



**Self-evaluation and assessment of potential concept expansion
of the “La Cantine by Silicon Sentier” innovation platform**

Conducted by:

Silicon Sentier



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1. Introduction

1.1. Context, purpose and outline

Context

To summarise, the present document is part of a more general drive towards expansion of the coworking space model called “*La Cantine*”. “*La Cantine*” was created, and is currently managed and operated by the non-profit organization Silicon Sentier.

After numerous enquiries were made by local actors wishing to establish similar coworking spaces, and in a spirit of open exchange, the decision was taken to formalize here the expertise that Silicon Sentier has gained relative to its “*La Cantine* by Silicon Sentier” project. In addition, this document should prove useful as a tool for best practice for potential project managers in other regions.

This study is backed by Nathalie Kosciusko-Morizet, State Minister for Forward Planning, Public Policy Assessment and Digital Economy Development, and has been financed by the Competitiveness and Services Directorate within the French Ministry of the Economy (DGCIS). It was conducted by Silicon Sentier, a non-profit organization associating 140 technology companies located in and around Paris, in partnership with FING (The Next Generation Internet Foundation).

Purpose

Spanning the period from May to October 2009, the purpose of this study is to “analyse and assess the ‘*Cantine*’ model, its foundations and the keys to its success”. Its goal is also to “render an account of the requirements of regional authorities who wish to create similar spaces, and should the need arise, the opportunities to network said regional spaces.”¹

Outline

The first two sections will examine the constituent elements that form these sites called “third places” and “coworking spaces”; then, using a benchmark of 16 similar, international coworking spaces, we shall endeavour to position Silicon Sentier’s *Cantine* within the global proliferation of existing collective and collaborative spaces.

After positioning, the next step is to review the experience that Silicon Sentier has gained from *La Cantine*, through analysis of its operational mode, its financing, and the working dynamics it currently houses.

The last two sections give an update on current *Cantine* projects in regions outside Paris and *Ile de France*, propose a series of elements that may bring a degree of coherence to various projects for similar spaces, and create a possible structure to network these ‘*Cantines*’.

Finally, we will show that a phase of forward planning of the network of *Cantines* will be necessary before its formal creation, and under which conditions this may take place.

¹ Project charter, “Self-evaluation and assessment of potential concept expansion of the platform for innovation called ‘*La Cantine* by Silicon Sentier”

1.2. The economic context of La Cantine (key figures)

La Cantine is a space for work and collaboration, dedicated to actors from the digital sector that come from a given territory. It will be necessary to call to mind, through the use of key figures and observations, the considerable importance that this sector has taken on, and its ability to generate and spread innovative services, methods, and procedures beyond its own physical limits and effective agency. This will allow us to highlight the needs that are directly satisfied by the “*Cantine*” platform.

The ICT sector: a sector that adds up

According to the OECD², growth of the ICT (*Information and Communications Technology*) sector in 2008 (6-8%) was three times higher than that of France’s GDP. In addition, despite recent economic upheavals, ICT sector growth in 2009 is expected at around 4%, within a general context of negative growth.

Today, the ICT sector represents more than 8% of the GDP for businesses in the OECD zone, employing upwards of 15 million people. ICT-related expertise is present widely throughout the economy. The share of ICT-specific jobs is over 4% and increasing rapidly, with professions using mainly ICT-related tools and practices over 20%.

- ICT businesses provide 6% of French national GDP, and average 8% for leading countries.
- ICT businesses are the source of 40% of the growth in European productivity.
- In France, 30% of all investment is in the ICT sector, 40% in other leading countries.
- The French ICT software and services sector is weightier than the aeronautics and defence sectors.
- The information services sector predicts the creation of 140,000 jobs by 2015.

The ICT sector spends by far the most on R&D: approximately 2.5 times more than the automotive sector, and more than 3 times that of the pharmaceutical industry (source: OECD 2008).

The research financed with public funds and through global research networks is an important driver of innovation, as are the inter-business R&D partnerships and alliances that have multiplied across new geographic areas and cross-disciplines.

Bear in mind that the greatest technological innovations were not only born out of the independent labs at major corporations, but have also come from small scale entrepreneurs, daring project leaders, and as the simple result of chance meetings and serendipity.



Hence the need to identify original forms of support and hosting that can span the entire community of actors, and favour the convergence of various networks: from large scale to small scale, institutional to individual.

² Figures taken from “OECD Information Technology Perspectives”, OECD, 2008, www.oecd.org/sti/ito

In addition, the predominance of ICT-related services generates close contact with users, which explains the impact of users on the services themselves (the user partly “co-produces” the service: use invigorates the service and forces it to evolve).



Hence the need for significant adaptability and openness to different modes of work that rely on agile development, collaboration and a close proximity to users.

The sector is also marked by a significant evolution in working modes: greater mobility, an ever-changing work status (salaried employee, freelancer, project developer, unemployed, in training, etc.), and new forms of ‘nomadism’.



Hence the need for a modifiable workspace, and open, collective space that provides a reliable base for occasional, recurrent, and daily meetings, or for special events.

By creating a tool like *La Cantine*, Silicon Sentier wished to respond to these needs, to provide them with a “roof over their heads”, thereby offering some substance to the forms of open and growing exchange, innovation, and the kind of serendipity that underlies the digital realm.

The model put forth here by Silicon Sentier has already begun its expansion in the ICT field, and in other sectors as well, as witnessed through burgeoning projects in regions outside the Greater Paris area. Those coworking space models were organised around pre-existing networks that sought to formalise and affirm their ways and modes of working together.

1.3. Brief discussion of principal results

(Short) History of *La Cantine*

The Silicon Sentier project to create a coworking space in Paris began in 2006. The project fell in line with a wider international movement that had begun in North America, and was inspired by a coworking space situated in San Francisco, CA. At the beginning of 2008, Silicon Sentier unveiled *La Cantine*, a French-style coworking space where both public and private sector actors had their place. Strengthened by more than 900 themed events over the past 18 months that have been hosted by a multitude of actors from highly diverse communities, as well as the active community of onsite coworkers who come on a daily basis, *La Cantine* has now attracted the attention of non-profit organizations located in 10 French regions who wish to bring the concept to their own territories.

What is a coworking space?

A “third place” with 4 key principles:

1. **Economic:** having the ability to generate revenue;
2. **Socio-professional:** recognised and accepted as a space where professionals from the same sector can meet, exchange ideas and work;
3. **Cultural:** a place where principles of openness and sharing are promoted. A place that creates a movement with the sense that what it makes space for goes beyond its actual perimeter and its agency.
4. **Territorial and spatial:** a place woven into the fabric of a given region or territory, which provides a setting for, encourages and accelerates the circumstance called ‘serendipity’, by facilitating chance, non-linear meetings.

There are diverse models of coworking space. They can be distinguished using three main criteria:

- **Corporate or legal status.** Business? Non-profit? Independent? Cooperative?
- **Balance between economic profit and social benefit.** In order for a coworking space to be an asset to the community, we have observed that it must be able to generate revenue from *both* the private and public sectors that is entirely reinvested back into the two either directly or indirectly.
- **Degree of community investment.** A coworking space is not only a place with shared materials and workspace, it is also a permeable space where social and community dynamics play a major role.

Three models of coworking space:

- **The “franchise”**, where economic profit and the commercial dynamic are predominant,
- **the “cooperative”**, where the internal social dynamic governs, and
- **the “community space”**, where projects are governed predominantly by social interactions and collaboration.

Unique features of *La Cantine* by Silicon Sentier

- **A dedicated team of onsite staff** to lend permanence to, link together, support, and structure projects and initiatives
- **An economic model mingling public and private revenue** to create some “creative leeway”; the diversification of revenue sources ensures the “neutrality” of the space
- **A “commercial/non-commercial” dynamic** to help more formally structured actors participate equitably in community activities and collective dynamics
- **A place of influence** for digital technology actors
- **Internally**, individual and collective dynamics which create real value for the technological ecosystem
- **A highly qualified audience** for event organizers

Expansion and networking of the *Cantine* concept

- **Numerous requests** from regions wishing to bring a *La Cantine*-style space to their territory. A real need to be equipped with this kind of community tool
- **Establishment of a “label” construed as a value system shared by all *Cantines***
- **Launch, after collective consensus and subject to financing conditions**, of an experimental *Cantine* network program for an anticipated 6-month period

2. “Coworking space”: a third place unlike any other

In this section we aim to show that coworking spaces are quite unique as “third places”, due to their place in Californian “mythology”. They allow digital technology specialists, though not exclusively, to evolve professionally in their own ways and in various settings, within a stable environment where skills, know-how, and communities of practice converge. The notion of coworking space can most effectively be defined in relation to the four main dimensions (economic, socio-professional, cultural, and spatial/territorial) described above.

2.1. Third place: more than a physical location

The term “third place” is regularly used to designate newly emerging collaborative spaces: semi-public spaces that are neither offices nor cafes, but that increasingly play host to socio-professional activities. Basically, these spaces have always existed, either as a specific form of spatial configuration aspiring to create a different social environment than that of private space (home or workplace), or public space (the street, the public park)³. Going beyond commercially dedicated spaces, and those destined for specific purposes, these spaces combine a number of conditions that make informal meetings possible, and favour the creativity of social interaction, notably through openness, flexibility, viability, conviviality, and accessibility.⁴

They are so-called “shared spaces” that lend new meaning to the space and to the surrounding culture through the communities that are formed and assemble there: networks that are woven and expand around the uses made of the space.⁵ Using this definition, the corner café, the artists’ squat or the cultural centre (public spaces that serve as informal meeting points) can become third places according to the uses individuals make of them. More than a simple spatial feature, the third place is largely the product of human relationships, creative interaction, and the modes of social and professional organization that dominate contemporary society.

A recent example is that of the ‘nomadic’ or ‘independent’ workgroup called “Jelly”⁶. This newly developed “work event” consists in guiding individuals who wish to work together to a provided or selected space, without any prior familiarity or partnership as a condition to their gathering. The meeting locations are designated and selected through a dedicated website, in function of their accessible, open, free (or inexpensive), comfortable, welcoming and lively character. From this perspective, any site may become a third place by virtue of the workgroups that gather there.

³ OLDENBURG, Ray (1989). **The Great Good Place**, Paragon House, New York, p. 338

⁴ JONES, D., SUNDSTED T., BACIGALUPO T. (2009). **I’m Outta Here! How co-working is making the office obsolete**, Notan MBA Press.

⁵ MANZINI, Enzo (2005). **A cosmopolitan localism**, Dis-Indaco, Politecnico di Milano, p. 5

⁶ www.workatjelly.com

2.2. Coworking space and new forms of work organization

Overwhelmed by the phenomena of globalization (eg: the networking of production methods) and IT networking (dematerialisation, delocalisation), the working world has gone through a series of intra-office, inter-office, and inter- business transformations to respond to competitive demands relative to innovation.

