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Call for Delivery of the Entrepreneurship and Innovation Module in the Master in Food Systems (MFS)

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EIT FOOD

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eitfood.eu

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Call Fact Sheet

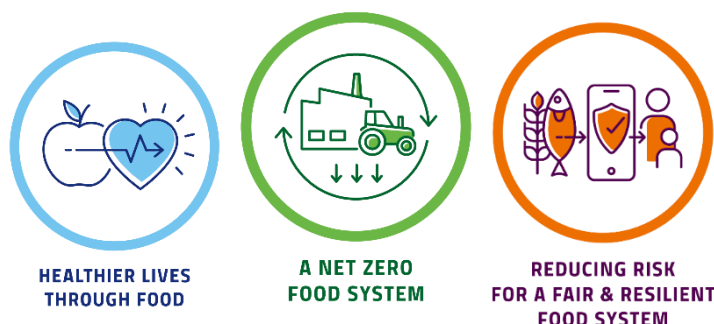
Title of Call	Delivery of the Entrepreneurship and Innovation in the Food System (EIFS) Module Call
Objective and Scope	This call has the objective of recruiting a participant to implement the Entrepreneurship and Innovation in the Food System (EIFS) module, as part of EIT Food's Master in Food Systems.
Call Deadline	17 February 2026 12:00 PM CET
Available Funding	950,000 euros
Project Duration	April 2026 – December 2028
How to apply	MyEITFood Portal
Contact Information	Desi Vanrintel – desi.vanrintel@eitfood.eu

1. Introduction

EIT Food is the world's largest food innovation community, creating connections right across the food system. Supported by the European Union (EU), we invest in projects, organisations and individuals which share our goals for a healthy and sustainable food system.

We have built a unique not-for-profit business to carry out transformative programmes in skills, education, entrepreneurship, start-up investment and communications. We deliver these programmes in partnership with our members to create a culture and build a community which sees the long-term value in the food innovation we fund.

Our Missions



EIT Food's Missions respond to major societal challenges within the food system. The alignment of our chosen challenges towards United Nations Sustainable Development Goals (SDGs) and EU policy is detailed in our main funding [strategy document](#) agreed with EIT (European Institute of Innovation & Technology). For more about our Missions-led approach please visit [our website](#).

The **Master in Food Systems (MFS)** is EIT Food's flagship two-year programme designed to develop future leaders in the food sector. It combines academic excellence with entrepreneurial training and international mobility, allowing students to study at two or three partner universities across Europe, including Lund, Hohenheim, Reading, Turin, Warsaw, Madrid and Aarhus. The curriculum focuses on sustainability, innovation, and multidisciplinary knowledge, with specialisations such as circular food systems, targeted nutrition, food safety, and protein diversification. Students also engage in real-world projects to address global food challenges.

The programme has been a core part of EIT Food's education portfolio since its early years (around 2017–2018) and carries the EIT Label for quality and innovation. It aims to equip graduates with technical expertise and entrepreneurial skills to transform food systems towards sustainability and resilience.

The programme contains 3 overarching modules focusing on entrepreneurship and innovation in the food systems: Introduction to Food Systems (IFS), Entrepreneurship and Innovation in the Food System (EIFS), and Emerging Technology Business Cases (ETBC). Each of these modules is 7,5 ETCS.

The goal of IFS is to provide a **holistic understanding of food systems**, their origins, and their role in creating sustainable and healthier diets. It introduces **systems science principles** to analyse and optimise complex food systems, fostering circularity and resource efficiency. Students learn to apply these principles through case studies and develop creativity and innovation skills to address societal challenges.

EIFS aims to **develop entrepreneurial mindsets and innovation skills** for the food sector. It focuses on equipping students to become successful entrepreneurs or intrapreneurs by exploring the role of innovation in transforming food systems. Through hybrid learning (online sessions, residential school, and team projects), students learn to design viable solutions for real-world food system challenges and reflect on their entrepreneurial competencies.

The main goal of ETBC is to enable students to **create business cases for emerging technologies in the food sector**. Working in international, cross-disciplinary teams, students develop commercialisation strategies for specific intellectual properties, perform market and competitor analyses, and pitch their plans to potential investors. The module strengthens leadership, decision-making, and the ability to translate innovations into feasible business solutions.

