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**Venture capitalists as institutional entrepreneurs:
Role of venture capitalists in the forming of the Tokyo entrepreneurial ecosystem**

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Research Question

- How Entrepreneurial Ecosystems (EEs) are formed.
- We focus on Tokyo entrepreneurial ecosystem, especially venture capitalists (VCs) as institutional entrepreneurs (DiMaggio, 1988) who play central roles for forming Tokyo EE.
- What role do venture capitalists (VCs) as the institutional entrepreneurs play in the process of forming EEs ?
- How do VCs reform and coordinate the institutional logics of various actors who intend to collaborate and generate innovation in EEs ?

Preliminary Research

semi-structured interviews with two venture capitalists

First, we found that VCs played role as an intermediary at the micro level.

- Since most of VCs had business experience in Silicon Valley, they absorbed the knowledge of leading startups in the United States. And they transferred knowledge to startups in Tokyo EE.

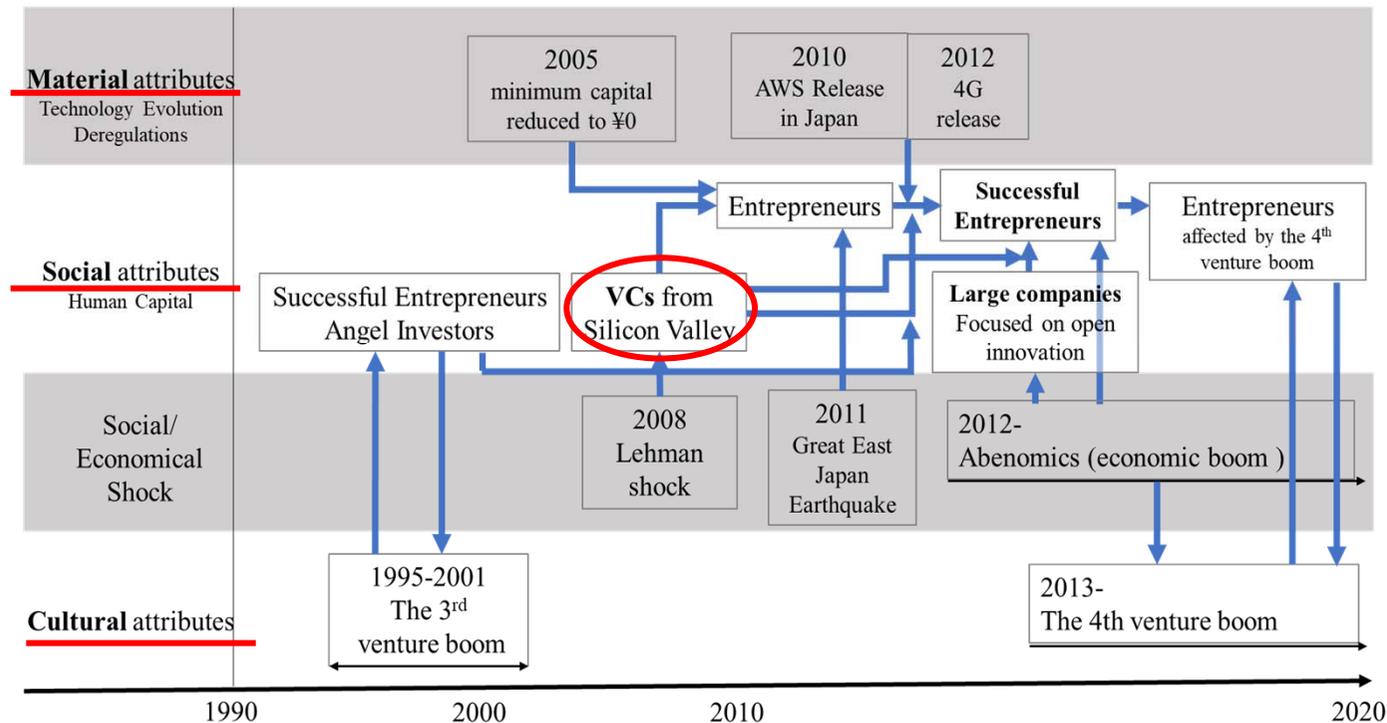
At the macro level, VCs support the formation of Tokyo EE.

- They are generally well-educated and relatively easy to gain social trust/legitimacy, so play role as an EE hub connect startups to large corporations and integrate the institutional logic.

