

Immigrant Networking and Collaboration: Survey Evidence from CIC*

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Abstract

Networking and the giving and receiving of advice outside of one's own firm are important features of entrepreneurship and innovation. We study how immigrants and natives utilize the potential networking opportunities provided by the Cambridge Innovation Center (CIC). CIC is widely considered the center of the Boston entrepreneurial ecosystem. We surveyed 1,334 people working at CIC in three locations spread across the Boston area and CIC's first expansion facility in St. Louis, MO. Survey responses show that immigrants value networking capabilities in CIC more than natives, and the networks developed by immigrants at CIC tend to be larger. Immigrants report substantially greater rates of giving and receiving advice than natives for six surveyed factors: business operations, venture financing, technology, suppliers, people to recruit, and customers. The structure and composition of CIC floors has only a modest influence on these immigrant versus native differences.

JEL Classification: D03, D81, D86, M13, O30

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1 Introduction

High-skilled immigrants are a substantial and growing share of U.S. innovation and entrepreneurship, accounting for about a quarter of U.S. patents and firm starts. While recent research has begun to quantify these broad contributions and measure traits of the types of firms created (e.g., Brown et al. 2018; Kerr and Kerr 2017, 2018), many important factors about the innovation and entrepreneurial processes used by immigrants versus natives and how they interact are less explored.

We examine a particularly important feature—networking and the giving and receiving of advice outside of one’s own firm. Individuals working on new concepts, be they embodied in a new growth-oriented firm or a technology being developed in an established company, must acquire and integrate new knowledge. A frequent explanation for the clustering of innovative activity both nationally (e.g., Silicon Valley versus Bismarck) and locally (e.g., Kendall Square versus South Shore in the Boston area) is the information spillovers and knowledge externalities that collocation with other innovators can provide. Entrepreneurs also cite access to knowledge and beneficial networks as one rationale for joining co-working spaces, incubators and accelerators, and similar facilities, sometimes at a higher rent. The degree to which immigrants and natives differ on these dimensions is unknown but also important for understanding the implications of a rising share of immigrants in our innovative workforce.

We study how immigrants and natives utilize the potential networking opportunities provided by the Cambridge Innovation Center (CIC). CIC is widely considered the center of the Boston entrepreneurial ecosystem, with its first facility and headquarters being in Kendall Square adjacent to MIT. Many well-known ventures have emerged from CIC, including Android (purchased by Google), Carbonite, and Hubspot. Start-ups begun at CIC have raised over \$7 billion in venture capital funding and produced thousands of patents since its founding in 2001. To get a sense of this scale, the venture capital raised by CIC firms exceeds all but a few U.S. states. CIC also is home to the labs and satellite offices of many large companies, with products such as Siri rumored to have been developed there.

In collaboration with CIC leadership, we surveyed people working at CIC in three locations spread across the Boston area and CIC’s first expansion facility in St. Louis, MO. A total of 1,334 people participated in the survey (a 24% response rate). The survey included extensive questions about the background of individuals (including education and place of birth), the

traits of their firms, their networking attitudes and behaviors both within and outside of CIC, their expectations for their company's future, and their personality traits.

We consider in this paper the networking attitudes and behaviors of immigrant entrepreneurs, inventors, and other employees at CIC, as contrasted to their native counterparts. There are lengthy literatures on immigrant self-employment and entrepreneurship and on networking for business outcomes. Yet, very little is known about the different ways in which immigrant and native founders access business networks and how they utilize such connections to benefit their ventures. The CIC provides a unique laboratory to study these questions given our survey's ability to track formal and informal networking.

Survey responses show that immigrants value networking capabilities in CIC more than natives. This finding (and the others to be described below) are true in sample averages and also in regressions that condition on person and firm traits and introduce fixed effects for each floor in a CIC building. There is suggestive evidence that immigrants are more likely to locate in CIC for the networking potential, and either way, there is robust evidence that immigrants see greater networking benefits and access to other companies as an important contributor to their work derived by locating at CIC.

The CIC networks developed by immigrants tend to be one person larger than those of natives, on average, with these differences being borderline statistically significant. In CIC's Boston facilities, there is further suggestive evidence that one of an immigrant's five most important contact points is more likely to be in CIC. Additional analyses show that the most substantial differences between immigrants and natives are a shift in these most five most important contacts for immigrants from being elsewhere in the United States to overseas locations.

The largest differences are the degree to which immigrants give and receive advice to or from people within CIC who are outside of their company. For both actions, immigrants report substantially greater rates of information exchanges than natives for six surveyed factors: business operations, venture financing, technology, suppliers, people to recruit, and customers. On providing advice, the immigrant differential to natives is highest on business operations and customers and lowest on venture financing. On receiving advice, the differential is highest on venture financing and customers, and lowest on suppliers and technology.

Our last set of analyses considers traits of the CIC floors on which immigrants and natives

are located to see if they interact differently with floor-level environments. The floors within a CIC facility can have different feels or purposes: for example, one floor may be more populated with larger, fixed office spaces suitable for established teams, while another floor is co-working space designed for very small teams or individual entrepreneurs. Conditional the match of a client's needs to a type of space, specific allocation is otherwise based upon availability and often has some randomness.

We measure six traits of each floor: inventor percentage, immigrant percentage, average age, female percentage, average firm size, and total number of firms. Controlling for floor fixed effects, we interact these traits with whether a respondent is an immigrant to observe whether there is heterogeneity in the immigrant differential due to various floor characteristics. We do not find evidence that floor traits matter for the strength of the immigrant differential with respect to networking. There is some evidence that the greater degree to which immigrants give and receive advice is accentuated on floors with a high fraction of inventors, but the more important finding is that these floor level shaping factors are second order to the main effects. These results are preliminary and being refined.

The next section provides a short literature review. Section 3 describes the CIC and our survey instrument in detail. Section 4 presents the main empirical findings, and Section 5 concludes.

2 Literature Review

[Section under development - suggestions welcome]

3 CIC and Survey Instrument

3.1 CIC History and Operations

CIC was founded in its present format in 2001, known then as the Cambridge Innovation Center. The first facility, known by its address of One Broadway, is in a building adjacent to and owned by MIT. The founders, Tim Rowe and Andy Olmsted, had previously established a “foundry” incubator at the spot. While the foundry model was unsuccessful, Rowe and Olmsted pivoted into what is now often labeled a co-working model, being among the first of its kind.

CIC today offers clients office management services that are flexible in design and month-to-month in duration. CIC rentals include access to “hardware” like fully-stocked communal kitchens, regular and 3D printing, hardware tool shops, conference rooms, and IT and communications infrastructure. CIC also encourages extensive “software” for its clients in the form of formal and informal networking opportunities, lectures on topics related to start-ups and innovation, recreational classes like yoga, and proximity to funders, law firms, and other service providers. A complete history of CIC and its present operations are included in the Kerr et al. (2017b,c) case studies.

The closest comparison to CIC is co-working spaces, which have risen to popularity with the “sharing economy” (Gandini, 2015).¹ Relative to an operation like WeWork, CIC has both higher-touch services and typically greater price points. The model of CIC also emphasizes a growth in a company’s spaces over time (reconfiguring offices during expansions or contractions) and serving a broader population of clients. CIC houses start-ups, single individuals in co-working spaces, not-for-profit organizations, law firms, venture investors, and satellite offices for large corporations. Amazon, Apple, Bayer, Google, PwC and Shell are examples of current and past larger clients. The for-profit CIC is widely recognized as the anchor for Boston’s entrepreneurship and innovation ecosystem, with its weekly Venture Café happy hour regularly drawing several hundred participants.

CIC prides itself on housing “more start-ups than anywhere else on the planet.” The company is now in three locations in the Boston area, along with setting up independent entities connected to wet lab spaces and civic meeting spaces. At the One Broadway location, CIC has grown from one floor to seven. CIC expanded to St. Louis in 2014, and it has recently opened facilities in Miami and Rotterdam. It will open a Philadelphia center in 2018, as part of an aggressive growth plan to reach 50 cities by 2026 (Kerr et al., 2017b).

3.2 CIC Survey Design

The scale and diversity of CIC offer a unique platform to study entrepreneurs, inventors, and employees working in innovative enterprises. We conducted a survey in 2017 of clients at four CIC locations, pulling from Cambridge, Boston, and St. Louis. The survey was designed in collaboration with the leadership team at CIC. CIC’s client agreement allows them to survey

¹Related literature on incubators and accelerators includes Aernoudt (2002), Brunell et al. (2012), Colombo and Delmastro (2002), Grimaldi and Grandi (2005), and Peters et al. (2004).

tenants once per year, and this survey served this function. It was launched during spring 2017 and open for 13 weeks.

In efforts to increase participation, CIC sent out one reminder email per location to clients encouraging them to participate. CIC also hosted a pizza lunch at the 101 Main Street location where one researcher handed out fliers and discussed the survey's goals. Reminders tended to increase participation for a short while, and CIC leadership made the decision to not send further inquiries and when to end the survey.

Table 1 describes the surveyed locations. The survey was sent to 5,645 individuals, of which about 20% were identified by the firms as "Heads" to CIC (e.g., for the purposes of directing official correspondence). The average firm has 4.8 people and has been at CIC for 2.8 years, with clients in the older One Broadway and 101 Main Street locations of Cambridge having stayed longer on average. St. Louis houses larger firms on average, reflecting its lower use of individual co-working spaces. 50 Milk Street, a location in the financial district of Boston, contains a larger share of nonprofit companies.

A total of 1,334 people participated in the survey for a 24% response rate. The first survey question required respondents categorize themselves as an Employee, Founder and/or CEO, Owner, or Other (e.g., board member, advisor). Those who designated themselves as an employee received a smaller set of questions than the other three categories, which were given the same question set. The full survey instrument is included in the Appendix.

