



ANNEXES FOR DELIVERABLE 6.1

ENTREPRENEURSHIP SCHOOL TRAINING PROGRAMME

ANNEXES for DELIVERABLE 6.1

Entrepreneurship School

Training Programme

Contents

Annex.....	5
Annex I. EUT+ Entrepreneurship School Terms of Reference.....	5
Annex II. Fundamental and Advanced Modules for Short-term and Semester visits	10
Annex III. Sample Course Entry for Centralized Platform.....	13
Annex IV. The 12 features of the European Degree	14
Annex V. Climate Entrepreneurship Training – List of participants.....	14
Annex VI. EUT+ Summer Schools.....	15
A. Report of #Entrep_Bootcamp2024 summer camp by UTCN.....	15
B. Report of International #Entrep_Bootcamp2025 summer camp by UTCN.....	27
C. Report of EUT+ Student Start-up Challenge 2025: From Theory to Practice	39
Annex VII. EUT+ Incubation programme	43
1. Promotional Materials and Timelines	43
2. Registration Template	44
3. Kick-off Event Agenda	45
4. Masterclasses Flyers.....	46
5. Masterclasses - Feedback Survey Template and Results	47
6. Certificate of Participation for Masterclasses	77
7. EUT+ Boost Event.....	78
8. Certificate of Participation – Templates	85
9. Overall EUT+ Incubation Programme Feedback Surveys.....	87
10. Startup Support Agreement	100
11. Post- Summer Bootcamp survey	101

Annex VIII.	EUT+ Startup Support and Services.....	103
Annex IX.	Support Materials for EUT+ Startups	105
	Soft-Landing Manual: Cyprus	106
	Soft-Landing Manual: Germany	106
	Soft-Landing Manual: Romania	107
	Soft-Landing Manual: Ireland.....	107
	Soft-Landing Manual: Italy	108
	Soft-Landing Manual: Latvia.....	109
	Soft-Landing Manual: Bulgaria	109
	Soft-Landing Manual: France	110
	Soft-Landing Manual: Spain	111
Annex X.	Mapping of Strategic Partnerships and External Collaborations	112
1.	Formal Collaboration Agreements Established with Key Stakeholders per University	112
2.	Digital Innovation Hubs	158
Annex XI.	EUT+ Innovation Talks	160
1.	Innovation Talk #1: Entrepreneurship in Sustainable Energy	160
2.	Innovation Talk #2: From UTT to Y Combinator	161
3.	Innovation Talk #3: Entrepreneurship: From Theory to Practice.....	163
4.	Innovation Talk #4: The Long Road of Healthcare Innovation – Travel Tips and Tricks	164
5.	Innovation Talk #5: Digital Innovation and the Potential of AI for Sustainability	165
6.	Innovation Talk #6: Benefits of an international team in entrepreneurship	166
7.	Innovation Talk #7: Tackling the Impact Challenge.....	168
8.	Innovation Talk #8: Sustainable business models-benefit for established firms and startups.....	169
9.	Innovation Talk #9: Transforming Ideas into Reality: From Student to Entrepreneur	171
Annex XII.	Training & Sessions	173
	Training on Open Science and Intellectual Property (IP)	173

Annex XIII.	Flyers Showcasing EUT+ Innovation and Collaboration Opportunities	174
1.	Flyers for Connecting Researchers, Research Institutes & Industry Across Europe	174
2.	Flyers for Empowering Students, Researchers and Research Institutes Across Europe	177
Annex XIV.	EUT+ Tech Showcase Days Reports	180
A.	Tech Showcase Day – Universitatea Tehnică din Cluj-Napoca (UTCN) Report ...	180
B.	Tech Showcase Day – Università degli Studi di Cassino e del Lazio Meridionale (UNICAS) Report	190
C.	Tech Showcase Day – Riga Technical University (RTU) Report	202
D.	Tech Showcase Day – Hochschule Darmstadt – University of Applied Sciences Darmstadt (h_da) Report	211
E.	Tech Showcase Day – Université de Technologie de Troyes (UTT) Report.....	220
Annex XV.	Agreements with Companies, SMEs etc.	224
1.	Agreement with PwC Cyprus.....	224
2.	Agreement with FreshBlood	226
3.	Agreement with Schwarz Global Services	227
4.	Agreement with IREROBOT LTD	229
5.	Agreement with SORVUS MEDIA	230
6.	Agreement with CYENS Centre of Excellence	231
Annex XVI.	Communication.....	232
	Promotion of the EUT+ Incubation Programme	232
	CUT Student Innovation Fair (part of the EUT+ Incubation Programme)	232
	Final Competition Dissemination	232
	CUT Summer Bootcamp for Winning Team (part of the EUT+ Incubation Programme).....	233
	EUT+ Masterclasses	233
	EUT+ Innovation talks	234
	Flyers Showcasing WP6 Services	236
	Podcasts.....	236
	Newsletters	236

Annex

Annex I. EUT+ Entrepreneurship School Terms of Reference

The Terms of Reference (ToR) define the proposed governance, operational framework, and strategic direction of the EUT+ Entrepreneurship School. It serves as a common foundation for collaboration among all partner universities and outlines the School's mission, structure, and coordination mechanisms.

The ToR has been shared among all EUT+ partners and discussed at various levels, including the EUT+ Rectors Board. Following the Rectors' Board's decision of 30 October 2025, the document is now in the process of being agreed by partners. Once finalised, it will formally guide the School's activities, ensuring alignment with the strategic priorities and governance model of the EUT+ alliance.

The partners have expressed their shared commitment to the establishment and long-term development of the EUT+ Entrepreneurship School and to working collaboratively towards finalising the Terms of Reference through the alliance's agreed decision-making processes.

The **structure and main content of the agreement** are outlined below.

Terms of Reference (ToR): EUT+ Entrepreneurship School	
Contents	
1. Preamble	3
2. Objectives	3
3. Structure of the School	4
3.1. Pillar I: Educational Programs	5
3.1.1. Innovation Management and Entrepreneurship Program	5
3.2. Pillar II: Mentoring and Support Programs	6
3.2.1. EUT+ Student Start-up Lab	6
3.3. Business Hub Foundation: Community for Innovation and Entrepreneurship Research	6
3.3.1. Industry and Ecosystem Engagement	7
4. Governance Structure and Responsibilities	7
4.1. Hierarchy of Decision-Making	7
4.1.1. EUT+ Entrepreneurship School Board	7
4.1.2. Program Director	8
4.1.3. Sub-committees	8
5. Governance Procedures and Partner Responsibilities	10
5.1. Decision-Making and Approval Mechanisms	10
5.2. Meeting Procedures	10
5.3. Responsibilities of the Partners	10
5.4. Membership Withdrawal, Revocation, and Replacement	11
6. Pillar I: Educational Program: EUT+ Innovation Management and Entrepreneurship	11
6.1. Programme Structure	11
6.2. Programme Formats	13
6.2.1. Blended Intensive Programme (BIP)	13
6.2.2. Short-Term Visits	13
6.2.3. Semester Visits	14
6.2.4. Summer School / Winter School	14
7. Participation Pathways and Certification Levels	15
7.1. Micro-credentials and ECTS Recognition	16
7.2. Registration	18
8. Pillar II: Mentoring and Support Programs: EUT+ Students Startup Lab	18
9. Business Hub Foundation: Community for Innovation and Entrepreneurship Research	20
10. Funding and Sustainability Strategy	21
Annex	22
Annex I. Pedagogical Framework and Educational Vision	22
Annex II. EntreComp Framework	23
Annex III. Fundamental and Advanced Modules for Short-term and Semester Visits	24
Annex IV. Sample Course Entry for Centralized Platform	27
1. Preamble	
The EUT+ Entrepreneurship School is established as a collaborative initiative among the nine partner universities of the European University of Technology (EUT+) alliance. Its goal is to foster entrepreneurial mindsets and support the creation of student- and researcher-led startups or spin-offs. The School seeks to provide comprehensive educational and mentorship programs, support startup and spin-off development, and facilitate the commercialization of research outcomes.	
This Terms of Reference (ToR) agreement outlines the foundational structure, objectives, governance, and operational principles of the EUT+ Entrepreneurship School. It provides a framework to foster innovation, technology transfer, and entrepreneurial activities among students, researchers, and staff across the EUT+ alliance. This document constitutes a declaration of intent among the partners. Each partner expresses its willingness to collaborate on a voluntary basis, within the limits of its available resources and institutional capacities. The partners commit to informing each other in a timely and transparent manner regarding any planned visits, joint activities, or initiatives related to this cooperation. All engagements will be undertaken in a spirit of mutual respect, transparency, and goodwill.	
2. Objectives	
<ul style="list-style-type: none"> Provide high-quality entrepreneurship education across EUT+ partner institutions. Develop recognition and certification pathways, ensuring stackable micro-credentials and European-wide recognition of entrepreneurial competencies. Support inclusive entrepreneurship by promoting diversity, equal access, and opportunities for underrepresented groups. Promote sustainable innovation, aligning entrepreneurial initiatives with societal challenges, the green transition, and digital transformation. Enhance cross-border collaboration by fostering joint programs, mobility, and co-creation across EUT+ universities. Promote student and staff mobilities for entrepreneurship learning, knowledge exchange, and joint program participation. Support and mentor students, researchers, and alumni in developing startups, spin-offs, and entrepreneurial initiatives. Facilitate cross-university collaboration, resource sharing, and capacity building to strengthen the EUT+ innovation ecosystem. Strengthen research commercialization by supporting technology transfer, industry engagement, and valorization of research outcomes. 	



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3. Structure of the School

The EUT+ Entrepreneurship School is built upon three core pillars—Education, Mentoring & Support, and a strong Business Hub Foundation in Community for Innovation and Entrepreneurship Research—as illustrated in Figure 1. Together, these pillars work in synergy to foster entrepreneurial skills, support startup development, and strengthen innovation ecosystems across the EUT+ alliance.

The EUT+ Entrepreneurship School will serve as a central coordination and liaison hub for innovation and entrepreneurial activities within the EUT+ alliance. This involves organizing networking events, conferences, and hackathons to connect students, researchers, entrepreneurs, and industry partners, fostering collaboration and knowledge exchange.

The school will promote the knowledge and technology created within the EUT+ alliance to local and international industry and investors. This includes organizing Tech Showcase days, participating in industry conferences, and forming strong collaborative networks with regional, European, and global ITTO ecosystems. These outreach efforts will enhance the visibility and impact of the School's activities.



Figure 1: EUT+ Entrepreneurship School Structure.



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3.1. Pillar I: Educational Programs

The EUT+ Entrepreneurship School will develop and implement comprehensive educational programs tailored to students, researchers, and professionals. These programs will provide the essential knowledge and skills required for entrepreneurial ventures and the commercialization of innovative ideas and research outcomes. Educational offerings will include workshops, seminars, certification programs, and integration with existing curricula to ensure broad access and recognition of entrepreneurial competencies. The goal is to train students, researchers, and professionals and support their entrepreneurial projects through various initiatives and programs.

3.1.1. Innovation Management and Entrepreneurship Program

This program is tailored to equip undergraduate and postgraduate students, as well as researchers, and professionals, with the skills to develop, innovate, and accelerate ideas into market-ready solutions. By combining essential entrepreneurial principles with practical tools for innovation, students will learn how to plan, create, protect, and monetize their innovations while addressing real-world business challenges.

Through this dynamic program, learners will gain the mindset, knowledge, and skills necessary to excel in entrepreneurship and innovation. They will explore business ideas, solve business problems, improve communication strategies, and drive change in products, services, and processes to achieve a competitive advantage in local, regional, or international markets.

The program emphasizes the importance of curiosity, critical thinking, and resilience. Students will be engaged in hands-on assignments, such as reaching out to entrepreneurs and investors and tackling the complexities of managing internal and external business environments. In addition, this program prepares participants for leadership and managerial roles across public and private sectors while fostering innovation and entrepreneurship as key drivers for success.

The design and delivery of all educational programs under the EUT+ Entrepreneurship School are grounded in the EUT+ pedagogical framework (see [EUT+U](#)), which promotes student-centered, challenge-based, and interdisciplinary learning across the alliance. This ensures a consistent and high-quality educational experience across institutions. Furthermore, the program is aligned with the EUT+ ecosystem framework (see [EUT+U](#)), ensuring a structured approach to developing entrepreneurial competencies across domains such as ideas and opportunities, resources, and action.



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3.2. Pillar II: Mentoring and Support Programs

The EUT+ Entrepreneurship School will establish a comprehensive framework of mentoring and support programs aimed at fostering entrepreneurial growth and innovation across the EUT+ alliance. These programs will provide targeted guidance, resources, and opportunities to students, researchers, and staff engaged in entrepreneurial activities. By connecting participants with experienced mentors, industry experts, and innovation professionals, the School will help bridge the gap between idea development and market implementation.

Support will be tailored to different stages of development and will promote cross-university collaboration, ensuring relevance, adaptability, and long-term impact.

3.2.1. EUT+ Student Start-up Lab

The EUT+ Student Start-up Lab will serve as a dedicated platform within the EUT+ Entrepreneurship School to support the development and growth of student-led entrepreneurial initiatives. It will provide an inclusive and structured environment where students from all EUT+ partner institutions can ideate, validate, and develop their business concepts into viable startups.

Participants will benefit from mentoring, business training, development tools, and networking with industry experts and investors. The Lab will also facilitate access to shared incubation and/or acceleration spaces across the alliance, helping students turn ideas into viable ventures.

3.3. Business Hub Foundation Community for Innovation and Entrepreneurship Research

The Business Hub Foundation of the programme is the Community for Innovation and Entrepreneurship Research, which aims to foster a vibrant, interdisciplinary environment where scholars and practitioners co-create knowledge at the intersection of innovation, entrepreneurship, and education. The School support the development of joint research projects, facilitate researcher mobility and exchange across EUT+ institutions, and promote the dissemination of research findings through seminars, working groups, publications, and policy dialogues. By integrating research with practice, the Business Hub Foundation strengthens both the theoretical and empirical underpinnings of the EUT+ innovation ecosystem and contributes to evidence-based entrepreneurship education and policy development.



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3.3.1. Industry and Ecosystem Engagement

The School aims to reinforce connections between the EUT+ alliance and global-intensive industries, as well as the broader startup ecosystem. This involves fostering collaborations with startups and industrial partners, enhancing internship and placement opportunities for students, and organizing events that address real-world technological challenges. These efforts ensure that the School's activities remain aligned with market needs while providing students with meaningful, hands-on experiences.

4. Governance Structure and Responsibilities

The governance structure of the EUT+ Entrepreneurship School ensures transparent decision-making, accountability, and effective management. The following framework outlines the organizational setup:

4.1. Hierarchy of Decision-Making

4.1.1. EUT+ Entrepreneurship School Board

The EUT+ Entrepreneurship School will operate within a defined reporting structure to ensure effective governance and accountability. The primary governing body is the Entrepreneurship School Board (hereinafter referred to as "the School Board", Figure 2). The School Board is composed of the relevant Vice-Rectors from the partner universities (or their designated representatives), the Chairperson of the Program Directors' Group, and one student representative nominated by the EUT+ Student Board. The School Board will oversee strategic decisions, approve major initiatives, ensure alignment with the overall objectives of the EUT+ alliance, and supervise the operational management of the School.

The Board will also be responsible for the development and periodic review of a sustainability plan to ensure the long-term viability of the School beyond the current funding period. Board members will be expected to actively coordinate with their respective institutions and hold the necessary authority to confirm and support the delivery of institutional commitments, including educational, financial, and administrative contributions.

Each year, the School Board will prepare and submit an action plan, along with a detailed budget, if necessary, to the EUT+ Rectors Board for review and approval. This process ensures that the School's initiatives are in line with the overarching strategic objectives of the EUT+ alliance.



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The Chairperson, elected by the School Board members, will be responsible for leading meetings, setting agendas, coordinating decision-making processes, and representing the School in external engagements. The position of Chairperson will rotate every year among the representatives of the nine partner universities.

4.1.2. Program Director

One Program Director will be appointed from each of the nine EUT+ partner universities by the School Board. Each partner university will nominate a candidate for the role, who must be approved by a majority vote of the School Board. Program Directors should have relevant expertise in entrepreneurship, innovation, or academic program coordination and be empowered by their institution to oversee and implement School activities.

These individuals will collectively oversee the planning, development, execution, and evaluation of specific educational programs under the EUT+ Entrepreneurship School. Each Program Director will report directly to the School Board and act as the primary point of contact for the programs managed by their respective university.

Among the nine Program Directors, one will serve as the Chairperson of the Program Directors' Group for a term of a year, based on a rotating system. The Chairperson will be responsible for coordinating regular meetings among the Program Directors, consolidating program updates and feedback, and serving as a liaison between the Program Directors and the School Board.

4.1.3. Sub-committees

The School Board will have the authority to establish sub-committees as necessary to support the effective operation and strategic development of the EUT+ Entrepreneurship School. Each sub-committee will operate under clearly defined Terms of Reference, which will outline its scope, composition, and responsibilities.

Sub-committees will serve primarily an advisory role, providing expert recommendations, analysis, and proposals to the School Board. They do not hold independent decision-making authority, but their input will inform strategic planning, policy development, program design, and quality assurance.


Membership may include representatives from partner universities, industry experts, alumni, one representative from the EUT+ Student Board, and other relevant stakeholders, as deemed appropriate by the School Board. Sub-committees will meet as required and submit regular updates, recommendations, and progress reports to the School Board for review and approval.

These sub-committees will focus on specialized domains such as:

- Quality Assurance: Ensuring the relevance, academic rigor, and continuous improvement of educational and support programs.
- Finance and Budgeting: Overseeing the financial planning, resource allocation, and monitoring of expenditures in line with approved budgets.
- Program Development: Supporting the creation and enhancement of educational and mentoring offerings, in alignment with emerging trends and stakeholder needs.
- Outreach and Communication: Managing the visibility, dissemination, and engagement strategies of the School within and beyond the EUT+ alliance.
- Industry and Ecosystem Engagement: Facilitating collaborations with startups, corporates, investors, and regional innovation ecosystems.
- Community of Practice: Supporting the sharing of entrepreneurship education practices, resources, and staff mobility.



Figure 2: Hierarchy of Decision Making.



5. Governance Procedures and Partner Responsibilities

5.1. Decision-Making and Approval Mechanisms

Decisions within the School Board will be made by a simple majority of the members present. For any decision to be valid, a quorum of at least 50% plus one of the total members must be present.

5.2. Meeting Procedures

Frequency of Meetings: The School Board will convene quarterly (once every three months) to ensure continuous oversight, timely decision-making, and effective management of the School's activities. At least one of these meetings will be held in person.

Agenda and Minutes: Agendas will be circulated in advance of each meeting. Minutes will be recorded and shared with all members to promote transparency and accountability.


Virtual Participation: Participation via virtual platforms will be supported to facilitate full engagement across all partner universities.

5.3. Responsibilities of the Partners

Each of the nine partner universities within the EUT+ alliance will undertake specific responsibilities to support the successful implementation and ongoing impact of the EUT+ Entrepreneurship School. These responsibilities include, but are not limited to, active participation in governance, educational delivery, student support, and cross-campus collaboration.

Partners agree to work collaboratively to address issues of intellectual property (IP) arising from participation in the EUT+ Entrepreneurship School. This includes IP generated through student or staff projects developed within courses, mentoring programs, or startup support activities.

The School Board will be responsible for ensuring that an appropriate IP policy or guiding framework is developed and made available to all participants prior to the start of any programme or module. This policy should clarify ownership, use rights, and obligations regarding IP created during participation in School activities.



5.4. Membership Withdrawal, Revocation, and Replacement

To maintain the integrity and functionality of the EUT+ Entrepreneurship School's governance and operational bodies, a clear procedure for voluntary withdrawal, removal, or replacement of members is established.


- Voluntary Retirement:** Any member of the governance structure (e.g., School Board, Program Director, mentor, sub-committee member, or external expert) may request to step down by submitting a written notice to the Chairperson of the School Board at least 30 calendar days prior to the intended date of retirement.
- Removal from Office:** A member may be removed from their role by a simple majority vote of the School Board in any of the following circumstances:
 - Repeated unexcused absence from meetings (e.g., more than three consecutive missed meetings)
 - Violation of institutional or EUT+ staff regulations
 - Behavior deemed incompatible with the values, objectives, or ethical standards of the EUT+ Entrepreneurship School
- Replacement Procedure:** In the event of a withdrawal or removal, the affected partner university or nominating entity shall propose a replacement within 30 calendar days. The proposed replacement must be approved by the School Board in line with the original appointment criteria outlined in Section 4.

6. Pillar I: Educational Program: EUT+ Innovation Management and Entrepreneurship

The EUT+ Entrepreneurship School promotes entrepreneurial learning across the alliance by encouraging partner universities to design and deliver high-quality, flexible, and inclusive educational experiences. The programme supports both students and professionals and fostering a shared entrepreneurial culture through mobility, collaboration, and the development of practical, interdisciplinary skills.

6.1. Programme Structure

The EUT+ Innovation Management and Entrepreneurship Programme offers a flexible and modular structure tailored to the diverse needs, backgrounds, and ambitions of learners across the EUT+ alliance. All activities integrate academic knowledge with experiential learning and align with one or more course levels, classified as:



Fundamental (Figure 3) – Introductory or transversal courses that focus on developing an entrepreneurial mindset, basic business tools, and core innovation competencies. These are ideal for students or researchers with limited prior exposure to entrepreneurship (Annex III).

Advanced (Figure 3) – Courses intended for participants with existing entrepreneurial experience or knowledge. They address strategic thinking, business scaling, sustainability, digital transformation, and innovation commercialisation (Annex III).

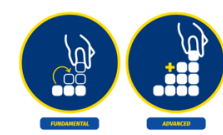



Figure 3. Icons created to illustrate the Fundamental and Advanced Modules.

This tiered approach allows learners to engage with the programme at the level most suited to their experience, and to progressively build toward recognized certifications through a mix of academic content, hands-on activities, and cross-campus collaboration.

To maximize impact and ensure a well-rounded learning journey, each module was divided into at least one specialized topic, enabling participants to engage with both theoretical foundations and applied perspectives. These topics were clustered under six main areas:

- Entrepreneurship
- Innovation
- Business Development & Strategy
- Finance, Law & Operations
- Ethics, Sustainability & Soft Skills
- Marketing & Sales



This design not only provided structure but also broadened the range of competences acquired, allowing students, researchers, and professionals to connect entrepreneurial theory with practical applications. By progressing through multiple topics within each domain, participants developed a stronger entrepreneurial mindset, improved their ability to address real-world challenges, and enhanced the transferability of their skills across sectors and international contexts.

6.2. Programme Formats

To foster transnational learning and experiential entrepreneurship education, the EUT+ Entrepreneurship School supports a variety of mobility opportunities designed to suit different levels of student availability, learning preferences, and institutional contexts. These formats—blended intensive Programme (BIP), short-term visits, semester exchanges, and seasonal schools—are embedded within the School's certification pathways and aim to promote cross-campus collaboration, real-world problem-solving, and inclusive access to entrepreneurship education across the EUT+ alliance.

6.2.1. Blended Intensive Programme (BIP)

A BIP is a short, high-impact learning format that combines physical mobility with online collaboration. It is especially suitable for micro-credential development and can be hosted by any partner institution. The BIP must:

- Focus on a specific entrepreneurship-related theme, aligned with a micro-credential or defined learning outcome.
- Incorporate collaborative projects, hands-on workshops, mentoring, and peer learning opportunities.
- Promote cross-campus collaboration, interdisciplinary team building, and the sharing of entrepreneurial practices across EUT+ alliance.

6.2.2. Short-Term Visits

Short-term visits are designed to provide participants with intensive, focused exposure to entrepreneurship topics, combining academic content with practical, team-based activities. These visits promote mobility, interdisciplinary learning, and international collaboration across the EUT+ alliance. These programmes typically follow a two-week format:

Week 1 – On-Site Learning: Participants travel to a host university for a full week of face-to-face engagement. Activities typically include:

- Interactive lectures led by academic staff and entrepreneurs covering **fundamental** and/or **advanced** entrepreneurship-related courses (Annex III).
- Hands-on workshops (e.g., design thinking, lean startup methods).
- Group work and team challenges focused on real-world problems.
- Site visits to incubators, startups, or innovation labs.
- Cultural immersion activities to enhance cross-cultural understanding.

Week 2 – Off-Site Learning: After returning to their home institutions, participants continue the experience online, focusing on:

- Completing individual or group assignments.
- Reflective exercises to internalise learning outcomes.
- Peer review or mentor feedback on project deliverables.
- Final pitch or report submissions.

6.2.3. Semester Visits

Semester visits offer participants the opportunity to engage in a more immersive entrepreneurial learning experience at a partner institution within the EUT+ alliance. These visits are designed to support deeper academic integration, long-term collaboration, and practical application of entrepreneurial skills across diverse cultural and institutional settings.


During a semester visit, participants may:

- Engage in a combination of **fundamental** and/or **advanced** (Annex III) entrepreneurship-related courses offered by the host university.
- Participate in local innovation and startup ecosystem activities, such as incubator programs, innovation labs, mentoring sessions, and industry collaborations.
- Engage in project-based learning, interdisciplinary teamwork, and pitch competitions.

6.2.4. Summer School / Winter School

Partner universities may organize Summer or Winter Schools, typically lasting one to two weeks, with a dedicated focus on entrepreneurship and innovation. These programmes aim to:

- Deliver intensive, hands-on training on key topics such as ideation, business model development, sustainability, startup growth etc.
- Promote multi-cultural and interdisciplinary teamwork.



- Provide a platform for the participants to pitch their entrepreneurial ideas to a jury comprising academic and industry experts.

7. Participation Pathways and Certification Levels

The EUT+ Innovation Management and Entrepreneurship Programme is structured into three progressive levels of certification (Level 1 to Level 3). Participants can accumulate micro-credentials over time by completing eligible courses and mobility activities. These certifications are designed to be stackable and flexible, allowing students and professionals to build their competence in entrepreneurship step-by-step, according to their availability and interests.

Participants have a maximum of two years from their first certified activity (Level 1) to complete the requirements for Level 3. After this period, any unused micro-credentials will expire and will need to be reacquired.

Level 1 – Course Certificate

The purpose is to provide participants with an entry-level experience in entrepreneurship through engagement in a BIP.


Participants who complete at least one BIP are eligible to receive a Course Certificate. The certificate includes the specific name of the BIP attended, along with the statement: "Part of the EUT+ Innovation Management and Entrepreneurship Programme." This ensures that both the thematic focus of the course and its connection to the broader programme are clearly recognized. All certificates issued under the EUT+ Entrepreneurship School will reflect both the specific course or activity completed and its association with the EUT+ Innovation Management and Entrepreneurship Programme.

Requirements:

- Participation in at least one Blended Intensive Programme (BIP) delivered by a partner university within the EUT+ alliance, focused on innovation and entrepreneurship.

Level 2 – Fundamental Certificate in Innovation Management and Entrepreneurship

This certificate is designed to deepen participants' foundational knowledge and applied experience in innovation and entrepreneurship. It recognizes the successful completion of multiple fundamental-level courses and participation in at least one mobility experience within the EUT+ alliance.





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Requirements:

- Completion of 4 Fundamental Courses ([Annex III](#)).
- Participation in at least one mobility-based experience, such as:
 - Short-term visit
 - Semester visit
 - Summer or Winter School
 - BIP

Level 3 – Advanced Certificate in Innovation Management and Entrepreneurship

This certificate represents the highest level of achievement within the EUT+ Innovation Management and Entrepreneurship Programme. It provides comprehensive and advanced training designed to equip participants with the knowledge, skills, and experience needed to lead entrepreneurial initiatives across diverse sectors and contexts.

Requirements:

- Completion of the following courses:
 - 4 Fundamental Courses ([Annex III](#)) and
 - 3 Advanced Courses ([Annex III](#))
- Participation in at least one mobility-based experience, such as:
 - Short-term visit
 - Semester visit
 - Summer or Winter School
 - BIP

7.1. Micro-credentials and ECTS Recognition

Each certification level within the EUT+ Innovation Management and Entrepreneurship Programme is associated with a defined number of ECTS (European Credit Transfer and Accumulation System) credits, providing academic recognition for the learning outcomes achieved through the programme (also available in [Figure 4](#)).

- Level 1 – Course Certificate:** Participants who complete at least one BIP are eligible to receive a Course Certificate corresponding to 3–6 ECTS. These credits are awarded by the host university that organizes and delivers the BIP, based on its internal procedures and accreditation.



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- Level 2 – Fundamental Certificate in Innovation Management and Entrepreneurship:** Participants who [BIP](#), the requirements for Level 2 are awarded 10–24 ECTS. The Cyprus University of Technology (CUT) will issue the micro-credential on behalf of all EUT+ partner institutions, ensuring consistency and cross-institutional recognition.
- Level 3 – Advanced Certificate in Innovation Management and Entrepreneurship:** Participants who complete the requirements of Level 3 will be awarded 24–30 ECTS. CUT will also issue this micro-credential on behalf of the EUT+ alliance, certifying a comprehensive and advanced level of entrepreneurial competence.

LEVEL 1: Course Certificate

Requirements: Completion of 1 Fundamental Course (BIP)

ECTS: 3–6 ECTS (awarded by the host university)

LEVEL 2: Fundamental Certificate in Innovation Management and Entrepreneurship

Requirements: Completion of 4 Fundamental Courses (BIP)

ECTS: 10–24 ECTS (awarded by CUT)

LEVEL 3: Advanced Certificate in Innovation Management and Entrepreneurship

Requirements: Completion of 7 Fundamental Courses (BIP)

ECTS: 24–30 ECTS (awarded by CUT)

Figure 4. Summary of Certification Levels and ECTS recognition.

All micro-credentials and certification levels are designed to reflect the competences defined in the [EUT+Coop Framework](#) (see [Annex II](#)), ensuring their alignment with European lifelong



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learning standards and [BIP](#), market expectations. This enables the EUT+ Entrepreneurship School to offer transparent, portable, and stackable credentials that support mobility, employability, and continuous learning.

7.2. Registration

To streamline access, participation, and transparency, all entrepreneurship-related courses and activities offered under the EUT+ Innovation Management and Entrepreneurship Programme will be integrated into a centralized digital learning platform, developed and maintained by the Cyprus University of Technology (CUT) until the EUT+ Accelerate project.

This platform will serve as a unified entry point where students and professionals across the EUT+ alliance can:

- Browse the full catalogue of entrepreneurship courses and mobility opportunities
- Access detailed course descriptions, prerequisites, learning outcomes, and assessment methods
- Register for modules aligned with their interests and certification goals
- Monitor their learning progress, track completed activities, and accumulate micro-credentials

All available modules—fundamental and advanced—will be clearly listed and regularly updated. Each course entry will indicate the delivering university, language of instruction, delivery format (online, on-site, or blended), and any associated mobility components (e.g., BIP, short-term or semester visits).

An example of course information displayed on the platform is shown in [Annex IV](#).

Once a participant completes the online registration for a selected course, CUT will coordinate and forward the registration details to the relevant partner university responsible for the course delivery. In parallel, CUT will maintain oversight of all enrolments for monitoring, reporting, and micro-credential issuance, especially for participants pursuing Level 2 and Level 3 certification.

8. Pillar II: Mentoring and Support Programs: EUT+ Students Startup Lab

The EUT+ Entrepreneurship School establishes a comprehensive framework of mentoring and support programs aimed at fostering entrepreneurial growth and innovation across the EUT+



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alliance. These programs provide targeted guidance, resources, and opportunities to students, researchers, and staff engaged in entrepreneurial activities. By connecting participants with experienced mentors, industry experts, and innovation professionals, the School helps bridge the gap between idea development and market implementation.

Critically, these mentoring and support activities are delivered primarily through the EUT+ Student Start-up Lab, a flagship initiative of the EUT+ Entrepreneurship School. The Lab serves as a structured incubator for students, alumni, and researchers seeking to turn innovative ideas into impactful startups. It leverages the collective expertise, infrastructure, and networks of the nine EUT+ partner universities, fostering a vibrant and collaborative innovation ecosystem.

To ensure alignment across partners, the WPM team has adopted a common EUT+ [Coop](#) definition:

A startup is defined as a registered company that is younger than 5 years, with a turnover of less than 2 million euros, and fewer than 10 employees. It must be founded by a student or alumni (within 5 years of graduation) or an active researcher affiliated with one of the EUT+ partner universities.

In addition, it has been agreed that “participating/engaging spin-offs and startups” refer to:

- New or existing entrepreneurial ventures that actively engage in EUT+ programs, activities, or support services. Participation may include attending events, receiving mentorship, accessing funding, joining incubation or acceleration programs, or being formally recognized within the EUT+ network.

The Student Start-up Lab supports two main venture types:

- Student-Driven Startups:** Initiated by undergraduate, Master’s, or PhD students, individually or in teams.
- Researcher-Led Startups:** Rooted in academic research and typically led by PhDs, [Coop](#), or faculty.

Key components of the EUT+ Student Start-up Lab include:

- Incubation & Acceleration Programs:** Tailored support programs delivered by EUT+ universities, providing access to infrastructure, mentorship, and growth planning.
- Ideation & Concept Development Workshops:** Hands-on sessions focused on identifying real-world challenges and building innovative, validated solutions.



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- Mentorship & Coaching:** Ongoing guidance from experienced entrepreneurs, researchers, investors, and academic mentors.
- Startup Toolkit:** Access to practical tools and templates such as business model canvases, pitch decks, IP checklists, and financial planning resources.
- Networking & Collaboration:** Cross-institutional opportunities to connect with peers and experts via pitch events, challenges, meetups, and competitions.
- Access to EUT+ Facilities:** Permission-based access to physical resources such as makerpaces, coworking areas, and university incubators across partner campuses.

Ultimately, the EUT+ Student Start-up Lab is not just a platform for launching startups—it is a catalyst for building a pan-European culture of innovation and entrepreneurship. It empowers students and researchers to become confident, capable, and connected changemakers, while strengthening collaboration between institutions and contributing to long-term economic and societal impact across Europe.

9. Business Hub Foundation: Community for Innovation and Entrepreneurship Research

The Business Hub Foundation of the EUT+ Entrepreneurship School focuses on fostering a vibrant and collaborative community dedicated to advancing innovation and entrepreneurship research, while also strengthening engagement with industry and the broader startup and innovation ecosystem. This positions the School as a key driver of applied research, ecosystem intelligence, and policy development across the EUT+ alliance.

Through this community, the School aims to connect academic expertise with real-world entrepreneurial challenges by actively involving researchers, students, startups, corporates, public institutions, and innovation intermediaries. The result is a cross-sectoral knowledge ecosystem that drives innovation, informs practice, and enhances the relevance and sustainability of entrepreneurial activities across the EUT+ network.

Key focus areas include:

- Applied Research:** Supporting data-driven and practice-oriented research to inform curriculum, program design, and ecosystem services.
- Strategic Partnerships:** Building formal collaborations with startups, industry, and public agencies through MoUs to promote co-creation and long-term cooperation.
- Industry Engagement:** Co-designing research projects with industry on emerging trends and innovation policy to produce actionable insights and teaching materials.



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- Innovation Activities:** Hosting hackathons, tech challenges, and co-innovation labs to address real-world problems and foster applied learning.
- Research Mobility:** Encouraging joint research, publications, and staff mobility across the alliance, including exploring the creation of a shared EUT+ research lab or institute (EUT+RI).
- Knowledge Sharing:** Disseminating research outcomes through conferences, publications, and open platforms to enhance EUT+ impact and visibility.

10. Funding and Sustainability Strategy

The EUT+ Entrepreneurship School is designed as a long-term initiative supported by strategic funding, institutional collaboration, and integration into the EUT+ alliance’s broader innovation and education objectives.

To ensure operational continuity and long-term impact, the School will adopt a multi-source funding approach and a sustainability-focused governance model. Funding will be secured through:

- Institutional contributions** from EUT+ partner universities, both financial and in-kind
- European funding programs**, including Erasmus+, Horizon Europe, Interreg, and Digital Europe
- National and regional support schemes** for education, research, and innovation
- Public-private partnerships and sponsorships** from industry and ecosystem stakeholders
- Revenue-generating activities**, such as executive training, consulting, and certification services

Sustainability will be further supported by integrating the School’s activities into institutional strategic plans, adopting shared-cost models among partners, and continuously pursuing new funding opportunities. The School will align with the EUT+ Innovation Committee and relevant local innovation offices to coordinate efforts and maximize impact. Continuous monitoring and outcome evaluation will guide strategic decision-making and reinforce the School’s value proposition to funders and partners.

The Finance and Budgeting Sub-Committee (see section 4.1.3) will oversee financial planning, resource allocation, and reporting. Annual financial and sustainability reports will be presented to the School Board to ensure accountability and alignment with long-term objectives.

Annex I. Pedagogical Framework and Educational Vision

The **EUT+ Pedagogical Framework** represents a transformative approach to education within the **EUT+ Entrepreneurship School**, aligning with the principles of the European Degree and the objectives of the European Universities Initiative. Rooted in European values, academic excellence, and innovation, this framework promotes a student-centered, flexible, and future-oriented learning environment.

Drawing on the 12 core features of the European Degree, the pedagogical model adopted by the **EUT+ Entrepreneurship School** fosters both academic and civic competences, with an emphasis on interdisciplinary, innovation, and experiential learning.

The 12 features of the European Degree are:

1. **Embedded mobility**, ensuring that students engage in meaningful learning experiences across different **EUT+** campuses and cultural contexts.
2. **Multilingualism**, by promoting language diversity and encouraging students to communicate and collaborate in multiple languages.
3. **Innovative pedagogies**, with a shift toward active, student-led learning, challenge-based education, and problem-solving in real-world scenarios.
4. **Academic rigor**, maintaining high standards of disciplinary knowledge and critical thinking.
5. **Modularisation and flexibility**, allowing students to build their own educational paths by choosing courses that best support their goals.
6. **Civic engagement**, reinforcing the societal impact of education and rejecting elitism in **EUT+** of inclusive, socially responsible learning.
7. **Self-customization of study tracks**, enabling learners to shape their academic journeys through personalized course selection.
8. **Student-centered learning**, focusing on learning outcomes and empowering students to take responsibility for their educational progress.
9. **Interdisciplinarity**, addressing complex societal challenges through integrated perspectives across fields.
10. **Exposure to and engagement with research**, introducing students to research processes and fostering innovation-led learning.
11. **Alignment with future labour market needs**, by embedding transversal, digital, entrepreneurial, and green skills essential for the evolving job landscape.
12. **Challenge-based experiential learning**, through hands-on engagement with real-world problems in collaboration with academic, industrial, and societal partners.

This framework supports the development of **future-proof competences** aligned with the **EUT+ Competence Framework**, enabling students to thrive in dynamic and multidisciplinary environments. The programme encourages reflection, adaptability, collaboration, and life-long learning—positioning graduates as engaged, capable, and resilient contributors to Europe's innovation and sustainability transitions.

Annex II. EUT+ Competence Framework

To align with the **EUT+ Competence Framework** (Figure 5) and ensure coherence across the curriculum, all entrepreneurship-related courses must be categorized as either **Fundamental** or **Advanced**, based on both their thematic focus and the **EUT+ Competence** competences they target.

For the purpose of module assessment based on the **EUT+ Competence Framework**, the below interconnected and interrelated competence areas will be applied:

- **Ideas and Opportunities** - identifying and developing ideas that create value.
- **Resources** - Mobilising knowledge, skills, and support to bring ideas to life.
- **Into Action** - Turning ideas into action through planning and initiative.

Competences Achieved in Fundamental Courses:

Area & Opportunities	Resources	Into Action
Spotting Opportunities	Self-awareness and self-efficacy	Taking the initiative
Creativity	Motivation and perseverance	Working with Others
Valuing Ideas	Financial and Economic Literacy	Learning Through Experience

Competences Achieved in Advanced Courses:

Area & Opportunities	Resources	Into Action
Vision	Mobilising Resources	Planning and Management
Ethical and Sustainable Thinking	Mobilising Others	Coping with Uncertainty, Ambiguity and Risk




Figure 5. EUT+ Competence Framework.

This structured alignment with the **EUT+ Competence Framework** ensures that learners build competences progressively, beginning with foundational skills in the **Fundamental** courses and advancing toward more strategic, applied capabilities in the **Advanced** offerings. By embedding clearly defined competence areas into the curriculum, the **EUT+** programme promotes transparency, coherence, and recognition of learning outcomes across the alliance. This approach not only supports personalized learning journeys but also enables the accumulation of stackable micro-credentials that reflect meaningful entrepreneurial growth.

Annex III. Fundamental and Advanced Modules for Short-term and Semester visits

Tables below present the catalogue of courses and modules offered within the **EUT+ Entrepreneurship School**, divided into **Fundamental** and **Advanced** modules (example of modules are listed in Table A and Table B, respectively). It provides an overview of the key details of each learning activity, including the course or module name, the institution responsible for delivery, the academic level, ECTS allocation, timeframe, and language of instruction. Each course is also mapped to its specific topic and aligned with the **EUT+ Competence Framework**, ensuring coherence, transparency, and recognition across the **EUT+** alliance. The catalogue serves as a centralised reference point for students, researchers, and professionals to identify suitable learning opportunities and plan their certification pathways within the program.

The list of modules will be updated annually, with new courses added and others removed depending on partner contributions and availability.

Table A. Example of Fundamental modules

Course Name	Delivered by	Course Level	ECTS	Timeframe	Language	Topic	EUT+ Competence
Marketing and Business Case	h_da	Postgrad	6	Full Semester	English	Business Development & Strategy Marketing & Sales Working with Others	Valuing Ideas Financial and Economic Literacy Working with Others
Creativity and Innovation in Design	UTN	Undergrad	2	Full Semester	Romanian, English, German	Innovation	Creativity Valuing Ideas Spotting Opportunities
Sustainable Innovation and Entrepreneurship for engineering applications	UTN	Undergrad	3	Full Semester	English	Innovation	Spotting Opportunities Valuing Ideas Motivation and Perseverance
Business Planning	UTN	Undergrad	6	Full Semester	Latvian, English	Business Development & Strategy	Spotting Opportunities Creativity Learning Through Experience
Small Business Management	UTN	Undergrad	3	Full Semester	English	Business Development & Strategy	Working with Others Motivation & Perseverance Learning Through Experience
Business Planning and Entrepreneurship	UTN	Undergrad	4	Full Semester	Bulgarian, English	Business Development & Strategy	Creativity Spotting Opportunities Valuing Ideas

Table B. Example of Advanced modules

Course Name	Delivered by	Course Level	ECTS	Timeframe	Language	Topic	EUT+ Competence
Entrepreneurial and Innovative Culture	UTN	Undergrad	3	Full Semester	Spanish	Innovation Entrepreneurship	Spotting Opportunities Creativity Working with Others
Business and Commercial Law	UTN	Undergrad	4	Full Semester	French, English	Finance, Law & Operations	Ethical and Sustainable Thinking Motivation Working with Others Planning and Management
Marketing and Banking for SMEs	UTN	Postgrad	6	Full Semester	English	Finance, Law & Operations	Vision Mobilising Resources Planning and Management
New Business Development and Entrepreneurship	UTN	Postgrad	6	Full Semester or Short Visit	English	Business Development & Strategy Entrepreneurship	Vision Mobilising Resources Planning and Management
Product Design	UTN	Undergrad	6	Full Semester	Greek	Innovation Business Development & Strategy	Vision Mobilising Resources Planning and Management
International Project Management	UTN	Undergrad	6	Full Semester	Latvian, English	Business Development & Strategy	Vision Planning & Management Uncertainty
Commercial Management & Sales	UTN	Undergrad	6.5	Full Semester	Spanish	Business Development & Strategy	Vision Mobilising Others

Annex IV. Sample Course Entry for Centralized Platform

The following table provides an example of how entrepreneurship-related courses will be displayed on the centralized digital learning platform maintained by EUT. This standardized format ensures consistent access to key course information for all EUT participants.

Course Name	Delivered by	Course Level	ECTS	Timeframe	Language	Topic	EUT+ Competence
Strategic Business and Management	UTN	Undergrad	4	Full Semester	French, English	Business Development & Strategy	Ethical and Sustainable Thinking Motivation Working with Others Planning and Management
Social Entrepreneurship	UTN	Undergrad	4	Full Semester	Bulgarian	Entrepreneurship	Ethical & Sustainable Thinking Motivation Working with Others Planning and Management
Start-Up Lab	UTN	Undergrad	10	Full Semester	English	Business Development & Strategy	Creativity Learning Through Experience Taking the Initiative
Creativity and Innovation in design	UTN	Undergrad	2	Full Semester	Bulgarian, English, German	Innovation	Creativity Valuing Ideas Spotting Opportunities

Table A. Example of Fundamental modules

Course Name	Delivered by	Course Level	ECTS	Timeframe	Language	Topic	EUT+ Competence
Marketing and Business Case	h_da	Postgrad	6	Full Semester	English	Business Development & Strategy Marketing & Sales Working with Others	Valuing Ideas Financial and Economic Literacy Working with Others
Creativity and Innovation in Design	UTN	Undergrad	2	Full Semester	Romanian, English, German	Innovation	Creativity Valuing Ideas Spotting Opportunities
Sustainable Innovation and Entrepreneurship for engineering applications	UTN	Undergrad	3	Full Semester	English	Innovation	Spotting Opportunities Valuing Ideas Motivation and Perseverance
Business Planning	UTN	Undergrad	6	Full Semester	Latvian, English	Business Development & Strategy	Spotting Opportunities Creativity Learning Through Experience
Small Business Management	UTN	Undergrad	3	Full Semester	English	Business Development & Strategy	Working with Others Motivation & Perseverance Learning Through Experience
Business Planning and Entrepreneurship	UTN	Undergrad	4	Full Semester	Bulgarian, English	Business Development & Strategy	Creativity Spotting Opportunities Valuing Ideas



Embedded Mobility	
Course Category	
Course Type	
Course is part of Programme	
ECTS of Course	
Language(s)	
Academic Year	
Method of Delivery	
Timing in the Year (Semester when the course is delivered)	
Start of Course	
End of Course	
Registration Start Date	
Registration Deadline	
Assessment Details	
Registration Status	
Places Available	
Admission Criteria	
Learning Outcomes	
EntreComp Framework Areas	
Contact Person	



Annex II. Fundamental and Advanced Modules for Short-term and Semester visits

Tables below present examples of the catalogue of courses and modules offered within the EUT+ Entrepreneurship School, divided into Fundamental and Advanced modules (Table A and Table B, respectively). It provides an overview of the key details of each learning activity, including the course or module name, the institution responsible for delivery, the academic level, ECTS allocation, timeframe, and language of instruction. Each course is also mapped to its specific topic and aligned with the **EntreComp Competence Framework**.

The catalogue serves as a centralized reference point for students, researchers, and professionals to identify suitable learning opportunities and plan their certification pathways within the programme. The list of modules will be updated annually, with new courses added and others removed depending on partner contributions and availability.

A full list of modules available for 2025–2026 is available on the EUT+ Entrepreneurship School Portal: <https://eis-tech.eu/course/>

Table A. Example of Fundamental modules.

Course/ Module Name	Delivered by	Course Level	ECTS	Timeframe	Language	Topic	EntreComp Competences
Marketing and Business Cases	UNICAS	Postgrad.	6	Full Semester	English	<ul style="list-style-type: none"> - Business Development & Strategy - Marketing & Sales 	<ul style="list-style-type: none"> - Valuing Ideas - Financial and Economic Literacy - Working with Others
Creativity and Innovation in Design	TUCN	Undergrad.	2	Full Semester	Romanian, English, German	<ul style="list-style-type: none"> - Innovation 	<ul style="list-style-type: none"> - Creativity - Valuing Ideas - Spotting Opportunities
Sustainable innovation and Entrepreneurship for engineering applications	CUT	Undergrad.	5	Full Semester	English	<ul style="list-style-type: none"> - Innovation - Entrepreneurship 	<ul style="list-style-type: none"> - Spotting Opportunities - Valuing Ideas - Motivation and Perseverance
Business Planning	RTU	Undergrad.	6	Full Semester	Latvian, English	<ul style="list-style-type: none"> - Business Development & Strategy 	<ul style="list-style-type: none"> - Spotting Opportunities - Creativity - Learning through Experience
Small Business Management	TU Dublin	Undergrad.	5	Full Semester	English	<ul style="list-style-type: none"> - Business Development & Strategy 	<ul style="list-style-type: none"> - Working with Others - Motivation & Perseverance - Learning through Experience
Business Planning and Entrepreneurship	TUS	Undergrad.	4	Full Semester	Bulgarian, English	<ul style="list-style-type: none"> - Business Development & Strategy 	<ul style="list-style-type: none"> - Creativity - Spotting Opportunities - Valuing Ideas
Entrepreneurial and Innovative Culture	UPCT	Undergrad.	1	Full Semester	Spanish	<ul style="list-style-type: none"> - Innovation - Entrepreneurship 	<ul style="list-style-type: none"> - Spotting Opportunities - Creativity - Working with Others
Business and Commercial Law	UTT	Undergrad. & Postgrad.	4	Full Semester	French, English	<ul style="list-style-type: none"> - Finance, Law & Operations 	<ul style="list-style-type: none"> - Ethical and Sustainable Thinking - Mobilizing Others - Planning and Management

Table B. Advanced Modules.

Course/ Module Name	Delivered by	Course Level	ECTS	Timeframe	Language	Topic	EntreComp Competences
Accounting and Banking for SMEs	UNICAS	Postgrad.	3	Full Semester	English	- Finance, Law & Operations	- Vision - Mobilizing Resources - Planning and Management
New Business Development and Entrepreneurship	HDA	Postgrad.	6	Full Semester or Short-term Visit	English	- Business Development & Strategy - Entrepreneurship	- Vision - Mobilizing resources - Planning and Management
Product design	CUT	Undergrad.	6	Full Semester	Greek	- Innovation - Business Development & Strategy	- Vision - Mobilizing Resources - Planning and Management
International Project Management	RTU	Undergrad.	6	Full Semester	Latvian, English	- Business Development & Strategy	- Vision - Planning & Management - Coping with Uncertainty
Commercial Management II	UPCT	Undergrad.	4.5	Full Semester	Spanish	- Business Development & Strategy	- Vision - Mobilizing Others - Planning & Management
Intercultural Business and Management	UTT	Undergrad. & Postgrad.	4	Full Semester	French, English	- Business Development & Strategy	- Ethical and Sustainable Thinking - Mobilizing Others - Planning and Management
Social Entrepreneurship	TUS	Undergrad.	4	Full Semester	Bulgarian	- Entrepreneurship	- Ethical & Sustainable Thinking - Mobilizing Others - Mobilizing Resources
Start Up Lab	TU Dublin	Undergrad.	30	Full Semester	English	- Business Development & Strategy	- Creativity - Learning through Experience - Taking the Initiative

Creativity and innovation in design	TUCN	Undergrad.	2	Full Semester	Romania, English, German	- Innovation	- Creativity - Valuing ideas - Spotting opportunities
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Annex III. Sample Course Entry for Centralized Platform

The following table provides an example of how entrepreneurship-related courses are displayed on the centralized digital learning platform (<https://eis-tech.eu/course/>) maintained by CUT. This standardized format ensures consistent access to key course information for all EUT+ participants.

Table C. Sample Course Entry for Centralized Platform.

Field	Details
Course Title	
Host University	
Course Level (Fundamental or Advanced)	
Course ID	
ECTS	
Language(s)	
Course Description	
EntreComp Framework	
Starting Dates	
Registration Deadline	
Course Registration Status (Open, Not Open Yet, Closed etc.)	
Formal (e.g., Campus, Online, Hybrid)	
Host University	
Instructor(s)	

Annex IV. The 12 features of the European Degree

The 12 Features of the European Degree are a set of common criteria developed by the European Commission to support the creation of a European Degree label, a recognition awarded to joint programmes that demonstrate deep European integration in their design, delivery, and outcomes.

These features aim to strengthen cross-border cooperation in higher education, enhance the visibility and recognition of joint degrees, and promote the development of the European Education Area.

They have been adopted by the EUT+ Entrepreneurship School, which fosters both academic and civic competences, with an emphasis on interdisciplinarity, innovation, and experiential learning. For more information, please visit the EUT+ Entrepreneurship School Portal: <https://eis-tech.eu/features-of-the-european-degree/>

Annex V. Climate Entrepreneurship Training – List of participants

Below, a list of participants per university is provided, along with the corresponding time period during which the Climate Entrepreneurship Training was delivered. For GDPR compliance, the names of students who participated in the programme are not displayed. Instead, each participant is represented by a unique personal identifier code to ensure anonymity while allowing for institutional tracking and reporting.

An example of the participation list collected is shown below:

Table D. Example of the participation list collected for Climate Entrepreneurship Training.

Type of the programme	Delivery type	Unique personal identifier	Gender	Start date	Completion date	HEI delivered the program
University module (CIV456)	Online	CUT_1_2024	Female	23/1/2024	16/1/2024	CUT
		CUT_2_2024	Female	23/1/2024	16/1/2024	CUT
		CUT_3_2024	Female	23/1/2024	16/1/2024	CUT
		CUT_4_2024	Female	23/1/2024	16/1/2024	CUT

Annex VI. EUt+ Summer Schools

A. Report of #Entrep_Bootcamp2024 summer camp by UTCN

1. Event overview

From July 15–19, 2024, the Technical University of Cluj-Napoca (UTCN), through its Students' Entrepreneurial Society (SAS), hosted the #Entrep_Bootcamp2024 summer camp as part of the EUt+ alliance initiative. The summer camp brought together 33 students, including **22 students** from **six EUt+ partner universities**: UTT 3 students, h_da 4 students, UPCT 2 students, TUS 1 student, UNICAS 3 students, UTCN 9 students.

Table E. EUt+ students attending the summer camp.

No.	Student name and surname	University
1.		UTT
2.		UTT
3.		UTT
4.		h_da
5.		h_da
6.		h_da
7.		h_da
8.		UPCT
9.		UPCT
10.		TUS
11.		UNICAS
12.		UNICAS
13.		UNICAS
14.		UTCN
15.		UTCN
16.		UTCN
17.		UTCN
18.		UTCN
19.		UTCN
20.		UTCN
21.		UTCN
22.		UTCN

Upon successful completion of the week-long programme, all EUt+ participating students received a certificate of attendance.

The Summer School was made possible through funding from the Institutional Development Fund (FDI), a national competitive grant programme. Through the funding offered by FDI, the organizers were able to design and implement a comprehensive entrepreneurial programme that combined workshops, fieldtrips, practical team activities, and presentations. This support not only covered the logistical aspects of the programme but also ensured that participants could benefit from a high-quality learning environment focused on developing entrepreneurial skills, innovative thinking, and effective teamwork.

Participants were intentionally placed into six mixed interdisciplinary and multicultural teams to promote collaboration across diverse academic and cultural backgrounds, fostering innovation and creative problem-solving.

The bootcamp focused on exploring the Rural-Urban Hub concept in the Cluj-Napoca region— an approach aimed at strengthening ties between rural and urban communities. Key areas of focus included infrastructure, education, sustainable agriculture, and community development. The village of Sălcea served as the focal point, providing students with a hands-on opportunity to engage with real-world rural challenges and develop entrepreneurial solutions.

CHECK-IN		#ENTREP-BOOTCAMP TIMETABLE						CHECK-OUT
HOURL	13 July	14 July	15 July	16 July	17 July	18 July	19 July	20 July
9:00 - 9:30			Event opening - Teams presentation (<i>Dona & Hall</i>)	Breakfast (<i>BT Building - room 4.01</i>)	Breakfast (<i>BT Building - room 4.01</i>)	Breakfast (<i>BT Building - room 4.01</i>)	Breakfast (<i>BT Building - room 4.01</i>)	
9:30 - 10:30			WK 1 - Entrepreneurial journey - dr. Constantinescu Anca, dr. Veronica Maier - TUCN (<i>BT Building - room 4.01</i>)	WK 3 - How to create and manage a Start up. - Prof. dr. Aharon Ratner - HIT Israel (<i>BT Building - room 4.01</i>)	WK 6 - Financial aspects of start-ups, dr. Diana Dragomir (<i>BT Building - room 4.01</i>)	WK 9 - Immersive technologies for start-ups - Zahra, Germany, (<i>online</i>)	FINAL PITCH (<i>LUTHIER - First floor</i>)	
10:30 - 11:30			WK 2 - Ideation and problem finding techniques - dr. Constantinescu Anca, dr. Veronica Maier - TUCN (<i>BT Building - room 4.01</i>)	WK 4 - The deal, positioning - dr. Constantinescu Anca, dr. Veronica Maier - TUCN (<i>BT Building - room 4.01</i>)	WK 7 - Sustainable start-ups - effective study cases from EU Arthur Jedeloo - HVA (<i>BT Building - room 4.01</i>)	WK 10 - Teams vs workgroups - dr. Gabriela Lobontiu - TUCN (<i>BT Building - room 4.01</i>)		
11:30-11:40			Coffee Break	Coffee Break	Coffee Break	Coffee Break		
11:45 - 13:00			Real study case - documentation on rural areas near Cluj - interviews with the authorities, citizens etc. Interview with City Hall representatives	WK 5 - Customer discovery - Wilko Oskam - HVA (<i>BT Building - room 4.01</i>)	WK 8 - Market segmentation and target market - Jan Hein - HVA (<i>BT Building - room 4.01</i>)	WK 11 - How to pitch - Wilko Oskam - HVA (<i>BT Building - room 4.01</i>)		
13:00 - 14:00			Lunch (<i>BT Building - chill zone</i>)	Lunch (<i>BT Building - chill zone</i>)	Lunch (<i>BT Building - chill zone</i>)	Lunch (<i>BT Building - chill zone</i>)	Trip to Turda's Gorges & Picnic (30 km)	
14:00 - 17:00			Team activity - Problems finding / market research	Teamwork searching for solutions	Teamwork and feedback from mentors	Teamwork and feedback from mentors		
17:00 - 19:00			Free time	Dinner (<i>BT Building</i>)	Dinner (<i>BT Building</i>)	Dinner (<i>BT Building</i>)	Free time	
19:00- 20:00			Welcome dinner ("Maimusa Plângătoare" Restaurant)	Free time	Free time	Treasure Hunt (18:30)		
				City tour				

Figure A. Agenda of #Entrep_Bootcamp2024 summer camp.

The event's agenda (see Figure A) was designed to promote both entrepreneurial mindset development and intercultural cooperation, through a combination of workshops, collaborative teamwork and cultural interactions. Throughout the week, participants took part in workshops, met with local entrepreneurs, and conducted field visits to better understand the community's needs. They then proposed sustainable, human-centred solutions aligned with the EUT+ alliance's core value of "Think Human First," ensuring that innovation serves both societal and environmental well-being.

Students engaged in various entrepreneurship and innovation workshops related to entrepreneurial journey, ideation and problem finding techniques, how to create and manage a start-up, the deal and positioning, customer discovery, financial aspects of start-ups, sustainable start-ups, market segmentation and target market, immersive technologies for start-ups, teams vs. workgroups, how to pitch. Half of these workshops was delivered by UTCN academic staff, while the other half featured international guest speakers from Hogeschool Van Amsterdam (HVA) from the Netherlands and Holon Institute of Technology (HIT) from Israel.

To reach the desired outcome, students went through several stages – from identifying the community's problems (such as access to education, healthcare, and infrastructure), to assessing the available local resources and how they could be used efficiently, collaborating with community leaders and stakeholders in the analysis and problem-solving process, and ultimately developing sustainable solutions.

The solutions proposed by the six teams of students are briefly described below:

1. **Private School Project** – a private school project that bridges the gap by integrating local cultural knowledge into the curriculum and engaging students in hands-on learning;
2. **Rural Bridge** – a platform that connects urban consumers with rural farmers, offering fresh produce and immersive rural experiences;
3. **Unity Village** – a one-stop platform offering services to foster interaction between villagers and urban newcomers;
4. **Farm-to-Table Connection** – a platform connecting farmers with urban consumers for direct sales of fresh produce;
5. **Sellicea (Internet Awareness App)** – a mobile app that educates users on how to leverage the internet for personal and financial growth;
6. **The Hall** – a reliable one-stop solution for farmers.

The summer camp concluded with a Tech Showcase. The #Entrep_Bootcamp2024 Tech Showcase marked the conclusion of the week-long summer camp, during which student teams presented their innovative solutions to rural development challenges.

Organized around the six student teams, the event featured entrepreneurial pitches evaluated by a jury of 13 members, including business and community leaders, industry professionals, investors, and representatives from academia and the local entrepreneurial ecosystem. For GDPR reasons, the list of judges' names will not be presented here.

Beyond evaluating the pitches, the jury played a key role not only in assessing students' pitches but also in creating a supportive environment that promoted dialogue, collaboration, and the consideration of real-world applications for the proposed solutions. Through thoughtful questions, constructive feedback, and the sharing of their professional insights, jury members helped connect theoretical concepts with practical implementation.

Throughout the Tech Showcase, the jury actively encouraged discussions about turning the presented ideas into viable business ventures. By emphasizing partnerships between students, industry, and local communities, the jury facilitated conversations about securing funding, industry collaboration, and leveraging academic expertise to transform innovative ideas into real-world solutions.

2. Impact

Active learning through direct involvement in case analysis and problem-solving, contextualization through exposure to real community issues, stimulation of critical and creative thinking, problem-solving, teamwork, improved communication skills, reflection, and feedback are just some of the benefits students gained from participating in the summer camp.

Following the event, students were invited to take part in a survey aimed at gathering their feedback on various aspects of the #Entrep_Bootcamp2024. This feedback is instrumental in evaluating the success of the event and its alignment with the overarching goals of the EUT+ alliance, which seeks to promote entrepreneurship and innovation.

A questionnaire was administered to participants to evaluate the effectiveness of the entrepreneurial training delivered during the summer camp. The survey was designed to assess key constructs commonly associated with entrepreneurial development, including attitudes toward entrepreneurship, perceived behavioural control, entrepreneurial intention, entrepreneurial competences and others. In addition, the survey also addressed students' sustainability skills, given the theme of the summer camp, and the multicultural dimension of the event, considering that the participating students came from six different EUT+ campuses.



h_da
darmstadt university
of applied sciences
18



Cyprus
University of
Technology



Universidad
Politécnica
de Cartagena

Students rated their responses using a five-point Likert scale, anchored by 1 (total disagreement) and 5 (total agreement).

Out of the 22 participating students from the 6 EUT+ partner universities, 17 provided their responses, accounting for a 77.27% response rate.

The main results of the survey are graphically presented below (see Figures B, C, D). They refer to the 17 respondents that filled the questionnaire. The numeric values presented in the graphs represent the average value for each item, measured on the previously mentioned scale (1 – total disagreement, 5 – total agreement), before and after the entrepreneurial training delivered within the summer camp.

The quantitative results indicate positive shifts across all surveyed dimensions, suggesting that the summer camp contributed to an overall enhancement of participants' entrepreneurial orientation. Specifically, post-training scores demonstrated upward trends in self-reported attitudes (sample item – “A career as an entrepreneur is attractive to me.”), intentions (sample item – “I have the intention to start a business someday”) and capabilities related to entrepreneurship (sample item – “I have all the required skills and capabilities to succeed as an entrepreneur”) (see Figure B).

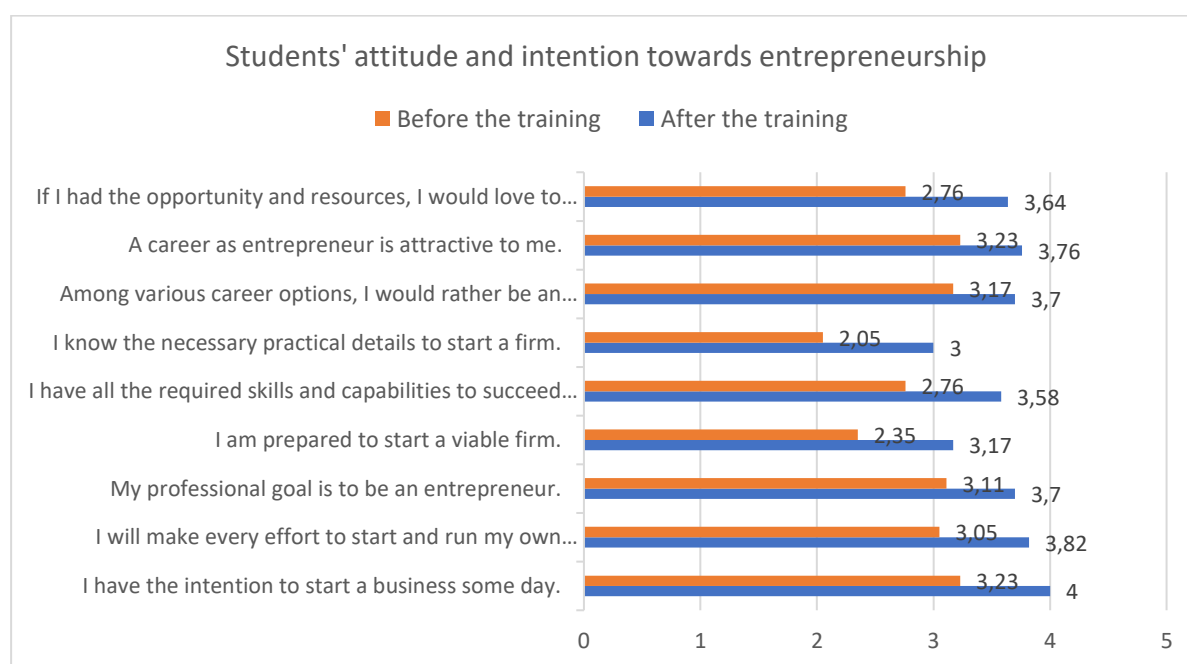


Figure B. Students' attitude towards entrepreneurship, perceived behavioural control and entrepreneurial intention, before and after the summer camp.

In addition to measuring entrepreneurial attitudes, intentions, and perceived behavioural control, the survey also assessed the development of a specific set of entrepreneurial competences, many of which were drawn from the EntreComp (European Entrepreneurship Competence) framework. These competences included areas such as identifying opportunities, creativity, taking initiative, working with others, communication and digital skills, financial knowledge and others (see Figure C). The post-training results revealed increases in the mean values for all 11 competences, indicating a general positive trend in students' self-perceived entrepreneurial skills.

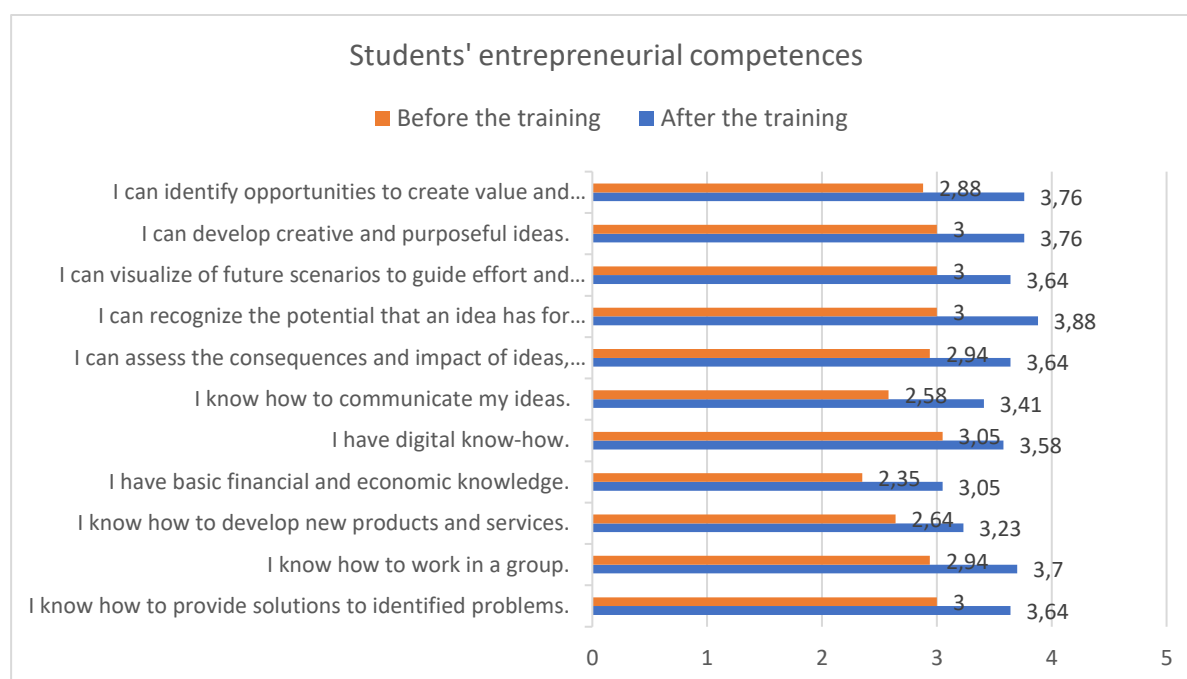


Figure C. Students' entrepreneurial competencies, before and after the summer camp.

Students also demonstrated notable improvements in their sustainability skills, as reflected in post-training evaluations (see Figure D). Across all six items, average scores increased, indicating heightened environmental awareness and responsibility. The most significant gains were observed in students' consideration of environmental impact when making decisions and their commitment to using products that do not harm the environment. Additionally, students reported greater willingness to launch environmentally friendly projects or startups and to adopt inconvenient but eco-friendly behaviours. These results suggest that the summer camp effectively fostered a stronger sense of environmental responsibility and a proactive mindset toward sustainable entrepreneurship.

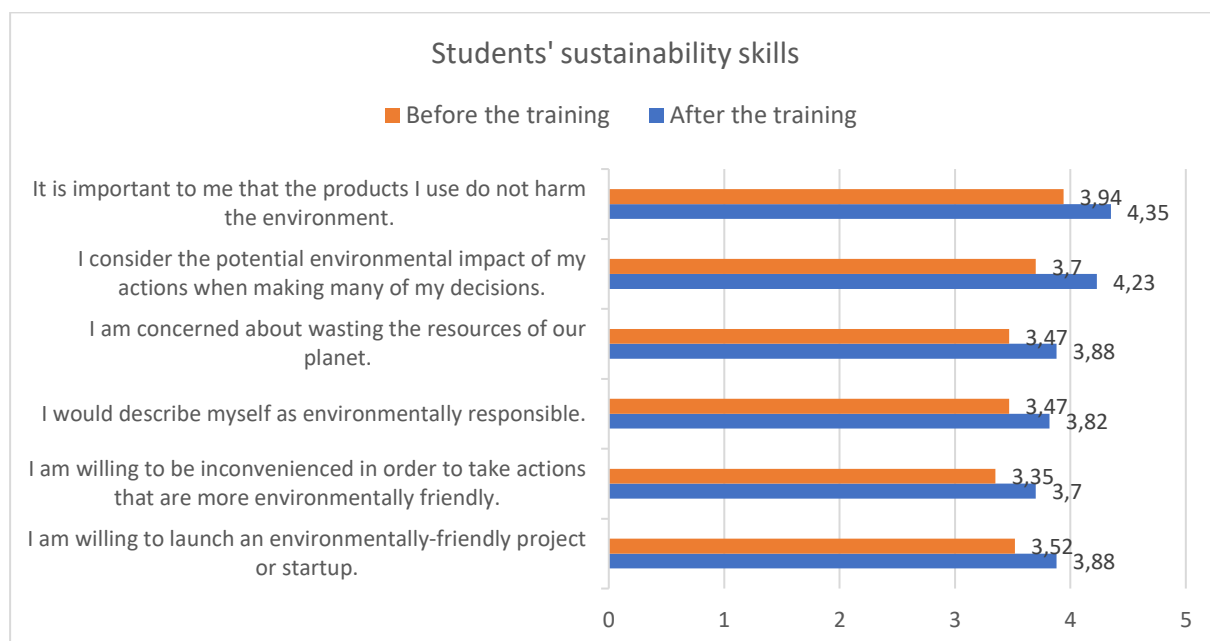


Figure D. Students' sustainability skills, before and after the summer camp.

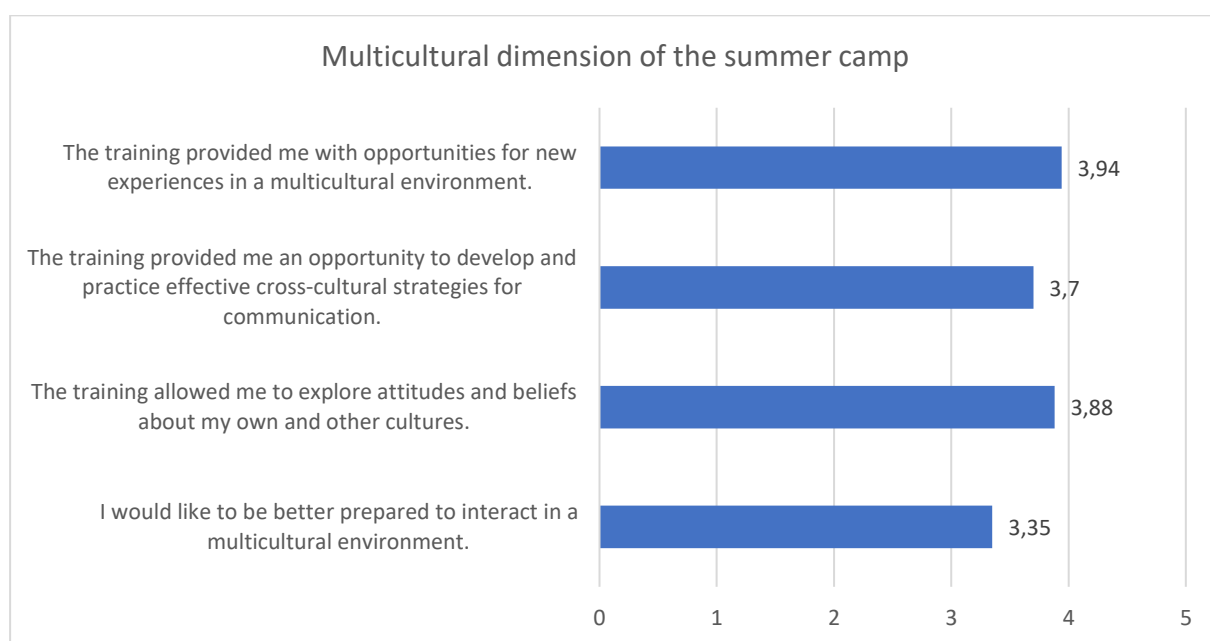


Figure E. Students' perception of the multiculturalism of the event.

