INGENIUM
European University

D8.4 – Final Report on Transnational Incubation and Acceleration Programme

WP8 – Entrepreneurial INGENIUM

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Document information

Project number	101090042	Acronym	INGENIUM
Full title	INGENIUM Alliance European Universities		

Deliverable number: D8.4	Title	Final Report on Transnational Incubation and Acceleration Programme
Work package number: 8	Title	ENTREPRENEURIAL INGENIUM
Tasks related:	Tasks 8.1, 8.2, 8.3;	
Midterm report recommendations addressed	**Cross WP Recommendations** 1. Impact monitoring will include data collection on numbers participating in initiatives outlined in addition to surveys on changes in behaviours/skill levels/attitudes. 2. Institutional changes in relation to entrepreneurship will also be monitored and captured. **Recommendation 32** follow-up actions for entrepreneurship training and mentoring activities identified with clear targets, KPIs. D 8.2 will address outcomes/achieved impact for different stakeholder groups (students, staff) within the consortium as well as at partner Institutions	
WP lead beneficiary	MTU	

Due date	M30 – June 2025	
Delivery date	30/06/2025	
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Type	R-Document, report √ DEC-Websites, patent filings, videos, etc. o OTHER o	
Dissemination level	SEN-Sensitive o PU-Public √	

Description of the deliverable (3-5 lines)	This report provides a final overview of the current activity regarding the delivery of transnational incubation and acceleration programmes by INGENIUM partners to staff and students at their respective universities in the Alliance.

Key words	University Entrepreneurship; student entrepreneurship; entrepreneurial mindset and skills; Accelerator programmes; incubators; spin-offs; spin-outs; start-ups; good practice; women in entrepreneurship, microcredentials, specialised programmes; talent; mentoring and training.

Document history

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30/04/2025	_v1.0	Kyra Dunne, John McAleer.	1st working draft
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10/06/2025	_v4.0	Kyra Dunne, John McAleer, Josette O'Mullane. Leesa McGrath	Working Draft for WP8 Partners to review and WP1 Leaders review
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23/06/2025	-v6.0	As above	FINAL TO ISC for approval

Abbreviations & Acronyms

Abbreviations

BIP	Blended Intensive Programme
BMC	Business Model Canvas
D	Deliverable
HEI	Higher Education Institution
LMS	Learning Management System
MOU	Memorandum of Understanding
TTO	Technology Transfer Offices (*also known as Knowledge Transfer)*
WP	Work package

Acronyms

HS	University of Skövde
HKA	Karlsruhe University of Applied Sciences
MTU	Munster Technological University
MUS	Medical University – Sofia
TUIASI	Gheorghe Asachi Technical University of Iasi
UdA	University 'G. d'Annunzio', Chieti-Pescara
UNIOVI	University of Oviedo
UoC	University of Crete
URN	University of Rouen, Normandy
XAMK	South-Eastern Finland University of Applied Sciences

Executive Summary

INGENIUM European University - Workpackage 8 Entrepreneurial INGENIUM

The INGENIUM European University, comprises of Higher Educational Institutions from around the European Union, (INGENIUM Partnership Map Figure 1), and brings together a diverse range of universities from all corners of the EU.

The constituent universities comprising INGENIUM are as follows:

UNIVERSIDAD DE OVIEDO, (UNIOVI) SPAIN, CO-ORDINATOR

MEDICAL UNIVERSITY SOFIA, (MUS) BULGARIA, PARTNER

PANEPISTIMIO KRITIS, GREECE, (UOC) PARTNER

HOCHSCHULE KARLSRUHE, GERMANY, (HKA) PARTNER

KAAKKOIS-SUOMEN AMMATTIKORKEAKOULU, FINLAND, (XAMK) PARTNER

UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA, ITALY, (Ud'A) PARTNER

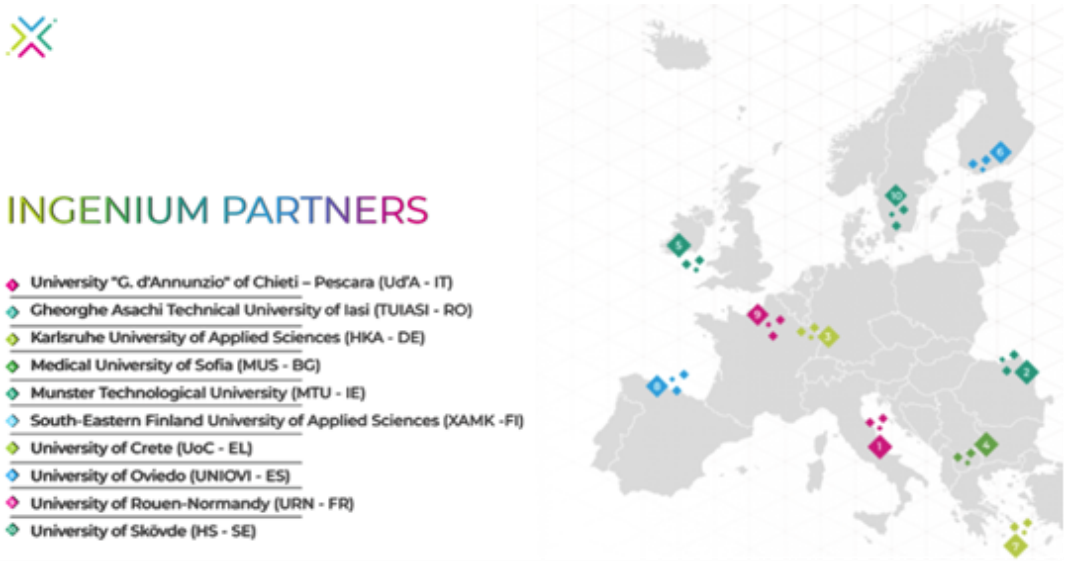
HOGSKOLAN I SKOVDE, SWEDEN, (HIS) PARTNER

MUNSTER TECHNOLOGICAL UNIVERSITY, IRELAND, (MTU) PARTNER

UNIVERSITE DE ROUEN NORMANDIE, FRANCE, (URN) PARTNER

UNIVERSITATEA TEHNICA "GHEORGHE ASACHI" DIN IASI, ROMANIA, (TUIASI) PARTNER

Figure 1: INGENIUM Partnership Map



INGENIUM deliverable 8.4 is part of a series of four deliverables as shown in Table 1, addressing entrepreneurial awareness, training and encouraging a more entrepreneurial mindset among INGENIUM staff and students. This report sets out the different initiatives and programmes which are under development to achieve these objectives.