We use the term "entrepreneur" as short-hand to group all non-employee responses, whether founder, CEO, or owner. Going forward in this analysis, we exclude those reporting their role as "Other" for a sample size of 1,222 responses. This latter category is harder to define and frequently captures people with relative limited day-to-day work at CIC (e.g., a MIT professor who most remains on campus). We use the "inventor" for those who report having personally filed a patent, and this trait is orthogonal to the entrepreneur versus employee distinction. Approximately 31% of respondents are entrepreneurs and 22% are inventors.

Our analysis focuses on differences between natives and immigrants, and we define immigrants as those who report they were born outside of the United States. The overall immigrant share is 26% in the sample. This definition includes individuals who arrived as children and those who came to the United States later in life to study, work, or directly start a business. The total number of immigrant respondents is 262, with 82 identified as entrepreneurs and 180

as employees. Of the immigrants, 85 are inventors.

Table 2 describes survey responses by location. Response rates were between 16% and 24% across locations. We later learned that some individuals in nonprofit firms felt the survey did not apply to them, which is one reason for the lower rate in 50 Milk Street. The immigrant share of respondents is approximately one-third in all three Boston facilities and much lower at 5.5% in St. Louis. The immigrant share of the CIC sample is about double their 13% share of U.S. population, reflective of their greater role in innovation and entrepreneurship (Singer, 2013; Kerr and Kerr, 2017, 2018; Brown et al., 2018). The overall sample is about 60% male, 61% between the ages of 25 and 44, and 37% holders of advanced degrees.

3.3 Survey Responses and Sample Comparisons

Table 3 provides detailed demographics and backgrounds for the sample and splits by immigrants versus natives. In some cases, the overall rate will not exactly match the weighted average of group sizes due to individuals not reporting variables. Natives are slightly more likely to be entrepreneurs at the CIC companies, while immigrants are almost twice as likely to be inventors.

In terms of demographics, natives are more likely to be female, at either extreme of the age distribution, white, a bachelor's or masters degree holder, and with degrees in business and economics. They also are slightly more likely to have prior industry experience but less likely to have previous start-up experience either as an employee or a founder. In comparison, immigrants tend to be clustered between ages 25 and 54, are more likely to have a doctorate and to have studied in STEM fields, and are more likely to have previous start-up experience, especially as an employee. Hunt (2011) links higher rates of immigrant inventiveness to their fields of study and educational attainment.

CIC does not collect demographic information on its clients, but CIC leadership believes the survey demographics reflect the facilities. Greater insight exists for gender. A 2015 CIC study found 28% of Heads were women, on par with the 24% among our respondent entrepreneurs. Similarly, a 5% random sample of clients in 2017 showed 35% of all CIC workers were women, compared to 40% in our sample. Other comparison points for women's leadership are 5.4% of Fortune 500 CEOs, 19% of Congressional representatives, and 12% of Executive Officer positions in the top 15 Silicon Valley firms (Zarya, 2016; Brown, 2017; Bell and White, 2014).

Once starting the survey, response rates were high for most questions. Questions regarding experiences at the CIC and demographics had response rates of over 80%, while questions regarding personality had response rates of over 75%. Questions with the lowest response rates included those related to patents associated with the firm and interest in future CIC events. We believe that response rates for patenting activity of the firm were lower because the question lacked a “do not know” option. These fields are not used in the present study.

4 Survey Results

4.1 Measuring Networking Attitudes and Behaviors

We next describe how the survey captured attitudes towards networking and the importance of networking opportunities in the choice to locate the company within the CIC. Table 4 provides the survey questions used calculate the values for most of the variables analyzed below, and the Appendix has the full survey instruments for additional reference. Figures display the response patterns by immigrant status. We group questions into three sets, and these sets rely on questions from different parts of the survey and are not sequential in how they are presented in this paper.

We group a first set of questions around respondents’ self-reported perceptions of CIC networking benefits. Respondents were asked to rate aspects of the CIC in terms of their importance for the decision to locate the company there, with one being “not very important” and five being “very important.” A related question asked respondents how being located at CIC has actually helped their business for “Better network among other businesses” on a scale from “not at all” (1) to “very much” (5). Similar five-point scales were used to gauge the purposefulness of individual’s networking; to measure perceptions about how CIC helped them access companies at CIC, within the vicinity of CIC, or in the greater Boston/St. Louis area; and to measure whether respondents see premium in CIC compared to costs and over competitor offering. In all cases, the raw average for immigrants exceeds that of natives. Immigrants are more likely to consider networking opportunities an important factor in choosing to locate at CIC and to report being helped in this regard.

A second group of questions uses responses to infer information on the networks of individuals. Respondents were asked to estimate the number of persons at CIC (outside of the employees of their own company) they know well enough to believe that these persons could

be of benefit to their business over the next six months. The scale had five options ranging “none” to “over 20”. Similarly, respondents estimated how many people at CIC they knew well enough to believe they would remember his or her name in six months if they left today. The response options were the same as in the previous question. For analysis, we converted the binned values into the mid-point of their range excepting the top category: “none” coded as zero, “1-4 persons” coded as three, “5-10 persons” codes as eight, “11-20 persons” codes as 15, and “More than 20 persons” coded as 20. Immigrants report knowing more of both types of individuals at CIC, especially those who are likely to be beneficial to their business (4.9 versus 4.5). For all respondents who answered that they know at least one such person, we further asked whether these connections were made before or after joining the CIC.

We constructed another measure of networking through the responses of individuals regarding where they networked at CIC. This question was asked of people indicating CIC helped their business to network at a level of three or higher on a five-point scale. Respondents could tick one or more of the following possibilities: Informally: Conversations or introductions at Venture Cafe; Informally: Conversations or introductions in a CIC kitchen; Other public spaces at CIC; Other informal channels; Purposefully seek out meetings with firms located inside CIC (ask via email, phone, LinkedIn,...); Purposefully seek out meetings with firms located nearby / outside CIC (ask via email, phone, LinkedIn,...); Other CIC-based firms purposefully ask to meet with me; and Other. We tallied the number of boxes checked, with immigrants and natives showing very similar values of about 2.9 unique network locations.

At the very end of the survey, we ask entrepreneurs a rather involved question about the locations of the respondent’s most important contacts (Nanda and Khanna, 2010): “Please think of 5 people not directly connected with your company with whom you have had important conversations related to your business in the last 6 months. These may be family members, friends, former colleagues, instructors or other persons with whom you discussed aspects of your business (e.g., strategy, business development, market conditions, financing) but NOT employees, investors, or clients that have direct stake in the company. Where are these external colleagues located?” The respondent has five options: same floor at CIC, another floor at CIC, with the Boston (St. Louis) area, within the United States, and overseas. Natives are significantly more likely to have their most important connections either in the Boston area or elsewhere in the United States, while immigrants are much more likely to have these important

connections abroad.

A third set of questions asked respondents about the frequency at which they either provided or received advice on various aspects of running a business to “people outside of your company at CIC.” The frequency options ranged from “never” (1) to “weekly” (4). Six categories were considered: business operations, venture financing, technology, suppliers, people to recruit, and customers. Immigrants report substantially higher rates of providing and receiving advice.

The full survey asks many more questions about growth expectations, company financing history, personality traits of individuals and attitudes towards risk, and so on. Participants were also incentivized to complete the survey with a reward that was designed to also capture an element of their risk attitudes by presenting them with a choice between a sure prize and a lottery of known probabilities. These questions are studied in other papers (e.g., Kerr and Kerr, 2018).

4.2 Analytical Results

Tables 5-9 analyze these survey responses with least squares regressions. Each row corresponds to a survey question, and we report eight results per question across the columns. In all cases, we only report the coefficient and standard error on an indicator variable for the respondent being an immigrant. Regressions conservatively cluster standard errors at the firm level and are unweighted. Columns 1-4 report results where we leave the dependent variable in its raw form, while Columns 5-8 consider transformations of the dependent variable to have a binary form of low versus high responses (given unit value). For each question, we describe the scale of the baseline values and their transformation.

The four columns in each set repeat a pattern. Our initial estimation controls for person level covariates and building fixed effects. Person level covariates include controls for gender, age, race, educational attainment, full-time versus part time status, prior industry experience, prior startup experience, and prior patenting history. Covariates are introduced using indicators for value ranges; non-response was grouped into an “unknown” category. The second estimation incorporates fixed effects for individual floors within buildings. Across the four buildings, there are 20 floors in our sample. The third estimation adds an additional firm level control for firm size at CIC. The last analysis excludes St. Louis from the analysis to focus

just on Boston given the substantial differences between the cities. At the right hand side of each table, we report the observation counts in total and for Boston only.

Table 5 considers perceptions of networking at CIC by immigrants versus natives. The perceptions of respondents have several attractive properties: they capture benefits and costs known by respondents but unobservable to the researcher, they measure a saliency of the effect that is otherwise difficult to judge, and (for the purposes of CIC) they are what ultimately matters for company location choices. The downsides of perceptions are the mirror images of these advantages, most notably being that respondents may have inaccurate understanding of their true networking behavior or engage in cheap talk.

The variables reported in Table 5 are measured on a five-point scale ranging from “strongly disagree” (1) to “strongly agree” (5) or comparable wording. For the binary analysis, we group scores of four or five into the high bin that is given unit value. There is some evidence in the first row that immigrants may locate at CIC for networking opportunities; this is most evident in the binary analysis. Either way, immigrants in the second row show substantially higher perceptions of CIC helping their business via networking than natives. The differential is on the order of 10% of the baseline average of 3.67 in Table 4. Immigrants show a similar purposefulness in building their networks.

When respondents articulate the location of the other companies that CIC helps them access, the modest edge is given to companies located at CIC, although an important immigrant differential is observed for accessing other local non-CIC firms, too. As the baseline value in Table 4 is rising from 3.26 for companies within CIC to 3.63 for non-vicinity companies in the greater Boston / St. Louis area, the relative effect for immigrants of CIC-based connections is higher than initially evident in Table 5. These results are robust in both the baseline and binary analyses. Finally, immigrants are somewhat more likely to consider CIC benefits as outweighing the costs or what other co-working spaces could provide, but these results are not precisely measured.

