

FRAMEWORK OF GUIDANCE

Innovate!

Join the EIT Community
and help Europe advance

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This Framework of Guidance is intended to help those interested in forming an EIT Knowledge and Innovation Community (KIC). This document is not legally binding, and applicants are advised to study the underlying legal texts at: www.eit.europa.eu/kics/2016-call-for-kics/



So you want to join the EIT Community?

The EIT's vision is to become the leading European initiative that empowers innovators and entrepreneurs to develop world-class solutions to societal challenges, and creates growth and skilled jobs. To realise this ambitious vision, we support the development of future innovations, and believe in sharing knowledge and co-creating with our stakeholders. We are passionate about bringing Europe's innovators together to create a better and more sustainable future – both economically and socially.

These are big dreams, but we are not dreamers: we are innovators. Through our Knowledge and Innovation Communities (KICs), we are strengthening cooperation among businesses (including SMEs), higher education institutions and research organisations, forming dynamic cross-border partnerships, and creating favourable environments for creative thoughts and innovations to flourish. Real sustainable products, services, entrepreneurs, engineers, scientists, companies, revenue, profit and jobs are coming from these KICs, right here in Europe – concrete results from a pan-European network and ecosystem that fosters innovation and entrepreneurship.

Set up in 2010, the first three KICs (Climate-KIC, EIT Digital and KIC InnoEnergy) have already trained more than 500 students and budding entrepreneurs through EIT-labelled Master courses, incubated more than 300 new companies, and developed a wide range of new products and services in the fields of energy, climate change and digitalisation. They have forged productive partnerships among hundreds of companies, universities and research institutes across Europe, and have mobilised European capital for innovation on a large scale – using the initial EIT investment to pool and leverage three times as much capital from partners and other funding sources.

In December 2014, we launched another two KICs, EIT Health and EIT Raw Materials, which focus on healthy living and active aging, and raw materials, respectively. Both have had successful start-up phases and are about to start their operational activities.

Now, the EIT is poised to grow even further. In 2016, EIT Food and EIT Manufacturing will be joining the EIT Community with another KIC, EIT Urban Mobility, planned for 2018. These dynamic and creative partnerships will harness European innovation and entrepreneurship to find solutions to societal challenges in areas such as the food supply chain, nutrition, climate, health, productivity and sustainability – and provide quality jobs.

The EIT's 2016 Call for KIC Proposals will be launched on 14 January 2016, inviting applications to start a new KIC and is open until 14 July 2016. Full details are available at www.eit.europa.eu/kics/2016-call-for-kics.

We have learnt that there is much to consider when applying, planning, starting and managing

a KIC; however, EIT Food and EIT Manufacturing will benefit from all the lessons learnt in the EIT Community to date. And as this document suggests, we will help them to get there quickly and successfully.

As partners in the EIT Community, we can make a real difference and shape not just our future, but Europe's too. We hope you will be inspired to innovate with us!



Peter Olesen
Chair of the EIT
Governing Board



Martin Kern
EIT Interim Director



1. What is the EIT?

Today we face many societal challenges (global warming, youth unemployment, an ageing population and more), but finding solutions to these challenges presents us with great opportunities for innovation and entrepreneurship. Europe is perfectly placed to do this, with a wealth of top universities, strong companies, and stable and democratic institutions, along with a pool of highly educated and skilled individuals. The trick is finding a better way to get them to inspire each other, work closely together, learn, innovate and prosper – and that’s where the EIT comes in.

encouraging active ageing. Each sets its own objectives, business plan and structure. Each uses the central EIT funding as seed-money to leverage existing investments and to attract investors. Each holistically builds innovation

systems through a portfolio of activities around the identified societal challenges and unites Europe’s leading players in education, research and business. Ultimately, each delivers results.

Our mission is to contribute to the competitiveness of Europe and its sustainable economic growth by promoting and strengthening synergies and cooperation among businesses, education institutions and research organisations.

We aim to create favourable environments for creative thoughts, in order to enable world-class innovation and entrepreneurship to thrive in Europe.

The European Institute of Innovation and Technology (EIT) is a unique EU initiative that spurs innovation and entrepreneurship across Europe with one simple idea: through diversity there is strength. It brings together leading universities, research labs and companies to form dynamic pan-European partnerships. Together, they develop innovative products and services, start new companies, and train a new generation of entrepreneurs. They bring ideas to market, turn students into entrepreneurs and, most importantly, they innovate.

These partnerships are known as Knowledge and Innovation Communities – or KICs. Each KIC focuses on a different challenge, now ranging from developing sustainable energy sources to



* subject to a positive outcome of the EIT evaluation in 2017



How does the EIT Community work?

Since the first KICs began operating in 2010, the EIT has developed a unique system to pull everything together:

1 Making the plan

The EIT Governing Board, consisting of leaders in business, research and education provides strategic direction for the whole EIT Community. A central, small and efficient staff at the EIT Headquarters in Budapest coordinates policy, launches the Calls for Proposals and manages the funding granted by the EU (more than €2.35 billion from 2014 to 2020).

2 Forming the KICs

A core group of educational, research and business partners comes together to submit a proposal for a KIC. They set their objectives, develop a business model, and devise a structure to deliver the results. They enter a competition against other would-be KICs, in a transparent, competitive and fair process led by the EIT, following the criteria set by the Board. The winners – one group for each field – receive the mandate and resources to get to work.

3 Delivering results and achieving impact

The KICs have seven years to deliver, with annual milestones. They produce a business plan that combines activities and funds from different sources into an integrated portfolio, which is a powerful driver for innovation and entrepreneurship, and creates economic and societal impact. The EIT funds up to 25% of a KIC's activities and, in doing so, leverages EU money to achieve a greater effect. Each KIC has its own head office, its own system of management, and its own network of partners operating across the EU and beyond. Together, they attract students for Masters and Doctoral degrees and other types of entrepreneurship training. They incubate new companies, using ideas from the wider market, researchers and business partners. They develop new services, processes or products that companies of all sizes can successfully bring to market or adopt for themselves.



What are the EIT and the KICs doing?

Since launch, the EIT and its KICs have:

Brought together 634 partners, across disciplines, countries and sectors in the first three KICs, and 172 partners in the two new KICs designated in December 2014¹. These include some of the biggest names in industry, from ABB to Vattenfall. Working with them are **142 higher education institutions**, from Aalto University to Utrecht University, **103 research centres**, **59 cities, regions, non-governmental organisations and 155 SMEs**. In barely six years of operations, the EIT has accomplished its first goal: reducing the fragmentation of the European innovation landscape in the areas of operation of the existing KICs. And with its partners, the EIT has achieved something extra: leveraging the initial EU funding to attract more capital. Starting with their EIT grants of €451.3 million from 2010 to 2014, the first wave of KICs was able to mobilise additional resources from elsewhere, to make up a total budget of €2.6 billion.

Sparked a new type of entrepreneurship training for Europe. EIT partners have created new entrepreneurship programmes for Masters and Doctoral degrees, executive education or other forms of training (including innovative professional or lifelong training). These programmes are popular, **attracting 5 candidates for every available place**, and the teaching is innovative.

