Value creating in
the public space

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ABSTRACT

TITLE	Value creating in the public space
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KEY WORDS	public space | value creating | Western Harbour | knowledge city |intellectual capital
PURPOSE	The aim of this thesis is to enable an understanding of the value creating in the public space by asking: How is the interaction between different actors contributing to the value creating in the public space and what is needed to accomplish this?
THEORETICAL PURPOSE	The theoretical framework consist of several theories but somehow subordinated are the theory of intellectual capital applied on nations and regions and the theory of knowledge cities. Further theories around the prerequisites of a knowledge city, such as diversity and technology, are used.
METHODOLOGY	An anglosaxian view of knowledge together with a hermeneutical view of science leads to an open minded approach. A qualitative study with open interviews is conducted.
EMPIRICAL FOUNDATION	Open interviews with persons from various contexts ranging from the university, the municipality, architects to the business world.
CONCLUSIONS	A catalysing part is identified as necessity in order to stimulate various actors to collaborate in the public space. This part can be one of the parties of the triple helix model, the university, the business or the municipality but it is also argued that it could be some other.

Attachments
Interview guide

1. Introduction

> *The challenges facing city regions are many and multifaceted, as are the challenges facing the industry. Having a forum where actors can meet and where relations can be built thus seems like a good idea. Below, we argue that there is a gap in the literature regarding the value creating these kinds of relationships constitute.*

Institutions worldwide are facing new challenges as modern society is changing from more stable to more turbulent markets. With rapid technological changes and more easily accessible information, cities and regions have to adapt to these changes in order to remain competitive. Alvesson (2004) believes that hallmarks in the new informational society are chaos, flexibility and disorientation. Alvesson (2004) further points out that in this more knowledge intensive world, the knowledge, as well as the creativity, of the members within the organization are the most important factors for success. This also indicates that a region or a city has to endeavour for achieving these competencies. Today the knowledge economy as a phenomenon is becoming an organizational concept. Bounfour & Edvinsson (2005:4*ff*) argue that a knowledge economy can be regarded as two factors: scope and specific production mechanisms. The scope encompasses three main elements; research and education, relationships to growth and learning, and capabilities. The production mechanisms refer to intellectual property rights. One basic assumption of the knowledge economy is the shift from large hieratical organizations to more vertical, networking ones. This means that there is an emergence of new organizational forms. Another assumption is that only knowledge will provide the opportunity to improve the wealth of nations. Further they mean that since knowledge is created through interactions and within social links, the more connections, relationships and interactions the network provides the higher the potential value will be in the future

It is crucial to continuously seek new markets and possibilities and not just harvest the fruits of yesterday's work – to view the future as an asset (Edvinsson & Grafström 1998:8). Intangible resources, meaning intellectual capital, are becoming more and more important as a source of an organization's competitive advantage. Intangible investments as R&D, marketing, innovation and knowledge creating are now considered to be the most important source of performance. However, in many ways firms still act according to the rules of older approaches. Therefore, the need for finding a long term perspective on the new concept of the knowledge economy seems to be of current interest (Bounfour & Edvinsson 2005:XI*f*).

Following the factors mentioned above, more and more cities are developing plans and strategies to become knowledge cities, or with another notion – creative

cities. In these cities some words are expressed as driving the expansion in wealth creation; knowledge, creativity and innovation (PWC 2005 Cities of the future). The authors, Radovanovif & Sturesson *et al*, of the report write:

> "… the role of major cities, in driving forward growth, prosperity and social wellbeing is changing significantly. Cities today are dense networks of interchanging investments, information, goods and people as well as canters of innovation and knowledge management".

Ache (2000) gets even more imperative, stating that "Metropoles become the engines of change".

1.1. Regions do matter

The importance of a regional approach is not to be neglected. Several fields of science are dedicated to regional studies. According to Ache (2000), the policy documents from various institutions in Europe serve as good proof of the importance of regional studies. Ache (2000) further argues that city regions are the "spatial forefront of development perspectives".

Beside purely geographical scholars sociologists and economists are just some of the scholars that take an interest in regions. Studies of the regional aspect of innovation, creativity and entrepreneurship have traditionally argued that companies and industries drive regional innovation and growth. This approach has also been used in the studies of clustering (Florida 2003). However, more recently the light has turned to studies of social functions and the impact of human capital when it comes to regional development (*ibid*). Dominant research also indicates that city regions work as incubators of creativity and innovation (Youl *et al.* 2004).

It can, for the reasons mentioned above and others, be concluded that city regions do matter and that the importance of innovation and creativity as factors for driving development is not to be overlooked. Thus there seems to be a need for studying the underlying factors that stimulate innovation and creativity. As Ache (2000) argues, there is need for a balance and mix between public and commercial interference. These lessons, drawn from Florida's (2003) work regarding social variables, stimulate a discussion about which factors that governance need to focus on as to promote them.

Clear though it is that cities do need to engage, the question is to which extent that deserves a discussion. As noted by in *Cities of the future*; "Every city needs an engaged leadership to motivate its citizens and create a spirit, which sees everybody whishing to contribute, and feel both satisfied with and part of that society" (PWC 2005).

1.2. The knowledge city

Knowledge is an ambiguous word, a phenomenon theoretically difficult to define and describe. Alvesson (2004) states that, in the best of worlds, knowledge is based on truth and has the characteristic of being a tool for solving problems and attaining result. Also Nonaka (1994) defines knowledge as justified true beliefs and he discusses who actually decides what is true or not. Alvesson (2004) further argues that knowledge as a phenomenon is very difficult to define and delimit, it could be everything and nothing. Knowledge competence and information overlap each other, and it could therefore be difficult to see what is one thing or another. On the other hand Nonaka (1994) argues for a clear distinction between information and knowledge. He identifies information as a flow of messages while knowledge is to a higher degree created by the flow of information in combination with the beliefs of its holder. With this explanation it is harder to exemplify exactly what knowledge is since it seems to be different for different people. Alvesson (2004) states that knowledge is neither an innocent nor neutral tool for achieving something valuable, but he indicates that it is closely related to power.

When discussing knowledge, it is difficult to stop including elements. Alvesson (2004) is segmenting the idea of knowledge into two different forms - transit or explicit, a distinction that also Nonaka (1994) uses. For a region or a city it could be argued that it is important to develop both. Starbuck (1992) is arguing that every kind of work could be knowledge intensive, depending on how knowledge is defined. This indicates that it is difficult to say if a city or region is knowledge intensive or not. All regions could, with this argumentation in mind, be considered to possess their own special knowledge.

Bounfour & Edvinsson (2005:67*ff)* believe that building a knowledge economy requires investments and reforms in four categories: the institutional and economic framework, education and training, information and communication infrastructure, and the innovation system. The appropriate development process varies from every nation depending on their different characteristics. Designing this process makes it crucial to understand the nation's specific strengths and weaknesses. Some countries are better able to take advantage of change than others. The reason for this, as it has turned out, is a capability to gather resources and energy at a national level to develop a knowledge society. Another factor is the ability to combine new methods and principles with the national traditions. Successful countries are also capable of taking advantage of their resources and maintaining their position as a sustainable competitive advantage (*ibid.* pg. 67*ff.).* Studies of national growth make a clear connection between the economic success of nations and their human capital, as measured by the level of education. Human capital thus is a central factor in regional growth (Florida 2002:222).

Florida (2002:283*ff)* discusses by presenting an argument about the climate in the city. According to Florida, cities need a *people climate* more than a *business*

climate, meaning a general strategy aimed at attracting and retaining people. It is important to create an environment where the creative experience can flourish and where people with the right skills, experience, intelligence and energy gather. When a creative environment is achieved; there must be continuous efforts to get all actors to fully realise and explore the environmental potential. How can this be accomplished and how important is the existing climate in the region?

Many cities seem to fail to attract and retain the 'right' people. They appear to be trapped by their past, and places that grow and prosper in one era can find it difficult to adopt new organizational and cultural patterns even if the region would benefit from it (Florida 2002:303). There is no one-size-fits-all model for a successful people climate. Some cities have an explicit plan; others just encourage a certain group with actions like building good schools and day care centres in order to attract married couples. But a city must also keep diversity in mind and take action to attract not just one group but many. Young people are often neglected in this process. They are important because that they have the most up-to-date skills, they are workhorses who can work long and hard, and they are willing to take risks (*ibid.* pg. 283, 293*ff*).

According to Psarras (2006) the university is an important institution of the knowledge-based economy and plays a multifaceted role. It can generate research projects and future skills which later have the potential to be transformed into companies. Florida (2002:292) argues that there must also be collaboration between the university and the surrounding community. The community must be able to absorb and exploit the innovation and technologies that the university generates.

This leads the thought to the 'triple helix model'. The model is defined as a theory that suggests that the teamwork between university, business and municipalities is the key to improved conditions in a knowledge based society (Etzkowitz 2005:13). In the model, the three parties have different roles; the municipality, or the state, as a rule provider, the business as a place of production and the university as a source of knowledge and technology (*ibid.*).

Thus the triple helix model is a helpful guide in discussing innovations; even though this is not the focus of this thesis, it is a helpful framework in highlighting the important linkages between the actors. The model has been developed from two distinct approaches; the first is based on the view that the state controls the academic world and the world of business. The second state that the three parties act independently and only interact to limited extent. The triple helix model is thus an expansion that suggests that the three parties keep their distinctive features and identities but also enter each others' roles (*ibid.* pg. 19). This is the core argument in this thesis – that there is a value in doing so.

The concept of a knowledge city is thus rather complex. There are many components that affect the outcome. One important factor in order to achieve a people climate is a public context where knowledge can be exchanged.

1.3. Cooperation in the public space

In order to define 'public space' the free encyclopaedia Wikipedia provides and update definition which is not to theoretical;

> "A **public space** or a public place is a place where anyone has a right to come without being excluded because of economic or social conditions, although this may not always be the case in practice. One of the earliest examples of public spaces are commons. For example, no fees or paid tickets are required for entry, nor are the entrants discriminated based on background. Non-government-owned malls are examples of 'private space' with the appearance of being 'public space'.
>
> **Public Space** has also become something of a touchstone for critical theory in relation to philosophy, (urban) geography, visual art, cultural studies and social studies. Its relevance seems to become more pressing as capital encloses more and more of what were thought of as 'commons'. The term 'Public Space' is also often misconstrued to mean other things such as 'gathering place', which is an element of the larger concept"[1].

The concept of 'commons' thus deserves some attention, according to Wikipedia[2], commons is an old English definition of the areas in which the inhabitants of the neighbourhood can exercise their rights, traditionally such as letting the cattle gaze upon it. Thus public space is a wider concept as well as more extensively used in different scientific approaches, which is why it will be used in this thesis. In an article in Svenska Dagbladet, the library is described as the inhabitant's new living room; this constitutes a perfect example of a public space. The library of today shall be open, informal and provide places where people can meet and interact. A library has a challenge to work as a framework to enable meetings, between people with different backgrounds. These challenges are not only of relevance to a library, it is important for all kinds of public spaces. The article further describes the importance to see one area in a wider context, where the collective identity is significant (Andersson, 2007-05-20, *Svenska Dagbladet Kulturbilagan* pg. 10*ff*).

Traditionally, while talking about the determinants of innovation there has been a concentration of the internal factors of the firm like R&D and firm size. More recent studies have shown that other factors, like social networks and proximity to other firms, can be essential for increasing the innovation capacity of a firm (Capello & Faggian 2005). Social capital has a multifaceted nature. Coleman cited

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[1] Wikipedia en.wikipedia.org/wiki/Public_space, 2007-05-23 Search word: public space
[2] Wikipedia en.wikipedia.org/wiki/Commons, 2007-05-23 Search word: commons

in Hauser *et al.* (2007) defines it as "…not a single entity but a variety of different entities, with two elements in common: they all consists of aspects of social structures, and they facilitate certain actions of actors – whether persons or business actors – within the structure". Instead Putnam (2000:18*f*) means that:
″ … the core idea of social capital theory is that social networks have value. Just as a screwdriver (physical capital) or a collage education (human capital) can increase productivity (both individual and collective), so too social contacts affect the productivity of individuals and groups…″ The underlying meaning is in both definitions that social capital is generated within social networks and that accordingly social networks provide a considerable asset for the various actors (*Cities of the future* PWC 2005).

Hauser *et al.* (2007) refer to studies that all favour the impact of cultural and social factors in the diffusion of knowledge. This is also mentioned in the report from PWC cited above; in which they argue that there is a linkage between social capital and positives effects of the surrounding environment. Social capital in this sense is described by professor D. Putnam in *Cities of the future (*PWC 2005) as "…social networks and the associated norms of reciprocity that create value for people that are involved in them".

The city, according to Gulmann (2005:15), is a phenomenon existing for the people living there and its function is to ensure the wellbeing by its citizens. The citizens´ satisfaction with life depends not only on the city's esthetical qualities (Gulmann 2005:4*f*). It is also important to offer a rich social life with a broad range of leisure time activities and a good infrastructure. These are all factors that contributes to that people choose to live in a certain place and feel proud to do so. The `good´ city, as Gulmann expresses it, is created in complicated interplay between many actors. Once all actors manage to connect and collaborate, there is a chance for a good city (*ibid*).

Before moving into the implications of governance the concept of value creating itself deserves some comments. As oppose to public space defining value creating with one clarification does not fulfil the aim, rather it should be emphasized that the notation is multifaceted. This thesis is based on the supposition that value creating is relative, created value occurs when something is better than before. However, a helpful tool in understanding the complexity is provided at the webpage of Bottomline[3]. Here value is said to be something else than only numbers on the balance sheet. The financially measurable values need to be complemented with experience values. In summary values for the customer, the society and the environment (*ibid.*). Thus, value creating is intended to refer to the overall picture, the increased level of value in all aspects experienced by various actors.

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[3] Bottomline, www.bottomline.se, 2007-06-08

Is creating of value in the public space then a question for governance? In essence, a question of creating an arena for meetings – meetings in which creativity and innovations can be born. Can governance interference be favourable or can it restrain the circumstances? If yes, what kind of characteristic and which level will this interference have? Hence, cities need to understand what makes them attractive and how to ensure these qualities. But it is not pure official governance; it is also a question of dialogue between different interest parties (PWC, *Cities of the future,* 2005).

Regarding the municipal law in Sweden (KomL 2:1) there are some essential regulations that regard the amount of allowed interference from the municipality. It sates that, what a municipality is allowed to handle must be in the public's interest and have connection to the municipals area or members (KomL 2:1) . This indicates that the interference from Malmö City in Western Harbour and all the projects connected must be considered to be in the publics' interest. Further it mentions that a municipality is not allowed to give special treatment to some members of the municipality or some groups within it, other than in objective cases (2005:55, KomL 2:2). But how far can the municipality interfere a certain area or a special project and still treat all members as equal. Another principle of the municipal law is the proportioning principle, where a purpose has to stand in reasonable proportions to the municipal interest. There is therefore a need to understand how the value of interaction can be best understood and captured, and what can be gained out of collaborations in the meaning of value creating.

Ache (2000) suggests in a research paper that it is the visions that count. In the ambition to meet the challenges a city must practice extended communication, enhance communication and continuous learning. Following this new approach urban governance is necessary. In this process communication is essential and extensive communication network extended by private organizations, although Ache (2000) points out that the public sector must be in charge. Thus there seem to be a need for partnerships between different actors as well as meeting points. This is identified in *Cities of the future* (PWC 2005) where the need for city governments to create places that stimulate informal meetings is emphasized.

Managing the capital in cities, whether talking about creative capital or social capital is recurring in the literature. What kind of role do relationships play in the public space? Can a specific environment constitute a bridge in order to stimulate actors to interact? The factors and implications discussed above can also be regarded as guidelines or proof of action for the city of Malmö. The literature reviewed above mainly focus on which factors that play an important role as stimulating innovations or why they matter. Fewer discuss the means of *how*. How should one preferably work with the different factors in a region as to stimulate creativity and innovation? Furthermore, the literature tends to overlook the impact of the relations that generate the necessary cooperation between different parties.

1.4. Implications for Western Harbour

Figure 1 Map over Western Harbour
(www.eniro.se 2007-05-22)

Western Harbour is a part of Malmö that has been under massive transformation the last 12 years. When talking about Western Harbour the area illustrated by the map below is useful. Bo01, a housing project, the first area of development in Western Harbour is the housing area along the west seaside on the map. The notation Malmö City refers to the municipality of Malmö.

To validate these arguments, some institutions will be looked at – the university, the city and various projects. Malmö University (Malmö Högskola) is one actor that might have a great impact on the intellectual quality of the citizens of Malmö, how could that impact generate value creating? The media cluster constitutes another example, where the attempt is to gather complementary companies as to cover the need for a complete solution. They are both situated in Western Harbour in the spirit of Bo01. How do they work to form a unitary spirit of creativity and visions? Is it possible?

Youl *et al.* (2004) discuss the underlying social characteristics of a region when it comes to entrepreneurship. The authors demonstrate that the entrepreneurial spirit thrives in an environment where creativity and diversity are promoted and nurtured. Apart from an accommodating business climate and an educated population entrepreneurial growth also requires a climate that encourages diversity, innovation and creativity (*ibid.*). Scratching the surface of the development of Western Harbour one thing becomes evident: cooperation. Relationships between the industry, the municipality, the university and various projects become important. As there seems to be a gap in the literature regarding the value creating opportunities resulting from these collaborations there exist a possibility of extended research. The region makes an interesting research object in the attempt to enter more deeply into the problem area.

The changing environment has involved a need for continuous renewal of the city in order to avoid getting trapped by its past. The opportunity cost for not doing so can get high and bring consequences in the form of decreasing social capital (Edvinsson 2006). It does not seem to be the case that Malmö is trapped by its past though – rather it seems likely that it is capturing ideas and values both from the era of and industry city and from the earlier history of trade. Through building around the prerequisites of the harbour characteristic of Malmö, the atmosphere of the shipping industry is maintained. One of the strengths seems to be exactly the historic dimension. As concluded in *Cities of the future* (PWC 2005); "An

intelligent city is a work in progress that tries to connect the past, present-day and the future".

Gathering and maintaining social capital becomes necessary in order to acquire creative and innovative people, creating an entity of business, knowledge and a living society. A great challenge for the city is therefore to recognise: What makes a city intelligent enough over time and what it takes to attract and stimulate the 'right people'? (Edvinsson 2006). Maybe this challenge can be viewed as creating possibilities for social capital to be generated even to the individuals not part of a certain network.

Figure 2 The main thoughts from the problem discussion

1.5. Purpose

The aim of this thesis is to enable an understanding of the value creating in the public space by asking: How is the interaction between different actors contributing to the value creating in the public space and what is needed to accomplish this?

1.6. Problem formulation

In the light of the discussion provided above it is argued that there is a need to discuss how value can be generated in the public space. This value is different to different actors, but in this sense it concerns the overall goal achievement of the involved organizations – that is a way to enable a higher satisfaction and outcome of the individual actors as well as for the city itself. It is of interest to see how or if it is possible to stimulate this value creating. The problem formulation of this thesis is as follows:

How can actors be stimulated to collaborate in the public space as to achieve value creating?

1.7. Scope

The thesis is not intended to constitute an architectural recipe on how to design an urban environment. Nor is the intention to present concrete suggestions on how to market and promote the opportunities of value creating in the public space. Further the aim is not to discuss the perspective on integration or segregation in Malmö as an entity. Geographically, the thesis is build around the area of Western Harbour.

1.8. Disposition
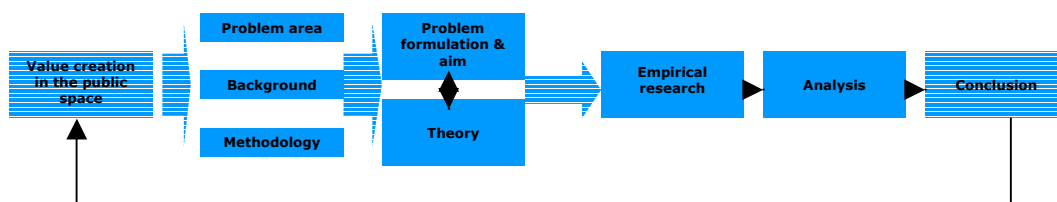
Figure 3 Illustration of the disposition

In the beginning of this thesis the theme and the problem area will be discussed, the background, aim and scope presented. Doing this in an early stage of the thesis will help the reader to quickly and more easily get an insight within the area. From the experienced problem, areas and questions about what will be examined have been founded and from this the selected methods for the thesis have been decided. Therefore the method will be presented in the following chapter, where all the methodological choices will be discussed. The themes established as important in relation to the problem area have been used when interviewing the selected interviewees. From the primary and secondary data needed theories have

been identified, and chapter three in this thesis will present and analyze relevant theories. The empirical research is presented in chapter four, divided into presentations of the different interviewees. In the analysis, chapter five, the empirical founding together with the theories will be connected. Chapter six will present the conclusion where the problem formulation will be answered based on the chapters presented above. Finally; reflections will be informed and communicated in the last chapter.

2. Background

In the mid-1990's two major strategies were developed as to transform Malmö into a knowledge city, in order to replace the era of shipping industry with something new. New housing and an own University was decided as the most important venturing projects.

