

2015 IASC Thematic Conference on Urban Commons

Track 4. The Collaborative/Sharing Economy as the Basis for a Commons-Based Urban Economy

Abstract

Title: Collaborative spaces as urban commons practices

The phenomenon of collaborative spaces is spreading around the world. Co-working, fab-lab, contamination lab and other collaborative experiences are emerging in both urban and rural contexts with the aim of facing the challenges of the economic crisis and addressing the need of a new value chain.

The research addresses a question regarding the value chain of collaborative spaces: Which is the collaborative spaces value chain? And how it differs from the conventional conceptualization elaborated by Porter et al. (1985)?

The research question is based on the assumption that a shift of paradigm towards the emergence of the collaborative economy is happening. This new paradigm has been classified by the P2P foundation as follow: "A major trend in the informational society. At the heart of our economies, a diversification and increasing importance of collaborative practices can be observed. By proposing alternative paths of value creation and sharing, these practices open new perspectives in terms of consumption, production and innovation models.

The players of this emerging collaborative economy are diverse: their objectives, attitudes towards collaboration and sharing, their methods of work as well as their business models are heterogeneous." Our question wonders if the classic value chain of Porter is still proper for organizations that are based on the collaborative economy paradigm.

The research focuses on the territory of the city of Rome as laboratory of collaborative spaces practices. The research starts by mapping the collaborative spaces of Rome and selecting a sample to carry out a qualitative analysis. At this phase of the research, 25 collaborative spaces of the city have been mapped.

The method applied has an ethnographic approach using the following research tools: participant observation; focus groups; and in depth semi-structured interviews with key stakeholders, such as co-working directors, co-working community managers, co-workers and local PA of the collaborative spaces of the sample.

The result expected is to find a value chain that differs from the traditional one (Porter 1985). According to the preliminary studies the value chain of the collaborative spaces assumes a diverse form and contents due to the diverse objective of production.

This study is part of a broader research project that will investigate the following open issues:

- *Do collaborative spaces enable sustainable production under the triple bottom line approach?*
- *What kind of cultural, social, economic and environmental impacts are generated by collaborative spaces? And which implications can we draw in terms of policy innovation for new commons centered public governance?*

The following research questions will be carried out through a qualitative-quantitative method based on survey addressed to our collaborative spaces extended map.

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Introduction

The so-called "collaborative economics" is advancing. More and more people decide to share their goods, services, funds, transport and more. But what is the collaborative economy? The collaborative economy, in one

of its most appropriate definitions, is "the set of practices and models, through technology and community, that allow equal access to people and companies to share access to products, services, experiences" (McKinsey *at al.* 2012). Collaborative economy is proving to be a significant phenomenon even deeper than the simple numbers say, because it comes out of a quantitative logic, embracing a qualitative approach. It has impacts on a whole set of aspects: cost savings; reduction of externalities and environmental costs; greater opportunities for access to goods and services; flexibility of use; benefit of the full satisfaction of the need, in addition to benefits at emotional and relational level.

Hence the emergence of the collaborative economy, which comes with many names and with different expressions, such as commons-based peer production (Yochai Benkler), wikinomics (Don Tapscott), crowdsourcing (Jeff Howe), open innovation (Henry Chesbrough), collaborative consumption (Rachel Botsman), and quite a few others (Bauwens 2012). Different authors have mapped the outlines of those particular expressions of the collaborative economy. The P2P foundation has tried to synthesize the concepts and the theoretical framework beyond those expressions. According to them the Collaborative Economy can be classified as follow: "A major trend in the informational society. At the heart of our economies, a diversification and increasing importance of collaborative practices can be observed. By proposing alternative paths of value creation and sharing, these practices open new perspectives in terms of consumption, production and innovation models. The players of this emerging collaborative economy are diverse: their objectives, attitudes towards collaboration and sharing, their methods of work as well as their business models are heterogeneous" (Bauwens *at al.* 2012).

Since collaborative economy paradigm is spreading, not only the academic world is providing definition, but also networks of practitioners are contributing to define and study this change. For instance, an international network, Ouishare, based on study and practice of collaborative economy defines it as an economy built on distributed networks of connected individuals and communities versus centralized institutions, transforming how we can produce, consume, finance, and learn. According to Ouishare collaborative economy has four key components:

- Production: Design, production, and distribution of goods through collaborative networks
- Consumption: Maximum utilization of assets through efficient models of redistribution and shared access
- Finance: Person-to-person banking and crowd-driven investment models that decentralize finance
- Education: Open education and person-to-person learning models that democratize education.