“The Journey”, run by Climate-KIC, brings students from many backgrounds together on a five-week trek across Europe for lectures, business coaching and hands-on venturing. EIT Digital has formed the EIT Digital Master School, a joint venture involving more than 20 universities and business schools to train young engineers and ICT specialists – with guaranteed internships at partner companies. And KIC InnoEnergy has opened a Masters School on sustainable energy technologies. All three KICs are continuing to expand their programmes.

Fostered more than 330 new services and products in 308 start-ups. True innovations are disruptive – and it often takes small, dedicated teams of start-up entrepreneurs to push them out of the lab and into the market. These teams have been developing new products and services in every area imaginable, including a **new ‘aquaponics’ system** to enable farming within cities, combined **photovoltaic and solar thermal energy cells** to heat water and generate electricity, and a **new ‘self-learning’ system** to protect computers against cyber-threats.

From the EIT, they get help in planning their businesses, recruiting staff, raising capital, winning customers and attracting business partners; indeed, the KIC’s multinational partners are often among their first customers. And they get what every innovative venture needs: attention from the market.

¹ Data for first three KICs as of 2014 and plans for 2015 (if not indicated differently)

In order to promote innovation, encourage entrepreneurship and create role models to drive future change, the EIT is organising its Awards in three areas:



Govinda Upadhyay,
2015 CHANGE Award winner

The EIT CHANGE Award celebrates graduates from EIT labelled education programmes who spur innovation and entrepreneurship, and bring about a change in the thematic areas addressed by the EIT and its KICs.



Rajai Aghabi,
2015 Innovators Award winner

The EIT Innovators Award recognises KIC innovation teams composed of individuals from across the knowledge triangle that have developed a product, service or process with a high potential for societal and economic impact.



Regnar Paaske,
2015 Venture Award winner

The EIT Venture Award puts successful entrepreneurial start-ups that have been supported by the KICs through a dedicated business creation or business development process in the spotlight.



12 winners have been chosen by the EIT to-date, but ventures supported by the EIT Community have also been successful in wider European and international competitions. Kate Hofman, winner of an EIT Award in 2013, was recently appointed as a London Leader by the London Sustainable Development Commission (LSDC) in recognition for her work with her venture, GrowUp Urban Farms. Govinda

Upadhyay, co-founder of LEDsafari and winner of an EIT Award in 2015, won \$100,000 in the ‘Forbes under 30 - Change The World Competition’ – the world’s largest ever contest for young social entrepreneurs. And German Climate-KIC start-up Tado secured \$17.1 million in a new financing round, bringing their total funding to \$34 million.

What's next?

The EIT has a clear path for growth. Under the Horizon 2020 Framework Programme for Research and Innovation, the budget has risen from €308.7 million in 2007-2013, to €2.38 billion in 2014-2020. This funding will be used to help the first three KICs make their next steps towards maturity, to scale up the second wave of KICs and to further grow the EIT family of KICs, tackling additional societal challenges. This is your chance to get involved!

The selection of the next two KICs, EIT Food and EIT Manufacturing, will begin in 2016. And the last, EIT Urban Mobility, is planned for 2018 pending the results of an EIT evaluation in 2016-2017.

The three new Knowledge and Innovation Communities

EIT Food



Food4Future

Ensure a climate-resilient and sustainable global food system. Meet increasing food demand within the constraints of available land and declining fish stocks, protecting the natural environment and safeguarding human health.



EIT Manufacturing



Added Value Manufacturing

Strengthen high value (or added-value) manufacturing industries to guarantee Europe's competitive position. Create value by delivering product and service innovation, establishing process excellence, achieving high brand recognition and contributing to a sustainable society.



EIT Urban Mobility (2018)*



Urban Mobility

Develop solutions for sustainable urban mobility through breakthrough innovations that lead to greener, more inclusive, safer and smarter transport systems.



* subject to a positive outcome of the EIT evaluation in 2017



2. What makes a successful KIC?

The idea of a KIC is straightforward and, in itself, an innovation. It is an integrated partnership, operating under the EIT umbrella, at the core of which are research organisations, educational institutions, businesses and other innovation stakeholders such as public authorities or NGOs.

A KIC consists of a network of Co-location Centres (CLCs), highly dynamic innovation hubs that enable regional and cross-border EU collaboration, and offer the benefits of partners' facilities, factories or classrooms for joint projects. It focuses on developing innovative products, services and training in a specific area of the economy so that it can help overcome some of society's main challenges in that field. It operates with its own management, legal structure and business plan, autonomously designed with the EIT's support, and has clear, measurable objectives to deliver value to its partners and EU citizens.

A KIC is, in essence, innovation in action. Its work is world-class, and covers the entire value chain from education to R&D, demonstration, start-up incubation, marketing and sales. It is a living entity – a dynamic partnership, ready to

adapt to the changing realities of its field and the emerging needs and challenges of Europe. Yet, it is visibly a part of, and a contributor to, the whole EIT Community and embodies the EIT's core values: impact, excellence and partnership.

If you decide to apply, think through your motivations and those of your main partners carefully, taking into account the operational and legal framework of the EIT. The EIT is not for everyone. It is not just another EU grant programme. It is an ambitious but pragmatic effort to work with the best to find solutions; to deliver real products, services and jobs; to create new industry sectors and markets; to renew and give new impetus to existing sectors and markets; and to effect a lasting change in the way Europe thinks and goes about innovation and entrepreneurship.



KIC partners must understand and be committed to the mission of the EIT and reflect this in their common ambition as part of an integrated partnership. A KIC must be born from a strong desire to do things differently, with

like-minded people and organisations ready to experiment and operate at the boundaries of innovation. It must pioneer new solutions to society's biggest challenges. It must be entrepreneurial. And it must innovate.



Some tips for starting a KIC



Start small, consolidate and then grow progressively in line with your strategy.



Have a partnership that is truly **pan-European** and has **global outreach** ambitions.



Have a focused strategy with measurable results.



The **Interim Management team** is a key success factor for starting a KICs – this is a full-time job!



Define the role of the **Management team** and **empower them** to successfully run the start-up phase of the KIC.



Do not rely solely on EIT funding from the beginning.



Choose the right **legal entity** form for your partnership and strategy, and follow the principles of good governance.



Make sure that your partners fully understand the **mission of the EIT**, and have established a common vision and ambition aligned with it.



Get organised early and well. Do not underestimate the importance and the intensity of the start-up phase to get the KIC off the ground. The first KICs took up to twelve months to establish all necessary legal and financial structures and define how they would work.



Involve partners in the process of structuring the KIC from the very beginning; building partnership trust, engagement and commitment is crucial.



Ensure that **Co-location Centres** develop their own vision, paying attention to both local/regional and the wider KIC context, and think through their management structure.



A successful KIC integrates the...

Knowledge triangle

The EIT Community's mission is to boost innovation and entrepreneurship through the integration of the 'knowledge triangle' (higher education, business and research), with a view to creating new jobs and spurring economic growth.

