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How to increase the number of students in EIT Food courses?

EIT Food Education

Maria João Branco Gonçalves Soares

Internship Report

presented as a partial requirement for obtaining the Master's Degree Program in Statistics and Information Management

NOVA Information Management School
Instituto Superior de Estatística e Gestão de Informação
Universidade Nova de Lisboa

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HOW TO INCREASE THE NUMBER OF STUDENTS IN EIT FOOD COURSES?

By

Maria João Branco Gonçalves Soares

Internship report presented as a partial requirement for obtaining the Master's degree in Statistics and Information Management, with a specialisation in Marketing Research and CRM

Supervisor: Pedro Maia Malta

Supervisor from the organisation*:* Desi Vanrintel

February 2023

STATEMENT OF INTEGRITY

I hereby declare having conducted this academic work with integrity. I confirm that I have not used plagiarism or any form of undue use of information or falsification of results along the process leading to its elaboration. I further declare that I have fully acknowledge the Rules of Conduct and Code of Honor from the NOVA Information Management School.

Lisbon, 28/02/2023

Acknowledgements

This report reflects a professional and personal accomplishment I will always keep with great pride. It marks the end of a chapter and the continuation of the work I aim to do in the coming years of my professional life. It was a journey between valleys and mountains that I would not have ended without the people who walked with me throughout this process and cross the finish line with me today.

First, I would like to express my special thanks to my supervisor, Professor Pedro Maia Malta, for all the encouragement, motivation and valuable discussions throughout the last year of my Master's. I am very grateful for the opportunity to learn and grow professionally and personally.

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I want to express my sincere gratitude to everyone for always being there for me.

Resumo

Este relatório sintetiza um trabalho que visa a obtenção do grau de Mestre em Estatística e Gestão de Informação com especialização em Marketing Research e CRM, colocando em prática as competências adquiridas ao longo dos meus estudos na NOVA Information Management School.

O estágio realizado decorreu entre julho e dezembro de 2021 no departamento de marketing dos Serviços Educativos da organização *EIT (European Institute of Innovation and Technology) Food*, o projeto líder europeu de inovação agro-alimentar. O EIT Food tem como principal objetivo criar um sistema alimentar sustentável que perdure no tempo, e fá-lo através de quatro áreas funcionais: Inovação, Empreendedorismo, Envolvimento Público, e Educação. Esta experiência profissional decorreu na área funcional de Educação, onde o EIT Food oferece uma combinação de aprendizagem em regime online e presencial, em parceria com diferentes Universidades da Europa.

Outro dos objetivos da organização é ter cada vez mais pessoas a juntarem-se à comunidade, através de uma oferta educativa em inovação e empreendorismo no setor agrolimentar. Para atingir este objetivo, foram pesquisadas e analisadas as variáveis que podem contribuir para o aumento do número de estudantes dos cursos do EIT Food. Foram identificados variáveis inerentes aos serviçoes educativos do EIT Food, tais como o ecossistema de educação e de certificação, o catálogo de cursos de 2022, a audiência desses cursos e as iniciativas de marketing aplicadas, todos cruciais para que o objetivo seja cumprido. O reconhecimento da oferta educativa do EIT Food é seguramente um fator determinante para aumentar à adesão de novos participantes nos cursos. Ao proporcionar uma oferta especializada e qualificada o EIT Food contribui para uma integração bem sucedida no mercado de trabalho. Em síntese, ao tornar a oferta educativa da organização mais competitiva, a probabilidade de atrair mais pessoas a participarem nos cursos do EIT Food aumenta.

Palavras-chave

Instituições Europeias; Educação; Certificação; Sistemas Alimentares; Sustentabilidade

Objetivos de Desenvolvimento Sustentável (ODS):

Abstract

This report synthesises a work that aims to obtain a Master's degree in Statistics and Information Management with a specialisation in Marketing Research and CRM, putting into practice the skills acquired during my studies at NOVA Information Management School.

The internship occurred between July and December 2021, in the marketing department of the Educational Services of EIT (European Institute of Innovation and Technology) Food, Europe's leading agri-food innovation programme. EIT Food's primary goal is to create a sustainable food system that lasts over time, and it does this through four functional areas: Innovation, Entrepreneurship, Public Involvement, and Education. My professional experience was in the Educational functional area, where EIT Food offers a mix of online and face-to-face learning in partnership with different European universities.

Another of the organisation's goals is to have more and more people join the community through an educational offer in innovation and entrepreneurship in the agri-food sector. To achieve this goal, the variables that can contribute to increasing the number of students in the EIT Food courses were researched and analysed. Variables inherent to EIT Food's educational services were identified, such as the education and certification ecosystem, the 2022 course catalogue, the audience for these courses, and the marketing initiatives applied, all of which are crucial for the goal met. The recognition of EIT Food's educational offering is certainly a determining factor in increasing the uptake of new course participants. EIT Food contributes to a successful integration into the labour market by providing a specialised and qualified offer. In short, by making the organisation's educational offer more competitive, the probability of attracting more people to participate in EIT Food's courses increases.

Keywords

European Institutes; Education; Certification; Food Systems; Sustainability

Sustainable Development Goals (SDGs):

Table of Contents

List of Figures

List of Tables

List of Abbreviations

EIT – European Institute of Innovation and Technology

UN – United Nations

EU – European Union

SDG – Sustainable Development Goal

SME – Small and medium-sized enterprise

KICs – Knowledge and Innovation Communities

CCSI – European Cultural and Creative Sectors and Industries

OECD – Organisation for Economic Co-operation and Development

MOOCs – Massive Open Online Courses

HR – Human Resources

A.I. – Artificial Intelligence

RIS – Regional Innovation Scheme

PhD – Post-Doctoral

NPD – New Product Development

DS – Decision Support

CTA – Call-to-action

CV – Curriculum Vitae

IT – Information Technology

1 Introduction

This report was prepared for obtaining a Master's Degree in Statistics and Information Management with a specialisation in Marketing Research and CRM.

This internship took place at EIT Food in Leuven, Belgium, from July 19th until December 23rd, for approximately 750 hours. The internship supervisor was Desi Vanrintel, Head of Education Services at the organisation. The duties performed during the internship were at the level of marketing and communication of educational services, one of EIT Food's functional areas.

The key factors when applying for the internship with this organisation were the interest in the food industry and the positive impact that EIT Food tries to have on societal issues. This organisation is extraordinarily complex, overseeing a social revolution in the development and production of food. Education is a crucial first step in making this happen. Thus, it is essential to contextualise the aspects of the business to understand how they might boost student enrolment in the courses.

This report is structured into four chapters. The first chapter corresponds to the introduction. Because it's critical to contextualise the areas in which EIT Food operates to understand how it can increase student enrollment in the courses. The second chapter presents the state of the art of the subject providing a European Panorama in terms of education, innovation and entrepreneurship in the food system in the context of EIT Food Learning and Competencies Ecossyetm. The third chapter describes the activities undertaken during the internship and how these activities can help grow the student community. And finally, in the fourth chapter, the conclusions and recommendations for improvements will be shared.

2 Theoretical background

2.1 European Panorama

2.1.1 The educational sector in Europe

The UN (United Nations) projections, presented in 2019, estimate that there will be 8.5 billion people on the planet by 2030. Some of the global concerns include the growing population, increased competition for natural resources, climate change, resource scarcity, and the double burden of starvation. Through the Food 2030 Strategy, the European Commission emphasises the crucial roles of open innovation, education, and skills as a mechanism to solve those difficulties (European Commission, 2017).

Education has thoughtful effects on people's lives and the societies they live in and contribute to; that is why it is the wisest and most effective investment a country can make in its future. According to Nutbeam, 2000, education could increase people's understanding of health information.

The purpose of school expansion and education development was a significant aspect of the political agenda, both at the European and E.U. (European Union) member state levels, in the context of a global knowledge economy and information society (Capucha et al., 2016). Internationalisation in higher education has changed over the past 50 years from a minor activity to a crucial component of the reform agenda (de Wit & Altbach, 2021). Despite budget restrictions, education was one of the key reform areas at all levels and modalities. (e.g., vocational training and the implementation of the Bologna Declaration in 1999 and the Lisbon Strategy in 2000) (Capucha et al., 2016).

According to Times Higher Education World University Rankings 2023 (Times Higher Education, 2022), more than 600 universities are in Europe, with 18 million students, according to Eurostat (Eurostat, 2022). Nevertheless, Trade unions and industry officials frequently highlight the current disparity between the information students gain in higher education institutions and the skills required by the food industry (Lazaro-Mojica & Fernandez, 2021). From an innovation viewpoint, a key factor in driving incremental innovation is the combination of formal education and training with real-world expertise acquired through experience in the production process (Toner, 2011).

Higher education programs need to be modernised to encourage the development of interdisciplinary knowledge and horizontal skills like business management, handling finances, understanding marketing, interacting with clients and customers, utilising key performance indicators, or understanding lean manufacturing. The programmes should also cover soft skills in leadership, people management, teamwork, resilience, and entrepreneurship (Lazaro-Mojica & Fernandez, 2021).

2.1.2 Innovation and Entrepreneurship in the Food System

The global food industry has seen many changes and challenges as a result of consumers' demands for food that is safe and better for their health (Rosenthal et al., 2021). By the middle of the century, about 2 billion extra people will need to be fed, and considerable dietary modifications will be necessary to enhance both human health and environmental sustainability (Willett et al., 2019).

To transition more successfully to sustainable food systems, it is essential to have a better knowledge of the complex and diverse relationship between innovation and sustainability in the agri-food sector (el Bilali, 2018). OECD (Organisation for Economic Co-operation and Development) and EUROSTAT (2005) describe innovation as "the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations".

According to Perez (Perez, 2004), "inventions can occur anytime, but not all of them become innovations and not all innovations diffuse widely (,) which means that the world of the technically feasible is always much greater than that of the economically profitable (,) and this, in turn, is much greater than that of [the] socially acceptable".

Through the use of innovations and contemporary methods, it is possible to increase the food system's resilience, increase agricultural resource efficiency, and ensure social equality, all of which help achieve sustainable food security (el Bilali, 2018).

By cooperatively recognising, analysing problems, researching, planning, testing, and implementing solutions to enhance results and stimulate technological, social, and institutional change, innovation develops through complex sets of interactions among several people (Klerkx et al., 2012; Schut et al., 2016).

In a setting with various actors, political economy dynamics, supply and demand patterns, and restrictions, technologies alone are not necessarily transformative but are frequently essential for innovation (Herrero et al., 2020).

Over recent decades, the idea of innovation has shifted from being centred on research to being the product of interactions between various players that create varied networks and linkages inside an innovation system ("Enhancing Agricultural Innovation," 2006) even though involving and maintaining the interest of all necessary stakeholders in transformational efforts is difficult (Kok et al., 2019).

