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EIT Annual Report 2013

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EIT Annual Report 2013

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I am delighted to present the EIT's 2013 Annual Report. I hope this overview of the EIT Community's activities during the course of 2013 will give you the opportunity to gain a good understanding of how we are all working towards our joint mission – boosting innovation and entrepreneurship across Europe.

The EIT is an independent EU body set up in 2008 to bring together leading higher education institutions, research labs and companies. The aim of the Institute is to form dynamic, cross-border partnerships – our Knowledge and Innovation Communities (KICs) – that develop innovative products and services, foster new businesses, encourage growth and train a new generation of entrepreneurs.

Working closely together, the EIT Community nurtures people-driven innovation and puts students, researchers, and entrepreneurs at the heart of our efforts. The first three KICs on climate change, ICT and sustainable energy were selected in 2009 (Climate-KIC, EIT ICT Labs and KIC InnoEnergy). I am pleased to say that, to date, the KICs have provided entrepreneurship training for more than 1 000 students and contributed to the creation of more than 70 start-ups. Over 60 new products and services have been launched and more than 440 business ideas are being incubated.

Encouraged by the KICs' initial results and the ambition of revamping Europe's entrepreneurial culture and attitude, the European Parliament and Council decided, in December 2013, to expand the EIT's activities over the 2014 to 2020 period within the Horizon 2020 Framework Programme for Research and Innovation, and to increase its budget to EUR 2.7 billion.

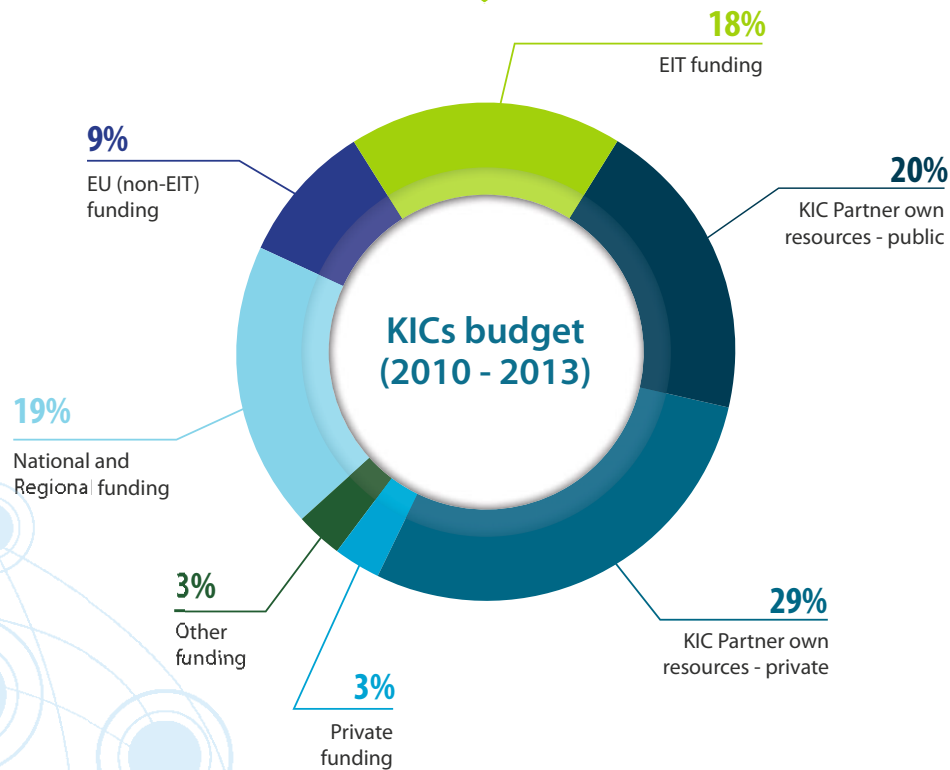
In response to that show of confidence from European citizens and Member States, I am convinced that the Institute will play an even more active role in supporting innovators and entrepreneurs throughout 2014-2020, and that our unique co-creation approach of generating novel practices and policies will inspire future developments benefiting the European innovation landscape.

José Manuel Leceta

EIT Director

EIT Community achievements to date (2010 – 2013)

€281 million



Leverage factor of 4: more than 80% of the KIC's overall budget comes from external sources and for every Euro invested from the EU budget, a higher investment is triggered from other sources.

Working with more than **480** partners across Europe in 19 innovation hotspots



More than 12 000 applicants to EIT labelled degrees – that is more than 13 applicants per seat available



215 Master and PhD graduates in EIT labelled degrees – the first graduates of EIT degree programmes run by the KICs



440 business ideas incubated



75 start-ups created



164 knowledge transfers/adoptions



61 new products, services and processes launched



Working with the existing KICs

Enhancing structured collaboration with KICs

Throughout 2013, the EIT – in close cooperation with the KICs – worked hard to simplify and optimise the grant management procedures that support the effective monitoring of the KICs' expenditure and reporting, both ex-ante and ex-post.

In order to ensure that the implementation of EIT grants to the KICs complies with EIT objectives set under the Framework Partnership Agreement (FPA) and Annual Grant Agreements (GA) – and that KIC added-value activities funded are legal and regular – the EIT performed the following actions.

About the EIT's competitive review mechanism

In March 2012, the EIT Governing Board decided that the EIT annual contribution for 2013 onwards would be calculated as a sum of "support" and "competitive" funding, broken down in the following way:

- EIT support funding (2/3 of funding) to be equally distributed amongst the KICs
- EIT competitive funding (1/3 of funding) to be distributed amongst the KICs in a comparative manner, based on the evaluation of three main criteria:
 - KICs' past performance;
 - Proposed KIC business plans and indicative budgets;
 - Hearing with the EIT Governing Board.

In 2013, the EIT increased the share of the competitive part of the 2014 funding allocation to the KICs from 33 to 40% of the budget allocated to the KICs. The 'three pillar' structure for the evaluation of the past, future, and multiannual perspective of each KIC was confirmed and streamlined, taking into account past performance, business plans for future activities, how these elements fit into each KIC's multiannual strategy, and how they contribute to the EIT's overall mission and strategic objectives.

Annual Grant Agreement 2013

Following the EIT Governing Board's decision in December 2012 on the financial contribution to be allocated to the KICs for 2013, Annual Grant Agreements (AGA) were signed on 15 February 2013 for the following amounts:

- Climate-KIC: EUR 44 325 620
- EIT ICT Labs: EUR 41 129 171
- KIC InnoEnergy: EUR 43 410 918

Therefore the total EIT financial contribution to the KICs amounted to EUR 128 865 709 for 2013. During 2013, an additional amount of EUR 850 000 was awarded to each KIC for the implementation of outreach activities.