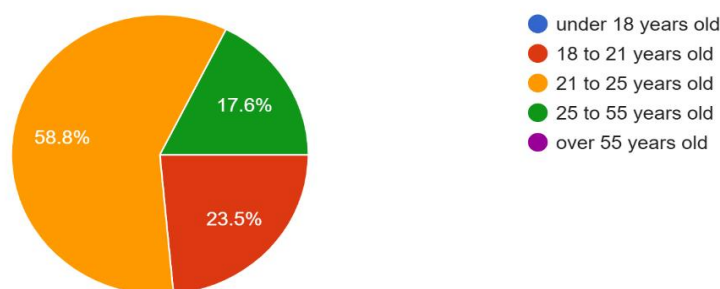
The summer camp also had a positive impact on students' multicultural awareness and readiness, as reflected in the increased average scores across all related items (see Figure E). According to students' perception, the summer camp effectively provided them with opportunities for new experiences in a multicultural environment, allowed them to explore

their own cultural beliefs and attitudes, as well as those of others and offered them a valuable opportunity to develop and practice cross-cultural communication strategies in real-life contexts. The rise in mean scores also indicates that the experience successfully exposed participants to diverse cultural settings, fostering greater openness and confidence in navigating multicultural environments.

The final section of the survey included questions about the socio-demographic characteristics of the respondents. The distribution of the sample consisting of the 17 respondent students, according to various criteria, are presented below. Results show that most respondents are between 21 and 25 years old (58.8%), have their major in engineering, computer science or other technical degree (70.6%), are not currently self-employed (82.4%). The distribution of the sample by gender is relatively balanced (52.9% female, 47.1% male).

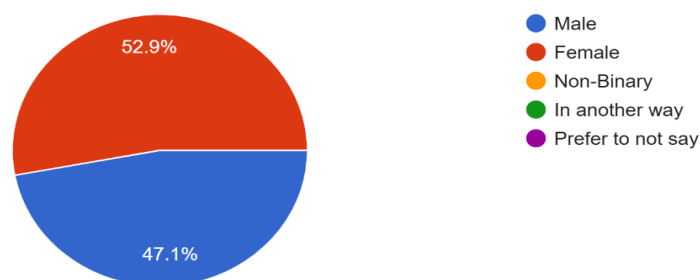
In what age range are you?

17 responses

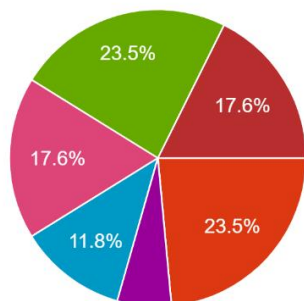


How would you describe your gender?

17 responses

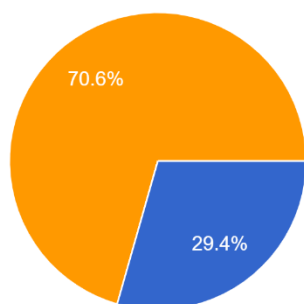


University:
17 responses



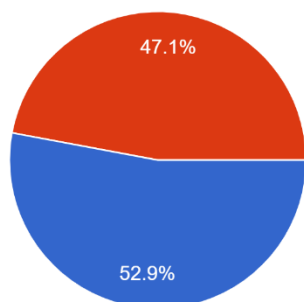
- Cyprus University of Technology
- Darmstadt University of Applied Sciences
- Riga Technical University
- Technological University Dublin
- Technical University of Sofia
- Universidad Politécnica de Cartagena
- Université de technologie de Troyes
- Universitatea Tehnică din Cluj-Napoca
- Università degli studi di Cassino e del...

What is your major?
17 responses



- Economics, Business Administration or Management Degree
- Humanities or Social Sciences degree, other than Economics, Business Administration or Managerial Degree
- Engineering, Computer Science, Technical Degree

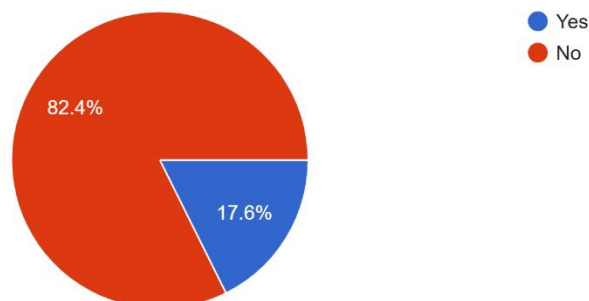
Have your parents ever been self-employed or entrepreneurs?
17 responses



- Yes
- No

Are you currently self-employed?

17 responses



3. Key Takeaways

- The event was well-received by both the participating students and the jury as well.
- The entrepreneurial solutions developed by students were seen as innovative and relevant to rural development and entrepreneurial challenges, with many focused on sustainable solutions that bridge urban-rural gaps.
- The summer camp contributed to an overall enhancement of participants' entrepreneurial orientation. Specifically, post-training scores demonstrated upward trends in self-reported attitudes, intentions and capabilities related to entrepreneurship.
- The results also indicated a general positive trend in students' self-perceived entrepreneurial skills (identifying opportunities, developing creative and purposeful ideas, assessing the impact of ideas, opportunities and actions, communication, digital know-how, financial knowledge, working in groups and others).
- The event effectively fostered a stronger sense of environmental responsibility and a proactive mindset toward sustainable entrepreneurship among students.
- The experience successfully exposed participants to diverse cultural settings, fostering greater openness and confidence in navigating multicultural environments.
- While all surveyed items exhibited increased mean values following the summer camp and suggest a shift toward more confident student self-assessments, interpreting the results should also take into consideration the short duration of the intervention, spanning only one week. Nevertheless, the observed gains are noteworthy and

underscore the potential of short-term, immersive programmes to lay the groundwork for future entrepreneurial learning and growth.

- The findings suggest that even brief experiential learning interventions—when designed to include active participation, real-world problem-solving, and intercultural collaboration—can have a measurable and positive impact on students' entrepreneurial development. However, for even more significant and lasting outcomes, future implementations may benefit from extended training formats, ongoing mentorship, or follow-up activities aimed at reinforcing and deepening the competences introduced during the summer camp.

4. Photos

This section includes various photos taken during the 2024 summer camp, including some promotional materials prepared for dissemination purposes by UTCN's Students' Entrepreneurial Society (SAS). All photos are publicly available, and participants provided their consent for their use and publication during the registration process.






B. Report of International #Entrep_Bootcamp2025 summer camp by UTCN

Invitation


International Entrepboot Camp

TECHNICAL UNIVERSITY OF CLUJ-NAPOCA, ROMANIA,



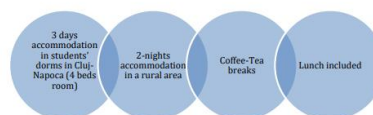
This five-day immersive program, with virtual sessions, is designed to inspire and equip university students with the skills, mindset, and network to become agents of sustainable development in their communities.

During the camp, students will work in multicultural teams to develop a sustainable business idea, identify the market segment, explore the customer journey and persona model, and validate their concept directly within the community — including a hands-on field experience in rural Romania to test the ideas in a real-world environment.



Venue	Cluj-Napoca, Romania
Target Group	University students interested in sustainable entrepreneurship
Language	English
Registration Deadline	1 June 2025 at https://forms.gle/vZhpBgYapRVEcShA
Training Dates	14-18 July 2025 (in person)
Arrival & Departure	Arrival: 13 July Departure: 19 July

Accommodation & Meals



Additional Benefits

- Sightseeing
- Enriching intercultural exchange and networking activities
- Don't forget to bring: Your own laptop, swimwear, comfy shoes, curiosity, and ideas!

Daily Schedule

Monday, 14.05.2025, 9 AM - 14 PM

- Introduction to Entrepreneurship for Sustainable Development
- Icebreakers: Get to know your fellow participants and the program structure
- Your Why for entrepreneurship? Mapping Personal Motivations & Values
- The entrepreneurial mindset - leadership, management and coaching
- The propeller method
- From market problems to solutions - idea generation
- Workshop: Defining Root Problems
- Ideation Lab
- Practical examples of start-ups from green transportation/sustainable development field
- Effective Entrepreneurial Teams
- Setting the entrepreneurial objectives
- Steps to create effective entrepreneurial teams
- Participants work together to achieve a business goal

Tuesday, 15.05.2025, 9 AM - 14 PM

- Business Model Canvas for a sustainable business
- Value proposition
- Competition matrix
- Strategic market positioning
- Drafting Business Models in Teams
- Customer discovery



1. Event overview

From July 14–18, 2025, the Technical University of Cluj-Napoca (UTCN), through its Students' Entrepreneurial Society (SAS), hosted the International #Entrep_Bootcamp2025 summer camp as part of the EUT+ alliance initiative. The summer camp aims to build a transnational educational ecosystem focused on innovation, sustainability and human-centred development. It is aligned with EUT+ goals by empowering students to develop entrepreneurial solutions to global challenges through intercultural teamwork and experiential learning. The summer camp welcomed 25 students, including **11 students** from **four EUT+ partner universities**: CUT 4 students, RTU 1 student, UTT 2 students, UTCN 4 students.

Table F. EUT+ students attending the summer camp.

No.	Student name and surname	University
1.		CUT
2.		CUT
3.		CUT
4.		CUT
5.		RTU
6.		UTT
7.		UTT

8.					UTCN
9.					UTCN
10.					UTCN
11.					UTCN

Participants were intentionally placed into mixed interdisciplinary and multicultural teams to promote and stimulate collaboration across diverse academic and cultural backgrounds, fostering innovation and creative problem-solving.

The primary objective of the Entrep-Bootcamp 2025 Summer School was to provide participants with a comprehensive, hands-on learning experience focused on entrepreneurship, innovation, and teamwork. The programme aimed to guide participants through the entrepreneurial process, from identifying opportunities and validating problems to creating viable business solutions and delivering convincing pitches.

The key objectives were:

1. **Entrepreneurial Knowledge and Skills** – To introduce participants to the fundamental principles of entrepreneurship, including how to create and manage a startup, market segmentation, customer discovery, branding, and storytelling.
2. **Innovation and Problem-Solving** – To encourage innovative thinking by analysing practical case studies and collaboratively developing feasible solutions.
3. **Teamwork and Collaboration** – To encourage effective collaboration through group projects, and teamwork exercises.
4. **Practical Experience and Mentorship** – To offer hands-on learning opportunities such as workshops, panel discussions with entrepreneurs, and direct feedback from mentors.
5. **Pitching and Communication Skills** – To prepare participants for presenting their ideas confidently by focusing on pitching techniques, storytelling, and clear communication.
6. **Sustainability** and social impact integration – To highlight the importance of building sustainable, impactful businesses.

Through these objectives, the programme aimed to empower participants with the skills, mindset, and confidence to develop innovative entrepreneurial solutions and present them in a professional setting.

The event's agenda (see Figure F) was crafted to foster an entrepreneurial mindset and encourage intercultural collaboration. This was achieved through a mix of workshops, team-based collaboration, and cultural exchanges.

	CHECK-IN	#ENTREP-BOOTCAMP 2025 TIMETABLE						CHECK-OUT
	Sunday 13 July	Monday 14 July	Tuesday 15 July	Wednesday 16 July	Thursday 17 July	Friday 18 July	Saturday 19 July	
9:00-9:30			WK3 - How to create and manage a Start up. - Prof. dr. Aharon Ratner, HIT Israel	WK 6 - Sustainable entrepreneurship. Success stories - dr. Ovidiu Novac, UOA				
9:30-10:00		Event opening (Vice-rector Prof. dr. ing. Daniela Popescu, Vice-rector Prof. dr. ing. Viad Burnete)	WK4 - On Entrepreneurship of Innovative Technological Projects, their Managers, and Success. - Prof. dr. Arik Sadeh, HIT Israel	WK 7 - How to pitch - dr. Daniel Popescu, UAD	Feedback from mentors and teamwork			
10:00-10:15						Teamwork		
10:15-10:30		WK1 - Summerschool guidelines and promise Entrepreneurial values - dr. Constantinescu Anca, dr. Veronica Maier, TUCN	Coffee Break	Coffee Break	Coffee Break			
10:30-10:45								
10:45-11:15			WK 5 - The market segmentation - dr. Adriana Sava, TUCN	WK 8 - Customer Discovery - dr. Veronica Maier, TUCN				
11:15-11:30		WK2 - Opportunity discovery - dr. Constantinescu Anca,						
11:30-11:45								
11:45-12:00		Coffee Break	Panel of entrepreneurs Cristin Iosif - Salt&Pepper Claudiu Abrudan - Cadran Technologies Alexandru Luchilan - Accenture Vadim Fintanari - Steepsoft Ag. by Rebel(DOT)	Departure to Tarnita				
12:00-12:15		Real study case - documentation on rural areas near Cluj - Oana Buzatu, Cluj City Hall		Travel and Lunch at arrival			Departure to Cluj-Napoca	
12:15-13:00								
13:00-13:30		Lunch		Hydroelectric Power Plant visit, Somes Rece			FINAL PITCH	
13:30-14:00								
14:00-14:30			Teamwork searching for solutions	Teamwork searching for solutions			Lunch	
14:30-16:00			City Tour - Meeting point: Obelisk, Museum Square	Feedback from mentors and from 17 o'clock-Multimedia Show with				
16:00-18:00		Individual team work			WK 9 Personal Branding - entrep. Cristina Palamaru, WK 10 Video marketing for SM - entrep. Sasa Chereja, WK 11 Storytelling - David Mammano, Rochester Univ. USA, online			
18:00-18:30								
18:30-19:00				Tesla Show				
19:00-20:00		Team activity - at Zbor Hub						
20:00-22:00		Meet and Greet		All White Party				

Figure F. Agenda of #Entrep_Bootcamp2025 summer camp.

Over the course of the week, participants engaged in hands-on workshops, connected with local entrepreneurs, and undertook field visits.

Students engaged in various workshops related to the entrepreneurial journey, including entrepreneurial values, opportunity discovery, creating and managing a start-up, entrepreneurship of innovative technological projects, market segmentation, success stories of sustainable entrepreneurship, how to pitch, customer discovery, personal branding, video marketing for social media, and storytelling.

These workshops were delivered not only by academic staff from UTCN, but also by faculty members from other Romanian universities, such as University of Oradea and University of Arts and Design of Cluj-Napoca, and by international guest speakers from Holon Institute of Technology (Israel) and University of Rochester (USA). Participants had the opportunity to connect with local entrepreneurs through a panel with entrepreneurs, but also as two of the workshops were delivered by entrepreneurs from the local environment.

Drawing from all the experiences provided during the summer camp, students developed sustainable, human-centred solutions that reflect the EUT+ alliance's guiding principle of "Think Human First," ensuring innovation benefits the society and the environment.

The solutions proposed by the five teams of students are briefly described below:

1. **EcoFlight** – provide sustainable, electric drone delivery solutions to reduce urban emissions and improved delivery efficiency;
2. **FASTRA** – a mobile app for smarter, more sustainable travel;
3. **FoodCircle** – a platform that enables businesses to sell unsold food cheaply instead of wasting it;
4. **Smart Light and Safe Cities** – a solution for outdoor intelligent lighting in cities;
5. **SmartSort** – an AI powered waste management solution.

The summer camp concluded with a final pitch event, during which student teams presented their innovative solutions developed during the week-long bootcamp. This event featured student teams' entrepreneurial pitches evaluated by a jury of 8 members, including business and community leaders, industry professionals, and representatives from academia and the local entrepreneurial ecosystem. For GDPR reasons, the list of judges' names will not be presented here.

During the final pitch sessions, the jury played a significant role not only in evaluating students' presentations but also in fostering a supportive and engaging atmosphere. Through insightful questions, constructive feedback, and sharing their professional expertise, jury members helped bridge the gap between theoretical knowledge and practical implementation, focusing discussions on how students' ideas could have real-world applicability and evolve into viable business ventures. Important feedback for improving students' pitching skills was also provided.

Upon successful completion of the week-long programme, all EUT+ participating students received a certificate of attendance.

The Summer School was organized with the support of the Romanian's Institutional Development Fund (FDI), a national competitive grant scheme coordinated by the Ministry of Education and Research in order to support the development and modernization of higher education institutions in Romania. The FDI provides financial resources to projects that aim to improve institutional performance, encourage innovation in education, and enhance the academic and professional skills of students.

Through the funding offered by FDI, the organizers were able to design and implement a comprehensive entrepreneurial programme that combined workshops, fieldtrips, practical team activities, and presentations. This support not only covered the logistical aspects of the

programme but also ensured that participants could benefit from inclusion of expert trainers and international speakers and from a high-quality learning environment focused on developing entrepreneurial skills, innovative thinking, and effective teamwork.

2. Impact

Entrep-Bootcamp 2025 intended to be not just an entrepreneurship camp, but a real step toward a sustainable future, built by young people motivated to create meaningful change in their communities.

The summer camp emphasized active learning and real-life case studies, offering participants an authentic and hands-on educational experience. Participants were able to develop their skills and benefit of various opportunities:

- ✓ In-depth understanding of sustainable entrepreneurship principles
- ✓ Development of critical thinking and creativity
- ✓ Working in international teams
- ✓ Pitching and communication skills
- ✓ Networking with real entrepreneurs and investors
- ✓ Personalized feedback to improve their ideas.

At the end of the week-long camp, students were invited to take part in a survey aimed at gathering their feedback, which is instrumental in evaluating the success of the event and its alignment with the overarching goals of the EUT+ alliance, which seeks to promote entrepreneurship and innovation.

A questionnaire was administered to participants to evaluate the effectiveness of the entrepreneurial training delivered during the summer camp. The survey was designed to assess key constructs commonly associated with entrepreneurial development, including attitudes toward entrepreneurship, perceived behavioural control, entrepreneurial intention, entrepreneurial competences and others. In addition, the survey also addressed students' sustainability skills and the multicultural nature of the event. Students rated their responses using a five-point Likert scale, anchored by 1 (total disagreement) and 5 (total agreement). Out of the 11 participating students from the 4 EUT+ partner universities, 8 provided their responses, representing a response rate of 72.72%.

The main results of the survey are graphically presented below (see Figures G, H, I). They refer to the 8 respondents that filled the questionnaire. The numeric values presented in the graphs represent the average value for each item, measured on the previously mentioned scale (1 – total disagreement, 5 – total agreement), before and after the entrepreneurial training delivered within the summer camp.

The entrepreneurial training during the camp had a notable positive impact on students' attitudes and intentions toward entrepreneurship (see Figure G). For all items assessing entrepreneurial attitudes and intentions, mean values were 4 or higher on a 5-point Likert scale, indicating general agreement. This suggests that, by the end of the camp, students expressed strong enthusiasm for entrepreneurship as a career path and showed a clear willingness to pursue entrepreneurial opportunities if given the chance.

However, when it comes to perceived behavioural control—namely, students' confidence in their own skills and preparedness to start a business — the results were more modest. Although the mean values for these items increased compared to pre-training scores, they remained in the mid-range (around 3 on the Likert scale), indicating neutral responses. This suggests that while the camp was effective in inspiring entrepreneurial interest and motivation, further support and training may be needed to strengthen students' self-efficacy and practical readiness to launch a business.

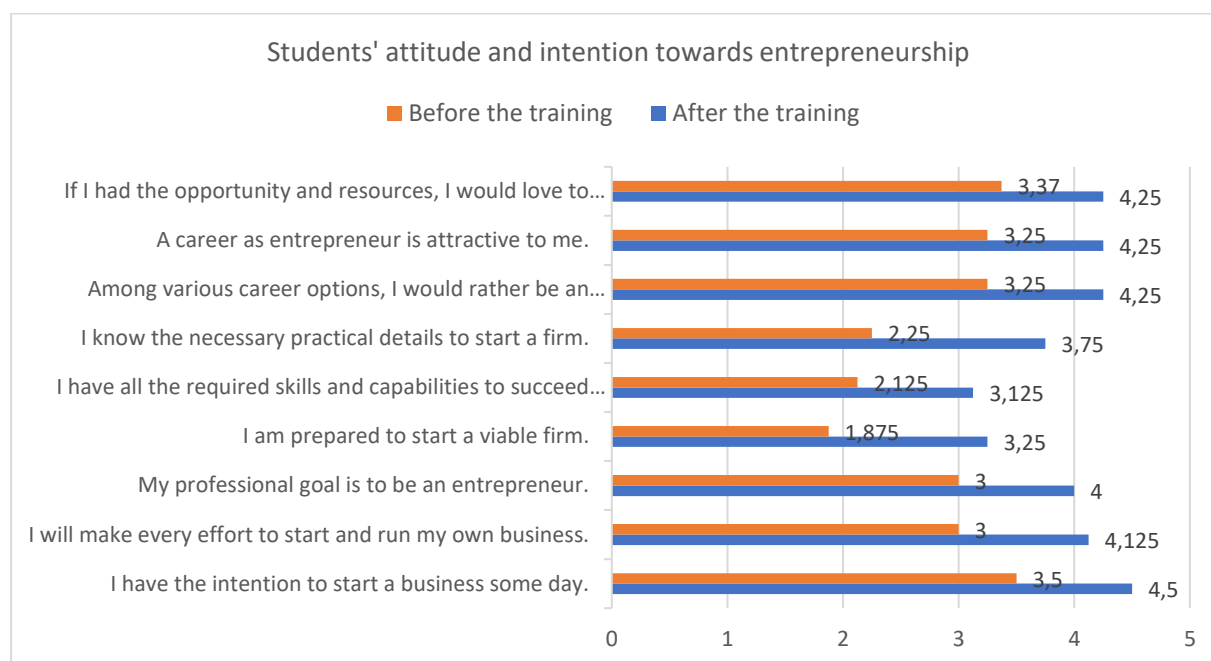


Figure G. Students' attitude towards entrepreneurship, perceived behavioural control and entrepreneurial intention, before and after the summer camp.

In addition to measuring entrepreneurial attitudes, intentions, and perceived behavioural control, the survey also assessed the development of a specific set of entrepreneurial competences, many of which were drawn from the EntreComp (European Entrepreneurship Competence) framework. Students' self-assessments indicate a generally high perceived improvement across a range of entrepreneurial competences. Using a 5-point Likert scale,

most items received mean scores of 4 or above, reflecting agreement and suggesting that participants felt the camp contributed meaningfully to their competence development (see Figure H).

The strongest areas of perceived growth were in the ability to work in a group (mean score: 4.625), provide solutions to identified problems (4.5), and recognize the potential of an idea to create value (4.375). These results suggest that the camp was particularly effective in fostering collaborative skills and practical entrepreneurial thinking. On the other hand, out of the 11 analysed competences, only 3 received slightly lower average scores, though still close to the neutral point: the ability to visualize future scenarios to guide actions (3.75), assess the broader impact of ideas and actions (3.75), and possess basic financial and economic knowledge (3.25). While these results still reflect some perceived development, they also highlight areas where additional support or more targeted learning experiences may be beneficial in future editions of the camp.

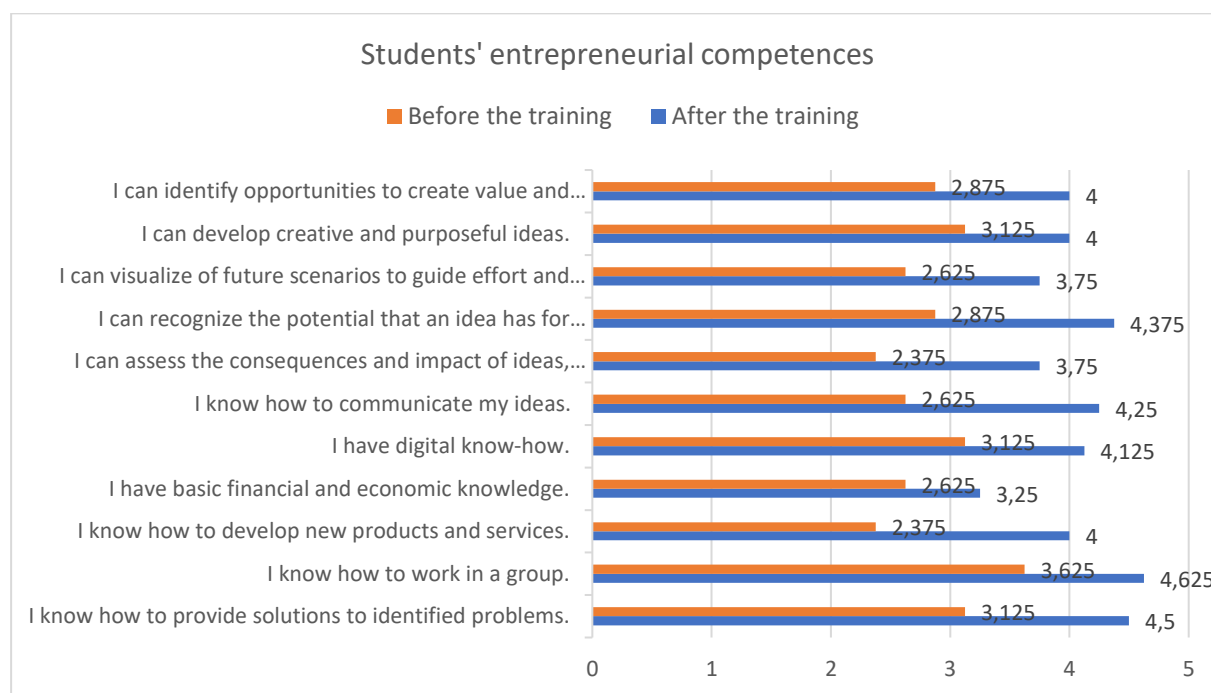


Figure H. Students' entrepreneurial competencies, before and after the summer camp.

The results indicate that the summer camp also had a strong positive influence on students' sustainability-related attitudes and intentions (see Figure I). All six items assessing sustainability skills received average scores above 4 on a 5-point Likert scale, reflecting consistent agreement among participants. Students expressed a strong sense of environmental responsibility, and it is important for them to use products that do not harm de environment. Notably, they also indicated a willingness to initiate eco-friendly projects or

startups. These results suggest that the camp successfully raised awareness of sustainability and encouraged students to integrate environmental considerations into their future entrepreneurial and personal decision-making.

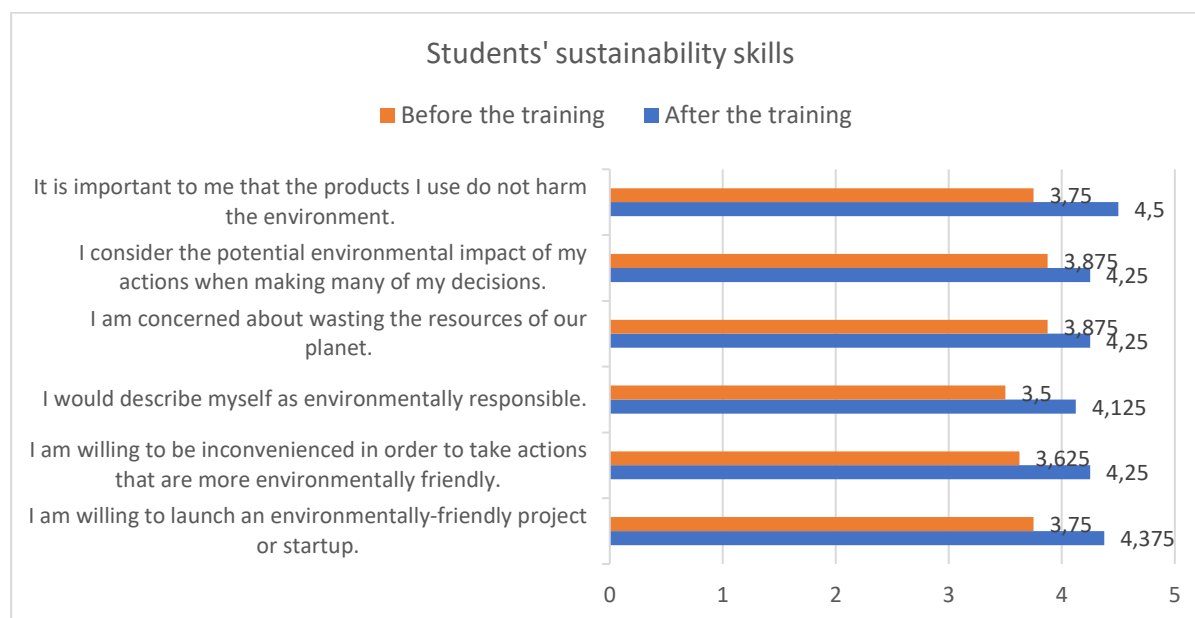


Figure I. Students' sustainability skills, before and after the summer camp.

Similarly, the multicultural dimension of the camp was positively received by participants, as reflected in mean scores exceeding 4 for all related items (see Figure J). Students reported that the training offered valuable opportunities to engage in multicultural environments, develop effective cross-cultural communication strategies, and reflect on cultural attitudes and beliefs—including their own. The high level of agreement with the statement expressing a desire to be better prepared to interact in multicultural settings suggests that the experience not only raised awareness but also inspired students to continue building intercultural competencies.

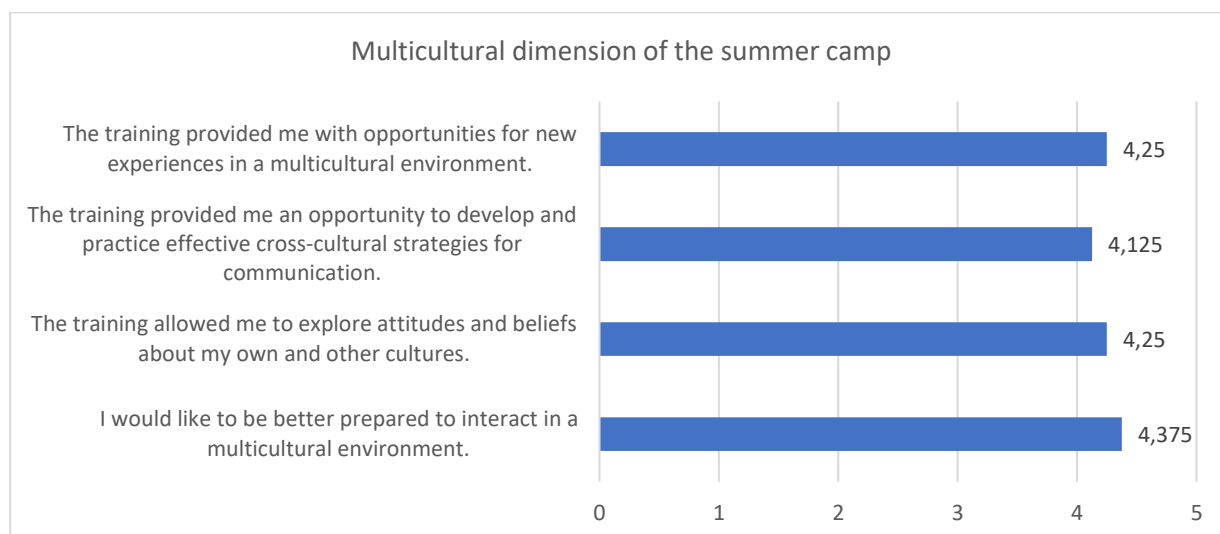
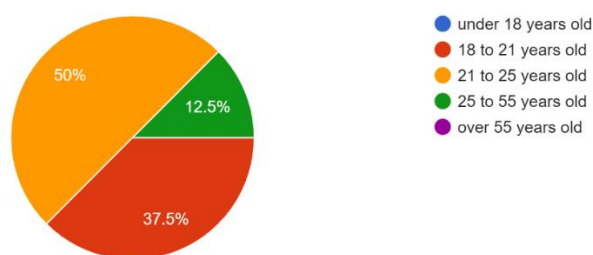


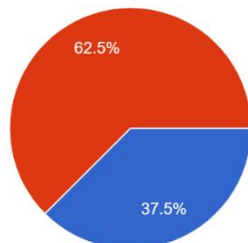
Figure J. Students' perception on the multiculturalism of the event.

The final section of the survey included questions about the socio-demographic characteristics of the respondents. The distribution of the sample consisting of the 8 respondent students, according to various criteria, are presented below. Results show that half of respondents are between 21 and 25 years old (50%), most of them are females (62.5%), have their major in engineering, computer science or other technical degree (87.5%), and none of them is currently self-employed.

In what age range are you?
8 responses

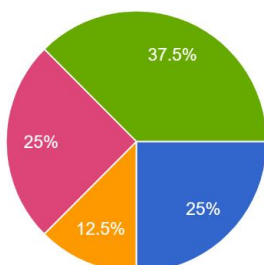


How would you describe your gender?
8 responses



- Male
- Female
- Non-Binary
- In another way
- Prefer to not say

University:
8 responses



- Cyprus University of Technology
- Darmstadt University of Applied Sciences
- Riga Technical University
- Technological University Dublin
- Technical University of Sofia
- Universidad Politécnica de Cartagena
- Université de technologie de Troyes
- Universitatea Tehnică din Cluj-Napoca
- Università degli studi di Cassino e del...



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darmstadt university
of applied sciences
36



UT Cyprus
University of
Technology

**UNIVERSITATEA
TEHNICA**
din Cluj-Napoca

utt
UNIVERSITÉ DE TECHNOLOGIE
TROYES

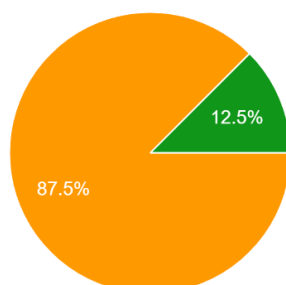
DUBLIN
TECHNOLOGICAL
UNIVERSITY DUBLIN

**RIGA TECHNICAL
UNIVERSITY**

**Universidad
Politécnica
de Cartagena**

What is your major?

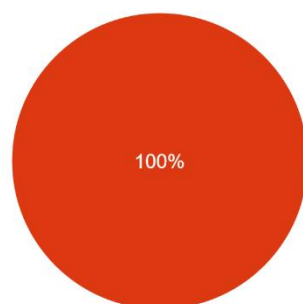
8 responses



- Economics, Business Administration or Management Degree
- Humanities or Social Sciences degree, other than Economics, Business Administration or Managerial Degree
- Engineering, Computer Science, Technical Degree
- Industrial Engineering Degree

Are you currently self-employed?

8 responses



- Yes
- No

3. Key Takeaways

- The event was well-received by the participating students.
- The entrepreneurial solutions developed by students were seen as innovative and relevant to sustainability challenges.
- The camp effectively fostered strong entrepreneurial motivation and a positive shift in students' attitudes and intentions toward pursuing entrepreneurship as a career path.
- The summer camp also supported the development of students' key entrepreneurial competences, especially in collaboration, problem-solving and value creation.
- At the same time, when it comes to perceived behavioural control, namely individual's belief in their ability to successfully start and manage a business, the findings are

favourable, but also highlight a need for further training and support focused on building students' confidence and practical competences, to better equip them for turning entrepreneurial aspirations into viable ventures.

- The camp successfully strengthened students' commitment to sustainability, encouraging environmentally responsible attitudes and intentions to pursue green initiatives.
- At the same time, it fostered valuable intercultural awareness, equipping participants with skills to navigate and collaborate in diverse, multicultural environments.
- Despite its short duration, participants' opinions on the summer camp demonstrate that well-designed, immersive learning experiences can spark meaningful growth in students' entrepreneurial development.
- The positive outcomes of the camp, combined with participants' feedback expressing a desire for more time to work on their entrepreneurial solutions, highlight both the value and limitations of short-term interventions. While the summer camp successfully engaged students and supported their entrepreneurial development, extending its duration in future editions could provide deeper learning opportunities and stronger consolidation of key competences.

4. Photos

This section includes various photos taken during the 2025 summer camp, including some promotional materials prepared for dissemination purposes by UTCN's Students' Entrepreneurial Society (SAS).

In addition, short videos highlighting the main activities of each day of the summer camp have been produced by SAS and are available on their Instagram account.

- Day 1 <https://www.instagram.com/p/DMHr01xiFQj/>
- Day 2 <https://www.instagram.com/p/DMN1n2hCso/>
- Day 4 https://www.instagram.com/p/DMTE_gEiJO6/
- Day 5 Pitch Day <https://www.instagram.com/p/DMXd31nCNjB/>

All photos and videos are publicly available, and participants provided their consent for their use and publication during the registration process.

C. Report of EUT+ Student Start-up Challenge 2025: From Theory to Practice

1. Invitation



BLENDEN INTENSIVE PROGRAMME (BIP) EUT+ STUDENT START-UP CHALLENGE 2025: FROM THEORY TO PRACTICE

Under the ERASMUS+ BIP programme, the Technical University of Sofia will host students teams from all EUT+ alliance partners, which have innovative ideas and solutions and are willing to learn more about how they can bring them to market. During the training sessions, students will gain some new theoretical knowledge, but most importantly they will learn how to put their start-up ideas into practice.

Building on the established six years ago Student Innovation Hub programme <https://innovationhub.tu-sofia.bg/en/>, TU – Sofia is happy to launch a follow-up building entrepreneurship skills programme, open to students from all EUT+ alliance. The aim of the new BIP programme called: EUT+ Student Start-up Challenge: From Theory to Practice will facilitate students in the process of turning their innovative ideas, solutions and maybe prototypes into working entrepreneurial businesses. During the training students will be empowered with essential entrepreneurial knowledge as well as with some



fundamental practical skills, which will enable them with the hands-on experiences of establishing their own start-ups.

The programme includes two online sessions in March and May, when students will benefit from the expertise and knowledge of lecturers from the EUT+ partner universities and a one physical week in June in the lovely town of Sozopol, when they will have the opportunity to build up their practical skills and gain hands-on experience. During the sessions, students will not only develop their entrepreneurial skills but will also gain a broad international perspective on contemporary business. Further to lectures, students will have mentoring help and support in the process of bringing their innovative business ideas into life.

The successful completion of the BIP will be awarded with 5 credits and certificates.

Important Dates

Registration of students till 15th March 2025

University Erasmus + offices should use the following link to register the students 2024-1-BG-KA131-HED-000202228-2 in the ERASMUS+ Beneficiary Module



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17th – 21st March (16:00 to 17:30 CET) **On-line Workshop 1**
5th – 7th May (16:00 to 17:30 CET) **On-line Workshop 2**
16th – 21st June **Physical Meetup in Sozopol**
Final Pitching Even – 18th June in Sozopol

Online talks and discussions will cover the following topics:

- ✓ Opportunity recognition – evaluate the market potential of innovative ideas
- ✓ Pitching – aimed at preparing you for the final pitching event to be held in June
- ✓ Business Models and Business Model CANAVA
- ✓ Open Business Models
- ✓ Business Plan
- ✓ Strategy and Strategic Planning
- ✓ Venture Funding and Business Angels
- ✓ Intellectual Property Management
- ✓ Finance Management
- ✓ AI and Entrepreneurship



Sozopol Start-up Challenge 2025 Week

- ✓ 16th June – Joint Trip of all student teams from Sofia to Sozopol (lunch in the City of Plovdiv)
- ✓ 17th June – Preparation and final mentoring guidance sessions; Meet teams from Student Innovation HUB and evaluate their start-up potential
- ✓ 18th June – Pitching Event
- ✓ 19th June – Meeting Experiences Entrepreneurs, VC representatives and Industry Experts
- ✓ 20th June – Joint trip to Sofia

Funding

Traveling and accommodation costs are to be covered under ERASMUS + programme by the sending university.

Further details

Ideally the team will consist of 4 students, however individual participants or larger teams are also welcome. Each EUT+ alliance partner can send up to two teams of 4 students, i.e. max 8 students.

For any organisational issues of further details please contact **Assoc. Prof. Vladislav Slavov** e-mail: vslavov@tu-sofia.bg




3



4

2. Agenda

BLENDED INTENSIVE PROGRAMME (BIP) EUT+ STUDENT START-UP CHALLENGE 2025: FROM THEORY TO PRACTICE ON-SITE PROGRAM					
Time	16.6.2025 Day 1	17.6.2025 Day 2	18.6.2025 Day 3	19.6.2025 Day 4	20.6.2025 Day 5
9:00 – 10:00		Opening session - Hall 1	Workshop 2: Communication, Presentation techniques and the art of Persuasion (Isabelle Majewsky, Anderson U), Hall 1	Pitch event	Wave to the waves
10:00 – 10:30	Venture Voyage (arrive before 9:30 between buildings 1 and 2 of TUS)	Coffee Break			
10:30 – 11:00		Student Innovation Hub - presentations and demonstrations, Hall 1	Coffee Break	Coffee Break	
11:00 – 11:30			Workshop 3: Intercultural Competence and Entrepreneurship, Empathy and storytelling (Mark Anderson - Cascade) Hall 1	Pitch event	From Waves to Wins BIP wrap-up - interactive trip
11:30 – 12:30	Plovdiv sightseeing	Workshop 1: Systems Thinking for Sustainability (Antonina Christova, CUT), Hall 1 (until 13:00)			
12:30 – 14:00	Lunch	Lunch	Lunch	Lunch	
14:00 – 14:45	Plovdiv sightseeing		Wrap-up of the day & Feedback	Pitch event	EUT+ Student Start-up Challenge 2025 – Wrap-Up Survey 
14:45 – 15:30		Start-up Sandstorm meet in front of TU - Sofia hotel at 14:30 + Wrap-up of the day & Feedback	Cultural event	Coffee Break	
15:30 – 16:00	Pitches in Motion			Wrap-up of the day & Feedback	
16:00 – 17:00					
20:00 – 22:00	Warm-up Kick-off Party	Networking	Reflection	Connect & Celebrate	

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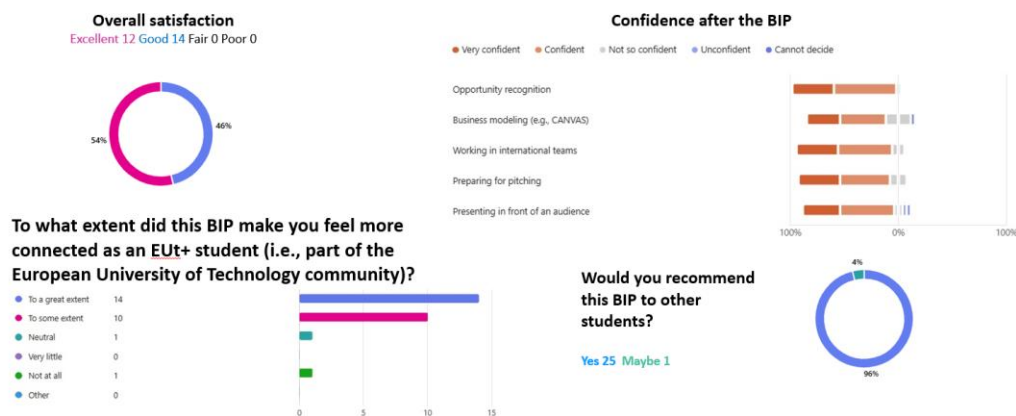
3. Certificate of Participation – Example



4. Feedback survey results



Feedback survey



Annex VII. EUT+ Incubation programme

1. Promotional Materials and Timelines

Below is the promotional flyer that was distributed across the nine campuses, shared on social media, and presented during internal meetings.



The flyer directed interested participants to the EUT+ main website for further information (<https://www.univ-tech.eu/eut-incubation-program-empowering-the-next-wave-of-entrepreneurs>).

The timeline of the programme is presented below:



EUT+ Incubation Program Timelines

Period	Activities	Brief Description
February - March	9 Masterclasses	9 Masterclasses: <ul style="list-style-type: none"> Innovation Management (TUG) Unique Selling Proposition (TUCN) Business Model Canvas (UPCT) Marketing and Sales (UNICAS) Financing (CUT) IP Management (UTT) Pitchdeck Preparation (TU_Dublin) Global Impact (h_da) Preparation Skills (RTU)
2 nd April 12:00 - 15:00	EUT Student Innovation Fair	Selection of 3 teams to participate in the EUT+ Boost Event.
15 th April 12:00 - 14:00	EUT+ boost event (online)	3 teams from each EUT+ partner will present their ideas to the rest of the partners and receive feedback.
May	Mentoring	Mentors will be available to provide guidance and support.
3 rd June	EUT+ Incubation Program Finals (Darmstadt)	Finals held in Darmstadt, Germany. <ul style="list-style-type: none"> 9 finalist teams (one from each EUT+ partner) will pitch their business ideas in front of investors, company representatives, industry experts, and academics.



2. Registration Template

Below is the registration template for the EUT+ Incubation Programme:

EUT+ Incubation Program - Registration Form

Welcome to the EUT+ Incubation Program!
Please fill out this form to register your interest. Make sure to provide accurate information so we can process your application efficiently.

* Indicates required question

1. Email *

2. Please provide the **names** of all team members and their **email addresses** *

3. Select the university you are enrolled in: *

Mark only one oval.

☐ Cyprus University of Technology (CUT)

☐ Darmstadt University of Applied Sciences (h_da)

☐ Riga Technical University (RTU)

☐ Technological University Dublin (TU Dublin)

☐ Technical University of Sofia (TUS)

☐ Universidad Politécnica de Cartagena (UPCT)

☐ Université de technologie de Troyes (UTT)

☐ Universitatea Tehnică din Cluj-Napoca (UTCN)

☐ Università degli studi di Cassino e del Lazio Meridionale (UNICAS)

☐ Other: _____

4. Education background of each member: *

5. Short description of your idea: *

6. Start-up stage:

Mark only one oval.

☐ Idea stage

☐ Prototyping

☐ Early product

☐ Scaling

7. Which industry does your idea belong to? *

Check all that apply.

☐ Technology

☐ Sustainability

☐ Healthcare

☐ Education

☐ Agriculture

☐ Manufacturing

☐ Energy

☐ Transportation

☐ Tourism

☐ Social Impact

☐ Other: _____

8. What is the expertise area in which you want to be mentored?

9. What do you aim to accomplish through this program? *

10. Are you willing to commit to all sessions and activities in the program? *

Mark only one oval.

☐ Yes

11. I consent to EUT+ (European University of Technology) taking photographs and/or videos of me during the event and using them for promotional purposes, including on websites, social media, and other marketing materials. *

Mark only one oval.

☐ I consent

12. I consent to EUT+ (European University of Technology) collecting and processing my personal data for the purpose of the EUT+ Incubation Program. I understand that my data will be stored securely and will not be shared without my consent. I can withdraw my consent at any time by contacting startup.lab@univ-tech.eu. *

Mark only one oval.

☐ I agree

3. Kick-off Event Agenda



EUT+ Incubation Program – Kick-off Event Agenda

Wednesday 22/01/2025 at 16:30 – 18:00 CET

Hour	Activity
16:30 – 16:35	Opening Remarks
16:35 – 16:45	1) Introductory Speech: Delivered by UPCT's Vice-rector for Research, Innovation and Transfer. 2) Introductory Speech: Delivered by UPCT's Vice-rector for Finance and Planning.
16:45 – 16:50	Speech by EUT+ Secretariat General
16:50 – 17:30	Incubation Program Overview Start-up lab overview Q&A
17:30 – 17:35	EUT+ Innovation Challenge
17:35 – 17:40	Voting procedure
17:40 – 17:50	Awards & Closing



4. Masterclasses Flyers

This annex includes the promotional flyers for each of the nine masterclasses delivered during the EUT+ Incubation Programme. These flyers were circulated on EUT+ social media channels following the completion of each session to highlight the topic, speaker, and host institution, and to raise awareness about the ongoing entrepreneurial training efforts across the alliance.



5. Masterclasses - Feedback Survey Template and Results

Masterclass Feedback Survey Template

Below is the template from the surveys completed by teams and solopreneurs at the end of each masterclass.

Masterclass #1: Innovation Management Questionnaire

Dear all,

Thank you for participating in our program! Your feedback is important for us to improve future Masterclasses. Please take a few minutes to complete this questionnaire. Each team or solopreneur must complete this questionnaire by 04/04/2025 in order to proceed to the next stages of the program.

Thank you very much!

Best regards,

EUT+ Innovation and Entrepreneurship Team

* Indicates required question

1. Email *

2. Please provide the **name** of solopreneur or **all team** members *

3. Name of your Business (if available)

4. Name of your Idea or Product *

5. Select the university you are enrolled in: *

Mark only one oval.

☐ Cyprus University of Technology (CUT)

☐ Darmstadt University of Applied Sciences (h_da)

☐ Riga Technical University (RTU)

☐ Technical University of Sofia (TUS)

☐ Universidad Politécnica de Cartagena (UPCT)

☐ Université de technologie de Troyes (UTT)

☐ Universitatea Tehnică din Cluj-Napoca (UTCN)

☐ Università degli studi di Cassino e del Lazio Meridionale (UNICAS)

6. What key concepts or skills did you learn during the masterclass that directly benefit your startup or idea? *

7. Were your expectations met or not, and how? *

8. Is there anything you feel could have been included or done differently to improve the masterclass experience? *

9. Are there any additional topics or areas you would have liked the masterclass to include? *

10. Overall satisfaction *

Mark only one oval per row.

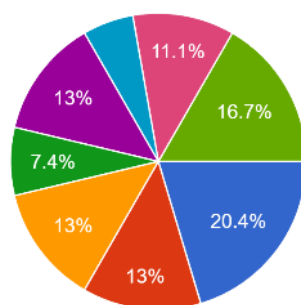
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
How satisfied are you with the overall masterclass experience?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfied are you with the overall quality of the masterclass?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfied are you with the relevance of the content?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfied are you with the quality of the presentation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfied are you with how well the masterclass addressed your learning objectives?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfied are you with the materials/resources provided during the masterclass?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Below are the results from the surveys completed by teams/solopreneurs at the end of each masterclass. These surveys were used to evaluate student understanding of the presented concepts, collect feedback on content quality and delivery, and identify areas for improvement. The feedback provided valuable insights to ensure the continuous enhancement of the EUT+ entrepreneurial training experience.

Masterclass #1: Innovation Management (TUS) – Dimcho Dimov, Academia

Select the university you are enrolled in:

54 responses



- Cyprus University of Technology (CUT)
- Darmstadt University of Applied Sciences (h_da)
- Riga Technical University (RTU)
- Technical University of Sofia (TUS)
- Universidad Politécnica de Cartagena (UPCT)
- Université de technologie de Troyes (utt)
- Universitatea Tehnică din Cluj-Napoca (UTCluj)
- Università degli studi di Cassino e del Lazio Meridionale (uniroma3)



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What key concepts or skills did you learn during the masterclass that directly benefit your startup or idea?

During the lesson we appreciated the management system section and how to apply it to our project, in particular the logical steps of the innovation strategy, from deciding on the innovation objectives to move from the evaluation of alternative innovations to the first sale.

Attending the Innovation Management class was transformative for me. Firstly, it helped reduce my long-held fear of transitioning fully into self-employment. It gave me the confidence to see that this path is not as daunting as I had imagined.

Secondly, the class emphasized the importance of identifying a clear starting point, with a focus on Innovation and Marketing as the core pillars of building a successful business. Since my field is well-established, I learned that the key to standing out and attracting clients lies in revolutionizing existing market methodologies—primarily through the extensive use of technology and Artificial Intelligence (AI). These tools can enhance the affordability, speed, and accuracy of services, making them more competitive.

Additionally, the class strongly underscored that innovation is the driving force behind solving existing problems and transforming the world. It is not only a catalyst for positive change but also a pathway to building personal capacity, creating a better quality of life, and generating sustainable wealth.

Attending the Innovation Management class has reshaped my perspective, equipping me with the mindset to pursue entrepreneurial ventures with greater confidence and a clearer sense of direction.

Innovation management focuses on turning new ideas into reality by identifying trends, fostering collaboration, managing risks, and aligning goals with business strategy. It cultivates creativity and drives competitiveness and growth.

This masterclass provided a broader view of all the business elements that should be taken into consideration when developing our innovative product. Interesting concept was the idea of merging skills and needed business elements as a puzzle depending on the business model. Our team will evaluate our skills and apply this idea to achieve maximum effectiveness in teamwork. One of the most important take-aways were the 3 key elements in business world : innovation, management & entrepreneurship. Our team will do our best to focus on all parts mentioned, making sure our idea is supported through a well managed team and has the best potential to be competitive in the existing market.

During the masterclass, I learned that true innovation goes beyond invention. It requires solving a real problem while fostering collaboration and action. A successful innovation is shaped not only by the idea itself but also by the people involved and how it resonates with the community. Applying the Blue Ocean Strategy to target an underserved market is a powerful approach, making it essential to define Remy's unique value proposition for affordable assistive robotics in dementia care. I also discovered that innovation extends beyond the product itself, encompassing business management, marketing, and customer engagement, with marketing innovation playing a crucial role in positioning Remy effectively. I also recognized the necessity of balancing logical thinking with creativity and the value of collaboration, as partnerships with research institutions, healthcare providers, and tech companies drive growth. Most importantly, I learned that failure is not a setback but an opportunity for redirection and improvement.

Sometimes, detaching from old approaches is the key to innovation. By considering these principles, I aim to shape Remy into a well-rounded and sustainable solution for dementia care.

Understanding the innovation process and how to validate ideas before market entry.
Importance of customer-driven innovation to ensure real business value.
Strategies for managing innovation in a structured way rather than relying solely on intuition.

The importance of innovating for the customers, not for you. We liked the quote: "The money you will have is right now in someone else's pocket". Innovation should be done FOR customers, not for us.

The masterclass introduced Design Thinking and Lean Startup methods, which help refine the smart plant pod by validating ideas and reducing risks. Strategic innovation management provided insights into adapting the product to market needs.

During the Innovation Management masterclass, I assimilated fundamental concepts that perfectly align with FuturyTeg's evolution toward a platform integrating Industry 4.0 technologies with human potential development. I would particularly highlight:

The clear distinction between invention and innovation according to the Oslo Manual, which has allowed me to understand that FuturyTeg 2.0 needs not only to develop novel technologies but also to ensure their effective implementation and the generation of real value in the market. This is essential for our hybrid business model.

The concept of innovation types (product, process, organizational, and marketing) has broadened my vision of how we can diversify our value proposition, especially in combining technological services with personal development.

The innovation talent management framework presented by Dr. Dimov has provided me with practical tools to identify and develop the technical and transversal competencies needed both within my team and in the programmes we offer to our clients.

The presentation on innovation diffusion (Rogers' Theory) has helped me better understand how to structure our market entry strategies, specifically identifying how to approach different adopter profiles for our integrated solutions.

The emphasis on "knowledge must flow" has inspired me to design mechanisms that facilitate bidirectional knowledge transfer between technological implementation and personal development, thus creating a continuous learning ecosystem that will strengthen the core of FuturyTeg 2.0.

These concepts are being directly applied in redesigning our business model and structuring our services to maximize both the technological impact and human potential development of our clients.

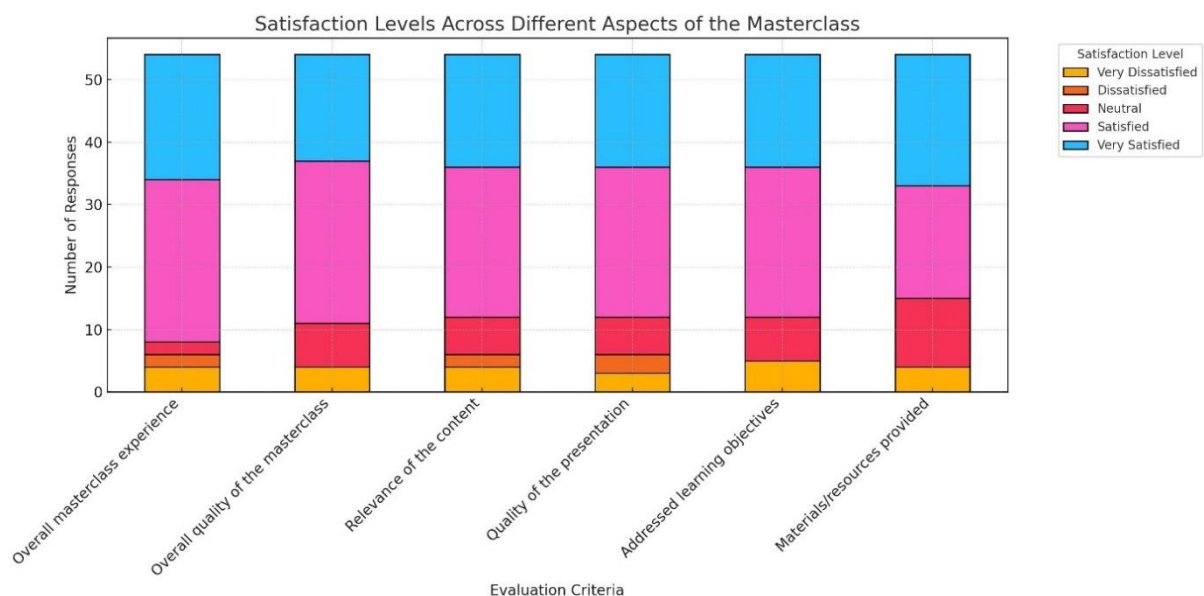
I learned that it is important to take risks, do research on what is already out there, first you have to think about the audience and their needs. For team it is important to have logical and creative thinking to make a greater innovation.

The fact that through training were presented so many perspectives of innovation, successful people/businesses and ways of thinking it made me look at our startup as a very complex topic and taking into consideration many elements that before were overlooked. The key concepts which I retained and helped me to create a new perspective are : Ikigai (the representation of Ikigai concept made me wrote down its components and from now consider it as a gold rule for our startup - through this visual concept I identified our team in the stages of our startup and realized why in specific moments we felt "empty") and

the so many steps of an Innovation (make me understood how important it is to consider important each step/element and work on it - many times we skipped steps that later "haunted" us and we still had to come back).

Note: I liked the fact that the presentation has many visual elements that brings out many perspectives and for sure I will keep it to look through it when our startup is at an impasse in search of a new or fresh perspective.

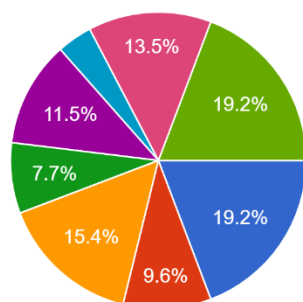
That creativity and problem solving are a crucial part in the innovation process. So continuous adaptation is important in this changing world. That is why we decided to use new technologies like AI in our education app, considering the rapid growth of AI, so that means that we should not avoid these technologies but use them as tools the right way. For example we want to use AI as a tool in our app that can help with the visualisation and the gamification of school work so that students, especially with learning disabilities, can have more fun doing their homework.



Masterclass #2: Unique Selling Proposition (UTCN) – Cristiana Bogățeanu, Business Development Specialist at Nagarro

Select the university you are enrolled in:

52 responses



- Cyprus University of Technology (CUT)
- Darmstadt University of Applied Sciences (h_da)
- Riga Technical University (RTU)
- Technical University of Sofia (TUS)
- Universidad Politécnica de Cartagena (UPCT)
- Université de technologie de Troyes (...)
- Universitatea Tehnică din Cluj-Napoca...
- Università degli studi di Cassino e del...

What key concepts or skills did you learn during the masterclass that directly benefit your startup or idea?

How to write USP

The masterclass taught me how to clearly define what makes my startup unique, communicate that value effectively to my target audience, and position my brand to stand out in the market.

The masterclass taught me how to clearly define what makes my startup unique, communicate that value effectively to my target audience, and position my brand to stand out in the market.

We know what is unique selling proposition (USP) and its meaning towards business. We learned about 6 steps of creating USP, which helps us to be in right way to differentiate and be more competitive compared to the others. We also went through a lot of examples and exercises to better understand the topic.

We learn about the Unique Selling Proposition(USP), how to create our own USP and from the examples and case studies we understand how strong is USP

From this masterclass we gained a better understanding of USP and client perspective of what the business has to offer. Now we are equipped with the skills of forming a well thought out Unique Selling Proposition and will apply it to our innovative product. During our product development we'll look into the user experience and also do a better competitors review, as the masterclass included tips on how to recognize strong and weak points of your business.

We learned to differentiate our market proposition to make it as unique as possible. During the masterclass, we were taught to identify and highlight those aspects of our product or service that make it truly distinctive compared to the competition.

How to make our product more unique using different ways



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During the masterclass, I understood the importance of how my product is perceived by the public. I realized that public perception can be crucial to a product's success, as even the best idea can fail if it has a poor image. No matter how great an idea is, it is essential to ensure that the public sees it the same way.

I learned that a Unique Selling Proposition (USP) should clearly highlight how customers benefit from my product and what sets it apart, all in a concise and engaging manner. Additionally, I now understand that tailoring the product's presentation to the target audience is vital for gaining a strong response and standing out from competitors.

Finally, I discovered that a USP should not be constrained by time. An effective one should remain relevant for years. I will take all these aspects into account during the customer presentation phase of my product, ensuring that the public clearly understands how they can benefit from using it.

The masterclass helped us focus on what makes our smart plant pot special—its water sensor that prevents over- or under-watering. We learned how to better understand our customers, like busy plant owners, and how to clearly explain our product's benefits. It also made us think about how to pitch our idea, build a strong brand, and stand out from regular plant pots. These skills will help us attract customers and investors.

During the Unique Selling Proposition (USP) masterclass, I learned fundamental concepts that perfectly align with what I'm developing at Inspira. I understood the importance of clearly identifying my target audience and defining how my solution addresses their specific problems.

The clear distinction between features and innovation shared by Cristiana Bogățeanu, where she emphasized that what's fundamental for creating a USP is not just having advanced technology, but solving a real problem in a unique way, has changed my perspective. This is special for my business model, which is why I changed the name of the idea to "Inspira."

Particularly useful was understanding the 6 steps to develop a powerful USP: identifying the target audience, analyzing competitors, defining unique strengths, focusing on customer benefits, creating a clear and concise statement, and constantly testing and refining.

The practical examples of successful USPs allowed me to visualize how to combine technical and human elements in a clear message. The concept that "features inform, but benefits sell" was especially valuable for communicating Inspira's value proposition, where I integrate technologies with personal development.

I understood that to stand out in a competitive market, I must focus not on being different for the sake of being different, but on solving a problem in a unique and meaningful way.

The importance of staying concise and clear, the persuasive design exercises, and the TikTok case study helped me understand how to clearly articulate my value proposition and communicate it effectively to my target audience, which will be key to Inspira's success.

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The importance of staying concise and clear, the persuasive design exercises, and the TikTok case study helped me understand how to clearly articulate my value proposition and communicate it effectively to my target audience, which will be key to Inspira's success.

During this masterclass I learned what Unique Selling Proposition (USP) is and how to create it, understanding why a strong USP is important, how to identify the target audience and how to analyze the competitors

Albeit not completely understanding the subject, we have managed to deduce that our marketing strategy was not as refined as it should be according to this class

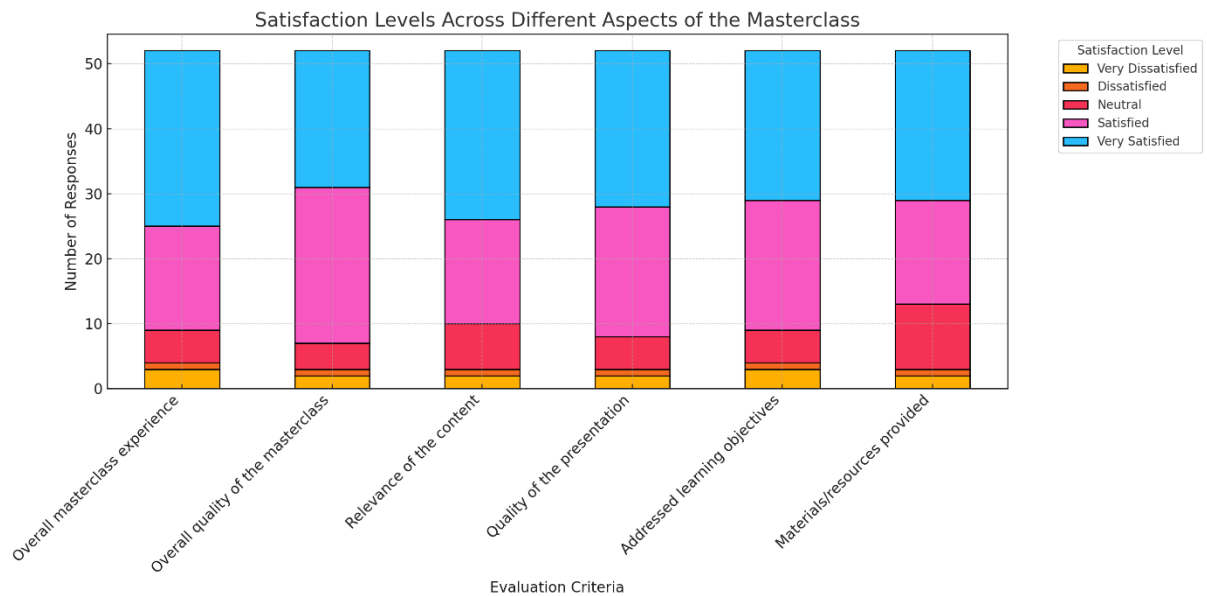
The 6 key steps were very helpful to develop an unique selling proposition, and make sure that it could work. There were multiple key sentences that stuck in mind, that helped improve original ideas. For example, to make the proposition in an universal language, to get an outside opinion from a person, who is not related to your company in any way and more.

In the masterclass on USP, I learned how to define what makes the product unique, identify the target audience, and communicate this value clearly. These skills are directly applicable to refining the startup's positioning and making the offering stand out in the market.

Cristiana really emphasized the importance of having something that really makes you unique on the market, but something that is relevant to the users you are addressing to. I learned that having an unique product is not an advantage if the user does not benefit from that unique attribute. For example, you can do a pair of shoes with umbrellas. No one has seen such thing, you might be the first in the world who does that, but will someone buy such a product? It made me

realize that you always need to ask yourself this question: Why would someone pay for my product instead of the competitor's product? And find that key benefit that you can add to your product.

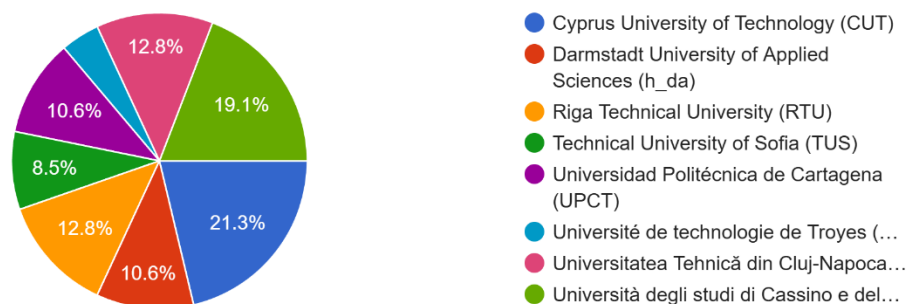
We are in the process of designing a product and there are few competitors, but having this mindset helps us come with relevant features based on users' feedback.



Masterclass #3: *Business Model Canvas* (UPCT) – José Rivera Cuello, Business Consultant

Select the university you are enrolled in:

47 responses



What key concepts or skills did you learn during the masterclass that directly benefit your startup or idea?

Business Modell

The masterclass helped me on how to structure my startups by defining key components like customer segments, revenue streams of BMC

The Business Model Canvas helps you visualize and structure key components of your TriNomad startup, like value propositions and revenue streams. This course clarifies your business model, identifies essential partnerships, and enhances strategic planning. Overall, it strengthens your startup's foundation and guides its growth.

During the masterclass i have learnt about the business plan, and all the segments of the model canvas.

the key steps that allows us to set a properly built canvas business plan

I have seen how to create a Business Model Canvas for our startup. It helps me a lot because I can see my business structure in a page.

I learnt the elements for planing Business Model Canvas, and i learnt how to think the business from various business elements for example the supplier and consumer.

During the masterclass, I gained valuable insights into the Business Model Canvas and its role in structuring and validating a startup idea. I learned that a startup is a temporary organization focused on finding a scalable and repeatable business model, requiring constant testing and adaptation. Understanding the BMC framework allowed me to break down my idea into key components such as value proposition, customer segments, revenue streams, and cost structure, helping me create a clearer roadmap for execution.

The masterclass also highlighted the importance of flexibility and adaptability in a volatile, uncertain, complex, and ambiguous environment.

Additionally, I learned about the significance of customer relationships, channels, and revenue models in ensuring sustainability and growth. Real-world examples, such as Amazon, Google, and Airbnb, demonstrated how startups can leverage the BMC to refine their strategies and scale effectively.

I've learned how to build a Business Model Canvas for any kind of business, which helps to understand and set on paper the business environment it is in. It also helps start-up's to highlight innovation risk and see some scalability of the business idea

Clear explanation of BMC — key partnerships, activities, resources, customer segments, channels, value propositions, cost structures, and revenue streams.

Creating the businness model and exploring it

About a characteristics of a startup business and the strategic of business model. Also gained insights into how startups transition from temporary

Concepts that directly benefit our idea - value proposition, key resources, customer segments.

BMC creation and structure

having already attended similar courses, the lesson on the business model canvas was, for me, more of a repetition of the topic

During the Business Model Canvas masterclass, I acquired fundamental knowledge that will significantly transform the development of Inspira. I understood the importance of holistically visualizing all interconnected components of the business model on a single canvas, which is crucial for Inspira, where we integrate technologies with human potential development. The structuring of the BMC into its nine blocks provided me with a systematic framework to organize the essential elements of Inspira: from clearly identifying our customer segments (companies seeking technological transformation and professionals who want to maximize their potential) to defining a unique value proposition that combines technological innovation with personal growth.

Particularly valuable was understanding the conceptual division of the canvas into its three fundamental parts (internal, commercial, and financial), allowing me to recognize that Inspira's success depends on the balance between these components with the value proposition as the central core. The concepts about BMC adaptability in VUCA environments (Volatility, Uncertainty, Complexity, and Ambiguity) resonated especially with my vision, as Inspira operates at the intersection of emerging technologies and human development, a space characterized by rapid changes and uncertainty.

The practical methodology for completing each block of the BMC provided me with concrete tools to refine critical aspects such as revenue sources (combining technological implementation services with personal development programmes) and distribution channels (digital platforms, in-person remote events, and strategic alliances). The examples presented on hybrid business models helped me visualize how to efficiently articulate Inspira's unique proposal, which is not simply technological or merely formative, but an innovative integration of both dimensions to maximize impact on both organizations and individuals.

As a team whose entirety of degrees focus on Science, we did not even know what a business canvas is, or any of the ways to approach a business plan. This lesson helped us completely understand how to follow up with whose needs, the problems and everything related

During the masterclass on the Business Model Canvas, we learned how to structure and visualize our startup's key components, such as value propositions, customer segments, and revenue streams. This framework helps us refine our business strategy, identify potential risks, and ensure our innovation aligns with market needs.

Understanding and applying the Business Model Canvas, identifying key resources, activities, and partnerships for a successful business and revenue strategies.

I understood the VUCA style and where there can be found risks in all kind of organisations and preferable resolutions, understood that startup is all about teamwork and how to do that, I got what it takes to do BMC and why is that needed.

During the masterclass, we learned how to map out our business model using the Business Model Canvas. This helped us identify key areas like customer segments, value propositions, and revenue streams. It also taught us how to align these elements to create a more cohesive and scalable strategy for our startup.

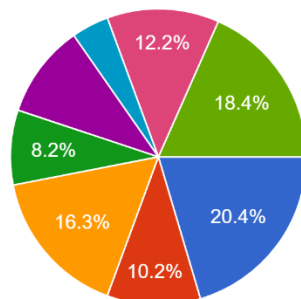
The Business Model Canvas is a tool that helps startups plan their business and deal with challenges. The Lean Startup method is also important because it helps test ideas quickly and make changes based on feedback. For our educational app that uses AI to gamify homework, these ideas are really useful. Since my app is new and uses technology in a creative way, it follows the startup model. The Business Model Canvas can help us plan out how the app will work, who my users are, and how I can make it successful.

In the first place as BMC it's an important element that you always have to come back and update, this masterclass highlighted the essential reasons why this is vital for a business. A new concept that I learned during presentation and from now I will took it into consideration for out startup it's VUCA. I liked the micro approach to each concept and this helped me to understand how to define the elements in our case. BMC it's not a new concept for us but here, as in the case of VUCA, it helped that each component was dissected because there are always updates needed for the template as you understand more and more about your startup. Last but not least, the examples applied on large companies are always inspiring and this again contributed to the understanding of the perspective we should take in startup development.