Knowledge triangle integration is a coordinated process in which the EIT and the KICs inspire, facilitate and empower people with diverse skills and competences to creatively:

- deliver new products, services and business models;
- equip students with the skills to become entrepreneurs;
- create start-ups and accelerate the scaling-up of ventures.

Implementation of the knowledge triangle integration model requires representatives of the full spectrum of partners to enter a process of strategic thinking, resulting in a set of clear goals and objectives, and pathways to achieve these.

The partners must be committed, ready to form an integrated partnership as a KIC and ready to adjust their operations to closer integrate with the other sides of the knowledge triangle. They also need to be well-informed about the strategy, as well as encouraged to contribute to a variety of activities.

A successful KIC starts with...

Impact – a KIC's overarching principle

Together with excellence, impact has been one of the guiding principles of the EIT since its creation. In a context of economic frailty, demonstrating a tangible and measurable impact is essential. The EIT and the KICs are characterised by a focus on results and an ambition to achieve long-lasting impact in the way the EU approaches and manages innovation. It is therefore critical that the KICs are able to demonstrate substantial impact at economic, societal and investment levels over time, and progress towards achieving their mission and objectives.

In the context of the KICs' strategy, a focus on short-, mid- and long-term impacts, and a results-orientated and business-like approach, are of the utmost importance. They must create the conditions to accelerate the translation of results from research, and other activities, into the market. Outputs and results that come from the implementation of activities and the respective expected impacts are presented in the form of a scoreboard containing key performance indicators and its contribution to the overall EIT Scoreboard². KICs should benchmark their expected and delivered achievements against world-class initiatives at national, EU and international levels. Taken together, KIC activities and their organisation form powerful innovation systems that create impact in the addressing of societal challenges.

² For more on the EIT Scoreboard please see the 'EIT monitoring system' section

A successful KIC has...

A long-term strategy

Once you know what you want to achieve, how are you going to do it? Partners in a KIC come together with a long-term vision and a common ambition. It is essential that they design a realistic, specific, measurable, achievable and time-dependent strategy to address the concrete challenges posed in their thematic field, accompanied by specific, relevant and measurable strategic objectives. This strategy must be aligned with the EIT's strategic objectives, cover at least seven years and be based on the overriding principle of knowledge triangle integration. It allows partners to commit for a long time, and ensures that a KIC is able to focus on short-, medium- and long-term objectives, while remaining agile enough to adapt to emerging needs.

A KIC works across the boundaries of education, research and business, developing activities within and across all three sectors. Its strategy must also be market-oriented and reflect its multidisciplinary nature, its approach to innovation and its preferred portfolio of activities.

The EIT's Strategic Innovation Agenda (EIT SIA)³ includes indicative factsheets on the societal challenges that the future KICs will address. It is up to you, the expert in the field, to work with your partners and define exactly how you are going to overcome these challenges.

A successful KIC has...

A diverse, balanced, world-class partnership

Partnership is an essential feature of a KIC, and a requirement of the EIT's aim to bring together players from across the knowledge triangle in a balanced and collaborative manner.

The diversity of those partners is also essential as no two companies, universities or research institutes are the same. The people within these companies, universities or research institutions

are diverse (in terms of their skills, gender, culture, age, experience, etc.) and each KIC partner and individual sees the world differently and has a contribution to make. It is when they work together that the creative sparks of innovation can fly.

Bringing KIC partners and people together in lasting partnerships and teams, and building mutual trust, also makes good business sense: Europe's many strengths are more effective if pooled together. KICs allow partners to optimise resources, have access to new business opportunities, accelerate market uptake of new products and services, and enhance the attractiveness of postgraduate education.

The combined strength of the partners must be greater than the sum of the strengths of the individual partners. This is determined, to a large extent, by the commitment of all the individuals involved. Each existing KIC has chosen its own way of showing that commitment, with different classes of partners, costs and benefits. This reflects not only the diversity from start-up companies to major universities, from students to experienced researchers and entrepreneurs, but also their different approaches to innovation and entrepreneurship.

A KIC is a dynamic partnership. The initial partnership has a crucial role in defining the core strategic elements of a KIC, successfully setting up a KIC and starting to implement activities. As the volume and scope of activities grow, a KIC may consider bringing in new partners provided that they offer further added value to the KIC and help it to implement its strategy.

Under the EIT Regional Innovation Scheme, a KIC is also expected to specifically target areas in Europe with a lower innovation capacity⁴.

³ www.eit.europa.eu/about-us/eit-key-documents

⁴ Please refer to the section on "A plan for dissemination and outreach".

A successful KIC has...

A focus on people and talent

Whether research, development projects, educational courses or business coaching, a KIC puts people at the centre of everything it does. It provides talented people with the opportunity to start a company, design a product, launch a service, get a new degree, advance their careers – or just make money. It lets them move –

across national borders for new jobs or tasks, or across the conventional boundaries between industrial sectors or scientific disciplines. Providing these opportunities is important; it should be reflected in the KIC's management model, its long-term strategy, its drive for excellence and its portfolio of activities.



The EIT can help...



Business professionals

A KIC can help you advance your career. Its partnerships let you develop your creativity, broaden your skills, stay up-to-date with the latest technologies, and network with other professionals from world-class organisations. A KIC provides insights into the latest innovation trends, creating new business opportunities. You can take part in entrepreneurship-driven courses to stay competitive, get business coaching, work across borders and disciplines – or more quickly bring your company's innovation projects to fruition.



Educators

A KIC gives you the opportunity to learn how to teach differently, using new technologies, new types of learning through collaboration with business and research, and innovative learning environments. By bringing together education, research and business in the design of entrepreneurship courses, a KIC lets you trigger the creativity of students. Share your experience within the KIC to improve curricula, create new learning formulas and capitalise on the opportunities offered by innovation.



Entrepreneurs

KICs attract top entrepreneurial talent for innovation, in different stages of maturity, from early stage ideation through seed funding and beyond. As an entrepreneur, you will be able to learn from the best in your chosen field and market, and identify and connect with new business partners and clients to turn your ideas into sustainable and scalable start-ups. KICs offer you direct access to the wider European marketplace, so have the ambition to grow your business internationally as you work through the KICs' acceleration programmes.

KICs also provide many quality services for entrepreneurs including mentoring schemes, enhanced access to finance, access to top researchers, students and resources (from office space, to back-office services) and, most of all, access to the know-how of the KIC partners and pan-European networks. The KICs accompany you during the entire journey of creating a business.



Researchers

Working in a KIC can offer a creative blast – new partners, new facilities, new disciplines and cultures. If you are in a university, the KIC can grant you access to corporate labs, applied research disciplines and ambitious entrepreneurs to make your ideas real. If you are in a company, the KIC can broaden your partner network, bring new ideas and draw on new disciplines to meet your goals. Have a say in how your research can be used to find solutions to global challenges!