Annual Grant Agreement 2014

As part of the process leading to the EIT's 2014 financial allocation to the KICs, the following activities were performed:

- The principles, criteria and processes for the allocation of the annual EIT financial contribution were designed and communicated to the KICs;
- Updated guidelines to the KICs on the preparation of their business plans and reports were issued;
- Specific guidelines for the implementation of the EIT's core Key Performance Indicators (KPIs) on enabling innovation and value creation were developed to illustrate the way core KPIs should be presented;
- Assessments of the past performance of the KICs based on core KPIs that had been agreed with them during the course of 2013 were carried out.

Following the submission of the KICs' 2014 business plans in September 2013, the EIT was assisted by panels of six external experts for the assessment activities planned by the KICs, ensuring reliability and independence. The experts drafted their consolidated assessment report, including a list of main strengths and weaknesses for each KIC. The KICs were then invited to a Hearing with the EIT Governing Board on 12 December 2013, during which there was an assessment of the implementation and developments of their multi-annual strategy. The assessment was also supported by a multiannual overview of the evolution of the KICs in the years 2010-2013, and the contribution of the 2014 KIC business plans to the seven-year strategy.

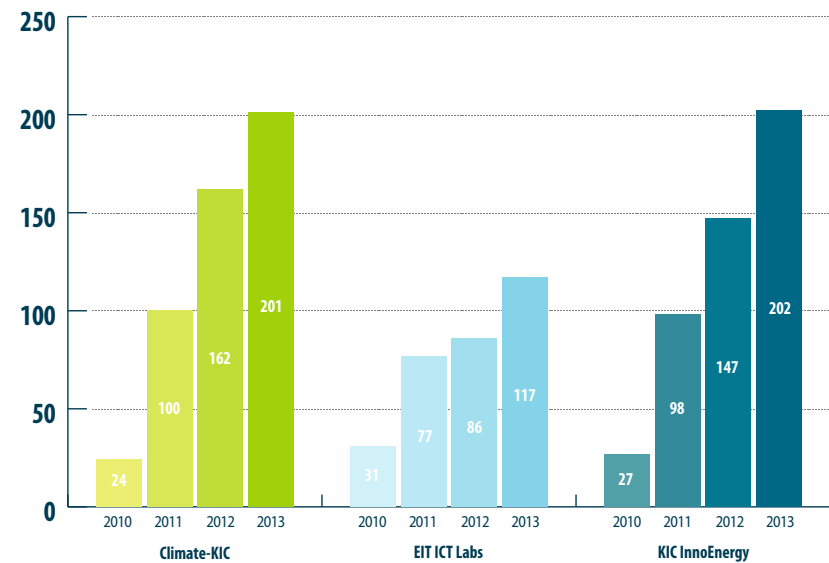
As a result of the whole competitive funding process, the following amounts were allocated to the KICs for the implementation of their 2014 business plans:

- Climate-KIC: EUR 63 528 000
- EIT ICT Labs: EUR 60 077 000
- KIC InnoEnergy: EUR 56 395 000

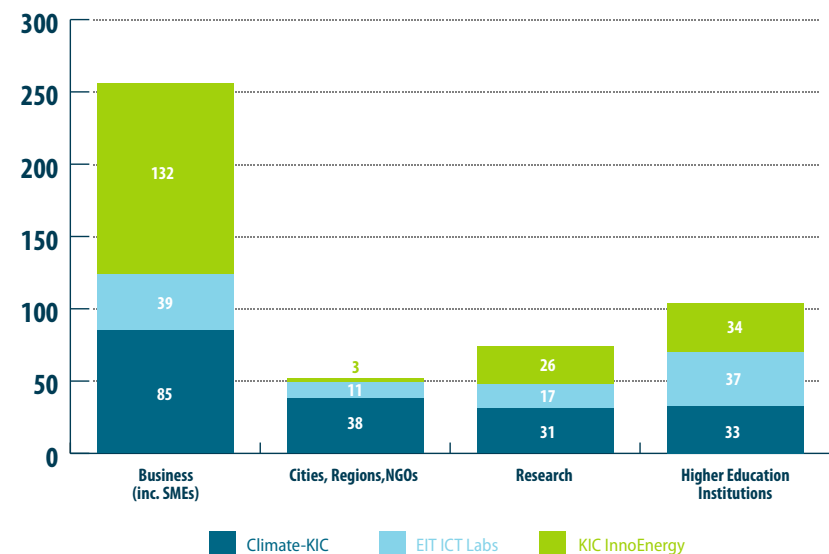
A further EUR 40 000 000 has been set aside to be allocated in a second phase during spring 2014, making the total EIT financial contribution to the KICs for 2014 EUR 220 000 000. This represents a 67% increase of funds compared to 2013.

The Annual Grant Agreements 2014 signature was prepared in the second semester of 2013 by conducting a detailed consultation process with involved stakeholders. This led to signature of AGAs with all three KICs by 15 February 2014.

Evolution of number of partners per KIC (2010-2013)



Number of KIC partners per category (2013)





Spotlight on Climate-KIC

eit Knowledge & Innovation Community
Climate-KIC

Climate-KIC is Europe's largest public-private partnership addressing climate change. It brings together partners from different sectors, disciplines and countries, and creates a unique community where collective achievements far exceed the capabilities of individual partners.

Climate-KIC's activities are driven by eight climate change themes:

- Greenhouse gas monitoring
- Sustainable city systems
- Transforming the built environment
- Adaptation services
- Land and water
- Engineering for adaptation
- Industrial symbiosis
- Making transitions happen

2013 highlights

- The Climate-KIC community reaches more than 200 members
- The decision is made to launch a Nordic Co-location Centre (CLC) in Copenhagen
- 66 Masters programme and the PhD programme are awarded the EIT label
- 178 Masters and 76 PhD students are selected from 8000 applicants
- The Climate-KIC alumni association reaches 500 members
- A themed Summer School is piloted
- 133 business ideas are incubated
- 32 start-ups are created
- 24 new and 12 improve products are brought to market
- 2 'flagship' projects are approved for launch in 2014

2013 in review



The community

The community grew significantly in 2013 and now numbers more than 200 partners. Approximately 50% of our partners are from the business sector (with a 1:1 ratio of large corporates to SMEs), 23% are from the academic sector, and the remaining are from government and other not-for-profit public bodies.

A new Co-location Centre (CLC) and extended influence

To enhance Climate-KIC's outreach capability, the decision was made to launch a Nordic Co-location Centre (CLC), linked to a regional twinning approach.

