

EXPLORING THE CO-WORKING SPACES AND INNOVATION IN SERVICE DESIGN TO CREATE A BETTER START-UP CULTURE

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Abstract

Co-working spaces brings recent global trend driven by the digitalized and sharing economy. Co-working incorporates various elements of office communities, telecenters, home office concepts, virtual work, teams, communities, and different practices, specifically providing a cross-sectoral working community with more opportunities and flexibility for social interaction. An appropriate and suitable platform is provided by the co-working spaces through which businesspersons can inspire fresh co-working users and encourage their targets to launch start-ups. These indirect impacts are not studied by researchers who mainly focus on the positive influence on workers' performance. Hence, the present study analyses the co-working spaces and their associated service design, exploring a better start-up culture. Further, it evaluates the trending of co-working spaces among freelancers, knowledge workers, start-up communities, and others engaged in innovation and Creativity in an urban environment. In addition, the research discusses the global start-up culture, explores recent innovations in the working environment, and reviews the co-working practices and innovations in service design for start-up culture.

Keywords: - Co-working spaces, start-up culture, Service design, Creativity and innovation

Introduction

Co-working spaces and the global start-up culture boom in recent years has encouraged the popularity of new kind of workplaces and benefitted different businesses and entrepreneurs (Jeske & Ruwe, 2019). Co-working spaces provide a workspace and social environment to independent individuals and innovative teams in companies for performing individual work and building a collaborative shared environment. In the previous decade, the number of co-working spaces with a global number of users increased from a few thousand to 1.7 million (2020). The researchers have started to analyze the co-working spaces as a perspective for research entrepreneurship and Creativity, organizational structure and community and regional innovation (Bouncken & Reuschl, 2018; Jakonen, Kivinen, Salovaara, & Hirkman, 2017; Wijngaarden, Hitters, & Bhansing, 2020). Recently, there has been a broad diffusion of innovative workplaces named co-working spaces, developed to host creative people, co-workers and entrepreneurs. The same space sharing offers a collaborative community, or else they may feel unhappy about the relational component related to the conventional corporate office. Co-working spaces can bring many advantages to independent workers, freelancers, start-up communities, and knowledge workers, and the benefits are

cooperation, horizontal interaction, business opportunities, informal exchange, and knowledge transfer. In addition, the most important impact is an urban mechanism from community building with frequent social streets creation and surrounding public space enhancement to broader urban revitalization both from a spatial and economic point of view. This kind of indirect impact is not studied by researchers who mainly focus on the positive influence on workers' performance (Akhavan, Mariotti, Astolfi, & Canevari, 2018). Hence, the present study focuses on the co-working spaces and their associated service design, exploring a better start-up culture.

The major contribution of the study involves,

- To explore the history, emergence, growth and impact of the co-working spaces globally.
- To evaluate the trending of co-working spaces among freelancers, knowledge workers, start-up communities, and others engaged in innovation and Creativity in an urban environment
- To discuss the global start-up culture and explore recent innovations in the working environment.
- To review the co-working practices and new innovations in service design for start-up culture

Paper Organization

The following section describes the literature review on co-working spaces and start-up culture. Section 3 discusses the co-working spaces of history, emergence, growth and impact of the co-working spaces. Section 4 elaborates on the co-working spaces globally among freelancers, knowledge workers, start-up communities, and others engaged in innovation and Creativity in urban environments. Section 5 explains the global start-up culture. Section 6 reviewed the co-working practices and disciplines. Section 7 depicted the discussion and conclusion of the research.

Related works

The crucial role of co-working spaces in constructing a working innovation ecosystem which simplifies open innovation for start-ups is being analyzed by a study (Lestari, 2020). This work utilizes 3 case studies of co-working spaces functioning in the Jakarta region in order to attain in-depth information on the research occurrences. The research displays that the open innovation practice amongst start-ups has yet to occur evidently. Yet, it is persistently planned by the community manager role that is considered as the ecosystem catalytic agent. The networking process is accelerated by linking members, and this speeding up is done by

community managers who are the ecosystem enablers. Subsequently, these activities will aid the emergence of collaboration and mutual connection procedures between members, which empower open innovation among members of start-ups. This research provides information regarding how members of co-working spaces grab prospects, which results in an open innovation process.