Table 6 turns to measures that we can construct of actual networking behavior at CIC. This is a useful complement to perceptions of networking given the pros and cons noted above. The first metrics are about person counts within a respondent’s CIC network outside of respondent’s company. Person count questions allowed for five ranges from none to more than 20. Baseline estimations use the mid-points of ranges, as described earlier, and 20 for the largest category.

The binary analysis bins responses with eleven or more persons as the high category.

Immigrants report on average a 0.6-0.8 person larger professional network at CIC, compared to a baseline average of 4.5 persons. This difference is about twice as large as the second form of the question that was designed to elicit familiarity with those around a respondent (baseline average of 5.9 persons). While we do not know the overlaps of these two groups, we also report a regression that sums the two counts. Across all these outcomes, there is modest evidence that CIC enables a larger professional network for immigrants than natives, perhaps with a total network advantage of one person. But many of these results are not very well measured and should be treated with caution. By contrast, and reflecting the identical raw responses in Table 4, we observe no difference between immigrants and natives in terms of the count of locations or types of networking employed.

In general, the differential in immigrant perceptions of CIC networking advantage (Table 5) appear a bit more robust than the actual network effects (Table 6). Two factors, however, should be noted. One is that the relative magnitudes in Table 6 are substantial for the professional network, on the order of 10%-20% of the effect, and comparable to perception differences. Second, the counterfactual for network size is hard to define. It could have been that absent CIC's networking potential, the professional networks of immigrants would have been substantially smaller than natives; we are only able to measure differences conditional on being inside of CIC.

Table 7 considers immigrant differences among extra networking questions asked of entrepreneurs only. These leaders were first asked to rate the importance of the five most important people they met at CIC for their business. Immigrants suggest these five contacts are marginally more important, but the differences are far from statistically significant.

Second, we analyze differences in the top five contacts that entrepreneurs have by counting up the number of contacts mentioned in each location. This count can range from zero to five for a location, and for the binary analysis we group three and above contacts into the high category. Table 7 first analyses the five options as asked in the survey, and then an additional analysis is provided that groups the same floor and another floor responses at CIC into a single outcome. There are substantial differences in the locations of top entrepreneur contacts, with immigrant entrepreneurs pointing significantly more to overseas contacts. The interesting finding, however, is that immigrants are marginally more likely to list a contact

within the CIC than natives. These findings are not statistically significant and do not hold in the binary analysis, but they are quite different from the strong negative results for non-CIC locations in the immediate area or elsewhere in the United States.

Tables 8 and 9 turn to our third set of questions on the giving and receiving of advice across six topics: business operations, venture financing, technology, suppliers, people to recruit, and customers. Table 4 noted that immigrants report substantially higher rates of exchanging advice on all these dimensions. Baseline responses are on a four-point scale from “never” (1) to “weekly” (4). The binary analysis bins responses other than “never” into the high category.

Tables 8 and 9 confirm that these differences are robust to controlling for the other traits of individuals, companies, and the floors on which respondents work. As the average baseline value for most of these variables is on the order 1.8 in Table 4, these quantified differences are often 10% or higher. On providing advice, the immigrant differential to natives is highest on business operations and customers and lowest on venture financing. On receiving advice, the differential is highest on venture financing and customers, and lowest on suppliers and technology. But these differences are small relative to the larger context of high rates of giving and receiving advice.

We have conducted a number of robustness checks on these analyses. We condensed our regression tables by only showing Boston-specific results for the full specification with person and firm level covariates, and the comparability carries through on other variants, too. Adding St. Louis to the sample tends to raise slightly the immigrant differential, indicating a modestly greater immigrant reliance in St. Louis on CIC networking than in Boston.

We introduce person and firm level controls via indicator variables for ranges, and we kept missing values via an unknown category to maintain consistent sample sizes across columns. Our results are robust across all of these design choices, which is not surprising given the raw effects evident in Table 4 alongside the substantial coefficients observed in regression analyses.

In terms of additional covariates, we also find very similar results when including the binary response by a respondent if the network was pre-known before coming to CIC. We have also run analyses where we control for the tenure of an individual at CIC. These analyses are quantitatively similar in aggregate, with effects growing or shrinking modestly on some outcomes. There is sufficient risk for over-controlling with these variables (e.g., we do not know what fraction of a respondent’s network is pre-known before locating at CIC) that we

have left them out of the baseline results reported here.

4.3 Extended Analysis

Our last set of analyses considers traits of the CIC floors on which immigrants and natives are located to see if they interact differently with floor-level environments. The floors within a CIC facility have different feels or purposes: for example, one floor may be more populated with larger, fixed office spaces suitable for established teams, while another floor is co-working space designed for very small teams or individual entrepreneurs. Conditional the match of a client's needs to a type of space, specific allocation is otherwise based upon availability and often has some randomness.

We measure six traits of each floor: inventor percentage, immigrant percentage, average age, female percentage, average firm size, and total number of firms. The measures are derived from respondent data for floors, and we transform floor-level metrics to have unit standard deviation to add in interpretation. We control for floor fixed effects, which captures the main effects of these variables, and we interact these floor-level traits with whether a respondent is an immigrant to observe whether there is heterogeneity in the immigrant differential due to various floor characteristics. We restrict this analysis to floors where 15 or more people responded to the survey. We further drop St. Louis due to some limitations on our floor information for this facility and its overall very different immigrant background.

The most important finding from this analysis is that the immigrant differential captured in this paper mostly operates independently of the floor environment. As important, we specifically find evidence that the differential for immigrant networking and giving and receiving advice does not depend upon the immigrant being on a floor with many other immigrants. Thus, while we do not observe the immigrant and native components of a respondent's network, we have reason to believe the networks are not strongly segmented in CIC.

More specifically, we do not find evidence that floor traits matter for the strength of the immigrant differential with respect to networking. Some preliminary evidence suggests that the greater degree to which immigrants give and receive advice is accentuated on floors with a high fraction of tenants being inventors. These results are preliminary and being refined.

5 Conclusion

Networking and the giving and receiving of advice are important for entrepreneurship and innovation. Our analysis of the CIC finds that immigrants take more advantage of networking opportunities at CIC, especially around the exchange of advice. This effect is quite robust, holding in the raw data and tightly controlled specifications, and it does not appear to mediated very much by floor level traits. We are not able to assess whether this generates long-term performance advantages for immigrants, but it at least leads them to value CIC to a greater extent than natives.

Looking forward, we hope other researchers continue to examine differences in behaviors of immigrants within entrepreneurship and innovation compared to natives. It is now well established that immigrants are a large and growing component of the U.S. science and engineering workforce, and they have comparable overall quality on many dimensions compared to natives engaged in the field. But there remains much to be explored about how their preferences and interactions shape the communities of which they are becoming an ever larger share.

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Table 1. Descriptive statistics for CIC locations

Notes: One Broadway is the original CIC building at the edge of MIT. Boston-area expansions are 101 Main (one block away from One Broadway) and 50 Milk Street (Boston financial district).

	All	50 Milk	One Broadway	101 Main	St. Louis
Year opened		2014	2001	2012	2014
Individuals	5,645	1,236	2,467	464	1,478
Heads	1,168	346	577	59	186
non-Heads	4,477	890	1,890	405	1,292
Footprint (sq. ft.)	422,177	93,410	155,147	52,465	121,155
Average firm tenure at CIC in years	2.8	2.3	4.4	4.4	1.6
Average firm size at CIC in employees	4.8	3.6	4.6	4.6	7.9
Percent of firms that are nonprofits	10.5	19.1	7.1	7.1	10.0

Table 2. Descriptive statistics on survey responses by facility

Notes: See Table 1. Some respondents do not designate themselves as being at one of the four facilities.

	All	50 Milk	One Broadway	101 Main	St. Louis
Number of recipients	5,645	1,237	2,464	464	1,480
Number of respondents	1,222	199	493	86	348
Entrepreneurs	378	55	184	14	114
Employees	844	144	309	72	234
Entrepreneur share	30.9	27.6	37.3	16.3	32.8
Response rate	21.6	16.1	20.0	18.5	23.5
Age					
Percent aged < 25	8.7	11.1	8.5	10.1	7.2
Percent aged 25-34	37.2	37.2	35.5	48.1	36.5
Percent aged 35-44	24.5	30.0	21.2	26.6	25.9
Percent aged 45-54	17.4	13.3	22.5	6.3	14.7
Percent aged > 54	12.3	8.3	12.3	8.9	15.7
Percent immigrant	26.0	33.7	34.8	33.8	5.5
Percent women	40.1	45.3	38.6	42.3	38.7
Percent advanced degree	37.3	43.9	36.5	46.3	32.0

Table 3. Descriptive statistics for immigrants vs natives

*Notes: Some respondents do not designate themselves as being immigrants or natives.
 Entrepreneurs are defined as those who identify their position as Founder, CEO or Owner.
 Inventors are defined as those who report having personally filed for a patent.*

	All	Natives	Immigrants
Respondents	1,222	744	262
Percent of sample		74.0	26.0
Role and background			
Entrepreneur	30.9	33.2	31.3
Employee	69.1	66.8	68.7
Inventor	21.5	17.5	32.9
Female	40.2	42.0	35.1
Age			
Under 25	8.7	9.7	5.8
25-34	37.2	36.3	40.3
35-44	24.5	23.3	26.7
45-54	17.4	16.5	20.2
Over 55	12.3	14.2	7.0
Race and ethnicity			
Asian	12.8	5.7	33.5
African American	3.5	4.6	0.8
Hispanic/Latino	5.5	3.0	13.1
White	73.5	83.8	48.5
Other responses	3.8	3.8	4.2
Education			
BA/MA	75.3	76.4	70.9
PhD	19.0	17.4	24.5
Other	5.7	6.2	4.6
Field of Education			
STEM	36.0	31.3	49.8
Business or economics	29.3	31.0	24.9
Other	34.6	37.7	25.3
Experience			
Prior work in industry	62.6	62.8	61.8
Prior work in a startup	47.9	45.3	53.8
Prior entrepreneur	32.3	31.0	36.3

Table 4. Networking baselines for immigrants vs natives

Notes: See Table 3.

