

# Assessing Tubà Lyon: The Impact of KPIs on an Organization in Transition

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# ASSESSING THE IMPACT OF TUBÀ ON THE GREATER LYON REGION

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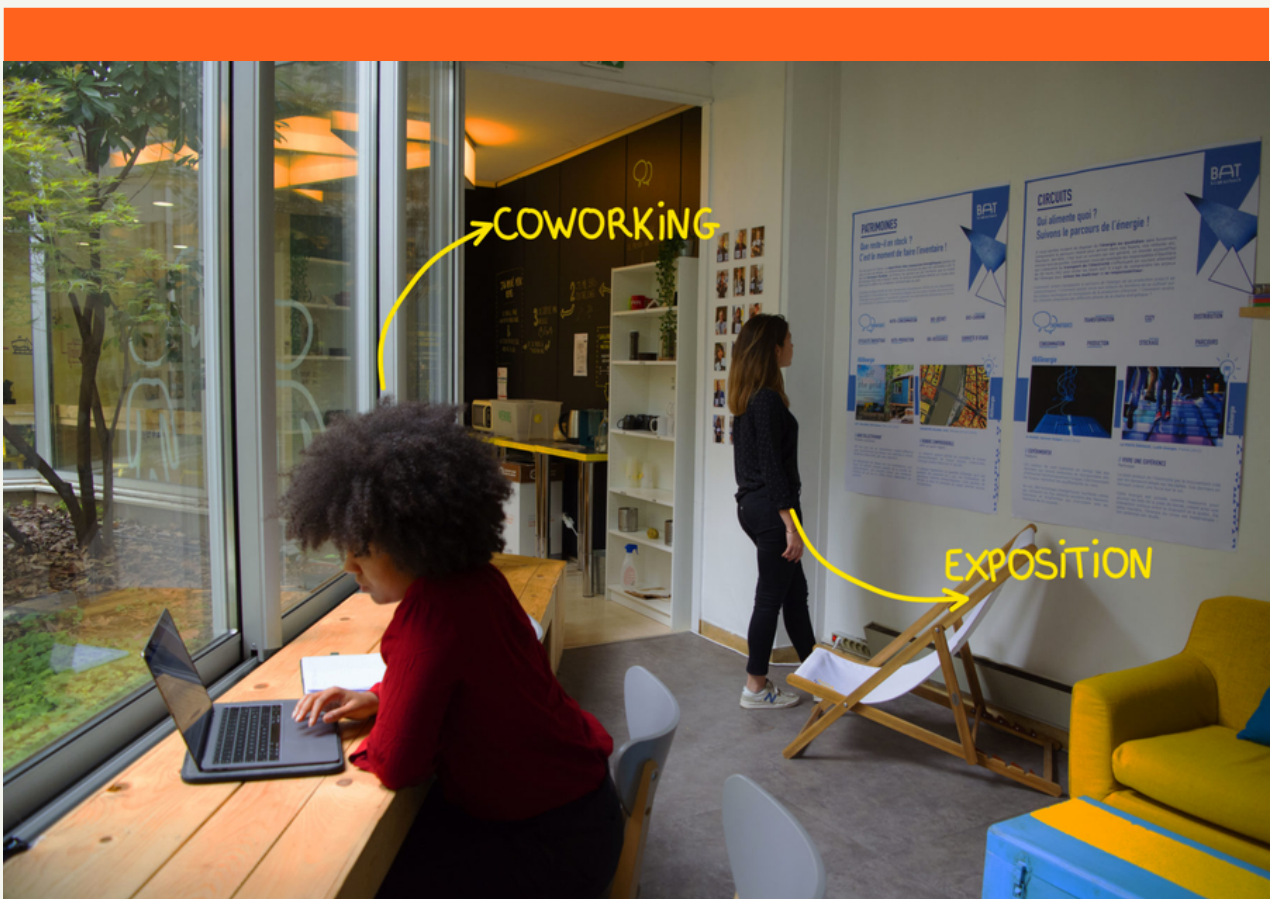
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# ABSTRACT

Tubà exists as a tiers lieu organization that seeks to link together various actors in the Lyon region in order to help the people build the city of tomorrow. They do this by providing a free coworking space, office spaces for rent, networking opportunities, and project development and management. At this moment, having grown since their 2014 founding, Tubà desires to transition from a startup kept afloat by investors to a sustainable business. In pursuit of this sustainability, we have developed and given an evaluation on a list of key performance indicators (KPIs) that quantify their services. Based on our initial assessment, we have found that while Tubà has satisfied many of its clients with their services and continue to return, though many don't know the full extent of their offerings. In addition, this, combined with the aforementioned transition point presents an opportunity for Tubà to redefine and market themselves as they begin to solidify new subscription models.





# EXECUTIVE SUMMARY

Tubà Lyon, a tiers lieu in Lyon, France, recently reached a **turning point** between a start-up and mature business. For the past eight years, Tubà grew through renting out offices to SMEs and making informal transactions for project sponsorship with large enterprises, which supports their internal activities and mission. With the introduction of their newest director, Frédéric Lecoin, Tubà seeks to shift to a sustainable business model, which includes membership agreements from both SMEs and large enterprises.

We seek to help ease some of the turbulence of this transition for Tubà by creating a variety of KPIs, along with surveys to help with their reevaluation in the future. These KPIs, which we discuss in detail below, help track the satisfaction of all the partners of Tubà, along with many other metrics relevant to operating a successful organization. Data from KPIs will help Tubà identify areas of **future sustainability**, while also maintaining a strong sense of **community** within the organization.

Overall, we found that the stakeholders all have the same overall understanding of Tubà's mission: to further the sustainable urban development of Lyon by bringing various actors together. However, each stakeholder does not understand how Tubà's mission pertains to their relationship with Tubà, as well as all the services that Tubà offers. Therefore, Tubà has areas where they can better define themselves in terms of what they provide to these specific groups. Given this fact, we recommend different approaches to take the feedback of the stakeholders into account to refine Tubà's identity: what connects Tubà to each stakeholder and how each stakeholder functions in Tubà's community. In short, we recommend that Tubà:

- adopt its past practice of maintaining a **data sharing network** between the Lyon metropolis and the large and small enterprises in the area.
- **increase advertising** to promote awareness of events and to promote Tubà's overall message.

# STRATEGIC GOALS

To measure Tubà's impact, we first developed a list of Tubà's major stakeholders: Large Enterprises, Small and Medium Enterprises (SMEs), Coworkers who use Tubà's services, and the Lyon Metropole. From there we created **a series of strategic goals** that Tubà had interest in, and a **list of key performance indicators** within these strategic goals that allowed us to measure them. Stakeholder-organized strategic goals include:

## Coworkers

- Increase Community Engagement
- Maintain long term connections
- Increase innovation

## Large Enterprises

- Increase Funding of Projects at Tubà
- Promote Tubà's Mission
- Increase Understanding of Large Enterprise involvement in Tubà Activities

## Small and Medium Enterprises (SMEs)

- Create Meaningful Interactions Between SMEs and Other Parties
- Provide Helpful Aid to Small Businesses
- Increase Longevity and Retention of SMEs

## Greater Lyon Metropole

- Promotion of Collaboration Between Businesses and/or Governments
- Promotion of Environmental Sustainability
- Promotion of Responsible Research and Innovation

## METHODS

We collected data for the Coworkers, Large Enterprises, and SMEs through surveys, while we collected data from the Lyon metropole through an interview. From this data, we could find trends and draw conclusions on Tubà's efficacy, provided in the appendix. We supplemented the surveys with data gathered from other sources, such as observations of the coworking space and statistics from Tubà's social media presence. We discuss methods in length on pages 11, 14, 17, 23, 26, 29, 36, 39, 42, 47, and 50.

# RESULTS

## Coworkers

- 10/14 coworkers said they come to work at Tubà either multiple times per week or every day
- 12/14 coworkers said that when they come to Tubà they stay for over 3 hours at a time (the maximum option on the survey).
- After observing the coworking space, we found that coworking frequency rises in the morning and afternoon and dips around noon, reflecting the French lifestyle.

## SMEs

- 4/6 SMEs responded that Tubà helped them in some way
- 6/6 SMEs have recommended Tubà's services to other companies
- All SMEs successfully described Tubà's mission

## Large Enterprises

- Only one large enterprise (Veolia) responded to our survey, so the following results may not accurately represent all of Tubà's interactions with large enterprises
- Veolia expressed their intention to work closer with Tubà in the future
- They indicated that Tubà's mission aligns with their own, particularly the aspects of environmentalism and building a "smart city"

## Metropole

- We interviewed Sarah Ladon, the liaison between the greater Lyon metropole and Tubà
- The métropole feels a disconnect between large businesses and the Metropole
- Ladon expressed a need for improved data transfer between the metropole and businesses, something Tubà has facilitated in the past
- Tubà has played a key role in making Lyon environmentally sustainable

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# CONCLUSIONS

The overall trends from the data show that Tubà has a good retention rate of its sponsors and coworkers, as well as sufficient funding to support new endeavors. Tubà leadership has an opportunity to act on this feedback by publicizing events more in order to spread the mission, as well as working to facilitate more sustainability related (economic, environmental, and social) data transfer between the Lyon Métropole and Tubà's partnering businesses.



# TABLE OF CONTENTS

1	Background: Tubà, Tiers-lieux, & Impact
9	Coworking Space KPIs
20	Small/Medium Enterprise KPIs
33	Large Enterprise KPIs
45	Métropole KPIs
53	Self Performance KPIs
61	Overall Conclusions and Recommendations
64	Appendix

# *Background*



# THE IMPORTANCE OF UTILIZING KEY PERFORMANCE INDICATORS

Tubà strives to provide the following services to its stakeholders:

- project consulting
- development services
- free coworking space
- private upstairs offices

Together with small and large enterprises in the community, the work of the **team of 4** Tubà employees partly consists of testing and consulting about 15 projects a year, while also hosting about 2 events a month, most of which they open to the citizens of Lyon.

Due to the significant load that Tubà manages, along with many personnel changes over its 8 year existence, Tubà has had uneven data gathering to prove their successes or weaknesses. The goal we have set out to accomplish **addresses these data collection needs** by using key performance indicators (KPIs) to organize data collection and interpretation. We broke these KPIs into five categories, along with **baseline data and methods**. We also benchmarked to similar organizations as a means to contextualize and interpret collected data.

Companies use KPIs, or **units of measurement** to track their success. These indicators can include the following:

- how much revenue a company brings in
- the number of partners a company works with
- how many people work for them

KPIs track any kind of organization, and any type of project. These metrics, determined by one's **strategic goals**, continuously track any new progress or regressions.

KPIs do not only provide a “quick view” of how a company is doing at a certain time, but also can help **boost morale** by bringing light to often unrecognized areas of work. Furthermore, they define more **concrete goals** that employees can work towards in contrast to the broader goals that most companies set at longer intervals, which helps show progress to the team in the interim. Lastly, KPIs help companies make sure that their current activities remain on track with their current activities due to the **breakdown of the main goals into KPIs**: if an activity is not pertinent to the progress or completion of a KPI, a company can remove it from the operating standards. Overall, KPIs provide baseline metrics that serve as a check on Tubà’s larger actions.



<https://bernardmarr.com/what-are-smart-kpis-spoiler-they-dont-really-exist/>



# THE EVOLUTION OF “TIERS LIEUX” IN FRANCE

The term “tiers-lieux” originated from the American sociologist Ray Oldenberg in his book “The Great, Good Place,” published in 1989. [1] According to him, “tiers-lieux” or “third places” would not include workplaces or residents, but rather an in-between. The philosophy of tiers-lieux gained traction in France, and many consider these locations a **prerogative of large urban centers**. These locations have historically proven successful, making them a continued initiative by newer organizations such as Tubà.

Since their founding, leadership at Tubà has expressed their desire to become a **digital-transition-focused** tiers-lieux organization. The French Ministry of Territorial Cohesion and Relations with Territorial Communities defines a tiers-lieux as a physical space where different collaborative activities can take place. These activities include general coworking, fabrication of test products, makerspace events, and other social events. Tiers-lieux spaces **facilitate innovation** and bring **communities together**, overcoming the issue of isolation [2]. All of the activities that occur in these spaces contribute to the activation of local resources and thus the revitalization of the respective local economies.



Tubà specifically identifies as a digital tiers-lieux because of the organization’s greater emphasis on digital initiatives. The organization has focused on the transition of cities such as Lyon toward digital technologies, which makes sense in a French economic ecosystem that has historically found purchase in **global digital business development**. They emphasize reasonable and mediated use of digital technologies. Because of their living lab, an—open physical coworking space—Tubà continues to maintain this status.

# TUBÀ'S STORY SO FAR

## Les Valeurs de Tubà

### COWORKING

The driving force of a Tiers Lieu is community, mostly realized through a coworking space, that seeks to foster the actors of the community.

### SUSTAINABILITY

Tubà's mission seeks to bring various actors in the Lyon community together to build a more environmentally, economically, and socially sustainable city.

### DIGITAL TECH

Tubà's mission prioritizes digital tech as the primary means through which Tubà and its partners realize their goals. By supporting a more digital community in a paper centric country, Tubà looks to foster innovation and build the city of tomorrow.

### DATA

When Tubà was founded in 2011, it existed as a means for the Métropole of Lyon to collaborate with large enterprises and other community actors on data driven projects. Through transferring various Lyon relevant data, these stakeholders can test and evaluate new services.

## LEUR RAISON D'ÊTRE

When the doors first opened, Tubà employees began offering something fairly innovative: a platform and location to forge links between the pillar enterprises of the city and the métropole through the exchange of data.

As a broker of data, such as environmental data, entrepreneurship data, Tubà as an entity has played an important information sharing role for multiple stakeholder actions and its connection to Lyon's sustainable development. Now, members of Tubà rethink urban life through facilitating projects that promote environmental and economic sustainability while connecting the various actors of the city.

