

xīn dān wèi  
新单位

# COWORKING MANUAL



# PREFACE / OUR STORY

We believe nowadays the value of any knowledge cannot last and the new knowledge can only be generated through the process of sharing, and that there is no receiving without giving.”

“We also believe good ideas can only be valuable, implemented and expanded upon when shared with others.”

“We hope ‘Coworking’ can actually change our way of working in China, along with the way we think and the way we create. However, such change cannot be achieved by ‘Xindanwei’ alone. Hence we hope more and more people and resources will join in the momentum of change.”



Xindanwei literally means "New Work Unit", the first and largest multidisciplinary coworking community and one of the most important grass-root creative centers in China. We mingle, catalyze and support creative leaders, startups and innovators locally and around the world. We create community workspaces, accelerate serendipity, facilitate knowledge sharing and collaboration, showcase and co-develop new models and projects with world-changing potential.

The Xindanwei flagship workspace is located in the heart of Shanghai's former French Concession area. It is an attractively decorated 6-storey lane house from the 1930's, with antique art deco furniture, rustic wooden floors, ceiling beams & a roof terrace. It provides professional services such as open-plan offices, private conference rooms, a high-speed and secure WIFI connection, VPNs, along with printing and copying facilities.

Xindanwei combines the best elements of a workspace (high productivity and functionality) with a social media platform (hybrid, real-time, efficient) and a creative hub (social, energetic, creative). Xindanwei provides its community members with an open working environment and opportunities to share knowledge face-to-face and be inspired through collaboration with other members, without paying high rents. A Xindanwei membership is evaluated and adjusted based on the value of each member's contributions and interactions within the community.



Xindanwei was opened on 1st July 2009. Before its opening, three of us (Liu Yan, Chen Xu and Aajiao) had spent nearly five months on pitching venue owners in about our vision of building the coworking space in China. We drafted a detailed execution plan attached with our firm belief that such a space will create a major positive change to the creative scene in Shanghai. Finally, with the assistance of the famous fashion photographer and head of IInShangHub727 Mr. Song Bo, we spawned "Xindanwei". This infant had been conceived for over a year and its home is a space covering more than 200 meters on the fourth floor corner of IInShangHub727, located on Dingxi Road in Shanghai's Changning District.

## BIRTH AND GROWTH

Needless to say, growing this infant into a toddler was a real challenge. China has a very different political, economical, social and cultural context from western countries, knowledge sharing and open innovation models were virtually non-existent or restricted. There were no relevant example or experience to refer to. Although there were a few good practices abroad, most of them sustained with external help. There were in fact rarely any sustainable business models among international coworking scene. For a young team like ours that has no strong financial resources and governmental link, establishing and maintaining such a space in a real-estate hyped Shanghai was extremely risky and difficult.



Regardless of all the hardship, each member of our team was filled with passion and boldness. We have worked extremely hard for over two years under varying levels of pressure and spent a large amount of time and energy to do everything by ourselves, from strategic planning to event coordination, from space design to social media marketing, our tasks even include dealing with loose nails and paint peeling off the wall. Of course, we also gained a great deal of knowledge and experience in terms of running a space, establishing a community, doing business and being creative throughout the process.

After two years of effort, we finally achieved our short-term goal – turning our vision into a real prototype of "coworking space"! With publicity provided by those who have visited it, Xindanwei has been highly spoken of by hundreds of well-known international and national press and numerous independent bloggers. It has also developed a good domestic and international reputation as an inspiring social innovation motor across creative and startup scene.



Up until today we have had nearly a thousand frequent paying members and nearly eight thousand drop-in and online members that pay close attention to Xindanwei's news and development. We have formed a truly multidisciplinary community across the cultures and countries, with members ranging from designers to artists, social entrepreneurs to tech startups, from educators to engineers.

## WHY DO WE OFFER THIS COWORKING MANUAL?

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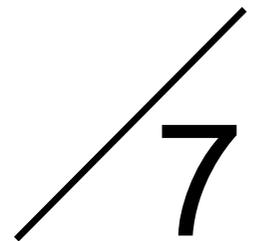
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Why do we offer this Coworking Manual?

As our models continue to be evolved and developed, we have attracted an ever-increasing amount of attention and interest from people in various fields across the countries. Some people are still “brainstorming” and wondering how Xindanwei works. Some people have already established their own coworking spaces and wonder whether or not they can learn something useful from us. There are also some people that have bluntly asked us if we could directly franchise the Xindanwei model into their communities or cities.

From a literary dream in the beginning to widespread recognition today, we now have our hands full every day dealing with passionate emails, phone calls, messages, blogs and event invitations from everywhere. We are happy and proud of this, but we are a really small team and unfortunately there is no way that we can spare so much time and resources to individually reply to the inquiries or participate in the activities. We do our best to share our knowledge and experience through different channels, but we felt we needed to work out an approach to support this growing number of potential partners and establish a more durable relationship with them.

We therefore created this Coworking Manual – A DIY Guide on how to establish coworking space; it is dedicated to all our members, [coworkers](#) and fans that support and contribute to the development of Xindanwei!

We created this Coworking Manual to share our development experiences and hope more people will become inspired and encouraged to do the same. As the founder and advocate of coworking space, we always comply with the principle of "openness and collaboration" and are more than willing to share our ideas and experience with other coworking spaces and people who want to establish similar spaces. We hope coworking can actually change our way of working in China, along with the way we think and the way we create. However, such change cannot be achieved by 'Xindanwei' alone. Hence we hope more and more talented people and resources will join in the momentum of creating such a change and a wave of coworking will rise up all over China. The best way to get the wave going is to fully share our experience and approach, thereby encouraging and supporting more like-minded people to establish new and even better coworking spaces.