In the 1990's, two major strategies was used as to transform Western Harbour, Those were the application to house the exhibit Bo01 and the development of Malmö University. Parties of these parallel strategies are the many project and collaborations that has grown out of these new institutions. Today Western Harbour is a brand new part of Malmö – but still with roots in the industrial era. Behind the application from Malmö City underlies an extensive visionary work in which BoO1 and an own independent university was part of together with the building decision of Öresund bridge, the bridge linking Sweden and Denmark. From this optimism conquered pessimism that had followed when several of the main industries in Malmö fell (Bo01 Staden 2001: cover).

2.1.1. The development of Western Harbour

Malmö City was one of 10 municipalities to apply for the housing exhibition arranged by the Swedish housing exhibition lounged in 1995. A year later, the decision was made and it was decided that the exhibition should be arranged at Limhamn. Yet another year later, the exhibition was moved to Western Harbour, where we see it today (Bo01 Staden 2001: cover). Bo01 was the first step in Western Harbour's transformation into a complete part of Malmö where both living, studying and working is possible (*ibid.* 36).

The relocation of the project was a strategic decision. As the process of Citytunneln[4] and the development of Malmö University at Universitetsholmen proceeded, it was clear that large synergy effects would occur if the exhibition was relocated. Further more the projects were good complements to each other and formed an interesting context (*ibid*. 16*ff.)*.

Western Harbour is also a place for diversity and meetings, a place whose strength lies in the meeting between people and cultures (*ibid*. 36*f*). One of the thoughts behind the structure of Bo01 was that the structure itself should contribute to diversity through being general and robust enough to meet the unknown demands in the future. Klas Tham, the architect behind the exhibition, points out the conditions that where lay out:

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[4] An underground extension of the railway system in Malmö, connecting Öresundsbron with Malmö central station.

- The block structure of the city
- A distinct boundary between the openness of the public space and the private sphere
- Small-scale property grouping, making more entrances onto the street possible as well as allowing small contractors to participate
- A supply of several building types, styles and forms of premises.
- A settlement that made business at street level possible
- Access by car, but with the convenience of the pedestrians as primary concerns.
- A rich variety of vegetation, ranging from individual trees to parks

In addition, the plan was formed from the exposure and awesome spot that the area represents – the sea, the sun and the wind (*ibid.*).

Western Harbour is an ongoing project that evolves continuously. In the autumn of 2004 Turing Torso was completed. Turing Torso is a twisted 190 meter high building with 48 floors consisting of nine cubes architected by Santiago Calatrava[5].

2.1.2. Malmö University

As one of two major strategies in order to gain a competitive advantage and to develop Malmö, the university was founded in 1998. According to the website[6] of Malmö University this is the eight largest university in Sweden and has managed to attract over 21 000 full time students and 1300 employees. It offers a range of educations in 86 programs and 466 courses, all part of a multi disciplinary approach.

The university is known for its successful work in reflecting the structure of the population of Malmö – 33% come from a non-Swedish background. Further the diversity is represented in the share of parents, 30%, the average age 31 years and 67% of the students are women (*ibid)*.

The location of the university in Western Harbour is crucial in the development of Malmö, from an industrial town to a learning centre. Part of this is the emphasis on collaborations. The types of collaborations vary – reaching from service training for people in employment to research collaborations. These exist both with public and commercial organizations. Malmö University is sure of the value these relationships create for their students (*ibid.)*. The collaborations are not only national but also international; typical projects concern topical social issues as diversity, property management and urban development. In the same spirit, Malmö University strives to encourage entrepreneurship among the students. In so doing, they work with things like joint projects and networking (*ibid.*).

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[5] Malmö Stad, www.malmo.se/bostadbygge/utvecklingsomraden/vastrahamnen/
vastrahamnendelomrade1/turningtorso.4.33aee30d103b8f15916800094105.html, 2007-04-07

[6] Malmö Högskola, www.Malmö University.se 2007-04-22

2.1.3. MINC & MMM

MINC, Malmö Incubator, is a company owned by the municipalities of Malmö. The aim, presented at MINC's webpage[7], is to develop small knowledge intense business with growth potential. The incubator accommodates around 20 business and focus on helping the business reaching a market, get access to capital and other expertise (*ibid*).

Two foundations of MINC are collaborations with different actors and the network companies. The network companies are large companies in Malmö: Deloitte, Skandia, Moll Wenden and Föreningssparbanken, which are engaged in the development of the city in general and small growth companies in particular. With contacts, capital and knowledge they support MINC in their work (*ibid.*).

The partner organizations, on the other hand, are organizations that MINC work with in order to find new incubators. The network structure is a deliberate strategy as MINC believe that this structure guarantee the best possible access to knowledge. A partnership that could be mentioned is 'Idélaboratoriet', an idea laboratory consisting of consultants working with innovation processes and structures. Other partnerships also focus mainly on innovations, capital issues and creative solutions. Important partners are also the city of Malmö and the university (*ibid*).

Another of the partnerships is MMM (Media Mötesplats Malmö) meaning Media Meetingpoint Malmö. The main aim, according to the webpage[8] of MMM, is to create and stimulate communication and creative discussion in the field of new media. They strive to be a forum for expected, and unexpected, meetings and collaborations between different business and other actors and thus create new and high end solutions in the new media business. MMM is part of the public subsidized foundation KK, which intends to create knowledge in national meeting points. Other projects of the foundation apart from MMM are Rock City in Hultsfred and Grythyttan in Bergslagen (*ibid.*).

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[7] MINC, www.minc.se, 2007-04-22
[8] MMM, www.mmmalmo.se, 2007-04-22

3. Method

The qualitative approach serves the aim of the thesis. Open interviews are conducted in order to make a throughout picture possible. When it comes to view of science an open approach is used.

In the beginning of this period of ten weeks, the start up for this thesis was the use of the framework of brainstorming. Brainstorming is according to Rienecker & Jørgensen (2004:63) uncritical writing around a specific theme. When using this method, it is important not to evaluate and limit the thoughts. The theme for this thesis is value in the public space and the study object this will applied is the Western Harbour in Malmö. From the aspects arising from the brainstorming, mind maps have been constructed which constantly came closer to the final problem formulation. The mind maps have been constructed by writing the theme in the middle and then doing a graphical set-up of ideas, thoughts and associations. Rienecker & Jørgensen (2004:63) recommend mind mapping as a great start up for a writing process where thoughts will be structured better due to their immediacy. Several illustrations will be used in this thesis as to enable the reader a good overview of thoughts and connections.

Breiter and & Scardamania discuss in Rienecker & Jørgensen (2004:32*ff*) two forms of using knowledge; knowledge telling and knowledge transforming. This thesis focuses on being knowledge transforming where the characteristics are goal oriented and problem oriented. This thesis aspires to reach an ever higher level of knowledge production, in which the text will present new knowledge. Regarding the Taxonomy of Bloom, showing different levels of learning goals, the focus has been to attain a high level, consistent with the aim of the thesis. Concerning this goal the idea is not to define a total action plan for Western Harbour rather to find ways that could be standardized to different regions. The different levels of the Taxonomy are built on each other and the presentation of each has been working as good means during the writing process. When constructing the problem formulation the aspiration of reaching high at the Taxonomy has been trend setting.

3.1. View of science

This thesis will discuss subjects that are quite abstract that could be different to different persons but in the western world there are two dominating ways of writing academically: Anglo-Saxon and German-Romance. The view of this thesis is Anglo-Saxon as the use of an empirical and problem based writing is in focus. German-Romance on the other hand is more focused on being explaining and interpreting (Rienecker & Jørgensen 2004:47). The question of social

ontology is described by Bryman & Bell (2003:19) as being the nature of social entities. Jacobsen (2002:29) describe it as the science about what the world looks like. The awareness about the complication in interpreting the reality has been present throughout the writing process. Since there is a multitude of views of what the world look likes, there are also many different opinions about how one can assemble knowledge. The following part will discuss how and in which manner it is possible to gain knowledge about the reality.

Bryman & Bell (2003:13*ff*) maintain that an epistemological issue concerns what should be regarded as acceptable knowledge within a discipline. They see it as a position that verifies the relevance of imitating the natural science invariably associated with an epistemological position known as positivism. According to positivism, only phenomena and hence knowledge confirmed by senses can be seen as knowledge. Another view is realism, sharing two characters with positivism, the belief that the natural and the social sciences can and should apply the same kinds of approach to the collection of data and the view that there is an external reality.

This thesis can be explained with an epistemological orientation coupled with an interpretivistic view of science. Interpretivism is described by Bryman & Bell (2003:15) as a term given to a contrast to positivism and realism, originated from the hermeneutical view of science. It is founded on the view that a strategy is required to respect the difference between people, the objects and believes that the subject matter, like people and institutions. This view is common in social science and requires an interpretation where the different logic of the research procedure has a distinctiveness of humans against the natural order. The assumption that there will not be any objective reality ends out in that this thesis will be seen from the researcher's pictures of the reality. The idea is to collate and map out how humans interpret and give meaning to social phenomenon.

3.2. An open minded approach

Traditionally, there are two methodical approaches, inductive and deductive. Deductive theory is described by Bryman & Bell (2003:13) as the relationship between theory and research, transferred from the basic of what is already known in the particular domain and of theoretical considerations to that domain, deduces hypothesis, an inductive approach can be seen convert. According to Jacobsen (2002:42*f*), a deductive theoretical approach can delimit information since the author only will find what they are looking for and therefore loose a more widely perspective. An inductive approach, on the other hand, will give a more open view where no or at least less predetermined hypothesis will border (*ibid*).

Jacobsen (2003:43*ff*) emphasizes neither a deductive nor inductive approach will give a totally objective view of the reality. He means that it is becoming more and more common not to split up into pure inductive or deductive approaches. It

is rather possible to divide it in more or less open aspects. When using a qualitative method for collecting data, as done in this research, the importance of being open-minded is more relevant; therefore an open approach of this thesis will be in focus. The thesis involves more inductive aspects as the implications of the findings are fed back into the stock of theory. Further the research findings are associated with a certain domain of the question (Bryman & Bell (2003:9). Since the intention is to transform generation of theories, the inductive aspect has been the most accurate option (*ibid.* pg 25). Jacobsen (2003:45) believes that totally inductive is difficult to act as since it is impossible to study the reality totally independent and open. The inductive method used for this thesis is used here in an attempt to find out the interpretation of the reality from the people who have been interviewed and thereby also try to find out their reality.

Bryman & Bell (2003:27) discuss different aspects that all will influence during the working process as well as afterwards. They discuss values as something that reflect either the personal beliefs or the feelings of the researcher. It is important to keep in mind that it will affect all parties of the process, from choice of the research area to formulation of research question and choice of method. Also, implementation of data collection as well as the conclusion will be influenced by values. Even though a research cannot be value free, it is important to always be self-reflective and try to be as objective as possible.

3.3. A qualitative approach

The primary method of data gathering in this thesis is through interviews. As open interviews are said to constitute a qualitative approach the difference between qualitative and quantitative require some attention. Lantz (1993:71*ff*) conducts a discussion where the quantitative approach mainly distinguish itself from the quantitative as a determination of several study objects which differentiate them self in appearance and composition of characteristic. The data from the qualitative research is to be abstracted as to achieve a synthesis and from this a new theory is achievable. In a qualitative approach, the meaning is communicated through language and action (Jacobsen 2002:138). Jacobsen points at the connection between the strict qualitative method and an interview conduced as an open conversation structured upon themes. Hence this is part of the induction where the "conceptual framework shall grow out of the empirical data" (Lantz 1993:71 Authors' translation).

According to Jacobsen (2002:140), the differences between qualitative and quantitative can be seen as the degree of openness. This also relates to the discussion conducted above regarding induction and deduction. A quantitative approach requires that categorization takes place before the data is collected. The qualitative approach, on the other hand, means structuring after the data is collected (*ibid.*). This falls out well with the aim of this thesis. Usage of a quantitative method would disable the creative dimension strived for. It has been

regarded as very important and valuable with an open data gathering as it is consistent with the aim. An important element for qualitative methods to understand other peoples understanding of the reality is the closeness. On the other hand there is a risk to be too naive which means that the researcher will be overwhelmed by the interviewee's perception of reality and lose her critical faculties. A more analytical rather than objective aspect can then be performed (*ibid.* pg. 47). This has been kept in mind during the interviews; both closeness and distance are important for giving a broader perspective.

A qualitative approach is of interest when the aim is to interpret and understand a certain phenomenon. The approach is appropriate when striving to get a better overall picture and a distinct explanation of the studied object. It is also useful when looking at the relationship between individual, context and the researchers wish to be open to the unexpected (Jacobsen 2002:145). Ultimately, this is what the intention with this thesis is – to create an understanding of the value generating relationships in the public space. Doing this without being open to the unexpected would not be possible. As will be stated below the order of interviewees has in much been dependent on the unexpected.

3.3.1. Considerations concerning the qualitative approach

Even if the choice of the qualitative approach seemed obvious in many ways, its disadvantages should not be neglected. Jacobsen (2002:143*f*) mentions a couple that are worth noting. One main disadvantage is that the method is resource demanding, both in time and money. As this thesis is conducted in ten weeks and by students, both time and financial resources are scarce. However, it is also a work that is carried out on a relative low level of research, even though the aim is, as discussed above, to reach high on the taxonomy of Bloom. The intention is not a certain number of interviews, apart from the three initial ones; instead the aim is to find new interviewees along the way in order to find the value creating collaborations that were of interest to our research field. Regarding the financial resources, the choice of Western Harbour as study object means a maximum cost that is relative low as most interviewees are located to the Malmö area.

The second disadvantage that Jacobsen mentions is the balance of variables and entities, which is the choice of number of interviewees and depth (2002:143*f*). This has to do with the ability of generalization. Attached to this is also the choice of Western Harbour as study object. Thought the aim is a conclusion which enables generalizations, the awareness of the limitations is evident. In order to increase the possibilities of generalizations the questions prepared, and improvised, have been both specific and more general.

One further disadvantage is the complexity of the answers (Jacobsen 2002:144). This has to do with the magnitude and many nuances in the answers. This makes it necessary for the interpreter to be able to structure and sift through the information. Again this complexity has been considered as valuable, in the choice of the qualitative method lies the urge to get deep and creative answers free from

our own restrictions. After the interviews the notes and, in some cases, the recorded material have been written down as close to their original forms as possible. The intention has been to cite as correctly as possible and eliminate emotive addendums.

In addition to these disadvantages, Jacobsen (2002:144*f*) mentions closeness and flexibility as problems with the qualitative method. The dominion of closeness concerns the question of the effect that can appear when the interviewer gets to close to the object and thus get problem with the criteria to be critical. As the interviews conducted in this thesis have been relatively short, maximum two hours, and only involved one personal encounter, dealing with the risk of this is not that large. Even though a familiar atmosphere has been apparent in many interviews, the focus has been formal as the aim of the discussion has been made clear. The restriction of the flexibility is according to Jacobsen a risk that the authors may get a feeling that the study never will be finished as new information continuously will show up. This problem is considered as subordinate to the others as the limitation of time, ten weeks, means constant limitation. Further, the construction of themes works restricting.

To sum up, the qualitative approach has several advantages of interest as well as disadvantages. As argued above, the qualitative approach is the most accurate in answering the question of this thesis. Further the awareness of the disadvantages and considerations has been highlighted. To conclude: the openness, the freedom to speak without limitations is an important reason why the quantitative approach is out of question. Making the choice of the qualitative method a continuous awareness of the disadvantages mentioned above and a critical perspective will be carried out throughout the thesis. Further subjectivity and degree of structure will be discussed as to give the reader a sense of the choice of method and its implications.

deductive

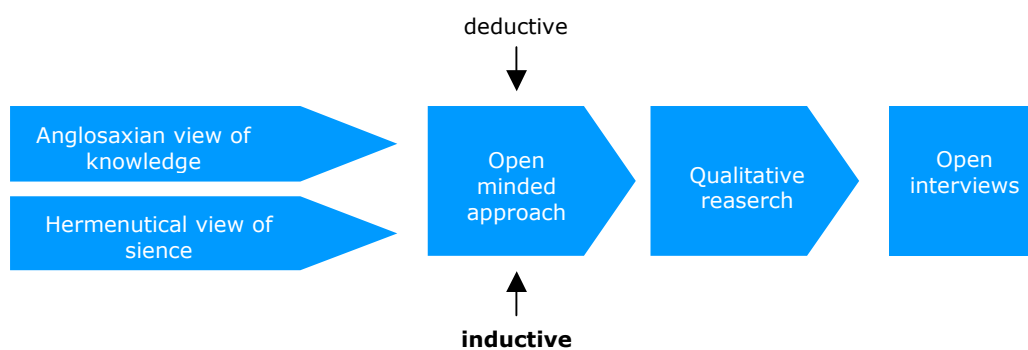| Anglosaxian view of knowledge | Open minded approach | Qualitative reaserch | Open interviews |
| Hermenutical view of sience | | | |

inductive

Figure 4 Summary of methodological statements

3.4. Interviews

The primary data consist of seven interviews. The interviewees are thought to mirror the parties; the university, the municipality and the business, identified in figure one, further in accordance to complement each other. In addition the

interviewees have been selected in order to enable an overall picture in the sense that different actors will be given the opportunity to express their opinions. This ambition has leaded us to several different actors, ranging from architects and small businesses to large companies. All interviewees will be described in chapter 5, where the result from each interview will also be presented. A collocation of interview themes and questions is provided as an attachment.

Further the interviews have been constructed with the intention of satisfying the three requisites regarding method mentioned by Lantz (1993:13).

1. The method must give reliable results – the prerequisite of *reliability*
2. The results must be valid – the prerequisite of *validity*
3. It should be possible for others to revise the conclusions

As with the degree of openness, there is a scale of the characteristics of the questions. The scale begins with pure facts, questions as age, and ends with mood and feelings related questions. In between assessment questions, opinions and attitude related questions are to be found (*ibid.* pg 56). Questionnaires or constructed interviews are suitable for fact-related while open interviews are suitable for questions at the other end of the scale. Yet again the question of subjectivity is relevant. Emotive questions where the interviewee can give free answers are said to be ideographic.

3.4.1. Degree of structure

Before discussing the prerequisites mentioned above the form and structure of the interviews is merit a discussion. The main difference in different techniques is the degree of structure, that is how much the interviewers guide and control the interviewed. In other words, this is about how open the questions are and to which extent the interviewed has the opportunity to freely discuss subjects (Lantz 1993:14).

The main feature of an open interview is the subjective understanding of the studied phenomenon. The character of the questions is wide and allows frequent follow up questions. Furthermore, a series of interviews on the same theme are an advantage in the qualitative approach because they enable studies of the qualities and meanings of a phenomenon, as done in this thesis (*ibid* pg 21*).*

In the other end of the scale, the structured interview is to be found. The characteristics of this approach are more formal – the questions and answers are made in a preset order and the interviewer look for relations between notions. The main advantage of this approach is the comparability between interviews and it is therefore often used in qualitative studies (*ibid.*). Between the two extremes, Lantz (*ibid*) places the 'straighten' open approach and the semi-structured. The first one differs from the open one in the sense that the interviewer uses themes and puts follow up questions according to the themes. In the semi-structured interview on the other hand these areas of questions follow a strict order.

It seems to be easy to fall in the trap of looking at these approaches in a too strict and theoretical manner. However, according to Lantz the choice could be carried out in a more practical way, starting in the knowledge situation. Depending on the situation the questions can be qualitative or quantitative (*ibid.* pg. 23).

In deciding the extent of openness, the aim of the thesis was kept in mind. As the meanings of both creativity and knowledge are strictly subjective, conducting structured interviews was dismissed. It was argued that a subjective meaning and thinking outside the box was valuable but also necessary because of the state of the question. In real life it is the meanings of the actors who take part in the collaborations that count and make a difference. Having a fixed agenda of questions, whether constructed or semi-constructed, did not meet the conditions of the aim of the thesis nor the prerequisites mentioned above. The latter refers to all three factors: reliability, validity and revising. Giving the interviewees too much guidance would involve too much risk of asking what we look for – rather than getting free and true answers. Further, the possibility of revising the conclusions is believed to be higher when the interviewees are able to communicate answers in their own words without too much interference of our agenda.

The open interview does not mean working without an agenda though. When preparing the interviews, some themes were identified as important: *visions, strategy, creativity* and *background.* These factors are elected as significant as discussion areas to be able for researching the aim. Depending on the interviewee, the themes were kept in mind to various extents. The themes in turn contained a number of questions that we identified as important. By purpose, the questions were formed open and less strict as to make it possible to use them in a dialogue rather than as isolated questions. We aimed at not making the questions appear as a single element but rather as a unity.

3.4.2. Subjectivity

Underlining the choice of method there needs to be a question of which knowledge that is valuable in relation to the aim (Lantz 1993:24). According to Lantz, it is important to raise the question "Is the subjective experience equivalent to something that exists in the outer reality*?*"(Authors' translation). Lantz points out that it is not possible, or even something to strive for, to experience or understand something objective as an interviewer. However this does not mean that the ambition to mirror the interviewee should be suffering.

