EIT Digital
Call for Proposals 2018

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1. Focus and Spirit of Call 2018

EIT Digital is a leading European digital innovation and entrepreneurial education organisation driving Europe's digital transformation.
The EIT Digital Action Lines are looking for Activity Proposals for 2018 in line with their strategic directions, which are defined in the EIT Digital Strategic Innovation Agenda 2017-2019.
Value creation combined with an investor mindset will allow EIT Digital to diversify its sources of income and fulfil the EIT requirement of developing into a sustainable organization.

Innovation Activities

Starting from market needs, EIT Digital seeks to generate significant innovations from top European research results. Our objective is incubation, market uptake and rapid growth of these innovations. We are keen on Activities offering to tackle a clear business case, carried out in an entrepreneurial way of working with an open innovation mindset. We invest in entrepreneurial teams that propose to create new ventures, concrete products and services, or technology transfers with breakthrough potential. In response to the EIT requirement for KICs to become sustainable, EIT Digital is developing and deploying its sustainability approach, which includes return on investment on its innovation Activities that should show a contribution to the EIT Digital sustainability strategy through equity or ROI mechanisms.

EIT Digital invests in strategic Action Lines to accelerate the market uptake of research-based digital technologies focusing on Europe's strategic societal challenges: Digital Industry, Digital Cities, Digital Wellbeing, Digital Infrastructure as well as Digital Finance. In these Action Lines, we run two categories of Activities:

1. Innovation Activities – Activities that propose to create a new startup, launch a product or a service, or transfer a technology – all of them focused on solving a burning business problem.
2. High Impact Initiatives (HIIs) – strategic Activities partly executed at our Co-Location Centres by a group of partners - and developing a "grand challenge" product or service.

Partners are invited to propose either Activity proposals (for Innovation Activities in all Innovation Action Lines) or Offers for Contribution (for the specific HIIs that have been defined in specific Action Lines). The starting point for any Activity proposal is first and foremost a market need (with a clear business case). To address this need, the Activity will offer a solution which is an agile packaging of technologies and validated research results, as well as a compelling go-to-market plan. The ambition for any proposal is to create a startup, launch a product or a service, or transfer a technology that succeeds in world markets and becomes a European success story.

Education Activities

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

Earlier, the education paradigm was to provide the young with an educational platform enabling them to enter the labour market and build their career. The educational platform lasted for a work lifetime. Now, the education paradigm is that learning must emulate the speed of business to meet technology and business model changes. Changing the platform to integrate the learning of rapidly evolving technology with generic/transversal skills, and where continuous lifelong learning is an integrated part of work, is the only way to handle the needed speed. EIT Digital does this by:

- EIT Labelled Master and Doctoral educational programmes creating engineers and researchers with an entrepreneurial mindset
- EIT Digital Certified Professional educational modules on the technology and innovation front
- EIT Digital Certified online education to globally scale up the impact

EIT Digital adopts a Blended Education approach where students develop cutting edge digital knowledge merged with innovation and entrepreneurship skills. The settings can be physical or virtual classrooms, or combinations of both. We have three Education Action Lines: our Master School breeds a new generation of European entrepreneurs, our Doctoral School delivers tomorrow's digital leaders, and our Professional School keeps European digital professionals at the front of the ever changing industry needs. The set of Education Activity proposals for the three Schools and online education, which runs across all three schools, is coordinated by the EIT Digital Chief Education Officer (CEdO). In response to the EIT requirement for KICs to become sustainable, EIT Digital is developing and deploying its sustainability approach, which includes return on investment on its Activities.

2. Innovation Activities

2.1 Innovation Action Lines

We focus our investments on a limited number of innovation areas – the Innovation Action Lines. They are briefly described below and elaborated on in the EIT Digital Strategic Innovation Agenda 2017-2019 (SIA). While the scope of each Action Line as described in the SIA is fully valid, key focus areas that are particularly welcome in Call 2018 are reported below.

Digital Industry

Action Line Leader: Petri Liuha <petri.liuha@eitdigital.eu>

The Digital Industry Action Line covers the seamless process from production to retail and the related supporting functions such as logistics and consumer engagement.

The scope of the Digital Industry Action Line is defined in the SIA (page 22-23). For Call 2018, we would like to see a special focus on the following areas:

1. Solutions for customised mass-production: data driven production and delivery solutions that use demand information and field data for transformation of design processes and work flows, and for customisation of parts and end-user products.
2. Customer engagement across all interaction channels and linking to sales process: personalized, contextual customer engagement by using multiple systems together, through a human, artificial agent, or sensors, across many interaction channels. Further aspects include synchronisation to marketing, sales and customer service processes.

Digital Cities

Action Line Leader: Stéphane Péan <stephane.pean@eitdigital.eu>

The Digital Cities Action Line leverages the digital transformation of the cities through centralized, participative and collaborative interactions between city actors: government, city service providers, industry, citizens.

The scope of the Digital Cities Action Line is defined in the SIA (Page 24-25). For Call 2018, we would like to see a special focus on the following areas:

1. Digital solutions that improve citizen safety and inclusiveness.
2. Connected or/and autonomous vehicle based solutions that improve mobility and safety in urban areas.

