

D2.5 MULTINATIONAL SPIN-OUT AND SME SUPPORT INFRASTRUCTURE

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Abbreviations

D	Deliverable
EIH	European Innovation Hub
ERA	European Research Area
FHV	Vorarlberg University of Applied Sciences, Austria
HAMK	Häme University of Applied Sciences, Finland
IP	Intellectual Property
IPCA	Polytechnic of Cávado and Ave, Portugal
IPL	Polytechnic of Leiria, Portugal
KT	Knowledge Transfer
MOU	Memorandum of Understanding
NGO	Non-Governmental Organisation
NHL Stenden	NHL Stenden University of Applied Sciences, The Netherlands
R&I	Research and Innovation
RUN-EU	Regional University Network – European University
RUN-EU PLUS	Regional University Network – European University: Professional Research Programmes for Business and Society
SME	Small-to-medium Enterprise
SWAFS	Science with and for Society
SZE	University of Győr – Széchenyi István University, Hungary
T	Task
TT	Technology Transfer
TTO	Technology Transfer Office
TUS	Technological University of the Shannon: Midlands Midwest, Ireland
WP	Work Package

EXECUTIVE SUMMARY

This report presents a Knowledge Transfer (KT) Model for the RUN European University Research and Innovation Ecosystem which supports enhanced international collaboration between European Innovation Hub (EIH) network members and spin-outs and SMEs of the RUN-EU regions. The document provides an overview of the RUN-EU Innovation Ecosystem which was collaboratively designed and is currently being collaboratively implemented by the RUN-EU Erasmus+ project (Grant Agreement 101004068) and the RUN-EU PLUS Horizon 2020 project (Grant Agreement 101035816).

1.0 Overview of RUN-EU Innovation Ecosystem

The research portfolio of each RUN-EU partner has been determined by the RUN European University and has been presented in **D5.2** of the RUN-EU project (Erasmus+ funded, GA No. 101004068). From this, the RUN European University has already developed Research Cluster Areas which are aligned to the Horizon Europe Vision research cluster areas. Each cluster brings together teams of researchers, research students, academic staff, and regional partners (businesses and social organisations) to apply a multi-disciplinary approach to address societal challenges. The Clusters are as follows:

Research Area 1: Creative Art, Design and Materials Thinking (Cluster lead: IPCA)

Research Area 2: Food & Biotechnology (Cluster lead: HAMK)

Research Area 3: Tourism (Cluster lead: TUS)

Research Area 4: IOT & Cybersecurity (Cluster lead: NHL Stenden)

Research Area 5: Smart, Sustainable and Advanced Manufacturing (Cluster lead: TUS)

Research Area 6: Climate Change – Circular Economy & Decarbonisation (Cluster lead: SZE/IPL)

Research Area 7: Education & Social Sciences (Cluster lead: NHL Stenden)

Research Area 8: Health & Wellbeing (Cluster lead: IPCA)

The 3 cutting-edge EIH knowledge networks play a pivotal role in driving innovation and collaboration in the targeted areas of Future and Sustainable Industries, Bioeconomy and Social Innovation which will support the regional development of the alliance partners.

EIH network members are an integral part of the RUN-EU Innovation Ecosystem and which, along with the following RUN-EU R&I experts, inform its strategic direction and operation:

- EIH Directors
- R&I Ambassadors
- Research Cluster Area Managers
- Research Institute Directors
- Academic Research Supervisors
- Technology Transfer Experts
- Enterprise Support Managers

Through their contribution to the RUN-EU Innovation Ecosystem, the experts listed above, along with the support infrastructure implemented by the RUN European University which includes pan-European research facilities, business incubation and acceleration facilities, Knowledge Transfer Agreements and the RUN-EU PLUS Cloud of Knowledge Portal, support the EIH network members in developing and implementing joint pan-European R&I projects through shared expertise and facilities.

A review of the innovation capacity of RUN-EU alliance members was undertaken by the RUN-EU PLUS project which collated information regarding how innovation is currently managed and funded in each organisation as well as the IP management practices and training programmes which support it. From the gaps identified in this review, RUN-EU PLUS has developed an Innovation Capacity Programme (**MS11**) which is the corner stone of the Innovation Ecosystem being developed across the partner organisations of RUN-EU. This Innovation Capacity Programme is designed to promote the sharing of knowledge, the identification of skills needs and the valorisation of an entrepreneurial mindset amongst the RUN-EU research community and regional partners. It will strengthen the collaborative research capacity between EIH network members and academia, support innovation development and develop & mainstream entrepreneurship and transversal skills. Consisting of shared Technology Transfer support, financial support services and with an emphasis on the commercialisation and promotion of RUN-EU innovations and technologies, the Innovation Capacity Programme will lead R&I development across the consortium, supported by an Innovation Detection Scheme (RUN-EU PLUS **D6.2**) to identify new innovations and innovators. The programme will integrate technology transfer functions across RUN-EU, including innovation support staff and business incubators.

2.0 Knowledge Transfer Model

The knowledge transfer model of the RUN-EU Innovation Ecosystem is presented in **Figure 1**. This model has been developed by the RUN-EU PLUS project in collaboration with RUN-EU WP2 (EIHs) and WP5 (RUN Discovery Programme). Application of this model involves regional business and societal organisations informing RUN of their future innovation and skills needs through consultation with their RUN-EU Innovation Hub. The Research & Innovation Committee supports the development of new RUN skills training programmes (from researcher training workshops to doctoral programmes and entrepreneurship training) in addition to supporting the development and delivery of collaborative research projects with industry. The new knowledge created by researchers within their research group will be protected in accordance with best practice and promoted as new technology offerings to RUN-EU EIH network members and regional partners. These innovations will be commercialised through licensing agreements with these organisations or through the creation of RUN-EU spin-out companies.