Students and alumni

As a student you will find that the EIT and KICs are built around a new way of approaching innovation and business creation. Thanks to their broad partner base, you will be able to meet professionals from companies, big and small, increasing your chances of landing a job or creating your own company. Your training will reflect the multifaceted reality of innovation and you will be able to spend time in companies, learning by doing. You will be graduating from high-quality universities offering EIT labelled degrees. You will be able to move from one country to another and from universities to companies, so get ready to learn and work all over Europe!

In addition, you will meet like-minded entrepreneurs, innovators and change agents as a member of the EIT Alumni Community. You will have the opportunity to participate in various activities, such as the annual EIT Students and Alumni Connect Event or the EIT Alumni Startup Days, to share your knowledge and experiences and discuss your entrepreneurial ideas with fellow students/alumni in a cross-disciplinary way; to find partners for exchange of ideas and potential collaboration; and to contribute to the development of the EIT Alumni Community.

A successful KIC has...

Top quality governance and management

Bringing together many different partners requires strong governance. The contractual relation between the EIT and KICs is governed by a Framework Partnership Agreement*. Within principles of good governance, a KIC is free to define its own internal organisation and management structure, but experience shows that a strong, lean and flexible management approach is needed to implement a KIC's strategy. Governance and structure affect how the KIC works centrally, how activities in the field of education, innovation and entrepreneurship are shaped by knowledge triangle partners, and how the Co-locations Centres develop into regional innovation hubs that are integrated into the wider KIC network.

The governance and organisation of a KIC should be well thought out, taking the knowledge triangle integration process as a starting point, and should aim to develop a clear structure for collaboration among partners so that the mission of the EIT can be fully achieved. This governance will be the basis for the successful implementation of the strategy and future financial sustainability of the KIC.

Co-location Centres constitute the backbone of a KIC and should have a strong management, enabling collaboration within the Co-location Centres itself and with partners from other Co-location Centres. There should be an inbuilt simplification agenda to keep overheads and management costs low.

All the existing KICs have a Chief Executive Officer (CEO), supported by an Executive Team consisting of top management positions such as

a Chief Financial Officer (CFO), Chief Operating Officer (COO) or a Chief Science Officer (CSO). They have executive power over the management and finance of the KIC. Experience shows that independence, a clear mandate and empowerment from the partners are all crucial to give the CEO and the Executive Team enough room for manoeuvre. The KIC partners are represented, depending on their class of membership, by participation in KIC Boards, Committees or Assemblies.

In order to emphasise best practices and to enhance compliance with fundamental principles applicable to public funds, the EIT sets out principles of good governance in the Specific Grant Agreement, which is part of the Framework Partnership Agreement. KICs are autonomous and decide on the most suitable form of their governance, but nevertheless they should respect that these principles must always be adhered to. The principles of good governance require, among others:

- that KICs' governance reflect KICs' composition, in particular with regards to balance within the knowledge triangle;
- that KICs aim to prevent conflict of interest risks by separating ownership and membership from operational management.

The establishment of open and high-quality decision-making processes is a must, involving top-management from KIC partners, as well as independent high-level members.

Who's the boss?



Climate-KIC has an Assembly, with one representative from each core partner and two elected affiliate-partner representatives. Strategically, it is led by a governing board with representatives of the Co-location Centres and regional centres. Operationally, it is led by a Chief Executive Officer and an Executive Team.



EIT Digital has a General Assembly of partners that decides on strategic issues and the business plan and elects the Executive Steering Board. The Board includes two core partners from each of the KIC's six regional nodes, appoints its chairman, the KIC Chief Executive Officer and the other main officers of the KIC, and provides guidance to the CEO. The Management Committee includes the CEO and other key executive officers of the KIC.



The Partner Assembly (PA) is **EIT Health's** highest decision-making body and comprises the KIC partner organisations. A Supervisory Board, appointed by the PA, is made up of senior management representatives from KIC partner organisations. The Board approves annual activities and also appoints the KIC's Management Board (MB), which directs the day-to-day operations of the KIC. An Intellectual Property (IP) Board and a Standing Committee on Ethical, Legal and Social Implications (ELSI) are two additional advisory bodies associated with the Management Board.



All Core and Associate Partners are members of the non-profit association **EIT Raw Materials e.V.**, which is represented by its Executive Board. The association is the sole owner of EIT Raw Materials GmbH, a German limited liability company that also represents the KIC Legal Entity. The Executive Board of the association, in its function as the Shareholders' Meeting of the KIC Legal Entity, supervises the activities of the independent Management Team, which is led by the KIC's CEO.



KIC InnoEnergy has a Supervisory Board responsible for oversight and the general direction of the KIC. It also appoints an Executive Board, responsible for developing and implementing the business strategy and the annual business plan. The General Assembly of the KIC partners adopts the annual report, accounts and profit appropriation. The day-to-day business is led by a Chief Executive Officer and an Executive Team.

* For more information on the FPA, please refer to Contractual relations on page 34.

A successful KIC has...

A legal entity suited to its needs

The choice of an appropriate legal entity for a KIC is crucial. It integrates the partners, and is the intermediary for any communications between the EIT and the partnership. It is the KIC Legal Entity (KIC LE) that, mandated by the KIC partnership, signs the Framework Partnership Agreement and the annual Specific Grant Agreements with the EIT. The KIC CEO is the legal representative of the KIC LE.

The legal structure chosen by each KIC reflects the initial commitment of the various partners and its business model. But more importantly, it has a bearing on their performance and long-term commitment. In addition, the choice of legal entity determines the governance structures of the KIC. Whatever the structure, its leading principle must be business-like logic and flexibility to make quick decisions.

The EIT's principles of good governance apply to the KIC. A KIC LE's size must be proportionate to the KIC size, ensuring smooth management

and operation of the KICs in an effective and efficient way. A KIC LE must act in the best interest of the KIC, safeguarding its goals, mission and identity independently from the particular interest of individual partners. Some KICs have decided to follow a membership fee model from the beginning, in order to secure other sources of funding. This gives them room for operational flexibility and mitigates cash liquidity risks.

The existing KICs have chosen different legal forms for their legal entity: Climate-KIC is established as a Dutch limited liability company; EIT Digital is organised as an Association under Belgian law, KIC InnoEnergy is organised as a Societas Europaea (SE), EIT Health is registered as an association under German law – eingetragener Verein (e.V.) and EIT Raw Materials is organised as a limited liability company under German law (GmbH).



A successful KIC has...

An integrated network of Co-location Centres

A KIC knits together organisations of different sectors, countries and disciplines. Physically, how does the KIC do it? The Co-location Centre (CLC) is an EIT invention – and one of its primary characteristics.

Co-location Centres are the main instrument for managing KIC activities and knowledge flow. Each KIC has regional innovation hubs with partners in close proximity, and such proximity is essential to facilitate interaction among members of the regional Community. CLC are the focal point for the KICs' activity in these hubs. They bring together, in one clearly specified physical location for each innovation hub (e.g. a city or town), people and teams from across the knowledge triangle for ideation, projects and other initiatives.

CLC build on the existing labs, offices or campuses of some of the KIC's core partners, which serve as clusters for a particular region, discipline or task.

