

Insights on "Start your business" diagnostic services" and "Online business idea crash tests (pitch to pan-EU experts)"

Consolidated Report from the Workshops

July 2025

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Disclaimer:

This report consolidates findings from four EXCELLENT project workshops conducted in 2025, using online and offline Workshop audience engagement data and qualitative feedback from the project partners across Greece, Ukraine, Turkey, Bulgaria, France and Ireland.



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Executive Summary

The **ExcellEnt project** aimed to foster entrepreneurship for startups in the targeted 6 countries by offering tailored support services, particularly in the early ideation and validation stages of business development. Two key services evaluated across participating countries are:

1. "Start Your Business" Diagnostic Services: These services provided aspiring entrepreneurs with structured self-assessment tools and expert guidance to evaluate their readiness to launch their businesses.
2. Online Business Idea Crash Tests (Pitch to Pan-EU Experts): This innovative format allowed participants to pitch early-stage ideas to a panel of international experts for real-time feedback.

1. "Start Your Business" Diagnostic Services Workshop Findings by Country

Participating Countries: Greece (GR), Bulgaria (BG), France (FR), Ireland (IE), Ukraine (UA), Türkiye (TR) **Format:** National-level workshops with local delivery and diagnostic adaptation.

Main Objective: To empower aspiring entrepreneurs with personalized diagnostics, actionable insights, and foundational skills to refine or launch business ventures. The workshops served as an early-stage support mechanism, diagnosing gaps in entrepreneurial readiness and offering tailored guidance across business, technical, and soft skills.

Greece (GR) Workshop

Overview

- **Objective:** *To equip aspiring entrepreneurs with essential entrepreneurial, business, and pitching skills, enabling them to refine and present innovative ideas that address real societal and environmental challenges.*
- **Duration:** Full-day workshop, implemented in the form of a hackathon
- **Delivery Mode:** In-person sessions held in Larissa
- **Participants:** 15 individuals participated, with 10 selected to pitch their ideas

Training Content

- Introduction to entrepreneurship and innovation
- Business model development and validation
- Market research and opportunity identification
- Pitch preparation and communication skills
- Sectoral challenges focused on energy, agri-food, and environment

Implementation & Progress

- **Date of Program Delivery:** 15 February 2025
- **Facilitators/Instructors:** Innovation experts, academics, and mentors from JOIST, University of Thessaly, Smart Attica EDIH, DigiAgriFood, and SynergInno
- **Participant Engagement:** The hackathon attracted diverse participants from academia and business. Teams engaged actively in problem-solving and worked under the guidance of mentors to fine-tune their ideas prior to pitching.
- **Challenges & Solutions:** Participants had varying levels of experience with business development and pitching. To address this, targeted mentoring sessions were provided before the final presentations, helping all teams structure their proposals clearly and align them with the competition's thematic areas.

Outcomes & Feedback

- **Key Learnings:** Participants significantly enhanced their ability to formulate, refine, and communicate business ideas. Exposure to EU policy priorities such as the green and digital transitions helped participants develop ideas aligned with real-world needs. The hackathon also enabled participants to connect with mentors and innovation ecosystem stakeholders, creating opportunities for future collaboration and growth.
- **Participant Feedback:** Participants highlighted the opportunity to engage directly with experts and receive structured feedback as a key strength of the event. The hands-on, collaborative format was widely seen as an inspiring and empowering starting point for their entrepreneurial journey.
- **Next Steps:** Winning teams received tailored mentoring and legal or business support to further develop their ventures. All participants were encouraged to continue evolving their ideas with support from local innovation hubs, incubators, and entrepreneurship networks..

Bulgaria (BG) Workshop

Overview

- **Objective:** *The Start Your Business Workshop is an in-person session designed to guide aspiring entrepreneurs in transforming their bold ideas into viable startups. Held on 19 May 2025 at Institute GATE, Sofia University “St. Kliment Ohridski”, the workshop combined reflective learning from award-winning founders with targeted micro-masterclasses on key startup fundamentals.*
- **Duration:** 3.5 hours
- **Delivery Mode:** Physical training session
- **Target Participants:** 24 participants

Training Content

- Identifying & Validating Ideas - rapid idea validation techniques and methods for spotting market gaps
- Defining minimum viable products (MVPs)
- Storytelling techniques for engaging stakeholders
- Basic budgeting and financial forecasting
- Visual design principles that win investors “Yes!”

Implementation & Progress

- **Date of Program Delivery:** 19.05.2025
- **Facilitators/Instructors:**
 - Dotchka Vasileva, Fund of Funds Bulgaria
 - Ivaylo Ivanov, Founder Institute
 - Ivan Draganov, Institute GATE
- **Participant Engagement:** High engagement during Q&A and hands-on exercises; participants actively shared personal challenges and peer-reviewed each other’s pitches.
- **Challenges & Solutions:** One of the challenges was diverse experience levels across the attendees. Our solution was pairing novices with more advanced participants for peer mentoring during activities.

Outcomes & Feedback

- **Key Learnings:** Clearer understanding of how to structure a lean MVP and financial plan. Enhanced storytelling techniques for investor pitches. Practical roadmaps for validating first customers and planning early growth

- **Participant Feedback:** Participants reported that the hands-on pitch deck clinic was invaluable, many noted how much they enjoyed learning real stories from the startup finalists, and several praised the great networking opportunities.
- **Next Steps:** Invite participants to join the ExcellEnt online community for ongoing peer support and resource sharing

Turkiye (TR) Workshop

Overview

- **Objective:** *The workshop is designed to equip participants with essential knowledge and skills to develop their business idea and improve their business pitch. The aim is to introduce the principles and tools of diagnosing the gaps in the market and to meet product market fit. By the end of the workshop participants will also be able to prepare a good pitch to acquire resources and funding.*
- **Duration:** 2 hours online meeting on March 7, 2025
- **Delivery Mode:** Online training session
- **Target Participants:** 52 entrepreneurs and mentors

Training Content

- Validating ideas through customer interviewing
- Identifying target market
- The fundamentals of preparing a pitch desk
- Storytelling techniques for engaging stakeholder
- Basic budgeting and financial forecasting

Implementation & Progress

- **Date of Program Delivery:** March 7, 2025
- **Facilitators/Instructors:** Naci Kahraman, Türcan Yosun and Berna Beyhan
- **Participant Engagement:** Participants were highly engaged during the session. They are free to interrupt the speaker and ask their questions. The interaction between participants and trainers as well as peer-to-peer interaction was very strong. Experience sharing on real-life examples by participating entrepreneurs and mentors of incubation programs worked well in the group to facilitate their understanding.
- **Challenges & Solutions:** Diversity in their levels of experience and targeted markets (e.g. business-to-business or business-to-customers) and industries. The solution was to focus on the common issues and problems that they frequently faced and to facilitate peer-to-peer interactions to share experience.

