AARHUS UNIVERSITY
BRINGS SOLUTIONS
INSPIRATION FOR COLLABORATION AND INNOVATION
GOOD NEWS IN A TIME OF NEED

Green skies, oases of sound, and biofertiliser. More and more researchers are devoting their efforts to translating science into solutions that address today’s major challenges.

Whether it’s the successful rocket launch or the happy relationship, the health of the future or the agriculture of tomorrow – as this magazine demonstrates, the entrepreneurial spirit and collaboration with the business world have taken root at Aarhus University.

This is welcome news at a time when crises are piling up and Europe’s position as an innovation engine is being challenged from all sides. The largest companies are currently being founded far from our home turf, and if this trend is to be reversed, universities must play a more prominent role.

"From Research to Invoice" was the mantra twenty years ago. It has since been replaced by “From Research to Change”, a concept that resonates well in an international environment full of lofty ideals and ambitious goals. The outside world expects more from the sector, and we are prepared to contribute.

Do you feel inspired to get involved as a researcher, student, employee, or partner? Perfect, so use the contacts on the back and the directions on the pages to get started.

Enjoy.

Lone Ryg Olsen,
Director of Enterprise and Innovation,
Aarhus University
14
Doctor develops new invention to treat ear problems

16
Quantum physicist wants to send the classroom on a trip to space

20
Marcela fertilises the soil with a unique business idea

Number of investments for entrepreneurs at Aarhus University*

2021 2022 2023
73 85 97

Number of startups in The Kitchen that have received external capital

2021 2022 2023
47 53 60

Students and researchers linked to startup hubs**

2021 2022 2023
255 445 562

External capital received by startups in The Kitchen

2022 2023
61 M DKK 127 M DKK

*Associated with The Kitchen / **The Kitchen, Business Factory, Food eHub, HatchIT Lab, ORBIT Lab, Startup Factory

88%
discover new innovation opportunities through collaboration with Aarhus University

Source: Business survey among AU’s research partners conducted by CFA
Building bridges between academic knowledge and local industry

Aarhus University in Herning, located in the heart of Central and Western Jutland’s business landscape, has long been an important scientific partner to the region’s companies.

The collaboration is now reaching new heights with the establishment of Manufactory, a new innovation centre supported by the Danish Industry Foundation.

The vision is to create a physical environment in which local businesses, researchers, and students can join forces to develop ideas and innovate along the way. According to Anders Frederiksen, head of department for Business Development and Technology at AU Herning, the initiative goes beyond the individual company’s business model or manufacturing method.

“Manufactory will be more than just a centre; it will represent a new approach. We want to turn the collaboration model around and shift the focus away from the university’s premises and towards the realities of business life,” says the department head, who is a key member of the initiative’s steering committee.

Local strength, global relevance

In 2023, the first phase of Manufactory’s development was completed. Local companies, including kitchen manufacturer KVIK and acoustic panel supplier Fog & Venø, were chosen as the first partners in the innovation collaboration behind Manufactory. The goal has been to set a precedent and define business procedures with industrial partners.

That will serve as the foundation for how the collaboration in the physical Manufactory should function during the start-up phase.
“We’ve activated an entire ecosystem,” says Anders Frederiksen, referring to the more than 50 people who participated in the initial phase, including the knowledge environments, the steering committee, the project’s advisory board, and the companies themselves.

In other words, it is a far-reaching project that will optimise how companies utilise academic knowledge – and vice versa. It’s also no coincidence that all of the participating organisations are from Central and Western Jutland, and that this is where Manufactory will be based.

“The region is often referred to as ‘Production Denmark’, while knowledge institutions are concentrated in the largest cities. The project will aim to meet that challenge,” says Anders Frederiksen, referring to the fact that Manufactory must increase local knowledge among both low- and high-tech manufacturing companies, benefitting not only the individual company, but also the region and Denmark as a whole.

**Increasing knowledge and promoting a green transition**

The dialogue with companies in Central and West Jutland has revealed that local businesses are increasingly focused on the green transition.

“Primarily the small and medium-sized companies are working on a green transformation. Here, academic expertise is an important contributor,” says Anders Frederiksen.

The next step is the establishment of the physical growth technology centre, driven by the experiences gathered. The centre will not only strengthen the production sector by concentrating know-how, but it will also serve as a catalyst for new research areas, the formation of new businesses, and the incorporation of practical knowledge into study projects.

“This will inspire further similar collaborations in the future,” Anders Frederiksen adds.

The Danish Industry Foundation’s contribution to Manufactory is consistent with the foundation’s goal of fostering new, fruitful collaborations that benefit not only the local area but also Denmark.

“The ability to combine technological insight and business understanding is critical to increased competitiveness. That is why it is encouraging to see the experience gained, which will pave the way for new, innovative approaches in Denmark’s already robust manufacturing sector,” says Charlotte Kjeldsen Krarup, Development Director at the Danish Industry Foundation.

Read more about AU Herning
btech.au.dk

**The ability to combine technological insight and business understanding is critical to increased competitiveness. That is why it is encouraging to see the experience gained, which will pave the way for new, innovative approaches in Denmark’s already robust manufacturing sector**

CHARLOTTE KJELDSEN KRARUP
Development Director at the Danish Industry Foundation
FOUNDATION BEHIND GRUNDFOS BECOMES CO-OWNER OF UNDERGROUND SPINOUT

The Poul Due Jensen Foundation, Grundfos’ main owner, has taken a historic step by purchasing a quarter of TEMcompany, an Aarhus University spinout. The acquisition represents the foundation’s first direct corporate investment. Until now, the foundation had only dealt with philanthropic ventures, but TEMcompany’s pioneering work in the development of instruments for mapping the underground aligned exceptionally well with the visions of the Poul Due Jensen Foundation.

“The technology has shown its worth in climate-affected areas, benefiting some of the world’s most vulnerable people. We would like to continue the journey together with TEMcompany and ensure access to water for even more people,” says Executive Director Kim Nøhr Skibsted.

The spinout company has created a geophysics-based technology that uses electromagnetic fields to map underground properties. The method is critical for mapping groundwater deposits in climate-affected areas. Researchers at Aarhus University developed the technology, among other things, through foundation-supported research projects in Africa.

“This is a good example of how university research leads to company formation, and how private and public foundations work together,” says Professor Esben Auken, co-founder and CEO of TEMcompany.

Both parties emphasise that the co-ownership is a unique opportunity resulting from a long and fruitful research collaboration.