Figure 3 Evolution of Tokyo EE

Source: Created by authors

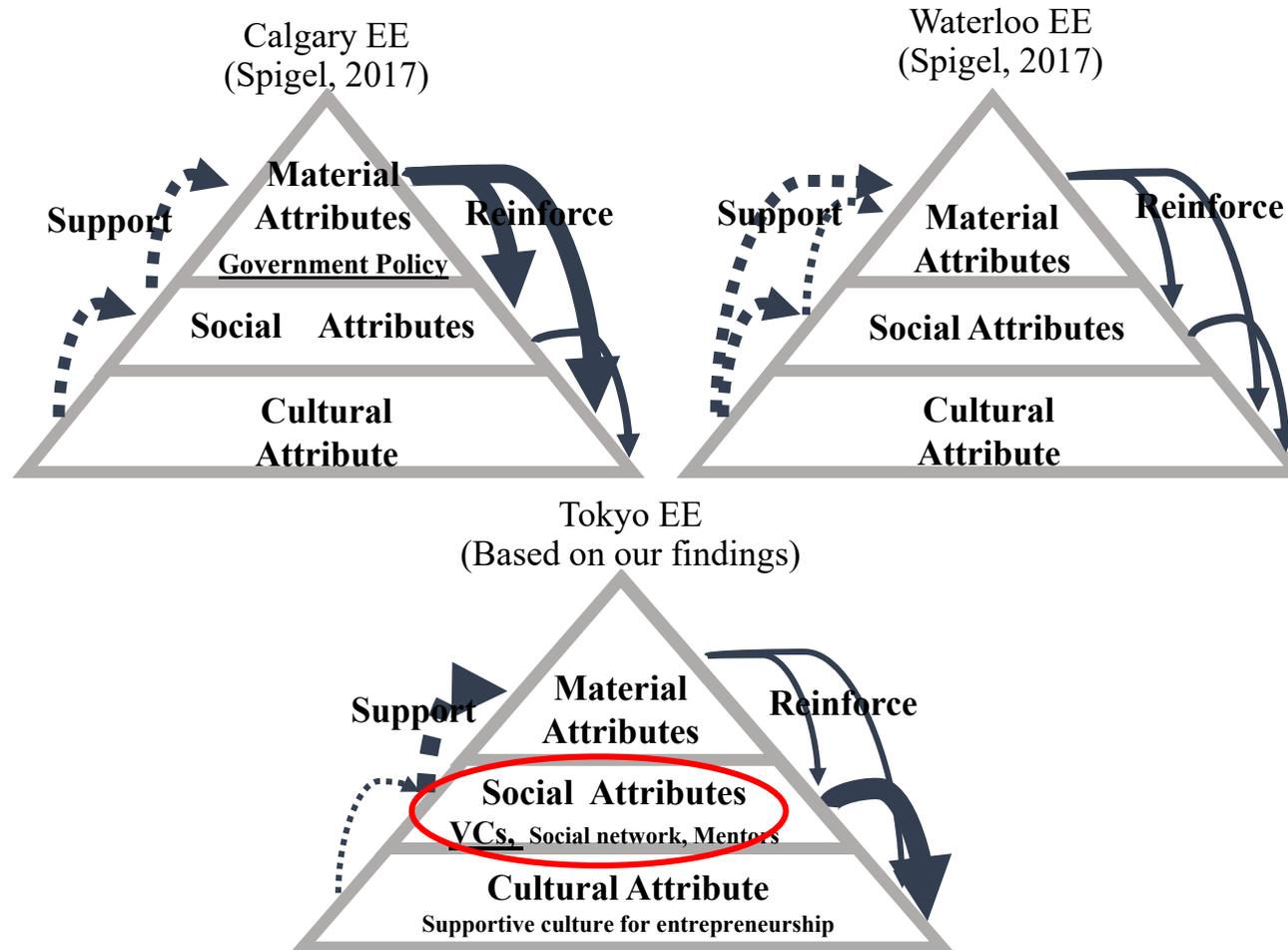
→ : effect



Second, in terms of the formation of Tokyo EE

- 1) EE requires that each factor of material, social, and culture attributes (Spigel, 2017) adequately prepared
- 2) the momentum for formation is timing issues /triggered by the "social/economic shock"

Figure 5: EE Formation Process Models
 (Comparison of Tokyo, Calgary, and Waterloo)



Third, Tokyo EE was formed by the private sector, starting from the second layer. This is a different formation process than Calgary and Waterloo, which are examples of Spigel (2017). It is a new pattern of formation process to EEs of developed countries, where industry is mature and capital are accumulated while the area's entrepreneurship culture is weak.

Case study of three SaaS sector startups in Tokyo EE

First, the past experience of an entrepreneur has a great influence on the intention of starting startup. On the other hand, VCs affect the growth after the seed period for startups.

Second, at the micro level, VCs provide to startups

- investing money
- VCs also transfer state-of-the-art knowledge from Silicon Valley
- encourage entrepreneurs, raise their perspectives, and convince startups to improve their status

Further research

1. This study takes a case study approach based on limited data. In the future, we would like to expand the scope of data to demonstrate the formation process of Tokyo EE and the macroscopic role that VCs play in EE formation.
2. Tokyo EE is still developing. We are also paying attention to the roles of actors other than VCs.
3. We would like to proceed the research about the formation of a new EE through international comparison.