## PERFACE

We spent a long time in thought before we decided to share this. Many people suggested that we should focus on a scalable business model that can be franchised to attract investment and get our company listed. If we choose that approach, we would not be able to produce this Coworking Manual, and all of our knowledge would be locked up in our filing cabinet. Locking away this knowledge is against our principles: we believe nowadays the value of any knowledge can not last and new knowledge can only be generated through the process of sharing, and that there is no receiving without giving. Hence, we are sharing our knowledge and put this Coworking Manual under the license of "Creative Commons". We demand our reader to comply with the conditions listed in this license and encourage more people to share their knowledge too.



**WHY DO WE SHARE OUR VALUABLE KNOWLEDGE  
AND EXPERIENCE FREE OF CHARGE?**



<http://creativecommons.org/licenses/by-nc-sa/3.0/>

Attribution — You must attribute the work in the manner specified by the author or licensor.

Noncommercial — You may not use this work for commercial purposes.

Share Alike — If you alter, transform, or build upon this work, you may distribute the resulting work only under the same or similar license to this one.

## OUR STORY CONTINUES

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We believe good ideas can only be valuable, implemented and expanded upon when shared with others. We sincerely hope that through this Coworking Manual we will have better communication and cooperation with you since that we can mutually strive to build a more open society with a stronger sharing culture.

Of course, Xindanwei is growing. The experience we share here only represents our findings from formulating an idea to its initial implementation. We shall initially publish the Coworking Manual in pdf and Apps, there will be amendments or supplements to the Coworking Manual from time to time. We invite you to engage with us online and offline to complement this Coworking Manual.

We would like to attribute to [the Center for Social Innovation in Toronto](http://socialinnovation.ca/sites/default/files/sssi/Rigour_How_to_create_World-Changing_Shared_Spaces.pdf) for their publication Rigour: How to Create World-Changing Shared Spaces ([http://socialinnovation.ca/sites/default/files/sssi/Rigour\\_How\\_to\\_create\\_World-Changing\\_Shared\\_Spaces.pdf](http://socialinnovation.ca/sites/default/files/sssi/Rigour_How_to_create_World-Changing_Shared_Spaces.pdf) ) . We have used the framework of their publication to feature our own experiences based on the Chinese context, which in result, saved us a great deal of time and energy. We are very grateful to their contribution and support to make this project possible.



I would also like to thank [Haworth](#) Office Furniture, a global company that promotes coworking concept. Their kind sponsorship has enabled this Coworking Manual to be available in Apps Store and in English language, allowing more people to see this material and giving us opportunities to continuously make adjustments and updates in a cost efficient manner.

And finally I would like to thank all coworkers and fans of Xindanwei, who have provided us with inspiration, motivation, support and challenges. Their passion, determination and creativity make everything worthwhile. They are the real reason why we do this.

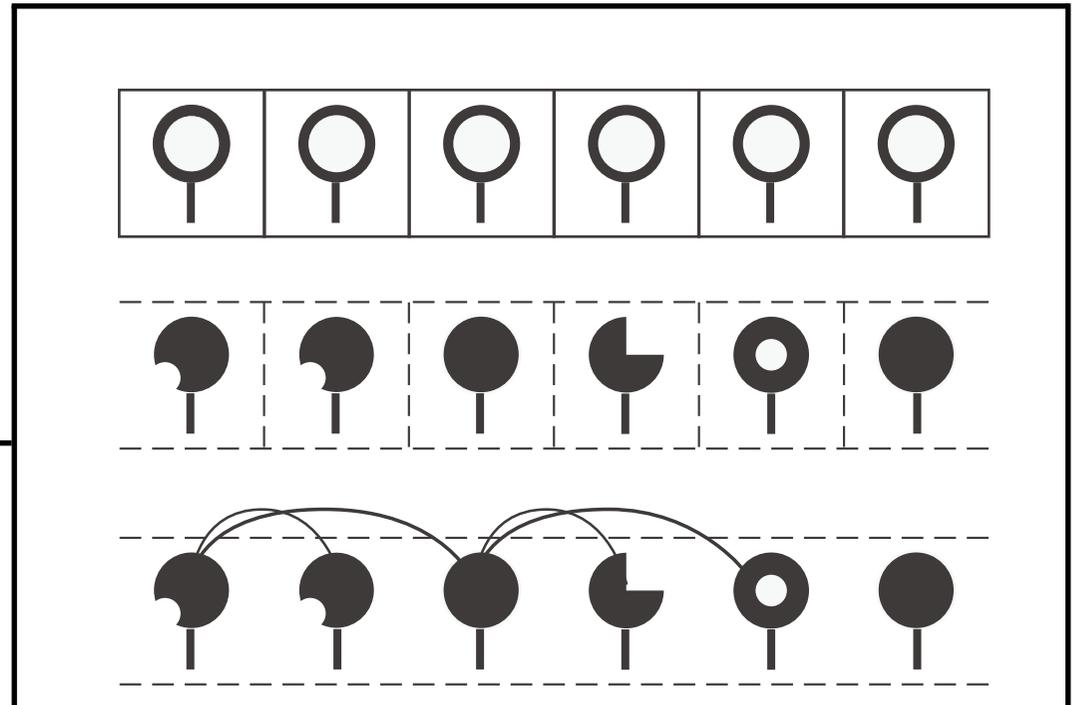


CREATING SPACES THAT CHANGE THE WORLD

 **BACKGROUND**

The emergence of coworking space represents the new evolution of workspace . Current mainstream workspaces isolate the institution and individuals. The current cubical workspace model will remain in certain environments for the time being but it is not always the most suitable solution. Workspaces will have inevitable change in line with changes of the essence of our work and business/leisure activities. Such changes will have an unimaginable and revolutionary impact on the economy, society, culture and the environment.