Subjectivity lies in the nature of the qualitative approach. Basing research on a smaller number of interviews means that the subjective has a prominent position (*ibid.* pg. 17). As will be discussed later on, and has also been commented on above, the subjective meaning is considered as meaningful in the light of the problem formulation.

It is important to underline the fact that few, if any, facts can be truly objective. Rather than striving for this, we intend to see the experiences and the know-how that come of the interviews as valuable in the sense that they in fact represent actions in real life. As discussed above, closeness lies in the nature of the qualitative approach and following this is also the impossibility of reaching total objectivity, that is absence of the so called research effect (Jacobsen 2002:7).

3.4.3. Influence of context

It is evident that the context influences both interviewees and interviewers. This is also theoretically important. According to Lantz, it is important to establish the context for the matter being researched, as there is no practical way to allow for all possible response variations (1993:59). This is especially important when the interview is open, as in the case of this thesis, because then it is hard to decide when a question has reached a satisfying answer. A general criterion for this is when the interviewers have achieved a comprehensible overall picture (*ibid.*). In real life it may be hard to realize when this moment occurs. During the interviews the intention has been, as said before, to enable the interviewees to think freely this has both meant side sticks and valuable dialogues. The interviews have been between one and two hours and ended when a unitary feeling of exhaustiveness of the themes prepared was evident. We always made sure that we had the option of asking additional questions via mail or phone.

The interviews have without exception been carried out in an environment familiar to the interviewee. This has a couple of reasons. The most evident one is the easiness: the persons participating are allocating expensive time to see us and it would be impolite not satisfying their proposals of setup. Further this makes them more positive to the set up at the first place. The willingness to participate is essential; the person's motivation will affect the ensemble as well as the interviewee (*ibid.* pg 155). One exception was made, in the case of the interview with Olle Berglind. He insisted on taking us out for lunch instead of meeting us at his office, a request that was accepted in order to satisfy him.

3.4.4. Analysis of data

The gathered data is synonymous with text treatment, which is also the case with secondary data (Jacobsen 2002:215). However, the treatment of the material which has been gathered through the interviews deserves some extra attention as it is the main method of this thesis.

The analysis can be regarded as having three constituent parties (Jacobsen 2002:216*f*).

1. *Description* – to enable a through and detailed description of the data.
2. *Systematization* and categorization – to reduce the data to a manageable size.
3. *Combination* – to interpret and search for causes and patterns.

First of all, the data have to be transformed from notes into a fair copy, a so-called transcription (Jacobsen 2002:219). The next step is to transform the fair copy into commented text. When the interview is open, it is good to begin with an introductory separate analyse of the different interviewees (*ibid.* pg. 224). Doing this it is important to have a critical eye. The commented text is of three kinds: description, valuation and explanation (*ibid.*). This element is carried out orally as we have discussed the interviews afterwards and commented on the essence. Thereafter the transcription has been made.

Finally, it is time to categorize and find connections in the data. This is when similarities and dissimilarities are to be found and analysed (Jacobsen 2002:240*ff*). For this thesis the categorisation of data have been done when models have been drawn, deviations been found and connections been described

3.5. Validity and Reliability

Bryman and Bell (2003:74) argue that, despite its sometimes synonymous meanings, both validity and reliability are necessary in the quantitative research. It is crucial that concepts are reliable but also a valid representation of the concepts it is supposed to be describing (*ibid.*). However, in the qualitative approach the necessity has been under discussion (*ibid.* pg 286*f*).

Reliability concerns whether the results of a study can be replicated. This is much in evidence in the quantitative research, and in lesser extent in the qualitative. Validity on the other hand regards the integrity of the conclusions (Bryman & Bell 2003:33). Though, as said above, these notations are considered to be more suitable for quantitative research. As alternative approach Bryman and Bell propound a second position. This approach has four criteria which should be used in evaluating qualitative research instead of validity and reliability. The variables are *credibility, transferability, dependability* and *conformability.*

As these variables seem to be more useful as tools to ensure the quality this will be applied to the work of this thesis and discussed below.

Credibility is analogous with internal validity, the more traditional notion. Internal validity is described as the match between the researchers' observations and the theoretical ideas developed. Credibility defined extends this and point out that the research has to be carried out in god practice (Bryman and Bell 2003:288). In order to ensure this, the conducted interviews have been written down fair at a maximum of a couple of hours after the interview in order to eliminate influence of lack of memory or additional thoughts that have come up afterwards.

Transferability is analogous with the concept of external validity, which refers to the ability to generalize. Qualitative analyses focus on a small group and produce a thick material about this. According to Bryman and Bell this material can be

used as a database for making judgments about other groups our findings (2003:289). It is the intention of the authors of this thesis to ensure that the thesis will represent value to others than we ourselves and our tutor. In order to do this, we hope to be able to extend the view throughout the thesis and keep the wish of generalize ability in mind.

Dependability is analogous with reliability in quantitative research, meaning that one should record carefully the different parties of the research should be kept. A disadvantage with this is said to be the time consumed and the extensive material needed (Bryman & Bell 2003:289). Keeping the scope of this thesis in mind, this has not been a problem and it is beloved that a good record of conducted activities is manageable.

Confirmability is analogous with objectivity and refers to the researchers' ability to keep personal opinions out of the picture. However, that is not to say that complete objectivity is possible (Bryman & Bell 2003:289). As discussed at several places above, this is something the authors have kept very much in mind. The choice of a qualitative approach and open interviews are a conscious choice and thus the subjective. The view of science discussed above express this in depth. Being aware of the influence of one's own thoughts is necessary starting point and we hope to find a balance between the value of the interviewees' thoughts and the influence of our own. An example of this is the consideration that has been paid to the translation when the interviews have been transcribed from Swedish into English.

3.6. Criticism of the secondary data sources

Finally a couple of comments regarding the secondary data. The principal criterion of the secondary data is that it should be relevant for the thesis (Rienecker & Jørgensen 2002:136). A relevant secondary source helps realizing the aim and constitutes the foundation for what is to be done (*ibid.*). Naturally, it is important to practice an active and reflective criticism of sources throughout the process of writing. During use of sources both of background purposes and theoretically a careful consideration has been made. The main source has been articles, which all have been found through the search engine provided by the university, a circumstance that would seem to ensure a certain degree of quality. However, it is recognized far from all of these sources are top-ranked journals but they are in despite considered as accurate for the purpose of this thesis.

Additionally, the ambition has been to always look for the prime source; no typical teaching books have been used. Additional information applied is web pages and written material, especially used for the problem discussion and background. When using these kinds of sources, extra attention to the validity has been made and thus the usage limited to background purposes.

4. Theoretical framework

Intellectual capital is a widely used framework. Together with theories regarding governance, creativity, social capital and the connectivity between them, the following theories constitute the theoretical framework that this thesis is build upon.

In the nature of theories lies generalization. This means that a theoretical thesis works as generalizing a certain phenomenon rather than understanding the phenomenon it self (Rienecker & Jörgensen 2004:161). Therefore the theories used in this thesis are subordinated the aim and problem formulation (*ibid.*). In the light of these aspects the chosen theories in this framework is intended to represent a picture as holistic as possible. This is illustrated in the figure below; the figure also mirrors the disposition of the chapter – starting with knowledge cities.
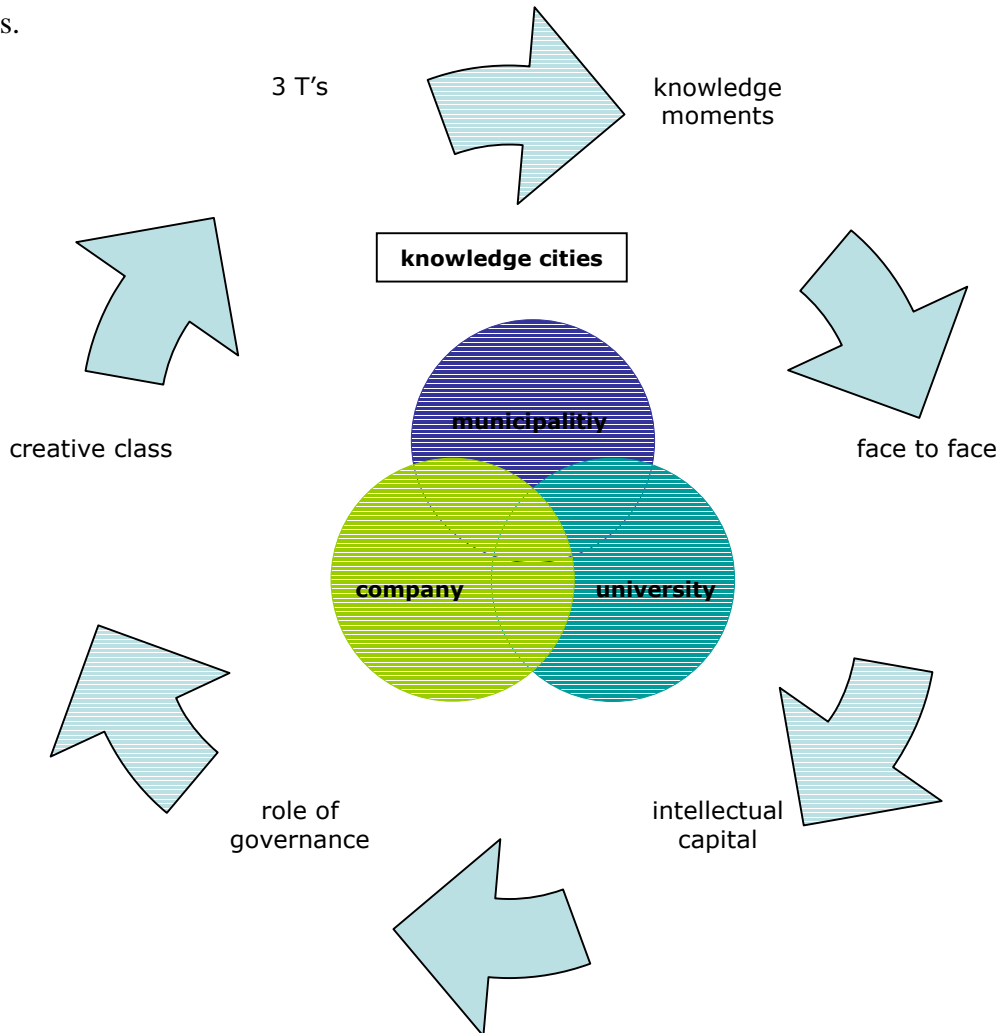
Figure 5 Key concept in the theoretical framework

The figure illustrates the different parties that have been identified as key players in the problem discussion together with the chosen theories. The purpose of the illustration is to show that the theories work interdependently and centre around the different actors. The core of the thesis is the public space and the creating of value. This core is demonstrated where the three circles meet in the figure, consisting of the university, municipality and the company.

The figure above is reminiscent of the model of the triple helix, which is mentioned in the background. The triple helix model refers to the importance of cooperation between the university, the municipalities and the business, in a knowledge based society (Etzkowitz 2005:13*f*).

The first theory mentioned concerns knowledge cities. Under this section the knowledge city as a concept will be discussed, as well as the conditions required in order to justify its contents. To interacting the concepts mentioned above the importance to create opportunities for knowledge moments arises, which will be the next framework to be discussed. Knowledge moments are created both spontaneously and planned, where the face-to-face interaction is of high importance in both cases. Intellectual capital will further be used to identify and discuss knowledge as a value generating potential in Western Harbour. In order to penetrate further into the subject, concepts as social and relational capital will be discussed. These also address the importance of relations and linkages that can be created and add value under certain conditions. An important theory is Florida's, regarding the Creative Class and his ideas of the 3 T´s of economic development (Technology, Talent and Tolerance), those will bee discussed in the end of this chapter.

4.1. Knowledge cities

The concept of knowledge cities is very broad. Ergazakis *et al.* in Carrillo *ed.* (2006:4) maintain that it covers all aspects of social, cultural and economic life in city. Edvinsson and Malone (2002:17*f*) argue that a basic assumption of the knowledge economy is that the society is shifting from large hieratical organizations to more vertical, networking ones. This means that there is an emergence of new organizational forms. Another assumption that Ergazakis *et al.* in Carrillo *ed.* (2006:4) make is that knowledge will provide the opportunity to improve the wealth of nations. Since knowledge is created through interactions and within social links, the more connections, relationships and interactions in a network - the higher the potential value will be in the future.

A knowledge city, according to Edvinsson (2006), is a city purposely designed for encouraging and nourishing the collective knowledge. It is described as a city with the ability to successfully adapt to threats, changes and renewal in order to create sustainable and efficient welfare over time

A knowledge city must attract knowledge workers, possess a good geopolitical position and offer its citizens a good quality of life. Ergazakis *et al.* (in Carrillo *ed.* 2006:5) state that the main advantage of a knowledge city is when it functions in a way that in itself favours its knowledge-based development. They also present strong dynamics of innovation across all sectors of economic and social activity, better educational services and a sustainable economy as more local benefits of a knowledge economy. Further, the option of creating a more tolerant environment towards minorities and immigrants is argued as an advantage for a knowledge city.

After attracting knowledge workers, Edvinsson argues (2006), there also has to be an opportunity for exchanging thoughts in contexts as knowledge arenas, research hubs and cultural spaces. The phenomenon can be described as a knowledge harbour which provides an arena for the flow of brains, talent and knowledge. The presence of a knowledge harbour is more important today than physical goods, and the talent that flows to the area will enrich the quality of life for the surroundings. Since the knowledge workers is the most important input in the knowledge economy, Edvinsson further argues, the presence of a knowledge harbour is a crucial factor in order to achieve a sustainable knowledge city. Furthermore, these contexts must not only be accessible on local basis, but also from a global perspective. The nearness to an airport is in this case of highest importance.

According to Martínez (in Carrillo *ed.* 2006:29*f*), there can be found many cities that call themselves knowledge cities but that there is a great difference in each approach. Dvir (in Carrillo *ed.* 2006:270) believes that each city in the world is unique, there are no cities with the same history, mix of people and socioeconomic challenges, but many of them have common characteristics. Cities are competing in different areas for being attractive for people to live, work and visit. Martínez (in Carrillo *ed.* 2006:17) states three main areas:

o The quality of local cultural like cultural vitality, social tolerance and ethnic diversity
o A vibrant labour market and opportunities for knowledge workers
o A lot of local facilities and attractions which are highly attracting knowledge workers

4.1.1. How to develop knowledge cities

To develop a knowledge city is neither easy nor quickly done. It demands a legible implemented in-depth analysis of the recent situation as well as a definition of the city's vision and strategy. An action plan and a strategy how this will be implemented are therefore needed (Ergazakis *et al.* in Carrillo *ed.* 2006:5).

Ergazakis *et al.* (in Carrillo *ed.* 2006:11) discuss different views of the development of a knowledge city. They maintain that in the political sphere, belief in the necessity for a change is important. To realise the importance of a

reposition of the city into a knowledge area in situations where traditional industries have declined must be translated into political will. A city cannot succeed in getting developed into a knowledge city if there will not be a clear support from higher levels of government and local leadership. It must also be guided by a clear, strategic vision. Ergazakis *et al.* (in Carrillo *ed.* 2006:11) give good examples of knowledge cities that have succeeded, and those have all chosen to target a few sectors and have made clear goals for all of them. It is important to choose these sectors carefully and to look for competitiveness and available resources. The strategy has to include higher education, quality of citizen's life and advanced social services. Financial support as well as strong investments is needed to implement the strategic goals mentioned above. Financial support can be from public and private resources by usage of various tax schemes as well as attracting public funding at national and supranational level.

Setting up agencies that promote the development of the knowledge city is, according to Ergazakis *et al.* (in Carrillo *ed.* 2006:11), essential. These agencies can be research centres, institutions, technology parks or universities involved in different projects to strength co-operation and knowledge sharing. As will be discussed further on in this chapter, diversity is important for a knowledge city to do well. Creativity talented individuals prefer to live in cities with a character of diversity, tolerance and openness.

Moreover, Ergazakis *et al.* (in Carrillo *ed.* 2006:5) argue that a knowledge city contributes by better functioning online sharing among citizens, up-date information facilities, well functioning democracy and other benefits of technology flow of all members in a community. Bounfour & Edvinsson (2005:24) argue that success factors for a knowledge city should be viewed from an IT perspective with broadband infrastructure, knowledge workforce, innovation and digital democracy.

Ergazakis *et al.* (in Carrillo *ed.* 2006:13) describe the importance of giving all citizens access to information and think that this will be done by accessibility rights, as for example broadband networks, training and education rights through information and communication technology. They further believe that well developed communication networks sustain the development of knowledge.

4.1.2. The role of the university

According to Psarras (2006), knowledge is seen as neither absolute nor universal; it is in many ways local, changing and has to be continuously reconstructed. He further argues that the continuous change in the economic environment demands that there must also be continuous learning and training. These days an employee has to be curious, flexible and open to new ideas. This sets new demands of today's education system. The future will belong to the students who can acquire and apply knowledge and skills that the global markets demand. Modern students therefore require regular updating of their knowledge, skills and competencies,

and in order to satisfy those demands the universities must expand flexibility and innovative learning and teaching.

Psarras means (2006) that universities traditionally have had two main functions; to create knowledge and to disseminate it. Research has been the main vehicle for creating knowledge, and teaching has been the main vehicle for disseminating knowledge. In today's rapidly-changing economical environment universities must recognise and respond to a new role in order to adapt to the knowledge-based society. They must consciously and explicitly manage their knowledge assets and with the processes associated with the creation of its intellectual capital.

Intellectual capital, according to Psarras (2006) can;

- Create a flexible and innovative link and relationship between education and work
- Help students to match their talents with current workplace demands
- Contribute to the adaptation of new knowledge to the existing one
- Connect learning with experience so that work no longer can be seen as something that happens at a later stage in life.

4.2. The Knowledge Moment

A knowledge city could further be seen as an environment that triggers and enables a rich, diverse and complex flow of knowledge instances. Dvir (in Carrillo *ed.*. 2006:245) talk about the knowledge moment, which they believe is a spontaneous or planned human experience where knowledge is created, exchanged or transformed into a new form. Nonaka and Konno (in Carrillo *ed.* 2006:245) explain a cycle of four modes of knowledge conversion: socialization, externalization, combination and internalization. Dvir (in Carrillo *ed.* 2006:245) suggested a model where knowledge moment happens in the interaction of people, places, processes and purposes. They maintain that within a conversation between people in a particular place, using structured or unstructured processes aimed at explicit or implicit purpose knowledge moments will be constructed.
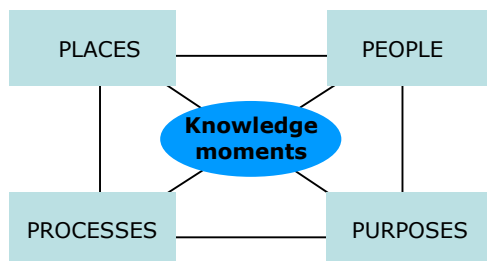
Figure 6 The knowledge moment (Dvir *et al.* in Carrillo 2006:246)

- *People* – knowledge moments are human experiences involving any human being acting in the city as visitors, artists, business people, local people or citizens. Dvir (in Carrillo *ed.* 2006:246) discusses the importance of identifying exceptional knowledge moments in a city. He thinks   that they can find those by follow the people in the city for a day to see how they

spend their day and what they have experienced. Does the city provide their citizens the possibility to meet such moments?

- o *Places* – The spaces where the knowledge moments happens is called knowledge places. It is important to have a strategic plan to always develop places to upgrade some of the existing institutions etc in order to provide new knowledge places.

- o *Processes* – Knowledge processes can be well planned or unplanned. The more complex a process are, the more people, places and knowledge moments will turn up.

- o *Purposes* – All knowledge moments include motives such as joy, engagement and personal growth. In which places does it take place and to what purpose to serve?

Dvir (in Carrillo *ed.* 2006:249*ff*) discusses different knowledge places and how they are different during the day, from early morning to late nights. Different knowledge moments will appear during the day, and different people will share and change knowledge in different situations. It is important for a city to provide those possibilities for their citizens. Dvir (in Carrillo *ed.* 2006:249*ff*) describes the school as a community centre for creation values, education and learning, and also discusses the importance of a well-functioning library where people come to borrow and read books but also to talk with each other, to meet new friends, and to create and discover new ideas. Also the piazza, the town hall and a citizen's home are mentioned as knowledge places.

Dvir (in Carrillo *ed.* 2006:270) has observed that a knowledge city is dependent upon the quantity of knowledge moments and argue that the quantity creates quality and impact. He also believes that it is a combination of planned and spontaneous knowledge moments that ensure the knowledge city's strength.

4.2.1. Face-to-face contact

According to Sveiby (1996) human knowledge is action orientated and best transferred through social interaction. The reason for this is that humans have a huge capacity to absorb signals unconsciously in face-to-face communications. Storper & Vanables (2004) further argue that deal- making, evaluation and relationships are heavily dependent on face- to- face contact. The clustering of workers is a result of the increasing demand for specialized skills. The result is that a pool of specialized labour and workers gain access to a greater number of employers. Technological spillovers are considered as one reason why cities frequently are the places that function as centres of innovation in the sense of production of ideas and knowledge. People can absorb knowledge from contact with more skilled individuals in the same industry. Knowledge in this sense "rubes off" in places where integration and density is high.

