Master of Social Science

In Organizational Innovation and Entrepreneurship

Creative Co-working Spaces & the Rise of Entrepreneurship in Copenhagen

Master's Thesis

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Abstract

The topic of this master thesis is "Creative co-working spaces & the rise of Entrepreneurship in Copenhagen". The focus of this project is on creativity in startups environment who work in creative co-working spaces in Copenhagen. There project also covers two blocks of theoretical fields: creativity and entrepreneurship, as well as the possible connection between both. Since the co-working field is hardly developed in academic sense, the basic concepts of this field is presented from several external sources, to give a better overview on the topic. The analysis is done in order to get final results on relation between entrepreneurship and creativity, including creative co-working environment in a middle of it. The reason of doing it should give the understanding if creative environment actually exists, and what kind of role it has in a startups' work environment.

Several creative co-working spaces participated in this project, and for the comparison, two none creative co-working spaces were chosen. Interviews are collected from the co-working representatives – managers, and partners. The startups are included in this research due to variety of perspectives on a topic. The purpose is to see if there is a difference in their point of views towards the subject of this project.

Furthermore, the theoretical part of this master thesis is more concentrated on the aspects, which would give a substance to the subject itself, and are not analyzed in a wider perspectives out of this topic field.

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Introduction

The purpose of this research paper is to analyze the working environment of the entrepreneurs, who decided to work in a co-working spaces in Copenhagen. At the same time the focus will be put on the creativity as a part of business working environment, and the rising popularity of entrepreneurship. The topic of this Master thesis paper is "Creative co-working spaces & the rise of Entrepreneurship in Copenhagen". The major purpose of the paper is to observe and analyze the growing startups society and popularity of creative co-working spaces. Furthermore, it is essential to find out the importance of creative environment for startups and benefits of working in a creative co-working spaces.

The motivation of this project is due to the personal interest in this field, and opportunity to include creativity aspect into business environment. The interest was to validate creative co-working spaces approach towards creativity role in entrepreneurship, and co-working spaces' work environment. Since the authors' of this project study program is about innovation and entrepreneurship, it was interesting to put a different twist to this course, and put creativity into entrepreneurial aspect.

There is a lack of research on this topic, on every aspect. First of all, the variety of theories on the two major aspects – creativity and entrepreneurship is extremely huge. However, the area that covers this particular topic is theoretically not developed enough. Due to it, relatively small theoretical support is given. Due to the same reasons, similar approach had to be used towards presenting coworking phenomenon – from non-academic approach. To follow up, due to unknown reasons, the statistical data is not available neither on the startups, as a business units, nor on creativity as a business component or the beginning of entrepreneurship popularity. Never the less, collected primary data from the interviews gave support to the master's thesis topic.

Most of the literature that is available is focused on creativity studies and tests on individuals' capability to be creative. Most of these studies are focused on children and there is lack of studies on adults' creativity and environment that can foster creativity at work and entrepreneurship. Neither less, theories are not developed enough, the chosen authors covered shortly the necessary fields of creativity in entrepreneurship, its role in business and the connection between all was developed through the process of this project.

To analyze the topic of this research paper, the following **research question** was formulated:

- **What are the creative processes that improve the entrepreneurial environment in co-working spaces?**
- How creative co-working spaces differ from a regular co-working space?
- Which of those differences can be defined as a creative processes?
- Which of those creative processes benefit the entrepreneurship environment in co-working space?
- What are the reasons for the rising popularity of entrepreneurship and co-working spaces?

For this analysis was chosen six co-working spaces based in Copenhagen city area. Even though there are more co-working spaces in Copenhagen, but after reaching the majority, these six were the ones, who were willing to collaborate on this project. This research is not a one company's analysis, but a several similar companies. These six co-working spaces are different in their size, environment and number of startups working there. All these co-working spaces are mentioned further in data analysis section. These six co-working spaces are:

1) "Founders House";
2) "Dare 2 Mansion";

3) "Republikken";

4) "Soho & Noho";

5) "CSE";

6) "Rainmaking Loft".

These days creating a startup or a tech-startup became very popular, however to grow your business and achieve success in a market is still a hard task to do. External research is done to analyze the popularity of entrepreneurship further in this paper. Creative co-working spaces mostly work with young entrepreneurs, freelancers and startups, providing them creative atmosphere and space to work and collaborate with other entrepreneurs in order to help each other to reach success, overcome existing problems, and build new connections. Four out of six co-working spaces are representing themselves as a "creative co-working spaces". All four are based on a private ownership. The "Rainmaking Loft" does not present themselves as a creative co-working space, but was taken into this research for the comparison of "creative" and "non-creative" space. "CSE" co-working space, is a part of Copenhagen Business School and fosters entrepreneurial mindset around university. Also it was noticed that managing team members from most of co-working spaces saw "Rainmaking Loft" as a competitor. This factor was not ignored. The second co-working space – "CSE" is different from other as well, and offers a free working space for a certain period of time. This comparison will also help to define what a "creative co-working space" is, find the differences from a "non-creative", and find a common pattern between the creative ones.

The research will consist of several points of view: through the observations and interviews to find common creative environment patterns and differences between chosen co-working spaces in Copenhagen, and on the other side to analyze growing startups - entrepreneurship community inside and outside co-working spaces. Through the interviews and personal observations the core key will be to see what kind of creative

processes exist and are being used in these co-working spaces to provide creative environment and help entrepreneurs to be more innovative in their daily business, and if it helps to build a stronger connections between entrepreneurs as a community. On the other hand, several startups will be chosen to be interviewed on their decision to work in these co-working spaces and what kind of benefits they get from it towards their business development processes or professional growth. Moreover, the research on startups' society in Copenhagen will be conducted, in a general matter, understanding the growth of innovative startups and a new "norm" of being an entrepreneur. It will question what motivates and encourages people to start their own business, how easy or difficult it is, and why it is important to be innovative and creative these days in a business world. Since it is quite a small scale research, so it will not be possible to say that research data will be 100% accurate to be used in order to describe today's entrepreneurs and co-working spaces in general. However, it may give some general understanding towards these manners if the patterns will be found. The whole analysis will consist of external research, internal interviews and theoretical analysis in certain instances.

After the research and theoretical analysis, it is expected to arrive at a conclusion that would answer the research question on the creative processes that would help to improve the entrepreneurial environment in a co-working spaces, as well as answering the sub-questions of this project. At the end, the paper is expected to find out what it takes to be an entrepreneur and reasons for a constantly growing startups society in Copenhagen.

Methodology

This project conducts of primary and secondary data, which was collected autonomously. First of all, the research question and sub questions were raised to analyze the chosen topic. Researcher of this project has personal interest in co-working spaces and entrepreneurship. Due to the study field in entrepreneurship, the purpose at the beginning was to analyze the entrepreneur's environment. Since the Copenhagen Business School has its own co-working space – CSE (Copenhagen School of Entrepreneurship) it drag the interest to analyze the co-working space phenomenon at the same time. In order to bring more value to this project, several co-working spaces were included in the research for the comparison reasons. Since there exist creative co-working spaces and regular co-working spaces, both types were included in this research to see the differences, and analyze creativity matter in entrepreneurs work environment.

At the beginning of this project the valuable theoretical data was selected to fit the topic. The focus was on entrepreneurship and creativity through theoretical perspective, in order to make some connections between both of these fields in analysis part of this project. Academically creativity and entrepreneurship is not a common "couple" that could be found. That is one of the major reasons, why this topic intrigued the researcher, and was chosen to develop further. The other reason was genuinely personal, to understand the unique features of the creative and regular co-working spaces, that attracts entrepreneurs to work there instead of choosing their individual company office. However, the theory itself is not developed enough about entrepreneurship and creativity importance to it. That is the reason, why these fields were presented separately, to understand each field, and distinct possible connection between both, after theoretical part of this project. Moreover, in the end of this research was decided to add some theoretical aspect towards the topic that would help to develop a broader and more open

discussion later on. Since the whole researched is navigating around the creative and regular co-working spaces, some non-academic approach was given in order to give a deeper view on the background of this research environment that would be easily understandable for any type of potential reader. However, this is not a major reason why the co-working spaces, as a background of this project are presented in a non-academic perspective. This happened because the author had very limited access to get and present this field based on academic approach, since it is not developed academically yet.

Several authors were chosen to discuss these fields in theoretical part of the paper. The reason why it was formulated this way, is because there was no theory that would represent connection between creativity and entrepreneurship and develop these inter-connected fields in work environment. The theoretical aspect is analyzed after a long research independently. Theoretical part is chosen to be used only from the perspective that is connected to the topic, due to a large amount of information on creativity and entrepreneurship fields that has, however, no influence on this project. T.Amabile was chosen as one of most common author, who analyzed creativity and made a lot of research on it. She analyzed this field through several different point of views, even though, not everything was valuable to this particular research. Most of her research was focused on children creativity, and creativity as a tool that can be learned and developed. She also covers several aspects on creativity's importance in a work life, its environment and on daily basis for every individual. Some other authors were taken as an additional support towards important theoretical perspectives on creativity as a part of work environment, factors that might have an influence on it, as well as presenting different perspectives on this field itself. Entrepreneurship field was also presented by several authors, from which the link between creativity and entrepreneurship was found. The "secret" link is innovation, which was mentioned by few authors in "creativity" part of the project and explained further in "innovation & entrepreneurship" part by P.Drucker, C.Andriopoulos & P.Dawson, and some others.

Later on, the interviews were recorded and data collected for the further analysis of the topic. Interviews are conducted personally at the respondents work environment. There were 16 interviews organized, from which 6 were taken with co-working spaces representatives and 10 with startups representatives. The interview questions were developed separately for these two groups. The reason of that, was to get different opinions and perspectives towards this research topic. These two groups also represented different sides of work positions at co-working space.

The sampling process for the interviews was made by doing an independent research of creative and regular co-working spaces that exist in Copenhagen city area. All of them were a target population – startups that are working at co-working spaces and those co-working spaces management team representatives. The whole process started by formulating criteria's for a co-working spaces, dividing it into size, location, number of startups, etc. For the first step, few co-working spaces were chosen from the long list to contact by e-mail asking for a collaboration on this project. However, first, and several other attempts were not successful, due to rejection for different reasons. It became clear, that selecting method by criteria's will not work out this time, so all the other co-working spaces were contacted hoping to get positive response at least from three, so the research would have a chance to be continued. Gladly six co-working spaces agreed to participate in this research. After this stage, startups were contacted that are working in those co-working spaces. The process of choosing was no longer divided into categories. The majority of startups did not agree to participate and spend their time on interviews, however, the process came to the point, where the researcher of this project managed to make a deal with several startups from all six co-working spaces. The sampling method eventually was based on convenience, to the extent where the researcher had to take people from target population which were available and willing to take part in the project. This whole process led researcher towards opportunity sampling

method, when there was no option left to choose the respondents from organized categories, but to take the only ones, who were willing to collaborate.

The data was collected by organized meetings at the respondents' work places, individually with each respondent. The questions for the interviews were divided into two groups – one for startups representatives and other for co-working space delegates. This was done, to get the different perspectives from people who have different roles in co-working space environment. The questions were formulated in order to answer the research questions and navigate around the project topic. The questions were formulated as an open-ended, without prepared multiple choice answers. This was done to get the bigger variety of possible answers, opinions, insights, giving more freedom for the respondent to share individual experience and a chance for a researcher to understand the co-working environment better in the first place. It was decided to do live interviews, so that data would be easier to interpret. The author of this project decided to collect information this way, so the respondents would have a chance to a live conversation, get more personal, and relaxed. The interviews went fluently, respondents were open minded. This method of data conduction, gave an opportunity for a researcher of this project to become more familiar with the respondents and their environment. This would not be possible by any other way through the distance, at the same time giving wider frames to interpret the collected data. Firstly, the startups' representatives were chosen to be interviewed and after that, meetings with the co-working spaces delegates were organized and interviews were taken.

The descriptive coding process of the interviews were done by analyzing the data and selecting the most important information from it. The focus during the content coding was on the keywords and phrases that could possibly answer the research questions at its best and give a deeper insight to cover the topic. The importance was also given to find similarities and difference between respondent's answers. The purpose of that interviews

are serving in this project is to answer the research question and sub-questions, as well as find common answers or approaches between respondent from different co-working spaces. The focus during the interviews coding process was to find the similar answers followed by commonly used "keywords", that were found after making analysis of interviews.

To give support to the interviews findings, and respondents' approaches, secondary data was conducted from several databases, however, it did not give the sufficient support. The theoretical part was combined with the interviews data, to find connections or disconnections. All data is valid and reliable, since the information was collected from primary source (interviews), and trustful secondary and external sources.

The project of this master thesis uses Inductive method that is based on the qualitative research, which provides a deeper insight and a better overview of the particular topic. This approach is a reliable method for the qualitative data analysis. An inductive logic is a system of evidential support that extends deductive logic to a less-than-certain inferences. Most commonly, in a good inductive argument the premises should provide some degree of support for the conclusion, where such support means that the truth of the premises indicates with some degree of strength that the conclusion is true. (Stanford Encyclopedia of Philosophy)

The pragmatic approach that this research is based on, gives researcher more flexibility and freedom towards decision making process, project analysis and interpretation of data. Some of the pragmatic approach elements require irreducible reference to facts about interests, believes and other features of the psychology of those providing or receiving the explanation. It is also commonly used as a technique for clarifying concepts and hypotheses and for identifying empty disputes with a focus on the practices and its consequences. This approach empowers researcher to focus on usefulness, logically connecting it to human interests, where these interests are relevant

in a practical sense. Pragmatic approach emphasizes knowledge, concepts, belief, science and other topics within a practical uses and applications that help to develop predictions or problem solving practices. (Stanford Encyclopedia of Philosophy)

The conclusion was formalized to answer the research question and sub questions by focusing more on a primary data (interviews) and giving supportive theoretical approach to it. The findings and analysis were connected to give meaningful and practical final conclusions. In the end, the research question and sub questions were answered, even though, it brought some new perspectives than it was expected at the beginning of the project.

This project faced several limitations during the research and analysis process. As it was mentioned before, some concepts were not applied due to the difficulties contacting co-working spaces and finding respondents to interview. Theoretical part of this master thesis is quite short due to lack of academic resources towards the topic. At the beginning the researcher did not know that is going to be such a hard task to work on theoretical part after decided to work on this topic. However, the project was not canceled and was decided to organize analysis with the material that was available to fit the topic. There is lack of theories and academic articles that would discuss connection between creativity and entrepreneurship, or/and co-working phenomenon. Even though creativity and entrepreneurship are very broad topics and there are a lot of theories and academic material about it. Despite this fact, very few authors were found who were analyzing these fields in work environment. That is one of the reasons why it was hard to develop a decent analysis and discussion on it. Co-working phenomenon is in the "research area" for a little while, as a collected data confirms it, even though no useful academic support on this matter was not found. Some information exist on this matter, however it do not represent any academic perspectives. After overcoming the uncertainties about importance of this matter for this project and give it a chance to be one of the ingriedients

of further discussion, co-working spaces and its concepts were presented together with incubators concept. Due to this reason, some external (not academic) information was considered to be used in this project.

Theory Analysis

Creativity

These days' entrepreneurship, innovation and creativity are going close to each other. Every new business is trying to come up with a new product, service, create the value, be unique and different in order to gain a competitive advantage and gain their market share. Creativity and innovativeness become an important topic in entrepreneurship studies and in a real life businesses. Even though creativity might be seen as a very broad topic to analyze. Cattell and Butcher (1968), stated that "creativity may be manifested...at widely differing levels, from discovering the structure of the atom to laying out a garden" (T.Amabile, "Creativity in Context", 1996). The other author, Gunter Abel ("Milieus of Creativity", 2009) presents creativity as a force that brings something new to this world, or something new into being. He also says that "creative is always something genuinely new, illuminating, subjectively precious, and unprecedented" ("Milieus of Creativity", 2009). This section is focused on analyzing creativity itself, the factors and environmental conditions that can positively or negatively influence creativity and its role in a work environment.

It is noted that in a creative enterprise, there are six creativity resources included: knowledge, intellectual abilities, thinking styles, motivation, personality, and the environment (R.J.Stenberg; L.A.O'Hara; T.I.Lubart, 1997). As T.Amabile (1996) mentioned

in her book, there is not much research or theoretical material about creativity in work environment. However, there are some articles from the other authors, which will give some support towards this topic further in this chapter.

First of all, to be more precise and structured, this theoretical part on creativity will be logically divided into three following parts:

- Creativity. What is it? Meanings and perspectives on it.
- Factors that have positive and negative influence on creativity.
- Research and other findings on creativity in work environment.