## LEUR MISSION

Tubà's leadership strives to create a place for citizens to work together, think together, and to build the future of Lyon together.

Their mission works to meet the needs of the city—social, economic, environmental—by using digital tools .

By changing Lyon locally, they can impact global infrastructures through a domino effect. They believe that the most important change comes from the voices of Grand Lyon and emphasize the importance of providing people the resources to realize change within their own city.

# TUBÀ'S ECO- SYSTEM



3

## Large Enterprises

These companies pay membership fees to gain access to projects run by Tubà and/or commission their own projects to complete with Tubà



## Coworkers

Tubà provides a free coworking space open to the public on their ground floor

## 4 GRAND LYON la métropole

## Métropole de Lyon

The city government of Lyon provides Tubà with around 40% of their funding and remains the single largest project sponsor



2

## Small and Medium Enterprises (SME)

These companies pay to use meeting rooms and/or are hosted in Tubà's first floor offices

5

## Tubà's Management

Tubà's management consists of 4 employees who alternate between consulting projects, organizing events, and managing the business





# TYPES OF SPACES



free workspace,  
opent to public



small private rooms (1-3  
people) by paid reservation



large meeting rooms up to  
25 people by paid  
reservation



offices where Tubà hosts  
SMEs



event space to rent

# EASE OF ACCESS



One can access Tubà's building quite easily through Part-Dieu train station and its associated stops on Lyon's public transport network, including metro line B, tram lines T1 and T4, and numerous bus lines. This is one of the most commonly cited benefits of Tubà among those who regularly use their space.

*La  
Mesure  
d'Impact*





# COWORKING

## KPIs

Tubà's environment primarily appeals to the layperson in the Lyon community with their free to use coworking space on the ground floor. The purpose of the space is to foster a community of people living and working together in an ideal "tiers lieu." As such, when analyzing the performance of the coworking space, we wanted to see whether this community is connecting and innovating.

We collected verbatims from users of the coworking space via a survey distributed through QR codes posted throughout the ground floor coworking space. We mapped questions directly to following KPIs.

PAGE	STRATEGIC GOAL	KPI(S)
10	Increase Community Engagement	<ul style="list-style-type: none"> <li>• Number of ground floor users</li> <li>• Impressions on social media</li> <li>• Users' understanding of Tubà's mission</li> </ul>
13	Maintain Long-term Connections	<ul style="list-style-type: none"> <li>• Retention of ground floor community</li> <li>• Time on average members stay at Tubà</li> <li>• Degree to which members feel dedicated to Tubà</li> </ul>
16	Increase Innovation	<ul style="list-style-type: none"> <li>• Acted upon ideas</li> <li>• Use of Tubà resources</li> <li>• Number of coworkers based in different areas of work</li> </ul>

### Summary of Results

Overall, we found good retention and high valuation of the coworking space by users, albeit not much communication occurring between different groups of users.

# STRATEGIC GOAL 1

*Increasing Community Engagement*



# COWORKING



# INCREASE COMMUNITY ENGAGEMENT

We recommend assessing this once per year

## Motivation

Community engagement proves vital to the success of a business, especially for a business focused on interactive workspaces and community project development.

Engagement in Tubà's activities and workspaces effectively determines how they benefit the Lyon community.

Indicator	Method
Number of Ground Floor Users/Use of Coworking Space	Survey questions, counting chairs and the amount of coworking space users at every hour on weekdays from 9h to 17h
Impressions on social media	Counting reactions on LinkedIn and likes on Twitter from the past year and comparing to other tiers lieux.
Users' Understanding of Tubà's Mission	Survey questions about what Tubà's mission is (See Appendix C)

## FINDINGS & DISCUSSION

The data for 9 work days over two weeks shows a pattern resembling the French lifestyle: an increase in users in the morning, a dip around the typical lunch period—12h to 14h—and a decrease in users around 17h (Appendix A). This consistent pattern is evidence of routine among those who use Tubà.

From the median number of likes on Tubà's Twitter and LinkedIn pages (Appendix B), Tubà's platforms have a typical following on social media compared to other Lyon-based tiers lieux.

When asked the question of what defines Tubà's mission, the majority of respondents described a tiers lieux, showing that they have comprehension of Tubà's leadership's goals.

# Elements of Tubà's Community Engagement

1

## Mission Understanding

When asked what users looked for at Tubà, 13/14 used words that also describe a Tier Lieu

*verbatim*

<<Un espace de coworking>> x2

<<Un espace pour pouvoir travailler>>

*Opportunity*

background music or long table where people can sit and meet new people

2

## Social Media

### TWITTER ENGAGEMENT



0.22 more likes on average, with a comparable standard deviation

see Appendix B for more detail

### LINKEDIN ENGAGEMENT



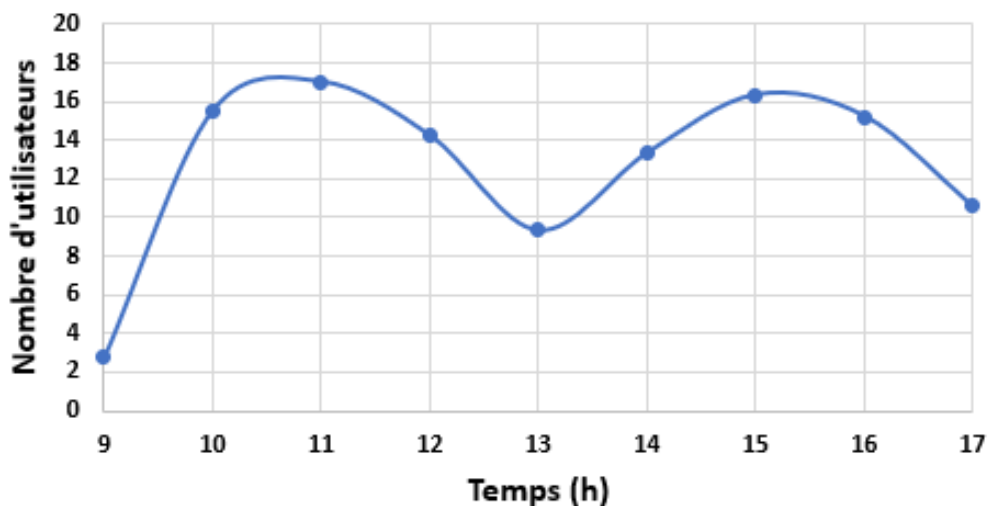
@Tubà Lyon maintains more reacts per follower than @French Tech One

see Appendix B for more detail

3

## Average users

Nombre d'utilisateurs de l'espace de Coworking



# STRATEGIC GOAL 2

*Maintain Longterm Connections*



# COWORKING





# MAINTAIN LONGTERM CONNECTIONS

We recommend assessing this once per year

## Motivation

A 2001 study by the National Institute of Health found that one of the core elements of a community defines as “social ties ... in terms of interpersonal relationships that formed the foundation for community.” [3]

While this study focused more on the implications towards public health, we can make the same argument for tiers lieux.

As such, one characteristic that makes – or at least should make – the Tubà coworking space a proper “tiers lieu” community as opposed to a just a space where people work has become the formation of social and professional connections between those who use the space.

Indicator	Method
Retention of the ground floor community	Community survey question: "How often do you use the coworking space?"
Time on average members stay at Tubà	Community survey question: How often do you typically stay there during the day?
Degree to which members feel dedicated to Tubà	Community survey questions: "What is unique about Tubà that helped you in your innovation journey?," etc.

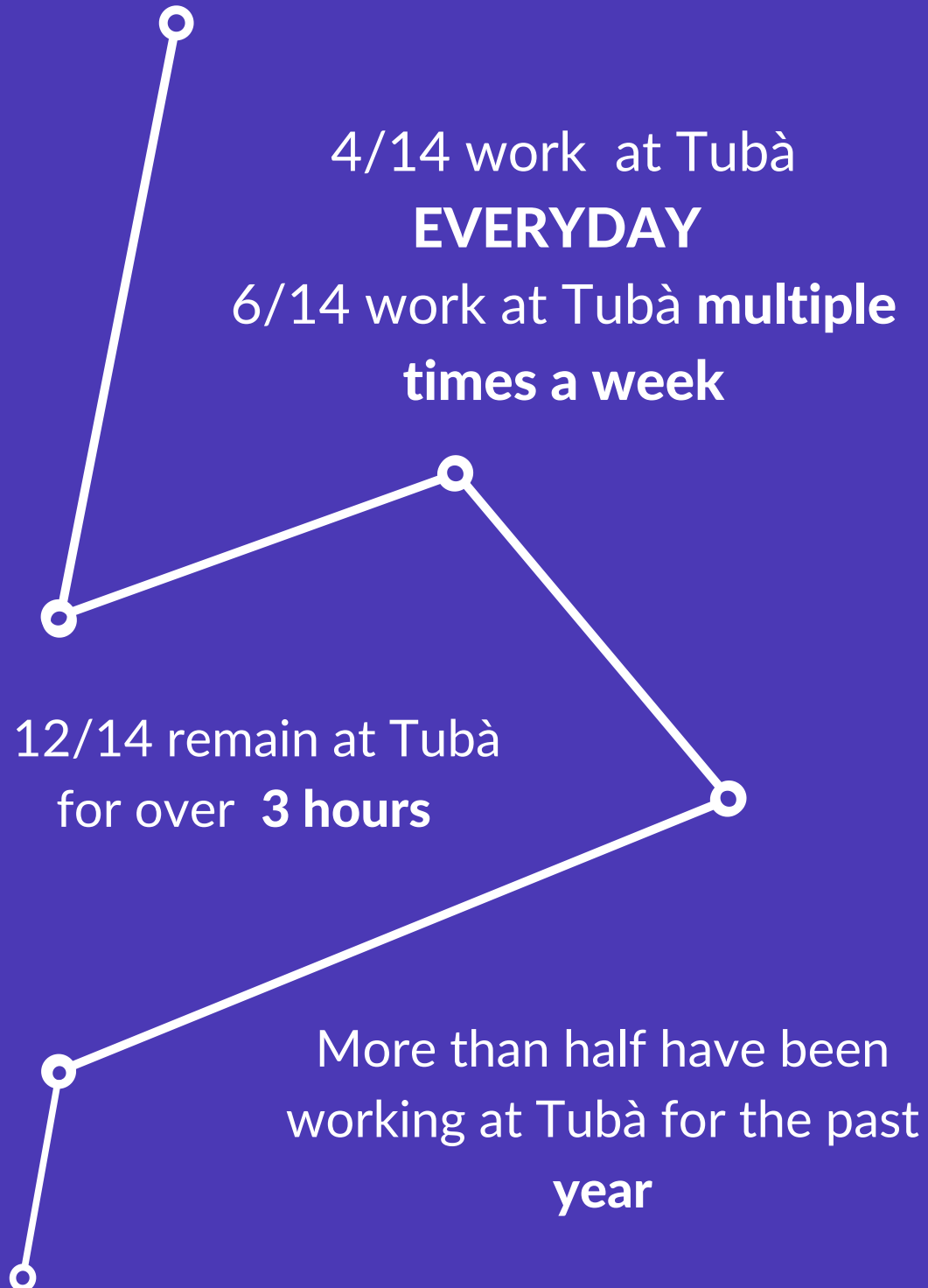
## FINDINGS & DISCUSSION

Based on our survey, we found that the majority of people who use the coworking space do so very often, even daily, and stay there for more than three hours indicating that the users make the Tubà coworking space a part of their routine.

Furthermore, when asked about unique qualities of Tubà, several respondents answered the free coworking space and the location. These qualities, according to the members, make Tubà's coworking space easy and enticing to use.

# TUBÀ ESTABLISHED A LYON COMMUNITY ROUTINE

## LONGTERM CONNECTIONS



# STRATEGIC GOAL 3

*Increase Innovation*



# COWORKING



# INCREASE INNOVATION

We recommend assessing this once per year

## Motivation

Innovation has become the most used word in businesses, organizations, and politics. This phenomenon leads it to also becoming one of the most misunderstood words.

Innovation does not have to become a radical new concept but “falls along a continuum, ranging from minor incremental changes to major radical innovations; innovation is not a binary phenomenon” [4]. This strategic goal will assess the commitment of Tubà to providing a coworking space that increases the innovation of its users.

Indicator	Method
Presence of acted upon ideas	Community survey question: Has Tubà helped you take action?
Use of Tubà resources	Community survey question: What about Tubà helped you take action? What could Tubà do to help you take action?
Number of coworkers based in different areas of work	Community survey question: What would you classify yourself as?

## FINDINGS AND DISCUSSION

Based on our community survey, we noticed a general consensus among the community that working at Tubà has helped them by providing a variety of resources, including community spaces and wifi. In addition, these coworking respondents identified themselves as one of eight categories of work missions.

The majority of users surveyed, 9 out of 14, got help from Tubà's coworking space with their mission. (See Appendix C)

The coworking survey responses indicates majority of the users use 3 or more resources, including: the working and community spaces and Wifi. (See Appendix C)

Coworking space users define themselves in multiple categories, but this opens recruiting people from less represented missions to promote innovation (See Appendix C)

# COMMUNITY INNOVATION

## Passage à l'action

# 9/14

FELT THAT TUBÀ HELPED THEM BEGIN THEIR GOALS



**4** Entrepreneurs du changement

**1** Freelance

**1** Stagière

**2** Salariés avec un mission sociale

**3** Bénévoles avec une mission sociale

**1** Salariés

**1** Acteurs de changement dans votre vie personnelle

**1** Intrapreneurs de changement

## Verbatims

COLLECTED FROM SURVEYS  
HANDED OUT FROM .. TO ...

