

NEWSLETTER #2

YEAR TWO HIGHLIGHTS

**FROM IDEAS TO
INSTITUTIONAL ACTION:**

**THE INTRABUILD
LEGACY**

PROJECT PARTNERS

YEAR 2 PROMISES VS. DELIVERY

21-23 OCTOBER 2025

INTRABUILD Training: Fostering Intrapreneurship and Collaborative Innovation

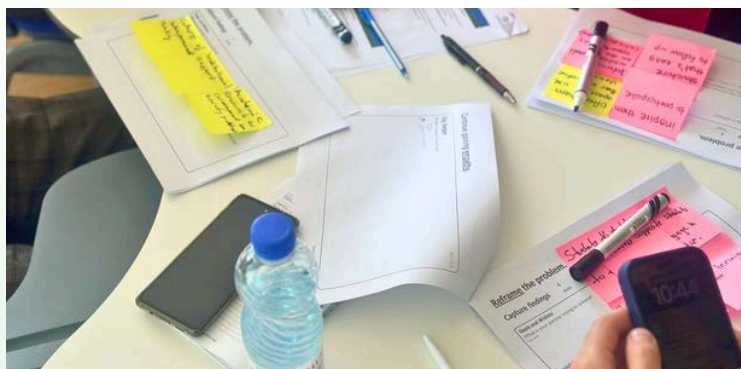


From 21 to 23 October 2025, INTRABUILD partners held a three-day training programme on **Fostering Intrapreneurship and Collaborative Innovation**. It brought together academic and administrative staff from the partner institutions. Three experts from the consortium led the programme, and each day looked at a different side of academic intrapreneurship: the organisation, the individual mindset, and the practical methods that turn ideas into

action. The programme marked the start of the project's capacity-building phase. It also laid the groundwork for the Academic Intrapreneurship Empowerment short course.

DAY 1: INTRAPRENEURSHIP AND CO-INNOVATION IN ORGANISATIONS

Prof. Mag. Dr. Christian Friedl, MSc, opened the programme on **21 October**. He set out how intrapreneurship helps organisations grow and how universities can build stronger cross-sector partnerships for sustainable innovation.



Participants looked at:

- the value of intrapreneurship for organisational growth and renewal;
- the Corporate Entrepreneurship Assessment Instrument (CEAI) and the Innovation Thesis as tools for strategic planning;
- frameworks for co-innovation between companies, start-ups and academia, supported by the COrship Co-Innovation Builder.

DAY 2: ENTREPRENEURIAL AND SUSTAINABLE MINDSETS FOR ACADEMICS

On **22 October**, **Mila Velkovska, MSc, PhD candidate** at Ss. Cyril and Methodius University in Skopje, looked at how academia can lead entrepreneurial and sustainable transformation.

The session covered:

- building an entrepreneurial mindset in academia so that research becomes real-world solutions;
- using the European EntreComp and GreenComp frameworks to build innovation and sustainability into academic work;
- connecting green technologies and education to support the green transition;
- creating internal innovation models and communicating new initiatives effectively;
- understanding intellectual property rights as tools for recognition and collaboration.

DAY 3: DESIGN THINKING AND THE INTRAPRENEURIAL MINDSET

Lígia Franco Pasqualin, MA, MBA, from FH JOANNEUM University of Applied Sciences in Graz, Austria, closed the programme on 23 October with a hands-on session. Her topic was how Design Thinking can drive creativity, empathy and human-centred innovation in academic and organisational settings.

Working in teams, participants:

- explored the core values of empathy, experimentation, collaboration and iteration;
- learned to balance desirability, feasibility, viability and responsibility when innovating;
- went through every phase of Design Thinking: Empathise, Define, Ideate, Prototype and Test;
- reframed problems, generated ideas and built quick prototypes;
- looked at how AI tools can support co-creation and creativity.