Storper & Venables (2004) also claim that there are some kinds of information that can be easily codified and transferred in a way that does not require face-to-face contact. Mathematical, linguistic and visual information are examples of this kind of information. However, uncodifiable information requires that symbols and words are related to the symbol system in which it is expressed. For example, an individual can master a language and its grammar without understanding its metaphors. If the information is not entirely codifiable, the symbol system is not enough for successfully transferring the message. Face- to- face contact therefore, provides an efficient channel of communication where there is room for a depth and speed of feedback that is impossible in other forms of communication. Learning where two individuals can send and receive messages instantly simultaneously is a multidimensional communication. It is essential to the transmission of complex information, and it is the only way to fully take advantage of the creativity and diversity between individuals.

According to Storper & Venables (2004), there are four major properties of face-to- face contact;

1. It is an efficient communication technology considering that far from all information cannot be codified.

2. It allows actors to align commitments and therefore reduces incentive problems. In economic relationships there is always a residual uncertainty for one agent to free ride or manipulate the other, and therefore a need to reduce incentives. Face-to- face contact can increase the transparency of the information and therefore reduce uncertainty. The uncertainty can also be reduced while building human relationships. By meeting an agent an individual can better control the intensions and actions. The face of the agent reveals both intended and unintended messages which embrace a certain amount of trust.

3. It allows screening of agents. Informal networks, both formal and professional, help screening network members and potential partners. These informal networks can develop certain 'codes' that signal belonging to others with the same criteria.

4. It motivates effort. People tend to imitate and compare themselves to others. The willingness of performance makes us wanting to do better than others are a great force of motivation. People in a buzz environment therefore tend to be highly productive.

4.3. Intellectual Capital

In many cases there is a significant difference in the value of a company's net assets and its market value (Roos *et al.* 1997:3). The market value consists of two

components; the financial value and the intellectual capital (Grafström & Edvinsson 1998b:26). The intellectual capital, IC, therefore consists of all the intangible assets which are not normally shown on the balance sheet. It consists of knowledge, brands, trademarks and the management of relations with external actors, all dimensions of value creating (Roos *et al.* 1997:24).

Revenue is often the official measure of a company's success, even though that this is commonly known to be an unreliable yardstick in the view of the ease with which it can be manipulated. It is therefore important to make the driving forces of the profit evident in order to achieve a straighter and more forward-locking perspective. (Grafström & Edvinsson 1998b:31) IC is forward looking and can be described as knowledge with development and value-generating potential (Grafström & Edvinsson 1998a).

Martínez (in Carrillo *ed.* 2006:20) means that the model applied by Edvinsson and Malone (1997) in the Swedish Insurance Company Skandia could not only be used as an IC model for companies. It could also be used as a model to evaluate a country or a city. This IC Navigator Model represents a holistic and balanced outlook of both intellectual and financial capital. Also according to Bounfour & Edvinsson (2005:115*ff*), the development of a nation's IC requires consideration of the four key factors applied on the IC of a nation. Both models are built around four areas:
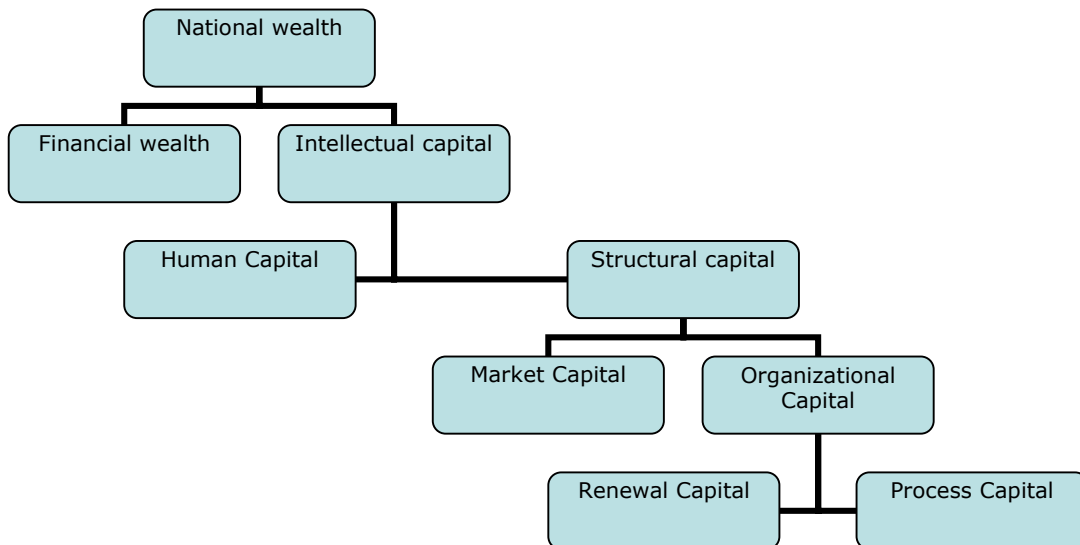
Figure 7 The IC Value scheme of a nation (Bounfour & Edvinsson 2005:116)

Human capital This refers to the individuals in the organization and how they complete the tasks and goals for the city, but it also includes cultural values and the city's philosophy. The educational system is the prime developer of human capital, both as a basic function and as a lifelong learning. This means that an education is never completed; it should be continuously updated to cope with a rapidly changing world.

Process capital To keep and increase the level of human capital, intellectual and structural aspects are important. Organizational and management structure, information systems are some examples of these. It could be seen as the knowledge of a nation or region embedded in its information and communication technology systems which makes it possible to sustain the output of human capital.

Market capital The IC is embedded in national intra-relationships, which means the capability to provide a competitive solution to the needs of international clients. Apart from the internal relationships, market capital includes elements as laws, market institutions and social networks. According to Martínez (in Carrillo *ed.* 2006:20) the market capital is the markets in which the city has national and international contacts. Including elements like customer-city loyalty, satisfaction made by strategic customers and the value of brands.

Renewal and development capital is a nation's future intellectual wealth and investments for creating and sustaining competitive advantages. This includes investments in research and development, patents, trademarks and start up companies (Bounfour & Edvinsson 2005:115*ff*, Martínez in Carrillo *ed.* 2006:20).

4.3.1. Social & Relational capital

Traditionally, a firm's success and innovation process have been considered to emanate from its size. The rationale for this claim is that a larger firm controls a larger R & D department than a smaller firm. This is declared to be the force behind the innovation process. However, empirical studies have showed that in many industries small firms are the engines of innovative activity and technological change. Success in this case is explained by external factors where linkages and relationships are of high importance (Capello & Faggian 2005). These linkages and relationships existing in a certain region can be referred to as its human capital. The human capital, according to the report from PWC (*Cities of the future* 2005), represents one of the most important sources of value in the knowledge economy while providing knowledge, creativity and ability to innovate. One of the key factors in the human capital is the social capital. The social capital consists of both formal and informal networks. It emerges from the interaction among individuals within the network and can provide substantial assets for individuals and for the community. Examples of formal networks can be societies, clubs and special interest organisations with formal membership structures. Informal networks can be social gatherings at restaurants and bars. The environment around us can affect our productivity and quality of life. In places where social capital is high the citizens tend to feel safe, and productivity, employment and education tend to be higher (*ibid*).

By social capital Putnam (1995) refers to features of social life – networks, norms and trust, which enable participants to act together more efficiently to pursue shared objectives. Putnam (2000:20) further argues that social capital has both an individual and a collective aspect - a private face and a public face. Individuals

tend to form networks that benefit their own interests. This can be connections used in the search for a job, a helping hand or companionship. However, networks between individuals in many cases have positive spill over effects on bystanders and the entire community. Putnam (2000:20) exemplifies it with a neighbourhood where everyone keep an eye on each other's houses followed by a lowered crime rate in that area. The individuals that spends most of the time on the road and does not form a part of the social network in the neighbourhood also benefit from the connections made (*ibid.*).

Putnam (2000:22*f*) distinguishes social capital into two main dimensions; *bridging* and *bonding*. Bonding is inward looking and tends to strengthen exclusive identities and homogenous groups such as ethnic or religious groups. Bonding social capital is good for creating reciprocity within the network and to mobilize solidarity. It creates strong in-group loyalty. Bridging in the other hand is outward looking bridges between diverse social cleavages. Bridging social capital is good in order to linkage external assets and to spread information. Examples of a bridging network can be civil rights movements and other organizations helping to create an understanding for different groups and working for a more united society (*ibid.*).

The theory of social capital according to Putman (1995) presumes in general that the more people connect with other people, the more we trust them. Capello & Faggian (2005) though regard to the concept of social capital in a different way as they argue that there is a great difference between social and relational capital. Social capital, in their meaning, exists wherever a local society exists. Relational capital, on the other hand, refers to the capability to interact with different actors; cooperate and exchange information. In order to accomplish collaboration there has to be a fundamental trust between the actors (Putman 1195, Capello & Faggian 2005). Capello & Faggian (2005) define relational capital as all relationships – market relationships, power relationships and cooperation established between firms, institutions and people sharing a strong sense of belonging and highly developed capacity of cooperation.

The concept of relational capital helps to explain the difference between the two concepts of physical and relational space. Physical proximity, however, increases the probability of contact between actors, which in its turn facilitates spreading knowledge and producing useful spillovers. The spillover effects become of interest when there is a proximity to a high number of firms belonging to the same sector, to firms of different sectors and to universities and research centers which all are typical places where knowledge is produced. The communication channels are also crucial in order to convey the spillovers and innovation capacity.

Cultural and social proximity where all citizens have a strong sense of belonging is the basis of the relational capital and its existence. It is built upon:

- o Explicit cooperation among actors

- o Implicit cooperation among actors
- o Public and private partnership

Relational capital is therefore necessary for collective learning in the same way that physical space is crucial for traditional knowledge spillovers.

The channels through which the relational capital becomes collective learning are:

- o High mobility of local labor force
- o Stable and fruitful relationships with local customers and suppliers
- o Spin-offs

4.4. The creative class and creative centres

The traditional view argues that certain places grow because of the closeness to infrastructure such as harbours and railroads, or because of natural resources (Florida 2003). Bounfour & Edvinsson (2005:9*f*) argue that the transaction perspective from a companies view is still the most common, in the sense that companies are mainly driven by efficiency requirements and the importance of shareholder value. Hence they state that the community perspective is becoming more important in today's fast changing economy. This perception is characterized by a flat structure of organizations, networking and knowledge management.

Florida (2002:221) maintains that the key to the regional growth of today does not lie in reducing costs for doing business but in gathering highly educated and productive people. The clustering of people is even more important than the clustering of companies. The right people in this sense are human capital, meaning highly educated and productive people, or as Florida calls them; *the creative class*.

There have been arguments saying that as communication gets easier and people are getting more mobile, the importance of the cities will decrease. This, according to Florida (2002:6) is very far from being the truth. The place is the central organizing unit of our time. The geographic place is the most important factor that matches people and employment. Traditionally, the decisive factor when choosing a place to live has been the location of the jobs, the most attractive position or the greatest financial award. Florida argues that the answer to this question today is that the so called *Creative Class* is seeking its way to *Creative Centres* (2002:217*ff*).

The creative class is defined as a set of individuals with a high rate of innovation potential. They have the ability to innovate, such as new products or methods of doing things (Florida 2003). Once you have gathered these people, industries that employ them and investors who put money into the companies will be attracted.

The real challenge after attracting the right people is to translate the underlying advantage into creative economic outcomes (Florida 2002:221).

Creative centres are locations that have a high rate of creative class people and high concentration of creative economic outcomes in the sense of innovations and high-tech industry growth. In these regions, there have also been increases in employment and population. Creative centres succeed because creative people want to live there and the companies follow the people or are started up by them. These centres provide all sorts of creativity, such as artistic, cultural, technological and economical. The key element in attracting the creative class is a region that provides experiences for all kinds of people. Traditional attractions such as urban malls, theme parks and sports stadiums will not do (Florida 2002:218).

According to Florida (2002:223*ff*) there are a number of factors that attracts people to a certain location;

- o *A thick labour market* People are not looking for a single job, but for many employment opportunities. The reason is that many do not intend to stay with one company for long, which means that places need to offer a greater amount of job opportunities.

- o *A certain lifestyle*: The location must be diverse, tolerant and open to new ideas. The ability to both work and have vacation in the same place, a greater demand of quality of life is important. One reason for this is the nature of modern creative work. The environment needs to be inspiring to generate day-to-day productivity. This includes parks but also things like a rich nightlife.

- o S*ocial interaction in so called third places*: These third places are places where people can meet and interact outside the home and workplace, such as coffee shops and cafés. The importance of third places is increasing since people more frequently live alone and it is becoming more usual to work isolated in front of a computer at home.

- o *Diversity:* People are drawn to locations known for diversity of thought and open-mindedness. In this context, diversity refers to people of different ethnic groups and races, different ages, different sexual orientations and alternative appearances such as body piercings, tattoos or any other alternative style.

  An attractive place does not have to be a big city. What really matters is that it is a cosmopolitan place where everyone can find a group to be comfortable with and also find different groups around them to be stimulated by. An outsider must swiftly be able to feel like an insider.

There has in this case to be a balance between the sameness and the differences creating the interplay of cultures and ideas.

- *Authenticity*: How unique the place is. That includes among other things architectural dimensions, cultural attributes and historical artefacts. It can be a matter of historical buildings, established neighbourhoods, a unique music scene or specific cultural savings.

- *Quality of places*: Refers to the unique set of characteristics that define a place and make it attractive. In short, what is there, who is there and what is going on. In this sense there is a need to be a part of the experience and being able to choose the mix of it. The combination of a vibrant street life and a quiet place like an urban park gives the individual the opportunity to create their own experience and the intensity of it.

Cities thus must possess the ability to make it desirable for people to live there. Cities that are centres of fashion and culture also tend to attract talented people and generate technology- intense industries. It is the small things that make the difference, like vibrant street life and an active outdoor recreation, not the big attractions (Florida 2002:259*ff*).

4.4.1. The 3 T´s of Economic Development

Florida (2002:249*ff*) further argues that in order to attract creative people, generate innovation and stimulate growth, a place needs to control the 3 T´s of economic development; *Technology, Talent* and *Tolerance*. Each of the T´s are necessary but by itself insufficient.

- *Technology*: This factor indicates the rate of companies in the technology sector as software, electronics, biomedical products and engineering services.
- *Talent*: The factor of talent can be measured as a percentage of the population with a bachelor's degree or above.
- *Tolerance*: There must be low entry barriers for both industries and people. The location must offer great opportunities for new business to enter while making it easy for outsiders to be a part of the community and swiftly become insiders. People from different backgrounds must be welcome to turn their energy and ideas into innovations and wealth. A way to measure the tolerance is by for example the 'gay' or the 'bohemian' index. Both measures signal low entrance barriers. The Bohemian Index measures the number of writers, designers, musicians, actors, painters, dancers, photographers, sculptures and directors. There is a strong correlation between the Bohemian Index and high-technology industry concentration which indicates that a flourishing cultural environment generates economic growth.

These three factors are to be correlated and together constitute a climate which creates innovation, experimentation and economic growth in a long term perspective (Florida 2002: 260*f*).

There can also be a linkage made by the 3 T´s of Florida and the key components of the IC model made by Edvinsson. The factor of Talent can be referred to as human capital, Technology as organizational capital and Tolerance as relational capital. (Edvinsson 2006) Both models handle the issue of knowledge workers, the importance of their presence and how to manage to attract and sustain them.

4.5. The role of governance

Governmental leadership is mentioned by Edvinsson (2005) as one of three major sustainability factors of an intelligent city, in the sense of providing structural capital to enable wealth creating. Ache (2000) argues that the stimulation of innovation requires a balance between market powers and governance. More specifically he calls for new approaches to urban governance based on visions. Together with extended communication, enhanced creativity and continuous learning this new approach will be able to meet the challenges of a fast changing environment (*ibid.*). Healy based her article *Creativity and Urban Governance* (2004) on the notion of 'double creativity of governance'. This double relationship consists of the potential to foster creativity in social and economic dynamics and the potential for governance to transform its own capabilities.

Healy (2004) discusses three different meanings of creativity and innovation, a discussion that is worth mentioning for two main reasons. First, it is always useful to underline the complexity and subjectivity of a concept, and second, it emphasizes the many different approaches to the field. The first meaning mentioned links creativity to innovation and stresses the role of governance as flexible and able to "auto-transform" when faced with new challenges.

The second meaning addresses the concept of urban dynamics and is thus more abstract; it also moves beyond innovation. Underlying this meaning as a strong belief in market forces, which means that creativity is driven by the response the producers have to consumer demands. The implications for governance thus are less straightforward and it should be capable of generating events and situations that encourage wonder and awe within the population, in order to promote creativity.

Creativity as a process of making a new product is the third and last meaning that is discussed. The concept of product is wide, for example a cultural object, a market niche or a locale. The three meanings overlap and imply that the role of governance is very unlike the "rule-bound and administrative approach locked into a culturally homogenous concept of what a city region should be" (Healy 2004). Healy (2004) suggests changes both on the process level, for instance

networks, stakeholders and specification of laws, and the on culture level, that is accepted modes of governance and the range of embedded values – thus both formal and informal structures. But Healy (2004) also advocates changes of more specific characteristics, such as changes of actors, arenas and settings.

Research by Bontis in Edvinsson (2005) presents four points that should be on the agenda of governance;

- o Research and development initiatives
- o Educational initiatives
- o Networking and trade development
- o Industrial efficiency

The question raised by Ache (2000) regarding the balance of market driven factors and public yet again requires some attention. When doing that, one must keep the points made by Bontis in Edvinsson (2005) in mind, that is to say, identify which is the correct balance and what factors to emphasize. According to Bontis they should have the priority order as stated above.

While discussing the answers of the questions, Healy (2004), comes across the same notions as Florida (2003) uses; diversity and open-mindness. Healy (2004) concludes that governance and creativity are not, as is widely believed, opposed. Rather, they are entangled phenomena. Because of the flexibility, mobility, frictions and tensions of the urban city there exist possibilities of innovation. Achieving this is not a straightforward way because different city regions require different solutions – it is the *visions* together with the awareness (our indication) that counts (Healy 2004, Florida 2000). The governance must find a balance between self regulation and re-distribution. Furthermore it is necessary to find a balance between being supportive and constraining, and most importantly to encourage creativity in the means of being able to learn from both mistakes and success (Healy 2004).

5. Empirical research

The business and the University as well as the municipality all express great visions and beliefs when talking about Western Harbour. The much collaboration between the actors stands out. Shared meanings as well as agreed became evident.

The selection of interviewees can somewhat be illustrated with the snowball effect, that is they were not set all at once. Later on the second wish, to enable views from all actors in the triple helix model, constituted the selection of interviewees.

Below, a short presentation of the interviewees will be given. The dates and places for the interviews will also be presented. The interviewees are presented in chronological order: when first interview first and so on. This because of the snowball effect that has been described earlier will be illustrated and the red line of interviewees therefore more evident. The intention is both to mirror the magnitude in answers as well as the level of passion, or interest, in the development in Western Harbour – that is to say, the more affective part of the research.

5.1. Presentation of the interviewees and their sessions

MATS OLSSON is the former city architect of Malmö. He was, and is, one of the main actors behind the development of Western Harbour in general and Bo01 in particular. Today, even though retired, Mats is very engaged in various projects connected to the continuous development of Western Harbour. The interview with Mats Olsson was conducted on the 10th of April at Malmö City's project office in Western Harbour.

EVA ENGQUIST is the vice principal of Malmö University. She is also former creative ambassador of Malmö City. Her duties are mainly managing relations with external parties such as the commercial and public sector. She is also a member of many groups working with co operations between Malmö University and other organisations in Western harbour. The interview was conducted the on 16th of April at Evas office at Malmö University.

MAGNUS THURE NILSSON is project leader of the MMM project, media meeting point Malmö. As a project leader, Magnus works with connecting small business with large, but also as a bridge between the public and the commercial sphere. The interview was conducted on the 18th of April at MINC's (Malmö Incubator) office in Western Harbour.

LARS ASKLUND is an architect at Lars Asklund and Marcus Jansson Architect office and was one of the architects of 'the simple house' at Bo01. The interview was conducted on the 3rd of May at the office of Lars Asklund and Marcus Jansson Architect office in the city centre of Malmö.

MIKAEL PETERSÈN is the CEO and co owner of Design Data a business software solution company located in Western Harbour since 1997 employing approximately four people. The interview was conducted on the 4 th of May at the office of Design Data.

SVEN KRONBLAD is the controller and facility responsible at WM Data, a IT consulting company located in the Western Harbour. The company moved into the building at the beginning of April this year. Sven Kronblad used to work at ATOS Origin which became a part of WM Data in an acquisition deal two years ago. His position there was alike the one he has today, thus he has a good experience of the whole building process. The interview was conducted on the 9th of May at the office of WM-data in Western Harbour.