With regard to the emergence of coworking spaces, we have identified two key disruptions in working forms, in style and substance:

- **Firstly**, in this new geography, it is information, ideas, and creativity that create added value. Reconstructing the conditions necessary for the emergence of ideas will be heretofore an integral component in the economic stakes for all occupations that include the innovative process.
- **Secondly**, there has been a conversion in organizational hierarchy; until recently, hierarchically based governance systems ensured the economic success of businesses, through an advanced degree of specialization and a strict relationship between knowledge and practice. Confronted by the recently standardized market practices of hard bargaining and immediate exchange, new network forms of organization have created a preponderance of debt that leads to a certain interdependence, demanding a certain degree of trust between parties and leading them to more sustainable relationships.⁷

With participants ranging from the largest organizations to freelancers, numerous experiments are currently underway, attempting to pool tools and resources in order to jointly reflect, devise and create. Both principles of competition *and* collaboration (cooperation) are united under the heading of a “strategic alliance”, which is part of a process termed “cooptition”, or cooperative competition. Coworking space presents a functioning alternative to independent research labs that is more and more widely available, where the material (space, equipment, etc.) and the immaterial (networking possibilities, know-how, etc.) can be associated to these new forms of work organization. This study aims to clarify how various existing types of coworking space handle the organizational stakes involved in new working modes, and adapt them to fit their guiding principles. To this end, it is appropriate here to define the four dimensions (economic, socio-professional, cultural, and spatial/territorial) on which the theories of this study are based.

2.3. The four principal dimensions of a coworking space

- **Economic:** Coworking provides a framework to pool resources that are both material (space, equipment) and immaterial (knowledge, skill). Small businesses or freelancers, who do not have the means to lease office space, join together to rent out workspace that they share. Thus, during the recession we have seen the number of coworking spaces increase dramatically. The model is equally attractive to freelancers who work from home, and even communities or workgroups that usually get together in public spaces such as cafes or restaurants. The economic aspect is linked to the initial impetus to “share the means with which to *survive* independently”.

⁷ POWEL, W. Walter (1990). **Neither market nor hierarchy: network forms of organization**, *Research in Organizational Behavior* 12: pp. 295 – 336

At a potentially more advanced stage it is conceivable that collaboration and interaction would be devised and organized strategically to gain a profit.

On one hand, the concept of coworking is employed by some to indicate the lease of space and workstations for commercial gain, while on the other hand, the coworking space itself is perceived as an asset for sharing costs and reducing overhead so that investments can be more growth-oriented.

- **Socio-professional:** In-company work modes are changing, moving towards greater flexibility so as to create the minimum conditions necessary for interaction and creativity. In this way, despite limitations in size and lack of capital, small businesses and start-ups have the advantageous ability, and obligation, to adapt more readily to the changes and fluctuations of the marketplace. Coworking spaces constitute a working environment well suited to the new generation of worker and workplace mobility, facilitating the spread of information and ideas through chance encounters, and stimulating creativity through interaction. Beyond the simple pooling of resources and means, coworking spaces emphasize an exchange of ideas through encounters, and thus the pooling of professional and personal goals.

As notions of 'network' and 'community' develop in proportion to the investment of visitors and resident-workers, the space becomes a reference point where professionals from the same field can get together and share ideas. Emphasis is placed on the social network forming around workplace organization, with connectivity not only of tools but also of individuals.

- **Cultural:** Coworking is considered by owners, property managers, and coworkers alike as a socio-cultural movement in which collaboration is the structural tie that binds the community together. A notion of collective intelligence appears in these spaces: the coworker community forms small, independent teams that contribute to a collaborative effort. In this way, collaboration is not an end in itself but rather a mode of organization intrinsically linked to this type of space. The cultural aspect also manifests itself in coworking spaces through the influence of the open source community and by the adoption of the "Free Culture" by younger generations.³⁸ The abovementioned spirit of sharing, exchange, conviviality and community would have some drawing parallels with libertarianism and fearing a return to the 60's, while others recognize that freedom, autonomy, and flexibility are useful to the creative aspect of social interaction. We have observed that certain coworking spaces have produced their own 'manifestoes', stating publicly their social position as regards working conditions and the contemporary system of production.

The set of values and principles related to sharing and openness adopted by these spaces has surpassed simple self-definition and self-promotion, and has gone on to produce a movement that transcends the boundaries of their agency. This is perfectly illustrated with the somewhat distorted expression, "Coworkers of the world; unite!"⁹

⁸ VON HIPPEL, E. & VON KROGH, G. (2003). **Open Source Software and the 'Private-Collective' Innovation Model: Issues for Organization Science.** *Organization Science*, 14(2): pp. 209-223

⁹ http://www.prospect.org/cs/articles?article=coworkers_of_the_world_unite

- **Spatial and territorial:** Despite abstract notions of community, network, and collaboration, the novelty of coworking is largely based on its spatial and territorial dimension. The modern professional world (digital, nomadic and hyperconnected) has been mapped out through flux and exchange of all kinds, with the use of an immaterial network. In principle, employees could feasibly work from a wide variety of locations, meeting only at key stages of their work. Yet a large number of testimonials, including many from freelancers and self-employed people, underlines the importance of interactivity and a social environment for their daily activities. This is how a simple meeting point for workers from overlapping communities becomes the hub of various socio-professional networks, that generates, and regenerates, a certain “cosmopolitan localism”.¹⁰

Local productive systems, industry clusters, business clusters: these structures can be seen as resonances of the impact of the proximity described here, and as examples of diverse expressions of the particular relationship between the technological ecosystem and its geographic territory. Density, multiplicity, and overlapping networks are the hallmarks of these spaces, and are conducive to sociability and expressiveness. The coworking spaces become creative territories, providing a framework for and accelerating the circumstance called serendipity, by favouring chance, non-linear encounters through their profoundly mixed natures.

More than a simple spatial feature, third places are largely the product of human relationships, creative interaction and the forms of social and professional organization that dominate contemporary society.

Notions of ‘networking’ and ‘community’ appear and, depending on the degree of visitor and resident investment, the spaces become reference points where professionals from the same field can meet up and share ideas. The emphasis is thus placed on the social network formed around work organization, and the connectivity not only of tools but also of individuals.

The set of values and principles based on viability, sustainability, and community advanced by these spaces surpasses any ideas of self-presentation or self-promotion, and has gone on to produce a movement that transcends the boundaries of their agency.

This is perfectly illustrated with the somewhat distorted expression, “Coworkers of the world, unite!”¹¹

¹⁰ MANZINI, E. (2005). **A cosmopolitan localism : Prospects for sustainable local development and the possible role of design**, Dis-Indaco, Politecnico di Milano, p. 5

¹¹ http://www.prospect.org/cs/articles?article=coworkers_of_the_world_unite

3. Information obtained from coworking space study

Continual monitoring and inquiry into the practices of 16 coworking spaces has allowed us to define the principal characteristics of these spaces and their various modes of functioning. It is through this research that we have been able to identify three types of coworking space: the “franchise” coworking space, the “community” coworking space, and the “cooperative” coworking space. Each has its unique properties, approach, collective organizational vision and modes of availability.

3.1. Benchmark of coworking spaces elsewhere in the world

Methodology

Fed by constant research into the activities of these spaces, this benchmark of coworking spaces was established on the basis of results obtained from an online survey created for founders or managers of active and particularly representative spaces selected in advance. With this in mind, and apart from specificities relating to locale, physical makeup of the space, focus, public, funding and partnership/sponsorship, it is important to note that the particular structure and organization of these spaces, and especially their modes of governance, has been determined using a wide range of indicators, such as the stated mission of founders/managers, the number and nature of on-site staff activities, the number of space-related decision makers versus the number of people that help the space to function, the nature of activities hosted, the nature and sponsorship of non-profit activities carried out, any partner/sponsor privileges, and modes of financing in relation to spending.

Please take note that the list of sponsorship/partnership types indicated here is in no way exhaustive, but serves to highlight the organization of activities in the coworking spaces.

Representativeness of the sample

Coworking includes numerous modes of ‘collaboration’: the notion may include two strangers working side-by-side, or two colleagues working on a shared project together. This also applies to the spaces that play host to these activities. The sample group of the study is limited to meeting and workspaces open to the general public. To this end, business incubators, for example, have not been included in the study sample group.

In addition, the presence of coworking spaces is increasing worldwide, especially in North America, although Europe is following right behind. Thus we have ensured that the sample takes into account the high concentration of coworking spaces in the US. And considering the fact that the majority of spaces located outside the US are only members of the online coworking network¹² the sample includes mostly coworking spaces with a sufficient enough structure to provide a website where their activities can be followed.

¹² <http://blog.coworking.info/>

Events, themes, publics

Our findings show a dual occasional/ongoing dynamic at play in coworking spaces:

1. **Occasional** through events that bring together a large number of individuals who share the same interests, making it possible to build networks around their professional activities.
2. **Ongoing** through the permanent cohabitation of coworkers who meet and get to know one another over a period of time, and who collaborate on various projects.

In addition to being places for work and sharing, most of the coworking spaces in our sample are also event-hosting locations, where specific communities organize, participate and get together to share knowledge and professional skills.

One of the principal results found during our inquiries into the sample under review shows that a majority of these spaces are specialized in accordance with two important criteria:

- the **technological fields/themes** being dealt with, and
- the **structural and contextual needs of the coworkers** (independent, entrepreneurship, start-up, creative, collaborative, innovative, marketing, coworking, etc.).

The general public of a coworking space (daily coworkers, and occasional participants) is composed of developers, designers, consultants, writers/editors, and artists. It is also characterized by the significant presence of creatives, entrepreneurs, and self-employed people who continually and intensively make use of nICTs. By taking into account its general public and its uses, it is possible to characterize each coworking space and to situate it within the technological ecosystem of the territory to which it belongs.

Action and governance models

Coworking space provides an alternative model for work organization that is essentially based on and sustained by independent workers, entrepreneurs, collectives, and artists. Even if today certain spaces like Indyhall and Citizen Space are taken as an example by newcomers, questions relative to their economic models and governance remain. This can be seen in the worldwide coworking wiki's online discussion forums, where coworking project newcomers question the most experienced forum members regarding their needs and challenges. Lacking one basic model, it is difficult to "copy the perfect recipe" from such a wide range of examples seen in other coworking spaces, in that each has its own particular uniqueness. Today there are as many working models of coworking space as there are coworking spaces.

With this study we have attempted to identify the criteria through which coworking spaces differentiate themselves. We have isolated three:

1 – Founding organization type and nature

We found that the kinds of projects hosted by coworking spaces varied in relation to the corporate bodies or individuals responsible for the space. The professional or legal status of the founding organization indicates, to a certain extent, its motivations and also the kinds of activities taken on in the space. Whether it has a collective or cooperative model of governance, whether it is for-profit or not, the differentiation between coworking spaces proceeds from the proprietary model and in function of the corporate or legal designation of its founder. Thus, according to the original motivations expressed, the uses made, or the profit that its founder earns, it becomes possible to begin the characterization of the coworking locale.

2 – Economic profit vs. social benefit?

Actually, there needs not be opposition between the capacity for a coworking space to generate profit and its ability to generate social benefit, as long as economic profit is reinvested in the space and in activities favourable to its coworkers and communities. In addition, it is clear that in order for this kind of space to exist and survive – that they be viable and sustainable – a minimum of economic capital is required. It is in this way that these two alternatives, economic or social, are both complementary and interdependent.

Notice the versatility of the term “profit”, no longer solely identified as economic in this citation from the googlegroup “coworking”:

“I feel like my decision making abilities are always in the communities’ best interest and that fact is never at risk of being dissolved into my interest in a bigger paycheck. I make plenty of money from the things that coworking has enabled me to do without making money directly from renting desks.” (Alex Hillman, co-founder of Indyhall).

Whence the complexity of this kind of platform that cannot have one without the other, thereby establishing a continuum built around the delicate balance of human and economic capital. The graph below attempts to represent the balance between the import of the community on the vertical axis, and economic import on the horizontal axis. In relation to other kinds of workspace providers, coworking spaces position themselves where community and profit have equal importance, and are equally important to one another.

