# INNOVATE TOGETHER

EIT Manufacturing Call for Proposals for Innovation Activities accelerating the market deployment of exploitable results of "Factories of the Future" projects

## Activity proposals to be executed in 2022

## Guidelines for the Open Call
## (1st stage & 2nd stage submission)

EIT Manufacturing

Paris-Saclay, France  |  2021-09-27

www.eitmanufacturing.eu

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# Contents

**Note:** These Guidelines are based on the current set of requirements by EIT. They are subject to change if / when new requirements are defined or existing requirements are changed. In particular, this may happen when concrete regulations of the new Horizon Europe framework become known.

# 1 Foreword

## 1.1 About EIT Manufacturing

EIT Manufacturing will put Europe at the center of a global revolution and boost manufacturing innovation in Europe by connecting people with skills, technologies with markets, and innovators with investors. Technological progress is now exponential, and it is changing the industrial, social and competitive landscape faster than ever before. Our aim is not only to adapt to this revolution, but to lead it. To do so, we need to overcome value network fragmentation and bring stakeholders together. We need to make better use of our knowledge and our strengths to create value and deploy agile mechanisms to accelerate and steer innovation, shaping the future role of manufacturing in our society.

With the needs, concerns and ideas of economy and society at its core, the mission of EIT Manufacturing is to empower its partners and stakeholders to fundamentally transform the manufacturing system and meet the global demands of present and future generations. In 2021, EIT Manufacturing Calls for Proposals (for Activities to be executed starting in 2022) build upon the experiences and lessons learnt and drive the community one step further in the achievement of its long-term goals.
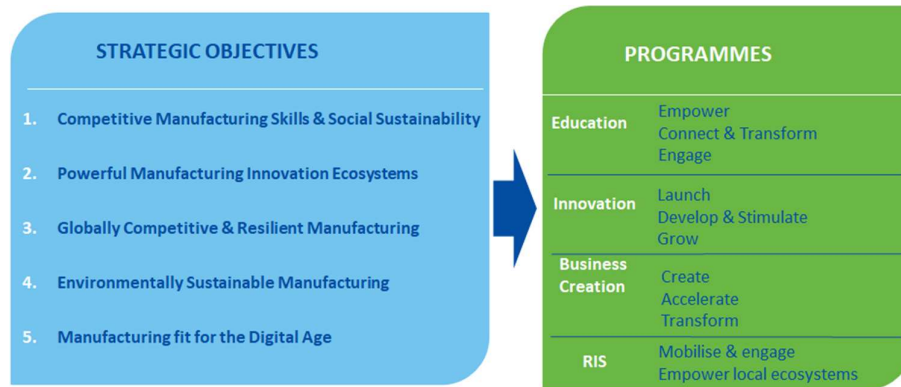


Figure 1. Strategic objectives and programmes of EIT Manufacturing

Activities of EIT Manufacturing are aimed towards the strategic objectives of the KIC and the programmes are the instruments to achieve the objectives for the EIT Manufacturing community.

Proposals for these activities will be solicited through a call process open to all Partners of EIT Manufacturing, i.e. Members and their Linked Third Parties, Activity Partners, but also open to non-Partner (external) organizations, including SMEs and Start-ups, that can bring added-value to them.

# 2 INNOVATE TOGETHER – Open call

## 2.1 Scope of the call

Synergies with other European and National initiatives are critical for EIT Manufacturing, EIT which has been working with emphasis towards reaching out and exploring the innovation and manufacturing landscape for relevant collaborations.

Along these lines, EIT Manufacturing is working together with the European Factories of the Future Research Association (EFFRA) looking forward to collaboration with strong benefits for the future of European Manufacturing. EFFRA is the private counterpart of the European Commission in the 'Factories of the Future'(FoF) Public-Private Partnership under Horizon 2020, and nowadays of the 'Made in Europe' European Partnership under the newest 'Horizon Europe' European Framework Programme. This collaboration signals an important milestone, further to which stakeholders of two

initiatives from two different pillars, Made in Europe (Pillar 2) and EIT Manufacturing (Pillar 3), will work together towards a common goal, strengthening European Manufacturing and multiplying the impact of Research and Innovation activities. In the coming year collaboration will also extend to education and business creation.

The aim of the Open Call is to stimulate, inspire and support innovation activities addressing manufacturing and industrial challenges that meet user needs and have clear market potential with important benefits for EU economy and society. For that purpose, **this Open Call will focus on innovation activities aiming to support tested and demonstrated exploitable results coming out from projects funded under the Factories of the Future program (and in the future of Made in Europe projects) to accelerate their market deployment.** Working with leading industry actors, the goal of selecting topics for this Open Call is to address needs of the industry and connect innovative entrepreneurs with large industry players.

The idea behind the proposed innovation mechanisms though this open call is to multiply impact for European manufacturing by bringing innovative solutions closer to the market while considering real needs of manufacturing end users.

INNOVATE TOGETHER call aims to select proposals that fit to one of EIT Manufacturing flagships. In total, 2.5 M Euro funding is to be allocated to the successful activities.

## 2.2  Compliance with EIT MANUFACTURING flagships

All proposals should align with EIT Manufacturing's overall vision, mission, and set of KPIs.

Proposals should clearly define targets for added value, business and/or societal impact.

In order to ensure alignment of proposals with EIT Manufacturing Strategic objectives, the following call thematics (Flagships) have been defined. Proposals should contribute to one of EIT Manufacturing's four flagships (see section 5.1):
- Human-machine co-working for socially sustainable manufacturing
- Flexible production systems for competitive manufacturing
- Low environmental footprint systems & circular economy for Green manufacturing
- Digital & collaborative solutions for innovative manufacturing ecosystems

Each Activity proposal of EIT Manufacturing should be executed by an entrepreneurial team consisting of Partners of EIT Manufacturing, i.e. Members and their Linked Third Parties and Activity Partners. Non-Partner organisations can also participate and will be assigned the Activity Partner status for one (1) year (see glossary) in case the activity proposal they participate in is selected for funding.

Activity consortia may also include Linked Third Parties (LTPs) of member organisations (e.g. daughter companies).

The consortia should represent, at least two Co-Location Centres (CLCs), preferably combining education, business, and R&D background. Consortia shall take careful consideration in forming consortia with regards to the number of organisations and the additional coordination complexity for larger consortia. Well defined rationale is required to balance out between partners competences and coordination especially for the anticipated project duration. Involving SMEs or start-ups is particularly relevant for Innovation Activities.

For each selected Activity proposal, the maximum allocation of funding can be EUR 500,000 with the requirement of a minimum 30% co-funding to be provided by the Applicant.

The duration of Activities should be planned for 1 year during which period two stage-gate reviews will be performed by EIT Manufacturing in order to thoroughly monitor and assess the progress and performance of the Activities.

Non-Partner organisations can also be included in consortia by sub-contracting (up to EUR 60,000, using best-value-for-money selection processes according to EIT procurement policy). Please be aware that sub-contractors need to be selected via a documented procurement process, keeping best-value-for-money principles in mind.

Organisations that are not yet partners of EIT Manufacturing can express their interest to participate in proposals by registering -> here. When the registration is approved by EIT Manufacturing, the organization's expression of interest is visible to all EIT Manufacturing Partners, can be selected in the proposal form, and assigned budget. Note, however, that employees of those organisations will not get access to the EIT Manufacturing intranet and therefore will not be able to edit proposals. The Activity Leader or the co-editors of the proposal can export the proposal and share externally. In case a proposal is accepted, external organisation involved will get the partnership status of an Activity Partner (see Glossary). Then also employees can register themselves in the system.

At most half of a consortium can be from external organisations, so at a minimum 50% of the participants must be from existing EIT Manufacturing Partners (members, LTPs, or Activity Partners that are SMEs and therefore can be Activity Partners for a second year).

One Member organisation (or LTP) takes the lead partner role, acting as Activity Leader of the overall Activity. The Activity Leader is responsible for deliverables and impact of the overall Activity. Activity Partners or external organizations cannot lead an Activity.

At least one of the consortium partners shall be the Business Owner expected to exploit the tangible and non-tangible (in the case of software, IP, knowledge etc.) outcome of the activity. Each Activity can have several Business Owners. Consortium partners will have to agree who will have this role based on the anticipated exploitation approach.

In Innovation activities, the Business Owner is the organization that launches on the market and commercializes, i.e. brings proof of traction from potential customers, packages the output of the activity ("product owner"), and brings it to the market, either as part of the activity or shortly thereafter. Examples of organisations that can take this role include: a technology integrator, a service provider, an SME, a spin-off startup that will be created as an outcome of the Activity, or a business line/unit of a corporation taking part of the activity consortium

The Business Owner would typically also be responsible for, or at least representing the consortium with reference to, the activity's contribution to the financial sustainability of EIT Manufacturing.

Note: EIT Manufacturing reserves the right to conduct ex-post impact assessment within at least five years after the end of the activity.

Note: For ensuring alignment will all the requirements and eligibility criteria, please carefully check the information provided in sections 2.3, 3.1 and 3.2.

## 2.3  Submission procedure

The call will be executed in two stages: a 1st stage submission (deadline **October 11th, 2021**) and a 2nd stage submission (deadline **November 26th, 2021**).

Note: Proposals that were not submitted for the 1st stage cannot be accepted for the 2nd stage, with both 1st stage and 2nd stage proposals to be submitted for the same Flagship (see section 5.1).

Information submitted in the 1st stage can be edited for the final submission. Note that the overview budget as submitted in Tab 3 of the proposal template is for the 2nd stage not editable any more, but retained for reference only. The final Activity budget needs to be specified in Tab 5 of the proposal template.

An Activity proposal should have:
- a definition of the added value and business/societal impact traced with KPIs, e.g. creating a new Start-up (see Annex, section 5.7 for the list of KPIs);
- one or more clearly defined deliverables;
- a strong partner commitment and a European dimension involving multiple Innovation Hubs and partners.
- a dissemination plan on how to communicate the results of the Activity proposal, following EIT branding guidelines.

