# Strategic Agenda 2018 – 2024

## EIT Food – Making innovation happen

Strategic Agenda

## Disclaimer European Institute of Innovation and Technology (EIT) Food

One of the goals of EIT Food is to address concerns of consumers regarding the food system and its players. To measure the development in overcoming this low consumer trust we set up the **EIT Food TrustTracker**®. It will measure consumers' confidence in the full food system.

The EIT Food TrustTracker® will be further elaborated on in section 3.1 of our Strategic Agenda. However, in this document it is referred to under its project name **EIT Food Trust Barometer**.

EIT Food wants to explicitly declare that it has no intellectual property rights, including copyright and trade mark rights, on the name EIT Food Trust Barometer. The project name is merely an informational name that is still being used for transitory reasons. We will remove this name as soon as reasonably possible. We urge the reader of this document to use the name EIT Food TrustTracker® when referring to our measuring tool. In our own communication, we will never refer to EIT Food Trust Barometer, but only to TrustTracker®.

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# Executive Summary

EIT Food's mission is to catalyse the transformation of the food sector by building, managing and empowering a sustainable and trusted multi-stakeholder community. It brings together a strong and complementary group of world-class multinational enterprises, leading SMEs, tier-1 scientific institutions, not-for-profit organisations and social entrepreneurs covering the complete food value chain as well as neighbouring industries, who are all characterised through the commitment of their key leaders as well as the full commitment to the EIT Food strategy and approach. Together they will catalyse the global transformation of how food is innovated[1], produced and valued by the society. The partnership has developed mid- and long-term goals with clear deliverables and impact in a short-, mid- and long-term perspective through a total funding volume of more than €1.5b for the next seven years.

With targeted and connected activities and investments in all three pillars of the knowledge triangle (innovation, education and business creation) as well as in the connecting pillar of communication, EIT Food will develop and boost skills in the sector, unlock the potential of SMEs, accelerate innovation and entrepreneurial spirit, create jobs, benefit business impact and increase global competitiveness with a consumer-centric approach. In education, EIT Food will address specific needs of students, professionals and the public through modern, practical and interactive programs. This will cultivate individuals trained on the different aspects of food systems along the entire food supply chain. Specific innovation programmes address four of the most pressing needs: personalised healthy food at economies of scale associated with mass production, a circular bio-economy centred on the consumer, empowerment of consumers to self-monitor their lifestyle and health performance, and digitalisation of the food system to boost demand-driven, resource-efficient food production and to build trust by increasing traceability and auditability of food quality, safety and authenticity. EIT Food has developed an exceptional end-to-end business creation approach (explore – nurture – scale – grow sustainably) that starts with support and stimulation for idea generation and also includes an accelerator, the seed fund EIT FoodSparks™, and the RisingFoodStars community of successful and fast-growing start-ups.

[1] With innovate we mean to fully leverage within the food domain the opportunities that are arising from digital technologies.

| Sources of funding (in €k) | 2017 | 2018 | 2019 | 2020 | 2021 - 2024 | TOTAL |
|---|---|---|---|---|---|---|
| **EIT funding** | 4,000 | 34,091 | 44,200 | 57,100 | 264,609 | 404,000 |
| **NON-EIT funding of which:** | 3,900 | 120,382 | 132,600 | 171,300 | 775,543 | 1,203,725 |
| 1) Overall partners' contribution | 3,900 | 119,557 | 131,235 | 167,950 | 751,835 | 1,174,477 |
| 2) Other sources | - | 825 | 1,365 | 3,350 | 23,708 | 29,248 |
| **TOTAL** | 7,900 | 154,473 | 176,800 | 228,400 | 1,040,152 | 1,607,725 |