AU VIBORG AND ENERGY GIANTS WANT TO MAKE THE SKY GREEN

Research with the energy producers Topsoe and Sasol will pave the way for a sustainable aviation revolution. Together with AU Viborg, the parties are establishing a demonstration plant to lay the groundwork for the production of future green aviation fuel. The FrontFuel project, funded by the Danish Energy Agency for nearly DKK 27 million, aims to reduce aviation CO2 emissions by producing aviation fuel from renewable energy sources and CO2.

“The project will make a significant contribution to decarbonising the aviation sector,” says Chief Strategy & Innovation Officer Kim Grøn Knudsen from Topsoe.

The research collaboration will address the technological and economic challenges of green transition in the aviation industry, which is currently hampered by, among other things, immature technologies, a lack of scalability, and high raw material costs.

“In the project, we will work with the technologies on an industrially relevant scale to demonstrate their effectiveness while also removing the final barriers to having a solid business case. We anticipate that it will pave the way for the first commercial plants,” says Thomas Lundgaard, deputy head of department at Aarhus University’s Department of Biological and Chemical Engineering.
Gambling on the premises of research

RESEARCHER AND INDUSTRY JOIN FORCES AGAINST GAMBLING ADDICTION

Collaboration between research clinic and the gambling industry aims to improve the effectiveness of prevention measures on digital gambling platforms.

Clinic Manager Thomas Marcussen has invited the gambling industry to join the fight against gambling addiction and its destructive nature. As research director and clinical psychologist at Aarhus University Hospital’s Research Clinic for Ludomania, he has led a number of projects in collaboration with gambling companies. The goal is to develop more effective prevention measures for gambling addiction by combining research and clinical practice knowledge with gambling industry skills.

“It is crucial to engage with all stakeholders, including those from the industry, to effectively combat gambling addiction,” says Thomas Marcussen.

The ideas led to a collaboration with Danske Spil to create a digital prevention universe based on the research clinic’s interactive treatment platform SpilleFri (GambleFree). Previously, Danske Spil’s responsibility website was more sparse in terms of user information about unhealthy gambling behaviour, but thanks to the collaboration with the research clinic, the public gambling provider will now create a more visible and user-friendly concept that is based to a greater extent on evidence-based knowledge. It entails, among other things, creating interactive videos, podcasts, and tutorials to assist with everything from understanding harmful behaviour to setting deposit limits.

Collaboration will have a greater effect

The collaboration is interdisciplinary, involving psychologists, filmmakers, a UX designer, a technoanthropologist, and Danske Spil communications staff.

“When it comes to communication, psychologists frequently become overly academic. It is critical to move away from scientific platitudes and therapist jargon and instead use easily accessible psychological measures to reach people with gambling problems in the most effective way,” says Thomas Marcussen.

However, Danske Spil is not the only industry player who has collaborated with the research clinic. Kindred Group, Spilnu.dk, Mr Green, and Betsson Group, along with Danske Spil, have donated DKK 12 million, allowing the Danish Ludomania Committee to be established – an impartial grant committee to support gambling addiction research housed at Aarhus University’s Department of Clinical Medicine.

Monitoring risk factors

Thomas Marcussen’s work is motivated by a clear increase in problematic gambling behaviour, particularly among young people. Research in this field is critical for developing effective prevention and treatment methods that keep up with the gambling industry’s rapid technological development. For example, the research clinic has worked with gambling companies to evaluate game data for use by AI scanners, as well as with Mindway AI, an Aarhus University spinoff whose game scanners are used in companies around the world to monitor millions of players in real time.

“In that work, we search for risk factors. In contrast to alcohol and drug abuse, people with problem gambling behaviour allocate a data point when they gamble. We can track when and how frequently they play, how much money they invest, their risk tolerance, what they do when they win, and, not least, what they do when they lose,” says Thomas Marcussen.
Sharpened innovation skills are one of the most common outcomes of a research collaboration with Aarhus University. Several hundred companies evaluate this in a survey of the university’s scientific collaborations.

WriteReader is one of them. The digital company aims to revolutionise writing instruction in the country’s schools. Researchers from Aarhus University’s Danish School of Education (DPU) have paved the way for the company’s newest teaching app, which is aimed at school teachers.

The novel technology not only detects dyslexia, but also uncovers children’s writing processes and learning patterns in an unprecedented way.

“We have created something extraordinary. The research has improved our product and provided a deeper understanding of children’s written language and learning. It’s a true win-win situation,” says Janus Madsen, COO and founder of WriteReader.

The goal of the research partnership with WriteReader was clear: to uncover each child’s written developmental journey. The goal was met by carefully analysing thousands of schoolchildren’s texts, which were thoroughly reviewed using WriteReader’s proprietary software.

The end result is a teaching app that allows teachers to personalise Danish instruction, understand and address children’s writing and reading challenges, and highlight their strengths. In other words, a tangible solution to a current challenge, and a result that 80 per cent of all companies, according to the business survey, have achieved through collaboration with Aarhus University.

“We have created something extraordinary.”

Janus Madsen is the COO and founder of WriteReader.

Researchers at Aarhus University have helped the company improve the writing development of the country’s schoolchildren. Photo: PR

New research project aims to measure Alzheimer’s and Parkinson’s through the ears

Serious brain diseases like Alzheimer’s and Parkinson’s are currently discovered far too late. That is why Rigshospitalet and Aarhus University collaborated with the health technology company T&W Engineering to create a device that looks identical to in-ear headphones and which can measure the brain’s electrical activity and sleep patterns.

Sleep pattern changes have been shown in research to be early signs of Alzheimer’s and Parkinson’s disease, and the goal of the research project is to enable early detection of these brain diseases by allowing for home screening. This could lead to more effective treatment options and patient outcomes. The project is called PANDA, which stands for “Progression Assessment in Neurodegenerative Disorders of Ageing”, and is funded by Innovation Fund Denmark with DKK 15 million.

PhD research paves the way for sustainable oil filters

C.C. Jensen, an oil filtration specialist, has collaborated with Aarhus University on a PhD project that integrates artificial intelligence and machine learning into the drying process of oil filters.

This has resulted in energy savings of up to 90 per cent compared to previous methods.

Professor Peter Gorm Larsen, head of Aarhus University’s Centre for Digitalisation, Big Data, and Data Analytics (DIGIT), is a co-supervisor on the PhD. According to the professor, the outcome represents not only a significant technological advancement, but also an improvement in sustainability and operational efficiency.