The theories on collaborative economy are close to another transversal topic: the commons and their governance and management. One of the most complete review on this topic is identified by the P2P foundation theoretical framework. The main authors that have written on the commons are Ostrom, 1990; Hardt and Negri, 2011; Barnes, 2006; Benkler, 2006; Bollier and Helfrich, 2012. Echoing Bollier (2014), the Commons might simultaneously refer to shared resources, a discourse, a new/old property framework, social processes, an ethic, a set of policies or, in other words, to a paradigm of a pragmatic new societal vision beyond the dominant capitalist system. The first important author, Ostrom in 1990, defines as commons as something that refers to shared resources where each stakeholder has an equal interest. Bollier (2002,2005,2009) says that the Commons sphere can include natural gifts such as air, water, the oceans and wildlife, and shared 'assets' or creative work like the Internet, the airwaves, the languages, our cultural heritage and public knowledge which have been accumulating since time immemorial. The Commons, with a capital 'C' to highlight its (re)emergence as a powerful counterweight to government and corporate power, also includes goods that have been developed and maintained jointly by a community (Siefkes, 2012; Mackinnon, 2012, Bauwens 2012). The main characteristic underline by Siefkes (2012) is that common goods are shared according to certain community-defined rules. Take for example the Wikipedia encyclopedia or FLOSS (Free libre and open source software), with regard to certain community-driven governance mechanisms through which these projects have managed to remain sustainable, functional and productive (P2P theoretical framework). According to the P2P foundation, it could

be said that every Commons scheme basically has four interlinked components: a resource (material and/or immaterial; replenishable and/or depletable); the community which shares it (the users, administrators, producers and/or providers); the use value created through the social reproduction or preservation of these common goods; and the rules and the participatory property regimes that govern people's access to it. There is an interplay among the aforementioned components and, therefore Commons should mostly be viewed as social processes.

Millions of people are already transferring parts of their economic life from the capitalist markets to global collaborative Commons. The prosumers (consumers and producers) do not limit to generate and share information, entertainment content, green energy, manufactured objects with 3D printers at almost zero marginal cost; they share among them cars, houses and even clothes, through social media sites, structures to facilitate rentals, clubs and cooperatives redistribution, once again to almost zero marginal cost (Rifkin 2014). While market capitalism is based on self-interest and is dominated by material gain, the Commons are animated by social interests and by a deep desire to connect with others and share. If the first promotes the rights of property, the second promotes open source innovation, transparency and the search for aggregation.

What gives today to the Commons a prominent role than at any other time in history, it is that now we are building a global platform highly technological whose essential characteristics have the potential to optimize the values and operating principles that binds the effort of those who follow the evolution of technology.

In this new framework the characterizing concept is innovation that has become a buzz word used to identify most of the changing phenomenon: technological innovation, social innovation, disruptive innovation and so on. The word innovation comes from the Latin verb *innovare*, composed by the particle *in* and the verb *novare*, that means 'to make something new'. From this verb it comes the adjective *novus* that means "to alter the order of things established to make new ones." The Latin meaning of *novus* is exactly the modern meaning of innovation that characterize this new paradigm where everything is questioned and rethink in a new perspective. Therefore, to be innovative it means having the ability to analyse the deficiencies of the present, but also to guess the direction of the future, and the shortcomings of tomorrow. In other words, drive and anticipate change rather than suffer it passively. The achievement of the objectives of innovation is measured in terms of creating new value which is often intrinsically associated with the concept of innovation: what sense can have an innovation if it does not create new wealth, measured in some form? Often in the past the creation of these value was mainly measured in financial terms. In these times of great crisis, large and unresolved social challenges (such as climate change, the aging problem, the problem of energy and the long-term sustainability in general) the value achieved by innovation must be measured in more general terms, taking into account the multiple impact dimensions of sustainability: economical, environmental and social.

From this important consideration it comes the concept of social innovation, a new way to the world that is able to produce well-being so widespread generating sustainable improvements in living conditions of the community. Collectively, thanks to increasingly affordable communications technologies, it becomes not only a recipient of this innovation, but co-generator of innovative processes. Social innovation has many definitions but one of the most used comes from The Open Book of Social Innovation (Calulier-Grice et al 2010) "Social innovations are new ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations".

Research question

The research question is based on the assumption that a new paradigm is shifting towards the rise of social innovation, collaborative economy and collaborative commons. Our research question, therefore, intends to verify what is the alternative nature of value creation result of collaborative practices. Specifically, based on an analysis of the conventional value chain (Porter et al. 1985), we intend to outline the value chain of a type of a collaborative organization to highlight the differential and innovative elements. The focus of our research are organizations that embrace the collaborative paradigm, in particular we have taken into consideration the co-workings and fab-labs of the city of Rome.