As part of the KIC's strategy, including synergies with other initiatives, the innovation capacity and potential impact of all CLCs together must be greater than their individual strengths. They give the KIC critical mass on a European scale, forming a continent-spanning network that enables partners to tap into the best talent, ideas and resources. They also give visibility to the EIT brand and EU support.

Each of the current KICs has chosen a CLC model best suited to its strategy. However, the management structure of a CLC should also conform to principles of good governance, in particular: reflect the diversity in the composition of the partners (ensuring a proper balance within the knowledge triangle), ensure an open and high-quality decision-making process and separate the supervisory function from the operations.

Some centres have specialties in a particular field or discipline; others have horizontal skills that can help all partners. But several key functions can be seen across all CLCs:

- **Connectivity:** CLCs provide a physical space for interaction within the local ecosystem. These spaces should attract a wide range of actors from within the KIC and beyond;
- **Knowledge management:** CLCs function as points for knowledge exchange (within, between and across CLCs);
- **Activity management:** CLCs act as hubs for many KIC activities.





Co-location Centres



Bring ideas and people together in new ways.



Contribute to the development of a regional entrepreneurial culture.



Build trust and openness among their partners.



Create opportunities for new and existing organisations to access leading European teams.



Seek synergies and complementarities with regional, national and EU policies, funding mechanisms and programmes to spur innovation and entrepreneurship.



Facilitate the exchange of ideas and interactions between partners and other stakeholders.



Disseminate and transfer the expertise and experience gained.



Provide opportunities for new products to be tested and new services to be developed.



Provide innovators and entrepreneurs with access to markets.





Some examples of Co-location Centres

Climate-KIC's CLC in Germany, headquartered at the EUREF-Campus in Berlin-Schöneberg, manages all Climate-KIC activities at local and regional level. The centre focuses on sustainable city systems, e-mobility, modelling, policy and technology road-mapping, solar energy, water and zero-carbon production. The centre also hosts Climate-KIC's local business incubator, the Green Garage, which offers working space for up to six start-up companies as well as space for workshops and seminars. Climate start-ups can get workshop and prototyping space and the support of Climate-KIC's Acceleration Programme to make their business ideas a reality. The German centre also brings together such partners as Bayer Technology Services, Forschungszentrum Jülich, GFZ, the Potsdam Institute for Climate Impact Research and TU Berlin, and serves as a local hub for Climate-KIC's wider pan-European partner network.

EIT Digital's CLC in Italy, headquartered at the Povo Scientific and Technological Centre in Trento, focuses on leveraging ICT to help improve quality of life. Located at the core of the Trentino Region, an area rich in communications infrastructures and bristling with innovative companies, the centre unites the leading ICT players in Italy. Its core partners are Engineering, Telecom Italia and TrentoRISE, while affiliated partners have activities all over Italy (CNR-National Research Council) and

have labs, connected to the CLC, in Lombardy (Politecnico of Milan), Piedmont (Politecnico of Turin), Emilia Romagna (Alma Mater Studiorum – Università di Bologna) and Tuscany (Scuola Superiore Sant'Anna). Affiliated industrial partners include CFR (FIAT Research Centre), Cooperazione Trentina, Posteltaliane, Reply and ST Microelectronics.

KIC InnoEnergy's CLC in Sweden, headquartered in Stockholm, is set up with Kungliga Tekniska Högskolan (KTH), Uppsala University, ABB, and Vattenfall as shareholders. It integrates an additional 30+ partners from industry, research, and education, and offers the Swedish innovation community access to 10 different sustainable energy topics such as renewable energies or energy efficiency. At the same time, it coordinates KIC InnoEnergy's expertise in the field of smart grids and storage.

KIC InnoEnergy Sweden also delivers the KIC's European educational offers (e.g., while the KIC InnoEnergy PhD School is a Europe-wide programme, its six tracks are implemented locally, one of them in Sweden). Finally, this CLC serves as the Swedish entry point to the KIC InnoEnergy Highway, a European incubator specialising in sustainable energy.

Development path of CLCs

Experience shows that CLCs have different stages of maturity. A development path for CLCs is sketched starting from the assumption that the CLC partnership has to be shaped. In this case, three different stages in the development of a CLC can be identified:

1 First stage

The first years of the CLC should be characterised by a strengthening of the regional partnership, intensification of the collaboration and creation of an entrepreneurial culture. At the end of this stage, the CLC should have turned into a dynamic innovation hub, with a diversity of partners actively collaborating. The management of the CLC facilitates the interaction between different partners, and orchestrates co-creation processes to generate and implement new ideas, initiatives and projects.

2 Second stage

The CLC may become embedded in its regional innovation ecosystem. This entails more active actions to integrate the CLC into existing innovation infrastructures, seeking and developing synergies and positioning the CLC as a key driver of the regional innovation ecosystem. Alternatively, the CLC may take the initiative to develop such an ecosystem. In both cases, the regional innovation system will consist of a strong knowledge base in the thematic area of the KIC/CLC and environment-boosting innovation and entrepreneurship. The regional innovation ecosystem will be interconnected with similar systems on a European and global level, attracting the best talents, start-ups and investors.

3 Third and final phase

The CLC should be recognised as an important driver in a regional innovation ecosystem that is fully developed and internationally recognised as a top location for innovation and entrepreneurship. The ecosystem must be sustainable and a driver of regional and European economic development.

A successful KIC has...

A sustainable business model and financial plan

A KIC is expected to have business logic and transform knowledge into money by creating new companies, developing new or improving existing products, services and processes, spurring innovation from research, or training the entrepreneurs of tomorrow. This focus on the market requires a well-developed business model and financial plan.

For that, the KIC must decide what its unique selling proposition will be, what value it can add, and what its business opportunities could be. A market analysis, including how to achieve a competitive position, is also essential.

It must also plan how to raise capital. As the EIT only funds up to 25% of the KIC's overall budget, a KIC's business model is its engine to generate the remaining 75%. As a KIC develops, its financial needs increase – and that has consequences on how the KIC attracts complementary funding for its operations. For that, partner commitment, including financial support from the beginning, is essential. The EIT will provide incentives to support and accompany this process.

One of the key features of the EIT is that a KIC must aim at being sustainable in the long term. Financial sustainability means a progressive reduction of its dependency on EIT funding. The KIC's business model and financial plan which is to be developed must take this into account, as well. The EIT will provide incentives to support and accompany this process too.

A successful KIC has...

A policy for intellectual property

A KIC will create valuable new ideas – for patent, copyright or trademark. How should it protect them? How can it share them internally? Can it make money from them?

