EIT Digital 2020

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

Contents

1 Executive Summary

On March 5, 2019, EIT Digital launches the construction of the 'EIT Digital 2020' activities and accepts submissions until May 3, 2019. EIT Digital 2020 is aimed at **entrepreneurial minds planning to launch a digital tech startup or product, or to deliver entrepreneurial digital tech education programmes**.

The EIT Digital work programme 2020 is guided by the EIT Digital Strategic Innovation Agenda 2020-2022, which identifies the five strategic areas of our work programme: **Digital Tech, Digital Industry, Digital Cities, Digital Wellbeing and Digital Finance**. We consider these to be the key strategic areas to work on for a strong digital Europe.

During the period of March 5 to May 3, 2019, EIT Digital solicits proposals for its **Innovation Factory** and **Entrepreneurship Academy**. The selection will be finalised by the end of June 2019. Activities are typically expected to start on January 1, 2020.

EIT Digital will co-invest in selected proposals to create value for a strong digital Europe. The activities are typically executed in and around the EIT Digital Co-Location Centres (CLCs) for community building.

1.1 The EIT Digital Innovation Factory

The EIT Digital Innovation Factory supports pan-European entrepreneurial teams to launch new startups and new products. **With our pre-incubation support, selected activities will be embedded in our European ecosystem and receive a financial co-investment to package their technology, sign up customers and attract investors.**

New startups or new products created by pan-European teams from education, research and business **organisations** are a focus for EIT Digital.

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 dimensions of the EIT Digital Innovation Factory 2020.

We support entrepreneurial teams that are creating tangible **impact.** Proposals should address a specific business pain in any of our **five strategic areas** (section 1.5), build a specific plan leveraging a technology solution and presenting a clear go-to-market route by launching a startup or a product.

Selected activities will receive a co-investment from EIT Digital, with a return on investment expectation. Proposals are therefore requested to contribute to the financial **sustainability** of EIT Digital either through equity (for startup creation) or financial return mechanisms (for product launch).

Pan European innovation teams of two to five complementary organizations with a joint innovation plan are recommended.

In 2020, through agile, intensive pan European collaboration supported by EIT Digital, your team will create a startup or package a product as the outcome of your innovation activity. Successful activities will have strong customer and investor traction.

1.2 The EIT Digital Entrepreneurship Academy

Entrepreneurial education is a cornerstone in creating a Europe where industry and key public sectors are populated, on all levels, with knowledgeable, innovative and entrepreneurial people - people that in their personal capacity drive the innovation economy and create open and effective public organizations.

The **EIT Digital Entrepreneurship Academy** provides support for development and deployment of programmes and courses with business development-oriented components. The education paradigm is that learning must emulate the speed of business to meet disruptive technology and business model changes. Changing the scenario to integrate the learning of rapidly evolving technology with generic/transversal skills, and where continuous lifelong learning is an integrated part of work, is the only way to handle the needed speed. EIT Digital does this by:

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

EIT Digital adopts a Blended Education approach where students develop cutting edge digital knowledge merged with innovation and entrepreneurship skills. The settings can be physical or virtual classrooms, or combinations of both.

We have four Schools: Master School, Industrial Doctoral School, Professional School and Summer Schools.

In response to the EIT requirement to become sustainable, EIT Digital is developing and deploying its sustainability approach, which includes financial return on investment on its activities. **Partners are invited to co-invest with us in order to benefit from the impact on working for the Education for people that will contribute to the digital transformation of Europe**.

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 Innovation Activity. Benefit from the entrepreneurial skills of our graduates by involving them in your team.

Have a proposal for the Digital Entrepreneurship Academy? Identify thesis topics for our Industrial Doctoral School well aligned with our Innovation Areas. Include real business challenges from our Innovation Activities in your Summer School proposal.

1.4   How to participate

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.

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 plan are available at www.EITDigital.eu/EITDigital2020.

1.5 Strategic areas

The [EIT Digital Strategic Innovation Agenda 2020-2022](#) (SIA) identifies our five strategic areas. It is highly recommended to read about these areas in the SIA. An overview is available on **page 15 of the SIA**. More details on each area:

- **Digital Tech**: page 16
- **Digital Cities**: page 17
- **Digital Industry**: page 18
- **Digital Wellbeing**: page 19
- **Digital Finance**: page 20
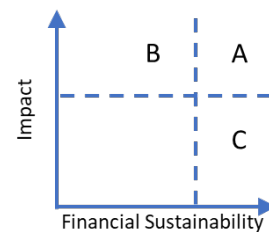
2 EIT Digital Innovation Factory

The EIT Digital Innovation Factory supports pan European entrepreneurial teams to launch new startups and/or new products. With our pre-incubation support, you will be embedded in our European ecosystem and receive a financial co-investment to package your technology, sign up customers and attract investors.

New startups or new products created by pan-European teams from education, research and business **organisations** are a focus for EIT Digital.

More specifically, an innovation activity proposal needs to be submitted to a **specific strategic area** (section 1.5) by a team of typically 2 to 5 complementary organisations. It should be an agile, entrepreneurial project that belongs to one of two distinct types:

- It intends to create a startup
- It intends to launch a "Minimum Viable Product" (MVP)

Activity proposals will be evaluated with respect to (i) their market or societal **impact** and (ii) their contribution to the **financial sustainability** of EIT Digital. These principles are depicted in the diagram on the right, where A refers to the Activities that we value most (high impact, high sustainability), followed by B (high impact, low sustainability) and C (low impact, high sustainability) in this order. Note that proposals with very low impact or very low sustainability stand a very slim chance of being selected. The review mechanism of the proposals is detailed in Annex B.3.

2.1 Impact

In the EIT Digital Innovation Factory, startup creation Activity proposals will be highly appreciated, with the credibility of the founding team from the perspective of a potential investor being an element that will strengthen the proposal. Spinoff creation from universities, research & technology organisations, or companies is a focus for EIT Digital.