“If companies can get data out and get help from knowledge institutions that know which tool to use right now, it can yield strong results in terms of energy savings. That is very beneficial to the green transition,” says the professor.

Drying engine oil filters is critical for ensuring filtration efficiency and preventing machine contamination.

The PhD project is part of the MADE FAST initiative, which brings together business and knowledge institutions to address future challenges in Danish manufacturing companies.
Nursing homes become sound oases with business cluster support

Three nursing homes in Aarhus have been transformed into sound oases, with specially designed speakers bringing natural sounds from the island of Samsø directly into the living areas. This creates feelings of security and a homely atmosphere for residents. The goal is to improve quality of life and create memories of nature.

The Sonic Citizenship project is supported by the business cluster Danish Sound Cluster in Struer, and the research is led by Marie Koldkjaer Højlund and Morten Breinbjerg from the Department of Digital Design and Information Studies at Arts. Throughout the process, they have seen the business cluster as an important economic partner.

“The support has enabled us to quickly make the necessary resources available for the project. It has accelerated our research and allowed us to deliver faster results,” says Morten Breinbjerg.

Aarhus University is a key player in Denmark’s business clusters, which include finance, sound technology, and food. The clusters serve as national umbrellas for their respective business areas, aiming to promote innovation and competitiveness.

This occurs both through professional communities, where researchers can share their findings with industry, and financially, by making a number of pools accessible. The support can be around DKK 300,000 and be critical for the development of research ideas that would otherwise be difficult to fund.

What is a business cluster?

The business clusters are national units whose mission is to foster innovation and networking among small and medium-sized businesses, particularly in business and technology sectors ranging from food and the environment to design and sound.

Aarhus University is a member of ten Danish business clusters. Here, university representatives serve as liaisons between the university’s research and the companies associated with the specific business clusters.

The research funds from the business clusters can be viewed as “seed funding”, an economic seed that allows researchers to explore an area and determine whether there is fertile ground for a larger research project – followed by an application to a larger foundation, as is the case with the Sonic Citizenship project.

Want to cooperate with the clusters?

Contact Bettina Dencker
bdh@au.dk

Read more about the business clusters: medarbejdere.au.dk/klynger
Dental care research with Novozymes aims to combat widespread disease

University and biotech company jointly develop enzymes that prevent dental diseases, open new business areas, and challenge conventional dental care habits.
In an ambitious research project, Aarhus University’s Department of Dentistry and Oral Health and the Interdisciplinary Nanoscience Centre (iNANO) have teamed up with the biotech company Novozymes with a common goal of innovating the dental care industry.

Together, they are developing an enzyme-based therapy to prevent dental diseases such as caries, gingivitis, and periodontitis while preserving beneficial bacteria in the mouth.

“The societal value can be enormous. Caries is one of the most common diseases, so a new treatment could benefit the entire population,” says Sebastian Schlafer, professor of cariology at Aarhus University.

From research to public health

The project aims to create a harmonious coexistence with oral bacteria by attacking the biofilm matrix, which is the mucus that surrounds the bacteria in dental plaque. This way, plaque on the teeth can be removed without the use of antibacterial agents, breaking with the conventional view that all bacteria in the mouth are harmful.

“The bacteria are often beneficial. For example, when they convert nitrates from vegetables and thereby ultimately contribute to controlling blood pressure. Conversely, regular use of antibacterial mouthwash can potentially increase blood pressure precisely by inhibiting the bacterial conversion of nitrate,” says Sebastian Schlafer.

The research project, which is now in its third clinical trial and focuses on people with a high incidence of caries, provides a new understanding of how human evolutionary development has shaped a harmonious coexistence with oral bacteria.

From knowledge to action

Earlier outcomes of the collaboration between Aarhus University and Novozymes include BioFresh Clean, a lozenge launched in the United States in 2023 that releases enzymes and is intended to reduce dental plaque.

Inge Knap, Science & Technology Lead at Novozymes’ OneHealth, emphasises the significance of the research collaboration for the company’s innovation opportunities in oral care.

“At Novozymes, we see tremendous opportunities in oral hygiene, but we face challenges in acquiring the necessary expertise. The collaboration with Aarhus University provides us with access to the necessary specialised knowledge while also allowing us to explore concrete application possibilities. It strengthens our shared knowledge,” she says.

Manish K. Tiwari, Senior Scientist in Novozymes’ Enzyme Research Division, believes that the collaboration with Aarhus University has resulted in a unique balance between basic research and product development.

“Through this, Novozymes and Aarhus University have established a partnership that can pave the way for future innovative biosolutions,” he says.

Want to take your research to the large companies?

Contact Thomas Korsgaard
tkors@au.dk
Professor Thomas Poulsen strikes a balance between laboratory experiments and real-world challenges. His passion for his field of research has resulted in two innovative biotech startups.

Profloussor Thomas Poulsen keeps a lot of balls in the air. He balances his work as a well-known researcher at Aarhus University’s Department of Chemistry with his life as an enterprising scientific entrepreneur, having co-founded no fewer than two spinout companies.

One, Kripthonite Therapeutics, is working on a breakthrough treatment based on a new class of drugs that can eliminate cancer cells that are resistant to conventional treatment and are responsible for the cancer’s recurrence.

“The method grew out of laboratory research, where we studied natural molecules and imitated nature by creating completely new, simpler molecules, and thereby found a solution to a clinical problem that has been known for decades,” says Thomas Poulsen, who founded Kripthonite Therapeutics with two former PhD students from his lab, Kristian Mark Jacobsen and Per Hjerrild, as well as the innovation company Marigold Innovation. Kristian and Per are now full-time employees of the company thanks to grants from Innofounder, Innovation Fund Denmark’s entrepreneurial development programme.

Kripthonite Therapeutics has patented the drugs and is now looking for a suitable investor or partner.

Run ten kilometers without moving
Along with Kripthonite Therapeutics, Thomas Poulsen founded KetLace Biosciences, which has patented a molecular solution that increases the body’s levels of lactate and ketones – an effect that would otherwise require rigorous training and fasting. This allows you to significantly increase the concentration of...
these extremely beneficial substances without leaving the couch.

“We can actually put the body in a – metabolic – state that is equivalent to running ten kilometres, even on an empty stomach. This has a wide range of interesting applications, particularly for people who struggle with exercise. For example, people suffering from obesity or age-related diseases, such as heart failure,” says Thomas Poulsen.