➤ Outcomes

Participants left with a shared language for intrapreneurship and practical tools they can use at their own institutions: CEAI, the Innovation Thesis, EntreComp, GreenComp and Design Thinking. They also left with ideas for working together across disciplines and sectors. These skills feed directly into the IntraSphere spaces and into putting each university's intrapreneurship strategy into practice. They support INTRABUILD's goal of helping academic staff become agents of change within their institutions.



IntraSphere Spaces Come Alive

In Year 2, the IntraSphere spaces moved from plan to practice. In November 2025, the Steering Committee confirmed that IntraSphere had been established, an important milestone for academic intrapreneurship across the consortium.

Since then, the five Western Balkan partner universities have opened their spaces and put them to work:

**Tirana College of
Technology**



**Aleksander Moisiu
University**



**Universum
International College**



**European University
of Tirana**



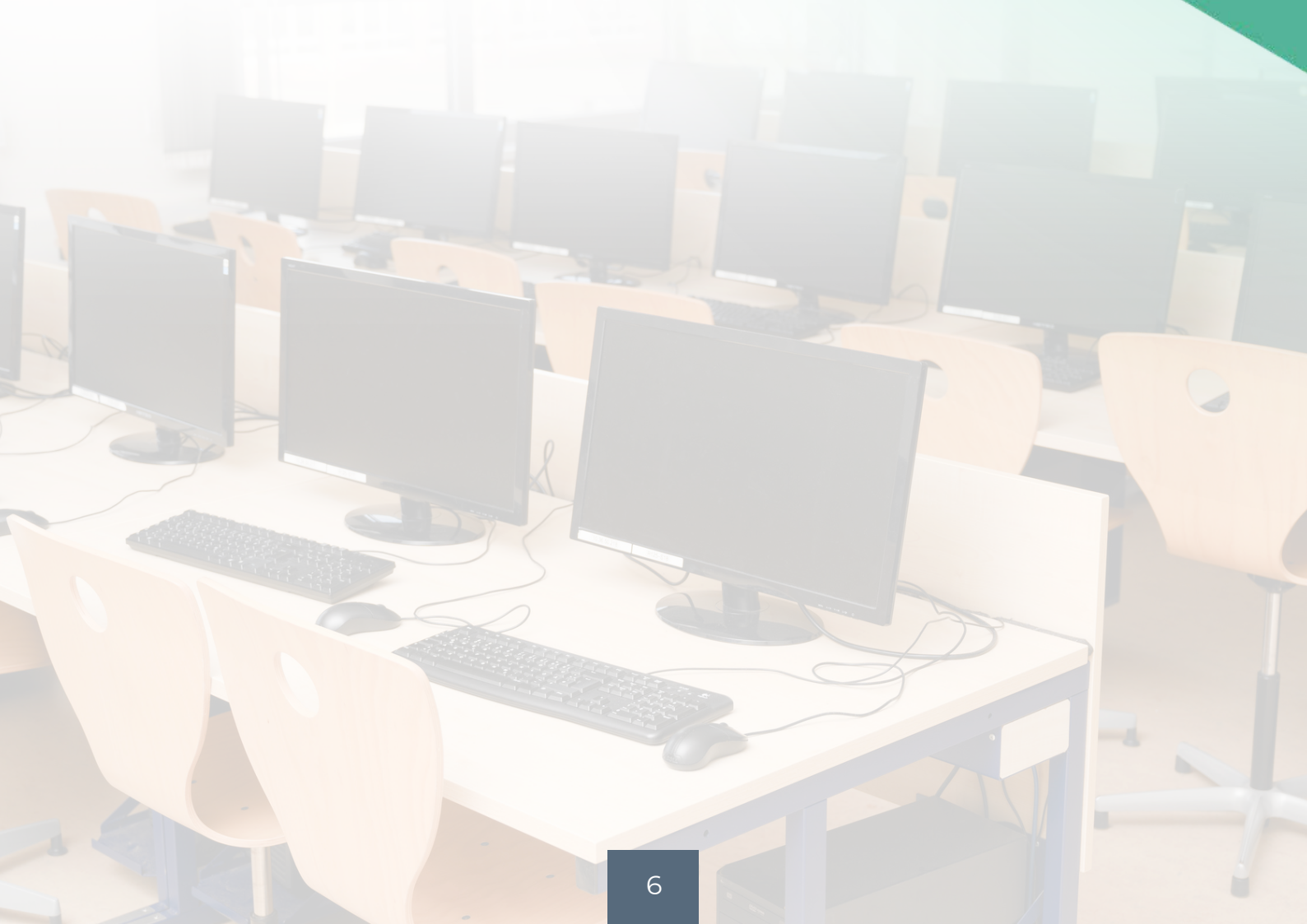
RIT Kosova



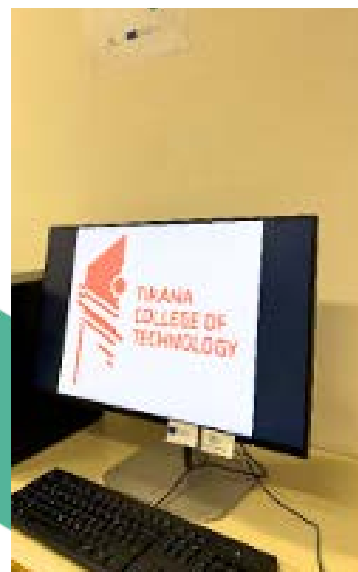
