EIT Digital 2022

Join us in boosting entrepreneurship and education for a strong digital Europe

Contents

1 Executive Summary

On April 6, 2021, EIT Digital launches the construction of the 'EIT Digital 2022' activities and accepts submissions until May 12, 2021. EIT Digital 2022 is aimed at **entrepreneurial minds planning to launch or boost a deep tech venture and product (Innovation Factory), or to deliver entrepreneurial digital tech education programmes (Entrepreneurial Academy)**. The selection will be finalised by the end of June 2021. Activities are expected to start on January 1, 2022. Selected activities are typically executed in and around the EIT Digital Co-Location Centres (CLCs) for community building.

The EIT Digital work programme 2022 is guided by the EIT Digital Strategic Innovation Agenda 2020-2022 (SIA), which identifies the five focus areas of our strategy: **Digital Tech, Digital Industry, Digital Cities, Digital Wellbeing and Digital Finance**. We consider these to be key areas to support for a strong digital Europe. An overview is available on page 15 of the SIA. We expect proposals to be aligned with these areas.

1.1 The EIT Digital Innovation Factory

The EIT Digital Innovation Factory supports pan-European teams from education, research and business organisations. With our support, selected activities will be embedded in our European ecosystem and receive a financial co-investment to **launch or boost their digital deep tech venture and products**. Proposals need to demonstrate how the EIT Digital ecosystem is supporting the growth of the ventures.

Market or societal **impact** on the one hand, and contribution to the financial **sustainability** of EIT Digital on the other hand, are the two main drivers of the EIT Digital Innovation Factory 2022.

In terms of **impact**, the key ingredients of a strong proposal are:

1. A specific solution for a key business pain, aligned with our focus areas
2. A well-identified venture team with "skin in the game"
3. Launching customers involved in the Activity from the get-go
4. An investment in the venture from the get-go

Proposals are also requested to contribute to the financial **sustainability** of EIT Digital. Guidelines are provided in Annex B.2.

1.2 The EIT Digital Entrepreneurial Academy

The EIT Digital Entrepreneurial Academy provides support for implementation of programmes and courses with business development-oriented components. EIT Digital does this by:

- EIT Labelled **Master** educational programmes breeding engineers and researchers with an entrepreneurial mindset
- EIT Digital Certified **Professional Education** at the technology and innovation front
- EIT Digital **Summer School** based on business development-oriented education through real business case studies

Under the EIT Digital 2022, we seek for Activity proposals for our Master School, Professional School and Summer School.

In response to the EIT requirement to become sustainable, EIT Digital is developing and deploying its sustainability approach, which includes financial return on investment of its activities. **Partners are expected to co-invest with us and benefit from the impact of improved Education contributing to the digital transformation of Europe and creation of a European talent pool and a digitally-skilled workforce.**

1.3 No innovation without education

Connecting innovation and education is fundamental in EIT Digital. Get a **strong competitive advantage by integrating Innovation and Education Activities** in your proposal.

Have a proposal for the Digital Innovation Factory? Get access to the entrepreneurial talents of our Academy by offering internship positions to our students in your venture. Benefit from the entrepreneurial skills of our graduates by involving them in your venture team.

Have a proposal for the Digital Entrepreneurial Academy? Include real business challenges from our Innovation Activities in your Summer School proposal. Develop a professional learning programme aligned with our strategic focus areas to help companies and organisations to acquire the right leadership capacity, workforce skills, and corporate culture needed for the digital transformation.

1.4 How to participate

EIT Digital is a partnership organisation. Proposers are expected to be or become Partner of EIT Digital. Organisations that are not yet a Partner are expected to submit their application for partnership latest at the moment of submission of the proposal.

Recommendation to Partners, especially to new Partners, is to be in contact with EIT Digital before submission in order to ensure full understanding of the requirements.

More information including details on how to submit your activity plan are available at www.EITDigital.eu/EITDigital2022.

2 The EIT Digital Innovation Factory

The EIT Digital Innovation Factory supports pan-European entrepreneurial teams to launch or boost digital deep tech ventures and products. With our support, you will be embedded in our European ecosystem and receive a financial co-investment to build your venture, package your technology, sign up customers and attract additional investors.

Proposals by pan-European teams from education, research and business organisations are a focus for EIT Digital. In EIT Digital 2022, our ambition is to build a strong portfolio of **venture creation and venture boost activities.**

Spinoff creation or boosting from universities, research and technology organisations, or established companies, is a focus for EIT Digital.