OLLE BERGLIND is today running the company Tornahem AB and was previously one of the driving forces behind NCC´s construction works at Bo01.The interview was conducted on the 10th of May at the lunch restaurant Finn In in Lund.

5.2. Interview with Mats Olsson

The interview begins with an overview of the development of Malmö during the last decenniums supplied by Mats Olsson. This is important for the aspect of the identity that Malmö attempts to create today with its vision of the knowledge city. The last 150 years have in many ways been a success – which culminated in the 70's when the textile industry went into decline. Going even further back Mats Olsson tells us about the history of Malmö as a knowledge city before 1658, when Malmö belonged to Demark and together with Copenhagen was as twin city. Later on, in the 17th century, Malmö transformed into a harbour city, and a century later into an international trade city.

Retuning to dates more close to today Mats Olsson tells us about the development during the second half of the 18th century when the social democrats established the thought of the Swedish 'folkhem' a development which Malmö in much was in lead of. But slowly the main company of Malmö, Kockums, started to decline and it became evident that something needed to be done. The Saab factory became the solution and was built in 1991. When the shipyard was shut down around 35 000-40 000 employment possibilities Malmö in disappeared; for a city with a population of 250 000 that was quite a lot. Today, Malmö is back on these numbers of inhabitants, but during the crisis of the 90's many people left.

Yet another milestone came 1991, when the national decision of the Öresund bridge was made. Even though, according to Mats Olsson, this was taken without a regional perspective it has turned into a great regional success.

In 1995, it was decided that something needed to be done, Malmö was in deep crisis and had to transform from an industry city into something else. A SWOT analysis was conducted and six factors put forward;

1. *Malmö the close city* The sustainable city and the tight city centre
2. *The blue and green Malmö* A nice tradition of many parks and green areas which in part is enabled by private initiative
3. *Malmö as a knowledge city* In 1995 there were 500 students in Malmö but they were organized via the university of Lund which meant that they were not visible in Malmö
4. *Unemployment* High Unemployment
5. *Lack of housing possibilities* A negative production, wealthy people living outside of Malmö
6. *Culture* Radical transformation of the culture

Based on this analysis, two main long-term strategies in transforming Malmö were formed:

o Acquiring an university of its own
o New housing

As it was recession at the time, the only possibility was to build housing in the high income segment. It was decided to apply for the exhibition fair Bo01. Initially it was a weak interest from the business but in the end 20 future propetitors were assigned building 500 apartments. Today, the aim is that Western Harbour also should include cheaper housing and not only tenant ownership. Mats Olsson also comments that Bo01 was the first of its kind in the sense of collaboration between the city, the business and the future propetitors. To begin with the meetings were strict and the propetitors did no realize the value of discussing a common goal – but along the way they loosened up. Contributions were also made from the government as to enable ecological sustainability as a leading concept during the construction. It was a strong criteria that Bo01 should be an open place – no private ownership of streets and alike was allowed. A thought was also that Bo01 should contain business premises as well as housing. To this day it has been hard to attract business, says Mats Olsson. An additional comment on the much criticised building of expensive apartments is the identified moving chains that follow; moving chains up to ten links was found. That is, when one household is moving to something better it enables someone else to do the same and so on.

The interview then turns to the development of Western Harbour today. Mats Olsson tells us, impressed, about the 22 000 students that Malmö University has

managed to attract in few years and their multidisciplinary approach as to distinguish from the university of Lund. He also tells us about the venture of Malmö as a media city and the K3 project on Malmö University (Focus on three education areas; Teacher education, Culture Art and Communication). He proceeds on to tell more about the working processes around these partnerships. He talks about a process of three parties;

1. *Values and underlying mind set*
2. *Knowledge step – three dimensions*
    Consisting of a triangle with the leading words Social (as inclusiveness and such), Attractiveness and Innovation.
3. *Tools city* collaborations, as discussed above.

In the middle of this triangle, Mats Olsson put the official space – this is were things happened and a holistic view of the knowledge city is defined. This is also were a sustainable perspective comes in – both ecological, economic and social.

This model is thus part of the strategically mind set where questions such as '*What is a knowledge city?*', '*How can Malmö be a knowledge city'*, and *Which relation does it have* were discussed. Mats Olsson points out that the mission for the city is to create meeting places where different parties can meet as they not always are aware of the value of this. Mats Olsson thinks that ideas are best created in a myriad of opinions. Creativity can grow when different actors meet. He mentions three factors as important in increasing the level of creativity; *Diversity*, *Density* and *Quality*. Diversity is needed as a mix of people is generating ideas, density as closeness enables people to meet and quality in the sense of that it means attractiveness. One example of this is the newly built skate park which entices people from around the region; another is the restaurant at Malmö University.

Mats Olsson links this discussion to Malmö University's successful work with attracting students with a non-Swedish background. As a reason for this success, Mats Olsson argues that the lack of history enables Malmö University to entice people from other environments as there is no tradition, as opposed to the University of Lund for example. Partly Bo01 has also been successful in this aspect, initial fear of the opposite, since many Danes and families with children live there, despite. The area of Bo01, in particular the seaside walk, also attracts many people from around Malmö, especially in summer time. The area has also enticed many creative industries, says Mats Olsson.

Finally, Mats Olsson is asked to talk freely about the visions of Malmö of today. He hopes for a lot of social activity in the area, and that the segregation situation in Malmö improves. Naturally he also mentions Citytunneln (underground network linking Malmö central station with the bridge to Denmark) as an important factor in doing this. The plan is that when the tunnel is ready, the old

railway around Malmö will be used to a commuter train linking less attractive parties of Malmö with the centre as part of the vision of Malmö 2050.

Mats Olsson emphasises that it is important that a city has visions –as it signals confidence in the future which in turn enables investors to venture. The city has as mission to function as a battery of ideas and a visionary agent. Today there is a strategy group between the university and the city working with these questions, which Mats Olsson says is very important.

A concluding remark is necessary: Mats Olsson communicates a great deal of enthusiasm and engagement – both personally and for Malmö as a whole.

5.3. Interview with Eva Engquist

Naturally, the main focus in the interview with Eva Engquist was the role of Malmö University and their role in Western Harbour as well as in Malmö as a whole. Eva Engquist verifies the location of Malmö University in Western Harbour as one of two strategies in developing Malmö. She points out that even though the choice was a deliberate choice one can never govern as much as intended. However, the venture of Malmö University has succeeded to a greater extent than expected.

Eva Engqusit discusses the direction varieties of training that Malmö University provides. They consist of three areas; Teacher education, Culture Art and Communication (3K) and Technique and Society. The common denominator is that all trainings provided is interdisciplinary. She emphasizes the extensive cooperation that takes place between the university and the business; in particular this is evident with the 3K educations. The most apparent example of this is the work between Malmö University, the city and SVT (The public service company). She also comments on MINC as a media harbour and hence a contributing factor. Another example is the centre for real estate business, a project which involved some leading future proprietors and about eighty students and aimed to visualise the development of Malmö. Eva Engquist points out that this is a good example of when the business world realizes the value of the know-how of students. She adds that Malmö University is a profession university, which means that it educates for example dentists and teachers which make it even more important with relations with the business. This also means that Malmö University needs to be sharp on responding to demands and changes in the professional environment.

Following this argument, Eva Engquist was asked if she believes that there might be a risk that the focus on one area such as media means that the scope gets to narrow. She agrees that there is a risk and explains that Malmö University also focuses on health and urban management; yet she concludes that an organization needs to choose a couple of focus areas and then venture on them. In doing so a dialogue is required as to focus on research in fields where it is demanded. She

opens up for a discussion about whether the universities actually deliver as they should.

This leads the discussion to the balance between public and commercial initiators. Two main arguments are advanced by Eva Engquist. The first is that the partnership between the public and commercial is very important and the second that the university is an important actor as it works as a neutral part and thus can balance the two. Further she talks about the dual aspect of the dialogue that Malmö University conducts with the commercial sphere. This means that Malmö University follows the commercial development as too see how to contribute and adjust, but also what the business world can learn from Malmö University.

The focus then turns to Malmö as a city and Eva Enquist´s opinion of its development. She points at the geographical position of Malmö as valuable as well as the history as a trade city. According to Eva Engquist, the location enables network effects and knowledge sharing, especially when having the closeness to Copenhagen in mind. The knowledge together with history is a good foundation in the process of developing Malmö into a knowledge city. In addition to this, Malmö is a diversified city which makes it outgoing. Eva Engquist is familiar with the thoughts of Richard Florida, which is a main part of the theoretical framework in this thesis, and his concept of the 'creative class' and their demand on services and cities which are tolerant and accessible.

As Malmö University is an important part of the development of Malmö, it is essential to discuss its visions and strategies. The main focus today is the transformation from 'högskola', a Swedish teaching institution which is not entitled to appoint professional chairs, into a university with full rights to do so. Today this is done through the University of Lund. Eva Engquist emphasize that the wish of transformation not is a question of status but instead a question of greater research possibilities. The question of status – the signalling effect of the appellation 'university' – Eva Engquist considers as relative limited. Instead, she points at the showing the vision and keeping a dialogue is important in the mean of changing attitudes. She believes that Malmö University focuses on cooperation and the business world is more important in profiling.

The main strategy for developing Malmö University is dialogue – both within the organization and with other parties – but it is also the main challenge. Eva Engquist points out the difference between a more traditional university, Uppsala, and Malmö University. Part of the strategy is also the openness, for example open lectures, exhibitions and the incubator (MINC). The physical openness is also important – Eva Engquist visualises an 'open' sign around the city to welcome knowledge sharing. An important tool in doing so is the mobile techniques which enable a constant information flow and thus helping the openness. Connected to the dialogue is the dimension of creativity. Eva Engquist thinks that dialogue is required in stimulating creativity. In her opinion creativity is formed in networks and often in interaction with the customer and then questions how these meetings

are best created and how they can be translated into productivity become relevant. Following this is the discussion of the future and creativity, in which Eva Engquist would like to see a discussion about living requisites in the future.

Another important topic which is related to both creativity and openness is diversity. Malmö University takes pride in having 36% students with non-Swedish background a number which mirrors the picture of Malmö as a city. This is a deliberate strategy which has succeeded by help from for example ambassadors from Malmö University in exposed areas such as Rosengård in Malmö. Eva Engquist mentions the alarming fact that many well-educated drives taxi and not use their profession. Monoculture is dangerous and diversity and networks are needed to oppose it says Eva Engquist and exemplifies with cities such as Antwerpen and New Castle which have a large share of immigrants and have used it as a tool for success. When asked if there is a risk that the focus on Western Harbour may increase the segregation in Malmö she agrees that there is a risk but she also says that the city venture in other areas as well and that there are other areas that flourish and adds that the city need to start developing somewhere.

Eva Engquist, and thus Malmö University, is represented in many different groups and projects regarding the development of Malmö in general and Western Harbour in particular. One of these groups is a group consisting of Malmö City and Malmö University in which the future of Western harbour, both concrete and visionary, is discussed. Eva Engquist raises the thought that these questions should be further explored in a consequence analysis, since she thinks that many cities aim at the same goal; venturing on business such as nano technique, biomedicine and media. She says that everyone is striving towards the same goal without a strong analysis in the bottom. Cities need to analyse which companies perform well and which will do it ahead and then conduct a thoroughly analysis instead of only venturing what is regarded as popular today.

When asked if there is a risk attached to the fact that the same persons attend many of these groups she disagreed and instead proposed the thought that it makes it easier when involved and engaged people share visions and it makes it easier when not having to put new people into the thoughts. She also points at the development in one of these group, one consisting of the various future propetitors, has been positive as the actors in the beginning were reserved and restricted their knowledge sharing but that they along the way have open up and now see a common goal and shared visions.

Finally the matter of location of companies is touched upon. With a perspective of Malmö University in mind, Eva Engquist thinks it is two important variables that denominate, the supply of good co-workers and their assignment. In addition to this she thinks the closeness to Copenhagen is important.

To sum up the interview it mainly dealt with the concepts of creativity and diversity and Malmö University's relation to these were bought up. In addition to that the many partnerships that Eva Engquist participates in were discussed. During the interview Eva Engquist expressed a great amount of visions, engagement and commitment to the area; it is evident that she really puts her heart into her work.

5.4. Interview with Magnus Thure Nilsson

The experience industry is a growing phenomenon in the business environment of today, including such areas as moving media and design. After making a SWOT, analysis, conducted by a working group of Malmö City, of the Malmö region, the area of moving media was chosen including components as film, television, videogames and mobile communication. This, according to Magnus Thure Nilsson, is the winning concept of the future, compared to written text. Today many manuals, as film clips containing visual instructions, are downloaded from the internet. The visual instructions are quicker and easier to understand than reading an ordinary manual, which makes it more efficient and cheaper. According to Magnus Thure Nilsson, everyone will use moving media in the future, which makes it crucial to be a part of the developing process in order to affect its outcome. Magnus Thure Nilsson points out that Sweden has a good potential to progress in this field because of the general technology level in the country. Sweden is a highly digital country since practically every household has access to the internet. Furthermore the same technology is more or less used by everybody regardless age, income or background. This makes it possible to easily evaluate which kinds of products the consumers use and how they use them. The technical integration and the rather flat structure of organisations constitute two other important factors in favour of development of new products. Magnus Thure Nilsson argues that being fast is crucial in this business. If you don't develop and promote the product, within a year someone else will.

Magnus Thure Nilsson argues that there is a great need for a neutral part in the media business. The media segment traditionally is very protectionist, and its partners usually keep their information and methods to them selves. This will not be possible in the future, Magnus Thure Nilsson says, since it will be impossible to keep ideas secret. Therefore a neutral part, holding all parties together constitutes a very important actor. This neutral part must itself have no interest in making profit; rather it must be built upon a system where partners depend on each other, if it goes well for one partner everyone gains from it. The neutral part will work as an engine and bridge building function; it must control the business environment and its small and big actors, finding new talents while at the same time taking care of already established ones. Magnus Thure Nilsson argues that one important task for the neutral part is to have an overview over existing projects so no effort will be wasted by starting a new project while there is already an existing one operating in the field.

Money to the project, MMM, has come from several sources: from the government, the region and from private sources likes businesses and organisations. There is therefore now a fight between the region and nation about who shall harvest the fruits of the project, Magnus Thure Nilsson says. The problem is complex, he argues, because if there is no national development and improvement within a sector, there can not be a regional development either. There is therefore a great importance of cooperation between the two parties. The public sector often wants the private sector to pay for the neutral part. To ensure that such a part to exist, Magnus Thure Nilsson argues that it is better to let the public sector finance the function at the start and then let the private sector pay in the long perspective.

According to Magnus Thure Nilsson, geography and closeness are crucial factors for creativity. People must meet and interact. The location is important as being where people live and spend time every hour of the day. The interplay must be between people, different businesses and the public space. Magnus Thure Nilsson advocates getting the public space into the office. There is a great value in having a natural flow between the university and the businesses. Magnus Thure Nilsson thinks that it should be easy to move between the different institutions without letting the meeting take a great effort of time. The meeting between the public and the private is very important, and the surroundings should facilitate this. The environment must attract people; in doing so it must provide the newest and freshest surroundings in order to make people want to spend time there. It must also feel natural for them, Magnus Thure Nilsson further argues, to be among the companies. One way of doing this is through the conjunction of the water and the buildings and the presence of restaurants, coffee shops and stores. The combination creates an atmosphere of life and movement which attracts people at every hour during of day.

Speaking of cooperation between actors in the media business, Magnus Thure Nilsson believes that most have not even considered the option of collaboration. But while actors once they sit down in a meeting they are surprisingly open, the chore is rather to get them gather them in the same room. Business secrets are about to be an obsolete phenomenon and today the most important factors are speed, a good business idea and to be a great seller.

Politically, it is crucial that there is a link between the educational system and the business, Magnus Thure Nilsson argues. The environment of the educational system is very hostile though, he points out: it is very protectionist and makes the biggest "rat hole" to be found.

The key word while talking about creativity is change argues Magnus Thure Nilsson. Magnus Thure Nilsson puts a great effort into avoiding routines in his everyday life. He even changes side of the bed with his wife every now and then in order to break habits, sleeps with the head where he usually has the feet and so

on. Further he argues that there is a phenomenon called the "employee disease", in which employees tend to acquire certain rights after a time at the same position. They tend to be tired and slow and loose edge after a longer period at the same place. Following this argument, nobody at MINC has a settled place where they work. The office is an open space with several spots where everyone can take a seat and place their laptop. It is all a part of a concept where the lack of habits makes a ground for interaction between the people working there.

The end of the interview dealt with such concepts as cooperation and the interference of a third, neutral part in the collaborating context in order to guarantee an initiative and sustain the relationships. Magnus Thure Nilsson is very engaging and has a lot of visions and ideas; it is evident that the project MMM as well as the development of Western Harbour is close to his heart.

5.5. Interview with Lars Asklund

Lars Asklund starts the interview with a presentation of what he has been working with in Western Harbour. He has been designing a house called 'the simple house' at Bo01 and has been reacting much against certain aspects of the project. He thinks that using public means for such spectacular houses as those at Bo01 is wrong. Instead he argues for the importance of building houses that people can live and work in. He tries to design houses more traditionally and not in a complicated way. The idea behind 'the simple house' in Western Harbour was to hold up a straight message both to the ones who are going to live in the house and to those who are going to look at it from outside. Lars Asklund thinks that his driving force in designing this house was opposition inclination.

Many architects involved with Bo01 designed expensive, strange houses that people are almost incapable of enjoying. Lars Asklund calls the process as chaotic and states many times that the process has not worked out well. Lars Asklund argues that the city plan for the Western Harbour is difficult and that the houses there not are easy to live in.

Later Lars Asklund describes the process in the Western harbour as a scandal, and he experienced a distorted selection process of contractors allowed to design Bo01. He was not permitted to drive the process forward before he had received a mission from an assigner. A mutual admiration society was in evidence and the feeling that the more strange the design was, the better was clearly to be seen.

A vision for Lars Asklund is to create more opinion and more debates. This is lacking in Malmö, since it is more concentrated to the capital of Sweden, Stockholm. Lars Asklund states that Stockholm is far too dominant; they are always one step a head. Nevertheless, Lars Asklund declares that the region of Öresund is the most growing region in Scandinavia. Copenhagen is the major city of the area and has both positive and negative spill over effects on Malmö. Lars

Asklund states that there are few cities the size of Malmö that are as famous as Malmö. Lars Asklund comments that Malmö has benefited are the enthusiastic and obstinate persons who have given fantastical proposals, for example Turning Torso. There are architects visiting Malmö from all over the world to look at the spectacular buildings. It is thus important to take care of odd persons, since they are important for a city.

There have been a lot of discussions around Bo01; the goal was in the beginning to make lasting, ecological accommodation, but this has not fully succeeded. Some of the houses are very well constructed but others are impossible to live in. Is that something to strive for, Lars Asklund asks. What are actually the arguments for building Bo01? Lars Asklund is critical to working teams where all participants think the same way; the end result will not be something good or new. There will always be teams where people pat each other on their back and this is common in the architect world. Nevertheless, he points out that there are fantastic exceptions.

A house must have a character says Lars Asklund, a lot of houses at Bo01 are gray and boring. Lars Asklund has been written much about good architecture. He states that the streets are everyone's living room and are owned by everyone. Therefore, all architects have a responsibility how they design houses. It is important not to design something people can not understand, or something unpleasant; the trick is to find a balance between the two extremes. It is very important to get all people within an area to feel that they own the area, says Lars Asklund.

When discussing segregation, Lars Asklund says that he is not against integration but that he believes that people who are alike attract each other and prefer to be together. Accordingly they are drawn to places where they can meet.

When asked about the pleasant things with the Western harbour Lars Asklund states that there are several. In the Western harbour Lars Asklund identifies the sea side walk as important: it gives the area an identity. An identity is relevant for a successful area and, one way to develop it is the use of landmarks. Lars Asklund has been involved in designing different landmarks in Malmö. He has for example been given a proposal of a high-rise building in Limhamn. He states that city architects are sometimes hopeless since they are too dependent of the municipality. Western Harbour is described by Lars Asklund as a meeting point. On the other hand he states that there is a great amount of segregation and that the people living there are not very happy that people from other parties of the city are coming to swim and enjoy themselves in their residential area. When discussing people and meetings culture, sport and bars are presented as areas where this is generated. Lars Asklund argues for the importance of spontaneous meetings but he does not believe that the seaside walk and the meetings there will give any economic profit. In areas like that he believes that people are more interested in to rest and calm down, not to meet new people.

Lars Asklund supports the suggestion to have the university located in the city area. The chance to learn in other ways is then possible. It is for example important for architectural students to be in surroundings which act as an inspiration to them.

When Lars Asklund starts reasoning in a more philosophical manner, he states the importance of not planning too much. He believes in a city with empty spots where more spontaneous areas can come up and in that way people can design the area on their own. Empty spots give the possibilities for spontaneity but there has to be motives to success. An example of a city that has succeeded with this is New York. What is actually the factor that makes one area more attractive? Lars Asklund does not think it is easy to affect this; maybe it is possible, but on the other hand people make their own decision in the end. Lars Asklund discusses the fact that people always are moving from one area to another - a city will always change.