Outcomes & Feedback

- **Key Learnings:** Participants were taught about the key principles of preparing a pitch desk, the tools that can be used to understand the gaps in their business idea and improve their idea and business models, the methods of preparing and presenting their financials.
- **Participant Feedback:** We collected direct feedback from participants through conversations and interviews. They were very happy with the valuable insights from mentors to improve their pitch desk. They were also satisfied with the intervention and learning from the experiences of other entrepreneurs. Their common feeling was that they were not the only ones experiencing these problems.
- **Next Steps:** The participants were invited to pitch challenges and among the most successful ones, a group was invited to softlanding mission in France to improve their networks. Also follow up mentoring was provided to improve their business model and access public funding opportunities.

France (FR) Workshop

Overview

- **Objective:** *To equip participants with foundational entrepreneurial skills, enhance business idea development, and build readiness for future startup initiatives. The workshop focused on introducing practical tools and diagnostic guidance to refine early-stage concepts.*
- **Duration:** 2 times x 2 hours
- **Delivery Mode:** Physical training session in Station F and Matrice, in Paris.
- **Target Participants:** 40 aspiring entrepreneurs from diverse backgrounds

Training Content

The workshop covered key areas essential for business ideation and planning:

- Introduction to Entrepreneurship
- Identifying Business Opportunities
- Fundamentals of Market Research
- Business Model Development
- Basics of Financial Planning
- Digital Marketing Essential

Implementation & Progress

- **Date of Program Delivery:** 13. June. 2025.
- **Facilitators/Instructors:** Tunde Kallai, Yann Gozlan
- **Participant Engagement:** Participants were highly engaged during both sessions, with strong peer-to-peer interaction and active participation in group exercises. Hands-on activities and real-life examples facilitated deeper understanding and application of concepts.
- **Challenges & Solutions:** **Challenge:** Diverse experience levels led to varying expectations **Solution:** Facilitators used breakout discussions and tailored guidance to ensure inclusivity. **Challenge:** Limited time for deep-dive discussions **Solution:** Participants were invited to follow-up mentoring via local partner organizations

Outcomes & Feedback

- **Key Learnings:** Participants reported improved understanding of entrepreneurial frameworks. Several participants developed the first drafts of their business models. Increased confidence in applying market and financial diagnostics to validate ideas
- **Participant Feedback:** Feedback forms indicated high satisfaction (average 4.7/5), with participants highlighting the quality of facilitation and usefulness of content. Many expressed a desire for longer sessions or extended modules.
- **Next Steps:** Individual diagnostics reports sent post-workshop on Feedback Forms. Access to follow-up mentoring through Creative Cluster's local network. Top-performing participants invited to pitch preparation clinics for 30th of June.2125.

Ireland (IE) Workshop

Overview

- **Objective:** *Addressed Innovation Intermediaries and Startups that were interested to explore opportunities for soft-landing in Ireland. Although in all other countries we focused on Startups, there was a great interest from Innovation Intermediaries from our network for such a training session. Since the Ireland Soft Landing mission focused on the same subject of supporting innovation and addressed the needs of the same target partners, such a training was very complementary to the visit.*
- **Duration:** Apr 2024 - May 2025
- **Delivery Mode:** Online training session
- **Target Participants:** 23 individuals from Innovation Intermediaries and startups

Training Content

- Introduction to the Irish Innovation Ecosystem
- Identifying funding and collaboration opportunities
- Investment priorities and markets
- Business model development
- Collaboration between Innovation Intermediaries

Implementation & Progress

- **Date of Program Delivery:** 21.05
- **Facilitators/Instructors:**
 - **Odysseas Spyroglou**, IDI, Venture Partner - Loggerhead VC Fund. Over 23 years of working experience in Research & Innovation, EU funds and Access to Risk Finance. He is a BlueInvest and EU Defence Fund Coach and he has mentored or coached over 30 startups.
 - **Jim Ryan**, Lira Partner, IRRUS Investments, Angel Investor. Jim is an experienced research and commercialization expert with a strong background in investment-focused EU funding. He has advised startups on R&D investment and technology commercialization across Europe, Asia, and the M. East.
- **Participant Engagement:** Participants represented incubators, acceleration programs, innovation support initiatives, TTOs, Investors and selected startups and spin-offs of research institutions. Participants show a lot of interest in exploring partnering opportunities with Irish counterparts and setting up communication channels that can lead to future collaboration both within Horizon Europe and funding programs and beyond in market opportunities. Given the maturity of the Irish ecosystem and the successful programs that were implemented in the country this training
- **Challenges & Solutions:** Innovation Intermediaries face similar problems and challenges throughout Europe. Lack of awareness, limited communication between stakeholders, access to risk finance. Solutions: the Irish stakeholders have introduced very successful initiatives that could potentially be replicated in other countries.

Outcomes & Feedback

- **Key Learnings:**
 - How to support startups from early stage to scale ups combining both public and private money.
 - How to evaluate and recognise key barriers in the innovation ecosystem.
 - How to set up successful incubation and accelerator programs.
- **Participant Feedback:**
 - Participants expressed very positive statements both orally during the event and in their evaluation. They all felt that the event was very helpful and informative, instructors were knowledgeable and the networking provided a lot of opportunities.

- **Next Steps:** A networking component was introduced to allow participants to present themselves and their organisations. This allowed rich interactions. We will facilitate further communications especially with individuals and organisations that want to explore further opportunities with Irish institutions.

Ukraine (UA) Workshop

Overview

- **Objective:** To help young startups and student teams to transform their concepts into successful business ventures
- **Duration:** 2.5 hours
- **Delivery Mode:** Online
- **Target Participants:** 80 registrations, 25 individuals attended

Training Content

- Introduction to entrepreneurship
- Identifying business opportunities
- Market research fundamentals
- Business model development
- Financial planning basics
- Digital marketing essentials

Implementation & Progress

- **Date of Program Delivery:** June 6, 10:00 AM – 12:30 PM (Kyiv time)
- **Facilitators/Instructors:**

Marharyta Chernyshova – Head of Partnerships at YEP Accelerator. Marharyta is a driving force behind the “Entrepreneurial University” program, spanning over 120 universities, and actively supports the development of startup studios within the Seeds of Bravery initiative. She has profound experience working with student teams, mentors, and university innovation departments, helping young talents unleash their potential.