## WHAT IS COWORKING?



Coworking often refers to “coworking space”, which was used firstly in 2005 by Brad Neuberg to describe a physical space which he firstly called ‘9 to 5 group’, and soon became the growing worldwide movement of independent café-like community spaces for freelance professionals and early stage startups. A coworking space is normally built organically upon an existing coworking communities and operated under the values of “Collaboration, Openness, Community, Accessibility, and Sustainability” and share information and knowledge freely among one another and numerous web or event based platforms have been created to serve that purpose.



## BACKGROUND

Yet by means the term “coworking” stands for something much broader, it means a new way of working, which is co-operative, open, collaboration & network based rather than singular, isolated and individual based. It was firstly coined by American game designer and fun theorist Bernie DeKoven in 1999 as “computer-supported collaborative work”. As knowledge updates quickly and information becomes fragmented, the knowledge labour structure becomes scattered with diversified working features and forms and a high degree of freedom, randomness and fluidity. Moreover, the knowledge structure has changed and it is difficult to satisfy social and market needs through only possessing knowledge in a single professional area. It is also difficult for people to innovate and make breakthroughs in a particular area if they are isolated. As a result, cross-sector knowledge sharing and end user creativity has become a prevalent trend.

 **BACKGROUND**

Nowadays, for knowledge workers, collaborative way of working is an essential way to tackle complex problems and generate novel ideas and effective solutions, and creative ideas or solutions are often the result of combined efforts of a team or group of creative minds.

In fact, in a world of widely distributed knowledge, most of the companies and organizations cannot afford to rely entirely on their own internal talents and resources to stay innovative and competitive, more and more open innovation models such as user innovation, participatory design, crowdsourcing and know-how trading. Coworking will continue to act as the stimuli and catalyst of knowledge sharing, serendipity and accumulation, as well as the vehicle for co-creation and co-development.

## WHY DO WE NEED COWORKING COMMUNITY?

A community is the highest level of group development, which is different from common groups of people. The main feature of a community is that its members not only share similar objectives, similar benefits or mutual interests, but they are also closely connected. Community members have to realize the benefits that community activities bring to them and the significance they have to the community and the entire society. In a community, a stable, cooperative and mutually friendly relationship is established between the members.

As the world has entered a creative economy phase of development and creative industries have become the industries of the future, the creative class has gradually become the leading social power and large and small creative industry clusters have emerged. However, the first consideration for whether or not creative industry clusters can achieve sustainable development is whether or not a community can be formed and what kind of community relationship is formed between individuals, and between individuals and the environment, which is the precondition for the cluster to exist.



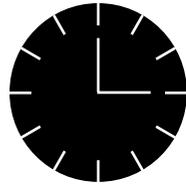
Startup creative teams and people in creative industries often work as individuals or in small teams. They cannot afford expensive office rents so they resort to the internet to obtain information and spontaneously form an informal network. However, the internet cannot resolve issues caused by nomadic and isolated working condition. We believe the key to achieving innovation lies in how to gather together innovators with different background and knowledge and increase the group interactivity and dynamic to supplement each other's knowledge and get inspired. Apart from providing an inspiring workspace with at a reasonable price, **coworking community** also provide a sharing culture that is open, trustworthy and tolerant, encourages interactivity and multi-disciplinary cooperation amongst startups and creative professionals.

## BACKGROUND

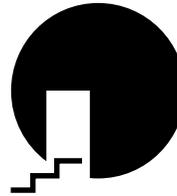
Our model compiles three interconnected elements: **Shared workspace**, **Coworking community**, **Co-creation accelerator**.

## OUR BASIC MODEL

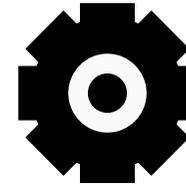
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REAL TIME OFFICE/  
INTERACTION



SOCIAL PLATFORM



PROJECT CATALYST

### SHARED-WORKSPACE

Everyone wants to be in a comfortable environment, so office space is a fundamental element of a **coworking community**. Community members require a nice space to work, study, meet people, talk and feel each other's everyday existence, so the office space is the carrier of all of our activities.

## COWORKING COMMUNITY

A good community can only be established in a good space. When people feel happy and comfortable in a space, they are willing to spend time with other people in that space. For instance, the coffee shop on the ground floor is not just a place for coffee or tea, but a place where people can have lunch together or talk or hold a small gathering and they can also use hot desks to work with others. All of these are conditions that can help to develop the relationship between community members. With our “New Mentor” guidance, the community relationship may develop into valuable social capital and an effective social network.

## CO-CREATION ACCELERATOR

The community and co-creation aspect is the significant component that helps to achieve innovation. A good community relationship provides a basis for community members to communicate and share, and based on mutual trust and understanding, members from various industries with various specialist knowledge gather to share their knowledge and become inspired. When this happens then community members may decide to cooperate with each other which provides opportunities for innovation. This is the ultimate goal for Xindanwei in establishing and developing a coworking community.