Since there is no right description of creativity as a term, there is a great challenge to analyze different authors' descriptions and perspectives on it, compare them and ultimately come up with an understanding of the field. Most of the studies focus on creativity of individuals, children as well as its presence in educational systems or organizations, etc. Since before mentioned areas are significantly wider than the topic of this paper, this research will be conducted on a smaller scale. The analytical factors will be taken selectively, due to the fact that not all of them suit the purpose or a niche nature of the research.

The quote from William C. Miller book "The creative edge" gives a perfect start towards creativity analysis. He says – "Creativity is both a work-style and a life-style. The two go together. Life is a twenty-four-hour proposition, and creativity cannot be turned on and off like a light bulb. Creativity implies full implementation of our potential, not just dreaming up new ideas" (W. C. Miller, "The creative edge", 1987). The other author, Gunter Abel, describes creativity as elusive and intimate stranger, but also an enigmatic close friend ("Milieus of Creativity", 2009).

Teresa M. Amabile has done a lot of research towards creativity. She presents two definitions of creativity – consensual and conceptual. According to Amabile, consensual –

is an explicitly operational definition that implicitly underlies most subjective assessment methodologies. In which case the appropriate viewer observes the methods or, in other words, judges, with an experience in particular field and independently agree whether the subject or action is creative or not. Unfortunately, most consensual definitions for creativity are mostly based on creative product, rather than the creative process or person (T. Amabile, "Creativity in Context", 1996). Conceptual definition of creativity comprises two major elements – a) the product or response is novel, appropriate, useful or valuable; b) the task is more heuristic than algorithmic. The first element is also evaluated by certain experts, who are capable of analyzing used methods on the product development and its features, to present it as creative or not. Algorithmic tasks are those that have a straightforward path towards a solution, where a certain algorithm already exists and has to be followed. On the other hand, heuristic tasks are the ones without a strict rules or a clear path, where the algorithm must be developed during the process. Algorithmic tasks can be used in arts as well as in science. For example, if an artist is given some theme to follow, or any requirement to meet, in his drawing, it is not going to be a heuristic task. Even though the example appears to have heuristic features, the soul addition of a set parameter (theme or requirement) makes it algorithmic, despite the fact that it may still be a unique and creative outcome. In her book - "Creativity in Context" (1996), T. Amabile also mentions an operational definition of creativity. Operational definition is important in order to develop a useful assessment method, in which it specifies a creative product, given that the appropriate observers decided it was creative. This author conducted a lot of studies on creativity investigation, but the majority of these studies are based on consensual technique (which was explained earlier). There are many possibilities and tests to measure the creativity level of a certain product or individual, however, it is not relevant to this particular paper. Moreover, the author continuously emphasizes the importance of novelty and appropriateness as key factors for creativity in most of her book chapters.

There are three creative tasks domains that are important to mention – verbal creativity; artistic creativity and problem-solving creativity. It was part of a research that author was running together with other academic colleagues. The verbal creativity includes stories and other prose passages; artistic creativity is about line drawings, paintings, still-life sketches, and variety of artistic media; problem-solving creativity is mostly about computer programming, desert island survival problems, ideas for new high-tech services and construction of a structure out of ordinary household materials (Hennessey & Amabile, 1988). Author also mentioned that creative environment has an impact on the creativity tests results (Amabile, "Creativity in Context", 1996). For example, La Greca (1980) found out, that children tended to do environmental scanning while taking creativity test. That means they were looking for an inspiration by scanning the room and their surroundings. That leads to the perspective that a cue-rich environment is beneficial for creative thinking and gives some cognitive stimulation.

In one of the research programs, that T.Amabile had done with her colleagues, that investigated work environment on the creativity, they concluded with a definition of creativity as the production of novel and appropriate ideas by individuals or small groups of individuals working closely together. They also defined innovation as the successful implementation of creative ideas by an organization (T.Amabile, "Creativity in Context", 1996).

William C. Miller (1987) agrees that it is critical for business to foster both creativity and innovation. First one gives birth of imaginative and new ideas, and the latter transforms new or already existing ideas into tangible, practical products, services, or business practices. In any industry, business field, or work place, the innovation and creativity is a way to "stay alive" and be able to "keep going" (W. C. Miller, "Creative Edge", 1987). Products and technologies get "old" and useless these days faster than before. Being creative and innovative is the only way for any businesses to stay alive,

adapt to the changing environment, and be able to create change themselves (W. C. Miller, "Creative Edge", 1987).

The first step people need to take is to admit that they are creative. Most of us simply do not notice when being creative. William C. Miller explains seven blocks in our lives, where our creativity has a chance to foster. These seven blocks are: 1) Idea creativity; 2) Material creativity; 3) Spontaneous creativity; 4) Event creativity; 5) Organization creativity; 6) Relationship creativity; 7) Inner creativity. These seven blocks present our individual creativity, situations and moments when it can appear unconsciously and without being asked to act creatively. Idea creativity is a realm of new ideas and concepts that includes intuitive and logical thinking. It's about thinking, understanding and creating. Material creativity covers the material, sensory world, where people are able to create and produce something. It can be a report paper or a new product, however, it has to be born in a way where someone expresses himself in order to create something tangible for other people and can be appreciated by individual's basic instincts: touching, smelling, tasting, seeing or hearing. Spontaneous creativity is obviously connected with individuals' spontaneous decisions and reactions. This type of creativity shows off at the moments that are hard to repeat, when people experience being at their best, expressing their competence and confidence in the moment. Event creativity appears when subjects have to organize some events or processes that have uplifting or moving experiences. It does not matter if they are creating an event for themselves or others, it is a mixture of decor, people, background, happenings and other details that are part of the process. It can be a company event, or a picnic with friends, however, it includes the planning process that boost one's creativity. Organization creativity covers people's abilities to create something, for instance – their own businesses, new policies or strategies in organization, social movements, etc. In this way they create rules and "structures" to guide social contacts and tasks over a continuous period of time. Relationship creativity is focused on how individuals are able to develop collaborations and co-operations, where

both sides feel good and comfortable about the interaction. It does not make any difference if those interactions happen at home or work environment. This type of creativity focuses on how people, as humans, are able to express themselves in actions, words or feelings. These abilities are creative acts in certain relationships. The last one that W. C. Miller mentions is the inner creativity – where the emotions, or in other words, new "inner" experiences occur spontaneously, and which subjects can manage to change, even if the situation remains the same. He presents person's inner thoughts and feelings (emotions) as a part of theirs "internal product"- inner creativity.

W. C. Miller emphasizes the importance of understanding that each and every person is an individual with their own uniqueness, different mind, thoughts, feelings, perceptions. This whole set of features that everybody carries in themselves makes them different from others. Their personality, thoughts and environment brings different creativity expressions out of themselves. People do not have to force creativity, and at some circumstances they do not notice it, because it comes out automatically in a shape of thoughts and actions. Anybody can be creative.

The same author presents the model that helps to foster people's potential creativity. This model of characteristics is a combination of Maslow and McPherson work. He calls it a "Spirited person" model (W. C. Miller, "Creative Edge", 1987).

S = Spontaneous:

Fresh; Childlike, at times; Curious; Willing to take risks; Sense of humor.

P = Persistent:

Energetic; Courageous; Assertive; Independent; Determined.

I = Inventive:

Looks at problems in new ways; Likes challenge; Sometimes skeptical; Comfortable with ambiquity.

R = Rewarding:

Willing to share credit; Values personal satisfaction, peer recognition over money.

I = Inner openness:

Intuitive; Can switch from logic to fantasy easily; Open to emotions; Promotes peace and love; Can think and act/create and innovate in different modes.

T = Transcendent:

Can see situations realistically; Fantasizes how she/he wants things to be; Confident can effect change; Chooses growth over fear.

E = Evaluative:

Discerning, discriminating; Judgmental at appropriate times.

D = Democratic:

Values and respects people; Identifies with mankind; Seeks stimulation from variety of people; Responsible; Promotes highest benefits of all concerned.

These characteristics helps to recognize inherent creativity and foster its potential. Author states that creativity from itself is who we are, as individuals, not what we do or what we have. Our imagination is a powerful tool in bringing the necessary skills, attitudes and actions in order to flourish our creativity. It is presented as a true scheme of creativity - to understand who we "are" (or our vision who we want to "be"), then to "do" something, and in the end to "have" what we are aiming for, not the other way around.

Gunter Abel presents two ways that creativity can be perceived: a) creativity as mere novelty; b) genuine, or radical creativity ("Milieus of Creativity", 2009). The first

observation represents creativity as an appearance of something that is an outcome of previously used materials in a unique way, followed by given and already known rules. On the other hand, the second observation is about something fundamentally new – that has not been invented, created, presented or done before. The same author raises the question towards the creativity as a science. How the processes and creativity itself can be explained? He presents six features of creative processes (Gunter Abel, "Milieus of Creativity", 2009):

1) Cannot be reduced to a set of antecedent elements and their principles and rules (which are violated and superseded in radical creativity);

2) Cannot be forecast (or deducted) logically, causally or psychologically from such a given set of elements;

3) Are linked more to luck than to reason;

4) Are known to be quite spontaneous;

5) Are unpredictable;

6) Are characterized by discontinuities.

These six aspects that Gunter Abel presents, is a background of understanding why there is no scientific explanation of creativity in a terminological sense of "science".

Peter Meusburger argues connection between creativity and innovation. However, he relates creativity to new and valuable ideas generation, where innovation is more connected to the implementation of those ideas ("Milieus of Creativity", 2006). Nevertheless, both seem to be strongly connected and dependent on one another.

T.Amabile also presents three major creativity-training programs in her book, which are: a) brainstorming; b) synectics; c) creative problem solving. Even though these are not the only creativity training programs, but as it was mentioned – the most popular ones for enhancing creative performance.

Brainstorming term originates from Alex Osborn back in 1938 and these days probably is one of the most popular methods to enhance creative thinking. It is often being used in universities, businesses, and other work places. A.Osborn suggests that idea generation and idea evaluation are the two basic ingredients in this creative process. (T.Amabile, 1980, p.244). There are some principles and rules to follow in order to get the best outcome of this process. As the author suggests, deferment of judgment is the most important principle to follow in a brainstorming process. It means that during the brainstorming process, the person who is presenting the idea cannot judge or criticize it, nor can the other group members who are listening to it. The second very important principle that author suggests is that quantity breeds quality. This means that the bigger amount of ideas will be generated during the process, the higher chance of original, valuable and useful ideas to be found. Alex Osborn also presents four rules for the brainstorming sessions: 1) Criticism is ruled out; 2) "Free-wheeling" is welcomed; 3) Quantity is wanted; 4) Combination and improvement are sought (T.Amabile, 1980). The author claims that the brainstorming does result in a much bigger amount of creative and unusual ideas rather than other procedures which include criticism and judgment during the process.

Synectics program was developed by William Gordon in 1944, where participants have to put together two different and irrelevant elements in order to stimulate creativity (Gordon, 1961, "Creativity in context", 1980). This type of program, similarly a previous

one, also has two principles: 1) Make the strange familiar (using metaphor and analogy to make new ideas familiar); 2) make the familiar strange (using analogy in order to find new ways of viewing something familiar). This program brings more emotions into the process and users have to be introduced to four types of analogy that should be used. These analogy types are: 1) Personal analogy – where the participant has to see himself as the object that he is working with; 2) Direct analogy – where knowledge, technology or facts from one domain are taken to be used in another; 3) Symbolic analogy – where the problem should be described by using images; 4) Fantasy analogy – where the participant has to express his wishes for ideal, though fictional solutions to the problem (T.Amabile, 1980).

Creative problem solving was developed in 1967 by Sidney Parnes, and was presented as an eclectic training program. It combines both individual and group working techniques; at some point being a mix of previously mentioned programs. It includes brainstorming and uses a checklist, in order to transfer old ideas into new ones. There are five stages that participants have to follow: 1) Fact finding - gathering information; 2) Problem finding - formulation of a problem; 3) Idea finding - possible solutions; 4) Solution finding - evaluation of solutions; 5) Acceptance finding – selling the final solution to others (T.Amabile, 1980, p.246). During this program, participants learn how to develop ideas by using checklist of verbs, also have to combine two or more disparate notions to generate new ideas.

William C. Miller ("Creative Edge") presents the view, on how to manage a creativity, which might be seen quite controversial. The word management itself associates with control, restrictions, rules, manipulation, orders, etc. On the other side, creativity is seen as a blurry concept of self-expression, freedom, flow of thoughts and doing things in unusual ways. Author claims that "creativity management" is a possible task to overcome, if a right way to do it is found. The shift has to be made from management to leadership,

where people are empowered to make decisions, try new ways of doing things. He says that management concept, transferred into leadership concept, can provide employees the "environmental encouragement" (W. C. Miller, "Creative Edge", 1987). This means that the corporate culture should encourage people to use their inner talents and skills towards more productive and creative ways of working.

Creative work environment

William C. Miller admits that work climate is very important in any size of organization, even though the more supportive climate for innovation and creativity tend to appear in a smaller scale organizations. The difference is that smaller organizations have fewer strict policies and less management pressure. Individuals in small organizations, more often feel important at their work place, feel that their input and efforts, to reach organizations' goals, are appreciated, and that every and single one of them actually matter (W. C. Miller, "Creative Edge", 1987). He says that individual's growth in creativity appears more often when the environment supports it. William C .Miller also discusses a matter of creativity and innovation at the work place. It is important that the companies would encourage their employees express themselves in a more creative, responsible and spirited manner (W. C. Miller, "Creative Edge", 1987).

Peter Meusburger shortly discuss the environment role for creativity ("Milieus of Creativity", 2006). He recognizes that many scholars have come to the point that creative ideas appear and are developed in a dynamic and complex interplay among the environment and the creator. Author argues that the environment or a place matters. Before a creative process can occur, the individual and the environment have to interact together first and stimulate creativity. This process requires some time and preparation

to gain knowledge, experience, identify and evaluate the ability to solve a problem. In this perspective, working environment has to be open for new ideas, supportive in developing them, inspiring to overcome the challenges, giving a chance to interact with other knowledgeable agents and supplying other necessary resources ("Milieus of Creativity", 2006, p.98). This type of social and material environment is an important component of creativity by its ability to stimulate or interfere aforementioned development.

Jeff Mauzy and Richard Harriman state that "each time you interact with others, you contribute to a mutual environment that influences the expectations and behavior of everyone in the environment, whether two people, a team, an office, or an entire company" ("Creativivity, Inc.", 2003, p.87). They add that the climate consists of a complex set of behaviors and expectations, and it is part of a company's culture. The work environment and organization climate are very important factors to generate and flourish creativity in organization. The same authors present few principles, as the examples, to build a more creative climate in organizations. J.Mauzy and R.Harriman accentuate three principles ("Creativity, Inc.", 2003, p.93) :

1) Collaboration;
2) Feedback;
3) Flexibility.

These principles help to encourage creativity among employees and generally, in the whole company or organization. Collaboration plays an important role in order to change ideas. It provides diverse perspectives, information sharing and leads to more creative outcomes. Feedback as one of the principles gives people the acknowledgement of their work direction towards the project goals and keep them on the right track. Finally, the flexibility, especially in a business environment, gives the ability to be ready for the unexpected changes and be open minded towards them.

Innovation & Entrepreneurship

This part of the paper is focused on analyzing the importance of creativity and innovation in entrepreneurship. Linking these fields to one another will give the reader an overview of the creativity and innovation in a business work environment and their connection to the entrepreneurship.

To begin with, it would be essential to distinguish creativity from innovation and find the connection between both. Constantine Andriopoulos and Patrik Dawson analyzed the differences between the creativity and innovation. Creativity at this point is more connected with the idea generation, and innovation is about the process of realization of the idea. Organizational innovation is a process of a new component (the idea) introduction to the market or organization. Creativity is a first step towards innovation. It gives the impulse, direction and the content for many shapes of innovation. However, authors agree that "the process by which creative ideas are realized as innovations within organizations remains a key area of debate and study" ("Managing Change, Creativity & Innovation", 2009). The authors also came to the point, that innovation, creativity and change are linked together and overlap over time. All these elements brings more attention to the business than ever before. Companies have to be constantly ready for a change, bring new ideas and modified products into a market, because of several reasons ("Managing Change, Creativity & Innovation", 2009):

1) Technology. These days' technologies change rapidly and require fast adoption of them from the business units. Information revolution changed the way we live, work, study, purchase, etc. This changing process is unstoppable. Businesses have to be creative, be ready to apply new ways of working, stay competitive, hence, change their production processes, introduce new products, and be open to new market opportunities.

2) More unpredictable and demanding customers. Today customers have access to all kinds of information, they are more knowledgeable, less loyal and more selective. Companies should constantly analyze changes and dynamics in a market, especially demographic, to better know their existing customers, and even to find new ones.

