INGENIUM
European University

Deliverable 8.4

Final Report on Transnational Incubation and Acceleration Programme

Work package P8 – Entrepreneurial INGENIUM

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Description of the deliverable (3-5 lines)	This report provides a final overview of the current activity regarding the delivery of the transnational incubation and acceleration programme and expanded entrepreneurship activities by INGENIUM partners for students and staff within INGENIUM.
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.

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17/11/2025	-V7.0	WP8 Lead	Revised version based on feedback from PO for ISC 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

This report presents the plans for the INGENIUM Accelerator (Transnational Acceleration Programme) and other incubation and training initiatives progressed through INGENIUM Work Package 8 (Entrepreneurial INGENIUM), which aims to strengthen entrepreneurial awareness, skills, and opportunities for both students and staff across the ten universities of the INGENIUM European University Alliance. Deliverable D8.4 concludes the work on developing a transnational incubation and acceleration programme and documents broader efforts to enhance INGENIUM's entrepreneurial ecosystem.

Across INGENIUM the partners have identified significant differences in entrepreneurial capacity, experience, and infrastructure. While some partners operate established incubators and accelerator programmes, others are only beginning to develop these activities. As a result, the design and launch of a joint INGENIUM Transnational Accelerator required a phased approach, informed by surveys, site visits and good-practice exchanges. A comprehensive HEInnovate self-assessment, completed by all partners in 2024, provided a system-level analysis of strengths and weaknesses in leadership, teaching, organisational capacity, internationalisation, and innovation impact. These findings now guide the Alliance's shared roadmap for improvement.

Central achievements include:

- **Creation of the INGENIUM Technology Transfer Office (TTO) Network**, to be formalised in Q4 2025, providing a transnational platform for collaboration on entrepreneurship training, and staff development.
- **Design of the INGENIUM Accelerator**, jointly developed by MTU, UNIOVI, and UoC, incorporating modules on business modelling, validation, finance, legal frameworks, intellectual property, pitching, and market analysis. First cohort scheduled for 2026.
- **Commitment to reciprocal hot-desking and soft-landing supports** to enable staff entrepreneurs to explore cross-border market opportunities and strengthen internationalisation of early-stage ventures.
- **Rollout of a digital Business Model Canvas (BMC) learning resource** available to all 172,000+ INGENIUM students and staff through the new INGENIUM Learning Management System, with a target of 500 learners in the first year.
- **Expansion of the MTU-led Student Innovation Challenge**, which now actively involves INGENIUM partners and demonstrated strong outcomes in 2024–2025 as a Challenge-based learning model that builds innovation skills and entrepreneurial mindsets.

The report concludes with a joint implementation plan that embeds entrepreneurship in educational pathways across the Alliance. This includes the development of INGENIUM micro-credentials, integration of the INGENIUM Accelerator into INGENIUM the relevant Pathway Programme and PhD ecosystems.

Overall, Work Package 8 has significantly advanced collaboration, knowledge exchange, and capacity-building among INGENIUM partners. The actions outlined in this report establish the structural, educational, and operational foundations necessary to position INGENIUM as a truly entrepreneurial European University, capable of supporting student innovators, academic founders, and research-driven spinouts across Europe.

DESCRIPTION

INGENIUM European University - Workpackage 8 Entrepreneurial INGENIUM

The INGENIUM European University, comprised of higher education institutions from around the European Union, (INGENIUM Partners listed on Page 2), brings together a diverse range of universities from all corners of the EU.

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. These reports set 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 2024
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**

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.

While the title of D8.4 is the **Final Report on Transnational Incubation and Acceleration Programme** , following the work in the earlier stages of the work package and outlined in D8.1 and D8.3, it became clear that the launch of such a programme would take longer than anticipated given the diverse range of entrepreneurship capacity and capability across INGENIUM. In addition to reporting on the proposed INGENIUM Transnational and Acceleration Programme, this D8.4 addresses the INGENIUM agenda to boost entrepreneurial awareness, attitudes and skills in both student and staff cohorts, it refers to 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. This transnational Acceleration Programme and other initiatives referenced will incubate ideas and startups across INGENIUM.

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 training activities currently being delivered across INGENIUM and examined incubation and acceleration programmes currently being provided.

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 a 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, intellectual property, incubation, and acceleration programmes. This work identified potential models for the collaborative acceleration programme across INGENIUM.

