DT LAUNCH PAD

Enabling Deep Tech Entrepreneurship

Deep Tech

Entrepreneurs Needs Analysis

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CONTENTS

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Institut Mines-Telecom (IMTBS) - France
Munster Technological University (MTU) -Ireland
Accent Inkubator Gmbh (Accent) - Austria
Ege University (Ege University) – Turkey

1. Introduction

The *Deep Tech Entrepreneurs Needs Analysis*[1] explores presents the key competencies that are essential for the successful commercialisation of Deep Tech innovations. More specifically, it focuses on the competencies needed by (i) deep tech ventures' comprising mainly academics and researchers developing deep tech technologies and (ii) educators and incubation supporting professional staff, supporting different phases of deep tech commercialisation. Deep Tech, characterised by its reliance on cutting-edge scientific discoveries, poses unique challenges that require specialised expertise and competencies across various disciplines. Therefore, understanding the precise skill sets necessary for its commercialization is crucial for fostering innovation and ensuring the long-term success of ventures within this sector. This report is a standalone document, but for more context, one can also read the *European Deep Tech Commercialisation Trajectory Report* which explores the trajectory of deep tech commercialisation in Europe.[2]

Definition of Deep Tech

Coined in 2015 by Swati Chaturvedi, the term deep tech was originally defined as "companies founded on a scientific discovery or meaningful life sciences, energy, clean technology, computer sciences, materials, and chemicals innovation". Since then, as deep tech has become more popular in media and literature, new attempts have been made to define it.

As of 2024, definitions of deep tech in the literature are vague and varying, which reflects the fact the concept is still being developed. Furthermore, there is a lack of profound understanding of how deep tech differs from what has been called traditional tech and shallow-tech (Tekic, Z., et al, 2023).

Some of these definition attempts have focused on the meaning of the word "deep" in "deep tech". We find definitions that understand "deep" as fundamental, describing deep tech as "disruptive solutions built around unique, protected or hard-to-reproduce technological or scientific advances" (Hello Tomorrow & Boston Consulting Group, 2017, as seen in Romasanta et al., 2022); or definitions that understand "deep" as profound and define deep tech as ventures built on "cutting-edge technologies that can have a profound effect on the overall human society" (Dataquest, 2019, as seen in Romasanta et al. 2022). However, under this expansive definition, deep tech innovations and ventures become commingled with other adjacent concepts (e.g. high-tech, hard-tech, disruptive technologies, and technology-based and knowledge-intensive ventures).

The European Commission (SWD (2023) 205 final), building on the deep tech definition by Hello Tomorrow & Boston Consulting Group (2017), has referred to deep tech as "an institution, an organisation or a startup company, with the expressed objective of providing disruptive solutions built around unique, protected or hard-to-reproduce technological or scientific advances". These solutions are distinguished by their complexity, both in terms of the science that underpins them and the IP they generate, often having long development cycles, significant capital requirements and challenging regulatory barriers to overcome (SWD (2023) 205 final).

We have reviewed grey literature, white papers and policy documents on deep tech, and analysed different European initiatives to combine the different visions of deep tech into a comprehensive definition: Deep technology or "deep tech" refers to organisations, institutions or startups that seek developing advanced technological solutions to address larger-scale societal challenges. Deep tech entities engage in extensive research and long development cycles to apply emergent scientific or engineering breakthroughs by translating them into innovative products or services. Additionally, as per Ruiz de Apodaca (2023), the uncertainty surrounding deep tech turns out to be an essential element of what makes deep tech unique.

[1] A research output of the DTLaunchpad initiative, co-founded by the European Commission.
[2] The *European Deep Tech Commercialisation Trajectory Report* can be found online at dtlaunchpad.eu.

Definition of deep tech commercialisation stages

Three main stages of commercialisation are identified in literature (Goldsmith, 1999; as cited in Максименко, 2020; Yildirim, 2022; Dealroom 2023a), showing the path for innovation to progress from its first conceptualisation (pre-incubation) to prototyping and development (incubation) to its scaling in the market (acceleration).