This resulted in two key actions. The first was the preparation of the groundwork and approval process for the 2014 launch of a new CLC based in Copenhagen (the 2014 Green Capital of Europe),

The second was the establishment of a regional twinning programme where each of Climate-KIC's regional implementation centre (RIC) regions has a 'buddy' region in a nearby country that currently has no formal representation within Climate-KIC. This enables Climate-KIC to extend innovation opportunities more broadly across Europe and it now reaches 18 countries across north, south, east and west.

EIT labelling and recruitment

The PhD programme and 31 new Masters programmes were awarded the EIT Label, with 35 existing Masters also being re-labelled. The postgraduate programmes continued to be highly popular and valued, with 76 PhD and 178 Masters students selected.

Integration with platforms

All Masters and PhD programmes were mapped onto one of the eight Climate-KIC platforms, with students undertaking their projects in the relevant area. In addition, in 2013 we piloted a themed Summer School, organised by the Making Transitions Happen Platform. Based on the success of this, further themed Summer Schools will be run in 2014.

Increasing the number of ideas that are incubated

In 2013, we boosted our marketing of the Venture competition (identifying 12 start-ups with high potential), incubator network and Master classes (269 participants), helping to raise awareness of the entrepreneurship support. As a result, we tapped into a larger pool of first class innovative start-ups.

Graduation and Climate-KIC Alumni Association

Of the 56 students who graduated in 2013, 24% are working in start-ups, 11% in policy positions and 65% in innovation posts.

By December 2013 the Climate-KIC Alumni Association (CKAA) – now an affiliate partner of Climate-KIC – had upwards of 500 members, with numbers climbing steadily. The CKAA is thriving, with members involved across the whole range of Climate-KIC activities and playing a crucial role in extending Climate-KIC's influence beyond the boundaries of the KIC itself.





Supporting more start-ups

In addition to scaling the existing acceleration programme in the CLCs, we also extended it to the RIC regions. This helped us to expand our geographical presence across the EU, tap into a greater pool of talent and share our knowledge across the community.

Through this strategy, we were able to incubate 133 business ideas and create 32 start-ups in 2013. We also helped to bring 24 new products and 12 improved products to market.

Strengthening the incubation network

In addition to our EU geographical expansion, we enhanced the quality of the Climate-KIC incubation network by sharing good practices across the network and by bringing in incubators from the RIC regions. We also extended the cooperation with hotspots in the US and India.

Challenge platforms

Following the 'soft' launch of Climate-KIC's challenge platforms in 2012, these eight themed communities (led by a team representing each CLC/RIC) developed their full role in 2013 – developing and advising the Director for Innovation and the Executive Team on strategy in their specialist area. This plays a key role in ensuring the cohesion and focus of Climate-KIC's innovation project portfolio.



International (strategic opportunity)

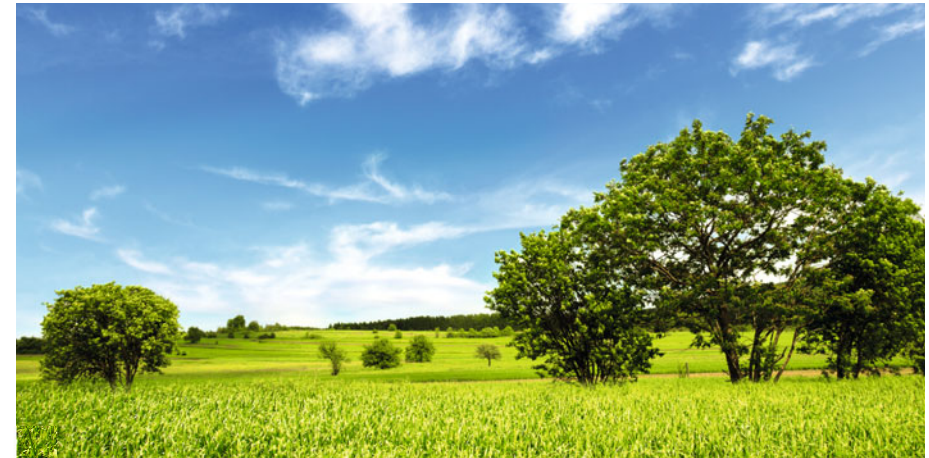
Since 2013, Climate-KIC has been piloting different approaches for the provision of services outside of Europe. These are designed to deliver against our core objectives (climate change impact and EU innovation to market), add value to partners and provide a source of future revenue. Our focus is on China, Brazil, the US and Qatar.

An example of this work is the **China pilot**, which achieved a key milestone in 2013 with the signing of a Statement of Intent between Climate-KIC CEO Mary Ritter and the Mayor of the Hexi District in China. Signed in the presence of President Barroso, President Van Rompuy and Premier Li, the Statement laid out plans for both parties to work together on the New Mei

Wjiang Eco/Smart District project. This encompassed it within the EU-China Urbanisation Framework, harnessing the explicit support from NDRC and the European Commission's DG ENER.

The New Meijiang Eco/Smart District development is unique in China given its scale, aspiration and city centre location. It also fits within China's 12th five-year plan, which identifies cities as being on the frontline facing climate, environment, resource and demographic pressures.

More information on Climate-KIC can be found online: www.climate-kic.org





Spotlight on EIT ICT Labs

eit Knowledge & Innovation Community
EIT ICT Labs

EIT ICT Labs aims to drive European leadership in ICT innovation, for economic growth and improved quality of life. It helps to create new firms, facilitate the growth of existing SMEs, and support large companies to renew their businesses – boosting innovation capabilities.

EIT ICT Labs' main Action Lines are:

- Cyber-Physical Systems
- Future Cloud
- Future Networking Solutions
- Health and Wellbeing
- Master and Doctoral School
- Privacy, Security and Trust in Information Society
- Smart Energy Systems
- Smart Spaces
- Urban Life and Mobility

2013 highlights

- 3 new core and 12 new affiliate partners are secured
- A full node is prepared to be established in London in 2014
- A new associate partner group is set up in Madrid
- A Memorandum of Collaboration is signed with the European Investment Fund
- 30 talented students benefit from a dedicated scholarship programme
- The annual partner event in Paris is attended by over 400 people
- The Master School kick-off gathers over 350 new top ICT talents
- Nearly 300 start-ups are scouted and 100 SMEs coached by the Business Development Accelerator
- 100 mature technologies are identified and 8 are chosen for further promotion

2013 in review

The EIT ICT Labs' ecosystem of entrepreneurs and innovators has responded very well to the challenges we set out 2013. We have delivered against all our targets and successfully met the large majority of our goals.