Digital Wellbeing

Action Line Leader: Johan Kortas <johan.kortas@eitdigital.eu>

The Digital Wellbeing Action Line leverages digital technologies to stay healthy (prevention/early detection) or cope with an existing chronic condition. Both physical and mental wellbeing are considered.

The scope of the Digital Wellbeing Action Line is defined in the SIA (Page 26-27). For Call 2018, we would like to see a special focus on the following areas:

1. Mental wellbeing: digital solutions to increase mental resilience, early detect and cope with loss of concentration or with (social media) bullying, which may lead to stress and depression.
2. Physical wellbeing: digital solutions to stimulate physical activity by gamification, education, and behavior change.

Digital Infrastructure

Action Line Leader: Henrik Abramowicz <henrik.abramowicz@eitdigital.eu>

The Digital Infrastructure Action Line is the core enabler of the digital transformation by providing secure, robust, responsive and intelligent communications and computation facilities.

The scope of the Digital Infrastructure Action Line is defined in the SIA (Page 28-29). For Call 2018, we would like to see a special focus on the following areas:

1. Distributed real-time computing & Big Data/Artificial Intelligence approaches.
2. Cybersecurity and privacy - Safeguarding the network, the platform, the device, the data.
3. 5G & Internet of Things - Massive number of things & ultra-reliable communication for mission critical applications with a comprehensive approach for connectivity, devices, security and analytics.

Digital Finance

Action Line Leader: Daniel Michel (a.i.) <daniel.michel@eitdigital.eu>

Digital Finance is the delivery of innovative financial products and services through digital technology, with the objective of making financial systems more reliable, more transparent, and less dependent on central infrastructures.

Digital Finance, also known as “FinTech”, is an area that has attracted a significant amount of interest and venture capital in the last couple of years. Digital Finance was an Exploration Area in 2017, with limited investments from EIT Digital. It is therefore not covered in the SIA. It will be ramped up as a full Action Line in 2018.

We would like to see a special focus on the following areas:

1. The future of retail banking (customer relationships, cashless society, micropayments and new payment services, cybersecurity, personal financial management).
2. Digitalized Wealth Management and Asset Management (AI tools to support decision making, enhanced services matching demographics needs, inclusive asset management for all).
3. Modernized corporate banking and insurance tech (simplification/automation for corporate clients, fluid/secure lending, P2P risk distribution, digitalization of equity capital markets and investment banking).

2.2 Innovation Activity proposals

Mindset

An Activity Proposal is an agile project that belongs to one of three distinct types.

- It intends to create a startup
- It intends to launch a product or a service
- It intends to transfer a game-changing technology to reach the market

If you are submitting an Activity proposal, you must "begin with the end in mind" and pinpoint the market need that you are trying to solve. Then select the target of your Activity: a new product or service, a new startup or the transfer of a breakthrough technology to solve a the market need. The presence of a customer or early adopter explicitly engaged in the Activity proposal is a major plus. A key Partner is the Business Champion. It is an organisation that knows the customers' needs, designs/packages the product or service based on breakthrough technology, and brings it to the market. Examples of a credible Business Champion include but are not limited to: a large or midsize corporation, a startup that will be created by the Activity Partners, an EIT Digital Accelerator startup. The Business Champion needs to commit to the go-to-market in the proposal. For agility, we recommend a limited group of Partners per Activity; each Partner should propose engaged and entrepreneurial individual team members (including a strong Activity Leader from the Business Champion). Activity proposals should target economic or societal impact and therefore should focus more on business elements (e.g. technology transfer, business launch) than on anything else. Finally, the proposal should clarify how it intends to contribute to the financial sustainability of EIT Digital e.g. via ROI, equity, additional co-funding, leveraging of national instruments or via alternative income generation mechanisms. The suggested line-up of Partner teams should run like a venture, and should look as follows:

Technology Provider	Business Champion	Customers
• Partner B (specific technology) • Partner C (specific technology)	• Partner A (Product owner, Activity Lead)	• Named customers or early adopters involved • Targeted customer segments

Process

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

Proposals involving X-KIC Collaboration

Proposals for X-KIC collaboration need to be submitted in their entirety to all relevant KICs and will be evaluated by those KICs. The proposals should demonstrate the need for multidisciplinary collaboration and must contain at least one partner from each KIC, and include partners from research and business. Partners should request EIT financial support from the KIC in which they are a Partner (in case they are Partner in multiple KICs, they should only ask EIT financial support from one KIC). The expected budget for X-KIC collaboration for EIT Digital is € 1m. Activity proposals that fall into this category need to indicate this in their proposals via the box that is provided for this purpose.

Early Bird Activity start in 2017

To facilitate an agile execution of the entrepreneurial projects that want to start already in 2017, EIT Digital offers the opportunity to apply for the Early Bird support. Innovation Activities that want to apply for this support, must indicate it in their submission for 2018 in the "Innovation Activity Specifics" tab. Here, the proposal authors should also indicate how they intend to split the budget between 2017 and 2018 Business Plans. If the Early Bird proposal is accepted by the EIT Digital Management Committee during the decision-making process, then the additional 2017 Activity will be included in the Business Plan 2017 amendment that EIT Digital will submit in September 2017.

