

## Entrepreneurial Neighborhood Planning Based on Multi-Stakeholders Co-Creation

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**Abstract:** Recently, promoting the transformation of old residential neighborhoods from living areas into vibrant communities becomes a new topic in the urban planning field. Researchers and practitioners explored top-down and bottom-up social innovation approaches like community-based planning to converge creative talents, activate entrepreneurial opportunities and renew such areas. However, there are still some confusion about mechanisms or methods to facilitate various roles of participators forming creative neighborhood for collaboration. In response to the problem, this study proposes the research question is how to plan and design entrepreneurial neighborhood based on locality and the contributions from multi-stakeholder collaborations. Action Research(AR) is the main research method in this study, research findings could be put forward through the framework which combines the typical AR cycle and localized context: 1) Problem formulation based on related works; 2) Investigation including expert interview, participatory observation, and environmental quality data; 3) Implementation and actions based on the case of NICE 2035 Living Line. 4) Reflection and iteration for theoretical outputs through feedbacks analysis like participators satisfaction, built space assessment or environmental experience; 5) Conclusion which responds research questions mentioned above.

**Keywords:** Entrepreneurial Neighborhood; Urban Renewal and Planning; Action Research; Social Innovation

### Introduction

With the acceleration of urbanization, community planning has been extended into many new meanings in the current context. For example, social innovation-oriented neighborhood renewal and relationship building, circular economy-oriented sustainable neighborhood environment design, or neighborhood integrated business distribution planning and iteration to activate the resource stocks. Many scholars and designers have conducted exploratory experiments, including how to increase creativity and vitality in the limited space of the neighborhood, and leading more opportunities for innovation and entrepreneurship, which has become a frontier topic of contemporary neighborhood planning. However, due to the numerous stakeholders who are involved in this network, how to balance the contributions and requirements of each role, coordinate the co-creations to contribute better planning advice, has been a common problem faced by academics and practitioners. Especially in the contemporary Chinese context, the neighborhood problems are more complicated: the outdated facilities in old neighborhoods, the aging residents with reduced vitalities, the brain drain and the rigid neighborhood relationships. Therefore it is necessary to reconsider the relationship between multiple roles in the renewal and planning design and adapt to the original neighborhood planning structure and commercial format.

The research in this paper responds to the above problems by taking action research rooted in the Shanghai project and combining the collaboration of multi-stakeholders. The proposed planning and design recommendations applicable to this scenario could provide a reference value for similar neighborhood contexts and issues.

### **Related Works**

In traditional neighborhood planning, designers often consider some fundamental issues, such as physical environment and infrastructure, natural resources, road and traffic, residential buildings, community organizations, public services, etc., but the groups they involved are often only neighborhood residents instead of considering all stakeholders. With the development of science and technology, new business formats are emerging. More and more entrepreneurs are originated from the community. This type of business is known as community-based entrepreneurship, and policymakers and scholars are increasingly concerned about the impact of this type of activity on people, local, and place. (Peredo and Chrisman, 2006; Somerville and McElwee, 2011). Current research in the field of entrepreneurship and neighbourhood research is often separated (eg Peredo and Chrisman, 2006; Lyons et al., 2012; Daskalaki et al., 2015; Fortunato and Alter, 2015; Reuschke and Houston, 2016 ), mainly because the current enterprises and entrepreneurs are generally located in commercial areas in terms of spatial distribution. But what people may ignore that the neighborhood, as a locational resource, has a positive impact on entrepreneurs both in terms of infrastructure and interpersonal relationships. Firstly, the neighborhood and community can provide opportunities and show requirements for entrepreneurial projects. Research shows that community-based agencies are better positioned to meet consumer needs and geographically closer to their clients (Gilbert, 2004, 114). Secondly, for many self-employed businesses, the neighborhood and home are regarded as the geographical starting point to start a new enterprise. (Mason and Reuschke, 2015; Mason et al., 2011, 2015) Finally, the neighborhood context has a potential impact on entrepreneurial spirit and enthusiasm, from building social resources (Schutjens and Völker, 2010), creating new business opportunities, and delivering proven business experience (Williams and Williams, 2012, 676, citing Feldman, 2001 and Minniti, 2005), etc., all show significant.