Another study (Füzi, 2016) investigates the application and significance of the 3 factors in improving creative activities inside co-working companies. This investigation involves thirty-one thematic interviews with providers of co-working space in 4 geographical areas, such as South Wales, Europe, the USA and the UK and one hundred and forty-two questionnaire responses from present co-workers and possible users of those spaces in Cardiff city province. The study findings reveal that co-working is regarded as considerably valuable for performance over the variety of areas examined, from the growth of the network to upper levels of productivity, Creativity and motivation in the economically challenged region background.

The start-up businesspersons collaborate with various actors to form transnational networks. This phenomenon of passage of start-up industrialists is being examined (Fraiberg, 2017). The main theme of this investigation revolves around the transfer from action to mobility systems. The introduced research framework combines the activity theory knotworks and actor networks, and it is constructed on technical communication studentship. This inquiry involves Israeli start-up industrialists. Israel consists of several start-ups compared to any other nation across the world. Along with this, Israel comprises a high-tech Company that is formed from a dense network of conferences, meetups, accelerators, social media, and co-working spaces. In association with this, an academic work (Fuzi, 2015) delivers the empirical investigation of whether co-working spaces can facilitate entrepreneurship in areas with scarce entrepreneurial surroundings by producing the firm infrastructure specially designed where the undemanding infrastructure vital for free enterprise can also evolve.

Based on 7 case investigations of business FinTech or Tech companies in London, a scholarly work (Yacoub & Haefliger, 2022) examines how collaborative spaces result in collaborative practices. The verdicts of this enquiry denote the inhibiting and enabling role of interstitial spaces and recognize catalysts in the development of collaborative activities in co-working spaces. Integrating critical and theoretical relating increases the knowledge of how collaborative activities evolve, and it successively results in open innovation. Moreover, the inferences for future investigation of co-working spaces are being discussed.

A collective workspace containing businesspersons is being evaluated, impacting the routine life and the enhancement of their projects (Fabbri & Charue-Duboc, 2014). This inquiry embraces the space conception as the social process presented by Hall, and the entrepreneur's perception of who positioned one's industry in a collective workspace is being compared. The research performed the inductive and qualitative case analysis of co-working space for Paris social entrepreneurs. The paper introduced a model discriminating 3 modules: hosted populace, physical place and mode of operation. It displayed how these modules conjointly subsidize the improvement of cooperative relations and enable access to external resources for the organizations in this workstation.

(Ayodele, Kajimo-Shakantu, Gbadegesin, Babatunde, & Ajayi, 2022) A qualitative study followed this, and responses were taken from nine co-working space operators working in the urban construction market in Nigeria. The outcomes revealed that the factors that impact the flexible office space demand were affordability, entrepreneurship motivations, flexibility, risk-sharing opportunities and cost-effectiveness. Co-workers are mainly remote individual who needs workstations to be away from conventional office setup and homes. However, there exist challenges from management, like awareness at lower levels, data theft, greater cost operations, and lack of infrastructure. The COVID-19 impact includes rent refunds, working pattern changes, limited online and remote operations, loss of jobs, patronage drops, tenancy contract changes, investment return drops and extra expenses in putting prevention strategies in place.