Please note that only proposals scored A or B by the Management Committee are potentially eligible for Early Bird support (see Annex A for details on the scoring mechanism).

2.3 High Impact Initiatives (HIIs)

Mindset

High Impact Initiatives (HIIs) are strategic Activities partially executed at our Co-Location Centres by a group of partners as one "startup" team and represent larger investments in digital game changers. Contents are defined by EIT Digital's management and address grand challenges in Innovation Action Lines.

The reason why we like to have partial Co-location presence and a limited number of participating Co-location centres (maximum 3) is that we advocate dedicated teams doing agile development work in "sprints" – those sprints happen at a given Co-location Centre regularly (1/3rd of the time). During the sprints, partners work as a startup at our Co-location Centre towards the development of a common product or service, with live interactions and fast problem fixing.

EIT Digital is soliciting Offers for Contribution for the two ongoing HIIs. More detailed HII descriptions are available via the EIT Digital Intranet website for the Call for Proposals for 2018 and in the initial HII Activity descriptions in the submission system. The designated Co-location Centres are provided in the overview of HIIs below, however, if the received Offers for Contribution demonstrate a critical mass in another CLC, they might be considered. Designated Co-location Centres do not mean that the Partners need to necessarily be from the corresponding Node. It only means that the Partners (from any Node) commit to work in one of the designated CLCs.

Overview of the HIIs

Advanced Connectivity Platform for Vertical Segments

Accelerating the creation of applications & services by providing advanced ways to create generic E2E networks at the edges and networks supporting the widespread growth in Internet of Things.

Action Line: Digital Infrastructure
Action Line Leader: Henrik Abramowicz <henrik.abramowicz@eitdigital.eu>
Activity Leader 2017: Henri Kivioja <henri.kivioja@ericsson.com>
Participating Co-location Centres: Stockholm, Helsinki, Milan (Satellite of Trento Node)

Operate European Digital Industry with Products and Services

Development and deployment of Cyber-Physical Systems, Connectivity/Network, Digital Data and Cyber Security products and services for a competitive Digital Industry market in Europe and beyond.

Action Line: Digital Industry
Action Line Leader: Petri Liuha <petri.liuha@eitdigital.eu>
Activity Leader 2017: Reinhold Ufrecht <reinhold.ufrecht@siemens.com>

Participating Co-location Centres: Milan (Satellite of Trento Node), Munich (Satellite of Berlin Node), Paris

Process

The detailed process including requirements, criteria and evaluation methodology for Offers for contribution to High Impact Initiatives is detailed in Annex C.

2.4 Sustainability

In response to the EIT requirement for KICs to become sustainable, EIT Digital is developing and deploying its sustainability approach, which includes return on investment on its Innovation Activities via:

- ROI from successfully launched products and services
- ROI from technology transfers in the context of Innovation Activities

- Equity in startups resulting from Innovation Activities

Each Innovation Activity therefore belongs to one of three distinct types:

- It intends to create a startup
- It intends to create a new product or service
- It is about a technology transfer mechanism

For the Activity type "startup creation", the sustainability principle is for EIT Digital to receive an equity share in the startup as a co-founder. The guidance for the level of shares for EIT Digital follows the below principles:

- 50% of the initial startup shareholding structure is attributed to KAVA
- EIT Digital's equity percentage is determined by the EIT financial contribution as relative share of KAVA
- Example 1: EIT Digital receives a 37.5% equity percentage in a startup resulting from an Innovation Activity with 75% EIT financial contribution and 25% co-funding
- Example 2: EIT Digital receives a 25% equity percentage in a startup resulting from an Innovation Activity with 50% EIT financial contribution and 50% co-funding
- Activities over multiple years: amounts are summed up over the years
- Common Shares for EIT Digital will be diluted during future financing rounds
- EIT Digital will actively support the startup

The above principles are a guidance for startups created from Innovation Activities.
Deviations may be discussed on a case-by-case basis.

For the Activity types "new product or service creation" and "technology transfer", the sustainability principle is for EIT Digital to receive a return on investment (ROI), to be defined in the Activity Proposal and to be part of the evaluation process.
Some examples that we provide as a guidance are the following.

- Investment-based return: Activity Proposal offers to return a fraction of the EIT financial support to EIT Digital after the Activity is completed.
- Value-based return: Activity Proposal estimates the "projected value" created by the Activity (the expectation is for the value to be potentially much larger than the initial investment), and offers to return a fraction of the projected value to EIT Digital after the Activity is completed.

The above ROI mechanisms are examples. Activity Proposals may come up with other ROI mechanisms to be described at the time of the submission.

It should be noted that Activity Proposals that offer no substantial and credible sustainability mechanism will still be eligible but cannot be rated A (see Annex A for details on the scoring mechanism).

3. Education Activities

3.1 Education Action Lines

Education in EIT Digital is organised along three action lines, the Master School (MSL), Doctoral School (DSL) and Professional School (PSL), which together form the EIT Digital Academy. A thread of online education runs across all three schools, although it is preeminent in the MSL and PSL. EIT Digital seeks to use this opportunity to bring greater innovation to the education that it delivers, ensuring enhanced alignment with the changing business and technology practices brought about by digital transformation.

