COLLABORATION AMONG CREATIVE INDUSTRY WORKERS IN NEW
WORKSPACES: THE CASE OF A CREATIVE HUB IN ISTANBUL

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ABSTRACT

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Over the past ten years, alternative workspaces have been the most preferable options among the creative industry workers who are either self-employed or members of small or medium-sized companies, start-ups and ventures. Despite increasing numbers of these collaborative workspaces all around the world, in Turkey's scope, these spaces can only be found in very few locations in the major cities. However, although these workspaces are growing in popularity among creative workers, there has been only limited systematic research about the collaborative work dynamics in these new workspaces through the workers' relationships. Most of the studies in the literature focus on the new industry workers' working and life-based problems. This thesis specifically examines this gap exploring how the collaboration, interaction, and communication of the interdisciplinary community members is built and developed in 'creative hubs', and how the characteristics of these spaces trigger these interactions. For the case study, a creative hub called ATÖLYE was found worthy of examination because of its collaborative work approach and community-based, interactive environment. The fieldwork of this thesis is comprised of a series of semi-structured interviews with 24 ATÖLYE community members and participant observation in the venue over four weeks. Based on the analysis of collected data and a review of related literature, the study's findings are divided into three prominent conclusions. One of the main conclusions is about the significance of mutual trust, a sense of belonging and solidarity among the members which are the fuels for building collaboration and instant feedback culture. And secondly, interdisciplinary community effects on the creation of the educational environment, its positive impacts on projects and personal development. Lastly, the continuum of use and repurposing of space characteristics

are presented for comprehension of how the tangible and intangible features affect each other.

Keywords: New workspaces, creative industry workers, interdisciplinary community, collaboration, networking, collaborative workspaces' characteristics.

ÖZ

YENİ ÇALIŞMA ALANLARINDA YARATICI ENDÜSTRİ ÇALIŞANLARI ARASINDA İŞ BİRLİĞİ: İSTANBUL'DA BİR YARATICI MERKEZ

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Geçtiğimiz on yıl içerisinde alternatif çalışma alanları, serbest meslek sahibi ya da küçük veya orta ölçekli şirketlerin ve girişimlerin üyesi olan yaratıcı endüstri çalışanları arasında tercih edilmektedir. Tüm dünyada bu işbirlikçi çalışma alanlarının sayısının artmasına rağmen, Türkiye'de bu alanlar sadece büyük şehirlerde birkaç tane yer almaktadır. Bu çalışma alanları yaratıcı sektör çalışanları arasında popülerlik kazanıyor olmasına rağmen bu yeni çalışma alanlarındaki işbirlikçi iş dinamikleri hakkında yaratıcı endüstri çalışanları ilişkileri üzerinde sınırlı sistematik araştırma vardır. Literatürdeki çalışmaların çoğu, yeni endüstri çalışanlarının çalışma ve yaşam temelli sorunlarına odaklanmaktadır. Bu tez, disiplinler arası komünite üyelerinin iş birliği, etkileşimi ve iletişiminin yaratıcı merkezlerde nasıl oluşturulduğunu ve geliştirildiğini ve bu çalışma alanı özelliklerinin bu etkileşimleri nasıl tetiklediğini inceleyerek bu boşluğu özellikle incelemektedir. Örnek olay çalışması için, yaratıcı bir merkez olan ATÖLYE, işbirlikçi çalışma yaklaşımı, komünite tabanlı ve etkileşimli ortamı nedeniyle incelemeye değer bulunmuştur. Bu tezin alan çalışması için, 24 ATÖLYE komünite üyesi ile yarı yapılandırılmış görüşmeler ve dört hafta boyunca mekânda katılımcı gözlem yapılmıştır. Bu nitel yöntemlerden toplanan verilere dayanarak, çalışma bulgularının sonuçları üç ana başlık altında toplanmıştır. Ana sonuçlardan biri, karşılıklı güvenin önemi, üyeler arası iş birliği ve anlık geri bildirim kültürünü destekleyen üyeler arasında bir aidiyet ve dayanışma duygusu hakkındadır. İkincisi, disiplinler arası topluluğun eğitim benzeri bir ortam yaratılmasına katkısı, projelere ve kişisel gelişime olumlu etkilerine etkileri. Son olarak, yaratıcı merkezlerin

fiziksel ve fiziksel olmayan özelliklerinin birbirini nasıl etkilediğinin anlaşılması için kullanım sürekliliği ve mekân özelliklerinin yeniden irdelenmesi sunulmuştur.

Anahtar Kelimeler: Yeni çalışma alanları, yaratıcı endüstri çalışanları, interdisipliner komünite, ağ kurma, işbirlikçi çalışma alanlarının özellikleri.

to my mum and dad

ACKNOWLEDGEMENTS

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CHAPTER 1

INTRODUCTION

1.1 Background

Rapid growth in technological development, especially in information and communication, has impacted people's daily lives throughout time in every aspect, and work life is one of them. The world of work has transformed into a more people-focused, mobile, autonomous form of working, and people can perform their job remotely because of accessibility through improvements in communication and information (Malone, 2004). As Castells (2000) describes, this type of workers' community is a 'network society'. Moreover, with alterations in production techniques, work has come to depend more on knowledge and intellectuality rather than manual labour. In the past it was believed that work should consist of physical effort and sweat, but now the hot professions are based on minimal physical effort and high brain work. Edwards and Wajcman (2005) define these value-creating workers as 'portfolio workers' who are mobile and self-managed, and can directly negotiate with buyers.

Workers in the creative industry can be classified under this work definition. As Florida (2004) explains, the creative class transforms their intelligence into monetary gain, and depicts it in two sections: the super-creative core and creative professionals. The first one is comprised of scientists, designers, engineers or artists; the other one includes knowledge-based professions such as IT workers, lawyers or health care

workers. As the UK Department for Culture, Media and Sport report (2016), these creative works can include several areas, such as advertising and marketing, architecture, crafts, design, the film industry, IT software and computer services, publishing, music performance and visual arts. These workers experience intrinsic production and value creation through their work with flexibility and autonomy (Hesmondhalgh & Baker, 2011).

Consequently, when the work becomes more mobile, flexible and autonomous, and dependant on intelligence and individual effort, the traditional workspace has started to change correlatively. The needs and new work routines of these workers require an open, interactive and comfortable environment; Florida (2004) likens that atmosphere to the researcher's lab or artist's atelier. These are the significant images for the comprehension of alternative workspaces. The new approaches in labour have altered workspaces into open-plan and collaboration and teamwork-based areas (Myerson & Bichard, 2010). Not only do existing offices transform into new shapes with these trends but these changes in work experience can also create their own new workspaces. The alternative workspaces are highly preferred among creative workers because these spaces provide the workers with a kind of professional environment which is not restricted.

Remote workers and small teams of start-ups and ventures frequently opt to work in alternative workspaces such as shared offices, co-working spaces, creative hubs, fab-labs, innovation centres or hacker/makerspaces. The definitions and characteristics of these spaces can be mutual and diversified in some ways. In common ground, these workspaces allow people to become involved with alternative working, sharing and creating experiences, and they also provide an environment for interaction, connection and collaboration among the workers. According to the European Commission's Creative Hubs Network Project (2016), all of the various creative workspaces or platforms can be gathered under the same title of 'creative hubs', which bring together people from the creative industries – designers, developers, artists, start-up entrepreneurs – to work to create, make and collaborate.

1.2 Aim and Scope of the Study

Many creative industry workers prefer to work in these alternative workspaces all around the world. These spaces allow them to work, to share, to create together, and interact with each other. The spaces do not only offer a tangible place to work but also encourage people to become a part of a network and a community. These creative environments are colourful in terms of their interdisciplinary participants, and the various tangible and intangible facilities that they supply. These spaces and platforms unite people from diverse backgrounds, and enable them to work and interact with each other. This gathering is critical in producing potential collaborations and meaningful ideas through communication and interaction. Therefore, the aim of the research topic is to explore the collaboration between creative industry workers in new workspaces with an example case of a specific creative hub, ATÖLYE.

However, though creative hubs have helped to make alternative workplaces become prevalent across the world, this condition is not as widespread in Turkey. These types of spaces, mostly located in well-known cities, have become more popular in recent years (Coworker.com, 2017). These venues in Turkey are predominantly centred in Istanbul and deliver diversified facilities to their users. Figure 1.1 demonstrates the creative network map of Istanbul with analyses of the diverse intersections of location and facilities of space.
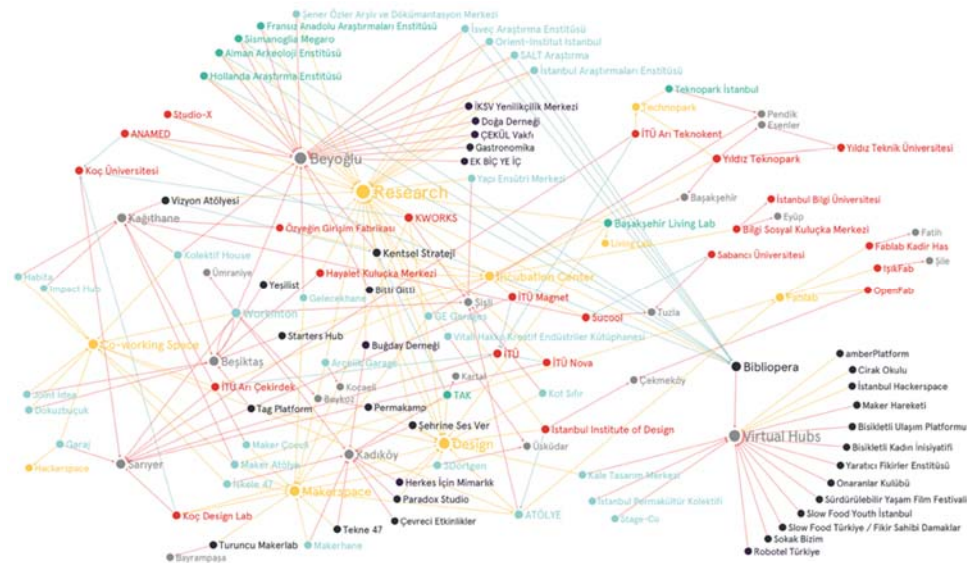
Figure 1.1 Creative Hubs Istanbul (Graphcommons.com, 2017)

As can be seen in the diagram, there are many kinds of new workspaces for multiple purposes. These creation and innovation spaces are mostly funded or partially supported by the government or individual investors and may be located in university campuses. Furthermore, as we must consider the human potential, the community is at the heart of these creative hubs. The diversity of the community demonstrates the possible collaborations and teamwork. Thus, the goal of the research is to explore how the collaboration, interaction, and communication of the interdisciplinary community members is built and developed in the "creative hub", and how the characteristics of this space trigger these interactions. To match with the research topic and aim, the study focuses on the ATÖLYE workspace environment. Besides the general concept of alternative workspaces, the specific model of ATÖLYE is so suitable for the case study in the scope of Turkey because of its community-based approach and involvement with collaborative work. ATÖLYE is a creative hub located in Istanbul, which has an interdisciplinary community and various tangible and intangible resources for its community members.

1.3 Research Questions

Considering the research aim and scope, three main research questions are determined for this thesis:

- What are the internal and external dynamics that affect collaboration in creative hubs?
- How does the interdisciplinary environment influence projects (design and creativity) in creative hubs?
- What are the tangible and intangible characteristics of creative hubs?

1.4 Structure of the Research

This thesis consists of five chapters. This introduction chapter explains background of the research, the aim and scope of the study and the research questions. In the end, it demonstrates the structure of the thesis.

Chapter 2 is comprised of a review of the related literature. It includes a broad range of sources related to the research topic including workers in the creative industry and new work, building community perception, interdisciplinarity and collaboration, new workspace features, and the emotional bond and experience of space. Lastly, it discusses the contribution of this research to the current literature.

Chapter 3 clarifies the research design of the study. This methodology chapter opens with describing the research context for a comprehension of the research case in detail, and builds a mindset for further chapters. Next, it presents sampling and data collection methods which comprise two qualitative approaches, semi-structured interviews and participant observation methods, then clarifies the data analysis method.

Chapter 4 presents and discusses the findings and analysis of the collected data through interviews with community members, and participant observation in ATÖLYE. This analysis chapter firstly explains the diversity of the community members to provide correlation with the research topic and aim. In the following part, it introduces research findings in three main headlines: new work and new routines in creative industries, community and knowledge transfer, and how space creates a perception of community.

Chapter 5 introduces the overall findings and conclusions of the study. Moreover, it highlights the limitations of the study and provides suggestions for future research.

CHAPTER 2

LITERATURE REVIEW

This chapter introduces the literature review of the related sources for the aim and scope of the research. The purpose of this literature review is to provide a ground for the case study which investigates the interaction and collaboration among creative industry workers and experiences in the ATÖLYE creative hub, and the characteristics of space. There are five main topics presented here: creative industry workers (also referred as *knowledge* or *portfolio* workers), new management approaches in these organisations, alternative workspaces and new approaches in office design, disciplinary frameworks and collaboration. Clearly, these are presented as successive explorations to create a general background for the research with the range of sources, and they are therefore presented in this order.

It starts with the literature examination of creative industry workers, their profiles, work experience and problems and advantages, to depict a framework for the research topic. It continues with the summary of the alternative managemental methods in the organisations because of changes in work experiences and career preferences. Then, the related literature about alternative workspaces, and new design concerns for these new spaces, is presented through the classifications of these spaces and their historical backgrounds, open-plan structures, and their diversity and flexibility. Following that, community building and the disciplinary framework are demonstrated in the scope of

the alternative platforms and workspaces. Under the last main headline, collaboration literature will be reviewed in detail.

2.1 Creative Industry Workers

Many scholars have emphasised that the technological developments in communication and information direct the path of the future of work in the post-industrial or "information/knowledge economy/society" (Castells, 2000; Bell, 1976; Drucker, 1969). And these new workers are frequently defined as knowledge workers or portfolio workers (Edwards & Wajcman, 2005; Handy, 1989). Florida (2004) describes these intellectual workers in the knowledge/information society as a creative class, and continues his definition about the creative workers, claiming these are the people who create something entirely new, or add value to the old. The creative industry professionals' working experiences are more intrinsic and individual because of the creation process, and self-managed, project-based work also depends on the customer needs, therefore highlighting the importance of a personal network and acquaintances (Christopherson, 2008). In his critical work, Pratt (2008) posits that the definition of the internal and unique creation process can cause isolation for creative workers from other businesses and the public; moreover, it supports the perception of the value of creation based only on creative workers.

The new workers generally include a youth labour force who can be depicted as extremely concentrated on their creative work and career, and are usually unmarried (Henninger & Gottschall, 2007). Furthermore, creative workers are typically self-employed, and they can be freelancers, start-up workers or entrepreneurs, but in general they work as individuals or in small teams. The new working features emerge from the new practices of creative workers, such as implementing their work independently and employing self-management (Hesmondhalgh & Baker, 2011). These independent workers have first-hand relationships with customers, and they work in a mobile and self-managed fashion. Despite these working characteristics seeming positive, employers in fact prefer to hire them because the workers have no tax problems, and do not demand holiday bonuses or health care insurance (Platman, 2004). So, they work independently, albeit quite insecurely. Apart from the positive

features of portfolio workers, there are negative effects of working independently, such as a feeling of isolation, a lack of a sense of attachment, economic risks and the instability of work options which mostly depend on the clients (Clinton et al., 2006). These precarious working conditions among knowledge workers can be detected in the literature of insecure work environments. According to Kalleberg (2009), the increase of knowledge-based work after the mass production era has altered the working experience into a more flexible and independent but insecure and ambiguous way for the new worker, known sociologically as the precariat. Correlatively, Neilson and Rossiter (2005) state that precarious work has contradicting dualism. The precarious workers have an uncertain future and low payment compared with the past's stable job options, but also the creative enterprises can benefit from the flexible working conditions which are fundamental to the network-based communication and production for abusing the workers.

2.1.1 Self-Management

As Hesmondhalgh and Baker (2011) discuss, creative workers believe their work to be distinguished and unique, and they need to have self-control on their schedules, work routines and actions to create something valuable. The creative worker can use flexible working hours to bring their work to life. Moreover, self-employed workers have diverse motivations which mostly depend on flexible time-management to work autonomously and remotely (Gold & Fraser, 2002). They can separate time for family and friends, and individual activities. However, freelance work is tricky, even in break times, as workers barely stop thinking about possible future projects; work fear and stress should be restrained to prevent negative impacts on personal life (Gold & Mustafa, 2013). Furthermore, flexible working hours do not depend on the workers' free will most of the time, and the project deadline is the main concern for determining the work hours for the workers. In general, the projects have really short-term deadlines and, having signed the agreements, creative workers need to accept that (Gill, 2002).

When there is no compulsion to complete the work, besides a deadline, self-discipline becomes a vital feature of the independent creative worker. As Gill (2010) describes,

autonomous workers should have complete responsibility over their work, and flexibility in work time and place, and do not need to account for any authority besides themselves. In their research, which is specifically focused on the media industry, Hesmondhalgh and Baker (2009) discuss that the creative workers may work flexible hours, but they usually work long hours without any complaint, until it impacts them negatively. The creators are not aware of the process until they get hurt physically or psychologically because of their passion for what they are doing, and this can be seen as a reflection of self-abusive behaviour.

2.1.2 Work-Life Balance

Future jobs are directed by the technological developments into flexible working conditions because of intense communication; on the other hand, these improvements have abolished the boundaries of work and private life (Donkin, 2010). Flexible working hours expose the problematic nature of reaching a balance between work and private life. Perhaps independent workers in the new economy can designate their work hours and spaces but they may yet feel lonely and be forced to endure the difficulties in family and social life (Perrons, 2003). As Clinton et al. (2006) indicate, portfolio workers usually work alone, and they do not need to interact with anyone besides the customers during working hours, therefore it produces a lack of socialisation and communication for them.

As mentioned earlier, creative workers can encounter problems about the unclear future and financial risks. Mostly, the uncertainty of the workflow, working hours, and future anxiety can cause the stress of individuals, and it negatively affects the creativity of the worker (Dex et al., 2000). Creative work is a more internal experience and can be affected by the individual's psychology; indeed, negative feelings may have impacts on social life and personal relationships. On the other hand, remote independent workers' productivity and sense of achievement in their work life may actually enhance their family life, and may also decrease work stress and anxiety (Baruch, 2000).

Many of the researchers indicate the problematics of work, life and leisure time balance in the knowledge society – not for blue-collar workers, but high skilled professionals cannot simply leave their work at the workspace, they both bring work at home and, more importantly, work does not finish in their mind even while ostensibly relaxing at home (Warhurst et al., 2008). Lewis (2003) states that flexible working conditions create a dilemma: work and home cease to have clear definitions because workers may have social problems due to overwork, and they even feel more comfortable at work than at home. Home is not a shelter anymore, but the workspace is. She discusses that knowledge workers have fun while they are working and do not get any profit for the high workload, thereby blurring the lines of entertainment and work life. To prefer expending so much effort and time at work may be perceived as fun by knowledge workers; in fact, the alterations in work and organization produce this artificial preference which appears to be free will (Haworth & Lewis 2005).

2.1.3 Networking

Networking capability is a key instrument for the portfolio worker's success. As Gold and Fraser (2002) argue, the emergence of new career developments with changes in working experiences feed the workers' need to have self-networks, qualifications and sources to provide and maintain their works, and these can be attained from reliable channels like private networks or those of coworkers. Self-employed workers have direct relationships with customers, and they should have distinctive portfolio works to differentiate them from their rivals (Fraser & Gold, 2001). In addition, Fenwick (2004) explains that portfolio workers should differ from others through their creative and novel ideas and works; in this way, they might be preferable to companies among myriad self-employed worker alternatives.

When people choose to work independently in the new economy, their personal networks provide them the opportunity to improve their careers. The ability to construct relationships with other partners and clients is vital for individuals to build and boost their network and career development (Sullivan, 1999). Thus, entrepreneurs, start-up workers or freelancers need to establish a secure network for sustaining their workflow and business. Furthermore, since building, developing and sustaining the

network is not free of charge, the networking processes require a certain budget and time, while it also depends on a reliance and mutual benefit which is kind of a win-win situation (Witt, 2004). Hence, these networking activities necessitate several ingredients which include behavioural social skills with others, strong professional qualifications for standing out in the competitive talent pool, financial planning, time and effort, and also trust building and mutual resource sharing.

2.2 New Managerial Approaches

Changes in work practices and experiences among creative workers lead them to pursue different career paths to the equivalent full-time jobs in the past. New career profiles and organisational approaches have emerged with more flexible and autonomous working conditions (see Table 2.1). Thus, this tendency towards independent and flexible work and its practices alters the structure of organisations, and it transforms jobs from stable ones into more remote and project-based work (Storey et al., 2005). These new approaches have affected both management types and the office environment; also, the alterations in management methods have impacts on the new working types.

Table 2.1 Career Characteristics (Adapted from Arthur and Rousseau, 1996)

Time Period	Second Wave 1860- 1970	Third Wave 1975- 1995	Fourth Wave 2000-
Work types	Work with same single employer.	Work for multiple employers.	Work as self-employed.
Working position	Take position in the corporate hierarchy.	Participate in projects to get experience.	Develop personal qualifications.
Career progress	Let employer decide career progress.	Decide career progress with employer.	Decide one's own career progress.

Recently, self-employment status is commonly preferred by the workers for various benefits such as flexibility, independence and mobility. For several advantages such as job satisfaction, freedom and monetary gain, people tend to choose a self-employed career path with entrepreneurial aspects; however, in different perspectives, workers can find themselves in self-employment positions because they do not have any better options (Dawson et al., 2009). As Smeaton (2003) argues, while there is a positive perception of self-employed portfolio careers that occur especially among well-educated young adults with disposable income, more independence and job satisfaction, there are also negative factors. Self-employed workers might involuntarily select this career, and accept limited and imbalanced income and unhappiness in work life. Moreover, self-employed workers may also abandon their paid jobs because of the low earnings; on the other hand, paid workers may be inclined to change jobs due to an intangible dissatisfaction in their working life (Guerra & Patuelli, 2016).

Furthermore, changes in working conditions with the knowledge economy affect the organisation's structures. Along with the added independence in the individual's working life, organisational management also adapts through knowledge and creative labour. As Banks et al. (2002) explain, creative workers manage the team-based approach effectively, and everyone in the group has diverse qualifications to deliver the project; besides, the determined freedom in small-medium sized organisations drives the knowledge, expertise and creativity transfer among creative workers. The creative worker's performance directly links with the project's success: when the worker feels more motivated, more productive and innovative ideas emerge. This motivation relies upon the sincere and fair criticism for improvement, self-management of the workers, work types and gratification (Amabile, 1997).

Recently, knowledge/information based small-medium sized organisations have attempted new management approaches. One of these is holacracy, which is a term that developed from organisational agility and decentralized management (Robertson, 2007). As a management method, holacracy differs substantially from traditional approaches. It is a 'self-management' working experience, and it is based on self-organised teamwork, equal power divisions, a democratic environment, and dynamic

individual status according to the project needs, not merely for labelling and background (Holacracy.org, 2018). In holacracy management, no one has specific titles and every member of the team truly wears various hats, as it were, and therefore everybody takes decision liability and control (Rud, 2009). To sum up, the new working practices have impacts both on the individual's career preferences and the organisational structures in more dynamic and flexible aspects.

2.3 Alternative Workspaces and New Approaches for Office Design

Not only are management types shaped through new work experiences and practices of creative workers, but they also affect and transform the tangible working environments and produce their own spaces with certain characteristics. As Felstead et al. (2005) present, individual workers can freely organise their time and work places which are classified in three sections: 'working in collective offices', 'working at home' and 'working on the move'. Through their working preferences, especially in collaborative workspaces, there are a lack of private areas, but it reduces the financial costs. As Florida (2004) points out, the correlation between the tendency towards independent behaviour of creative workers transforms working spaces in the new knowledge economy, and they have become more flexible, open and interactive.

2.3.1 New Workspaces

Apart from contributing to economic development and new career options, creative work is considered a critical factor for an organisation's success, and the creative industries' working practices direct the new organisational approaches (Lampel & Germain, 2015). There are several workspaces bringing creative workers together in order to work, share and create. The British Council asserts a creative hub definition – different from creative clusters and districts – including knowledge economy workers, namely:

> A creative hub is a place, either physical or virtual, which brings creative people together. It is a convenor, providing space and support for networking, business development and community engagement within the creative, cultural and tech sectors (British Council, 2015).

In this British Council Creative Hub Toolkit report (2015, p.5), there are several variants for constructing a creative hub which are as follows:

> **Studio:** Small collective of individuals and/or small businesses, in a coworking space.
> **Centre:** Large scale building which may have other assets such as a café, bar, cinema, makerspace, shop, or exhibition space.
> **Network:** Dispersed group of individuals or businesses – tends to be sector or place specific.
> **Cluster:** Co-located creative individuals and businesses in a geographic area.
> **Online Platform:** Uses only online methods – website/social media to engage with a dispersed audience.
> **Alternative:** Focused on experimentation with new communities, sectors and financial models.

In this perception, the creative hub seems like a kind of collective workspace which allows creatives to work and create together. In historical background, the collaborative working space idea is not a brand-new phenomenon. In the *Deskmag* article, the evolving processes of collaborative working spaces are chronologically discussed with examples. The article shows that this evolution of physical space started with a hackerspace in Berlin, and from there, developed from shared rented offices in New York, to an entrepreneurship community centre in Vienna, and eventually the emergence of the first official collective working spaces in San Francisco in 2005 (Foertsch & Cagnol 2013). This coworking is an alternative working practice which addresses several concerns like autonomy and a collective and comfy work style for new knowledge workers (i.e. self-employed workers, freelancers, entrepreneurs, or start-up teams), and coworkers rely on each other and have collective goals and shared sensibilities (Foertsch, 2011).

Gandini (2015) emphasises that the coworking space is a transition point between corporate working experiences and self-employed home-based practices, and it promises independent workers an office-like atmosphere with all required facilities, and working with coworkers who come from similar or close professional areas. In his work, Moriset (2014) indicates that coworking spaces offer 'a third place between home and work' comparing them with working experiences in Starbucks or cafés because knowledge workers usually need just their laptop and wi-fi to work. In addition, as Merkel (2015) points out in her work, the notion of coworking is a

consequence of the economic depression in 2007-2008, and besides its collaborative and flexible working offerings, it is an independent worker's reaction for reducing costs, therefore it is not a top-down approach, it was born naturally. Also, according to the study, self-employed independent workers are more inclined to work in collective spaces because they can work with peers from similar backgrounds, reach a useful network, and it provides a social environment that they cannot find in home-based work. As Spreitzer et al. (2015) state, working with various people in coworking spaces inhibits the propagation of any certain workplace ego, and this variety makes visible their works' specialities.

2.3.2 Design Concerns for the New Workspaces

The relationship between work and workspace is dynamic, reproducing and deriving from one other, and designing a workspace is an unfinished continuum: it is an evolving process that never ends, and depends on the behaviours of users, components of the space, products and the whole surroundings (Chan et al., 2007). According to Stevenson's article (2017) at *Ideo* website, one of the main concerns of designing a workspace is to enhance creativity, and the coworking approach and café shops are the most inspiring themes. In the article, there are some determined characteristics for designing these creativity-supporting spaces, therefore the space comprises mobile components and furniture, common assemblage points, a cosy kitchen, and nature-inspired colour, lighting or scent applications to boost well-being. As Lewis and Moultrie (2005) point out, to provide creative and innovative work, conventional and hierarchical characteristics of workspace, such as a cellular structure, should be abandoned. Also, creative working practices can be encouraged with changes in the workspace's technological and manual tools, such as using boards for idea generation processes, digital brainstorming systems or media projection tools for visualisation (Magadley & Birdi, 2009).