Alternatively, the commercial potential of an innovation developed by a researcher or research team within one of RUN-EU's Research Cluster Areas is recognised, upon protection of the IP, the technology offering is promoted and disseminated via the Cloud of Knowledge Portal, the RUN-EU website and through promotional showcase activities across the RUN-EU consortium.

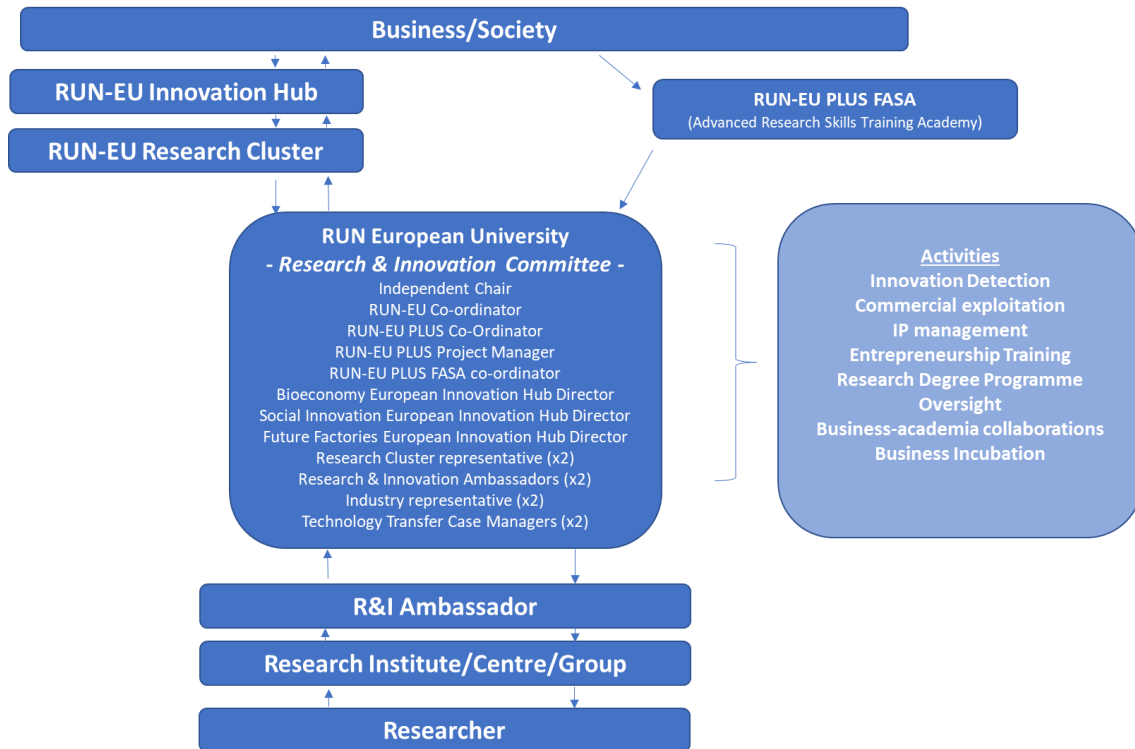


Figure 1 - Knowledge Transfer model of the RUN-EU Innovation Ecosystem

The RUN-EU Innovation Ecosystem will be managed by its Research & Innovation Committee, a central oversight committee which will strategically lead both knowledge creation and future skills training across the RUN-EU alliance in accordance with the needs of RUN-EU regional business and societal partners. The committee will oversee the implementation of the RUN-EU PLUS Innovation Capacity Programme, offer a centralised RUN-EU technology transfer function, and create a portfolio of innovation/technology offerings which it will promote to RUN-EU regional stakeholders. The committee will also create a pan-European ecosystem for new business/academia collaborations, facilitate regional stakeholder skills needs analysis, provide pan-European Business incubation services and leverage funding opportunities for innovation development.

The committee, guided by an independent chair, will bring together key players in knowledge transfer, Senior research managers, industry representatives and RUN-EU co-ordinators. Membership shall include:

- RUN-EU R&I Ambassador representatives (2)
- Technology Transfer Case Managers (2)

- Industry representatives (2)
- Research Cluster representatives (2)
- Bioeconomy European Innovation Hub Director
- Future Factories European Innovation Hub Director
- Social Innovation European Innovation Hub Director
- Future and Advanced Skills Academy (FASA) Director
- RUN-EU and RUN-EU PLUS co-ordinators.

The key activities of the R&I Committee have previously been presented in RUN-EU PLUS **D6.1 RUN-EU PLUS Innovation Ecosystem** as the following:

(i) Implementation of the RUN-EU PLUS Innovation Capacity Programme

The RUN-EU PLUS Innovation Capacity Programme has previously been presented in **Section 2.0**, and the RUN-EU Research & Innovation Committee plays a key role in its implementation.

The programme will share best practices and integrate technology transfer functions across RUN-EU, including innovation support staff and business incubators. It will develop common RUN-EU processes for design, development, identification, capture, protection, licensing, and promotion of technology offerings to external stakeholders.

(ii) Centralised Technology Transfer function

The committee will identify and share best TT practices across the consortium. It will support, mentor, train and provide expertise/advice on all aspects of TT practices. Case managers will maximise the identification and exploitation of commercialisation opportunities across RUN-EU. A centralised R&D repository will identify RUN-EU research projects, their external partners, their predicted outputs, and current stage of development.