The solution is very likely to affect the appetite. After hard sports, you rarely feel hungry. This is due to increased production of hormones that suppress appetite. According to KetLace Biosciences, the unique biological effect can be replicated – without the need for exercise.

KetLace Biosciences was founded together with Professor Mogens Johannsen from the Department of Forensic Medicine at Aarhus University, Professor and Senior Physician Niels Møller from Endocrinology at Aarhus University Hospital, and the innovation company Mousing & Hede Innovation. KetLace Biosciences expects to have the substance approved for human consumption within the next three years, and it has secured the necessary investment.

The environment as a significant springboard
The common denominator for the two companies is that the right molecule can solve important medical problems while also having a large market potential. Both projects were created through broad collaborations across institutes and research areas, with Aarhus University’s networking opportunities having a positive impact.

Thomas Poulsen uses hospitals as an example, stating that while they are well-versed in the clinical problem, they do not always have the opportunity to consider innovative molecular solutions, as laboratories do.

He emphasises that business support has been critical to both projects. For example, Aarhus University’s Technology Transfer Office (TTO) has assisted both companies with know-how, as well as finding and establishing the right connections.

“The overall environment for innovation at Aarhus University is rapidly accelerating. It is not obvious that these two projects would be able to reach this point. You definitely have to be lucky to make the right decisions at the right time. But when you can see other colleagues take the step forward in innovation and succeed, it also makes you more courageous to try it yourself,” says Thomas Poulsen.
Doctor develops new invention to treat ear problems

Kasper Linde’s medtech company is shaped by the startup environment at Aarhus University. Inspired by AirPod technology, he hopes to change the lives of ear patients.

Earache, ringing, and hearing loss. Middle ear problems are widespread, but medical clinics struggle to conduct accurate and rapid investigations.

Now Zeta Diagnostics, founded by Kasper Linde, is on the verge of making a breakthrough with a new device for diagnosing middle ear problems known as Eustachian Tube Dysfunction (ETD).

“The disease is extremely difficult to diagnose. Until now, there has been a lack of a tool to conduct a rapid investigation in patients,” says Kasper Linde, an Aarhus University-trained doctor, about the disease, which can be a precursor to serious health problems, and which has thus far lacked an actual diagnostic method.

Zeta Diagnostics’ investigation method consists of a type of smart monitor that operates on the same principles as those used to diagnose heart patients.

The device examines the health of the middle ear without causing unnecessary disturbance to the inner ear, and according to Kasper Linde, the method can reduce the number of doctor visits required to make a diagnosis by 40 per cent.

“The approach is similar to using AirPods. You wear the monitor while going about your daily life, and it continuously analyses you while you do the dishes, watch a movie, or go to work,” says Kasper Linde. Previously, similar investigation tools were reserved for medical clinics. Kasper Linde’s device, on the other hand, can collect information from patients in their own homes, eliminating the need for a brief consultation with a physician. The method also provides the doctor with a far more comprehensive analysis on which to base the diagnosis.

“We don’t just get a snapshot of one doctor’s visit. We get a much better picture of the patient’s life,” says Kasper Linde, who expects to begin clinical tests in early 2024.

Upside-down innovation

The robust startup ecosystem that Aarhus University is part of has played a significant role in Kasper Linde’s entrepreneurial journey.

“I am not a researcher, but the BioMedical Design innovation programme has helped shape my entrepreneurial path. The mantra here is that innovation must be needs-driven,” says Kasper Linde.

BioMedical Design, which is run by Aarhus University and the University of Copenhagen with funding from the Novo Nordisk Foundation, brings together people from various professional backgrounds and sends them out into the world on an intensive full-time programme to identify and solve a clinical need. Kasper Linde and his team spent eight months identifying the need and a month and a half solving it.
“It is upside-down innovation, but the clinical need is also the sole driving force behind Zeta Diagnostics. Everything I’ve learned about innovation came from that innovation programme.”

Like going from kindergarten to primary school
According to Kasper Linde, after completing the programme, you have been in a bubble where you have been looked after, supported, and guided for a long time before being abruptly released into the real world.

Fortunately, it is not without a lifeline, as offers such as Aarhus University Hospital’s innovation platform BETA.HEALTH and Aarhus University’s startup hub The Kitchen are waiting on the other side to catch ambitious entrepreneurs with mentoring, networking, and development resources.

“It’s a bit like going from kindergarten to primary school. You get the foundation at BioMedical Design, and then you mature through entrepreneurial opportunities like The Kitchen, which have really helped us climb the ladder,” says the enterprising doctor of the synergy between the various innovation offerings.

“Like me, you might come with an academic background and a lot of curiosity, and you leave with the tools you need to run a business in real life. It’s really unique in this ecosystem,” he adds.

Kasper Linde’s entrepreneurial journey was aided by Aarhus University’s entrepreneurial environment. In the photo, Litté Dalsgaard, community manager at Orbit Lab, acts as a test subject.

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Meet someone who has tried it before: www.au.dk/ivaerksaetteri

READ MORE ABOUT BIOMEDICAL DESIGN
biomedicaldesign.dk
Quantum physicist wants to send the classroom on a trip to space

Shaeema Zaman, an entrepreneur and quantum physicist, is on a mission to improve science communication through two startups, Science Melting Pot and QASE Tech.

Shaeema Zaman, a quantum physicist and entrepreneur, has taken an unconventional leap from research to communication, determined to bring science out of the dusty textbooks and make teaching it exciting and relevant.

Shaeema Zaman founded Science Melting Pot as a one-of-a-kind channel for science dissemination, motivated by the desire to make science more inclusive and engaging – as well as to retain students in STEM.

"As the name suggests, we aim to be a melting pot of services within science communication with a sharp focus on making the complex relatable and accessible through storytelling," says Shaeema Zaman.

Among other things, the startup teaches researchers how to better communicate their findings and creates everything from infographics and games to social media for that purpose.

The task portfolio has been expanded to include knowledge dissemination for departments at Aarhus University and DTU.

Most recently, Science Melting Pot collaborated with DTU to create a website (rumrejsen2023.dk) that tracks Danish astronaut Andreas Mogensen’s second mission to the International Space Station. The initiative aims to increase children and young people’s interest in STEM subjects.

Science Melting Pot is also a part of DigiQ, a four-year EU project involving 24 organisations from ten countries that all provide training courses and modules for a Master’s course in quantum technology.

