Welcome & Introduction

José Manuel Leceta
EIT Director

Brussels, 11 June 2014
EIT STAKEHOLDER ENGAGEMENT

Legal Base

- Amended EIT Regulation of 22 November 2013
- EIT Strategic Innovation Agenda 2014-2020 (SIA)

New Requirements

- Systematic dialogue and exchange
- Directly engage with national and regional representatives and other stakeholders from across the innovation chain
- Generating beneficial effects on both sides

Formats

- EIT Stakeholder Forum
- Annual Meeting with Commission Services
- Workshops, expert groups, bilateral meetings
- Informal contacts
First Edition: half-day meeting with Member State representatives

Objective: First structured dialogue - establishing relationship with nominated representatives

Timely information on pertinent issues

Identifying potential areas for synergies and complementarities
The EIT and its Knowledge and Innovation Communities (KICs)

José Manuel Leceta
EIT Director

Brussels, 11 June 2014
EIT’S VISION OF AN ‘ENTREPRENEURSHIP DRIVEN IMPACT INVESTMENT INSTITUTE’

- Direct deliverables: **Breakthrough Innovations & People** contributing to European excellence and competitiveness:
  - KICs’ CLCs as world-class innovation hubs working across borders.
  - Leveraging entrepreneurship-driven innovation, from local to global.

- Induced deliverables: **Reinforce EIT as an Institute for Europe overall** scaling up its operations, hence critical mass and impact:
  - EIT Budapest as a knowledge pool and intelligent investor in KICs,
  - Including wide dissemination of KIC novel practice across Europe.
The EIT’s mission is to

- increase European sustainable growth and competitiveness
- create the entrepreneurs of tomorrow and prepare for the next innovative breakthroughs
- become the catalyst for a step change in the European Union’s innovation capacity and impact
- reinforce the innovation capacity of the EU and its Member States
OUR STRATEGY TO BOOST INNOVATION IN EUROPE

To seed European ecosystems where research, business and higher education come together to find sustainable solutions to societal challenges by:

• creating interconnected knowledge hubs,
• educating entre- and intrapreneurs, and
• attracting investors.
THE EIT’s ‘INNOVATION FACTORIES’
Knowledge and Innovation Communities (KICs)

• highly integrated, creative and excellence-driven autonomous long-term partnerships

• internationally distributed but thematically convergent partners

• driven by societal challenges and fostering the emergence of entrepreneurs
THE KIC MODEL (1/2)
A ‘Business logic’

• **High degree of integration**: each KIC is an independent legal entity, gathering world-class KIC partners from the knowledge triangle based on a contractual relationship/partnership with the EIT.

• **Long-term strategic approach**: each KIC is set up for a minimum of 7 years to eventually become self sustainable.

• **Sufficient autonomy and flexibility**: to determine organisational structure and activities governed by a Board of KIC partner organisations.

• **Effective governance**: run by a CEO and a lean management team at central and co-location level.
THE KIC MODEL (2/2)

An ‘Investment logic’

- **Smart funding & high degree of commitment of partners:** EIT funding to KICs is max. 25% of their total budget over time with 75% to be attracted from other sources, both public and private.

- **The co-location model:** each KIC consists of 5-6 world class innovation hotspots building and leveraging on existing European capacities.

- **Results & high impact oriented activities:** KICs implement a Business Plan with measurable deliverables, results and impact.

- **Culture:** KICs are shaped by strong entrepreneurial mindsets and cultures.
EIT - FROM CONCEPT TO GROWTH

2006 - 2009: from idea to reality

2010 - 2013: learning by doing and set up of the EIT HQ and first 3 KICs

2014 onwards: EIT growth under Horizon 2020 with a budget of EUR 2.7 billion
EIT’s PRIORITIES

- Fostering the growth and impact of the existing three KICs
  - Climate-KIC, EIT ICT Labs & KIC InnoEnergy

- Creating new KICs
  - 2014: healthy living and active ageing & raw materials
  - 2016: food4future & added value-manufacturing
  - 2018: urban mobility

- Sharing and disseminating EIT good practices
CONSOLIDATION OF EXISTING KICs

José Manuel Leceta
EIT Director

Brussels, 11 June 2014
THE FIRST 3 KICs

Designated in December 2009 by the EIT Governing Board with their governance and management set up in 2010
EIT ACROSS EUROPE
KICs’ CO-LOCATION CENTRES

