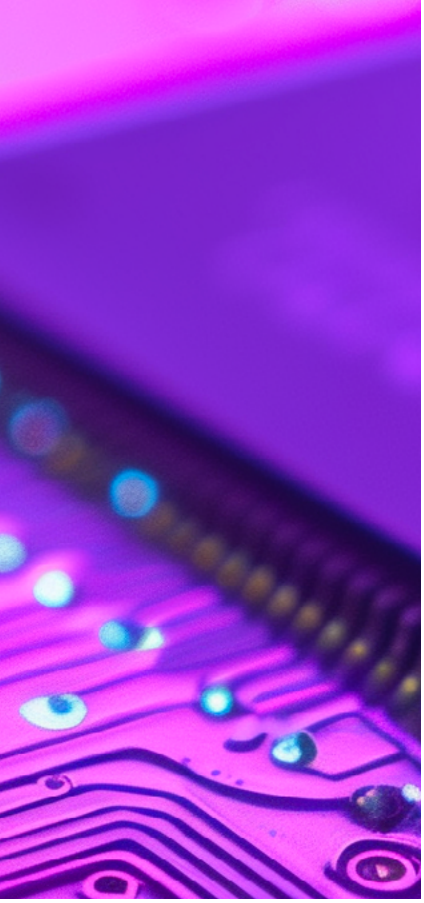
STRATEGIC AGENDA 2021–2027*

eit Manufacturing

Co-funded by the European Union

*Updated version, April 2024



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1. EXECUTIVE SUMMARY

The European manufacturing sector consists of more than two million companies. It plays a vital role in maintaining prosperity and the continent's transition to a climate-neutral, fully digitised economy by 2050. In 2022, it accounted for over 15% of European GDP[1], while employing more than 32 million people directly and several million more indirectly[2]. Europe is leading in advanced manufacturing technologies, pioneering "Industry 4.0" and "Industry 5.0", and continues to innovate, driving job creation and export growth by 3.9% annually.[3]

Between 2021 and 2024, the sector has faced significant challenges like COVID-19, supply chain disruptions and the war in Ukraine, leading to energy price volatility and rising protectionism. These issues, along with leadership changes at EIT Manufacturing, induced a revised Strategic Agenda to position EIT Manufacturing as a key player in transitioning to a sustainable, human-centric and resilient European manufacturing industry.

Addressing pressing societal and industry-specific challenges: our Strategic Objectives

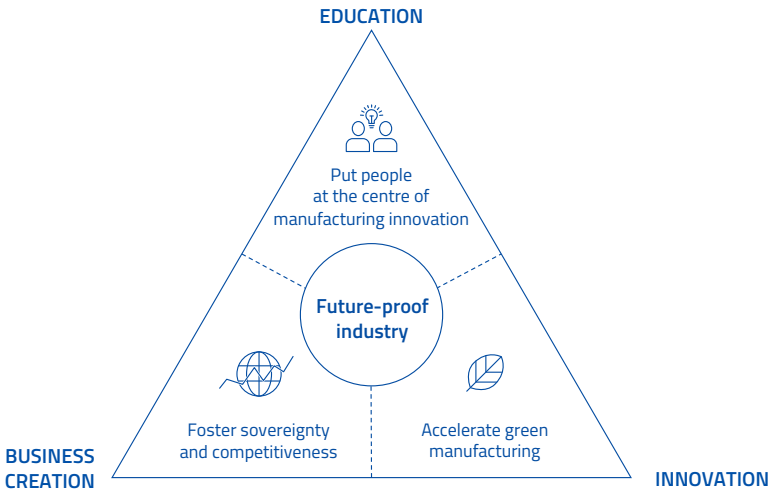
EIT Manufacturing can become a global player by helping to create attractive jobs while setting high standards, thereby challenging the common belief that high standards hinder job creation. Its Strategic Objectives focus on skills, resilience and environmental sustainability, aiming to foster innovation-based manufacturing companies and support existing industries in achieving both disruptive and incremental innovations. By enhancing competitiveness through reskilling and training, EIT Manufacturing aligns with key European initiatives such as the European Institute of Technology and Innovation (EIT) and Horizon Europe. The strategy supports the New Industrial Strategy for Europe, the European Innovation Agenda and the UN 2030 SDGs. The three strategic objectives are:

1. **Put people at the centre of manufacturing.** Focus on creating a highly skilled workforce through reskilling and job creation. Activities like the learning platform Skills.move and EIT Deep Tech Talent Initiative aim to enhance education and innovation in higher education institutions.

2. **Accelerate green manufacturing.** Commitment to significantly reduce climate impact by promoting closed-loop manufacturing, lowering emissions and supporting the Circular Economy. This aligns with the European Green Deal, Net-Zero Industry Act and Critical Raw Materials Act.

3. **Foster sovereignty and competitiveness.** Enhancing the agility, flexibility and resilience of the manufacturing industry through both disruptive and incremental innovations. Large companies, startups and SMEs will be supported, with a focus on innovation in EIT Regional Innovation Scheme (RIS)-eligible regions, promoting cohesion and industrial investment attractiveness amid de-globalisation and supply chain reshaping.

Figure 1. Overview of the Strategic Objectives



1. World Bank, Manufacturing, value added in % of GDP, EU 28, 2022, Link
2. Statista, EU employment figures by sector, 2023, Link
3. Eurostat, Extra-EU trade in manufactured goods 2002–2021, 2022, Link

EIT Manufacturing's integrative and responsive approach to innovation

EIT Manufacturing implements its strategy across four areas—the knowledge triangle of Education, Innovation, Business Creation and the Regional Innovation Scheme (RIS). Each area develops specific programmes and concrete actions to involve the private sector, especially small and medium enterprises (SMEs) and startups. To ensure an effective rollout, each Strategic Objective embeds two Strategic Initiatives, guiding proposal calls and selection criteria. Additionally, regular consultations with relevant EU stakeholders ensure that EIT Manufacturing can adapt to new technological developments and changing stakeholder needs.

A strong, open manufacturing innovation community

EIT Manufacturing is building an open European community with a balanced group of world-class manufacturing stakeholders, including:

1. Industry Leaders: Recognised and diverse, fostering multi-sectoral innovation and cross-fertilisation.
2. Universities: Globally renowned for academic and innovation performance, providing education and top-level academics.
3. Research and Technology Organisations (RTOs): Offering broad competencies and specialised expertise in manufacturing and enabling technologies.

Startups and scaleups are supported through service agreements and access to EIT Manufacturing's club for CEOs and founders, the Sparks Club. EIT Manufacturing aims to unite European manufacturers to explore common benefits and reshape supply chains, enhancing resilience and global competitiveness. Special efforts are made to include more partners from RIS countries.[4]

How EIT Manufacturing is organised

EIT Manufacturing's revised membership model emphasises governance based on agility, transparency and efficiency. The organisation is led by a strong, diverse leadership team and, continuously evaluating its activities, maintains an engaged partnership. Across Europe, both the headquarters and regional offices play a central role in implementing the vision and strategy, with area and regional directors defining key activities and strategies in consultation with partners. These activities are incorporated into the business planning process.

EIT Manufacturing is committed to gender balance and non-discrimination, aligning with the European Commission's Gender Equality Strategy 2020-2025, the EIT Gender Equality Policy and Action Plan and the EIT Gender Mainstreaming Policy. Efforts focus on reducing the gender representation gap in entrepreneurship, manufacturing and technology sectors.

4. EIT RIS is a joint initiative by the European Institute of Innovation & Technology (EIT) to boost innovation capacities across Europe, based on the European Innovation Scoreboard.

2. STRATEGIC ANALYSIS OF THE SOCIETAL CHALLENGE

2.1 Societal challenges

In 2022, the European manufacturing industry contributed over 15% to the European GDP and employed around 32 million people. While Europe remains a global leader in manufacturing innovation, several significant societal challenges threaten the industry's progress and need to be addressed:

- **Aging workforce and skills gap:** The demographic shift and evolving skill demands make talent acquisition and upskilling crucial.
- **Lack of diversity:** Manufacturing has a low share of women employees. Fostering female talent early on and promoting role models as well as improving the work environment helps attract a diverse workforce.
- **High greenhouse gas emissions:** Despite regulatory efforts like the European Green Deal and the Net Zero Industry Act, progress remains slow. Accelerated efforts are required to decarbonise the industry in order to meet Europe's climate targets.
- **Linear production models:** The current reliance on non-reusable raw materials contributes to wasteful consumption practices. Transitioning to a circular economy is necessary.
- **Insufficient resilience:** Unexpected events which disrupt global supply chains, such as the COVID-19 pandemic and the war in Ukraine highlighted the need for a resilient manufacturing industry, reducing dependency on complex global supply chains and ensuring strategic autonomy.