2. Adding Implementing Participants to Master in Food Systems – Entrepreneurship and Innovation in the Food System (EIFS)

This EIT Food Request for Implementing Participants has the objective of recruiting a participant to join an existing consortium tasked with implementing the Entrepreneurship and Innovation in the Food System (EIFS) module, as part of the KAVA Master in Food Systems (<https://learning.eitfood.eu/courses/master-in-food-systems>).

2.1. Description of Activities

Overarching module principles

Entrepreneurship and Innovation in the Food Systems module (EIFS) is the second overarching module of the MFS programme and spans **7.5 ECTS (approximately 200 hours)** as well.

EIFS is structured to immerse students in entrepreneurial thinking and innovation skills tailored for the food sector. Through interactive online sessions, immersive in-person residencies, and dynamic group work, participants actively engage in developing solutions to authentic challenges facing food systems. This hands-on approach ensures that students not only study entrepreneurship and innovation but apply it directly, continually refining their practical abilities as they evaluate and strengthen their own entrepreneurial skills through real-world experience.

Over the past six years, EIT Food has played a pivotal role in coordinating the EIFS programme, acting as both the academic lead and module manager. This included overseeing academic content, defining learning outcomes, and maintaining rigorous quality assurance processes to ensure a

consistently high-quality educational experience for all participants. The new partner is now expected to seamlessly assume these responsibilities, guaranteeing the continued alignment of academic delivery with EIT Label standards and learning outcomes.

In terms of module management and support, EIT Food has been responsible for scheduling activities and providing ongoing support to students, thereby ensuring smooth operations and active engagement. The new partner will inherit these duties, managing both online and residential school sessions, hosting module content on Canvas, and supporting students throughout the programme.

Residential school organisation has involved EIT Food handling all logistics, from securing venues and managing accommodation to safeguarding student welfare during the residential phase. This has required close collaboration with the teaching team to deliver both online and residential components, as well as providing mentoring before, during, and after the residential period. The incoming partner will continue this role, coordinating logistics—including meals, health and safety, and transportation—while delivering team-based activities and mentoring students in Barcelona or after the residential online.

EIT Food has also facilitated industry mentoring, connecting teams with professionals for feedback and guidance. The new partner will be responsible for sustaining industry engagement by providing students with access to real-world challenges and mentors.

Student support has been a key focus, with EIT Food offering pastoral care and ensuring compliance with health and safety guidelines during the residential school. The new partner will continue to provide this support, ensuring student welfare and safety remain priorities.

Overall structure & core activities

EIFS is structured into three main phases: online learning, residential school & remote team work.

EIFS Module Roadmap

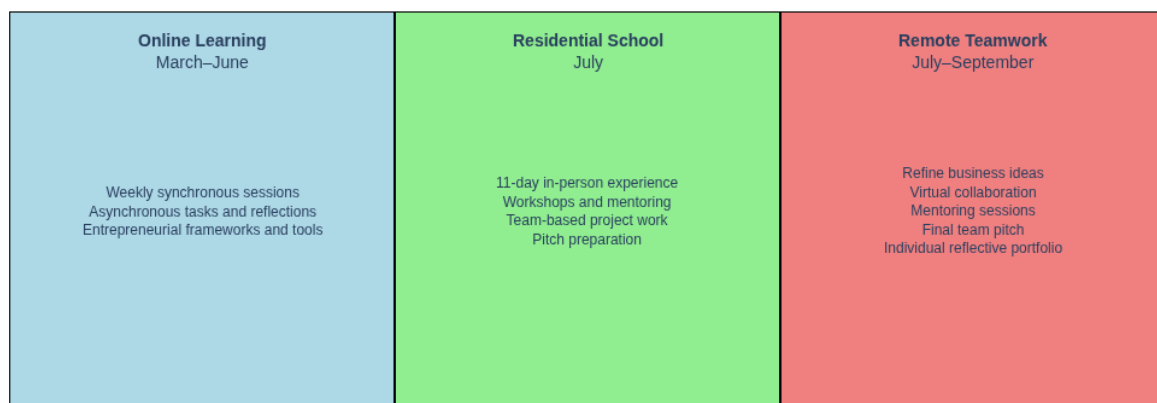


Figure 1 - Example of EIFS Module run in the past (schedule will depend on the timeline of the call & awarding of the call)

A first phase is an online learning phase in which students are introduced to key concepts, which they will practice remotely. In a second residential school phase, students will take their learnings from the online sessions, and run through the entire process from problem identification, to ideation and solutions, to business modelling and pitching. Over summer, students will continue working on their business solution with a main focus on testing their assumptions to further strengthen their business model, concluding into a final pitch. Please find details in Annex 2.