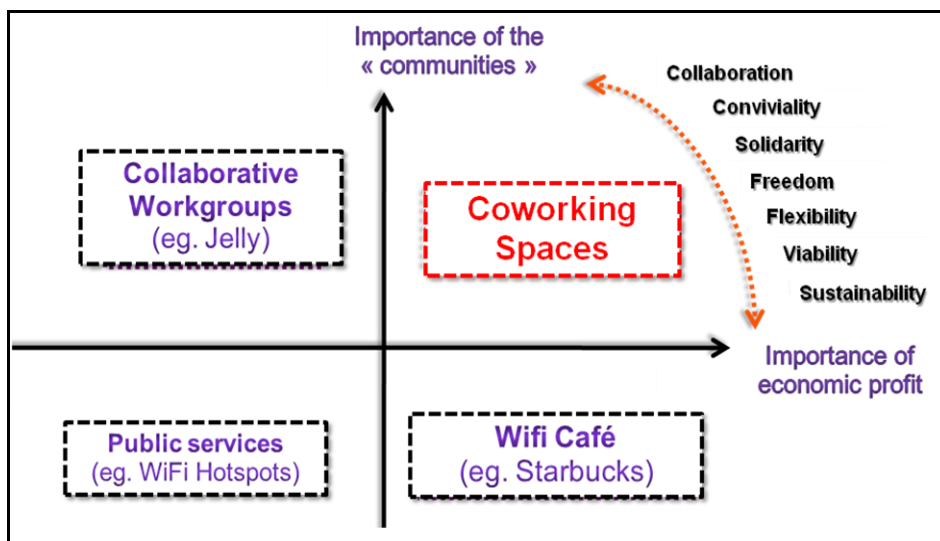


Figure 1. Coworking space positioning

3 – The importance of “communities”

Thus the community is at the heart of models of governance for various kinds of coworking spaces. This is what differentiates the coworking space from its community: the community of a coworking space is bound together by a set of values (greatly inspired by the Open Source model), while the coworking space itself relies on the alliance between its economic approach *plus* the aforementioned values. In a way, this balance needs to be reformulated to fit each individual context, with the awareness that the coworking space is not just a pool of material for hire, and that included in any commercial offering are the products or services implied socially that are not currently considered as active income (access to a professional network and person-to-person networking cannot be monetized in traditional legal and economic

frameworks). In this way, human capital and the network it forms and reforms around these spaces is one of the factors separating coworking from a simple shared workspace. Thus any motivation that is solely for-profit would contaminate the practices of a coworking space, and prove insufficient motivation to founding a community. The formation of a community presupposes a certain feeling of trust that is very different from that between a client and his or her distributor.

3.2. Three models of coworking space

By linking specific organizational dimensions (economic, socio-professional, cultural and spatial) with specific criteria (founder company structure, the profit-making character of the activity, and notion of community), we have identified three principal models of coworking space.

The “franchised” coworking space

This model corresponds to coworking spaces in which the economic and spatial dimensions are dominant. Their functioning is based on economic and commercial interest, through the rental of workspace and the payment for associated services. Within this framework, the “primary motivation” of profitability can be perceived as negative, as resources are only pooled for workers that do not have sufficient means to rent private space, as well as positive, in that the coworking space acts as a service locale, like a café or a pub, that is dedicated to the immediate needs of professional activity. The social and community dimensions are very limited, or even completely absent in this model.

We have classified coworking spaces in which community and collaborative practices are quite rare, if not completely absent, ie: *CoWO Milano*, *Eclau* (common space, payment for services), or *Micro-office* (payment for services, space for hire), under this heading.

The “cooperative” coworking space

This model is inspired by coworking spaces that function as a space for entrepreneurship, placing emphasis on the social dimension of professional relationships and activities. More heavily invested in the conditions necessary for the emergence of ideas, notably by favouring meeting, diversity, collaboration and flexibility, this model fits the criteria for an incubator and/or accelerator for its various communities. The idea of networking is highlighted in a particular manner, through various hosted activities and events organized around very specific themes.

This model suggests a form of governance wherein all the workers (staff members and coworkers who have become inhabitants of the space by virtue of their regular visits) are responsible for the space and are considered as owners, to a certain extent. The activities are divided between events and projects led by the coworkers themselves and those led by the managers/founders of this kind of coworking space. The notion of collaboration includes the latter’s participation.

One goal widely supported in this model is to support independent workers and entrepreneurship, and to contribute to invigorating their community through the promotion of activities in line with theirs. The space may well host commercial activities, but these remain a secondary motivation in relation to community support. The profit earned is reinvested into improving conditions for the communities. It is still common practice for founders or managers of this kind of space to be small businesses or agencies. A structured approach is noticeable as regards innovative processes and the collaborations that ensue.

The “community” coworking space

Here, almost all the ‘clients’ are considered ‘owners’ of the coworking space. Beyond communities that exist outside the site, and oriented around specific themes, it is a community of its own that grows through the uses and practices of the space. The coworking space has strong connotations of “community” with a preponderant structural dimension. It may be specialized in digital technologies or not. This model of coworking space facilitates socio-professional collaborations that form micro-businesses to work on specific projects in both the short- and long-term. This model can perhaps be construed as a collective of self-employed independent workers using the same space, which becomes, in turn, an office where one can select one’s colleagues. Greater individual investment in the life of the space means that it is self-managed by those members collaborating on longer projects. Extreme examples of this model include coworking spaces that have bedrooms and recreation rooms in addition to workspaces. We have also seen a kind of formalization and specialization of certain spaces, “lab” spaces or dedicated recreational spaces, for example.

Defined from an economic standpoint, these three forms of coworking space are distinguished by the use made of any profit. Bearing in mind the difficulty of grasping the economic models of the coworking spaces studied, through the use of various indicators, it can be deduced that:

- **the franchise model** either corresponds to a commercial business model similar to that of a company or café, or to the sharing of space and material to reduce overhead costs.
- **the cooperative model** corresponds more to a balance between a commercial and a non-commercial model (collaborative long- or short-term projects). The profit is invested mainly in and by the socio-professional network that creates and re-creates itself around the space. Economic capital is thus converted into socio-professional capital through event hosting and production. This model fits into the framework of an “up-down” structure: the space’s project leaders/sponsors play host to and maintain direct contact with communities that already exist.
- **the community model** corresponds to a mainly non-commercial business model that may include commercial activities. Although it is difficult to distinguish it from the previous model, nevertheless it appears that the community model springs from a more “bottom-up” dynamic, from pre-existing communities. Any profits earned are invested in and by the community.

3.3. The specific nature of the “La Cantine by Silicon Sentier” model

In light of the models described above, *La Cantine* is a cross between the two latter: that of a thematic “community” model, and the “cooperative” model. Nevertheless, *La Cantine* remains quite unique, as its governance (made up of public and private sector partners), and its event hosting (flexible dedicated staff with experience hosting barcamps and other original event formats) share only basic traits with other coworking spaces.

La Cantine brings together three distinct publics:

- members of Silicon Sentier, the non-profit organization that sponsors the space,
- coworkers, not necessarily members of Silicon Sentier, and
- event participants.

La Cantine is marked by a strongly technology-oriented culture, without necessarily limiting access to only “technophiles”. Innovative service producers, entrepreneurs, salespeople, students, telecom industry employees, researchers, and graphic designers meet, mingle and share a wide variety of interests that are often closely linked, despite the range of roles they play in the value chain. At *La Cantine* they find a space for the expansion of technology projects and collective initiatives seeking investment, and a highly qualified public audience for actors needing critical feedback.

La Cantine is directed and entirely managed by the non-profit organization Silicon Sentier. The “Structural”, “Hosting”, and “Community” dimensions are at play here. Revenue generated through on-site commercial activities is reinvested either into *La Cantine* itself, or into projects run by its communities. You are invited to review part 4 of this document for further details.