Moreover, people's flexibility, productivity, performance and pleasure should be considered while designing a collaborative workspace, and the space needs to engender a working efficiency, serendipitous interactions, collaboration, comfort, and enhance a feeling of belonging despite the increased circulation of people (Jackson,

2014). As Gibson (2003) clarifies, there are particular necessities for a more flexible working environment; various working areas need to be created to promote mobilisation, with private and shared components for working, including a canteen, meeting rooms, and a rest area to enhance communication among workers. More specifically, Björklund et al. (2011) indicate that meeting points, such as the Aalto Design Factory's *Kafis*, which is part café, part kitchen, part office, and is the only place in the building to drop by to get a cup of coffee, can lead to interactions among people and elevate the chances of getting know each other.

To increase daily encounters, communication, collaboration and interaction among workers, workspaces are designed as open-plan structures; despite the fact that the open atmosphere is beneficial for coworkers' interactions, it can create a lack of privacy (Fayard & Weeks, 2011). As Kim and de Daar (2013) claim, in spite of the increased interaction and communication advantages and comfortable environment of open-plan structures, the total sense of work gratification is perceived as decreased because of privacy issues and noise. Further, the open-plan office environment can cause employees' inner motivation, satisfaction and efficiency to decrease because of being watched and bothered by supervisors and other colleagues, which can lead to lost concentration (Zaglauer, Drotleff & Liebl, 2017). On the other hand, in the related literature, there is strong assertion for the advantages of the open-plan structure. Veitch et al. (2007) claim that open-plan office employees are more satisfied with their working conditions than those in traditional offices, and it has positive impacts on company welfare, and supports productivity.

2.3.3 Interdisciplinary Community

Rus and Orel (2015) discuss that one of the reasons for increasing the number of collective working spaces is a reaction to shared offices with rented desk offerings without interaction and communication at all. As Spinuzzi (2012) emphasises, knowledge workers are able to work whenever and wherever they are with their digital devices, but this mobility and flexibility creates a feeling of loneliness, a lack of social skills, an inability to form reliance, and a limitation for building networks and collaboration. However, collaborative working spaces exist to demolish this isolation.

The interaction and communication between the workers has led to the creation of community in a work context. The community in this context comprises members from diverse disciplines rarely seen in the same team, with the motivation of mutual success, multiple qualifications and various experiences in making ideas tangible and real (Hood, 2015).

The nature of creative working spaces is that knowledge workers of diverse backgrounds and professions come together, work and collaborate, therefore creating an interdisciplinary environment in these collaborative working spaces. In the related literature, the interdisciplinary environment causes both fruitfulness with various perspectives, and conflict because of the challenges. As Kim, Ju and Lee (2015) state, the interdisciplinary backgrounds of team members provide projects with innovative design solutions and promote creativity. The creative work nourishes the varied professionals' experiences and ideas. On the other hand, communication conflicts may be caused by the interdisciplinary team members' language differences, different technical usage, and approaches from contrasting points and different responsibilities (Kleinsmann & Valkenburg, 2008).

2.4 Disciplinary Frameworks

To comprehend the diversity of the disciplinary environment of creative spaces, the disciplinary frameworks are defined in this section. Summarising the literature of different disciplinary approaches is valuable for properly building a knowledge background about the research topic and aims. Related disciplinary terms will be tackled comparatively with each other to depict clear explanations.

As Krishnan (2009) clarifies, the academic discipline is a technical term which involves methodological learning and systematic knowledge development. He argues that not every subject can be regarded as an academic discipline, that there are certain criteria for acknowledging them as a discipline; these disciplines have theories, defined research methods, specific technical language and terms. Due to the fact that scientific and world problems are getting much more complex, the solutions should not come out from one field method – these complicated issues need to be tackled by more than

one person from various disciplines with collaborative work. Thus, this necessity drives developments in disciplinary work evaluation (see Figure 2.1).
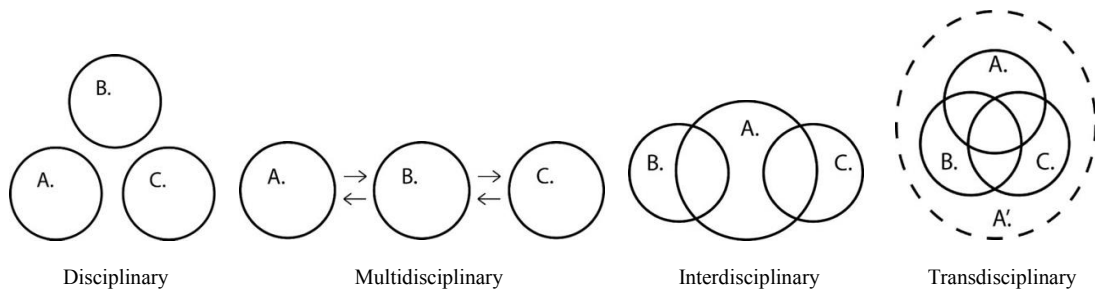
Figure 2.2 From disciplinary to transdisciplinary approach (Dykes et al., 2009)

2.4.1 Multidisciplinarity

Multidisciplinary thinking collects knowledge from various disciplines despite facing divisions and boundaries; on the other hand, interdisciplinarity examines and blends bonds between disciplines, and brings them together as an organised and coherent whole (Repko, 2012). In a multidisciplinary team, the members separately impart their knowledge in their areas of specification. As Stokols et al. (2008) describe, multidisciplinary team members adhere to their distinctive methods and qualifications in process; in fact, they work independently and gather together at certain intervals to share their personal perspectives and knowledge about the common determined problems for producing wide scale analysis.

2.4.2 Interdisciplinarity

Interdisciplinary working is an interactive process in which people collaborate, and every discipline contributes abilities and specifications to solve a common problem (Repko, 2012). Team members are not independent as in the multidisciplinary process; in an interdisciplinary process, contrarily, people work together, communicate and interact with each other. According to Dykes et al. (2009), the interdisciplinary method is not only about two or more disciplines working together, but it is also an integrative process which the members must share and exchange their capabilities and methods

for solving a defined problem, and interdisciplinary collaborations can generate new disciplinary fields (Nicolescu, 1999).

2.4.3 Transdisciplinarity

Whereas multidisciplinary processes include working *with* several disciplines and the interdisciplinary approach is working *between* several disciplines, the transdisciplinary approach involves working *across* and *beyond* several disciplines (Repko, 2012). The transdisciplinary work necessitates and causes teams to sweep disciplinary boundaries, it requires knowledge and cultural dynamism more than an individual discipline does, and it induces the generation of new methods and tools for translation between diverse disciplines (McWilliam et al., 2008). Thus, transdisciplinary work is not just an integrative process, people also surpass their disciplinary borders, and the process produces new methods and languages. Transdisciplinary collaborative work has the most suitable nature for creating highly innovative and productive ideas and projects than the others (Dykes et al., 2009).

2.5 Collaboration

Collaboration is an activity to solve problems in a more efficient way in terms of time and effort. Dede (2010) indicates that the inclination towards collaborative working is a valuable ability in the knowledge-based working society, and new workers are able to fit into new information-based working types if they are working in collaboration – even if they do not meet in real life, and just work together through digital tools. Besides collaboration as a personal skill, Powell and Snellman (2004) mention that collaboration between companies helps to keep up with the high technological developments in the knowledge-based economy. As Breu et al. (2002) consider, collaboration is one of the characteristics of an organisation for the agility of business, vital for building any project or company. Thus, being capable of working together smoothly is a critical manner in this area for successful enterprises.

Open and permanent communication and interaction needs to develop among team members to construct sustainable collaboration (Rud, 2009). According to Tarricone

and Luca (2002), the productivity of collaborative teamwork depends on the explicit communication and solidarity between team members. Also, they define certain skillsets for being a team member such as problem-solving, interaction, effective time usage, socialisation, adaptation to environments, as well as collaboration. In addition, collaborative work reveals the members' ideal performance because the whole team affects each other positively to move on, and everyone tends to be in solidarity to compensate for each other's deficiencies for the total output success (Scarnati, 2001). As Rosen (2007) describes, certain cultural factors provide and sustain collaboration, such as reliance, sharing, interaction, positive criticism, diversified thoughts, ambience and common value creation. In contrast, a lack of communication, not understanding the value of collaboration, task blurriness, hierarchical domination, blocking creative ideas and critical opinions cause teamwork to collapse in time, and it should not always be the manager's fault (Johnson et al., 2000).

2.6 Summary

This literature review aims to assist the audience to comprehend different aspects that are related with the research on the collaboration between creative industry workers in new workspaces. The topic of the research is not directly encountered in the literature, and because of this reason, the range of sources that will cover all the relevant material the research topic is related, and was reviewed. Despite the fact that a lot of research has been done in the literature about creative workers' personal problems and work types, the collaborative work between the creative workers has not been studied and depends on the workers' experiences and feelings. This thesis hopes to address this and provide knowledge for this gap in the relevant literature.

The literature review firstly revealed knowledge about creative workers and knowledge economy to supply the general opinion of the research topic. As one can observe in the related literature, the new economy and society are mostly based on knowledge production, sharing and value creation (Florida, 2004). The physical effort-based professions of the past are superseded by brain work and knowledge and intellectual accumulation. As we can comprehend from the new creative, portfolio or knowledge worker literature, the new work practices and rise of the creative class have

impacted working habits, personal life, social environment and even the worker's psychology and well-being. Also, creative work has generated its own notions because of the independence and flexibility of the working experience, such as autonomy, self-exploration and self-realisation (Hesmondhalgh & Baker, 2011).

Later, the relevant literature scanned through the keywords, new workspaces and their features. The new workspaces' literature includes various examples of different workspaces for creative and innovative work such as labs, makerspaces and coworking spaces, but the British Council's definition is the most explicit one for the research scope. To understand the interdisciplinary community structure deeply, the various disciplinary approaches have been reviewed in the related literature. And finally, the collaborative working characteristics have been revealed in order to build a knowledge basis for the research topic and aim.

This chapter has reviewed the literature which is related with the study. The next chapter will present the context of the study and the methods used for the research in detail.

CHAPTER 3

METHODOLOGY

This chapter depicts the research methodology and the implemented research process in detail. It starts with the explanation of the research context which is a private organisation ATÖLYE and resumes with the outline of research approach and the reasons for the selection case. Then, the in-depth description of the data collection is presented. Lastly, how the data analysis was done is discussed. This section demonstrates the reasons for the choosing qualitative research methods and what are the consequences.

3.1 Research Context: ATÖLYE

The research context was selected as private organisation ATÖLYE. This context information gathered from several sources which were the unstructured interview with the community manager, the observation in the field and the online sources. Initially, I used online tools to get information about ATÖLYE. Then, I decided to visit there for getting first-hand knowledge and grasping ATÖLYE ambience before I began to collect the research data. Therefore, I visited the field and observed the atmosphere in early November 2016. During my visits, I met the co-founders and made an unstructured interview with the community manager. There was no voice record of it; instead, I took notes. In shortly stated, that interview induced me to learn essential characteristics about the organisation, which turned out to be usable for afterwards and depicted the path of the study. These were mostly about the community and how it

was constituted, and the organisational structure. Based on the interview and impression of the place with a help by the online sources, I will explain the research context in the following paragraphs.

ATÖLYE is a creative hub, comprises of the event space, meeting rooms, coworking area and a maker lab. It is located in the art and culture island Bomontiada, Istanbul along with the other art galleries, restaurants, multi-purpose performance venue and a shared courtyard. Bomontiada formerly is known as Historical Bomonti Beer Factory, locates in 12.000 m^2 area in Factory Sisli, Istanbul. It locates in crossroad of typical crowded Sisli streets nearby Sisli Etfal Hospital, Ferıkoy Antique Bazaar, Bomonti Hilton and one of Mimar Sinan Fine Art University campuses along with classical Sisli apartments and neighbourhoods (see Figure 3.1). This Bomonti district has been mainly preferred by the non-Muslim population for accommodation since Ottoman Empire period (Sağlam, 2017).
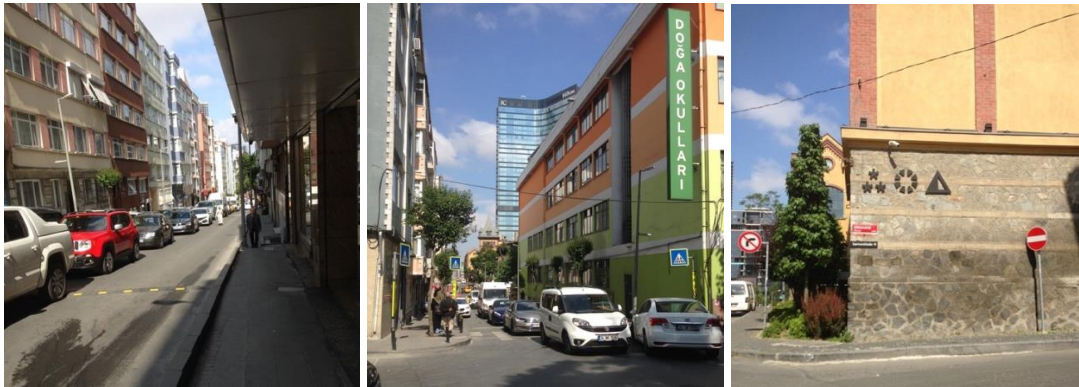
Figure 3.1 Two Silahsor Street views and Bomontiada in Birahane Street (Left to right)

The beer factory was built in 1890 in Ferikoy by Swedish Bomonti brothers and it was a significant figure for district which have started to mention as Bomonti with increasing popularity of the beer factory (Thepopulist.com.tr, 2018). This historical beer factory was the first beer production company with using modern methods in Ottoman Empire (Sağlam, 2017). Different views in years can be seen in the Figure 3.2 at below.
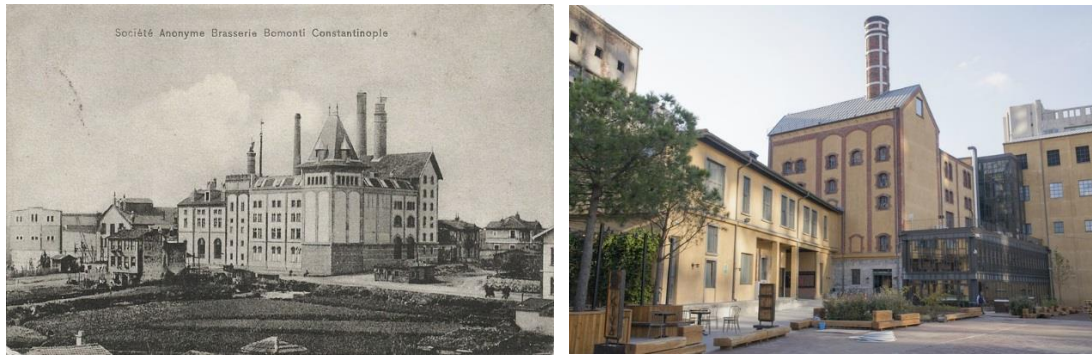
Figure 3.2 An old view of the Historical Beer Factory and current Bomontiada complex

In 1930's, TEKEL (Tobacco, Tobacco Products, Salt and Alcohol Enterprises Inc. General Directorate) took over the factory and run it actively until 1991, after 24 inactive years, in 2015 the historical factory has been renovated and reopened by Pozitif and D.ream group as Bomontiada art and culture project. ATÖLYE represents the design world related face of this art and culture complex along with the other restaurants, art galleries and performance halls (see Figure 3.3). The core idea of organisation is based on an academic project in 2013 and after the developing community and preparation process in its temporary space, finally ATÖLYE was located in Bomontiada in September 2015 (Medium.com/atolye, 2017). The organisation has various partnerships which include the individual investments from Turkey and abroad, Ozyegin University as a strategic partner, and governmental fund Istanbul Development Agency (ISTKA) (Atolye.io, 2017). ATÖLYE has a for-profit organisation structure which is built on the notion of bringing people with diversified background together to develop meaningful ideas and fulfil them in real life. The community shares the open space working area and uses the other facilities of the venue. The organisation has various community members from different backgrounds, disciplines and experiences related with the technology, art and design as well as social sciences. The community model consists of two main ingredients which are the core team and the members. This is a whole integrated community, and these two components do not act like divided units.

Figure 3.3 Venue visualisations and a View of Courtyard (Erbirer & Aytan, 2018)

Members

The core team has salaried employees who run profitable business works for the organisation with the clients. These projects have a broad spectrum from the architecture to the ones based on strategy and business development. The core team members are employed under the name of specific titles such as Community & Makerlab Lead, Community Assistant, Communication Lead/Associate/Assistant, Research and Insight Lead, Learning and Innovation Lead and Spatial Design Lead. Despite the segmentation, the missions of the core team members can change case by case. This team members also be part of the community and they may use the facilities as a paid member. The second part of the community consists of the members who pay for the membership to the organisation and the different kind of memberships have the specific deals according to the payment. These members can utilise the facilities of the space and the benefits of the network. Besides, the access to the physical resources of the organisation changes depending on the membership status which can be flex (10 days/ months), resident (24/7) and large office option (up to 5 people) (Atolye.io, 2017). The candidate members should fill the online application form and send it before the face-to-face meeting. The member-to-be has to pass an informal job interview to become a part of ATÖLYE. During the interview, which is carried out in the form of a small chat, the community manager aims to understand whether the candidate can perfectly fit the environment or not. According to community manager,

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the organisation wants to check the applicants' qualifications, job experiences and their inclinations of the collaboration. They end up the process with a non-strict membership contract to support the collaborative and peaceful atmosphere.
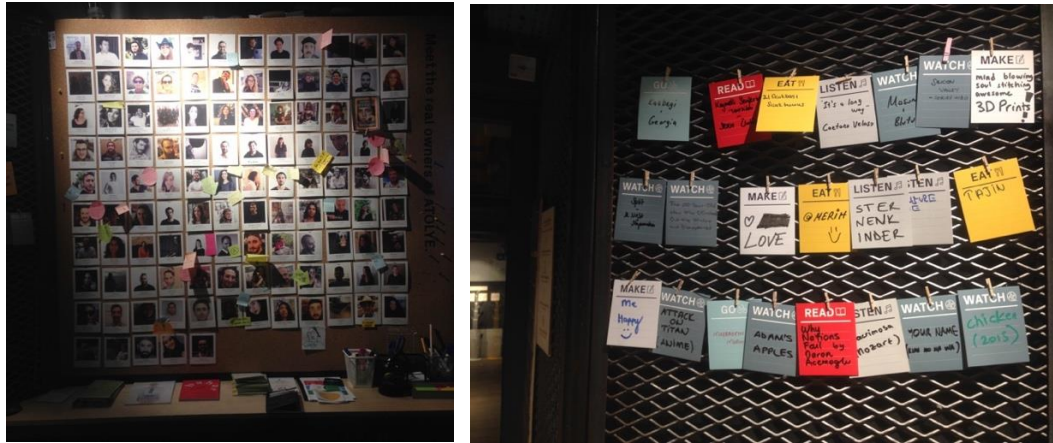
Figure 3.4 Community visual list and suggestion charts at entry of open-space working area

The community manager states that the membership process as a tough one with the whole interview procedures with himself and co-founders. The members can be part of the organisation with already have a project or business, but the thing is, the target is to generate projects originated from ATÖLYE. According to the community manager, the goal is not to collect people who have outstanding CVs; it is about gathering people who are suitable for the collaborative work, open for communication, and highly motivated. One of the other reasons to make an informal job interview, as community manager indicates is the capacity of the space since it allows maximum of approximately one hundred people working at the same time. In addition, the diversity of the community is a critical issue according to the community manager, and they concern to keep it balanced in the means of demographical features such as gender distribution in terms of numbers; foreign members' involvement is a must. Also, the equal distribution background of the members is crucial; hence, the community members can be divided four by their backgrounds as creative industries, technology & engineering, strategy & business development and social perspective & community building (Graphcommons.com, 2017). This diversification should be kept in balance according to community manager. When the balance is broken, this gap is filled by a

new member who has the close background and profession of the former.

Space

ATÖLYE serves the community as an alternative working space with the accessible peers, production workshop with a full-scale equipment set, and the diverse working areas for the specific purposes such as the private phone booths, meeting rooms for client appointments and event space. Thus, the maker lab is a production space with the manufacturing machines such as 3-D printers, laser cuts, textile printers and the atelier tools. The Maker Lab Associate is responsible for the area and tools. The open space working area presents a bunch of sharing working desks divided by plants at some points. Also, this open area has a small kitchen which is separated from the working area with a large bookcase panel (see Figure 3.5). In addition, the meeting chambers create a private and quiet ambience for the members who are the freelancers and business owners while holding meetings with their customers. The phone booths are employed for the private usage such as Skype meeting or more focusing studies needing silence and isolation. Besides, the venue has an event space where plenty of exclusive and public occasions are hosted. The multi-component spatial framework of ATÖLYE aims to answer diversified working habits. It has an extensive community of members with all sorts of different experiences, backgrounds and disciplines, and this is one of the features that makes it worthwhile.
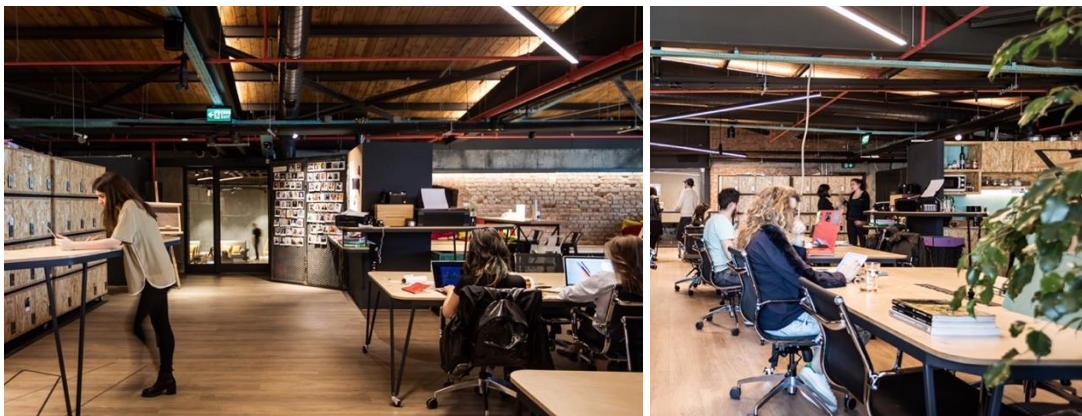
Figure 3.5 Open-space working area and kitchen view (Atolye.io, 2017)

The organisation provides an interactive environment to their members, and community manager is the main character of it, the glue of the group. It is essential to bring the like-minded people together and make sure to enhance communication among them. For that purpose, the organisation manages so many events either exclusive to the community such as feedback session, potluck lunch, five o'clock tea and 101 classes or public-like international speeches about design and technology, university meetings and open workshops (see Figure 3.6). The community manager emphasizes that all community members are able to hear about someone's project thanks to the feedback sessions. These sessions are private just for the community members, and they lead to stay updated from the members, also ensure to solidarity for each other's project. These sessions can be held by both the core team and the members if whoever wishes to do that. As community manager describes that 101 classes are like the conversation; the member lectures about his/her own profession or expertise such as InDesign 101, Social Media for Business 101 or Photography 101. The events like potluck lunch and five o'clock tea support the interaction among the community members and supply new business networks and friendships. Those mentioned activities are part of the interaction for both career development and the social involvement.

Figure 3.6 Event Chart at entrance of venue and a view from Potluck Lunch

Projects

ATÖLYE community carries out a number of individual and collective projects. First of all, the members might have their own projects and business. Those projects can be already started before the membership, or they may develop in ATÖLYE. The community manager explains that the organisation attempts to encourage inside-born projects rather than the already existed ones. They want the community members to create projects among each other, and support the serendipity venture notion. However, the candidate members can have their own projects, ventures or start-ups during their application, this is not an unacceptable situation, but, according to the community manager, the goal is creating projects in ATÖLYE with serendipity. On the other hand, the core team members conduct projects on behalf of ATÖLYE and they are the profit part of the organisation. These ATÖLYE projects can be found on the website, and the whole community projects may be followed via an open mail list through a weekly newsletter. These team projects can start through outside clients' demands or an inside idea generated by the core team with the additional whole community perspectives in the feedback sessions. These project teams can be enlarged with the community members or outside reinforcement depending on the projects (Atolye.io, 2017).

The organisation improves the strategic business both for the customer-driven and the independent community ideas (Atolye.io, 2017). For instance, the core team includes the spatial projects like Private Sezin School Open Roof Project which is about redesigning the teachers' lounge of a private school for the particular customer. Furthermore, they also manage inside projects like LIMINAL -the lighting project, an idea started by a community member and it continues with the ATÖLYE support, then at the end, it is founded on Kickstarter (Atolye.io, 2017). In overview, the projects can be gathered under three main headlines which are strategy, design and communication in terms of relativity (Atolye.io, 2017). The core team works as strategic design studio and their projects comprise of several subjects which are organization and learning design, service design, digital design, architectural design and communications (Erbirer & Aytan, 2018). Thus, the projects' areas have quite wide-spectrum from business development to architecture. Additionally, the organisation concerns about

the social responsibility issue, as well, for instance, ATÖLYE is a co-founder of a social innovation project İmece which considers social and environmental problems. This social innovation platform tends to create answers for the social challenges such as the gender equality- empowering woman and girls. The project process starts with a calling about the challenge. Then, the participant teams apply, and after the incubation process, the projects of the selected teams are funded (Imece.com, 2017).

To conclude, ATÖLYE cannot be fitted into one specific mould; it has the multi-layered organisational structure. It is not just a co-working space, or maker lab, or a fab-lab. Not only does it include some features of each type but also a combination. With a colourful mix in regards to skilled members and spatial features, ATÖLYE targets to carry out innovative and sustainable projects (Atolye.io, 2017). Furthermore, ATÖLYE is mentioned as "Transdisciplinary Innovation Platform" on the website (Atolye.io, 2017). This phrase emphasizes the importance of the community. As community manager point outs, the motto does not take any attention to the place itself because it is not just a sole space, but it is an interactive platform. The idea is based on creating a community without any physical place to establish connections and invisible bonds according to community manager and co-founders. The community has the priority, and space comes after it (Atolye.io, 2017). Hence, this selected setting ATÖLYE sets up a fruitful substructure with the promising varied resources and combinations. To illustrate, the organisation's physical facilities involve co-working area, maker lab and event space; besides, it has the dynamic community relations which I found valuable for my research. This community consists of the chosen members who has diversified disciplines, their backgrounds and experiences. The multiple layered structures of this setting enable me to observe several measurements at the same time. Thereby, this context richness is found valuable for the research, and it supplies the wide range of data.

3.2 Research Approach

The questions of the research require to adopt a qualitative approach for data collection and analysis. Qualitative research involves the comprehension of the social world and its surroundings, the positioning and understanding the relationship between the

ingredients in the settings (Berg, 2009). The research goal is to explore how collaboration, interaction, and communication are built and developed among the community members and how the characteristics of the space features trigger these interactions. Therefore, two main qualitative data collection methods were selected for this study; interview and participant observation method.

One of the data collection method was the semi-structured interviews. The interviews were conducted to fulfil and comprehend the research goal and the interview questions shaped through the research questions. The interviews aimed to extract the data about the perception of social bonds of the community members, the organisation structure, approaches of the design projects and how to manage them. This method was suitable for the understanding of the collaboration between community members and the effects of the member interactions on the projects in particular. Owing to the flexible atmosphere of the semi-structured interviews, the data pointed out wider spectrum than the initial prediction.

The second method was the participant observation. The rationale behind the application of the observation method was to figure out the possible effects of space features on the members' collaboration and interactions. Also, after the first set of interviews with six participants, their results conveyed me to make the field study for experienced the real setting. The participant observation was a perfect fit for the first-hand data about the interactions which were from the members to the members, from the members to the space and from the space offerings to the members. In the next section, the selection and the accessing process of the setting and participants will be clarified in detail.