Intermediate and final research project reports will be a valuable source of potential IP. R&I ambassadors will meet with their research units regularly to keep informed about what is currently being developed.

(iii) Promotion of Technology offerings

Development of a RUN-EU Technology Offerings portfolio and engage with business, regional networks/associations & national/EU initiatives to promote innovation offerings through

hosting of industry open days, circulating promotional material and implementing an incentive scheme for companies to license RUN-EU IP.

(iv) Creation of a pan-European ecosystem for new business/academia collaborations

Through its EIH network members and Research Cluster Areas, the committee will identify and support inter-alliance research collaborations between regional business and an international RUN-EU partner institution thereby expanding research opportunities for regional business.

(v) Facilitate regional stakeholder skills needs analysis

The committee will work with the RUN-EU PLUS FASA and the EIHS to identify business/industry needs for specialist knowledge, skills, and talent in specific domain areas and will collaborate with RUN-EU academic partners to create training workshops and practice-based master's and doctoral programmes to meet these skills needs.

(vi) Provide pan-European Business incubation services

To support RUN-EU partner institutions in providing business incubation services to start-up companies (spin-ins and spinouts) including mobility opportunities (incubation with another EU partner), IP offerings, research collaborations through a RUN-EU innovation voucher scheme, business mentoring and training courses.

(vii) Leverage of funding opportunities

The committee will support the development of the RUN-EU Innovation Ecosystem in leveraging funding support through regional, national, and European funds for research collaboration, innovation development and entrepreneurship.

3.0 SME and Spin-out Supports

Facilities, Programmes, and activities exist across the RUN European University alliance which support and incentivize enhancement of collaboration between member region spin-out companies and SMEs and the RUN-EU partner institutions. In addition to what has been previously discussed in this report, additional supports are presented in this Section, including

Business Incubation and Acceleration Supports, Showcasing of Innovation Offerings and Innovation Reward Systems.

3.1 RUN-EU European Innovation Hubs

The European Innovation Hubs created by the Erasmus+ RUN-EU project focuses on the creation and growth of sustainable cutting-edge knowledge networks to drive innovation and collaboration in targeted areas, through the development of advanced, pan-European Innovation Hubs which are thematically aligned and have shared teams and infrastructures. Within the alliance, it is considered that the existing Innovation Hubs constitute one of the central pillars of sustainable regional development underpinning the collaborative activities to be developed within the framework of this European University, driving collaborative, regionally oriented and novel mobility led education, research, and innovation. EIHs are unique educational platforms where joint interregional research, innovation and regional stakeholder engagement activities are created and nurtured. EIHs collaborate with associated partners in government, business, society and uniquely with the OECD Secretariat of Higher Education and its labour market relevance and outcomes. It is envisaged that the outcomes of this collaborative approach will not only feed back into education, research, and innovation development opportunities within the regions of the alliance but could also inform innovative solutions for labour market relevance and outcomes which would be adaptable to different regions of Europe.

The principal output of these hubs will be the delivery of interregional Research, Development, and Innovation (RD&I) activities designed to deliver on societal transformation requirements, within the framework of the relevant Smart Specialisation Strategies (RIS3) and the UN goals for sustainable development. The RUN-EU EIHs will support and influence the members' regions economic global competitiveness, environmental responsibility, and inclusive social policies, as well as guiding higher education strategies, future skills programmes, interregional activities and joint applications to European research and innovation calls by alliance members. The aim is to promote collaborative teaching and research excellence through the development of student-centred cutting edge pedagogical, research, innovation, and engagement activities, using the strong links between the alliance members and their local ecosystems and businesses. It is envisaged the creation of innovative mobility opportunities through new multinational academies and hubs will improve the national and international competitiveness of the associated regions and their academic community thus allowing them to:

- (i) complement existing capital and large city regions,
- (ii) retain and attract young talent and
- (iii) correct existing unfavourable bias in development trends in peripheral European regions.

