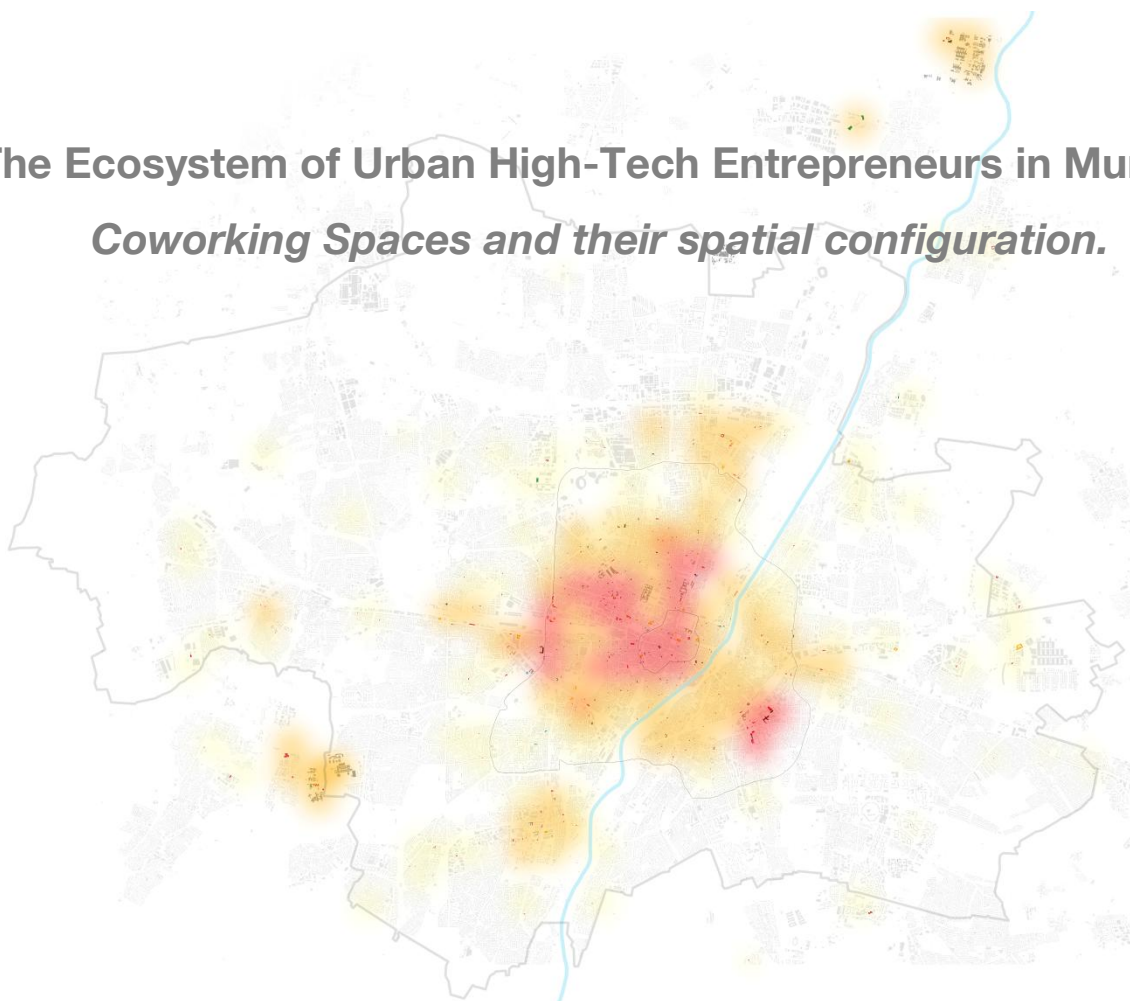


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M.Sc. Urbanistik - Landschaft und Stadt
Master Thesis - 31. Dezember 2016

The Ecosystem of Urban High-Tech Entrepreneurs in Munich.
Coworking Spaces and their spatial configuration.



Andreas Marx, 2016

***The Ecosystem of Urban High-Tech Entrepreneurs in Munich.
Coworking Spaces and their spatial configuration.***

Per aspera ad astra.
Seneca

*Der Mensch hat dreierlei Wege, klug zu handeln:
Erstens durch Nachdenken, das ist der Edelste.
Zweitens durch Nachahmung, das ist der Leichteste.
Drittens durch Erfahrung, das ist der Bitterste.*
Konfuzius

Abstract

This thesis deals with the start-up ecosystem in Munich. More specifically, it is to be investigated how the phenomenon of Coworking Spaces has manifested itself functionally and spatially in the city, as well as the importance of 'coworking' as new paradigm of work for the entrepreneurs. By means of a three-part research phase, relevant data was collected, qualitative interviews with operators of Coworking Spaces or business centers were conducted, and a quantitative online survey was carried out for the users of such spaces. Based on this, it has been shown that there is a dynamic ecosystem in Munich, and numerous actors, be it the big companies, universities and coworking operators, contribute in different ways to the positive development of the start-up scene. The means behind the spatial distribution of entrepreneurial activities is particularly taken into account.

Die vorliegende Arbeit befasst sich mit dem Start-up Ökosystem in München. Genauer soll untersucht werden, wie sich das Phänomen der Coworking Spaces funktional und räumlich in der Stadt manifestiert hat und welche Bedeutung 'Coworking' als neues Paradigma des Arbeitens für die Gründerszene hat. Durch eine dreigliedrige Untersuchungsphase werden relevante Daten gesammelt, qualitative Interviews mit Betreibern von Coworking Spaces bzw. Business Centern geführt und eine quantitative Online-Umfrage für die Nutzer solcher Spaces durchgeführt. Basierend darauf hat sich gezeigt, dass es ein dynamisches Ökosystem in München gibt und zahlreiche Akteure, sei es die großen Unternehmen, als auch Universitäten und eben Coworking Betreiber, auf unterschiedliche Weise ihren Anteil zur positiven Entwicklung der Gründerszene beitragen. Die Bedeutung der räumliche Verteilung von Gründer-Aktivitäten wird hierbei besonders berücksichtigt.

Andreas Marx
Master Thesis 2016

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List of Illustrations	8
List of Maps	8
Acknowledgement	9
A. Introduction	10
B. Status of Research	13
<i>B.1 History and Theory of Coworking</i>	13
<i>B.2 Research Focus</i>	17
C. Research	19
<i>C.1 Methodology</i>	19
C.1.1 Research Area	19
C.1.2 The Research Population	22
C.1.3 Definition of Terms	22
C.1.4 Definition of Methods	26
<i>C.2 Data Collection</i>	27
<i>C.3 Online Survey</i>	34
<i>C.4 Case Studies</i>	42
C.4.1 Friendsfactory	43
C.4.3 Smartvillage	48
C.4.3 Maker Space	54
C.4.4 Impact Hub	62
C 4.5 Findings	68
<i>C.5 Reflection on Research</i>	68
D. Analysis on Impact Correlations	70
<i>D.1 Functional Correlations</i>	70
<i>D.2 Social Correlations</i>	73
<i>D.3 Spatial Correlations</i>	76
D.3.1 City and Region	76
D.3.2 District and Zones	80
D.3.3 Space and Location	83
<i>D.4 Temporal Correlations</i>	84
E. Discussion of Results	85

F. Conclusion	87
Literature	90
Attachments	96
<i>List of identified players in the ecosystem</i>	97
<i>Profiles of Coworking Locations</i>	103
<i>Online Questionnaire</i>	160
<i>Guideline for interviews</i>	174
Eigenständigkeitserklärung	176

List of Illustrations

Illustration 1: Map of Munich	S. 19
Illustration 2: Atlas of EU areas where digital technologies thrive	S. 21
Illustration 3: Typology of entrepreneurial economic communities and dynamic resource needs	S. 24
Illustration 4: own visualization Actors in the Start-up Ecosystem Munich	S. 27
Illustration 5: Comparison of actual foundations of certain places in Munich and the media coverage of this terms	S. 29
Illustration 6: Comparison of actual foundations of certain places in Munich and the media coverage of this terms	S. 29
Illustration 7: Figure about various users of Coworking Spaces in Munich	S. 30
Illustration 8: Ranking of favorite destinations for entrepreneurs in Europe to start a business	S. 31
Illustration 9: Rankings based on votes from high-tech founders and those who prioritize access to capital	S. 31
Illustration 10: Age Distribution of Respondents Offerings	S. 34
Illustration 11: Education Level of Respondents	S. 35
Illustration 12: Job Distribution of the Respondents	S. 35
Illustration 13: Which kind of Start-up Funding	S. 35
Illustration 14: Residence of Respondents	S. 36
Illustration 15: Modalsplit Commute	S. 36
Illustration 16: Average time to work	S. 37
Illustration 17: Working at the Space since	S. 37
Illustration 18: Average presence at Workspace per Week	S. 38
Illustration 19: Relevant aspects for the Choice of coworking	S. 38
Illustration 20: Additional Workplaces of the Respondents	S. 38
Illustration 21: Satisfaction with the Workspace	S. 39
Illustration 22: Adjustment feature of the Workspace	S. 39
Illustration 23: Relevance of Communication for the respondents	S. 40
Illustration 24: Average Use of Services	S. 40
Illustration 25: Functions and Services of Friendsfactory	S. 47
Illustration 26 : Functions and Services of smartvillage	S. 53
Illustration 27: Offerings of makerspace	S. 56
Illustration 28: Key aspects of makerspace	S. 57
Illustration 29: Functions and Services of makerspace	S. 61
Illustration 30: Structure of Membership at Impact Hub	S. 65
Illustration 31: Membership Offerings Impact Hub	S. 66
Illustration 32: Functions and Services of Impact Hub	S. 67
Illustration 33: Scheme for Functions and Services	S. 71
Illustration 34: Visualization Inner ties	S. 73
Illustration 35: Visualization Local ties	S. 74
Illustration 36: Visualization External ties	S. 74

List of Maps

Map 1: Overall distribution of actors in the Munich start-up ecosystem	S. 28
Map 2: Actors nearby Friendsfactory	S. 44
Map 3: Actors nearby smartvillage	S. 49
Map 4: Actors nearby makerspace	S. 56
Map 5: Actors nearby Impact Hub	S. 63
Map 6: Heat-Map of distribution of actors in the Munich start-up ecosystem	S. 77
Map 7: Coworking Spaces in Munich	S. 78
Map 8: Start-ups in Munich	S. 79
Map 9: Zoning of entrepreneurial activities in Munich	S. 81

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A. Introduction

Entrepreneurial activity is viewed as a major contribution to economic growth and employment creation (Lee et al. 2014). But entrepreneurship not only requires a supportive and productive business climate, but also needs a physical environment where creativity and innovation can flourish. One of the most recognized tools for helping entrepreneurs to create networks and develop their firms are business incubators (Töttermann/ Sten 2005). However, besides public sector models there are many examples of private sector managed workspaces that support successful business operations (Montgomery 2007). The concept of serviced offices such as Regus that provide flexible and fully equipped office environments and infrastructure for entrepreneurs has been existing for decades. Nevertheless, these offices do not support the “soft” aspects of entrepreneurship such as interaction, collaboration and networking. Furthermore, they do not necessarily promote creative environments as they are more concerned with providing affordable workspaces for their clients (Fuzi et al. 2015: p.2). With the rise of new communication technologies, the way we live and work has changed tremendously (Malecki/ Moriset 2008).¹ In the past decades the growing combination of the internet and mobile technologies have altered long-standing relationships between geographic location and socio-economic activity. New institutional structures are emerging and the everyday routines of individuals are quickly adapting. In the past 10 years a variety of new spatial concepts have led to changing patterns of economic activity, social interactions, learning and community formation, that illustrate the new dynamics of our social life (Waters-Lynch 2016: p. 2). These spatial concepts for work, learning and recreation underline the persistent importance of local place (Waters-Lynch 2016: p. 3).

But this is precisely the paradox from which the motivation for this work derives. Although we are today able to interact independently of space and time, there is obviously a need to be together in one place. Particularly the creative work and its energy, which arises through the interaction between present individuals, still requires a spatialization. There remains a demand for spatial proximity in the work environment - a locatable work place - where we can develop common creative ideas. Coworking Spaces therefore seem to be the right place to both access and interact with a creative milieu in a com-

¹ for further reading see Paul Virilio who claimed a changing perception of time and reality through the emerge of telecommunication in the last 3 decades His central argument nails the dilemma of overextension from modern technology. The individual is overcharged with technical devices in both private life and at work. By succeeding to take part in real-time events via satellite and internet the humans left their geographical position though their reality and move freely in the cyberspace exempted from places (Virilio 2001: p. 11). „*Beyond the gravity of the earth, there is no longer a space that deserves this name, but only time! A time that alone makes the cosmic reality*“ (Virilio 2001: p. 12). He scrutinizes critically the condition of space and claims the new perception of space and time to be the major problem. The human activities get aligned to time and leave the real space behind. The reality is poised from traffic- and communication devices which leads to a broken relationship between humans and their environment (Virilio 2001: p. 37).

mon concrete place and simultaneously be able to reach them in the digital space all around the world.

In short the concept of 'coworking' describes a practice involving shared physical work-space as well as an incentive for mutual cooperation. This phenomenon reflects a sense of life: status symbols and consumption for its own sake are passé. Many people today strive for a meaningful working life. While some might discount such expectations as exaggerated or even elitist, it more accurately reflects a growing trend among young people. The concept of 'coworking' is bridging the gap between 'working anywhere' (home office, third places, etc.) and the conventional office as a 'work hub' where exchange, transfer of knowledge and collaboration take place.

"Values are not getting produced in classical bureau anymore. Added value takes place in projects at different places, at different tenses, independent and without tenure. (...) There is a need for open, digitally connected collaborative work spaces, that are flexible in use and which serve as incubator platforms for networks, innovation and production." (Schürmann 2013: p. 21)

These new "third (collaborative) places"² have emerged to provide fundamental conditions to support the soft aspects of entrepreneurship through more mobile and flexible ways of working (Fuzi et al. 2015: p.3). Third places serve as focal points of community life, combine a number of conditions that make informal meetings possible, and enable the creativity of social interactions through openness, flexibility, viability, conviviality and accessibility (Oldenburg 2001). The number of third places has also been growing in Germany in recent years. Apart from Berlin which is already well-known as an international start-up-hub³, the Bavarian capital Munich has seen a rise in the number of start-ups and Coworking Spaces recently. Munich is best-known as very important location for the ICT branch.⁴ Furthermore the city always scores high in quality of life rankings and can therefore be considered a potential future hot spot for young, well-educated internationals that want to start their own businesses. But the fact, that coworking has obviously begun later in Munich (around 2010/11), cannot be underestimated. Here it is presumed that, above all, the meaning and purpose of coworking has assumed a different form, as, for example, the first spaces in Silicon Valley. Though, it was from major interest to develop an understanding of the appearance and inner processes of Coworking Spaces in Munich. In general, Coworking Spaces are almost exclusively an urban phenomenon and have hence been developed mostly in cities to encourage collaboration,

² see section B

³ "The key reason why the German capital is so successful is its attractiveness to talent from all over the world. Also thanks to public actors and their support programs for entrepreneurs, the ecosystem continues to develop." (Compass.co 2015: p. 72)

⁴ European Commission - Report 2014; RKW 2015b

creativity, idea sharing, mentoring, networking, socializing and generating new business opportunities for start-up companies and freelancers (Spinuzzi 2012: p. 1). Therefore, the following work investigated the current situation of the high-tech start-up ecosystem in Munich, and the chances and barriers of becoming a more attractive destination for young entrepreneurs.

Starting from a historical and theoretical view of the topic, the research focus has been derived. Particularly the hitherto inadequate consideration of the spatial effects of Coworking Spaces on the development of cities has crystallized as a central demand worth to be investigated. The subsequent research is divided into three sections, since it has been shown in the course of this study that a single research method cannot generate sufficient valid data. The central findings on Coworking Spaces and the start-up scene in Munich can be described in four dimensions: functional, social, spatial and temporal. It has been shown that the paradox already described, can be resolved. The need for creative, collaborative work in a fixed location is well used both by entrepreneurs and freelancers as well as large companies in Munich. The now following investigation proved that the concept of coworking has already a major influence on the start-up ecosystem of Munich.

B. Status of Research

In the following chapter, the focus will lie on the derivation of the research hypotheses based on the historical development of Coworking Spaces and the theoretical discussion of science. It has been shown that particularly functional and social aspects of coworking have already generated many substantive debates over the past few years. In contrast, the spatial influence has been recorded very poorly both theoretically, and practically. Therefore, this work aims to put this aspect of coworking more in the foreground and to develop a better understanding of it.

B.1 History and Theory of Coworking

When they first appeared, Coworking Spaces did not tend to be a business-oriented endeavor. On the contrary, a significant element that characterizes coworking best is an 'open source community approach', intended as a collaborative practice that seeks to establish communitarian social relations among the "member-workers" (Leforestier 2009). The establishment of this collaborative practice mostly occurred through a kind of loose process of developing common values inside the Coworking Spaces: *collaboration, community, sustainability, openness and accessibility* (Schürmann 2013: p. 34). But even when it has begun that way, it is now a vast phenomenon with very different manifestations and interpretations. Both the consideration and the understanding of coworking have changed and one can say that it is now moving in a tension field between the free development of creativity and a strong business-oriented focus. How it came so far, will be sketched in the following.

Current literature suggests that nonstandard forms of employment have become widespread within a highly individualized labor market in which many high-tech professionals work project-based or as freelancers (Cappelli & Keller 2013). In the past decade new space and work concepts emerged accordingly. This can be seen as a result of the effects of globalization and the impact of technology on working habits and environments which also transformed the profile of the workforce. Employees in this sector are generally younger and more highly qualified. Much has been written about the impact of Generation X and Generation Y, but there is something of a generation myth in this debate which ignores the impact of wider social changes. Providing them with choice and flexibility became one of the major priorities to attract the best talents. The four most important points young potentials consider (apart from compensation) are:

- Choosing the place to work - inside and outside the office - which is facilitated by ubiquitous connectivity
- Opportunities for sharing knowledge, collaborating and socializing

- Efficient and inexpensive commuting between workplaces
- Good local amenities including coffee shops, retail and restaurants

The fundamental link is 'choice'. The workforce nowadays demands choice at all levels: career development, local retail, work-life balance, leisure and so on. The demand for choice is increasingly reflected in the workplace. For example, the shape of the workplace is also changing towards a more 'active design' to facilitate flexibility and mobility. Furthermore, the increasing number of contract or freelance workers employed for specific projects and expertise, or to supplement in-house resources in the short-term already have an impact on the workplace. As corporate boundaries are becoming more permeable, the quality of the workplace, location and the surrounding facilities have become more important.

In this context, the emergence of Coworking Spaces has changed the office environment sustainably, because mobile, independent knowledge workers increasingly use them as places for work. (Spinuzzi 2012, Bilandzic 2013a & 2013b, Pohler 2012). Coworking strikes a balance between the twofold demand for individual work and communal spaces, a trend that could be described as 'working-alone-together' that attracts a growing number of young professionals.

The sociologist Ray Oldenburg has first coined the term 'third place' to refer to informal meeting places between the domestic home, the 'first place' and the productive workplace, the 'second place' (Oldenburg 1989: p. 7). For Oldenburg, 'third places' such as cafes, bars and bookstores, are "homes away from home" where unrelated people relate' (Oldenburg 1999: p. 1) in an inclusive social sphere, offering both the basis of community and collaboration. In Oldenburg's conception, third places⁵ are contexts for informal social relations and civic engagement that foster a sense of local place.

"Coworking Spaces are one type collaborative of workplace, which are designed to stimulate creativity where serendipitous interactions might happen between a multitude of businesses and professionals while "working along together" in flexible and shared work environments." (DeGuzman et al. 2011)

The term 'coworking space' literally means 'space for collaborative working' and it describes a new form of office community, where both public and private operators offer

⁵ The word 'space' is used to highlight both the physical attributes and explicit, 'official' publicized intention of the spaces rather than the word 'place', which is often used to include the lived experience of the inhabitants or participants of spaces. The distinction between *space* and *place* is considered non-trivial and the appropriate theoretical formulation between both terms has been the subject of many debates within the related disciplines (for example Lefebvre 1974; Tuan 1979; Harvey 1993).

fully equipped places for creative work.⁶ Early frontrunners of this concept can be found in the nineties such as C-Base, the first Hacker space in Berlin that opened its doors in 1995. Bernard DeKoven has first coined the term 'coworking' in 1999 to describe a 'collaborative working atmosphere' in an online space. In the same year, Boyle Software Inc. in New York extended its office area (called *42 West 42*) to give access to freelancers and small enterprises. Flexible desks became available for monthly rents. *42 West 24* does not call itself a Coworking Space, but, apart from the lesser focus on "community", it almost works as one - and thus belongs to the first of its kind. In 2002 the *Schraubenfabrik* in Vienna opened its doors as 'community center for entrepreneurs' and was later recognized as first Coworking Space in the Austrian capital.

Inspired by these developments and as a reaction to the lack of sociability in business centers and the difficulty to work productively at home (Botsman & Rogers 2011; Hunt 2009; Deskmag 2015a, Deskmag 2015b), Brad Neuberg, a computer programmer and open-source enthusiast from San Francisco "*decided to create a new kind of space to support the community and structure that [he] hungered for and gave it a new name: coworking*" (Neuberg 2014). The term Coworking Space has been used to describe similar places ever since (Botsman & Rogers 2011; Spinuzzi 2012).

Although this first attempt was small and short-lived, it generated sufficient interest to inspire other coworking pioneers such as Jay Dedman and RYanne Hodson to open similar spaces such as the *Hat Factory* (in 2006). Similarly, a group of young entrepreneurs in London opened a space called *The Hub* (today Impact Hub) in an old warehouse. As one of the founders Jonathan Robinson explained, "*We discovered this whole set of people trying to realize good ideas from their bedrooms; lonely, cut off from the world, not really fulfilling the potential of their ideas. So it dawned on us: what if these people could come together in the same physical space and have a place to connect?*" (see Kennet 2008). The aims of Impact Hubs were to promote social entrepreneurial action through supporting micro-initiatives. Over the years Impact Hub has grown to be the largest network of Coworking Spaces that share a single brand identity in the world and claims a distinct identity within the wider coworking industry. In 2007 the *Business Class Net* opened its doors in Berlin - one of the world's first networks for Coworking Spaces. In April 2009 the *Betahaus* opened in a vacant commercial building in Berlin Kreuzberg as first Coworking Space in Germany obtaining lots of media coverage since then. It has a cafeteria, several open spaces and work places for creatives with DIY furniture and design. In 2011 the first large business companies began to experiment: with *Module 57*, a Coworking Space is being created by Europe's largest tourism company, TUI, at its headquarters in Hannover. The ING Bank opened its first own Coworking Space in To-

⁶ for the whole paragraph see: <http://www.it-times.de/news/coworking-space-was-sie-uber-die-arbeitsform-fur-freiberufler-kreative-start-ups-oder-digitale-nomaden-wissen-sollten-118527/seite/2/>

ronto with Network Orange. In 2012 the total number of worldwide Coworking Spaces reached 2000 locations (3400 in 2013; 7800 in 2015).⁷ In 2016 there exist about 300 Spaces in Germany.⁸

In Summary, coworking started as a self-organizing open source project. But the main idea – to offer a shared workspace for creative people – is not completely new. One can assume that on a more urban scale it already existed for centuries. For example, Renaissance Florence, artists' colonized in Paris and Berlin in the early 20th century or more recently places like Soho in New York and London are well known locations (Jones et al. 2009, p. 21; Harrison 2006). Creative people with a similar mindsets and demands stick together in cities where they feel welcomed and find good working conditions as well as clients and customers.⁹

Alongside the development of Coworking Spaces worldwide, the academic interest in this phenomenon grew simultaneously in the past decade. As one of the first fellows Pratt described Coworking Spaces as contemporary 'product space'. For him San Francisco and the Silicon Valley were the logical places where such phenomena could appear: *"This was due to an efficient socio-spatial division of labour and cultural ambience naturally entailed into a 'bohemian' environment – a vibrant culture infused with political activism and socially-organised work patterns based on social networks and tacit or shared knowledge."* (Pratt 2002). So far the idea of coworking has quickly spread to become a 'trendy topic' bearing huge expectations concerning the future of knowledge work. Johns and Gratton define coworking as the 'third wave of virtual work' that eventually restores 'colocation' in the digitalizing mode of production where operations can be accomplished anywhere and anytime (Johns & Gratton 2013).

Having analyzed the collaborative production scene in Berlin, Lange arrived at a definition of Coworking Spaces as 'bottom-up spaces' run by workers that were motivated by a strive for independence and that shared a set of values in a 'collective-driven, networked approach translated into a 'physical space' (Lange, 2011: p. 292). The idea underlying this assumption is that social relations are the main factors of productivity across Coworking Spaces, conceived as collaborative environments where micro-businesses and freelancers deploy new production opportunities in non-hierarchical ways (Capdevila 2014: p.3/ Capdevila 2013). Clark calls this a 'communitarian place' where coworkers operate as complementary figures rather than potential competitors (Clark 2007). The main purpose of accessing a Coworking Space is to establish and maintain network relationships. The network approach of Coworking Spaces seems to

⁷ see: <http://www.deskmag.com/de/die-geschichte-von-coworking-spaces-in-zahlen-zeitleiste-868>

⁸ own approximation according to research

⁹ see Florida 2002 - the rise of a so-called "creative economy"

imply a specific sort of economic principle, where networking practices are a functional tool. This seems to be the element that keeps these different social actors together.

As a result, Coworking Spaces seem to function, not just as hubs, as most of the literature suggests, but mostly *as relational milieus providing workers with an intermediate territory to enact distributed organizational practices made of continuously negotiated relationships in a context where professional social interaction is simultaneously physical and digital* (Gandini 2015, p. 201). This means that coworking practice efficiently responds to the necessities of the contemporary knowledge workers, among which networking is central. Therefore, one can assume that coworking is not merely an ‘open source approach to work’ anymore (Lange 2011; Leforestier 2009). It has to be understood rather as manifestation of a profound transformation in the employment and organizational regimes that becomes increasingly attractive to a wide array of different actors including those that follow more profit-oriented approaches. Put differently, one can say that over time the concept has emancipated itself from its early open-source, i.e. socialist-idealistic roots.

In summary, one can say that: *Coworking is an integrative and flexible business and work model which focuses on the demands of entrepreneurs, creative and knowledge workers. Alongside of the concrete workplace, the setup of networks for exchange, innovation and education stands in the foreground which supports the new entrepreneurs* (Schürmann 2013: p. 34). It can be seen as environment which *provides a space for urban-based freelance, often precarious workers to reterritorialize the physical organizational structure previously offered by firms, which are now diminishing from the emergence of a well-delimited new spatial organization but with flexible boundaries and affiliations* (Gandini 2015: p. 201).

Furthermore, there is a spatial aspect which triggers the foundation of collaborative creative communities. The reasons for that have not been sufficiently addressed in academic research so far. But the urban spatial context of Coworking Spaces itself is a highly significant matter that warrants a thorough analysis to broaden the understanding of this phenomenon. Herein lies the fundamental aim of this thesis.

B.2 Research Focus

The previous review proved a specific need for further investigation about the conditions and shape of urban high-tech entrepreneurs and their workplaces in the city - the Coworking Spaces. This new trend is just beginning to change the shape of cities and work cultures within the high-tech branch. The future of employment, urban planning

and public transportation is vague in the light of a slowly emerging, but radical processes that influence our everyday life routine.

A major gap discovered in the literature review is the missing spatial link in the analysis of the coworking phenomenon. There is a lack of focus on spatial concepts which could deepen our understanding of where and why Coworking Spaces emerge in cities. The previous overview on the current research illustrated well that people do not act outside a spatial context. But the argumentation about coworking mostly consisted of functional and social purposes, why and how people organize themselves in Coworking Spaces. The spatial aspect of coworking has so far been only discussed as an abstract model of working together. Besides that, there also exist broader ideas about how Coworking Spaces may look, based on the current spaces worldwide. But the link between coworking and urbanism - its urban appearance at particular locations and the driving forces behind this process - remains unclear. Although the objective of this study is to investigate the phenomenon of coworking and its relation to the urban texture by mapping and identifying the different components of the urban workspace ecosystem. This will lead to a better understanding about who the actors are and how they are linked to the companies and local authorities, and where and why Coworking Spaces are located in the city. In order to explore the impact of this new phenomenon, the thesis will seek to verify four central hypotheses:

H1 - There is a start-up ecosystem of high-tech entrepreneurs with a number of various actors which can be measured and become visible.

H2 - The rise of Coworking Spaces has an impact on the way of working and the way of living in the city

H3 - New entrepreneurs come to Munich because they are attracted by several components of urban living and potential social collaboration that reflects their lifestyle

H4 - In Summary, Munich got all the competences, qualities and important key players to become a leading start-up hub in Europe

The achievements of this study will reflect the current situation of the start-up ecosystem for urban high-tech entrepreneurs in Munich. The measurement and visibility of the ecosystem is not a given thing, which means that mapping will have a significant value. Furthermore, understanding the spatial aspect of coworking is a challenging task. The City of Munich hereby delivers a highly interesting setting of actors, demands and places which makes it possible to discover reasonable outcomes about the local Coworking Spaces.

C. Research

In the following chapter the complete research phase will be described including the methodology applied for this project. The main research is divided into three parts to produce necessary output for a better understanding of Coworking Spaces in Munich.

C.1 Methodology

The research model conducted for this project is a case study approach about Coworking Spaces. Beside a generalized spatial, functional and social analysis of all discovered Coworking Spaces and related entities, four cases will be examined in detail. This approach helps to understand the individual situation and influencing factors for each of the chosen spaces. This active consideration may result in a complementary understanding for the whole city. Preceded, the definition of the research area, its population, as well as the definition of terms and the applied methods, will lead to the explanation of the research phases.

C.1.1 Research Area

"Today, the centers of the metropolitan regions are regarded as privileged areas of innovation in the production of knowledge and culture, as well as the pioneers of postindustrial working and living forms." (Ronneberger 2015: p. 27)

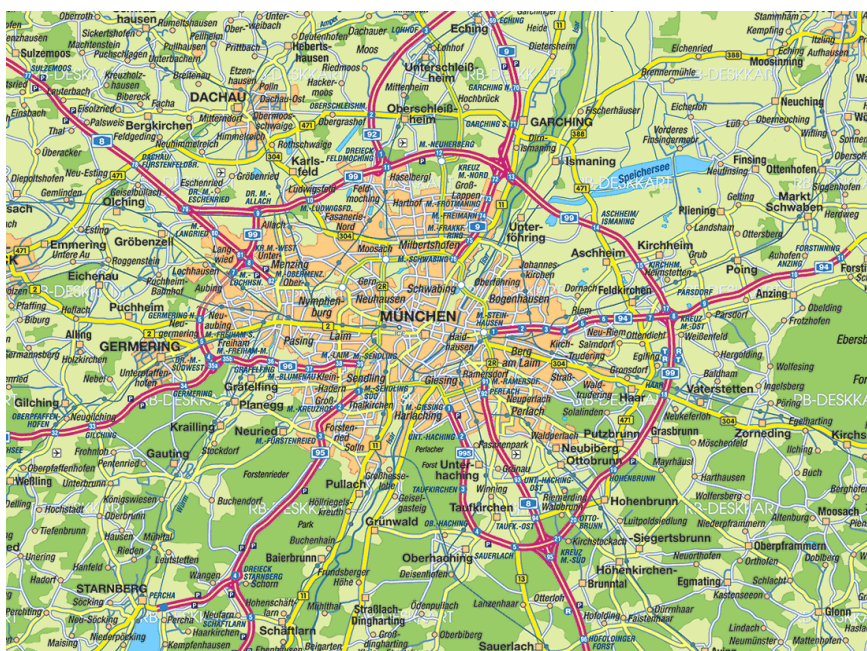


Illustration 1 : Map of Munich Source: www.welt-atlas.de

The research area is the Bavarian capital of Munich including its periphery, namely the district Landkreis München.¹⁰ With 1,53mio inhabitants, Munich is the third largest city in Germany and its metropolitan area forms one of the country's economic heartlands.¹¹ The city continuously ranks among the most livable and safest cities in the world with a well working public transportation system and rich cultural and educational offerings. The constant population growth for more than one decade shows how attractive the city is both for young professionals and families. The wages are high with various job opportunities in different branches. This causes a completely overheated housing and apartment market and rising rents beyond all time highs.¹²

Several universities and education institutes consisting about 110.000 students and several international research institutions are located in the city, as well as almost 100.000 companies with a total of 370.000 employees.¹³ Some of Germany's DAX companies have their headquarters in Munich such as: BMW Group, Allianz SE, Linde AG, Munich RE, Siemens AG, Infineon Technologies and ProSiebenSat.1 Media SE.¹⁴ The key branches are: ICT¹⁵, service industry, automotive industry, life-sciences and medical technology, aerospace technics, fiscal branch, insurance branch, and one of the biggest media and publishing hubs in Germany.

Städteranking 2016 ¹⁶	69 German cities	1st place
European Regional Economic Growth Index –2014 ¹⁷	295 regions in Europe	7th Place
The 30 biggest cities in Germany in comparison ¹⁸	30 German cities	1st place
Mercer Quality of Living Ranking 2016 ¹⁹	230 cities worldwide	4th place

¹⁰ which is considered one of the best developing economic areas in Germany - Süddeutsche Zeitung 2016; Prognos Zukunftsatlas 2016

¹¹ www.muenchen.de/rathaus - figures from December 2016

¹² Landeshauptstadt München 2015c; www.mietspiegel.com 2016

¹³ www.start-uphubs.eu/

¹⁴ www.muenchen.de/rathaus/wirtschaft/wirtschaftstandort/wirtschaftsstruktur/dax-unternehmen-muenchen

¹⁵ European Commission - Report 2014: 3rd Place in Best performing EU regions in ICT R&D, ICT Innovation and ICT Business activities

¹⁶ IW Consult im Auftrag der Wirtschaftswoche und Immobilienscout 24 (2016)

¹⁷ LaSalle Investment Management (9/2015)

¹⁸ HWWI und Berenberg Bank (5/2015)

¹⁹ Mercer Consulting 2015



Illustration 2: atlas of EU areas where digital technologies thrive
 Source: European Commission - Report 2014

Beside Berlin as Start-up Capital Munich is considered the Talent-Capital with a specialization in the ICT sector and a huge number of IT-Jobs (Deloitte 2016: p. 7). Therefore, the city is ranked first in a recent analysis from Deloitte about the digital competitiveness of German cities. Between 2009 and 2014 the total number of employees in the ICT sector grew about 34% - 16.400 new jobs (Deloitte 2016: p. 12). A recent study about the German start-up ecosystem ranked Munich second behind Berlin. There are approx. 700 start-ups based in the city with about 12.000 employees.²⁰ Another significant figure which explains Munich international status is, that 25% of all start-up employees originally come from abroad (DSM 2015: p. 37). According to the EDCI report²¹ from 2015 the City is ranked 17th from 30 European mayor cities. A general issue are the rental costs for office spaces²² due to the very busy real estate market in the city. But there are clear signs of improvement and local authorities predict strong development in the cultural, creative and economic industries.

"It's the key players of the cultural-, creative- and high-tech industries who fuel the dynamic of urban locations; thru them a city becomes a smart city and citizens become Smart Citizens. Design Thinking, Gamification, Effectuation established from cultural- and

²⁰ www.deutscherstart-upmonitor.de

²¹ www.digitalcityindex.eu/

²² BNP Paribas 2016; Colliers International 2015

creative industries and Crowdsourcing or Coworking as funding and working mechanisms are some of many examples of a new way of thinking which will become more essential in the future."²³

These figures should show that Munich is one of the most important technology and innovation hubs within Europe with the lack of not being recognized as "Start-up City" so far. The city still remains far away on a worldwide scale and what Munich probably lacks are Coworking Spaces²⁴, but the growing and vibrant start-up scene is worth to be analyzed in-depth.

C.1.2 The Research Population

The focus of this study are urban high-tech entrepreneurs - located in Coworking Spaces - and several actors promoting and supporting start-ups. The literature review points to the fact that in recent years workspaces have attracted more urban entrepreneurs to create start-up hubs in the city which makes them a valuable research target. Preliminary research identified 20 Coworking spaces located all around the city which emerged in the past years.²⁵ The key target is, to categorize all operating spaces by functional aspects and map their location.

C.1.3 Definition of Terms

In the course of the analysis several terms regarding the start-up scene will appear which describe certain actors and their role. For a better understanding of the total correlation, its necessary to give some explanation previously.

Ecosystem

“The terminology ecosystem was defined by James F. Moore in the 1990s as an economic community supported by a foundation of interacting organizations and individuals... producing goods and services of value to customers, who are themselves members of the ecosystem. Over time, they co-evolve their capabilities and roles, and tend to align themselves with the directions set by one or more central companies...” (Vogel 2013)

An ecosystem can be understood as mix of institutions with the common aim to support entrepreneurs in all stages from foundation to professionalization a service network

²³ Europäische Metropolregion München e.V. 2015: p. 24

²⁴ www.sueddeutsche.de/muenchen/coworking-in-muenchen-schreibtisch-zu-mieten-1.93297

²⁵ Landeshauptstadt München (2015b): Flächeninfo Coworking in München; Immobilien Zeitung 08/2016: p. 2

where success is the key measure (RKW 2015a: p. 13). Like a biological ecosystem, start-up ecosystems have various forms of businesses and types of foundations, but yet there is no conclusive overview about the number and forms of start-up ecosystems worldwide. Yet there exist many frameworks and models, which are representing individual parts of a start-up ecosystem.

Every approach to start-up ecosystem is similar and it consists of the same elements. However, none of these approaches is conceptual and does not reflect the whole process of creation and implementation (Závodská et al. 2014: p. 69). Ecosystem is “an interactive community within a geographic region, composed of varied and inter-dependent actors (e.g. entrepreneurs, institutions and organizations) and factors (e.g. markets, regulatory framework, support setting, entrepreneurial culture), which evolves over time and whose actors and factors coexist and interact to promote new venture creation” (Vogel 2013). In general an ecosystem consists of 6 fields (Policy, Finance, Culture, Markets, Human Capital, Supports).²⁶ Each ecosystem is unique and that is the reason why the Silicon Valley, for example, cannot be copied. To define general reasons for the development of a start-up ecosystem has little practical value since there are multi-dimensional cause-effect relationships which make it impossible to make one or two main reasons responsible for the emergence of an ecosystem.