3.3 Sampling

To pinpoint where the research setting will be depends on research goal and requires to recall the research concerns and meticulously consider the possible data expectations (Glesne, 2011). For the selection of the setting as a perfect match for the research, there are some pathfinders criteria such as easily attainability, proper community and resources (Berg, 2009). In this case, ATÖLYE is the suitable fit for

the research concerns.

When I decided the carry out a case study sample on ATÖLYE which was the most suitable for my research with its plenty of ingredients the question of how to find a connection with the members and eventually become a part of the community arose. In the related literature, there is a term *gatekeeper* who can be defined as a ticket seller to make an entrance to a new environment, to reach the requested samples and communications. The researcher should clarify the study properly; not necessarily giving every detail but briefly depicting it to the gatekeepers for the admission ticket (Bailey, 2007). In this study, I contacted the co-founders and the community manager to get involved in the community and communicate with the members. When I met them first I explained my research explicitly and why this setting was significant for my research. Then, for the data collection, I needed to contact the samples, so I used diverse strategies to reach the research participants.

The probability sampling mostly used for quantitative research and large scaled samples and non-probability sampling mostly used by field researchers are the two main methods for selection of the samples (Bailey, 2007; Berg, 2009). Two of the non-probability sampling strategies; the purposive and snowball sampling were used for the research. In purposive sampling, the researcher's personal qualification about the research topic determines the selection of samples, which can result in the restriction of data (Berg, 2009). For the snowball sampling, the researcher reaches the samples through the former participant suggestions (Bailey, 2007; Berg, 2009). The community manager directed me to some specific members according to divided four areas: Creative industries, technology & engineering, strategy & business development and social perspective & community building. Then, after my initial trials to contact them I requested to reach more participant information. After that, the community manager sent me the contact information lists of the members with the essential segmentation. I contacted the participants considering the appropriateness to the research in terms of their backgrounds and specialities. Not only did I communicate with the participants through the list, but also, I chose them based on the recommendations of the participants with whom I already met and interviewed. One participant canalised me to another because of their sharings and projects on which they co-worked before.

Furthermore, in this research, there were two equally applied interview data sources, one of which from the core team members and the other from the members. The community participants were three software & web developers, two product designers, an art director, two editor-blogger, a UI designer, an architect, a graphic designer, and a business developer. Some of these participants have different degrees than the professions they perform. They prefer to pursue other careers rather than their specialities. Secondly, the team participants contained a communication lead, the community & makerlab lead, a co-founder/ head of design, a makerlab associate, a UX researcher & designer, three architects, a communication assistant, a communication associate, a design engineer, and a strategy and business developer. These are the defined titles for the team members in the organisation structure. Some of the team members also maintain different career paths than their educational backgrounds.

3.4 Data Collection

The qualitative research methods which are the semi-structured interview and participant observation were employed for the research. This section expresses how the methods were applied in detail. Firstly, it defines the interview part of the research, how the participants were selected and reached, and conducting the interviews, respectively. Then, it continues with the explanations of how the participant observation was carried out and what the landmarks are during the observation.

3.4.1 Interviews

Interviews can be unstructured, structured and semi-structured according to their level of performing flexibility (Berg, 2009). The unstructured interview resembles natural dialogue, and it is evaluated as the most comfortable one; the structured interview is the most controlled one, and it depends on the prepared schema guide; and the semi-structured interview presents both the relaxed environment and accompanied by a prepared guide but there is no obligation for using it (Bailey, 2007). The semi-structured interview is administered through the specified topics and for answering related questions which are not always strictly inquired and might be altered over time instinctually accordingly the course of the event (Gray, 2009). It can provide

unplanned data because of improvisational nature of the semi-structured interviews. In this study, the semi-structured interview was preferred for promising the rich data spectrum due to the comfortable atmosphere.

In this study, a total of 24 semi-structured interviews were conducted with community members from different disciplines. The semi-structured interviews were divided into two sets. The first interview set was conducted between December 2016 and April 2017 with six participants. The second set was completed between May and October 2017 with 18 participants. Ten of them were conducted during the participant observation period, others were held after the observation period (see Table 1.1). The interviews lasted between 25 minutes to 75 minutes.

Table 3.1 The Interview Timeline

Time period	Date	Number of participants
Interviews before the participant observation	From December 2016 to April 2017	6
Interviews during the participant observation	From May 2017 to June 2017	10
Interviews after the participant observation	From June 2017 to October 2017	8

Apart from the face-to-face interviews in real settings, the interviewer may choose to apply the computer or telephone-based interview methods (Berg, 2009). Due to the fact that all participants located in Istanbul and they had tight schedules, the online tools were helpful to conduct interviews. It was an effective way in terms of budget and time. The researcher might perform the interview with online meeting platforms with a digital camera; this can be a more economical way to interact rather than being actually there (Glesne, 2011). In this research, 13 semi-structured interviews were done face-to-face, and for the others, online tools such as Skype and Facetime were used. Specifically, for one instance, Appear.in was used upon the participant's request. These online interviews allow instant reactions and the emergence of the following

questions (Berg, 2009).

3.4.1.1 Interview Questions

The interviews were performed through interview guideline. The interview guideline focused on three main subjects: The collaborative work and its interdisciplinary impacts, space and location influences, and the alternative working conditions. The first questions addressed to the daily activities and personal working experience stories of the participants. The following questions pointed out more specific subjects about the research such as design related and collaborative working-based ones.

Furthermore, I carefully followed the interviewees' answers to ask different improvised questions about the subject. It was an essential issue to enable the interviewees to talk more and give more detailed information about the research. In addition to predetermined questions, the researcher utters the unthought-of questions which are defined as follow-up questions (Scott & Garner, 2013; Rubin & Rubin, 2012). These kind of questions require high engagement to the event rather than just performing questions out-loud. In order to make modifications during the interview, the interviewer should be an excellent audience and be able to figure out the relevancy of interviewee's answer to the research instantly in order then to construct follow-up questions referenced by the previous ones (Babbie, 2011).

Mainly, the questions were prepared for the participants to provide them with examples, to make them share more, and to encourage them to express the situations they experience through projects and collaborations. The more they answered the questions over examples of the projects and their experiences, the better I began to depict the environment. Before I conducted the interviews, I prepared the guideline according to my research focus. Afterwards, I pursued this guide during the interviews but did not stick to it word by word. In semi-structured interviews, the guideline is to be at interviewer's elbow, but the interviewer is flexible to adjust the questions or add some extras (Glesne, 2011). Therefore, I improvised the way of asking the questions over time, especially, after the first interviews finished, I had more structured opinions on how to address the questions.

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As a researcher, I attempted to be flexible about the structure of the questions during the interviews. In the nature of the qualitative research, these questions can alter in the process, and the researcher is to be ready to evolve, replace or completely give some questions up (Glesne, 2011, p. 103). In addition, I arranged the interview guide based on a specific order, but this layout progressed during and after the interviews. At the beginning of the interviews of the first set, I figured out the context of the questions deeply, developed the guideline and composed possible additional questions. Besides, I realised that I had to shift the way I inquired about some questions. The pre-interview process is an opportunity to obtain some perception about the convenience of questions, impressions from interviewees, a glance from outside to stretch ones point of view about the research subject (Glesne, 2011).

3.4.1.2 Conducting Interviews

The first couple of interviews contributed to interpreting the atmosphere. They were quite long and gave clues about the organisational structure; they were similar to the introduction classes. After that, I was more experienced and comfortable to carry out interviews and paid more attention to how interaction is built and what triggers the production together. I prepared the interview guideline before I started. During the interviews, I sometimes changed the way that I asked the questions because I aimed to collect the data as natural as possible. In time, I memorised the questions and gained the holistic view of the research. The data patterns became familiar, but every interview provided different information about the study on one side. I attempted to shift my attitude during the interview according to interviewee's attitude to attune the fluency of speech even in the unexpected situations. The perfect proper act during the interview does not exist, only the interviewer makes deductions and presumes unpredictable variables and simultaneously changes the actions smoothly according to those variables, and most of the time this ability relates to doing exercise and experience (Flick, 2009).

The interview place should be chosen among rather silent and suitable spots where the respondent's attention cannot be interrupted by any surroundings (Bailey, 2007). That is why I selected the quiet and uncrowded places when I did face-to-face interviews.

Also, for the online meetings I preferred silent places. These mute environments prevented the researcher and the participant from the distractions and helped the transcription process of the data afterwards. Before I started the interviews, I introduced myself and the research purposes. This was a significant issue because the more the interviewees comprehended the research subject earlier, the more they easily involved in the process and it gives an advantage for the rest of the interview. While I explained the study, I presented the printed consent form and mentioned about the legal procedures (see Appendix A). The interviewees signed the printed consent form besides vocal confirmation. This consent form included information about two sections of research which were interviews and recording, and participant observation conditions. On the other hand, I asked the first couple of questions as warm-up questions and in an open-ended manner. These questions were built to avoid getting straight to the point and to prepare the interviewees for more specific questions about the research topic.

The reasonable interview duration is bound with the interaction beyond the researcher and the respondent; it is a natural process that must not be spoilt (Shank, 2006). While conducting the interviews, I stayed more silent, in order not to interrupt interviewee's speech and most of the time I nodded to make them feel more confident and attentive because when the participants relaxed, the more convenient expression came out. Not to leave no stone unturned is an important issue in data gathering. The respondents who make contributions willingly to the research should not be pushed for answering rapidly; the researchers need to give time whatever they wish for (Scott & Garner, 2013). I wanted to attain the natural reactions and emotions from the interviewees. Before starting the interview, I always got permission from the participants for the voice recording of the conversation to prevent losing any of their words. Also, I took notes about the significant occasions and manners of them during the interviews. Consequently, I transcribed all verbal data; it provided me with explicit information without any disruption.

3.4.2 Participant Observation

The participants may declare many opinions during the interviews but the observation of the natural setting provides the researcher with the chance of uncovering the real intentions and manners (Gray, 2009; Guest, Namey & Mitchell, 2013). In spite of this observation benefit, the clarification of the setting might be affected by the researcher's personality, background and the way of looking at the world. (Gray, 2009). After the first set of interviews with six participants, the application of participant observation idea came out. The results of the first set interviews led me to be in the real setting. I noticed that it would be beneficial to go there and observe the participants due to the comprehension of their relations with the environment and their interactions with each other.

Also, the structured or unstructured observation which is defined by the usage level of planned observation guideline before getting enter to the field (Bailey, 2007). The researcher may select one or another or mix them. Before getting in the field, I defined the critical points to pay attention for the participant observation through the research questions. These points include how the collaboration and idea exchanges are established among community members, the communication ways and conversation patterns among community members, the usage of space, and the physical surroundings perceived by senses. Observing surroundings is not only about staring at the environment but also about the invisible variables that might be experienced with the five senses (Bailey, 2007). For instance, sniffing the air or the sounds of the space cannot be detected with the eyes.

The four-week participant observation was practised at ATÖLYE from 15th May to 9th June 2017. Before getting into the space, I needed to get permission for access. For this case, the gatekeepers who were the founders and the community manager enabled me to enter the field. This means I had to live in Istanbul for four weeks for one of the data collection method application. When the observation process started, I spent every weekday in the setting approximately for eight hours a day, some days more than that, just like a full-time member. The gatekeepers offered me a place at the flex member worktables but like the resident usage status as 24/7 for per day. Thus, I began to reside

there at the flex desks which are always occupied by variable members mostly flex members but sometimes residents. During the participant observation, I needed to pick my setting location based on the conditions of watching the entire space. Therefore, I needed to take the best observing position and consider my privacy for note-taking conveniently. In order to avoid any unnatural attitude changes of the participants because of the surveillance, the note-taking should perform without drawing attention (Babbie, 2011)

Recording the significant points that you are searching in the field is a critical condition of the participant observation. During the observation, the researcher takes short notes with a couple of words and abbreviations, right after the instant recording, the well-rounded interpretation can be typed over by the field notes (Babbie, 2011). As Glesne (2011) suggests, the researcher may attempt some tips for effective note-taking such as to create the personal phrases and abbreviations for quickness, to use note-taking paper in a practical way and always write down the date and the location, to rewrite full notes without any interference, to review the field notes daily and reflect on them often and prepare a weekly summary.

The observation environment was the main common area where all members were working. The people circulation was excessive, and I always encountered with new faces but it was regularly used by members and the team members. This common area comprises the study space, a kitchen, a library separating the working area and a kitchen with dining area - three office rooms, two meeting rooms and two phone booths to be able to work isolated. Besides, I visited the maker lab randomly and checked the usage frequency of the maker lab by the members every day. The atmosphere hardly received daylights, mainly for the benefit of the desks nearby the windows, and space was illuminated by the artificial light. The smell in the air mostly combined of coffee and the perfume smells, and the low music sound was always in there.

In the first couple of days, I observed the physical features of the participants, the physical surroundings and the participant's usage of the space rather than verbal interactions. The physical features are not about only age, gender or ethnicity but also

outfits, haircuts or the beautifications on the body and the personal attributes of the participants such as routine behaviours, mimics and gestures, language usage, and the interaction between the surroundings and participants should mainly be observed. (Bailey, 2007). During the observation period, I noticed that some of participants had their routine behaviours about working, eating, smoking, drinking coffee or just visiting another member's desk.

The participant observation involves the binary implementation decisions by its definition. It can encounter the dual terms in the related literature such as the overt or covert observation that is the selection of the disclosure of the researcher's identity or not. (Bailey, 2007; Gray 2009). During my first days in the setting, I did not reveal my researcher identity. I was practically perceived as one of the members because I was just working on the shared table with others and attempted to interact with the participants as a new member of the community. So, first days were for observing the physical surroundings and participants patterns. Then, I started to conduct interviews and more people realized what I was actually doing there.

The other significant election is made for the researcher's role in the setting. The researcher involvement of the setting can be varied by the observer or participant level; this range is comprised of four titles: *full observer, observer as participant, participant as observer* and *full participant.* In detail, the full observer researcher is on kind of a mute mode, just observation no communication, the observer as participant stands as observer in the group and contacts with the samples, and the participant as observer takes active part partially in the setting, and the full participant becomes one of them (Glesne, 2011). The increasing involvement of the setting causes a decrease in the level of comprehension about what is observed (Rubin & Rubin, 2012).

3.5 Data Analysis

After completing the data collection period through applying the semi-structured interview and participant observation methods, I started to data analysis. During the participant observation period, I began to transcribe the first six interviewees. It was useful for understanding my faults and correcting them for the rest. Totally, the 24

interviews recorded data was transcribed, and four-weeks handwritten observation notes were transferred into the computer. When the transcription process was over, I got the printed copy of the collected data, and then the reading part launched.

During the reading process, I took notes on the paper for the possible codes and highlighted the possible quotations (see Appendix E). Following the couple of readings, the initial codes were determined, and so I made a code map through them. That code map was very beneficial for creating the themes, and understanding the research deeply as a whole. Thus, the themes emerged from the code map; therefore, the main analysis headlines were observed over the map with diversified colour of post-its (see Appendix G). Afterwards, I read the text to have the coherent analysis, in a sense I made a code cleaning for the through the research scope and context. Then, the first outline of the analysis was prepared. To understand the density of the quotations' over the themes, the handwritten notes on the texts were carried over an MS Excel file (see Appendix F). After that last part finished, the quotation was translated in English for using in the analysis chapter.

3.5.1 Transcribing the Data

Two qualitative research methods, interviewing and participant observation, were used for the data collection. For the observation, I took field notes (see Appendix C) in the field study, and afterwards, I transferred the handwritten data onto the computer using the MS Word. In the field, it was difficult to take notes because I shared my desks with the participants, and I was directly in their vision angle so I did not want to disturb them, and be reason for behavioural changes. Thus, I preferred to use a small notebook to take notes about the environment, appearance of the members, chit-chats and special events or my personal experiences. There was no recording allowed during the field study, yet I could take photos. In the spontaneous conversations, and other undesirable situations which would prevent taking detailed notes, the researcher could take small brief notes instantly, and enlarging them afterwards (Guest, Namey & Mitchell, 2013).

On the other hand, transcribing the interview data was time-consuming. The average interview duration was an hour in total 24 interviews. Approximately, verbatim

transcription of the one-hour voiced data took six/seven hours. While collecting the vocal data over the online sources, it could be difficult to understand voices if the quality is low, and the transcription process takes more time than usual (Arksey, Knight, 1999). I used MS Word and VLC player while I was transcribing the interview data. Consequently, I had to listen to the voices, and next pause the VLC player, then transcribe the vocal data. I took any expressions during the interviews such as laughs or mumblings into consideration and transcribed them on the texts, too. Gillham (2001) indicates that it is critical not to skip the sensual expressions of the interviewees in order to provide meaningful comprehending. Besides, in Silverman's (2006) work, he acknowledges that the pausing of the interviewees' also need to be typed, and these hesitancies are important to understand the nature of the speeches. Also, I jotted down the notes about the interviewees' mimics and reactions during the interviews, which helped me remember the interview time in detail throughout the transcribing process.

It was vital to start transcribing while in the observation period because I realised my faults, and refreshed my thoughts about why I decided to do the field research in the first place. Not delaying the transcribing after the completion the data collection is crucial for researcher to determine the drawbacks, and it leads to fix them (Ezzy, 2002). The transcription process was time-consuming and exhausting. For example, it was not proper to finish transcribing three interviews in one day because you may not catch the all phrases and words due to the mental tiring. Dividing the transcribing process into parts throughout time provided me to complete the process faster. When I got more familiar to the interviews' flow, I started to finish them rapidly. Moreover, while I was transcribing the data, I jotted down notes on the files of the possible coding, and these were very helpful to me on the next analysis process.

3.5.2 Data Analysis Process

In this study, the thematic analysis method was used to depict findings. This method provides researchers to analyse varied data source such as interviews, observation notes, visual notes or questionnaires in diversified fields from the social science to natural and applied science (Boyatzis, 1998). Therefore, for analysing both data sources of this study which were interviews and participant observation notes, the

thematic analysis method was preferred, and found suitable for presenting the data as a whole. After transcribing the data, the interpretation process began along with the reading of the collected data and noted down on the papers. Also, the initial notes and highlights which I prepared during the transcribing helped me in the analysis.

Braun and Clarke (2006) clarify the phases of the thematic analysis briefly as following; the transcription of the collected data, reading, producing the codes and creating the themes from the codes, revising the themes, defining the ultimate themes and writing the final analysis. In the study, the code map was a significant guide for the rest of the analysis, even if I defined the themes and started to writing, I frequently checked the code map, when I stuck at some points during the writing process. While reading and re-reading process, the researcher comprehends and makes deductions of the raw data, and jots down for the frames related to the possible themes (Matthews & Ross, 2012). Obviously, before reading process, the initial thoughts about codes and themes emerged, but in time, they became more relevant and coherent ones for the whole picture.

Bazeley (2013) stated that the primary readings and reflections lead the researcher warms up to the data, and generate the primary inferences for the future of study. The reading and interpreting process took long time because the collected data was so rich in subjects and amounts; however, the thematic analysis method was so suitable and practical for this type of large data. So, for selecting the meaningful codes and concepts, I had to read the data source over and over in time. The first reading and interpretation phase lead to emerge all types of *open* codes and themes in the data, and the researchers do not need to make logical correlations among them; thus, these will alter in the next coding phase (Ezzy, 2002; Neuman, 2006). After the first readings, I produced many codes and themes including the 'diversity', 'openness', 'transform', 'value creation', 'experience', 'random encounters' and so on. Following the defining initial codes, I maintained the second tour of readings to develop and specify the codes, and establishing the coherency amongst the themes. In the next phase, the research starts to be more organized, and constitute meaningful links with the codes and themes, and the general outline occurs as a huge tree with branches, these processes are called as *axial* and *selective* coding (Ezzy, 2002; Neuman, 2006). Besides, in his work,

Saldana (2009) divides the coding process into two: the *first* and *second cycle*. Like the others, he defines the first cycle as an initial survey to reach multiple codes and themes, and the second cycle is more concentrated, and the researcher looks for the patterns and correlations. In the last phase, I chose and added more meaningful codes and themes due to building the plausible bond with the research questions; furthermore, these processes induced me to develop logical and evident-based analysis because of examining the data in more detail, organisational and coherency.

Due to creating the arguments through illuminating the research topic and questions, I produced coherent and meaningful themes from the codes, and supported my arguments with the quotations and notes. The final themes were divided into three main headlines: 'community perception and knowledge transfer', 'space effects on community building', and 'the new work routines of the creative industry workers'. When the ultimate codes and themes, and the notes and the quotations beneath them were determined, the translation part and writing process started.

3.6 Summary

This chapter presented the research context, and methods used for data collection and analysing in detail. And, the problems and benefits of selected data collection methods, participant observation and semi-structured interviews, were clarified broadly. In this study, the explanation of the research context was crucial because the specific case features strengthen the analysis comprehension. Also, the detailed depiction of the case was significant in order to build the correlation between the research topic and aim. ATÖLYE case was a specific example for the research topic for exploration in Turkey according to its several tangible and intangible characteristics, and so it supplied a rich data source for the research.

The semi-structured interview method was suitable for the research in order to collect data about perceptions, experiences and feelings about individuals because it provided to improvise that leads the reveal real explanations and reactions. However, the accessibility of the interviewers was a question because they all were living in Istanbul, but I was not. When finishing the first set of interviews, according to expressions about

it, the other research method was applied, the participant observation. Because, many of the interviewees combined their experiences emphasising the space features and usages of it, and the participant observation was the most suitable method for this deduction. However, with the necessity of applying the participant observation and the positive return of it, it was difficult to manage this method in the field because the real setting was changeable and required high focusing on the subject not to miss any important details. Also, it was time-consuming and not economic because of the location.

After collecting the data from field and the interviews, I transferred all of them into the computer. The thematic analysis method was used for analysing the notes and memos from the participant observation and the transcription of the interviews. In the analysis process of the study, I read the data sources lots of time, and noted down and highlighted on the printed files. The reading and interpreting period was vital for analysing because the determination of the codes and the themes emerged from them. The code map was a guide for me during the writing process of the analysis chapter. When the themes and the supporting quotations and field notes under them were determined, I proceeded to the next writing phase of the analysis. In the following section, the analysis of the research will clarify the arguments and the supporting data in detail.

CHAPTER 4

ANALYSIS

The previous chapter has demonstrated the data collection methods and the research context of ATÖLYE in detail. This chapter describes the analysis of gathered data from the semi-structured interviews and the participant observation. Firstly, the diversified backgrounds of the members will be explained to illustrate research interest coherently. Then, the three main findings based on collected data will be depicted in the headlines; new works and routines in creative industries, the community culture and knowledge transfer, and the space impacts on the community perception.

4.1 Diversity of the Members

To comprehend the research concerns, the members' diversity needs to be clarified. The research explores the interdisciplinary community, and this community members' backgrounds also strengthen the research scope and aim, due to the malleable disciplinary borders and multiple disciplinary tendencies. The community comprises of two main groups; the core team members as salaried workers and the members who pay for the memberships. Both of them nurtures each other through the knowledge transfer, experience and qualification exchanges, the work opportunities and collaborations. They are not working as separated departments, in contrast, they are united and work as a living organism through the community spirit. These community

members have diversified disciplinary backgrounds in the creative, technology and engineering, business development, and social science areas (see Section 3.1).

As the interdisciplinary environment comprises of the various people from different disciplines, individually, the members follow disciplinary alterations in their career path which provide the kind of nourishing atmosphere. Most of the interviewees that I met had various shifts in their career path. For example, hypothetically, the member graduated from one of the engineering faculties, and s/he has altered her/his career path into the creative sectors, or graduated in literature but chose a career path in communication or marketing. Most of them defined these twists positively, and they clarified that the disciplinary borders have become blurry recently in the business world. They believed that everyone could be able to do any kind of work even if they did not get the university education for it. Moreover, most of the interviewees described themselves as multi-taskers, claiming they could accomplish different work through personal effort and hard work. These individual characteristics also empower the learning and sharing environment, and this tendency and openness for the knowledge transfer led to the construct of the community perception, and in turn, interdisciplinary collaborations.

4.2 New Works and New Routines in Creative Industries

Alterations in work types create new habits and spaces. The changes in the professions' practice lead the people to perform their work with diverse methods and conditions. The classical jobs' practices give place to more independent and mobile ones. People who chose these new work forms in their career path, follow the natural steps including self-management and self-motivation, time usage, networking and mobility. The new workers prefer to be part of small-scaled ventures, start-ups, small-sized companies rather than the large corporate companies with many departments, or they work as freelancers, and they need to follow the individual working conditions. In both scenarios, the workers have more freedom and are in the small working groups.

Being the new workers in the creative industries brings flexibility, mobility, self-management and a kind friendly, non-hierarchical atmosphere, and satisfaction to be

involved in the whole generation process, and the comfortable working environments bring satisfaction to people's professional lives. The time and spatial restriction are not an issue for the new workers, and, in a way, they can be their own bosses, even they work in a small team and have a kind of team leader. The new work practice promises them to be part of the whole project development process from the idea generation to marketing strategy. Apart from the benefits of being the new workers in creative industries, there are several disadvantages. Firstly, the new workers can feel lonely because the work practices are more individual, and the minimalization of the social context in working environment, for example, if you are a freelance designer or software developer, you need a laptop and that's all in appearance. Also, however, the mobility supports the freedom, finding a suitable workspace without can be difficult for both freelancers and the small teams. To prevent the financial instability, the new workers need to find new work channels through their network permanently. Therefore, it pushes them to rebuild and enlarge their work-related acquaintances always, and it can be frustrating sometimes. Thus, the work practices promise more freedom to the professionals, although, it might bring the financial difficulty, ambiguous future and insecurity in their lives. The members, that I interviewed with, get involved in the creative industries, they perform software, design and architecture-based professions. I will describe the characteristics of the new work and new work routines based on these new workers' experiences and my observation in the following section.

4.2.1 Motivation and Self-Management

The interview samples comprise of both the core team members and the members (see Section 3.3). All of the interviewees experience the new work conditions, including the core team members because ATÖLYE is considered as an enterprise. So, one of the most explicit characteristics of the new work is self-management. There is no boss or any surveillance system or reward based working approaches in this type of work. In this work practices, the worker is his own boss, and he responsible for the work and need to build self-motivation. One of the most used words in the interview was 'time', especially when the interviewees defined their work routines. Within these new

routines, time management and autonomy were the most frequently mentioned topics by all interviewees:

> People have always asked me if I will earn money by selling pictures, and told I should study something proper and I can also do painting as a hobby. Actually, it is what you want to do in a way and it can be being a yoga instructor or painting, but it is all seen as a hobby. But actually, when you get into work, you do it, get bored and get rid of it. But actually, work is somewhere you spend a lot of time in your life. I never wanted to work at an environment where I work 8am-5pm and travel with the money I earn. Because I always wanted to do a job which is my life, itself.

The members have control over their time, in contrast to the corporate companies, but in a sense it can be consuming to work long hours because your work and personal life are not separated. When the work is in the centre of life, there is no balance between personal and professional life, and it can be exhausting for people. Clearly, the interviewees had the tendency to explain their work environment compared with other places which apply more regulations. One of the interviewees indicated the relations of time management and work performance as follows:

> Plaza Office environment is already a physically limiting environment. And all structures have different rules. Some are tougher, more bureaucratic for example. I did not have such a tough environment in my previous job but you have a starting time, and even having that starting time is something tense. I already would like to do my job and I know that I have to. However, the obligation that I have to be there at 8.30 am is not something I can understand. I maybe more efficient if I start at 10 that day. You get into a structure where you cannot manage the time. But now in this environment, you are in a place where you can manage your time. It is not possible to manage your time in plaza environment in addition to the spatial limits there.

