Call for Proposals

for Activities to be executed in 2021

Guidelines for the Pre-Call

DRAFT Version 1.0

EIT Manufacturing

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www.eit.europa.eu

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1 Foreword

EIT Manufacturing will put Europe at the centre 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 and shape 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 2019, EIT Manufacturing has successfully concluded the KIC start-up phase including the launch of its first Call for Proposals. In 2020, the second EIT Manufacturing Call for Proposals will build upon the experiences and lessons learnt and drive the community one step further in the achievement of its long-term goals.

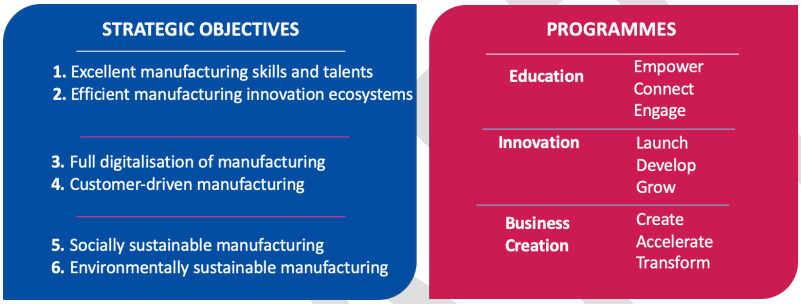

Fig 1. Strategic objectives and programmes of EIT Manufacturing

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

Exploiting these opportunites will require to combine aspects of innovation, education and business creation, in an integrated fashion. Activities along these lines will be at the heart of EIT Manufacturing. Proposals for these activities will be solicited through a call process open to all members of EIT Manufacturing and their Linked Third Parties, but also open to non-partner (external) organizations, including SMEs and Start-ups, that can bring added-value to them. This document describes the goals and the process of the call, as well as an outline of how a convincing and integrated portfolio of Activities will be selected. The chosen Activities will start in 2021.

2 Principles and Thematic Areas

This call requests proposals for activities in the Areas

- Innovation
- Education
- Business Creation
- Regional Innovation Scheme (RIS)

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

Proposals sholuld clearly define targets for added value, business impact or societal impact

Proposals should contribute to one of EIT Manufacturing's four flagships

- People and Robots for Sustainable Work
- Additive Manufacturing for Full Flexibility
- Zero Defect Manufacturing for a Circular Economy
- Platforms for Digitalized Value Networks

Each Activity of EIT Manufacturing should be executed by an **entrepreneurial team** consisting of members of EIT Manufacturing. **Non-member organisations** can participate and will have to become Activity Partners (see glossary) if the activity proposal is successful.

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

The entrepreneurial Teams should represent at least two different Co-Location Centres (CLCs), preferrably combining education, business, and R&D background. Forming teams of more than five organizations is discouraged, except in the case of a well defined rationale, e.g. several universities linking up for a combined trans-European Master programme.

For 2021, EIT Manufacturing aims to attract activity proposals up to a total EIT Grant of € 35-40m.

The total maximum EIT funding per year in the Call 2021 for an EIT Manufacturing member, including any Linked Third Parties (LTPs), is € 1,000,000. At most, three LTPs may receive funding. Please take this into account when creating the proposals, keeping in mind the high success rate of proposals the can be expected like in the last year also this call.

For a non-member organization (Activity Partner), the maximum funding will be € 300,000.

Non-partner organisations , typically **start-ups or SMEs**, can also be included in teams by sub-contracting (up to € 60,000, using best-value-for-money selection processes according to EIT procurement policy). Involving SMEs or start-ups is particularly relevant for Innovation Activities.

The **duration of Activities** should be planned for one to three years. If an activity runs for more than one year it has to be re-submitted, reviewed, re- approved every year.

Tangible outputs are expected to be created already in the first year, like contribution to KPIs, go-to-market plans, etc.

One member organisation (ot 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 cannot lead an Activity.

A key role in innovation activities is also the one of the **business owner**. This is an organisation that knows the customers' needs, designs/packages the output of the activity ("product owner"), and brings it to the market, either as part of the activity or shortly thereafter. For Innovation proposals, examples of organisations that can take this role include: a startup that will be created as an outcome of the Activity, with an adequate founding team, or the business line of a corporation leading the activity. The business owner would typically also be responsible for the activity's contribution to the financial sustainability of EIT Manufacturing, if offered as part of the activity proposal.

Each Activity is expected to build on KIC Complementary Activities (KCAs). (see Glossary Section 6.10). These are projects that partners of the Activity team have been or are still involved in. KCAs are for instance previous company internal development programmes or projects funded by non-EIT sources (e.g. other EU or nationally funded research projects).

Produced results will be built upon and enhanced to achieve specific activtiy objectives contributing to the strategic goals of EIT. This part of the proposed Activity is the KIC Added Value Activity, KAVA (see Glossary Section 6.10). The KCAs chosen should have a clearly defined innovation and commerzialisation potential.

3 Proposal Structure and Submission

The call process will be executed in two phases, a Pre-call and the Final Call for Proposals.

For the pre-call, we expect concise project sketches containing e.g. the following points:

- Lead Partner, including contact person;
- Activity title and Area;
- Purpose of the Activity, including a concise statement and brief "elevator pitch";
- Compact work plan including start/end of the activity, major milestones and deliverables; next project steps towards implementation following acceptance.
- Description of the Activity team, including strengths, roles, and contributions by partners;
- Target KPIs values for the that will be achieved in 2021 and beyond
- Estimated costs should be broken down into

    - personnel costs incurred by partners
    - other costs (equipment, subcontracting, travel, etc.)

  For multi-year proposals, planned costs need to be be provided for each year;
- Estimated co-investments to cover KAVA costs provided by the partner organizations themselves or through other sources, where applicable (see Financial Aspects, Section 6.7);
- List of complementary projects (KCAs, see Glossary, Section 6.10), including their relevance for the proposed project, and budget if already available.

The pre-call proposals are submitted through the online submission tool available at EIT Manufacturing's Intranet, which will be available on February 24th.

Please log in to the EIT Manufacturing Intranet at http://www.eitmanufacturing.eu/

Select "Call for Proposals 2021 – Submission System" from "Call for Proposals" at the top menu bar, or click on the respective button in the dashboard

Full proposals will contain additional EIT Manufacturing-specific KPIs; more detailed information on KCAs; and a breakdown of the Activity into work packages; task descriptions; detailed budget per task and partner; and budget justifications.