• **Climate-KIC:**
  - ▲ Co-location Centre
  - ▶ RIC (Regional Implementation and Innovation Centre)

• **EIT ICT Labs:**
  - ▲ Co-location Centre
  - ▲ Associate Partner

• **KIC InnoEnergy**
  - ▲ Co-location Centre
Climate-KIC – Partnership

![Graph showing partnerships over years 2009 to 2013 by different sectors: Higher Education, Research, Business, Business (SME), Cities, Regions, NGOs. The number of partners increases from 2009 to 2013.]

- **Partners**
- **Graph Colors**:
  - Higher Education
  - Research
  - Business
  - Business (SME)
  - Cities, Regions, NGOs

**Legend**
- Higher Education
- Research
- Business
- Business (SME)
- Cities, Regions, NGOs

**Note**
- The graph visualizes the increase in partnerships by sector from 2009 to 2013.
### KPIs CLIMATE-KIC

#### Attractiveness of Education Programmes
- Number of new graduates
- Number of business ideas incubated
- New or improved products/services/processes launched
- Number of start-ups created

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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<tr>
<td>Graduates</td>
<td>74</td>
<td>50</td>
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<td>17</td>
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<td>Business Ideas</td>
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<td>1</td>
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<td>59</td>
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<td>New Products</td>
<td>109</td>
<td>82</td>
<td>72</td>
<td>205</td>
<td>320</td>
</tr>
</tbody>
</table>

2010 - 2012 Approved, 2013 Reported, 2014 Budgeted
KPIs EIT ICT Labs

Attractiveness of Education Programmes

- Number of new graduates
- Number of business ideas incubated
- New or improved products/services/processes launched
- Number of start-ups created
- Knowledge Transfer/Adoption

2010 - 2012 Approved, 2013 Reported, 2014 Budgeted
KPIs KIC InnoEnergy

Attractiveness of Education Programmes

New or improved products/services/processes launched

Number of start-ups created

Knowledge Transfer/Adoption

Number of new graduates

Number of business ideas incubated

2010 - 2012 Approved, 2013 Reported, 2014 Budgeted
KPIs AGGREGATED

Attractiveness of Education Programmes

New or improved products/services/processes launched

Number of start-ups created

Number of new graduates

Number of business ideas incubated

Knowledge Transfer/Adoption

2010 - 2012 Approved, 2013 Reported, 2014 Budgeted
**EIT ICT Labs KEY ACHIEVEMENTS**

Master and Doctoral Schools involving large number of universities across Europe to deliver common programs including Innovation & Entrepreneurship education

**Business Development Accelerator** with the potential to provide a backbone at European level to boost business/value creation

**Organization and operation of the Colocation Centres** linking the local and global levels within the KIC

Systematic and consistent approach of the KIC in its outreach and ability to conclude **strategic agreements with key institutional organisations** (EIF, FI-PPP,...)
CLIMATE-KIC KEY ACHIEVEMENTS

**Strong and balanced community** (more than 201 partners); involving public bodies as well as several SMEs, including set-up of a Climate-KIC alumni association

**Portfolio of innovative education programmes**: e.g. masters level to executive education with a strong entrepreneurship component and enhanced student mobility within the Climate-KIC.

**Climate-KIC Market Accelerator** i.e. innovation broker for suppliers and end-users of the solutions developed to deal with climate change.

Set-up of eight, demand-driven, **strategic Challenge Platforms**, to structure the implementation of the innovation pillar.
KIC InnoEnergy KEY ACHIEVEMENTS

Strong involvement of major European industries (e.g. GDF, Suez, EDF, Areva, ABB, Total France etc.)

KIC InnoEnergy Highway®, an accelerator, which building upon KIC specific features, provides technology, market, team and finance to transform an idea or venture into a business

Involvement in high level European bodies related to energy, e.g. the European Technology Platform or the Joint Research Center for energy; advising Commission DG Energy on key policy topics.