EIT Manufacturing as a Knowledge and Innovation Community (KIC) will address the challenges in all five critical areas of the 2030 Agenda for Sustainable Development of the United Nations: People, Planet, Prosperity, Peace and Partnership.[5] This will also involve addressing 10 of the 17 UN Sustainable Development Goals:

Figure 2: Overview of SDGs addressed by EIT Manufacturing

5. UN SDGs, Transforming our world: 2030 Agenda for Sustainable Development, 2015, Link

2.1.1 People

Demographic change and population decline present a significant challenge to Europe, limiting the talent pool for manufacturing. This could result in 2.6 million unfilled manufacturing jobs between 2018 and 2028, potentially harming Europe's competitiveness. The World Economic Forum emphasises the urgent need for reskilling, estimating that 2 billion days of reskilling are needed for Europe's manufacturing workforce. These issues align with the European Skills Agenda, advocating enhanced skills development for both current and future workers. A skilled talent pool is essential for sustainable, technology-driven jobs that have social impact and promote inclusivity, including people with disabilities, those nearing retirement and younger generations. Workplace diversity, including gender diversity, is crucial. In 2021, only 21% of the manufacturing workforce were women. By tapping into more extensive and inclusive talent pools, organisations are likely to perform better financially, foster innovation and make improved business decisions[6]. Promoting gender diversity requires creating appealing work environments and aligning efforts with the EC's Gender Equality Strategy 2020-2025, the EIT Gender Equality Policy and Action Plan and the European Pillar of Social Rights.

2.1.2 Planet

Climate change is humanity's most significant current and future challenge. Despite reduced greenhouse gas (GHG) emissions in Europe since 1990, a broader perspective is needed, especially in the industrial and manufacturing sectors impacted by production outsourcing. Globally, the manufacturing industry has seen a 17.3 billion-tonne increase in GHG emissions, making up 10% of global emissions since 1990. Contributing substantially to the European Green Deal involves reducing energy consumption, GHG emissions, environmental pollution and water usage while preserving biodiversity. European solutions to resource scarcity and the promotion of circular economy aligns with the *Circular Economy Action Plan,* positioning Europe as a leader in sustainable and circular production, including de- and remanufacturing. To protect the planet, EIT Manufacturing is strengthening resilient value chains for critical raw materials through the Critical Raw Materials Act and bolstering self-sufficiency in clean energy technologies via the Net-Zero Industry Act. These initiatives are pivotal for the future of European manufacturing, driving entrepreneurial efforts that align with EU policy priorities and promoting impactful solutions.

2.1.3 Prosperity

To maintain industrial leadership, Europe must tackle environmental sustainability, evolving consumer preferences, technological shifts and fostering resilience. The COVID-19 pandemic revealed supply chain vulnerabilities, highlighting the need for adaptability. A dynamic manufacturing industry is key to Europe's prosperity. By 2030, digital manufacturing networks will be standard, requiring Europe to advance in digital platforms and data standardisation.[7] Digital transformation will benefit companies across the value chain by enhancing production, customer service, employee satisfaction and reduced environmental impact, reshaping their competitive advantages.

2.1.4 Peace

The manufacturing industry is vital for global and European peace, fostering economic growth and stability, thus mitigating inequalities that lead to social unrest. Inclusivity in manufacturing creates opportunities for marginalised groups, promoting social cohesion and reducing tensions.

Robust industry infrastructure diminishes regional disparities by providing accessible economic opportunities. Ethical and sustainable supply chain practices ensure fair worker treatment, contributing to a more equitable global economy and reducing exploitation-related conflicts. Collaborations with governments enhance governance, accountability and transparency, reinforcing the rule of law. As manufacturing-driven technological advancements improve quality of life, responsible practices and community initiatives by the manufacturing industry contribute to peaceful and resilient societies.

6. Harvard Business Review, 2013, Link

7. EPSC, EU industrial policy after Siemens-Alstom, 2019. Link

2.1.5 Partnerships

The varying values across European countries and considerable dependence on global supply chains pose challenges in establishing robust business relationships, especially given the growing complexity of supply chains in Europe. These lessons have fostered a more resilient European manufacturing system. Collaboration enables integration and fosters collective problem-solving.[8] Partnerships help find solutions to multi-dimensional challenges, foster innovation and increase efficiency by pooling resources—achieving value that is greater than the sum of its parts.[9] Strong European networks and partnerships for innovation have never been more critical than they are now.

2.2 SWOT

The subsequent SWOT analysis highlights internal strengths and weaknesses, alongside external opportunities and threats to outline how EIT Manufacturing can best address the identified challenges.

Figure 3: EIT Manufacturing SWOT analysis

S	W	O	T
STRENGTHS	**WEAKNESSES**	**OPPORTUNITIES**	**THREATS**
• We have a pan-European ecosystem bringing together academia and research, corporates, SMEs and startups. • We have a national and local presence with regional offices and RIS Hubs. • We are a respected partner in European initiatives. • We have a knowledgeable, experienced and diverse team in place across Europe. • We are capable to contribute strongly to key initiatives of the EU, such as the Net Zero Industry Act and the Circular Economy Action Plan.	• The lengthy administrative process hinders the funding of projects. • We have a too broad scope of initiatives that makes it difficult to position and differentiate ourselves. • We are often inconsistent in communication internally and with our partners. • Our offering and positioning are immature and unstable. • Financial sustainability may not always yield desirable results. • Manufacturing is rather complicated, requires high expertise and is capital-intensive; not easy to comprehend and innovate.	• We can support manufacturing talent development, upskilling and reskilling through a training platform with contribution from universities. • We can play a fostering role in the reindustrialisation of Europe on strategic industries and technologies. • We can accelerate green manufacturing practices and innovation. • We can bring private funding through a Venture Capital structure. • We can leverage our structure and capabilities to partner with Pilar II and other EU programmes.	• Inflation and geopolitical instability may reduce innovation investments. • Inadequate cybersecurity systems may jeopardise the acceptance of smart manufacturing. • Original core partners leave the KIC as initial rules of the funding allocations and financial return have changed. • Due to financial sustainability requirements, the KIC's offering is increasingly tailored towards corporate and SME needs, leading to an increased risk of universities leaving the KIC. • Some of our objectives may prove to be incompatible with each other.

8. EC, Industry Partnerships – a new impetus, conference report, 2018, Link

9. Miller C., in Policy & Politics 27, Partners in regeneration: constructing a local regime for urban management?, 1999, Link

3. VISION, MISSION AND STRATEGIC OBJECTIVES

3.1 Purpose, vision and mission

EIT Manufacturing is dedicated to transforming the manufacturing landscape in Europe, ensuring it remains innovative and competitive on the global stage. EIT Manufacturing purpose, mission and vision are the following:

Purpose
To improve people's lives through sustainable manufacturing.

Mission
Connecting manufacturing players by promoting talent and entrepreneurship to accelerate sustainable innovation in Europe.

Vision
We are the leading European innovation community for manufacturing.

3.2 Strategic Objectives

Amid today's global manufacturing challenges, Industry 5.0[10] offers a smart and responsible revitalisation approach, aligning with ecological and environmental imperatives. Its human-centricity, environmental sustainability and resilience form the basis of EIT Manufacturing's Strategic Objectives (SO), which align with the EIT's Strategic Innovation Agenda. The three interdependent objectives are:

Figure 4. Overview of EIT Manufacturing's Strategic Objectives and Initiatives

STRATEGIC OBJECTIVES	**SO1** **Put people at the centre of manufacturing innovation, enabling innovation for climate transition**	**SO2** **Accelerate green manufacturing, turning green transformation into a competitive advantage**	**SO3** **Foster sovereignty and competitiveness, partially ensured by addressing skill shortages**
STRATEGIC INITIATIVES	**1.1** Increase skill agility and reduce skill gaps through upskilling and reskilling in key manufacturing technologies, innovation and entrepreneurship	**2.1** Promote circular manufacturing through servitisation of business models and optimised design	**3.1** Enhance manufacturing system flexibility and supply chain resilience and use data spaces and artificial intelligence as enabler for sovereignty
	1.2 Enhance the attractiveness of the manufacturing work environment through technologies and digitalisation	**2.2** Transform the industry towards zero emissions through a holistic, full value-chain decarbonisation approach	**3.2** Scale up innovations in strategic manufacturing industries and reduce time-to-market to support European competitiveness

Boosting innovation in EIT RIS countries

EIT Manufacturing seeks to integrate and collaborate with organisations and individuals from EIT RIS-eligible countries to address innovation capacity disparities. Many suppliers and solution providers in these countries lack access to innovation activities, highlighting the need for a resilient pan-European manufacturing value chain. EIT Manufacturing RIS focuses on developing innovation potential and talent in these regions, raising awareness and supporting local actors through tailor-made initiatives. Three regional offices in Italy, Spain and Greece, along with RIS Hubs in 11 countries, amplify regional impact and outreach by incorporating stakeholders into the EIT Manufacturing community. These hubs build participation pipelines, support project development and facilitate access to educational programmes, all evaluated against EIT RIS Hubs Minimum Standards and key performance indicators (KPIs).

