkbox"/>	Netwerken lunch/ dranken <input type="checkbox"/>	Anders
17. Wat voor soort informele evenementen zijn waardevol voor u?		
Informeel lunches <input type="checkbox"/>	Koffiepauze <input type="checkbox"/>	VriMiBo <input type="checkbox"/>
Anders -----		

3. Faciliteiten

Naast diensten en aanbiedingen kan het ruimtelijke ontwerp van de ruimte een grote impact hebben op huurders. In dit volgende gedeelte wordt bekeken hoe de fysieke ruimte het meest geschikt voor u kan worden ontworpen.

Geef een score van 1-3, waarbij 1 het minst belangrijk is en 3 het meest belangrijk is.

18. Hoe belangrijk is toegang tot de volgende faciliteiten voor u?			
	1	2	3
Ruimtes om te ontmoeten en te praten			
Stilte ruimte (geen telefoons, geen gesprekken)			
Skype ruimte (een stille kamer om te bellen)			
Privécabines/ – tafels			

Lounge gedeelte			
Keuken(tje) (Een klein gebied om eten en koffie/tee te bereiden)			
Koffiehoek			
Buitenterras			
Recreatieve voorzieningen (bijv. tafeltennis, pooltafel...)			
Informeel gebied			
Een speciale lunchroom			
Pauze ruimte			
Kantine			
Café			
Verschillende tafellay-outs om uit te kiezen			
Anders			

19. Wilt u toegang tot vergaderruimten?	
Ja <input type="checkbox"/>	Nee <input type="checkbox"/>

Zoals ja...

20. How vaak gebruikt u vergaderruimten ongeveer? (uurs/ maand)		

21. Welke van de volgende opties zou juw voorkeur hebben voor een kleine of grote vergaderruimte?		
Vergaderruimte 8 personen	Abo (2-3uur/ dag) 30€/ mand <input type="checkbox"/>	Betaal voor wat je gebruikt 10€/uur <input type="checkbox"/>
Vergaderruimte 18 personen	Abo (2-3uur/ dag) 90€/ maand <input type="checkbox"/>	Betaal voor wat je gebruikt 30€/uur <input type="checkbox"/>

4. Toegang

U nadert het laatste deel van deze vragenlijst. Omdat flexplekken een relatief flexibele werkplek oplossing zijn, is het belangrijk om inzicht te krijgen in welk type lidmaatschap (potentiële) huurders het meest geïnteresseerd zijn en hoeveel ze bereid zijn te betalen voor bepaalde diensten. Deze vragen zijn bedoeld om erachter te komen in welk pakket u het meest geïnteresseerd zou zijn.

22. Welk type contract spreekt u het meest aan? (Op maandelijkse basis, inclusief basics zoals wifi, thee/ koffie, toegang tot (netwerking) evenementen)		
1 dag/ week <input type="checkbox"/>	2 dagen/ week <input type="checkbox"/>	3 dagen/ week <input type="checkbox"/>
Full-time <input type="checkbox"/>	10-times Strippenkaart <input type="checkbox"/>	Dagtarief (betalen naar gebruik) <input type="checkbox"/>
Anders -----		
23. Wil je vóór 8.30 uur toegang tot de flexplek?		
Ja <input type="checkbox"/> <i>If yes, Vanaf hoe laat?</i>	Nee <input type="checkbox"/>	
24. Wilt u na 17.00 uur toegang tot de flexplek?		
Ja <input type="checkbox"/>	Nee <input type="checkbox"/>	

<i>If yes, tot hoe laat?</i>		
25. Heeft u receptiediensten nodig buiten de reguliere openingstijden? (8.30 uur–17.00uur)?		
Ja <input type="checkbox"/>	Nee <input type="checkbox"/>	
<i>If yes, Op welke tijdstippen?</i>		
26. Zou het voor u waardevol zijn om toegang te hebben tot verschillende WTC locaties binnen Nederland?		
Ja <input type="checkbox"/>	Nee <input type="checkbox"/>	
27. Hoeveel ben je bereid te betalen voor een coworking-plek?		
<i>Opmerking: Prijzen worden aangegeven per maand, tenzij anders aangegeven. Allen zijn excl. BTW.</i>		
1 dag/ week	Min. _____€	Max. _____€
2 dagen/ week	Min. _____€	Max. _____€
3 dagen/ week	Min. _____€	Max. _____€
Full-time	Min. _____€	Max. _____€
10-times strippenkaart	Min. _____€	Max. _____€
Dagtarief	Min. _____€	Max. _____€
28. Zou u bereid zijn om extra geld uit te geven aan diensten zoals...		
HORECA	Ja <input type="checkbox"/>	Nee <input type="checkbox"/>
Alcoholische dranken	Yes <input type="checkbox"/>	No <input type="checkbox"/>

U heeft het einde van de enquête bereikt.
 Nogmaals bedankt voor uw tijd en input.
 Als u nog opmerkingen heeft, kunt u deze hieronder invullen.

Met vriendelijke groeten,
 Inken Ehlers

Questionnaire Coworking Other Coworking Spaces – Dutch

Geachte flexwerker,

Iets over mezelf: ik ben laatstejaarsstudent en werk momenteel aan mijn bachelor scriptie voor de studie Tourism Management aan de Saxion Hoogeschool in Deventer. Ik ben een onderzoek aan het uitvoeren met de vraag hoe er meerwaarde gecreëerd en geleverd kan worden voor flexwerkers met betrekking tot cowerken.

Flexwerken wordt in dit proefschrift gedefinieerd als:

"...een werkruimte voor locatieonafhankelijke werknemers. Naast het werken aan individuele projecten is de focus van flexplekken de sfeer, om de samenwerking, sociale interactie, kennisuitwisseling, ondernemerschap, netwerken en innovatie te stimuleren."

Uw antwoorden op deze vragenlijst zullen strikt anoniem worden behandeld. Het duurt ongeveer tien minuten om de vragen te beantwoorden.

Uw inbreng wordt zeer op prijs gesteld en zal helpen bij het ontwerpen van een coworking-ruimte die aan uw behoeften voldoet en waarin u zich comfortabel voelt!