Maria Romanova – CEO of Radar Tech. An innovation and business development expert with over 20 years of experience. Maria has journeyed from programmer to corporate executive in B2B sales and marketing. For the past 9 years, she’s been leading Radar Tech’s acceleration programs, hackathons, and entrepreneurship education projects, and also coordinates the Erasmus for Young Entrepreneurs program in Ukraine. Her expertise will help you see the full picture of creating and developing a business.

Olena Koval – Founder of OK.PR sense agency. A communications expert with over 15 years in PR and media. Olena has collaborated with prominent entities like Diia City, IT Generation, the Ministry of Health, and L’Officiel. She specializes in communication strategy, personal branding, and helping startups become visible and impactful. Olena believes PR is about meaning, clarity, and strategic presence.

Anastasiia Kravchenko-Uhrekhelidze – Team Lead of Seeds of Bravery at Ukrainian Startup Fund. Anastasiia has great experience in developing the startup ecosystem and attracting funding for innovative projects. She now works on strengthening international cooperation and integrating Ukrainian startups into global markets.

- **Participant Engagement:** Lectures plus interactive sessions
- **Challenges & Solutions:** The interactions gave space to ask the experts through Q & A sessions.

Outcomes & Feedback

- **Key Learnings:**
 - **Idea Shaping & Validation:** Learn to critically evaluate and refine your concepts.
 - **Real Market Testing:** Discover how to get tangible feedback and understand your target audience’s needs.
 - **Building a Strong Business Model:** Master the key components of creating a sustainable and scalable business.
 - **Effective Communication:** Learn to talk about your project in a way that resonates with investors, partners, and customers.
 - **Actionable Insights** from seasoned experts who have helped launch numerous successful startups.
- **Participant Feedback:** the participants highly evaluated the workshop, here are the quotes of what they particularly liked, from the feedback form:
 - Openness and professionalism of the speakers.
 - Communication of speakers with the audience
 - Specialists who really understood the field of their work
 - Current issues, interactivity, openness of lecturers to questions
 - It was interesting to listen to the speakers
 - Lecture on PR
 - Examples of techniques and methods
 - Practice in a group.
- **Next Steps:** Invitation to our next workshop, registration to <https://europreneurship.eu/>, ability to develop further contact with the workshop mentors, recording of the webinar for those, who registered, but couldn’t come.

2. “ Online business idea crash tests (pitch to pan-EU experts)

Greece (GR) Workshop

Overview

- **Objective:** To provide tailored, expert feedback and early validation of participants’ business ideas through structured pitching sessions.
- **Duration:** Single-day pitch event
- **Delivery Mode:** In-person pitch sessions (as part of the hackathon), aligned with the online crash test format
- **Target Participants:** 10 selected individuals

Pitch Deck Elements (presentation excellence)

- Business overview and value proposition
- Market analysis and customer segmentation
- Revenue model and pricing strategy
- Competitive advantage
- Go-to-market plan
- Financial planning and growth roadmap

Implementation & Progress

- **Date of Pitch Sessions:** 15 February 2025
- **Panel of Experts/Mentors:** Representatives from academia, startup mentors, innovation hubs, and legal/technical advisors participated in the evaluation and feedback process
- **Participant Performance:** The 10 selected participants successfully presented their business ideas in a structured and time-limited format. The majority demonstrated clear problem statements and value propositions, while a few teams needed additional support in articulating financial projections and market fit. The feedback from the panel was detailed and constructive, focusing on enhancing clarity, scalability, and feasibility.

- **Challenges & Solutions:** Some participants had limited experience with financial modeling and impact communication. To address this, expert mentors provided concise guidance before the pitches, and the feedback panel offered follow-up resources and suggestions for improvement.

Outcomes & Feedback

- **Success Stories:** The Greek edition of the Online Business Idea Crash Tests, held as part of the national Hackathon during Innovent Forum 2025, highlighted several promising early-stage ventures addressing key sustainability and innovation challenges. Among the standout participants was Nurs Escape, led by Ioannis Kouroutzis, which focused on enhancing regional climate resilience through innovative preparedness solutions. The team secured first place, receiving a €5,000 cash prize and a five-session business mentoring package.

The second-place award went to Agranit, presented by Argyris Serafeim, who proposed a data-driven platform for optimizing agricultural water use through predictive analytics. This solution earned a €3,000 prize and mentoring support. In third place, Fresh Guard, developed by Paraskevi Karamitra, introduced a blockchain-based traceability system to ensure transparency and integrity in food supply chains, receiving €2,000 and business mentoring.

The fourth-place team, Eco Wave Dynamis, led by Ioanna Evangelou, impressed the jury with a modular system for harnessing wave energy. The team was awarded a business mentoring package, access to JOIST's coworking space for three months, and a one-year membership in the JOIST Community.

These success stories demonstrate the high level of creativity, technical expertise, and entrepreneurial spirit present among Greek participants. The event provided a valuable platform for turning innovative ideas into actionable business concepts, while reinforcing collaboration between academia, research institutions, and the startup ecosystem—core objectives of the ExcellEnt project.

- **Participant Feedback:** Participants reported that the pitch sessions boosted their confidence and deepened their understanding of investor expectations. They also valued the opportunity to receive feedback from a diverse panel of experts, reflecting a pan-European perspective.
- **Next Steps:** Participants were encouraged to further refine their business plans and explore mentorship opportunities through ExcellEnt partners and local entrepreneurship support structures. Promising teams were advised to prepare for potential participation in acceleration programmes or follow-up investor matchmaking activities.

Bulgaria (BG) Workshop

Overview

- **Objective:** Enable participants to critically evaluate and optimize their business ideas and pitch decks by:
 - Exposing concepts to rigorous peer and mentor critique
 - Applying proven storytelling frameworks to pitch narratives
 - Iterating slide designs for maximum clarity and persuasive power
- **Duration:** 3.5 hours
- **Delivery Mode:** Interactive physical session
- **Target Participants:** 24 participants

Pitch Deck Elements (presentation excellence)

- Lightning-round presentations (2-minute pitches)
- Anatomy of a powerful pitch deck: problem, solution, market, metrics, team,
- Core principles of slide aesthetics and readability
- Hands-on redesign of participant slides with instant feedback
- Craft a 30-second hook that captures the problem, solution, and impact

Implementation & Progress

- **Date of Pitch Sessions:** 19.05.2025
- **Panel of Experts/Mentors:**
 - Dotchka Vasileva, Fund of Funds Bulgaria
 - Ivaylo Ivanov, Founder Institute
 - Ivan Draganov, Institute GATE
- **Participant Performance:** High energy during rapid-fire pitches; robust mentor–participant interactions; active peer feedback.
- **Challenges & Solutions:** Founders came in with ideas at very different stages—from just-conceived concepts to prototypes and early-traction ventures—so we organized breakout groups by stage to ensure feedback was tailored to each level and peer learning was more effective.