An IntraSphere task force at each institution runs its space. The task force organises activities, brings people together across disciplines, and helps participants turn first ideas into structured initiatives. The task forces also make sure the IntraSphere is part of the university's normal life and supports its intrapreneurship strategy, rather than standing apart as a project room.

The IntraSpheres are also where learning turns into practice. Staff who completed the training programme and the Academic Intrapreneurship Empowerment short course use the spaces to apply Design Thinking, co-innovation tools and the EntreComp and GreenComp frameworks to real challenges. Students prepare their team projects there in the spirit of Intrapreneurship Ignite.

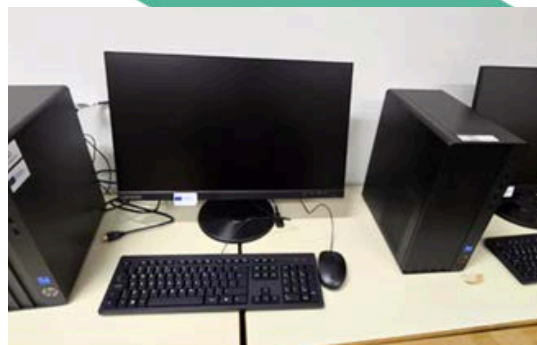
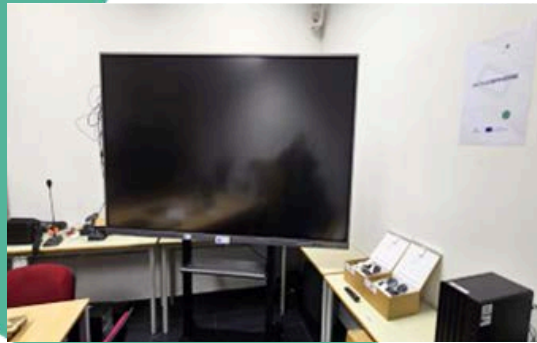
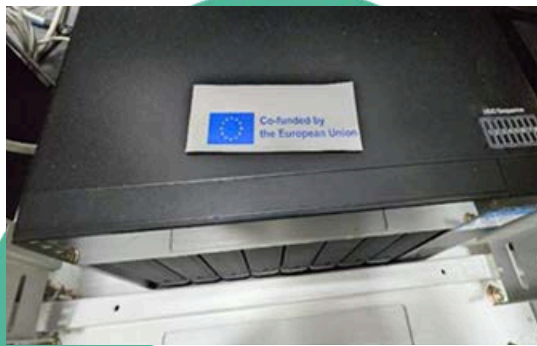
Each partner university has committed to keeping its IntraSphere and task force running after INTRABUILD ends. The spaces will give staff and students a lasting home for innovation, so the project's legacy keeps working