For venture boost activities, we are looking for ventures with high potential with the EIT Digital ecosystem supporting the growth of their business.

An Innovation Activity proposal needs to be submitted to a **specific focus area** (Section 1) by a team of typically 2 to 4 complementary organisations. It should be an agile, entrepreneurial Activity with the objective of making the venture involved in the Activity successful.

Proposals have the flexibility to choose between a six-month duration (January 1 to June 30, 2022) and a twelve-month duration (January 1 to December 31, 2022), with a maximum co-investment from EIT Digital.

Activity proposals will be evaluated with respect to their market or societal **impact** and their contribution to the **financial sustainability** of EIT Digital. The review mechanism of the proposals is detailed in Annex B.3.

The Innovation Factory is focused on building or boosting deep tech ventures and products. Eligible venture teams apply to the Innovation Factory before or after the creation of their venture. The key ingredients of a strong, impactful proposal are:

The Solution. It is recommended to pinpoint the important and specific "business pain" that the venture is solving and to describe how it packages mature enough research results and technologies to address that particular need in a pragmatic manner. In addition, the clear contribution of each Partner in the proposal should be emphasized.

The Venture team. A venture can only succeed with people who have "skin in the game". That is why the commitment and engagement of a well-identified venture team is extremely important (individual venture team members background, current employment status, evidence of their active role in the venture).

The Launching Customer. The presence of a launching customer or an early adopter explicitly engaged in the Activity from the start considerably strengthens the proposal. The customer may provide product specification, market validation as well as be the first customer of the venture within the Activity.

The investment. In order to fuel the success of the venture, cash investment in the venture is an important guideline. There are a few ways the private cash investments can be realized: (i) cash investment in the venture by the Activity Partners (ii) cash investment in the venture by external private investors.

From a timeline perspective, the first part of the Activity should be dedicated to product packaging and incorporating the venture (minimal viable product is ready, venture is incorporated, venture assets from the partners are agreed). The second part of the Activity should be focused on go-to-market, customer deployment, and additional investor engagement.

In the context of the EIT Digital sustainability strategy, Innovation Activities are requested to contribute to the long-term financial sustainability of EIT Digital. The detailed process including requirements, criteria and evaluation methodology for Innovation Activity Proposals is detailed in Annex A and Annex B.

3 The EIT Digital Entrepreneurial Academy

Education in EIT Digital is organised into three Schools, Master School, Professional School and Summer School, which together form the EIT Digital Entrepreneurial Academy.

Education Activity proposals will be evaluated with respect to (i) their **impact** and (ii) their contribution to the financial **sustainability** of EIT Digital. Submission and sustainability guidelines are detailed in Annex C.1. and Annex C.2 respectively. The review mechanism of the proposals is detailed in Annex C.3.

Master School

For the Master School, EIT Digital is seeking proposals to develop its blended and distributed Innovation and Entrepreneurship (I&E) Education throughout the EIT Digital Entrepreneurial Academy. The preference will be given to proposals focusing on the following priority areas:

- **Blended I&E Education**, i.e., further improving the EIT Digital I&E courses offered across the EIT Digital network of universities, by:
    1. Producing online I&E content,
    2. And/or deploying blended learning tools (LMS services, online contents packages, etc.),
    3. And/or adapting EIT Digital courses and online I&E contents to new types of participants.

- **Distributed I&E Education**, i.e., offering a wide and differentiated EIT Digital pan-European I&E Education experience to EIT Digital students, leveraging the EIT Digital network of universities and online I&E contents, by:
    1. Developing new distributed online cross-universities collaborations,
    2. And/or deploying advanced I&E courses accessible online/remotely to students.

Professional School

The curriculum of the current portfolio of professional courses meets the upskilling needs of professionals and decision-makers challenged by emerging technologies. EIT Digital is seeking proposals for **improving** the existing portfolio through the developing of learning contents that are complementary to the areas already covered in the portfolio or address a topic under-represented in the current portfolio. The learning formats proposed toward the portfolio improvement should be aligned with the EIT Digital Professional School blended learning blueprint, combining online and face-to-face live classes. The blueprint includes up to three online modules made available to learners before the face-to-face courses that should last between 2 and 5 full days.

The proposals can also address the **deployment** of existing executive courses of the Professional School, either as such or though content curation and aggregation conducted jointly by the partner and the EIT Digital Professional School. These joint courses, curated contents and learning paths may be stored and deployed through existing learning platforms owned by the partner.