For submitting your proposal you have to register in the EIT Manufacturing Intranet at https://plaza.eitmanufacturing.eu/register.

4 Review Process and Selection Criteria

The review of the pre-call submission will be done by the EIT Manufacturing Directors in charge of the four respective areas Innovation, Education, Business Creation, and Regional Innovation Scheme. They will assess the proposals in relation to

- Eligibility criteria,
- Adherence to Call Guidelines,
- General formal quality.

For details please refer to Annex 6.2 to 6.5. No proposals will not be rejected at this stage. Feedback and recommendations will be provided to the Activity leader in order to guide the entrepreneurial teams to successful and highly qualified proposals.

The review of the full call submission will be done by a panel of external advisors selected by EIT Manufacturing. They will asses:

- Technical content and relevanve of the proposals,
- Go-to-market strategy and convincing value proposition,
- viability of the contribution to financial sustainability, etc.

The results of the expert review will be guiding the Management Team of EIT Manufacturing when making the decision on which 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.

The portfolio of Activities will be provided to the EIT Head Quarters in the "Business Plan 2021", including a high level description on how the selected Activities contribute to the EIT Manufacturing strategy and what overall impact they will generate.

5 Key Dates

2020-02-24, 25	Matchmaking Event, Milan
2020-02-24	Pre-Call opening
2020-03-30	Deadline for project sketches (Pre-Call closed)
2020-04-14	Feedback by Pillar Directors on project sketches
2020-04-15	Main Call opening
2020-05-22	Deadline for full proposals (Main Call closed)
2020-06-12	External expert review completed
2020-06-19	External expert consensus meetings completed
2020-06-22, 23	MT final decision on proposals to be included in Business Plan
2020-07-3	Final feedback for all proposals available
2020-07-17	Proposals updated to include potential MT feedback
2020-08-end	Approval of Business Plan by EIT Manufacturing Supervisory Board
2020-09- 8 or 9 or 10	Approval of Business Plan by EIT Manufacturing Partner Assembly

Subsequent steps include the review of the Business Plan by EIT HQ, the feedback in the form of a list of required changes to the Business Plan (and therefore also to some of the proposed Activities), the communication by EIT HQ about the final available funding for EIT Manufacturing in 2021, and the resubmission of a revised Business Plan meeting the budget and the change requirements of EIT. This final Business Plan forms the basis for the Specific Annex to the Internal Agreement that EIT Manufacturing will sign with the partners in early 2021.

6 Annex

6.1 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. When a hotspot is identified, innovation projects, learning nuggets and calls for Gazelles will be issued, to make sure that we work together in a focused way to deliver maximum benefit and impact.

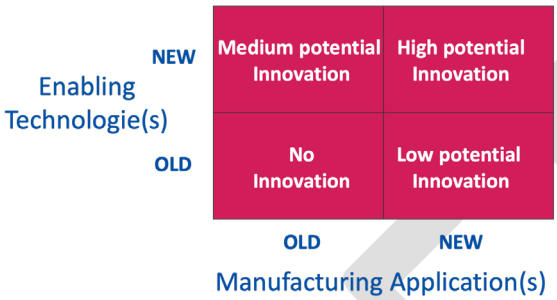

Fig 2. Innovation Hotspots at the intersection between enabling technologies and manufacturing applications

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

People and Robots for Sustainable Work

Industrial robots is a smart enabling technology capable of collaborating and interacting with humans to support us. Collaborative robots will help society to achieve human wellbeing and spectacular manufacturing performance. Collaborative robotics requires a large number of enabling technologies to ensure safety, security, modularity and productivity, but promises quick gains in flexibility and productivity. Effective human-robotic systems have high positive social impact and provide attractive challenges in manufacturing for young people.

Additive Manufacturing for full Fexilbiliy

Additive manufacturing of multiple material combinations enables high-value personalised products and advanced servitization. New manufacturing paradigms are enabled, contributing to economic, social and environmental impacts. This flagship promotes enabling technologies, e.g. additive manufacturing technology in highly flexible manufacturing systems, radically increasing precision and flexibility, while exponentially reducing time to produce final products. Dynamic value networks providing “supply-and-produce-on-demand” will be developed for new industry sectors. Example enabling technologies are multimaterial printing, one-step printed sub-assemblies, and automated surface finishing.

Zero Defect Manufacturing for a Circular Economy

Zero-defect manufacturing enables Circular Economy deployment by minimising waste and resource use along entire product lifecycles. Digitalisation of zero-defect manufacturing increases efficiency of industrial processes, and reduces stocks. Digital twins facilitate eco-design, boosting dematerialisation

and reducing process waste further. Skills, mindsets and behaviours must be changed alongside technology to switch to innovative and environmentally responsible production patterns.

Platforms for Digitalized Value Networks

Value networks for digitalised manufacturing need strong digital platform bases to enable an efficient digital marketplace, flexibility, and reactivity to market changes for Europe. Platform providers and manufacturing integrators are key enablers to sustain this ecosystem, and their capabilities are critical to capitalise on the potential of new technologies for supply-chain partners, especially SMEs. This flagship will support the use by manufacturers, integrators, and their value chains of digital platforms to create high-value manufacturing value networks for Europe.

6.2 Innovation Activities

The EIT Manufacturing community is looking for Innovation Activities with high potential. Proposers should focus on products and services with real economic, environmental, and societal impacts. All activities in EIT Manufacturing are expected to be carried out with an open innovation mindset.

Innovation activity proposals should…

…deploy enabling technologies for high-value manufacturing problems

…be entrepreneurial and be based on an open innovation mindset

…create technology-based products and/or services that reach the market

…have positive economic, environmental or societal impact (on SDGs)

…contribute to the financial sustainability of EIT Manufacturing

…promote gender balance

…be aligned with one or more of the four EIT Manufacturing flagships

- People and Robots for Sustainable Work
- Additive Manufacturing for full Fexilbiliy
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…translate innovation findings into learning nuggets during the project

…carefully address EIT performance KPIs

…emphasize knowledge triangle integration

EIT will only invest in highly motivated and entrepreneurial teams that run their Activity like a real venture and are committed to deliver commercial products and services with breakthrough potential. The 2021 call offer funding for innovation activities in the programmes DEVELOP and GROW.