Prior to applying to the call, INNOVATE TOGETHER activity proposals should:
- ensure that they fulfill the eligibility criteria for this open call (see section 3.2);

- clearly and carefully define the acute and real manufacturing problems that need to be solved and how they will address them;
- deliver novel technology-based solutions (products or services) that are robust and market-ready with potential for real commercial exploitation at the end of the project;
- ensure that technology brick providers (RTOs/universities, SME, startups,...), system integrator or service providers (SME, larger company…) and application end users (manufacturers) are part of the consortium team. Particularly, each team should consist of **2 – 4 partners** from **≥ 2 CLCs**: technology brick providers (RTOs/universities, or specialized SME/startup), system integrator and application end users.
- ensure that at least one business owner is part of the consortium and will drive the proposed activity for go-to-market, commercialization plan and business plan;
- propose a pathway how to contribute to the financial sustainability of EIT Manufacturing if it is successful on the market;
- carefully address EIT performance KPIs;
- translate innovation findings into learning nuggets and associated learning path with an evaluation nugget during the project;
- clearly specify which actions are taken to achieve knowledge triangle integration, gender balance and diversity and sustainability to be in line with the European Union's objectives;
- lead to clear outputs and commercial exploitation: new marketed products/services/ processes, or startups creation, within 1-2 years after project completion;
- have a clear commercialization strategy of the project outputs, indicating close cooperation with the customers/citizens, potential financial returns from the project and potential contribution of the project towards achieving the Innovation Community's financial sustainability;
- have sufficient genericity to be scalable in the future;
- clearly state the knowledge and technologies the solution builds on, especially the existing knowledge acquired in the Factories of the Future project (FoF) that the activity will further develop and improve;
- consider and address gender balance and diversity, knowledge triangle integration as well as social and environmental sustainability.

The inclusion of partners solely for dissemination or project management purposes should only be done exceptionally and if justified by unique elements brought by the partner in those domains.

The involvement of EIT Manufacturing partners or external organisations from RIS countries is not a prerequisite but will be positively considered. The EIT RIS eligible countries are described here.

### 2.3.1   1st stage submission

Proposals have to be submitted through the online submission tool available at EIT Manufacturing's Intranet, which will be available starting from **September 27th, 2021**. To access the submission system, applicants should log in to (or register at) the EIT Manufacturing Intranet at http://plaza.eitmanufacturing.eu/. The "Call for Proposals 2022 – Submission System" from "Call for Proposals" at the top menu bar should be selected, or a click on the respective button in the dashboard. When filling out the template, applicants should refer to the help information provided in the template next to each field.

Not all information required for the 2nd stage is needed to be provided for the 1st stage. For the 1st stage, concise project sketches containing the following points are expected:
- Lead Partner, including contact person;
- Activity title and Area;
- Selected flagship (only one flagship is allowed, see section 5.1);
- Purpose of the Activity, summarizing some key points for the proposal including (but not limited to) the following information [2000 characters]:
  - Which is the "Factories of the Future" project that delivered the Exploitable Result(s) (ER(s)) that will be the starting point of your proposed activity?
  - What are these Exploitable Result(s) (ER(s)) that you will address in this activity? Please describe the core activities for realizing them.

- What is the challenge experienced by the manufacturer end users? How does the investigated ER (s) fit to these challenges?
- What is the technical solution that you are deploying? Explain key features.
- How widespread is this challenge in the manufacturing industry? Describe your application area, concerned by the challenge to be addressed.
- Describe the current and targeted TRL. Please briefly provide your plan for achieving TRL elevation.
- Who is the business champion who will drive the work package for go-to-market, commercialization plan and business plan?
- Role of partners and team members;
- Key outputs;
- EIT Core KPIs targets (see section 5.7) and KIC Specific KPI targets (see section 5.8);
- Estimated costs and EIT funding request for 2022;
- Estimated revenue projections resulting from the commercialization of the Activity results and the backflow of part of this to EIT Manufacturing (financial sustainability contribution, restricted in 500 characters for the 1$^{st}$ stage);
- 1$^{st}$ stage annexes in Tab 3, provided in word document format to the applicants including the relevant guidelines.

The 1$^{st}$ stage proposals can be submitted when Tab 0 and Tab 1 of the submission form are completely filled and the click on "Check and Save" in the respective tabs was successful. Information in the other tabs is not mandatory, but should be sufficiently detailed to allow an assessment of the above mentioned points.

**Please note:**

! The applicants should expect feedback regarding the related formal aspects, strategic fit, and compliance with eligibility criteria and not comments related to the content of the proposal. The feedback is expected to be provided up to October 18$^{th}$.

! If a proposal doesn't meet the eligibility criteria in the 1$^{st}$ stage, the applicants will be noticed until October 18$^{th}$ 2021. However, it is their responsibility to withdraw or address the issues before submitting in the full proposal, otherwise the proposal will be rejected in the 2$^{nd}$ stage evaluation.

! English is the official language for this Open Call. Submissions done in any other language will not be evaluated. English is also the only official language during the whole execution of EIT Manufacturing activities. This means any requested submission of deliverable will be done in English in order to be eligible.

### 2.3.2 2$^{nd}$ stage submission

The 2$^{nd}$ stage of the call will open on 18$^{th}$ October when the full proposal should be prepared and submitted until 26$^{th}$ November, 17.00 CET. Proposals sent after 26$^{th}$ November will not be accepted.

For the 2$^{nd}$ stage submission, the following key points are expected:
- All the information requested on the tabs that is not already given in the 1$^{st}$ stage. There will be also the possibility to modify and improve the information provided in the 1$^{st}$ stage version in the submission template.
- Please note that the addressing EIT Manufacturing flagship cannot change in this stage.
- The additional annexes to be uploaded in PDF format in Tab 3 (Plaza). Three different annexes are involved in this document; Annex 1 (challenge), Annex 2 (solution overview) and Annex 3 (market understanding and business model).
- Checklist excel file to be uploaded in Tab 3 (Plaza).

For full proposals, the annexes template contains additional fields to provide information about:
- Illustration of the investigated ER (s);
- the challenge and the industrial needs addressed;
- the key components of the proposed solution;
- the competitive advantage;

- existing solutions and technologies and how will be advanced for meeting the end users requirements;
- TRL/IRL level of the solution and how TRL/IRL elevation will be realized;
- project planning, as well as a breakdown of the Activity into work packages (tasks) and their descriptions;
- market understanding;
- business model and commercialization plan.

For the full proposal, the areas in Plaza that should be filled will be available to the applicants and include among others:
- contribution in Financial sustainability of EIT Manufacturing;
- business model;
- commercialization strategy;
- gender balance and diversity;
- Knowledge Triangle Integration;
- dissemination plans;
- detailed budget per task and partner and budget justifications.

# 3  Proposal submission and selection

## 3.1  Open call publication and timeline

The Open Call will be launched on **27ᵗʰ of September 2021**, following the two processes that have been summarized in Section 2.3. After receiving the submitted proposals of the 1ˢᵗ stage (deadline: **11ᵗʰ October 2021**), feedback to the Applicants will be provided by **October 18ᵗʰ 2021**. For ensuring the participation in the 2ⁿᵈ stage,  the alignment with the eligibility criteria should be ensured. If alignment with eligibility criteria cannot be ensured in the 1st stage, the applicants will be notified in the feedback document. However, it is their responsibility to withdraw or address the issues before submitting in the full proposal, otherwise the proposal will be rejected in the 2nd stage. The full proposal is expected to be submitted by **November 26ᵗʰ 2021**. After this date, proposals will not be accepted.

*!Proposals not submitted before the specified deadline in accordance to the above procedure will not be regarded as having been received by EIT Manufacturing. Applicants who failed to submit a proposal, and who believe that such a failure was due to a fault in the submission system, may send a complaint by email at: CfPSupport@eitmanufacturing.eu within 3 calendar days after call closure explaining the circumstances of their case and attaching a copy of all parts of the proposal.*

The final proposals will be evaluated by independent expert reviewers. By **December 23ʳᵈ EBD** all applicants will be informed if their proposal was accepted or not and will receive the comments from the evaluation process.

Please note: there will be no possibility to rework the final proposal. All shortcomings identified by the reviewers will reflect into the evaluation and ranking of the proposal without any possibility for improvements.

The open call timeline is summarized in the following table.

Table 1. Open call timeline

| September 27 2021 | 1st stage opening |
|---|---|
| October 11  2021 23:59 CEST | 1st stage closed |
| October 18 2021 | Feedback (comments on formal aspects and strategic fit, compliance with eligibility criteria) |
| October 18 2021 | 2nd stage opening |
| November 26 2021 23:59 CEST | Deadline for full proposals (2nd stage closed) |
| December 13 2021 | External expert review completed |
| December 17 2021 | External expert consensus meetings completed |
| December 20 21 2021 | Final decision on proposals to be included in Business Plan |
| December 23 2021 | Final feedback for all proposals available (MT decision result, review comments, correction requests) |
| 1st January 2022 | Selected activity proposals are starting |

## 3.2  Eligibility criteria

As described in section 2.3, there are some eligibility criteria that the activity proposals should comply with. Along with the information provided in the above section, the list of eligibility criteria includes:

- **Origin of ideas:** It is expected that 1 or maximum 2 ERs will be selected from past FoF projects.
- **Number of proposals per FoF project**: Only one activity proposal per FoF project is allowed to be submitted.
- **Nature of projects:** The nature of the FoF projects can be RIA (Research and Innovation Action) and IA (Innovation Action).
- **Expected outcomes:** The expected outcome of the activity proposals is a product or service with a clear target market.
- **Starting TRL:**  is positioned only on 6-7 TRL range.
- **Target TRL at the end of the activity proposal**: is positioned only on 8-9 TRL range.
- **Eligible FoF projects**: The eligible FoF projects to apply are only these projects that have finished between 1/1/2019 and 30/06/2021.
- **Duration**: The duration described in the workplan is expected to be 1 year, starting from January, 1st , 2022. Extended duration is not allowed.
- **Thematic entry point**: The applicants can select on the 1st stage  only 1 EIT Manufacturing flagships (see section 5.1) that they are addressing. This flagship cannot change during the submission of the full proposal.
- **Participants:** natural persons or legal entities are eligible to apply:  From EU Member State or Horizon Europe (HE) Associated Country.
- **Consortium**: preferably 2-4 partners (but not limited to this number) from at least 2 CLCs.
- **EIT Manufacturing members**: The Consortium leader has to be an EIT Manufacturing Member. Also, a minimum 50% of the participants should be EIT Manufacturing Partners.
- **Business owners**: A business owner involvement is mandatory. Please note that business owner is not allowed to be an RTO/university.
- **Funding**: maximum EUR 500,000. Minimum 30% of the total proposal budget should be co-funding.
- **IPR issues**: Exploitable results agreement in place or at least a statement that the involved consortium owns the rights of the ERs is mandatory.

