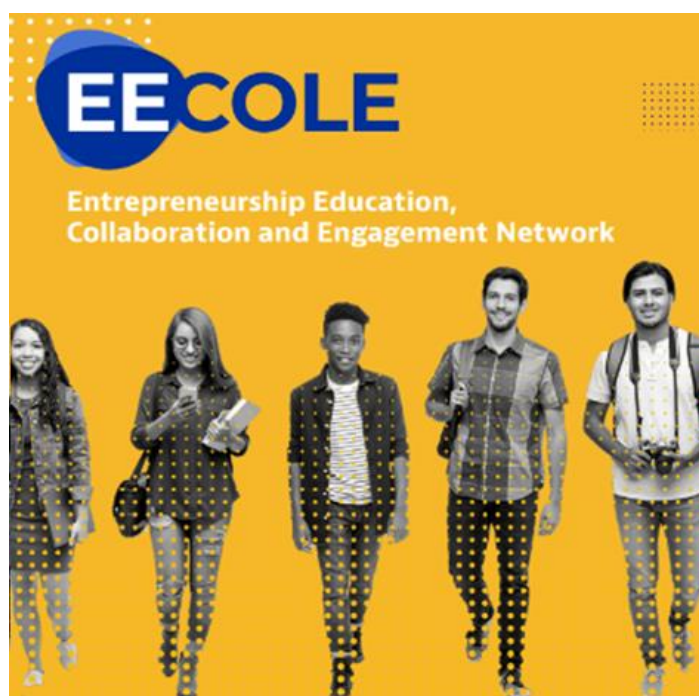


# Second EECOLE Roundtable: Entrepreneurial ecosystems as a new policy area



Toronto, Canada - 30 November  
and 1 December 2023

Munk School of Global Affairs  
and Public policy

Proceedings of the event

## EECOLE: Cultivating Entrepreneurship and Innovation in All Places

EECOLE, short for Entrepreneurship Education, Collaboration, and Engagement, is an international initiative promoted by the OED committed to exploring the latest trends about skills and innovative practices that not only unlock individual talents but also serve as catalysts for innovation in local communities and ecosystems.

Established in 2021, at the occasion of the United Nations' Micro, Small and Medium-sized Enterprises (MSME), EECOLE is led by the OECD Centre for Entrepreneurship, Regions and Cities (CFE) and operates under the auspices of the OECD Committee for SME and Entrepreneurship. Taking advantage of the increasing emphasis on entrepreneurship, EECOLE activities aim to generate evidence and engage with a diverse range of innovation stakeholders, including small and medium-sized enterprises (SMEs), entrepreneurs, large companies, higher education institutions and training entities, as well as national and subnational public authorities.

OECD research shows that more than 40% of OECD employers, including numerous small businesses, face challenges in filling positions, while 35% of workers feel inadequately skilled for their roles.<sup>1</sup> EECOLE aims to bridge these gaps by promoting entrepreneurial skills and ecosystems, facilitating policy synergies and the transition towards a more digital and sustainable economy.

Entrepreneurial ecosystems are dynamic and adaptable socio-economic environments that encompass a diverse range of participants, including firms of all size and maturities, entrepreneurs, higher education institutions, customers, regulatory agencies, inventors and innovation intermediaries, and local governments. These entities form a complex and interlocking network of relationships specializing in the exploitation of a shared set of complementary technologies (embedded for instance in a supply-chain) or competencies (savoir-faire). While the specific configurations may vary based on local conditions and specialisations, successful ecosystems commonly exhibit certain essential properties. These include: i) a regional culture that fosters innovation and entrepreneurship; ii) effective leadership, iii) an ample supply of financial capital for startup firms; iv) access to human capital; v) access to markets; and vi) a variety of institutional and infrastructure supports, including higher education institutions and innovation intermediaries, typically enabled by public policy.

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<sup>1</sup> OECD (2023), OECD SME and Entrepreneurship Outlook 2023, OECD Publishing, Paris, <https://doi.org/10.1787/342b8564-en>.

## The second EECOLE roundtable

The second roundtable of OECD EECOLE was organised in cooperation with the Treasury Board Secretariat (TBS) of Canada and the Economic Research Institute for ASEAN and East Asia (ERIA), on November 30<sup>th</sup> and December 1<sup>st</sup>.

The roundtable was hosted by the Munk School of Global Affairs & Public Policy, of the University of Toronto. Recognised as a world-class institution and a burgeoning champion in entrepreneurship education with twelve incubators, the University of Toronto represents a case in point of the contribution of HEIs to entrepreneurial ecosystems and thus served as an ideal venue for hosting the second roundtable.

The meeting brought together about 60 representatives from national and subnational governments, international organizations, entrepreneurs, academics, representatives of the private sector, and civil society. The event was broadcasted live via zoom, which allowed an engaged audience of about 40 people to connect remotely with speakers and discussants. Annex 1 provides the list of participants.

Discussions illustrated the progress achieved by the EECOLE platform over the past year and featured a reflection on future priorities and endeavours. The roundtable placed strong emphasis on the need to generate evidence and policies supporting entrepreneurial ecosystems. The mutual connections within entrepreneurial ecosystems facilitate access to skills and innovation especially to entrepreneurs and SMEs.

Partners agreed to mobilise EECOLE to engage in peer learning and policy dialogue on ways to generate, enhance, and assess entrepreneurial ecosystems with the ultimate goal of promoting innovation and sustainable growth in all regions. EECOLE will leverage entrepreneurial skills, HEIs, and innovation intermediaries to enhance ecosystems.

## Day 1 – 30 November 2023

### ***Opening remarks***

The opening session featured: Will Gibbons, TBS Canada; Lucia Cusmano, OECD; Shiri Breznitz, Munk School of Global Affairs; and Giulia Ajmone Marsan, ERIA, who provided opening remarks.

Speakers provided general reflections about the role the EECOLE platform is playing both internationally, and in collaboration with countries and regions fostering policy dialogues that transform entrepreneurial ecosystems into multifaceted policy tools to promote sustainable innovation in all places.

The discussion concerned also the evolving role of the platform vis-à-vis specific policy agendas. For example, reflecting the outcomes of the 2023 OECD SME and Entrepreneurship Ministerial meeting “Managing shocks and transitions – Future proofing SME and entrepreneurship policies” , at which Ministers recognised achievement of societal goals depends on the full participation of SMEs and entrepreneurs, as well as of all relevant stakeholders in the SME and entrepreneurship ecosystems.

Speakers referred to EECOLE's open and inclusive governance framework that facilitates collaboration among different actors such as policy makers, entrepreneurs, SMEs, and higher education institutions. Inclusive governance spurs complementarities between innovation, industrial, and regional development policies.