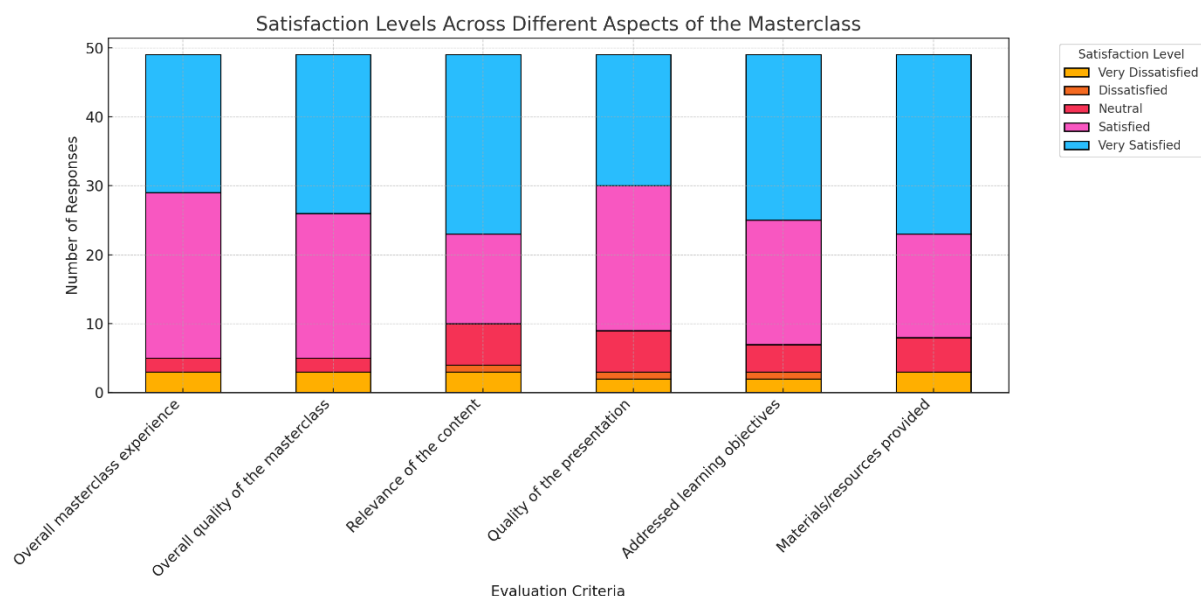
Masterclass #4: *Marketing and Sales (UNICAS) – Roberto Bruni, Academia*

Select the university you are enrolled in:

49 responses

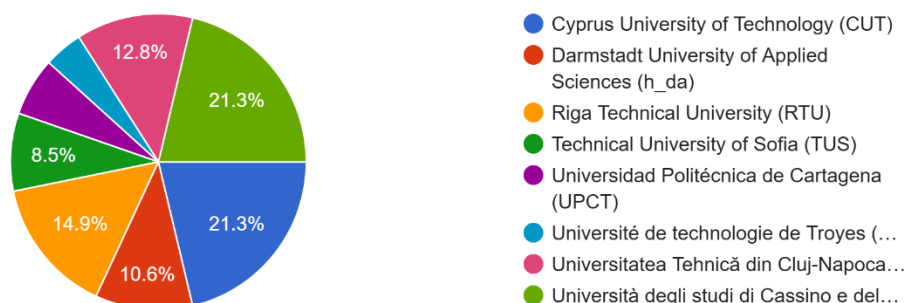


- Cyprus University of Technology (CUT)
- Darmstadt University of Applied Sciences (h_da)
- Riga Technical University (RTU)
- Technical University of Sofia (TUS)
- Universidad Politécnica de Cartagena (UPCT)
- Université de technologie de Troyes (...)
- Universitatea Tehnică din Cluj-Napoca...
- Università degli studi di Cassino e del...



Masterclass #5: *Financing Strategies* (CUT) – Katerina Ioannou, Manager, PwC

Select the university you are enrolled in:
47 responses



What key concepts or skills did you learn during the masterclass that directly benefit your startup or idea?

Financial Opportunities

Funding is essential for the initial development of a product, covering research, prototyping, and marketing. It helps manage operational costs like salaries and rent, and supports growth through

expansion and innovation. With sufficient resources, startups can attract talent and manage risks. Additionally, successful fundraising boosts investor confidence and opens up new opportunities.

During the masterclass, I learned about the lifecycle of a startup and the critical role that financing plays in each of its phases. I now understand which funding sources are suitable at different stages, for example, relying on personal savings and family support during the pre-seed stage, seeking angel investors, crowdfunding, or incubators in the seed stage, and turning to banks only in later stages.

I also discovered various funding options that I wasn't previously aware of, including European funding programmes and country-specific opportunities, such as those available in Romania. These insights are valuable, as they highlight potential financial resources that could support my startup. Additionally, I learned about initiatives that connect startups across Europe, promoting networking and collaboration opportunities.

Real-life examples of successful startups like Airbnb, Uber, and BioNTech showed how businesses can grow from small-scale funding sources, such as personal savings or angel investments, to achieving global success. Hearing these stories was particularly encouraging as an aspiring entrepreneur.

Now I understand better the vocabulary for raising money (seed, pre seed, serie A, B...)

Understanding Different Funding Options: Learning about bootstrapping, grants, angel investors, venture capital, and crowdfunding.

Financial Planning & Budgeting: How to structure our startup's financial roadmap for sustainable growth.

we understood how to manage the finances that we may earn through strategies that you explained to us.

I learned how to assess funding needs, find sources like investors and grants, and create a financing plan. This helps in securing funding for the smart flowerpot.

I learned essential concepts related to startup financing, including different funding options, investor expectations, financial planning and risk management.

that there are different sources of funding more or less adequate based on the project and the areas/countries of interest. Furthermore, being about to start a crowdfunding campaign I found the topic very interesting

During the Startup Financing masterclass, I acquired fundamental concepts that will directly impact the development of Inspira. I learned the importance of strategically aligning my financial needs with long-term business objectives, a crucial aspect for the hybrid model I am developing that integrates Industry 4.0 technologies with human potential development. Understanding the complete financing cycle, from pre-seed stage to potential Series A rounds, has provided me with a clear roadmap to plan Inspira's growth, allowing me to identify that we are currently in the business model validation phase, ideal for exploring options such as angel investors and acceleration programmes.

Particularly valuable was the exposure to diverse non-traditional financing options like revenue-based financing and specific EU grants (Horizon Europe, EIC), as these mechanisms can be ideal for

Inspira given our social impact and digital transformation component. Success stories like BioNTech, which leveraged European funds to develop innovative technology, gave me a practical vision of how startups can combine different capital sources according to their development stage. The focus on creating an effective pitch deck and the importance of developing a clear value proposition will be extremely useful for communicating Inspira's unique vision that combines technological elements with human development, a concept that can frequently be complex to convey to potential investors.

Considering neither of the group mates could afford such a project, it was crucial to know at least some Latvian funds and how to impress angel investors. Even though a lot of concepts looked self-explanatory, it always feels a lot better seeing them brought together in a cohesive way.

Properly proposing ideas to investors in order to come up with funding for a business, was something we could not perform. None of the team members has experience with sales, and we say sales since even though we re not selling the product to the investors, we are selling the Idea, and Katerina helped us improve our ways of approaching potential investors

I came up with ideas for new strategies

I learned how to strategically align my startup's financial needs with its growth goals by understanding the different funding stages—from pre-seed to IPO—and the types of investors or resources relevant at each stage.

Well, first of all, one aspect that really stayed in my mind was product development - testing and prototyping. In view of the fact that we have physical product, it is really important to make several prototypes that needs to be tested to get to our perfect goal. Also, talking about the main concept of this masterclass which is financing, it is also important to analyze the market and competitors to determine our business financial strategy to get better view of our potential clients.

During the "Financing Your Startup: Strategies and Solutions" masterclass, we explored various funding options, including venture capital, EU funding, and crowdfunding. While this information was insightful, we already possessed considerable knowledge in this area, so the content served more as a reinforcement than new learning.

In the masterclass, we learned about different financing options like venture capital, crowdfunding, and bootstrapping. We also gained insights into financial planning and preparing for investor pitches, which will help us secure funding and manage our startup's finances.

The masterclass helped us understand startup financing, covering investor attraction and alternative funding options like grants and partnerships. We learned to pitch our app by highlighting its impact, market potential, and revenue model. The importance of financial planning and cost efficiency in early development was also emphasized. Given our app's focus on accessibility for individuals who cannot walk, we see strong opportunities for collaboration with nonprofits and relevant funding. We're now more confident in securing financial support for our idea.

The section with financial opportunities in Europe and Romania has been the most important for us, and highlighted the fact that we could aim higher than local businesses to empower our early steps.

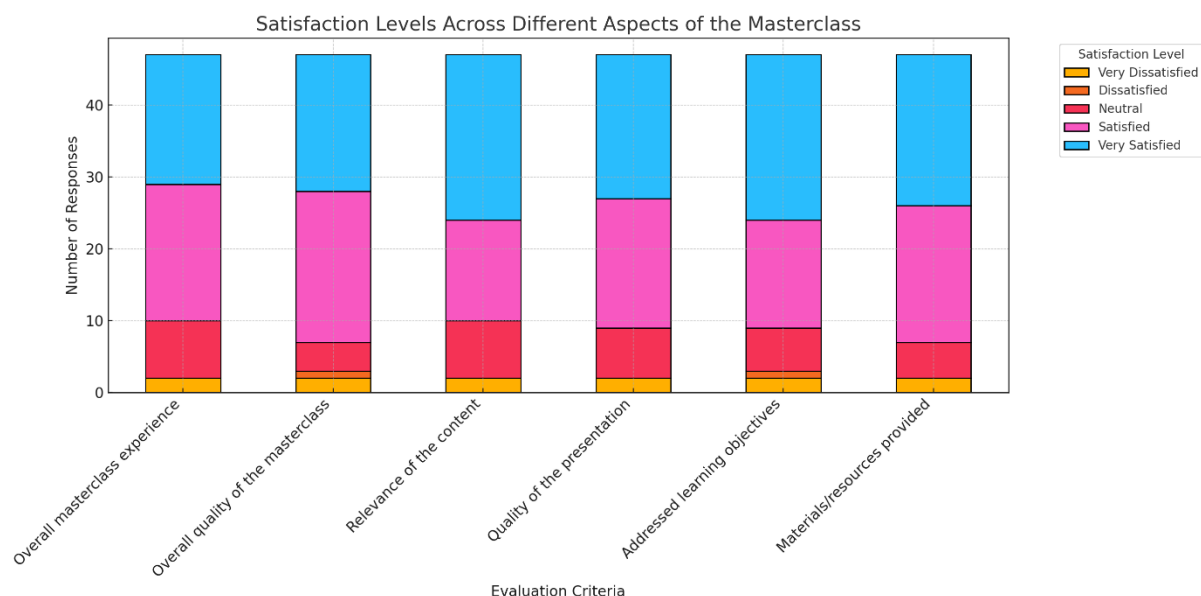
First of all, for us it was extremely important that all the possible financing solutions for a startup were presented and linked to the stages that a startup is going through. because we had minimal knowledge on this domain. We often asked ourselves how can we attract funds to sustain and grow our business. We participated in a competition where there was a possibility to gain an investment from a VC. But at that time we didn't even know what an investment from a VC was or what it required from us and our business. Now, these concepts are a lot more clear in our minds and with the knowledge we gained we know that at that time we wouldn't have been prepared for an investment. This helped us to identify in what stage we are and what are the best options for now at this moment, which we think are grants and competitions. We also learned that a crowdfunding option would really suit our business in the near future.

Since focusing on grants and competitions, it was very helpful for us that the main opportunities in Romania were presented and explained, and we already searched for more details and consider applying to them.

We always knew that we need money. But after this masterclass, we learned that it is extremely important to know WHAT you need the money for and how is that related to achieving your long-term goals. We started to search for funding sources and made financial projections for the next year. We also started to make presentation for clients and focused on how to link our unique value proposition to their needs and potential benefits.

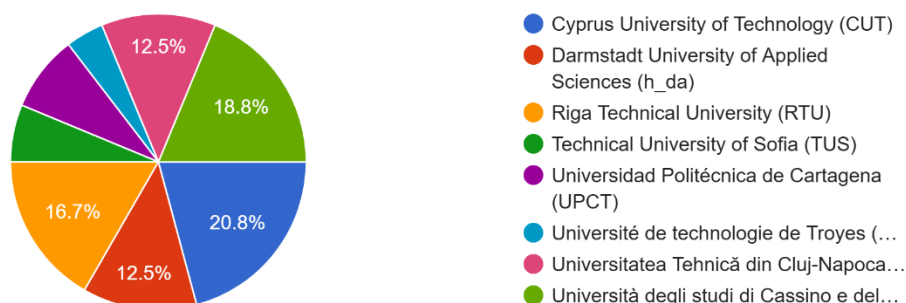
From "Financing Your Startup: Strategies and Solutions," I learned about various funding sources, including bootstrapping, angel investors, venture capital, and crowdfunding. The course emphasized the importance of creating an effective pitch to capture investor interest and developing realistic financial projections and budgets to attract funding. I also gained insights into building a solid business plan as a key component in securing financing, as well as techniques for networking with potential investors. Additionally, I learned about the legal considerations involved in financing, such as contracts and equity agreements, and best practices for managing relationships with investors after funding is secured.

Funding programmes that could help finance start up especially here in Cyprus opportunities like Cyprus start up visa, European Office of Cyprus , Information Portal for funding programmes and key financing resources like the Research and innovation Foundation.



Masterclass #6: Intellectual Property (UTT) – Germain Malnoury, Academia

Select the university you are enrolled in:
48 responses



What key concepts or skills did you learn during the masterclass that directly benefit your startup or idea?

During the masterclass, I gained valuable insights into Intellectual Property and how to balance protecting an innovation while still sharing it with the public. I learned about the power of trademarks and how even simple but original sounds or images can become instantly associated with a company. Interestingly, trademarks can be used by different companies as long as they

represent distinct products, which is useful knowledge when considering branding strategies. I also understood the concept of patents and initially believed that obtaining one was always beneficial. However, the masterclass highlighted that it's not always economically viable due to the high maintenance costs, especially for products that aren't easily commercialized. I learnt that in order to monetize a patent, one must create a license and find users willing to implement it, reinforcing the importance of strategic planning when handling intellectual property. I also found out about patent expiration and how companies strategically wait for patents to expire to capitalize on the public domain technology, as seen in a real example at UTT.

Another important aspect was understanding how competitors may attempt to sue others strategically to weaken their IP rights over a technology or design. This insight is important for my future projects, as it could help me anticipate potential legal challenges and protect my work effectively.

These concepts will be particularly useful in ensuring that any project I develop is both protected and positioned for sustainable commercialization without unnecessary financial strain.

Understanding Intellectual Property (IP) Types: Learning about patents, trademarks, copyrights, and trade secrets.

IP Protection for 3D Printing: How to safeguard custom 3D designs, branding elements, and software from imitation.

Patent Considerations – Learning about the possibility of patenting a unique design or innovative aspect of my paper box to prevent competitors from copying it. Copyright Basics – Gaining insight into how copyright applies to packaging designs, marketing materials, and instructional content.

We learned that we have to make treasure of our project defining it as an our intellectual property

The masterclass helped me understand how to protect my smart flowerpot idea with IP rights, such as patents for technology, trademarks for branding, and industrial design protection for the pot's look. It also covered how to prevent counterfeiting.

During the Intellectual Property Masterclass, I acquired fundamental knowledge that will significantly transform the development of Inspira. I understood the crucial distinction between ideas and their materialization, which allowed me to understand that, although my concept of integration between technology and human development cannot be protected as an abstract idea, I can protect its various concrete manifestations. Particularly valuable was learning about the four pillars of IP: especially understanding that the personal development methodologies I am creating are automatically protected by copyright, and that the "Inspira" brand can and should be registered as a trademark to distinguish our unique services in the market. It was also enlightening to understand the conditions of patentability (novelty, inventiveness, and industrial application), which will help me evaluate which specific technological components of my solution could be patentable. The section on confidentiality management and non-disclosure agreements (NDAs) was immediately applicable, providing me with tools to protect my intellectual property during negotiation phases with potential investors and technological partners, especially considering the hybrid nature of my model that integrates technology with personal development methodologies.

Finally, understanding the different types of Creative Commons licenses offered me flexible

options for sharing certain training content while maintaining protection over the most valuable elements of my value proposition.

This masterclass provided a look into the meaning and workings of intellectual property. The examples of everyday life IP usage reminded us to be careful of what concepts from outside can be taken and adapted in the making of our product without causing any legal issues. Before this masterclass we didn't know that an idea or a concept alone cannot be protected and given a patent, but the real materialization can. Since our idea is a digital app, we should be mindful with whom we share inside information prior to developing and launching, to protect our ideas.

I have improved my skills a lot because before I didn't know how to proceed when I had to tell someone an idea when it was already well developed, and the truth is that I was afraid, but now I have a clear idea of the process

As students of a sector of Science, we already knew about the concept of Intellectual Property. References in Science Papers, are there to give credit to researchers who came up with any data used in articles. However, with this masterclass, we learned more about Intellectual Property, and how to follow the rules and respect other peoples' work.

Deeper understanding about patents, how expensive they can be and generall procedure and how useful can be to have open source patented ideas

During the masterclass, I learned how to protect my startup idea using the four key types of intellectual property—patents, trademarks, copyrights, and industrial designs—and the importance of confidentiality through NDAs. This knowledge will help me keep safe my ideas while still sharing them with potential clients and investors.

During the "Introduction to Intellectual Property (IP)" masterclass, we reviewed the various types of IP rights, including patents, trademarks, copyrights, and trade secrets. This reinforced our existing knowledge from a prior consultation with the INPI.

During the masterclass, we learned about the importance of protecting intellectual property, such as patents, trademarks, and copyrights. The case studies helped us understand how to navigate IP challenges and integrate protection strategies into our startup to avoid legal issues and secure our innovations.

I can not answer as I did not participate in the class. I don't want, however, want to disturb the quality of the data.

I can not answer as I did not participate in the class. I don't want, however, want to disturb the quality of the data.

They key differences for the specific CC licenses. A great help of understanding it were the many examples and the psychological analyses of the brands. Patents for inventions are very useful to copyright your invention. However, it usually works for your certain country. For each country there is to be made a new patent and the patent needs to be renewed/extended annually. If the invention is in the market or existing for a year and has a patent, for example, in France. After the one year it is not possible to create a patent in a different country.

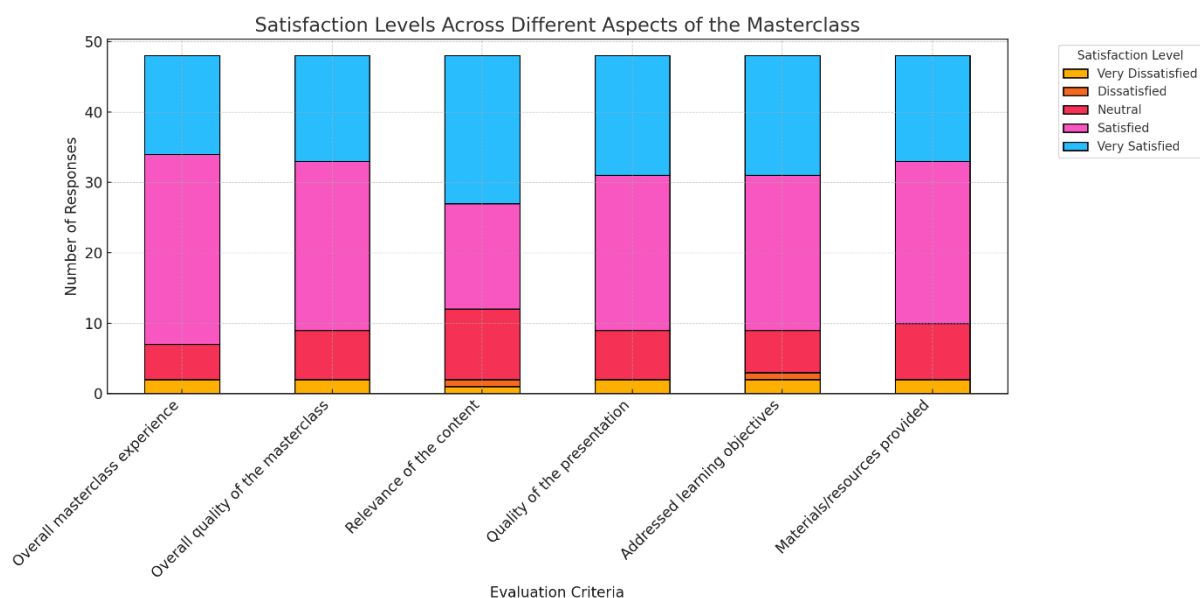
During the masterclass, I gained valuable insights into intellectual property, especially the differences and connections between patents, trademarks, and copyrights. I found particularly useful the explanation of how patenting begins locally and can then be extended internationally, as well as the strategic importance of the one-year window to expand protection. The concept of licensing a patented technology was eye-opening — understanding that you can patent a new solution and allow others to use it through licensing agreements. I also learned how important it is to keep your innovation confidential before applying for a patent, as any public disclosure can make it ineligible for protection. All of these insights are highly relevant for our team as we develop a hardware-based product.

Prior to this masterclass, intellectual property was not really our concern at all. Now, we have new insights and we know where to start when it is time to protect our work and ideas.

we learned about the different types of intellectual property, including patents, trademarks, copyrights, and trade secrets. The course covered the importance of protecting IP to maintain a competitive advantage and the processes involved in applying for and enforcing these protections. We also explored the significance of IP in innovation and business strategy, as well as the legal implications of infringement. Additionally, the course highlighted how to identify and assess IP assets within a startup and the role of IP in attracting investors and partners.

During the masterclass, I have learnt about the different types of intellectual property and also more about the inventor of the products/ author's rights and copyrights.

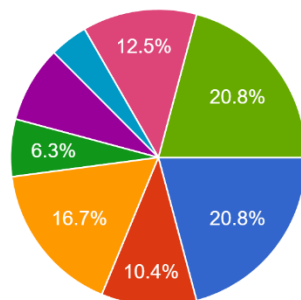
It educates on intellectual property rights, including patents, trademarks, and copyrights, emphasizing their significance in protecting innovation and creativity. As well as having the practical knowledge or expertise in a specific area. Especially when our topic is education in kids and more specifically, kids with learning disabilities, diagnosed or not.



Masterclass #7: Pitch Preparation (TU Dublin) – Gavan Cleary, GROWTHhub Project

Select the university you are enrolled in:

48 responses



- Cyprus University of Technology (CUT)
- Darmstadt University of Applied Sciences (h_da)
- Riga Technical University (RTU)
- Technical University of Sofia (TUS)
- Universidad Politécnica de Cartagena (UPCT)
- Université de technologie de Troyes (UTT)
- Universitatea Tehnică din Cluj-Napoca (UTCluj)
- Università degli studi di Cassino e del...

What key concepts or skills did you learn during the masterclass that directly benefit your startup or idea?

We learned the importance of a clear and effective structure for the pitch, in particular how to communicate the problem, the solution and the added value in a concise and impactful way.

Storytelling in Pitches: How to make a compelling narrative that captures investors' attention. Visual & Design Best Practices: How to structure slides for maximum impact and clarity.

The masterclass gave me a logical and powerful structure for crafting my pitch, helping me present a clear and compelling argument about the problem, solution, and my role in executing it. I learned the importance of getting straight to the point and it was valuable to see real examples of good and bad pitches. Analyzing these helped me understand common mistakes, such as using overly complex explanations, failing to establish credibility, or not structuring the pitch effectively. Additionally, I gained insights into presenting my business model effectively by demonstrating financial feasibility, scalability, and market demand. I also found out about Techniques like the "Rule of Three" for strategic placement of key data in presentations that I was not aware of.

How to pitch and inspire the audiences

How to create our pitch deck , important components , presentation skills and targeting the most important part of our product in order to sell it

Understanding your key audience is the first thing you should discuss before making a presentation and speech. Your audience should understand you and you should understand your audience.

I learned about to pitch your idea in a competition or to an investor.

Pitchdeck Preparation, what to include or not to include in the pitch, real life examples

Pitching your idea correctly is the key to get investments and make your idea gain the heart of the people. It's one of the basis of the success of an idea in the market. If through the pitch you reach to convince well enough the costumers and most importantly the users and the promises from the pitch are kept then the business idea should have no problem to develop and grow.

having already attended similar courses, the lesson on the Pitchdeck was, for me, more of a repetition of the topic.

During the pitching masterclass, I understood the importance of structuring my pitch around key elements: value, market, scalability, and team. Particularly valuable was understanding that an effective pitch is not just about showing passion for my idea, but about concisely communicating how I solve a real market problem.

The detailed analysis of the 12 essential questions that any pitch must answer provided me with a structured framework to articulate the unique proposal of inspira with a platform that will be called TalentSpaces: a platform that connects technology experts with human development facilitators to transform organizations. I understood the importance of demonstrating demand with concrete data and presenting a diversified revenue model (commissions, subscriptions, certifications).

The example of the AirBnB pitch was revealing, showing me how a disruptive idea can be communicated with clarity, focusing on specific problems (such as the disconnection between technological implementation and human development) and presenting concrete solutions (our integrated platform). This structure will help me effectively communicate how TalentSpaces is not simply another professional network, but an innovation that creates a new market by integrating traditionally separate domains.

- You need to have a pitch of max 2 min to answer all the questions so you can use it in any circumstance. It must be clear, concise and spark interest.
- It's not about how brilliant your idea is but the fact that you can convince an investor that you can turn it into a successful business.
- People tend to remember things in groups of 3, so I left here 3 ideas :)

Learned how to structure a pitch effectively by addressing key elements, identifying the problem, presenting a solution, proving market demand, outlining revenue potential, and demonstrating a competitive advantage. The masterclass emphasized that an effective pitch must communicate value, scalability, and why the team is the best fit to execute the idea. The Airbnb pitch example provided a clear framework on how to build a compelling case for investment.

During the "Pitch Deck Preparation" masterclass, we gained valuable insights into structuring and delivering compelling presentations to potential investors. The interactive nature of the session allowed us to practice crafting clear narratives, emphasizing key metrics, and effectively communicating our value proposition. This hands-on approach significantly enhanced our ability to present our startup convincingly.

The main points and ideas that need to be presented in the pitch. The most important thing is to clearly explain why we are making this product, how we will produce it, and why there will be a demand for it. The pitch needs to have clear ideas and a well-structured approach. We need to show the investors that we have thought about everything.

Addressing strength and weaknesses based on information that was given to us by an expert (a professor/teacher) and how we took into consideration her opinion and her experience. Also, we will highlight clearly the target audience/market as well as making clear what our product/application is unique selling point.

Since we will be given the opportunity to present our business idea, this masterclass provided very useful tips and tricks of pitching an idea. During this masterclass we learned how to present the value of our business, existing market, scalability and our team. The most important takeaway from this masterclass is that a pitch should have a clear vision and structure, it should give a very clear

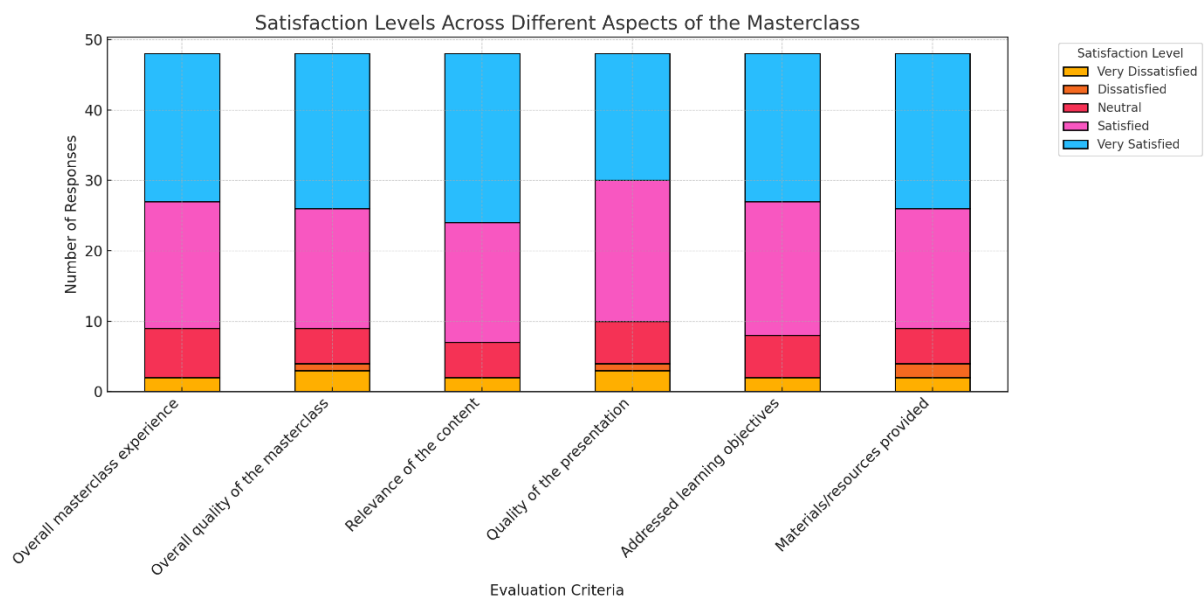
overview of the business idea and it should be unique for the listeners, investors etc. to be willing to cooperate.

We have attended many training on the subject of creating a pitch deck, but this has been by far the best. Great examples, structure and captivating. The slide containing a pitch evaluation was very helpful, and will help us test and refine our future pitches.

we learned how to create an effective pitch deck that clearly communicates our business idea to potential investors. The course covered essential components of a pitch deck, including the problem statement, value proposition, market analysis, business model, competitive landscape, and financial projections. We also explored techniques for crafting a compelling narrative and the importance of visual storytelling. Additionally, we learned best practices for design and formatting to enhance clarity and engagement, as well as strategies for anticipating and addressing investor questions during the presentation.

How make interesting pitch

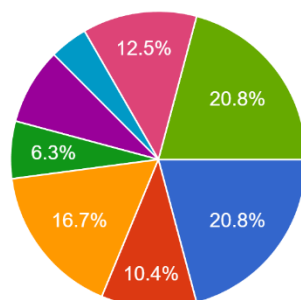
During the masterclass I have learnt about the things investors or stakeholders would like to see in our business plans. How to present in the right way our brands/ products and what are the important questions we need to ask ourselves as entrepreneurs.



Masterclass #8: *Global Impact (h_da)* – Patricia Moock, Business Consultant

Select the university you are enrolled in:

48 responses



- Cyprus University of Technology (CUT)
- Darmstadt University of Applied Sciences (h_da)
- Riga Technical University (RTU)
- Technical University of Sofia (TUS)
- Universidad Politécnica de Cartagena (UPCT)
- Université de technologie de Troyes (...)
- Universitatea Tehnică din Cluj-Napoca...
- Università degli studi di Cassino e del...

What key concepts or skills did you learn during the masterclass that directly benefit your startup or idea?

Understanding Global Markets: How to adapt our 3D printing solutions for international businesses.

Sustainability & Social Impact: How eco-friendly materials in 3D printing contribute to sustainable business practices.

In this masterclass, we learned how to scale our startup for global impact by addressing universal challenges and leveraging technology effectively. We also gained insights into aligning our business with global trends and sustainability goals, making it more attractive to international investors and partners

We learned that the market and business worldwide is going to be centralized in the sustainability and innovation projects.

I learned how to make my idea more regenerative by using eco-friendly materials and thinking about how it can help the environment.

I realized how important sustainability is right from the start of a business. Investors and banks focus more on funding eco-friendly projects, employees prefer working for companies that care about the environment, and customers are more likely to choose sustainable products. This made me see that making my business more sustainable could actually help it grow and be more successful in the long run.

One of the most useful things I learned was the Sustainable Business Model Canvas, which includes both the environmental and social costs and benefits of a business. Thinking about these aspects helped me evaluate how sustainable my idea really is. Also, learning about the Sustainable Development Goals (SDGs) made me reflect on how my startup could contribute to solving global challenges.

When opening a business or doing any kind of project we have to be aware about the impact it can have over its surroundings, it be social, environmental and even economic. It is important to keep this in mind to be able to bring the highest amount of value to the society while preserving and improving it.

that Global Impact is now an essential and indispensable element to take into consideration for the realization of the project, so much so that the innovative element of pet-ternity embraces various elements of the SDGs

I've learnt to appreciate the whole sustainability part, because once I thought about the idea, I didn't even think about that part

I've learned about sustainability models, socio - ecological costs and how to develop sustainable goals.

in line with the other masterclasses we are seeing the latest aspects of the business world that we usually neglect, thinking only about the development of our product

Important things like sustainability and inovation, that would be important for the futue development of our project

During the Sustainability masterclass, I acquired fundamental concepts that will significantly transform the development of Inspira. I understood the crucial difference between conventional, sustainable, and regenerative business models, which has allowed me to visualize how Inspira can evolve towards a genuinely regenerative approach. Particularly valuable was the understanding of how to strategically implement the Sustainable Development Goals (SDGs) in my business model, identifying both positive and negative impacts. The analysis of the Sustainable Business Model Canvas provided a structured tool to evaluate socio-ecological aspects that perfectly complement the knowledge acquired in previous masterclasses on business models. The exploration of how companies can transcend sustainability to become regenerative, creating a net positive impact instead of simply reducing harm, is especially relevant for Inspira, whose vision integrates technological development with human potential. This regenerative perspective will allow me to design TalentSpaces as a platform that not only connects technology experts with human development facilitators but actively restores and strengthens the social and professional ecosystems where we operate.

During this masterclass I learned how to create a sustainable business model, starting from what sustainability is and why it is important, talking about the Sustainable Development Goals (SDG) and how a business model can have a positive or negative impact on them

In all fairness, global impact was something we did not include in our presentation and furthermore our entire project. After this excellent masterclass session, we believe we have managed to cover all ends regarding potential global impacts of our product

Gained new knowledge about different sustainability models, and which ones to avoid using and which are the best ones, so it is way easier to choose the best model type to use for the startup. There were also some key takeaways that would help the start up, for example, to focus mostly on one of the big sustainable development goals, to set goals and provide data that you can prove by numbers or in a different way, but make sure you can prove it, and others.

During the "Global Impact" masterclass, we explored strategies for scaling our startup's influence on an international level. The use of the interactive Miro platform facilitated dynamic collaboration and visualization of global expansion plans, enhancing our strategic approach.

Sustainable development goals, companies sustainability

Designing products/services for cross-border adaptation (e.g., localization challenges).

We learned about the importance of aligning business goals with global sustainability and social impact, but the session was more theoretical than actionable.

The knowledge about sustainability was presented from a different perspective

We support the nested circles approach: recognizing that a healthy economy depends on a healthy society, and both rely on sustainability, which emphasizes balancing economic, environmental, and social factors. This mindset shaped how we developed our app. Specifically for us, we recognize that not all students are diagnosed with learning difficulties, and not everyone has access to the resources they need to succeed academically. That's why our app is designed to support all students whether they've been diagnosed or not, and especially those who can't attend extra lessons from professionals or get help at home. We also understand that not every household has access to mobile devices or computers. That's why our app is built to be used during class time, with activities that teachers can integrate into their lessons. Anything that happens after class is helpful, but not required, making sure no student is left behind due to lack of access. Our goal is simple: to create a sustainable, inclusive learning tool that supports students where they are, with what they have.

During the EUT+ masterclass on global impact, I learned how to integrate sustainability and impact measurement into my startup strategy. I also gained valuable skills in cross-cultural collaboration and stakeholder engagement, helping me scale and create meaningful global impact.

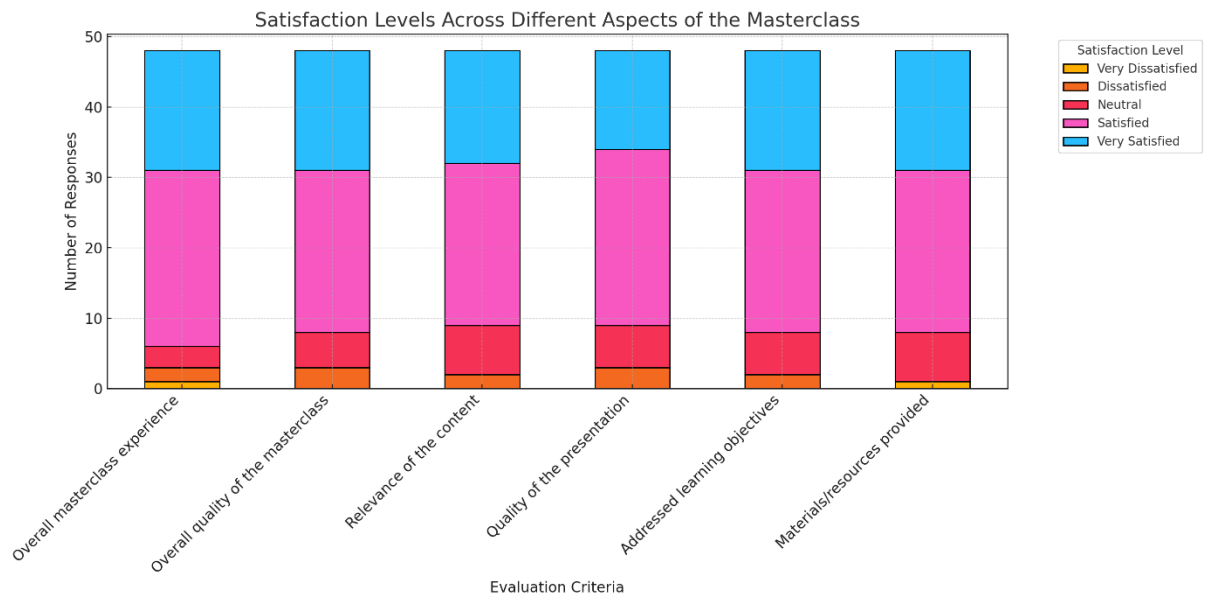
The masterclass offered valuable insight into integrating sustainability and global impact into our business model. We explored the three main pillars of sustainability — economic, environmental, and social. A highlight was working with the sustainable business model canvas, which helped us identify the benefits of our idea in each of these areas. Discussing SDGs and understanding the differences between conventional, sustainable, and regenerative business models also helped us realize that we're already on a good path toward a regenerative approach. One key takeaway was the importance of co-creating with the affected community — in our case, involving deaf individuals directly in our team and development process.

While constructing our business plan, sustainability was nowhere to be found. This masterclass highlighted this aspect and why we need to take it into account.

we learned about the significance of creating solutions that address pressing global challenges, such as climate change, poverty, and inequality. The course emphasized the role of innovation in driving social change and the importance of sustainable practices in business. We explored various frameworks for measuring social impact and assessing the effectiveness of initiatives. Additionally, we discussed strategies for scaling solutions globally and collaborating with diverse stakeholders,

including governments, NGOs, and the private sector, to maximize impact. This session highlighted the potential for businesses to contribute positively to society while achieving financial success.

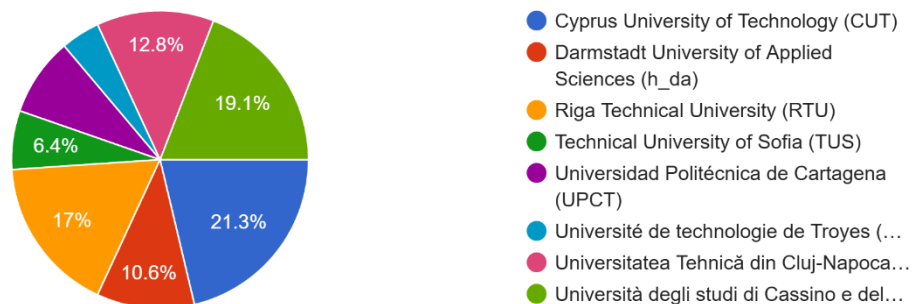
During the masterclass I have learnt about the three types of sustainability product designer (theorist, champion, practitioner), the sustainability business models and the development goals. This information will definitely help me to clear my project idea and business plan.



Masterclass #9: Presentation Skills (RTU) – Vita Brakovska, Academia

Select the university you are enrolled in:

47 responses



What key concepts or skills did you learn during the masterclass that directly benefit your startup or idea?

I understood the importance of structuring a compelling pitch by focusing on the "why" before the "how" and "what," following Simon Sinek's approach. This helps in clearly communicating the purpose behind my idea and making it more impactful. Additionally, I gained insights into delivering an engaging and memorable presentation by using a strong hook, storytelling, and emotional appeal to connect with the audience. I also learned that speaking clearly and at a steady pace improves understanding, and that body language plays a significant role in conveying confidence and passion.

From a business perspective, I learned how to highlight the uniqueness of my idea by addressing competitors, showcasing business potential, and emphasizing sustainability and impact. Moreover, I now understand the power of an effective closing slide, where I can include a call to action, a QR code for feedback, and contact details to maintain engagement beyond the presentation.

The masterclass gave us the information that we needed to build up a presentation that can stimulate and maintain the interest of the people while we describe our project, so it will be impactful enough towards the customers and investors. Moreover, we have to keep the focus on the reason that brought us to invest in this project as the people will be more interested if we can share our purpose.

One of the skills, I thought was valuable was the NABC approach, it helps me define my ideas problem solving capabilities, that is, "need", "approach", "benefit" and "competition". This framework helps me structure my pitch.

One of the most valuable takeaways was the importance of structuring a compelling pitch. The session also highlighted the effectiveness of using hooks. Another crucial lesson was the role of storytelling and persona creation in making a presentation more engaging and relatable. I also gained a deeper understanding of how voice, intonation, and energy contribute significantly to audience engagement, often more than visual aids.

At this final masterclass, I learned about the purpose of a great presentation, the core elements of a strong pitch, the length of the pitch, some "hooks" to have audience attention, and the structure of a pitch.

We learned the importance of a clear and engaging structure for the pitch, dividing the speech into problem, solution, market and business model.

During this masterclass I learned how to make an adequate presentation, so that it hits the mark and allows you to make an excellent elevator pitch.

Having presented multiple times in the past, our entire team was familiar with properly presenting a subject, maybe a science review, or a specific subject. However, this Masterclass helped us see how we can properly prepare and present a presentation on our Product, since this time it looks more like a business presentation and not a science review.

Effective presentation structure (10%-80%-10% rule) for strong openings and closings. Crafting persuasive pitches using the NABC framework (Need, Approach, Benefit, Competitors). How to build a strong call to action and make messages convincing using short, powerful words.

During the pitching masterclass, I acquired fundamental concepts that will significantly transform the development of Inspira. I understood the essential 10-80-10 structure that will allow me to organize my presentation with an impactful start, solid development, and a memorable close. Particularly valuable was understanding the power of the "initial hook" and how I have just 5 seconds to capture my audience's attention, which is crucial to effectively communicate the unique value of my platform that connects technology experts with human development facilitators.

The analysis of Simon Sinek's Golden Circle method provided me with a clear structure to communicate my vision, starting with the inspiring "why" before talking about the "how" and "what", allowing me to articulate that Inspira's purpose goes beyond mere technological implementation. The concepts about how to build a compelling story with context-problem-solution-benefit will help me convey how my platform solves the disconnect between technological implementation and human development in a clear and persuasive way.

In addition, the techniques for formulating a convincing message (maximum 12 words, clear language, focused on benefits) and the NABC structure (Need, Approach, Benefit, Competition) provided me with concrete tools to communicate Inspira's differential value and capture the interest of potential partners and investors.

Learned how to structure a pitch effectively (10% intro, 80% content, 10% closing) and apply the elevator pitch technique in different time formats (1 sentence, 60 sec, 3-5 min). The session emphasized using hooks like questions, bold statements, and audience exercises to engage listeners. The NABC model was particularly useful in defining a strong value proposition. Storytelling and persuasion techniques were key takeaways for making a pitch more compelling.

The "Presentation Skills" masterclass enhanced our abilities in delivering engaging and effective presentations. We learned techniques to structure our content compellingly, utilize visual aids effectively, and engage our audience, building upon the skills we developed during the Pitch Deck Preparation session.

Body Language & Voice: Reducing filler words, confident posture, and pacing

- Every word you say outside of your presentation is a victory
- You have to be the one who defines your own title—if you don't, someone else will do it for you
- People don't buy what you do; they buy why you do it
- An interesting insight: the position on the left side of the presentation is better than the right side.

Since we read from left to right, the main focus should be on the team

I learned how to deliver clear, confident, and engaging presentations by using storytelling, body language, and audience interaction. This helps in pitching ideas effectively to investors, partners, and stakeholders.

As a team, we didn't just want to share information we wanted to tell a story that is understandable and sticks. That's why we're starting with our main idea right away, so you know exactly where we're headed. We kept our slides simple and focused, using just a few keywords to guide the message without overwhelming the audience. More importantly, we made sure to highlight the "why" behind everything because that's what really gives our work meaning and puts our message

across to the audience and main stakeholders. Our goal isn't just to inform the audience, it's to inspire something in them or give them some food for thought.

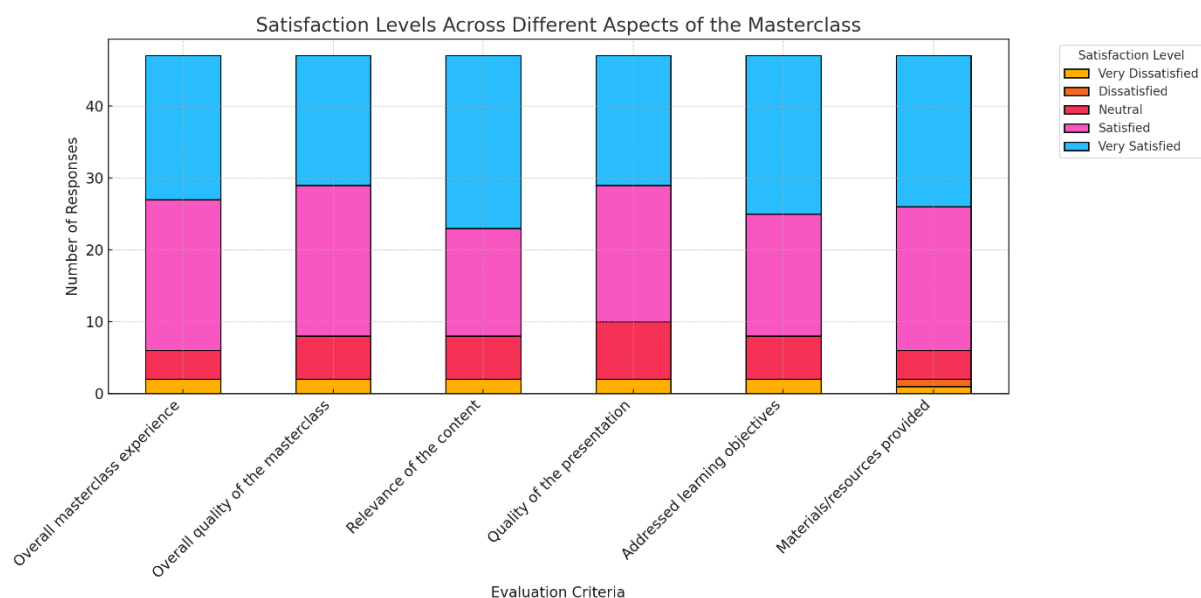
We have experience with delivering presentations; however this masterclass highlighted concepts and ideas that will help us deliver remarkable presentations. Many of the concepts presented were known, but their explanations and examples truly inspired us to create impressive presentations and fine-tune them to our needs.

we learned techniques for delivering engaging and effective presentations. The course covered key elements such as structuring content logically, using storytelling to connect with the audience, and incorporating visual aids to enhance understanding. We practiced vocal techniques, body language, and eye contact to improve delivery and audience engagement. Additionally, we explored strategies for managing nerves and handling questions confidently. The importance of tailoring presentations to the audience's needs and expectations was emphasized, along with tips for practicing and refining our presentation style.

About mainly presentation skills

During the masterclass Vita Brakovska has walked us through the psychological aspect of presenting and the things we should focus on making our business plan.

This masterclass gave valuable insights into how to present our idea effectively and capture the audience's attention from the very first moments. One of the most useful concepts was the structure of a successful pitch — starting with a strong hook, clearly defining the problem, and showcasing how our solution stands out. This is especially relevant for our startup, as we aim to communicate not just the functionality, but also the social value of our product. Going forward, our team will implement these skills to create a compelling and professional pitch that resonates with users, partners, and investors.



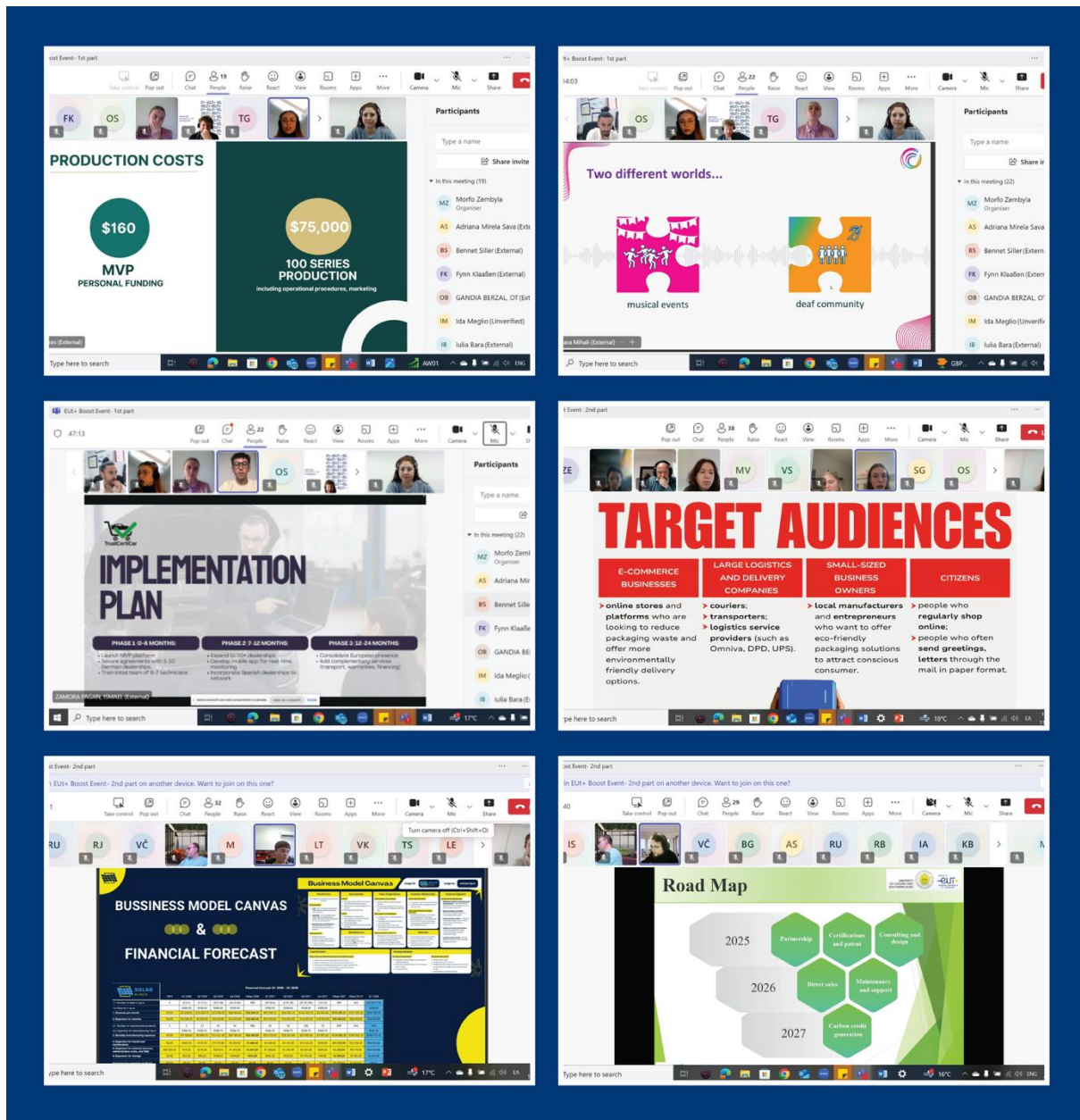
6. Certificate of Participation for Masterclasses

As part of the EUT+ Incubation Programme, a certificate of participation was issued to all individuals who attended the full series of masterclasses and submitted the required feedback surveys. This certificate formally recognizes the participants' engagement and learning throughout the educational phase of the programme, prior to the internal team selection for advancement to the next stages. A sample certificate is shown below for your reference.



7. EUt+ Boost Event

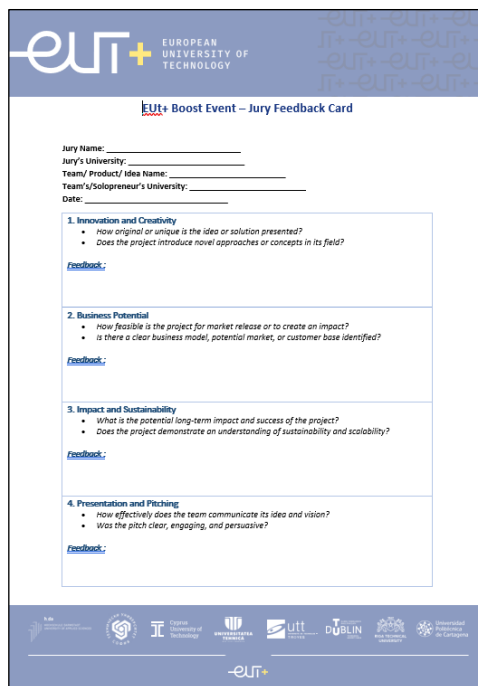
Photos



Screenshots taken from the EUt+ Boost event that took place in April 2025.

EUt+ Boost event – Team Feedback Survey Template

This annex contains the template of the feedback survey provided to each team or solopreneur who participated in the EUt+ Boost Event.



EUt+ Boost Event – Jury Feedback Card

Jury Name: _____
 Jury's University: _____
 Team/ Product/ Idea Name: _____
 Team's/Solopreneur's University: _____
 Date: _____

1. Innovation and Creativity

- How original or unique is the idea or solution presented?
- Does the project introduce novel approaches or concepts in its field?

Feedback: _____

2. Business Potential

- How feasible is the project for market release or to create an impact?
- Is there a clear business model, potential market, or customer base identified?

Feedback: _____

3. Impact and Sustainability

- What is the potential long-term impact and success of the project?
- Does the project demonstrate an understanding of sustainability and scalability?

Feedback: _____

4. Presentation and Pitching

- How effectively does the team communicate its idea and vision?
- Was the pitch clear, engaging, and persuasive?

Feedback: _____

Logos of partner universities: h_da, IUT, Cyprus University of Technology, UNIVERSITATEA TEHNICA, utt, DUBLIN, Riga Technical University, Universidad Politécnica de Cartagena.

EUt+ Boost event – Team Feedback Survey per University

Below is the feedback provided to each team or solopreneur who participated in the EUt+ Boost Event. The feedback was prepared by entrepreneurship experts and mentors from the EUt+ partner universities and focuses on each team's strengths, areas for improvement, and suggestions for enhancing their business ideas and pitches. These comments served as a key developmental resource in preparation for the Final Competition and reflect the collaborative support model of the EUt+ Incubation Programme.

Feedback for UTCN Teams

UTT experts provided feedback to the UTCN teams.



<p>Jury Name: Ovidiu Sutobala Jury's University: UTT Team's/Supervisor's Product/ Idea Name: ECTY Team's/Supervisor's University: UTCN Date: 10th April 2025</p>	<p>1. Innovation and Creativity</p> <ul style="list-style-type: none"> How original or unique is the idea or solution presented? Does the project introduce novel approaches or concepts in its field? <p>Feedback: Your product is innovative and creative because it seems to respond to a real problem identified in your country. It is essential to ask several free questions if the presentation of your product is possible and how. Better about your competitors, your values, etc.</p> <p>2. Business Potential</p> <ul style="list-style-type: none"> How feasible is the project for market release or to create an impact? Is there a clear business model, potential market, or customer base identified? <p>Feedback: Your business model seems clear, however try to focus in more detail on the most innovative value proposition and the cost estimate related to the development of your startup. Industrialization, hiring, etc. don't forget that EUT+ is an alliance of more than 1000 students and 9 universities and could be your first customers or lenders.</p> <p>3. Impact and Sustainability</p> <ul style="list-style-type: none"> What is the potential long-term impact and success of the project? Does the project demonstrate an understanding of sustainability and scalability? <p>Feedback: Your products are designed to easily increase volume. It seems interesting to look into European projects supporting education on Deep Tech subjects. It may be useful to emphasize the scalability of components.</p> <p>4. Presentation and Pitching</p> <ul style="list-style-type: none"> How effectively does the team/supervisor communicate its idea and vision? Was the pitch clear, engaging, and persuasive? <p>Feedback: The presentation was clear and well structured. Clearly specify your current needs.</p>
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<p>Jury Name: Ovidiu Sutobala Jury's University: UTT Team's/Supervisor's Product/ Idea Name: Romy Team's/Supervisor's University: UTCN Date: 10th April 2025</p>	<p>1. Innovation and Creativity</p> <ul style="list-style-type: none"> How original or unique is the idea or solution presented? Does the project introduce novel approaches or concepts in its field? <p>Feedback: your product meets the demand of the growing silver economy market and the needs of caregivers and support workers. It is important to also talk about the intellectual property protection part, the credibility you must expect and the cost that you will generate. The application aspect must also be extremely well-adapted to the user.</p> <p>2. Business Potential</p> <ul style="list-style-type: none"> How feasible is the project for market release or to create an impact? Is there a clear business model, potential market, or customer base identified? <p>Feedback: When you cite competitors, try to go a little further in comparative analysis. To target a global market, you must also include the costs linked to the adaptation of the product (translations, regulations, etc.). Clearly identify your unique selling Proposition.</p> <p>3. Impact and Sustainability</p> <ul style="list-style-type: none"> What is the potential long-term impact and success of the project? Does the project demonstrate an understanding of sustainability and scalability? <p>Feedback: Your product has clear social added value and is designed to be scalable. If you manage to move to version 1.0 and ensure the transition to the industrialization stage, the potential seems significant. Don't forget to include a consideration of the product's end-of-life: reparability, recyclability, reuse.</p> <p>4. Presentation and Pitching</p> <ul style="list-style-type: none"> How effectively does the team/supervisor communicate its idea and vision? Was the pitch clear, engaging, and persuasive? <p>Feedback: Your presentation was clear, professional, and well prepared. Focus on the quality of your data.</p>
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<p>Jury Name: Ovidiu Sutobala Jury's University: UTT Team's/Supervisor's Product/ Idea Name: RytimTouch Team's/Supervisor's University: UTCN Date: 10th April 2025</p>	<p>1. Innovation and Creativity</p> <ul style="list-style-type: none"> How original or unique is the idea or solution presented? Does the project introduce novel approaches or concepts in its field? <p>Feedback: An innovative solution that makes you want to try it and meets a clearly identified need. To stand out from competing solutions, even indirectly, and on your development team.</p> <p>2. Business Potential</p> <ul style="list-style-type: none"> How feasible is the project for market release or to create an impact? Is there a clear business model, potential market, or customer base identified? <p>Feedback: An innovative solution that makes you want to try it and meets a clearly identified need. To stand out from competing solutions, even indirectly, and on your development team.</p> <p>3. Impact and Sustainability</p> <ul style="list-style-type: none"> What is the potential long-term impact and success of the project? Does the project demonstrate an understanding of sustainability and scalability? <p>Feedback: Your solution (RytimTouch) perfectly fits the most needed solutions to design movement, and it's well-suited to scaling. Feedback from deaf-mute associations would be a plus.</p> <p>4. Presentation and Pitching</p> <ul style="list-style-type: none"> How effectively does the team/supervisor communicate its idea and vision? Was the pitch clear, engaging, and persuasive? <p>Feedback: A well-prepared and clear presentation. The video at the end could have been placed at the beginning because it explains the concept well. Emphasize your next steps.</p>
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Feedback for UPCT Teams

UTCN experts provided feedback to the UPCT teams.



<p>Jury Name: Adriaen & Veronica B. Ovidiu Jury's University: UTCN Team's/Supervisor's Product/ Idea Name: Luis Marques Domingos / Alyssa Quest Team's/Supervisor's University: UPCT Date: 10.04.2025</p>	<p>1. Innovation and Creativity</p> <ul style="list-style-type: none"> How original or unique is the idea or solution presented? Does the project introduce novel approaches or concepts in its field? <p>Feedback: The idea is interesting, but you didn't show whether there are competitors on the market. Besides potential competitors who use drivers, you should also analyze the cost differences compared to traditional drivers. You could also strengthen the presentation by providing how Alyssa Quest is different in terms of innovation or cost, compared to the existing solutions.</p> <p>2. Business Potential</p> <ul style="list-style-type: none"> How feasible is the project for market release or to create an impact? Is there a clear business model, potential market, or customer base identified? <p>Feedback: You presented too many markets in the target market section. Try to clearly highlight what your business model is and focus on that. It's not very clear what your business model is, how large the market is, or how you've performed customer segmentation and identified customer needs. Make sure to explain your business model more clearly (how do you plan to generate revenue?).</p> <p>3. Impact and Sustainability</p> <ul style="list-style-type: none"> What is the potential long-term impact and success of the project? Does the project demonstrate an understanding of sustainability and scalability? <p>Feedback: It would be helpful to clarify whether the materials used in Alyssa Quest are environmentally sustainable and explain how the system is designed to remain relevant as technology evolves. Also, describe your go-to-market strategy or how you plan to scale (how can your solution adapt to the global customer needs?).</p> <p>4. Presentation and Pitching</p> <ul style="list-style-type: none"> How effectively does the team/supervisor communicate its idea and vision? Was the pitch clear, engaging, and persuasive? <p>Feedback: The presentation was informative, but some key points (e.g., your unique value proposition) could be more emphasized. Try to structure the pitch more clearly: Problem - Solution - Market - Business Model - Impact. It would be important to add also a slide containing a visual roadmap or a timeline to show the stages of your business. Additionally, you should also consider adding a financial side with a basic estimate of cost, revenue, funding needs, etc.</p>
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EUT+ Boost Event – Jury Feedback Card

Jury Name: Adriana & Veronica & Ovidiu
Jury's University: TUCN
Team's/Solopreneur's Product/Idea Name: Ismael Zamora Pagani/ TrustCardCar
Team's/Solopreneur's University: UPCI
Date: 10.04.2025



1. Innovation and Creativity

- How original or unique is the idea or solution presented?
- Does the project introduce novel approaches or concepts in its field?

Feedback:
The idea is not new, and similar solutions are already implemented in many EU countries. Furthermore, how is the solution compliant with privacy standards across 27 countries, 24 languages, and over 100 million users can't?

2. Business Potential

- How feasible is the project for market release or to create an impact?
- Is there a clear business model, potential market, or customer base identified?

Feedback:
It wasn't clear what your beachhead market is and what your business model looks like. Consider narrowing down your focus to a specific customer segment and explaining how you plan to monetize the service. Also, try to show some validation: market research, interviews, partnerships, or early adopters. At the moment, it's not clear whether you're providing desktops or individual car laptops. Choosing one as your entry point and explaining why you chose it will make your go-to-market strategy stronger. The revenue streams listed show potential, but they feel scattered. Try grouping them into B2B and B2C and clearly which is your main focus. It's also important to explain why someone would choose your service over a competitor. Right now, a competitor analysis is missing, which would help clarify show what sets you apart. Make it easy to see the unique value you're offering.

3. Impact and Sustainability

- What is the potential long-term impact and success of the project?
- Does the project demonstrate an understanding of sustainability and scalability?

Feedback:
The roadmap shows a solid plan, starting with 5-10 dealerships in Germany and expanding to 50k. That's a good start, but it would help to explain how you'll maintain quality and trust as the network grows (e.g., through automated verification, etc.). Also, since you're based in Spain, it's unclear why Germany is your first market. A quick explanation would make your strategy more convincing.



EUT+ Boost Event – Jury Feedback Card

Jury Name: Adriana & Veronica & Ovidiu
Jury's University: TUCN
Team's/Solopreneur's Product/Idea Name: Qi Gordo Bortol/WaterBlue
Team's/Solopreneur's University: UPCI
Date: 10.04.2025



1. Innovation and Creativity

- How original or unique is the idea or solution presented?
- Does the project introduce novel approaches or concepts in its field?

Feedback:
The business idea is environmentally driven and potentially impactful, with a vision for a greener future. While various ocean cleanup concepts exist (<https://www.oceanicart.eu/>), the use of an army of heavy-duty drones deployed from an energy-efficient bulk carrier kind of ship adds a fresh technological dimension. The solution introduces a few novel elements, like the use of drones for plastic collection and the use of a mobile waste sorting unit on board. The origin of the problem is clear (climate change, global warming etc.). However, I was wondering why the solopreneur decided to provide statistical data about the garbage patch of North Pacific (although clearly impactful data), when he is Spanish and Mediterranean Sea, or the Atlantic Ocean are much closer, face the same problems and could provide easier market entry related opportunities. To develop the business idea, more work is needed on technical prototyping, business model articulation or market entry strategy. To further highlight innovation and creativity, it would be helpful to clearly position how this approach stands apart from existing ocean cleanup initiatives. This can be done especially by comparing current solutions and underlining the value proposition.

2. Business Potential

- How feasible is the project for market release or to create an impact?
- Is there a clear business model, potential market, or customer base identified?

Feedback:
The concept is ambitious but faces practical challenges. It needs strong backing from environmental and tech stakeholders to get from concept to implementation. The potential market is not estimated. No mention of the beachhead market—who are your potential customers? The business model is not clearly articulated. Which are your revenue streams? How will you make money? From a competitive point of view, what does this solution bring to potential customers that other competitive solutions don't provide? We are not referring to the technological differences, but to the specific benefit the customer can have by using this solution instead of others (which are presented in the Competition slide). In addition, the project would be stronger with a clear action plan that shows short-term, medium-term, and long-term goals. This could include steps like product development, testing, regulatory approvals if needed, or forming partnerships (such as with environmental NGOs, local port authorities, tech suppliers, or government clean-up initiatives).



3. Impact and Sustainability

- What is the potential long-term impact and success of the project?
- Does the project demonstrate an understanding of sustainability and scalability?

Feedback:
The project has the potential of creating an environmental impact in the long run. However, the road map proposed by the solopreneur assumes a long time (at least 4 years) needed for designing, building and testing the ship and auxiliary devices plus test preparations, before being able to start the operations at sea. No reference is made to the scalability of the project, but this does not come as a surprise, since there are no previous references regarding the first customers of the proposed solution. Therefore, it is not clear how this idea will first get to the market, not to mention how to scale the business.

4. Presentation and Pitching

- How effectively does the team/solopreneur communicate its idea and vision?
- Was the pitch clear, engaging, and persuasive?

Feedback:
The presentation was informative. The main idea and vision were well communicated, but there were significant business aspects that were not covered at all or only briefly touched during the presentation (for example, who is the customer?). More attention could be paid to the content of some slides. The goals provided in the "Goals" slide are generic. The text block provided in the "Solution" slide is quite large. The information is important, as it describes the solution, but it could be presented in a more appealing way (maybe in a graphical manner). The information in the "Value" slide refers mainly to generic environmentally friendly goals, but the unique value proposition of the business idea is not clearly articulated. The elements included in the "Business Model" slide are not actually elements of the business model. In general, there is too much text on several slides, and the presentation would benefit from more visual elements such as diagrams, illustrations, or icons to support understanding and keep the audience engaged. The solopreneur should also pay close attention to the language and writing quality across the slides, as there are several grammatical and phrasing errors that may affect the clarity and professionalism of the message. Regarding the structure, placing the "Goals" slide right after the "Problem" may not be a lot premature. It might be more logical to first explain the "Solution", followed by the "Value" it brings, and then present the "Goals" as part of the broader impact and future vision. This sequence would help the audience better understand what the project aims to do, why it matters, and how success will be measured. Making the slides clearer and better organized and focusing more on who the customer is and the business model, would make the pitch stronger and more convincing.



Feedback for h_da Teams

UPCT experts provided feedback to the H_DA teams.



EUT+ Boost Event – Jury Feedback Card

Jury Name: Cristian Sánchez Rodríguez
Jury's University: Technical University of Cartagena (UPCT)
Team's/Solopreneur's Product/Idea Name: InvestingHesit
Team's/Solopreneur's University: h_da
Date: 10/04/2023

- 1. Innovation and Creativity**
 - How original or unique is the idea or solution presented?
 - Does the project introduce novel approaches or concepts in its field?

Feedback: I found the project really interesting, but it is clear that the investment sector is booming and there are more and more projects offering similar services to the one offered by the project. Perhaps as a differentiating point I would try to incorporate some modification that would make it unique.
- 2. Business Potential**
 - How feasible is the project for market release or to create an impact?
 - Is there a clear business model, potential market, or customer base identified?

Feedback: The business plan is completely clear, the idea is perfectly feasible and former in question seems to be in control of the subject, both in her presentation and in answering the questions. If the project manages to differentiate itself from the competition, I think it could be of real interest since what it offers is something attractive to a large part of society.
- 3. Impact and Sustainability**
 - What is the potential long-term impact and success of the project?
 - Does the project demonstrate an understanding of sustainability and scalability?

Feedback: The long-term impact of the project is interesting since the project itself is based on short-medium-long term investments. If the project gets off the ground, in the long term you will have a portfolio of customers with whom you have already obtained results to support the effectiveness of your method. Perhaps the complication here would be the start-up process in which people would have to trust without previous costs. As for sustainability, the project to such depends on the human component as sustainability is not maximum. It might be interesting to "simulate" the human component in some parts of the project, replacing it with artificial intelligence. For example, to make the project as scalable as possible.
- 4. Presentation and Pitching**
 - How effectively does the team/solopreneur communicate its idea and vision?
 - Was the pitch clear, engaging, and persuasive?

Feedback: The presentation was really good. Some made an almost perfect presentation. He exposes in a calm, lively and clear way, with very good communication skills and in a way that keeps you attentive at all times. The slides are also of great quality. Clear, with little text, large font size and focusing on what is most important. I thought it was a very good presentation overall.



EUT+ Boost Event – Jury Feedback Card

Jury Name: Cristian Sánchez Rodríguez
Jury's University: Technical University of Cartagena (UPCT)
Team's/Solopreneur's Product/Idea Name: SinoCare
Team's/Solopreneur's University: h_da
Date: 10/04/2023

- 1. Innovation and Creativity**
 - How original or unique is the idea or solution presented?
 - Does the project introduce novel approaches or concepts in its field?

Feedback: The idea is really interesting and practical. One question that concerns me is whether this really doesn't currently exist. I am aware that in Spain there do exist services similar to these in which, through apps, medical professionals are put in contact with patients, centers, etc. Perhaps it could be given a twist to enhance the exclusivity of the project and make it unique.
- 2. Business Potential**
 - How feasible is the project for market release or to create an impact?
 - Is there a clear business model, potential market, or customer base identified?

Feedback: The project is completely feasible. It is at an advanced stage with a minimum viable product, interviews, market research, etc. If it really gets a privileged position in the market it could have a really interesting impact.
- 3. Impact and Sustainability**
 - What is the potential long-term impact and success of the project?
 - Does the project demonstrate an understanding of sustainability and scalability?

Feedback: This is one of the project's points of interest. It is completely scalable as it is an app. As long as there are professionals and patients, the app will make sense, so its scalability is maximum.
- 4. Presentation and Pitching**
 - How effectively does the team/solopreneur communicate its idea and vision?
 - Was the pitch clear, engaging, and persuasive?

Feedback: The presentation was, for my taste, one of the best. The entrepreneur presented in a calm and fluent way. I found the slides to be of an exceptional level, clear, with little text, and with an innovative and pleasing to the eye design.



EUT+ Boost Event – Jury Feedback Card

Jury Name: Cristian Sánchez Rodríguez
Jury's University: Technical University of Cartagena (UPCT)
Team's/Solopreneur's Product/Idea Name: Fyn Klassen
Team's/Solopreneur's University: h_da
Date: 10/04/2023

- 1. Innovation and Creativity**
 - How original or unique is the idea or solution presented?
 - Does the project introduce novel approaches or concepts in its field?

Feedback: The idea uses innovative technologies such as artificial intelligence to enter a sector in which these types of solutions are not currently being applied. I consider the idea to be innovative and at a good time with respect to the technology it uses.
- 2. Business Potential**
 - How feasible is the project for market release or to create an impact?
 - Is there a clear business model, potential market, or customer base identified?

Feedback: One of the comments I made during the presentation was regarding this. Perhaps one of the problems it may have is the monetization of the service itself, as of today, all it has is a free function and what is expected is that in the future it will be even more remarkable so that the monetization of the project may be a problem.
- 3. Impact and Sustainability**
 - What is the potential long-term impact and success of the project?
 - Does the project demonstrate an understanding of sustainability and scalability?

