Innovation Spaces
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ABSTRACT
Innovation ecosystems today are the lifeblood or the great hope of many major economies, but at the heart of these ecosystems, there are places and spaces. Silicon Valley is not just a place, but a cluster of spaces where people come together to create and innovate in a way that they could not elsewhere.

The purpose of this thesis is to examine the influence of spaces on the spread of ideas, innovation and collaboration between people and organisations and to begin to understand how to design spaces that positively affect these three phenomena.

The thesis will be broken down into four sections. Firstly, I will review what I deem to be the most relevant literature on the subject of space, innovation and the spread of ideas. I will then lay out my primary research on successful co-working spaces in London, followed by a description of the problems at Somerset House, an example of a successful institution that is struggling to fashion itself as an innovation space. Finally I will suggest an experiment based on these findings that will attempt to confirm some of the theories in this thesis, namely that people are more likely to meet and collaborate as a result of well designed and well programmed spaces.

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"Innovation Spaces"

Patrick Schneider-Sikorsky

An 18th century English coffeehouse
Introduction

Since the dawn of civilisation public and private spaces have been crucial to the development and spread of ideas, the rise and fall of monarchs and governments, and the facilitation of commerce. Innovation ecosystems today are the lifeblood or the great hope of many major economies, but at the heart of these ecosystems, there are places and spaces. Silicon Valley is not just a place, but a cluster of spaces where people come together to create and innovate in a way that they could not elsewhere. These include universities, corporate campuses and more recently co-working spaces and accelerators. The 18th century London coffee house depicted above, also known as a ‘penny university’, is an early example of a modern, collaborative space where ideas are exchanged, but there are many more, some of which I will describe below.

The main purpose of this thesis is to examine the influence of spaces on the spread of ideas, innovation and collaboration between people and organisations and to begin to understand how to design spaces that positively affect these three phenomena.

The thesis will be broken down into four sections. Firstly, I will review what I deem to be the most relevant literature on the subject of space, innovation and the spread of ideas. I will then lay out my primary research on successful co-working spaces in London, followed by a description of the problems at Somerset House, an example of a successful institution that is struggling to fashion itself as an innovation space. Finally I will suggest an experiment based on these findings that will attempt to confirm some of the theories in this thesis, namely that people are more likely to meet and collaborate as a result of well designed and well programmed spaces.
Instagram co-founder Kevin Systrom at co-working space Dogpatch Labs
“Day two for Instagram was an exciting one. Krieger called his dedicated server representative to inquire about getting a new machine — he was quoted a two day turnaround. Instagram, already fast-approaching 40,000 users, would need something much sooner to meet the weekend demand. “We needed to be on a platform where we could adjust in minutes, not days,” says Krieger.

So, Krieger, a former UX designer at Meebo with admittedly no experience scaling a startup, walked around the Dogpatch Labs coworking space in San Francisco — the locale of Instagram’s first office — and queried other startup founders about what to do. Officemates suggested that Instagram move its service to Amazon Elastic Cloud.

Instagram officially went from a local server-run operation to an EC2 hosted shop in the wee hours of Saturday morning October 9, 2010. Doing so was much like open heart surgery, according to Krieger.”

The passage above is taken from a Mashable article profiling the early days of Instagram, now a billion dollar company. Though it is a mere anecdote and may have been revised for the article, it serves to illustrate the importance space and communication played in Instagram’s early success. Systrom and Krieger had no experience of scaling a startup and no idea what to do when their servers blew up. It was the ability to quickly communicate with the co-working community around them that saved them from disaster.

Space and our communication with those around us is crucial to our wellbeing, productivity and creativity. The story above only reinforces this, though in this paper I intend to touch on some less extreme examples of its effects on innovation.

1 http://mashable.com/2011/03/30/scaling-instagram/
Innovation ecosystems such as Silicon Valley have come to be viewed by both policy makers and business leaders as essential to the growth and competitiveness of developed countries. This has lead to a plethora of policies and initiatives, such as investment in STEM education, immigration reform, tax incentives and the creation of investment funds, to cite a few examples.

In many cases, however, the fastest path to a tangible example of ‘progress’ lies in the creation of physical spaces such as innovation centres, laboratories, campi, co-working spaces and incubators. The primary purpose of such spaces is to serve as a place of work for innovators, entrepreneurs and other actors within an ecosystem, but what of the other main function - to serve as a vehicle for the cross-pollination of ideas between individuals, startups and innovators within those spaces?

In this section I intend to review the literature and studies conducted to date on the above subject, across various disciplines and, where relevant, begin to look at examples of ‘innovation spaces’.
Thomas Allen and Gunter Henn

Studies, such as those conducted by Thomas J. Allen of MIT, demonstrate how structure and physical space affect communication between people within organisations. Allen maintains that communication within these spaces or ‘awareness’ is crucial to their effectiveness and that this can be divided into three main categories:

1) communication for coordination
2) communication for information
3) communication for inspiration’

Communication for coordination exists in most organizations and environments as it is a basic necessity, even for those not working in teams there has to be communication to coordinate work.

Communication for information allows individuals and teams to keep abreast of the latest development within the organisation as well as the latest advances both within and outside of a particular discipline or vertical.

Communication for inspiration is where new ideas spring from and where knowledge is created. Allen believes that for organisations that rely “on creative solutions to problems, communication for inspiration is absolutely critical”.

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argues that true inspiration or knowledge creation tends to occur when people from different disciplines, departments or projects interact and share diverse points of view and ideas. This is rarely planned and can be as simple as bumping into someone at the water-cooler or chatting in a common space, like a cafeteria.\footnote{Allen believes “that if you maximise the potential that people in an organisation can and will communicate (not the amount of communication, but the potential), you will vastly increase the likelihood of knowledge transfer, inspiration, and hence innovation.”\footnote{ibid}}

Allen believes “that if you maximise the potential that people in an organisation can and will communicate (not the amount of communication, but the potential), you will vastly increase the likelihood of knowledge transfer, inspiration, and hence innovation.”\footnote{Thomas J. Allen and Gunter Henn, “The Organization and Architecture of Innovation. Managing the Flow of Technology” (Boston: Butterworth-Heinemann, 2006). Kindle location: 17767 - 18036}
The image above shows a plan of the office space at MIT Sloan School of Management, building E62. The layout is not dissimilar to that of monks’ cloisters that Allen cites as the perfect synthesis of social and contemplative spaces. Like a cloister, there is a central atrium for communal interaction. The offices that surround the space are analogous to monks cells - areas for quiet study and contemplation.