Proposal Expectations

To ensure the continued successful implementation of the Entrepreneurship and Innovation in the Food Systems (EIFS) module, it is essential that the applicant's proposal includes a **detailed transition plan for the 2026 iteration**. This plan should clearly outline the steps and measures to be taken to facilitate a seamless handover of responsibilities and processes. By establishing a robust transition framework for the 2026 module run, the foundation will be set for the smooth and uninterrupted delivery of subsequent editions in 2027 and 2028, minimising the risk of operational or organisational challenges.

The proposal for the EIFS Delivery Partner should present a **thorough work plan** that clearly demonstrates the partner's capacity to deliver the EIFS module smoothly while upholding academic quality. The work plan should begin with a section on transition planning, where the process for knowledge transfer from the current implementor is detailed. This includes specifying the migration of key documents, resources, and systems—such as Canvas content and assessment rubrics.

Stakeholder engagement should also be addressed, outlining how meetings with the current delivery team, consortium partners, and EIT Food representatives will be organised. The plan must also identify potential challenges that could arise during the transition, such as risks of lost continuity or impacts on student experience, and detail strategies to mitigate these risks.

In terms of academic delivery, the proposal should provide a clear **timeline for updating or developing online learning materials, the residential school curriculum, and resources to support remote teamwork**. It should also specify the faculty and mentors designated for each phase of the programme. Quality assurance measures are essential, including the moderation processes and adherence to EIT Label standards.

For the organisation of the **residential school**, the work plan should cover logistical arrangements such as booking venues, arranging accommodation and catering, and putting in place health and safety measures. The design of the programme must incorporate workshops, team activities, and industry engagement sessions. The proposal should also outline contingency plans to address any unforeseen disruptions.

The assessment and evaluation section should place clear emphasis on the two principal criteria: the team pitch and the reflective portfolio. Given that the reflective portfolio constitutes 60% of the overall grade, reflection must be positioned as a central and substantial element within the structure of the programme. The schedule for both formative and summative assessments should be explicitly defined, ensuring that the timing and weight of the team pitch and the reflective portfolio are clear. To uphold consistency with consortium standards, aligned rubrics will be employed for both assessment components. Additionally, the moderation process should be thoroughly detailed, outlining the strategies for cross-partner moderation and transparent reporting to guarantee fairness and clarity in evaluation.

For industry engagement, the proposal should describe how technical and business mentors from the industry will be recruited to support the programme.

The **governance and reporting structure** should be clearly articulated, including a commitment to active participation in the operational board through regular updates and meetings. The plan must also cover the delivery of structured progress reports on milestones, risk management, and student feedback.

Finally, the work plan should provide a phase-by-phase breakdown of the **module timeline**. Online learning is expected to take place from March to June, featuring weekly sessions and asynchronous

tasks. The residential school is scheduled for July as an intensive 11-day programme with workshops and mentoring, followed by remote teamwork from July to September, which includes ongoing mentoring, preparation of the final pitch, and portfolio submission. Key dates, such as the module start, the beginning and end of the residential school, the final pitch, and the portfolio submission, should be highlighted to ensure clarity and effective planning.

2.2. Key Performance Indicators (KPIs)

All **EIT Food funded** projects should achieve relevant Core Key Performance Indicators (KPIs). For the Master in Food Systems, the main KPIs are:

Code	KPI	KPI Definition
EITHE07	Graduates from EIT labelled programmes	Sum of graduates from EIT labelled master's, PhD programmes and other education activities awarded EIT Label.

Please note: At the end of the funding period, EIT Food requires specific structured data and documentation to verify the achievement of KPIs. Grantees must report their KPI achievements through the grant management tool and ensure that all required structured data and supporting evidence is submitted in accordance with the guidelines provided (see [EIT Food KPI Guidance Document](#) for details).

2.3. Deliverables and Milestones

Grant recipients must submit project deliverables. For this activity the deliverables include:

- Full Delivery report which includes the following aspects
 - Full academic content (online + residential + remote teamwork).
 - Residential school logistics and programme.
 - Assessment design and grading.
 - Mentoring and industry engagement.
 - Compliance with EIT Label and consortium agreements.
 - Reporting on delivery and student experience.