Master School (MSL)

The EIT Digital Master School aims to train information and communications technology professionals with state-of-the-art technical excellence in key digital technology areas combined with strong expertise in Innovation & Entrepreneurship. The goal is to establish a world-renowned Masters level education brand.

The existing portfolio of 2 year (120 ECTS) Master School Programmes covers eight key topics highly relevant to the current needs in the digital economy and its social transformation.

Action Line Leader: Patrick Hartigan <patrick.hartigan@eitdigital.eu>

Doctoral School (DSL)

The EIT Digital Doctoral School aims to train world-class digital technology leaders with deep technical expertise combined with strong back-ground in Innovation, entrepreneurship and business transformation. Our goal is to establish a world renowned doctoral level education brand.

Action Line Leader (a.i.): Anders Flodström <anders.flodstrom@eitdigital.eu>

Professional School (PSL)

The EIT Digital Professional School aims to enhance the skills and competencies of Europe's professionals, executives and decision-makers via blended learning packages of technology updates with peer education. The offerings combine university level content and online modules with hands-on skills building and certification, to establish a world-renowned professional education brand.

Action Line Leader: Jens Ohlsson <jens.ohlsson@eitdigital.eu>

For more information please refer to the Strategic Innovation Agenda 2017-2019.

3.2 Education Activity proposals

Mindset

EIT Digital has positioned itself at the forefront of European education by creating online "blended" Innovation and Entrepreneurship education to raise quality, increase diversity and availability of the top-level content provided by its university, research institute and industrial partners.

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

EIT Digital Master School (MSL)

- EIT labelled Master programmes.

It is proposed to add one new 2-year (120 ECTS) Programme to the existing portfolio of technical majors. The new programme is:

    - Autonomous Systems, to include but not limited to the substitution of human decision making in transport, infrastructural and industrial systems.

- Micromasters in MOOC format

  The first semester (30 ECTS) of one Programme (Embedded Systems) can now be taken online. This has proven to have the advantages of improving the outreach of the MSL, and of providing access to students who have not availed of traditional Bachelors education. Significantly, it has also proven to be a valuable tool for creating awareness of the EIT brand and our education activities. The aim is to bring all the remaining 7 Programmes (as well as the new one referenced above) to the same level. This may be achieved with a complete 30 ECTS online course. Alternatively, a greater level of granularity might be possible with a series of smaller MOOCs (with a minimum of 5 ECTS each) combining to form the first semester (30 ECTS) of online education.

EIT Digital Professional School (PSL)

- Courses in blended format

  Blended learning combines traditional face-to-face classroom phases with digital and online media such as e- and mobile learning. EIT Digital is seeking for self-contained online courses, that serve as basis for blended courses, and flexible stand-alone online courses. These courses have similarity to those more granular (5 ECTS) MOOCs sought by the Master School, as indicated above. All courses should be specially designed for professionals and be delivered in blended format.

The focus lies on new courses within topics including but not limited to:

Blockchains, Cyber Security, Visualising data analytics, Design principles for innovation, Design thinking, Distributed systems, Digital twins, and with a strong connection to our Innovation Action Lines. We encourage the use of new learning techniques within blended learning and cooperation with other EIT Digital partners.

Professional School can support online learning branding and online production of courses.

Process

All education Activity Proposals follow the same funding principles which require a co-investment from partners:

- Maximum EIT funding of 75% of KAVA
- Minimum Co-funding of 25% of KAVA

The detailed process including requirements, criteria and evaluation methodology for Education Activity Proposals is described in Annex D. Please note that continuing activities in Doctoral, Master, and Professional School as well as Online Learning will not be subject to the process detailed in Annex D, but coordinated by the School Heads and the CEdO.

3.3 Sustainability

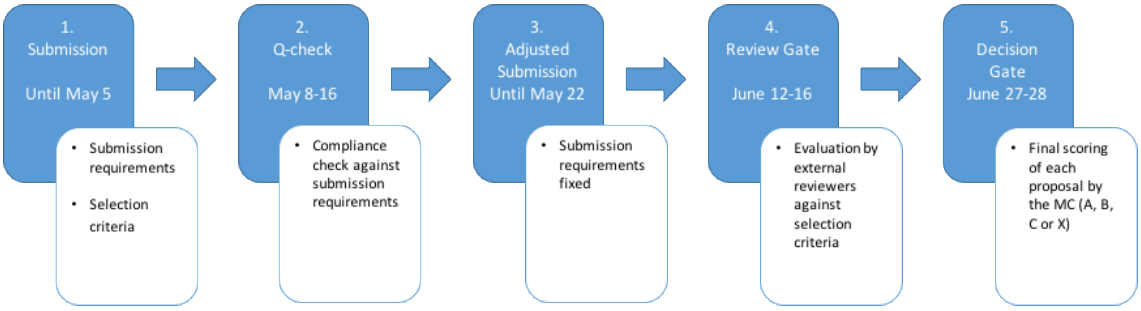
In response to the EIT requirement for KICs to become sustainable, EIT Digital is developing and deploying its sustainability approach. EIT Digital is therefore particularly interested in Activity Proposals which include sustainability mechanisms, such as revenue from participation fees or alternative sources of income through private, national or European funding.

