

Global Startup Campus *A Perspective From CIC*

Presentation to the Global Startup Campus Initiative Committee

By Tim Rowe, Founder & CEO of CIC



My Background

- Amherst College B.A. (1989)
- Doshisha University (1 year exchange)
- Mitsubishi Research Institute (4 years)
- MIT MBA (1995)
- Boston Consulting Group (4 years)
- MIT Lecturer (Disruptive Technology)
- **CIC Founder and CEO**
- Founding Chairman:
 - Venture Cafe
 - LabCentral
 - MassRobotics
 - Kendall Square Association
 - MassMobility Hub



Japan's Global Startup Campus (GSC) Initiative

We understand the committee's goal is:

Build a campus designed to tackle worldwide societal issues and foster sustainable economic & social structures

- Combines international joint research and **incubation functions** in the deep tech field, building a hub for global innovation in Asia
- “Practice place” for the 5-year startup development plan
- Collaboration between Japanese universities and top global research institutions like MIT, drawing leading researchers and investors around the world
- Bolster startup initiatives and foster partnerships with both local and global startup ecosystems

Our focus today will be incubation functions



Reflections on the GSC Initiative

I believe this Startup Campus strategy is the **correct approach** for Japan.

This strategy is in line with the **latest thinking** of other leading world governments

The proposed location (Ebisu) is a **strong choice** for a **deep-tech/lab** focused facility

We believe there are several **key factors for success** which we will share today





Sources of Inspiration for GSC



Launchpad Singapore, 2015



New Murabba Riyadh, 2030

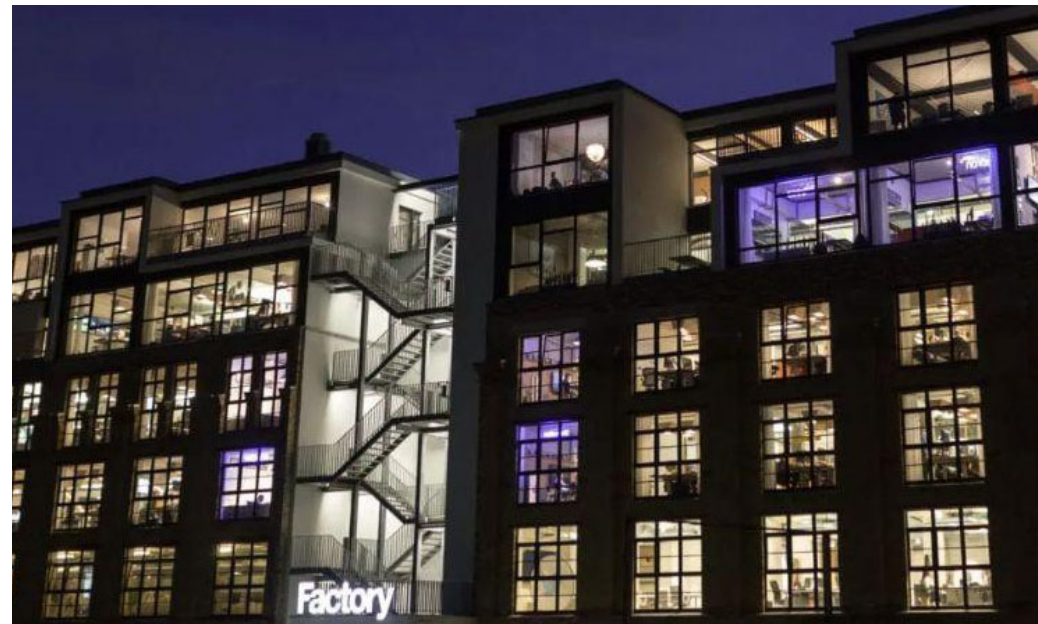


Station F Paris, 2017



Unicorn Startup Hub Seoul, 2030





Google Campus Madrid, Warsaw, Tokyo, Seoul, Tel Aviv, São Paulo



CIC largest startup campus in US, Japan, Poland, Netherlands.