EIT Digital will co-finance the portfolio improvements and subsequent marketing efforts. The partners will provide the content curriculum and course materials and source lecturers for online and face-to-face teaching.

When submitting a proposal proposing portfolio improvement or deployment, potential future partners commit to complying with a 3-year collaboration, including multiple intakes, curriculum upgrading and revenue share. Sustainability is measured by the number of registered paying participants and the income generated through tuition fees. The proposal shall also describe the plan to support the commercialisation and recruitment of participants.

Summer School

EIT Digital is seeking proposals for improving the current portfolio of summer schools. Each programme is designed for EIT Digital Master School students, students from non-partner and partner universities, PhD students and young professionals. The key ingredients of a strong proposal are:

- **The Topic**. The proposal is aligned with one of the focus areas described in the EIT Digital Strategic Innovation Agenda 2020-2022. Evidence of the attractiveness of the topic must be demonstrated.
- **The Location**. An easily accessible location in Europe with the potential to attract large number of participants is a key criterion for the evaluation of the proposals.
- **Engagement with EIT Digital industry Partners**. During the school, participants from different backgrounds immerse themselves in real business case studies. Partners commit to select case studies from the EIT Digital industrial ecosystem.
- **Support to the marketing and sales campaign.** The proposal must provide details on how the Partner will support EIT Digital to increase the number of paying participants.
- **Collaboration with Industry**. Partners teaming up with organisations with strong industrial network able to support the recruitment of participants will score higher in the review process.

Partners commit to offer Innovation and Entrepreneurship (I&E) Education in accordance with the current EIT Digital Summer Schools guidelines. Partners will receive access to EIT Digital pedagogical assets (implementation guidelines, online contents, etc.) and access to the I&E teachers' community of practice.

Proposers are invited to describe sharing revenue mechanisms originated from the tuition fees in order to demonstrate an active involvement in the recruitment of paying participants. Proposers are also requested to commit to a three-year annual framework for the organisation of the programme and to guarantee a gradual cost optimisation within this framework.

Annex A.   Process Summary

A.1. Proposal Preparation

All Activity proposals need to be prepared and submitted via the EIT Digital 2022 submission system that can be reached via the EIT Digital 2022 intranet page. It is the responsibility of each Activity/Task Leader to obtain full commitment from all Partner organisations participating in the Activity/Task (including his/her own) prior to submitting the proposal. All Activity proposals for 2022 need to be formally submitted (via the submit button in the EIT Digital 2022 submission system) prior to the submission deadline.

For each submitted proposal, a feedback tab is made available in the submission system. This feedback tab will contain the feedback to the proposal authors after the final selection. It will also contain the allocated budget and the required modifications to the submission, to be completed by July 15, 2021.

A.2. Submission and review process

Selected activities will be part of the draft EIT Digital Business Plan (BP) submitted to the EIT in mid-September 2021. Depending on the EIT Digital final budget allocated by the EIT around November-December 2021, the final BP may not contain all of the activities included in the draft Business Plan.
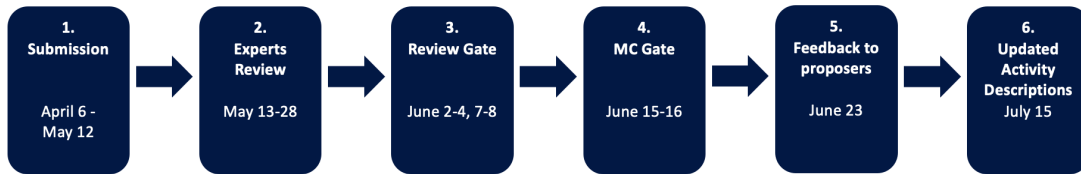
The communication that will be made to applicants in terms of A, B, C, and X placement on or around June 23, 2021 has the following meaning:

- A. Almost certainly included in final Business Plan
- B. Likely to be included in final Business Plan
- C. Low likelihood to be included in final Business Plan
- X. Not included in final Business Plan