Feedback: The scalability of the project is full since it is a service that does not depend on the human component. The same is true for the long-term impact, since the project can evolve and scale as long as it is based on AI, or as long as it works.
- 4. Presentation and Pitching**
 - How effectively does the team/solopreneur communicate its idea and vision?
 - Was the pitch clear, engaging, and persuasive?

Feedback: Communication is really good, calm and lively pace. As for the slides, I think there is too much text and some information is not entirely clear.



Feedback for UTT Teams

H_DA experts provided feedback to the UTT teams.



EUT+ Boost Event – Jury Feedback Card

Jury Name: Benoit Siller
Jury's University: Hochschule Darmstadt (H_da)
Team's/Solopreneur's Product/Idea Name: MyPhonix
Team's/Solopreneur's University: UTT
Date: 10/04/2023

- 1. Innovation and Creativity**
 - How original or unique is the idea or solution presented?
 - Does the project introduce novel approaches or concepts in its field?

Feedback: Innovative use of mycelium for both thermal and acoustic insulation applications, serving dual markets with one material. Creative business model connecting commercial acoustic panel sales to subsidize thermal insulation for less affluent households. Concerns: Mycelium-based materials are not entirely novel in construction; competitors like Ecovative already exist in the market. Concerns: The pitch lacks evidence of proprietary technology or unique manufacturing processes that would differentiate from competitors.
- 2. Business Potential**
 - How feasible is the project for market release or to create an impact?
 - Is there a clear business model, potential market, or customer base identified?

Feedback: Clear business model with identified price points (200€/m² for acoustic panels, 700€/m² for insulation materials) and target customer segments. Large addressable market identified in 2M poorly insulated homes in France, 350M€ acoustic insulation market. Concerns: No detailed explanation of production costs or profit margins to demonstrate financial viability. Concerns: Lack of clear go-to-market strategy and timeline for scaling production to meet the large market demand.
- 3. Impact and Sustainability**
 - What is the potential long-term impact and success of the project?
 - Does the project demonstrate an understanding of sustainability and scalability?

Feedback: Strong sustainability focus with compostable materials, waste reuse, and local production. Impressive potential environmental impact with GHG reduction of 6M tCO2e/year by addressing thermal insulation challenges.
- 4. Presentation and Pitching**
 - How effectively does the team/solopreneur communicate its idea and vision?
 - Was the pitch clear, engaging, and persuasive?

Feedback: The pitch deck is in French, which was a shame because I couldn't quite follow it. There is also a spelling mistake on the first slide ("Phuix"), which is also avoidable. A little more preparation would be useful here.



- 1. Innovation and Creativity**
 - How original or unique is the idea or solution presented?
 - Does the project introduce novel approaches or concepts in its field?

Feedback: Innovative use of mycelium for both thermal and acoustic insulation applications, serving dual markets with one material. Creative business model connecting commercial acoustic panel sales to subsidize thermal insulation for less affluent households. Concerns: Mycelium-based materials are not entirely novel in construction; competitors like Ecovative already exist in the market. Concerns: The pitch lacks evidence of proprietary technology or unique manufacturing processes that would differentiate from competitors.
- 2. Business Potential**
 - How feasible is the project for market release or to create an impact?
 - Is there a clear business model, potential market, or customer base identified?

Feedback: Clear business model with identified price points (200€/m² for acoustic panels, 700€/m² for insulation materials) and target customer segments. Large addressable market identified in 2M poorly insulated homes in France, 350M€ acoustic insulation market. Concerns: No detailed explanation of production costs or profit margins to demonstrate financial viability. Concerns: Lack of clear go-to-market strategy and timeline for scaling production to meet the large market demand.
- 3. Impact and Sustainability**
 - What is the potential long-term impact and success of the project?
 - Does the project demonstrate an understanding of sustainability and scalability?

Feedback: Strong sustainability focus with compostable materials, waste reuse, and local production. Impressive potential environmental impact with GHG reduction of 6M tCO2e/year by addressing thermal insulation challenges.
- 4. Presentation and Pitching**
 - How effectively does the team/solopreneur communicate its idea and vision?
 - Was the pitch clear, engaging, and persuasive?

Feedback: The pitch deck is in French, which was a shame because I couldn't quite follow it. There is also a spelling mistake on the first slide ("Phuix"), which is also avoidable. A little more preparation would be useful here.





EUT+ Boost Event – Jury Feedback Card

Jury Name: Benet Siler

Jury's University: Hochschule Darmstadt (h_da)
Team's/Solopreneur's Product/ Idea Name: Isocorey
Team's/Solopreneur's University: UTT
Date: 10.04.2025

Technical Feasibility Concerns:

Stirling engines typically have low power density compared to conventional engines, requiring significant space which is limited on vessels!

+ Integration with existing ship systems would require significant modifications to engine rooms and power distribution systems.

Scale-up from laboratory prototypes to commercial-scale implementations capable of meaningful energy recovery presents substantial engineering challenges!!



1. Innovation and Creativity <ul style="list-style-type: none"> How original or unique is the idea or solution presented? Does the project introduce novel approaches or concepts in its field? 	Feedback: <ul style="list-style-type: none"> Novel application of established Stirling engine technology to capture waste heat from maritime vessels, addressing a significant efficiency gap in the industry. Concerns: Stirling engines are not new technology, and waste heat recovery systems have been explored before in maritime settings; more clarity needed on specific innovations beyond application.
2. Business Potential <ul style="list-style-type: none"> How feasible is the project for market release or to create an impact? Is there a clear business model, potential market, or customer base identified? 	Feedback: <ul style="list-style-type: none"> Clear market identification with focus on river transport before scaling to maritime shipping. Concerns: No clear financial model presented - missing key information about costs, pricing strategy, and ROI calculations for ship operators.
3. Impact and Sustainability <ul style="list-style-type: none"> What is the potential long-term impact and success of the project? Does the project demonstrate an understanding of sustainability and scalability? 	Feedback: <ul style="list-style-type: none"> Addresses a significant environmental challenge, targeting the 70% waste heat from maritime engines. Concerns: No quantification of actual efficiency improvements or emission reductions achievable with their specific implementation.
4. Presentation and Pitching <ul style="list-style-type: none"> How effectively does the team/solopreneur communicate its idea and vision? Was the pitch clear, engaging, and persuasive? 	Feedback: <ul style="list-style-type: none"> The presentation lacks important technical details about the implementation challenges of Stirling engines in maritime environments. Maybe just one presenter would be better, because it interrupts the Pitch Flow.



Feedback for RTU Teams

UNICAS experts provided feedback to the RTU teams.



EUT+ Boost Event – Jury Feedback Card

Jury Name: Anna Marian / Roberto Cavallone

Jury's University: UNICAS
Team's/Solopreneur's Product/ Idea Name: TUTRINS
Team's/Solopreneur's University: RTU
Date: 11/04/2025

1. Innovation and Creativity <ul style="list-style-type: none"> How original or unique is the idea or solution presented? Does the project introduce novel approaches or concepts in its field? 	Feedback: <ul style="list-style-type: none"> The solution is original but not new, many bag producers create a small part of the bag handles with rubber or anti-slip material. There, we have a re-usable tool, made by recycled material, with an electronic device. The need is well presented.
2. Business Potential <ul style="list-style-type: none"> How feasible is the project for market release or to create an impact? Is there a clear business model, potential market, or customer base identified? 	Feedback: <ul style="list-style-type: none"> The business model should be improved, including analysis of production processes and costs (how to collect second-hand raw material, how to prepare for use, etc., are all steps not easy to implement). The development of the app and its maintenance have a cost not estimated. The same for the electronic device (battery production, etc.). How much does it cost, who customer is? The potential market exists but needs more further consideration (marketing strategies, communication, etc.). Not clear how and who will produce the tool, the start-up would create a new firm? Or they will partnership with an existing firm?
3. Impact and Sustainability <ul style="list-style-type: none"> What is the potential long-term impact and success of the project? Does the project demonstrate an understanding of sustainability and scalability? 	Feedback: <ul style="list-style-type: none"> The idea could be easy to promote in the short run, surely needs some further ideas to be added for long-term strategy. Additional functionalities of the app, more tools connected with the first one, etc. Sustainability needs to be addressed better. The second-hand material requires collection, manufacturing, cleaning, transport, etc., and the quantity of material used doesn't seem to justify the CO2 reduction. The electronic device inside the tool will be destroyed for any tool destroyed, so it's a cost for the environment.
4. Presentation and Pitching <ul style="list-style-type: none"> How effectively does the team/solopreneur communicate its idea and vision? Was the pitch clear, engaging, and persuasive? 	Feedback: <ul style="list-style-type: none"> Not presentation, good the idea to add a video. The pitch was clear and the article well presented.



EUT+ Boost Event – Jury Feedback Card

Jury Name: Anna Marian / Roberto Cavallone

Jury's University: UNICAS
Team's/Solopreneur's Product/ Idea Name: ISHFACE
Team's/Solopreneur's University: RTU
Date: 11/04/2025

1. Innovation and Creativity <ul style="list-style-type: none"> How original or unique is the idea or solution presented? Does the project introduce novel approaches or concepts in its field? 	Feedback: <ul style="list-style-type: none"> The solution is original but not unique, some actions (the pharmaceutical ones) already use boxes to protect children. The problem is well represented and the proposed solution seems viable (the disposal of old products).
2. Business Potential <ul style="list-style-type: none"> How feasible is the project for market release or to create an impact? Is there a clear business model, potential market, or customer base identified? 	Feedback: <ul style="list-style-type: none"> The project needs to improve the business model, some important aspects are missing such as the set-up and management of disposal centers, the cost and the process for cleaning the containers. It is necessary to do an analysis of the consumer for the end and customer of buying a container and having an image in going to collect it when it's empty (from shopping, home or home, etc.). Not clear the process for use or the role of the firm for the waste to use. Another point to clarify, the producer.
3. Impact and Sustainability <ul style="list-style-type: none"> What is the potential long-term impact and success of the project? Does the project demonstrate an understanding of sustainability and scalability? 	Feedback: <ul style="list-style-type: none"> The idea may have a long-term future, it depends on how the box collection management process is optimized. It is not very clear whether the project leads to a real advantage for the end customer. For companies that ship many packages, it is convenient because they assume the higher cost of transport damage, but for those companies that sell off their own boxes, could avoid the cost of storage, for an ordinary citizen, who also is to avoid also some information about companies or alternative solutions already in use.
4. Presentation and Pitching <ul style="list-style-type: none"> How effectively does the team/solopreneur communicate its idea and vision? Was the pitch clear, engaging, and persuasive? 	Feedback: <ul style="list-style-type: none"> The presentation can be improved, there are too many texts that distract the listener. The process of using the boxes was not presented clearly.



EUT+ Boost Event – Jury Feedback Card

Jury Name: Anna Marian / Roberto Cavallone

Jury's University: UNICAS
Team's/Solopreneur's Product/ Idea Name: Chigreen
Team's/Solopreneur's University: RTU
Date: 11/04/2025

1. Innovation and Creativity <ul style="list-style-type: none"> How original or unique is the idea or solution presented? Does the project introduce novel approaches or concepts in its field? 	Feedback: <ul style="list-style-type: none"> The project presents an original use of a solution already used in other contexts, for example in homes. The use for the disposal of organic waste in the city seems original and introduces some innovations that should be maintained in the solution.
2. Business Potential <ul style="list-style-type: none"> How feasible is the project for market release or to create an impact? Is there a clear business model, potential market, or customer base identified? 	Feedback: <ul style="list-style-type: none"> The potential market is clear and well identified (Public body like Municipality that normally manage urban waste collection). However, the business model seems not very detailed. The project is aimed at public bodies that manage waste collection in the city, so the impact on the collection process (sanitary, human resources, maintenance of devices) must be considered in addition to the production and sales process. To find a way to describe the advantage for the public body, additional to the environment, it should also add some information about competitors or alternative solutions already in use.
3. Impact and Sustainability <ul style="list-style-type: none"> What is the potential long-term impact and success of the project? Does the project demonstrate an understanding of sustainability and scalability? 	Feedback: <ul style="list-style-type: none"> For scalability, the project shows significant potential. A municipality could implement the solution directly, leading to substantial value and strong business potential, though more detailed analysis is needed. If an city successfully adopts the system, more neighboring cities may decide to follow suit. But, once again the team should work on the sustainability of the idea.
4. Presentation and Pitching <ul style="list-style-type: none"> How effectively does the team/solopreneur communicate its idea and vision? Was the pitch clear, engaging, and persuasive? 	Feedback: <ul style="list-style-type: none"> The idea has been presented clearly, however, some information should be added, like the business model and the business plan. The pitch has to be improved to be more engaging from the feasibility point of view.



Feedback for CUT Teams

RTU experts provided feedback to the CUT teams.



EUT+ Boost Event – Jury Feedback Card

Jury Name: Vito Kallina / Santa Kiriakou
Jury's University: RTU
Team's/Supervisor's Product/ Idea Name: Thinky
Team's/Supervisor's University: CUT
Date: 11/04/2023

<p>1. Innovation and Creativity</p> <ul style="list-style-type: none"> How original or unique is the idea or solution presented? Does the project introduce novel approaches or concepts in its field? <p>Feedback:</p> <p>The idea of integrating multiple AI-powered tools into one educational app for young learners is commendable. The toolbox approach—combining text-to-image, text-to-speech, simplification, and generated learning—demonstrates ingenuity and a strong user-centered mindset.</p>	<p>2. Business Potential</p> <ul style="list-style-type: none"> How feasible is the project for market release or to create an impact? Is there a clear business model, potential market, or customer base identified? <p>Feedback:</p> <p>The overall design and well-considered AI tools and additional challenges in education, which gives it strong potential. However, the presentation would benefit from a clearer business model. It remains unclear how the app will generate revenue—whether through subscriptions, freemium features, partnerships with schools, or other monetization strategies. Clarifying this aspect would significantly strengthen the project's feasibility and investor appeal.</p>
<p>3. Impact and Sustainability</p> <ul style="list-style-type: none"> What is the potential long-term impact and success of the project? Does the project demonstrate an understanding of sustainability and scalability? <p>Feedback:</p> <p>You clearly outline the long-term benefits of early AI literacy and gamified learning. For a more robust plan, consider how the platform will stay sustainable over time—for example, through content updates, scalability across age groups or regions, and maintenance of AI tools.</p>	<p>4. Presentation and Pitching</p> <ul style="list-style-type: none"> How effectively does the team/supervisor communicate its idea and vision? Was the pitch clear, engaging, and persuasive? <p>Feedback:</p> <p>The presentation is visually appealing and well-structured. The team effectively communicates the value of the solution and the challenges it aims to solve. The pitch is engaging and highlights the vision with clarity.</p>



Jury Name: Vito Kallina / Santa Kiriakou
Jury's University: RTU
Team's/Supervisor's Product/ Idea Name: SoulConnect
Team's/Supervisor's University: CUT
Date: 11/04/2023

<p>1. Innovation and Creativity</p> <ul style="list-style-type: none"> How original or unique is the idea or solution presented? Does the project introduce novel approaches or concepts in its field? <p>Feedback:</p> <p>The integration of AI, peer mentorship, and learned therapy into a single platform is a strong, innovative concept. The hybrid model responds to real, local mental health needs in Cyprus while leveraging global digital health trends. Combining emotional support with personal growth tools (e.g., journaling, meditation) adds uniqueness to the offer.</p>	<p>2. Business Potential</p> <ul style="list-style-type: none"> How feasible is the project for market release or to create an impact? Is there a clear business model, potential market, or customer base identified? <p>Feedback:</p> <p>The business model is well thought out, featuring tiered pricing plans (freemium, subscription, and pay-per-session), with clear monetization paths. Market data and the focus on a currently underserved demographic (ages 18-45) in Cyprus enhance the project's feasibility and growth potential.</p>
<p>3. Impact and Sustainability</p> <ul style="list-style-type: none"> What is the potential long-term impact and success of the project? Does the project demonstrate an understanding of sustainability and scalability? <p>Feedback:</p> <p>The project addresses a pressing social issue with long-term relevance. Its scalability beyond Cyprus and inclusion of a gamified program indicate a sustainable vision. As with many wellness platforms, ongoing content development and user engagement strategies will be critical to success. One potential enhancement could be to further elaborate on the user acquisition strategy—for example, how you plan to build trust with users in a culturally sensitive area like mental health, and how you'll scale your user base in the early stages, including partnerships with universities, NGOs, or health institutions could lend credibility and support user growth.</p>	<p>4. Presentation and Pitching</p> <ul style="list-style-type: none"> How effectively does the team/supervisor communicate its idea and vision? Was the pitch clear, engaging, and persuasive? <p>Feedback:</p> <p>The presentation is clear and well-structured, effectively guiding the viewer through the problem, solution, services, and financial strategy. The team is sympathetic and passionate about solving and with the topic of mental health.</p>



Jury Name: Vito Kallina / Santa Kiriakou
Jury's University: RTU
Team's/Supervisor's Product/ Idea Name: Mind Mirror
Team's/Supervisor's University: CUT
Date: 11/04/2023

<p>1. Innovation and Creativity</p> <ul style="list-style-type: none"> How original or unique is the idea or solution presented? Does the project introduce novel approaches or concepts in its field? <p>Feedback:</p> <p>Mind Mirror presents a creative and engaging concept by merging AI with wellness, skincare, nutrition, and fashion guidance—all within a single device. The multifunctional nature of the product adds uniqueness, especially through its custom suggestions powered by Bluetooth and IoT technology.</p>	<p>2. Business Potential</p> <ul style="list-style-type: none"> How feasible is the project for market release or to create an impact? Is there a clear business model, potential market, or customer base identified? <p>Feedback:</p> <p>The idea has solid commercial promise, especially with a clear dual focus on B2C and B2B markets. The €5.99 subscription model is affordable and attractive, including a SWOT analysis and financial forecast further supports feasibility. However, as a physical tech product, manufacturing and cost reduction could present challenges. To further strengthen your business potential, consider elaborating on how you plan to educate and onboard users who may not be familiar with smart devices or feel hesitant about AI-driven beauty and health advice. Providing a clear user journey or onboarding experience could boost adoption and trust in your product.</p>
<p>3. Impact and Sustainability</p> <ul style="list-style-type: none"> What is the potential long-term impact and success of the project? Does the project demonstrate an understanding of sustainability and scalability? <p>Feedback:</p> <p>The product addresses growing demand for personalized wellness solutions. If executed well, it has the potential for long-term user engagement and habit integration.</p>	<p>4. Presentation and Pitching</p> <ul style="list-style-type: none"> How effectively does the team/supervisor communicate its idea and vision? Was the pitch clear, engaging, and persuasive? <p>Feedback:</p> <p>The presentation is visually clear and flows logically from problem to solution, with appropriate financial and strategic elements. The message is clear and the team communicates their vision with confidence.</p>



Feedback for TUS Teams

CUT experts provided feedback to the TUS teams.



EUT+ Boost Event – Jury Feedback Card

Jury Name: Moritz Zombila
Jury's University: CUT
Team's/Supervisor's Product/ Idea Name: Biomeganics
Team's/Supervisor's University: TUS
Date: 11/04/2023

<p>1. Innovation and Creativity</p> <ul style="list-style-type: none"> How original or unique is the idea or solution presented? Does the project introduce novel approaches or concepts in its field? <p>Feedback:</p> <p>While the concept may not be entirely unique, it is still in the ideation and early prototype stage (great!). I have the impression that I've seen similar products in the market, although I'm not certain if they use the same computer idea. However, the presenter was very passionate and effectively communicated the message to potential customers. Good luck!</p>	<p>2. Business Potential</p> <ul style="list-style-type: none"> How feasible is the project for market release or to create an impact? Is there a clear business model, potential market, or customer base identified? <p>Feedback:</p> <p>There is no clear business plan or financial analysis presented. They mentioned that the product is quite expensive to produce and are actively seeking better solutions to reduce costs.</p>
<p>3. Impact and Sustainability</p> <ul style="list-style-type: none"> What is the potential long-term impact and success of the project? Does the project demonstrate an understanding of sustainability and scalability? <p>Feedback:</p> <p>I can see the social impact in promoting eco-friendly products and improving social responsibility. This product addresses a real necessity and will require a strong communication plan to convince customers that it has a tangible impact on their lives.</p>	<p>4. Presentation and Pitching</p> <ul style="list-style-type: none"> How effectively does the team/supervisor communicate its idea and vision? Was the pitch clear, engaging, and persuasive? <p>Feedback:</p> <p>Very good presentation, with diagrams showing how the product looks. It was well-structured, and the presenter was passionate and ready to support the product.</p>



EUT+ Boost Event – Jury Feedback Card

Jury Name: Moritz Zombila
Jury's University: CUT
Team's/Supervisor's Product/ Idea Name: SolarVibrids
Team's/Supervisor's University: TUS
Date: 11/04/2023

<p>1. Innovation and Creativity</p> <ul style="list-style-type: none"> How original or unique is the idea or solution presented? Does the project introduce novel approaches or concepts in its field? <p>Feedback:</p> <p>An original and unique idea with significant positive impact in the field of green energy. The product was well-visualized through 3D images, and the project introduces novel approaches that are particularly useful in Mediterranean countries like Cyprus, where there is abundant sunlight year-round. A great idea and excellent work—best of luck in the next stages!</p>	<p>2. Business Potential</p> <ul style="list-style-type: none"> How feasible is the project for market release or to create an impact? Is there a clear business model, potential market, or customer base identified? <p>Feedback:</p> <p>Very good information on the financial forecast and business model. It's commendable that they identified their competitors along with the pros and cons of their product. They have a clear understanding of their product's advantages, which appear to generate significant positive impact. It's also encouraging to see that they have a future plan in place.</p>
<p>3. Impact and Sustainability</p> <ul style="list-style-type: none"> What is the potential long-term impact and success of the project? Does the project demonstrate an understanding of sustainability and scalability? <p>Feedback:</p> <p>The product appears to have a positive societal impact, particularly in the field of green energy. With a strong marketing and communication strategy, it has the potential to be successful.</p>	<p>4. Presentation and Pitching</p> <ul style="list-style-type: none"> How effectively does the team/supervisor communicate its idea and vision? Was the pitch clear, engaging, and persuasive? <p>Feedback:</p> <p>Very good presentation. Demonstrated a clear understanding of the concepts and delivered a well-structured presentation with all the required information.</p>



EUT+ Boost Event – Jury Feedback Card

Jury Name: Moritz Zombila
Jury's University: CUT
Team's/Supervisor's Product/ Idea Name: SolarReviewer
Team's/Supervisor's University: TUS
Date: 11/04/2023

<p>1. Innovation and Creativity</p> <ul style="list-style-type: none"> How original or unique is the idea or solution presented? Does the project introduce novel approaches or concepts in its field? <p>Feedback:</p> <p>A very good and practical idea, especially valuable for solar park owners. Cleaning solar panels is indeed time-consuming, and this product effectively addresses that challenge for many people. It was great to see the working prototype—it's highly automated and impressive. Congratulations on winning multiple awards in different competitions. Well done! A great idea and excellent work—best of luck in the next stages!</p>	<p>2. Business Potential</p> <ul style="list-style-type: none"> How feasible is the project for market release or to create an impact? Is there a clear business model, potential market, or customer base identified? <p>Feedback:</p> <p>They clearly presented the problem and the proposed solution. They also identified their competitors and target market effectively. A brief communication strategy and development path up to now were included. However, the future plan for the product was not presented, and there was no clear financial analysis in terms of costs and profits.</p>
<p>3. Impact and Sustainability</p> <ul style="list-style-type: none"> What is the potential long-term impact and success of the project? Does the project demonstrate an understanding of sustainability and scalability? <p>Feedback:</p> <p>The product appears to have strong potential for long-term success, as it addresses a relevant need and, with the right strategy, could scale effectively. There are indications of sustainability in the approach, though a more detailed future development plan would strengthen the product further.</p>	<p>4. Presentation and Pitching</p> <ul style="list-style-type: none"> How effectively does the team/supervisor communicate its idea and vision? Was the pitch clear, engaging, and persuasive? <p>Feedback:</p> <p>Very good presentation, complemented by a well-made demonstration video of the product. The team demonstrated a clear understanding of the concepts and delivered a well-structured presentation with all the required information. The presenters were very passionate about their product. Some graphs were in Bulgarian, which made them difficult to understand. For future presentations, I would recommend translating them, as it's a shame to miss out on such valuable information in an otherwise excellent product.</p>



Feedback for UNICAS Teams

TUS experts provided feedback to the UNICAS teams.



Jury Name: Vladislav Slavov
Jury's University: Technical University of Sofia
Team's/Entrepreneur's Product/Idea Name: Pot Namya
Team's/Entrepreneur's University: UNICAS
Date: 11.04.2023

- Innovation and Creativity**
 - How original or unique is the idea or solution presented?
 - Does the project introduce novel approaches or concepts in its field?**Feedback:**
 The idea is unorthodox and creative, offering a fresh take on a niche yet emotionally resonant topic. It stands out for its originality.
- Business Potential**
 - How feasible is the project for market release or to create an impact?
 - Is there a clear business model, potential market, or customer base identified?**Feedback:**
 Within the concept is intriguing, the business model needs further development. The team should focus on outlining clear revenue streams, customer segments, and market feasibility.
- Impact and Sustainability**
 - What is the potential long-term impact and success of the project?
 - Does the project demonstrate an understanding of sustainability and scalability?**Feedback:**
 There is potential for development and growth, but long-term impact and scalability require more strategic thinking and clearer implementation plans.
- Presentation and Pitching**
 - How effectively does the team/entrepreneur communicate its idea and vision?
 - Was the pitch clear, engaging, and persuasive?**Feedback:**
 The presentation was excellent—confident, engaging, and persuasive, clearly reflecting the team's commitment and enthusiasm.



Jury Name: Vladislav Slavov
Jury's University: Technical University of Sofia
Team's/Entrepreneur's Product/Idea Name: Upright
Team's/Entrepreneur's University: UNICAS
Date: 11.04.2023

- Innovation and Creativity**
 - How original or unique is the idea or solution presented?
 - Does the project introduce novel approaches or concepts in its field?**Feedback:**
 The idea of using vertical bamboo grown to combat urban heat and enhance sustainability is interesting. However, the implementation seems overly ambitious and potentially difficult to scale for a broad customer base.
- Business Potential**
 - How feasible is the project for market release or to create an impact?
 - Is there a clear business model, potential market, or customer base identified?**Feedback:**
 While the concept touches on a growing need, the pathway to market launch remains unclear, particularly regarding customer acquisition and financial viability.
- Impact and Sustainability**
 - What is the potential long-term impact and success of the project?
 - Does the project demonstrate an understanding of sustainability and scalability?**Feedback:**
 The pitch mentioned sustainability aspects but lacked clarity about strategic partnerships or support structures that would drive long-term impact.
- Presentation and Pitching**
 - How effectively does the team/entrepreneur communicate its idea and vision?
 - Was the pitch clear, engaging, and persuasive?**Feedback:**
 The presentation was visually structured and easy to follow, effectively communicating the team's enthusiasm and goals.



Jury Name: Vladislav Slavov
Jury's University: Technical University of Sofia
Team's/Entrepreneur's Product/Idea Name: GrapheneDrosha
Team's/Entrepreneur's University: UNICAS
Date: 11.04.2023

- Innovation and Creativity**
 - How original or unique is the idea or solution presented?
 - Does the project introduce novel approaches or concepts in its field?**Feedback:**
 The project presents a clear and original idea, offering a creative use of graphene oxide for capturing greenhouse gases from livestock farming—an innovative approach to a real environmental challenge.
- Business Potential**
 - How feasible is the project for market release or to create an impact?
 - Is there a clear business model, potential market, or customer base identified?**Feedback:**
 The business model is well thought out and convincingly presented. Market size, revenue projections, and value streams are clearly defined, showing strong potential for impact and viability.
- Impact and Sustainability**
 - What is the potential long-term impact and success of the project?
 - Does the project demonstrate an understanding of sustainability and scalability?**Feedback:**
 The project demonstrates solid awareness of sustainability, with long-term environmental benefits and reuse of recovered gases. The roadmap supports scalable growth across livestock sectors.
- Presentation and Pitching**
 - How effectively does the team/entrepreneur communicate its idea and vision?
 - Was the pitch clear, engaging, and persuasive?**Feedback:**
 The pitch was clear, structured, and professional. The team answered questions with confidence and clarity, showing solid preparation and domain knowledge.



8. Certificate of Participation – Templates

Masterclasses series

As part of the EUT+ Incubation Programme, a certificate of participation was issued to all individuals who attended the full series of masterclasses and submitted the required feedback surveys. This certificate formally recognizes the participants' engagement and learning throughout the educational phase of the programme, prior to the internal team selection for advancement to the next stages. A sample certificate is shown below for your reference.



CERTIFICATION OF PARTICIPATION

This is to certify that

Name & Surname

has participated in the "EUT+ Incubation Program",
held under Task 6.4 (EUT+ Student Startup Lab) of EUT+ Accelerate,
from 10th February 2025 to 11th April 2025 (Online).



Dr Stylianos Yiatros
WP6 Leader



Dr Ariana Polyviou
Academic Advisor
of EUT+ Student Startup Lab

Final Competition – Template

A dedicated certificate was issued to all team members and solopreneurs who represented their universities in the Final Competition of the EUT+ Incubation Programme, held in Darmstadt on June 3rd, 2025. This certificate acknowledges their selection as finalists, their active participation in the pitching event, and their contribution to showcasing entrepreneurial talent within the EUT+ alliance. A sample of the Final Competition certificate is shown below for your reference.



CERTIFICATION OF PARTICIPATION

This is to certify that

Name & Surname

has participated in the "EUT+ Incubation Program Finals",
held under Task 6.4 (EUT+ Student Startup Lab) of EUT+ Accelerate,
on 3rd June 2025 in Darmstadt (Germany).



Dr Stylianos Yiatros
WP6 Leader



Dr Ariana Polyviou
Academic Advisor
of EUT+ Student Startup Lab



h_da
darmstadt university
of applied sciences
86



TC Cyprus
University of
Technology



utt
UNIVERSITÉ DE TECHNOLOGIE
TROYES

DUBLIN
TECHNOLOGICAL
UNIVERSITY DUBLIN



Universidad
Politécnica
de Cartagena

9. Overall EUT+ Incubation Programme Feedback Surveys

Feedback Survey Template

Below is the template of the overall feedback survey conducted at the end of the EUT+ Incubation Programme. Key areas of evaluation included satisfaction with the Masterclasses, mentorship effectiveness, perceived growth in entrepreneurial skills, and the relevance of the support provided.

EUT+ Incubation Program – Student Feedback Survey

Thank you for participating in the **EUT+ Incubation Program!** Your feedback helps us improve and offer better support to future participants.

This short survey will take no more than 10 minutes to complete. Please complete by **16th of May 2025**.

All responses are anonymous. Your honest feedback is highly appreciated.

* Indicates required question

Overall Experience

1. How satisfied are you with your overall experience in the EUT+ Incubation program? *

Mark only one oval.

☐ Very Satisfied
☐ Satisfied
☐ Dissatisfied
☐ Very Dissatisfied

2. How would you rate the overall structure and organization of the program? *

Mark only one oval.

☐ Excellent
☐ Good
☐ Poor
☐ Very Poor

3. How useful was the program for developing your idea/startup? *

Mark only one oval.

☐ Very useful
☐ Useful
☐ Somewhat useful
☐ Not Useful

Masterclasses

4. How would you rate the overall quality of the masterclasses? *

Mark only one oval.

☐ Very Satisfied
☐ Satisfied
☐ Dissatisfied
☐ Very Dissatisfied

5. How relevant were the topics covered in the masterclasses in developing your idea/startup? *

Mark only one oval.

☐ Very relevant
☐ Mostly relevant
☐ Somewhat relevant
☐ Not relevant

6. The delivery of the masterclasses (presenters, clarity, engagement) was: *

Mark only one oval.

☐ Very effective

☐ Effective

☐ Ineffective

☐ Very ineffective

7. Which of the following topics did you find most useful? (Select up to 5) *

Check all that apply.

☐ Innovation Management

☐ Unique Selling Proposition

☐ Business Model Canvas

☐ Marketing and Sales

☐ Financing your Start-up

☐ Intellectual Property (IP)

☐ Pitchdeck Preparation

☐ Global Impact

☐ Presentation Skills

8. Would you recommend including more hands-on exercises or case studies in the masterclasses? *

Mark only one oval.

☐ Yes

☐ No

☐ Not sure

EUT+ Boost Event

9. Did you participate in the EUT+ Boost pitching event? *

Mark only one oval.

☐ Yes

☐ No Skip to question 11

EUT+ Boost Event

10. How useful was the Boost event for receiving feedback on your idea? *

Mark only one oval.

☐ Very useful

☐ Useful

☐ Somewhat useful

☐ Not useful

Impact and Future Support

11. Do you feel more confident now in working on your idea/startup? *

Mark only one oval.

☐ Yes, definitely

☐ A bit more confident

☐ No change

☐ Less confident

12. Has the program helped you move your idea/startup to the next stage? *

Mark only one oval.

☐ Yes, significantly

☐ Yes, to some extent

☐ Not really

☐ Not at all

13. What do you plan to do next with your idea/startup? *

Mark only one oval.

☐ Keep developing it

☐ Apply for funding

☐ Find co-founders/team

☐ Pause the idea for now

☐ Not sure yet

☐ Other: _____

14. Would you like to receive further support from the EUT+ Student Startup Lab to move your idea to the next stage? *

Mark only one oval.

☐ Yes

☐ No

15. If yes, what kind of support would you like to receive? (Select all that apply)

Check all that apply.

☐ Mentoring

☐ Help with funding opportunities

☐ Access to startup resources (labs, prototyping, etc.)

☐ Networking or partnership opportunities

☐ Help with business planning or pitching

☐ Other: _____

16. Did the Masterclasses and EUT+ Boost Event help you feel part of a broader European entrepreneurial community? *

Mark only one oval.

☐ To a great extent

☐ Somewhat

☐ Very Little

☐ Not at all

17. What kind of activities would you like to participate in as part of the EUT+ network to strengthen your European engagement? (Select all that apply)

Check all that apply.

☐ Joint startup competitions or hackathons

☐ Cross-university mentorship or coaching

☐ Virtual networking events with EUT+ students and alumni

☐ Exchange programs or short-term mobility opportunities

☐ Access to European startup ecosystems and facilities (labs, incubators, etc.)

☐ Collaborative projects with students from other EUT+ universities

☐ Other: _____

18. Would you recommend this program to other students with entrepreneurial interests? *

Mark only one oval.

☐ Definitely

☐ Probably

☐ Not sure

☐ Probably not

☐ Definitely not

Demographic Information

19. Gender *

Mark only one oval.

☐ Female

☐ Male

☐ Non-Binary

☐ Other

20. Select the university you are enrolled in: *

Mark only one oval.

☐ Cyprus University of Technology (CUT)

☐ Darmstadt University of Applied Sciences (h_da)

☐ Riga Technical University (RTU)

☐ Technical University of Sofia (TUS)

☐ Universidad Politécnica de Cartagena (UPCT)

☐ Université de technologie de Troyes (UTT)

☐ Universitatea Tehnică din Cluj-Napoca (UTCN)

☐ Università degli studi di Cassino e del Lazio Meridionale (UNICAS)

21. Have you participate as a: *

Mark only one oval.

☐ Solopreneur

☐ Member of a team

22. Your field of study: *

23. Your study level: *

Mark only one oval.

☐ Bachelor

☐ Master

☐ PhD

☐ Other: _____

24. Have you previously participated in any entrepreneurship or innovation programs? *

Mark only one oval.

☐ Yes

☐ No

25. Current stage of your startup idea: *

Mark only one oval.

☐ Idea or concept stage

☐ Product prototype stage

☐ Market tests or customer trial

☐ Scaling and expanding into new markets

26. Please provide us any final thoughts, ideas or suggestions, related to the masterclasses or Boost event, to help us improve next edition of the incubation program. Thank you for your support!

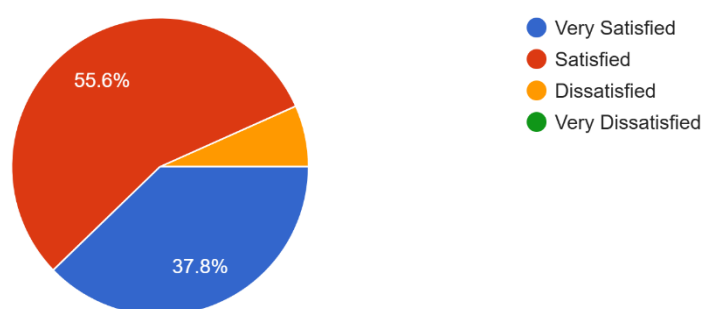
Feedback Survey Results

The following section presents the aggregated results from the overall feedback surveys conducted at the end of the EUT+ Incubation Programme. These surveys were completed by participating teams and solopreneurs to assess the usefulness, structure, and impact of the programme. The insights gathered offer a comprehensive understanding of the programme's strengths and areas for improvement, helping to inform and enhance future editions of the EUT+ Incubation Programme.

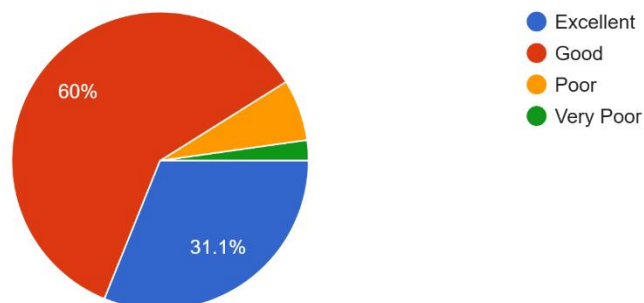
Overall Experience

How satisfied are you with your overall experience in the EUT+ Incubation program?

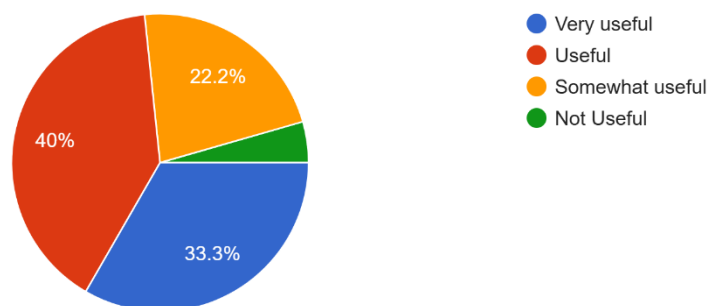
45 responses



How would you rate the overall structure and organization of the program?
45 responses

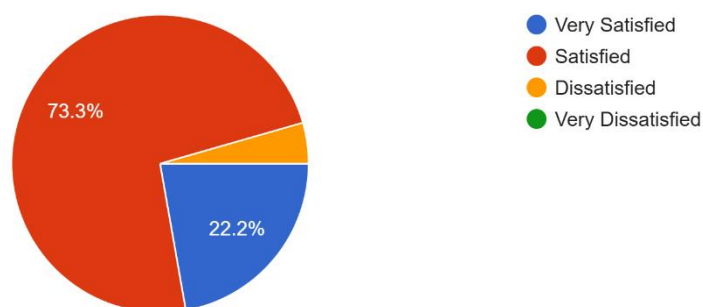


How useful was the program for developing your idea/startup?
45 responses

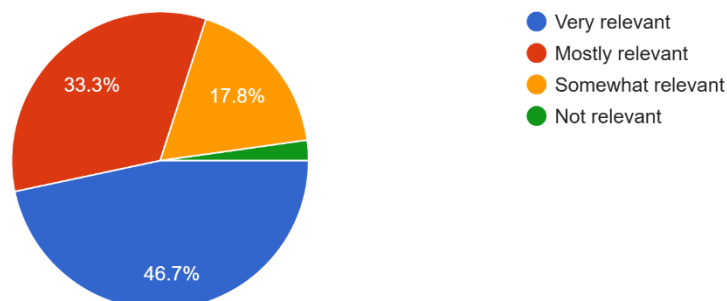


Masterclasses

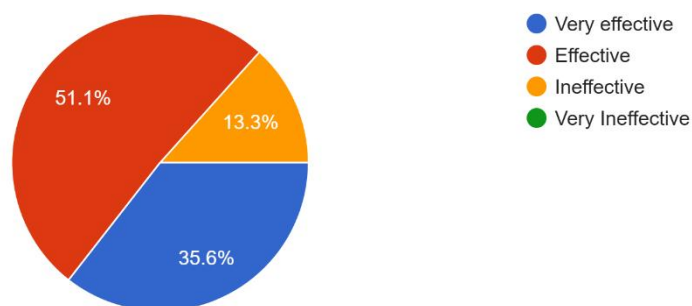
How would you rate the overall quality of the masterclasses?
45 responses



How relevant were the topics covered in the masterclasses in developing your idea/startup?
45 responses

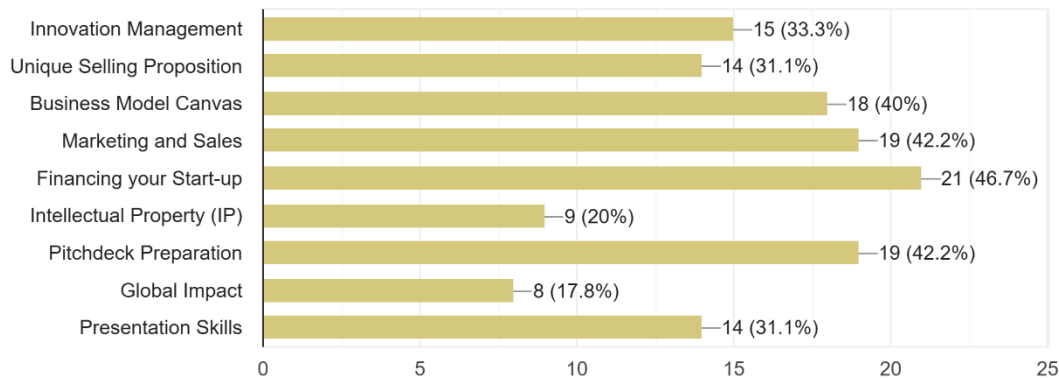


The delivery of the masterclasses (presenters, clarity, engagement) was:
45 responses



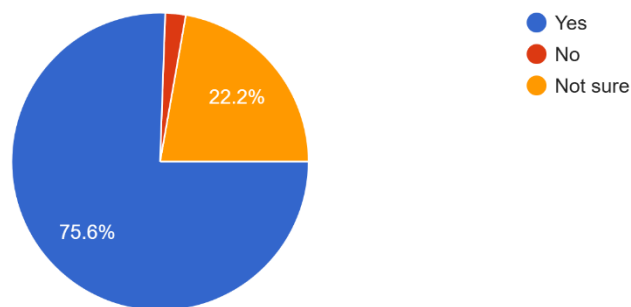
Which of the following topics did you find most useful? (Select up to 5)

45 responses



Would you recommend including more hands-on exercises or case studies in the masterclasses?

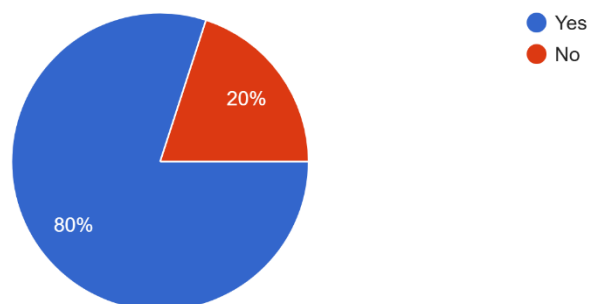
45 responses



EUt+ Boost Event

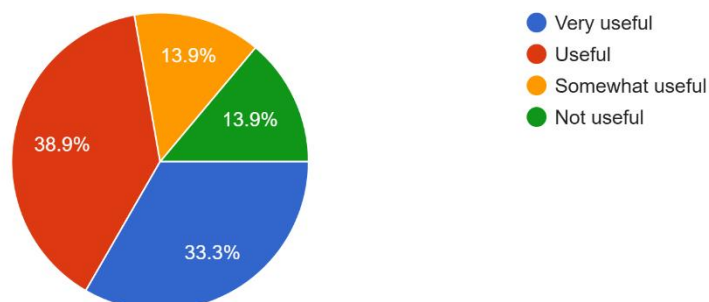
Did you participate in the EUt+ Boost pitching event?

45 responses



How useful was the Boost event for receiving feedback on your idea?

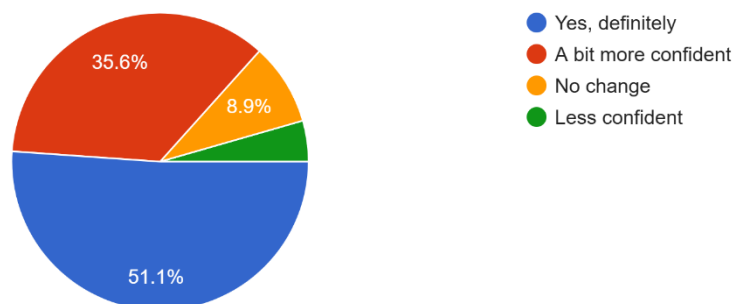
36 responses



Impact and Future Support

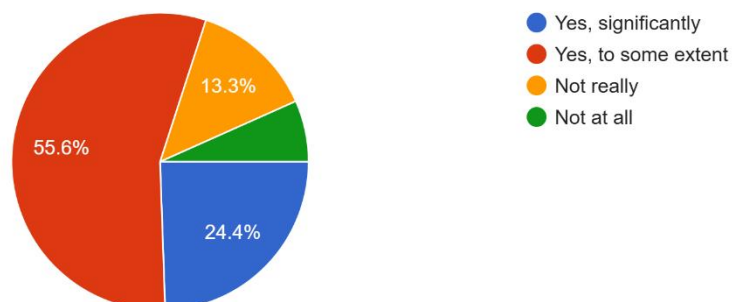
Do you feel more confident now in working on your idea/startup?

45 responses



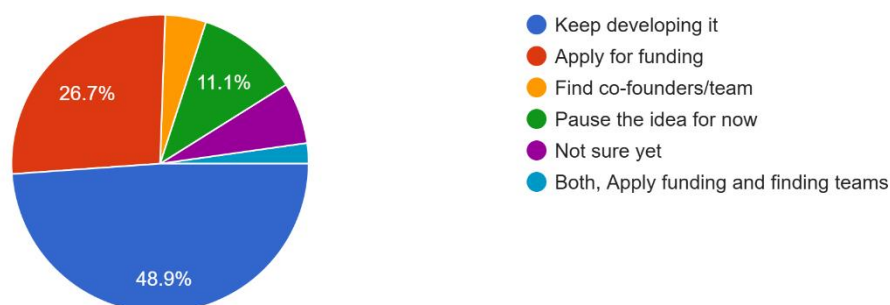
Has the program helped you move your idea/startup to the next stage?

45 responses



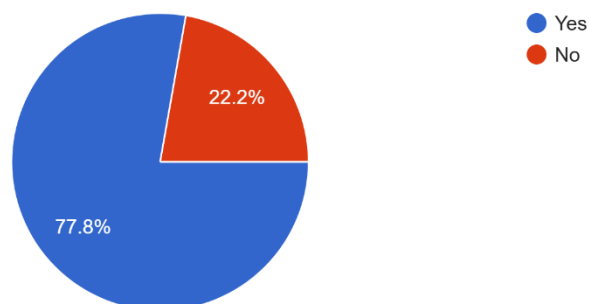
What do you plan to do next with your idea/startup?

45 responses



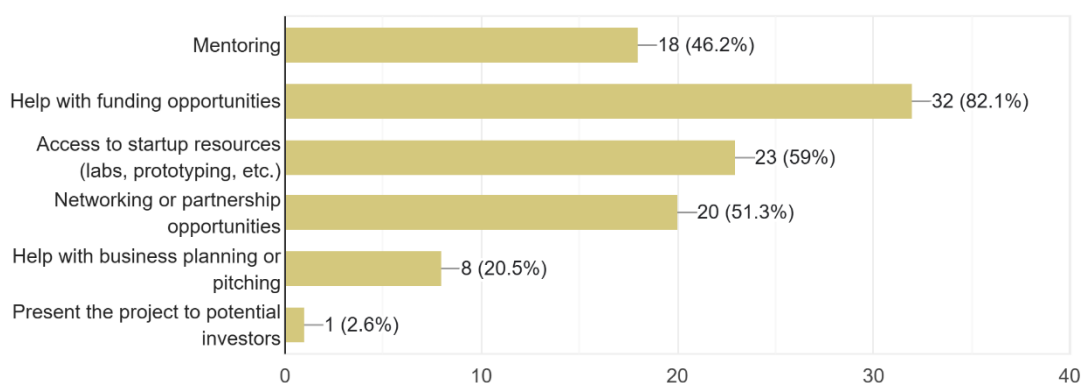
Would you like to receive further support from the EU+ Student Startup Lab to move your idea to the next stage?

45 responses



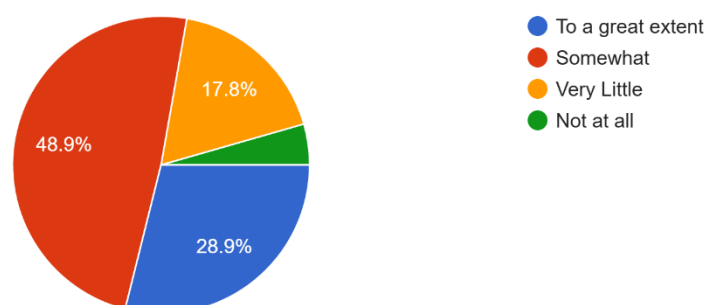
If yes, what kind of support would you like to receive? (Select all that apply)

39 responses



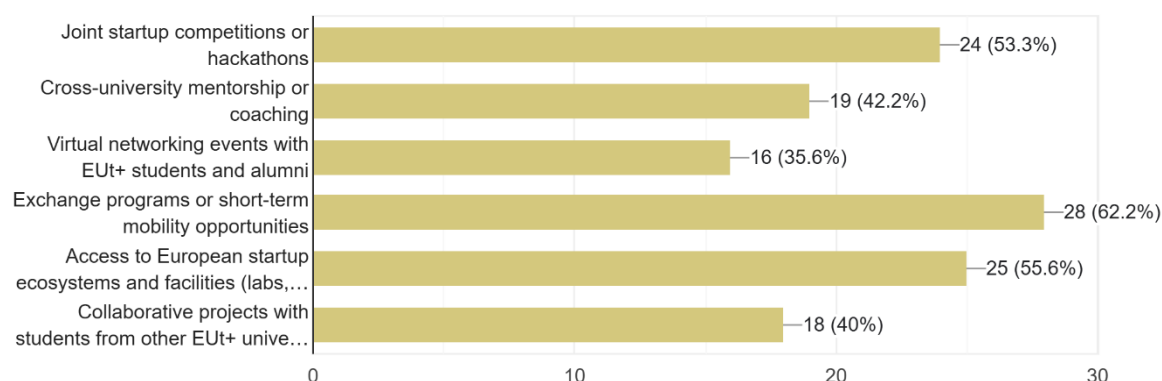
Did the Masterclasses and EUT+ Boost Event help you feel part of a broader European entrepreneurial community?

45 responses



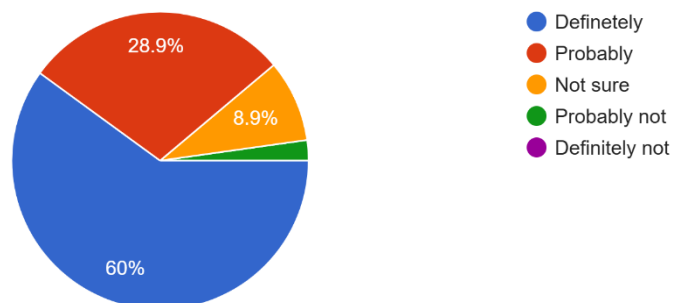
What kind of activities would you like to participate in as part of the EUT+ network to strengthen your European engagement? (Select all that apply)

45 responses



Would you recommend this program to other students with entrepreneurial interests?

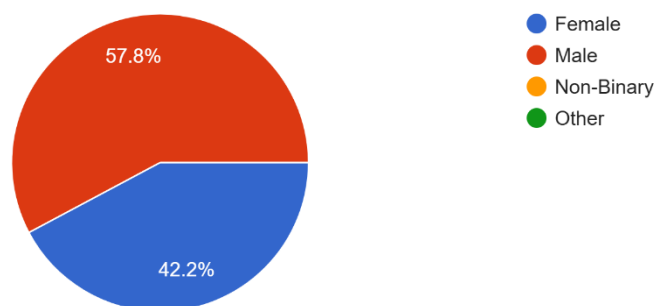
45 responses



Demographic Information

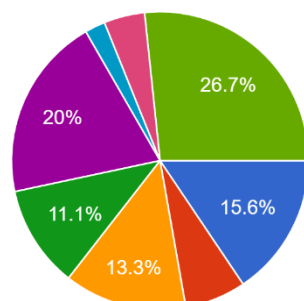
Gender

45 responses



Select the university you are enrolled in:

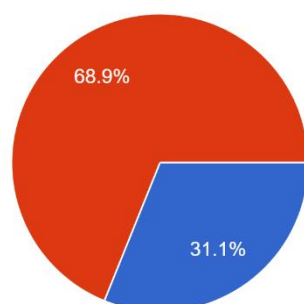
45 responses



- Cyprus University of Technology (CUT)
- Darmstadt University of Applied Sciences (h_da)
- Riga Technical University (RTU)
- Technical University of Sofia (TUS)
- Universidad Politécnica de Cartagena (UPCT)
- Université de technologie de Troyes (...)
- Universitatea Tehnică din Cluj-Napoca...
- Università degli studi di Cassino e del...

Have you participate as a:

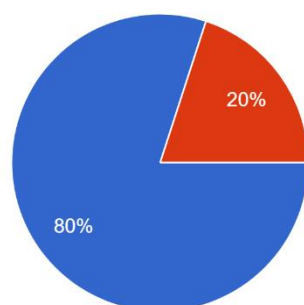
45 responses



- Solopreneur
- Member of a team

Your study level:

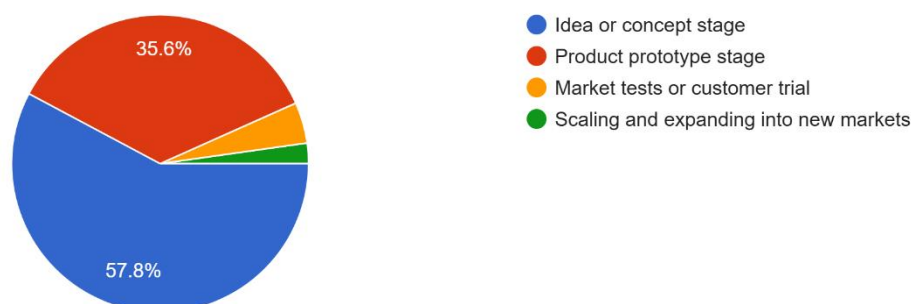
45 responses



- Bachelor
- Master
- PhD

Current stage of your startup idea:

45 responses



Please provide us any final thoughts, ideas or suggestions, related to the masterclasses or Boost event, to help us improve the next edition of the incubation programme. Thank you for your support!

About the masterclasses, the only thing I have to say is that the ones that were more than 1:30 hours were a little bit tiring and difficult to focus on.

Unfortunately, I did not take part in the EUT+ Boost Event in order to have an opinion.

Apart from that, everything was great. Thank you very much for this unique opportunity!!

It would be better to have 10 minutes to show your idea, not 5

All the presentations were very interesting and useful. I am happy that I was part of the incubation programme, had the opportunity to join the masterclasses and get feedback about my project and all my ideas I have about it. For the next edition, I would recommend more workshops and practical tasks, in addition to the presentations.

I love this kind of project as. I am looking forward to further working on this programme.

From my perspective, only 5 minutes for a good pitch isn't enough.

Perfect opportunity

More offline engagements.

10. Startup Support Agreement

The document below is the Startup Support Agreement signed between CUT and RhythmTouch, outlining both the support already provided and the framework for any future collaboration.



Startup Support Agreement
Start-up & Spin-off Engagement Agreement

Rhythm Touch, a company organized and existing under the laws of Romania, with its head office located at Unirea, Alba (Romania) hereby declares that:

We have agreed to receive a service by EUT+, in order to support us go onto the next stage of our business development.

In the tables below are detailed: the general information of our company, the length and type of services provided and how they contribute to the growth of our startup.

Startup general info:

Company name	Rhythm Touch
Start-up or Spin-off	Start-up
Website	-
Registration number	50593451
Country of Registration	Romania
National company registration ID	J2024025134007
Economic sector (according to NACE classification)	6201 - Custom software development services
Gender of the CEO/Owner	All Females
Number of employees	0
Annual revenues of the last year (optional)	0
Markets (countries) in which business is active	Romania

Description of the startup & its core business:

Rhythm Touch is a company which provides inclusivity services to the music industry, based on devices that convert music into vibrations, with the goal of integrating the deaf community into musical experiences



Services provided:	
Length of services provided	1 week
Type of services provided	Participation in the CUT Winner Bootcamp Week: <ul style="list-style-type: none"> Product tested by members of the Limassol Society of the Deaf during a Beer Festival Product featured by local media, including an appearance on CAPITAL TV news Podcast interview published by CUT to highlight the startup's journey and social impact Meetings and visits with CYENS, the School for the Deaf, HIERODOT Ltd, SignalGenix Ltd, and PwC Cyprus Visits to labs and researchers at the Cyprus University of Technology
Milestones	1. User feedback collected from the deaf community 2. Public visibility via TV and podcast appearances 3. Expanded network with industry and academia 4. Increased awareness and credibility through media and public events 5. Product improvements based on direct and expert feedback
Deliverables	1. TV news feature (recording available) 2. CUT podcast episode featuring Rhythm Touch 3. Stakeholder contact list 4. Feedback from testing activities
How do these services contribute to the growth of the startup?	<ul style="list-style-type: none"> Product validation through real-user testing Enhanced visibility and brand recognition through media and podcasts Building strategic partnerships with industry and academic stakeholders Incorporating expert and user feedback into future product iterations Strengthening the startup's public image in Cyprus and readiness for future investment or scaling

This Agreement is entered into on this date 04-07-23 between Rhythm Touch, located at Unirea, Alba and Cyprus University of Technology (CUT), acting on behalf of the EUT+



(European University of Technology), located at Limassol, Cyprus. The duration of this Agreement is until 30/10/2023.

Startup: Rhythm Touch

Signature:

Bara Iulia, Co-founder

Popa Ioana, Co-founder

Mihal Mariana, Co-founder

Rizel Catalina, Co-founder

Date: 04/07/2023

Service provider: Cyprus University of Technology (CUT)

Signature:

Aristodemos Lantitis, WPG Principal Representative

Date: 04/07/2023

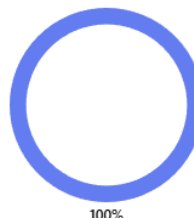


11. Post- Summer Bootcamp survey

1. How satisfied are you with your overall experience during the Limassol Bootcamp week?

[More details](#)

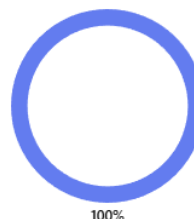
- Very 4
- Somewhat 0
- Neutral 0
- Not really 0
- Not at all 0



2. Did you find the meetings with the industry/companies/experts useful for developing your start-up?

[More details](#)

- Very 4
- Somewhat 0
- Neutral 0
- Not really 0
- Not at all 0



h_da
darmstadt university
of applied sciences
101



IT Cyprus
University of
Technology

**UNIVERSITATEA
TEHNICA**
SIN CLUJ-NAPOCA

utt
UNIVERSITÉ DE TECHNOLOGIE
TROYES

DUBLIN
TECHNOLOGICAL
UNIVERSITY DUBLIN

1862
**RIGA TECHNICAL
UNIVERSITY**

**Universidad
Politécnica
de Cartagena**

3. In what ways did your meetings with industry professionals, companies, or experts help you improve your product or advance your start-up?

[More details](#)

4
Responses

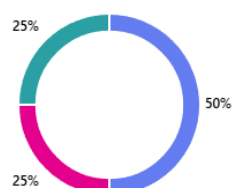
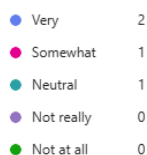
Latest Responses

"It gave us an overview of how the companies can help us on different topics for th... "
"The meetings were extremely valuable because they gave us practical insights into... "
"Meeting with industry professionals and international companies was a turning poi... "

...

5. How helpful was your meeting with members of the Limassol Deaf Club during the festival, and the School for the Deaf in Nicosia?

[More details](#)



6. Please describe any key insights you gained from your interaction with the Limassol Deaf Club (present at the festival) and the School for the deaf (Nicosia).

[More details](#)

4
Responses

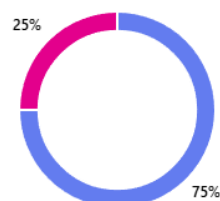
Latest Responses

"We were surprised to see that the School for the Deaf is preparing people for the ... "
"The interaction with the School for the deaf was truly inspiring. I loved seeing how ... "
"Our interaction with the Limassol Deaf Club and the School for the Deaf in Nicosia ... "

...

7. Did you gain a better understanding of the startup and innovation scene in Cyprus during the bootcamp?

[More details](#)



8. Feel free to share any other comments or feedback about your experience during the bootcamp.

[More details](#)

3
Responses

Latest Responses

"Thank you for this amazing experience!"

"Thank you so much for this experience! We truly appreciate your time and openne..."

...

Annex VIII. EUT+ Startup Support and Services

The table below reports all the services provided by each partner for startup support within the alliance-wide collaboration.

Partner	Service Name	Service Type	Description	Is this service open to all EUT+ members?	External partner provides this service	Stages
CUT	CUTing Edge Innovation Centre	Co-working Space/ Mentoring Hub	Provides mentoring, co-working space, and event hosting for early-stage startups.	Yes, open to all	N/A	1. Idea or concept stage 2. Product prototype stage 3. Market tests or customer trials
CUT	PwC Cyprus	Mentoring, Consulting, Legal, Financial guidance	Partnership with CUT - Provides mentorship programmes, educational workshops, and joint initiatives.	No, specific eligibility criteria apply (CUT will be the contact point)	PwC Cyprus	1. Idea or concept stage 2. Product prototype stage 3. Market tests or customer trials
RTU	Dirty prototyping	Prototyping / Mentoring	Supports the development of alpha prototypes.	Yes, open to all	N/A	1. Idea or concept stage 2. Product prototype stage
RTU	HPC	Support Infrastructure	High-quality supercomputing services to	Yes, open to all	N/A	1. Idea or concept stage

			support science and innovation.			2. Product prototype stage
UTT	MIND Tech	Prototyping / Mentoring	Equipped with tools, 3D printers, robotics (Charly robot).	Yes, open to all	N/A	1. Idea or concept stage 2. Product prototype stage 3. Market tests or customer trials
UTT	MIND Lab	Co-working Space / Networking	Coworking space for small events, networking, and collaborative innovation.	Yes, open to all	N/A	1. Idea or concept stage 2. Product prototype stage 3. Market tests or customer trials 4. Scaling and expanding into new markets
UTT	Hackathon	Prototyping / Testing	3-day hackathon offering free prototyping and early product testing support.	Yes, open to all	N/A	1. Idea or concept stage 2. Product prototype stage
UTT	YEC	Incubator	UTT incubator programme for eligible students (including exchange students).	No, specific eligibility criteria apply (for UTT students)	Pépité France	1. Idea or concept stage 2. Product prototype stage 3. Market tests or customer trials
UTT	SATT	Acceleration / Tech Transfer	Provides accelerator and tech transfer support through partnership with UTT labs.	No, specific eligibility criteria apply (UTT lab connection)	SATT Sayens	1. Idea or concept stage 2. Product prototype stage 3. Market tests or customer trials
UTT	BPI France	Funding	Public funding agency supporting French companies in scaling innovation.	No, specific eligibility criteria apply	BPI France	1. Idea or concept stage 2. Product prototype stage 3. Market tests or customer trials 4. Scaling and expanding into new markets
UTT	MIND Start	Pre-seed Funding	Pre-seed financial support from UTT	No, specific eligibility	Foundation UTT	1. Idea or concept stage

			Foundation for early-stage innovation.	criteria apply (UTT based)		2. Product prototype stage 3. Market tests or customer trials
UTT	EGEE	Mentoring	Mentoring offered in French through EGEE NGO to eligible participants.	No, specific eligibility criteria apply (French language only)	EGEE NGO	1. Idea or concept stage 2. Product prototype stage 3. Market tests or customer trials
UPCT	Talent+Hub	Mentoring, Consulting, Legal, Financial Guidance	Technological hub and acceleration programme for startups in the Region of Murcia.	No, specific eligibility criteria apply (Murcia startups only)	N/A	1. Idea or concept stage 2. Product prototype stage 3. Market tests or customer trials
UPCT	CEI CMN	Consulting / Awards	Consulting-based awards programme, available only to UPCT project teams.	No, specific eligibility criteria apply (UPCT projects only)	N/A	1. Idea or concept stage 2. Product prototype stage
TUS	Students Innovation Hub	Funding / Competition	TUS competition offering funding for student innovation ideas with mentor approval.	No, specific eligibility criteria apply (TUS students only)	N/A	1. Idea or concept stage 2. Product prototype stage

Annex IX. Support Materials for Eut+ Startups

To facilitate cross-border entrepreneurship within the Eut+ alliance, tailored Soft-Landing Manuals have been created—one for each partner country, with the **support of the EITTO (Eut+ Innovation and Technology Transfer Office) team**. These manuals have been developed through structured data collection from national agencies, legal frameworks, tax authorities, and startup support organizations, ensuring comprehensive, up-to-date, and practical guidance for incoming entrepreneurs. Each partner university has collaborated with local innovation offices, legal experts, and public stakeholders to gather the necessary information.

