

## **INCUBATION CENTER AT KHARGHAR**

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**Abstract:** A business incubator is a company that helps start-up companies to grow. Nowadays people want the freedom to work when & where they feel they're at their most productive irrespective of at home or elsewhere. Amidst the pandemic, seeing the rise in number of people losing their jobs, this campus gives an opportunity for them to start with something of their own with a range of flexible workspace options and convenience. The intention is to have more social, breakout meeting spaces within the campus and to make those spaces much more integrated to enhance teamwork and individual efficiency. Goal of this project is to design a campus that aids in creating a physical work environment that supports innovation.

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### **1. Background Study**

A business incubator is a company that helps start-up companies to grow. Nowadays people want the freedom to work when & where they feel they're at their most productive irrespective of at home or elsewhere. Amidst the pandemic, seeing the rise in number of people losing their jobs, this campus gives an opportunity for them to start with something of their own with a range of flexible workspace options and convenience. The intention is to have more social, breakout meeting spaces within the campus and to make those spaces much more integrated to enhance teamwork and individual efficiency. Goal of this project is to design a campus that aids in creating a physical work environment that supports innovation.

#### History

Post pandemic there's a high demand of various employment opportunities that would boost innovation and would contribute to growth of economy. Therefore the goal is to study these innovations and collaborative spaces to establish the architectural principles behind the physical design of workspaces. The study will look for physical design characteristics of workspaces that support creativity and innovation and not just innovation in workplace design. Startups are one of the most promising solutions to the problem of job creation and incubation centers like physical spaces provide solutions to those problems. For evolving with these spaces it is important to streamline the requirements of users within the immediate vicinity and so an area program is generated which include the core spaces in their supporting facility. The approach is to create a new paradigm signifying innovative building typologies to stimulate established technologies into efficient combinations. Incubators are tools for creating companies usually arise as a result of socio-economic crisis. There was steel crisis in Britain in 1970s which converted industrial building which were abandoned into European Incubators. Post liberalization, India seemed interested in entrepreneurship and innovative ventures. Incubator movement started in India in 1980s promoting entrepreneurship and stimulating new ventures. Support from united nation fund for science and technology (1987-1990s). In 2000s – technology business incubators which were supported by national science technology entrepreneurship and development board (NSTEDB) in IITs. Startup India movement in Jan 16, 2016, facilitating the construction and operation of incubators where they were awarded institutions from tax breaks and finance. Once ideas were notified and qualified, they were given the necessary services.

#### Visions

- New paradigm where society moves from industrial setting to post industrialized worlds.
  - Free to explore their ideas and promote innovation.
  - Experience different aspects of their interests.
- Architecture to this typology should be collaborative, flexible and reconfigurable character.
- Support the development of innovative products and businesses.
- Self-sufficient ecosystem wherein students, professionals and executives could come together to utilize existing and tested technology to a meaningful and efficient combination and solutions

- Meet the objective while creating sustainable architecture.
- Attempt to contribute to economic development by offering guide to strategic nature which should improve the creation of growth of business, jobs and economy.
- Shall be fulfilling creation of millions of new jobs and export of products.
- Consumption of high value product.
- Strengthens economy.

#### Classifications

- Business Incubators - Increase employment
- Technology Incubators – Promote technology based firms
- Technology Innovation center – Conduct research and development required by industrial fields and collaborations with institutes for commercial gain.
- Technology Business Incubators – venture universities, public research institutes, local government and private institutes- new technology enterprises.