In addition to these obligations concerning time, also these regulative workspaces limit the diversity and mobility of the worker. However, the new work space offers many options to the users and it enhances, generates and transforms the new work routines. The new worker does not have to sit on the same chair for the whole day, or even the same place. If the work does not require team work at that moment, it can be handled remotely. Along with this mobility and efficiency bond, the mobility was also credited

for boosting the creative activities (see Section 4.4.3). One of the interviewees emphasised the association between the mobility and productivity:

> For example, we have working hours here but actually we do not. I can come here after I go to an exhibition in the morning and join a press meeting. Or I can leave early by simply saying I am going to do sports. I can work from home by saying I would like to work from home today. I can work focused from 3-6pm by saying I will go out and work effectively from 3-6pm. I can suddenly decide and go to Barcelona and work there for a week. I think it is pretty nice to have this comfort and changing new generation working patterns into this is on the world`s agenda currently.

Many of the corporate manufacturing companies locate in industrial zones, the outside of the city. Therefore, when the workers arrange their time and leisure activities, they should consider the traffic or shuttle times. These obligations cause the restriction for mobility and time management. These workers cannot manage their leisure activities independently, and they usually need to concern traffic, distance and overtime works. Obviously, the comfortable working conditions of mobility and flexibly, both in relations and the workspace may be against the corporate world's mindset. Most of the interviewees described their routines as mobile and flexible compared with the corporate companies' restrictions:

> The important thing for me more than money is I leave, go to a place, write about it and can come back. In the end nobody pulls a face at you, or I do not have the hassle of having to ask for permission, I can simply go. My working hours are very good, I do not get up at 5 am, do not take shuttles as in corporate companies, do not suffer from traffic, I just take the metro and walk here. My work starts at 9.30, I think it is fine, not too early. I leave at 6.30pm, do not have overtime problems, I can have time for myself, can save time for me. I either do yoga or meet some friends after work. I don`t have issues like "I have to finish this, my boss made me stay." And this is a good thing. We don`t have a hierarchical bossy system where people boss around, we are all like good friends.

The non-hierarchical work environment improves the friendship environment, organic relationships and solidarity. The friendly atmosphere also supports the mobility and flexibility, especially determination of the leisure time. In this case, this also helps the creation of the community spirit (see Section 4.3.1.3). So, the new worker has the self-control, is more flexible over the workspace, can take days off, and leisure time, as

long as they finish the work on time. The new workers take the self-responsibility of their works, and because of it, they feel more independent:

> The atmosphere is more casual, actually everybody would like to support each other but on the other hand, they do not care about what others do and I believe this is how it should be. I mean, I work there, finish my work. I do not have to show off to anyone that I am there, working. Because I am responsible for my work, I mean this is the format it should be already. And this environment provides that.

Most of the interviewee indicated that while they experience working like that, they have more time for themselves. And, they did not think of missing something from outside life because they can save time for leisure because they can choose the workspace near the city centre, they can work remotely not depended on a limited space. However, despite the many benefits of the flexible working conditions, the new worker also might face the financial risks and ambiguous future:

> Being on the safe zone is not my prior focus. This may be my chance, I do not know. I did not have a time where I had budget issues since I started to work like this. We were already earning ironic amounts of money while we were working on our own start-up, we could manage to live on that. That taught us, well, probably I will not die due to money issues (laughs). Because we survived while earning really minimal money. It is exaggerated to say 'to survive'. I was not very comfortable in budget-wise when I was working at start-up but we lived somehow, an even in a delightful way. This decreased the fear of earning lots of money. And after this, I did not experience a financial difficulty since I started to work like this (freelance). That is why, as I said, I do not know how it will be like in the future maybe 6 months later, now nothing is clear anyway. But it no big deal, I do not actually think of 3 months later time.

It is difficult to build financial stability as a new worker. And they usually earn small amount of money, or as a freelancer, they should constantly rebuild their financial sources. Maybe, they get the freedom that they desire and also it is fun to work in this way, but they face to live with an ambiguous future. One of the interviewees claimed that instead of them abandoning their freedom, they could work in financial uncertainty:

I mean, I cannot think of myself at corporate life. I do not want to get in to the mood of, unbelievable overtimes, bosses, weird people. But it is not clear what time will bring. The salary I am getting right now is not the amount that I can make my living exactly, If I was at corporate life, maybe I could move to a separate flat even. There is a promotion chance there, you know. But here, you get your share as the company gets bigger. Therefore, it is a little risky.

The new worker has the chance of working in mobility, generally, they do not need to stick to one limited place to work. These working conditions lead them to search for a workspace offering more diversity and flexibility to them. The new workers' routines produce the new workspaces, and they nourish and develop from each other over the time. The new working experiences lead the new workers to find the alternative workspace to supply self-motivation, because the flexibility can cause a reduction of work discipline in a sense.

4.2.2 Alternative Workspace

The new workers have too many options for work environments because they are mobile, and they can work remotely; therefore, the workspaces are wide-ranging from the home to the cafes. Yet to cultivate a more professional and motivational environment, they tend to find a place which fulfils their new working routines. People who work remotely and the small teams can prefer the alternative working spaces such as co-working spaces, incubation centres, fab-labs or creative hubs so on. In this case, the creative hub ATÖLYE which encourages its members to work collaboratively in the open workspace was examined in detail (see Section 3.1). One of the most valuable features of these alternative places is to offer their members to work with the people from creative industries, and they lead them to join the specific circles and networks. But in this specific case, the workspace provides an interactive environment for the people to work collaboratively.

When having independence in the work life, maintaining the work discipline can be an issue. Most of the interviewees acknowledged that working from home could be too comfortable to maintain work discipline, and also the other spaces used for working such as cafés or libraries could not provide a professional ambience. The members' professions allow them to work autonomously and they are free to select the

workspace or working hours or holiday hours as long as they finish their work on deadline. Therefore, work is not only restricted to the workspace, it can be performed beyond it, so the members hope to find more independent space to work but also more professional and motivating atmosphere than the outside alternatives. The location is also significant because it is directly linked with the traffic and therefore leisure/time management. The central location gives the members a feeling of mobility and saves time. Most of the interviewees expressed their feelings about the building, central location and so effortless transportation, and indicated that the venue represents the diversified experiences for them because they comprise of several places for various purposes such as entertainment, socialising, cultural events and food and beverage. Members create an emotional bond with the space through their Bomontiada experiences.

4.2.2.1 Neither "Starbucks" nor "Home"

Providing and maintaining the self-motivation can be difficult for people who work autonomously, and the workspace directly impacts on the people's psychology owing to the co-workers, ambience, noise or even smell and light (see also Section 4.4.1). The selection of the workspaces depends upon the people's personal characteristics for sure, yet, there are some conflicts for working at home or out of the office environment. The members who mostly have remote jobs or working in the small-sized companies emphasise that they need to find the solutions for avoiding distracting or isolated environments. The home offices could be more comfortable but isolated, the other alternative beyond the offices could be noisier and more distracted. Most of the interviewees commented that they attempt to search for a workspace because they experienced various problems in the past in several places:

> When the office is closed, it is difficult to work at home for freelance. If you have an office and work at home, no problem, because then working at home is like a reward which can motivate you. But if it is solely at home, your alternative would be places like Starbucks. There are national libraries or different places in Istanbul or here (in Ankara) but it is never 100% an office. The reason may be the comfort, internet, noise, or trying to find space. When you do not have an alternative, you could not set up that exact working environment at home. I took up such a thing when I decided I cannot set up at

home. Changing the surroundings affects the psychology. Especially when it is an office environment, I mean, entering ATÖLYE`s gate, the only thing I could think about is my job. This does not occur at home or somewhere else.

The new workers can have multiple options to work but this diversity can cause confusion for defining somewhere as a workspace, and it might be frustrating. According to the interviewees' experiences, when they work from home, they have difficulty in maintaining the work focus. The home is a relaxing place where the people can wear casual dresses or can take too many break times, or even the worse they cannot start work at all that day due to feeling cozy. One of the interviewees defined the self-motivation subject as it follows:

> Actually, it is interesting that sometimes it is good to work from home but sometimes it is difficult. Because, you know, self-discipline is difficult. Seeing someone motivates you, even getting dressed and leaving home motivates you.

When one chooses the outside places to work rather than home such as cafes or restaurants for changing the working environment, one could face to different problems. First of all, in these environments the other people in the place can be there for socialising and entertainment, and it could be hard to be focused and maintain the concentrations. While you are working, seeing someone else working affects your working motivation positively, and this solidarity feeling can enhance the work productivity. One of the interviewees described the solidarity feeling and self-motivation in following quotation:

> Working from the home office is not very motivating as I also work freelance. You want to get into the atmosphere, I mean. Other people working there motivates you. You see them working, it is like studying at a library.

According to most of the interviewees, working remotely at home or in other places might create a feeling of loneliness in people, and they can feel more isolated than working in an interactive society. Working in the same space with someone who has common interests or close disciplinary areas help the members not to feel alone. They work together and share the same desks, and it creates the solidarity environment in the independent world. One of the interviewees explained the positive psychology of people who work autonomously:

This also creates a psychologically comfortable environment for people who work alone. I think this is the first advantage: They do not feel alone in group works.

The solidarity feeling is critical for the new workers, because, in fact, they work independently and are not aware of each other, working together in proximity of their peers provide them with a kind of union. Getting into the creative industries' circles and networks lead them to feel less alone and getting touch with each other, also provide them new work opportunities, and so reducing the financial risk, and bringing stability. One of the interviewees' quotation proved the importance of the network as follows:

> People in the network or places like this have their own circles and people who are in more creative sectors are within this circle. They –also me and accordingly all social network - are informed of these settings (ATÖLYE kind establishments) earlier. Places you go to for certain events are known and afterwards you can meet people who work in creative sectors in an easier intersection.

According to most of the interviewees, working in a community affects them positively building the self-motivation and work discipline. Working together along with the space's features contribute to work productivity. According to the interviewees, focusing on work is easier, as everyone in the space works in concentration. When the people work in the isolated environments, they do not have the chance to encounter people from related to their disciplines (see Section 4.3.4.2). Sharing the same place with people from related or close fields makes significant contributions to their work and motivation. Another interviewee explained the working experience in this creative hub as follows:

> There is not anybody here who just sits and waits to fill in the working hours therefore everybody is responsible for their own productivity. And I believe this is motivating. The person next to you is doing what s/he really wants to do and stays as much as he needs to. You are motivated to work when you see people who really are working. Therefore, I do not really mind leaving work in the middle of the night as there is not a definite working hour.

Working from home or library-type environment can be obstacle to the people for socialising and building interactions with others. It is a critical point because these interactions can give them new work opportunities, yet in the public places, acquaintances can be harder to construct than when in the specific community. And also, meeting with the irrelevant people does not provide benefits compared with the qualified communities in specific, it helps with socialising if the new workers can easily break out of their comfort zone with complete strangers. The workers intend to choose a workspace to provide them both work concentration and communication, in fact the interactive atmosphere can provide them diversified network and it helps to sustain financial stability. Most of the interviewees portrayed their working experience through the emphasis of communication and socialising with people:

> I know that I work freelance, because of it, I did not want to work at home. It was a depressing thing for me. My sister advised me to try here. I came here as a guest for a couple of weeks and I found both the workplace and the people so cheerful. The place was very helpful for my concentration, and there was someone to talk to when I got bored.

The other space alternatives for work do not present professionalism to the new workers. The new workers, the members, in this case, work with the customers, and they need to make official meetings with them. And, even they can arrange the meetings in the customer's company, when they should make meetings outside, it is difficult to make the professional impression in the cafes:

> There are a lot of people working freelance, also university students. I used to do works when I was a student too, and did when I graduated also. Working at such an environment gives a more professional impression from the customer`s view, compared to a meeting you do at a cafe outside, for example. At the same time, if you work at a spot regularly, you naturalise it as a working area.

Especially, in the creative industry workers, they tend to be near the art and cultural events because they believe that it increases the self-development and flourishes the creativity. As mentioned before, the workspace location is a concern for determination of the working places, because if the people are near to the events, improve their vision and save time for the leisure activities which nourish their work in a sense. One of the

interviewees emphasised the importance of the nourishment and socialising again as follows:

> We hired an office in Kadikoy with my partner where only two of us were working. And we could not become happy there, too. Because we were too unsocial there, it was only two of us. We leave home in the morning, go to office to do our work which is like home, work there, then leave and go back home. I mean, there is nothing that supports your creativity and the creative atmosphere. Because there is not interaction, synergy. Then we thought why we are doing this. We can work at home, too. [...] Then we made an environment like office, a place where we put our office supplies, and arranged living space in the back. For a year or two, it went on like this, in home office. But this place was far in location-wise; we try to follow exhibitions, cultural and artistic events. Istanbul is a nourishing place in this topic. We were far from it, this home office was on the other side, in Bostanci.

Thus, the new workers expect to find a workspace which enhances their work-discipline and contributes them to socialise. In the context of ATÖLYE, the interviewees indicated that the working together is motivating and boosts the interactions and communication which prevent them to be alone at home while working. They described their experiences more fun and social because the togetherness and not being alone, also nourishing due to the workspace location.

4.2.2.2 Bomontiada Context

For the clear presentation of the effect of the workspace, the location related findings need to be discussed in detail. The location is a key element for time management and mobility. In addition, in this case, the renovated old building and the other spaces in Bomontiada are also effective (see Section 3.1). Most of the interviewees described the place with positive expressions, and commonly identified it with emotionally. The interviewees defined their working experience within Bomontiada, and did not consider the experience out of context. The location and the workspace features were considered to be a harmonious union.

> For Bomontiada, I got fascinated when I first came here, it was like Europe. I have never seen a place like that in Istanbul. But now, I cannot hang out as I did before because I come here every day for work. I want to go to other places, but it is really nice to be near the restaurants, concerts and entertainment spaces.

And it is an old building which is nice. I really love old buildings; it is beautiful that the place is so well renovated.

Many of the interviewees have foreign study or working experiences, and now live in Turkey. They claimed that working in such an environment made the adaptation period easy for them. They viewed the workspace as a bridge between the working environments found abroad and in Turkey in terms of projects, connections and ambience. Naturally, the location aids this perception amongst the members. In the following two quotations, the metaphors used about the venue can be seen:

ATÖLYE is in a really nice location. Babylon is so close, just downstairs. There is an art exhibition centre, and next to that there is Populist. In the summer, the place becomes like the safe zone. The people who hung out in Cihangir before, now hang out here. In this sense, this place is like an oasis. The oasis is next to my home.

I call Bomontiada "the tiny little creative world" (laughs).

Bringing the many multipurpose spaces together in one complex venue allows members to experience a wide array of activities, from enjoying a coffee to watching a movie in the courtyard in summer, but it also leads to the creation of the escape points (see Section 4.4.3). On the other hand, however, the building is considered a 'safe zone', a defined area that has no relation with the Sisli streets outside:

We are very lucky about the location of the food & beverage, entertainment and art places. The best thing about the place is the summer concerts. There is no public space like it in Istanbul, for watching a movie outdoors. I believe the idea of a public space is nice. But this place is disconnected from the outside life. I live in Kurtulus, the people you encounter when you walk in the street at Kurtulus are not the same people as you meet in Bomontiada. I think it's kind of a negative thing.

There is an explicit difference between the community that visits Bomontiada and its shops, and that of the surrounding neighbourhood. I noticed that the members spent their time at these shops infrequently in the field study. I observed that the members did not generally eat at the restaurants all the time, most of the time preferring to order from outside or bring food from home because they remarked that it is not economical.

Another interviewee pointed out the social dissonance between the venue and its adjacent neighbourhoods:

> As for Bomontiada, I think we are in some kind of aquarium. We live in our own little world. This is beautiful on one hand because it is really difficult to find spaces like this in Turkey but on the other hand, it creates an awkward situation because there is nothing in the street outside like it. I believe Bomontiada can improve its relationships with the neighbourhood, and should, because at this point, the place only nurtures the people inside, but the real transformations can occur when it integrates with the surrounding neighbourhood. I think in time the neighbourhood integration will be a part of Bomontiada after the defining of the community inside and the place's attractions.

I noticed this disconnection from the region during the observation period. In my daily routine, I took a bus and walked on Silahsor Street to arrive at Bomontiada. This street is a traditional Sisli street, but the building seems discordant with the region with its historical appearance and its high-end restaurants.

4.2.3 Labour, Alienation and Do-it-yourself

One of the strongest reasons that people tend to gravitate towards these new working routines is the alienation to their work experienced in the corporate life. Most of the members have corporate work experience, some of them as an intern and the others as professionals. While working in a large company, the people are only a small part of the work, they do not include the whole process and do not have many responsibilities within the team. Again, most of the interviewees indicated that their working experience was less alienating here compared to corporate companies:

> Because I can see the effect of the things I do faster and in a holistic way. When I think of friends working at corporate companies, and when I talk to them, the work they do is a smaller slice of the cake. How can I explain? A friend of mine is working at a bank, doing something about credit card campaigns. Yes, it is a big cake, but it is not possible to see the value you are creating. But here for example, if a project is yours, it is yours. I mean, it belongs to you from the beginning till the end. You have more voice in the process.

When the people have only one duty in the big picture, they become unfamiliar with the work they do for the complete part. They are unaware of what is produced at the

end. In the new workspace, workers contain small teams or individuals, and are responsible for the whole process and the final output. When the size of the team gets smaller, the level of involvement in the project increases. One of the interviewees explained that the involvement level also correlated with age:

> Why did I do this? Because I had the fear of getting into an office environment, getting used to it and never getting out of that comfortable zone. The ease of those working hours is the ease of not having too much responsibility, because there are always team leaders and a lot of teams in big offices, working 9 to 5. You just become a part of the mechanism. It is like this until a certain age, it is clear already, all of us know this. Here is such a place where I could take responsibility from the first day and am involved in design and production.

In this case, the members feel motivated to be part of valuable projects even though they are not directly connected to them. To be in the process serves to break the alienation of the work they do, and enhances the satisfaction. Both in the ATÖLYE projects and the individual projects from freelance members, in the start-up teams or small working groups, the new workers can directly witness how their efforts affect the whole picture, and they do not feel as distant for creating something; in contrast, they feel like they are an integral part of meaningful projects and value creation:

> Here, I have seen that there are things being done which I used to see on the internet, Facebook and say "wow, what a great idea, who does these things normally?" And here at least, I have seen that those ideas are brought forward, and it gave me the confidence somehow that these things are not imaginary works or the kind of things that very different people are doing, but they are things I can also do.

With the production atelier in ATÖLYE, the members attempt to create new routines to consciously combat the alienation. Besides, by being involved in the production process directly and observing the effects on the final output as freelance or small team members, the members also improve the creation energy by using the maker lab to produce personal products in a kind of DIY aesthetic, as a hobby. Contrary to feeling distant in their labour, they experience the satisfying feeling of creating something with their bare hands, and perceive the tangible output. The following two quotations illuminate the satisfaction about personal effort and labour:

When people work in workshops together, I think it creates a different feeling of satisfaction. Holding something in your hand is satisfaction really, but holding it after you do it together, I mean working on the same wood and holding it together is a different kind of satisfaction. In the end, everybody here may not be working in disciplines that require one-to-one prototypes. Accordingly, the biggest use of maker labs may evolve into producing hobby things mostly. I do not see this as too weird. And actually, this gives us the option of thinking how we can promote people producing things through hobbies.

To be included in the production process, even without possessing any knowledge about it, can boost the members' positive feelings for the final creative output. Another interviewee clarified the production experience as follows:

I used some of the wood you see at the back to do some work. I made a fridge magnet from the wood you see which say wi-fi on them, there. For me. *(How was the experience, did you do the design yourself?)* I liked it so much. I have been designing things for years but I really like to be able to touch something I've designed. First, I printed it on my own computer, now I can touch, feel it physically, the thing I designed. I like it so much.

The alienation from their work causes the members to find another alternative. Creating something tangible and feeling part of the process directly causes them to feel more involved in the production process as a whole. Do-it-yourself approaches support the production experience, according to most of the interviewees, and it helps to comprehend and appreciate the effects of the labour process. In ATÖLYE's case, the production atelier induces the members to form new habits and experiences along with other general working habits. Thus, the new workers create their own routines to fit their working style, and also the new workspaces inspire them to formulate additional new habits. In community creation, we see the critical point analysed: most of the routines and the experiences are nourished by the feeling of a sense of community. The members' experiences also reproduce this community perception in time. The following section sums up this significant notion of community and how it is established, and another worthwhile subject – the knowledge transfer amongst the members – is explained in detail. The knowledge transfer is important because it creates an academically fruitful, classroom-style environment.

4.3 Community and Knowledge Transfer (Sharing-Giving Culture)

One of the main headings is directly related to the community construction and its characteristics. All the interviewees indicated that the importance of the sense of community, learning and teaching experience, accessibility to open source knowledge and organic collaboration. A sense of community cultivates new relationships, an environment of solidarity, while improving networks and possible organic collaboration. This community spirit atmosphere encourages members to share their knowledge, experience, ideas and network. Most of the interviewees emphasized that they could learn new things every time from each other in the interdisciplinary environment. This sharing culture among the members not only maintains a level of professionalism but the members also share experiences and their everyday life which provide new friendship and camaraderie and eventually network sharing and organic collaboration. Regarding this culture, four sub-headings have emerged from the analysis of the interviews and observation sessions which are: construction of the community spirit, learning and teaching cycle, open source knowledge and organic collaboration.

4.3.1 Community Spirit Construction

Building a community is an active process and the changes do not cease with time. It is nurtured from diversified sources. These sources could be the tangible ones like space features (see Section 4.4) or intangible ones based on human relations and interactions. All of the interviewees asserted the significance of the community and the acquisitions from it. Every community creates its own dynamics and also it is influenced by them. However, some findings are determined as main factors to create a community and continue its existence.

One of the factors is the creation of a sense of family in the community. This sense of family enhances the members' sense of belonging and ultimately community spirit. The solidarity culture is also a main promoter the community connection. Moreover, gathering like-minded people together aids the interactions and relations. Most of the interviewees indicated that the members' selection criteria helped to build trust in the

community, and this trusting environment and sense of belonging are the integral parts of giving-sharing culture. Once the members feel at home, they trust each other. In the following sections, I will discuss the findings of building a community spirit.

4.3.1.1 Being Part of a "Family"

The solidarity environment among the members observed in ATÖLYE during the participant observation period; moreover, all the interviewees stated that the willingness of the members' supported and helped each other in every subject. The keyword "help" was one of the most frequently mentioned words in the interviews. If there is something challenging about the work, there is always someone at hand to help you to overcome it. The scale of the help varies from the small touches to the complex ones. Also, its subject can differ including everyday life, professional life or personal life. According to most of the interviewees, the feeling of "being part of the community" was a powerful motivation to help each other. After the construction of the being part of something, people perceive that they create together and the community spirit emerges. The following explanation demonstrates the general experience amongst the interviewees:

> In fact, people do not expect anything and there is no expectation like "I give something first and now I have to get something". From the first day you arrived, a sense of community is being built. And, the community is where people unite, live together and learn together. When you feel part of the community, the expectation of the mutual giving and taking is not on the table any more. Because there is a constructed union that already comes under the same roof ATÖLYE.

Most of the interviewees explained that to be part of something is valuable for the community helping culture, as can be seen above. This sense of belonging is strengthened with the phenomenon of the "production under one same roof". Every assistive touch has impacts on individuals' or teams' projects. The interviewees pointed out that the significance of the perception of creating together, even the small contributions to the projects, was reason to be proud of it. This co-creation consciousness and assisting each other in almost every aspect were the common expressions among the interviewees. One interviewee addressed that:

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All of the contributors to the Reflect project were ATÖLYE members. And, we are all very proud to be part of this project. Because we do not get any profit from the project but have the sentimental pleasure to put out this project. None of us spent so much effort on it but every one of us is involved at some point. The project Reflect is like our baby.

Contributing to the projects brings emotional satisfaction to members even if there is no monetary gain. Most of the interviewees explain that the satisfaction of the contribution to valuable projects has a positive impact on the feeling as a part of the community. Furthermore, the members of the community act together and do not leave each other alone on specific occasions. This solidarity and the collective actions improve the sense of the community culture. As one interviewee indicated below:

Last month we went to Cappadox festival, sixty people, as a whole ATÖLYE. It was a very nice and different experience. On the other hand, if there is an exhibition of a member, we visit it all together and support him/her. Personally, I had a speech at Soho House a couple of weeks ago and so many members attended it. That was wonderful. Or, at some point, somebody always consults you about small issues during the day.

Some of the interviewees described this solidarity ambience as a "family" environment. The family metaphor is critical for building a sense of community because the family environment reminds people of togetherness, trust and sharing. All of the previous explanations about helping culture, to be part of a whole and be proud of the success are to lead to a coherent understanding of the family metaphor. This family atmosphere was worthy to be part of according to interviewees. One of the interviewees discusses this atmosphere:

The other thing, there is a friend and family element in all relationships in ATÖLYE. The most of the community members have become my friend already. I did not expect that, but it happened somehow.

The sense of community nurtures the feeling of belonging to a family. The family perception among the members assists the environment of confidence and emerging possible friendships. This trust environment was key to the member selection process by most of the interviewees. The community members are selected through an informal job interview (see Section 3.1). Additionally, the family environment was

correlated with the size of the space by the most of interviewees. When space is getting smaller, the circulation of new people is decreasing and the faces do not change rapidly day by day. Thus, people have the opportunity to get to know each other well, to construct social relations more efficiently. And these relations cause the possible organic collaborations which can be seen at section 4.3.4 The following account displays the main opinion among interviewees:

> There is a small, more family-like environment in here. Because of this reason, you might have a dietician friend or developer friend or editor one. Everybody is becoming acquainted and socialized with each other. The small structure and selection process impress this bond. They do not take everybody because of the limited space.

According to most of the interviewees, this selection procedure was the crucial issue in the establishment of the community spirit. The determined selection criteria shape the community pattern. So, the members personal and professional characteristics and the varied filters for the selection process shape to build community. One of the interviewees remarks the people characteristics and so community culture importance as follows:

> It does not occur together with the physical arrangement entirely. It is a culture, and it only emerges when it is generated. It comes with the space culture as well. In fact, the culture which is created with the character of these people is bigger than everything. Thus, I can say that these people and the culture they create here are the most significant things that transform me about this place.

Moreover, during my participant observation period, I got used to being in the environment over time. When I spent more time with the community and environment, I started to feel more comfortable, and space was getting familiar to me. On the field notes from those days, the community manager underlines this community pattern and its characteristics as follows:

> I feel like that I have adapted to the environment more. In our instant conversation, the community manager said that "You can interact with every member without any hesitation; they are open-to-communicating people, and they already are selected in that way. This place exists because of this reason, and it is written to our door, Interactive Platform". (26.05.2017)

The space is not the only thing to produce the community spirit, it is a helper, and natural restrictor for this case because of the scale. This community members' pattern directly links with the community spirit. The selection principles define the similar people gathering in the community somehow. The invisible filter bans people who do not fit in the community culture which already generated and changing over the time. In the following section, I will describe the kindred people and lifestyle effects on the community spirit.

4.3.1.2 Kindred People and Lifestyle

The ATÖLYE members are selected through an informal job interview as explained earlier (see Section 3.1). According to the community manager, these interviews are mostly investigating the candidates' level of openness for communication and collaboration. Also, the members' background balance is critical for the selection process because, they attempt to keep the disciplinary background in balance according to the fields; creative industries, technology and engineering, business development and social perspective (see Section 3.1). Thus, the members have similar personal attitudes and expectations, but they have different disciplinary backgrounds. It improves the smooth communication amongst the members but also the variety of the community. These similarities also provide to construct personal attachments. One of the interviewees explains it as follows:

> I saw people around me have the same colour as mine. I have never had a problem or disagreement with anybody until today. On the contrary, people helped me with everything as much as they could. I mean, I met people who I can share my personal life with too. I have friendships that are not only remaining under the ATÖLYE but also, I maintain these relationships out of this area.