3) Global competition. Our interlinked economies require businesses continuously follow and analyze real-time business market change. Market knowledge leads to better decisions, resources usage and product development that ensures companies' survival.

4) Knowledge. The advances in information technology and communication help businesses become stronger in competition and learn new things faster. In today's competitive marketplace, creativity plays a role where the information and a raw data are turned into valuable insights for business.

5) Change. These days the business world is at the stage, where the change is most commonly the only and the best strategy for survival. Entrepreneurs have to be ready to transform market opportunities into tangible results and successfully deal with change.

6) Higher employee expectations. Highly skilled people who work in a creative industries tend to look for more autonomy in a company, so they would have more freedom for personal initiatives. Organizations today are more often requested to preserve talented people and find ways to motivate and develop their capabilities.

7) The importance and dominance of the design. It is one of the ways to stand out the product from others. Design should become part of the integral company's business strategy, since business environment is quite unpredictable, hence, this kind of competitive advantage can lead company towards higher recognition and profits.

To follow with, it is essential to have the overview of who is an entrepreneur. David Deakins and Mark Freel ("Entrepreneurship&Small firms", 2009) present this matter

through different authors point of view, since the scientific and theoretical role of entrepreneur came in to play relatively recently.

1) Say - presents Entrepreneur as a main axis of the economy and a catalyst for economic change and development.

2) Cantillon - is named as a first one, who actually recognized an entrepreneur as an important class in economic development.

These two authors were part of the French school of thought back in a nineteenth-century economy.

3) Kirzner - argued that entrepreneur is someone who is always ready for profitable opportunities. At the same time, it is a person who takes a "middleman" role for facilitating the exchange between suppliers and customers. For Kirzner, entrepreneur is a creative person, who not only sees trade opportunities, but also eager for a knowledge and creative discoveries.

4) Schumpeter - presented entrepreneur as an innovator. Moreover, according to this author, the entrepreneur can only be an extraordinary person, who would be able to bring about extraordinary events. From this perception, the entrepreneur has to be a game changer through innovative activity, be able to offer a technological or production change.

5) Knight - presented the main characteristic of entrepreneur is a courage of risk taking. He or she is able to see opportunities in a market, is not afraid of the uncertain future and takes risks towards using them, to reach profit in his/her business.

6) Shackle - claimed that the entrepreneur has to be with imagination, in a first place. He/she has to be able to imagine the opportunities, although author states, that everyone has this creative ability, and exercise it through making choices. Uncertainty and imperfect information is decisive for Shackles' type of

entrepreneur. The entrepreneur also has to be creative and original, because the imagination helps to see potential of opportunities that can be turned into profit. All these mentioned features and creativity play important role for entrepreneur and entrepreneurship process in a bigger context.

7) Casson - claims that entrepreneur is supposed to have different skills compared to others. That would make him profound to make calculated business decisions, hence, control demand and supply under uncertainty.

Many authors had different ideas and set features for entrepreneur during the last century. David Deakins and Mark Freel decided to make a list of personality characteristics that entrepreneur should have, based on McClelland, D.C. These are the key characteristics ("Entrepreneurship&Small firms", 2009):

- McClelland's need for achievement;
- Calculated risk taker;
- High internal locus of control;
- Creativity;
- Innovative;
- Need for autonomy;
- Ambiguity tolerance;
- Vision;
- Self-efficacy.

These characteristics are just the common ones among entrepreneurs, which does not mean that all of them are required in order to become an entrepreneur. Authors agree that these features are not a must for entrepreneurs, but apparently they are the common ones among successful entrepreneurs.

However, most of these characteristics might be adaptable not only for successful entrepreneurs, but also for any other professional in other field. This perception takes us to the point where these personality characteristics are quite contradictory. Some entrepreneurs are not innovators, risk takers or high achievers. For example, when a person is a local business owner, just because he/she wants to be his/her own boss and not work for others, and not bring something extraordinary or innovative to the market, but make profit by doing something "safe" and keep it "simple". Some of them just want to earn enough money for a family, and can still be successful in what they do, by achieving their small set of goals for a business.

Since the entrepreneur term is presented from different points of view, the following author discusses entrepreneurship, its basics and innovation role in it. Peter Drucker states that entrepreneurs must employ innovation, which is a fundamental ingredient of an entrepreneurship. The value is generated by a new force, exploited from the resources that some creative act had previously granted. Innovation does not have to be technical, material or a "tangible thing" in general. It may be a service, new process, a different way of doing things, etc. Author declares, that there is no developed innovation theory, however, we can estimate the success or the failure of the risks, since it is known enough to say where, when and how to look systematically for innovative opportunities. "Systematic innovation therefore consist in the purposeful and organized search for changes, and in the systematic analysis of the opportunities such changes might offer for economic or social innovation" (Peter Ducker, "Innovation and Entrepreneurship", 2007). Peter Ducker presents "seven sources" for innovative opportunity that can be monitored by systematic innovation:

1) The Unexpected;
2) The Incongruity;
3) Innovation based on process need;

4) Changes in industry structure or market structure;

5) Demographics;

6) Changes in perception, mood and meanings;

7) New knowledge.

These "seven sources" areas are divided into two sections, where the first four (1-4) lie inside the business industry, enterprise or institution, and the last three (5-7) involve changes outside the business industry or enterprise area.

The *First* source area – "the unexpected", represents the unpredicted success, failure or the outside event. The unexpected success area, more than any other area, offers the biggest opportunities for innovation. However, it might be hard to handle for a management team in the organization, due to a common understanding, that everything that has lasted for a certain amount of time becomes "normal" and "long lasting". Sometimes people are not ready for the unexpected success and not know how to handle it properly or capture the best out of it. The other reason is that business people focus too much on fixing the problem areas, instead of focusing on the area where company managed to reach higher accomplishments than it was expected – grasp and use that area for a higher profits and further success. Sometimes it stays unnoticed and does not reach its highest potential. In order to avail the opportunity for innovation, analysis is required and a constant questioning of organization's possibilities in different fields for innovation.

On the other hand, the unexpected failure cannot stay unnoticed. Many fiascos occur because of certain mistakes, stupidity, or incompetence. Other type of failures, where everything was done precisely, carefully planned and executed, can appear with a twist of opportunity that requires a change. At this point, certain actions should be considered, analyzed and taken towards necessary direction in order to make this transition happen. Author suggest to take failures seriously and find innovative opportunities in it. This would

happen after "stepping out of your shoes" – by going out, looking around, and listening – be open minded and observing.

The unexpected outside events might be an opportunity to apply already existing examination to a new application, but only the one that does not change the nature of the business itself. Mostly it requires innovation in product, service, or distribution channels.

The *Second* source area – Incongruity is a discrepancy between what is, and what people think it is. The reason may not be understood, however, this can lead to opportunity to innovate within a business industry, market, or a process. The incongruity can appear: 1) between the economic realities of the business industry; 2) between the reality of an industry and peoples' assumptions about it; 3) between the efforts of an industry and the customers' expectations and their values; 4) an internal incongruity the rhythm or the logic of a process. All types of incongruities can be recognized and exploited only from the inside of the industry.

The *Third* source area – is presented with an old proverb – "Necessity is the mother of invention", that gives quite clear idea of what this source area is about. The need in a market creates the opportunity for company to innovate, and it is task-focused process. Peter Ducker calls it a "process need". Like the previous sources, it exists within the industry, business, and process boundaries. In organization with a process need innovation, everyone knows about it, however the necessary attention is not being paid to it and soon it comes accepted as a "standard" in a process. It requires a lot of analysis and knowledge in order to seize the "process need" innovation opportunity.

The *Fourth* source area – industry and market structures. It has a natural tendency to last long, and seem to be quite stable. However, from time to time some industry changes can appear, hence, creating some drastic changes and losses for all industry players. The only way to overcome and adapt to these changes, is to find the innovation opportunity

for wining back the market and get back in a game. Rapid change in the industry, for example in a technology, can destroy the business very fast or give an opportunity to innovate and adapt fast, and gain extra profits.

The *Fifth* source area – demographics, which is an external cause of change. This covers the population trends, movements and dynamics. It might be changes in birth or mortality rates, education, labor force, etc. These demographical changes do not affect business industries and economies as much as the great demographical catastrophes, such as a plague, or drastic change in migration rates.

The *Sixth* source area – covers changes in perception, meaning and mood. It is about the perception of "the glass is half full" and "the glass is half empty". It is connected with the trends in society and its changes. For example, new habits in a young generation, or changes in a labor market, or perception towards women role in business.

The *Seventh* source area – focused on a new knowledge based innovation, which author names as a "super-star" of entrepreneurship. It allows to follow and be aware of any changes in a society, economy, technology, industry, etc. Certain changes, noticed at the right time, open new possibilities to transfer this knowledge into innovation opportunities in business.

Peter Ducker also presents principles for innovation that helps to find innovation opportunities. First of all, systematic innovation begins with the analysis of opportunities. For example, the research on the demographics can lead to the possible innovations in industrial processes. Any source area of innovation opportunity has to be carefully studied and organized. Second of all, innovation is perceptual and conceptual. Entrepreneurs have to look at the figures, and at the same time analyze the people – customers, users, and explore their expectations and needs. In order for innovation to be effective, it needs to be focused and be simply understandable. It needs to have a clear, designed application path. Innovation has to start "small" and gradually take over the

market. This way, the customers will get familiar to it, hence, there will be significantly less chances to experience dramatic failure.

There are few suggestions to what entrepreneurs should avoid, before tackling an innovative opportunity: 1) Incompetence is a straight way to failure – be clever, and calculate all possibilities; 2) Do not do numerous tasks at the same time – focus is a key to success; 3) Do not innovate for the future – make change for the present.

The other important aspect that needs emphasis in this topic – working environment for entrepreneurs. Some scholars call it an "organizational culture". Basically it is the environment at the workplace that is created from values and norms, people interactions, working and communication styles, certain rules, policies and practices. There are two layers of the organizational culture – "visible" and "less visible", presented by Kotter and Heskett (1992: 4) (C. Andriopoulos, P. Dawson, "Managing Change, Creativity & Innovation", 2009). At the more visible side of the culture lies the environment, its style and décor. At the deeper and less visible level lies a set of behavioral patterns - norms that present employees are following and new ones are expected to adapt it.

Co-working spaces & Incubators

The purpose of this section is to give a brief and easily understandable view of co-working phenomenon and incubators for startups. This project is designed and organized around co-working spaces environment, due to this, it is essential task to describe what it is and features of these concepts, before continue with further analysis of this particular case.

History

The founder of this co-working space phenomenon is Brad Neuberg. He is the man who presented a word "coworking" and the concept of co-working spaces to the World, back in 2005 in San Francisco city, United States of America. This is a short story from the founder, explaining how it happened. "In 2005 I was working at a startup and was unhappy with my job. Before that I had worked for myself doing consulting and traveling and hungered for the community a job can provide. At that point I was confused because I had both worked for myself and worked at a job and was unhappy because I couldn't seem to combine all the things I wanted at the same time: the freedom and independence of working for myself along with the structure and community of working with others. I decided to create a new kind of space to support the community and structure that I hungered for and gave it a new name: Coworking." (Brad Neuberg, coworking.com) He opened firstly the one space called "San Francisco Coworking Space" and one year later opened a second one called "Hat Factory" also in San Francisco. (codinginparadise.org)

The first business incubator was founded by Joseph Mancuso, back in 1959 in New York, United States of America. He worked on this idea together with other three brothers. The first incubator was called "Batavia Industrial Center". (mancusogroup.com) The purpose that incubator serve should be highly respectable. For entrepreneurs it is a big service, with many benefits, that help them grow, make better and bigger profits and reach success that was their goal from the first moment.

Concept

Co-working spaces

At the beginning it is crucial to understand the concepts. The co-working spaces are designed and serve a purpose of and open office space, where entrepreneurs, freelancers and small companies can rent a place to work, depending on their needs, at the same time be surrounded by like-minded people – other entrepreneurs. Despite that, they get some extra resources, provided by co-working space. The major idea about co-working spaces is about community-building and sustainability. There are values created to co-working spaces by those who build this co-working concept in a first place, and it covers collaboration, community, sustainability, accessibility and openness areas. (coworking.com) It is wildly recognizable that co-working phenomenon is highly focused on community, independent workers and creative professionals who gather under one roof to interact, but with high passion, committed and focus to their personal work. In this type community of coworkers, entrepreneurial opportunities are created as well as connections to business networks. (Economic Development Journal, 2012)

One of the ingredients from co-working spaces concept is that entrepreneurs are able to put more focus on their business, while office management is taken care by other people. They can get many different services, depending on their membership status. Services might include conference rooms, free coffee, lounge area, free printing service, games room, etc. However the list of services may vary among co-working spaces. The co-working space atmosphere often depends on the startups that are located there and their lifestyle. That might also lead to new projects and connections. The residents of co-working spaces should interact with each other, share ideas, but not compete with each other. It is naturally expected from residents to participate in organized events – being a

part of community, bring their talent and share it with others in co-working space. (Anne Leforestier, The co-working space concept, 2009)

At some point, co-working spaces could be compared to business incubators: shared work spaces usually managed by local government or non-profit groups aiming at developing new ventures and create local jobs. Incubators often miss the social aspect of the work, which play an important role to co-working spaces. After all this incubator model does not fit into the co-working space model. Business incubators do not focus on the collaborative and informal aspect of the process, when it is a very important aspect to co-working spaces. Incubators have less independent structure, comparing with co-working spaces. They also focus on the community and work like a cooperative. (Anne Leforestier, The co-working space concept, 2009)

Co-working phenomenon explains that people not only need a place to sit and work, but also to belong to some kind of community, be surrounded by people. That is the necessary ingredient for an office space, and co-working spaces are taking care of and put a lot of focus on it. Co-working spaces started spreading around the countries, because people were tired to live and work at home. Coffee houses were not a good enough option for work. Co-working spaces provide a perfect deal for entrepreneurs – a balance between work and social life, plus many other services on top of that.

Incubators

The concept of incubator, created by Joseph Mancuso and his brothers is to create the place that would attract all size of businesses, with a major goal to help them start, develop business, create jobs, and grow until they ready to become independent. Original incubator's approach should be focused on few areas – fulfillment of entrepreneurial

dreams and financial performance that would lead companies to innovative solutions. (mancusogroup.com)

Other recourse state that most business incubators are based on business feasibility model or business plan, starting with an application process. Incubators might have different types of sponsors, while others might operate as a non-profit organizations. Incubators can be sponsored by universities, community development corporations or other organizations. Incubators can vary between each other, depending on their specialization/focus. It can be with a focus on green technologies, creative industries, software technologies, etc. (Economic Development Journal, 2012)

One of the well-known "Entrepreneur" magazine (online) made a small article about business incubators. Through an array of resources that support businesses and services that could include networking connections, capital, mentoring, office space and common services, incubators help companies to grow and reach entrepreneurial success. This is a basic design of incubators. (entrepreneur.com) Kathryn Minshew, a founder of "DailyMuse", shared her insight with "Forbes" magazine on incubators - "There were so many other ways to learn the skills I needed and they didn't come with an MBA's high price tag." It is short but powerful message on how valuable the practice and experience in incubator can be for a startup businesses, that not even MBA diploma cannot give it to you.

The same "Entrepreneur" online magazine provided insight on the upside and downside of working in incubator. Here is the list:

Upside	Downside
Business gets many capital choices Mentorship Experience Network	Less focus on work can cause some damages in early stage of business (due to intense mentorship&networking)

(Source: entrepreneur.com)

Incubators sometimes can be called accelerators. The reason of that in most cases is that, accelerators focus more toward jumpstarting businesses that are more developed. (entrepreneur.com) On the other hand, incubators are more beneficial for startups from financial perspective, because they get more help to raise the capital, meet with business angels, they get constant mentoring and many other services, while co-working spaces focus more on community and office service. Co-working spaces differ between each other, and some have a long list of services included in membership, however not all.

Data Analysis

To begin with, this paper's topic covers three big areas – creativity, entrepreneurship and connection between both in work environment, particularly in creative as well as regular co-working spaces. This thesis's focus is not only to make analysis of these fields, but also to find interface between all in certain environment. The emphasis is to connect these fields, find out in which way they interact with one another, and to develop these interconnections between these fields specifically in a co-working spaces and startups environment.

In order to analyze this topic, the primary and secondary data was collected. There were 16 interviews organized, where 6 of them were taken from the higher authorities in a co-working spaces, and 10 from the startups representatives. To give some support to the topic and get a general understanding about certain tendencies towards entrepreneurship and co-working spaces, secondary data was collected from the online sources.