From DIY to ISS
Together with Elham Amiri, an astrophysicist, Shaeema Zaman has simultaneously started the company QASE Tech, which adds a playful twist to classroom teaching through the use of QAS- Es – do-it-yourself assembly kits designed to pique high school students’ interest in astrophysics and quantum physics.

"I learn a lot from talking to other entrepreneurs, regardless of whether their startups are similar to mine or not. There is a great energy and a strong sense of belonging" 

SHAEEMA ZAMAN, founder of Science Melting Pot and QASE Tech
“I have always felt that I lacked the playful element in school. As a result, we asked several teachers if they wanted to innovate their teaching methods. They all said yes, but many of them didn’t have the time.” Shaeema Zaman explains about the motivation behind QASE Tech, adding that the intention is not to replace the textbook, but to add a component and a playful element.

According to Shaeema Zaman, the academic subjects that QASE Tech chooses to tackle are frequently boring to teach. How do we communicate with satellites, for example? It is difficult theory in thick books, so why not make the learning practical?

The first learning set that QASE Tech has developed is precisely about radio communication in space, with students developing a radio that makes it possible to receive signals from satellites such as the International Space Station (ISS).

Great boost from other entrepreneurs
Through both startups, Shaeema Zaman has raised millions in funding. She finds that researchers, companies, and schools are all becoming more interested in better and more interactive science communication, but the journey has not exactly been a quantum leap. One thing was a string of funding application rejections, and another was the sheer impracticality of devoting oneself to an entrepreneurial dream while also remaining financially and mentally afloat.

“My journey has been influenced by the entrepreneurial ecosystem around me. I had no idea where to start. I was in love with my own idea, but I had no idea how to find clients or even approach them.”

Shaeema Zaman received a head start and a kick start on her entrepreneurial journey through various workshops in The Kitchen, and while she could easily work on the projects from home, she gladly shows up to the office space in The Kitchen every day, where she works and meets with her seven employees.

“I am more creative and efficient in The Kitchen and around talented people. I learn a lot from talking to other entrepreneurs, regardless of whether their startups are similar to mine or not. There is a great energy and a strong sense of belonging.”
STARTUP OF THE YEAR:

“WE HAVE QUIT OUR JOBS AND ARE WORKING FULL TIME ON OUR IDEA”

In order to improve the lives of breast cancer patients, Cacta has developed a successful business model based on measuring human body fluid content. Founded by Ida Grønborg, a nutrition researcher, and Mads Skak, a civil engineer, the company won EY Entrepreneur Of The Year in 2023 and received a DKK 100,000 grant from Alexander Foss’ Industrifond.

With the grant and an investment from Innovation Fund Denmark, the two entrepreneurs are now guaranteed salaries for the next year, which they will use to demonstrate that their innovative device is a financially viable project.

“The cash injection – has given us the freedom to go all in. We quit our jobs and are working full-time on our idea,” says Ida Grønborg regarding the financial support from Innovation Fund Denmark.

Cacta, which has its roots in the BioMedical Design innovation programme, an initiative of Aarhus University and the University of Copenhagen with support from the Novo Nordisk Foundation, will use its device to provide a time-saving and precise liquid measurement that can be used both in the healthcare system and at home in people’s living rooms. The novel technology measures, among other things, the patient’s fluid status using electrical resistance in the body’s tissues (bioimpedance), allowing them to avoid needlesticks on vulnerable patients.

Ida Grønborg credits the duo’s association with The Kitchen as a key factor in their entrepreneurial success.

“We have received qualified sparring from business developers, met the right people in our field, and had access to good physical facilities,” she says, emphasising that The Kitchen’s professional guidance improves Cacta’s chances of securing new investments in the future.

“External capital will be crucial for us to ultimately create value for patients and healthcare staff.”

Read more about BioMedical Design at biomedicaldesign.dk
INNOVATION

ARTIFICIAL INTELLIGENCE TO STRENGTHEN RELATIONSHIPS

Knowing that half of all Danish marriages fail, Joakim Habekost, a business economist at Aarhus University, recognised that the digital world could provide a solution: one that aims to strengthen already well-functioning relationships and make them resilient enough to withstand future love crises.

With his startup Love Fuel, he has now piqued the interest of Innovation Fund Denmark, which has invested in his vision to revolutionise relationship care through technology. Love Fuel uses artificial intelligence to provide tailored reminders and guidance to both parties in a relationship via a smartphone app.

The app recommends activities and other actions for couples based on a thorough understanding of the individual needs of those involved.

Joakim Habekost now has the financial freedom and opportunity to focus on the development of his product thanks to the support of Innovation Fund Denmark.

“I’m not going out hunting for customers right now. Instead, I want to explore the technology’s potential. Love Fuel must provide the best service possible, based on scientific findings. It’s about maturing the company to attract further investment,” he says.

Danish Graphene, an Aarhus University spinout, is on the verge of launching their innovations into space. The company specialises in producing graphene, the world’s thinnest material and one of the strongest, which is ideal for aerospace technology.

During a visit to the heart of the space industry in Houston, Texas earlier this year, the company demonstrated the unique industrial material, and CEO Andreas Brunsgaard Laursen anticipates that Danish-produced graphene will be used in a rocket launch next year, potentially opening the door to a global market.

If the company is successful in making a dent in the space technology market, it will be entering a market valued at USD 469 billion in 2022. And here, the United States invests six times more than China.

Danish Graphene is based on fundamental research from Aarhus University, where development and research into the almost newly discovered graphene have been ongoing for several years.

Today, the company manufactures and supplies graphene to the global industry.

STRONG MATERIAL ON ADVENTURES IN SPACE

Danish Graphene is the leading Danish supplier to the American aerospace industry. In a recent sales push in Houston, Texas, CEO Andreas Brunsgaard Laursen crossed paths with astronaut Andreas Mogensen.

Danish Graphene, an Aarhus University spinout, is on the verge of launching their innovations into space. The company specialises in producing graphene, the world’s thinnest material and one of the strongest, which is ideal for aerospace technology.

During a visit to the heart of the space industry in Houston, Texas earlier this year, the company demonstrated the unique industrial material, and CEO Andreas Brunsgaard Laursen anticipates that Danish-produced graphene will be used in a rocket launch next year, potentially opening the door to a global market.

If the company is successful in making a dent in the space technology market, it will be entering a market valued at USD 469 billion in 2022. And here, the United States invests six times more than China.