Grant recipients have obligations on communication, dissemination and visibility rules. Please see Article 17 of the [Model Grant Agreement](#) and EIT Food's [Brand Guidelines](#).

Grant recipients must adhere to [EIT Food Intellectual Property's \(IP\) Policy](#) which complies with the IP provisions outlined in Article 16 of the Horizon Europe [Model Grant Agreement](#).

3. Description of Role & Profile

3.1 Role

The implementing partner is tasked with the complete delivery of the Entrepreneurship and Innovation in the Food System (EIFS) module as part of the Master in Food Systems programme. This role encompasses designing and delivering all academic content for the module, which includes the online learning phase from March to June, an 11-day residential school in July, and a remote teamwork phase from July to September. All academic activities and materials must be aligned with EIT Label standards and learning outcomes, with resources hosted and managed on the consortium's designated platform, such as Canvas.

In addition to academic delivery, the implementing partner is responsible for organising the residential school, covering logistics such as venue booking, accommodation, catering, and health and safety. They will facilitate workshops, team-based activities, and mentoring sessions, and coordinate engagement with industry professionals during the residential phase.

Assessment and quality assurance are central responsibilities, requiring the implementation of both formative and summative assessments, including team pitches and individual reflective portfolios. The partner will participate in moderation alongside academics from at least three partner universities to ensure adherence to Bologna process guidelines and EIT Label requirements.

Student support is another key duty, with provision of pastoral care during the residential school, maintenance of health and safety compliance, and effective risk management. The partner must also drive industry engagement by sourcing authentic challenges for student projects and recruiting mentors and technical experts from relevant sectors.

Governance and reporting responsibilities include attending Operational Board, as well as submitting regular progress reports covering delivery, student experience, and compliance matters. Finally, the implementing partner will contribute to ongoing programme development and continuous improvement, while supporting mobility and fostering international collaboration throughout the consortium.

3.2 Profile

The organisation sought should be a higher education institute with demonstrated experience in hands-on learning approaches relating to entrepreneurship and innovation. This includes a proven track record of delivering practical, experiential programmes that effectively integrate entrepreneurial and innovative thinking within the curriculum, particularly in the context of the food system.

4. Funding

The total budget for this call is 950,000 euros. Implementing participant recipients will receive a subgrant to fund their cost.

The project runs from April 2026 to December 2028. The maximum funding available for that period per application is 950,000 euros.

There is a 6 million EUR limit per participants from Member States of the European Union (EU) and from [Horizon Europe Associate Countries](#) for the whole 3-year Grant Agreement. Legal entities from non- Horizon Europe Associate countries can participate in consortia but are limited to funding of 60 000 over 3 years for a Grant Agreement. This funding is implemented under GA 101269771. In those limits are included all the EIT Funding awarded to an organization across all the activities and prizes for the 3-year grant agreement.

The Subgrant is based on actual costs and value for money. All costs, including co-funding, need to comply with Horizon Europe regulations regarding the eligibility of expenses. Please refer to Article 6 of the [Model Grant Agreement](#) and the [Annotated Model Grant Agreement](#). Participants are not permitted to give a subgrant to another third party.

The proposal is expected to have the following detailed breakdown:

1. Fixed costs, linked to the delivery of the programme and hosting the residential school
 - Personnel costs

- Travel costs
 - Subcontracting
 - Other goods & services, which includes the venue costs for the residential school
2. Variable costs, linked to the number of students participating. For the 2026 edition, 35 students will participate. For the 2027 & 2028 edition, as the intake of this cohort is not included, budget estimate should aim for a cohort of 100 students per edition. Budget will be adjusted if less students participate in the module.
- Student catering at residential school (max 30 euro per day).
 - Student accommodation at residential school (including breakfast/dinner) – (max 110 per day).

5. Call Timeline and Application

5.1 Timeline

This funding opportunity follows the timeline below:

Call Open Date	17 December 2025
Call Deadline	17 February 2026 12:00 PM CET
Evaluation	18 February – 24 February 2026
Invitation to interviews, panels	26 February 2026
Interviews/Panels	27 February 2026
Communication to selected participants	02 March 2026
Standstill period, Onboarding, Validation and Contracting	30 days after communication
Indicative start of project implementation	02 April 2026

The standstill period is a set time after funding selection for appeals, final administrative checks, and compliance in the award process. The project cannot start before this period. The standstill period of 30 days applies to this call.