At the same time, however, entrepreneurs are also potentially promoting and changing the planning and development of a neighborhood in a new era. Since the demands of new entrepreneurial opportunities are originated from the neighborhood, it can make up the gaps in the services of neighborhood institutions and provide better products and services for them. For example, cooperatives, develop standard housing, sustainable energy (solar panels, wind turbines), agriculture, handicrafts and aged care (Mori, 2014; Wagenaar and Van der Heijden, 2015; Bauwens, 2016). Therefore, bottom-up and community-based entrepreneurial activities are increasingly seen as solutions to public service deficiencies and community rebuilding efforts (Reinout Kleinhans, et al., 2017). Ordinary people's wisdom based on daily life is the source of social innovation, as well as essential design inspiration and wealth (Lou, 2018). Furthermore, neighborhood entrepreneurs have a very positive impact on promoting the development of the national economy and enriching the new neighborhood business formats. Entrepreneurship not only increases the economic strength and innovation of countries, regions, and cities but also enhances the economic development of neighborhoods and communities (OECD, 2003; Baumol et al., 2007). Finally, community-based entrepreneurship can promote residents to collaborate, unite, and work together to create a better living environment (Peredo and Chrisman, 2006; Somerville and McElwee, 2011; Bailey, 2012). About practice cases, the following figure shows some renewal and planning approaches and features of such neighborhood planning.

Case	Role of Stakeholders Involved	Pillar Industry and Core Driving Force of Innovation	Resources Outside the Neighbourhood	Space Constituents of the Neighbourhood	Planning Mode
<b>DuoduoCE</b>	College Students, College Professors, Students in the surrounding zone of the university Entrepreneur, Minire Company, Incubators	University knowledge and technology are transferred into start-ups. Student entrepreneurial ideas are supported by DuoduoCE.	Start-ups can receive the experience and resources of mature companies, as well as support from incubators and investors.	College Network & College Cluster	Place-based entrepreneurial strategy and practice
<b>Liu Li Hui</b>	Neighbourhood residents, Neighbourhood service organisations, entrepreneurs, External business institutions	Residents' demands in reality are transferred into business opportunities, and neighbourhood service efficiency and service quality are improved by introducing external business service companies and encouraging entrepreneurial opportunities within the neighbourhood.	The community is open to the outside, and some neighbourhood services are supported by internally initiated start-ups or externally introduced commercial services.	Residential Buildings + Neighbourhood Public Activity Spaces + Neighbourhood Business Service Spaces	Neighbourhood as incubator, give birth to entrepreneurial opportunities from mental lifestyle
<b>Open Construction Activities of Niplog Community OYS</b>	University students, University professors, Neighbourhood residents, Community service organisations	The university's knowledge, talents, and technology are introduced into the community. University students, teachers, and neighbourhood residents participate together in the renewal and building of the community, so as to help the neighbourhood improve the public environment, public services, and improve the life quality as well as the cultural and artistic environment.	The neighbourhood's public environment and new neighbourhood interaction model are designed and supported by university students and professors.	Residential buildings + neighbourhood public event spaces + interactive art devices	As an experimental base, the neighbourhood in city designers and artists to proceed co-creation and innovation, construct an atmosphere to help creative place-making.  The residents' creativity and identity are increased.

Fig.1 Case Study about community building and renewal

### Action Research Based on Project NICE 2035

The concept of AR was first created by American sociologist Kurt Lewin (1946), who believes that social researchers should not only analyze the actual situation of immediate stakeholders but also should help them change their conditions through actions. Another well-known contributor of AR, Brazilian educator Paulo Freire (1973) believes that this kind of work should be carried out through problem-formulation and the creation of self-consciousness. AR is a scientific way of thinking rather than a traditional method of periodic research. In the AR research process, stakeholders' involvement can help them deepen their attention and understanding of the problem (Boothroyd, Fawcett, & Foster-Fishmann, 2004). In practice, stakeholders should not only participate in the investigation and discovery of questions but also need to think about how to take action to solve the problem. This process will be carried out by stakeholders with the participation of researchers. (McIntyre, 2008) Due to the uniqueness of different research environments, we must consider the social values of various participants. Therefore, to involve the research objects into the research process as collaborators is a specific AR method. (Baskerville 1999) Ideal action research needs to be provided with some principles: Firstly, both the researchers and the residents should be fully involved. Secondly, all the knowledge obtained should be able to apply immediately with an explicit exceptional framework. Thirdly, the research should be a process that linkings theories with practices (Baskerville and Wood-Harper 1996).