The General Assembly of the United Nations adopted, on September 25, 2015, a set of 17 goals (and 169 targets) as part of the 2030 Agenda for Sustainable Development (Voituriez et al., 2017). Even though the approved Agenda only makes a few mentions to innovation, food system innovations will be crucial to achieving multiple SDGs (Sustainable Development Goals) (Herrero et al., 2021). SDG9, "Build resilient infrastructure, promote equitable and sustainable industrialisation, and foster innovation," is the only SDG specifically mentioning innovation. In the Agenda preamble, innovation is discussed, particularly in terms of its potential for use in the medical and energy sectors as well as in sustainable urban development; oddly, agriculture needs to be mentioned here (el Bilali, 2018).

Innovation is viewed as a path to economic progress and a competitive economy, as well as a way to suggest practical answers to pressing issues like poverty and environmental challenges (Steps Centre, 2010). Technological innovation and progress are the main pillar of economic development (Sodano, 2019).

Innovation ecosystems bring together businesses, agents of innovation, financiers of innovation, SMEs (Small and medium-sized enterprises), and institutions with the technical and scientific know-how to support foresight and make ideas viable (Rosenthal et al., 2021). In fact, implementing sustainable innovation is increasingly seen as a necessary first step towards a sustainable future (Charter & Clark, 2007).

According to Hinrichs (2014), social and organisational innovations are just as important as any specific new technology for achieving sustainable transitions in food systems.

In the agriculture and food sector, where the technology may not be the main driver of sustainable transitions, social innovation will probably play a significant role (Darnhofer, 2015) and transitioning to sustainable food systems demands complex and holistic

transformation processes in which social innovation is just as important as technological innovation (IPES, 2015).

Agriculture has always been innovative because farmers have adjusted agricultural operations to shifting climatic and environmental conditions (el Bilali, 2018). It has been proposed that agricultural innovation systems need to become "mission-oriented" in order to support specific transition pathways towards future food systems (Klerkx & Begemann, 2020).

Mission-oriented innovation policy combines aspects of innovation policy, which customarily seeks to spur economic growth, and transition policy, which primarily aims to inspire change advantageous to society (Klerkx & Begemann, 2020).

These policies address a concrete issue or difficulty, which is frequently cross-disciplinary, with a significant impact and a clearly defined time span, as opposed to concentrating on a single technology field or discipline (Wittmann et al., 2020).

Innovations for a more customised and healthy diet are made possible by advancements in scientific and technological understanding in various fields (Rosenthal et al., 2021).

According to Shir & Ryff (2022), entrepreneurship is a relatively autonomous goal-directed process in which a diverse array of individual motives and actions are explored and organised through the process of creating new economic and business transactions and has the power to shift society toward sustainability (Apostolopoulos et al., 2018). On the other hand, sustainable entrepreneurship is described as the creative behaviour of individuals or groups operating in the private sector who view environmental or social challenges as their primary goal and competitive advantage (Gerlach, 2003). Entrepreneurs committed to sustainability seek market prospects for breakthroughs in this area, execute these innovations successfully, and develop new goods or services (Gerlach, 2003). Sustainable entrepreneurship integrates the creation of economic, social, and environmental values with consideration for the welfare of future generations (Hockerts & Wüstenhagen, 2010).

EIT is *a unique EU initiative that drives innovation across Europe by integrating business, education and research to find solutions to pressing global challenges*. Leading businesses, research institutions, and companies are encouraged to develop vibrant, long-lasting relationships across Europe with the help of the EIT. Each of these so-called Knowledge and Innovation Communities (EIT Food is one of them) is committed to discovering answers to a particular global problem, such as climate change, sustainable energy, or healthy eating and lifestyle. (EIT, n.d.)

2.2 About EIT Food

EIT Food is an initiative founded by the European Institute of Innovation and Technology (EIT) to create an *inclusive and innovative network of different food sector partners to drive innovation and entrepreneurship across Europe* (Campden BRI Hungary, n.d.). EIT integrates business, education, and research organisations to collaborate and develop solutions to urgent societal challenges (EIT, 2022). The Figure below is from 2019 and presents an overview of how the EIT is divided. It does not have the most recent numbers regarding partners and innovations. Also, it does not present the newest Knowledge and Innovation Community (KIC), the EIT Culture and Creativity, created in 2022, that will house a sustainable ecosystem for European Cultural and Creative Sectors and Industries (CCSI) (EIT, 2022).

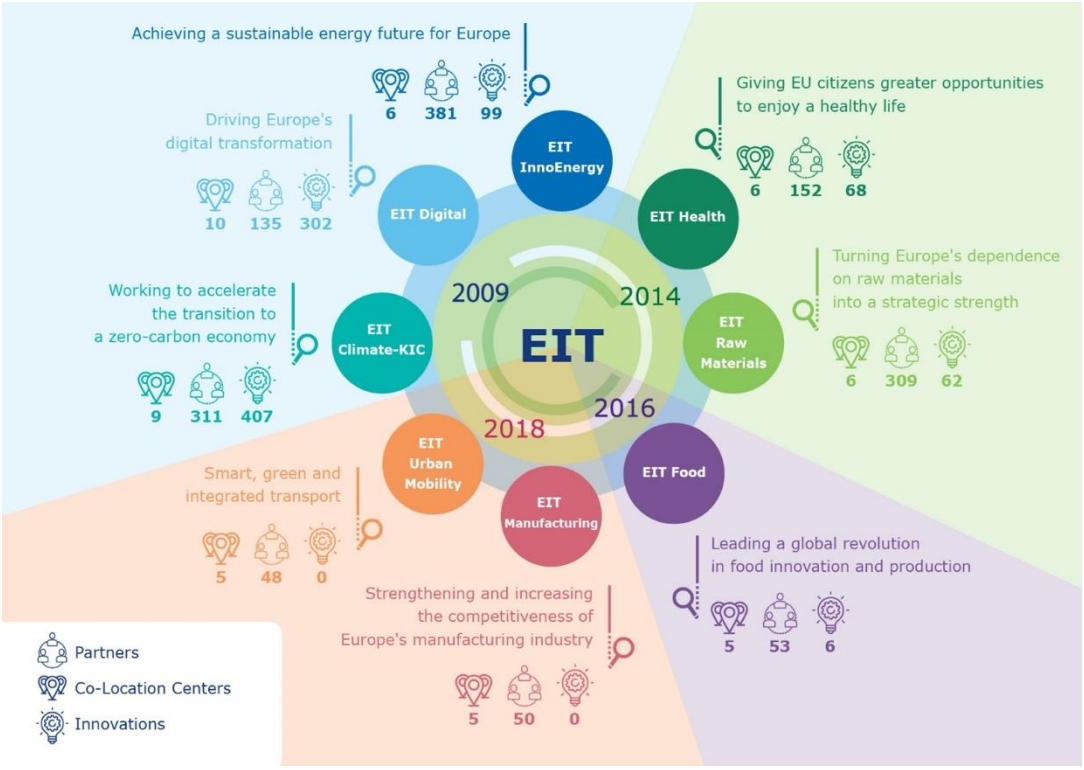

Figure 1 - EIT Knowledge and Innovation Communities

Source: European Commission, 2019

Nowadays, two of these challenges are food waste and pollution, for example, we waste 1/3 of our food and almost 30% of the CO2 in the atmosphere is caused by food production. Additionally, almost 1 billion people are undernourished globally while more than 2 billion people are overweight. Because we are all responsible for our food, EIT Food believes that we all need to work together to improve the food system. Thus, EIT Food is building an inclusive and innovative community where the consumer is actively involved (EIT Food, 2019).

EIT Food is one of the eight Knowledge and Innovation Communities of EIT, an independent E.U. body founded in 2008 to strengthen Europe's ability to innovate. In 2014, EIT joined Horizon 2020, the E.U. Framework Programme for Research and Innovation, which enable the establishment of the EIT Food, in 2016 (EIT, 2022). The initiative is made up of a consortium of key industry players, startups, research centres and universities from across Europe and their mission is to create a community that is both inclusive and inventive, with the consumer at the centre. This is accomplished through six strategic goals: overcome low consumer trust, create consumer-valued food for healthier nutrition, build a consumer-centric connected food system, enhance sustainability through resource stewardship, educate to engage, innovate and advance and, lastly, catalyse food entrepreneurship and innovation. To fulfil this mission is important to scale agri-food startups, develop leaders, launch new products, and engage the public (EAN, 2014).

2.3 EIT Food in the context of the European Education system

2.3.1 Learning and Competencies Ecosystem

All EIT Food Education programmes are designed to deliver real-world impact. One of the target groups of the learning ecosystem defined by EIT Food is the individuals, where the goal is to equip individual learners with the skills to be effective innovators in various organisational settings. This is possible through EIT Labelled degree programmes, such as the Master's in Food Systems, the Global Food Venture School, the Inspire Programmes to foster young talent, and the Food Solutions programmes, which focus on solving industrial challenges. One of the other targets is the organisations where professional education supports the organisational transformation towards more innovative and entrepreneurial organisations focussed on driving sustainability impact. Lastly, the citizens are also a fundamental target for EIT Food Education with the MOOCs (Massive Open Online Courses) offer that equip European and global citizens with nuanced information about a range of topics (EIT Food YouTube channel).

To help individuals understand their skills and competencies, what kind of career paths they might want to have and facilitate the process for H.R. (Human Resources) Managers and Line Managers to understand what growth might look like, EIT Food Education shaped the Competency Framework (Figure 2) really set out the vision for individual and organisational transformation (EIT Food YouTube channel).

According to EIT Food Education, the Competency Framework comprises eight competencies classified into four segments that an innovator needs to have to be an effective innovator. In green are the technical capabilities, which are about understanding the food system and the sustainability challenges to dream up new solutions. Data Management is about harnessing new technologies, like A.I. (Artificial Intelligence), Blockchain, Remote Sensing and Big Data in applications, using data to drive innovation. Moreover, the last one is technology management, working with emerging technologies in innovation processes. The critical underpinning capabilities (soft skills) are on the right side of Figure 2. The first one in purple is Entrepreneurship, a pillar in all the courses available on the EIT Food Education course catalogue. In blue, Problem solving and Critical Thinking are considered essential to develop the 'thinking part'' in a sector that still needs to develop those skills. Furthermore, making things function together is ultimately about influencing others via leadership and communication (EIT Food Youtube channel).

Once these eight competencies were defined, they were divided into four levels, as mentioned before, to track attainment. When people start their career as an innovator exploring the sector, they start at the lowest level (Explore level), and when the person becomes a confident practitioner, goes to the next level (Practice level). When the person becomes mastered, it goes to a more strategic level (Master level), and the final level is about food systems transformation by inspiring and working with others and having a significant impact on what is happening (EIT Food Youtube channel).