5.2 Application Submission

Applications must be submitted via [MyEITFood Portal](#), no later than the call deadline.

6. Eligibility, Evaluation and Selection Process

6.1 Eligibility

This call is open to all eligible entities. Please read Annex 1, in addition to the following eligibility criteria:

Organisation Eligibility	Each implementing participant must:
	• Be a legally incorporated entity in one of the EU or Horizon Europe eligible country listed above for a minimum of 3 years. • Provide a PIC Number: https://www.eitfood.eu/files/PIC-Guidance.pdf • Be a higher education institute or business school
Application Eligibility	Each application must:

	• Be complete, with all mandatory application documents uploaded. • Be submitted on time via our submission template. • Be fully written in English.
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Equal opportunity: The call is open to all applicants, including those without an existing partnership agreement with EIT Food. All members of the KIC Partnership (as defined in the Partnership Agreement) shall have equal opportunity to participate in this funding opportunity.

6.2 Evaluation Process

All submitted applications will undergo an eligibility check and evaluation to determine their feasibility and suitability for funding opportunity.

During the eligibility check, if EIT Food identifies obvious or technical errors in a proposal, applicant will have the opportunity to correct or resubmit their proposal within three (3) calendar days following the call submission deadline. Such errors may include system malfunctions, typos, or missing supporting documents.

The correction window is intended to ensure that these issues do not unduly affect the evaluation of otherwise eligible proposals. Please note that this opportunity is strictly limited to rectifying technical errors and does not permit substantive modifications to the proposal content.

The evaluation will be conducted by a minimum of 3 external evaluators and 1 internal evaluator, based on the criteria below.

All external evaluators have been selected in an open and transparent process. All evaluators, both internal and external, are trained extensively on the European Union's Code of Conduct for Evaluators, namely on the importance of transparency, fair treatment of all applicants, confidentiality and how to avoid conflict of interest. Evaluators must contractually agree to recuse themselves in the event of a conflict of interest.

6.2.1. Evaluation Criteria

The following criteria and weighting will be used in the assessment:

Criteria	Sub criteria	Score
<i>Excellence (30%)</i>	• Strategies for cultivating an entrepreneurial mindset and promoting experiential learning. • Consistency with frameworks such as the Value Impact Canvas, Entrecomp, and Belbin methodology. • Sound methods used for evaluating student progress and opportunities for self-reflection. • Demonstrated track record of the delivery team in entrepreneurship education; focus is on teaching effectiveness rather than other factors.	1-5
<i>Impact (15%)</i>	• Ability to foster a strong sense of community within a single cohort and build meaningful connections with the EIT Food brand ecosystem.	1-5

	Measures to encourage active participation and collaboration with the local ecosystem.	
Quality and efficiency of the implementation (30%)	- Leverage a variety of resources—including individuals, networks, and the wider ecosystem—to support the action-oriented learning journey. - Quality of engagement with the local ecosystem. - Alignment with the Master in Food Systems programme structure and consortium members. - Establishment of a comprehensive transition plan.	1-5
KIC portfolio strategic fit and compliance with the financial sustainability principles (25%)	- Adherence to the EIT Food Competency Framework. - Consistent alignment of course content and delivery with EIT Food's Mission and Goals.	

Each evaluation sub-criterion will be scored from 1 to 5 using the following scoring system.

The quality threshold for selection is a total weighted score of 3.5. The top highest-scoring applications will be selected.

Score		Description
1	Poor	The criterion is inadequately addressed, or there are serious inherent weaknesses
2	Fair	Application broadly addresses the criterion but there are significant weaknesses
3	Good	Application addresses the criterion well, but a number of shortcomings are present
4	Very good	Application addresses the criterion very well, but a small number of shortcomings are present
5	Excellent	Application successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

All applicants will be alerted in writing to the outcome of their proposal.

The recipients of EIT Funding must take all measures to promote equal opportunities between men and women in the implementation of the action and, where applicable, in line with the gender equality plan. They must aim, to the extent possible, for a gender balance at all levels of personnel assigned to the action, including at supervisory and managerial level.