10. Industry 5.0 integrates human creativity with advanced technologies for personalised and sustainable manufacturing.

3.2.1 SO1 Put people at the centre of manufacturing innovation

To promote a people-centric approach in manufacturing, our strategic initiatives focus on improving skill agility, bridging skill gaps and creating an appealing, socially sustainable work environment through technology and digitalisation.

Strategic Initiative 1.1 intends to increase skill agility and reduce gaps through upskilling and reskilling in key manufacturing technologies, innovation and entrepreneurship. This includes flexible education and training, focusing on areas like AI, data analytics and cybersecurity, to prepare professionals for global competitiveness.

Strategic Initiative 1.2 seeks to make the manufacturing work environment more attractive through technology and digitalisation, creating socially sustainable jobs. Emphasis is placed on health, safety, diversity and inclusion, with initiatives like the EIT Manufacturing Gender Equality Policy and mentoring programmes supporting women in manufacturing.

The following table outlines the short-term, medium-term and long-term targets for these strategic initiatives:

SHORT TERM
(until end of 2023)

Establishment of **6** MSc and PhD Programmes

MEDIUM TERM
(until end of 2025)

880
total EIT-labelled graduates (Master's, PhD and non-degree programmes); Thereof **20%** graduates from underrepresented groups, e.g. women

13
startups created from EIT-labelled programmes (15% from RIS countries)

3 300
Education nuggets created

LONG TERM
(until end of 2027)

36%
of upskilled employees working in the manufacturing sector

25%
of women-led startups in manufacturing

25%
of women-led consortia in funded innovation activities

3.2.2 SO2 Accelerate green manufacturing

To drive the transition towards sustainable manufacturing practices, our strategic initiatives focus on circular manufacturing and industry decarbonisation.

Strategic Initiative 2.1 promotes circular manufacturing by integrating zero-waste, energy and material efficiency and increased product lifespan goals in innovation proposals. Programmes like the EIT-labelled Master in Zero Waste and Circular Economy facilitate knowledge sharing and support circular business model development.

Strategic Initiative 2.2 aims to transform the industry towards zero emissions through a holistic approach to decarbonise the full value-chain, targeting a reduction in greenhouse gas emissions. EIT Manufacturing supports low-carbon technology demonstration and commercialisation, with initiatives to measure and report emissions and implement energy-saving measures.

The following table outlines the short-term, medium-term and long-term targets for these strategic initiatives:

SHORT TERM
(until end of 2023)

17
activities contributing to environmental sustainability

MEDIUM TERM
(until end of 2025)

30
innovations launched on the market that contribute to environmental sustainability

LONG TERM
(until end of 2027)

15%
circular material use rate

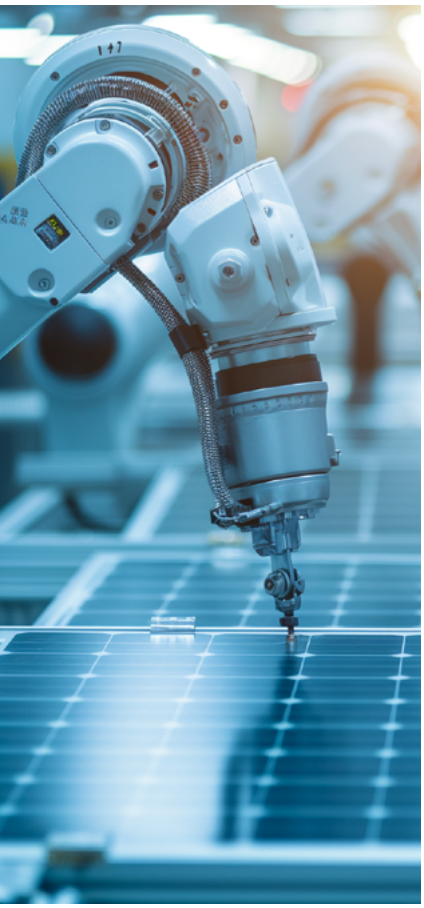
25%
reduction of GHG emissions compared to 2005

3.2.3 SO3 Foster sovereignty and competitiveness

To bolster Europe's manufacturing sovereignty and competitiveness, our strategic initiatives focus on enhancing system flexibility, supply chain resilience and innovation scaling.

Strategic Initiative 3.1 enhances manufacturing system flexibility and supply chain resilience using data spaces and AI. EIT Manufacturing supports agile methods and secure data-sharing protocols, fostering collaboration and promoting faster market responses.

Strategic Initiative 3.2 focuses on scaling up innovations in strategic manufacturing industries and reducing time-to-market, supporting the production of critical industrial components. EIT Manufacturing aids in commercialising innovation through startup support and collaboration with investor networks.



The following table outlines the short-term, medium-term and long-term targets for these strategic initiatives:

SHORT TERM
(until end of 2023)

80
activities developing solutions to enhance flexibility, resilience and competitiveness

MEDIUM TERM
(until end of 2025)

73
innovations launched and marketed with a sales revenue of at least EUR 10k

25
startups created with a sales revenue of at least EUR 10k

LONG TERM
(until end of 2027)

36%
revenue growth in manufacturing

6 451
New jobs created in supported startups/scaleups

3.3 Industry and technology focus

In addition to the Strategic Objectives, EIT Manufacturing targets eight specific manufacturing industries, including automotive, machinery, electronics and pharmaceuticals, with critical focus areas like batteries, robotics and clean tech. By tailoring initiatives to these sectors' unique needs, the KIC intends to foster innovation and manufacturing excellence. This strategy involves recruitment, knowledge management and training within EIT Manufacturing and interactions with partners, ensuring alignment with evolving industry needs. The approach will be adjusted over time to stay relevant and maximise impact within the partnership framework. The selection of the industry focus and key transversal technologies was developed through an iterative process involving internal dialogues and stakeholder discussions.

Focusing on specific transversal technologies will help EIT Manufacturing build deeper expertise through recruitment, knowledge management and training within the organisation, as well as interactions with partners. The technology focus areas and related transversal technologies are shown in **Figure 5** below.

Figure 5: EIT Manufacturing's focus on transversal technologies

Smart Factory	Sustainable Manufacturing	Business Processes
AI & data: machine learning, deep learning, data spaces, data analytics	**Circular economy:** remanufacturing, recycling, reuse, repair, predictive maintenance	**Supply chain & logistics**
Immersive technologies/ industrial metaverse: AR, VR, digital twin	**Net zero industry:** on use of materials, energy, water, GHGs, defects	**Cybersecurity**
Sensors & connectivity: industrial IoT, 5G	**Additive manufacturing**	**Servitisation**
Robotics / Cobotics	**Health, safety and well-being** of workers	**Novel business models**
		Manufacturing flexibility

To maximise impact, it is essential to represent these areas well within the partnership framework. Therefore, the strategy for expanding the partnership will align with the overarching Strategic Objectives detailed in Section 5—Partnership.