Methods

The research has been conducted using different methods and tools. First, it has been analysed the literature about the conventional value chain of Porter elaborated in 1985 and its evolutions during the years (Porter Kramer 2007). Second, it has been conducted a qualitative research based on the territory of Rome to elaborate a possible new value chain. The second phase has been structured as follows:

- Mapping of co-working spaces in the Rome area
- Focus groups with all co-working managers actually mapped
- Participant observation in some co-working
- Semi-structured interviews with key stakeholders of the co-workings

Before analysing each phase of the research it is necessary to clarify why we have decided to focus of the co-working as first category of collaborative spaces taken into to consideration to re-think the value chain proposition. The first reason is found in the lack of literature, indeed despite the speed and grandeur of co-working phenomenon is so far remained almost ignored by the Academic world and instead analysed mainly in communities of practice and project (conferences, online platforms, meetings, ...). Academic major fields of research who addressed the phenomenon of co-working are those of the geography of innovation and urban development - Davies & Tollervey (2013); De Guzman, G.V. & Tang, A.I. (2011); Nakaya & Fujiki & Satani (2012); Moriset (2013); Cagnol (2013). The co-workings are generally defined as areas where professionals, entrepreneurs and other types of workers share some resources (typically spatial, physical and instrumental) and are open to share their knowledge with the rest of the community and to encourage and animate collaboration among their patrons develop specific management models (Moriset, 2013). According to this definition the co-working represents perfect units of practice where the changes indicated in the introduction takes place simultaneously. Moreover, the co-workings are a sort of incubator for entrepreneurial initiatives and broadly social, "a gathering that attracts or enters the orbit of various social activities." (Busacca 2015). Not surprisingly, there are dozens of examples that only in Italy of workshop "for the design and implementation of social and cultural activities that involving associations, citizens, operators artistic and cultural "(Symbola, 2014). In the system of production contemporary knowledge production benefits from forms of collaboration and sharing, leading us into a new phase that could be defined as relational capitalism (Busacca 2015). Therefore, as outline by Busacca, the spaces of co-working (with Fab-Lab and contamination lab and others), to their essence of establishing collaborative spaces, become privileged places of this new way of producing value (Busacca 2015). Until now we have mapped 25 co-working, or collaborative spaces (fab-lab, contamination labs) in the city of Rome. The mapping has consisted in a classification of the characteristics and features that are found in those co-working both from a material – square meters, kind of venues, number of co-workers, services provided - and immaterial point of view.

The following part of the research has carried out with an ethnographic approach through the implementation of different tools: the participant observation method; focus groups; semi-structured interviews; in-depth interviews. This phase of the research has been carried out during one year and a half, from the authors, practitioners and others researches that have contributed to this study.

Considering the participation in the study of a practitioner and the natural vocation of the research process has been held in a participatory context. Most of the participants were interested and motivated in the analysis of the emerging world where they live and work and very inclined to give their contribute to re-think of value chain.

We map the course of the participants' narratives and we triangulated their interpretations with other interview from different co-working spaces. A first version of the case study was then subjected to validation from key participants, such as co-working managers and co-workers.

Theoretical framework

The theoretical framework is based on the analysis of the conventional value chain of Porter elaborated in 1985 (Porter *at all* 1985) and its evolutions. Michael Porter, a leading scholar of business administration, theorized

and designed the value chain of an enterprise to understand the relationship that is established between its management and its relations of cooperation and competition that arise with organizations that populate the task environment of the enterprise. Porter's value chain [1] has been used as a supporting element in the choice of strategic planning, since the process of generating value is analysed in detail, thus enabling a company to highlight the costs of each activity and consequently to choose between the best alternative in terms of efficiency and effectiveness.

Porter's value chain divides the activities into two main categories: primary activities and support activities. Among the first category are found production (the transactions necessary for the transformation of raw materials into finished products) and sales (operations aimed at the placement of finished products on the market). These two substantial activities are combined with other processes that contribute directly to the final output such as procurement, outbound logistics, marketing and services that may be provided. All these functions are characterized by the fact that they are carried out within the enterprise and they describe the transformation process of raw materials into valuable products delivered to the consumers.

The second category indicated in Porter's value chain are support functions that are those processes that do not contribute directly to the final output, but they are necessary because the latter is produced and more specifically include the provision understood as a function of finance, research and development, human resource management and finally the composition of the internal structure of the company (planning, information systems, accounting etc.).

At the basis for this distinction between primary and support activities, there is Porter's idea that the analysis of competitive advantage cannot be understood by looking to the enterprise as a system. Porter's thought that it could be achieved only by breaking down the various activities and studying the interaction. Using the value chain, therefore, the company will fall apart in the most strategically relevant activities in order to examine the costs and potential sources of differentiation. The competitive advantage may lie in each activity. Clearly, a company will acquire a competitive advantage by carrying out those tasks more efficiently and effectively than their competitors.