A. Gateway
B. Chapels
C. Guesthouse
D. Church
E. Cloister
F. Fountain
G. Refectory
H. Kitchen
I. Monks' cells
K. Storehouses
L. Postern gate
M. Tower

Stewart Brand found that “people crave acoustic privacy so they can talk on the telephone, but visual privacy is not as important—they like being able to see what’s going on. This has led to a very satisfactory compromise called “cave and commons.” Each office worker has a private office, often small, which opens into a generous open area surrounded by many other private offices.”

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The Westgate West study

In 1950 psychologists Leon Festinger, Stanley Schachter and sociologist Kurt Back published a study of the effect of space and architecture on the formation of friendship. Contrary to previous theories on friendship formation, they believed that proximity played a large part in the formation of friendships; that

"Factors such as the design of a building or the positional relationships among a group of houses are also important determinants of which people will become friends...For example, if there is a stairway at each end of a floor, there is a good chance that people living at opposite ends of the floor will never or rarely meet...Both physical distance and functional distance, therefore, will affect the pattern and number of passive contacts."\(^8\)

Their study demonstrated that people were more likely to talk to each other and develop friendships based on how regularly they passed each other, as opposed to common interests or backgrounds.

After 3 months at Westgate West students were surveyed and asked who their closest friends were in the building. The residents of apartments 1 and 5 which were located on the ground floor by the two staircases were most popular. Other residents had to pass their rooms several times a day and were therefore more likely to strike up a conversation. Conversely, residents of apartments 2, 3 and 4 were less popular on account of their isolation. The graph above shows that 42 percent of respondents listed their direct neighbours as their closest friends and over 60 percent listed those within 2 apartments of them.

The data above clearly demonstrate that spatial proximity and design have a significant impact on decisions pertaining to friendship and social relationships, but how does this apply to places of work or research? Since the study was conducted there have been countless examples of spaces designed to encourage social interaction and collaboration in places of work, but one extreme example is Pixar studios.
Jonah Lehrer\(^9\) uses Steve Jobs’ design of the Pixar campus as a prime example of a space engineered for ‘communication for inspiration’. The campus was planned to be divided into three buildings, “one for computer scientists, another for animators, and a third building for everybody else”\(^{10}\). Employees from each building would rarely have interacted or even knew of each other’s existence. However, Jobs argued in favour of the creation of one large building with a vast, open atrium at its centre, as he viewed interaction between employees as core to the success of Pixar. He wanted people to constantly be talking to each other and experiencing random ‘collisions’ and ‘friction’.

\(^{9}\) Jonah Lehrer, “Imagine: How creativity works” (Edinburgh: Canongate, 2006)

According to Lehrer, Jobs went much further than creating an open, airy space and hoping for the best. He also tried to force people to go there:

“Jobs began with the mailboxes, which he shifted to the lobby. Then he moved the meeting rooms to the centre of the building, followed by the cafeteria and coffee bar and gift shop. But that still wasn’t enough, which is why Jobs eventually decided to locate the only set of bathrooms in the atrium. ‘At first, I thought this was the most ridiculous idea,’ says Darla Anderson, an executive producer on several Pixar films. ‘I have to go to the bathroom every thirty minutes. I didn’t want to have to walk all the way to the atrium every time I needed to go. That’s just a waste of time. But Steve said, ‘Everybody has to run into each other.’ He really believed that the best meetings happened by accident, in the hallway or parking lot. And you know what? He was right. I get more done having a bowl of cereal and striking up a conversation or walking to the bathroom and running into unexpected people than I do sitting at my desk.’”

Walter Isaacson confirms, in his biography of Jobs, that he was a strong advocate of face to face meetings. In an interview with Isaacson, Jobs explained:

“There’s a temptation in our networked age to think that ideas can be developed by email and iChat...That’s crazy. Creativity comes from spontaneous meetings, from random discussions. You run into someone, you ask what they’re doing, you say ‘Wow,’ and soon you’re cooking up all sorts of ideas.”
Brad Bird, Oscar-winning director of The Incredibles and Ratatouille, confirmed the thinking behind the design of the building in an interview for McKinsey Quarterly\(^\text{13}\).

"If you walk around downstairs in the animation area, you’ll see that it is unhinged. People are allowed to create whatever front to their office they want... Then there’s our building. Steve Jobs basically designed this building... People who work on software code are here, people who animate are there, and people who do designs are over there. Steve put the mailboxes, the meetings rooms, the cafeteria, and, most insidiously and brilliantly, the bathrooms in the centre—which initially drove us crazy—so that you run into everybody during the course of a day. He realised that when people run into each other, when they make eye contact, things happen. So he made it impossible for you not to run into the rest of the company."

\(^\text{13}\) [http://www.mckinsey.com/insights/innovation/innovation_lessons_from_pixar_an_interview_with_oscar-winning_director_brad_bird](http://www.mckinsey.com/insights/innovation/innovation_lessons_from_pixar_an_interview_with_oscar-winning_director_brad_bird)

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Most of the examples above cover the effects of space on communication and collaboration, but none of them succeed in measuring the outputs that result from changes in space and location. One of the main reasons for this is that it is very difficult to establish a control and to distinguish the influence of space from other factors that increase creativity, productivity and collaboration.

One example of space or ‘micro-geography’s’ effect on innovation can be found in Christian Catalini’s study of UPMC Paris between 1997 and 2011. Residents of UPMC were forced to move their labs and offices on account of an asbestos problem in the building. Most of them were randomly relocated and placed next to people from different departments and disciplines. Catalini sought to find out whether this relocation had any influence on their likelihood to collaborate with those from other departments by measuring the quantity of joint citations. He discovered that

"After co-location, the increase in experimentation that takes place among across-field labs is in fact more likely to generate right-tail outcomes (highly cited papers). This is consistent with the idea that as institutions grow in size, spatial allocation becomes increasingly optimised for within-field collaborations, potentially at the cost of impactful across-field interactions."

Catalini also discovered that unscheduled, spontaneous collisions between colleagues, such as unscheduled lunch meetings or conversations in line at the cafeteria "can lead to new collaborations as well as novel recombinations of ideas." He also found people were more likely to engage in unplanned exchanges with colleagues from different fields, which again can lead to more innovative collaborations.
MIT Sloan in the 1950s

A striking example that Catalini holds up is that of Nobel laureate Robert Solow’s friendship with Paul Samuelson, also a Nobel laureate, which featured in an MIT Technology article - 'The Office Next Door'14:

“When Solow...arrived at MIT in 1950 as an assistant professor of statistics, he was given an office across the hall from the already famous Samuelson in Building 14, where the economics department was then located. “We began talking every day about economics and other things, so we were friends from some day in September 1950 until the day Paul died,” Solow recalls.

