



## Intrapreneurship Challenge

Open call for supporting Intrapreneurship in Manufacturing end users from RIS countries, providing the opportunity to improve production performance towards Societal Challenges

---

EIT Manufacturing launches for the first time the Intrapreneurship EIT Manufacturing's RIS programme and invites Manufacturing end users to apply for this opportunity for addressing technical challenges in their productions that have been pointed out by any individual working at the manufacturing end user (Intrapreneurship aspects), engaging the relevant internal resources as well as appropriate solution providers.

**Submission Deadline: May 17th, 2022, 23:59 (CET)**

For information about the intrapreneurship call, please visit:

<https://www.eitmanufacturing.eu/news-media/calls/ris-intrapreneurship-call-now-open/>

Document Version: 2022.03.17.

Version History:

|                      |   |
|----------------------|---|
| Version: 2022.03.17. | Initial version, published for the intrapreneurship call. |
|----------------------|---|

## 1. Overview

The European Institute of Innovation and Technology (EIT) strengthens Europe's ability to innovate by powering solutions to pressing global challenges and by nurturing entrepreneurial talent to create sustainable growth and skilled jobs in Europe. The EIT is a body of the European Union which is an integral part of Horizon Europe, the EU Framework Programme for Research and Innovation. EIT supports the development of dynamic pan-European partnerships – EIT Knowledge and Innovation Communities – among leading companies, research labs, and universities.

EIT Manufacturing is supported by the EIT and is one of eight innovation communities within EIT. The others are EIT Climate-KIC, EIT Digital, EIT Food, EIT Health, EIT InnoEnergy, EIT Raw Materials, and EIT Urban Mobility. EIT Manufacturing's vision is that the global manufacturing innovation is led by Europe. EIT Manufacturing's main mission is to bring European stakeholders focused on manufacturing together in innovation ecosystems that add unique value to European products, processes, and services and inspire the creation of globally competitive and sustainable manufacturing. EIT Manufacturing brings together more than 65 organizations (universities, research institutions, and businesses) from several countries.

The EIT Regional Innovation Scheme (EIT RIS) is designed for EU Member States and Horizon Europe Associated Countries in Europe who are modest and moderate innovators (according to the European Innovation Scoreboard). Strategically, the scheme is an additional offer to these countries to facilitate their engagement with the EIT Innovation Communities. The EIT RIS serves the purpose of providing targeted support to individuals and entities from EIT RIS eligible countries to take part in KICs activities and benefit from KIC services and programmes.

## 2. The structure of the Intrapreneurship Challenge

Intrapreneurship Challenge is a competition to attract, select and support Manufacturing end users and workers in EIT RIS eligible countries to develop innovative projects with the support of solutions providers from EIT RIS eligible countries to make their work safer, more ergonomic, more environmentally friendly or addressing other societal (and possibly) environmental challenges. The role of individuals pointing out the technical challenges that are faced in the production processes will play important role in this application, since it is an opportunity to designate Intrapreneur spirits and creating benefits for both individuals and Manufacturing end users. The activity will provide financial support to the selected applicants, as well as in-kind support.

### 2.1. Benefits for stakeholders

The expected benefits for Individuals playing the role of the Intrapreneur will be:

- improve the daily routine in the production line and/or improve daily job;
- contribute to the company's transition/leading changes with state-of-the-art technologies;
- access to information/new learning opportunities/training etc. offered by EIT Manufacturing;
- Up to three of the most successful intrapreneurs will be awarded (I. EUR 4.000; II. EUR 3000; III. EUR 2000).

The expected benefits for the Manufacturing end users will be:

- production performance improvement by implementing tailor-made solutions based on the production needs;
- contribution to societal and environmental impact with direct benefits in quality of human work, improvement of working conditions, skilling and upskilling workforce, human health and safety improvements.

The expected benefits for the solution providers will be:

- boost your organizations' capabilities in developing state of the art solutions for manufacturing end users;
- increase your sales flow and potentially validate or use new services and technologies;
- co-create need based solutions for manufacturing end users and build long-term relations with them;
- build a new income stream by exploiting the co-created service/solution and sale it to other potential customers.