The following components give an idea how differentiated and complex ecosystems are including lots of independent spatial or functionally connected systems within the ecosystem (Zehrfeld et al. 2014: pp. 22-56):

Entrepreneurship and culture	Infrastructure	Legal framework
Courage	State institutions	Market
Community thinking	Research	Customers
Ideas and talents	Marketing	Financial capital

In this context, it's obvious that cities are a privileged location for founders, with access to customers, access to technology, and good transport infrastructure (Zehrfeld et al. 2014: pp. 61). Regarding West and Bamford, every region follows their own development path. In general, however, one can differentiate between four phases up to consolidation as a high-tech location:

²⁶ Zehrfeld et al. 2014: p. 16

Innovative Technology-based Startup Activity	High	Incipient Many startups occurring. Resource-constrained: resources required by startups greater than those locally available. Resource development focus Financial: angel capital, seed-stage capital Social: formal networks Human: growth management & technology education; relevant legal & accounting firm services; sponsors internships Technology: incubators, technology parks, research centers Physical: local facilities flexibility	Critical Mass Self-generating level of startups. Resource surplus: resources available through economic growth exceed those required by startups. Resource development focus Financial: later-stage capital, access to investment banking Social: rich networks outside region Physical: business parks, roads, sophisticated communications infrastructure
	Low	Economic Core Traditional industry, retail, small service-oriented firms. No technology firms locally.	Sparse Small number of pioneering startups or relocated larger technology firms. Resource development focus Financial: economic incentives Social: informal networks, information coordination services, cultural enrichment Human: entrepreneurship education Technology: technology transfer initiatives Physical: local education system
		Negative	Positive
Net Economic Flow			

Illustration 3: Typology of entrepreneurial economic communities and dynamic resource needs
 Source: West and Bamford 2005: pp. 440-442

Over the course of the following analysis there will be clarification in which of these phases the Munich Start-up Ecosystem can be located at the moment.

*Start-up*²⁷

The English term "start-up" describes a recently established company, which is in the first phase of a company's life cycle. If you think of a start-up, the stereotypical image consists of young entrepreneurs developing great ideas during night shifts in inconspicuous garages and then launch them onto the market. While this is not completely accurate, there is some truth in this picture, as successful start-up stories almost always begin with a good and marketable idea and little financial resources. While they are notoriously prone to failure, start-ups have, in the best case, an above-average potential to grow. In addition to an innovative idea, a successful start-up also requires the development of a scalable business model as well as a detailed business plan. The capital required must also be procured. While good ideas are generally worth gold, it is precisely the right financing that often decides the fate of a start-up. Since in most cases equity is lacking, many start-ups are striving to expand their business at an early stage. In order to strengthen their capital base, they generally rely on venture capital or business angels.

*Accelerator*²⁸

²⁷ www.gruenderszene.de/lexikon

Accelerators are institutions that support start-ups within a defined period of time through intensive coaching and thus can greatly speed up and advance the development process. The activities of an accelerator are similar in many respects to those of an incubator, but there are small but subtle differences, so that a synonymous use is not always adequate. Even though the objectives of accelerators and incubators are in many respects consistent with each other, the framework conditions are different. Accelerators often act as a boot camp for start-ups. In addition, such boot camps are usually limited to a few months, in which the initial idea of the entrepreneur is intensively developed into a market-ready product or service. The support of the accelerators within such programs can range from the provision of jobs, strategic and technical support, network and versatile coaching in all important areas. In return for the coaching and the support, the accelerators then receive a certain share in the company and thus in the future profit distribution.

*Business Incubator*²⁹

Business incubators are organizations geared toward speeding up the growth and success of start-up and early stage companies. They're often a good path to capital from angel investors, state governments, economic-development coalitions and other investors. It provides the start-up with an environment that meets the optimum conditions to successfully enter business life. The services range from consultancy and coaching, through the provision of rental space or full office space and infrastructure equipment, through to comprehensive service and additional service packages. However, ordinary investors can also act as incubators and not only provide funds, but also help with teambuilding, the development of ideas and provide the founders with their own network and valuable know-how.

*Serviced Office*³⁰

Serviced Offices have existed for decades and are commonly known as telecenters, business centers and executive suites (Kojo & Nenonen 2014). They supply access to office space and facilities such as internet access, often strategically located. In recent years some serviced office companies have also started offering 'coworking' services, usually defined as access to open plan, shared desk spaces rather than private offices.

²⁸ Ibid.

²⁹ www.gruenderszene.de/lexikon and www.entrepreneur.com/encyclopedia/business-incubator

³⁰ Waters-Lynch et al. 2016

C.1.4 Definition of Methods

The analysis and evaluation of relevant data made use of both quantitative and qualitative methods. The first step included building a database by mapping the current number of Coworking Spaces in Munich - including the start-ups, incubators and further supporters. Based on this work an online survey³¹ was sent out to all Coworking Spaces in Munich in order to gather data about the motivations of their members. The quantitative analysis of the output will be discussed in section C3. Based on the qualitative concept of *a circulating and ongoing collection- and evaluation- process inside a research project* (Bryman 202: p. 384), one has to be aware that changes of the methods and the research question might become necessary. At an early stage it became clear, though, that the data generated was not sufficient to corroborate my hypotheses. Hence, four workspaces were chosen for in-depth case-studies - aiming to find key players and possible relations between the coworkers. The method utilized for these case studies were guided interviews with operators of the chosen locations and field observations. The results will be presented in section C4.

³¹ the survey was developed together with Nicolas Bueren (TUM)

C.2 Data Collection

As previously stated, the first step of the data collection consisted of identifying which players are part of the ecosystem and which kind of Coworking Spaces exists in Munich. Key sources were mostly found via online research.³² A total amount of 905 players in the start-up ecosystem has been identified.³³ This enumeration is of course not conclusive due to the dynamics of the ecosystem, but gives already a relevant overview of the whole situation in Munich.

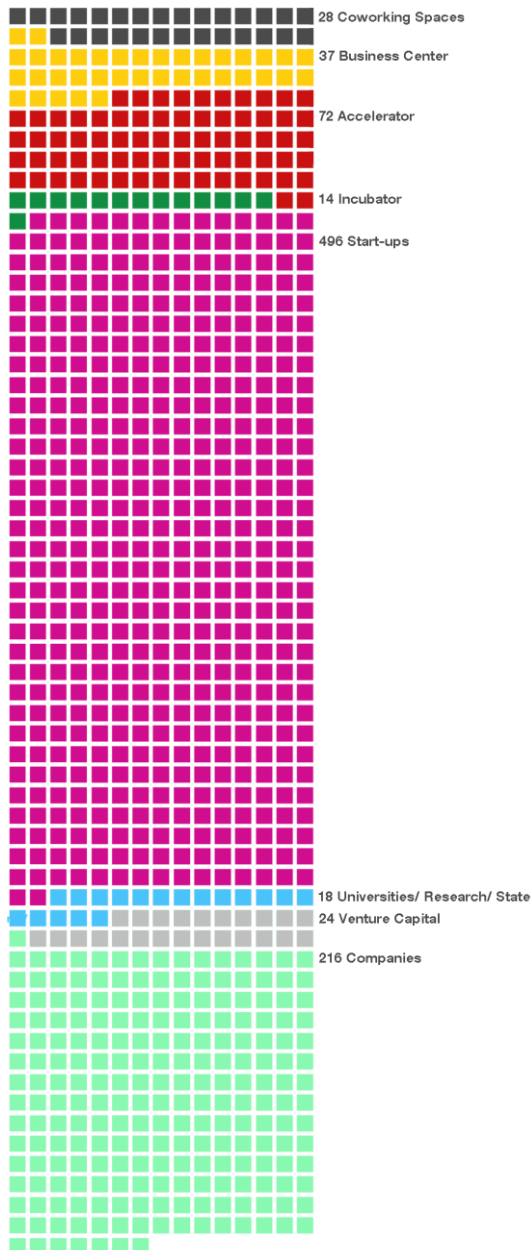


Illustration 4: own visualization Actors in the Start-up Ecosystem Munich

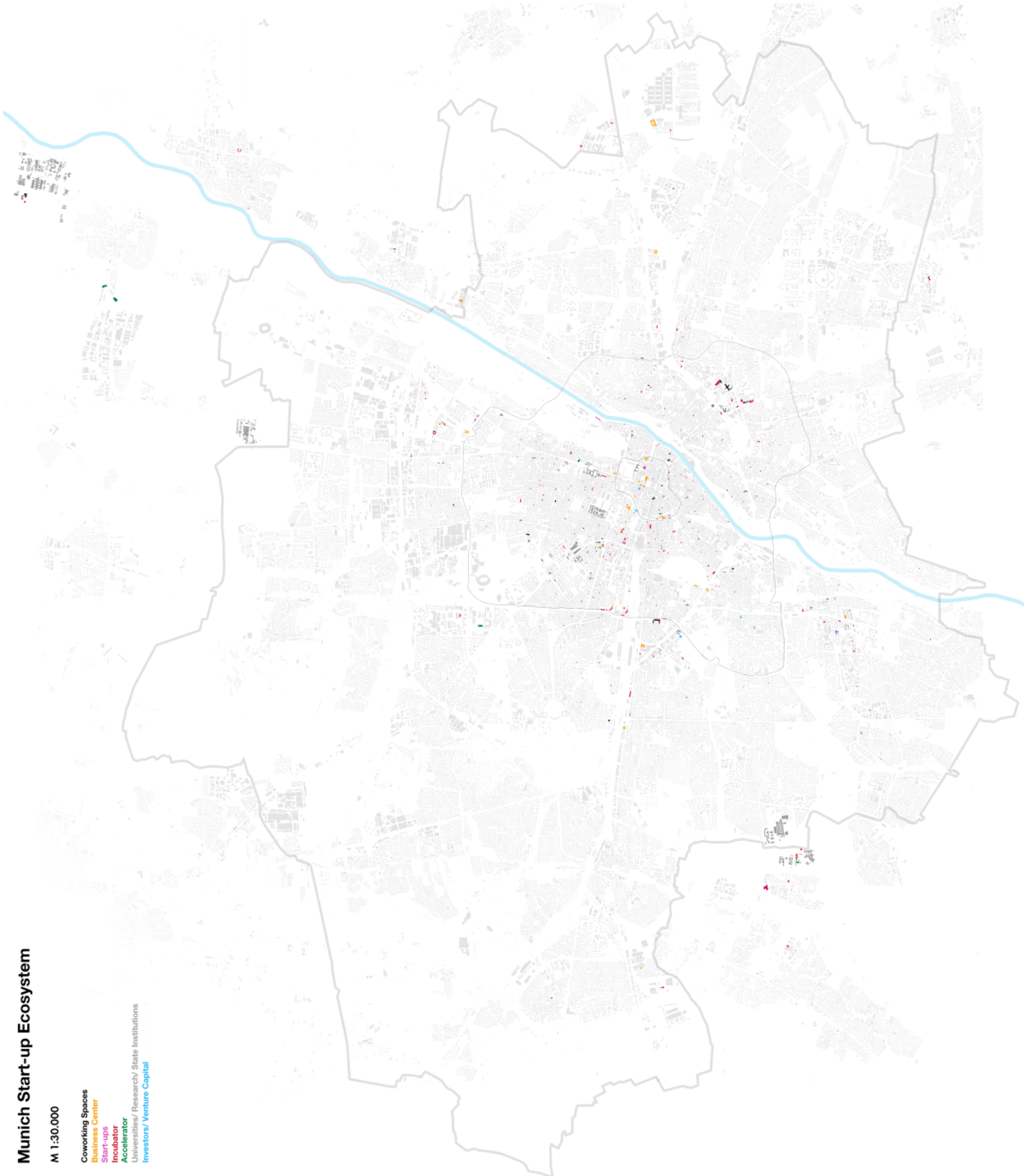
³² Sources: Munich-Start-up, Handelsregister, Gründerszene.de, Bayerisches Landesamt für Statistik, Landeshauptstadt München, Deutsche Start-ups e.v., Start-upbrett, Deutscher Start-up Lotse, Baystart-up Magazin, Metropolregion München, Munich Start-up List, Coworking-Muenchen

³³ for further details about all players see Attachments

Munich Start-up Ecosystem

M 1:30.000

- Coworking Spaces
- Business Center
- Start-ups
- Incubator
- Accelerator
- Universities/ Research/ State Institutions
- Investors/ Venture Capital



Map 1: Overall distribution of actors in the Munich start-up ecosystem

Starting from the visualization of the first collected data to the actors, the places where they are located, the analysis of relevant media data has generated interesting results. With the knowledge of the founding years of the coworking spaces and start-ups, a temporal correlation with the media coverage of this phenomenon could be derived. The figures below show this correlation between the frequency of relevant terms including start-ups, incubators and Coworking Spaces as mentioned in German media and the number of actual foundations. It is also evident that the numbers in both respects have been increasing strongly since 2010. This also coincides with the emergence Coworking Spaces in Munich.

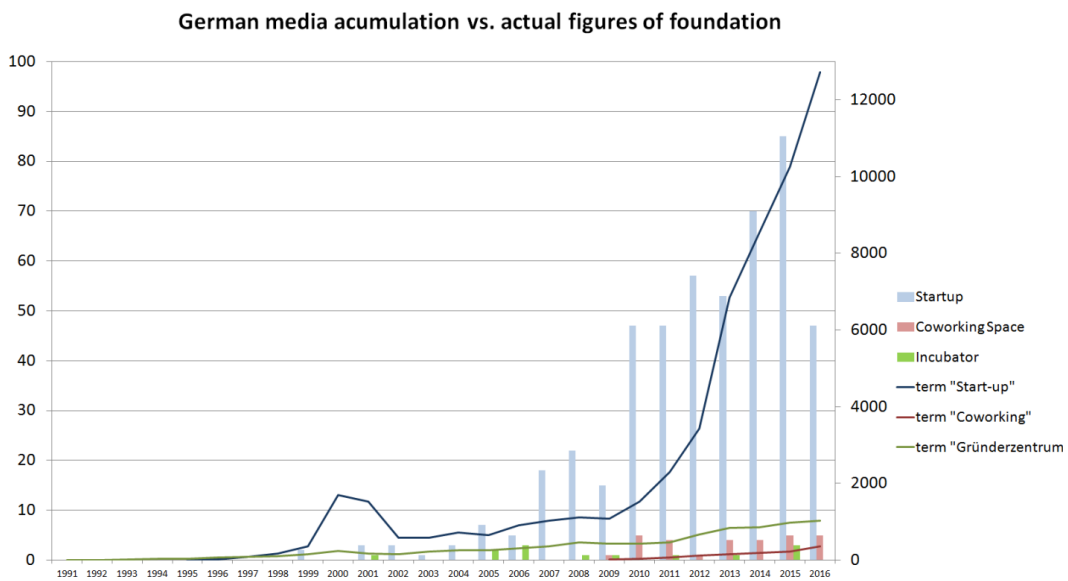


Illustration 5: Comparison of actual foundations of certain places in Munich and the media coverage of this terms (Start-ups, Coworking Spaces and Incubator)

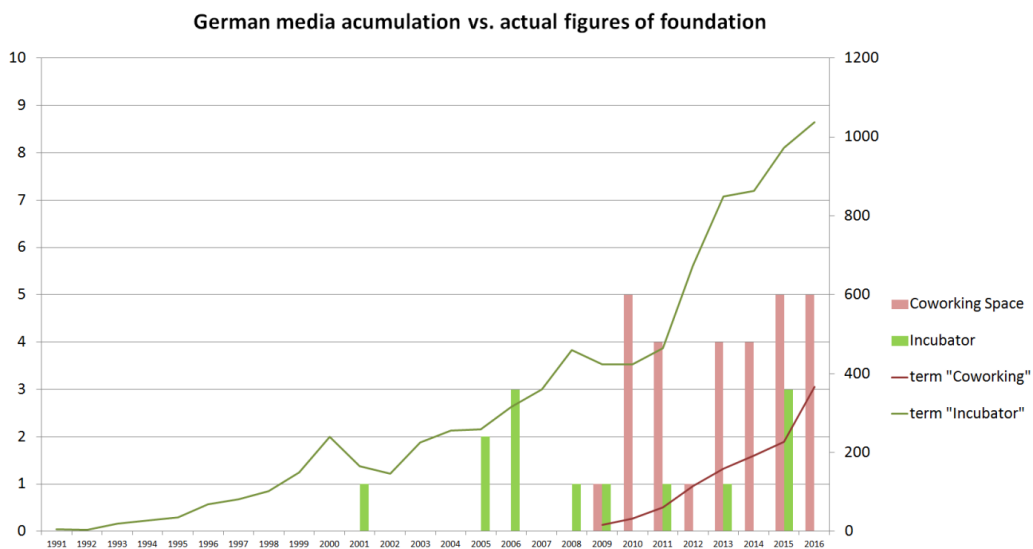


Illustration 5: Comparison of actual foundations of certain places in Munich and the media coverage of this terms (Coworking Spaces and Incubator)

It must be pointed out that this is a snapshot of a very dynamic phenomenon. This was also exemplified by the fact that it was very hard to gather information on a number of Coworking Spaces such as Friendsfactory that closed their homepage for a while during the course of the research for example. In that sense, it is also interesting to notice that new Coworking Spaces popped up after the initial data collection was concluded. The upward trend of foundations is particularly significant considering the fact that the real estate market in Munich is overcrowded as well as overpriced. The final list includes all Coworking Spaces in Munich as of December 2016.

Just as there are many different working styles, Coworking Spaces are extremely diverse: hardly any Coworking Space is the same - neither with the offered equipment nor the culture. Their philosophies and approaches differ greatly. This applies to the values as expressed by different Coworking Spaces as well as the backgrounds of their members as can be seen in the following figure. A more detailed analysis on these findings linked to the functional, social and spatial correlations of Munich's Coworking Spaces will follow in the chapter about impact correlations.³⁴

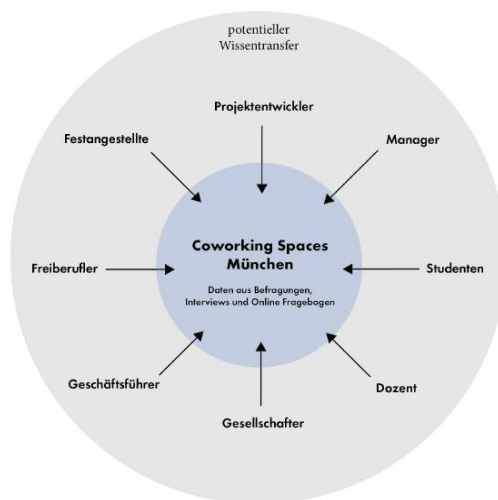


Illustration 7: Figure about various users of Coworking Spaces in Munich Source: own approximation

While collecting and evaluating this data, it has become obvious that Munich has already got a strong and competitive start-up ecosystem. The general media coverage of the current situation also suggests that Munich's economy is far from cooling down.³⁵

³⁴ see Chapter D - Analysis on Impact Correlations

³⁵ www.sueddeutsche.de/muenchen/landkreismuenchen/leistungsstarker-landkreis-oekosystem-der-superlative-1.3128632 ; www.sueddeutsche.de/muenchen/mehr-als-google-und-microsoft-die-digitale-stadt-1.3235395

In addition, recent research studies came up with interesting aspects regarding the current situation of the start-up and coworking scene in Europe, Germany and Munich. The focus is on three complementary reports as their findings add valuable supplementary information for this research.

*Start-up Heatmap Europe 2016*³⁶

This study deals with the question where Europe’s hottest start-up hubs are evolving.³⁷ Cities like London, Berlin, or Stockholm are viewed as the most innovative locations for start-ups on the continent. The Start-up Heatmap Europe tracks stories all across Europe and the analysis focuses on the travels of start-up founders to identify movement patterns. According to the results, Munich is ranked 8th in Europe as location where entrepreneurs would like to start a business. The city has managed to establish some kind of awareness beyond its regional reach.³⁸

City	# Votes	Rank in our survey
Berlin	351	1
London	347	2
Amsterdam	241	3
Barcelona	162	4
Lisbon	110	5
Dublin	104	6
Stockholm	99	7
Munich	92	8
Copenhagen	83	9
Vienna	77	10
Zurich	70	11

Illustration 8: Ranking of favorite destinations for entrepreneurs in Europe to start a business
Source: www.start-upheatmap.eu

	Rank Overall	High-Tech	Access to Capital
1	Berlin	Berlin (0)	London (+1)
2	London	London (0)	Berlin (-1)
3	Amsterdam	Amsterdam (0)	Amsterdam (0)
4	Barcelona	Zurich (+7)	Barcelona (0)
5	Lisbon	Munich (+3)	Munich (+3)
6	Dublin	Stockholm (+1)	Dublin (0)
7	Stockholm	Barcelona (-3)	Stockholm (0)
8	Munich	Dublin (-2)	Copenhagen (+1)
9	Copenhagen	Vienna (+1)	Lisbon (-4)
10	Vienna	Lisbon (-5)	Zurich (+1)

Illustration 9: Rankings based on votes from high-tech founders and those who prioritize access to capital
Source: www.start-upheatmap.eu

³⁶ www.start-upheatmap.eu

³⁷ Start-up Headmap Europe Survey 2016: p. 3

³⁸ Ibid. p. 10

According to the respondents Munich's reputation as hub for high-tech start-ups is even better than the overall score for all branches. The city has established itself as a place recognized both for its technology prowess and an active capital market. The access to talent and to capital is quite strong compared with other challenger cities like Dublin, Stockholm, Vienna or Milan.³⁹ Regarding to the founders, the ecosystem is well developed.

"High-tech start-ups even voted the city on rank 5, on a par with Zurich. Its international reach is also remarkable. Undeniably, Munich is a serious competitor to hubs like Stockholm and Zurich, both due to its regional appeal and high-tech profile."

In summary, the findings show that smaller hubs can achieve a strong position on the start-up map. This became most evident when looking at the rankings of high-tech start-ups and access to capital groups. The example of Munich as go-to location for capital-intensive technology start-ups disproves the belief that the top choice can only be Berlin or London. Start-ups rather look out for a match between their particular needs and the qualities of a location when considering a place to start.⁴⁰

German Start-up Monitor 2016

This report gives information about the overall situation of start-ups in Germany. For this analysis only some figures about Munich will be discussed. Regarding the amount of start-ups (7%) located in the Munich Metropolitan Region, the city ranks 4th compared to the other economic core regions in Germany. Furthermore, the majority of start-ups in Munich earns their income through B2B contacts (73,8%).⁴¹ This share is higher than in other hubs such as Berlin, Hamburg or the Rhein-Ruhr region because the ICT branch is especially strong in Munich and has generally a greater interest and dependence in collaborating with start-ups than other industries.

Compared to cities like Berlin and Hamburg, Munich has got the highest amount of non-German and non-EU founders (15,1% B-13% H-5,7%) which matches the equally growing rate of international students at LMU and TUM. With an average amount of 31.1% employees, Munich's start-ups can claim the first place as 'job generator' compared to all other hotspots in Germany. This figure is very significant, because the average number of employees decreased in the whole of Germany. With 31.2%, Berlin continues to have the most venture capital-funded start-ups - but Munich follows closely with 24.2%. Against the general assumption, that Munich is a bureaucratic, inflexible and unattractive location when it comes to innovation - the city ranks close to Berlin regarding most of the relevant aspects for being a start-up hotspot. There is a high flow of venture capital and close B2B relations with global leading companies. The start-ups grow, both in total

³⁹ in this survey challenger cities are considered as biggest competitors for Berlin and London

⁴⁰ Ibid. p. 19

⁴¹ Ibid. p. 20

number and in employment rates. The current Start-up Monitor shows clearly the importance of Munich as 'start-up city', likewise as several other studies which rank European cities according to economic criteria.⁴²

Deskmag Global Coworking Survey 2016

The annual Deskmag Survey gives Operators and Coworkers a platform to reflect the current situation worldwide. Interestingly, most members of Coworking Spaces in Germany are freelancers with an overall share of 64%. Furthermore, even though Coworking Spaces in Germany are rarely run profitably, future expectations among most operators are generally quite positive which is corroborated by the fact that two thirds plan to expand their operations. Financially, Coworking Spaces depend on renting out private offices or desks which accounts for more than half of their income. On the other side, most money is spent on rental costs, wages and operating costs. The report also highlights the average spatial distribution: 47% Open Space, 14% private Offices, 20% Meeting Spaces, 9% Event Spaces with 6% Class rooms and 5% other forms.⁴³ Asked about their motivation, operators and founders stated that they 'like the coworking movement' (80%) and 'like to be connected with other people' (53%), while just 24% participate to 'reduce rental costs' and 18% think 'it's a good business to make money'. These figures show that it's still more about enthusiasm and personal attitude than economic reasons to run a Coworking Space. Overall the respondents thought positively about the current situation.

The data collection produced relevant results regarding the total number of actors in the start-up ecosystem of Munich. The distribution is spread over the whole city and certain zones of dense start-up activities have been arised. A more detailed analysis on these spatial correlations will be discussed in later sections (E and F). Additionally, it has been found that the actual foundations of Coworking Spaces in the city and the German media coverage of this trend both began in 2010 and both continue to increase until today. One can assume that we are still within a period of growing interest and increasing numbers of new Coworking Spaces and it's not yet clear how long this dynamic will continue.

On the basis of these evaluations and reports, a first impression about the start-up scene of Munich could be gained. The city is an international focus and is regarded as a relevant stand for company start-ups. In the German comparison Berlin may be the number one, but Munich with its economic power is already catching up. From this point of view of the great whole must now turn to the concrete actors and their needs and moti-

⁴² see chapter C1.1 Research Area

⁴³ Ibid. p.42

vations. An online survey, which specifically addresses the users of Coworking Spaces, will help to understand the practice and logic of Coworking Spaces.

C.3 Online Survey

The online survey proved to be a useful tool to gain more data about the specific situation in Munich. The questionnaire⁴⁴ was distributed by email to several Coworking Spaces⁴⁵ as well as posted on relevant Facebook pages.⁴⁶ A total of 32 responses - 53% of which were filled out completely - was collected between 10th of June and 31st of August 2016. The low turnout and completion rate was expected due to the length and level of detail of the questionnaire. A better participation rate might have been generated by providing additional incentives, e.g. small gifts. Given the small sample, it is also worth noting that the findings are not representative. Nevertheless, the data generated some useful results that also helped greatly in developing a guideline for in-depth interviews that will be discussed in the next section. In that sense, the survey was an important part of the research process and exploration phase.

The first batch of questions asked for personal details like age, education, job/ branch. The majority of the respondents was 26-36 years old (41%) and held a university degree (79%). They predominantly work as architects or in the IT branch and five of thirteen respondents run their own start-up. Asked about funding, the absolute majority interestingly declared that they were not dependent on external financial support.

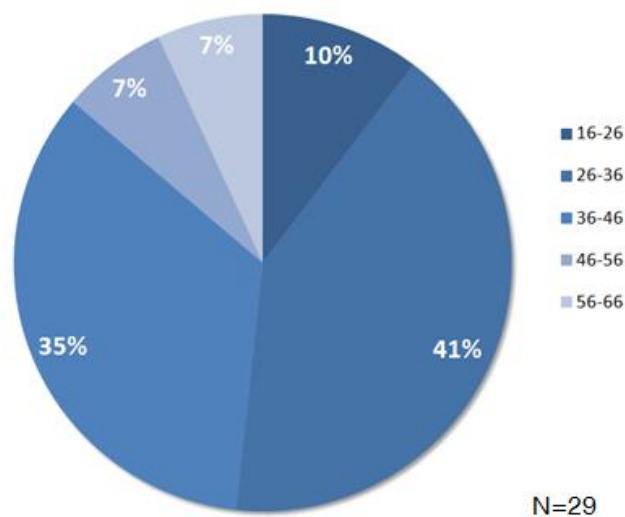


Illustration 10: Age Distribution of Respondents Offerings Source: Online Survey

⁴⁴ see Attachments for the complete Questionnaire

⁴⁵ with positive feedback from: Combinat 56, Mates, Nutrion, Smartvillage, Work Republic, Impact Hub, Zammat, IFUB München, Design Offices

⁴⁶ Budenschleuder is an Email distributor for Munich based information about private request of an matter with aprox. 15.000 members yet.

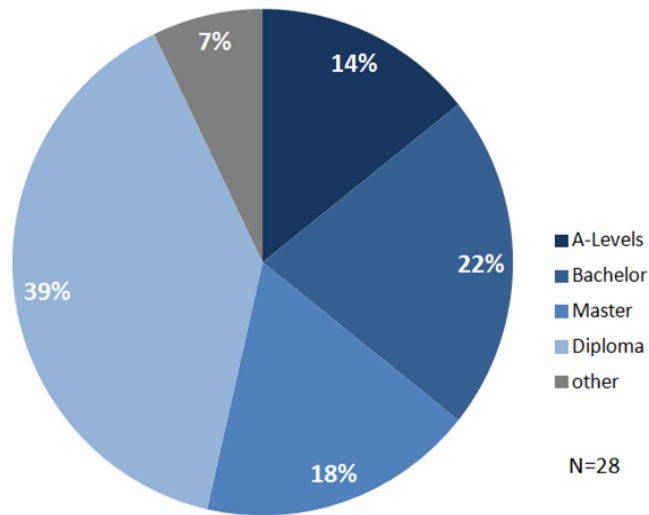


Illustration 11: Education Level of Respondents Source: Online Survey

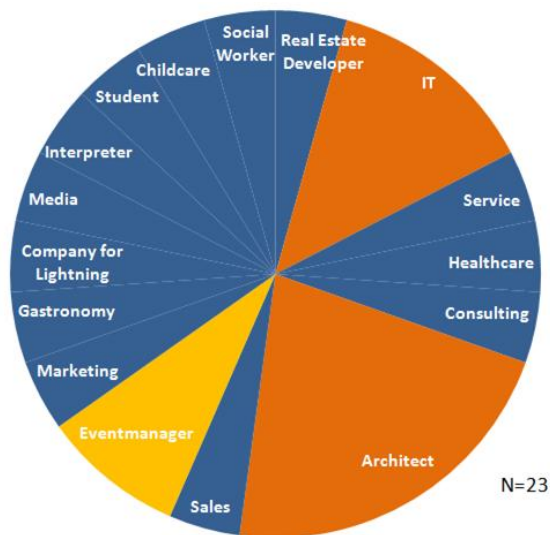


Illustration 12: Job Distribution of the Respondents Source: Online Survey

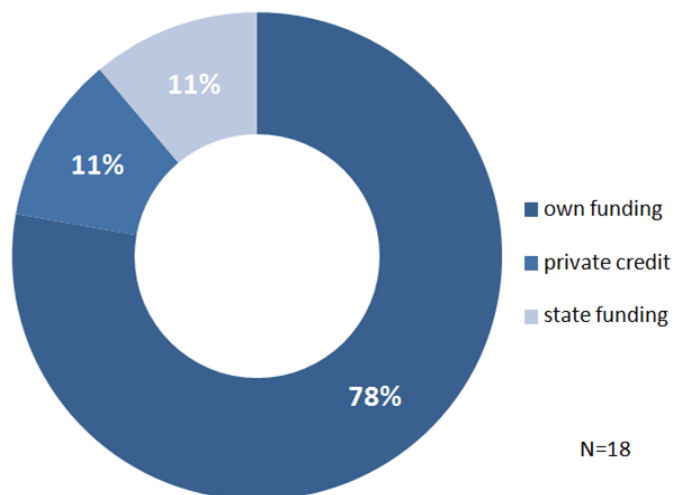


Illustration 13: Which kind of Start-up Funding Source: Online Survey

Regarding residency and mobility the outcomes are quite clear: 81% of the respondents live in Munich, 11% in the region and only 8% come from further away - but there were not enough answers to give a valid feedback about other locations. Asked about their commute, the modal split resulted in the following share: 34% public transportation, 38% bike, 9% by foot, 9% by private car and the majority of 49% needs 15 minutes or less to get to work. These outcomes fit well with the previous results that the majority of respondents is young and lives in Munich.

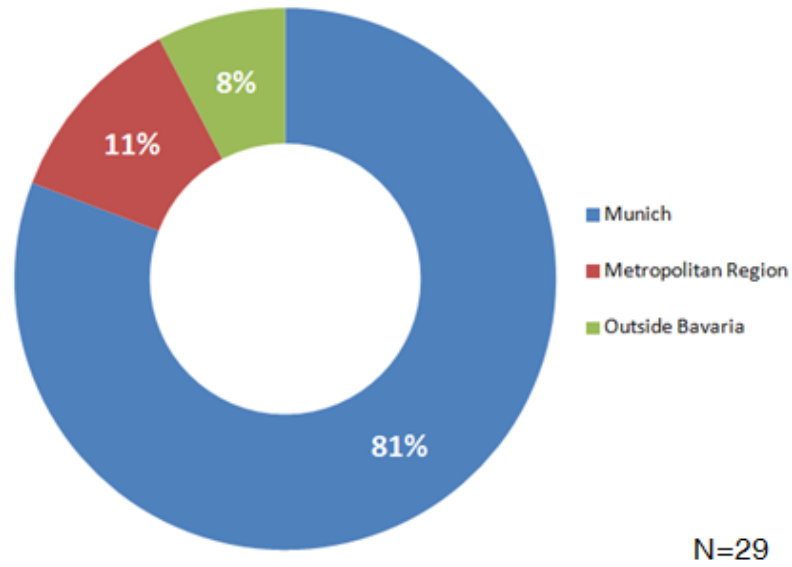


Illustration 14: Residence of Respondents Source: Online Survey

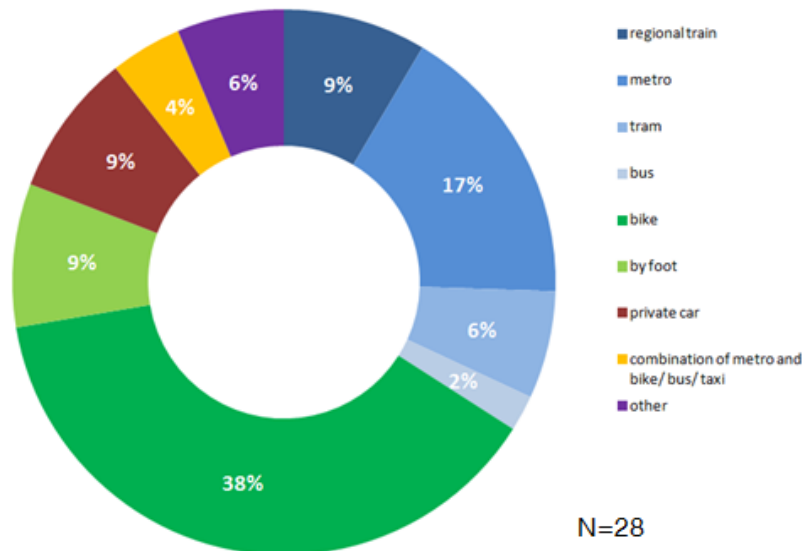


Illustration 15: Modalsplit Commute Source: Online Survey

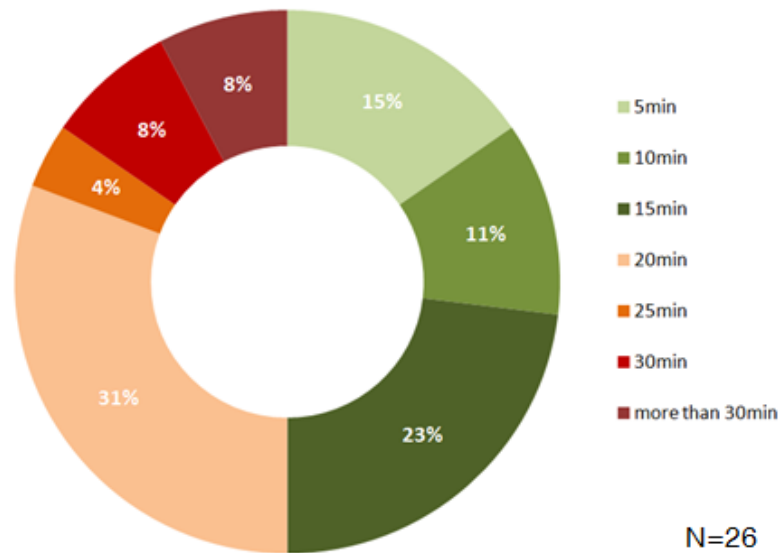


Illustration 16: Average time to work Source: Online Survey

The third part of the questionnaire focused on Coworking Spaces and several aspects like motivation, amount of work days, satisfaction, general use of services, communication and the urban surroundings. Around 40% of the respondents have only been working for 12 months or less in their current space and their motivation for coworking circles mostly around 'exchange of ideas', 'networking', 'flexibility' and 'professional equipment'.

Motivation for Coworking

Exchange of ideas *nice people*
Flexibility *Network*
 professional equipment low rent
Not sitting at home **Service**

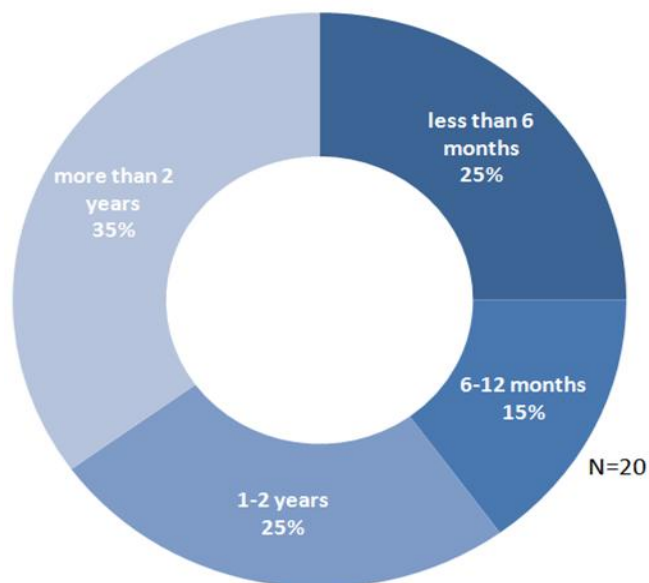


Illustration 17: Working at the Space since Source: Online Survey

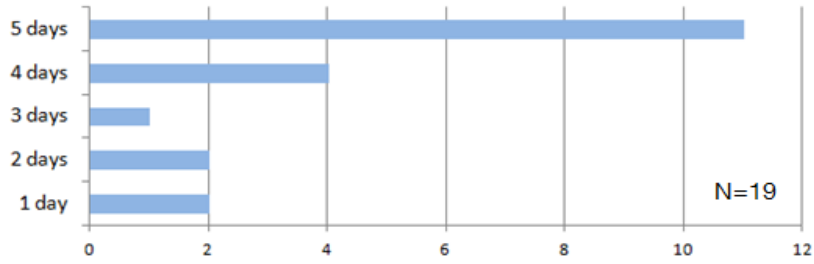


Illustration 18: Average presence at Workspace per Week Source: Online Survey

Furthermore, one question focused on the reason for choosing a Coworking Space. The 'accessibility' was mentioned to be relevant, as well as the 'location of the space' and the 'services offered'. In contrast, the 'number of workplaces' and 'events' are not so relevant for the decision making. Additionally, the majority declared to work in the space five days per week. But if they have got another workplace, it's most likely to be 'at home'.