«Convivialité et beaucoup d'événements en relation avec notre projet»

«La bonne ambiance et l'accueil sans selection»

«Espace de coworking sympa et tranquille»

«La flexibilité, l'ambiance, la localisation»







# SMALL & MEDIUM ENTERPRISE KPIs

Tubà also has a membership program for SMEs (Small and Medium Enterprises). For a nominal fee, businesses can rent out private office spaces at the Tubà building and get assistance with their **growth**, meeting their **goals**, and community **engagement**.

Because SME memberships constitute approximately **20%** of Tubà's annual revenue, it is important that Tubà maintain or increase connections between itself and SMEs.

Knowledge of the value SMEs gain from association with Tubà is important for showing success of Tubà to stakeholders or for determining what they can do to improve Tubà's connections with SMEs. The success rate and longevity of SMEs serves as an important **marketing point** for potential future partners of Tubà.

We have collected verbatims from SMEs through surveys as well as survival rate data from Tubà's records and general research. Questions in the surveys were mapped to the following KPIs.

PAGE	STRATEGIC GOAL	KPI(S)
22	Create meaningful interactions between SMEs and other parties	<ul style="list-style-type: none"> <li>• Connections</li> <li>• Proportion of client SMEs that have gained connections under Tubà</li> <li>• SMEs' understanding of Tubà's mission</li> </ul>
25	Provide helpful aid to small businesses	<ul style="list-style-type: none"> <li>• Projected profitability of associated businesses</li> <li>• Growth models</li> <li>• Diversity of businesses</li> <li>• Proportion of client SMEs that have achieved critical milestones under Tubà</li> </ul>
28	Retain SMEs and Increase their Longevity	<ul style="list-style-type: none"> <li>• Retention of SMES</li> <li>• Longevity of present and past partner SMES</li> </ul>

## Summary of Results

After analyzing the survey responses, we discovered that SMEs have a good understanding of Tubà's set out mission to innovate through collaborative projects that focus on urban digital transition. But the the mission the SMES reiterated does not include themselves, but involves Tubà's other stakeholders which creates a lack of a comprehension of how Tubà directly helps SMEs.

# SMEs that have Worked with Tubà

SINGA

AUXILIA

lik linklusion

obh  
onboardhelmet



METIS

pro bono lab



birdz

PIM  
mobility

ENVIRONMENTAL IoT  
LEADER



neovya  
Mobility by Technology

EcoLearn



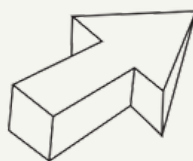
VIZITY

futurmap  
le futur se dessine aujourd'hui

h1up  
h'up entrepreneurs



beta.gouv.fr



viensvoir montaf

Institut  
Télémaque

Gestia  
Solidaire

# STRATEGIC GOAL 1

*Create Meaningful Interactions in  
SME Network*



# CREATE MEANINGFUL INTERACTIONS IN SME NETWORK

we recommend assessing this once per year

## Motivation

We measured meaningful interactions between SMEs and other parties, such as investors, stakeholders, governmental officials, and other community members to evaluate the growth and publicity of such organizations.

With more connections between different community members and organizations, the transfer of capital becomes more likely in that community. As a facilitator of communications, Tubà can benefit from these newly established connections through the increased attention they bring to their working spaces as well as the increased revenue that it brings.

Indicator	Method
Connections between Tubà and associated constituents	SME survey question: "Would you say that the number of meaningful interactions with other businesses, stakeholders, or investors increased while working with Tubà?"
Proportion of client SMEs that have gained connections under Tubà	
SMEs' understanding of Tubà's mission	SME survey question: "In your words, what is Tubà's mission?"

## FINDINGS AND DISCUSSION

When asked about meaningful interactions fostered by Tubà, some SMEs answered that Tubà has fostered interactions between them and other stakeholders. According to the survey, the most popular stakeholder for SMEs to connect to at Tubà is large enterprises (Appendix E). This shows that Tubà does foster stakeholder connections but has opportunity for improvement.

When asked about Tubà's mission, all SME respondents similarly described elements of Tubà's mission (Appendix D). This positive statistic benefits Tubà as it shows that good communication exists in between Tubà and partnering SMEs.



# Tubà's mission, as described by SMEs

\*translated from french to english – see appendix D for full original responses

## Connections

- "MAKE ALL ACTORS IN THE CITY THINK TOGETHER"



- "CREATE SYNERGY"



- "ANIMATE AN ECOSYSTEM"



## Innovations

- "CONSTRUCTION OF THE CITY OF TOMORROW"



- "ACCOMPANY THE EMERGENCE OF PROJECTS"



# STRATEGIC GOAL 2

*Provide Helpful Aid to  
Small Businesses*



# PROVIDE HELPFUL AID TO SMALL BUSINESSES

**we recommend assessing this once per year**

## Motivation

In addition to developing spaces that businesses can use for experimentation and development of services and products, Tubà's objectives also include sharing community networks with businesses and other groups associated with Tubà. [5]

Tubà's activities help small businesses in several ways, so we can measure the extent to which they do this with different metrics. This strategic goal signifies whether or not businesses benefit from working with Tubà and determines whether they will retain them.

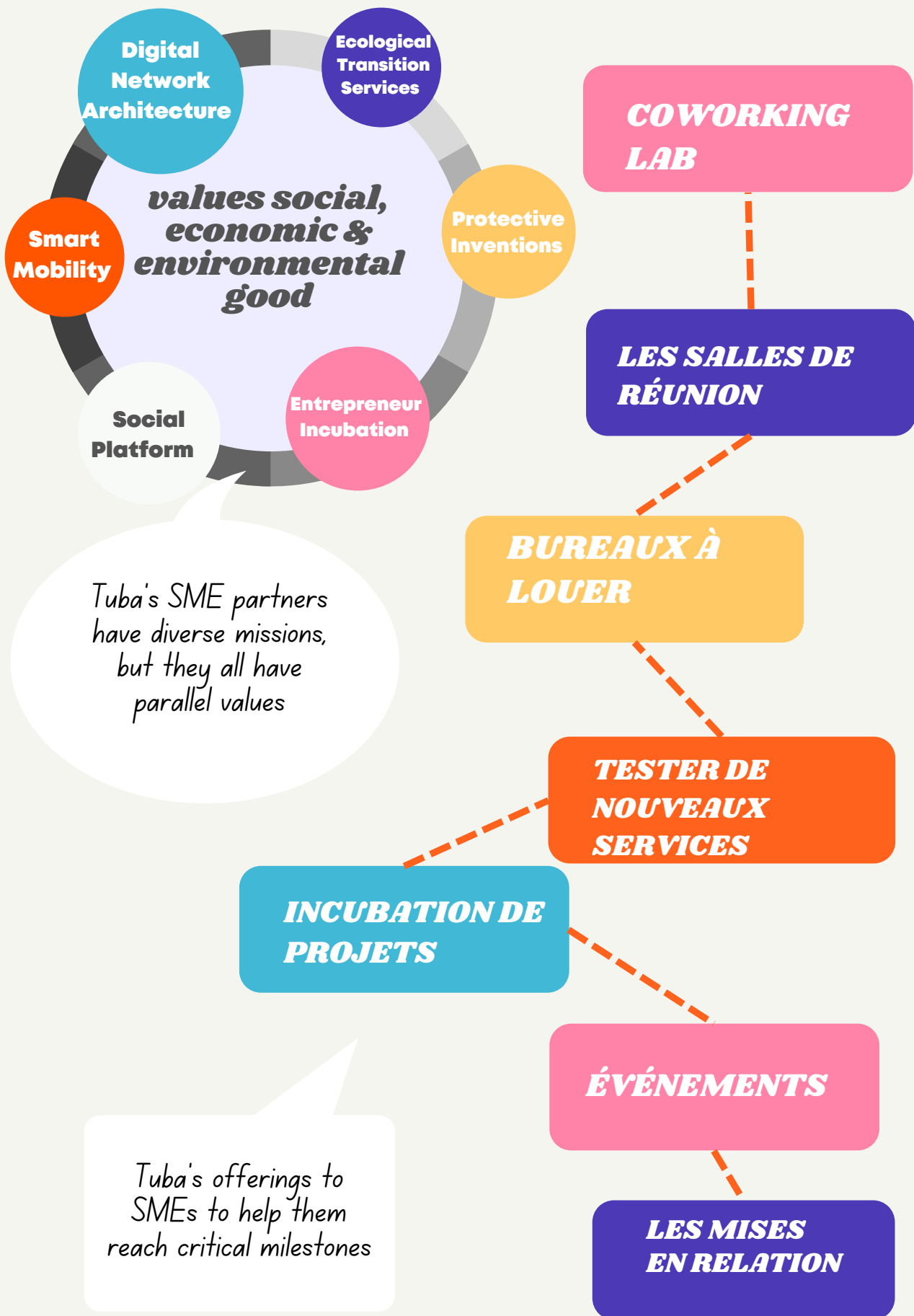
Indicator	Method
Projected profitability of associated businesses	Survey questions for SMEs (See Appendix D)
Diversity of businesses	Survey questions for SMEs (See Appendix D)
Proportion of SMEs that have achieved critical milestones under Tubà	Survey questions for SMEs (See Appendix D)

## RESULTS AND DISCUSSION

When SMEs were asked what aspects they had worked with Tubà in, all respondents indicated at least one of the checkbox options (see Appendix D). In summary respondents indicated that they work in 1 to 5 of the 7 aspects listed in the SME survey question. Together, this data indicates that these businesses have much to gain from working with Tubà but also that Tubà has an opportunity for Tubà to increase work with SMEs in the categories of incubation and testing of new services.

The SME survey (see Appendix D) received responses from a diverse group of SMEs. The 6 SMEs that responded include Linklusion, NEOVYA, METIS, SINGA, On Board Helmet, and Auxilia (see Appendix D). According to the websites of these organizations, they have different disciplines, including social good, mobility, and architecture.

We have no data for whether SMEs have achieved critical milestones under Tubà, however, we recommend that Tubà collect data on this KPI in the future to improve understanding of their impact.



# STRATEGIC GOAL 3

*Retains SMEs and Increase  
survival rate of SMEs*





# RETAIN SMES AND INCREASE THEIR LONGEVITY

**we recommend assessing this once per year**

## Motivation

Part of Tubà's mission supports the economic sustainability of Grand Lyon. According to the World Bank "SMEs account for the majority of businesses worldwide and are important contributors to job creation and global economic development"[6]

While not possible to directly correlate all of Tubà's SME partners' success to Tubà themselves, the correlation between SMEs that have had a relationship with Tubà and their associated longevity can indicate Tubà's impact on economic sustainability.

Since we base the impact results upon SMEs' relationship with Tubà, it makes it necessary to calculate the retention of their partners to solidify the reliability of their impact and their need to Lyon SMEs

**Of 38 total SME partners**  
**15 currently work with Tubà**

Indicator	Method
Retention of SMES	Recording the number of SMEs that still work with Tubà over total SMEs
Longevity of partner SMES (past and present)	Recording through research the lifespan of partner SMEs

## RESULTS AND DISCUSSION

Of the 38 total SME partners over the last 8 years, a little less than half of them currently work with Tubà. This shows that Tubà retains a significant number of SMEs as partners.

From the SME survey data, the lifespan of an SME affiliated with Tubà significantly exceeds that of a nonaffiliated SME (see next page). This shows that SMEs have gained value and longevity as a result of working with Tubà, and they can use a statistic like this to attract other SMEs to Tubà.

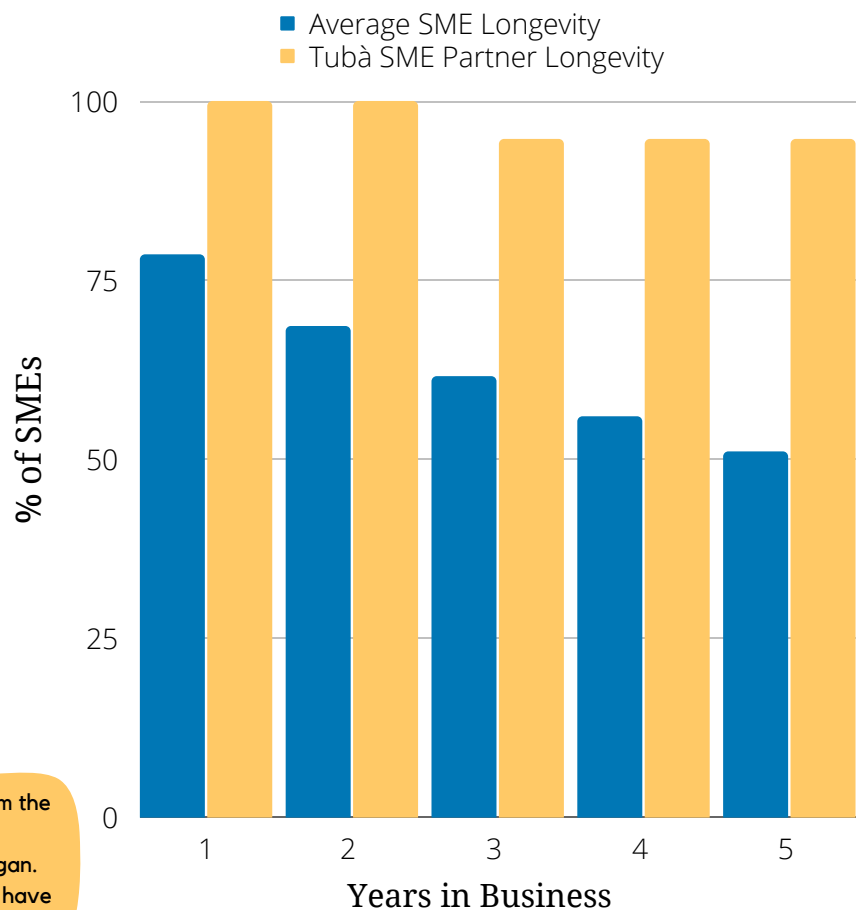
About a third of new businesses exit within their first two years, and half exit within their first five years ~Bureau of Labor Statistics, Business Employment Dynamics

If an SME has worked with Tubà, they are more likely to make it past the first five years

AFTER 3 YEARS OF AN SME IN BUSINESS,

ONLY 2/38 SMEs EXITED

Average SME longevity is sourced from the Bureau of Labor Statistics, Business Employment Dynamics through JPMorgan. It assesses the longevity of SMEs that have partnered with Tubà a compared to the average longevity of SMEs[7].