1. Persoonlijke Informatie

Dit eerste korte blok met vragen gaat over uw persoonlijke demografische gegevens. Alle informatie zal anoniem worden behandeld, maar zal helpen om de resultaten op een betere manier te analyseren.

1. Uit welke provincie komt u?				

2. Tot welke leeftijdscategorie behoort u?				
20 – 30 <input type="checkbox"/>	30–40 <input type="checkbox"/>	40–50 <input type="checkbox"/>	50 + <input type="checkbox"/>	
3. Bent u een...				
Freelancer <input type="checkbox"/>	Start-up (minder dan 3 jaar) <input type="checkbox"/>	Eigen baas, ervaren ondernemer (meer dan 3 jaar) <input type="checkbox"/>	Werknemer bij een organisatie <input type="checkbox"/>	
Anders -----				
4. Hoeveel werknemer zijn er werkzaam in uw bedrijf?				
1 <input type="checkbox"/>	2–10 <input type="checkbox"/>	10–50 <input type="checkbox"/>	50–100 <input type="checkbox"/>	Meer dan 100 <input type="checkbox"/>
5. In welke branche bent u werkzaam?				
Creatief <input type="checkbox"/>	Marketing <input type="checkbox"/>	Media <input type="checkbox"/>	Tech/IT <input type="checkbox"/>	Onderwijs <input type="checkbox"/>
Anders -----				
6. Hoe gaat u naar uw werk?				
Lopen <input type="checkbox"/>	Fiets <input type="checkbox"/>	Openbaar vervoer <input type="checkbox"/>	Auto <input type="checkbox"/>	
Zoals ja: 7. Hoe belangrijk is gratis parkeren voor u?				

1 – Niet belangrijk <input type="checkbox"/>	2 – Belangrijk <input type="checkbox"/>	3 – Erg belangrijk <input type="checkbox"/>	
8. Hoe belangrijk is gratis parkeren uw zakelijk bezoeker?			
1 – Niet belangrijk <input type="checkbox"/>	2 – Belangrijk <input type="checkbox"/>	3 – Erg belangrijk <input type="checkbox"/>	
9. Heeft u eerder in een flexplek gewerkt?			
Ja <input type="checkbox"/>	Nee <input type="checkbox"/>		
10. Wat zijn je belangrijkste motieven voor u om regelmatig een flexplek te bezoeken? (Wanneer u nog geen flexplek heeft bezocht, welke van de volgende onderwerpen zou u als relevant beschouwen? <i>Beoordeel de volgende motieven in relevantie, 1 is het minst belangrijk, 3 is erg belangrijk</i>			
	1	2	3
Afzondering tijdens het werken vanuit huis			
Bevorderen van balans in werk en privéleven			
Efficiënte verhogen			
Deel uitmaken van een gemeenschap			
Sociale banden creëren			
Toegang tot een professioneel netwerk			
Betaalbare kantooroptie			
Flexibele kantoorcontracten			
Matchmaking			
Profiteren van kennis uit een breed scala van industrieën			
Het hebben van een professioneel zakelijk adres			
Anders -----			
11. Hoe zou u netwerkinformatie van uw flexplek willen ontvangen?			
LinkedIn <input type="checkbox"/>	Facebook <input type="checkbox"/>	Twitter <input type="checkbox"/>	
Online leden toegang <input type="checkbox"/>	Email <input type="checkbox"/>	Notitiebord of locatie <input type="checkbox"/>	
Website <input type="checkbox"/>	Helemaal niet <input type="checkbox"/>	Anders -----	

2. Aangeboden diensten

Een flexplek biedt altijd diensten. Om er zeker van te zijn dat het flexplek hetgeen biedt wat voor u het meest van waarde is, vraag ik u de volgende diensten en aanbiedingen te beoordelen.

12. Welke van de volgende voorzieningen ziet u graag bij een flexplek?			
	1	2	3
Wifi			
Kopiëren/ Scannen/ Afdrukken			
Horecagelegenheid			
13. Welke van de volgende Horecavoorzieningen ziet u graag bij een coworking ruimte?			
Thee/ Koffie/ Water <input type="checkbox"/>	Café-stijl koffie <input type="checkbox"/>	Lunch mogelijkheden <input type="checkbox"/>	Snacks <input type="checkbox"/>
Anders -----			
Postdiensten			
Toegang tot een online community (dit kan een introductie voor alle huurders omvatten, de mogelijkheid om vragen te stellen en gesprekken te starten, updates over aankomende evenementen...)			

Een virtueel platform/ dashboard aanwezig op kantoor dat laat zien wie zich op de locatie bevindt en welke vaardigheden en/ of deskundigen aanwezig zijn			
Een fysiek introductiepunt voor leden, met alle leden en vaardigheden			
Een fysiek mededelingenbord voor vragen, aankondigen etc.			
Een cowerking gastheer die interactie en communicatie stimuleert			
Speciale kortingen op bijv. marketingmateriaal			
Kantoorbenodigdheden voor gebruik (nietmachine, perforateur etc.)			
Anders _____			

14. Wil je toegang hebben tot evenementen?	
Ja <input type="checkbox"/>	Nee <input type="checkbox"/>

Zoals ja...

15. Wat voor evenementen zouden meer waarde hebben voor u, formele of informele evenementen?		
Formeel <input type="checkbox"/>	Informeel <input type="checkbox"/>	Gelijk <input type="checkbox"/>
16. Wat voor soort formele evenementen zijn waardevol voor u?		
Kennissessie <input type="checkbox"/>	Workshops <input type="checkbox"/>	Brainstormsessies met andere coworkers <input type="checkbox"/>
Coaching <input type="checkbox"/>	Netwerken lunch/ dranken <input type="checkbox"/>	Anders
17. Wat voor soort informele evenementen zijn waardevol voor u?		
Informeel lunches <input type="checkbox"/>	Koffiepauze <input type="checkbox"/>	VriMiBo <input type="checkbox"/>
Anders _____		

3. Faciliteiten

Naast diensten en aanbiedingen kan het ruimtelijke ontwerp van de ruimte een grote impact hebben op huurders. In dit volgende gedeelte wordt bekeken hoe de fysieke ruimte het meest geschikt voor u kan worden ontworpen.