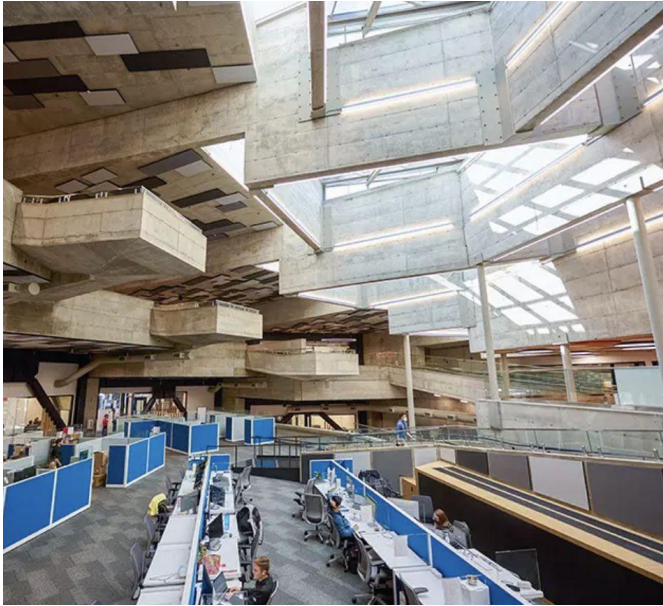


St. John's Innovation Centre UK

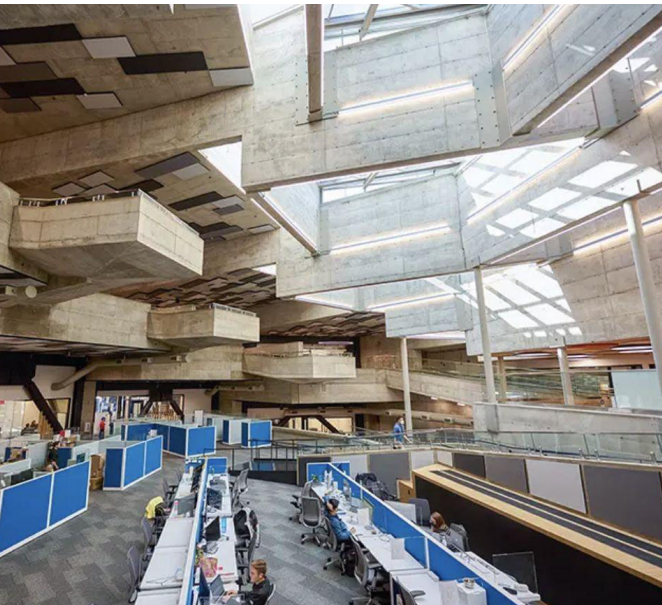


Factory Berlin Germany





Bakar BioEnginuity Hub Berkeley



Greentown Labs Somerville



MassRobotics Boston



The Drivery Berlin



LabCentral Cambridge



Many industry-focused innovation hubs coming

- **Blue Tech**
 - Barcelona, Spain
 - Port of Los Angeles, USA (AltaSea)
 - Lisbon, Portugal
- **Robotics**
 - Pittsburgh, USA (Carnegie Mellon University)
 - Dubai, UAE (Futures Initiative)
- **Materials Innovation**
 - NY, USA (NYCEDC)
 - Berkeley, USA (UC Berkeley)
- **Clean Tech**
 - London, UK
 - Silicon Valley, USA
 - New York, USA
- **Life Sciences**
 - Berkeley, USA (UC Berkeley)
- **Cybersecurity**
 - Arlington, VA USA

Innovation hubs have the ability to change the world in meaningful ways by leveraging density of talent.

Cities globally are planning industry hubs to create economic engines and redefine ecosystems.

Hubs **drive energy and growth** by acting as magnets, pulling in entrepreneurs and experts from around the world..