Similar personal features make easier building new friendships. Most of the interviewees attempted to explain these similarities using diversified words, such as "same colour" or "the people like me". However, all of them emphasized these are the catalysts for comfortable communication and building friendships. Having a same life perspective was also stated by most of the interviewees. The community members' lifestyles have resemblances at some points. These lifestyle resemblances were

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discovered through both interview analysis and the participant observation. In participant observation, these observed in the daily habits such as eating, entertainment, socializing and working habits. Consequently, the similar lifestyles and viewpoints support the effortless communication among the members. Also, to spend so much time together in workspace allowed them to know each other personally. One interviewee referred to it as follows:

> Shortly, there already are people who think the same way and have the same perspectives. I mean we are not all the same as the copy-paste, but we have the particular awareness and similar life perspective. You observe these things when you work together because you get to know someone much better while working. You spend much more time together. Also, you are getting closer to each other.

The community is a lively organism and it has its own personality in a sense. The members' personal characteristics and working habits are integral parts of this organism. After being part of the community, the consciousness of the community's characteristics take place in the members' minds. Most of the interviewees knew what to expect of the co-workers and, also, they do not feel any anxiety about the future candidates' characteristics. Because they are aware that similar people will be part of the community and they trust the community they belong to. As mentioned before, the selection process also reinforces the open communication, helping culture collaboration due to the kind of people selected for the community. This creates a comfort-zone in a way. This argument was clarified by an interviewee:

> And for example, my team has changed a little after I first started the job, but still very nice people always come. This is always something valuable. For instance, although people change, you still like the newcomers. Such people are truly good in general. First of all, it is a psychological influence, to be together with the right people.

The most frequently used words for depicting the members in the interviews was "good, warm, friendly, sincere", as is seen in the previous quote. Most of the interviewees emphasized open communication atmosphere due to the warm, friendly and sincere members. Furthermore, the member amount and the space dimension links with the close relationships. The members have a much better chance to get to know

each other because of the limited space. I observed the high possibility of encountering the same members in the workspace. The space has restricted capacity to have flexible and resident members. So, during the participant observation period, I could have sat with the same people at least once in a week. The faces became familiar to me after a week. If I worked with the same people at the sharing desk -they offered to me a flex membership's facilities- one day after another, I had more chances to interact with the members and arrange interviews with them easily. Thus, the average people circulation and the physical possibilities of the space lead to a more interactive environment (see also Section 4.2). The quote below from the interview presents the dimension of space effects on community building:

> I came here because I first got in here unintentionally. It's very important to me that I have interaction. But today, I say "there is a very nice and warm environment here" to everyone who enters through the door. Because you know the dimension is stable and the place will not expand. Because of the scale, I am pretty sure the human rotation is slowed down. The organisation works right. I think this room is very valuable (Maker Lab). If space grows a little more, this room cannot build. Thus, space has the right proportion.

Most of the interviewees were conscious of the community members' pattern because the selection process guarantees the like-minded members. The members also realise the possibility of network building is about healthy communication (see also Section 4.3.4). According to most of the interviewees, they should be careful about the relationships owing to every member inside to be useful for them in the future. This mutual interaction is crucial for both social and work relations. The two following quotes underline this significance:

> I think it is because kindred people were selected and we have similar pursuits. Also, it is true that everybody helps each other at one point because they are also aware of everyone that can benefit from each other. Because after all, they (founders) do not run a kindergarten, it is a workspace, and we do business there. So, there is an organizational structure in which we all have expectations. Until now, no one has stepped on each other's feet because in fact we can all benefit from each other and need to stay the members' minds. A small commune was created in there. They call it "community". Yes, indeed, we are like a group of creative people isolated at the mountains. We can find nourishment from everywhere and we have something, we love each other,

respect each other. In that sense, we are moving towards such a perfect community (laughing).

The future candidates should be open to communicate, collaborate, learn and share. So, one interviewee gave a clue about the members' characteristics in detail:

> So, I told you the communication was very important when you asked me what was important. Because if there is a problem arising from lack of communication, it is something that will harm not only the project but also the relationship with that person. Because you see this person every day, you see her/him not only as in a business environment but social environment. These things need to navigate carefully. Also, the members need to approach each other with the nonstop communication and understanding. You cannot have a closed-minded approach in such an environment. And, you cannot approach with "my thought is the most accurate one and it should be done exactly". The open-minded people should be in here; otherwise, the conflicts cannot be avoidable. I think that because of this reason, ATÖLYE is so selective when choosing its members. There is an interviewing process; a consultation among the partners.

To sum up, the similarities of the members induce the interactions and friendships. It catalyses the creation of the community sense. In other words, the community sense is closely related with the selection of the members. According to community manager, being a future member is not about having a remarkable curriculum vitae, it is about being a suitable candidate for working together in a society. Moreover, the membership process enhances the trusting environment because the members perceive what they expect from each other. They are aware of the community characteristics before they become a member. They inform about the community features during the interviews and they are expected to share their pros and cons for the community. Thus, the trust issue and reasons of sense of belonging in the community will be tackled in the next headline.

4.3.1.3 Trust Issue and Holacracy

Sharing the ideas and experiences is possible if people have trust for each other. In the collaborative community, the trust environment is an essential in order to construct network and share knowledge. Most of the interviewees indicated the significance of the trust environment for working together smoothly. Also, they claimed that one of

the reasons for this mutual trust is the non-hierarchical organisation structure. The members have no ambitions in their works or they do not compete for the promotion. The community comprises two parts; ATÖLYE team members and the community members who paid for the memberships (see Section 3.1). Most of the community members run their own business and the pop-up teams occurs for every different ATÖLYE projects. Also, based on my observation, there is no boss or owner kind of a person in the place. The work performance depends on the self-management mostly and the positive motivation of the workspace (see also Section 4.2) This flat structure influences the trust atmosphere, and eventually sharing ideas, experiences and knowledge. One interviewee expressed this claim as follows:

> The people here trust each other. I mean, none of the people out there trust each other. In a way, we do not trust anybody and we do not want to share ideas with each other. But here people are extremely confident with each other. I think it's very important. *(Why do you think?)* Because we have a very sincere relationship between us, so we spend a lot of time together in the day. And when you work in a company, for example, there's a boss, and he/she gives duties to everyone, and most of people work on the same job, and there is a competitive environment of necessity. But everyone here is interested in their own business. Nobody has a conflict of interest in anyone's mind. Because no one has a conflict of interest, everyone trusts each other and expresses their work in a beautiful way. They explain their works because to get a positive or negative criticism. So, if I give negative criticisms to somebody when they tell me about their projects, it is for their benefit.

Although there is no competitive atmosphere, it does not mean that the members are not concerned with each other's projects. They are informed about the projects through especially diversified community events (see also Section 4.3.4). Not having any trust-based problem in the community, the idea sharing process works well. Furthermore, to feel a part of something impacts on the members' union positively; it creates the connection among them. Most of the interviewees implied the connection allows them to share and to trust each other. The following quote pointed out the value of this:

> […] I think it is about trust in the first place. Firstly, the trust is a feeling that we give to the community. And the membership process, as you know, is a reason for this feeling. How much they can add something to us and we can add them to them are evaluated. Then they come here. I think the constituted relationship and bond at that point is the most important thing in here.

Secondly, anyone envy of in another person's work. So, in general, people prefer to be happy with person's success, contrary to the general trend. Instead of "how can they do while I cannot", it is more like "wow it is nicely done, how can I be more helpful for it" in here. It is perhaps our chance at that point. Maybe the mutual trust is the reason for the openness of idea sharing. Because there is no written thing on the paper that you can provide the trust. I suppose the trust is just a result of verbal communication.

There are no strict applications to build trust, it directly relates with the communication, as seen above. Another really important factor for community spirit construction is the sense of belonging. To feel to be part of something is a motivation to protect and help each other and create conscious solidarity. This belonging is also supported by the family metaphor as mentioned before. When people begin to feel part of a community, they are more open to give and share their knowledge. In the following quotation, one interviewee depicted the atmosphere as a "safe zone". It is a valuable phrase to comprehend the impacts of a non-hierarchical, friendly environment.

In other words, there is more intimate and trust-based environment in here. That's why the place makes me happy indeed. It is a more honest atmosphere; what I am saying is when somebody has a problem, everyone acts friendly. It is not like the corporate company. I feel like I can progress in here, so, I always call for "the safe zone". Especially in a chaotic political environment like that, it is good to see the valuable work and I am glad to be part of it. This thought feels good.

To be part of valuable projects was an explanation frequently expressed by the interviewees. Most of the interviewees compared the ATÖLYE with the corporate firms in terms of social relations and organizational structure. And according to their accounts, they connected with each other not just in ATÖLYE, as at the traditional working offices, but they spend time together outside the workspace. Also, group activities are open for everyone in the community; they are not like the closed privately done. For instance, during my participant observation period, I was invited to most of the activities such as Cappadox Festival. One of the interviewees highlighted that bond between the members:

ATÖLYE environment is very lively; there are warm people here. From my point of view, the relations in ATÖLYE are strong. I mean, I am calling and chatting with these people not just in this place but outside too. We join entertainment activities together, for example, Cappadocia (Cappadox Festival), or we went running last time. There is a powerful connection; people do not just talk to each other for work. The real friendship environment was built in here. I even think of this friend environment as stronger than in a company. It is interesting in that respect. Most likely, it is because there is no conflict of interest in here, there is a more comfortable environment amongst people rather than corporate companies; thus, people feel more relaxed to socialise. From that point of view, I see an advantage in human relationships.

The non-hierarchical structure was linked to the friendly, warm environment by most of the interviewees. Besides, the variety of the members' backgrounds brings the fruitful climate in ATÖLYE, and the friendly trusting atmosphere promotes sharing knowledge comfortably. This idea of sharing makes interactions possible and participation in the community quicker. Thus, to be fed from each other is another motivation to feel part of a community. One of the interviewees stated this argument as follows:

People behave sympathetically and keep feeding off each other. They are constantly coming up with new ideas. You may get these new ideas in your head or not, but you always hear something. And that evokes something in you. It improves the work you have done in some way, even in the different areas. That is why this interaction makes it easier to join and become a member here. You feel like a part of it (community) shortly.

Until this point, the community spirit construction, its characteristics and sustainability have clarified in detail. This sense of community leads to the helping culture and open communication among the members. It is an interdependence; the sense of community improves the interactions, and the interactions help to build the sense in a way. They merge with each other. Moreover, this interactive environment enables the feeding and learning from each other. The members might be the learners and the teachers at some points. They could share their expertise, ideas and experiences, and also, they could be audiences in the loop. In the following section, I will demonstrate the learning and teaching cycle which includes two subtopics, interdisciplinary ambience impacts and the school analogy.

4.3.2 Learning and Teaching Cycle

When the members feel comfortable in their habitat, they tend to share more viewpoints about their personal and professional life. Thus, all of the interviewees mentioned the productive atmosphere they could nourish from each other. Also, they clarified that could learn about their qualifications, even some knowledge they did not expect to gain before they came there. The learning and teaching behaviours are sustained by the helping culture, trust environment and non-hierarchical organisation structure. According to the interviewees, as mentioned before, there is always help in there who ask for it (see also Section 4.3.1). The interdisciplinary environment of ATÖLYE serves the suitable learning and teaching climate to the members. Many members from different disciplines and backgrounds present rich environment for exchanging perspectives, methods and ideas.

Furthermore, most of the interviewees demonstrated ATÖLYE as a school. They indicated their feeling "as the university never ended". The learning and teaching attitude is one of the main integral parts to reinforce this school perception. Another word usage preferred by some of the interviewees for depicting ATÖLYE was "university library". The library is where the students gather, work together and have conversations about their study or just daily life. Working in a co-working area creates the same school perception in the members' minds because of its characteristics both depends on behavioural and physical (see Section 4.3.4). Also, in that school, the members are both the students and the teachers in a sense. My observation also supported this analogy. I observed the school like atmosphere, especially like a design-related disciplines education. The space features also improve this sense owing to open kitchen which can be resembled a university canteen or design studio and a library in it (see Section 4.4). Therefore, the members experience the ongoing school atmosphere in there. In the next headline, the interdisciplinarity effects and school metaphor will be clarified in detail.

4.3.2.1 Interdisciplinary Environment

The variety of the members enhance feeding on each other at various aspects. The ATÖLYE community comprises of diversified members at many points (see Section 3.1). Most of the interviewees highlighted the variety of people let them produce more new ideas and projects because of new perceptions from outside. The smooth interaction between the members induces to learn from each other without any hesitation to ask something. Besides, most of the interviewees determined themselves as "curious". One of the most frequently used phrases in the interviews was "learning new things". So, to learn new things in such a workspace is also a strong motivation to come and work there. One of the interviewees clarified this argument as it is below:

> I knew there were many different people in here. So, I thought it would feed me, and I hoped that. It was a different expectation. Apart from that, I have always worked in a place where there was a team, but there are the team and community in here. Thus, I knew that there was a community that I could interact and produce different things in here. It was nice to know that before I came here. Also, I have a deep curiosity to learn new things. I really hoped that I could learn new things in here and, now I learn actually. It motivates me.

As seen again, the existence of the community was emphasized with the previous quote. The diversity of the community pattern causes members to learn new topics and create different projects, according to most of the interviewees. Most of the interviewees stated they chose to work in that kind of a place because want to sustain their learning process. So, the following quote presents this account:

> This is the place where the learning never ends. So, I preferred to be in here because I did not want to find myself when I was drawing a door for an architectural project. Personally, I want my learning process to continue always.

The solidarity is the main feature about the community perception. The collective actions improve togetherness feeling; it is a union in a way. In this democratic culture, everyone is conscious that they are part of the community. Nobody hesitates to ask something to each other because of the qualification level or age. And also, every member treats as equals to each other and attempts to help in any subjects. So, the learning never stops because there are any prejudges or superior views. The

democratic environment has a crucial effect upon the sustainability of learning in the community. During my observation, I also detected that working at the same sharing desk lead to the equality feeling among the members in spite of having different expertise. Thus, one interviewee pointed out it as it follows:

> Because here is something like this; nobody says "I know this; I am an expert about this subject". And if you know something they do not, they are directly asking and learning from you. Neither a lack of experience nor the age takes into consideration in here. There are virtuous people in here who could come directly to you and ask questions then take the replies. On the other hand, if you ask any questions, you have teammates who can directly help you in every way. So, when you ask how it is done, everyone spares their time and gives you the answer.

The non-hierarchic working environment shows its impact once again. In this sharing culture, another essential thing emerges which is time sparing. Most of the interviewees indicate that the members voluntarily spare the time for each other, it is a part of community perception, it comes from the mutual trust and the belongingness also. Another interviewee emphasized this behaviour as it follows:

> At ATÖLYE, I noticed that everyone attempts to be feed on each other, I felt it. So, for instance, I have experience on social media because of my job, the bag designer asked me to show one day which filter that I am using. Then I said I would love to show it and help. Everyone wants to learn something from each other even at the smallest point. And nobody tells you: "I have work to do right now, you should go". Instead of they said: "We can arrange sometime which available for both of us". I have always seen this behaviour.

Perhaps the community comprises of the experienced members in their fields but they are humble to open sharing their expertise with others. This was the major emphasized manner by the interviewees. The members have diversified backgrounds and disciplines, generally including technical, creative, social science areas (See Section 3.1) Thus, they have different knowledge and use varied methods in these fields. Most of the interviewees indicate that they can fuel from each other through diversified methodologies. They observe each other and comprehend the usage of methods, then integrate into them in their work. These interdisciplinary atmosphere leads them to learn new methods they do not familiar with before because they do not need to

encounter with them in the professional world or in the college. In the following two quotations, these exchange explanations will be given:

> Everybody's job is solving a problem basically. When they solve these problems, everyone uses different tools and methods. So, in the first place, these methods add something. Because, for instance, when starting a software project, there are some current popular methodologies, usually progressing with one of them. In this scenario, you do not follow such a rule, after reading the books and articles for understanding the methodology, you blend it with your working method. But within other sectors, there are much more different approaches and methodologies. Even though these diversified methodologies cannot be directly implemented, we can bring some points from them to our own business.

Most of the interviewees give examples of this exchange. This manner strengthens to learning and teaching cycle, they learn from each other, but at the same time they are the teacher. One of the examples of this method transfer is stated by one of the interviewees as follows:

> A fashion designer joined ATÖLYE. And she made her whole collection at Maker Lab. She stitched and made moulds in there. And I started to re-learn things that I forgot after years but had used them very long time ago when I was stitching costumes. And my relationship with the fabric has re-developed, then I could immediately use it for my designs. I was starting to design a bag. For that process, we began to work with the fashion designer. I learned sewing techniques, the sewing machine's new features, new fabrics features, the techniques of making moulds, and so on. Also, for example, we took puppet making education in school, and I was making puppets with recycled materials. At that time industrial designer friends came and said: "This is a good idea; we are not using that method to make moulds". Perhaps we are using a very irrelevant, two-thousand-year-old method but it was very interesting to them because they were not involved in that process before. And after seen that, they said: "We can use it somewhere".

It is seen that the sharing culture does not stay just at the friendship and personal level, it surpasses to professional life too. The members share their expertise without any financial expectation. This manner can correlate with the explanation from my field notes: "The environment seems and feels like the design studios which I am familiar them from my Industrial design education in the university." Briefly, these interchangeable roles of teacher/student loop pave a way to build a school analogy

which often mentioned in the interviews. In the next, this school metaphor will be discussed deeply.

4.3.2.2 School Metaphor

Most of the interviewees recognized ATÖLYE as a school. This claim is supported by the learning and teaching cycle, facilities of the venue, for example, workshop, open kitchen, small library, as well as helpful environment, and special events which will be explained in detail in later section related with space. In fact, the application procedures and the selection process are the elements boosting the school resemblance. Depending on the field notes, the open space working area leads the feeling of sitting in the classroom or, as mentioned before, in the design studio:

> It reminds me of the "Entas" (Industrial design) studios at the Taskisla. I feel like I am in the studio at the university. On one side, everybody is working continuously, on another side the conversations and chit-chats. Some of them wear headphones, some of them do not. There are two people in front of every computer sometimes. And sometimes the people work away in high concentration for long hours. (18.05.2017)

Furthermore, participants stated that there is no teacher or boss; instead, everybody can be the teacher for each other; everybody has thoughts and experiences in particular fields and are open to share. The sharing atmosphere aids in maintaining the learning process which strengthens the university correlation. One interviewee parallelises this learning process with the ongoing school as it follows:

> I said that I would provide support for the workshop, but I have never had any workshop experience as an executive before. I used the design thinking methods before, but I had no thoughts on how to manage a workshop. For example, I joined the workshops here. At the moment, I can design such processes, and this is something that I learned completely in here. So, it seems like the school still continues for me.

The school metaphor was constantly correlated with the learning process by the interviewees. In addition, working together in the same place supports the teaching/learning process (See Section 4.3.3). The library voiced section was another

school related metaphor used by an interviewee. In section 4.2, the quotations from interviewees include the comparison of the office environment and working at home to depict the significance of the working motivation in more official atmosphere. In addition to it, they described their environment not only as kind of an office but also made a comparison with school. One of the interviewees pointed out another school related metaphor as it follows:

> This does seem like a school to me, in fact, or else it is really like the voiced sections of the libraries at the schools and universities. You are in such a nourishing environment although you cannot call it the working office too. Because it has nothing in common with the offices that we get accustomed to from any corporate company. But you cannot say that kind of an environment: "We come with friends and chat with each other". It is literally the thin line between them.

Thus, the traditional office ambiances in the corporate companies differs from the school-kindred comfy working environment. Not only the environment leads the friendships and interactions, and they cause the comfortable atmosphere but also it is a working space where the people come and manage their business in. Furthermore, one of the interview questions underline the projects created in ATÖLYE. When I asked about it, one interviewee responded the question as:

> These things are a little bit difficult to produce in Turkey. So, there is potential to come out, but there is no place to incubate it. I do not know any other place than ATÖLYE. I guess, there are some universities to create these projects, but they do it mostly on the academic side.

Not only the ambience and the space characteristics induce the school metaphor but also the projects creating by the people who co-work in ATÖLYE empower this claim. The university is a place where the students can be freer to think and create the innovative, novel ideas but these cannot be placed in the real life. On the other hand, in the business world, these processes obstacle by restricted budget and time. When the scale is getting bigger, the process is getting difficult to manage in terms of funding, time and human-resource. In this case, the projects can enhance rapidly with the suitable incubation environment which will discuss later in section 4.3.4. In addition to my observation note about the design studio atmosphere similarities, according to

one interviewee, this interdisciplinary environment, open space features, the sharing culture and the comfortable atmosphere resembles the design studios from the university:

> There is an open kitchen in the place and a bar table in it. Everyone knows each other while having cup of tea or coffee or eating something in there. It can be quite fun after a while. So those who are in the seats in the kitchen; and the others when they discover something new, they immediately run and say, "Look, I saw something like this, you will love it for sure". I feel like I am back in the college somehow. I mean, our department at Mimar Sinan Fine Arts University was the same as here. It contained one workshop and two or three classrooms. Indeed, there is an atmosphere in here like it, like college. It is such a sociable environment. But also, doing the great works seriously, and you are in a culture that you can reach all types of people and professions, which is excellent.

There are many kinds of events in diversified content held in ATÖLYE. One of them is directly linked with the knowledge transfer and so the educational impact, which is 101 session (See section 4.3.4). In the session, a community member gives a small introduction lecture about the particular subject which s/he is an expert or experienced in. These 101 events are private just for the community members, and it helps members exchange their experiences and flourish with each other. It allows members to be both the student and the teacher, and they arrange these sessions without any profit because the open knowledge culture has benefits on every member in the community (see also Section 4.3.3). One of the interviewees points out the voluntariness of the 101 sessions as below:

> For instance, a member who is a photographer teaches introduction to photography 101 class and never acts as a very busy person. He pays attention to it, shows up on time and that workshop takes place. Maybe the guy has a thousand jobs, he has deadlines, but if it is arranged, it comes true. I saw this here. I mean, anybody who knows something, they offer the knowledge directly without bragging about it or without adding such egotism. They do not expect something in return which is nice.

The teaching atmosphere is also improved by the expertise exchanged in person and giving feedback to each other. So, the transfer occurred both during the events and through the personal connections. The accessibility of the members with working in

the same environment and using the mutual digital channels enable to them meet and work together easily (see Section 4.4.2). Along with the many examples, one interviewee outlines the teaching experience in the following quote:

> Now, one of the community members would like to learn some coding in the future. And I meet with him sometimes and lead the way. When he starts to write directly, I probably will help him in more detail. It seems to me that it probably will work for him in the end.

The interactions between the members might reveal the skill exchange, thereby, they earn new mindsets from each other. These teaching and learning cycles aid the natural creation of the ongoing university atmosphere. It encourages building the perception of the school because of the knowledge exchange, and consequently, the teacher and the student roles. The members gather at the common physical space and digital platforms, they produce projects and do business with small but effective assistant touches from each other, all of them evoke the school metaphor in a sense. This interdisciplinary community shares idea, experience and knowledge to each other through events, personal relations in the physical and digital spaces. Briefly, in the next headline this open source knowledge will be discussed in detail with the emphasis of access.

4.3.3 Open Source Knowledge

One of the most frequently used words in the interviews was the word "open". The members often declared the openness of the environment through the idea-sharing and the project and business development. The physical access is a catalyst for doing business and developing the project. When the members have a problem with something - it can be anything relating to work, daily life or personal life- they reach out to someone next to them and ask about it. The work-related questions can be put to the specific people who qualified in the subject, and in fact, the members are looking for an additional eye to move on immediately, as time is the most valuable thing on the project's improvement. The time restriction, planning or time value has been frequently mentioned in the interviews by the interviewees. It is the most frequent coding word in the transcribed data like "open". The physical access to distilled

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knowledge is an advantage for the members, so, they may work faster without any interruptions. This proximity is an accelerator in the workspace, but if the member does not find the person who they exactly need at that moment, s/he has access to a member's network to solve the problem, or randomly find a person from the community network. Therefore, they gain time, budget, and so it reduces the stress in a way for them because they do not have to move across the city from one point to another to find the facility or human sources.

Along with the proximity of the human resources, the accessibility of the tangible characteristics all day also contributes to the members work. For example, the maker lab is a production area with the manual hand tools and the technological devices like laser cutters, or in fact the coffee and 24-hour wi-fi. To be near with these physical components gives confidence to members even if they do not need to use them all the time. Thus, the workspace surrounded by the people who can give spontaneous feedback for the projects and the facilities for the production and daily basic needs lead to the creation of the open source knowledge environment. The members feel like they can reach everything they need for their work from the network and space, and it gives them the confidence, satisfaction and motivation. The trusted community has a role in this because the members believe that they will reach someone who is precisely capable for doing the work which they desire.

4.3.3.1 Physical "Google": Proximity

Most of the interviewees indicated the importance of the proximity to each other at the same space during the interviews. Therefore, this accessibility is an aid to do business without any obstacles and it instantly provides the diversified opinions for the projects. When it happens in that very moment, the members have access to the community's network. Much of the knowledge can be reached via online sources, which are fast, easy and low-cost. However, this knowledge is in a mixed and unreliable pool, and it should be comprehended carefully and filtered before using. Along with the other resembling quotations, one of the interviewees has directly depicted the atmosphere as a physical Google as follows:

When I was stuck at some points, ATÖLYE provides me with the comfort to get support. It is something like asking Google - I have a physical Google around me. It is easy to reach, not only the people who work in ATÖLYE, but the people they know. This communication environment builds through consulting people, developing from their projects or learning their acquaintances and getting connected with them. So, there is a tremendous network here. I think it helps.

The internet sources give the knowledge on almost every subject, it is kind of a mixed map you need to locate your need on it. The interdisciplinary community fulfils the same duty for the members but in a more organized way, thus, this google metaphor appears among the members. Because the members have acquaintances, and information about the work they do, they know which questions need to be asked to which people. Therefore, they attain the open source knowledge which they ask for it in the first place. It enhances their work and they save time. One interviewee emphasized this below:

For example, while I am working on my web site, if there is some point that I do not understand, I can ask somebody how this might be done. When you are surrounded by people like that, you know their expertise. Everyone is such a competent person in general. This interdisciplinary community is very helpful which is invaluable. I realised that I am an interdisciplinary person in fact.

As mentioned before, when the members have difficulty on some points about the project, instead of getting stuck on it, they ask each other, and solve it faster, then move on with the work smoothly. As well as finding the problem-solver person in front of you, these people also encourage you to look for different perspectives on the obstacles, which nurtures your work. This claim is explained by the interviewee as:

I am working in the same room with the person who has knowledge that I cannot reach easily. For instance, while I design something, I talk with one of the communication team members about a project, and it can change the project process. And I can start to think about different things. It is a process that prevents me from getting stuck on my ideas.

The easy access to open source environment depends and creates the feeling of trust. This trust environment is not only provided by the members' personalities, life perspectives and their qualifications in varied fields, it is also created with the

accessible physical sources, especially if you work in the design-related sector. These sources encourage people to produce something, or in another way, they have no hesitation in attaining them, when they have ideas. This proximity helps to generate ideas and projects:

> And, it gives confidence to be in some place where you can find the technical equipment and the people who can help you nearby. I do not need it all the time, but when I do, the existence of such a place where I can go and there are people there who can help me with creating something, is a valuable asset.

The accessibility of the community's network is quite a catalyst for the members' projects. According to most of the members, they prefer to work with the members and their networks rather than the outside talents, they rely on the community to which they belong. So, the members build and contribute to the community and this living body upgrades itself constantly and preserves the trust feeling. Not only the proximity of the members is boosting the work they do but also the accessibility of the network supplies the members human-sources easily. One of the interviewees pointed out the significance of the accessibility clearly as:

> It provided a good working environment; besides, I found the marketing strategist from ATÖLYE. For example, the Maker Lab association helped me to find some people who I need for my business while we were talking. I benefit from these community people that I cannot reach with a newspaper advertisement and not having to chase it. It is certainly more reliable when it is so. At least, I feel that way.