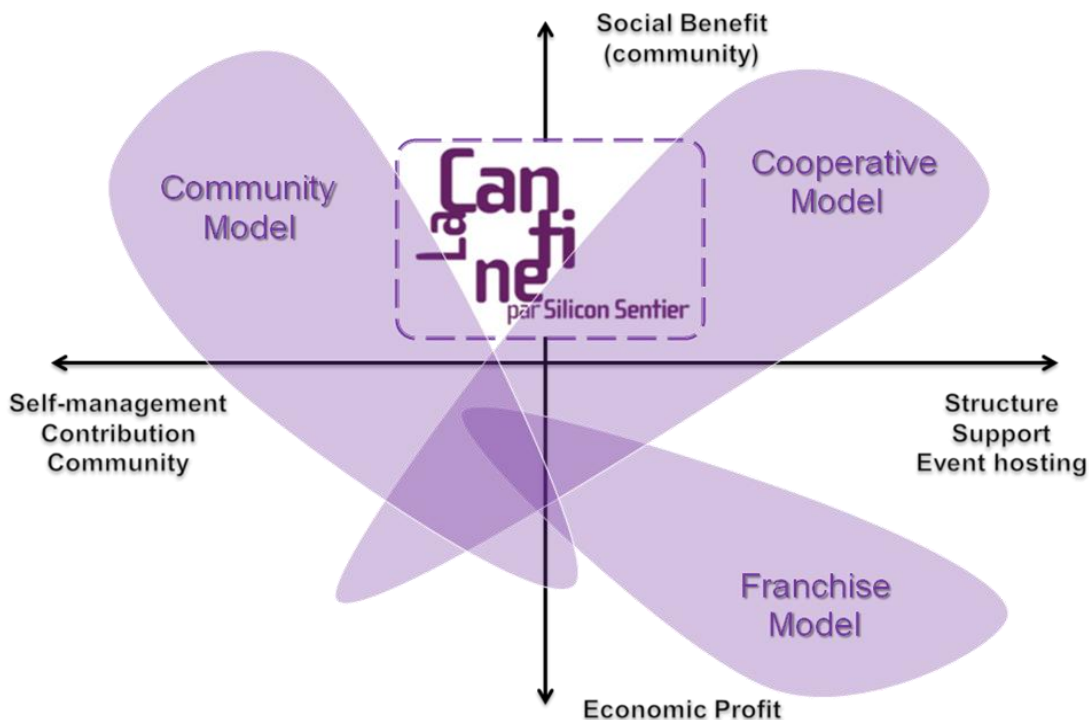


Figure 2. Positioning of La Cantine vis-à-vis three models of coworking space

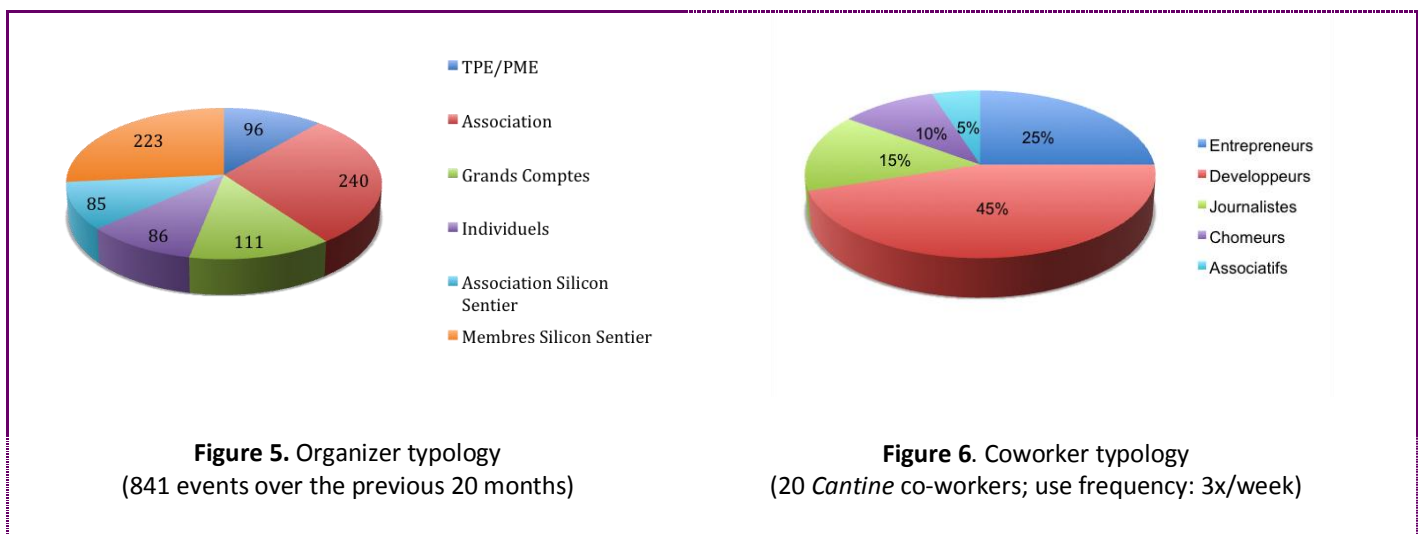
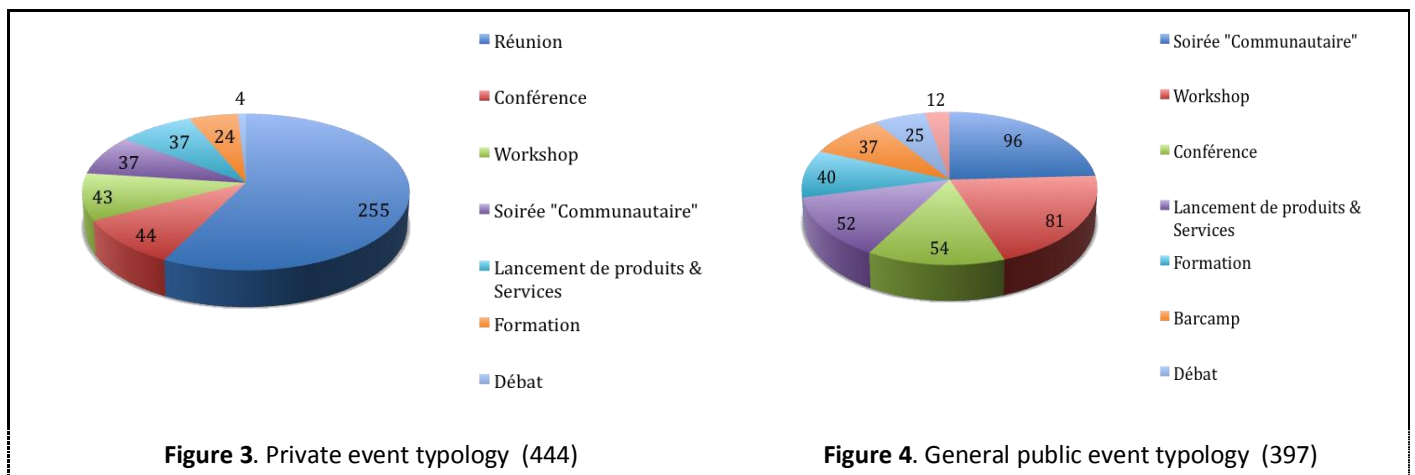
4. Knowledge gained from 'La Cantine by Silicon Sentier' experience

Having examined the nature of coworking spaces in the two previous sections, what now follows is a detailed analysis of *La Cantine* by Silicon Sentier.

Initiated, developed and sponsored by a non-profit organization in conjunction with 140 technology business partners from Paris and the *Ile de France* region, *La Cantine* relies on its permanent staff to host and support networks of companies, skills and expertise stemming from the digital tech sector. Simultaneously providing workspace, specialized content, personalised support for project structure, and hosting of community- or non-community-themed events, Silicon Sentier is equipped with a resource and support space for the digital technology related initiatives of local and national actors.

As a community laboratory and rehearsal space for project initiators/sponsors/developers and loose-knit collectives, *La Cantine* makes the acceleration of individual and collective initiatives possible via the hosting formats and know-how available to Silicon Sentier.

4.1. Key figures of La Cantine since its inauguration



4.2. An economic model combining public and private revenue

“What is the economic model of *La Cantine*?” This question comes up regularly in discussions with local non-profits who wish to extend the *La Cantine* concept. In this section, we aim to show how *La Cantine* by Silicon Sentier supports itself financially, without the express intention of generally applying this economic model to potential *Cantines* in other regions. The fact remains that it is difficult to duplicate modes of financing from one region to another, since each local non-profit, each territorial collective, and each regional industrial leader has its own policy, and its own priorities as regards its ambitions for territorial development and the local economy.

Nevertheless, if there was one single recommendation to be made on the economic model for a new *Cantine*, it would be one where public and private revenue are combined. Let us take the case of *La Cantine* by Silicon Sentier, and go back to the roots of the project. When the matter of seed financing to fund the project arose (finding the space, attraction of various fees), Orange R&D, and subsequently the *Ile de France* local authority provided initial financial support. This was a high-stakes undertaking for Orange, since the telecom industry giant saw this project advocating the kind of open innovation that was consistent with its wider policies regarding innovation. The project was also considered a useful tool for the detection of emerging trends from within the fold of the digital economy. As for the support from the *Ile de France* regional authority, previous efforts to invest in technological actors and business clusters led them to see an ambitious form of leverage in the project that could be used to help stimulate the digital ecosystem in the region. Once the project was set in motion, Cap Digital and the City of Paris followed suit. The genetic makeup of *La Cantine* was evidently highly compatible with that of both public and private sector actors. To balance out the project, Silicon Sentier quickly realised that it would be necessary to generate some form of revenue, to demonstrate the ability of the space to generate operational cash flow on one hand, and to directly involve technology businesses in the project by having them pay for the uses they would make of *La Cantine* on the other.

At the end of 2009, private sector use revenue and private sponsorship revenue climbed to €330k¹³, to which roughly €160k in public subsidies was added. The overhead and expenses at *La Cantine* for the same year reached €490k; this corresponds to 70% of expenses covered by self-financing and 30% by public financing. However, the 70/30 model is not the most well suited to the values laid out by Silicon Sentier. Considering the level of operating expenses *La Cantine* generates, daily demands have appeared linked to seeing operating cash flow increase, chiefly through leasing the space, to the detriment of less lucrative activities in the short term, but profitable in the short-and medium-term. In order to lessen the tension that grew between the financial imperatives and the social and economic imperatives of *La Cantine*'s mission, it became necessary for *La Cantine* to receive financing, in the form of public sector subsidies, to cover at least 50% of its operating costs. This would allow it to free up some “creative organizational slack” to benefit the technological ecosystem of its territory.

¹³ €333,000 in revenue, of which €205,000 in CFFO.

4.3. The “commercial/non-commercial” dynamic

As soon as *La Cantine* opened in January 2008, the Silicon Sentier team reorganized itself to more readily respond to the individuals, collectives and organizations that wanted to hold events there. The staff quickly grew from 4 to 7 permanent members. This growth was based on activities new to the organization, linked to the exploitation of a physical space:

- financial and operations management of a 350SQM site
- coworking, meeting room, and café space management
- incoming demands management, whether structured or unstructured, of those looking for support and contacts

Thanks to the pre-existing network of businesses that were part of Silicon Sentier, when it opened *La Cantine* was immediately sought out by actors from the technological ecosystem located in Paris and the *Ile de France* region. During the build-out phase of the project, word of its existence quickly spread, which explains the significant influx of actors as soon as it opened.

It became immediately necessary to respond to two main types of requests that came from:

- 1. Individuals, collectives and organizations wishing to “simply” hire out space or spaces at *La Cantine* for internal (meetings, seminars) and external (communications, marketing, public relations) activities.**

This first kind of straightforward request stems from the “commercial sector” at *La Cantine*. This occupation of the space creates little value within the ecosystem but still remains necessary in the sense that *La Cantine* must respond to the simple demands made by technology companies (meeting rooms, client breakfasts, launch parties, etc).

eg : a tech SME organises a presentation of its new products for its clients

These are events that require little intervention on the part of Silicon Sentier. As soon as an event organizer contacts *La Cantine*, the request is directed to the thematic project manager who puts together an estimate. Once the estimate is accepted, the organizer is billed by the accounting department at *La Cantine*. The amount billed corresponds to the established fee schedule (Key Account – SME – Silicon Sentier Member – Collaborator). Members of Silicon Sentier benefit from a 30% reduction off the SME rate.

- 2. Individuals, collectives and organizations looking for support from the staff at *La Cantine*, and its networks, to organize collaborative events (barcamps, themed events)**

This second type of request, more complex than the first, stems from the “non-commercial” sector of *La Cantine*. It produces value for the ecosystem as long as the event is collaborative, organized by a group of actors that believe themselves to be competitors, and transcends the individual interests of everyone involved. The presence of Silicon Sentier staff is required, because it acts as a neutral party among structures at various stages of maturity.

eg: actors, together with Silicon Sentier, create an alliance work on a common theme

These are events that require a strong presence from Silicon Sentier. In collaboration with the involved actors, Silicon Sentier detects the emerging theme, hones it, drives the setup phase, seeks micro-sponsors, ensures that everyone takes part in the event, and guarantees the smooth technical and logistical proceedings of the event on the day. Clearly, the time spent planning this kind of event is considerable. It is the phase entitled “engineering and set up of the project/event” in the diagram below.