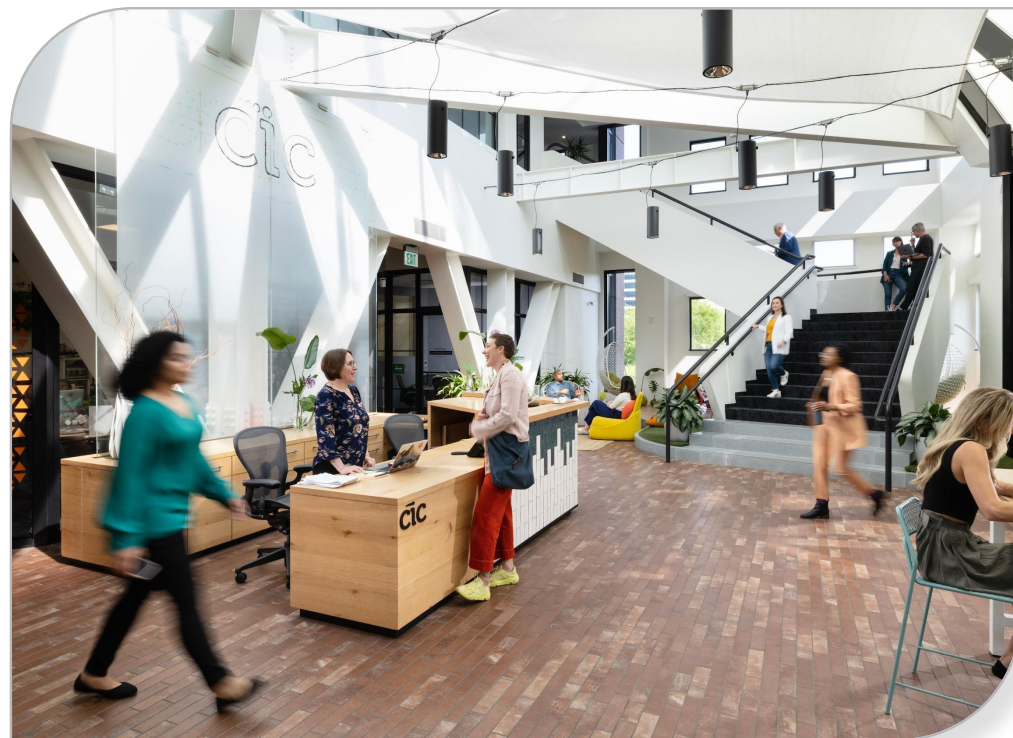
CIC Experience

In Depth

CIC: a leading global innovation campus operator

In 1999, MIT graduates created one of the world's first “innovation campuses”

- **9 locations** around the world, on **3 continents**
 - including **Tokyo** (2020) and **Fukuoka** (2025)
- **Large, high-end** facilities for **startups** and **corporate innovation teams**
- Often co-located with **major universities**
- Over >100K sqm today, including **offices** and **labs**
- Over **10,000 companies** have called CIC home
- CIC and its affiliated labs have seen **~\$17B** in venture capital funds invested in its startups
- Notable startups such as **Android** grew at CIC
- **Google, Apple, Meta** and, **Amazon** have called CIC home
- Has helped launch **9 sector-specific innovation hubs**



We believe the future of innovation support is hubs

Examples of hubs launched with significant CIC involvement:



Life science hub: LabCentral

LabCentral
Life Science & Biotech

Opened: 2014
Location: Cambridge, MA
Size: 225,000 SF
Resident Companies: 125 biotech startups

LabCentral is a first-of-its-kind shared lab space designed as a launchpad for high-potential life sciences and biotech startups. They provide critical services and support that early-stage companies need to begin lab operations on day one.



Evidence of Success

In 2022, LabCentral companies raised **21% of the total Series A funding for biopharma** in the United States, launched **37 new clinical trials**, and were granted **56 patents** for novel technologies.

Co-founded and chaired at launch by CIC CEO Tim Rowe



Robotics hub: MassRobotics

MassRobotics
Robotics

Opened: 2014
Location: Boston, MA
Size: 50,000 SF
Resident Companies: 80+ startups