	All	Natives	Immigrants
Respondents	1,222	744	262
Located in CIC for networking opportunities?	3.63	3.62	3.79
Does CIC networking environment help your business?	3.67	3.65	3.76
How purposeful are you in building your business network?	2.85	2.80	3.03
CIC is important because of access to other companies within the CIC	3.26	3.22	3.36
... within the vicinity of the CIC	3.40	3.34	3.57
... in the greater Boston / St. Louis area?	3.63	3.57	3.78
The CIC's value outweighs the cost to tenants	3.67	3.66	3.72
CIC offers more valuable connections than other co-working facilities	3.78	3.77	3.86
Person count: people in other CIC firms who could benefit your business in the next six months?	4.53	4.45	4.89
Person count: people in other CIC firms whose name you would remember in six months?	5.91	5.89	6.13
Measure of unique locations a respondent listed for where they network	2.90	2.92	2.90
Frequency of Advice (1-4)			
Provide advice: business operations	2.02	1.97	2.17
Provide advice: venture financing	1.69	1.64	1.81
Provide advice: technology	2.05	1.99	2.23
Provide advice: suppliers	1.69	1.64	1.81
Provide advice: people to recruit	1.87	1.83	1.98
Provide advice: customers	1.87	1.82	2.01
Receive advice: business operations	1.89	1.83	2.06
Receive advice: venture financing	1.66	1.58	1.84
Receive advice: technology	1.98	1.94	2.10
Receive advice: suppliers	1.68	1.64	1.79
Receive advice: people to recruit	1.80	1.76	1.89
Receive advice: customers	1.83	1.77	2.00

Table 5. Impact of CIC on perceived networking activity for immigrants vs natives

Notes: Baseline responses were on a 1 to 5 scale with 1 = strongly disagree, 5 = strongly agree. Binary analysis bins responses with 0 = 1, 2, or 3 and 1 = 4 or 5. Person level covariates include controls for gender, age, race, educational attainment, prior industry experience, prior startup experience, fulltime vs part time status, and patenting history. Firm level covariates include firm size. Covariates are introduced using indicators for value ranges; non-response was grouped into an "unknown" category. Regressions cluster standard errors at the firm level and are unweighted.

Question	Baseline Values for immigrant indicator				Binary Analysis for immigrant indicator				Sample Size	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	Full	BOS Only
Located in CIC for networking opportunities?	0.102 (0.196)	0.070 (0.182)	0.107 (0.183)	0.112 (0.189)	0.144* (0.076)	0.131* (0.072)	0.157** (0.075)	0.168** (0.083)	325	221
Does the CIC's networking environment help your business?	0.330*** (0.121)	0.339*** (0.122)	0.330*** (0.122)	0.314** (0.131)	0.129*** (0.046)	0.128*** (0.047)	0.131*** (0.047)	0.124** (0.050)	983	697
How purposeful are you in building your business network?	0.294*** (0.105)	0.306*** (0.105)	0.334*** (0.103)	0.305*** (0.108)	0.052 (0.040)	0.045 (0.040)	0.062 (0.039)	0.057 (0.041)	1001	711
CIC is important because of access to other companies within the CIC	0.282*** (0.091)	0.290*** (0.093)	0.280*** (0.094)	0.265*** (0.099)	0.095** (0.040)	0.096** (0.042)	0.088** (0.043)	0.077* (0.046)	992	706
... within the vicinity of the CIC	0.208** (0.098)	0.221** (0.094)	0.199** (0.093)	0.156 (0.098)	0.106** (0.043)	0.107** (0.042)	0.093** (0.042)	0.072 (0.045)	990	704
... in the greater Boston / St. Louis area?	0.233** (0.092)	0.219** (0.092)	0.210** (0.088)	0.210** (0.088)	0.082** (0.041)	0.074* (0.041)	0.072* (0.041)	0.072* (0.041)	705	705
The CIC's value outweighs the cost to tenants	0.153* (0.080)	0.124 (0.082)	0.114 (0.083)	0.074 (0.089)	0.090** (0.041)	0.068 (0.043)	0.061 (0.044)	0.041 (0.047)	984	699
CIC offers more valuable connections than other co-working facilities	0.133 (0.084)	0.122 (0.083)	0.096 (0.084)	0.075 (0.089)	0.044 (0.041)	0.041 (0.041)	0.028 (0.041)	0.018 (0.044)	979	694
<i>Person Level Covariates</i>										
Building FE	x	x	x	x	x	x	x	x		
Floor FE		x	x	x		x	x	x		
<i>Firm Level Covariates</i>										
Boston Only			x	x		x	x	x		
			x				x			

Table 6. Impact of CIC on measured networking activity for immigrants vs natives

Notes: See Table 5. Person count questions allowed for five ranges from none to more than 20. Baseline estimations use the mid-points of ranges and 20 for the largest category; binary analysis bins responses with 0 = ten or fewer and 1 = eleven or more. Respondents indicated across eight options where they networked, and the metric used in the analyses is the sum of these checked options.

Question	Baseline Values for immigrant indicator								Binary Analysis for immigrant indicator		Sample Size	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	Full	BOS Only		
Person count: people in other CIC firms who could benefit your business in the next six months?	0.683 (0.416)	0.557 (0.423)	0.823* (0.420)	0.671 (0.438)	0.035 (0.024)	0.024 (0.024)	0.037 (0.024)	0.022 (0.025)	1002	713		
Person count: people in other CIC firms whose name you would remember in six months?	0.377 (0.432)	0.124 (0.435)	0.577 (0.429)	0.435 (0.450)	0.014 (0.030)	-0.001 (0.030)	0.023 (0.030)	0.013 (0.031)	1001	711		
Person count: Sum of the two responses	1.021 (0.765)	0.651 (0.770)	1.371* (0.761)	1.078 (0.786)	0.022 (0.021)	0.012 (0.021)	0.027 (0.021)	0.014 (0.021)	1003	713		
Measure of unique locations a respondent listed for where they network	0.039 (0.149)	-0.005 (0.151)	0.045 (0.153)	-0.012 (0.167)	-0.014 (0.026)	-0.026 (0.027)	-0.018 (0.028)	-0.036 (0.030)	789	538		
<i>Person Level Covariates</i>	x	x	x	x	x	x	x	x				
<i>Building FE</i>	x	x	x	x	x	x	x	x				
<i>Floor FE</i>		x	x	x		x	x	x				
<i>Firm Level Covariates</i>			x	x		x	x	x				
<i>Boston Only</i>				x				x				

Table 7. Founder networks for immigrant vs natives

Notes: See Table 5. Baseline responses for first two questions were on a 1 to 5 scale with 1 = strongly disagree, 5 = strongly agree. Binary analysis bins responses with 0 = 1, 2, or 3 and 1 = 4 or 5. Lists of important contacts by location were transformed into count variables ranging from zero to five. Binary analysis bins responses with 0 = 2 or fewer mentions and 1 = 3 or more mentions.

Question	Baseline Values for immigrant indicator				Binary Analysis for immigrant indicator				Sample Size	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	Full	BOS Only
Think of the 5 most important persons you met at CIC specifically. How important were they for your business?	0.045 (0.157)	0.033 (0.149)	0.058 (0.154)	0.099 (0.178)	0.026 (0.079)	0.030 (0.078)	0.045 (0.079)	0.047 (0.085)	310	209
How many of top five contacts are located on the same floor as you?	0.011 (0.118)	0.022 (0.117)	0.070 (0.123)	0.156 (0.136)	-0.000 (0.024)	0.001 (0.024)	0.005 (0.026)	0.024 (0.030)	308	208
... Another floor at CIC?	0.037 (0.115)	0.036 (0.116)	0.078 (0.112)	0.110 (0.117)	-0.003 (0.022)	0.002 (0.022)	-0.007 (0.019)	-0.012 (0.022)	308	208
... Within the Boston / St. Louis area?	-0.425** (0.191)	-0.433** (0.193)	-0.428** (0.216)	-0.282 (0.246)	-0.078 (0.072)	-0.078 (0.076)	-0.074 (0.079)	-0.106 (0.089)	308	208
... Within the United States?	-0.355* (0.188)	-0.310 (0.189)	-0.389* (0.204)	-0.561** (0.234)	-0.040 (0.059)	-0.016 (0.059)	-0.021 (0.061)	-0.066 (0.067)	308	208
... Overseas?	0.749*** (0.134)	0.697*** (0.133)	0.694*** (0.139)	0.604*** (0.157)	0.083** (0.041)	0.075** (0.037)	0.074** (0.036)	0.066 (0.040)	308	208
Measure for networking on same floor or another floor at CIC	0.048 (0.171)	0.058 (0.163)	0.148 (0.168)	0.266 (0.181)	-0.029 (0.045)	-0.032 (0.044)	-0.022 (0.045)	0.028 (0.048)	308	208
<i>Person Level Covariates</i>										
Building FE	x	x	x	x	x	x	x	x		
Floor FE		x	x	x		x	x	x		
<i>Firm Level Covariates</i>										
Boston Only			x			x	x	x		

Table 8. Providing advice at CIC for immigrants vs natives

Notes: See Table 5. Baseline responses are on a 1 to 4 scale with 1 = Never, 2 = Infrequent, 3 = Monthly, and 4 = Weekly. Binary analysis bins 0 = Never vs 1 = any other selection.