## 2.2. Technical challenges to be considered

The technical challenges pointed out from Individuals – considered also as Intrapreneurs- and finally solved with the help of a solution provider are expected to cover at least one of the four [EIT Manufacturing Flagships](#), with a particular focus on creating solutions with a clear societal impact, addressing aspects such as quality of human work, ergonomics, health and safety issues, etc. Indicatively, some examples that could be considered in the four different area are summarised as follows, without being limited in those:

- **AI and digital twins for manufacturing systems:** Data analytics solutions for Artificial Intelligence support with topics like automated decision-making, predictive maintenance or supervision of a process, dynamic production planning and control, Inline quality check, machine tending/supervising etc.
- **Smart technologies for circular and green manufacturing:** Smart technologies for circular and green manufacturing such as innovative digital tools, manufacturing processes or sustainable materials to enhance the transition towards decarbonization and/or a circular approach for manufacturing industries in compliance with the Green Deal strategy etc.

- **Collaborative robots and solutions for flexible manufacturing:** Adaptable factory and collaborative robots such as reconfiguration on the shopfloor, seamless cooperation of robots with machinery and operators, cooperating robots, cognitive machinery, sensors and flexible tool, advanced material processing etc.
- **Automation for human-centered factories:** Human centered factories such as Augmented and Virtual operator, social and collaborative operator, super strong operator, healthy and motivated operator etc.

### 2.3. Intrapreneurship Challenge at a glance

The selected entities which will be selected for implementing Intrapreneurship Challenge project will be supported in the following areas:

- Financial support for the Manufacturing end users and Solution providers up the 50k EUR per proposal activity to implement an Intrapreneurship challenge on their manufacturing lines or production systems.
- Business mentoring to build a business strategy out of the outcomes of the project.
- Dedicated support in overall project facilitation, conceptualization, and implementation.
- Introduction to first-class experts relevant to the Intrapreneurship challenge.
- Access to EIT Manufacturing's network and international visibility.

The selected entities are eligible to receive financial support in the form of sub-granting to conduct an Intrapreneurship Challenge projects which is led by one or maximum two employees of the end users (intrapreneurs) in close collaboration of with the pre-selected solution provider. The project shall clearly outline the saving/benefits out if it. The EIT Manufacturing funding could be used to cover the costs of asset financing, workforce training/upskilling, communication and marketing associated to the transformation, change management, etc.

The Intrapreneurship challenge shall be constructed in the following way:

- A Manufacturing end users and a pre-selected solution providers apply to implement an Intrapreneurship challenge. Thus Manufacturing end users and solution providers need to submit a joint application.
- The Intrapreneurship challenge should be led by one or maximum two employees of the Manufacturing end user, project leading employees will be considered as intrapreneurs.
- The implementation of the Intrapreneurship challenge should create a significant benefit for the employees of the Manufacturing end user and/or for the Manufacturing end user from an economical or from an environmental perspective.

- The Intrapreneurship challenge should be implemented with the pre-selected solution provider which organization will provide know-how and assets for the successful implementation of the project.
- The Intrapreneurship challenge should be based on being connected closely to innovative and contemporary solutions.
- The solution providers could be start-up companies which are about to conduct their pilot projects at the site of their first customers (Manufacturing end users).
- Solution providers will need to be pre-selected and the application to the Intrapreneur call should be submitted jointly – naming the Manufacturing end user, the solutions provider, and the intrapreneurs.
- The exact amount offered by EIT Manufacturing for the Intrapreneurship challenge will be determined by the amount of savings or efficiency increases, benefits etc. that the Manufacturing end user will realise from the Intrapreneurship challenge during the first 3 years after project implementation.
- EIT Manufacturing will sign one sub-granting agreement with the selected Manufacturing end user and with the solution provider. Besides the Intrapreneur(s) will need to sign a participation agreement.

Up to 8 selected Intrapreneurship challenges are expected to be selected as a result of the evaluation process. The eligible costs shall be directly connected to the Intrapreneurship challenge. A financial plan will be required from each consortium, which will be used as the basis for calculating the exact amount of financial support. The financial plan must include a plan about the required resources (financial, internal personnel resources and external expertise, machineries, tools, software etc.), motivation and time-plan.