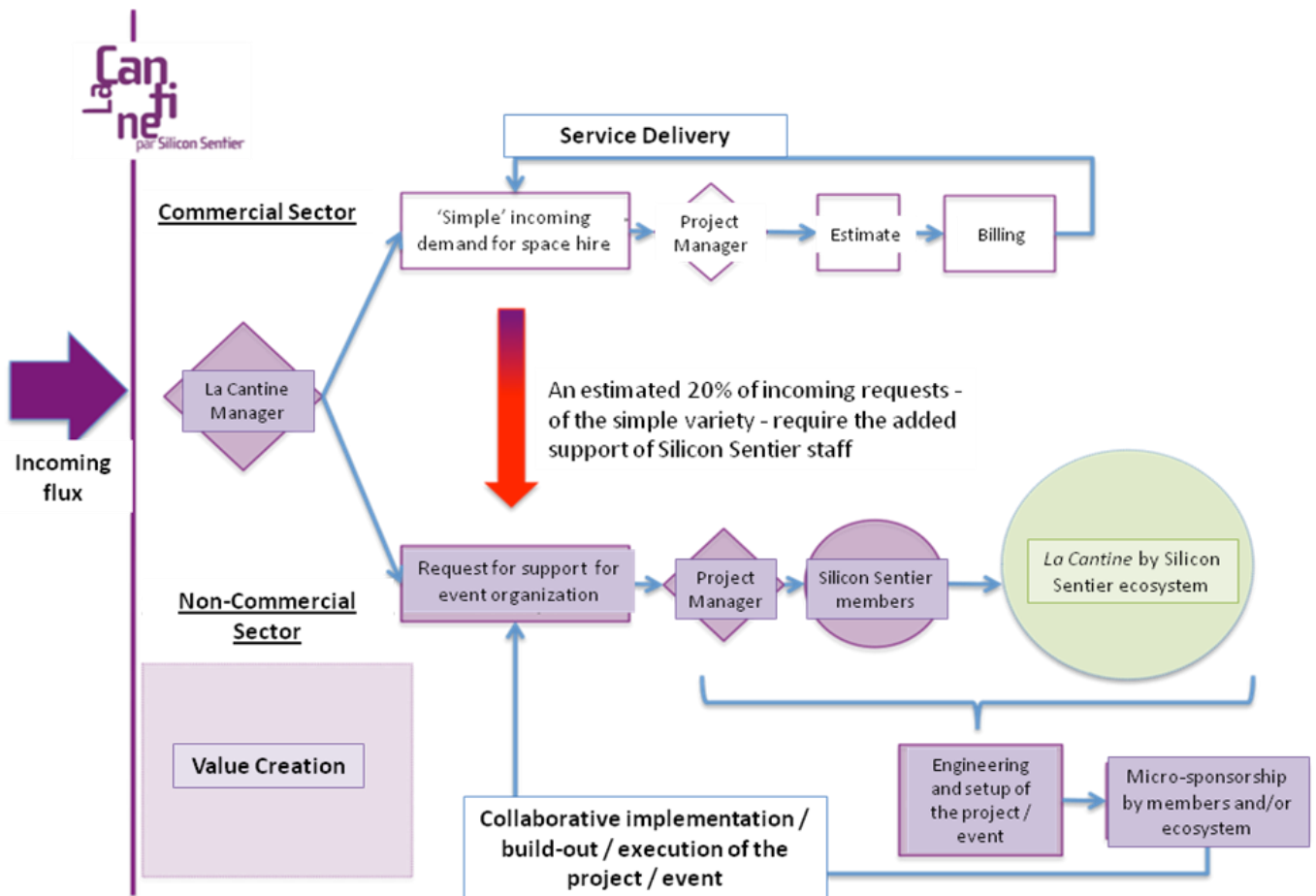


Figure 3. Incoming flux management

4.4. Individual and collective dynamics at La Cantine

La Cantine is a space that produces content and connections. Within its walls two major dynamics are at work. Below is an attempt to render a model of them.

Individual Dynamic

<p>Use <i>La Cantine</i></p> <p>Client <u>Type of relationship:</u> Virtually no connection</p>	<p>“Simple”, “commercial” use of <i>La Cantine</i> as a site providing space for hire. In this case, little or no interaction with the ecosystem. <i>La Cantine</i> is used as an available resource for the organization, a company or business usually, for events dedicated to its clients, prospects, and collaborators.</p>
<p>Information gathering at <i>La Cantine</i></p> <p>Spectator <u>Type of relationship:</u> Virtually no connection</p>	<p>“Passive” use of <i>La Cantine</i>. Individuals come to <i>La Cantine</i> to gather information on a specifically dedicated themed event, but without actually participating. What follows are two kinds of positioning: either they return to <i>La Cantine</i> for another event and play the same passive role, or they become progressively more involved, learn, and more actively participate in future events.</p>
<p>Event participation</p> <p>Participant <u>Type of relationship:</u> Networking, exchange</p>	<p>“Active” use of <i>La Cantine</i>, as a space providing content and hosting events, by individuals who work in the same given sector, are interested in a certain type of content, and who participate actively at an event by taking the floor, taking up a position, giving their opinion, and sharing their experience. Through event participation, they themselves create the conditions for an encounter that is directly useful to their professional activities.</p>

Collective dynamic, membership, value creation

<p>Event co-hosting</p> <p>Collaborators <u>Type of relationship:</u> Partnership display, commercial stakes, partnerships, acceleration of collective dynamics</p>	<p>‘Active’, ‘collective’ and ‘non-commercial/not-for-profit’ use of <i>La Cantine</i>. Advanced use of the space and its contingent networks. Users are generally mature actors who understand the interest to be gained by association through an event, for example. The event could pave the way toward commercial partnership, visibility exchange, or various collaborations. <i>La Cantine</i> acts as a community hub, and as a lever for interprofessional and interbusiness encounters.</p>
<p>Create at <i>La Cantine</i></p> <p>Founders <u>Type of relationship:</u> Strong commitment, association, business creation, coproduction...</p>	<p>‘Active and creative’ use of <i>La Cantine</i>. Use of the space as a springboard for the creation of associations and collectives with or without a formal structure. <i>La Cantine</i> is made available at no cost provided that the association or collective is in a period of acceleration. Silicon Sentier makes available its associated networks, and meeting/conference space as needed, and will provide a registered address for the collective if it is deemed of public interest by the non-profit. Nevertheless, to avoid dependency, Silicon Sentier supports their efforts to locate and secure public or private financing through dedicated events.</p>
<p>Investment in Silicon Sentier</p> <p>Member <u>Type of relationship:</u> Participation in the life of the non-profit</p>	<p>‘Proactive’ use of <i>La Cantine</i> and its associated non-profit. Greater investment in the non-profit that grants network membership, and paves the way for the creation of collective projects: business or partnership creation, or R+D project identification and creation. <i>La Cantine</i> is used as a project research and support facility. As long as the duo “<i>La Cantine</i>/Silicon Sentier” is used proactively, significant value creation can be seen.</p>

4.5. Silicon Sentier detects, accelerates and diversifies thanks to La Cantine

Detection

Detection is certainly one of the more stimulating aspects for Silicon Sentier. Firmly anchored in its territory, visible in the urban environment, and a reference point for digital technology actors, *La Cantine* houses a multitude of events, meetings and conferences that deal with technological themes at various stages of maturity. As soon as an emerging theme is detected through *La Cantine*, and not immediately taken up collectively by the actors within the ecosystem, Silicon Sentier seizes the opportunity to organize an informal “consortium” of actors (mostly small businesses) that makes every effort to find the most pertinent way to treat the subject. Usually composed of 8-10 individuals, the meetings organized under the aegis of Silicon Sentier allow a number of actors to work together, collectively, with Silicon Sentier acting as host and “neutral” agent during the session.

Acceleration

This implies the movement from a detected idea to its material fruition with the help of *La Cantine*, through the medium of **dedicated events** (“multitouch spring”, “cartography and carto³ week”, “business 2.0 day”, for example), the constitution of **thematic, non-profit, “sister” organizations** (Social Media Club France, Cleantuesday, OpenDay...), and the **initiation of collaborative R+D projects**. By gathering a number of well-chosen businesses around the detected idea or theme, within a very precise framework or format, it is possible for all concerned to position and bolster their business, and improve skills and visibility within the ecosystem.

Acceleration by Silicon Sentier:

- **Movement from the idea to a relatively more formal collective structure that takes the idea, treats it, works with it, and uses it for collective ends, most often at *La Cantine*.**
- **This is made possible through the material resources (workspace, event planning at *La Cantine*), and/or immaterial resources (skills, expertise, vision...) made available**

Diversification

The experience that Silicon Sentier has acquired through the development of a space like *La Cantine* has permitted the organization to earn a certain legitimacy that today leads it to be sought after:

- by various actors seeking to contribute to the creation and management of other, more advanced and specialized spaces, eg: the **business incubator** operating from within the City of Paris’ local authority; and 104, a **co-hack space** and **fablab** located in Paris...
- by various actors from other regions who wish to set up a *Cantine* in their territory.

5. Why regional Cantines, and why networked Cantines?

There are at least ten actors from the digital field, located in other major French cities, who after having heard of the existence of *La Cantine* in Paris, and made contact with Silicon Sentier, evinced their wish to see similar spaces in their cities, guided by the experience gained by the Parisian organization. This dynamic led to a meeting with these actors/project sponsors to discuss an initiative to create similar spaces, understood to be tools to enliven the network of actors in the digital technology sector.

What emerged was the idea to share a variety of working modes and event hosting formats, and to better collaborate between territories to develop opportunities and increase visibility, and more effectively identify technological trends and emerging innovations.

These reasons proved sufficient to constitute an emerging workgroup, with members located in the *Ile de France, Brittany, Pays de la Loire, Poitou-Charentes, Limousin, Midi-Pyrénées, PACA and Champagne-Ardenne* regions.

This workgroup was created concurrently and in parallel with the current study, and financed by the DGCIS based on the characteristics of a network of *Cantines*.

The proposal to create a “*La Cantine*” label was agreed upon during individual and collective discussion. The label would be a strong symbol for future project sponsors, one that embodies the real desire to build an inter-territorial network based on the values accrued by *La Cantine* in Paris. More than a label with traditional qualitative associations, here “label” is understood as a frame of reference for a set of values, to be applied to a body of initiatives (to create a space dedicated to territorial networks of digital technology actors) that expressly wish to retain the name “*La Cantine*”. The goal of creating a label is not so that it can be imposed upon anyone, the aim is to make it available to local sponsors who wish to use it because it is deemed to be an asset to their initiative.

During the same period that *La Cantine* was being created, other spaces with similar values opened their doors. It is for this reason, and as a result of the present study, we propose the initiation of a 6-month operational work programme to flesh out the anticipated organization that would join together the French *Cantines*.

On the basis of exchanges with each territorial project sponsor, three main objectives were stated for the collaboration to proceed:

- 1) Firstly, to lend coherence, structure, and visibility to these spaces by using the “*La Cantine*” label, thereby defining shared commitments, values, and operational guidelines.
- 2) Secondly, to maintain a strong dynamic of exchange between territories, underlined by constant networking between various types of space, in order to take best advantage of the individual experience of each, to pool resources and communication and to promote synergy.
- 3) Thirdly, through emulation by territories and local actors, to pave the way for the adoption of new values and trends issuing forth from the skyrocketing dynamic that is “tech culture”.

5.1. Progress report on Cantine projects in other territories

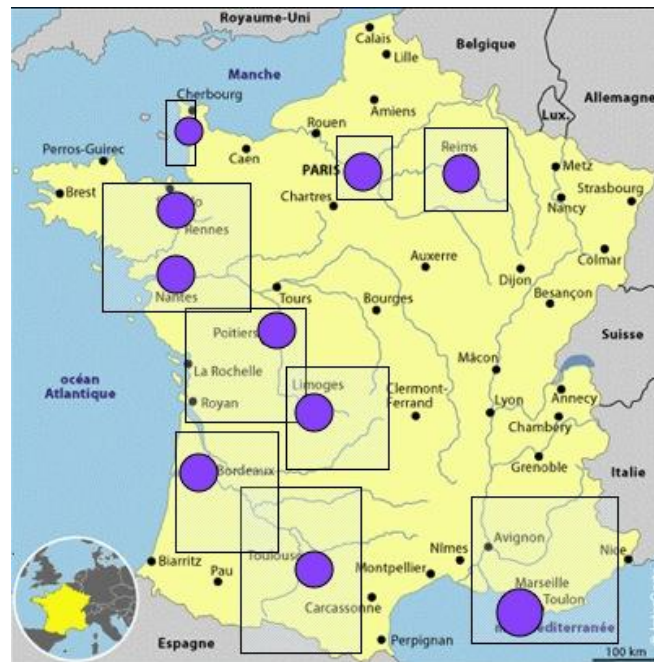


Figure 4. Regional project localization

Methodology:

This section deals with the positioning and progress relative to the various regional projects, and stems from individual and collective interviews carried out during the present study and during the course of various exchanges with Silicon Sentier staff.