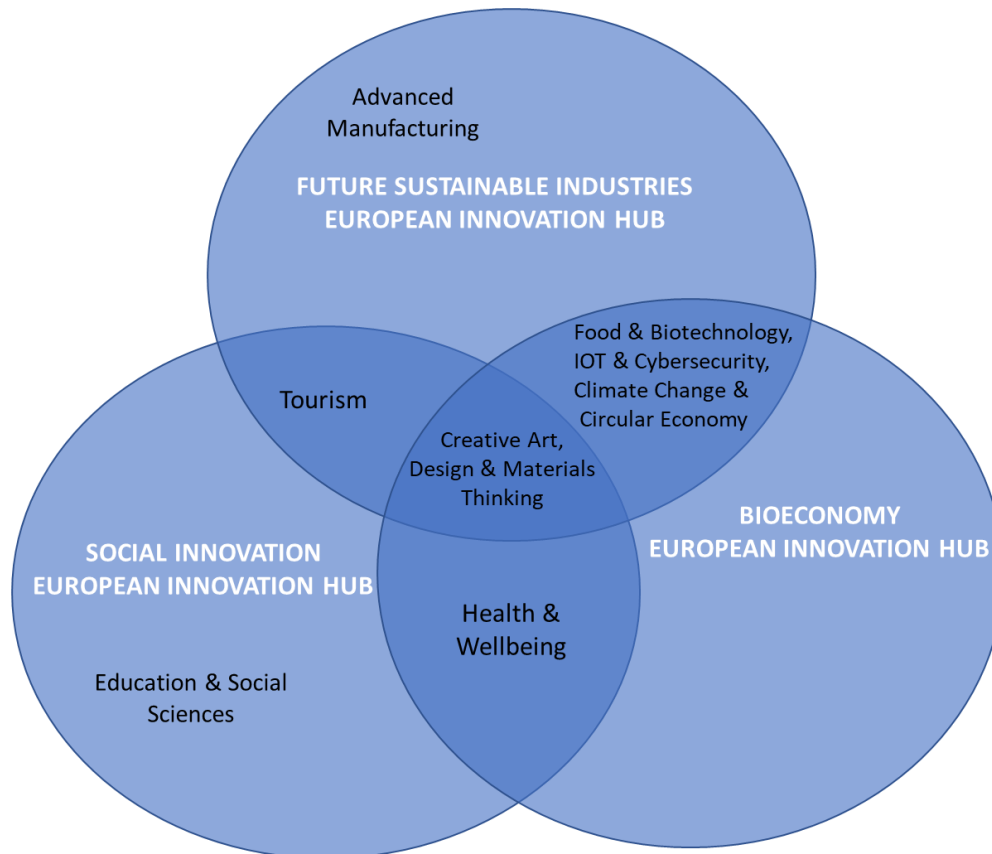


Figure 2 - RUN-EU Research Area Clusters and Integration in European Innovation Hubs

WP2 of the RUN-EU project has conducted a detailed audit and characterization of the existing regional innovation clusters and their activities. The outputs from the audit identified clear strategic target goals including alignment of the EIH's (**Figure 2**) with clusters and hubs of similar critical mass across the network and within each thematic area aligned for immediate collaborative opportunities on a regional, national, or European stage. This will include strategies of interlinking activities with other RUN-EU activities including the RUN-EU PLUS project goals and objectives to further the overarching mission and vision of RUN-EU. This involves cross representation on other working groups by EIH working group members and sharing of activities and outputs to further enrich the knowledge base and collaborative opportunities. Further targeting of research groups/centres/clusters in early stages of

development and partnering them with a well-established Cluster(s) to enable activation and nurturing of early-stage talent thus accelerating their development through partnership with the identified Cluster(s) and associated partners.

3.2 Business Incubation and Acceleration Supports

Entrepreneurship is recognised internationally as a key contributor to economic performance. Correlation exists between economic performance and entrepreneurship in terms of economic growth, innovation, employment, technological change, and exports. Entrepreneurship stimulates sustainable economic growth and job creation (Evaluation of Supports for Research Development and Innovation, Forfás).

Business incubation which is carried out at universities accelerate the commercialisation of research outcomes by combining the entrepreneurial drive of business and social enterprise start-ups with the knowledge, research, resources, and today's innovation-driven centres.

Business incubators accelerate successful development of entrepreneurial companies through an array of business support resources and services, developed and managed by incubator management and offered through a network of experienced contacts. A review was undertaken of partner institution Business Incubation supports by the RUN-EU PLUS R&I Ambassadors and their findings are summarised below (RUN-EU PLUS **D6.1**).

IPL are associated to 4 regional business incubation centres:

StartUp Leiria <https://startupleiria.com/en/home-en/> – IPL assumes a majority position and assume the presidency of the incubation centre.

OPEN <https://open.pt/>

OBITEC <https://obidosparque.com/pt/a-obitec>

Smart Ocean <https://smartoceanpeniche.com/>

TUS provides support to innovation and enterprise in the Midlands and Midwest regions of Ireland using a wide variety of tools. Together, these mechanisms form the TUS Enterprise Ladder. The Enterprise Ladder is a unique approach to the provision of

support to enterprise, through which the resources of the Institute – academic, research, business mentoring, facilities, and finance – are combined in an integrated way to make the right type of support available to an enterprise in the right way at the right time. **TUS** runs four campus incubators located in Athlone, Clonmel, Limerick and Thurles. Start-up companies are supported by two Enterprise Ireland New Frontiers programmes.

HAMK is currently not involved in formal business incubation activities, however it does provide support to companies through its Design Factory and some modules on entrepreneurship for students.

IPCA does not have a formal business incubation center rather it partners with business innovation centers that allow physical incubation of companies created by IPCA's academic community. Within the Knowledge Circle Network, VilaWork (Barcelos Business Center and Science Park) is a partner that provides incubation services, and delivers a programme called Vilaldea which supports incubation and entrepreneurship. The network also includes a science park (Avepark) and an Industrial Park (Parque industrial Barbosa de Oliveira). With our internal services and with our partners, the IPCA academic community has the support for their spin-off and start-up companies.

NHL Stenden works closely with organisations that offer direct innovation assistance and support for start-up companies (YnBusiness in Fryslân, GroBusiness in Groningen and IBDO in Drenthe). To support student entrepreneurial development and help ensure they can work in their own (start-up) company while studying, NHL Stenden has a Centre for Entrepreneurship. Currently, the latter does not have a connection with research. A small business incubation facility currently exists at **SZE**. Uni-Inno Ltd. and the SZE management committee manage it. In 2023, one floor of a new science park building will be dedicated to business incubation and coworking places will attract external partners.

At **FHV** the Startup Center, Startupstube and the Business Intelligence & Innovation Hub all support business incubation.

All RUN-EU partner institutions indicate business incubation activity. TUS runs 4 of its own incubator buildings while IPL and IPCA have incubation partnerships with local business incubation centres.

Supports required by business start-ups include business planning, access to funding and access to company resources including financial, human, material, and intellectual property. As can be seen from the summaries below, in addition to business supports, some RUN-EU partners offer incentives to encourage companies to co-develop and licence foreground IP using their facilities and expertise in key areas. A review was undertaken of partner institution Business Acceleration supports by the RUN-EU PLUS R&I Ambassadors and their findings are summarised below (RUN-EU PLUS **D6.1**).