If you are an existing entity launching an MVP, the involvement in the Activity of a clearly identified business line that will lead the Activity is an element that will strengthen the proposal.

In either case, you must "begin with the end in mind" and pinpoint the specific "business pain" that you are trying to solve. That could be an explicit, unmet need (e.g. voiced by customers) or an implicit, latent need (that you have identified). You need to describe how you package mature research results and adequate technologies to address that particular need in an impactful manner, and how your solution will concretely benefit the users. The inclusion of a customer or early adopter explicitly engaged in the Activity proposal will strengthen the proposal.

A key Partner is the Business Champion. It is an organisation that knows the customers' needs, designs/packages the product ("product owner") and brings it to the market. Examples of credible Business Champions include: a startup with an adequate founding team that will be created as an outcome of the Activity; the business line of a corporation leading the Activity. The Business Champion needs to commit to the go-to-market in the proposal, based on breakthrough technologies and validated research results provided by the technology provider. As a guideline, we recommend that the Lead Partner is also the Business Champion.

For agility, we recommend a limited group of Partners per Activity (two to five Partners); each Partner should propose engaged and entrepreneurial individual team members (including a strong Activity Leader preferably from the Lead Partner/Business Champion). The suggested line-up of Partner teams should run like a venture, and as a guideline, it should look as follows:

Technology Provider	Business Champion	Customers
• Partner 3: Specific technology that will be packaged in the product.	• Partner 1: Lead Partner **and** product owner.	• Partner 2: Customer actually involved in the Activity.

Additional elements that will strengthen the proposal are:

- **No innovation without education**: Activities are encouraged to offer 3 to 6 months internships to EIT Digital Master School **students** working at the EIT Digital CLCs during the course of the Activities. Activities can also benefit from the entrepreneurial skills of the EIT Digital Master School **graduates** by involving them in the Activity teams. In either case, the Activity needs to plan the adequate budgets in the submission system.
- **Respect of the guidelines and recommendations** provided in this document.

Please refer to sections B.3 to understand the detailed impact review mechanism.

2.2 Sustainability

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 (for startup creation) or financial return mechanisms (for product launch). Sustainability commitments of the Activities accepted in the EIT Digital Business Plan will be binding.

Each Innovation Activity belongs to one of two distinct types:

- It intends to **create a startup**
- It intends to **create a minimum viable product (MVP)**

For the Activity type "**startup creation**", the sustainability principle is for EIT Digital to receive an equity share in the startup. As a guideline, the level of shares expected to be attributed to EIT Digital is the following:

- EIT Digital's equity percentage is determined by the EIT financial contribution as relative share of the total budget of the Activity. In other words, EIT Digital equity percentage = 0.5 x EIT financial contribution / KAVA.
- Example: EIT Digital receives a 32.5% equity in a startup resulting from an Innovation Activity with 65% EIT financial contribution and 35% co-funding.

For the Activity type "**new product creation**", the sustainability principle is for EIT Digital to receive a financial return to be defined and committed to in the Activity Proposal. The amount of the sustainability contribution up until five years after the completion of the Activity (i.e. by end of 2025) will be an important factor in the evaluation process. For this Activity type, some sustainability mechanism examples that we provide as guidelines are:

- **Fixed sum**: financial return to EIT Digital is independent of Activity's financial projections, it is a guaranteed fixed sum up until 5 years after the completion of the Activity.
- **Business dependent**: financial return to EIT Digital is dependent on Activity's financial projections up until 5 years after the completion of the Activity; one such example is revenue sharing.

Activity Proposals may come up with other financial sustainability mechanisms to be described at the time of the submission. They will be evaluated as part of the overall proposal review. It should be noted that the sustainability mechanism depicted in the proposal should not assume any additional support to be provided by EIT Digital (e.g. sales support, additional co-investment etc.).

Please refer to section B.3 to understand the detailed sustainability review mechanism.

2.3 Additional information

Process

The detailed process including requirements, criteria and evaluation methodology for Innovation Activity Proposals is detailed in Annex B.

Proposals involving Cross-KIC Collaboration

Proposals involving cross-KIC collaboration (X-KIC) are welcome. The various sub-projects need to be submitted to the respective KICs and will be evaluated by those KICs. The proposals should demonstrate the need for multidisciplinary collaboration and should contain at least one partner from each KIC, including at least one business partner. Partners should request EIT financial support from the KIC in which they are a Partner (in case they are Partner in multiple KICs, they should only ask EIT financial support from one KIC). Activity proposals that fall into this category need to indicate this in their proposals via the box that is provided for this purpose.

Early Bird Activity start in 2019

To facilitate an agile execution of the entrepreneurial projects that want to start already in 2019, EIT Digital offers the opportunity to apply for the Early Bird support. Innovation Activities that want to apply for this support, must indicate it in their submission for 2020 in the "Innovation Activity Specifics" tab. Here, the proposal authors should also indicate how they intend to split the budget between 2019 and 2020 EIT Digital Business Plans. If the Early Bird proposal is accepted, then the additional 2019 Activity will be included in the Business Plan 2019 amendment that EIT Digital will submit in September 2019.

Please note that only proposals placed A or B are potentially eligible for Early Bird support (see Annex A for details on the placement mechanism).

Additional sustainability mechanisms

In addition to the sustainability mechanisms above, which are required, additional sustainability mechanisms, such as leveraging of national instruments or alternative income generation mechanisms to finance the execution of the Activity are welcome and will strengthen the Activity proposal.