Table 1: INGENIUM Workpackage 8 Deliverables

D8.1 – Interim Report on the delivery of INGENIUM entrepreneurship training courses to staff and students at all universities in the Alliance	M15	March 2023
D8.2 – Final Report on the delivery of INGENIUM entrepreneurship training courses to staff and students at all universities in the Alliance	M33	October 2025
D8.3 – Interim Report on Transnational Incubation and Acceleration programme	M12	December 2023
D8.4 – Final Report on Transnational Incubation and Acceleration Programme	**M30**	**June 2025**

The focus of D8.4 on transnational incubation and acceleration is strategically important in relation to higher education policies in Europe. In their report on youth entrepreneurship and employability Stergiou and Filippidis (2023) refer to the many benefits of conferring youth with entrepreneurial mindsets.

A European Commission report (2025) *Spin-offs: Reinforcing a Vector of value Creation for EU-27*, underscores the importance of enhancing the spin-off ecosystem to unlock Europe's competitive edge in deep tech. University spin-offs are vital for driving innovation and fostering economic growth across the continent and often struggle with scaling their operations, obtaining funding, and dealing with complex regulatory environments.

This D8.4 addresses the INGENIUM agenda to boost entrepreneurial awareness, attitudes and skills in both student and staff cohorts, it encompasses Challenge-based learning such as the MTU led Innovation Challenge involving teams from across the INGENIUM European University which can be an appropriate mechanism and methodical approach towards fostering entrepreneurial skillsets.

The report set outs the next steps towards enhancing the entrepreneurial character of INGENIUM including launching an INGENIUM Accelerator and deeper cooperation and collaboration among those responsible for research commercialisation and entrepreneurship in the partner universities.

Methodology

INGENIUM Work package 8 “Entrepreneurial INGENIUM” focusses the attention of all ten universities on the need to produce more entrepreneurial-aware students and to support better skillsets in university staff around spinning out new enterprises based on their research.

WP8 is aimed at enhancing the entrepreneurial character of the Alliance, building on the tradition and experience of the partners, to develop all aspects of the Entrepreneurial University.

As previously reported in D8.3, surveys have been undertaken on how each member university addresses entrepreneurship awareness, training and mentoring. The D.8.3 interim report presented an overview of the relevant services and activities currently being delivered across INGENIUM and examined incubation and acceleration programmes currently being provided.

Figure 1: Some of the INGENIUM WP8 working group members pictured together at the 10 Days of INGENIUM Winter School, University of Oviedo, February 2025

The Interim report (D8.3) presented the following overview, as presented in *Table 2*, outlining different entrepreneurial supporting activities across INGENIUM.

Table 2: INGENIUM Entrepreneurial supporting activities

Partner University	UNIOVI	MUS	UoC	HKA	XAMK	Ud'A	HS	MTU	URN	TUIASI
Entrepreneurial Training Facilities										
On-campus incubator facilities available to students	YES	NO	NO	YES	YES	NO	YES	YES	NO (but nearby facilities are available operated at national level)	NO
Entrepreneurship accelerator programme for students	YES	NO (YES (at national level in few months)	YES	NO	YES	NO	YES	YES	YES (at national level)	NO
Organising Hackathons	YES	NO	YES	YES	YES	YES	YES	YES	YES	YES
Organising student enterprise competitions	YES	NO	YES	NO	YES	YES	NO	YES	YES	YES
Providing financial assistance to students to set up their own enterprise	YES	NO (YES (at national level in few months)	YES	NO	YES	NO	YES	YES	NO	YES
Students access to University staff and researchers for advice and technical knowledge	YES	YES	YES	NO	YES	YES	YES	YES	YES	YES

As reported in D8.3, all the universities are to some extent already active in supporting entrepreneurship and promoting entrepreneurial mindsets.

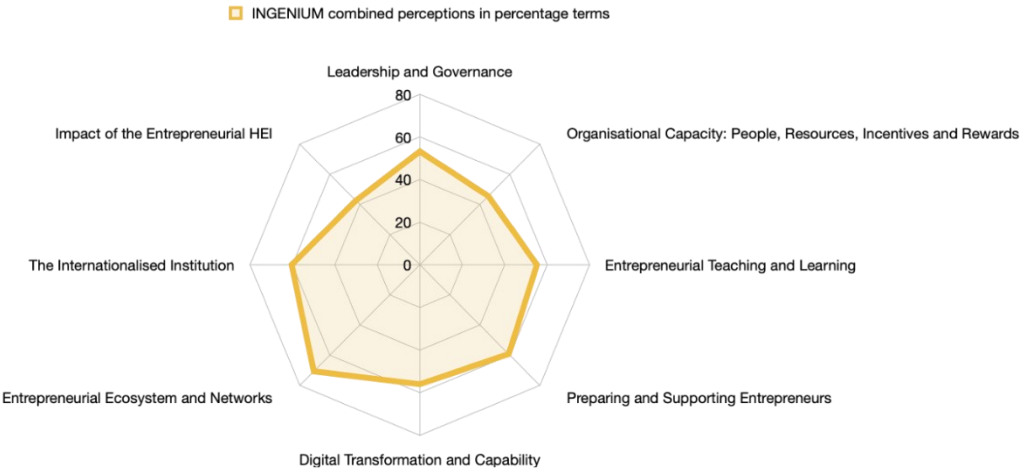
The partners examined and discussed the services being offered and created an extensive compendium of good practices. In addition to site visits there were several workshops and seminars covering topics such as innovation supports, innovation vouchers, entrepreneurial role models, entrepreneurial programmes, technology transfer functions, patenting, incubation, and acceleration programmes.