The **pre-incubation stage** refers to the ideation or concept phase, where the innovative idea is still at an embryonic stage and requires rigorous definition by testing critical assumptions and determining its potential application. This is a crucial phase for deep tech ventures, as it sets the foundation for commercialisation by transforming early-stage research into marketable innovations. Researchers must conduct a market needs assessment during this stage, providing an overview of market trends, barriers, and risks. This feeds into the initial drafting of a business plan, estimating financial forecasts (Максименко, 2020; Yildirim, 2022). Often, this phase begins within universities, where researchers identify problems and embark on the development of technological solutions, typically requiring interdisciplinary expertise. The transition from lab research to exploring market potential is challenging, with researchers needing significant support from tech transfer offices and incubators to navigate commercialisation pathways. Together with the product development phase, pre-incubation is one of the most research-intensive periods. Programs offering mentoring, prototyping, and business concept validation are essential during this phase. These initiatives help scientists refine their technologies while also fostering a deeper understanding of entrepreneurship and market dynamics. Such support is critical in preparing ventures for market entry and securing early funding.

The **incubation stage** provides the environment and resources necessary to transition from research to market readiness (Максименко, 2020; Yildirim, 2022). During this stage, the technical feasibility of the idea becomes a focal point, as a working model or prototype is developed to test the product's features for potential markets. This is supported by market studies aimed at identifying market size, potential customer volume, pricing, and distribution strategies. Incubators, often affiliated with universities, play a pivotal role by offering essential support such as entrepreneurial mentorship, funding opportunities, and business development guidance through their TTOs. Researchers, who are typically unfamiliar with business strategies, gain vital skills in areas like developing business models, securing initial funding, and connecting with industry players. Prototyping becomes essential in this stage, as it provides a tangible demonstration of the technology’s potential, often in collaboration with industry partners. Successful prototyping helps validate the product's market fit and attract investors, despite the challenges deep tech ventures face in securing funding due to their long development cycles.

The **acceleration stage** of commercialisation involves scaling operations and achieving (international) market entry, which may lead to the scale-up of both the technology and the company. During this post-incubation phase, the production of the technology for commercial use is initiated, and distribution is expanded, while the product is refined based on customer input (Максименко, 2020; Yildirim, 2022). However, this phase presents significant challenges due to high costs and limited access to specialised scale-up programs. Structured and strong follow-up support, as well as ongoing investment are crucial in ensuring that promising projects do not stagnate after the prototype phase.

In terms of the commercialisation of deep tech, we provide here a definition of the main support types needed for each phase to be used as a reference:

Table 1
Description of the commercialisation stages

Stage	Description
Pre-incubation	It involves startups working alone or with a team, working on **bringing a (deep) tech business idea to life**. Entrepreneurs in the pre-incubation stage need special training, mentoring and consultancy services to understand whether their ideas are feasible, marketable and scalable.
Incubation	Entrepreneurs in the incubation stage **establish their companies** and produce their prototypes/minimum viable products. Therefore, they require physical space, training, consultancy and mentoring services as in the pre-incubation period, assessment of their innovation, further business plan elaboration, and support in accessing financing, among others.
Acceleration	Entrepreneurs in the acceleration stage have **created their products and started commercialisation** but have difficulties gaining market share and reaching internationalisation. The product for commercial use is produced and distributed, as well as tweaked based on customers' feedback. These problems can be addressed with the help of acceleration programs during this phase. At this stage, startups need access to funding for scaling, legal and regulatory support, mentorship, a business plan that covers internationalisation and solid networks.

Note. Adapted from Paroje (n.d.) & Yildirim (2022).

Methodology

The Deep Tech Innovation Launch Pad (DTLaunchPad) initiative aims to enable and empower a European deep tech community through **building capacity among deep tech talent** within participating universities and encouraging the international exchange of knowledge on the topic of deep tech commercialisation.