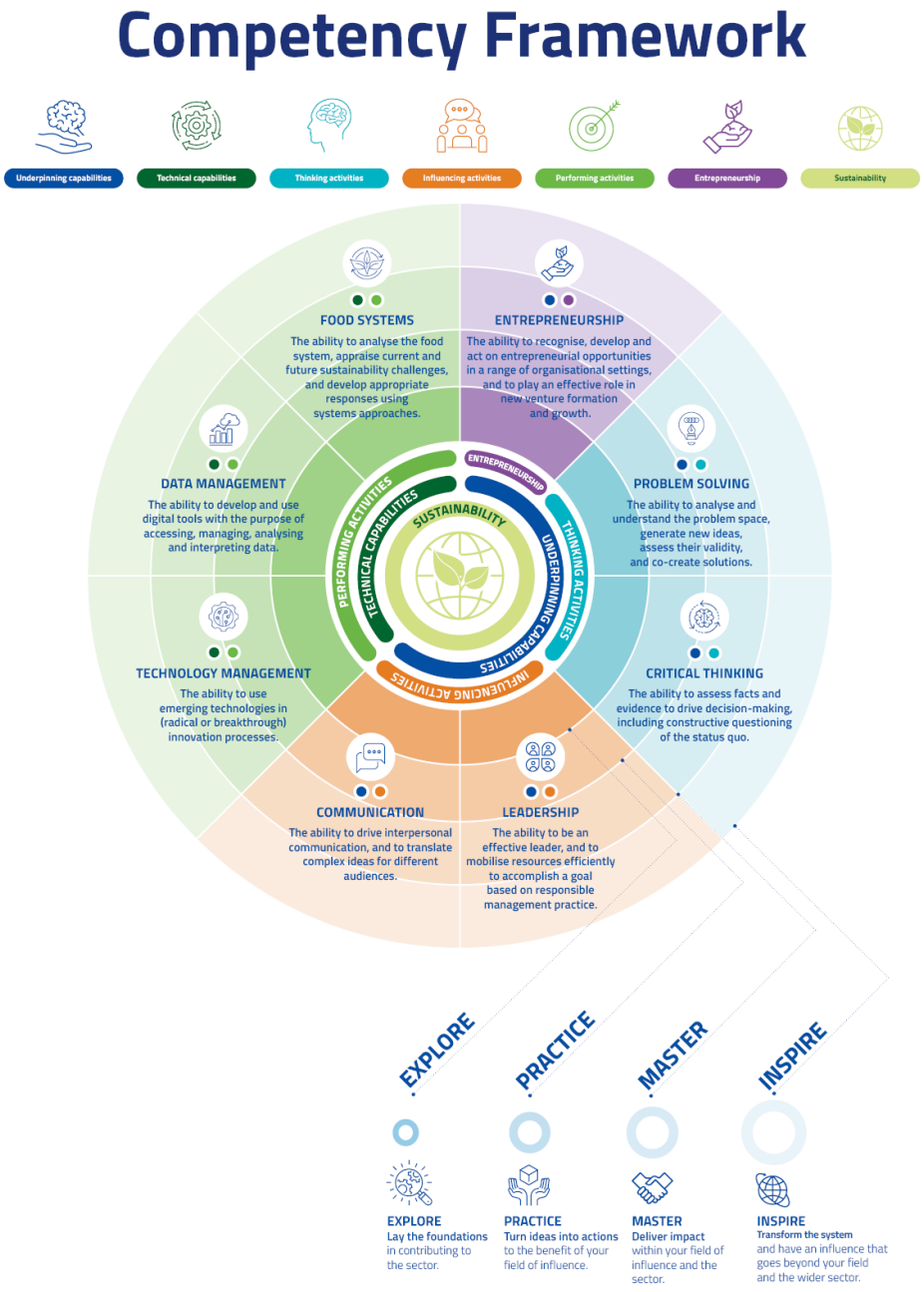

Figure 2 - The Competency Framework

Source: EIT Food Education/© De Marketinggroep, 2022

By outlining the abilities that each course provides, it is possible to convey this framework in a straightforward and organised way to individuals who, on the one hand, are trying to develop particular competencies, and, on the other hand, it enables those who hire or oversee a company's training to confirm what kind of skills the employees have developed or can develop and acquired (EIT Food Youtube channel). Below, in figures 3 and 4, you can find the learning outcomes per Competency Level.

Figure 3 - Learning Outcomes per Competency Level

Source: EIT Food Education/© De Marketinggroep, 2022

Figure 4 - Learning Outcomes per Competency Level

Source: EIT Food Education/© De Marketinggroep, 2022

This framework has not yet been used in all courses since it is still in the pilot phase and might be amended in the future. In any case, in the courses where it has already been developed, the feedback has been encouraging with numerous ideas for development. Now it's presented the courses where this framework is already developed, in Figures 5, 6, 7, 8 and 9. The coloured fields are those covered by the course. In grey are the fields that are not covered by the course; as you can see in the case of the Master's degree, for example, it does not develop skills in Data Management.

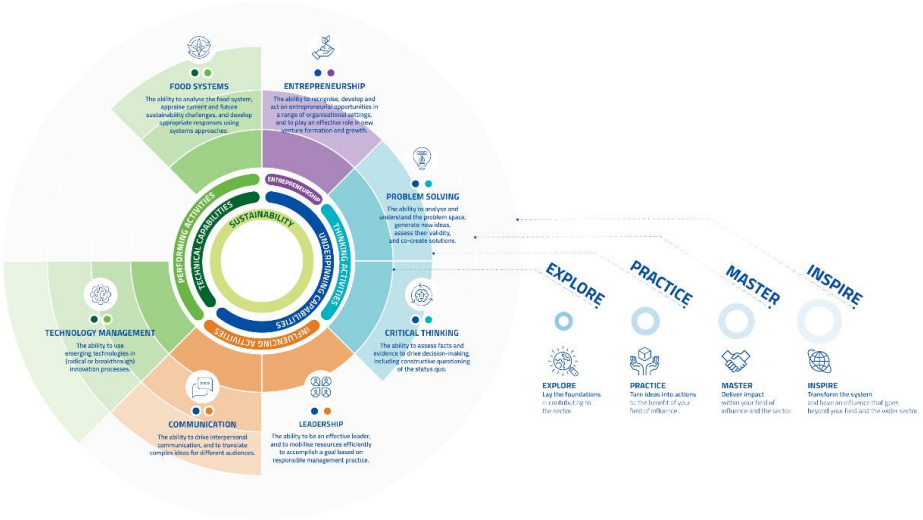

Figure 5 – Master's in Food Systems' Competency Framework

Source: (EIT Food Learning Services website)

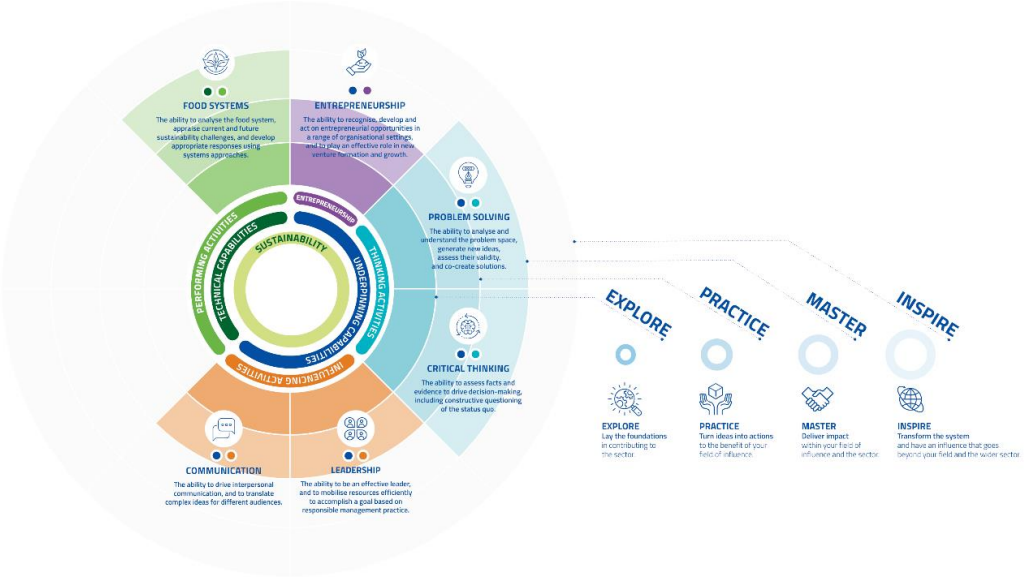

Figure 6 - Innovator Fellowship' Competency Framework

Source: (EIT Food Learning Services website)

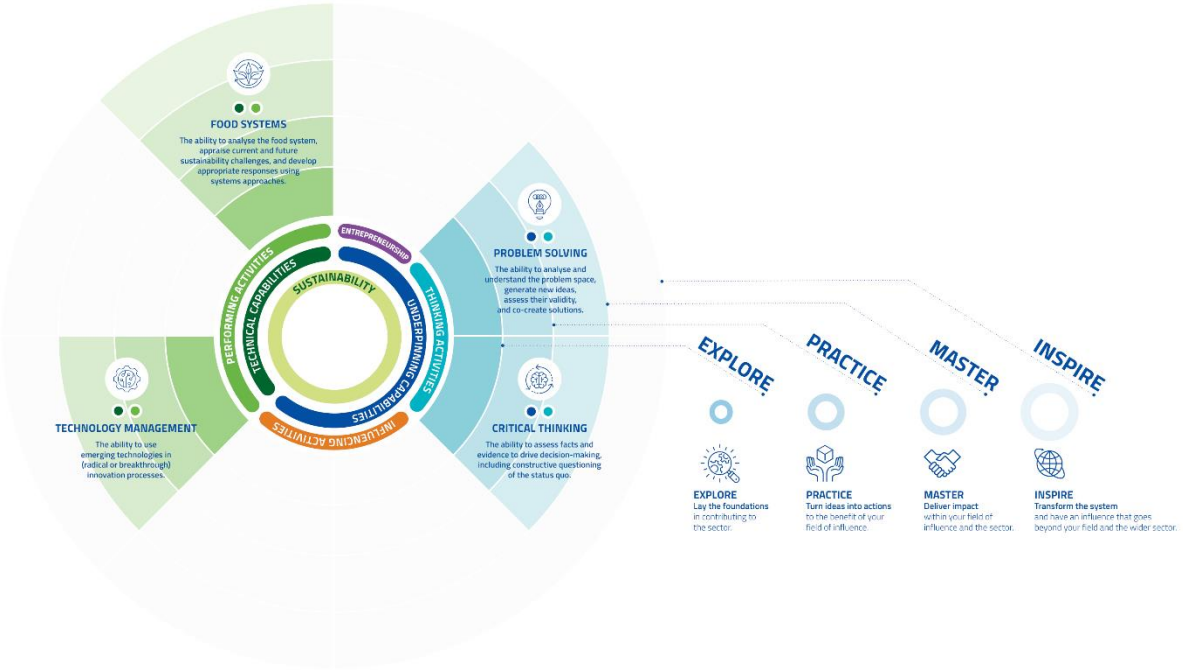

Figure 7 - WE Lead Food' Competency Framework

Source: (EIT Food Learning Services website)