In a few cases, notably life-long learning and sustainability, we have learnt lessons and continue with refocused efforts. In the coming years we will ensure that EIT ICT Labs activities will have significant impact in terms of knowledge, business, job creation and resolution of important societal challenges in Europe and beyond.

Partner network

A strong partner network is the core of EIT ICT Labs. Our partnership has steadily evolved during 2013 in terms of both new core and new affiliate partners. In 2013, we prepared London as a full node (2014) and set up a new associate partner group in Madrid.

The continued strong partner co-funding and staff commitment put real value numbers on the strength of our partnership. This commitment is the prime assurance for the long-term operational and financial sustainability of EIT ICT Labs.

During the year, we further reinforced our Co-location Centres (CLCs). More people (students, staff, and visitors) now meet, interact and work at the CLCs than ever before and they have become the natural meeting point for local EIT ICT Labs participants. There is an increase in the daily presence of Master students and business developers, as well as richly diverse seminars and events that are open to all.

Collaborations

Our collaborations and partnerships with external organisations increased in number and strengthened operationally. In previous years we established good relations with ITEA, Future Internet PPP (FI-PPP) and the Trust in Digital Life initiative; during 2013, those relationships became operational.

Besides making existing collaborations operational, new ones were established during 2013. In particular, a Memorandum of Collaboration was signed with the European Investment Fund to pave the way for easier access to capital for our start-ups and spin-offs.



Outreach

We recognise that a knowledge-based organisation needs to be open-minded towards new ideas and creative talents, whatever their origin. Therefore, we set substantial resources aside for scholarships in the educational area, and we nurture relations with excellence hubs in ICT, in both Europe and overseas.

In order to further strengthen our ecosystem and impact, we have continued our outreach programme towards non-KIC collaboration partners across the whole of Europe in 2013. Key elements have been:

- Student opportunities: including a dedicated scholarship programme for over 30 talented students;
- Start-up activation: connecting ICT entrepreneurs of outreach countries with the ecosystems of EIT ICT Labs co-locations;
- Scouting, mobility and events: spreading awareness and creating extended networks beyond the EIT ICT Labs partners.

Branding and dissemination

We recognise the importance of both internal and external communications in a multi-stakeholder organisation such as a KIC and so marketing and communications continue to be a high priority for EIT ICT Labs.

Accomplishments during 2013 have included the successful organisation of our main annual events, as well as our participation in large, international ICT events. This has significantly contributed to a stronger EIT ICT Labs brand and has also helped to strengthen the EIT as a brand in European education, innovation and business development.

These events included:

- An exhibition booth at the Mobile World Congress in Barcelona;
- The annual partner event in Paris, which was attended by over 400 people;
- The Master School kick-off gathering, which was attended by over 350 new top talents in the ICT field;
- Participation at the "ICT 2013 Conference and Exhibition" in Vilnius.



Master School

In less than three years, the EIT ICT Labs Master School has become a role model for European Master education that combines technical and scientific excellence with skills vital to innovation and entrepreneurship. The performance ratio so far exceeds 90%. The CLCs have developed into valuable resources for the students at all nodes and the EIT Label was granted to all seven technical programmes for four years, with a two-year internal mid-term review.

Future Cloud

This Action Line reached its overall goal of facilitating the emergence of a European cloud infrastructure with integrated, state-of-the-art big data analytics functionality.

A breakthrough was achieved in the EUROPA activity, which is based on the Stratosphere platform. EUROPA developed a unique, advanced analytics system, combining essential features for a wider adoption. The platform is the only open source big data analytics platform originating from Europe and it was transferred to several companies, including Deutsche Telekom, the Internet Memory Foundation and Mediaplus.



The work undertaken in 2013 led concrete plans to be put in place for 2014 to establish a start-up company commercialising results, and establish user communities for these platforms.

Business support

The Business Development Accelerator scouted nearly 300 start-ups and SMEs, and actively coached nearly 100. Likewise about 100 mature technologies were identified out of which 8 were selected for further promotion. All of this has resulted in 14 European success stories demonstrating the value of our pan-European business support network.

The Access-to-Finance activity was boosted by strategic collaboration between the European Investment Fund and EIT ICT Labs. Besides the main goal to improve the overall investment situation for European start-ups and SMEs, the collaboration also helps EIT to get recognised as a serious and knowledgeable partner in the Venture Capital (VC) and start-up community at the European level.

More information on EIT ICT Labs can be found online: www.eitictlabs.eu





Spotlight on KIC InnoEnergy

KIC InnoEnergy is a world-class alliance of top European professionals and companies in the field of sustainable energy. It aims to become a leading engine of innovation in this field and encourage the integration of education, technology, business and entrepreneurship.

KIC InnoEnergy's areas of expertise are:

- Energy storage
- Energy from chemical fuels
- Sustainable nuclear and renewable convergence
- Smart and intelligent cities and buildings
- Clean coal technologies
- Smart electric grid
- Renewable energies
- Energy efficiency

2013 highlights

- 155 new students are enrolled from 1041 eligible applicants
- 95% of the graduates from 2011 have found a job within 6 months of graduating
- 11 new products and services are being adopted by industry
- More than 200 partners are involved with the KIC, including 55 new partners
- 16 new patents are filed, 10 in innovation projects and 6 by start-ups
- 14 new start-ups are created
- The KIC VC Community is launched, with 9 top European VCs in cleantech
- 6 return on investments (ROIs) are signed
- The first invoice is sent to a customer for KIC services
- KIC InnoEnergy wins 3 EU contracts: Insight-E, Pathways and Maghrenov

2013 in review

Education

2013 saw the intake of 155 new students from 1041 eligible applications (all educational offerings counted), which is a ratio of 1/7 of intake per eligible applicant. 60% of the intake was EU students.

95% of the students from the 2011 intake found a job within 6 months of graduating.

98 students will graduate in the first half of 2014 when they finish their theses. Many are already working in the other KIC InnoEnergy business lines, or have even created a start-up, and have prioritised those activities over their thesis.

396 students are currently enrolled in our seven EIT labelled MSc programmes, three Executive Education programmes (all with at least 60 ECTS) and the PhD School (composed of six tracks aligned with KIC InnoEnergy's thematic fields).

Innovation projects

The energy sector has its own dynamics (time to market, systemic challenges) that are not directly comparable to other sectors.