Project partners (i) reviewed scientific and grey literature, as well as an asset mapping of the regional assets that could be used to support deep tech commercialisation, (ii) conducted 78+ semi-structured qualitative interviews. These interviews spanned universities (private, and public research universities, as well as universities of applied sciences), governmental agencies, private companies and NGOs and 12 different countries (Austria, Canada, Finland, France, Ireland, Italy, Malaysia, Slovenia, Spain, Switzerland, The Netherlands and USA, see Appendix 1 for the full interviewees list). Lastly, (iii) partners hosted a series of roundtable discussions with international experts and educators to validate the results of their research, incorporating new perspectives and deriving recommendations for the subsequent stages of project implementation.

The two-pronged aim of the interviews encompassed collecting insights on (i) the opportunities, challenges and success factors of the Deep Tech commercialisation process on a European and partners' regional level, and (ii) the current status of Deep Tech pre-incubation, incubation and acceleration services and gaps within the partner HEIs. To achieve this, partners interviewed individuals across three profiles. This resulted in a total of:

- 40 interviews with deep tech experts sharing their expertise on the uniqueness of deep tech commercialisation and differences between the deep tech and non-deep-tech commercialisation process
- 18 interviews with deep tech educators, with expertise on the competencies that deep tech talent should acquire to successfully pursue deep tech commercialisation
- 20 interviews with incubator staff experienced in the provision of training and support to deep tech ventures undergoing through pre-incubation, incubation and acceleration services.

Interviews were anonymised to reduce identifiability and coded according to their profile and theme (see Appendix, Table 1).

The *Deep Tech Entrepreneurs Needs Analysis* is complemented by the (i) *European Deep Tech Commercialisation*

Trajectory Report presenting the current state of deep tech research commercialisation in Europe and the necessary adjustments that need to be made to the path that non-deep-tech (e.g., traditional tech startups, software as a service providers, etc.) innovations follow from lab to market in order to better support deep tech ventures[3], (ii) seven reports on the trajectory of deep tech commercialisation across the countries of the consortium partners diving in depth on different national opportunities, challenges and needed support in deep tech ventures' incubation, [4] (iii) a dedicated report on relevant needed competencies required by both the founding teams of deep tech ventures and for educators and incubation specialists to support the commercialisation process for Deep Tech commercialisation, and (iv) an interactive Digital Regional Asset Map to showcase the Deep Tech ecosystem in partner countries[5].

2. Knowledge, Skills and Attitudes for Deep Tech Commercialisation

Competencies for founding teams of deep tech ventures

To overcome the challenges of commercialising deep tech innovations, in the interviews with a range of professionals with expertise in venturing deep tech technologies and coaching start-ups three main categories of skills and competencies emerged as vital for the founding teams to possess in a balanced way: **(i)** technical, **(ii)** entrepreneurial and **(iii)** transversal competencies (see Figure 1, for the competencies overview).