It is very important that INNOVATION activities can prove that advanced enabling technologies can be deployed to solve complex problems in high-value-adding manufacturing. These solutions should be commercializable.

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

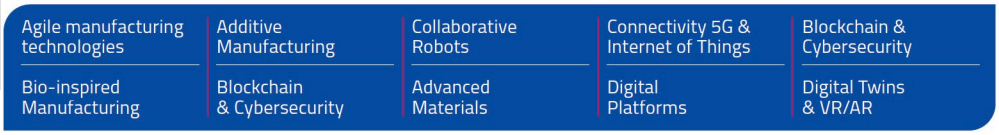

Fig 3. Examples of enabling technologies

6.2.1 Develop

The DEVELOP INNOVATION activities should develop, test, and demonstrate combinations of strong enabling technologies and high-potential manufacturing applications. You should bring the new product, process, or service to the market, taking it from TRL 5-6, to TRL 8-9. These activities require commercial demonstrators and prototypes, demonstrations on pilot lines, or service use cases. Business plans should be made and manufacturing risks should be identified. Consequently, industry partners play a crucial and leading role in these projects. Details of the call are provided below.

6.2.2 Grow

The GROW programme activities should scale new products or new processes, strengthen new value chains, networks and establish high-value manufacturing ecosystems. Activities should connect startups, SMEs, and large industry groups to accelerate up-scaling on digital, collaborative platforms. Details of the call are provided below.

Table 1. INNOVATION call descriptions

Type of call	Description	Type of partners and Coordination	Duration	Expected KAVA budget	Expected number of partners	Specific features
DEVELOP						
DEVELOP 1 activity	Collaborative and solution-driven projects to accelerate commercialization and market entry of products, processes and services	Partners from at least: • 3 industries • 2 universities and/or RTOs	Up to 2 years (2nd year will be financed upon expected advances achieved in year 1)	1) 2 M€ Large- scale 2) 600k€ standard	• 4 to 6 for large-scale projects, • 3 to 4 for standard	• Innovation road map included • Business responsible assigned in the proposal • Learning nugget creation required • Market entry expected
DEVELOP 2 activity	Collaborative projects to combine new technologies to manufacturing, or to a new manufacturing sector.	Partners from at least: • 2 industries • 1 university and/or RTOs	1 year	1M€ Max	3 to 5	• Innovation roadmap included • Learning nugget creation required
GROW						
Grow activity	Projects to support entrepreneurs in startups, universities, and RTOs to connect them with first industry customers	Partners from at least: • 2 industries • 1 university and/or RTOs	1 year	200k€	3 to 4	A• t least 1 initial customer in a different CLC. • 2 or more industry partners encouraged. • Learning nugget generation required

6.2.3 Pre-call assessment questions for Innovation activities

√ How clear and convincing is the innovation activity idea and the "pitch"?
√ How much does the activity contribute to high-potential innovation in the selected flagship?
√ How well is the pathway from idea to commercialized product described by the proposal?
√ How strong is the entrepreneurial team and how complementary are the selected partners?
√ How much impact will the activity have on EIT Manufacturing's strategic objectives and KPIs?
√ How realistic is the budget and the balance of the task allocation?

6.3 Education Activities

The Education Pillar aims at fully contribute to the EIT-M Strategic Agenda and its anticipated impact. Education focuses on humans: engage, connect and empower them to become the backbone of a strong European Manufacturing Innovation Community; a propserous and inclusive society.

Education is key to pursue the strategic objectives of EIT Manufacturing: SO1 Manufacturing skills and talents; SO2 Manufacturing Innovation Ecosystems; SO3 Digitalisation of Manufacturing; SO4 Customer-driven Manufacturing; SO5 Socially Sustinable Manufacturing; SO6 Environmentally Sustainable Manufacturing; and to contribute to the Strategic Development Goals (SDGs).

Furthermore, Education plays a role in supporting business and innovation along the the 4 flagships, Industry 4.0 and other relevant trajectories in Manufacturing.

The Education activities of EIT Manufacturing are structured along three Programs:I) **Empower**, to develop the competencies of students and professionals; II) **Connect** to create the infrastructures that enable learning, sharing, and growing within the Community; III) **Engage** to reach out to pupils, youngsters, society at large and other industry to create reciprocal awareness and involvement in manufacturing. These three programs are structured in 7 segments and progress in synergy and alignment with the innovation, business creation and RIS activities.

The table 2 provides an overvew of the call with reference to the Education programs and segments.

Table 2. EDUCATION call descriptions

Programme	Segment	Description of the call	Partnership	Duration	Expected KAVA budget	Target groups	Specific features
EMPOWER	1.1 Master School 1.2 Doctoral School	Not included in the call. Possibilities to join and continue the programs in 2021 to be included in the BP2021					
EMPOWER	1.3 Training for Professionals and Executives"	Training prepared & delivered to professionals and executives (includes GLP, T&LFs)	Min. 3 partners from at least 2 different CLCs. Network partners	The Activity will run for 1 year.	3-4 M€ for the whole program. Several Proposals can be approved	Companies for upskilling/ re-skilling executives and workforce Individuals for Long Life Learning	Engagement of customers Exploitation and reuse of nuggets, T&LFs, available resources Manufacturing specific
CONNECT	1.4 Guided Learning Platform (GLP)	Skills radar and competencies framework	Min. 3 partners from at least 2 different CLCs. Possible involvement of Network Partners	The Activity will run for 1 year. Potential extension to following years	400 K€ max for the whole program. Only one Proposals can be approved	Industry to detect skill needs GLP, T&LFs, education to propose and sell content and courses	Demand & offer side stakeholders Liaison EIT-M Technology Radar, Sectoral Skills Alliances, other EU / global Initiatives, XKIC Results applicable for GLP, T&LFs, edu offer
CONNECT	1.5 Teaching & Learning Factories (T&LFs)	Continuation of multi-annual activities started in 2020			Max 400 K Euro	Companies, professionals, executives or students.	Successful achievement of the objectives for 2020. Satisfaction of the criteria of this call.