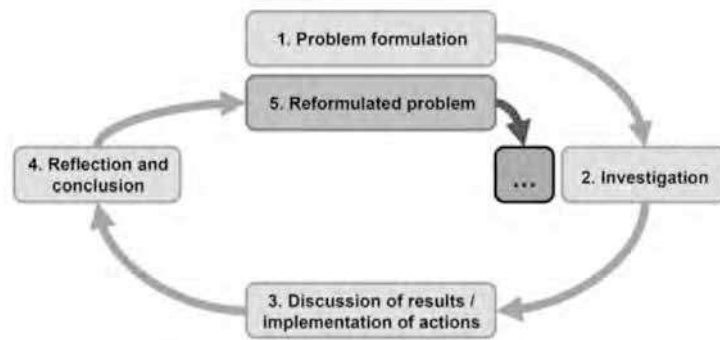


Fig.2 The general process of action research (McIntyre,2008)

As the constructive research method and tentative exploration, action research (AR) as the primary research method is selected in this paper. NICE 2035 Living Line neighborhood renewal project in Shanghai Siping community is the research subject. This project is a social innovation practice initiated by Professor Lou Yongqi and Siping committee. “NICE 2035” is the Neighborhood of Innovation, Creativity and Entrepreneur towards 2035, and NICE means "good life." On the basis of the renewal and renovation of the traditional Shanghai old community, a series of innovative laboratories including mature brands and start-up projects have been introduced, forming a composite entrepreneurial neighborhood and ecosystem including product development laboratory, creative education space, physical prototype store, co-work space and incubator (Lou & Ma, 2018). Moreover, due to the knowledge resources from Tongji University nearby, this project has introduced a variety of stakeholders, including community residents, start-up teams, innovation laboratories from universities and enterprises, capitalist and experienced third-party operations teams. In this practical case, we collected user data for co-creation points insight, implement effectiveness analysis, and reflection towards such neighborhood planning strategies according to AR cycle. The research framework of this paper is divided into five stages: first, problem formulation; second, investigation, including stakeholder motivation, co-creation demands, and ability contribution based on user interview; third, discussion results, which is summarizing insight points based on investigation and formulating collaboration matrix; fourth, implementation and action, including neighborhood planning exploration and attempts in this case combined with localized community characteristics and unique problems; fifth, reflection, including summing up user feedbacks towards the planning strategies which could guide other similar cases.

### Phase1 : Problem formulation

In the above discussion, several cases of the entrepreneurial community generally reflect a common feature, which is community stock resource transformation and formulating an innovative and entrepreneurial network with commercial opportunities and locality. China's old communities have their unique problems, take Shanghai as an example, like old and backward infrastructure, dense population, the demographic structure of elderly and school-age children, traditional single lifestyle, and low-cost catering and retail business model. But such issues are full of challenges and opportunities. As can be seen from the OYS community micro-renewal case mentioned above, the wisdom of ordinary people based on daily life is the source of social innovation, and also valuable design inspiration and wealth. Sophisticated lifestyles and local issues also contain entrepreneurial opportunities. For example, various of behavioral data and interactions can provide a large number of test opportunities and analysis samples for new-born business models, which could allow the entrepreneurial teams to get user feedback in a real context and real-time mode, and they could also

adjust and iterate business models with real customer preference and satisfaction. With this concern, multi-stakeholder and diverse living behavior have become the essential driving factor in the activation of such communities, especially how to reconstruct neighborhoods relationships, extract behavioral characteristics and residents' needs from the daily lifestyle of residents, and turn them into available data and resources. This wide range of stakeholders includes community residents, innovative talents, community managers, nearby school teachers and students, some mature businesses from diverse fields. Therefore, in this study, how to match the multi-stakeholders ability contribution and demands, plan community physical facilities and cultural activities to make them work well, turn problems and consumption generated by the traditional community into opportunities for innovation and entrepreneurship, have become the core research question.