In 2013 we harvested the results of the projects launched in 2011. 11 new products and services (incremental or disruptive) are being adopted by industry to improve their competitiveness or conquer new market segments. For example, SolabCool (a Dutch SME) opened a new factory, created eight new jobs and brought a product to market (cold out of wasted heat) that had been developed as part of a KIC InnoEnergy project.

By the end of 2013, we had more than 160 industries involved (of which more than 80 were SMEs), with 38 new partners joining in the Call for Innovation Proposals in March 2013, showing the openness of KIC InnoEnergy, and the orientation of our innovation portfolio-to-market impact.

16 (10 in innovation projects and 6 by the start-ups) new patents were filed, which is key to securing a defendable market positioning in the energy sector.



Business creation

14 new start-ups were created in 2013 and the pipeline of business opportunities is healthy, with a total of 400 since we launched the Highway™ in 2011 (this number reconfirms the attractiveness and strength of the Highway™). The ratio of nurtured ventures (#serviced ventures/#deal flow) is almost 1:10.

Since KIC InnoEnergy was launched, our start-ups have raised EUR 6.5m of fresh investment; one of them has crossed the EUR 500 000 revenue mark (Opendomo) and we have launched the KIC VC Community, with nine top European VCs in cleantech (Emerald, Demeter, ICOS, ABB VC, Iberdrola VC, Asper, München VP, BES and Capricorn), allowing our start-ups privileged access to EUR 850m of investment.

In 2013, we also signed the six first Return on Investment (ROI) term sheets, where the ROI mechanism takes three possible flavours:

- **Revenue sharing:** the KIC earns revenue each time the commercialisation partner sells the technology developed in our projects.
- **License based:** the KIC earns revenue each time the partner licenses the technology developed in our projects.
- **Other mechanisms** (e.g. market share-based, equity in commercialising spin-off):
 - 41 patents have been filed since 2011 (16 in 2013): and in each case there is a mechanism upon which the partners of the activities and KIC will benefit from their valorisation.
 - The first invoice was sent to a customer for KIC services.



Qualitative achievements

In 2013 we achieved some key milestones towards our goal of increasing our position in the energy sector and knowledge triangle in Europe:

1. KIC InnoEnergy beat fierce competition to win three EU contracts:
 - **Insight-E:** Serving as a privileged advisor to European Commission DG Energy for the next three years.
 - **Pathways:** A Marie Curie (education) programme for mobilising 123 innovative top post docs in energy
 - **Maghrenov:** Helping to build the knowledge triangle integration in the Maghreb.
2. We became a member of the coordination group of the SET Plan, where the Strategic Energy Technology (SET) Integrated Roadmap for Europe is being decided.
3. The KIC InnoEnergy IRL™ (Innovation Readiness Level) tool began to be tested for possible use for future energy-related projects under Horizon 2020. This tool encompasses not only the traditional TRL (Technology Readiness Level), but also the CRL (Customer), MRL (Market), SRL (Societal) and MfRL (Manufacturing).

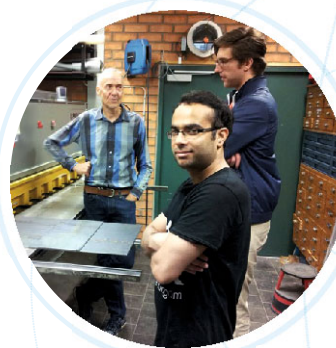


We also saw how the **full integration of the knowledge triangle** and its **unique leverage** has impacted start-ups such as Enerbyte and CorPower. A KIC start-up in the Highway™, CorPower's CEO and co-founder attended some of KIC InnoEnergy's educational programmes (such as "From Science to Business") and presented an Innovation Proposal (together with other KIC partners) that came first in the selected proposals for investment in March 2013. CorPower now employs four Master and three PhD students and has raised more than EUR 500 000 from other investors. Their product – a wave energy converter – is due to be released in January 2016 and will deliver energy at grid parity price.

In terms of strategic outreach, we designed plans that were aligned with the proposed EIT Regional Innovation Scheme (RIS). We then launched interaction with the Managing Authorities of our initial targeted regions (Poland, Romania, Slovenia and the Czech Republic), in order to support their strategic objectives in the areas of innovation, low carbon economy and education.

This field work has delivered good results within a short space of time, with 36 students forming part of the intake for 2014, one agreement for the Highway™ signed and four excellent institutions involved in KIC projects during this first six months.

More information on KIC InnoEnergy can be found online:
www.kic-innoenergy.com





Preparing for the 2014 Call for KICs Proposals

Throughout 2013, the EIT prepared for the launch of the 2014 Call for KICs Proposals, which would result in two new KICs in the following thematic areas:

- Innovation for Healthy Living and Active Ageing;
- Raw Materials: Sustainable exploration, extraction, processing, recycling and substitution.

As the success of the new Call for KICs Proposals and of the KICs selection will largely depend on providing potential applicants with clear, timely and comprehensive guidance, the EIT set out a timetable in 2013 for releasing information concerning the overall 2014 Calls for KICs application process.

The **Selection Criteria** was published on 13 December 2013. The criteria built on the principles set out in the amended EIT Regulation and the EIT's core values (impact, excellence and partnership). They ensured that the new KICs would have all the elements that 'make a KIC a KIC'.

The Framework of Guidance was published on 17 January 2014 for those interested in forming a KIC. This document presented the work of the EIT and the KICs, and looked at what makes a KIC successful. Based on the lessons learnt since the establishment of the EIT and its first three KICs, the docu-

ment also contained tips on starting a KIC and key information on what happens after the designation of new KICs (including the EIT and KIC contractual relations, the EIT funding model and the EIT monitoring system).

The **Principles for Financing, Monitoring and Evaluating KIC activities** was published on 31 January 2014. This set out how the EIT operates within a comprehensive legal framework and has developed principles for financing, monitoring and evaluating its KICs with the aim of:

- Contributing to the EIT's objectives;
- Fostering KIC results;
- Ensuring accountability and compliance;
- Identifying opportunities for simplification.

The Call text and its annexes were published on 14 February 2014.

More information on the **2014 Call for KICs Proposals** can be found online: <http://eit.europa.eu/collaborate/2014-call-for-kics>



Fostering Education and Entrepreneurship

EIT Labelled Educational Programmes

The EIT Label was awarded to programmes run by the three KICs in 2012. 2013 was therefore the first year when all three KICs began delivering EIT labelled degrees, with a total of 41 EIT labelled Master degrees on offer between them.

After this first implementation year, the intention had been to revise the EIT labelling handbook. Several meetings were held to discuss this matter and it was concluded that the revision should be postponed as the existing handbook left sufficient flexibility for KICs to adapt their EIT labelling strategy to their thematic area and as the first doctoral programmes were due to be labelled during 2013.