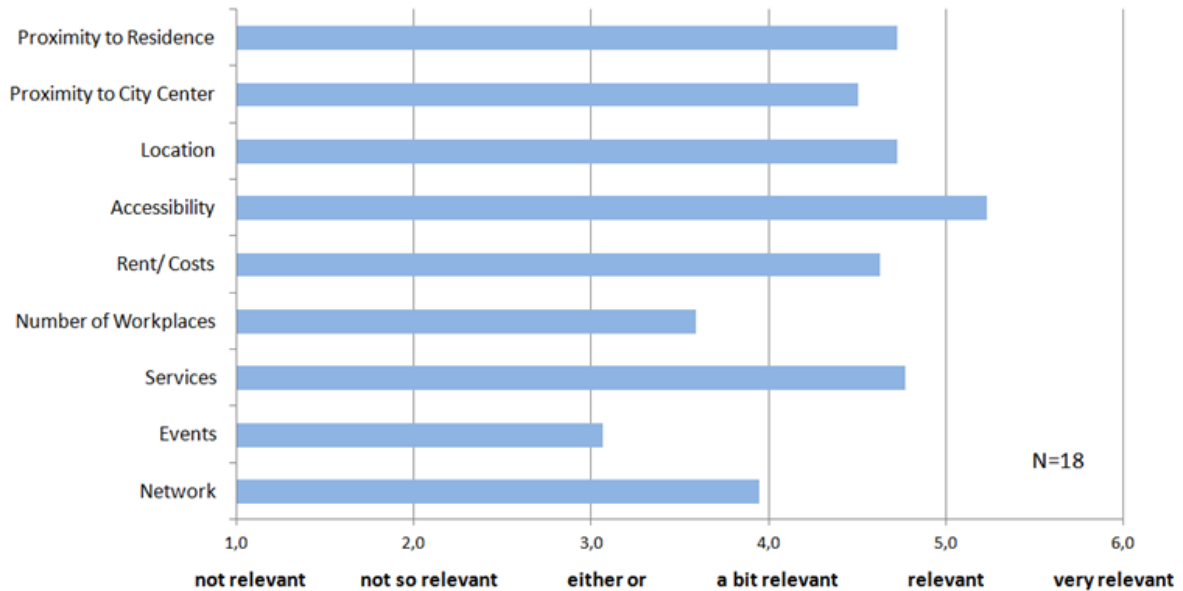


Illustration 19: Relevant aspects for the Choice of coworking Source: Online Survey

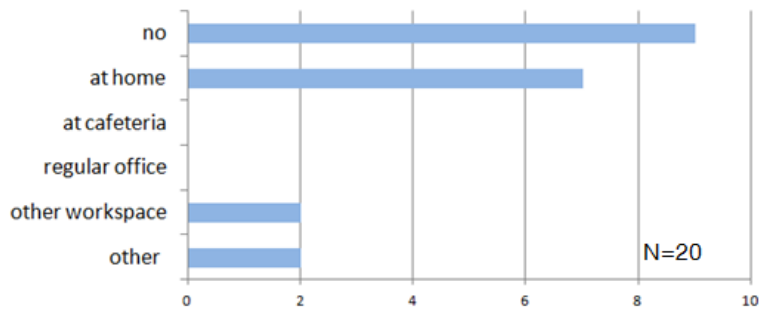


Illustration 20: Additional Workplaces of the Respondents Source: Online Survey

Regarding the degree of satisfaction - the majority was satisfied overall. Additionally, the 'urban area of the workspace', the 'atmosphere' and the 'service' scored high. An additional question about adjustment features resulted in similar answers: for 33% the location is the main feature and for 17% it's the atmosphere in the space. Another 22% called the community an important feature of their workspace.

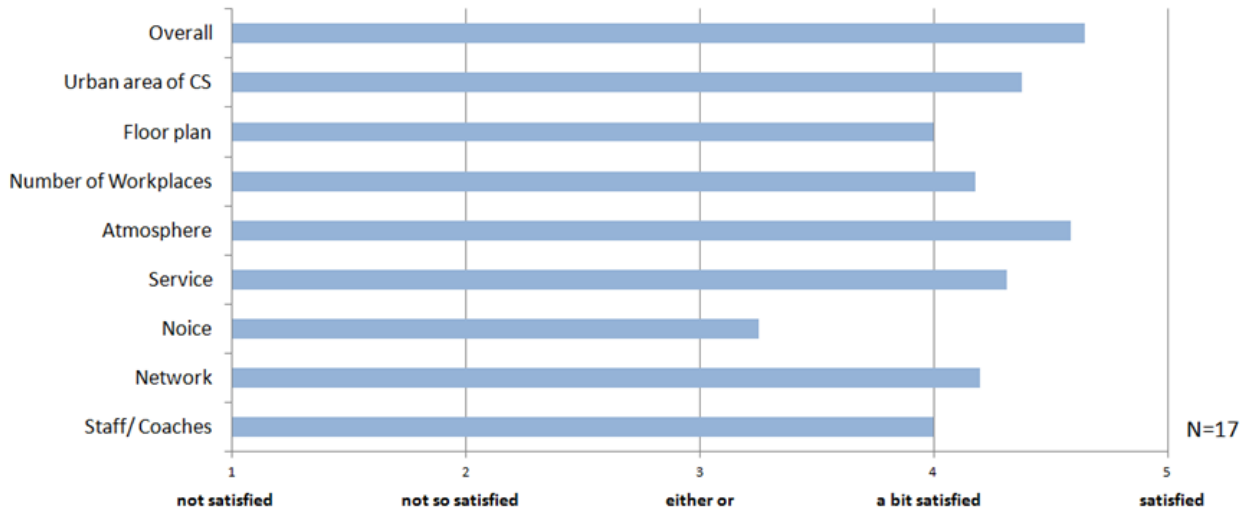


Illustration 21: Satisfaction with the Workspace Source: Online Survey

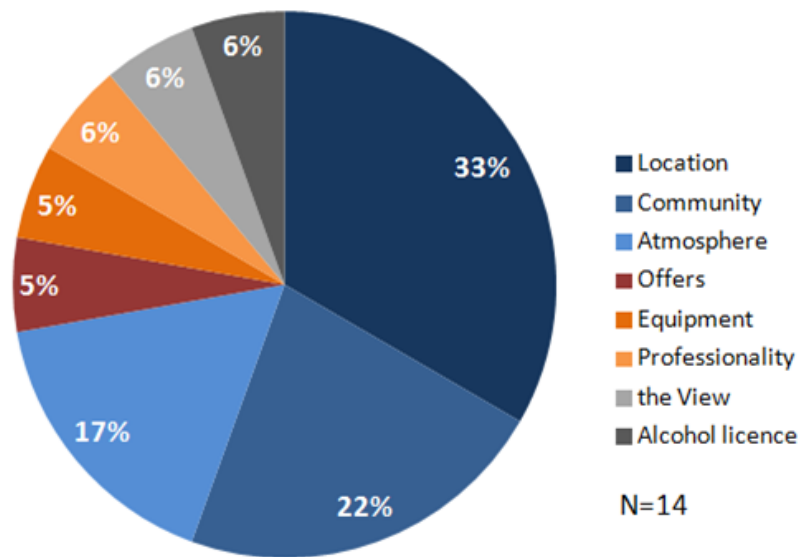


Illustration 22: Adjustment feature of the Workspace Source: Online Survey

One aspect that came up many times was 'networking'. Asked about the relevance of communication many respondents said, that an informal contact to other people - who do not work in the same branch - is relevant for them. Herein lies a significant feature, which was already explained extensively in the literature review of this thesis. The essence of coworking is the possibility to reach people with different backgrounds at a specific location, in order to share personal skills and improve the own business processes and career prospects. This also explains that the 'kitchen' is the most used space, followed by the 'conference rooms'.

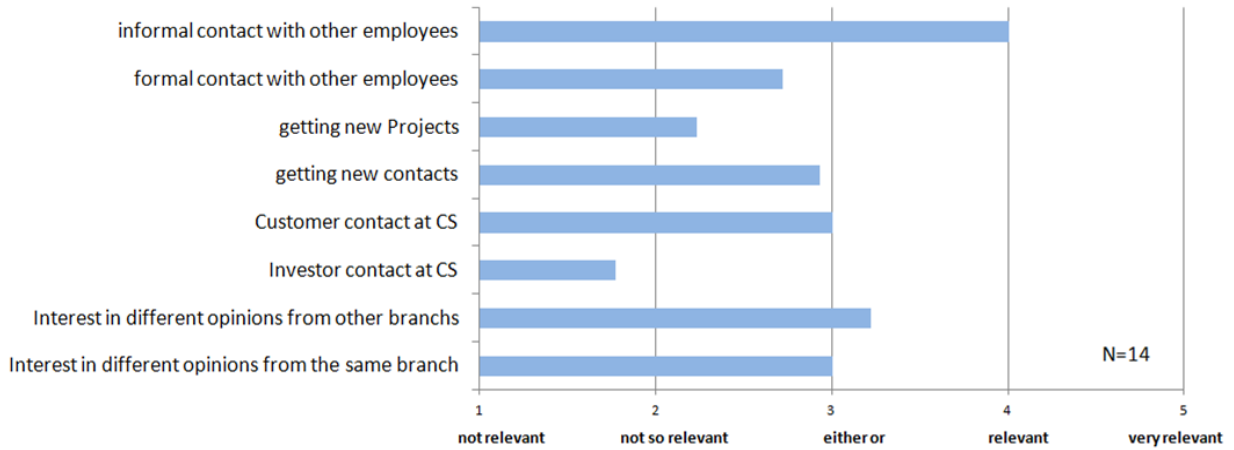


Illustration 23: Relevance of Communication for the respondents Source: Online Survey

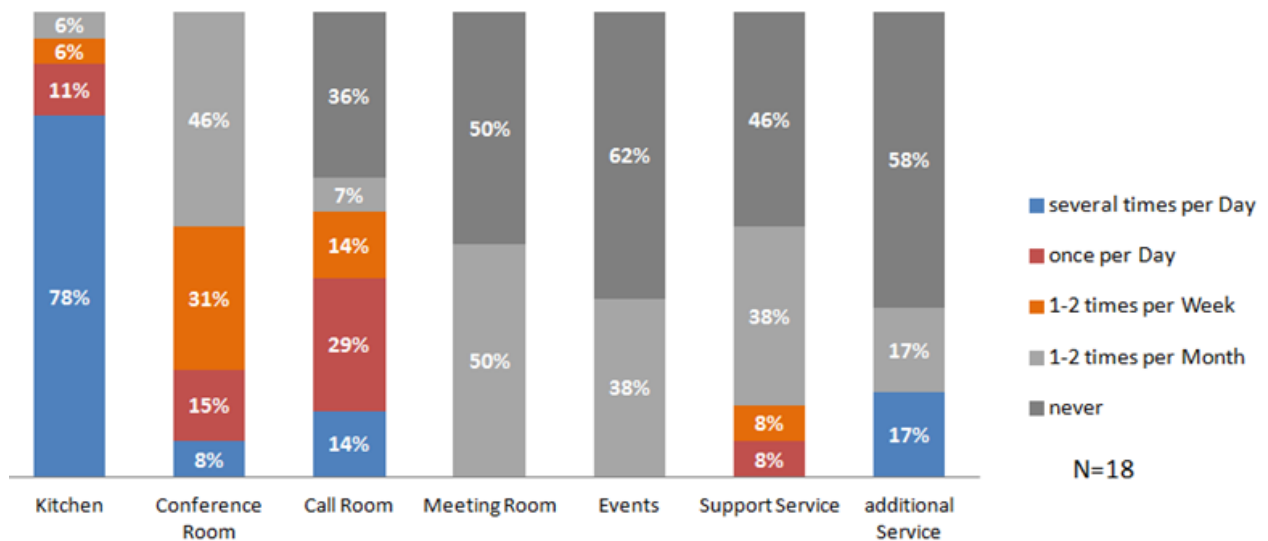


Illustration 24: Average Use of Services Source: Online Survey

At the end, the respondents were asked about important local amenities within proximity of the Coworking location. The heterogeneous answers ranked from 'post office', and 'supermarket' to 'cafeteria', 'school' and 'leisure activities'. It can be followed that being within reach of said local amenities is indeed an important quality of Coworking Spaces that is generally well appreciated by its members.

Daily Life Function near Workspace

Go shopping *cafeteria*
Fitness *drugstore* *bakery*
Supermarket *copyshop*
school **Restaurant** *Kindergarten*
Mountains *riverside Isar* **Post office**

In summary, according to the responses the attractiveness of a Coworking Spaces in Munich mostly depends on the location and its surroundings (spatial aspect) as well as the quality of the community (social/functional aspect). The first point is also strengthened by the result that most members prefer short commuting distances. Regarding the latter, possibilities for networking and exchange are not only a core value of most Coworking Spaces, creating an atmosphere that facilitates communication and interaction was also very important to most respondents. Surprisingly, other features like access to equipment or rental costs for workspaces play a lesser role which contradicts the general assumption that affordability is one of the main causes for joining a Coworking Space. Again, it is important to keep in mind that these findings are not representative. Yet, the strong relevance of location-specific factors in particular indicated a need to explore the spatial configuration further. In order to do that and due to the shortcomings of the quantitative analysis, the research approach was reversed to gain a deeper understanding of the reasoning behind location choices and the inner processes shaping coworking communities. Hence, I selected four places differing in function and location and conducted guided interviews with the respective operators to get their perspective. This also allowed me to visit and observe these spaces personally to get a firsthand impression on the applied concepts and the working atmosphere.

C.4 Case Studies

The four case study spaces which were finally chosen are *Friendsfactory* in the city center, *Smartvillage* in Schwabing-Nord, *Maker Space* in Garching and *Impact Hub* in Sendling.⁴⁷ Of these four, only Smartvillage and Impact Hub are actually proper Coworking Spaces, the concept of Friendsfactory is a Serviced Office while the place operated by TUM is a maker space. By choosing such an approach, it was possible to discern unique features of Coworking Spaces in comparison to other institutions which are functionally close, but follow a different philosophy. Additionally, this choice also covered a wide array of different locations within the metropolitan area of Munich which allowed an analysis of different location-specific criteria.

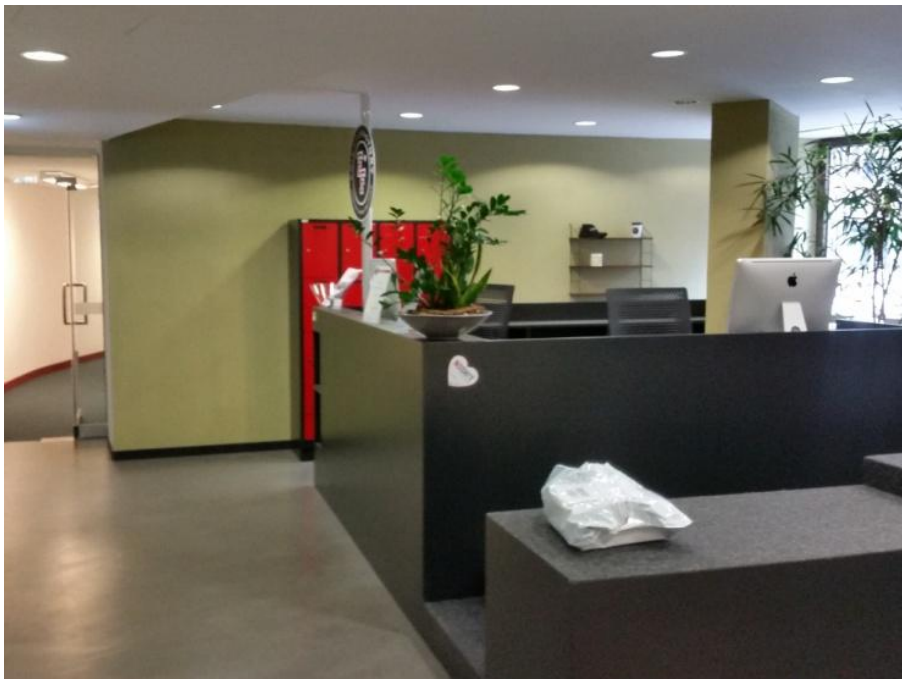
The aim was to arrive at a moment of theoretical saturation generated by the survey and the theorizing (Przyborski et al. 2008: p. 182). The concrete interview was closely related towards expert-interviews, because the four interviewees are all considered to be experts regarding the research interest. Especially the expert with his insider knowledge enables a relatively easy obtaining of data. The general advantages of using interviews are: focus on the subject, openness regarding to the questions, answers and methods, and the investigation of daily situations (Diekmann 2008: p. 531). In addition, this methods support the use of a smaller sample in a certain case study. Detailed interviews with long talking periods for the interviewees and deeper evaluation of the data illustrate the basis of qualitative analysis (Diekmann 2008: p. 532). Especially the use of semi-structured questions helped to reduce inhibitions and creates a familiar interview situation.

All of the interviews were conducted in September 2016, for reasons of anonymity the names of the interviewees will not be mentioned. The approach always consisted of an introductory phase including a tour through the space, an overview of the available equipment and a short impression about the daily work life. The following interviews lasted approximately for 30-50 minutes. The guideline⁴⁸ - developed from the previous research phase – was the same for all interviews and was not adapted in the process.

⁴⁷ Interview 1 - Friendsfactory 7. Sep 2016
Interview 2 - Smartvillage 8. Sep 2016
Interview 4 - Maker Space 15. Sept 2016
Interview 4 - Impact Hub 16. Sept 2016

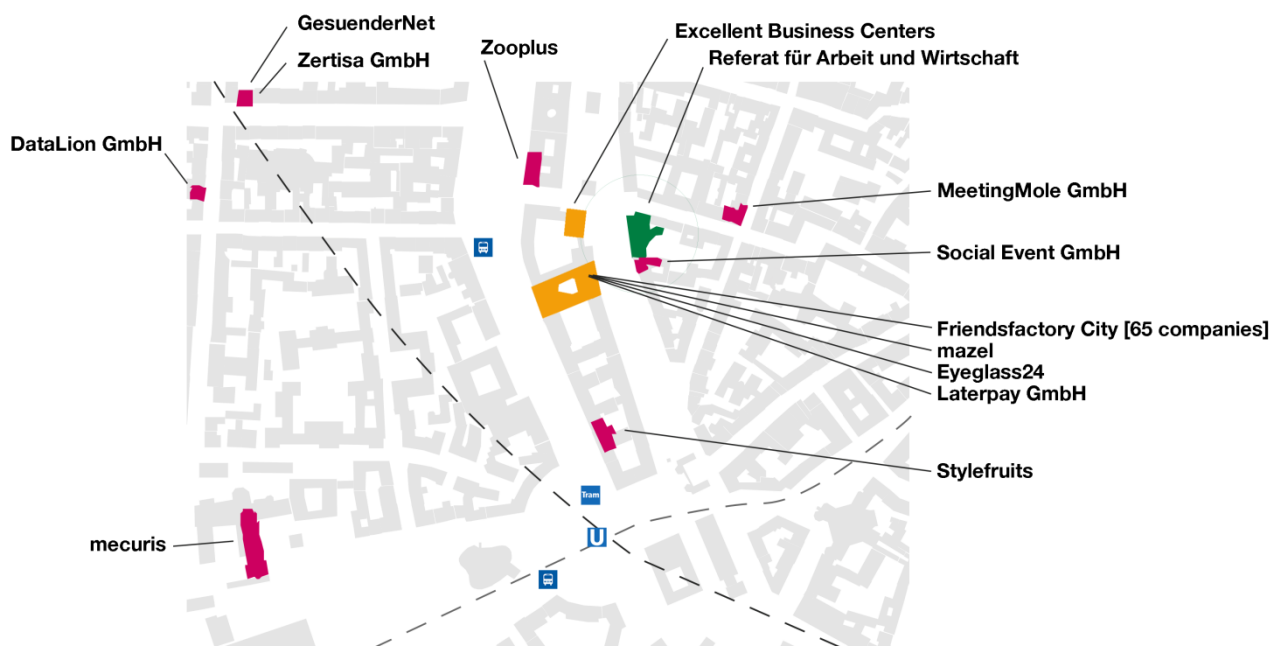
⁴⁸ see Attachments

C.4.1 Friendsfactory



All pictures: Friendsfactory Source: own archive

The Friendsfactory⁴⁹ can be considered as serviced office aiming to help their members to improve their businesses. The slogan of Friendsfactory is "working among friends" and the atmosphere was quite friendly indeed. The office is located in the heart of Munich at Sonnenstraße 23 - a very busy traffic road. The location is surrounded by lots of local stores, cinemas, bank institutes and business companies - mostly service sector - and is very well connected to the urban transport network - Karlsplatz (Stachus) and Sendlinger Tor. Karlsplatz is located north of Friendsfactory in two minutes walking distance with several trams, metros and suburban trains crossing there. Sendlinger Tor is located five minutes south from the Business Center with several tram, bus and metro lines crossing. Overall the location is very good accessible and lies in a busy core area of Munich. The city center (Marienplatz and town hall) is just ten minutes away.



Map 2: Actors nearby Friendsfactory

The center offers about 5000m² office spaces on two levels varying in sizes. Their membership services include a fitness center, network events and – interestingly – a beer flat rate. Offices spaces are available from 399 Euros per month including internet access, electricity and heating. Additional features are: community workspace with free Wi-Fi (coworking zone), flexible space distribution, active networking, free conference rooms, reception area, seminar rooms for up to 30 people, two large kitchens + one small kitchen per floor and underground parking spots.

⁴⁹ Currently, the Friendsfactory is located at seven locations (including Munich, Starnberg, Frankfurt, Berlin) and has a total of 28000m² of office space. In line with the motto "working among friends", it offers its tenants not only an office, but they are part of a creative network. Whether they are entrepreneurs, emerging companies or experienced TV presenters - in the Friendsfactory office community, tenants from a wide range of industries feel comfortable.

The first Friendsfactory was founded in Munich 12 years ago and the first office was opened at Orleansstraße. The concept is about developing an interactive atmosphere within a business center where start-ups and companies from any branch work alongside each other. The focus lies on renting out office space and providing additional features. The location has got 100 offices and hosts approx. 80 companies - 50 of them are start-ups. Coworking as practice of interactions and exchange is not only poorly developed here, it is almost discouraged, too. The interviewee stressed this several times, stating clearly that the concept of Coworking Spaces is not practicable regarding business success which requires low noise levels and an undisturbed working atmosphere. Coworking itself is only seen as a complementary offer that is compatible with independent and anticyclical work schedules and facilitates the establishment of business contacts.

The Friendsfactory follows a different path: with flexible membership conditions you can rent space shortly and the number of available spaces makes it possible to expand or reduce your required space at any time. Additionally, the staff helps to connect people: "for example, if you need a graphic designer we'll find one and organize a meeting in informal context." The idea is that the growing community both in Munich but also in other locations in Germany becomes accessible for members to advance their businesses. Furthermore, Friendsfactory organizes regular meetings and events with external actors like incubators, legal support, tax support - who can be necessary partners for start-ups. Overall the self-understanding circles around all the aspects of business support, accelerator, incubator, coworking and the main purpose is connecting people with the market both young entrepreneurs but also well-established business professionals. The main event for the community is the first Thursday in the month, when the afterwork event takes place: "Then the tap is turned up at the bar, so that an exchange takes place here. We also had meet-ups for the membership people, where we also invite external people and people who would like to see, what kind of value a membership can have."

Regarding the location there were no specific requirements apart from a minimum of available space of 2.500m² although operators wished for a central location. In comparison to that, Coworking Spaces are often much more financially restrained and are thus operating with much less space. The location here was offered via external partners. "If we could find a good object, it could be that we go further out once. But it just has to fit from the location. We get many offers and visits certain locations and if that fits for us all, then we go to get it." The decision for a new location in the north of the city (Parkstadt-Schwabing) for example was made due to its vicinity to big companies like Amazon, Microsoft and BMW and the possibilities for cooperation that arise from that. Regarding membership, many start-ups come and go within 1-2 years which means the Friendsfactory serves as intermediate station for the development of start-ups. "You

start with a virtual address and work sometimes in the lounge area. In the next step you rent a fixed workplace and the own office - which can finally lead to a whole corridor. And when you get to big, we can support you finding another location for your business."

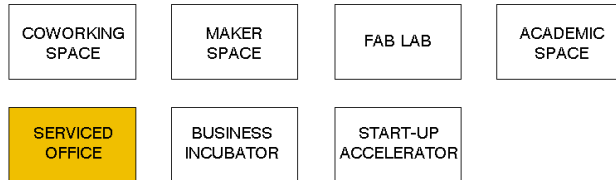
Asked about the start-up ecosystem in Munich, the interviewee explained that the scene is growing rapidly. For 1.5 years the whole scene has been flourishing. Asked for a comparison to the popular start-up-hub Berlin the interviewee stated: "But what they all have in common is, that they love their ideas and do everything what is necessary and work till the night and sleep in the office to get it going. I think that's the same in Munich and Berlin." Many people return from Berlin and develop their businesses and the overall climate for entrepreneurship is quite good in the city due to the availability of funding. But still, the city remains expensive and the high rental costs can be a deterrent for young entrepreneurs. Friendsfactory sees its purpose in offering solutions for this particular problem by providing start-ups with affordable space. The interviewee casted some doubts about the mushrooming of so called Coworking Spaces who try to build a community in small spaces with clean IKEA design to save money. "There is always a certain claim and it must be lived as well. What is the value best address for coworking, when everything is totally clean there and I cannot live that?" Coworking has run too hot and everybody wants to 'make coworking'. But the interviewee thinks that coworking means a lot of different things for everybody and there is not such a trend. "I think coworking is: one sits in this large office with 20 different people and this cannot work for me. You always talk, you drift away and talk more about private things, but at the end it's actually about your own business."

It became obvious in the interview that for Friendsfactory, networking is the key to improve businesses. But it does not implicate that coworking as practice of interaction is the perfect tool - a lounge or cafeteria for spontaneous meetings is enough. Creating opportunities to meet, but not making it a paradigm for the individual work practice. Because on the other hand all the hardworking people need a place for retreat to work focused. Regarding the interviewee, this concept works well in their business centers. "One has to create opportunities that people meet and talk to each other." Coworking is understood as sprawling trend, but at the end is not something new or even practicable. Nevertheless, the practice that staff members help connecting people from different backgrounds, is one aspect which one can find very often within the whole coworking movement.

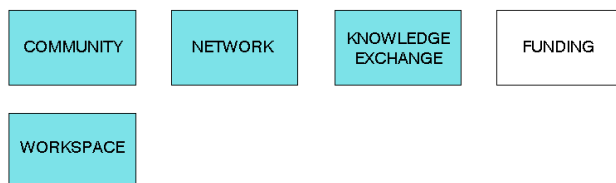
All in all, though, the name Friendsfactory seemed a bit misleading as the overall approach and the philosophy behind were very much business- and profit-oriented while less focus was given to establishing an integrative, open and collaborative working at-

mosphere. The connections to other entrepreneurs and service providers that are facilitated by Friendsfactory are usually purely based on business needs. Apart from that, interaction between members is very limited as most of them generally focus on their own projects.

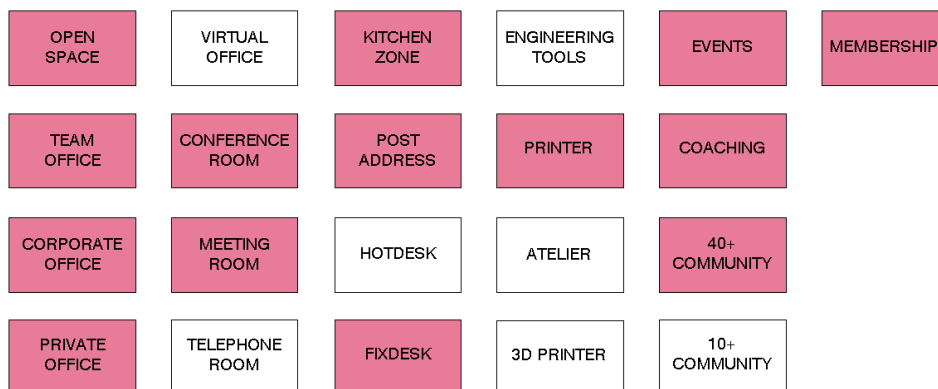
Typologies



Superordinate Services



Equipment & Offerings



Characteristics

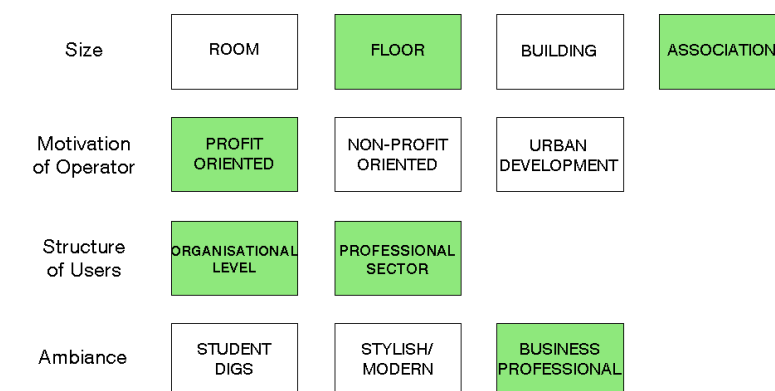


Illustration 25: Functions and Services of Friendsfactory

C.4.3 Smartvillage



picture: smartvillage outside Source: own archive



picture: smart-village interior Source: www.smartvillage.info

The Smartvillage⁵⁰ is a Coworking Space run by PINC Solutions⁵¹ - a marketing agency. The space is located near Finanzamt München⁵² at Winzererstraße 47D next to the new developed quarter *Am Ackermannbogen*.⁵³ The next tram station at Schleißheimerstraße lies within five minutes of walking distance- a link to nearby metro stations and the to the city center. The Schleißheimerstraße itself is a very busy traffic link from the city center to Mittlerer Ring Recreation areas such as Luitpold-Park and Olympiapark are just ten minutes away. The workspace is in vicinity of a plethora of local amenities.



Map 3: Actors nearby smartvillage

Originally founded in 2013 the actual workspace has existed since May 2015. The slogan of Smartvillage is "where lifestyle creates performance", which means it is not just about working successfully, but the way we work as part of our lifestyle. Smartvillage runs the business together with its partner Haworth - a furniture supplier. The space was originally founded because Haworth searched for a showroom to present its products to business partners. This is an interesting aspect because there was, so to speak, no intrinsic motivation for coworking, but a concept was suggested by the right partner at the right

⁵⁰ www.smart-village.info/

⁵¹ www.pinc-solutions.de/

⁵² an outpost of the fiscal department of Munich

⁵³ www.muenchen.de/rathaus/Stadtverwaltung/Referat-fuer-Stadtplanung-und-Bauordnung/Projekte/Ackermannbogen.html

time about how the available space could be used. Haworth as a supplier of the equipment and PINC Solutions as a well networked agency formed a good tandem here. Through this purpose Smartvillage was developed and today the Coworking Space still serves as showroom for Haworth's costumers. The space is privately financed without further investors or state funding. For the interior design, Smartvillage gained many partners from businesses like acoustics, carpets etc. that provide equipment and both use the space for working and representational purposes.

The space is run by ten employees and offers 850m² for workplaces and events. It's is the home of small and large agencies, freelancers, creative professionals, architects, innovative start-ups or project teams. The aim is to create a relaxed atmosphere, where ideas evolve and offer space to exchange, network or relax. The offer includes workplace in open coworking spaces, event and meeting rooms, call rooms as well as a huge kitchen and a roof top with barbecue and plenty of space for relaxation.

Besides offering workplaces for rent the Coworking Spaces also holds coaching and business events. Clients can organize workshops and seminars for their employees and staff members from Smartvillage support them through coaching. The clients have mostly developed two demands in the past years: leaving their own narrow offices behind to develop innovative ideas and the possibility to become acquainted with start-ups in the Coworking Space. In this regard, Smartvillage serves as connector by inviting interesting start-ups for events to present ideas and gain contacts with bigger companies "For me, the pure focus on start-ups is not so important, because we offer solutions for the respective customers, and the solution that they just need. Sometimes they do not need a start-up, sometimes they need a design-thinking expert or a change manager. So we are more like consultants. We are the coach who gives them exactly the resources they need to achieve their goals."

The Smartvillage has got a clear defined ideology: being a home for everybody who wants to work concentrated and being creative in a highly social and lively environment. From the first impressions at the space, the interaction between each other was familiar, open and professional. Furthermore, there are no certain rules restricting behavior, but not every person or company can become a member: "I have already rejected companies, because the mindset or the personality did not fit. We are not called Smartvillage for no reason, because we are actually a village community and a community helps itself. But a community is also looking for its members a bit. That is what we understand by coworking." Access to the community is a key factor when it comes to coworking. In order to keep the social structure stable, a certain selection has to be made, who is content and humanly concerned, or whether the interests of the candidates tend to be in a

different direction. It is therefore not uncommon for applicants to be rejected or to leave after a short time, because it does not work for both sides.

There are actually 12 companies/ persons part of the "village" with 50% being start-ups - mainly from the service sector (e.g. change management, web design, digital agency, marketing, consulting, project management and medical technology). There is no clear figure how long start-ups remain in the space - first it' has not been not running long enough and secondly: "With us there are no running times, there is only a performance package, that one either increases, announces or reduces." Though the space functions as well as incubator and when you grow too big your able to leave it quickly. As mentioned before, Smartvillage has got many functions within its portfolio of coworking, networking and general support for entrepreneurs as well as offering workplaces: "That can be said in any case. We are more than just a room with table and chair. But our philosophy is to make available both our know-how, our network and our community to our customers." Here again it is clear why not everyone gets access. The exclusive network of customers, global companies and start-ups is to be made accessible to those who are connected with their projects and interests. For the individual, however, this also means that one should proactively participate in the community. But this should not be a question for young entrepreneurs, but much more of a matter of willing.

The choice of the location will not become clear at first sight, because there is no big player nearby and Schwabing-Nord is neither close to the city center nor to the airport. But of course, the choice was made both for economic reasons and because that particular location was available. "We think that Schwabing is well connected. You are on the highway in 3-5 minutes, you are in the subway in five minutes. You have plenty of parking space in front of the door. Two things were decisive in the end: There was already an agency in place; though we liked the space, because we wanted this loft style. We wanted to have many windows and we have searched for an outside area with the roof terrace. This was a decisive factor and we found it here." After their arrival, several other agencies and companies settled down which means a kind of micro hub is in the making. Thus it can be assumed that Coworking Spaces serve as a catalyst for entrepreneurial activities - not only by the spatialization of the activities on the spot, but also as a point of attraction for other actors who settle nearby in order to benefit from the dynamism and the know-how. The agglomeration of actors with similar interests thus appears logical.

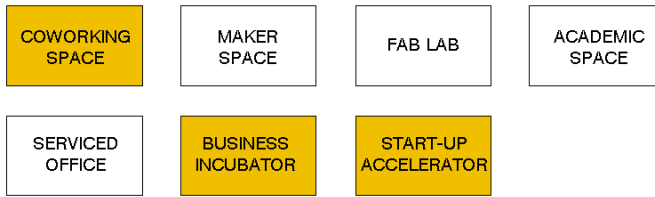
Smartvillage is the central link with its event location and workplaces for rent. The former location was next to Werk1 at Werksviertel (Ostbahnhof) which is a state funded start-up incubator with coworking zone. Though the operators of Smartvillage decided to leave that location in order to not being close with a competitor. Furthermore the Werksviertel

is still an unattractive construction side for the upcoming years which was not the right atmosphere for Smartvillage. "Of course, we also had to see that our tenants are happy with the location, because we took almost 40% of the tenants here. According to that the location is not unimportant."

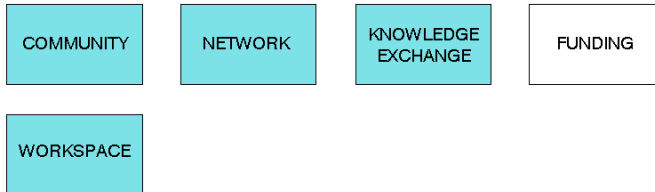
The overall situation of the entrepreneurs is described as following: "Actually, the start-ups already have a business model, which is based on any industries demand. But this Berlin idea: Working for zero and being happy, is not given here. The business idea is strong." Regarding the interviewee, the whole hype around coworking and start-ups is mostly about renting spaces and selling workplaces - it's not so much about supporting entrepreneurial activities in the city. Especially the fast growing business center suppliers with so called coworking concepts are dominating the market. Furthermore the universities play a key role with their entrepreneurship centers running in Munich. "But this is not the real world. As well as the big companies leaving their narrow office world - the same counts for those start-ups based at the universities. They have to get out of their comfort-zone. And then a space like ours would fit perfectly to guarantee a smooth entry to the market." But every player rather follows his or her own path and cooperation does not happen at this stage. In summary, there are several actors with certain demands, but an administrative head who organizes the start-up scene in Munich is missing. "And that's a pity, because everybody is networking and trying to integrating start-ups by providing good facilities. But there is no clear 'order' or common aim for Munich where everybody would cooperate for both the own and the common purposes." At first sight, it is surprising that actors with similar interests do not want to or cannot cooperate. But on the other hand, each pursues its own goals and profits and does not want to lose its legitimacy to be part of the ecosystem. In the sense of coworking, however, it seems to be completely absurd that, for the benefit of the Munich start-up scene, there is not much more collaboration, where each actor can contribute his expertise and at the same time achieve the best possible progress for themselves.

In summary, the practice is very much based on the basic idea of coworking. They have found a way to be attractive to young entrepreneurs as well as to central companies from the ICT industry and the portfolio goes far beyond the idea of a collaborative, creative cooperation. It is credible that it is the desire and the goal of the operators 'to bring people to their destination' by providing work space and personal support and networking.