Geef een score van 1-3, waarbij 1 het minst belangrijk is en 3 het meest belangrijk is.

18. Hoe belangrijk is toegang tot de volgende faciliteiten voor u?			
	1	2	3
Ruimtes om te ontmoeten en te praten			
Stilte ruimte (geen telefoons, geen gesprekken)			
Skype ruimte (een stille kamer om te bellen)			
Privécabines/ – tafels			
Lounge gedeelte			
Keuken(tje) (Een klein gebied om eten en koffie/tee te bereiden)			
Koffiehoek			
Buitenterras			
Recreatieve voorzieningen (bijv. tafeltennis, pooltafel...)			

Informele gebieden				
Een speciale lunchroom				
Pauze ruimte				
Kantine				
Café				
Verschillende tafellay-outs om uit te kiezen				
Anders -----				

19. Wilt u toegang tot vergaderruimten?	
Ja <input type="checkbox"/>	Nee <input type="checkbox"/>

Zoals ja...

20. How vaak gebruikt u vergaderruimten ongeveer? (uurs/ maand)		

21. Welke van de volgende opties zou juw voorkeur hebben voor een kleine of grote vergaderruimte?		
Vergaderruimte 8 personen	Abo (2-3uur/ dag) 30€/ mand <input type="checkbox"/>	Betaal voor wat je gebruikt 10€/uur <input type="checkbox"/>
Vergaderruimte 18 personen	Abo (2-3uur/ dag) 90€/ maand <input type="checkbox"/>	Betaal voor wat je gebruikt 30€/uur <input type="checkbox"/>

4. Toegang

U nadert het laatste deel van deze vragenlijst. Omdat flexplekken een relatief flexibele werkplek oplossing zijn, is het belangrijk om inzicht te krijgen in welk type lidmaatschaap (potentiële) huurders het meest geïnteresseerd zijn en hoeveel ze bereid zijn te betalen voor bepaalde diensten. Deze vragen zijn bedoeld om erachter te komen in welk pakket u het meest geïnteresseerd zou zijn.

22. Welk type contract spreekt u het meest aan? (Op maandelijks basis, inclusief basics zoals wifi, thee/ koffie, toegang tot (netwerking) evenementen)		
1 dag/ week <input type="checkbox"/>	2 dagen/ week <input type="checkbox"/>	3 dagen/ week <input type="checkbox"/>
Full-time <input type="checkbox"/>	10-times Strippenkaart <input type="checkbox"/>	Dagtarief (betalen naar gebruik) <input type="checkbox"/>
Anders -----		
23. Wil je vóór 8.30 uur toegang tot de flexplek?		
Ja <input type="checkbox"/> <i>Zoals ja, Vanaf hoe laat?</i>	Nee <input type="checkbox"/>	
24. Wilt u na 17.00 uur toegang tot de flexplek?		
Ja <input type="checkbox"/> <i>Zoals ja, tot hoe laat?</i>	Nee <input type="checkbox"/>	
25. Heeft u receptiediensten nodig buiten de reguliere openingstijden? (8.30 uur-17.00uur)?		
Ja <input type="checkbox"/> <i>Zoals ja, Op welke tijdstippen?</i>	Nee <input type="checkbox"/>	

26. Zou het voor u waardevol zijn om toegang te hebben tot verschillende flexplekken binnen Nederland?		
Ja <input type="checkbox"/>	Nee <input type="checkbox"/>	
27. Hoeveel ben je bereid te betalen voor een coworking-plek? <i>Opmerking: Prijzen worden aangegeven per maand, tenzij anders aangegeven. Allen zijn excl. BTW.</i>		
1 dag/ week	Min. _____€	Max. _____€
2 dagen/ week	Min. _____€	Max. _____€
3 dagen/ week	Min. _____€	Max. _____€
Full-time	Min. _____€	Max. _____€
10-times strippenkaart	Min. _____€	Max. _____€
Dagtarief	Min. _____€	Max. _____€
28. Zou u bereid zijn om extra geld uit te geven aan diensten zoals...		
HORECA	Ja <input type="checkbox"/>	Nee <input type="checkbox"/>
Alcoholische dranken	Yes <input type="checkbox"/>	No <input type="checkbox"/>

U heeft het einde van de enquête bereikt.

Nogmaals bedankt voor uw tijd en input.

Als u nog opmerkingen heeft, kunt u deze hieronder invullen.

Met vriendelijke groeten,
Inken Ehlers

Appendix G - SPSS Output

BACKGROUND CHARACTERISTICS

What age group are you?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	22	39,3	40,0	40,0
	30-40	20	35,7	36,4	76,4
	40-50	6	10,7	10,9	87,3
	50+	7	12,5	12,7	100,0
	Total	55	98,2	100,0	
Missing	System	1	1,8		
Total		56	100,0		

What province are you from?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		11	19,6	19,6	19,6
	Bremen	1	1,8	1,8	21,4
	Drenthe	1	1,8	1,8	23,2
	Dutisland	1	1,8	1,8	25,0
	EUREGIO	1	1,8	1,8	26,8
	Flevoland	1	1,8	1,8	28,6
	Gelderland	1	1,8	1,8	30,4
	Groningen	5	8,9	8,9	39,3
	I live in NRW, Germany - I cross the border to work at Cee Spot	1	1,8	1,8	41,1
	Lower-Saxony	1	1,8	1,8	42,9
	Noord Holland	1	1,8	1,8	44,6
	Noord-Holland	2	3,6	3,6	48,2
	Noordrijn-Westfalen, Duitsland	1	1,8	1,8	50,0
	Nordrhein-Westfalen, Deutschland	1	1,8	1,8	51,8
	North-Rhine-Westphalia, Germany	1	1,8	1,8	53,6
	Overijssel	20	35,7	35,7	89,3
	South Holland	1	1,8	1,8	91,1
	UK	1	1,8	1,8	92,9
	Utrecht	1	1,8	1,8	94,6
	Zui-Holland	1	1,8	1,8	96,4
	Zuid-Holland	2	3,6	3,6	100,0
Total		56	100,0	100,0	

What industry are you in? - Selected Choice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Creative	7	12,5	13,0	13,0
	Marketing	11	19,6	20,4	33,3
	Media	4	7,1	7,4	40,7
	Tech/IT	12	21,4	22,2	63,0
	Education	1	1,8	1,9	64,8
	Other	19	33,9	35,2	100,0
	Total	54	96,4	100,0	
Missing	System	2	3,6		
Total		56	100,0		

How many employees are in your company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	24	42,9	45,3	45,3
	2-10	19	33,9	35,8	81,1
	10-50	3	5,4	5,7	86,8
	50-100	1	1,8	1,9	88,7
	More than 100	6	10,7	11,3	100,0
	Total	53	94,6	100,0	
Missing	System	3	5,4		
Total		56	100,0		

Are you a...