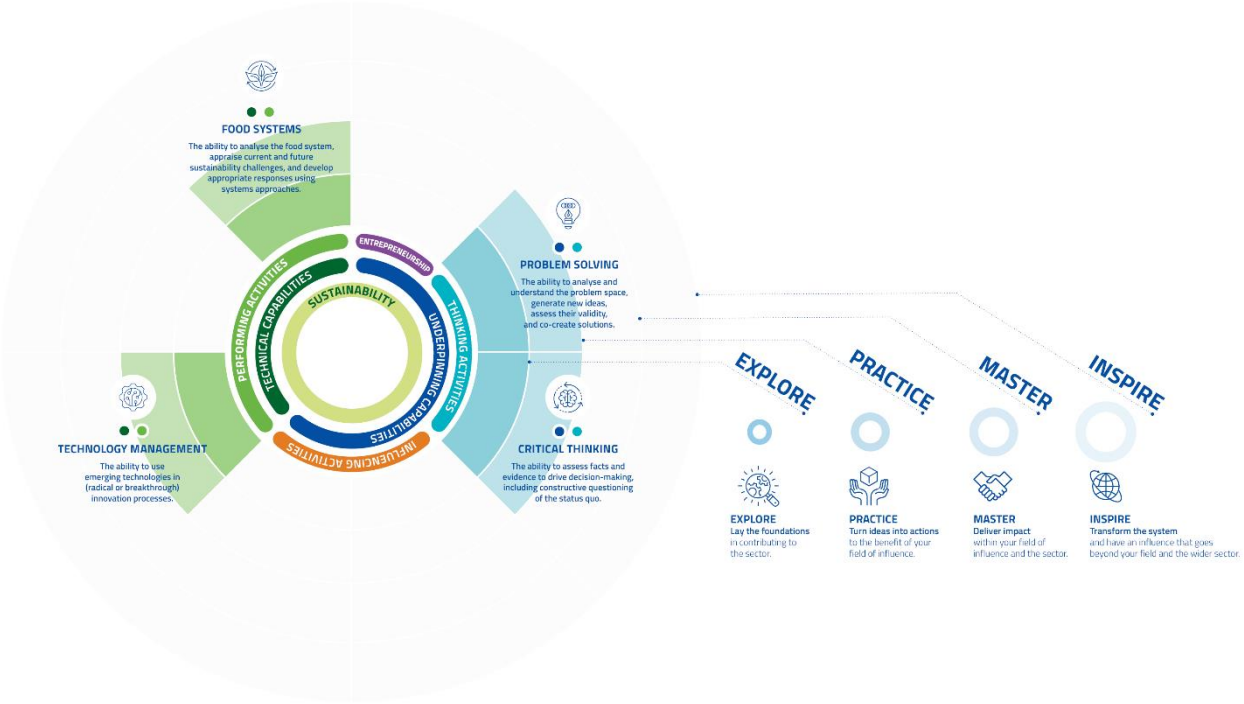

Figure 8 - Algae Biotechnology' Competency Framework

Source: (EIT Food Learning Services website)

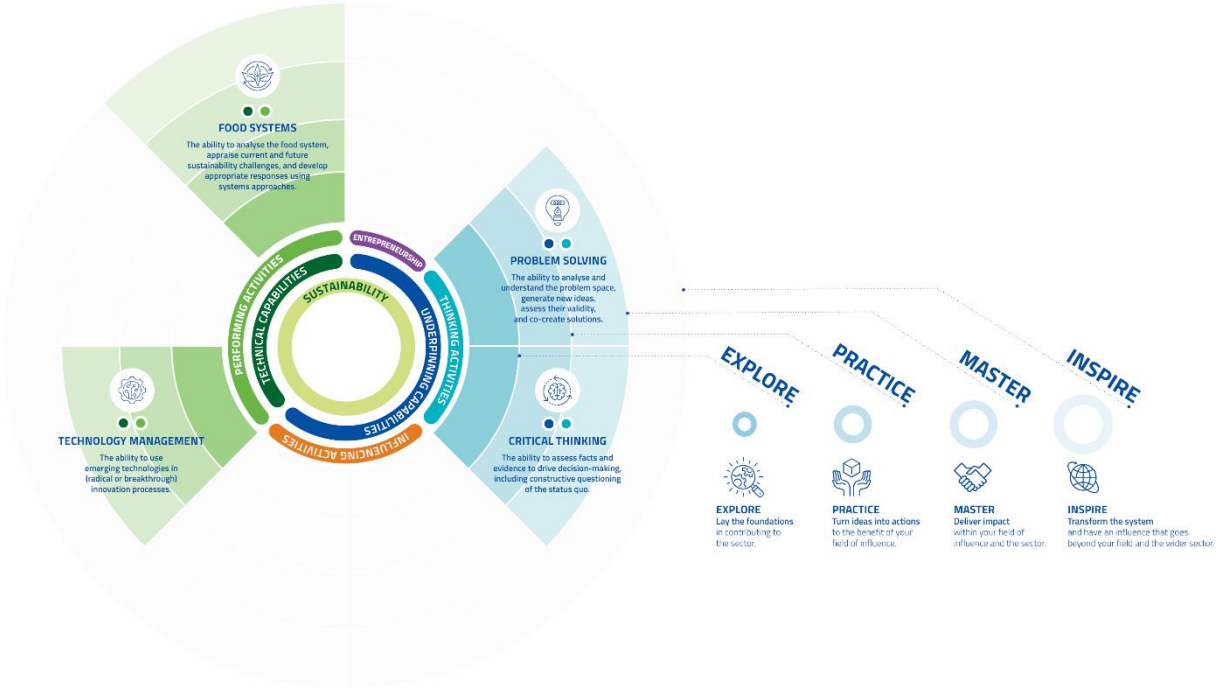

Figure 9 - DNA Analysis' Competency Framework

Source: (EIT Food Learning Services website, n.d.)

2.3.2 Overview of EIT Food courses

The courses offered by EIT Food in 2022 are listed in table 1 (Education, 2022). The purpose is to frame the educational offer such that, later in the report, a correlation between particular courses and career choices can be demonstrated.

Category	Name	Course description	Location	Duration	Level	Price	Website
Academy	Master's in Food Systems	Developing top talent for the food sector, by training the leaders of the future. The programme is delivered by Lund University, University of Hohenheim, University of Reading, University of Turin, University of Warsaw & Aarhus University in collaboration with EIT Food & University of Cambridge.	On-site in different location	2 academic years	Graduate/Master	EU: €9000/academic year Non-EU: €18000/academic year	Master in Food Systems – EIT Food Learning Services
	Pathways to Impact for PhDs	A Global Food Venture Programme, EIT Food's flagship Doctoral Programme for entrepreneurial PhD students across Europe.	Online	2 months	Talented PhD students from across Europe and globally	120 €	Pathways to Impact for PhDs - EIT Food
Studio	Entrepreneurship in a Nutshell	Main objectives: - Identify a problem that can be addressed by a sustainable solution - Evaluate a target market and competitors in order to assess the potential for a product innovation - Assess alternative product concepts to communicate a sustainable value proposition - Create a prototype using MVP (minimum viable product) principles - Adopt technologies and techniques to deliver an innovative solution and business case - Professionals or students looking to develop or refresh their entrepreneurial skillset.	Online	4 weeks	Beginner/intermediate	Free	Entrepreneurship in a Nutshell - EIT Food
	Food Solutions - Reuse2Recreate	Develop a new product concept from the bakery and/or fruit side streams. They will benefit from entrepreneurship and product development education to produce an innovative, tangible food solution. Throughout the programme, they will be working within a multidisciplinary team and be supported and mentored by experts from industry, research, and science. They will tap into circular economy principles to develop a new product concept from bakery and/or fruit waste side streams.	Online	8 months	Beginner/advanced	Free	Food Solutions - Reuse2Recreate Food - EIT Food
	Food Solutions - Reuse2Repack	Rethinking food packaging for regenerating resources. They will benefit from entrepreneurship and product development education to produce an innovative, tangible food solution. Throughout the programme, they will be working within a multidisciplinary team and be supported and mentored by experts from industry, research and science. They will rethink food packaging to regenerate resources through: new packaging solutions using waste streams, recycling and reuse strategies, or methods to replace or eliminate food packaging.	Online	8 months	Beginner/advanced	Free	Food Solutions – Reuse2Repack - EIT Food

Category	Name	Course description	Location	Duration	Level	Price	Website
Studio	Food Solutions - Processing4Health	Develop shelf-stable and perceived and healthy processed foods. Participants will benefit from entrepreneurship and product development education to produce an innovative, tangible food solution. Throughout the programme, they will be working within a multidisciplinary team and be supported and mentored by experts from industry, research and science. They will also design and develop new health-promoting and shelf-stable processed food products for the food industry.	Online	8.5 months	Beginner/advanced	Free	Food Solutions - Processing4Health - EIT Food
	Inspire - Targeted Nutrition	Participants will develop their knowledge about the nutritional needs of specific populations and how they differ from the general population. These will include infants, children, adolescents, or older adults. These groups will be targeted as they are those most at risk of nutritional deficiency or overnutrition, which can have implications for the development of non-communicable diseases and life-long ill health.	Online	3 weeks	Graduate/Master	350 €	Inspire - Targeted Nutrition - EIT Food
	Inspire - Sustainable Aquaculture	This is unique programme aims to develop a new generation of entrepreneurs and innovators that is equipped to shape a new kind of food system that is innovative, resilient, and sustainable. It is guided by an innovation mindset, where participants will think of solutions for the current challenges in the sector, based on knowledge of technology and its application.	Online	3 weeks	Beginner	50 €	Inspire - Sustainable Aquaculture - EIT Food
	Inspire - Sustainable Agriculture for Biodiversity	This programme aims to develop a new generation of entrepreneurs and innovators that is equipped to shape a new kind of food system that is innovative, resilient, and sustainable. Participants will be able to improve their knowledge on how to combat climate change and how to reverse biodiversity loss, whilst designing innovative solutions for the agriculture sector. All of this with the support and coaching from EIT Food top experts in Agri Food, innovation, sustainability, and growth strategy.	Online	3 weeks	Beginner	50 €	Inspire - Sustainable Agriculture for Biodiversity - EIT Food
	Inspire - Post-Harvest School	This programme offers a unique, intensive, and hands-on immersion on the topics of sustainable and regenerative agriculture and its impact on the food production systems (carbon markets, alternative proteins, short food supply chains and digital tools to support sustainable agriculture). Participants will be able to choose the most relevant topics for their activities. Guided by an innovation mindset, participants will think of solutions for challenges faced by regenerative agriculture farmers visited in the context of the program.	Online and On-site	10 days	Beginner/intermediate	50 €	Inspire: Post-Harvest School - EIT Food
	Inspire - Explore	Do you think you have what it takes to drive change in the Global Food System? Come and discover how you can develop your entrepreneurial skills to help build a sustainable food system. With 4 informative modules that will guide participants through the journey of developing a new venture: from identifying the problem they want to solve to funding their own start up.	Online	4 hours	Beginner	Free	Inspire Explore - EIT Food