Following a training workshop, detailed analysis using the HEInnovate self-assessment toolkit, was undertaken by partners in 2024. This provided indicative data on the status of partners in terms of the maturity of their entrepreneurial awareness raising and training activities.

The self-assessment tool, which was completed by senior staff across INGENIUM, produced a series of values indicating the combined self-assessed levels of achievements across different criteria as follows:

- Leadership and Governance - 53.2%
- Organisational Capacity: People, Resources, Incentives and Rewards - 45.6%
- The Internationalised Institution - 60.4%
- Entrepreneurial Ecosystems and Networks - 70.6%
- Entrepreneurial Teaching and Learning - 55.2 %
- Preparing and Supporting Entrepreneurs - 59.2%.
- Impact of the Entrepreneurial HEI - 42.6%.

Figure 3: HEInnovate Self Assessment 2024 - Overview of the INGENIUM Entrepreneurial ecosystem



These results are mapped in Figure 3. This data was used to inform INGENIUM partners of their different positions against the criteria and to propose actions to address a number of the identified weaknesses with a view to leading to impact and transformation. These actions are outlined in the following sections of this report.

Organisational Capacity (people, resources, incentives & rewards)

D8.3 interim report, in its conclusions, set out how partners would next explore how a greater level of connectivity can be developed between the individual accelerator activities for students and staff.

Reciprocity in entrepreneurial activities across the ten INGENIUM partners will significantly strengthen each university's offering in an international context to would-be entrepreneurs. The pioneers identified within the consortium are leading work with novices to assist in key areas of weakness and improve the impact of entrepreneurial activities across INGENIUM.

INGENIUM partners have agreed to establish a network of their Technology Transfer Offices (TTO), with a view to building closer collaboration and seeking returns to scale in entrepreneurial supports and services. By encouraging much closer working relationships across the entrepreneurial theme, INGENIUM will strengthen its underlying entrepreneurial character.

Partners are now completing a Memorandum of Understanding, which will see the launch of the INGENIUM Technology Transfer Office Network in the fourth quarter of 2025. It is expected that the Rectors/Vice Rectors/Presidents of the partners will sign the MOU.

This network will have strong ties into INGENIUM research activities and WP6 and will address many aspects of strengthening the Knowledge/Technology Transfer activities across INGENIUM, supports to spin outs and on building transnational linkages with industry.

The primary objectives of the Network are:

- To facilitate the exchange of best practices in technology transfer, intellectual property (IP) management, and research commercialisation.
- To support joint initiatives in innovation, entrepreneurship, and industry engagement.
- Support the acquisition of entrepreneurial competences among the student population.
- Promote transnational opportunities for entrepreneurship and innovation among the student population.
- To promote collaborative research and technology commercialisation across INGENIUM.
- To build capacity and enhance professional development for TTO staff.
- To seek opportunities for joint innovation and knowledge transfer projects.

Internationalising INGENIUM Entrepreneurship

A European Commission (2025) report, *Spin-offs: reinforcing a vector of value creation for EU-27*, underscores the importance of enhancing the spin-off ecosystem to unlock Europe's competitive edge in deep tech. The report notes that university spin-offs, which are vital for driving innovation and fostering economic growth across the continent, often struggle with scaling their operations, obtaining funding, and dealing with complex regulatory environments.

It highlights several structural barriers that impede the growth of university spin-offs in Europe and identifies two different aspects to the encouragement and support of Spin outs:

The facilitation by the university by way of training their staff to be entrepreneurial, incorporating practical guidance and supports

The university corporate attitude to spin outs relating to requirements such as mandatory seeking equity, providing leave of absence and other corporate related features.

These topics will form the basis of the work plan for the INGENIUM Network of Technology Transfer Offices in addition to topics set out by Palmer (2023);

1. Think beyond raw IP

Good university tech transfer offices go a long way beyond just circulating lists of IP to potential entrepreneurs and investors with universities in helping de-risk spinout ideas from an early stage.

2. Simplifying spinout processes

Cutting the amount of time to negotiate the IP rights for a spinout by sharing templates.

3. Removing the stigma of commercialisation

Convincing academic researchers that commercialising technology is a worthwhile exercise.

4. Find creative ways to bring in entrepreneurs

Pairing academics with entrepreneurs is crucial in creating successful spin offs but attracting that kind of business talent is a problem. There is potential to attract international founders across the INGENIUM partners.

5. Corporate partners

Accessing INGENIUM associate partners to help staff and students to understand paths to commercialisation.

6. Intelligent capital

Access to an international network of capital for INGENIUM staff and student spin offs.

In essence, the scope of developing a shared approach to TT and developing spin outs will be subject matter for detailed consideration by the INGENIUM Technology Transfer Office Network and in turn, systemic improvements and transformation within the partner universities.

The work of the INGENIUM TTO network and the INGENIUM Accelerator for Staff Entrepreneurship, as described in the next section will be very closely aligned.