3 EIT Digital Entrepreneurship Academy

3.1 Schools

Education in EIT Digital is organised along four Schools, Master School (MSL), Industrial Doctoral School (iDSL), Professional School (PSL) and Summer Schools (SSC), which together form the EIT Digital Entrepreneurship Academy. A thread of online education runs across all four schools, although it is preeminent in the MSL and PSL. Notably, Innovation and Entrepreneurship (I&E) education is developed and delivered across the schools. EIT Digital seeks to use this opportunity to bring greater innovation to the education that it delivers, ensuring enhanced alignment with the changing business and technology practices brought about by the digital transformation.

Master School (MSL)

The EIT Digital Master School educates digital engineers with advanced knowledge in key digital technology areas combined with Innovation and Entrepreneurship skills leading to unique digital transformation competencies. The goal is to establish a globally recognized digital Master education brand.

The two-year Master School programme portfolio comprises seven key digital topics answering to the digital competencies needed in the future.

Industrial Doctoral School (iDSL)

The EIT Digital Industrial Doctoral School educates digital leaders with a thesis-proven research competence combined with an industrial learning by doing experience in innovation and digital transformation. The goal is to establish a globally recognized Industrial Doctoral education brand for the digital transformation.

Professional School (PSL)

The EIT Digital Professional School teaches new digital competencies to European professionals using blended online and face to face learning. New digital competencies learned in the context of digital transformation creates the personal platform needed for a career change or a career promotion. The blended format allows for parallel work and study. PSL will focus on developing and deploying a portfolio of courses that address the identified needs of European professionals.

Summer School (SSL)

The EIT Digital Summer Schools engage and activate the global EIT Digital ecosystem, local industry partners and scaleups to provide innovation challenges. Local and global university students and researchers together with industry professionals solve real business challenges (ERB). In particular the Summer Schools offer intensive two-week experience of real-world innovation and entrepreneurship cases.

For more information about the EIT Digital Academy please refer to the EIT Digital Strategic Innovation Agenda 2020-2022.

3.2   Education Activity Proposals

3.2.1   Mindset

To complement our existing entrepreneurial education in the Master, Doctoral, Professional, and Summer Schools, EIT Digital seeks Activity Proposals of the following kind:

EIT Digital Master School (MSL)

EIT labelled Master programmes

EIT Digital is seeking **proposals for new Master programmes and proposal to join existing ones**.

Concerning proposals for new **two-year Master programmes** aimed to complement the existing portfolio of digital Master programmes. The selected topics for new proposals are:

- **FinTech Programme** is created to educate technical people on the area of digital finance.
- **Digital Factories Programme** is created to educate technical people on the area of digital industry, in particular in the digital transformation of factories.

Only proposals for these two topics will be accepted.

As regards proposals to join existing programmes, proposals that add value to the current programme offering are particularly welcome. Different ways to add value include but are not limited to:

- Offering specialisations that integrate with existing specialisations to offer a holistic approach to the discipline.
- Offering entries/exits in locations that are currently underserved or under-represented. New partner universities must be located in areas that easily accessible from EIT Digital Co-location Centres or Satellites.
- Offering specialisations that are strongly aligned with Europe´s strategic goals in digital transformation.
- Offering disciplines or specialisations with the potential to attract large number of students.
- Offering internship opportunities to students which can significantly contribute to ERB integration (Education, Research, Business).

It is noteworthy to highlight the key role of the Innovation and Entrepreneurship (I&E) minor in EIT-labelled Master programmes. When offering a programme of the EIT Digital Master School, partner universities commit to offer an integrated I&E Minor in accordance with the then current EIT Digital I&E education specifications and implementation guidelines.

Cybersecurity Blended Master

The Blended Masters consist of a set of MOOCs that comprise an online 1st semester (30 ECTS) of a Campus Master programme. It is central that the 1st semester Blended Master can be accredited with 30 ECTS and hence yields access to the Campus Master (2nd semester).

The aim is to create Blended Masters for all Campus Master programmes. In the present round we are implementing the **Cybersecurity Blended Master**.

EIT Digital seeks proposals from teams of partner Universities on the production of Cybersecurity Blended Master based on Campus Master programmes. EIT Digital will provide production support through its

online support team, where learning design and media production competencies are available. Also support for interfacing with Coursera is available.

Innovation and Entrepreneurship (I&E) Education

EIT Digital seeks proposals aiming at:

- Continuously improving the blended I&E Minor courses offered across the EIT Digital network of universities, by (1) increasing use of the EIT Digital online I&E contents in the courses, by (2) developing and applying methodologies to continuously increase the quality of the blending models and pedagogical methods used, and/or by (3) further enhancing Education-Research-Business integration and industry connection within the I&E Minor and Master School.
- Offering a wider and differentiated pan-European I&E education experience, by (1) developing suitable settings to engage students in cross-universities collaborative work, and/or by (2) developing a portfolio of I&E elective courses accessible online/remotely to students from all partner universities, using EIT Digital online I&E contents, aligned with EIT Digital strategic areas and Master School programs.

I&E proposals are expected for projects to be run in 2020 and for Early Bird projects to be run in 2019.

In their proposals, partner universities commit to develop and deliver courses and pedagogical assets in accordance with the current EIT Digital I&E education specifications and implementation guidelines.

The requirements on Master School proposals can be found in Annex C.

EIT Digital Industrial Doctoral School (iDSL)

For the iDSL we seek proposals for doctoral thesis topics clearly linked to EIT Digital strategic areas with high industrial and academic relevance.

PhD thesis proposals

Suggested topics should have high academic and industrial quality and should be aligned with EIT Digital strategic areas. Proposed topics should reflect a clear relation of the research topic with the business or innovation lines of the industrial partner. A commitment from a university and an industrial partner is required. The industrial partner must co-finance with EIT Digital a doctoral student scholarship for minimum 3 years. More details can be found in Annex C.

EIT Digital will continue the ongoing local recruitment of new iDSL PhD candidates. The format and timeline for the local recruitments will be decided on between EIT Digital and its local ecosystem industrial and university partners.