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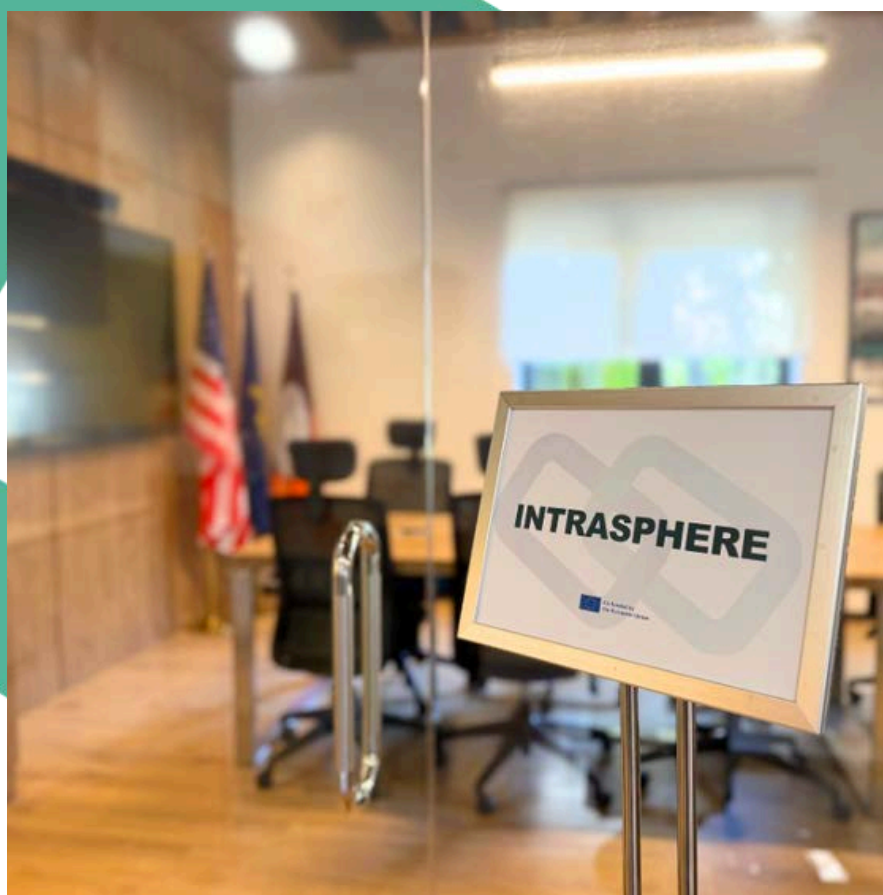
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Modernised Syllabi and the Academic Intrapreneurship Empowerment Short Course

One of INTRABUILD's most lasting Year 2 results is the modernisation of syllabi at the five Western Balkan partner universities:

- Tirana College of Technology
- Aleksander Moisiu University, Durrës
- European University of Tirana
- Universum International College
- RIT Kosova

Each institution reviewed and updated selected syllabi in Management, Humanities, Arts or Information Technology. The updates added intrapreneurship, innovation and sustainability to what is taught and how.

The work built on three sources:

- the status quo research from Year 1;
- the institutional intrapreneurship strategies;
- the expertise shared by FH JOANNEUM and Ss. Cyril and Methodius University during the training programme and the study visit.

The updated syllabi bring in new content and new teaching methods, including:

- opportunity recognition and turning ideas into initiatives;
- Design Thinking and human-centred problem solving;
- the EntreComp and GreenComp competence frameworks;
- collaboration between universities, industry and start-ups;
- intellectual property as a tool for recognition and collaboration;
- project-based and team-based learning built around real institutional and community challenges.

Alongside the syllabus updates, the consortium developed the Academic Intrapreneurship Empowerment short course for academic and administrative staff. The course turns the training programme into a structured format that each university can repeat. It gives staff practical tools to identify opportunities, respond creatively to institutional challenges and lead change from within. The short course is designed to run in the IntraSphere spaces, so that what participants learn becomes concrete initiatives.