#### How it works

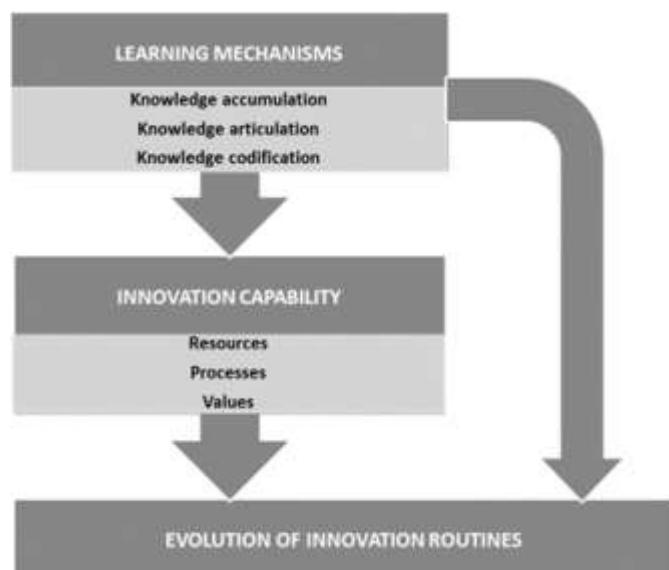
- Admission process – Analyzing of initial stage ideas.
- Receive services
- Gain experience with mentorship and convey ideas to customers and investors.
- Ends with a demo day, companies from cohort present results to selected audiences.
- Start-up Entrepreneurs –Opportunity to expand their social network and collaborate with each other to strengthen their existing networks.

#### Key components

- Partners – Promote incubators
- Value added incubation services – Business support services to enable innovations into market thus creation of new companies.
- Networks
- Outcome- growth in markets
- Impacts – Generation of wealth, returns to government in form of taxes and creation of new jobs.

#### Services

- Networking opportunities
- Marketing assistance
- High speed internet access
- Financial management assistance
- Access to bank loans
- Presentation skills
- Business etiquettes
- Advisory board and mentors
- Connection to higher educational resources



- Access to angel investors/ venture capitals

- Business training programs

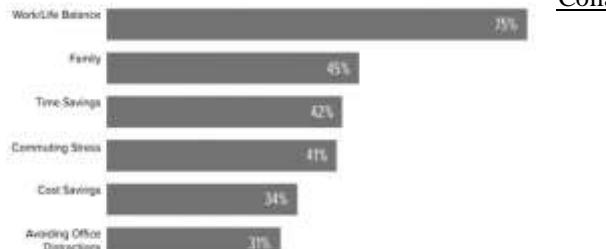
#### • Technology

#### commercialization

#### boration

- Several organizing
- Investment related ventures
- Government entities
- Economic development organizations
- Educational institutes

#### Why People Seek Flexible Work Options



#### Target groups

- Young professionals – The program offers a meaningful, creative and innovative atmosphere, in order to start-up resource effective business. Social network, meeting point and a test ground for new resource effective strategies are additional advantages.
- Start-up Entrepreneurs –Opportunity to expand their social network and collaborate with each other to strengthen their existing networks.

#### Government mission

With the intension to build a strong eco-system for nurturing and startup in the country, the honorable Prime Minister launched Startup India Action Plan January 16, 2016 in New Delhi. The Government through this initiative aims to empower Startups to grow through innovation and design and to accelerate spreading of the Startup movement.

#### Research Parks

The objective of setting up Research Parks is to propel successful innovation through incubation and joint Research and Development (R&D) efforts between academia and industry. 8 Research Parks are being setup under Startup India initiative. Research Park at IIT Kharagpur is under construction and INR 100 crore has been released.

#### Startup India Movement

The central government is facilitating the construction and operation up of such spaces by awarding institutions and private players' tax break and finance. The startups once notified and qualified by the government are also benefitting from tax breaks to facilitate its self-independence.

In the larger picture government shall be fulfilling the creation of millions of new jobs and export + consumption of high value product which is expected to strengthen the economy, as evident form the success of start-ups in developed and high-developing economies.

Since the typology of research laboratories is itself a new one, emerges only less than a century ago, country is in need of such dedicated spaces.