Soft-Landing Manual: Cyprus

<p>Soft Landing Manual: Cyprus</p> <p>1. Legal Framework for Startups:</p> <p>Types of Entities:</p> <ul style="list-style-type: none"> Private Limited Company (Ltd): Suitable for small to medium-sized businesses. Public Limited Company (PLC): Suitable for larger businesses planning to list on the stock exchange. Partnerships and Sole Proprietorships: Options for smaller or individual ventures. <p>Registration Process:</p> <ol style="list-style-type: none"> Choose a unique company name and check availability with the Department of Registrar of Companies and Official Receiver. Draft the Memorandum and Articles of Association, notarized and detailing the company's operational structure and rules. Register with the Department of Registrar of Companies and obtain a registration certificate. Open a corporate bank account and deposit the initial capital (minimum €1,000 for Ltd, no minimum for PLC). Obtain necessary Business Licenses and permits depending on business activities. <p>Company Formation:</p> <ul style="list-style-type: none"> Capital Requirements: Minimum capital of €1,000 for Ltd, no minimum for PLC. Costs: Average costs for company registration including notary, legal, and registration fees are around €1,800. Timeframe: Typically, the registration process takes 2 to 3 weeks from submission of documents to final approval. <p>2. Fiscal Policies and Taxation</p> <p>Corporate Taxation:</p> <ul style="list-style-type: none"> Corporate Tax Rate: Flat rate of 12.5% on net income, one of the lowest in the European Union. VAT Rates: Standard rate of 18%, reduced rates of 8% for restaurants, cafes, 5% for foodstuffs, medicines, and 0% for books, cultural events, etc. Innovation Incentives: Tax reduction for investment in innovative companies or for R&D expenditures of certified innovative companies. <p>3. Employment and Labor Laws</p> <p>Hiring Processes:</p>	<ul style="list-style-type: none"> Requirements for hiring local vs. international employees, including work visas and permits for non-EU nationals. Mandatory registration with the Social Insurance Services and other relevant authorities. Overview of employee benefits mandatory by law such as health insurance, paid leave, and pension contributions. <p>Legal Contracts:</p> <ul style="list-style-type: none"> Types of contracts (indefinite, fixed-term, part-time) and statutory requirements for each. Termination laws and employee rights during the termination process. <p>Average Salaries:</p> <ul style="list-style-type: none"> Software Industry: Average gross monthly salary of approx. €2,800. Manufacturing: Average gross monthly salary of approx. €1,800. <p>Employer Contributions:</p> <ul style="list-style-type: none"> Social Security: 8.3% of gross salaries. Health Insurance: 2.9% of gross salaries. Other Contributions: 1.2% of gross salaries. <p>Minimum Wage:</p> <ul style="list-style-type: none"> As of the current year, the minimum wage in Cyprus is set at €870 per month, increasing to €924 after six months of employment. <p>4. Risk Assessment and Management</p> <p>Economic Indicators:</p> <ul style="list-style-type: none"> GDP Growth: Averaged 3.2% over the last five years. Inflation Rate: Currently around 1.8%. <p>5. Local Support Infrastructure</p> <p>Business Support Services:</p> <ul style="list-style-type: none"> List of major incubators and accelerators in Cyprus (mapping in progress): <p>Chrysalis Leap: CleoTech IDEA Innovation Center: Multiple Sectors Gravity Venture: Technology CINIC: Technology AITEA (A Really Inspiring Space): 828 Solutions, Renewable Energy, Shipping, Fintech CYNEX: Digital Technology</p>	<p>Cyprus Seeds: Commercialization of research</p> <ul style="list-style-type: none"> Networking opportunities through local chambers of commerce and industry-specific associations. <p>Government and Private Support Programs:</p> <ul style="list-style-type: none"> Detailed information on government support programs for startups (including contact information and application guidelines). (mapping in progress) <p>Major Business Hubs:</p> <ul style="list-style-type: none"> Nicosia: The capital city with a concentration of financial and professional services. Limassol: Known for its vibrant business community and international companies. <p>6. Living in Cyprus</p> <p>Cost of Living:</p> <ul style="list-style-type: none"> Average Monthly Rent: €700 for a one-bedroom apartment in city centers. Utilities: Monthly average of €350 for electricity, heating, cooling, water, and garbage.
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Soft-Landing Manual: Germany

<p>Soft Landing Manual: Germany</p> <p>Types of Entities:</p> <p>There are many legal forms for companies in Germany. The following forms are the most popular for profit-oriented start-ups:</p> <p>GmbH (limited liability company):</p> <ul style="list-style-type: none"> The GmbH is a corporation. Shareholders are only liable to the extent of their contribution. The management can be taken over by non-shareholders. Minimum capital: 25,000 € <p>UG (entrepreneurial company):</p> <ul style="list-style-type: none"> Also known as a "mini-GmbH" Lower minimum capital: can be founded with as little as 1 € Limited liability as with a GmbH Image and creditworthiness are often worse than with a GmbH 25% of profits must be retained Suitable if later conversion to a GmbH is planned <p>Sole proprietorship / individual companies:</p> <ul style="list-style-type: none"> Owners have unlimited liability with their private assets Simple formation without minimum capital Direct taxation of the owners <p>The choice of legal form depends on your goals, willingness to take risks and financial possibilities.</p> <p>Registration Process:</p> <p>Choose a unique company name and check availability here: https://www.handelsregister.de/en_web/home/infosuche.html</p> <p>If you would like to register a trademark, you can see here whether the trademark name is already taken: https://register.dzms.de/DPM/Anwender/marke/basis/Themenen@fromgschreibet@is</p> <p>When founding a GmbH or UG, you need an entry in the commercial register and a shareholder's agreement. This is carried out by a notary. You will incur the following costs:</p> <ul style="list-style-type: none"> Business registration costs between EUR 20 and EUR 50. An entry in the commercial register costs EUR 180. The notary fees are between EUR 515 and EUR 850. 	<p>You will then need a business account. You can compare bank rates and open one with a suitable bank. You transfer the capital contribution to the account and send the confirmation to the notary. The commercial register will then notify you when the company has been officially founded.</p> <p>These steps are not necessary for an individual company. Here you only need a business registration. You will then receive a tax number from the tax office, which you must state on your invoices.</p> <p>Taxes:</p> <p>There is no specific "corporate tax" in Germany. Instead, companies pay various taxes to the tax office. Here are the most important ones:</p> <p>Trade tax: All commercial enterprises are subject to trade tax. The tax rate varies from municipality to municipality and can be set by the municipalities (average 8%).</p> <p>Corporation tax: Corporations such as GmbHs or AGs pay 20.5%.</p> <p>This means that approx. 30% of profits are taxed in Germany. In addition:</p> <p>Income tax: Sole proprietorships and partnerships pay tax on their profits as income. (14 - 43% depending on the amount of income)</p> <p>Turnover tax: Turnover tax is levied on company sales (19%)</p> <p>Salary's:</p> <p>The average salary in Germany is around 4,400 € (before tax) per month.</p> <p>The average salary of a software engineer is approx. 5,000 € (€1 per month, of a marketing manager 3,800 € (€1). A managing director of a start-up in the seed and pre-seed phase earns an average of 4,200 € in the Series A and B phase up to 8,000 - 10,000 € (€1) per month.</p> <p>The minimum wage is currently 12.41 € (January 2024)</p> <p>Living Costs:</p> <p>Living in Germany can vary depending on the city and personal preferences. Here are some average prices for different spending categories:</p> <p>Food:</p> <p>One meal in a cheap restaurant: 15 €</p>	<p>A three-course meal for two in a mid-priced restaurant: 80 €</p> <p>A beer (0.5 liter) in a pub: 4 €</p> <p>A cup of cappuccino: 0.9 €</p> <p>One bottle of water (1.5 liter): 0.85 €</p> <p>Transportation:</p> <p>A one-way ticket for local public transport: 5 €</p> <p>Monthly ticket for public transport: 49 €</p> <p>Housing:</p> <p>Monthly rent (approx. 60 m², big city 700 - 1400 EUR (e.g. Berlin, Frankfurt, Hamburg or Munich are very expensive))</p> <p>Basic monthly utilities for a 80 m² apartment: 150 €</p> <p>Monthly cell phone contract with calls and 10 GB+ data: 20 €</p> <p>Leisure and sport:</p> <p>Monthly fitness club fee for one adult: 35 €</p> <p>Tennis court rental (1 hour at the weekend): 22 €</p> <p>Cinema ticket (international film): 12 €</p>
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Soft-Landing Manual: Romania

<p>Soft Landing Manual: Romania</p> <p>Introduction</p> <ul style="list-style-type: none"> Objective: Equip startups with the necessary information and tools to successfully launch and operate in Romania, focusing on tangible metrics and data-driven insights. This manual is designed to assist startups in navigating the complexities of establishing and operating a business in Romania, providing them with detailed insights into the legal, fiscal, and cultural landscapes. Scope: Covers the entire process from company formation to day-to-day operations, focusing on legal requirements, fiscal policies, and integration into the Romanian market. <p>1. Legal Framework for Startups</p> <ul style="list-style-type: none"> Types of Entities: Detailed comparison between Societate cu Răspundere Limitată (SRL) and Societate pe Acțiuni (SA), including pros and cons for startups. Registration Process: <ul style="list-style-type: none"> Choose a unique company name and check availability at the National Trade Register. Notarize articles of association outlining the company's operational structure and rules. Register with the Romanian National Trade Register Office (ONRC) and obtain a registration certificate. Open a corporate bank account and deposit the initial capital (minimum 200 RON for SRL, 90,000 RON for SA). Obtain necessary business licenses and permits, depending on business activities (e.g., health and safety, environmental permits). Company Formation: <ul style="list-style-type: none"> Capital Requirements: Minimum capital of 200 RON (approx. \$45 USD) for SRL and 90,000 RON (approx. \$20,000 USD) for SA. Costs: Average costs for company registration including notary, legal, and registration fees are around 1,500 RON (approx. \$340 USD). Timeframe: Typically, the registration process takes 3 to 4 weeks from submission of documents to final approval. <p>2. Fiscal Policies and Taxation</p>	<ul style="list-style-type: none"> Corporate Taxation: <ul style="list-style-type: none"> Corporate Tax Rate: Flat rate of 16% on net income, one of the lowest in the European Union. VAT Rate: Standard rate of 19%, reduced rate of 9% for foodstuffs, medicines, and 5% for school textbooks, cinema tickets, etc. R&D Incentives: Fiscal facilities for IT & R&D expenses from taxable income. <p>3. Employment and Labor Laws</p> <ul style="list-style-type: none"> Hiring Process: <ul style="list-style-type: none"> Requirements for hiring local vs. international employees, including work visas and permits for non-EU nationals. Mandatory registration with the Labor Office and social security systems. Overview of employee benefits mandatory by law, such as health insurance, paid leave, and pension contributions. Labor Contracts: <ul style="list-style-type: none"> Types of contracts (indefinite, fixed-term, part-time) and statutory requirements for each. Termination laws and employee rights during the termination process. Average Salaries: <ul style="list-style-type: none"> Software Industry: Average gross monthly salary of approx. 10,000 RON (approx. \$2,000 EUR). Manufacturing: Average gross monthly salary of approx. 5500 RON (approx. \$1,100 EUR). Employer Contributions: <ul style="list-style-type: none"> Social Security: 25% of gross salaries. Health Insurance: 10% of gross salaries. Work Fund: 0.25% of gross salaries. Minimum Wage: <ul style="list-style-type: none"> As of the current year, the minimum wage in Romania is set at 3,700 RON (740 EUR) per month. This figure is important for budgeting labor costs and understanding the baseline for employee compensation within the country. <p>4. Risk Assessment and Management</p> <ul style="list-style-type: none"> Economic Indicators: <ul style="list-style-type: none"> GDP Growth: Averaged 4.1% over the last five years. Inflation Rate: Currently around 6%, with a forecast to stabilize at around 2.8%. 	<p>5. Local Support Infrastructure</p> <ul style="list-style-type: none"> Business Support Services: <ul style="list-style-type: none"> List of major incubators and accelerators in Romania, including services offered and application processes. Networking opportunities through local chambers of commerce and industry-specific associations. Government and Private Support Programs: <ul style="list-style-type: none"> Detailed information on government support programs for startups, including contact information and application guidelines. Major Business Hubs: <ul style="list-style-type: none"> Bucharest: Home 50% of Romania's startups and major incubators like TechHub and Impact Hub. Cluj-Napoca: Known for its technical talent pool and vibrant tech community. <p>6. Living in Romania</p> <ul style="list-style-type: none"> Cost of Living: <ul style="list-style-type: none"> Average Monthly Rent: 450 EUR/USD for a one-bedroom apartment in city centers. Utilities: Monthly average of 150 EUR/USD for electricity, heating, cooling, waste, and garbage.
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Soft-Landing Manual: Ireland

<p>Soft Landing Manual: Ireland</p> <p>If you are not an EU, EEA, UK or Swiss national and you want to open a business in Ireland, you must apply for permission. Read about how to set up a business in Ireland as a non-EU, UK or Swiss national.</p> <p>Step 1: Develop your idea</p> <p>The Local Enterprise Office (LEO) has published a 10-step guide to starting your own business (pdf). This guide includes information on business development, assessing the viability of your business idea, the requirements for your business such as staff, and how to write your business plan. Find out how to get funding to start your own business. You can also get information on business grants below.</p> <p>Step 2: Write your business plan and choose a business name</p> <p>When you're satisfied that your business idea is viable, the next step is developing a business plan. A business plan outlines your company's goals and how you expect to achieve them. You will need a business plan if you are applying for a loan or a business grant, or if pitching to investors.</p> <p>Choose a business name</p> <p>If your company conducts its business under a name that is different to your own name, you must register the business name with the Companies Registration Office (CRO). Find more information on registering your business name.</p> <p>Step 3: Choose a legal structure</p> <p>The legal structure of your business is important as it determines the type of taxes you must pay and your personal liability for your business debts. Types of legal structures in Ireland include:</p> <ul style="list-style-type: none"> Self-employed or sole trader Partnership Limited company <p>Read about deciding on a legal structure for your business, including your tax and legal obligations. You can also read this webpage on becoming self-employed.</p> <p>Step 4: Understand your tax</p>	<p>All businesses must pay tax. The amount of tax your business must pay depends on its legal structure.</p> <p>Types of legal structures</p> <p>1) Sole trader</p> <p>As a sole trader, you must pay the following taxes on your profits:</p> <ul style="list-style-type: none"> Income Tax Pay-Related Social Insurance (PRSI) Universal Social Charge (USC) <p>2) Partnership</p> <p>If you register as a partnership, each partner must pay income tax, PRSI and USC on their share of the business profits.</p> <p>3) Limited company</p> <p>If you register as a limited company, you must pay Corporation Tax, Income Tax, PRSI and USC on the company profits. Read more about deciding on the legal structure of your business.</p> <p>Other types of tax</p> <p>VAT</p> <p>Whether you are a sole trader, a partnership, or a limited company, you must charge Value Added Tax (VAT) on the sale of your goods and services.</p> <p>Employers PRSI</p> <p>If you employ staff, you must pay Employer's PRSI to Revenue for all employees aged 16 and over. Get more information on paying tax as a limited company, or read about paying tax as a sole trader (including the tax credits available). You can also read this webpage on understanding your tax as a business owner.</p> <p>Step 5: Register employees</p> <p>If you employ staff, you must register as an employer with Revenue. You can do this by telling Revenue of your name, address and intention to pay staff. You must register as an employer before you pay your employees, using the Mycorpus service on the Revenue Online Service (ROS). Read more on this webpage on employing people in your business.</p>	<p>Grants and other supports</p> <p>There are several government agencies and organizations dedicated to supporting new businesses across Ireland. Read about:</p> <ul style="list-style-type: none"> How to get funding Getting business training and advice Managing credit effectively Webinars on setting up a business Finding the representative body for your sector <p>If your business model has a focus on sustainability, you may also want to read about the financial supports available to businesses going green.</p> <p>More information</p> <p>If you are starting a business, you may need to consider things like insurance and planning permission.</p>
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Soft-Landing Manual: Italy

<p>Soft Landing Manual: Italy</p> <p>1. Legal Framework for Startups</p> <p>For the establishment of startups in Italy, Article 25 of Decree-Law No. 179 of October 18, 2012, converted with amendments by Law No. 221 of December 17, 2012, applies. This legislation introduced a new specific concept of enterprises into the Italian legal system: the innovative startup. The latter includes innovative tools that affect the entire life cycle of the company, from the beginning of the startup's life to expansion phases and maturity.</p> <p>https://www.mimst.univ.it/it/area/comunicazione/la-nuova-iniziativa/start-up-innovative</p> <p>This guide aims to provide startups with essential information and resources to effectively launch and operate in Italy, focusing on precise metrics and data-driven insights. It is designed to help startups understand and manage the complexities of starting and running a business in Italy, offering comprehensive insights into the legal, fiscal, and cultural environment.</p> <p>The guide encompasses the entire process from company establishment to routine operations, highlighting legal obligations, tax policies, and market integration in Italy.</p> <p>Foundation of the Company</p> <p>Choice from Different Legal Forms: The innovative startup can be established as one of the following:</p> <ul style="list-style-type: none"> Sole proprietorship: activity carried out by a single owner of the company who can make use of collaborators both belonging to the family unit and employees. The sole person responsible for business management is the owner. General partnership: partnership in which all partners are jointly and severally liable, indefinitely, personally and subsidiarily for the obligations. Limited liability company (pure, simplified, single-member): joint-stock company with multiple members which, as such, has legal personality and is liable for corporate obligations only within the limits of the shares paid by each member. In the simplified version, the member is unique and the social obligations are unique. Joint-stock company (S.p.A.): a joint-stock company characterized by perfect financial autonomy, therefore it is responsible for corporate obligations only with its own assets. Cooperative: The cooperative society is an organization founded on the contribution of work and capital of its members. The main aim is to obtain goods and services at advantageous conditions while avoiding intermediaries. Drafting of the Memorandum and Articles of Association: The articles of incorporation and bylaws must include specific clauses regarding innovation and must be drafted by a notary public. <p>Payment of Share Capital: The minimum share capital required for the chosen legal form must be paid up in a precise percentage given.</p> <p>Registration with the Business Register of Companies.</p>	<p>Submission of Application: Within 30 days the company must submit an application for registration with the Commercial Registry at the local Chamber of Commerce.</p> <p>Documentation Required:</p> <ul style="list-style-type: none"> Bylaws and Articles of Incorporation. Identification document of the shareholders and directors. <p>Obtaining Innovative Startup Qualification.</p> <p>Registration in the Special Section of the Companies Registry: Once registered in the Companies Registry, the company must apply for registration in the special section dedicated to innovative startups. This registration is essential in order to take advantage of the benefits provided.</p> <p>Innovation Requirements</p> <p>The company must meet at least one of the following requirements:</p> <ul style="list-style-type: none"> Expenditure on research and development equal to or greater than 15% of the higher value between revenue and production cost. Employment of highly qualified personnel (at least one-third PhDs or researchers or at least two-thirds graduates with master's degrees). Ownership or licensing of a registered patent or ownership of registered software. <p>Opening of bank account and payment of share capital</p> <p>Self-certification</p> <p>The startup must submit an annual self-certification to confirm that the innovation requirements are maintained.</p> <p>Mandatory Disclosures.</p> <p>Periodic Updates</p> <p>The startup must periodically update its data in the Companies Registry, including financial statements, statutory changes and other relevant information.</p> <p>Annual Declaration</p> <p>Each year, the startup must self-certify the maintenance of innovation requirements through a declaration sent to the Chamber of Commerce.</p> <p>Advantages for Innovative Startups</p> <p>Tax benefits</p> <p>Exemption from stamp duty: Innovative start-ups are exempt from stamp duty for registration in the Companies Register.</p>	<p>Exemption from notarial fees: They do not have to pay notarial fees for registration in the Companies Register and for any subsequent communications.</p> <p>Tax credits for research and development</p> <p>Research and development expenses incurred by innovative start-ups can benefit from tax credits of up to 50%.</p> <p>Access to Credit</p> <p>Guarantee Fund for SMEs: Innovative start-ups have simplified and free access to the Guarantee Fund, which covers up to 80% of bank loans requested.</p> <p>Regulatory Simplifications</p> <p>Fixed-term employment contracts</p> <p>Start-ups can hire with fixed-term contracts of a maximum duration of 18 months, renewable without limitation.</p> <p>Derogation from specific company law regulations: For example, they are not obliged to publish their financial statements in the Gazzetta Ufficiale.</p> <p>Financial Support</p> <p>National Innovation Fund: The Cassa Depositi e Prestiti (CDP) manages the National Innovation Fund, which invests in innovative start-ups through venture capital.</p> <p>SmartStart Italia: Incentives for innovative start-ups in Southern Italy, with loans and grants.</p> <p>Bankruptcy Procedures</p> <p>Facilitated bankruptcy procedures: Innovative start-ups can access simplified and faster bankruptcy and corporate crisis procedures to enable a quick restart.</p> <p>Advantages for Investors</p> <p>Tax incentives for investments</p> <p>IRPEF Deductions: Individual investors can deduct 30% of the amount invested in innovative start-ups from their IRPEF, up to a maximum of €2 million per tax period.</p> <p>IRES Deductions: Companies can deduct 30% of the amount invested in innovative start-ups from their taxable income, up to a maximum of €4.8 million per tax period.</p> <p>Capital Gains Exemptions</p> <p>Investors who realize capital gains from the sale of shares in innovative startups can benefit from a full exemption from capital gains taxes, provided they reinvest the amount in other innovative startups within a year.</p> <p>Stock Options Regime</p>
<p>Stock options: Profits deriving from the exercise of stock options or participation in the share capital of innovative start-ups do not contribute to the formation of taxable income for employees and collaborators who receive such instruments.</p> <p>Costs of Opening a Company</p> <p>Notary costs:</p> <ul style="list-style-type: none"> Bylaws and Articles of Association: The drafting and signing of the bylaws and articles of association by a notary generally costs between €1,000 and €2,500, depending on the complexity of the act and local notary rates. Some notaries may offer preferential rates for innovative start-ups. <p>Share Capital</p> <p>S.r.l.: The minimum required share capital is 1 euro, but a higher amount is advisable to ensure greater financial solidity.</p> <p>S.p.A.: The minimum required share capital is 50,000 euro.</p> <p>Social Cooperative: There is no minimum required share capital for cooperatives, but the share capital must be sufficient to guarantee the social aims of the cooperative.</p> <p>Secretarial Fees and Taxes</p> <p>Registration with the Company Registry: Approximately 200-300 euro - Stamp Duty: Exemption for innovative start-ups.</p> <p>Professional Advice</p> <p>Accountant and legal advisor: The costs for the advice of an accountant and a lawyer may vary, but on average they are between 500 and 2,000 euros for assistance in the start-up phase.</p> <p>Other costs</p> <p>Publication costs: Exemption for innovative start-ups - Costs for registration with specific bodies and registers: Variable according to the sector of activity.</p> <p>Average Time to Open a Company</p> <p>On average, the complete process of setting up and registering an innovative start-up takes about 5-6 weeks, taking into account all the steps and possible variations due to specific needs or complexities of the case.</p> <p>Preparation of documents: 1 to 2 weeks for drafting the articles of incorporation, bylaws and gathering the necessary documentation.</p> <p>Articles of Association and Registration with the Companies Registry: The signing of the articles of association before a notary can occur within a few days. Subsequently, registration with the Companies Registry typically takes from 5 to 10 working days.</p> <p>Registration in the Special Section of Innovative Start-ups: registration in the Special Section of the Commercial Register may take an additional 3 to 5 business days, depending on the competent Chamber of Commerce.</p>	<p>Types of Contracts and Average Salaries, and Costs of Social Security and Contributions on Personnel Costs</p> <p>Regarding employment methods and salary levels, innovative startups in Italy adhere to the regulations of the production sector to which they belong (agriculture, industry, services, etc.). The costs are usually tied to the National Collective Labor Agreement (CCNL) of each sector. The cost of social security contributions is on average equal to or greater than 35% of the gross salary, insurance costs range from 18 to 28%, and contribution costs depend on income brackets.</p> <p>Certified Incubators</p> <p>LazioInnova - Public - Research & Innovation - regional institutional support - Regional program to support innovative and development of scientific research https://www.lazioinnova.it/</p> <p>OpenHub Lazio - public - Incubator - incubator for social activities and entrepreneurship - supports all those activities with a social and economic inclusivity aims https://openhublazio.it/</p> <p>Milno - Private - venture capital incubator and accelerator - for the growth of innovative startups and high intensity technology spin-offs https://milno.center/</p> <p>Scientifica Ventures Capital - Private - science venture capital - Promoter of the project Scientifica Lab. Approved a network of excellence public and private laboratories spread all over Italy https://www.scientifica.vc/</p> <p>Start Up Europa Lab - Incubator and Accelerator Private - An incubator and accelerator following the lean start up methods https://www.startupeuropalab.it/</p> <p>Innovit - Private - accelerator - development of startups with international entrepreneurship collaboration in the Silicon Valley industrial area https://innovit.com/</p> <p>Fool Farm - Private - Venture Capital and Idea accelerator - a venture capital which promoted the project "FOOLER VILLAGE" dedicated to university students for startup foundation https://www.foolfarm.com/hub/foolers-village/</p> <p>Economic Indicators</p> <ul style="list-style-type: none"> GDP Growth: Annual percentage change 0.9 % in 2023. Inflation Rate: Currently around 5.3 % <p>Government and Private Support Programs</p> <p>Government Support Programs: Comprehensive information on government programs for startups, including contact details and application guidelines. (in progress)</p> <p>Major Business HUBS (in progress)</p> <p>Living in Italy</p>	<p>Cost of Living</p> <ul style="list-style-type: none"> Average Monthly Rent: 900 EUR for a one-bedroom apartment in medium size city centers. Utilities: Monthly average of 250 EUR for electricity, heating, cooling, water, and garbage.

Soft-Landing Manual: Latvia

<p>Soft Landing Manual: Latvia</p> <p>Types of entities:</p> <p>A limited liability company (LLC or SIA) is a company with the equity consisting of the total nominal value of shares.</p> <p>A limited liability company (LLC or SIA) is a private company and its shares are not publicly traded. The company is a legal person.</p> <p>Limited liability company (SIA) with no minimum capital requirement</p> <ul style="list-style-type: none"> The equity is EUR 1-2700 Founders may only be natural persons, and the maximum number of founders is five. Shareholder may only be natural person and the maximum number of shareholders is five. The board of the company may only consist of the shareholders Each shareholder may only be a member of one LLC (SIA) with no minimum capital requirement <p>State fee for registration of 1 founder's small capital SIA</p> <p>EUR 20.00</p> <p>More information: https://www.ur.gov.lv/en/register/company-si-merchant/llc-with-no-min-capital-requirement/founding/registration-with-the-enterprise-register</p> <p>Limited liability company (SIA)</p> <ul style="list-style-type: none"> Minimum equity is 2800 EUR Founders may be both natural and legal persons The equity can be paid up by cash or property contributions <p>State fee for registration of 1 and more founders SIA</p> <p>EUR 75.00</p> <p>More information: https://www.ur.gov.lv/en/register/company-of-merchant/limited-liability-company-sia/founding/registration-with-the-enterprise-register/summary/</p> <p>Self-employed persons</p> <p>Before starting commercial activities, private individuals must register at the State Revenue Service as taxpayers – performers of commercial activities – indicating the area of business of intended activities.</p>	<p>There is no registration fee!</p> <p>Information on natural persons engaged in commercial activities and registered at the SRS Register of Taxpayers is available at the SRS homepage in the section Useful information / Public database of the SRS / Enter the SRS public database[1] / Performers of business activities.</p> <p>Tax payment regimes for natural person:</p> <p>Tax on business income</p> <p>Reduced patent fee for specific activities</p> <p>Micro-enterprise tax</p> <p>Notified unregistrable commercial activities</p> <p>More: https://www.rsd.gov.lv/en/self-employed-persons-individual-entrepreneurs</p> <p>If you would like to register a trademark, you can see here whether the trademark name is already taken:</p> <p>https://databases.lrv.gov.lv/trademark</p> <p>Taxes:</p> <p>PfT on income from business activities is calculated as the difference between revenue and expenses.</p> <p>The tax rate is:</p> <p>20 % on income under EUR 20 004</p> <p>23 % on income between EUR 20 004 and EUR 78 100</p> <p>33% on income over EUR 78 100</p> <p>Bookkeeping entries for income and expenses are recorded in the simple entry system. Annual tax returns are filed between 1 March and 1 June of the year following the taxation year. If total annual income exceeds EUR 78 100, persons may file from 1 April to 1 July.</p> <p>The standard Mandatory State social insurance contributions for employees is 34.08% - 23.58% paid by the employer and 10.50% paid by the employee.</p> <p>A private individual engaged in business activities is considered to be self-employed under the law On State Social Security.</p> <p>Mandatory State social insurance Contributions, including pension insurance contributions, are made quarterly by the 23rd date of the month following the quarter into the single account.</p>	<p>Persons required to make Mandatory State Social Insurance Contributions</p> <p>Self-employed, i, ii or iii group invalids, early or special pension receivers 31.07 (%)</p> <p>Self-employed who receive old age pension 29.36 (%)</p> <p>Self-employed managers of immovable property 26.59 (%)</p> <p>Salary:</p> <p>The average salary in is around 1 623 euro € (before tax) per month.</p> <p>The minimum wage is 700 €</p> <p>Living Costs:</p> <p>Food:</p> <p>One meal in a cheap restaurant: 7 €</p> <p>A three-course meal for two in a mid-priced restaurant: 40 €</p> <p>A beer (0.5 liter) in a pub: 4 €</p> <p>A cup of cappuccino: 1.5 €</p> <p>One bottle of water (1.5 liters): 0.49 €</p> <p>Transportation:</p> <p>A one-way ticket for Riga local public transport: 1.5 €</p> <p>Monthly ticket for public transport: 30 €</p> <p>Housing:</p> <p>Monthly rent approx. 50 m², in city is 300 €</p> <p>Basic monthly utilities for a 50 m² apartment: 250 €</p> <p>Monthly cell phone contract with calls and unlimited data: 30 €</p> <p>Leisure and sport:</p> <p>Monthly fitness club fee for one adult: 40 €</p> <p>Cinema ticket (international films): 8 €</p>
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Soft-Landing Manual: Bulgaria

<p>Soft Landing Manual: Bulgaria</p> <p>I. Legal Framework for Start-ups</p> <p>For the establishment of startups in Bulgaria, several laws and regulations apply. The primary legal framework includes the Commercial Act, the Corporate Income Tax Act, and specific provisions related to innovative enterprises. This guide aims to provide startups with essential information and resources to effectively launch and operate in Bulgaria, focusing on precise metrics and data-driven insights.</p> <p>II. Foundation of the Company</p> <p>II.1 Choice from Different Legal Forms:</p> <ol style="list-style-type: none"> Sole Proprietorship: A business owned by a single individual who is personally liable for the company's obligations. General Partnership: Partners are jointly and severally liable for the obligations of the partnership. Limited Liability Company (LLC): A company with a separate legal entity, where members are liable only up to the amount of their contributions. Joint-Stock Company (JSC): A company with its capital divided into shares, and shareholders are liable only up to the amount of their shares. Cooperative: An association of persons united to meet their common economic, social, and cultural needs through a jointly owned and democratically controlled enterprise. <p>II.2 Drafting of the Memorandum and Articles of Association: These must include specific clauses regarding the company's innovative objective and must be notarized.</p> <p>II.3 Payment of Share Capital: The minimum share capital varies depending on the legal form chosen.</p> <p>II.4 Registration with the Commercial Register: Submit the application along with required documentation to the Registry Agency.</p> <p>II.5 Documentation Required:</p> <ul style="list-style-type: none"> Bylaws and Articles of Incorporation. Identification documents of the shareholders and directors. <p>II.6 Obtaining Innovative Startup Qualification: Register in the special section of the Commercial Register dedicated to innovative startups to access various benefits.</p>	<p>III. Innovation Requirement</p> <p>The company must meet at least one of the following criteria:</p> <ol style="list-style-type: none"> Expenditure on research and development equal to or greater than 10% of the revenue. Employment of highly qualified personnel (PhDs, master's degree holders). Ownership or licensing of a registered patent or software. <p>IV. Opening of Bank Account and Payment of Share Capital</p> <p>Establish a bank account and deposit the required share capital.</p> <p>V. Self-Certification</p> <p>Annually confirm that the innovation requirements are maintained through self-certification submitted to the Commercial Register.</p> <p>VI. Mandatory Disclosures</p> <p>Regular updates to the Commercial Register, including financial statements and statutory changes. Self-certify the maintenance of innovation requirements.</p> <p>VII. Advantages for Innovative Start-ups</p> <p>VII.1 Tax Benefits:</p> <ul style="list-style-type: none"> Innovative startups are exempt from stamp duty for registration. R&D expenses can benefit from tax credits. <p>VII.2 Access to Credit:</p> <ul style="list-style-type: none"> Simplified access to the Guarantee Fund, covering a significant portion of bank loans. <p>VII.3 Regulatory Simplification:</p> <ul style="list-style-type: none"> Flexible listing with fixed-term contracts. Certain exemptions from standard corporate law requirements. <p>VII.4 Financial Support:</p> <ul style="list-style-type: none"> Investments through venture capital managed by the Bulgarian Development Bank. Access to various EU funding programs for innovative startups. <p>VIII. Advantages for Investors:</p> <ul style="list-style-type: none"> Individual investors can deduct a percentage of their investment in innovative startups from their taxable income. Companies can deduct a portion of their investment in innovative startups from their taxable income. <p>Full exemption from capital gains taxes on profits reinvested in other innovative startups.</p>	<p>Favorable tax treatment for profits from stock options or participation in share capital.</p> <p>IX. Costs of Opening a Company</p> <p>IX.1 Notary Costs:</p> <ul style="list-style-type: none"> Bylaws and Articles of Association: Costs range from €500 to €1500. <p>IX.2 Share Capital:</p> <ul style="list-style-type: none"> LLC: Minimum required share capital is BGN 2 (approximately €1). JSC: Minimum required share capital is BGN 50,000 (approximately €25,000). <p>IX.3 Secretariat Fees and Taxes:</p> <ul style="list-style-type: none"> Registration with the Commercial Register: Approximately €100. Stamp Duty: Exemption for innovative startups. <p>IX.4 Professional Advice:</p> <ul style="list-style-type: none"> Accountant and Legal Advisor: Costs between €300 and €1000 for startup phase assistance. <p>IX.5 Other Costs:</p> <ul style="list-style-type: none"> Publication Costs: Exemption for innovative startups. <p>X. Average Time to Open a Company</p> <ul style="list-style-type: none"> Preparation of Documents: 1 to 2 weeks for drafting and gathering necessary documentation. Registration: Signing of articles and registration typically takes from 3 to 10 working days. Special Section Registration: Additional 3 to 5 business days for innovative startups. <p>XI. Types of Contracts and Average Salaries</p> <p>Employment Methods and Salaries: Governed by the National Collective Labor Agreement (NCLA). Social security contributions are around 32.3% of the gross salary.</p> <p>Certified Incubators</p> <p>Notable Incubators in Bulgaria:</p> <ol style="list-style-type: none"> Soft Tech Park: Provides incubation and acceleration services for startups. Eleven Ventures: A venture capital fund supporting early-stage startups. LAUNCHHub Ventures: Focuses on seed and pre-seed investments. Pioneers: Provides a range of services to help startups grow.
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XII. Economic Indicators

- **GDP Growth:** Annual percentage change of approximately 3% in 2023.
- **Inflation Rate:** Currently around 3.3%.

Government and Private Support Programs

Government Support Programs: Detailed information on government initiatives, contact details, and application guidelines.

Major Business Hubs: Key locations and ecosystems supporting startups in Bulgaria.

XIII. Living in Bulgaria

Cost of Living:

- **Average Monthly Rent:** €400 for a one-bedroom apartment in city centers.
- **Utilities:** Monthly average of €100 for electricity, heating, cooling, water, and garbage.

4

Soft-Landing Manual: France

Soft Landing Manual: France

Legal Framework for Startups

In France, various types of companies exist, however there are 4 most common used to start a business:

- The micro-company / freezone
- The simplified company limited by shares (SAS)
- The private limited company (SARL)
- The public limited company (SA)

➔ See the comparison table below

Other company forms exist such as:

- The simplified single-person joint-stock company (SASU)

This is a special category of SAS with only one partner. Only a few operating rules differ from those applicable to SAS, simplifying legal formation.

- General partnership (SCS)

This form of company is rarely used because it has the disadvantage of not protecting its shareholders' assets: they are in fact indefinitely and jointly and severally liable for the company's debts on their personal property.

- Professional civil society (SCP)

This form of company allows several persons exercising the same liberal profession to exercise it in common. They are then indefinitely liable for social debts. No minimum capital is required. OPC's profits are taxed on income tax at the level of each partner.

To start a company in France, you need to get it registered with the Trade and Companies Registrar (RCS). All the process is now online on the unique website: <https://business.gouv.fr>

For non-French residents it's necessary to first create an account at RFR Connect: <https://www.rfr.fr/fr/accueil/register>

After that the registration process typically takes around five to ten days after submitting the following documents but to receive the registration number (SIRET) it can take few weeks:

- Articles of association (statuts) adopted and signed
- Minutes of general meeting signed
- Mention of the deposit of share capital funds in the Articles of Association, or certificate of deposit from the bank
- Proof of the company's registered office address
- A list of shareholders with the number of shares and the amount each shareholder has invested
- Proof of publication of a legal announcement in an authorized medium
- Depending on the case: diplomas, proof of qualifications, authorizations, etc.

	Micro-Company	SASU	SAS	SARL	SA
Minimum capital	€0	€0	€0	€0	€0
Number of shareholders	1	1	1 to 100	1 to 100	1 to 100
Liability	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited
Management	1 director	1 director	1 to 100 directors	1 to 100 directors	1 to 100 directors
Transferability of shares	Not possible	Not possible	Not possible	Not possible	Not possible
Flexibility	High	High	Medium	Medium	Low
Cost of formation	Low	Low	Medium	Medium	High
Cost of maintenance	Low	Low	Medium	Medium	High
Exit strategy	Not possible	Not possible	Not possible	Not possible	Not possible

Fiscal Policies and Taxation

Corporate tax

Profit	Turnover < or equal to 10 M€	Turnover > or equal to 10 M€
Between 0€ and 42 500€	15%	25%
More than 42 500€	25%	25%

VAT

The standard VAT rate 20%: all goods and services except from the ones with reduced VAT rate

Reduced VAT rate 10%: applies to goods and services like some restaurants, construction and household work, farming and forestry and passenger transport

Reduced VAT rate 5.5%: applies to food, gas, electricity, art, cinema and sporting event tickets, services for elderly

Super-reduced VAT rate 2.1%: applies to some medicine, newspapers and magazines.

Incentives

For innovative companies exist several exemptions from taxes and social security contributions. This must be looked at individually depending on the project and their scope. Free examples can be found here but you always need to check if the information is up to date: <https://www.inpots.gov.fr/innovations>

Employment and Labor Laws

The employment and labour laws in France are complex, it's always better to be accompanied by a specialist. A good explanation can be found [here](https://www.inpots.gov.fr/innovations) even though all information such the minimum salary is not updated. There are general rules and then collective agreements, it's important to pay attention to them as it can have significant impact.

Minimum legal working hours 35 hours per week

Minimum salary as of 1st January 2024 (include each year): 43,766.62 gross per month, or 43,388.69 net for 35 hours per month

Employer Contributions:

Social Security contributions are complex, for details see: <https://www.service-public.fr/interministeriel/actualites/617151?lang=fr> on average the employer's share of contributions represents 45% of the gross salary.

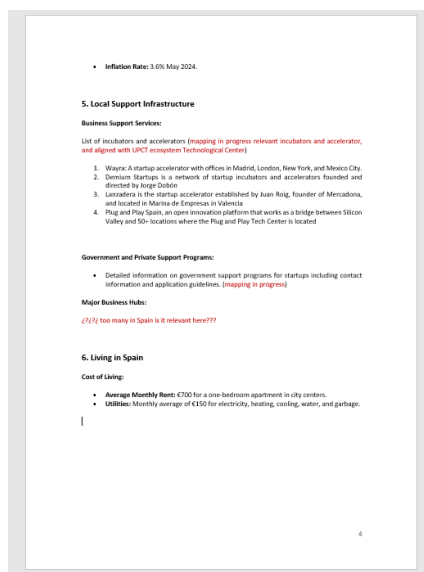
Soft-Landing Manual: Spain









Annex X. Mapping of Strategic Partnerships and External Collaborations

1. Formal Collaboration Agreements Established with Key Stakeholders per University

In alignment with **KPI 6.1** – “Existence of an up-to-date mapping of formal cooperation agreements with quadruple helix actors”—the EUT+ WP6 team undertook a comprehensive effort to gather and consolidate data on existing strategic partnerships across the alliance. All EUT+ partner universities contributed by submitting detailed records of formal collaboration agreements established with key stakeholders from the quadruple helix model: higher education and research institutions, private sector firms, public agencies, and civil society organizations. The table below provides more information about the full list of formal collaborative agreements among the partners, supporting transparency and facilitating the forthcoming development of a digital EUT+ partnership map.

University	Counterparty	Counterparty location	Counterparty domain of activity	Type of contract	Purpose
H_da	GSI Helmholtzzentrum für Schwerionenforschung GmbH and	Darmstadt, Germany	Antipotron and Ion Research	Programme agreement	GET_Involved: Partner Programme Internship, Training and Research Programme for

	Facility for Antiproton and Ion Research in Europe GmbH (GSI/FAIR)				Students and Researchers
H_da	European Space Agency (ESA)	Darmstadt, Germany		Memorandum of Collaboration	Potential collaboration in academic areas of mutual interest (master thesis, lectures, etc.)
H_da	Lab ³	Darmstadt, Germany	Incubator, lab space	Contract for the use of equipment	Extended services for founders and start-ups
H_da	HUB 31	Darmstadt, Germany	Accelerator; workshop centre; co-working	Incubation contract	Extended services for founders and start-ups
H_da	National Research Centre for Applied Cybersecurity ATHENE: Fraunhofer Institute for Secure Information Technology SIT, Fraunhofer Institute for Computer Graphics Research IGD, Technical University Darmstadt, Goethe-University Frankfurt	Darmstadt, Frankfurt/Main, Germany	Cybersecurity and Data Protection	Collaborative research agreement	Joint research and intellectual property licensing, counselling
H_da	Fa. Merck KGaA	Darmstadt, Germany	Healthcare, Life Sciences and Electronics	Framework agreement	Framework agreement on cooperation in the area of research and development
H_da	Alcatel-Lucent Deutschland AG	Stuttgart, Germany	Telecommunication Equipment	Framework agreement	Framework agreement on cooperation in the area of research and development activities

H_da	Adam Opel AG	Rüsselsheim, Germany	Automobile Manufacturing	Framework contract	Framework contract on cooperation in the area of research and development
H_da	Lufthansa Technik AG	Hamburg, Germany	Maintenance, repair, and overhaul (MRO) services for aircraft, engines, and components	Framework agreement	Framework agreement on the use of h-da's engine test bench
H_da	Evonik Industries AG	Essen, Germany	Specialty Chemicals	Framework contract	Framework contract on the implementation of research and development activities
H_da	Fa. Diehl Aerospace GmbH	Überlingen, Ger many	aircraft interiors and avionics	Framework agreement	Framework agreement on cooperation in the area of research and development
H_da	Evonik Röhm GmbH	Darmstadt, Germany	development, production and distribution of methacrylate monomers, methacrylate polymers and cyanides	Framework contract	Framework contract on research and development work
H_da	Fa. Schott Glas	Mainz, Germany	manufacture of glass and glass- ceramics	Framework contract	Framework contract on cooperation in the area of research and development
H_da	Continental Automotive GmbH	Babenhausen, Germany	automotive parts manufacturing	Framework agreement	Framework agreement on cooperation in the area of research and development
H_da	Deutsche Telekom AG	Bonn, Germany	Telecommunicati ons provider	Framework agreement	Collaboration in the area of research and development project

H_da	Schader Foundation	Darmstadt, Germany	The purpose of the foundation is to promote the social sciences through communication and cooperation between the social sciences and practice, as well as practical orientation in the social sciences.	cooperation agreement	Collaboration to foster innovation and transformation
H_da	Adolf Würth GmbH & Co.KG	Künzelsau-Gaisbach, Germany	Production and distribution of assembly and mounting materials	Sponsorship Agreement	
H_da	Brunel GmbH	Bremen, Germany	Global engineering and IT service provider	Sponsorship Agreement	
H_da	CDM Smith Consult GmbH	Rüdesheim am Rhein, Germany	Global engineering and construction company specialising in water, environment, infrastructure, energy, civil engineering and geotechnical engineering.	Sponsorship Agreement	
H_da	Arcadis Germany GmbH	Darmstadt, Germany	Global engineering and consulting services in the areas of: sustainable planning, engineering and consulting solutions	Sponsorship Agreement	
H_da	AVT STOYE GmbH	Hanau, Germany	Transport technology and development	Sponsorship Agreement	

H_da	KINKEL + PARTNER	Darmstadt, Germany	Civil engineering experts for bridge construction, building construction, industrial construction, administrative construction, bridge inspection and structural inspections	Sponsorship Agreement	
H_da	Die Autobahn GmbH des Bundes	Heidesheim, Germany	Planning, construction, operation, traffic management, maintenance, financing and asset management of motorways and trunk roads	Sponsorship Agreement	
H_da	Dreßler Bau GmbH	Aschaffenburg, Germany	(Building) Construction company	Sponsorship Agreement	
H_da	G+H Tragwerksplanung GmbH	Darmstadt, Germany	Consulting engineers, Test engineers for structural analysis VPI	Sponsorship Agreement	
H_da	IBB Ingenieurgesellscha ft für Bauen und Brandschutz mbH	Darmstadt, Germany	Leading provider of qualitative information in the construction sector - for both public and private tenders	Sponsorship Agreement	
H_da	igr AG	Kaiserslautern, Germany	Engineering/desig n/planning services in a variety of areas of specialist construction and in environmental planning	Sponsorship Agreement	

H_da	Julius Berger International GmbH	Wiesbaden, Germany	Comprehensive overall planning or specialised partial services for construction projects	Sponsorship Agreement	
H_da	Ingenieurbüro Jung GmbH	Kleinostheim, Germany	Engineering office offering holistic solutions in the fields of infrastructure, water management and environment	Sponsorship Agreement	
H_da	KREBS+KIEFER Ingenieure GmbH	Mainz, Germany	Civil engineer in the fields of civil engineering and building construction, geotechnics, traffic facilities and more	Sponsorship Agreement	
H_da	LOGO InfraConsult GmbH	Frankfurt, Germany	Consultancy and planning company in the areas of: airports, property & retail and transport & logistics	Sponsorship Agreement	
H_da	Loos + Partner PartGmbH	Bad Homburg, Germany	Specialists for structural engineering	Sponsorship Agreement	
H_da	PAUL Ingenieure GmbH	Nidderau, Germany	Engineering office specialising in sewerage, road construction and water supply	Sponsorship Agreement	
H_da	POSSEHL SPEZIALBAU GMBH	Flörsheim am Main, Germany	Construction services for specialised areas e.g. roads, motorways and airfields	Sponsorship Agreement	
H_da	Prof. Quick und Kollegen Ingenieure	Darmstadt, Ger many	Civil engineering company specialising in: geotechnical	Sponsorship Agreement	

			engineering, earthworks and foundation engineering, rock construction and tunnelling		
H_da	Rhein-Neckar- Verkehr GmbH	Mannheim, Ger many	Transport company	Sponsorship Agreement	
H_da	Schäfer III. GmbH & Co.KG	Biebesheim am Rhein, Germany	Industrial and commercial construction, environmental remediation and remediation of contaminated sites, turnkey construction, recycling	Sponsorship Agreement	
H_da	Schüßler-Plan	Düsseldorf, Ger many	Engineering services for the implementation of construction projects	Sponsorship Agreement	
H_da	WSW Baubetreuung GmbH	Bensheim- Auerbach, Germany	Project development for construction projects	Sponsorship Agreement	
H_da	Yunex GmbH	München, Germany	Specialists in intelligent traffic systems, offering the broadest end- to-end portfolio of solutions for adaptive traffic control and management, highway and tunnel automation, and intelligent solutions for V2X and tolling systems.	Sponsorship Agreement	
H_da	GEORG WEBER GmbH & Co.KG	Michelstadt, Germany	Construction company	Sponsorship Agreement	

H_da	Obermeyer Infrastruktur	München, Germany	Integrated planning services and comprehensive consulting in almost all areas of construction	Sponsorship Agreement	
H_da	Panattoni	Hamburg, Germany	All round service developer, from the initial idea through planning and realisation to the completion of tailor-made logistics property	Sponsorship Agreement	
H_da	Sparkasse Dieburg	Dieburg, Germany	Banking	Sponsorship Agreement	
H_da	KocamanBau	Weierstadt, Germany	Civil engineering: road and pipeline construction	Sponsorship Agreement	
H_da	GM Brandschutz GbR	Darmstadt, Germany	Expert company for fire prevention	Sponsorship Agreement	
H_da	Habermehl & Follmann	Rodgau, Germany	Engineering company: Consulting and Planning in mobility	Sponsorship Agreement	
RTU	FOKKER NEXT GEN N.V.	Riga, Latvia	Transport	Cooperation agreement	
RTU	BERERIX, Pilnsabiedrība	Riga, Latvia	Construction	Cooperation agreement	Technology transfer
RTU	Genuine Wind Engineering, Ltd	Riga, Latvia	Energy	Cooperation agreement	expertise
RTU	SmartLynx Airlines, SIA	Riga, Latvia	Aeronautics	Cooperation agreement	
RTU	DB Engineering & Consulting GmbH pastāvīgā pārstāvniecība Latvijā	Riga, Latvia	Transport	Cooperation agreement	Cooperation with the institute
RTU	Tecnopali North Europe, SIA	Riga, Latvia	Transport	Cooperation agreement	Cooperation with the institute

RTU	Rubbintec, SIA	Riga, Latvia	Chemistry, transport	Cooperation agreement	Cooperation with the institute
RTU	Tenax panel, SIA	Riga, Latvia	Construction	Cooperation agreement	
RTU	Baltic3d.EU, SIA	Riga, Latvia	Chemistry	Cooperation agreement	Cooperation with the institute
RTU	Eventech, SIA	Riga, Latvia	Electronics	Cooperation agreement	Cooperation with the institute
RTU	Kinetics Nail Systems, SIA	Riga, Latvia	Chemistry	Cooperation agreement	Cooperation with the institute
RTU	Sakret Plus, SIA	Riga, Latvia	Construction	Cooperation agreement	Cooperation with the institute
RTU	HansaMatrix Innovation, SIA	Riga, Latvia	Electronics	Cooperation agreement	Cooperation with the institute
RTU	Thomson Furniture, SIA	Riga, Latvia	Furniture	Cooperation agreement	Cooperation with the institute
RTU	Intelligent Business Systems, SIA	Riga, Latvia	IT	Cooperation agreement	Cooperation for research
UTCN	Ebm-Papst Automotive & Drives Romania	Oradea, Romania	Manufacturer of fans and electric motors	Partnership agreement	student development
UTCN	Modulo Decorative Solutions	Turda, Cluj, Romania	Interior design	Partnership agreement	broad collaboration
UTCN	Distribuție Energie Electrică România (DEER)	Cluj-Napoca, Romania	Energy distribution	Partnership agreement	broad collaboration
UTCN	DMP - Manufacture Innovation	Timisoara, Romania	Recycling	Partnership agreement	broad collaboration
UTCN	Klausen Exim	Cluj-Napoca, Romania	Lighting products distributor	Partnership agreement	broad collaboration
UTCN	Liceul Tehnologic Special pt. Deficienti de Auz	Cluj-Napoca, Romania	Education	Partnership agreement	broad collaboration
UTCN	ARRK Research & Development	Cluj-Napoca, Romania	Engineering	Partnership agreement	broad collaboration
UTCN	SoftServe Romania	Bucharest, Romania	IT	Partnership agreement	broad collaboration
UTCN	Asociația Festivalul de Film Transilvania	Cluj-Napoca, Romania	Film industry	Partnership agreement	broad collaboration
UTCN	IPSO	Ilfov, Romania	Agriculture	Partnership agreement	broad collaboration

UTCN	ING Service	Miercurea-Ciuc, Romania	Roads, bridges, structures	Partnership agreement	broad collaboration
UTCN	Global Engineering Services & Solutions	Sibiu, Romania	Inginery	Partnership agreement	broad collaboration
UTCN	Modulo Decorative Solutions	Turda, Cluj, Romania	Constructions	Partnership agreement	broad collaboration
UTCN	Zerotak Security	Bucharest, Romania	Cyber Security Services	Partnership agreement	broad collaboration
UTCN	UAD Cluj-Napoca	Cluj-Napoca, Romania	Education	Partnership agreement	broad collaboration
UTCN	Imosteel	Cluj-Napoca, Romania	Metal constructions	Partnership agreement	broad collaboration
UTCN	IRROM Industrie	Iclod, Cluj County, Romania	Metallurgy	Partnership agreement	broad collaboration
UTCN	Firebyte Games	Cluj-Napoca, Romania	Mobile games development	Partnership agreement	broad collaboration
UTCN	INCDFP	Ilfov, Romania	National Research and Development Institute for Earth Physics	Partnership agreement	broad collaboration
UTCN	Romanian Tech Startups Association - ROTSA	Cluj-Napoca, Romania	Startups	Partnership agreement	broad collaboration
UTCN	Riela Comimpex	Cluj-Napoca, Romania	Manufacture of fabricated metal products	Partnership agreement	broad collaboration
UTCN	Backstage Services	Cluj-Napoca, Romania	Events	Partnership agreement	broad collaboration
UTCN	Moniterra	Bucharest, Romania	Geotechnical Monitoring and Geodetic Surveying Solutions	Partnership agreement	broad collaboration
UTCN	RISE Institute	Oradea, Romania	NGO	Partnership agreement	broad collaboration
UTCN	Paladin Stefano - Generali	Bucharest, Romania	Insurance	Partnership agreement	broad collaboration
UTCN	Star Transmission	Cugir, Romania		Partnership agreement	broad collaboration

UTCN	Electroglobal	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Asociatia Rotaract Club	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Energobit	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Master Miling Tour	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Socot	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Bosch Automotive	Romania		Sponsorship agreement	student development
UTCN	Energobit	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Robert Bosch	Bucuresti, Romania		Sponsorship agreement	student development
UTCN	Infineon Technologies	Bucuresti, Romania		Sponsorship agreement	student development
UTCN	SFC Energy Power	Cluj-Napoca, Romania		Sponsorship agreement	student development
UTCN	Robert Bosch	Bucuresti, Romania		Sponsorship agreement	student development
UTCN	Analog Devices Romania	Cluj-Napoca, Romania		Sponsorship agreement	student development
UTCN	Bitdefender	Bucuresti, Romania		Sponsorship agreement	student development
UTCN	Karl Schnell Prom	Baciu, Romania		Sponsorship agreement	financial support
UTCN	Globant IT	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Attrius Developments	Iasi, Romania		Sponsorship agreement	student development
UTCN	Conlan	Sibiu, Romania		Sponsorship agreement	student development
UTCN	Promelek XXI	Apahida, Romania		Sponsorship agreement	financial support
UTCN	Tabanda	Gdansk, Polonia		Sponsorship agreement	financial support
UTCN	Moldovan Anamaria	Cluj-Napoca, Romania		Sponsorship agreement	financial support

UTCN	AM Plus PM	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Balla Peter	Pericei, Romania		Sponsorship agreement	financial support
UTCN	Ulma Packaging	Apahida, Romania		Sponsorship agreement	financial support
UTCN	Hilti	Bucuresti, Romania		Sponsorship agreement	student development
UTCN	GreenWeee International	Tintesti, Romania		Sponsorship agreement	financial support
UTCN	Peick Automation	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Finder Echipamente	Turda, Romania		Sponsorship agreement	financial support
UTCN	GIS Energy	Santandrei, Romania		Sponsorship agreement	financial support
UTCN	Emerson	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Nutechnologies	Dumbravita, Romania		Sponsorship agreement	financial support
UTCN	Sistema Floor Heating	Arad, Romania		Sponsorship agreement	financial support
UTCN	Infineon Technologies	Bucuresti, Romania		Sponsorship agreement	financial support
UTCN	Leoni Wirings	Bistrita, Romania		Sponsorship agreement	financial support
UTCN	Comelf	Bistrita, Romania		Sponsorship agreement	financial support
UTCN	Aqua Prociv Proiect	Cluj-Napoca, Romania		Sponsorship agreement	student development
UTCN	Power Design	Cluj-Napoca, Romania		Sponsorship agreement	financial support

UTCN	Socot	Cluj-Napoca, Romania		Sponsorship agreement	student development
UTCN	Nova Power & Gas Solar Production	Bucuresti, Romania		Sponsorship agreement	financial support
UTCN	Prodan Technical Testing	Cluj-Napoca, Romania		Sponsorship agreement	student development
UTCN	Prodone Odis	Cluj-Napoca, Romania		Sponsorship agreement	student development
UTCN	Eptisa	Bucuresti, Romania		Sponsorship agreement	student development
UTCN	Select IT	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Robert Bosch	Bucuresti, Romania		Sponsorship agreement	student development
UTCN	Robert Bosch	Bucuresti, Romania		Sponsorship agreement	student development
UTCN	Robert Bosch	Bucuresti, Romania		Sponsorship agreement	student development
UTCN	Sitline Technology	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Iulius Mall	Cluj-Napoca, Romania		Sponsorship agreement	business collaboration
UTCN	Asociația Junior Achievement Romania (JAR)	Bucuresti, Romania		Sponsorship agreement	financial support
UTCN	M Install	Cluj-Napoca, Romania		Sponsorship agreement	student development
UTCN	M Install	Cluj-Napoca, Romania		Sponsorship agreement	student development
UTCN	Emerson	Cluj-Napoca, Romania		Sponsorship agreement	financial support

UTCN	Distributie Energie Electrică Romania (DEER)	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Fundația Deloitte	Bucuresti, Romania		Sponsorship agreement	financial support
UTCN	Iceberg Plus	Brasov, Romania		Sponsorship agreement	financial support
UTCN	InterSoft Start Solutions	Galati, Romania		Sponsorship agreement	student development
UTCN	Cad Works International	Craiova, Romania		Sponsorship agreement	financial support
UTCN	Cad Works Solutions	Craiova, Romania		Sponsorship agreement	financial support
UTCN	CES Complete Engineering Solution	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Paco Impex	Bucuresti, Romania		Sponsorship agreement	financial support
UTCN	Power Belt	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Fiterman Pharma	Iasi, Romania		Sponsorship agreement	financial support
UTCN	IFM Electronic	Selimbar, Romania		Sponsorship agreement	student development

UTCN	Spectromas	Bucuresti, Romania		Sponsorship agreement	financial support
UTCN	Emerson	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Emerson	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Guhring	Sibiu, Romania		Sponsorship agreement	financial support
UTCN	P3 Digital Services	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	ARRK Research & Development	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Fundația Autonom	Piatra-Neamț, Romania		Sponsorship agreement	financial support
UTCN	Robert Bosch	Bucuresti, Romania		Sponsorship agreement	student development
UTCN	Robert Bosch	Bucuresti, Romania		Sponsorship agreement	student development
UTCN	Robert Bosch	Bucuresti, Romania		Sponsorship agreement	student development
UTCN	Robert Bosch	Bucuresti, Romania		Sponsorship agreement	student development
UTCN	Deltamed	Cluj-Napoca, Romania		Sponsorship agreement	financial support

UTCN	Homplex	Voluntari, Romania		Sponsorship agreement	financial support
UTCN	Gerom Tools	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Bosch Automotive Blaj	Blaj, Romania		Sponsorship agreement	financial support
UTCN	DeepMind Technologies	Londra, England		Sponsorship agreement	student development
UTCN	Guhring	Sibiu, Romania		Sponsorship agreement	financial support
UTCN	Finder Echipamente	Turda, Romania		Sponsorship agreement	financial support
UTCN	Robert Bosch	Bucuresti, Romania		Sponsorship agreement	financial support
UTCN	Robert Bosch	Bucuresti, Romania		Sponsorship agreement	financial support
UTCN	ASA Cons Romania	Turda, Romania		Sponsorship agreement	student development
UTCN	Askia Furniture	Bucuresti, Romania		Sponsorship agreement	financial support
UTCN	Internationales Bildungs und Sozialwerk	Iserlohn, Germany		Sponsorship agreement	financial support

UTCN	Internationales Bildungs und Sozialwerk	Iserlohn, Germany		Sponsorship agreement	financial support
UTCN	Sitline Technology	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Spectromas	Bucuresti, Romania		Sponsorship agreement	financial support
UTCN	Emerson	Cluj-Napoca, Romania		Sponsorship agreement	student development
UTCN	Promelek XXI	Apahida, Romania		Sponsorship agreement	financial support
UTCN	Expert Proiect	Zalău, Romania		Sponsorship agreement	financial support
UTCN	Delgaz Grid	Târgul Mureș, Romania		Sponsorship agreement	financial support
UTCN	BCR	Bucuresti, Romania		Sponsorship agreement	financial support
UTCN	ARRK Research & Development	Cluj-Napoca, Romania		Sponsorship agreement	financial support

UTCN	DaniSound	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Teraplast	Șieu-Măgheruș, Romania		Sponsorship agreement	financial support
UTCN	Balla Peter - PF	Pericei, Romania		Sponsorship agreement	financial support
UTCN	ARRK Research & Development	Cluj-Napoca, Romania		Sponsorship agreement	student development
UTCN	NTT Data	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Energobit	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Robert Bosch	Bucuresti, Romania		Sponsorship agreement	student development
UTCN	ORG Urbanism & Architecture BV	Brussels, Romania		Sponsorship agreement	financial support
UTCN	Dacca Group Trade	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Analog Devices	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Analog Devices GMBH	Cluj-Napoca, Romania		Sponsorship agreement	student development

UTCN	Rockwool Romania	Bucuresti, Romania		Sponsorship agreement	student development
UTCN	Siad Romania	Bucuresti, Romania		Sponsorship agreement	financial support
UTCN	Technosam	Satu Mare, Romania		Sponsorship agreement	financial support
UTCN	Expert Proiect	Zalău, Romania		Sponsorship agreement	financial support
UTCN	Guhring	Sibiu, Romania		Sponsorship agreement	financial support
UTCN	ARRK Research & Development	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Pro Conect Servicii	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	TON	Bystrice Pod Hostynem, Czech Republic		Sponsorship agreement	financial support
UTCN	Hilti Romania	Bucuresti, Romania		Sponsorship agreement	financial support
UTCN	TBA	Cluj-Napoca, Romania		Sponsorship agreement	financial support

UTCN	Municipalitatea Leuven	Leuven, Belgia		Sponsorship agreement	financial support
UTCN	Attrius Developments	Iasi, Romania		Sponsorship agreement	financial support
UTCN	Terapia	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Infineon Technologies	Bucuresti, Romania		Sponsorship agreement	financial support
UTCN	SDC Proiect	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UTCN	Elmas	Brasov, Romania		Sponsorship agreement	financial support
UTCN	Delphi Electric	Alba Iulia, Romania		Sponsorship agreement	financial support
UTCN	Terapia	Cluj-Napoca, Romania		Sponsorship agreement	financial support

UTCN	Remedium Distribution	Cluj-Napoca, Romania		Sponsorship agreement	financial support
UPCT	ELECTRONICA SUBMARINA SAES	Cartagena, Spain	underwater acoustics and electronics	MoA	Research collaboration, business collaboration, financial support, student development
UPCT	BIYECTIVA	Cartagena, Spain	Artificial Intelligence (Computer Vision) and Process Automation	MoA	Research collaboration, business collaboration, student development
UPCT	AED	Cartagena, Spain	Automotive Industry	MoA with UPCT and EUT	Research collaboration, business collaboration, financial support, student development and scholarships
UPCT	KONERY	Cartagena, Spain	Renewable Energy, Energy Efficiency and Energy Management	MoA	Research collaboration, business collaboration, financial support, student development and scholarships
UPCT	MARNYS	Cartagena, Spain	Nutritional Supplements, Natural Cosmetics, Healthy Nutrition, Essential Oils	MoA	Research collaboration, National and European Calls, business collaboration, financial support, student development and scholarships
UPCT	SABIC	Cartagena, Spain	Chemicals company, commodity and high performance	MoA with UPCT and Eut	Financial support for the student development and scholarships

			plastics and agri-nutrients,		
UPCT	NAVANTIA	Cartagena, Spain	Design and construction of high technology military and civilian vessels	MoA	Research collaboration, business collaboration, student development
UPCT	TAKASAGO	Cartagena, Spain	Manufacturer of flavors and fragrances for foods, beverages, fine fragrances, home and personal care products	MoA	Research collaboration, business collaboration, financial support, student development and scholarships
UPCT	FMC CORPORATION	Lo Pagan (Murcia), Spain	Identification, development, production, registration and marketing of pesticides for the management of weeds, insects and fungal diseases in crops.	MoA	Research collaboration, business collaboration, financial support, student development and scholarships
UPCT	MTORRES	Fuente Alamo, Spain	Automation of highly complex industrial processes: automation systems for industrial processes in sectors related to paper converting; tooling, assembly and machines for the Aeronautics and Aerospace industries	MoA	

UPCT	HIDROGEA	Spain	Water management, sewerage, sanitation and water treatment services	MoA	
UPCT	ICL	Spain	ICL develops innovation and development projects for a more rational and efficient use of fertilizers in agriculture	MoA and MoA with Eut (pending to be signed)	Research collaboration, business collaboration, financial support
UPCT	ESTRELLA DE LEVANTE	Murcia, Spain	Brewery sector (beer producer)	MoA	Research activities, technical assistance, knowledge transfer, dissemination, etc.
UPCT	AUXILIAR CONSERVERA	Molina De Segura, Spain	Food package sector	MoA	To develop studies of new materials and thicknesses, 3D technology, automation processes and Industry 4.0
UPCT	PORTH AUTHORITY OF CARTAGENA	Cartagena, Spain	Environmental management of the Port of Cartagena	MoA	Research, knowledge transfer, technical assistance and training in environmental matters

UPCT	SOLTEC	Molina De Segura, Spain	Specialists in integrated photovoltaic solutions	MoA	Research collaboration, business collaboration, financial support, student development
UPCT	PRIMAFRIO	Alhama, Spain	International Logistic Operator	MoA	Industrial Doctoral Research
TU Dublin	Chapman Foods of Battlehill Ltd	Co. Armagh, Northern Ireland		Collaborative Research Agreements	
TU Dublin	Guinness Storehouse Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	AJ Debt Solutions Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Get Smart Media Ltd	Co. Meath, Ireland		Collaborative Research Agreements	
TU Dublin	Mater Private Hospital	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Kastus Holdings DAC	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Dawn Meats Group	Co. Waterford, Ireland		Collaborative Research Agreements	
TU Dublin	Olive Feed Corporation Ltd	Co. Offaly, Ireland		Collaborative Research Agreements	
TU Dublin	NuLumenTek Ltd	Co. Cork, Ireland		Collaborative Research Agreements	
TU Dublin	GlobalEire Ltd	Co. Donegal, Ireland		Collaborative Research Agreements	

TU Dublin	GM Steel	Co. Louth, Ireland		Collaborative Research Agreements	
TU Dublin	Transitions Optical Ltd	Co. Galway, Ireland		Collaborative Research Agreements	
TU Dublin	E.Pearson & Co. Ltd	Co. Kildare, Ireland		Collaborative Research Agreements	
TU Dublin	Riverhill Foods	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Linton & Robinson	Co.Tyrone, Northern Ireland		Collaborative Research Agreements	
TU Dublin	CooperVision Inc	Pleasanton CA, USA		Collaborative Research Agreements	
TU Dublin	Theradep Ltd	Co. Cork, Ireland		Collaborative Research Agreements	
TU Dublin	Maish Coffee Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	HD Intelligence	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	ACACIA Facilities Management Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Huawei Technologies (Irl)	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	McGrath's Limestone (Cong) Ltd	Co. Mayo, Ireland		Collaborative Research Agreements	
TU Dublin	Damen & Division Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Intel Ireland Ltd	Co. Kildare, Ireland		Collaborative Research Agreements	
TU Dublin	Bioseutica	Lugano, Switzerland		Collaborative Research Agreements	

TU Dublin	Tuireann Energy Ltd	Co. Wicklow, Ireland		Collaborative Research Agreements	
TU Dublin	OCAE Consultants Ltd	Co. Meath, Ireland		Collaborative Research Agreements	
TU Dublin	Future Analytics Consulting Ltd.	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Wunderfloor Ltd	Co. Meath, Ireland		Collaborative Research Agreements	
TU Dublin	Smart Reactor Services Ltd	Co. Galway, Ireland		Collaborative Research Agreements	
TU Dublin	LxIT Services Ltd	Co. Kildare, Ireland		Collaborative Research Agreements	
TU Dublin	Arcology System Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Glanaer Engineering Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Versono Medical Ltd	Co. Galway, Ireland		Collaborative Research Agreements	
TU Dublin	V-Face Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	WoodFab Structures	Co. Wicklow, Ireland		Collaborative Research Agreements	
TU Dublin	ESB	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Kemtron Gaskets and Seals Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	OCAE Consultants Ltd	Co. Meath, Ireland		Collaborative Research Agreements	
TU Dublin	Dawson Manufacturing & Engineering Ltd	Co. Armagh, Ireland		Collaborative Research Agreements	

TU Dublin	Heritage Homecare Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	NuLumenTek Ltd	Co. Cork, Ireland		Collaborative Research Agreements	
TU Dublin	ACACIA Facilities Management Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Active Difference Ltd	Co. Wicklow, Ireland		Collaborative Research Agreements	
TU Dublin	EcoCem	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	H2Ozone	Co. Wicklow, Ireland		Collaborative Research Agreements	
TU Dublin	Apex Medical Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	BPI Unitek Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	La Dolce Vita (NI) Ltd	Co. Down, Northern Ireland		Collaborative Research Agreements	
TU Dublin	Cloughbane Foods Ltd	Co. Tyrone, Ireland		Collaborative Research Agreements	
TU Dublin	Nevakar Inc	Bridgewater New Jersey, USA		Collaborative Research Agreements	
TU Dublin	Talga Resources Ltd	Perth, Australia		Collaborative Research Agreements	
TU Dublin	Roadstone Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	AmbrEyewear Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	BiopharmaChem Skillnet Ireland	Co. Cork, Ireland		Collaborative Research Agreements	

TU Dublin	Con TRAAS Ltd	Co. Tipperary, Ireland		Collaborative Research Agreements	
TU Dublin	Emery Hill Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Glanaer Engineering Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Supreme	Evru- Courcouronnes, France		Collaborative Research Agreements	
TU Dublin	Kemtron Gaskets and Seals Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Natural Hygiene Ltd	Co. Kildare, Ireland		Collaborative Research Agreements	
TU Dublin	Prelude Medical Ltd	Co. Galway, Ireland		Collaborative Research Agreements	
TU Dublin	Reprise Ltd	Co. Tipperary, Ireland		Collaborative Research Agreements	
TU Dublin	Servier (Ireland) Industries Limited	Co. Wicklow, Ireland		Collaborative Research Agreements	
TU Dublin	Active Difference Ltd	Co. Wicklow, Ireland		Collaborative Research Agreements	
TU Dublin	Waymarked Trails Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Valentia Slate Company Ltd	Co. Kerry, Ireland		Collaborative Research Agreements	
TU Dublin	V-Face Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	PIP Chemicals Ltd	Belfast, Northern Ireland		Collaborative Research Agreements	
TU Dublin	ACACIA Facilities Management Ltd	Dublin, Ireland		Collaborative Research Agreements	

TU Dublin	Microsoft Corporation	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	BiopharmaChem Skillnet Ireland	Co. Cork, Ireland		Collaborative Research Agreements	
TU Dublin	Optum Services (Ireland) Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Venture Finishing Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Mi-Analytics Software Ltd	Co. Meath, Ireland		Collaborative Research Agreements	
TU Dublin	Grainne Coughlan, Create: The National Development Agency for Collaborative Art	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	FISC-Ireland Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Independent Newspapers (Ireland) Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Green Restoration Ireland Co-operative Society Ltd	Co. Carlow, Ireland		Collaborative Research Agreements	
TU Dublin	CumminsTobin Ltd	Co Meath, Ireland		Collaborative Research Agreements	
TU Dublin	Huawei Technologies (Irl)	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Glytech Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Diamond Glass	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	The Bartender Collective Ltd	Dublin, Ireland		Collaborative Research Agreements	

TU Dublin	Savault Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	IMMCELL	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Dopavision GmbH	Berlin, Germany		Collaborative Research Agreements	
TU Dublin	OcuMension (Hong Kong) Limited	Hong Kong, China		Collaborative Research Agreements	
TU Dublin	Teagasc	Co. Carlow, Ireland		Collaborative Research Agreements	
TU Dublin	Relax Group	Helsinki, Finland		Collaborative Research Agreements	
TU Dublin	Munich Re Automation Solutions Limited	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Wood Environmental Management Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	CutCo Innovations Ltd	Co. Kildare, Ireland		Collaborative Research Agreements	
TU Dublin	Chamco	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Nano Detect Devices Ltd	Co. Donegal, Ireland		Collaborative Research Agreements	
TU Dublin	Dun Laoghaire Rathdown County Council	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	PMS Pavement Management Systems	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Iklens Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Ocuvation Ltd	Dublin, Ireland		Collaborative Research Agreements	

TU Dublin	CJKonnect	Co. Kilkenny, Ireland		Collaborative Research Agreements	
TU Dublin	Intel Ireland Ltd	Co. Kildare, Ireland		Collaborative Research Agreements	
TU Dublin	Inclusive Clothing Technologies Ltd	Co. Cork, Ireland		Collaborative Research Agreements	
TU Dublin	Huawei Technologies (Irl)	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	CRIDA	Madrid, Spain		Collaborative Research Agreements	
TU Dublin	Biogen MA Inc.	Cambridge MA, USA		Collaborative Research Agreements	
TU Dublin	Workaway Lite Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Dublin Lager Company	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Utilow Ltd	Co Meath, Ireland		Collaborative Research Agreements	
TU Dublin	Manamana Products Ltd	Co. Wicklow, Ireland		Collaborative Research Agreements	
TU Dublin	Brightspark Consulting Ltd	Co. Westmeath, Ireland		Collaborative Research Agreements	
TU Dublin	Donegal Yarns Ltd	Co. Donegal, Ireland		Collaborative Research Agreements	
TU Dublin	Harcourt Architects Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Cygnum Timber Frame Ltd, IJM Timber Engineering Ltd	Co. Monaghan, Ireland		Collaborative Research Agreements	
TU Dublin	Ernst & Young Services (Irl)	Dublin, Ireland		Collaborative Research Agreements	

TU Dublin	Liebherr Container Cranes Ltd	Co. Kerry, Ireland		Collaborative Research Agreements	
TU Dublin	Pramalane Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	BiopharmaChem Skillnet Ireland	Co. Cork, Ireland		Collaborative Research Agreements	
TU Dublin	UL	Co. Limerick, Ireland		Collaborative Research Agreements	
TU Dublin	GCS Groupement de Hopitaux de l'Institut Catholique de Lille (GHICL)	Lille, France		Collaborative Research Agreements	
TU Dublin	CooperVision Inc	Pleasanton CA, USA		Collaborative Research Agreements	
TU Dublin	Aquatrace Ltd	Co. Kildare, Ireland		Collaborative Research Agreements	
TU Dublin	My Wetsuit Design Ltd	Co. Limerick, Ireland		Collaborative Research Agreements	
TU Dublin	Active Difference Ltd	Co. Wicklow, Ireland		Collaborative Research Agreements	
TU Dublin	Essilor PTE Ltd	Paris, France		Collaborative Research Agreements	
TU Dublin	Head Diagnostics Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	Onebill Utilities Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	CJKonnect	Co. Kilkenny, Ireland		Collaborative Research Agreements	
TU Dublin	SMCD Partners, Trinity College Dublin (TCD)	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	ESB	Dublin, Ireland		Collaborative Research Agreements	

TU Dublin	Enviropak Supplies Ltd	Co. Monaghan, Ireland		Collaborative Research Agreements	
TU Dublin	E.Pearson & Co. Ltd	Co. Kildare, Ireland		Collaborative Research Agreements	
TU Dublin	IQVIA Ltd	Reading, United Kingdom		Collaborative Research Agreements	
TU Dublin	Sofa Source	Co. Roscommon, Ireland		Collaborative Research Agreements	
TU Dublin	Awe-Some Creations	Co. Meath, Ireland		Collaborative Research Agreements	
TU Dublin	Curly Crowns Ltd	Co. Kildare, Ireland		Collaborative Research Agreements	
TU Dublin	Powerscourt Ltd	Co. Wicklow, Ireland		Collaborative Research Agreements	
TU Dublin	Side Teams Ltd	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	McCormack Farms Ltd	Co. Meath, Ireland		Collaborative Research Agreements	
TU Dublin	New Millenium Foods	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	HEAnet	Dublin, Ireland		Collaborative Research Agreements	
TU Dublin	CJKonnect	Co. Kilkenny, Ireland		Collaborative Research Agreements	
TU Dublin	Curly Crowns Ltd	Ireland		Collaborative Research Agreements	
TU Dublin	Wii Group Ltd	Co. Limerick, Ireland		Collaborative Research Agreements	
TU Dublin	Cannon Concrete Ltd	Co. Galway, Ireland		Collaborative Research Agreements	

TU Dublin	McGrath's Limestone (Cong) Ltd	Co. Mayo, Ireland		Collaborative Research Agreements	
TU Dublin	Marcopolo Comercio S.L.	Valladolid, Spain		Collaborative Research Agreements	
TU Dublin	AwayLu Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	NuLumenTek Ltd	Co. Cork, Ireland		Licence Agreement	
TU Dublin	Deutsche Bank AG	London, United Kingdom		Licence Agreement	
TU Dublin	BFLM Ltd t/s Opoplan	Dublin, Ireland		Licence Agreement	
TU Dublin	Mikel Gainza	Dublin, Ireland		Licence Agreement	
TU Dublin	Sidero Ltd	Co. Westmeath, Ireland		Licence Agreement	
TU Dublin	E.Pearson & Co. Ltd	Co. Kildare, Ireland		Licence Agreement	
TU Dublin	E.Pearson & Co. Ltd	Co. Kildare, Ireland		Licence Agreement	
TU Dublin	Kastus Holdings DAC	Dublin, Ireland		Licence Agreement	
TU Dublin	DB Service Centre Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	FISC-Ireland Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	DB Service Centre Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	Dawn Meats Group	Co. Waterford, Ireland		Licence Agreement	
TU Dublin	Genesys Telecommunication s Lab Inc	Daly City CA, USA		Licence Agreement	
TU Dublin	Micron Agritech Ltd	Co. Kildare, Ireland		Licence Agreement	
TU Dublin	CrannMed Ltd	Co. Galway, Ireland		Licence Agreement	
TU Dublin	Nathean Technologies	Dublin, Ireland		Licence Agreement	
TU Dublin	Allegiant Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	BPI Unitek Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	BPI Unitek Ltd	Dublin, Ireland		Licence Agreement	

TU Dublin	Tanco Autowrap Ltd	Co. Carlow, Ireland		Licence Agreement	
TU Dublin	Mooze Vegan Company Ltd	Co. Monaghan, Ireland		Licence Agreement	
TU Dublin	BPI Unitek Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	Micron Agritech Ltd	Co. Kildare, Ireland		Licence Agreement	
TU Dublin	BPI Unitek Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	Athenime Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	Ocumetra Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	NuLumenTek Ltd	Co. Cork, Ireland		Licence Agreement	
TU Dublin	BiopharmaChem Skillnet Ireland	Co. Cork, Ireland		Licence Agreement	
TU Dublin	Slainteshlan Teoranta (Struck Off)	Dublin, Ireland		Licence Agreement	
TU Dublin	BiopharmaChem Skillnet Ireland	Co. Cork, Ireland		Licence Agreement	
TU Dublin	Workaway Lite Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	Workaway Lite Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	ACACIA Facilities Management Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	Bioseutica	Lugano, Switzerland		Licence Agreement	
TU Dublin	Bioseutica	Lugano, Switzerland		Licence Agreement	
TU Dublin	Bioseutica	Lugano, Switzerland		Licence Agreement	
TU Dublin	Cornmarket Group Financial Services	Dublin, Ireland		Licence Agreement	
TU Dublin	Docosystems Solutions Ltd	Co. Limerick, Ireland		Licence Agreement	
TU Dublin	Workaway Lite Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	Sentry Fencing Ltd	Co. Mayo, Ireland		Licence Agreement	
TU Dublin	Ailim Healing Centre	Dublin, Ireland		Licence Agreement	
TU Dublin	Ocuvation Ltd	Dublin, Ireland		Licence Agreement	