IPL policies establish the benefits that it offers to spin off companies which include:

- Authorizing the use of facilities and laboratories of IPL, through a fee negotiated with the company, under preferential conditions compared to conditions negotiated with companies in general in the market.
- Establishing licensing agreements for patents, utility models, designs or models or other industrial property titles, of which IPL is the holder, through remuneration to be negotiated with the company, under preferential conditions in view of the conditions negotiated with companies in general in the market.
- Attributing to the spin-off companies the IPL licensing option rights on new developments in inventions relating to the rights listed in the previous points during the first 2 years of the company's existence.
- Authorizing use free of charge of the registered spin-off brand of IPL, in accordance with the graphic standards to be established for that brand.

- Providing free mentoring programmes during the first year of existence of the company, ensured by IPL mentors and with the support of one of the partner incubators of IPL.

TUS provides support to enterprise in the Midlands and Midwest regions through four unique innovation centres: Midlands Innovation & Research Centre in Athlone, Hartnett Enterprise Acceleration Centre in Limerick, Thurles Chamber Enterprise Centre and the QUESTUM Centre in Clonmel. Together these four centres, along with support staff on our campuses, help to deliver incubation and business support for innovative start-ups as well as other business types.

HAMK, has plans to expand on the support it provides to new businesses which only extends to students (start-up business school). HAMK is active in the Frush-event (in Forssa) which hosts a pitching competition for start-ups.

At **IPCA**, this support is identified according to the entrepreneur's needs. IPCA support is expressed in areas such as business plan definition and company creation, IPR protection, accounting and tax services, technical consultancy services specialized in the creation of digital games, among others. It is important to point out that students, graduates, and researchers with a potential business idea are invited to participate in the Poliemprende contest to benefit from training and from mentoring support.

IPCA also has partnerships with business innovation centers that allow physical incubation of companies created by its academic community.

In the coming year, 2023, when the infrastructure for the Valorization and Innovation Center (VIC-IPCA) is created, a business support office and pre-incubation space will be available, providing a new business with a space for a limited period, not exceeding 24 months, to prove the business concept.

A voucher's concept is currently being developed to support researchers to validate pre-commercial ideas, further develop prototypes, and to support the creation of start-up and spin-off companies to add value to completed or nearing completed R&D results.

NHL Stenden works closely with [YnBusiness](#) in Fryslân, [GroBusiness](#) in Groningen and [IBDO](#) in Drenthe. These organisations offer direct innovation assistance and support to start-up companies. NHL's [Centre for Entrepreneurship](#) helps students **balance the development of a start-up company with their studies**. The Centre for Entrepreneurship currently does not have a connection with research.

The Management Committee of **SZE** organises events, competitions, clubs, and collaborations with external venture entities.

FHV supports start-ups in their business model development through coaching, mentoring, workshops, co-working spaces. It also offers matchmaking with Funding Institutions, Business Angels, Venture Capitalists, Corporates, etc.

Across the consortium, partners offer academic, research, business mentoring, facilities and finance supports to start-up companies. These offerings will be reviewed in detail and where appropriate, adapted to support delivery across the RUN-EU innovation ecosystem.

3.3 RUN-EU Innovation Capacity Programme

The aim of the Innovation Capacity Programme developed by RUN-EU PLUS is to ensure that RUN EU has the capacity to support the development and commercialisation of innovative products and services required by the RUN-EU EIH network members to meet their strategic objectives and goals. This programme has already been described in **Section 2.0** and referred to in **Section 3.0** of this document.

3.4 RUN-EU PLUS Innovation Detection Scheme

RUN-EU PLUS **D6.2 Innovation Capacity Report** describes an Innovation Detection System for the RUN European University which supports innovators in the development of innovations of exploitable potential among local or alliance-wide partnerships. Once detected, local partner interface services including technology transfer services, innovation support staff and start-up incubators are applied to maximise knowledge transfer for societal impact. The RUN-EU

Commercialisation Committee described in **Section 3.0** will support knowledge transfer to regional partners of the RUN European University via the European Innovation Hubs (EIHs).

The 3 steps of this scheme are shown in **Figure 3**. In Step 1 of this Innovation Detection Scheme, RUN-EU PLUS R&I Ambassadors will undertake audits and will scout for IP which they identify as having commercial potential and is patentable, or otherwise protectable. The R&I ambassador will support the researcher, along with their research manager/supervisor, with the commercialisation process.

Step 2 of the scheme involves the Technology Transfer Officer (TTO) of the institution providing assistance and guidance to the researcher/research team in identifying the market potential of the innovation and if appropriate, an Invention Disclosure Form (IDF) is completed. The completion and submission of the IDF is a key step in the Innovation Detection Scheme and the RUN-EU research community are advised as such.

Once the IP is protected, the R&I Ambassador brings it to the RUN-EU Research & Innovation Committee who will review it along with other inventions of the RUN European University. The committee will include the invention in the RUN-EU portfolio of Innovation & Technology Offerings and assist in developing a valorisation strategy for the innovation offering along with its promotion to RUN-EU regional partners. This is Step 3 of the Innovation Detection Scheme.