Before long, those discussions steered Solow away from pure statistics and toward macroeconomics, the large-scale study of economies. In the mid-1950s, he produced landmark papers about the impact of technology on economic growth—work that made him, like Samuelson, a celebrated economist and eventual Nobel laureate.

“The truth is, it may have changed my whole life in a respect,” Solow says of their friendship. “I guess if I had any long-run thoughts then, it was to make a career doing statistics, econometrics, probability models, and things like that. But when I started talking on a regular basis with Paul, and he was so full of ideas and thoughts, it was impossible not to find my interests moving toward more straight economics. In a way the location of that office and the fact that we liked each other so much had a major influence on the direction my career took.””

14 http://www.technologyreview.com/article/425881/the-office-next-door/
Conclusions from literature and previous studies

Based on the review of literature and studies on space and innovation above we can conclude that space and architectural design have substantial impact on people’s interactions with one another. In some cases it can result in lifelong friendships, breakthrough patents or billion dollar companies. Visibility, awareness and the flow of people can lead to collisions, serendipitous encounters and the flow of new ideas. Unfortunately most of the examples above focus on the role of space in organisations where people, even when they come from different departments or teams, are still part of the same functional silo.

What I propose to examine the next section is space’s influence on individuals who are not connected through a company or organisation. Let us look at a few examples of ‘best practices’ from successful co-working spaces in London’s Silicon Roundabout, a hub for technology startups and entrepreneurial activity.

Co-working spaces in East London

Shoreditch, ‘Tech City’, ‘Silicon Roundabout’ - these are all names that describe an area of East London that has become a destination for software startups. Over the past few years the area has transformed from a somewhat derelict neighbourhood for artists and digital media creatives to a hub of startup activity. Many co-working spaces have subsequently appeared in order to meet the demand for office space and tap into the software development and entrepreneurial talent flocking to the area. Of these, TechHub, co-founded by leading technology journalist, editor of Techcrunch, Mike Butcher, was the first and remains the most recognised brand for aspiring startup founders.

Another up and coming name on the London co-working scene is Central Working, a somewhat more upmarket alternative to TechHub that seems to attract media
workers and wealthier, less-scalable small companies like digital PR firms. Central Working has three locations - Shoreditch, Bloomsbury and a new, large space in Whitechapel that also housed the Barclays/Techstars FinTech accelerator program and Microsoft Ventures' incubator.

I spent several days at both TechHub locations and the two East London Central Working locations to study their use of space and programming and ascertain their impact on members.

**TechHub**

Below is a photo of the main area in the Google Campus location, which is aimed at teams of 2-3 people. There are roughly 50 desks in this area. The area is very open and all teams can see each other as they work. I observed several conversations taking place across teams and those not wishing to engage with the surrounding environment were plugged into their headphones while writing code.

![TechHub Photo](image)

Techhub also adheres to the 'cloisters and commons' model mentioned above, in that there are designated quiet booths for private phone calls and zoned-off meeting rooms.
As is evident from the photos above, the management of TechHub, in addition to the internal, online social network, tries to encourage members to learn more about one another, so that when they end up speaking by the coffee machine, they already have some information about one another. There is also a notice
board where members can advertise job openings and sign up for events, such as Ruby coding classes.

Below is a photo of the ‘hot-desking’ area of TechHub where people on ‘flex’ memberships can come and go as they please so long as they don't exceed their quota of days per year as there are only 36 places available on a given day. There was far less interaction between members in this area and most of them rarely spoke to one another unless they were in the kitchen area. These members are more transient and do not appear to be as active in the TechHub community as many are only there for a one of two days per week.
Below is a picture of the main area and corridor in the second Techhub location which is targeted at more mature startups with larger teams. Members seated in the communal workspace area can all see each other as well as those walking throughout the corridor to the kitchen or lavatories. At the far end of the space there is a games room where members from different startups socialise and ‘escape from colleagues’.

The kitchen area at TechHub was the scene of around a dozen meetings during the 3 hours I spent sitting there, observing interactions. Many of these meetings were internal discussions with team members, but I also overheard two conversations between members from different companies sharing their milestones and gossip!
Central Working Whitechapel

I visited two locations of an emerging co-working space brand called Central Working. One was located right next to the Google Campus (and TechHub), whereas the other was a much larger, newer space further to the east, in Whitechapel. Like the TechHubs each of these spaces caters to a different crowd. The Central Working in Whitechapel comprised largely two or three person companies focused on social entrepreneurship and SAAS. The space also houses the Microsoft Ventures accelerator, the Barclays Techstars FinTech accelerator, the corporate coding bootcamp Decoded and an auditorium for screenings and lectures.

Central working commissioned the desks above to encourage members to face each other and engage in conversation. According to Tony Margiotta, the manager of Central Working Whitechapel, these epitomise their core mission, which is to encourage people to collaborate.
Below is a picture of the main hot-desking area at Central Working Whitechapel. Members sit very close to one another and there is a lot of interaction. The layout is also designed so that if anyone needs to use the restroom or a private meeting room they must walk past all the desks. There were many cases where people would 'stop and chat' while walking through.

Central Working Old Street

The Old Street branch of Central Working attracted a different type of member from the Whitechapel branch, even though the membership fees are the same. Though there were some startups at Old Street, the permanent residents were largely professionals and service providers connected to the digital economy, but not entrepreneurs per se. At Old Street the design features were less 'converted warehouse' and more akin to an ad agency or very well-funded startup. The 10 Downing Street meeting rooms below are a good example of this.
Conversations with members of the pre-seed stage startup TechHub

During my 2 days at both TechHub locations I had several conversations with members to understand their interaction with the space, their backgrounds and the progress of their startups. At the more early stage TechHub, most of the companies were between 6 months and 2 years old. Most were in the process of raising money and only 2 companies had raised 'pre-seed' rounds of under $200,000, but were both looking for more funding. Their reactions to the space were almost exclusively positive, though few of them were able to articulate what exactly it was that drew them to TechHub, but they attempted to list a few attractions. These were as follows, in order of frequency:

1. The location - ‘Old Street is at the centre of the action’, according to most members and many potential ‘beachhead’ customers are within walking distance, especially for fin-tech startups

2. The price - at £275 per month, TechHub is cheaper then the alternatives. A saving of £100 a month per team member is significant for a bootstrapping startup

3. The community and the network - many members said they had hired designers or developers through the TechHub network. A few even mentioned that they met potential co-founders through a soccer match organised via the TechHub Yammer (social network)

4. The flexibility - the TechHub ‘flex’ membership allows entrepreneurs who live outside London have a place to work and network when in town for sporadic meetings

5. The brand - a few people were attracted to TechHub by its brand and association with Google
Conversations with members of the seed and series A stage startup TechHub site

The larger TechHub, which is located about 5 mins from its sister site in the Google Campus, is aimed at more mature startups. This can be seen in the photos and observations above, but it also manifested itself in my conversations with members. Most teams were at least 2 years old, comprised 5 or 6 people, and there were some companies there who had managed to cram 20 people into one of the tiny private offices, though it’s worth noting that even these were glass-panelled and had company information on the door to encourage transparency and awareness, which is in stark contrast to Somerset House. There was even one private office that comprised several startups that had ‘grown up’ together at the other TechHub site and chose to co-locate and share the £90 per square foot rental costs (double the local average).