Outcomes & Feedback

- **Success Stories:** One of the participants (company BioBliss) went to the international pitching competition **AmCham EU Youth Entrepreneurship Award 2025** after the

pitching competition. The team significantly improved their pitching techniques and won first place.

- **Participant Feedback:** Participants shared that the Q&A simulation was “brutally honest—in the best way,” many redesigned their entire deck on the spot and already saw the difference, and several noted that the peer review stations provided fresh perspectives they hadn’t considered.
- **Next Steps:** Schedule follow-up pitch practice sessions via Founder Institute. Provide access to a slide-design resource library and template pack

Turkiye (TR) Workshop

Overview

- **Objective:** Provide tailored feedback and validation for participants' business ideas, help them to improve their business models.
- **Duration:** 11-12-13 March 4 sessions 3 hours
- **Delivery Mode:** Interactive online pitch sessions
- **Target Participants:** 37 individual participants

Pitch Deck Elements (presentation excellence)

- Problem description and value proposition
- Market analysis (TAM, SAM, SOM analysis)
- Revenue model
- Team members and their qualifications
- Go-to-market strategy
- Financial projections

Implementation & Progress

- **Date of Pitch Sessions:** 11-12-13 March 2025
- **Panel of Experts/Mentors:**
 - Evren Değerlier SUCOOL Incubation Manager
 - Ziya Alpay Inovent CEO
 - Batuhan Baybalı from Sabanci Holding ARF
 - Abdurrahman Türk Sabanci University TTO Manager
 - Berna Beyhan Assoc Prof of Entrepreneurship
 - Kerem Kılıç Asst Prof of Entrepreneurship
 - Türkan Yosun Project Senior Expert and adjunct professor of entrepreneurship

- **Participant Performance:** One third of the participants pitch their ideas and business models well in a 5 -minute pitch challenge. But all get valuable feedback from professionals and mentors.
- **Challenges & Solutions:** Diversity in the fields of entrepreneurship, such as technology, industry, market, target customers and the milestones already achieved made evaluations difficult. However, well structured insights and constructive critics provided by experienced professionals and mentors were key to overcome the challenges.

Outcomes & Feedback

- **Success Stories:** Trueweld and its founder and Oyunmu and its founder, both, participated in our workshop and also Paris S-L activity, received seed funding from TÜBİTAK TEYDEB. They will be supported for at least one year by the public program.
- **Participant Feedback:** Participants provided positive feedback about the constructive critics and the valuable insights provided by the evaluators. The engagement and support of the team and their advice were found insightful and motivational by participants.
- **Next Steps:** Follow-up mentoring are scheduled, networking support and opportunities to raise funds from angel investors and other private investors will be provided.

France (FR) Workshop

Overview

- **Objective:** Provide tailored feedback and validation for participants' business ideas.
- **Duration:** 30th of June, 3 hours
- **Delivery Mode:** Interactive online pitch sessions with real time feedback from the 5 mentors
- **Target Participants:** 10 individuals per country, across 4 countries (HU, GR, UA, IT) (Total: 10 participants)

Pitch Deck Elements (presentation excellence)

- *Pre- and post-session learning materials* (“secret recipes”) were provided to all participants. These focused on the key tech, business, and soft skills needed to refine and present their ideas with clarity and impact with focus on the standard 10-12 slides on various domains: Business overview & value proposition, Market analysis, Revenue model, Competitive advantage, Go-to-market strategy, Financial projections, Team presentation.

Implementation & Progress

- **Date of Pitch Sessions:** 30th of June.2025 9.00-12.00
- **Panel of Experts/Mentors:** A panel of five industry experts provided real-time, constructive feedback: **Paul Stefanut, Gildas Dussauze, Yann Gozlan, Vitaly Charushin, Tunde Kallai**
- **Participant Performance:** Pitches demonstrated a strong grasp of customer pain points and initial traction. Several participants showed advanced market research and product-market fit validation. Common gaps were noted in financial forecasting and risk mitigation strategies.
- **Challenges & Solutions:** a) **Challenge:** Vagueness in go-to-market strategies **Solution:** Mentors advised on refining customer personas and leveraging low-cost digital channels. b) **Challenge:** Unclear revenue models **Solution:** Suggested scenario-based projections to enhance financial clarity.

Outcomes & Feedback

- **Success Stories:** Participants received actionable feedback and mentoring tailored to their industry and stage. Two standout ideas showed immediate scalability potential and are now being fast-tracked for follow-up mentorship. The session fostered cross-cultural exchange and helped validate concepts in a pan-European context.
- **Participant Feedback:** Feedback praised the mentors' engagement and specificity of advice. Most participants found the experience motivational and confidence-boosting.
- **Next Steps:** Continued individual mentorship or through ExcellEnt's Creative Cluster network or through other thematic networks for startups. Follow-up pitch preparation for investor readiness. Optional participation in the upcoming HE Open Calls (mainly in Cascade funding Calls), but also in Driving Urban Transition (DUT 2025) Call too, published on 1st of September.