Other criteria that will be positively evaluated but are not mandatory follow:

- **End users:** Involvement of manufacturing end user(s);
- **RIS countries**: Participants from RIS countries and SMEs (RIS eligible countries are described here);

- **Expected outcome/ Business creation**: Start-up creation at the end of the project is strongly encouraged in EIT Manufacturing open calls;
- **Benefits for the consortium**: Project results generating benefits over the upcoming years;
- **Benefits for EIT Manufacturing**: Contribution to the Financial Sustainability of the EIT Manufacturing over the upcoming years.

## 3.3  Eligible costs

Details to the individual cost types can be found directly in the system via the help which is available for every data field. The list of cost types follows.

- Personnel cost
- Subcontracting
- Travel
- Equipment
- Other goods, works and services
- Financial support to third parties (incl. prizes)
- Internally invoiced goods and services
- Access to research infrastructure.

# 4  Review process and scoring

All submitted proposals will be treated **equally** and independent experts are expected to evaluate them **fairly and impartially** on their merits, irrespective of their origin or the identity of the applicants. The judgment statements should be against the official evaluation criteria and the call or topic the proposal addressed and nothing else. The independent experts are expected to treat the evaluation process with **confidentiality**. Particular, it is not allowed to discuss evaluation matters (e.g. content of proposals, evaluation results or opinions of fellow experts) with anyone, except from the fellow experts who are evaluating the same proposal in a consensus group or Panel review. It is not allowed to contact partners in the consortium, sub-contractors or any third parties, as well as not disclosing names of other fellow experts. Last but not least, it is mandatory to maintain confidentiality of documents, paper or electronic, at all times and wherever the evaluation work is done (on-site or remotely). In the case that any independent expert has **a Conflict of Interest** (COI), this should be directly communicated to the EIT Manufacturing Management Team, responsible for this open call.

The activity proposals will be assessed in relation to the:

- Eligibility criteria
- Adherence to Call Guidelines

For the 1st stage, feedback will be provided as described in Section 2.3. No proposals at this stage will be rejected. Feedback and recommendations will be provided for the proposals concerning mainly the strategic fit and eligibility criteria and not the proposal content. However, the applicants are responsible for the fulfillment of all requirements.

For the 2nd stage, the review of the activity proposals will be conducted by a panel of independent external experts selected by EIT Manufacturing (5 reviewers per proposal). They will assess:

- Technical content, excellence and relevance of the proposals;
- Go-to-market strategy and convincing value proposition;
- Viability of the contribution to financial sustainability;
- The setup of the consortium to fulfill the task;
- The time plan including the deliverables;
- Financial sustainability;
- Resources and costs.

The criteria and the subsections that will be considered in each criterion are summarized as follows:

**Strategic Fit:**

- Strategic Objectives and Flagships

- EIT Financial requirements
- Evaluating the gender balance, diversity and KTI aspects of the proposal.
- EIT Strategic Fit and Excellence (considering information for the Annex uploaded in Tab 3 in Plaza)

**Implementation:**
- Technical Evaluation (considering information for the Annex uploaded in Tab 3 in Plaza)
- Consortium and general risk aspects
- Resources, planning and budget

**Impact:**
- Competitive advantage
- Business model and exploitation
- Market Evaluation
- Go-to-Market strategy

Independent experts score each award **criterion and sub-criteria** on a scale from 0 to 5 (half point scores may be given):
- 0 – Proposal fails to address the criterion or cannot be assessed due to missing or incomplete information.
- 1 – Poor. The criterion is inadequately addressed or there are serious inherent weaknesses.
- 2 – Fair. The proposal broadly addresses the criterion, but there are significant weaknesses.
- 3 – Good. The proposal addresses the criterion well, but a number of shortcomings are present.
- 4 – Very good. The proposal addresses the criterion very well, but a small number of shortcomings are present.
- 5 – Excellent. The proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

The average value of the sub-criteria scores gives the final criterion score (rounded value according to the scoring rule described above). The thresholds and weights for the selected criteria are summarized in the following table.

Table 2. Scoring process

|  | Score scale | Threshold | Weight |
|---|---|---|---|
| Strategic fit | 0-5 | 3 | 25 |
| Implementation | 0-5 | 3 | 35 |
| Impact | 0-5 | 4 | 40 |

The results of the independent expert review will be guiding the Management Team of EIT Manufacturing when making the decision on which activity proposals will be finally selected. The selected proposals shall form a well-balanced portfolio matching expected available budget and strategic expectations of the EIT Manufacturing management. Proposers will be informed on the outcome in the feedback tab on Plaza (Tab 6) of the proposal.

# 5 Annex

## 5.1 Flagships

EIT Manufacturing will use Flagships and Innovation Hotspots to guide our efforts in Innovation, Education, and Business Creation towards high potential innovation and entrepreneurship. Innovation hotspots are the intersection between a current or emerging industry need, and one or more enabling technologies that could help meet this need.
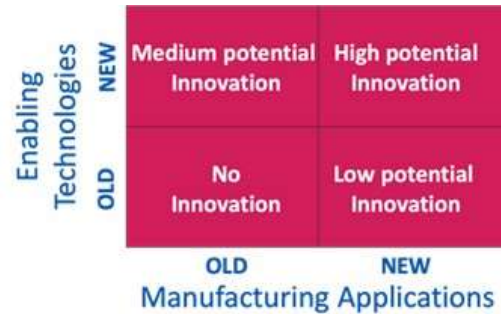
Figure 2. Innovation Hotspots - intersecting enabling technologies and manufacturing applications

For education in particular, the creation of new knowledge and new practices is source of high potential as depicted in Figure 3 through the creation of learning nuggets for instance. Taking a closer look to Innovation and Business Creation, a not-so-new manufacturing use case can also generate innovation hence exploitation when implementing alternative to the business model implemented.
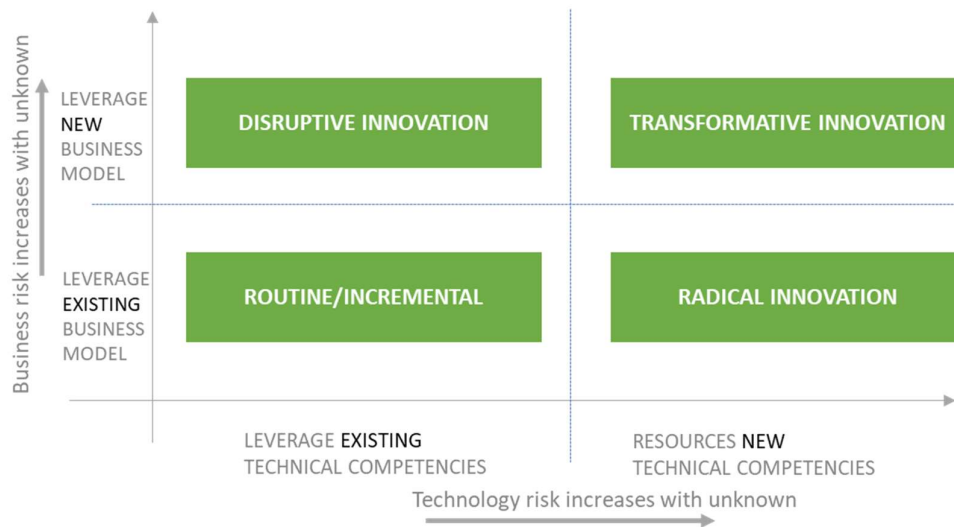


Figure 3. Innovation versus risk: business and competencies levers for growth.

In Figure 3, the routine/incremental innovation quadrant is where the risk of implementing an innovation is minimum but not where the highest potential lies. EIT Manufacturing programmes, especially for Innovation, are dedicated to provide support to higher business growth potential, potentially more risky, on the 3 other quadrants, the so-called breakthrough innovations. New technologies on the right end side quadrants and new business approaches on the top quadrants are area of high potential.

Innovation hotspots that have particularly high social, environmental and economic impacts, and need a sustained effort to build capacity in Europe, are designated as Flagships. EIT Manufacturing has selected four initial Flagships.

### 5.1.1 Flagship - Human-machine co-working for socially sustainable manufacturing

Human-machine co-working is a lever to use in a view to *maximize job openness to all workers' by removing language, disability, age, gender barriers and maximize workers' well-being & motivation.*

Diverse technologies delivering physical and/or cognitive assistance should facilitate attractivity and facilitate employment hence social sustainability within the manufacturing section which is EIT Manufacturing key strategic objective.

### 5.1.2 Flagship - Flexible production systems for competitive manufacturing

Proposal under this flagship *should foster adaptable & versatile production lines or process chains to manufacture small batches, mass customization, Make-to-Order products, personalized and/or smart products. Through flexibility (e.g. reconfigurable production cells and mounting chains), the systems proposed shall also be crisis-resilient and help minimize failures/downtimes & interruption times, maintenance impact or procurement/shipping interruptions.*

The lever to achieve this objective is to implement any kind of system, process, work organisation, technology that will make a production chain more flexible, more adaptable to produce diverse products adapting quickly to market condition and changes hence increase manufacturing competition which is a Key EIT Manufacturing strategic objective.

### 5.1.3 Flagship - Low environmental footprint systems & circular economy for Green manufacturing

Proposal under this flagship *should minimize energy/raw materials/natural resources consumption and/or GHG/pollutants emissions of manufacturing systems as first lever. The scope includes also as second lever any solution that can contribute to a circular economy. (e.g. waste recycling, de-manufacturing i.e. product disassembly for reusing or recycling purpose,  re-manufacturing i.e. new products manufacturing from reused or repaired parts). The scope can also include logistical, control & maintenance systems for manufacturing production systems.*

### 5.1.4 Flagship - Digital & collaborative solutions for innovative manufacturing ecosystems

*Collaborative solutions could consist in: digital sharing solutions (e.g. data or knowledge sharing based on Artificial Intelligence, platforms, cloud, etc.); physical sharing solutions (e.g. human workforce or production resources sharing); digital & physical hybrid solutions (e.g. IoT, CPS, etc.); any other solutions based on new organizations within value networks\* Innovative manufacturing ecosystems should foster business/co-creation and enhance efficiency throughout the manufacturing value networks\* while preserving EU sovereignty & establishing EU standards on data. The solutions proposed could also enable resilience by allowing quick reconfigurations inside manufacturing value networks\*.*

*\*Value networks refer to actors of the manufacturing value chain, business partners and service providers working hand in hand in a new organization to enhance manufacturing collaborations.*

## 5.2  Innovation Activity proposals

In EIT Manufacturing, Innovation is considered as the production or adoption, assimilation and exploitation of a value-added novelty in economic and social spheres; renewal and enlargement of products, services and markets; development of new methods of production; establishment of new management systems. It is both a process and an outcome.[1] Innovation goes beyond research and development (technology focus) as shown in Figure 4.