Question: How often do you provide advice on the following topics to people outside of your company at CIC?	Baseline Values for immigrant indicator								Binary Analysis for immigrant indicator		Sample Size	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	Full	BOS Only		
Business operations	0.264*** (0.086)	0.273*** (0.086)	0.324*** (0.084)	0.279*** (0.090)	0.124*** (0.040)	0.130*** (0.040)	0.159*** (0.038)	0.144*** (0.041)	992	705		
Venture funding	0.176** (0.073)	0.175** (0.074)	0.208*** (0.070)	0.141* (0.072)	0.117*** (0.042)	0.121*** (0.043)	0.141*** (0.041)	0.111** (0.044)	985	701		
Technology	0.203** (0.083)	0.180** (0.086)	0.203** (0.084)	0.183** (0.091)	0.115*** (0.038)	0.112*** (0.038)	0.125*** (0.037)	0.124*** (0.041)	992	705		
Suppliers	0.187** (0.073)	0.185** (0.076)	0.211*** (0.073)	0.198*** (0.076)	0.102** (0.043)	0.099** (0.044)	0.120*** (0.042)	0.107** (0.046)	982	698		
People to recruit	0.216*** (0.072)	0.235*** (0.072)	0.271*** (0.071)	0.219*** (0.073)	0.121*** (0.041)	0.125*** (0.042)	0.147*** (0.041)	0.111** (0.044)	990	703		
Customers	0.284*** (0.081)	0.286*** (0.082)	0.310*** (0.080)	0.248*** (0.085)	0.140*** (0.042)	0.141*** (0.044)	0.161*** (0.042)	0.127*** (0.045)	986	699		
<i>Person Level Covariates</i>												
Building FE	x	x	x	x	x	x	x	x				
Floor FE		x	x	x		x	x	x				
<i>Firm Level Covariates</i>												
Boston Only			x	x		x	x	x				

Table 9. Receiving advice at CIC for immigrants vs natives

Notes: See Table 5. Baseline responses are on a 1 to 4 scale with 1 = Never, 2 = Infrequent, 3 = Monthly, and 4 = Weekly. Binary analysis bins 0 = Never vs 1 = any other selection.

Question: How often do you receive advice on the following topics from people outside of your company at CIC?	Baseline Values for immigrant indicator								Binary Analysis for immigrant indicator		Sample Size	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	Full	BOS Only		
Business operations	0.254*** (0.074)	0.258*** (0.076)	0.287*** (0.074)	0.257*** (0.078)	0.096** (0.042)	0.099** (0.043)	0.122*** (0.041)	0.107** (0.045)	988	700		
Venture funding	0.257*** (0.068)	0.276*** (0.070)	0.302*** (0.068)	0.278*** (0.070)	0.134*** (0.040)	0.150*** (0.042)	0.166*** (0.040)	0.164*** (0.043)	988	700		
Technology	0.180** (0.080)	0.189** (0.083)	0.216*** (0.082)	0.208** (0.087)	0.005 (0.021)	0.003 (0.024)	-0.001 (0.024)	-0.017 (0.024)	986	701		
Suppliers	0.167** (0.069)	0.171** (0.070)	0.187*** (0.069)	0.174** (0.070)	0.105** (0.043)	0.110** (0.044)	0.126*** (0.043)	0.112** (0.046)	987	699		
People to recruit	0.145** (0.072)	0.162** (0.073)	0.176** (0.072)	0.148** (0.074)	0.068 (0.044)	0.080* (0.045)	0.091** (0.045)	0.066 (0.049)	984	697		
Customers	0.277*** (0.077)	0.284*** (0.076)	0.319*** (0.074)	0.287*** (0.076)	0.128*** (0.045)	0.126*** (0.046)	0.151*** (0.044)	0.122** (0.047)	987	701		
<i>Person Level Covariates</i>												
Building FE	x	x	x	x	x	x	x	x				
Floor FE		x	x	x		x	x	x				
<i>Firm Level Covariates</i>												
Boston Only			x	x		x	x	x				

Appendix A: Survey Instruments

Entrepreneurship/CIC survey

Q1.1 Harvard and Wellesley College are conducting a survey at CIC to better understand patterns of innovation in startups. The data will build on entrepreneurship research and will help define the factors that accelerate and support innovative businesses, with a focus on how innovators build and utilize networks. The results of this survey will also help CIC to build upon the quality of its facilities and offerings. This survey will take <10 minutes, with an additional 5 minutes if you are the owner, founder, or CEO of a business. All respondents receive a \$5 Amazon gift card or participate in a drawing of a \$2,000 gift card. Please answer as many questions as possible. All responses are treated in strict confidence by CIC, Harvard, and Wellesley College. If you have any questions or comments about this project or the survey, please contact Bill Kerr (617-596-7763, wkerr@hbs.edu). Note: By responding to this survey you personally consent to having your responses used in the research study. These responses represent your personal views and opinions, not those of your employer. You also understand that this survey will not be asking you to reveal any confidential business information. Your answers will be seen only by the researchers at Harvard and Wellesley and will be aggregated and anonymized in any publications.

Q1.3 Please characterize your position in the company you are most involved with at CIC.

This question requires an answer in order to start the survey

- Employee (1)
- Founder and/or CEO (2)
- Owner (3)
- Other (e.g. board member, advisor) (4)

Q1.4 Is this position full-time or part-time?

- Full-time (1)
- Part-time (2)

PART A: CEO / OWNER / OTHER QUESTIONS

Display following section:

If “Please characterize your position in the company you are most involved with at CIC” “Founder and/or CEO”, “Owner”, or “Other (e.g. board member, advisor)” is selected

Q2.1 Experience with CIC

Q2.2 How long have you cumulatively been a client at CIC?

- < 6 months (1)
- 6-18 months (2)
- 18-36 months (3)
- 3-5 years (4)
- 5+ years (5)

Q2.3 How long do you plan to stay at CIC?

- < 6 months (1)
- 6-18 months (2)
- 18-36 months (3)
- 3-5 years (4)
- 5+ years (5)

Display the following questions for clients in MA (Cambridge and Boston)

Q2.4 Which building are you currently located in?

- 50 Milk Street (1)
- 1 Broadway (2)
- 101 Main Street (3)

Display This Question:

If “Which building are you currently located in?” “50 Milk Street” Is Selected in Q2.4

Q2.5 Which floor are you located on?

- Floor 5 (1)
- Floor 11 (2)
- Floor 12 (3)
- Floor 14 (4)
- Floor 15 (5)
- Floor 16 (6)
- Floor 17 (7)
- Floor 18 (8)

If “Which building (and floor) are you currently located in?” “1 Broadway” Is Selected in Q2.4

Q2.6 Which floor are you located on?

- Floor 3 (1)
- Floor 4 (2)
- Floor 5 (3)
- Floor 7 (4)
- Floor 9 (5)
- Floor 11 (6)
- Floor 14 (7)

If “Which building are you currently located in?” “101 Main Street” Is Selected in Q2.4

Q2.7 Which floor are you located on?

- Floor 1 (1)
- Floor 14 (2)
- Floor 15 (3)

Display the following question for clients in St. Louis

Q2.4 Which building are you currently located in?

- CET - Doris (1)
- CET - Lab (2)
- CIC@4240 (3)

Display the following questions for all clients

Q2.8 How do you rate CIC overall? (1= very poor; 5= very good)

- 1 (very poor) (1)
- 2 (2)
- 3 (3)
- 4 (4)
- 5 (very good) (5)

Q2.9 Impact of CIC

Q2.10 If you have prior or multiple current ventures at CIC, please consider the most recent venture in your responses.

Q2.11 Why did you locate your company at CIC. Please rate the following:

(1= not at all important; 5= very important)

	1 not at all important (1)	2 (2)	3 (3)	4 (4)	5 very important (5)
Networking opportunities (Q2.11_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Location (Q2.11_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physical space and resources (Q2.11_3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Office support (Q2.11_4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affordability (Q2.11_5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexibility of rental agreements (Q2.11_6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to move office space within CIC (Q2.11_7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2.12 How does being located within CIC help your business?

(1= not at all; 5= very much)

	1 not at all (1)	2 (2)	3 (3)	4 (4)	5 very much (5)
Lower financial costs of starting a business (Q2.12_1)	<input type="radio"/>				
Lower non-financial costs of starting a business (e.g. save time, access to talent) (Q2.12_2)	<input type="radio"/>				
Raise sales/revenue prospects of the business (Q2.12_3)	<input type="radio"/>				
Achieve stronger products (Q2.12_4)	<input type="radio"/>				
Achieve more innovative/creative products (Q2.12_5)	<input type="radio"/>				
Better understand the business environment (Q2.12_6)	<input type="radio"/>				
Better network among other businesses (Q2.12_7)	<input type="radio"/>				
Recruit talented employees (Q2.12_8)	<input type="radio"/>				
Make for an exciting place to work (Q2.12_9)	<input type="radio"/>				
As a whole (Q2.12_10)	<input type="radio"/>				

Display This Question:

If "How does being located at CIC help your business? (1=not at all; 5 = very much)"

"Better network among other businesses" Is Greater Than or Equal to 3

Q2.13 Where/How do you network at CIC?

Please mark all that apply:

- Informally: Conversations or introductions at Venture Café (1)
- Informally: Conversations or introductions in a CIC kitchen (2)
- Other public spaces at CIC (3)
- Other informal channels (4)
- Purposefully seek out meetings with firms located inside CIC (ask via email, phone, LinkedIn,...) (5)
- Purposefully seek out meetings with firms located nearby / outside CIC (ask via email, phone, LinkedIn,...) (6)
- Other CIC-based firms purposefully ask to meet with me (7)
- Other (8)

Q2.14 Outside of the employees of your company, how many persons at CIC do you know well enough to believe that they could be of benefit to your business over the next 6 months?

- None (1)
- 1-4 persons (2)
- 5-10 persons (3)
- 11-20 persons (4)
- More than 20 persons (5)

Q2.15 Outside of the employees of your company, roughly how many people at CIC do you know well enough to believe you would remember his or her name in six months if they left today?

- None (1)
- 1-4 persons (2)
- 5-10 persons (3)
- 11-20 persons (4)
- More than 20 persons (5)

Display This Question:

If answer to Q2.15 is Greater than None:

Q2.16 These contacts were mostly developed...

- after coming to CIC (1)
- known in advance prior to coming to CIC (2)

Q2.17 How purposeful are you in building your business network?