#### **Main elements of the Intrapreneurship challenges:**

- Open call for the joint application of Manufacturing end users, Intrapreneurs (employees of the Manufacturing end users), solution providers from EIT RIS eligible countries.
- Selection of max. eight (8) Intrapreneurship challenges based on written applications and hearings.
- Development of the selected Intrapreneurship challenges until the end of 2022.
- Awarding the Intrapreneurs based on the implementation excellence of the selected challenges at the end of 2022.

The official language of the Intrapreneur Call 2022 is English (i.e., all submission material must be submitted in English and the applicant must present in English when required).

## 2.4. Intrapreneurship Challenge step by step

Applicants are required to apply at the Intrapreneurship challenge application platform under the following link: <https://eitmanufacturing.submittable.com/submit/220266/intrapreneurship-in-manufacturing-companies-from-ris-countries>

All applicants will be required to submit a complete application which should consist of (i) a filled out "Intrapreneurship challenge" application template (filled and submitted through the submittable platform), (ii) a filled out financial plan (Microsoft Excel document submitted on the Submittable platform) and revenue share forecast (Microsoft Excel document submitted on the Submittable platform). The Financial plan and the Revenue Share template could be downloaded from the website of the Intrapreneurship challenge under the following link: <https://www.eitmanufacturing.eu/news-media/calls/ris-intrapreneurship-call-now-open/> Those applications which are not completely submitted will not be considered.

During the application procedure, the applying manufacturing end users and solutions provider will need to name the intrapreneur/s (employee/s of the Manufacturing end user). The Manufacturing end users and solution providers need to apply jointly.

Financial plans submitted in the application phase can be modified based on the needs of the selected teams during the implementation phase. However, EIT Manufacturing's approval will be required for making any modifications to the initially submitted financial plan.

Please dedicate the time to finding the right solution provider for the proposed project. Relevant and rigorously considered Intrapreneurship challenge proposals could be strengthened by choosing relevant solutions providers.

For any clarification you may refer to the following e-mail address during the application period: [ris@eitmanufacturing.eu](mailto:ris@eitmanufacturing.eu).

## 3. Eligibility criteria – who can apply

The eligibility of all submitted applicants will be checked after the application period is closed. The eligibility check of all applicant will be based on the information provided information. Applicants that do not comply with the eligibility criteria will be excluded and marked as ineligible.

#### Eligibility criteria:

- The call is open for Manufacturing end users and Solution Providers which are registered in any of the following RIS Eligible countries:
- **EU Member States:** Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Greece, Hungary, Italy, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia, Slovenia, Spain.
- **Horizon Europe Associated Countries:** Montenegro, Republic of North Macedonia, Serbia, Turkey, Ukraine.
- **Outermost Regions:** Guadeloupe, French Guiana, Réunion, Martinique, Mayotte and Saint-Martin (France), the Azores and Madeira (Portugal), and the Canary Islands (Spain).
- The call is open for Manufacturing end users and solution providers with a defined Intrapreneurship challenge. The Manufacturing end users and solution providers need to apply jointly.
- The Intrapreneurship challenge must be strongly connected to manufacturing and addressing challenges related to work ergonomics, environmentally friendliness, circular economy, production efficiency or other societal challenges. The technical challenges pointed out from Individuals - considered also as Intrapreneurs- are expected cover at least one of the four EIT Manufacturing Flagships.

## 4. Rules on funding, costs, and payment

Funding will be provided to cover the costs of activities necessary to implement the proposed Intrapreneurship challenge plan. The available financial support could be used to cover the following indicative cost types related to the selected projects:

#### Eligible cost categories:

- Travel costs – (up to 10% of the total amount); Examples: Business trip related accommodation; Flight ticket; Train ticket; Bus ticket; etc.