TU Dublin	Iklens Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	Utilow Ltd	Co. Meath, Ireland		Licence Agreement	
TU Dublin	Linton & Robinson	Belfast, Northern Ireland		Licence Agreement	
TU Dublin	Sino-Austria Research Institute	Nanjing, China		Licence Agreement	
TU Dublin	E.Pearson & Co. Ltd	Co. Kildare, Ireland		Licence Agreement	
TU Dublin	Workaway Lite Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	Workaway Lite Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	Servier (Ireland) Industries Limited	Co. Wicklow, Ireland		Licence Agreement	
TU Dublin	Chamco	Dublin, Ireland		Licence Agreement	
TU Dublin	Eriutech Ltd	Co. Cork, Ireland		Licence Agreement	
TU Dublin	Oceanaut Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	BiopharmaChem Skillnet Ireland	Co. Cork, Ireland		Licence Agreement	
TU Dublin	Olive Feed Corporation Ltd	Co. Offaly, Ireland		Licence Agreement	
TU Dublin	Olive Feed Corporation Ltd	Co. Offaly, Ireland		Licence Agreement	
TU Dublin	Anglo Beef Processors Ireland	Co. Louth, Ireland		Licence Agreement	
TU Dublin	Dawn Meats Group	Co. Waterford, Ireland		Licence Agreement	
TU Dublin	Kepak Group Unlimited Company	Co. Meath, Ireland		Licence Agreement	
TU Dublin	Diet & Health Solutions	Dublin, Ireland		Licence Agreement	
TU Dublin	Optum Services (Ireland) Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	Shapebright EDU Ltd	Dublin, Ireland		Licence Agreement	
TU Dublin	Kora Healthcare Company	Dublin, Ireland		Licence Agreement	
TU Dublin	Kora Healthcare Company	Dublin, Ireland		Licence Agreement	
TU Dublin	Enviropak Supplies Ltd	Co. Monaghan, Ireland		Licence Agreement	

TU Dublin	Smart Margins AI Technologies Ltd	Dublin, Ireland		Licence Agreement	
TUS	FRAMATOME JSC	Courbevoie, France	Nuclear field	MoU	student development, expertise provision
TUS	AERO TECHNIC BG Ltd	Sofia, Bulgaria	Aircraft maintenance	MoA	student development, expertise provision, research collaboration
TU - SOFIA	SAP Labs Bulgaria	Sofia, Bulgaria	IT sector	MoU	student development, expertise provision, research collaboration, financial support
TUS	Lozen Tech Park Ltd	Sofia, Bulgaria	Civil Engineering and Architecture	MoU	student development, business collaboration
TUS	Lozen Tech Park Ltd	Sofia, Bulgaria	Civil Engineering and Architecture	MoU	student development, business collaboration
TUS	Green Innovation JSC	Sofia, Bulgaria	Hydrogen technologies	MoU	student development, business collaboration
TUS	Vaniko Ltd	Blagoevgrad, Bulgaria	Technologies and machines	Cooperation agreement	business collaboration
TUS	Schneider Electric Bulgaria Ltd	Sofia, Bulgaria	Electrification	Cooperation agreement	student development, business collaboration
TUS	Sirma Solutions JSC	Sofia, Bulgaria	IT sector	Cooperation agreement	student development, business collaboration
TUS	Musala Soft Jsco	Sofia, Bulgaria	IT sector	Cooperation agreement	student development, business collaboration
TUS	Euro American Solar Ltd	Sofia, Bulgaria	IT sector	Cooperation agreement	student development, expertise provision, research

					collaboration, financial support
TUS	Sectron Ltd	Sofia, Bulgaria	Communication	Cooperation agreement	student development, business collaboration
TUS	Robert Bosch Ltd	Sofia, Bulgaria	Technologies	Cooperation agreement	business collaboration
TUS	Genmark Automation, Inc	Sofia, Bulgaria	Technologies	Cooperation agreement	Research collaboration, student development, business collaboration, financial support
TUS	ABB Jürgen Dormann Foundation for Engineering Education	Sofia, Bulgaria	Scholarship programme	Amendment agreement	financial support
TUS	Ericsson Telecommunication Bulgaria Ltd	Sofia, Bulgaria	Communication	MoU	Student development
TUS	Cyber one Ltd	Sofia, Bulgaria	Cybersecurity industry	Cooperation agreement	student development, business collaboration, financial support
TUS	Moto Pfohe Ltd	Sofia, Bulgaria	Automotive dealer	Cooperation agreement	student development, business collaboration
TUS	Balkantel Ltd	Sofia, Bulgaria	Communication	Cooperation agreement	student development, business collaboration
TUS	Karoll Knowledge Foundation	Sofia, Bulgaria	Foundation	Cooperation agreement	student development, business collaboration
TUS	Kozloduy NPP	Kozloduy, Bulgaria	Nuclear power plant	Cooperation agreement	Research collaboration, student development, business collaboration, financial support

TUS	Hewlett - Packard Global Delivery Bulgaria Center Ltd	Sofia, Bulgaria	IT sector	MoU	Student development
UTT	ARTIFEEL	Paris, France	Security and monitoring	contract research agreement	contract research agreement
UTT	CENTRALE LILLE	Villeneuve D'ascq, France	Mechanical engineering	contract research agreement	service provision
UTT	MOBILE PROCESS	Metz, France	Mobile app development	contract research agreement	student development
UTT	SAFRAN AIRCRAFT ENGINE	Paris, France	Aerospace engineering	contract research agreement	contract research agreement
UTT	ANDRA	Chatenay Malabry, France	Nuclear waste treatment	contract research agreement	contract research agreement
UTT	CEA SACLAY	Gif Suryvette, France	Alternative Energies and Atomic Energy	contract research agreement	service provision
UTT	INSTITUT Français DU TEXTILE ET DE L'HABILLEMENT	Paris, France	textile and clothing sectors	contract research agreement	contract research agreement
UTT	PETIT BATEAU	Troyes, France	textile and clothing sectors	contract research agreement	contract research agreement
UTT	TRIANON RESIDENCE	Lutterbach, France	property management	contract research agreement	contract research agreement
UTT	WOODOO	Paris, France	alternative materials	contract research agreement	contract research agreement
UTT	ENGIE	Nanterre, France	electricity generation and distribution, natural gas, nuclear, renewable energy	contract research agreement	contract research agreement
UTT	AEXDO	Cachan, France	remediation of contaminated sites and soils	contract research agreement	contract research agreement
UTT	FORGES DE COURCELLES	Nogent, France	manufacturing of forged automotive parts	contract research agreement	student development
UTT	CEA SACLAY	Gif, Suryvette, France	Alternative Energies and Atomic Energy	contract research agreement	contract research agreement
UTT	ORANGE LABS	Issy Les Moulineaux, France	Internet and mobile services	contract research agreement	contract research agreement
UTT	VULCAIN ENGINEERING	Neuillysurseine, France	Consulting in engineering	contract research agreement	contract research agreement

UTT	HOPITAL EUROPEEN MARSEILLE	Marseille, France	Health and care	contract research agreement	contract research agreement
UTT	SOLODI LACOSTE	Bucheres, France	Textile and clothing manufacturing	contract research agreement	contract research agreement
UTT	UNION MUTUALISTE DU GROUPE HOSPITALIER MUTUALISTE DE GRENOBLE	Grenoble, France	Health and care	contract research agreement	contract research agreement
UTT	UNIVERSITE DE LILLE	Lille, France	HEI	contract research agreement	contract research agreement
UTT	INSTITUT Français DU TEXTILE ET DE L'HABILLEMENT	Paris, France	textile and clothing sectors	contract research agreement	contract research agreement
UTT	ANTON PAAR TRITEC	Corecelles, Switzerland	high-precision laboratory instruments	contract research agreement	service provision
UTT	OPTA LP	Rosieres Pres Troyes, France	Health and care	contract research agreement	contract research agreement
UTT	SAFRAN AIRCRAFT ENGINE	Paris, France	Aerospace engineering	contract research agreement	contract research agreement
UTT	THALES	Elancourt, France	Security and defense	contract research agreement	contract research agreement
UTT	MGIB	Epinal, France	Logistic planning	consultancy agreement	expertise provision
UTT	EPF	Cachan, France	HEI	contract research agreement	contract research agreement
UTT	ECA GROUP	Brest, France	Security and defense	contract research agreement	contract research agreement
UTT	EURO CONTRÔLE PROJECT	Aix En Proven CE, France	System engineering support	contract research agreement	contract research agreement
UTT	VALAUBIA	Troyes, France	Waste management	contract research agreement	contract research agreement
UTT	DIRECTION GENERALE DE LA SECURITE CIVILE ET DE LA GESTION DE CRISE	Paris, France	Security and defense	contract research agreement	contract research agreement
CUT	Water board of Lemesos	Cyprus	Water sector	MoU	Broad collaboration
CUT	Water board of Lemesos	Cyprus	Water sector	MoU	Broad collaboration
CUT	Sewerage Board of Limassol - Amathus	Cyprus	Water sector	MoU	Broad collaboration

CUT	Limassol Municipality	Cyprus	Municipality	MoU	Broad collaboration
CUT	Ministry of Energy, Commerce and Industry	Cyprus	Energy, Commerce & Industry	MoU	Broad collaboration
CUT	Yeroskipou Municipality	Cyprus	Municipality	MoU	Broad collaboration
CUT	Ayios Athanasios Municipality	Cyprus	Municipality	MoU	Broad collaboration
CUT	Cyprus Police	Cyprus	Police	MoU	Broad collaboration
CUT	Cyprus Organization of Standardization	Cyprus	Certifications	MoU	Broad collaboration
CUT	CYTA	Cyprus	Telecommunications	MoU	Broad collaboration
CUT	Limassol Buses	Cyprus	Transport	MoU	Broad collaboration
CUT	Ministry of Transport, Communications and Works - Department of Public Works	Cyprus	Transport	MoU	Broad collaboration
CUT	Ministry of Interior - Technical Services	Cyprus	Technical works	MoU	Broad collaboration
CUT	Rialto Theater	Cyprus	Culture	MoU	Broad collaboration
CUT	Kato Polemidia Municipality	Cyprus	Municipality	MoU	Broad collaboration
CUT	CYPRUS EMPLOYERS AND INDUSTRIALISTS FEDERATION	Cyprus	Industry support	MoU	Broad collaboration
CUT	Paphos Municipality	Cyprus	Municipality	MoU	Broad collaboration
CUT	Cyprus Tourism Organization	Cyprus	Tourism	MoU	Broad collaboration
CUT	Cyprus News Agency	Cyprus	Media	MoU	Broad collaboration
CUT	Limassol Chamber of Commerce & Industry	Cyprus	Industry support	MoU	Broad collaboration
CUT	State General Laboratory - Republic of Cyprus	Cyprus	Medical	MoU	Broad collaboration
CUT	Palodia Municipality	Cyprus	Municipality (Rural)	MoU	Broad collaboration
CUT	Energy Service - Ministry of Energy,	Cyprus	Energy	MoU	Broad collaboration

	Commerce & Industry				
CUT	Cyprus Broadcasting Corporation	Cyprus	Media	MoU	Broad collaboration
CUT	Yermasogeia Municipality	Cyprus	Municipality	MoU	Broad collaboration
CUT	Cyprus Community Media	Cyprus	Media	MoU	Broad collaboration
CUT	REMEDICA	Cyprus	Medical	MoU	Broad collaboration
CUT	Nursing Services - Ministry of Health	Cyprus	Medical	MoU	Broad collaboration
CUT	Agricultural Research Institute	Cyprus	Agriculture	MoU	Broad collaboration
CUT	Cyprus Shipping Chamber	Cyprus	Shipping	MoU	Broad collaboration
CUT	Mesa Geitonia Municipality	Cyprus	Municipality	MoU	Broad collaboration
CUT	Lanitis Green Energy Group	Cyprus	Energy	MoU	Broad collaboration
CUT	Limassol Tourism Board	Cyprus	Tourism	MoU	Broad collaboration
CUT	Cyprus Energy Agency	Cyprus	Energy	MoU	Broad collaboration
CUT	Community Council Omodos	Cyprus	Municipality (Rural)	MoU	Broad collaboration
CUT	Maritime Institute of Easter Mediterranean	Cyprus	Shipping	MoU	Broad collaboration
CUT	Community Council of Akrotiri	Cyprus	Municipality (Rural)	MoU	Broad collaboration
CUT	CYPRUS BUREAU OF SHIPPING (CBS)	Cyprus	Shipping	MoU	Broad collaboration
CUT	NeMe Arts Center	Cyprus	Culture	MoU	Broad collaboration
CUT	SOVEREIGN BASE AREAS ADMINISTRATION	Cyprus	UK Administration	MoU	Broad collaboration
CUT	EURONEWS	Cyprus	Media	MoU	Broad collaboration
CUT	Embassy of the United States of America	Cyprus	Embassy	MoU	Broad collaboration
CUT	Environmental Commissioner Cyprus	Cyprus	Environment	MoU	Broad collaboration
CUT	Cyprus Red Cross	Cyprus	NGO - Medical	MoU	Broad collaboration

CUT	Artos Cultural and Research Foundation	Cyprus	Culture	MoU	Broad collaboration
CUT	ASBISc ENTERPRISES PLC	Cyprus	IT	MoU	Broad collaboration
CUT	Center for Preventive Paediatrics	Cyprus	Medical	MoU	Broad collaboration
CUT	Ministry of Transport, Communications and Works - Department of Electrical and Mechanical Services	Cyprus	Transport, Communications & Works	MoU	Broad collaboration
CUT	UNIFIRE EXTINGUISHERS LTD	Cyprus	Firefighting equipment	MoU	Broad collaboration
CUT	Cyprus Center for Environmental Research and Education (CYCERE)	Cyprus	Environment	MoU	Broad collaboration
CUT	CYPRUS RADIOTELEVISION AUTHORITY	Cyprus	Media	MoU	Broad collaboration
CUT	HONEYMELL	Cyprus	Honeymaking	MoU	Broad collaboration
CUT	Community Council of Kyperounta	Cyprus	Municipality (Rural)	MoU	Broad collaboration
CUT	Community Council Foini	Cyprus	Municipality (Rural)	MoU	Broad collaboration
CUT	<u>Cyprus Human Resource Management Association</u>	Cyprus	Association	MoU	Broad collaboration
CUT	THE CYPRUS INSTITUTE	Cyprus	Research	MoU	Broad collaboration
CUT	Community Council of Lania	Cyprus	Municipality (Rural)	MoU	Broad collaboration
CUT	Firefighters of the World	Cyprus	NGO - Firefighters	MoU	Broad collaboration
CUT	Ministry of Agriculture, Rural Development and Environment	Cyprus	Agriculture, Rural Dev & Environemnt	MoU	Broad collaboration
CUT	Engino.Net Limited	Cyprus	Children toys - Robotics	MoU	Broad collaboration
CUT	Lanitis Brothers	Cyprus	Food and Beverages	MoU	Broad collaboration

CUT	Famagusta Chamber of Commerce and Industry	Cyprus	Industry support	MoU	Broad collaboration
CUT	Community Council of Arsos	Cyprus	Municipality (Rural)	MoU	Broad collaboration
CUT	Community Council of Pelendri	Cyprus	Municipality (Rural)	MoU	Broad collaboration
CUT	Ayia Napa Municipality	Cyprus	Municipality	MoU	Broad collaboration
CUT	Athienou Municipality	Cyprus	Municipality	MoU	Broad collaboration
CUT	Latsia Municipality	Cyprus	Municipality	MoU	Broad collaboration
CUT	Lefkara Municipality	Cyprus	Municipality (Rural)	MoU	Broad collaboration
CUT	NATIONAL CENTRE FOR SOCIAL RESEARCH	Cyprus	Research	MoU	Broad collaboration
CUT	Ministry of Agriculture, Rural Development and the Environment - Department of Agriculture	Cyprus	Agriculture	MoU	Broad collaboration
CUT	Community Council of Pissouri	Cyprus	Municipality (Rural)	MoU	Broad collaboration
CUT	Cyprus Energy Regulatory Authority	Cyprus	Energy	MoU	Broad collaboration
CUT	House of Representatives	Cyprus	Parliament	MoU	Broad collaboration
CUT	Ammochostos Municipality	Cyprus	Municipality	MoU	Broad collaboration
CUT	Kerynia Municipality	Cyprus	Municipality	MoU	Broad collaboration
CUT	AAI SCIENTIFIC CULTURAL SERVICES LTD	Cyprus	Research	MoU	Broad collaboration
CUT	Ygeia Policlinic	Cyprus	Medical	MoU	Broad collaboration
CUT	Community Council of Eptagonia	Cyprus	Municipality (Rural)	MoU	Broad collaboration
CUT	Institute for Mass Media	Cyprus	Media	MoU	Broad collaboration
CUT	Cyprus Recycling Organization	Cyprus	Environment	MoU	Broad collaboration

CUT	Department of Environment (Cyprus Gov)	Cyprus	Environment	MoU	Broad collaboration
CUT	Paradeisiotis LTD	Cyprus	Food and Beverages	MoU	Broad collaboration
CUT	E-SPACE EDUCATION	Cyprus	Education	MoU	Broad collaboration
CUT	Community of Lofou	Cyprus	Municipality (Rural)	MoU	Broad collaboration
CUT	Materia Group	Cyprus	Materials	MoU	Broad collaboration
CUT	Youth Board of Cyprus	Cyprus	Support Youth	MoU	Broad collaboration
CUT	Department of Labour Inspection (Cyprus Gov)	Cyprus	Labour inspection	MoU	Broad collaboration
CUT	Ministry of Defense	Cyprus	Defense	MoU	Broad collaboration
CUT	Ypsonas Municipality	Cyprus	Municipality	MoU	Broad collaboration
CUT	Water board of Larnaca	Cyprus	Water sector	MoU	Broad collaboration
CUT	Department of Fisheries and Marine Research (Cyprus Gov)	Cyprus	Marine	MoU	Broad collaboration
CUT	NIPD GENETICS	Cyprus	Medical	MoU	Broad collaboration
CUT	Cyprus Central Bank	Cyprus	Banking	MoU	Broad collaboration
CUT	THERAMIR	Cyprus	Medical	MoU	Broad collaboration
CUT	Ministry of Education, Sport and Youth	Cyprus	Education, Sport & Youth	MoU	Broad collaboration
CUT	German Oncology Center- Cyprus	Cyprus	Medical	MoU	Broad collaboration
CUT	Hellenic Space Agency	Cyprus	Aerospace	MoU	Broad collaboration
CUT	Ministry of Health	Cyprus	Health	MoU	Broad collaboration
CUT	Ministry of Exterior	Cyprus	Conenction to the world	MoU	Broad collaboration
CUT	ISLAND OIL HOLDINGS LTD	Cyprus	Oil & Gaz	MoU	Broad collaboration
CUT	Hellenic Bank	Cyprus	Banking	MoU	Broad collaboration
CUT	Bank of Cyprus	Cyprus	Banking	MoU	Broad collaboration
CUT	Cyprus Post	Cyprus	Post services	MoU	Broad collaboration
CUT	TERRA CYPRIA	Cyprus	Environment	MoU	Broad collaboration

CUT	Electricity Authority of Cyprus	Cyprus	Energy	MoU	Broad collaboration
CUT	Cyprus Port Authority	Cyprus	Port	MoU	Broad collaboration
CUT	CYFIELD LTD	Cyprus	Construction	MoU	Broad collaboration
CUT	CYPRUS MARINE AND MARITIME INSTITUTE	Cyprus	Maritime	MoU	Broad collaboration
CUT	OXYGONO NGO	Cyprus	NGO - Democracy	MoU	Broad collaboration
CUT	VERSOLAR INVESTMENTS	Cyprus	Energy	MoU	Broad collaboration
CUT	ARIS DELOITTE	Cyprus	Incubator	MoU	Broad collaboration
CUT	Aradippou Municipality	Cyprus	Municipality	MoU	Broad collaboration
CUT	Larnaka Municipality	Cyprus	Municipality	MoU	Broad collaboration
CUT	EY	Cyprus	Finance & Audit	MoU	Broad collaboration
CUT	Friends of the Earth Cyprus	Cyprus	Environment	MoU	Broad collaboration
CUT	Water Development Department	Cyprus	Water sector	MoU	Broad collaboration
CUT	Community Council of Palodia	Cyprus	Municipality (Rural)	MoU	Broad collaboration
CUT	Cyprus Circular Economy	Cyprus	Environemnt	MoU	Broad collaboration
CUT	Community Council of Cambos	Cyprus	Municipality (Rural)	MoU	Broad collaboration
CUT	INTERSTELLAR SCIENCE EDUCATION AND CULTURAL INSTITUTE	Cyprus	Education & Research	MoU	Broad collaboration
CUT	ERGO HOME ENERGY LTD	Cyprus	Energy	MoU	Broad collaboration
CUT	MEDITERRANEAN INSTITUTE OF GENDER STUDIES	Cyprus	Research	MoU	Broad collaboration
CUT	SOFTONE TECHNOLOGIES AE	Cyprus	IT	MoU	Broad collaboration
CUT	Department of Lands and Surveys - Ministry of Interior	Cyprus	Administrtion	MoU	Broad collaboration
CUT	CYPRUS RESEARCH CENTRE Ministry of	Cyprus	Research	MoU	Broad collaboration

	Education and Culture				
CUT	EXNESS PRODUCTION LIMITED	Cyprus	Trading	MoU	Broad collaboration
CUT	G.A.P VASSILOPOULOS LTD	Cyprus	Transport	MoU	Broad collaboration
CUT	CYENS Centre of Excellence	Cyprus	Research	MoU	Broad collaboration
CUT	FONCIMED	Cyprus	Medical	MoU	Broad collaboration
CUT	Community of Vouni	Cyprus	Municipality (Rural)	MoU	Broad collaboration
CUT	GRANT EXPERT	Cyprus	Consulting	MoU	Broad collaboration
CUT	Imperio Properties	Cyprus	Real Estate	MoU	Broad collaboration
CUT	PwC Cyprus (Eut+)	Cyprus	Finance & Audit	MoU	Broad collaboration
CUT	Deputy Ministry of Culture	Cyprus	Culture	MoU	Broad collaboration
CUT	Alliance Francaise	Cyprus	Connection to France	MoU	Broad collaboration
CUT	Primus Global - FX Primus	Cyprus	Trading	MoU	Broad collaboration

2. Digital Innovation Hubs

In addition to these agreements, each university also submitted a list of Digital Innovation Hubs (DIHs) operating within or connected to their ecosystem. This dual data collection effort provides critical insight into the scope and diversity of external engagements within Eut+, laying the groundwork for deeper collaboration and joint initiatives.

Partner University	Digital Innovation Hub	Website	Short Description
UTCN	The European Digital Innovation Hub in Transilvania (TDIH)	https://transilvaniadih.ro/en/home-page-en/	TDIH supports the digital transformation of SMEs and public institutions in the Transylvania region, focusing on key sectors such as Industry 4.0 and Digital Health. It offers access to advanced technologies including AI, Big Data, and HPC, and promotes innovation in areas like Smart Cities, agriculture, and creative industries.
UTCN	Digital Innovation Hub for Society (DIH4S)	https://dih4society.ro/	DIH4S aims to foster the digital transformation of society and industry, particularly by offering support to small and medium-sized enterprises (SMEs) in adopting new technologies.

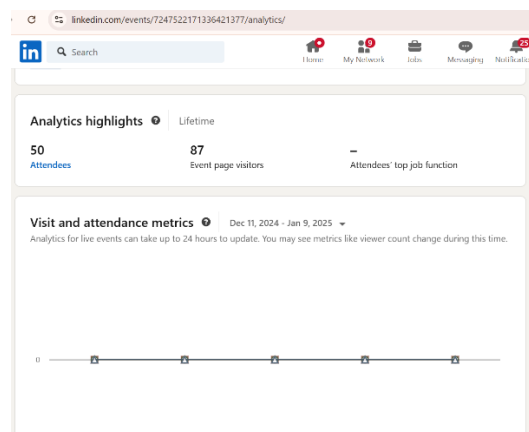
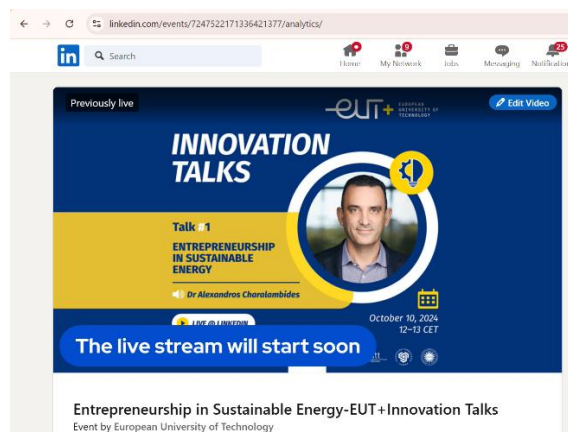
CUT	DiGiNN Cyprus	https://www.diginn.eu	DiGiNN Cyprus is a comprehensive Digital Innovation Hub that serves as a one-stop-shop for companies and public sector organizations embarking on their digital transformation journey. Coordinated by the Cyprus University of Technology (CUT), DiGiNN brings together leading national actors in digital technologies—including Centres of Excellence, incubators, and industrial bodies—to offer services such as expert mentoring, access to advanced infrastructure, support in securing funding, and integration into innovation ecosystems. The hub aims to foster entrepreneurship, upskilling, and innovation by providing tailored guidance and a collaborative environment for startups and SMEs across Cyprus and beyond.
CUT	Robotics, Control, and Decision Systems (RCDS) laboratory and Digital Innovation Hub (DIH)	https://www.rcdslab.org	The RCDS Laboratory is at the heart of the RCDS DIH. It provides the foundation (people, expertise, infrastructure) upon which all the services of the Digital Innovation Hub are built. The laboratory operates out of two facilities (one focusing on marine and maritime robotics and another one dealing with mobile, aerial and underground robotics) at the campus of the Cyprus University of Technology.
UTT	Accelerate digitalisation of manufacturing sector in Grand Est (EDIH Grand Est)	https://european-digital-innovation-hubs.ec.europa.eu/edih-catalogue/edih-ge-website	EDIH Grand Est is a regional initiative in France aimed at accelerating the digitalisation of the manufacturing sector, particularly for SMEs and midcaps in the Grand Est region. It brings together public and private stakeholders to provide strategic support, training, and innovation services that enhance industrial competitiveness through digital transformation.
RTU	Digital Accelerator of Latvia (DAoL)	https://european-digital-innovation-hubs.ec.europa.eu/edih-catalogue/daol	DAoL is a European Digital Innovation Hub that supports SMEs and public institutions in adopting advanced digital technologies. It offers services like digital assessments, training, and access to innovation resources, helping drive Latvia's digital transformation.
RTU	Elektronikas un datorzinatņu institūts (EDIH)	https://www.edi.lv/en/digital-innovation-hub/	EDIH is a Latvian Digital Innovation Hub focused on advancing digital transformation through applied research in electronics, computer science, and smart technologies. It supports SMEs and public entities with expertise in AI, IoT, and embedded systems.
UNICAS	Consorzio di Ricerca per l'Energia, Automazione e le Tecnologie	https://european-digital-innovation-hubs.ec.europa.eu/edih-	C.R.E.A.T.E. is an Italian research consortium and Digital Innovation Hub supporting digital transition in the energy, automation, and electromagnetic sectors. It provides advanced technological services

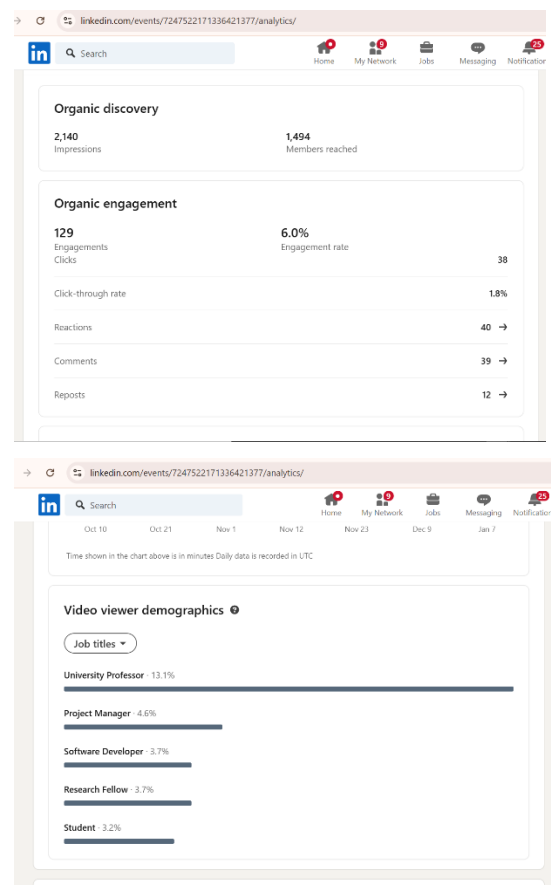
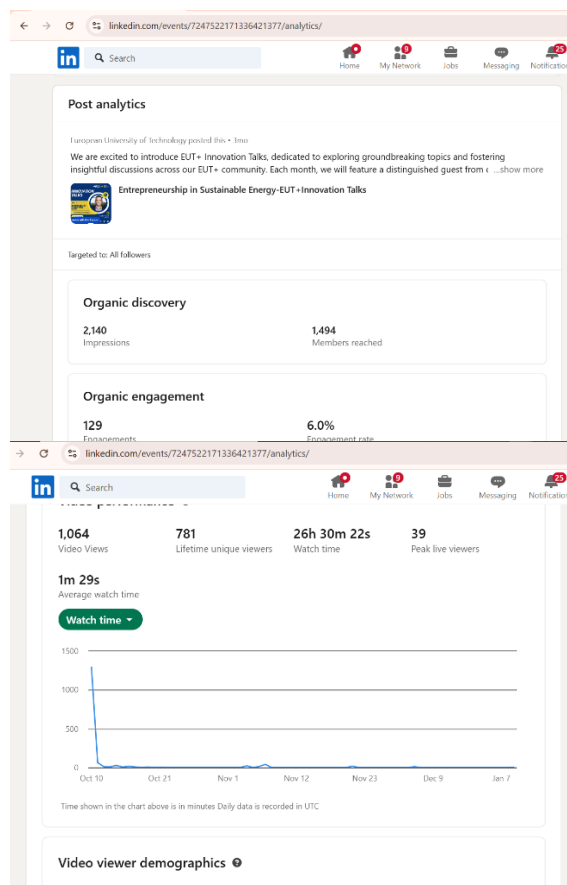
	dell'Elettromagnetismo (C.R.E.A.T.E.)	catalogue/create-consorzio-di-ricerca-lenergia-automazione-e-le-tecnologie	and fosters collaboration between academia, industry, and public institutions.
UNICAS	Network for European Security and Trust (NEST)	https://european-digital-innovation-hubs.ec.europa.eu/edih-catalogue/nest	NEST is a Digital Innovation Hub focused on supporting SMEs and public institutions in the adoption of advanced digital technologies to enhance cybersecurity, data protection, and trust. It offers expertise, infrastructure, and services aimed at fostering secure digital transformation across various sectors.
UNICAS	Research and innovation Organization for the dissemination of knowledge on advanced technologies Digital Hub (R.O.M.E. Digital Hub)	https://european-digital-innovation-hubs.ec.europa.eu/edih-catalogue/rome-digital-hub	R.O.M.E. Digital Hub is dedicated to accelerating the digital transformation of SMEs and Public Sector Organizations in Central and Northern Italy. It offers services in key areas such as High-Performance Computing, Cybersecurity, Artificial Intelligence, and Advanced Digital Skills, helping organizations adopt innovative technologies and strengthen their competitiveness.

Annex XI. EUt+ Innovation Talks

1. Innovation Talk #1: Entrepreneurship in Sustainable Energy

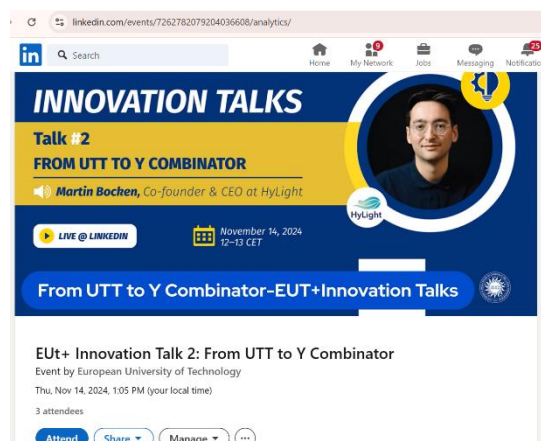
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- **Participants Statistics:**



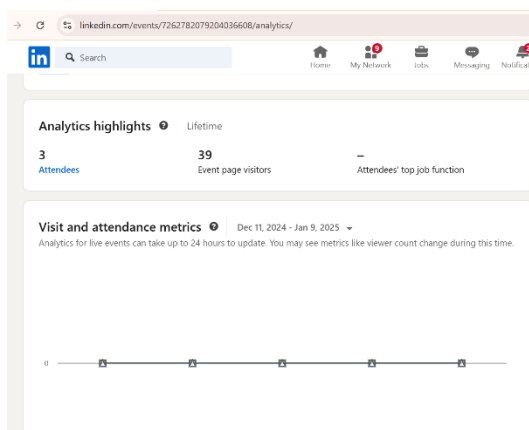


2. Innovation Talk #2: From UTT to Y Combinator

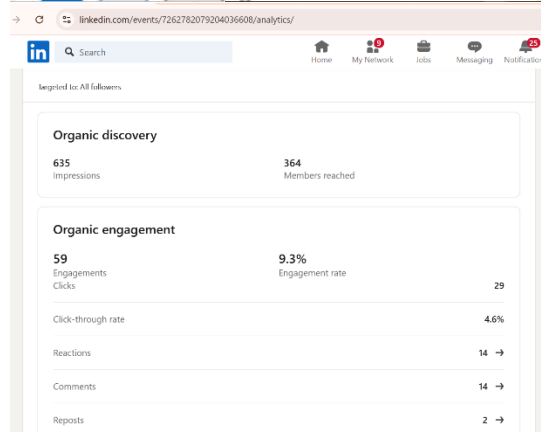
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- **Participants Statistics:**



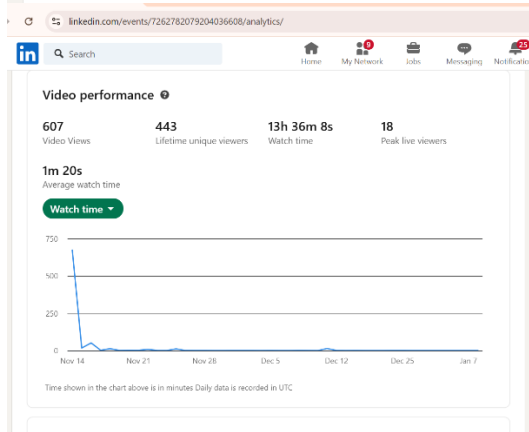
INNOVATION TALKS
Talk #2
FROM UTT TO Y COMBINATOR
Martin Bochen, Co-founder & CEO at HyLight
LIVE @ LINKEDIN
November 14, 2024
12-13 CET
From UTT to Y Combinator-EUT+Innovation Talks
EUT+ Innovation Talk 2: From UTT to Y Combinator
Event by European University of Technology
Thu, Nov 14, 2024, 1:05 PM (your local time)
3 attendees
Attend Share Manage



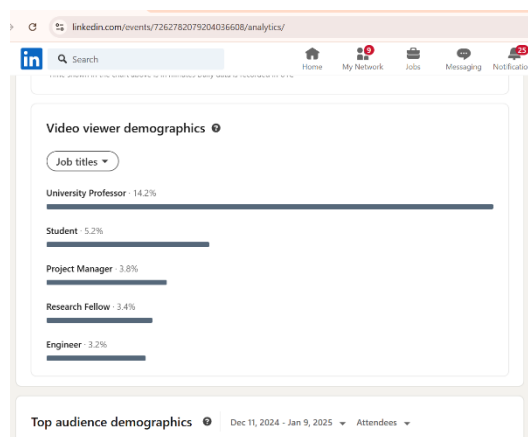
Analytics highlights Lifetime
3 Attendees 39 Event page visitors Attendees' top job function
Visit and attendance metrics Dec 11, 2024 - Jan 9, 2025
Analytics for live events can take up to 24 hours to update. You may see metrics like viewer count change during this time.



targeted for All followers
Organic discovery
635 impressions 364 Members reached
Organic engagement
59 Engagements 9.3% Engagement rate
Clicks 29
Click-through rate 4.6%
Reactions 14
Comments 14
Reposts 2



Video performance
607 Video Views 443 Lifetime unique viewers 13h 36m 8s Watch time 18 Peak live viewers
1m 20s Average watch time
Watch time
Time shown in the chart above is in minutes Daily data is recorded in UTC



Video viewer demographics
Job titles
University Professor 14.2%
Student 5.2%
Project Manager 3.8%
Research Fellow 3.4%
Engineer 3.2%
Top audience demographics Dec 11, 2024 - Jan 9, 2025 Attendees



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Technology

**UNIVERSITATEA
TEHNICA**
BUCURESTI

utt
UNIVERSITÉ DE
TROYES

DUBLIN
TECHNOLOGICAL
UNIVERSITY DUBLIN

1862
RIGA TECHNICAL
UNIVERSITY

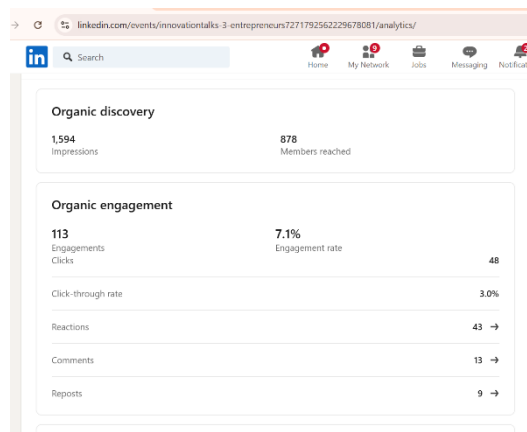
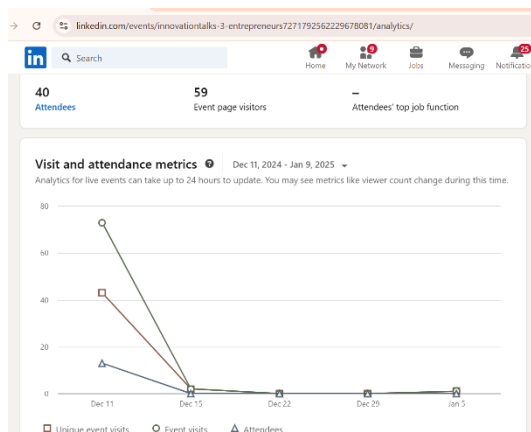
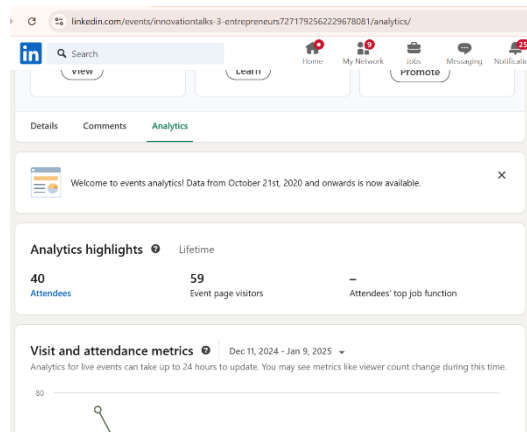
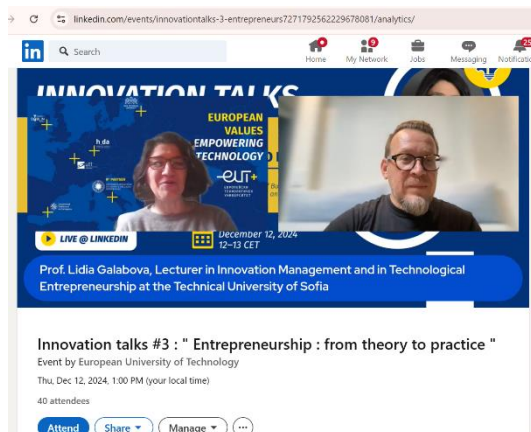
**Universidad
Politécnica
de Cartagena**

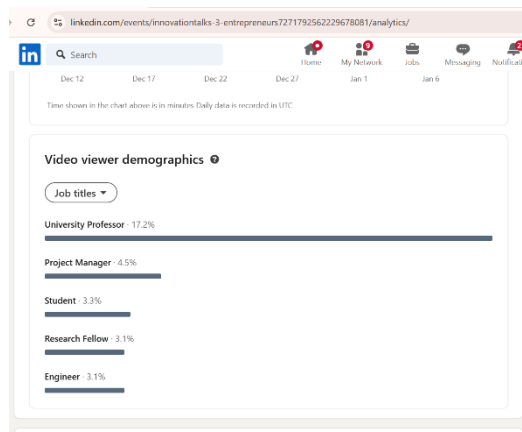
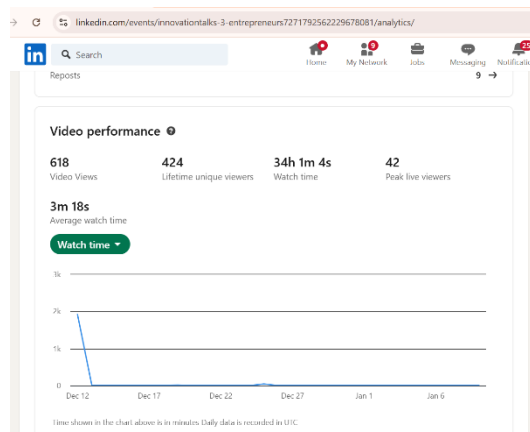


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3. Innovation Talk #3: Entrepreneurship: From Theory to Practice

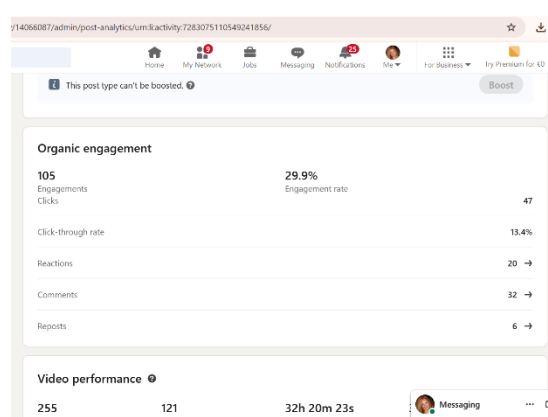
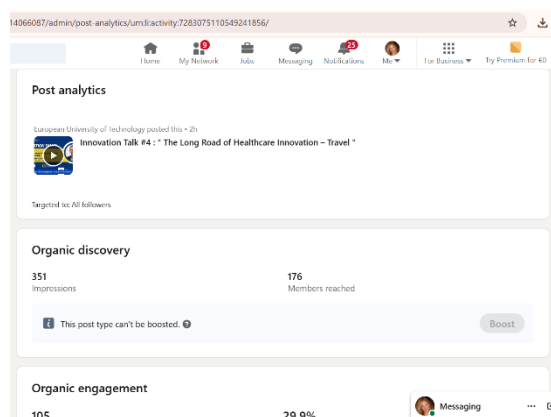
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- **Participants Statistics:**

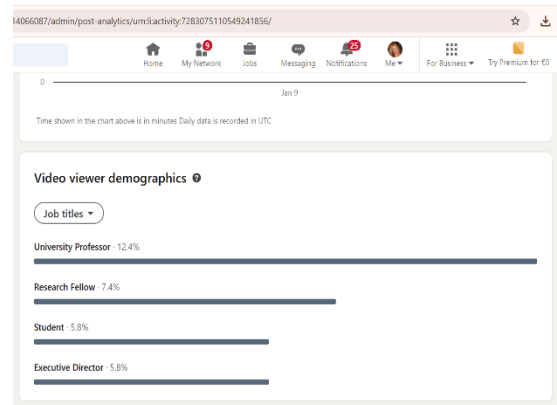
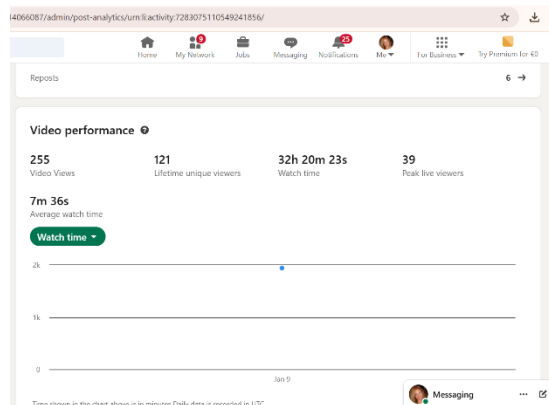




4. Innovation Talk #4: The Long Road of Healthcare Innovation – Travel Tips and Tricks

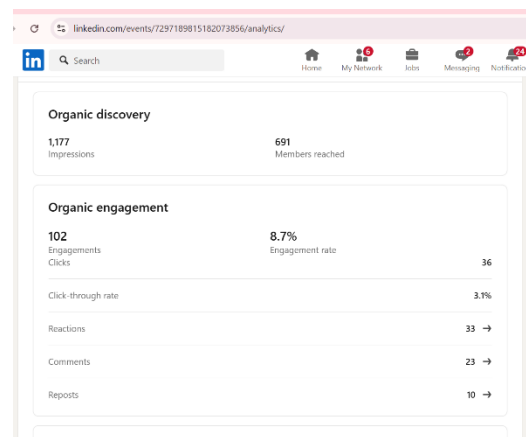
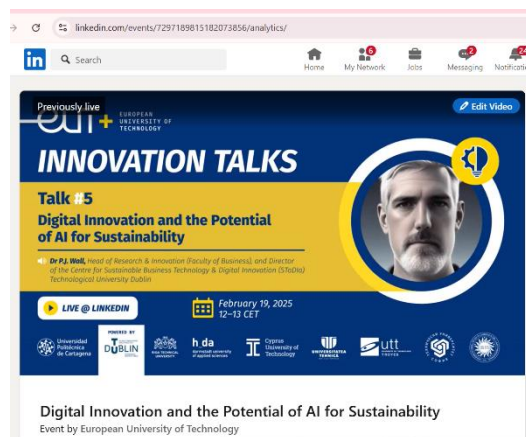
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- **Participants Statistics:**

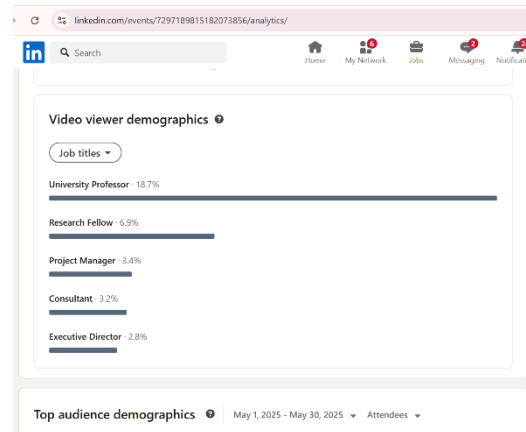
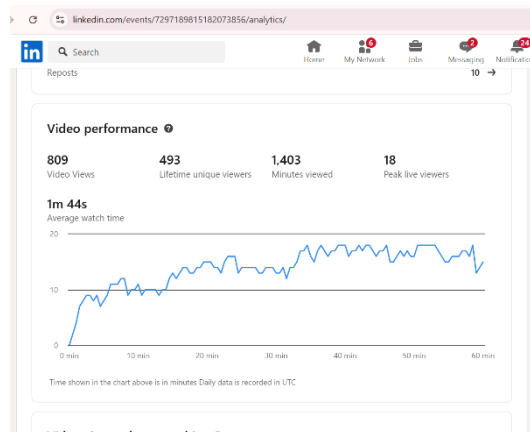




5. Innovation Talk #5: Digital Innovation and the Potential of AI for Sustainability

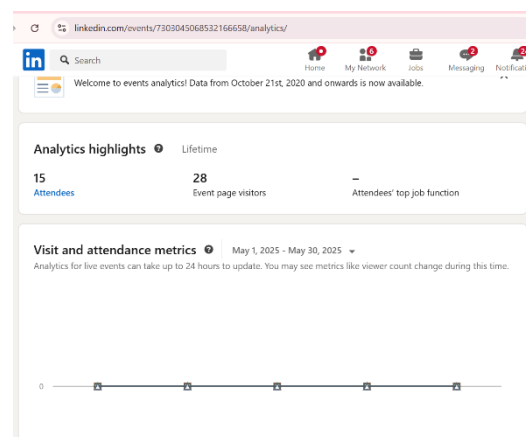
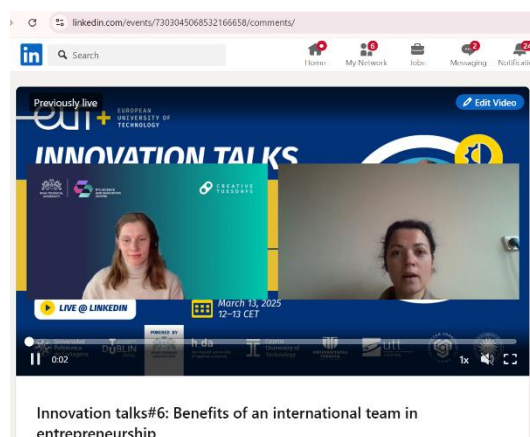
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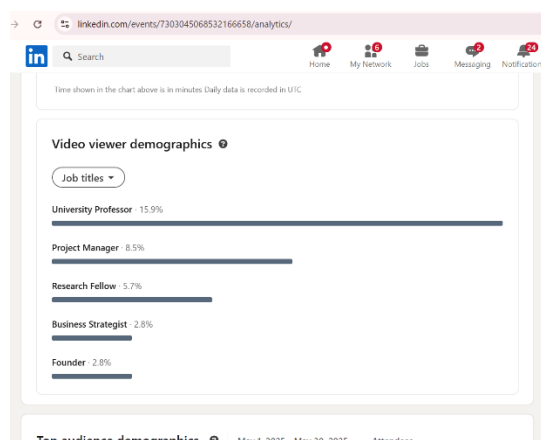
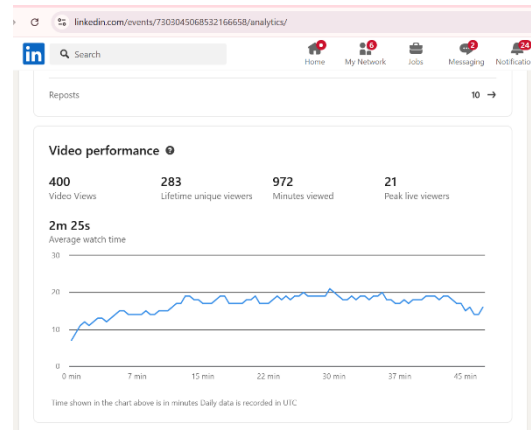
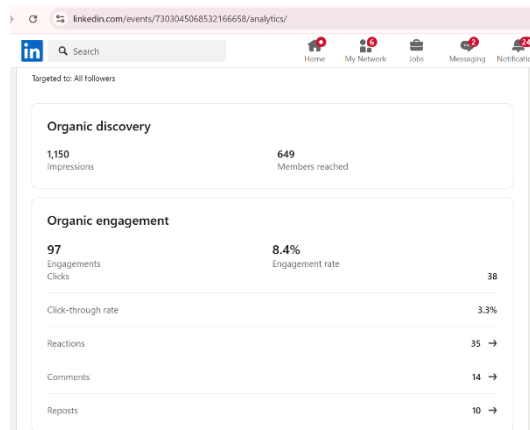




6. Innovation Talk #6: Benefits of an international team in entrepreneurship

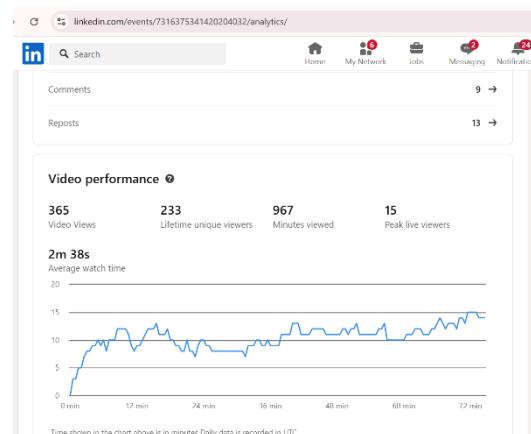
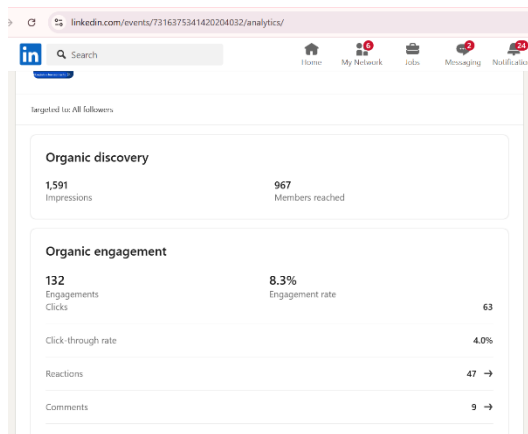
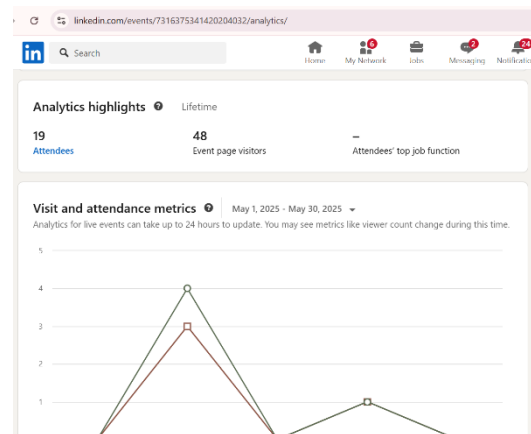
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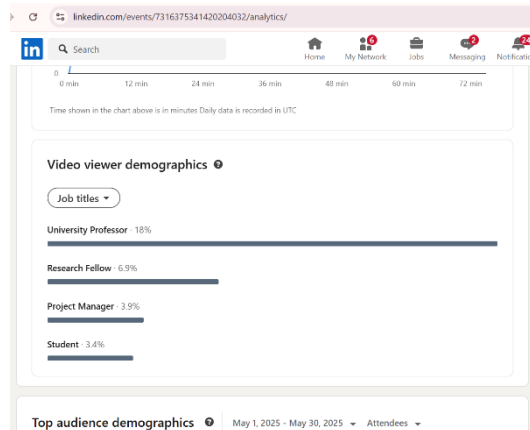




7. Innovation Talk #7: Tackling the Impact Challenge

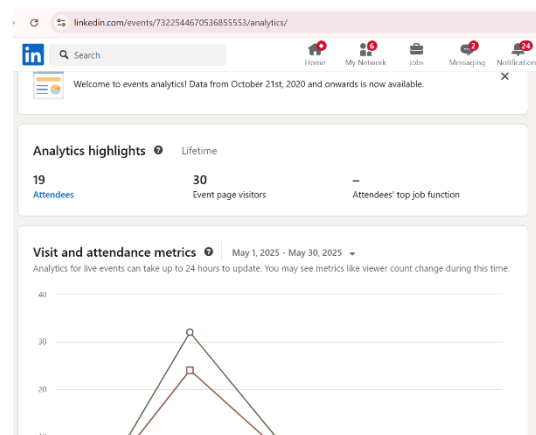
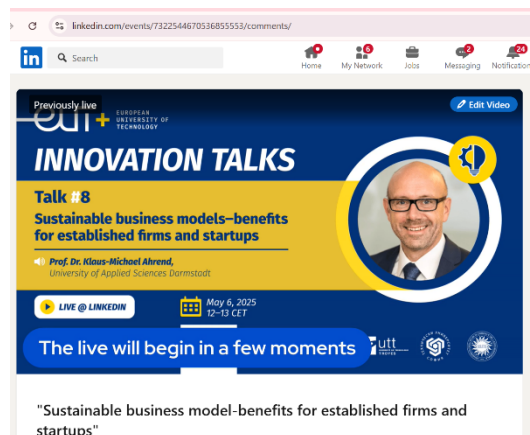
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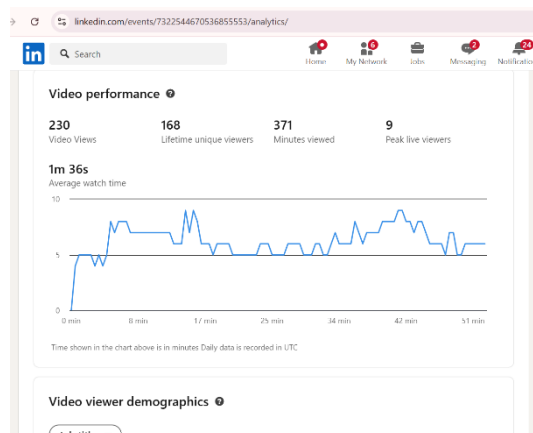
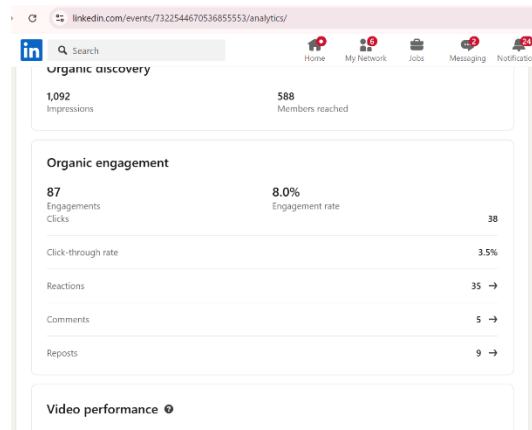
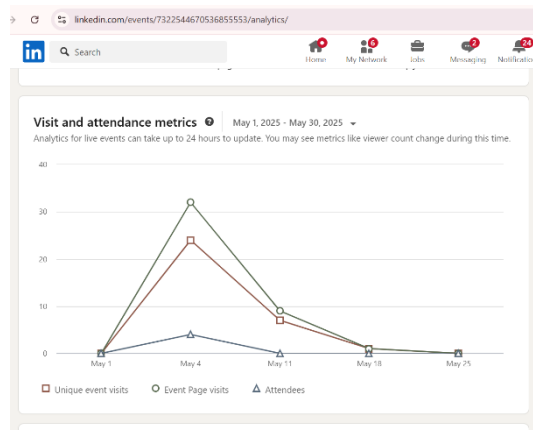




8. Innovation Talk #8: Sustainable business models-benefit for established firms and startups

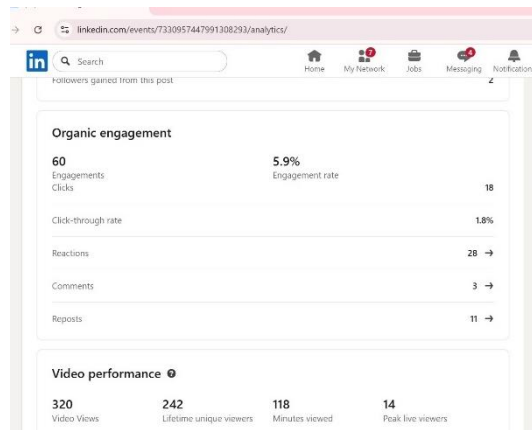
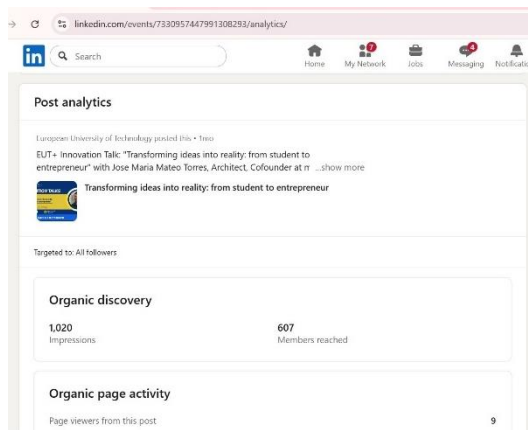
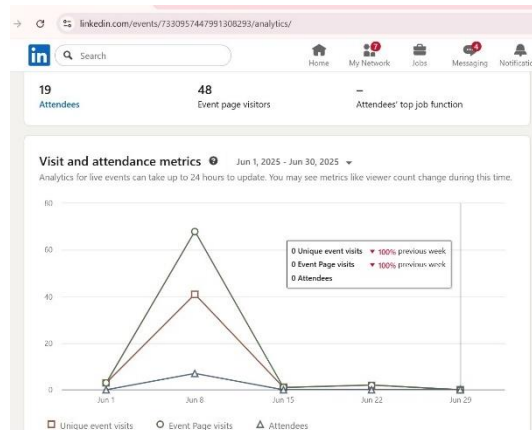
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- https://www.linkedin.com/posts/eut_eut-ahrend-652025-activity-7325519120567865344-iSts?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNhn9JloPok1QhvjZGc5QXYFZKg
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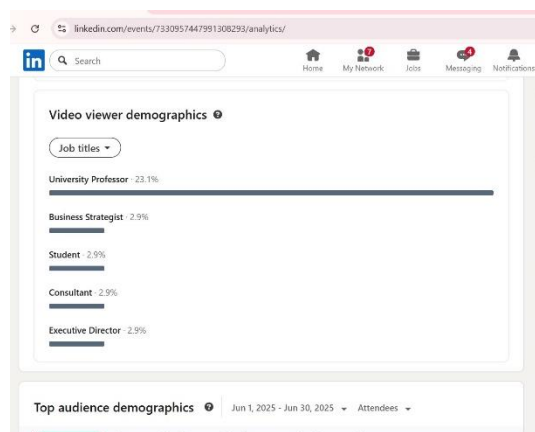




9. Innovation Talk #9: Transforming Ideas into Reality: From Student to Entrepreneur

- **LinkedIn Link:**
<https://www.linkedin.com/events/7330957447991308293/comments/>
- **Participants Statistics:**





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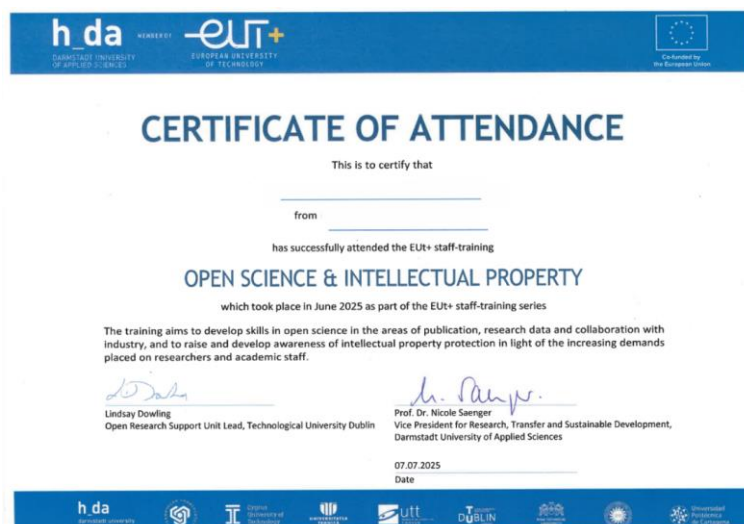
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Annex XII. Training & Sessions

Training on Open Science and Intellectual Property (IP)

This annex includes the template of the certificate of attendance from the training session on *Open Science and Intellectual Property (IP)* held during the EUT+ Darmstadt Week. The list documents attendees from various EUT+ partner universities who engaged in the session, ensuring transparency and serving as a record of involvement in the training activity.

Certificate of Attendance Template



The certificate template features a blue header with logos for h_da, EUT+, and the European Union. The main text reads: "CERTIFICATE OF ATTENDANCE. This is to certify that [blank] from [blank] has successfully attended the EUT+ staff-training OPEN SCIENCE & INTELLECTUAL PROPERTY which took place in June 2025 as part of the EUT+ staff-training series. The training aims to develop skills in open science in the areas of publication, research data and collaboration with industry, and to raise and develop awareness of intellectual property protection in light of the increasing demands placed on researchers and academic staff." It includes two signature lines: one for Lindsay Dowling (Open Research Support Unit Lead, Technological University Dublin) and one for Prof. Dr. Nicole Saenger (Vice President for Research, Transfer and Sustainable Development, Darmstadt University of Applied Sciences). The date is set to 07.07.2025. The footer contains logos for various partner institutions including h_da, TU Darmstadt, Cyprus University of Technology, Universitatea Tehnica din Cluj Napoca,UTT Troyes, DUBLIN, Riga Technical University, and Universidad Politécnica de Cartagena.

Annex XIII. Flyers Showcasing EUT+ Innovation and Collaboration Opportunities

1. Flyers for Connecting Researchers, Research Institutes & Industry Across Europe



What is EUT+?

The **European University of Technology (EUT+)** is an alliance of nine European universities working together to build a shared, innovative technological ecosystem. By fostering collaboration across borders, EUT+ empowers students, researchers, and industry to create sustainable, impactful solutions.

The EUT+ Innovation and Technology Transfer Office (EITTO)

The **EUT+ Innovation and Technology Transfer Office (EITTO)** serves as a central platform that supports researchers, students, and industry stakeholders in driving innovation, facilitating technology transfer, and enhancing the impact of research across societal, ecological, economic, and technological domains.

Tech Expertise Across EUT+

Each partner university within the EUT+ alliance contributes specialized expertise and capabilities, enabling a dynamic and tailored approach to meeting the evolving needs of industries and sectors across Europe. Through this collective knowledge base, the alliance offers targeted support for advancing technological innovation, accelerating entrepreneurship, and strengthening industry-academia collaboration.



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Please find below the key areas of tech expertise
of each partner university:

University of Technology of Troyes

- Networks, Connected Humans and IoT
- Circular Economy and Sustainability
- Nanotechnologies and Function-oriented Materials
- Logistics and Industry of the Future
- SilverTech (Also known as AgeTech or GrandTech)
- Mechanical Engineering Design and Virtual Reality
- Innovative Materials and Manufacturing Processes
- Security and Risk Management
- Data analysis, Computer Science and Digital Society
- Monitoring/Surveillance and Operational Security Data Management

Technological University of Dublin

- Product Prototyping
- Food Innovation Lab
- Virtual Reality/Augmented Reality
- Innovation Surface Coatings
- Bio-diagnostics
- Cybersecurity
- Sustainable Infrastructure
- Holographic & Interferometric Techniques
- Construction

Cyprus University of Technology

- Green Energy
- Water Treatment Technologies
- Agri-food
- Civil Engineering and Materials
- Green Innovation
- Digital Cultural Heritage
- Geoinformatics
- Nanomaterials
- Robotics
- Social Computing

Darmstadt University of Applied Sciences

- Circular Economy
- Cyber Security
- Data Analysis & Visual Analytics
- Digital Communication and Media Innovation
- Materials Sciences
- Nanotechnology
- Optical Diagnostics
- Renewable & Green Energy Solutions
- Smart Mobility
- Sustainable Development

Riga Technical University

- AI & Big Data
- Robotics & Drones
- IoT & 5G
- Biotechnology
- Materials & Coatings
- Alternative Energy Sources
- Integrated Micro & Nano Systems

Technical University of Cluj-Napoca

- Civil Engineering and Architecture
- Computers, Information Technology and Systems Engineering
- Electrical Engineering
- Electronics and Telecommunications
- Industrial Engineering and Management
- Materials Engineering
- Mechanical Engineering, Mechatronics and Robotics
- Chemistry, Biology and Physics
- Mathematics and Informatics
- Philology, Social and Human Sciences

University of Cassino

- Industry 5.0 and Cyber Physical Systems
- Telecommunication and Smart and Distributed Networks
- Smart City, Infrastructure and Sustainable Mobility
- Agritech and Agrifood
- Technology for Digital Health and Sport
- Smart Grid and Renewable Energy
- Materials, Nanomaterials and NDE
- Digitalization Techniques for Cultural Heritage
- Mechanical Systems and Robotics
- Technologies for Economics and Business

Universidad Politécnica de Cartagena

- Robotics
- Data Science
- Industry 4.0: Sensing & Monitoring Devices
- Mechanical, Electrical & Electronic Engineering
- ICT: Networks, AI, Digitalization & Cybersecurity
- Architectural & Civil Engineering: Materials, Urbanism
- Energy Efficiency & Smart Mobility
- Environmental Science: Air Pollution, Soil & Water
- Agritech & Food Science
- Naval Engineering
- Biomedical Engineering
- Economics, Business and Finance

Technical University of Sofia

- Digitalization, Connectivity and Cybersecurity
- Smart Systems and Artificial Intelligence, Industry 5.0
- Mechatronics and Microelectronics
- Circular Economy, Clean Technologies and Resource Efficiency Management
- Green Energy, Hydrogen Tech and Energy Storage
- Bioengineering, Biomedical Engineering, Health and Wellness Technologies
- Smart Transport and Smart Cities
- Space Engineering

Services for Companies & Organizations:

- Build partnerships within the EUT+ alliance
- Access specialized research expertise and university infrastructure
- Get support with IP management, licensing, and legal agreements
- Participate in innovation and networking events
- Collaborate in technology and knowledge transfer
- Access labs and state-of-the-art research equipment

Why Collaborate with EUT+?

The EITTO connects industry with the EUT+ universities:

- Co-develop research and innovation projects
- Solve real-world challenges with expert support
- Access cutting-edge labs and infrastructure
- Tap into student talent and entrepreneurial ideas
- Fast-track commercialization through tech transfer

Get Involved!

Whether you're a startup, SME, or large enterprise, EUT+ offers a gateway to cutting-edge research, expert knowledge, and innovation talent across Europe.

Partner with us to develop new solutions, access R&D expertise, and bring ideas to market.

Contact information

Contact your local EUT+ Innovation Office:

Cyprus University of Technology
eut.tto@cut.ac.cy

Technical University of Sofia
ddimov@tu-sofia.bg

Hochschule Darmstadt
eva.gartmann@h-da.de

Technological University Dublin
innovation@tudublin.ie

Riga Technical University
inovacijas@rtu.lv

University of Technology of Troyes
spvr@utt.fr

Technical University of Cluj-Napoca
Liliana.Pop@staff.utcluj.ro

Polytechnic University of Cartagena
viceco@upct.es

University of Cassino and Southern Lazio
utt@unicas.it



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University of
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**UNIVERSITATEA
TEHNICA**
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UNIVERSITY DUBLIN

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2. Flyers for Empowering Students, Researchers and Research Institutes Across Europe



What is EUT+?

The **European University of Technology (EUT+)** is an alliance of nine European universities working together to build a shared, innovative technological ecosystem. By fostering collaboration across borders, EUT+ empowers students, researchers, and industry to create sustainable, impactful solutions.

The EUT+ Innovation and Technology Transfer Office (EITTO)

The **EUT+ Innovation and Technology Transfer Office (EITTO)** supports **students, researchers and research institutes** across the alliance by fostering innovation, promoting the commercialization of academic research, and enhancing societal, ecological, and technological impact.

Tech Expertise Across EUT+

Each EUT+ university contributes unique tech strengths and innovation capabilities. This collective knowledge allows the alliance to support diverse academic disciplines and emerging fields. Whether you're a student aiming to develop a prototype or a researcher seeking partners for collaborative R&D, EUT+ provides the tools and support you need.