Annex A. Call Process summary

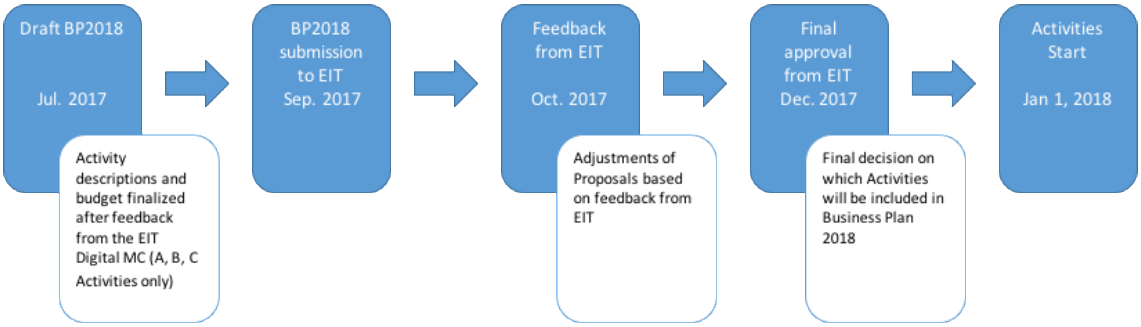
There are five main steps in the Call 2018 process between the Activity proposal submission and the Decision Gate:

1. Submission: Applicants submit their complete Activity proposals, which must comply with the submission requirements. (Please read the Instructions for Call 2018 Submission System before the submission)
2. Quality Check: Quality Team assesses the compliance of the proposals with the submission requirements; applicants receive feedback (through the feedback tab in the submission system) in case improvements are considered to be necessary
3. Adjusted Submission: Applicants have the opportunity to improve their proposals based on the received feedback in order to comply with the submission requirements

4. Review Gate: Submitted proposals (compliant with submission requirements) are evaluated by external reviewers according to the selection criteria. Recommendation to the MC for the final scoring is provided.
5. Decision Gate: the MC uses the recommendations of the Review Gate to finalize the scoring of each proposal. The final scoring of each proposal will belong to one of the following categories:
    A. Almost certainly included in Business Plan 2018
    B. Likely to be included in Business Plan 2018
    C. Low likelihood to be included in Business Plan 2018
    X. Not included in Business Plan 2018



After the Decision Gate, the EIT Digital Business Plan 2018 preparation starts. The picture below shows the main steps that will lead to the final submission of the Business Plan 2018 to the EIT (white boxes highlight the steps where an intervention from the Activity Leader might be required).



For a detailed schedule, please refer to the EIT Digital Intranet website for the Call for Proposals for 2018.

Annex B. Call Process for Innovation Activities

B.1. Submission Requirements

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

1. Commitments
    - Product/Startup/Technology Transfer definition (in description of work)

- Activity Leader acts as Product Owner
- Filmed 60-second elevator pitch included in submission
- Commitment to cooperate with EIT Digital on communications about the outcomes and results of the Activity
- Creation of a 90-second video showcasing the results of the Activity (by the end of November during Activity execution year)

2. Growth strategy
   - Growth strategy plan (incl. multi-year investment plan and projected revenues)
   - Commitment to facilitate go-to-market, including establishment of IP licensing agreement (before end of Q2) to allow business champion to freely operate and commercialise the results of the Activity
3. Financials
   - Minimum co-funding: 25% of KAVA
   - Maximum EIT financial support: 20% of the total Activity budget (KAVA + KCA)
4. Partners
   - 2-5 Partners with high level of involvement and a clear role for each contributing Partner
   - Set of Partners associated with more than one of the EIT Digital Nodes, with representation of different organisation types
5. Team
   - Committed team with highly engaged individual team members
   - Guideline: Individual team members should be involved with minimally 50% of their time (i.e. minimally 0.5 FTE)
   - Guideline: Activity Leader should be involved with minimally 80% of his/her time
   - Commitment to Activity execution approach “run like a venture” (incl. list of key roles and associated names)
   - Description (in a few lines) of the main skills and experiences of the Activity Leader that are relevant for the Activity

B.2. Proposal Preparation

All Innovation Activity proposals (for new Activities as well as for the continuation of currently running Activities) need to be prepared and submitted via the Call 2018 submission system that can be reached via the EIT Digital Intranet website for the Call for Proposals for 2018. It is the responsibility of each Task Leader to obtain full commitment from all Partner organizations participating in the Task (including his/her own) prior to submitting the proposal. All Activity proposals for 2018 need to be formally submitted (via the submit button in the Call 2018 submission system) prior to the submission deadline.

For each submitted proposal, a feedback tab is made available in the submission system. This feedback tab will initially contain the remarks and improvement suggestions from the Quality Team. Subsequently, it will contain the feedback to the proposal authors after the final selection. For selected proposals, it will also contain the allocated budget and the required modifications to the submission.