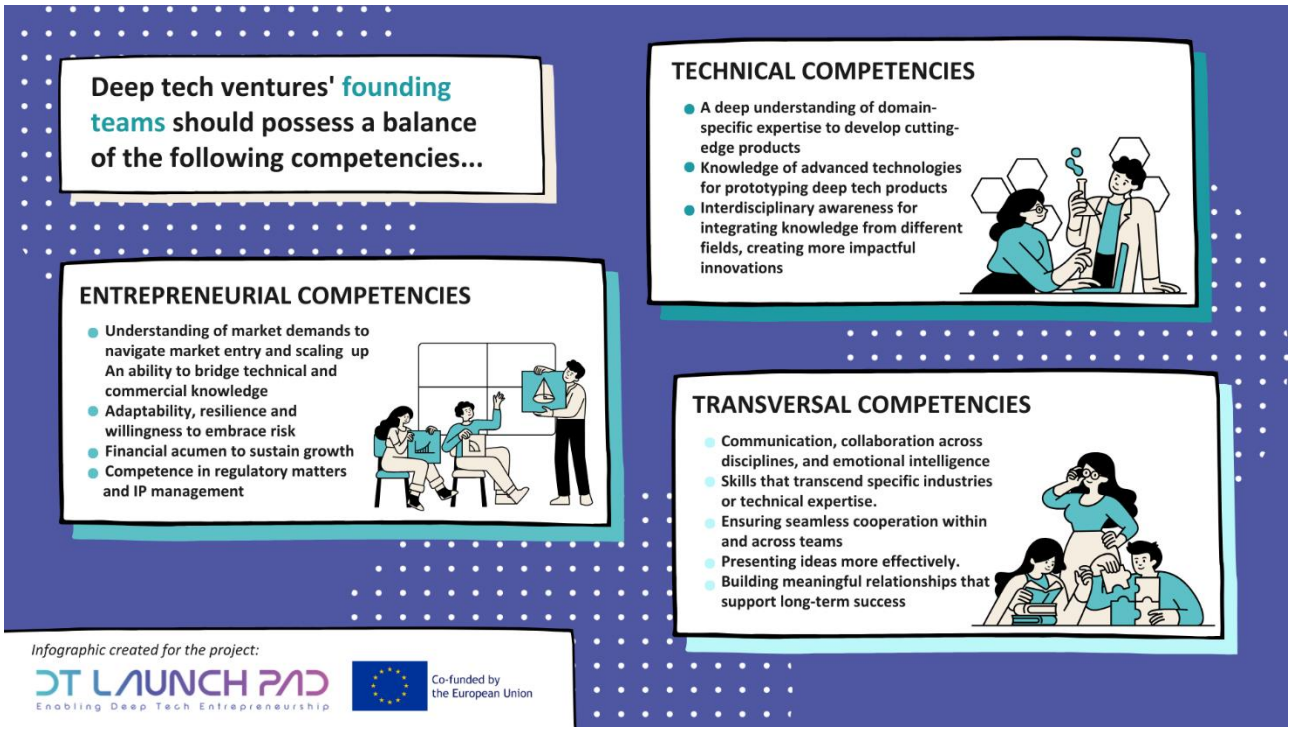

Figure 1: Deep tech ventures' founding teams competencies needs to successfully commercialise their deep tech technologies. These competencies include (i) technical, (ii) entrepreneurial and (iii) transversal competencies.

First, the teams need to possess **technical knowledge, skills and attitudes** (henceforth 'competencies') which refer to the deep understanding of science and technology. This set of competencies comes natural to the deep tech ventures' founding teams which are deeply rooted in scientific research (De la Tour et al., 2017). Nonetheless, as

[3] The *European Deep Tech Commercialisation Trajectory Report* can be found online at dtlaunchpad.eu
[4] The *Regional Deep Tech Commercialisation Trajectory Report Series* can be found online at dtlaunchpad.eu.
[5] The Digital Regional Asset Map can be found online at dtlaunchpad.eu

the start-ups grow, new hires should have a solid understanding of the startups technical foundations, to best innovate and bring the startups' ideas to market. Technical competencies encompass a deep understanding of domain-specific expertise, advanced technologies, and the ability to work across various disciplines to drive innovation. In sectors such as artificial intelligence, data analytics, and neural networks, the business-focused startup team members need to stay at the forefront of technological advancements to develop competitive and scalable solutions. As for the team members heavily involved in R&D, interdisciplinary awareness enables the integration of knowledge from different fields to create more comprehensive and impactful solutions. ,,,,,,,,[6, 7, 8, 9, 10]

Secondly, **entrepreneurial competencies** are critical to the success of commercialisation processes in transforming innovative ideas into successful ventures. In the initial phases of venturing a deep tech innovation, the founding teams should go beyond technical expertise and embrace a comprehensive understanding of business dynamics, market demands, and financial management to achieve sustained growth. In regions like Slovenia and Finland, technical founders often face challenges in bridging the gap between their technological knowledge and business acumen. Developing these entrepreneurial skills or hiring new talent specialised in the business development of the start-up is crucial for navigating market entry, scaling the business, and ensuring long-term success. A strong entrepreneurial mindset, characterised by adaptability, resilience, and a willingness to embrace risk, is equally important. This mindset empowers entrepreneurs to handle the uncertainties of commercialisation, learn from failures, and push their ventures forward. Additionally, competence in regulatory matters and IP management is vital, particularly in highly regulated sectors such as artificial intelligence, biotech and medtech. [2, 3, 4, 5, 7, 8, 9, 10, 11, 12, 15, 18, 19, 20, 21, 23, 24, 28, 25, 26, 27, 30, 31, 33, 34, 35, 36, 38, 41, 42, 44, 45, 47, 48, 49, 50, 51, 52, 54, 55, 56, 57, 58, 59, 60, 61, 63, 64]