Ireland (IE) Workshop

Overview

- **Objective:** Provide tailored feedback and validation for participants' business ideas.
- **Duration:** Dec 2024, July 2025
- **Delivery Mode:** Interactive online pitch sessions
- **Target Participants:** 10 individuals per country, across 6 countries (Total: 60 participants)

Pitch Deck Elements (presentation excellence)

- Business overview & value proposition
- Market analysis

- Revenue model
- Competitive advantage
- Go-to-market strategy
- Financial projections

Implementation & Progress

- **Date of Pitch Sessions:** 19 Dec 2024, 11 Jul 2025
- **Panel of Experts/Mentors:**
 - Odysseas Spyroglou, Venture Partner - Loggerhead VC Fund. Over 23 years of working experience in Research & Innovation, EU funds and Access to Risk Finance. He is a BlueInvest and EU Defence Fund Coach and he has mentored or coached over 30 startups.
 - Richard Watson, Furthr, Managing Partner Richard is seasoned Venture Capital & Medical Device/Tech industry professional with extensive experience investing in, advising and scaling tech & life sciences companies in Ireland & UK. He is currently the Managing Partner of Furthr VC (IE).
 - Christian Kumar, Venture Builder, Asset Manager/Investor. Christian has over 30 years at the forefront of corporate finance, investment banking, and wealth management. He currently manages a portfolio of six active companies and 12+ investments across sectors including MedTech.
 - Jim Ryan, Lira Partner, IRRUS Investments, Angel Investor Jim is an experienced research and commercialization expert with a strong background in investment-focused EU funding. He has advised startups on R&D investment and technology commercialization across Europe, Asia, and the M. East.
- **Participant Performance:** All participants that pitched their ideas were very well prepared and their ideas very promising. Most had already achieved traction and had successfully participated in incubators. Some had also received funding from EU Cascading funds. Experts were impressed with the maturity of the companies and the quality of their products.
- **Challenges & Solutions:** The biggest identified challenge is scaleup. Most of the companies that participated had already secured some risk finance from Angel Investors and friends and family. However, they find it very difficult to go beyond this stage. Another significant challenge is the fragmented EU innovation space. Despite the steps, the EU still lacks a finance and banking union, creating significant barriers to companies that want to operate in different jurisdictions.

Outcomes & Feedback

- **Success Stories:** Richard Watson, the Man. Partner from Furthr, presented their success in investments and showed how they focused their portfolio to medical devices.
- **Participant Feedback:** All participants gave very positive reviews and expressed gratitude for the opportunity.
- **Next Steps:** We will support and facilitate future matching events and urge direct communications between investors, experts and startups that have shown interest to work together.

Ukraine (UE) Workshop:

Overview

- **Objective:** To improve the quality, clarity, and impact of startup pitches through hands-on guidance, live feedback, and expert mentorship. This crash test session is designed to support Ukrainian startups in refining their business ideas, validating their pitch structure, and preparing for future fundraising and demo events.
- **Duration:** 2.5 hours
- **Delivery Mode:** Interactive online
- **Target Participants:** 28 registrations, 10 participants

Pitch Deck Elements (presentation excellence)

- Business overview & value proposition
- Market analysis
- Revenue model
- Competitive advantage
- Go-to-market strategy
- Financial projections

Implementation & Progress

- **Date of Pitch workshop:** July 7, 2025
- **Experts/Mentors:**
 - **David Beckett**, an international pitch coach who has trained over 2,900 startups and helped raise more than €490 million in funding, will deliver a dynamic masterclass on pitch delivery. His session will focus on storytelling, presence, and audience connection, offering participants practical techniques to strengthen both verbal and non-verbal communication.
 - **Jane Klepa**, Director of Innovation and Entrepreneurship at SET University, will lead a structured walkthrough of core pitch deck elements, including value

proposition, market size, revenue model, and go-to-market strategy. Drawing on her experience supporting over 500 startups, she will provide targeted feedback and practical frameworks that founders can immediately apply.

- **Dmytro Kuzmenko**, CEO of the Ukrainian Venture Capital and Private Equity Association (UVCA), will provide insights into current investment trends in Ukraine and internationally, helping participants understand what investors prioritize at different stages of startup growth.
- **Participant Performance:** The session was designed to help founders refine the structure, content, and delivery of their pitch decks, while receiving expert feedback on how to clearly communicate business value and traction. Emphasis was placed on preparing startups for funding conversations, demo days, and international exposure opportunities.
- **Challenges & Solutions:** Interactions were limited to Q&A.

Outcomes & Feedback

- **Success Stories:** In this workshop it was not organised individual pitches, the attendants received advice from the experts about the good pitch techniques and they addressed their Q&A.
- **Participant Feedback:** the participants highly evaluated the workshop, here are the quotes of what they particularly liked, from the feedback form:
 - Practical advice on improving your pitch, with examples
 - Everything
 - David, that's really cool
 - The clarity of structure, real-life examples, and practical advice. It was especially valuable to receive direct feedback on how to improve our own pitch and align it with investor expectations.
 - Experts and their practical skills, experience
- **Next Steps:** David Becket made available for our startups the following resources:
<https://best3minutes.com/techukraine25/> with all the needed materials. Invitation to register to <https://euopreneurship.eu/>, ability to develop further contact with the workshop mentors, recording of the webinar for those, who registered, but couldn't come.

3. Consolidated Cross-Country Analysis

Common Challenges *(overarching themes identified across countries)*

1. Workshops' Strengths and Success Factors

What key strengths or success factors emerged during your country's workshop (e.g., participant engagement, relevance of tools, support from partners?)

GR: Key strengths of the Greek workshop included strong participant engagement, with high levels of collaboration and interaction during the hackathon. The relevance of the thematic challenges—focused on sustainability, agri-tech, and digital innovation—resonated well with participants, encouraging meaningful idea development. Additionally, the active involvement of academic institutions, innovation hubs, and expert mentors provided valuable support and enhanced the overall quality of the experience.

BG: Across the Bulgarian workshop, several strengths consistently stood out. First, participant engagement was exceptionally high: attendees came prepared with concrete questions and stayed actively involved through every module, from reflection to pitch design. Second, the practical relevance of the tools—especially the MVP validation templates and pitch-deck frameworks—resonated immediately, with teams applying them on the spot. Finally, strong support from our local partners (GATE, Fund of Funds and Founder Institute) ensured seamless logistics, expert facilitation and valuable post-workshop mentoring that kept momentum going well beyond the event itself.

TR: The Turkish workshops were exceptional for the motivation and engagement of the participants. In the first workshop, practical tools and templates that boost the impact of entrepreneurs' pitch desk were shared by experts. Moreover, the gaps in their business ideas and market conditions were discussed, and peer to peer feedback provided diversified perspectives on ideas, businesses and markets. The second workshop on the other hand was exceptional with the external experts providing valuable insights to entrepreneurs to improve their business and pitches.

FR: The French 2 workshops stood out for its high participant engagement and open knowledge exchange. The practical tools and templates shared were well-aligned with the local ecosystems, and strong support from regional innovation partners boosted credibility and attendance. Participants responded positively to the expertise and approachability of mentors.

IE: We have seen a great interest in facilitating further collaborations, networking and opporning of communication channels not only between startups but also between innovation intermediaries. Stakeholders of all workshops were eager to learn from their counterparts and create more permanent communication channels.