An interesting revelation from members at the new TechHub site was that they largely benefitted from the networking events and programming when their companies were at an earlier stage and needed mentors, designers and had not figured out their product-market fit. Now that they were growing they felt that they knew the people they wanted to know at TechHub and wanted to get on with work or socialise with ‘old friends’.

The opinions of people in the space were largely positive, though their priorities were notably different from those in the other TechHub space, with one exception:

1. Location - like the earlier stage startups above, they said that location was crucial to their decision to come to TechHub and it was one of the reasons why they stayed as they grew

2. Space to grow - over half the companies I spoke to had started off as a smaller team at the other TechHub location. Many of them were now paying more than the local rate for office space, but were willing to live with it as TechHub was so flexible and saved them the hassle of looking for new space as the team scaled.

3. Convenience - founders of startups just wanted to focus on their business and not worry about multiple bills and maintenance.
4. The community - as is noted above many members didn’t wish to leave their friends and contacts behind. One member said leaving TechHub would be like ‘leaving university’.

Using the information collected from the literature and primary research above, let us examine the case of Somerset House, an institution that is trying to make better use of space within certain constraints. We will see how, even with knowledge of best practices, it can be very challenging to encourage openness and collaboration if architecture and heritage do not allow it.

**Somerset House**

Somerset House is a large Neoclassical building situated on the south side of the Strand in central London, England, overlooking the River Thames. The building, originally the site of a Tudor palace, was designed by Sir William Chambers in 1776, and further extended with Victorian wings to the north and south. The East Wing forms part of the adjacent King's College London.

The building has had many occupants and served many purposes since its construction. It was the headquarters of the British Admiralty, a royal residence and, was more recently used by the UK government’s Tax Office. In recent years the building was taken over by the Somerset House Trust, a non profit organisation that successfully transformed Somerset House from an office for civil servants into a hub for the arts and fashion in central London. As things currently stand, it comprises the Courtauld Institute of Art, a self-governing college of the University of London specialising in the study of the history of art; an art gallery; retail and dining locations; a co-working space; a machine shop for ‘makers’ and two wings of offices with private tenants.

Originally there were few tenants on the upper floors of the South Wing which overlooks the River Thames, but over time other wings have freed up and been
renovated and the number of tenants has increased to the extent that the entire space in now at capacity.

What started as an effort to monetise a ‘slack resource’ developed into something more significant over time, in that the tenant community at Somerset House, which had initially comprised a random assortment of small and medium enterprises, developed a character of its own. As of late 2013 a significant majority of Somerset House tenants were companies and organisations from the art, fashion and media industries. The management of the Somerset House trust came to the realisation that they had inadvertently created or even curated a community of creatives and media professionals. On the other hand, many of the tenants were not aware of each other’s existence in spite of the fact that there were clear common areas of interest. It was at this point that they decided to proactively encourage and facilitate collaboration and awareness between the tenants.

**Internal spaces at Somerset House**

Given its construction (or renovation) as an office building for 19th century British naval officers, the spaces at Somerset House are not ideally configured to facilitate collisions or awareness between people. The South Wing and the upper floors of the New Wing, where most full time residents are located comprise long narrow corridors with rows of offices. Each office has a door that can be shut and though on some floors, many of the doors are open, it is hard to see who is inside, what they are doing and there is very little movement outside of lunch hours. In the photos below we can see the layout is not dissimilar to the German office that Prof. Thomas Allen cited in his study as an example of a spaces that ‘quashes inspiration’.

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The plan above also illustrates the lack of open space available to tenants as well as an excess of exits (the dark blue circles), there for health and safety reasons. What this means in practice is that, should any of the residents wish to go up or down a floor, they do not need to walk past many offices before they are at a stairwell or elevator. If this were not bad enough, the largest stairwell, in spite of its beautiful design, is configured in a way that discourages people from stopping and talking and blocks visibility between floors.
There exists one communal area on the top floor of the South Wing, that used to be the location for the co-working space, now in the basement. Many residents, though aware of its existence, had never been up there. I spent several hours in the space on four separate occasions observing people's interactions and came to the conclusion that it was either used as a meeting room for co-workers or a place to escape co-workers. There were few, if any, serendipitous encounters.
The Exchange

The co-working space known as The Exchange does not suffer from the same problems given that all members share the same space, but it is still problematic from an awareness standpoint and isn't as curated as the tenant selection in the South Wing.

Compared with typical co-working spaces (see next chapter) the Exchange feels bland and subdued, but it also serves a different purpose which I will discuss in the next section. As can be seen in the photos above, the Exchange is divided into three sections - a communal area with a shared table and bar stools, a semi-open row of desks, and a cubicle area. The problem with this layout is that people in the first communal area cannot see who is in the next area and so on. There is very little natural light, with the exception of a small atrium that sits under a skylight, but this

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area seems to be used more for private phone calls and one on one meetings than regular work. In addition to this, there is also another communal area located outside the three main workspaces that requires a keycard to enter.

**Awareness between tenants**

In January 2013 I spent two weeks at Somerset House interviewing the management and tenants in order to document the level of awareness and collaboration between full time residents and members of the exchange. The results were directly correlated to the constraints of the space documented above and can be summarised as follows:

80% of South Wing tenants interviewed said they only ever interacted with their co-workers (with whom they usually shared a room) and tenants located in the two adjacent offices either side of them and those opposite.

90% of South Wing tenants interviewed said they would like to learn more about other members of Somerset House, especially those in similar industries. This was in spite of the fact that the Somerset House Trust maintains a list of all tenants that is distributed to the whole community.

50% of South Wing tenants interviewed said they had attended one of the monthly networking events and would like to see more activities and opportunities to socialise with other members of the community.