## XINDANWEI'S CORE COMPETENCES

### AIM FOR INNOVATION

Xindanwei aims to support and stimulate co-creation and open innovation. We focus on creative and tech startups that consist of one or a few persons. These small teams need a shared working environment to save office costs and they have a strong desire for knowledge sharing and networking. All of our community activities conducted by/for the communities are to encourage sharing, build cross-sector connections and to help achieve innovation, and these activities have attracted many likely-minded to participate and contribute.

### SPACE CREATION

We understand the importance that space and visual design have in affecting the environment and user's behavior. We have developed a set of methods for space design and management and we transformed Xindanwei into an "urban hotspot" in Shanghai within just half a year.

### COMMUNITY MANAGEMENT

The core of our community management is to develop Xindanwei into a co-creation and innovation accelerator as opposed to just shared office space. One of our most important tasks is to connect our own community with other coworking communities to broaden the pool and possibility of co-creation.





# DISCOVERING YOUR BUSINESS MODEL /

REMEMBER: YOU NEED A GOOD MODEL TO IMPLEMENT  
NO MATTER HOW GREAT YOUR DREAMS ARE!



### OUR BASIC MODEL

#### MEMBERSHIP

We work with with property developers, or directly rent a space or a building from them and then carry out refitting work before subleasing desks or office to our institution or individual members. We provide our memberships with various office facility services to save on their office running costs.

#### PLATFORM

Space agent: We cooperate with creative parks, property developers and various space owners and introduce clients to them whose requirements we cannot satisfy. These clients are mainly teams that hold events or exhibitions or consist of more than 8 employees.

#### OTHER SERVICES

We cooperate with third parties to provide services according to the needs of community members, mainly including: consulting services in respect of policies, laws and industrial & commercial registration, exhibition services, design and production services, and F&B services.

## DISCOVERING YOUR BUSINESS MODEL

You should consider all of these questions. Xindanwei cofounders have no background of property development or leasing. Of course we had to lease a space at first but luckily we met Mr. Song Bo who gave us a great deal of support by not only providing us with relatively cheap space but also requiring no advance rent payment which relieved pressure on our cash flow. However, apart from rent payments and staff salaries, there are still several costs that need to be taken into account:

- Space maintenance cost
- Space vacancy
- Space vacancy during holidays (short-term tenants)
- Stationary and consumables



### BUY OR RENT? WHO WILL INVEST?

### HOW MUCH WILL THE RETURN BE FOR THE INVESTOR?

A year later we moved out of IIInShangHub727 with the idea of creating a space with more suitable setting in a more accessible city center area that could attract short-term tenants and F&B services. [The Xindanwei flagship workplace](#) is now at 50 Yongjia Rd and we have a long term lease on the premise. Although we have to pay more in rent, our sales revenue has grown significantly.



## DISCOVERING YOUR BUSINESS MODEL

Our next move is to focus on developing Xindanwei space services targeted at relatively small and stable teams that signs the lease for a longer period of time. We shall offer them more semi-closed settings to ensure their privacy and group activities.

By cooperating with the property developer, we will co-invest in new spaces with our brand and community management team and will run the space and share the profit without paying rent in advance.



## SUGGESTION

The Xindanwei flagship workplace has an area of over 300 square meters. However the truth is that even though our space is full, we can only break even; There is no way to make enough profit to drive our future development if we stick with such small spaces. Our new spaces will have a minimum area of 600 square meters and focus on long-term clients. We won't completely dismiss the chances of succeeding with small spaces, we just want to warn you so that you can better estimate your own risks. Generally higher profits can be made with small spaces when offering leases in terms of hours or months to short-term tenants, but these memberships are too mobile and thus it is difficult to estimate sales revenue and then conduct effective planning, so there is generally a high risk attached to small spaces.

 CREATING SPACE /

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A successful coworking office space must be exquisite in every detail.

Over the past two years and within strict budgets, we have put a lot of effort into space design and setting and saw mixed results. In this section, we will share our experience and lessons learnt when creating the spaces.

Bear in mind that the space you create is not just a workplace, it is also a location for social activities, so several aspects such as the environment, social physiology and visual effects should be taken into consideration. In particular, details should never be dealt with in a perfunctory manner and hence every detail should fit into the community culture and atmosphere that you want to create.

## CREATING SPACE



- Convenience for public transport and proximity to a city's downtown area (the nearer the better)
- Close proximity to the residences of our target clients
- Easy to find
- Cultural atmosphere
- Close proximity to F&B and other professional services
- Availability of suitable nearby accommodation
- Good natural environment
- Safety and security issues

Choosing a location is definitely the most important step for spaces. We consider the following factors when selecting suitable locations:



## LOCATION

The building is the second factor that must be taken into consideration when selecting suitable spaces. Here's what our members said about the Xindanwei building:

"It's special, unique and looks like a small museum"

"It's a historical building with a rich culture and likely has an interesting story behind it"

"It has an ideal layout with suitable dimensions"

## BUILDING

Except for the above considerations, adequate light, ventilation and good heat preservation properties are also basic requirements for buildings.



The following pairs of factors should be taken into consideration during space planning. These are opposing factors but must be mutually compatible:

- Public vs private: Although we are talking about shared office space, it is possible to provide different-sized enclosed spaces for conversations, meetings or studio purposes.
- Fixed vs floating: Fixed office spaces are generally offered to users who will take out leases for longer than half a year. Floating office spaces are better located near aisles to avoid disturbances to other users and hidden dangers.
- Quiet vs bustling: Apart from having a quiet workplace, an open area is also needed where everyone can talk freely to each other and relax. Xindanwei's quiet workplaces are on the second to sixth floors. The coffee shop on the ground floor and roof terrace are open spaces where everyone can relax and chat.

