

EIT RawMaterials

SME call Proposal

Guidance and Template for complementary information

1. PROJECT TITLE

Check with Innovation Hub staff that the project name is not the same as or similar to the name of any other projects.

2. EXECUTIVE SUMMARY (*max. 90 words*)

The executive summary should be a clear and concise description of the project's key elements:

- What is your innovation about (product, service, method, system, software etc.)?
- What does it do/will it do?
- For whom (customer/end-users)?
- What will be the expected benefits for them?
- What is the problem that it solves and how big is that problem?
- What knowledge do you have, combined with your partner(s) (IP, know-how, trade secret)?
- What is the development plan (short description of what the project is going to deliver, what outcomes and major milestones)?
- What is to be expected at and after the end of the funding period (e.g., who will lead the commercialisation, Go-to-market-strategy)?

This text may be used as part of the Business Plan, or for presentations and other materials, and should therefore be formulated as a business pitch.

3. POPULAR PROJECT DESCRIPTION (*½ page*)

Describe the project as it could be communicated to an external stakeholder. This information will be uploaded in the EIT RawMaterials website.

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4. PROJECT DESCRIPTION

4.1 Background of the project (max. 1 page)

Explain how the idea originated. Explain its importance for your business, the Knowledge & Innovation Community (KIC) RawMaterials and the Raw Materials sector. Justify how the project will differ from existing projects (not just KIC Value Added Activities (KAVA) projects but also other existing programmes outside the KIC). If the project is a continuation of a previous KAVA project, detail the outcomes/impact of the pilot project and explain how the new project will build on this, taking the results of the pilot into account and clearly showing which content is new and which is not.

4.2 Project objective and scope (max. 1 page)

Define the project objectives (e.g., by using SMART approach - Simple, Measurable, Achievable, Realistic, Time-bound) and its scope.

Describe the targeted project output (product/service/process) and its specific characteristics (in terms of cost, performance, efficiency, safety, environmental impact, lifetime, etc.). Describe how the proposed solution will contribute to solve a problem.

Explain how the project will complement existing initiatives. Specify the geographical coverage, both from an offering side (where will the product/service be offered) and from an end-user side (who will be able to benefit from it).

4.3 Alignment with the strategy of EIT RawMaterials (max. 1 page)

The following information should be provided, with each point addressed under a separate heading:

1. Strategy. The consortium must explain how the project is aligned with the overall strategy of EIT RawMaterials as outlined in our Strategic Agenda 2018-22 (FPA, Annex I).
2. Core KPIs. The proposal must address the core KPI EITN03 ('Number of Products Services or Processes launched on the market'), among other EIT Core KPIs (e.g., number of jobs created).

Strategic importance checklist

- The proposal is in line with the EIT RawMaterials Strategic Agenda
- The proposal will achieve significant core and impact KPIs
- The proposed solution is innovative and provides a realistic description of the current stage of development and added value in relation to competing solutions
- The Communication and Dissemination work package is well-described and appropriate to achieve maximum impact

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4.4 Technology Development (1 page)

The technology development should be innovative and have a clear roadmap and its exploitation should be feasible in the short term. Describe the technology roadmap, how this is linked to the defined applications and which products or services will be launched in the market for this application. It is very important to explain which the existing technology is to be used and which will be the new one to be developed.

Describe the underlying technology for developing the proposed solution. Provide a brief description of the IP background. Describe how you would protect new IP. Explain the general principles that will be used to manage IP rights among the partners of the consortium.

4.5 Business Opportunity (3 pages)

Provide a clear qualitative and quantitative description of the real market demand and the specific market segment that the solution is targeting. The questions to be answered are: who is interested in buying the proposed solution; how large is the targeted market; and how is this expected to evolve?

Elaborate on the added value to the customer and the competitive advantage of the proposed solution. Why would a customer be attracted by the proposed solution and not by those offered by competition to fulfil its needs? Who are the competitors and what are they offering?

Explain the customer/user needs and justify how these needs have been investigated and will be validated.

Define the business model. The questions to be answered are: how is the revenue going to be generated; and what is the commercial channel that will be used for commercialisation?