4. IMPACT AND RESULTS

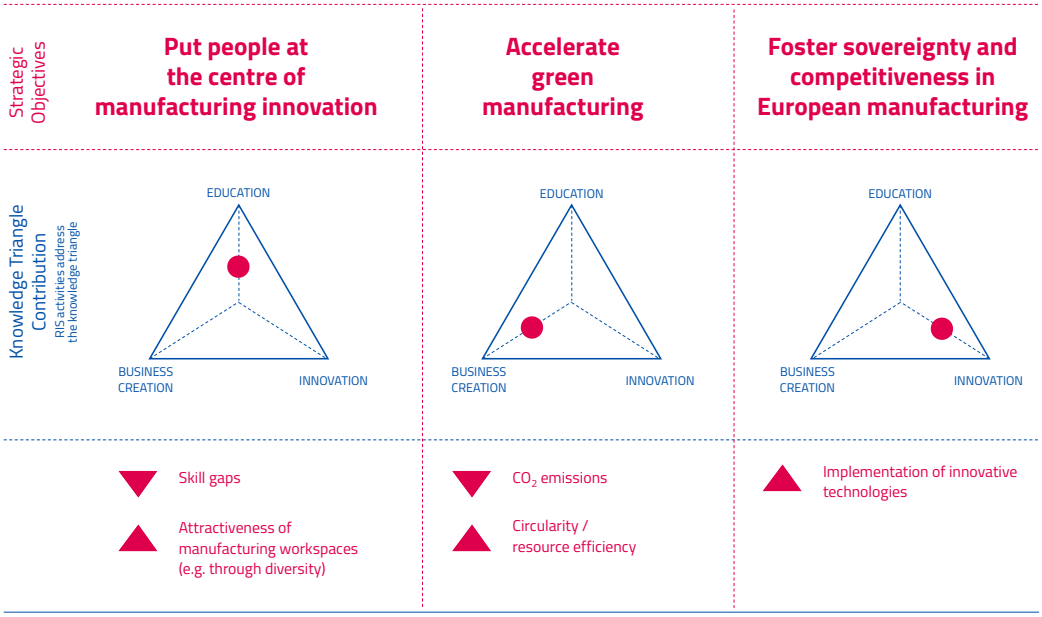
4.1 Impact

Reaching our ambitious goals

While EIT Manufacturing aims to achieve its Strategic Objectives, the organisation utilises KPIs that are aligned with EIT core KPIs to measure the impact of its initiatives.

Figure 6: Long-term and societal impact of SOs

EIT Manufacturing impact



RIS	EDUCATION	INNOVATION	BUSINESS CREATION
	# graduates # startups created by students	# innovations launched on market	# startups created from innovations € investment attracted

RIS: Regional Innovation Scheme

The following impact pathways are described for the Strategic Initiatives, showing the logical link between strategy and short-term outputs, medium-term outcomes and long-term (societal) impacts.

4.1.1 SO1: Put people at the centre of manufacturing innovation

To drive the people-centric transformation of the manufacturing sector, EIT Manufacturing has outlined strategic initiatives that prioritise skill development and an attractive work environment.

Strategic Initiative 1.1: Increase skill agility and reduce skill gaps through upskilling and reskilling on key manufacturing technologies, innovation and entrepreneurship. This initiative's ambition is to measurably improve skill levels and prepare European professionals for global competitiveness and sustainability. Flexible and personalised education and training will address skill shortages in areas such as AI and data analytics, creative problem-solving, entrepreneurship and effective use of new technologies, cybersecurity and environmental sustainability.

Strategic Initiative 1.2: Enhance the attractiveness of the manufacturing work environment through technologies and digitalisation. The goal is to create attractive, socially sustainable jobs and workspaces in European manufacturing, focusing on health, safety, diversity, inclusion and continuous training. Automation and digitalisation will be used to support human workers and enhance their abilities.

The following table outlines the indicators used to assess short-term, medium-term and long-term progress in improving skills and enhancing the attractiveness of the work environment:

SHORT TERM	MEDIUM TERM	LONG TERM/ SOCIETAL
# of established MSc and PhD Programmes	# EIT-labelled graduates (Master's, PhD and non-degree programmes);	% of upskilled employees working in the manufacturing sector
# activities contributing to workplace and job attractiveness	# startups created of EIT-labelled programmes (15% from RIS countries)	% of women-led startups in manufacturing
	# education nuggets created	% of women-led consortia in funded innovation activities

RIS-specific impact under SO1 is achieved through virtual, long-distance learning, enhancing knowledge and skills with practical education. This boosts investment attractiveness and job creation in RIS locations. In RIS countries, there is a notable tradition of skilled women in science and engineering, which we aim to showcase at the European level. Every year, EIT Manufacturing receive more than 40 applications for the RIS LEADERS programme, and the organisation is actively seeking to increase this number. These women receive further support and training through EIT Manufacturing programmes, setting best practice examples and benefiting from other KIC activities like support for women-led startups.

4.1.2 SO2: Accelerate green manufacturing

To improve green manufacturing, our strategic initiatives focus on promoting circular manufacturing and achieving zero emissions across the industry.

Strategic Initiative 2.1: Promote circular manufacturing through servitisation of business models and optimised design. The target is to increase resource efficiency in the sector. Activities carried out with the support of EIT Manufacturing will contribute to making Europe's manufacturing industry a leader by example in terms of circular processes and technologies. There will be a focus on pressing issues like critical materials.

Strategic Initiative 2.2: Transform the industry towards zero emissions through a holistic, full value-chain decarbonisation approach. The target is a reduction of GHG emissions, with the aim of Europe having the highest share of production facilities with a net-zero carbon footprint worldwide. Next to scope 1 emissions[11], scope 3 emissions[12] will be addressed especially.

The table below presents the indicators used to assess short-term, medium-term and long-term progress towards environmental sustainability in the manufacturing industry:

SHORT TERM	MEDIUM TERM	LONG TERM/ SOCIETAL
# activities contributing to environmental sustainability	# of innovations launched on the market that contribute to environmental sustainability	Reduction of GHG emissions compared to 2005
		% circular material use rate

RIS-specific impact under SO2: In accordance with the European Green Deal's Just Transition Mechanism, focused investments and best practice examples will be guided towards promoting environmental technologies in EIT RIS countries. This will not only highlight the environmental benefits but also the positive impact on increasing productivity, innovation capacity and resilience—and making jobs in manufacturing safer by introducing more effective human-machine interaction.

11. Scope 1 emissions are direct greenhouse gas emissions from sources owned or controlled by an organisation.

12. Scope 3 emissions are indirect emissions that occur in the value chain of an organisation, including both upstream and downstream emissions, such as those from purchased goods and services, business travel and product use.

4.1.3 SO3: Foster sovereignty and competitiveness

To enhance Europe's manufacturing sovereignty and competitiveness, our strategic initiatives focus on increasing system flexibility, supply chain resilience and scaling up innovations.

Strategic Initiative 3.1: Enhance manufacturing system flexibility and supply chain resilience by using data spaces and artificial intelligence as enablers for sovereignty. The goal is for manufacturing companies to quickly respond to opportunities and crises, thereby safeguarding and increasing revenue. By developing digital technologies and agile practices, EIT Manufacturing intends to optimise processes and enhance industry flexibility. Promoting immersive Extended Reality (XR) technologies and securing industrial data spaces will further support this effort.

Strategic Initiative 3.2: Scale up innovations in strategic manufacturing industries and reduce time-to-market to support European competitiveness. The impact targeted is to secure the production of critical industrial components and materials in Europe. This will be achieved through activities aiming to streamline design and development processes, leveraging of advanced manufacturing technologies to accelerate production cycles and support for the European supply chain via introductions and networking events.

The table below presents the indicators used to assess short-term, medium-term and long-term progress towards enhanced flexibility, resilience and competitiveness in the manufacturing sector:

SHORT TERM	MEDIUM TERM	LONG TERM/ SOCIETAL
# activities developing solutions to enhance flexibility, resilience and competitiveness	**#** innovations launched on the market **#** startups created **€** investment attracted by startups supported	Revenue growth in manufacturing New jobs created in supported startups / scaleups

RIS-specific impact under SO3 is achieved by fostering collaboration among various actors to boost innovation. EIT RIS countries play a crucial role in enhancing the resilience of European manufacturing by modernising supply chains. These countries host essential suppliers and solution providers, critical for large European manufacturers. However, many RIS organisations are cautious to engage in European initiatives due to a lack of resources or initial investment. By continuously encouraging their participation, EIT Manufacturing targets to enhance innovation ecosystems in RIS countries and support the overall resilience of European manufacturing.

Results

The following table presents high-level Key Performance Indicators (KPIs) along with their results, approved by EIT in 2024.