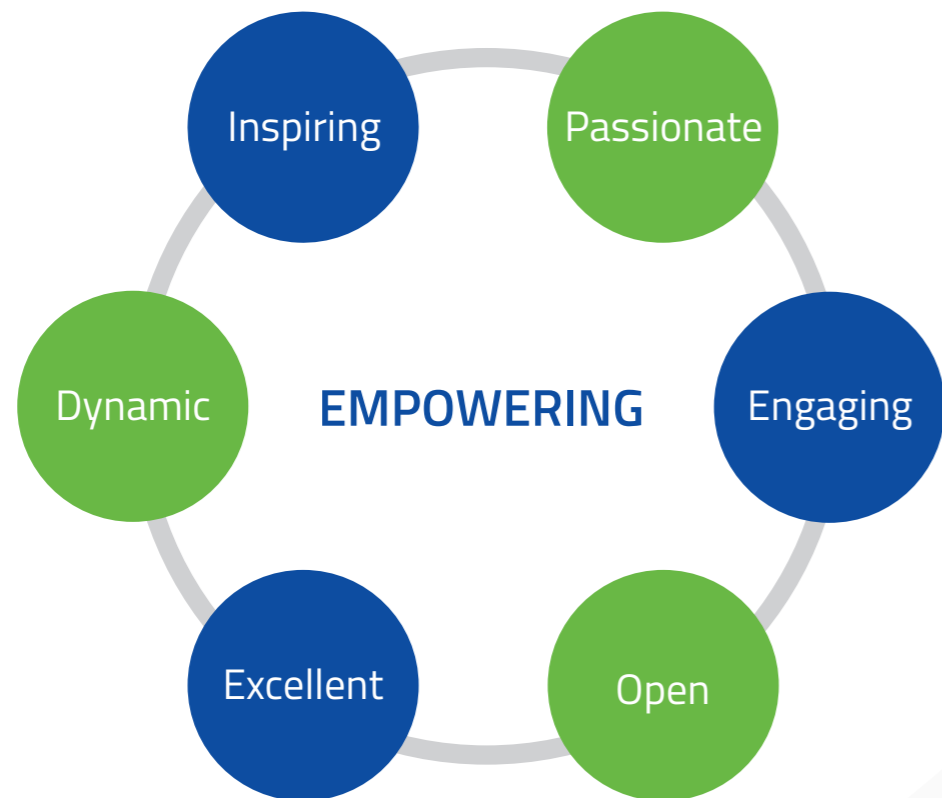
The KICs shall follow the intellectual property (IP) rules laid down in the Horizon 2020 framework programme. These rules provide a flexible approach to the development of detailed rules for IP rights within each KIC. As a consequence, the KICs are advised to set their own IP policy, which matches their specific business models and the unique nature of their collaboration. They may also establish IP Boards, responsible for the management of knowledge transfer and IP-related issues. Trusted and easy to implement procedures, which are compliant with the Horizon 2020 legal framework, are essential.

A successful KIC has...

Adopted the EIT Community brand

The EIT Community is a growing, evolving and thriving community that brings together likeminded individuals from the EIT, the KICs and the EIT Alumni Community. The EIT Community brand serves to unite all who are working to increase Europe's capacity for innovation and entrepreneurship across all sectors.

As the EIT Community is made up of several different members, it is important that the Community as a whole is consistent in its approach to communications. Building the EIT Community brand identity helps KICs attract new partners, talented individuals and financial resources. The stronger the EIT brand, the easier the life of a KIC. Another way of promoting the EIT Community identity is by instilling its core values in the KIC activities.



The EIT Community brand guidelines, which outline the use of the logo, co-branding with the EU flag, brand visuals and brand tone, will be shared with the designated KICs.

As partners we can make a real difference and shape our future, Europe's future!



A successful KIC has...

A plan for dissemination and outreach

To succeed, a KIC must put forward its results, products and companies to the market, and to society at large. Dissemination and outreach gives them the opportunity to share what is happening across the EIT Community, while making a real change in how other organisations and individuals approach innovation.

Communication about the EIT and KICs should demonstrate the ways in which innovation and entrepreneurship activities are contributing to a European 'Innovation Union'. To be successful, a KIC must communicate and promote opportunities for cooperation and achievements by providing targeted information to multiple audiences (including the media and the public) in a strategic and effective manner.

By identifying, analysing and sharing good and novel innovation practices, the EIT Community seeks to ensure that knowledge generated within the framework of EIT and KIC activities is disseminated and capitalised upon for the benefit of people and organisations, including those not directly benefitting from working with the EIT Community.

Introduced in 2014, the EIT Regional Innovation Scheme (EIT RIS) is a new element of the EIT Community outreach strategy. It is the EIT's answer to ensuring wider participation in its research and innovation activities.



EIT's Regional Innovation Scheme (EIT RIS)

The aim of the EIT RIS is to draw others, outside the KIC partnership, into the world of innovation – to engage with other companies, universities, labs and stakeholder organisations that could help or be helped by the KIC. This will create lasting and systemic impact, for a better integration of the knowledge triangle across the European innovation landscape.

The EIT RIS is a structured outreach scheme fully in line with the EIT's mission to support the integration of the knowledge triangle and increase the innovation capacity in areas and regions in Europe not yet directly benefitting from the EIT and its KICs. It is based on two-way engagement between the KICs and selected partnerships from the wider European innovation community, and is based on the following key principles:

- **Excellence:** in line with all EIT activities, participation in the RIS must be based on the principle of excellence. The EIT RIS is targeted at partnerships representing the three sides of the knowledge triangle.
- **Implemented by KICs:** the EIT will encourage participation in the RIS and provide support to the KICs as required. The EIT RIS will be implemented by the KICs on a voluntary and autonomous basis.
- **Openness and transparency:** participants will be selected by the KICs through open and transparent processes.
- **No automatic KIC membership:** participating in the EIT RIS does not imply a future partnership with a KIC.
- **Funding:** the primary sources of funding for the EIT RIS will be from non-EIT sources (national funding, structural funds, participants' own resources, etc.). Funding for specific mobility actions within the EIT RIS can be funded by the EIT.

A successful KIC has...

An eye for synergies

The KICs do not work in a vacuum and the EIT and its KICs have been designed in a way that facilitates synergies and complementarities within different dimensions. A KIC, in its quest to learn new ways of doing things, seeks opportunities to collaborate with others – at international, EU, national, regional or local level, as well as cross-KIC. A KIC is ready to take the opportunity for synergies and complementarities on a practical level. Of course, it is up to the KIC to decide how, and with whom, to collaborate.

The KIC themes are defined in areas that are fully in line with the Horizon 2020 societal challenges (strategic dimension). At policy level there is close interaction and consultation through various mechanisms such as the annual meeting between Commission Services, the EIT and KICs in order to ensure that synergies are fully exploited. A KIC continuously seeks consistency with and contributes to the EU priorities, as well as explores possibilities within new initiatives such as the European Fund for Strategic Investments (EFSI).

KICs may operate on a global level to share and exchange knowledge and experience to achieve societal impact. For instance, Climate-KIC's efforts in Brazil focus on developing pilot schemes in the education sector, targeting

sustainable development, and building capacity for leadership in the private sector as well as cities and regions. KIC InnoEnergy, meanwhile, is managing the MAGHRENOV project for innovation in renewable energy and energy efficiency, as part of EU efforts to collaborate with the Maghreb countries in the Mediterranean Basin.