Preparing & Supporting Entrepreneurs - Staff Spinouts

The INGENIUM Technology Transfer Office Network will be an important catalyst in addressing how INGENIUM, working on a transnational basis, will be in an overall stronger position to be more supportive of spin-outs.

The survey of all partners indicated that except for UoC, HS and MTU, most do not offer any financial assistance or special facilities to staff members to create a new enterprise. In the cases of UNIOVI, Ud'A, HIS and TUIASI, these universities already benefit from external financial funding, or other supports, to assist in their roles to encourage staff to be more entrepreneurial.

Table 3: Staff Entrepreneurship across the INGENIUM Partners

Partner University	UNIOVI	MUS	UoC	HKA	XAMK	Ud'A	HS	MTU	URN	TUIASI
STAFF ENTREPRENEURSHIP										
Does your university offer any financial incentives or special facilities to staff members to create new enterprises? (e.g. shareholdings, career break, sabbaticals, time off etc)	YES	NO	YES	NO	NO	NO	YES	YES	YES	NO
Does your university benefit from any special external funding or other support to assist with its role in training staff to become entrepreneurs/spin-outs etc.?	YES	YES	NO	NO	NO	YES	YES	YES	YES	YES
Would your staff founders/entrepreneurs be interested in exploring the provision of reciprocal hot desk facilities within the Alliance?	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
Do you think that relevant members of your staff would participate in specific staff training courses in entrepreneurship that could be jointly developed and rolled out to all partnering institutions?	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES

*Figure 4: MTU President, Prof Maggie Cusack opens the **10 Days of INGENIUM Winter School** on **Entrepreneurship, Technology, Health and People Junior School** at Munster Technological University February 2024. The event featured **Student Hackathons, Business Model Canvas and workshops and meetings for staff.***

Focus on Staff - Hot Desking and Soft-landings

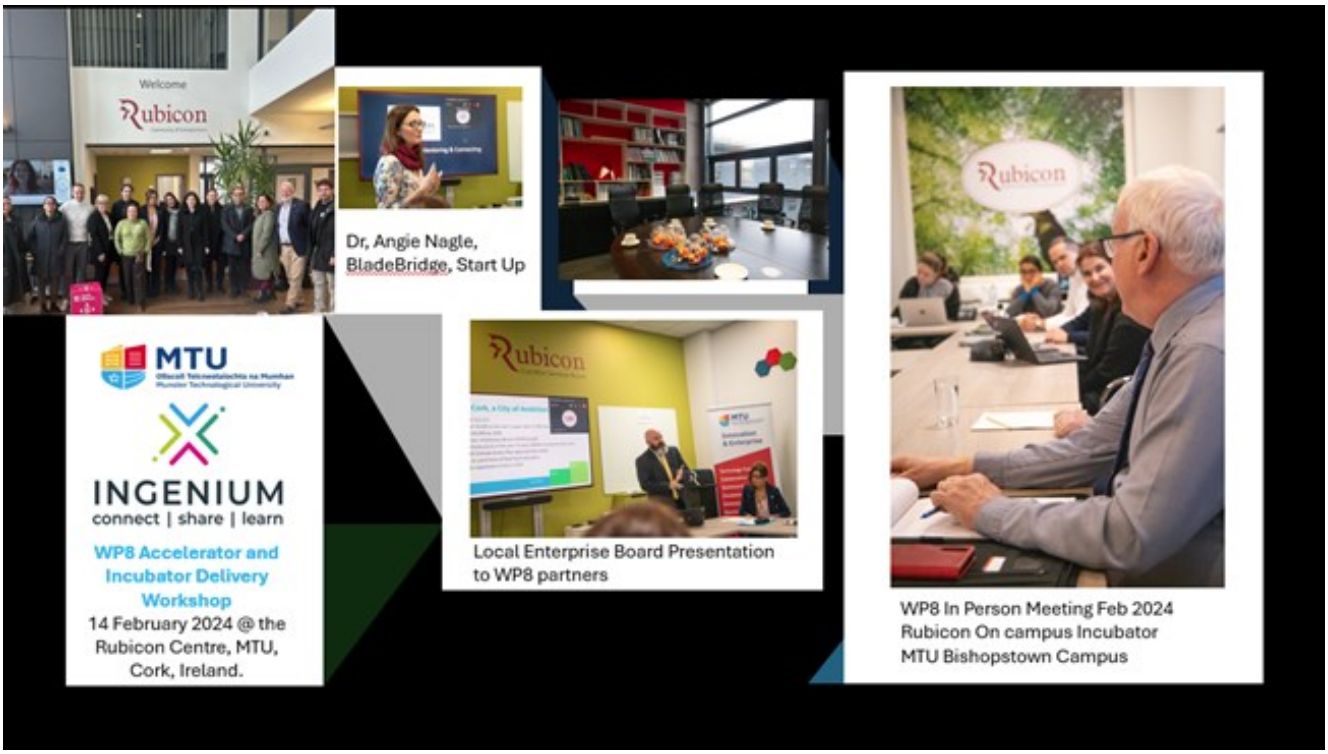
As a first collaborative step on supporting spin-outs, partners have agreed that they would facilitate visiting staff, who wish to use a hot desk to explore a spin out. Such soft landings within different EU economies have potential to fast-track startups, where staff entrepreneurs may wish to examine wider market opportunities.

At present, partners with incubators are best placed to provide such services. UNIOVI, resulting from its engagements with MTU, will launch a dedicated new Incubation Centre for knowledge-based companies and co-creation at their Gijon campus. Such workspaces, if provided across INGENIUM, might be forerunners for enhanced research commercialisation collaborations between INGENIUM research teams.

Focus on Staff - Developing an INGENIUM Accelerator

Work has advanced on the realisation of an **INGENIUM Accelerator,** where staff from across the European University will have opportunities for training and mentoring within an INGENIUM wide programme.