Co-working spaces- History, emergence, and growth of the co-working movement

The entrepreneur Brad Neuberg was besieged with social isolation, and to cope with the social isolation, he began a new organization from his home-based office in 2005 (Agarwal, 2020). He also accredited through establishing the co-working concept where he systematized spiral muse in San Francisco in the corresponding year itself. Around the year 2018, Neuberg, in an interview, explained his founding story. Furthermore, he portrayed how, as a software developer, he longed for the structure and community of a job yet the independence and freedom of working for him. Hence, Neuberg chose to explore an advanced form of organizational workspace and leased a small room and equipped it with scarce simple chairs and desks. Later on, he positioned an ad on Craigslist and dispensed flyers at coffee shops supporting individuals to work on one's projects in identical physical spaces as an individual. Since the concept and space grabbed attention, Neuberg affiliated with Tara Hunt and Chris Messina, the most well-established influences, speakers and authors, to establish a

co-working conference, mailing list and wiki, which is still lively today. The main motive of these practices is to proclaim co-working and the category of banquet this idea. This, in turn, supports others to establish one's own spaces and articulate ideal practices and thoughts. Hunt and Messina started creating meetups across the globe to deliberate the co-working thought with further similar-minded individuals. These procedures, along with the mailing list and wiki, started to attract interest over the entire world and aided in stimulating the co-working movement. Also, Neuberg defined it as the community category that instinctively happens to organize itself, and the email list and wiki have become significant for folks who are initiating spaces to begin working with one another. Also, he supported everyone in the community to grab this thought and make it one's thought and reproduce it.

Numerous individuals embraced this suggestion and initiated individual co-working spaces in several towns nationwide. Since the concept of co-working started to clasp, the co-working movement has become more cohesive and structured. A Global Co-working Conference started to hold co-working conferences worldwide to draw the co-working space operators together for a network and to discuss ideas. In 2010, WeWork introduced its operations and rapidly transformed into a renowned and appreciated co-working organization which raises public consciousness by reading the co-working idea and facilitating various entrants to replicate its style and strategy. Since the co-working idea is widely becoming famous, large companies like IBM, Microsoft and several others took notification. These corporations started their investigation by transferring a cluster of one worker to engage in co-working spaces to surge employer satisfaction and expand network prospects with individuals who are not from the same domain (Spreitzer, Garrett, & Bacevice, 2015). Observing these trends and the transferral from the well-established to advanced work, investors began quickly stacking money into modern spaces. Co-working was also instigated to diffuse across the globe geologically. Even though WeWork has changed into the most prominently identified brand in co-working, its locations represent only three per cent of the thousand hundred sixty-nine spaces registered in Coworker.Com and is probably smaller compared to its competitor Regus, which started its operations numerous years ago before WeWork. The residual spaces are itemized in Coworker.com. Among the 16,169 spaces registered on Coworker.com, sixty-four per cent of those co-working spaces have only one location.

Impacts

Generally, the co-working spaces deliver physical proximity and a "play and plug" infrastructure for flexible workforces. Still, meanwhile, several co-working hosts said that the

concurrent presence of workers and physical proximity of employers will not always result in the global point of view, shared values, common interests, interpretation frameworks, relational link or collaboration (Janet Merkel, 2015). This discloses that simply the existence is not adequate for co-workers because employers probably work without much cross-fertilization or interaction with one another. Also, the inquiry on the knowledge creation geographies entitles that spatial closeness can surge the prospect of various kinds of learning and relationships. From this, it is inferred that simply providing a space in the context of co-working spaces is not enough. Hence, it is proved that other than this, the primary requirement is the enrolment, engagement and social animation for involvement in the distinct social practice of working together collaboratively. Hosts are therefore inquired upon to produce various enrolment modes inside the spaces to enable interaction, encounters, mutual trust and cooperation between co-workers.

Entrepreneurs must balance one's activities by collaborating with a defined social network and being open to varied new contacts. This, in turn, exploits the chances for interaction (Bouncken, Aslam, & Reuschl, 2018).

Community vs. Diversity: The open-for-all policy of Co-working spaces produces the working surroundings for a diverse community based on shared working values and culture. The businesspersons must identify the Co-working spaces with the proper culture, community and values and acclimatize to the alterations persuaded by the departure of old members and new participants.

Distraction vs. Interaction: The design of co-working spaces formulate open office layouts to inspire casual communications (Bouncken et al., 2018). The disadvantage of this arrangement is that it creates noise using phone calls, meetings and talks in the open space, resulting in distractions. This background makes it hard for co-workers to concentrate on one's work.