Clear strategy and plan towards financial sustainability (e.g. start-up Opendomo, specialized in research, production and distribution of intelligent control products has already reached the € 500K revenue mark)
Grant awarded to the KICs 2010-2014
SYNERGIES AND COMPLEMENTARITIES – EXAMPLES

**Global**
- Climate-KIC and China Low-carbon City Project

**EU**
- EIT ICT Labs and Future Internet PPP
- KIC InnoEnergy and SET Plan

**National**
- EIT ICT Labs and the Software Campus in Berlin

**Regional**
- Climate-KIC and the European Regions Research and Innovation Network (ERRIN)
- Climate-KIC ‘Pioneers into Practice’ and ERDF
- KIC InnoEnergy cluster cooperation with Capenergies and Tenerrdis
Q&A SESSION
Creation of New KICs

José Manuel Leceta
EIT Director

Brussels, 11 June 2014
2014 CALL FOR KICs PROPOSALS

Innovation for Healthy Living and Active Ageing

Raw Materials: Sustainable exploration, Extraction, Processing, Recycling and Substitution
SELECTION CRITERIA

- STRATEGY: 30
- IMPACT: 35
- OPERATIONS: 35
SELECTION CRITERIA

STRATEGY
- STRATEGIC APPROACH
- ADDED-VALUE, INNOVATIVENESS AND SYNERGIES
- KIC PARTNERSHIP

OPERATIONS
- KIC GOVERNANCE
- LEADERSHIP AND OPERATIONS
- KIC BUSINESS MODEL AND FINANCIAL PLAN

IMPACT
- IMPACT AND COMPETITIVENESS
- OUTPUTS (KPIs) AND KIC SCOREBOARD
- COMMUNICATION OUTREACH DISSEMINATION
SIMPLIFIED SELECTION PROCESS

Eligibility check

10 September 2014 – Deadline for submitting proposals

Panel of Experts

Final Recommendation Panel

9 December 2014

EIT GB Hearings with top three proposals
The evaluation of proposals will be carried out by panels of independent external experts, five per thematic area (three thematic and two horizontal experts).

Experts will evaluate proposals against the selection criteria.
Will prepare a **Report** to the EIT Governing Board containing an **overview**, including strengths and weaknesses, of the three highest-ranked proposals per thematic area.

Will make **recommendations** on the way in which these proposals may need to be improved and/or strengthened.

The panel will be composed of three high level and renowned experts plus a rapporteur.
Hearings with representatives from the three highest-ranked proposals from each thematic area

Hearings will take place at the EIT premises in Budapest on 9 December 2014

Designation of one KIC per thematic area
# 2014 CALL FOR KICs PROPOSALS – SUMMARY KEY DATES

<table>
<thead>
<tr>
<th>Key Dates</th>
<th>Milestone</th>
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<tbody>
<tr>
<td>14 February 2014</td>
<td>Launch of the 2014 Call for KICs Proposals</td>
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<tr>
<td>14 March 2014</td>
<td>Information Day in Budapest</td>
</tr>
<tr>
<td>10 September 2014</td>
<td>Closure of the 2014 Call for KICs</td>
</tr>
<tr>
<td>September - November 2014</td>
<td>Evaluation of proposals with the assistance of external experts</td>
</tr>
<tr>
<td>9 December 2014</td>
<td>GB Hearings with representatives of shortlisted proposals</td>
</tr>
<tr>
<td>December 2014</td>
<td>Designation of the new KICs by the EIT Governing Board</td>
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</table>
Creation of New KICs

Financing for Impact

Dávid Tas
Finance Officer

Brussels, 11 June 2014
SMART FUNDING

Put existing and new resources to work for innovation

Leverage and Pooling

Financial sustainability

Built-in sustainability

One goal: impact

Support and incentives
LEVERAGING AND POOLING RESOURCES

Combining EIT and non-EIT funding to:

- Ensure **long-term involvement** of KIC partners
- Incentivise **financial commitment** from KIC partners
- **Catalyse** for investment in innovation
FINANCIAL SUSTAINABILITY

- Gradual **reduction of dependence** from EIT funding over time
- **Integral objective** of a KIC's business model
- Essential in **mobilising** other funding sources
PROVIDING SUPPORT AND INCENTIVISING PERFORMANCE

Support

• Contributing to a KIC's long-term strategy

Competitive

• Rewarding performance and ambition in the short-term
ENGAGING WITH THE EIT: CONTRACTUAL RELATIONS BETWEEN EIT & KIC

- The long-term cooperation between the EIT and each KIC will be formalised within a seven-year Framework Partnership Agreement (FPA).
- The EIT may award grants to a KIC through specific Grant Agreements (GA) under the FPA.
The long-term cooperation between the KIC and the KIC partners must be formalised through Internal Agreements.
HOW TO GET FUNDING?