## **Phase2 : Investigation**

Take the NICE project as a research object; investigation includes the roles and capabilities of various participators in this network. We analyzed the motivations and needs, and then identified the opportunities for innovation and entrepreneurship brought by them. The interviewees are divided into two parts. The first category is innovative entrepreneurial content providers, like start-up teams, innovation labs from universities and enterprises, and experienced third-party operations teams. The second category is community residents, including the following roles: residents living here (such as retired people), young people living outside here (renting in the community), living here working outside young people (locals), people who work and live here (student or local). The interview data is shown in the table below.



	Open Time and Participation Motivation	Current Activities and Frequency	Interactions with Community Residents	Role and Contribution in this Collaborative Group	Resource Requests for Project	Future Interactions with Other Labs	Future Interactions with Local Community	Demands for Operation Team and Supporting Services
Fablab	<ul style="list-style-type: none"> <li>-Officially opened in May '18</li> <li>- University resources could radiate knowledge to a wider range</li> <li>- This community has better primary and secondary schools (student sources)</li> <li>-Community residents have big demand for Maker Education, and less competitive brands</li> </ul>	<ul style="list-style-type: none"> <li>-Primary to junior high school Maker Education course (For teenagers, weekly &amp; holidays)</li> <li>-Open night with small sharing shows, would attract more potential users and interact (for community residents, weekend)</li> </ul>	<ul style="list-style-type: none"> <li>-Workshops for community residents (one in three activities for the Siping community and two thirds for other communities)</li> <li>-The neighborhood committee helps promotion and notification</li> </ul>	<ul style="list-style-type: none"> <li>Support other labs with design solutions and prototypes (Product design and development, 3D printing, model making, product realization)</li> </ul>	<ul style="list-style-type: none"> <li>The neighborhood committee promotes publicity and sets up special start to communicate with local residents and keep abreast of user feedback</li> </ul>	<ul style="list-style-type: none"> <li>-Support other labs to better co-work to reduce time and management costs</li> <li>-Implement prototype products for display</li> <li>-Design innovative course modules according to different labs' content and topics (future kitchen, future mobility lab, future material lab)</li> <li>-Peripheral product development</li> </ul>	<ul style="list-style-type: none"> <li>Engage with several elementary schools in the community and embed the course package into the school curriculums</li> </ul>	<ul style="list-style-type: none"> <li>Integrate different laboratory resources and proactively promote</li> </ul>
Sound Lab	<ul style="list-style-type: none"> <li>Cross-border innovation with sound and technology</li> </ul>	<ul style="list-style-type: none"> <li>Interactive performances such as the opening of other labs</li> </ul>	<ul style="list-style-type: none"> <li>Recording lessons based on users' own sound demo</li> </ul>	<ul style="list-style-type: none"> <li>- Provide recording venues and equipment for potential users brought by students, community residents and other labs, and accumulate sound material for future commercialization</li> <li>- Experimental music (Audio to 3D product opened by Aston Martin Lab</li> </ul>	<ul style="list-style-type: none"> <li>-Mobilize more labs for collaborative development courses</li> </ul>	<ul style="list-style-type: none"> <li>-Cooperate with the School of Communication or the School of Sound to develop products based on education resources in Tongji University</li> <li>-Develop courses in collaboration with Fablab to experiment with small projects related to sound and communication</li> </ul>	<ul style="list-style-type: none"> <li>Sound productization</li> </ul>	<ul style="list-style-type: none"> <li>-There are many elderly groups in this community, how to match the needs of young people (WeChat)</li> <li>-How to avoid some interference to local residents in this project</li> <li>-Rational use of co-working space</li> </ul>
CREATER (Operations team)	<ul style="list-style-type: none"> <li>-Closely related to its own development business (renovation and operation of Cultural and Creative Park)</li> <li>-Providing future lifestyles, including living and artistic leisure life.</li> </ul>	<ul style="list-style-type: none"> <li>-Asset property</li> <li>-Environmental optimization</li> <li>-Manage lab daily activities</li> <li>-New project opening</li> </ul>	<ul style="list-style-type: none"> <li>Promote the bread baking experience (collaborative with food lab) as the first phase for resident interaction</li> </ul>	<ul style="list-style-type: none"> <li>Integrate distributed resources and other supported services</li> </ul>	<ul style="list-style-type: none"> <li>As a pilot to collect feedback from stakeholders, test the business model and copy other sections in the future</li> </ul>	<ul style="list-style-type: none"> <li>-Match community needs and labs advantages</li> <li>-Promote collaboration between labs to attract investment</li> </ul>	<ul style="list-style-type: none"> <li>-Relationship reconstruction between architecture art and business community (renewal)</li> <li>-Integration cultural content like creative fairs</li> <li>-Old alley art museum</li> <li>-Folk artist performance</li> </ul>	