Lastly, **transversal competencies** transcend specific industries or technical expertise and equip individuals with the ability to navigate complex and multidisciplinary environments. For the deep tech ventures' founding teams these skills are vital in translating technical innovations into commercially viable products by ensuring seamless cooperation. Effective communication, teamwork, emotional intelligence and networking are a few of the most essential transversal skills required in this process. By mastering these areas, innovators can more effectively present their ideas, collaborate across disciplines, and build meaningful relationships that foster long-term success. [3, 4, 13, 15, 16, 18, 19, 20, 21, 22, 24, 25, 27, 29, 30, 31, 32, 43, 18, 11, 12, 13, 14, 15, 16, 17, 18, 19, 24, 20, 21, 22, 23]

To successfully commercialise deep tech innovations, the startups funding teams need a balanced combination of technical expertise, transversal skills, and an entrepreneurial mindset. These categories of competencies, including domain-specific knowledge, market understanding, networking, and regulatory competence, form the foundation of the competencies required to bring deep tech innovations to market.

[6] UL_Ex3
[7] IMT_Ex3
[8] AC_Ed1
[9] AC_Ed2
[10] AC_Ex3
[11] UL_Ex2
[12] UL_Ed7
[13] IMT_Ed2
[14] IMT_Ed4
[15] UIN_Ed2
[16] UIN_Ex2
[17] AC_Ex1
[18] AC_Ex2
[19] MMS_Ed1
[20] MMS_Ex2
[21] MTU_Ed1
[22] MTU_Ex1
[23] TUD_Ed3

Competencies for deep tech educators and incubation specialists

"While events can be organised, direct support is challenging without qualified personnel. Without a strong funnel from pre-incubation and incubation stages, effective acceleration becomes difficult or not viable". [26]

To effectively support the process of deep tech innovations going through the different commercialisation stages of pre-incubation, incubation and acceleration, educators and incubation specialists must possess a diverse set of competencies to be able to support and guide the deep tech ventures' founding teams through the different challenges of bringing their deep tech ideas to life. Based on our analysis, these competencies can be summarised as: **(i)** technical, **(ii)** entrepreneurial and **(iii)** transversal competencies (see Figure 2, for the competencies overview).