Benefits vs. Cost: Businesspersons have to invest to get into co-working spaces. The price is generally low when relating to managing one's own office space. Additionally, entrepreneurs are also reimbursed for accessing various facilities like meeting events and rooms and so on. Farther than the monetary costs, businesspersons must also spend energy and time creating social networks. Also, the Co-working space can deliver a supportive environment for start-ups and new projects, budding entrepreneurs without customer bases devise to reach the place in networks (Baron, Franklin, & Hmieleski, 2016).

Table 1: Benefits and disadvantages of co-working spaces (Source: (Mittal & Rani, 2022))

Attributes	Disadvantages	Attributes	Advantages
Security	Several corporations and organizations are afraid of losing one's sensitive data and intellectual ideas.	Reduction in cost	Compared to establishing a business, renting an office desk is less costly
Deficiency of privacy	Because of the confidential data, there is a threat to companies	Flexible cost	It is flexible since it is a variable cost
Absence of connection	Some workers prefer to work alone rather than in a group. This, in turn, leads to the absence of teamwork.	Services	Co-working spaces deliver a wide range of prospects to a worker who expect his employer to work under acceptable circumstance.
Convert the public/private divide.	The projects will become vulnerable due to the disclosure	Improve output	The worker's time will be saved, especially when commuting from and to distant office amenities.
Absence of attendance	The drive to attend the office is reduced since it is not their office	Innovation	Every aspect is available to encourage innovation in a friendly environment and innovative atmosphere: events and lounges.
Inconsistent office culture	When workers engage in multiple environments, it is easier to maintain a consistent team spirit.	Community development	To attain support and to feel valued, being a part of the community is essential.
Space adequacy	The workspace layout does not always fulfil the worker's expectations	Collaborations	This is the optimal socializing experience to avoid being fruitless at home.

Trending of co-working spaces among freelancers, knowledge workers, start-up communities, and others engaged in innovation and Creativity in the Indian urban environment. Entrepreneurs, self-employed individuals, and freelancers employ co-working spaces. Along with them, the consultants and contractors employ co-working spaces(Bouncken & Reuschl, 2018). International research displays that fifty-four per cent of co-working users are freelancers while twenty per cent are dependent contractors, and the other twenty per cent are entrepreneurs, and most of those people work in new media and creative industries. Through seventeen interviews, it is found that the co-working –users emphasize income and revenue or

cultural and social goals (Spinuzzi, 2012). Particularly, individuals who thrive on free collaboration, independence and values such as networks, community and open-source projects utilize the co-working spaces. The co-working users usually have unusual combinations of creative potentials and competencies, digital professions, and pursuing creative, atypical career paths. Co-working users focus mainly on utilizing services and equipment, socializing or learning from others. By (Bilandzic & Foth 2013), utilizers employ co-working spaces to benefit from the technical infrastructure, and the learners embrace co-working spaces to attain knowledge, visit occasions and exchange with peers—moreover, the socializer probes for acknowledgement and recognition in co-working spaces.

Co-working spaces establish infrastructure, which makes flexible labour rules stronger (Ciccarelli, 2023). This, in turn, permits employees to gain from the unchanged support structures which are a part of the larger industry. Grounded on this, the Co-working spaces will be regarded as the quasi-organization that delivers the technological, physical and social infrastructure to remote workers and self-employed individuals. Like any workstation, co-working spaces are also included in socio-material terms. As per the paper (Aslam, Bouncken, & Görmär, 2021), the spatial and physical components of co-working spaces are usually disregarded in the errand immaterial social aspects; meanwhile, the phenomena investigators perceive in these spaces, like innovation and collaboration, and it is the outcome of interlacing of material and social elements. This socio-material perception permits deliberation of the multifaceted interplay among the social and material aspects of co-working spaces and its contribution to the well-being of workforces. Like any other workstation, promoting well-being in co-working spaces demands a holistic technique involving workplaces in inter-associating their social, physical and technological elements.