Table 1: Costs - indicative budget 2017 – 2024

# 1  Strategy

## 1.1  Strategic objectives of EIT Food

### 1.1.1  Uniqueness, Vision and Mission of EIT Food

#### What makes EIT Food unique?

- **Consumer empowerment:** Drive towards empowered European citizens who will create, stimulate, catalyse and implement the transformation of the food system. The consumer will be in the centre of all of EIT Food's activities.
- **Outstanding partnership:** A unique and complementary consortium of actively engaged partners (almost equal numbers of academia, multinationals, regional champions and start-ups via the RisingFoodStars) aligned to jointly make EIT Food's vision and ambition come true: to find common solutions to feed future generations and transform the food sector.
- **Committed leaders from key organisations:** EIT Food unites committed leaders from major organisations covering the entire food supply chain supplemented by adjacent technology partners, e.g., for the digitalisation of the food domain.
- **One community - open for debate:** EIT Food triggers discussion and debate within its consortium to reflect transparent, scientific and holistic viewpoints.
- **Collaboration between stakeholders:** Seeking collaboration with and leveraging expertise from all relevant stakeholders and partners on local (network partners), regional (associations), European (other European bodies), as well as global level (global network partners).
- **Communication as a fourth pillar:** Communication is added to the knowledge triangle, facilitating two-way communication and engaging consumers as critical factors for success and impact of EIT Food.
- **A shared top-class innovation platform:** As part of an exciting innovation system linking food to health, climate change, digital technologies and smart cities, EIT Food strives to be the reference for new-style innovation.
- **Improving the industry:** Existing craftsmanship is transformed by next-generation technologies and focused training of SMEs.
- **Talent magnet:** The new working method, with the adoption and implementation of new technologies applied to address major societal challenges, will attract the best talent to the food sector.
- **Stakeholder involvement:** Dedicated and extensive involvement of stakeholders from the EIT RIS countries

- Innovation through RisingFoodStars: EIT Food's RisingFoodStars' start-ups are not only supported by EIT Food, but rather are collaboration partners in all activities. They are treated as equals, resulting in stimulating innovation beyond the traditional thinking.
- Access to finance: With EIT FoodSparksTM, we will establish an investment vehicle of €16m, enabled by the financial commitment of 12 EIT Food partners already. This will enable young start-ups to bridge the valley of death before generating revenues, accelerating business growth and protecting/securing the business, since access to seed funding is difficult for start-ups within the food sector. Our ambition is to grow this vehicle towards a real investment fund with a size of more than €80m.
- Focus on implementation: Commitment to and focus on implementation of the results right from the start via binding requirements for co-funding and clear paths to implementations as part of the proposal.
- Focus on meaningful and high-impact activities: Smart co-existence and cross-fertilisation of activities within the knowledge triangle leading to a new connectivity with the consumer. This is the breeding ground for catalysing the transformation of the food sector and for high-impact innovations.
- Long-term sustained growth: Through an entrepreneurial culture and operational excellence, with impact and financial sustainability in mind, sustainable long-term growth will be enabled.
- Thought leader on future food in the EU and the world: EIT Food will deliver fact-based scientific, up-to-date information on future food, providing opportunities for credible science-based influencers.

## EIT Food Vision: 'The Food I Value' – attitudes transformed

The vision of EIT Food is to put Europe at the centre of a global transformation in how food is innovated, produced and valued by society. EIT Food will foster a sense of 'collective stewardship' in which industry, government, science and education commit to support individuals in their right to enjoy a sustainable, safe and healthy diet.

## EIT Food Mission: 'The Food that Connects Us' – catalysis of the food system's transformation

With consumers at its core, the mission of EIT Food is to empower a trusted multi-stakeholder community that includes market-leading and start-up businesses, technology innovators, best-in-class research institutions and educators, and advanced farmers and consumers. Together, they will catalyse the transformation of the food system[2] and effectively meet the global food sector demands of present and future generations. By following an integrated seed-to-fork approach, systematically leveraging the opportunities of digital technologies and engaging consumers in the process of change, EIT Food will improve nutrition and make the food system resource-efficient, secure, transparent and trustful. EIT Food will boost skills and entrepreneurial spirit in the sector, unlock the potential of small and medium sized enterprises, accelerate innovation, create jobs, benefit business impact and increase global competitiveness. Key drivers for change will be five co-location centres (CLC) in European countries, as well as a vital collaboration with and leverage of other innovation activities and programmes on European and regional level.