The idea was to create a representative portrait of these projects, that specifies:

- the context of their evolution, insertion and sponsorship
- the objectives defined by project sponsors
- the needs and expectations of the actors as regards the rapport and exchange possible with the current network, and
- any difficulties foreseen or encountered at this stage.

List of actors: Stéphane Distinguin, President, Silicon Sentier; Marie-Vorgan Le Brazic, Managing Director, *La Cantine*; Marie-Noéline Viguier, Policy Officer, Nod-A; Antonin Torikian, project manager, *La Cantine*; Edouard Forzy, President, *la Mêlée*; Jean-Pierre Bayol, Managing Director, *la Mêlée*; Bernard Marquet, project manager, Innovation: *Images et Réseaux*; Ludovic Simon, Secretary General, Atlantic2.0; Adrien Pogetti, Project Manager, Atlantic2.0; François Xavier Leterme, *Alliance Libre*; Hugues Aubin, ICT Director, City of Rennes; Stéphane Martayan, ICT Committee Director, PACA region; Martine Sousse and Serge Lieutier, founders, *la Bo[ra]te*; Catherine Fekrane, *Toulon Var Technologies*; Christian Rey, Marseille Innovation; Olivier Echapasse, *Pôle ICI*; Claire Corbel, project manager, *Elopsys*; Lisa Harel, Director, SPN; Mickaël Ferrec and Bertrand Dujardin, Presidents, SPN; Michel Cavallé, ICT Department Director, Poitou-Charentes region; Patrick Tréguer and Thierry Pasquier, from the *Mendès France* workspace; Morgan Hervé, Assistant Director, *Manche Numérique*; Bernard Corbineau, Research Professor, Marne la Vallée University; Stéphanie Le Gargean and Cécile Alvergnat, *Réseau Echangeur*; Augustin Holveck, *Intrapra Strasbourg*; and Valérie Mion, *Agence Régionale de l'innovation Picardie*.

Among the reasons put forth by project sponsors for the creation of a coworking space linked with the digital economy, we note:

- a desire to reinforce the ICT field and business visibility, create a physical space that both embodies the (currently multifarious) digital technology realm, and places emphasis on local actors;
- a desire to invigorate the field “differently”, and revitalize economic development (reinforce collaborations with research labs, give work to “external” entrepreneurs, and create a permanent flux of encounters – a “permanent confrontation”);
- a desire to reinforce transversality (vital to this sector) between research, business, the general public, non-profits, cultural and creative realms; and to increase transversality between small and large businesses; and
- a desire to assist the efforts of large-scale projects to take shape across several territories, and improve the circulation of ideas and innovations.

Among the needs listed by these project sponsors for the advancement of their projects, there emerged:

- the need for cohesive arguments to convince local officials and other decision makers;
- the need for advice regarding event hosting and reporting methods, and economic model construction; and
- the need to give structure to the territorial and inter-territorial dynamic, to reinforce the present initiative and encourage the sharing of experience

Midi-Pyrénées

Main sponsor: the non-profit “*La Mêlée*”, grouping together roughly 350 companies

Partners/Sponsors: the Midi-Pyrénées Regional Authority, the ARDESI, the OTeN, the City of Toulouse, the Aerospace Valley center, the Greater Toulouse area, various higher research and education institutions (IRIT, LAAS, ONERA, ENSEEIT). At a later stage, potential partners could include industry leaders such as Thalès, Airbus, Alcatel, and Cap Gemini.



Defining characteristics:

Heavy interaction with the aerospace industry via the embedded engineering sector; with the health and biotech sectors through medical imaging; and with the food industry, with its related challenges regarding traceability in the food product chain. A strong partnership with ENSEEIT (*Grande école* for Electrotechniques, Electronics, IT, Hydraulics and Telecommunications).

Geographic insertion: city center

Stakes and expectations:

- To increase SME awareness of ICT,
- offer space for training and gathering, an “after-work” space,
- create new forms of interaction between major corporations and small-scale businesses,
- assist regional actors in identifying local skill, and
- promote collaboration with other territories.

Pays-de-La-Loire

Main sponsors: the non-profit Atlantic2.0 (85 member companies) and the “*Images et Réseaux*” competitiveness cluster (170 members)

Partners/Sponsors: the SEM (*société d'économie mixte*) of the Pays-de-la-Loire region; *Nantes Métropole*; the non-profits CENIO (*club des entreprises numériques de l'ouest*), Alliance Libre (promotion and career development for open source professionals), and Olympic (music, multimedia, digital arts); the Nantes Design School; and Atlanpole (techno-cluster, incubator).

Defining characteristics:

Significant ICT sector activity, including 22,000 jobs and 30,000 businesses

Specific themes: multimedia, graphics, design, creative (*industries créatives, quartier de la création, l'île de Nantes*), 3D (virtual reality in Laval and Nantes), greentech (“green” sector center), a biotechnology cluster, a home automation and robotics cluster, etc.

Geographic insertion: Nantes city center

Stakes and expectations:

- To converge economics, research and training;
- develop creativity, innovation, entrepreneurship, and open collaboration;
- bolster the energies of digital innovators in the region; and
- promote the transversality of sectors and professions.

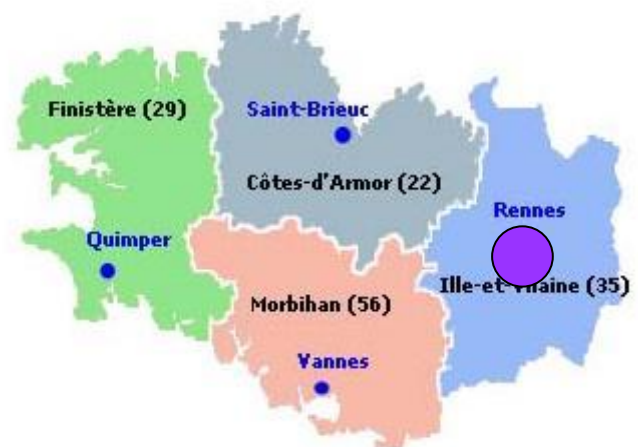


Brittany

Main sponsors: the *Images et Réseaux* competitiveness cluster (170 members: SMEs, major businesses, researchers); the Greater Rennes area; the non-profits *BUG* (promoting generalized Internet use), *Gulliver* (group of Open Source software and material users from *Ile et Vilaine* and around Rennes); and *Granit* (Armorican IT and telecom: a non-profit composed of ICT sector professionals, 80 members)

Sponsors/Partners: The techno-cluster *Laval-Mayenne*, the joint committee *Gigalis* (an association of local authorities), the labs *Loustic* and *Marsouin*, and MEITO (non-profit with the stated mission to invigorate and develop the electronics, IT, and telecom sectors).

Defining characteristics: In this region, no sponsor has stepped forward to act as the main sponsor for the project in the region (unlike Atlantic2.0, *la Mêlée Numérique*, Silicon Sentier, etc.). The main sponsors listed above are in the process of building a multi-partnered initiative by establishing a non-profit organization.



Thematic characteristics of the competitiveness cluster: network imaging, audiovisual, the internet of the future, digital and musical arts.

Geographic insertion: Rennes city center

Stakes and expectations:

- To establish convivial spaces dedicated to encounters between actors from the sector,
- Invigorate the sector territory-wide, through meetings, conferences, barcamps, and themed workgroups,
- to bring together industry leaders with local SMEs,
- to detect, accelerate, and support emerging projects, and
- provide state-of-the-art visioconferencing facilities.

Regarding the regions of Brittany and *Pays de la Loire*, the investment of the *Images et Réseaux* cluster in both coworking space projects (Nantes and Rennes) implies very close collaboration between the two sites.

The Rennes, Toulouse and Nantes projects constitute those in the most advanced stages of development, and are expected to launch during the course of 2010. Please take note that these spaces will be sponsored by non-profit organizations or non-profit collectives.

Poitou-Charentes

Principal sponsors: SPN (a non-profit organization of digital entrepreneurs in the Poitou-Charentes region; roughly 70 members).

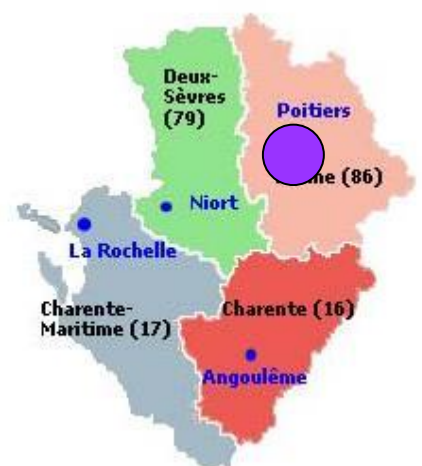
Potential sponsors/partners: the Greater Poitiers area, the Poitou-Charentes local authority, the *Mendès-France* space

Distinguishing characteristics: The SPN invigorates the ICT field in the region through yearly meetings and themed workshops, with the express intent to increase visibility and reach of the sector and its actors.

Potential geographical insertion: City center, at the heart of a multimodal cluster located above the station.

Stakes and expectations:

- To invigorate the ICT field in Poitou-Charentes,
- to provide clarity for local actors,
- to promote cross-collaboration with research; and
- to provide a work and meeting space for independent workers and teleworkers, and tap into the flux of business travellers.



Limousin

Main sponsor: the high-tech competitiveness cluster *Elopsys* (160 member businesses, including industry leaders Legrand and Thalès, several SMEs and research labs).

Potential sponsors/partners: higher learning institutions, master's degree programs

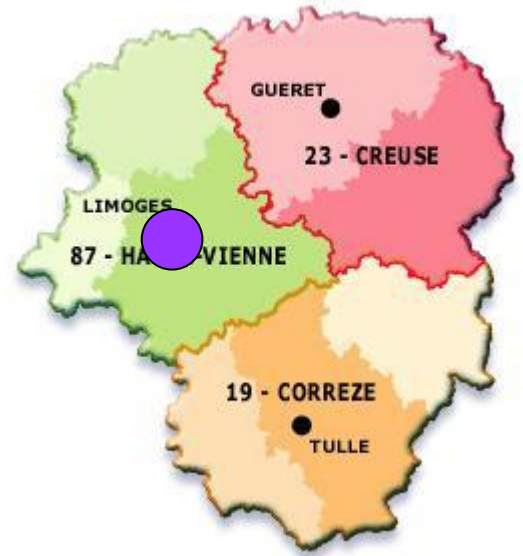
Defining characteristics: Territorial industries: microwave, photonics, secure networks, and user interface design; these represent 75,000 jobs, or 18% of the industrial employment rate of the region. The applications developed at *Elopsys*-member businesses are positioned in 6 major markets (communications, health technology, control and measurement technologies, defense, transport and home automation), and along three key axes (VDI interfacing and distribution • secure high-speed networks • low-level light vision and detection systems).

Potential geographic insertion: at the heart of the competitiveness cluster, just outside Limoges

Stakes and expectations:

- To have a shared work and meeting space for the professional sector and the training and research sectors, and
- to promote inter-regional and international cooperation.