There are six main steps in the process between the Activity proposal submission and the MC Gate (see timeline below):
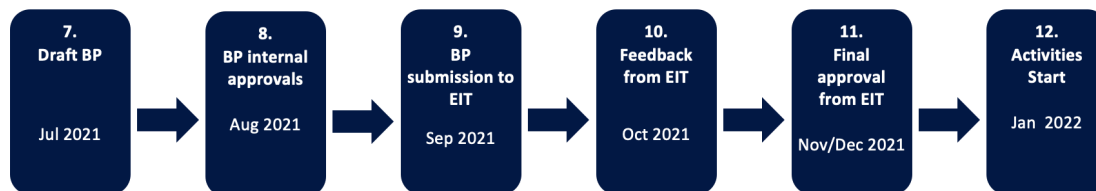
1. **Submission**: Applicants submit their complete Activity proposals, taking into account the guidelines provided in this document**. Deadline: May 12, 2021 at 5pm CEST. This is a hard deadline and no extension will be granted.** Submitted Activity proposals (in line with the submission guidelines) will be reviewed according to the selection criteria described in the Annex B.3 for Innovation Activities and Annex C.3 for Education Activities and following the gated evaluation process described in steps 2-5 below.
2. **Experts Review** (first gate): Submitted proposals are assessed by independent experts. Each expert individually evaluates each proposal's potential based on the selection criteria described in Annex B.3 (for Innovation Activities) and Annex C.3 (for Education Activities). Each reviewer also provides free text comments to each Activity proposal to explain their assessment, provide recommendations to the Review Gate, or provide feedback to applicants.
3. **Review Gate** (second gate): Experts come together and discuss each proposal based on their own individual assessments. They also take into account requirements and guidelines of this document. The goal is to reach a consensus evaluation of each proposal that integrates and supersedes individual assessments.
4. **MC Gate** (third gate): The Management Committee (MC) of EIT Digital analyses the Review Gate outcomes and recommendations in order to build a strong strategic portfolio for the Business Plan. The outcome is the final ABCX placement for each proposal, as well as possible budget changes or changes in the Activity descriptions.
5. Applicants will find the **feedback** to their proposals in terms of ABCX, including any additional change request, in the feedback tab of the submission system **on or around June 23, 2021.** Note that for proposals involving organisations that are applying for EIT Digital partnership, proposal acceptance is pending EIT Digital Supervisory Board's approval of the partnership application.
6. **Between June 24 and July 15, 2021, authors of proposals placed A, B and C will need to implement the required modifications** as stated in the feedback tab of the submission system. These may include adjustment to the content of the Activity (output, KPIs, descriptions, etc.) as well as budget

changes (EIT financial support, co-funding). Activity Leaders will need to liaise with their teams to prepare the final Activity configuration and correct the financials in the submission system by July 15, 2021. If the change is not effective by the end of July 15, 2021, then the financials will be linearly adjusted for all Activity Partners in order to meet the target values.

1. Submission April 6 - May 12	→	2. Experts Review May 13-28	→	3. Review Gate June 2-4, 7-8	→	4. MC Gate June 15-16	→	5. Feedback to proposers June 23	→	6. Updated Activity Descriptions July 15

After the MC Gate, the EIT Digital Business Plan preparation starts. The picture below shows the main steps that will lead to the final submission of the Business Plan to the EIT:

7. EIT Digital prepares **the draft EIT Digital Business Plan** which includes A, B and C ranked proposals.
8. The draft Business Plan goes through **internal approvals by the EIT Digital governance bodies**.
9. EIT Digital submits the **draft Business Plan to the EIT** for review.
10. EIT Digital receives **feedback from the EIT** on the draft Business Plan. The Activity Leader may be required to implement necessary changes within the proposal on request from the EIT.
11. Final decision on Activities included in the **final Business Plan**. Note that the final Business Plan may not contain all of the selected activities included in the draft Business Plan. This is subject to the EIT Digital final budget allocated by the EIT typically in the November-December 2021 timeframe.
12. **Activities are expected to start on January 1, 2022**.

7. Draft BP Jul 2021	→	8. BP internal approvals Aug 2021	→	9. BP submission to EIT Sep 2021	→	10. Feedback from EIT Oct 2021	→	11. Final approval from EIT Nov/Dec 2021	→	12. Activities Start Jan 2022

A.3. Complaint procedure

EIT Digital will, in good faith, resolve possible complaints regarding the outcomes of the process described in this document in a transparent and timely manner. A complaint should be placed by the proposers to the attention of the relevant Node Director. The complaint needs to be substantiated by factual underpinning of the alleged mistakes in the feedback provided by EIT Digital.