Some of the South Wing tenants' additional suggestions for increasing awareness included 'posters advertising businesses at Somerset House'; an 'enterprise social network' like Yammer on Ning; 'more events'; a 'larger communal area' with 'better acoustics'.
The members I spoke with in the Exchange each had different use cases for the space, but some also complained that they were unable to ‘tap into’ the Somerset House community in the South Wing, even though they were largely positive about their experience in the co-working space. The top reasons for using the Exchange were as follows:

- The location - Andrew, founder of SIRV, a smartphone application that allows insurers to predict risk said that he loved having a workplace in the centre of London that allowed him to conveniently meet clients in the West End and City of London.

- The address - Sean, an independent video producer said that he liked having the Somerset House address on his business card and even managed to win business from an American client based on the grandeur of Somerset House. When he met the client in the courtyard, he was so impressed by the architecture, he asked him ‘what kind of operation’ he was running.

- The quiet environment - several members of the Exchange mentioned that they had used other co-working spaces more focused on technology startups and had found them ‘too noisy’ and ‘juvenile’.

What next for Somerset House?

The challenge faced by the Somerset House Trust, as can be ascertained from the information above, is largely one of space. Though awareness and collisions between tenants can be engineered through an online social network or increased programming, they are limited by the constraints of the space itself. Tenants can’t see each other, don’t collide regularly when moving about the building and therefore only programming can improve awareness, but space will always be a
hindrance. In the next chapter I will look at some examples of ‘best practices’ in co-working spaces.
## Comparison of co-working spaces in London

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<th>TechHub Google Campus</th>
<th>TechHub</th>
<th>Central Working Whitechapel</th>
<th>Somerset House Exchange</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly fee</td>
<td>$915</td>
<td>$560</td>
<td>$560</td>
<td>$915</td>
<td>$611</td>
</tr>
<tr>
<td>Avg. team size</td>
<td>4 people</td>
<td>3 people</td>
<td>6 people</td>
<td>2 people</td>
<td>1 person</td>
</tr>
<tr>
<td>Avg. company profile</td>
<td>SME</td>
<td>Pre-seed startup</td>
<td>Pre-Series A startup</td>
<td>Pre-seed startup</td>
<td>SME</td>
</tr>
<tr>
<td>Central London location</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Networking events</td>
<td>More than once a week</td>
<td>More than once a week</td>
<td>More than once a week</td>
<td>More than once a week</td>
<td>Once a month</td>
</tr>
<tr>
<td>Free refreshments</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Internal social network</td>
<td>Yes, proprietary</td>
<td>Yes, Yammer</td>
<td>Yes, Yammer</td>
<td>Yes, proprietary</td>
<td>No</td>
</tr>
<tr>
<td>Permanent desks</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Hot-desking</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Private meeting rooms</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Recreation room</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Visibility between teams</td>
<td>High</td>
<td>High</td>
<td>Medium</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>Private offices for large teams</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Strategically located facilities</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Communal kitchen</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>
As is evident from the chart above, Somerset House fails to deliver many of the key features that entrepreneurs in London have come to expect from a co-working space. Price is a key differentiator when deciding on co-working spaces as startups are loathe to expend cash on overheads, though this would not be a factor when looking at incubators or accelerators as they provide free space. What was most interesting about these spaces was not the features that attracted people to them in the first places, as the anecdotal evidence shows that the decision making process it largely based on price, location and other random factors such as brand recognition, but what makes people stay. TechHub has successfully built a community that encourage teams to stay even as their teams expand and costs soar. This is largely to do with the people it attracts and the programming it offers to strengthen the community. Somerset House on the other hand possesses the greatest brand, one of the best locations and yet fails to build the solidarity seen at TechHub.
How to measure the quality and quantity of interactions between people in innovation spaces?

The literature space and collaboration and anecdotal evidence from case studies of co-working spaces show that there is a correlation between the design, layout and programming within 'innovation spaces' and collaboration between entrepreneurs and innovators. These spaces, when designed with a specific purpose in mind, encourage people to interact, share ideas and build relationships more than they would in a typical, 20th century-style Western European or North American office.

The hypotheses that come out of the interviews conducted is that:

a) open space and communal areas increase collisions and awareness

b) programming, such as networking events, is crucial when trying to build a community

c) collaboration and collision is far more important to people at the early stages of building a company than those who are on a growth trajectory

The challenge that remains is how to directly measure the impact of space on interactions between people in these places and how to measure the quality of those interactions and the relationships that do or do not form as a result? Is there a more systematic means of proving the findings from the anecdotal evidence in the preceding sections?
Codification

Before we design a method to physically measure collisions between people in innovation spaces we must establish a method for describing and, to the extent that it is possible, quantifying and codifying those collisions. Based on my own experience and my observations at different spaces I propose the following classifications.

Type A collision (Awareness) - subjects are in the same open plan space as each other and are aware of each others’ existence. They pass each other while moving around the space with or without acknowledging one another, but do not stop to talk. Such a collision would be under 5 seconds.

Type B collision (the Stop and Chat\(^{18}\)) - subjects pass one another and stop to exchange pleasantries or a small amount of information. This would be under 2 minutes long. This would take place in a ‘transit’ space like a corridor or hallway.

Type C collision (the Long Stop and Chat) - as above, but more of a full-blown conversation. This would also take place in a ‘transit’ space like a corridor or hallway. This would be over 2 minutes long.

Type D collision (the Water Cooler) - subjects are brought together around a communal facility such as a water cooler, coffee machine, kitchen, printer. They may or may not feel obliged to interact, but the collision should still be recorded. This will be under 5 minutes long.

Type E collision (the Meeting) - subjects are in a communal area such as a kitchen, meeting room or break-out area and spend over 5 minutes communicating.

\(^{18}\) Thanks to Larry David for giving this a name - [https://www.youtube.com/watch?v=5f2LJXz-l2k](https://www.youtube.com/watch?v=5f2LJXz-l2k)
Sociometric Badges

Professor Sandy Pentland and his colleagues at the MIT Media Lab have conducted several studies in recent years to measure the quality and quantity of interactions between individuals in organisations of various sizes and their impact. In these studies Pentland and his team have used mobile phone data, social media data and, their own innovation, sociometric badges:

A sociometric badge (commonly known as a "sociometer") is a wearable electronic device capable of automatically measuring the amount of face-to-face interaction, conversational time, physical proximity to other people, and physical activity levels using social signals derived from vocal features, body motion, and relative location. We have built several hundred sociometric badges and used them in real organizations to automatically measure individual and collective patterns of behavior, predict human behavior from unconscious social signals, identify social affinity among individuals working in the same team, and enhance social interactions by providing feedback to the users of our system\textsuperscript{19}.

