

EIT Statement by the EIT Governing Board in Response to the recent external assessments of the EIT

The European Institute of Innovation and Technology (EIT) greatly appreciates the constructive input it has received from various sources and European stakeholders on its mission and accomplishments. In particular, the EIT welcomes the external perspective offered and is extremely pleased with the overwhelmingly positive feedback received on its overall mission, concept and first achievements.

The "External Evaluation on the EIT" and the "Open Consultation on the Future of the EIT", both launched by the Commission in Spring this year represent an opportune input to address themes in consolidating and anticipating the future of the Institute. In this connection, it is worth mentioning also a strong endorsement to the EIT from a recently published report by Ernst & Young in co-operation with CEPS (one of the most respected and influential think tanks in Europe) on "Next Generation Innovation Policies: The Future of EU Innovation Policy to Support Market Growth".

As stipulated by the EIT Regulation, the European Commission mandated a contractor to carry out an independent external evaluation of the EIT with particular focus on the EIT's added value, impact and relevance. The final result was published in May 2011 by the consulting firm ECORYS. In addition, the Commission launched an Open Public Consultation on the future strategy of the EIT, which was open until 30 June 2011 and which attracted over 130 responses and 51 position papers by important stakeholders. Independently, the Ernst & Young/CEPS study showcased in particular the EIT.

The level of positive interest surrounding the EIT in its early stages is powerful evidence of the fact that the EIT and its activities are not only noteworthy but worth pursuing. The Ernst & Young/ CEPS report explicitly states that "*The initiatives of the EIT are indeed promising ... these types of knowledge communities can really bring Europe to higher levels of competitiveness*", including EIT and its KICs amongst the most advanced innovation policies practices together with the US Department of Energy's Energy Innovation Hubs programme and the UK Technology Strategy Board's (TSB) concept of innovation platforms. The results of the Open Consultation show, in the words of the Commission, "*a high level of support to the EIT mission, objectives, and added value*", and the External Evaluation states that "*There is a consensus amongst those interviewed for this study that the stated objectives of the EIT are all relevant. Overall, support for the EIT is strong.*"

The EIT does not, however, see this as endorsement to rest on its laurels – quite the opposite. It is also very receptive to the constructive criticism mentioned in particular in the External Evaluation. Nevertheless, it is important to note that the Evaluation represents a snapshot of the EIT during the first steps and months leading up to May 2011. Given the EIT's dynamism and constant evolution, some criticisms are already outdated. This is concrete evidence of the fact that the EIT actively addresses concerns raised to find workable and pragmatic solutions.

The EIT is very proud, not only to share its accomplishments, but equally importantly, to announce speedy developments since then in setting up the foundations for further progress. In this connection, on 18 May 2011, the EIT Governing Board appointed José Manuel Leceta as the Director of the EIT. He took up his duties on 01 July 2011 and has already introduced a series of measures to streamline key business processes, to help implement the Board's future strategies and, most importantly, to add value to KICs including service offerings beyond grant giving. These are, in particular:

1. Success Stories

The EIT is happy to share the first results the KICs' efforts have yielded. The first set of three 'Success Stories' emanating from the KICs which showcase the launch of individual projects,

successful new ventures and educational activities, is about to be published on the EIT website and shared with relevant stakeholders. The collection and monitoring of Success Stories is a continuous, incremental process which will actively be pursued going forwards. This represents early evidence of success, which is an important building block in the EIT brand and awareness building.

2. KIC Monitoring / KPIs

The EIT acknowledges the need to make further progress in harmonising the scoreboards, monitoring and KPIs of the KICs for which the commitment KICs at CEO level is both essential and timely. The EIT has established a draft Scoreboard against which to measure the outcomes of its investment in the KICs. Once finalised, the measures will be ranked according to priorities and also linked to the Scoreboard for the EIT's own performance. In the spirit of a corporation, the EIT plans to develop a number of shared policies together with the KICs thereby improving knowledge management via IT-based user friendly tools that will facilitate data access and continuous monitoring.

3. EIT Operational Structure

The EIT is now reaching the maturity necessary to exert the roles of its three main bodies, namely, Governing Board, Director and KICs as foreseen in the founding Regulation. Concerning KIC operations in particular, a so called „Corporate Forum“ for KICs has recently been established. This will be led by the EIT Director with a view to becoming the key platform for regular discussions of common interests as well as building effective and balanced operational relationships at corporate level, with leadership and support provided by the EIT Director's team. The new structure of the EIT HQ established by the Director will improve accountability for internal administration, KIC operations and intelligence. Moreover, corporate services will report directly to the Director.

4. Corporate Communication and Planning

The EIT has launched a pro-active and dynamic communications style: its Headquarters and its Governing Board members have engaged in communications activities both with institutional stakeholders and Knowledge Triangle (i.e. industry, research, and higher education) multiplier organisations. These activities range from speaking engagements at leading conferences, to bilateral discussions at ministerial level, to relevant publications. The EIT's database of contacts has grown significantly and it plans to redesign its website to make it more user-friendly and accessible. The EIT is now active on social media networks such as Facebook™ and twitter™, and makes use of digital tools such as flickr™ and YouTube™, which allows it to engage directly with relevant individual target groups (i.e. young entrepreneurs). Other channels are being considered, linked to successful evidence from the KICs as part of the knowledge management systems to be established, thereby contributing a credible EIT 'brand'.

Further to the above, the EIT Director will integrate the results and recommendations of the Evaluation in order to move the EIT and its KICs into their next stage. As the EIT consolidates its own role and mission, and once its positioning and treatment within the future EU budget becomes known, it will better be able to prepare a development strategy for the HQ to help position EIT even more visibly and strongly within the European innovation landscape, develop synergies and efficiencies with other EU and national programmes, and codifying good practice for dissemination across Europe.

The Evaluation recommends that the EIT's focus up to 2014 should be on consolidation and delivery. This is very much being embraced by the EIT Governing Board as it is building upon the lessons learned to date, is focusing on consolidating the efforts undertaken so far to translate these into concrete outcomes, and on further delivering the results and messages needed to turn the EIT into a

globally recognised Institute for innovation excellence, both for its operations and intelligence. Beyond this the EIT will be focussing the EIT's efforts on becoming a true innovation impact investor under its new Chairman of the Governing Board Alexander von Gabain, who took up his role on 15 September 2011.