Innovation IS NOT research, it IS NOT related to Technology Readiness Levels below 6, and it IS NOT the development of solutions for only one customer.

The EIT Manufacturing community is looking for Innovation Activities based on a feasible and proven technology, that can provide a desirable new solution (product/service/process) to address users' needs and will lead to a viable business in the next 1-2 years; the focus is on breakthrough innovation (radical, disruptive or transformative in Figure 3) that has reached sufficient maturity and needs an extra push for the business to become reality.

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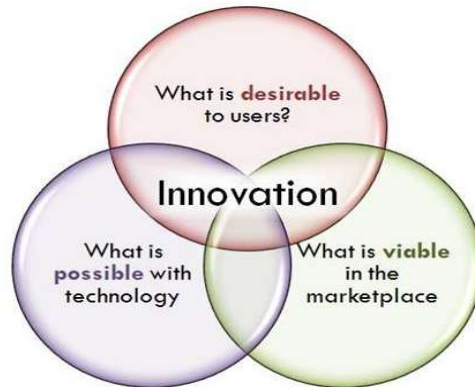
[1] Crossan & Apaydin, 2010, p. 1155

Figure 4. Innovation components for success

INNOVATE TOGETHER has been initiated as a synergy between EIT Manufacturing Innovation Pillar and the EFFRA (European Factories of the Future Research Association). INNOVATE TOGETHER is expected to give the opportunity to FoF projects to further develop exploitable results (ERs) in order to prepare them for the market.

Proposers should focus on products or services with real economic, environmental, and societal impacts. Proposers should select at least one or maximum two ERs from the FoF project. These ERs are expected to be quite mature and at least to have been already tested in relevant industrial environment (TRL 6 is a prerequisite). The expected outcome of this Synergy is the creation of valuable products and services that have been advanced for ensuring a noteworthy contribution to Manufacturing. The expected outcomes are restricted to a complete and qualified system or a system proven in operation environment (TRL 8 is a prerequisite).

The proposal shall be aligned with only one of the four EIT Manufacturing flagships with the following restrictions:
- **Human-machine co-working for socially sustainable manufacturing:**
*Robots only or mere automation solutions without positive impact on human work will be out of scope*
- **Flexible production systems for competitive manufacturing**
*Additive manufacturing or 3D printing solutions can be considered but shall not constitute the core aspect to achieve production system flexibility. Proposal focusing only at improving 3D printing solution will be out of scope.*
- **Low environmental footprint systems & circular economy for Green manufacturing**
*Zero-defect solutions will be out of scope*
- **Digital & collaborative solutions for innovative manufacturing ecosystems**

!Please keep in mind that only **one activity proposal per FoF project** is allowed to be submitted with a clear link to one EIT Manufacturing flagship. The selected flagship during the 1$^{st}$ stage <u>cannot be changed </u>in the 2$^{nd}$ stage.

The aim of INNOVATE TOGETHER is to develop both the technical integration and the business maturity level of entrepreneurial projects. On the second aspect, it means increasing the market traction and robustness of the proposed solutions for scaling, to ensure or increase adoption within manufacturers as end users.
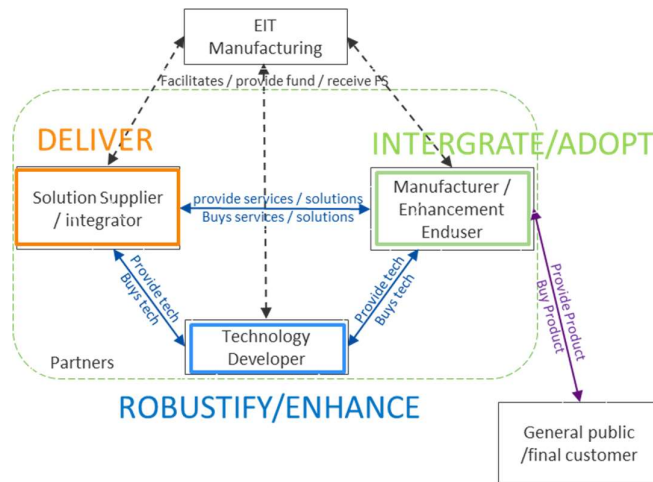
Figure 5. Schematic overview of the manufacturing ecosystem

It is very important that activity proposals can prove that advanced enabling technologies are creating significant value for potential customers by helping them address unmet needs in a new and desirable way so that they are willing to adopt and purchase the proposed solutions. These solutions should be considered for commercialization through dedicated and adapted business approaches. In addition, the proposal should contribute to the financial sustainability of EIT Manufacturing.

Examples of enabling technologies are shown below, but the list should not limit the activity proposals to explore only new enabling technologies.



Figure 6. Examples of enabling technologies.

EIT Manufacturing will invest in highly motivated consortia that run their activity proposal like a real venture and who are committed to deliver commercial products and services with breakthrough potential.

INNOVATE TOGETHER activity proposals should result in the increase in Market Readiness Level (MRL) and Technology Readiness Level (TRL), Integration Readiness Level (IRL) and associated System Readiness Level (SRL). The requirement is that the selected ER (s) from FoF projects are already quite mature and have reached at least TRL = 6 for most components (technology demonstrated in industrially relevant environment) and at least IRL = 3 to 4 corresponding to a SRL = 3 (System Development and Demonstration).

## A. Technology Readiness Level (TRL), Integration Readiness Level (IRL) and System Readiness Level (SRL)[2]

The TRL scale only evaluates the maturity of an individual technology. In the case of a complex multi-component system which involves different technologies, it is necessary to assess the level and risk of integration of these components. The Integration Readiness Level (IRL) is introduced to describe the integration maturity of a developing technology with another technology, developing or mature; this index considers not only physical properties of integration, such as interfaces or standards, but also interaction, compatibility, reliability, quality, performance, and consistent ontology when two components are being integrated.

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[2] TRL to SRL: The Concept of Systems Readiness Levels, B. Sauser, D. Verma, J. Ramirez-Marquez, R. Gove, Conference on Systems Engineering Research, Los Angeles, CA, April 7-8, 2006

Table 3. Integration Readiness Levels

| IRL | Definition |
|---|---|
| 7 | The integration of technologies has been **verified and validated** with sufficient detail to be actionable. |
| 6 | The integrating technologies can **accept, translate, and structure information** for its intended application. |
| 5 | There is sufficient **control** between technologies necessary to establish, manage, and terminate the integration. |
| 4 | There is sufficient detail in the **quality and assurance** of the integration between technologies. |
| 3 | There is **compatibility** (i.e. common language) between technologies to orderly and efficiently integrate and interact. |
| 2 | There is some level of specificity to characterize the **interaction** (i.e. ability to influence) between technologies through their interface. |
| 1 | An interface (i.e. physical connection) between technologies has been identified with sufficient detail to allow characterization of the relationship. |

Firstly, the overall system should be sub-divided into its main components and the TRL of each individual component is to be evaluated. The overall TRL for the whole system corresponds to components with the lowest value TRL.

It is expected that the Activity proposal will address this gap and increase the lowest TRL components to a higher level and/or improve the overall integration of components to achieve SRL >=4 at the end of the project and this should be integrated within the scope of work in the workplan.

For a more thorough evaluation, the IRL between 2 components and their associated technologies should be estimated. Finally, the global SRL for the whole system is assessed; the 5 SRLs are shown in Table 4 as well as a guideline for corresponding TRL – IRL – TRL in the case of 2 components.

**The Activity proposal is expected to bring the new product, process, or service to the market, taking them to at least TRL = 8 - 9, IRL = 4-5 and SRL = 4.**

Table 4. System Readiness Levels

| SRL | Name | TRL – IRL – TRL guideline | Definition |
|---|---|---|---|
| 5 | Operations & Support | 9 – 7 – 9 | Execute a support program that meets operational support performance requirements and sustains the system in the most cost-effective manor over its total life cycle. |
| 4 | Production & Development | 8 – 7 – 8 | Achieve operational capability that satisfies mission needs. |
| 3 | System Development & Demonstration | 7 – 7 – 7 | Develop a system or increment of capability; reduce integration and manufacturing risk; ensure operational supportability; reduce logistics footprint; implement human systems integration; design for producibility; ensure affordability and protection of critical program information; and demonstrate system integration, interoperability, safety, and utility. |
| 2 | Technology Development | 4 – 2 – 4 | Reduce technology risks and determine appropriate set of technologies to integrate into a full system. |
| 1 | Concept Refinement | 1 – 1 – 1 | Refine initial concept. Develop system/technology development strategy |

B. Market Readiness Level (MRL)

As the outcome of the Activity, a minimum MRL = 6 should be reached i.e., proof of traction should be achieved. The proposal shall include business plans and actions to confirm this. In addition, the proposal shall describe the contribution of the Activity to the Financial Sustainability Mechanism from the EIT Manufacturing.



Figure 7. Example of Market Readiness Level Scale

### C. Risks

General external risks that apply to all situations (such as uncertainties linked to the Covid-crisis) are not considered here. Project specific risks shall be identified, prioritized, and mitigated/reduced as much as possible. For instance, they usually fall into the following categories:
- project management and execution risks: scope, cost, time, resources, communication within the team
- technology-related risks (e.g., feasibility, intellectual property, etc.)
- market-related risks (e.g., solution-market fit, commercial viability, etc.)
- Other risks (e.g., supply chain, regulatory, etc.)