These would be ideal for measuring collisions in a study of an innovation space as they can also measure the quality of interactions, not just the length and quantity. One limitation of the badges however is that they cannot accurately document the location of the wearers, only their proximity relative to one another. In order to capture the locations of the subjects we will have to ensure they are all using iPhones with iOS 7 in order to take advantage of Apple's iBeacon technology.

\textsuperscript{19} MIT Media Laboratory
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iBeacons are tiny battery-powered devices that emit a low-energy Bluetooth signal which can be detected by Apple's latest iOS devices. Transmitter Power is used to measure how close a device is to a beacon by calculating the strength of the signal 1 meter from the device. A rough estimate of the device's proximity to the beacon is given and is broken down into the following categories:

- Immediate: a few centimeters
- Near: a few meters
- Far: approximately 10 meters

A beacon's range is affected by walls, furniture, or people, which can weaken the signal\(^\text{20}\). In spite of this iBeacons can be used to document where subjects are in a space to a level of accuracy previously unheard of.

**MIT Media Lab Immersion software**

Another crucial element when observing interactions between people in innovation spaces is their online communication. Face to face meetings can quickly result in emails and/or social networking connections. In order to understand how subjects' relationships develop through collisions and interactions, it would be useful to have an overview of their online connections before and after the study, both to discount any prior connections and ascertain at what stage in their repeated encounters they make the transition to 'connecting' or communicating online.

Below is a screenshot of the email patterns (social network) of a famous, fictional MIT alumnus. If we were studying this in the context of a co-working or innovation space we would assume that the larger circles are co-workers or teammates, but some of the weaker more tenuous links could be serendipitous connections that came about from a random, face-to-face collision.

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Proposed Study of the Martin Trust Center for Entrepreneurship at MIT

In order to put the above into practice, I propose a study of the Martin Trust Center, using members of the GFSA, a startup accelerator program at MIT, that runs between June and September. The Trust Center is a hub of innovation and entrepreneurial activity at MIT and attracts people from all disciplines and backgrounds who are interested in starting their own venture.

**Badges**

In the 3 month study, members of the GFSA program would each be given a sociometric badge to be worn at all times while in the Trust Center. All members of staff at the Trust Center would also be provided with sociometric badges, as would all other ‘regulars’\(^{21}\). The badges would be able to tell us who interacts with whom, the frequency and time of these interactions, their length, and would also provide some qualitative data about each interaction.

**Beacons**

iBeacons would be placed at every permanent and co-working desk in the Trust Center, in all meeting rooms, in Bill Aulet’s office, in the coffee area, by the lockers, in the phone booths and in the waiting area. Whenever someone is near a beacon that event would be logged with a time stamp.

**Immersion data**

All participants of the GFSA and the Trust Center staff would be asked to run their work email accounts through the Immersion software to provide a snapshot of their professional network at the beginning of June and again at the end of August. They would also be asked to provide a list of new Linkedin connections over the 3 month time period.

\(^{21}\) At the discretion of the Trust Center’s management
At the end of the 3 month period we will take all the data on ‘collisions’ and cross reference them with the location data and time stamps from the iBeacons to determine where these took place.

Above is an example snapshot of collision types and their frequency on a given day in the Trust Center and below is an example of the data that could be collected by the iBeacons at a given time. If you look at the two charts we can see that Kyle and Christina only had a single type B collision on that day and that they were both at the coffee machine at 2.35 PM. There will be hundreds of thousands of data points like this at the end of the study, which we can then analyse to gain deeper insights.

<table>
<thead>
<tr>
<th>Name</th>
<th>Patrick</th>
<th>Kyle</th>
<th>Anna</th>
<th>Bill</th>
<th>Christina</th>
<th>Steve</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patrick</td>
<td>A x 3</td>
<td>C x 1</td>
<td>C x 1</td>
<td>D x 5</td>
<td>A x 3</td>
<td></td>
</tr>
<tr>
<td>Kyle</td>
<td>A x 3</td>
<td>E x 2</td>
<td>B x 1</td>
<td>A x 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anna</td>
<td></td>
<td>0</td>
<td>D x 5</td>
<td>0</td>
<td>D x 5</td>
<td></td>
</tr>
<tr>
<td>Bill</td>
<td>E x 2</td>
<td>0</td>
<td>0</td>
<td>E x 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Christina</td>
<td>0</td>
<td>A x 3</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steve</td>
<td>D x 5</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

We expect the data to show that people interact more in spaces such as breakout areas and respond positively to programming such as events and hackathons. We also expect the data to bring out the most crucial design and programming elements that others can take into account when building new innovation spaces in other cities. It is often assumed that frills such as colourful furniture and ‘play areas’ make spaces more innovative, but many organisations cannot afford to build a space like the Googleplex or Pixar Studios. What they can do is implement some best practices to encourage innovation and
collaboration in their ecosystem. Hopefully the results of the Trust Center experiment will point to some of these.
Appendix 1 - Somerset House tenants

**East Wing**

**Fernandez and Wells**
Food and wine bar offering freshly made, well-sourced food and drink in a space that is uncluttered, where the aromas are enticing and the service is friendly.

**King’s College**
The Dickson Poon School of Law.

**Somerset House Trust**

**North Wing**

**Courtauld Institute of Art**
The Courtauld Institute of Art is one of the world’s leading centres for the study of the history and conservation of art and architecture, and its Gallery houses one of Britain’s best-loved collections.

**New Wing**

**ALVA**
ALVA's 53 members are the UK’s most popular, iconic and important museums, galleries, palaces, castles, cathedrals, zoos, historic houses, heritage sites, gardens and leisure attractions. They represent their members to Government, media and business and lobby for support for the sector.

**Boomens**
Boomens are a full-service marketing and advertising agency for the entertainment industries.

**Borkowski**
Arts and Entertainment PR veterans who harness online, print, broadcast and social media to create high profile campaigns.

**Borne Consulting Ltd.**
National recruitment business specialising in the construction and engineering industries.
Dartington
An independent charitable organisation, trading ethically and sustainably as a social enterprise in order to fund their pioneering work in three broad areas – the arts, the promotion of a fairer society and the future sustainability of our planet.

Eventspiration
A young, vibrant full-service event management agency.

FdL Development
International development company with expertise in monitoring & evaluation, communications and project management.

Hailo
The black cab booking app.

pb Creative
Brand design consultancy and packaging design agency.

Rosco Production
A full-service production company working in the fashion, beauty and luxury industries.

Sandbox.is
Online membership community of 800+ young ‘change-makers’.

Sugar Nutrition UK
Degree-qualified nutritionists who liaise regularly with academics and health professional organisations both in the UK and around the world.