In contrast to office-based workers, users of co-working spaces are engaged in multiple work surroundings. This is specifically significant for remote workers since the co-working spaces one utilizes are not directly governed or owned by their workers. This, in turn, produces a dual impact because the remote workers are influenced not only by remote management which forms their design of the job, work culture, teamwork and incorporation into virtual work groups, but also by co-working spaces in which one works. Self-governing staffs endure similar circumstances because one's job opportunities and design to implement and develop one's competencies rely on work teams, clients and their online platforms utilization. Subsequently, the employee's job aspects are further than Co-working spaces control, and it is very significant in measuring the well-being of personnel. Hence, it is indispensable to

recognize this multi-presence of workforces(Koroma & Vartiainen, 2018) in several physical and virtual workspaces while involving the assorted domains and factors which subsidize the well-being of workers.

Co-working spaces consist of over two hundred changeable co-workers, which are random encounter sites(Janet Merkel, 2015). These spaces toss together various sets of actors who are required to utilize the shared space. This provides a platform for strangers for identity creation and shared Creativity. These sets of people can improve interpersonal ties yet need to devise to essentially. The higher fluctuation prices, flexible rents, and co-working spaces resemble capitals in their particular social structures. The urban encounter concept (Valentine, 2008) systematically seizes the various meanings this randomness form can entail, from fleetingness through interaction to attaining the transformative experience. These encounters can create several social effects. Co-working solves the forming enigma of how to cumulate dispersed self-governing employees in creative and media companies in theory (De Peuter, Cohen, & Saraco, 2017).

A sequence of global co-working surveys conducted by Deskmag established few consistent patterns in the co-worker's profile (Waters-Lynch, Potts, Butcher, Dodson, & Hurley, 2016). The major co-workers fell into the 3 categories of independent knowledge workers: early-stage entrepreneurs, freelancers or start-up members and small business teams. A few co-workers are staff of bigger companies situated outside the co-working spaces. The major work in creative companies, along with new media, performs remarkably. Significant companies involve web development and software engineering, marketing consultants and professional relations, graphic and web design and a minor proportion of artists, architects, writers and journalists, even though the boundaries among job descriptions are unsolidified.

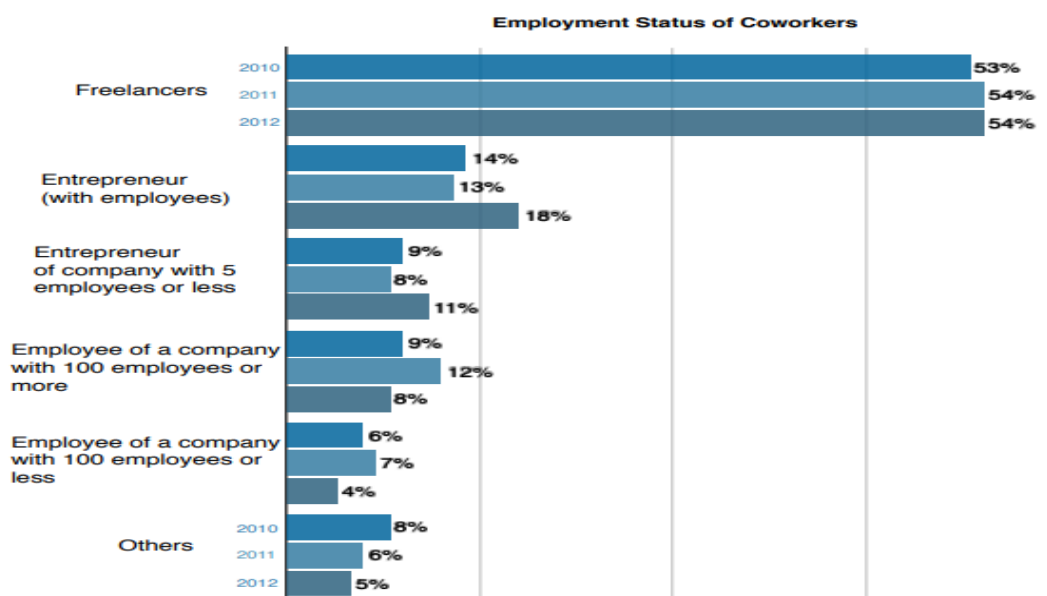


Fig.1. Surging rates of Freelancing jobs (Fiorentino, 2019)

Urban Planning

- What is the relationship between coworking, residential location and urban mobility?
- What implications might this have for transport and land-use policy?