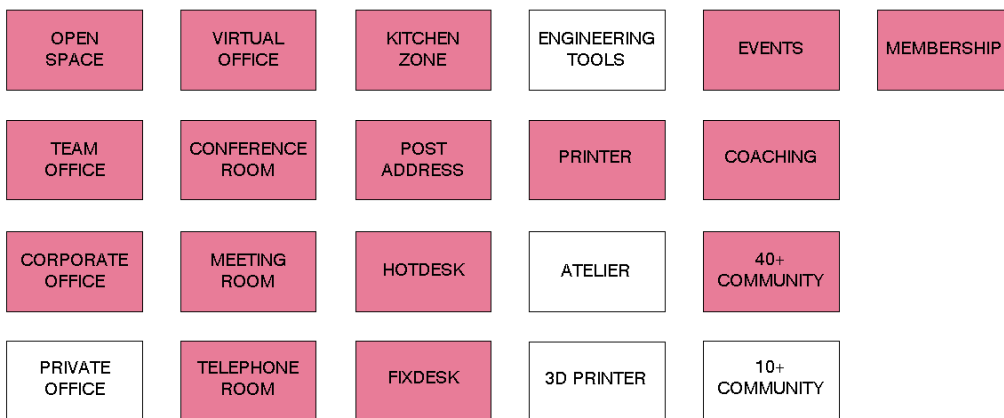
Typologies



Superordinate Services



Equipment & Offerings



Characteristics

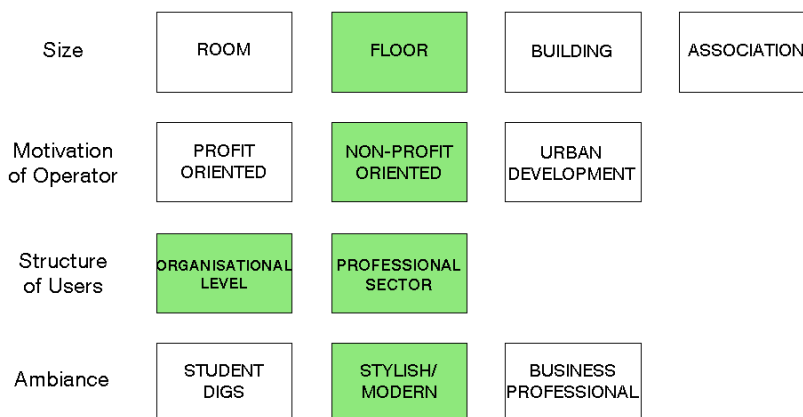


Illustration 26: Functions and Services of smartvillage

C.4.3 Maker Space



picture: makerspace Source: own archive



picture: makerspace Source: magazin.kapilendo.de/unternehmertum-munchen/

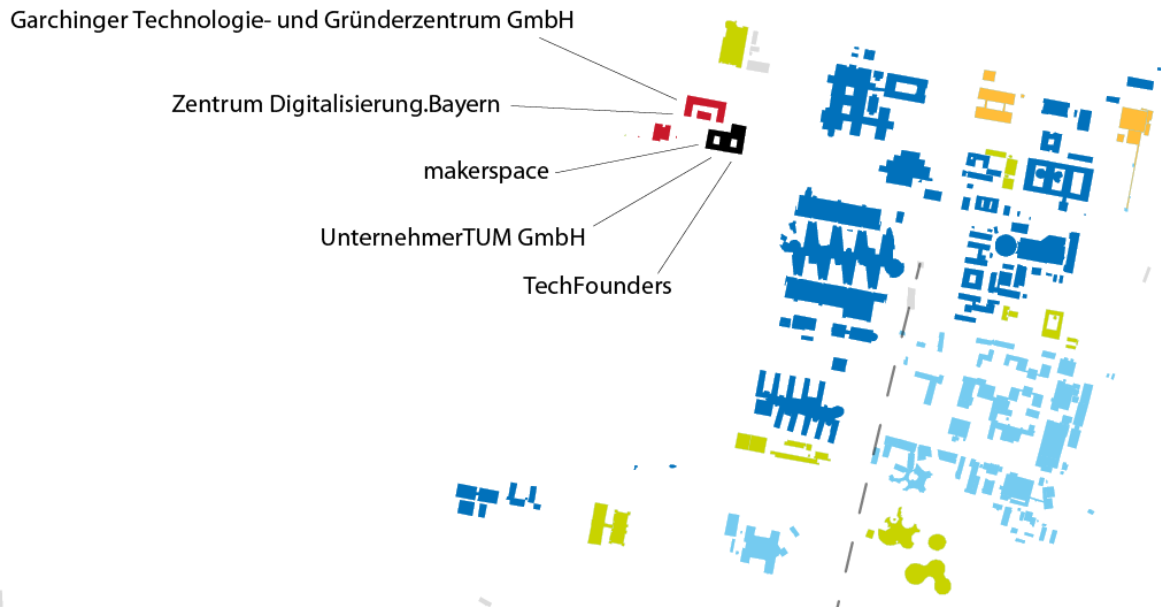
The Maker Space is an institution founded by UnternehmerTUM⁵⁴ - the center for innovation and business creation from Munich based University of Technology (TUM) - one of the most professional and best entrepreneur centers of Germany. Maker Space is located within a strong high-tech cluster around TUM at Campus Garching. With its several faculties from TUM (chemistry, mathematics, mechanical engineering and physics), Campus Garching is possibly one of the most modern research sites and training centers of Europe. Additionally, an active interdisciplinary knowledge exchange takes place with central institutes of medicine technology, solid-state physics and research facilities of the Max-Planck's society, Bavarian Academy of the Sciences, ESO and further institutes of Ludwig-Maximilians-Universität (LMU).

Academic and research Institutions at Campus Garching ⁵⁵
Leibniz Data Center of the BAdW (LRZ) Faculty of Mathematics Faculty of Computer Science Faculty of Chemistry Faculty of Mechanical Engineering Physics department Central Institute of Medical Technology (IMETUM) International Graduate School of Science and Engineering General Electric Global Research Europe (GE) Metal Guild Munich-Freising-Erding TUM Entrepreneurship Research Institute Entrepreneurship center Institute for Advanced Study (TUM-IAS) Munich School of Engineering (MSE) Catalysis Research Center (CRC) Maier-Leibnitz-Laboratory of the LMU and TUM Institute and Center for Nanotechnology and Nanomaterials ITM Isotope Technologies Munich AG European Consortium for the Development of Fusion Energy (EUROfusion) Society for Plant and Reactor Safety (GRS) gGmbH T-Systems Solutions for Research GmbH Walther-Meissner-Institute for Low Temperature Research at the BAdW (WMI) Bavarian Center for Applied Energy Research (ZAE) European Southern Observatory (ESO) TUM Institute for Advanced Study Walter Schottky Institute

Once planned on the „green meadow“, Campus Garching has transformed itself to a modern level of knowledge place and is therefore called university town. Connected to the underground system of Munich and by regional bus links to the airport, Garching his peripheral situation is connected very well to the city. The campus is a successful example how structural changes can be promoted by creative and knowledge industries and shows the strength of entrepreneurial activity in connection with university forces to initiate spatial transformation processes.

⁵⁴ www.unternehmertum.de/makerspace.xhtml UnternehmerTUM MakerSpace GmbH

⁵⁵ www.forschung-garching.de/index.php?id=3



Map 4: Actors nearby makerspace

Maker Space is recognized for having the newest 3D printers and laser technology for subtractive metal processing for the construction of professional prototypes. With this equipment Maker Space is unique in the Munich region - even though new locations are already planned by UnternehmerTUM.⁵⁶

MAKERSPACE OFFERS

- + Machines, tools and software for prototype production and small batch manufacturing
- + Professional courses, workshops and instruction by specialised staff
- + Meeting place for a vibrant community of creatives, entrepreneurs and start-ups
- + Shop for electronic components and modelling equipment
- + Fee-based membership
- + Platform for makers of all ages and knowledge levels
- + Open from Monday to Friday, 7 am to 10 pm, Saturday and Sonntag, 9 am to 10 pm (closed on public holidays)

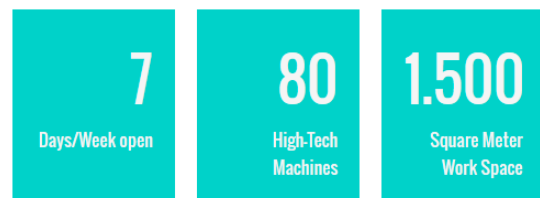


Illustration 27: Offerings Source: www.maker-space.de

⁵⁶ see Plans for Maker Lab: www.sueddeutsche.de/muenchen/ludwigsvorstadtisarvorstadt-neues-leben-im-kongressaal-1.3262626



Illustration 28: Offerings 2 Source: www.make-space.de

The interview with a board member took place at the location after visiting the studios with all kind of machines and technical equipment. Maker Space has been in existence since March 2015 and it took about 1 year to be fully functional: buying all the necessary machines, installing them, creating tutorials, teaching the staff members, establishing security rules, creating a membership base through events and marketing. "The idea of Maker Space is quite simple: you come with an idea and work on the prototypes until it works and at the end you may leave the space as start-up with a well developed product. The general problem is that many people have good ideas but they don't know where to go for developing it and building prototypes." So the challenge for Maker Space is to talk with people and find those who are not thinking about participating in a CS. That includes both for business customers and students. The members can be separated in three groups: 350 corporate clients from the industry (BMW GE, Infineon etc.) + students and start-ups + home-users who use the machines rarely. The logic of a Maker Space is not new and was born in the USA with all the tech-shops for home-users. After that the industry came up with the idea.

The general problem for the industry is speed of innovation and they are simply too slow: "Especially at BMW it is strange: they have just built a new research laboratory in Garching-Süd, but its running according to rigid rules and procedures. All large companies have strict running processes. But innovation needs spontaneity and speed. There is a saying: "On every day where an idea is not realized, you lose half of your interest in it." At a certain moment every idea is dead and therefore the companies send their employees to Maker Space and work on their own ideas and built prototypes before returning into the organizational structure of the company. They work freely in a creative environment and social boundaries are low: "It is also about the mentality. We speak only with first names, no Mr. Dr. etc. - this makes the interaction easier. There are no protective walls of forms of treatment. Then people come to talk and help each other."

Maker Space hence is an excellent example for coworking. This moment is crucial: If you ask somebody for an opinion or his support the people feel needed and worthy and then working together is not about losing time for my own business. For many people this

open environment is threatening at the beginning, because we are used to work alone. But they all get used to it over time by watching others and starting to ask questions e.g. about the technical use of machines. This is where communication results in stable interaction. "But this is only because we demand and live the openness and community here! There will always be people who do not want or need it, but most of them get along well."

The interviewee states that the biggest threat is the German working culture, because we are used to make things 150% perfect before we show it to somebody. But at the Maker Space people can always see the process of building something, they can see failure and difficulties which is normal. This is a big change in the working culture.

The recruiting of students and start-ups mainly works with programs and events like Think-Make-Start and the Tech Festival. "This is how we find the hacker-freaks. From these so called hackertons, perhaps new start-ups may arise. And they remain so long here until e.g. their mass production begins. I will eventually lose all my children." Furthermore there are accelerator programs or business companies join the space to give opportunities to their employees. Maker Space is part of a large inner ecosystem of UnternehmerTUM which started 14 years ago in Garching. Additional entities are the Techfounders and the Investment Fonds GmbH. Overall Garching has become a tech cluster - a research corridor to the airport. The interviewee states clearly that Garching will become "the research triangle of Munich, because the city is too busy and here is still so much space diverse research institutes." Of course Garching seems far away from the city but there are advantages as well as disadvantages: "One disadvantage is that the people from Munich are reluctant to get out. But on the other hand you can make out many new things here on the green meadow. I can open on Sunday, I can work with noisy devices, I have closeness to the universities and faculties. I would like to have more architects out there, but they do not want to come. But they like to use laser cutters and we have them." The Maker Space is here because of the historical relationship with TUM. If one would have decided about the location via market analysis, one would never come up with Garching as usable location. The interviewee assumes that a simple Coworking Space wouldn't work outside the city and far away from the start-ups and companies. The previous investigations confirm this assumption, since outside the city there is so far no other place in which something akin to coworking takes place. As already mentioned in the online survey, the location is very important and a certain local supply and accessibility must be given.

Additionally the term coworking is mostly used as marketing strategy for Business Center and "at the end of the day everybody sits alone in an office. Coworking is a fashion word for 10 years now and most of the people trying it without really getting there." The

concept of Maker Space is different, because everything is spacious and open and every usable machine exists only once. Thought people have to share the equipment which forces working together."This is the positive aspect here. You cannot close doors here, you cannot pull back. A few people want it, but then you have to look for it somewhere else. It is nice to force people to stay open." The practice of gentle pressure to interact, in which every machine is offered only once, is an interesting method. In the course of the interview, it becomes increasingly clear that psychology plays an important role in promoting creativity. If you want to generate a collaborative atmosphere, first you have to know what users need to be interactive. However, the (non-)provision of equipment can also influence and promote cooperation. So far, it seemed to be important to offer as much as possible of everything that is needed: space, equipment, know-how, network. But the operators of Maker Space have a slightly different which is obviously invigorating for community activities and social exchange.

Regarding the overall situation of Munich, the interviewee has a clear opinion: "The city has got a lot of potential and is not yet where it should be. Tel Aviv is the madness, but there it's more about survival. Munich has it more convenient. The big industries are already there. And Berlin had no industry and came out of the nothing. But Berlin also has got no customers, you will never make money there." One can say that in comparison to Berlin, Munich lacks a certain crazy, open environment where creativity can simply be fun. The business activities in Munich are rather about b2b relationships and young entrepreneurs tend to serve the demands of the industry. Munich seems too conservative in this matter. "But of course people earn better money in Munich than in Berlin which is an advantages." It becomes clear that the constant comparisons between cities doesn't work well, since every city has got very particular and unique conditions. The industry which is settled here, as well as the working culture, are quite different from the business habits in Berlin. The start-up scene in Munich is still growing, but the goals and approaches of the players are promising. It may well be argued that the artificial image competition with Berlin is a welcome catalyst for those who want to further advance the ecosystem. For the daily work, however, it is totally irrelevant to look too far over the plate, because the customers and the money can be found especially in the city and the region.

Concerning the start-up ecosystem as a whole, the interaction between actors with the same aims is rare and difficult. Every entrepreneurship center and university has its own concept of supporting start-ups and creating businesses and they hardly want to work together. "The LMU and TUM are two separate ecosystems and everyone is afraid that the other one will surpass him. This is historical. They all fight for their justification and want to end up being stronger than the others."Also the cities administration is not really pushing forward. Everybody is rather interested in business and there is the attitude that

the free liberal market will decide over winners and losers. "No intervention in the ecosystem - and if it were better - can be justified. The city has other problems." If this were actually the case, this is a major weakness for the ecosystem, because the flourishing economy is without any doubts one of the most important strengths of the city, and the role of Munich in the world is defined above all by its economic power. It remains to be seen, if - in addition to the new initiatives such as the TUM Entrepreneurship Center at Kreativquartier or the newly planned Maker Lab at Deutsches Museum - an even stronger focus on the start-up scene is being put on the organizational level in future, by installing an administrative representative for the scene.

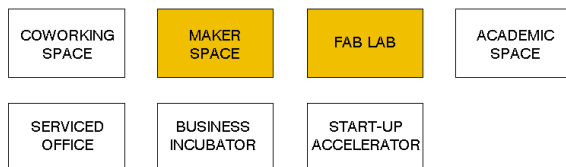
Nevertheless, the trend of coworking can't be stopped anymore, so the interviewee. The start-up ecosystem will follow this path, because payable office space becomes fewer. With Coworking you share your costs with many and can mutually benefit from the know-how of the other. Coworking is flexible enough to allow short rental cycles, which gives people and start-ups more freedom. "The big companies demand that the start-up scene is forced and it happens. Everyone needs new ideas and can no longer do it alone." For sure, Berlin is still way ahead. But each location has got different dynamics. This cannot be artificially altered. "There is a need for freedom, and this is exactly what the Maker Space is trying to do in life: there is equipment education and environment, but you have to build it yourself - whether it is the dining table for the grandma or a high-tech product for BMW." Overall, Munich must first allow itself to be more creative before the industry comes to decide what can be done with it.

Regarding the future of Maker Space, the central aim is to become leaders in Germany for being an example for this work form. Maker Spaces have 1000m² and is not in competition with other spaces in other cities. "We bring industry4.0 into the economy, we help the maker scene the right gas there. Three years ago nobody knew what a maker is, now. We will always be adapted to market requirements. We always have to look at what the market needs and these devices are then purchased so that my customers can work well. It's about innovating. We are here to write a black zero, we are not about profit."

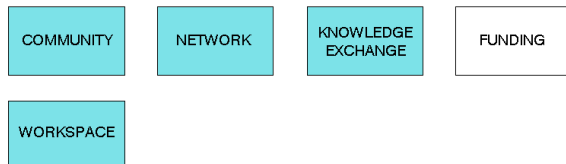
Maker Space can be considered as unique location at Campus Garching. What makes it special, is the culture of open environment and working alone or together in a wide open space. The equipment is unique as well as the atmosphere. The choice of location was none, because it had to settle at Campus Garching for the reasons mentioned before. But with the special setting and offerings Maker Space can attract more attention in Munich which could finally lead even more entrepreneurial activities to Garching. Even though, the link to UnternehmerTUM is strong and the purpose is about supporting students, there are also many business companies to make use of it. The advantage to 'try and fail' in a creative environment becomes more obvious for the industry and the po-

tential of interaction between people with different backgrounds is going to be recognized. The space is part of a broader network that provides equipment, education and environment for young entrepreneurs and all necessary partners for start-ups are bundled up in Garching. Therefore one can assume that Garching is a start-up hub which can't be compared with any other location in and around Munich. And though, this 'small' ecosystem contributes to the start-up ecosystem of Munich.

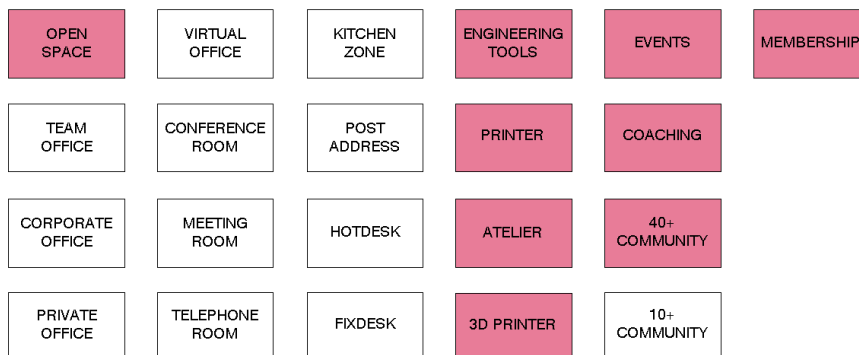
Typologies



Superordinate Services



Equipment & Offerings



Characteristics

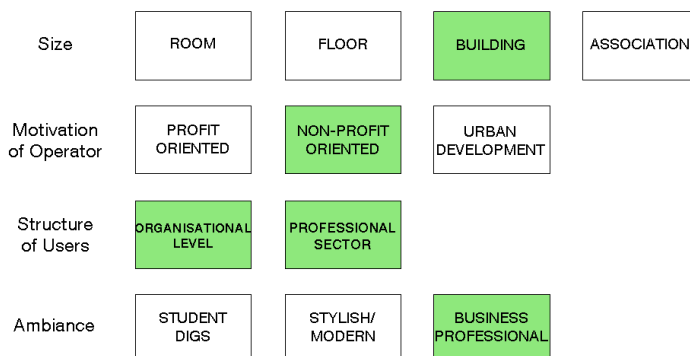
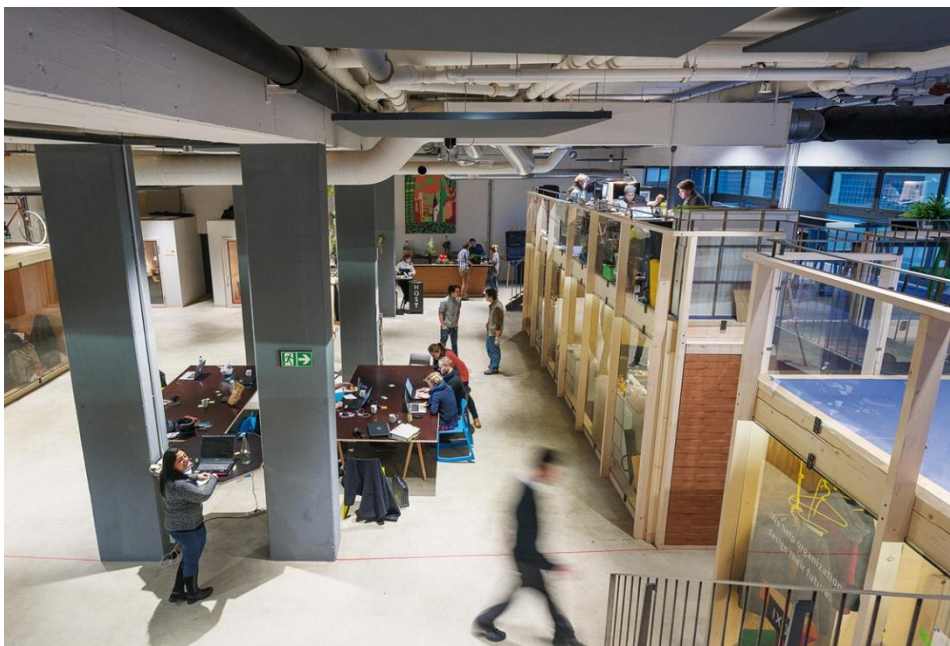


Illustration 29: Functions and Services of makerspace

C.4.4 Impact Hub



picture: Impact Hub Source: own archive



picture: Impact Hub Source: munich.impacthub.net/

"We believe a better world evolves through the combined accomplishments of creative, committed, and compassionate individuals focused on a common purpose" (Impact Hub 2016)

Several preceding interviews came up with the same answer regarding about who can be considered as Coworking Space or who comes closest to the initial idea: The Impact Hub. It seems that this space has got a so called lighthouse function for coworking and therefore it became necessary to investigate it in depth. Impact Hub was funded in 2011 and is located in a backyard area (Gotzingerstraße 8) in Sendling within five minutes walking distance to the metro station Implerstraße. This location was not chosen without purpose which will become more clear in the interview. The narrow building has got no big signs and it's not becoming obvious on first glance that there is a Coworking Space. In the near surroundings there are some suppliers and restaurants nearby the metro station as well as the huge district of the large market hall, but the area is overall dominated by residential buildings.



Map 5: Actors nearby Impact Hub

The space is part of an international network with approx. 90 locations worldwide.⁵⁷ The hub understands itself as innovation laboratory and business incubator with a heterogeneous social enterprise community. "Impact Hub offers you a unique ecosystem of resources, inspiration, and collaboration opportunities to grow the positive impact of your work." This means providing an infrastructure for social entrepreneurs to support their business development. With the membership one can get access to a unique community with shared values about sustainable and ecological work styles. The multiple emphasis on this aspect illustrates the general attitude of the operators, as well as their practice in the Hub. One seeks to stand out from the general understanding of the common forms of work and certainly be understood as a prototype for a different, if not better, working practice. "It is about providing people with a work space where you would like to work and we support their project - which intrinsically motivates them. And then it is about the whole human work." The community believes that it is all about social change. Things that don't work anymore have to be changed or improved: "This applies both to work at the expense of workers, to business at the expense of future generations and at the expense of the environment. It cannot go on like this. We believe that social change must always be decentralized. That is why in Munich we are almost trying to implement what is known as sustainable business."

The aim is to create a hybrid, but real case for experiencing a different way of working. And the benefit for the members is the opportunity to take part when their own attitude and business model fits the self-understanding of Impact Hub. Again, access to the community and the services of the space is strongly restrictive. Careful attention is paid to the fact that, in addition to the thematic proximity, the applicants also have a personal attitude to the values and behavior of the community. You have to live this project to become a part of the whole. This is to prevent too many followers from diluting the spirit of coworking. At the same time, strict access requirements also increase the attractiveness and arouse the interest of possible competitors. The recruiting practice of Coworking Space is thus both conducive to the preservation of the ideals of the community and their job setting as well as a welcome advertising campaign.

⁵⁷ see www.impacthub.net/ Germany: Munich & Berlin, Candidates and not yet founded: Bochum, Dresden

Deine Membership



Illustration 30: Structure of Membership at Impact Hub Source: www.impacthub.net

At this very moment, there are around 220-230 members who work in the 800m² area. The people come and go like they want and nobody is controlling active work time/days. Some people only come for two hours in order to leave their daily work routines and others join for fulltime projects. In average there are 50+ members present per day. This attendance rate is quite high and within the observation it became obvious that the space is really busy. Without knowing further details there is no doubt that Impact Hub must be successful to a certain extend.

The concept of coworking is mainly seen as a tool for the bigger aim of co-creation. "It is not our mission, to provide the most beautiful Coworking Space in Munich. Rather, it is about coworking as a vehicle for co-creative work and networking. And our special themes are: common-minded economics and future-oriented economies. In this context, we are moving." People who simply need a workspace are less welcome and would have to pay the same membership rate like all active members. Again the space is not about shared infrastructure but rather taking part in a creative network with applied values for contemporary work styles. And even by pricing their services, the operators tended to follow their own philosophy: "We did not make this price compared to other spaces, but we think that it is a fair price in which we can operate the store as we think it is future-oriented. This is obviously gladly used since we already have reached the full capacity."

Netzwerk	Exploration	Start-Up	Office
Global Membership	Professional Tarif	max. 6 Monate	Büro-Tarif
kein Arbeitsplatz	flexibler Arbeitsplatz	flexibler Arbeitsplatz	eigener Büroraum
zum nächsten Monatsende	4 Wochen	zum nächsten Monatsende	3 Monate Kündigungsfrist
42 € / Monat	210 € einmalig	210 € (=50% Nachlass)	auf Anfrage
—	4 Wochen	max. 6 Monate	für Teams ab 4 Personen

↓ ↓

Professional Membership

90 – 400 € (+5%)

1/2 Tag / Woche – Vollzeit

zum nächsten Monatsende

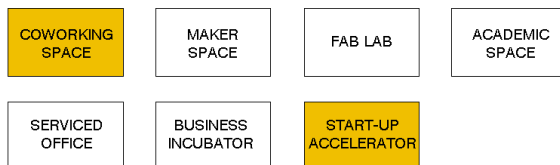
Illustration 31: Membership Offerings Impact Hub Source: www.impacthub.net

The interviewee explains, the development of the community is so well proceeded that it doesn't need a moderator anymore and everything happens quite independently. "We've noticed that many people need only a little time when they join us. But with a certain degree of interaction and activity, it becomes a self-proponent." Thus, the core value of such a membership is a matter of moving faster through more collaborative work and co-creation. "But there is not a creative session every five minutes, because everybody must work on his project. At the beginning, we had the bigger vision that this was happening, but then, in reality, we just saw that people have to get into the room and that the space is already used in the right offers." This seems logical, because in the end every creative activity must also be reflected in a structured and project-dependent manner. At this moment, the withdrawal from the open interaction is useful in order to concentrate and drive your own business. Nevertheless, the community life seems vibrant and while walking through the space one can discover many different zones working alone or together. The space is designed with mostly recyclable material and there are no special design features like modernist furniture or bright colors. Indeed, everything and everybody seems really focused on working and co-creation. People are friendly and there is an open atmosphere of coming and going.

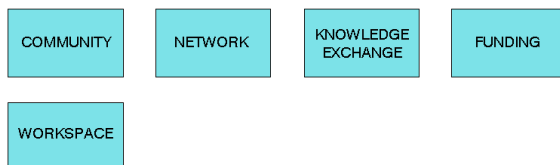
In contrast to serviced offices and their attempt towards coworking as advertising matter, the Impact Hub did not just have an idea, but managed to implement coworking in daily life routines. The assumption that this Coworking Space can be seen as role model in Munich has proven right. Therefore it can be said that this Coworking Space can serve as a model for a new, value-oriented form of cooperation. One would like to consciously stand out and offer something that is not possible elsewhere, in regular working and organizational forms. The spirit of improving the world can be felt here, even if it may seem

kitschy. The Impact Hub should certainly create an experimental location that wants to break self-confidently with rules and obviously is thus successful. The lack of self-determination is also illustrated in the choice of the place, which is not at all centrally located and certainly not close to other actors like big companies or academic institutions. If you want to participate and fit, you're welcome; but otherwise they rather want to stay spatially and functionally with themselves.

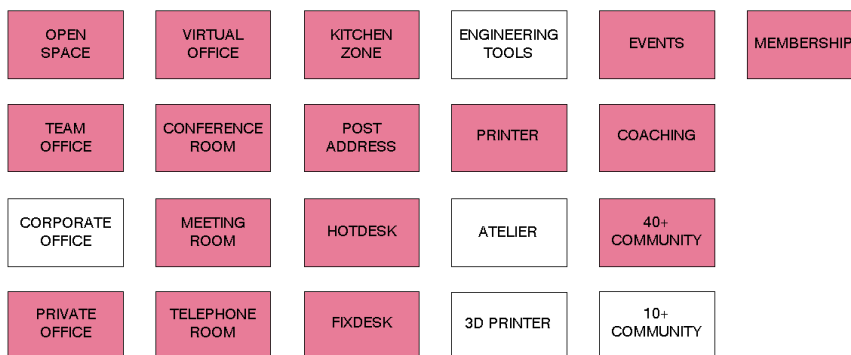
Typologies



Superordinate Services



Equipment & Offerings



Characteristics

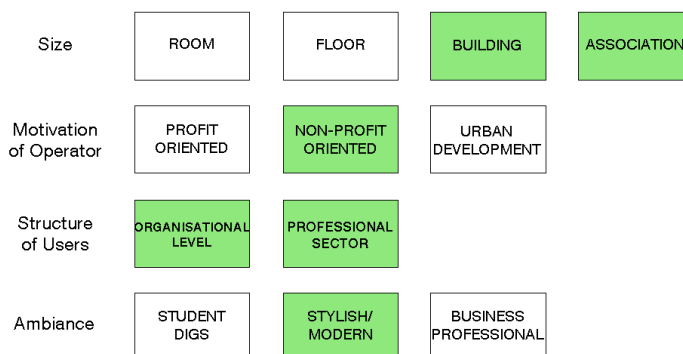


Illustration 32: Functions and Services of Impact Hub

C 4.5 Findings

In summary, a few noteworthy points were gathered. The results of the interviews made it clear that there is indeed a big gap between Coworking Spaces and Serviced Offices particularly in regard to their understanding of community. Both, Impact Hub and SmartVillage were adamant to create a collaborative environment and thus would not take all applicants. Members would be required to work by and support the values and philosophy of the Coworking Space. Maker Space, too, had quite a community-oriented practice. In contrast, for Friendsfactory building a vibrant community was not an objective and at most a welcome byproduct.

Furthermore, the choice of location was closely tied to the goals and purposes of the respective operators and thus very diverse. There are no clear, universal decision-making patterns that could be termed as given factors. Although the accessibility of the location was respected, economic criteria and the size of available space were decisive for the decision. Here, however, most interview partners remained vague and did not want to provide detailed information. From the perspective of the users, it is to be assumed that both the offer or the philosophy, as well as the accessibility or the spatial proximity to other actors or to the local supply can play a role, whether one joins a Coworking Space or not.

It has been shown that the deliberate selection of various cases has produced very differentiated results and has helped to improve the understanding of coworking in Munich. For time reasons, as well as the fact that no other operators responded to the interview request, only four of these cases could be investigated in detail. There is no doubt about the fact, that there remain still many other spaces with partly different concepts, which could be investigated in the future. But for a preliminary survey this investigation has been useful.

C.5 Reflection on Research

The course of the research in the past months seems to fit well the research questions and the overall interest about the start-up ecosystem in Munich. The three phases were altogether useful to access different people and different information from different perspectives. Especially the expert interviews with board and staff members from the four case-studies enabled a better understanding about the motivation, function and the current situation of Coworking Spaces, Maker Spaces and Business Center in Munich. Due to the limited time available for research and analysis together with the aim to map and understand the ecosystem as a whole, it was not possible to go further with more cases

and more interviews. But both methods - the online survey and the interviews - have shown some potential to be used in future research projects affecting this topic. The intended goal to get a better overview and increase knowledge about coworking practices in Munich could be achieved.

D. Analysis on Impact Correlations

During the research phases a specific picture of the ecosystem in Munich evolved with several interesting outcomes regarding the function and use of coworking in our present business world and its spatial distribution in Munich. The following chapter will examine the central impact correlations of this phenomena along four dimensions: functional, social, spatial and temporal.

D.1 Functional Correlations

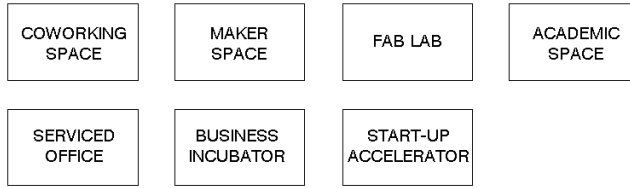
The first dimension is about the functions that Coworking Spaces provide. Based on the research, there emerged seven categories of locations which offer any kind of coworking practice.

- *Combination of individual persons:*
self-determined space (private operator), fixed tenants. Coworkers are found through the circle of friends, Facebook etc.
- *Agency community:*
with free places to fixed hire (fixed desk) and flexible hire (hot desk). Coworkers are found over the circle of friends, Facebook etc. + professional network
- *Coworking Space Service Providers with no Membership:*
free seats for fixed hire + flexible rental (hot offices) + offices (private office) + seminar rooms + event rooms for rent + coworking zone with cafe / kitchen
- *Coworking Space Service Provider with Membership:*
Community Building by selecting suitable members according to the philosophy of the space and personal suitability (no free access). (Hotdesk) + offices (private office) + seminar rooms + event rooms for rent + large coworking zone with cafe / kitchen + regular events + further training possibilities + professional network + lots of communication / interaction in everyday life
- *Serviced office (Business Center):*
free rental (fixed desk) + flexible rental (hot desk) + offices (private office) + seminar rooms + renting rooms + renting whole floor + various service packages + irregular events + partly with coworking zone with cafe / Kitchen + professional network
- *Business incubator:*
incubator for start-ups with fixed and flexible workstations, individual offices, seminar rooms, event rooms, partly with coworking zone. But above all start-up promotion + regular events + coaching + mentoring + further training possibilities + professional network + mediation
- *Makes Space or Fab Lab with Membership:*
professional workshops with trainings and events. From 3D printer to woodworking and metalworking (Flexible work structure) Coaching + Mentoring + Further training possibilities + Professional network + Mediation

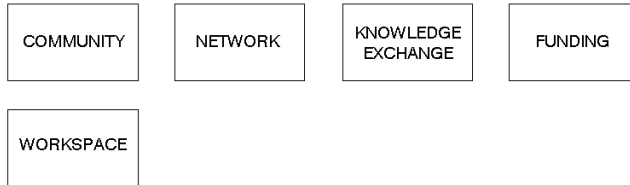
There are several spaces for each category located inside Munich and in the surroundings. This evaluation follows a collection of possible functions related to coworking. The following list bundles the criteria for this collection:⁵⁸

⁵⁸ find the complete list of Coworking Spaces in the Attachments

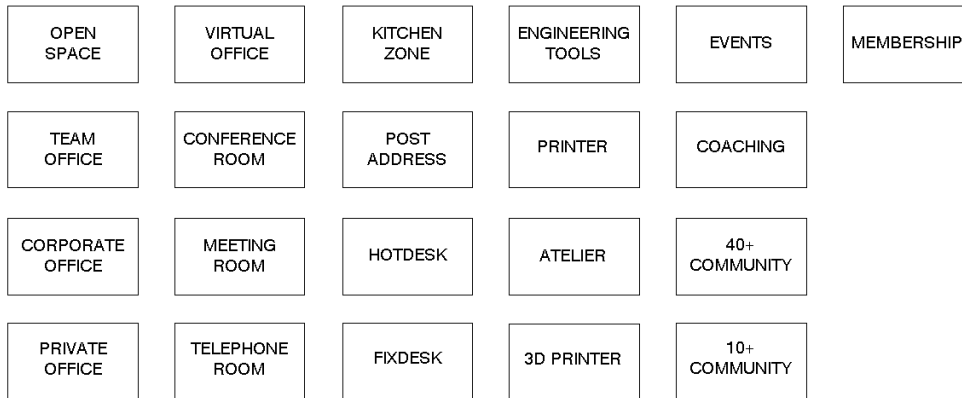
Typologies



Superordinate Services



Equipment & Offerings



Characteristics

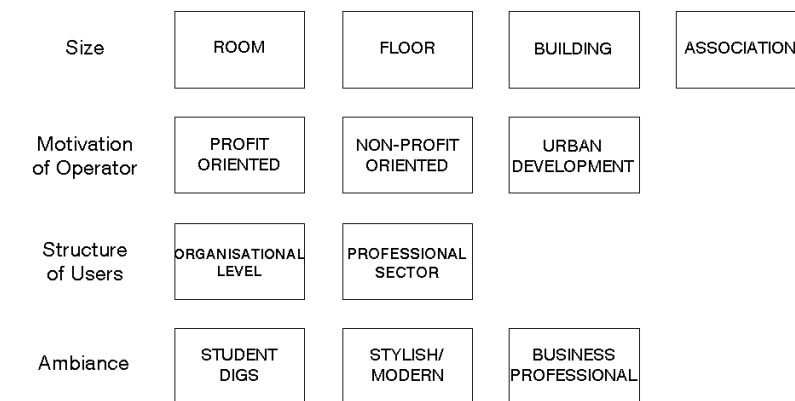


Illustration 33: Scheme for Functions and Services

Based on these features a proper categorization of coworking in Munich could be assembled. Beside the four case studies discussed previously, the complete list with all Coworking Spaces of Munich is attached at the end of this thesis.

In the interviews, it was regularly said that there are many different suppliers who offer something like coworking, but few actually implement coworking and make it the center of their activities. Due to the amount of spaces with different kinds of approaches to coworking, it becomes necessary to arrange the different concepts systematically and to evaluate which ones can be considered as 'real coworking entities' based on the academic understanding outlined in chapter two. The highest degree of community building and attitude towards developing new ideas together was delivered by both *Coworking Space Service Provider with Membership* and *Maker Space*. Here, coworking is not just a brand to attract young workforce, but it is rather a collective paradigm lived and practiced on daily basis. These two coworking spaces come closest compared to popular spaces in the USA where the concept was initially developed.

D.2 Social Correlations

The second dimension deals with the matter, how coworking actually happens and which social connections are built up in those spaces. As result one can identify three levels of relationships that evolve at any space: Inner Ties, Local Ties, External Ties. Within this system circles the whole interaction of all different actors.

Inner Ties

The Inner Ties mean all relations and interactions which occur inside the space i.e. between the operators, staff members, start-ups, clients and all other persons who work or visit the space. Naturally, some groups such as clients can be classified as internal as well as external links depending on their function in a specific context. Inner Ties are contacts between people who are actually present at the coworking space. Here is where creative exchange of ideas and knowledge happens - the core of coworking.

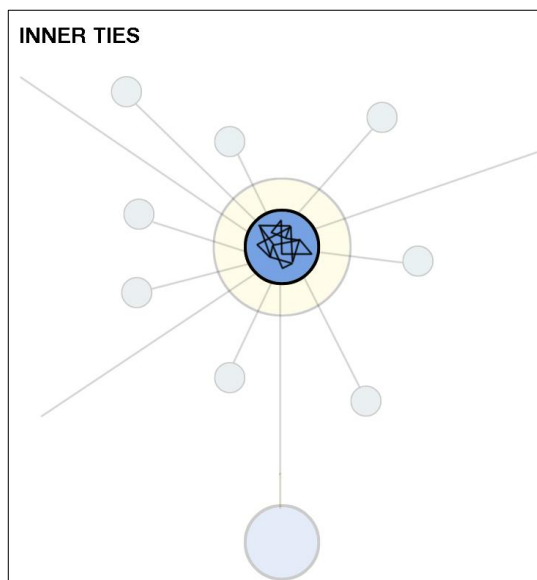


Illustration 34: Visualization Inner ties

Local Ties

The Local Ties contain all social contacts between individuals from inside the space and their local environment - the same building or the same street for example. This can be other companies working together with the space, or local suppliers like supermarkets, cafeterias, post offices, schools. All the interpersonal connections between those entities and individuals from the space are Local Ties. For some spaces these ties are very important, because they strongly benefit from each other or have common demands in their daily business. For example, Maker Space is located in the middle of a cluster with other Accelerators und and Business Incubators from UnternehmerTUM who altogether bundle their capacity and support to push start-ups on the next level. In addition, local

Ties are very important to keep a space attractive, because the individuals who work there have the opportunity for further activities in their daily lives.

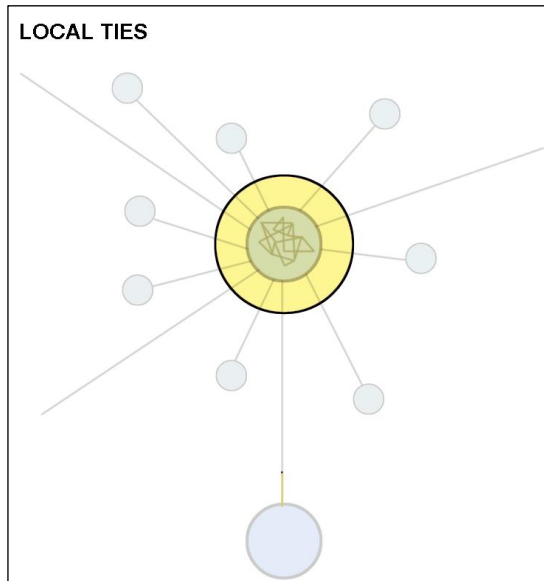


Illustration 35: Visualization Local ties

External Ties

The External Ties of Coworking Spaces gather all social contacts outside the space - meaning physically not present at or near the location. This includes e.g. partner spaces, clients, business companies, costumers (of start-ups), contacts to the administration, to universities and research institutes as well as friends or family who are involved in any business related to the space. The External Ties also mean the immeasurable contacts in the global network who contribute more or less to the community of people engaged in the space.