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Freelancer	10	17,9	18,2	18,2
	Start-Up (running for less than 3 years)	8	14,3	14,5	32,7
	Self-employed experienced entrepreneur (more than 3 years)	16	28,6	29,1	61,8
	Employee of an organisation	16	28,6	29,1	90,9
	Other	5	8,9	9,1	100,0
	Total	55	98,2	100,0	
Missing	System	1	1,8		
Total		56	100,0		

Have you worked in a coworking space before?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	31	55,4	58,5	58,5
	No	22	39,3	41,5	100,0
	Total	53	94,6	100,0	
Missing	System	3	5,4		
Total		56	100,0		

How do you get to work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Walk	2	3,6	3,7	3,7
	Bike	27	48,2	50,0	53,7
	Public Transport	12	21,4	22,2	75,9
	Car	13	23,2	24,1	100,0
	Total	54	96,4	100,0	
Missing	System	2	3,6		
Total		56	100,0		

PARKING

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
How important is free parking for you?	13	1	3	2,46	,660
Valid N (listwise)	13				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
How important is it to you to offer free parking to your business guests?	53	1	3	1,75	,731
Valid N (listwise)	53				

MOTIVES COWORKING

What are your main motives to visit a coworking space? - Others -

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		52	92,9	92,9	92,9
	1	1	1,8	1,8	94,6

Mogelijkheden creëren om samen aan iets te kunnen bouwen	1	1,8	1,8	96,4
See sth else than home	1	1,8	1,8	98,2
Travel Distance and time efficiency	1	1,8	1,8	100,0
Total	56	100,0	100,0	

Descriptive Statistics

Main Motives to Visit Coworking Spaces

	N	Minimum	Maximum	Mean	Std. Deviation
Isolation when working from home	53	1	3	2,45	,539
Advancing work-life balance	53	1	3	2,40	,599
Increasing efficiency	53	1	3	2,30	,723
Being/ becoming part of a community	53	1	3	2,25	,648
Making social connections	53	1	3	2,34	,618
Access to a professional network	53	1	3	2,36	,682
Affordable office option	53	1	3	2,45	,539
Flexible office contracts	53	1	3	2,23	,669
Matchmaking	53	1	3	1,75	,677
Profiting from knowledge from a broad range of industries	53	1	3	2,25	,731
Having a professional business adress	53	1	3	1,83	,727
Others	4	1	3	2,25	,957
Valid N (listwise)	4				

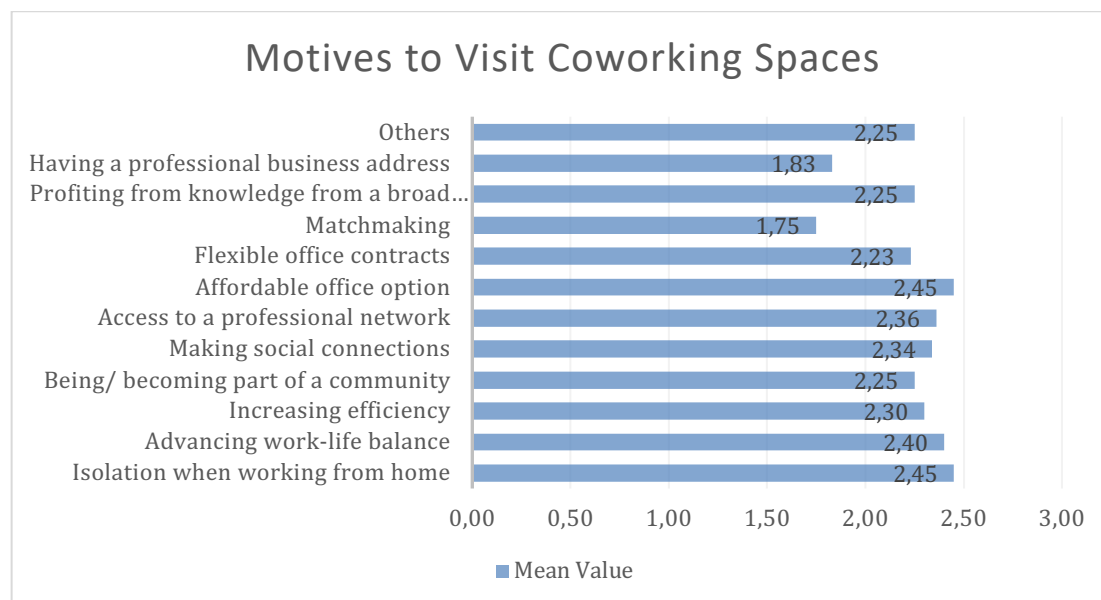


Figure 5. Motives to visit coworking spaces. Adapted from SPSS output.