As well as investigating the entrepreneurship activity at an operational level as planned originally, the partners felt it was also important to take a step back and establish an organisational/systemic view of entrepreneurship across INGENIUM, the partners agreed to use the HEInnovate toolkit for this exercise. HEInnovate is a self-reflection tool for Higher Education Institutions (HEIs) who wish to explore their innovative potential. It guides HEIs through a process of identification, prioritisation and action planning in eight key areas. The self-assessment is available in all EU languages. HEInnovate is not a benchmarking tool. It diagnoses areas of strength and weakness, opens discussion on the entrepreneurial/innovative nature of the HEI and allows them compare evolution over time. There is instant access to results, learning materials and a pool of experts. HEInnovate can be used by all types of higher education institutions. HEInnovate is an initiative of the European Commission launched in 2013 in partnership with the OECD. As a concept, it is embedded in numerous EU policy initiatives and funding 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%.

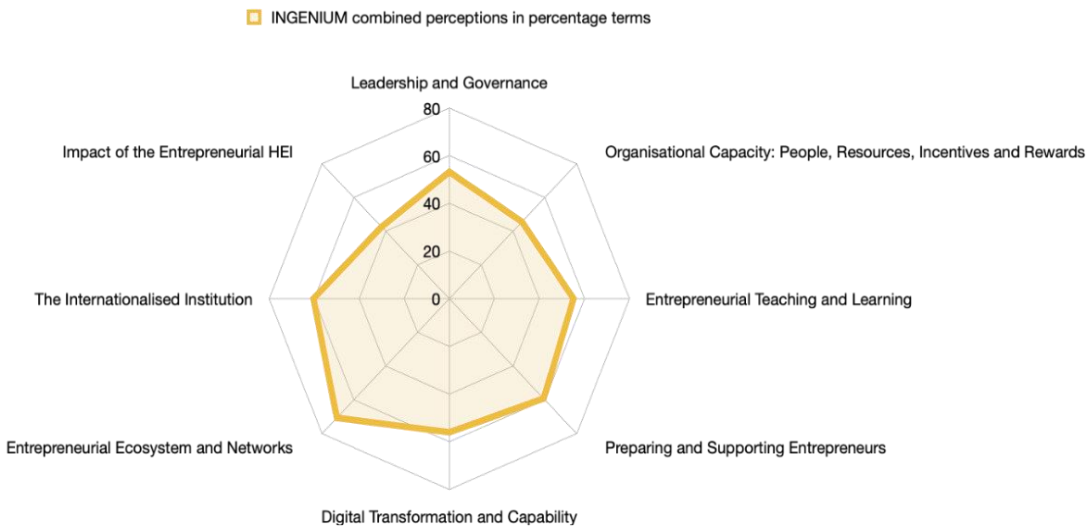

Figure 1. *HEInnovate Self Assessment 2024 - Overview of the INGENIUM Entrepreneurial ecosystem*

These results are mapped in Figure 1 above. This data was used to inform INGENIUM partners of their different positions against the criteria and to propose actions to address the identified weaknesses with a view to impact and transformation. The transnational /collaborative 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 initiatives. By encouraging much closer working relationships across the entrepreneurial theme, INGENIUM will strengthen its underlying entrepreneurial character.

Partners have agreed 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 include:

- To support training and workshops on innovation, entrepreneurship and industry engagement.
- Enhance professional development opportunities for staff.
- Support the acquisition of entrepreneurial competences among the student population.
- Promote transnational opportunities for entrepreneurship among the student population.

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 university organisational related features.

These topics match some of the weaknesses identified by the HEInnovate exercise and form the foundation of entrepreneurship activity for the INGENIUM Network of Technology Transfer Offices as key enablers of staff and student entrepreneurship in universities. In addition, topics set out by Palmer (2023) will be addressed through the INGENIUM Accelerator and other initiatives.

1. Think beyond raw IP

Training researchers to manage IP and identify and validate problems as well as solutions.

2. Simplifying spinout processes

Training Researchers on the University spin out processes.

3. Removing the stigma of commercialisation

Promoting entrepreneurship to academic researchers as a worthwhile exercise.

4. Find creative ways to bring in entrepreneurs

Pairing academics with entrepreneurs for mentoring.

5. Corporate partners

Accessing INGENIUM associate partners as guest speakers and stakeholders in INGENIUM entrepreneurship activity and hackathons.