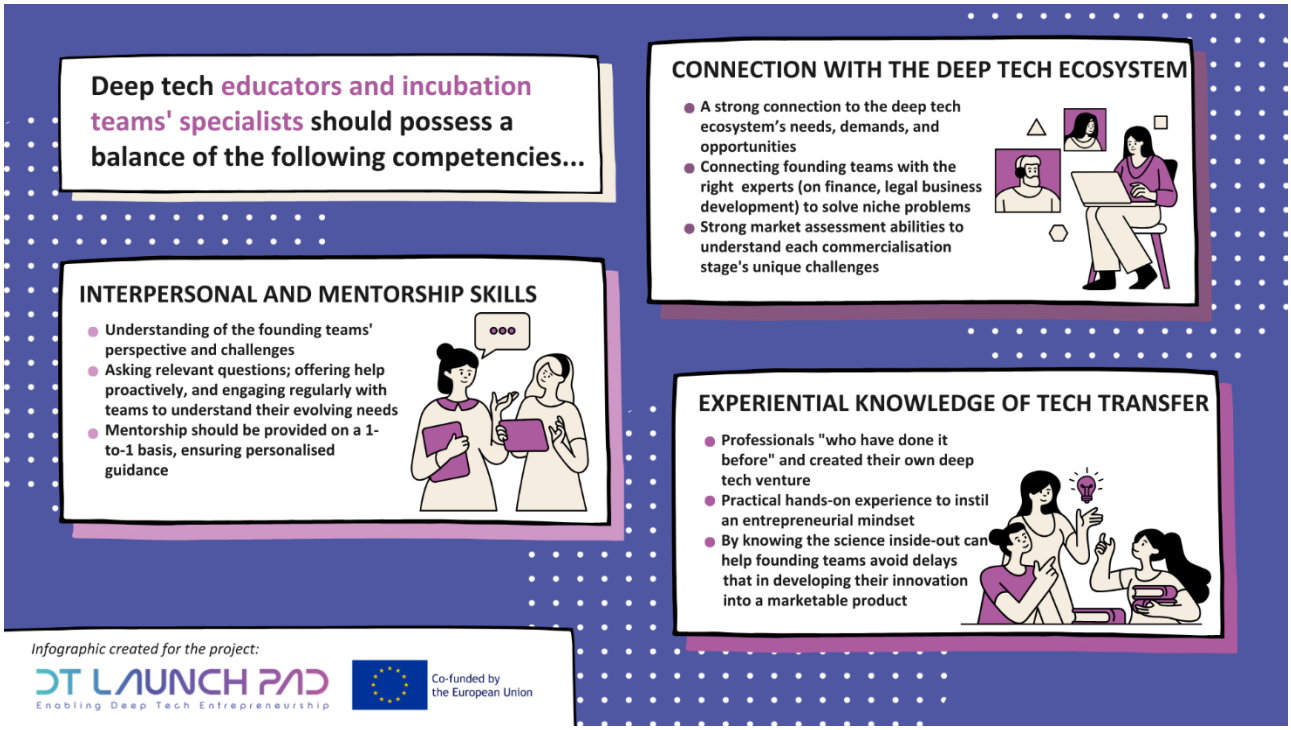

Figure 2: Deep tech and entrepreneurship educators and commercialisation incubation specialists' competencies need to support the commercialisation of deep tech innovation. These competencies include i) technical, (ii) entrepreneurial and (iii) transversal competencies.

Experiential knowledge of commercialisation's challenges

Firstly, it's important for deep tech commercialisation supporting teams to be formed by specialists with **experiential knowledge** and understanding of the advanced technologic and scientific principles behind the innovations, as well as the various challenges that come with commercialising through their personal experience with creating their own deep tech ventures; professionals "who have done it before". Many incubator centres collaborate with external mentors, such as entrepreneurs, former startup founders, and investors, who bring real-world experience and help instil an entrepreneurial mindset in the deep tech ventures' founding teams through practical, hands-on guidance. Tech incubators typically have people with singular viewpoints without an entrepreneurial background, therefore experienced mentors provide a **plurality of perspectives** to the founding teams, who can implement the insights that are most beneficial to them. Moreover, our several of our interviewees point out that founders tend to show higher interest and respect for the lessons and support when they come from experienced professionals [8, 16, 44]. Finally, the supporting specialists who know the science inside-

out help the founding teams, ensuring staff stays updated with the latest trends and technical development. [8, 30, 24, 25, 26, 27, 28, 29, 30, 31]

Connection with the deep tech ecosystem

Secondly, it's important for deep tech commercialisation support teams to employ staff that maintain a strong connection to the deep tech ecosystem needs, demands and opportunities. Through the interviews, it became apparent that a key aspect of supporting deep tech founding teams is being able to **connect the founders with the right experts** based on their needs at each stage of the process. Such experts include financial coaches to help ventures with negotiations and the financial turnover of deep tech products; legal coaches to guide ventures through IP management and regulation, and business development coaches to help ventures with pitching their ideas, and playing the startup game, among others. In order for supporting staff to fully understand the startup game and to connect the ventures with the experts they need, they must possess strong market assessment abilities, as well as a deep understanding of the unique challenges that lie in each stage of the deep tech commercialisation cycle. Moreover, it is also important for supporting staff to have **industry-specific knowledge** (but not as deep as the domain-specialised mentors, as described beforehand) related to the type of tech they are supporting. Vertical specialization within the staff makes sense, as it allows them to provide more targeted and effective support. [30, 31, 32, 33, 34, 32, 33, 34, 35, 36]