EMPOWER	**1.6 Summer schools/Short Masters**	Courses up to 60 credits incorporating innovation, entrepreneurs hip, advanced studies in mfgt (includes GLP, T&LFs)	Min. 3 partners from at least 2 different CLCs.	The Activity will run for 1 year. Potential extension of activities launched on 2020	1-3 M€ for the whole program. Several Proposals can be approved	Students, individuals in Long Life Learning	Preliminary engagement of customers Exploitation and reuse of nuggets, T&LFs. Mfg specific.
ENGAGE	**1.7 Programs to engage Society and Pupils**	Engage pupils and youngster	Min. 2 partners from at least 2 different CLCs. Involvement of relevant non-Members is encouraged	The Activity will run for 1 year. Potential extension of activities launched on 2020 Potential extension to following years,	600k€ max for the whole program. Several Proposals can be approved	Pupils, Young people, girls,	Exploiting materials, programs, initiatives, synergies developed within and without the KIC.

The strategy for 2020 has aimed at prioritizing the creation of education assets and infrastructures, in almost every segment. In order to plan the activities for 2021, some relevant drivers are: the persisting lack of skills in the industry, the strengthened requirements set by the EIT on the activities (mainly concerning contribution to the Financial Sustainability and to indicators of performance and impact); and opportunities to create synergies with current and prospect other programs and initiatives.

The new calls launched for 2021 take into account these drivers and are expected to build on the assets and infrastructures created in 2020. They concern the segments 3, 4, 6, 7, and the continuation for the multiannual activities of 5:

3. **Training of professionals and executives**
4. **Guided Learning Platform**
5 **Teaching & Learning Facotories (only continuation)**
6. **Summer Schools/Short Masters**
7. **Programs to engage Society and Pupils**

In line with and the general evaluation criteria described in Chapter 4, and with specific reference to the Education strategy, the following criteria will be taken into consideration for education projects:

Demand-driven education and training (+engagement), **delivered** to professionals/ executives/ students/ pupils. Development of new content justified by demand from users/customers, manufacturing specific and not yet available from other sources.

Value proposition/creation: revenues, number of **trainees** (social benefits, visibility, **extending** education **assets** that can be further exploited, **synergies** with RIS, other pillars)

Value for money through exploitation, **reuse** of the Guided Learning Platform **GLP**, the Digital Nuggets **DNs**, the Teaching & Learning Factories **T&LFs** networks, **leverage** of other initiatives and funding programs; **reproducibility** and **scalability**.

6.3.1 Training of Professionals and Executives

Training prepared & delivered to professionals and executives (includes DNs, T&LFs) to meet their unmet demand and needs.

Target:

- Companies for upskilling/re-skilling executives and workforce.
- Individuals for Long Life Learning.

Partnership: Min. 3 partners from at least 2 different CLCs.

Duration: the Activity will run for 1 year.

Budget:

- Projects should be in the range of 50 to 300 k€ funding, and involve at least 0,25 FTE per partner.
- 3-4 M€ for the whole program.

Several Proposals can be approved.

6.3.2 Guided Learning Platform

Manufacturing Skills Observatory and Competencies Framework

- Set-up of an Observatory on Manufacturing skills, that identifies existing or emerging Manufacturing skills' needs;
- Definition of a comprehensive Manufacturing Competencies Framework that can be used to correlate the industrial needs (demand side) with education and training content (offer side).

The results will have to drive the classification of the digital nuggets and the creation of guided learning paths in the GPL, as well as for T&LFs. Furthermore, the results will be used to assess the skills gaps and propose customized education and training value propositions.

The activity will interact, align, and exploit the synergies with the EIT-M Technology Radar and i-Drive initiatives; and with the activities of the XKIC Human Capital concerning Skills Gaps Analysis.

Furthermore, it will leverage and connect with exiting European and global initiatives (e.g., Sectorial Alliances and blueprints, FIT4FoF; ESCO; World Manufacturing Forum)

Partnership:

- Min 3 partners from at least 2 different CLCs.
- Involvement of at least 0,5 FTE per partner.
- Possible involvement of Network Partners .

Duration: The Activity will run for 1 year.

Budget:

- 400 K€ max for the whole program.

Only one Proposal can be approved.

6.3.3 Teaching & Learning Factories

Continuation of multi-annual activities started in 2020 . No new proposals can be accepted.

Partnership: existing teams.

Duration: the Activity will run for for a maximum of 1 year.

Budget: 400 K€ max for the whole program.

6.3.4 Summer School / Short Masters

Summer Schools/Short Masters (includes DNs, T&LFs)

Courses up to 60 credits incorporating innovation, entrepreneurship, advanced studies in manufacturing to meet actual demand and needs of individuals.

The activity should include a preliminary engagement of customers and the exploitation and reuse of DNs, T&LFs.

Target:

- Students, individuals in Long Life Learning

- Min. 3 partners from at least 2 different CLCs.

Duration: The Activity will run for 1 year.

Budget:

- Projects should be in the range of 50 to 200 k€ funding, and involve at least 0,25 FTE per partner.
- Budget 1-3 M€ for the whole program.

Several Proposals can be approved.

6.3.5 Programs to engage Society and Pupils

Engage Pupils, Young people, girls, diverse/ disadvantaged groups

Activities that create awareness about manufacturing and stimulate creativity and passion in the young generations, and specific groups of diverse and disadvantaged people to attract them to manufacturing education, training and jobs. Proposed activities should leverage on existing initiatives and networks, with a wide outreach and/or valuable impact, and bring an EIT-M specific and recognizable value added.

Target:

- Min. 2 partners from at least 2 different CLCs.
- Involvement of relevant non-Members is encouraged, possible involvement of Network Partners

Duration: The Activity will run for 1 year

Budget:

- Budget 600k€ max for the whole program.

Several Proposals can be approved

6.3.6 Pre-call assessment questions for Education activities

1. COHERENCE WITH THE CALL SEGMENT: The proposal is coherent with the scope of the addressed called segment?
2. STRATEGIC COHERENCE): The proposal is aligned with the EIT-M's strategic objectives and the EIT's overall startegic approach based on KTI?
3. INDUSTRILA/SOCIAL NEED: The relevance of the demand by the industry, or by individuals, is adequately demonstrated; the target groups are clearly identified and have they already been approached/engaged?
4. VALUE PROPOSITION: The proposal has clearly identified the the existing offer and developed a strategy to specifically fill the unmet needs/gaps (content-wise, but also considering the pedagogic approach, the delivery mechanism, etc.)?
5. FINANCIAL SUSTAINABILITY AND VALUE FOR MONEY: The proposal clearly describes how it directly or indirectly contributes to the FS of the KIC ; does it plan to re-use available content/assets/networks; does it pursues efficiency in the use of resources, and address reproducibility and scalability?