Entrepreneurship, or to be more specific – startups, in this case, popularity seem to be growing in many countries all over the world. New perceptions towards

entrepreneurship are born. Talking particularly about Denmark, in a year 2015, Forbes magazine named Denmark as a most friendly country in the world for a business (Forbes, 2015, Dec.16). As it was mentioned in the article, Denmark got high rates for a personal and monetary freedom, as well as for low corruption in a country. Comparing with other countries, it also has the most transparent and efficient climate due to government's regulation. Forbes magazine makes a yearly list of best countries for business according to several organizations evaluations and surveys of 144 nations, based on 11 factors: property rights, innovation, taxes, technology, corruption, freedom – personal, trade and monetary, red tape, investor protection, and stock market performance. On the year 2015 list, three Scandinavian countries were mentioned in a top 5 list – Denmark, Norway and Sweden, which can lead to the assumption of a perfect business ecosystem in Scandinavia countries in general.

To continue with a statistical data analysis of Denmark towards entrepreneurship field, the World Bank data is used to show how many businesses were established in a year 2005, 2008 and 2014. This will give the overview of the statistical entrepreneurship development. For the comparison, several European countries were chosen to include in this list:

Country	2005	2008	2014
Denmark	18,565	23,329	15,806
Norway	20,497	17,465	25,888
Sweden	20,561	27,555	42,068
Finland	8,426	14,091	11,961
Iceland	2,924	2,548	2,059
UK	333,700	372,400	537,658 (in 2013)
Germany	66,923	65,812	69,332 (in 2013)
Romania	92,334	100,646	56,381
France	117,284	147,049	94,927

Source: World Bank

There are many different statistical analyses done in the World Bank databases, however, the emphasis is put towards entrepreneurship growth in Denmark. To analyze it, some indicators are chosen from statistical databases, such as number of procedures needed to register a company, number of days to open a business and tax rates of commercial profits (in %) in a year 2015. This information is shown below:

Country	Nr. of procedures	Nr. of days	Tax rate (%)
Denmark	4	3	24,5
Norway	4	4	39,5
Sweden	3	7	49,1
Finland	3	14	37,9
Iceland	5	4	29,6
UK	4	5	32
Germany	9	11	48,8
Romania	5	8	42
France	5	4	62,7

Source: World Bank

Global Entrepreneurship Index is a tool to measure the entrepreneurial ecosystem in each country. It evaluates each countries performance on two domains – domestic and international context. It measures the dominant economic and social infrastructure at its present and combines it with entrepreneurial abilities and attitudes of the local population. Everything is analyzed by GEDI methodology (Global Entrepreneurship and Development Institute), that is a provider of these manual results. (thegedi.org)

Global Entrepreneurship Index (GEI) presents the evaluation of 132 countries. Below you can see the top 10 list of a year 2016:

Rank	Country	GDP	GEI
1	USA	51341	86.2
2	Canada	41894	79.5
3	Australia	42831	78
4	Denmark	41991	76
5	Sweden	43741	75.9
6	Taiwan	40393	69.7
7	Iceland	41250	68.9
8	Switzerland	54698	67.8
9	UK	37017	67.7
10	France	37154	66.4

Source: thegedi.org

The statistical data that is given above, gives a general facts how easy/hard it is to open or run a business in a certain countries.

There are many organizations around Copenhagen that are dedicated to create and foster startups community inside and outside the city. Even though they do not provide the statistical data, but they serve a higher purpose on startups community, by bringing them together, connecting, share the passion for entrepreneurship and attract many people in interest to become a one big startup community. Some of them are presented below.

As one of the great examples for entrepreneurial community development in Copenhagen, is a #CPHFTW organization. They organize "#CPHFTW Townhall" events, which purpose is to bring entrepreneurs and people who are interested in entrepreneurship for a community meetings, where every event is dedicated for a different field/topic of entrepreneurship, its environment and challenges. A number of speakers are giving speeches on a topic, based on their own entrepreneurial experiences. After each event, networking time is given and beer is provided. (cphftw.dk & personal experience)

Another organization named "Nordic Startup Conference" also focus on entrepreneurial communities in Nordic countries. They are organizing conferences, preparing for a certain business topics, involving many speakers – among which are startup founders, business angels, government representatives, etc. More than 500 people attend this kind of event. (startupconference.org)

Nordic Startup Award organization focuses on series of events to bring startup community together in Nordic countries – Denmark, Norway, Sweden, Finland and Iceland. There are several fields in which the best of the best are being nominated in the annual event. (nordicstartupaward.com) Every year the final nomination event takes place in a different Nordic country.

The most important for this project is a primary data, gathered through the interviews. There are 16 interviews, from which 6 are taken from co-working spaces management representatives, and 10 from startups' representatives. These respondents list from the interviews are given below.

Managers and partners from co-working spaces:

1) Rainmaking Loft – Ida Frost Kyvsgaard;

2) CSE – Camilla Batoldi;

3) Founders House – Paul Haaversen;

4) Dare2Mansion – Analisa Winther;

5) Soho&Noho – Morten Anker Kjaer-Holm;

6) Republikken – Ivan Lopez Garrido.

Representatives of the Startups:

1) "Athliit" (Rainmaking Loft) – Rasmus Schjodt Pedersen;

2) "Asosio" (left Rainmaking Loft) – Mathias Adam Munch;

3) "LPrint" (CSE) – Paulius Buksnys;

4) "Match My Thesis" (left CSE) – Kristijonas Zibutis;

5) "Vaavud" (Founders House) – Maria Nissen;

6) "Donkey Republik" (Dare2Mansion) – Rune Kokholm;

7) "Habit Lab" (Dare2Mansion) – Mark Emil Domar;

8) "Sky Brud" (Noho) – Anders Hecter;

9) "Goodie Box" (Soho) – Rasmus Schmiegelow;

10) "Patient Sky" (Republikken) – Laust Wilster Axelsen.

The coding process was based on searching a similar phrases, commonly used words and ideas between all respondents, in order to point out the major findings before discussing interviews data in a broader way. The descriptive coding used to analyze the transcribed interviews, some common keywords were found:

Community; creativity; co-working; diversity; freedom; environment; work; differently/different; like-minded; startups; help; knowledge; sharing.

These keywords show the most commonly used words in the interviews. On one hand it might be possible to come to conclusion, that these words are actually the most important ones, since it was used by many people, and presents the fact, that these people have a lot of things in common. All these keywords present all the similarities that they have in common, and things that matter to them, talking about this research topic.

Taking this subject closer to this paper research, co-working spaces in Copenhagen have quite a similar organizational process. All of the co-working spaces included in this research are organizing events, workshops and seminars not only for their residents, but also for a wider public in interest. Major purpose of the creative co-working spaces in Copenhagen is the development of startups community, where networking is included and new ideas are welcomed. "We have a meetings when startups are sharing the

obstacles that they have to go through, so we would be able to generate ideas on possible solutions. We communicate a lot with each other. It is a part of who we are as a community." (Morten Anker Kjaer-Holm). To analyze the difference between the creative and non-creative co-working spaces, the Rainmaking Loft Copenhagen comes in a play as a representative of a regular office space. The second one, which outstands from the rest is CSE (Copenhagen School of Entrepreneurship) co-working space, which has an Incubator and is a part of Copenhagen Business School. These two co-working spaces are different in their own way from the rest of the creative spaces. They were chosen on purpose, in order to make a comparison between creative and non-creative ones, and find some differences.

To begin with, there were six co-working spaces chosen to this analysis: Rainmaking Loft Copenhagen, CSE, Republikken, Dare2Mansion, Founders House, and Soho&Noho. The first two ones are analyzed separately from others, since none of them represent creative co-working spaces. The rest four will follow with general comparison analysis.

Features	Rainmaking Loft	CSE
Size	3400 m2	1000 m2
Nr. of residents	70 startups	135 startups
Price (per table)	2450 dkk	Free
Space offer	Work space; Events; Coffee.	Work space; Events; Coffee; Professionals help.
Environment	Minimalistic office environment.	Flexible towards work space rearrangements;
Extras	Network; Community events; Seminars; Workshops.	Network; Community events; Seminars; Workshops; Friday Bar; Incubator.

For the further comparison, below listed co-working spaces represent themselves as creative ones:

Features	Republikken	Noho & Soho	FoundersHouse	Dare2Mansion
Size	2500 m2	2500 m2-noho, 3000 m2-soho	2000 m2	1200 m2
Nr. of startups	30 statups &freelancers	30 startups &freelancers in each	37 startups	25 startups
Price (per table)	3090 dkk	3500 dkk	2900 dkk	2000 dkk
Space offer	Work place; Events; Coffee.	Work place; Events.	Work place; Events; Coffee.	Work place; Events; Coffee.
Environment	Minimalistic, but cozy.	Modern and a bit edgy design.	Rough and cozy design.	Playful; colorful space.
Extras	Network; Creative people; diversity of residents.	Network; Like-minded people; Noho&Soho bars.	Network; Easy movable environment.	Network; Accelerator program.

The author of this paper had an opportunity to observe the environment in all of these co-working spaces. The difference between all is hard to compare. Every space has a unique design, different location in a Copenhagen city and unique variety of residents who work there.

"Rainmaking Loft" is located in a calm neighborhood in Christianshavn, surrounded by modern domestic buildings. The environment inside co-working space perfectly fits its location. This co-working space has a lot of open space, interior is light, minimalistic, with many glass walls and white color. Gives a sense of official environment.

"CSE" is totally different. More attention is paid to the residents work environment comfort, rather than design and more practical. Residents are a bit younger than in other places, since it is a perfect place for students to apply for a work place.

"Republikken" is a place where a bit funky design and open space meet together. A big diversity of residents, gives this place a cozy image. Freelancers are working in a

common space, which is the first area that is visible for a visitor, gives a feeling of a "full house".

"Soho&Noho" is the same "family". Both co-working spaces are very unique, hard to describe. The design of these spaces were created very thoughtfully, with nice common spaces, small and big offices, coffee bars. Interior is a bit more colorful and modern. Both co-working spaces have bars. Soho has a rooftop bar, and Noho has a regular bar.

"Founders House" is a place where the red color is a game changer for the interior. Red movable walls gives ability to change space according to residents' needs. This place is more funky, where the combination of home and work environment supports each other.

"Dare2Mansion" space is very colorful, interior is creative and hard to define. As the manager of this place expressed herself – it is like a playground for adults. There is a play room, and it is impossible to compare it with a regular business office.

The information that was collected through the interviews showed that all these creative co-working spaces have a lot of things in common. For example, even though the location, design and environment are quite unique and different on each site, major emphasis from the managers is on the network based business and community development, ensuring good work conditions and "homey" environment. "We are trying to fulfill our residents' needs, since our startups are working around 70 hours a week, we try to make sure that they would feel like home." (Paul Haaversen). There are several reasons why the emphasis is put on these fields. First of all, entrepreneurs who decided to work in a co-working spaces in general, the major reason told as an opportunity to grow their business network and be surrounded by like-minded people. "It is important for startups to share knowledge and experiences, this is how we help each other grow. And that is what we do here. It does not matter what kind of problem we are facing, we know that we will find someone who will be able to help and give the right answers."

(Maria Nissen) Managers are perfectly aware of this fact and their daily work procedures are based on fulfilling this need. They also make sure that the residents of the creative co-working space will be listened and will get everything they need for their work to be fluent. Being an entrepreneur means that you do not need to work for someone else, as well as not to have a 9 am to 5 pm work life. On the other hand, it may require much more. For instance, many entrepreneurs, who establish a startup company, have to spend much more time working on their business idea. Working from the early morning until late night seems to be normal if you want to grow fast. But it pays off if you succeed and then you have much more flexibility and freedom after your business is developed, starts growing and making profits, contrary to people who live on the other side of entrepreneurship boat. This is the reason, why creative co-working spaces try to make sure that their residents feels good and comfortable in their work environment, because for a certain period of time it becomes their second home.

There are several reason why entrepreneurs choose to work in such co-working spaces. First of all, they want to surround themselves by like-minded people – entrepreneurs. "We offer for startups the office space, diversity of people, we have a values of dare-care-share, where you dare to do something different, you care about the people, and share the information. This way we are trying to make this place a second home for our residents." (Analisa Winther). It allows them to broaden their network, since it is an essential matter for a startup companies. "We provide the space to work, to relax, we have a big and diverse network, and strong community sense." (Ivan Lopez Garrido). Extra benefits include getting some professional help towards their business development that co-working spaces can offer from their contact lists, as well as providing necessary seminars on important entrepreneurial topics, workshops and other events. "We are giving them the information where they can find the answers to their questions and get help. We are using our network to help startups, since we are not doing it ourselves." (Ida Frost Kyvsgaard). "We get here some interesting seminars and events. I

see it as a way to get additional knowledge, meet professionals. Most of such events are followed by some informal gatherings." (Rune Kokholm). The other respondent supports the approach towards extra benefits of working in a creative co-working space. "We help a lot to each other here, at Founders House. Information sharing is a big part of our daily routines." (Maria Nissen). "We have a lot of events, where also students can come and people in interest, at some point we are trying to be more like Innovation Hub." (Analisa Winther).

Entrepreneurship becomes not only a way of working and making money, but a certain life-style as well. It is hard to say in which year exactly the boost of entrepreneurship started, but many interviewed people mentioned that the World Financial Crisis back in 2008 may had an influence on that. "I think that certain influence is a change in a present generation thinking about doing business and at some point, when financial crisis started and people were losing their jobs, entrepreneurship was a solution for a family financial stability." (Morten Anker Kjaer-Holm). However, statistical research on entrepreneurship and startup companies' growth did not show any significantly results, in order to state that it was the major reason for the rise of entrepreneurship. Some interviewers noted some other possible reasons – the need of independence and freedom, as well as a perception of a new generation, which is more willing to take risks and generate ideas. "I think that present generation just did not want to live like their parents, and wants to do something different for themselves. Our generation view the risk differently, and are more open to try new things." (Paul Haaversen). "Entrepreneurship became popular, because today it is very cheap and easy to start a business. Technology development made things much easier. There are a lot of success stories from entrepreneurs, it works like a motivation. I think that the generation of Millenials want to be their own bosses, too have more freedom and they are not afraid to risk."(Analisa Winther). As it was mention, the possible impact might have the advanced technology, which makes business life much easier to control, develop, and a fast way to build a business. The other possible

stimulations might have come from world known entrepreneurs, their encouragement to follow "your dreams", and many other entrepreneurial success stories. However, statistical support to these perception was not found.

When it comes to the creativity aspect of this topic, many entrepreneurs and co-working spaces managers agree that it is an important aspect of business these days. You have to be innovative, open minded and able to think of a creative solutions towards your business development. "If you are not going to be creative in a business environment, you are going to die eventually. That's why I think creativity has a big role in a business. Its' major components are people, attitudes, openness and the physical environment might give just a bit more support to it." – Paul Haaversen. However, there is no magic formula how to do it. Everyone has its own perspective and method towards it. For some businesses, creativity is not a major focus if the business field is not in a creative industry. Nevertheless, everyone is open to creativity through the problem solving, new idea generation processes and team brainstorming activities. "I do not think that we all are creative in business, on the other hand, there are some procedures that require creativity. As an example I would give brainstorming, idea generation on new or different problem solutions, business processes, or product design." (Kristijonas Zibutis).

Creative environment aspect seemed to be quite misleading and questionable. Since there was no theoretical proof of its major aspects and "ingredients", it was also a bit tricky topic to develop through the interviews. Some people saw it as a part of space design, colors importance towards psychological comfort, others on the other hand, perceived it as something more intangible, like peoples' behavior, communication, positive and encouraging atmosphere towards new things in the co-working space. It can be seen as a general atmosphere, openness, and individual state of mind. "The physical environment is creative, like an adult playground, also we think outside the box. We focus on startups who want to make a difference, and the ones who are diverse, so we would

have people with different competencies under one roof". "Our environment is funky, different."(Analisa Winther).

Here are provided some examples of how differently and similarly respondents viewed the creativity that can lead to many different analytical interpretations:

"Creativity for me is thinking differently, and also to come up with a solutions that are not simple but very different in their own way. (Analisa Winther).

"Creativity for me is the conception of a new idea, or a transfer of old ideas into something new. It might be a sudden bright idea, or a long process towards something new and innovative". (Paul Haaversen).

"I see creativity as a part of business, because at some point you have to be innovative, to think about new solutions and methods, and think outside the box. It is not an everyday thing, but absolutely a part of it." (Maria Nissen).

The limitations of data analysis:

Since there are 16 interviews collected for data analysis, due to complicated circumstances to get into the contact with startups representatives, interviews were held in a very late stage of the project. The interviews quotes are chosen to present the topic in a real life situations, however the majority of them presented similar or even the same approach towards it. Since there is a lot of similar answers, it is decided to use the ones that are most clearly defined. The coding method and its findings were mentioned before going to further interviews analysis. The average time of the interviews were around 12-15min., and the transcript of it is put into appendix, but not all of them are presented in data analysis. The same perspective is valid for a discussion part of this paper.