6.3 Appeal on Evaluation Results

Applicants can submit an appeal within 5 days of receiving their result, if:

- The evaluation of their proposal has not been carried out in accordance with the procedures set out in this document.

For more details, please refer to [EIT Food Redress guidance](#).

7. Administrative Items

7.1 Onboarding

Entities that have never been part of projects funded by the EIT Food and that do not have a PIC validated by the Research Executive Agency (REA) of the European Commission will be subject to a PIC validation process managed by the EIT Community Onboarding Service. All validated entities will proceed with the signature of legal agreements with EIT Food.

As part of the onboarding process, selected entities must:

- Sign and submit the Declaration of Size.
- Sign and submit the Financial Information Form.
- Register on EIT Food grants management platform.

Additionally, EIT Food reserves the right to request the EIT Community Onboarding Service a Financial Assessment Capacity to check the financial capacity of any entity of a selected proposal. In such case, EIT Food may require:

- an enhanced financial responsibility regime, i.e. joint and several liability for all subgrantees or joint and several liabilities of Affiliated Entities if any
- prefinancing paid in instalments (multiple/additional prefinancing)
- (one or more) prefinancing guarantees

or

- propose no prefinancing or
- request that the entity be replaced or, if needed, might reject the entire proposal

In other words, if the assessment results are not satisfactory, the EIT Food might reject the participation of this entity and will then check whether the proposal is still eligible.

For further information on the project implementation, please read the [EIT Food Activity Implementation Guidelines for Participants](#).

7.2 EIT Food Legal Framework & Legal Documents to be signed

Selected applicants will receive a second communication with instructions regarding the completion of the following documents, as well as agreeing to EIT Food's conflict of interest policy:

To be signed between the participant and EIT Food:

- 1. Framework Agreement**
- 2. Kava Contract**

Any other legal agreements to make this grant eligible.

7.3 Payment Schedule

EIT Food will transfer funding in instalments. A proportion of the Activity budget will be prefinanced, with subsequent payments being linked to the completion of deliverables, EIT label award, and accountable KPIs. The majority of the grant will be transferred at the end of the Activity, once eligible

costs have been determined and following the completion of final Activity reporting and the fulfilment of all obligations specified in the Project Agreement.

7.4 Monitoring

The project will be monitored and may be audited. All Activities selected for funding undergo continuous monitoring by EIT Food to ensure effective progress and implementation in accordance with the Project Agreement.

EIT Food may request regular reporting of actual costs incurred with the subgrant, as well as regular reporting of KPIs and deliverables, together with the supporting documentation. The monitoring process may result in an amendment to the Activity workplan and/or budget, however the Financial Return Mechanism Agreement cannot be re-negotiated following the approval of the Activity.

In the case of under-performance, significant delay of implementation, misconduct, misalignment with the project specifications in the grant management system or any other reason jeopardizing the timely implementation of the Activity identified during the monitoring process, EIT Food reserves the right to discontinue or restructure the funding of the Activity at any point during the Activity duration.

A formal ex-post impact assessment within at least five years of the end of the activity and its outputs is required for each activity, including those implemented by third parties.

7.5 Support

If you have any questions about this Request for Implementing Participants, please contact desi.vanrintel@eitood.eu

Please visit our website for any updates to this call and information about upcoming events to support your application. You will also find our list of Frequently Asked Questions.

ANNEX 1 – Eligibility

Please Note:

1. Failing any of the above call specific criteria will make your application ineligible. If an applicant is ineligible, the participant will be informed.
2. [According to EU policies and measures](#), Russian and Belarus entities will not be authorised to participate in any new grant under the EU Research and Innovation programmes. This ban applies not only to their potential participation as beneficiaries, but to their potential participation in any kind of role: beneficiaries, linked third parties/affiliated entities, subcontractors, in-kind contributors, international partners/associated partners, and third parties receiving financial support. Find the full statement from the European Commission [here](#).
3. Pursuant to Article 2 (2) of the [Decision 2022/2506](#) of 15 December 2022 on measures for the protection of the Union budget against breaches of the principles of the rule of law in Hungary *where the Commission implements the Union budget in direct or indirect management pursuant to of Article 62(1) points (a) and (c), of Regulation (EU, Euratom) 2018/1046*, **no legal commitments shall be entered into with any public interest trust established on the basis of the Hungarian Act IX of 2021 or any entity maintained by such a public interest trust**. This prohibition applies to financial support to third parties (sub-grants and prizes), hence the proposal of any entity or group of entities where a Participant is included in the list of public interest trusts shall be considered as not eligible.