[2] The term "food system" hereinafter is used to refer to the whole agri-food-nutrition system.

## 1.1.2  The Challenges facing the food system

Low consumer trust and transparency: Highly publicised food contamination and authenticity scares have led to consumer concerns over the complexity of the global food system, undermining confidence in the transparency, safety and integrity of the food value chain.

Distorted nutritional habits: The world faces contradictory challenges with regard to malnutrition: 3.5 billion people suffer from hunger and micronutrient deficiencies while unhealthy lifestyles and worldwide numbers of overweight (~2 billion) and obese (>500 million) people are still growing.

Food sustainability: The permanent availability of food has reduced its perception as a highly valued and critically important product, as almost one-third of total food production is being wasted. Global population growth and changes in dietary patterns require an increase in overall food production by more than 60% to feed 10 billion people by 2050.

Fragmented food supply chain: Highly fragmented food supply chains[3] and unbalanced trading practices put pressure on value creation, capture and distribution.[4] This limits the potential for efficiency gains and advances in food safety measures that could build consumer trust and enable disruptive innovation.

Limited entrepreneurial culture: The European food sector is characterised by a wide range of company sizes, with 99.1% SMEs delivering 50% of the turnover[5] and with innovation lagging behind other sectors. The lack of a vivid start-up culture within the food sector, reflected by a low 2.6% share of all EU start-ups, calls for a new mind-set that fosters an entrepreneurial spirit and cross-sector collaboration.

Gap in talents, skills and social responsibility: A shortage of scientific, entrepreneurial and managerial skills needed to solve complex multidisciplinary challenges is a major barrier to innovation.

Slow adoption of emerging technologies: The food sector has been slow to adopt new technologies following the digital revolution that could re-connect people with the food they consume and make them active partners in the food system.

## 1.1.3  The EIT Food response

**A European Knowledge and Innovation Community (KIC) catalysing the transformation of the food sector.** The EIT Food partnership will catalyse fundamental changes in the food system. It will go beyond the integration of the knowledge triangle of education, business creation and innovation as it will engage consumers as active partners for change. Communication will be the linking element leveraging the knowledge triangle, and therefore EIT Food will establish activities within four key pillars (LEARN ▪ ENGAGE ▪ INNOVATE ▪ ADVANCE) to tackle the aforementioned challenges.
The demand-tailored programmes and specific tools have been designed to support EIT Food's unique P E O P L E approach:
**P**articipation of Citizens ▪ **E**ducation and Entrepreneurial Support ▪ **O**penness to the World ▪ **P**erformance through Excellence and Implementation of the results ▪ **L**everaging the SME Innovation Capability ▪ **E**nduring Approach to ensure sustainability of EIT Food.

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[3] High Level Forum for a Better Functioning Food Supply Chain (European Commission, Report 2015);
  http://ec.europa.eu/growth/sectors/food/competitiveness/supply-chain-forum/index_en.htm;
[4] COM 2013: Green paper on unfair trading practices in the business-to-business food and non-food supply chain in Europe.
[5] FoodDrink Europe (2014); http://www.fooddrinkeurope.eu/uploads/publications_documents/Data_and_Trends_2014-20152.pdf

## 1.1.4  EIT Food Strategic Objectives (SO)

## Strategic Objective 1: Overcome low consumer trust

EIT Food will support Europeans in becoming change agents in the transition towards a smart, inclusive and trusted food system. Producers and consumers need to assume collective stewardship within the global food system. EIT Food will change attitudes towards nutrition and health by promoting an appreciation of food 'value' and sustainable 'cost', combined with a clear communication strategy to disseminate research and policy outcomes. The goal is to involve citizens as responsible partners and, by engaging them in specific interactive communication activities, to increase food enjoyment and terroir appreciation as well as to overcome and address concerns regarding authenticity, food contamination and food safety. EIT Food will measure the improvement in consumer trust by setting up the EIT Food Trust Barometer, which will measure their trust in the food system and its products as well as the awareness of, and perceptions towards, healthy and sustainable diets. The EIT Food Trust Barometer will be further elaborated on in section 3.1 of this document.