*Figure 5: A dedicated **WP8 Accelerator and Incubator Delivery Workshop** for WP8 Working Group took place during the Ten Days of INGENIUM at the Rubicon on campus Incubator, Bishopstown Campus, MTU February 2024.*



The **WP8 INGENIUM Accelerator Programme** has been developed to build participants' entrepreneurial capabilities.

Modules to be included in the Accelerator Programme are as follows:

- Introduction to entrepreneurship
- Idea Validation
- Business Model Canvas
- Market research
- Branding
- Financial Planning
- Sales

- Sources of Finance
- Pitch Perfection
- Intellectual Property
- Legal Aspects of establishing a company.

Some challenges exist in terms of different legislative regimes in the Member States. These barriers can be overcome through the design and delivery locally of country specific training components. Appendix 1 provides the most up to date iteration of the accelerator modules. The delivery methodology will focus on hands-on participation and collaboration among participants. Live projects and ideas will facilitate learning and active engagement. Most of the modules will be delivered online with plans for a Blended Intensive Programme (BIP) *to* incorporate the in-person modules. There is strong potential for a microcredential in this transversal topic.

*Figure 6: Photo shows the second **WP8 Working Group in person meeting** which took place during the Ten Days of INGENIUM at the University of Oviedo MIlan campus February 2025. Twelve Work Package Working Group meetings have now taken place since the inception of WP8 since January 2022.*

Focus on Students - Entrepreneurial Awareness raising for INGENIUM Students

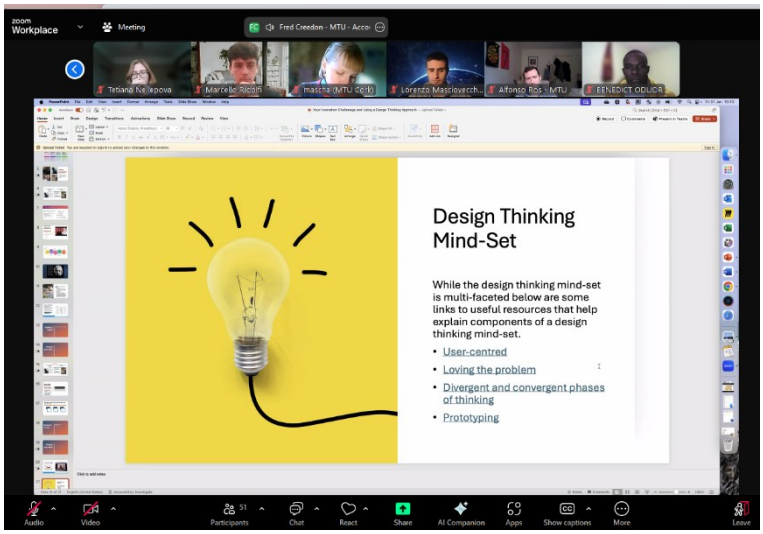
Business Model Canvas – Digital Learning Resource

Considerable progress has been achieved with arrangements for the roll out of entrepreneurial awareness raising for the c. 172,000 INGENIUM students.

INGENIUM will provide entrepreneurship familiarisation through an asynchronous module available for all students on an ongoing basis. This will promote self-directed learning and will be achieved by the rollout across all campuses of the Business Model Canvas (BMC) module, a branded digital learning resource for INGENIUM. A dedicated INGENIUM Learning Management System (LMS) has been developed via WP3, led by the University of Crete and pilot content and modules are currently in testing. The platform will host all the eLearning courses created by the INGENIUM partners and will include supporting learning resources of various types and activities that improve student engagement. The BMC will be live for use across all the INGENIUM campuses in quarter four of 2025.

The target is for 1,000 INGENIUM students to engage with the INGENIUM BMC between Q4 2025 and Q4 2026.

An e-learning module on design thinking is also being planned for inclusion within the INGENIUM LMS. This is a key theme in terms of supporting entrepreneurial mindsets. INGENIUM Students partaking in the Innovation Challenge have already completed this module.



Focus on students- Student Innovation Challenge

Following the sharing of the MTU good practice relating to the **MTU Innovation Challenge**, this initiative was opened to all **INGENIUM** students through WP8 as a pilot initiative in 2024. Uptake was low initially, but it set the foundations for the growth of this initiative among partners. Twenty two Ingenium students participated in 2025 and it is expected that thirty will participate in 2026.

Carole O'Leary, MTU Regional Programme Manager for 3rd Level Student Entrepreneurship, who spearheads this initiative at MTU, said:

> "These projects are not hypothetical scenarios, these are real issues facing organisations right now. What's remarkable is how our students rise to meet these complex challenges with such creativity, empathy, and professionalism. The benefits are two-fold: the organisations gain fresh perspectives and potential solutions, while students gain hands-on experience and the confidence to innovate in the real world."

The innovation challenge successfully demonstrates how this model of Challenge-based learning can promote an entrepreneurial mind set. It demonstrates the transformative power of student-led innovation, as interdisciplinary teams from different countries come together to propose sustainable solutions for real-world challenges. These challenges were posed by local, regional, and international organisations.

Over the course of the eight-week period of the 2025 initiative, eleven teams of students collaborated with their INGENIUM peers from Ud'A University in Italy, the University of Skövde in Sweden, and the University of Crete in Greece. Also participating was the Murang'a University of Technology in Kenya.

Students engaged in solving a diverse range of innovation challenges. Student teams were supported by expert mentoring and training in design thinking and stakeholder engagement. Each team worked closely with real-world organisations to develop creative, practical solutions to problems currently affecting those organisations. The teams were also supported by a group of volunteer mentors.