B.3. Review Mechanism

Innovation Activity proposals (in line with the submission requirements) will be reviewed according to the following elements:

- Desirability
    - Attractivity for the end users/customers
- Feasibility
    - Technical feasibility
- Viability
    - Business / go-to-market viability
- Sustainability
    - Contribution to the sustainability of EIT Digital

External business reviewers and technology reviewers are named for each Action Line. Each reviewer answers questions for each activity proposal by selecting a scoring level between 1 and 5. This is calibrated by the provided descriptions of the scoring levels 1, 3 and 5. This results in a score for each proposal for the three dimensions desirability, feasibility and viability. Each reviewer also provides free text comments to each Activity Proposal.

Questions and Scoring Levels for Business Reviewers

Dimension	Question		Scoring Levels		
			Level 5/5	Level 3/5	Level 1/5
Desirability	Question 1: **Value**	Does the Activity represent a good investment for Europe (Value for Money)?	Yes, Activity represents an excellent investment for Europe	Yes, Activity represents a good investment for Europe	No, Europe should not invest in this Activity
	Question 2: **Impact**	Is a successful implementation likely to generate substantial, tangible business or societal impact?	will generate tangible impact on economy or society	will have some impact on economy or society	no likely impact on eceonomy or society
	Question 3: **Attractiveness**	Are the potential end-customers likely to love the product/service that is created by the Activity?	Yes, product/service looks very attractive and customers will love it	Product/service could be attractive but there are hurdles	No, user point of view is not really considered in this proposal
	Question 4: **Concreteness**	How concrete and specific is the Activity proposal?	Very concrete and clear	Somewhat concrete; would need to be sharpened	Rather vague; mostly a technology, not a product/service
Viability	Question 5: **Purpose**	Is the business case solid and presented in a convincing manner?	Business case is solid and presented in a very clear and very convincing manner	Business case is sufficiently solid and presented in a clear and convincing manner	Business case is not solid or not presented in a clear and convincing manner
	Question 6: **Market**	Is there an attractive market for this product/service?	Activity addresses a very attractive market	Activity addresses an attractive market	Activity does not address an attractive market
	Question 7: **Market maturity**	Will the market be ready to embrace the product/service (at the time of market introduction, also compared to potential competitive approaches)?	Timing is ideal right now; Activity comes just at the right time	Timing is good, but not perfect; Activity should preferably have come slightly earlier or later, but the difference should not affect the business impact significantly	Timing is not really good right now; Activity comes either too late or too soon
	Question 8: **Plan**	Does the Activity provide a clear and credible approach (incl. a suitable go-to-market plan) to capture the market within the envisioned timeframe?	Activity can be expected to capture it within the envisioned timeframe with a very high likelihood	Activity has a good chance to capture it within the envisioned timeframe	Activity is not likely to capture its market within the envisioned timeframe
	Question 9: **Entrepreneurial**	Is the work plan (project plan) entrepreneurial and agile so as to produce a product/service that addresses the targeted business pain?	The work plan is entrepreneurial and agile and very likely to produce a product/service that fully addresses the targeted business	The work plan is rather agile and could produce a reasonable product/service	The work plan is not really agile or entrepreneurial, it is mostly a pure technology story
	Question 10: **Team**	Is the team well positioned to commercialize the product/service: required business skills, suitable Business Champion, competent Activity Leader?	Very strong team and very strong Activity Leader, very experienced and with proven track record in the relevant areas; Business Champion Role is taken by a partner with a very suitable profile	Good team and good Activity Leader, experienced and with track record in the relevant areas; Business Champion Role is taken by a partner with a suitable profile	Weak team and weak Activity Leader, hardly experienced and without track record in the relevant areas; Business Champion Role is taken by a partner that is not well suited for this role

Questions and Scoring Levels for Technology Reviewers

Dimension	Question		Scoring Levels examples		
			Level 5/5	Level 3/5	Level 1/5
Desirability	Question 1: **Value**	Does the Activity represent a good investment for Europe (Value for Money)?	Yes, Activity represents an excellent investment for Europe	Yes, Activity represents a good investment for Europe	No, Europe should not invest in this Activity
	Question 2: **Impact**	Is a successful implementation likely to generate substantial, tangible business or societal impact?	will generate tangible impact on economy or society	will have some impact on economy or society	no likely impact on eceonomy or society
	Question 3: **Attractiveness**	Are the potential end-customers likely to love the product/service that is created by the Activity?	Yes, product/service looks very attractive and customers will love it	Product/service could be attractive but there are hurdles	No, user point of view is not really considered in this proposal
	Question 4: **Concreteness**	How concrete and specific is the Activity proposal?	Very concrete and clear	Somewhat concrete; would need to be sharpened	Rather vague; mostly a technology, not a product/service
Feasibility	Question 5: **Purpose**	Is the targeted technical solution presented in a clear and convincing manner?	Product/service is very sound and presented in a very clear and very convincing manner	Product/service is sufficiently sound and presented in a clear and convincing manner	Product/service is not sound or not presented in a clear and convincing manner
	Question 6: **Technology**	Is the technical foundation of the product/service that will be launched as a result of the Activity sufficiently solid and mature?	Very mature, robust and competitive	Reasonably mature, robust and competitive	Not exactly mature or robust, or not competitive
	Question 7: **On time**	Will the Activity be able to achieve the planned technical results within the promised timeframe?	Activity can be expected to deliver on time with a very high likelihood	Activity has a good chance to deliver on time	Activity is not likely to deliver on time
	Question 8: **Integration**	Is the team committed to the required technical developments by working together in an integrated way (rather than by producing fragmented results)?	The project team plans to address all technical challenges jointly as a team; Activity proposal creates the impression of a very coherent Activity	The project team plans to address most of the technical challenges jointly as a team; Activity proposal creates the impression of a coherent Activity	The project team does not address the technical challenges jointly as a team; Activity proposal creates the impression of a fragmented Activity
	Question 9: **Entrepreneurial**	Is the Activity setup adequate, agile, and entrepreneurial enough to allow the Activity achieve its goals?	The work plan is entrepreneurial and agile and very likely to produce a product/service that addresses the targeted business pain very well	The work plan is rather agile and could produce a product/service that addresses the targeted business pain quite well	The work plan is not really agile or entrepreneurial, developing the adequate product/service is unlikely
	Question 10: **Team**	Is the team well positioned to commercialize the product/service: required technical capabilities, suitable Business Champion, competent Activity Leader?	Very strong team and very strong Activity Leader, very experienced and with proven track record in the relevant areas	Good team and good Activity Leader, experienced and with track record in the relevant areas	Weak team and weak Activity Leader, hardly experienced and without track record in the relevant areas