Even though several respondents mentioned that the Worlds' financial crisis, which arise in year 2008, had the impact on the growth of entrepreneurship, it is hard to declare it as a fact due to lack of particular information. The numbers showed that in some of the

countries a year 2008 boost entrepreneurship growth, however, not particularly in all countries. Despite of this uncertainty, the statistics showed just the new registered companies each year. How many of them can be positioned into startups group, still unknown, due to the lack of statistical information about startups around the world in general.

Discussion

For further analysis to this topic, theoretical aspects have to be applied to collected data on this case analysis. As it was noted from the interviews, majority of respondents declare that creativity is important to business, in a sense that it leads towards innovation which is a part of today's most business strategies. "I definitely think that creativity is important in a business environment. When you are dealing with entrepreneurship, and you are trying to figure out things that have never been done before, that is when creativity comes in a play. You have to be able to come up with a creative solutions" (Analisa Winther).

Since creativity is not developed enough scientifically and theoretically, further discussion is based on different authors' researches and their academic perceptions. As T. Amabile stated in her book, there are three creative tasks domains that play a role in our daily and work life– verbal creativity; artistic creativity and problem-solving creativity (T.Amabile, "Creativity in Context", 1996). This can be easily applied in any business or work environment, depending on the industry field. For example, verbal and artistic creativity might be more often seen in the creative industries, like art, theater, music performances, etc. A problem solving creativity is more likely to be noticed in the business processes as well as any other solution based activity in our daily life situations.

The research that T.Amabile had done with other scholars, came to the conclusion that innovation can be defined as the successful implementation of creative ideas by an organization (T.Amabile, "Creativity in Context" p.230). Many managers and startups' representatives also mentioned their position towards creativity as a major element for innovation. "For me, creativity is a strategy for something bigger, it is a tool to boost ideas, and later process will lead towards innovative solutions." (Mark Emil Domar).

To follow with, William C. Miller (1987) agrees that it is critical for business to foster both – creativity and innovation. To this statement, most of the respondents had a positive feedback. "In my opinion, different business fields require different amount of creativity. However, I see it as a part of a continuing process, where new ideas are turned into products, and in that process creativity and innovation go together." (Rasmus Schmiegelow). First one gives a birth of imaginative new ideas, and the second one transforms new or already existing ideas into tangible, practical products, services, or business practices.

William C. Miller explains seven blocks in our lives, where our creativity has a chance to foster. These seven blocks are: 1) Idea creativity; 2) Material creativity; 3) Spontaneous creativity; 4) Event creativity; 5) Organization creativity; 6) Relationship creativity; 7) Inner creativity. These blocks can be found in our daily lives as well as in work environment.

Gunter Abel presents two ways that creativity can be perceived. First of all, creativity can be noted as a mere novelty. Secondly, creativity can be explained as a genuine, or a radical outcome ("Milieus of Creativity", 2009, p.54). The first observation represents creativity as an appearance of something that is an outcome of previously used materials in a unique way, followed by given and already known rules. On the other hand, the second perception is about something fundamentally new – that has not been invented, created, presented or done before. Entrepreneurs can experience both sides of creativity.

It mostly depends on the company and what kind of product or service it provides. The big impact can have the business industry as well.

William C. Miller pointed out that individuals' growth in creativity appears more often when the environment supports it. He also discuss a matter of creativity and innovation at the work place. It is important that the companies would encourage their employees to exhibit creative, responsible and spirited expressions (W.C.Miller, "Creative Edge", 1987). This theoretical statement is also confirmed by several managers of co-working spaces. As Analisa Winther noted, "The physical environment play a big role towards general creative work environment. We have lunch all together every single day. Tuesdays are inspiration days – when we do a brain gym, and help each other to solve business problems, come with new ideas. Sometimes we watch Ted Talk, or invite the speakers. On Friday mornings we have breakfast together". Peter Meusburger shortly discuss the environment role for creativity ("Milieus of Creativity", 2006). The environment or a place matters, because, before a creative process can occur, the individual and the environment have to interact first and stimulate creativity. The working environment has to be open for new ideas, be supportive in developing them, be inspiring to overcome the challenges, give a chance to interact with other knowledgeable agents and supply other necessary resources ("Milieus of Creativity", 2006, p.98).

Jeff Mauzy and Richard Harriman state that "each time you interact with others, you contribute to a mutual environment that influences the expectations and behavior of everyone in the environment, whether two people, a team, an office, or an entire company" ("Creativivity, Inc.", 2003, p.87). They add that the climate consists of a pool of behaviors and expectations, and it is a part of company's culture.

Constantine Andriopoulos and Patrik Dawson analyzed the connection between creativity and innovation. They came up with the final understanding that organizational innovation is a process of a new component (the idea) introduction to the market or

organization. Creativity gives the impulse, direction, and the content for many shapes of innovation. It is a background of innovation, and goes together through the different processes, until idea is turned into a product or service. However, authors agree that "the process by which creative ideas are realized as innovations within organizations remains a key area of debate and study" ("Managing Change, Creativity & Innovation", 2009, p.30). Respondents agreed that through their work experience they noticed that innovation and creativity go together in business environment. "We are very open minded over here. The have a meetings where we share our problems, ideas, and then we go and do something extraordinary. I think creativity is a part of innovation process." (Morten Anker Kjaer-Holm).

Since there no significant proof of the period and reasons when and why the entrepreneurship, in particular case, startups popularity started growing together with a co-working spaces, still there is a common belief both sectors has a potential to grow. "I think that co-working spaces is a great set of a deal for startups. That is why I believe that what we have now, after five or ten years number of startups and co-working spaces will be double." (Morten Anker Kjaer-Holm).

Conclusion

After the paper theoretical analysis was done, it is clear that the chosen literature to sustain the field of this topic, reinforces the gathered data, due to many conjunctions between theoretical literature and data from the interviews.

As it was mentioned in the theory analysis part, William C. Miller stated that "Creativity is both a work-style and a life-style. The two go together. Life is a twenty-four-hour proposition, and creativity cannot be turned on and off like a light bulb. Creativity

implies full implementation of our potential, not just dreaming up new ideas" (W. C. Miller, "The creative edge", 1987). This was one of the many examples to get a better idea, of creativity and what it actually is. Several respondents gave their ideas towards it, like Analisa Winther, who gave her perspective on creativity - "Creativity for me is thinking differently, and also to come up with a solutions that are not simple but very different in their own way. (Analisa Winther).

T. Amabile had done a research with her colleagues, that investigated work environment on the creativity, they concluded with a definition of creativity as the production of novel and appropriate ideas by individuals or small groups of individuals working closely together. They also defined innovation as the successful implementation of creative ideas by an organization (T.Amabile, "Creativity in Context", 1996). This statement was affirmed from the primary data, where respondents shared their perspectives on a creative work environment. Some of them thought about it as a general atmosphere at work that is created by people, for example - "The physical environment play a big role towards general creative work environment. We have lunch all together every single day. Tuesdays are inspiration days – when we do a brain gym, and help each other to solve business problems, come with new ideas." (Analisa Winther). T. Amabile not only presented several aspects on creativity, but also build a theoretical background for creativity towards innovation. William C. Miller (1987) supported the connection between creativity and innovation, from the point of view, where creativity is a part of idea generation process, and innovation is the process that leads towards new, and final product.

Gunter Abel presented six features of creative processes ("Milieus of Creativity", 2009):

1) Cannot be reduced to a set of antecedent elements and their principles and rules (which are violated and superseded in radical creativity);

2) Cannot be forecast (or deducted) logically, causally or psychologically from such a given set of elements;

3) Are linked more to luck than to reason;

4) Are known to be quite spontaneous;

5) Are unpredictable;

6) Are characterized by discontinuities.

Since, there is not enough theoretical background on creative processes as a part of the business, this author presented features, on why there is no scientific explanation of creativity in a first place. Since there was no actual proof of a creative processes in a co-working spaces, it may lead to the statement that creative processes are hardly possible to create and manage, since there is a high rate of discontinuities, cannot be predicted, and possibly controlled.

On the other hand, even if it is hardly possible to define and manage creative processes, W. C. Miller claims that "creativity management" is a possible task to overcome, if a right way to do it is found. The shift has to be made from management to leadership, where people are empowered to make decisions, try new ways of doing things. He says that management concept, transferred into leadership concept, can provide employees the "environmental encouragement" (W. C. Miller, "Creative Edge", 1987). It seems that the management position towards these aspects are important after all. The managers of creative co-working space should be responsible and able to create a certain management/leadership attitude and bring it into action at startups environment. There is no "one perfect" way to do it, however that would be managers responsibility to create the unique creative environment, that would fit the place and people best, and would give more uniqueness to the co-working space in the end.

After all, from the collected interviews, it was noticed the common perception that creative work environment depends much more on the people, rather than on

environment itself. "If you are not going to be creative in a business environment, you are going to die eventually. That's why I think creativity has a big role in a business. Its' major components are people, attitudes, openness and the physical environment might give just a bit more support to it." – Paul Haaversen. This might lead to the perspective that people are the major ingredient, which creates the final product – a creative work environment, by communication, actions, common behaviour, dedication, etc. "We help a lot to each other here, at Founders House. Information sharing is a big part of our daily routines." (Maria Nissen). This kind of statement has a lot of support from other respondents that mean, that people, and their openness in a co-working community has an impact on creative environment.

Constantine Andriopoulos and Patrik Dawson discussed about creativity and innovation. They came up with the overall conclusion that creativity is a first step towards innovation. It gives the impulse, direction and the content for many shapes of innovation. However, authors agree that "the process by which creative ideas are realized as innovations within organizations remains a key area of debate and study" ("Managing Change, Creativity & Innovation", 2009).

After the connection between creative and innovation was done, and the creative environment was discussed, the other important aspect that needs to be mentioned in this topic – working environment for entrepreneurs. Some scholars call it an "organizational culture". Basically it is the environment at the workplace that is created from values and norms, people interactions, working and communication styles, certain rules, policies and practices (C. Andriopoulos, P. Dawson, "Managing Change, Creativity & Innovation", 2009). These authors gave some support towards collected interview data that was given earlier in this section.

After the interviews descriptive coding process was over, some most common keywords were found:

Community; creativity; co-working; diversity; freedom; environment; work; differently/different; like-minded; startups; help; knowledge; sharing.

This might have a lot of interpretations, however, this particular coding process showed that these keywords are the most important things that unite the respondents. These words represents their way of thinking, and declares many similarities between all of them.

The author of this paper has to declare, that the analysis of this project did not supported the major research question. There was no proof found of creative processes that can improve work environment for startups in a creative co-working spaces. The process itself was not familiar to the management representatives of creative co-working spaces. There is a possibility for further research on this issue to raise the awareness at least or create a scientific tool to develop creative processes in co-working spaces at the management level.

This project faced a lot of limitations due to the primary data collection and the lack of theoretical support for the topic. Theory literature is not fully developed enough towards the issue of the master thesis. Sadly, but co-working spaces as a separate topic, apparently is not in an academics interest yet, while creativity and entrepreneurship are very popular, just not in this particular field and perspective, that this project is supposed to analyze. That can be a good background for the future researchers to develop this topic and provide more academic resources on it. There was no availability to have freedom at creating the selection criteria, since from around 10 co-working spaces and more than 50 startups, which were contacted by the author of this project, just the ones that are analyzed in this project agreed to collaborate.

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"Managing Change, Creativity and Innovation" (C. Andriopoulos, P. Dawson, 2009)

Appendix 1

Interviews (with the startups representatives)

Respondent_1: Anders, (Noho)

Q.1: Hello, could you shortly present your startup, how big is your team, the major reasons why you work in a co-working space?

A.: My name is Anders, I am one of co-founder and CEO at startup called SkyBrud. We are a digital design agency. We are doing websites, intranets and other kind of digital designs. We are doing it since year 2000. This our second office. We are 15 employees at the moment, and most of us are Danes, and few Swedish guys. We were working in other city previously, and after we decided to move to Copenhagen, we need a space, and create new network over here. Co-working space seemed a good idea.

Q.2: Why you chose to work in this co-working space, not the other?

A.: We liked the environment here. It is different, doesn't look like an ordinary office space. We liked the concept, the environment and decided to move in.

Q.3: How much you have to pay (monthly fee) in order to work here? Does it pay off? Why?

A.: 3500 per table, I think it's a reasonable price. We met here a lot of interesting people, with different mindset and different approaches of doing things. I think we are evolving in this environment. It is an exciting experience.

Q.4: How long you are working here and what specific benefits your startup got from this place? (business/individual)

A.: We moved in 2 months ago, so we are still quite new here. I cannot discuss a lot about the benefits right now, since we are not that long over here. I hope that we will find what we need here within a time.

Q.5: How do you think, does creativity matter in a daily business?

A.: It matters at some point, but not all businesses have to be creative, it depends on the concept. You can hire creative people if you need, but it is not a constant everyday thing that you need.

Q.6: Are there any creative processes used in this co-working space that helps towards your business development or grow professionally?

A.: We do not care about creativity in general. We are a bunch of tech guys. Of course, we think about new ideas, do brainstorming sessions, but we do not think about creativity as such.

Q.7: Is there anything you are lacking from this co-working space?

A.: It is too early to answer that. I hope we will not be lacking anything…

Q.8: Do you think that more creative way of working in this place would bring more benefits to the startups? How?

A.: I think that the ones who need creativity in their environment can find it here, through environment people, external sources. We do not need that.

Q.9: Do you think that co-working spaces build a stronger connections between the startups as a community? In which way?

A.: Yes I do. The community is important in this kind of work spaces. People have a "drive" over here, passionate about things what they are doing. You can feel that over here. We connect and help each other here, because we are all like-minded.

Q.10: Do you collaborate in any ways with other co-working spaces or the startups from other co-working spaces?

A.: No we don't.

Q.11: How international is your team? In your opinion, do you see it as a creative one?

A.: We are 15 people, and majority are Danes. We used to be creative when we were developing the whole business concept, solving problems. Now it is not our focus anymore.

Q.12: Why you decided to become an entrepreneur?

A.: I was working in a big corporations for several years. I just needed something new and different. I was tired of my job. I had an idea and decided to go and try it.

Respondent_2: Laust (Republikken)

Q.1: Hello, could you shortly present your startup, how big is your team, the major reasons why you work in a co-working space?

A.: I work at "Patient Sky", my name is Laust, I am a co-founder of this startup. It works with a healthcare, mostly with young practicions, basically we are the space between the patients and young practicions. We are located in 3 countries, and 35 people. Personally I worked with other startups before this and in my previous startup we were working at Republikken, so I had good experience with this one. With this startup we had an office in Norway, later decided to expand in Denmark and we got our first office in Odense, and since I had contact with Republikken, we decided to move to Copenhagen. Here is also an advantage that you do not have to take care of the office, like cleaning, printing, extra staff, internet and other things like that. If you do not have a big team and administration, then it's just easier to move in here, and just focus on your work.

Q.2: Why you chose to work in this co-working space, not the other?

A.: Because of the previous positive experience at Republikken, as mentioned before.

Q.3: How much you have to pay (monthly fee) in order to work here? Does it pay off? Why?

A.: To be honest, I do not really know, I am sure we are paying the standard price. I think you can find it online…

Q.4: How long you are working here and what specific benefits your startup got from this place? (business/individual)

A.: We are working here for 1,5 year, but since we lounged our company some 3 years ago in Norway and already have the product, the focus is to expand the company, not to get some sort of benefits from Republikken. We need a space to work, that's it. Early stage startups can get a lot I think by working here.

Q.5: How do you think, does creativity matter in a daily business?

A.: I have a background as an interaction designer, so I am very fond of creativity. I think that is one of the most important things in every company, does not matter large or small.

Q.6: Are there any creative processes used in this co-working space that helps towards your business development or grow professionally?

A.: Well, I know that there are a lot of possibilities here, meet ups', courses, and here are a lot of creative people working, but we are not good in using all this. We haven't used it to the fullest extent.

Q.7: Is there anything you are lacking from this co-working space?

A.: We work with a data that is highly secured, for example, some things that we discuss cannot be discussed in an open space. I have noticed that our offices are not sound proof, so that's an issue. Besides that, I have nothing to complain about.

Q.8: Do you think that more creative way of working in this place would bring more benefits to the startups? How?

A.: We you create a startup, in my opinion, you have to focus on work, and we spend huge amount of time at work. So all the things that happening around does not matter very much. You need to focus on your business and it's future success – that should be the goal. I think all the creative processes are important for the startups, which are in their early stage, but not that much when you already developed the product.

Q.9: Do you think that co-working spaces build a stronger connections between the startups as a community? In which way?

A.: Yes, at some extent I guess… We are not much into that.