6.4 Business Creation Activities

EIT Manufacturing is looking for Business Creation Activities that are focused on developing and implementing programs to create/support technology-based European high growth ambitious companies (Gazelles).

Activity proposals should be aligned with one of the following business creation programmes:

6.4.1 "Create" Programme

The objective of this Programme is to launch the next generation of European high-growth manufacturing businesses. The programme should provide entrepreneurs with a structured scheme of training, coaching and community support to deliver the right mission, in at least 4 months.

The programme should support 50 entrepreneurs starting in 2021 and the concept should be scalable for the following years. Participants will become part of the EIT ecosystem

6.4.2 "Accelerate" Programme

The objective of this Programme is to accelerate and scale up promising European manufacturing technology companies. The programme should benefit start-ups and SMEs, that will receive training and coaching to scale-up their businesses. Many of them will also receive support for proof-of-concept demonstrations and access to finance.

The programme should support 30 start-ups or SMEs starting in 2021 and the concept should be scalable for the following years. Participants will become part of the EIT ecosystem.

6.4.3 "Transform" Programme

The objective of this Programme is transforming existing manufacturing companies in Europe, by fostering adoption of new technologies and business models. The programme targets manufacturing companies, providers and integrators of solutions in the manufacturing value chain. Companies that participate in the programme must be supported with training, coaching and community building.

The programme should support 50 companies starting in 2021 and the concept should be scalable for the following years. Participants at the programme will become part of the EIT ecosystem.

Proposals for the EIT Manufacturing Business Creation Activities should comply with the following objectives:

- Cobranded with EIT Manufacturing
- Being executed at two (preferable three) locations within at least two different countries
- Conducted by partners from academia/research and industry in a collaborative way
- Having a common itinerary, structure and approach across the locations
- A proven track record on delivering successful international programmes.
- Provide participants with access to global markets to maximise growth opportunity and EIT impact.
- Partners must prove their capability to attract participants to the program (some commited participants will be higly appreciated).

Proposals for the EIT Manufacturing Business Creation Activities should include:

- A process to advertise and scout for participants across Europe, with at least 4 calls/year ("Creation" Activities) or 2 calls/year ("Acceleration" and "Transformation" Activities).
- A rigorous process, criteria, and knowledge base to select participants. EIT Manufacturing must be involved during the selection process.
- A structured approach to provide mentorship, access to technical expertise, IP and legal support and other competences required In addition for the "Transformation" activities, a plan on workforce reskilling may be requiered.
- Enabling access to required technology and competencies when needed (e.g. through the EIT Manufacturing partner network).
- When needed, enabling access to market (first sales) and funding schemes for "Creation" Activities, and access/suport to internationalisation for "Acceleration" Activities.
- A proven supporting scheme for start-ups and/or companies (SMEs and Large), including deliverables and KPIs.

- Successful participants could receive funding to suppport their need to launch/expand. Partners should themselves attract Venture Capitals and other sources of investment (Corporate Verturing,Family Offices, Private Investors, etc.).
- A stage-gating process to define a decision point for participants, either to move onto the next stage or to stop their participation.
- Specifications on how the activity integrates education, innovation and business creation aspects - Knowledge Triangle Integration (KTI).
- Contain a Gender Equality Policy (not vision) and at least one output related to the communication, dissemination and outreach to citizens.

The budget cannot include cash contributions to start-ups as EIT funding, and subgranting should be limited as much as possible.

Partners are encouraged to provide a co-funding of 10% of the KAVA costs. A contribution to the financial sustainability of EIT Manufacturing in the form of financial backflow of part of the revenue generated by the proposed activities or equity stakes of start-ups supported is expected.

Table 3 below provides a summary of the 2020 Business Creation calls.

Table 3. BUSINESS CREATION call descriptions

Type of call/category	Description	Partnership	Duration	Expected KAVA budget	Participants	Specific features
"Create"	Launch new European high-growth manufacturing businesses.	3-4 partners from at least 3 different CLCs. Network Partners can access at no EIT Funding.	The Activity will run for 1 year. Potential extension to following years.	0,5M€ max for each Activity. Several Proposals can be approved	50 through min 2 calls/year. Program duration: 4 months min	Provide access to technology and skills. Support in first sales and funding
"Accelerate"	Accelerate and scale up promising European companies (start-ups and SMEs)	3-4 core partners from at least 3 different CLCs. Network Partners can access at no EIT Funding.	The Activity will run for 1 year. Potential extension to following years.	0,5M€ max for each Activity. Several Proposals can be approved	30 through min 2 calls/year. Program duration: 6 months min	Provide access to technology and skills. Support in internationalization.
"Transform"	Transforming existing manufacturing companies in Europe, by adopting new technologies and business models	3-4 core partners from at least 3 different CLCs. Network Partners can access at no EIT Funding.	The Activity will run for 1 year. Potential extension to following years.	0,5M€ max for each Activity. Several Proposals can be approved	50 through min 2 calls/year. Program duration: 6 months min	Provide access to technology and workforce skills.

6.4.4 Pre-call assessment questions for Business Creation activities

1. COHERENCE WITH THE CALL SEGMENT: Is the proposal coherent with the scope of the addressed called segment?

2. STRATEGIC COHERENCE: Is the proposal aligned with the EIT-M's strategic objectives? Does it content a strategy on KTI, gender balance and communication?
3. INDUSTRIAL/MARKET NEED: Is the need covered by the proposal is clearly identified/sized? Are the target groups identified? and have they already been approached/engaged?
4. VALUE PROPOSAL: Is the BC product/service clearly described? Are the users/customers identified? Channels to reach them identified? Are there any vectors of differentiation from other similar services?
5. FINANCIAL SUSTAINABILITY AND VALUE FOR MONEY: The proposal has a direct contribution to the FS of the KIC? Is there a Business Model established? Is it scalable?
6. TEAM AND BUDGET: Is the team well identified? Is the use of funds clearly described? Are the main milestones/deliverables clearly identified and scheduled? Can they be monitored?