In order to respect the tight timeline described in Annex A.2, the following will apply:

- Publication of the results: on or around June 23, 2021
- Proposers should bring the complaint to the attention of the relevant Node Director within 5 business days from the publication of the results (i.e. by June 30, 2021)

- The Node Director examines the complaint and, if appropriate, puts it on the agenda of the next EIT Digital Management Committee Meeting (July 2, 2021)
- The EIT Digital Management Committee will examine the complaint in its meeting of July 2, 2021 and will take a final decision

Annex B.   Guidelines for the EIT Digital Innovation Factory

B.1. Impact Guidelines

Each Innovation Activity proposal is expected to include detailed information about the following four key dimensions and an elevator pitch video (max 90 seconds) presented by a member of the venture team (typically the CEO).

1. Activity / Solution
   - Clear description of the business pain/opportunity, the technology leveraged for the solution and the work plan to achieve the objectives.
   - Assets and Freedom to operate for the venture. Evidence that Activity Partners are providing valuable assets (e.g. technology) to the venture to facilitate its success, without putting additional burden on the venture. Typically, Partners providing technology assets to the venture need to do so in exchange for equity in the venture.

2. Team
   - Venture Team
     - o A team of individual people committed to the venture is essential. Team members need to present their roles in the venture, their short CVs, current employment status and evidence of their commitment to the venture.
   - Partners
     - o As a guideline, 2 to 4 complementary organisations with strong level of involvement and a clear role specified for each contributing Partner.
     - o Set of Partners must come from at least two different countries.
     - o Commitment from the Partners to focus on the venture success is essential (see point 1).

3. Market / Launching customers
   - The work plan should focus on getting market traction for the venture, evidenced through invoices or purchase orders for its product.
   - Including a Partner with the role of launching customer, committed to acquire the product at a reasonable price, is an important element.

4. Budget / Investors

The following are requirements:

- Maximally 300K€ EIT funding
- Minimally 60% co-funding at the activity level
    - Example: 300K€ EIT funding and 450K€ co-funding

To fuel the success of the venture, early-stage engagement of investors is considered essential. Therefore, Activity proposers are strongly encouraged to involve investors committing to invest in the venture. The following is a guideline to illustrate the potential setup of an Activity.

- Minimally 750K€ KAVA
- Maximally 300K€ EIT funding, of which at least 150K€ assigned to the venture, and to be matched with at least 150K€ cash investment in the venture from Partners/Investors
- Minimally 450K€ co-funding (60%) as follows
    - 300K€ additional co-funding from Partners in case the 150K€ cash investment from Partners/Investors qualifies as co-funding, or
    - 450K€ co-funding from Partners in case the 150K€ cash investment from Partners/Investors does not qualify as co-funding.

In addition to the above guidelines, EIT Digital will support the activities awareness promoting them in their media channels and social networks. It is important for the selected activities to collaborate with EIT Digital in the communication activities with the defined co-branding rules.

B.2. Sustainability Guidelines and process

In the context of the EIT Digital sustainability strategy, Innovation Activities are requested to contribute to the financial sustainability of EIT Digital either through equity or financial return mechanism. In case the Activity does not deliver on its sustainability commitments due to Partners being substantially in default, EIT Digital reserves the right to adjust the final balance payment.

For the venture activities, EIT Digital expects to receive an equity share in consideration of the grant received by the Activity. The venture (with limited liability) is typically incorporated by at least one of the Innovation Activity Partners ("founding Partner(s)"), after which, the founding Partner(s) will sign a Share Transfer Agreement with EIT Digital, aligned with the Innovation Activity commitments on EIT Digital equity level.

As a guideline, the level of (existing) ordinary shares expected to be transferred by the founding Partner(s) to EIT Digital is determined by the overall EIT Digital facilitation and financial contribution, as a part of the total effort and budget of the Activity. This level is typically 15% to 20%. **In addition, it is recommended that a substantial amount of equity in the startup is allocated to the management team of the startup.**

Sustainability commitments of the Activity proposals accepted in the EIT Digital Business Plan will be included in the agreement formalised between each Partner and EIT Digital at the beginning of the year.

B.3. Selection Criteria

Innovation Activity proposals (in line with the submission requirements) will be reviewed according to impact and financial sustainability following the gated evaluation process described in Annex A.

The assessment by independent individual external experts will be based on the questions reported in the table below. Reviewers are asked to score each proposal with respect to each question (scale of 1 to 5 with 5 being the best assessment) and provide a textual comment for each question, as well as an assessment for the whole proposal.