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University of
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Politécnica
de Cartagena

Please find below the key areas of tech expertise
of each partner university:

**University of Technology
of Troyes**

- Networks, Connected Humans and IoT
- Circular Economy and Sustainability
- Nanotechnologies and Function-oriented Materials
- Logistics and Industry of the Future
- SilverTech (Also known as AgeTech or GrannyTech)
- Mechanical Engineering Design and Virtual Reality
- Innovative Materials and Manufacturing Processes
- Security and Risk Management
- Data analysis, Computer Science and Digital Society
- Monitoring/Surveillance and Operational Security Data Management

**Technological University
of Dublin**

- Product Prototyping
- Food innovation Lab
- Virtual Reality/Augmented Reality
- Innovation Surface Coatings
- Bio-diagnostics
- Cybersecurity
- Sustainable Infrastructure
- Holographic & Interferometric Techniques
- Construction

**Cyprus University
of Technology**

- Green Energy
- Water Treatment Technologies
- Agri-food
- Civil Engineering and Materials
- Green Innovation
- Digital Cultural Heritage
- Geoinformatics
- Nanomaterials
- Robotics
- Social Computing

**Darmstadt University
of Applied Sciences**

- Circular Economy
- Cyber Security
- Data Analysis & Visual Analytics
- Digital Communication and Media Innovation
- Materials Sciences
- Nanotechnology
- Optical Diagnostics
- Renewable & Green Energy Solutions
- Smart Mobility
- Sustainable Development

**Riga Technical
University**

- AI & Big Data
- Robotics & Drones
- IoT & 5G
- Biotechnology
- Materials & Coatings
- Alternative Energy Sources
- Integrated Micro & Nano Systems

**Technical University
of Cluj-Napoca**

- Civil Engineering and Architecture
- Computers, Information Technology and Systems Engineering
- Electrical Engineering
- Electronics and Telecommunications
- Industrial Engineering and Management
- Materials Engineering
- Mechanical Engineering, Mechatronics and Robotics
- Chemistry, Biology and Physics
- Mathematics and Informatics
- Philology, Social and Human Sciences

University of Cassino

- Industry 5.0 and Cyber Physical Systems
- Telecommunication and Smart and Distributed Networks
- Smart City, Infrastructure and Sustainable Mobility
- Agritech and Agrifood
- Technology for Digital Health and Sport
- Smart Grid and Renewable Energy
- Materials, Nanomaterials and NDE
- Digitalization Techniques for Cultural Heritage
- Mechanical Systems and Robotics
- Technologies for Economics and Business

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- Robotics
- Data Science
- Industry 4.0: Sensing & Monitoring Devices
- Mechanical, Electrical & Electronic Engineering
- ICT: Networks, AI, Digitalization & Cybersecurity
- Architectural & Civil Engineering: Materials, Urbanism
- Energy Efficiency & Smart Mobility
- Environmental Science: Air Pollution, Soil & Water
- Agritech & Food Science
- Naval Engineering
- Biomedical Engineering
- Economics, Business and Finance

**Technical University
of Sofia**

- Digitalization, Connectivity and Cybersecurity
- Smart Systems and Artificial Intelligence, Industry 5.0
- Mechatronics and Microelectronics
- Circular Economy, Clean Technologies and Resource Efficiency Management
- Green Energy, Hydrogen Tech and Energy Storage
- Bioengineering, Biomedical Engineering, Health and Wellness Technologies
- Smart Transport and Smart Cities
- Space Engineering



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Services for Students, Researchers and Research Institutes:

- Support in creating spin-offs, startups, and tech licensing
- Expert advice on intellectual property (IP) rights and protection
- Dedicated contact point for tech transfer and commercialization
- Facilitation of Industry collaboration on research and innovation projects
- Assistance in valorizing knowledge and research outcomes
- Opportunities for cross-border collaboration within the EUT+ alliance
- Access to funding sources, cutting edge infrastructure, and strategic networks

EUT+ Student Startup Lab

The EUT+ Student Startup Lab provides a dynamic environment where students develop entrepreneurial skills and turn innovative ideas into real-world impact.

Key offerings include:

- Tailored mentorship and training programs
- Startup workshops and pitch events
- Access to a network of industry experts and potential investors
- Hands-on entrepreneurial experience with innovation and entrepreneurship

Get Involved!

Are you a **student** or **researcher** ready to innovate, collaborate, or grow your idea?

Join the EUT+ Innovation Ecosystem and unlock cross-European opportunities!

Contact information

Contact your local EUT+ Innovation Office:

Cyprus University of Technology
eut.startupLab@cut.ac.cy

Technical University of Sofia
ddimov@tu-sofia.bg

Hochschule Darmstadt
bennet.siller@h-da.de

Technological University Dublin
startup@tudublin.ie

Riga Technical University
zic.info@rtu.lv

University of Technology of Troyes
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Liliana.Pop@staff.utcluj.ro

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Annex XIV. EUT+ Tech Showcase Days Reports

A. Tech Showcase Day – Universitatea Tehnică din Cluj-Napoca (UTCN) Report

- **Title:** “#Entrep_Bootcamp2024 Pitching Finals and Tech Showcase”
- **Organized by:** Universitatea Tehnică din Cluj-Napoca (UTCN)
- **Date:** 19/07/2024

1. Introduction

From July 15-19, 2024, the Technical University of Cluj-Napoca (TUCN) organized the **#Entrep_Bootcamp2024** summer camp as part of the EUT+ alliance initiative. The event brought together students from nine EUT+ partner universities, who were intentionally mixed into interdisciplinary and multicultural teams. This event brought together students from nine EUT+ partner universities, who were intentionally mixed into interdisciplinary and multicultural teams. The goal was to foster collaboration across diverse academic backgrounds and cultural perspectives to encourage innovation and creative problem-solving.

The *Entrep_Bootcamp2024* aimed to address the challenges and opportunities associated with the *Rural-Urban Hub* concept around Cluj-Napoca. This concept focuses on creating stronger connections between rural and urban areas, addressing issues such as infrastructure, education, sustainable agriculture, and community development. The summer camp specifically targeted the community of Sălicea, offering students the chance to immerse themselves in real-world problems faced by rural areas while proposing entrepreneurial solutions for improvement.

Through workshops, direct interactions with local entrepreneurs, and site visits, students analyzed the needs of the *Rural-Urban Hub* and proposed sustainable solutions. This initiative aligns with the EUT+ alliance's core principle of “Think Human First,” ensuring that the proposed technologies and innovations prioritize human and societal benefits, contributing to long-term growth and sustainability for the region.

After a week of engaging with these complex challenges, students presented their innovative solutions to a panel of experts during a **Tech Showcase** event. This report outlines the key highlights, projects presented, feedback from the jury, and recommendations for future events.



2. Event Overview

The **#Entrep_Bootcamp2024 Tech Showcase** took place as the culmination of a week-long summer camp, where student teams pitched their solutions to address rural development challenges. The event was structured around six teams, each presenting their entrepreneurial ideas to a jury composed of 13 business and community leaders, industry experts, and representatives from the academic and local entrepreneurial ecosystems.





The jury members played a vital role not only in evaluating the students' pitches but also in fostering an environment that encouraged dialogue, collaboration, and the exploration of real-world applications for the presented solutions. By asking insightful questions, offering constructive feedback, and sharing their expertise, the jury contributed to bridging the gap between theoretical ideas and practical implementation.

Jury Members and Roles

The jury was composed of key figures from a range of industries, academia, and the local community. For GDPR reasons, the list of judges' names will not be presented here.

Throughout the Tech Showcase, the jury actively encouraged discussions about turning the presented ideas into viable business ventures. By emphasizing partnerships between students, industry, and local communities, the jury facilitated conversations about securing funding, industry collaboration, and leveraging academic expertise to transform innovative ideas into real-world solutions.

Projects presented

Project Name	Problem Addressed	Solution	Key Features
Internet Awareness App	Lack of awareness about the benefits of the internet in rural areas.	A mobile app that educates users on how to leverage the internet for personal and financial growth.	<ul style="list-style-type: none"> - Educates users about the internet's potential for earning money. - Provides opportunities to connect with urban communities and earn income.

Unity Village	Disconnect between local villagers and newcomers.	A one-stop platform offering services to foster interaction between villagers and urban newcomers.	<ul style="list-style-type: none"> - Help the Farmer camp. - Organize farm festivals. - Rental farmhouses for tourism. - Community dining hall. - Cultural events and a "Fun Day on the Farm."
Farm-to-Table Connection	Difficulty for farmers to reach local consumers.	A platform connecting farmers with urban consumers for direct sales of fresh produce.	<ul style="list-style-type: none"> - Enables farmers to sell directly to local buyers. - Promotes local, sustainable agriculture. - Strengthens the rural-urban connection through food distribution.
Private School Project	Educational gap between urban and rural populations.	A private school project that bridges the gap by integrating local cultural knowledge into the curriculum and engaging students in hands-on learning.	<ul style="list-style-type: none"> - Involves local populations in children's education. - Uses real-life situations to teach students. - Educates locals on modern technologies and sustainability.
Rural Bridge	Gap between urban and rural communities, particularly in food sourcing and farm experiences.	A platform that connects urban consumers with rural farmers, offering fresh produce and immersive rural experiences.	<ul style="list-style-type: none"> - "Farm-to-Table" fresh produce delivery. - Organizes immersive farm experiences for urban residents. - Strengthens sustainable agriculture and rural tourism for a connected future.

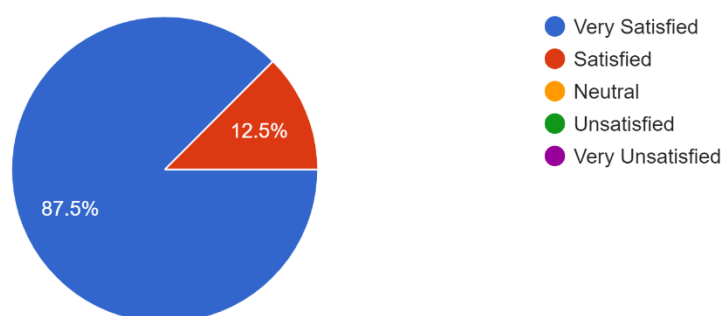
4. Impact

Following the Tech Showcase event, the jury members were invited to participate in a survey aimed at gathering their feedback on various aspects of the #Entrep_Bootcamp2024. Out of the 13 jury members, 8 provided their responses. This feedback is instrumental in evaluating the success of the event and its alignment with the overarching goals of the EUT+ alliance, which seeks to promote entrepreneurship, innovation, and stronger ties between academia and industry.

The survey covered several key aspects, such as overall satisfaction with the event, the relevance of the content to the jury's industries and investment interests, the quality of the teams' presentations, and the level of innovation and creativity in the proposed solutions. It also evaluated the jury's awareness and interest in the EUT+ alliance both before and after the event. This feedback is crucial for understanding how the event impacted the jury's perception of EUT+ initiatives and its potential for fostering future collaborations.

How satisfied were you with the #Entrep-Bootcamp 2024 Pitching Finals: Empowering Tomorrow's Entrepreneurs! event overall?

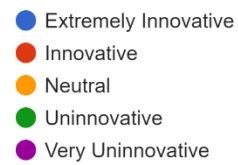
8 responses



8 responses

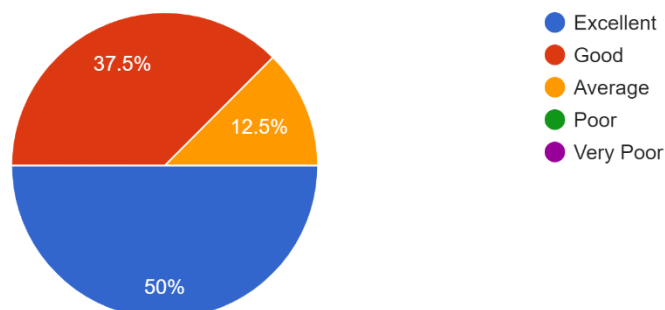


8 responses



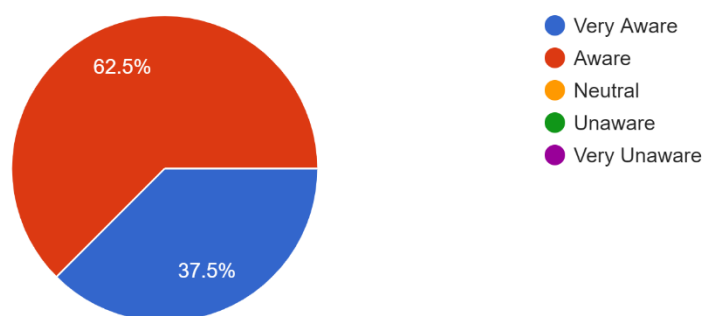
How would you rate the quality of the teams' presentations?

8 responses

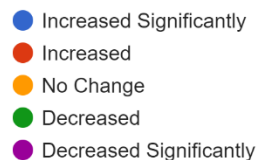


Before attending this event, how aware were you of the EUT+ alliance and its initiatives?

8 responses



8 responses

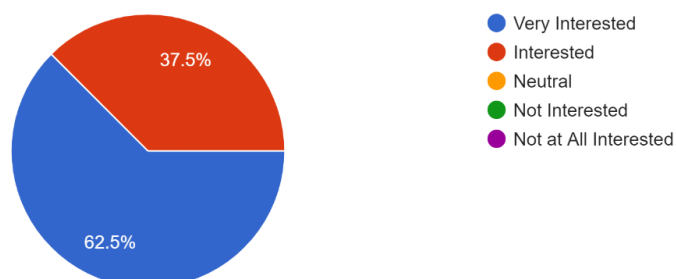


8 responses



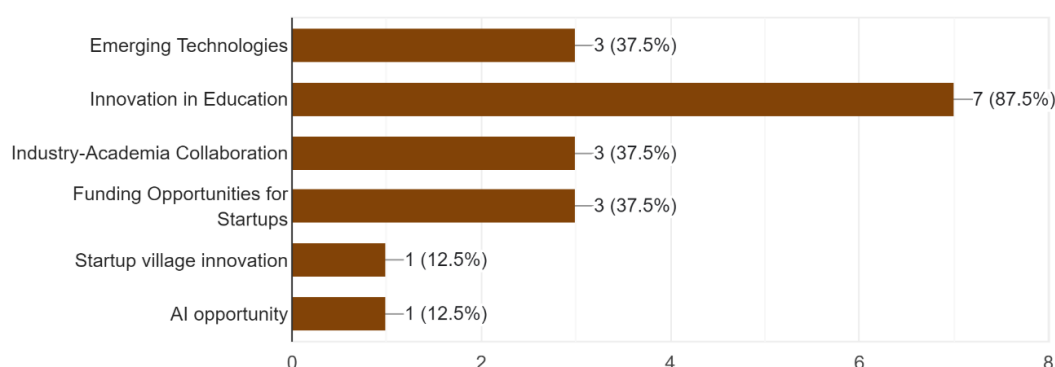
How interested are you in having a follow-up meeting to discuss potential collaborations or further information about the EUT+?

8 responses



What specific topics or areas would you like to see covered in the next event organized by the EUT+ alliance? (Select all that apply)

8 responses



By gathering these insights, the EUT+ alliance can continuously improve its initiatives, ensuring they remain relevant to both students and industry stakeholders. Additionally, this feedback helps in shaping future events and exploring new avenues for collaboration that could turn the showcased ideas into actionable, real-world solutions.

5. Key Takeaways

The **#Entrep_Bootcamp2024 Pitching Finals** and Tech Showcase successfully highlighted innovative entrepreneurial solutions while fostering engagement between academia, industry experts, and local communities.

Key Takeaways:

- The event was well-received by both the jury and the participants, with a majority expressing high levels of satisfaction and a willingness to engage further with EUT+ initiatives.
- The projects were seen as innovative and relevant to rural development and entrepreneurial challenges, with many focused on sustainable solutions that bridge urban-rural gaps.
- There is strong interest in future events, particularly those that focus on innovation in education, emerging technologies, and industry-academia collaboration.



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B. Tech Showcase Day – Università degli Studi di Cassino e del Lazio Meridionale (UNICAS) Report

Title: “Cybersecurity: Scenarios and services for companies”

Organized by: Università degli Studi di Cassino e del Lazio Meridionale

Date: 02/10/2024

1. Introduction

The University of Cassino and Southern Lazio, in collaboration with the National Competence Center for Cyber Security, Cyber 4.0, organized a Tech Showcase Day on October 2, 2024, titled "Cyber Security – Scenarios and Services for Companies.". Experts from the sector and researchers provided insights on the importance of digital security for companies and on improvement actions that can be implemented through support projects for businesses transitioning to secure digital environments, funded by the PNRR under Mission 4, Component 2, Investment 2.3, managed by the Cyber 4.0 center.

The event was organized by the Technology Transfer Office of the University of Cassino, which since 2022 has been collaborating with the National Cyber Security Center, Cyber 4.0. It aims to serve as a contact point between the various entrepreneurial entities in the region and the competence center, focusing on the provision of technology transfer services and the management of partnerships for project proposals.

The event was designed as a meeting point for local entities, including small and medium-sized enterprises and service providers, to discuss cybersecurity and highlight the importance of project initiatives aimed at strengthening digital security in businesses. It also served as an opportunity to present the EUT+ project in its entirety and to showcase the research, development, and consultancy capabilities of the universities within the Alliance. These universities are well-positioned to support companies through consultancy, assessment services, and advanced research activities related to cybersecurity projects.

The Tech Showcase Day was organized as a morning session featuring technical presentations by researchers from all the universities in the Alliance. They presented their research skills in the field of cybersecurity, highlighting both the collective potential of the EUT+ Alliance and the diverse areas of expertise and activities that companies can access through the University of Cassino.

The purpose of the Tech Showcase Day was to facilitate connections between the University of Cassino and local companies, as well as all the universities in the EUT+ Alliance and Italian businesses. This event created opportunities to establish collaborations, consultancy, and research relationships between Italian companies and EUT+ universities. It showcased the



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technologies and levels of expertise held by each member of the alliance. Discussions also highlighted the possibility of using the National Recovery and Resilience Plan (PNRR) in Italy to strengthen companies' approach to the issue of cybersecurity through investments from the PNRR plan. Additionally, knowledge exchange among partners was encouraged, as the event helped form a group of researchers dedicated to cybersecurity within the Alliance itself.

From an organizational perspective, the event, being held in Italy and aimed at Italian companies, took place in person at the University of Cassino, while all researchers from the Alliance joined via an online session. This approach helped reduce event organization costs and facilitated the participation of all alliance members. This operational mode certainly brought significant advantages, although some challenges, including technical ones, had to be overcome, as the impact of online presentations is undeniably different from that of having foreign researchers physically present to interact directly with companies.

2. Event Overview

Several stakeholders from the Lazio Region, particularly from the cities of Frosinone and Cassino, participated in the event. These included the Frosinone Latina Chamber of Commerce, the enterprise Informare of the Frosinone Chamber of Commerce, the industry association Unindustria Cassino, the CNA Frosinone (National Confederation of Artisans and Small and Medium Enterprises - Frosinone), and Federlazio Frosinone (Federation of Lazio Businesses). The presence of the Chamber of Commerce and associations of industries, artisans, and small businesses highlighted the strong interest of the entire local entrepreneurial ecosystem in cybersecurity and the importance of the University of Cassino being part of a European university alliance. This role positions the university as a driving force for promoting synergies between the business reality of Lazio and Europe's leading research centers.

Several professors and researchers from the University of Cassino, along with delegates from all the universities in the EUT+ Alliance, addressed the technical aspects of cybersecurity. Additionally, there was an important presentation by the CFO of Cyber 4.0 on funding opportunities from the PNRR for Italian businesses.

The experts from the Competence Center for Cyber Security, Cyber 4.0 explained the support services for companies that they can provide through PNRR funding. Examples of services that can be financed include:

- organizational and technical assessments;
- preparation for audits and support for certification on international cybersecurity standards;

- testing of frontier technologies using the center's DemoLab or similar facilities provided by its partners, such as the University of Cassino;
- specialized basic training, tailored academic courses, awareness and education initiatives, capacity building projects, online and offline informational or training activities, and distance learning;
- product, process, legal, regulatory, and organizational advisory services to introduce security technologies supporting the digital transition of businesses and administrations;
- consultancy on intellectual property and patents;
- support to facilitate access to funding, with a particular focus on participation in international, national, and regional public calls, matchmaking with national and international investor communities, opportunity scouting, and networking activities.

These services highlight the potential for leveraging the expertise of all the Alliance's universities in participating in funded projects for Italian companies. Therefore, the event was particularly significant as a Tech Showcase Day, bringing together the needs of Italian businesses on a specific topic like cybersecurity with the extensive research, development, and consultancy expertise offered by the EUT+ Alliance. This aligns perfectly with the objectives of Work Package 6, particularly Task 6.2, under which the Tech Showcase Day was organized, focusing on strengthening connections with the business ecosystem.



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3. Impact

Over 100 companies at the regional and national levels were invited to the event. Approximately 40 people attended in person, with additional participants joining online, representing around 20 entities, including small and medium-sized enterprises, service companies, and banks.

Regarding the impact the event had on the region, there was a strong immediate interest, expressed both in interpersonal conversations during the event and through phone and email exchanges in the following days. The University of Cassino, through its TTO, invited all participants via follow-up actions to express their genuine interest in participating in consultancy and design activities in the field of cybersecurity within the action lines highlighted by the National Cyber 4.0 Center.

As a result of this follow-up, in the first months after the event, four companies, including one major player in the cybersecurity sector, initiated relationships with the University of Cassino to finalize some project ideas. The TTO is also encouraging these companies to explore the possibility of developing research projects or seeking consultancy from other universities within the Alliance to expand the potential impact of these actions within their businesses.

Another significant impact of the Tech Showcase Day within the EUT+ Alliance is that the researchers invited to the event are now organizing to create an ERG (European Research Group) on cybersecurity supporting the Work Package 5 and specifically task TA6.2. This initiative will allow them to focus particularly on cybersecurity by establishing a dedicated research group within the alliance.

During the event, a satisfaction survey prepared by the TTO was distributed to assess the immediate impact of the event on cybersecurity awareness. The results of this survey are presented below.



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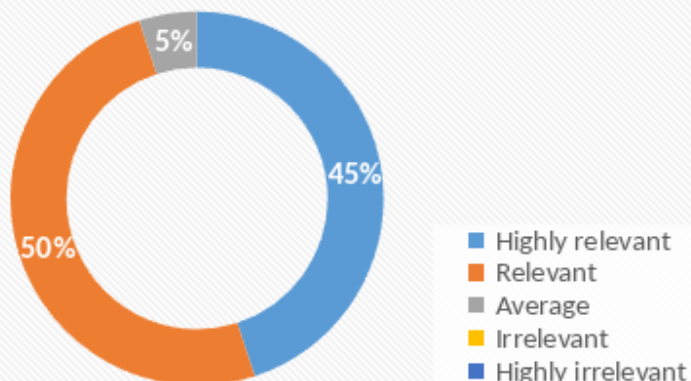


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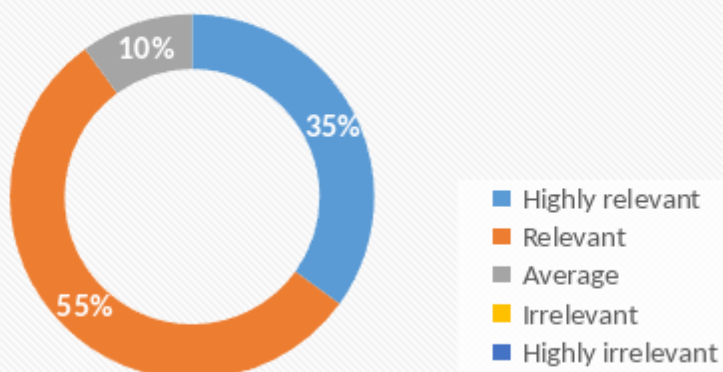


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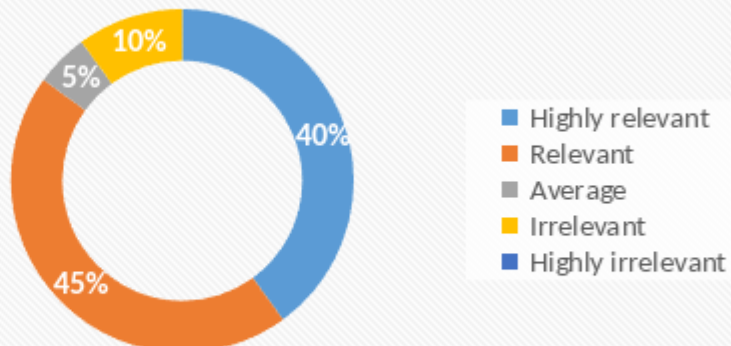
How relevant were the presented contents to your professional field or your company's digital security?



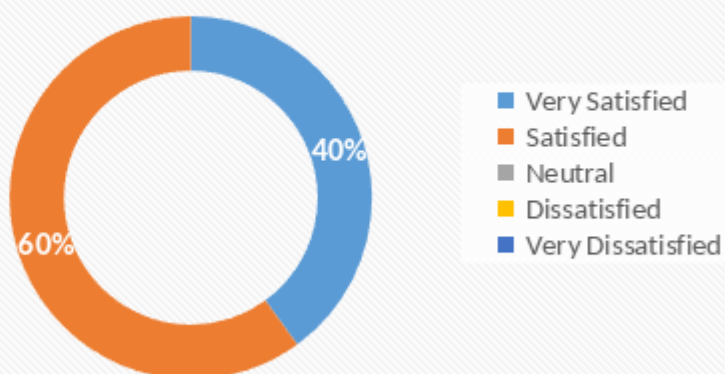
How relevant were the presented contents regarding the funding opportunities offered by the PNRR for services your company can activate through the National Cyber Competence Centre 4.0?



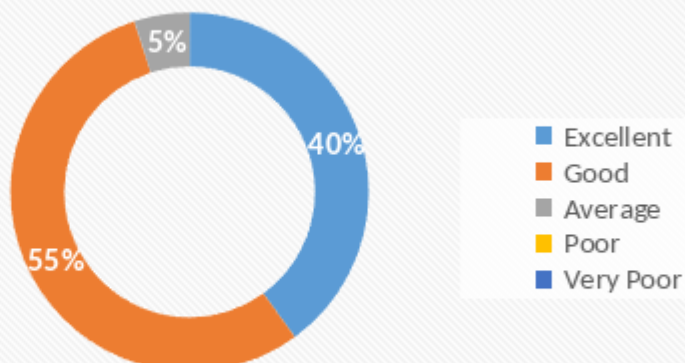
How interested are you in a follow-up contact to discuss potential funding opportunities or further information on the presented projects/services?



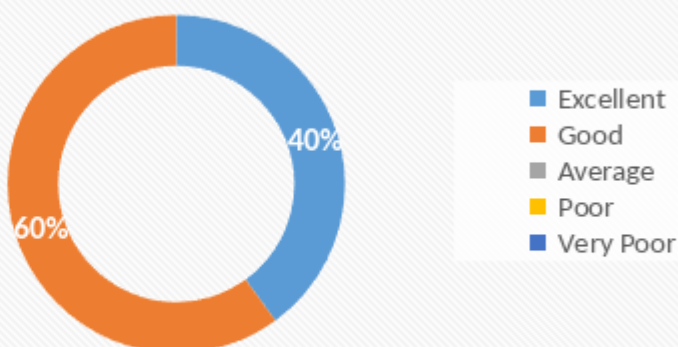
How satisfied are you with the event "Cybersecurity: Scenarios and Services for Businesses" as a whole?

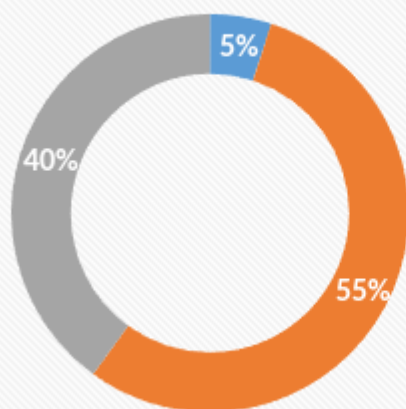


How would you rate the organization and execution of the event?

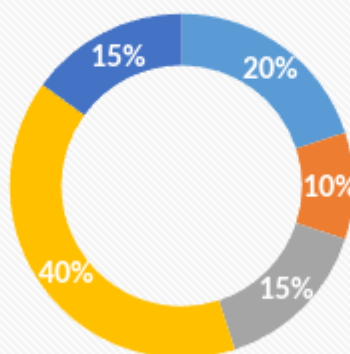


How would you rate the quality of the presentations you attended?



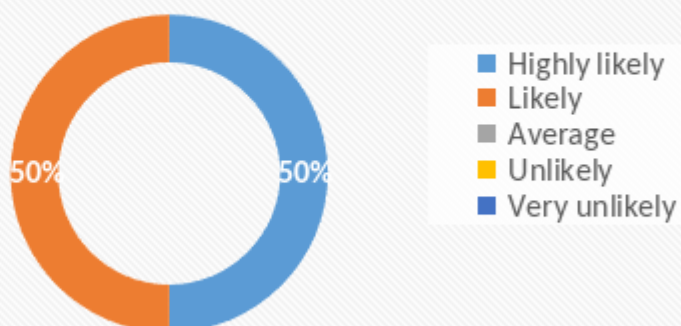


- Before attending this event, how informed were you that the University of Cassino and Southern Lazio is part of the EUT+ Alliance and its initiatives?

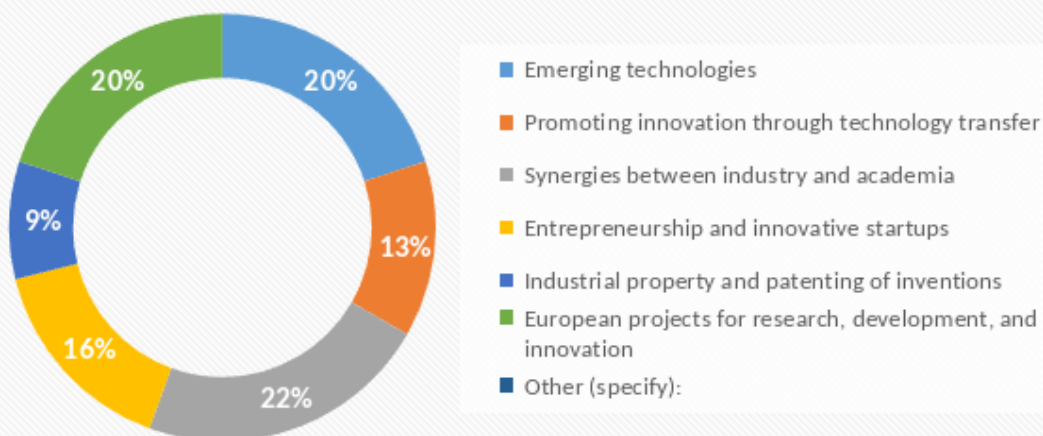


- Very informed
- Informed
- Somewhat informed
- Not informed
- Not informed at all

After this event, how likely are you to participate in future events organized as part of the activities UNICAS carries out with the Eut+ Alliance?



Which topics or specific areas would you like to see covered in future meetings or events organized as part of the activities UNICAS carries out with the Eut+ Alliance?



4. Communication material produced and pictures of the event



UNIVERSITY OF CASSINO AND SOUTHERN LAZIO
MEMBER OF EUT+
EUROPEAN UNIVERSITY OF TECHNOLOGY
CYBER 4.0
TECHNOLOGY TRANSFER MEETING

University of Cassino and Southern Lazio, in collaboration with:
- Centro di Competenza nazionale ad alta specializzazione per la cybersecurity Cyber 4.0
- Camera di Commercio Frosinone Latina e Azienda Speciale Informare
invites you to participate in the event:

Cybersecurity

Scenarios and services for companies

Wednesday, October 2, 09.00 - 13.00, Council Room, Rectorate, Cassino University Campus

The meeting aims to promote knowledge and ensure practical solutions on the issues of cyber security related to productive processes and defense against the risk of cyber attacks.

Authoritative sector experts from the Cyber 4.0 Consortium, together with researchers from the University of Cassino and international researchers from the EUT+ University Alliance, will provide guidance on the importance of digital security in companies, an improvement actions that can also be implemented through research projects for companies towards a secure digital transition, funded by the Next Generation EU, Component 2, Investment 2.5, managed by the Cyber 4.0 Center.

The purpose of the meeting will therefore be the presentation of high added value services aimed at providing enterprises, assessment, testing and support in respect of initiatives regarding the topic of cyber security that, through Cyber 4.0, can be provided by UNICAS to local companies and that, thanks to the co-funding of EUT+, can be included in individual and/or collective coverage of the costs.

Added value also thanks to the possible international collaborations of scientific components that are part of the European Alliance EUT+.

Meeting agenda

09.00-09.30 Registration

09.30-10.00 Opening of the proceedings and institutional greetings
- Maria Antonina, Rector of the University of Cassino and Southern Lazio
- Luigi Tassinari, Vice Rector for the Third Mission, University of Cassino and Southern Lazio
- Sergio Mariani, President of the Association of Italian Universities, University of Cassino and Southern Lazio

10.00-10.30 Virtual round opening by the topic:
- Luigi Tassinari, President of EUT+ INFORMARE - CCMA Frosinone Latina
- Daniela Bellotti, Vice President of UNICAS - CCMA Frosinone Latina, Delegate for the Third Mission
- Vittorio Galassi, President of UNIBASIS FRA Cassino
- Lorenzo Mariani, President of UNIBASIS FRA Cassino
- Massimo Mariani, Director of EUT+ UNICAS Rectorate

10.30-11.30 Cybersecurity for Business
- Dr. Domenico Caprioglio, Executive and Strategic Consultant - Cyber 4.0, University of Cassino and Southern Lazio
- Dr. Roberto Tassi, Associate Cyber 4.0
- Filippo Schiavelli, Chief R&D Officer - Cyber 4.0

11.30-12.00 Lunch break

12.00-12.30 The Cybersecurity skills of the European Alliance EUT+
- Maria Antonina, Rector of the University of Cassino and Southern Lazio - UNICAS - FRA Cassino
- Dr. Roberto Tassi, Associate Cyber 4.0
- Dr. Domenico Caprioglio, Executive and Strategic Consultant - Cyber 4.0, University of Cassino and Southern Lazio
- Dr. Filippo Schiavelli, Chief R&D Officer - Cyber 4.0
- Dr. Roberto Tassi, Associate Cyber 4.0
- Dr. Domenico Caprioglio, Executive and Strategic Consultant - Cyber 4.0, University of Cassino and Southern Lazio

The event is held in collaboration with EUT+, the European University of Technology, within the Tech University region.

Official event powered by EUT+ EUROPEAN UNIVERSITY OF TECHNOLOGY

info: utt@unicas.it



UNIVERSITY OF CASSINO AND SOUTHERN LAZIO
MEMBER OF EUT+
EUROPEAN UNIVERSITY OF TECHNOLOGY
CYBER 4.0
TECHNOLOGY TRANSFER MEETING

University of Cassino and Southern Lazio, in collaboration with:
- Centro di Competenza nazionale ad alta specializzazione per la cybersecurity Cyber 4.0
- Camera di Commercio Frosinone Latina e Azienda Speciale Informare
invites you to participate in the event:

Cybersecurity

Scenarios and services for companies

The Cybersecurity skills of the European Alliance EUT+

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CYBER 4.0
TECHNOLOGY TRANSFER MEETING

Technology Transfer Meeting

Cybersecurity

Scenarios and services for companies

Wednesday, October 2, 09.00 - 13.00
Council Room, Rectorate, Cassino University Campus

CYBER 4.0
CYBERSECURITY COMPETENCE CENTER

CAMERA DI COMMERCIO
FROSINONE LATINA

informare

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5. Key Takeaways

This event showcased the strong capacity of the EUT+ Alliance to engage and attract the interest of the business community. However, several improvements could enhance its future impact. One key recommendation is to ensure the physical presence of researchers from the various partner universities, enabling direct, interpersonal interactions with companies. Additionally, aligning presentations more closely with industry-relevant topics would strengthen the value of the engagement.

A promising approach could be the organization of a “Tech Showcase Day,” preceded by a needs-assessment questionnaire sent to participating companies. This would help identify specific challenges or interests, allowing researchers to tailor their presentations and highlight relevant technical expertise and potential solutions.

To further increase the visibility and relevance of EUT+ to the business sector, more consistent and strategic follow-up is needed. This could include promoting the advantages of a pan-European academic network for joint project proposals, supporting companies with international operations, and assisting businesses aiming to expand into foreign markets.



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201



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C. Tech Showcase Day – Riga Technical University (RTU) Report

Title: “RTU Science and Innovation Festival UNICORN”

Organized by: Riga Technical University

Date: 18/12/2024

1. Introduction

Riga Technical University (RTU) hosted the *RTU Science and Innovation Festival – UNICORN* on **December 18, 2024**, from **11:00 AM to 4:00 PM** at its **Kipsala campus**. This vibrant and forward-thinking event was designed to inspire both current and prospective students to explore the exciting world of science, technology, and innovation through creativity and collaboration.

The highlight of the festival was the **TechShowcase**, structured in a *Shark Tank*-style format, where students, researchers, and innovators presented their cutting-edge business ideas and scientific projects. Notably, scientists from various **EUT+ (European University of Technology)** partner universities also participated, bringing a truly international and multidisciplinary dimension to the event. The central theme of the festival revolved around **innovation from multiple perspectives**—spanning technological advancement, entrepreneurship, and practical applications of scientific research.

An expert **jury panel** and a diverse **audience** made up of **investors, banking professionals, and business leaders** were present to evaluate the presentations. They posed insightful questions and provided constructive feedback, offering participants a valuable opportunity to refine their ideas and potentially connect with future collaborators or investors.

Prior to the festival, an **open call for applications** invited **students, scientists, and innovators** to submit their project proposals for a chance to present at the TechShowcase. This approach encouraged broad participation and helped surface a wide range of innovative ideas.

The event also served as an important **networking platform**, bringing together **key stakeholders** from academia, industry, and the investment community. It facilitated meaningful dialogue and partnerships aimed at fostering innovation and accelerating idea development. Additionally, the event functioned as a dynamic space to **highlight the ongoing work and objectives of the EUT+ Alliance**, showcasing the research, development, and consultancy strengths of its member universities.

Overall, the RTU Science and Innovation Festival – UNICORN was a celebration of creativity, knowledge-sharing, and future-forward thinking, reaffirming RTU's commitment to being at the forefront of scientific and technological progress in Europe.



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202



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2. Event Overview

On **December 18, 2024**, Riga Technical University (RTU) hosted the *Shark Tank-style TechShowcase* as part of the **RTU Science and Innovation Festival UNICORN**, in collaboration with the **European University of Technology (EUT+)**. The event took place from **12:00 to 15:00 EET** at RTU Ķīpsala campus and served as a platform for showcasing innovative ideas from researchers and students across Europe.

The event began with **opening remarks** by [REDACTED], Head of the RTU Design Factory, who welcomed participants, guests, and jury members. She emphasized the importance of innovation-driven education and the unique opportunity the festival provides to foster collaboration between academia, industry, and aspiring entrepreneurs. In addition, [REDACTED], Project Lead of the Innovation and Ecosystem development unit, introduced the programme and what is planned during the event.

Following the opening, [REDACTED], Deputy Secretary General of the European University of Technology, introduced the **EUT+ University Alliance**. His presentation highlighted the objectives and collaborative efforts of the alliance, which brings together eight European technical universities to foster interdisciplinary research, innovation, and entrepreneurship.

The next segment featured **deep-tech idea presentations** from **EUT+ researchers**, showcasing cutting-edge research and innovation from partner universities:

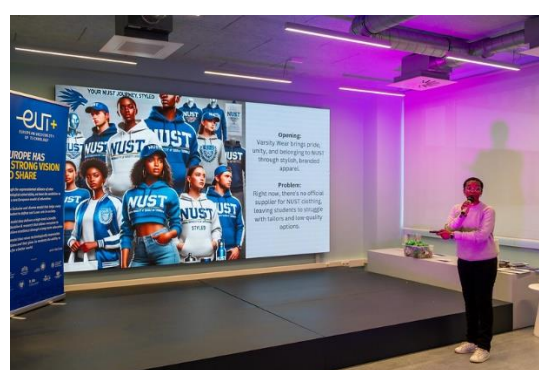
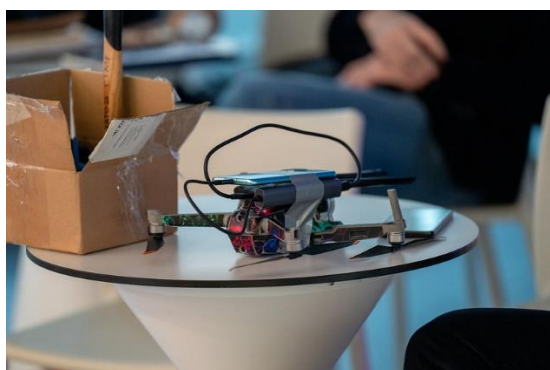
- **13:05–13:20** – [REDACTED] (Riga Technical University, Latvia) presented her research and development efforts, highlighting innovative solutions with potential for commercialization.
- **13:20–13:35** – [REDACTED] (Cyprus University of Technology, Cyprus) shared insights into her work, which merges scientific rigor with practical application, particularly in the field of environmental technology.
- **13:35–13:50** – [REDACTED] (Cassino University, Italy) delivered a joint presentation that explored emerging technological solutions grounded in engineering and applied science.

The final segment of the event was the **idea pitch session (13:50–14:30)**, where students, researchers, and other innovators took the stage to present their entrepreneurial and scientific ideas to a panel of experts. Each pitch was followed by a brief Q&A and feedback session led by a jury composed of **investors, banking professionals, and business experts**. This dynamic and interactive format provided valuable exposure and constructive critique for the participants.

The **networking session** that followed allowed attendees to connect, exchange ideas, and explore potential collaborations. Participants had the opportunity to engage with jury members, EUT+ representatives, and other innovators in a more informal setting.

Throughout the event, the atmosphere was energetic, inclusive, and forward-looking. The TechShowcase successfully highlighted the talent and innovation emerging from the EUT+ network, as well as RTU's strong role in promoting entrepreneurial thinking and cross-border academic cooperation.

The Shark Tank event was not only a platform for presenting breakthrough ideas but also a celebration of the collaborative spirit that defines the **EUT+ Alliance** and the **RTU Science and Innovation Festival UNICORN**.





3. Impact

Following the conclusion of the Tech Showcase segment of the RTU Science and Innovation Festival UNICORN, **industry representatives in attendance were invited to participate in a structured feedback survey**. The primary objective of this survey was to gather insights and evaluations on several key dimensions of the event, including the quality and originality of the presentations, the relevance of the ideas to current industry needs, the effectiveness of the event format, and the overall level of engagement between academia and the business community.

Out of the nine invited **industry experts**—a group that included investors, financial institution representatives, and professionals from various sectors—**five completed the survey**, offering a valuable sample of informed perspectives. The responses provided constructive feedback and highlighted both the strengths of the event and areas for potential improvement.

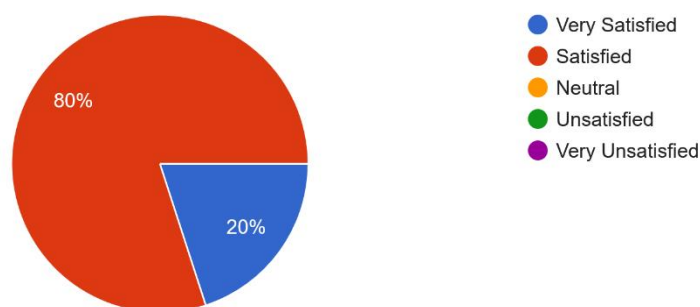
This feedback plays a **critical role in evaluating the effectiveness** of the event, particularly in the context of its alignment with the broader mission of the **European University of Technology (EUT+) Alliance**. One of the core strategic priorities of EUT+ is to **foster a culture of innovation and entrepreneurship** while building **strong, mutually beneficial relationships between universities and the industry sector**. The Shark Tank-style format, with its emphasis on practical application, audience interaction, and real-time feedback, was seen by respondents as a promising method for nurturing such connections.

Moreover, the survey results will contribute to the **ongoing refinement and development** of future Tech Showcase events, ensuring that they continue to serve as a meaningful bridge between **academic research and real-world industry challenges**. By actively involving external stakeholders in this feedback process, RTU and its EUT+ partners demonstrate a commitment to continuous improvement, co-creation, and shared innovation ecosystems that benefit both students and society at large.

The survey covered several key aspects, such as overall satisfaction with the event, the relevance of the content to the jury's industries and investment interests, the quality of the teams' presentations, and the level of innovation and creativity in the proposed solutions. It also evaluated the jury's awareness and interest in the EUT+ alliance both before and after the event.

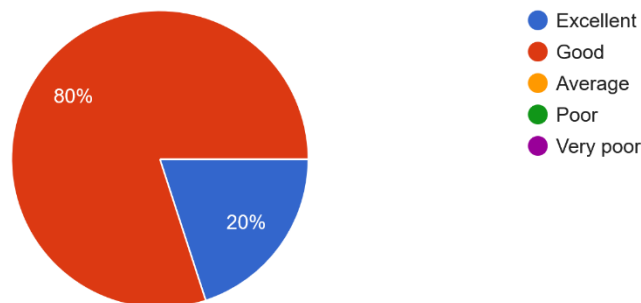
How satisfied were you with the Shark Tank event overall?

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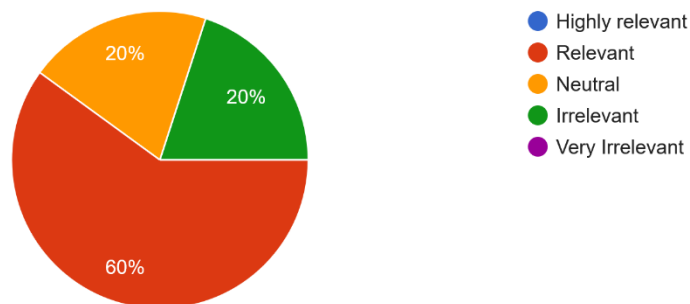
How would you rate the organization and execution of the event?

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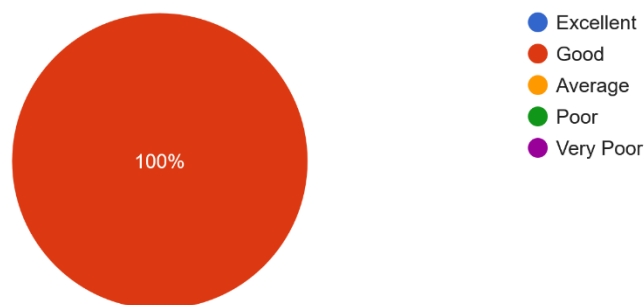
How relevant was the EUt+ researchers presentations (~10min) to your investment/industry interest?

5 atbildes



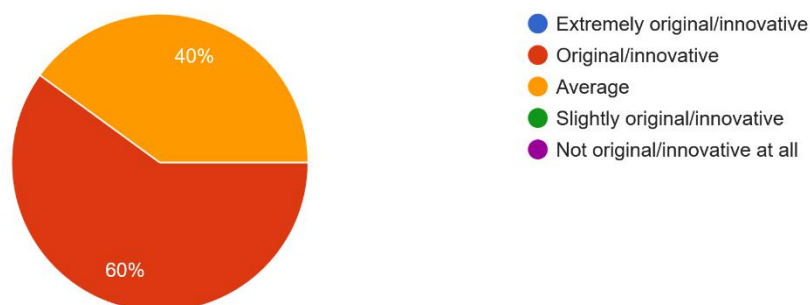
How would you rate the EUt+ researchers quality of the presentations?

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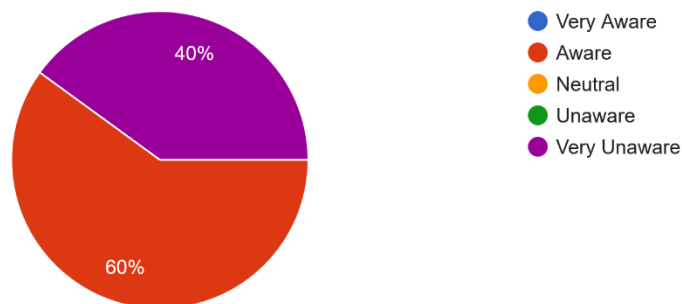
How innovative and creative did you find the ideas presented?

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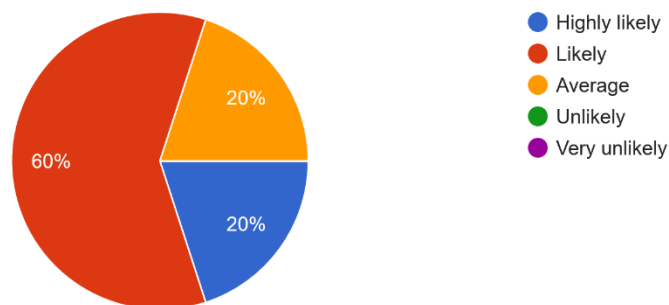
Before attending this event, how informed were you that Riga Technical University is part of the EUt+ Alliance and its initiatives?

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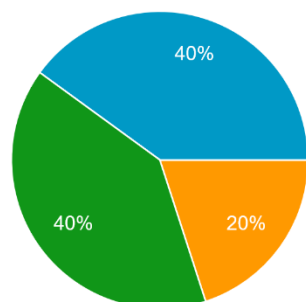
After this event, how likely are you to participate in future events organized as part of the activities RTU carries out with the EUt+ Alliance?

5 atbildes



Which topics or specific areas would you like to see covered in future meetings or events organized as part of the activities RTU carries out with the EUT+ Alliance?

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- Emerging technologies
- Promoting innovation through technology transfer
- Synergies between industry and academia
- Entrepreneurship and innovative startups
- Industrial property and patenting of inventions
- European projects for research, devel...

5 Communication material produced and pictures of the event



5. Key Takeaways

The **Shark Tank-style TechShowcase** was a **successful event** that brought together **innovative students, researchers, and business sector representatives**. The event fostered meaningful exchange, with participants from both academia and industry expressing strong interest in further collaboration and learning more about opportunities within the **EUT+ Alliance**.

A key takeaway was the value of connecting early-stage innovation with real-world expertise. For participants, the event offered visibility, feedback, and networking, while industry representatives gained access to fresh ideas and potential partnerships.

Following the event, **RTU engaged with interested students and researchers** to involve them in upcoming innovation activities. In parallel, RTU met with industry participants to explore future cooperation. **Several companies expressed willingness to act as mentors or speakers**, and **SEB Bank** has shown particular interest in developing a closer relationship with RTU—an encouraging step toward wider collaboration with the **EUT+ network**.



D. Tech Showcase Day – Hochschule Darmstadt – University of Applied Sciences Darmstadt (h_da) Report

Title: “The Future with AI – Innovations Shaping Our World”

Organized by: Hochschule Darmstadt – University of Applied Sciences Darmstadt

Date: 03/06/2025

1. Introduction

The University of Applied Sciences Darmstadt organized a Tech Showcase Day on June 3, 2025, titled *“The Future with AI – Innovations Shaping Our World”*. EUT+ researchers provided insights on their research with AI in various fields and how those innovations will shape our personal settings and the business world in the future.

The event was organized by the Transfer & Start-up unit of the Servicecenter for Research and Technology Transfer of the University of Applied Sciences Darmstadt. It aims to serve as a contact point between the various entrepreneurial entities in the region and the university’s researchers, focusing on the provision of technology transfer services and the management of partnerships for project proposals.

The event was held in combination with another major event, the finals of the EUT+ Incubation Programme. This expanded the offer for companies in the region: In addition to current research topics in the field of AI, they were able to get to know the ideas of young entrepreneurship teams from the EUT+ alliance. As a result, the event highlighted various approaches to the development of innovations and built bridges between academia and business. The atmosphere was very international and offered excellent opportunities to present the EUT+ alliance and to network on European level.

The event took place during one of the EUT+ on-site weeks to make it easier for researchers and interested parties to attend. In addition, the on-site setting was intended to strengthen networking. Nevertheless, there was also the opportunity to give a presentation digitally, which was used by one of the researchers.

By combining the Tech Showcase with the finals of the EUT+ Incubation Programme, synergies could be exploited: Joint advertising in advance and joint implementation saved costs for advertising material and room rental.

2. Event Overview

The event began with the EUT+ Incubation Programme Finals and later moved on to the Tech Showcase. The aim of the arrangement was to enable company representatives to take part.



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211



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Following a presentation of the opportunities for companies and other institutions to cooperate with the EUT+ alliance, three researchers presented their current projects and (interim) results.

The event showcased the following researchers:

- [REDACTED], M.Sc, Darmstadt University of Applied Sciences and Technical University Troyes: *AI-based Automatic Hazard Detection in Lunar Surface Images*
- [REDACTED], Technical University Dublin: *AI for Global Development and the Sustainable Development Goals (SDGs)*
- [REDACTED], Cyprus University of Technology: *Entrepreneur-in-Residence, SPECTER*

The intentionally broad topic of the tech showcase, “The Future with AI – Innovations Shaping Our World” allowed many different perspectives of AI to be presented. This gave all participants a good overview of what kind of innovations can be expected in the future, promoted interdisciplinary exchange and fostered discussions among participants.

As it was a joint event focused on entrepreneurship and research, among the attendees were many students from the EUT+ partner universities, professors from Darmstadt University of Applied Sciences and delegates from the partners’ universities, as well as representatives of regional enterprises or business associations.

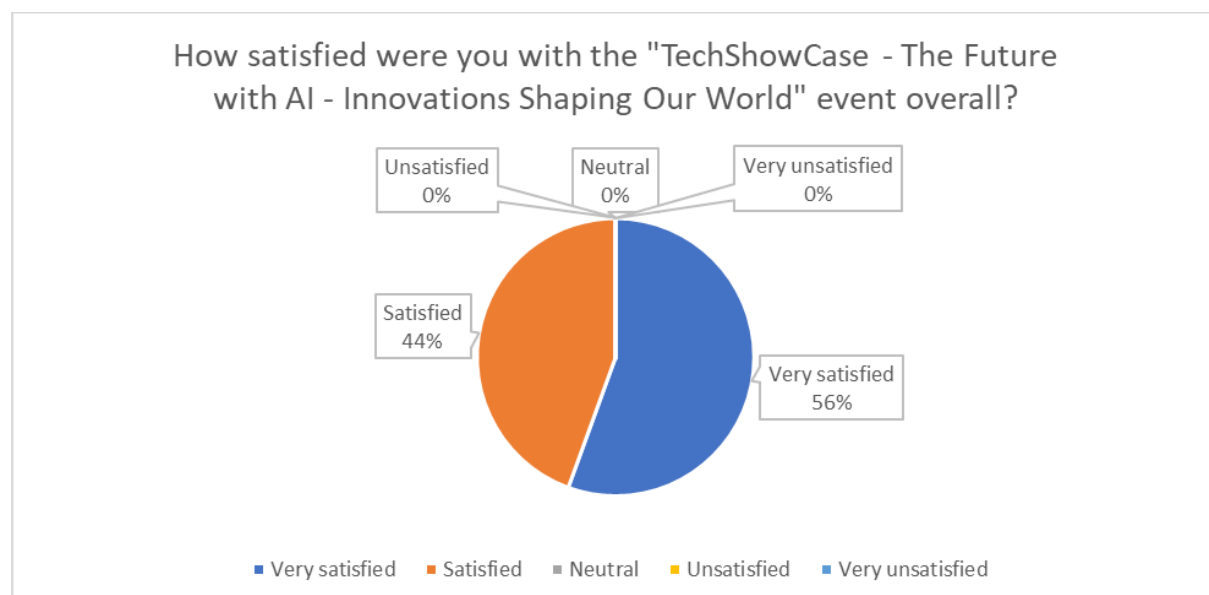
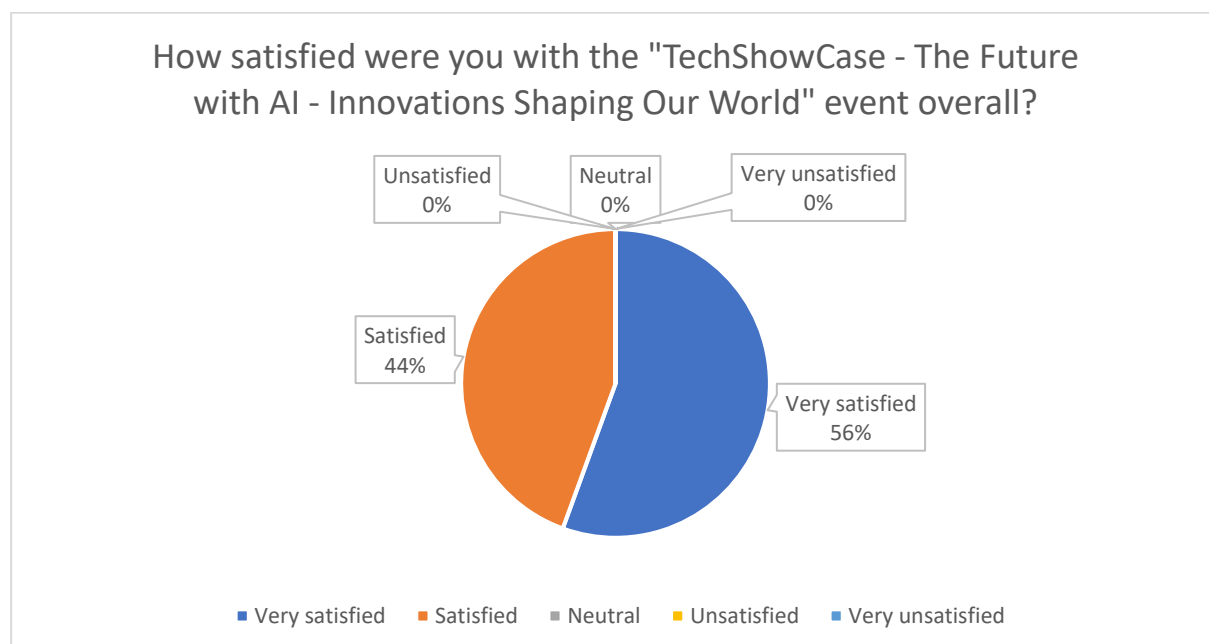
3. Impact

The event was joined by over 100 guests. Originally, 35 representatives from companies and business associations had been invited. Five attended the event. Among the participants was a representative of the Chamber of Commerce and Industry Darmstadt Rhine Main Neckar, which represents about 65.000 enterprises in southern Hesse. Innovectis GmbH, a start-up and IP rights managing agency, also joined us.

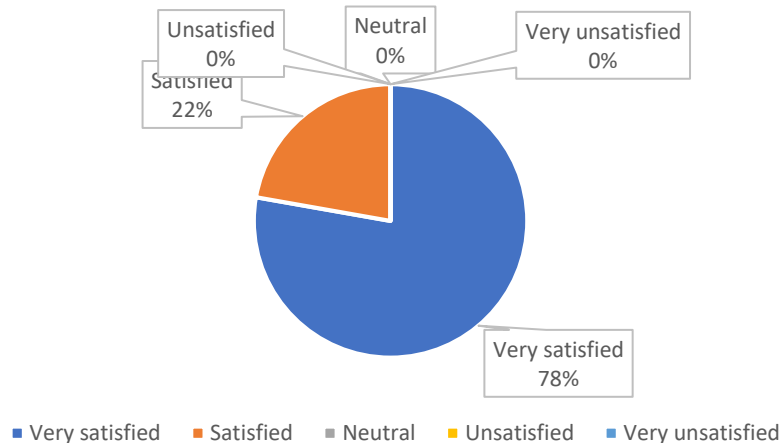
During the event, a satisfaction survey was shared with the guests in order to gather their feedback concerning the event’s organization, the relevance of the overall topic, the quality and innovative character of the researchers’ presentations, as well as their perspective on the EUT+ alliance. Furthermore, they could indicate which topics they would like to see addressed in future events. Nine participants provided their feedback. The results are a good indicator for the organization of future events.

As a result of the event, it was suggested that a cooperation be established with the Darmstadt Rhine-Main-Neckar Chamber of Industry and Commerce. As an organization of regional

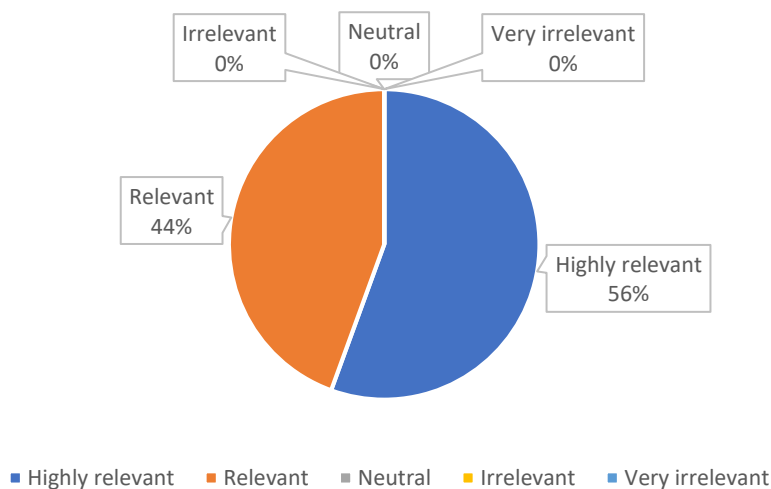
companies, the IHK is an important point of contact in particular for small and medium-sized companies and could therefore help the Alliance to gain more visibility among them.
Below, the results of the survey:



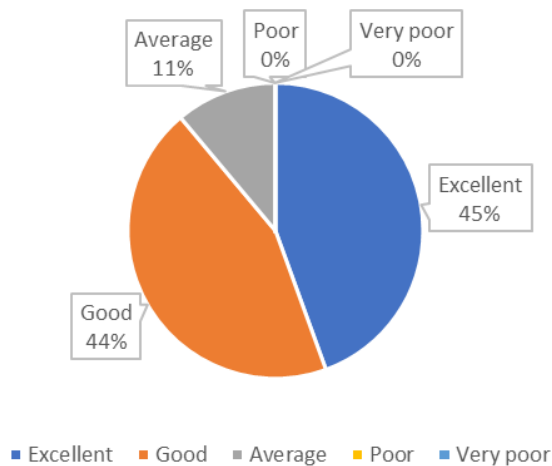
How would you rate the organisation and execution of the event?



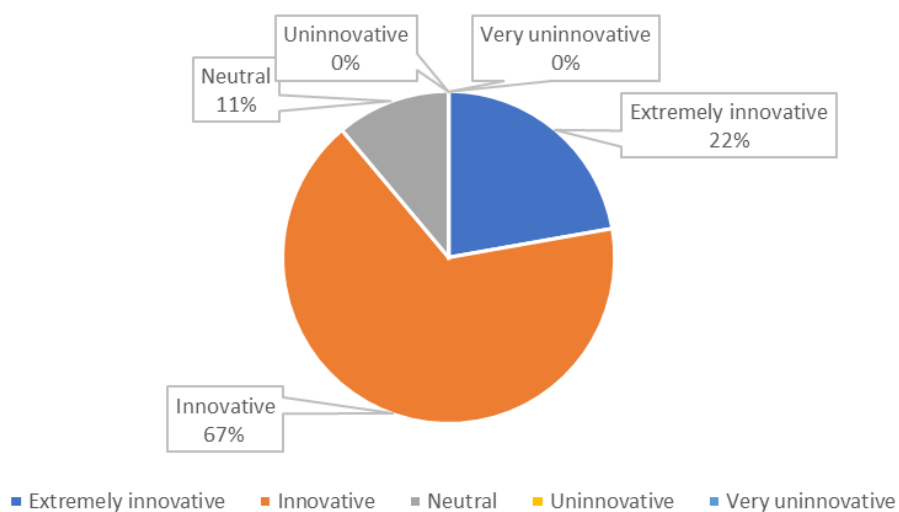
How relevant was the topic of Artificial Intelligence to your industry or investment interests?



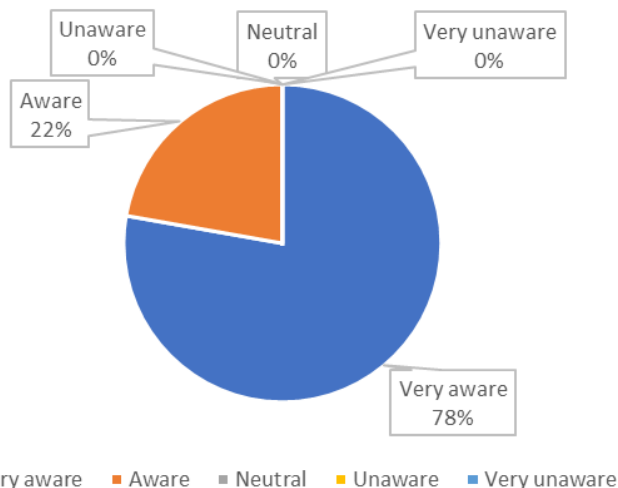
How would you rate the quality of the researchers' presentation about AI?



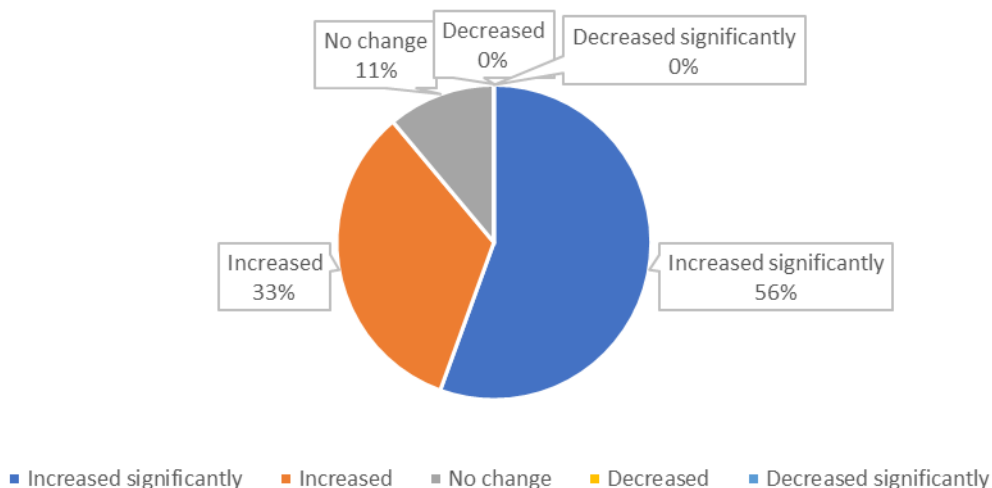
How innovative and creative did you find the ideas presented by the researchers?



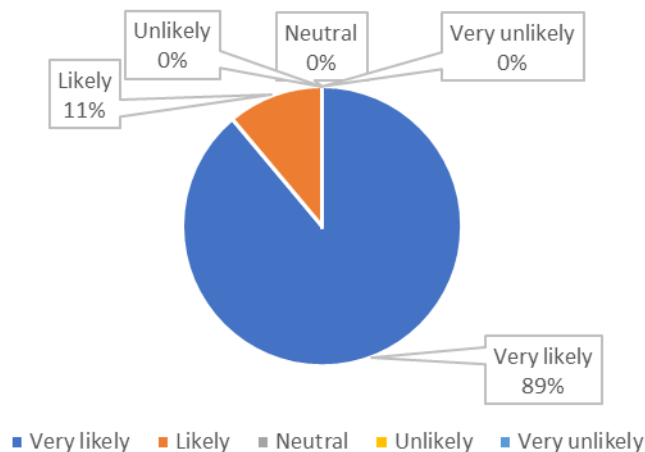
Before attending this event, how aware were you of the EUt+ alliance and its initiatives?



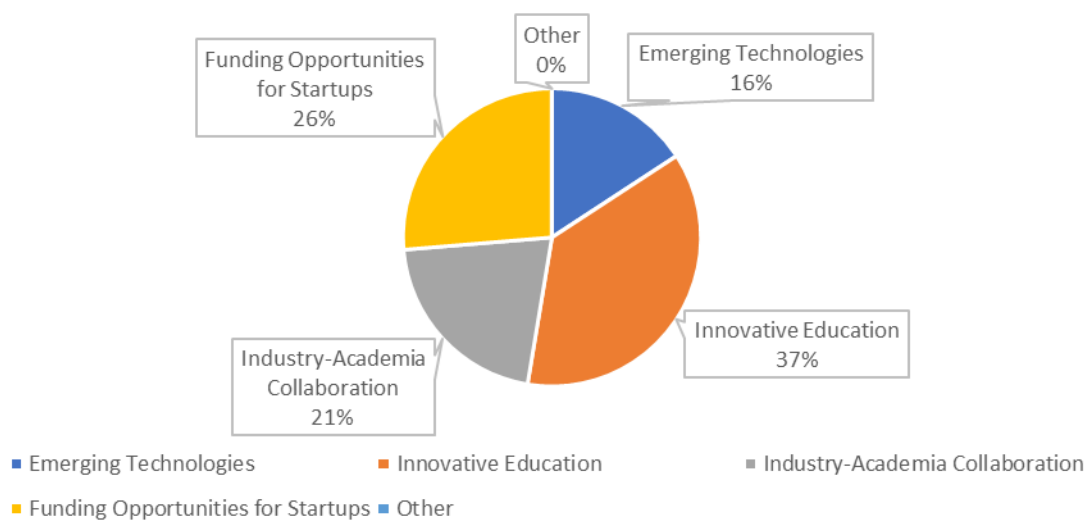
After attending the event, how has your interest in the activities and goals of the EUt+ alliance changed?



How likely are you going to attend future events organised by Eut+?



What specific topics or areas would you like to see covered in the next event organised by the Eut+ alliance?



4. Communication material produced and pictures of the event





EUT+ INCUBATION PROGRAM
empowering the next wave of entrepreneurs

Invitation **03.06.2025**

- ▶ EUT+ Incubation Program Finals – Pitch Event & Networking
- ▶ TechShowCase – The Future With AI – Innovations Shaping Our World

Location: Café Glaskasten, Schöfferstraße 3, 64295 Darmstadt
Time: 13:30 – 18:45 (Open End)



AGENDA		03.06.2025
Hour	Activity	
13:30 - 14:00	Registration	
14:00 - 14:10	Welcoming address by the President of Darmstadt University of Applied Sciences: Prof. Dr. Arnd Steinmetz	
14:10 - 14:30	Event overview and presentation of the EUT+ Incubation Program	
14:30 - 15:00	Keynotes: Janine Weirich, start-up Xeeem Johann Scherer, start-up Daldream	
15:00 - 15:15	Introduction of judges & voting criteria	
15:15 - 15:30	Coffee break	
15:30 - 17:15	EUT+ Presents: 9 start-up teams from across Europe	
17:15 - 17:30	Coffee break	
17:30 - 18:30	Tech Showcase: The Future with AI – Innovations Shaping Our World. Innovations from 3 EUT+ Alliance Partners: <ul style="list-style-type: none"> Patrick Bauer, M.Sc, Darmstadt University of Applied Sciences and Technical University of Applied Sciences: AI-based Automatic Hazard Detection in Lunar Surface Images Dr. P.J. Wall, Technical University Dublin: AI for Global Development and the Sustainable Development Goals (SDGs) Andreas Prodromou, Cyprus University of Technology: Entrepreneur-in-Residence, SPECTER 	
18:30 - 18:45	Grand announcement of results and the 3 winning teams. Guest of honour: Vice President for Research and Sustainable Development, Prof. Dr. Nicole Saenger	
18:45 - open end	Networking, drinks and snacks	

5. Key Takeaways

The Tech Showcase successfully presented various innovations in the field of AI and built bridges between scientists from the EUT+ Alliance itself, students and business. The feedback provided in the survey showed high overall satisfaction levels and high willingness to participate in further EUT+ events.

While the researchers' presentations were very well received, the research topics were predominantly classified as innovative, but not “highly innovative”. This could indicate a certain saturation with AI-related topics or a need to select a more specific topic.

In the survey, innovative education and funding opportunities for start-ups in particular were requested as topics for future events. However, it should be noted that many people from the start-up sector took part in the event.

This leads to one key takeaway: Even though synergies could be exploited by combining the two events, it became clear that the needs of the target groups of the two events are not completely the same. It is therefore advisable to hold the events separately in order to be even more attractive for the respective target groups.



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E. Tech Showcase Day – Université de Technologie de Troyes (UTT) Report

Title: “AI & Sustainable Industry Innovation”

Organized by: University of Technology of Troyes

Date: 17/06/2025

1. Introduction

On 17 June 2025, the University of Technology of Troyes (UTT) hosted a Tech Showcase Day dedicated to *AI & Sustainable Industry Innovation* within the framework of the EUT+ alliance. The event aimed to connect researchers, SMEs, industrial stakeholders, and regional actors around the challenges and opportunities offered by artificial intelligence for building a more sustainable industry.

By combining keynote presentations, scientific talks, industrial testimonies, and networking activities, the Tech Showcase provided a platform to demonstrate EUT+ scientific expertise, share industrial feedback, and explore opportunities for collaboration. It highlighted the role of AI not only as a technological enabler but also as a driver for responsible and sustainable innovation, directly aligned with EUT+ values.

2. Event Overview

The event gathered ~25 participants from academia, industry, and regional innovation ecosystems (participants list attached), with the active involvement of the Chamber of Commerce and Industry of Troyes and Aube.

Programme highlights:

- **Opening keynote** by [REDACTED] (Grand Est Développement) on “AI for Industry: from theory to practice.”
- **Industrial testimonies** from local companies, sharing concrete use cases of AI deployment and lessons learned.
- **Scientific expertise presentations from EUT+ researchers**, showcasing diverse applications of AI:
 - [REDACTED] (TU Sofia) – *Applications of AI in Technics and Medicine*
 - [REDACTED] – *Computer vision for monitoring contaminated soils*

- [REDACTED] (UNICAS) – *Bridging Industrial Needs and Academic AI*
- [REDACTED] (UPCT) – *TICKET: A Parking Lot Information System for Greater Energy Sustainability*
- [REDACTED] (UPCT) – *Human-centered AI for Active Aging: ADDIM project*
- **Presentation of support mechanisms** from the *EDIH Grand Est* on funding and assistance for digital innovation of local companies.
- **Visits of UTT technological platforms** (Factory of the Future, CapSec – Sensors & Security in Industry).
- **Networking session** enabling exchanges between researchers, companies, and innovation stakeholders.

3. Impact

The event attracted a diverse audience of SMEs, industrial representatives, researchers, and institutional partners. It successfully positioned EUT+ as a reference actor at the intersection of AI and sustainable industry.

- **Engagement:** Active participation from regional companies and strong interest from SMEs in practical AI solutions.
- **Visibility:** The event received communication coverage through UTT's official news channel and partner networks (e.g., Chamber of Commerce of Troyes on LinkedIn), increasing awareness of EUT+ initiatives in the Grand Est region.
- **Collaboration opportunities:** Several companies expressed interest in follow-up meetings with UTT and EUT+ researchers to explore potential projects and funding opportunities, including within the EDIH framework.
- **Academic impact:** EUT+ researchers were able to present their expertise to a non-academic audience, strengthening the link between scientific excellence and industrial needs.