## 5.3  INNOVATE TOGETHER summary

The summary of  **INNOVATE TOGETHER** call overview is given in the following table:

Table 5.  overview table

| Description | <ul><li>Collaborative Activities that accelerate commercialization and market traction of products, processes and/or services.</li><li>Selection and further development of existing ERs from past FoF projects is a prerequisite</li></ul> |
|---|---|
| Partnership | <ul><li>2 – 4 partners</li><li>A minimum 50% of the consortium should be EIT Manufacturing Partners</li><li>≥ 2 CLCs</li><li>technology brick providers (RTOs/universities, or specialized SME/startup), system integrator and application end users</li><li>business owner is not allowed to be an RTO/university</li><li>proposal leader should be an EIT Manufacturing Member</li><li>partners from RIS countries will be positively considered but this is not a prerequisite</li></ul> |

| Duration | 12 months[3] |
|---|---|
| KAVA budget | Maximum 0.5 MEUR total funding per project (minimum 30% of the proposal budget should be co-funding from the applicants) |
| Specific features | <ul><li>Participation of manufacturing end users is highly recommended</li><li>At least one business owner should be assigned in the proposal and a work package should be dedicated to go-to-market strategy and tasks. Market traction (MRL=6) or higher expected at the end.</li><li>Evaluation of the TRL & IRL of the sub-components of the technical solution and address the associated risks</li><li>Starting TRL level: at least 6 or maximum 7</li><li>Target TRL level: at least 8</li><li>Learning nugget creation and marketing video required as outputs</li><li>The FoF projects should have finished between 1/1/2019 to 30/06/2021</li></ul> |

There will be 2 stage-gate reviews, one at mid-year and the second one at the end of the year when the final report must be submitted. 12-month duration projects with a clear market focus are mandatory for this call. Also note that, in the project build-up, milestone are to be clearly related to Go/no Go step associated to Key deliverable(s) and/or output(s). The following outputs/deliverables of an innovation Activity are requested:

- Commercialization plan;
- Financial sustainability agreement;
- Proof of market traction or higher MRL achieved (e.g. solution's adoption by new users/ customers);
- Technical report describing how higher TRL/SRL was achieved and the technical specifications of the product;
- Dissemination plan creation of both training material (e.g. Nugget) and a marketing video (describing the goal of the project, team members, outcomes and results, commercial and other benefits, etc.). Consortium are expected to ensure that the video can be mounted either for pure dissemination of project results but also as a marketing tool to address the project market targets.
- Overview of the next steps (e.g. creation of a spin-off to exploit the outcome).

## 5.4 Evaluation Criteria for Innovation Activities

For INNOVATE TOGETHER Call in 2021 for future projects starting in 2022, selection focus will be to support the last mile toward market implementation, coming from successful ERs from past FoF projects. As such, both TRL (Technology readiness Level) and MRL (Market Readiness Level) will be scrutinized to ensure that the proposed projects deliver solutions and/or system that will reach or expand market exploitation at the end of the project. The panels of expert reviewers will consist of independent technical experts and business evaluators.

Different elements will be considered for the evaluation of the proposed solution

- Legitimacy: adequate fit of the team/resources with the problem to be solved;
- Desirability: unsatisfactory current solutions for the end users;
- Acceptation by end users and prescribers;
- Feasibility: technical capability;
- Viability: bringing value to customers and generating a sustained revenue stream;
- Alignment with the EIT's Strategic Objectives, Flagships and EU's values;
- Impact: economic, environmental, or societal sustainability;
- Implementation: project execution, deliverables/outputs and risk mitigation.

[3]Activities of a longer duration of 12 months might be considered only if exploitation and go-to-market are achieved within the 1st year.

Within INNOVATE TOGETHER call, activity proposals will aim at finalizing or improving ERs from previous FoF projects through the integration of different components of high TRL, addressing and raising the TRL of the component with the lowest one and ensuring market traction of the new solution (e.g. by deploying it to new industrial sectors or new customers). The consortium shall explore all opportunities of exploitation with all partners: they are requested to present a coherent and convincing go-to market view and a pathway for contribution to the Financial Sustainability Mechanism.

## 5.5  Guidance and Support

Questions on eligibility criteria can be addressed to:
panagiota.tsarouchi@eitmanufacturing.eu

Questions related to the innovation content of the proposals can be addressed to:
gerhard.russ@eitmanufacturing.eu

Questions related to the overall process, EIT definitions and requirements can be addressed to:
**CfPSupport@eitmanufacturing.eu**

## 5.6  Financial Aspects

Project teams have to provide own contributions to co-fund 30% of the total eligible KAVA costs of the activity. EIT Manufacturing aims to generate a return on investment for the Activities it funds, in order to gradually achieve financial sustainability and independence from EIT funding in the longer term. Therefore proposals are required to suggest and quantify a mechanism to contribute to the financial sustainability of EIT Manufacturing in case of successful outcomes (e.g. products or services successfully launched in the market as a result of the activities etc.). Mechanisms may include licensing deals, sharing of revenue or economic value added, equity in start-ups created by Innovation Activities or other mechanisms being relevant to the activities content and consortia interests.

## 5.7  EIT Core Key Performance Indicators (KPIs)

The table below lists the updated KPIs as recently defined by EIT. Note that this may not be the final list. Changes will be implemented in the submission system when available and an update to this document published on the intranet. "Year N" below refers to the operational year for the proposals of the call, in this case 2022. Each activity proposal should only indicate the applicable KPIs defined for their Area (leftmost column).

Table 6. EIT Core KPIs.

| Area | KPI | Definition/Details | Supporting documents |
|---|---|---|---|
| Innovation | Designed/ Tested Innovations [EITHE01] | **[EITHE01.1]        Designed/Tested Innovations:** number of innovative products/services resulting from innovative projects (a) filed for some form of intellectual property protection (i.e. patents, trademarks, registered designs, copyrights), or innovative products/services that have progressed towards commercialisation, defined as one or more of: progress by at least one technology or manufacturing readiness level (TRL/MRL); | Structured data:<br>▪ Product name and Website (if applicable)<br>▪ Reference to a specific KAVA<br>▪ Reference to the IP protection;<br>▪ Participants and Test Country [structured data TBC] EIT RIS organisations [structured data TBC]<br>▪ Number of test-beds per country |

| | | | |
|---|---|---|---|
| | | prototype/proof of concept/beta version developed; product/ service/ model piloted; or(b) innovative products tested through test-beds or other innovative platforms.<br><br>[no target, reported only]<br><br>**[EITHE01.5] Test-beds per country:** Test-beds used to test innovation products/services to be reported by country. A test bed is defined as a platform for conducting rigorous, transparent and replicable testing of scientific theories, computational tools and new technologies. It is used to describe experimental research and new product development platforms and environments. [reported only]<br><br>**[EITHE01.6] Participants involved in innovations design/testing:** Number of participants involved in designing/testing innovative products/services - per KTI area (education, business, …) and country [no target, report only]<br><br>**EIT RIS KPI:**<br><br>**[EITHE01.3-EITRIS] EIT RIS designed/tested innovations:** number of innovative products and services designed/tested by organisations from EIT RIS countries. [no target; reported only; definition as above]<br><br>**[EITHE01.4-EITRIS] EIT RIS countries – designed/tested innovations:** number of EIT RIS countries related to designed/tested innovative products and services (as per EITHE01.1-2 definition) [no target in 2021 and 2022; reported only] | ▪ Full name of the testbed and website (if applicable)<br>▪ KIC partner involved or running the testbed<br><br>Supporting evidence: n/a |
| | Marketed Innovations (current EIT KPI Code EITN03)<br><br>[EITHE02] | **[EITHE02.1] Marketed Innovations:** number of innovations introduced on the market during the KAVA duration or within 3 years after completion thereof <u>with a sales revenue of at least 10 000 EUR documented</u>. Innovations include new or significantly improved products (goods or services) and processes sold.<br><br>Open access innovations having at least 200 satisfied users should be reported separately with the number of users satisfied with the innovation.<br><br>Number of all innovations introduced on the market during the KAVA duration or within 3 years after completion (regardless of their sales revenue). [no target, reported only, no structured data or evidence required] | Structured data:<br>▪ name of the product and website<br>▪ open access (YES/NO)<br>▪ market (country)<br>▪ reference to a specific KIC KAVA<br>▪ KAVA investment (EUR)<br>▪ Supporting evidence:<br>▪ Declaration of the product owner describing the innovativeness (new or significant improvement in terms of physical of functional parameters) of a product/process, link to the KIC societal challenge and the KAVA, as well as information on the KAVA investment in the innovation development. |

| | | | |
|---|---|---|---|
| | | **[EITHE02.4] Markets per country:** Markets to be defined per country. [no target, reported only, no structured data] | ▪ Documented proof such as an invoice or an online sales records demonstrating that the purchase of at least 10,000 EUR has been made by a customer/s. |
| | | **EIT RIS KPI:** | For open access innovations the evidence should prove: |
| | | **[EITHE02.2-EITRIS] EIT RIS marketed innovations:** number of products or processes (as per EITHE02.1 definition) launched on the market by organisations from the EIT RIS countries [target; in 2021 and 2022 reported as per KAVA participants Annex I] | ▪ Number of users who have downloaded the innovation ▪ Number of users with satisfactory feedback |
| | | **[EITHE02.3-EITRIS] EIT RIS countries – marketed innovations:** number of EIT RIS countries related to innovations introduced on market (as per EITHE02.1 definition) [no target in 2021 and 2022] | |
| Business Creation *to be reported annually* | KIC Supported Start-ups/Scale-ups (current KPI Code EITN05) [EITHE03] | [EITHE03.1] Supported start-ups/scale-ups: # Start-ups and scale-ups supported by KICs for at least 2 months in year N, provided the KIC's services contribute to the company's growth (including potential growth). [target]<br><br>Examples of such services are mentoring, consultancy on access to finance and markets, product/service marketing, legal advice, internationalisation, match-making, etc. The services should be provided for a total period of at least two months.<br><br>(reported by country of registration of the venture)<br><br>**EIT RIS KPI:**<br><br>**[EITHE03.2-EITRIS] EIT RIS Start-ups/scale-ups supported:** Number of start-ups and scale-ups registered in EIT RIS country supported by KICs for at least 2 months in year N [target]<br><br>**[EITHE03.3-EITRIS] EIT RIS countries – KIC supported start-ups/scale-ups:** Number of EIT RIS countries where start-ups/scale-ups supported by KICs (as per EITHE03.1 definition) are registered [no target in 2021 and 2022, reported only] | Structured data: ▪ Company name, website, registration number, country of registration, gender of the CEO/owner and reference to a specific KIC KAVA<br><br>Supporting evidence: ▪ Declaration of the start-up supported confirming the length and type of services provided by the KIC and how they contributed to the growth of start-up. The declaration shall also include short description of the start-up and its core business ▪ formal signed agreement between KIC and the ventures clearly stating what is being provided, when and with which milestones / deliverables for the start-up to go onto the next stage of BC services and, if applicable, what is KIC receiving in exchange ▪ registration certificate of the venture receiving BC services |
| | Start-ups created [EITHE04] (current KPI Code EITN04) | **[EITHE04.1] Start-ups created:** Number of start-ups established in year N as a result/ based on the output(s) of Innovation/ Research related KAVA(s), or start-ups created for the purpose of an innovation project to organise and support the | Structured data: ▪ Company name, website, registration number, country of registration, gender of the CEO/owner and reference to a specific KIC KAVA |