Business potential checklist

- The proposal provides a comprehensive description of current market conditions relevant to the project
- The proposal includes comparison with state-of-the-art, known commercial solutions, including costs, environmental benefits, ease-of-use and other features
- The proposal reflects a very good understanding of risks and opportunities related to a successful market introduction of the innovation, from a technical and a commercial viewpoint
- The proposal clearly states who, how and when the innovation will be commercialized
- The targeted users or user groups of the final product/application and their needs are well described, and the proposal provides a realistic description of why the identified groups will have an interest in using/buying the product/application, compared to current solutions available
- The proposal demonstrates understanding of the financial and organisational requirements for commercial exploitation. The business plan is well described and convincing

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- A financial overview including revenue projections, forecasted costs for the coming 5 years in a P&L format. Financial indicators as ROI, NPV and Liquidity ratio are some examples that are needed for the financial soundness of the project.
- There is convincing evidence that the product, service or process will be launched on the market within 12 months after the end of the project
- The innovation aims at exploring new market opportunities.

4.6 Team Quality (1 page)

The team members must demonstrate relevant expertise and fulfil the functions required to successfully execute the project.

Describe the functions involved in the project and how they will contribute to the success of the project. Mention the roles and responsibilities of each, and how they will interact.

Provide an organizational chart, highlighting the key players and how the team will be working together.

Define a stakeholder analysis to envision the value and risks of the organizations or people indirectly involved in the development and success of the solution.

4.7 Impact and benefits (1 page)

Describe how the project will contribute to the overall impact of your business, you suppliers/customers, and the Knowledge and Innovation Community (KIC) RawMaterials. The impact and benefits can be measured by using the core EIT KPIs EITN03 ('Number of Products, Services or Processes launched on the market'), and the impact KIC KPIs.

Describe also what direct benefits will be provided to the different stakeholders, particularly in the relevant themes and/or focus markets of the KIC. Specify to what extent the project could have indirect benefits for other materials/themes/markets/users/partners.

5. PROJECT IMPLEMENTATION PLAN

This section must include, under 'Work Plan' a clear description of the consortium, work plans, risk analysis and budget.

5.1 Work plan

The proposal must include a detailed, structured, step-by-step project plan broken down into design and implementation phases, with the rationale behind each step explained. A detailed description of partners' roles in each work package and task should be included to add clarity to the project implementation description. Describe how the partners provide access to the relevant resources and cover the relevant steps

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along the value chain, as required to produce and deliver the solution to the targeted customers/users. Describe how you will ensure the commercialisation of the developed solution.

Provide a clear description of the specific role of each partner in the project/WPs. Describe the project coordination mechanisms and governance structure that will be implemented. Include a plan of action for the event that a partner unexpectedly withdraws from the project.

Milestones, outputs and deliverables must be provided for each work package. Briefly define and explain the aims, objectives and deliverables, and how these deliverables will help achieve the project aims and objectives.

WP1 – Go-To-Market

Projects must aim for a product or service launch in the market within 12 months after the end of the funding period. Every project needs to have a clear focus on customer needs, value proposition, market analysis, IP strategy, competitors' landscape, as well as a pathway for implementation and commercialisation of the innovation being developed. All these factors must be considered in the Go-To-Market (GTM) Strategy.

The SME must be responsible for commercializing the products/services generated by the project.

WPn (e.g., WP2) - Project Management

Projects may include a WP dedicated to project management, including a detailed risk and mitigation plan, to be evaluated frequently and based on: indicated risks, dependencies /expectations between the different work packages. Please check the document 'EIT RawMaterials Project Management guidance' for further advice.

WPn+1 (e.g., WP3) – Dissemination and Communication Plan

All projects must include a WP dedicated to communication and dissemination (including interactions/reporting to the KIC and the EIT, etc.). Please refer to the document 'EIT RawMaterials communication and dissemination guidance' for further advice. All publicity materials and platforms must comply with the EIT Branding Guidelines available in the InfoCenter (infocenter.eitrawmaterials.eu – check 'Guidance for Partners' – 'Files' – 'Communications and Branding').

Other WPs

Other WPs should be defined by the consortium to cover all the relevant technical and non-technical aspects of the project (e.g., technology, finance, regulatory, legal, etc.).

5.2 Risk analysis

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Identify key risk factors (with regards to technology, market, finance, regulatory, stakeholders, management etc.), their likelihood (low/medium/high), criticality and describe planned anticipation/mitigation measures.

Definition of critical risk: a critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives.

Level of likelihood to occur: low/medium/high.

The likelihood is the estimated probability that the risk will materialise even after taking into account the mitigating measures put in place.

5.4 Budget

Please provide justification of the budget allocations and demonstrate their link to the elements in the WPs of the proposed project, i.e., distribution between partners, FTE, dissemination measures, etc.

It is preferable that the bulk of the funding should not be used for management costs or indirect costs such as travel expenses, but for the direct development and delivery of the product or service.

It is crucial to explain and justify the budget plan in detail. Consistency between the budget plan and the project activities is an important evaluation criterion.