In addition, the contribution to EIT Digital sustainability of the Activity will be evaluated as described in the submission system.
It should be noted that Activity Proposals that offer no substantial and credible sustainability mechanism will still be eligible but cannot be rated A.

Annex C. Call Process for High Impact Initiatives

C.1. Submission Requirements

Each submission of an Offer for Contribution for one of the High Impact Activities is expected to include the following key elements:

1. Commitments
    - Activity Leader acts as Product Owner
    - Commitment to cooperate with EIT Digital on communications about the outcomes and results of the Activity
    - Creation of a 90-second video showcasing the results of the Activity (by the end of November during Activity execution year)
2. Team
    - To facilitate the entrepreneurial HII spirit of people coming together at the same location, Partners must carry out the work on the HII as part of the HII team at one of the designated EIT Digital Co-location Centres for the respective HII. In particular, every HII team member should spend at least 1/3 of the allocated time at one of the participating CLCs.
    - HII team members can qualify for mobility budget allocation to support longer stays at one of the participating CLCs. Mobility budget requests should be included in the Activity through the "CLC Mobility Program Catalyst"
    - All individual team members participating in the HII are expected to allocate at least 80% of their time (0.8 FTE; 4 days / week) to their work on the HII.
    - For HII Activity Leaders, the expected commitment is 100%
3. Financials
    - Minimum co-funding: 50% of KAVA
    - Maximum EIT financial support: 20% of the total Activity budget (KAVA + KCA)

C.2. Selection Criteria

Offers for contribution for HIIs will be evaluated according to the following selection criteria:

- Commitment to participate in the implementation of sustainability mechanisms for the KIC (see section 2.4)
- Relevance of the team to the provided task
- Relevance of the organization to the provided task
- Fit of the organization into the overall Activity Partnership
- Level of commitment on the submission requirements
- Commitment to an integrated way of working
- Commitment to remove all hurdles to commercialization (e.g. establishment of License Agreement)

C.3. Preparation of Offers for Contribution

Authors of Offers for Contribution should study the dedicated instructions that are provided via the EIT Digital Intranet website for the Call for Proposals for 2018.

Offers for Contribution represent a firm commitment by the Partners and need to include all relevant details (e.g. budget requirements, resource allocation, relevant Carrier activities, commitment to carry out 1/3 of the work at one of the participating EIT Digital Co-location Centres). The status of the Task entry at the time of the submission deadline is considered as the final submission of the Offer for Contribution by the respective Partner.

Annex D. Call Process for Education Activities

The Education Call Process 2018 is twofold, while the process detailed below applies to all new Activity proposals, continuing Activities (continuation from previous years) in the Doctoral, Master, Professional School and Online Education with long-term commitments from EIT Digital and our partners will be steered by the School Heads and the CEdO. Submission deadlines and formal requirements apply.

D.1. Submission Requirements

The submission requirements differ for the different types of Activity proposals. Complementary to the above mentioned requirements the following specifications apply.

EIT Digital Master School

- EIT Labelled Master programme
    - 2-year (120 ECTS) EIT labelled programme
    - Fulfilment of EIT Label requirements for integrated or non-integrated Master programmes (see EIT Label Handbook, available at: https://eit.europa.eu/interact/bookshelf/eit-label-handbook-0)
    - In the thematic area
        - Autonomous Systems, to include but not limited to the substitution of human decision making in transport, infrastructural and industrial systems.

- Micromasters
    - A complete 30 ECTS online course or a series of MOOCs (min. 5 ECTS each) adding up to a 30 ECTS course.
    - Proposed courses should either build on existing programmes or be in the thematic areas of autonomous systems
    - Fully online or blended format

Professional School

- Courses in blended format
  Blended learning combines traditional face-to-face classroom phases with digital and online media such as e- and mobile learning. All courses should be specially designed for working professionals and be delivered in a blended format.