Together, the modernised syllabi and the short course mean INTRABUILD's results will live on in teaching after the project ends. Students will build intrapreneurial skills through their regular studies, and staff will have a ready-made course for continuing professional development.

FEBRUARY 2026

Study Visit to Ss. Cyril and Methodius University in Skopje

In late February 2026, the INTRABUILD consortium met at Ss. Cyril and Methodius University (UKIM) in Skopje, North Macedonia, for the project's study visit. Newsletter #1 had announced it as a key Year 2 activity. The visit focused on a central task of the project's second year: developing short courses and micro-credentials that help the partner universities embed academic intrapreneurship in their programmes in a lasting way. During the working sessions, mentors from FH JOANNEUM and academic staff at UKIM guided the partners. Partners from the Western Balkan universities shared progress on their own course designs and received feedback. They also discussed how European practice in short courses and micro-credentials can be adapted to the higher education systems of Albania and Kosovo. The exchange strengthened cooperation between the Programme Country and Western Balkan partners and produced practical input for the Academic Intrapreneurship Empowerment short course.



The visit also included a tour of UKIM's Technical Campus, where participants saw how a university can build facilities for hands-on learning, experimentation and innovation:

➤ **FABLAB**

a digital fabrication workshop where students and staff turn ideas into prototypes;

➤ **Students Formula**

a student team that designs and builds racing cars, combining engineering, teamwork and project management;

➤ **Business Accelerator UKIM**

support for start-ups and spin-offs coming out of the university;

➤ **Smart Learning Factory Skopje**

a learning environment that simulates modern industrial production;

➤ **Industrial Design Laboratory**

a space for product design and creative development.



For the partners, the campus tour was a source of inspiration for their own IntraSphere spaces. It showed what academic intrapreneurship looks like in practice: an institution where infrastructure, student initiative and links to industry all support new ideas.

GRAZ, AUSTRIA • 13–17 APRIL 2026

Intrapreneurship Ignite: The Green Business Transformation Bootcamp

INTRABUILD's student activity, Intrapreneurship Ignite, took place from 13 to 17 April 2026 in Graz, Austria. FH JOANNEUM University of Applied Sciences hosted it as the Bootcamp "The Green Business Transformation". About 80 international students from 10 countries took part, including students from INTRABUILD partner universities in Albania and Kosovo.

The participants formed 16 international teams of five students each. Over five days, each team developed an innovative idea for a green business and presented it at the end, going from identifying a challenge to pitching a solution. This is exactly the experience Newsletter #1 promised for Intrapreneurship Ignite: working in international, interdisciplinary teams, supported by trainers and mentors, through every stage of developing an idea.



➤ Ideas from INTRABUILD students

Students from the European University of Tirana represented their university with distinction. They worked in mixed teams with students from other European universities and contributed the following ideas:

- **Migena Gjyla – Common Ground:** (selected for the Bootcamp's introductory video)
- **Helena Dardha – ZeroJar:** a zero-waste refill store
- **Artisa Rexha – Aurora Closet**
- **Ola Dibra – BuffetSave:** an AI-powered app against food waste
- **Sonila Gjypi – E-waste Drop-off Graz**

Building bridges across cultures

Beyond the academic programme, the Bootcamp became a platform for intercultural exchange. Students shared experiences, learned about one another's cultures and formed new international contacts for future cooperation. A highlight was the Balkaneum evening, where each participating country presented its traditions, cuisine and natural beauty. The evening built friendships and a spirit of cooperation across borders.

Why it matters

Working on concrete projects in coordinated teams is valuable for students' development. The Bootcamp strengthened their entrepreneurial skills and creative thinking, encouraged a focus on sustainability and environmental protection, and gave them practice in solving real-world challenges. These are the skills INTRABUILD aims to build in a new generation of graduates: people ready to act as innovators and change agents in their future organisations.