- Personnel costs related to the development of the Intrapreneurship challenge (up to 50% of the total budget)
- Asset purchase related costs (up to 50% of the total budget);
- Subcontracting of suppliers (up to 20% of the total budget), e.g.: consulting services, legal, IP registration.
- Promotional costs – (up to 15% of the total budget); Examples: Online promotions; Representation at related professional events
- Any costs strictly and directly connected to the implementation of the Intrapreneurship challenge might be considered eligible.

Keeping the spending limitations on the cost categories is highly recommended, however, these are not mandatory and they may depend on the Intrapreneurship challenge needs.

#### **NOT eligible costs:**

- Costs not related to Intrapreneurship challenge
- Accounting services
- Office rent
- Copying, postal/courier fees
- Cost of infrastructure and device purchase not related to the Intrapreneurship challenge development (e.g., mobile phone, laptop, vehicles)

The selected applicants will need to follow the administrative rules of EIT Manufacturing in terms of cost reporting. Financial plans submitted in the application phase can be modified based on the needs of the selected teams during the implementation phase. However, EIT Manufacturing's approval will be required for making any modifications to the initially submitted financial plan.

#### **Payments**

EIT Manufacturing will proceed with payments of the project funding for the selected applicants as per the following tentative plan:

- 75% of the total agreed funding as pre-financing based on the submitted financial plan will be paid after eligibility check has finished, the legal entities has been approved, the subgranting and the financial contribution contract (see section 5 below) has been signed by all parties (Manufacturing end user, Solution provider and EIT Manufacturing).



- 25% of the expected funding as post-financing upon completion of internal procedure control declaring that the respective costs incurred from the starting date of the project to 31 December 2022 are eligible and upon acceptance of the final financial report and final performance report about the project implementation by EIT Manufacturing. The internal procedure control will take place after January 1st 2023 and be completed by the end of January 2023. Once it will be completed EIT Manufacturing will proceed with the final payment. All Intrapreneurship challenge supported in this call must be fully completed by 31 December 2022.

The maximum requested funding shall be 50.000 euros in total.

There is no co-funding requirement, but co-funding from any applicant will be considered positively.

## 5. Contribution to the financial sustainability of EIT Manufacturing

Each applicant needs to describe in the application how the proposed project would contribute to the saving/benefits of the Manufacturing end users and solution provider.

Furthermore either the manufacturing end user or the solution providers must contribute to EIT Manufacturing's financial sustainability through the "product and service revenue shares". Signing a financial contribution contract with EIT Manufacturing either by the Manufacturing end user or by the solution provider is a **prerequisite** to be eligible to receive financial support for the implementation of the submitted Intrapreneurship challenge.

### Product and Service revenue shares or Costs saving shares

EIT Manufacturing shall be remunerated by a portion of the future extra revenues generated either by the Manufacturing end user or by the solution provider, this remuneration reflects the support received during the execution of the project. The expected revenue share for EIT Manufacturing is 1%-5%. Manufacturing end user or the solution providers must calculate their financial contribution to EIT Manufacturing's financial sustainability based on a three (3) year revenue forecast. The duration of payment shall be starting from the year after the implementation of the Intrapreneurship challenge and last for a maximum of three (3) years with a maximum contribution of EUR 10 000 to EIT Manufacturing's financial sustainability.

## 6. Selection criteria

Intrapreneurship challenge proposals will be evaluated by external evaluators based on the criteria listed below. Based on the evaluations and the overall available funding, EIT Manufacturing will rank the proposals and select the winning proposals. The maximum score for an Intrapreneurship challenge proposal is 100.

- Impact and benefits for the Manufacturing end user, Solution Provider and for the employees of the Manufacturing end user – 30 points
- Excellence, and innovativeness of the solution implemented at the Manufacturing end user – 25 points
- Relevance to EIT Manufacturing's flagships – 10 points
- Implementation plan excellence – 35 points

The following factors will be positively considered: co-funding is planned; gender balance is considered; a convincing financial contribution plan to EIT Manufacturing's financial sustainability is presented.

Please note that the Selection Committee's internal proceedings are strictly confidential.