Legend: 1 = not important 2 = important 3 = very important

AWARENESS CREATION AND BUSINESS UPDATES

How would you like to receive information about a new coworking space? -Posters when walking by a location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Posters when walking by a location	9	16,1	100,0	100,0
Missing	System	47	83,9		
Total		56	100,0		

How would you like to receive information about a new coworking space? -

LinkedIn

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LinkedIn	10	17,9	100,0	100,0
Missing	System	46	82,1		
Total		56	100,0		

How would you like to receive information about a new coworking space? -

Facebook

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Facebook	7	12,5	100,0	100,0
Missing	System	49	87,5		
Total		56	100,0		

How would you like to receive information about a new coworking space? - Word of

Mouth

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Word of Mouth	9	16,1	100,0	100,0
Missing	System	47	83,9		
Total		56	100,0		

How would you like to receive information about a new coworking space? - Site's

Website

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Site's Website	8	14,3	100,0	100,0

Missing	System	48	85,7		
Total		56	100,0		

How would you like to receive information about a new coworking space? -

Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other	5	8,9	100,0	100,0
Missing	System	51	91,1		
Total		56	100,0		

How would you like to receive networking information from your coworking spot?

- LinkedIn

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LinkedIn	8	14,3	100,0	100,0
Missing	System	48	85,7		
Total		56	100,0		

How would you like to receive networking information from your coworking spot? -

Facebook

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Facebook	10	17,9	100,0	100,0
Missing	System	46	82,1		
Total		56	100,0		

How would you like to receive networking information from your coworking spot? -

Twitter

		Frequency	Percent
Missing	System	56	100,0

How would you like to receive networking information from your coworking spot? - Online member access

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Online member access	19	33,9	100,0	100,0
Missing	System	37	66,1		
Total		56	100,0		

How would you like to receive networking information from your coworking spot? - Email

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Email	33	58,9	100,0	100,0
Missing	System	23	41,1		
Total		56	100,0		

How would you like to receive networking information from your coworking spot? - Noticeboard in location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Noticeboard in location	18	32,1	100,0	100,0
Missing	System	38	67,9		
Total		56	100,0		

How would you like to receive networking information from your coworking spot? - Website

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Website	12	21,4	100,0	100,0
Missing	System	44	78,6		
Total		56	100,0		

How would you like to receive networking information from your coworking spot? - Not at all

		Frequency	Percent
Missing	System	56	100,0

How would you like to receive networking information from your coworking spot? - Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other	5	8,9	100,0	100,0
Missing	System	51	91,1		
Total		56	100,0		

SERVICES

Statistics

		How important do you find the following offerings at a coworking space? – Wifi	How important do you find the following offerings at a coworking space? – Scanning/ Copying/ Printing	How important do you find the following offerings at a coworking space? – HORECA	How important do you find the following offerings at a coworking space? – A physical member introduction point, showing all members and skills	How important do you find the following offerings at a coworking space? – Postal Services	How important do you find the following offerings at a coworking space? – Access to an online community (this could include an introduction to all tenants, the option to ask questions and start conversations, updates on upcoming events etc.)	How important do you find the following offerings at a coworking space? – A virtual platform/ dashboard present in the office that showcases who is in the location and what skills are present	How important do you find the following offerings at a coworking space? – A physical noticeboard for questions, announcements etc	How important do you find the following offerings at a coworking space? – A coworking host who stimulates interaction and communication	How important do you find the following offerings at a coworking space? – Discounted privileges on e.g. marketing materials	How important do you find the following offerings at a coworking space? – Office supplies for use (stapler, perforator etc.)	How important do you find the following offerings at a coworking space? – Option to place business logo in online directory of the WTC	How important do you find the following offerings at a coworking space? – Option to place ads on a digital billboard outside the WTC	How important do you find the following offerings at a coworking space? – Others
N	Valid	51	52	52	51	52	52	52	52	52	52	51	25	27	4
	Missing	5	4	4	5	4	4	4	4	4	4	5	31	29	52
Mean		2,96	2,44	1,85	1,80	1,79	1,88	1,81	1,77	2,12	1,65	1,92	2,1200	1,6667	2,00
Std. Deviation		,196	,669	,638	,633	,696	,646	,658	,703	,732	,711	,744	,72572	,73380	1,155
Percentiles	10	3,00	1,30	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,0000	1,0000	1,00
	20	3,00	2,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,2000	1,0000	1,00
	30	3,00	2,00	1,90	1,00	1,00	2,00	1,00	1,00	2,00	1,00	1,00	2,0000	1,0000	1,00
	40	3,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	1,00	2,00	2,0000	1,0000	1,00
	50	3,00	3,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,0000	2,0000	2,00
	60	3,00	3,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,0000	2,0000	3,00
	70	3,00	3,00	2,00	2,00	2,00	2,00	2,00	2,00	3,00	2,00	2,00	3,0000	2,0000	3,00
	80	3,00	3,00	2,00	2,00	2,00	2,00	2,00	2,00	3,00	2,00	3,00	3,0000	2,0000	.
	90	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,0000	3,0000	.

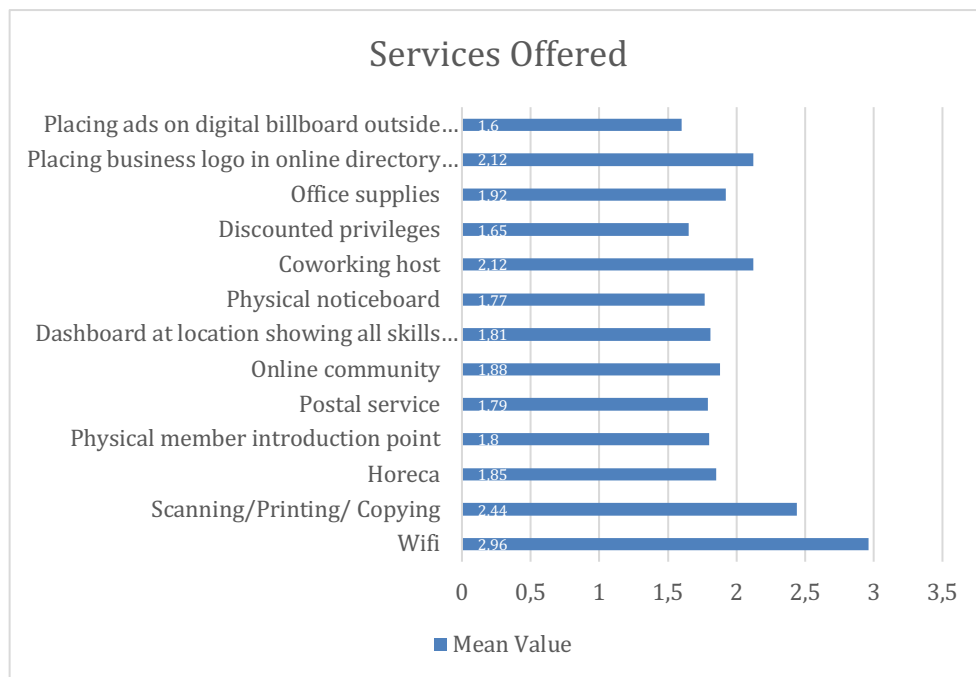


Figure 6. Services Offered. *Adapted from SPSS output.*
 Legend: 1 = not important 2 = important 3 = very important