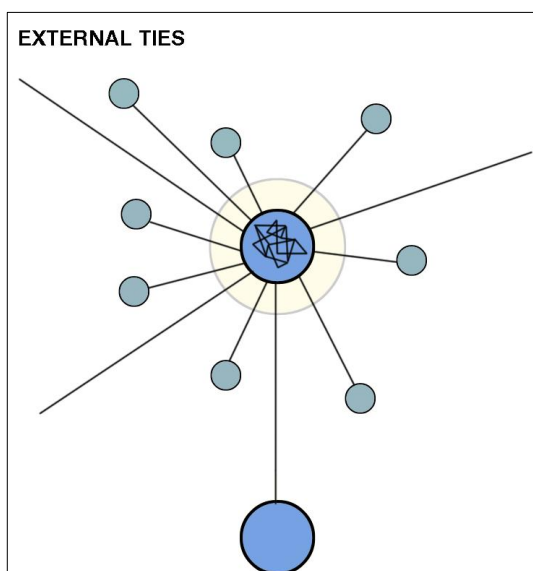


Illustration 36: Visualization External ties

With these three levels of social ties, all possible and necessary interactions and relationships between individuals from the Coworking Space and others can be depicted.

Each space has got an own system of ties and relations. It seems that the more active these connections are, the more benefit can be gained e.g. for a start-up or any other business activities. Due to the results and outcomes produced from the research this can just be an assumption and further investigation will be needed to measure the quality of personal connections and their impact on the success of running a business.

D.3 Spatial Correlations

The spatial dimension of coworking is the core aspect of this analysis. The present research interest is very much focused on social and functional aspects of the coworking phenomenon. But the spatial quality of coworking, the spatial distribution of coworking and at least the spatial fix of new work styles through Coworking Spaces is not yet well investigated. Coworking has many different spatial qualities and this research tries to identify some of them for the Munich case. As following, key results will be discussed according to three spatial scales: City and Region, District and Zones, Space and Location.

D.3.1 City and Region

Distribution of Spaces in Munich (visible quality)

By collecting and categorizing several Coworking Spaces and other providers of coworking the mapping of the ecosystem in Munich became possible. Coworking Spaces emerge at many different locations in the city and it is difficult to identify a spatial-functional logic behind this dynamic. But by generating a heat-map based on the density it is possible to generate a better picture about where entrepreneurial activities in Munich can mostly be located. The calculation was run within a radius of 1km² and the number of any locations such as start-ups coworking spaces, incubators etc. was counted. There are three levels of density which have been considered to be relevant: red = 10-X locations, orange = 2-10 locations, yellow = 1 location within that 1km² circle. Thus the hot zones of entrepreneurial activities could be measured and become visible. In the following map one can see the result of that calculation.

The city center of Munich as well as the areas around the three universities are the major zones entrepreneurial activities. In addition, Schwanthalerhöhe and Donnersbergerbrücke can also be considered that way. The highest density outside the city center can be located around the new developed area of Werksviertel and Neues Balan. Here we find a very high number of entrepreneurial activities and several incubators and accelerators as well as Coworking Spaces. By overlooking the whole city there are further areas with higher density such as Martinsried, the business and science campus at Garching, the former Siemens areal in Obersendling, the still developing Parkstadt-Schwabing and the area around the train station of Laim. But in addition to these "outposts", the urban area within Mittlerer Ring can be regarded as a core area for entrepreneurial activities. The connection to the public transport system and the proximity to the city center and the main railway station play an important role.

Munich Start-up Ecosystem

M 1:30.000

Coworking Spaces

Start-ups

Center

Incubator

Accelerator

Universities/ Research/ State Institutions

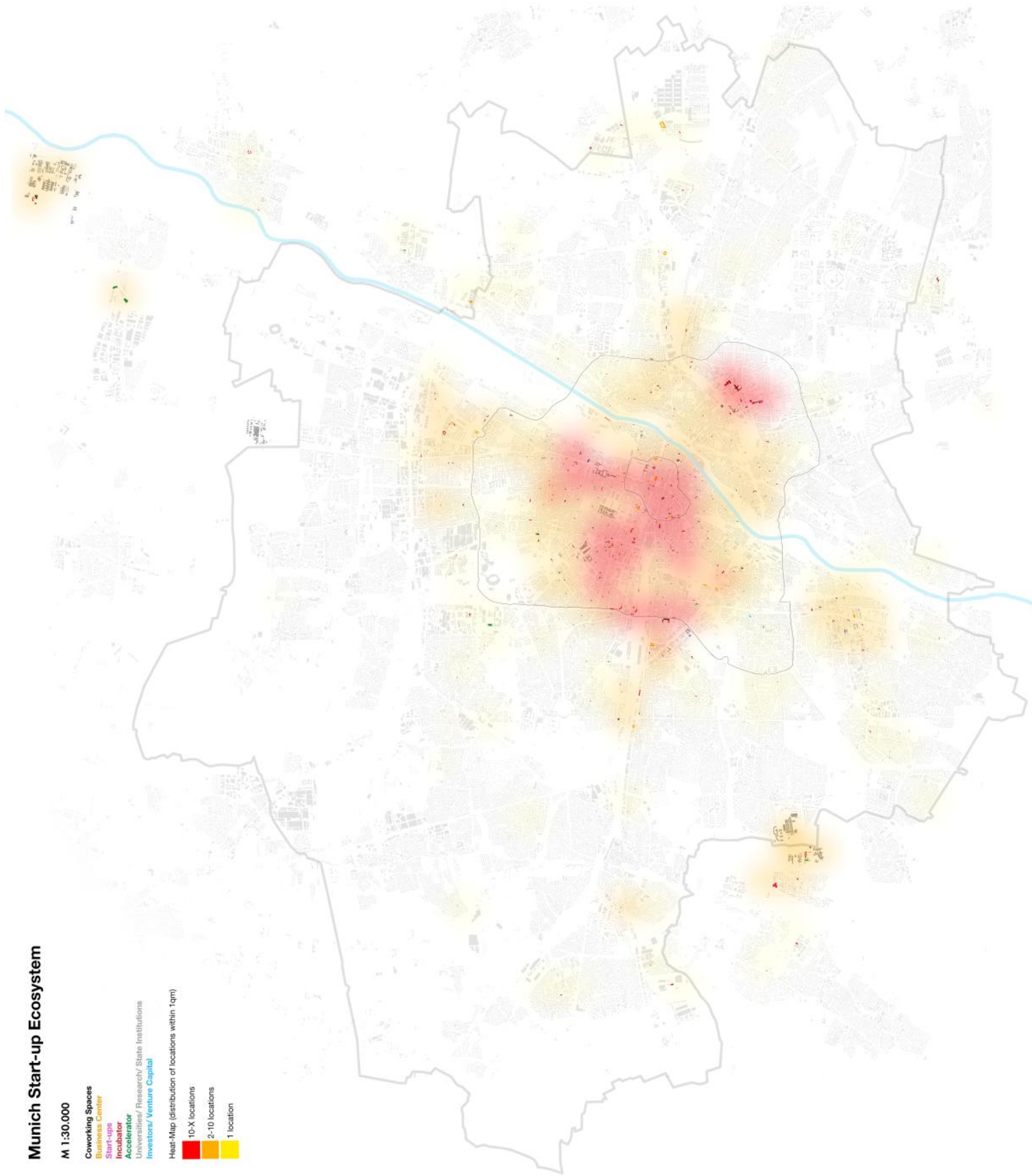
Investors/ Venture Capital

Heat-Map (distribution of locations within 10m)

10-X locations

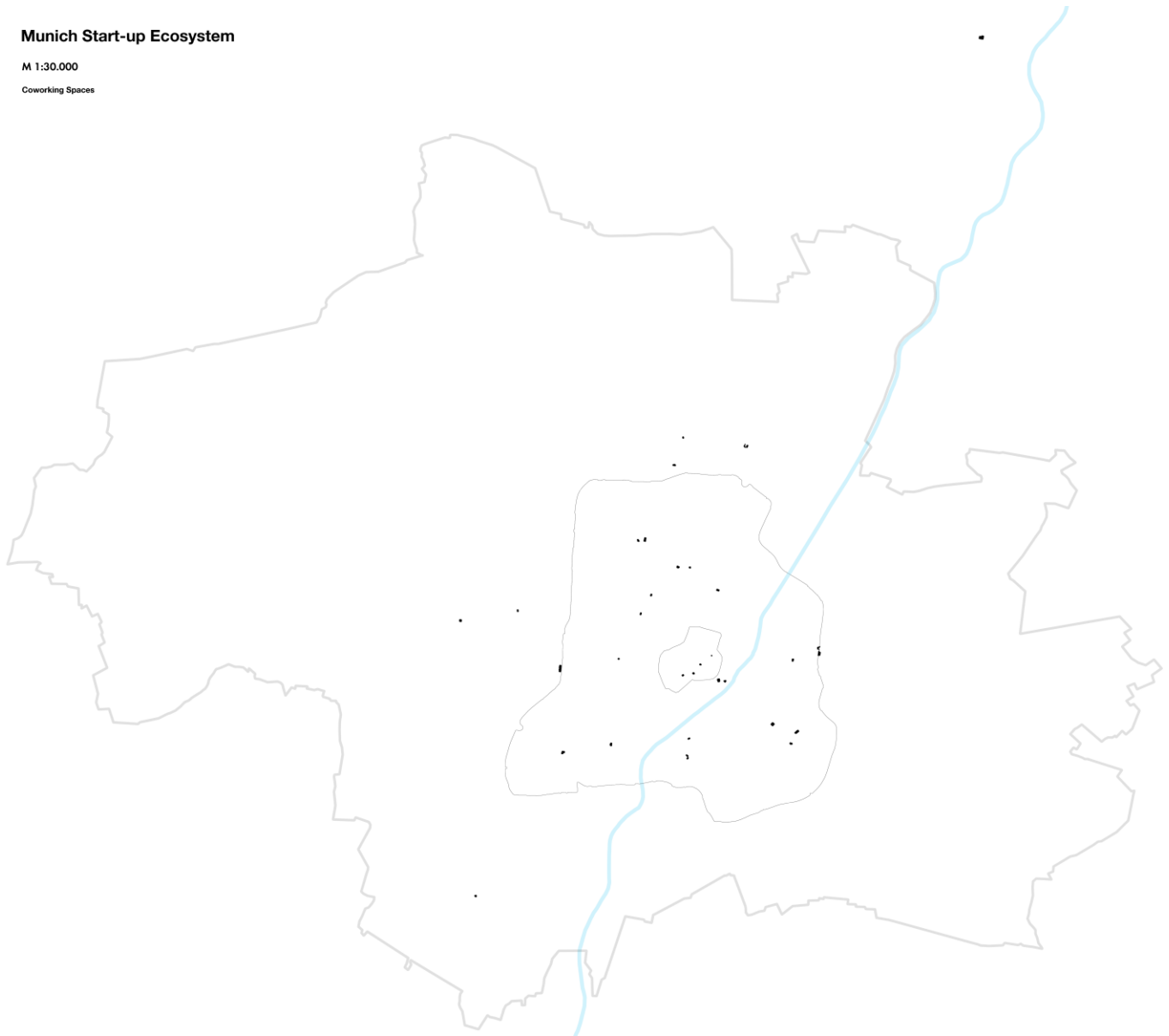
2-10 locations

1 location



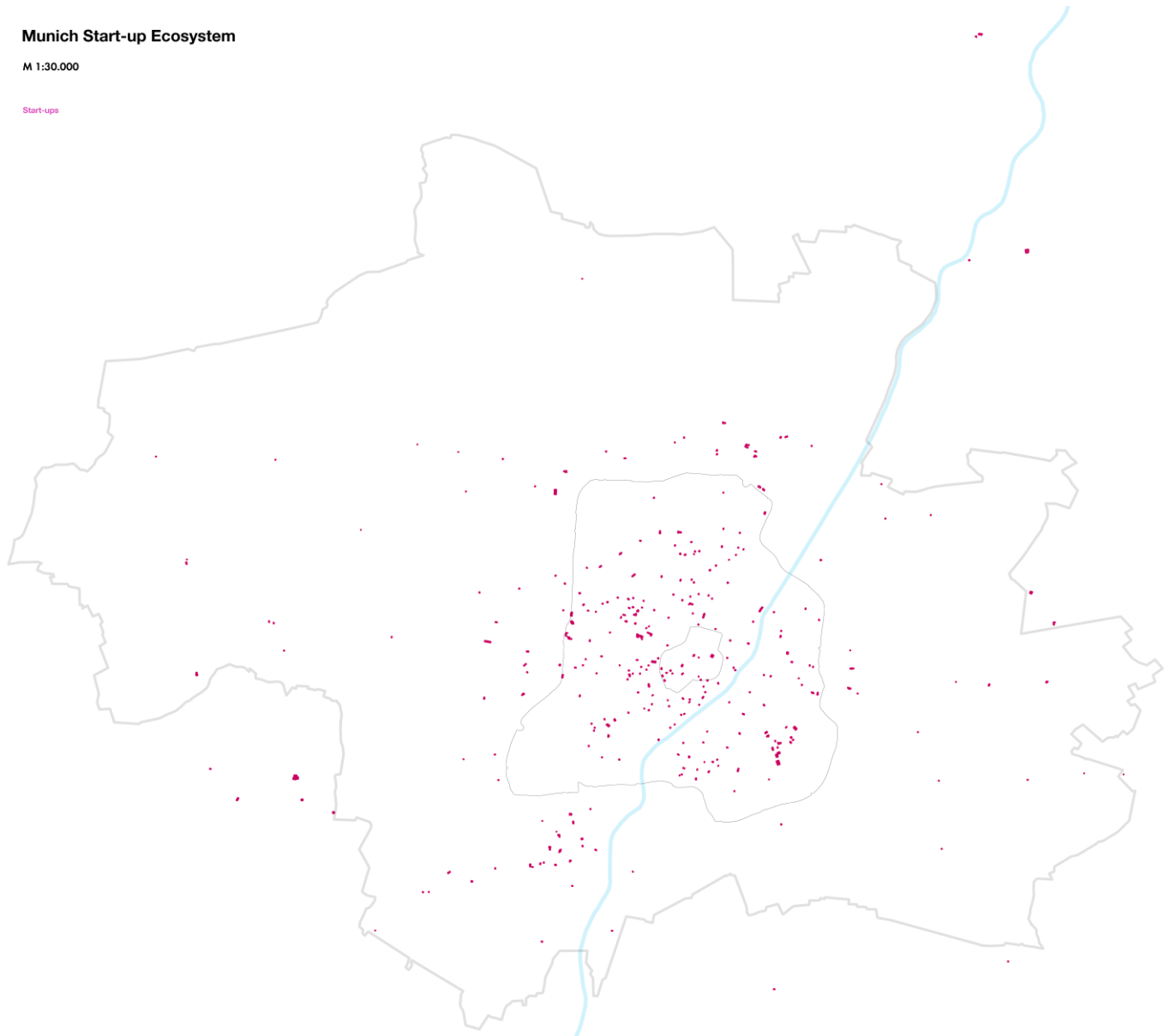
Map 6: Heat-Map of distribution of actors in the Munich start-up ecosystem

In the spatial distribution of the Coworking Spaces, it is noticeable that most of the locations are located within the Mittlerer Ring - the central traffic ring inside the city. However, no pattern can be derived from this distribution alone. Only by overlapping with other actors such as start-ups, accelerators and incubators can a spatial statement be made.



Map 7: Coworking Spaces in Munich

The distribution of Start-ups mostly follows the assumption regarding the head-map, but the spatial distribution is even more diverse than with any other ecosystem. Even in the most remote areas of the city, entrepreneurial activities can be identified. This means entrepreneurs both can or cannot be linked closely to founder's institutions or companies, but the reason for this widespread still has to be investigated.



Map 8: Start-ups in Munich

D.3.2 District and Zones

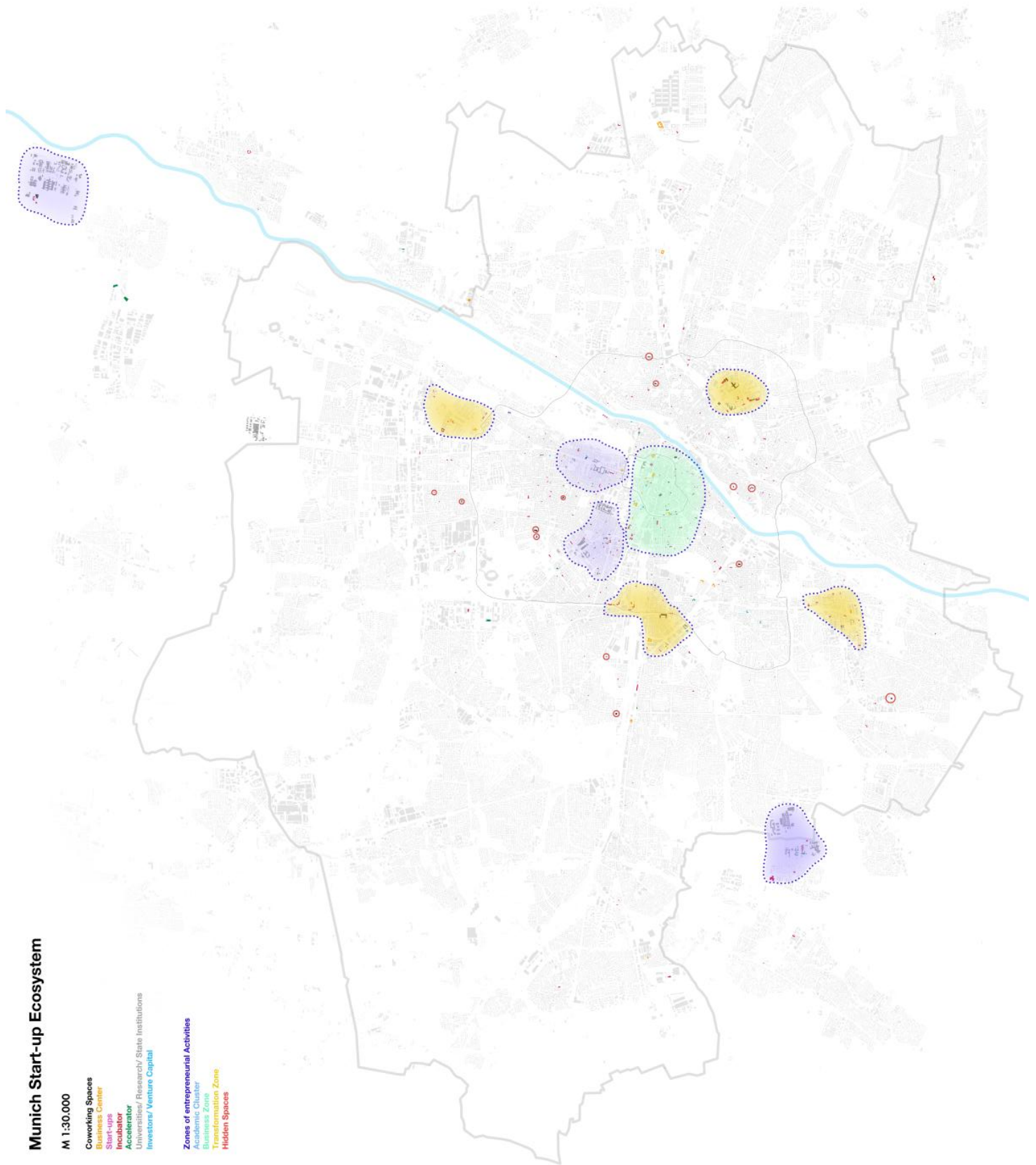
This research project aims to make the start-up ecosystem visible and to develop a landscape of coworking. Based on the previous results there are certain core areas within Munich, where many actors have settled. The following spatial zoning should be seen as first attempt to cluster the city. The spatial situation is understood by looking at the distribution of locations within the subordinate context of local requirements, strategic decisions, availability of space, spatial development plans and social networks. A minimum of four types of spatial zones could be identified where start-up activities are concentrated in the city.

Academic Cluster

This term describes a zone with a high density of players mostly linked to academia: Universities, Research Institutes, Incubators, Accelerators and Maker Space/ Fab Labs. In Munich there are several Academic Clusters that fit these criteria: Biotech Hub Martinsried in the south-west of Munich, Campus Garching in the north and the three major universities LMU, TUM, HSM in the city center - that built one zone together. It can be assumed that a zone with such a high density must have a very strong attraction to new entrepreneurs. As a result, it seems likely that in the vicinity of the universities and start-up centers, there will be a significant increase in the number of actors in the future, given the availability of the space and the rent.

Business Zone

This cluster is located between central station and Isartor framed by the Altstadttring. Here is the economical and political heart of the city with a high density of serviced offices, many accelerators and numerous business companies from i.e. the finance and insurance branch. The city administration and the central transportation links are located in this zone as well as central traffic roads which connect the rest of the city. Since many of the city's economic activities are spatially concentrated here, it is hardly surprising that, despite the lack of space and the high rents, numerous actors with relevance to the ecosystem can be found here.



Map 9: Zoning of entrepreneurial activities in Munich

Transformation Zone

Munich is a dynamic city in continuous progress and change. Many former industrial areas and abandoned places are in the focus of urban development and some large-scale projects are currently on the way (Werksviertel) or will follow in the next decade (Kreativquartier, Schlachthofviertel). These places have in common that in the course of urban transformation there still remain niches and empty spaces which get occupied by start-ups, creative workers and entities like Coworking Spaces or art studios. Furthermore, redeveloped buildings and locations such as Balanstraße or Werksviertel deliver new opportunities for creative and collaborative enterprises. Transformation Zones are subjects of dynamic change and therefore very suitable for new endeavors and creative people who want to settle down at a certain place for just a limited period of time. With the current projects implemented right now at Werksviertel, the city administration shows a good sense for the demands and needs of the start-up scene and they try to give space for creativity and independent spatial solutions at the moment.

“Hidden” Spaces

The “Hidden” Spaces define a certain qualitative aspect that is hardly measurable. It's about individual spaces founded by individuals with a certain spirit towards coworking. These spaces emerge in large numbers outside of other zones and are not really being spatially linked to other actors from the ecosystem. The choice of location is mostly constrained by the difficulty to find available and suitable spaces which can be transformed into Coworking Spaces. In most cases the required connection to public transportation and local suppliers is given. But these spaces do not appear at first glance, some of them are located in backyards or are hidden inside a building mostly occupied by other businesses. Overall all they illustrate best the idea of coworking, but do not necessarily follow any mainstream logic regarding how a Coworking Space should function. Their communities are very autonomous and heterogeneous and each coworking concept is different. These spaces may follow a different logic: The locations are not selected according to networking criteria, but under functional aspects - that is, far less about business-oriented aspects and more about how and where to form a community. One can even say that the local election may deliberately not aim at the proximity of large players like the Impact Hub case.

It has to be stated repeatedly that this classification by zones is a first approximation based on the distribution of the actors. There may also be other explanatory patterns from which other spatial logics can be derived. But based on the high density of the actors within the Mittlerer Ring, it is likely that the selected rooms reflect the start-up ecosystem of Munich.

D.3.3 Space and Location

Manifestation of Contemporary Work Styles (visible quality)

The field research on coworking helped to understand the meaning of Coworking Spaces as 'new' places for working together and being creative, in contrast to the backward oriented paradigm of common office work nowadays. Several spaces in Munich - especially Impact Hub and Maker Space - enforce this new way of working in a collaborative and creative environment that facilitates human interaction and fosters network relations. Compared with Business Center concepts or the attempts of Microsoft, BMW and others to implement coworking practices, the Coworking Spaces can be seen as a first spatial fixation and manifestation for new hybrid work styles where time and space are no longer dominating the own daily work routines. At first glance this sounds like a paradox because on one hand Coworking Spaces are re-locating creative work by providing a fixed location for start-ups and freelancers. But on the other hand, the concept of Coworking Spaces does not regulate individual schedules. Members can decide independently how often and when they want to join and contribute to the community. Their presence and degree of activity is rather led by the necessities of business development which is considered to be a very heterogeneous and individual process. Yet providing the equipment and space for creative workers is a visible spatial quality of Coworking Spaces.

Transitional Space for Start-ups (invisible quality)

The second aspect discovered in the research is the spatial and functional meaning of Coworking Spaces as transitional space for Start-ups from beginners to professionals. All the interviewees mentioned the challenge of accelerating any kind of businesses as the core purpose of their activities. Coworking Spaces as places for creative, collaborative work are predestined for young entrepreneurs seeking know-how and support. Within a network of professionals those start-ups find fertile soil to develop business concepts, to build prototypes and test their products, to get access to clients and customers, to get legal and financial support and built up own relationships which altogether can foster and accelerate the success of the business. With this capability, Coworking Spaces become a space of transition, temporally limited by the demands and needs of young entrepreneurs. This can be seen as invisible spatial quality that increasingly affects the start-up ecosystem, because Coworking Spaces enter the competition for start-ups with business incubators, e.g. run by universities.

D.4 Temporal Correlations

The last dimension deals with the question if Coworking Spaces develop the city and the way of working in general and when it all started. Regarding the impact on a temporal level, it's hard to make valid assumptions. The first spaces emerged in Munich 2010 and so far none of current spaces had to close. This means all business are still running and new one are founded every year. The fact that new spaces emerge even though the rental and housing market is completely insane with costs increasing every year there are still locations and spaces available for private and public businesses. One can assume that the trend has arrived in Munich and continuously gains more attention from all important players in the start-up scene. The assumed and possible change of the urban landscape - forced through contemporary work styles which become spatially fixed in coworking spaces - is not yet measurable in Munich. Therefore, only time can show how the ecosystem develops and if and how Coworking Spaces manage to play a key role within this system.

E. Discussion of Results

Relating to the four dimensions discussed previously there are several more outcomes which are relevant for the start-up ecosystem in Munich and the meaning of coworking. (A.) Coworking Spaces play an increasing role for start-ups in Munich as alternative spaces for developing an own business concept. (B.) Furthermore, there are many heterogeneous concepts for coworking which developed independently from each other over the past six years.

(C.) The key aspect of coworking is the community and their function. And this function can be explained very well by the theory of the 'strength of weak ties' by Mark Granovetter.⁵⁹ In classic networks, people (the knots) have relations to each other which he calls 'ties'. The question he is focusing on is about how strong ties between individuals influence the diffusion of information and though their career prospect. His result was quite surprising, because he discovered that strong ties are not good bridges to gather connection to other people and groups. Granovetter's assumption is that weak bridges create relations over small paths and support flow of information between objectively separated groups. This has consequences on both macro and micro levels: Weak relations give advantages in the form of the diffusion of information, because of the distance of diffusion (macro level). Additionally, the value of weak ties is that individuals get new information with higher potential from the others, which is an advantage compared with the strong ties they have developed (micro level). Thus, Granovetter argues that especially the weak ties - meaning connections to people outside the personal network of friends/ family/ colleagues - can have a stronger impact for changing the individual situation than those ties from the own environment.

In the context of coworking one can clearly assume that this strength of weak ties, which becomes spatial accessible in Coworking Spaces, is the driving force for productivity. In essence, a key part in the coworking concept is to find these weak ties and to assemble them at one place. It is only by means of this explanation that the necessity and interest for collaborative activities can be deduced. Here lies the core of the phenomenon.

With reference to the research methods, it was repeatedly emphasized in all interviews that the opportunity to make new contacts and to profit from each other's knowledge is the essential impulse of the vast majority of members. Especially for young entrepreneurs, it is particularly important to be asked and promoted by experienced partners and to have a place where you can meet the 'right' people. This also applies to companies that want to break out of their rigid organizational structure in order to explore the market for new talents and innovations. Coworking Spaces therefore offer the space to build connections which have previously been inaccessible.

⁵⁹ Granovetter 1973

The investigative group of the online survey would have been predestined to provide more impressions and to consolidate this presumption on a sustained basis. But unfortunately, no representative number of complete surveys could be generated. Despite this, the tendency in the results of the survey is that new contacts are important and interesting. In summary, the investigations have revealed, that the community of Coworking Spaces is highly dependent on weak ties and continuously develops itself through building an even stronger network.

(D.) Another central finding regarding coworking in Munich is that several different actors decide to work there due to their various purposes. Start-ups, freelancers and creatives access Coworking Spaces most often to gain profit from the community network, to use cheaper office space or the provided hardware equipment. Companies engage in Coworking Spaces mostly for two reasons: First to give the employees the chance to leave their daily work routines to develop new ideas outside the rigid organizational structure that rather hinders the flow of ideas and creativity. Secondly, Coworking Spaces are understood as experimental field for new work styles where companies can test how employees perform in a creative open and collaborative environment - in order to implement best practices in the own organizational structure and break with routines. Though the community effect and the enforcement of working 'together' in an open space may be the new aspect delivered by the concept of coworking - in contrast merely supplying a workspace and equipment is not.

(E.) Additionally, the decision for a specific location arises from certain spatial demands, mostly such as size of the space and rental costs - it's a "take what you get" mentality. In this regard the assessment is that strategical behavior has just as much weight as the coincidence that the right space is available in the right moment.

(F.) Supplementary, it could be ascertained that the start-up ecosystem remains under continuous dynamic - it's changing all the time and new players arrive or leave regarding the success of their own business. (G.) The ecosystem serves as supplier for the demands of local industries, because start-ups develop valuable products for the key branches with a focus on profit. Creative and open-source approaches and mentalities play a lesser role. (H.) Over the course of research, it has been shown that, due to the heterogeneity of the start-up ecosystem, there are many actors who contribute to the positive development, but the connections among each other - i.e. between incubators, Coworking Spaces, business centers and state institutions - are not very pronounced. Many stakeholders seem to insist, that their own concept for the development of young entrepreneurs is already the best and therefore are reluctant to cooperate with other institutions pursuing similar objectives. This conservative attitude is a major disadvantage for the Munich scene. On the other hand, the current development is very dynamic and it is unclear whether this aspect will change over time, or not.

F. Conclusion

In the previous forty years, the singular workplace has become part of an infrastructure of different workspaces and the work space itself can be called the third dimension in the work process.⁶⁰ The first are the people, the second the working implements, e.g. the computer. Nowadays a contemporary workforce with modern ideas about how they want to work demands new forms of work styles and new places to practice them. The paradigm of a more flexible work approach, such as home-office, can be seen as the first reaction to this new demand. The emergence of Coworking Space is the next step in this development which not just enforces to work in new ways, but also delivers a new place for interaction. As we all may know, creativity happens in phases: For the development of ideas cooperation in the collective is meaningful. But in the same way one also needs a retreat place to work on the concept alone. In the physical sense this means that there must be an open space where many people can work together, as well as some places of retreat for concentrated work. The work force today demands and needs both. Even though, technological advantages make it possible to be always available without physical presence, the need for working together at a certain place is still strong - this counts especially for creative work. Herein lies a paradox that Coworking Spaces seem to resolve.

The aim of this study was to find such places in Munich, where people gather and develop creative ideas; where people practice new work styles and develop their own entrepreneurial activities. The landscape of Coworking Spaces in Munich is bigger than initially assumed. There are 27 spaces that practice coworking as daily routine and not just for marketing reasons like most serviced offices seem to. These spaces vary in size and concept and there is no clear spatial logic, why and where they settle down inside the city. The purpose of the operators may differ, but the general attitude of a certain need of working together for everybody's benefit is a uniting value. According to the study, it is quite clear that the spatial distribution of start-up activities is very heterogeneous and yet the focus is on the city. There are artificially created science and technology parks in the periphery. But despite attractive incentives such as cheap rents or access to public transport, young innovative companies are not likely to settle in the periphery. Instead, the densely populated, central and above all culturally appealing areas are still preferred. Hence, it comes as no surprise that Coworking Spaces are also predominantly located inside the city.

The start-up ecosystem of Munich proved to be quite heterogeneous with a huge amount of actors from different industries as well as several excellent universities that educate those talents required from the market. Start-ups in Munich are focused on B2B

⁶⁰ see iafo.ch

businesses which means the demand is generated by local industries. Herein lies the strength of the Munich based entrepreneurs. Nevertheless, there is still a conservative attitude towards creative activities, the focus is more in developing customized products for existing industries than creating new and independent solutions. That is why Berlin for example has the image of a 'cool, crazy hub where everything is possible'. Munich's scene is more settled down in comparison. Regarding West and Bamford and their typology of entrepreneurial economic communities, Munich has got a incipient ecosystem.

"Incipient communities are those characterized by a high level of innovative start-up activity. Here communities have been able to effect a culture that encourages entrepreneurship and associated risk taking, and a variety of resources have been made available to support a high level of start-up activity. These communities are labeled Incipient because they are coming into being and are poised to becoming self-sustaining." (West and Bamford 2005: p. 9)

This means clusters of firms are operating within the same industry appear, thus agglomeration economies can develop (DeCarolis/ Deeds 1999). For Munich one can assume that competitive economic benefits accruing to new technology firms will ultimately lead to an enhanced market position, growth, and increased hiring over the longer run. In this context it is obvious that Munich is an attractive destination for entrepreneurs in Europe.

In addition, the term 'ecosystem' serves as metaphor for this study, because it depends on the spatial definition and the actors of that system. The start-up ecosystem of Munich with various actors illustrates one perspective on the topic. Another perspective focuses on the Coworking Spaces which develop an own ecosystem within the start-up ecosystem that works autonomously. The challenge for this project was, therefore, what perspective was used to illuminate certain facts. Both the perspective of the whole - Munich's urban entrepreneurs - as well as the perspective of the individual Coworking Spaces were thus the object of the investigation. But defining Coworking Space as new destinations for start-ups was the connection that frames the whole investigation.

The research carried out, was based on four hypotheses which can all be largely confirmed in the light of the obtained results. The ecosystem in total is much bigger than initially expected and entrepreneurial activities can be found both at expectable locations and not yet considered areas.

As a prospect for future research, there are numerous aspects. Above all, the deepened consideration of the so-called weak verb definitions appears to be relevant. These correlations must be demonstrated even more fully in further studies in order to understand how they actually function. Ultimately, it is a matter of talking with the entrepreneurs

about whether the active participation in a coworking space improves their prospects and what aspects play a role.

In addition, the cooperation potential between coworking Spaces and companies can also offer an exciting topic, which can be investigated more closely in the future. Because of its fascination, coworking offers a huge potential for opportunities not only for freelancers and start-ups, but also for companies. Coworking Spaces can also benefit from this potential in a wide variety of ways when you choose these possibilities. Coworking Spaces, who have recognized this opportunity and are developing suitable models to meet the needs of companies and their employees, will have a decisive advantage here.

The great potential of coworking is already changing the seemingly unchanging working patterns of a highly technological and consumer-fixed world, in which the performance principle defines the everyday life of the people. Just a few years ago, it was not yet clear what was possible today, and the development of decentralized but collaborative work still seems to be ready. One can argue whether coworking perse is something new or is a further development of already existing forms that emerged from new needs and requirements of today's working world. But it has been shown that these new concepts, which are sampled in coworking, function as an alternative to conventional work patterns. Whether the city of the future will be different from today's; whether we can permanently change the traffic issues and housing situation by changing our work habits must still be shown. In this context, it is advisable to proceed as John F Kennedy once said:

"Change is the law of life. And those who look only to the past or present are certain to miss the future."