At the end of the implementation phase of the selected intrapreneurship challenges, Intrapreneurs will be awarded too based on the implementation excellence of the selected challenges. The intrapreneur(s) will be evaluated by external evaluators based on a written project implementation report and a pitch. The maximum score an Intrapreneur(s) may receive is 100 and the intrapreneurs will be evaluated based on the following criteria:

- Realized impact and benefits for the Manufacturing end user, Solution Provider, and for the employees of the Manufacturing end user – 50 points
- Role of the Intrapreneur(s) in the development of the intrapreneurship challenges – 30 points
- Implementation and excellence – 20 points

Please note that the Selection Committee's internal proceedings are strictly confidential.

## 7. Contract Signing

During this phase, the contracts (sub-grant agreement and financial contribution contract) will be signed, and the appropriate legal documents will be asked in order to document the eligibility of the applicants. Signing a financial contribution contract with EIT Manufacturing either by the solutions provider or the Manufacturing end user is a prerequisite for receiving financial support for the implementation of the

submitted Intrapreneurship challenge. In case of inability to prove the eligibility, the application will be rejected.

## **8. Output and Deliverables**

The selected applicants should submit a final performance report including a clear description, demonstration (e.g. video), and evidence of the implementation of their Intrapreneurship challenge. The reporting period will take place in December 2022.

## **9. IP rights and confidentiality**

The applications submitted to EIT Manufacturing for the Intrapreneurship challenge are handled under confidentiality. Everybody who comes in contact with the applications during the review process is bound by confidentiality agreements. By applying to the call, the applicants consent to accessing, keeping, and using their data by EIT Manufacturing for the purposes of the call. Applicants retain full and exclusive ownership of their prior information and intellectual property rights.

## **10. Evaluation review procedure**

Applicants may have recourse to redress if they have grounds to believe that their application has been adversely affected by apparent shortcomings in the evaluation process or the eligibility check of their proposal. A request for redress from the applicant and addressed to EIT Manufacturing may be submitted in writing through the contact email address provided in the call document, within five days of the date on which EIT Manufacturing informs the applicants of the evaluation results. Please note that redress on the technical judgment of the external expert evaluators is not admissible. An EIT Manufacturing Evaluation Review Committee will examine the request and provide an opinion on the procedural aspects of the evaluation process and not on the merits of the proposal. Based on this opinion, a decision will be taken by EIT Manufacturing, and the applicant will be notified in writing.

## 11. Other conditions and information

EIT Manufacturing intends to take an active role in following up with the selected entities and supporting the selected Manufacturing end users, solution providers and Intrapreneurs in the Intrapreneurship challenge implementations; details to be agreed with the selected applicants.

A complete application should consist of (i) a filled out "Intrapreneurship challenge" application (filled and submitted through the [submittable platform](#)), (ii) a filled out financial plan (Microsoft Excel document submitted on the [submittable platform](#)) and revenue forecast (Microsoft Excel document submitted on the [submittable platform](#)), and be submitted on the submittable platform: [Here](#)

All related document could be downloaded at the [website](#) of the Intrapreneurship challenge.

The application should be written in English, and please note that only complete applications will be evaluated. The closing date is 17<sup>th</sup> May, 2022, 23:59 (CET).

For any clarification you may refer to the following e-mail address: [ris@eitmanufacturing.eu](mailto:ris@eitmanufacturing.eu)

|                   |  |
|-------------------|--|
| Opening call:     | March 17 <sup>th</sup> , 2022,           |
| Closing call:     | May 17 <sup>th</sup> , 2022, 23:59 (CET) |
| Project starts:   | June 1 <sup>st</sup> , 2022              |
| Project finishes: | December 31, 2022 latest                 |

### Disclaimer:

The provided information and guidance in this document are intended to contribute to a better understanding of the call for Intrapreneurship Challenge. This guidance does not create any enforceable right or expectation. EIT Manufacturing retains the right to change the structure, and the rules of the call described as well as of this document, as needed. As this document reflects the current state at the time of its preparation, it should be regarded as a 'living document' open for revisions and its content may be subject to modifications without notice. Finally, EIT Manufacturing retains the right to cancel the call at any time and for any reason. The applicants are encouraged to check the call webpage regularly in case for any updated versions of the relevant documents (each document's version is always provided in the first page).