EIT Digital Professional School (PSL)

Professional School (PSL) Blended Courses combine online (eLearning and/or mobile learning) with face2face classes. EIT Digital uses a format where pre-assignment (self-contained) online courses serve as a basis for face2face seminars. The online pre-assignment typically corresponds to 3 to 5 ECTS and the seminars are 1-5 days.

Proposals can address the development and deployment of new courses for Activities to be run in 2020 or the improvement of existing courses of the Professional School portfolio including new content or new technological innovations to improve the student experience for Early Bird Activities to be run in 2019.

Topics should be aligned with our five strategic focus areas.

EIT Digital Summer Schools (SSC)

EIT Digital Summer Schools are seeking proposals for **a)** continuing with the existing summer school format, **b)** new summer school programmes with the existing format and **c)** and new summer school formats.

Proposals that add value to the current summer schools offering are particularly welcome. Different ways to add value include but are not limited to:

- Offering topics, locations and formats with the potential to attract large number of participants.
- Offering topics that complement the existing topics to offer a holistic approach to digitalization.
- Offering topics that are strongly aligned with Europe´s strategic goals in digital transformation.

It is noteworthy to highlight the key role of the Innovation and Entrepreneurship (I&E) in the summer schools.

The Summer Schools are open to non-EIT Digital students from non-partner and partner universities and professionals from non-partner and partner companies/organisations. Local organizers are encouraged to be active in engaging non-EIT Digital students and industry professionals.

The summer schools topics cover business case areas that are aligned with the EIT Digital strategic areas, referring to areas where the innovation and digital transformation potential is high. Professional business coaches lead the summer school teams to create new business models and cases.

When making a proposal for a Summer School, partners commit to comply with the organizational guidelines and offer I&E education in accordance with the then current EIT Digital Summer Schools I&E education implementation guidelines.

3.2.2   Process

The detailed process including requirements, criteria and evaluation methodology for Education Activity Proposals is described in Annex C.

Please note that the continuation of activities in Doctoral, Master, Professional and Summer Schools as well as Online Learning from previous years will not be subject to the process detailed in Annex C but will be coordinated by the School Heads and the CEdO.

Early Bird Activity start in 2019

EIT Digital offers the opportunity to apply for the Early Bird support and start the Activity already in 2019. Education Activities that want to apply for this support, must indicate so in their submission for 2020 in the "Education Activity Specifics" tab.

As mentioned above, there are two specific tracks for early bird initiatives in EIT Digital 2020:

- Master School (I&E): Development of material for blending I&E, using EIT Digital online contents, focus on digital transformation, optimize blending models and methods used (for efficiency, effectiveness, scalability).
- Professional School: Proposals for improving existing courses through common elements for implementation and deployment. Note that initiatives for this track will have to be developed during 2019 only. No budget from 2020 Business Plan will be allocated for these initiatives. (For technical reasons, the proposal will have to be entered into the system as if it were a normal proposal for 2020, with the understanding that all information applies to 2019.)

Please note that only proposals placed A or B by the Management Committee are potentially eligible for Early Bird support.

3.2.3 Sustainability

EIT Digital is focusing its activities in order to become sustainable in the mid-term. The EIT Digital Academy, as part of EIT Digital, also seeks for this goal.

PSL blended course proposals require a commitment to share costs and revenues. EIT Digital finances the course development, transformation and marketing, while partners do provide content and teachers for the face2face classes. PSL courses shall be delivered at a minimum of 5 face-to-face instances per course over two years. The revenue from course delivery shall be equally shared between the partner and EIT Digital. Proposals should include a preliminary analysis of potential number of attendees at the face to face editions.

Sustainability mechanism of iDSL PhD proposals is built into the programme with a minimum of 50% co-financing requirement. For Master School programmes, Blended Masters and Summer Schools the number of enrolled students is relevant as well as the income generated through certificate and tuition fees.

Additional sustainability mechanisms

In addition to the sustainability contribution above, additional sustainability mechanisms, such as leveraging of national instruments or alternative income generation mechanisms to finance the execution of the Activity are welcome and will strengthen the Activity proposal.

Annex A. Process Summary

EIT Digital works with annual cycles in calendar years. EIT Digital 2020 is the construction of our work programme for the year 2020.

Selected activities will be part of the draft EIT Digital Business Plan 2020 (BP2020) submitted to EIT in mid-September 2019. Depending on the EIT Digital final budget by the EIT (decided in the November-December 2019), the final BP2020 may not contain all of the selected activities.

The communication that will be made to applicants in terms of A, B, C, and X placement on or around June 21, 2019 has the following meaning:

- A. Almost certainly included in final Business Plan 2020
- B. Likely to be included in final Business Plan 2020
- C. Low likelihood to be included in final Business Plan 2020
- X. Not included in final Business Plan 2020

There are six main steps in the process between the Activity proposal submission and the Decision Gate:

1. **Submission**: Applicants submit their complete Activity proposals, taking into account the guidelines provided in this document. **Deadline: May 3, 2019 at 6pm CET. This is a hard deadline.**
2. Experts Review: Submitted proposals are assessed by individual external experts.
3. Review Gate: Based on the individual experts' assessments, experts evaluate impact and financial sustainability of the proposals per strategic area or school, and reach a consensus on A, B, C, or X placement of each proposal, given the budget constraints, resulting in a recommendation to the next Decision Gate.
4. Decision Gate: The Management Committee (MC) of EIT Digital reviews the Review Gate outcome and recommendations from a total portfolio perspective. The outcome is the final ABCX placement for each proposal, as well as possible budget changes, or possible 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 21, 2019**. 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 21 and July 12, 2019, 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. For Innovation proposals, the co-funding level will also need to be adjusted based on the final placement of the Activity (see section B.4 for details).
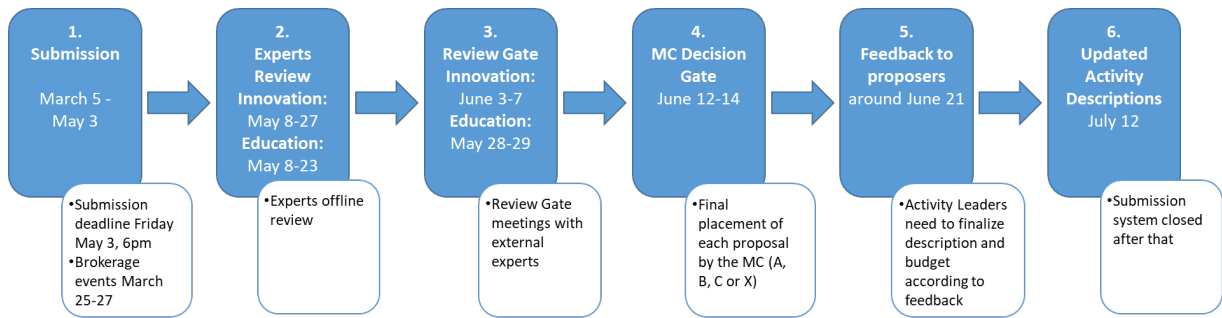
After the Decision Gate, the EIT Digital Business Plan 2020 preparation starts. The picture below shows the main steps that will lead to the final submission of the Business Plan 2020 to the EIT (white boxes highlight the steps where an intervention from the Activity Leader might be required).
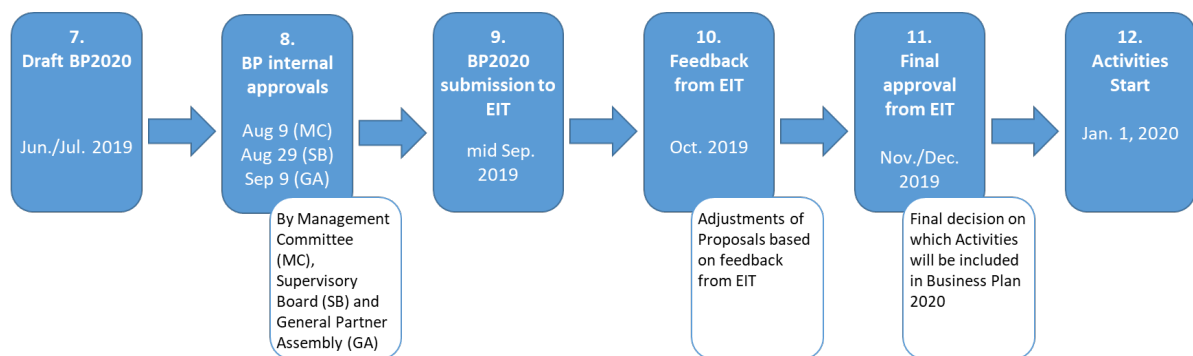
Annex B. Guidelines and process the EIT Digital Innovation Factory

B.1.   Submission Guidelines

Each Innovation Activity proposal submission is expected to include the following key elements:

1.   Communication

- Simple video with elevator pitch included in submission (max 90 seconds).
- Commitment to cooperate with EIT Digital on communications about the outcomes and results of the Activity.

2. Freedom to operate

- Commitment to facilitate go-to-market, including establishment of IP licensing agreement (before end of Q2) to allow business champion (or created startup) to freely operate and commercialise the results of the Activity.

3. Financials

- Minimum co-funding: All Activity proposals must have minimally 35% of KAVA co-funding at the time of the submission (for the Activity on the whole). Co-funding levels for accepted proposals will depend on the final scoring of the proposal (see section B.4 for details).
- For Partner organisations of the type "Research" or "Higher Education" as defined in the Partner Information Form (PIF), the minimum required co-funding is 20%.
- Maximum EIT financial support: 15% of the total Activity budget (KAVA + KCA).

4. Partners

- Typically, 2-5 complementary organisations with strong level of involvement and a clear role for each contributing Partner.
- Set of Partners must come from at least two different countries.
- At least one business partner involved.

5. Team

- A committed team with well identified individual team members.
- Individual team members should be involved with minimally 50% of their time (i.e. minimally 0.5 FTE).
- The Activity Leader should be involved with 100% of his/her time, i.e. a full FTE.
- Commitment to Activity execution approach "run like a venture" (incl. list of key roles and associated names; a setup like a startup founding team would be recommended for both product and startup creation Activities).
- Short description of the main skills and experiences of the Activity Leader and two further key Activity contributors that are relevant for the Activity.

B.2. Proposal Preparation

All Innovation Activity proposals (for new Activities as well as for the continuation of currently running Activities) need to be prepared and submitted via the Promise Suite submission system that can be reached via the EIT Digital 2020 Intranet page. It is the responsibility of each Task Leader to obtain full commitment from all Partner organizations participating in the Task (including his/her own) prior to submitting the proposal. All Activity proposals for 2020 need to be formally submitted (via the submit button in the Promise Suite 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 12.

B.3. Review Mechanism

Innovation Activity proposals (in line with the submission guidelines) will be reviewed according to impact and financial sustainability as depicted in the diagram to the right, where A refers to the Activities that we value most (high impact, high sustainability), followed by B (high impact, low sustainability) and C (low impact, high sustainability), in this order (see also sections 2.2.1 and 2.2.2.). Note that proposals with very low impact or very low sustainability stand a very slim chance of being placed as A, B or C.
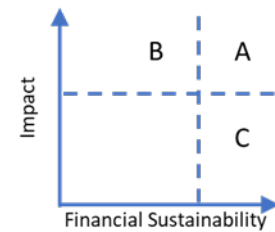
At the first gate, reviews are performed by independent individual experts appointed for each strategic area. Per strategic area, each expert reviewer individually evaluates each proposal's potential (see in table hereafter the questions to guide their evaluation). Each reviewer also provides free text comments to each Activity Proposal to explain their assessment, provide recommendations to the Review Gate, or provide feedback to applicants.