SO 1.1 Develop citizen participation across the food supply network: EIT Food will motivate and support European citizens to become active participants in the transition towards an inclusive, transparent and smarter food system, by 1) involving them as responsible co-creators to develop innovations in nutrition and health and by 2) empowering people to self-manage their consumption in a healthy and resource-efficient way.

SO 1.2 Develop a new communication culture to reach out to EU citizens: With its communication pillar EIT Food adds a fourth dimension to the knowledge triangle. EIT Food's interactive communication strategy will improve consumers' understanding of safety, transparency, innovation and disruptive technologies. Therefore, 1) public events and interactive exhibitions will be held at highly frequented locations to raise awareness within regional communities and allow consumers to experience products, services and technologies and generate feedback; 2) links with credible opinion leaders will be formed, enabling them to grow their audience and reach, which will inform their followers and impact their perception and behaviour in relation to nutrition and health; and 3) content for social media and online communication channels will be developed, allowing for rapid distribution and enabling consumer participation.

## Strategic Objective 2: Create consumer-valued food for healthier nutrition

EIT Food will enable individuals to make informed and affordable personalised nutrition choices through direct engagement, new product concepts, informative packaging, and e-communication innovations. EIT Food will deliver commercially viable and affordable personalised nutrition solutions to various target groups[6] within seven years. Immediate action is required to overcome micronutrient deficiencies in both developing and developed countries. At the same time, the obesity pandemic needs to be tackled by connecting personal motivation for health, actual food consumption behaviour and new scientific insights addressing the biological mechanisms involved in food digestion. New technological, product and societal approaches addressing consumer Preferences, Acceptance and Needs (PAN) are needed to provide long-lasting and cost-effective solutions for public health in relation to genetic predisposition, age, dietary restrictions, lifestyle and environmental factors. EIT Food will support consumers in becoming central drivers in a shared food economy through the concept of My Food, My Nutrition, My Health – creating high-quality, trusted products and services that will improve societal nutrition and health, and promote environmental sustainability.

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[6] E.g. children with risk vitamin deficiencies, pregnant women, elderly men and women, physically active manual workers, sedentary workers. EIT Food will additionally target specific occasions, such as individual, family, social and work/ school lunches.

**SO 2.1 Informed consumer choices for nutrition and health:** EIT Food will develop personalised consumer interfaces and support platforms, via novel monitoring devices, narrowing the gap between people's best intentions and actual food intake. The developments and changes in the retailer landscape, such as direct marketing and the increase of internet shopping, influence the possibility for consumers to source products. Hence, even more information and education are required for the consumers to make the right choices. Therefore, EIT Food will establish technologies as well as educational programmes for personalised nutrition coaching, retailer-assisted food shopping and meal preparation; EIT Food will also support and provide an audience to credible opinion leaders within the food space.

**SO 2.2 A superior nutritional composition through collaborative innovation:** EIT Food will focus on food innovations that will maximise the presence of healthy ingredients and foodstuff to encourage positive nutrients and cap the presence of negative nutrients without compromising on taste, texture and food safety. Global partnerships with relevant initiatives targeting malnutrition (see synergies in section 1.2) will also be engaged, and ongoing initiatives by our members will be leveraged.

**SO 2.3 Convenient individualisation at point of consumption:** New adaptive micro-manufacturing systems, supply formats and business models will extend the supply chain into the food service sector and home kitchens, in order to help consumers tailor their diets. Piloting highly modular food concepts comprising individualised, functional and/or localised ingredients and minimally pre-processed food components, enabling consumers to personalise dietary intake at home or away, will be one of the actions taken. Likewise new business models and innovative supply networks for sustainable manufacturing and delivery of late-stage customised products and implementation of new kitchen concepts will be promoted.