The KICs are also deeply involved in other EU programmes. EIT Digital, for example, is working on several projects that fit neatly into the EU's research and innovation programme, Horizon 2020. These include initiatives in health, smart energy systems, digital cities, cloud computing, and much more. The educational initiatives of EIT Digital (Master and Doctoral School) also link naturally with the skills and career development part of Horizon 2020. Additionally, KIC InnoEnergy is one of 15 actors coordinating the EU's new energy technology strategy, the SET Plan Integrated Roadmap 2014–2020, and is a member of the Advisory Board of the Joint Research Centre's Energy and Transport Institute.

KIC's CLCs may engage with national and regional authorities to strengthen regional innovation and entrepreneurship, for instance by supporting smart specialisation strategies.





3. The EIT and the KICs

Contractual relations

Relations between the EIT and the KICs, as the beneficiaries of the EIT grant, are laid down in agreements that set out their respective rights and obligations, ensure an adequate level of coordination, and outline the mechanism for reporting, payment and control arrangements, monitoring and evaluating KIC activities and outcomes.

These comprise two types of agreements:

- The long-term cooperation between the EIT and each KIC will be formalised within a seven-year Framework Partnership Agreement (FPA). This agreement specifies the general rights and obligations of each party. The FPA can be renewed, subject to the EIT Governing Board's approval.

- The Specific Grant Agreement (SGA) is the contractual instrument through which the EIT implements 'specific grants' – typically on an annual basis – to finance KIC added value activities ('specific actions') implemented by the KIC.

The EIT is a part of the Horizon 2020 framework programme; consequently the texts of the agreements are based on the Horizon 2020 rules and the standard Horizon 2020 templates.

The agreements are signed by the EIT Director, as the EIT's legal representative, and the KIC CEO, as the KIC's legal representative. A KIC partner may benefit from the EIT grant through acceding to the FPA by signing an internal agreement with the KIC LE and signing the Accession Form (Annex IV to the FPA).



The EIT funding model

The EIT funding model seeks to align, pool and eventually leverage the KICs' innovation investments. In order to meet these objectives, the EIT applies a funding model where the EIT financial contribution on average does not exceed 25% of a KIC's overall resources over the KIC's lifetime.

A KIC should attract further funding beyond their partners' own revenues and resources, such as private and/or public funding at national, regional and EU level, in particular the European Structural and Investment Funds and the Horizon 2020 programme.

The EIT financial contribution to the KIC is provided in the form of a grant for action, where the EIT funding rate for the specific grant may be up to 100% of the total eligible costs of KIC added-value activities (those activities that contribute to the integration of the knowledge triangle and the overall objectives of the EIT, including the establishment, administrative and coordination activities of the KICs). The EIT incentivises KICs to co-finance added-value activities from other resources, supporting their way towards financial sustainability. Other KIC activities not financed by the EIT grant, known as KIC complementary activities, must contribute to the implementation of the strategy of the KIC. Such activities must be linked with added-value activities to increase impact.

Alignment with the mission of the EIT is a prerequisite to be eligible for EIT funding.

A communications plan supporting the EIT brand

At this point, it is clear that you are set to achieve great things. All great things must be shared!

A KIC's communications strategy is an opportunity to convey its unique way of approaching innovation and entrepreneurship. Communications should focus on what is being

accomplished, while emphasising the benefits that the KIC, as part of the EIT Community, brings to its partners, collaborators and society at large. A KIC's communication activities should strongly contribute to the development of the EIT Community brand and to the dissemination of results and emerging good practices.

The EIT will work closely with the newly designated KICs in setting up their communications activities. The objective of this support is to build a consistent and coherent EIT brand, taking into account a KIC's own needs and working closely with it.

EIT label

The EIT is a unique European innovation initiative whose educational mission is to raise a new breed of entrepreneurs and innovators in Europe. This is done by delivering a distinctive brand of excellent and relevant education responsive to both business and societal demands based on integration of the knowledge triangle.

EIT labelled programmes have a strong focus on creativity, innovation, and entrepreneurship, and also on shaping a sustainable society based on ethics and human values. In order to achieve its goals, to implement learning outcomes coherently across the KICs, and to disseminate the experience at a large number of different European universities, the EIT Quality Assurance and Learning Enhancement Model has been developed. The core of the model consists of a set of specific quality criteria and overarching learning outcomes addressing these. The EIT label can be awarded and renewed for KIC educational programmes at Master and Doctoral levels, on the requirement that learners achieve these EIT overarching learning outcomes in addition to the learning outcomes of their educational programmes.

This will result in more entrepreneurial graduates who are ready to innovate. The EIT label recognises this and helps identify them.

The EIT monitoring system

Monitoring and evaluation are part of the management model of the EIT. A robust information and evidence base is required to work according to the principles of sound financial management. The overall objective of the EIT's Performance Measurement System is to support results-oriented monitoring of the implementation of the EIT strategy. It consists of four levels, reflecting the multi-layered governance of the EIT, and is based on common strategic objectives resulting from the shared vision and values of the EIT and its KICs:

1 KIC level

Monitoring of a KIC on the basis of its individual targets and key performance indicators (KPIs) stipulated in its business plan. The indicators are defined by the KICs based on their internal strategies and organisation and, in turn, are used to define their activities and mobilise the resources needed.

2 Cross-KIC level

The EIT monitoring of all KICs, which will focus on a series of the EIT's strategic objectives (as identified in the EIT Scoreboard), covering a common set of indicators across all KICs. The indicators are:

- Attractiveness of education programmes;
- Number of new graduates;
- Number of business ideas incubated;
- Number of start-ups created;
- Knowledge transfer and adoption;
- New or improved products, services and processes launched.

3 EIT level

The monitoring of the EIT's own activities, which combines quantitative and qualitative indicators in a medium-term perspective.

4 Horizon 2020

Monitoring and evaluation of the EIT as an EU body under Horizon 2020. The indicators for assessing the performance of the EIT are:

- Organisations from universities, business and research integrated in the KICs;
- Collaboration inside the knowledge triangle, leading to the development of innovative products, services and processes;
- New performance indicators in Horizon 2020.

The EIT is currently developing its monitoring strategy and Performance Measurement System together with the KICs, and is moving towards more result-based performance measurement.

Accountability

The KIC shall assume responsibility for all decisions taken and actions implemented within the scope of the agreements signed between the EIT and the KIC, in line with the rights and obligations stipulated within them. The KIC is expected to set up a management and control system that functions in an efficient manner, ensuring the respect of sound financial management principles and providing a reasonable level of assurance. An integral element is that the cost of KIC activities must be determined in accordance with the applicable provisions stipulated in the legal framework. The Framework Partnership Agreement and Specific Grant Agreement constitute the framework for the grant assurance of the EIT. KICs are liable and bound by the rules and regulations defined within them.