Would you be willing to pay a small fee for such an advertising space?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	4	7,1	100,0	100,0
Missing	System	52	92,9		
Total		56	100,0		

What HORECA services would you like to see at a coworking space? Tea/ Coffee/ Water

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tea/ Coffee/ Water	5	8,9	100,0	100,0
Missing	System	51	91,1		
Total		56	100,0		

What HORECA services would you like to see at a coworking space? Café-style coffee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Café-style coffee	4	7,1	100,0	100,0
Missing	System	52	92,9		
Total		56	100,0		

What HORECA services would you like to see at a coworking space? Lunch options

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lunch options	7	12,5	100,0	100,0
Missing	System	49	87,5		
Total		56	100,0		

What HORECA services would you like to see at a coworking space? Snacks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Snacks	2	3,6	100,0	100,0
Missing	System	54	96,4		
Total		56	100,0		

EVENTS

Would you like to participate in events?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	42	75,0	82,4	82,4
	No	9	16,1	17,6	100,0
	Total	51	91,1	100,0	
Missing	System	5	8,9		
Total		56	100,0		

What kind of events would offer more value to you, formal or informal events?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Formal	3	5,4	7,0	7,0
	Informal	10	17,9	23,3	30,2
	Equal	30	53,6	69,8	100,0
	Total	43	76,8	100,0	
Missing	System	13	23,2		
Total		56	100,0		

What kind of formal events would be of value to you? - Knowledge sessions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Knowledge sessions	33	58,9	100,0	100,0
Missing	System	23	41,1		
Total		56	100,0		

What kind of formal events would be of value to you? - Selected Choice Workshops

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Workshops	27	48,2	100,0	100,0
Missing	System	29	51,8		
Total		56	100,0		

What kind of formal events would be of value to you? - Selected Choice Brainstorming sessions with other coworkers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Brainstorming sessions with other coworkers	21	37,5	100,0	100,0
Missing	System	35	62,5		
Total		56	100,0		

What kind of formal events would be of value to you? - Selected Choice Coaching

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Coaching	16	28,6	100,0	100,0
Missing	System	40	71,4		
Total		56	100,0		

What kind of formal events would be of value to you? - Selected Choice Networking lunch/ drinks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Networking lunch/ drinks	28	50,0	96,6	96,6
	5	1	1,8	3,4	100,0
	Total	29	51,8	100,0	
Missing	System	27	48,2		
Total		56	100,0		

What kind of formal events would be of value to you? - Selected Choice Others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Others	1	1,8	100,0	100,0
Missing	System	55	98,2		
Total		56	100,0		

What kind of informal events would be of value to you? - Selected Choice Informal lunches

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Informal lunches	28	50,0	100,0	100,0

Missing	System	28	50,0		
Total		56	100,0		

What kind of informal events would be of value to you? - Selected Choice Coffee

Breaks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Coffee Breaks	22	39,3	100,0	100,0
Missing	System	34	60,7		
Total		56	100,0		

What kind of informal events would be of value to you? - Selected Choice

VriMiBo

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VriMiBo	24	42,9	100,0	100,0
Missing	System	32	57,1		
Total		56	100,0		

What kind of informal events would be of value to you? - Selected Choice

Others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Others	3	5,4	100,0	100,0
Missing	System	53	94,6		
Total		56	100,0		

FACILITIES

Statistics

		How beneficial would having access to the following facilities be to you? – Different spaces to meet and talk	How beneficial would having access to the following facilities be to you? – Focus room (no phones, no conversation s)	How beneficial would having access to the following facilities be to you? – Skype room (a quiet room to make (Skype) calls)	How beneficial would having access to the following facilities be to you? – Private booths/ tables	How beneficial would having access to the following facilities be to you? – Lounge area	How beneficial would having access to the following facilities be to you? – A kitchen(ette) (small area to prepare food and coffee/ tea)	How beneficial would having access to the following facilities be to you? – Coffee corners (dedicated area to have coffee breaks)	How beneficial would having access to the following facilities be to you? – Outdoor terrace/ space to sit	How beneficial would having access to the following facilities be to you? – Recreational facilities (e.g. table tennis, pool table...)	How beneficial would having access to the following facilities be to you? – Informal areas	How beneficial would having access to the following facilities be to you? – Dedicated lunchroom	How beneficial would having access to the following facilities be to you? – Break room	How beneficial would having access to the following facilities be to you? – Canteen (to purchase food)	How beneficial would having access to the following facilities be to you? – Café	How beneficial would having access to the following facilities be to you? – Different table layouts to choose from	How beneficial would having access to the following facilities be to you? – Others
N	Valid	51	51	51	51	51	51	51	51	51	51	50	51	50	51	49	3
	Missing	5	5	5	5	5	5	5	5	5	5	6	5	6	5	7	53
Mean		2,55	2,37	2,24	2,00	2,18	2,41	2,29	1,86	1,69	1,92	1,52	1,75	1,70	1,84	1,94	1,67
Std. Deviation		,541	,747	,681	,748	,654	,638	,576	,800	,761	,688	,677	,717	,707	,784	,659	1,155
Percentiles	10	2,00	1,00	1,00	1,00	1,00	2,00	2,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00
	20	2,00	2,00	2,00	1,00	2,00	2,00	2,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00
	30	2,00	2,00	2,00	2,00	2,00	2,00	2,00	1,00	1,00	2,00	1,00	1,00	1,00	1,00	2,00	1,00
	40	2,00	2,00	2,00	2,00	2,00	2,00	2,00	1,80	1,00	2,00	1,00	1,00	1,00	1,80	2,00	1,00
	50	3,00	3,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	1,00	2,00	2,00	2,00	2,00	1,00
	60	3,00	3,00	2,00	2,00	2,00	3,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	1,80
	70	3,00	3,00	3,00	2,00	3,00	3,00	3,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,60
	80	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	2,00	2,60	2,00	2,00	2,00	3,00	2,00	.
	90	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	2,90	3,00	3,00	3,00	3,00	.