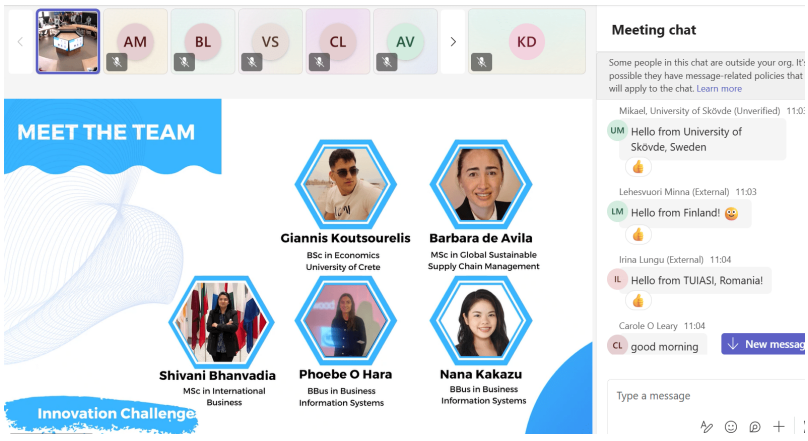


Figure 7: The final of the MTU Innovation Challenge took place on 12 March 2025 at MTU with INGENIUM partners from the University of Skövde (HS), University of Crete (UOC) and Universita Degli Studi Gabriele D'annunzio Di Chieti-Pescara, Italy, (Ud'A) Partner and Munster Technological University, Ireland collaborating in multi-disciplinary teams.

Conclusions, recommendations and next steps

Work package 8 has undertaken a significant level of work directed at cataloguing the nature and level of facilities, services and activities which support entrepreneurial mindsets and awareness across the ten INGENIUM partners.

This work has facilitated a heightened level of awareness among peers, who are addressing innovation and entrepreneurship. The exchange of good practices and a wide range of other practical information, supported by meetings and workshops, has highlighted the extensive opportunities for joint collaborative actions, in line with the spirit of INGENIUM's key objectives.

Arising from the foregoing, many initiatives are either being delivered or are in the course of being introduced. WP8 participants wish to acknowledge the inputs on staff on other work packages, particularly WP3 in facilitating the development and roll out of online resources such as the LMS led by the University of Crete and the South-Eastern Finland University of Applied Sciences (WP5) inputs to support the delivery of the integrated training courses. The WP team is also liaising with INGENIUM colleagues in WP5 on securing micro-credential acknowledgement for these courses.

Implementation

- The Network of Technology Transfer Offices to be established by Dec 2025
- Publicise and offer online entrepreneurship familiarisation resource, through the BMC on the INGENIUM LMS - started Q4 2025
- Roll-out of INGENIUM International Accelerator to be piloted in 2026.
- Increase INGENIUM students' participation in MTU Innovation Challenge, Q2 2026.
- At least 4 partners providing reciprocal hot-desking facilities for visiting start-ups by Dec 2026 (MTU, UNIOVI, HKA and HS have been identified to action this)
- Development of an online training course in Design Thinking, to support the entrepreneurial mindsets by Dec 2026

Looking forward, developing INGENIUM's character as an entrepreneurial university is an ongoing process. As previously referenced, the European Commission Report (2025) sets out some areas of potential investigation within INGENIUM.

The adequate resourcing of entrepreneurship support services for both staff and students is an important factor to be considered by all partners with potential for transformation as highlighted by participants in the HE Innovate self-assessment. Some partners have already taken steps to address this.

True transformation could be achieved by all partners highlighting entrepreneurship and research commercialisation as key objectives in University Strategic Plans and/or Research Strategies.

Through WP8 Entrepreneurial INGENIUM, the Alliance has developed and delivered workshops on best practice and case studies relating to accelerators, the founding and

operation of incubators and promotion of spin-offs; by sharing this with the partners and focussing on how the Alliance can bring new perspectives, INGENIUM has enhanced wider participation for these activities. It has also developed transnational initiatives which are ready for roll-out to enable both staff and students to develop their entrepreneurial mindset and transversal skills.

Implementation plan: turning the accelerator programme into educational components

This section describes the main implementation steps to ensure the uptake of the INGENIUM accelerator programme by the INGENIUM partners with initial delivery of programme modules online and creation of a Blended Intensive Programme.

By the end of 2026 the programme will be run on a pilot and be offered across all INGENIUM partner institutions.

Partners will work together in the creation of a Blended Intensive Programme using the modules, to be offered at least once by the end of 2026.

Creation of an INGENIUM joint microcredential

INGENIUM partners will create a working group to turn the BMC and the accelerator programme into microcredentials that can be offered jointly to learners across the 10 INGENIUM communities.

The microcredentials will be accredited by one of the partners in line with the QA process described in the INGENIUM Microcredentials and materials Deliverable (D5.7). The microcredentials will be designed and delivered by staff from at least 3 INGENIUM partner universities.

Such micro credentials will be created in collaboration with INGENIUM associate partners and other relevant stakeholders, and be offered at least once before the end of 2026, **seeking to enrol at least 10 participants from 3 different countries.**

Incorporation into the INGENIUM Pathway Programmes and the INGENIUM PhD Ecosystems

The INGENIUM Pathway Programmes, described in the INGENIUM Pathway Framework, seek to offer a unique international experience anchored in existing national programmes. A crucial component of these programmes is the incorporation of transversal content that can bring together students from different profiles, who will enrol in hybrid and online courses to boost their competences.

The INGENIUM Accelerator Programme will be integrated into the common pool of courses as part of the transversal content that will be at the core of the INGENIUM Pathways. Courses including the materials may be taught online, in a hybrid mode or physically.

It is expected that at least **25 students enrolled** in the INGENIUM Pathways will follow the range of courses by December 2026.