4. The fine print: Getting started

If you are designated as a KIC, the first year will be a critical period. Partnership arrangements must be finalised, the legal entity established, management and staff recruited, and many details that were formerly theoretical become very real – such as IP policy. While it is primarily the responsibility of the designated partnership to ensure a good start, the EIT will incentivise the KICs to set up the right governance and management structure, in accordance with the commitments made in the proposal. Among other things, this ensures that the EIT-KIC contracts are signed on time.

The EIT may provide a start-up grant of up to EUR 4 million to the designated partnership during the set-up phase. This is to help the KIC:

- set up necessary KIC governance and legal structures;
- recruit and appoint the KIC CEO and other KIC core staff;
- design and agree on the practical modalities for implementation of KIC activities;

- prepare the KIC's integrated portfolio of activities in the first KIC business plan;
- prepare monitoring, reporting and evaluation functions for the KIC LE.

In addition, when justified, the EIT start-up grant may finance some initial higher education, research and innovation activities that directly contribute to the rolling-out of the first KIC business plan.

The EIT will continuously monitor the implementation of all the preparatory actions based on a set of objectives, deliverables and milestones included in the grant agreement (see page 40).

Upon designation, the EIT will provide the successful partnership with a Designation Package to guide a KIC through its start-up phase. The partnership will then be asked to provide a plan of start-up activities together with the estimated budget. Given that the partnership structure will not be legally ready to receive an EIT grant at this point (i.e. as the KIC LE will not exist yet), the EIT may provide a multi-beneficiary grant, under the Horizon 2020 programme, to the Coordinator of the KIC proposal and relevant initial KIC partners.

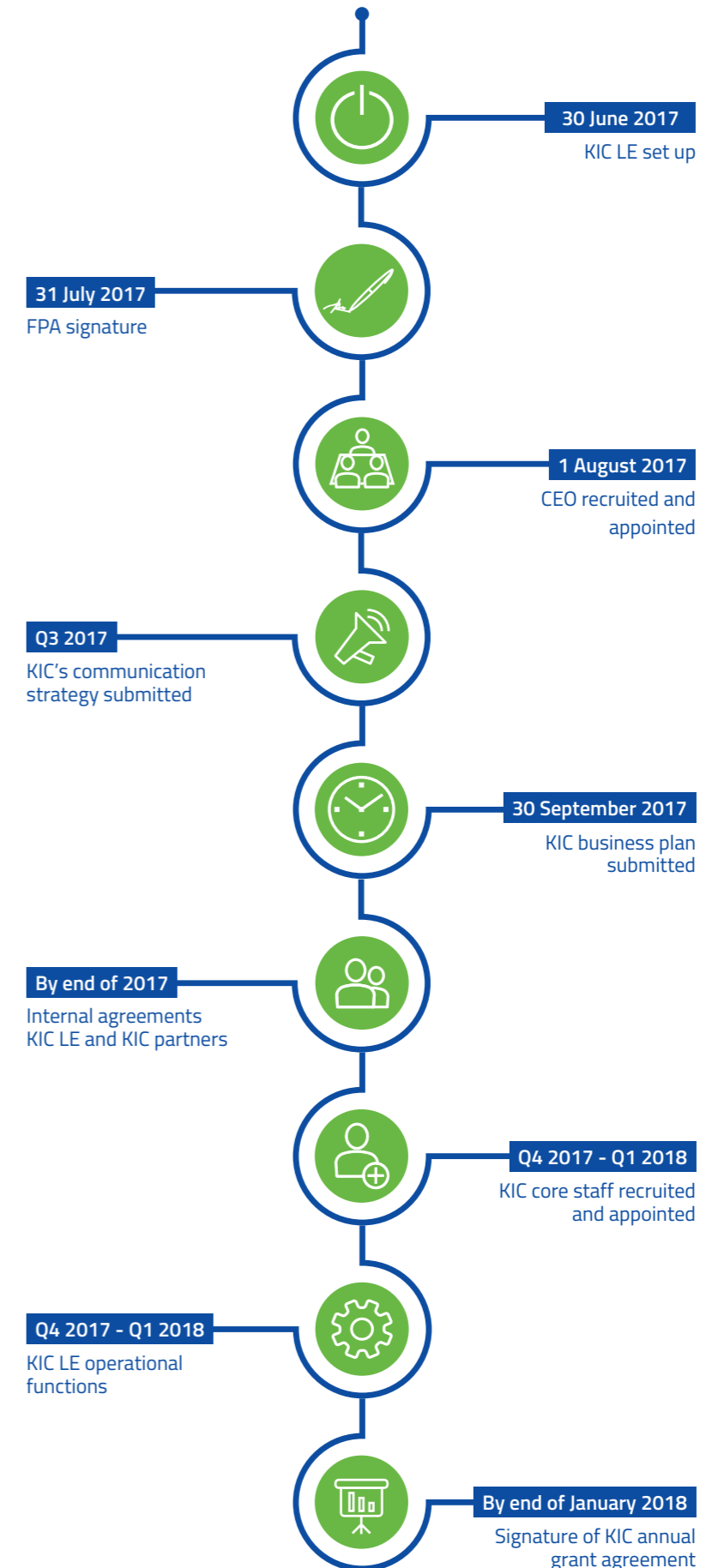
A successfully completed start-up period will then result in the signature of the FPA and the first grant agreement to implement it.



List of indicators to monitor KIC preparatory actions (part of the start-up grant)

Objectives	Milestones	Deliverables	Expected deadlines
Legal readiness	Set up of KIC LE	Extract from the registry	30 June 2017
	FPA signed	FPA signed	31 July 2017
	Conclusion of agreements between KIC LE and KIC partners	Internal agreements concluded	1. Majority of partners – 31 July 2017 2. Remaining partners – 31 Dec 2017
Operational readiness	Recruitment and appointment of CEO	Confirmation of handing over duties from the coordinator to the CEO	01 August 2017
	Recruitment and appointment of KIC core staff (CFO, COO, Thematic Directors, CLC managers)	Confirmation of taking up duties	Q4'17 - Q1'18
	Set up of operational functions at KIC LE level	Declaration of readiness of accounting system from KIC LE	Q4'17/Q1'18
		Reporting and monitoring system designed and initial implementation started	Q4'17/Q1'18
	KIC business plan developed and submitted	Proposed KIC business plan submitted	30 September 2017
Signature of KIC annual grant agreement		End of January 2018	
Fostering EIT identity	Development of the KIC's communication policy, contributing to the EIT's visibility and identity	KIC's communication strategy submitted	Q3 2017

Key dates



5. The last word

There is more to running a KIC, of course. But it is important to not lose sight of the big picture while you develop your own KIC plans, which is that the EIT is bringing real and lasting change to the EU's innovation landscape. That, with its partnerships, the EIT overcomes the fragmentation of markets, disciplines and sectors which has hampered growth in the past. That it generates a critical mass of excellent innovators and entrepreneurs, strengthens collaboration across sectors, optimises the use of human, financial and physical resources, and attracts top talent from all over the world.

In short, the EIT strengthens Europe's ability to innovate. By joining us, you are building a more prosperous, competitive Europe – and making a vital contribution to solving some of our greatest challenges.

The next step is yours: innovate!

Innovate with us!

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