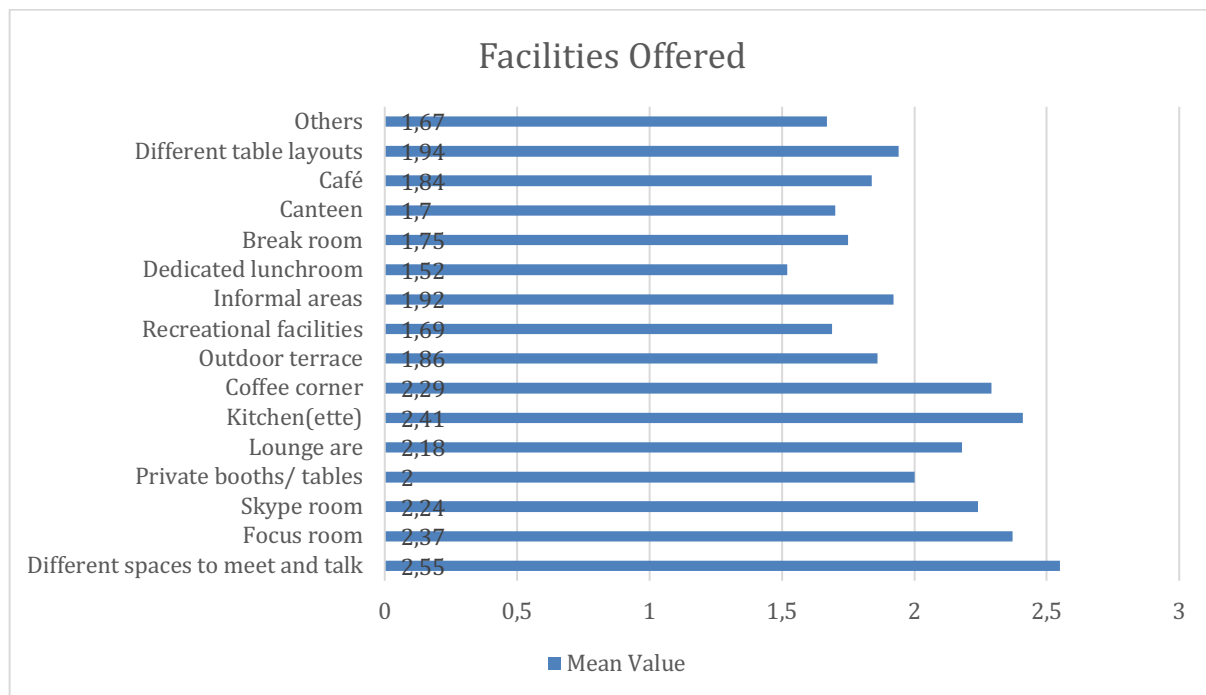


Figure 10. Facilities Offered. *Adapted from SPSS output.*
 Legend: 1 = not important 2= important 3= very important

MEETING ROOMS

Would you like to have access to meeting rooms?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	48	85,7	94,1	94,1
	No	3	5,4	5,9	100,0
	Total	51	91,1	100,0	
Missing	System	5	8,9		
Total		56	100,0		

How many hours do you approximately use meeting rooms per month?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		13	23,2	23,2	23,2
	0	2	3,6	3,6	26,8
	0.5	1	1,8	1,8	28,6
	1	3	5,4	5,4	33,9
	10	3	5,4	5,4	39,3
	15	2	3,6	3,6	42,9
	16	2	3,6	3,6	46,4
	1xpw, (antwoord op de volgende vraag: _ voorkeur bij de huurprijs inbegrepen)	1	1,8	1,8	48,2
	2	5	8,9	8,9	57,1

20	3	5,4	5,4	62,5
20-25	1	1,8	1,8	64,3
25	1	1,8	1,8	66,1
3	1	1,8	1,8	67,9
32 uur per maand	1	1,8	1,8	69,6
4	2	3,6	3,6	73,2
4 keer per jaar een dagdeel. Dit huur ik nu afzonderlijk	1	1,8	1,8	75,0
4 tot 8	1	1,8	1,8	76,8
5	2	3,6	3,6	80,4
6	1	1,8	1,8	82,1
8	4	7,1	7,1	89,3
8 (but depends on whether that's including phone and video calls)	1	1,8	1,8	91,1
At the moment 0 hours, but would be useful to have access to meeting rooms if needed	1	1,8	1,8	92,9
depends	1	1,8	1,8	94,6
flexibel	1	1,8	1,8	96,4
NA	1	1,8	1,8	98,2
twee keer per jaar	1	1,8	1,8	100,0
Total	56	100,0	100,0	

Which of the following options would you prefer for a meeting room? - Meeting room 8 people

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	21,4	31,6	31,6
	2	26	46,4	68,4	100,0
	Total	38	67,9	100,0	
Missing	System	18	32,1		
Total		56	100,0		

Which of the following options would you prefer for a large meeting room? -

Meeting room 18 people

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	5,4	7,9	7,9
	2	35	62,5	92,1	100,0
	Total	38	67,9	100,0	
Missing	System	18	32,1		

Total	56	100,0		
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ACCESS TYPES

Which access type of most appealing to you? 1 day/ week

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 day/ week	3	5,4	100,0	100,0
Missing	System	53	94,6		
Total		56	100,0		

Which access type of most appealing to you? 2 days/ week

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 days/ week	9	16,1	100,0	100,0
Missing	System	47	83,9		
Total		56	100,0		