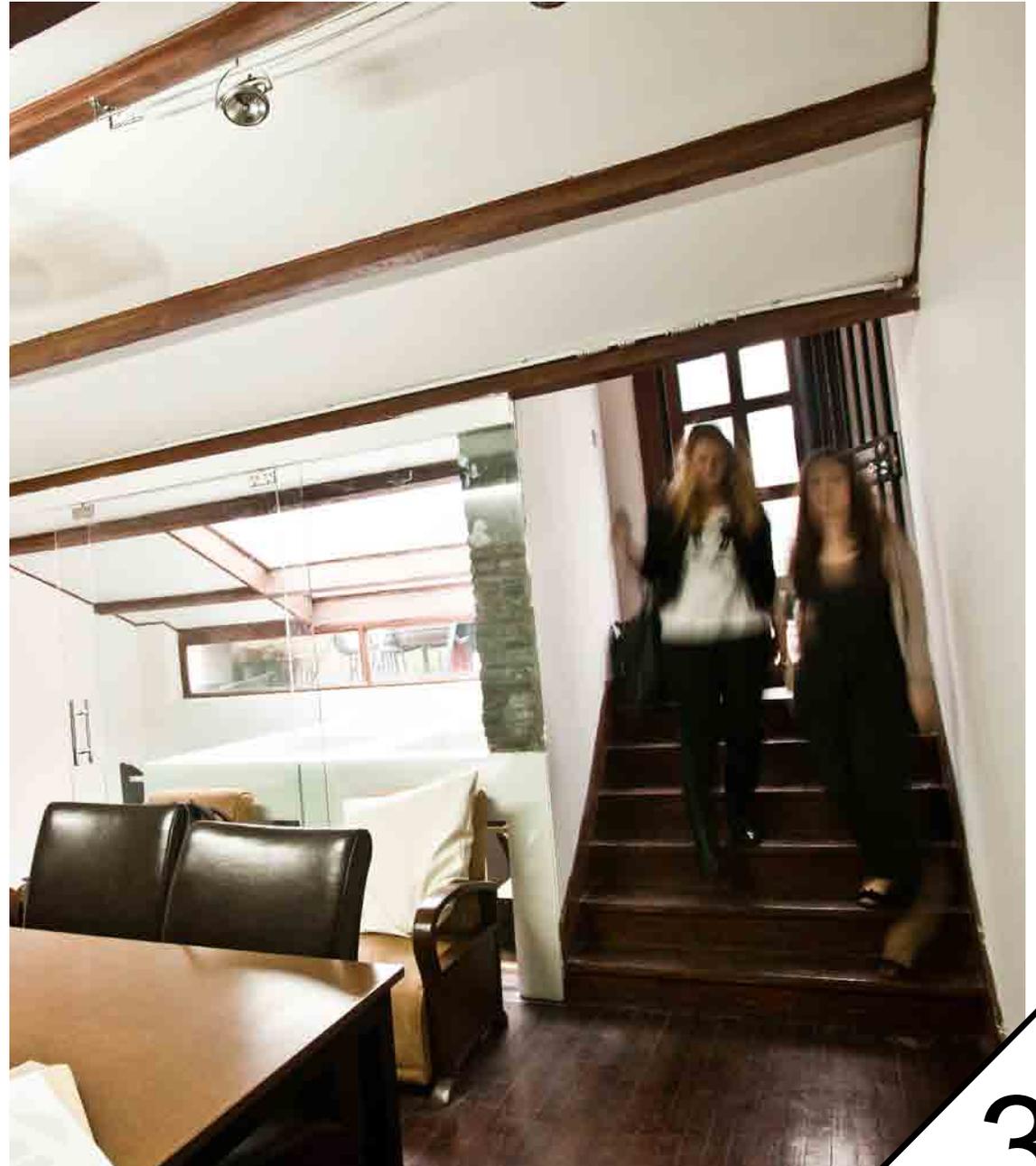
## CREATING SPACE

- Professional vs imagination: The office space has to be professional, but should also not be too rigid. There must be some good elements that can motivate users and arouse their inspiration and imagination. For instance, blackboards and fluorescent lights occupy a large area at Xindanwei.

- Unified management vs self-management: As a community, Xindanwei provides its members with self-managed equipment or services. For instance, there are coin-operated printers, lockers, fridges, microwaves, notice boards where members can post messages, etc. However, stationary, office supplies, environmental maintenance and space maintenance are all managed by Xindanwei.

- Functional vs profitable: The office space needs to be functional, but profit maximizing factors shall also be taken into account, for instance:

In order to reduce meeting room vacancies, meeting rooms should also be designed for other uses. Also it should be easy to move, fold or combine office furniture and it should be possible to use workplaces for activities or meetings.





## CREATING SPACE



This is beautiful, isn't it? We all like beautiful things. Spaces should make people feel happy, joyful and healthy.

No walls! Glass makes the space appear bright and clear and also encourages more openness and communication.

Socializing area: Many business dealings are concluded in socializing areas and not in meeting rooms.

Furniture: comfortable, fun and easy to move, fold or combine.

Sofas: A smart move would be to place sofas in socializing areas. Everyone wants to sit on comfortable sofas.

Plants: If you can not afford art works or ornaments, interesting and beautiful indoor plants can act as good substitutes.

Firm: All furniture in the space will be frequently used so all furniture should be of very good quality.

## CREATING SPACE

Coffee: An increasing number of people are becoming regular coffee drinkers. If you can offer high quality coffee, you may find that many of your clients stay for longer and that you attract a lot of workers to return to your space.