Table 1: Annual KPI targets

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE02.4	#Marketed innovations with a sales revenue of at least EUR 10 000	10*		18	21	24	26	28	127
EITHE03.1	#Supported startups / scaleups	471*		73	90	110	130	130	1004
EITHE04.4	#Start-ups created of / for innovation with a sales revenue of at least 10 000 EUR.	1*		6	6	12	12	12	48
EITHE06.1	Investment attracted by KIC supported startups / scaleups in EUR million	47.4*		22.0	31.0	39.0	44.0	50.0	233.4

*Approved achievement in 2021-2022

5.1 Partnership

The EIT Manufacturing partnership is positioned to assume a leading role in Europe's manufacturing innovation landscape. It is the largest pan-European innovation community focused on manufacturing with practice-based education as well as matching innovators and innovative ideas with a strong industrial base. The industry partners cover the whole manufacturing value chain and a broad range of sectors. The partnership composition reflects the EIT's mission to increase Europe's competitiveness by integrating the knowledge triangle. Cross-fertilisation and close collaboration are ensured through the effective and open model, operationalised, e.g., in the regional offices, on the Open Innovation Platform (OIP) or within Teaching and Learning Factories (TLFs).

As the partnership is constantly growing, please refer to the EIT Manufacturing website for an up-to-date list of partners. In Q3 2023, the EIT Manufacturing partnership included 83 Core Partners and 87 Associate Partners. Existing partnerships cover the entire product lifecycle from (1) concept and design to (2) manufacturing and maintenance and finally (3) recycling and de-manufacturing (**see Figure 7**).

Figure 7: EIT Manufacturing Partners (as of February 2024)

CORE PARTNERS

ASSOCIATE PARTNERS

4iTec Lusitânia
9T Labs
Accu Svenska
ADAXIS
Addiplast
ADSR
AFT Automation
Alfa Laval Nordic
ALUMINCO
Asseco
AXEL'ONE
Azitek
Bastal
BEIA
BIBA
BIC VIOLEX Single Member
CALPAK
Centiloc
ChainTraced
CHIRON Croatia
CIRKO
Comesvil SpA
Consortium Ubiquitous Technologies
CORE INNOVATION CENTRE NPO
Croom Precision Medical
CS Polska
CTAG
Dellas
Dikrt
Dipl.Phys. Peter Stritzinger
Diversey
EET - Efficient Energy Technology GmbH
Evyon
F.H.U. Lupio-Wentylacja Ludomira Machaty
Federation of Estonian Engineering Industry
FORFIRM
GALATEK
GOGOA
GOMARCO
Goodyear
GRAND PORT MARITIME DE DUNKERQUE
Grupo Oesia
HALCOR
Horse Romania
Hydro Energi AS
IMH
Innovaplast Biotechnology
Intellimech
Interconsult Bulgaria
Ipool
Italtel
JOANNEUM RESEARCH
Kilometro Rosso
KLEEMANN HELLAS
Kolektor
Komugi
Ledisson AIT
LexaTexer
LINQcase
Loamics
LUKASIEWICZ Research
MADE
MaschinenFabrik Wüstwillenroth
Matzat
Midland Steel Reinforcement Supplies Limited
MOBILE BIOMETRICS
Nemak Slovakia
Nightingale
Norwegian University of Science and Technology
NV Bekaert
OCG Austria Computer Society
O'Connor Sutton Cronin Consulting Engineers
OFFICINE MECCANICHE
OHS Engineering
Pforzheim University
PredictiveDataScience
Quanta & Qualia
R.F. Celada
RiACT Robotics
RoboTwin
Rold
SAFRAN
SAVROM MULAJ
Shon Mott Barcelona
Sidenor Steel Industry
SIR
smartFAB
SmartZavod
Software Competence Center Hagenberg GmbH
STILRIDE
STOMANA
TEGnology
Tvarit
University of Groningen
University of Ljubljana
University of Lleida
University of Zagreb, Faculty of Mechanical Engineering and Naval Architecture
UP Catalyst
Upkip
Valeo Electrical System
WatAJet
WearHealth
World Manufacturing Foundation

NETWORK PARTNERS

The partnership model of EIT Manufacturing is structured into two broad categories—Core and Associate partners. Their role and responsibilities are outlined below:

Core Partners: Core partners are entities that engage with the association at the highest level, working closely with EIT Manufacturing on various initiatives. They have the authority to make decisions, influence the strategic agendas and contribute significantly to our efforts. Membership fees for core partners are proportional to the size of the entity. They also have the right to involve affiliated entities in the project and have privileged access to selected KIC services, events and tools. To ensure industrial relevance, more than 50% of Core Partners are industry organisations.

Associate Partners: Entities who submitted proposals in response to EIT Manufacturing's Call for Proposals and were successfully chosen will become Associate Partners. Associate Partners can participate in Partner Assemblies but they do not have voting rights and are not involved in strategic development. They pay a reduced annual fee compared to Core Partners and have restricted access to the services.

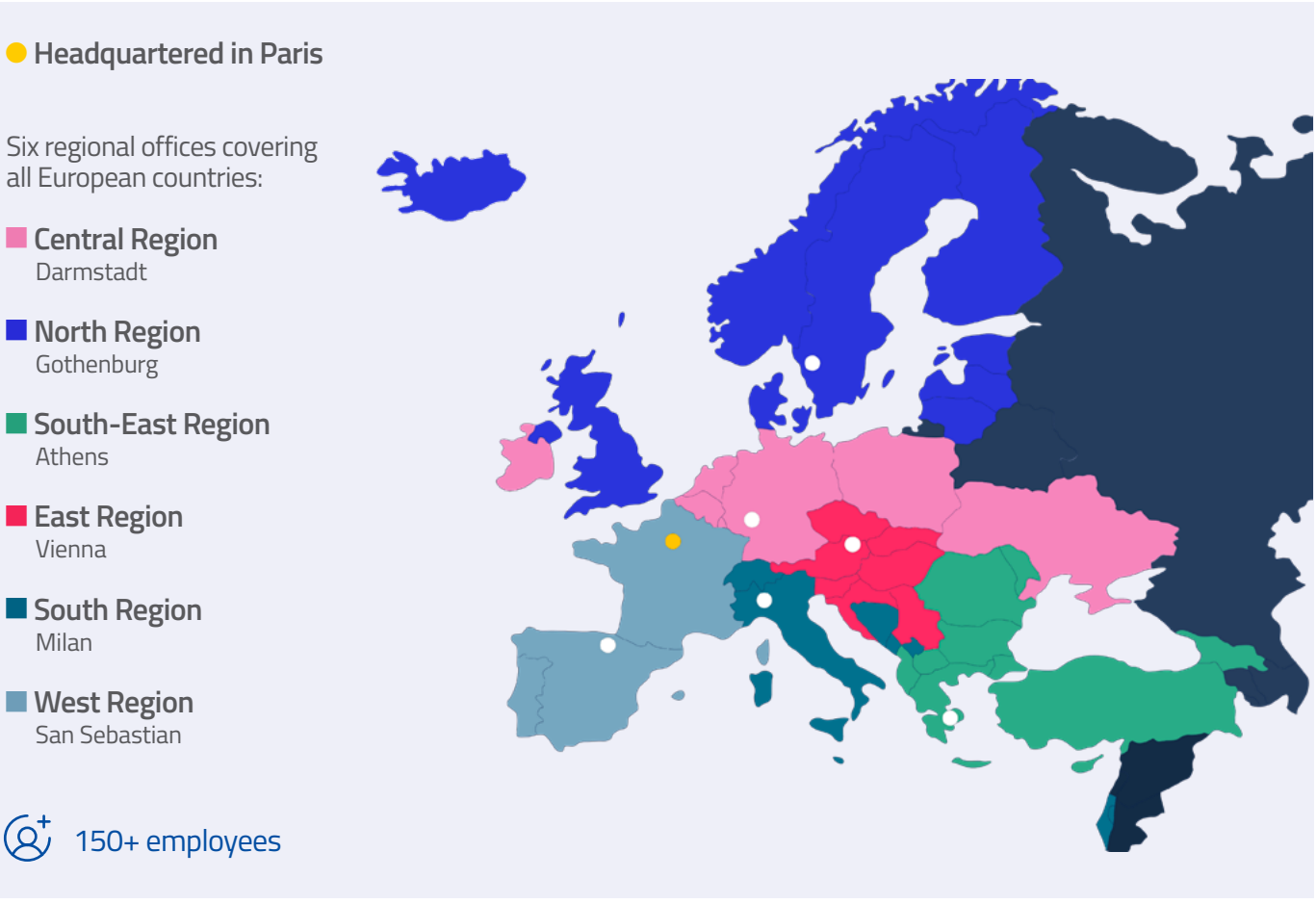
The EIT Manufacturing partnership is open to all entities eligible for participation in activities of the EU's current Framework Programme for Research and Innovation (i.e. Horizon Europe) ensuring a pan-European perspective and a balanced group of world-class stakeholders from all sides of the knowledge triangle.