About the EIT Label

The hallmark of EIT educational programmes is to not only provide students with knowledge, but also to teach them how to put that knowledge into practice and solve real-life problems – all framed within an entrepreneurial mind-set. EIT labelled educational programmes at Master and PhD levels encourage students to become more creative, innovative and entrepreneurial. This is why EIT specific quality criteria and EIT overarching learning outcomes are applied.

EIT specific quality criteria for EIT-labelled degree programmes include:

- Robust entrepreneurship education
- Highly integrated, innovative, learning-by-doing curricula
- International and cross-organisational mobility, the European dimension and openness to the world
- Access policy and joint outreach strategy

EIT labelled programmes ensure that students demonstrate skills and competences in all the following areas:

- Creativity
- Innovation
- Entrepreneurship
- Research
- Leadership

Cross-KIC collaboration

One of the main opportunities for cross-KIC collaboration in 2013 came with the launch of the first steps in the preparation of a Massive Open Online Programme (MOOP), where the main aim is to create a new postgraduate programme based on the experiences of the KICs' most successful educational activities in the field of innovation and entrepreneurship. Supported by the KICs, the EIT and the European Commission, this idea will constitute a first, tangible, cross-KIC project.

During 2013 the first step in this project consisted of creating the basis for a training platform and some experimental work. This project will be continued by the EIT and its KICs during 2014. The main challenge for the future is to establish a viable business model for the long run.

As for the follow-up and monitoring of KIC activities, the EIT actively collaborated in a study promoted by the European Commission's DG EAC on the educational activities of the EIT's KICs. This study carried out an analysis of the higher education activities of the KICs (i.e. experiences, innovative practices and ways forward) through student surveys, site visits to co-location centres and by setting up a high-level panel of experts. The study produced very positive findings, identifying ground-breaking lessons learnt relating to knowledge integration, and concluded with a conference to discuss and disseminate the findings in Vilnius in November 2013.



The EIT Roundtable of Entrepreneurs

A cornerstone of the EIT's activity through the KICs is to support innovation in existing companies and also the creation of new business opportunities. The vital ingredients in encouraging entrepreneurial activities are ensuring access to finance and support for enhancing business skills.

With a view to facilitate interactions with organisations from the business angel, private equity and venture capital communities – and act as a door opener for the KICs – the second EIT Roundtable of Entrepreneurs took place in Grundlsee, Austria on 11-13 July. The topic was "Matching Entrepreneurship with Venture Capital" and participants represented the investor community (venture capital firms and business angels), academia, businesses, governments and KICs.

On the first day, the issue of financial support to start-ups was discussed from the perspectives of investors, scholars and policy-makers. During the second day, the strategies of the KICs and the Techstars accelerator were presented and discussed.

Richard Pelly, CEO of the European Investment Fund (EIF), and Willem Jonker, CEO of EIT ICT Labs, signed a Memorandum of Collaboration to jointly boost the access to finance for European SMEs and start-ups in the field of ICT. The objectives of the joint collaboration are to connect the EIF financing instruments to the EIT ICT Labs innovation ecosystem and business acceleration activities, jointly raise capital funds and jointly develop future early-stage finance instruments. The Chairman of the EIT Governing Board Alexander von Gabain stated that this is a pilot experiment which might become the model for the existing and future KICs.

A general discussion was held at the end of the conference, which enabled the participants to give feedback to the EIT and its KICs. The participants appreciated the progress of the EIT and KICs highly, and provided many recommendations.



EIT Awards 2013



The 2013 EIT Awards were held in Budapest, Hungary on 12 November 2014. Celebrating innovation and entrepreneurship in Europe. The awards recognise and reward the entrepreneurial talent being supported by the KICs and provide a platform for their ideas and start-ups.

The 2013 Awards started with an inspirational keynote lecture given by Naveen Jain, an entrepreneur and philanthropist driven to solve the world's biggest challenges through innovation. This was followed by a session in which Karen Wilson (OECD, EFER and Bruegel) presented and interviewed the nine candidates for the CH.A.N.G.E (Change Agents and Next Generation of Entrepreneurs) Award. The eight Venture nominees then pitched their business ideas to the judging panel, before an interactive

session took place on the theme of "what does it take to be an entrepreneur and change agent?".

The day concluded with an award ceremony, during which the winners of the EIT Venture and CH.A.N.G.E Awards were announced.

More than 300 participants from all areas of the Knowledge Triangle attended the event, including students, alumni, academics, investors, entrepreneurs from the EIT KIC community and beyond, as well as national and European policy-makers. Having such a diverse group of participants allowed a wealth of knowledge and experience to be shared, especially on business creation and development.

More information on the EIT Awards can be found online: <http://eit.europa.eu/activities/entrepreneurship/eit-awards>

About the EIT Awards

Introduced in 2012, the EIT Venture Award highlights new business ideas and innovative projects that are emerging from the KICs. The award aims to provide nominated ventures with an opportunity to access established management expertise, open up to new markets, and raise venture capital financing. 2013's winners were Dominik Peus for Antaco (Climate-KIC), David Tacconi for CoRehab (EIT ICT Labs) and Lionel Chaverot for Enerstone (KIC InnoEnergy).

New for 2013 was the EIT CH.A.N.G.E Award, which is designed to showcase



the young entrepreneurs of the future that are emerging from EIT-labelled and KIC education and training programmes. The 2013 winners were Kate Hofmann for GrowUp (Climate-KIC), Dorottya Maksay for Homebuddy (EIT ICT Labs) and Eduardo Appleyard for his work in providing people in Africa with safe and affordable energy (KIC InnoEnergy).