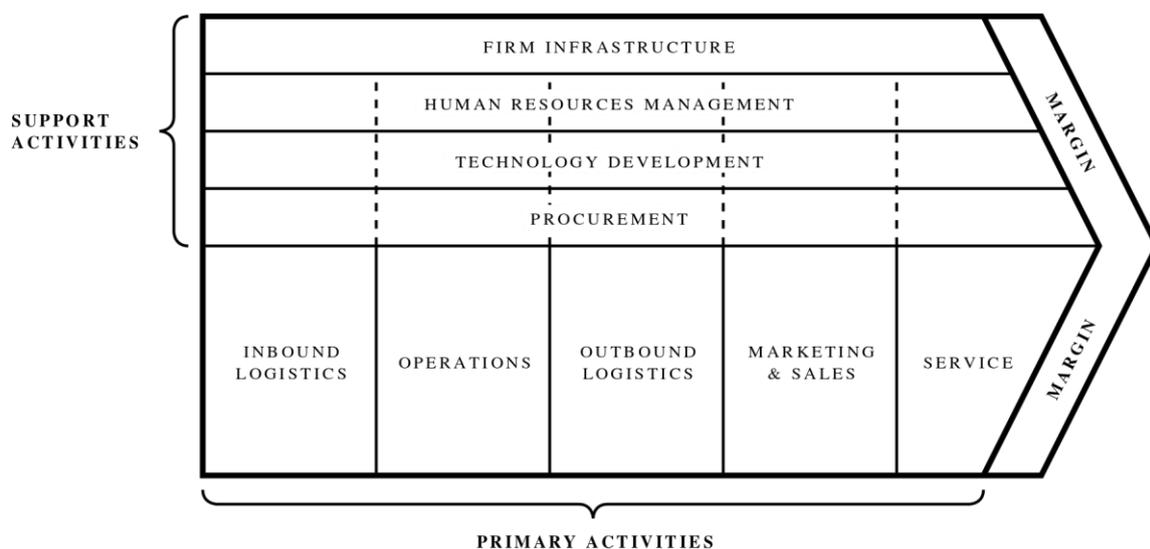


Figure 1. Porter's Value Chain

What Porter points out is that two companies operating in the same sector and aiming at the same customers, and therefore having very similar production chains, may have rather diverse value chains, according to their history and to their strategies. The value created is divided into two parts: on one hand, the costs that the

company should support for the activities required to design, manufacture, and on the other, the sales and the margin that remains to the firm. Defining a value chain depends largely on the size and type of the activity. It is possible that in identifying the so-called value activities, we strive for a number of activities rather high. Therefore, to identify those to be isolated and subsequently insert in the value chain it is necessary that each of them present certain characteristics, such as a potential impact of differentiation than the other. The selection of the most appropriate category in which placing a task to be carried out is crucial. To each task is assigned the value of the category that best represents its contribution to achieving a competitive advantage for the enterprise; at the same time, many activities can be combined and treated in a unified manner. Within each core business and support, you can then identify three different types of activities that play an important role in achieving competitive advantage:

- Direct activities: directly involved in the creation of customer value (such as product design, advertising etc.).
- Indirect activities: that make possible the execution of those direct
- Quality activities: that ensure the quality of the two previous activities such as monitoring or inspection.

Despite the subdivision into primary and support activities and the subsequent identification of the three other types of activities, the value chain must not be understood as a set of separate blocks, but a system of interdependent functions that have strong links with each other. These connections are no more than relations between the way in which an activity is provided and the cost of the performance of another (for example, purchase of high quality materials can reduce the time and production costs) and can lead to achieve the competitive advantage in two different ways: optimization and coordination. The presence of these connections implies that the efficiency of an enterprise does not result from the effort to reduce costs or improve performance in every single activity, but by the ability of the manager to look to the whole chain of activities. Therefore, a company that wants to gain a competitive advantage has to, on one hand, optimize the bonds between activities, and, on the other hand, it has to coordinate the various activities to achieve a reduction in costs or stimulate differentiation. Connections, typically more frequent and common to many businesses, are for example those that are established between the activities of support and primary activities, while thinner connections are those that are established between a primary activity and the other, but it is also possible that there are connections between the individual activities of two different categories.

Despite the connections between an activity and the other, what is crucial to gain competitive advantage is not easily identifiable. First, to identify these bonds is necessary to identify the ways in which each value activity influences or is influenced by others. To exploit connections usually it takes a huge flow of information needed to coordinate the various categories of the value chain. Therefore, although the information systems play a vital role in achieving competitive advantage, manage these systems is a process even more complex than management of the individual value. The Information Technology permeates each stage of the value chain, affecting not only the way in which each task is performed and the nature of the links between them, but also the way in which the products are intended to satisfy the needs of the customer. We can therefore say that every activity of value, both a physical component and a processing / processing of information, which includes the processes required to collect, handle and channel all the data necessary to complete the task.

The technological evolution of IT has enabled companies to manage more efficiently all nine categories of value activities and to exploit the links established between the activities inside and outside the company.

Besides from the benefit of the IT in conceiving a better use of Porter's value chain others issues emerged during the years in the development of the concept of value. Porter himself, in 2006, realized that the emerging theme of corporate social responsibility was an integral part of business life. He wrote, together with Kramer, a wonderful article published in January 2007 in the journal Harvard Business Review entitled "Strategy and Society - the meeting point between competitive advantage and corporate social responsibility".