6.5 Regional Innovation Scheme (RIS) Activities

The EIT Manufacturing RIS area aims at widening participation in its activities, as well as increasing the impact of EIT Manufacturing, in EIT RIS countries. The EIT RIS has been designed as a two-way interaction scheme. By sharing its good practise related to Knowledge Triangle Integration and increasing its activities in EIT RIS eligible countries, EIT Manufacturing will also gain access to productive inputs, business skills, talent, cooperation opportunities in education, markets and business, currently untapped entrepreneurial potential, customers for innovative ventures, innovation, knowledge, know-how and technology transfer possibilities, additional testbeds for applications of innovative solutions as well as access to co-funding options provided by EU, regional and national support schemes.

In this call, EIT Manufacturing RIS will address the main Action Line I: Engaging local players in KIC activities, expecting to engage local players—individuals (notably students, researchers) and entities (e.g. start-ups, scale-ups, universities, research labs, NGOs, regions and cities)—in EIT Manufacturing activities. Selected activities from the Education area have been adapted in this first call, aiming to achieve enhanced impact in RIS countries in these areas, while Innovation and Business Creation activities may be added in the next calls after analysing the relevant innovation ecosystems regions and identifying key players and investment needs.

All the activities under this action line should receive broad publicity on local and regional levels by raising awareness of the brand of EIT Manufacturing and the KTI model, through the collaboration and interlinking of leading entities from higher education, research and business areas. Synergies with regional/national or H2020 programmes are strongly recommended.

Unless otherwise stated, the EIT Manufacturing RIS activities have the same eligibility criteria than the other proposal activities. However, in all cases, proposals for EIT Manufacturing RIS activities need to demonstrate their contribution to enhancing the innovation capacity of RIS countries and regions. For example, by:

i) Having enhanced participation of organisations from EIT RIS countries;

ii) Involving relevant stakeholders from EIT RIS countries in EIT Manufacturing projects;

iii) Executing pilot implementations and demonstrators in RIS countries

iv) Having enhanced impact to RIS countries

Proposals should target one of the following segments.

6.5.1 Teaching and Learning Factories in EIT RIS countries.

Teaching and Learning Factories are powerful tools to integrate practical experiences into technical and academic training.

Proposed activities should at first aim on raising awareness and demonstrating the concepts of Teaching and Learning factories in EIT RIS countries, and eventually at creating, installing and further developing

teaching and learning factories in EIT RIS countries. Future networking activities and integration models with existing and future academic programs and with the GLP should be examined.

Furthermore, we encourage activities with focus on improving the methodology and didactics of teaching and learning factories, taking into account any relevant characteristics in EIT RIS countries. It is expected that the projects address at least one of our flagships.

Activities are encouraged to involve external participants from EIT RIS countries as activity partners.

Expected budget per activity: 150k.

6.5.2 Programs to engage Society and Pupils in EIT RIS countries.

Awareness about manufacturing in early ages will be crucial for the image of the manufacturing sector as a whole as well for the supply of future workforce. Young students, e.g. in secondary schools, should be aware about the challenges for manufacturing (e.g. digitalization), but also about career opportunities.

Proposed activities should create a realistic and positive image of manufacturing and encourage young students in RIS countries to consider a career in manufacturing and therefore help ensuring a future with available and well qualified workforce.

Orientation on the four flagships is desirable, but not mandatory. We also accept proposals with a strictly local impact or targetting specific groups (i.e. females).

Proposals are expected to show that they are well aware of specific requirements and challenges in RIS countries and clearly demonstrate the capability to reach a large number of relevant stakeholders in RIS countries. Activities are further encouraged to deploy engagement activities in countries where EIT Manufacturing has limited or no presence yet. Large geographical coverage is desired.

Projects are encouraged to carry out targeted information campaigns and networking events in RIS countries in order to promote opportunities provided by EIT Manufacturing, and trigger and facilitate industry involvement in educational programmes/ projects domestically and internationally, with special emphasis in RIS area.

Expected budget per activity: 150k.

6.5.3 Zero-defect Manufacturing for a Circular Economy at EIT RIS

This call is for projects aiming to develop innovative solutions relevant to the Flagship “Zero-defect Manufacturing for a Circular Economy” in EIT RIS countries.

This activity aims to support the transition to Circular Economy in manufacturing in EIT RIS countries, focusing currently on zero-defect manufacturing, and tackling specific characteristics and obstacles found in EIT RIS. Proposals should identify who will be the potential customers.

The economic, environmental and societal impact of the relevant activities in EIT RIS area should be clearly identified.

The specific call is eligible only for organizations coming from EIT RIS Countries.

Expected budget per activity: 150k.

6.5.4 Platforms for digitalised value networks at EIT RIS

This call is for projects aiming to support innovative solutions relevant to the Flagship “Platforms for digitalised value networks”, with special focus –although not restricted- on applying Artificial Intelligence in manufacturing.

Artificial Intelligence is an emerging and, in some cases, greenfield opportunity and the activities here aim to support stakeholders in EIT RIS countries to enhance their innovation capacity, increase their offerings and reach new markets. Proposals should identify who will be the potential customers.

Applicants should identify which local/regional parameters expect to address with their innovative solutions.

The economic, environmental and societal impact of the relevant activities in EIT RIS area should be clearly identified.

The specific call is eligible only for organizations coming from EIT RIS Countries.

Expected budget per activity: 150k.

6.5.5 Evolution of research results – Business Creation

The aim of this activity will be to set up a Competition to attract, select and support teams/entities coming from EIT RIS countries towards bringing to the market solutions that have been developed within the context of other H2020 or national/regional programmes.

The activity should foresee financial support to the selected candidates to market their product, as well as in-kind support (e.g. join running Business Creation Programs). In all cases, financial returns towards the Financial Sustainability (FS) of EIT Manufacturing should be pursued.

Increased dissemination is expected towards increasing EIT Manufacturing's visibility in EIT RIS countries. Gender balance should be promoted.

Proposing activity teams will have to develop and run the competition, in collaboration with EIT Manufacturing HQ. Teams of 2-4 partners are expected.

The involvement of a substantial number of external RIS organisations (during the activity implementation and through the competition) is expected.

Expected budget of the activity: 200-250k.

6.5.6 Digital Transformation for manufacturing in EIT RIS countries

This call is for an activity that will facilitate cooperation of entities in RIS (esp. SMEs) with existing high-technology infrastructures (e.g. DIHs, KET centres, etc) towards:

i) Developing, demonstrating and/or enhacing innovative solutions;

ii) faciliating manufacturing companies and professionals in EIT RIS countries to advance through their participation in EIT Manufacturing actitivites, where digital skills are developed, utilized and broadened;

iii) supporting entrepreneurship and intrapreneurship for professionals based on the latest innovation trends and processes of new digital business opportunities for manufacturing.