Danish Graphene is based on fundamental research from Aarhus University, where development and research into the almost newly discovered graphene have been ongoing for several years.

Today, the company manufactures and supplies graphene to the global industry.
It was an idea born in the barren desert of her native northern Mexico. Today, ten years later, from her laboratory at Aarhus University, Marcela Mendoza-Suárez is on the verge of a sustainable agricultural revolution. With her startup, SymbioMatch, the researcher creates tailored biofertilisers for agriculture to boost yields and profits in high-protein crops like fava beans and soybeans. SymbioMatch identifies the optimal bacteria for a specific crop in a specific type of soil, regardless of location or weather conditions. As a result, the company can achieve the ideal balance of bacteria in the individual farmer’s soil without using foreign chemistry or genetic modification.

“With our solution, we can create a transition from artificial fertilisers to biofertilisers, from animal protein to vegetable protein – and make the farmers themselves an active part of the green transition,” says Marcela Mendoza-Suárez.

Marcela Mendoza-Suárez’ path has been neither short nor straight, leading among other things to a PhD in molecular biology from Oxford University and then to a research project focused on specifically the fava bean at Aarhus University, where she is now a postdoc and assistant professor at the Department of Molecular Biology and Genetics. Here, she met Professor Stig Uggerhøj Andersen and Assistant Professor Marcin Nadzieja, who are now partners in SymbioMatch.

“I had a clear vision. I knew I needed a PhD to create my biofertiliser, and I knew I wanted to turn my research into real value for farmers, which required experience with entrepreneurship and innovation,” says Marcela Mendoza-Suárez.

Along the way, she discovered that The Kitchen offered professional assistance in creating commercial solutions based on her scientific discoveries.

“With our solution, we can create a transition from artificial fertilisers to biofertilisers, from animal protein to vegetable protein – and make the farmers themselves an active part of the green transition,” says Marcela Mendoza-Suárez.

Mentorship was essential
Marcela Mendoza-Suárez’ business venture was greatly impacted by the university’s startup hub, which provided her with the necessary skills to effectively communicate and pitch her ideas outside of academia.

“My invention is complex, and I needed to learn to use the right words so that I didn’t lose the entire audience at once. I can’t tell people I use green fluorescent protein, but I can tell them I find the right bacteria to improve crop efficiency,” says Marcela Mendoza-Suárez.

At The Kitchen, she was paired with a professional business developer through a mentorship, which helped her navigate the business aspects of her startup.
Field trials are the ultimate test
SymbioMatch is currently conducting field trials with crops in Germany to test the tailored biofertiliser, with additional trials planned for dry Southern Spain and wet Denmark.

“We’ve documented our solution in various crops and greenhouses, and we’re almost ready to provide farmers with an actual solution. The field trials are the ultimate test for our product, just as clinical trials in humans are for medicinal products,” says Marcela Mendoza-Suárez.

The solution is thus close at hand, but it could equally well have remained on paper in the laboratory. The research hit a stumbling block when Marcela Mendoza-Suárez realised she needed a bioreactor, which can convert raw materials into biochemical products, and they don’t exactly grow on trees.

Lending out a bioreactor
After several attempts to gain access to one, she was given the opportunity to use AU Engineering’s bioreactors, which resulted in the creation of the first prototypes of the customised fertilisers. She then obtained her own bioreactor through an AU Launch grant, which is intended for maturing entrepreneurial companies from Aarhus University.

“It was crucial because many similar entrepreneurial grants do not allow for the purchase of equipment. Precisely for this reason, the bioreactor must of course be accessible to other researchers and students with entrepreneurial ideas,” says Marcela Mendoza-Suárez.

In addition to providing access to the bioreactor, Marcela Mendoza-Suárez currently assists other researchers in scaling up their laboratory experiments. Among other things, she organises a workshop in which she and the reactor manufacturer teach postdocs and PhD students how to use bioreactors.

In her conversations with other aspiring entrepreneurs, Marcela Mendoza-Suárez also has good advice for getting off the ground with good ideas.

“We researchers want to create something that will solve a problem. So, instead of just thinking about how to solve the problem, consider how to make it a reality. That doesn’t mean you can’t still conduct research.”
Advances in the fight against cancer: 

Researcher develops precise radiotherapy

Thomas Ravkilde, a researcher from Health at Aarhus University, has turned complicated science into software that provides cancer patients with more effective and gentle treatment through his startup Ardos Radiotherapy Systems. The software aids in the delivery of radiation to tumours, which is administered to half of all cancer patients during their treatment course. The DoseTracker software is currently used in hospitals throughout Europe, North America, and Australia.

“Research may have value in itself, but it is only when it gets out into the outside world that it truly makes a difference,” says Thomas Ravkilde.

Scientist wants to revolutionise our smartphones

Gajraj Kuldeep, a postdoc at the Department of Electrical and Computer Engineering, has developed a method for compressing data so efficiently that it has the potential to revolutionise both personal electronics and the broader industry.

Gajraj Kuldeep has made the transition from researcher to entrepreneur in part thanks to Spin-outs Denmark, a postdoctoral entrepreneurial programme. His business revolves around making data compression extremely efficient while retaining all valuable information.

The method was previously unknown, but large data-intensive industries like wind turbines call for the software, which could also have a significant impact on our personal electronics like smartphones and tablets. The software improves image and video quality without compromising power consumption or storage space.

“My idea is not just a theoretical concept. It’s a practical solution that I think can make a big difference,” says Gajraj Kuldeep.

Read more about Spin-outs Denmark here: spinouts.dk
AU CENTRALISES COMMERCIAL ADVICE FOR RESEARCHERS

When researchers at Aarhus University want to translate their research findings into business ideas, they now only have to go to one place. All advice on business development, commercialisation, and intellectual property rights is now available at The Kitchen, Aarhus University’s startup hub in University City.

The Technology Transfer Office (TTO) will continue to be the primary point of contact for information on research projects with external partners.

TASKS IN THE KITCHEN

- Tasks related to the commercialisation of research.
- Legal tasks in the commercialisation process.
- Legal framework for the university’s commercialisation of concrete research results.

STUDENTS MAKE STORE’S ELECTRICITY BILL DWINDLE

Aarhus University engineering students helped Min Købmand in Laurbjerg, East Jutland significantly reduce the grocery store’s electricity bill. Armed with a thermal camera, the students discovered a leak in one of the store’s freezers, resulting in a practical solution to optimise the electricity thief – even though the task was only intended to be theoretical.