The accelerator programme will seek to support the local implementation of entrepreneurial education across the 10 INGENIUM partners.

The modules will also serve as a basis for the creation of an INGENIUM flagship programme on entrepreneurship, whose development is being led by MTU.

Overview of next steps

Table 4: Overview of next steps

WP8 NEXT STEPS	
Implementation Action	**Status**
Network of the Technology (Knowledge) Transfer Offices established	*Due December 2025*
Implementation of the hot desk mechanism	*Due December 2026*
Creation of the INGENIUM Accelerator as a microcredential	*Due December 2026*
INGENIUM students' participation in MTU Innovation Challenge	*Due Q2 2026*
At least 4 partners providing reciprocal hot-desking	*Due December 2026*
Development of an online training course in Design Thinking to support the entrepreneurial mindsets	*Due December 2026*

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Annexes

APPENDIX 1: SCOPE, LEARNING OUTCOMES AND EXPECTED OUTCOMES for WP8 INGENIUM PILOT ACCELERATOR PROGRAMME FRAMEWORK

SCOPE:

This programme is designed for aspiring entrepreneurs and early-stage start-ups. It will provide foundational skills, resources, and networks needed to validate their ideas and prepare for the next stages of entrepreneurship.

PARTICIPANT PROFILE:

Aspiring entrepreneurs eager to learn about business fundamentals and early-stage founders looking to validate and refine their business ideas before launch.

LEARNING OUTCOMES:

Idea Validation and Business Model Development. Financial Awareness. Marketing and Pitching Skills. Networking and Collaboration

EXPECTED ACHIEVEMENT:

Participants will have refined and validated their business ideas and have created a comprehensive business model canvas that clearly outlines their value propositions, target customers, revenue streams.

They will have developed basic financial projections and budgets and will have formulated initial marketing strategies and branding elements.

Participants will have gained confidence in their entrepreneurial capabilities and developed a resilient mindset, preparing them to face challenges and setbacks in their startup journeys.

Each Module has defined content and learning outcome.

Module Delivery Method

Workshops

An interactive approach to training focusing on hands-on participation and collaboration among participants.

Case Studies

Utilize real world scenarios to facilitate learning and critical thinking promoting active engagement.

Guest Speakers

Provides direct access to expertise, encourages engagement bridging the gap between theory and practice.

APPENDIX 2:

WP8 Accelerator Programme Framework Entrepreneurial Training Modules

WP8 INGENIUM ACCELERATOR PROGRAMME – MODULES AND CONTENT

Module	Introduction to Entrepreneurship	Idea Validation	Business Model Canvas
Content	Define entrepreneurship and its significance in the economy, including the characteristics of successful entrepreneurs and the different types of entrepreneurship	Understand the concept and significance of idea validation in the entrepreneurial process. Understand how to complete effective research by understanding the market landscape, target audiences needs, preferences and pain points. Collect and analyse some customer feedback.	Understand the purpose and benefits of Business Model Canvas as a strategic tool for business planning. Identify and describe the nine building blocks of the BMC and their interrelationships. Create a BMC for their business idea effectively outlining its value proposition, customer segments and other key components. Analyse and evaluate existing business models using the BMC framework, recognizing strengths and areas for improvement.
Learning Outcomes	Have an understanding of what entrepreneurship entails, the different forms it can take, and the significance of entrepreneurial activity in shaping the economic landscape. Recognise the challenges and risks associated with entrepreneurship and the mindset required to navigate them.	Have a well rounded understanding of the idea validation process and the skills needed to effectively test and refine their entrepreneurial concepts before launching them in the market	Have a solid understanding of how to utilise the Business Model Canvas to develop, evaluate, and iterate on business models, preparing them for real world entrepreneurial challenges

WP8 INGENIUM ACCELERATOR PROGRAMME – MODULES AND CONTENT

Module	Market Research	Branding	Financial Planning
Content	Define market research and explain its significance in the business context. Differentiate between various types of market research and identify appropriate methods for specific research objectives. Have an understanding of how to collect and analyse, qualitative and quantitative data using various data collection techniques. Interpret research findings and draw actionable insights for business decision making. Be informed on how to perform market segmentation and competitive analysis to identify opportunities and threats in the marketplace.	Understand the importance of branding and its role in customer perception and business success. Be aware of how to develop a cohesive brand identity, including essential elements like brand name, logo and messaging. Understand how to craft a compelling brand story that resonates with customers and reflects the brands values. Know how to create a brand positioning strategy that differentiates their brand in the market place. Be able to Implement effective brand awareness strategies using various marketing channels.	Importance of financial planning and key financial management concepts. Differentiating between short-term and long-term goals using SMART criteria to set goals. Overview of key financial statements e.g. Income statement, balance sheet and cash flow statement. Steps to create a realistic budget; types of budgets and monitoring performance. Basic tax concepts, potential deductions and best practices for record keeping
Learning Outcomes	Have a well-rounded understanding of market research principals and practical skills that will enable them to conduct effective research to inform business strategies and decisions.	They will be equipped to develop a branding framework, practical tools and strategies to create, manage, and evolve a strong brand that resonates with their target audience and supports their business goals.	Will have a comprehensive understanding of financial planning principals and practical skills to manage their business finances effectively, contributing to their overall success and sustainability.