Comparative Research Paper: How Universities Experience Academic Intrapreneurship

The consortium conducted a research study on “Exploring Intrapreneurial Cultures in Higher Education Institutions: A Comparative Perspective”. It is the main academic output of Work Package 2, led by Aleksandër Moisiu University of Durrës with the European University of Tirana as co-lead.

➤ How the study was done?

Between March and May 2025, all seven partner institutions ran focus groups using the same discussion guide. Taking part were university leaders, deans, heads of department, academic and administrative staff, project and research office personnel, and students from Albania, Kosovo, North Macedonia and Austria. The discussions were analysed with Reflexive Thematic Analysis and then compared across institutions: public and private, EU and Western Balkan, academic and administrative.

➤ What the study found?

✓ **Intrapreneurship is about more than start-ups.**

Participants across all institutions saw academic intrapreneurship as innovation inside the university: new curricula, better processes, research projects and stronger links with society, not only creating businesses.

✓ **There is no shortage of ideas, but turning them into lasting practice is the challenge.**

Western Balkan universities reported many innovative initiatives. However, these often depend on committed individuals, single departments or externally funded projects. At FH JOANNEUM and in parts of UKIM, innovation is more routinely supported through project offices, labs and industry-linked programmes.

✓ Leadership matters, but it is not enough on its own.

Trust, autonomy and visible support from managers help ideas grow. The study found the strongest results where leadership commitment is combined with clear channels for bottom-up initiative.

✓ Barriers sit at three levels:

- operational: workload, time and procedures;
- structural: unclear ownership, limited resources and weak incentives;
- cultural: fear of failure and resistance to change.

As one participant put it, **“When somebody has an idea, you are rewarded with more work or more responsibility.”**

✓ Digital transformation is both an example of intrapreneurship and an enabler of it,

but only when technology is used to redesign how the university works, rather than to copy paper processes on screen.

✓ Staff want practical, hands-on skills development:

project management, opportunity recognition, communication, leadership, and digital and AI skills, ideally through a train-the-trainer approach.

✓ Students are co-creators, not just beneficiaries.

Engagement grows when activities have a clear purpose, mentoring and recognition, such as credits or certificates. UKIM's Project Hub, where student teams solve real company problems, is a strong example.

Policy Paper: Practical Recommendations for the Innovation Ecosystem

In March 2026, the consortium completed the INTRABUILD Policy Paper, Supporting Academic Intrapreneurship in Albania and Kosovo (D2.4). Aleksander Moisiu University of Durrës led the work, with contributions from all partners. The paper draws on the project's desk research and focus groups, and on lessons from FH JOANNEUM and the Styrian innovation model in Austria. It sets out what governments, universities and innovation agencies can do to help innovation grow from within institutions.

➤ The gap the paper identifies

Albania and Kosovo have many strategies that support entrepreneurship, digitalisation and research. Examples include Albania's Entrepreneurship Development Strategy 2021–2027 and Research, Development and Innovation Strategy 2022–2030, and Kosovo's National Development Strategy 2030 and Smart Specialisation Strategy. However, none of them recognises intrapreneurship as such. Support goes mainly to start-ups and external entrepreneurship. As a result, staff-led innovation inside universities and public bodies is underfunded and weakly rewarded.

The gap the paper identifies

- ✓ no definition of academic intrapreneurship;
- ✓ no clear rules on intellectual property and revenue-sharing for ideas developed inside institutions;
- ✓ no recognition of intrapreneurial work in academic promotion;
- ✓ no dedicated funding or tax incentives for internal innovation.

The paper also notes that public research spending in Albania was 0.08% of GDP in 2023, far below the EU average of about 2.24%.

➤ Three policy options

The paper compares three ways forward:

- 1 keeping the status quo;
- 2 adding intrapreneurship to existing strategies;
- 3 adopting a dedicated national and regional framework for academic intrapreneurship.

It recommends the third option as the most strategic and sustainable path, aligned with the European Research Area.

➤ A phased roadmap

Short term (1–2 years):

pilot intrapreneurship programmes and small innovation labs or internal incubators at universities. Ministries should work with agencies such as AIDA and GIZ on micro-grant schemes for ideas led by staff and students, supported by awareness campaigns.