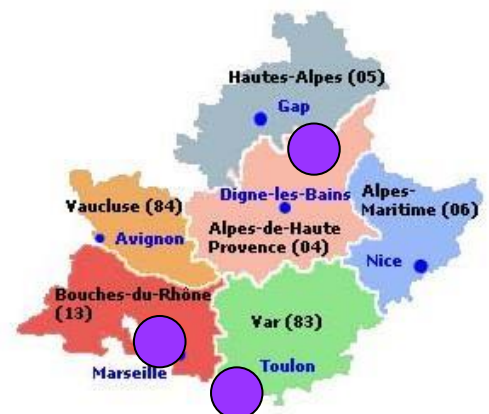
Another coworking space project is under discussion in Limoges, in the heart of the city, sponsored by the non-profit *Aliptic* (the *Limousine* Association of ICT Professionals).



Provence-Alpes-Côte d'Azur

Several projects are under discussion in the PACA region. A collective discussion was launched in an initiative led by Silicon Sentier and Fing during LIFT2009 in Marseille. In excess of 60 organizations (if we include the list of PRIDES-labeled clusters) currently contribute to the advancement of the ICT innovation sector in the PACA. The principal challenge is in inserting one or more *Cantine* projects that unite organizations and individual actors in the most inclusive and participative environment possible.

Actors united around *Cantine* projects: *la Bo[a]te*, *Toulon Var Technologies*, *Marseille Innovation*, *L'Echanger LASER*, the clusters carrying the label "PRIDES", the SCS center, *Méditerranée Technologies*, FING, the ERIC network, and the PACA local authority.



La Manche

Manche numérique, together with *le club de l'économie numérique* and the EPN network for the *Manche* region, is at the heart of the initiative in the *Manche* region. More than a single space, given the unique geographic nature of the region, here a model must be found that would provide structure for the combined group of material in the territory: departmental platforms for business services, EPN, etc.

Specific themes: non-contact technology, greentech, and machine-to-machine technology.

Discussions relative to other coworking space projects, similar to the *Cantine* initiative, are underway in Strasbourg, Reims, and Bordeaux.



5.2. The “La Cantine” Label

The “*La Cantine*” label applies to spaces associated with certain forms of hosting activity that were specifically conceived and developed for the digital economy, as a means to promote the progress of open and emerging innovation, ie: the kinds of innovation that rely on use observation and direct commentary provided by users. A space carrying the “*La Cantine*” label would have to promote, above all, encounters between actors from the digital technology field, sector network transversality, and support the expansion of technological projects in line with the needs of users.

“*La Cantine*” label keywords



Label criteria

1. The “space” should avail itself of the following characteristics, and also benefit from a certain degree of spatial variability (each facet must be available, but not necessarily all at once):

- A socialising area, like a café, which is open and accessible to the largest possible number of people,
- meeting rooms,
- shared workspace (coworking space available for hire), and
- a space for technology demonstrations.

2. The **subject hosting** of the space should be supported by:

- dedicated staff (more than one person);
- a diverse range of event formats (conference, workshop, barcamp, breakfast debate, etc). These event hosting modes should promote the transversality of actors; the cross-fertilization of networks, communities and professional sectors; the identification of emerging trends and innovations within the technology sector; meetings with end users, etc.;
- personalized support for new project sponsors/initiators;
- high-quality content programming; and
- investment in the future network of *Cantines* (to ensure the free circulation of ideas, trends, innovations, and inter-territorial collaboration).

3. The **sponsor/host** of the space must serve as a unifying agent who places emphasis above all on the general interest of a sector and its actors. The entity has to be “legitimate”, for example in relation to its professional designation or level of “seniority”, as well as representative of its public:

- A “federating” sponsor/host who has the expertise to enliven the multi-partner dimension of the space,
- who promotes the *general* economic interests of the actors in a sector (and not those of any single party),
- who promotes the connections and networking of actors and projects (makes the link between actors), and
- who promotes collaboration with the future network of *Cantines*.

4. Platform governance

Certain forms of partner organization should be put in place around the *Cantine* project which would allow the spaces to maintain their criteria for eligibility (maintaining openness to and representativeness of its publics):

- To remain at the crossroads of public, private, and non-profit actors, thereby ensuring representativity
- Guarantee the application and continued preservation of the communal values and rules of operation cited as “*La Cantine*” label criteria.

5. Public to be anticipated and received

- a wide range of publics, representative of the entire range of roles within a field (project sponsors, company heads, developers, communications specialists, journalists, artists, graphic designers, researchers, salespeople, bloggers, students, etc.)

6. A mixed economic model (revenue, public and private funding etc.)

The model should be adaptable to various evolutions in public flux and event organization. Nevertheless, to safeguard the general interest, it is best for the space to benefit from some form of public funding.

Activity indicators act concurrently as tools for activity monitoring and detection of emerging trends.

There should be:

- A pre-set, minimum number of events corresponding to the social and economic characteristics of the territory in question,
- participant qualification,
- a certain level of general participation (the space must generate flux),
- a certain number of supported projects that include an aspect of quantitative and qualitative analysis, and
- one or more trends and main ideas to be developed, eg: “this year, touch technology has become one of the industry’s most surprising innovations...”.

Rights and obligations attached to label-carriers:

- **Investment in the future network of *Cantines*** through payment of a membership fee, or through providing a finished service to the network whose use corresponds to the amount of the membership fee,
- **Presence in the framework of governance** with one principle, one space, one voice.
- **Participation in and development of a travelling programme** (circulation of presenters, events, etc.). Each *Cantine* is required to offer at least one event that can circulate within the network of *Cantines*.
- To provide the possibility for members to pay a single membership fee that would allow them access to space and services in any location carrying the *Cantine* label in France.
- To equip the space with videoconferencing facilities that are interoperable with the other *Cantines*.

5.3. A requisite phase of pre-launch forward planning

Territorial actors who manage projects at their most advanced stages of development have suggested the forward-planning phase described below. It remains to be discussed collectively, and should be considered as an open initiative whose contours and themes may be redrawn and redefined. We are aware that this pre-planning phase constitutes a de facto “laboratory” for the network. We are also aware that between the proposal as it has been laid out on paper here and its operational implementation, objectives will gradually be redefined, working methods will be tried and tested, fresh challenges will appear, and new ideas will emerge. This pre-planning phase should be viewed as a six month experiment, and as an attempt to emulate the real conditions, in real time, of the future *Cantine* network.

The idea of launching a “*Cantine* label”, if it is to be perceived by the digital economy as a means to affirm the values and modes of shared operations, is naturally followed by a need to structure these forms of exchange within the framework of the “network” being created.

As stated in the introduction, the present study has been an occasion to deepen what were originally spontaneous exchanges regarding isolated projects for similar “*Cantines*”, and proceed to more structured forms of long-term collaboration.

From the outset, the wish was forcefully expressed to consolidate an inter-territorial network of digital sector actors, revealing a certain pragmatism (the need to pool costs and means...), and a sense of strategy (reinforcement of sector identity nationally, bolstering of local projects on a territorial level...).

The intermediary driving committee meeting, held in July of 2009, was the occasion to consolidate this growing dynamic (in conjunction with the actors present), and to etch out the contours of an operational workgroup, as soon as the present market study was completed. This workgroup assigned itself the mission of supporting growing initiatives for regional *Cantines* using the “network” effect, favouring the promotion of inter-territorial collaborations and the pooling of means and experience.

Yet soon after, practically in tandem, the workgroup was led to reflect upon the modes of interaction with other, pre-existing networks, which would occur alongside the creation of the new spaces.

Collaboration objectives:

- To nationally reinforce sector identity through focusing on the visibility and qualification of core competencies. (Each region has core capabilities the others are sometimes unaware of, and they go elsewhere in search of those particular values. Whence the need to lend greater visibility to these core competencies and their presence in a given territory.);
- to make the know-how present in the digital innovation field visible to public users, but also to other sectors of activity;
- to promote inter-territorial collaboration (multi-partnered projects, inter-territorial European projects, aid in the search for specific skills, job offer circulation, etc);
- to promote the pooling of tools, material, and resources (eg: visioconferencing platforms, shared reporting tools, research financing, rotating programme content...); and
- to reinforce the local *Cantine* projects through the existence of a visible and identifiable national collective.

Shared tools, material, and resources:

- shared reporting tools to facilitate activity monitoring and qualitative feedback on actions taken;
- a “member” database shared by the different platforms bearing the *Cantine* label, and an associated social network
- a core competencies map, that could eventually be extended into a kind of “marketplace” (listings for jobs, internships, project partners, etc);
- a visioconferencing system shared by the various spaces.

Generally speaking, any and all of the tools, material and resources to be pooled should be identified during the 6-month forward-planning phase of the network.

Network organization: ad-hoc

The simplest and most structure building way to engage in this sort of collaboration is through the creation of an ad-hoc organization, in which each *Cantine* project or labelled space can be represented. The members can elect several representatives responsible for ensuring the adequate sharing of initiatives and content, ie:

- guarantee the rotating yearly programme conjointly with the various *Cantine*-labelled spaces: definition of common themes, sharing/"travelling" of certain events, invitation of international presenters, logistics, etc;
- guarantee adequate information circulation (news from each of the *Cantines*) and shared monitoring of events;
- participate in the selection process for shared tools, and maintenance management;
- stay abreast of national and European calls for proposals;
- come to the aid of *Cantine* platforms with their proposals, briefs and funding research, etc.; and
- ensure visibility and representation with national leaders.

In the medium-term, the organization could be financed through membership fees collected from the various label-carrying platforms, specific public funding, fundraising, and private sponsorship.

In order to work towards the creation of this organization, and determine operating procedures and objectives, together with the various partners, it is necessary to implement a "network pre-planning programme" over a period of 6 months. This period would allow the inter-territorial workgroup to:

1. concretely bring to fruition the *Cantine* network project;
2. equip the network with the first of its shared tools, materials, and resources; and
3. determine the *Cantine* network's modes of collaboration with other existing networks, and initiate fresh collaborations.

This primary phase is essential to the establishment of the ad-hoc organization, for which support will be required.

Proposals for the governance mode of the network ad-hoc organization¹⁴ :

Every space carrying the “*Cantine*” label has one “vote” on the governing committee. All votes count equally, to ensure territorial equity.

An annual meeting of the governing committee will allow for the election of a “network secretary general” for the coming year, with:

- a president elected to a one-year term,
- a vice-president who succeeds the sitting president the following year,
- a general secretary: the secretary can be elected temporarily from one of the *Cantine*-labelled spaces, and eventually become part of a permanent organization, a “*Cantine for Cantine*s”.

Interaction with other, pre-existing networks

Each project carrying the “*Cantine*” label is an opportunity to create and federate specific partnerships with other non-profit, public, and higher learning (design, ICT, graphics, etc.) networks.

If this happens, beyond those partnerships created around local projects, the immediate question of how to format the interaction between the *Cantine*-labelled space network with other networks shall appear.

The need to consider specific partnerships with pre-existing networks (in France, with *La Ruche* or *Réseaux Echangeur*, for example) has already appeared, even if the other spaces already foster new forms of coworking, digital and social innovation, and collaboration. (eg: with pre-existing international coworking spaces in London or San Francisco).

In addition, several types of non-profit structures could also be connected to the network: those working on the territory/ ICT theme (Fing, the *Carrefours des Possibles* network, the *Ecoter* network), those at work in the sustainable ICT development field (*Acidd*), in the territorial development sector (*EDT*), in the design field (association of design schools),etc.

Any reflection or decisions regarding these modes of interaction shall take place within the framework of the aforementioned forward-planning phase (section 5.3).

¹⁴ The name of the network would be determined by the parties concerned during the network pre-planning phase.