Finally, Lars Asklund would like to state that the most important asset for a city is landmarks and designing houses that make people happy. He also states that he is very satisfied all over with the Western Harbour and thinks it is important for Malmö as a city. Lars Asklund gives a very creative and passionate impression – even though he is critical in many aspects he is also engaging.

5.6. Interview with Mikael Petersén

The interview mainly revolves around the decision factors that made Design Data locate in Western Harbour in 1997. According to Mikael Petersén, it was largely a coincidence that they located in Western Harbour, by then not much developed. He likes the fact that the office is located in the old hospital of Kockums. Following this he was asked to tell about positive and negative effects of being situated in the Western Harbour. On the negative side, the dominating criticism is the parking and traffic situation. According to Mikael Petersén, it is very hard to get a parking spot, and the traffic jams during mornings and afternoons is hard as there are only two exits from Western Harbour.

On the positive side is the good reputation that Western Harbour enjoys. Mikael Petersén thinks that the location signals that the city does not hesitate to give are a positive factor. When asked if there are any positive effects in being near other business or if they collaborate in any partnerships he answers in the negative. Design Data is located in a business hotel and Mikael Petersén says that they naturally meet the other companies there but not so much in a collaborative way. Another positive thing is the closeness to Copenhagen, which enables good partnerships and business, which is necessary as Design Data partly is owned by a Danish company.

Design Data has no direct connection to Malmö University, although Mikael Petersén looks at its development in a positive way since young people are attracted to the area. He makes a comparison with Lund University and Ideon, where he also has a company, and thinks that it is less inert in Malmö than in Lund.

Mikael Petersén tells about the meetings that have been held regarding the development in Western Harbour to which companies located in the area have been invited. Mikael Petersén thinks they are very positive and believes that there are many possibilities to participate and that the only limit is time. He has personally been to some of the meetings, and when asked whether any criticism was voiced he says that some voices has been heard that too many big companies are attracted to the area and too few small.

After that the question of Malmö as a knowledge city is discussed. Mikael Petersén is familiar with the notation and means that it is good that the city, with Ilmar Replau at the head, has been so clear in its visions and strategies. When the Kockum´s crane was moved a couple of years ago, the last reminder of the old industry era was gone, which he means was to the good. Turning Torso has replaced the crane and is now the landmark of the knowledge city. One aspect of the knowledge city, he says, is that it is service intense and that it easy to attract competent staff. He also says that Malmö represents a good mixture of public and commercial initiative.

He mentions that it is good that Western Harbour is a place for both living and working but that it appeals to people to various extents. As an example, he mentions that he personally likes that people from around the city come to Western harbour to swim but that many people who live there dislike it. Further Mikael Petersén concludes that only Swedes and Danes live there, which signals segregation and that that is something that Malmö has to work with. One example of how to interact is the skateboard park which had lead to a greater mix of people. Mikael Petersén can not really tell why diversity is good – but he believes strongly in it. For instance he says that a lot of immigrants has started more continental businesses and contributed in a propitious manner to the service sector. He also points out that people move a lot, and even if the Western Harbour tend to inhabit only wealthy people the new section of the city makes people move in several chains.

Finally, Mikael Petersén expresses his optimism about the area and the development. Apart from the parking situation he predicts a promising future.

5.7. Interview with Sven Kronblad

The property in Western Harbour became an asset of WM data when they bought ATOS a couple of years ago. The locals were never used since ATOS planned to

move in there just when the acquisition came clear, the location in the Western Harbour was thus not the main choice of WM data, says Sven Kronblad. He tells that the company felt that the spot did not fit with the image of the company. Having an expensive location right in the centre of activity sends contradictory signals for a business aware of prices. WM data was formerly located in Bulltofta, a more suburban area of Malmö, and has traditionally promoted itself as a company that cares for the customer's money. A part of this concept is not spending money on flashy expensive offices which drives up prices for the customers. Therefore, Sven Kronblad says, the company tried to sell or rent out the property that were included when ATOS were bought. Last year, WM data got purchased by Logica and the new owners, despite WM data's initial hesitation, wanted to take advantage of the location. Therefore the company officially moved into the building in the beginning of April 2007. Logica saw a value in its closeness to other technical companies and the fact that customers of the surrounding companies noticed their presence more than in Bulltofta. This implied that a part of the cost for marketing should be removed compensating the greater cost for rent. The building of WM Data stands out from the rest of the surroundings, Sven Kronblad points out, which makes it easier for the public to notice and remember it.

The positive side of the move to Western Harbour, as Sven Kronblad sees it, is first of all the aspect of communication. The railway station is fairly near, the bus stops right outside the building and once the Citytunnel is finished the personal can travel swiftly and smoothly to their workplace. Since the Baltic and Nordic office of WM Data are located in the same building, the closeness to Kastrup airport is also an important factor of the communication aspect.

Another positive side of the move is the greater amount of safety it involves. The environment in the Western Harbour is much friendlier, Sven Kronblad says, than the area of Bulltofta which makes the staff happy. As WM Data is a consultant firm the most important asset the firm has is the employees, he points out. Their satisfaction thus means everything. In this way, they have the chance to live close to work in addition issues as global warming and rising petrol prices, the possibility of going by public transportation has become more vital.

In the Western Harbour there are also many valuable channels for cooperation, Sven Kronblad argues. The closeness to similar firms constitutes a good arena of collaboration and employing the different competencies in the area. The plan for the future is to gather groups of firms to collaborate and change ideas. WM- data has only been located in the Western Harbour for a month, and Sven Kronblad finds it exciting to see what will happen in the area of collaborations in the near future.

Another advantage is the aspect of creativity. The environment, the view and the light it brings have a positive impact of the creativity in the company, Sven Kronblad declares. There has also been a change of habits among those of the

working force who previously were stationed in Bulltofta. In that area there were for example no lunch restaurants, which meant that everyone spent every lunch at the work place. Being as close to the city centre of Malmö as the new office is has meant that many take the opportunity to go out for lunch, leave the building and meet other people. The company provides the employees with bicycles which can be booked in order to be at the city centre within five minutes.

Because of the closeness of similar businesses, it has moreover become easy for employees to move from one employer to another. This, according to Sven Kronblad, has both good and bad effects; it can be good with changes, but only up to a certain extent since there has to be some continuity.

The negative side of the new location is that right now there are so many projects going on in the area that it makes the every day transportation difficult. There are only two ways out of the area, and many employees heading to and from the place which leads to traffic jams every morning and afternoon. Sven Kronblad himself avoids going to work at these hours, he says. He prefers to work on other locations until ten when the traffic has lightened up, a choice that not everyone has.

At the moment, the diversity at WM Data is not as extensive as could be desired, Sven Kronblad says. There are few women, and employees with more varied background would be a welcome asset. This is something the company is working on, he points out, and metaphorically adds; "One can not have an orchestra with only violins".

The expectations Sven Kronblad had from the start has, been fulfilled, he says. It all worked out according to their plan. The owners of the plot of land and representatives from Malmö City introduced the idea with the Western Harbour to key persons at WM Data. Since Sven Kronblad was responsible of the building from start, as he was part of ATOS by then, he is able to tell about the whole process. Companies have been part of the process the whole way deciding how the buildings shall be designed and so on. There have only been a few restrictions from the governmental side concerning for instance green areas. Sven Kronblad means that there has been fewer restrictions and greater freedom than normally in an alike processes.

Malmö has changed from a massively industrial city to a knowledge city, Sven Kronblad says. It is a totally different atmosphere here now comparing with the atmosphere ten years ago. When the Kockums crane was removed, the general attitude was that Malmö as a city was about to become extinct, he says. The landmark of the city vanished and a great part of the city workforce was about to loose their jobs. Now, a few years later, the Turning Torso makes a new landmark and the attitude has change into a much more positive one. A great part of the changed, Sven Kronblad points out, is the investments made in the educational structure of Malmö including Malmö University.

5.8. Interview with Olle Berglind

The interview with Olle Berglind starts with a discussion about Western Harbour as a project. One goal with Western Harbour was to put Malmö on the map and with that he believes that they have succeeded. The project benefited from all the famous architects designing houses in the area. On the subject of building houses Olle Berglind points out the importance of thinking about both the people living in the house and those who see it from the outside. Olle Berglind says that the project required longer time than expected. In 2001, just before the exhibition started, it was panic and when the houses where ready to move in to the business cycle was so bad that no one had possibility to by. Olle Berglind also points out that Western Harbour as a sustainable city has not turned out as well as expected. Before Bo01 was finished there was a lot of scepticism both from media and the public. It took time before the general public liked their new section of the city.

When starting up the project, all future proprietors wanted the same: building huge, expensive apartments as it normally are those who become bought first. What Olle Berglind experienced, especially with the buildings of Bo01, was that the city of Malmö made higher demands on the future propetitors. There was an exposed quality program constituted for the area. The combination between the public sector and the business area in the matter of initiative was good. Olle Berglind says that Malmö City has been very brave when venturing so much in one area. The strong believes and high level of engagement from Malmö City has been major success factors for the area.

Olle Berglind thinks that one reason for companies to establish in Western Harbour, as well as being future proprietors, in the area is the status - it will visualise and establish the brand. Olle Berglind tells about the time when he was working at NCC and remembers the stress that appeared when the construction of Bo01 started. It was impossible to employ adequate resources and the whole project turned out to prove more expensive than expected. Despite this NCC did not dare not to participate.

At present Olle Berglind is involved in the construction of 'Flagghuset' in the district, *det goda samtalet*, in Western Harbour. It is a house that has been built with the aim to have lower rents than other housing projects in Western Harbour. Big future proprietors were not interested in submitting a tender on these houses, instead smaller actors did. In connection with the area there are plans to build leafy parks, and Malmö City have decided that the future propetitors involved in the project also have to finance these parks. This project has worked out well, but what is difficult in creating public spaces is that it costs a lot before giving viable benefits to the propetitors. Most future propetitors want to see results immediately. What has been special with the area of Western Harbour compared

to other areas is the high level of ambition; that has been apparent especially regarding to the public spaces.

When constructing Western Harbour, those involved have been working with a framework called green area factor. It is a quality assessment where different numbers of points can be reached based on meters of lawn, numbers of trees and so on. Olle Berglind points out, a bit philosophically, that humans are from the beginning created in a green environment and therefore like to spend time there.

When constructing the area, *det goda samtalet* there was a successful cooperation between all actors involved. Olle Berglind believes that this collaboration has been a success because of the mix of larger and smaller companies. In the beginning of this collaboration all parties met for various workshops concerning diverse subjects, and from this teams where formed. There was a similar kind of collaboration when Olle Berglind was working at NCC, but this experience was not so positive. One reason could be that there were almost only big companies in the team; he believes in a mixture instead. What he has learned from the collaboration is the helpful effect that will be achieved when all strive towards a common goal.

Concerning the topic of segregation Olle Berglind thinks that it is quite common in newly built areas. He believes that people feel safe when they are surrounded with like-minded, which could be a reason why equal people gather together in the same area. He mentions the work that the public housing company in Malmö, MKB, has conducted in Rosengård in Malmö. Rosengård is one of Malmö's most segregated areas and MKB worked as to engage inhabitants in participating in groups regarding their living situation – a project that has turned out to be successful.

The advantage with having the university established in Western Harbour is that the students are situated in the area. The collaboration between the university and the business world is also mentioned as an advantage of having the university located here. Olle Berglind further discusses the buildings in which the university is located as very important for the area since they have a very special design. Design is important for a building as it is vital to be visible.

Olle Berglind does not believe there will be any far-reaching change in the Western harbour in the following ten years. He believes that it will continue attract much interest in the area and that even if the appearance of Malmö City should change, Western harbour would continue to be popular. Some areas are always admired, and he exemplifies with Östermalm in Stockholm. Olle Berglind believes that people in the future will live more close to each other and in places where there will be an alternative to use the car for transportation and because of ecological reasons. The motor traffic in western harbour has to be improved, Olle Berglind says that there must have been a mistake in the plans but he is sure this will be in good order in the future.

During the interview Olle Berglind expressed a balanced and rational view on the development but also a deep and personal interest. He has many ideas and thoughts.

5.9. Summarizing remarks

The key points that have become evident during each interview are presented in the figure below. The aim is twofold; in addition to a summery the figure also provides the reader with a systematic presentation of the interviewees as to assist the reading of the analysis.

Interviewee	Occupation	Key Words
Mats Olsson	Former city architect Malmö	transformation of Malmö, long-term strategies of Malmö, knowledge city, visions
Eva Engquist	Vice principal Malmö University	collaborations, history of Malmö University, education, dialogue, diversity, venturing on certain industries, openess
Magnus Thure Nilsson	Project leader MMM	media industry, MINC, collaborations, initiative power, neutral part, creativity, openess
Lars Asklund	Architect at Lars Asklund & Marcus Jansson architect office	the Simple House, Bo01, role of architects, building process, environment, landmarks
Mikael Petersén	Owner Design Data	locating decisions, traffic situation, knowledge city, diversity
Sven Kronblad	Controller & Facility responsible at WM Data	locating decision, creativity, traffic situation, knowledge city, diversity
Olle Berglind	Owner of Tornahem AB, previously involved in Bo01 via NCC	construction of Bo01, role of propitiators, segregation, collaborations

Figure 8 Summarizing table of empirical results

6. Analysis

The different actors have emphasized several areas which also is part of the theoretical framework as important in the work of a knowledge city in order to generate value. Some factors stand out as crucial.
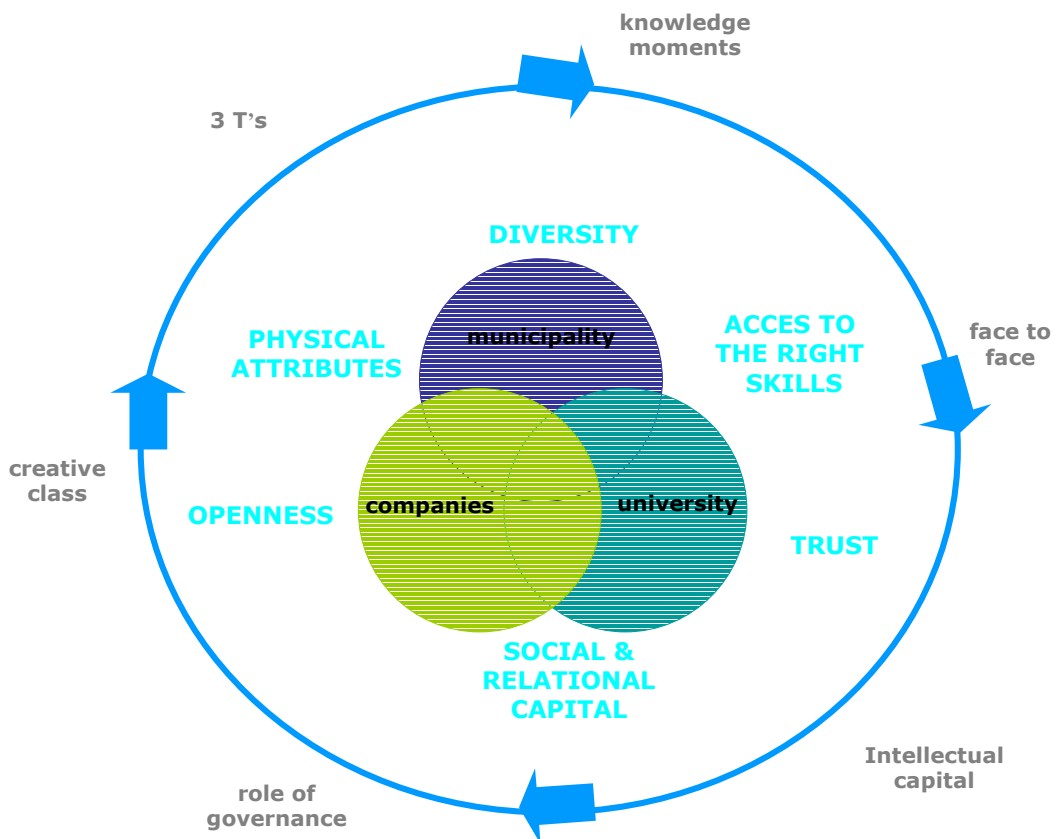

Figure 9 Analytical summary

In the figure above the central themes and connections illuminated in the analysis are illustrated as to give the reader an understanding of the linkages between theory and the empirical research. As an extension of figure number five, the theoretical framework, crucial factors needed for a public space are identified, included and given the place closest to the circles of the triple helix model.

6.1. Knowledge cities

The theories concerning the concept of knowledge cities are many and touch upon several areas. During the interviews, all the interviewees conveyed awareness of

the concept and thus that the aim of Malmö City has been understood. A knowledge city possesses a good geographical position and offers the citizens a high level of living quality (Ergazakis *et al.* in Carrillo *ed.* 2006:5). Some of the interviewees mentioned the signalling effect that Turning Torso as a landmark, replacing the Kockums Crane has made indicating that a new era has begun. They also stated that the people living and working in Western Harbour are attracted, by its position and design, an important criteria for a knowledge city (*ibid.*). Edvinsson (2006) also values the ability to adapt to changes as to enable a sustainable welfare over time. This can be argued as the motive of the twofold strategy that Malmö took in the middle of the 90's, the university and Bo01, and in prolonging the total plan of the development of Western Harbour. The historical perspective, mainly given by Mats Olsson, can help to interpret the strategy as a way for Malmö to replace the industrial era with a strategy more durable to the future. The foundation of the university enables as continuous flow of qualified people which in turn attracts companies, says Eva Engquist, and the cooperation between them further deepens the foundation. It can thus be argued that Malmö City when working with the process of developing Western Harbour largely has considered the sustainability and possibility of adapting to changes.

Ergazakis *et al.* (in Carrillo *ed.* 2006:5) mention that a knowledge city must possess a good geopolitical position and offer its citizens a good quality of life. Eva Engquist also points out the geographical position as very important for Malmö. The location offers possibilities to knowledge sharing especially with the closeness to Copenhagen. She also points out the importance of having Malmö University in the area; this provides supply to co-workers and their assignment. Mikael Petersén believes that the closeness to Copenhagen is also very advantageous, especially since it will establish partnerships and business. Sven Kronblad sees it from a communication aspect. It is close to the railway station, and when the City tunnel is finished people can easily come to work on the other hand he can also se an negative aspect of this since it involve traffic jam every morning and afternoon.

The dimension of attractiveness and its components are discussed by Martínez (in Carrillo *ed.* 2006:17) and said to cover three main areas. The areas are all vital and touched upon by the interviewees.

- o *The quality of local culture like cultural vitality, social tolerance and ethnic diversity.* The importance of diversity is mentioned by all interviewees as important, something which will be analysed in greater a separate chapter below. The essence of that argument is that diversity is required as to stimulate creativity but also to understand why alike people tend to live and socialize with each other. There is thus a need for both; a balance between the difference and similarity.
- o *A dense labour market and opportunities for knowledge workers* Sven Kronblad talks about that the possibility for their employees to

change employer have increased since the move to Western Harbour as there are more companies in the same business segment. The presence of a thick labor market is also a factor mentioned by Florida (2002:223*f*) while discussing how to attract the creative class. Eva Engquist and Magnus Thure Nilsson express the vision of close collaborations between the business world and the university. They are both dependent on each other; the students need employers and the business world needs employees, which all comes down to the demand and supply of labour. This is, according to Martínez (in Carrillo *ed.* 2006:17), to a high degree where the focus of the strategic work should be highlighted. The strategy of Malmö University to emphasize collaborations is thus in much in line with the theory. Sven Kronblad points out that Western Harbour offers an efficient local labour market. This is one of the key factors in order to spread information relating to the relational capital. He means that there is a high mobility of employees which according to Capello & Faggian (2005) can create spin- offs from local firms.

- o *A lot of local facilities and attractions which highly attract knowledge workers* Some places, which will be analysed below, are frequently mentioned in a positive manner; Turing Torso, the restaurant at Malmö University and the sea side walk. Further it can be argued that the pure location – the combination of wind, sea and a city atmosphere – is working in this direction.

All of these factors are dependent on the interference of the municipal commitment, which is something that the interviewees have also stated. Olle Berglind is very satisfied with the courage that Malmö City has shown during the process, Sven Kronblad with the fairly reins which have been evident during the building process and Eva Engquist with the work supervised by Mats Olsson. Ergazakis *et al.* (in Carrillo *ed.* 2006:5) state that a analysis and strategy are necessary and that a city cannot succeed in transforming into a knowledge city without clear and evident support from higher government (*ibid.* pg. 11). This thorough is also emphasized by Eva Engquist when she talks about the risk that many cities focus on the same areas without conducting an accurate analysis. The main thought of the interviewees are, however, positive; they admire the courage and visions that have been evident from Malmö City and the key players in Western Harbour. The one negative voice comes from Lars Asklund, who particularly mentions the contracting process around Bo01 and it's in much slow and hard selection process. However, he is overall satisfied with the development and it is important to separate his thoughts as a, in the beginning, dismissed architect of one house and the overall picture of Malmö City.