Canadian representatives highlighted the necessity for a better integration of the knowledge generated by the national strong educational system into businesses of all sizes and maturity: a stronger and sustainable linkage between research and innovation, in all places. They highlighted the country has designed a new

innovation vehicle – the Canada Innovation Corporation (CIC) – which, if implemented, could become a crucial support mechanism, offering funding and advisory services to enhance innovation retention within the country, favouring Canadian stakeholders. National efforts to fill such a gap are complemented by international collaborations, including with EECOLE.

For example, EECOLE, TBS and Statistics Canada have joined forces to study the knowledge spillovers from Higher Education Institutions (HEIs) and other innovation intermediaries. Leveraging the Linkable File Environment (LFE) – which is an environment in which Statistics Canada's business microdata are linked from different administrative and survey sources – OECD EECOLE, TBS and Statistics Canada measured the impact of the localisation of HEIs on R&D expenditure in their communities, using a spatial regression model, EECOLE. This evidence confirms the relevance of the policy dialogue about knowledge spillovers and innovation diffusion.

### ***First session. A year with EECOLE: Highlights of activities and impact***

The first session centred on the valuable contributions made by EECOLE over the past year. Speakers shared insights into their collaborative experiences with EECOLE, discussing outcomes and impacts of knowledge products and processes. Speakers included Rob Greenwood from the Newfoundland and Labrador Government, Antoine Rayroux from the Quebec Government, Adam Leach from the National Civic Impact Accelerator in the United Kingdom, Alison Cathles from the Inter-American Development Bank, Marjorick Foisy from Centech Montreal, and Lelio Iapadre from the University of L'Aquila, Italy.

Speakers emphasized how EECOLE projects – such as the Geography of Higher Education reviews of Québec and Newfoundland, and the ongoing assessment of the National Civic Impact Accelerator in the United Kingdom, to mention a few – brought together diverse stakeholders, fostering and strengthening connections across various policy agendas. This collaborative effort led to a collective reflection on challenges, particularly in improving innovation policies and leveraging entrepreneurial ecosystems. Speakers identified three specific impacts.

- EECOLE reviews gave visibility to the role that HEIs and innovation intermediaries can play as partners for their entrepreneurial ecosystem.
- EECOLE reviews generated opportunities to break policy silos and discuss the possibility to facilitate complementarities among different portfolios including higher education, innovation, regional development, and employment.
- In general, EECOLE reviews support experimentalism. Reviews can create a safe environment in which new policy solutions are designed, implemented and evaluated, capitalising on the institutional capital of the international platform. Experimentalism also offers the opportunity to explore new functions related to HEIs, including vis-à-vis the sustainability agenda, which is gaining centrality in many localities.

**Newfoundland's dynamic collaboration to pursuit sustainability.**<sup>2</sup> Newfoundland exemplifies dynamic collaboration between the university and government, establishing a robust architecture for public engagement. A Senate-approved public engagement strategy makes Memorial University – the only HEI in the Canadian Province – a key partner for local stakeholders and a driver for entrepreneurship and sustainability. The OECD/EECOLE review highlighted the need to reduce fragmentation of resources and mobilise the whole university capacity to provide innovative services to the provincial entrepreneurial

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<sup>2</sup> The review of Newfoundland is available on <https://www.oecd.org/publications/the-geography-of-higher-education-of-newfoundland-and-labrador-canada-5599133d-en.htm>

ecosystems and explore new diversification opportunities that reflect the green and digital transitions, which are critical for the sustainability of the provincial economy.

**Québec's commitment towards innovation and entrepreneurship ecosystems.**<sup>3</sup> Promoting innovation and entrepreneurship in all regions tops Québec's policy agenda. The province aims to leverage innovation as a driver of prosperity and productivity. While excelling in the initial stages of the innovation cycle, Québec recognizes the need for a collaborative space to unify efforts and bring together different actors, in addition to government-established innovation zones. Against this background, Québec implemented an ambitious innovation strategy to break down policy silos. The OECD EECOLE review connected to the strategy and recommended Québec to leverage entrepreneurship to generate new connections between industries, such as extractive industries and new green sectors. In addition, the review indicated to mobilise innovation intermediaries to promote a transdisciplinary approach to innovation and generate "colliders" mixing different cultures and *savoir-faire*, in all regions.

**Incorporating an entrepreneurial pipeline in HEIs in Latin America.** The OECD EECOLE review, implemented in cooperation with the Inter-American Development Bank, gave visibility to the efforts of Latin American HEIs supporting opportunity-driven entrepreneurship, emphasizing the need for a homegrown pipeline of innovation. Challenges in Latin America and the stagnation of productivity require further efforts. Opportunities for HEIs lie in building connections and collaborations to drive growth and development, including public-private and public-public collaborations, with a spotlight on developing skills in green energy. Against this background, the OECD EECOLE review could be considered a first step in a process that not only gives visibility to best practices but also create new spaces for collaboration between public entities, HEIs and the productive sector.

**The geography of higher education institutions in the United Kingdom: the National Civic Impact Accelerator.**<sup>4</sup> Since 2020, the United Kingdom has become a policy laboratory: the country is implementing a series of reforms and connecting different policy agendas to promote innovation and sustainable growth, in all regions. Established networks, such as the Civic University Network (CUN), which exists since 2015, can play an important role delivering services and supporting policy agendas related to innovation and inclusion. The National Civic Impact Accelerator (NCIA) – a new, experimental, entity within CUN – addresses regional inequalities through collaborative initiatives among several universities and aims to fill the gap between universities and their own communities. To enhance civic activities' connectivity, identifying efficient initiatives, empowering universities through capacity building, and scaling up efficient practices are crucial steps. The collaboration between NCIA and EECOLE plays a pivotal role generating intelligence about what works, opportunities for capacity building and to support experimentation with different solutions.

**Fostering sustainable development among higher education institutions in Italy.** Mirroring the international trend, Italian universities are experiencing an increasing pressure to become more entrepreneurial and develop knowledge exchange and collaboration activities with other actors, to generate societal value. Against this background, with the support of the European Commission – Directorate-General for Structural Reform Support (DG REFORM) – the OECD is partnering with Italian stakeholders to deliver a project called *Italia Conoscenza* (ITA.CON). ITA.CON aims to identify actionable policy reforms that can improve HEIs' collaboration capacity and societal impact. The project is also focussing on Italy's practices, such as the *Rete delle Università per lo Sviluppo Sostenibile*, RUS (Italian

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<sup>3</sup> The review of Québec is available on <https://www.oecd.org/publications/the-geography-of-higher-education-in-quebec-canada-becf3c60-en.htm>.