Q.10: Do you collaborate in any ways with other co-working spaces or the startups from other co-working spaces?

A.: No we don't. Back in the time we did, when we were in Oslo, but now we are at the different stage, no need of that anymore. I just know that Republikken has a lot connection, even outside Denmark borders, so maybe other residents here are using it for their work…

Q.11: How international is your team? In your opinion, do you see it as a creative one?

A.: Yes, we are definitely a creative team! Without creativity you cannot create new thing, it's a part of the process. I believe all the startups has to go through that stage. We are mostly Scandinavians. There are some international students at the Oslo office, but not in Copenhagen.

Q.12: Why you decided to become an entrepreneur?

A.: Everything just happened to me in a right way. After my studies for a couple of years I was working in startups, and eventually decided to create something on my own and started working on it. Here I am. I cannot tell you exactly why and how everything happened, but there was a point where I decided that it's time to do it, since I already got the idea, so had to start working on it.

Respondent_3: Rune, (Dare2Mansion)

Q.1: Hello, could you shortly present your startup, how big is your team, the major reasons why you work in a co-working space?

A.: I am a co-founder of Donkey Republic and my name is Rune. It is a AirBnb model for bicycles. It allows our clients to rent a bike, anywhere, it can be 1 or 10000 bikes. We are In Copenhagen, few other cities, Sweden, Germany, Spain, Netherlands, USA, and coming soon to Malaysia. We created the company 3 years ago. We moved to Dare2Mansion a 1 year ago. We moved here, because it was interesting to do that, we wanted an environment that would inspire us, to be surrounded by other people.

Q.2: Why you chose to work in this co-working space, not the other?

A.: We like the environment here, we found it inspiring, and unusual and not traditional - the whole design of the space is just not what you would normally expect for the office. At that time we need some extra space, since we were doing a lot of testing on our locks system, and we got it here.

Q.3: How much you have to pay (monthly fee) in order to work here? Does it pay off? Why?

A.: We pay around 8000 dkk per month, not sure about the exact number… We looked around in other places, but this one seemed to be affordable for an office of 12 people.

Q.4: How long you are working here and what specific benefits your startup got from this place? (business/individual)

A.: Around 1 year. We experienced flexibility here, because we shift an office when we needed more space, and we got help that we needed. We got an opportunity to rent a garage when we needed it, and also some other small things. I see it as an office space, where your needs are important, and you get help anytime you need it.

Q.5: How do you think, does creativity matter in a daily business?

A.: I think it matters, because when you are creative and stimulated, you have a good time, and then you work better.

Q.6: Are there any creative processes used in this co-working space that helps towards your business development or grow professionally?

A.: One thing is the Thinking Tuesday, which is an event every Tuesday morning, where all the companies are invited and sometimes we have here an external speaker on any topic. On Fridays there are shared breakfast, where everyone joins, and they present what they have achieved through the last week, what kind of challenges they have, so anyone who has an idea, can jump in and help each other. I see it as a way to get additional knowledge, meet professionals. Most of such events are followed by some informal gatherings. I like it.

Q.7: Is there anything you are lacking from this co-working space?

A.: Well, there are a lot of different companies here. I think it would be nice to have more developers over here…

Q.8: Do you think that more creative way of working in this place would bring more benefits to the startups? How?

A.: I haven't thought about it, but I think probably not… I think it's working out pretty well in many ways!

Q.9: Do you think that co-working spaces build a stronger connections between the startups as a community? In which way?

A.: I think yes… I remember that a startups scene a couple of years ago was more fragmented than it is now… Now more action is happening around the co-working spaces in Copenhagen. So it is a personal choice to be a part of something or not.

Q.10: Do you collaborate in any ways with other co-working spaces or the startups from other co-working spaces?

A.: I remember a year ago, Copenhagen Win organization was taking care of the startup community in Copenhagen and organized different meeting groups. They are independent organization, so they link startups from everywhere.

Q.11: How international is your team? In your opinion, do you see it as a creative one?

A.: We are 12 people and have 9 different nationalities in our team. We are creative in many ways, maybe it would be nice to have one extra person which would be more artistic… Creativity is about understanding challenges and solving it. It is a way to come up with a smart ideas.

Q.12: Why you decided to become an entrepreneur?

A.: Probably the major reason is that I never wanted to work in a corporate organization. I wanted to be in charge of my own life. It did not happened overnight, but it was worth it. You are able to create your own rules, pick the people you want to work with. People with ideas, with passion, creators. That's magical. It's hard, but magical when you succeed. Sometimes you fail, but in my opinion failure is like a test for your compassion and dedication. That's why some people quit it after the failure and some continue going until succeed.

Respondent_4: Rasmus, (RML)

Q.1: Hello, could you shortly present your startup, how big is your team, the major reasons why you work in a co-working space?

A.: I am a founder of Athliit. We are a software provider for sport businesses. We are 1,5 year old. We moved here because of the environment, the fact that you have to share the space with others, who might be in a different levels of their startup development process, it is an ecosystem here. Here are a lot of experiences under one roof that you can share with each other.

Q.2: Why you chose to work in this co-working space, not the other?

A.: I used to be a Navy, and this building used to be a navy base… So there was some kind of nostalgia to this place. Plus it is new now, environment is nice, I liked it and the price was good for us.

Q.3: How much you have to pay (monthly fee) in order to work here? Does it pay off? Why?

A.: Usually it is 2500 dkk per seat, and I think it is a reasonable price to pay. Plus the coffee is free!

Q.4: How long you are working here and what specific benefits your startup got from this place? (business/individual)

A.: Almost a year. I like that you are taken care of in many ways here, get introduced to new people, have events here. So it is a nice office place, with a possibility to broader your network. I know that there are people in Rainmaking Loft who would say there is not enough stuff going on here, and they would like more. But I have what I need here, and my major focus is on work and my clients.

Q.5: How do you think, does creativity matter in a daily business?

A.: Yes it matters, but it comes in various forms. Sometimes you have a cup of coffee outside the building, and the inspirational idea comes to your head. Sometimes you talk with investor or other people, discussing things, and a single word or a phrase can turn your creativity on towards a new idea of doing things. It can come from the failure as well. When things do not work out the way you were planning, you are forced to think again, repeatedly, until that brilliant moment. You need to be open minded, and react to the stimulus around you, so in my opinion creativity is a constant stage of mind.

Q.6: Are there any creative processes used in this co-working space that helps towards your business development or grow professionally?

A.: As you can see people are working in groups over here. We have basically everything what we need here. The creative processes are everywhere, within every team and person you can see. I think you can see it in many different ways…

Q.7: Is there anything you are lacking from this co-working space?

A.: Sometimes to have ability to have my own space, where is quiet and easy to focus. Here are around 300 people, and it's pretty crowded, so sharing confidential information sometimes becomes a challenge…

Q.8: Do you think that more creative way of working in this place would bring more benefits to the startups? How?

A.: No, I do not believe in creativity that way… I think creativity is more about to show up when you bring different, skilled people together and leave them alone. I do not believe in creativity exercises and similar things… I believe in talented people, and that the communication between them can bring some magical outcomes.

Q.9: Do you think that co-working spaces build a stronger connections between the startups as a community? In which way?

A.: Yes, every co-working space has its own community. We are like family, and we know each other here. So at this point, it is like a community house.

Q.10: Do you collaborate in any ways with other co-working spaces or the startups from other co-working spaces?

A.: No I do not. On the other hand, we try to keep our eyes and ears open to the things that happening in the startup scene on a general level. Just to know things, who is doing what and to know cool stuff.

Q.11: How international is your team? In your opinion, do you see it as a creative one?

A.: At 8 people team, we have a few Romanian guys, and the rest are Danish. Yes we are creative, we always think how to improve things, what to make differently, thinking about situations from many different perspectives.

Q.12: Why you decided to become an Entrepreneur?

A.: It is an easy question… If you truly want to make an impact in this world, that is the only way to do it. At this point you should not join a big organization, I have done that before. Corporate environment will never give you an opportunity to do things, big things that matters to you. Entrepreneurship gives you an opportunity to build something, to create a value, maybe even to leave something after you... I am here to create the transparency in sports. With the politics, many different interest and rules, you would never be able to do anything like that in big organizations.

Respondent_5: Mathias, (Rainmaking Loft)

Q.1: Hello, could you shortly present your startup, how big is your team, the major reasons why you work in a co-working space?

A.: My name is Mathias, our startup is called Asosio, and it is an online communication platform for all types of communities. It can be anything, from your hobby or organization you're working in, to your friends and family. We are 5 people in a team. We have been working in Rainmaking Loft for 6 months, before that, we were working at Rocket Lab. The reason why we chose Rainmaking Loft just because we wanted to try a new co-working space. At that time we were expanding within a team, and we got a good offer there. We paid half price for the first three months. They talked a lot of what we will get, and we can do there, etc. They were really good in selling!!! But in the end they didn't deliver the promises.

Q.2: Why you chose to work in this co-working space, not the other? Can you compare those two co-working spaces that you have been working at?

A.: Rainmaking loft was fancier, the house is much nicer, and the whole design is quite cool. Rocket Lab was more loci, the environment was less official, more relaxing. And people at Rainmaking Loft are more communicative, less developers and true nerds.

Q.3: How much you have to pay (monthly fee) in order to work here? Does it pay off? Why?

A.: Well, we got a good offer, but normally it would be very expensive to work there if you have a bigger team. And the fact that there is a gap between what they are offering and delivering, does not make any sense to pay such money. But I guess everyone has different priorities and needs.

Q.4: How long you are working here and what specific benefits your startup got from this place? (business/individual)

A.: We did not get what we were promised there… They promised for us that we will have the coolest game room ever, but it never happened, and that room was converted into office space. We had an office with the windows, and sun was shining every day directly to our computers. It was impossible to work at that point. We asked for some curtains, or just a blanket to cover the window. They made us wait, because they had to discuss it with their architects!!! This process to forever… We ended up covering it ourselves. And there was tons of incidents like that on a daily basis. People need to work there, and focus on business, but these small things are irritating! They are too focused on the house interior and design, so cannot give residents what they need, sometimes just because it does not fit in the interior. It's stupid. More focus must be on the functions, not the style. And we could not get a whiteboard because it did not fit the interior.

Q.5: How do you think, does creativity matter in a daily business?

A.: It is essential. We are humans, and I believe we all have it in ourselves – the ability to create something.

Q.6: Are there any creative processes used in this co-working space that helps towards your business development or grow professionally?

A.: Rainmaking Loft is just an office space. They don't do much about it. Their focus is somewhere else.

Q.7: Is there anything you are lacking from this co-working space?

A.: Firstly, community spirit. They didn't do anything to facilitate the community. We thought we could get a lot by being surrounded by like-minded business people, but in reality it did not happen. The residence are responsible for community development and the management there do not do anything.

Q.8: Do you think that more creative way of working in this place would bring more benefits to the startups? How?

A.: It is a co-working space in a first place! So they have to work on it. It is necessary to create and develop community in there. What they are selling and what you get, does not match. They

should work on that too. No need of empty promises. There are many young startups, the co-working concept is about helping each other, communicating with each other, overcoming different obstacles. RML does not do anything to fulfill "co-working" space concept. There are lack of opportunities to know what other people are doing. Other spaces have weekly meetings, seminars, lunch, workshops. These things help communication and knowledge to flow, and they need that! It supposed to be more focused on knowledge sharing. It is a resource that should be available for community.

Q.9: Do you think that co-working spaces build a stronger connections between the startups as a community? In which way?

A.: Yes, but Rainmaking Loft has a lot of work to do to build it first. Community management should be a priority. But there are other spots where startups come together, so yes, co-working spaces is a piece of the puzzle in a startups community.

Q.10: Do you collaborate in any ways with other co-working spaces or the startups from other co-working spaces?

A.: No we did not.

Q.11: How international is your team? In your opinion, do you see it as a creative one?

A.: We are 4 Danes and 1 Romanian girl. Yes, we are creative team, and it is very important. People are with a different backgrounds, experiences, and that makes our work more interesting and creative on a daily basis. We bring different things to the table.

Q.12: Why you decided to became an entrepreneur?

A.: I am a nerd, and I love technology. If you want to do something with it, it would be a nightmare to work in a big company, which are way behind… Entrepreneurship was like an escape option. I just had to do it. I had an idea, and after I finished my studies, started working on it. It has been 21 months, and still no regrets. It is a way to do what you want, be more flexible, build your own team. For entrepreneur every day is a different day. And it is not boring!

Respondent_6: Paulius (CSE)

Q.1: Hello, could you shortly present your startup, how big is your team, the major reasons why you work in a co-working space?

A.: I am a co-founder of LPrint. We are in a printing business. We outsource labeling and packaging services from Denmark. We work with suppliers and manufacturers in Denmark. We do it for almost 2 years now, and 1,5 year at CSE. The most important factor was, that it is a free working space! Afterwards mentoring and networking possibilities played its role.

Q.2: Why you chose to work in this co-working space, not the other?

A.: The major reason was money at that time. We did not have to pay for the office, so there were not many considerations choosing a place for an office. The only thing has to be fulfilled to get an office space here, is that you have to be a student, or a recent graduate.

Q.3: How much you have to pay (monthly fee) in order to work here? Does it pay off? Why?

A.: Free.

Q.4: How long you are working here and what specific benefits your startup got from this place? (business/individual)

A.: A bit more than 1,5 years. For the first year we have been at CSE program – which provided office, guidance, legal advices, accounting advice. For the last 6 month we were at the accelerator program – Go Grow. Mentoring was the biggest benefit, and helped us to grow, also networking.

Q.5: How do you think, does creativity matter in a daily business?

A.:

Q.6: Are there any creative processes used in this co-working space that helps towards your business development or grow professionally?

A.: There are some workshops, but the level is too basic and immature. At the beginning we were participating there, but after some time it became just a waste of time. Plus the needs of each

startup differs, and we all are at the different business development levels. Maybe some people get here what they need, and some do not.

Q.7: Is there anything you are lacking from this co-working space?

A.: Better coffee machine would be nice! But that's it.

Q.8: Do you think that more creative way of working in this place would bring more benefits to the startups? How?

A.: I do not know. Since we are not very creative in our business field, this does not matter for us that much. Maybe some other startups would say differently.

Q.9: Do you think that co-working spaces build a stronger connections between the startups as a community? In which way?

A.: Definitely yes. For example, when we were a part of the Go Grow program, with 17 other participants, we got a chance to meet new people, and we still keep in touch after that. Knowledge sharing is a thing.

Q.10: Do you collaborate in any ways with other co-working spaces or the startups from other co-working spaces?

A.: Not that much. This is a place where things are happening, and we are not that much interested in what is going on in other co-working spaces.

Q.11: How international is your team? In your opinion, do you see it as a creative one?

A.: We are 2 people, but planning to hire few more people soon. We are not very creative business wise, but learning process is a creative thing in general I think, and we are still doing that.

Q.12: Why you decided to become an entrepreneur?

A.: First reason is freedom. To choose when you want to work, how you want to work. Secondly, my vision is that you can spend 2-3 years living like no one would prefer to, so after that, you would be able to live a life, not everybody could afford.

Respondent_7: Rasmus, (Soho)

Q.1: Hello, could you shortly present your startup, how big is your team, the major reasons why you work in a co-working space?

A.: The startup is called GoodieBox and I am a co-founder of it, where cosmetic brands can market their new products for a potential group of new consumers. They are providing us a lot of samples, and we are delivering it to our consumers once a month, they also have to pay a monthly fee, and get new samples every month. The reason we decided to work because we are still a small company, with 12 people in a team, so we want to be surrounded by other people who are developing their business just like we do now.

Q.2: Why you chose to work in this co-working space, not the other?

A.: Soho is in a middle of the city, has a nice restaurants around the area. The location of this co-working space had a big impact on our final decision.

Q.3: How much you have to pay (monthly fee) in order to work here? Does it pay off? Why?

A.: We pay 16000 per month, and we have a whole office for the team. Yes it pays off, because we get extra space, like meeting rooms when we need it, and if you would count a price for 1 m2, it would be more expensive to rent a whole office just for our company somewhere else in a city.

Q.4: How long you are working here and what specific benefits your startup got from this place? (business/individual)

A.: Almost 2 years now. I think flexibility in work environment is one of the most important things that we get here.

Q.5: How do you think, does creativity matter in a daily business?

A.: The atmosphere is creative here - people, environment, good vibes. And of course it is important.

Q.6: Are there any creative processes used in this co-working space that helps towards your business development or grow professionally?

A.: Yes there is, but we haven't used them. I am also aware that some other co-working spaces have some programs that you can be involved in. I haven't heard about that in Soho. Here we have Friday bar events, more social events I would say.

Q.7: Is there anything you are lacking from this co-working space?

A.: We do not have an incubator, which I think would be beneficial to have.