Role and location of the regional offices[13]

The regional offices are an integral part of the EIT Manufacturing governance and foster connectivity with local ecosystems and collaboration through the provision of physical spaces for interaction. They initiate, host and implement various activities, providing a platform for discussing innovative ideas. They identify new opportunities, supported by central teams, to enhance the long-term sustainability of the organisation. Regional Offices help secure funding for Education, Innovation and Business Creation activities and explore opportunities for cross-regional office collaboration. Selection criteria for regional offices include regional partner excellence, ability to attract partners, political support, access to financing institutions and economic factors like financial sustainability, market access and industry relevance. Strategically located in well-established manufacturing regions, regional offices also support RIS countries and outreach to Western Balkans through specific activities like the EIT Community Circular Economy in Western Balkans.

13. Regional offices were called Co-location Centres (CLCs) previously.

Figure 8: EIT Manufacturing Regional Offices and Headquarters



EIT Regional Innovation Scheme

The EIT Regional Innovation Scheme (EIT RIS) is an important part of EIT Manufacturing's strategy, aiming to strengthen the capacity of countries with moderate or modest level of innovation. By 2023, three regional offices and 11 RIS hubs were established in these countries. The hubs attract new organisations, integrate them into the ecosystem and help enhance their innovation potential. The manufacturing suppliers, subcontractors and solution providers, usually SMEs, in RIS countries are critically important for the operations of large European manufacturers. EIT Manufacturing helps increase their innovation capacity, too.

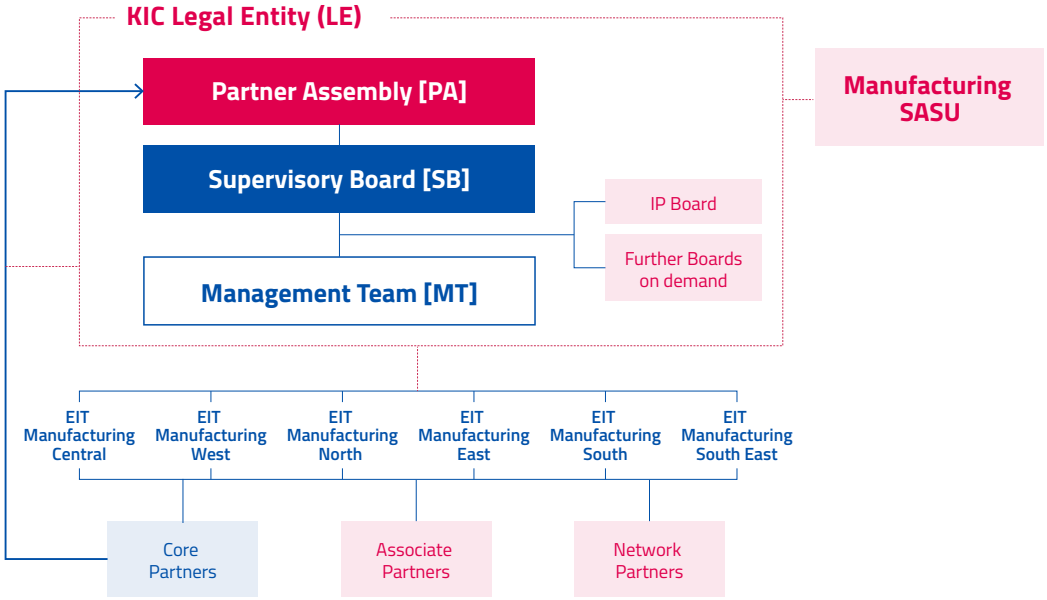
Growth

EIT Manufacturing intends to expand its partnership network by integrating complementary competences from the knowledge triangle, the manufacturing value chain and financial intermediaries. The goal is to reach 147 partners by 2027, based on realistic growth assumptions and lessons learned from initial operations. The growth strategy focuses on key industry sectors and technologies, ensuring a critical mass of partners, including SMEs, across the entire value chain. Geographic balance is emphasised, with special efforts to recruit at least 20% of new partners from EIT RIS countries. A new regional office may open in a strategically important region in 2026. Moreover, EIT Manufacturing seeks to enhance Associate Partner involvement, increasing SME, startup and scaleup participation. Calls for Proposals are open to non-partner organisations to foster rapid partnership expansion.

5.2 Governance

The governance model aims to efficiently implement EIT Manufacturing's vision and strategy by fostering innovation, education and entrepreneurship. Key principles include agility, transparency and efficiency. The model aligns with EIT's values, promoting diversity, openness and engagement to inspire innovation and excellence. EIT Manufacturing emphasises an innovation mindset, open collaboration and adaptability in its communication and guidelines. The lean governance structure reflects multiple stakeholders, enabling strong leadership, agility, flexibility and connectivity. The operational structure ensures effective management, decision-making and integration of the knowledge triangle among the regional offices.

Figure 9: Governance structure of the EIT Manufacturing entities



KIC Legal Entity: Through its various bodies (see Figure 9), the KIC Legal Entity (LE) "EIT Manufacturing" (a not-for-profit association in French law) is responsible for developing and executing the KIC strategy and operations. Headquartered in Paris, it is the main point of contact toward the EIT and the other EIT KICs.

EIT Manufacturing established a commercial entity to develop services and contribute to the organisation's financial sustainability. The KIC Legal Entity is composed of the following bodies: (1) Partner Assembly (PA); (2) Supervisory Board (SB); and (3) Management Team (MT). In addition, ancillary bodies with advisory functions are established as needed (e.g. Legal Working Group, IP Board etc.).

Commercial Arm: *Manufacturing Société par Actions Simplifiée Unipersonnelle* (SASU) is a subsidiary fully owned by EIT Manufacturing, aimed at enhancing financial sustainability by developing commercial services and managing assets like equity shares. It ensures financial contributions from various projects are paid as per Financial Sustainability Agreements through revenue sharing, profit sharing, or fixed fees.

The service portfolio covers:

1. Broadening network and collaboration
2. Boosting viable innovation
3. Expanding skills and competencies
4. Accelerating sustainable growth

Manufacturing SASU is led by a President (EIT Manufacturing) and a Managing Director, with plans to reinforce the Marketing and Sales Coordination team.

Regional offices: The regional offices are solely owned and controlled by EIT Manufacturing and are established in compliance with the Partnership Agreement with EIT. The regional office Directors are part of the EIT Manufacturing Management Team. Each regional office has an Advisory Board representing the local partnership and external stakeholders.

Governance and management bodies

Partner Assembly (PA): The Partner Assembly (PA) is the highest decision-making body, responsible for approving the Strategic Agenda, amending and terminating the Partnership Agreement with EIT, electing and dismissing the Supervisory Board (SB) and setting up legal entities. Each Core Partner nominates one representative with voting rights. The Supervisory Board chairperson leads the PA.

Supervisory Board (SB): The SB supervises the Management Team (MT) and pre-approves the Strategic Agenda and Business Plans. It defines the financial sustainability strategy and consists of up to 15 members, including independent members and regional office representatives. Eight of the current 14 SB members are independent. The SB ensures diversity in gender, geography and expertise. Members serve two-year terms, extendable for another two years.

Management Team (MT): The MT is the main executive body, managing business operations and implementing the Strategic Agenda and Business Plans. It includes the CEO, COO, functional Directors, the Managing Director of Manufacturing SASU and regional office Directors. The MT prepares the draft annual Business Plan and reports to the SB. Recruitment follows guidelines to ensure diversity. Currently, seven out of 15 MT members are women, including the CEO.

Ancillary Bodies: Ancillary bodies provide expert consultation on strategy and policy issues. Currently, the IP Board and the Legal Working Group are active.

Culture and recruitment

EIT Manufacturing fosters innovation through diversity and cross-fertilisation, inspiring both internal partners and the external manufacturing workforce. It emphasises broad participation across sectors, specialisations, geographies and demographics to tackle manufacturing challenges. The EIT Manufacturing Innovation Forum, established in 2021, facilitates diverse participation and interaction. The organisation promotes open collaboration, diversity, equality, an innovation mindset and adaptability by embedding values assessment in recruitment and performance reviews, reinforcing values for staff and partners and monitoring success through cultural barometer surveys. EIT Manufacturing ensures gender balance and non-discrimination in recruitment, focusing on technical skills, innovation, industrial expertise and business acumen. This strategy supports innovation commercialisation, financial returns, impactful services and investment strategies. Recruitment follows defined success factors and technical requirements, with all positions selected through an open and transparent process, widely advertised on the EIT Manufacturing website and other platforms.