### Scope Of Project

Functional and spatial characteristics of various units of the incubator are determined for optimum results. Design guidelines to be considered on the basis of behavioral patterns of user and their various engagements with surroundings can be directly applicable into the design project and inferences from various case studies taken as the parametric part of the project evolution. The following components are to be planned into an integrated complex to promote and facilitate the incubation program:

Working modules + library + computer center

Working modules and allied services will provide the new business and development that may need to be incubated, modules of infrastructure to work and study on their project. It also envisions spaces for faculty or mentors that may provide necessary support to these groups of new business.

Workshops and laboratories

These will serve two types of users. One is existing business incubates in the building that require assistance in project development. The other function of the workshop are to acts as a makers space that can be rented hourly to DIY enthusiasts via a scheme of membership so that they may be empowered to evolve their specific projects rather than relying on economies of scale and large scale manufacturers to produce them.

Canteen/Restaurant

These will be provided so that the facility may become a self-sufficient one and provide food at odd working hours that one usually witnesses in these centers.

Auditorium/ Experience/Banquet

These shall be used for lecture, gathering, product launches, funding meetings and display of newly in-house evolved technology. It hopes to be a successful incubator model meeting all requirements that current and potential startups may need.

Office spaces

To provide spaces to work and gain knowledge of detailed researched topics and to them put together to implement solutions through various services provided.

Studios

Spaces where knowledge can be imparted and training to be given to the incubates to further work with their own inputs and produce outcomes.

**Requirements**

- Reception
- Office spaces
- Conference/ meeting rooms
- Toilets, equipment room, store
- Breakout spaces
- Training areas, workshops, exhibition halls
- Studios
- Administration
- Library
- Restaurant
  - Café
  - Workshops
  - laboratories
  - Computer lab
  - experience center
  - Breakout spaces
  - services

GROUP	USER	SPACES THEY OCCUPY	WORKING TIME	CHARACTERISTICS
1	Professionals Entrepreneurs Workers	Work Modules Meeting Rooms Computer Room Library Workshops	9AM - 9PM (Sporadically Overnight working and weekends)	<ul style="list-style-type: none"> <li>Not very receptive to interaction and require calmer, quieter environment</li> <li>Main users of space and services</li> <li>may need occasional rearranging of working modules and partitions</li> </ul>
2	Customers Collaborators	Meeting Rooms Waiting Rooms Experience Center Auditorium	1PM - 5PM	<ul style="list-style-type: none"> <li>Clear movement through the facility due to their unfamiliarity with the centre</li> <li>Parking spaces within the centre complex</li> </ul>
3	Faculty Mentors Associates	Administration Meeting Rooms Library Workshops	9AM - 9PM	<ul style="list-style-type: none"> <li>Storage spaces and infrastructural connection within the offices.</li> <li>Preferably should be habilitated in Day-lit spaces.</li> </ul>
4	Participants Trainee Networking	Classrooms Seminar Rooms	9AM - 3PM	<ul style="list-style-type: none"> <li>Waiting and relaxation room required</li> <li>Agglomerated movement</li> <li>Potential customers of the incubators</li> </ul>
5	Technical Administrative Maintenance Staff	Administration Offices Training Rooms	9AM - 9PM	<ul style="list-style-type: none"> <li>Require regular office spaces and parking as well.</li> </ul>
6	Visitors	Experience Center Auditorium Banquet Seminar Rooms	11AM - 5PM	<ul style="list-style-type: none"> <li>Require clear movement system</li> <li>Preferably, wish to experience the spirit of the place</li> </ul>
7	Members of the Makers' Space	Workshops Library	9AM - 9PM	<ul style="list-style-type: none"> <li>Work on odd hours and require access of service vehicles</li> </ul>