4. Applicants will be deemed ineligible if:

- a. bankrupt, subject to insolvency or winding-up procedures, where its assets are being administered by a liquidator or by a court, where it is in an arrangement with creditors, where its business Activities are suspended, or where it is in any analogous situation arising from a similar procedure provided for under national laws or regulations;
- b. it has been established by a final judgment or a final administrative decision that the organisation is in breach of its obligations relating to the payment of taxes or social security contributions in accordance with the applicable law;
- c. it has been established by a final judgment or a final administrative decision that the organisation is guilty of grave professional misconduct by having violated applicable laws or regulations or ethical standards of the profession to which the organisation belongs, or by having engaged in any wrongful conduct which has an impact on its professional credibility where such conduct denotes a wrongful intent or gross negligence;
- d. is found to be attempting to influence the decision-making process of the call during the process;
- e. attempting to obtain confidential information that may confer upon its undue advantages in the call process;
- f. it has been established by a final judgment that the organisation is guilty of fraud, corruption or money laundering.

ANNEX 2 - Programme Details

Phase 1: Online Learning (March – June)

- **Synchronous online sessions** introducing key concepts:
 - Food system challenges and opportunity spotting.
 - Entrepreneurial mindset and effectuation.
 - Team dynamics and collaboration.
 - Financial planning and risk management.
 - Project management fundamentals.
- **Asynchronous tasks and reflective exercises:**
 - Individual assignments on personal entrepreneurial motivation.
 - Peer feedback activities.
 - Problem analysis and ideation exercises.
- **Use of Canvas platform** for:
 - Accessing lectures and resources.
 - Participating in forums and collaborative discussions.
 - Tracking deadlines and submissions

The module included **10 synchronous online sessions**, usually held weekly on Fridays, complemented by asynchronous activities. Here's an indicative structure:

- **Week 1:** Intro & Mindset
- **Week 2:** Effectuation & Motivation
- **Week 3:** Design Thinking
- **Week 4:** Market Validation

- **Week 5:** Business Model
- **Week 6:** Financial Planning
- **Week 7:** Project Management
- **Week 8:** Risk Management
- **Week 9:** Pitching Skills
- **Week 10:** Wrap-up & Residential Prep

Some additional notes, most of the time, the synchronous sessions were typically held on Fridays. Asynchronous activities contained reflective journals, discussion forums, and preparatory tasks for the residential phase. And as for the platform, Canvas was used for content delivery, forums, and submission tracking.

Phase 2: Residential School (Barcelona, 11 days in July)

- **Team-based project work:**
 - Analysing real-world food system problems.
 - Developing innovative solutions and business models.
- **Workshops and mentoring sessions:**
 - Design thinking and ideation.
 - Financial modelling and planning.
 - Pitch preparation.
- **Practical activities:**
 - Planning exercises (e.g., work breakdown structures, critical path).
 - Reflection sessions on successes and challenges.
- **Industry engagement:**
 - Stakeholder interactions during residential.