Tubà has been around for 8 years so to respect that the chart only represents the average longevity of SMEs in an 8 year period.

One should also note that this describes SMEs that have existed for a certain amount of years and have not exited while also including businesses that have exited the market after x number of years.







# LARGE ENTERPRISE KPIs

The majority of the work done by Tubà's employees comes from what they refer to as projects, whose funding primarily comes from a pool of funds acquired by the membership costs for large enterprises. In addition, funding may also come from a large enterprise choosing to specifically commission additional projects.

In total, the revenue from these projects and membership costs account for more than **40% of Tubà's yearly budget**, which signifies importance to maintain these strong relationships, with the potential to increase memberships or grow current relationships.

PAGE	STRATEGIC GOAL	KPI(S)
35	Increase funding of projects at Tubà	Size of Projects Being Funded Perceived ROI (Return on Investment)
38	Promote mission of "how can citizens change the future of the city"	Types of Projects Enterprises' understanding of Tubà's mission Tubà's Perceived Future Direction
41	Increase understanding of large enterprise involvement in Tubà activities	Involvement of Large Enterprises in Tubà

## Summary of Results

We sent surveys to 18 large enterprises and got only one response. We cannot extrapolate conclusions from this response to others; however, since large enterprises the largest stakeholder of Tubà, the words of any large enterprise carry a lot of weight. Upon data analysis, we have found that the respondent, Veolia, has interest in working closer with Tubà.

# LARGE ENTERPRISE LIST

KEOLIS  
LYON

GRDF

sopra  steria

ALSTOM

SNCF

 VEOLIA



# STRATEGIC GOAL 1

*Increase Funding of  
Projects at Tubã*



# INCREASE FUNDING OF PROJECTS AT TUBÀ

we recommend assessing this once per year

## Motivation

Tracking the annual backing given to Tubà by large corporations is important, because it tracks the amount of resources Tubà has to utilize in the completion of their annual projects.

Vitaly, maintaining or growing this amount will provide Tubà with the ability to continue to have a significant impact on the Lyon community.

Any loss found in this number could show a loss of partner organizations or a devaluation of their services, which would likely limit the potential reach of the work of Tubà's employees.

Indicator	Method
Quantity of projects being funded	Determine in survey whether large enterprises want to support separate projects imagined by themselves
Perceived Return on Investment (ROI)	Survey Question: Are you satisfied with your investment in Tubà?

## RESULTS AND DISCUSSION

When asked about supporting self-imagined projects, Veolia answered that they would have an interest in doing so. This data point indicates that Veolia wants a high degree of involvement at Tubà and that Veolia likely gives a significant amount of attention to the projects that they sponsor. From this, we can reasonably assume that projects at Tubà can potentially have higher quality.

When asked about satisfaction with their investment into Tubà, Veolia indicated that Tubà has not satisfied them because, in their words, they have not "...been able to find projects that can be mutually beneficial..." (see Appendix E). The changes to Tubà's mission over the last 8 years could result in Veolia's dissatisfaction, because in the response Veolia seems somewhat confused about their relationship with the projects.

**ARE YOU  
SATISFIED WITH  
YOUR  
INVESTMENT?**

“NON, CAR NOUS  
N'ARRIVONS PAS À  
TROUVER DE  
PROJETS QUI  
PUISSENT ÊTRE  
MUTUELLEMENT  
BÉNÉFIQUES DEPUIS  
PLUSIEURS ANNÉES  
MAINTENANT MAIS  
PEUT-ÊTRE NOUS Y  
PRENONS-NOUS  
MAL *-Veolia*

*Veolia wants to find  
mutually beneficial projects,  
so heres who they want to  
work with*

Collaborative  
projects with  
the métropole  
of Lyon

Aid a start-up or  
entrepreneur to  
start a project

Chance to  
present data  
for 3 project  
cycles a year

# STRATEGIC GOAL 2

*Promote Mission of "How can Citizens Change the Future of the City?"*



# PROMOTION MISSION OF "HOW CAN CITIZENS CHANGE THE FUTURE OF THE CITY?"

we recommend assessing this once per year

## Motivation

The level of promotion that Tubà conveys the above mission is an important indicator of the prospect that Tubà will continue to pursue this mission.

A continued understanding by large enterprises, as well as a maintained rapport between Tubà and these partners can also increase the likelihood that Tubà will continue to maintain the means to pursue the listed mission.

Indicator	Method
Types of Projects	Survey Question: What types of projects are you interested in being involved in?
Enterprises' Understanding of Tubà's Mission	Survey Questions for Large Enterprises: Ranking missions
Tubà's Perceived Future Direction	Survey Question: What would you like to see Tubà do in the future?

## RESULTS AND DISCUSSION

To specify which projects Tubà should execute along with the large enterprises, we asked what categories appeal most to these companies. Veolia responded with environment, living environment, new services, and mediation (see Appendix E). This large enterprises' interest in multiple categories of projects at Tubà shows that they likely have a better understanding of the organization because they have many of the same goals. This also helps Tubà decide which projects would be mutually beneficial to Veolia and other partners.

When asked to rank the importance of missions of Tubà compared to their own, Veolia answered that the three missions listed align moderately or strongly with their own missions, showing their familiarity with Tubà as an investor. (see Appendix E)

When asked about their future relations with Tubà, Veolia answered that it wants to get more involved. (see Appendix E)





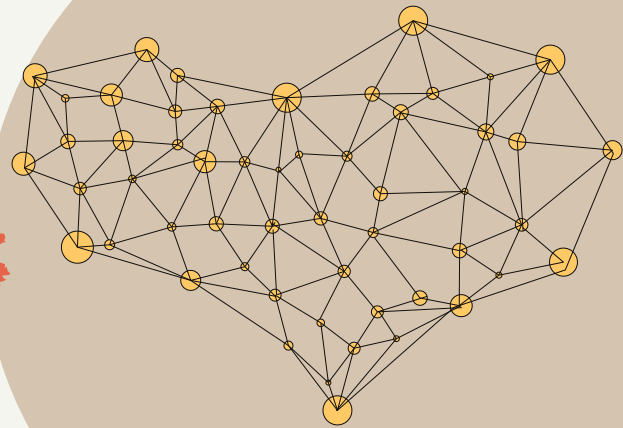
## WHAT TYPES OF PROJECTS IS VEOLIA INTERESTED IN?

Environment  
Cadre de Vie  
New Services  
Médiation



## WHICH MISSION IS VEOLIA MOST ALIGNED WITH?

Animate a network around data by developing awareness of societal issues, promoting the openness, and reuse of data by public and private actors



## WHAT DOES VEOLIA WANT TO SEE IN TUBA'S FUTURE?

Foster a closer relationship with Tuba

# STRATEGIC GOAL 3

*Increase Understanding of Large Enterprise Involvement in Tubia Activities*



# INCREASE UNDERSTANDING OF LARGE ENTERPRISE INVOLVEMENT IN TUBÀ ACTIVITIES

## Motivation

An understanding by large enterprises of their place in the Tubà ecosystem is comparable to a consumer's knowledge of a product or service before purchasing it. Investors make informed monetary decisions, and they cannot make them without the knowledge of what their investment provides to both parties.

In addition to receiving the benefits through investing in Tubà, listed below, Tubà should notify large enterprises of these benefits upfront. More communication with investors tend to result in greater success, especially as it can provide more amicable relationships.

These relationships can aide in the maintenance of communications with the partners, better increasing the large enterprises' overall understanding of the activities carried out by the Tubà employees.

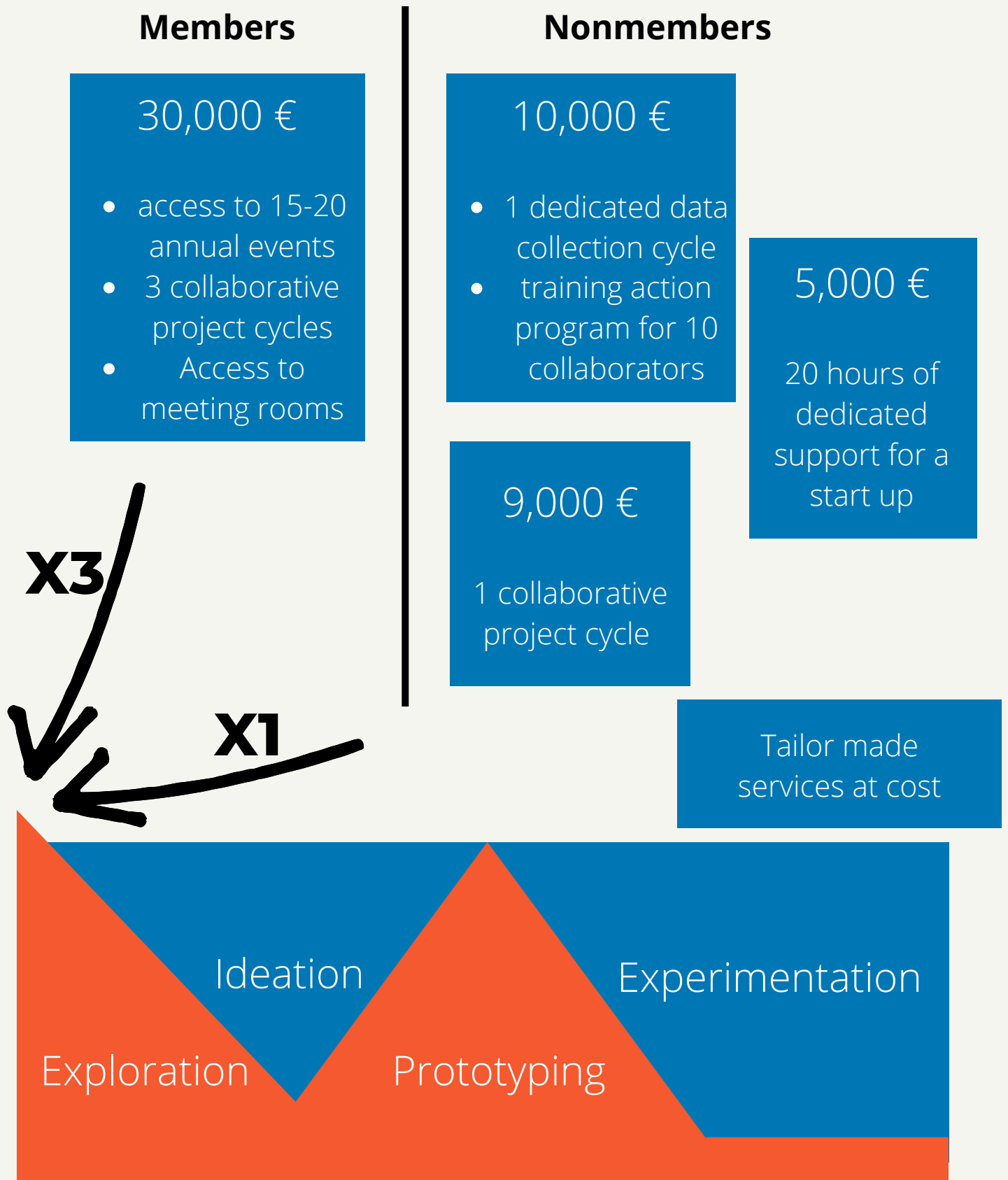
**we recommend assessing this once per year**

Indicator	Method
Understanding of Involvement by Large Enterprises	Survey Question: Why did your enterprise become involved with Tubà?

## RESULTS AND DISCUSSION

When asked about why they became involved with Tubà, the large enterprise Veolia explained that they wanted to test new services related to a "smart city" and for the proximity of Tubà in relation to the Métropole de Lyon. This response shows that Veolia understands of Tubà's differentiated role with respect to large enterprises, which alludes to why they initially got involved with Tubà.

# Tubà's Project Options and Benefits









# MÉTROPOLE KPIs

The city of Lyon—the single largest stakeholder of Tubà—mostly concerns itself with the altruistic side of Tubà’s mission of environmentally sustainable urban development, unlike the various for-profit companies that Tubà works with.

As just one of the stakeholders of Tubà, the statements of the Métropole do not reflect those of other stakeholders; however, the Métropole remains a significant founding member of Tubà. In their historic partnership with the Métropole, Tubà works to maintain and improve sustainability to improve the greater Lyon metropolis.

According to the Lyon Métropole website, the city as a whole puts a significant emphasis on being environmentally green and economically sustainable. This lines up with Tubà’s mission perfectly, which allows for a mutually beneficial relationship between the two.

The majority of data for KPIs related to this stakeholder came from an interview with Sarah Ladon, chef de projet nouveaux usages et numérique chez Grand Lyon.

PAGE	STRATEGIC GOAL	KPI(S)
46	Promotion of collaboration between businesses and/or governments	Proportion of projects with multiple sponsors Proportion of unsponsored projects
49	Promotion of environmental sustainability	Number of signs in Tubà promoting sustainability Degree that members feel that there is a promotion of sustainability Apparent motivation towards pursuing environmental sustainability and efficacy in doing so

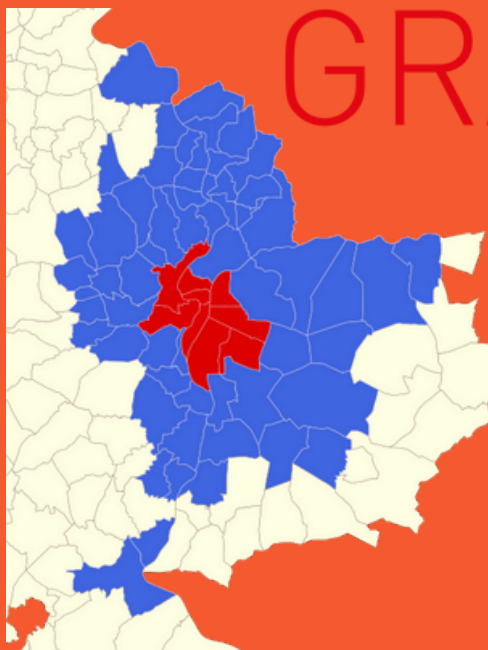
## Summary of Results

The metropole has expressed great interest in Tubà's mission and in environmental sustainability. They feel a disconnect with the large enterprises and think that a more involved Tubà could help close it. In doing so, they also recommend that Tubà return to record keeping and data sharing as they had in the past.