Please note that the actual costs must be entered for each work package. You only need to enter costs. The funding is calculated automatically from the costs. Please note that when you enter costs, the system will allocate 100% of the costs to co-funding. You will need to change this manually to show the desired funding/co-funding ratio. The system will also allocate on-costs automatically, where applicable

To enter costs, in the 'Overview and Checking' page, click on 'Import Cost Data' and then 'Download Template' to download an Excel file that has been formatted and pre-filled with the information you have provided on project duration, Work Packages and Partners. This link will appear only after you have entered a minimal amount of information (project duration, one work package and one partner). Fill in the template (WARNING: for fields that have drop-down menus, please make sure that you use options from the drop-down menu – do not type the information into the relevant cell). Once you have finished entering the costs, save the excel file without making any changes to its format – if you do so, the system will not upload the data correctly: you will receive an error message and the file will not be uploaded.

By clicking on 'Upload Data' you will be asked to upload that file that you have just created. Choose the correct file to upload in SeedBook. Once you have uploaded, click on 'Validation' to check that that the file has been uploaded correctly. If there are errors in the files (e.g., missing costs, inconsistencies between WP duration and project duration) you will get an error message and an 'error report' file where you can see what went wrong. In this case, you can make the necessary changes in the original file and upload it again.

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Once the file has been validated with no errors, click on 'Import Uploaded Data' to import the full budget into the proposal. Click on 'Close' to complete the process.

IMPORTANT:

- a) you can repeat this process as many times as you like. The system will only keep the last uploaded file, and all previous cost files will be automatically overwritten.
- b) make sure to specify the length of the project and add all the partners and work packages (WP) before you download the template. If you add/delete a partner or WP or change the project duration after you have uploaded the cost file, you will need to download a new template and fill in the information again.
- c) do not change the format of the Excel template – if you do, you will not be able to upload it, or you may have to fix several errors.
- d) if you are not familiar with the system, it is recommended that you upload, verify and import the budget file at least a few days before the submission deadline, as the 'Verify' function may highlight errors that may require a significant amount of time (up to a day, for very long and complex budgets) to be fixed.
- e) as an alternative to downloading the Excel template, you can enter costs manually in the 'Work Packages' page using the 'Budget' link. This process, however, is not recommended as it is very time consuming

6. FINANCIAL BACKFLOW TO EIT RAWMATERIALS

Please provide a summary of the total expected financial backflow to the KIC (see Appendix 1, Section 2 of this document) that will be generated by this project. The mechanism and timeline should be reported in the 'Explanation' box.

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Appendix 1

Partner contribution guidelines

These guidelines describe the partner contributions for the SME call project proposals. They are designed to comply with EIT's requirement to achieve financial sustainability and to secure a co-funding rate of at least 30%. There are two types of partner contributions: co-funding and options for financial sustainability.

1. Co-funding

Co-funding at EIT RawMaterials includes:

Organisational co-funding: an annual membership fee that partners pay to EIT RawMaterials e.V. This type of co-funding is used by the KIC to fund KAVAs and administrative activities of the association and its operational entities to address the purposes outlined in the Articles of Association (AoA). Co-funding is regularly used to co-finance Education KAVAs or annual partner events such as the General Assembly. This type of co-funding is however not used to co-finance SME projects due to their commercial nature and purpose.

Project co-funding: brought in by KIC partners to implement a KAVA in addition to EIT funding. It is contributed in-kind to the relevant project. The co-funding contributed by the project consortium must be at least 30% of the total funding (not 30% of the EIT funding).

2. Financial Sustainability

The two financial sustainability options outlined below will add to the financial sustainability of EIT RawMaterials in addition to other measures such as revenue generation from servicing and continuation of financing through fund raising. These options will be the result of the commercialization of the project outcomes, which directly also adds to the overall performance of EIT RawMaterials in terms of EIT Core KPIs and KIC Impact KPIs.

2.1. Revenue sharing

Revenue sharing: EIT RawMaterials receives a certain percentage of the revenue generated from the Project if it is commercialised successfully.

This option provides a financial backflow of the grant if the project has been exploited and commercialised successfully. The following considerations apply to this option and must be discussed with the proposal's nominated Project Officer:

- **Success** must be clearly defined – e.g. successful placement of the product or process on the market, indicated through revenues generated (EIT Core KPI), successful sale of a product, service or IP license created from the project, etc.

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- The **financial backflow** should amount to the allocated grant plus a 10% mark-up, if the commercialisation is successful.

2.2. Other

Any other reasonable mechanism contributing to the financial sustainability of the KIC the Parties may agree upon.