As stated in the above example, many of the interviewees have clarified their experience on the accessibility and the benefits of it. The easy access to someone leads to the members working together and sharing their ideas and feedback. Building a relationship like that is a complex and time-consuming process but working in the same environment and sharing the same network shorten the time that you need for working together on a project. One of the interviewees indicated that the people who s/he knows from outside producing the project, like the community works, but s/he pointed out the difficulty to be together with them in real life during the interview:

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> […] But I rarely encounter them and say "let's do something together" once a year and it eventually turns into a collaboration at end of a year. I can say the same thing in five months here, and it ends with making something together.

When the members have problems with their projects or personal life, the proximity of the other problem-solvers and being in the same network pool supports them to overcome the issues. Surrounded by the qualified members and eventually their networks provide the confidence to access the varied services which the members need on specific points during their projects and business. Also, according to most of them, as mentioned previously, the members trust each other because they know the pattern of the community and its personality. In a sense, the community is a living thing and it has personal characteristics, including the talented, wise and experienced members, according to all of the members. To sum up, the accessibility of the helpers in the physical or digital space reinforce the work they perform, it leads the members to save time and money and reduce the stress of overcoming personal and work-related daily problems. Working shoulder to shoulder is an advantage to the members. Another related addition of the proximity is the benefits of the feedback. The members share and study in the same spaces and bring new points to their works through the feedback. The value of the instant feedback will be described in detail under the next headline.

4.3.3.2 The Benefits of the Instant Feedback

The ability to get instant feedback supplies the working motivation to members. Their work does not become interrupted with the obstacles because they might need to ask each other. Most of the interviewees emphasized the importance of the instant feedback on their work. Furthermore, I frequently noticed during the observations that two or more people working in front of the same monitor was a scene I often observed. Hence, the feedback culture is a main part of the community; it can be instant through working in the same space or random encounters. In addition, there are special community events for members' projects which is the feedback session (see Section 4.3.4.1.1). In this section, the value instant feedback has among the members is explained. Because of the interdisciplinary community the perception of the problems is too diversified, and every perspective contributes to the projects at the different points and it conveys the projects unexpected stages. These feedbacks also do not need

to be the life changers, but contribute to the projects anyways. One of the interviewees discussed this claim through the product development process experience:

> It is like there are people around to remind you of ideas that will not come to your mind. When people focus on something, they do not see other elements, or they even have no academic or real-life experiences on that subject already. And, while we attempt to make clothes out of organic recycled materials, a person in the Maker Labs comes out of there and says, "Your hangers should not be plastic, so let's do something for you". Because the man has already a background which involves such a maker action, he already produces and makes something. It is good to work with people from these different disciplines to develop your focus for a good cause with the help of other people. Indeed, they remind us of things that are not coming into our minds or not even in our business plan. Even if we do not do it at all, there is a flash on there.

The instant feedback might not to have the immense changemaker effects on the projects and works, but they lead members to look at the diversified perspectives, they can be sparks to induce the other thoughts. On the other hand, the feedback of the members reflect kind of the user experiences. It is critical to attain that smoothly in the workspace through the co-worker's feedbacks. Because the user experience test can be difficult in terms of time and budget, but with the interdisciplinary community, the members can reach diversified user feedback rapidly. One interviewee points it out in the following:

> I usually get in a dialogue with people while I am working here, always. I would definitely show my work if I finish it, I think that the people are bored a little bit because of it. I am trying to get some feedback from them, benefit from them. For instance, I have recently just designed a page in here, and I was requested to use it from at least three people. Then, they used it and told me whether they liked it or not.

The spontaneous feedbacks help the members to finish and expand their projects faster. This feedback process acts as the user experience test in a sense, and some members use it in this way, as can be seen clearly above. Whether the people who give the feedback are in the target groups or not, they supply the project owner outside perspectives which s/he ignores when getting into the project deeply. These instant feedbacks are not profitable, but it may or may not turn into a job opportunity through

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working in harmony. One of the interviewees stated her/his experience of the feedback as following:

> For instance, I bought a product from Reflect and while I was using the website, I experienced problems and I gave feedback about it to them. Or, there are some other projects of ATÖLYE, it can even be lighting design, I give feedback to them. Moreover, a friend recently has been coding in there, and had some issue that he could not fix, I helped him. But these are not like giving a consultation with profit, it is more like in the conversations had in the ten to 15 minutes coffee/tea breaks.

It may not be a professional approach, but it is helpful in any case. Maybe the process is not professional in terms of money or time schedule because it is voluntary and depends on mostly random encounters and personal relations, but the feedback is provided from a qualified person in the field. The experienced members in many subjects share their knowledge when someone talks about the help; there is always help given in this environment when someone needs it. This is a characteristic of the collaborative community. This claim is demonstrated be an interviewee in the following quote:

> For example, if you want to learn how to take a photo, just put the camera in your hand and call out for somebody to teach you how to use it. You can find a person who helps you with it. Or, perhaps I have a problem with some computer program, when I get my laptop and ask, "Is there someone who knows that program?", there is always someone on hand who comes and gives you an idea how. Or, you have an idea in your head, it can be anything, maybe you cannot decide your company name, everybody gives feedback and ideas about it. And, the members are too qualified and have great potential because of this reason usually there are not empty words coming out of here. Thus, you can get immense inspiration from the interaction in there.

Most of the members have stated that the community members are talented and experienced, and how they trust each other's thoughts and ideas. This claim enhances the above quotation by the members' inspirational sources. Working in the same environment, interactions among each other at the same online and tangible spaces, and to be part of the same community network, trigger the members inspiration because it gives a high working motivation in the first place, then the instant feedback

aids to create new ideas or add and change something on the established one. In the following quote, this motivation effect is emphasized by an interviewee:

> If you act with doing the right work motivation, and see the people who have the same motivation, there is a spark emerging unintentionally. Everybody gives supports and feedback to each other to enhance each other's work in a better position.

The natural creation of the synergy affects the members' motivation positively. As frequently mentioned earlier in Section 4.3.1, to be part of the valuable works and working and gathering knowledge under the same roof inspires the members to do their best, therefore improving their motivation., this synergy encourages them to share their knowledge, ideas, and experiences. And, this feedback culture is directly a creation of the community culture, as it nourishes the building of organic collaborations. Furthermore, the proximity of the members also has influences on the sharing culture and improves the works in a faster and more economical way. In addition to them, to be conscious of accessibility of the human sources and the varied facilities give confidence to the members and reduces the effort of finding suitable resources outside. This open source knowledge atmosphere and the sharing culture of the community are the assistants to the members working together naturally. Most of the members have defined the natural process of working together as an organic collaboration. In the next part, how to establish organic collaboration will be presented in detail.

4.3.4 Organic Collaboration

Most of the members indicated that the collaborations in ATÖLYE build organically, there is no handbook or defined steps to follow for it. In appearance, maybe there is no organized way to establish it. But, in fact, there are several intended methods used for building collaboration which are not directly for the establishment but they increase the interaction and communication amongst the members, and so the collaboration emerges naturally. The official events, meeting points and the members' routines lead to random encounters and supply the members to meet and make friendships with each other. Most of the interviewees stated that they collaborate with the other members

after the organic process. As well as the personal relations' effects, there are some human interfaces to establish collaboration in the community which are some of the team members, especially, the community manager. If someone needs an employee or project partner or a service, they usually go to the community manager and ask for it, and, the community manager directs them to suitable people for their need. The core team nurtures the whole community and the community members develop them through the events and networks also.

The potential meeting points in the space also affect the random encounters and collaborations. The meeting points depend on the daily habits in a sense, for example, if the members eat in the kitchen in the afternoon with the others, it raises the chance of encountering the others and catching up. I observed that the daily routines have impacts on the encounters and friendship in the field, for example, the coffee breaks were truly popular amongst the members, and they mentioned about their current work, and shared ideas with each other. Hence, some of the connections and communication paths among the members are provided by the events and created meeting points. It is not obvious or an intentional thing for the organizational structure. According to the community manager and one of the co-founders, these events are designed for increasing the interactions. All of these interactions between members support the building of friendships. Construction of the friendships through the personal efforts and the random encounters is an essential element for developing collaboration naturally.

4.3.4.1 The Emphasis of Random Encountering

One of the most mentioned phrases were "natural" and "organically" for defining the collaboration during the interviews. Most of the interviewees indicated that the collaboration process happened between them automatically; they did not follow defining steps or other organizational rules for that. The process mostly results in the personal relations and friendship, but in the community, there are several paths for raising these relations between the members. Clearly, the creation of the community spirit and sense of belonging boost the personal closeness and sharing culture. Besides,

the events, meeting spaces and daily routines of the members enhance the construction of collaboration organically.

The community events and meeting places reinforce the random encounters, and so the members are getting to know each other and building friendships. The confrontation situation occurs accidentally in appearance, but in fact, there are several catalysts to the process, such as the space design or the members' usage of it or the community characteristics. I frequently observed these random encounters in the field study. For instance, the members often spent time in the open kitchen and this was a major encounter point for the members because of the break times and eating habits. I will discuss them in detail in two following sections.

4.3.4.1.1 Events

There are many diversified events held in ATÖLYE (see Section 3.1). Some of them private, just for the community members, and some of them, publicly for everyone. The public events can be workshops or panels, and every member as well as people interested from the outside can attend them. The private community events are too varied such as workshops, feedback sessions, 101 sessions, potluck lunch, five o'clock tea, happy hour, yoga class, community gathering, journal and maker lab orientation and so on. In my participant observation period, I attend several private community events such as potluck lunch, five o'clock tea, journal and a final project presentation. Moreover, most of the interviewees pointed out the emphasis of the events such as the five o'clock tea, feedback session, 101 session and workshops. The feedback sessions are found very useful for the members for developing their business, and the 101 sessions contribute to the self-development of them. The events are related to the kitchen/dining and boost the random encounters and possible meetings among the members, I will comment on them in detail under the next title.

The feedback sessions are the events in which every attending member shares their ideas and additional thoughts for the organized member's project. The events are for only community and the attenders' number can be changed by the members workloads at that moment. Most of the interviewees acknowledged that they got varied benefits

from these events for their work. Mostly the entrepreneur members stated the gains of the sessions. When I asked one of the interviewees about the feedback sessions, s/he answered as follows:

> For example, there are so many various people in here, and everybody says something that you did not think of before. You say then it makes sense. Two heads are better than one. I believe that it is beneficial really.

The spontaneous feedback culture shift in formal and organized form with the feedback sessions. For the work that you cannot make all by yourself, you gain plenty of additional eyes with these events and the members develop the project faster than alone. This fruitful and democratic atmosphere of the Feedback Sessions is found valuable by all of the interviewees. In the sessions, every member can assert their ideas without any hesitation or boundaries or be afraid of the superior-subordinate relationships. Moreover, as well as the instant feedback, the members might benefit from the feedback sessions as the users experience tests. Many of the interviewees stated this claim, and one of the quotations as follows about it:

> The access is easier. When you are stuck on something, you can ask questions smoothly. I arranged a feedback session once, and I showed all of my bag designs. Maybe the crowd was not my target group, but their comments made me say "I need to change this or yes I did a right thing there". So, it makes it easier to access. You cannot reach all of these alone.

The feedback sessions are the valuable events for the members because it is difficult to get these kinds of services outside, it consumes too much time and money. But in this case, the members get the services from the trusted environment and it boosts the projects, then they save time. Another interviewee emphasized the feedback session as following:

> We have feedback sessions on Thursdays that we can get information about our projects. We can ask people for their opinions, for instance, I can ask questions about my product such as "If you have such a product in your kitchen how do you feel?" I can make too much of the user experience and study of the people in here, even the fact that they are not designers suits my book. It suits me to study directly with the user.

The accessibility of taking feedback from the user makes the feedback sessions too important for the members. Also, the members interact and meet at these sessions, the events create the acquaintances. It leads to the random encounters of the members, and the projects turn to a conversation subject for later encounters. It supplies a common chat topic for the members and makes easier to communicate with each other later on. So, one of the interviewees indicated this claim in the next quotation:

> In feedback sessions, you can meet people you do not have the chance to meet face-to-face, and have communication with them. Then, you can converse about the project you undertook, or their projects. Because it is not a definite thing that comes to feedback sessions. When it happens, the available people come at that moment. Thus, it is a chance to meet the members in feedback sessions. And, it creates a common topic and history, familiarity within the people. So, I find the feedback sessions beneficial.

The events' participants are changeable because it is not an obligation to attend the events. So, the members have the chance to meet different people every time. Additionally, I observed several events' periods during the field study. One of them was a presentation by the community member who joined the core team project for the private company. My observation notes about this event are as follows:

> Shortly after, there will be a presentation about the project for a private company. The project final outputs will be expressed. The maker lab assistant and the community manager stroll around the place and ask everybody if they want to attend. There is a screen put in the kitchen for the presentation. Everybody gathers in the kitchen area. There are some members who do not participate in this because they have to work. The presentation took one hour. The member presented the final project output. Ten to fifteen people listened. Some other people came and went sometimes. It was at lunchtime and four-five people ate lunches. The core team members of ATÖLYE were mainly in the presentation. The presenter mentioned the private team events and community events for the idea generation phase of the project. The members made interpretations and asked questions during the presentation, as well as the team members who gave support to the project in past. During the presentation, I frequently heard the word "help". (16.05.2017)

Before the event, usually, the community manager and assistant manager announce the event and called out for participation for the members. They attempt to encourage the members joining the events because one of their jobs is to provide and maintain

the interactions and the communication amongst the members. Apart from the feedback sessions, the events might be directly about sharing experience and qualifications, such as 101 sessions. These are the events leading to the learning environment and the sharing culture. Along with the 101 sessions, there is another event called the journal which the members share their travel experiences. During the observation period, I attended one of the journals, and one member made a presentation about her/his latest travel experience including the recommendations and the travel photos. So, it was an example of the experience sharing-based events. On the other hand, 101 sessions frequently mentioned events by the interviewees during the interviews. They often correlated them with the self-development, and curiosity for learning new things. One of the interviewees described the 101 sessions as follows:

> There are 101 classes which are open to all of the community. There were sculpture 101, fashion and technology 101 classes that I found very interesting. These are the sessions that you can perceive something from the outset. I assume that it is quite fun because it is really difficult starting something first-off. But it is easier when you see the outset first. For example, there was an InDesign 101 session and you could learn something in there very quickly. But when I attempted to learn on my own previously, it was very hard for me, I got exhausted trying to find which tools make which move. In fact, it is very easy (laughs).

The 101s are the introduction classes on a topic, and they do not involve every little detail of the subject. They support the members to start learning something new and expanding their field of interests. Furthermore, the members are free to choose which events they want to attend. But, according to most of the members, if there are many interesting events in your vicinity, whether you have an interest or not, you can attend. They take a place in your mind even you never heard of the topic before. So, the members might accidentally participate in these events, it is a kind of random encounter. One of the interviewees mentioned this argument by comparing with the Istanbul varied organization opportunities:

> You do not participate in too many events in a place like Istanbul, and you choose them according to your point of interests. In here, you might attend an event accidentally when you are dropping by.

Most of the members emphasized that the significance of earning diversified perspectives through the personal relations and events. Apart from being surrounded by the members from varied disciplines, the various events lead to members self-development and gain new perspectives. According to many members, gaining the new perspectives through someone's experience is easier and a more tangible way to comprehend. The members also spend time together through events and activities, and these cause the random encounters and the possible meetings, then the friendship. The events can be separated through their contents, for example, events like feedback and brainstorming sessions for the professional assisting, 101s and journals for sharing knowledge and experience, or workshops for the knowledge transfer. All of these are increasing the interaction among members, as well as the knowledge, experience and idea transfer. The events like the five o'clock tea, potluck lunch or happy hour will be discussed under the next heading. They are the events linked with the meeting areas in the space. The open kitchen is frequently mentioned by the interviewees, and it is kind of a meeting point for interaction and communication among members. The daily routine and activity-based events will be explained in the following section.

4.3.4.1.2 Meeting Points

The meeting areas are the attraction points for the community. They are not official meeting points, but they transform the meeting area among members due to their daily routines and the events. The dynamic space allows the members to be mobile, and this mobility embodies the daily routines of the members because they can choose the different areas for the different usage needs (see Section 4.4.1). The open space features increase the chance of meetings. Not only because the members already work in the same space, but also they share the common kitchen. Apart from using the same space, they come together in these areas through the specific events. Also, those events lead the members to create the memorisable mindsets for building new routines or shifting the existing ones. The routines basically contain mostly the eating and break time habits. The invisible usage regulations of the common areas boost spending time in the meeting points such as the open kitchen. For example, during the field study, I observed that you need to take your coffee, tea or water by yourself, or you should put the dirty glasses and mugs in the dishwasher, if the dishwasher is full you need to wash

them at the sink. So, you need spend time in this area to finish your work. There is a kitchen employee, but these are not her/his duties. In fact, the kitchen employee is a communication enhancer for members in a sense. For example, if there is nobody in the kitchen, s/he chats with the members, and so you never feel alone due to her/him. The kitchen employee is kind of a human interface to aid interactions among members. One of the interviewees explains the kitchen experience as:

> I also spend working time in the kitchen, there are comfortable armchairs, people coming in/out, I like that space. I think it is my favourite space. I like to make coffee with Sebo (kitchen employee) there. We have stuff like coffee time.

Furthermore, when I asked members about their daily routine, most of the members described the routines with coffee time, lunch and five o'clock tea. These were the frequently used patterns in the coding process. The members come face-to-face through these daily routines and the habits of them. These are the routines that increase the interactions and idea-sharing also being in touch with each other. They can be just for five to ten-minute chit-chats, when you bump into someone dropping by, these are the sparks for something new and bigger such as a friendship or collaboration in a wide scale. The following quotations are about these encounters, the first of them is a quotation from an interviewee, and the next one from the field notes:

> In ATÖLYE, there are plenty of people who work in the diversified fields. Even the five-minute chat on a project with these people is useful for me, when we are having coffee or sitting in the kitchen with a designer or someone from any other fields.

In the field study, I also observed these random encounters in the kitchen area:

> One of the developer members had a conversation with the other developer. S/he said that "What should I do I am still doing boring freelance jobs". They talked about technical subjects about the software. Then one of them went to the kitchen. Someone from a group who sat in the kitchen stopped her/him and said: "We want to ask questions to you". This person introduced the developer to the others. And, they took information about the workshop they plan to make. (29.05.2017)

The kitchen area is a significant meeting point for the members, they can maintain to being up to date with small talks and encounters. Along with my observation notes, most of the interviewees indicated the emphasis of the kitchen area:

> I love the kitchen area. Because it leads to instant encounters, and I can catch up with people, I communicate and learn so many updates from people in these small talks. So, I love this area.

The interactions in the meeting points can occur from the daily habits, also it can be created from the events that they made in these points. For example, the five o'clock tea times are made every day, and these are the most favourable day times according to most of members. One of the interviewees acknowledged that as follows:

> I attend five o'clock tea time in the evening, and I have conversation with the people who come. We talk about our projects, have general conversation. Sometimes, the new projects can come out from there, and the new ideas can emerge from it, which I love most. I mean, it gives excitement to people for the future, even if something does not occur at that moment.

Due to the random encounters, the members can meet new people and talk about their project, when these interactions start, they exchange their ideas about the projects and it opens new doors. Another quotation emphasises the five o'clock teas as below:

> These five o'clock tea times are very useful for me. With some cookies, tea and coffee, we talk and get to know each other. I met too many people in this way. Moreover, I have been working with somebody for so long, which we met on these tea times and have similar work language in fact.

As can be seen above, owing to these random encounters, the members can construct collaborations. It is an organic process and depends on the personal relations, but actually, the environment for these interactions is created through events, some blurred regulations and open space characteristics. Another meeting point is the common courtyard of Bomontiada owing to the coffee breaks. The members can go outside for a cup of coffee or cigarette even if they are not smoking. Especially in the summer period, most of the members enjoy being outside at Bomontiada courtyard. I observed this in the field study which was at the beginning of the summer period. Also, one of the interviewees depicted that her/his experiences on the meeting points as following:

I go outside for smoking and chat with members. We can chit-chat. We make a holiday plan or talk about something on a project. We get out for lunch in the afternoon with the members from team or community. Or, we can order something online, or if we bring food, then we eat together. Then, the work is ongoing. At five pm, there is tea time. All of these constitute my daily routine in fact. Of course, it can be changeable. For example, we start the gym with a crowded community group, and when we get off the work in the evening at seven or eight, we go to the gym.

In the community culture, people eat together and do activities together. The members attend many events together in ATÖLYE and also outside. Eating together is a strong practice to construct a community perception (see also Section 4.3.1). The members frequently interact with each other during the eating habits related-activities such as lunch, dinner or snack times. I observed that the common usage of the appliances such as refrigerator or dishwasher brings the members together in the kitchen. I observed that the members preferred using the refrigerator to preserve their food for the eat healthy nutrition, and many of them were preparing their food on their own. On the other hand, I observed one of the potluck lunch events in the field study. In the event, the members brought some food and prepared, then shared with each other All of them ate together in the kitchen, and it was an experience for me feeling the community spirit deeply. In my observation notes the event was described as follows:

> The potluck lunch to be arranged on the first Tuesdays every month. During the event: if everybody did not bring something, they attempt to be part of it anyways. One of the members is preparing the salad in the kitchen. Two of them exchange their phone numbers. 13.20: Still some people are working on their desks. Five-six people are in the kitchen. The community manager called out everybody at first. In time the crowd expands. 13.25: One of the members said: "Where are the old Ramadan's days?" 13.27: They are taking photos. Everybody eats something whether they bring food or not. They are eating on the high desk in front of the kitchen and the other small tables next to it. All of the team members are at the event. One of the members takes photos with the camera. The members ask questions about the projects to the co-founder. It is like an open buffet. There is a collective environment in here. Most of the people take photos, probably for the social media. 13.33: They are asking about their plans for the evening to each other. Some of them eat something while standing, some of them eat while sitting. 13.43: They organised these events before. Now, they start to arrange them regularly. The co-founder arranges a meeting with a graphic designer from the core team. (06.06.2017)

The sharing routines do not depend on just the space, the members also plan regular out of office activities together. These can be attending an exhibition, movie nights, or going to gym. So, they spend time together outside the workspace. The acquaintance might build through the random encounters or by chances spontaneously, but the friendship requires more than that. It requires spending too much time together, sharing and efforts. To spend time is critical for the collaboration to constitute the mutual comprehension. One of the interviewees expressed this experience as:

> After spending so much time together with Reflect team through having coffee and eating, they asked me for support. They were creating their new brand and strategy, and we collaborated on that together. I gave them consultancy in that process, and they get varied invitations from too many places, gain funding and rewards now. Their works are published somewhere. And, this makes me too happy and proud.

The heavy workload causes daily stress for people. Generally, overcoming the stress is not a matter, but the physical activities can reduce the negative impacts of the daily stress. The events like yoga sessions lead the members to be more active physically. Still some people working at their desks, and these kinds of events are an outlet from the inactivity. Also, I observed that the members are keen on playing the ping-pong in the entrance of the venue. When they took a break, playing ping-pong is one of the attractive activities for physical relaxing. One of the interviewees underlined the physical activity-based events importance in the following quote:

> When people are too stressed or have a lot on their minds, they cannot think creatively or out of the box. But if you clear your mind, you can continue to nurture yourself, for instance, you can make this with sport or vacation or attending the inspiring event. So, you can perceive the big picture. If you are stuck with the small things and do not overcome this stress, then the creation capability shuts down. For the physical activity, there is yoga session after work on Fridays. The friendly atmosphere is feeding from these activities. For example, even the shamanic rhythm is a soothing activity. You scream and play the musical instrument, and these are the activities that make the people to be relaxed.

To sum up, the events, and so meeting points increase the opportunity of the members' acquaintance due to the interaction and communication. Also, they provide members with new subjects to learn for personal development. The community spirit develops

from these and also the events can be organized smoothly due to the community perception and solidarity. The mutual trust, sharing culture and the solidarity of its members make it easier for the members to attend and give knowledge, ideas and feedback without any hesitations or monetary expectations. Clearly, the organic collaboration process supports the friendship environment, and it accelerates the projects. The collaborative environment and easy access to human-sources and the facilities diminish the required time and budget. Most of the members have given examples about the acceleration through the collaboration for their works during the interviews. This friendship-based collaboration and network building will be mentioned in detail in following section.

4.3.4.2 Collaboration and Network through "Friendship"

The organic collaboration is mostly based on the personal relations and friendships, as well as the community manager recommendations to the members. Therefore, the natural collaborations among the members occur from the personal confrontations and eventually the friendships. As mentioned before, there is no such guide book for establishing the collaboration. But, there are such designed interfaces for the interactions and eventually collaborations, from the events to the people tasks. One of the interviewees discussed that the collaboration and friendship relation in the below quotation:

> I have never approached someone task-based. In fact, it is a critical point. First, it has established a friendship. We talked about our works and interests, then somehow the relationship has been built, which can be organically transformed into a business and benefit.

Building the healthy relationships is significant for finding new jobs, collaborators and outside services. According to most of the members, they do not approach each other as a potential helper, they meet and become friends, the collaboration comes later on. But, the members also emphasised that they aware of the network importance, so every member avoids living conflicts for damaging their network. The members' relationships in the community lead them to get a job in the independent freelancer world:

For example, I heard from someone in here, they were making a project and needed a software developer. I referred them my university friend. I said that "My friend is a very good software developer, and he can get along well". I matched them in this way. In another example, we need t-shirt printing, logo design etc. for the sailing race so that I found someone from here for these works. I usually introduce people to each other. I say "you can work together" to them.

The members might find the human source they need through the community network. Also, they recommend each other to another employer, and it embraces the solidarity environment. The sharing culture continues with finding the job for each other through the personal networks. In fact, all of these recommendations occur helping by the community perception. Most of the members acknowledged that they referred their friends from the community for the outside jobs. The friendship-based recommendations are also one of the results of the interdependency:

My customers have needs, for example, recently one of them wants to make a catalogue design, and ask about someone who is capable of doing it. I said I know someone, and I referred him. I may be able to direct them to someone when it is photography work afterwards. So, I can direct people from that network according to my customers' and my personal needs. I do not get any benefit from it, just my customers get satisfied, and their work moves forward without any obstacle. Also, I am supporting my friends.

The organic collaboration seems to be built by chance and personal relations, but it depends on the field of interest. If we consider the selection process of the members, they also present their hobbies and interests somehow to the manager and co-founder. Also, the workshops and 101 sessions supply to come together and share and understand the common interest. So, the organic collaborations are enhanced by the interactions through events, activities and meeting points. When I asked an interviewee, who collaborated with another member about the how they build the collaboration, s/he responded to me as below:

We did not know it and attempted to learn it, but if we would have guide map which constructed by the people who develop this system, I suppose that maybe we could follow it and build collaborations between us. We have eventually constituted a collaboration with a friend from ATÖLYE. We have been working together for a while, but this emerged from the personal relations, loving each other, similar working style, and searching for exactly the person

like ourselves. It has developed automatically and organically, so I cannot evaluate it systematically.

Therefore, it is intentional to boost the encounters via the private community and public events for creating systematic collaboration. Besides, the space features also help the recreation of the daily routines which are the strong helpers the friendships, network sharing and collaboration. The common kitchen is one of the suitable examples of the space design advantages. So, the shared network and collaborations enhance the works in here, and they supply an environment which is a catalyst for idea generation, project development or new ventures. The collaborations can constitute through the personal relations and friendships, the human interfaces especially the community manager, and the digital platforms such as mail-list or Slack channel which will discuss in the section 4.4.1.4 And the events are the catalyst for these interactions, friendships and eventually collaborations. The space characteristics' impacts on the community perception will be analysed in detail.

4.4 The Space for Community Perception

The space features mentioned under the previous headline partially. In this section, I will describe it in more detail. The designed environment influences the user behaviours and daily routines. Besides, the users interpret the space characteristics and transform the initial design concerns. The user experience of space and the space components lead the reproduction of designed objects' meaning. The members behaviour and daily routines in the space are affected by the space features. The open space characteristics impress their work routines and personal relations in a sense. Moreover, the members define the space as a school environment, and this analogy depends on their experience of the workspace (see Section 4.3.2.2).