## 2. Introduction

The face of the modern work place has changed over the years. This has mainly been due to economic, social and technological changes in the business world. The increasing use of ICT (Information and Communications Technology) and related technology has led to the emergence of a greater innovative workplace. Team work and collaboration are now of increasing importance, leading to changes in the definition, size, functionality and social significance of work spaces. In today's scenario, many young individuals are becoming entrepreneurs in large numbers by applying their creative energies into different fields. The information technology revolution is continuing to gain momentum and is revolutionizing all sectors of the economy by creating new avenues for starting businesses. Young entrepreneurs today require supportive workplace environments that stimulate their innovative and creative capacities. The spaces they work in play a part in enhancing the success of their ventures, as a supportive work environment can be a key success factor for them. They require spaces that will solve a lot of problems they face, by providing connectivity, mentorship and collaborations. With technology giving people the option to work from anywhere, many offices have embraced the co-working office concept to attract entrepreneurs and technology developers. The co-working spirit has given rise to a change in the spatial layout and use of modern-day offices. This growing trend is now on the rise in India.

Entrepreneurship in India is on the verge of explosive growth and which is actually need of an hour for employment generation, poverty elevation at grass root through development intervention. India economic progress has started from the development of its small and medium scale enterprises to ensure that the sectors continues to stay competitive and achieve sustained growth in the era of global economy many

incubator centres have been established with the mission to give the encouragement to many innovative ideas.

### Aim

Designing an innovating and stimulating environment for an incubator that promotes and accelerates possibilities of various collaborative opportunities with spaces that can be reconfigured to establish technological and spacial demands.

### Research Questions

- What is the relationship of innovation and the physical work environment?
- What architectural elements contribute to creating a supportive physical work environment for innovation and creativity?

### Objectives

- To provide technical assistance in startup activities along with managed workspaces for entrepreneurs to come up with viable business plan.
- To connect researchers and entrepreneurs to commercialize innovation.
- To establish what architectural elements aid in creating a physical work environment that supports innovation.
- To increase economic and social growth of the region and also by considering measure of sustainability by optimizing resources for eco system.

### Justification

The creative economy and information technology sector have seen significant growth over the years. Many organizations in the so called first and second world countries are therefore investing in the development of the workplaces designed to enhance the performance in creativity and innovation. There has also been an increase in the design off co-working spaces globally, which embodies creativity values and support innovation. Individual work is increasingly occurring in shared spaces, or outside the office altogether. Co-working spaces are popping up to provide entrepreneurs, start-ups and early stage companies with flexible, relatively low cost office spaces.

### **3. Case Study Conclusions**

<b>Intent</b>	To make an intently and configurable space for start-ups that facilitates collaborative & multi-disciplinary working. Fast pace technological developing requires flexibility inherent in the design. As such, the scheme should be easily readopted as and when required.
<b>Brief/Style</b>	Brutalism as a style has inherent flaws, specifically for seeming too blunt and overpowering. But when architecture is treated as infrastructure, only then can spaces be flexible and adaptable to mutable technologies and spatial needs.
<b>Relevant Area of Research for the Designer</b>	Office buildings, Workshops, Laboratories.
<b>Urban Context, Land Use</b>	Located in Kharghar, outskirts of Navi Mumbai. A strong urban context, Labs to be majorly in ground coverage.

<b>Geometry, Mass, Volume, Figure Ground</b>	Usually, a cuboid results in most efficient functioning and reduced AC loads, but daylight is significantly reduced.
<b>Accessibility</b>	The site should be accessible by all means of transport including the informally organized and under-represented class.
<b>Site Surrounding</b>	Functional consideration. The project might need expanding as well. However, the setback norm would prove hindering to the expansion of the built.
<b>Landscaping + Open space Components</b>	Landscaping will be an important determinant in experiential understanding of architecture. In case of high ground coverage, landscaping can be introduced inside the building.
<b>Materiality + Façade strategy</b>	Concrete is certainly favourite among the case example of earlier style. Contemporary structures of same functional system. Earthen and natural materials like wood and natural stone have been considered to be important towards facilitating a creative environment.
<b>Construction System</b>	A raft foundation would be necessary for the basement services and parking areas. For the superstructure, service integration with structure would be a necessary component and thus, perhaps, deck sheeting may be suitable.
<b>Passive &amp; Mechanical Design Strategies + Sustainability</b>	Radiant Cooling system would not work unless humidity is under control and the temperature is. A Solar PV System with Direct DC Lighting would prove efficient.
<b>Spatial Organization and its contribution to the whole</b>	Around the central atrium, Circulation could alternate from outside to inside to create overlooking spaces.
<b>Lighting Strategies</b>	Daylight is an important factor in creating breathable and comforting spaces. Unlike most urban buildings studies, a spread out approach may be more suitable.
<b>Service &amp; Circulation Cores</b>	Around the central atrium, Circulation could alternate from outside to create overlooking spaces.