Tab.1 Interview for innovative labs, start-ups and operations team

User Information	Awareness of the Project	Understanding Channels	Attraction Point for Participation	Space and Environment Satisfaction	Suggestions for Future Lab Activities	Suggestions for this Project
<p>Resident 1 Age: 35 years old Gender: Female Education: Bachelor Occupation: Finance Living time in this community: living in 2009</p>	<p>I paid attention when I sent my child to the neighborhood center for class, but didn't know much about it.</p>	<p>I noticed the weekend activities (Fablab) and the Aston Martin Studio opening event. Firstly, know the I first knew this project was attracted by the Sujatan Road renovation activity a year ago.</p>	<p>Because it's very close, if there is an open event I will participate. I have not received many notifications from the neighborhood committee so far.</p>	<p>I feel the space is clean and tidy because the previous chess room and housing agency have been transformed into these labs. Need more interactive facilities on Sujatan Road, so that children could come over the weekend.</p>	<ul style="list-style-type: none"> <li>-Design more interactive activities for children, many with children to play</li> <li>-Courses similar to the Neighborhood Center (Yoga, Calligraphy, Children's Activities)</li> <li>-Also create an online community to push information</li> <li>-Experience activities related to traditional festivals</li> <li>-Making peripheral products</li> <li>-Popular science activities</li> </ul>	<ul style="list-style-type: none"> <li>-User survey is important</li> <li>-Establish a public number push event</li> <li>-Use the existing channels of the neighborhood committee to push</li> <li>-Integrate with the Neighborhood Center activities</li> </ul>
<p>Resident 2 Age: 57 years old Gender: Female Education: Secondary school Occupation: retirement Living time in this community: living from birth to this day</p>	<p>I often go through this street after work, but I don't know very well.</p>	<p>I have seen it outside the co-work space, but not sure whether it will be open to the outside. I have seen the opening event of Aston Martin Lab, which is very attractive. I have not received any notice or promotion information from the community committees for activities of such labs.</p>	<p>Bakery and Cafe</p>	<p>Feel modern Increase the open time</p>	<p>Quiet activities</p>	<ul style="list-style-type: none"> <li>-The quality of senior citizens in the community is not good</li> <li>-Innovative things can be considered if the charges are not high</li> </ul>
<p>Resident 3 Age: 22 years old Gender: Female Education: Undergraduate Occupation: Student Living time in this community: living from birth to this day</p>	<p>I go through this street four or five times a week, but I did not have fully understanding for this project.</p>	<p>I saw this space when I went to work through the lab. I was particularly interested in the 'creative space' and Sound Lab, but I didn't have the chance to go in because of the space long term.</p>	<p>Open day Experience activities of the Hair future kitchen</p>	<p>The office space is cool, hope it could provide more space for residents to use (roommate in the middle of the night)</p>	<p>No special preference</p>	<p>WhatsApp or Weibo promotion channels would be better for residents discussion and feedback collection</p>
<p>Resident 4 Age: 24 years old Sex: Male Education: Bachelor Occupation: Coaching Management Living time in this community: 2 years, renting a house</p>	<p>I often go through this street after work, but I don't know very well.</p>	<p>I learned about this project when I noticed the opening event of Aston Martin Studio. I was attracted by some special event like some cold meals, but I have not entered because my work time is so late.</p>	<p>Experience activities of the Hair future kitchen Co-work space, want to know the rental details because it is related to my career</p>	<p>Need more space for residents interaction</p>	<p>Add some fitness facilities or experience activities, such as a small gym in container (there are few gyms near the community)</p>	<p>-Home promotion is better for elderly. -Young people can use posters or online promotion</p>