# STRATEGIC GOAL 1

*Promotion of Collaboration Between  
Businesses and/or Governments*



GRAND **LYON**  
la métropole

# PROMOTION OF COLLABORATION BETWEEN BUSINESSES AND/OR GOVERNMENTS

**we recommend assessing this once per year**

Indicator	Method
Proportion of projects with multiple sponsors	Counting projects with more than one partner listed
Proportion of unsponsored projects	Counting projects with no partner listed

## Motivation

Tubà's realizes its objectives of inspiring urban innovation through collaboration of businesses and/or governments. These collaborations not only facilitate brainstorming of ideas via the diverse perspectives of different organizations but also help bring these ideas to life through the variety of resources that they can use collaboratively.

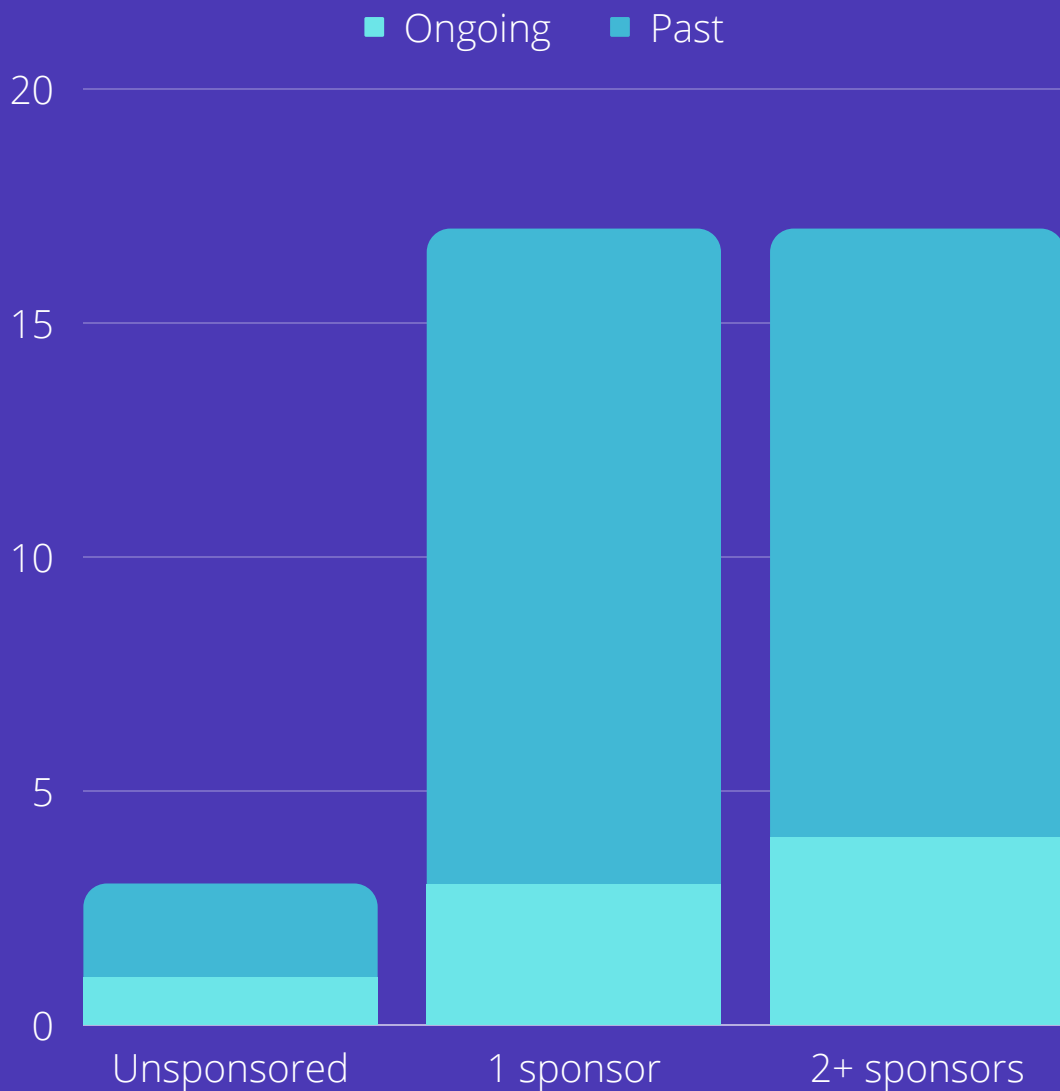
## FINDINGS AND DISCUSSION

Approximately half of all projects done throughout Tubà's history have multiple sponsors, which indicates that Tubà has been successful at fostering collaborations. In addition, there have been a handful of unsponsored projects, which indicates that Tubà has the motivation to do projects in-house without any external support. However, their small numbers reveal no major shortage of willing project sponsors.

Tubà's ongoing projects also reflect these numbers, which have similar proportions of projects with multiple sponsors and without sponsors. This shows that they have maintained these proportions as of June 2022.

We recommend that Tubà prioritize projects with multiple sponsors and attempt to assemble multiple sponsors for the majority of their projects. In our opinion, most projects having multiple sponsors would also benefit Tubà. Having multiple sponsors will facilitate networking within the Lyon community between investors and SMEs, resulting in an increased volume of capital being transferred. Project possibilities have also broadened as a result of the different experiences each sponsor can contribute.

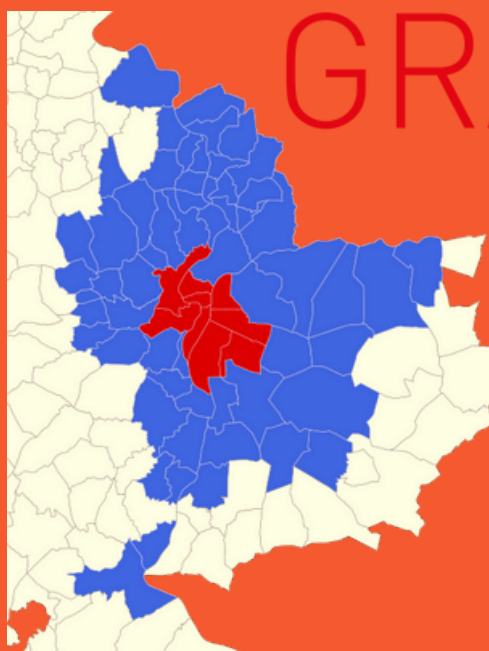
# THE PROJECTS AND THEIR SPONSORS



This graph shows the number of completed or ongoing projects by number of sponsors. From the graph one can observe that the majority of historical and ongoing projects at Tubà have had one or more sponsors.

# STRATEGIC GOAL 2

*Promotion of Environmental  
Sustainability*



**GRAND LYON**  
la métropole

# PROMOTION OF ENVIRONMENTAL SUSTAINABILITY

we recommend assessing this once per month

## Motivation

Tubà seeks to promote environmental sustainability. Environmental sustainability has become a popular topic in the modern era, to the extent that businesses that promote it can benefit from doing so.

Additionally, promoting environmental sustainability could also attract more community members and donors who have become interested in the cause. Experts have reached consensus that we need new solutions for the growing problem of climate change.

Indicator	Method
Number of Signs in Tubà Promoting Sustainability	Counting signs around the building
Apparent promotion of environmental sustainability, according to members	Interview with Sarah Ladon, Métropole de Lyon
Apparent motivation towards pursuing environmental sustainability and efficacy in doing so	Interview with Sarah Ladon, Métropole de Lyon

## RESULTS AND DISCUSSION

We don't have enough data to thoroughly assess the environmental sustainability of Tubà's business practices and building management.

We found a total of three signs throughout the building promoting sustainability, one of which being a multi-sided board about the wastes associated with the production of computers and smartphones.

Alongside these signs, we found from our interview that the Métropole de Lyon has recently placed a large emphasis on environmentally sustainable development, which Tubà plays a key role in.

# SIGNS IN TUBÀ PROMOTING SUSTAINABILITY

(as of June 21, 2022)



Large, multi-sided display board in the coworking space showing the wastes associated with producing computers and smartphones

Small poster located next to the above display with supplemental information



Flyer hung outside the cafeteria for an event run by Agir à Lyon, a political activist group supporting environmentalist causes







# SELF PERFORMANCE KPIs

Every business must measure their success regardless of their size. When a business measures self performance, they can uncover far more information about their internal operations than external data collectors. Businesses can put their performance on display for the general public to see by collecting data about internal practices. We have compiled a list of goals and KPIs to evaluate the retention of project sponsors and Tubà's public outreach.

PAGE	STRATEGIC GOAL	KPI(S)
54	Retention of Project Sponsors	<ul style="list-style-type: none"><li>• Proportion of returning sponsors for projects</li><li>• Proportion of repeat sponsors for ongoing projects</li><li>• Number of ongoing projects in June of given year</li><li>• Subjective success rate of projects</li><li>• Presence of management issues</li></ul>
57	Public Outreach	<ul style="list-style-type: none"><li>• Frequency of website updates</li><li>• Proportion of project categories with ongoing projects</li><li>• Distribution of projects by category</li></ul>

## Summary of Results

After receiving feedback on our surveys, we found that Tubà has an above average retention rate of project sponsors as well as a consistent rate of returning sponsors. However, we discovered a lack of advertising in terms of available services and events.

# STRATEGIC GOAL 1

## *Retention of Project Sponsors*



# RETENTION OF PROJECT SPONSORS

We recommend assessing this once per year

## Motivation

The Cambridge Business English Dictionary defines retention as “the ability of a company to keep its customers, rather than losing them to competitors,” [8] and while one would not consider all project sponsors “customers” so to speak, this definition still applies to them. Although a steady flow of first-time project sponsors could indicate Tubà’s reach, a decent population of returning sponsors would indicate of sponsor satisfaction since it shows their willingness to continue working with Tubà.

Indicator	Method
Proportion of returning sponsors for projects	Counting returning project sponsors
Proportion of repeat sponsors with ongoing projects	Counting returning project sponsors that have ongoing projects
Number of Ongoing Projects in June of Given Year	Count number of ongoing projects in June of every year 2016-2022
Subjective Success Rate of Projects	End-of-project survey by Tubà

## RESULTS AND DISCUSSION

We found that around a third of all Tubà's project sponsors have returned to sponsor additional projects, and a healthy majority of these repeat sponsors currently have projects ongoing with Tubà right now. However, these repeat sponsors also encompass a majority of the sponsors for these ongoing projects.

We certainly did not expect a 100% retention rate of Tubà, since many sponsors might not need more than one project, and no business keeps a perfect retention rate. Nonetheless, these statistics show Tubà has a healthy population of returning sponsors, which helps maintain their ecosystem. However, the significantly lower proportion of new sponsors indicates that this retention rate perhaps comes at the cost of new partners. This presents an opportunity for Tubà to attract more of these newcomers using testimonials from their existing partners.

# THE SPONSORS AND THEIR PROJECTS

Ongoing  
Project(s)

Multiple  
Projects

6

10

5

Only One  
Project

25



# STRATEGIC GOAL 2

## *Public Outreach*



# PUBLIC OUTREACH

We recommend assessing this once per year

## Motivation

Public outreach delivers awareness of Tubà's work to the local community as well as globally. Public outreach consists of a combination of:

- quality of advertising
- a diversity of core competencies

Core competencies include areas in which Tubà categorizes their projects. Each core competency describes a different project genre, involving people of different professions and skillsets.