Working in the same open workspace and sharing the most of every part of the space have influences on the members' experiences of the community and space. The open space feature is used for the strengthening of the community spirit in this case. The space design is suitable for the commune actions and habits. For example, the members are encouraged to share and be together while eating, having coffee or just for a glass of water due to the open kitchen. It is not surrounded by the walls as in the traditional

offices. The eating habit is not hidden behind the door, and it is open and commune action based. But also, it is not similar to the large dining halls, the scale is small, so, the sharing behaviours are increasing owing to the interactions and encounters. Furthermore, the open space embraces the dynamic workspace parts and mobile components due to the diversified user requirements, such as the booths for the private usages, and the meeting rooms for professional conferences. So, the space is not only restricted by physical dimensions, but also the digital platforms are using for the reinforced the community perception. The public and inside promotions of the members, calling out for help and organising the occasions through digital platforms, and especially effective use of the social media embrace the community sense. The space is perhaps not only enough for the creation of the community sense, but it is a significant assistant to build this perception amongst the members. Thus, the characteristics of the physical and digital space and its impacts on the user, and how the members experience the environment will be defined in the next headlines.

4.4.1 Diversity and Dynamic Workspace

The open space gives members too many diversified options for working and break times. Due to the location, they can go to the outside courtyard for the coffee breaks, or owing to the sharing desks they can change their seats whenever they want. Or, if they need privacy, they can choose to work in the more private corners. As mentioned before the interdisciplinary members has impacts on the personality of the community, also the diversity of space induces the production of the member experience and transform them, and so it effects the community sense. For the varied working types during the day, the members might prefer the various areas for it:

> I came to my desk in the morning, worked at the desk. There were a lot of emails I had to cover, had sit for a long time. We have a boomerang table where we can work standing up, I moved there. I completed email works there and moved back to my desk. I had lunch in the kitchen. I placed new magazines into the library. I was in library zone. Then I stayed very little at Hub, we had a small internal meeting there.

Working with the computer might cause staying long hours on the same chair, and so stability. But if you do not need to stay in the same sitting place during the day, and

have different options, you can change your area, it gives the refreshment. The dynamic workspace allows to members changeable sitting positions, and they can work at diversified desks every day, but if the resident members can use the same desks because of the membership procedures (see Section 3.1). One of the interviewees indicated that the dynamic workspace comparing with the past experiences as:

> I like it so much when my working area is dynamic. While studying or working at somewhere else up to now, I always found coming to work at 9 leaving at 5-6pm very boring spending the whole day looking at the computer screen, sitting at the same desk, feeling nourished by nothing, on my own. For me, here also has some points to improve, sometimes you may get distracted while working. I mean, a lot is going on around, and sometimes you need to focus. It can be distractive at some point but this dynamism is the thing that keeps you going through the day, generally. And I love it.

You can work long hours, but dynamism keeps you awake and fresh. The space mobile components are one of the reasons for feeling the space more energic. For example, I observed that the desks and chairs had wheels, therefore the members could change their positions easily, besides, the desks could move to different positions in the space. During my one-month field study, the desks positions were changed one time. Thus, the space components allow the members feel more flexible but sometimes it can incline the distractions (see Section 4.4.2). Also, having multiple options for working causes not to be bored according to most of the interviewees. This claim can be found in the next quotation:

> I work everywhere, including the kitchen, also here (Booth) I come here most. Sometimes I cannot concentrate as there may be people in-out, visiting etc. For example, if I need to create a content and concentrate, I come here, focus and work. There are spots where you can focus. Sometimes I work at Maker Lab, work everywhere. I think this is joyful. It is important as it would be boring being connected only to one thing at one space with no movement.

The space offers the members many options for working in different types. If you work something on needing to be more concentrated, you can work in the phone booths, or for more interactions and socialising you can sit at the desk in the transition corridors and near the kitchen, or you can work in the kitchen, or at the boomerang table in the open working area. The boomerang table was frequently in my observation notes. The

table was preferred mostly the co-founders, communication lead and the community manager sometimes. It is a high leg table and the people who sit in there need to be in a standing position rather than sitting on the chair, but it depends on the user's choice. When the person sits at this desk, s/he can observe almost the whole working area. It enables interaction more due to its location in the transition corridor. One of the interviewees explained her/his experience on it as follows:

> Because I also like working at a boomerang table (high desk) like this and also sitting there and seeing the whole are. I also like that someone else comes next to me, starts working and there is a chit-chat.

The space has several parts such as open-working area with sharing desks, the production atelier, phone booths in the working area, the event space at the entrance or the meeting rooms (see Section 3.1). The workspace has a production atelier, and it is equipped by the hand tools and technical devices, so it is another part of the space that is boosting the diversity. Especially, the interviewees from the design-related disciplines and the entrepreneurs who develop a product emphasised of reaching the maker lab smoothly (see also Section 4.3) One of the interviewees defined the maker lab over the practicality:

> Having an atelier is very exciting, there are tools which I can use. If I need to reach them, I will go to a shop which does laser cutting, I will look for a lathe in Istanbul traffic and muddy roads. But I have this opportunity just next to my flat.

Maker lab equipment supplies the members to produce projects by using more diversified production technics. The members also save time and monetary gain due to the proximity. Also, the technic devices and tools lead the members to apply various methods like design thinking. Because of the proximity of the atelier, everyone can develop products with prototyping, therefore preventing from the wide-scale failures afterward. Also, with the prototype of the product, they can get the possible user experience information to the members, maybe over the feedback sessions or spontaneous sharing. One of the interviewees expressed this claim as:

> We see the problems when we print and try things resolved at 3D printer here. Then we revise it here. I mean, we do not do the final product here. First thought

comes, then improves, we prototype and process starts again from prototype. This is the advantage of having a makerlab here. Otherwise, finished design will go to the factory before prototype is produced and if problems arise, there are high costs for this.

The additional components of the space are produced in this atelier too, so it is increasing the dynamism of the environment. The user needs can be fulfilled through the instant determination of the requirements. Thus, the user experience alters the space characteristics, so the open space is kind of a living organism as the community, and they nourish from each other. One of the interviewees pointed out the transformation of the space and gave several examples of it:

> For example, we are currently adding this: We will add a layer on the desks where people can just jot down from the spots they sit, rather than having to stand up, go to the board, use the paper and people can discuss that idea immediately. They will be able to erase that area and re-use. Improvements like these are being done. But these are not the things you can discover from a model you look through a computer, but information which you get through users` feedbacks and your experiences. That is why here is a place where additions are done and transforms in accordance with users. Here has such a good point.

The mobile working conditions and diversified work types of the members, such as freelancers, entrepreneurs, co-founders or makers form the space components and furniture, for example, the Maker Lab suits for the product development process, or the meeting rooms fulfil for the official meetings with the customers. Also, the space contains varied furniture and parts through the specific usages for privacy, interaction, or daily routines. The pieces of furniture are designed concerning the flexible working conditions and long hours in front of the computer, also they can alter for the user needs, or the new ones can produce for the new user requirements. The diversity of the interdisciplinary community supply nourished environment to the members in many subjects for instant feedbacks, collaboration and self-development. And, the dynamic workspace is a match for this community pattern. Both of them effect and flourish each other. However, this colourful atmosphere can cause some distractions, but according to members, after to break out of the comfort zone, then you get used to it and start to realize the benefits of the environment.

4.4.2 Comfort Zone, Distraction and Isolation

When the members are in the interactive space due to the dynamic parts and the interdisciplinary community impacts, they usually tend to get contact and socialise with each other in the workspace. While working in the same open space, if the members need to work in concentration, sometimes it can be a difficult issue. The members can be distracted by email traffic or other online channels, or the people circulations, according to interviewees. During the field study, I experienced the space as a user, and also observed the other members' usages. According to my experience, the open space can be distractive sometimes if you need to do more focusing work like reading something or writing, especially in the busy days and in the afternoons, but also creates countless opportunities to its users. Also, the multiple choices of the events can cause the lack of concentrations. All of the tangible and intangible attributes of the community and space, which provides the diversity, can be the reasons for the interruptions also:

> I used to spend around an hour by drinking coffee/tea, socialising, then I was isolating myself as I like to work concentrated in a quiet environment. Sometimes ATÖLYE`s noisy times like Thursdays, Fridays were too much for me. That is why I was keeping myself isolated and working there [...] You know, there is an area that is called as Beylikduzu, we used to sit there, we were even trying to `seize` it!

If the members prefer to work in deep concentration, there are specific designed components for it, the phone booths. But, as can be seen above, the members find their own solutions using some isolated parts of space. They intentionally choose to sit at the corners or more isolated sections of the space, and they avoid to be nearby the high circulation and connection corridors. Most of the members acknowledged that they prefer this isolated working manner, when they have deadlines or are in the design process, they clarified that they need to be alone because the designing process is too internal. One of the interviewees explained the concentration need as following:

> It is also advantageous to have booths. But I generally cannot focus in the room. Because having such great people around is a distraction at the same time. Therefore, there are moments when I cannot concentrate. But I find it very productive when I work at booths. It provides concentration.

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The members choose the sitting due to supply concentration. These members are mostly the flex users for the membership procedures because the resident members have their stable places. But, this regulation is not a mandatory one. And this claim effects also the dynamism and flexibility of space. One of the interviewees explains it as in the next quote:

> I love the corners, but I think I am not allowed to sit at the corners as a flex but sometimes I do (laughs). That corner close to the window at the entrance. I mean sometimes I sit there. (Why?) Both to be within everything and also not to lose concentration at the same time.

The corners of the space provide the members privacy without feeling isolated. Apart from the isolation need sometimes, the possibility of being surveillance in the open space while working lead the members to feel more insecure, and they feel like that they need more privacy. One of the interviewees emphasised that claim as follows:

> (Why do not you want people to walk past you?) It gives me an insecure feeling. When I work concentrated, when somebody says anything, I sort of jump (describes shuddering) and having those moments do not give good feelings, prevents you from concentrating.

In addition to the determination of the sitting place for focusing the work, also the members choose their seats according to lights, air condition or people circulation. During my field study, I attempted to choose my seat nearby the day light, and so close the windows, also to find a seat that I could observe possible maximum working area. Another interviewee also described the sitting criteria as following:

> I never prefer desks close to transition corridors. A lot of people pass by, there is a circulation. My concentration is not that deep. My corner is where I turn my back to the most crowded area, kitchen. I sit at a place where I do not oversee moving, socialising area, also like to sit close to window, like to get some light. I think it is the closest spot to the window because there are not many windows at ATÖLYE. We are using artificial lights, we do not have sun lights. So, I prefer to be close to the window.

As mentioned earlier, not only the open space features, but also the interdisciplinary community can be the distraction due to the colourful and qualified members. As the

diversified events in varied topics, the members have too many interests and talents, so the interactions among the community can cause the many of different ways to someone. For, the members who has no exact boundaries about the work they do, this environment can be such an open buffet, and it is kind of confusing. The blurriness of the work description leads them to explore many fields and this atmosphere is quite match for this expectation but it can also assist not developing on a specific field. One of the interviewees defined this claim over her/his experience:

> But here is the disadvantage: There are a lot of people around you who are good and have specific areas, you get distracted. There is a community here that wants to learn everything and who are enthusiastic. There were a lot of areas when I started working here and had a passion for everything. I got into the difficult part of being in interdisciplinary environment. I mean by difficult, the dangerous part: do not try to be interested in everything. I calm myself down slowly in this. But you see different variety of things around constantly, and ask what it is. And at the end, I was like trying to jump into all. Staying in your own area despite aspiring, and feeling that you do not lack something is difficult here.

When the members get used to work in the open-space, then they begin to realize the benefits of the environment. The space brings many opportunities to its users due to the open design features, they can easily connect and meet with each other, and share their ideas and knowledge without the stress of the knocking the doors, and the introduction procedures. One of the interviewees stated about the open-space adaptation process as follows:

> Because here automatically socialises you, takes you out of your shell and comfort zone. For example, normally I used to be a kind of a person who would like to work where nobody is around, and I am not watched, I have my own shell and I can concentrate. But this space is so open that open-space description is really open, when you get out of the disturbing feeling of this, you start to learn how nourishing this is. And this is something you can learn by experiencing many times.

Most of the interviewees stated that they could use the different part of space for their various needs during the interviews. Besides, the open space supports the interactions and sharing amongst the members about the professional and personal experiences, the space characteristics can be distractive for the users. Clearly, this open-space features

use for supporting the interactive community, it aids the connections and random encounters due to sharing desks, open kitchen or wheeled chairs. Moreover, the interdisciplinary community and the varied events can be the reasons for the distractions while working. Along with the space encourages the members more mobile and flexible usages, it can lead the escapism and distractions, but these also keep the user fresh and alive during the work days.

4.4.3 Escapism and Creativity

The varied usage of the space parts for different purposes supports the dynamism, and so the members have too many escape points. For many demands, the open space requires them diversified sections. The most of the interviewee assume that this mobility, and also escape points providing them not to be bored. This escaping behaviour is not only restricted by the spatial features but also the events can encourage the escapism. However, the escape points quote with the creativity and not boring or refreshing activities, they can be also the reasons for the distractions. The members have too much opportunities for different working requests and leisure activities somehow. But, in this case, there is no exact boundaries with the work and leisure, just like the blurriness of the members' working and personal life. The created new routines can destroy and transform itself over time due to many of spatial or activity-based options. This claim was acknowledged by one of the interviewees:

> These days I change my place very often because I had been working at the same place for two months and I got bored. It feels good because you get bored sitting at the same desk. I wonder around the office, if I like, I go out and work. Sometimes, if the weather is good, I meditate outside. There are activities here changing every week, I go out of my routine when I attend them. Letting new activities into my agenda, I let myself go.

Along with the escapism, the members also search for the comfort and flexibility. Most of them prefer to work remote, freelance, and they have varied routines than the old working habits, so it embraces them to look for more comfortable and relaxed environment (see Section 4.2.1). One of the interviewees defined the escaping point as:

But there is a fan above me and I get cold when it is on for long. Then I run away to the kitchen and there is an armchair that I love a lot working on. There is a table I can extend my legs onto. I work like that. My escape is that armchair, never changes, I always go there. Here there are cabins which are quiet but I do not like them, I find them too isolated. I do not like to be that isolated. That is why I am either at my desk or in the kitchen.

The interdisciplinary community has varied members from technical, creative, social science or management related work disciplines. These members can gather and team up as interdisciplinary teams. These team works develop the projects need to think out of the box, creative and innovative for the improvements, so the atmosphere is significant for the idea and project development. As long as it provides a fruitful atmosphere, the meaningful ideas can come out. The human-sources are selected by considering this, and the spatial features also should nourish this perception:

This place provides it. I think space is very important because this job requires thinking and producing different things. There is a big difference between the work you produce in a room, and the creativity you produce in a comfortable environment for example, your home or by the sea. I think this place provides it. This is important for me. Because space gives you a lot of space, does not restrict you, I mean.

The location also has impacts on the members, it leads the creation of the natural escape points, and they can come into members' life as the daily routines. It is a relaxing thought to be in the entertainment centre like Bomontiada, while working (see Section 4.2.2.2). The location induces them to feel fun and relax while working, so, they feel like not working during the work hours in the day. I experienced that in the field, while I was working, I could also go outside and observe the life, to be in a place like that could help the production of the feeling not to miss any socialising activity. Many of the interviewees identified that the location impacts on escapism behaviour as follows:

Bomotiada is a place such as a safe zone. I really like here, and it is a really cheery place. It is really nice both in location and for fun. Because when you are at the work, you can still go on the social life. For instance, when you want to take a break, you go outside and take a breath and you see the people outside while they are drinking beers, and have fun. And you can be part of it for five minutes, then go back to work. So, it is an atmosphere as like the work and sociality can be worked together. These are not separated, and people do not

have difficulties for this, they do not feel unhappy about it in Bomontiada atmosphere. Thus, I love this place so much.

The proximity of the qualified human-sources and facilities prevent the work-related stress because it supplies to the members saving time or monetary gain comparing the get them as outside sources, as it mentioned before. Besides, being in a place which includes the escaping points can help to minimalization of the work stress. Thus, another quotation also enhances this claim as follows:

> Actually, when the season changed these days, ATÖLYE has become a livelier place. It affects us in a positive way to go there –because we do not go every day- and when you give a break and come back, you forget work`s stress and feel like you arrived somewhere new, you feel like you have just had a weekend off and come back to work.

The spatial features have impacts on the members phycology and perception of the community. These characteristics aid the reproduction of the routines, and the members can establish an emotional bond with the location and space.

4.4.4 Introduction and Collaboration through Digital Platforms

The community perception strengthens with the family and friendly environment through the solidarity and commune activities amongst members. And, the physical space is the tangible home for this community, the features of the space boost the community spirit, and also the members can produce an emotional bond within this space. They can transform the space to add new meaning through their experiences. Furthermore, the online tools support the community interactions and connections, then contribute to the community feeling. Many of the online tools are used by the members for the daily tasks, communication, sharing and calling for aid, therefore collaboration. The members can use the task-based programs such as Asana or Slack for the organisation of their daily duties:

> First, I check my e-mails, then, I make a daily to do list. We use an application Asana, and my daily tasks are defined on it, I attempt to finish these tasks as quickly I can.

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Digital channels also provide the assistance to each other in any subject, just like in the tangible real space with regards to proximity. The members might exchange the networks, find new works or colleagues, or any kind of help through the online tools they use together. Thus, sharing the same digital platforms boost the interactions, solidarity and collaborations, as well as the proximity in the tangible space. The solidarity behaviour is demonstrated by an interviewee as:

> One of the advantages of here is actually people can find work without too much searches from the Slack channel or e- mail groups. When you need something, for example you need a camera for this weekend, you can write this on these communication channels. Or, if you want support on a subject, you can write it and get helped. People take support like that.

When you get into the community network, you enable people to reach each other or get in contact with them, even if you quit the membership, one can still maintain and get informed through the online platforms such as mail-list. These platforms produce a digital proximity for the members, and so they can meet and work through these channels:

> Someone can freeze their membership, but you can look for them in an online network if you are wondering who they are, or they do not know these people but they see something they write or share an inspiring channel via Slack. Then, sometimes their acquaintance can start online. Even if they do not know each other in person, they meet on the project then.

You can be a fresh member or old one, you can continue to stay in the same digital space. These online channels also are the showcases where the members promote and introduce the other members in the network, so it might cause the possible collaborations and new work chances, especially for the freelancers. When you start as a member, your qualification fields and works are illustrated the others through digital platforms, then the interaction starts:

> When someone first joins ATÖLYE the introduction mail is sent to everyone. It was done for us too. When they presented us as a software development team already, several people asked to work together.

Due to the introduction of the fresh members through the online tools, the others can comprehend their work and talents, it is kind of a CV sharing for the members. Thus, starting from the first moment, the information about the member is shared, and this initial introduction produces the acquaintance among the community. If the members need help on a certain subject, they know from whom they can ask for it. The community manager also directs these interactions. One of the interviewees clarified this argument as follows:

> In ATÖLYE, everybody knows what others do. For example, I need an architect on a project, I go and ask someone that I know. Or, I ask the community manager who directs me someone. And then I work with them.

The meeting points and events lead to random encounters, meeting and building friendships among members, and so, create the possible collaborations. Apart from these partially accidental unions, the members can also call out for help over the online channels directly:

> When I sent an e-mail to ATÖLYE searching for help, I asked them "Do you know somebody to help me on this?", I did not request them directly because the project was so ambiguous. But I got perhaps thirty e-mails in that week from people directly.

The call for aid through online platforms can be used by whole community members including the core team. The core team members can call out for help, and the project teams can be expanded with the members according to vacancy requirement. There are several members that can be seen as examples for, first they have joined as payment members then they became core team members as salaried workers. This is another factor for enhancing the dynamism and mobility in a sense. One of the interviewees explained the enlargement process as:

> For example, we move to the spatial graphic design part of a project, if there is anybody in the team, we send an e-mail to members like "We have a project and need support on the spatial graphic part, and we would like to negotiate with you". We get together with the available ones, and talk, afterwards they become the part of the project.

The social media platforms are used for the promotion of the members both in the ATÖLYE network and the public, it Increases the feeling of belonging (see also Section 4.3.1.1). This promotion is clarified by an interviewee as in the next quotation:

> And of course, there is social media support. Every week, they prepare a newsletter, and we share briefs on our projects on them. ATÖLYE has the really crowded mail groups, and they promote us as "these are the people who work and produce under the ATÖLYE roof. The support is great because you are remembered with ATÖLYE after this.

I observed that the frequent usage of the social media during the field study. The community members, especially the community manager assistant was sharing many posts on the Instagram page as an instant story for the specific events such as five o'clock tea or happy hours. The effective usage of the social media provides to maintain interactions not just with the community network but also with the public. The members are labelled with the ATÖLYE brand name, and according to them, this leads them to have a positive reputation.

4.5 Summary

This chapter has presented the analysis of the data gathered from semi-structured interviews and participant observation. The interview data and the findings of the participant observation as a merged whole have been analysed.

The chapter started with an explanation of the diversity of the members to depict a general background for the research topic and aim. Then, it is followed by the three main findings of the data obtained from interviews and observations; namely, the new work and new routines in creative industries, community and knowledge transfer (sharing-giving culture) and the space for community perception. Firstly, the findings have uncovered that there are some certain behaviours and working routines of creative industry workers. According to the obtained data from interviews and observations, the working practices of members are self-managed, so they tend to organise their own schedule, working hours that suit them or taking days off. These flexible working conditions arouse more independence but at the same time the members need to sustain their working motivation autonomously. The data shows that the creative workers

prefer working in new workspaces because of the socially restricted, demotivational and non-professional environment of home-based working. In addition, self-employed workers choose this career path because the arduous work in corporate companies causes feelings of alienation, which detracts from their work. Based on the findings from interviews and observation data, the production atelier experience creates a certain gratification to members who expunge the effects of alienation from their work. The workspace perception is intrinsically linked with the production experience; the working experience for profit is secondary.

Another finding depending on the obtained data from interviews and observations is the community perception and knowledge transfer. Building a perception of community makes it easier to work collaboratively and provide and shared culture (see Section 4.3.1). According to the data analysis, the construction of the community spirit can be enhanced by the familial and friendly environment through spending so much time together, not only in the workspace, but outside of work social activities too. Moreover, the interdisciplinary environment helps the production of the school-like environment, as reported in the interviews and personal experiences from the field study (see Section 4.3.2.2). In addition, the collaboration is built among members organically with personal relations and random encounters. Although it seems like these collaborations are constructed in unsystematic ways, the interactions among the members are provided by casual and specific events and activities. The obtained data from the interviews and observations underline the idea that social events and the open kitchen are the most interactive factors for members to make acquaintances and keep up to date with each other. Finally, these are the main reasons for the possible collaborations. Based on the data analysis, instant feedback culture has influential effects on individuals' projects and businesses, and, they become familiar with this proximity and spontaneous knowledge transfer. In this way, this instant feedback can be considered a form of collaboration.

Lastly, the final findings of the analysis chapter: how the physical space creates a community. According to the obtained data, the features of the workspace help to construct a community perception, and reciprocally, the community perception also affects the features of the space. So, the diversity and dynamism of the workspace

offers more flexible working practices to the members, but also their usage of it reshapes the environment constantly. According to the interview data and observation notes, the open-plan structure encourages interaction and communication, but at the same time, it leads to a loss of concentration. The private booths of the workspace solve this privacy problem in a sense. In addition, the venue location is also significant because certain experiences and practices are linked with the venue's characteristics. According to the obtained data from interviews and personal experiences during the field study, Bomontiada as an art and culture complex with several restaurants, pubs and art galleries impacts the daily routines of the new workers. The work they are doing during the day does not actually feel like work, due to the various venue escape points such pubs and entertainment spaces. Furthermore, the space is not only comprised of physical ingredients, but also digital platforms are used to increase interaction. According to the interviews, the members are informed and communicate through these online channels, and it makes meeting each other and getting news on each other's projects easier. So, these interactive platforms provide a base on which to construct possible collaboration.

This chapter has presented the main findings derived from the field work of this thesis. The following chapter will introduce the prominent conclusions.

CHAPTER 5

CONCLUSIONS

In this chapter, the conclusions of this research are presented in detail. The chapter opens with a depiction of the overview of the study. Then, the main conclusions obtained from the data analysis are tackled with reference to the literature. Lastly, this section culminates with a discussion on the recommendations for further research and the limitations of the study.

5.1 Overview of the Study

At the beginning of this thesis, the literature review was presented in order to comprehend the current and past arguments of the research topic in general. There was limited systematic research about the collaborative work dynamics in new workspaces through the workers' relationships. Most of the works of literature focused on the new industry workers' work and life-based problems. To understand the research topic, sources on creative industry workers, new managerial approaches, alternative workspaces and design, disciplinary frameworks and collaboration were gathered together in the literature review.

After the literature review, the research design was explained. The aim of the research is to explore how the collaboration, interaction, and communication between the interdisciplinary community members is built and developed in a "creative hub", and how the characteristics of this space trigger these interactions. To fulfil this aim, firstly,

the case sample was determined; for the best fit with the research topic and aim, the ATÖLYE creative hub was chosen because of its collaborative environment, and community-based approach. Then, the qualitative research methods were selected, and semi-structured interviews and participant observation methods were applied for the collection of data. These two methods were applied at various times; firstly, the semi-structured interview collection part started, then for the benefit of the research, the second method was conducted in order to provide real-life setting data first hand. To sum up, in total 24 semi-structured interviews were conducted with ATÖLYE members, and a four-week long participant observation was carried out in the ATÖLYE venue in Bomontiada, Istanbul.

In the following section, data collected from the field research was analysed in detail. This analysis chapter clarified the interview and observation findings in three main headlines: new work and new routines in creative industries, community and knowledge transfer (sharing-giving culture) and the space for community perception. Gathered data from both the interviews and participant observation were analysed together, and the findings were demonstrated as an integrated whole.

The final chapter of the thesis depicts the conclusions of the study. The main conclusions of this study will be demonstrated in the following part.

5.2 Main Conclusions

This thesis draws three prominent conclusions to address the research questions, based on the analysis of the collected data. The main goal of this study was to reinforce the comprehension of creative workers' collaboration experiences in an interdisciplinary community. The literature review uncovered that there is only a limited amount of systematic research on interdisciplinary collaboration that addresses the experiences of creative workers in the scope of new workspaces. The current literature about creative workers mostly consists of their working problems and inner characteristics. In addition, the existing studies on interdisciplinary collaborations in new workspaces are rather based on the effects of physical space and tangible features, not the experiences of the workers. Furthermore, these studies usually focus on individuals'

working problems, which does not reveal the basis of collaborative work building among the creative workers. This displays that there is a requirement to understand the creative workers' approach to working in different disciplines. Hence, three main research questions were defined as follows:

1. What kind of internal and external dynamics affect collaboration in creative hubs?
2. How does the interdisciplinary environment impact projects (design and creativity) in creative hubs?
3. What are the tangible and intangible characteristics of creative hubs?

To obtain answers to these questions, the semi-structured interviews were conducted with 24 of ATÖLYE's community members, and a four-week participant observation was carried out in the ATÖLYE venue. Based on the findings of the fieldwork, this thesis draws three prominent conclusions:

1. Mutual trust, belongingness and solidarity have the most significant impacts on building collaboration organically, and developing an instant feedback culture. Despite the fact that superficially there is no systematic approach for collaboration building among the members, in fact, there are numerous paths to enhance interaction and possible collaborations.
2. The diversity of the interdisciplinary community creates the educational environment which furnishes the project and individual's personal developments in every aspect. Working in the interdisciplinary community catalyses the construction of new projects and teams, and contributes to new work options and network development.
3. The physical and non-physical ingredients of creative hubs generate and affect themselves continuously. The tangible characteristics of the workspace aid community perception building; they are not the main ingredient, they are born from necessity. Community patterns and workers' experiences have the power to change and reproduce the workspace. In addition, the collaboration is built upon with the assistance of both physical and digital spaces.