Healthy workplaces have four key objectives: promoting a supportive work environment and healthy aging since the beginning of the working life; preventing health problems during the working life; enabling employers and employees to manage workplace safety and health, in the context of the aging of the workforce and encouraging the exchange of information and good practice. Studies have shown that people have a desire to be at one with nature in some way, shape or form. This can be for example, to have a view on a green area or a park from their work table, have access to natural light or access to living things within their office. For effective health management, employers, managers and workers must work together. We should embrace the Biophilic design trend, because it is good for reducing stress, improving well-being and success of our work environment. Keeping these three basic techniques in mind when developing your company culture: communication, recognition, and action. By following the steps in this guide, you can improve communication with employees, start creating a culture of recognition, and ensure that all members of your team put your culture into action. Prioritizing building social relationships during the onboarding process so that employees have the insight necessary to understand the company's culture and values. The relationships to last throughout the employee's time at the company, so that cultural values are mutually

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#### 4.

#### Literature Reviews

##### Literature Review - I

**Chandiok, S (2016). - India the world's fastest growing startup ecosystem: A Study. Amity Research Journal of Tourism, Aviation and Hospitality Vol. 01.**

The Indian startup ecosystem has really taken off and come into its own driven by factors such as massive funding, consolidation activities, evolving technology and a burgeoning domestic market. This is certainly not a passing trend. It's a revolution. And it's going to change the way the markets are working today in India. The strategies of the Central Government takes into account the collective aspirations and enterprise of the risk taking Indian. Startup India looks beyond the argument that it is a better packaging of existing institutional support. The complexities of managing the diversity of thoughts, processes and people of India are very well known. The plan of Startup Indians is to flourish under an ocean of changes in mindset and thinking. Startup India is all about challenging conventions and spurs a revolution of unique and emphatic business models developed by new. The Central government tried to address the problems faced by the young, entrepreneurial Indian, whose risk taking ability is unparalleled across the globe. Policy paralysis and lack of transparency were just few of the bottlenecks faced by the entrepreneur. The framework and course of regulations need to be updated and adopted as per the times. The right policy matter announcements by lawmakers can be a push. To create awareness and building an entrepreneurial environment, a lot of emphasis should now be given to creating infrastructure for mentoring startups.

Various stakeholders such as the government, corporates, educational institutions and others are and should join hands to build a better ecosystem for young people. The Commerce Ministry is planning to build an online portal for information sharing among various stakeholders including incubators/accelerators, angel investors, VC funds and government departments. Other such initiatives are in the pipeline and are expected to be rolled out in due course. Startups do not wish to be chained and caged by existing laws. They like to flourish in an atmosphere of trust and transparency, hope and freedom. Startups in India have given rise to more startups. Enablers, accelerators, and incubators are firms providing startups with growth advice and decision-making tools. From advising on government policies to act as market catalysts, they grow the maturity of young ventures. But funding activities still are the biggest driving factors in any startup ecosystem.

Negative Points in Indian Startup:

Indian startups are often alleged to be copying foreign startups.

Often don't have a proper scaling plan.

There is a need for directional efforts to help increase supportive government policies (ease of doing business, tax incentives, participation in Government contracts, availability of risk capital, etc.).

Startups consolidating and buying other startups.

Successful entrepreneurs coming forward to support other emerging startups by mentoring them through various channels.