The activity should demonstrate how EIT Manufacturing can in practice help local players to cover needs such as digital transformation in manufacturing.

The involvement of a substantial number of external RIS organisations (during the activity implementation and through an open call) is expected.

Expected budget of the activity: 200-250k.

6.5.7 Pre-call assessment questions for RIS activities

1. COHERENCE WITH THE CALL SEGMENT: Is the proposal coherent with the scope of the addressed call segment?
2. STRATEGIC COHERENCE: Is the proposal aligned with the EIT Manufacturing's strategic objectives? Does it promote KTI, gender balance, communication and synergies?
3. INDUSTRIAL/SOCIETAL NEEDS: Does the proposal identify which local/regional parameters and needs in EIT RIS it aims to address? Are the target groups in EIT RIS clearly identified? If applicable: Does the proposal identify a specific problem to be tackled?

4. VALUE PROPOSITION: Does the proposal describe an implementation mechanism and the main expected results? Are the benefits for stakeholders in EIT RIS countries evident? Is the impact for EIT RIS countries clear? If applicable: Does the proposal describe a concrete solution to the manufacturing issue identified?
5. FINANCIAL SUSTAINABILITY AND VALUE FOR MONEY: Does the proposal describe how it can support (directly or indirectly) the financial sustainability of the KIC?

6.6 Practical Support

Support for matchmaking and devising proposals can be given by the functional directors of EIT Manufacturing:

- Innovation: Johan Stahre, johan.stahre@chalmers.se
- Education: Paola Fantini, paola.fantini@eitmanufacturing.eu
- Business Creation: Antoni Pijoan, antoni.pijoan@tecnalia.com
- RIS: Konstantinos Georgoulias, kgeo@eitmanufacturing.eu
-

Questions related to the overall process, EIT definitions and requirements can be addressed to

CfPSupport@eitmanufacturing.eu

The pre-call proposal template will be available online on February 24th, 2020.

6.7 Financial Aspects

For ***Innovation Activities***, project teams will be expected to provide own contributions to **co-fund** 30% of the total eligible KAVA costs of the activity.

For ***Education Activities***, no co-funding is expected. EIT Manufacturing will fund 100% of the eligible KAVA costs of Education Activities for all types of organzations.

For ***Business Creation Activities***, a 10% cofunding contribution is encouraged.

The **KCA costs** attributable to the Activity depend on the parts of the KCA that are relevant for the Activity (which may be less than the total KCA). Also note that only KCA costs incurred since the designation date of EIT Manufacturing, December 5th, 2018, are eligible. KCA costs should amount to about 3 times the KAVA cost.

EIT Manufacturing is required to generate a return on invest for the Activities it funds, to gradually achieve **financial sustainability** and independence from EIT funding. Therefore proposals are required to suggest and quantify a return mechanism. A financial backflow to EIT Manufacturing can be through licensing deals, sharing of revenue or economic value added, equity in start-ups created by Innovation Activities and/or supported by Business Creation Actitivities, tuition fees for education programmes (in particular professional education), etc.

6.8 General comments to be taken under consideration in elaborating the pre-call proposals

An Education / Innovation / Business Creation / RIS Activity we want to execute in 2021 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 6.10 for the list of KPIs defined by EIT);
- one or more clearly defined deliverables;
- a strong partner commitment and a European dimension involving multiple IHs and partners.
- a dissemination plan on how to communicate the results of the Activity, following EIT branding guidelines.

6.8.1 Innovation

Principles for Innovation Projects financed by the EIT

- Each innovation project should lead to clear outputs: new products/services/ processes, or startups, contributing to the Innovation Community's strategic objectives;
- Each innovation project should have a clear commercialisation 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;
- Projects should clearly state the knowledge and technologies the solution builds on;
- EIT Manufacturing innovation projects are not appropriate to develop new fundamental knowledge, but to help to bring technologies and knowledge to market;
- The creation of guidelines or similar documents are not valid outputs for innovation projects
- 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 value-added of the EIT Manufacturing partnership should be made clear (relative to the partners engaging with each other directly) – this is especially important in cases where both technology and end users are located in the same place.

6.8.2 Education

For proposals on *"Teaching and Learning Factories"* we recommend to:

- clearly distinguish the two concepts and use the reference definitions adopted in EIT Manufacturing;
- leverage on the experiences from and possibly liaise with existing Teaching and Learning Factories;
- elaborate models for further extending the collaboration.

For proposals in the segment "*Guided Learning Platform*" we recommend to:

- use the concept of Digital Nugget adopted by EIT Manufacturing;
- allow adequate time in your workplan to be able to run a training with a first sample of trainees.

For proposals in the segment "*Programs to engage Society and Pupils*" we recommend to:

- plan for the scalability of the activity,
- carefully evaluate the cost per individual target
- envision possible ways for supporting a wide outreach.

6.9 EIT Core Key Performance Indicators (KPIs)

The table below lists the updated KPIs as recently defined by EIT. Note that this is not the final list. Changes are likely and when available will be implemented in the submission system and an update to this document. "Year N" below refers to the operational year for the proposals of the call, in this case 2021. Each proposal should only indicate the applicable KPIs defined for their Area (leftmost column).

In the main Call, proposals should be also associated with relevant KIC specific KPIs. The list of the KIC specific will be provided in an update of this document for the final call.

Table 4. EIT Core KPIs

Area	KPI Title	KPI Definition	Evidence requirements
Education	# Graduates from EIT labelled MSc and PhD programmes	Sum of graduates from EIT labelled Masters and EIT labelled PhD programmes in year N.	Supporting evidence: list of the graduates including names, contact details (e-mail address), gender and country of citizenship, indication of the educational programme. The list is to be confirmed by the KIC Education Director.