Category	Name	Course description	Location	Duration	Level	Price	Website
Studio	RIS Inspire - Farm to Fork: sustainable production & consumption in public canteens	This three-week programme is focused on Southern and Eastern European countries with the aim of addressing sustainable consumption and major nutritional challenges within the framework of the European Farm-to-Fork strategy.	Online	3 weeks	Bachelor, Master, PhD and postgraduate	Free	Farm to Fork: sustainable production & consumption in public canteens - EIT Food
	RIS Inspire - New technologies to manage food ecosystems Summer School	The goal of the summer school is to provide students with a strong entrepreneurial and managerial propensity to control complex ecosystems of the food chain by applying new technologies with knowledge and expertise.	Online	3 weeks	Bachelor, Master, PhD and postgraduate	Free	New technologies to manage food ecosystems - Summer School - EIT Food
	InnovPlanet Summer School	This programme offers a unique and intensive immersion to state of the art methodologies and tools to develop sustainable agriculture, with a focus on the importance of digital transformation and the implementation of smart farming technologies, while linking the role of soil health to target nutrition towards a better health and wellbeing.	Online and On-site	3 weeks	Graduate	Free	InnovPlanet - Summer School - EIT Food
Professional Education	WE Lead Food	WE Lead Food is the network for women in the food sector. Based on the Three Cs of collective leadership - cooperate, collaborate and cocreate - WE Lead Food is creating enabling environments where women leaders thrive and can be inspired by other women leaders.	Online	7 weeks	Mastery	RIS country citizens fee: 850€ Non-RIS/Global citizens: 1250€	WE Lead - EIT Food
	Innovator Fellowship	The objective of EIT Food Innovator Fellowship is to empower talents to co-create, address, and gain experiences on excellent ideas capable of bringing their careers a step further, and foster innovators ready to respond to global food challenges.	Online and On-site	6 months	Professional	125 €	Innovator Fellowship - EIT Food
	Rapid Methods for the Detection of Chemical Contaminants in Food	This training in rapid detection methods intends to present alternative technologies to the expensive, tedious, and time-consuming analytical techniques used for the monitoring and control of chemical contaminants in food products. Rapid methods can deliver the detection capability required by the MRLs (maximum residue levels) defined in legislation and they can be easily implemented in routine analysis allowing the verification of products' safety and quality in a faster, inexpensive, and more sustainable manner.	Online	2 days	Professional	150 €	Rapid Methods for the Detection of Chemical Contaminants in Food - EIT Food
	DNA Analysis	Learn how to use innovative rapid and portable DNA analysis tools that can be easily implemented in routine analysis to verify products' authenticity.	Online	2 days	Basic/Intermediate	25 €	DNA Analysis – Fast and Portable Methods - EIT Food

Category	Name	Course description	Location	Duration	Level	Price	Website
Professional Education	Algae Biotechnology	The aim of this online professional development course is to provide introductory training and theory in algal biology, culturing, growth and biotechnology under laboratory and small-scale pilot facilities.	Online	3 days	Professional	50 €	Algae Biotechnology - EIT Food
	RIS Research Infrastructure Network	Connecting publicly funded agri-food research infrastructure to the market.	Online	7 days	Advanced professional	Free	RIS Research Infrastructure Network - EIT Food
	RIS Government Executive Academy	EIT Food Government Executive Academy brings together public sector representatives from 22 RIS countries, researchers working in the field of agri-food innovations from industry, academia and European institutions.	Online	5 days	MBA-type, an executive-level training program	Free	RIS Government Executive Academy - EIT Food
	NPD Skills: New Product Development Training	The NPD Skills workshop brings together food professionals from different backgrounds and countries. It offers a professional blended-learning training aimed to encourage the development of pioneering product ideas in the food industry in RIS countries. The workshop is designed to teach the tools, techniques and best practices developed to support the NPD process and enable participants to learn through experience.	Online and On-site	1 month	Advanced	Free	New Product Development Training - EIT Food
	DS-Innovation-Toolbox	The Decision-support Innovation Toolbox (DSI) Toolbox workshop training aims to facilitate entrepreneurial problem solving associated with new product development (NPD). The DSI Toolbox consists of a set of decision-support tools used in front-end planning of NPD.	University of Helsinki, Finland	2 days	Master and higher (PhD)	Free	DS-Innovation-Toolbox - EIT Food
MOOCs	26 EIT Food Online Courses | FutureLearn						

Table 1 - EIT Food courses in 2022

Source: EIT Food Education Course Catalogue, 2022

EIT Food offered 49 courses in 2022, of which 26, the MOOCs are available all year round. The master's programme, which is already open for the 2023–2025 Cohort, the programme for women entrepreneurs WE Lead Food, and the advanced training programme called Innovator Fellowship are the only ones confirmed for 2023. The remaining programmes are defined and approved for one year, and their renewal is always contingent on the previous year's results and the funding that will be available. The programmes that have RIS (Regional Innovation Scheme) in the name are part of the EIT Regional Innovation Scheme (EIT RIS), which was created in 2014 to improve the innovation performance of nations with moderate or small innovation ratings as determined by the European Innovation Scoreboard. The list of countries eligible to participate in the EIT RIS (2021-2024) can be found on this link.

2.3.3 Target audience of courses

Methodologically, the study takes a qualitative approach. All Activity Leaders were asked the following question: What are the typical characteristics of programme participants? I also questioned them about whether this profile, which will be presented further on, suited what they were searching for, and they all responded positively. These questions were asked via email (attached) and the goal was to understand the target audience for each course presented above, to have a more directed and successful communication that may increase the number of course participants (Soares, 2022). Accordingly, the Activity Leaders are the primary sources since they are in charge of defining every aspect of the course, from the objectives to the structure, and they are also in charge of delivering the course alongside their team in educational institutions. Following the same order presented above in Table 1, below is the list of courses with the target audiences shared by the Activity Leaders:

- Master's in Food Systems - It targets an elite group of students across the E.U. that has previously obtained a degree in a discipline related to Food Systems, Nutrition, Dietetics and Food Science. The main advantage of this programme is its personalised study plans, attracting excellent students with a wide variety of academic backgrounds to the food sector to foster cutting-edge knowledge from other disciplines.
- Pathways to Impact for PhDs - EIT Food's flagship Doctoral Programme targeted to entrepreneurial PhD (Post-Doctoral) students across Europe.
- Entrepreneurship in a Nutshell – This 12-hour free online course is targeted at students or professionals looking to develop or refresh their entrepreneurial skillset, and people can join as an individual or a group.
- Food Solutions Programme (Reuse2Recreate, Reuse2Repack and Processing4Health courses) – This programme targets Bachelor, Master and PhD students from a participating university of the programme.
- Inspire - Targeted Nutrition – This course is designed to university students, graduate students, Post-Doctoral researchers, young professionals, or aspiring business owners who are interested in changing the food system.
- Inspire - Sustainable Aquaculture – This Inspire programme is targeted to Master and PhD students who want to explore the commercial opportunities of their research and spinout it out. It's also for students that want to work in a startup with an innovative solution for the aquaculture sector applying entrepreneurial skills learnt in course, or want to develop new aquaculture production systems and equipment; students that want

to have a career in aquaculture or algae biotechnology, such as a management role in aquaculture and fisheries and that want to be involved in the production of single cell proteins, pigments, bioactive substances, pharmaceuticals and cosmetics from algae biotechnology.

- Inspire - Sustainable Agriculture for Biodiversity - This programme is open to Bachelor students, Masters Students, PhD students, Posts-Docs, young professionals, or aspiring entrepreneurs interested in sustainable agriculture. The goal was to have individuals from multidisciplinary backgrounds work in teams to develop innovative ideas, e.g. Ecological Sciences, Food Sciences, Engineering, Business/International Relations, Marketing, Informatics and Computational Science, among others.
- Inspire - Post-Harvest School – This EIT Food Inspire Post-Harvest School is for students at Masters and Doctoral levels that would like to follow a job in the farming and food policy sectors. It's also targeted at young professionals, including players from the agri-food chain and to major food retailers who want to lead the sustainable transition in agri-food chains by setting the road ahead. Specifically, those that want to support their primary producers and suppliers to adopt more sustainable practices, from regenerative to local produce, to provide a healthier offer to consumers. Lastly, the programme also focused on farmers and practitioners, with a special focus on farmers willing to explore the transition to regenerative and more sustainable farming, including shorter value chains.
- Inspire – Explore – This free and flexible course is targeted to Bachelor and Masters Students.
- RIS Inspire - Farm to Fork: sustainable production & consumption in public canteens - This summer school is focused on Southern and Eastern European countries to address sustainable consumption and significant nutritional challenges within the framework of the European Farm-to-Fork strategy. It is targeted to food and beverages consultants, managers, marketers and digital communicators on sustainable food, innovators of products and services related to sustainable food.
- RIS Inspire - New technologies to manage food ecosystems Summer School - This activity was aimed at university students (Bachelor, PhD, Post Doctoral) from RIS (Regional Innovation Scheme).
- InnovPlanet Summer School – The InnovPlanet Summer School is targeted to Master and PhD students, Post-Doctoral researchers, young professionals and/or aspiring

entrepreneurs interested in innovating in the food system and in improving the lives of specific segments of the population by providing them with safer and healthier products. The goal was to have people from multidisciplinary backgrounds, such as Food Science, Other Sciences, Engineering, Business/Marketing, Informatics and Computational Science.

- WE Lead Food – This programme is designed for those who identify as women that not only occupy a leadership role in the food system (or did in the past) but also care deeply about transforming the food system into one that is more sustainable.
- Innovator Fellowship – This programme targets mainly two types of professionals: researchers in the Post-Doctoral and doctoral stages and young professionals with at least four years of research and innovation activities currently working in the private agri-food sector or searching for a new position in the non-academic sector.
- Rapid Methods for the Detection of Chemical Contaminants in Food – This training is targeted to professionals involved in quality control of food products from SMEs and large food industries and/or laboratories and to learners with experience on food safety control and good knowledge about their products and particular safety requirements, as well as concerned about future food safety issues and interested in implementing new technologies to improve monitoring
- DNA Analysis – This training is aimed at professionals from the food industry, retail or control laboratories who wish to improve their knowledge in using portable authenticity methods. More specifically, it is targeted to professionals involved in quality control laboratories, professionals from food industries involved in quality control of ingredients or final products and professionals from retail industries involved in quality control of products.
- Algae Biotechnology – This online professional development course is targeted to people with a postgraduate diploma (or higher), specifically for people with a professional background working in the algae sector.
- RIS Research Infrastructure Network – Generally, this programme is aimed at public sector representatives dealing with agri-food policy and infrastructures. The primary target audience is professionals involved in the management and commercialisation of publicly funded research infrastructures owned by scientific organisations (universities and research institutes).