Which access type of most appealing to you? Full-time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time	27	48,2	90,0	90,0
	2	3	5,4	10,0	100,0
	Total	30	53,6	100,0	
Missing	System	26	46,4		
Total		56	100,0		

Which access type of most appealing to you? Daily rate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Daily rate (pay what you use)	11	19,6	100,0	100,0
Missing	System	45	80,4		
Total		56	100,0		

Which access type of most appealing to you? 10-times access pass

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10-times access pass	10	17,9	100,0	100,0
Missing	System	46	82,1		
Total		56	100,0		

Would you prefer having access to the coworking space before 8.30am?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	26	46,4	51,0	51,0
	No	25	44,6	49,0	100,0
	Total	51	91,1	100,0	
Missing	System	5	8,9		
Total		56	100,0		

Would you prefer having access to the coworking space after 5pm?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	45	80,4	90,0	90,0
	No	5	8,9	10,0	100,0
	Total	50	89,3	100,0	
Missing	System	6	10,7		
Total		56	100,0		

Do you require reception services outside regular opening hours (8.30am-5pm)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	4	7,1	7,8	7,8
	No	47	83,9	92,2	100,0
	Total	51	91,1	100,0	
Missing	System	5	8,9		
Total		56	100,0		

From when on would you like to have access?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		33	58,9	58,9	58,9
	07.00	1	1,8	1,8	60,7
	07.30	1	1,8	1,8	62,5
	08.00	6	10,7	10,7	73,2
	1am	1	1,8	1,8	75,0
	24/7	2	3,6	3,6	78,6
	7.00	2	3,6	3,6	82,1
	7.30	2	3,6	3,6	85,7
	7am	2	3,6	3,6	89,3

8.00	4	7,1	7,1	96,4
All time	1	1,8	1,8	98,2
Eigen sleutel :) :)	1	1,8	1,8	100,0
Total	56	100,0	100,0	

Until when would you like to have access to the coworking space?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	17	30,4	30,4	30,4
00.00	1	1,8	1,8	32,1
17.30	1	1,8	1,8	33,9
18.00	4	7,1	7,1	41,1
19.00	3	5,4	5,4	46,4
19.30	1	1,8	1,8	48,2
20.00	7	12,5	12,5	60,7
20.30	1	1,8	1,8	62,5
21.00	4	7,1	7,1	69,6
22.00	7	12,5	12,5	82,1
24/7	3	5,4	5,4	87,5
All time	1	1,8	1,8	89,3
ca. 22.00	1	1,8	1,8	91,1
Eigensleutel :)	1	1,8	1,8	92,9
Incidentelijk tot ca 20.00 uur, of 22.30 uur ivm (netwerk-)evenementen	1	1,8	1,8	94,6
ligt aan activiteit (ik zou zeggen tot max 22.00)	1	1,8	1,8	96,4
Onbeperkt	1	1,8	1,8	98,2
Tot 23.00 ivm avondbijeenkomsten	1	1,8	1,8	100,0
Total	56	100,0	100,0	

MISCELLANEOUS

Would being able to access different coworking locations within the Netherlands add value to you?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Yes	34	60,7	66,7	66,7
No	17	30,4	33,3	100,0
Total	51	91,1	100,0	
Missing				
System	5	8,9		
Total	56	100,0		

Would you be willing to spend additional money on services such as... -

HORECA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	32,1	36,0	36,0
	No	32	57,1	64,0	100,0
	Total	50	89,3	100,0	
Missing	System	6	10,7		
Total		56	100,0		

Would you be willing to spend additional money on services such as... -

Alcoholic beverages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	15	26,8	30,0	30,0
	No	35	62,5	70,0	100,0
	Total	50	89,3	100,0	
Missing	System	6	10,7		
Total		56	100,0		

Did you know that there is a WTC in Hengelo?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	3	5,4	20,0	20,0
	No	12	21,4	80,0	100,0
	Total	15	26,8	100,0	
Missing	System	41	73,2		
Total		56	100,0		

If you had the option to choose between two coworking spaces, would the WTC brand influence this decision?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	12	21,4	48,0	48,0
	No	13	23,2	52,0	100,0
	Total	25	44,6	100,0	
Missing	System	31	55,4		
Total		56	100,0		

Appendix H – Canvas

Key Partners <ul style="list-style-type: none">- Municipality- Catering Service for events- Professionals for events- World Trade Center Association	Key Activities Events <ul style="list-style-type: none">- Knowledge Sessions- Workshops- Networking lunch/ drinks- VriMiBo- Informal lunches Services <ul style="list-style-type: none">- Wifi- Scanning/ Printing/ Copying- Placing business logo in online directory of WTC Twente Key Resources <ul style="list-style-type: none">- Focus room- Skype room- Meeting rooms- Lounge area/ coffee corner- Kitchenette	Value Proposition A productive, welcoming workspace away from home offering diverse options to socially connect and grow professionally by attending events or working on business ideas with others.	Channels <ul style="list-style-type: none">- LinkedIn- Website- Poster- Email- Facebook- WOM- Noticeboard Customer Relationship <ul style="list-style-type: none">- Customer Intimacy	Customer Segment <ul style="list-style-type: none">- Location independent workers- Small firms, start-ups, entrepreneurs, remote workers- Diverse professional backgrounds
Cost Structure Fixed Costs <ul style="list-style-type: none">- Depreciation- Utilities- Rent- Renting from municipality- Marketing costs Variable Costs <ul style="list-style-type: none">- Events Initial Investments <ul style="list-style-type: none">- Focus room (10.000€)- Lounge area and coffee corner (6.000€)- Kitchenette equipment (250€)- Noticeboard (50€)		Revenue Streams Coworking Plans <ul style="list-style-type: none">- Full-time (up to 209€/ month)- 2-days per week (up to 87€/ month)- 10-times access (up to 126€)- Daily rate (up to 45€) Meeting Rooms <ul style="list-style-type: none">- Small meeting room per hour (10€)- Small meeting room subscription (30€/ month)- Large meeting room per hour (30€) Events <ul style="list-style-type: none">- Tickets for externals – between 20–80€		