| | | development of an asset (but not later than three years after completion of the KAVA). [target]<br><br>(new code to be included) Number of start-ups established in year N as a result / based on the output(s) of KAVA(s), or start-ups created for the purpose of an innovation project to organise and support the development of an asset (but not later than three years after the completion of KAVA) having a financial transaction of at least 10 000 EUR for a service/product (result of the KIC KAVA) sold to a customer.<br><br>**EIT RIS KPI:**<br><br>**[EITHE04.2-EITRIS] EIT RIS Start-ups created of/for innovation:** Number of start-ups registered in EIT RIS country in year N and established as a result/ based on the output(s) of Innovation/ Research related KAVA(s), or created for the purpose of an innovation project to organise and support the development of an asset [target]<br><br>**[EITHE04.3-EITRIS] EIT RIS countries - start-ups created of/for innovation:** Number of EIT RIS countries where start-ups of/for innovation (as per EITHE04.1 definition) were registered [no target in 2021 and 2022, reported only] | Supporting evidence:<br>▪ Registration certificate of a start-up established in year N<br>▪ Declaration of the start-up demonstrating substantial link with the specific KIC KAVA (indication of the specific output of KIC KAVA(s) or asset development) and proof for the KAVA investment in the start-up. The declaration shall include short description of the start-up and its core business.<br>▪ Re: 2nd sub-KPI: Document such as an invoice or an online sales record certifying a first financial transaction of at least 10 000 EUR for a service/product (result of the KIC KAVA) sold to a customer<br>▪ Statement whether start-ups were supported through the HEI Capacity Building Initiative (YES/NO) |
| | Investment attracted by KIC supported start-ups/scale-ups<br><br>[EITHE06]<br><br>(current KPI Code EITN06) | **[EITHE06.1] Investment attracted by KIC supported start-ups/scale-ups:** Total EUR amount of private and public capital attracted within year N by supported start-up/scale-ups (per country) that have received KIC business creation services support of total duration of at least two months, within a maximum of three years following the last received KIC KAVA support activity. [target]<br><br>**EIT RIS KPI:**<br><br>**[EITHE06.2-EITRIS] Investment attracted by KIC supported EIT RIS start-ups/scale-ups:** Total EUR amount of private and public capital attracted within year N by supported start-ups/scale-ups established in the EIT RIS countries, that have received KIC business creation services support of total duration of at least two months, within a maximum of three years following the last received KIC KAVA support activity. [target]<br><br>**[EITHE06.3-EITRIS] EIT RIS Country - Investment attracted by KIC** | Structured data:<br>▪ Company name, website, registration number, country of registration, investment attracted, gender of CEO/owner and reference to a specific KIC KAVA<br><br>Supporting evidence:<br>▪ Declaration of a start-up proving the amount, type of investment (tbc) source of income by type (public/private) and a link to a specific KAVA and support received. |

| | | supported EIT RIS start-ups/scale-ups: Number of EIT RIS Countries where the supported start-ups/scale-ups which attracted investment were registered [no target in 2021 and 2022, reported only] | |
|---|---|---|---|
| Education | Graduates from EIT labelled MSc and PhD programmes [EITHE07] (current KPI Code EITN01) | **[EITHE07.1] Graduates from EIT labelled MSc/PhD programmes:** Sum of graduates from EIT labelled Masters and EIT labelled PhD programmes in year N. [target]<br><br>**[EITHE07.3] % of graduates in same disciplines from partner HEIs** [no target, reported only]<br><br>**[EITHE07.4] List of EIT labelled Masters and PhD programmes** [no target, reported only, the structured data TBC]<br><br>**[EITHE07.5] List of institutions** participating in delivery of the education programmes and/or issuing the diploma/graduation certificate, country. [reported only]<br><br>**EIT RIS KPI:**<br><br>**[EITHE07.2-EITRIS] EIT RIS Graduates** from EIT labelled MSc/PhD programmes: Number of graduates from EIT labelled Master and PhD programmes in year N with citizenship in EIT RIS countries [no target, report only] | Structured data:<br>▪ Unique personal identifier (representing names, contact details (e-mail address)), gender, country of citizenship,<br><br>Joint or double degree (YES/NO)<br>▪ % of EIT-labelled students and graduates in same subjects from partner HEIs<br>▪ List of EIT labelled master's and PhD programmes (as specified in EIT decision awarding the Label), start and complete dates, type of educational programme (PhD. Master etc.)<br>▪ List of institutions participating in delivery of the education programmes and/or issuing the diploma/graduation certificate, country. Among them: list of institutions participating in HEI Capacity Building Initiative.<br><br>Supporting evidence: n/a |
| | Start-ups created of EIT labelled MSc/PhD programmes [EITHE05] (current KPI Code EITN02) | **[EITHE05.1] Start-ups created of EIT labelled MSc/PhD programmes:** Number of start-ups established in year N by students enrolled and graduates from EIT labelled MSc and PhD programmes. [target]<br><br>To be eligible, a start-up should be created during EIT labelled programme (by students) or within 3 years from the graduation (by graduates). [target]<br><br>**EIT RIS KPI:**<br><br>**[EITHE05.2-EITRIS] EIT RIS start-ups created of EIT labelled MSc/PhD programmes:** Number of start-ups established in EIT RIS countries in year N by EIT labelled MSc and PhD students or graduates [target]<br><br>**[EITHE05.3-EITRIS] EIT RIS Countries - Start-ups created of EIT labelled MSc/PhD programmes:** Number of EIT RIS countries where the start-ups created by EIT labelled MSc and PhD students or graduates are registered | Structured data:<br>▪ Company name, website, registration number, country of registration, gender of the CEO/owner and reference to a specific KIC KAVA<br><br>Supporting evidence:<br>▪ Registration certificate of a start-up established in year N<br>▪ Declaration of the student confirming the length and type of EIT labelled study programme taken and any KIC contribution to the establishment of start-up. The declaration shall include short description of the start-up and its core business. |

| | | | |
|---|---|---|---|
| | | [no target in 2021 and 2022, reported only] | |
| | Participants in (non-degree) education and training [EITHE08] | **[EITHE08.1] Participants in (non-degree) education and training:** Number of successful participants in EIT professional development courses, online training courses and other education/training activity delivered or in a process of delivery (by country and type of programme), including data on country of citizenship and gender. [target]<br><br>Only participant who successfully finished the programme to be counted.<br><br>For this KPI, only those education and training activities which have clearly defined learning outcomes and which carries out competency assessment method are applicable.<br><br>**[EITHE08.3 List of (non-degree) education and training:** List of EIT professional development courses, online training courses and other education/training products delivered or in a process of delivery (by country and type of programme): details to include learning outcomes and competency assessment method and results [no target, reported only, the structured data TBC]<br><br>**[EITHE08.4] List of institutions/organisations delivering the (non-degree) education and training,** incl. country [reported only, the structured data TBC]<br><br>EIT RIS KPI:<br><br>**[EITHE08.2-EITRIS] EIT RIS Participants in (non-degree) education and training:** Number of successful participants in EIT professional development courses, online training courses and other education/training activity delivered or in a process of delivery with citizenship in EIT RIS countries [no target, report only] | Structured data:<br>▪ List of EIT professional development courses, online training courses and other education/training products delivered or in a process of delivery (by country and type of programme): details to include learning outcomes and competency assessment method and results.<br>▪ List of institutions/organisations delivering the (non-degree) education and training, incl. country. Of them: list of institutions participating in HEI Capacity Building Initiative.<br>▪ Unique personal identifier (representing names, contact details (e-mail address)), gender and country of citizenship,<br><br>Supporting evidence: n/a |
| | EIT labelled MSc/PhD students and graduates who joined start-ups [EITHE09] | **[EITHE09.1] EIT labelled MSc/PhD students and graduates who joined start-ups:** number of students who joined start-ups during their EIT Label MSc and PhD studies. Sum of EIT Label graduates who joined start-ups up to 3 years after graduation. [target]<br><br>JOIN means join as an owner of an existing start-up, or be employed by a start-up.<br><br>**EIT RIS KPI:** | Structured Data:<br>▪ Unique personal identifier (representing names, contact details (e-mail address)), gender and country of citizenship,<br>▪ start-up name, registration number, registration country.<br>▪ Joined (owner / employed)<br><br>Supporting evidence: n/a |

| | | [EITHE09.2-EITRIS] EIT RIS EIT labelled MSc/PhD students and graduates who joined start-ups: Number of EIT label students and graduates with EIT RIS country citizenship who joined start-ups during their EIT label studies or up to 3 years after graduation [no target, report only] | |
|---|---|---|---|
| Knowledge Triangle Integration/ KIC ecosystems<br><br>*to be reported annually* | Active KIC Partners<br><br>[EITHE10]<br><br>(linked to current EIT KPI Code EITN08 to some extent) | **[EITHE10.1] Active KIC Partners:** number of active partners collaborating in the KIC per profile (research; business; education; cities, regions, NGOs; other). Active partner means organisations signed contracts with KICs and with implementing activity role in the reported year (expressed in terms of costs in the budget). [no target ; reported only]<br><br>*The KPI definition may be revised/clarified in line with the final KIC Partnership definition.*<br><br>EIT RIS KPI:<br><br>**[EITHE10.2-EITRIS] EIT RIS Active KIC Partners**: Number of active KIC partners registered in the EIT RIS countries [no target , reported only]<br><br>**[EITHE10.3-EITRIS] EIT RIS countries – active KIC Partners:** Number of EIT RIS countries where active KIC partners are registered [no target in 2021 and 2022, reported only] | Structured Data:<br>▪ Organisation name, country, description of activity, cost, reference to KAVA; [in 2021 and 2022, provided in ANNEX I/III]<br>▪ Whether the organisation has participated in the HEI Capacity Building Initiative (YES/NO)<br>▪ Supporting evidence: n/a; data are available in Annex I/III<br>▪ The contracts to be kept by KIC LE - respective collaboration agreement or equivalent describing the subject and nature of the collaboration/ RIS activity. |
| | Financial Sustainabilit y (FS)<br><br>[EITHE11]<br><br>(current KPI Code EITN11.1 & EITN11.2) | **[EITHE11.1] FS revenues**: EUR total revenues generated by the KIC LE in year N (absolute value in EUR). [target]<br><br>------------------------------<br><br>**[EITHE11.2] FS coefficient (%)** calculated as the total revenues generated by the KIC LE divided by the total EIT grant in year N. [target] | Structured data: (Annex V)<br>▪ completed templates (revenues presented per category: 1) income generated by return on investment & equity, 2) education, 3) services and consulting, 4) membership fees, and 5) alternative funding sources (public and private)).<br><br>Supporting evidence: n/a |
| | Co-funding rate<br><br>[EITHE12] | **[EITHE12.1] Co-funding rate:** (%) EIT funding of KAVAs. In 2021 and in 2022, co-funding rates will be calculated as per BP Annex III [target from BP Annex III]<br><br>*(the definition, target and structured data may be updated in line with the final EIT legal act – tbc whether EIT RIS, Cross-KIC incl. shared services as well as HEI Initiative - Innovation Capacity Building for Higher Education)* | Structured data: (Annex III in the Innovation Annex in Plaza)<br><br>Supporting evidence: n/a |
| Horizontal outputs | KIC success stories | **[EITHE13.1] KIC success stories:** 20 quality success stories per year | Structured Data: |