This mode of open transversality and interdisciplinarity must be a constituent element for the *Cantine* network, for it is this hybridization that will provide dynamism to the network, and establish the core of future thematic and methodological innovations. The challenge is **to transform the current network operational dynamic, through strong interpersonal relationships, into a functioning, concrete and collective “networked” operational dynamic** using a variety of tools, methods and shared materials and resources, collectively marshalled to attain the shared goals of the various *Cantine* sponsors.

Provided that there is adequate funding available, the workgroup shall unite the *Cantine* projects in their most advanced states of development over a 6-month period, and would:

1. Define network objectives and territorial strategy
2. Define the privileged mode of interaction with existing networks, other organizations, and other potential partner platforms: close collaborations, partnership agreements, and the constitution of a “partner college”: independent network members eligible for election to the board of directors...
3. Determine the legal status of the network
4. Identify the totality of tools, materials and resources to be shared, so that technological specifications can be drawn up
5. Initiate the creation of networking tools (web portal, social network, communications strategy...)
6. Identify which content can be shared or exchanged: content co-production (events); shared monitoring of technological and social innovations; training in the management, hosting and uses for the coworking space
7. List potential financing using national and European nomenclatures
8. Prospect for potential private sponsors and fundraising opportunities
9. Negotiate with potential national partners (equipment, telecom...)
10. Finally, define a clearly visible communications strategy.

Efforts to construct a network may also rely on a series of open conferences with international speakers covering topics related to the networking of *Cantine* spaces, eg:

- New forms of workplace organization and impacts a given region
- Networked territories, inter-territorialism
- Coworking spaces and nascent innovation
- ...

and on some form of research expedition to visit and observe American coworking spaces.

6. Conclusion

The present study constitutes concrete leverage for an analysis of the cultural and international coworking space movement. We have observed that the international coworking movement, with little regulation and heavily anchored in local culture, is marked by its heterogeneity. The present study has concurrently identified the distinguishing characteristics of *La Cantine*, and the value added to it by Silicon Sentier.

In 2006-7, while Silicon Sentier was working on the build-out of *La Cantine*, it was difficult to imagine that the project would be so successful. Initially considered as a coworking space that would become part a cultural dynamic born in the US, *La Cantine* proved to be a new type of space, one that crystallized and highlighted the values of “digital culture”. Silicon Sentier knew how to achieve a balance between public and private partnership and sponsorship, commercial activity, and community dynamics, quickly evolving *La Cantine* into a support facility, a testing ground for innovation, a rehearsal and incubation space for actors from the digital economy... Even if the community dynamic was meant to predominate, in order for it to exist at all, it became necessary for Silicon Sentier to construct an economic model that was based equally on operational revenue and public financing.

Today Silicon Sentier provides, through *La Cantine*, a hyper-connected rehearsal space for individuals and collectives in apprenticeship, in a phase of acceleration, or growing, which have the desire to embed themselves in a digital economy that is at once complex and accessible. This value proposal, based as it is on a stable economic model, is now about to be put to use by regional actors who wish to equip themselves with similar locales.

The birth of regional projects both inspired by the *La Cantine* model and wholly unique in their own right, drawing on non-profit, public, and private sponsorship from territorial anchor points, responds to current demands to support alternative working methods and innovative practices, and to extend collaborative working modes to every stage of the value chain (R+D, conception, design, production, evaluation).

Yet the sheer number of nascent “*Cantine*” projects is also an invitation to reflect on the coherence and common points they share, as well as the ways in which inter-territorial collaborations and synergies can be extended.

The present study has delivered potential structural elements that still need to be delved into, and eventually constructed in the long term, by the actors involved. The national networking of *Cantines* remains the current challenge. The result of this study shows that this initiative must also flesh out its own model, its operational mode. It is for this principal reason that a 6-month phase of pre-planning and experimentation for the network has been recommended, in order to guarantee territorial, technological, and economic emulation.

7. Annexes

Questionnaire sent to 20 international coworking spaces, 16 replies.

Coworking spaces and changing nature of work

The purpose of this study is mainly to broaden our understanding of the worldwide coworking movement and how it reflects changing nature of work, collaboration, innovation, as well as human relations.

This survey is a part of an ongoing research led by a PhD student working in the Parisian coworking space La Cantine, and it is absolutely NOT FOR COMMERCIAL USE.

It will take approximately 15 MINUTES.

To receive the anonymous dataset, please send us an e-mail.
(you can choose at the end of the survey, either to share or not your results).

CONTACT:

dilara@siliconsentier.org

nathanael@siliconsentier.org

<http://www.siliconsentier.org>

<http://lacantine.org>

* Required

Coworking space founder / manager

Your name...

(not obligatory)

Your gender *

Female ▾

Your age *

up to 20 ▾

Your nationality *

Afghan ▾

What is your profession? *

What is your employment status? *

- Entrepreneur
- Self-employed with employees
- Self-employed without employees
- Employee in a non-profit organization
- Employee in an enterprise
- Voluntarian
- Other:



What are the key elements that transform a place into a coworking space? *

Do you define yourself as a coworker? *

- Yes
- No
- Other:

Why?

What makes you a coworker?

Coworking space & Animation

What is the name of your coworking space? *

In which city and country is your coworking space located? *

In which part of the city is your coworking space located? *

- City center
- City neighborhood
- Countryside
- Other:

What characterizes your neighborhood? *

- Business district
- Culture area
- Housing area
- Other:



What are the physical characteristics of your coworking space? *

- Building floor
- Ground floor
- On the streetside
- Within' a garden
- Independant house
- Other:

From the following suggestions, which ones qualify your space better? *

- Drop-in place
- Work space
- Gathering space
- Hybrid space
- Open space
- Compartmentalized space
- Modular
- Other:

In your space, do you have... *

- Individual work posts?
- Separate meeting rooms?
- Dining room?
- Lounge or recreation room?
- Study hall?
- Lecture room?
- Reception area?
- Exhibition hall
- Other:

How old is your coworking space? *

1 to 6 months old

How many people... *

	none	only 1	up to 5	5 to 15	more than 15
...have founded your place?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...are taking decisions concerning your place?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...are responsible for managing your place?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...(coworker) are helping you to run the place?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Among people working in your place, are there any... *

- Project manager
- Receptionist



- PR
- Marketer
- Commercial
- Analyst
- Blogger
- Technician
- Researcher
- Redactionist
- Organizer
- Bartender
- Cook
- Other:

Organizational structure & Services

To come to your place, do we have to... *

	Yes	No	Maybe
...be your member?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...make reservation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...check availability?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...work on a specific field?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...share the same interests?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What services do you offer to your visitors? *

- Printing & faxing
- Telephone
- Teleconference
- Internet connection
- Computers
- Work post
- Coffee shop
- Snack bar
- Space to rent for a private event
- Space to rent for a public event
- Other:

What additional services you offer to your members?



Do you have some non-profitable activities? *

- Yes, largely
- No, not very
- As far as possible
- Other:

Can you give an example of non-profitable activity?

What kind of partnerships do you have to... *

	...finance your space?	...organize events?	...work on projects?
None	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-profit organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enterprises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Start-ups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business clusters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Schools & universities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Particulars	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



What kind of privilege your partners have? *

Do you advertize? *

If so, how?

- No
- Radio
- Television
- Newspapers / Magazines
- Web
- Other:

You are funding your space and activities mainly by... *

Please give a value from 1 (less important) to 4 (most important)

	0	1	2	3	4
...outside investors / sponsors?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...partners / collaborators?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...memberships?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...events?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...workspace rent?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...services?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...advertisements?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...other ways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What are your main expenses? *

Events & Themes



Do you organize events in your space? *

If your answer is no, ignore the next question

- Yes, regularly
- Yes, occasionally
- No, never
- Other:

How do you finance your events?

Please give a value from 1 (less important) to 4 (most important)

	1	2	3	4	5
Dedicated sponsorships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resident sponsorships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Memberships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Paid entrance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drink & snack sells	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do you rent your space to someone who wants to organize an event? *

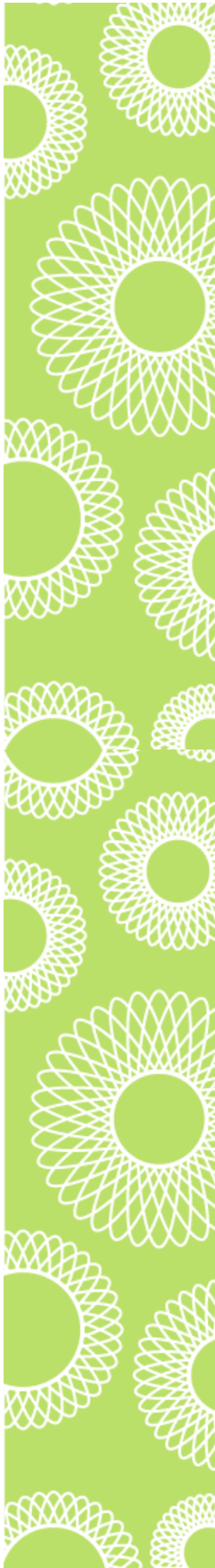
- Yes, always
- Yes, but it depends
- No, not really
- Other:

Are there some events that you don't charge for? *

- Yes, often
- Yes, occasionally
- No, never
- Other:

What kinds of event are taking place in your space? *

- None
- Barcamps
- Conferences
- Debates
- Talks / Presentations
- Demos
- Experimentations
- Networking sessions
- Cocktails / Parties
- Breakfasts
- Expositions
- Press conference
- Workshops
- Other:



What themes are mostly treated in your events? *

If you don't do events, please note "none"

Which are the most concerned publics of your events? *

Please give a value from 1 (less important) to 4 (most important)

	0	1	2	3	4
Entrepreneurs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Independants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Researchers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Students	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

From which profession groups are your visitors? *

Please choose the 3 most important professions

- Knowledge professions
- Economic and commercial professions
- Professions of law and accountancy
- Technical professions (e.g. Software developers, engineer, hackers)
- Cultural and artistic professions
- Professions of education and research (e.g. researcher, professor)
- Health professions
- Professions of public administration
- Other:

Do very different publics meet each other in your events? *

Publics that don't have high probability to meet in the outside world...

- Yes, oftenly
- Yes, but not very often
- No, never

Can you give an example?

Does your place refer to specific communities? *



In other words, is there a specific public? (e.g. open source community or digital art community)

Co-Work & Collaborate

Approximately, how many coworker drop in your place... *

	1 to 5	5 to 10	10 to 15	15 to 20	more than 20
...regularly?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...daily?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do they have the key of your place?

- Yes
- No
- Other:

Did some coworker encounters gave birth to new... *

- short-term projects
- long-term projects
- international projects
- sponsorships
- partnerships
- associative activities
- friendships
- events
- Other:

Are there many foreigners coming to work in your place? *

- Yes, many
- Yes, some
- No, never
- Other:

Are you connected with some international projects or networks? *

Including coworking space networks

- Yes
- No
- Other:

Can you give examples?



Do you want us to share your results with the others? *

- Yes
- No

Do you want to receive the results of this survey?

- Yes
- No

If yes, your contact informations?

Any note?

Submit

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Contact @ Silicon Sentier :

Marie_vorgan Le Barzic - marie@siliconsentier.org

Dilara Trupia – dilara@siliconsentier.org

Antonin Torikian – antonin@siliconsentier.org

Contact @ FING :

Amandine Brugière – abrugiere@fing.org