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Attachments

List of identified players in the ecosystem

COWORKING PROVIDER	INCUBATOR	ACCELERATOR
Combination of individual persons	ESABICBavariamanagedbyAZO	69GradGmbH
Come and Coach im Hirschgartenloft Coworking-Marienplatz.com	gate–Garchingertechnologie-undGründerzentrumGmbH Gründungsengele.V. LMUEntrepreneurshipCenter	AllianzDigitalAccelerator BioMBiotechClusterDevelopmentGmbH BMWStartupGarage
Agency Community	Münchnergewerbehöfe(MGH)	BorgmannFinancialServices
Steuerberatungsbüro der Filon GmbH Sommer 9 The BluePort The GreenPort Coworking gmp(Media Pool GmbH) Zammat	NUTRION StraschegCenterforEntrepreneurship UnternehmerTUM Innovations-GründerzentrumBiotechnologie(IZB) CeTIM–Centerfor Technology & Innovation Management TUM Entrepreneurship Center Garching WERK1	die Geniale Website enable-ClusterzurErnährungsforschung FastForwardAdvisors femoryGmbH&CoKG GermanAccelerator GründerRegioM e.V. innovation.punks investiert AG LMUSpin-offService MediaLabBayern
Coworking Space Provider without Membership	astoFutureGmbH	MediaSaturnSPACELAB
allynet GmbH Combinat 56 Coworking Holzschuh Knorr 69 Mein Arbeitstraum Heidhausen Mein Arbeitstraum Untergiesing worklabs Schwabing	HUB NEUES BALAN KISTLERHOF Gewerbegebiet IVG Businesspark, Media Works Munich	MünchnerTechnologiezentrum(MTZ) ProSiebenSat.1Accelerator SixReasonsUG(haftungsbeschränkt) TechFounders WayraDeutschlandGmbH
Coworking Space Provider with Membership	UNIVERSITIES/ RESEARCH/ STATE	GRÜNDER-Voucher KimoduGmbH Kompetenzteam Kultur- und Kreativwirtschaft LudwigBölkowCampus MakerGermanyGmbH München-ReferatfürArbeitundWirtschaft German-AmericanBusinessAssociation UNAVAILABLEGmbH CenterforDigitalTechnologyandManagement SocialEntrepreneurshipAkademie MunichStartupPortal novanda.GmbH MakeGermanyGmbH MunichNetzwerke.V. MünchnerExistenzgründungs-Büro IHKStartup-Unit emport.netGmbH KErn–KompetenzzentrumErnährung Munich MindTime Munichkom nextFATbusiness Nuclino
founders hub Idea Kitchen Impact Hub Munich innovation.labs Mates GmbH Media Lab Bayern Nutrion Schwabing Nutrion Laim smartvillage workrepublic WERK1	Bayerische Akademie der Wissenschaften Hochschule Fresenius, Standort München Hochschule für angewandte Wissenschaften München Hochschule für angewandte Sprachen / SDI München Hochschule der Bayerischen Wirtschaft, München Hochschule für Ökonomie und Management (FOM) Ludwig-Maximilians-Universität München Macromedia Akademie München Munich Business School Technische Universität München Fraunhofer-Gesellschaft Max-Planck-Gesellschaft zur Förderung der Wissenschaft	
Makes Space - Fab Lab with Membership	Helmholtz Zentrum Max-Planck-Gesellschaft zur Förderung der Wissenschaft	
TUM MakerSpace FabLab München	vbw - Vereinigung der Bayerischen Wirtschaft e. V. IHK für Bayern und Oberbayern	
SERVICED OFFICE	München - Referat für Arbeit und Wirtschaft Bayerisches Staatsministerium für Wirtschaft und Medien, Energie und Technologie	
abri Büroservice Access Business Center BLM Büro-Service Business Center Bavaria Contora Office Solutions Design offices Arnulfpark Design offices Highlight Towers Dussmann Office ecos office center excellent Business Centers Leopold excellent Business Centers Stachus excellent Business Centers Zentrum excellent Business Centers Nymphenburg Friendsfactory Altstadt Friendsfactory City Friendsfactory Schwabing Friendsfactory Starnberg Friendsfactory West	INVESTOR VENTURE CAPITAL Bits & Pretzels - The Founders Festival German American Business Association Munich Business Angel Network Munich Summit GmbH ANANDA Social Venture Fund Cartagena Capital GmbH Cipio Partners GmbH Earlybird Advisory Fund GmbH & Co. Beteiligungs-KG IV HV Holzbrink Ventures Adviser GmbH Munich Venture Partners (MVP Management GmbH) Paragon Partners Seventure Partners Siemens Venture Capital GmbH TVM Capital Life Science Venture Capital	MunichStartupPortal novanda.GmbH MakeGermanyGmbH MunichNetzwerke.V. MünchnerExistenzgründungs-Büro IHKStartup-Unit emport.netGmbH KErn–KompetenzzentrumErnährung Munich MindTime Munichkom nextFATbusiness Nuclino Physical Software Solutions GmbH Schaller Technologies GmbH Slideflight GmbH StartupBrett.de – UpdateNode UG Talent Tree GmbH Technik Consulting Testbirds GmbH Venturate VerbaVoice GmbH VETIZIN WUNDERY GmbH Zentrum Digitalisierung.Bayern Digital Accelerator European Virtual Accelerator

Leopoldstraße Business Center
Munich Workstyle
Platinum Office Center
Regus Business Center Maximilianstraße
Regus Business Center Fünf Höfe
Regus Business Center Königsplatz
Regus Office Center City
Regus Office Center Laim
Regus Office Center Neue Messe
Regus Office Center Parkstadt
Regus Office Center Theresienhöhe
Regus Office Center Unterföhring
Satellite Office Business Center
Satellite Office Alte Hopfenpost
Sirius Businesspark Obersendling
Sirius Business Park München-Neuaubing
Agendis Wappenhalle Business Center
Agendis Leopoldstrasse Business Center
Agendis Business Center Bavaria - Munich-Sendling

Target Partners
ALSTIN II GmbH
AQAL AG
Audi mobility | Audi Business Innovation
Venturate
Ritter Group
CONDA Deutschland Crowdfunding GmbH
Mashup Finance
Mobile Ventures GmbH
UnternehmerTUM Fonds GmbH

MundiLab
Siemens Technology Accelerator
Starburst Accelerator
Business Campus Garching
Accelerator Community Unterschleißheim
BayStartup
Best of Munich
EU Startups Munich
Munich Startup
munich FWD
Netzwerftig
MakeSense Munich
Isarnetz UG
Bits & Pretzels
Invest in Bavaria

START-UP

10stamps
21diamonds
360-grad-aufnahmen.de
3dTrust
3megawatt GmbH
52masterworks GmbH
Aboalarm GmbH
absence.io
Actyx
Addcentive UG (haftungsbeschränkt)
adnymics GmbH
Adscale
Aesparel
AEVO GmbH
Agenturmatching
Air Keys'n'Clean
Alexander Thamm GmbH
All3DP GmbH
Aloqa
alpha Medicus GmbH
alphaX Digital Services
ALS Automatic Logistic Solutions GmbH
Altruja GmbH
Alyne GmbH
Anspiel.bar
Antidote GmbH
App Magnetism UG (haftungsbeschränkt)
Appdafuer
AppSCREEN® GmbH
AppYourCar
artcodix UG
Artisan Box
Artsation
Asinno UG (haftungsbeschränkt)
ATR Elements
Avandeo
AZUBIYO GmbH
BAM Original
Becoacht
beiladen.com
BeMitched UG (haftungsbeschränkt)
BesserBerater
Better Taxi

Green Cup Coffee
gutefrage.net
Gutschein-Spezialist
Halalati.com
Hallo James
HandyButler
Hangbird
Hangbird
happitz GmbH
HEAVN
Helion Media GmbH
HelpYa GmbH
Hinterher.com
Hip Trips GmbH
HolidayInsider
Holidu
HomeZen GmbH
HORIZONT – Perspektive Vielfalt
hotelbird GmbH
Hotelsnapper
HRinstruments
HRinstruments GmbH
HUGit
Ibalopo UG
IBH SYSTEMS GmbH
IDnow GmbH
i-finance
lkoo Brush
Imixs Software Solutions GmbH
Immobase GmbH
innosabi GmbH
instantPay
IntelliAd
interfacewerk
InterNations
Invoice+
Ippen Digital
Iptv.de
Jaimie Jacobs
Jameda
JAMES, BITTE
Jimmy Fresh GmbH
Joballee.de

PreOmics
Primelite GmbH
PromoZebra
Propertybase
Propertybase GmbH
Pure Flavour
Qvendo
QypeDeals
RE'FLEKT GmbH
ReachAd
Reactive Robotics
Recolize
Recolize GmbH
Refined Labs
Regiondo
Regiondo GmbH
Renditefokus
Renésim
RENTONDO
RETIT GmbH
Riddle
riskmethods GmbH
Ritter Group
ROCKCITI energy
Salmi GmbH
Saustark Design
Scalable Capital
Scharfkopf UG (haftungsbeschränkt)
Schneider Geo
Scoo mobility
Scoreloop
ScottieSpotted
Secure.me
Security & Quality Software GmbH
Seniorbook
Senporta
Serenize UG (haftungsbeschränkt)
SHÄRE GmbH / SHÄRE-a-Taxi
Shave-Lab
Shipings
Shirtinator
Shobbits
shoemates GmbH

Bibago	jobmama	Show it 360
bikesale	JobNinja GbR	Sidefield
bilendo gmbh	JodelCam München	SIGRA Technologies
Blackwave GmbH	Jusmeum	simplabs GmbH
BLIPhead	kaia health software UG	Simplias
Blogbox UG	Karla Knopf	Simplora
Boep	Keller Sports	SINN Power GmbH
Bonavendi	KigaClick GmbH	Skillsbook
Bonayou	Kinexon Sports	Skoobe
bookaplace UG	kinoheld GmbH	Slideflight GmbH
BookRix	klarx	SMAL
Boost Internet GmbH	Knick Knacks	Smart Mobile Labs GmbH
Boxmesh	Kontale GmbH	Smartlane
Brabblar Secure Message	Kontextlab	smartpatient GmbH
brainboost Neurofeedback	Kontoblick	Snack Mich
Braufässchen	KONUX	Snipscan
Bright Intuition	KOSTENEX by IPC	Snowbon
Building Radar	Kulinado	Social Event GmbH
Building Radar GmbH	Kurzzug GmbH	Social-Bee
cadami	Labs64 GmbH	Socialwave
Campus-Compass	LandMeFy GmbH	Softplant GmbH
Caremondo	Lanista	Soley GmbH
casavi GmbH	Laptops for Refugees	Soulchef
casetur	Latershare	Spectrum ARC GmbH
Cassiodea Innovations	LEKKEREI – Lieferservice	SPENDIT AG
Castle Eigentum GmbH	Libify	Spirofrog
Celonis	Liebkind	Sponsor Mio
Cevotec GmbH	lieferoo	spoteffects (webeffects GmbH)
Chapchop	Lilium	Spotwatch
Chartercheck	Limango	Stackfield
Check24	Lingoking	staffboard UG (haftungsbeschränkt)
CISBI – The City Sports Bike	lingoking GmbH	Startup Creator
Clipdealer	Linkgilder	StartupWings
Clipperz	link-o-mat UG (haftungsbeschränkt)	StoryHome
Clipviral	Lockit Network	storytile UG (haftungsbeschränkt)
clubago	LOCLET	Studilux
Collectors Choice	Lokalisten	Studybloxx
combyne GmbH	Magazino GmbH	Stylefruits
ComCode GmbH	Magistral.IO	Stylight
ComfyLight	Markentreibstoff	sueco – unikate & manufaktur
Commercetools	Markt.gruppe	Swapd UG (haftungsbeschränkt)
commumee UG (haftungsbeschränkt) & Co. KG	mashup finance	sway
Conda Deutschland Crowdinvesting GmbH	Mashup Finance	Swoodoo
Cookbutler (Smarter Food Concepts GmbH)	matchinguu GmbH	Tablezzo – Der Badewannentisch
Cosinuss GmbH	mazel	tacterion
CRX Markets AG	mecuris	Tado
Culina Mundi	Mediastream	Tagpacker.com
Cunesoft GmbH	Medikompass	Talentry
CUPONATION GmbH	MeetingMole GmbH	Teamwire
Curefab Technologies GmbH	MegaZebra	Termine24
Curetics	Meineselbstaendigkeit	Testbirds
cx/omni Marketing Software GmbH	MeinProspekt	Testbirds GmbH
DataLion GmbH	Meshville	the good shot UG (haftungsbeschränkt)
DBI Solutions GmbH	MFJ Manufaktur GmbH	Thermosome GmbH
DBike	MiBaby	ThinXNet
Deal United	microDimensions GmbH	three10 GmbH
Deal4Men	Milanari	Time in the Box GmbH
Deals4	Mime GmbH	Tomorrow Focus
Delightex	MindMeister	ToolHubs.com
Demoskopia	Mintflow Games	Toposens GmbH
DENAVA GmbH	Miamente GmbH	Travador
DerGugl	Mitfahrgelegenheit	Travian Games
DEXPERIO GmbH	Mix my shampoo	treefin AG
DigiSigner	MoID	Tripodo GmbH

Direct-ad
domiando GmbH
done.by GmbH
Dotbooks
Dreama TV
Drivolino
DyeMansion GmbH
Dynamic Components GmbH
Eageron GmbH
EccoFood International GmbH
eCozy GmbH
eGym GmbH
Electrochaea GmbH
emport.net GmbH
Emvolution
enziano
Eteleon
Etepetete
eucurio
evalu
Everbasics
eVinci Mobility GmbH
Evo-Connect
ExcAPtional
Experteer
Expertiger
Eyeglass24
fablife GmbH
Fabrooms
faceyourbase AG
FAMOOS OHG
FAZUA GmbH
Feier24
femory GmbH
fernbus24
FILM SHIFT
Finanzchef24
FinAPI
Finderia
FinTecSystems GmbH
FITrate
flissade GmbH
Flixbus
FLSK Products GmbH
Freeform4U GmbH
Freeletics
FreshDetect GmbH
FriendScout24
functionalaesthetics GmbH
Futura Marketing GmbH
Gedenkseiten
Geocledian
GesuenderNet
Gini
givve
GlobeSnap UG
GLOQON
Gourmondo

MoodPoem. Light.Art.Display
Motius GmbH
Mountix
movingstar GmbH
Mr Beam Lasers UG (haftungsbeschränkt)
MuNica
MusicMonster
my SCHOKO WORLD
MyBestBrands
myChipsBox GmbH
Mydays
myLike
Myobis
Myobis Booking Systems GmbH
MyRoomStyle
Mytheresa
myWay Marine
Nachtagenten
Nail Designer
NameRobot
NameRobot GmbH
nearBees – Honig von Nebenan
nekst
Neokami
Netzathleten
Neu.de
Next Generation Mobility
nextnano GmbH
nuclino
nutzerbrille
octimine technologies GmbH
Oekostrom.com
OmegaLambdaTec GmbH
ONE HOUSE
OnPage.org
ONYX GmbH
opentabs GmbH
Optobee
Ordercube
OTTOnova
Parce GmbH
ParcelLab GmbH
parkpocket
Partner.de
Pauldirekt
PAYMILL GmbH
Pearlfection
perceptos
Physical Software Solutions GmbH
Picjerry
Pictureplex
Plan-Vision GmbH
PLIDS GmbH
pliXos GmbH
Polarstern
Praktikawelten
PredictX
Prelovee GmbH

TrustYou
Tunity
Tutoria
Tyntec
Unatrix
Unavailable GmbH
UNFALLHELDEN
United Vehicles
University4Industry
UnserTeam.de
Unterricht.de
upscaledb
Useley
Vaone GmbH
Vectoflow GmbH
VEGDOG.de
Venturate
Verso Centrale Europe GmbH
Vertical Techmedia
Vetizin
ViaLight Communications GmbH
ViMP GmbH
VisCheck GmbH
Viscopic GmbH
Viseto
Vizoury GmbH
VorsorgeKampagne
Voycer AG
Waduba GmbH
Wagawin
Wayz Solutions
webZunder
weekli
Welmoa GmbH
Wessel Management
Westwing
wheelock
Windeln.de
Wirts House
wohnungshelden
Wortkender UG
Wunderly GmbH
Wywy
XING Events
XPLingo UG (haftungsbeschränkt)
XSmoke
Yamdu
Yasuu
Yavalu
Yones
YODOC – finde deine Behandlung
Yourfirm
Ysura
Zaparena
zapptales
Zertisa GmbH
Zooplus
Zuckerwolke
Zyncd

Munich Core Industries		
High-Tech	Vehicle Construction	Real Estate and Construction
Airbus Defence and Space GmbH BAUER COMP Holding GmbH BSH Hausgeräte GmbH DR. SCHNELL Chemie GmbH EOS GmbH EPCOS AG Freudenberg Chemical Specialities SE & Co. KG Fujitsu Technology Solutions GmbH GE Deutschland Giesecke & Devrient GmbH Gleason-Hurth Tooling GmbH HAWE Hydraulik SE Hoffmann GmbH Qualitätswerkzeuge Infineon Technologies AG Intel Deutschland GmbH Knorr-Bremse AG KraussMaffei Technologies GmbH Krauss-Maffei Wegmann GmbH & Co. KG LEGO GmbH Linde Aktiengesellschaft MAURER AG MTU Aero Engines AG NXP Semiconductors Germany GmbH Oerlikon Deutschland Vertriebs GmbH OHB System AG OSRAM Licht AG P+Z Engineering GmbH Philip Morris GmbH Rodenstock GmbH ROHDE & SCHWARZ GmbH & Co. KG Siemens Aktiengesellschaft Siltronic AG SONA BLW Präzisionsschmiede GmbH SPINNER GmbH Texas Instruments Deutschland GmbH Thüga Aktiengesellschaft VISPIRON ENGINEERING GmbH Wacker Neuson SE	Bertrandt Ingenieurbüro GmbH BMW – Bayerische Motoren Werke Aktiengesellschaft Franz Xaver Meiller Fahrzeug- und Maschinenfabrik GmbH & Co. KG iwis Gruppe MAN SE Rail Power Systems GmbH Schleicher Fahrzeugteile GmbH & Co. KG Semcon München GmbH Webasto SE Finance/ Insurance Allianz SE Apax Partners Beteiligungsberatung GmbH AXA Konzern AG Bayerische Börse AG Bayerische Landesbank CACEIS Bank Deutschland GmbH Continental Lebensversicherung AG D.A.S. Rechtsschutz Leistungs-GmbH DAB Bank Deutsche Pfandbriefbank AG Generali Versicherung AG Interhyp AG KGAL GmbH & Co. KG Lebensversicherung von 1871 a. G. München LfA FÖRDERBANK BAYERN MEAG MUNICH ERGO AssetManagement GmbH Merck Finck & Co. oHG Privatbankiers Münchener Hypothekenbank eG Münchner Bank eG Munich Re – Münchener Rückversicherungs-Gesellschaft Aktiengesellschaft in München Sparda-Bank München eG Stadtsparkasse München State Street Bank GmbH Swiss Life AG Swiss Re Europe S.A. Niederlassung Deutschland UniCredit Bank AG Versicherungskammer Bayern Wirecard AG WWK Lebensversicherung auf Gegenseitigkeit	Accumulata Immobilien AG ARGENTA Internationale Anlagegesellschaft mbH Bayerische Hausbau GmbH & Co. KG DIBAG Industriebau AG Drees & Sommer München Hammer AG HOCHTIEF Solutions AG Investa Projektentwicklungs- und Verwaltungs GmbH Leonhard Moll AG STRABAG Großprojekte GmbH WÖHR + BAUER GmbH Media ABENDZEITUNG München Verlags-GmbH Arnold & Richter Cine Technik GmbH & Co. Betriebs KG Bavaria Film GmbH Bayerischer Rundfunk Carl Hanser Verlag GmbH & Co. KG Constantin Film AG dtv Verlagsgesellschaft mbH & Co. KG GRÄFE UND UNZER VERLAG GmbH H. Hugendubel GmbH & Co. KG Hubert Burda Media Holding Kommanditgesellschaft IDG Communications Media AG Langenscheidt GmbH & Co. KG Münchener Zeitungs-Verlag GmbH & Co.KG Programmdirektion Erstes Deutsches Fernsehen ProSiebenSat.1 Media SE RTL 2 Fernsehen GmbH & Co. KG Sky Deutschland GmbH Sony Music Entertainment Germany GmbH Springer Fachmedien München GmbH Süddeutscher Verlag GmbH The Walt Disney Company (Germany) GmbH VERLAG C. H. BECK oHG Verlagsgruppe Random House GmbH Vodafone Kabel Deutschland GmbH Additional Supplier Accenture GmbH ADAC e.V. Amazon.de GmbH Bain & Company Germany, Inc. Bayerngas GmbH BayWa AG BRUNATA Wärmemesser GmbH & Co. KG Capgemini Deutschland GmbH Deloitte & Touche GmbH Wirtschaftsprüfungsgesellschaft Dr. Sasse AG Edenred Deutschland GmbH Ernst & Young GmbH Wirtschaftsprüfungsgesellschaft FlixBus GmbH FTI Touristik GmbH Jochen Schweizer GmbH KPMG AG Wirtschaftsprüfungsgesellschaft MAHAG Automobilhandel und Service GmbH & Co. oHG McKinsey & Company, Inc. Motel One Group
Life Science Actavis Deutschland GmbH & Co. KG Agfa-Gevaert HealthCare GmbH Amgen GmbH Arthrex GmbH Astellas Pharma GmbH Bavarian Nordic GmbH Baxter Deutschland GmbH bene-Arzneimittel GmbH Brainlab AG Bristol-Myers Squibb GmbH & Co. KGaA Daiichi Sankyo Europe GmbH GE Healthcare Deutschland GlaxoSmithKline GmbH & Co. KG Hexal AG Medigene AG MorphoSys AG MSD SHARP & DOHME GMBH Novartis Consumer Health GmbH	Informations- and Communication Technology Apple GmbH Atos IT Solutions and Services GmbH Autodesk GmbH Avnet Holding Germany GmbH BRAIN FORCE Software GmbH British Telecom – BT (Germany) GmbH & Co. oHG Cisco Systems GmbH Comarch Software und Beratung AG Deutsche Telekom AG Gigaset AG Google Germany GmbH Huawei Technologies Deutschland GmbH IBM Deutschland GmbH Ingram Micro Distribution GmbH	

Roche Diagnostics GmbH	Microsoft Deutschland GmbH	Münchener Verein Krankenversicherung a.G.
Sandoz Pharmaceuticals GmbH	M-net Telekommunikations GmbH	mydays GmbH
Sorin Group Deutschland GmbH	National Instruments Germany GmbH	PAYBACK GmbH
Wacker Chemie AG	NEMETSCHKE AG	PricewaterhouseCoopers AG Wirtschaftsprüfungsgesellschaft
Food	Nokia Solutions and Networks GmbH & Co. KG	Roland Berger Strategy Consultants Holding
Alois Dallmayr KG	NTT DATA Deutschland GmbH	Sana Kliniken AG
Augustiner-Bräu Wagner KG	Open Text Software GmbH	Serviceplan Gruppe für innovative Kommunikation GmbH & Co. KG
Burger King Deutschland GmbH	ORACLE Deutschland B.V.& Co. KG	SBK Siemens-Betriebskrankenkasse
DANONE GmbH	Tech Data GmbH & Co. oHG	SIXT SE
Develey Senf & Feinkost GmbH	Telefónica Germany GmbH & Co. OHG	Stadtwerke München GmbH
Hacker-Pschorr Bräu GmbH	telegate AG	Studiosus Reisen München GmbH
Josef Bernbacher & Sohn GmbH & Co. KG	Travian Games GmbH	The Boston Consulting Group GmbH
Käfer GmbH & Co. Verwaltungs- und Beteiligungs KG	Vodafone GmbH, Region Süd	TNS Deutschland GmbH
Löwenbräu AG	Yahoo! Deutschland Services GmbH	TÜV SÜD AG
Ludwig Stocker Hofpfisterei GmbH		
Max Rischart's Backhaus KG		
McDonald's Deutschland Inc.		
Mondelez Deutschland R&D GmbH		
Paulaner Brauerei GmbH & Co. KG		
Red Bull Deutschland GmbH		
Spaten-Franziskaner-Bräu GmbH		
Staatliches Hofbräuhaus in München		
Starbucks Coffee Deutschland GmbH		
vinzenzmurr Vertriebs GmbH		
Wrigley GmbH		

Profiles of Coworking Locations

PROFILS OF COWORKING SPACES IN MUNICH 12/2016

CATEGORY - Combination of individual persons

Come And Coach im Hirschgartenloft (2013)

ADDRESS

Wilhelm-Hale-Straße 53
80639 München
<http://www.hirschgartenloft.de>
Michael Schick
089-4115 1339
info@hirschgartenloft.de

SELF-DESCRIPTION

You are a freelancer, start-up entrepreneur, homeoffice worker or simply looking for a completely furnished office with nice colleagues? Then come to the Hirschgartenloft - bright, modern, centrally and green directly at the Hirschgarten.

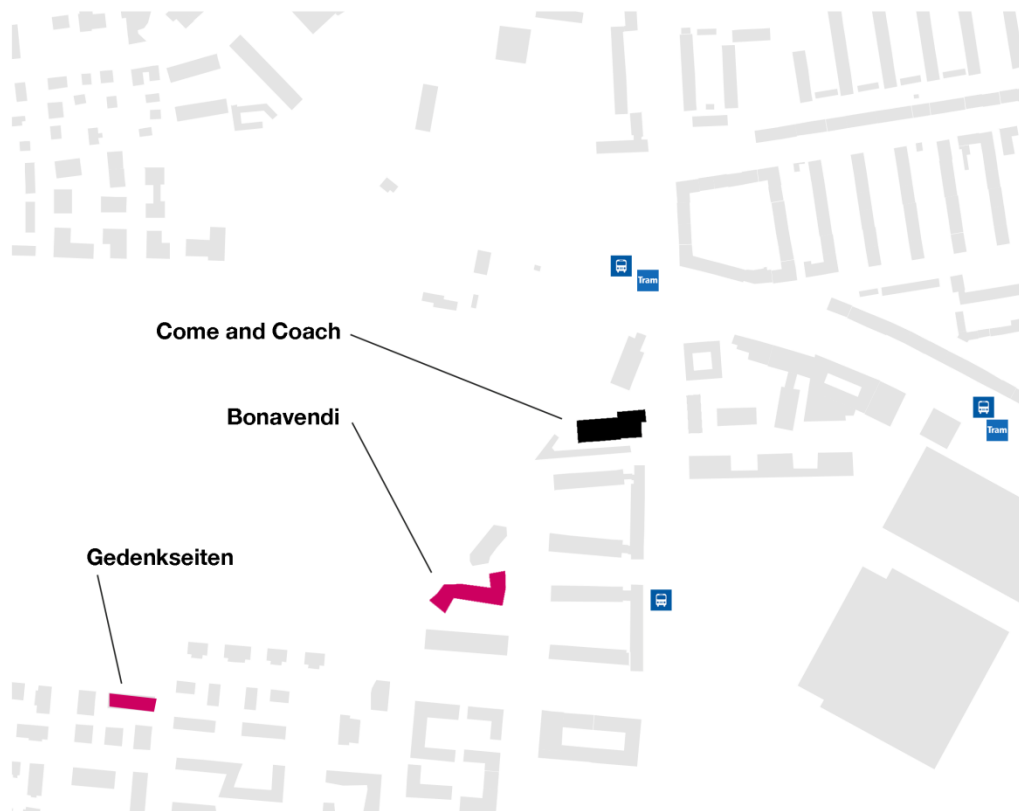
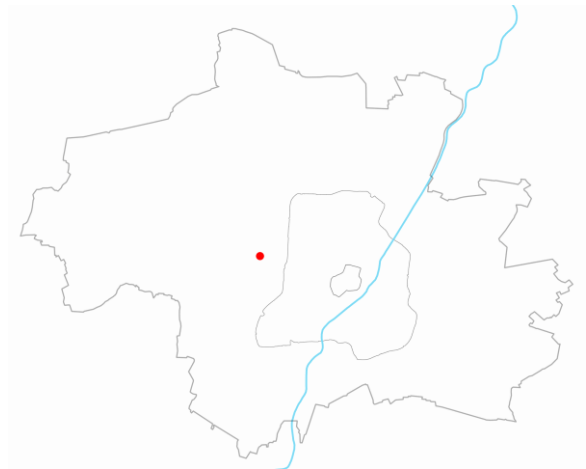
SPACE SIZE

tba

BRANCH

various fields

HIRSCHGARTENLOFT



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

Equipment & Offerings

OPEN SPACE	VIRTUAL OFFICE	KITCHEN ZONE	ENGINEERING TOOLS	EVENTS	MEMBERSHIP
TEAM OFFICE	CONFERENCE ROOM	POST ADDRESS	PRINTER	COACHING	
CORPORATE OFFICE	MEETING ROOM	HOTDESK	ATELIER	40+ COMMUNITY	
PRIVATE OFFICE	TELEPHONE ROOM	FIXDESK	3D PRINTER	10+ COMMUNITY	

Characteristics

Size	ROOM	FLOOR	BUILDING	ASSOCIATION
Motivation of Operator	PROFIT ORIENTED	NON-PROFIT ORIENTED	URBAN DEVELOPMENT	
Structure of Users	ORGANISATIONAL LEVEL	PROFESSIONAL SECTOR		
Ambiance	STUDENT DIGS	STYLISH/MODERN	BUSINESS PROFESSIONAL	

PROFILING OF COWORKING SPACES IN MUNICH 12/2016

CATEGORY - Combination of individual persons

Coworking-Marienplatz.com (2014)

ADDRESS

Burgstraße 12
80331 München
<http://www.coworking-marienplatz.com/>
Marlene Kern
0172-890 84 90
info@marlenekern.de

SELF-DESCRIPTION

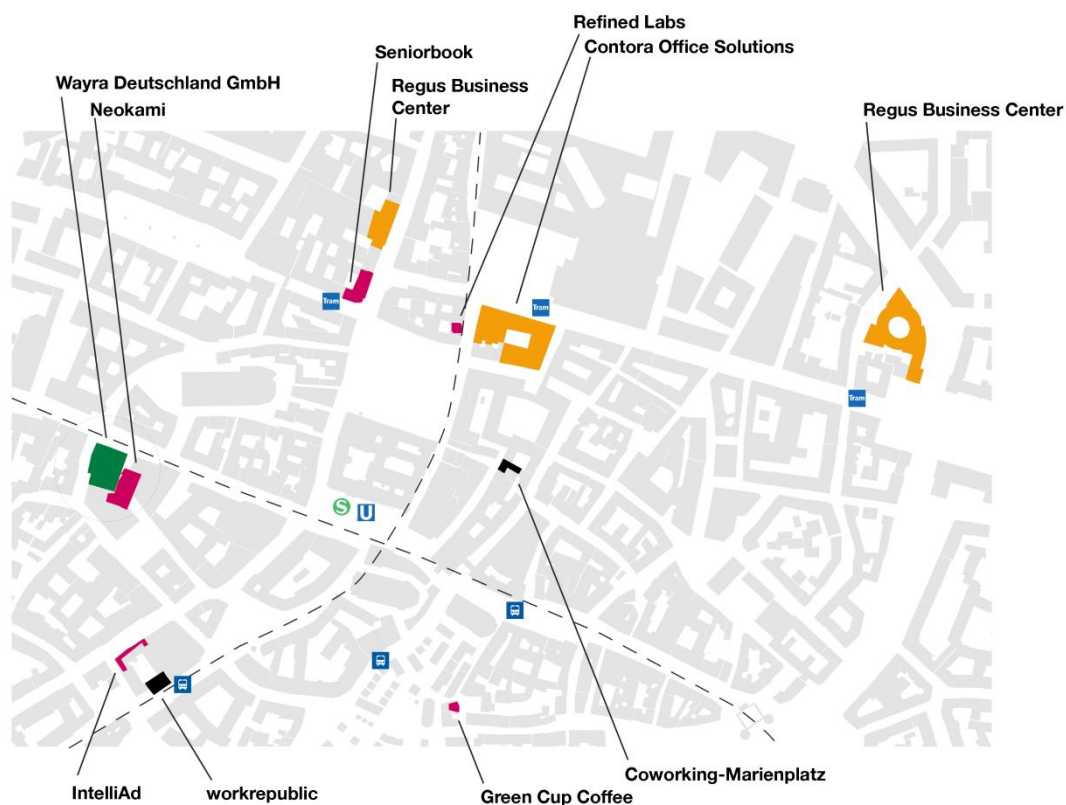
With us, you can easily rent a workplace for different periods of time. The central location and inspiring atmosphere of the studio over the rooftops of the Munich city center are made for coworking. Ideal for those who are passing through, who want to use idle times between appointments and work in a friendly and quiet environment. For all Munichers who are looking for a change from the home office and the exchange with nice people. To gain new ideas, lightness and dynamism.

SPACE SIZE

tba

BRANCH

Journalism, Design, IT-Development



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

Equipment & Offerings

OPEN SPACE	VIRTUAL OFFICE	KITCHEN ZONE	ENGINEERING TOOLS	EVENTS	MEMBERSHIP
TEAM OFFICE	CONFERENCE ROOM	POST ADDRESS	PRINTER	COACHING	
CORPORATE OFFICE	MEETING ROOM	HOTDESK	ATELIER	40+ COMMUNITY	
PRIVATE OFFICE	TELEPHONE ROOM	FIXDESK	3D PRINTER	10+ COMMUNITY	

Characteristics

Size	ROOM	FLOOR	BUILDING	ASSOCIATION
Motivation of Operator	PROFIT ORIENTED	NON-PROFIT ORIENTED	URBAN DEVELOPMENT	
Structure of Users	ORGANISATIONAL LEVEL	PROFESSIONAL SECTOR		
Ambiance	STUDENT DIGS	STYLISH/MODERN	BUSINESS PROFESSIONAL	

PROFILES OF COWORKING SPACES IN MUNICH 12/2016

CATEGORY - Agency community

Steuerberatungsbüro Filon GmbH (2013)

ADDRESS

Volkartstraße 10
80634 München
Filon GmbH
08142-6506296

SELF-DESCRIPTION

Our vision is that working between different professional groups can be both fun and rewarding. The people who work with us keep together, are willing to take care of each other, and are also free to make their decisions.

SPACE SIZE

tba

BRANCH

Law, Finance, Tax, Consulting



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

Equipment & Offerings

OPEN SPACE	VIRTUAL OFFICE	KITCHEN ZONE	ENGINEERING TOOLS	EVENTS	MEMBERSHIP
TEAM OFFICE	CONFERENCE ROOM	POST ADDRESS	PRINTER	COACHING	
CORPORATE OFFICE	MEETING ROOM	HOTDESK	ATELIER	40+ COMMUNITY	
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Ambiance	STUDENT DIGS	STYLISH/ MODERN	BUSINESS PROFESSIONAL	

PROFILES OF COWORKING SPACES IN MUNICH 12/2016

CATEGORY - Agency community

Sommer9 (2010)

ADDRESS

Sommerstraße 9
81543 München
www.sommer9.de
Martin Goldbrunner
089-37954217
info@sommer9.de

SELF-DESCRIPTION

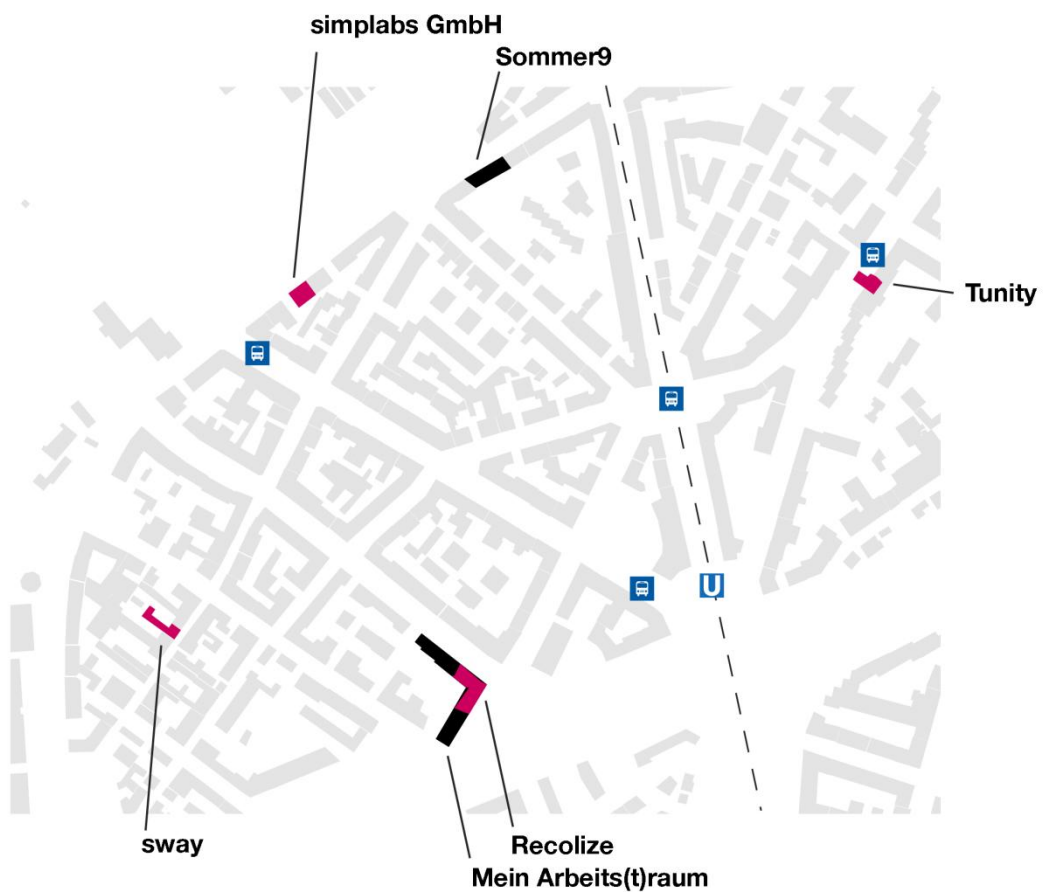
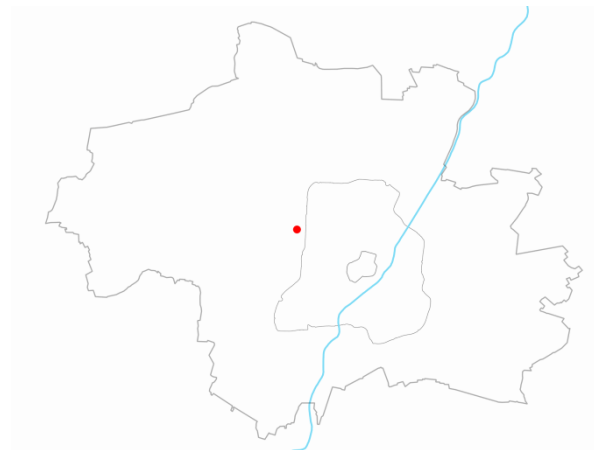
work, exhibit, encounter, share

SPACE SIZE

tba

BRANCH

various fields



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

Equipment & Offerings

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Ambiance	STUDENT DIGS	STYLISH/MODERN	BUSINESS PROFESSIONAL	

PROFILES OF COWORKING SPACES IN MUNICH 12/2016

CATEGORY - Agency community

The BluePort (2015)

ADDRESS

Karl-Schmid-Straße 14
81829 München
<http://fritschco.de/>
Nicola Seitz
089-7400800
nicola.seitz@fritschco.de

SELF-DESCRIPTION

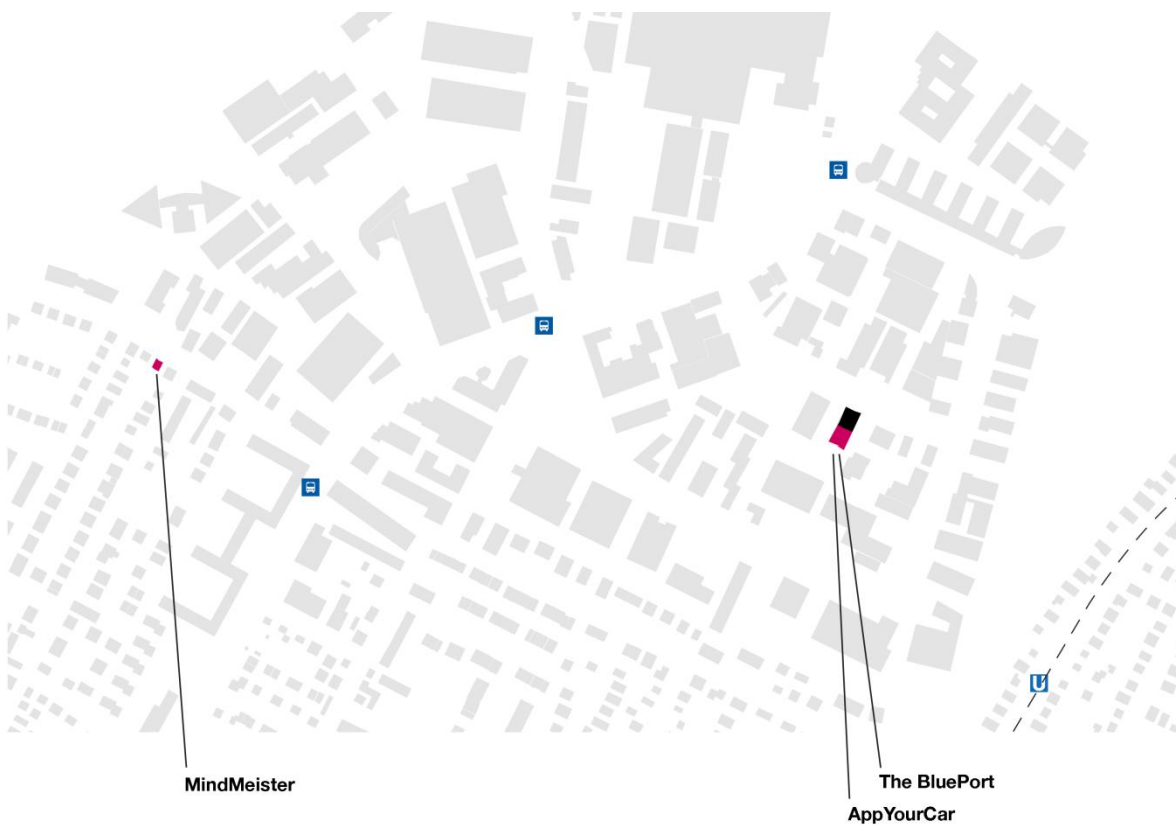
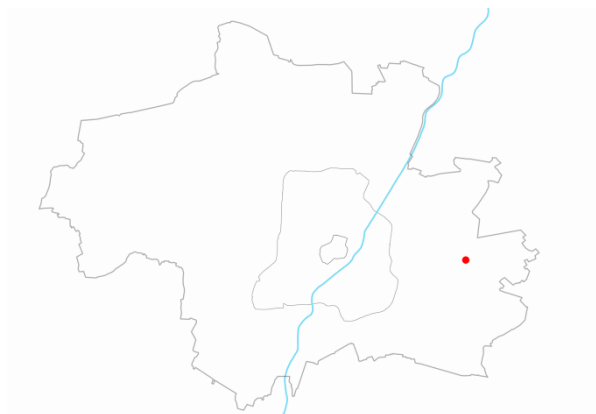
-

SPACE SIZE

tba

BRANCH

various fields



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
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Ambiance	STUDENT DIGS	STYLISH/ MODERN	BUSINESS PROFESSIONAL	

PROFILING OF COWORKING SPACES IN MUNICH 12/2016

CATEGORY - Agency community

The GreenPort (2016)

ADDRESS

Rohrauerstraße 70
81477 München
<http://fritschco.de/>
Nicola Seitz
089-7400800
nicola.seitz@fritschco.de

SELF-DESCRIPTION

-

SPACE SIZE

tba

BRANCH

various fields



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
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Ambiance	STUDENT DIGS	STYLISH/ MODERN	BUSINESS PROFESSIONAL	

PROFILS OF COWORKING SPACES IN MUNICH 12/2016

CATEGORY - Agency community

Coworking gmp (Media Pool GmbH) 2014

ADDRESS

Schleißheimer Straße 8
 80333 München
www.mediapool.de/gmp/
 Manfred Huber
 089 542799-0
manfred.huber@mediapool.de

SELF-DESCRIPTION

Your new workplace in the middle of Munich!
 Workplace / desk for rent

SPACE SIZE

200m²

BRANCH

Event Management, PR, TV, Sponsoring,
 Graphics, Web, Text, Photography, Coaching



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

Equipment & Offerings

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PROFILES OF COWORKING SPACES IN MUNICH 12/2016

CATEGORY - Agency community

Zammat (2009)

ADDRESS

Schwindstr. 5
80807 München
<http://www.zammat.com/>
Matthis Herrmann
089-125 096 542
info@zammat.com

SELF-DESCRIPTION

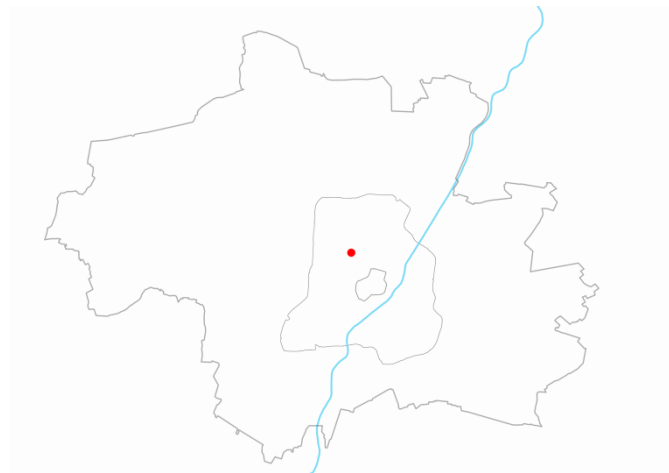
Our house: a former printing house in the middle of Munich. Our thing: directing, film, design, web development, architecture and boxing. Our concept: work with friends.