Questions	Theory
Can coworking encourage localised, polycentric economic activity beyond the inner urban core?	Polycentric Urban Development Theories (Governa & Salone 2005; Meijers 2005; Lin et al 2012)
What is the relationship (and optimal distance) between coworking spaces and urban amenities such as public transport?	Hub and Spoke Theory (Cambell & O'Kelly 2012) Consumer Decision Theory (Payne et al 1988; Batman et al 1991)

Fig.2. Co-working spaces – Urban planning(Fiorentino, 2019)

The previous era has realized the evolvement, particularly in urban regions of creative companies and surging rates of freelancing jobs (Fiorentino, 2019). Recently, an advanced entrepreneurial environment has been created in several cities across the globe to decide on distributed service adjustments as one's preferential workstations(J Merkel, 2015). This ecosystem consists of several actors like co-working spaces, creative freelancers, makers and start-ups.

Global Start-up culture

The mantra of officials and local policymakers is to produce a creative city at the beginning of the 21st century(Moriset, 2013). A boosterism regarding the small venture is reported by Kenny (2011), and public officials thought that the start-up industries were the magnetic bullet which would convert depressed economic areas, produce innovation and jobs and perform various sorts of additional economic sorcery. According to Porter's theory (1998), entrepreneurial inventiveness is burgeoning, and the start-up's sustainable development will be assured when creative workers and companies are determined in localized clusters instead of dispersed all over the metropolitan regions. An appropriate and suitable platform is provided by the co-working spaces through which businesspersons can inspire fresh co-working users and encourage their targets to launch start-ups (Bouncken et al., 2018). Rather than stand-alone start-ups, start-ups in co-working spaces are 4 times more likely to be powerful and efficient (Foertsch, 2015). This is possible when similar-minded people communities in co-working spaces encourage ventures of budding entrepreneurs. The start-up culture of co-working space can aid promising businesspersons in tackling entrepreneurship issues by generating a culture based on collective growth, trust and mutual respect. The

co-working spaces cultivate start-ups by delivering business, legal, training and finance guidance. This, in turn, aids those potential and up-and-coming entrepreneurs to enhance their self-efficacy and entrepreneurial passion.

A temporary institute, a company or a partnership which is constructed to produce a repeatable and scalable business model is termed a start-up (Lestari, 2020). The main feature of the start-up is that its stage of development is less than three years, the count of staff is lower than twenty people and produces an income lower than one lakh dollars per year. Indonesian start-ups are divided into 3 types: trade start-ups, game creator start-ups and educational application start-ups. These start-ups have restricted access to satisfactory resources due to their newness. To survive this resource scarcity, these start-ups must form dealings with external partners in commercialization as well as in the developmental stage of their technological enhancement or ideation procedure. Hence, open innovation is vital to managing its newness and smallness accountabilities.

Contrary to closed innovation, the innovation procedure which goes over the boundaries of an organization and arranges the active involvement of institutions or multiple parties is termed open innovation. Open innovation success relies on skill-sharing capabilities and fundamental competencies between collaborative companies. Unlike any other business company, the start-up's entrepreneurial activities also necessitate a physical working platform which empowers them to develop creativity and innovation efficiency by enabling a reassuring and productive business ecosystem. Hence, this working platform not only aids businesses in producing knowledge but also improves business and social networks.