- RIS Government Executive Academy - Similar to the previous programme, agri-food policy and infrastructure officials in the public sector is the target audience for this program. However, on the other hand, this programme is for high-level public sector representatives, i.e. regional and national authorities, ministries and top management of scientific organisations.
- NPD Skills: New Product Development Training – This training is for food professionals, who can come from different backgrounds who work in NPD (New Product Development) and need additional skills, or those who want to work with NPD in the future.
- DS-Innovation-Toolbox – Decision Support (DS)-Innovation-Toolbox is a workshop hosted by the University of Helsinki, and their main target audience is product development/new product development Managers (NPD managers), innovation consultants and food scientists with specialisation in product development (for example, people who have studied Masters of this sort: food-science-mps-food-chemistry-product-development.pdf (cornell.edu))

By defining each course's target audience, all communication and marketing can be more precise and effective. The communication and the course content can be tailored and personalised, enhancing the learning experience and motivating the participants to complete the course successfully. In addition, it is essential to recognise each person's age, gender, location, and interests. EIT Food attempts to define this based on specific data that was obtained throughout the application process; however, this is not always simple. Given that they are one-year courses (for the vast majority), this kind of data is only gathered after the applications close.

Nevertheless, tracking the engagement and conversion of the possible campaigns during the application proves that is possible, and some of these definitions can always be adjusted over time. To better understand the audience for a particular course, more outstanding market research will be conducted as part of the marketing strategy for 2023, which includes improving the collection and analysis of this kind of data. By understanding the learners' interests, preferences, and needs, the Activity Leaders can tailor course content and delivery, and the Marketing Team can define strategies to enhance the learning experience and increase enrollment rates. This approach leads to higher student satisfaction and retention, which contributes to the overall success of EIT Food courses.

3 Internship Description

3.1 EIT Food Education Services

EIT Food's Educational Services are a team of 13 people, including the Director, Maarten van der Kamp, my supervisor and Head of Education Services, Desi Vanrintel, several Programme Managers and the colleague I work most closely with, Ann Van De Voorde, an external Marketing Consultant.

The main goal of EIT Food Education daily work is to draw in, nurture, and equip brilliant people to drive the transformation of the food system into an inventive industry that produces wholesome and environmentally friendly food products.

At numerous locations across Europe, EIT Food offers on-site and online courses, including short-term courses, summer programs, online learning, PhD programs, master's programs that grant degrees, and certified professional education.

The organisation aims to promote social transformation, fuel economic expansion, and develop a highly skilled labour force. EIT Food's educational programmes support the Sustainable Development Goals of the United Nations and E.U. Strategies and all the educational programmes are focused on addressing real life challenges, based on solving problems in the real world.

EIT Food Education has no direct competition as there are no other organisations that seek to do the same as we do and that have the support of the European Union as we do.

The marketing team tries to give visibility to all 40+ programmes, mainly through social media and email marketing, counting already more than 1700 participants (in 2022) across 35+ countries. By following a style guide based on the overarching EIT and EIT Food Branding Guidelines, EIT Food Education provides templates to all University and Industry Partners to facilitate the implementation of the mandatory typography, images, symbols, icons and colour palette.

With this in mind, the ultimate purpose of EIT Food Education is to increase the number of students enrolled in courses and to disseminate knowledge to as many people as possible. The assignments created during the internship that attempt to address the question raised by this report are provided in the next chapter.

3.2 Activities and projects developed

3.2.1 Social media

The goal of EIT Food Education channels is to bring awareness about education. To reach this goal, the Education marketing team created a separate Facebook page from the main EIT Food Facebook page, with the name EIT Food Education, on January 2021. Since then, it's been published over 200 posts, reaching more than 50 million people (in sum), with more than 161 thousand page visits and more than 2000 new likes. With more than 4500 followers and 3000 likes on the page, 71% of the visitors are women, and 29,4% are between 25-34 years old. On average, the number of followers increases by 2% every month, resulting in a continuously growing fan base and a higher chance that more people will enrol in the courses. In November 2021, after reviewing the strategy and brainstorming with the rest of the Education team, a decision was made to create a showcase page on LinkedIn under the main EIT Food LinkedIn page. Showcase Pages are extensions of an existing LinkedIn company page (child) and are created to highlight specific sub-brands, business units, and initiatives. A Showcase Page will be listed under "Affiliated Pages" on the principal LinkedIn Page once it has been built. Until today, that page reached more than 2900 followers with hundreds of interactions since day one. This channel is the fastest growing per month, having reached over 199 thousand impressions to date. To contribute to this community's growth, creating relevant content for EIT Food Education Facebook and LinkedIn channels is one of the tasks performed by the team. Platforms like Facebook and LinkedIn can be cost-effective way to reach a large audience and increase the number of students in the courses. Below, in figures 10, 11, 12 and 13 you can see some screenshots of posts as an example:

Figure 10 - Example post for the MOOCs promotion

Source: EIT Food Education Facebook page, 2022

Figure 11 - Example of post for the Future of Learning event promotion

Figure 12 - Example of a post for the master's promotion

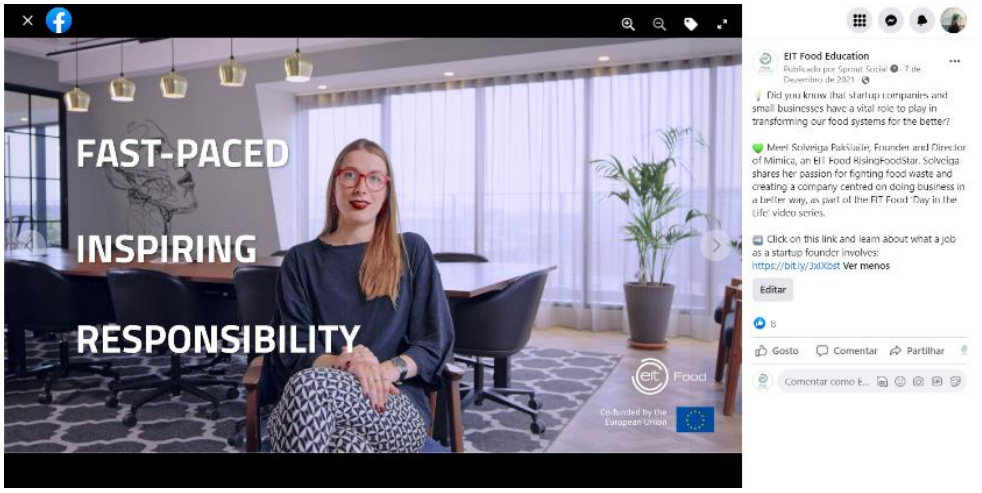

Figure 13 - Example of a post for the Day in a Life series promotion

Source: EIT Food Education Facebook page, 2022

3.2.2 Community management

Community management can be described as organisations engaging with their community and building engaged audiences around their products and services. EIT Food builds and maintains this relationship through social media by inviting people who like the posts. It can improve enrollment numbers by building a solid, engaged community around the educational offer. Through regular interactions and conversations, community managers can provide valuable information, answer questions, and address concerns, making potential students feel more confident in enrolling. Facebook and LinkedIn have had over 10 million and 600 thousand post engagements, with an engagement rate of 4.6%. This means that the level of user interaction with EIT Food content is good and that people are interested in and sharing the content. Besides that, a well-managed community can support students throughout the application process, helping them stay engaged and on track. This constant interaction can encourage students to share their experiences and provide feedback, which can help improve the course and make it more appealing to potential students, promoting positive experiences and ongoing support. Below are screenshots of how the community is managed within the Marketing Team:

Figure 14 - Example of community management in one of the posts

Source: EIT Food Education Facebook page, 2022

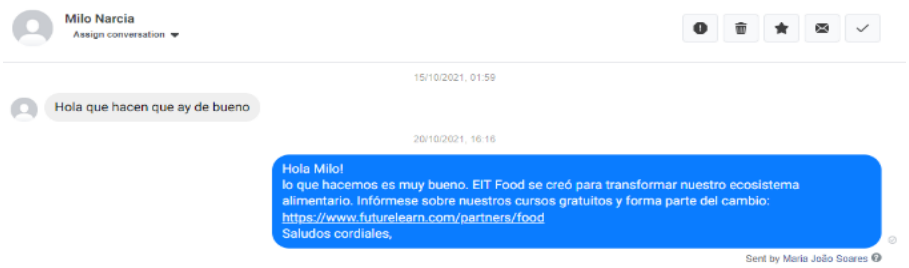

Figure 15 – Example of community management in Facebook Messenger

Source: EIT Food Education Facebook page, 2022

3.2.3 Customer Relationship Management (CRM)

Hubspot

On EIT Food Education, while the IT (Information Technology) team is working on implementing Salesforce integration for all four functional areas of EIT Food, the marketing team decided to proceed with the Hubspot project. Hubspot is an inbound marketing and sales tool that supports businesses in bringing in consumers, converting leads, and attracting visitors. For now, this platform's use is minimal and manual, considering the limited human resources available and the magnitude of our business (a relatively small group of people is managed with less than 1000 contacts). Therefore, besides the social media and google campaigns, one way to convert leads is by sending emails to those who have started the application process but still need to submit the final application. In some programmes, it was defined a cycle of emails that were manually scheduled with a two-week break in between, welcoming them to the course, presenting them with some curiosities about the course topic, and reminding them that the application deadline was coming soon.

By leveraging email marketing, it's possible to send targeted and personalised emails to prospective students to keep them informed about the courses. Email marketing is comparatively inexpensive when compared to other marketing strategies, making it an attractive choice for all organisations on a limited budget. Moreover, data like open rates, click-through rates, and conversion rates can be used to monitor the effectiveness of the campaigns. Finally, adding trackers to all the links in the email makes it possible to analyse later how many people clicked on each link and what kind of content or courses have the most people interested.

This boosts the chances that more individuals will register for courses as there might be more emphasis on what is most successful upfront.