Education	# Start-ups created by students enrolled or graduated from EIT labelled MSc and PhD programmes	Sum of start-ups created by students enrolled and graduates from EIT labelled MSc and PhD programmes. To be eligible, a start-up should be created during EIT labelled programme (by students) or within three years from the graduation (by graduates).	Supporting evidence: -registration certificate, company's profile, contact details and gender of the CEO/owner; -document such as an invoice or an online sales record certifying the first financial transaction for a service/product sold to a customer, or a declaration of honour from a former student certifying the first commercial transaction with a reference to the customer.
Education	Training and mentoring activities (non-labelled EIT training activities) - # of participants	# of participants	Supporting evidence: list of the graduates including names, contact details (e-mail address), gender and country of citizenship, indication of the educational programme. The list is to be confirmed by the KIC Education Director.
Education	Training and mentoring activities (non-labelled EIT training activities) - # of institutions/organisations delivering the training	# of institutions	Supporting evidence: tbd
Education	Training and mentoring activities (non-labelled EIT training activities) - # of courses	# of EIT professional development courses, online training courses and other education/training products delivered or in a process of delivery	Supporting evidence: list by country and type of programme, details to include learning outcomes and competency assessment method and results
Education	# of students from EIT labelled MSc and PhD programmes who joined start-ups	Sum of EIT Label students who joined start-ups during their EIT Label studies.	Supporting evidence: tbd
Education	# of graduates from EIT labelled MSc and PhD programmes who joined start-ups	Sum of EIT Label graduates who joined start-ups up to 3 years after graduation.	Supporting evidence: tbd

Innovation	# Innovative products/services designed or tested	# Innovative products/services resulting from innovative projects 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); prototype/proof of concept/beta version developed; product/ service/ model piloted. Data to be collected about the gender of the CEOs supporting the products development. # Innovative products/services tested through test-beds or other innovative platforms. 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. Test beds can be identified and counted, test bed activities can be observed and measured e.g. through contracts between test bed hosts and their users. Include # and name and profile of organisations from the EIT RIS defined regions involved in designing/testing of innovative products/services. Test-beds to be reported by country.	Supporting evidence: tbd
Innovation	# products (goods or services) or processes launched on the market and generating revenue	# Innovations introduced to the market during the KAVA duration or within 3 years after completion thereof. Innovations include new or significantly improved products (goods or services) and processes sold. Each reported innovation should have a sales revenue of at least 10 000 EUR documented. Innovations should be reported in the year when they were introduced on the market (but not later than three years after completion of the KAVA).	Supporting evidence: • description of product or process with specified performance characteristics/ physical parameters/ functionalities demonstrating novelty (new or significant improvement) of the product/process • declaration demonstrating link with a specific KIC KAVA (indication of the specific output of KIC KAVA(s)) and financial proof of the KAVA investment in the innovation development • documented proof such as an invoice or an online sales record demonstrating that the purchase has been made by a customer
Innovation	# Start-ups created as a result of innovation projects	# Start-ups established in year N as a result/ based on the output(s) of Innovation related 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 completion of the KAVA).	Supporting evidence: • registration certificate incl. country, company's profile and contact details and gender of the owner/CEO • declaration demonstrating substantial link with the specific KIC KAVA (indication of the specific output of KIC KAVA(s)) and financial proof for the KAVA investment in the start-up • 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

Business Creation	# Start-ups and scale-ups supported by KICs	# Start-ups and scale-ups supported by KICs (per country incl. RIS countries) KIC should justify that the provided services contribute to the company's growth (including potential growth). Examples of such services are mentoring, consultancy on e.g. 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.	Supporting evidence: • list of supported ventures including information on company's name and profile, contact data, name and gender of CEO/owner and reference to a specific KIC KAVA • 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 (the minimum requirement of 2 months to be updated in 2020 with the respective DG RTD/Horizon Europe definition of "start-up support")
Business Creation	Investment amount attracted by start-ups supported by KICs	Total EUR amount of private and public capital attracted within year N by ventures that have received KIC business creation services support of total duration of at least two months (as described in the output indicator above), within a maximum of three years following the last received KIC KAVA support activity. Impact Fund investments into KIC supported start-ups should be measured separately.	Supporting evidence: -list of the start-ups which attracted the capital including: company name and profile, contact data, amount of investments attracted, information on the investors (optionally) and reference to a specific KIC KAVA; -press releases, or official announcements, or other official documents (e.g. signed declaration of honour by the Entrepreneurship Director confirming the accuracy of the provided information).
RIS Activities	# External participants in EIT RIS programmes	Number of individuals from the EIT RIS eligible countries and regions selected via open process that are collaborating with KIC and benefiting from the EIT RIS activities (including but are not limited to receiving business creation services, taking part in joint collaborations on developing joint solutions, participating in education activities).	Individuals: primarily students receiving a scholarship; note that participants of events, MOOCs and similar activities where there is no collaboration agreement or equivalent signed between the KIC and the individual will not be accepted Supporting evidence: - description of individuals provided by the KIC including name, description of activity, EIT budget (if relevant); - respective collaboration agreement or equivalent describing the subject and nature of the collaboration/ EIT RIS activity
RIS Activities	# External participants in EIT RIS programmes	Number of organisations from the EIT RIS eligible countries and regions selected via open process that are collaborating with KIC and benefiting from the EIT RIS activities (including but are not limited to receiving business creation services, taking part in joint collaborations on developing joint solutions, participating in education activities).	Organisations should be categorized as Business (mostly startups + scaleups), Research, Higher Education, Cities, Regions, NGOs, Others. The external participants in EIT RIS programmes which become KIC Partners as of 1 April (or later) may still be counted as EITN08 KPI. Supporting evidence: - description of entities / individuals provided by the KIC including name, address, description of activity, EIT budget (if relevant); - respective collaboration agreement or equivalent describing the subject and nature of the collaboration/ EIT RIS activity.

6.10 Glossary

The glossary defines the meaning of some key terms used in the context of EIT.

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). 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 fee based on funding received (i.e. 7.5% of the yearly funding received, capped at € 50,000).
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.
Complementary Funding	The investment that is associated with the results of all KCAs that are used in a KAVA.
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.
KIC	"Knowledge and Innovation Community" – EIT Manufacturing is one of now eight ICs that operates under the regulations of EIT.
KAVA	"KIC Added Value Activity". Each Activity consists of a KAVA part and a KCA contribution. The KAVA part is the project that is executed and funded by the team pf partners to achieve the goals of EIT Manufacturing. KAVAs should build on results created in KCAs.
KCA	"KIC Complementary Activity": a project funded by non-EIT sources (typically, an FP7 or H2020 project, but also company internal development

	programmes). KCAs produce results that are of relevance for the KAVA and are used by it in one way or another to achieve the Activity targets.
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. 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.
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, …).
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
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")