Seven-year Framework Partnership Agreement (FPA) implemented through **annual funding decisions**

1. **Q1**
   - EIT defines annual criteria for funding
2. **Q2**
   - KIC prepares Business Plan
3. **Q3**
   - KIC submits Business Plan
4. **Q4**
   - EIT decides on funding to KIC
THE BUSINESS PLAN – KEY ELEMENT AND BASIS FOR FUNDING DECISION

- Implementation of KIC's seven-year strategy
- Description of planned portfolio of activities
- Setting targets, deliverables and KPIs for each KIC added value activity
#### KIC ACTIVITIES

**Portfolio of activities from:**
- Education
- Research and Innovation
- Entrepreneurship

**KIC ADDED VALUE ACTIVITIES**
- Contributing to the integration of the knowledge triangle and the overall objectives of the EIT
- Establishment, administrative and coordination activities
- May be financed up to 100% by the EIT

**KIC COMPLEMENTARY ACTIVITIES**
- Having a clear and described link with at least one KIC Added Value Activity
- **Not financed** by the EIT

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*European Institute of Innovation & Technology*
1. **Smart funding** model promoting impact in the short, medium and long-term

2. Leveraging and pooling **resources towards innovation**

3. Multi-annual nature implemented through **annual funding decisions**
Creation of New KICs

Principles for Monitoring KICs

Romain Muller
KICs Project Officer

Brussels, 11 June 2014
MONITORING THE KICs FOR IMPACT

Identify opportunities to improve operations

Continuous

Adaptive

Built-in flexibility

No two KICs are the same

Bespoke
MULTI-LEVEL MONITORING FOR IMPACT

Aimed at assessing the Knowledge Triangle integration and Activity Portfolio Management of a KIC.

Aimed at assessing Inflow and Output for key activities.

Aimed at assessing Output and Impact for all activities.
PERFORMANCE MEASUREMENT SYSTEM AT KIC LEVEL

KICs record data related to 2 sets of Key Performance Indicators (KPIs):

EIT Core KPIs = EIT Scoreboard

KIC Specific KPIs = KIC Scoreboard
HOW TO CONTRIBUTE TO THE EIT SCOREBOARD?

KPIs common to all KICs

- Attractiveness of Education Programmes
- Number of new Graduates
- Knowledge Transfers/Adoptions
- Number of business ideas incubated
- New or improved products/services/processes launched into the market
- Number of Start-Ups or Spin-Offs created
HOW TO BUILD YOUR OWN KIC SCOREBOARD?

Select the most relevant KPIs to monitor the implementation of your strategy on a multi-annual basis, to achieve desired impact.

- **At proposal stage**: define KPIs and targets to quantify impact
- **Once established and operational**: KPIs reporting
SUMMARY

✓ **Smart Monitoring** to incentivize high quality results, innovation excellence, and an efficient use of resources

✓ **A multi-layer approach** to assess results, added-value and impact of the KICs

✓ **Performance Measurement System at KIC level** to quantify the planned output/impact and monitor progress
Q&A SESSION
Knowledge Exchange through Dissemination and Outreach

Mathea Fammels
Head of Unit
‘Policy and Communications’ (acting)

Brussels, 11 June 2014
Active **sharing of learnings, novel practices and results** which emerge from EIT/ KIC activities with stakeholders across the European Union and beyond

- through a wide range of communications, dissemination and outreach tools:

  - Publications
  - EIT Website
  - Social Media
  - EIT Conferences
  - EIT Awareness Days
  - EIT Regional Innovation Scheme
EIT REGIONAL INNOVATION SCHEME (RIS)

- Structured outreach scheme aiming at increasing the innovation capacity in regions not directly benefitting from the EIT and its KICs
- Based on a two-way engagement between KICs and selected partnerships from the wider European innovation community
- Based on key principles:

  - Coherent and structured outreach scheme
  - Excellence
  - Thematic alignment
  - Voluntary and autonomous implementation by KICs
  - Openness and transparency
EIT REGIONAL INNOVATION SCHEME (RIS)

Activities:

- Ensuring the flow of both knowledge and people between KICs and selected partnerships,
- Integral part of operations and designed by KICs.