In collaboration with Combitherm A/S, the students developed a solution that now saves the store nearly 1,000 kilowatt-hours per month, a significant savings in an era of rising electricity prices, which have put a strain on the finances of small business owners in particular.

Deputy Director Mikkel Haarder of the Confederation of Danish Industry praised the students’ efforts in this regard and urged even greater collaboration between business and the country’s knowledge institutions.
NMD Pharma, an Aarhus University biotech spinout, has received an investment of EUR 75 million (approximately DKK 559 million) from a number of capital funds to develop groundbreaking treatments for neuromuscular diseases. With the funding, the company can now begin advanced clinical trials with a new drug that has the potential to revolutionise the treatment of a variety of diseases, including myasthenia gravis, spinal muscular atrophy, and Charcot-Marie-Tooth disease.

The drug can improve nerve-muscle communication, resulting in increased muscle strength and mobility.

The investment will be used to conduct clinical trials of the new drug against all three diseases. NMD Pharma expects the trials to result in the medicine being approved for use by patients.

“This investment is testimony to Aarhus University’s high-quality basic research and its potential to develop products that make a significant difference in the global health landscape,” says Thomas G. Jensen, head of the Department of Biomedicine.
Can Aarhus University students reflect themselves in the labor market on the west coast of Jutland?

Get the answer in this film, where two blindfolded students travel from the campus in Aarhus to Ringkøbing-Skjern Municipality to meet with select local companies. Can they guess where they are in the country?

Watch the video: [www.youtube.com/watch?v=JI5AE_rFwEE](http://www.youtube.com/watch?v=JI5AE_rFwEE)

Visionary students, wild thoughts

During the group examination in the subject Applied Innovation in Engineering, nearly 200 civil engineering students from Aarhus University met with 60 different companies and presented many innovative solutions.

At the Savvaerket event venue in Højbjerg, future civil engineers presented a veritable cornucopia of ideas to address innovation challenges identified by the companies, including efficient waste sorting at festivals and designing an armoured tanker and a mattress to prevent bedsores.

Companies such as Velux, Danfoss, Grundfos, Arla Foods, and Lego were among those in attendance to hear the students’ exciting solution proposals.

“’The purpose of the course and this event is to teach students to work at the intersection of their engineering skills and open up ideas and wild thoughts,” says Lars Ditlev Mørck Ottosen, head of the Department of Biological and Chemical Engineering at Aarhus University.

In an attempt to highlight the many internship, employment, and career opportunities in the area, Ringkøbing-Skjern Municipality organised a charm offensive for a group of Aarhus University students, which was warmly received by the local business community in Ringkøbing and the surrounding area.

Amanda Lehrskov Bjarkam and fellow student Christina Lerche Johnsen found this appealing. Both are pursuing a Master’s degree in experience economy in addition to their Bachelor’s degree in anthropology.

They used the trip to Ringkøbing-Skjern Municipality to find two good internships.

“When you get an internship a little away from Aarhus, it’s easier to find a place where you have a greater influence on what you want to work with,” says Amanda Lehrskov Bjarkam, who adds that West Jutland also has more room for the development of new ideas. She has initiated two projects: one encouraging tourists to collect rose hip leaves and fruits, for which local chefs will develop ideas and recipes, and another aimed at controlling sand drift. Here, she creates new information materials on how to navigate the dunes and encourages tourists to seek additional information from the dune warden.

"THERE IS MORE ROOM FOR THE DEVELOPMENT OF NEW IDEAS HERE"
New Award honours pioneering professor and research-based innovation

Professor Else Kai Sass opened numerous doors in her life. She established two art history study environments and institutes in Aarhus and Copenhagen, forged links between Danish and foreign research environments, and was driven to disseminate university knowledge into society by, for example, laying the groundwork for the Aarhus Art Museum, later known as ARoS. Her name is now also associated with a new award at Aarhus University, the Else Kai Sass Award, which recognises the important collaboration between the university and the outside world.

The Else Kai Sass Award was given out for the first time at Aarhus University’s traditional annual celebration. Professor Kim Daasbjerg of the Department of Chemistry received the award for his efforts to foster innovation and collaboration between universities and businesses, as well as his role in co-founding the two successful spinout companies RadiSurf and Danish Graphene. He is also the driving force behind a major research centre at the university, The Novo Nordisk Foundation CO2 Research Centre, and the initiator of a number of innovation events focused on technology development.

Throughout his 30 years at the university, Kim Daasbjerg has demonstrated the ability to put research into practice. His collaboration with industry has paved the way for successful business initiatives that combine academic knowledge and practical application, establishing Aarhus University as a driving force for innovation.

Lone Ryg Olsen, director of Enterprise and Innovation at Aarhus University, presented the award to the enterprising professor alongside a special message: “You are an inspiration to your faculty, department, colleagues, and students. You are an inspiration to me and our entire business venture.”

The Else Kai Sass Award: medarbejdere.au.dk/pris

Watch a video with award winner Kim Daasbjerg

THE ELSE KAI SASS AWARD

• Awarded to a candidate who brings knowledge from Aarhus University into society and who has made a positive contribution to the field of research communication, collaboration, and/or innovation.

• The scholarship comes with DKK 60,000.

• Awarded by Aarhus University’s Anniversary Fund.

• Replaces the former Research Communication Award.

Watch a video about art historian Else Kai Sass, the name behind the award.
ACIDIC ANT TOES TOOK THE PODIUM

“When I say ants, what comes to mind? Irritation? Ruined walks in the forest? I am here to tell you that the ants can help us.”

Ida Cecilie Jensen opened her three-minute tour de force with this, explaining how ants, with their antibiotic bacteria on their feet, can be used as an alternative to pesticides on fruit trees.

When the charismatic PhD candidate from Aarhus University’s Department of Eco-science begins talking about using acidic ant toes to combat pests in agriculture, most people will perk up.

“Ida Cecilie Jensen took us on a journey from start to finish, engaged the audience, used humour, and had a clear conclusion,” said the jury when they awarded her the victory in the research presentation competition Three Minute Thesis (3MT) at Aarhus University with her ant research, which has also turned into a promising startup, AgroAnt, which employs thousands of six-legged “employees”.