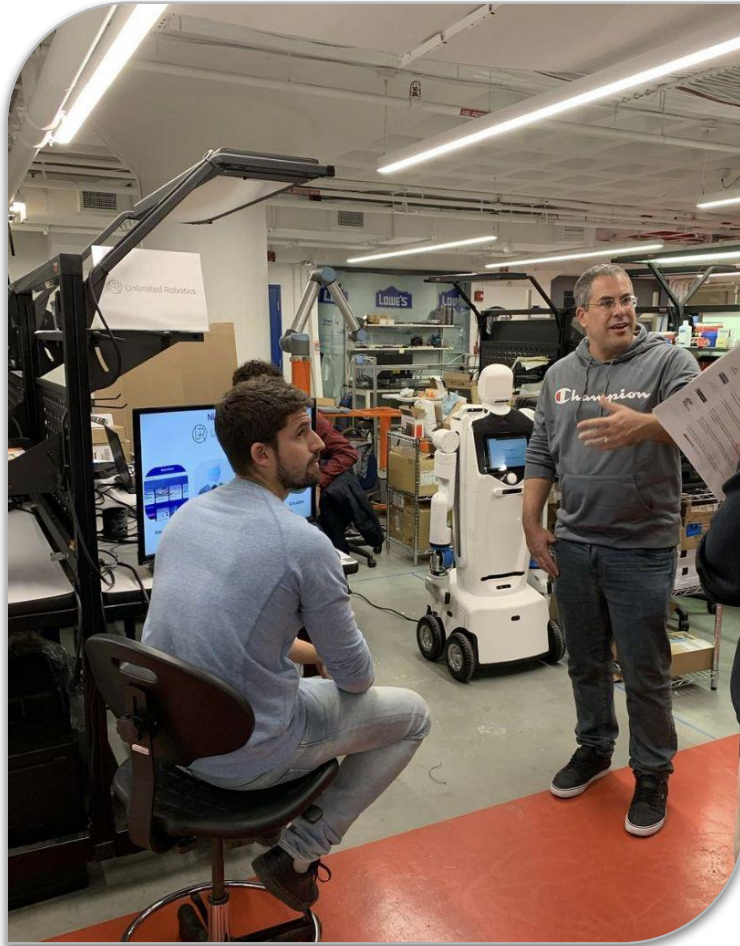
MassRobotics helps create and scale successful robotics and connected device companies by providing startups with the workspace and resources needed to develop, prototype, test, and commercialize products and solutions.

Evidence of Success

MassRobotics startups have **raised \$550M** and have a **23% average annual growth rate**. MassRobotics has hosted **100+ events** with over **20,000 attendees**.

Co-founded and chaired at launch by CIC CEO Tim Rowe





Cleantech hub: Greentown Labs

Greentown Labs
Cleantech

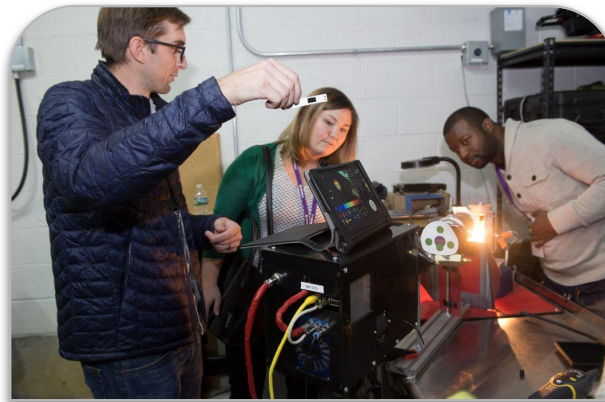
Opened: 2011
Location: Somerville, MA
Size: 100,000 SF
Resident Companies: 200+ cleantech startups

Greentown Labs a world-leading climate tech incubator. They operate campuses with prototyping and wet lab space, shared office space, a machine shop, and an electronics lab.

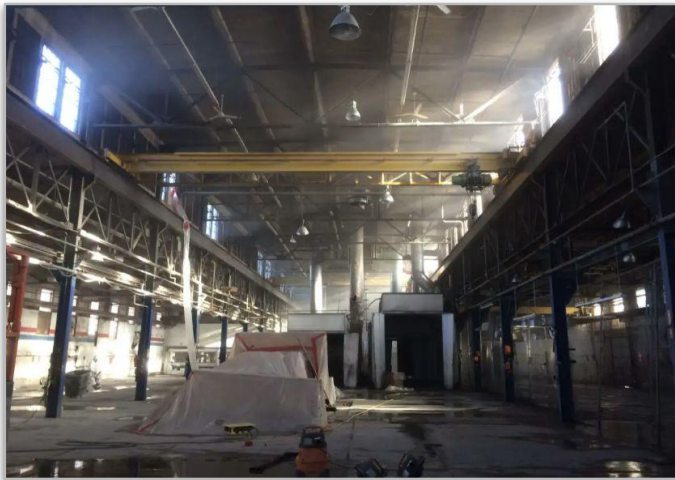
Evidence of Success

500+ companies since inception with a **94% survival rate**. These companies have raised **\$4+ billion dollars** and have created over **24,000 jobs**.