<sup>4</sup> Additional information about the National Civic Impact Accelerator is available on <https://civicuniversitynetwork.co.uk/ncia/>

University Network for Sustainable Development), which leverages the UN's 2030 Agenda in the country and aims to reinforce the contribution of Italian universities to the environmental, social, and economic aspects of sustainable development in their own ecosystems.<sup>5</sup> RUS represents an ideal partner for EECOLE especially for its specific focus on SDGs which is in line with an international project that the platform is about to implement.

### ***Second Session. Developing the future agenda of EECOLE***

Which areas should EECOLE prioritise for its activities in 2024? The session "Developing the Future Agenda of EECOLE" involved speakers and participants in a joint reflection about the near future of the EECOLE platform and its potential to generate value for its partners, as well as responding to emerging needs and opportunity in the post-pandemic international arena. The session hosted a keynote from Martin Godel, SECO, Switzerland and Chair of the OECD Committee for SMEs and Entrepreneurship (CSMEE). Lead discussants included: Courtney Brown, Lumina Foundation; Raul Lima, University of Sao Paulo; Peter Creticos, Institute for Work and Economy; Joel Blit, University of Waterloo; Mahamadou Biga-Diambeidou, UCLouvain; and Giovanni Zazzerini, INSME.

Speakers identified the following four key points:

- Streamline EECOLE's activities to increase impact and partnership. The session emphasized the need to focus the activities of EECOLE and meet the priorities of key partners such as the OECD Committee for SMEs and Entrepreneurship.
- Help entrepreneurial HEIs achieve a global impact. Entrepreneurial HEIs are not only about startups and spinoffs, but they are also sources of potentially profound innovations with global implications. Entrepreneurial HEIs are emerging as key players in addressing global challenges and achieving UN's Sustainable Development Goals. The discussions underscore the role that EECOLE should play by connecting to the HEIs that are providing specialised skills, fostering social inclusion, and contributing to environmental sustainability within their communities.
- Facilitate new innovation frameworks and ecosystem enhancement. The session stressed the need to leverage EECOLE to generate an updated innovation framework that mobilises resources and actors, rather than sectors. This is needed to move away from traditional approaches to innovation and cluster policies focussing on specific sectors and adopt a cross-sector approach providing support to entrepreneurial ecosystems in which actors are mobilised and empowered to experiment with opportunities that reflects local potentials. EECOLE could promote such an approach in emerging countries, where entrepreneurial HEIs are particularly important to help communities self-discovering new growth opportunities.
- Leveraging entrepreneurship to develop resilient skills. EECOLE should generate evidence and identify practices about the connection between entrepreneurial skills and individuals' resilience in the changing labour market. Entrepreneurial skills, among others can buffer the displacement of workers brought about by artificial intelligence (AI) systems by providing individuals with innovative skills sets. Entrepreneurial skills are also important to generate ecosystems and connect actors, institutions, and activities.

**Connect EECOLE with the SMEs policy agenda.** The CSMEE Chair emphasized EECOLE's role as a crucial network fostering collaboration between international organizations, national and subnational governments, and the private sectors. He highlighted the need to leverage entrepreneurial ecosystems to address critical issues like the skill shortage impacting SMEs, particularly in ICT. SMEs often lack capacity to identify and manage their own skills needs. Martin Godel advocated for collective collaboration and

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<sup>5</sup> Additional information about the Italian University Network for Sustainable Development available on <https://reterus.it/en/>



knowledge sharing between different actors, including higher education institutions (HEIs), incubators, accelerators, and SMEs. The importance of EECOLE in achieving inclusive, greener, and more digital societies was acknowledged.

Lead discussants provided their perspectives and narratives about the strategic areas and knowledge products that EECOLE should engage with to promote entrepreneurship and entrepreneurial ecosystems.

**Mobilising EECOLE in the framework of the UN's Sustainable Development Goals (SDGs).** Cities and regions have a crucial role to play in SDG achievements although the 2030 Agenda was not designed specifically for or by them. Most underlying policies and investments are a shared responsibility across levels of government. Evidence generated by the OECD project "A territorial approach to SDGs" shows that 65% of the 169 targets underlying the 17 SDGs will not be reached without proper engagement of and coordination with local and regional governments. The panel highlighted the pivotal role that HEIs can play in addressing global challenges and help their own cities and regions achieving SDGs. HEIs can provide specialised skills, technical assistance, and function like local platforms sharing knowledge, hosting policy dialogue and connecting different stakeholders. A specific focus was put on social inclusion that seems to be an important condition to achieve also environmental sustainability. Emphasis was placed on cost-efficient solutions and the need for a global dialogue to accelerate SDGs. EECOLE will coordinate an international policy dialogue, based on local case studies, to showcase successful HEI practices, with a specific focus on entrepreneurship activities. A first process is about to start in the United States, where EECOLE was supported by the Lumina Foundation.

**Leveraging EECOLE to experiment innovative and inclusive approaches to talent, through AI.** The fast adoption of AI technologies is having an impact on labour market and skills. AI is in the early phases of technology evolution, in which it is just replacing processes, while maintaining the old business model. A phase of reimagining the business model has just started, and this will be followed by a process that "recombines" processes and models based on the new possibilities offered by AI. It is likely that the recombine phase will generate great productivity gains, but also new challenges for individuals/workers and entrepreneurs/SMEs. In general, it will be important to ensure that a large amount of people can access to new AI-related skills, including through HEIs. In addition, in collaboration with local communities, EECOLE could play a role to enhance analysis and knowledge exchange at the international level, for instance to assess the possibility to use AI to generate talent management platform offering SMEs the possibility to improve HR practices as well as mitigate distortions concerning the use of AI systems to screen resumes and match workers and jobs.

**EECOLE facilitating a comprehensive approach to the entrepreneurial ecosystem model.** Speakers discussed the different features of entrepreneurial ecosystems, which reflect local conditions and specialisations.

- For instance, ecosystems foster cooperation between SMEs and startups, generating mutual benefits. SMEs can enhance their competencies, including digital skills, and tap into the innovation potential of startups. Startups can gain access to distribution channels, sales avenues, capital infusion via equity crowdfunding, and the opportunity to integrate into established networks and supply chains.
- Entrepreneurial ecosystems aren't self-contained; depending on their magnitude (size or scale), they establish connections to national and international supply chains and exchange services, even when these are not locally available. Higher education institutions play varied roles in these ecosystems. In Sao Paulo, one of the largest entrepreneurial ecosystems in Latin America, the local university, USP, is pivotal in fostering innovation, particularly in energy and agriculture with an emphasis on environmental sustainability (green entrepreneurship). Smaller ecosystems may

require access to innovation and finance, relying on their ability to absorb new ideas and identify sustainable and profitable specializations. For instance, in some smaller African ecosystems, entrepreneurial higher education institutions adapt to local conditions, engaging in "frugal innovation" aligned with community assets and specialization potentials. Developing entrepreneurial skills can unlock the vast human capital pool's potential.