In that article he described a new vision of the business where the innovative company is based on the idea of social enterprise. "Social responsibility is no longer an option." This is the starting point of their thought. The basic theme is that on one hand companies have convenience to escape their duties in terms of the environment or rights of the stakeholders, but on the other hand the risk of possible sanctions is more likely to be increased

caught out by market's new laws causing eventually sales declines. The lack of attention to social responsibility can, much more than in the past, undermine the economic and financial sustainability of the enterprise. The authors suggest the need to give priority to actions that create shared value for the company and for society. Companies should not, however, act as philanthropic entities dispersing their efforts only in actions of general interest to society. Should not entrust the CSR policies [2] to persons other than those dealing with the core business. The company must instead integrate CSR policies in its overall strategy, focusing on actions that produce structural benefits both for themselves and for society.

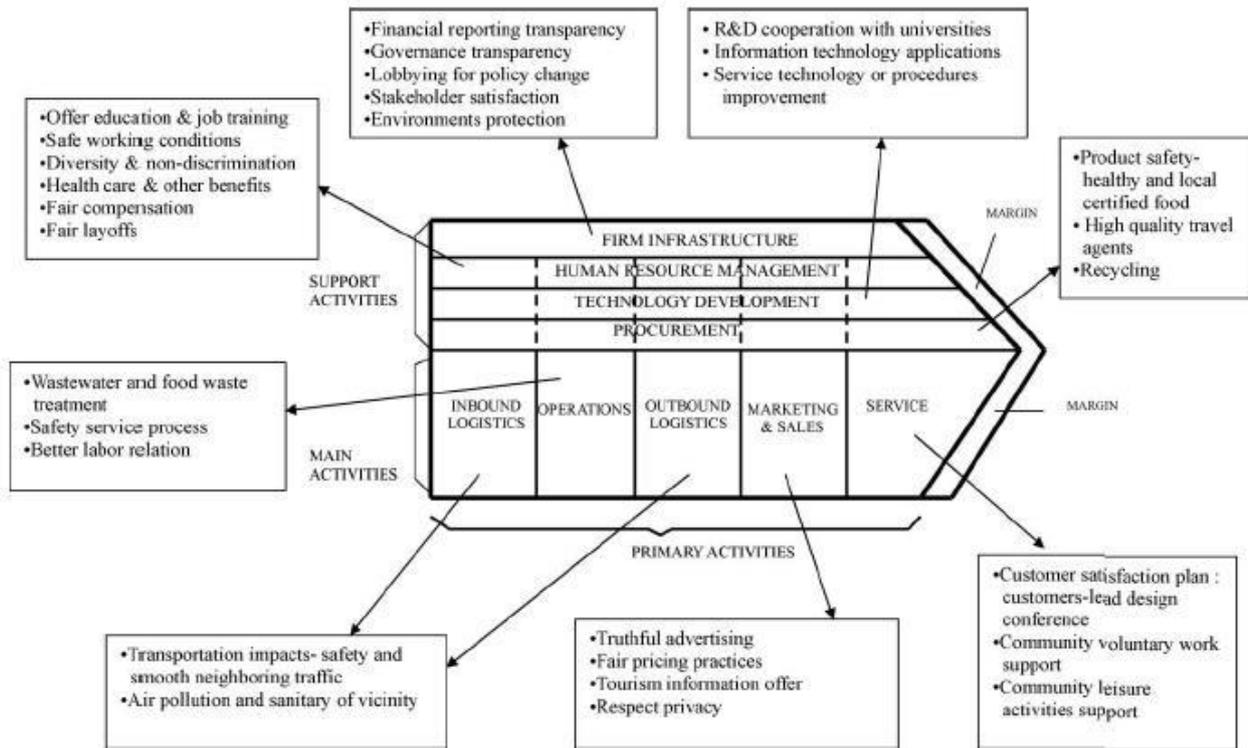


Figure 2. Value Chain and CSR (source Porter and Kramer 2007)

A critical aspect of approaches to CSR emerged since the beginning: CSR policies are usually fragmented and disconnected from referral business and end up hiding business opportunities that could capture more relevant benefits for the company.

Business and society need each other. Successful companies need a healthy society. The education, health, gender equality are central to a productive workforce. At the same time a healthy society needs successful businesses. Leaders who operate both in business and in civil society have focused too much on the friction existing between the two worlds and not enough on the points of intersection. The mutual dependence between companies and society implies that business decisions and social policies must follow both the way of shared value. The choices made should bring benefits to both parties, it must abandon the logic of zero sum game.

To implement these principles on the basis of a company must integrate a social perspective the fundamental patterns that already uses to analyse the competition and govern their business strategy. The first step to do that is to identify the points of intersection. According to Porter and Kramer the interdependence between business and society assumes in fact two forms. First, an impact on society through its activities in the ordinary course of business. Bonds could be of two types: internal and external. All activities in the value chain will inevitably affect society and local communities where the company operates, causing positive or negative social consequences.

However, it is not only the business activities to influence society, but also social conditions influence companies, for better or for worse. These bonds are the outdoor type and they can greatly undermine the company's ability to implement its strategy, especially in the long run.