- Not at all (1)
- Somewhat (2)
- Average (3)
- Purposeful (4)
- Very purposeful (5)

Q2.18 CIC Activities and Networking

Q2.19 How important are the following CIC activities and features to you? (1= not at all important; 5= extremely important)

	1 not at all important (1)	2 (2)	3 (3)	4 (4)	5 extremely important (5)
Venture Café (Q2.19_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communal kitchen (Q2.19_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other public spaces (Q2.19_3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lectures and events held at CIC (Q2.19_4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CIC Community building gatherings (Q2.19_5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2.20 How often do you provide advice on the following topics to people outside of your company at CIC?

	Never (1)	Infrequent (2)	Monthly (3)	Weekly (4)
Business operations (Q2.20_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Venture funding (Q2.20_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology (Q2.20_3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppliers (Q2.20_4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People to recruit (Q2.20_5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customers (Q2.20_6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2.21 How often do you receive advice on the following topics from people outside of your company at CIC?

	Never (1)	Infrequent (2)	Monthly (3)	Weekly (4)
Business operations (Q2.21_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Venture funding (Q2.21_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology (Q2.21_3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppliers (Q2.21_4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People to recruit (Q2.21_5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customers (Q2.21_6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2.22 To what extent do you agree with the following statements? (1= strongly disagree; 5= strongly agree)

	1 strongly disagree (1)	2 (2)	3 (3)	4 (4)	5 strongly agree (5)
CIC is important because of access to companies within CIC (Q2.16_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What makes CIC important is access to companies in the vicinity of CIC (Q2.16_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CIC is important because of access to companies in the Greater Boston area (Q2.16_3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The value that CIC provides is worth more than the cost to tenants (Q2.16_4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compared to other co-working facilities, CIC offers better opportunities for valuable connections (Q2.16_5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2.23 CIC Location

Display the following questions for clients in MA (Cambridge and Boston)

Display This Question:

If "Which building are you currently located in?" "50 Milk Street" Is Not Selected

Q2.24 Please mark all of the following factors if they were an important consideration for your decision to locate the company at CIC:

Mark all that apply

- Commute to Kendall Square (1)
- Ability to live close to where I work (2)
- Access to MIT faculty (e.g. collaboration) (3)
- Access to MIT students (e.g. availability of interns, employees) (4)
- Access to Kendall Square services (e.g. restaurants) (5)
- Closeness to other innovative companies around Kendall Square (6)
- Just wanted to be in Cambridge; Kendall Square was not of particular importance (7)
- Other (8)

Display This Question:

If "Which building are you currently located in?" "50 Milk Street" Is Selected

Q2.25 Please mark all of the following factors if they were an important consideration for your decision to locate the company at CIC:

Mark all that apply

- Access to local universities (1)
- Commute to downtown (2)
- Proximity to Government Center and State House (3)
- Proximity to the Seaport Innovation District (4)
- Access to businesses downtown (5)
- Ability to live close to where I work (6)
- Access to downtown Boston services (e.g. restaurants) (7)
- Closeness to other innovative companies around downtown Boston (8)
- Just wanted to be in Boston; Milk Street was not of particular importance (9)
- Other (10)

Q2.26 Would you consider a future CIC facility in Allston near Harvard Business School and the new engineering school a viable alternative to current locations?

(1= strongly disagree, 5= strongly agree)

- 1 (strongly disagree) (1)
- 2 (2)
- 3 (3)
- 4 (4)
- 5 (strongly agree) (5)

Display the following questions for clients in St. Louis

Q2.21 Please mark all of the following factors if they were an important consideration for your decision to locate the company at CIC/CET: Mark all that apply

- Commute to Cortex (1)
- Ability to live close to where I work (2)
- Access to Washington University faculty (e.g. collaboration) (3)
- Access to St. Louis University faculty (e.g. collaboration) (4)
- Access to other universities' faculty (e.g. collaboration) (5)
- Access to Washington University students (e.g. availability of interns, employees) (6)
- Access to St. Louis University students (e.g. availability of interns, employees) (7)
- Access to other universities' students (e.g. availability of interns, employees) (8)
- Access to CET programming (9)
- Access to entrepreneurial support services (e.g. marketing, accounting, banking, etc.) (10)
- Access to talent within CIC/CET (11)
- Closeness to other innovative companies around Cortex (12)
- Just wanted to be in St Louis; Cortex was not of particular importance (13)
- Other (14)

Q2.22 Would you utilize a CIC facility in 39 North District (Danforth Plant Science Center Corridor)?
(1= strongly disagree, 5= strongly agree)

- 1 (strongly disagree) (1)
- 2 (2)
- 3 (3)
- 4 (4)
- 5 (strongly agree) (5)

Display the following questions for all clients

Q2.27 Respondent Characteristics

Q2.28 What is your age?

- Under 25 (1)
- 25-34 (2)
- 35-44 (3)
- 45-54 (4)
- over 55 (5)
- Prefer not to say (6)

Q2.29 What is your gender?

- Male (1)
- Female (2)
- Non-binary / genderqueer (3)
- Prefer to self-describe: (4) _____
- Prefer not to say (5)

Q2.30 Were you born in the United States?

- Yes (1)
- No (2)
- Prefer not to say (3)

Q2.31 What is your race / ethnicity? Mark all that apply

- American Indian or Alaska Native (1)
- Asian (2)
- Black or African American (3)
- Hispanic/Latino/Spanish origin (4)
- Native Hawaiian or Pacific Islander (5)
- White (6)
- Other (7)
- Prefer to self-describe: (8) _____
- Prefer not to say (9)

Q2.32 Highest level of education

- No college education (1)
- Some college education (2)
- BA or equivalent degree (3)
- MA or equivalent degree (4)
- Doctorate or equivalent degree (5)

Q2.33 Field of highest degree:

- STEM field (1)
- Business or Economics (2)
- Other field (3)

Q2.34 Prior industry experience: Have you previously worked in the same industry as the current firm?

- Yes (1)
- No (2)

Q2.35 Prior start-up experience: Have you previously worked in a startup?

- Yes (1)
- No (2)

Q2.36 Prior start-up experience: Have you previously founded a business?

- Yes (1)
- No (2)

Q2.37 How many firms have you founded? (previous or concurrent startups)

- 1 (1)
- 2 (2)
- 3 (3)
- 4 (4)
- 5 (5)
- 6 (6)
- 7 (7)
- 8 (8)
- 9 (9)
- 10 (10)
- >10 (11)

Q2.38 Owner, Founder, or CEO Expectations

Q2.39 Facts about the current business: Number of employees

- 1 (1)
- 2 (2)
- 3 (3)
- 4 (4)
- 5 (5)
- 6-10 (6)
- 11-20 (7)
- 21-50 (8)
- More than 50 (9)

Q2.40 Your expectations regarding the future of this new firm. What would you expect the total sales, revenues, or fees to be in 5 years' time (from now)?

- Smaller than now (1)
- Same as now (2)
- Larger than now (3)
- More than 5 times larger than now (4)

Q2.41 In 5 years' time, how do you expect the company's employment to change in FTE?

- Smaller than now (1)
- Same as now (2)
- Larger than now (3)
- More than 5 times larger than now (4)

Q2.42 Financing

Q2.43 What was the source(s) of capital used to start or acquire this business? Mark all that apply.

- Savings / assets of owner(s) (1)
- Home equity loan (2)
- Credit card of owner(s) (3)
- Business loan (4)
- Outside investor / VC (5)
- Grants (6)
- Other sources of capital (7)
- Don't know (8)

Q2.44 During the last 12 months, were any of the following sources of capital used to finance expansion or capital improvement(s) for this business? Mark all that apply.

- Savings / assets of owner(s) (1)
- Home equity loan (2)
- Credit card of owner(s) (3)
- Business loan (4)
- Outside investor / VC (5)
- Business profits and/or assets (6)
- Grants (7)
- Other source(s) of capital (8)
- Don't know (9)
- Wanted to expand/make capital improvement(s), but could not obtain funding (10)
- Did not expand or make capital improvement(s) (11)

Q2.45 In total, how much external capital has been raised?

- Less than \$250k (1)
- \$250k - \$900k (2)
- \$900k - \$3m (3)
- \$3m - \$9m (4)
- More than \$9m (5)

Q2.46 Innovation

Q2.47 Have you ever been an inventor on a patent?

- Yes (1)
- No (2)

Q2.48 Has your company worked on (or is currently working on) a new innovation?

- Yes (1)
- No (2)

Display This Question:

If "Has your company worked on (or is currently working on) a new innovation?" "Yes" Is Selected

Q2.49 Does your company patent these innovations?

- No (1)
- Yes, it already has some patents (2)
- Yes, it intends to patent in future (none yet) (3)

Q2.50 Did individuals working at other CIC companies provide important insights to your company?

- Yes (1)
- No (2)

Display This Question:

If "Did individuals working at other CIC companies provide important insights to your company?" "Yes" Is Selected

Q2.51 Were these insights typically about the marketplace, the technology, or something else?
(Please mark all that apply)

- Marketplace (1)
- Technology or innovation (including the product, process) (2)
- Strategy and business operations (3)
- Something else (4) _____

Display This Question:

If "Did individuals working at other CIC companies provide important insights to your company?"

"Yes" Is Selected

Q2.52 How central were these insights to your business model?

(1= not at all; 5= essential)

- 1 (not at all) (1)
- 2 (2)
- 3 (3)
- 4 (4)
- 5 (essential) (5)

Display This Question:

If "Did individuals working at other CIC companies provide important insights to your company?"

"Yes" Is Selected

Q2.53 What share of these insights came through unplanned interactions (vs. intentional meetings)?

- 1 (mostly unplanned) (1)
- 2 (2)
- 3 (even mix) (3)
- 4 (4)
- 5 (mostly planned) (5)

Display This Question:

If "Did individuals working at other CIC companies provide important insights to your company?"

"Yes" Is Selected

Q2.54 Would this expertise have been available within your company?

- Rarely or never (1)
- Sometimes (2)
- Frequently (3)

Q2.55 The next and final section uses personality assessment tools. It takes 3 minutes to complete.