### ***Field visit: The MaRS (Medical and Related Sciences) innovation district***

Participants in the roundtable engaged in a guided visit to MaRS. The purpose of the visit was to gain insights into the key elements of a successful innovation district. Additionally, the focus was on understanding the core activities that contribute to its development as a central hub within a local entrepreneurial ecosystem.

Toronto is recognised globally for its influential innovation districts, and this visit offered Roundtable participants the opportunity to explore the dynamic local ecosystem. MaRS currently supports over 1 400 Canadian science and tech companies addressing societal challenges in cleantech, health, fintech, and enterprise software. It provides tailored resources at every stage of their growth, from startup to scale-up.

Established 23 years ago at the historic site of insulin discovery, MaRS operates as both a for-profit building and a seed-stage fund. This dual approach reflects the evolution of innovation in Canada, with a particular emphasis on medical advancements evident through the presence of health-tech ventures and research centres, including the renowned Princess Margaret Cancer Centre.

According to MaRS' representatives, its dedication to fostering innovation and supporting entrepreneurs represents a pillar of its success. MaRS actively collaborates with the government of Canada to secure procurement opportunities for the startups it supports, enhancing their prospects and contributing to the overall economic landscape.

One notable initiative is MaRS Momentum, a multi-sector programme designed to assist executives of high-growth companies in reaching CAD 100 million in revenue within the next five years. This programme, partially funded by the Government of Canada through the Federal Economic Development Agency for Southern Ontario, involves a network of experienced entrepreneurs and advocates contributing their invaluable experience to emerging entrepreneurs within the ecosystem. This collaborative effort creates a dynamic cycle of knowledge exchange and growth.

Beyond its emphasis on healthcare innovation, MaRS contributes to initiatives addressing broader societal challenges. The visit highlighted MaRS' commitment to climate action, applied artificial intelligence, and responsible technology adoption. This comprehensive approach reinforces MaRS' status as a dynamic hub, embodying the diverse facets of innovation and showcasing the positive societal changes it can drive. The district serves as an example of how innovation, nurtured within a collaborative local ecosystem, can lead to transformative advancements across various fields.

## **Day 2 – 1 December 2023**

### ***Thematic session: entrepreneurial ecosystems and the role of innovation intermediaries***

This session focussed on policies and practices facilitating entrepreneurial ecosystems generating a parallel between Canada and international case studies. Canada is particularly active in promoting innovation and entrepreneurship in places and implements several new programmes at the federal and provincial levels. The session also hosted international experts and practitioners who provided a comparative perspective on the issue. Speakers included Manasi Joshi, ISED, Government of Canada;



Shawkat Ferdousi, MEDJCT, Government of Ontario; Chris Lau, Invest Ontario; Charles Wessner, CSIS; Carol Stewart, IASP; Ferando Gomez-Baquero, Cornel Tech; Jon Cooper, DSIT; Krista Jones, MaRS; Heather Hall, Waterloo University.

The session shed light on the policy synergies that need to support entrepreneurial ecosystems. Speakers discussed the complementarities between entrepreneurship, industrial, regional development, and employment policies. In addition, speakers highlighted the need for a territorial approach stressing that innovation and entrepreneurship have intrinsic spatial dimensions.

### *Canada's initiatives to improve innovation and entrepreneurship in places*

**The impact of innovation intermediaries on local economies.** Canada's federal government implemented a national voluntary survey to demonstrate how survey data and the national statistical agency could be leveraged to evaluate the economic impact of Canadian accelerators and incubators. This annual voluntary initiative started in 2018 and is co-led and co-created with the business community with the research conducted at Statistics Canada. Preliminary results of this voluntary sample show that companies that participated in an accelerator/incubator program experienced an additional 11.7% revenue growth in the year of support and 13.1% revenue growth in the following year in contrast to companies that did not receive support; similarly, these companies experienced an additional 12.7% employment growth in the year of support and 14.5% employment growth in the following year in contrast to companies that did not receive support.

**Provincial policies supporting Ontario's innovation and entrepreneurial ecosystem.** Ontario, the largest province in Canada both in terms of population and GDP, features a thriving economic ecosystem underpinned by top-tier research organizations, universities, colleges, and a substantial talent pool. To bolster innovation and entrepreneurship, provincial authorities have implemented a multifaceted strategy, including targeted initiatives tailored to specific regions. In tandem with streamlining bureaucratic processes, easing regulatory guidelines for SMEs, and instituting a 13% reduction in refundable corporate tax for innovative companies, the province has devised programmes focused on nurturing talent and entrepreneurship in key technologies, adopting a territorial approach. Notably, the collaboration between MEDJCT and 17 regional innovation centres has played a pivotal role in supporting local entrepreneurship. Despite these strides, provincial representatives acknowledge the need for further enhancement of their spatial approach, emphasizing a strengthened collaboration with regional stakeholders to provide more effective support for small and medium-sized enterprises.

**Harnessing Foreign Direct Investment (FDI) to foster innovation and entrepreneurship is a key focus for Ontario.** The province successfully attracts foreign investors, and its governmental bodies and organizations are strategically working to leverage FDIs for the advancement of innovation and entrepreneurial activities. During discussions, speakers underscored the evolving role of FDI agencies, emphasizing the imperative to formulate strategies that not only attract financial resources but also establish connections between investments and local networks to yield positive spillovers and mutual benefits, thus mitigating potential drawbacks. In the context of Ontario, FDIs play a crucial role in enhancing the link between academia and entrepreneurship. By funding research partnerships with provincial universities, multinational companies contribute valuable expertise for the commercialization of innovations and actively participate in collaborative projects. Furthermore, multinational firms implement extensive training programmes, nurturing local talent for future leadership roles. Recognising these potentials, it is paramount not to overlook the importance of "after-care support" to facilitate the integration of foreign corporations into the local community.

**The example of MaRS as a leading innovation district contributing to Ontario's wealth.** An impressive 4% of startups under MaRS are poised to achieve CAD 1 billion in revenue, making a

substantial contribution to Ontario's GDP, and experiencing a growth rate eight times faster than the provincial average. Functioning as one of the largest innovation hubs in North America, MaRS prioritises commercialisation over research, offering support to startups through a for-profit building, a provincial fund, and diverse leadership programmes. With a broad focus on climate, health, and software, MaRS assists startups of varying scales by offering mentoring and tailored support. Going beyond a mere accelerator, MaRS functions as a multidimensional innovation ecosystem.