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| *to be reported annually* | [EITHE13] (current EIT KPI Code EITN07) | submitted by KIC to EIT on continuous basis (e.g. 5 per quarter) and accepted by EIT. [target = 20]<br><br>The success stories should follow the EIT respective guidelines and should be accepted by the EIT including eligible nominees for the EIT awards.<br><br>**EIT RIS KPIs:**<br><br>**[EITHE13.2-EITRIS] EIT RIS Success Stories:** Number of success stories (as per EITHE13.1 definition) linked to EIT RIS country [no target, reported only]<br><br>**[EITHE13.3-EITRIS] EIT RIS Countries – success stories:** Number of EIT RIS countries linked to the success stories (as per EITHE13.1 definition) [no target in 2021 and 2022, reported only] | ▪ Name and country of a success story,<br>▪ name and country of organization related,<br>▪ link to a specific KAVA,<br>▪ website link and keywords.<br><br>Supporting evidence:<br>▪ Template provided |
| | Disseminated Results, good practices and lessons learnt<br><br>[EITHE14] | **[EITHE14.1] Disseminated Results/GP/LL:** number of results, good practice (GP) and lessons learnt (LL) disseminated by the KIC through appropriate means. (e.g. publications, online repositories, fact sheets, targeted workshops).<br><br>Results are any tangible or intangible output of the action, such as data, knowledge and information whatever their form or nature, whether or not they can be protected, which are generated in the action as well as any attached rights, including intellectual property rights. Results thus include: intellectual property rights (e.g. copyrights, industrial designs, patents, plant variety rights), similar forms of protection (e.g. rights for databases), as well as unprotected know-how (e.g. confidential material). They have the potential to be either commercially exploited (e.g. concrete products or services, including educational and of business support nature) or lay the foundation for further research, work or innovations (e.g. novel knowledge, insights, technologies, methods, data).<br><br>Good practice is a practice that has been proven to work well and produce good results, and is therefore recommended as a model.<br><br>Lessons learnt are an analysis/record of a learning process in the development, implementation and follow-up of an innovative approach, process or activity. Lessons learnt are often a by-product of identifying and validating good practices.<br><br>[no target, reported only] | Structured data:<br>▪ KAVA reference, website [[structured data TBC]<br><br>Supporting evidence: n/a; only provide links where these were published |

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| | Reach of KIC communication activities [EITHE15] | Reach of KIC's communication activities: This will present aggregated figures for the entire KIC (e.g. corporate account, CLCs, hubs, activities) [no target, reported], including<br><br># website visitors/unique website visitors,<br><br># social media following and engagement (data collected to include Twitter, Facebook, Instagram and LinkedIn followers and engaged users on each channel),<br><br># of external events organised by KIC and # of participants<br><br># of external events where KIC and KIC activities were presented<br><br># media coverage (articles and broadcast in global / European / national / local press, TV, radio, etc.)<br><br>% difference compared to previous year for all | Structured data:<br>▪ [structured data TBC] – based on existing communication report template<br><br>Supporting evidence: n/a; |
| | EIT grant invested in climate action, biodiversity, clean air, digital transformation, health, sustainable development [EITHE16] | The following indicators shall be reported [no target, reported]:<br>**[EITHE16.1] EIT Grant for climate-related activities**<br>**[EITHE16.2] EIT Grant for sustainability development related activities**<br>**[EITHE16.3] EIT Grant for biodiversity-related activities**<br>…..EIT Grant for clean air activities<br>… EIT Grant for digital transformation activities<br>…EIT Grant for health activities<br>The indicator is estimated on the basis of the "RIO markers" methodology developed by OECD. The values (0% , 40%, 100%) will be reported at portfolio level.<br><br>*to be revised in line with the Horizon Europe framework and IT tools.* | Structured data:<br>▪ [structured data TBC; values: (0% , 40%, 100%)]<br><br>Supporting evidence: n/a; |
| RIS-specific KPI | Funding attracted from ESIF | The following indicator shall be reported [no target, reported]:<br>Number of organisations from RIS countries that attracted funding from ESIF (in line with Smart Specialisation Strategies) with support from KICs, and the amount of funding attracted | Structured data:<br>▪ Number of organisations from RIS countries that attracted funding from ESIF<br>▪ Funding attracted in EUR<br>▪ Title and website of organisation receiving ESIF funding<br>▪ Title and theme of the ESIF project<br>▪ Reference to KIC KAVA activity in which the |

| | | | organisation has been involved<br>▪ Country of the organisation<br>Supporting evidence: n/a |
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| HEI Pilot specific KPIs (to be reported only for the HEI Pilot) | Improved support structures and mechanisms | Number of new and/or improved support structures and mechanisms established within or mobilized by the HEIs participating in the HEI Capacity Building Initiative with an objective to support innovation and / or entrepreneurship. For example, the following structures and mechanisms will be considered: innovation testbeds, units, programmes, spaces, infrastructures, etc. | Structured data:<br>▪ For each reported structure or mechanism, the data provided should include information on:<br>▪ Higher education institutions involved<br>▪ Countries where these structures were established incl. RIS countries<br>▪ Structures established in organisations from RIS countries<br>Supporting evidence: n/a |
| | New partnerships established | Number of new partnerships established as a result of the HEI Capacity Building Initiative<br>Sub-KPIs:<br>Number of new partnerships established by participating HEIs and businesses, research organisations, other actors<br>Number and % of HEIs which participate in another KIC activity | Structured data:<br>▪ Organisations involved in these partnerships<br>▪ Nature of the partnership (contract, agreement, informal cooperation, etc.)<br>▪ Countries of the organisations involved. Of them: RIS countries<br>▪ Number of organisations from RIS countries<br>Supporting evidence: n/a |

## 5.8 KIC-specific Key Performance Indicators (KPIs), as relevant for proposals to this call

Table 7. KIC- specific KPIs

| Code | Area | KPI Title | KPI Definition | Evidence requirements |
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| KIC.E01 | Education | # Badges issued to document and testify the achievement of a learning outcome in EIT Manufacturing education programmes, not including EIT-labelled Master and PhD | Badges indicate a learning outcome of a learning path is documented with a learning certification (=badge) in year N. A learning path consists of a combination of nuggets and/or other learning modules, created to bring a learner from an initial to a final competence level and can be customized. It is assumed that the modularity and customisation of learning paths encourage and facilitate the learners in acquiring more certificates to strengthen their professional profile. | List of certificates provided including: names, contact details (e-mail address), gender and country of citizenship, indication of the educational programme, acceptance of privacy policy/consent to data collection and sharing with EIT. The list is to be confirmed by the KIC Education Director. Source for such list are the enrollments at the GLP and in physical classes, i.e. the information requirements must be recorded when registering for training courses. |

| KIC.E02 | Education | Number of educational products launched | EIT Manufacturing aims at creating education products which consists of a physical or digital/printable KIT that can be used to enable learning experiences such games, experiments or workshops. This indicator measures the number of educational products which are offered to learners or schools or universities and what. Applicable to Education proposals. | Educational products launched should be communicated to the Education Director by the activity leader (through a template), proof of offering the product to market. |
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| KIC.E04 | Education | Number of teachers involved in engage programmes | EIT Manufacturing aims at attracting pupils and youngsters to manufacturing, also through the engagement and collaboration with teachers. This indicator measures the number of teachers taking part in any engage project or using one of the educational products created by EIT Manufacturing. Applicable to Education proposals. | Participating teachers has to register on one of the EIT platforms, upon request of the activity leader. They have to state the number of pupils involved. |
| KIC.E05 | Education | Number of pupils/target people involved in engage programmes | EIT Manufacturing aims at attracting and empowering pupils and target groups to manufacturing (e.g., girls, or migrants), through the engagement programs. This indicator measures the number of participants taking part in any engage project or using one of the educational products created by EIT Manufacturing. Applicable to Education proposals. | Participating teachers has to register on one of the EIT platforms, upon request of the activity leader. They have to state the number of pupils involved. |
| KIC.G03 | Education / Innovation | Number of digital nuggets created | EIT Manufacturing aims at create digital content in small units to address the education needs of target groups. This indicator measure every educational module that can be delivered digitally via the Guided Learning Platform having a learning time between 5 and 30 min. Applicable to proposals in all Areas. | The nuggets are uploaded on the Guided Learning Platform, the related information has to be given by activity leader to Education Director (through a template -TBD) |
| KIC.G04 | Education / Innovation | Number of digital nuggets consumed | The EIT Manufacturing aims that at developing manufacturing competencies through the consumption of digital nuggets. This indicator measures the nuggets that are accessed and used on the Guided Learning Platform by | The indicator is measured by the Guided Learning Platform. |

| | | | users. Applicable to proposals in all Areas. | |
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| KIC.B01 | Business Creation | # of Manufacturing clients introduced to start-ups and SMEs, through the KIC Activity | This KPI's objective is to supervise the commercial activity generated through the KIC activity. It is defined by the number of Manufacturing clients that the KIC Activity introduced to its portfolio's companies, in order to allow those portfolio's companies to discuss clients' needs and develop business<br><br>Be aware, this is not about match-making event. It is about driving a dedicated meeting between a portfolio company and Manufacturing clients to have a specific and deep discussion about clients' needs, solution proposal, and business opportunity | Formal signed declaration of honor from Coordinator, showing for the portfolio's companies:<br>- the list of Manufacturing clients that were introduced (presented) to portfolio' companies<br>- the material proof of such introductions, consisting of Minutes of meetings between the portfolio company and the Manufacturing client. Such Minutes must show the topics that were discussed in the and the actions that both parties (portfolio company and Manufacturing client) agree upon to develop business |
| KIC.B02 | Business Creation | # of deals (business transactions) initiated by startups and SMEs, through the KIC Activity | This KPI's objective is to supervise the commercial activity generated through the KIC activity. It is defined by the number of deals (business transactions) that the portfolio's companies initiated thanks to the support of the KIC Activity, in order to develop the business of the portfolio companies<br><br>Deals can be proposal / agreement of : 1- Proof of Concept (PoC), 2-Product joint development, 3- Product joint commercialization, 4- Sales. | Formal signed declaration of honor from Coordinator, showing for the portfolio's companies:<br>- the list of deals that were initiated by the portfolio companies thanks to the KIC Activity support. Those needs to be in discussion or concluded (successfully or not)<br>- the proof of deals initiation, consisting of signed documents between the portfolio company and the Manufacturing client. Those signed documents must show the business cases that were discussed and the actions that both parties (portfolio company and Manufacturing client) agree upon to develop business |
| KIC.B03 | Business Creation | # of "Qualified Business Analysis" delivered, through the KIC Activity | This KPI's objective is to supervise the Business critical thinking that must be promoted through the KIC activity. It is defined by the number of "Qualified Business Analysis" that were built and shared through the KIC activity<br><br>The list of types of Business Analysis is as follow: Market studies, Product and/or technology roadmap definition, Business Plan, Transformation Plan, Go To | Formal signed declaration of honor from Coordinator, showing the list of "Qualified Business Analysis", with those Analysis proposed in attached documents |