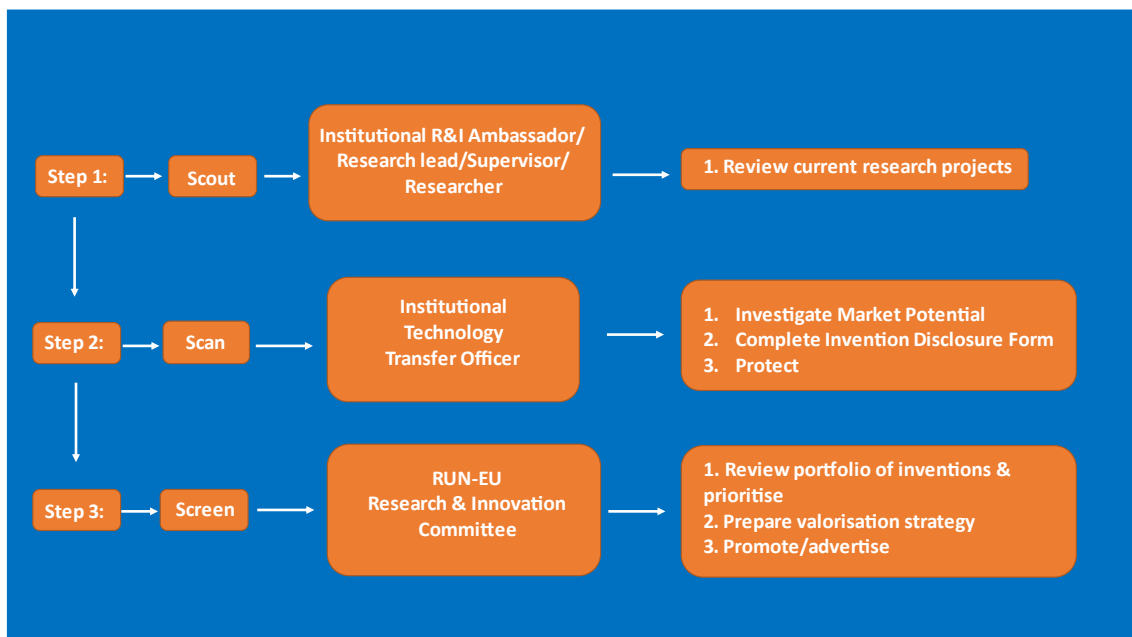


Figure 3 – Schematic of Innovation Detection Scheme adopted by RUN-EU PLUS

3.5 Commercialisation Reward System

Innovation development will be incentivised through attractive royalty rates for inventors and support services for spin-out undertakings.

3.6 Showcasing Innovation Offerings

Innovations and Technology Offerings created through collaborative research in the RUN-EU alliance will be contained in the RUN-EU portfolio will be promoted to key commercialisation players and associated partners of RUN-EU as well as the wider external community by means of the following:

- Annual RUN-EU Research & Innovation Showcase: a virtual event hosted by RUN-EU with RUN-EU offerings presented by the European Innovation Hub and Research Cluster Directors.
- Local regional in-person events (innovation pitch days/ industry open days) hosted by the R&I Ambassadors who promote the RUN-EU innovation portfolio to regional organisations.
- RUN-EU website (RUN-EU) and other promotional material.
- Incentivisation schemes: incentivised licensing agreements and regional networking hybrid (analogue and digital) platform to bring innovations (and innovators) together with investors. Innovation matching events to take place 3-4 times a year, where innovations can be presented in pitches and feedback provided. For companies, the economy and other employers, this event can also be a way to find and promote talent. An innovation voucher scheme will incentivise regional partners to collaborate with the RUN European University partners on small research projects which will be nurtured to become strategic and longterm.
- RUN-EU PLUS Cloud of Knowledge Portal ([Cloud Of Knowledge \(ipca.pt\)](#)): innovation offerings will be disseminated on a dedicated section of the platform which also makes RUN-EU template agreements available to RUN-EU researchers. **Figure 4** displays the section of the Cloud of Knowledge Portal dedicated to the promotion of Technology Offerings of the RUN European University.

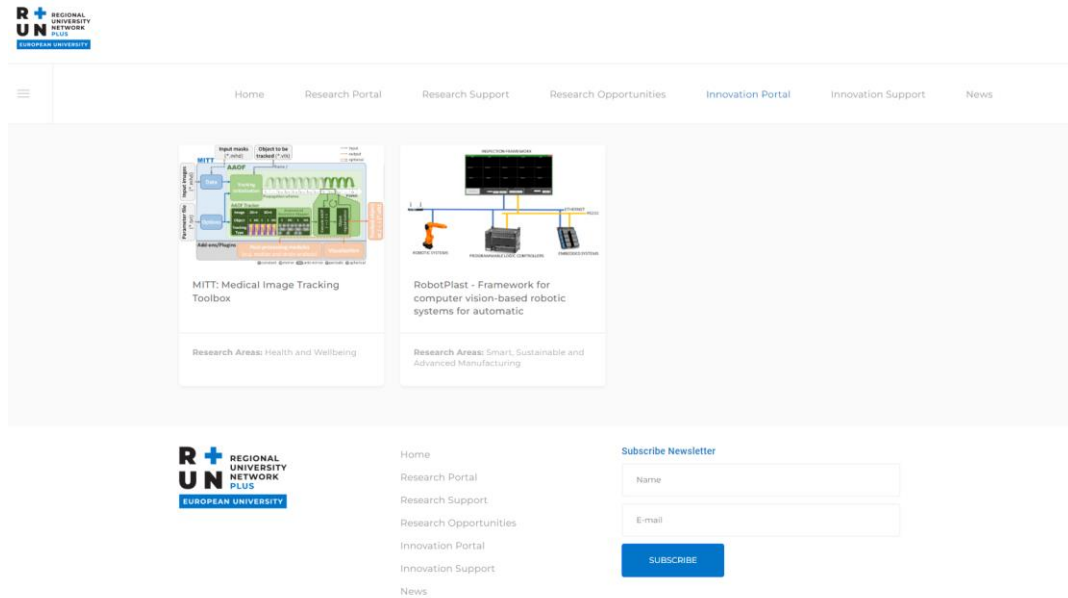


Figure 4 - Technology Offerings promoted on the RUN-EU PLUS Cloud of Knowledge Portal