Q2.56 Personality

Q2.57 How much do you typically enjoy taking risks?

(1= not at all happy to take risks; 10= very happy to take risks)

- 1 (not at all happy to take risks) (1)
- 2 (2)
- 3 (3)
- 4 (4)
- 5 (5)
- 6 (6)
- 7 (7)
- 8 (8)
- 9 (9)
- 10 (very happy to take risks) (10)

Q2.58 Some activities involve a "financial" risk, such as starting a business, investing, or gambling and betting — that is, there is a risk of losing money or other assets. In general, what is your propensity for accepting financial risks?

(1= very low; 10= very high)

- 1 (very low) (1)
- 2 (2)
- 3 (3)
- 4 (4)
- 5 (5)
- 6 (6)
- 7 (7)
- 8 (8)
- 9 (9)
- 10 (very high) (10)

Q2.59 How do the following statements agree with you? (1= strongly disagree; 5= strongly agree)

	1 strongly disagree (1)	2 (2)	3 (3)	4 (4)	5 strongly agree (5)
I am talkative (Q2.59_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am very thorough in my actions (Q2.59_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am original, come up with new ideas (Q2.59_3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am reserved (Q2.59_4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am relaxed, handle stress well (Q2.59_5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a forgiving nature (Q2.59_6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get nervous easily and worry (Q2.59_7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have an active imagination (Q2.59_8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am often lazy (Q2.59_9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I value artistic, aesthetic experiences (Q2.59_10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am kind and considerate to others (Q2.59_11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do things efficiently (Q2.59_12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am social and outgoing (Q2.59_13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I work hard, I can successfully start a business (Q2.59_14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, my skills and abilities will help me start a business (Q2.59_15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My past experience will be very valuable in starting a business (Q2.59_16)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident I can put in the effort needed to start a business (Q2.59_17)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that I am primarily responsible for my own successes and failures (Q2.59_18)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a great deal of pride when I complete a project successfully (Q2.59_19)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a strong desire to achieve positive results even when it requires a great deal of additional effort (Q2.59_20)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I surprise people with my novel ideas (Q2.59_21)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People ask me for help in creative activities (Q2.59_22)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I obtain more satisfaction from mastering a skill than coming up with a new idea (Q2.59_23)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prefer work that requires original thinking (Q2.59_24)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like a job which demands skill and practice rather than inventiveness (Q2.59_25)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am not a very creative person (Q2.59_26)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2.60 Please think of 5 people not directly connected with your company with whom you have had important conversations related to your business in the last 6 months. These may be family members, friends, former colleagues, instructors or other persons with whom you discussed aspects of your business (e.g. strategy, business development, market conditions, financing) but NOT employees, investors, or clients that have direct stake in the company.

Where are these external colleagues located?

	Same floor at CIC (1)	Another floor at CIC (2)	Boston area (3)	US (4)	Overseas (5)
Person 1 (Q2.60_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Person 2 (Q2.60_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Person 3 (Q2.60_3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Person 4 (Q2.60_4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Person 5 (Q2.60_5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2.61 Think of the 5 most important persons you met at CIC specifically. How important were they for your business?

- Not at all important (1)
- Slightly important (2)
- Moderately important (3)
- Very important (4)
- Extremely important (5)

Q2.62 Please select all types of events you would be interested to attend if held in listed locations.

	Another CIC site (1)	District Hall (2)	Roxbury Innovation Center (3)
Venture Café / entrepreneurial gathering (Q2.62_1)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expert forum / lecture (Q2.62_2)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investor event / pitch contest (Q2.62_3)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q2.63 Is there anything else about CIC, its impact on you / your company that you would like to report?

Q2.64 Please let us know if you would like to receive a report with overall findings of this survey.

- Yes (5)
- No (6)

Q2.65 All respondents can either choose to receive a \$5 Amazon gift card, or to participate in a drawing for a \$2,000 gift card of choice. We expect to receive around 1000 participants in the drawing. Your email will only be used for this purpose, and no additional questions or other contact attempts will be made using the email address provided below.

Please make your choice:

- Please send me a \$5 Amazon gift card. My email is (1) _____
- Please enter me in a drawing for the \$2,000 gift card. My email is (2) _____

PART B: EMPLOYEE QUESTIONS

Display following section:

*If "Please characterize your position in the company you are most involved with at CIC"
"Employee" is selected*

Q3.1 How long have you cumulatively been a client at CIC?

- < 6 months (1)
- 6-18 months (2)
- 18-36 months (3)
- 3-5 years (4)
- 5+ years (5)

Display the following questions for clients in MA (Cambridge and Boston)

Q3.2 Which building are you currently located in?

- 50 Milk Street (1)
- 1 Broadway (2)
- 101 Main Street (3)

Display This Question:

If "Which building are you currently located in?" "50 Milk Street" Is Selected

Q3.3 Which floor are you located on?

- Floor 5 (1)
- Floor 11 (2)
- Floor 12 (3)
- Floor 14 (4)
- Floor 15 (5)
- Floor 16 (6)
- Floor 17 (7)
- Floor 18 (8)

Display This Question:

If "Which building are you currently located in?" "1 Broadway" Is Selected

Q3.4 Which floor are you located on?

- Floor 3 (1)
- Floor 4 (2)
- Floor 5 (3)
- Floor 7 (4)
- Floor 9 (5)
- Floor 11 (6)
- Floor 14 (7)

Display This Question:

If "Which building are you currently located in?" "101 Main Street" Is Selected

Q3.5 Which floor are you located on?

- Floor 1 (1)
- Floor 14 (2)
- Floor 15 (3)

Display the following questions for clients in St. Louis

Q3.2 Which building are you currently located in?

- CET - Doris (1)
- CET - Lab (2)
- CIC@4240 (3)

Display the following questions for all clients

Q3.6 How do you rate CIC overall?

(1= very poor; 5= very good)

- 1 (very poor) (1)
- 2 (2)
- 3 (3)
- 4 (4)
- 5 (very good) (5)

Q3.7 How does being located within CIC help the business you work for?

(1=not at all; 5 = very much)

	1 not at all (1)	2 (2)	3 (3)	4 (4)	5 very much (5)
Lower financial costs of starting a business (Q3.7_1)	<input type="radio"/>				
Lower non-financial costs of starting the business (e.g. save time, access to talent) (Q3.7_2)	<input type="radio"/>				
Raise the sales/revenue prospects of the business (Q3.7_3)	<input type="radio"/>				
Achieve stronger products (Q3.7_4)	<input type="radio"/>				
Achieve more innovative/creative products (Q3.7_5)	<input type="radio"/>				
Better understand the business environment (Q3.7_6)	<input type="radio"/>				
Better network among other businesses (Q3.7_7)	<input type="radio"/>				
Recruit talented employees (Q3.7_8)	<input type="radio"/>				
Make for an exciting place to work (Q3.7_9)	<input type="radio"/>				
As a whole (Q3.7_10)	<input type="radio"/>				

Q3.8 To what extent do you agree with the following statements?

(1= strongly disagree; 5= strongly agree)

	1 strongly disagree (1)	2 (2)	3 (3)	4 (4)	5 strongly agree (5)
CIC is important because of access to companies at CIC (Q3.8_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What makes CIC important is access to companies in the vicinity of CIC (Q3.8_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CIC is important because of access to companies in the Greater Boston area (Q3.8_4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The value that CIC provides is worth more than the cost to tenants (Q3.8_5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compared to other co-working facilities, CIC offers better opportunities for valuable connections (Q3.8_6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3.9 CIC Location

Display the following questions for clients in MA (Cambridge and Boston)

Display This Question:

If "Which building are you currently located in?" "50 Milk Street" Is Not Selected

Q3.10 Beyond the company you work for, were any of the following factors an important consideration for your decision to work at CIC: (mark all that apply)

- Commute to Kendall Square (1)
- Ability to live close to where I work (2)
- Access to MIT faculty (e.g. collaboration) (3)
- Access to MIT students (e.g. availability of interns, employees) (4)
- Access to Kendall Square services (e.g. restaurants) (5)
- Closeness to other innovative companies around Kendall Square (6)
- Just wanted to be in Cambridge; Kendall Square was not of particular importance (7)

Display This Question:

If "Which building are you currently located in?" "50 Milk Street" Is Selected

Q3.11 Beyond the company you work for, were any of the following factors an important consideration for your decision to work at CIC: (mark all that apply)

- Access to local universities (1)
- Commute to downtown (2)
- Proximity to Government Center and State House (3)
- Proximity to the Seaport Innovation District (4)
- Access to businesses downtown (5)
- Ability to live close to where I work (6)
- Access to downtown Boston services (e.g. restaurants) (7)
- Closeness to other innovative companies around downtown Boston (8)
- Just wanted to be in Boston; Milk Street was not of particular importance (9)
- Other (10)

Q3.12 Would you consider a future CIC facility in Allston near Harvard Business School and the new engineering school a viable alternative to current locations? (1= strongly disagree, 5= strongly agree)

- 1 (strongly disagree) (1)
- 2 (2)
- 3 (3)
- 4 (4)
- 5 (strongly agree) (5)

Display the following questions for clients in St. Louis

Q3.7 Beyond the company you work for, were any of the following factors an important consideration for your decision to work at CIC/CET:

(mark all that apply)

- Commute to Cortex (1)
- Ability to live close to where I work (2)
- Access to Washington University faculty (e.g. collaboration) (3)
- Access to St. Louis University faculty (e.g. collaboration) (4)
- Access to other universities' faculty (e.g. collaboration) (5)
- Access to Washington University students (e.g. availability of interns, employees) (6)
- Access to St. Louis University students (e.g. availability of interns, employees) (7)
- Access to other universities' students (e.g. availability of interns, employees) (8)
- Access to CET programming (9)
- Access to entrepreneurial support services (e.g. marketing, accounting, banking, etc.) (10)
- Access to talent within CIC/CET (11)
- Closeness to other innovative companies around Cortex (12)
- Just wanted to be in St Louis; Cortex was not of particular importance (13)
- Other (14)

Q3.8 Would you utilize a CIC facility in 39 North District (Danforth Plant Science Center Corridor)?
(1= strongly disagree, 5= strongly agree)

- 1 (strongly disagree) (1)
- 2 (2)
- 3 (3)
- 4 (4)
- 5 (strongly agree) (5)

Display the following questions for all clients

Q3.13 CIC Connections

Q3.14 Outside of the employees of your company, how many persons at CIC do you know well enough to believe that they could be of benefit to your business over the next 6 months?