6.1.1. The role of governance

The necessity of a visionary and clear support from the governmental side stated in theory Ergazakis *et al* (in Carrillo *ed.* 2006:5) is thus supported empirically. But it does not appear sufficient to be content with this, it is also vital to discuss

the extent and the methods employed. One method mentioned is to set up agencies such as research centres, institutions or universities. In addition to this, they talk about the necessity of setting up an information structure such as broadband. In much this is confirmed as important by the empirical data collected. What has also been mentioned is the need of continuous improvements in general and collaborations in specific. The university was one of two main strategies in transforming Malmö in the mid-1990's, consistent with theory mentioned above. Mats Olsson highlights the importance of that Malmö City has visions as it signals confidence in the future. Eva Engquist further points out the necessity of a third part which can balance the business world and the public sector, a role she believes that Malmö University takes. The city governance is also viewed as important by Edvinsson (2006) and Ache (2000). Edvinsson mentions governmental leadership as a major sustainability factor of knowledge cities and Ache that innovations require a balance between market powers and public initiative.

The four points made by Bontis (in Edvinsson 2005) of which factors should be on the agenda of the governance in a knowledge city constitute a theoretical part which has been touched as by all interviewees. Research and development is much in upon focus when talking to Magnus Thure Nilsson, MINC and MMM is just two examples of projects were both the public and the business world are involved, which is exactly what Ache (2000) argues. Magnus Thure Nilsson also points out the importance of visions in this aspect. The second point made by Bontis (in Edvinsson 2005), educational initiatives, is yet again discussed in greater depth below and still one of the two main strategies of Malmö City. The third point is networking and trade development. Here, a lot of intentions and projects are mentioned and praised by Mats Olsson, Eva Engquist and Magnus Thure Nilsson but also defeats in this area become evident. According to Mats Olsson the process of attracting restaurants and alike was tough in the beginning. Many saw the project as risky and did not want to be the first to sign up. The situation improved as the project went on, and now there are plenty of businesses situated in the area. The situation is similar in other types of gatherings and collaborations. Neither Mikael Petersén nor Sven Kronblad is in greater extent involved in networks. However they are aware of them and talk about the value of these networks. The fourth and last point made by Bontis (in Edvinsson 2006) is industrial efficiency, which also means that it is last on the priority list (*ibid.*).

6.2. Intellectual capital

Intellectual capital, according to Psarras (2006) can help students to match their talents with current workplace demands and contribute to the adaptation of new knowledge to the existing one. The matching process and attached advantage of the location of Malmö University in Western Harbour is highlighted by all interviewees, the concept of intellectual capital in general and social and relational capital in particular therefore requires further attention. The value scheme of

intellectual capital presented in the theory chapter provides a good way to dived the thoughts of the interviewees.

Malmö University has a great role to play when it comes to the human capital of Malmö considering that the educational system is the prime developer of human capital (Bounfour & Edvinsson 2005:115*ff*). The level of its knowledge and the connection the university has to the companies around endows, according to Eva Engquist, the education with a relevance and quality required by the rapidly changing world of the knowledge economy. The education in this sense updates continuously while the demands on the workforce from the business world changes. The factor of human capital also relates to Florida's (2002:249*ff*) theory of the 3 T´s of economic development and the factor of *Talent*. The university provides the inhabitants with education, which is one of the key components in order to stimulate innovation and economic growth. A challenge that might be highlighted is the possibility for Malmö University and the Western Harbour to transform the human capital created into structural capital. That is a transformation that tries to ensure that the knowledge within the area is best captured.

Thoughts applied to the notation 'process capital' can be found in the reasoning of Eva Engquist, who has great visions regarding the information and communication technology systems in Western Harbour. She wishes a future where people can visit to the area and quickly be able to explore the different activities the area currently offers; this is expressed as, for example, seminars at Malmö University or different exhibitions in the neighbourhood. The thought is that the visitor with only the help of a mobile phone will be able to find all information needed about what the area has to offer. This is a way to make it possible to sustain the output of human capital and easily capture people from outside and make them a part of the community. As a part of process capital, the technology dimension of Florida's three T's can be mentioned. This concerns the amount of companies in the technology business and engineering and means the overall level of technology in the area. As argued above the visions in the area are not lacking.

In various ways Western Harbour has competitive solutions to attract the needs of international clients, the base of market capital. There are several examples of internal relationships of value that results in complete solutions. One example is the media business Magnus Thure Nilsson describes, where many firms have joined together in a cooperation that enables competitive outcomes, with institutions such as MINC facilitating the cooperation. Another example is SVT and the complementary firms around. The idea is that SVT will constitute a centre and the rest will consist of small firms possessing key competences which together will enable a complete solution.

The different social networks existing within Western Harbour are also of value. To those belong networks as cooperation between firms located in the area just as

networks between firms and governmental institutions as Malmö University. Also, all the different links MINC provides is an example of those social networks. Eva Engquist mentions several groups that meet on a regular basis to discuss the future of Western Harbour, the different links within the area and how to make it better.

Magnus Thure Nilsson argues that one of the important tasks MINC has is to manage existing projects and develop and support new ones - an aspect that can be seen as a way of renewal and development capital. Also during the interview with Eva Engquist the urge of developing is evident; in fact this is evident in most interviewees. A reservation could be that Western Harbour is a new and still ongoing project, which help top explain why the interviewees are so positive in this aspect.

6.2.1. Social and relational capital

Western Harbour includes several both formal and informal linkages highlighted in the report *Cities of the future* (PWC 2005). Examples of formal linkages are the groups and gatherings mentioned among the media business and the propetitors. The seaside walk, the restaurants, the bars, the coffee shops and the premises of Malmö University constitute examples of informal linkages. The same factors can also make examples of places where people can be bonding and bridging (Putnam 2000:22*f)* Western Harbour provides several places where people can meet up with individuals within their own group with the same interests and with people quite different from themselves. One example is the skate park, which can serve as an arena where people can be bonding and bridging on the grounds of a common hobby and also several sets of backgrounds. The seaside walk could also work as an arena made for meetings where both forms of social capital could be achieved. Lars Asklund states, however, that he does not see the seaside walk as a place for new people to meet each other. There he believes that people are more inclined to spend time with friends than to interact with strangers. In this case, the place as a tool for bridging will not be so efficient. Another example of a factor to achieve bonding and bridging is Media Moving Malmö. MMM is described by Magnus Thure Nilsson as a forum for expected and unexpected meetings and collaborations between different business and other actors.

With regard to relational capital and the ability to interact with different actors, cooperate and exchange information, Western Harbour seems to possess various forums stimulating this (Capello & Faggian 2005). The informal networks mentioned above possess the ability for different actors to interact, share information and different points of views to enable cooperation. In this way the propetitors found ways to agree over the green areas settled by Malmö City in order to build the houses. The forums of the media business are another example of relational capital where perspectives and knowledge from different actors can result in a creative process and innovation opportunities, which according to Magnus Thure Nilsson are a crucial factor in order to compete on the global market. The physical proximity to several actors within the area facilitates

interaction which makes a great platform in order to achieve collective learning trough explicit and implicit cooperation.

The relational space is another key factor when it comes to the relational capital. This is, according to Capello & Faggian (2005), where innovation takes place regarding tight linkages and knowledge exchange. Mats Olsson describes Malmö as a 'close city' where people live close together. The possibilities to interact here are more achievable and knowledge ´rubs off"` more easily in a city where people live close together, compared to one with less closeness. The chance of enabling tight linkages increases accordingly which affects the development of the relational space. This in its turn can have a positive effect on the collective learning, which can be seen as an innovation opportunity. Sharing expertise and information can give solutions no single firm could have come up to themselves. Since the global market is changing, so must the innovation process. Magnus Thure Nilsson believes that one of the key factors in order to compete on the global market is to be faster than its competitor where collective learning is crucial.

Tolerance is one of the three T's in the framework of Florida (2002:249*ff*) and can be applied as the linkage between tolerance and relational capital discussed by Edvinsson (2006). Tolerance means low entry barriers for both people and businesses. It can be said that the extent of openness to business is somewhat limited. These of two reasons; as Mats Olsson says there has been deliberate choices of companies, mainly in direction of technology and media, but also as the prices of property are high, which is highlighted by Lars Asklund, a fact meaning that small businesses have small opportunities to participate. It can for the same reasons be argued that diversity and variety in such businesses as restaurants becomes limited.

6.3. Factors

Some factors are common in both theory and empirical research, even if the extent varies. The factors are illustrated in the figure above and will be analysed in depth below. As consistent with the aim and problem formulation, the factors provide a framework in stimulating value creating in the public space.

6.3.1. Physical attributes

Physical attributes help to distinguish an area and attract various kinds of people. Dvir (in Carrillo *ed.* 2006:245) mean that it is essential for a knowledge city with an environment that triggers and enables a rich, diverse and complex flow of knowledge instances. Therefore the physical attributes within the area that are relevant to analyze. Examples of physical attributes attract people is, according to Dvir (in Carrillo *ed.* (2006:249*ff*), the range of restaurants, coffee shops and stores together with companies and places to live in - all factors help to create a living city.

Mats Olsson refers to the constructed SWOT analysis that was done before the transformation of Malmö into a knowledge city was started. One advantage, Mats Olsson points out, relies on the definition of Malmö as a close city where people live and interact close together. The factor of closeness and the ability it provides for people to interact can be viewed from Sveiby`s argumentation (1996) regarding that human knowledge is action orientated and best transferred through social interaction, face to face. Dvir (in Carrillo *ed.* 2006:245) state that it is in spontaneous or planned human experience where knowledge is created, exchanged or transformed into new forms. Malmö as a close city will have opportunities to enable this. Florida also points out the importance of enabling the spontaneous meetings between people while discussing social interaction and the presence of so called 'third places' (Florida 2002:225*f*). One of the most important third places according to Mats Olsson is Malmö University. He considers the place to provide a great opportunity to sit with his laptop working in the library with the view over the harbour and having lunch at the restaurant while meeting people coincidently. The numbers of green parks and areas and the several coffee shops, restaurants and bars also constitute examples of third places where people can meet, both in formal and informal ways. Lars Asklund highlights the significance of not planning too much in a region as spontaneous discoveries are also important.

Dvir (in Carrillo *ed.* 2006:245) suggests a model where knowledge moments happen in the interaction of people, places, processes and purposes – a model which is illustrated in the theory chapter. The thought of the argument is, that within a conversation between people in a particular place, using structured or unstructured processes aimed at explicit or implicit purpose, knowledge moments will be constructed. It is therefore important to develop possibilities for this in Western Harbour; Mats Olsson particularly points out that a task for the city is to create meeting places whit a myriad of options. To construct the physical attributes in a way so that knowledge moments can occur must therefore be of relevance for Western Harbour. Magnus Thure Nilsson also points out the importance of places where people can meet and interact. Both geography and closeness are necessary to facilitate creativity, and he further states the importance of a tempting environment to attract people.

Mats Olsson emphasizes the seaside walk in the Western Harbour, where people from all over Malmö can interact and meet. He believes that this will entice many creative industries. Sven Kronblad at WM data also believes that the environment is very vital for the persons working in Western Harbour. The decision of the green area factor has, according to Sven Kronblad promoted, increased creativity in the company and more satisfaction among the co-workers. Since intellectual capital is described by Grafström & Edvinsson (1998a) as knowledge with development and value-generating potential, this becomes more relevant. Further they discuss the importance of the human capital, included in the intellectual capital, as the individuals in the organization and how they complete the tasks and

goals for the city. This also includes cultural values and the city's philosophy. Lars Asklund does also highlight the sea side walk as important since it gives the region an identity.

Dvir (in Carrillo *ed.* 2006:249*ff*) discuss different knowledge places and how they are different during the day, from early morning to late nights. Also Florida (2002:224*f*) points out that the environment needs to be inspiring to generate day-to-day productivity. This includes parks and different buildings but also things like a varied nightlife. According to this argument, people want the ability to both work and go on vacation at the same place. Magnus Thure Nilsson verifies this theory where he believes in an atmosphere of life that attracts people at every hour of the day. Different knowledge moments will appear during the day, and different people will share and change knowledge in different situations. The nightlife in Malmö is very rich and is, according to Magnus Thure Nilsson, one of the reasons people still wanted to live in Malmö during the tough days in the end of the 90´s. Mats Olsson also points out that Malmö as a city is famous for its parks and its green and blue areas. The green factor is further developed by the restrictions set by Malmö City with respect to the green area factor mentioned above. It is important for a city to provide those possibilities for their citizens. Mikael Petersén describes Western Harbour as a good place for both living and working which is confirmed by Mats Olsson who tells about the aim to build both housing and business facilities as to enable a living part of the city. Magnus Thure Nilsson further discusses the relevance for a city to create places that the citizens understand as attractive (Dvir in Carrillo *ed.* 2006:249*ff*). Lars Asklund points out an interesting thing when he describes the streets as everyone's living room, owned by all citizens. Therefore he discusses the importance of designing houses nice to look at from outside and in that way contribute to the common living room, making people feel they own the area. Lars Asklund though believes that the architecture in Western Harbour is designed all too expensive, with houses almost not possible to live in. He also describes the houses as grey and boring. Thus the opinions about Western Harbour as a living area differ, but a common view of the project is also apparent – its importance.

6.3.2. Access to educated skills

Eva Engquist declares that the role of Malmö University in Western Harbour is very important both for the people living there and the companies located in the area. Psarras (2006) states the relevance that universities must recognise and respond to a new role in order to adapt to the knowledge-based society. This is what Malmö University did when they developed a new extension plan. Malmö University has managed to acquire 22 000 students in few years. From the implemented SWOT analysis described by Mats Olsson, done to look for future aspects of Malmö, the opportunity to see Malmö as a knowledge city was founded. Also Eva Engquist verifies Malmö University as a signal of Malmö as a knowledge city but also says that even though the choice was deliberate, an actor can never govern as much as expected. From the analysis two main long-term strategies in transforming Malmö were formed, one of them was to create a

university. Eva Engquist states that the main strategy for developing Malmö University is dialogue – both within the organization but also with other actors. One part of the strategy is also the openness, for example open lectures, exhibitions and the incubator (MINC). Psarras (2006) argues that the continuous change in the business environment demands that there must also be continuous learning and training. This is furthermore in line with Mats Olsson's opinion that Malmö University has been successful in attracting students with non Swedish background.

Eva Engquist discusses the direction of educations that Malmö University provides, Teacher education, Culture Art and Communication (3K) and Technique and Society. She discusses the cooperation that takes place between the university and the business, a collaboration even all other the interviewees have mentioned. Eva Engquist states that the most evident example of this is between Malmö University, the city and SVT (The public service company), and also MINC as media harbour and the connection there between are described by both Magnus Thure Nilsson and Eva Engquist. Psarras (2006) mention the relevance of creating a flexible and innovative link and relationship between education and work, in the meaning that it will develop intellectual capital.

The connection between the university and the business world will, also here in accordance with what Psarras (2006) advocates, connect learning with experience so that work no longer can be seen as something that happens at a later stage in life. Furthermore, Magnus Thure Nilsson argues that it is crucial with a link between the educational system and the business world; if not the advantage of having accessible knowledge will be reduced. Psarras (2006) thinks that the employee has to be curious, flexible and open to new ideas and this will therefore set new demands of today's education system, something Malmö University also views as important. Mikael Petersén at Design Data has no direct connection to Malmö University although he regards its development in a positive way since it attracts young people to the area. He compares with Lund University and Ideon (the main science park in Lund) where he also had a company and means that it is less inert in Malmö than in Lund.

According to Psarras (2006), a university must consciously and explicitly manage their knowledge assets with the processes associated with the creation of its intellectual capital. Malmö University is presented by Eva Engquist as a profession university, which means that it educates, for example, dentists and teachers, which increases its importance to the business world. This indicates what kind of knowledge from the university will be accessed in the area. One can venture a guess that the educational areas and the business areas in Western Harbour are therefore agreeable to each other. Furthermore, the youthful spirit that the university will give to the area must be positive for the companies in the surroundings. Olle Berglind confirms this and describes the positive picture all students within the area statutes.

6.3.3. Trust

Trust is one of the concepts that were brought up in most interviews as a key condition in order to achieve a satisfying level of cooperation. According to Capello & Faggian (2005), trust is required in order to accomplish relational capital instead of only social capital. This further indicates the importance for Western Harbour to develop trust for all actors involved. The sense of trust makes way for the interaction between actors that conditions exchange of knowledge. This in the later sense can give way to a value creating relationships. Both Mats Olsson and Olle Berglind mentioned trust while talking about the first meetings that were held with the future propetitors. First everyone was on their guard, afraid of telling too much. They were all anxious of getting used, they said, and had a hard time trusting each other. After a few meetings, though, they realised that working together towards a common goal makes achieving results easier and that it actually is pleasurable to cooperate. They started opening up and giving more of themselves. There is also the fact that they had to cooperate because of the restrictions held from Malmö City's side concerning the green areas.

Magnus Thure Nilsson also brought up the issue of trust while he was talking about collaborations in the media business. He points out that collaboration is not the most natural way to work and for this reason there is always a lack of trust in the beginning. Though, from his point of view, building this trust is not so hard once managed to gather the actors in the same room. Once this is done and the conversation started a surprisingly open field for trust, confidence and willingness to cooperate are achieved.

According to Storper & Venables (2004), there is a correlation between face-to-face contact and sense of trust. Following this argumentation, the tight interaction between actors, the transparency of information increases and the uncertainty is reduced. In this way it eases the screening process of network members and potential partners. A logic argumentation might be that the more the uncertainty is reduced the higher the sense of trust will become. The results of the small groups concerning both the media business and the future propetitors indicate that the face-to-face interaction has brought a greater sense of trust and in its turn created a cooperation climate consisting of a greater willingness to share information, experiences and expertise.

Apart from the different groups and gatherings mentioned, the nearness Western Harbour provides also predicts interaction and face-to-face contact. The possibility to nip over to each others offices without having to give up much time prevents a climate where the distance between partners decreases, Magnus Thure Nilsson declares. Once the results of cooperation are revealed and when the advantages are showed, actors can give more and more. Conditions are also shifting, and once actors realise that collaboration is crucial in order to be able to compete, they must realise that there is a need for trust. Everybody gains from one actor's success which gives rise to a win-win situation, which implies trust.

When it comes to governance, there can be a certain effect of trust how safe it is to have the government involved. The government is a legitimate institution in the Swedish context. Magnus Thure Nilsson states that as the neutral part in for example the media business can create a safety ground where actors gather around a part that has no other interests than the success of all actors and which results are grounded on the overall success of the cooperation.

6.3.4. Openness

As put forward by Ergazakis *et al*. (in Carrillo *ed.* 2006:11), people with a creative talent prefer to live in cities that are diversified, tolerant and open. This is emphasized by Eva Lindquist, who thinks that openness is essential both with regard to attractiveness and to diversity. Magnus Thure Nilsson also proposes this when visualising an open office landscape consisting of both small and big firms. However, when talking to Mikael Petersén a more realistic approach becomes evident. Design Data is situated in a business hotel, which can be seen as a more traditional expression of Magnus Thure Nilsson's stance, but according to Mikael Petersén the extent of openness is limited, and that is only here. Whether this is depending on that a business hotel is not even close to parallel with the thoughts of an open knowledge space or if the theory itself is too abstract is not clear. One thought is that the visions and ideas shared by Eva Engquist, Magnus Thure Nilsson and Mats Olsson are to abstract and only work on the paper. But somehow it is hard to imagine that the enthusiasm and engagement that they all express are only nice words. It is them and others that lead Malmö in the work of becoming a knowledge city.

Edvinsson & Malone (2002:17*f*) talk about a basic characteristic of the knowledge city: a shift from hierarchical to vertical network organizations. Knowledge will be created through interactions and social relationships (*ibid.*) and the city needs to be designed to encourage this (Edvinsson 2006). The thoughts that Eva Engquist, Magnus Thure Nilsson and Mats Olsson express are doing exactly this – signalling a whole new mindset. A mind set that has the prerequisite of technical development but also in large extent human awareness. Magnus Thure Nilsson uses metaphors to describe the need for human participation, by always challenging ones own habits. That creativity is best nourished in open environments is a thought supported by both theory and empirical research, but it might be necessary to add the dimension of awareness. What can be concluded from both the interview with Mikael Petersén from Design Data and the one with Sven Kronblad from WM Data is that there is a will to participate but that it is restricted by time. This is thus a question of money, weighing the benefit of participating against the cost of time. More natural factors can be found to why the university expresses more interest and awareness of the value what Design Data does. Since diversity and multidisciplinary educations are leading words of Malmö University makes it more essential for them to strive for openness and participation from the public. Design Data is a software solution company that mainly acquires personnel with an educational background from business or

engineering why the actual participation differs from the intention because of lack of supply of this type of educations. Companies whose business is more in line with the professional skills imported by Malmö University may face less discrepancy between actual participation and ambitions. In one way, this is what Sven Kronblad expresses when he says that the ambition is to participate more and take advantage of the nearness to Malmö University, but that yet it is too early as they just moved there. However, contradictory, WM Data initially was reluctant to move to Western Harbour in. A lesson from this is the different mind set by companies; WM Data considered Western Harbour as not aligned with their image, Logica (the acquisititor) the opposite. It is too soon to conclude that a certain type of companies attracts to Western Harbour, but we can conclude that the area is associated with certain values.