SPACE SIZE

-

BRANCH

Various fields



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

Equipment & Offerings

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Ambiance	STUDENT DIGS	STYLISH/ MODERN	BUSINESS PROFESSIONAL	

PROFILS OF COWORKING SPACES IN MUNICH 12/2016
CATEGORY - Coworking Space Service Providers with no Membership

allynet GmbH Work Loft (2011)

ADDRESS

Bayerstraße 85
80335 München
<http://www.allynet.de/>
Pamela Kelbch
089-12 22 490 80
münchen@allynet.de

SELF-DESCRIPTION

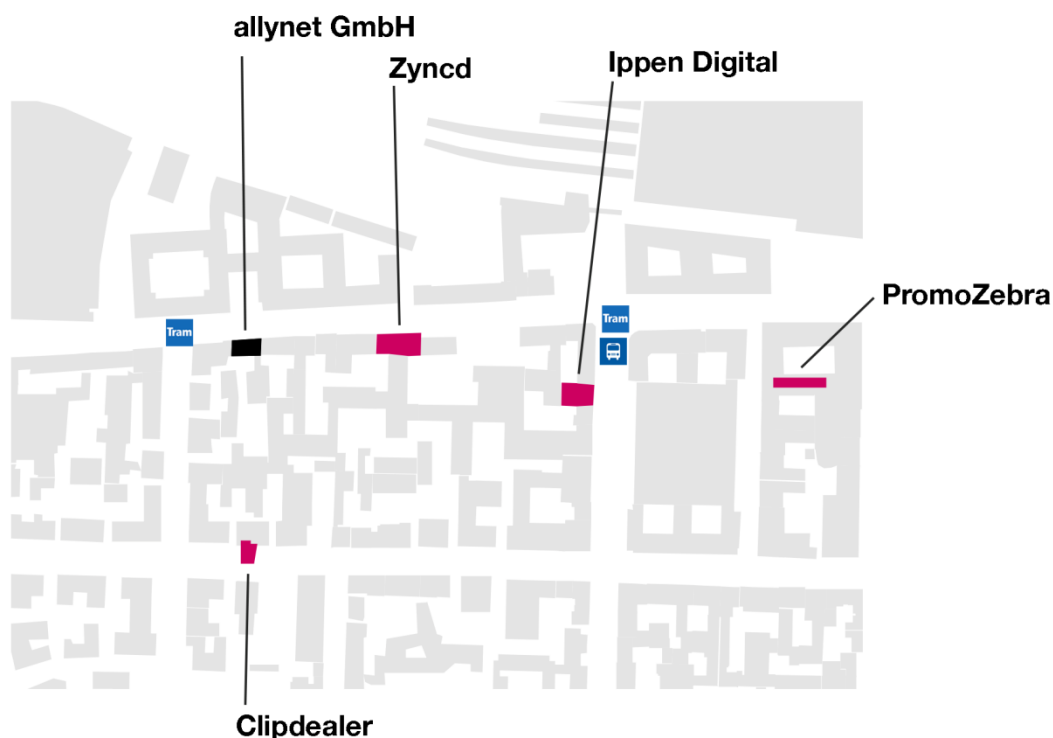
We are an agency for unique MICE concepts, for innovative work that specializes in inspiring locations and formats for corporate events. Whether in personnel development, product introduction, management level or customer loyalty, we are concerned about more creativity and innovation in the company.

SPACE SIZE

-

BRANCH

Various fields



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

Equipment & Offerings

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Ambiance	STUDENT DIGS	STYLISH/ MODERN	BUSINESS PROFESSIONAL	

PROFILS OF COWORKING SPACES IN MUNICH 12/2016
CATEGORY - Coworking Space Service Providers with no Membership

Worklabs GmbH Schwabing (2012)

ADDRESS

Wilhelm-Wagenfeld-Straße 16
 80807 München
<http://www.worklabs.de/>
 Andreas Schreiner
 089-80913080
 office@worklabs.de

SELF-DESCRIPTION

WORKLABS offers modern jobs in furnished single offices or as a coworking space. Creative minds and smaller teams find a communicative environment, inspiring networks and representative workspaces.

SPACE SIZE

540m²

BRANCH

Various fields



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

Equipment & Offerings

OPEN SPACE	VIRTUAL OFFICE	KITCHEN ZONE	ENGINEERING TOOLS	EVENTS	MEMBERSHIP
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PROFILES OF COWORKING SPACES IN MUNICH 12/2016
CATEGORY - Coworking Space Service Providers with no Membership

Combinat56 (2010)

ADDRESS

Adams-Lehmann-Straße 56
80797 München
<http://www.combinat56.de/>
Sina Brübach-Schlickum
089-46 13 316 - 56
office@combinat56.de

SELF-DESCRIPTION

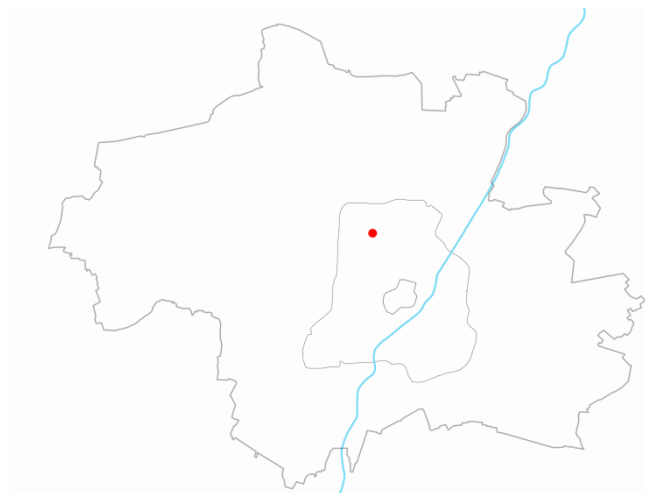
Combinat 56 is a flexible place to work for self-employed persons and organizing events. Coworking is the working trend of the future, have been reporting the media for quite some time. Right! After the opening on 1 May 2010 and the pioneering work done in Munich, our creative location on the Ackermannbogen still enjoys increasing popularity.

SPACE SIZE

400m²

BRANCH

Various fields



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

Equipment & Offerings

OPEN SPACE	VIRTUAL OFFICE	KITCHEN ZONE	ENGINEERING TOOLS	EVENTS	MEMBERSHIP
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Ambiance	STUDENT DIGS	STYLISH/ MODERN	BUSINESS PROFESSIONAL	

PROFIS OF COWORKING SPACES IN MUNICH 12/2016
CATEGORY - Coworking Space Service Providers with no Membership

Holzschuh Coworking (2016)

ADDRESS

Franziskanerstraße 28
81669 München
<http://www.coworking-holzschuh.com/>
Luis Hölzl/ Marcio Schuster
0179 1469814
schusterhoelzl@gmail.com

SELF-DESCRIPTION

Our Coworking offers flexible jobs for creative and freelancers. Newly designed rooms await you in Munich-Haidhausen. You do not want to work at home anymore? Need a professional but relaxed working atmosphere? In our coworking you will find the right job at the right conditions.

SPACE SIZE

-

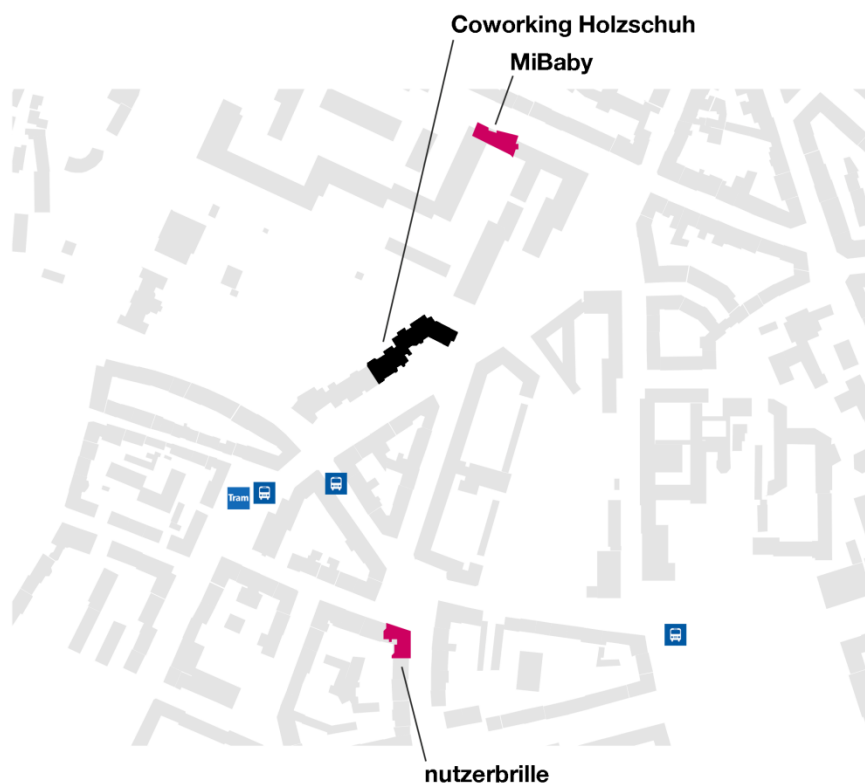
BRANCH

Various fields



HOLZSCHUH

KREATIV.
ZUSAMMEN.
ARBEITEN.



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

Equipment & Offerings

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PROFILS OF COWORKING SPACES IN MUNICH 12/2016
CATEGORY - Coworking Space Service Providers with no Membership

Bürohaus Knorr69 (2013)

ADDRESS

Knorrstraße 69
80807 München
<http://knorr69.de/>
Stefan Kroner
089 381 691 06
kontakt@knorr69.de

SELF-DESCRIPTION

The Knorr69 office building is a small business center with a personal approach. Our Vision: We imagine a place where people with similar interests can meet, exchange and learn from each other. A place we like to go to work. A place that does not offend our sense of aesthetics. Our motto is "work is not just about business".

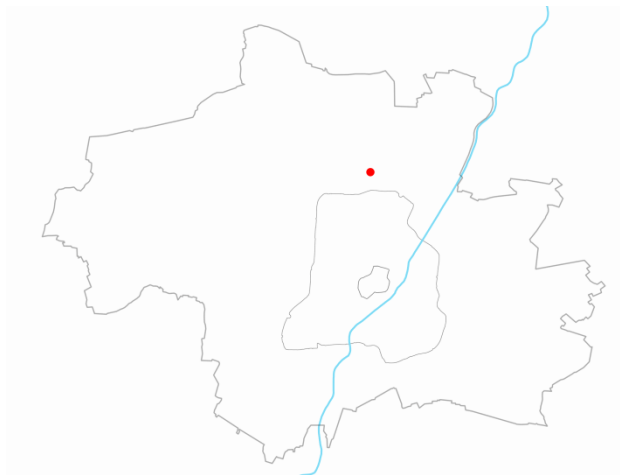
SPACE SIZE

-

BRANCH

Various fields

Bürohaus Knorr69



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

Equipment & Offerings

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PROFILS OF COWORKING SPACES IN MUNICH 12/2016
CATEGORY - Coworking Space Service Providers with no Membership

Mein Arbeits(t)raum Haidhausen (2010)

ADDRESS

Orleansstr. 34
 81667 München
<http://mein-arbeitstraum.de/>
 Kristina Schmid
 089 32 49 56 – 40
info@mein-arbeitstraum.de

SELF-DESCRIPTION

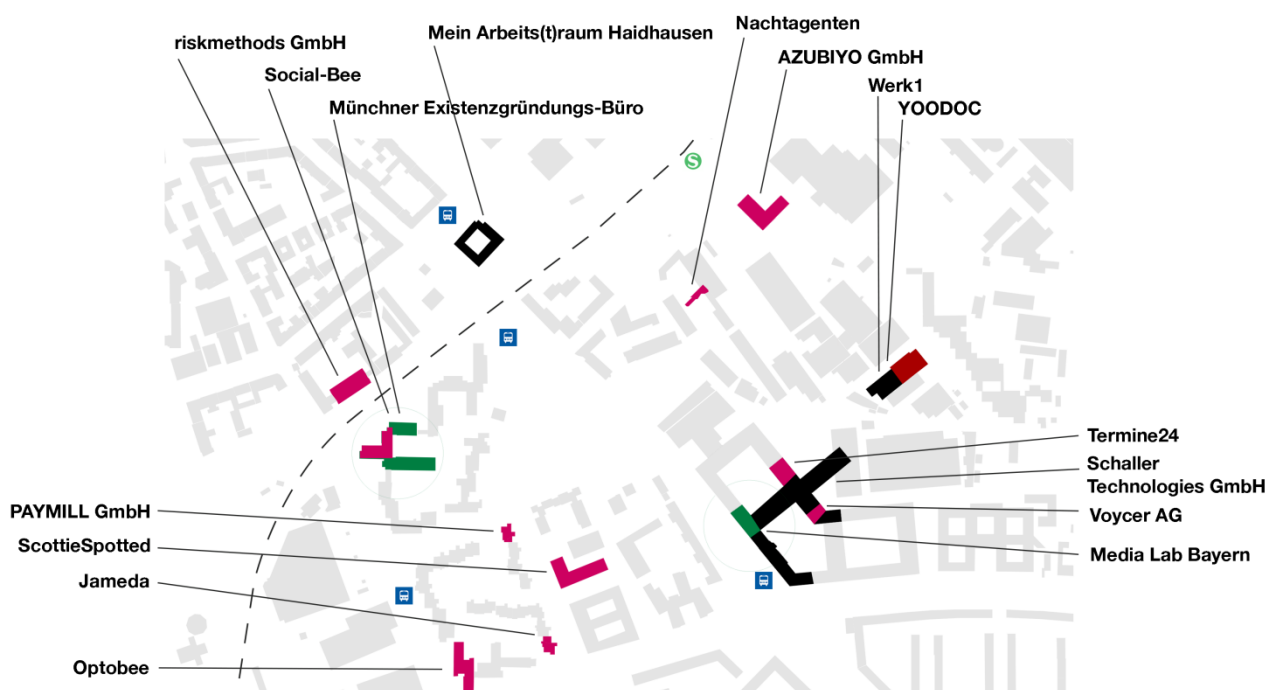
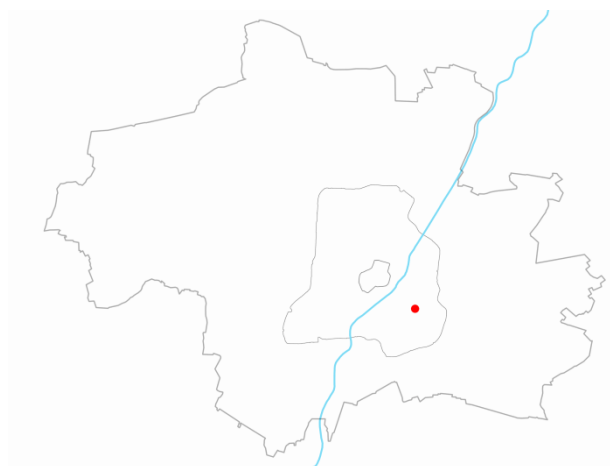
Our business center in the east of Munich is exactly in the perfect location, guarantees freedom in the head and impression at the customer.

SPACE SIZE

-

BRANCH

Construction & Real Estate, Consulting & Coaching, Finance & Insurance, Health & Wellness, Int. Services, Legal, Services, Software Development, Web Design & Online Portals, Advertising & PR



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

Equipment & Offerings

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PROFILS OF COWORKING SPACES IN MUNICH 12/2016

CATEGORY - Coworking Space Service Providers with no Membership

Mein Arbeits(t)raum Untergiesing (2010)

ADDRESS

Freibadstr. 30
81543 München
<http://mein-arbeitstraum.de/>
Kristina Schmid
089 32 49 56 – 40
info@mein-arbeitstraum.de

SELF-DESCRIPTION

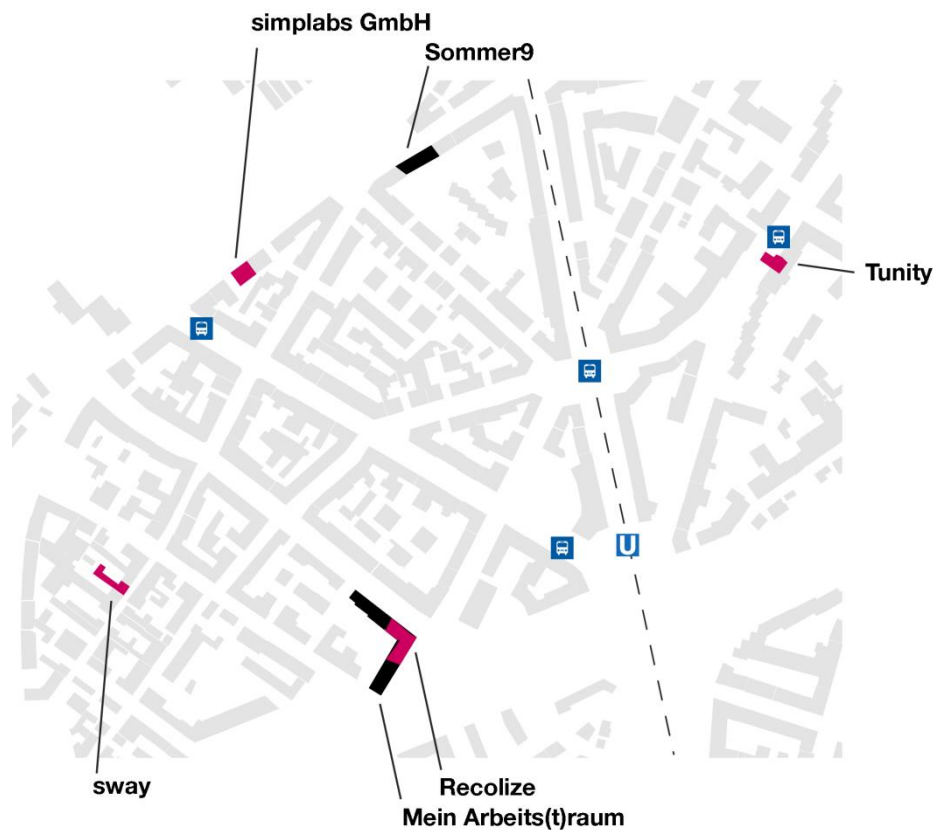
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Typologies

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PROFELS OF COWORKING SPACES IN MUNICH 12/2016
CATEGORY - Coworking Space Service Providers with no Membership

The Founders Hub (2011)

ADDRESS

Schopenhauerstraße 71
80807 München
<http://www.thefoundershub.com/>

089 2155 7330
info@thefoundershub.com

SELF-DESCRIPTION

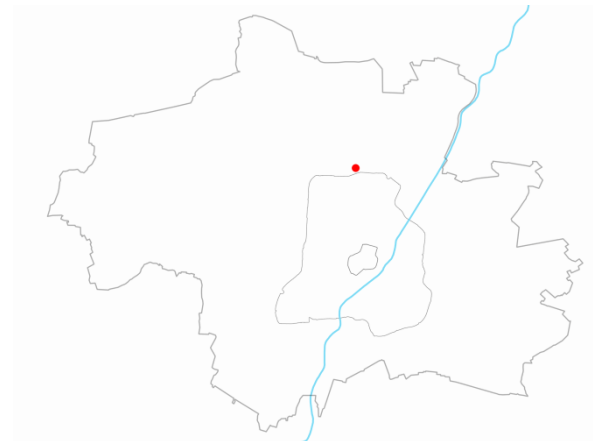
The Founders Hub is a startup space in Munich, your new creative workspace and startup accelerator. The START Initiative bundles several offers from different companies, offering start-ups professional services and products at special prices.

SPACE SIZE

400m²

BRANCH

Various fields



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
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PROFILS OF COWORKING SPACES IN MUNICH 12/2016
CATEGORY - Coworking Space Service Providers with Membership

IDEA KITCHEN (2015)

ADDRESS

Hansastraße 181
81373 München
<http://www.idea-kitchen.de/>
Yuriy Taranovych
01575-2226780
coworking@ideakitchen.de

SELF-DESCRIPTION

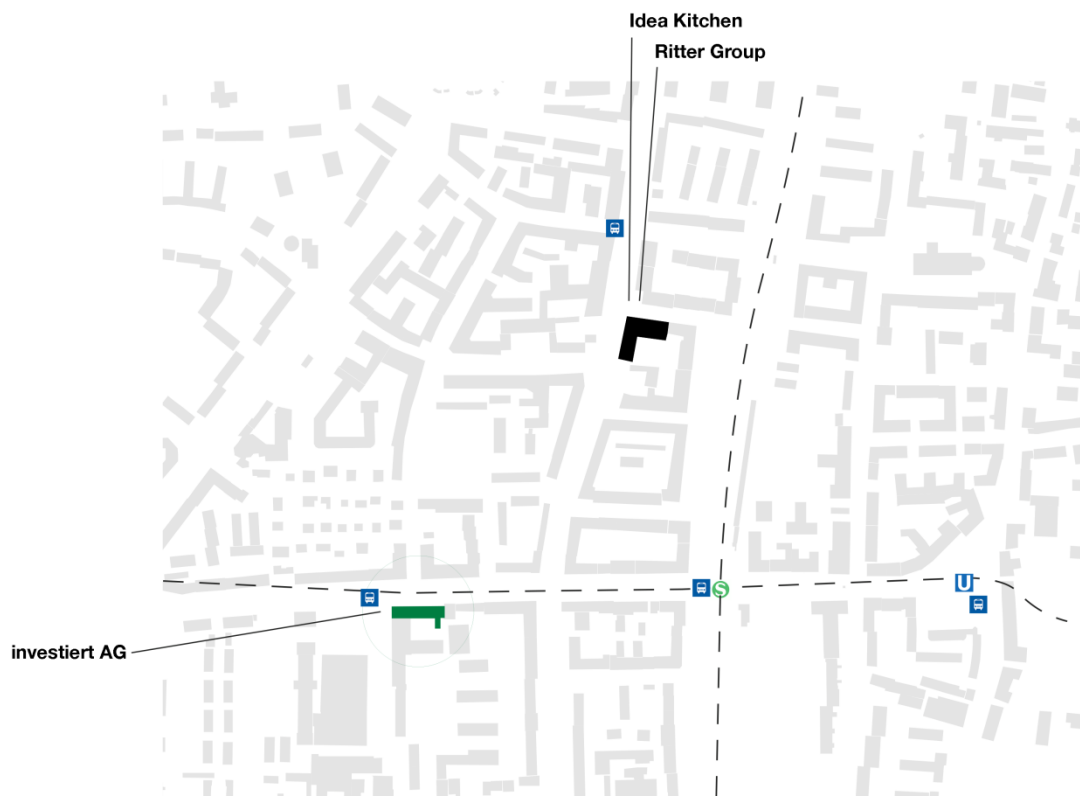
As freelancers, freelancers or founders have an inspiring idea and are looking for a coworking space, a community and a team to realize them? Then you are exactly right with us! We would like to support you with a modern, pleasant and, above all, favorable workplace, inspire with our creative working atmosphere, our members' community and our events.

SPACE SIZE

250m²

BRANCH

Various fields



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

Equipment & Offerings

OPEN SPACE	VIRTUAL OFFICE	KITCHEN ZONE	ENGINEERING TOOLS	EVENTS	MEMBERSHIP
TEAM OFFICE	CONFERENCE ROOM	POST ADDRESS	PRINTER	COACHING	
CORPORATE OFFICE	MEETING ROOM	HOTDESK	ATELIER	40+ COMMUNITY	
PRIVATE OFFICE	TELEPHONE ROOM	FIXDESK	3D PRINTER	10+ COMMUNITY	

Characteristics

Size	ROOM	FLOOR	BUILDING	ASSOCIATION
Motivation of Operator	PROFIT ORIENTED	NON-PROFIT ORIENTED	URBAN DEVELOPMENT	
Structure of Users	ORGANISATIONAL LEVEL	PROFESSIONAL SECTOR		
Ambiance	STUDENT DIGS	STYLISH/MODERN	BUSINESS PROFESSIONAL	

PROFILS OF COWORKING SPACES IN MUNICH 12/2016
CATEGORY - Coworking Space Service Providers with Membership

Impact Hub (2011)

ADDRESS

Gotzinger Str. 8
 81371 München
<http://munich.impacthub.net/>
 Joscha Lautner/ Johann Schorr
 089 72 99 73 47
munich@impacthub.net

SELF-DESCRIPTION

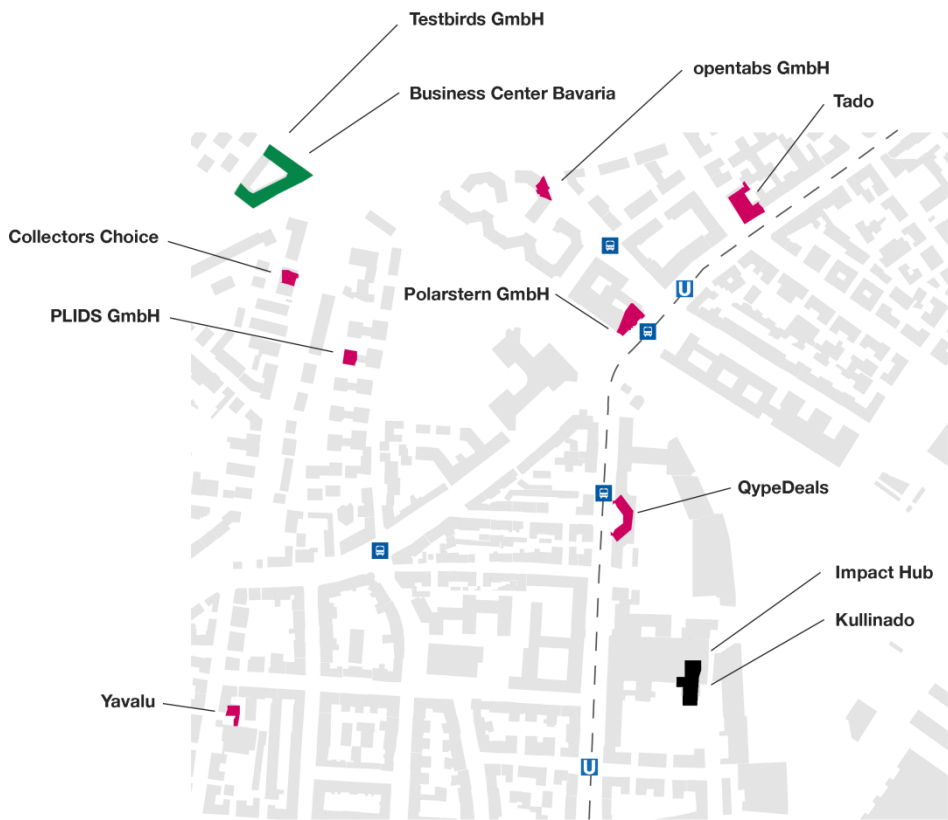
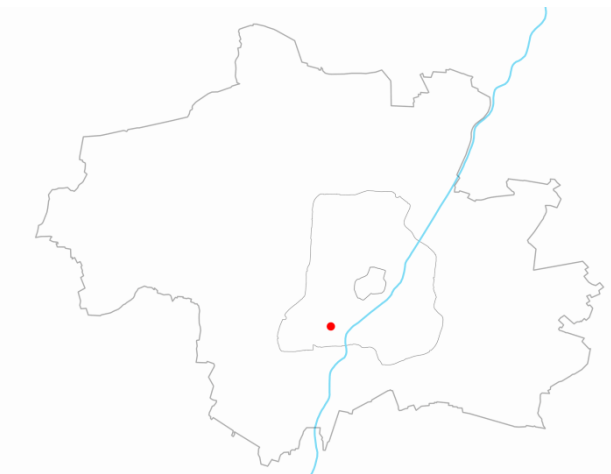
The Impact Hub Munich for pattern breakers, entrepreneurs and project developers. Experiencing future together. Work in many directions, meet in one place - a lively community, varied events and a professional work space. Munich's room for a community that works entrepreneurially and in a spirit of well-being.

SPACE SIZE

850m²

BRANCH

Various fields related to sustainable economics



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

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PROFILS OF COWORKING SPACES IN MUNICH 12/2016
CATEGORY - Coworking Space Service Providers with Membership

innovationlabs (2015)

ADDRESS

Balanstrasse 73
 81541 München
<http://labs.innovationpunks.com/>

089 8563488-24
labs@innovationpunks.com

SELF-DESCRIPTION

Shared Office Loft & Coworking for startups, freelancers and creative! Book beautiful workspaces and conference rooms on a flexible month-to-month commitment. Connect with creators and entrepreneurs through monthly on-location events.

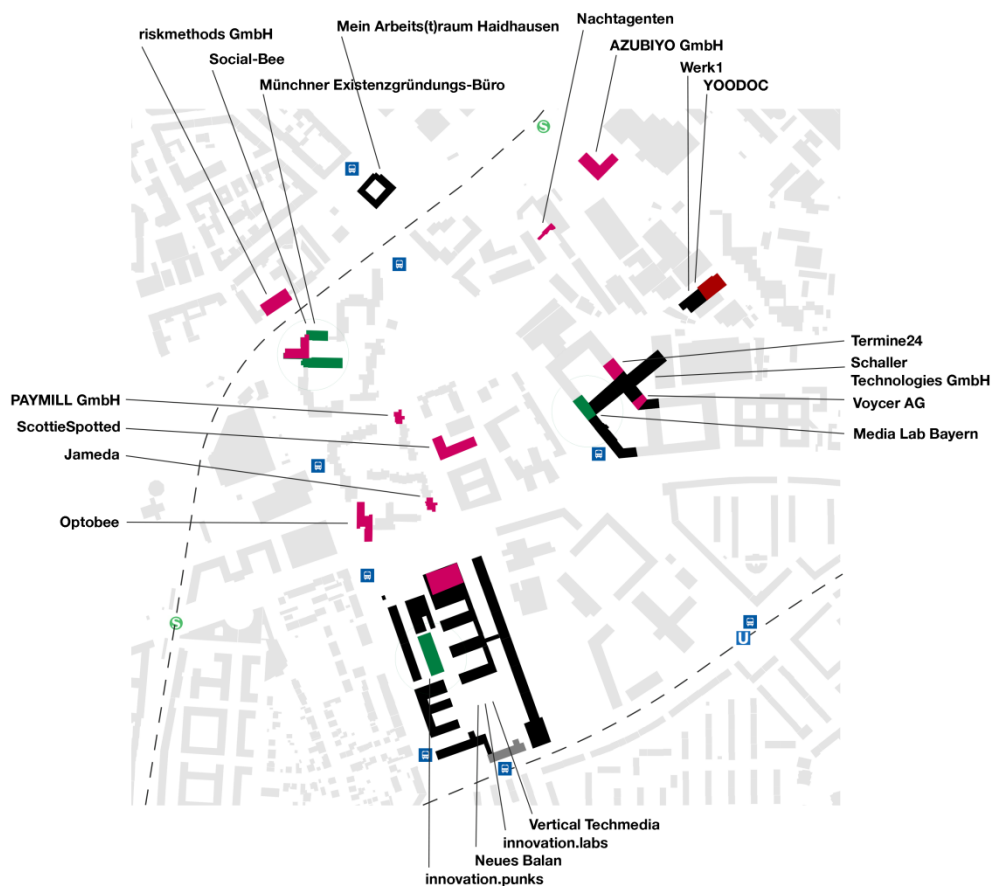
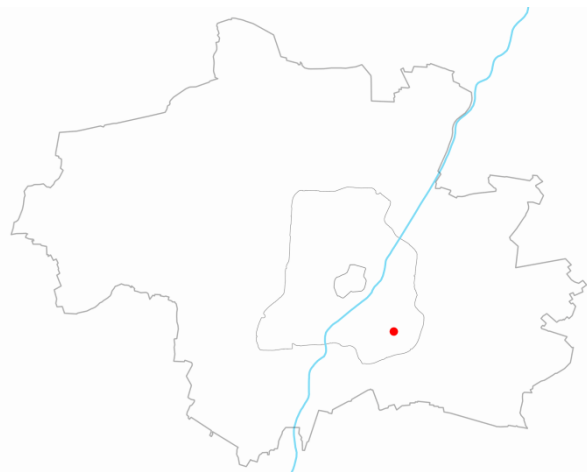
SPACE SIZE

-

BRANCH

Various fields

INNOVATIONLABS



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

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PROFILS OF COWORKING SPACES IN MUNICH 12/2016
CATEGORY - Coworking Space Service Providers with Membership

MATES (2015)

ADDRESS

Thierschstr. 20
80538 München
<http://www.mates-muenchen.de/>
Eva Lichner
0151 17512059
hello@mates-muenchen.de

SELF-DESCRIPTION

We believe that people are happier who take their lives in their own hands. We believe that everyone should live their individuality. We believe that working time is a valuable lifetime. And we believe that creativity can unfold when you feel comfortable and have people around you who think like you do.

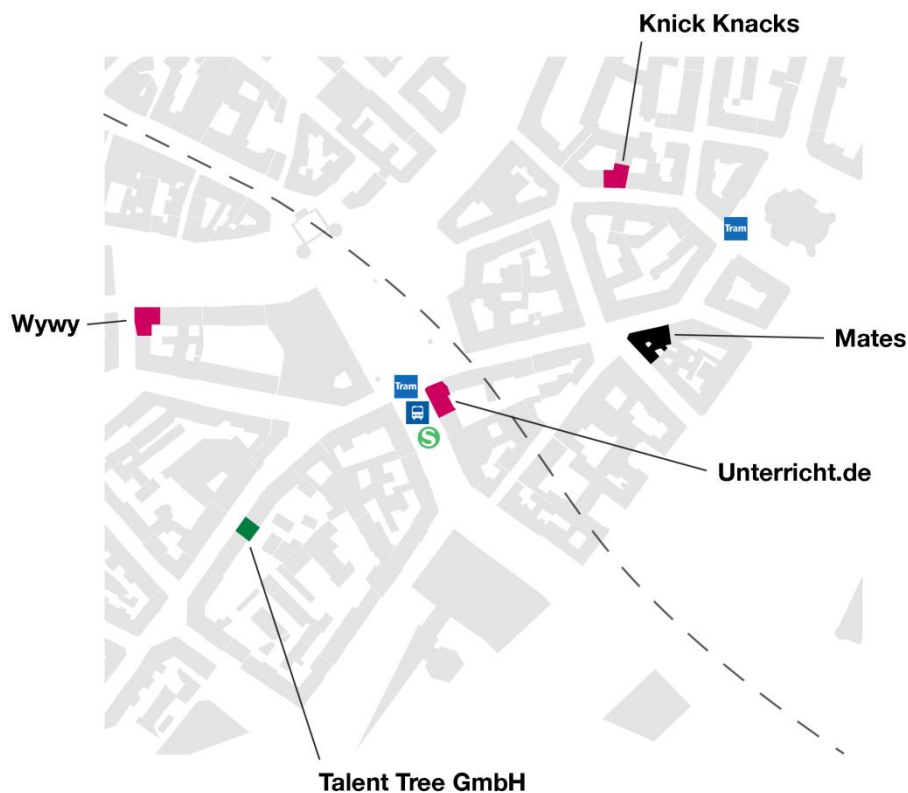
SPACE SIZE

-

BRANCH

Various fields

MATES



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

Equipment & Offerings

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PROFILS OF COWORKING SPACES IN MUNICH 12/2016
CATEGORY - Coworking Space Service Providers with Membership

Media Lab Bayern (2014)

ADDRESS

Rosenheimer Str. 145
 81671 München
<http://medialab-bayern.de/>
 Stefan Sutor
 089- 6 38 08 – 0
info@medialab-bayern.de

SELF-DESCRIPTION

The Media Lab Bayern is an institution of the Bavarian State Center for New Media (BLM) and is sponsored by the Bavarian State Ministry of Economics and Media, Energy and Technology. We are a coworking space and ideas incubator for digital journalism in the east of Munich. We are looking for creative thinkers who not only want to invent their own media projects, but also want to implement them.