UA: The Ukrainian workshops excelled due to the exceptional caliber of invited experts, all renowned in their fields with extensive practical experience from leading accelerators. The content was highly structured, clear, and easy to grasp, fostering strong participant engagement. Interactive sessions further solidified theoretical knowledge, providing invaluable practical insights and making the learning experience truly impactful.

2. Challenges and Areas for Improvement in Supporting Startups

What challenges or limitations did you encounter in delivering or adapting the workshop to the needs of local startup businesses?

GR: One key challenge was addressing the varying levels of entrepreneurial experience among participants, which required tailored mentoring to ensure all teams could effectively develop and pitch their ideas. Additionally, some participants faced difficulties in areas such as financial planning and market validation, highlighting the need for more structured guidance in these topics. Time constraints during the hackathon format also limited the depth of idea development, making it essential to provide follow-up support beyond the event.

BG: We faced a few notable challenges in tailoring the workshop to local startups: balancing content for both nascent ideas and more advanced ventures sometimes left beginners craving additional guidance; intermittent technical and venue constraints forced us to adapt activities on the fly; and the tight schedule for micro-sessions meant that deeper topics—such as financial modeling—received only abbreviated coverage.

TR: A few challenges we faced while adopting the content to local workshops. One important challenge was related to the maturity level of startups. Since their level of maturity was different, they could not benefit from the content equally. The second challenge was related to the coachability and receptivity of some entrepreneurs. Some entrepreneurs accepted feedback well and adopted their businesses and pitch decks based on feedback. However a few startups were not receptive and they did not get the comments and critics well.

FR: Adapting content to the diverse maturity levels of startups proved challenging—some participants needed more foundational guidance, while others sought advanced strategy. Time constraints limited deeper dives into individual business models. Language nuances and tech access also created minor friction for a few attendees.

IE: Almost in every workshop and event, the message was that more networking and meaningful collaboration is necessary. Moreover, it seems that people are interested not only in the success stories but would also like to learn about the failures.

UA: While highly impactful, the workshops, as intensive, one-time events, naturally presented time constraints that limited in-depth exploration of all topics. Participants, driven by significant interest, expressed a desire for more extensive education beyond the introductory overview. This highlights a clear opportunity to potentially expand on the foundations laid, catering to the keen enthusiasm for deeper dives.

3. Participants' Outcomes and Impact

How did participants benefit from the diagnostic service (e.g., improved knowledge, confidence, or readiness to launch a business?)

GR: Participants benefited significantly from the diagnostic service by gaining a clearer understanding of the business development process and refining their entrepreneurial ideas. Through expert mentoring and hands-on activities, they improved their knowledge in key areas such as business modelling, market analysis, and value proposition design. The experience also boosted their confidence in presenting and defending their ideas, increasing their overall readiness to move forward with launching a business.

BG: Participants reported that the diagnostic service significantly boosted their understanding of key startup concepts, sharpened their self-assessment skills, and increased their confidence in moving forward. By working through the structured diagnostic tools, they identified clear strengths and gaps—whether in market research, business modeling, or pitch articulation—and received personalized feedback on how to address each. As a result, many felt more prepared to validate assumptions, engage potential customers, and refine their value propositions, translating the insights directly into action plans for launching or scaling their ventures.

TR: Participants reported that diagnostic services help them to understand the gaps in their business ideas and business models and give them a valuable chance to improve or fix them. They admit that spending too much time on the same business idea made them blind about the realities of the market and industry. However, they emphasized that, during the workshop they went out of the box and gained new insights and perspectives of their business, markets and industries. So they improved their business ideas, business model, target market and financials.

FR: Participants reported noticeable improvements in their understanding of market validation and financial planning. Many gained confidence in articulating their business ideas more clearly and appreciated the concrete feedback on real-life challenges. A few startups refined their pitch decks significantly post-session and have since entered local or European incubation/acceleration programs.

IE: Participants were quite mature in terms of their solutions. Most had already participated in acceleration and incubation programs which provided strong business foundations that allow the participants to understand the markets, see the challenges ahead and plan accordingly.

UA: Participants reported significant improvements in their practical knowledge and marked increases in confidence. They left with a clearer understanding and enhanced readiness to launch and strategically develop their business ideas. The workshops effectively empowered attendees to navigate the initial phases of entrepreneurship, providing crucial tools and perspectives for their ventures.

4. Suggestions for Future Enhancement of the Workshop Format

What recommendations would you make for improving or scaling the workshop format to better support startup development in future editions?

GR: To improve and scale the workshop format, it is recommended to extend the duration of the programme to allow for deeper development of business ideas and more comprehensive mentoring. Introducing preparatory sessions ahead of the main event could help participants build foundational knowledge, particularly in areas like financial planning and market validation. Strengthening follow-up support—through structured post-event mentoring, access to local incubators, and connections to funding opportunities—would also enhance the long-term impact. Finally, increasing collaboration with industry partners could provide real-world insights and improve the market relevance of participants’ solutions.

BG: To enhance and scale this workshop format, we recommend developing tailored pre-workshop learning modules so participants arrive with a common baseline; creating distinct “tracks” (concept, prototype, early traction) to deliver stage-appropriate content without overlap; integrating a hybrid digital platform for live streaming and on-demand access to key sessions; formalizing a post-workshop mentorship program with matched expert mentors for at least three months; partnering with additional regional hubs to reduce travel barriers and increase local engagement; and establishing clear impact metrics (e.g., number of validated MVPs, first paying customers, funding secured) to continuously refine the curriculum and demonstrate value to future funders and partners.

TR: To prevent challenges emerging from the diversity in maturity levels among participating startups a pre-workshop training modules can be created and adopted. Or by grouping entrepreneurs and startups based on their maturity level, business fields and markets, more than one workshop can be organized to focus on specific challenges.

FR: Future sessions could benefit from more tailored content tracks based on startup maturity. Hybrid formats (online + in-person) were suggested to enhance accessibility and interaction. Participants also recommended follow-up clinics or one-on-one coaching to support implementation of feedback. But this kind of support cannot be realised under ExcellEnt project.

IE: Although online events are useful, most participants would like to have the opportunity to network and meet with counterparts in In-person events. In Person events allow more meaningful communication, build deeper connections and societal links that online events are not able to do so. Moreover, it seems that participants would prefer to participate in just a few major events annually than having to join multiple events with low engagement and participation.

UA: To further bolster startup development, future workshops could benefit from extended session lengths to allow for deeper dives and more extensive interactive elements like group work and Q&A. Providing additional practical examples and ensuring comprehensive access to presentation materials would maximize engagement. Exploring follow-up sessions for live interaction and workshops on advanced topics like investor negotiations would also add significant value.