Tab.2 Interview feedbacks from local residents

**Phase3 : Discussion result**

As the above interview analysis showed, each stakeholder in such entrepreneurial neighborhood networks has its demands and skill contribution. Therefore, the collaboration matrix could clarify this relationship and also guide the next step for such a neighborhood planning strategy. The horizontal and vertical axes represent different stakeholders, respectively, and the intersection is a resource demand and collaboration opportunity for one type of stakeholder to another (As Tab.3).

	Elderly residents	Young residents	University students	Innovative labs (E.g. Education, art and other products)	Start-ups	Operations team	Neighborhood committee
Elderly residents		Neighborhood relationship building	User survey and research	User survey and research	User survey and research	Increasing neighborhood creativity and innovation	
Young residents	Neighborhood relationship building		User survey and research	User survey and research; Attracting potential customers	User survey and research; Attracting potential customers	Increasing neighborhood creativity and innovation	
University students	Knowledge support for living environment improvement	Knowledge sharing, better work opportunities		Knowledge and professional skills sharing	Knowledge and professional skills sharing	Skills support	Increasing neighborhood creativity and innovation
Innovative labs (Education, art and other products)	Leisure time with local residents; Searching education resources for children	New knowledge and skills; Better fitness facilities or third place for leisure or work	Project-based learning and practice; New concept and business model test		Experience activities development; Workshops and courses content design; Space and materials sharing and co-work	Practice cases to support self-development	Increasing neighborhood creativity and innovation
Start-ups	Senior products; Free and effective exhibitions	Better work opportunities		User research learning and feedback analysis; Develop events and experience activities; Business model co-design		Practice cases to support self-development	Increasing neighborhood creativity and innovation
Operation teams	Open space for communication; More parking space			Promotion methods improvement; Physical and virtual infrastructure support	Promotion methods improvement; Physical and virtual infrastructure support		Daily activities management
Neighborhood committee	Diverse promotion methods (WeChat and WeChat)			Policy and promotion support	Policy and promotion support	Collaborative promotion	

Tab.3 Collaborative Creation Matrix from Multi-stakeholders in NICE2035 Networks

**Phase4 : Implementation and actions**

Based on the collaborative matrix, the NICE project conducted community planning and update design exploration based on localization characteristics. The first step was to broaden the entrance and upgrade the surrounding business. Cleaned up the dirty and scattered retail stores, planned the first batch of laboratory office space, redesigned the guide system, entered at the entrance of Fuxin Road. After renewal and upgraded business, the stores along the lane 1028 was future mobility laboratory, neighborhood center, future kitchen lab, and a local open-air market, and such local lifestyle oriented cultural labs formed clean and futuristic block impression and creative cluster (As Fig. 3).



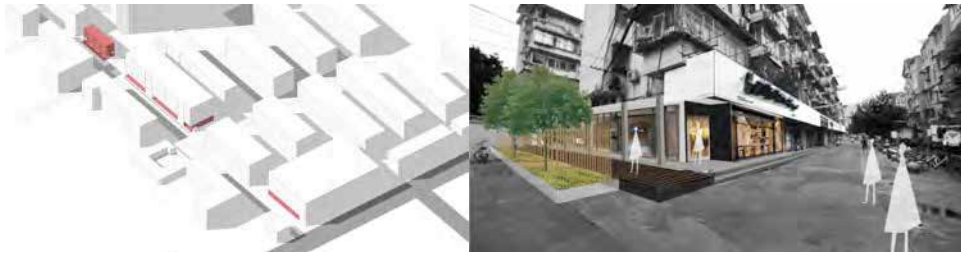


Fig.3 Lane 1028 in Siping Community Renewal Planning (Source: NICE2035 project team)

The second step was building more open spaces, such as co-work which break the boundaries of traditional work space and living space. Such approaches made the labs daily office and events more flexible and accessible for all participators, while the open interior design also integrates the roles between the laboratory and the exhibition space, allowing staffs and residents have various ways of interaction. Meanwhile, under this context, the research, service test, and development from laboratories and start-ups could also be carried out in the space (As Fig.4).