Indicator	Method
Frequency of website updates	Ask website developer or whomever updates website
Amount of website visits	Web analytics
Proportion of project categories with ongoing projects	Counting projects
Distribution of projects by category	Counting projects

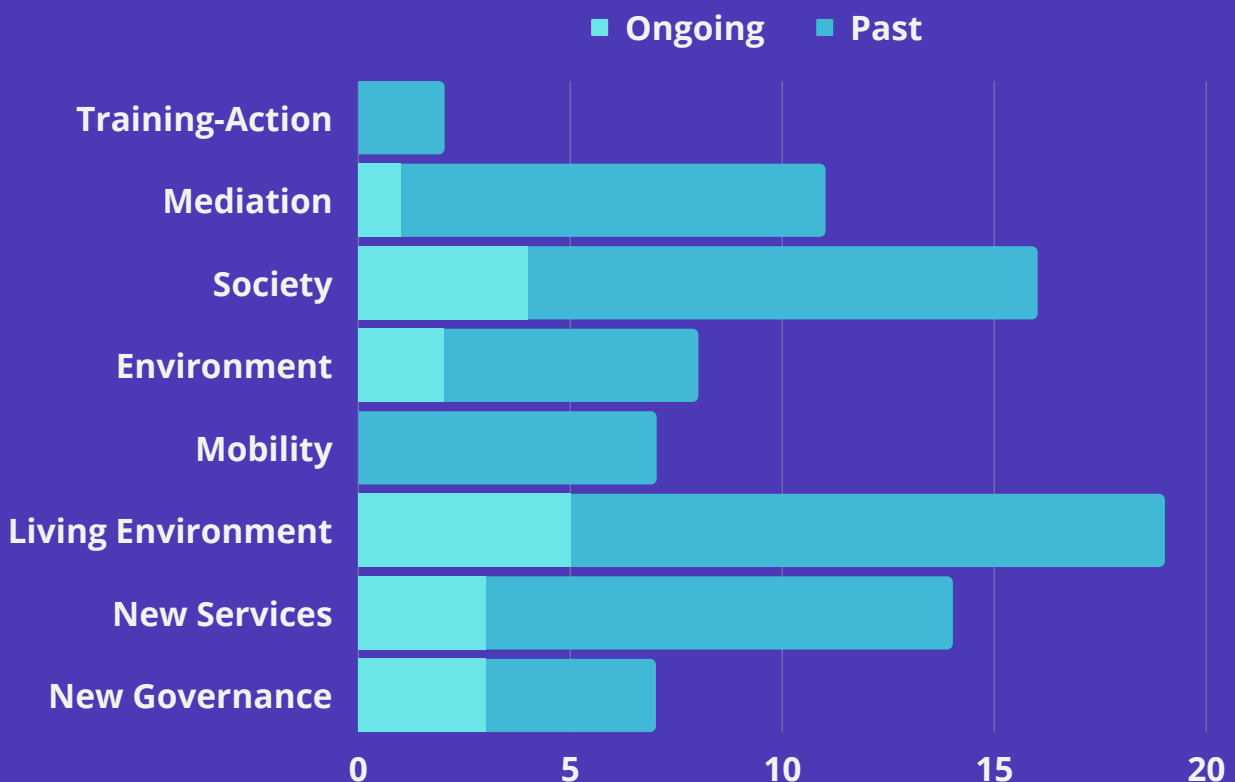
## RESULTS AND DISCUSSION

While we have no results for the frequency of website updates or the amount of website visits, we recommend that Tubà leadership collects this data in the future as a means to determine the extent of public outreach and engagement.

According to our analysis of projects by category, 6 of the 8 defined categories currently have associated ongoing projects. When looking at the distribution of projects by category, an uneven distribution appears. The differing relevance of each category partially explains this scattering. We defined the category of society more broadly than training action. However, this distribution raises concern because Tubà would like categories such as mobility and environment to have more associated projects. Overall, Tubà has a good variety of project types which can attract actors from a variety of backgrounds to work on projects at Tubà.

# THE PROJECTS AND THEIR CATEGORIES

With Ongoing Projects	Without Ongoing Projects
Society Environment Living Environment Mediation New Services New Governances	Training-Action Mobility



# WEB ANALYTICS AND FRENCH LAW

The European Union's General Data Protection Regulation (GDPR) places strict control over the handling of internet users' personal data in order to protect their privacy. Articles 44-50 of the GDPR concern the transfer of EU citizens' data outside of the EU by non-EU organizations, which is permitted as long as the European Commission decides that the organization, their country and/or some sector thereof "ensures an adequate level of protection" of the data [9].

Historically, Tubà's management has used Google Analytics on their website. This service transfers user data to the United States to host it on Google's servers, and in February 2022 the privacy watchdog group Commission Nationale de l'Informatique et des Libertés (CNIL) has declared it illegal in the EU. Although they acknowledge Google's protections of user data, they consider them "not sufficient to exclude the accessibility of this data for US intelligence services." As a result, they cannot provide us with any web analytics.

With that said, the CNIL further states that one can still legally have web analytics "by using a tool that does not involve a transfer outside the EU" [10]. They do this by using a service that either hosts data on servers within the EU or lets the user host data on their own servers. Many such tools exist, but due to time constraints, the Tubà website never moved to one of these. As such, we recommend that Tubà's management use the German-hosted **Visitor Analytics**, particularly since it offers a plugin for WordPress [11], the platform which the Tubà website runs on.



# FINAL CONCLUSIONS

Overall, we found that Tubà can adequately fulfill the needs of the many community members who use their spaces and services. Many in the coworking space who responded to our survey indicated merits to using the space which have helped them in some way. Likewise, the SMEs who work with Tubà reported that they both understand what Tubà can do for them and to some extent take advantage of it.

The Lyon Métropole reported similar satisfaction, although they, having existed since the conception of Tubà in 2011, report that Tubà has shifted from their beginnings as a tool for data driven sustainable development, particularly since they got their own building in 2014. Other partners familiar with their history seem to concur with a desire for Tubà to return to their previous practices.

The large enterprise Veolia has reported dissatisfaction with their investment in Tubà because of projects which in their view do not carry mutual benefits; however, they have also indicated willingness to invest in Tubà in the future, in effect facilitating improvement of Tubà's operations.

In spite of this, we noticed a disconnect between the knowledge of certain aspects of Tubà and their reported usage, particularly with regards to events.

Nonetheless, Tubà has good retention among their project sponsors, which we find not only keeps them coming back multiple times, but also promotes collaboration amongst them, which aligns with Tubà's mission of bringing these entities—private and public—together.



# OUR RECOMMENDATIONS

In our observations of the coworking space, we found a lack of coworking between different parties. We recommend the addition of background noise to the coworking space, such as music or even a microwave. We also recommend the addition of a long community table, which could indirectly promote discussion and the exchange of new ideas, something that will bring Tubà closer to their goal of connecting community members.

In terms of their other services, we primarily recommend that Tubà's management place a greater emphasis on redefining and solidifying their ecosystem and each stakeholders' role in it. By doing so, they can generate interest in their services and close gaps in their understanding of Tubà.

In summary, Tubà has an opportunity to grow their community by publicizing events more as a means of spreading their mission. They can also work to facilitate more information transfer between the Lyon Métropole and Tubà's partnering businesses.

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“Use of Google Analytics and data transfers to the United States: the CNIL orders a website manager/operator to comply,” CNIL, Feb. 10, 2022. <https://www.cnil.fr/en/use-google-analytics-and-data-transfers-united-states-cnil-orders-website-manageroperator-comply> (accessed Jun. 13, 2022).

[11]

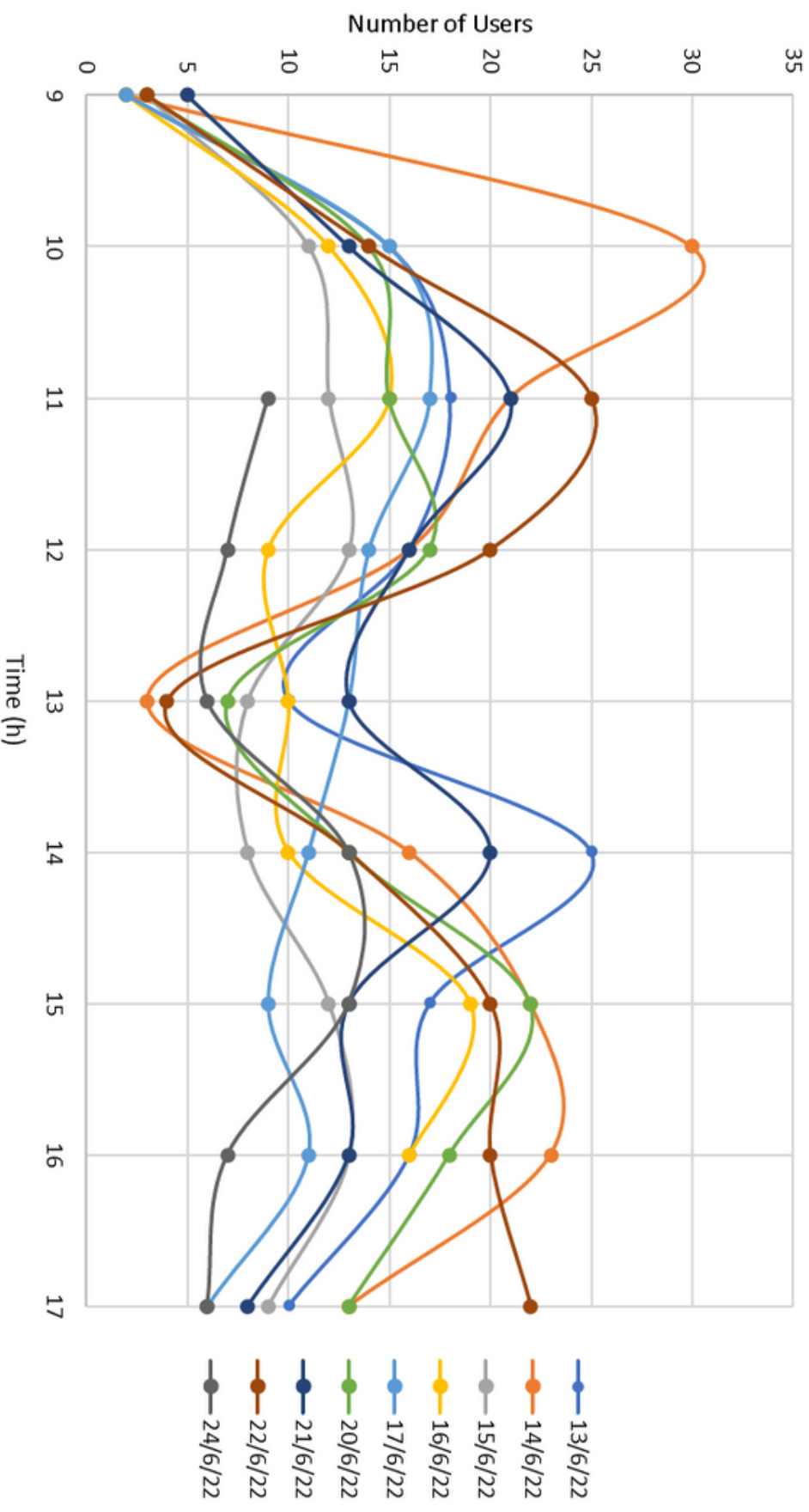
“How to Install Visitor Analytics on WordPress,” Visitor Analytics, 2022. <https://www.visitor-analytics.io/en/support/integrating-with-other-platforms/wordpress/how-to-install-visitor-analytics-on-wordpress/> (accessed Jul. 04, 2022).

# *Appendix*



# Appendix A - Coworking Space Usage

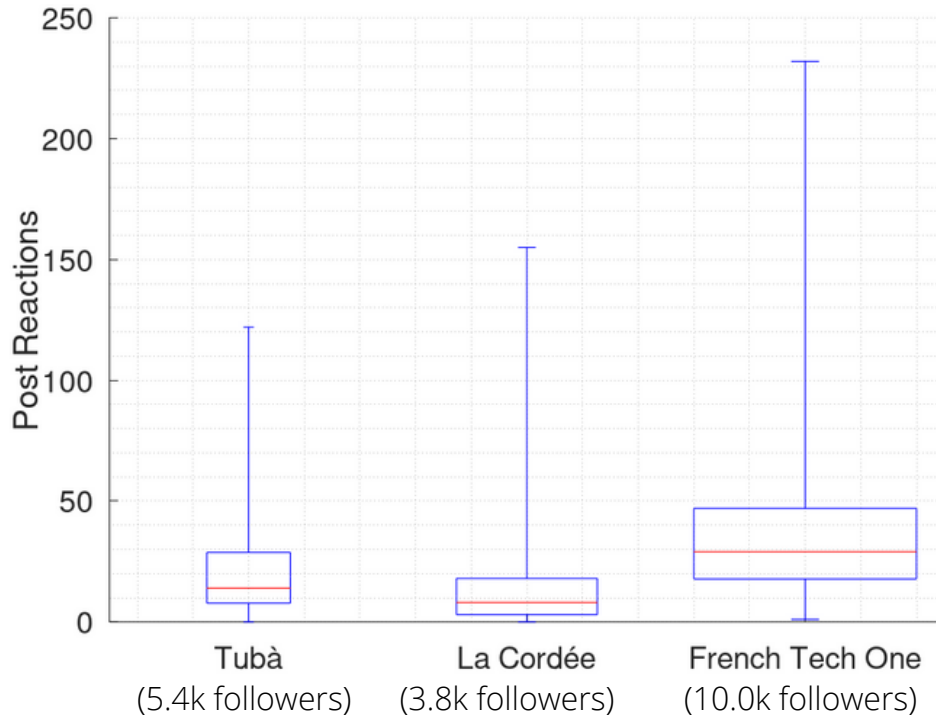
Number of Coworking Space Users



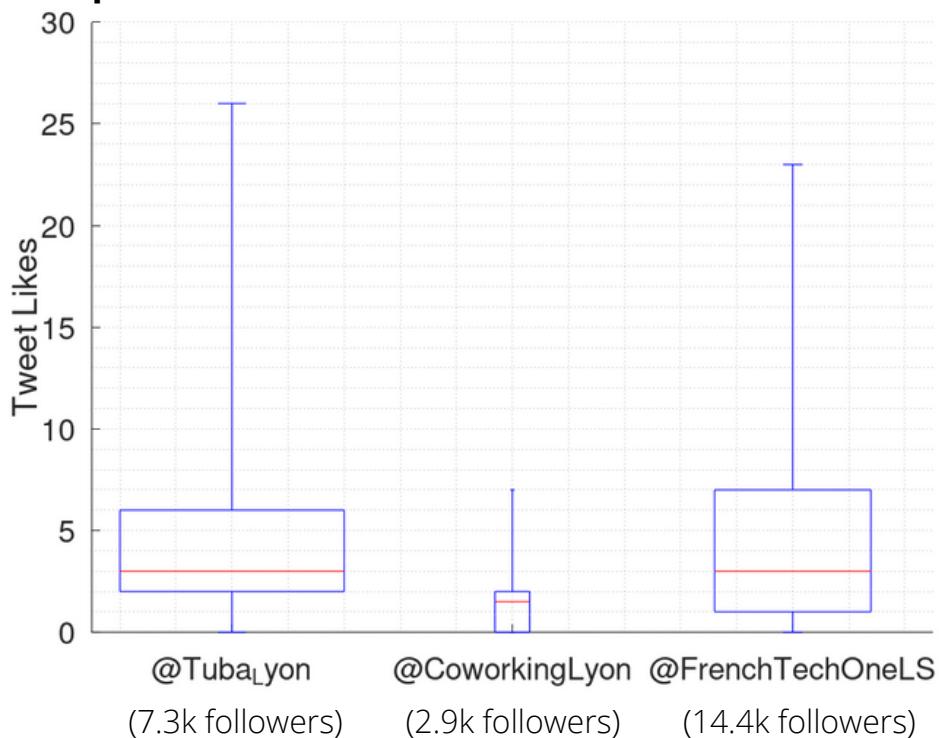
Data was not collected on 23/6/22 because of an ongoing event during which the coworking space was closed to the public.