3.7 RUN-EU PLUS Entrepreneurship and Transversal Skills Programme

The Entrepreneurship and Transversal Skills Programme (named the ‘Entrepreneurship and Innovation Programme’) has been defined by the RUN-EU PLUS project upon consultation with the RUN-EU WP2 EIH and WP5 Research Discovery Programme. The Programme will educate researchers at all career stages on the necessary tools and skills to develop and implement innovation. The programme includes skills training in entrepreneurship, intellectual property, data management, patenting, research management and commercialisation. This training will complement the wider Researcher Career Development Framework Training Programme (RUN-EU PLUS **D4.2**) which includes training in research methods, complex problem solving, creativity and critical thinking. The Entrepreneurship and Transversal Skills Programme will be offered to all members of the RUN-EU Innovation Ecosystem including the RUN European Innovation Hubs, Research Clusters, RUN-IN Business Network and RUN-EU PLUS practice-based research programmes.

The Programme consists of a suite of educational opportunities for the RUN-EU community and EIH network members in the thematic area of Entrepreneurial Skills Training which are offered as a progression pathway from masterclasses and workshops to micro-credentials to Doctoral programmes. Programme delivery frameworks such as the RUN-EU Short Advanced Programmes structure (developed by RUN-EU WP6) and innovative pedagogical methodologies

defined by WP6 Future and Advanced Skills Academies (FASAs) allow flexible programme delivery which promote inclusivity while ensuring that participants attain the skills and competences to meet the future skills needs of the RUN European University regions.

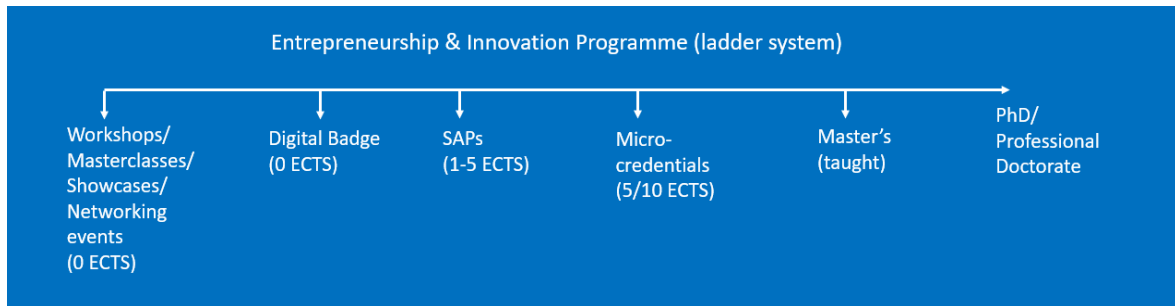


Figure 5 - Entrepreneurship and Transversal Skills Programme being developed by RUN-EU PLUS

The RUN-EU PLUS project is currently identifying the functions within each RUN-EU partner institution who are involved in Entrepreneurship-related activity and education in that institution. These functions will be consulted with and all Entrepreneurship-related activity/courses in their organisation which can be offered to the RUN-EU consortium will be identified. These activities and educational courses will be aligned with the Programme ladder displayed in **Figure 5** and new activities and courses will be developed and delivered by the RUN-EU PLUS project in collaboration with RUN-EU educational functions in these areas.

An application to TUS for a Digital Badge certification is currently under development and a Micro-credential programme is being validated by TUS on behalf of RUN-EU.

3.8 RUN-IN Business Network

The International Entrepreneurial Education Network (IEEN), is being developed as part of the RUN EU Regional University Network. The underlying vision is that the IEEN will strengthen the development of regional entrepreneurship, and improve the international cooperation between universities, business, and civil society. Through the IEEN, students, teachers, researchers, and business will be connected on topics related to entrepreneurship.

Most or all of the universities that are linked to the RUN EU network already have set up organisational units focussed on the subject of entrepreneurship. For instance, the Dutch Centre for Entrepreneurship (CFE) has the mission to support all interested students of NHL Stenden in their efforts to start their own enterprise.

Whereas these regional centres for entrepreneurship mostly have a regional and national focus, the IEEN will instead strengthen the international entrepreneurial perspective. The concept of the IEEN can be clarified based on **Figure 6**. Here, the network is illustrated by means of a map, comparable to an underground metro map. The network has four target groups, visualised by different type of travellers.