The intent to produce innovative managerial spaces resulted in several epitomes of innovative ecosystems (Aumüller-Wagner & Baka, 2023). Considering this, there is a strong inclination to originate corporate innovation ecosystems in the corporate co-working spaces form. This existing exploration analyzes the evolving dynamics among start-ups and corporates in an innovation ecosystem through the help of collaborative space literature, particularly from the relational ontological perception. The last 3 years have witnessed an intense surge in co-working spaces all over Asia that involves India, too. The co-working concept was activated in the West through the global financial crisis of 2007 to 2008; meanwhile, Asia has started to witness the alteration. Also, there is a more emphasis on producing more cost-effective and effective solutions for corporates, start-ups and small and medium companies. This flexible facility fascinates the millennial occupiers who prefer to work as a team in a lively platform. The growth of co-working spaces in developing nations like India

and its influence on corporate real estate approaches in the current period of digital disruption is being analyzed in a study (Arora, 2017) since this concept is expected to move towards becoming a commercial real estate company in the upcoming years. This idea's arrival among freelancers and start-ups and also the larger companies leads to the increased attention of these workspaces. Moreover, the developers and operators experiment with several business models for cost optimization and excellent efficiency. Henceforward, this era of co-working is an attention-grabbing and remarkable period.

Evaluation of co-working practices and new innovation in service design for start-up culture

Co-working spaces combine services, like real estate, to leverage shared economy and package, which tends to create newer growth opportunities. The sectors are predicted to expand due to office design-driven and mobility changes by hybrid or remote work development settings (Girija, Sharma, Yeeditballi, & Sriramneni, 2023). Following that, Deskmag2 collected the report based on a Global co-working survey. The co-working movement has doubled every year, and at the end of 2019, 2.2 M people are predicted to work in 22,000 co-working spaces globally. The following table highlights the co-working spaces' different disciplines (Mariotti & Akhavan, 2020).

Table 2: co-working spaces' different disciplines (Mariotti & Akhavan, 2020)

Discipline	Definition of CS
Sociology	CSs are open-plan office environments in which people work alongside other unaffiliated professionals for a fee
Business/ Management	CSs are defined as localised spaces where independent professionals work sharing resources and their knowledge with the rest of the community
Technology	CSs provide ensure a flexible and autonomous use of office and social space that eases the direct interaction among the users for social, learning and business-related interests
Geography	CSs as potential “serendipity accelerators” ...beyond the room layout, coworking is first an atmosphere, a spirit, and a lifestyle
Economy	It helps freelance designers become more embedded in business networks (in terms of collaborations), both local and foreign, compared with working in isolation, as lone eagles
Psychology/ Health care	As a telework arrangement, coworking spaces are becoming an increasingly established workplace among the self-employed and freelancers working in the creative line of business, as opposed to home office that is mainly used by employed workers

Newer co-working spaces have frequently been viewed as innovation centres, HR talent pools

and Creativity (Farina, Neto, de Carvalho, & de França Berne, 2019; Orel & Kubátová, 2019). It has raised the popularity among the greatly skilled digital entrepreneurs, and the HR from these places are looking for fresh talents and environment behaviours, quicken the knowledge transfer communication flow, spark innovative processes among employees and strong interaction (Hills & Levy, 2014). There exists increased co-working attention and its related strategies, referring to a standard corporate tendency in which managerial decisions are concentrated on talent acquisition as an alternative to personal talent development, including redesign and rethinking of the whole work environment and headhunting. Higher corporate teams are sent to selected workspaces that combine with their networks and independent workers (Leclercq-Vandelannoitte & Isaac, 2016; Orel & Alonso Almeida, 2019).

Regarding the co-working spaces research, Europe has observed the highest from the previous decade; the major research is concentrated on spatial planning. Co-working spaces stand in communities of high-skilled and specialized workers who attract venture capitalists and businesses, accelerating urban renewal processes. Spaces regeneration can impact the commercial properties positively in the locality and invite developers. In addition, developing networking and communities beyond the co-working life was found to decrease the depopulation and stand in the non-urban areas' influx (Vogl & Akhavan, 2022). Significantly, according to (Tiwari, 2023), in the post-COVID-19 stage, co-working spaces may offer flexible working with relaxed and optimal safety in adjacent places. Therefore, after the pandemic situation, the government must focus on the chances of coherent work policies which encourage aspiring workers and sectors to choose co-working spaces, especially in Delhi, India (Tiwari, 2023). In the case of European cities, localized policy intervention is important in encouraging local employment and extended sustainability after evaluating the co-working spaces (Akhavan, Pacchi, & Dubravka, 2022).