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Women entrepreneurs starting to become more prominent in the innovation economy. Predictions made for startups are more in number than the startups themselves. But the interest these few companies are generating cannot be undermined. Majority of the respondents felt that setting up of 10,000 crore startup fund is the best initiative of the government to encourage the flagship program. The respondents felt that an exemption from capital gain tax and a three year tax holiday are the two key responsibilities of the Government. Respondents felt that tax exemption on incubation and seed funding is critical for Startup India. It is one of the key concerns of entrepreneurs, which the Government is keen to address. Easier exit clause for Startups is critical to the success of the initiative. It provides protection to the risk taking businessperson, who is very concerned about what happens when the business fails. An overwhelming number of respondents felt that the role of the family and society are of key importance in the new startup regime. There has to be ease of patent filing to encourage those who chose a higher risk path of venturing into startup. Respondents placed high importance of protecting startup ventures. Majority felt the need to get access to bank finance and easy term of credit. It was felt that deprived sections of society and underprivileged should be protected against any possible discrimination. Banks and other financial institutions should encourage economically disadvantaged sections to participate in the mainstream. The success of Startup India campaign hinges on initiatives like faster and easier registration of Companies, self-certification for many legal requirements, zero inspection for three years, funding for patents, and speed of patent protection. Credit guarantee for startup lending is the booster dose required to galvanize Indian industry.

### **Literature Review - II**

**Korreich. S. (2019). The Indian startup ecosystem: Drivers, challenges and pillars of support. Of occasional papers**

The current state of the Indian startup ecosystem and has three goals: to provide an understanding of the growth drivers and motivations of Indian startup founders, identify challenges facing these startups and outline the pillars in place that support them. Startups in India as in many other parts of the world, have received increased attention in recent years. Their numbers are on the rise and they are now being widely recognized as important engines for growth and jobs generation. Through innovation and scalable technology, startups can generate impactful solutions, and thereby act as vehicles for socio-economic development and transformation. Consequently, support has increased in many dimensions: office space and infrastructure, business support in regards to mentoring and networking, as well as the availability of financial capital. Overcoming such hurdles will require efforts of all stakeholders, i.e. the ecosystem actors, governmental authorities, as well as the startups themselves. Policy reforms improving general economic conditions as well as investments in digital and physical infrastructure (for instance, internet connectivity, roads and public transportation, power and electricity), are expected to also benefit startups. With regards to the regulatory framework, improving the implementation of existing startup policies and removing inefficiencies within the bureaucracy is considered crucial to ease doing business for startups. Reducing necessary paperwork and documentation, improving access to information, establishing more standardized operating procedures and clear criteria would help startups. Moreover, it is imperative to channel investments in education to develop a broader talent pool. While the amount of angel and venture capital invested in Indian startups has increased tremendously in recent years, the ecosystem still lacks resources. To bridge the gap from ideation to the next step, startups and ecosystem actors hope that governmental authorities can incentivize angel investments by, for instance, abolishing the angel tax or giving other kinds of tax benefits. Moreover, governmental approaches to set up a seed fund and give grants to startups are considered as effective initiatives. In addition, more startups should be acquired by large, established companies. However, the ecosystem actors are geographically concentrated in metro cities and startups that are not placed in locations and cannot change bases, may find it more difficult to succeed.

Beyond the described support dimensions, another critical factor is how supportive the general culture is towards entrepreneurship. However, many enterprising people are still being discouraged from pursuing their passions by their families and social environment, and feel pressure to choose a job and lifestyle, which is perceived to offer more stability. Instead, the culture needs to be more encouraging towards people, who take agency and create something on their own. The willingness to take risks should be more appreciated and failure seen with less negative judgement. In addition, overcoming stereotypes is a necessary step to increase diversity, which would help the big ideas of our day get the ecosystem of support they need in order for them to have a chance.