# Appendix B: Social Media Engagement

## Comparison of Reactions on LinkedIn Between Tiers Lieux



## Comparison of Likes on Twitter Between Tiers Lieux



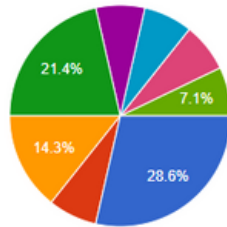


# Appendix C: Coworking Survey

Comment vous catégorisez-vous?

[Copy](#)

14 responses

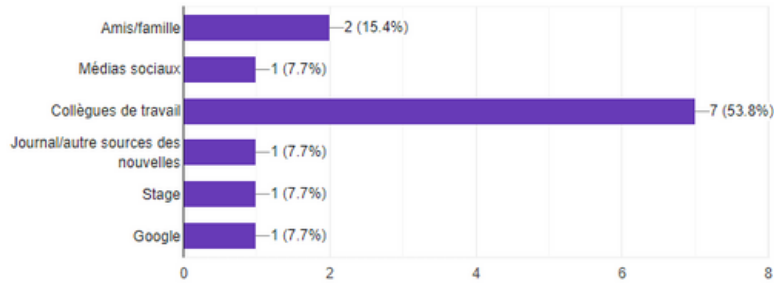


- Entrepreneurs de Changement
- Intrapreneurs de Changement
- Salariés avec une mission sociale
- Bénévoles avec une mission sociale
- Salarie
- Freelance
- Stagiaire
- Acteurs de changement dans votre vie personnelle

Comment avez-vous connu Tubà?

[Copy](#)

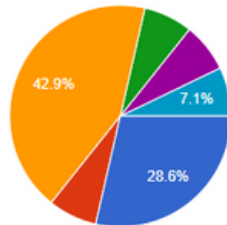
13 responses



À quelle fréquence utilisez-vous l'espace de travail communautaire de Tubà ?

[Copy](#)

14 responses

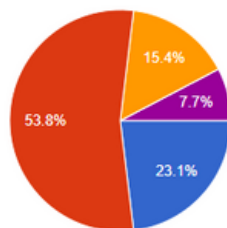


- Quotidiennement
- Une fois par semaine
- Plusieurs fois par semaine
- Une fois par mois
- Une fois par an
- Moins de une fois par an

Depuis combien de temps utilisez-vous Tubà?

[Copy](#)

13 responses

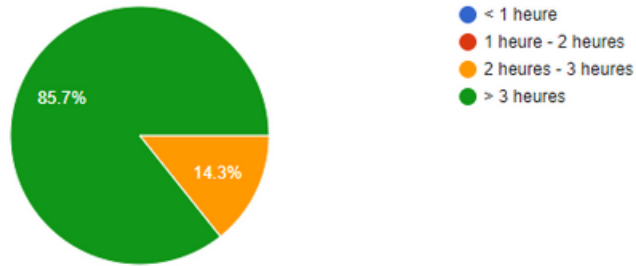


- < 1 mois
- 1 - 12 mois
- 1 - 2 ans
- 2-3 ans
- > 3 ans

Combien de temps y restez-vous normalement au cours d'une journée?

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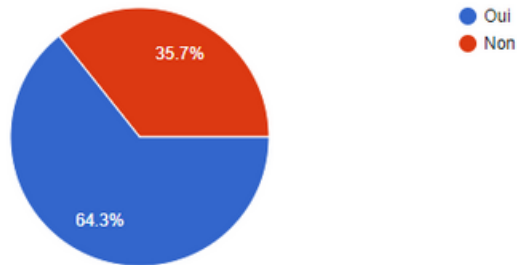
14 responses



Tubà a-t-il aidé avec votre passage à l'action?

 Copy


14 responses



### Suivre; Tubà n'a pas aidé avec le Passage d'Action

Qu'est-ce que Tubà pourrait apporter pour vous aider à passer à l'action?

4 responses

Un micro onde 

Mettre la Clim

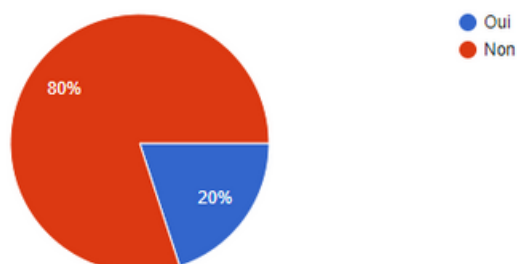
Votre espace ouvert est déjà super cool !

Contact

Avez-vous participé à des événements organisés par TUBÀ ?

 Copy

5 responses



### Suivre; Tubà a aidé au passage de l'action

Quelle est la particularité de Tubà qui vous a aidé dans votre parcours d'innovation?

8 réponses

La gratuité

non je ne suis pas concerner par cette question

La gratuité et l'emplacement du lieu

Gratuit

La flexibilité, l'ambiance, la localisation

Calme

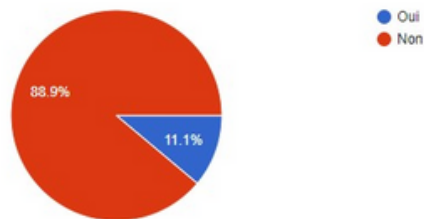
Convivialité et beaucoup d'événements en relation avec notre projet

Son côté tranquille et les gens qui y travaillent

Avez-vous participé à des événements organisés par Tubà?

 Copy

9 réponses

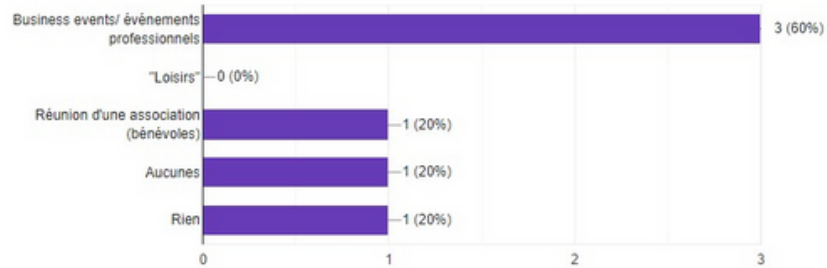


### Suivre; Participer aux événements de Tubà

Quel type d'événement avez-vous participé?

 Copy

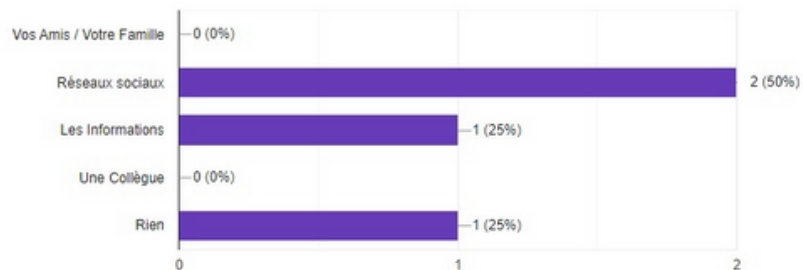
5 réponses



Comment avez-vous eu connaissance des événements organisés par Tubà?

 Copy

4 réponses

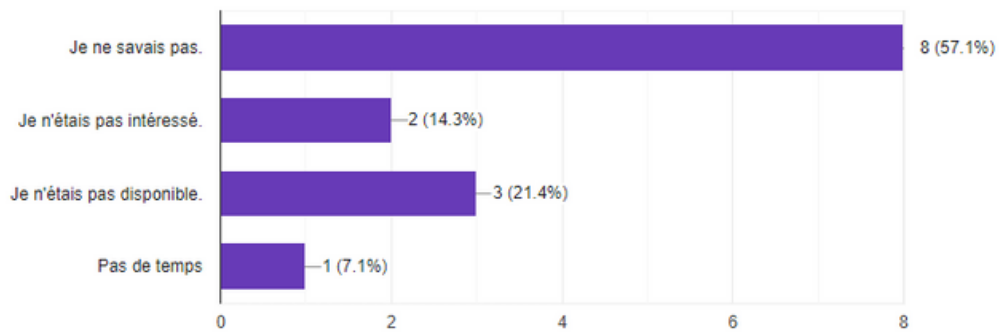


## Suivre; ne pas participer aux événements de Tubà

Pourquoi n'avez-vous pas été à ces événements? Cochez toutes les cases.



14 réponses



Optionnel: pourriez-vous préciser?

1 réponse

J'ai des informations alors que les événements se sont déjà passés

## Questions finales

Qu'est-ce que vous aimez à propos de l'utilisation de Tubà?

13 réponses

Le local, le café gratuit

Simplicité

Gratuit, bon accès

L'endroit est calme

Espace coworking . Wifi, lumière naturelle.

La bonne ambiance et l'accueil sans selection

Espace

Wiri

Pr

Jsp

Gratuité et emplacement

Espace de coworking sympa et tranquille

Open

### Qu'est que-ce vous cherchez à Tubà?

14 responses

Lieu de travail calme

Un espace de travail

Coworking

Bosser concentré , ne pas être isolé

Je suis actuellement en stage dans ces locaux

Rencontrer des gens

Un espace pour travailler en équipe

Espace et amis

Un espace de coworking

Un espace pour pouvoir travailler

Espace de travail

Un endroit calme pour travailler

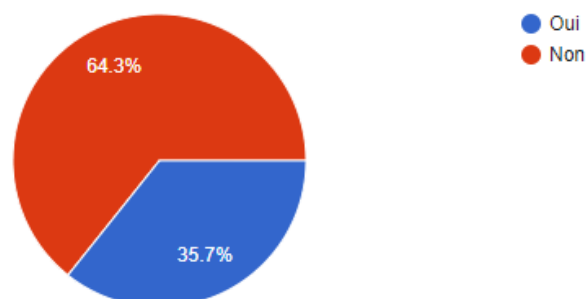
Un endroit pour travailler

Un espace calme

### Accepteriez-vous de participer à un entretien de suivi?

 Copy

14 responses





# Appendix D: SME Survey

Quel est votre prénom?

6 responses

Anne-Cécile

Aurélien

Gaël

Birgit

Elies

Bérengère

Quel est votre nom?

6 responses

Gavant

Duret

Nom

VYNCKIER

HAMZAOUI

Mendez

Quel est le nom de votre entreprise?

6 responses

Linklusion

NEOVYA Mobility by technology

METIS

SINGA

On Board Helmet

Auxilia

### Quand votre entreprise a-t-elle commencé à s'impliquer avec Tubà?

6 responses

Mai 2021

juillet 2019

3 ans

Janvier 2019

avril 2022

Mars 2022

### Pourquoi avez-vous choisi de vous impliquer avec Tubà?

6 responses

Partenaire déjà présent au Tuba

écosystème, tarif d'hébergement, localisation, potentiel de mise en relation

Valeurs, intérêt pour l'usage des innovations urbaines, participation des grands groupes et citoyens

dynamique de territoire, de réseau, fédération d'acteurs, un lieu de travail sympa et collectif

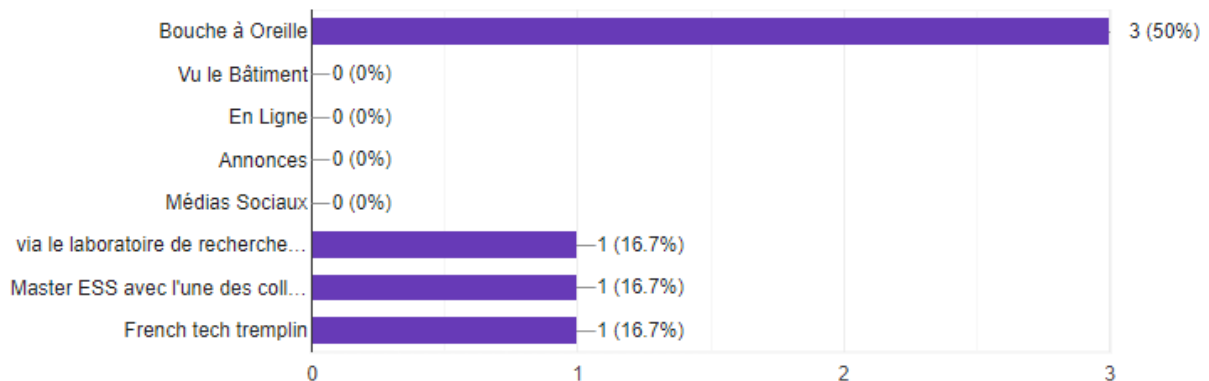
Par le programme french tech tremplin

Disponibilité des bureaux et adéquation entre nos valeurs d'entreprise et celles du Tuba

### Comment avez-vous entendu / trouvé Tubà?

 Copy

6 responses



La prochaine partie de la sondage est de voir la perception et la compréhension des ressources de Tuba.

Parmi les services suivants fournis par Tubà, lesquels connaissez-vous ?

Copy

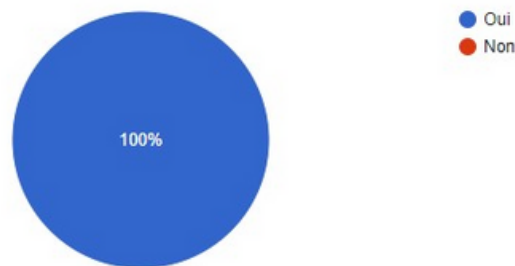
6 responses



Avez-vous recommandé Tubà ou recommanderiez-vous Tubà à une autre PME (petite et moyenne entreprise)?