At the second gate (Review Gate), experts come together and evaluate impact and sustainability of each proposal based on their own individual experts' assessments. They also take into account requirements and guidelines of this document. The goal is to reach a consensus placement recommendation in terms of A, B, C, or X (see Annex A for definitions).

In particular, the sustainability of each proposal is evaluated according to the following guidelines:

- For startup creation activities, the better the alignment with the EIT Digital equity guidelines (i.e. EIT Digital equity percentage = 0.5 EIT financial contribution / KAVA, described in section 2.2.2), the higher the sustainability evaluation.
- For product launch activities, when the "fixed-sum" financial return scheme is selected, the higher the financial return to EIT Digital, up until 5 years after completion of the Activity, the higher the sustainability evaluation. When the "business-dependent" financial return scheme has been selected, the higher the financial return to EIT Digital, up until 5 years after completion of the Activity and given realistic business assumptions, the higher the sustainability evaluation. In the latter case, detailed information needs to be provided to support the credibility of business assumptions.

The combination of the impact and sustainability evaluation, given the competition and the budget constraints, will determine the recommendation of the Review Gate in terms of A, B, C or X placement.

At the third gate (MC Decision Gate), the Management Committee of EIT Digital reviews the Review Gate outcome from a portfolio perspective. It also addresses the recommendations from previous gates. It provides the final A, B, C, X placement. In addition, possible budget adjustments and changes in the Activity descriptions may be requested.

Questions for Reviewers (first gate)

Question	
Question 1: Elevator pitch	How convincing is the elevator pitch (including the video)?
Question 2: Product	Is the product positioning convincing, in terms of competition, differentiation, adequation to business case?
Question 3: Technology	Is this activity leveraging a sophisticated technology? (Deep Tech)
Question 4: Business case	Is the business case specific, solid and well presented?
Question 5: Business focus	Is this an innovation with a clear go-to-market focus and commitment?
Question 6: Market & competition	How do you judge the proposed innovation in the competitive landscape?
Question 7: Customers and investors	Do you believe the venture and/or the product launched by the activity will be attractive to customers or investors?
Question 8: Plan	Is the work plan (milestones, deliverables, way of working) agile and entrepreneurial to make the activity successful?
Question 9: Partners	Is the setup of Partners in this activity convincing, with clear accountability, complementary roles and a good mix of technical and business capabilities?
Question 10: Individual team members	Are individual team members presented in the Activity with a relevant entrepreneurial profile to make the Activity a success?

Reviewers are asked to score the 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.

B.4. Actions after MC Decision and until July 12

After the experts review, the ABCX placements will be finally decided in the MC Decision Gate Meeting (June 12 - 14), based on the review gate results and overall portfolio optimization aspects. Any content modifications required for proposals and the final levels of EIT financial support and co-funding will be made available in the Feedback tab of the submission system on or around June 21. Proposals placed as B will remain at 35% KAVA co-funding (no change). Proposals placed as A will be able to decrease their KAVA co-funding to 25%, while proposals placed as C will need to increase their KAVA co-funding to 45%. The overall KAVA budget will not change, unless required by additional MC feedback. 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 12. If the change is not effective by July 12, the financials will be linearly adjusted in order to meet the target values.

Annex C. Guidelines and process the EIT Digital Entrepreneurship Academy

C.1. Submission Guidelines

EIT Digital Master School

Proposals of new EIT Labelled Master programmes

- Format
  - o **Only FinTech and Digital Factories programme** proposals are accepted
  - o 2-year (120 ECTS) EIT labelled programme
  - o Fulfilment of EIT Label requirements for integrated or non-integrated Master programmes (see EIT Label Handbook, available at: https://eit.europa.eu/interact/bookshelf/eit-label-handbook)
  - o Blended online I&E modules
- Criteria
  - o University teams (minimum four participating universities, offering a least three entries and four exits)
  - o Absorption capacity of 100 admitted students per year

Proposals to join existing programmes

- Format:
  - o Programme contents
  - o Exit or Entry year
- Criteria
  - o Recruitment targets for the next four years. Please note that these must be at least 10 students for entries and 8 students for exits
  - o Specialisation offered (if Exit year)
  - o Overview of internships available to students (if Exit year). These internships need to take place in an industrial setting (i.e., non-academic), and be co-planned and integrated with the Master thesis

Cybersecurity Blended Master

- Format
  - o A complete 30 ECTS online 1st semester or a series of MOOCs (min. 5 ECTS each) adding up to a 30 ECTS 1st semester
  - o Delivery platform Coursera
- Criteria
  - o University teams
  - o University accreditation of 30 ECTS
  - o 2nd semester access to Campus Master programme at Universities
  - o Fully online or blended

Improvements of the blended I&E courses

- Format
    - 30 ects I&E Minor courses within EIT labelled programme
    - According to the EIT Digital I&E Minor specifications and implementation guidelines
- Criteria
    - Using EIT Digital online I&E contents
    - Contributing to the monitoring of the quality of blended learning
    - Improving digital transformation topics coverage
    - University teams

Remote I&E elective courses

- Format
    - 5 ects I&E course in Master School Entry year
    - Accessible remotely by Master School students, through online learning in different forms (online contents, online assignments, virtual classes/webinars, etc.)
- Criteria
    - Using EIT Digital online I&E contents
    - Alignment with an EIT Digital strategic area and/or Master School program
    - Contributing to the monitoring of quality of blended learning
    - Scalability (number of students, number of universities)
    - University teams