Thus, staff must have firsthand entrepreneurial experience and a strong understanding of business strategies, financial management, and legal issues. Their experience in navigating the challenges of running or supporting a startup enables them to guide deep tech entrepreneurs through complex market conditions and strategic decisions, as well as through the ecosystem itself. Naturally, entrepreneurial experience in a specific deep tech startup's field is hard to source, given the emerging nature of the topic. [30, 31, 32, 33, 34, 37, 38, 39, 40, 41]

Interpersonal and mentorship competencies

Thirdly, successful commercialisation requires a combination of strategic thinking, deep understanding of the technological landscape and a keen awareness of market dynamics. Equally important is the role of educators and mentors, who need to be empathetic and bring emotional intelligence, as well as a genuine understanding of where the founding teams are coming from. This allows them to guide the teams through the complex journey of taking their products to market and scaling them. The teams that support commercialisation efforts must excel at interpersonal competencies, ensuring there is open communication, asking the right questions and being ready to offer help. This entails an ongoing engagement between the support staff and the founding teams, and it allows staff to not only provide support, but also to ensure that the startups are aligning with market needs, validating product-market fit and planning for sustainable growth in the long term.

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[24] UL_Ed5
[25] CT_Ed1
[26] CT_Ed3
[27] EGE_Ed1-4
[28] UL_Ed5
[29] CT_Ed1
[30] CT_Ed3
[31] EGE_Ed1-4
[32] MMS_Ed4
[33] MTU_Ed2
[34] TUD_Ed2
[40] TUD_Ex3
[36] TUD_Ed4
[37] MMS_Ed4
[38] MTU_Ed2
[39] TUD_Ed2
[40] TUD_Ex3
[41] TUD_Ed4

Given the fast-evolving nature of deep tech, adaptability and being committed to continuous learning are crucial, enabling support staff to stay at the forefront of emerging technologies and changing market trends. Moreover, personalised 1-to-1 mentorship is essential, as each startup faces its own unique set of challenges and requires tailored guidance. By offering clear communication and empathetic support, support staff can empower founders to make informed decisions, manage obstacles and navigate the complex landscape ahead. [30, 31, 42, 32, 33, 34, 36, 37, 39]

[42] AC_Ed3

Appendix

Table 1
The anonymised interviewees list, per role, type of organisation and country of origin, including 40 interviews with deep tech experts, 18 interviews with deep tech educators and 20 interviews with incubator staff experienced in the provision of training and support to deep tech ventures undergoing through pre-incubation, incubation and acceleration services.

	Identifier	Role	Type of organisation	Country
Deep tech experts	UL_Ex1	Technology Manager	Research institute	Slovenia
	UL_Ex2	Head of Knowledge transfer office	HEI	Slovenia
	UL_Ex3	Entreprneurship coach	Secondary education institution	Slovenia
	UL_Ex4	Project manager	Research institute	Slovenia
	UL_Ex5	Professor on entrepreneurship & investor	HEI	Slovenia
	UL_Ex6	Head of the technology transfer office	HEI	Slovenia
	UL_Ex7	Technologist and researcher	Company	Slovenia
	UL_Ex8	Head of the technology transfer office	Research institute	Slovenia
	IMT_Ex1	Deeptech project manager	Company	France
	IMT_Ex2	General manager on deep tech	NGO	France
	IMT_Ex3	Deep tech industry expert	Govermental agency	France
	IMT_Ex4	Chief executive officer & entrepreneur on software development	Company	France
	UIN_Ex1	Assistant professor of deep tech commercialisation	HEI	Spain
	UIN_Ex2	Chief executive officer & entrepreneur in robotics	Company	USA
	UIN_Ex3	Head of research and product development	Company	Malaysia
	UIN_Ex4	Director of industry & partnership services	HEI	Canada
	AC_Ex1	Life science advisor	Company	Austria
	AC_Ex2	Professor & startup coach	HEI	USA
	AC_Ex3	Investment manager	Company	Austria
	AC_Ex4	Venturing partner	Govermental agency	Austria
	AC_Ex5	Investment manager	Company	Austria
	CT_Ex1	Chief Business Officer	Company	Finland
	CT_Ex2	Founder and researcher on tech transfer	Company	Finland
	CT_Ex3	AI Ecosystem Advisor	HEI	Finland
	CT_Ex4	Professor of AI and software engineering	HEI	Finland
	MMS_Ex1	Chief executive officer & entrepreneur in health technologies	Company	Ireland
	MMS_Ex2	Chief executive officer & entrepreneur in telecommunications	Company	Ireland
	MMS_Ex3	Co-founders of a space technology innovation	Company	Ireland
	MMS_Ex4	Startup co-founder and entrepreneur in robotics and AI	HEI	Ireland
	MTU_Ex1	Commercialisation specialist	HEI	Ireland
	MTU_Ex2	Commercialisation specialist	HEI	Ireland
	MTU_Ex3	Commercialisation specialist	Research institute	Ireland
	MTU_Ex4	Chief executive officer	Company	Ireland
	TUD_Ex1	Director of technology transfer of biophysics and pharmaceuticals	Research institute	The Netherlands
	TUD_Ex2	Lawyer on IP/IT & Lecturer	Company and HEI	The