### **Literature Review - Iii**

**Kuckertz, A et al. (2020) Startups in times of crisis – A rapid response to the COVID-19 pandemic. *Journal of Business Venturing Insights, vol.13, ScienceDirect.***

The discovery of the coronavirus and the spread of COVID-19 have led many governments to take drastic measures. The lockdown of large parts of society and economic life has come as an exogenous shock to many economic actors, not least innovative startups. The lockdown measures as a response to the spread of the new coronavirus threaten the existence of many innovative startups. Policy measures should not only provide first aid to startups by alleviating the pressure caused by constrained cash flow, but also involve long-term measures embedded in and supported by the wider entrepreneurial ecosystem to ensure rapid recovery and growth.

5.

### **Architectural Intervention**

Use workplace design to show trust and understanding.

Bold ideas can be hard to come by when people don't feel free to pursue them. Entrepreneurs don't need to worry that their every move is being scrutinized, and neither should bright employees and on-demand talent. A free-thinking workplace might include quiet zones and team huddle rooms, as well as spots for meaningful healthy collisions, those chance encounters that can lead to surprising new ideas. And because some of the best ideas come after (or during) an adrenaline rush, you might also consider an update to the company wellness centre, or offering a free yoga class onsite.

Create a collaborative environment.

The benefits of a collaborative workplace are well known, but building that environment doesn't happen overnight. Collaboration requires trust from the top down, from the bottom up and laterally, at all levels. Your team should feel comfortable taking risks and confident that their mistakes will not be held against them indefinitely. Creating mentorship opportunities for new employees can help build that trust from day one. But, developing these relationships over the long term requires that employees are not treated like numbers – they need to feel appreciation, support, and a sense of belonging from their colleagues as well as from their higher-ups.

Be flexible.

Flexible hours and schedules are one of the most sought-after employee benefits. Providing flex hours helps employees know they will be able to be more present in their lives outside of work. Flex time tells your employees that you see them as individuals and not only do you value the work they do for you, but you respect their personal lives as well. Identify when it's crucial for employees to be in the office, what kind of work can be done from home and which employees would benefit most from flexible schedules.

Invest in financial wellness.

Seven out of ten employees suffer from financial stress. That means, whether you know it or not, nearly three quarters of your staff is stressed about their finances. Financial stress leads to lower productivity due to distracted employees, high levels of absenteeism and higher healthcare costs. Offering services that help employees reduce stress by tackling debt, learning how to balance finances and reorganizing their financial lives is a great way to improve employee morale, thus, employee productivity and your company's bottom line.

Seek out employee feedback.

An important part of understanding and improving office culture is listening to how your employees feel about their interpersonal relationships at work, learning their individual capacities to take on new projects and asking about their overall work experience. Having quarterly interviews (check-ins) not only makes employees feel that their input matters, but it will also help you gauge what changes to the office environment could be made.

Diversity: If everyone in an organization generally fits the same demographic that should be a red flag in terms of culture. Great companies and institutions embrace diversity, diversity in hiring, diversity in thought, and diversity in approaches. This should be reflected in the teams and employees you interact with on a daily basis.

Absence of office politics.

Positive workspaces and thriving company cultures where each employee feels valued, heard, and recognized have little room for gossip, backbiting, and politicking. While a small amount of sniping happens in any group setting, in healthy company cultures this is the exception, not the rule.

Ongoing professional development opportunities.

Job satisfaction is closely tied to opportunities employees have for growth, advancement, learning, promotion, and expanding their skill set. Organizations with strong infrastructures that support employee growth, both in philosophy and also literally with actual resources and budgets, validate their commitment to each employee's professional development and foster a strong sense of culture and community. Biophilic aspects: Visual Connection with Nature applied through the park. Through visuals in the form of plant colours, flowers and also the colours on the walls of buildings. Non-Visual Connection with Nature, applied through the sound of birds, plants, textures on the interior and exterior of buildings. Presence of Water applied to areas where users spend a lot of time. Application of water features in the park.

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