Conclusion and Discussion

From the previous research, it has been identified that coaching, community management and mentoring in co-working spaces offer the chance to avoid the predicted challenges and risks of emergencies. Collaboration and interaction in co-working spaces resulted in professional and social ties evolution, networks and relationships. Developing these relationships in reasonable manners creates an unexpected working environment in any co-working space. Significantly, communities based on mutual respect, trust and shared values from social relationships can create self-efficacy start-up culture and entrepreneurial passion. (Mittal &

Rani, 2022) Shows that social relationships and co-working environments have a positive impact on job productivity. Co-working can be considered as an opportunity to renew city centres by making use of empty office spaces(Mariotti, Pacchi, & Di Vita, 2017) and encourages the peripheral areas establishment(Mariotti, Di Matteo, & Rossi, 2022), especially during pandemic situation(Mariotti & Akhavan, 2020).

The co-working model, with wider insights, becomes a downtown revitalization model and encourages local economic development. However, this enquiry concentrated on the role of the co-working space and (Jamal, 2018) suggested reviewing co-workers to understand why they prefer shared space in mid-sized urban centres instead of café or homes and should focus on several businesses selected for co-working. To create a better ambience for the workspace users' collaboration, it is important to create mediation activities and spatial elements. It has been noted that workspace diversity results in user satisfaction and encourages unintended and informal interaction. The different workspaces positively impact the HR flow in workspaces and the individuals selecting the micro-location of work performance(Orel & Alonso Almeida, 2019). Also, flexibility is considered a major core element in building a positive ambience, resulting in collaboration among the co-working space users. Close encounters and interactions among the workspace users can form a community.

Later, the COVID-19 pandemic has forced businesses across all sectors to look for creative and innovative work solutions. It has been a disaster in terms of unimaginable ratios. It correctly thinks of knowledgeable work practices and responsibility with optimism and faith that the global nation's economy can recover. Hence, the workers can now conduct their jobs and operations remotely using digital platforms. However, this work-from-home option is not sustainable and thus, companies or governments must look to combining any innovative ideas with remote working(Gusain, 2020). In the previous couple of years, independent professionals in increasing numbers have been choosing to work in co-working spaces environment. This kind of new type of emerging office provides a resourceful environment, and it offers opportunities for specific target groups for flexible business infrastructure and social support. Further researchers should concentrate on exploring co-working spaces in many nations as social office environments and recently made a greater impact(Gerdenitsch, Scheel, Andorfer, & Korunka, 2016).

According to (Tripathi, Seppänen, Boominathan, Oivo, & Liukkunen, 2019), start-up culture contributes to a significant aspect of economic growth for every nation. It further contributes to economic development and job creation at both national and regional levels. The largest

business and several breakthroughs have been built by start-ups; hence, their perspective is real. To develop a start-up, the stakeholders are interested in its developments, which require collaborating in network form, generating ecosystem-like bonding. According to (Mayerhoffer, 2021; Tintiangko & Soriano 2020), the most important for co-working spaces in companies is to follow their functions and get ready for their suitable eventualities, especially with digital mediation frameworks and virtual co-working for maintaining and establishing the community through an indeterminate future. In addition, co-working spaces must evaluate their spatial layout to ensure that general preventive measures like more outdoor air, installing air filtration, ventilation increase and avoiding recirculation, and governmental restrictions such as suitable and sufficient distance among the workers can benefit from co-location of workers. Not only spatial configuration but digital environment-based managerial aspects like community management roles should also be analyzed in future research. They must explore how the mediation mechanism can positively impact member development and community-building shortly.

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