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| | | | Market (marketing and commercialization) document, Go to Financing document<br><br>A Business Analysis is qualified, only if the EITM / Business Creation team (under Business Creation Director supervision) reviewed and accepted the analysis | |
| KIC.B04 | Business Creation | # Business Creation reputation building events organized through the KIC Activity | This KPI's objective is to supervise the intensive and efficient communication/networking works that are essential to raise awareness and position EITM as a key Leader in driving Business Creation in Europe.<br><br>It is defined by the number of events that the KIC Activity led or co-led to promote EIT Manufacturing / Business Creation awareness and reputation. Those events are with the presence of Business Creation team representative. | Formal signed declaration of honor from Coordinator, showing list of events led or co-led by KIC Activity. For each event information about:<br>- where / when / attendees<br>- topics of Business Creation presented<br>- representative of Business Creation team |
| KIC.R01 | RIS Activities | # of teaching and learning factories projects implemented in EIT RIS countries | Number of projects using or creating teaching and learning factories in RIS. Please note that one project is defined as one different case/ problem addressed. Applicable to all KAVAs since TLFs in RIS may also come up from the EDU pillar. The core EIT KPIs for RIS are also measured, considering all pillars. | This KPI will measure the number of Teaching & Learning Factories projects implemented in EIT RIS countries. Evidence required: Signed declaration listing the projects and reporting the requested KPI. |

## 5.9  General Rules for Beneficiaries, Affiliated Entities And other Participants

This following table summarises some general rules for Beneficiaries, Affiliated Entities And other Participants with respect to Conflict of Interests, Confidentiality and security, Ethics and Values, Data Protection and Intellectual Property Rights (IPR).

Table 8. General Rules for Beneficiaries, Affiliated Entities And other Participants

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| **Conflict of Interests** | The beneficiaries must take all measures to prevent any situation where the impartial and objective implementation of the Agreement could be compromised for reasons involving family, emotional life, political or national affinity, economic interest or any other direct or indirect interest ('conflict of interests').<br><br>They must formally notify the granting authority without delay of any situation constituting or likely to lead to a conflict of interests and immediately take all the necessary steps to rectify this situation. |

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| Confidentiality and security | The parties must keep confidential any data, documents or other material (in any form) that is identified as sensitive in writing ('sensitive information') — during the implementation of the action and for at least until the time-limit set out. The beneficiaries may disclose sensitive information to their personnel or other participants involved in the action only if they:<br><br>(a) need to know it in order to implement the Agreement and<br><br>(b) are bound by an obligation of confidentiality.<br><br>The granting authority may disclose sensitive information to its staff and to other EU institutions and bodies. It may moreover disclose sensitive information to third parties, if:<br><br>(a) this is necessary to implement the Agreement or safeguard the EU financial interests and<br><br>(b) the recipients of the information are bound by an obligation of confidentiality. |
| Ethics and Values | Ethics: The action must be carried out in line with the highest ethical standards and the applicable EU, international and national law on ethical principles.<br><br>Values: The beneficiaries must commit to and ensure the respect of basic EU values (such as respect for human dignity, freedom, democracy, equality, the rule of law and human rights, including the rights of minorities). |
| Data Protection | The beneficiaries must process personal data under the Agreement in compliance with the applicable EU, international and national law on data protection (in particular, Regulation 2016/679[4]). They must ensure that personal data is:<br>– processed lawfully, fairly and in a transparent manner in relation to the data subjects<br>– collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes<br>– adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed<br>– accurate and, where necessary, kept up to date - kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the data is processed and<br>– processed in a manner that ensures appropriate security of the data. |
| Intellectual Property Rights (IPR) | Ownership of results: The granting authority does not obtain ownership of the results produced under the action. 'Results' means any tangible or intangible effect of the action, such as data, knowhow or information, whatever its form or nature, whether or not it can be protected, as well as any rights attached to it, including intellectual property rights. |

# 5.10 Glossary

The glossary defines the meaning of some key terms used in the context of EIT and/or EIT Manufacturing.

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[4] Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC ('GDPR') (OJ L 119, 4.5.2016, p. 1)

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| Activity | Everything that EIT Manufacturing does is organized into Activities. Each Activity belongs to one Segment, each Segment to one Area. Each Activity should contribute to the integration of the knowledge triangle of higher education, research and innovation, including the establishment, administrative and coordination activities of the KICs, and contributing to the overall objectives of the EIT |
| Activity Partner | To ensure effective participation of organisations that are not members (or their LTPs) of EIT Manufacturing, they will become so-called Activity Partners. They cannot take the lead partner role in an Activity and their participation will be limited to the duration of the respective involvement (usually 1 year, unless they are an SME). They will have to accede to the Framework Partnership Agreement (FPA); however, they will not need to become members of the EIT Manufacturing legal entity (LE). After the end of the activity they participate, they may keep an "inactive" status during the year(s) they are not engaged in any activity / project, or they may exit the FPA. Organisations collaborating through this model will pay a reduced yearly membership fee of 10,000 Euros |
| Area | EIT defines a number of areas in which it operates: Education; Innovation and Research; Entrepreneurship; Communication, Dissemination and Outreach; Regional Innovation Scheme; and Management and Coordination. |
| Business Plan | The document specifying the detailed plan of EIT Manufacturing for the upcoming year. It consists of a main body text and a number of annexes describing the Activities in detail. On the basis of the draft Business Plan submitted in September (and some other criteria) EIT decides on the budget available to EIT Manufacturing in the following year. The Business Plan will then be adjusted to match the assigned budget and forms the basis for the internal project agreements of EIT Manufacturing with its partners. |
| Co-funding | KAVA funding from other than EIT financial contribution sources, in particular partners own investments and national or regional public funding programmes. |
| Deliverable | It is the tangible document, medium, or other artefact encapsulating the quantifiable outputs (e.g. products, services) created by a KAVA in pursuit of a specific objective and defined in the Business Plan for each specific KAVA. Deliverables represent the outputs in a format that can be uploaded on Duna submission tool at the time of reporting. Not all outputs need to be translated into a deliverable. A deliverable shall be chosen in a way that can represent a proof of the KAVA's proper implementation. A minimum of one deliverable shall be planned per KAVA. Core KIC documents (plans and reports that support KIC work) are part of the KIC planning and monitoring process and should not be listed as deliverables of KAVAs. Examples: comparative studies, market analysis reports; handbook and training tools; innovative education and training modules; described new curricula and qualifications; product technical documentation; results of client's satisfactory survey or testing; e-learning modules manuals and statistics of attendance; documentation about seminars, workshops, conferences, online forums, newsletters etc. |
| FoF project | 'Factories of the Future' project. More information can be found here. |
| GLP | Guided Learning Platform of EIT Manufacturing |
| Innovation Hotspots | Innovation hotspots are the tool that EIT Manufacturing will use to be both flexible and focused. To put it simply, they are an intersection between one or more emerging technologies and industry needs.<br>Innovation hotspots will be continuously identified in the Launch programme by a working group that will rely on an agile process and tools to match technologies and needs and evaluate their potential. An example of a current innovation hotspot is the application of deep learning to online quality control, since it shows high potential to improve SME manufacturing operations at little cost. |
| KIC | "Knowledge and Innovation Community" – EIT Manufacturing is one of now eight KICs that operates under the regulations of EIT. |
| KAVA | "KIC Added Value Activity". This terminology is kept for historical reasons: up to 2020, each Activity consisted of a KAVA part and a KCA contribution. The KAVA part was the project that is executed and funded by the team of partners to achieve the goals of EIT Manufacturing. KAVAs should build on results created in KCAs.<br>For the Call 2021, "KAVA" and "Activity" are used interchangeably. |
| KTI | Knowledge triangle integration. The concept refers to activities that integrates education, innovation and business creation aspects. |
| Nuggets | Nuggets are short (<30 min) learning content units to be delivered online via our Guided Learning Platform. Each nugget addresses at least one competency and may have different formats (pdf, video, html, simulation, …). |

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| Output | It is what is directly produced or supplied through the KIC activities. In the context of the EIT, outputs may refer to the concrete technology, product, service, method, design, concept, methodology, approach, graduates, etc. created by a KAVA. Some outputs are monitored as KPIs. Examples: new products or processes, transformation of existing products, innovative education and training modules, new curricula and qualifications, e-learning modules, guidance material for new approaches and methodologies, testbeds and experimental facilities, prototypes, patents, publications, etc. |
| Programmes | Each Area has a number of programmes. For the Area Education these are for example the Teaching and Learning Factories, Guided Learning Platforms, and Programmes to engage Society and Pupils (programmes correspond to what EIT calls "Segments") |
| RIS (Regional Innovation Scheme) | The EIT RIS (Regional Innovation Scheme) is designed to share good practices and experience emerging from the EIT Community's activities, as well as to widen participation in KIC activities. Therefore, the aim of the EIT RIS is to help disseminate the knowledge and know-how of the EIT Community and widen participation in the KICs across Europe. The EIT RIS focuses on countries with limited or no participation in the EIT Community's activities, where innovation capacity is moderate or modest and which otherwise would not be able to benefit from the experience gained by the KICs. |
| Segment | see → Programmes |