**Entrepreneurship in the Northern regions of Canada.** Due to the weight of resource-based sectors, Canadian entrepreneurs are also localised in remote rural areas in the northern part of the country. This localisation presents distinctive challenges, with entrepreneurs grappling with issues such as scaling, funding constraints, and limited market accessibility. Canada put in place different initiatives to support rural entrepreneurs. For instance, NORCAT offers training, innovation support, and other services. NORCAT owns an underground mining centre that serves as a technology development, testing and demonstration centre and a hands-on training centre. Another initiative is represented by the 267 Community Futures located across Canada that provide small business services to people living in rural and remote communities. In Ontario, an agricultural working group that connects robotics companies, industry experts, government, growers, and food processors. The discussion underscored the role of innovation intermediaries and the profound significance of peer-to-peer learning. Recognizing the need for a comprehensive approach, the concept of resilience thinking was introduced, encapsulated within the so-called 5 C framework: Context (acknowledging the significance of local nuances and avoiding a one-size-fits-all approach), Capacity, Creativity, Collaboration, and Connectivity, encompassing digital, professional, and geographic dimensions.<sup>6</sup> This holistic perspective aims to broaden understanding and approach to entrepreneurship in Northern Canada, paving the way for a more resilient, interconnected, and vibrant entrepreneurial ecosystem.

**Adding a spatial dimension to innovation policy, in the United Kingdom.** The United Kingdom is currently implementing a comprehensive approach that not only adopts a territorial perspective on research and development (R&D) but also underscores the imperative of aligning the innovation and investment agenda with the "levelling up" strategy. This strategy is designed to address and mitigate regional disparities across the country. Within this framework, tailored policies catering to diverse regional needs are being explored, embracing a culture of experimentalism. The challenges inherent in this approach, including the substantial big data issue, are openly acknowledged, with the introduction of a newly launched machine learning-based tool aimed at identifying innovative firms. Collaborative projects with the OECD are underway, seeking to better understand the contributions of research intermediaries in the broader innovation ecosystem. Furthermore, the significance of skills in establishing a connection between productivity outcomes and development is prominently highlighted as an integral aspect of the UK's innovation strategy.

**Embarking on the journey to build an entrepreneurial hub in New York City.** The panel discussed the example of Cornell Tech, an innovation hub catalysed by the vision of former Mayor Michael Bloomberg. Inspired by Stanford's success in California, the local government initiated an applied science competition, won by Cornell University along with Technion Israel for their commitment to constructing a groundbreaking entrepreneurial ecosystem. The resulting USD 130 million partnership with Technion underscored their dedication to this transformative endeavour. The brownfield on Roosevelt Island has been developed and transformed into a slick technological hub. Today, Cornell Tech offers a spectrum of courses, focusing on engineering and MBAs, while participants benefit from support and mentorship provided by academic and business experts in connective media, health technology, security & privacy, and computer vision.

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<sup>6</sup> The 5C Framework was conceptualised by Prof Heather M. Hall and Prof Tara Vinodrai, both at the University of Waterloo.

Integral to this ecosystem is the Runway Program in Entrepreneurship, designed to nurture innovative startups with resources, mentorship, and networking opportunities. With an ambitious future goal of creating over 500 companies per year, Cornell Tech stands at the forefront of shaping New York City's entrepreneurial landscape.

**University of Arizona's Tech Hub Expansion.** The University of Arizona's Tech Hub expansion stands as a testament to the development of entrepreneurial ecosystems through forward-thinking policies and practices. Initiating this approach three decades ago, the UA Tech Park at Rita Road, nestled in Tucson's suburban landscape, covers 1 267 acres (approximately 510 hectares) and boasts 2 million square feet (about 190 000 square metres) of dedicated space for tech offices, research and development, and laboratory facilities. Hosting several billion-dollar valued companies (unicorns) and sustaining substantial growth with a workforce of 6 000 employees, the park has also become a magnet for over 500 Canadian companies, resulting in a USD 200 billion economic impact. The plan for a second tech park underscores Arizona's commitment to innovation, featuring three pivotal projects: a proprietary hotel, a UA Centre for Innovation, and a Foreign Direct Investment (FDI)-certified incubator—a rarity with only three such locations globally. The emphasis is on establishing an environment capable of attracting and accommodating diverse companies, fostering an entrepreneurial mindset through specialised infrastructure, and adaptability. The University of Arizona is confident in its expertise, with a strong focus on commercialization and a vibrant startup community. The tech park provides a dynamic platform for growing companies, and the Centre for Innovation operates independently, without direct ties to the university. This expansion is a commendable example of forward-thinking strategies to advance entrepreneurial ecosystems.

Attendees mentioned other examples of entrepreneurial ecosystems, in connection with higher education institutions as well as with other policies. For instance, representatives from Towson Universities, while acknowledging the importance of space/land to organise science and technology parks, focussed on the need of entrepreneurial activities including teaching and learning opportunities. Representatives from rural communities in the United States and Canada stressed the challenges of developing sustainable entrepreneurial ecosystems in sparsely populated and peripheral areas, mentioning the need of specific policy complementarities to be established between innovation, skills and rural development policies.

### ***Unleashing the potential of EECOLE to promote entrepreneurial mindsets, entrepreneurial ecosystems, and inclusive and greener communities***

The concluding session discussed the platform's future role of EECOLE in advancing entrepreneurial mindsets, ecosystems, and inclusive, sustainable communities. It also discussed the need to generate resources supporting EECOLE's functioning and development.

Speakers included: Luc Sirois, Innovator in Chief of Quebec; Alex Husher, Higher Education Strategy Associates; Frank Melis, Smrt.Bio; Edna Primrose, Differenza; Juan Carlos Navarro, International expert; Sujai Shivakumar, CSIS; Alexis Rivett, JA Worldwide.

Participants conveyed key messages which should orient EECOLE's organisation and function:

- **Generating a Unified Framework and Evidence for Entrepreneurial Ecosystems.** Speakers flagged the importance of generating a comprehensive framework to monitor and evaluate entrepreneurial ecosystems, emphasizing the need to harmonise legal aspects, regulations, and policies to facilitate international comparisons. For example, drawing from Quebec's experience, provincial policy makers and practitioners face the challenges in understanding the causes of the current decline in university spin-offs, urging identification of common obstacles faced by governments dealing with similar concerns. EECOLE should produce and implement such a tool generating knowledge products connected to the different dimensions of the framework.