Benefits:

- KICs: influx of talent and ideas,
- Selected EIT RIS partnerships: exchanging knowledge and good practices as well as enhancing the regional innovation system,
- Individuals: apply and gain knowledge and expertise.

Funding:

- Selected EIT RIS partnerships will primarily use “other sources” of funding such as national and regional funding.
EIT AWARENESS DAYS

Targeted EIT outreach activity following a request by an EU Member State or a country associated to H2020

Objectives:

- Enhance understanding by key national stakeholders about the EIT and its KICs
- Increase participation in EIT activities and initiatives
- Share good practices and learnings

Concept:

- Driven and organised by national stakeholders (i.e. Member State governments and/or multiplier organisations from academia, research, business)
- Content provided by the EIT and its Knowledge and Innovation Communities (KICs)
Outreach Activities

**CLIMATE-KIC**

**Activities:**

- Expansion of the Climate-KIC network into Member State relationships

**Benefits:**

- Developing ways to better meet ERDF priorities/ clear resonances with COSME;
- Climate-KIC partners in the regions have direct responsibility for developing and managing parts of their smart programmes for 2014-2020;
- They are particularly well-positioned to align Climate-KIC strategies and resources with those of the region’s policy and needs.
Outreach Activities

**EIT ICT Labs**

**Activities:**

- Dissemination and promotion of EIT ICT Labs’ activities in European countries that are not yet covered by the existing nodes as well as support to existing local ecosystems.

**Benefits:**

- Connecting X-Europe regional innovation clusters and representative organisations (companies, universities, research institutions, start-ups, incubators, accelerators) to the KIC;
- Scholarship schemes supporting talented ICT students from those countries/regions to join the EIT ICT Labs Master School.
Outreach Activities

_KIC InnoEnergy_

**Activities:**

- Creating linkages with European Commission (DG REGIO) in order to complement the Operational Programmes of the 144 Regions (KIC InnoEnergy is currently targeting six of them);
- Supporting the regions to leapfrog to excellent nodes for innovation.

**Benefits:**

- Identification and support of excellent players (universities, research facilities and energy companies);
- Dissemination of the efficiency gains of the Knowledge Triangle integration;
- Co-creation of innovative activities.
DISSEMINATION PRACTICES

First examples of dissemination of its results and impact through the exchange of good practice.

- EIT 2012 Publication: 
  Catalysing Innovation in the Knowledge Triangle: Practices from the EIT Knowledge and Innovation Communities

- EIT 2013 Publication: 
  Analysis of potential synergies fostered by the European Institute of Innovation and Technology (EIT) in the EU innovation landscape
EIT WEBSITE & SOCIAL MEDIA

EIT - Making innovation happen

Information Day - EIT 2014 Call for Knowledge and Innovation Communities (KICs) Proposals
03/02/2014

The European Institute of Innovation and Technology (EIT) organised an Information Day on the topic of the 2014 Call for Knowledge and Innovation Communities (KICs) Proposals.

EIT
EIT CONFERENCES

EIT Conference ‘**Good Practices and Learnings: linking business, research and higher education**’ held in Copenhagen on 25-26 June 2012

EIT Conference ‘**Fostering Innovation and Strengthening Synergies within the EU**’ held in Dublin on 29-30 April 2013
Q&A SESSION
Conclusions & Outlook to 2015

José Manuel Leceta
EIT Director

Brussels, 11 June 2014
CONCLUSIONS & OUTLOOK

EIT Stakeholder Forum 2015

• Integrated in a larger EIT event with possibility to meet the EIT Community incl. existing and newly established KICs, EIT Award Winners, EIT Alumni etc.;

• In May 2015 bringing together the wider stakeholder community in Budapest (HU);

• Representatives of the EU Member States will meet in a separate meeting;

• To inform inter alia on the lessons learnt from the launch of the 2014 call
THANK YOU FOR YOUR ATTENTION!

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