Shortly (while the implementation of Salesforce is not concluded), the goal is to fully integrate with the application platform (DreamApply) so that communication is automated and continuous. Below you can see some screenshots of emails sent:

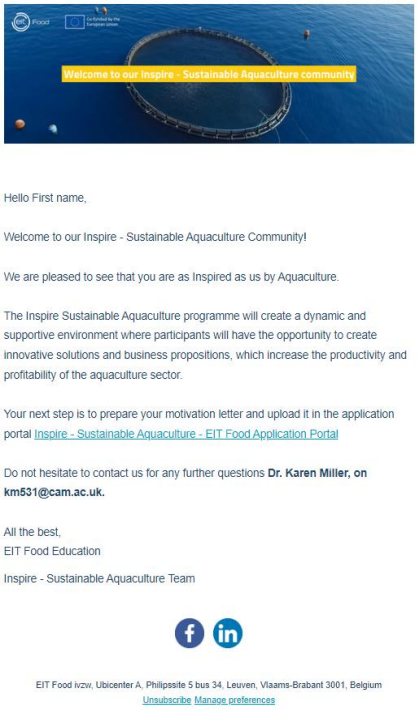

Figure 16 - Welcome to our community email example

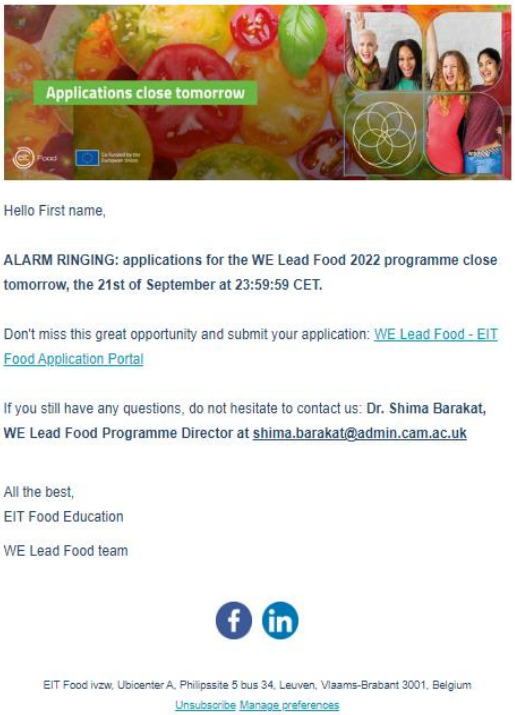

Figure 17 - Application deadline email example

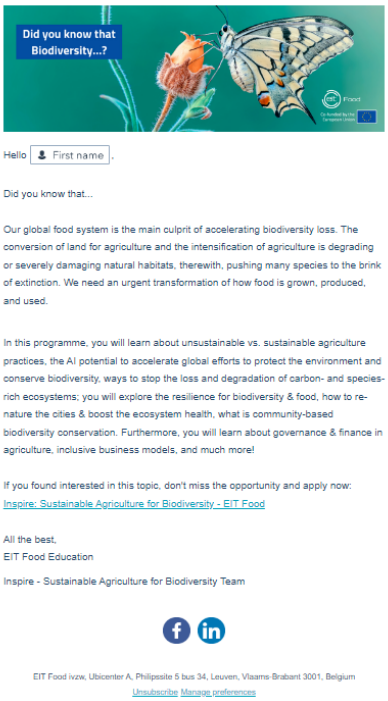

Figure 18 - Did you know that? email

Source: Husbpot platform, 2022

Leads management

On the website, on every course page, there is a section called "Keep me informed about the programme" where people can ask for more information about a specific programme. This segment aims to open the dialogue with the website visitors and start a conversation with them. In the marketing team, these leads are organised weekly and a document is sent to all Programme/Activity Leads with the name and email of the person and the name of the programme in which they are interested. Then, the Programme/Activity Leaders should get in contact via email by sending a brochure with additional information about the programme or simply asking them why they are interested in the programme. Leads management is essential in attracting and enrolling more students in courses because it effectively allows Programme/Activity Leaders and the Marketing team to track and nurture potential students throughout their decision-making process. When these leads are managed effectively, it becomes easier to understand the needs and interests of potential students, communicate with them in a timely and personalised way, and ultimately convert them into enrolled students. EIT Food can enhance student enrolment, lower the dropout rate and improve overall participants satisfaction by using an efficient leads management process.

3.2.4 Marketing Assets

One of the other activities of the Marketing team is the production of static social media images to use in EIT Food Education Facebook and LinkedIn. Social media is now crucial for marketing and promotion in the modern digital world. This is especially relevant in the educational field, where colleges and universities must attract students to enrol in their programs. As the promoter of these courses, EIT Food needs to follow this rule.

A crucial aspect of this process is using high-quality and appealing social media images. Since social media is a highly visual platform, eye-catching images can make the content stand out in a crowded feed. These images can provide students with a glimpse of what to expect from the course, the quality of education and the opportunities that come with it. Furthermore, social media images can help to communicate EIT Food's message, values, and mission, which can play a crucial role in attracting students who share the same vision. Below you can see some examples:

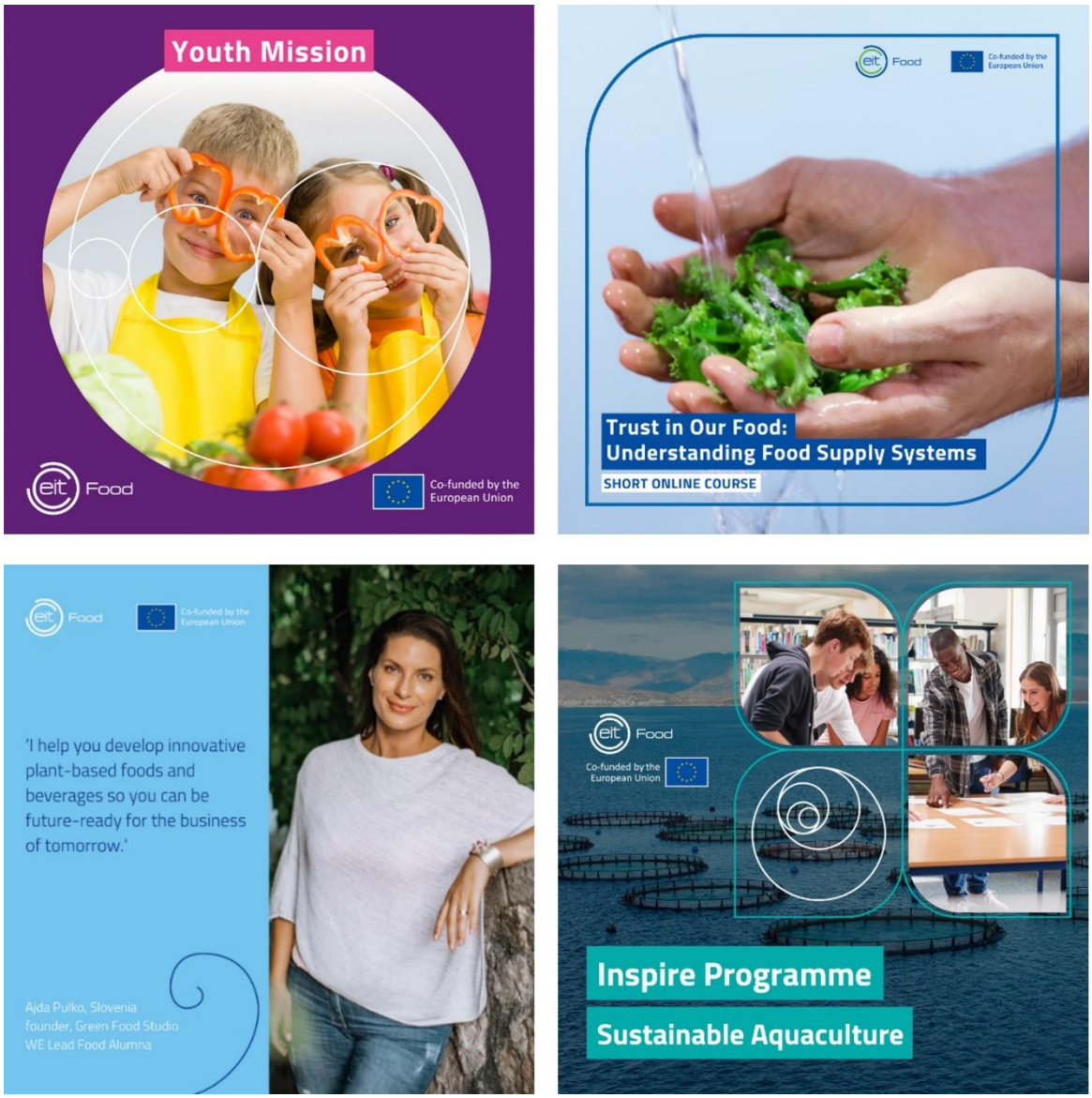

Figure 19 - Social Media static images examples

Source: Created by the author, 2022

Social media images have the power to arouse feelings, hold an audience's attention, and make an impression. This helps establish a lasting impression on students' minds, which may impact their decision to enrol in a certain course. To attract students and meet EIT Food's marketing and promotional objectives, investing in attractive and high-quality social media images is crucial. Hence, external agencies are also part of the process of creating banners for paid and non-paid advertising. The agency would often create promotional videos with images from a bank of pictures.

In a very competitive education market, where information is vast, brochures play a crucial role in increasing the number of students. They are an effective marketing tool that provides information about EIT Food and its offerings to prospective students. Brochures are often the first point of contact between the institution and the potential students and can significantly impact their enrollment decision. Through visually appealing design and concise, yet informative, content, brochures can effectively communicate EIT Food's mission, courses and programmes structure, price, duration, location, and even testimonials from previous attendees. This information is critical in attracting potential students looking for the right fit and a positive educational experience. In the Marketing team, some brochures have already been developed, which was a great success. In addition to the brochures, flyers and roll-ups were also created to be distributed/displayed at EIT Food events and courses in person. See examples of the flyer and the roll-up attached. EIT Food can reach a wide range of audiences in this way, including those who are unfamiliar with the organisation. This gives them a chance to learn more about EIT Food and a reason to follow them on social media to stay up to date with all the courses. Consequently, there will be a higher chance that more people will enrol in the course as a result.

On the request of the educational institutions' activity leaders, PowerPoint templates are created that can be used at any point in the programme, along with certificates of completion that may be distributed at the end of the program. The students felt that everything made sense and that there was consideration and effort put into it since there is a continuous image flow across the course, from the time they apply to the time they finish. These minor things, even if unintentional, improve the relationship between the student and the organisation, which may encourage them to participate in other courses in the future.

3.2.5 Website and application portal management

EIT Food's website was developed by an agency called Statik, a Belgian company based in Leuven. Together with EIT Food Corporate Communication, they built a website with better user experience (UX), with a simple navigation menu, related content and improved content management by using Craft CMS, a content management system for building tailored web projects. One of my tasks is creating and managing the course pages, ensuring that the imagery is correct, all the content is updated, and all the CTA (call-to-action) buttons are working correctly. The website plays a crucial role in the growth and development of EIT Food by providing an effective platform to attract potential students. In today's digital age, a website

serves as the first point of contact between the institution and the prospective student, making it essential for organisations like EIT Food to invest in a professional and informative website to increase their student base. One of the primary benefits of having a website is that it allows EIT Food to showcase its courses to a broader audience. As a result, credibility and trust are increased, and students are given the information they need to choose the course they want.