4. Communication material produced and pictures of the event

L'intelligence artificielle et l'industrie durable :
Innovations et opportunités pour les entreprises du Grand Est



Organisé dans le cadre de Eut+ Tech Showcase Days

Cet événement européen à l'UTT réunira chercheurs, industriels et innovateurs pour explorer comment l'IA et les nouvelles technologies façonnent l'industrie durable de demain.
Venez découvrir des démonstrations, des collaborations et des perspectives stratégiques pour accélérer votre transformation industrielle !

Mardi 17 juin 2025
de 13h30 à 17h00
à l'UTT (12 Rue Marie Curie à TROYES)

Au Programme :

- **13h30 :** L'intelligence Artificielle au service de l'industrie : de la théorie à la pratique.
- **14h30 :** Retours d'expérience d'entreprises industrielles (dont la société TARTERET) « Questions / Réponses »
- **15h15 :** Présentation des expertises scientifiques de l'Université Européenne de Technologie - EUT+
- **15h50 :** Présentation du dispositif de financement et d'accompagnement EDIH Grand Est.
- **16h15 :** Visite de plateformes technologiques : Usine du Futur, Capteurs et Sécurité dans l'industrie - CapSec.
- **16h30 :** Moment d'échanges et de réseautage.



5. Key Takeaways

- AI and sustainability are strategic topics that resonate strongly with regional industry stakeholders, particularly SMEs looking for accessible and impactful solutions.
- The EUT+ dimension brought significant added value by demonstrating the complementary expertise of partner universities and their relevance for European industrial challenges.
- The involvement of regional actors such as the Chamber of Commerce and EDIH Grand Est reinforced the credibility of the event and its anchoring in local innovation ecosystems.
- The format combining **academic talks, industrial feedback, and technological platform visits** proved highly effective for stimulating dialogue and concrete collaboration prospects.
- Follow-up actions are essential to transform the contacts established into lasting partnerships, including consultancy, joint research, and EU project proposals.



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Annex XV. Agreements with Companies, SMEs etc.

1. Agreement with PwC Cyprus



Dr. Charalambos Christodou
Head of Research Service
Cyprus University of Technology
31 Archbishop Kyprianos, 3036, Savings Cooperative Bank Building 3rd Floor, Limassol, Cyprus

17 January 2024

Subject: Business Relationship - Independence

Dear Dr. Christodou,

This letter is sent in connection with the proposed arrangement between PricewaterhouseCoopers Ltd ("PwC") and Cyprus University of Technology ("Company").

Please note that PwC firms are subject to severe independence restrictions in relation to entering into joint business relationships (JBRs) with PwC audit clients, their directors, officers and substantial shareholders and accordingly:

- A PwC firm should not have a JBR with an audit client, a related entity, or an officer, or director or significant shareholder thereof (nor a commitment to establish such a relationship), unless the relationship is immaterial and clearly insignificant to the PwC firm, the audit client and any other party to the relationship.
- PwC firms should not have a JBR with an SEC (United States Securities and Exchange Commission) restricted entity, or with persons associated with an SEC restricted entity in a decision-making capacity, such as the SEC restricted entity's officers, directors or substantial shareholders. This applies regardless of how minor the venture or arrangement may be.

The types of arrangements with an SEC restricted entity that should be avoided include, but are not necessarily limited to, the following:

- prime/subcontract arrangements to provide services to a third party;
- joint business ventures to develop or market products or services;
- arrangements to combine one or more services or products of the firm with one or more services or products of the entity and market the package with reference to both parties.

Furthermore, a JBR with a third party can be attributed to an audit client through the third party's directors, officers or substantial shareholders.

In view of the restrictions mentioned above, we request your confirmation of the names of the:

- 20% or more non-individual shareholders of the Company;
- 5% or more (direct and indirect) individual shareholders of the Company;
- directors with significant influence over the Company;
- key individuals / persons; and
- entities with which the above listed individuals are associated in a capacity as a director, officer or substantial shareholder (10% or more of the outstanding voting shares).

PricewaterhouseCoopers Ltd, PwC Control, 43 Demostheni Seferi Avenue, CY-1080 Nicosia
P.O. Box 21612, CY-1091 Nicosia, Cyprus
T: +357 - 22 555 000, F: +357 - 22 555 001, www.pwc.com.cy

PricewaterhouseCoopers Ltd is a private company registered in Cyprus (Reg. No. 143294). Its registered office is at 3 Theodoros Deras Street, CY-1066, Nicosia. A list of the company's directors, including the president and former (if any) name and surname and nationality, if not Capital and for legal entities the corporate name, is kept by the Secretary of the company at its registered office. PwC refers to the Cyprus member firm, PricewaterhouseCoopers Ltd and may sometimes refer to the PwC network. Each member firm is a separate legal entity. Please see www.pwc.com/cyprus for further details.

Private & Confidential

Joint business relationship (JBR) Information Gathering Form – where JBR party is an entity (company or partnership), government organisation or not-for-profit organisations

Section 1 - Information about the JBR party

Legal name of JBR party	Cyprus University of Technology
EDRS number of JBR party (if applicable)	246799824
In this a listed company?	No

Section 2 - Information about the total annual revenue of the JBR party and materiality of the JBR to the JBR party

- What type of arrangement does the JBR party have with PwC?
 - Financial - arrangement involving generation of revenues or involves existence of a financial interest (security or loan)
 - Non-financial - arrangement/activities which will not involve generation of revenues (e.g. sponsorship of events, co-authoring thought leadership publications, co-sponsoring at industry events)

☐ Financial (complete the questions below) ☒ Non-financial (proceed to next section)

b) What is the JBR party's total annual revenue for the last financial year?

€

c) Annual revenue of the JBR party from the JBR. What are the revenues expected to be received by the JBR party from this arrangement over the course of the next 12 months?

€

d) Materiality question: Calculate materiality % by dividing the expected annual revenue of the JBR party from the JBR, by its total annual revenue, multiplied by 100 and insert the result into the field below

%

Private & Confidential

The above requested information will allow us to assess whether or not any independence issues may arise (the "Purpose").

The information requested above should be included in the below form. The completed and signed form should be returned to PwC.

Additionally, if any of the aforementioned individuals at your Company accept any future appointments in the capacity as a director or officer at companies other than Cyprus University of Technology and/or making any substantial investment (10% or more of the outstanding voting shares) at an entity outside of Cyprus University of Technology during the course of the duration of this business relationship, PwC should be informed prior to such undertaking becoming effective to enable PwC to reassess the permissibility of the business relationship. This process should help avoid threats to independence.

We understand that this type of information is very sensitive and therefore we will exercise our utmost care to ensure confidentiality. Any information supplied to us as a result of our letter will only be available to members of the PwC team working with Cyprus University of Technology, as well as our Independence Team.

By signing the form below, you confirm that you are authorised to sign on behalf of the Company. In case you are not authorised to sign on behalf of the Company, please forward this form to the appropriate person.

Yours sincerely

Vassilios Vrachinis
Partner
vassilios.vrachinis@pwc.com
T: +357 22 555128

Private & Confidential

e) Is the duration of the JBR expected to last longer than 12 months?

☐ Yes (complete question c) ☐ No (proceed to next section)

f) Question 4 applicable if answer to the above question d is Yes

Limiting revenue of the JBR party from the JBR. What are the revenues expected to be received by the JBR party over 12 months over the remaining duration of the JBR. Example: Provide reasonable expectation of how the revenues are expected to develop until the foreseeable end date of the JBR OR if the JBR is strategic with long term opportunities consistent whether the annual revenues are expected to significantly change in the foreseeable future. If yes, please include details of your forecast.

€

Section 3 - Information about controlling individuals/entity

Guidance: In this section you are required to report the names of entities or individuals who may control the JBR Party, their role at the JBR Party, other entities with which they may be affiliated in a decision-making capacity (e.g. Director, C-Suite Officer, beneficial owner with significant influence) and their role at the JBR Party.

Control is considered to exist only if the individual owns 50% or more of the entity, unless (conceptually) the individual exercises control over the entity by other means. For the purpose, consider whether an individual who owns less than 50% of the outstanding voting shares in the JBR party exercises control through other factors, such as:

- having the ability to control the JBR party's board of directors (appointing the chairman or directing actions presented by the majority voting interest);
- having possession of certain rights or powers (such as by contract or court decree) to exert authority over the JBR party's management or policies;
- having binding, material, or other business relationships with the JBR party; or
- being the largest disproportionate minority investor in the JBR party.

For example: Company A has eleven shareholders who own the outstanding voting shares of the JBR party. Ten shareholders each own 1% (total of 10%) and one shareholder owns 49% and has the ability to control the JBR party's board of directors. In this instance, the significant minority investor is considered to control Company A. The factors above should always be considered when the JBR party is a not-for-profit entity, regardless of the ownership percentage of the individual.

a) Do any individual directly or indirectly control the JBR party? (Note: Direct ownership is where the individual himself/herself owns the equity interest in the JBR party, and does not own the equity interest through another entity, which would be indirect)

☐ No (proceed to next question) ☐ Yes (complete the table below before proceeding to next question)

Legal name of individual/entity	If the individual, provide email and contact number of the individual	Ownership % in the JBR party	Name of other entity where the individual holds a decision-making role (Director, Director, beneficial owner with significant influence over the entity)	Type of role held at other entity (Director, officer, or beneficial owner - specify ownership % held in the entity)	Individual's role at JBR with PwC, if any
E.g. Jane Smith	Jane.Smith@jbr.com	10%	Company X Ltd	Director	Chairman of the Board

Section 4 - Information about entities / individuals who have significant influence

Guidance: In this section you are required to report the names of entities and individuals who may have significant influence in a decision-making capacity at the JBR party. Additional information includes their role at the JBR party, other entities with which they may be affiliated in a decision-making capacity (e.g. Director, C-Suite Officer, beneficial owner with significant influence) and their role at the JBR party.

Significant influence means the ability to impact the financial and operating policies of another party, usually through the ownership of 20% or more (but less than a voting majority) of the other party's outstanding voting shares. There might be occasions where significant influence is exercised by means other than through the ownership of 20% or more of the other party's outstanding voting shares, such as directorships or executive holding relationships.

Examples of individuals who may exert significant influence of the JBR party and should be included in your response table below:

- Individuals having ownership of 20% or more of the outstanding voting shares of the JBR party
- Individuals serving as a member of the Board of Directors of the JBR party (if more than 1 board member, only provide information for the Chairman of the Board)
- Individuals serving as C-Suite Officers of the JBR party (President, CEO, CFO, COO and other equivalent positions).

Do any entities / individuals directly own 20% or more of the JBR party or otherwise exert significant influence over the JBR party based on the guidance above?

☐ No (proceed to next question) ☐ Yes (complete the table below before proceeding to next question)

In the table include explanation if the entities/individuals are directly involved in any of the following:

- Initiating, arranging or facilitating the JBR between PwC and the JBR party
- The business relationship's marketing, operations, oversight, or governance (Note: this does not include a shareholder's involvement in the general operations, oversight, or governance of the JBR party as a whole, but rather specific involvement in the business relationship's activities.)
- Acting in any of the economic risks or rewards of the business relationship (Note: this does not include a shareholder's share of the profits or losses of the JBR party as a whole, but rather profits or losses specifically derived from the business relationship's activities.)

Table: Entities/ individuals having ownership of 20% or more of the outstanding voting shares of the JBR party

Legal name of entity/individual	If the individual, provide email and contact number of the individual	Ownership % in the JBR party	Name of other entity where the individual holds a decision-making role (Director, Director, beneficial owner with significant influence over the entity)	Type of role held at other entity (Director, officer, or beneficial owner - specify ownership % held in the entity)	Explanation of direct involvement by the individual with JBR with PwC, if any
E.g. Jane Smith	Jane.Smith@jbr.com	20%	Company X Ltd	Director	Chairman of the Board

Section 5 - Information about other entities or individuals who may have direct involvement in the JBR with PwC

Guidance: In this section you are required to report the names of any entities or individuals from another legal entity, including intermediate controlling entities, downstream entities, or otherwise to whom the JBR may be attributable, described through the questions below. These questions are aimed at identifying entities or individuals who may be directly involved with the JBR (e.g. initiating, facilitating, involved in operations and/or appear in a market facing capacity with PwC as part of the JBR).

a) Are there any other entities, not previously disclosed above (including operations and downstream entities, for example an entity directly controlling the JBR party or a subsidiary of the JBR party) that is directly involved in:

- Initiating, arranging or facilitating the JBR between PwC and the JBR party
- The business relationship's marketing, operations, oversight, or governance (Note: this does not include a shareholder's involvement in the general operations, oversight, or governance of the JBR party as a whole, but rather specific involvement in the business relationship's activities.)
- Acting in any of the economic risks or rewards of the business relationship (Note: this does not include a shareholder's share of the profits or losses of the JBR party as a whole, but rather profits or losses specifically derived from the business relationship's activities.)

☐ No (proceed to next question) ☐ Yes (complete the table below before proceeding to next question)

Legal name of entity	Ownership % in JBR party	Explanation of direct involvement by the entity/individual with JBR with PwC, if any
E.g. Jane Smith	10%	Chairman of the Board

b) Are there any other individuals, not previously disclosed above who are directly involved in:

- Initiating, arranging or facilitating the JBR between PwC and the JBR party
- The business relationship's marketing, operations, oversight, or governance (Note: this does not include a shareholder's involvement in the general operations, oversight, or governance of the JBR party as a whole, but rather specific involvement in the business relationship's activities.)
- Acting in any of the economic risks or rewards of the business relationship (Note: this does not include a shareholder's share of the profits or losses of the JBR party as a whole, but rather profits or losses specifically derived from the business relationship's activities.)

☐ No (proceed to next question) ☐ Yes (complete the table below before proceeding to next question)

b) Does the JBR party have a Global Ultimate Parent (GUP)?

☐ No (proceed to next section) ☐ Yes (complete the table below before proceeding to next section)

In the table include explanation if the GUP is directly involved in any of the following:

- Initiating, arranging or facilitating the JBR between PwC and the JBR party
- The business relationship's marketing, operations, oversight, or governance (Note: this does not include a shareholder's involvement in the general operations, oversight, or governance of the JBR party as a whole, but rather specific involvement in the business relationship's activities.)
- Acting in any of the economic risks or rewards of the business relationship (Note: this does not include a shareholder's share of the profits or losses of the JBR party as a whole, but rather profits or losses specifically derived from the business relationship's activities.)

Legal name of GUP	Ownership % in JBR party	Explanation of direct involvement by the GUP with JBR with PwC, if any
E.g. Jane Smith	10%	Chairman of the Board

Table: Individuals serving as a member of the Board of Directors of the JBR Party

Legal name of individual	Email and contact number of the individual	Ownership % in the JBR party	Role at JBR party	Name of other entity where the individual holds a decision-making role (Director, Director, beneficial owner with significant influence over the entity)	Type of role held at other entity (Director, officer, or beneficial owner - specify ownership % held in the entity)	Explanation of direct involvement by the Director in the JBR with PwC, if any
E.g. John Smith	John.Smith@jbr.com	10%	Chairman of the Board	Company X Ltd	Director	Chairman of the Board

Table: Individuals serving as C-Suite Officers of the JBR Party

Legal name of individual	Email and contact number of the individual	Ownership % in the JBR party	Role at JBR party	Name of other entity where the individual holds a decision-making role (Director, Director, beneficial owner with significant influence over the entity)	Type of role held at other entity (Director, officer, or beneficial owner - specify ownership % held in the entity)	Explanation of direct involvement by the C-Suite Officer in the JBR with PwC, if any
E.g. Jane Smith	Jane.Smith@jbr.com	10%	CEO	Company X Ltd	CEO	Chairman of the Board

Section 6 - Potential changes

Do you have any commitments or plans that will change the answers given above?

☒ No ☐ Yes - please explain in box below:

I, the undersigned, hereby confirm that the information provided above is complete and accurate. In respect of any personal data I have provided to PwC, I confirm that I have necessary authority for PwC to process it for the Purpose described above and that data subjects have been given necessary information regarding its use.

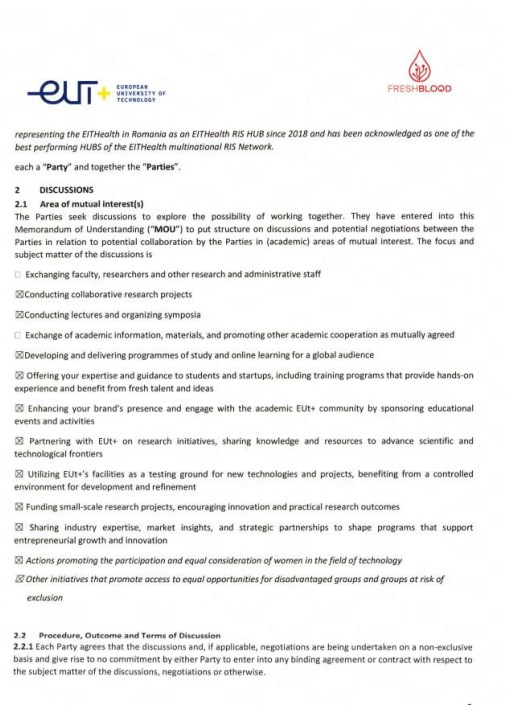
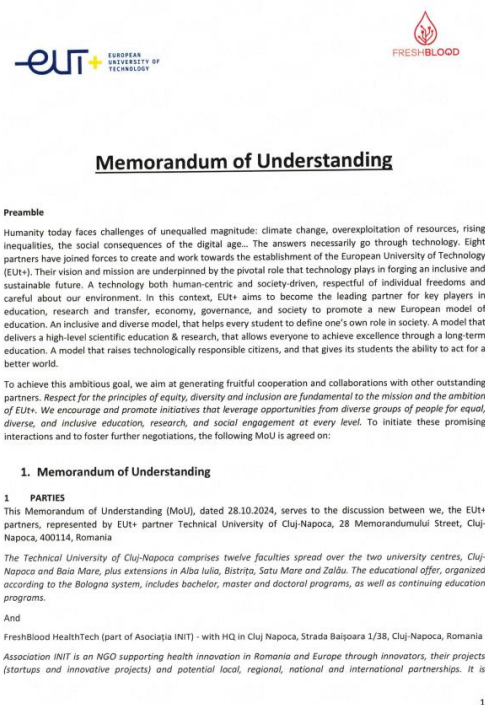
Charalambos Christopoulos, Head of Research Service

Cyprus University of Technology

Date

*If not completed by the contracting JBR party, the PwC/JBR contract should reference the information whereby this information was obtained.

2. Agreement with FreshBlood



h_da
darmstadt university
of applied sciences
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TC Cyprus
University of
Technology



2.2.2 If the outcome of the initial discussions is positive, the proposed activities / services are not to be implemented until all internal approvals are obtained and a formal Memorandum of Agreement or a legally binding document, such as a contract, is signed by each Party.

2.2.3 The Parties will, in good faith, from the date of this MOU seek to actively progress and successfully conclude discussions and, if applicable, negotiations in respect of the proposed collaboration. The Parties intend that the discussions and any negotiations should be completed by (28.10.2028) unless:

☐ This MOU is terminated earlier pursuant due to clause 2.2.4

☐ The Parties agree in writing to extend the discussions and/or negotiations in which case they shall continue for the period by which the Parties agree to extend them.

2.2.4 Either Party may terminate the discussions and this MOU with immediate effect by notice in writing (but not email) to the other Party at any time.

3 BINDING CLAUSES

1. The Parties acknowledge and agree that this MOU is not, and shall not be interpreted as being, binding on the Parties and does not create any rights, liabilities or obligations of any kind whatsoever. This is with the exception of the **clauses 3-7** in which each Party agrees are legally binding upon and enforceable against each of the Parties and survive the termination or expiration of this MOU.

4 CONFIDENTIALITY

Neither Party will make any public statement or disclosure relating to this MOU or the discussions and, if applicable, negotiations between the Parties, unless agreed otherwise.

The Parties acknowledge and agree that in the course of the discussions and negotiations between the Parties they may or will become aware of confidential information belonging to, or related to, the other Party ("Confidential Information"). Each Party shall keep safe, secure and confidential such Confidential Information and shall only use the Confidential Information for the purposes of progressing discussions and, if applicable, negotiations pursuant to this MOU.

5 INTELLECTUAL PROPERTY

Neither Party will gain directly, indirectly, materially or otherwise any intellectual or other property rights, title or interest in or to any materials, documents, marks, content, works, software, Confidential Information or anything else made available or disclosed to it by the other Party during the term of this MOU.

6 GOVERNING LAW

This MOU and all disputes (whether contractual or not) and matters, discussions and negotiations arising out of or in connection with it (including as to the formation, existence, interpretation, operation, termination or otherwise of this MOU), are governed by Romanian law, (as the EU+ Alliance is represented by Technical University of Cluj-Napoca for this MOU) and the Parties each submit to the exclusive jurisdiction of the courts of Romania. Nothing contained in this Clause limits the right of either Party to seek provisional or protective relief in the courts of another jurisdiction.

7 MISCELLANEOUS

7.1 Resources

7.1.1 Each Party will bear its own costs and expenses in connection with the negotiation, preparation and execution of this MOU and any discussions or negotiations arising out of or in connection with it.

7.1.2 Neither Party is liable to the other for any indirect or consequential loss or damage suffered by either Party (whether arising under contract, tort, equity, statute or otherwise).

7.2 Extent of interaction

7.2.1 Nothing contained in this MOU shall be construed to create or imply a joint venture, partnership, agency or employment relationship between the Parties or authorise either Party to act as agent for or on behalf of the other Party.

7.2.2 This MOU represents the entire of the understanding of the Parties concerning the subject matter of this MOU. Neither Party has relied upon, or has any remedies in respect of, any statement, term, condition, warranty or otherwise that is not set out in this MOU.

7.2.3 This MOU, and the burden and benefit of this MOU, may not be assigned, novated or transferred by either Party in whole or in part without the prior written consent of the other Party.

7.3 Others

7.3.1 The legally binding provisions of this MOU may only be waived by a Party in writing by express reference to this clause. A waiver of any breach of any binding provision of this MOU does not constitute a general waiver of such provision or of any subsequent act contrary to it. The failure or neglect by a Party to enforce any binding provision is not a waiver of that Party's rights under this MOU and does not prejudice that Party's right to take subsequent action in respect of it.

7.3.2 If any provision of this MOU is held invalid, illegal, or unenforceable for any reason by any court of competent jurisdiction, such provision shall be severed without effect to the remaining provisions.

7.3.3 The Parties have entered into this MOU in consideration of their respective rights and obligations (the sufficiency of which each party hereby confirms).

Signed for and on behalf of Technical University of Cluj-Napoca as member of the EU+ Alliance

Signed: _____ DATE: 28.10.2024

By: Prof. dr. eng. Vasile Todor

Title: Rector TUCN

Signed for and on behalf of FreshBlood HealthTech (Part of Ascenting HNT)

Signed: _____ DATE: October 28 2024

By: Dr. Ion-Gheorghe PETROVICI

Title: President and Co-Founder

Eng. Mircea VADAN

Board Member and Co-Founder

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3. Agreement with Schwarz Global Services

Memorandum of Understanding

Preamble

Humanity today faces challenges of unequal magnitude: climate change, overexploitation of resources, rising inequalities, the social consequences of the digital age... The answers necessarily go through technology. Nine partners have joined forces to create and work towards the establishment of the European University of Technology (EUT+). Their vision and mission are underpinned by the pivotal role that technology plays in forging an inclusive and sustainable future. A technology both human-centric and society-driven, respectful of individual freedoms and careful about our environment. In this context, EUT+ aims to become the leading partner for key players in education, research and transfer, economy, governance, and society to promote a new European model of education. An inclusive and diverse model, that helps every student to define one's own role in society. A model that delivers a high-level scientific education & research, that allows everyone to achieve excellence through a long-term education. A model that raises technologically responsible citizens, and that gives its students the ability to act for a better world.

To achieve this ambitious goal, we aim at generating fruitful cooperation and collaborations with other outstanding partners. Respect for the principles of equity, diversity and inclusion are fundamental to the mission and the ambition of EUT+. We encourage and promote initiatives that leverage opportunities from diverse groups of people for equal, diverse, and inclusive education, research, and social engagement at every level. To initiate these promising interactions and to foster further negotiations, the following MoU is agreed on:

Меморандум за разбирателство

Преамбула

Човешкото днес е изправено пред предизвикателства от неслыханна величина: изменение на климата, среща експлоатация на ресурси, нарастващи неравенства, социалните последици от цифровата ера... Отговорите непременно минават през технологиите. Девет партньори обединиха усилията си, за да създадат и работят за създаването на Европейския технологичен университет (EUT+). Техната визия и мисия са подкрепени от ключовата роля, която технологиите играят в изграждането на приобщаващо и устойчиво бъдеще. Технологиите, ориентирани както към човека, така и към обществото, защитават индивидуалните свободи и внимателна към околната среда. В този контекст EUT+ има за цел да стане водещ партньор за ключови играчи в образованието, научните изследвания и трансфера, икономиката, управлението и обществото за насърчване на нов европейски модел на образование. Приобщаващ и разнообразен модел, който помага на всеки ученик да определи собствената си роля в обществото. Модел, който предоставя научно образование и изследвания на високо ниво, което позволява на всеки да постигне високи резултати чрез дългосрочно образование. Модел, който изпитва технологично отговорни граждани и който дава на своите ученици способността да действат за един по-добър свят. За да постигнем тази амбициозна цел, ние се стремим да генерираме плодотворно сътрудничество и съвместна работа с други изключителни партньори. Заветното на принципите на равенството, разнообразие и приобщане са основни за мисията и амбицията на EUT+. Ние насърчаме и подкрепяме инициативи, които използват възможности от различни групи хора за равно, разнообразно и приобщаващо образование, научни изследвания и социална ангажираност на всяко ниво. За да се инициират тези обещаващи взаимодействия и да се насърчат по-нататъшни преговори, е договорен следният меморандум за разбирателство

Memorandum of Understanding

1 PARTIES

This Memorandum of Understanding (MoU), 13th February, 2025 serves to the discussion between we, the EU+ partners, represented by EU+ partner Technical University of Sofia, 8 St. Kliment Ohridski Blvd., represented by Rector Professor Dsc Ivan Kravov, and Schwarz Global Services Bulgaria EOOD, represented by Michail Petrov CEO and Desislava Ivanovich Deputy CEO

each a "Party" and together the "Parties".

2 DISCUSSIONS

2.1 Area of mutual interest(s)

The Parties seek discussions to explore the possibility of working together. They have entered into this Memorandum of Understanding ("MOU") to put structure on discussions and potential negotiations between the Parties in relation to potential collaboration by the Parties in (academic) areas of mutual interest. The focus and subject matter of the discussions is

☐ Conducting collaborative research projects

☐ Conducting lectures and organizing symposia

☐ Exchange of information, training materials, and promoting other joint cooperation as mutually agreed

☐ Developing and delivering programmes of study and online learning for a global audience

☐ Offering your expertise and guidance to students and start-ups, including training programs that provide hands-on experience and benefit from fresh talent and ideas

☐ Enhancing both parties' brands' presence and engage with the academic EU+ community by sponsoring educational events and activities

☐ Partnering with EU+ on research initiatives, sharing knowledge and resources to advance scientific and technological frontiers

Меморандум за разбирателство

1. СТРАНИ

Този Меморандум за разбирателство (МР), 13 февруари 2025 г., служи за дискусията между нас, партньорите на EU+, представявани от партньора на EU+ - Технически университет в София, бул. "Св. Климент Охридски" 8, представяван от Ректора проф. д-р. Иван Кравов, и Шварц Глобал Сървисес България ЕООД, представявано от Михаил Петров – изпълнителен директор и Десислава Иванович – заместник изпълнителен директор, всяка от тях наричана „Страна“ и заедно „Страните“.

2. ДИСКУСИИ

2.1. Обект на взаимен интерес(и)

Страните търсят дискусии, за да проучат възможността за съвместна работа. Те са сключили този Меморандум за разбирателство („МР“), за да структурират дискусии и потенциални преговори между Страните във връзка с потенциала на сътрудничество между Страните в (академични) области от взаимен интерес. Фокусът и предметът на дискусията е

☐ Провеждане на съвместни изследователски проекти

☐ Провеждане на лекции и организиране на симпозиуми

☐ Обмен на информация, материали за обучение и насърчване на друго съвместно сътрудничество по взаимно съгласие

☐ Разработване и предоставяне на програми за обучение и онлайн обучение за глобална аудитория

☐ Предлагане на вашия опит и насоки на студенти и стартиращи фирми, включително програми за обучение, които предоставят практически опит и се възползват от свежи таланти и идеи

☐ Подобряване на присъствието на марките на двете страни и ангажиране с академичната общност на EU+ чрез спонсориране на образователни събития и дейности

☐ Партньорство с EU+ за изследователски инициативи, споделяне на знания и ресурси за напредък в научните и технологичните граници

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Utilizing EUT+ facilities as a testing ground for new technologies and projects, benefiting from a controlled environment for development and refinement

Funding small-scale research projects, encouraging innovation and practical research outcomes

Sharing industry expertise, market insights, and strategic partnerships to shape programs that support entrepreneurial growth and innovation

Actions promoting the participation and equal consideration of women in the field of technology

Agile Project Management Course: Understanding of the Agile mindset, principles and practices and how to apply them to improve collaboration, adaptability and value-driven results.

Other initiatives that promote access to equal opportunities for disadvantaged groups and groups at risk of exclusion.

Използване на съоръженията на EUT+ като тестова площадка за нови технологии и проекти, възползване се от контролирана среда за развитие и усъвършенстване

Финансиране на изследователски проекти в малък мащаб, насърчване на иновациите и резултатите от практическите изследвания

Споделение на опит в индустрията, прозрения за пазара и стратегически партньорства за оформяне на програми, които подкрепят предприемаческия растеж и иновациите

Действия, насърчаващи участието и равнопоставеността на жените в областта на технологиите

Курс за гъвкаво управление на проектите: Разбиране на съвременното мислене, принципи и практики и как да се прилагат те за подобряване на сътрудничеството, адаптивността и резултатите, ръководени от стойностите.

Други инициативи, които насърчват достъпа до равни възможности за групи в неравностойно положение и групи в риск от изключване.

2.2 Procedure, Outcome and Terms of Discussion

Each Party agrees that the discussions and, if applicable, negotiations are being undertaken on a non-exclusive basis and give rise to no commitment by either Party to enter into any binding agreement or contract with respect to the subject matter of the discussions, negotiations or otherwise.

If the outcome of the initial discussions is positive, the proposed activities / services are not to be implemented until all internal approvals are obtained and a formal Memorandum of Agreement or a legally binding document, such as a contract, is signed by each Party.

The Parties will, in good faith, from the date of this MOU seek to actively progress and successfully conclude discussions and, if applicable, negotiations in respect of the proposed collaboration. The Parties intend that the discussions and any negotiations should be completed by 28.02.2020, unless:

This MOU is terminated earlier pursuant to clause 2.2.4

Both Parties agree in writing to extend the discussions and/or negotiations in which case they shall continue for the period by which the Parties agree to extend them.

2.2 Процедура, резултат и условия на дискусията

Всяка Страна се съгласява, че дискусията и, ако е приложимо, преговорите се провеждат на неексклузивна основа и не породят ангажимент от нивко от Страните да сключва обвързващо споразумение или договор по отношение на предмета на дискусията, преговорите или друго

Ако резултатът от първоначалните дискусии е положителен, предложените дейности/услуги няма да се изпълняват, докато бъдат получени всички вътрешни одобрения и официален Меморандум за споразумение или правно обвързващ документ, като договор, бъде подписан от всяка Страна

Страните, добросъвестно, от датата на настоящия МР ще се стремят да напредват активно и да приключат успешно дискусията и, ако е приложимо, преговорите по отношение на предложеното сътрудничество. Намерението на Страните е дискусията и всякакви преговори да приключат до 28.02.2020, освен ако:

Настоящият МР се прекрати по-рано съгласно член 2.2.4

Страните се съгласяват писмено да удължат дискусията и/или преговорите, в който случай те ще продължат за периода, за който Страните се съгласяват да ги удължат.

Either Party may terminate the discussions and this MOU with immediate effect by notice in writing (but not email) to the other Party at any time.

3 BINDING CLAUSES

The Parties acknowledge and agree that this MOU is not and shall not be interpreted as being, binding on the Parties and does not create any rights, liabilities or obligations of any kind whatsoever. This is with the exception of the clauses 3-7 in which each Party agrees to be legally binding upon and enforceable against each of the Parties and survive the termination or expiration of this MOU.

4 CONFIDENTIALITY

Neither Party will make any public statement or disclosure relating to this MOU or the discussions and, if applicable, negotiations between the Parties, unless agreed otherwise.

The Parties acknowledge and agree that in the course of the discussions and negotiations between the Parties they may or will become aware of confidential information belonging to, or related to, the other Party ("Confidential Information"). Each Party shall keep safe, secure and confidential such Confidential Information and shall only use the Confidential Information for the purposes of progressing discussions and, if applicable, negotiations pursuant to this MOU.

5 INTELLECTUAL PROPERTY

Neither Party will gain directly, indirectly, materially or otherwise any intellectual or other property rights, title or interest in or to any materials, documents, marks, content, works, software, Confidential Information or anything else made available or disclosed to it by the other Party during the term of this MOU.

6 GOVERNING LAW

This MOU and all disputes (whether contractual or not) and matters, discussions and negotiations arising out of or in connection with it (including as to the formation, existence, interpretation, operation, termination or otherwise of this MOU), are governed by Bulgarian law, and the Parties each submit to the exclusive jurisdiction

продължат за периода, за който Страните се съгласяват да ги удължат.

Всяка от Страните може да прекрати настоящия МР с незабавно действие чрез писмено известие (но не по имейл) до другата Страна по всяко време.

3 ОБВЪРЗАЩИ КЛАУЗИ

Страните признават и се съгласяват, че този МР не е и няма да се тълкува като обвързващ за Страните и не създава права, отговорности или задължения от какъвто и да е вид. Това е с изключение на клаузи 3-7, в които всяка Страна се съгласява, че са правно обвързващи и изпълними спрямо всяка от Страните и остават в сила след прекратяването или изтичането на този МР.

4 ПОВЕРЛИВОСТ

Никой от Страните няма да прави публично изявление или разкриване на информация относно настоящия МР или дискусията и, ако е приложимо, преговорите между Страните, освен ако е договорено друго.

Страните признават и се съгласяват, че в хода на дискусията и преговорите между Страните те може, или ще научат поверителна информация, принадлежваща на или свързана с другата Страна ("Поверителна информация"). Всяка Страна ще пази безопасно, сигурно и поверително тази Поверителна информация и ще използва Поверителната информация само за целите на напредването на дискусията и, ако е приложимо, на преговорите съгласно настоящия МР.

5 ИНТЕЛЕКТУАЛНА СОБСТВЕНОСТ

Никой от Страните няма да придобие пряко, косвено, материално или какъвто и да е друг прав на интелектуална или друга собственост, право на собственост или интерес в или върху какъвто и да е материал, документи, марки, съдържание, произведения, софтуер. Поверителна информация или какъвто и да е друг, предоставен или разкрит за нея от другата Страна по време на срока на този МР.

6 ПРИЛОЖИМО ПРАВО

Настоящият МР и всички спорове (договорни или не) и въпроси, дискусии и преговори, произтичащи от или във връзка с него (включително по отношение на съставянето, съществуването, тълкуването, действителността, прекратяването или друго на този МР), се уреждат от българското законодателство и всяка от

of the courts of Bulgaria. Nothing contained in this Clause limits the right of either Party to seek provisional or protective relief in the courts of another jurisdiction.

7 MISCELLANEOUS

7.1 Resources

Each Party will bear its own costs and expenses in connection with the negotiation, preparation and execution of this MOU and any discussions or negotiations arising out of or in connection with it.

Neither Party is liable to the other for any indirect or consequential loss or damage suffered by either Party (whether arising under contract, tort, equity, statute or otherwise).

7.2 Extent of interaction

Nothing contained in this MOU shall be construed to create or imply a joint venture, partnership, agency, or employment relationship between the Parties or authorise either Party to function as agent for or on behalf of the other Party.

This MOU represents the entire of the understanding of the Parties concerning the subject matter of this MOU. Neither Party has relied upon, or has any remedies in respect of, any statement, term, condition, warranty or otherwise that is not set out in this MOU.

This MOU, and the burden and benefit of this MOU, may not be assigned, novated, or transferred by either Party in whole or in part without the prior written consent of the other Party.

7.3 Others

The legally binding provisions of this MOU may only be waived by a Party in writing by express reference to this clause. A waiver of any breach of any binding provision of this MOU does not constitute a general waiver of such provision or of any subsequent act contrary to it. The failure or neglect by a Party to enforce any binding provision is not a waiver of that Party's rights under this MOU and does not prejudice that Party's right to take subsequent action in respect of it.

Страните се подчиняват на изключителната юрисдикция на съдилищата на България. Ничто, съдържащо се в тази клауза, не ограничава правото на която и да е от Страните да търси временно или защитно съдебно решение в съдилищата на друга юрисдикция.

7. РАЗНИ

7.1. Ресурси

Всяка Страна ще поеме собствените си разходи и разходи във връзка с преговорите, подготовката и изпълнението на този МР и всички дискусии или преговори, произтичащи от или във връзка с него.

Никой от Страните не носи отговорност пред другата за косвени или последващи загуби или щети, понесени от която и да е от Страните (независимо дали произтичат от договор, непозволено увреждане, основателен иск, устан или друго).

7.2. Степен на взаимодействие

Ничто, съдържащо се в този МР, не трябва да се тълкува като създаване или предполагащо съвместно предприятие, съдружие, представителство или трудово правоотношение между Страните, или да упълномощава която и да е от Страните да функционира като агент за или от името на другата Страна.

Настоящият МР представлява цялостното разбиране на Страните по отношение на предмета на този МР. Никой от Страните не се е позовавал на, или има средства за правна защита по отношение на което и да е изявление, срок, условие, гаранция или друго, което не е посочено в този МР.

Настоящият МР, както и тежестта и ползата от този МР не може да бъдат изцяло, новирани или прекръпвани от която и да е от Страните изцяло или частично без предварителното писмено съгласие на другата Страна.

7.3. Други

Правно обвързващите разпоредби на този МР може да бъдат отменени от някоя Страна само в писмен вид, чрез изрично позоваване на тази клауза. Отказът от какъвто и да е нарушение на която и да е обвързваща разпоредба на този МР не представлява общ отказ от тази разпоредба или от последващо действие, което я противоречи. Непослук или пренебрегването от Страна на дадена Страна да наложи която и да е обвързваща разпоредба не е отказ от правата на тази Страна съгласно този МР не нахвърля правото на тази Страна да предприеме последващи действия по отношение на нея.

If any provision of this MOU is held invalid, illegal, or unenforceable for any reason by any court of competent jurisdiction, such provision shall be severed without effect to the remaining provisions.

The Parties have entered into this MOU in consideration of their respective rights and obligations (the sufficiency of which each party hereby confirms).

Signed for and on behalf of Technical University of Sofia as member of EUT+ Alliance.

Signed: DATE: 13.02.2025

Prof. D.Sc. Ivan Kravov

Signed for and on behalf of Schwarz Global Services Bulgaria EOOD

Signed: DATE: 13.02.2025

Michael Petrov

Desislava Ivanovich

Ако която и да е разпоредба на този МР бъде считана за невалидна, незаконна или неприложима по какъвто и да е причина от който и да е компетентен съд, тази разпоредба ще бъде изключена без ефект върху останалите разпоредби.

Страните са сключили настоящия МР от глед на техните съответни права и задължения (достатъчността на които всяка Страна потвърждава с настоящото).

Подписан за и от името на Технически университет – София като член на Саръжението EUT+ / EUT+Alliance/

Подписано: DATE: 13.02.2025

Проф. д-р инж. Иван Кравов

Подписано за и от името на Шварц Глобал Сървисес България ЕООД

Подписано: DATE: 13.02.2025

Михаил Петров

Десислава Иванович

4. Agreement with IREROBOT LTD



Memorandum of Understanding

Preamble

Humanity today faces challenges of unequalled magnitude: climate change, overexploitation of resources, rising inequalities, the social consequences of the digital age... The answers necessarily go through technology. Eight partners have joined forces to create and work towards the establishment of the European University of Technology (EUT+). Their vision and mission are underpinned by the pivotal role that technology plays in forging an inclusive and sustainable future. A technology both human-centric and society-driven, respectful of individual freedoms and careful about our environment. In this context, EUT+ aims to become the leading partner for key players in education, research and transfer, economy, governance, and society to promote a new European model of education. An inclusive and diverse model, that helps every student to define one's own role in society. A model that delivers a high-level scientific education & research, that allows everyone to achieve excellence through a long-term education. A model that raises technologically responsible citizens, and that gives its students the ability to act for a better world.

To achieve this ambitious goal, we aim at generating fruitful cooperation and collaborations with other outstanding partners. Respect for the principles of equity, diversity and inclusion are fundamental to the mission and the ambition of EUT+. We encourage and promote initiatives that leverage opportunities from diverse groups of people for equal, diverse, and inclusive education, research, and social engagement at every level. To initiate these promising interactions and to foster further negotiations, the following MoU is agreed on:

1. Memorandum of Understanding

1 PARTIES

This Memorandum of Understanding (MoU), dated 7/7/2025 serves to the discussion between us, the EUT+ partners, represented by EUT+ partner Cyprus University of Technology and IREROBOT LTD.

each a "Party" and together the "Parties".

2 DISCUSSIONS

2.1 Area of mutual interest(s)

The Parties seek discussions to explore the possibility of working together. They have entered into this Memorandum of Understanding ("MoU") to put into effect discussions and potential negotiations between the Parties in relation to potential collaboration by the Parties in (academic) areas of mutual interest. The focus and subject matter of the discussions is

☐ Developing faculty, researchers and other research and administrative staff

☐ Conducting collaborative research projects

☐ Conducting lectures and organizing symposia

☐ Exchange of academic information, materials, and promoting other academic cooperation as mutually agreed

1



3.7 In which each Party agrees are legally binding upon and enforceable against each of the Parties and survive the termination or expiration of this MoU.

4 CONFIDENTIALITY

Neither Party will make any public statement or disclosure relating to this MoU or the discussions and, if applicable, negotiations between the Parties, unless agreed otherwise.

The Parties acknowledge and agree that in the course of the discussions and negotiations between the Parties they may or will become aware of confidential information belonging to, or related to, the other Party ("Confidential Information"). Each Party shall keep safe, secure and confidential such Confidential Information and shall only use the Confidential Information for the purposes of progressing discussions and, if applicable, negotiations pursuant to this MoU.

5 INTELLECTUAL PROPERTY

Neither Party will gain directly, indirectly, materially or otherwise any intellectual or other property rights, title or interest in or to any materials, documents, marks, content, works, software, Confidential Information or anything else made available or disclosed to it by the other Party during the term of this MoU.

For the avoidance of doubt, each Party retains full ownership and control of its pre-existing intellectual property ("Background IP"), and nothing in this MoU shall be construed to transfer, license, or create any interest in such Background IP. Background IP shall include any intellectual property, know-how, methods, algorithms, software, hardware, devices, or materials developed independently by a Party prior to the date of this MoU or outside the scope of the discussions contemplated herein.

6 GOVERNING LAW

This MoU and all disputes (whether contractual or not) and matters, discussions and negotiations arising out of or in connection with it (including as to the formation, existence, interpretation, operation, termination or otherwise of this MoU), are governed by Cyprus law, and the Parties each submit to the exclusive jurisdiction of the courts of Cyprus. Nothing contained in this Clause limits the right of either Party to seek provisional or protective relief in the courts of another jurisdiction.

7 MISCELLANEOUS

7.1 Resources

7.1.1 Each Party will bear its own costs and expenses in connection with the negotiation, preparation and execution of this MoU and any discussions or negotiations arising out of or in connection with it.

7.1.2 Neither Party is liable to the other for any indirect or consequential loss or damage suffered by either party (whether arising under contract, tort, equity, statute or otherwise).

7.2 Extent of interaction

7.2.1 Nothing contained in this MoU shall be construed to create or imply a joint venture, partnership, agency or employment relationship between the Parties or authorise either Party to act as agent for or on behalf of the other Party.

7.2.2 This MoU represents the entire of the understanding of the Parties concerning the subject matter of this MoU. Neither Party has relied upon, or has any remedies in respect of, any statement, term, condition, warranty or otherwise that is not set out in this MoU.

3



☐ Developing and delivering programmes of study and online learning for a global audience

☐ Offering your expertise and guidance to students and startups, including training programs that provide hands-on experience and benefit from fresh talent and ideas

☐ Enhancing your brand's presence and engaging with the academic EUT+ community by sponsoring educational events and activities

☐ Partnering with EUT+ on research initiatives, sharing knowledge and resources to advance scientific and technological frontiers

☐ Utilizing EUT+'s facilities as a testing ground for new technologies and projects, benefiting from a controlled environment for development and refinement

☐ Funding small-scale research projects, encouraging innovation and practical research outcomes

☐ Sharing industry expertise, market insights, and strategic partnerships to shape programs that support entrepreneurial growth and innovation

☐ Actions promoting the participation and equal consideration of women in the field of technology

☐ Other initiatives that promote access to equal opportunities for disadvantaged groups and groups at risk of exclusion

2.2 Procedure, Outcome and Terms of Discussion

2.2.1 Each Party agrees that the discussions and, if applicable, negotiations are being undertaken on a non-exclusive basis and give rise to no commitment by either Party to enter into any binding agreement or contract with respect to the subject matter of the discussions, negotiations or otherwise.

2.2.2 If the outcome of the initial discussions is positive, the proposed activities / services are not to be implemented until all internal approvals are obtained and a formal Memorandum of Agreement or a legally binding document, such as a contract, is signed by each Party.

2.2.3 The Parties will, in good faith, from the date of this MoU seek to actively progress and successfully conclude discussions and, if applicable, negotiations in respect of the proposed collaboration. The Parties intend that the discussions and any negotiations should be completed by 30/10/2027 unless:

☐ This MoU is terminated earlier pursuant due to clause 2.2.4

☐ The Parties agree in writing to extend the discussions and/or negotiations in which case they shall continue for the period by which the Parties agree to extend them.

2.2.4 Either Party may terminate the discussions and this MoU with immediate effect by notice in writing (but not email) to the other Party at any time.

3 BINDING CLAUSES

The Parties acknowledge and agree that this MoU is not, and shall not be interpreted as being, binding on the Parties and does not create any rights, liabilities or obligations of any kind whatsoever. This is with the exception of the clauses

2



7.2.3 This MoU, and the burden and benefit of this MoU, may not be assigned, novated or transferred by either Party in whole or in part without the prior written consent of the other Party.

7.3 Others

7.3.1 The legally binding provisions of this MoU may only be waived by a Party in writing by express reference to this clause. A waiver of any breach of any binding provision of this MoU does not constitute a general waiver of such provision or of any subsequent act contrary to it. The failure or neglect by a Party to enforce any binding provision is not a waiver of that Party's rights under this MoU and does not prejudice that Party's right to take subsequent action in respect of it.

7.3.2 If any provision of this MoU is held invalid, illegal, or unenforceable for any reason by any court of competent jurisdiction, such provision shall be severed without effect to the remaining provisions.

7.3.3 The Parties have entered into this MoU in consideration of their respective rights and obligations (the sufficiency of which each party hereby confirms).

Signed for and on behalf of Cyprus University of Technology as member of the EUT+ Alliance:

ARISTODIMOS LANITIS
Signed: _____
Digitally signed by ARISTODIMOS LANITIS
DN: cn=ARISTODIMOS LANITIS, o=Cyprus University of Technology

By: Aristodimos Lanitis

Title: CUT Principal Representative, European University of Technology.

Signed for and on behalf of IREROBOT LTD

Signed: _____ DATE: 09/07/2025

By: Evagoras Xydias

Title: Founder - CEO

4



h_da
darmstadt university
of applied sciences
229



Cyprus
University of
Technology



utt
UNIVERSITY OF TECHNOLOGY
TROYES

DUBLIN
TECHNOLOGICAL
UNIVERSITY DUBLIN



Universidad
Politécnica
de Cartagena

5. Agreement with SORVUS MEDIA



Memorandum of Understanding

Preamble

Humanity today faces challenges of unequal magnitude: climate change, overexploitation of resources, rising inequalities, the social consequences of the digital age. The answers necessarily go through technology. Nine partners have joined forces to create and work towards the establishment of the European University of Technology (EUT+). Their vision and mission are underpinned by the pivotal role that technology plays in forging an inclusive and sustainable future. A technology both human-centric and society-driven, respectful of individual freedoms and careful about our environment. In this context, EUT+ aims to become the leading partner for key players in education, research and transfer, economy, governance, and society to promote a new European model of education. An inclusive and diverse model, that helps every student to define one's own role in society. A model that delivers a high-level scientific education & research, that allows everyone to achieve excellence through a long-term education. A model that raises technologically responsible citizens, and that gives its students the ability to act for a better world.

To achieve this ambitious goal, we aim to generate fruitful cooperation and collaborations with other outstanding partners. Respect for the principles of equity, diversity and inclusion are fundamental to the mission and the ambition of EUT+. We encourage and promote initiatives that leverage opportunities from diverse groups of people for equal, diverse, and inclusive education, research, and social engagement at every level. To initiate these promising interactions and to foster further negotiations, the following MoU is agreed on:

1. Memorandum of Understanding

1 PARTIES

This Memorandum of Understanding (MoU), dated 18/08/2025, serves to the discussion between us, the EUT+ partners, represented by the EUT+ partner Cyprus University of Technology and Sorvus Media, each a "Party" and together the "Parties".

2 DISCUSSIONS

2.1 Area of mutual interest(s)

The Parties seek discussions to explore the possibility of working together. They have entered into this Memorandum of Understanding ("MoU") to put structure on discussions and potential negotiations between the Parties in relation to potential collaboration by the Parties in (academic) areas of mutual interest. The focus and subject matter of the discussions are

- ☐ Exchanging faculty, researchers and other research and administrative staff
- ☐ Conducting collaborative research projects
- ☐ Conducting lectures and organizing symposia
- ☐ Exchange of academic information, materials, and promoting other academic cooperation as mutually agreed upon

1



3-7 in which each Party agrees are legally binding upon and enforceable against each of the Parties and survive the termination or expiration of this MoU.

4 CONFIDENTIALITY

Neither Party will make any public statement or disclosure relating to this MoU or the discussions and, if applicable, negotiations between the Parties, unless agreed otherwise.

The Parties acknowledge and agree that in the course of the discussions and negotiations between the Parties they may or will become aware of confidential information belonging to, or related to, the other Party ("Confidential Information"). Each Party shall keep safe, secure and confidential such Confidential Information and shall only use the Confidential Information for the purposes of progressing discussions and, if applicable, negotiations pursuant to this MoU.

5 INTELLECTUAL PROPERTY

Neither Party will gain directly, indirectly, materially or otherwise any intellectual or other property rights, title or interest in or to any materials, documents, marks, content, works, software, Confidential Information or anything else made available or disclosed to it by the other Party during the term of this MoU.

6 GOVERNING LAW

This MoU and all disputes (whether contractual or not) and matters, discussions and negotiations arising out of or in connection with it (including as to the formation, existence, interpretation, operation, termination or otherwise of this MoU), governed by Cyprus law, and the Parties each submit to the exclusive jurisdiction of the courts of Cyprus. Nothing contained in this Clause limits the right of either Party to seek provisional or protective relief in the courts of another jurisdiction.

7 MISCELLANEOUS

7.1 Resources

7.1.1 Each Party will bear its own costs and expenses in connection with the negotiation, preparation and execution of this MoU and any discussions or negotiations arising out of or in connection with it.

7.1.2 Neither Party is liable to the other for any indirect or consequential loss or damage suffered by either party (whether arising under contract, tort, equity, statute or otherwise).

7.2 Extent of interaction

7.2.1 Nothing contained in this MoU shall be construed to create or imply a joint venture, partnership, agency or employment relationship between the Parties or authorise either Party to act as agent for or on behalf of the other Party.

7.2.2 This MoU represents the entire of the understanding of the Parties concerning the subject matter of this MoU. Neither Party has relied upon, or has any remedies in respect of, any statement, term, condition, warranty or otherwise that is not set out in this MoU.

7.2.3 This MoU, and the burden and benefit of this MoU, may not be assigned, novated or transferred by either Party in whole or in part without the prior written consent of the other Party.

7.3 Others

7.3.1 The legally binding provisions of this MoU may only be waived by a Party in writing by express reference to this clause. A waiver of any breach of any binding provision of this MoU does not constitute a general waiver of such provision or of any subsequent act contrary to it. The failure or neglect by a Party to enforce any binding provision is

3



- ☐ Developing and delivering programmes of study and online learning for a global audience
- ☐ Offering your expertise and guidance to students and startups, including training programs that provide hands-on experience and benefit from fresh talent and ideas
- ☐ Enhancing your brand's presence and engaging with the academic EUT+ community by sponsoring educational events and activities
- ☐ Partnering with EUT+ on research initiatives, sharing knowledge and resources to advance scientific and technological frontiers
- ☐ Utilizing EUT+'s facilities as a testing ground for new technologies and projects, benefiting from a controlled environment for development and refinement
- ☐ Funding small-scale research projects, encouraging innovation and practical research outcomes
- ☐ Sharing industry expertise, market insights, and strategic partnerships to shape programs that support entrepreneurial growth and innovation
- ☐ Actions promoting the participation and equal consideration of women in the field of technology
- ☐ Other initiatives that promote access to equal opportunities for disadvantaged groups and groups at risk of exclusion

2.2 Procedure, Outcome and Terms of Discussion

2.2.1 Each Party agrees that the discussions and, if applicable, negotiations are being undertaken on a non-exclusive basis and give rise to no commitment by either Party to enter into any binding agreement or contract with respect to the subject matter of the discussions, negotiations or otherwise.

2.2.2 If the outcome of the initial discussions is positive, the proposed activities/services are not to be implemented until all internal approvals are obtained and a formal Memorandum of Agreement or a legally binding document, such as a contract, is signed by each Party.

2.2.3 The Parties will, in good faith, from the date of this MoU seek to actively progress and successfully conclude discussions and, if applicable, negotiations in respect of the proposed collaboration. The Parties intend that the discussions and any negotiations should be completed by 30/10/2027 unless:

☐ This MoU is terminated earlier pursuant due to clause 2.2.4

☐ The Parties agree in writing to extend the discussions and/or negotiations in which case they shall continue for the period by which the Parties agree to extend them.

2.2.4 Either Party may terminate the discussions and this MoU with immediate effect by notice in writing (but not email) to the other Party at any time.

3 BINDING CLAUSES

The Parties acknowledge and agree that this MoU is not, and shall not be interpreted as being, binding on the Parties and does not create any rights, liabilities or obligations of any kind whatsoever. This is with the exception of the clauses

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not a waiver of that Party's rights under this MoU and does not prejudice that Party's right to take subsequent action in respect of it.

7.3.2 If any provision of this MoU is held invalid, illegal, or unenforceable for any reason by any court of competent jurisdiction, such provision shall be severed without effect to the remaining provisions.

7.3.3 The Parties have entered into this MoU in consideration of their respective rights and obligations (the sufficiency of which each Party hereby confirms).

Signed for and on behalf of Cyprus University of Technology as member of the EUT+ Alliance.

Signed: ARISTODIM OS LANITIS Printed, signed by ARISTODIMOS OS LANITIS
Date: 2025.08.18 15:30:23 EEST
Location: Cyprus University of Technology

By: Aristodimos Lanitis
Title: Principal Representative

Signed for and on behalf of SARVUS MEDIA.

Signed: Joakim Liassides DATE: 20/10/2025

By: Joakim Liassides
Title: Founder - CEO

4



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darmstadt university
of applied sciences
230



Cyprus
University of
Technology



Co-funded by
the European Union



6. Agreement with CYENS Centre of Excellence



Memorandum of Understanding

Preamble

Humanity today faces challenges of unequal magnitude: climate change, overexploitation of resources, rising inequalities, and the social consequences of the digital age. The answers necessarily go through technology. Eight partners have joined forces to create and work towards the establishment of the European University of Technology (EUT+). Their vision and mission are underpinned by the pivotal role that technology plays in forging an inclusive and sustainable future. A technology both human-centric and society-driven, respectful of individual freedoms and careful about our environment. In this context, EUT+ aims to become the leading partner for key players in education, research and transfer, economy, governance, and society to promote a new European model of education. An inclusive and diverse model that helps every student define their role in society. A model that delivers a high-level scientific education & research, that allows everyone to achieve excellence through a long-term education. A model that raises technologically responsible citizens, and that gives its students the ability to act for a better world.

To achieve this ambitious goal, we aim to generate fruitful cooperation and collaborations with other outstanding partners. Respect for the principles of equity, diversity, and inclusion is fundamental to the mission and the ambition of EUT+. We encourage and promote initiatives that leverage opportunities from diverse groups of people for equal, diverse, and inclusive education, research, and social engagement at every level. To initiate these promising interactions and to foster further negotiations, the following MoU is agreed on:

1. Memorandum of Understanding

1 PARTIES

This Memorandum of Understanding (MoU), dated 30/07/2025, serves to the discussion between on, the EUT+ partners, represented by EUT+ partner Cyprus University of Technology (CUT) and CYENS Centre of Excellence each a "Party" and together the "Parties".

2 DISCUSSIONS

2.1 Area of mutual interest(s)

The Parties seek discussions to explore the possibility of working together. They have entered into this Memorandum of Understanding ("MoU") to put structure on discussions and potential negotiations between the Parties in relation to potential collaboration by the Parties in (academic) areas of mutual interest. The focus and subject matter of the discussions are

- ☑ Exchanging faculty, researchers and other research and administrative staff
- ☑ Conducting collaborative research projects
- ☑ Conducting lectures and organizing symposia
- ☑ Exchange of academic information, materials, and promoting other academic cooperation as mutually agreed upon

1



3-7 in which each Party agrees are legally binding upon and enforceable against each of the Parties and survive the termination or expiration of this MoU.

4 CONFIDENTIALITY

Neither Party will make any public statement or disclosure relating to this MoU or the discussions and, if applicable, negotiations between the Parties, unless agreed otherwise.

The Parties acknowledge and agree that in the course of the discussions and negotiations between the Parties they may or will become aware of confidential information belonging to, or related to, the other Party ("Confidential Information"). Each Party shall keep safe, secure and confidential such Confidential Information and shall only use the Confidential Information for the purposes of progressing discussions and, if applicable, negotiations pursuant to this MoU.

5 INTELLECTUAL PROPERTY

Neither Party will gain directly, indirectly, materially or otherwise any intellectual or other property rights, title or interest in or to any materials, documents, marks, content, works, software, Confidential Information or anything else made available or disclosed to it by the other Party during the term of this MoU.

6 GOVERNING LAW

This MoU and all disputes (whether contractual or not) and matters, discussions and negotiations arising out of or in connection with it (including as to the formation, existence, interpretation, operation, termination or otherwise of this MoU), are governed by Cyprus law, (as the EUT+ Alliance is represented by Cyprus University of Technology for this MoU) and the Parties each submit to the exclusive jurisdiction of the courts of Cyprus. Nothing contained in this Clause limits the right of either Party to seek provisional or protective relief in the courts of another jurisdiction.

7 MISCELLANEOUS

7.1 Resources

7.1.1 Each Party will bear its own costs and expenses in connection with the negotiation, preparation and execution of this MoU and any discussions or negotiations arising out of or in connection with it.

7.1.2 Neither Party is liable to the other for any indirect or consequential loss or damage suffered by either Party (whether arising under contract, tort, equity, statute or otherwise).

7.2 Extent of interaction

7.2.1 Nothing contained in this MoU shall be construed to create or imply a joint venture, partnership, agency or employment relationship between the Parties or authorise either Party to act as agent for or on behalf of the other Party.

7.2.2 This MoU represents the entire of the understanding of the Parties concerning the subject matter of this MoU. Neither Party has relied upon, or has any remedies in respect of, any statement, term, condition, warranty or otherwise that is not set out in this MoU.

7.2.3 This MoU, and the burden and benefit of this MoU, may not be assigned, novated or transferred by either Party in whole or in part without the prior written consent of the other Party.

7.3 Others

7.3.1 The legally binding provisions of this MoU may only be waived by a Party in writing by express reference to this clause. A waiver of any breach of any binding provision of this MoU does not constitute a general waiver of such provision or of any subsequent act contrary to it. The failure or neglect by a Party to enforce any binding provision is

3



☑ Developing and delivering programmes of study and online learning for a global audience

☑ Offering your expertise and guidance to students and startups, including training programs that provide hands-on experience and benefit from fresh talent and ideas

☑ Enhancing your brand's presence and engaging with the academic EUT+ community by sponsoring educational events and activities

☑ Partnering with EUT+ on research initiatives, sharing knowledge and resources to advance scientific and technological frontiers

☑ Utilising EUT+'s facilities as a testing ground for new technologies and projects, benefiting from a controlled environment for development and refinement

☑ Funding small-scale research projects, encouraging innovation and practical research outcomes

☑ Sharing industry expertise, market insights, and strategic partnerships to shape programs that support entrepreneurial growth and innovation

☑ Actions promoting the participation and equal consideration of women in the field of technology

☑ Other initiatives that promote access to equal opportunities for disadvantaged groups and groups at risk of exclusion

2.2 Procedure, Outcome and Terms of Discussion

2.2.1 Each Party agrees that the discussions and, if applicable, negotiations are being undertaken on a non-exclusive basis and give rise to no commitment by either Party to enter into any binding agreement or contract with respect to the subject matter of the discussions, negotiations or otherwise.

2.2.2 If the outcome of the initial discussions is positive, the proposed activities/services are not to be implemented until all internal approvals are obtained and a formal Memorandum of Agreement or a legally binding document, such as a contract, is signed by each Party.

2.2.3 The Parties will, in good faith, from the date of this MoU seek to actively progress and successfully conclude discussions and, if applicable, negotiations in respect of the proposed collaboration. The Parties intend is that the discussions and any negotiations should be completed by 30/10/2027 unless:

☑ This MoU is terminated earlier pursuant due to clause 2.2.4

☑ The Parties agree in writing to extend the discussions and/or negotiations in which case they shall continue for the period by which the Parties agree to extend them.

2.2.4 Either Party may terminate the discussions and this MoU with immediate effect by notice in writing (but not email) to the other Party at any time.

3 BINDING CLAUSES

The Parties acknowledge and agree that this MoU is not, and shall not be interpreted as being, binding on the Parties and does not create any rights, liabilities or obligations of any kind whatsoever. This is with the exception of the clauses

2



not a waiver of that Party's rights under this MoU and does not prejudice that Party's right to take subsequent action in respect of it.

7.3.2 If any provision of this MoU is held invalid, illegal, or unenforceable for any reason by any court of competent jurisdiction, such provision shall be severed without effect to the remaining provisions.

7.3.3 The Parties have entered into this MoU in consideration of their respective rights and obligations (the sufficiency of which each party hereby confirms).

Signed for and on behalf of Cyprus University of Technology as member of the EUT+ Alliance.

Signed: ARISTODIM OS LANITIS

By: Aristodimos Lanitis

Title: EUT Principal Representative

Signed for and on behalf of CYENS Centre of Excellence.

Signed:  DATE: 22/09/2025

By: Vagelis Chrysanthos
Title: General Director

4



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of applied sciences
231



Cyprus
University of
Technology



Annex XVI. Communication

Promotion of the EUT+ Incubation Programme

- 1) https://www.linkedin.com/posts/eut_eutplus-eut-europeanuniversity-activity-7282687365632983040-7gSI?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNhn9JloPok1QhvjZGc5QXYFZKg
- 2) <https://www.facebook.com/photo/?fbid=579704921598082&set=a.106204825614763>
- 3) [https://www.facebook.com/events/2097103540730715/?acontext=%7B%22event_action_history%22%3A\[%7B%22surface%22%3A%22search%22%7D%2C%7B%22mechanism%22%3A%22surface%22%2C%22surface%22%3A%22groups_highlight_units%22%7D%2C%22ref_notif_type%22%3Anull%7D](https://www.facebook.com/events/2097103540730715/?acontext=%7B%22event_action_history%22%3A[%7B%22surface%22%3A%22search%22%7D%2C%7B%22mechanism%22%3A%22surface%22%2C%22surface%22%3A%22groups_highlight_units%22%7D%2C%22ref_notif_type%22%3Anull%7D)
- 4) <https://www.facebook.com/photo/?fbid=604217685813472&set=pcb.604222542479653>

CUT Student Innovation Fair (part of the EUT+ Incubation Programme)

- 1) <https://www.facebook.com/photo/?fbid=656278703940703&set=a.106204825614763>
- 2) <https://www.facebook.com/photo/?fbid=660370150198225&set=pcb.660371590198081>
- 3) <https://www.youtube.com/watch?v=e8YWktkfdf0&t=188s>

Final Competition Dissemination

- 1) <https://www.instagram.com/p/DJT0gYNB0yo/>
- 2) https://www.instagram.com/reel/DKeg0xMoA0J/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
- 3) https://www.linkedin.com/posts/eut_eutplus-europeanuniversity-activity-7338928518916956161-340L?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNhn9JloPok1QhvjZGc5QXYFZKg
- 4) https://www.instagram.com/reel/DKeg0xMoA0J/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
- 5) https://www.instagram.com/p/DLR8yigod7t/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==

- 6) https://www.instagram.com/p/DLZaf9NI0rJ/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
- 7) https://eut.cut.ac.cy/%cf%84%ce%bf-%cf%84%ce%b5%cf%80%ce%b1%ce%ba-%ce%b5%ce%bc%cf%80%ce%bd%ce%ad%ce%b5%ce%b9-%ce%ba%ce%b1%ce%b9-%ce%ba%ce%b1%ce%b8%ce%bf%ce%b4%ce%b7%ce%b3%ce%b5%ce%af-%cf%84%ce%b7%ce%bd-%ce%ba%ce%b1%ce%b9/?fbclid=IwY2xjawL4NTpleHRuA2FlbQlXMQABHqRqm39V5crzdZmD4pnJw0asQ3rYieFI4rgG3-DWSuc81JBBCa_g7Na2PChq_aem_x1sSpElct1-s3skyQWnZmg
- 8) <https://www.facebook.com/photo/?fbid=704559935779246&set=pcb.704554849113088>
- 9) https://www.linkedin.com/posts/yubizz_and-the-winner-is-rhythm-touch-ugcPost-7335967620476661761-zPXD?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNhn9JlOPok1QhvjZGc5QXYFZKg

CUT Summer Bootcamp for Winning Team (part of the EUT+ Incubation Programme)

- 1) https://impact.h-da.de/en/eut-incubation-program?fbclid=IwY2xjawL4M5lleHRuA2FlbQlXMABicmlkETFOcW5KQkQ2VGJT SXF6ckEyAR7npKUUZb6-EW072qCsFwmQ1uizEjuV2zfSV34Z6jOJDHxRmmLcKHtYihu_eQ_aem_hf_HvQa_2EP8OwJacBzcqA
- 2) https://www.instagram.com/p/DLzb6j_l74F/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
- 3) https://www.instagram.com/reel/DLmDDSjosE1/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
- 4) <https://www.facebook.com/photo?fbid=735331356035437&set=a.106204825614763>
- 5) <https://www.facebook.com/photo/?fbid=729436479958258&set=pcb.729443096624263>

EUT+ Masterclasses

- 1) https://www.linkedin.com/posts/eut_eutincubationprogram-entrepreneurship-eutplus-activity-7295754608629456897-FEJd?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNhn9JlOPok1QhvjZGc5QXYFZKg

- 2) https://www.linkedin.com/posts/eut_eutplus-incubationprogram-entrepreneurship-activity-7297917592348815360-AsHM?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNhn9JloPok1QhvjZGc5QXYFZKg
- 3) https://www.linkedin.com/posts/eut_eutplus-incubationprogram-startups-activity-7300035762190741504-stje?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNhn9JloPok1QhvjZGc5QXYFZKg
- 4) https://www.linkedin.com/posts/eut_eutplus-marketingmasterclass-entrepreneurship-activity-7300116962649505792-IMN1?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNhn9JloPok1QhvjZGc5QXYFZKg
- 5) https://www.linkedin.com/posts/eut_eutplus-startupfinancing-entrepreneurship-activity-7304772127491067904-FfaJ?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNhn9JloPok1QhvjZGc5QXYFZKg
- 6) https://www.linkedin.com/posts/eut_intellectualproperty-entrepreneurship-startups-activity-7305516992017371136-cDvg?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNhn9JloPok1QhvjZGc5QXYFZKg
- 7) https://www.linkedin.com/posts/eut_eutplus-entrepreneurship-startupsuccess-activity-7307367923935830018-f9Qg?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNhn9JloPok1QhvjZGc5QXYFZKg
- 8) https://www.linkedin.com/posts/eut_masterclass-8-global-impact-sustainability-activity-7309841097831178240-vfyD?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNhn9JloPok1QhvjZGc5QXYFZKg
- 9) https://www.linkedin.com/posts/eut_masterclass-9-mastering-presentation-skills-activity-7313126414168289281-X-B2?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNhn9JloPok1QhvjZGc5QXYFZKg

EUT+ Innovation talks

- 1) https://www.linkedin.com/posts/eut_we-are-excited-to-introduce-eut-innovation-activity-7247524606503260161-OBbF?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNhn9JloPok1QhvjZGc5QXYFZKg



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234



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Politécnica
de Cartagena

- 2) https://www.linkedin.com/posts/eut_activity-7262783029562019841-zQsG?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNh9JloPok1QhvjZGc5QXYFZKg
- 3) https://www.linkedin.com/posts/eut_eutplus-eut-europenuniversity-activity-7271792564217823233-i1VX?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNh9JloPok1QhvjZGc5QXYFZKg
- 4) https://www.linkedin.com/posts/eut_activity-7283074442019110912-pa6v?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNh9JloPok1QhvjZGc5QXYFZKg
- 5) https://www.linkedin.com/posts/eut_follow-the-innovation-talks-5-digital-activity-7297189817941954562-t_Sj?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNh9JloPok1QhvjZGc5QXYFZKg
- 6) https://www.linkedin.com/posts/eut_follow-the-innovation-talks-6-on-benefits-activity-7303045070625099776-HjKY?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNh9JloPok1QhvjZGc5QXYFZKg
- 7) https://www.linkedin.com/posts/eut_eutplus-eut-europeanuniversity-activity-7320816791843221504-n3U?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNh9JloPok1QhvjZGc5QXYFZKg
- 8) https://www.linkedin.com/posts/eut_eut-innovation-talks-8-sustainable-business-activity-7322544672835358720-kj0a?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNh9JloPok1QhvjZGc5QXYFZKg
- 9) https://www.linkedin.com/posts/eut_eut-innovation-talk-transforming-ideas-activity-7338852141714841602-pE2D?utm_source=share&utm_medium=member_desktop&rcm=ACoAABTyVcsBbNh9JloPok1QhvjZGc5QXYFZKg

Flyers Showcasing WP6 Services

The flyers are available here: [LINK](#)

Podcasts

Episode 4: <https://www.youtube.com/watch?v=fI0zY0aMW8c>

Episode 9: <https://www.youtube.com/watch?v=dbRsMNIFMGs>

Episode 10: <https://www.youtube.com/watch?v=e8YWktkfdf0&t=188s>

Episode 12: https://www.youtube.com/watch?v=w_W5wZuswqo

Newsletters

- **Newsletter - Issue 7, December 2023:** Launch of EUT+ Accelerate Phase → [LINK](#)
- **Newsletter - Issue 10, May 2024:** Pitching Event: Innovative Ideas for Sustainable Innovation → [LINK](#)
- **Newsletter - Issue 14, October 2024:** EUT+ Podcast: Entrepreneurship and Innovation → [LINK](#)
- **Newsletter - Issue 15, November 2024:** Cassino week → [LINK](#)
- **Newsletter - Issue 16, December 2024:** 1) EUT+ Incubation Programme; 2) EUT+ Innovation Talks #4: The Long Road of Innovation in Healthcare → [LINK](#)
- **Newsletter - Issue 17, January 2025:** 1) EUT+ Incubation Programme Launching with Inspiration and Creativity!; 2) EUT+ Innovation Talks #5: "Digital Innovation and the Potential of Artificial Intelligence for Sustainability"; 3) EUT+ Entrepreneurship School: Promoting Innovation and Entrepreneurship. → [LINK](#)
- **Newsletter - Issue 18, February 2025:** 1) EUT+ Innovation Talks #6; 2) Entrepreneurship in Progress: Masterclasses & EUT+ Incubation Programme. → [LINK](#)
- **Newsletter - Issue 20, April 2025:** 1) Winners in Innovation Head to the Final in Darmstadt; 2) Podcast; 3) EUT+ Incubation Programme – Meet the Student Teams that Stood Out! 4) Innovation and Entrepreneurship: The Power of Collaboration in EUT+. → [LINK](#)
- **Newsletter - Issue 22, June 2025:** 1) From Cyprus to Europe: Driving Innovation through EUT+; 2) EUT+ Start-up Challenge: Innovation & Entrepreneurship in Bulgaria → [LINK](#)