



# Leadership Roundtable

## Executive Summary

### The challenge

- Canada is distinguishing itself from most other post-industrial countries by its inability to adapt to a world whose wealth is increasingly driven by innovation (“Innovation Gap”). This is a serious and important national challenge that needs to be addressed.
- A key when addressing this challenge is to recognize that any vibrant tech innovation ecosystem requires a structured and continued form of collaboration among and between the following four main groups of stakeholders impacting all tech ecosystems, as shown in the diagram attached to this document as **Appendix 1**:
  - Group 1: Large corporations impacted by tech innovation;
  - Group 2: Public policy makers (governments);
  - Group 3: Leading universities and research centers;
  - Group 4: Leading investors: large scale, long-term capital (institutional investors) and “smart money” (specialized VC’s and business angels).
- Such collaboration is present in successful tech innovation ecosystems such as Silicon Valley, where a critical mass of start-ups, investors and global tech corporations are concentrated and where a culture of innovation within large corporations and a wide circulation of talent among all stakeholders already exist.
- Weak interaction in Canada among the leaders of the four groups of stakeholders impacting tech innovation both from the private and public sides, compounded by geographic constraints and a decentralized structure of government, make this type of collaboration very difficult in our country.
- As a result, Canada’s approach to the opportunities and challenges from tech innovation has been so far fragmented and predominantly regionally focussed, either by province or by metropolitan area.

### Proposed solution: the Tech Innovation Platform (TIP)

- It is recognized that structured and continued interaction within and among the leaders of the four main groups of stakeholders of the tech innovation ecosystems Canada is needed but that, for the reasons noted above the path for a solution needs to be deliberately provoked through coordinated action and leadership.
- The solution is to provoke a structured interaction among the leaders of the four main groups of stakeholders of Canadian tech innovation ecosystems, both from the public and private sides, by

creating a national platform (the “Platform”) to address the priority initiatives around tech innovation that are essential to the development of the Canadian economy. This will create continuing and result-driven discussions, through a nationwide “ecosystem/cluster strategy”.

- An explanation of the need for a nationwide “ecosystem/cluster strategy” and how a Tech Innovation Platform can address this need is included in Deloitte’s white paper: “Future of Canada - A blueprint for Growth”(pp. 8-11).
- **The Tech Innovation Platform (TIP)** has for objective to meet this need. Its mission is foster collaboration on a continued basis among the leaders of the four groups of stakeholders of the Canadian tech innovation ecosystem (corporations impacted by tech innovation, leading universities, investors, policy designers and ecosystem builders) to address the most important opportunities and challenges of this ecosystem by way of structured, continued and result-driven discussions.
- The TIP’s strategy centers on the annual **TIP Leadership Roundtable**.

### **The TIP Leadership Roundtable**

The **TIP Leadership Roundtable** is a roundtable designed for senior decision-makers of the four main groups of stakeholders of the tech innovation ecosystem to focus on strategic issues and allow for direct and confidential interaction. It is complemented by Customized forums, positioned at a more operational level such as the **TIP Ecosystem Building Forum**.

The structure of the TIP Leadership Roundtable draws on the experience and lessons learned from two international “peer driven” initiatives created by QCC: the **Institutional Investors Roundtable (IIR)**<sup>1</sup> and the **Fiduciary Investors Roundtable for Collaboration & Partnerships (FIRCAP)**<sup>2</sup>.

Its founding blocks are the following:

- **Objective:** The TIP Leadership Roundtable is an annual meeting allowing direct and confidential interaction among the senior decision-makers of the four main groups of stakeholders of the tech innovation ecosystem:
  - Large corporations impacting tech innovation;
  - Public policy makers (governments);
  - Leading universities and research centers;
  - Leading investors: large scale, long-term capital (institutional investors) and “smart money” (specialized VC’s and business angels).

and international guests when relevant to the specific discussions:

- **By-invitation only:** TIP Leadership Roundtables are by-invitation only, and the guest list is determined in the sole objective of fulfilling TIP’s mission. A process will be developed to ensure objectivity and

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<sup>1</sup> The **Institutional Investors Roundtable (IIR)** is a not-for-profit, independent and by invitation-only organization created by QCC in 2011 for the senior investment executives of the world’s largest and most sophisticated asset owners (sovereign wealth funds and pension plans) to foster collaboration around private market investments. Before the IIR’s formation, no such formalized recurring opportunity existed for the community of leading global leading long-term investors representing collectively over US \$12 trillion in assets. As such, the IIR is a force for unprecedented societal benefit by helping to focus global institutional investors on long-term investments urgently needed in the world that require large-scale, long-term capital, including in infrastructure, energy, healthcare, utilities, communications, transport, agriculture and other major sectors of human activity. See: <http://quebeccityconference.com/our-events/iir>

<sup>2</sup> The **Fiduciary Investors Roundtable for Collaboration & Partnerships (FIRCAP)**, created by QCC in 2015, is a platform similar to the IIR but customized for the benefit of large asset owners whose strategy is not to invest directly but rather through funds and intermediaries, and who are interested to innovate in the way they invest through peer-to-peer collaboration. See: <https://quebeccityconference.com/our-events/fircap>

transparency of guest selection. The number of participants is capped to allow for a productive roundtable discussion. Participation to TIP Leadership Roundtable meetings are free of charge to protect the integrity of the invitation process.

- **Format:** Round table discussions, which are organized in a manner optimizing direct interaction among participants, either in plenary sessions when the subject is of interest to all, or in breakout sessions when focussing on specific topics. All discussions are informed by pre-meeting interviews performed by the Secretariat. Bar exception, there are no invited speakers; instead, all participants are expected to contribute to (and prepare for) at least two discussions. Discussions are confidential, to allow participants to openly explore collaboration ideas and opportunities in depth. There are no minutes of the meetings but “conclusions” will be prepared by the Secretariat.
- **Formal agenda (peer-driven):** Agenda of TIP Leadership Roundtable Meetings is developed through one-on-one (phone or in person) interviews by Secretariat with all participants to identify common areas of interest and ideas for collaboration. Secretariat facilitates interaction among participants by sharing the suggestions and interests with the larger group and connecting together those interested on the common objectives, so that discussions can begin before the meeting.
- **Informal agenda (“trust building platform”):** Fostering relationships of trust among the participants can be a powerful contributing factor in support of the general objective of establishing long-term cooperation among the stakeholders of the TIP. Accordingly, a particular attention is paid to the informal part of the agenda by including time for private exchanges and quality networking.
- **TIP Secretariat’s role as “facilitators”:** The Secretariat’s role includes: (i) politely “twisting arms” of participants so that they engage effectively during “prep meetings” and contribute actively to the discussions in TIP Leadership Roundtable Meetings; (ii) following up with participants between meetings to support initiatives to ensure continuity; (iii) diffuse information in a continued manner among the group on interests for information and collaboration opportunities expressed by participants;
- **Independence:** TIP platform is neutral and independent from any commercial influence. No participant or group of participants may have disproportionate rights or influence in the TIP. No promotional or sales activities are permitted during TIP Leadership Roundtables. The Secretariat may not speak on behalf of participants.
- **About the Organization:** The TIP is organized (and funded) by the **Quebec City Conference (QCC)**, a not-for-profit organization founded in 2003, whose mission is to support private market activities that produce societal benefit by creating customized by-invitation forums addressing a specific need in the market place through structured peer collaboration.

APPENDIX 1:

The four main groups of stakeholders impacting any tech innovation ecosystem