Q.8: Do you think that more creative way of working in this place would bring more benefits to the startups? How?

A.: The atmosphere is focused on business and a big diversity of people with different skills and work profiles makes it even more unique. You just have to take what you need out of this.

Q.9: Do you think that co-working spaces build a stronger connections between the startups as a community? In which way?

A.: Definitely. Comparing with other co-working spaces, people are more creative here, some other places are focusing more on Tech startups. We have many companies here that do a lot of different stuff. The startup community exist in each of co-working space, as well as becomes more connected by the startup events outside the co-working spaces. There are many ways, and places go for networking.

Q.10: Do you collaborate in any ways with other co-working spaces or the startups from other co-working spaces?

A.: As a company no, but personally I am involved in several startups that are located in other co-working spaces and not only there.

Q.11: How international is your team? In your opinion, do you see it as a creative one?

A.: Mostly we are Danish, and have one girl from India, and other from UK, as well as German student. We are creative, the team is quite young, so they come up with new ideas almost every day.

Q.12: Why you decided to become an entrepreneur?

A.: I am a lawyer by education, and I spend many years working as one with a big and small companies. At some point I was working with startups as an adviser and naturally after some time decided to try do it myself. It was just something new and different so I wanted to try it.

Respondent_8: Kristijonas (CSE)

Q.1: Hello, could you shortly present your startup, how big is your team, the major reasons why you work in a co-working space?

A.: It's called MatchMyThesis, and I am one of the co-founders. We match students and companies for thesis projects. We have 5 people in our team, and it is running a bit more than 2 years now. We needed a space at that time, and CSE seemed to be perfect for us. It was located at our university, and we did not have to pay for it. So it was a perfect match for us.

Q.2: Why you chose to work in this co-working space, not the other?

A.: Free, located at university.

Q.3: How much you have to pay (monthly fee) in order to work here? Does it pay off? Why?

A.: Free.

Q.4: How long you are working here and what specific benefits your startup got from this place? (business/individual)

A.: From the beginning, 2 years. We got a perfect place to the office, found there extra members for our company, got included into Go Grow program, where we got some workshops, bigger network, mentors, new friends.

Q.5: How do you think, does creativity matter in a daily business?

A.: Yes. Well, not in every task, but in general it matters. I do not think that we all are creative in business, on the other hand, there are some procedures that require creativity. As an example I would give brainstorming, idea generation on new or different solutions, business processes, or

product design. At this point you have to think creatively, but it is a very individual thing on how high you will go with this. Some people are just better at this, and some are not.

Q.6: Are there any creative processes used in this co-working space that helps towards your business development or grow professionally?

A.: At the beginning the community – people who work there, are the ones that you can share knowledge, have discussions, ask for advice and come up with new ideas.

Q.7: Is there anything you are lacking from this co-working space?

A.: Maybe some extra guidance, like an incubator, which is very important at the beginning stage when you open a startup.

Q.8: Do you think that more creative way of working in this place would bring more benefits to the startups? How?

A.: I think bonding is important in co-working environment, and maybe it should be done more often with social events, parties – alcohol always helps there to break the ice. Experience and knowledge sharing events would be also beneficial.

Q.9: Do you think that co-working spaces build a stronger connections between the startups as a community? In which way?

A.: I think so, because the alternative would be individual offices, without communities.

Q.10: Do you collaborate in any ways with other co-working spaces or the startups from other co-working spaces?

A.: We were joining several events in other co-working spaces. We did not collaborate business wise, but used the opportunity to meet new people outside the CSE.

Q.11: How international is your team? In your opinion, do you see it as a creative one?

A.: We have 3 Lithuanians, 1 Danish and 1 Romanian. Actually we are in a hiring process for a sales person – and he is Danish, so we will be 6 soon. I'm not sure how evaluate my team towards creativity. I have only one team, and nothing to compare with. Probably we are creative at some processes.

Q.12: Why have you decided to become an entrepreneur?

A.: It was just "let's try it" thing for me. It was like an experiment, and it is working so far, we are on the right path, so it is motivating to keep going and continue with this.

Respondent_9: Mark Emil, (Dare2Mansion)

Q.1: Hello, could you shortly present your startup, how big is your team, the major reasons why you work in a co-working space?

A.: It's called Habitlab, I am a CEO, my job is to drive company forward. We try to help people towards behavioral changes, like building good habits, in a personal level. The platform focuses on people creating new habits from zero. We are 3 co-founders, and 7 people in total. When you are starting your business, co-working spaces are able to give you new learning experiences.

Q.2: Why you chose to work in this co-working space, not the other?

A.: Dare2Mansion chose us, not other way around. One of our co-founders used to work at Noho, and I was working at Rainmaking Loft, and at some point we decided that we want to sign up for a pitch over here, and we were selected to join "Thinkubator" accelerator program, for 10 weeks. It's still new for us, we have been here just for a month, but will try to get out of it as much as possible. We should get some technical help, mentorship, probably will create a bigger network. And we will be able to be a part of this community.

Q.3: How much you have to pay (monthly fee) in order to work here? Does it pay off? Why?

A.: Now we do not have to do that, since we won the competition for a "Thinkubator", but after that we consider to stay work in a co-working space, not sure if we will stay here, or will go elsewhere.

Q.4: How long you are working here and what specific benefits your startup got from this place? (business/individual)

A.: 1 month in the accelerator program. The accelerator program is a big benefit for us in general. What we are going to get after we finish it is hard to tell, but for now we are trying to take a part

in this Dare2Mansion community, join the events, networking with people, and sharing knowledge. It is valuable for us, since we are at a very beginning.

Q.5: How do you think, does creativity matter in a daily business?

A.: I came from creative industry, so I definitely think that it matters. Creativity is a big part of business strategy, so if you are good in that, you can name yourself as a creative person.

Q.6: Are there any creative processes used in this co-working space that helps towards your business development or grow professionally?

A.: Creativity for me is a combination of strategic and creative thinking. Visually this place looks creative, comparing with Rainmaking Loft that I had worked before, which was stylish and cold. Also the culture is much colder and less interactive there, comparing with Dare2Mansion, and I see it as a big problem over there... I think creative thinking can be motivated, and pushed when it is needed. Distressed environment is also a good background for creativity. We have a lego room, piano, a lot of colors, it looks a bit messy, but is relaxing.

Q.7: Is there anything you are lacking from this co-working space?

A.: Privacy at some point. I don't need that all the time, but sometimes I miss it. Some people isolate themselves in the empty rooms, or put the headphones on and focus on work this way.

Q.8: Do you think that more creative way of working in this place would bring more benefits to the startups? How?

A.: I am not sure, we have a lot of cool events here, meetings that bring people together and the environment is cool to be in. People are nice, friendly, we like this place so far.

Q.9: Do you think that co-working spaces build a stronger connections between the startups as a community? In which way?

A.: Yes, I do not have any data to back it up, but I really think it does in many ways.

Q.10: Do you collaborate in any ways with other co-working spaces or the startups from other co-working spaces?

A.: On the side I personally help other startups, like business adviser. I believe in boomerang effect – if you are able to help someone, do that, eventually it should come back to you.

Q.11: How international is your team? In your opinion, do you see it as a creative one?

A.: We are 2 Danish people, 2 Romanians, 1 German, 1 Cape Verde and 1 from Greece. I think it is creative. We have both genders working in a small team, and it brings different perspectives on many things.

Q.12: Why you decided to become an entrepreneur?

A.: I have been working in a large corporations for a number of years, but through the political system the ideas and your concepts will be flattered out. In the startup, where you have full control, you can do exactly what you want to do and think that is right. You are able to do a good thing for yourself and by yourself, and no one will shut you down. The only problem is that you have to survive without money for some time, but that is the way things work in a startups – you start from zero. I wanted to work on full concepts, create something from the scratch. You have to be brave to do that, but if you work hard enough it is worth it, and is very exciting.

Respondent_10: Maria, (FoundersHouse)

Q.1: Hello, could you shortly present your startup, how big is your team, the major reasons why you work in a co-working space?

A.: I am one of the co-founders of Vaavu. We started a company 3 years ago. Now we are 11 members. It is a crowd sourced weather service. Most people know us from our wind meters, and our goal is to improve the weather forecast. We are already working globally, with wind meters in 197 countries if I am right... We decided to work in co-working space, because it is a place with a lot of people going through pretty much similar stages in their business development, and we thought it is a good place to be. You can find help next to your table.

Q.2: Why you chose to work in this co-working space, not the other?

A.: It has a good reputation, cool environment, with a Startup Village. A lot of events give opportunity to meet a lot of new people and potential investors.

Q.3: How much you have to pay (monthly fee) in order to work here? Does it pay off? Why?

A.: At the beginning we had some tables, later we moved to a separate office. We pay for the amount of tables that you need, and can place as many people as you decide. We pay a regular price for a table, you can find it online I think, can't remember the exact amount.

Q.4: How long you are working here and what specific benefits your startup got from this place? (business/individual)

A.: We are here 1,5 year. Everyone is about Tech in Founders House, so a lot of like-minded people, so it is a perfect environment for us. It is important for startups to share knowledge and experiences, this is how we help each other grow. And that is what we do here. It does not matter what kind of problem we are facing, we know that we will find someone here who will be able to help and give the right answers. We even do specific meetings on a certain topic to discuss and help each other.

Q.5: How do you think, does creativity matter in a daily business?

A.: Yes, I cannot be very specific, since creativity is a very broad thing. But I think innovation is a big part of it, and that is what we do here – thinking outside the box, do things differently, create things. It is not an everyday thing, but absolutely a part of it.

Q.6: Are there any creative processes used in this co-working space that helps towards your business development or grow professionally?

A.: I am not very philosophic… It is hard to answer that. But in my opinion creative space can boost creative thinking, some kind of detail on the wall can give you a new idea. People are thinking differently here, and maybe it is also a part of environment.

Q.7: Is there anything you are lacking from this co-working space?

A.: Sometimes the rules are not defined enough, so some misunderstandings occur. Also that no one takes care of the kitchen.

Q.8: Do you think that more creative way of working in this place would bring more benefits to the startups? How?

A.: I think so. We had some workshops here, where we tried to be more creative. These kind of things helps and inspires.

Q.9: Do you think that co-working spaces build a stronger connections between the startups as a community? In which way?

A.: Yes, at least here we do it. Even people move out from here, we stay in contact.

Q.10: Do you collaborate in any ways with other co-working spaces or the startups from other co-working spaces?

A.: We contacted several from other co-working spaces to discuss things, ask for advice, but not an actual collaboration between two companies.

Q.11: How international is your team? In your opinion, do you see it as a creative one?

A.: Most of us are Danes, and we have 1 girl from Canada and 1 from USA, 1 guy from Mexico and 1 guy from Spain, and 1 from Finland. I think it is hard to say if you are creative or innovative. In my opinion it come in the periods when we need it, so it is not a constant state of mind.

Q.12: Why have you decided to become an entrepreneur?

A.: I just saw it as very exciting experience, where you can create, and make decisions, try new things out, be a first mover. I worked previously in a big corporation, but that understanding and feeling that you are just a small piece over there, is just hard to define. It is different with a startups.

Interviews (Co-working space management members):

Interview.1. – Paul, Founders House

Q.1: Hello, I would like you to present yourself shortly and tell about your role in this co-working space? (Responsibilities)

A.: My name is Paul, and I am a head of operations here at Founders House. I was in this position for the last 2,5 months. Previously I was working in several startups, and one of them were located in Founders House. I am in charge of all internal operations, all the logistics, events, all the practical things basically.

Q.2: Why you decided to work over here?

A.: Last time I was working here, it was great experience, extremely challenging and chaotic, so became very curious about running a co-working space.

Q.3: What is creativity to you? Describe it.

A.: For me, it is a conception of a new idea, or turning old ideas into something new. So it can be a moment of brilliance or a long lasting battle to get to something new and innovative.

Q.4: Do you think it is important in a business environment? Why?

A.: Absolutely yes. If you are not being creative in a business environment, you are going to die eventually. That is why I think creativity has a big role in a business. If you stop creating and innovating, it will go to an end. I look at it as a natural system. It is never static. These systems either growing or contacting. Growth state implies, that you need to do something new, increasing yourself. The contractionary state is the opposite. Business is another form of this system, which runs by the same laws. So in my opinion, its major component is people, their attitudes, openness and the physical environment might give just a bit more support to it. That is why we focus most on people here.

Q.5: What makes this place a "creative co-working space"? Can you name some features?

A.: First and most important, we make sure that here is a diversity of companies, diversity of strategies that are taking place, diversity of people – in nationalities, backgrounds, and create situations that people can mix, have a conversation, lunch together or participate at events. That is where creativity happens. On top of that, we as a creative co-working space, we are pro-testing things. So if you need to test something, for an example, one company tested their wind turbine in the canteen. We are tolerant to these kind of things.

Q.6: Could you describe creative work environment?

A.: I think it has a lot to do with being dynamic and tolerating differences, as well as providing a safety feeling at the work place. Without it creativity cannot flourish.

Q.7: What do you personally or with your team do to make this place work environment more creative? (processes, actions, etc.)

A.: I am focusing on a positive environment – reinforcing activities, supporting initiatives, listening to all opinions, if something needs to get, I am either helping or making sure that the help will come from somewhere else.

Q.8: Can you tell me how this place is different from other? What is its uniqueness?

A.: I don't have enough experience to comment on this one. I haven't been here long enough, and don't really know what is going on in other co-working spaces.

Q.9: How this co-working space is beneficial for startups? What do you offer for them?

A.: Firstly, they get the network, access to someone who can help with their problems. In a space like this, where 2/3 are developers that means that you will find here someone who will know how to solve the problem, from the developers' point of view. If several companies are facing similar difficulties, we organize meetings with that field professionals. That is the biggest our value preposition.

Q.10: What are your thoughts about startups community here? What it takes to make this place their 2nd home?

A.: Our space is not incredibly clean and modern, even a little bit rough. The idea is that you should feel like home here. We provide all the coffee you can handle, couches to rest or take a nap and if you need a quiet place, we can offer that too. We are trying to fulfill our residents' needs, since our startups are working around 70 hours a week, we try to make sure that they would feel like home. In the end it's all about people, understanding each other and helping each other, that is most important in community.

Q.11: Could you think of the reasons why in a past several years entrepreneurship popularity started rising?

A.: I think there is a generation shift in security comparing with our parents' generation. Our generation saw how our parents were living, and changed the perception of security and risks. Back then it was important to have a job, stable salary, save money for a car, until the retirement. Our generation might be looking at it and saying – "Having this kind of life for 40 years sucks. I don't want to do this". So basically I think that present generation just did not want to live like their parents, and wants to do something different themselves. We see risks differently, and are

more open to try new things. So they are ready now to work 80 hours per week, learn a lot of stuff and fail, instead of choosing stable boring job for the rest of their life. On the other hand, big organizations are also changing slowly, the world of freelancing is growing. One of the reasons might be a technological revolution. The possibilities that we have now, was not there 10 years ago. So I think it is a mixture of all these things that I mentioned. Talking about Denmark, I think that the legislations, and procedures to go through are in a business favor. The labor pool is highly educated. Copenhagen location is great, and if you need a highly skilled labor, you'll find it here.

Q.12: Now I would like to know some facts about this place… Size; number of startups; price; average period of time startups stay in this place; and what are the common reasons of leaving?

A.: Here are 37 companies; almost 2000 m2; 2900 dkk per desk. The leaving process is hard to describe, because it depends on a startup. If a startup do well, they expand, need more space, and leave, or the others may fail, and leave because of that. Or it might be a case, when startup leave because the Founders House was not a perfect fit, or if we cannot provide something that they need.

Interview.2. – Ivan, Republikken

Q.1: Hello, I would like you to present yourself shortly and tell about your role in this co-working space? (Responsibilities)

A.: My name is Ivan, I am a community manager at Republikken. I have been in this position for 8 years.

Q.2: Why you decided to work over here?

A.: When I graduated I started working in communication, at the beginning I was a copywriter, but I didn't like it. I wanted to work with people. I found out about this position through my network and decided to try.

Q.3: What is creativity to you? Describe it.

A.: It is a way to express yourself, I guess. It is a playground, working with tools that I know, to fill out a frame.

Q.4: Do you think it is important in a business environment? Why?

A.: Yes it is, because you have to develop concepts. You have to be open-minded and generate many different ways of doing this, creating strategies, concepts. It is necessary in business creation and further development stages.

Q.5: What makes this place a "creative co-working space"? Can you name some features?

A.: I think it is entrepreneurs and young professionals who work here, makes it creative. One thing is to be creative in business processes and the other thing is creating a creative environment. People are more creative than they think they are. Most of us are just not aware of it when we are being creative. Creative environment is something else. It is a place where it ok to be innovative, creative, think of new stuff, rely on yourself.