Cross-universities students collaborative work

- Format
    - Based on I&E Minor courses
    - Cross-universities pedagogical activities using various models, methods and techniques (online assignments, virtual classes/webinars, etc.)
- Criteria
    - Using EIT Digital online I&E contents
    - Benefits to students (learning, networking)
    - Scalability (number of students, number of universities)
    - University teams

EIT Digital Doctoral School

PhD theses proposals

- Format
    - Applied research topics with a clear relation to the business or innovation lines of the industrial partner.
    - Academically supervised PhD by the university partner and co-supervised by the industrial partner
    - Thematic relevance to EIT Digital strategic areas
    - EIT Label:
        - EIT Digital Education Training Programme on Innovation, Entrepreneurship and Digital Transformation

- ▪ Integrated Business Development Experience (BDExp)
- ▪ International Geo-mobility
- Criteria
  - o Mixed University and industry team
  - o Industrial Scholarship (min 50%)
  - o Student placement at one EIT Digital Doctoral Training Centre (DTC)

EIT Digital Professional School

Blended Courses

- Format
  - o Courses in blended format. Blended learning combines traditional face2face seminar phases with digital and online media such as e- and mobile learning. All courses should be specially designed for working professionals and be delivered in a blended format. The courses should combine online elements that can be followed asynchronously whenever a suitable amount of time becomes available, for a busy professional, with focused presence modules that offer opportunities for collecting hands-on experience and peer exchange.
  - o Online assignment (40h)
  - o Face2Face interactive seminar (1 to 5 days)
  - o Digital Transformation topic with industrial and/or societal impact

- Criteria
  - o Well-defined target group (B2C or B2B). A market analysis that provides data on the target group and on the demand of the course will be an asset for the proposal.
  - o Topical content
  - o Teaching capability and capacity
  - o Deployment capability (min. 1 F2F event within the course development year)
  - o Business viability (min. 5 F2F events x25 learners within 2 years) and sustainability
  - o Mixed team with partners from industry, research institutes, business schools, etc.

Improvement of existing courses (Early bird)

- Format
  - o New content or new technological innovations to improve the student experience
  - o Proposals should include activities only for the 2019 period (but for technical reasons describe them as if they were proposals for 2020. In the Activity Description, please state clearly that this is an improvement and early bird only proposal)
- Criteria
  - o Impact on the potential participants

EIT Digital Summer Schools

- Format
    - Summer school arrangements according to the Organizational Guidelines, except the c) proposals for new formats
    - Integrated I&E education in accordance with the EIT Digital Summer Schools I&E education guidelines
    - Pre-assignment on I&E
    - Face2Face two-week interactive on EIT Digital strategic area-related case studies
    - Digital transformation area with industrial impact
    - Minimum 4 ECTS accreditation
- Criteria
    - Organizing and teaching capability and capacity
    - Capacity for minimum of 50 learners per Summer School, flexibility with bigger number of students is valued.
    - Topical content related to EIT Digital strategic areas and complementary to the existing summer schools
    - Local engagement capacity (collaboration with industries and other)
    - Impact and sustainability (number of non-EIT students and professionals)

C.2. Proposal Preparation

All Education Activity proposals (for new Activities as well as for the continuation of currently running Activities) need to be prepared and submitted via the Promise Suite submission system that can be reached via the EIT Digital 2020 Intranet page. It is the responsibility of each Task Leader to obtain full commitment from all Partner organizations participating in the Task (including his/her own) prior to submitting the proposal. All Activity proposals for 2020 need to be formally submitted (via the submit button in the Promise Suite submission system) prior to the submission deadline.

For each submitted proposal, a feedback tab is made available on or around June 21 in the submission system. It will contain the feedback to the proposal authors after the final selection. For selected proposals, it will also contain the allocated budget and the required modifications to the submission that have to be implemented by July 12.

C.3. Selection Criteria

New Education Activity proposals will be reviewed by external reviewers based on the following elements:

- Strategic Importance
- Outreach and Impact
- Quality
- Market Relevance
- Sustainability (if applicable)

Questions and Scoring Levels for external Reviewers

Dimension	Question	
Strategic Importance to KIC	Question 1	Is the proposal relevant to EIT Digital Academy long term goals and targets?
	Question 2	Does proposal contribute to ERB integration?
	Question 3	Is proposal linked to strategic focus areas?
Outreach and Impact	Question 4	Does the activity have a European dimension and a societal impact?
	Question 5	Are outcomes and impact of the proposal well defined?
Quality of Proposal and Team	Question 6	Is the proposal (workplan, roles, responsibilities, outputs, outcomes, deliverables) well defined?
	Question 7	Is the implementation realistically assessed?
	Question 8	Are learning outcomes well defined?
	Question 9	Is team well-positioned to develop and/or execute proposed activity?
	Question 10	Do partners have proven track record of delivering educational activities?
	Question 11	Are partners within the team sufficiently committed?
	Question 12	Value analysis (cost/benefit analysis)?
Market Relevance	Question 13	Is there a market need for proposal?
	Question 14	Is the proposal relevant for the Digital Transformation?
	Question 15	Does proposal address relevant digital skill gap?
Sustainability	Question 16	Does the proposal include financing from alternative sources?
	Question 17	Is there any expected income from tuition/ participation/ certification fees?
	Question 18	Are tuition/ participation/ certification fees realistic?

Reviewers are asked to score the 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.

Annex D. Additional Information

This document is published on March 5, 2019. Partners are invited to carefully read the Call for Proposals document prior to the Brokerage Events (Brussels, March 25-27, 2019; registration here) and to make use of the opportunity for discussions and clarifications at the event.

The submission deadline is May 3, 2019, 6pm CET.