Medium term (3–5 years):

name intrapreneurship explicitly in national innovation, research and smart specialisation strategies. Introduce competitive grants, tax credits and public-private partnership incentives. Austria's 14% research tax premium is cited as a model.

Long term (5+ years):

make intrapreneurship a permanent part of higher education and public administration, through intrapreneurial modules in curricula, university-based venture funds and a cross-border academic incubator under the Western Balkans Innovation Agenda.

Key recommendations at a glance

- ✓ A regulatory framework that formally recognises and supports internal innovation
- ✓ Internal innovation units in universities and public organisations: idea labs, incubators, technology transfer offices
- ✓ Clear intellectual property and ownership rules for ideas developed inside institutions
- ✓ Recognition of intrapreneurial work in academic promotion criteria and reward systems
- ✓ Stronger cooperation between universities and innovation hubs and agencies (AIDA, RISI Albania, Innovation Centre Kosovo, STIKK, ITP Prizren and others)
- ✓ Mentoring and partnerships with the Albanian and Kosovar diaspora
- ✓ Monitoring with clear indicators: innovation units created, staff ideas funded, share of staff involved, external funds raised, and a possible regional observatory publishing annual progress reports

INTRABUILD FINAL CONFERENCE

RIT KOSOVO, PRISHTINA • 1–2 OCTOBER 2026

On 1–2 October 2026, INTRABUILD held its Final Conference at RIT Kosovo in Prishtina. The conference marked the close of two years of cooperation between seven higher education institutions from Albania, Kosovo, North Macedonia and Austria. It brought together university leaders, academic and administrative staff, students, policymakers, innovation agencies and representatives of the business community. Together they reviewed what the project achieved and discussed how academic intrapreneurship can keep growing after the funded period ends.



➤ The conference presented the project's main outputs:

- ✓ the comparative Research Paper on intrapreneurial cultures in higher education;
- ✓ the Policy Paper with its recommendations for the innovation ecosystem;
- ✓ the intrapreneurship strategies developed by each partner university.

Partners reported on the training programme, the Academic Intrapreneurship Empowerment short course and the modernised syllabi at the five Western Balkan universities. Each university showed how its IntraSphere space has become a hub for ideas, collaboration and staff- and student-led initiatives. Students and staff who took part in INTRABUILD activities, including the Graz bootcamp and the Skopje study visit, shared their experiences and the ideas they developed.



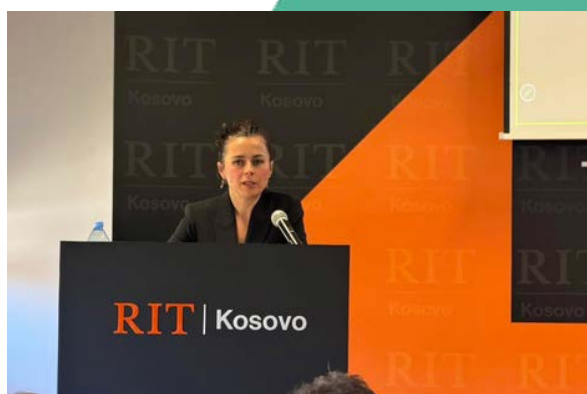
A central part of the programme looked ahead.

The role of universities, government and industry in supporting academic intrapreneurship.

➤ Participants discussed how to:

- ✓ keep the IntraSpheres and task forces active;
- ✓ embed the short course in staff development;
- ✓ put the Policy Paper's recommendations into practice;
- ✓ build on the cooperation between partners in future projects.

The conference showed how far the partner institutions have come since the kick-off meeting in Tirana in December 2024: from research and needs analysis, through strategies and training, to working innovation spaces and modernised teaching. [Number] participants attended in person [and online]. The conference closed with thanks to all partners, trainers, mentors, students and stakeholders, and with a shared commitment to keep building innovative, collaborative and intrapreneurial universities in the Western Balkans.





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