Launch of the EIT Alumni Community

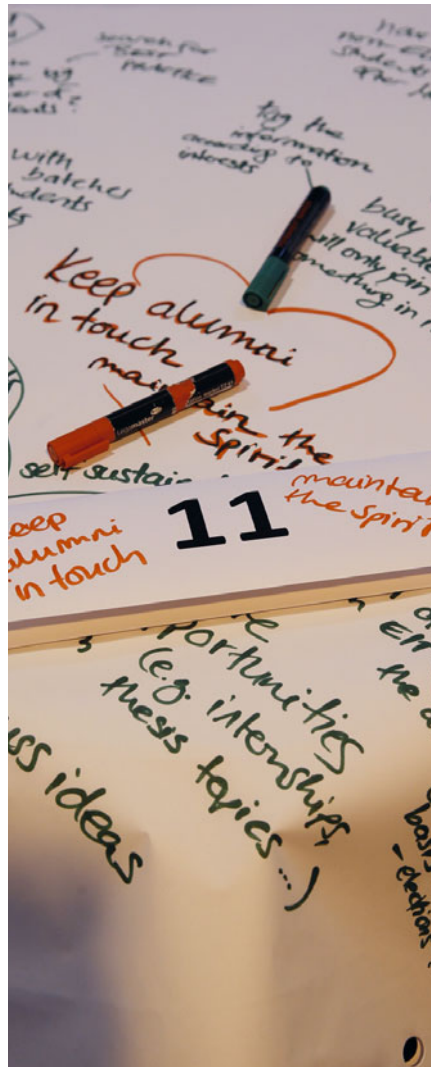


A community of entrepreneurs, innovators & change agents

The EIT Alumni Community was launched at the EIT Students and Alumni Connect! event, which was held in Budapest, Hungary on 10-11 November 2013, and brought together more than 150 students and alumni from Climate-KIC, EIT ICT Labs and KIC InnoEnergy.

It was an important milestone towards building an EIT alumni community of young entrepreneurs and innovators as it was the first time students and alumni from the three KICs met under one roof to develop ideas and find partners for new initiatives.

The event provided a platform for participants to actively share knowledge, exchange ideas, collaborate on challenges and be part of building a vibrant EIT Alumni Community.



The ideas and proposals collected during and after the event were used to further refine the concept of the EIT Alumni Community and develop the next steps of its implementation. The feedback received from participants confirmed the added value of bringing together students and alumni from across the KICs and resulted in concrete ideas for the future development of the community.

For the majority of students and alumni, the most positive aspect of the event was meeting and networking with fellow students and alumni from other KICs and developing joint ideas on cross-thematic themes. It also allowed them to widen their perspective by benefitting from each other's specific experience and knowhow. Indeed, the EIT Alumni Community brings together a wide array of backgrounds, in terms of culture, sectors and themes.





Engaging with the European innovation community



EIT conference: 'Fostering Innovation and Strengthening Synergies within the EU'



The EIT 'Fostering Innovation and Strengthening Synergies within the EU' conference was held at Trinity College Dublin, Ireland on 29-30 April 2013.

The event was held under the auspices of the Irish Presidency of the Council of the European Union and attracted more than 280 of the EIT's stakeholders, with many more following the on-line streaming of the conference.

As the EIT strives to become a centre for entrepreneurial innovation in Europe, it becomes increasingly important to learn from and share experiences with its stakeholder community. This conference provided a unique opportunity to do so ahead of the launch of the new Call for KICs in 2014.

Presented by members from the EIT community, questions addressed included how best to integrate the Knowledge Triangle; what changes the EIT's KICs bring to the European innovation landscape through excellent partnerships, funding models and project portfolio; how outputs and inputs are measured; which bottom-up engagements are possible with regions, other national and EU initiative; and how synergies can be created and further explored.

The conference provided participants with an excellent opportunity to network with each other, the EIT and representatives from the KIC communities.

Publication: 'Analysis of Synergies Fostered by the EIT in the EU Innovation Landscape'

In 2012, the EIT produced a publication on 'Catalysing Innovation in the Knowledge Triangle – Practices from the EIT Knowledge and Innovation Communities', which noted the European Council's conclusions on developing the role of education in a fully functioning knowledge triangle.

These conclusions highlighted the need to improve the effect of investment in education, research and innovation through continuous interaction.

Following on from this, the EIT produced a second publication aimed at creating an inventory of practices emerging from the KICs and making them available to audiences beyond the EIT. Published in 2013, 'Analysis of Synergies Fostered by the EIT in the EU Innovation Landscape'

explores the emerging cooperation and collaboration between the EIT and other EU, national and regional policies and initiatives in the areas of education, research and innovation – something that is central to the EIT's role and mission.

The publication showcases examples from the three existing KICs, all of which show different types of collaboration with EU, national and regional innovation policies and programmes. The publication also explores other potential collaboration for these KICs and the future ones, with an emphasis on Horizon 2020, the new EU Framework Programme for Research and Innovation (2014-2020) and the EU regional and cohesion policy. Finally, the publication suggests points for consideration in furthering the EIT's emerging role in the EU innovation landscape.

EIT Awareness Days



Following the successful launch of 'EIT Awareness Days' in Ireland, Germany, the UK, Austria, Cyprus and Hungary in 2012, the EIT continued to engage directly with EU Member States, EEA countries and other key stakeholders from across the Knowledge Triangle through a number of further Days in 2013.

The objectives of the EIT Awareness Days are to:

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

By the end of 2013, 14 further EIT Awareness Days had been organised:

- Czech Republic (January 2013)
- Slovenia (February 2013)

- Spain (February 2013)
- Greece (February 2013)
- Slovakia (April 2013)
- Lithuania (May 2013)
- Romania (May 2013)
- Netherlands (June 2013)
- Poland (June 2013)
- Finland (June 2013)
- Norway (June 2013)
- Portugal (September 2013)
- Germany (October 2013)
- Malta (November 2013)
- Italy (December 2013)

The format of the EIT Awareness Days is seen as very beneficial for national stakeholders, but also for the EIT and the KICs, for reaching out to regions not yet covered by the EIT and KICs. They are a first important step in preparing for the EIT Stakeholder Forum and finding a suitable format for structured dialogue with strategic key stakeholders (in this case, Member States).





Spotlight on the EIT Foundation

eit European Institute of
Innovation & Technology
Foundation

In 2013, the EIT continued to work closely with EIT Foundation activities through active engagements.

The EIT Foundation was established in 2010 as an independent, philanthropic organisation under Dutch law. It is a group of like-minded organisations dedicated to promoting a culture of innovation and entrepreneurship across Europe. The foundation's goal is to complement and enlarge the impact of the EIT and "invent the future" by bringing together some of Europe's brightest minds at events, in youth talent programmes and similar initiatives.

The EIT Foundation focuses its activities on the:

- Promotion of entrepreneurial education and bridging the gap between academia and business;

- Creation of a new generation with an entrepreneurial mind-set, ready to drive the development of sustainable innovation;
- Development of an international network of talented professionals engaged in education, research, innovation and business development.

The Young Leaders Group is one of the three initiatives established by the EIT Foundation. It seeks to bring a more entrepreneurial and innovation-focused approach to traditional education and professional training, combining them with a specific mentoring scheme. By benefiting from the participants' various backgrounds, both in regards to expertise, discipline and origin, the Young Leaders Group addresses the big innovation challenges and leads the way to a high calibre European network of future leaders and thinkers.