- **Developing a Working Definition of Entrepreneurial Ecosystems and Their Components.** In connection with the first point, speakers advocated for a working definition of entrepreneurial ecosystems, highlighting the identification of effective actors and exploration of promising practices, as well as common challenges. Speakers stressed the importance of identifying ecosystem builders and converting such insights into scalable and replicable policy practices. Specific mention was made of EECOLE's collaboration with the Lumina Foundation, underscoring the value of delving into local case studies to understand good practices and identify challenges.
- **Empowering Entrepreneurial Education for Lasting Impact.** Reflecting on the increasing importance of skills bundles, speakers delved into the realm of entrepreneurship and entrepreneurial skills by elaborating on the Junior Achievement (JA) company programme and the Entrepreneurial Skills Pass (ESP), a certifying tool designed to validate students' proficiency in entrepreneurial knowledge. The overarching aim encompasses not only elevating visibility within entrepreneurial policy domains but also advocating for JA accreditation and cultivating curricula that empower graduates for success in the labour market. Beyond individual skill development, the ultimate objective is to foster a generation of entrepreneurs capable of establishing sustainable ventures. This comprehensive approach seeks to broaden the impact of entrepreneurial education, creating a ripple effect that extends beyond the classroom and into the broader socio-economic landscape. JA identified EECOLE as a key partner to achieve the objective of mainstreaming entrepreneurial education in national and subnational systems.
- **Contributing to a Talent Support Infrastructure for Small Businesses.** In addressing the critical issue of talent support infrastructure for small businesses, speakers emphasized a significant gap, particularly prevalent in Europe. There are approximately 24 million SMEs out in Europe.<sup>7</sup> These enterprises produce over half of total value added and shoulder more than half of the continental workforce. Despite their pivotal role, these small businesses – especially those below 10 employees – often lack the necessary support structures for effectively managing human capital and fostering talent development. Proposing a solution, the EECOLE initiative could play a pivotal role in facilitating public-private collaboration, creating a platform to share essential statistics and databases as well as practices. This collaborative effort would aim to drive upskilling and reskilling programmes by operating on the demand side, strategically addressing the existing skills gaps and empowering both organizations and individuals to navigate the evolving future of work and society. The goal would be to shift the discourse from a mere consideration of the "future of jobs" to actively creating "jobs with a future."
- **Broadening Participation Beyond Higher Education Institutions.** Speakers emphasized the importance for EECOLE to extend its engagement beyond universities within entrepreneurial ecosystems. The initiative should consider forging collaborations with various institutions, encompassing professional higher education institutions, post-secondary establishments, the business and social partner community, and innovative training initiatives such as bootcamps. These entities proved to have great impact on local skills and on entrepreneurial skills, particularly for SMEs. The example of two Maryland U.S. universities illustrated this concept vividly. Towson University facilitated accelerator programmes and over 500 partnerships with external stakeholders. This not only cultivated an entrepreneurial mindset among students and faculty but also had a transformative impact on the local economy. Bowie State University's participation in

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<sup>7</sup> There are 24.3 million micro, small and medium-sized enterprises (MSMEs) in the European Union. Find more details in the Annual Report on European SMEs 2022/2023 [https://single-market-economy.ec.europa.eu/system/files/2023-08/Annual%20Report%20on%20European%20SMEs%202023\\_FINAL.pdf](https://single-market-economy.ec.europa.eu/system/files/2023-08/Annual%20Report%20on%20European%20SMEs%202023_FINAL.pdf)

the Historically Black Colleges and Universities (HBCU) Founders Initiative illustrates HEI-business partnerships that create equitable student access to entrepreneurship programmes.

- **Connecting the Entrepreneurial Agenda with Rural Development.** In alignment with the imperative to adopt a multidimensional approach to policies, EECOLE should establish connections with new entities, including in rural areas, to effectively tackle skills gaps. Speakers underscored the imperative to empower innovation and entrepreneurship intermediaries across all regions, particularly in sparsely populated and peripheral areas. HEIs can be pivotal in mobilizing and specializing resources. Intermediaries can complement these initiatives by providing capacity-building support to rural communities. The example of the Rural Community Assistance Corporation in California U.S. illustrated that coordinating partnerships, working with rural areas to maximize shared resources and talent, and navigating challenging bureaucracies are important bridges to cultivate sustainable rural entrepreneurial ecosystems. The EECOLE initiative should actively promote synergies between higher education and rural development, emphasizing the heightened relevance of HEIs in rural settings where their potential to mobilize and specialize resources is both evident and essential.
- **Harnessing Innovation and Entrepreneurship for National Security.** The pivotal role of innovation and entrepreneurship in bolstering national security cannot be overstated, especially in the face of rapid technological advancements, evolving economic frameworks, and rising geopolitical rivalry, for example between US and China. In advocating for a comprehensive strategy, speakers underscored the necessity of adopting an ecosystem approach to innovation policy. This involves fortifying networks, identifying key actors, bridging knowledge gaps, establishing a robust intellectual protection (IP) system, and providing crucial support to small businesses contributing to strategic supply-chains. Recognizing the indispensability of rules, standards, and talent, especially within the realm of AI, the EECOLE platform emerged as a potential facilitator poised to support and enhance these critical processes.

In conclusion, these key messages highlight the critical importance of collaboration, infrastructure development, empowerment, and broadened engagement. These facets collectively contribute to the overarching goal of strengthening entrepreneurial ecosystems and mainstreaming entrepreneurial skills to generate inclusive, sustainable communities, with the EECOLE platform serving as a catalyst for positive transformation.

At the end of the event, Giulia Ajmone Marsan, Director for Strategy and Partnership at ERIA, and Chair of the EECOLE Steering Group, announced that the third EECOLE Roundtable will be hosted by ERIA in Jakarta, in the fourth quarter of 2024.