Under the following headlines, these conclusions will be argued separately in light of the extant discussions in the literature.

5.2.1 The Significance of Mutual Trust, Belongingness and Solidarity

Analysis of the data from observations in the venue and semi-structured interviews with community members revealed that the collaboration between the community members mostly depends on organic relations and mutual trust. The collaborative work between the members occurs as a result of their personal relationships, but these personal associations are enhanced by the sense of belonging and solidarity. In a sense, the community perception stimulates this feeling of solidarity due to communal actions, behaviours and routines. Also, the key element of working collaboratively depends on building mutual trust. When the trust environment is constructed once, possible collaborative works are born naturally. My findings showed that, all of these factors are born out of spending so much time together, and interaction and communication. These interactions also are supported by casual and specific events and sharing daily routines in the same environment. When a perception of community is created, people start to share and adopt the same values and aims, and in this case, this aim is working together harmoniously and creating valuable outcomes.

Moreover, the instant feedback habit is a form of collaboration that is also very valuable for future possible teamwork and systematic cooperation, because the members have the chance to get to know each other through working principles within the instant feedback environment. Thus, though instant feedback seems to have little impact on the projects, this small talk is in fact very valuable in achieving a well-oiled system of work. When the work is not interrupted by spontaneous obstacles, it saves time, reduces effort, and provides monetary gain. On the other hand, instant feedback is the first step towards building permanent collaboration with financial gains. People take the opportunity to meet and get acquainted with each other with the feedback culture though proximity in physical space, and using the same online channels and networks.

As mentioned before, this study explores how collaborative work between creative industry workers is built and sustained in new workspaces. The reviewed literature emphasises that to achieve collaboration, there should be and open and consistent communication between people who carry out the work together (Tarricone & Luca, 2002; Rud, 2009). As Scarnati (2001) indicates, the collaboration positively affects people to bring out their best performance in teams (see Section 2.5). The findings on how collaboration is to be achieved between creative industry workers are consistent with the existing literature on collaboration, and also add knowledge on it. Especially, depending on the findings, the interactions and communications are achieved via special events, communal activities and daily routines, and consequently these lead to the building of possible friendships and therefore collaboration. Friendship is not a must for building collaboration, but it increases the chance of facilitating collaboration.

In addition to the literature, they clearly show that belongingness makes it easier to share ideas and experiences because when someone feels part of something, the community instinct to look out for each other emerges. This feeling helps to construct collaborative actions, and also to share opinions. Clearly, this feeling of belonging is a reaction to the loneliness of self-employed workers. In the related literature, the feeling of isolation and social limitations of the new workers are mentioned frequently (Clinton et al., 2006). The findings show that the workers not only overcome this loneliness but also create some kind of union through these workspaces and platforms.

5.2.2 Educational Environment through Interdisciplinary Community

Based on semi-structured interviews and observations gathered in the data analysis, the interdisciplinary environment's role in projects is as a catalyst. The diversity of the people with their different perspectives and various problem-solving methods serves to contribute to the projects. When someone spends so much time on a project, it is difficult to look in from the outside to see the big picture. However, perspectives from outside, especially from someone from other disciplines, encourage people to think outside the box for the same problem. Moreover, my findings demonstrated that the interdisciplinary community interactions allow the workers to reach varied networks and new work possibilities. The creative industry workers have related or close

professions and working backgrounds, so they can use their networks to create new work channels. For example, the software developer has a work channel which also includes the web-designer and user interaction and experience designer. In the related literature, generating and sustaining potential working network channels is crucial for workers in avoiding financial risks (Sullivan, 1999; Fenwick, 2004; Hesmondhalgh & Baker, 2011; Kaygan & Demir, 2017). Witt (2004), though, points out that the network creation is not free of charge, it requires time, a certain budget and high social skills (see Section 2.1.3). The argument on network significance and sustainability correlates with my findings. The reviewed literature underlines the difficulties and importance of obtaining and sustaining network channels for financial balance. Thus, entering an interdisciplinary environment increases possible work channels for self-employed workers.

Furthermore, my findings obviously show that the interdisciplinary environment creates a kind of educational environment which has constructive and transforming impacts on both individual and team projects and explicitly affects personal development. This conclusion is frequently detected with the school metaphor, according to my findings. When people from varied backgrounds meet together with a sense of community, learning and teaching practices occur through sharing and exchanging. It is significant that not only does the learning experience process never end but also, in a sense, the learners' and teachers' personas transform and are regenerated in time. So, the interdisciplinary community enables workers to experience both being a teacher and student at the same time. The interdisciplinary environment enhances this school-like ambience, and this leads to lasting learning experiences through the sharing of ideas, knowledge and experience. My findings show that this sharing can be provided by both personal relations and specific occasions and events; the environment creates a kind of tangible *Google* with open source knowledge from diverse disciplines, qualifications and experiences. In doing so, the physical and digital space strengthens the perception of this educational environment, because the open space features resemble the university-like environment with cosy kitchens/canteens and open-plan offices/classrooms or design studios. In the related literature, this learning and teaching cycle is not mentioned explicitly to correlate with the interdisciplinary community and creative industry

workers. These learning experiences are noted in education-based literature, usually by the researchers on students. In that perspective there is a common scarcity of empirical studies on the interdisciplinary community that address the perspectives of learning and teaching experiences. The research stays at the university student level, and does not involve itself in the organisational aspect. Hence, this conclusion has contributed to broaden the current literature.

5.2.3 Continuum of Reproduction of Space Characteristics

The British Council's Creative Hub Toolkit (2015) points out that creative hubs include many distinct forms and sizes and can be defined in several ways as collectives, co-operatives, labs, or incubators and can be stable, mobile or online. The physical features of these collaborative workspaces can be defined as open-plan structures, the flexibility of space usage, the mobility of furniture and designed interaction points like the kitchen or coffee machine area (Björklund et al., 2011; Stevenson, 2017). The argument on effects of physical space usage of workers parallels to my findings (see Section 4.4.1). The physical space and location characteristics have impacts on the workers' experiences in several ways: the privacy issue and lack of comfort zones, escapism and increasing creativity. In this context, apart from the related literature focusing on the privacy and concentration problems of open space structures, and the comparison of alternative working conditions with cafés and restaurants, my findings also underline the significance of the emotional bond with regard to space and location which generates, evolves and supports the sense of community over and over again (see Section 4.2.2.2).

My findings demonstrate that the creative hubs are not just a physical workspace; they are comprised of their own unique society and are shaped through the community pattern which is comprised of the members' routines, experiences and preferences. The community pattern is a decisive element for constructing physical space, and these community behaviours and routines have transformative and reproductive effects on the tangible and intangible features of the creative hub. In the related literature, Merkel (2015) underlines that these kinds of collaborative working environments emerge from the needs of the creative workers such as socialisation and reducing office costs (see

Section 2.3.1). Thus, the creative workspace itself arises from necessity in a sense. The main tangible and intangible characteristics of the creative hub affect and generate each other. And, in the broad perspective, human experience and needs lie at the heart of this continuum of reproduction.

On the other hand, according to my findings, one of the workspace characteristics, the use of digital space, is defined as an alternative channel for building effective collaboration. The characteristics of space also include productive digital platform usage such as social media and web channels for promotion and communication, which may fuel possible collaboration between the creative workers. In the related literature, the use of online tools for collaboration has been identified for the geographical restriction of the team members (Dede, 2010). So, the digital platforms are for the existing collaboration of the team members' communication, they are not for the determination and acquaintance of the team members. My findings illustrate that the workers can meet and decide to collaborate and ask each other for help with the aid of online channels (see Section 4.4.4). The introductions via mail groups and personal interest and work sharing on Slack.com channels create the self-promotion of the workers, and boost the opportunity of working together. There are only limited research sources in the related literature about this type of collaboration. However, it remains a brand-new topic and ventures have been started to attempt to provide these kinds of channels for creative workers and organisations. For example, the new entrepreneurship Daisie is an online platform which identifies itself as *a playground for creative collaboration,* with the following explanations: "Connect with creative people like you. Share original content, learn, discover and be inspired to start new conversations" (Daisie.com, 2018).

5.3 Limitations of the Study

The scope of this study involved the examination the interdisciplinary community collaboration experience of the community members of ATÖLYE with interviews and participant observation in the venue. The study focused on a case study in the scope of Istanbul, Turkey. Due to the contextual characteristics of ATÖLYE, some of the findings of this research may not be applicable for creative industry workers from

different countries and from different creative hubs. But, in fact, the literature reviewed shows similarities with my findings about the profiles of creative workers: they are very consistent all around the world, especially in Europe, since the creative industry workers' backgrounds are quite similar, although contextual disparities can emerge through cultural and locational distinctness.

On the other hand, getting access to organisations like ATÖLYE has its own limitations because it requires a specific network. That made getting into fieldwork more challenging; but sharing the same creativity and design-related network as an industrial designer, I managed to overcome the challenge with personal endeavour. Also, the geographical limitations were challenging to conduct research; more information about regional restrictions can be found in Section 3.3.

5.4 Recommendations for Further Research

As mentioned in previous chapters, this research was conducted with the community members of ATÖLYE. In the scope of a master's thesis, it was not feasible to conduct research at every creative hub in Istanbul. For future studies, the research can be extended through the further data collection by involving all creative hubs in Istanbul to build a comparison and broader perspectives. Also, this kind of wide scale research provides a generalisation of the findings in the creative city perspective, and to enhance the understanding of the correlation between city characteristics and creativity aspects.

As discussed in this study, collaboration in creative industry workers moves beyond the borders of physical workspaces, and it emerges with help from digital platforms. Thus, this study can be expanded with deeper examinations of the usage of these online tools, their effectiveness and working principles, and real human reactions and experiences with these new practices.

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APPENDIX A

CONSENT FORM (TURKISH)

Gönüllü Katılımcı Bilgilendirme ve İzin Formu

Ezgi Çakır
Yüksek Lisans Öğrencisi
Orta Doğu Teknik Üniversitesi, Endüstri Ürünleri Tasarımı Bölümü

Tez Başlığı: Collaboration among Creative Industry Workers in New Workspaces

Çalışmanın Amacı

Bu çalışmanın amacı; 'coworking space' ortak çalışma alanlarındaki topluluklarda, farklı disiplinlerden kişiler arasındaki işbirliğini, iletişimi ve etkileşimi incelemek ve bunun tasarıma, inovasyona ve yaratıcılığa ne gibi etkileri olduğunu değerlendirmektir. Bu çalışma Türkiye'de etkileri yeni gözlemlenmeye başlanan birlikte çalışma kültürünün ve bu doğrultuda son beş yıl içerisinde kurulan ve sayıları artan 'coworking space' ortak çalışma alanlarının, disiplinler arası üyelerden oluşması ve inovatif sürdürülebilir çözüm önerileri yaratmasının incelenmesi açısından önem taşımaktadır. Çalışma, bu üyeler arasındaki iletişim ve işbirliğini, küçük takım dinamikleri ve her bir üyenin proje içerisinde nasıl konumlandığı gibi faktörlerle araştırmayı amaçlar. Bir diğer yandan çalışma disiplinler arası iş birlikçi çalışmanın inovasyon ve yaratıcılığı nasıl ortaya çıkardığını, etkilediğini ve sürdürdüğünü proje süreçlerinin incelenmesiyle araştırmayı hedeflemektedir.

Bu çalışma bir yüksek lisans tezi olarak tasarlanmıştır. Alan çalışması için Atölye İstanbul'un çok uygun olduğu düşünülmektedir. Atölye İstanbul; interdisipliner yapısı ve işbirlikçi tasarım süreçleri ile çalışmayı pratikte destekleyecek nitelikte verinin toplanmasını sağlayacaktır. Çalışmanın yapılış amacı yüksek lisans tezi için araştırmacının konu ile ilgili verileri toplamasıdır.

CONSENT FORM (continued)

Araştırma Yöntemi

Araştırmanın iki aşamadan oluşması öngörülmektedir.

1- İlk aşamada araştırmacı belirlenen Atölye İstanbul üyeleri ile görüşmeler yapacaktır. Bu görüşmeler esnasında katılımcıların izni doğrultusunda ses kaydı alınacaktır. Bu ses kayıtları ancak anonimleştirildikten sonra analiz edilerek yalnızca yapılması planlanan yüksek lisans tezinde ve akademik amaçlı yayınlarda kullanılacaktır. Bunların dışında başka amaçlarla kullanılmayacak olup, araştırmacı dışında kişilerle paylaşılmayacaktır. Elde edilen bilgiler kullanılırken katılımcıların kimlikleri gizli tutulacak, kişilerin verdikleri bilgilerle kimliklerinin eşleştirilmemesine özen gösterilecektir. Görüşmelerin yeri ve zamanı katılımcı ve araştırmacı tarafından, katılımcıların uygun olduğu gün ve saatler göz önünde bulundurularak belirlenecektir. Görüşmelerin uzunluğu katılımcının ayırabileceği zamana göre ayarlanacak, ancak tahmini olarak 30 dakika-1 saat arasında sürecektir.

2- İkinci aşamada araştırmacı Atölye İstanbul'un açık çalışma ortamlarında gözlem yapacaktır. Bu aşamada gizlilik ilkesi ve etik değerler göz önünde bulundurularak ses kaydı alınmayacak yalnızca izin ile fotoğraf çekilecektir. Araştırmacı gözlemlerini not tutarak kayda geçirecektir. Elde edilen veriler kullanılırken bu ortamları kullanan Atölye İstanbul üyeleriyle ilgili tüm bilgiler anonimleştirilecektir.

Bu çalışmaya katılmak tamamen gönüllülük esasına dayanmaktadır. Bu çalışmadan elde edilecek bilgiler tamamen araştırma amacı ile kullanılacak olup kişisel bilgileriniz gizli tutulacaktır. Bu araştırma Orta Doğu Teknik Üniversitesi Endüstri Ürünleri Tasarımı bölümünde yürütülmeye başlanacak olan bir yüksek lisans tezinin ön çalışması kapsamındadır. Araştırma süresince herhangi bir şikeyetiniz olursa, bu çalışmanın danışmanı olan Yrd.Doç.Dr. Pınar Kaygan ile iletişime geçebilirsiniz. İletişim bilgilerini aşağıda bulabilirsiniz

Zaman ayırdığınız için teşekkür ederim.

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Katılımcının doldurması gereken kısım

Yukarıda verilen bilgiyi anladım. (Varsa) sorularıma cevap aldım. Araştırmada gönüllü katılımcı olarak yer almayı ve araştırma sırasında kayıt alınmasını kabul ederim.

Katılımcının adı: ....

İmza/paraf: ....

Tarih: ....

Bu formun bir kopyası katılımcıda kalacak, bir kopyası araştırmacıya verilecektir.

INTERVIEW GUIDE (TURKISH)

1. Yolunuz Atölye ile nasıl kesişti, daha önce neler yapıyordunuz?

2. Atölye' ye nasıl dahil oldunuz? Üyelik süreciniz nasıl gelişti?

3. Atölye projelerinize ve size ne gibi destek sağlıyor? (Diğer ofis kiralama yapılanmalarından farkı var mı, varsa neler?)

4. Atölye' den beklentileriniz nelerdi ve bunlar ne düzeyde karşılanmakta? (İlk beklentileriniz ve şimdiki durumunuzu karşılaştırma yaparak açıklar mısınız?)

Neler düşünerek buraya geldiniz?

5. Atölye' de (sıradan) bir gününüzü anlatır mısınız? (Şu an üzerinde çalışılan projelerden de örnekler verilebilir)

Çalışmak için genelde seçtiğiniz özel bir masa yer oluyor mu? Neden?

Atölye' de favori bir yeriniz var mı? (favorite spot) Varsa neden orası?

6. Atölye'nin ortamından bahsedebilir misiniz? Etkileşime geçtiğiniz üyeler ve dahil olduğunuz projeler üzerinden.

7. Şimdiye dek katkı sağladığınız projelerden bahseder misiniz? Bu projelere dahil olma süreciniz nasıl gelişti? Çıktılardan tatmin oldunuz mu?

8. Atölyeyi kullanırken daha çok bireysel mi yoksa ekip olarak mı çalışmayı tercih ediyorsunuz? Hangi durumlar bu çalışma yöntemlerini seçmenizi sağlıyor?

9. Sizin için bir projenin iyi olabilmesi için olmazsa olmaz nedir? (Süreçte ve nihai sonuçta) (Ne gibi projelerde yer almayı tercih ediyorsunuz?)

10. Disiplinlerarası çalışma ortamı size ve projelerinize neler getirmekte?

Ne gibi sınırlandırma ve sorunlara neden oluyor? (İletişim kopuklukları, proje beklenti farklılıkları, vs.)

Farklı disiplinlerden üyelerle çalışma proje süreçlerini nasıl etkiliyor? Gözlemlerinizden örneklerle açıklayınız.

11. Maker movement ile ilgili daha önce bir şeyler duymuş muydunuz? Şimdi neler ifade ediyor? Maker lab'i hiç kullandınız mı? Ne amaçla?

12. Neden bu şekilde bir çalışma tarzını niye tercih ettiniz?

13. Bomontiada'nın çevresi ve lokasyonu ile ilişkisi hakkında ne düşünüyorsunuz?

APPENDIX C

FIELD NOTES

Figure C.1 Field Notes

APPENDIX D

TRANSCRIBING THE INTERVIEW DATA

1. Tolumuz Atölye ile nasıl kesişti, daha önce neler yapıyordunuz?

Ben 2012'de mezun oldum bir iki firmada çalıştım. Biri tasarım ofisi biri dijital ajans. Birisi de e-ticaret siteleri yapan bir yazılım şirketiydi. Üç sene önce oradan çıktım freelance çalışmaya başladım. Freelance çalışırken genelde böyle ajans ve tasarımcılarla çalıştım. O çalıştığım tasarımcılardan birisinin arkadaşı Engin Atölye'nin kurucularından o yönlendirdi. Bizim bir ofisimiz vardı orası kapandı. Böyle ortak çalışma alanlarına bakalım dedik. Kolektif House vs. birkaç yer daha var. Ama oralar biraz daha şeydi böyle emlakçı gibi çalışıyordu. Atölye biraz daha "community" üzerine kurulu, daha farklı. Aslında oraya gelme nedenlerimizden birisi o interdisciplinary oluşu. Çünkü diğer tarafa gitsek bizim gibi yüz tane yazılımcıyla çalışacaktık. Yani daha farklı insanlar var. Tabii fiziksel şartları da tercih etmemizde etkili oldu. Ama bir arkadaşın tavsiyesi ile geldi.

2. Atölye' ye nasıl dahil oldunuz? Üyelik süreciniz nasıl gelişti?

Biz üç kişi başladık bir denemeye geldik bir gün; çalıştık. Diğer yerlere de baktık öyle hoşumuza gitti. Direkt internetten başvurduk. Sonra bir süreç varmış ona dahil olduk. Tekrar gidip Atılım' la görüştük bir saat. Ondan sonra bir hafta içerisinde bize geri döndüler olumlu bir şekilde. Kasım ayının başında da normal üyeliğe başladık. Part time üyelikle başladık her gün gidemeyeceğimiz için. Bu şekilde yani çok uzun bir süreç değildi. *(Neden part time)* Çünkü bizim müşterilerle toplantılar vs. oluyor, İstanbul'da trafik oluyor. Öyle full time da olsa oraya part time gidecektik o yüzden part time üyelik aldık.

(Neden Atölye) Orada biraz daha personal bizim nedenlerimiz. Bizim iki arkadaş bir start-up yapıyorlardı Cubic fm diye. Onlar onu bıraktı. Ben de çok önceden uğraşmıştım bir iki start-up'ta. Biraz böyle şey oldu o sektörden soğuduk olanlar sonucu. Oralarda (diğer yerleri kastediyor) daha çok Türkiye'deki start-up ekosistemi, üç dört kişilik şirketler ve genelde yazılım üzerine mobil veya. Hani biraz daha farklı bir şeyler olsun istedik çünkü bugüne kadar dedim ya tasarımcılarla onlarla bunlarla vs. çalıştım. Ya onlarla çalışmak bazen zor olsa da hani sonunda bir şeyler katıyor insanlara farklı bakış açıları olduğu için. Son birkaç senedir de o yoktu ben biraz onu tekrar kazanmak istedim açıkçası. Arkadaşlarımı da öyle yönlendirdim. Onlar da kabul etti. O yüzden seçtim. Ama girdikten sonra daha da başka açılardan da doğru tercih yaptık diye düşündük. Bunlardan birisi işte bahsettiğim hani bunu bu şekilde yazmazsın da onlar biraz daha "emlakçı gibi bir yer" sağlıyorken Atölye' de daha böyle "community" üzerine insanların birlikte bir şeyler yapması, insanların orada kendini geliştirmesi üzerine şeyler var. Bu yüzden diğerleri değil Atölye. Oralarda da bulundum benim birkaç müşterim oldu. Yani biraz şey gibi oralar çok güzel tasarlanmış plazalar gibi geldi bana. Çok da şey konuşmayayım da. Kişisel tercihim düşüncem böyle.

3. Atölye projelerinize ve size ne gibi destek sağlıyor? (Diğer ofis kiralama yapılanmalarından farkı var mı, varsa neler?)

Biz girince Atölye' de öyle yeni üye gelince herkese bir tanıştırma maili atılıyor. Zaten bizi üç kişilik web development ekibi diye tanıtınca birkaç iş yapmak için yazdılar. Bir tanesi Atölye'nin kendi projesi İmece, bir Japon tasarımcı vardı şu an Atölye' de değil ülkesine döndü. Onun dışında bir iki kişi daha attı ama biz sadece bu ikisiyle tanıştık. Son geçen aya kadar da iki proje bitti. Başka da proje yapmadık daha. Ya onlar da tamamıyla o tanıştırma maili üzerinden içeride de teknik kimse olmadığı için direkt bize yönlendirdiler. Zaten sürekli yaptığımız işti. Beraber yakınken yan yana çalışıyorsan daha kolay olur diye onları
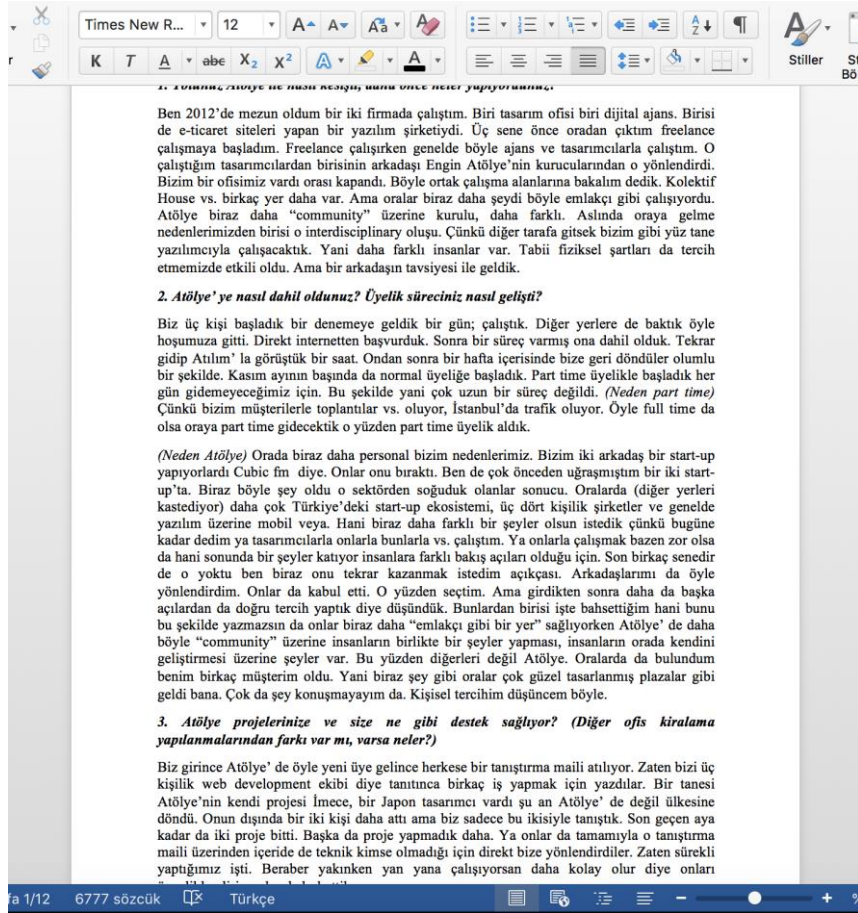
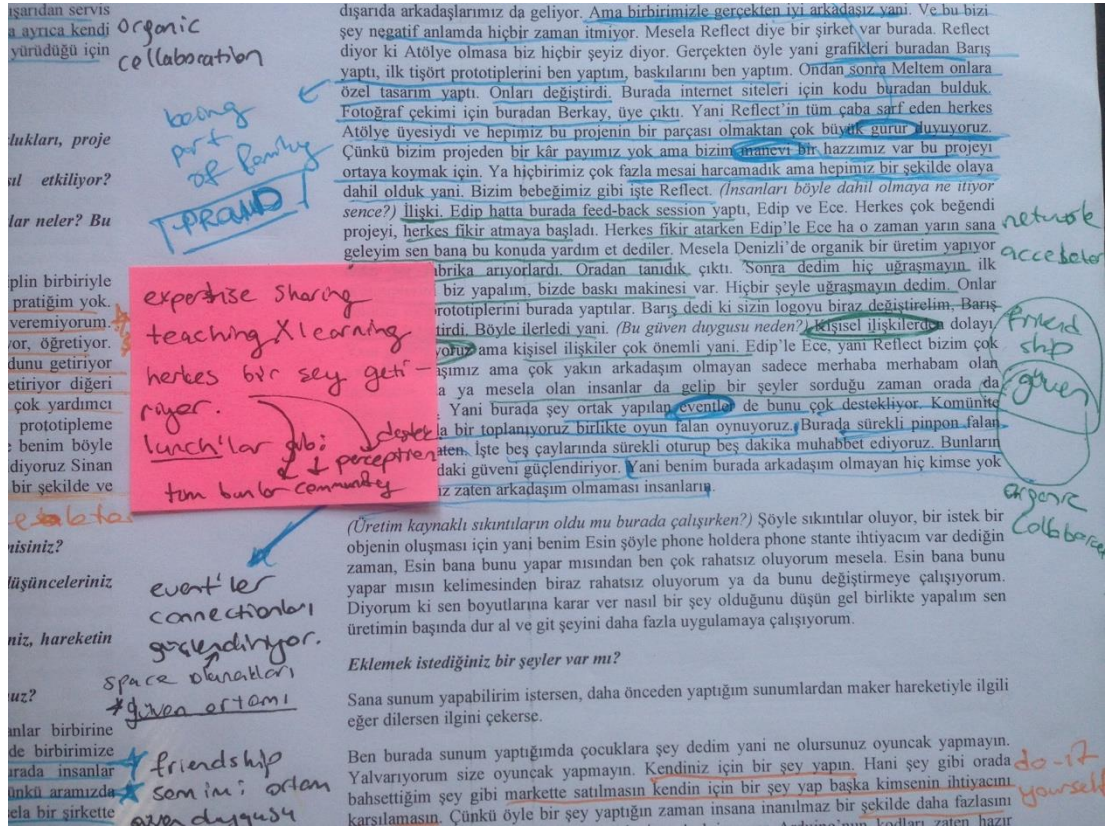Figure D.1 Transcribing the Interview Data

APPENDIX E

THE FIRST ROUND OF CODING

Figure E.1 An Example of First Round of Coding

THE SECOND ROUND OF CODING

Figure F.1 An Example of Second Round of Coding in MS Excel

APPENDIX G

CODE MAP

Figure G.1 Code Map