The first six-month programme, carried out with the active support of Vodafone Institute for Society and Communications and academically steered by Imperial College London, was around the theme of data-driven innovation. 30 participants were selected within the internal networks of the EIT Foundation community. They are young entrepreneurs coming from the EIT and its KICs, business players and those with high potential from the academic world.

The programme was launched in November 2012 with a two-day kick-off event at the premises of Alcatel-Lu-

cent in Antwerp, Belgium, where six groups worked on specific challenges around the topic of data-driven innovation.

Following an intensive peer-to-peer work period, the Young Leaders Group met again at the beginning of January 2013 to further discuss their ideas in a four-day Winter Academy at Imperial College in London. During the Winter Academy, experts from diverse areas and backgrounds shared their views and experiences on data-driven innovation, and supported the Young Leaders in further developing their ideas.

After the Winter Academy, each group further developed their ideas via virtual teamwork. The papers highlight the innovation challenge, provide an overview of what is already being done internationally to address this question, and come up with concrete ideas and recommendations on how to better address and tackle it. The aim of the papers is to present a new and inspiring "Young Leaders" perspective, and therefore give a fresh and forward-thinking vision for the future.

The first EIT Foundation Innovation Forum took place on 26 March 2013 as a high-level event that fosters open discussions and the exchange of ideas and good practices among Europe's key innovation players. Under the headline "Data-driven innovation: the

new imperative for growth", more than 200 selected participants discussed how to leverage the economic, social and cultural potential of data to kick-start growth and jobs in Europe. The event also featured notable keynote speakers such as Androulla Vassiliou, Commissioner for Education, Culture, Multilingualism and Youth, and Neelie Kroes, Vice-President of the European Commission, Commissioner for the Digital Agenda.

More information on the EIT foundation can be found online at: www.eitfoundation.org



Acronyms

AGA – Annual Grant Agreement

CH.A.N.G.E - Change Agents and Next Generation of Entrepreneurs

CKAA - Climate-KIC Alumni Association

CLC - Co-location Centre

DG EAC – Directorate General for Education and Culture (European Commission)

DG ENER – Directorate General for Energy (European Commission)

ECTS - European Credit Transfer and Accumulation System

EIT – European Institute of Innovation and Technology

EU – European Union

FPA – Framework Partnership Agreement

Horizon2020 – EU Framework Programme for Research and Innovation
(2014 – 2020)

KIC – Knowledge and Innovation Community

KPI – Key Performance Indicator

PMS – Performance Measurement System

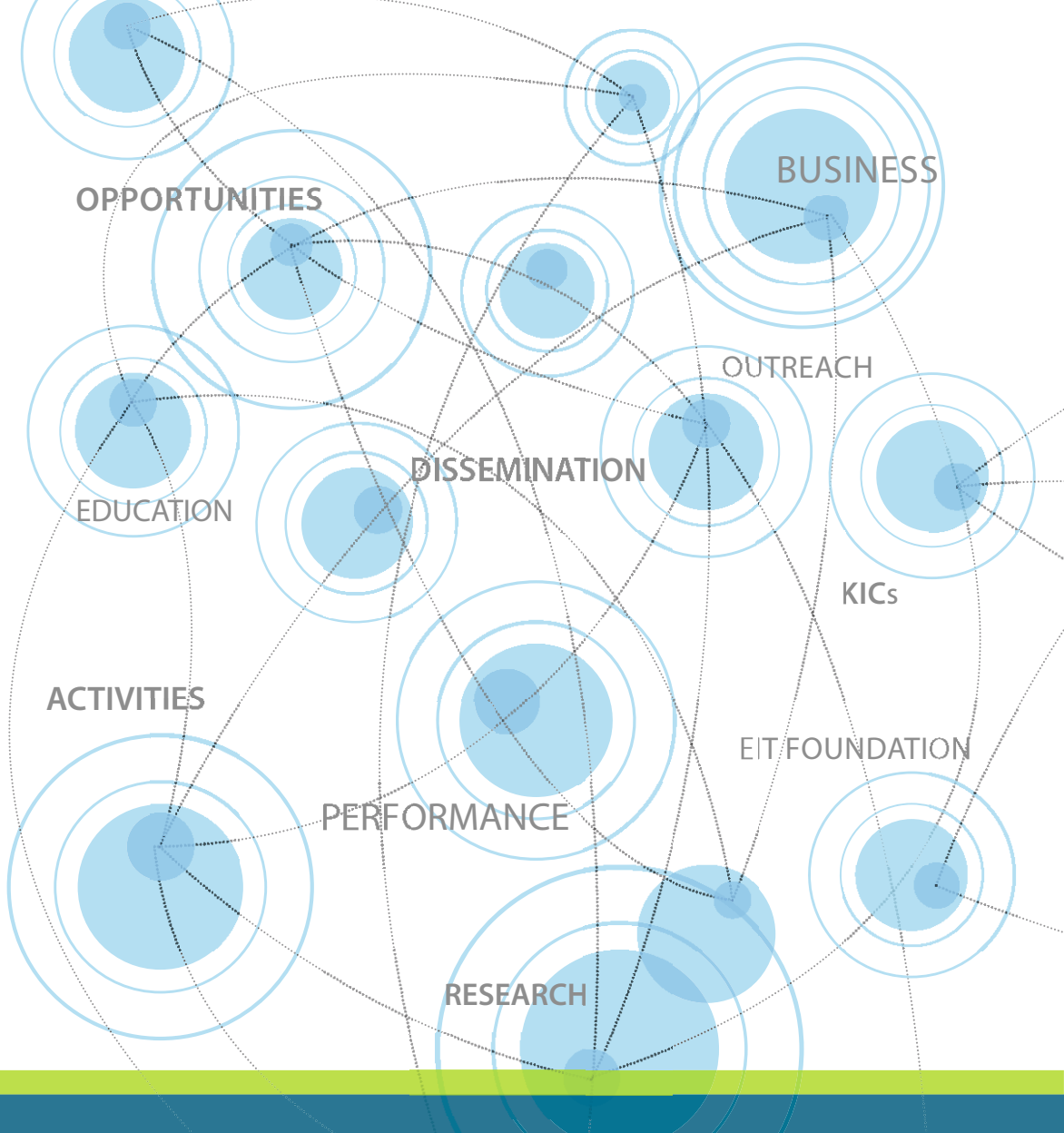
SIA – Strategic Innovation Agenda

RIC - Regional Implementation Centre

ROI - Return on Investment

SET Plan - European Strategic Energy Technology Plan

VC - Venture Capital



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