SPACE SIZE

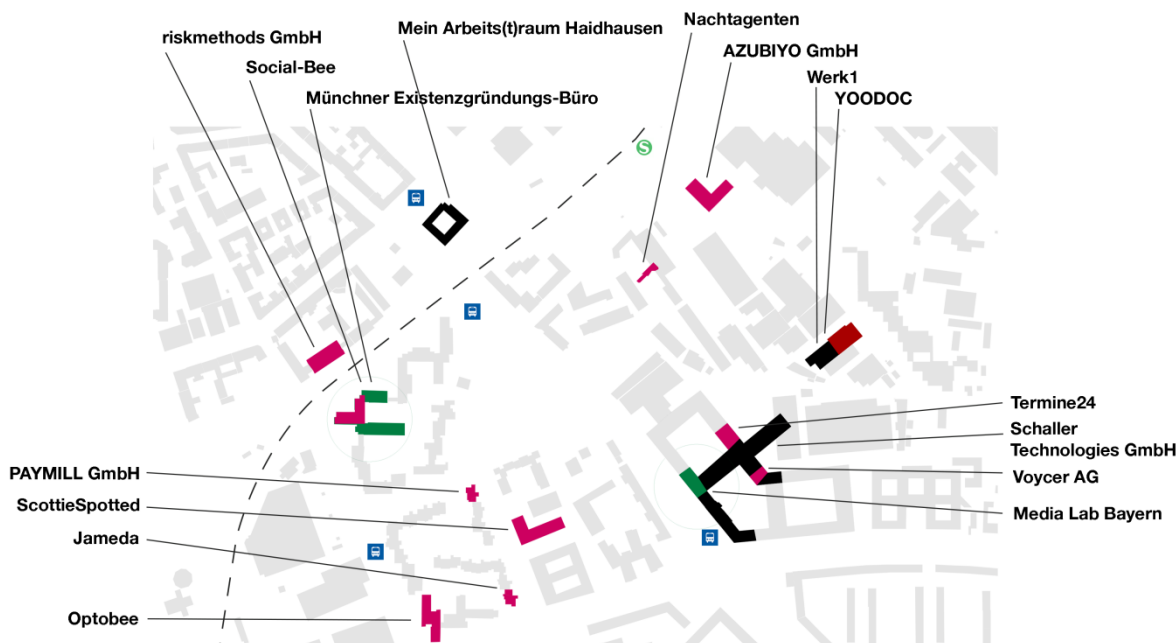
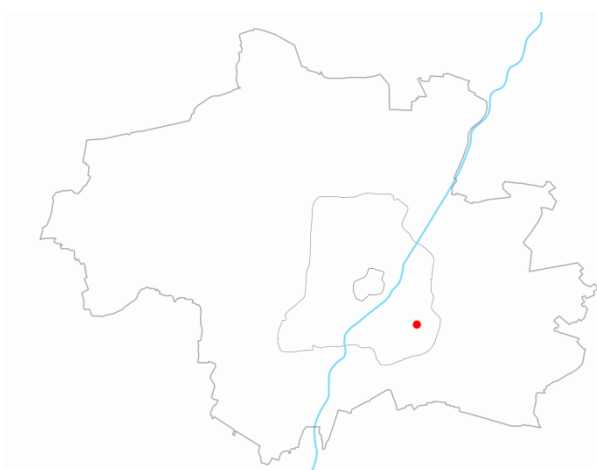
-

BRANCH

Programmers, journalists, designers, business developers



MEDIA
 LAB
 BAYERN



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
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PROFILS OF COWORKING SPACES IN MUNICH 12/2016
CATEGORY - Coworking Space Service Providers with Membership

Nutrion Laim (2011)

ADDRESS

Rosa-Bavarese-Straße 3
80639 München
<https://www.nutrion.net/>
Thomas Jäger
089-416155910
info@nutrion.net

SELF-DESCRIPTION

It is clear that whoever moves into an office community in Munich has nothing to do with the traditional forms of work. We are flexible, do not work 9 to 5, but how and when we would like. Because we want that. We love independence and responsibility. Nutrion attaches importance to professional atmosphere, effectiveness and focus.

SPACE SIZE

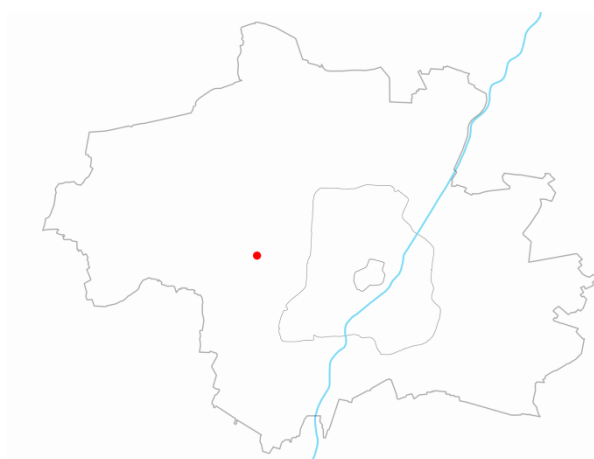
-

BRANCH

Various fields



Nutrion



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

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PROFILING OF COWORKING SPACES IN MUNICH 12/2016
CATEGORY - Coworking Space Service Providers with Membership

Nutrion Schwabing (2016)

ADDRESS

Leopoldstraße 8
 80802 München
<https://www.nutrion.net/>
 Thomas Jäger
 089-416155910
 info@nutrion.net

SELF-DESCRIPTION

It is clear that whoever moves into an office community in Munich has nothing to do with the traditional forms of work. We are flexible, do not work 9 to 5, but how and when we would like. Because we want that. We love independence and responsibility. Nutrion attaches importance to professional atmosphere, effectiveness and focus.

SPACE SIZE

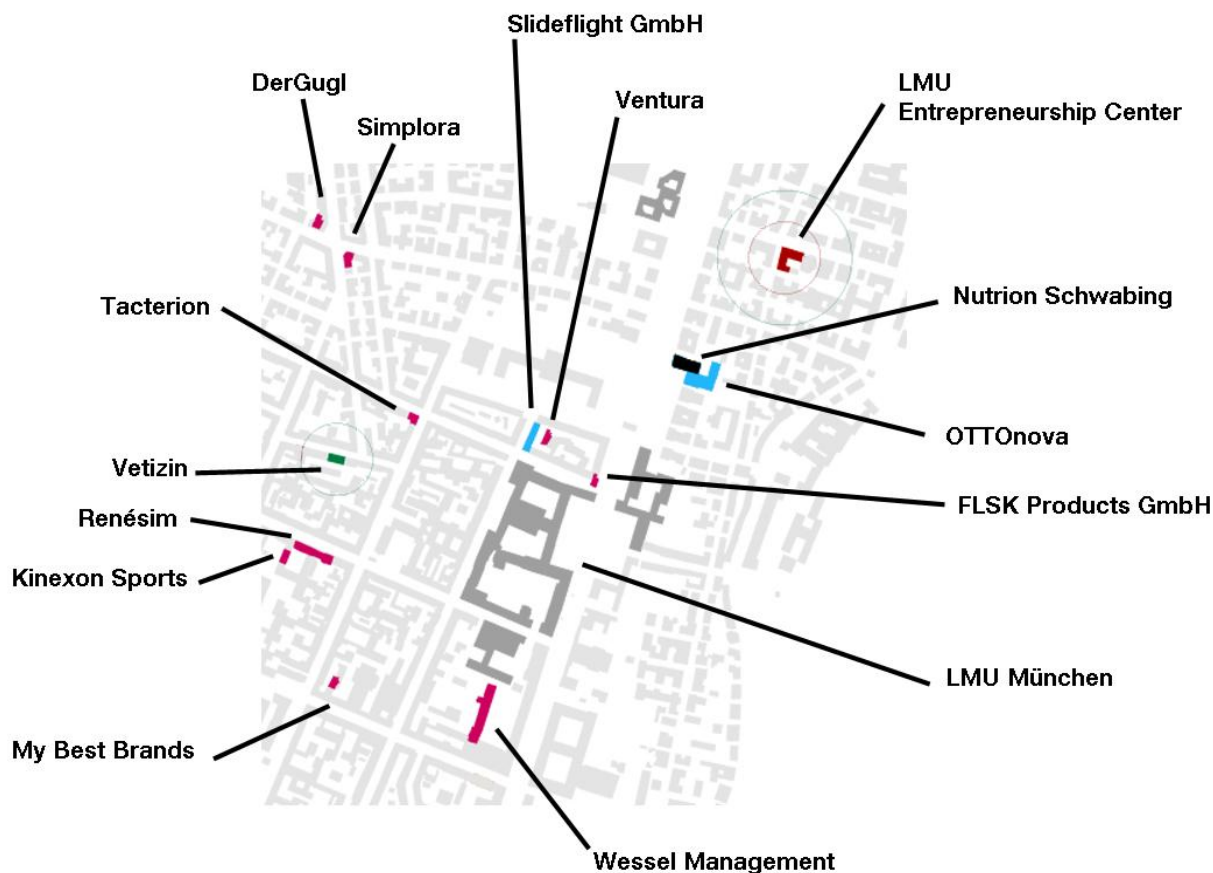
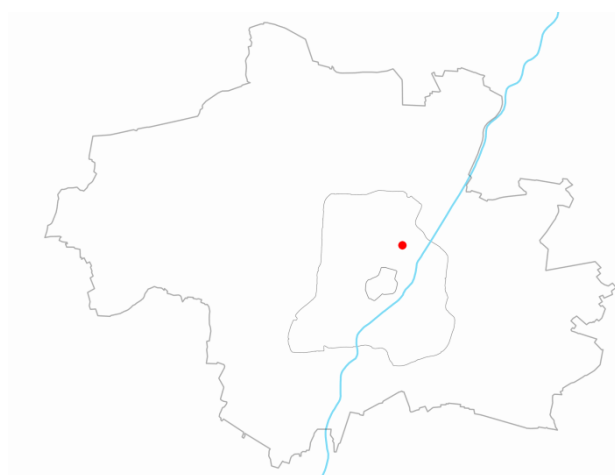
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BRANCH

Various fields



Nutrion



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
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PROFILS OF COWORKING SPACES IN MUNICH 12/2016
CATEGORY - Coworking Space Service Providers with Membership

smartvillage (2015)

ADDRESS

Winzererstraße 47D
 80797 München
<http://www.smart-village.info/>
 Gerd Krohn
 089-2000520-11
info@pinc-solutions.de

SELF-DESCRIPTION

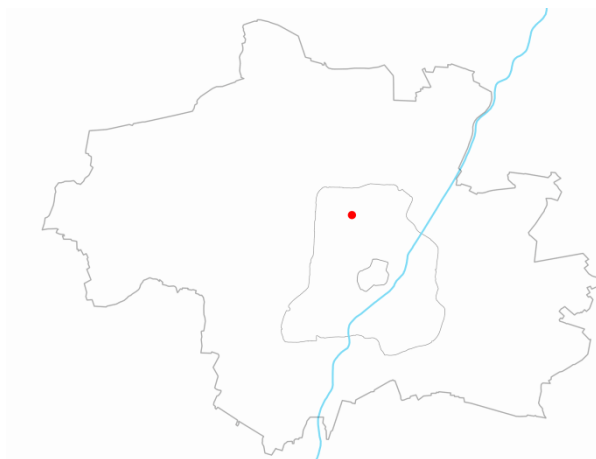
The smart coworking space in Munich. Not only does everything revolve around tables and chairs, in the smartvillage design meets efficiency. Space for creativity and a professional working atmosphere enable productive work from the first hour. The motto is: arriving, feeling good, working. Become a part of the community and work with us on your work day uncomplicated and in the best company.

SPACE SIZE

850m²

BRANCH

Various fields



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

Equipment & Offerings

OPEN SPACE	VIRTUAL OFFICE	KITCHEN ZONE	ENGINEERING TOOLS	EVENTS	MEMBERSHIP
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PROFILS OF COWORKING SPACES IN MUNICH 12/2016
CATEGORY - Coworking Space Service Providers with Membership

WorkRepublic (2015)

ADDRESS

Oberanger 6
 80331 München
<https://www.workrepublic.de/>
 Pavel Druzhkov
 089-125 033 840
 info@workrepublic.de

SELF-DESCRIPTION

WorkRepublic relies on a modern design with lots of glass, lounge atmosphere and event areas to promote co-operation and networking in the office community. The workstations in the business center in Munich can be flexibly designed - from their own office to inspiring, open space. Our customers range from a young start-up right up to an international company with employees around the world.

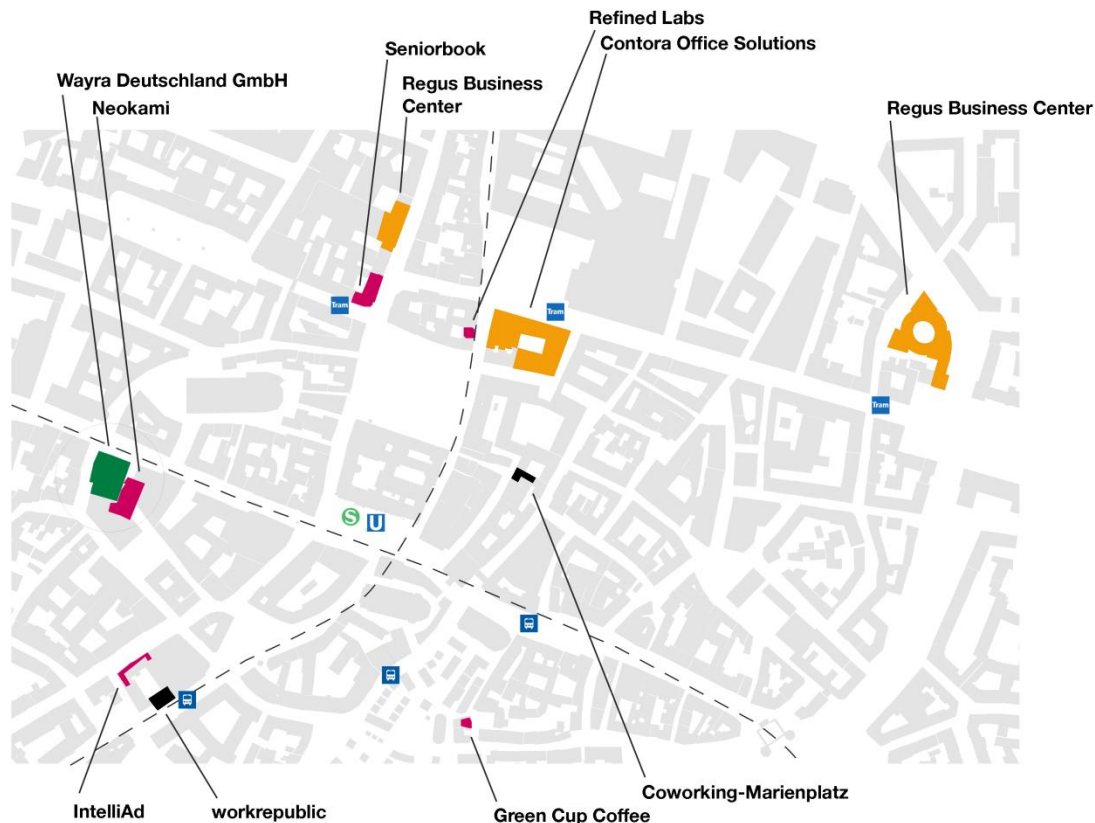
SPACE SIZE

-

BRANCH

Various fields

WORKREPUBLIC



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

Equipment & Offerings

OPEN SPACE	VIRTUAL OFFICE	KITCHEN ZONE	ENGINEERING TOOLS	EVENTS	MEMBERSHIP
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PROFILS OF COWORKING SPACES IN MUNICH 12/2016
CATEGORY - Coworking Space Service Providers with Membership

Werk1 (2013)

ADDRESS

Grafingerstr. 6
 81671 München
<http://werk1.com/>
 Franz Glatz
 089-995299-22
info@werk1muenchen.de

SELF-DESCRIPTION

Our Coworking space offers a great place to work for freelancers of any profession, startups and entrepreneurs. It also allows them to network and share their passion for their business. You'll find people working on their own as well as a group of people. It's a creative area for inspiring moments, business talks, and an energizing atmosphere.

SPACE SIZE

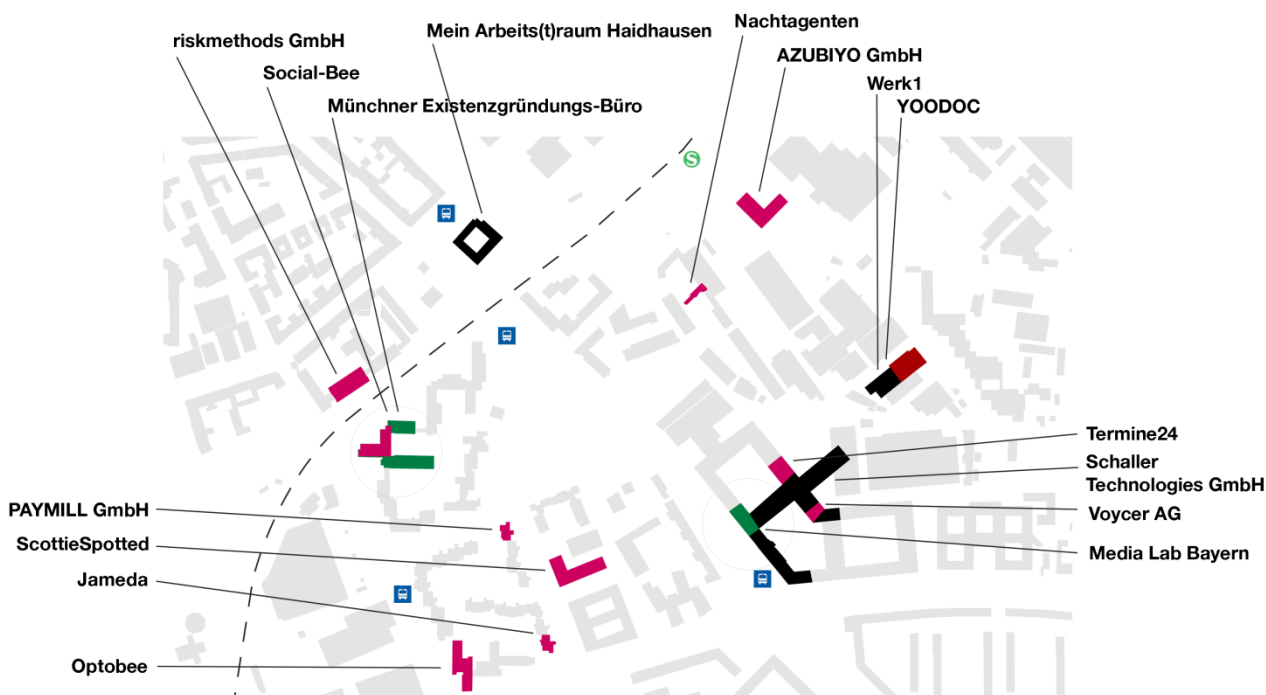
-

BRANCH

Digital Media



Incubator
 Coworking
 Eventspace



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

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PROFILS OF COWORKING SPACES IN MUNICH 12/2016

CATEGORY - Maker Space / Fab Lab with Membership

Makerspace (2015)

ADDRESS

Lichtenbergstraße 6
85748 Garching
<https://www.maker-space.de/>
Phillip Handy and Helmut Schöneberger
089-18 94 69 - 270
info@maker-space.de

SELF-DESCRIPTION

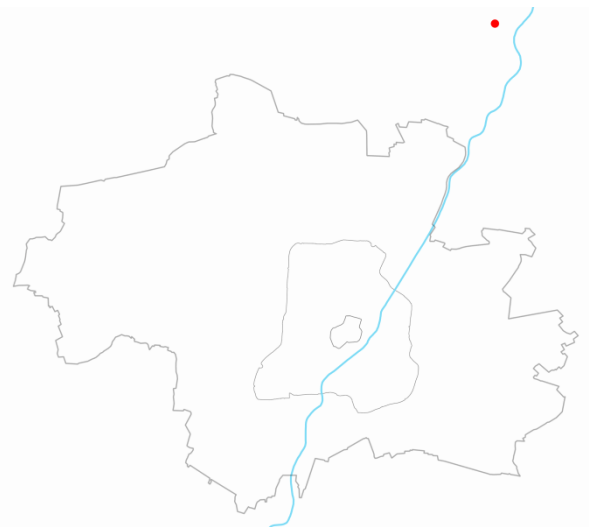
MakerSpace is a publicly accessible, high-tech workshop that gives members access to machines, tools and software as well as a creative community. With the newly opened UnternehmerTUM MakerSpace GmbH, we are addressing ambitious start-ups, Do-It-Yourself active and creative people.

SPACE SIZE

1500m²

BRANCH

High-Tech



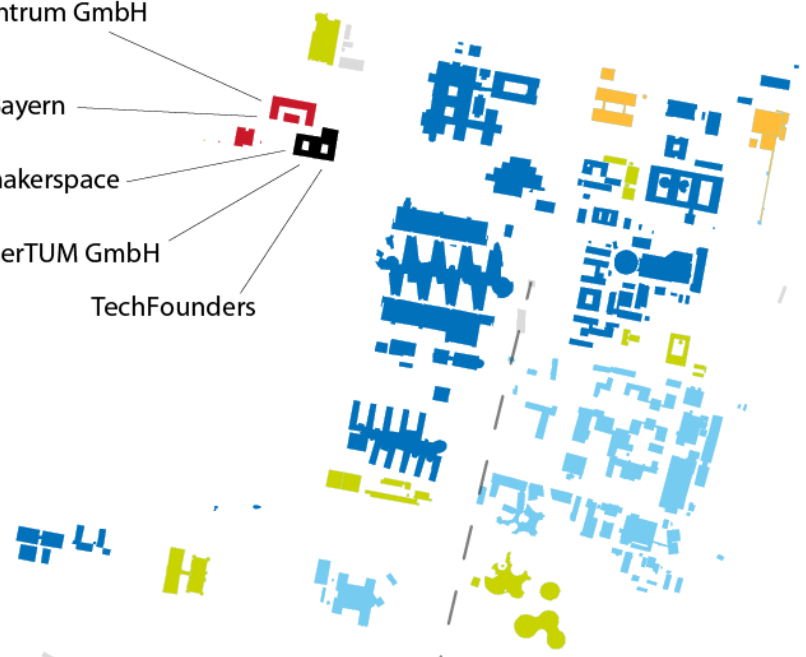
Garchinger Technologie- und Gründerzentrum GmbH

Zentrum Digitalisierung.Bayern

makerspace

UnternehmerTUM GmbH

TechFounders



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
WORKSPACE			

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PROFILS OF COWORKING SPACES IN MUNICH 12/2016

CATEGORY - Maker Space / Fab Lab with Membership

FabLab München e.V. (2010)

ADDRESS

Gollierstraße 70
80339 München
<http://www.fablab-muenchen.de/>
Andreas Kahler
info@fablab-muenchen.de

SELF-DESCRIPTION

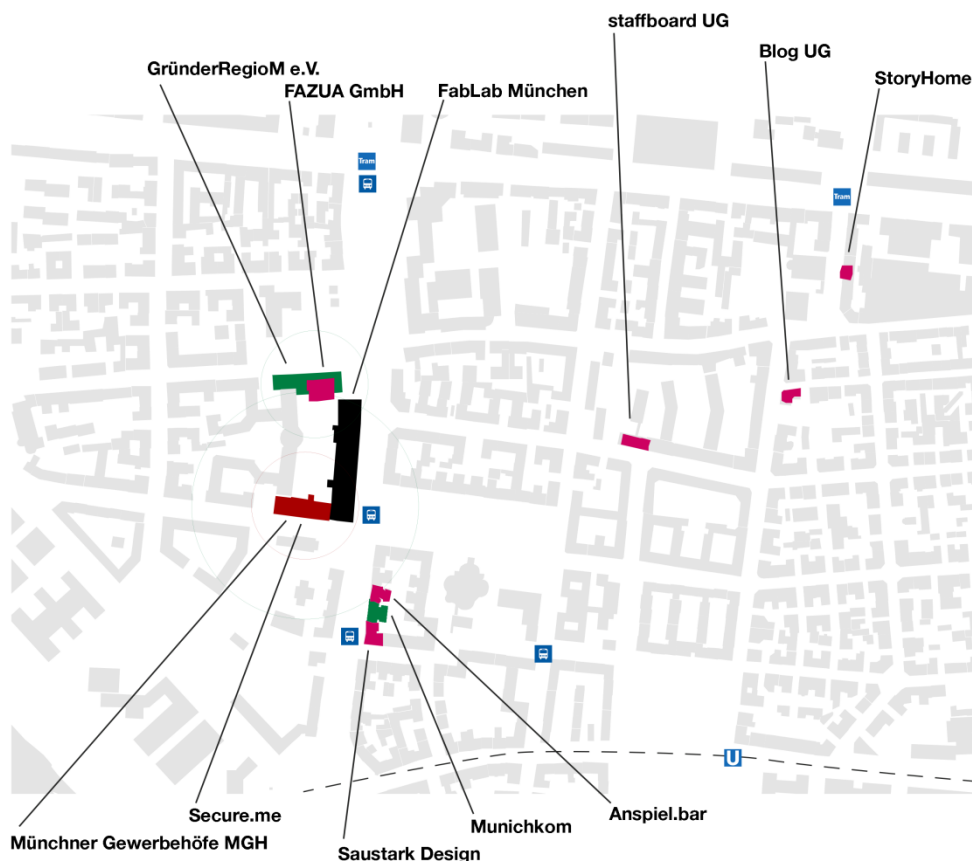
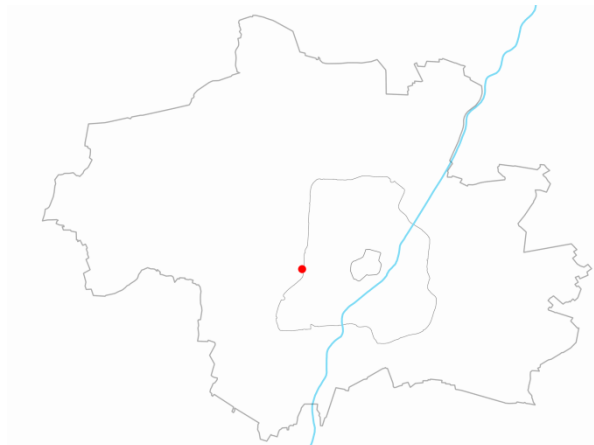
Our workshop is equipped with 3D printers, two laser cutters, CNC milling machines and an electronics department and can be used by you to work freely. A FabLab - fabrication laboratory - is an open high-tech workshop, a place to get rid of (almost) everything. It offers a learning, experience, and work environment consisting of: space, standard machines, information and communication technology - in addition, knowledge, creativity and socioculture are bundled together.

SPACE SIZE

-

BRANCH

Various fields



Typologies

COWORKING SPACE	MAKER SPACE	FAB LAB	ACADEMIC SPACE
SERVICED OFFICE	BUSINESS INCUBATOR	START-UP ACCELERATOR	

Superordinate Services

COMMUNITY	NETWORK	KNOWLEDGE EXCHANGE	FUNDING
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Online Questionnaire

Fragebogen

<https://www.soscisurvey.de/coworkingmuc/>



Fakultät Für Architektur
Lehrstuhl für Raumentwicklung



Technische Universität München

Sehr geehrte Damen und Herren,

liebe Coworker, Corporateworker, New-Worker und Networker,

Im Rahmen eines Studienprojektes am Lehrstuhl für Raumentwicklung an der TU München, soll die "Coworking Szene" in München untersucht werden. Dazu zählen auch andere und neue Formen der Arbeit in unserer heutigen Zeit. Mehrfachauswahl bei den Antworten ist möglich und erwünscht.

Vielen lieben Dank für die Zeit und Informationen, die Sie bereit sind mit uns zu teilen.
Der Fragebogen dauert circa 5 Minuten.

Weiter

B.A. Nicolas Büren, Technische Universität München -
Lehrstuhl für Raumentwicklung – 2016

0% ausgefüllt



Fakultät Für Architektur
Lehrstuhl für Raumentwicklung



Technische Universität München

Wenn Sie bei bestimmten Themen keinen Einfluss hatten oder die Frage nicht beantworten wollen haben Sie stets die Möglichkeit Fragen zu überspringen bzw. diese nicht auszufüllen.

1. Welcher Altersgruppe gehören Sie an?

- 16 – 26
- 26 – 36
- 36 – 46
- 46 – 56
- 56 – 66

2. Was ist Ihr höchster Ausbildungsabschluss?

- Mittlere Schulabschluss
- Abitur
- Bachelor
- Master
- Diplom
- PhD
- sonstiges

3. Wohnen Sie in München?

- Ja, Postleitzahl

Nein, Ich wohne

4. Welchen Beruf üben Sie aus und in welcher Branche arbeiten Sie?

5. Bitte nennen Sie Ihre Haupttransportmittel für den Weg zur Arbeit.

- S-Bahn
- U-Bahn
- Tram
- Bus
- Fahrrad
- Zu Fuß
- Privates Auto
- Taxi
- Motorrad
- Kombination aus Bahn und Fahrrad / Bus / Taxi
- sonstiges

6. Wie lange brauchen Sie im Durchschnitt morgens zur Arbeit?

Zurück

Weiter



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7. Freizeit

gar nicht wichtig sehr wichtig

Wie wichtig ist Ihnen ihr Freizeitausgleich?

8. Umsetzung

trifft nicht zu trifft stark zu

Ich versuche diesen Ausgleich bewusst zu schaffen

Ich schaffe diesen Ausgleich meistens

9. Bitte bewerten Sie folgende Aussagen:

trifft nicht zu trifft stark zu

Meine Freizeit verbringe ich meistens Zuhause

Meine Freizeit verbringe ich meistens mit Freunden unterwegs

Meine Freizeit verbringe ich meistens beim Sport

In meiner Freizeit gehe ich viel in Cafés und Restaurants

In meiner Freizeit gehe ich viel in Museen und zu kulturellen events

Ich arbeite auch an Wochenenden regelmäßig

Ich arbeite auch an Wochenenden unregelmäßig

Ich bin zufrieden mit meiner „work-life-balance“

10. Welche Funktionen des täglichen Lebens nutzen Sie regelmäßig in der Umgebung des Workspaces?

z.B. Einkaufen, Supermarkt, Markt, Bioladen, Restaurant, Kantine, Copyshop, Arzt, Bücherei, Kindergarten, Schule, Fitness ... Bitte geben Sie nur die für Sie wichtigsten an.

Zurück

Weiter

B.A. Nicolas Büren, Technische Universität München -
Lehrstuhl für Raumentwicklung – 2016

29% ausgefüllt



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11. Ich arbeite in dem jetzigen Workspace seit ...

- weniger als 6 Monaten
- 6-12 Monaten
- 1-2 Jahre
- über 2 Jahre

12. Wo haben Sie vorher gearbeitet?

- von Zuhause
- im Café
- in einem Büro
- in einem anderen Workspace
- sonstiges

13. Arbeiten Sie derzeit noch woanders?

- Nein
- von Zuhause
- im Café
- in einem Büro
- in einem anderen Workspace
- sonstiges

14. Wie oft arbeiten Sie durchschnittlich in der Woche in dem Workspace?

- 1
- 2
- 3
- 4
- 5
- 6
- 7

15. Bitte bewerten Sie die Wichtigkeit bei der Wahl des Coworking / Workspace Standortes.

Wenn Sie keinen Einfluss hatten, können Sie diese Frage auch komplett überspringen.

	Garnicht wichtig	kaum wichtig	weder noch	eher wichtig	wichtig	Sehr wichtig	keine Entscheidungsfreiheit
Nähe zum Wohnort	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nähe zum Stadtzentrum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Standort allgemein	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
die Adresse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
die Umgebung	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
die Erreichbarkeit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Miete bzw Preis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Firmen in der Umgebung des Anbieters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
multifunktionale Räume	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anzahl an Arbeitsplätzen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rückzugsorte	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innenaustattung der Arbeitsplätze	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services des Anbieters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
das Image des Anbieters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Events des Anbieters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Netzwerk des Anbieters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
sonstiges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Zurück

Weiter

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43% ausgefüllt



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16. Welche Optionen haben Sie in Ihrem jetzigen Workspace gebucht?

Oder stellen Sie zur Verfügung, bitte bei sonstiges HOST ein. Mehrfachnennungen möglich.

- Open Space
- Privates Office für 1
- Privates Office für 2
- Privates Office für 3
- corporate Office
- Membership
- Membership +
- sonstiges

17. Wie oft Nutzen Sie folgende Services in Ihrem jetzigen Workspace?

	mehrmals am Tag	einmal am Tag	1-2 mal die Woche	1-2 mal im Monat	niemals
Küche	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Konferenzraum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telefonraum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
spezielle Räume für Vorträge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zusatzleistungen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

die da wären

18. Wie zufrieden sind Sie mit Ihrem Workspace?

	sehr unzufrieden	sehr zufrieden	das ist mir unwichtig
Insgesamt	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/>	<input type="radio"/>
der Umgebung des Workspace (städtisches Umfeld)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Raumaufteilung	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anzahl an Arbeitsplätzen	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Atmosphäre	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/>	<input type="radio"/>
der Lautstärke	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/>	<input type="radio"/>
dem angebotenen Netzwerk	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mitarbeiter / Coaches	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sonstiges	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Was würden Sie als besonderes Alleinstellungsmerkmal oder Besonderheit Ihres Workspace bezeichnen?

Ein Schlagwort, zB.:

Architektur, besonderer Standort, Aussicht, Interieur, Events, Community ...

Zurück

Weiter



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20. Face-to-Face Kontakt

	gar nicht wichtig	sehr wichtig
Wie wichtig ist Ihnen Face-to-Face Kontakt	<input type="radio"/>	<input type="radio"/>
Vieles könnte ich auch per Videokonferenz klären	<input type="radio"/>	<input type="radio"/>
Wenn ich die Wahl habe, entscheide ich mich für Face-to-Face	<input type="radio"/>	<input type="radio"/>

21. Bitte geben Sie eine Wertung ein, in wie fern folgende Aussagen für Sie zutreffend sind

	trifft gar nicht zu	trifft stark zu
Ich spreche häufig mit Mitarbeitern anderer Unternehmen informell (z.B. beim Kaffee)	<input type="radio"/>	<input type="radio"/>
Ich spreche häufig mit Mitarbeitern anderer Unternehmen formell in meetings	<input type="radio"/>	<input type="radio"/>
viele meiner neuen Projekte kommen über den Workspace	<input type="radio"/>	<input type="radio"/>
viele meiner neuen Kontakte kommen über den Workspace	<input type="radio"/>	<input type="radio"/>
Ich habe häufig kontakt mit Kunden im Workspace	<input type="radio"/>	<input type="radio"/>
Ich habe häufig Kontakt mit Investoren im Workspace	<input type="radio"/>	<input type="radio"/>
Ich hole mir oft Meinungen anderer Co/Corporate Workern/Mitarbeitern aus anderen Branchen ein	<input type="radio"/>	<input type="radio"/>
Ich hole mir oft Meinungen anderer Co/Corporate Workern/Mitarbeitern aus der selben Branchen ein	<input type="radio"/>	<input type="radio"/>

22. Wie haben Sie sich finanziert?

- selbst finanziert
- privater Kredit
- venture capital
- Angel Investors
- staatliche Förderung
- keine Angaben bzw. Angestellter
- sonstiges

23. Was war Ihre Hauptmotivation für Coworking / einen Workspace?

z.B. weniger Miete, Networken, mehr Austausch als Zuhause, professioneller als Café, Kundengespräche, Investorengespräche, Professionelles Equipment und Service, Infrastruktur...

Wenn Sie keinen Einfluss darauf hatten, überspringen Sie bitte diese Frage einfach.

Zurück

Weiter



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24. Wenn Sie eine digitale Kopie der Projektergebnisse bekommen wollen, können Sie hier Ihre E-Mail Adresse eintragen.

Diese Seite ist Optional

25. Ist Ihr Unternehmen ein Start-Up?

Ja

Ja, mit Unterstützung durch:

Nein

26. Bitte nennen Sie uns den Namen Ihres Unternehmens

Diese Angabe ist freiwillig und kann übersprungen werden.

27. Welche Position besitzen Sie innerhalb Ihres Unternehmens?

Selbständig / Geschäftsführer / Angestellter / Teilhaber etc ...

28. Haben Sie direkte geschäftliche Verbindungen zu anderen Workspaces, Standorten?

Bitte Stadt, Stadtteil und Name des Workspaces angeben.

29. Mit welchen Unternehmen, Personen, Firmen, anderen Workspaces haben Sie ein direktes Netzwerk?

Wurde es über den Workspace gefunden?

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[Zurück](#)[Weiter](#)

Guideline for interviews

The Ecosystem of Urban High-Tech Entrepreneurs in Munich.

Coworking Spaces and their spatial configuration.

As part of my thesis at the Chair of Spatial Development at the Technical University of Munich, the "Coworking scene" in Munich will be examined. The aim is to analyze the startup ecosystem Munich and to capture spatial effects. These also include new and different forms of work in our present time. Coworking is a new trend and appeals in particular to young people, in order to develop in creative open spaces both new ideas and products. For some experts this cooperative and highly flexible working model reflects the future of office environment. However, other experts claim that the concept has long since died. Nevertheless, this concept has established itself and spread in recent years over the whole world. My research interest turns around that context.

"Berlin belongs to the Top 5 Startup-Cities in the World, however Munich is rather be considered as newcomer who wants to rise up with promising potential ..."

Information about the interviewee

Who are you? What are your duties? Since when are you working in the Space?

Munich as "Startup City"

What is Munich famous for?

What should startups come to Munich?

What is the reputation of the city?

Meaning of Coworking

is this a trend at least?

How big is it Munich?

how is the perception?

Is the work environment really be changed?

Information about MakerSpace

Why this Location, Foundation Year, Size, Offers, Operator?

The general aim of MakerSpace? -> UnternehmerTUM...

How many students?

How many startups?

How does the financial support work?

Coworking in practice (Community building)

What is the functional concept that applies here?

Is there a strong identification with the space, colleagues and the staff?

does it work financially?

How bit are your networks: Munich, Bavaria, Germany, EU...?

Are there strong ties with other Spaces, Universities, Research institutes and companies?

Looking forward

Is Coworking the future?

How will MakerSpace develop, what are your expectations?

How will the ecosystem of Munich develop?

Which perspectives for startups?

Eigenständigkeitserklärung

Familienname: Marx

Vorname: Andreas

Geburtsdatum: 26.08.1988

Ich erkläre hiermit an Eides statt, dass ich die vorliegende Arbeit eigenständig ohne unzulässige Hilfe Dritter und ohne Benutzung anderer als der angegebenen Hilfsmittel angefertigt habe. Die aus anderen Quellen direkt oder indirekt übernommenen Daten und Konzepte sind unter Angabe des Literaturzitats gekennzeichnet. Das gilt auch für Zeichnungen, Skizzen, bildliche Darstellungen und dergleichen sowie für Quellen aus dem Internet und unveröffentlichte Quellen. Die „Richtlinien zur Sicherung guter wissenschaftlicher Praxis und für den Umgang mit wissenschaftlichem Fehlverhalten“ der TUM habe ich zur Kenntnis genommen und beachtet.

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München, 31.12.2016

(Unterschrift)