The Coimbra Group, an international association of European universities, is the driving force behind 3MT and chose the three best candidates from among 35 universities. These candidates delivered their pitches at the Coimbra Group’s annual conference in Cologne, Germany. Here, the final winner had to be determined, and “drumroll” it was indeed Ida Cecilie Jensen and her popular ants. This is also the second year in a row that a PhD from Aarhus University receives the title!
Europe needs bold investment in green technologies but receives only a small portion of global venture capital. Aarhus University and serial entrepreneur Tommy Ahlers rose to the challenge, hosting a one-of-a-kind research seminar that brought investors closer to groundbreaking green advances.

The seminar, led by top university researchers, focused on green deep tech and aimed to translate science into action. Lise Kaae, managing director of the Bestseller Group’s parent company, Heartland, attended the research seminar. Heartland has spent the last few years investing in green startups that have the potential to make a difference while also becoming growth companies.

“A green, global transition is critical and required for a sustainable future. As an investor, the seminar provides an excellent opportunity to learn more about the most recent green technologies from some of the top researchers in the field. It provides insight into which technologies will shape the future green economy, as well as how we can contribute to and invest sensibly in them,” she said at the seminar.

The Meet’n Match job fair at Aarhus University was a lively event. 250 students met with over 30 startups ranging from medtech and food to online platforms and furniture production to discuss job and internship opportunities.

The recurring internship and job fair, the largest of its kind for entrepreneurial businesses, aims to connect students looking for unique internships with local entrepreneurs looking for talent to help their businesses grow.

Many of the fair’s participants were companies founded by former students from the university’s own programmes, and many of them had employees who themselves started out as interns.
Focus on the complete entrepreneur at the people’s meeting “Folkemødet”

More than one-third of entrepreneurs experience stress or overwork, and depression is unusually common in the startup environment. Even worse, 65 per cent of startup collapses are the result of mental health issues or management conflicts. That's why Nordic Female Founders, the Danish Foundation for Entrepreneurship, and Aarhus University collaborated at this year's people’s meeting on Bornholm to promote a more nuanced narrative about entrepreneurship and challenge harmful myths.

With the research ship Aurora as a backdrop, three Aarhus University startups competed for sustainable business ideas backed by sustainable entrepreneurial careers. The alternative pitch competition drew a large audience and a diverse panel of judges, including investor Mia Wagner, TV host Ane Cortzen, museum director Rane Willerslev, and foundation director Christian Vintergaard. The winners were Leander Hessner and Happylan Natkunarajah of Decameal, a company that uses shore crabs to produce protein in chicken feed, a far more sustainable alternative to soy. They received DKK 50,000 from the Danish Foundation for Entrepreneurship for their business concept.

Cacta, a pharmaceutical start-up with a mission to provide breast cancer survivors with an easy-to-use tool for detecting sequelae, followed closely behind. They competed closely with BatteryPark, a startup founded by four electronics students that creates storage and charging solutions for electric bike batteries.

Thank you to the talented entrepreneurs and the panel of judges for their invaluable contributions and nuanced perspectives on Danish entrepreneurship.

SEE YOU AGAIN NEXT YEAR!

Networking event strengthens the alliance between university and business

Denmark faces significant societal challenges, and collaboration between universities and businesses on knowledge-based entrepreneurship and innovation is critical to finding solutions. That was the starting point when Aarhus University and the Confederation of Danish Industry gathered at the people’s meeting “Folkemødet” with a diverse group of business leaders, politicians, and organisations for a networking event on the research ship Aurora at Allinge Harbour.

At the networking event, the hosts were Aarhus University’s business director, Lone Ryg Olsen, and the Confederation of Danish Industry’s deputy director, Mikkel Haarder.
At the Grundfos Awards in The Kitchen at Aarhus University, four startups presented their projects, with Ida Cecilie Jensen from AgroAnt taking first place and receiving a DKK 30,000 grant.

Every year, Grundfos provides 25 entrepreneurs at Aarhus University with the so-called EarlyCash grant as seed money for business development. And this time, the company distributed additional funds to the entrepreneurs who had achieved the most from the initial assistance.

AgroAnt uses ants to control pests and plant diseases on fruit trees, and Ida Cecilie Jensen used the EarlyCash grant to buy 2,200 market-ready sugar dispensers for her worker ants. "University entrepreneurs have repeatedly demonstrated their ability to deliver promising ideas and solutions to global problems. This also applies to a great extent to the talents at Aarhus University," says Flemming Hedegaard, Grundfos’ head of new concepts, adding that Grundfos will continue to assist ambitious startups from Aarhus University in getting their projects off the ground.

Three other startups delivered pitches at the award show:

- Calle Misser Juhl of the gender-inclusive clothing universe Bekvm.
- Emil Hvid Pedersen, who creates running clothing with design and quality at the forefront in the company Mile Sports ApS.
- Daniel Kvist Sørensen and Lars Kjeldahl of Brassica Robotics, who manufactures machines for harvesting heads of cabbage.

The career day is an annual event that allows you, as a PhD student or postdoc, to learn more about your career options by meeting company representatives in person and understanding what the companies stand for and are looking for.

At PhD Career Day 2023 at Aarhus University, 200 PhD students and postdocs met with a variety of Danish companies, ranging from major players like Netcompany and Novo Nordisk to smaller, highly specialised firms like NMD Pharma and CeMeCon Scandinavia.

Among the companies was the patent agency HØIBERG - European Patent Attorneys, which recognises the importance of PhDs as employees. Up to 90 per cent of their patent advisors have a PhD degree on their resume. According to Vibeke Bay of the patent agency, this is because the position of patent advisor necessitates expertise in complex patent legislation as well as insight into their clients’ business models and technical areas, making PhDs ideal candidates for the job.

"However, not everyone is aware that the position of patent advisor exists. We participate in the fair to make the young researchers aware of what opportunities exist outside academia," says Vibeke Bay.

PhD Career Day returns on 25 April 2024.
In 2023, Aarhus University launched a new series of research seminars for alumni called Happy Hours. Here, exciting research papers from various disciplines are combined to highlight a specific theme, providing the audience with a deeper understanding of current, complex issues such as artificial intelligence, the future hybrid workplace, the metaverse, and management strategy. More Happy Hours are planned for 2024.

All employees can sign up for the Alumni Network at alumni.au.dk and participate in Happy Hours. If you are a researcher and wish to participate as a presenter, contact Alumni Consultant Mette Slot Eriksen at mese@au.dk

See more offers for alumni at alumni.au.dk
Sign up for Enterprise and Innovation’s newsletter, which includes news and offers about collaboration, innovation, and entrepreneurship.

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