Questions for Innovation Activity external experts (first gate)

Dimension	Question	
Activity/Solution	Question 1	Does the Activity build a specific solution for an important problem, with a clear economic and/or societal impact for Europe?
	Question 2	How mature is the proposed technology to address the identified business pain?
	Question 3	How strong is the work plan (milestones, deliverables, way of working)? Are there clear and ambitious quarterly milestones?
	Question 4	Will the venture have a sound basis (assets ownership, Freedom to operate, resources, etc.) to fuel its growth?
Team	Question 5	Is the venture convincingly staffed? Do the individual team members have strong commitment to the venture and clear accountability?
	Question 6	Is the Partner setup complementary and adding value to the venture (license for equity, access to market etc.)?
Market/ Customers	Question 7	How clear and compelling is the product positioning in the competitive landscape? How realistic and sound are assumptions and estimations?
	Question 8	Does the venture have high potential to succeed in the market? Is a launching customer committed to use the product?
Financials / Investors	Question 9	Is additional cash investment in the venture committed in the Activity budget?
	Question 10	How convincing is the venture profile to attract additional investors at the end of the Activity?

After the individual review by the external experts, EIT Digital runs a Review Gate meeting (second gate) in which these experts come together and evaluate each proposal based on their own individual assessments. The goal is to reach a consensus evaluation of each proposal that integrates and supersedes individual assessments. Its outcome is both the impact evaluation and the sustainability evaluation of each proposal.

The contribution to EIT Digital's financial sustainability of each proposal is evaluated according to the significance and likelihood of the future sustainability return. Elements that will be taken into account are amongst others partner commitment, venture team, customer prospects, and investor engagement.

Afterwards, during the third and final gate, the EIT Digital Management Committee (MC) analyses the Review Gate outcome and recommendations and makes a final selection in order to build a strong strategic portfolio for the Business Plan. The outcome is the final ABCX placement for each proposal, as well as possible change requests to Activity budget and descriptions.

Annex C.　　Guidelines for the EIT Digital Entrepreneurial Academy

C.1.　Submission Guidelines

Each Education Activity proposal submission is expected to include detailed information about the following requirements.

Master School

Proposals must be aimed at developing EIT Digital's blended and distributed I&E Education to further improve the EIT Digital I&E courses offered across the EIT Digital network of universities and to offer a wide and differentiated pan-European I&E Education experience to EIT Digital students.

Proposals must meet the following requirements:

- Proposed development(s) include(s):
    1. Courses compliant with the target EIT Digital School(s) I&E education specifications.
    2. Online contents compliant with EIT Digital online production guidelines.
    3. Blended learning based on EIT Digital online I&E contents.
- Proposed development(s) show(s) clear and quantifiable impact on the target course(s) or content(s) in 2022.
- Proposed solution(s) show(s) clear possibility and plan (eventually over more than 1 year) for deployment across the EIT Digital Partner universities involved in target EIT Digital School(s).
- Proposed solution(s) show(s) scalability properties, in number of students and in number of universities, that are consistent with target EIT Digital School(s) objectives.
- Proposed solution(s) show(s) a clear and significant contribution along the following guidelines:
    1. **Blended learning:**
        - Harmonize contents, processes and usage,
        - Improve resilience to Covid-19,
        - Upscale the portfolio and control the quality.
    2. **I&E Portfolio development:**

- Introduce new I&E emerging areas,
- Create new ERB cooperation opportunities.
3. **Collaboration:**
  - Facilitate homogeneous cross-university activities,
  - Facilitate students' collaboration in a distributed form,
  - Improve ERB integrations across EIT Digital ecosystem

Professional School

The EIT Digital professional courses are offered in a blended format, combining online and face to face live classes. The so-called blueprint of the professional school includes up to 3 online modules (up to 40h) to be available online before the face-to-face live classes. The live classes last between 2 and 5 days. Proposals for portfolio improvement should also comprise:

- Curriculum should reflect real business development experiences and demonstrate digital transformation applications and technology through business cases. I&E Innovation and Entrepreneurship is one characteristic subject in the professional school courses.
- Face-to-face interactive class-based components should contain real case studies that can be sourced by the participants ('bring your own case approach).
- Proven experience in teaching to executives and/or working professionals (or in a corporate/industrial setting).
- Commitment to run multiple learning editions over 3 years.
- Source all course materials (agenda, course plan, course outlines and prereading materials, etc.) at least 8 weeks before the course start.

Guidelines for **course deployment:** The rationale for the jointly curated learning path (course, training) to be deployed by the partner should address the digital transformation topics in line with the entrepreneurial education and industry trends. It should also be aligned with the EIT Digital Strategic areas (see Section 1) and EU's Digital Strategy.