WP8 INGENIUM ACCELERATOR PROGRAMME – MODULES AND CONTENT

Module	Sales	Sources of Finance	Perfecting your Pitch
Content	Define Sales and its importance to differentiate between sales and marketing. Understanding the importance of product knowledge and identifying customer pain points. Overview of the sales funnel and key steps: prospecting, qualifying, presenting, handling objections, closing and follow up. Importance of relationship selling and effective communication skills. Sales techniques including consultative selling, upselling and cross selling.	Overview of entrepreneurial finance. Types of finance e.g. Equity financing, debt financing, bootstrapping, crowdfunding, grants and competitions and family and friends. Understanding start-up costs and operational expenses. Determining the right amount of funding needed. Networking and building relationships with investors and understanding the investment process and timelines.	Importance of effective pitching in entrepreneurship. Different pitch contexts (investors, sales, etc.). Understanding your audience and tailoring pitches for different stakeholders. Key components of a pitch. Opening, Problem Statement, Solution, Market Opportunity, Business Model, Traction and Milestones, Financial Projections and Closing. Story Telling Techniques. Importance of rehearsing the pitch
Learning Outcomes	Have a comprehensive understanding of effective sales strategies and practical skills to drive sales success in their businesses	Will be able to navigate the complex landscape of entrepreneurial finance, make informed decisions regarding finance options available.	Be well prepared to effectively pitch their business ideas with confidence, attracting interest and support from potential investors and stakeholders

WP8 INGENIUM ACCELERATOR PROGRAMME – MODULES AND CONTENT

Module	Intellectual Property	Legal Aspects of Setting up the company
Content	Definition and significance of IP in business. Overview of different types of IP relevant to entrepreneurs. Types of IP including patents, trademarks and copyrights. Developing an IP strategy aligned with business goals. Navigating IP protection in foreign markets. Understanding and negotiating licensing agreements	Legal aspects and procedures for Spinoffs (implying licensing of IPR from Universities or Companies) and Start-ups companies. The attendees will learn about the key steps in setting up a company from the legal point of view, including choosing the right legal form, obtaining the necessary permits and licenses or complying with legal and regulatory requirements. In particular, emphasis will be done on the contents and legal implications of the shareholders' agreement (including key aspects such as contributions, governance and management, IPR, profit sharing and dividends, transfer of shares including pre-emption rights/tag along/drag along clauses, confidentiality and non-competing clauses, exit strategies, etc.)
Learning Outcomes	Have the ability to navigate the complexities of intellectual property, enabling them to protect their innovations and enhance their business strategies effectively	Have the ability to navigate the complexities of legal aspects for non-experts, enabling them to protect their interests and to be aware of the legal implications of the decisions made when starting up a company.

APPENDIX 3: Spotlight on WP8 Activities and Initiatives

WOMEN'S ENTREPRENEURSHIP DAY

The University of Skövde and MTU organised a joint webinar in celebration of Womens Entrepreneurship Day in November 2024. The event engaged a panel of international role models. They shared their experiences of their entrepreneurial journey, while offering insights and motivation to all attendees.

They highlighted the significant disparities between male and female representation in leadership positions across various sectors, including venture capital and the gaming industry. While the representation of women in these industries is on the rise, there is still progress to be made. They also emphasized the importance of self-belief and confidence. Both are essential qualities for overcoming challenges and seizing opportunities. They encouraged attendees to cultivate a mindset of resilience, enabling them to take greater risks and actively pursue their dreams and aspirations.

XAMK, Finland *ship Startup Festival

As part of WP8 collaborative initiatives, an MTU WP8 representative, Dr. Breda O'Dwyer participated on the Judging Panel for the 2024 Festival in Finland. 17.5. *ship Startup Festival | Pitch Captain Competition (youtube.com)

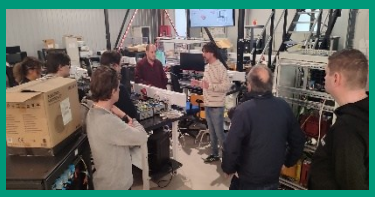
The *ship Startup Festival is an international platform for early-stage startups and those interested in entrepreneurship.

The event also serves as a learning environment for entrepreneurship developed by INGENIUM Partner South-Eastern Finland University of Applied Sciences. (XAMK).

STUDY VISITS

Photos show WP8 Working Group members who attended a Study Visit (Feb 2025) to the UNIOVI **Spin Off Enfasys** https://enfasys.es/ (Founder: Prof. Pablo García)

They also had the opportunity to visit the UNIOVI MediaLab https://www.medialab-uniovi.es/ at the University of Oviedo Gijon Campus in February 2025.



WP8 SPOTLIGHT

INGENIUM Students Participate in MTU Innovation Challenge and MTU Innovation Challenge wins Best International Collaboration Project Education Award 2025

The Education Awards 2025

The 2025 challenge welcomed the most academically diverse group to date, with participation from both undergraduate and postgraduate students across a wide range of disciplines. These included programmes in Mechanical and Biomedical Engineering, Software Development, Computing, Creative Digital Media, Animation and Visual Effects, Business Information Systems, International Business, Marketing, Economics, Data Science and Analytics, Artificial Intelligence, User Experience and Service Design, Electrical and Electronics Engineering, Eco-Inclusive Design, and Cognitive Neuroscience, among others.

WP8 SPOTLIGHT

WP8 WORKSHOPS

Photos show WP8 Working Group members who attended a dedicated **Spin Out and Innovation Voucher Training Workshop** as part of their in person meeting at the University of Oviedo (UNIOVI) Gijon Campus (February 2025).

WP8 SPOTLIGHT

COLLABORATION WITH OTHER EUROPEAN ALLIANCES

MTU was invited to participate in the European University Alliance ACE²-EU WP3 Kick off meeting and delivered an online presentation in February 2025. The ACE²-EU consortium had gathered at Carinthia University of Applied Sciences (CUAS) in Villach, Austria, to strengthen collaboration in research, innovation, and entrepreneurship. The event featured “Pitch Your Idea" session, where participants refined innovative proposals, and in-depth talks on CUAS’s incubator strategy and transnational incubators.

ACE² EUROPEAN UNIVERSITY Applied Connected Entrepreneurial & Engaged