## Annex 1 – List of Participants

<b>In-person speakers and participants</b>		
<b>Name</b>	<b>Surname</b>	<b>Organisation</b>
Juan	ALVAREZ	Innovation, Science and Economic Development Canada (ISED)
Giulia	AJMONE MARSAN	Economic Research Institute for ASEAN and East Asia (ERIA)
Alessandro	ALASIA	Statistics Canada
Aude	APRAHAMIAN	Ministry of Economy, Innovation and Energy, Québec, Canada
Johnetta	BOSEMAN HARDY	Bowie State University, United States
Joel	BLIT	University of Waterloo, Canada
Shiri	BREZNITZ	University of Toronto, Canada
Courtney	BROWN	Lumina Foundation, United States
Alison	CATHLES	Inter-American Development Bank (IADB)
Carol	COHEN	Rural Community Assistance Corp RCAC
Peter	CRETICOS	Institute for Work and the Economy, United States
Bryanne	DE CASTRO ROCHA	Northern Policy Institute, Canada
Shawkat	FERDOUSI	Ministry of Economic Development, Job Creation and Trade (MEDJCT), Canada
Marjorick	FOISY	Director General, CENTECH, Canada
Richard	FOTY	University of Toronto, Canada
William	GIBBONS	Treasury Board Secretariat (TBS), Canada
Fernando	GOMEZ-BAQUERO	Runway Startup Postdoc, Cornell Tech, United States
Raul	GONZALEZ LIMA	University of São Paulo, Brazil
Heather	HALL	University of Waterloo, Canada
Rafal	HYS	Municipality of Crans-Montana, Switzerland
Krista	JONES	MaRS Innovation District, Canada
Manasi	JOSHI	Innovation, Science and Economic Development Canada (ISED)
Lelio	IAPADRE	University of L'Aquila, Italy, and Italian Trade Agency
Adam	LEACH	National Civic Impact Accelerator, United Kingdom
Patricia	MANGEOL	Sandbox Labs, United States
Patrick	MCQUOWN	Towson University, United States
Frank	MELIS	Smart Bio, Netherlands
Tanzeel	MERCHANT	Innovation, Science and Economic Development Canada (ISED)
Melanie	MUNCASTER	Ontario Ministry of Northern Development (MND), Canada
Juan Carlos	NAVARRO	IESA Business School, Panamá
Aaliyah	NEDD	National Cooperative Business Association, United States
Claudia	DE FUENTES	Saint Mary's University, Canada
Chantal	PHARAND	University of Montréal, Canada
Tatevik	POGHOSYAN	Treasury Board Secretariat (TBS), Canada
Giorgia	PONTI	OECD
Melanie	PRIMEAU	Federal Economic Development Agency for Northern Ontario, Canada
Edna	PRIMROSE	Differenza, United States
Antoine	RAYROUX	Ministry of Economy, Innovation and Energy (MEIE), Québec, Canada
Alexis	RIVETT	Junior Achievement Worldwide
Marco	SALADINI	Italian Trade Agency
Chrystèle	SANON	Qwampus, France
Sujai	SHIVAKUMAR	Center for Strategic and International Studies (CSIS), United States



Nicole	SIMONE	Invest Ontario, Canada
Luc	SIROIS	Innovation Council of Québec, Canada
Maria	SOBRON BERNAL	OECD
Ambar	SOTO	Invest Ontario, Canada
Carol	STEWART	International Association of Science Parks
Tim	STREGE	Williamfactor, United States
Raffaele	TRAPASSO	OECD
Alex	USHER	Higher Education Strategy Associates, Canada
Nii	WELBECK	Leeds Beckett University, United Kingdom
Charles	WESSNER	Georgetown University, United States
David	WOLFE	University of Toronto, Canada
Arif	ZAMAN	Commonwealth Businesswomen's Network, and Bloomsbury Institute London, United Kingdom

<b>Online speakers</b>		
<b>Name</b>	<b>Surname</b>	<b>Organisation</b>
Mahamadou	BIGA-DIAMBEIDOU	UCLouvain, Campus Louvain la Neuve, Belgium
Jon	COOPER	DSIT, United Kingdom
Lucia	CUSMANO	OECD
Martin	GODEL	SECO, Switzerland
Rob	GREENWOOD	Newfoundland, Canada
Giovanni	ZAZZERINI	ISME, Italy

<b>Online participants</b>		
<b>Name</b>	<b>Surname</b>	<b>Country</b>
Razib	ALAM	Canada
Rucha	AMBEKAR	India
Nicholas	ANDERSON	United Kingdom
José Antonio	ARCE	El Salvador
Milind	BAPAT	India
Syeda	BATOOL	Canada
Johan	BLAUS	Sweden
Ibrahim	BOUSMAH	Canada
Chris	DIAPER	Canada
Cheryl	DONAIS	Canada
John	FELL	United Kingdom
Sarah	FENG	Canada
Angad	GADRE	Canada

Elouise	HEARNSHAW	United Kingdom
Sophie	HEATON	United Kingdom
Simone	HEGGE	France
Hanene	HENCHIRI	Canada
Rebecca	HERWEYER	Canada
Raman	JOSHI	India
Rajas	JOSHI	United States
Michal	KARPISEK	Austria
Galen	KENNEDY	Canada
Dianna	LEONARDO	Canada
Matthew	MACVICAR	Canada
Matthew	MAHONEY	Canada
Fiorina	MUGIONE	Switzerland
Mohamed	OUARDI	Canada
Lora	PISSAREVA	OECD
Luca	PALMEGANI	Belgium
Julie	ROBERGE	Canada
Zach	SIMONS	United States
Krista	STOUT	Canada
Jimena	VELAYOS	OECD
Irwanda	WARDHANA	Indonesia

## Annex 2 – Agenda of the event

### Day 1

08:45 – 09:00	Arrival and registrations
09:00 – 09:30	<u>Opening and salutations</u> <ul style="list-style-type: none"> <li>• <b>Will Gibbons</b>, Director, Data Science, Research and Development, Horizontal Program Reviews, Expenditure Management Sector, Treasury Board of Canada Secretariat, Government of Canada</li> <li>• <b>Lucia Cusmano</b>, Acting Head, SMEs and Entrepreneurship Division, OECD Centre for Entrepreneurship, SMEs, Cities and Regions</li> <li>• <b>Shiri Breznitz</b>, Director of Research, MUNK School at University of Toronto</li> <li>• <b>Giulia Ajmone Marsan</b>, ERIA's Director of Strategy and Partnership and Chair of the EECOLE's steering group</li> </ul>
09:30 – 10:45	<u>A year with EECOLE: Highlights of activities and impact</u>