Signs: If there are ten people every day asking you where the marker pens are, you will realize the importance of signs for a community that encourages self-management. A simple reminder or clear use instructions will save you a lot of time spent explaining things every day (though you will still have to spend some time explaining things to some people every day).



Safety should never be neglected. Users must feel comfortable and safe. The following points illustrate our experience in ensuring safety:

The entrance password is only given to long-term members and is changed every two weeks. Fingerprint entrance is also a good security method and is easy to manage.

- Separate socializing areas from office areas to avoid short-term users passing through office areas.
- Implement the "Clean Desk" system. Remind all users to not leave personal goods on the desk when they leave and to keep valuable goods on their person at all times. Also remind them to not leave computers, mobile phones or wallets in deserted areas and they should help to keep an eye on goods that belong to neighboring users.
- Offer each long-term user a locker.
- Implement the old-fashioned and interesting "clock-in clock-out" system at the reception desk to ensure visitors leave an attendance record.

**SAFETY**

## CREATING SPACE

Noise is the most difficult thing to manage in shared offices. Although it does not have to be as quiet as a library, too much noise may affect work efficiency and people's moods.

- Establish a noise management system which includes informing users where the quiet areas, conversation areas and areas where users can make and receive phone calls are situated.

- Provide an area where users can make and receive phone calls and a conversation area.

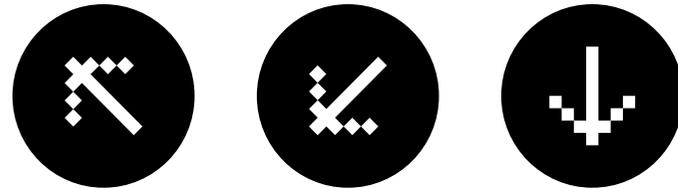
## NOISE



# ○ BUSINESS PLANNING /

YOU MAY DO IT NOT PURELY FOR MONEY,  
BUT YOU WILL FAIL IF YOU DO NOT TREAT  
THIS AS A BUSINESS!

# BUSINESS PLANNING



Succeeding as a business means fostering an entrepreneurial and professional organizational culture and staff team. It also means keeping a careful eye on expenses and revenue – and receivables. As a business we need to market our services and build our profile, treat our community members as customers, and work to deliver above and beyond expectations.

It also means that sometimes we need to make tough decisions – like increasing rates or evicting members who can't pay their rent – without apologies. But this “business orientation” must be softened in accordance with the realities of the customers we serve. Sometimes a little flexibility can go a long way and will ultimately better serve your needs and your mission.

**BUSINESS ORIENTATION**

## BUSINESS PLANNING

In order to be a successful business you must serve the needs of your customers. Our staff team and our organizational culture are dedicated to excellence and to providing extraordinary customer service. We are pulled in a million directions by our members and clients, asking for support on professional and personal issues, demanding attention and service, and offering feedback or criticism of our actions. At all times it is absolutely essential to serve the needs of these customers – with diplomacy, expediency and a sense of humor.

Our staff team must be willing to drop whatever they are doing to immediately address any substantial problem that arises. In the end, your dreams of radical creativity are worthless if the printer isn't working or the toilet is blocked; your first priority is a clean and functional workspace for members and guests.

## CUSTOMER SERVICE ORIENTATION





## SELF SERVICE ORIENTATION

Customer service, however, does not mean that you cater to every whim or that you wait on members hand and foot. Your role is equally to empower members. Give them the information, tools and means to solve their own problems as much as possible. Meeting the needs of many customers on a day to day basis is an extraordinary challenge – this can be mitigated by finding ways to help members help themselves.

## PRICING

There are two ways of charging for the services Xindanwei provides:

### TIME SERVICE

The Xindanwei workspace operates on a time basis. The monthly and yearly prices for clients include a reserved desk, free use of meeting rooms (with restrictions), and a key to access the office. When you set the price of reserved desks you must take into consideration the entire space (including passageways, toilets, kitchens, meeting rooms, etc.). If only half of the space can be used as office space, then the price should be set at double the rent you are charged per square meter so that you can cover your rental costs. After adding the cost of labor, furniture, basic facilities and utility bills, the total price charged to clients must be far higher than the rent you are charged per square meter, so you have to try to avoid using square meter unit prices when setting the prices you charge your clients. We set the price by time to deliver the following message to our clients: we offer you a lot more than just an office. There are always cheaper office spaces in the market. We must strive to excel in the services we provide to ensure our clients get good value for the package we provide them.





## PROPERTY

Xindanwei Property is our new service that provides creative event venues, flexible office spaces and retail locations in Shanghai. There is a strong emphasis on exhibition & event space where clients can host cocktail parties or conferences for up to 200 people. We also provide "started-ups" with independent or shared office spaces in downtown areas.



## THE SPACE

The majority of our space is dedicated to permanent desks and offices. They are easy to administer and provide a stable workplace culture. Our top priority is to ensure permanent desk and office users have enough room to work comfortably.

We also have hot desks at the ground floor entrance area in the coffee shop where you can order coffee or snacks. Although hot desks generate a much higher profit margin than the permanent desks and offices, they require higher levels of management and ongoing recruitment. The ratio between our permanent desk workspaces and hot desks is approximately 8:2.

In general, when you set prices for your products, in addition to your own costs you should also consider keeping prices in line with top level prices within the industry. Without hesitation you can include in your price the added value you create for your clients that others do not. However, you need to pay close attention to the following points:

1. A clear distinction should be made between the prices for permanent offices and **hot desks**.
2. Generally speaking, offices for less than five people are in high demand so you can set a high price for these offices

# COMMUNITY ACTIVITIES /

THROUGH INSPIRING PEOPLE AND HELPING THEM BUILD THEIR SOCIAL NETWORKS, WE TURN A COMMON WORKPLACE INTO A COMMUNITY.