CIC CEO Tim Rowe sourced GTL's space and its leader



Greentown Labs



When building a hub, a neutral brand is important (“Switzerland”)

Innovation hubs work best when they are seen as “neutral”, open, and not associated with any one corporation. This **builds a big tent** where a variety of entrepreneurs and organizations feel welcome.

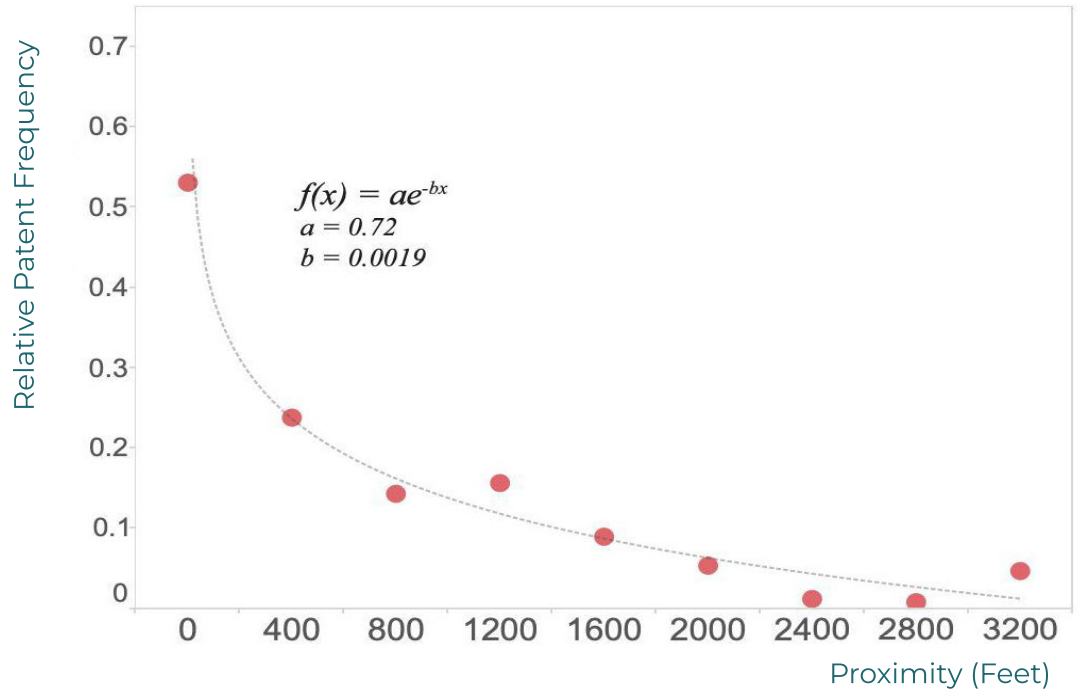
Orchestrated properly, the leading players in the industry will **lean in** as partners, with funding and presence at what they see to be important hubs.

*Example:
Greentown Labs Corporate Partners in 2022*



Hubs drive proximity, which fosters collaboration and trust

Collaboration on Patents Amongst MIT Faculty Depends on the Physical Distance Between Their Offices



The first step to create hubs is placemaking

Innovation campuses are only successful when they **attract top entrepreneurs**.

In Japan's case, about half of these need to be **from outside Japan** to create a true global campus.

Placemaking creates the context for strong innovators and entrepreneurs to come to a campus. They must not just have a place to work, but also nearby options to **live, work, and play**. They must be inspired by the location.

An innovation campus acts as the **center of gravity** within the district. The campus is intentionally designed to create opportunities for innovators to connect.



Campuses Should Include a Public “Hall”



A public hall is a central hub where people can work, exchange knowledge, build meaningful relationships, host events, and foster the idea anyone and everyone can be an innovator. Its mission is to broaden, connect and support the city’s innovation community.