5.3 Budget

Sources of funds

EIT Grant: EIT Manufacturing receives financial support from the EIT, totalling EUR 346.4 million over the first seven years. Long-term support will decrease as the organisation targets financial sustainability, but base funding is expected to maintain structural assets.

Partner financial contributions: Annual fees from Core and Associate Partners provide a stable income, covering administrative and operational costs, thus preserving EIT Grant funding for strategic activities.

In-kind contributions: Partners co-fund most activities, with co-funding rates of 30% for Innovation Activities and 5-10% for Business Creation Activities. No co-funding is expected for Education activities.

Third-party contributions: Additional funding stems from regional, national and EU programmes. Regional offices are structured to attract such funding, supporting their operational costs and enabling collaboration with regional and national initiatives.

EIT Manufacturing-revenue sources (others): These include own generated resources from Return of Investment (RoI) and equity, education as well as from services and consulting.

Use of funds

Grant allocation to the different activity areas in the EIT Manufacturing business plans is proposed by the Management Team and approved by the Supervisory Board and the Partner Assembly. Indicatively, in Business Plan 2023-25, the allocation has been 36% to Innovation, 26% to Education, 13% to Business Creation, 1% to Dissemination & Outreach, 13% to RIS and 11% to Management. In the future, this split might differ since it is directly linked to the mid-to-long term priorities of the organisation.

5.4 Financial sustainability

From the first year, EIT Manufacturing aimed to maximise value creation and develop diverse income streams to ensure operational continuity independent of EIT funding. To support financial sustainability, EIT Manufacturing established the EIT Manufacturing SASU, as detailed in Chapter 5.2. The financial sustainability strategy follows the "Principles on KICs' Financial Sustainability" and prepares for the reduction and eventual cessation of EIT funding after seven to 14 years. The model involves all parts of the organisation, with each pillar contributing income. Initially, for the first three years, the focus was on establishing infrastructure, such as regional offices and Manufacturing SASU, generating revenues primarily from membership fees and piloting new revenue streams. Financial sustainability was embedded in all Calls for Proposals, prioritising those likely to generate ongoing returns. In the ongoing second phase, years four to seven, the goal is to position the organisation as a respected service organisation for the European manufacturing community and strengthen the financial independence of the regional offices, increasingly generating income through own revenue streams.

ROI and equity

Backflow from innovation activities: Since 2020, all innovation proposals must contribute to financial sustainability through a fixed success fee or revenue sharing. By 2023, 91 financial sustainability contracts were signed. From 2025, a new model combining a fixed fee and revenue sharing will be implemented. If a startup is the business owner, equity conversion is possible through an internal investment process. Projects are selected based on market potential, with high-performing projects receiving additional support.

Equity shares in startups / scaleups: EIT Manufacturing has begun taking equity positions in startups through the Accelerate call, offering grants and services in exchange for a Simple Agreement for Future Equity (SAFE) agreement. Services include mentoring, business development and market access. Equity shares are typically held for at least four years, targeting areas like AI, industrial metaverse, circular economy, net zero industry and renewable energy. Startups are selected through an open process based on solving pain points, technology strength, team quality, market scalability and exit routes.

Investment fund development: EIT Manufacturing is working with the European Investment Fund (EIF) to set up an investment fund focused on later-stage startups, aiming to support European manufacturing startups and stimulate the corporate venture capital ecosystem. The initiative plans to launch in 2025 with funding commitments from corporate investors and public institutions. The fund endeavours to place EIT Manufacturing at the centre of an investment ecosystem involving VCs, corporates, leading manufacturing startups and public institutions.

EIT Manufacturing plans to invest around EUR 4 million per year via the Accelerate and Create (Venture Builder) programmes, with a goal of ten investments per year in early-stage startups. The long-term goal is to create its own fund to support European manufacturing startups.

The table below outlines the key investment areas targeted by these programmes:

AI/ Data	• AI-driven predictive maintenance • Autonomous robotics • Generative design
Industrial metaverse	• Virtual prototyping • Remote collaboration • Augmented Reality assembly guides
Circular economy	• Product lifecycle tracking • Design for disassembly • Closed-loop supply chain (servitisation)
Net zero industry	• Carbon capture technologies • Renewable energy integration • Sustainable materials & resources
Renewable energy	• Energy storage solutions • Green hydrogen production • Solar-powered factories

Education

The EIT-labelled PhD and Master Programmes include Winter and Summer Schools (Pioneering Journeys). EIT Manufacturing Master students are charged an annual fee, differentiating between EU / EFTA students and non-EU / EFTA students.

Other education services include the Pioneering Journey (to be paid for by external students and professionals), Digital Learning (which includes free digital nuggets and charged Learning Paths), Teaching and Learning Factories and other blended or in-person courses.

Digital Content Agreements (DCA) are signed by EIT Manufacturing, while Financial Sustainability (FS) Agreements are signed by Manufacturing SASU. The DCA Fees are cashed by EIT Manufacturing, with the partners receiving their share of the revenues. The fees, which partners charge their customers for education content covered by FS Agreements, go to the partners who then pay the financial sustainability contribution to Manufacturing SASU according to the business model and payment terms set in the FS Agreement.

Services and consulting

Open Innovation Platform (AGORA): Established in 2021, AGORA has nearly 3 000 members. As technology advances, AGORA will enhance EIT Manufacturing programmes by finding experts, partners, customers and jobs. EIT Manufacturing aims to launch open innovation competitions on the platform soon. AGORA connects EIT Manufacturing's services, such as Hotspot Analysis and Innovation Radar.

Innovation services: EIT Manufacturing offers services like commercialisation support, digital transformation, standardisation guidelines, technology scouting, matchmaking, knowledge valorisation and access to networking events. Regional offices will provide services like test beds, pilot lines and industrial policy advice.

Education & training (re-up skilling) services: Revenue comes from fees for non-degree courses, including digital and non-digital learning activities for individuals (B2C) and organisations (B2B). Fees are either received directly by EIT Manufacturing and shared with partners or shared by the partners depending on the programme.

Manufacturing SASU supports digital and Industry 5.0 transformation for SMEs using internal resources and strategic partnerships to ensure high-quality services. Customer satisfaction is regularly monitored.

Membership fees and alternative funding sources

EIT Manufacturing will continuously review and adjust its financial sustainability plan based on pilot experiences and those of other KICs. Long-term sustainability will be ensured by strategic orientation, partner commitment and diverse income streams. The new partnership model introduces lower, varied fees based on partner size to increase retention and growth, leading to a slight reduction in membership fee revenues. This reduction will be offset by increased funding from alternative sources, including EU programmes and national / regional funding. The KIC LE and some regional offices are leading these projects, with plans to expand across the organisation to leverage significant funding for key manufacturing topics.

5.5 Cross-cutting aspects

Openness and transparency

EIT Manufacturing values openness and transparency in all aspects of its strategy and operations, including governance, business planning and partner selection based on clear criteria. It welcomes participation from companies, universities and RTOs eligible under Europe's Framework Programme for Research and Innovation. Entry and exit criteria for Core Partners are published on the website, with a transparent, non-discriminatory application process requiring approval from the entire partnership. Core Partners contribute to the common vision and strategy through interviews, workshops and surveys. The website provides institutional information, event calendars, proposal calls, results, annual reports, financial data and partner entry / exit rules. Regular communications, newsletters and internal events keep partners informed, while external stakeholders participate via online surveys, open calls and events, aligning and refining strategic orientations. Calls for Proposals and matchmaking events ensure transparent communication, with proposals evaluated by independent experts based on clear criteria and results shared with proposers. A redress policy is in place and calls are open to non-partners, offering successful participants a one-year Associate Partner status. EIT Manufacturing maintains a main website and others like the EIT Deep Tech Talent Initiative site.

Synergies and collaborations

EIT Manufacturing collaborates with European and national / regional initiatives, including the European Innovation Council (EIC) and other European partnerships, to identify and accelerate high-potential projects. The strategy leverages the multi-sectorial nature of manufacturing and the community's combined capacities to contribute significantly to Horizon Europe missions and clusters.

To ensure coherence and effectiveness, EIT Manufacturing focuses on increasing the impact of EIT activities, including leveraging existing collaborations with EIT and European Patent Office / European Union Intellectual Property Office on intellectual property and providing training and support to business owners and startups. Regular interactions with European Commission (EC) Services aim to explore synergies in innovation, education and entrepreneurship, particularly with key European research and sustainability programmes and other significant EU initiatives.