				Netherlands
	TUD_Ex3	Innovation Officer	Govermental agency	The Netherlands
	TUD_Ex4	Director managing investments	Incubation centre	The Netherlands
	UIN_Ed2	Doctoral student on construction engineering	HEI	Switzerland
Educators	UL_Ed1	Professor of engineering	HEI	Slovenia
	UL_Ed2	Chief technologist	Company	Slovenia
	UL_Ed3	Program manager	Company	Slovenia
	UL_Ed6	Professor of biomedicine	HEI	Slovenia
	UL_Ed7	Proffesor of data science	HEI	Slovenia
	UL_Ed8	Consultant and startup coach	Company	Slovenia
	IMT_Ed4	Professor of entrepreneurship	HEI	France
	MTU_Ed3	Manager of student entrepreneurship and tech transfer	HEI	Ireland
	TUD_Ed3	Professor of entrepreneurship	HEI	The Netherlands
	MMS_Ed2	Head of Enterprise & Innovation	HEI	Ireland
	CT_Ed1	Pitch coach & venture partner	Company	Finland
	CT_Ed2	Board member in entrepreneurship societies	HEI	Finland
Incubation specialists	UL_Ed4	Innovation consultant	HEI	Slovenia
	UL_Ed5	Partner at a venture fund	Company	Slovenia
	IMT_Ed1	Incubation specialist	Incubation centre	France
	IMT_Ed2	Innovation ecosystem coordinator	Company	France
	IMT_Ed3	Director	Incubation centre	France
	UIN_Ed1	Deep tech startup coach	Govermental agency & USA	USA
	UIN_Ed3	Chief executive officer	Incubation centre	Italy
	UIN_Ed4	Co-founder and directorof a deep tech company	Company	The Netherlands
	AC_Ed1	Head of Innovation	Austria	Austria
	AC_Ed2	Founding advisor on IP management	HEI	Austria
	AC_Ed3	Project Manager on deep tech incubation	Company	Austria
	MTU_Ed1	Enterprise Programmes Manager	Company	Ireland
	MTU_Ed2	Incubation Centre Manager & Start-Up Mentor	Incubation centre	Ireland
	TUD_Ed1	Professor at strategic management and entrepreneurship	HEI	
	TUD_Ed2	Incubation lead at a manufacturing plant	HEI	The Netherlands
	TUD_Ed4	Director managing incubation	Incubation centre	The Netherlands
	MMS_Ed1	Chief executive officer & entrepreneur in marketing communications	Company	Ireland
	MMS_Ed3	Head of Ventures at a deep tech	Research institute	Ireland
	MMS_Ed4	Incubation staff for manufacturing and pharmaceuticals	Research institute	Ireland
	CT_Ed3	Head of Incubation and acceleration	Research institute	Finland
	MTU_Ed1	Enterprise Programmes Manager	Company	Ireland
	MTU_Ed2	Incubation Centre Manager & Start-Up Mentor	Incubation centre	Ireland
	TUD_Ed1	Professor at strategic management and entrepreneurship	HEI	

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