Copy

6 responses



L'un des objectifs du sondage est de comprendre la mission plus large de Tubà dans la région lyonnaise. Selon vous, quelle est sa mission?

6 responses

Promouvoir des actions innovante en lien avec le numérique et la ville

Animer un écosystème afin de faire émerger de nouveaux services innovants en tirant le meilleur parti des données de la ville durable.  
(c'est un peu long mais ça résume ma vision)

A mettre en valeur des projets urbains et d'innovations en faisant réfléchir ensemble tous les acteurs de la cité

J'avoue que je n'arrive pas très bien à expliquer ce que fait le Tuba, ce n'est pas facile. Mais pour moi, le Tuba a pour vocation d'accompagner les acteurs en rassemblant les différentes parties prenantes et notamment les usagers, dans la construction de la ville de demain, inclusive en s'appuyant sur la notion de data et de données

Créer des synergie entre acteurs publics, grand groupe et PME

Faire du lien, accompagner l'émergence de projets innovants et durables

### Vous recommanderiez Tubà

Si c'est possible, veuillez nous faire savoir pourquoi vous recommanderiez Tubà.

6 responses

Localisation, le fait d'être plusieurs structures dans le lieu

Recommandé pour : la localisation, le tarif d'hébergement, les services d'hébergement

Ambiance, valeur, équipe, vision réseau

La dimension collective, l'accessibilité de l'espace de travail du Lac, la rencontre avec les autres acteurs du territoire et notamment de jeunes structures prometteuses

coworking Gratuit, relation avec les acteurs publics, réseaux de partenaire privée, experimentation

Qualité du service

### Vous ne recommanderiez pas

Si c'est possible, veuillez nous faire savoir pourquoi vous ne recommanderiez pas Tubà.

0 responses

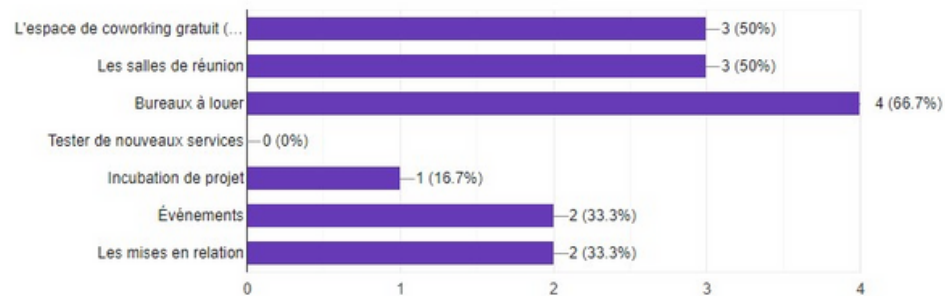
No responses yet for this question.

Cette section a pour but de comprendre ce que votre entreprise utilise le plus parmi les ressources de Tuba.

Dans quels aspects avez-vous travaillé avec Tubà ?

[Copy](#)

6 responses



Cette section explore la fréquence à laquelle votre entreprise utilise l'espace de Tuba

Si des personnes au sein de votre entreprise utilisent l'espace de coworking gratuit (LAB), à quelle fréquence l'utilisent-elles ?

[Copy](#)

6 responses

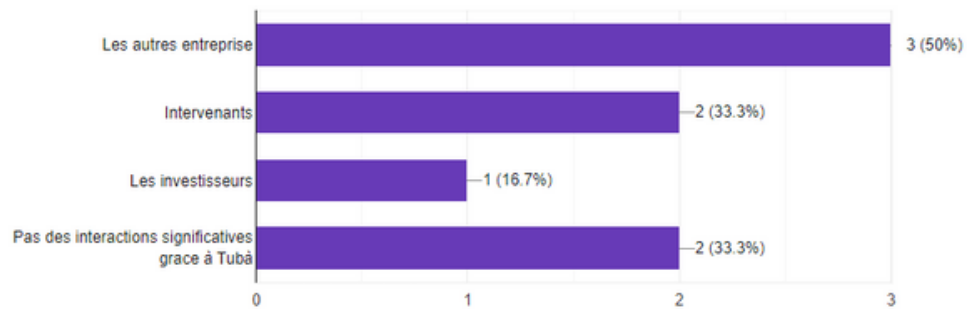


## Événements et Offres

Diriez-vous que Tuba a favorisé les interactions significatives avec d'autres entreprises, intervenants, ou des investisseurs?



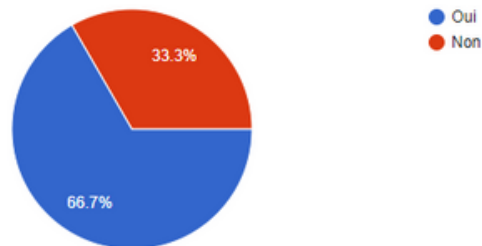
6 réponses



Avez-vous assisté à un événement organisé par Tuba?



6 réponses



## Pourquoi?

Pourquoi recommanderiez-vous ou ne recommanderiez-vous pas ces événements?

1 réponse

Contrasté :

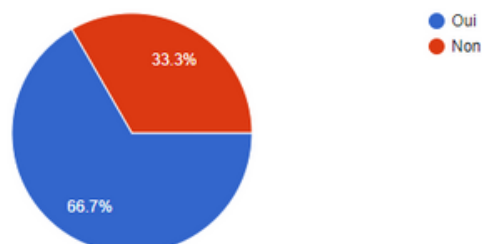
- Événements très recommandables pour le potentiels de rencontre et de mise en relation de l'écosystème métropolitain (acteurs publics, grands groupes, pme innovantes)
- Événements peu recommandables pour le côté aléatoire du nombre et des profils des participants, pas connu à l'avance.

## Réalisations de Tuba

Tuba a-t-il aidé votre entreprise?



6 réponses





Nous voulons savoir comment Tuba a aidé, alors nous nous assurons de continuer à vous aider, vous et les autres!

Comment Tuba vous a-t-il aidé?

4 réponses

Aide sur l'hébergement puisque Tuba est très bien localisé à prix très compétitif. Ca a une incidence sur notre budget, notre attractivité et notre capacité de recrutement.

Aide sur la mise en visibilité (réseaux sociaux)

Aide sur la mise en relation. Mais ça reste très ponctuel (entre moins de 5 fois en trois ans).

En me louant son espace pour un évènement

Liens avec d'autres structures (Erhgo par exemple, H'UP, Probonolab,...), hébergement de nos salariés et espaces de travail pour nos membres...

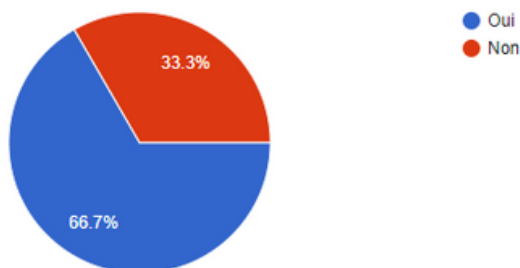
mise en relation avec investisseurs, métropole et retour d'expériences sur la démarche de design et conseil sur la démarche commerciale

Merci encore d'avoir répondu à notre sondage, voici quelques dernières questions.

L'une des missions déclarées de Tuba est de travailler sur des projets pour le bien social, le saviez-vous ?



6 réponses



Pensez-vous que c'est important .. pourquoi / pourquoi pas?

5 réponses

Oui c'est important

C'est important parce qu'il faut un minimum d'alignement entre les valeurs de Tuba et les valeurs des entreprises hébergées. C'est aussi ce qui garantit que les structures accueillies par le Tuba partagent des valeurs communes.

Oui

Oui ! Il faut construire une société plus inclusive c'est primordial

Oui car le tuba est affilié a des structures publics, la dimension de l'impact sociale est donc plus important que si c'était purement privé

Veillez écrire une chose que vous aimez à propos du tuba et une chose que vous pensez qu'ils pourraient améliorer.

4 responses

Merci pour votre flexibilité

j'aime : les valeurs, l'ambiance, la localisation  
on pourrait améliorer : les mises en relation avec l'écosystème, plus fréquente et pertinente. Et l'apport de cas d'usage avec accompagnement sur la recherche de financement pour les poc.

La rencontre, les liens entre les structures c'est super !  
Les espaces disponibles et mutualisés lorsqu'on loue un bureau ici ne sont pas toujours suffisants (nous sommes une grosse équipe) et la sous location avec une grosse entreprise peu souple ce n'est pas simple pour l'adaptation des services

Le +: la mise en relation avec plusieurs évènement et personne

Le -: je ne connais pas bien les autres start-ups du tuba

Veillez écrire tout commentaire supplémentaire sur Tubà ici.

1 response

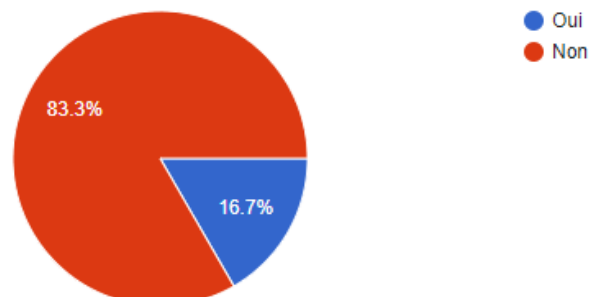
Je pense que le Tuba devrait revenir à la source. "Lyon Urban Data".

Lyon => ancrage territorial => aligné avec l'activité telle que je la perçois  
Urban => cas d'usage urbain => aligné avec les sujets et les projets menés par le Tuba tels que je les perçois  
Data => la valorisation de la données urbaine au coeur des sujets du Tuba => désaligné avec l'activité telle qu'elle est menée au sein du Tuba.

Seriez-vous intéressé par une entrevue de suivi?

 Copy

6 responses



# Appendix E: Large Enterprise Survey

Responses cannot be edited

## Sondage des Grandes Entreprises

Bonjour, merci de votre participation à notre sondage. Nous sommes un groupe d'étudiants universitaires des États-Unis qui travaillent sur un projet avec Tubà. Notre objectif est de déterminer une méthode que Tubà peut utiliser pour collecter et communiquer des données qui montre leur succès aux investisseurs, intervenants, et d'autres membres de la communauté. Les réponses aux questions ne sont pas obligatoires mais sont appréciées!

\* Required

Quel est votre nom? \*

Guillaume ARAMA

Quel est le nom de votre entreprise? \*

Veolia

Qu'est-ce qu'est votre position dans la entreprise? \*

PMO Direction régionale (ex Dir Marketing)

### Affiliation futur avec Tubà

Ici, nous avons des questions sur les rapports de commerce avec Tubà que vous voudriez avoir dans le futur.

Voudriez-vous soutenir les projets imaginé vous-même? \*

Oui

Non

Voici les avantages qui vous pourriez avoir avec un adhésion. Quelles avantages voudriez vous? \*

- Accès aux salles de réunion privées (à tarifs préférentiels)
- Programmation de 15 à 20 événements annuels
- Participation aux projets collaboratifs avec les autres grandes entreprise
- Participation aux projets collaboratifs avec la métropole de Lyon
- Aider une start-up ou un intrapreneur avec d'un porteur d'un projet dédié.
- Chance pour présenter les data pour projets différentes dans 3 cycles par an. (une cycle: exploration, idéation, prototypage, expérimentation)
- Participation dans un programme et immersion avec 10 collaborateurs (les large entreprises) sur méthodologies d'innovation.
- Aucun de ces réponses.

Par laquelle de ces catégories de projets votre entreprise serait-elle intéressée ? \*

- Société
- Environnement
- Mobilité
- Cadre de Vie
- Nouveaux Services
- Nouvelles Gouvernances
- Médiation
- Formation-Action

### Implication actuelle avec Tubà

Ces questions concernent ce que votre entreprise faisait avec Tubà. Ils sont optionnel, donc si vous ne connaissez pas, vous pouvez les passer.

Quand est votre entreprise devenue impliquée avec Tubà?

A la création du Tuba (membre fondateur) .....

Pourquoi est votre entreprise devenue impliquée avec Tubà?

Pour tester de nouveaux services ("smart city" à l'époque) et pour la proximité de la structure avec la Métropole de Lyon (grand client) .....

## Dernières Questions

Merci encore d'avoir répondu à notre sondage, voici quelques dernières questions.

Êtes-vous satisfaits avec votre investissement dans Tubà? Si non, pourquoi? \*

Non car nous n'arrivons pas à trouver de projets qui puissent être mutuellement bénéfiques depuis plusieurs années maintenant mais peut-être nous y prenons-nous mal...

La mission de Tubà tourne autour de la façon dont les citoyens peuvent diriger l'avenir de la ville. \*  
Voici ci-dessous les objectifs qui soutiennent cette mission. Classez l'alignement de ces catégories avec la mission de votre propre entreprise : (1 est le plus aligné).

	1	2	3
Animer le tiers-lieu du référence du numérique responsable et des données sur le territoire du Grand Lyon	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Animer un système autour des données, en développant la sensibilisation à ces enjeux, en promouvant l'ouverture et la réutilisation des données par les acteurs publics et privés, en accompagnement des projets d'innovation intégrant cette dimension	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Constituer un centre de ressources territorial de référence sur les usages et les enjeux numérique, en développant la compréhension à travers des études d'usages mais aussi en proposant des actions de sensibilisation et de pédagogie auprès des différents publics (grand public comme collaborateurs des entreprises)	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Avant de quitter la sondage, y a-t-il autre chose que nous devrions savoir ou aimerions voir le Tubà se comporter différemment à l'avenir ?

Il faut certainement que nous nous réimpliquions plus auprès du Tuba que nous avons certainement un peu délaissé ces dernières années.

Submitted 6/21/22, 10:35 PM