Moreover, a well-designed website can help increase EIT Food's visibility in search engine results, leading to higher traffic and potentially more student inquiries. EIT Food can raise its website's rating on search engines like Google by using optimisation strategies, which the agency already does. This can massively boost online visibility. In addition, EIT Food's website also serves as a platform for students to interact with the institution, asking for more information about the course or admission process and contacting the Activity Leader directly via email.

The application portal is where students/learners can apply to all EIT Food's programmes. One of my other tasks is creating the webpages and the application forms, where the activity learners can decide what to ask, such as their English level or educational background. This platform also allows students to upload documents, such as their CVs (Curriculum Vitae) or motivational letter, and media files, like a 2-minute presentation video. It is up to activity leaders to determine what to ask and to fill out the Student Application Form, a document prepared by EIT Food Marketing Team with all the possible questions to ask. Similar to the website, the application portal is an essential tool for growing the number of students. With the growing competition in the educational sector, the application process can be a determining factor for students when choosing an institution. An efficient and user-friendly application portal may simplify admissions and provide candidates with a better overall experience. This can increase the number of applications for EIT Food courses and, ultimately, a higher enrollment rate. Besides this, if the application portal is well-managed, the process of submitting and reviewing applications can decrease, reducing the time and effort required by both applicants and the activity/task leaders that review the applications. Additionally, EIT Food's portal is customised, reflecting its branding and values, thus creating a positive first impression and reinforcing EIT Food's identity. A positive applicant experience can result in higher enrollment rates, which can contribute to the growth and success of EIT Food courses that the partners then organise and give.

3.2.6 Data Analysis

As an intern of the Education Services, one of the activities developed was the analysis of the open online courses, better known as MOOCs. This analysis's main goal was to consolidate the information provided by the platform where EIT Food has the courses available, Future Learn, to have an accessible and straightforward overview to define new strategies and make conclusions. With the raw data downloaded from Future Learn, of the 26 courses available, the information was organised by the number of learners who joined the course, the ones that are actively participating doing the course, the ratio between both, and also by the domain most used in general and per course. Below in Figure 20, you can see a screenshot of the analysis.

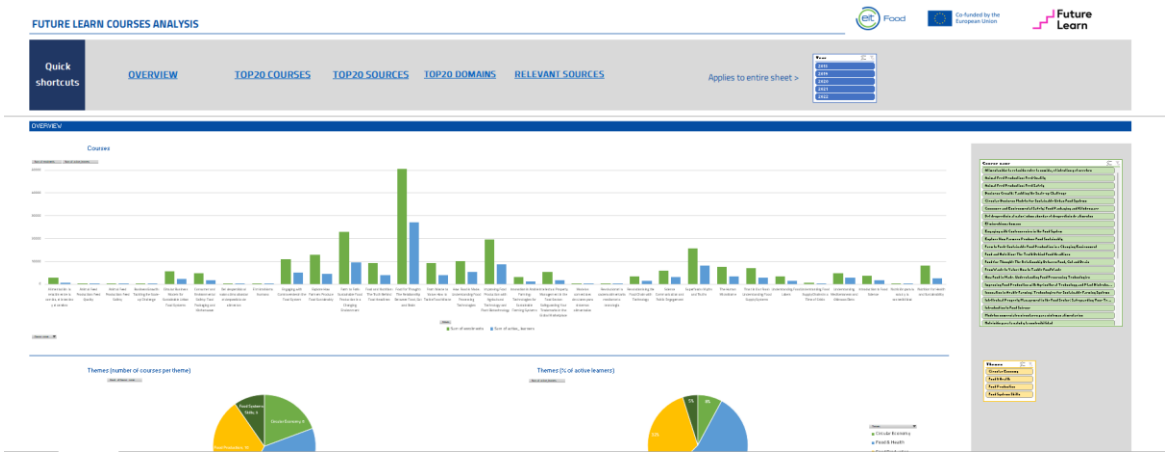

Figure 20 - Data analysis of MOOCs

Data analysis has been used in various areas to find patterns, forecast outcomes, and enhance decision-making. For EIT Food, it has become increasingly crucial to analyse the data offered by the different platforms, in this case by Future Learn, to identify the factors that may affect student enrolment and retention. By analysing this data, EIT Food identifies the most effective marketing and advertising strategies to attract new students, determining which courses have the most considerable number of learners and what domains or sources they are using more. This information can help the organisation focus advertising efforts and allocate resources more effectively, ultimately achieving the goal of increasing the number of students.

4 Conclusions

In the first phase, this report provided a general understanding of the basic concepts of education, innovation and entrepreneurship in the food system, helping to understand better the importance of a body like EIT Food in progressing innovation and technology in Europe, specifically in the agri-food sector. In order to make the entire food system healthier, more sustainable, and more dependable, education is one of the key factors driving this development.

To expand the number of participants, a complete, certified, and approved curriculum demonstrates the possibility of breaking down silos between industry and academia and bringing knowledge and hands-on practice together, building an innovative and resilient food system that creates a healthier society and planet. The communication and marketing strategies will only ensure that this message is delivered to the right target audiences in the proper channels and at the right time. The following subchapter presents a list of recommendations, as well as the limitations and further work.

4.1 Recommendations

The number of students enrolling in EIT Food courses has been demonstrated to increase as a result of at least three of the activities developed during the internship.

The website is undoubtedly the gateway to EIT Food's courses, and it needs to be well-managed for a positive first impression so that the consumer continues to browse and discover the rest of the educational offer. The website user and possibly a prospective student start to research a specific course to understand what it is about when it is happening, what the price is and the structure, so the chances of spending a few minutes on the website are high. This makes it crucial to have a website that is simple to use and provides clear, concise information so potential students can quickly and easily access the information they require. Also, it adds credibility to EIT Food, which may inspire and attract prospective students to apply for a course from an organisation they trust.

From all the activities listed above, the second that can most effectively contribute to an increase in the number of students is the CRM, via Hubspot, for example, as it is the best way to manage the leads that are still in the research phase but that have already shown some interest in the organisation's educational offer. These prospective students are significantly more likely to apply if they are guided from the start of their search than if they are not.

The third and last recommendation is data analysis. It is essential to define the best analyses to acquire knowledge about the profile of potential students coming through the website and being managed in the CRM system used by EIT Food, Hubspot. As it offers crucial insights into users' preferences and behaviour, data analysis is a significant component of EIT Food Education. Data must be found, reviewed, and analysed in order to identify trends, patterns, and correlations so that marketing tactics can be more precisely targeted and so that it is clear whether the actions being taken are effective or not.

These marketing actions are increasingly important because of the goals set by the EIT for EIT Food regarding funding. Since EIT is part of the Horizon Europe Framework Programme for Research and Innovation, the funding model was revised, and it includes guidance for KICs to become financially sustainable. The requirement that KICs become financially self-sufficient is a distinctive aspect of the KIC model, which strives to be a business and result-oriented innovation instrument. In this context, EIT Food must design and implement revenue-generating plans to maintain their innovation ecosystems for longer than the time frame for which the EIT offers financial support through grant agreements. That is why managing these leads can help the organisation reach a point where it is financially sustainable by charging a fee for the course (Of the European Parliament and of the Council of 11 December 2013 2).

4.2 Limitations and further work

4.2.1 Limitations

Throughout the development of this report, some limitations were found, particularly the fact that this paper was created exclusively for EIT Food. This is a limitation since the advice mentioned above only applies to this organisation. It is important to study various organisations to ensure that these suggestions would be effective for other organisations looking to boost the number of students enrolled in their courses.

Improving the information about EIT Food Education target audiences is also essential. The email interview done to the Activity Leaders should also be done to course managers of other educational institutions to understand if the recommendations apply to other courses related to innovation and entrepreneurship in the agri-food sector.

4.2.2 Further work

EIT Food is relatively recent (2016), and the community has grown significantly especially in the last two years, with more and more stakeholders involved, but unfortunately, the infrastructure for gathering information have not kept pace with this expansion. EIT Food needs more automated processes to manage all the student information most efficiently. It needs to define all processes better, simplify communication channels and implement a CRM system (as mentioned before, the IT department is working towards Salesforce). For this reason, implementing a Project Management Software can help the organisation keep up with and manage the growth in student numbers expected in the coming years. A suggestion of software is JIRA, a set of agile work management solutions that powers collaboration across all teams internally and externally, from concept to customer, also allowing bug tracking.

It can also be interesting for EIT Food to analyse ways of measuring the impact of the learning acquired by course participants on their career paths, possibly by a series of surveys that can be given out following the course's conclusion and again a year later.

This work will continue to be developed as the education team was pleased with the work produced during the internship and gave me the opportunity to become the Junior Marketing Manager, a position still held today.

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Annexes

Email template

Dear [name of the Activity Leader],

I need your precious input for my Master's project. The idea is to understand what is the target audience of your programmes.

I would like to understand what the typical characteristics of your students/participants are? Does this profile fit the profile you are looking for when designing the programme?

Waiting for your feedback!

Kind regards,

Maria

Flyer Example

Educational Resources

We offer learning materials in multiple European languages. Our resource packs are composed of teachers' handbooks, lesson plans as well as supplementary material, and are developed to be used in class with school chidren from 9-14 (Food Mission) and teenager from 15-18 (Food Careers).

Food Mission

Food Mission targets children from the age of 9-14 with the aim of creating awareness about food-related issues from new angles in an interdisciplinary manner.

Food & Sustainability	Food Science	Food, Science & Communication
The goal is to provide an understanding of the complexity of food systems, by linking it to sustainability and environmental issues.	By exploring how food interacts with the human body we want to engage with school children and explore healthy eating patterns for both humans and the planet.	We want to teach children with a food mindset how to share scientific knowledge with parents and peers and how to talk about sustainability.

eit Food

Co-funded by the European Union

Food Careers

Food Careers targets teenagers from the age of 15-18 with a challenge-based approach, building on the local ecosystem and opportunities.

Food systems

Enhance the ability of linking our understanding and knowledge of food systems with sustainability and environmental issues. E.g. impact of the food system on climate change, and food waste prevention issues.

Food systems' careers and jobs

By exploring how jobs are interrelated, we want to show the multitude career paths in the agrifood industry, and focus on the skills in-demand.

Food, STEM and technologies

We want to conduct food experiments with children to develop creative and critical thinking, by focusing on science & technologies.

Career days

Career Days focus on illustrating to the next generation the necessary higher education pathways, leading to the meaningful and exciting careers that that foster the innovation in the agrifood sector across the entire value chain.

Inspires and encourages young people to study a food-related discipline.

Promotes the knowledge and skills in demand in the agrifood sector.

Showcases the careers opportunities: from industry to academia.

Who are we?

We are EIT Food! Europe's leading food innovation initiative, working to make the food system more sustainable, healthy and trusted. Learn more about us on: **www.eitfood.eu**

About Youth Mission

For more information, please visit: **www.eitfood.eu/projects/youth-mission**

Roll-up Example