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 staff entrepreneurship.

The survey of all partners indicated that except for UoC, HS and MTU, most do not offer any special incubation facilities to staff members interested in entrepreneurship. 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 below summaries some of the findings from a survey on support for staff entrepreneurship.

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

FOCUS ON STAFF - HOT DESKING AND SOFT-LANDINGS

As a first collaborative step on supporting staff entrepreneurship, partners have agreed that they would facilitate visiting staff, who wish to use a hot desk to explore a potential 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 shared across INGENIUM, might be forerunners for enhanced entrepreneurial collaborations between INGENIUM research teams.

FOCUS ON STAFF - DEVELOPING AN INGENIUM ACCELERATOR

The INGENIUM Accelerator has been jointly designed by a working group including staff from MTU, UNIOVI and UoC. Elements of the accelerator programme were piloted in 2025 by UNIOVI through their *RadarLab* programme co-organized with CEEI for the Asturias region of Northern Spain and involving five participating enterprises. (https://www.ceei.es/radarlab/). The accelerator includes practical training on entrepreneurship, business models, finance, legal frameworks, and communication **(in depth detail provided in Appendix 1**). The programme will offer wide and relevant networking opportunities. Additional inputs to the programme were provided through MTU's *'EXXCEL'* programme for female entrepreneurs. (https://rubiconcentre.ie/start/). The accelerator programme will be piloted in 2026 with 12 participants initially.

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 in February 2024. The second WP8 Working Group, in person meeting, took place during the Ten Days of INGENIUM at the University of Oviedo Milan campus in February 2025.

The **INGENIUM Accelerator** 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 local mentorship of participants and the design and delivery locally of country specific training components. 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 potential for a Blended Intensive Programme (BIP) to incorporate the in-person modules. There is strong potential for a micro credential in this transversal topic which can in turn be incorporated in the INGENIUM BA in Entrepreneurship and Innovation.

FOCUS ON STUDENTS- ENTREPRENEURSHIP AWARENESS RAISING

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 allow self-directed learning and will be achieved by the rollout across INGENIUM of the Business Model Canvas (BMC), 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 500 INGENIUM students to engage with the INGENIUM BMC between Q4 2025 and Q4 2026.

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.

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.

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) 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 of staff on other work packages, particularly the University of Crete (WP3) in facilitating the development and roll out of online Learning Management System and the South-Eastern Finland University of Applied Sciences (WP5) inputs to support the delivery of the integrated training courses and potentially securing micro-credential acknowledgement for the relevant training initiatives outlined in this report.

Implementation

- The Network of Technology Transfer Offices to be established by Dec 2025
- Publicise and offer online entrepreneurship training and familiarisation resource, through the BMC on the INGENIUM LMS - started Q4 2025
- INGENIUM 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 staff and student start-ups by Dec 2026 (MTU, UNIOVI, HKA and HS have been identified to action this)

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 improvement within INGENIUM.

The adequate resourcing of entrepreneurship support and training 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

Appendix 1 describes the detailed content of the INGENIUM Accelerator programme with delivery of programme modules online and in person, potentially through 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.

Creation of an INGENIUM joint micro credential

INGENIUM partners will create a working group to turn the BMC and the INGENIUM Accelerator into micro credentials that can be offered jointly to learners across the 10 INGENIUM communities.

The micro credentials will be accredited by one of the partners in line with the QA process described in the INGENIUM Micro credentials and materials Deliverable (D5.7). The micro credentials 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.

Incorporation into the INGENIUM Pathway Programmes and the INGENIUM PhD Ecosystems

The INGENIUM Pathway Programmes 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 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.

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

The INGENIUM Accelerator will also be incorporated into the INGENIUM flagship programme on entrepreneurship, whose development is being led by MTU.

Overview of Next Steps

Table 4. WP8 Next Steps

WP8 NEXT STEPS	
Action	**Status**
Network of the Technology (Knowledge) Transfer Offices established	*Due December 2025*
Roll out of Business Model Canvas Digital Learning Resource	*Starting Q4 2025*
Pilot the INGENIUM Accelerator	*Due December 2026*
INGENIUM students' participation in MTU Innovation Challenge	*Due Q2 2026*
At least 4 partners providing reciprocal hot-desking	*Due December 2026*

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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 outcomes.

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.