	<p><i>In this session a group of EECOLE partners will report on the activities in which they have been involved – reviews and policy dialogues – sharing their thoughts about results and impact. A question-and-answer session will give all participants the opportunity to interact.</i></p> <p>Lead speakers</p> <ul style="list-style-type: none"> <li>• <b>Rob Greenwood</b>, Deputy Minister of Rural and Regional Development and Engagement, and Chief Economic Development Officer, Newfoundland, Canada</li> <li>• <b>Antoine Rayroux</b>, Innovation Analyst, Ministry of Economy, Innovation and Energy, Quebec, Canada</li> <li>• <b>Adam Leech</b>, Director, National Civic Impact Accelerator, Civic University Network, United Kingdom</li> </ul> <p>Lead discussants</p> <ul style="list-style-type: none"> <li>• <b>Alison Cathles</b>, Senior Specialist, IADB</li> <li>• <b>Marjorick Foisy</b>, Director General, CENTECH, Québec, Canada</li> <li>• <b>Lelio Iapadre</b>, Professor of Economics, University of L'Aquila and Italian University Network for Sustainable Development, Italy</li> </ul> <p>Moderator: Raffaele Trapasso, Senior Economist, OECD</p> <p><i>Roundtable discussion</i></p>
10:45 – 11:00	Coffee break
11:00 – 12:45	<p><u>Developing the future agenda of EECOLE</u></p> <p><i>This session starts with a presentation of outcomes of the recent OECD Ministerial meeting on entrepreneurship and SMEs, in which Ministers and Heads of Delegations from over 30 countries recognised the value of the EECOLE platform and asked to strengthen the connection with the SMEs and entrepreneurship policy agendas. A group of EECOLE partners will discuss how to reflect these priorities in knowledge products and processes.</i></p> <p>Keynote speaker</p> <ul style="list-style-type: none"> <li>• <b>Martin Godel</b>, Head of Division, Small and Medium Size Enterprise Policy, State Secretariat for Economic Affairs (Seco) and Chair of the OECD Committee on SMEs and Entrepreneurship</li> </ul> <p>Lead discussants</p> <ul style="list-style-type: none"> <li>• <b>Courtney Brown</b>, Vice President of Strategic Impact and Planning, Lumina Foundation, United States</li> <li>• <b>Raul Lima</b>, Deputy Rector for Innovation and Professor, University of Sao Paulo, Brazil</li> <li>• <b>Peter Creticos</b>, President and Executive Director, Institute for Work and the Economy</li> <li>• <b>Joel Blit</b>, Professor of Economics, University of Waterloo</li> <li>• <b>Mahamadou Biga-Diambeidou</b>, Professor, Louvain Research Institute in Management and Organizations, UCLouvain</li> <li>• <b>Giovanni Zizzerini</b>, Secretary General, INSME - The International Network for SMEs</li> </ul> <p>Moderator: Giulia Ajmone Marsan, Strategy and Partnership Director, ERIA</p> <p><i>Roundtable discussion</i></p>
12:45 – 13:00	<u>Wrap up</u>
13:00 – 14:30	Lunch
15:00 – 16:00	<u>Group visits to MaRS – North America's largest urban innovation hub</u>

	<p>Participants will visit MaRS Discovery District, which is considered one of the most successful innovation districts in the world.</p> <p>Groups will be led by:</p> <ul style="list-style-type: none"> <li>• <b>Christine Bomé</b>, Vice President of Public Affairs, MaRS</li> <li>• <b>Ian Spence</b>, Senior Manager in Business Development, MaRS</li> </ul>
16:15 – 17:30	Cocktail hosted by Invest Ontario

## Day 2

09:00 – 09:15	<p>Introduction – toward effective policy action for strengthening entrepreneurial ecosystems and skills</p> <ul style="list-style-type: none"> <li>• <b>OECD Secretariat</b></li> </ul>
09:15 – 10:15	<p><u>Thematic session: entrepreneurial ecosystems and the role of innovation intermediaries</u></p> <p><i>This thematic session will be divided into two sub-sessions. The first one will give visibility to the research activities on innovation intermediaries and innovation territorial systems in Canada, and the second will include an international perspective.</i></p> <p><i>First session – Canadian experiences</i></p> <p><i>Speakers</i></p> <ul style="list-style-type: none"> <li>• <b>Manasi Joshi</b>, Economic Advisor at Innovation, Science and Economic Development, Canada</li> <li>• <b>Shawkat Ferdousi</b>, Senior Policy Advisor, Ministry of Economic Development, Job Creation and Trade, Province of Ontario</li> <li>• <b>Chris Lau</b>, Director, Business Intelligence &amp; Transaction Analytics, Invest Ontario</li> </ul> <p><i>Lead Discussants</i></p> <ul style="list-style-type: none"> <li>• <b>Charles Wessner</b>, Adjunct professor, Georgetown University, United States</li> <li>• <b>Carol Stewart</b>, President, North American Division, International Association of Science and Areas of Innovation (IASP)</li> </ul> <p>Moderator: Tatevik Poghosyan, Senior Economist, TBS Canada</p> <p>Q&amp;A (15')</p>
10:15 – 10:30	Coffee break
10:30 – 11:30	<p><i>Second session – International experiences</i></p> <p><i>Speakers</i></p> <ul style="list-style-type: none"> <li>• <b>Fernando Gómez-Baquero</b>, Director of the Runway Startup Postdoc and the Spinout Programs, Cornell Tech, United States</li> <li>• <b>Jon Cooper</b>, Head of Analysis for R&amp;I, Workforce, Institutions and Places, DSIT, United Kingdom</li> </ul> <p><i>Lead Discussants</i></p> <ul style="list-style-type: none"> <li>• <b>Krista Jones</b>, Chief Delivery Officer, MaRS</li> <li>• <b>Heather Hall</b>, Associate Director, Graduate Studies (Professional Programs), School of Environment, Enterprise and Development (SEED) Waterloo University, Canada</li> </ul> <p>Moderator: Giorgia Ponti, Policy Analyst, OECD</p> <p>Q&amp;A (15')</p>
11:30 – 13:00	<p><u>Implementing EECOLE to promote entrepreneurial mindsets, entrepreneurial ecosystems, and inclusive and greener communities</u></p> <p><i>This conclusive session discusses the way forward of EECOLE to improve the capacity of the platform to generate value for partners, evidence and data about good practices.</i></p>

	<p><i>Lead speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>Luc Sirois</b>, Chief Innovator Officer, Ministry of Economy and Innovation, Quebec, Canada</li> <li>• <b>Frank Melis</b>, CEO, Smart.Bio, the Netherlands</li> <li>• <b>Edna Primrose</b>, CEO, Differenza, United States</li> <li>• <b>Juan Carlos Navarro</b>, Innovation Expert, United States</li> </ul> <p><i>Discussants:</i></p> <ul style="list-style-type: none"> <li>• <b>Alex Usher</b>, President, Higher Education Strategy Associates</li> <li>• <b>Sujai Shivakumar</b>, Senior Fellow, Center for Strategic and International Studies, and Director, Renewing American Innovation (RAI)</li> <li>• <b>Alexis Rivett</b>, Learning Experience Strategist, Junior Achievement Worldwide</li> </ul> <p>Moderator: Maria Sobron Bernal, Policy Analyst, OECD</p> <p><i>Roundtable discussion</i></p>
13:00 – 13:15	<p>Conclusions and next steps for EECOLE Raffaele Trapasso, OECD</p>