This second form of interdependence that Porter and Kramer called competitive environment usually receives less attention. The competitive environment can be divided into four main areas:

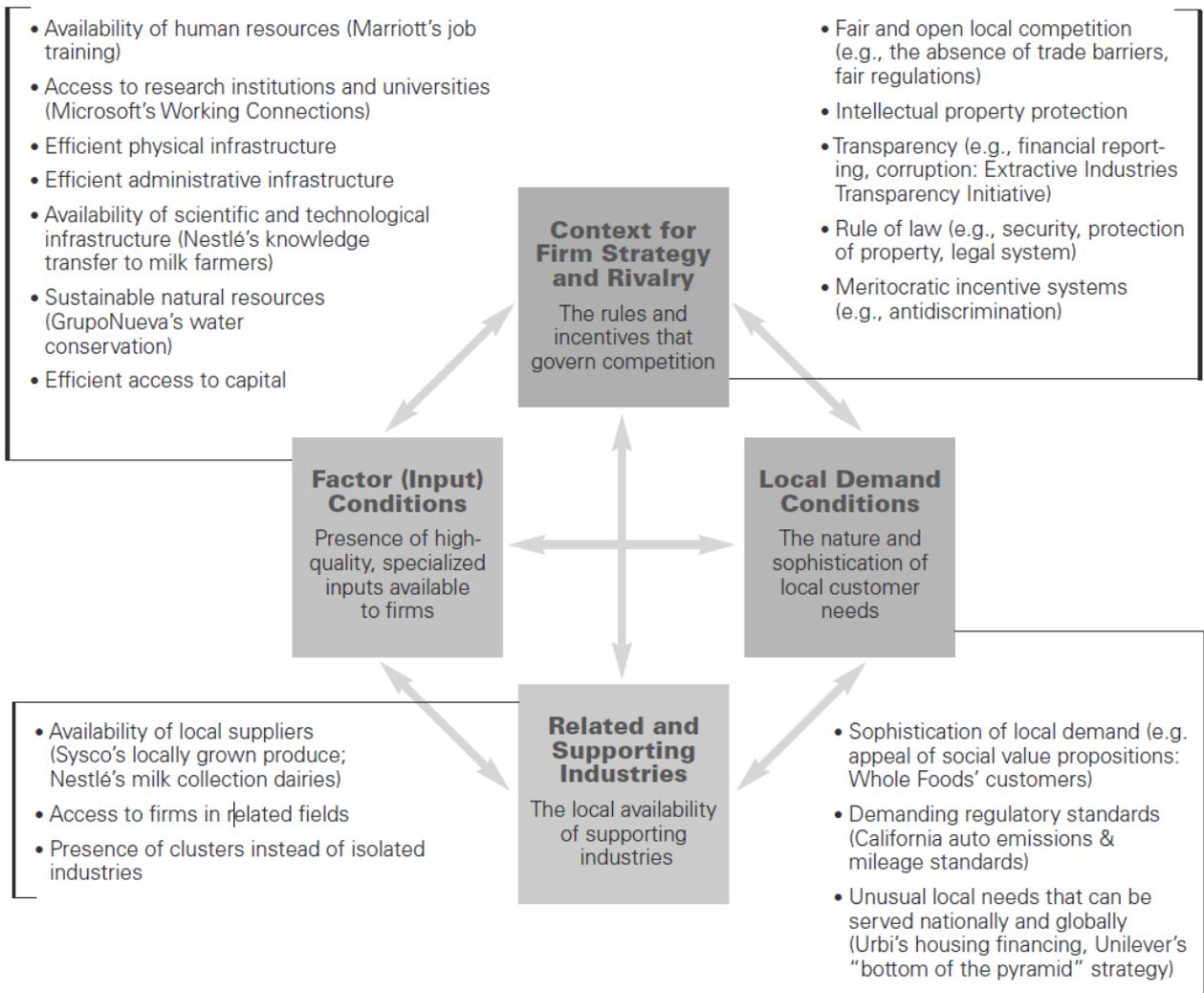
- Quality and quantity of inputs that companies have available (natural resources, transport infrastructure)
- Rules and incentives that govern the competition (rules protecting intellectual property, transparency)
- Local Application (size, sophistication, and impartiality of government contracts)
- Availability of local support sectors (machinery manufacturers, service providers)

Given that no company can solve all society's problems, nor would it be able to sustain the costs, it should carefully choose which issues to deal with, analysing the intersection that links them to their business. Porter and Kramer suggests then to divide the social issues in three categories to distinguish between the many worthy causes and the smaller subset of the causes that are at once more important and strategic for the company. They are:

- generic social issues. These may be important for society, but they are influenced significantly the activity of enterprise;
- the social impacts of the value chain. Which they are significantly affected by the company's activities in the ordinary course of business;
- the social dimensions of the competitive environment. Which is equivalent to the external factors that affect the fundamental drivers of competitiveness of the places where the company operates.