Q.6: Could you describe creative work environment in this place?

A.: It is all about people who are here. Their behavior, attitude, communication, working methods. Creativity is in the air, and people are the main ingredient of it.

Q.7: What do you personally or with your team do to make this place work environment more creative? (processes, actions, etc.)

A.: This place is not designed in a Scandinavian style. It's more loose design, we tried to create like home environment over here. For startups, their office space is like their 2nd home, so we tried to give them that feeling. We provide the space to work, relax, we have a big diverse network and strong community sense.

Q.8: Can you tell me how this place is different from other? What is its uniqueness?

A.: The community for sure. It is cross professional. Other co-working spaces are more specialized that us. We welcome the diversity in this place. The other thing is that we try to make this place cozy, relaxed, with good working environment and people with different backgrounds.

Q.9: How this co-working space is beneficial for startups? What do you offer for them?

A.: Actually we don't do much to attract startups, because they have a certain time limit of staying here. Either they grow and leave or they fail and leave. On the other hand we do a lot for a small companies. We provide all the necessary services (wifi, rooms, printers, coffee, etc.), community with diversity and the place where they can work and make a living.

Q.10: What are your thoughts about startups community here? What it takes to make this place their 2nd home?

A.: Our community is a very sharing community. If you don't have a sharing mind, you eventually will not fit in our community. People are like-minded here, help each other professionally.

Q.11: Could you think of the reasons why in a past several years entrepreneurship popularity started rising?

A.: I think the reason might be the Economic crisis back in 2008. Many different types of businesses had a bad times and had to fire a lot of people. So people have to find a way to make a living. Many started freelancing, build their own businesses, it was a hard time, but people had no choice. The realization followed this movement, that it is good way of working, because you can decide where you want to work, when to do it, who to work with. It gave more freedom and flexibility.

Q.12: Now I would like to know some facts about this place… Size; number of startups; price; average period of time startups stay in this place; and what are the common reasons of leaving?

A.: 2500 m2, 150 people – freelancers, small companies and startups. We have several solutions for a rent, you can find it online, so it would fit for everyone. Startups stay around 1 year, because either they grow and need more space, or they fail. If people leave within first half a year, that means that environment did not fit him and they needed something different. If they stayed more, then they stay for 2-3 years, and leave just because they need a certain change in their stable lives, that can be done only by work environment.

Q.1: Hello, I would like you to present yourself shortly and tell about your role in this co-working space? (Responsibilities)

A.: My name is Morten, and I am a partner in Noho, which is a big brother of Soho. I have some management responsibilities over there as well, but my major focus is on Noho space, but I will try to talk from both sides in a general level, because both co-working spaces have similar concepts and just a few small differences.

Q.2: Why you decided to work over here?

A.: I was involved in my own businesses since I was 18 years old. I am a part-owner of 8 companies at the moment. All my life was around business, and 2 years ago I got a chance to get partnership in Noho, and build it from the scratch.

Q.3: What is creativity to you? Describe it.

A.: I think creativity is an ability to visualize things. I am not 100% creative, but I can generate ideas, which come from somewhere behind the surface. It is mainly thinking outside the box. This what we also do in Noho and Soho. We try to challenge the "status quo" and do something extraordinary.

Q.4: Do you think it is important in a business environment? Why?

A.: Of course. It depends as well, in what kind of business you are involved. For example, creativity would not be taken in a good and positive way if you are an accountant… It is a feeling that get of what people may like, and what might not, it is important in business. Without creativity you will be stuck, and not able to visualize something that does not exist yet.

Q.5: What makes this place a "creative co-working space"? Can you name some features?

A.: We try to be the opposite of what people might think about the office space, in many different ways – the way we decorate place, the way we work together, the way we place the tables and how people communicate. We focus on 3 words – Work, Stay & Play. We try to add as many services as possible, to make our residence work easier and smoother.

Q.6: Could you describe creative work environment in this place?

A.: It is all about the people, their attitudes and way of doing things. Of course we tried to create a unique design for environment that would look different and make this place more special. But most impact on it has people and companies that are located in this co-working space. They make this environment creative. Big diversity among the member, supportive co-working space team, challenges and new ideas are being born here every day.

Q.7: What do you personally or with your team do to make this place work environment more creative? (processes, actions, etc.)

A.: We do not use fixed tools to work in this space. We do not have any regular workshops, but we talk a lot and we think outside the box, through ideas in the air, so some great solutions can be found. We are not afraid to try stupid stuff, because sometimes it works out.

Q.8: Can you tell me how this place is different from other? What is its uniqueness?

A.: We are located in Meatpacken district, this cool location gives us an extra point I think. We make sure that we have diversity among our residence, so we would not end up with many similar startups, companies or freelancers. We are not very normal when it comes to the point to organize things – decorations, communication, different workshops. In general we try to be different, by doing things differently. We always try something new.

Q.9: How this co-working space is beneficial for startups? What do you offer for them?

A.: We offer them each other and I think it's very powerful. When you are starting a business, you will need network, and professional people that could help you with processes, development and growth. That is what we are offering to them.

Q.10: What are your thoughts about startups community here? What it takes to make this place their 2nd home?

A.: My decision is to make this place nice and a bit artistic, with less rules as possible. We have meetings, social events, specific workshops, network, support and encouragement, but giving freedom as well.

Q.11: Could you think of the reasons why in a past several years entrepreneurship popularity started rising?

A.: I think people became more free to decide what they want and how they want to do it. Personal freedom to choose razed into new level. Society is changing. And I believe that in 10 years, we will have twice co-working spaces as we do now. The other thing might be a rejection towards society norms, to be good in something, fit in a frames, and reach the best possible outcomes. People want to feel more freedom and it is a way to do that. And I am sure that world crisis had an impact on that too. People were desperate, because economy was falling, they were losing jobs. Somehow they had to find a way to make a living and earn money for the families. I believe it is not the end, young people want to be more independent, risks are not scary for them, they are eager to try new things, so entrepreneurship will continue expand.

Q.12: Now I would like to know some facts about this place… Size; number of startups; price; average period of time startups stay in this place; and what are the common reasons of leaving?

A.: 2500 m2, 150 residents in Noho, 3500dkk per table. We have Soho next to us, so when the startups grow and need bigger offices, we have it there. Noho is more about smaller teams and individuals who are freelancing, while Soho is more focused bigger teams and have more space to them. We are not a very cheap place for a big companies, so sometimes they might leave because of the price. When companies also leave when they expand enough to have their own office and build community outside our space.

Interview.4. – Camilla, CSE

Q.1: Hello, I would like you to present yourself shortly and tell about your role in this co-working space? (Responsibilities)

A.: My name is Camilla, and I am a program manager at CSE. My task is to create curriculum activities within entrepreneurship. Basically how to transform what we are doing here into university activities. I am also a developer, so I play a role as a supervisor on a teams that are here.

Q.2: Why you decided to work over here?

A.: It was a bit of coincidence, because I was teaching entrepreneurship as CBS for four years, and through the research collaboration I had a chance to work with some people at CSE, and after that was hired as a consultant to match university and CSE community. Now it became the fukll time position.

Q.3: What is creativity to you? Describe it.

A.: Creativity is being able to spot what kind of need and what kind of problems are in a particular target group. Also to be able to convert that problem into solution, service or product that you can actually sell.

Q.4: Do you think it is important in a business environment? Why?

A.: Yes to some extent. The word creativity is so fluffy that I can't describe it. It may have different meaning and can be found in different contexts. But I think everyone can be creative at some point in a field where they work.

Q.5: Can you describe work environment is this co-working space? Does creativity exist somewhere, can you notice where creative processes are happening?

A.: Again… I find it very complicated. CSE has community, which is built on many different teams that work here. Diversity matters to us. This is a term I prefer better than creativity. These teams and people are here for the same goal, to make a difference. Maybe that is creativity, being passionate about something and do new things. Here are 90% cross-disciplinary teams, so quite diverse. Maybe 50% of the teams are coss-nationalities. Maybe it has an effect on creative work environment. Probably some creative processes are being applied inside the groups. The problem is that I do not know from which perspective I should look at creativity, because it can mean a lot of different things, from many different perspectives. Creative industries can name themselves creative. How it is with business people I am not sure. This community is based on people who are not afraid to take a responsibility to produce something by themselves. I am not sure if it is connected with creativity.

Q.6: Can you tell me how this place is different from other? What is its uniqueness?

A.: We are a part of CBS community. I think that is one of the things that make us different. We organize events at university, and try to build stronger ties between CBS and CSE, at the same

time raising interest among students in entrepreneurship. We also have an accelerator program for startups.

Q.7: How this co-working space is beneficial for startups? What do you offer for them?

A.: We offer a space to work, network, professional assistance and opportunity to grow. The process starts when you apply online for a proof program, where you have to present your idea. If you are accepted then you have a meeting with a broader presentation of your idea and plan, after that if you get confirmed, you get access for 3 months. It is a time given to test the idea in a market. If your concept of idea testing is going fluently, you get 6 months to start making money or create a social value. After that there is another meeting to measure your success in a market, and if we decide that you are ready to go for international scale, we recommend you to sign for accelerator program Go Grow. At this program we select the most potential teams, we are giving them workshops - on finance, strategy, branding and other fields. Also it includes 4 pitch training, and then comes the final investors pitch day.

Q.8: Could you think of the reasons why in a past several years entrepreneurship popularity started rising?

A.: I think there are many different reasons. First, there was a financial crisis back in 2008, people realized that they have to take their lives in their own hands. So if you lost a job, you had to create it by yourself, so you can earn a living. Other thing is a focus of known successful business people, who had nothing and have everything, that give their advices, encourage people to do their own thing. They are boosting the interest. And lastly on a policy level, focus on educational perspective on this area. 5 years ago the government founded the young entrepreneurship foundation, their task is to make entrepreneurship material available in elementary schools. So they are pushing a new generation of future entrepreneurs. The millennials generation is a lot about "Me", and it is not a bad thing when you are an entrepreneur, they have a stronger believe in themselves.

Q.9: Now I would like to know some facts about this place… Size; number of startups; price; average period of time startups stay in this place; and what are the common reasons of leaving?

A.: 1000 m2, 135 teams. They stay here from 3 month, to 15months. The reasons I think are quite common, they either grow or fail.

Interview.5. – Analisa, Dare2Mansion

Q.1: Hello, I would like you to present yourself shortly and tell about your role in this co-working space? (Responsibilities)

A.: My name is Analisa and I am a program director of Thinkubator.

Q.2: Why you decided to work over here?

A.: I get to work with entrepreneurs on a daily basis, and I work here for 3 years already.

Q.3: What is creativity to you? Describe it.

A.: I think creativity is thinking differently, and coming up with solutions that are not simple, but different in their own ways.

Q.4: Do you think it is important in a business environment? Why?

A.: Definitely important. When you are an entrepreneur and you are dealing with a things that have never done before, that is when creativity comes into play. You have to be able to come up with a new ideas, creative and novel solutions.

Q.5: What makes this place a "creative co-working space"? Can you name some features?

A.: The physical environment is very creative. I would call it a professional playground, it is very different, helps to think outside the box. We focus on startups who has a goal to make a positive impact, and try to make a difference, as well as on diverse startups. So we have everything under one roof.

Q.6: Could you describe creative work environment in this place?

A.: I think I partly answered it already. Everyhing what I mentioned before, helps to grow individually and from business perspective. We encourage people to communicate and share knowledge, at the same time we offer access to a big network. We are supportive to new ideas, methods and try new things.

Q.7: What do you personally or with your team do to make this place work environment more creative? (processes, actions, etc.)

A.: I think it is a physical environment that plays its role here. It's a bit funky, so we are not afraid to do things differently. And we try to make sure that everyone feels good over here. We have lunch together every day, many events, Thinking Tuesday – that's when we get inspiration, do brain gym, help each other solve business problems, come up with new ideas. Sometimes we just watch Ted Talks or invite speakers for presentations. On Fridays we discuss what is happening in our companies and have breakfast together.

Q.8: Can you tell me how this place is different from other? What is its uniqueness?

A.: We're much more out of the box people, more funky, focusing on positive impact startups and diversity. We organize a lot of events not only for our residents, but also for students and people in interest to join us, who are outside Dare2Mansion. We try to be more like an Innovation Hub, rather than a co-working space.

Q.9: How this co-working space is beneficial for startups? What do you offer for them?

A.: Very much what I mentioned before…. Space, community, events, different people, incubator, encouragement and other things. Dare – care - share, that's our slogan.

Q.10: What are your thoughts about startups community here? What it takes to make this place their 2nd home?

A.: We try to make this place like a 2nd home for residents, they spend many hours over here. The community is very strong, as I mentioned before.

Q.11: Could you think of the reasons why in a past several years entrepreneurship popularity started rising?

A.: I think because it became more easy and cheap to start a business. Other think is a success stories. They are known in Denmark and around the world. It inspires people to try new ways of working. I think that Millenials and this generation want to be their own bosses, find a dream job, have freedom be independent and things like that. They also are less afraid to risk than older generations, and see it a bit differently. Also in my opinion technology has a big role, it gave us access for many things that previous generations did not have. It made our lives more simple, things more accessible.

Q.12: Now I would like to know some facts about this place… Size; number of startups; price; average period of time startups stay in this place; and what are the common reasons of leaving?

A.: 1200 m2; 16 startups, plus 10 in accelerator program; From 1000 – to 3000 dkk.; The average time how long startups stay is between 1 and 2 years. The reason is often that they get too big, and have to move out.

Interview.6. – Ida, Rainmaking Loft

Q.1: Hello, I would like you to present yourself shortly and tell about your role in this co-working space? (Responsibilities)

A.: I am office and event manager at Rainmaking Loft. I have a daily control over the house and arrange, settle and take care of events.

Q.2: Why you decided to work over here?

A.: I have been working here for 1 year, because I found it really fascinating, and be surrounded by people who are totally passionate about what they are doing. I have an education in design management, so my fields are creativity, leadership, management.

Q.3: What is creativity to you? Describe it.

A.: When people are doing something and don't know what the outcome is going to be. It is about doing things differently, thinking outside the box, being innovative. It is a process, that you go through to make something new.

Q.4: Do you think it is important in a business environment? Why?

A.: Creativity is a lot of things. The things that trick creativity can be very different. For example, the bright colours, design, a little mess can boost it, but I think that a cozy, calm, softly designed place can also open your mind and do it work just like the opposite version. For me, it is looking at things in a different way. This place looks creative in my opinion. The reason why we are not officially a creative co-working space is because we do not focus on a creative people and startups.

We have Tech companies over here, but I think every company is creative, just in different ways and in different stages.

Q.5: What do you personally or with your team do to make this place community closer together? (processes, actions, etc.)

A.: We have a "Hi" culture if I can say so, it means we have to say HI to people that we meet at the hall, it is like an ice breaker, we have a lot of people over here. After meeting several times the same face, you will start a conversation in the kitchen or one of events, that's how everything starts. When new residents are coming to our house, it's not their responsibility to make themselves visible, but the community has to accept and welcoming a new comers. We also have many different events.

Q.6: Can you tell me how this place is different from other? What is its uniqueness?

A.: We are not unique. We are just a co-working space. However, we organize some events not only for residents but also for other people in interest. Community breakfast helps to network. Tech&tonic event is happening on Fridays one or few times in a month.

Q.7: How this co-working space is beneficial for startups? What do you offer for them?

A.: We offer them only a space. We do not have mentors or professionals to help them, but we know who can help them, where they can get answers to their questions. We have a network that they can use, but we are not helping them ourselves. Sometimes we invite a necessary professional in our house.

Q:8: Recently Rainmaking Loft was awarded as a best co-working space, can you comment it?

A.: We are very happy about it. I think this award has something to do with what we have managed to do and achieve within only 1 year. We are well known, we have a community, waiting list is for the half year, and we have achieved the mission faster than anyone probably expected.

Q.9: Could you think of the reasons why in a past several years entrepreneurship popularity started rising?

A.: I think the world financial crisis had a lot to do with it, because a lot of educated people couldn't find a job, so they had to start thinking "what should I do now?". So many of them used this situation as an opportunity to do something by themselves. I think also something has changed in mentality. Now it is "cool" to have a startup, to be an entrepreneur. If you want to have a job in a corporate organization, you would probably have less freedom. Of course it depends on many different aspects. Now people in their 20's, 30's want to be more independent and control their time and life.

Q.10: Now I would like to know some facts about this place… Size; number of startups; price; average period of time startups stay in this place; and what are the common reasons of leaving?

A.: 3400 m2; 350 people – 70 startups; the prices you can find online, we have several options; Since we have been in this business just for 1 year, not many people left it yet, and the ones who did it for the better location, growth, and had to relocate to work in a same building with their business angel.