## COMMUNITY ACTIVITIES

Community management and activities help to turn a common workplace into a coworking community. Through constant activities and resource connection services, Xindanwei has become a community center that inspires people and helps them establish strong networks. All activities and creativity stem from the constant communication and cooperation between the Xindanwei team and its community members. It is our coworkers and fans that constantly help us to expand our creativity and networks, which we then share back with our coworkers and fans.

Xindanwei's community management and activities are divided into daily management, which includes "New Mentor" and "Chitchat", and public activities.





## COMMUNITY ACTIVITIES



## DAILY COMMUNITY MANAGEMENT

Daily community management is generally conducted by the Community Manager, but all Xindanwei members have the same duties that the Community Manager has. The Community Manager acts as a host because apart from establishing and maintaining a thoughtful and harmonious community environment, his / her jobs also include promoting the development of community members and helping them to find ways to solve problems. This type of management is required to ensure the community remains cohesive.

In addition to daily communication, dining and outside visits with our community members, we also receive community requests through “[Xindanwei Buzz](#)” and publish them on the Xindanwei website.

Furthermore, every month we invite our new members to share with us their dreams, their work and their personal experiences at Xindanwei, which we publish through email or on our website.



## COMMUNITY ACTIVITIES



### NEW MENTOR

“New Mentor” is our one-to-one consulting service provided to our long-term members. Through a one hour conversation with our members every month, the Community Manager is able to understand their work progress and the problems they are faced with. The Community Manager then helps them to connect with Xindanwei’s knowledge, skilled people and other resources, so they can obtain the “New Mentor” team’s timely and effective professional assistance and advice.



## **“CHITCHAT” AND PUBLIC ACTIVITIES**

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“Chitchat” and public activities are irregular and informal communication activities initiated by our coworkers or fans which any interested people can attend or contribute to. Anyone can share their project or pieces of work at “Chitchat” without any restrictions. Our “Chitchat” and public activities provide our members with a platform to share opinions, be inspired and exchange knowledge. All activities will be published and recorded on our website and the Xindanwei section of the douban.com website.

“ / ” **BRAND BUILDING /**

**OUR BRAND IS THE BEST REFLECTION OF  
OUR COMMUNITY SPIRIT AND PROSPECTS.**



## BRAND EXPERIENCE

Many people may think brand is a commercial word. In fact, building a brand is building individuality and a complex that can powerfully integrate languages, tones, colors and drawings to clearly express community spirit and prospects. Once a brand is built, it will become part of your work, have an influence on the understanding of others towards you and guide your decisions.

All coworking spaces should be distinctive – creating and maintaining their individuality is crucial to success. Brand individuality should reflect your community spirit and prospects. The name “Xindanwei” (literally means “New Work Unit”) reflects our objective – to build a creative community.

Our fundamental brand strategy is to enable people to understand Xindanwei’s spirit and values – innovation, openness, simplicity, inclusiveness and uniqueness – at all places and during all interactions where people can see or feel Xindanwei, whether it be online or offline, pictures or texts.

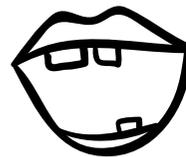
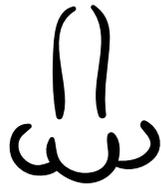




### HELPING MEMBERS HELPS US

You should never neglect community members' brands when building your own brand. "When the river rises the boat goes up". It is our job to help community members to succeed in their brand when this results from their success in Xindanwei because we will be more successful if they get more attention. This is the actual value that a Coworking Community brings to each community member.

- Encourage community members to mention the relationship between them and Xindanwei in their publicity materials.
- Allow community members to appropriately use the Xindanwei logo.
- Introduce community members to the groups and media across various channels that follow Xindanwei.
- Provide exposure to community members on the "People" section of the Xindanwei website.
- Publicize activities and news relating to community members through "Xindanwei Buzz".
- Post community member signs and notices within the shared space.





## MORE THAN WORKSPACES /

MANY COWORKING SPACES ONLY FOCUS  
ON THEIR OWN COMMUNITY MEMBERS BUT  
XINDANWEI CARES ABOUT MORE THAN THIS.