- None (1)
- 1-4 persons (2)
- 5-10 persons (3)
- 11-20 persons (4)
- More than 20 (5)

Q3.15 Outside of the employees of your company, how many persons at CIC do you know well enough to believe you would remember his or her name in six months if they left today?

- None (1)
- 1-4 persons (2)
- 5-10 persons (3)
- 11-20 persons (4)
- More than 20 (5)

Display This Question:

If “Outside of the employees of your company, how many persons at CIC do you know well enough to believe they could be of benefit to your business over the next 6 months” or “Outside of the employees of your company, roughly how many people at CIC do you know well enough that you believe you would remember his or her name in six months if they left today?”

Is greater than “None”

Q3.16 These contacts were mostly...

- developed after coming to CIC (1)
- known in advance prior to coming to CIC (2)

Q3.17 How purposeful are you in building your business network?

- Not at all (1)
- Somewhat (2)
- Average (3)
- Purposeful (4)
- Very purposeful (5)

Q3.18 Where/How do you network at CIC?

Please mark all that apply:

- Informally: Conversations or introductions at Venture Café (1)
- Informally: Conversations or introductions in a CIC kitchen (2)
- Other public spaces at CIC (3)
- Other informal channels (4)
- Purposefully seek out meetings with firms located inside CIC (ask via email, phone, LinkedIn,...) (5)
- Purposefully seek out meetings with firms located nearby / outside CIC (ask via email, phone, LinkedIn,...) (6)
- Other CIC-based firms purposefully ask to meet with me (7)
- Other (8)

Q3.19 CIC Activities and Networking

Q3.20 How important are the following CIC activities and features to you?

(1= not at all important; 5= extremely important)

	1 not at all important (1)	2 (2)	3 (3)	4 (4)	5 extremely important (5)
Venture Café (Q3.20_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communal kitchen (Q3.20_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other public spaces (Q3.20_3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lectures and events held at CIC (Q3.20_4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CIC Community building gatherings (Q3.20_5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3.21 How often do you provide advice on the following topics to people outside of your company at CIC?

	Never (1)	Infrequent (2)	Monthly (3)	Weekly (4)
Business operations (Q3.21_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Venture funding (Q3.21_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology (Q3.21_3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppliers (Q3.21_4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People to recruit (Q3.21_5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customers (Q3.21_6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3.22 How often do you receive advice on the following topics from people outside of your company within CIC?

	Never (1)	Infrequent (2)	Monthly (3)	Weekly (4)
Business operations (Q3.22_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Venture funding (Q3.22_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology (Q3.22_3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppliers (Q3.22_4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People to recruit (Q3.22_5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customers (Q3.22_6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3.23 Respondent Characteristics

Q3.24 What is your age?

- Under 25 (1)
- 25-34 (2)
- 35-44 (3)
- 45-54 (4)
- over 55 (5)
- Prefer not to say (6)

Q3.25 What is your gender?

- Male (1)
- Female (2)
- Non-binary / genderqueer (3)
- Prefer to self-describe: (4) _____
- Prefer not to say (5)

Q3.26 Were you born in the United States?

- Yes (1)
- No (2)
- Prefer not to say (3)

Q3.27 What is your race / ethnicity?

Mark all that apply.

- American Indian or Alaska Native (1)
- Asian (2)
- Black or African American (3)
- Hispanic/Latino/Spanish origin (4)
- Native Hawaiian or Pacific Islander (5)
- White (6)
- Other (7)
- Prefer to self-describe: (8) _____
- Prefer not to say (9)

Q3.28 Highest level of education

- No college education (1)
- Some college education (2)
- BA or equivalent degree (3)
- MA or equivalent degree (4)
- Doctorate or equivalent degree (5)

Q3.29 Field of highest degree:

- STEM field (1)
- Business or Economics (2)
- Other (3)

Q3.30 Prior industry experience: Have you previously worked in the same industry as the current firm?

- Yes (1)
- No (2)

Q3.31 Prior start-up experience: Have you previously worked in a startup?

- Yes (1)
- No (2)

Q3.32 Prior start-up experience: Have you previously founded a business?

- Yes (1)
- No (2)

Q3.33 Future start-up plans: Do you think you will ever start your own firm?

- Yes (1)
- No (2)
- Maybe (3)

Q3.34 Innovation and Risk Attitudes

Q3.35 How much do you typically enjoy taking risks? (1= not at all happy to take risks; 10= very happy to take risks)

- 1 (not at all happy to take risks) (1)
- 2 (2)
- 3 (3)
- 4 (4)
- 5 (5)
- 6 (6)
- 7 (7)
- 8 (8)
- 9 (9)
- 10 (very happy to take risks) (10)

Q3.36 Some activities involve a "financial" risk, such as starting a business, investing, or gambling and betting — that is, there is a risk of losing money or other assets. In general, what is your propensity for accepting financial risks? (1= very low; 10= very high)

- 1 (very low) (1)
- 2 (2)
- 3 (3)
- 4 (4)
- 5 (5)
- 6 (6)
- 7 (7)
- 8 (8)
- 9 (9)
- 10 (very high) (10)

Q3.37 Have you ever been an inventor on a patent?

- Yes (1)
- No (2)

Q3.38 Has your company worked on (or is currently working on) a new innovation?

- Yes (1)
- No (2)

Display This Question:

If "Has your company worked on (or is currently working on) a new innovation?" "Yes" Is Selected
Q3.39 Does your company patent these innovations?

- No (1)
- Yes, it already has some patents (2)
- Yes, it intends to patent in future (none yet) (3)

Q3.40 Did individuals working at other CIC companies provide important insights to your company?

- Yes (1)
- No (2)

Display This Question:

If "In your judgment, did individuals working at other companies at the CIC provide important insight..." "Yes" Is Selected

Q3.41 Were these insights typically about the marketplace, the technology, or something else?
(Please mark all that apply)

- Marketplace (1)
- Technology or innovation (including the product, process) (2)
- Strategy and business operations (3)
- Something else (4)

Display This Question:

If "In your judgment, did individuals working at other companies at the CIC provide important insight..." "Yes" Is Selected

Q3.42 How central were these insights to your business model?

(1= not at all; 5= essential)

- 1 (not at all) (1)
- 2 (2)
- 3 (3)
- 4 (4)
- 5 (essential) (5)

Display This Question:

If "In your judgment, did individuals working at other companies at the CIC provide important insight..." "Yes" Is Selected

Q3.43 What share of these insights came through unplanned interactions (vs. through intentional meetings)?

- 1 (mostly unplanned) (1)
- 2 (2)
- 3 (even mix) (3)
- 4 (4)
- 5 (mostly planned) (5)

Display This Question:

If "In your judgment, did individuals working at other companies at the CIC provide important insight..." "Yes" Is Selected

Q3.44 Would this expertise have been available within your company?

- Rarely or never (1)
- Sometimes (2)
- Frequently (3)

Q3.45 The next and final section uses personality assessment tools. It takes 3 minutes to complete.

Q3.46 Personality

Q3.47 How do the following statements agree with you? (1= strongly disagree; 5= strongly agree)

	1 strongly disagree (1)	2 (2)	3 (3)	4 (4)	5 strongly agree (5)
I am talkative (Q3.47_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am very thorough in my actions (Q3.47_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am original, come up with new ideas (Q3.47_3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am reserved (Q3.47_4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am relaxed, handle stress well (Q3.47_5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a forgiving nature (Q3.47_6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get nervous easily and worry (Q3.47_7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have an active imagination (Q3.47_8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am often lazy (Q3.47_9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I value artistic, aesthetic experiences (Q3.47_10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am kind and considerate to others (Q3.47_11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do things efficiently (Q3.47_12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am social and outgoing (Q3.47_13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I work hard, I can successfully start a business (Q3.47_14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, my skills and abilities will help me start a business (Q3.47_15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My past experience will be very valuable in starting a business (Q3.47_16)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident I can put in the effort needed to start a business (Q3.47_17)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that I am primarily responsible for my own successes and failures (Q3.47_18)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a great deal of pride when I complete a project successfully (Q3.47_19)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a desire to achieve positive results even if it requires a lot of additional effort (Q3.47_20)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I surprise people with my novel ideas (Q3.47_21)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People ask me for help in creative activities (Q3.47_22)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get more satisfaction from mastering a skill than developing a new idea. (Q3.47_23)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prefer work that requires original thinking (Q3.47_24)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like a job which demands skill and practice rather than inventiveness (Q3.47_25)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am not a very creative person (Q3.47_26)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3.48 Please select all types of events you would be interested in attending if held in the listed locations.

	Other CIC site (1)	District Hall (2)	Roxbury Innovation Center (3)
Venture Café / entrepreneurial gathering (Q3.48_1)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expert forum / Lecture (Q3.48_2)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investor event / Pitch contest (Q3.48_3)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3.49 Is there anything else about CIC and its impact on you and your company that you would like to report?

Q3.50 Please let us know if you would like to receive a report with overall findings of this survey.

- Yes (5)
- No (6)

Q3.51 All respondents can either choose to receive a \$5 Amazon gift card, or to participate in a drawing for a \$2,000 gift card of choice. We expect to receive around 1000 participants in the drawing. Your email will only be used for this purpose, and no additional questions or other contact attempts will be made using the email address provided below. Please make your choice:

- Please send me a \$5 Amazon gift card. My email is (1) _____
- Please enter me in a drawing for the \$2,000 gift card. My email is (2) _____