Fig.4 Co-work space in NICE 2035 (Source: NICE2035 project team)

The third step was putting the innovative and entrepreneurial content engine into the neighborhood based on the lifestyle of ordinary residents. For example, introducing food, education, art, sounds, mobility labs, and related start-ups, and co-created new operations and marketing forms. Like pop up, stores, workshops, and open nights to attract residents to participate in activities and test new services or products, finally formed an aggregation effect (As Fig.5).



Fig.5 Open events from innovative labs in NICE2035 (Source: NICE2035 project team)

### **Phase5 : Reflection and Findings**

After the survey for spatial utilization and user satisfaction of this entrepreneurial neighborhood practice through the six-month observation and record during the growth and development period after the project was released, the research findings in this paper is drawn. It could be summarized in three aspects of planning and design strategy, including business model and content, physical space, and relationship construction.

**Micro-community and multi-content.** For facilitating such entrepreneurial neighborhood, planning strategy should introduce innovative laboratories of different business formats in the entrepreneurial community, such as food, education, housing and mobility, and finding opportunities for entrepreneurial opportunities in daily activities. Use the residents' daily behaviors and lifestyles as a test field for iteration and improvement of start-up projects, services, and business model in real-world scenarios, both for incubation or mature project iterations. This diverse content could enable each participator in this network and allow them to support each other and co-create more innovative cultural or technology concepts, and also form multiple cross-parallel collaborative ecosystems and finally construct multiple micro-communities under a local context.

**Versatile modular space and smart neighborhood.** The original format is a necessary stakeholder in neighborhood planning; designers should consider the balance between community needs and such original business format like open-air market, fruit and vegetable retail, bicycle repair, or hardware store. The flexible solution is designed modular and multi-functional space, which means residential and shop integrated model space (front store and back housing). This modular space could be built with container material with high flexibility to disassemble and change space functions according to a different using purpose. About the space content, lightweight but lifestyle-based format like micro fitness center, cafe, mini art gallery or playground could be the interactive and attractive ways to be introduced. For using feedbacks and changeable space decisions, planners should consider creating smart communities with multiple sensors and wireless network probes to analyze crowd dynamics and social media data to support more in-depth research and space iteration.

**The narrative neighborhood, neighborhood relationship reconstruction.** Due to the traditional and old neighborhood with dense population in this paper's context, elderly residents are essential stakeholder in this network. Therefore, how to reconstruct resident relationship become the critical point for neighborhood creativity and entrepreneurial culture. Designers should explore more interactive approaches to connect people emotion link and built the identity, like various art installations, outdoor exhibition, redesign the traffic walking route to make the entire neighborhood has more communication space and narrative clues. And another point is inviting community residents to engage in participatory design and planning for micro renewal and infrastructure improvement. This approach will restructure neighborhoods and self-identity, and also dispel and avoid negative sense caused by the new laboratory and staffs in their living area.

### **Conclusion**

This study starts with a research problem of how to build an entrepreneurial neighborhood based on multi-stakeholder co-creation. Through five steps of the action research cycle, the research questions are gradually defined, and then, the collaborative contributions and potential opportunities of the stakeholders are derived through different roles of stakeholders' interview. NICE2035, as the practice case is introduced in this paper as the main action research subject, with participatory observation and

reflection on the planning and design implementation of this neighborhood, the research result of planning strategy is drawn. The traditional Chinese community as a kind of research object is relatively complex and challenging to activate its vitality. Thus, this research finding as a context paradigm could guide and influence more similar cases, and provide design and planning reference for related problems.

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