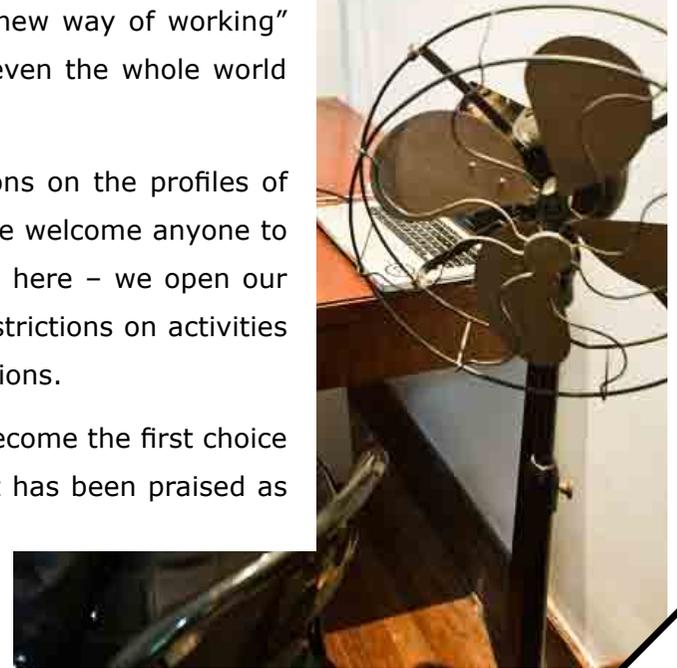


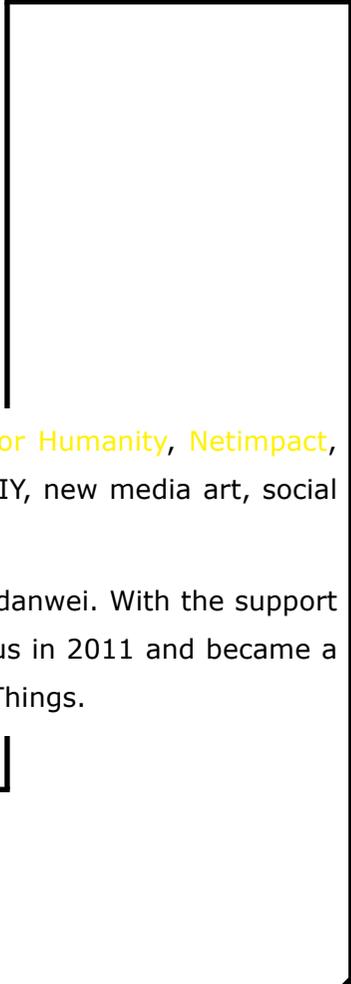
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From the day Xindanwei was established, we decided to open our platform to anyone that was interested in sharing and cooperation or even those just curious about our business. We proposed “a new way of working” slogan and set about trying to change the working environment in Shanghai, China and even the whole world that is currently closed, isolated and excessively controls intellectual property rights.

We believe the old saying “Birds of a feather flock together”. We do not set any restrictions on the profiles of people intending to work here and never impose our standards on our members. As such we welcome anyone to join us providing they are friendly and respectful people. This also applies to the activities here – we open our spaces to everyone and anyone can organize their parties or activities here, we have no restrictions on activities or participants and we even encourage free creation subject to legal, time and space restrictions.

With the support and guidance of this community and its culture, Xindanwei has gradually become the first choice for people from different countries or cities within different industries to host parties and it has been praised as one of the most important “creative centers” in Shanghai.





In addition to supporting work meetings on starting new businesses and innovation, such as [Barcamp](#), [Architect for Humanity](#), [Netimpact](#), and [TechYizu](#), Xindanwei places a particular emphasis on building and developing platforms that support startups, DIY, new media art, social innovation and environmental protection. Two good examples would be:

- [Xincejian](http://xincejian.com) (<http://xincejian.com>): Xincejian is established in 2010 by a few makers, tinkers and designers in Xindanwei. With the support of our mentors, this initiative has turned into the first and largest [hacker space](#) in China. Xincejian went autonomous in 2011 and became a separate space dedicated to support, create and promote physical computing, open source hardware and Internet of Things.

- Xindanwei/Grasslands: The aim of this project is to bring other like-minded social entrepreneurs, freedom fighters, environmentalists, health advocates, sustainability consultants, wellness practitioners, and human-centered designers under one roof to create a green community for everyone to graze and grow. Xindanwei/Grasslands showcases the concept of “Eco-workspace”, which encourages waste separation, minimized use of utilities, thinking before printing, recycling what we can and refuse what we don’t really need. On top of the basic office services built upon Xindanwei’s sharing, connectivity and collaboration culture, Xindanwei/Grasslands also features special community services such as free yoga/meditation classes, exhibition of organic product/services, environment/wellness/LOHAS events and workshops. The entire space will only use 100% natural and toxin free products.

Furthermore, Xindanwei was considered as the social enterprise pioneer and invited to speak about social entrepreneurship and social innovation, and serve as the jury member for the Prix Ars Electronica “Digital Communities” award.

CONCLUDING REMARKS / 1

# I CONCLUDING REMARKS

Creating a Coworking Community is a wonderful journey and experience. It also requires a great deal of effort and energy, and many sleepless nights.

Throughout the process, with our persistence and passion we have worked on and learn about numerous areas from design to management, from building a community to brand marketing, from leading a team to property maintenance. Although we won't say we are proficient in everything we do, through our efforts we have accumulated a large body of knowledge and experience.

We hereby provide you this Coworking Manual, which is based on Xindanwei's more than two years of experience, to support anyone that wants to establish a coworking space and community. We know your experience will be unique, just like ours was. Hence, we hope you do not exactly copy what we did. Instead, we hope you can learn from our model and then develop your own innovative model to serve your own community.

We hope to hear from you in the future. We have produced this Coworking Manual in the hope of inspiring more people and providing the necessary motivation for the implementation of more coworking schemes and practices. Is our model helpful to you? What amendments have you made to it? We would like to talk to you. We want to create a larger coworking community with you and share our knowledge, experience and tools with you. We hope you will visit Xindanwei or join us online.



## I CONCLUDING REMARKS

Please remember we are not just creating a coworking space, we are trying to change the world! coworking spaces inspire and support people who have world changing potentials. Collaborate with us so we can give better support to those amazing people. By working together we will succeed!

Welcome to Xindanwei! <http://xindanwei.com/signup>

Chitchat  
Coworking Communities  
coworkers  
Creative Commons  
Shared workspace  
Co-creation accelerator  
New Mentor  
hot desks  
Xindanwei Buzz  
People  
Xinchejian  
hacker space

**WORDS**

