

Table I - Participant profiles

Participant	Years of experience	Description
Colin	3 to 4	Colin, an experienced company director, business owner who was a board member of the university.
Eva	3 to 4	Eva, a visiting lecturer at the institution and has been an entrepreneur for 20 years.
Roger	7 to 8	Roger, an entrepreneur whose business served academic institutions. He worked with other businesses as a board member and shareholder.
Henry	6 to 7	Henry was a commercial director in the public sector and industry. He was an experienced entrepreneur who has run several businesses.
Alan	3 to 4	Alan, a finance professional who has start-up experience and building international business.
Tony	5 to 6	Tony had been part of the university system and used its support mechanisms to build businesses. He was also an experienced entrepreneur.
Paul	5 to 6	Paul was a tech CEO and an experienced entrepreneur, from start-ups to building a public international company.

Table II - Findings

Superordinate Themes	Subordinate Themes
Experience as a source of knowledge for the university community	<ul style="list-style-type: none">• <i>Intrinsically motivated and possessing a genuine purpose and passion</i>• <i>Highly skilled and confident in offering help by performing a multifaceted role</i>
Developing an understanding of their stakeholders	<ul style="list-style-type: none">• <i>Development of a nonjudgmental and supportive relationship that includes empathy</i>• <i>Coaching and/or mentoring</i>
Bridging gaps within the system	<ul style="list-style-type: none">• <i>Addressing academic and practice gaps</i>• <i>Addressing structural and communication challenges</i>• <i>Acting as a trust ladder</i>
Disconnected nature of the role	<ul style="list-style-type: none">• <i>Lack of integration</i>• <i>Need to improve role clarity</i>• <i>Tensions between academics and EiRs</i>