Financials:

- Partners should commit to a 3-year framework for the development and deployment of courses. The proposal will have to describe how a gradual cost optimisation within this framework is achieved.
- All Activity proposals must have minimally 60% of KAVA co-funding at the time of the submission (for the Activity as a whole).

Summer School

The **format** of the Summer School must meet the following requirements:

- The two-week programme is organised face to face in easily accessible locations in Europe with the potential to attract large number of participants.
- Programme and case studies are strongly aligned with one of the EIT Digital focus area as described in the EIT Digital Strategic Innovation Agenda 2020-2022 (SIA). The topic of the summer school must also demonstrate a strong market attractiveness and impact, based for instance on market studies of current learning needs.

- Integration with the EIT Digital ecosystem is achieved via the commitment of the Partner to find at least 30% of the case studies generated from the EIT Digital industrial Partners. Other use cases can be generated from (local) organisations.
- Only proposals for Summer Schools between July and mid-August will be evaluated.
- The programme provides minimum 4 ECTS accreditation.
- Minimum capacity of the class is 40 participants.
- Maximally 150K€ KAVA budget.

The proposal will have to show a clear **sustainability** plan in order to increase the number of participants beyond the minimum capacity of the school. A revenue sharing mechanism originated from the tuition fees and based on thresholds of participants can be proposed. The revenue sharing mechanism is applied beyond 40 participants. As a guideline, the level of revenue expected to be shared with EIT Digital is 0% until 40 participants, 25% from 40 to 50 participants, 50% from 50 to 70 participants, etc. The proposal will also describe the plan to support the recruitment of participants during the marketing and sales campaign. This goal can be also achieved by teaming up with organisations with a strong industrial network (e.g., incubators, associations operating in one specific sector).

A commitment to a **three-year framework** for the organisation of the summer school is also required. The proposal will have to describe how a gradual cost optimisation within this framework is achieved.

C.2.   Sustainability Guidelines

EIT Digital is focusing its activities on the achievement of its financial sustainability. The EIT Digital Entrepreneurial Academy, as part of EIT Digital, also seeks to achieve this goal. All activities should contribute with at least 60% of co-funding. The EIT funding should be maximum 40% of the total budget for each activity.

Please note that sustainability commitments of the Activity proposals accepted in the EIT Digital Business Plan will be included in the agreement formalised between each Partner and EIT Digital at the beginning of the year.

C.3.   Selection Criteria

Education Activity proposals (in line with the submission requirements) will be reviewed according to impact and financial sustainability following the gated evaluation process described in Annex A .

The assessment by independent individual external experts will be based on the questions reported in the table below. Reviewers are asked to score each proposal with respect to each question (scale of 1 to 5 with 5 being the best assessment) and provide a textual comment for each question, as well as an assessment for the whole proposal.

Questions for Education Activity external experts (first gate)

Dimension	Question	
Strategic Impact	Question 1	How well is the proposal aligned with EIT Digital Focus Areas and Strategic Innovation Agenda 2020-2022?
	Question 2	How strong is the integration with the EIT Digital industrial ecosystem in the proposal?
	Question 3	To which extent is the proposal contributing to the entrepreneurial education?
Quality	Question 4	How well is the proposal aligned with the requirements (workplan, KPIs, topic, financials, sustainability, format, responsibilities)?
	Question 5	How the team members' profiles and previous experience on successfully implementing education activities ensure the proposal's successful implementation?
	Question 6	How well will the activity promote the programme to the Partners and students/customers?
	Question 7	How well are the value analysis (cost/benefit analysis) and forecasted revenues calculated? [applies to PSL and SSC only]
	Question 8	How precisely has the market been analysed?
Market Relevance and Sustainability	Question 9	How does the proposal help to bridge the digital skill gap?
	Question 10	How sound is the sustainability model underpinning the proposal?

After the individual review by the external experts, EIT Digital runs a Review Gate meeting (second gate) in which these experts come together and evaluate each proposal based on their own individual assessments. The goal is to reach a consensus evaluation of each proposal that integrates and supersedes individual assessments. Its outcome is both the impact evaluation and the sustainability evaluation of each proposal.

Afterwards, during the third and final gate, the EIT Digital Management Committee (MC) analyses the Review Gate outcome and recommendations and makes a final selection in order to build a strong strategic portfolio for the next Business Plan. The outcome is the ABCX placement for each proposal, as well as possible budget changes, or possible changes in the Activity descriptions.