Thinktank UK
Qualitative research company focused on brands & communications.

Woolmark
Subsidiary of Australian Wool Innovation Ltd. The global authority on Merino, championing the use of natural Australian wool.

South Wing

Aegis Trust
Campaigners against crimes against humanity and genocide.

Blue Marine Foundation
Charity creating a global network of marine reserves by providing private sector solutions for the sea.
Brandgathering
Online community helping savvy start-ups and established entrepreneurs collaborate on their marketing.

British Fashion Council
Nurture, support and promote British fashion to a global market.

Candlestar
A cultural consultancy working in arts, education & business.

Clore Leadership Programme
Programme strengthening leadership in the cultural sector.

Counterpoint
Research and advisory group using social science to develop solutions.

Dartmouth Films Ltd
Dedicated to making documentaries and supporting and connecting emerging directors.

Editorial Intelligence
Network for individuals seeking pro-active ideas and to make connections.

Foration
Full-service IT company.

Global Poverty Project
Project campaigning to advance the movement to end extreme poverty.

Music for Youth
Charity providing young people with an opportunity to perform live in a supportive, non-competitive environment.

National Youth Orchestra
Orchestra of outstanding teenage musicians who come together and perform, fulfilling their potential as ‘youth advocates for creativity’.

The Creative Society
Arts employment charity that help young people into jobs in the creative and cultural industries.

NMC Recordings Ltd
Record label and charity to record and promote the best in British contemporary classical music.
Smith Institute
Independent ‘think-tank’ promoting progressive policies for a fairer society.

Society Network Foundation
Foundation to support and develop talent, innovation and enterprise aiming to deliver social impact.

Sound and Music
Charity that promotes challenging contemporary sound art through a range of projects.

The Sorrell Foundation
Foundation that aims to inspire young people and improve their quality of life through good design.

Sutton PR
Global Arts Communications Agency, representing museums, galleries, art fairs, festivals and biennales.

Zamyn
Independent analytical agency, investigating key issues of the contemporary world, such as migration, identity, crisis and change.

West Wing

100%Open
Innovation agency helping large organisations create value by innovating others.

101 London
‘Free-range’ creative agency founded by some real pros from the advertising world.

Aequitas
Political consultancy with strong ethics. Working with visionary leaders to develop a strategic approach, to deliver their unique vision in whatever sector.

Assembly London
Strategic creative agency collaborating with clients to craft foundational brand strategies and develop the most captivating ways to express them.

Association of Illustrators
Association to advance and protect illustrator’s rights and encourage professional standards in the industry.
Britain Thinks
Consultancy rooted in new insight into the people that matter most to you, whether they are stakeholders, consumers, citizens or colleagues.

Creative Sector Services
Independent CIC providing support to small businesses in the cultural and creative industries.

Commucan
Consultancy providing corporate communications for a networked world.

Crtl-Shift
Market analyst and consultancy helping clients understand market trends, identity and size market opportunities.

Cubitt Consulting
Corporate financial communications consultancy.

DIL Trust
Charity specialising in delivering quality education to underprivileged populations in the UK and Pakistan.

Earth Creative
Strategically-led consultancy working with brands, teaching them to stimulate economic growth and drive social change.

Fenton
Social change communications agency.

Hot Spots Movement
Specialist research and consulting team, bridging academia and business.

Indigo Talent
Executive search firm specialising in media content space, identifying outstanding talent to broadcasters and production companies.

Integrity Research
Consultancy and research organisation focussed on conflict, post-conflict and fragile environments.

IPA Involve
Organisation delivering partnership, consultation and employee engagement in the workplace.
Now-Casting
Publishes a continuously updated series of economic forecasts for the world's major economies.

Pepal
Charity focused on designing and implementing international development programmes that pair private and public sector organisations, with the aim to accomplish their project goals together.

Quru
Consultancy enabling organisations to utilise the most appropriate blend of open source and proprietary technologies to maximise the effectiveness of their IT systems.

Redmandarin
Consultancy defining the future in sponsorship; providing board-level advice and creating effective campaigns for blue-chip brands.

Royal Society of Literature
Society celebrating and nurturing the best in British Literature, past and present.

School For Startups
Programme designed to foster economic development and innovation by training entrepreneurs and supporting ‘young businesses’ worldwide.

Silver Fleet
Family business running floating corporate events on the Thames for over 60 years.

Siren PR
Communications agency working with charitable organisations.

The Culture Capital Exchange
Membership organisation promoting the exchange of knowledge providing a network between Higher Education, business and the cultural and creative sectors across London.

The English Concert
Europe's leading baroque orchestra comprised of many of Europe’s top baroque musicians. They also deliver an educational programme to young, promising musicians.

Urica
Small-business financing using a web-based solution to easily allow small-
businesses to enjoy the benefits of early supplier settlement with the confidence that final settlement is 90 days.

YCAT
Charity providing a unique stepping stone for exceptional young artists who have potential for international performing careers.
Appendix 2 - Exchange at Somerset House

About Health
Offer a blend of providing services under contact to the NHS, supporting developing clinician-led provider organisations and delivering a comprehensive Learning and Development programme aimed at improving the skills and knowledge of those working in providing.

Actant Consulting Ltd
Actant is a cultural design consultancy. They predominantly work with consumer goods companies, helping them to innovate.

Aloha Jungle
IT Services.

Andrew Beatty
Specialises in the creation, development, design and management of graphic communications predominantly within the sectors of architecture and built environment.

Arkios Limited
Arkios provides full corporate finance and advisory services to emerging and established listed and private companies. They are able to access capital from venture capitalists, City institutions, hedge funds, private equity firms, family offices and high net worth individuals.

Art Africa Ltd
Creating a platform for galleries to promote art and artists from the African Continent. First fair at Somerset House, October 2013.

Benjamin Hebbert
Consultant for violins, violas and cellos.

Bloom VC Limited
Bloom provides a crowdfunding platform that allows great ideas to flourish and reach out for financial support, without having to give up equity/control of their business.

Blueumbrella Ltd
Blueumbrella provide VA's (virtual assistants) on a pay as you go basis.

BoBelle
BoBelle London is a luxury London based lifestyle brand.
Brazil Celebrate
Brazil Celebrate offer bespoke trips to Brazil (holiday packages and World Cup packages) for individual travellers, couples or small groups tailored to their specific needs. They can provide luxury and private concierge services (personal/corporate/VIP) including bi-lingual tour guides and hostesses.

Circus Digital
Online advertising, digital design and website/app construction. Affiliated with Laundromat Media Ltd.

Cogniance Inc
Software development and design for web, mobile and cloud. Cogniance partner with start-ups, VCs and corporate innovation labs in the world's tech hubs.