Barcelona Residential School programme 2024

Pitch Date 6 September

Pitch Consensus Meeting 9th September

Reflective Portfolio Submission 15th September

time	Monday 1 day 0	Tuesday 2 day 1	Wed 3 day 2	Thurs 4 day 3	Fri 5 day 4	Sat 6 day 5	Sunday 7 day 6	Monday 8 day 7	Tues 9 day 8	Wed 10 day 9	Thurs 11 day 10	Fri 12 day 11
8.45 - 9.00	Assemble	Assemble	Assemble	Assemble	Assemble			Assemble	Assemble	Assemble	Assemble	DEPART
9.00 - 9.15	Intro to the day	Intro to the day	Intro to the day	Intro to the day	Intro to the day			Intro to the day	Intro to the day	Intro to the day	Intro to the day	
9.15 - 11.00	world map (MvdK)		(RVB) E-ship reflection		Finalise results from GOOB (SB)							
	problems auction (SB)		(RVB) Get Out of the Building (Problem)		present results (SB)			Communication AGC (45 mins) XXXX Pitch Delivery (MvdK)		Refining the Value Proposition (SB)		
11.00 - 13.00	team formation (SB/MvdK/JT)	E-ship game (RVB)	Get out of the building (problem validation)	From problem to solution (SB) and problem statements	Let's do some trading (MvdK) + reflection				Pitching the idea (MvdK)		Pitch preparing + clinics (All)	Student Teams spend time in morning creating project plan for remainder of module
13.00 - 13.45												
13.45 - 14.00	lunch	lunch	lunch	lunch	lunch	NO LUNCH		lunch	lunch	lunch	lunch	NO LUNCH
14.00 - 15.30		gathering	gathering	gathering	gathering			gathering	gathering	gathering	gathering	
15.30 - 17.00		Team dynamics (MvdK)	Falling in love with the problem (RVB) Extra reflection work on E-ship game (homework)	RVB - Sense check the problem / Pitch the problem	(SB) Get Out of the Building - Problem/ Solution (inc walk/talk?)	BMC - Value proposition and Customer (JT)		Business model canvas continued (JT) XXXXXX (Sense check solution with FS experts?) XXXXX Clinics	1400 - 1600 Entrepreneurs Speed Dating (JT) XXXXX 1600 Reflection Entrepreneurs feedback (SB)	Educators Speed Dating and final clinics	Pitching and Feedback (All)	Students Depart
17.00 - 17.30		Contribute game + team contracts (MvdK)			BMC Ctd (JT) And Adrian Alt Protein 1650							
17.30 - 18.00	Daily wrap up	Daily wrap up	Daily wrap up	Daily wrap up	Daily wrap up			Daily wrap up	Daily wrap up	Daily wrap up	Alumni Pitch Next steps JT/MVDK/AGC/LD	
17.00 - 17.30 std		guided reflection (LD start at 17.15 to remind of importance of reflection)	guided reflection	guided reflection	guided reflection	guided reflection		guided reflection	guided reflection	guided reflection	guided reflection	
17.30 - 18.00 staff		educators (de)brief	educators (de)brief	educators (de)brief	educators (de)brief	educators (de)brief		educators (de)brief	educators (de)brief	educators (de)brief	educators (de)brief	
20.00 - 23.00	Welcome dinner (MvdK greetings) Venue tbd	homework: team contract to be submitted on Canvas (if not done before)									Farewell dinner Venue tbd	

The overall structure of the previous editions was as shown in the picture above.

Phase 3: Remote Teamwork (July – September)

- **Refinement of business ideas:**
 - Continued collaboration in virtual teams.
 - Mentoring from technical and business experts.
- **Final deliverables:**
 - Team pitch presentation.
 - Individual reflective portfolio documenting learning and contributions.

Intended Learning Outcomes

The Intended Learning Outcomes (ILOs) for this specific module are the following:

Students will:

- Evaluate entrepreneurial motivation and fit for different venture types.

- Apply strategies for idea generation, design thinking, and project management.
- Assess financial and resource needs for new ventures.
- Understand team dynamics and managerial challenges across the venture lifecycle.
- Develop risk management strategies.
- Deliver compelling pitches to diverse stakeholders.

Assessment Structure

The EIFS module uses two main summative components:

1. Team Pitch (Group Assessment) – (40% of the grade)
 - Delivered at the end of the module (typically during or after the residential school).
 - Students work in teams to develop an innovative solution to a real-world food system challenge.
 - The pitch includes:
 - Problem identification and validation.
 - Business model development.
 - Financial and resource planning.
 - Risk management strategies.
 - Evaluated on clarity, feasibility, innovation, and teamwork.
2. Individual Reflective Portfolio (60% of the grade)
 - A comprehensive record of the student's learning journey throughout the module.
 - Includes:
 - Reflections on tasks, activities, and content.
 - Evidence of contributions to team work and discussions.
 - Analysis of personal growth and entrepreneurial mindset.
 - Requires critical reflection (not just description) and links to learning outcomes.

Assessment Criteria

- Pitch: Creativity, viability, alignment with food system challenges, and presentation skills.
- Portfolio: Depth of reflection, evidence of learning, application of theory to practice, and clarity of analysis.

Moderation & Quality Assurance

- All assessments are moderated by academics from at least three partner universities.
- Moderation ensures fairness, validity, and consistency of grading.
- Rubrics are used for both pitch and portfolio to maintain transparency.