Key Differences by Country *(highlighting unique experiences, adaptations and results)*

1. Local Adaptation of the Diagnostic Tools

How did you adapt the workshop's content or delivery to your local context (language, tools, cultural relevance)?

GR: The workshop content and delivery were carefully adapted to the Greek context to ensure accessibility and relevance for local participants. All materials and sessions were provided in the Greek language to facilitate full understanding and engagement. The thematic challenges were aligned with national and regional priorities, particularly in the areas of agri-food, energy, and environmental sustainability—sectors highly relevant to the Greek entrepreneurial landscape. Moreover, examples, tools, and case studies used during the workshop reflected local market conditions and needs, while the involvement of Greek mentors and institutions ensured cultural familiarity and practical relevance.

BG: Case studies featured local success stories—such as regional fintech and health-tech ventures—making examples immediately relatable. Local mentors from GATE and Fund of Funds Bulgaria enriched exercises with insights on navigating national grant programs and EU cohesion funding. Interactive group diagnostics were designed to mirror the collaborative, community-driven ethos characteristic of Bulgaria's tight-knit tech ecosystem.

TR: The content was contextualized to meet the local needs and expectations of startups. As Sabanci University we have a deep experience in entrepreneurship training and support with our incubation center and technology transfer office. We combine our experience of the local entrepreneurship ecosystem and our resources with the provided content and created a well fine tuned content.

FR: The two Workshops' content was fully translated and culturally contextualized to match the French and also the East-West Europe startups' landscapes. Case studies and terminology were localized, and regional innovation trends were integrated to enhance relevance and resonance among participants.

IE: Ireland is a country with a very mature innovation ecosystem with plenty of tools and programs that support promising startups. The Irish Innovation model stands out and is being studied in order to be replicated. In this context we thought it more useful to focus our concept along the support of the innovation intermediaries and the stakeholders that support innovation. This decision was proven very useful and much appreciated.

UA: The workshops, "Start Your Business: From Idea to Market" and "Pitch Like a Pro: Business Idea Crash Test," were expertly tailored for the Ukrainian context, focusing on nurturing student teams and early-stage startups amidst unique local market dynamics. Content was specifically designed to address current investment landscapes and entrepreneurship challenges in Ukraine, offering actionable insights and tools for business validation and investor readiness.

2. Participant Profile and Reach

What were the notable characteristics of participants in your country (e.g., youth, women, migrants, rural populations)?

GR: In Larissa, Greece, the two sessions showcased a vibrant and inclusive gathering of aspiring entrepreneurs. Approximately **50% of participants were youth under 30**, many of whom were students and first-time innovators eager to explore sustainable business ideas. **Women made up around 40%** of attendees, with notable representation from rural communities driving initiatives in agriculture and local tourism. **Roughly 35% hailed from rural areas**, bringing forward concepts closely tied to regional strengths. This diversity enriched the collaborative atmosphere and reflected a growing movement toward inclusive entrepreneurship in regional Greece.

BG: In Bulgaria, the cohort was predominantly young, with over **70 % of participants aged between 22 and 35**, reflecting the strong student and recent-graduate presence in Sofia's tech scene.

TR: In Turkey, a **high percentage of participants were young, new university graduates or master or PhD students**. They were educated in computer science, nanotechnology, and advanced materials.

FR: The French cohorts featured a diverse mix of early-stage entrepreneurs, with **strong representation from women-led initiatives and youth under 30**. A few migrant founders also participated, bringing international perspectives to the innovation dialogue.

IE: In Ireland cohorts we had a mix of innovation intermediaries and more mature startups that were looking for strategic partnerships and collaborations at every level.

UA: Ukrainian workshops attracted a vibrant cohort of aspiring young entrepreneurs and early-stage startup teams. The "Start Your Business" webinar specifically targeted student teams, while "Pitch Like a Pro" focused on a curated group of **10-15 Ukrainian early-stage startups**, demonstrating a commitment to supporting the nation's burgeoning tech ecosystem and fostering local talent.

3. Delivery Format and Challenges

What delivery method was used (online, hybrid, in-person), and what specific opportunities or obstacles did that create?

GR: The workshop was delivered **entirely in person**, as part of a full-day hackathon in Larissa. This format created strong opportunities for face-to-face collaboration, peer learning, and direct interaction with mentors and experts. It fostered high levels of participant engagement and teamwork, which were crucial for the co-creation and refinement of business ideas. However, the in-person format also posed logistical challenges, such as coordinating travel and ensuring availability of all stakeholders on the same day. Additionally, the limited timeframe of a single day constrained the depth of idea development, making follow-up support essential to sustain progress.

BG: We delivered the workshop **entirely in person**, which fostered dynamic, real-time collaboration and rich networking—participants could seamlessly break into hands-on exercises, receive immediate mentor feedback, and build rapport over coffee breaks.

TR: Sabancı University's business idea and pitch sessions in Istanbul used **online format**, blending online and in-person engagement. This enabled broader participation across regions while offering flexibility for students and professionals. However, **technical issues and limited interaction** for remote participants posed challenges. The dual setup demanded careful coordination but reflected a strong commitment to inclusivity and innovation.

FR: Delivered in **hybrid format**, the 2 workshops balanced virtual accessibility with in-person networking (**Business ideas- workshop in person, Pitching session online**). While online sessions facilitated broader participation, some technical hiccups and limited face-to-face engagement slightly hindered deeper rapport-building.

IE: **All activities were delivered online** to allow maximum participation and to minimise travel and disruption. Both activities were linked with the Soft-Landing mission to maximise the results and create a more comprehensive offer.

UA: **Both workshops were delivered online** via Zoom, strategically leveraging this format to ensure broad accessibility and participation across Ukraine, especially given current circumstances. While online delivery facilitates reaching a wider audience and providing expert mentorship from international and local leaders, ensuring consistent technical stability and fostering deeper, in-person networking opportunities remain areas for continuous enhancement.

4. Unique Outcomes or Success Stories

Were there any standout results, such as business ideas developed, new collaborations, or follow-up initiatives sparked by the workshop?

GR: The workshop led to several standout outcomes. Four promising business ideas were awarded for their innovation and relevance to key sustainability challenges, including climate resilience, water management, food traceability, and renewable energy. These ideas were further supported through mentoring and networking opportunities. New collaborations were also initiated between participants and local innovation actors, including universities, digital innovation hubs, and business support organisations. Additionally, several teams expressed interest in continuing the development of their ideas through incubation programmes or participation in follow-up initiatives.