These values are also evident when discussing which people actually live in Western Harbour and how to attract them in the first place. Edvinsson (2006) thinks that opportunities for knowledge sharing are crucial. This is what both MINC and Malmö University try to do- making companies grow and share visions in an open landscape and Malmö University by providing facilities such as a restaurant for both students an others. But it is also something that was considered in mind when designing and planning the actual structure of both Bo01 and Western Harbour. Mats Olsson mentions the requirement to keep the public space open and Lars Asklund about the wonderful atmosphere at the seaside walk. Thus Lars Asklund ultimately gives Mats Olsson and his equals a good grade. People from around Malmö come to enjoy the sea side walk, eat and sun bath.

Attractive local facilities are mentioned by Martinez (in Carrillo *ed.* (2006:17) as factors for being enticing as a knowledge city. Lars Asklund agrees to this and ads that obstinate and enthusiastic people are needed in doing so. But the question still arises; which spaces and buildings satisfy these criteria? Lars Asklund exemplifies with Turning Torso as an important building and the sea side walks. But Turning Torso is far from open. Is it sufficient that people meet around and below Turning Torso? As Lars Asklund says – the street is everyone's living room. Naturally, not everything can be open but yet it is a discussion. As Eva Engquist describes the vision of Malmö University, fictive open signs, mobile technology and public participation - is it something that is possible for other actors than a university or other public institution? A part of this is, as has been said, the technical development, and Ergazakis *et al.* (in Carrillo *ed.* (2006:13) emphasize that inhabitants need to have access to good communication structure such as broad band and mobile solutions which is something that also several of the interviewees have indicated.

6.3.5. Diversity
The majority of the interviewees agreed that diversity and multitude are important factors from a creative perspective. They thought that a certain amount of diversity has positive effects on the results and can be an important factor for the working environment. As Sven Kronblad metaphorically puts it; one cannot have

an orchestra with only violins. These thoughts agree with Florida's beliefs about diversity and how the balance between sameness and difference can create an environment that attracts knowledge workers and results in innovation outcomes. He argues that there has to be a settled adjustment between different cultures and influences, creating a common basic understanding which enables the actors to communicate. He further argues that the aspect of diversity handles the easiness for outsiders to become insiders (Florida 2002:223*ff*). Capello & Faggian (2005) agree with Florida's opinions about diversity while arguing that in order to achieve an innovative environment there must be a proximity to both firms from different segments just as well as firms from the same segment. Interplay between the sameness and the difference is to prefer where the sameness creates safety and connection and the difference entices creativity and innovation.

In order to measure the diversity existing in Western Harbour, and the ability to transform outsiders to insiders, is to investigate to which degree people have adopted the area as a part of the city. Do people feel at home here? Is it a natural choice to spend time here and is there a feeling of belonging? Does the area attract many different kinds of people or is it a more homogenous group that spends time here? In what might the sameness consist?

The general impression of the inhabitants of Western Harbour is in fact a rather great mixture of people. Here is to be found business people, students, tourists and regular habitants from Malmö, either on their way to work or a lecture or just relaxing in one of the many bars, coffee shops or restaurants. The institutions and activities the area presents also consist of various kinds of orientations. The combination of rather flashy offices, Malmö University where 36 percent of its students have various backgrounds, the presence of the skate park, the many restaurants and coffee shops and the sea that naturally attracts a variety of people, creates a vibrant street life that gives a multitude and sense of diversity to the environment. According to Florida (*ibid*), this is one of the fundamental components that attract the creative class and which is included in the concept of creative centers. The diversity, according to Florida's arguments, helps people from outside to quickly become insiders. The sameness might consist of the sense of natural belonging or of the closeness to the sea.

Considering the situation from the media business` point of view, Western Harbour offers a situation similar to this. The move of the SVT studios to the area will involve an arena of similar segment actors having the chance to interact. Meanwhile the other types of companies, as for example WM-data, Findus and Sigma, offer the proximity to different segments which could be the engine of creativity sharing.

However, opinions were also expressed that diversity is only effective up to a certain limit and under certain conditions. According to Olle Berglind, there is another side of the question; he maintains that a certain level of similarity is good for the milieu. His arguments of how people in a homogenous surrounding tend to

feel safer might contradict the idea of diversity. Lars Asklund and Mikael Petersén further reason around the inhabitants in Western Harbour. There can be a good starting point as they mean that it is good that people from around Malmö gather in Western Harbour in summer time but that the inhabitants do not appreciate it. It might thus be so that diversity in theory is regarded as good but in practise of less interest. On the other hand this might be a too rapid conclusion to make, people who live near the beach in other areas nor neither approve of people parking and sun bathing close to their houses. The whole argument raises the question; is diversity good in all cases or might there be such a thing as an optimal level of diversity?

If going back to the theory and the arguments made by Florida, the feeling of safety is an important factor for the creating of creativity. People, according to these arguments, must feel safe in order to be productive which is confirmed by Sven Kronblad. He declared that as one of the advantages of moving from Bulltofta to Western Harbour was the safety of the employees.

To sum up the analysis some key points, or even areas, can be highlighted and further discussed and exposed in the conclusion. One main thought that has been evident throughout the empirical research is the much collaboration that takes place in Western Harbour and its surroundings– the need for a catalysing part.

7. Conclusion

A knowledge city needs to pay attention to such factors as education and physical attributes, as well as the aspect of intellectual capital, in order to be able to simulate value creating in the public space. An enthusing part - a catalyst – creating and contributing with something extra, in order to excite value creating in the public space is identified as required.
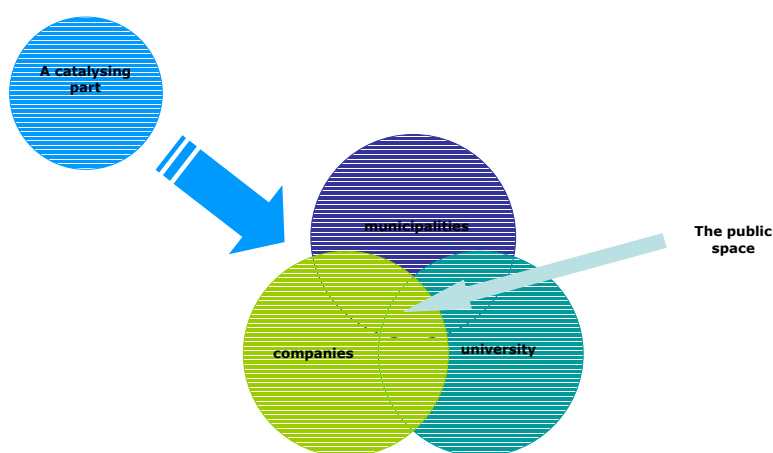
In the public space both spontaneous and organized meetings have to take place. Public spaces therefore need to stimulate both formal and informal meetings. Spontaneous meetings might lead to other kinds of meetings, those where different people will meet and then also new innovative ideas will be created. When creating public spaces there is a risk that it will only attract certain kinds of people, have one type of attribute, placed in a certain environment. Public spaces thus need to be created in different environments and posses attributes appealing to a diverse set of people. It is dangerous to develop too narrow niches within an area, with too much focus on one business or one kind of people. A belief is that a region can loose benefits when focusing on one specific niche alone. Which business that are the most profitable will, according to both business cycles and other trends, change over time, why the public spaces also have to adapt to these changes and posses capacity to attract various kinds of business, as well as persons.

Figure 10 A catalysing part in the public space?

In the figure above a catalysing part is introduced to the tripe helix framework. The catalyst is viewed as being the lighting spark – the initiative power, the arbitrator or the shared beliefs and wishes people gather around. Particularly interesting in the empirical research is that different actors have pointed out themselves as this part. Thus, it is not obvious who this catalysing part might be.

A legitimate platform is needed in order to enable trust within a group, which statutes a fundamental base in order to make the actors open-minded.

Many of the interviewees expressed the wish that the municipal should act as a catalysing part. Due to the Swedish municipal law the municipality must act in the publics' interest without special treatment for any groups within the community. Considering this: will there be situations in which everyone in a community gain from interference or will there always be a group treated less in favour of the action? How far in the chain of linking effects from one venture does one need to go as to conclude the actual benefits? Analogues with the argumentation of multi-moving chains following projecting Bo01, venturing on one business or area generates several spin off effects. This enables common solutions and creates value, a value containing spillover-opportunities for the rest of the area, as companies depend on each other as complement partners in order to manage to offer a complete, competitive solution.

As emerged, it can be concluded that the public space has to be available for everyone in order to achieve the results strived for, both by individual actors and by the over all public. The best result in this sense is, as mentioned in the problem formulation, the possibility for every individual part to accomplish their purposes with the public space as a tool. In this lies the dimension of the definition of the public space and value creating. The two concepts are to great extent individual. The interpretation of the public space needs to be free to the user in accordance to its needs and demands. Attracting a multitude of people is in one way a responsibility of the architect, but it could also be other actors' responsibility. The task for the architect is to design houses attracting the people intended to live there as well as the public in order to stimulate them to participate in the public space. Public spaces have a fundamental purpose to generate possibilities in favour of people to meet and interact on different levels and in situations they would not have done otherwise. Following this the question arises; is it possible to attract different people to the same public space? Several indications, both in the empirical research and in the theoretical framework, have shown that alike people tend to trust each other. Therefore, they tend to be drawn to each other and difficulties to succeed in creating places consisting of diversity increases.

Diversity is commonly viewed as being important in order to stimulate creativity, as the meeting between different people are said to generate ideas. Following the argumentation above the question arises: is there an optimal level of diversity? In other words, which amount of sameness does it take in order to fully enjoy the advantages of diversity? From the empirical research it can somehow be concluded that diversity is needed but that it still exists a discrepancy between peoples definition of diversity and thus also the requested level. It all comes down to that sameness require diversity – and the opposite – as people need to defined themselves with and against someone else. The challenge thus is to generate a public space enabling people to meet and overcome their differences and find sameness as well as learn from each others dissimilarities. In the prolonging;

creating new forms and constellations of sameness, which create value originated in the meeting between different actors in the public space. If it is not possible to design a public space that attracts all different kind of people, it is relevant to design a set of public spaces close to each other, for example a library and a skating park and those together can hopefully connect them together.

Again, the question is whether this initiative taken from the municipality, serves the interest of all citizens or is the most desirable in the first place, it might be a too fast or a too simple conclusion. Can the citizen itself function as a catalysing part for example as part of a voluntary organisation? If so the beliefs, values and hopes of the citizens can be captured and used as an engine. The citizens might be the most important part in creating value in the public space, whether they work as voluntaries or independently. The role of the citizens as individuals has been absent in all interviews. It is easy to talk about a neutral part – someone else – and the need for interference. But as a voter, employee and tax-payer the citizens are all users of and contributors to the public space. In what way do they contribute to and stimulate value creating? One thought is that value cannot be created if the citizens do not participate to full extent, if the will or understanding is lacking the result will, with no doubt, be affected. Enjoining the citizens a greater responsibility or a more accurate role takes the argument of the role of the municipality a bit further. If the citizens are to be able to take a greater amount of initiative does the municipality need to design institutions for this or might there be a need to, oppose to take their hands off and let the citizens reach out their hands to actors free of choice, such as the business or university? Designing and providing institutions is a good way of creating an arena for the human capital to transform into structural capital and a well-created public space can act as a forum for this.

As argued above, a catalysing part has been sensed as crucial in order to enable good and productive collaborations. Further it has come to light that this part may be different actors – the municipalities, the university or maybe someone else. Following this the question of an appropriate level of interference raises. The municipalities are, as seen, involved in various projects which according to the law should be justified by common interest. But where does the common interest end? None on the interviewees have mentioned the role or the responsibility that the citizens have. But somehow the extent of involvement from the municipalities are not questioned, it is seen as condition which is natural but the distribution of power between the actors can yet be discussed as the formal power distribution, tightly linked with signalling effects and initiative power. If the municipalities involve too much the experienced right to take initiative within other institutions may be limited. In short; the real challenge lies in managing to create a public space which is so attractive that people urge to participate, or even encourage the people to take the initiative themselves, and contribute to value creating.
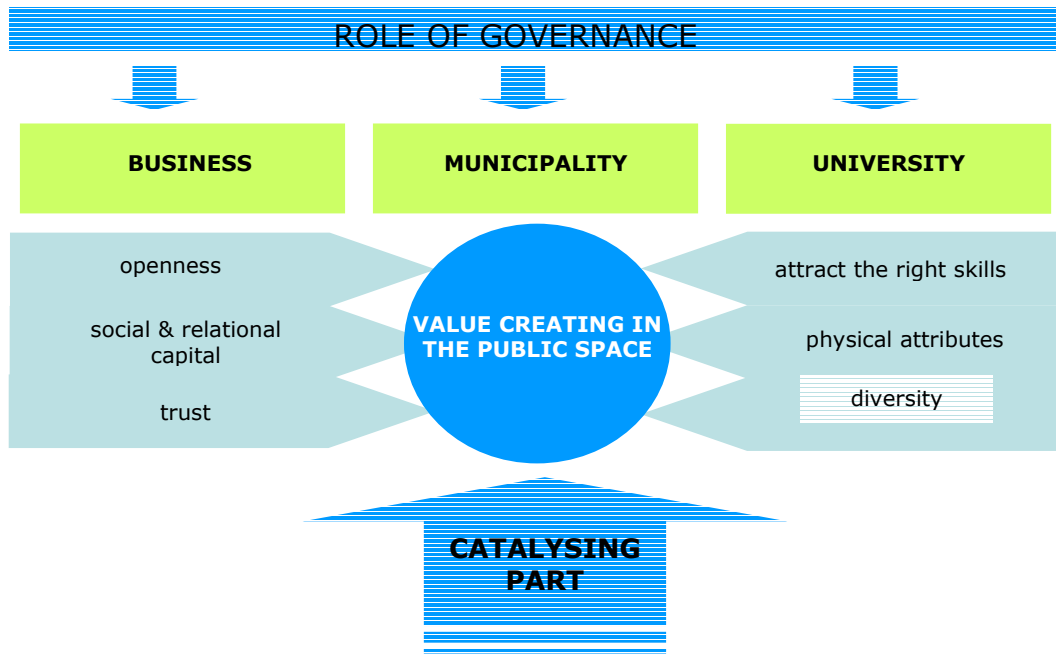
Figure 11 Illustration of the conclusion

7.1. Implications for Western Harbour

The conclusion above is intended to serve a general interest as to allow a discussion not only based on the conditions that Western Harbour represents. However it is also of interest to be a bit more specific and finally give some remarks about Malmö's potential as a knowledge city and the role of Western Harbour as a public space stimulating excellence by relations which will be done in the end of this chapter.

The passion and great beliefs in the area, which have continuously been proved during the empirical research, cannot be said as being anything else but genuine. Actors representing the university, the municipality as well as the business sector, all mediate a hopeful view. The factors identified as important are openness, diversity, access to educated skills, physical attributes and trust. According to theories, particularly concerning knowledge cities, the venture on Malmö University is right. Even with an architect and vice principal familiar with the theories of Richard Florida, this does not seem like a construction made after the event. Rather has a highly deliberate and dare strategy been conducted.

The one identified storm cloud over Western Harbour is the danger attached to venturing too much in one business area, such as media. What happens if the prognostication is wrong? One may, quite correctly, say that one need to dare venturing – which Western Harbour and Bo01 both are good examples of – but when venturing with the money of the citizens, one may also propose a plan b. In this case it would mean venturing on or preparing for other business segments. That is the core of this thesis – creating a public space that does exactly this.

Namely capturing and enable sharing of ideas, meeting between similarities as well as dissimilarities in order to generate a multi-facetted area consisting of both housing and business - a public space where people dare to collaborate and interact.

The potential for Malmö arises in rate with the awareness and engagement. The massive work Malmö has conducted, and still conducts, with replacing the industry era with the knowledge era requires both bolls of fire and everyday heroes.

7.2. Suggestions of future research

During the work with this thesis, many interesting views and questions have arisen. There are several areas which could be further explored.

A larger field study would result in a higher rate of reliability and validity. It would in this aspect be of interest to interview students from Malmö University and find out their views of the many collaborations and the experience of the educations provided in relation to the demands of the market. Further, interviewing more companies in order to see which factors that attracted them to Western Harbour would deepen the understanding of what makes a place attractive. For the same reason, it would be of interest to interview people spending time in the area. A further research could also enable a deeper understanding of the different factors discussed in the analysis.

The third, catalysing, part has appeared as an important generator in the process of taking initiative to collaboration among actors, bridging the different parties together and enable trust. A further study within this area could make an answer of the question of how much responsibility should be taken by a third part possible. In particular the role of a voluntary actor would be of interest. Which factors and which conditions are demanded out of a public space in order to encourage a voluntary part to take the catalyst role in a context?

The matter of integration related to the concept of diversity has also been of great interest. Today Malmö struggles with problems such as segregation. Citizens with a so called non-Swedish background are in a large extent gathered in a few segregated neighbourhoods. A certain level of diversity has been found as a factor stimulation creativity and innovation why an interesting field of research could involve which factors that stimulate diversity and overcome the clashes between the neighbourhoods of Malmö. Regarding the balance between sameness and differences which factors might determine the rate between the two opposites?

Finally a study calculating the actual benefits from a stimulating public space would be desirable as numbers tend to be more easily communicated than abstract

arguments. This could contribute to raise the level of engagement and understanding which in turn could generate even more value.

7.3. Methodological reflections

All methodological statements during this thesis have been carefully considered, doubtless we are aware of that there are always pros and cons with all methodological choices. Still, in the end of this thesis, believe remains that the chosen statements have been right. Of course: there are things that could have been done differently, as well as better performed, but the essential reason we not have done it could mostly been explained from time, availability and money aspect.

We are aware of that the analysis could have been further deeper if more interviewees have been interviewed. Both from the business industry, people living and work in the area and above all, other actors from Malmö city like Ilmar Reepalu, municipal commissioner of Malmö. Most of the interviewed actors have had a positively attitude towards the project Western Harbour and it has been difficult to found people with other aspects. That would give another aspect of the project. Thou, since we always have kept it in mind, believe remains that the people that have been interviewed have given very relevant results. Also actors not connected to Western Harbour would have been interesting to interview, to give more general aspects about public spaces. The interviewees now have also been asked a lot of general questions that have increased the possibility of generalization and we have also drawn general conclusions from the answers connected to the chosen case area.

7.4. Personal reflections

Initially the purpose and aim of this thesis felt far too abstract and it was hard to visualize the resolute solutions that we are used looking for. However, things turned out to change and it has been ten inspiring weeks were we learned and developed our minds widely. We have seldom left a meeting with the interviewees without a full sense of inspiration and a head full of visions. The passion and interest we have met is admirable and these also give us an indication of the possibilities for Malmö to succeed as a knowledge city.

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Eva Engquist - Vice principal of Malmö University, 2007-04-16,

Magnus Thure Nilsson – Project leader of the MMM project, media meeting point Malmö, 2007-04-18

Lars Asklund - Architect at Lars Asklund & Marcus Jansson Arkitekt AB, 2007-05-03

Mikael Petersén – CEO and co owner of Design Data, 2007-05-04

Sven Kronblad – Controller and facility responsible at WM Data, 2007-05-09

Olle Berglind - Owner of the company Tornahem AB 2007-05-10

Photos
Front page: Fredrik Gertzell 2007-06-03

ATTACHMENTS

Collocation of interview questions

Not all questions/areas have been used in all interviews. The emphasizes have been depended on the interviewee due to the method of open interviews and the part the interviewee represents.

- o **Creativity**
- - Diversity and availability
- - The border between public and private, where does creativity occur? In the sphere between the two opposite poles?
- - How do you think about creativity – how can an architect mediate a creative sense and which message is to be mediated? Is it possible to mediate creativity?
- - Why is creativity important – which forms are more important than others and why?
- - Which sources of inspiration were of importance concerning Bo01?
- - In which way do you find that creativity is a part of the total developing process of Malmö?

- o **Visions**
- - Which is the vision for the area? (Aiming Bo01)
- - Are you satisfied, have you reached the results expected from the start? Has something gone wrong, and in this case what?
- - Have the expectations been exceeded?
- - Which are the challenges of today?
- - Vision- Malmö in 10 years, 20 years?
- - Which are the most important projects for Malmö today? Hindrances? Possibilities?
- - Is there a possibility to select the companies which are to be located in Western Harbour? Is there in this case a thought of creating a certain environment?
- - Is there a similarity with the companies located and the people living in the area? Could this have a consequence?
- - Do you see any changes in the future? Is it going in the direction desired?

- o **History**
- - When did Turning Torso come into the picture? Which overall picture is it desired to mediate?
- - Was there a will to attract a certain business segment or industry?
- - Which generating factors were present in the development of Western Harbour?
- - Which are the pros and cons of being located in Western Harbour?
- - Dynamical effects- other companies?
- - Malmö University?
- - Atmosphere?

- o **Strategies**
- - Strategies for reaching the goal/s?
- - Development strategies and implementation issues?
- - The importance of Citytunneln?
- - How do you work in order to get to the point desired? Is there a special group working with this? In this case, in what way?