  The courses should combine online elements that can be followed asynchronously whenever a suitable amount of time becomes available, for a busy professional, with focused presence modules that offer opportunities for collecting hands-on experience and peer exchange.

D.2. Proposal Preparation

All Education Activity proposals (for new Activities as well as for the continuation of currently running Activities) need to be prepared and submitted via the Call 2018 submission system that can be reached via the EIT Digital Intranet website for the Call for Proposals for 2018. It is the responsibility of each Task Leader to obtain full commitment from all Partner organizations participating in the Task (including his/her own) prior to submitting the proposal. All Activity proposals for 2018 need to be formally submitted (via the submit button in the Call 2018 submission system) prior to the submission deadline.

For each submitted proposal, a feedback tab is made available in the submission system. This feedback tab will initially contain the remarks and improvement suggestions from the Quality Team (between May 23 and May 27). Subsequently, it will contain the feedback to the proposal authors after the final selection (shortly after June 29). For selected proposals, it will also contain the allocated budget and the required modifications to the submission that have to be implemented by July 15.

D.3. Selection Criteria

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

- Strategic Importance
- Outreach and Impact
- Quality
- Market Relevance
- Sustainability

Questions and Scoring Levels for external Reviewers

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

Annex E. Additional Information

This Call for Proposals is published on March 14, 2017, one week prior to the EIT Digital Partner Event (Brussels – March 22-23, 2017). As in previous years, Partners are invited to carefully read the Call for Proposals prior to the Partner Event and to make use of the opportunity for discussions and clarifications at the event.

The submission deadline is May 5, 2017, 6pm CET.

Decisions on the Activity programme that will be included in the initial draft Business Plan for 2018 will be taken during the Management Committee meeting at the end of June 2017. For a detailed timeline, please refer to the EIT Digital Intranet website for the Call for Proposals for 2018.

Essential information for proposal authors is available on the EIT Digital Intranet website for the Call for Proposals for 2018, which can also be reached via a direct link from the EIT Digital Intranet homepage. (A valid EIT Digital Intranet account is required.)

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

E.1. Catalysts

For each Task of the Activity proposals for 2018, the most appropriate Catalyst needs to be selected. In order to strengthen the go-to-market a dominant use of the Business Catalysts is expected. The Catalyst Tutorial is available via the EIT Digital Intranet website for the Call for Proposals for 2018.

E.2. Key Performance Indicators (KPIs)

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

All Business Plan 2018 Activities need to comply with the EIT reporting requirements, which are at the date of publication of this Call for Proposals still under definition. The set of EIT KPIs is available on the EIT Digital Intranet website for the Call for Proposals for 2018 which also reports the KIC-internal KPIs and their definitions. This page will be kept up to date with the latest information.

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

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

E.3. New Partners

Only formal KIC Partners can be included in Activity Proposals. Organizations that are not formal KIC Partners can apply to become EIT Digital Partners. The application shall be submitted before the Call submission deadline on May 5 to the local Node Director and should include at least the Partner Information Form (PIF), that can be downloaded from the EIT Digital Intranet. The remaining documentation can be submitted at a later stage, but in order to be included in the Business Plan, new Partners need to be fully registered by Nov 1st. Otherwise they will be taken out of the Activity, and this may jeopardize the Activity being eventually included in the final version of the Business Plan.

E.4. Financial Aspects

The financial justification of the Activity is detailed in the tab "5. Budgets" of the Call 2018 submission system.

The information in each field needs to be precise and correct. In particular the Justification needs to take the requirements as defined in the Grant Agreement into account. The Annotated Model Grant Agreement (AMGA) is a very important document in this context. Please note that when this document refers to the "action" in the EIT Digital context, the Business Plan including its annexes is meant. If a reference is made to Annex 1, the Business Plan and, in particular, Annex 1 of the Business Plan is meant. All relevant information (such as the AMGA) can be found via the EIT Digital Intranet website for the Call for Proposals for 2018.

Inclusion of third parties (via sub-granting, prizes or sub-contracting) must follow all applicable rules (as defined in the Annotated Model Grant Agreement – AMGA – and in the Grant Agreements), especially with respect to the selection process because EIT Digital provides grants and is as such subject to EU regulation on openness and transparency. Also, the actuals are not allowed to exceed the approved budget.

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

In tab "5. Budgets" of the Call 2018 submission system, the total Task budget splits out:

A. Personnel costs (to calculate cost per FTE)
B. Sub-contracting
C. Financial support to third parties
D. Other Direct Costs with the following subcategories: Travel, Equipment Depreciation, Cost of Other Goods and Services and Cost of large infrastructure.

Please consult the AMGA for further details. The system will calculate E. indirect costs based on the Grant Agreement flat rate. The Horizon 2020 rules for participation will apply. This means that the indirect cost will be a flat rate of 25%. (For the KIC Legal Entity and the Node Legal Entities this flat rate is 0%). Several cost categories, like sub-contracting and sub-granting, are excluded from indirect costs. This information is required because of certain limits for the KIC on these amounts and in case of sub-granting specific information on the selection needs to be provided. Also, the cost per FTE is a very important review parameter.

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

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

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