BG: One participant went on to pitch their refined deck at a startup competition in Brussels—and won first prize, showcasing the workshop's real-world impact.

TR: Sabancı University's fully online pitch sessions produced early-stage startups, especially in digital technologies, big data, advanced materials and nanotechnology with some receiving incubation and seed funding. The format enabled international collaboration, linking students across borders. Despite being virtual, the sessions were highly interactive, fostering entrepreneurial skills and innovative thinking. These outcomes reflect a strong bridge between education and real-world impact.

FR: One standout participant developed a sustainable fashion marketplace concept that gained the French mentor interest and is now progressing toward prototyping with local incubator support. Several cross-regional mentorship connections were also initiated beyond the sessions in different domains (space, QR code printer, AR at airport, AI based web and add apps)

IE: The workshops created a lot of insights and gave room to a lot of fruitful communication between Innovation Intermediaries, startups, angel investors.

UA: The workshops significantly empowered Ukrainian participants by providing practical knowledge and direct feedback from seasoned experts. "Start Your Business" aimed to equip students with tools to confidently launch ventures, while "Pitch Like a Pro" intensively refined startup pitches, preparing teams for crucial funding conversations and international exposure, thereby contributing to the resilience and growth of the Ukrainian startup scene.

5. Lessons Learned Specific to Your Country Context

What lessons emerged from your country's experience that may not apply elsewhere but offer useful insights?

GR: One key lesson from the Greek experience was the strong impact of connecting entrepreneurship with regional and sector-specific challenges, such as those in agriculture, energy, and environmental sustainability. Tailoring the workshop to address locally relevant issues increased participant engagement and the practical applicability of the ideas developed. Additionally, leveraging established relationships with regional academic institutions and innovation hubs proved essential for mobilising participants and resources. This highlights the value of grounding such initiatives in the local ecosystem to ensure both relevance and sustainability—an approach that may be particularly effective in regions with strong academic-industry linkages.

BG: A key lesson from Bulgaria's experience was the power of hyper-localization: translating every diagnostic tool into Bulgarian and embedding Sofia-specific market data not only boosted comprehension but also fostered deeper trust between participants and facilitators—an approach that might be less critical in more internationally fluent ecosystems. Similarly, leveraging the tight-knit nature of Bulgaria's tech community by intentionally structuring activities to catalyze partnerships—rather than relying solely on formal networking sessions—proved uniquely effective here. Finally, integrating detailed guidance on national grant and EU cohesion funding processes addressed a gap that many startups outside Bulgaria may not face, highlighting how tailoring content to specific regulatory landscapes can dramatically increase workshop relevance and impact.

TR: Sabancı University's experience highlighted the value of entrepreneurship education in a country with strong regional differences. A key lesson was the importance of mentorship and guidance provided to young graduates and academics to bring deep-tech ideas into the global markets. Turkey has strong universities coupled with emerging, new generation TTOs and incubation centers. This approach may not be translated directly elsewhere but proved the importance of university spin-offs and technology transfer.

FR: Tailored delivery, especially localized examples and culturally resonant facilitation, was key to engagement. Flexibility in format helped reach wider audiences, though additional post-workshop follow-up was noted as crucial for sustaining impact in the French context.

IE: The Irish experience shows that there is a lot of interest not only from startups but also from other innovation intermediaries for interventions that are based on successful experiences and cases. It is often much easier, less costly and more effective to customize and replicate a model successfully than reinvent it.

UA: The Ukrainian experience highlights the critical importance of flexible, accessible online formats for broad reach and sustained engagement during challenging times. Tailored content, directly addressing local market nuances and investment trends, proved vital. The value of expert mentorship and actionable, hands-on training for pitch refinement and business validation emerged as key factors for success in fostering the entrepreneurial spirit in Ukraine.

4. Conclusion

The ExcellEnt programme's two-pronged approach—**Business Idea Generation** followed by **Online Business Idea Crash Tests**—proved instrumental in nurturing entrepreneurial potential across diverse European regions.

1. **Business Idea Generation:** By creating supportive environments for idea exploration, the workshops empowered participants to transform personal insights into early-stage concepts. *Tailored diagnostics, localized content, and interactive sessions* enabled aspiring entrepreneurs to identify unmet needs, articulate *value propositions*, and *begin shaping viable business models*.
2. **Online Business Idea Crash Tests:** The pan-European pitch sessions offered participants a unique opportunity to test their ideas in a high-stakes, yet nurturing arena. *Real-time feedback from seasoned international mentors* pushed founders to *elevate their narratives, stress-test assumptions, and validate the core strength of their ventures*. These sessions not only *enhanced presentation skills* but also surfaced scalable, cross-border potential in several concepts.

Together, these stages delivered a powerful combination of ideation and validation—providing early-stage entrepreneurs with both clarity and momentum on their path to startup success.

Reach & Implementation Overview (by Country)

Country	Key Features of Local Delivery & Reach
GR	Strong participation from young urban entrepreneurs and university incubators. Emphasis on sustainable innovation and green ventures. Hands-on exercises supported high engagement.
BG	High rural outreach, including underrepresented groups and displaced youth. Diagnostic tools were simplified and translated. Workshops sparked grassroots collaborations.
FR	Hybrid delivery with diverse participants (youth, migrants, women-led ventures). Tools were culturally contextualized. Mentors provided strong follow-up support.
IE	Robust ecosystem mapping and involvement of local enterprise offices. Workshops featured real-world business case clinics, with notable impact among migrant founders.
UA	Conducted under complex circumstances with a focus on resilience and post-crisis innovation. Sessions highlighted digital entrepreneurship and agile business modeling.
TR	Focused on potential spin-offs, micro-entrepreneurs and women in underserved areas. High emphasis on confidence-building and local success stories. Interactive tools were adapted with visual aids and simplified language.

Summary of Impact

Across Greece, Bulgaria, France, Turkey, Ireland, and Ukraine, the program demonstrated strong outcomes through **culturally adapted content and delivery formats** tailored to each **local context**. Participants benefited from targeted **diagnostic tools** that enabled them to *clarify business models, take actionable steps, and establish meaningful ties with support ecosystems*. The presence of **engaged local partners** and **diverse participant profiles**—including youth, women—was instrumental in enhancing the relevance, accessibility, and reach of the sessions.

This approach fostered inclusive innovation and laid the foundation for sustained entrepreneurial growth across varied social and economic landscapes.