Each firm must divide social issues in these three categories for each of its business units and the main areas in which it operates and classify them according to their potential impact. Within an industry it can intersect a given social issue in a different way with different companies according to their different competitive position and to the various activities that fall within the value chain. When a company puts in its value chain all the social consequences of its activities, it has actually defined a check list of issues that need to be investigated, divided in order of priority and then solved or eased. The company have to choose between this window of opportunity issues that have "the greatest strategic value" [3]. The value chain represents all the activities that the company puts in place to carry on its business. It can be used as a pattern that identifies the social impact, positive or negative, of the business. These bonds interior - exterior can vary depending on the companies to which it refers.

In addition to understanding the social ramifications of the value chain, the CSR also requires to understand the social dimensions of the competitive environment in which the company operates, or bonds outside - inside. These aspects could be detected through the diamond pattern that shows how businesses are dependent on local conditions in which they operate.



3. Diamond pattern to identify the greatest strategic value Porter and Kramer

Findings

According to our research question during the study we have tried to apply Porter's value chain considering also its last version of 2007. Since the context of work field has changed rapidly and sharply, in the construction of the value chain for collaborative organizations, we have necessarily had to change some of the assumptions that Porter made.

The concept of value has radically changed. We have taken into consideration the evolution of the concept of value: from the definition of value of 1985, that considered the value as the sum of the costs of the company and its remaining margin from sales, to the CSR value idea that started to include the creation of environmental and social dimensions. The value chain design for the collaborative spaces, such as co-workings, represents an evolution of the CSR value chain that radically change the first value chain on 1985. The value chain presented and explained below tries to patterns the activities and the characteristics of collaborative organizations that are focused in the production of value in a collaborative economy and society. Indeed, we have decided to call this experimental model of value chain "*Social Value Chain*" [4] to stress the importance of the social dimension among the economic and environmental one.

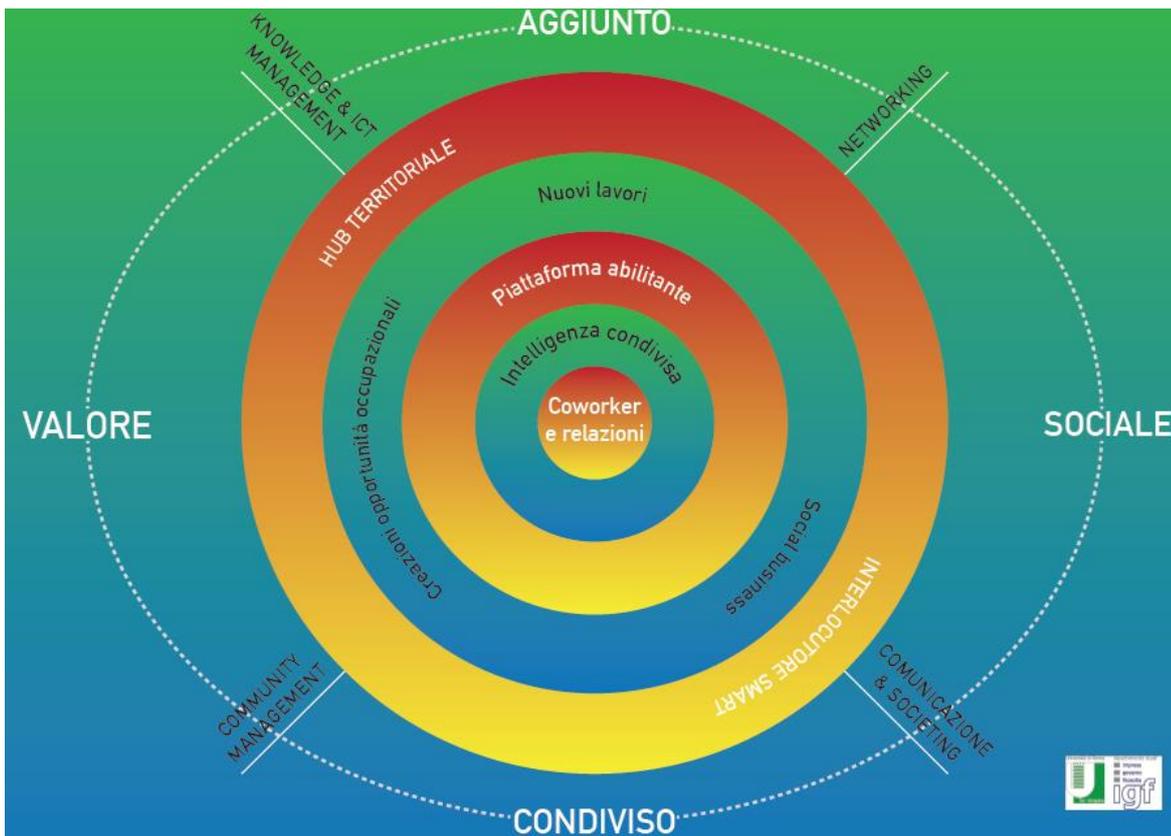


Figure 4. Social Value Chain of collaborative organizations

Since co-workings are organizations of a new paradigm the design of the value chain appears different from the Porter's one.