EVENTS: The Hall offers versatile event spaces that are accessible by the entire community. The majority of the events will be free and open to the public.

FREE, PUBLIC WORKSPACE: Our public lounges are free, public work and meeting spaces, equipped with WiFi, flexible seating equipped for work.

PROGRAMS: The Hall is a platform for the innovation community to do things that have never been done before. Our programs and resources are designed to bring together diverse perspectives, build deep and meaningful connections, and develop effective and insightful solutions.



Campuses Require a Community-Building Program



- **What:** At CIC, we created Venture Café a community-building organization that runs the “Thursday Gathering”: the connective tissue of the innovation community.
- **How:** Every Thursday we convene a diverse group of 100s of stakeholders for networking, thought provoking programming and engaging activations to build community and connections in your city. Venture Café is a platform and a world class tool that engages and amplifies your innovation ecosystem.
- **Who:** Innovators, entrepreneurs, universities, government, corporates, researchers, startups, investors, students, service providers, experts, international connectors, creatives, technologists, educators and the curious.
- **When:** Every Week, on Thursdays from 3-8pm
- **Unique Value Proposition:** CIC’s Venture Cafe has been named by the Brookings Institute and Startup Genome as a best practice for activating innovation districts. We are a global network and a community of communities with deep roots in the cities we serve.



How are campus projects typically financed?

The “standard model” for funding public campus initiatives

- Initial capital costs typically funded by a public body
- Operating costs covered by fees from participating companies, who pay **market rental rates**
 - do not provide space “below market” to all users
- Corporate partners with ongoing sponsorships to further bolster equipment, programming, etc.

Target subsidies

- Funds set aside to subsidize targeted startups, e.g.
 - Winners of competitions
 - University startups
 - Women-run startups, etc.



Varso Tower (CIC Warsaw), Construction

Innovation Campuses Work in Japan: CIC Tokyo Case

Location CIC Tokyo

Launched 2021

Campus size 84K SF

Specialized Facilities Shared workspace, Venture Café, Energy and Environment Hub

Impact CIC quickly became the largest startup cluster in Japan. In addition, CIC was hired by multiple government departments to help them grow innovation ecosystem. TMG located its startup support center at CIC.

We have had strong public commitment to our success by VIP visitors, including:

- Japanese Prime Minister Kishida
- Tokyo Governor Koike



Prime Minister Kishida, Feb. 2022



US Ambassador Emanuel, April 2022



Tokyo Governor Koike, August 2022

*Mori Building wanted to position itself as an innovation leader in Tokyo, having running smaller innovation space previously, and chose CIC to **build and develop a best in class innovation center** one of its banner properties.*

Today, CIC is 90%+ full. The Toranomon Business Tower is completely full, and Facebook chose it for its Japan HQ.

Sources Referenced

Unless otherwise noted, photos are provided for use by CIC

Slide 6-7 Photos: newmurabba.com (New Murabba), kedglobal.com (Unicorn), jtc.gov.sp (Launchpad), willmotte.com (Station F)

Slide 8-9 Photos: esmadrid.com (Google), factoryberlin.com (Factory Berlin), stjohns.co.uk (S.t John's Innovation Center)

Slide 10-11 Photos: sta-design.com/clean-tech (Greentown Labs), bakarlabs.berkeley.edu (Bakar Labs), massrobotics.com (MassRobotics), thedrivery.com (The Drivery), labcentral.org (LabCentral)

Slide 12: Sources: bluetechport.com/en; cyberinitiative.org; robopgh.org/about; mckinsey.com/us/houston/global-decarbonization-hub; altasea.org/our-future-is-blue; a856-cityrecord.nyc.gov/RequestDetail/20230126114; lifesci.nyc

Slide 16 -17: boldlygo.labcentral.org/welcome-impact, photos from LabCentral

Slide 18-19: massrobotics.org/startups/5-year-impact-report, photos from MassRobotics

Slide 20: greentownlabs.com/2022-impact-report

Slide 21: Photos by STA Design: sta-design.com/clean-tech

Slide 23: "An Exploration of Collaborative Scientific Production at MIT through Spatial Organization and Institutional Affiliation." Claudel, Matthew, et al. PLOS ONE, vol. 12, no. 6, 2017