Annex D.   Additional Information

This Annex includes important additional information related to formal requirements on KPIs, financial aspects and partnership for Activities that will be included in the EIT Digital Business Plan. It is therefore important that proposers read this section carefully. All Business Plan Activities need to comply with the Horizon Europe and EIT requirements for 2022, which are at the date of publication of this Call still subject to finalization. A dedicated EIT Digital 2022 intranet page (requiring a valid EIT Digital intranet account to be accessed) contains further essential information for proposal authors and will be kept up to date with the latest information.

D.1. New Partners

EIT Digital is a partnership organisation. This implies that proposers are expected to be or become partner of EIT Digital. Organisations that are not yet a Partner are expected to submit their application for partnership latest at the moment of submission of the proposal. Please see the Partnership models document available on the EIT Digital 2022 intranet page for more information about becoming an EIT Digital partner. The initial set of information required for this is to be provided via the questionnaire available here. Further instructions will be communicated to prospect partners after the submission of the questionnaire.

In order to be included in the Business Plan, new Partners need to be fully registered by November 1, 2021 otherwise they will be taken out of the Activity and this may jeopardize the Activity being eventually included in the final version of the Business Plan.

D.2. Financial Aspects

The financial justification of the Activity is detailed in the EIT Digital 2022 Submission System (tab "5. Budgets"). The budget information needs to be precise and correct and take into account the requirements from the Horizon Europe Model Grant Agreement (MGA). The MGA is a key document defining the general framework under which activities need to operate. Another very important document is the Annotated Model Grant Agreement (AMGA), a user guide that aims to explain to applicants the Horizon Europe Model Grant Agreement. Once available, both the MGA and the AMGA will be shared with EIT Digital Partners via the EIT Digital 2022 intranet page. Also, it's important that budget is assigned to the correct cost category:

A.   Personnel costs
B.   Sub-contracting costs
C.   Purchase costs
D.   Other cost categories
E.   Indirect costs. This is a flat rate of 25% of the eligible direct costs (categories A-D, except volunteers costs, subcontracting costs, financial support to third parties and exempted specific cost categories, if any).

In terms of the MGA and the EIT Digital 2022 submission system content and requirements, please note the following:

• The "action": refers the EIT Digital Business Plan including its annexes.

- Costs need to be allocated to one or more tasks. Tasks define how the work is broken down between Partners and how much each part of the work costs. In the submission system, these tasks are called Catalyst Tasks. It is possible to model the budget of a Task based on planning assumptions, while the reporting will have to be based on actual costs, incurred in 2022, which cannot exceed the approved budget.
- "Annex I": refers to the Annex I of the EIT Digital Business Plan where all the Activity details and targets are reflected.
- Financial Support to Third Parties (or sub-granting) can be used to allocate budget to third parties outside the partnership. The sub-grantee selection process should be open, transparent and follow all applicable rules (as defined in the Model Grant Agreement). It is recommended to make a limited use of this cost category.
- Sub-contracting: needs to be explicitly defined in the Business Plan Annex I and follow all the applicable rules, especially with regards the avoidance of conflict of interests.
- Full Time Equivalents (FTE): We strongly recommend a commitment of at least 0.2 FTEs per Partner and Task Leader/Contributor in order to ensure a meaningful involvement and the allocation of enough capacity to the specific task.

D.3. Key Performance Indicators (KPIs)

Each Activity needs to define its target values for a set of relevant KPIs, consisting of:

- **EIT-Level KPIs (EIT KPIs)**: defined by the EIT for the entire EIT community (KICs).
- **KIC-Internal KPIs (INT KPIs)**: defined by EIT Digital as additional monitoring parameters.
- **Activity Specific Quantifiable Targets (ASQTs):** defined by individual Activity proposers and requested to define additional, measurable, Activity-specific targets which can demonstrate the impact of its implementation.

In order to define their KPI targets, proposal authors need to be aware of the acceptance requirements of EIT-level and KIC-internal KPIs. Without the required evidence documentation, EIT-level KPIs will not be accepted in the formal Activity review process led by the EIT. Please note that financial penalties may be applied by the EIT and EIT Digital in case of under-delivery, including under-achievements in any of the 3 above categories of targets and KPIs.

As valuable KPI achievements may also materialise during subsequent years, Partners will be asked to support the reporting of KPI results related to their Activity even after its official end.