Decisions on the Activity programme that will be included in the initial draft Business Plan for 2020 will be taken during the Management Committee Decision Gate meeting middle of June 2019. For a detailed timeline, please refer to the EIT Digital 2020 intranet page which contains also further essential information for proposal authors. It can also be reached via a direct link from the EIT Digital Intranet homepage. (A valid EIT Digital Intranet account is required.)

Partners should use this intranet page, which also provides access to the submission system, as their central intranet location for all aspects related to EIT Digital 2020 and ensure that they have understood all relevant materials prior to submitting a proposal.

D.1. Key Performance Indicators (KPIs)

Each Activity needs to define its target values for a set of relevant KPIs, consisting of EIT-Level KPIs (defined by the EIT for all KICs and used for the performance evaluation of the KICs by the EIT) and KIC-internal KPIs (defined by EIT Digital as additional monitoring parameters). Each Activity is also requested to define additional, measurable Activity-specific targets that should demonstrate the targeted impact of the Activity.

All Business Plan 2020 Activities need to comply with the EIT reporting requirements, which are at the date of publication of this document still under definition. Any changes resulting of updated requirements by EIT will be communicated in the Intranet.

For defining their KPI targets, proposal authors need to be aware of the acceptance requirements especially for the EIT-level KPIs. Without the required evidence documentation, EIT-level KPIs will not be accepted in the formal review process by the EIT and EIT Digital will not be credited for these KPI achievements. To prevent this, KPI commitments will be monitored and penalties may be applied by the EIT in case of underdelivery.

As valuable KPI achievements are often realized during subsequent years, Partners will be asked to support the reporting of KPI results related to the Activity even after its official end.

D.2. New Partners

For organisations to be able to participate in EIT Digital Activities, they need to be formally KIC partners. Organizations that are not formal KIC Partners or Linked Third Parties can apply for registration to be able to submit proposals and eventually become EIT Digital Partners. The initial set of information required for this is to be provided via the questionnaire available here. In order to be included in the Business Plan, new Partners need to be fully registered by Nov 1st, 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.3. Financial Aspects

The financial justification of the Activity is detailed in the tab "5. Budgets". This section contains the work plan for which the financial support is being requested.

The information in each field needs to be precise and correct. In particular the Budget Justification explanations needs to take the requirements as defined in the Grant Agreement into account. The Annotated Model Grant Agreement (AMGA) is a very important document in this context. Please note that when this document refers to the "action", this means in the EIT Digital context the Business Plan including its annexes. If a reference is made to Annex 1, the Business Plan and, in particular, Annex 1 of the Business Plan is meant. All relevant information (such as the AMGA) can be found on the EIT Digital 2020 intranet page.

Inclusion of third parties (via sub-granting, prizes) must follow all applicable rules (as defined in the Annotated Model Grant Agreement – AMGA – and in the Grant Agreements), especially with respect to the selection process because EIT Digital provides grants and is as such subject to EU regulation on openness and transparency. Also, the actual costs incurred in 2020 are not allowed to exceed the approved budget. Sub-contracting also needs to be well defined explicitly in the Business Plan Annex 1.

Besides the financial information, EIT Digital also needs to know the Partner commitment in Full Time Equivalents (FTEs; 0.2 FTE corresponds to 1 day per week or 0.8 FTE corresponds to 4 days per week for a full working year). This will allow EIT Digital to assess whether the Task will be performed with sufficient capacity. If in one Task multiple contributors are included, the amounts need to be added up to a single FTE number per Task.

The total Task budget splits out:
- A.   Personnel costs (to calculate cost per FTE),
- B.   sub-contracting
- C.   financial support to third parties
- D.   Other Direct Costs with the following subcategories: Travel, Equipment Depreciation, Cost of Other Goods and Services and Cost of large infrastructure.
- E.   Indirect cost. This is a flat rate of 25% over A and D and is automatically calculated.
- F.   Lump sum costs (for Education Activities only)

Please consult the AMGA for further details. This budget information is required because of certain limits for the KIC on these amounts and in case of sub-granting specific information on the selection needs to be provided. Also, the cost per FTE is a very important review parameter for EIT.

It is possible to model the budget of a Task based on planning assumptions with similar characteristics, while the reporting will have to be based on actual cost.

Please note that in order for personnel costs to be eligible, all people participating in an Activity shall have a valid EIT Digital Intranet account.

For Carrier Tasks, budgets should be separated out per year. If a Carrier FP7 or H2020 project will run from April 1, 2014, until December 31, 2016, three budget lines are required: 2014, 2015 and 2016. The rules for KIC Complementary Activity (KCA) funding eligibility allow Carrier costs to be claimed that are incurred after the designation date of the KIC (i.e. 2010). The same KCA costs may not be declared twice. For further information on Carriers and KCAs see the FAQ section on the EIT Digital 2020 intranet page.

D.4. Brexit

For British applicants:

The UK remains formally committed to leaving the EU on 29 March 2019 ("Brexit") but it is currently not clear whether this date will be deferred, nor whether Brexit will take place under a UK-EU deal which will provide for continued participation in EU Horizon 2020/EIT programs (which include EIT Digital activities) by British entities until the natural expiration of the relevant treaties, or under a "no-deal" scenario without such provision.

Please note that the eligibility criteria must be complied with for the entire grant period for all grants awarded in respect of EIT Digital 2020 proposals. Therefore, if the UK withdraws from the EU during the grant period without concluding a deal with the EU ensuring that British participants continue to be eligible, then British participants will cease to receive EU funding (while continuing, where possible, to participate) or will have their participation in the grant agreement terminated.

Further to the above, the UK government has put in place an underwrite guarantee which, under a "no-deal" scenario, and subject to certain conditions, will provide British participants with UK funding to substitute for EU funding where they are engaged in Horizon 2020 activities which have been formally approved before the UK leaves the EU. This mechanism may enable British participants to continue to participate under a "no-deal" scenario subject to EU consent.