

CAPACITY BUILDING IN INNOVATION MANAGEMENT

Training Programme for Knowledge Brokers (Tier 2)

2026

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Logistical Information

The overall training programme for Knowledge Brokers will be delivered in a hybrid format, combining online and on-site activities.

Online Training Session (6 March 2026)

The first day of the training will be organized online via the MS Teams platform.

All participants will be registered on the MS Teams platform using the email addresses provided during the confirmation of participation process. Access details and the meeting link will be shared with participants in advance.

On-site Training in Belgrade (12-13 March 2026)

The second and third day of the training will be organized in Belgrade, Serbia, hosted by the Faculty of Organizational Sciences, University of Belgrade.

For all participants who do not reside in Belgrade, accommodation and meals during the stay in Belgrade will be fully provided. Accommodation is arranged at **Hotel N** (Bilećka 57, 11000 Belgrade). Early check-in on March 12 has been secured for all participants.

Training sessions will be organized as follows:

- **Training Day 2 (first day in Belgrade):** Faculty of Organizational Sciences, Jove Ilića 154
- **Training Day 3 (second day in Belgrade):** Conference room, Hotel N, Bilećka 57

A questionnaire regarding specific dietary requirements for the two training days will be shared with participants.

Virtual Sessions

Six Virtual Follow up Sessions, as part of the programme, will also be conducted online via the MS Teams platform.

- **Virtual Follow up Session 1** (Module 1: Management & Organization)
Thursday, 19 March 10:00 am — 2hrs

- **Virtual Follow up Session 2** (Module 3: Business Development & Strategy)
Thursday, 26 March 10:00 am — 2hrs
- **Virtual Follow up Session 3** (Module 6: Organizational Culture & Leadership)
Thursday, 2 April 10:00 am — 2hrs
- **Virtual Follow up Session 4** (Module 2: Project Management)
Thursday, 9 April 10:00 am — 2hrs
- **Virtual Follow up Session 5** (Module 4: Legal Aspects & Financing)
Thursday, 16 April 10:00 am — 2hrs
- **Virtual Follow up Session 6** (Module 5: Marketing & Communication)
Thursday, 23 April 10:00 a.m. — 2hrs

Detailed information regarding the schedule and access links will be shared in due course.

Preparatory Virtual Meeting: 27 February 2026

10:00 – 11:00 MS Teams

TUMint: Dr. Aline Laucke & Fernanda Hernandez

Agenda

1. Introduction into INNOLEADERS program
2. Housekeeping
3. Structure of the training
4. Deliverable
5. Q&A

Online Training Day 1: 6 March 2026

Location: MS Teams

<p>9:00-09:45</p>	<p>Welcome Session / Onboarding <i>TUMint: Dr. Aline Laucke & Fernanda Hernandez</i></p> <ul style="list-style-type: none"> - Welcome - Participant introduction - Program of the day
<p>09:45-10:15</p>	<p>Virtual Tour of Munich Innovation Ecosystem <i>TUMint: Kathrin Albrecht</i></p> <ul style="list-style-type: none"> - Insights from key places and initiatives of Munich’s Innovation Ecosystem
<p>10:15 – 11:15</p>	<p>The Importance & Key Success Factors of Innovation Hubs <i>TUMint: Dr. Aline Laucke</i></p> <ul style="list-style-type: none"> - Institutional architecture and cultural elements of successful innovation hubs - Success stories and factors of Munich’s Innovation Ecosystem
<p>11:15 – 11:30</p>	<p>Coffee Break</p>
<p>11:30 – 12:30</p>	<p>Building & Maintaining High-Impact Networks – The Case of „Munich Innovation Ecosystem (MIE)“ as a multistakeholder connector. <i>MIE: Dr. Fabian Heil (tbc) & TUMint: Dr. Aline Laucke</i></p> <ul style="list-style-type: none"> - Introduction of MIE’s operational model, key initiatives, and governance - Fireside chat and Q&A
<p>12:30 – 13:45</p>	<p>Lunch Break</p>
<p>13:45 – 14:45</p>	<p>Effective Technology Transfer & IP Management <i>TUM: Dr. Christoph Winkler</i></p>

	<ul style="list-style-type: none"> - Forms of intellectual property (patents, copyrights, trademarks, trade secrets, design) - Strategies for IP protection and commercialization
14:45 – 15:00	<i>Coffee Break</i>
15:00 – 16:30	<p>Contractual Relationships in Business & with Investors <i>TUM: Dr. Christoph Winkler</i></p> <ul style="list-style-type: none"> - Contractual relationships incl. employment contracts, freelance contracts, investment agreements, non-disclosure agreements (NDAs) - Legal documents governing business relations (SAFE, Convertible Notes, Equity Agreements) - Models of ownership distribution and regulation of mutual relations
16:30 – 16:45	<i>Coffee Break</i>
16:45 – 18:15	<p>Effective Fundraising, Resource Mobilization & Preparing for Investment Readiness <i>TUM: Enrico Richter</i></p> <ul style="list-style-type: none"> - Understanding the “broker role”: diagnose → route → equip → connect - Funding pathways for startups - Startup readiness triage (signals + red flags) - Minimum investor-ready package - Resource mobilization & matchmaking

Training Day 2: 12 March 2026

Location: FON / Hybrid event

Track 1:

<p>11:00 – 12:00</p>	<p>Leading for Innovation – by UnternehmerTUM’s Academy for Innovators 2 <i>UnternehmerTUM Academy for Innovators: Christian Böhme</i></p> <ul style="list-style-type: none"> - How to foster an innovative and purpose-driven organizational culture - Active listening for effective work - Guidance of individuals or teams
<p>12:00 – 12:15</p>	<p>Coffee Break</p>
<p>12:15 – 13:15</p>	<p>Marketing & Communications for Innovation Hubs <i>Max Wittrock</i></p> <ul style="list-style-type: none"> - Digital marketing activities - Managing and evaluating the performance of digital campaigns, managing social media profiles, and advertising.
<p>13:15 – 14:00</p>	<p>Lunch Break</p>
<p>14:00-15:00</p>	<p>Prototyping and Validating <i>TUMint: Cara Knott</i></p> <ul style="list-style-type: none"> - How to effectively test assumptions, assess feasibility, and gather early user feedback
<p>15:00 – 15:15</p>	<p>Coffee Break</p>
<p>15:15 – 16:15</p>	<p>Unlocking Creativity: Brainstorming Workshop <i>TUMint: Fernanda Hernandez & Cara Knott</i></p> <ul style="list-style-type: none"> - Tools and techniques that foster creative and multidimensional thinking
<p>16:15 – 16:45</p>	<p>Coffee Break</p>
<p>16:45 – 17:45</p>	<p>Managing Innovation Projects: Agile, Scrum, Waterfalls <i>Leadventure: Anna Wörner</i></p>

	<ul style="list-style-type: none">- Methodologies for project planning and implementation (e.g. Agile, Scrum, and Waterfall)
17:45 – 18:00	Coffee Break
18:00 – 19:00	Startup Metrics <i>TUMint: Dr. Aline Laucke</i> <ul style="list-style-type: none">- Operationalizing innovation metrics to align with strategic objectives

Track 2:

11:00 – 12:00	<p>Marketing & Communications for Innovation Hubs <i>Max Wittrock</i></p> <ul style="list-style-type: none"> - Digital marketing activities - Managing and evaluating the performance of digital campaigns, managing social media profiles, and advertising. <p>-</p>
12:00 – 12:15	Coffee Break
12:15 – 13:15	<p>Leading for Innovation – by UnternehmerTUM’s Academy for Innovators 2 <i>UnternehmerTUM Academy for Innovators: Christian Böhme</i></p> <ul style="list-style-type: none"> - How to foster an innovative and purpose-driven organizational culture - Active listening for effective work - Guidance of individuals or teams
13:15 – 14:00	Lunch Break
14:00-15:00	<p>Startup Metrics <i>TUMint: Dr. Aline Laucke</i></p> <ul style="list-style-type: none"> - Operationalizing innovation metrics to align with strategic objectives <p>-</p>
15:00 – 15:15	Coffee Break
15:15 – 16:15	<p>Managing Innovation Projects: Agile, Scrum, Waterfalls <i>Leadventure: Anna Wörner</i></p> <ul style="list-style-type: none"> - Methodologies for project planning and implementation (e.g. Agile, Scrum, and Waterfall)
16:15 – 16:45	Coffee Break
16:45 – 17:45	<p>Prototyping and Validating <i>TUMint: Cara Knott</i></p> <ul style="list-style-type: none"> - How to effectively test assumptions, assess feasibility, and gather early user feedback
17:45 – 18:00	Coffee Break
18:00 – 19:00	<p>Unlocking Creativity: Brainstorming Workshop <i>TUMint: Fernanda Hernandez</i></p>

	<ul style="list-style-type: none">- Tools and techniques that foster creative and multidimensional thinking
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Training Day 3: 13 March 2026

Location: Conference room Hotel N (Bilećka 57)

9:00 – 9:30	Reflection of Day 2 <i>Dr Milan Okanović, dr Slavica Cicvarić Kostić</i>
9:30 – 11:00	Crisis Communications <i>dr Slavica Cicvarić Kostić</i> <ul style="list-style-type: none"> - Identification of risks and activities before, during, and after a crisis - Communication with key stakeholders during a crisis and trust building
11:00 – 11:15	Coffee Break
11:15 – 12:15	Events that Drive Collaboration <i>Marija Janušević</i> <ul style="list-style-type: none"> - An event is not a moment, it is a trust infrastructure - Without post-event architecture, there is no real collaboration
12:15 – 13:15	Lunch Break
13:15-14:15	Legal Aspects of Innovation Support <i>Dr Đorđe Krivokapić</i> <ul style="list-style-type: none"> - When and how to advise startup founders on incorporation? - Data policies and startups
14:15 – 15:15	Unlocking Opportunities: Navigating National and International Programs <i>Jasmina Debeljak</i> <ul style="list-style-type: none"> - SMART framework design - Indicator development and monitoring/tracking
15:15 – 15:30	Coffee Break
15:30 – 16:30	Active Listening & Feedback Culture <i>Dr Jelena Anđelković Labrović</i> <ul style="list-style-type: none"> - The importance of creating a feedback culture; active listening as the foundation of constructive feedback - Types, dimensions, and levels of listening - Tools and techniques of active listening
16:30 – 16:45	Coffee Break
16:45 – 17:45	Closing Session – Assignment, Q&A <i>Dr Milan Okanović, dr Slavica Cicvarić Kostić</i>