Colin Heavey
Board advisor and business coach.

Counter Culture
Counter Culture work with businesses, charities and social enterprises to help them raise awareness about what they do so they can reach important customers, gain funding and deliver the impact and change that will help make a positive difference to society.

Covent Garden Partnership/In and around Covent Garden
Business Development Association for Covent Garden and surrounding area. Publishing a magazine, website and promoting networking in the area.

Cubicus Ltd
Cubicus is a performance management and business intelligence consultancy. In short, they help organisations use information to improve their performance.

Dance to this
Membership operated social media site dedicated to learning new dances, showing off your moves, connecting with dancers from around the globe and finding out what's going on in the dance world.

Digital Planet Technology Ltd
Digital Planet is a start-up technology focusing on global collaborative software development to enable large organisations to more personally and effectively communicate with their customers.

E-Complice Ltd
E-commerce consultancy specialised towards small brands and retailers.
Elizabeth Raine LTD
Elizabeth Raine designs, manufactures jewellery combining symbolic healing colours & gemstones with techniques like vitreous enamelling.

Emilia B
London-based womenswear designer, specialising in knitwear.

Event Cinema Association
The Event Cinema Association is a non-profit organisation that supports and promotes event cinema for the benefit of both exhibitors and distributors and also for the general public, the ticket-buying masses who you want to reach.

Fall Line Events
Event management company specialising in transport solutions for office sponsors and rights holding broadcasters at Olympic Games and other major sporting events worldwide. Corporate hospitality services for VIP programmes.

FIT Digital LTD
FIT Digital is a small digital production & creative marketing agency. Their offerings include strategy, design, development of website, apps and marketing.

Gilded Lab
Jewellery start-up. Unique, personalized, high-end fashion jewellery design.

Golant Media Ventures
GMV design and launch new cross-media products and services that give partners and clients access to new customers and new revenue streams. They connect people to winning combinations of media, culture & digital services.

Haque & Company
Advisory service supporting start-ups and SMEs through their most difficult challenges around funding, working extensively with Founders and CEOs of Start-ups to help get their business ‘investment ready’. Haque & Company also works with Family Offices, Angels, UHNWs, VCs, Corporate, University and Sovereign Venturers.

I Am Atticus Ltd.
Video/Film production and post-production services for bespoke documentary, event and commercial productions as well as IT consultancy projects in the education and media sectors.

I-MYU Projects
I-MYU Projects are a curatorial team promoting artists from the East in London.
Independent Arts Management
IAM project manages performing arts performances and companies.

Institute of Art and Law
The IAL is an educational organisation giving knowledge and perspective to all involved in the worlds of art, antiques and law. IAL run distance learning courses on art and museums law, as well as convening seminars, study groups and conferences in both the UK and abroad.

Jayce Wong Ltd
Jayce Wong is an award-winning jewellery designer, classically trained as both a jeweller and gemmologist.

Kea Company
UK rep for Kea Company, providing coaching services for marketing communications.

Laundromat Media
Online advertising, digital design and website/app construction. Affiliated with Circus Digital.

Lean Software Factory
Consultancy of experienced web developers helping to keep businesses up to speed with advances in web technology.

lifestylewithfriends.com
Pauline Wong, LCF trained jewellery designer.

Luna PR
Fashion PR.

Mackenzie Finn
Mackenzie Finn is a specialist search firm for senior PR and communications roles.

Makower Architects
New practice, working in urban design and architecture.

Newtonian
Helping business start-ups with finance and administration.

Open Junction Ltd
Consultancy of experts offer guidance and support within the medical industry.
Own-Label
Own-Label is a channel that discovers and promotes the creative talents of upcoming designers. Collaboration between students from UAL.

Pauley Interactive
PAULEY is an internationally-recognised digital interactive consultancy.

Phases
Phases is a charity and social enterprise helping a wide-range of marginalised people – the homeless, offenders, those with health problems and the long-term unemployed, involving them in up to four separate ‘phases’ exploring construction and environmental work, to aid their progress towards employment.

Portland Green TM
Cultural production company. Produces, commissions, curates, distributes film and contemporary art projects in collaboration with artists, thinkers, designers and institutions.

Public Square
Publicsquare Limited is an interdisciplinary, creative research consultancy focused on the research and development of digital strategies, prototypes and products; employing user-led, intelligent systems and new approaches to creative innovation for commercial-service, public sector, and peer-to-peer use.

Reggie London
Branding and communications for the fashion industry and social enterprise.

Researn Ltd.
Consultancy and software developer for 3D visualisation of risk within the energy industry.

SIRV Systems
Risk assessment app to reduce human error, encourage compliance and increase reporting.

Social Butterfly Effect
Work with disengaged and excluded youths within a school setting. Delivers programme to students at risk of permanent exclusion which allows them to see and understand patterns of behaviour. Support for vulnerable students and encourage them to re-engage.
Startup Britain
Startup Britain is a national campaign by entrepreneurs for entrepreneurs to celebrate, inspire and accelerate enterprise in the UK.

Stylecreative
International fashion stylist also working in fashion PR and as a model scout.

Swarm
Swarm is a small, highly networked rapid prototyping, venturing and shepherding partnership. They bring together diverse, eclectic talent, perspectives and expertise in creative collaboration to hatch and grow innovative solutions to some of the most pressing social and environmental problems of our time.

The LFW Daily
The official newspaper of London Fashion Week, in association with H&M.

The Olfactory Experience Ltd
Scent-lead events company also working on ‘ode’, a product that creates links between scent and its effect on our relationship with food. This product has been funded and supported through the Living Well with Dementia Challenge, a scheme run by the Department of Health and the Design Council to rethink life with dementia.

The Weinberg Foundation
The Weinberg Foundation are the world’s only independent and impartial NGO advocating for the urgent development and deployment of next-generation nuclear power to combat climate change.

The Young Leaders Consultancy (YLC)
The YLC creates and delivers leadership programmes to schools, universities and corporates across the UK.

TourTalkLLP
Digital app platform to specifically promote destination interpretation and development. Directory function to promote local attractions, events and service providers.

TSFA
The Tessa Sanderson Foundation and Academy provides opportunities for young people to achieve their sporting potential. They deliver coaching services in a variety of sports to schools and organise the East London 10K and Half
Marathon Road Races. They also provide training and away days for corporate organisations.

*We are words and pictures*
Matthew Sheret is a writer and editor who has published anthologies and hosted conferences.

*WorktimeTV*
Filming, streaming and production company based in the UK but operating all over the world, creating broadcast quality video to help you reach a wider audience.