At the European level, EIT Manufacturing emphasises the participation of stakeholders from EIT RIS countries, including programmes like Erasmus+ and leading the Deep Tech Talent Initiative.

Collaboration with the *Made in Europe Partnership* and Directorate-General for Research and Innovation (DG RTD) helps identify projects with high exploitation potential, accelerating the market deployment of research and innovation prototypes. EIT Manufacturing leverages complementary business creation funding to support companies with high innovation potential and deploys activities utilising high-tech infrastructure in EIT RIS.

EIT Manufacturing maximises its impact on European initiatives like the European Green Deal, the Smart Specialisation Strategy and Made in Europe by supporting the implementation of the *Circular Economy Action Plan* and engaging industry in shared Regional Research and Innovation Strategies for Smart Specialisation (RIS3) priorities. To increase outreach and global synergies, EIT Manufacturing partners with Junior Achievement, the World Manufacturing Forum and the OECD, creating a global network of manufacturing ambassadors.

14. EIT Community is previously called Cross-KIC.

EIT Community[14], cooperation and simplification / shared services

Collaboration with other Knowledge and Innovation Communities (KICs) is vital for EIT Manufacturing to achieve its Strategic Objectives and enhance the EIT Community's impact. Mechanisms for cooperation include EIT Community joint activities including Calls for Proposals, dissemination events, business creation activities, education initiatives and regional cooperation.

EIT Manufacturing participates in EIT Community Strategic Regional Innovation activities, promoting joint efforts in EIT RIS-eligible countries and areas like resource-efficient society and the New European Bauhaus, digitalisation and AI in manufacturing. Notable collaborations include the EIT AI community with EIT Climate-KIC, EIT Digital, EIT Food, EIT Health and EIT Urban Mobility, and resource-efficient society initiatives with EIT Raw Materials, EIT Climate-KIC and EIT Urban Mobility. Future collaboration is planned with EIT Cultural and Creative Industries to address societal challenges through design and creativity.

Regarding the EIT educational programmes, EIT Manufacturing will amplify its visibility through initiatives like the Higher Education Initiative, the EIT Campus, the European Internship programme and the Deep Tech Talent Initiative.

EIT Manufacturing is active in many working groups, adopting best practices, increasing effectiveness and sharing tools and instruments. The aim is to lead at least two EIT Community activities, dedicating around 5% of its yearly budget to these efforts.

Communication

The EIT Manufacturing Communication Strategy seeks to position EIT Manufacturing as the leading European innovation community for manufacturing, offering sustainable solutions to global challenges. It promotes EIT Manufacturing as both a service organisation and a provider of commercial offerings, supporting the 2027 goals by raising awareness and generating interest in ongoing activities.

Communication supports operations across Education, Innovation, Business Creation and EIT RIS by attracting participants and visitors to its platforms, growing the community into a robust innovation ecosystem. It promotes results, improving the perception of the manufacturing industry as a sustainable, competitive force and contributing to the European Green Deal's goal of making Europe climate-neutral by 2050.

EIT Manufacturing promotes the EIT brand, ensuring visibility of EIT Community branding and EU support across all activities, including startups, ventures, innovation projects and EIT-labelled degrees. Participation in the EIT Alumni Community involves students from education programmes in events, webinars, ambassador programmes and social media groups. Aligned with EIT's communication principles, the EIT Manufacturing Communication strategy has four main objectives: building awareness of EIT Manufacturing and its activities while supporting the EIT Community brand; creating an understanding of the manufacturing industry's role in innovation and competitiveness; engaging stakeholders to support sustainable growth; and disseminating results to maximise the impact of activities.

Dissemination of results

The EIT and EIT Manufacturing are committed to disseminating results, good practices and lessons learned from their activities while respecting IP rights. The goal is to detect, analyse, codify, share and ensure the uptake of results to facilitate further exploitation by the global innovation community, thereby maximising impact beyond EIT and the KIC. The main target audiences include entrepreneurs, researchers, academia, prospective PhD candidates, teachers, manufacturing employees, industrial partners and policymakers at regional and European levels. For policymakers, KICs provide valuable learning and information that can be used in evaluating, developing and implementing local and EU policies. EIT Manufacturing will use dissemination platforms (namely the Horizon Results Platform) and IP management practices, which are highly relevant when dealing with activity results and collaborative developments.

Stakeholder engagement

EIT Manufacturing engages a large stakeholder network at European, national and regional level and when relevant on a global level, in order to:

- Align on common challenges and priorities and join forces to tackle them, as is already the case for the European Green Deal and the New Industrial Strategy, among others
- Identify emerging technologies, trends and opportunities
- Promote EIT Manufacturing and EIT beyond its existing network
- Promote EIT manufacturing activities and results for wider spread and take-up, i.e., maximise the impact of the communication and dissemination activities

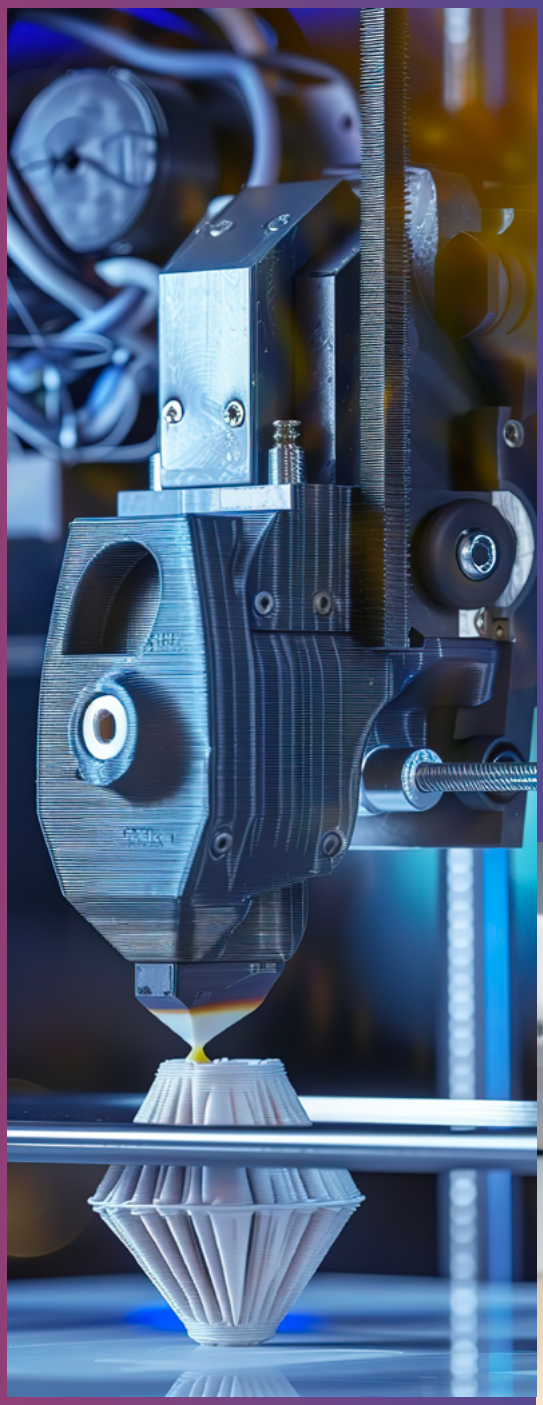
Furthermore, EIT Manufacturing will seek close coordination and cooperation with the Commission services, Member States representatives and other stakeholder groups, which gives a high-level view of the stakeholder network.

Global Outreach

The EIT Global Outreach programme links business, research and education to create relationships and market opportunities in key locations outside Europe. EIT Manufacturing envisions a smart internationalisation strategy to increase global recognition and sustainability, targeting key non-EU countries such as the USA, Israel, Japan, South Korea and Latin America. This strategy, guided by the "Strategic Framework for EIT Community Global Outreach Activities", includes:

- Supporting sustainability: Promoting circular economy practices and addressing climate challenges through EIT Community initiatives.
- Human-centric manufacturing: Fostering international standardisation, broad access to education programmes and connecting stakeholders across value chains.
- Global innovation ecosystems: Collaborating with international initiatives, participating in strategic outreach programmes and leveraging EIT's global network.

These activities will help EIT Manufacturing follow global trends, attract investment and talent and showcase its achievements. The Management Team and Corporate Affairs will monitor these global activities.



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