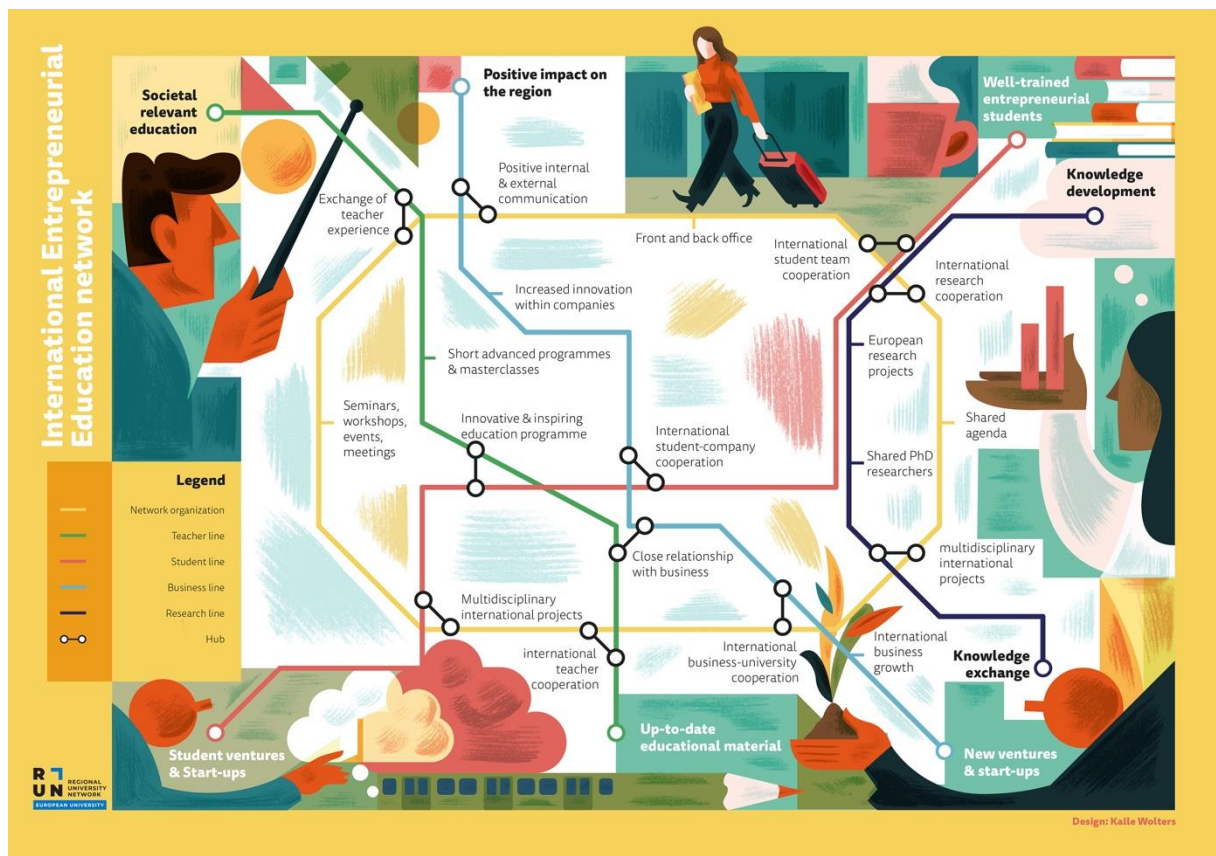


Figure 6 - RUN EU - International Entrepreneurial Education Network

The ‘metro lines’ represent different stakeholders. The teachers are represented by the **green** line. The students are represented by the **red** line. The companies, which include spin-outs and SMEs, and other external partners are visualised by the **blue** line. The **black** line represents the researchers. All lines are connected by the **yellow** line, which is the network organisation. The interchange stations indicate when goals of different stakeholders overlap.

When looking at the **student perspective** (the red line), stakeholders are on their way to becoming well-trained entrepreneurial students. Through the IEEN, they work together with

other international students, collaborating in projects with companies located in different countries. They do this within an innovative and inspiring educational programme, including various international multidisciplinary projects, resulting in a range of successful student ventures and start-ups.

When looking at the **teacher's perspective** (the green line) it's clear that entrepreneurial skills are an essential element of societally relevant education. To achieve this, entrepreneurial teachers exchange experiences within the IEEN, for instance through Short Advanced Programmes and master classes, which in turn are part of an innovative and inspiring educational programme. All these activities take place in close relationship with business, while ultimately, this international teacher cooperation leads to high-quality and up-to-date educational material.

When looking at the perspective of business and other societal stakeholders (the blue line), it is about realising a positive impact on the region. The IEEN will contribute to positive internal and external communication and will lead to increased innovation within the companies connected to the network. The international student cooperation, and the close relationship between the university and business, will lead to new ventures and start-ups, which will benefit both education as well as society.

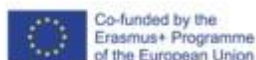
When looking at the research community (the black line), the main goal of the stakeholders is focussed on the development of new knowledge. The IEEN supports developing this new knowledge through international research cooperation, supported by European programmes like Erasmus+ or Horizon Europe, in which professors and PhD researchers cooperate with each other, within the multidisciplinary international projects mentioned before, exchanging and disseminating the knowledge to other stakeholders in the network.

The last line, the yellow line, represents the International Entrepreneurial Education Network support organisation, connecting all other lines. Through a professional front and back office, the IEEN organization facilitates the different activities, for example by means of a shared agenda, and by organising seminars, workshops, events, and other meetings.

All in all, by strengthening the cooperation between all stakeholders, the International Entrepreneurial Education Network will help to raise the quality of entrepreneurial education and entrepreneurial impact for all partners of the RUN EU network.

4.0 Summary

This report presents a KT model implemented by the RUN European University to enhance collaboration between the RUN European University and member region spin-out companies and SMEs. It outlines the supports available to spin-out companies and SMEs across the RUN-EU consortium. In addition to membership of the RUN-EU EIHS, support also includes business incubation and acceleration support, a RUN-EU Business Network and an Entrepreneurship and Transversal Skills Programme. Initiatives which encourage spin-out formation include an Innovation Capacity Programme, an Innovation Detection Scheme, a Commercialisation Reward System, and Innovation showcases.



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