The centre of this social value chain are co-workers and their relationships. The community of co-working is an ecosystem. This is the main type of activity. Relationships are born in casual context and co-workers begin to talk about their skills and their projects.

The first advantage is generated immediately by the agglomeration of intelligence. The co-working space allows co-workers to have a common space. It eases the establishment of relations and co-workers are no longer alone and weak against their condition usually of occasionally worker. Indeed, co-workers adapt to external conditions that the economic environment has produced, creating new relationships that will strengthen. This kind of reaction can be classified as adaptive social innovation.

The first support tool to move from agglomeration of intelligences to a real centre of share-intelligence is through community management. The community management is the ability of the managers in the promotion of relations between the various co-workers. There are several tools to create favourable conditions such as "AperiPitch", BarCamp, and others that are intended to make the co-workers talk in public in order to explain what they do. It serves to create identity, to develop a community empathetic. Manage events and spaces is a key element for the success or failure of a co-working space, not only, it is also crucial to create, as mentioned, the first value added, i.e. the shared intelligence. The key point is that a co-working is absolutely not classifiable as a sum of the various co-workers.

The second ring of the value chain, the second activity, is called enabling platform. It occurs when the co-working passes from being just a sum of persons to a developing ecosystem. This is the key difference with other ways to connect and share work such as teleworking or Skype, which do not create added value. As stressed above this second activity depend on the success or failure mainly of community management.

The result is a resilient community that not only is adapting to society change, but it puts in place actions and processes to restore a balance in the changed context. It's a Darwinian adaptation. The co-workers fit their

reality and transformed it. Indeed, the enabling platform belongs to transformative social innovation type category.

Co-working space requires another support tool, the ICT and Knowledge Management. This is to have a system of profiling co-workers, tracing who they are, what they do, what they like to do, with those who would like to work. Only with a system of this type it favours the second benefit generated by this "supply chain", the creation of employment opportunities or the development of start-ups and social start up, more synthetically generated second advantage is represented by new works. Existing expertise must be put to use and must be managed, the community thus created can then be enhanced, it is so in front of an evolution from communities resilient to collaborative community.

This system is the prelude to manage increasingly complex processes, for instance the mapping the people is relatively easy, but what about intangibles? For example, mapping the projects on which they work or wondering and what are the stakeholders of the project at that time. In fact, nowadays there is a lack of complex ICT and knowledge management. In the co-working analysed the system is purely based on the co-working manager that knows the profiles of co-workers, what they do and what they want to do.

When a co-working develops it generates employment opportunities, new jobs, create entrepreneurial ambitions. If a co-working achieves to generate all these impacts, it is called regional hub. The regional hub is a reference point for the territory and it dialogues with public policy makers. The support activities required to make this transition is defined as communication and Societing, through which you can put in the co-working connection with the outside. Why Societing? It is important to underline the difference between Societing and Marketing that emerged with social innovation paradigm. The evolution of the concept of Marketing, has been researched mainly by Covà and Fabris and reloaded by Giordano and Arvidsson. These authors have tried to develop a new holistic theory of social engagement and communication, called Societing, expressing the need of making society more than making market in the contemporary age. These concept is particularly interesting in the Mediterranean context, where social innovation approaches need a specific tailoring (Cassano, 2007). Societing does not enhance a product to sell, but it expresses the value that through this product, material or immaterial, is going to be shared.

When the co-working, has put in place all the necessary steps to become a Regional Hub, we can talk about the third stage of social innovation: generative social innovation. In fact, Co-workings become a reference point for citizens, businesses and institutions of a given territory. And 'in this evolution that start a whole series of possibilities expansive. This is due to the ease, co-workings are more dynamic than traditional employment centres, or with respect to business they are more responsive especially compared to universities and traditional systems of placement.

Finally, when you are dealing with a place that produces positive impacts outside, the outside inevitably recognize this value and will take it as a point of reference, we will rely knowing they will find a suitable partner to develop certain ideas and meet certain needs.

This may be done with Networking, with a double meaning: on the one hand territorial networking, becoming a point of reference for institutions, companies and local communities; the other being part of a network of co-working spaces of other territories and basing relationships based on transparency and accessibility of information. For instance, thought networking among co-workings, it could be solved the problem of ICT and Knowledge Management previously described, gathering the data

If this occurs, and this model works across multiple territories in connection with each other in the form of a network, not only it produces positive impacts individuals (finding work), but also meets the needs of a community generating value. The added social value does not remain within the co-working but it will be shared with all. The value chain will no longer be fractionated in portions more or less large depending on the subject, to give each a part of more or less conspicuous, but being able to exit the double logic of internal boundary - external (since the observation point much wider and broader) on one hand and a zero-sum game on the other, the well-being will be shared and not divided.