## Strategic Objective 3: Build a consumer-centric connected food system

EIT Food will develop a digital food supply network with the consumer and industry as equally integrated partners to improve safety, real-time traceability, quality and sustainability of ingredients for the top five globally traded commodities. Through various initiatives and programmes centred on the consumers (like the innovation programmes EIT Food Assistant, Your Fork2Farm, The Web of Food, The Zero Waste Agenda and the communication activities MyFoodPortal, EIT Food Trust Barometer, EIT Food Ambassadors), EIT Food will engage consumers in an integrated food system enabled by advanced digital technologies, agreed standards and shared data, making personalised nutrition and more sustainable food choices a reality.

**SO 3.1 Provide a fully integrated digital supply network:** EIT Food will create a demand-driven manufacturing and delivery network that unites not only physical flows, but also information, talent, and finance, aiming to reduce complex supply chains and waste and to save resources.

**SO 3.2 Improve food system transparency and integrity:** The development and integration of new on-site diagnostic and sensor technologies (smart labelling and data provenance [blockchain[7]] technology) will improve product quality and process conditions, allow real-time tracking and auditability of safety, quality and authenticity, and identify potential threats and alert stakeholders, especially retailers across the whole food system. This will create a testbed of connected peers using fast point-of-site diagnostics, tracking and blockchain technology to deliver real-time authentication and food product information; this also will enable auditability and the development and evaluation of a pan-European surveillance and alert system to detect threats from food fraud or unintended contamination.

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[7] Whitepaper from EIT Food network partner Project Provenance Ltd.; https://www.provenance.org/whitepaper

## Strategic Objective 4: Enhance sustainability through resource stewardship

EIT Food will develop integrated solutions to transform the traditional linear 'produce-use-dispose' model into a circular bio-economy, whereby production side-streams and residues are re-incorporated as secondary raw materials. EIT Food-enabled innovations aim to substantially reduce the environmental impact vs. comparable products, processes and practices. To decouple future economic growth in Europe's food sector from the consumption of finite resources, EIT Food will develop innovative circular bio-economy solutions. Using an integrated end-to-end supply chain stakeholder approach in close collaboration with citizens, policy makers and authorities, EIT Food will focus on new opportunities in alternative sourcing and increasing sustainability by minimising agricultural, transport and consumer-driven losses and energy consumption.

SO 4.1 Tackle hotspots in the environmental footprint: Next-generation technologies will be used to target reductions in food waste, energy and water consumption across the supply chain, including logistics, last-mile delivery and consumption. Actions will include the development of new food manufacturing processes with quality standards and guidelines for zero waste by a cascade approach, diversifying use of raw materials, reducing microbial/chemical contamination risks, and engaging the consumer via new home devices to enhance energy efficiency and recycling and to reduce food miles.

SO 4.2 Increase market penetrations of ingredients from sustainable, alternative sources: EIT Food will facilitate the industrial adoption of underutilised resources, alternative ingredients and sources of energy; EIT Food will also address regulatory issues to support and enable science-based food innovations using new and sustainable ingredients. A further goal is to enhance the sustainability of existing major nutrient and energy sources through the use of biofortification, precision agriculture and sustainable intensification. This should be achieved by measures such as optimisation of primary production efficiency through new crop breeding, sustainable intensification, and use of big data for precision farming and aquaculture, while exploiting alternative genetic resources and protecting biodiversity (plants/residues, algae, wild marine sources, fungi, yeast, and insects).

SO 4.3 Drive circular excellence by valorising side streams: EIT Food will explore the integration of new efficient technologies for extraction, fractionation, conversion and purification of heterogeneous waste and side-streams into functioning value chains. This will be done by performing side-stream analysis in selected food value chains; developing complementary partnerships and technological solutions for disassembly, reassembly, recycling and logistic strategies to mobilise new scalable value chains from supply of side-streams to commercially successful products.

## Strategic Objective 5: Educate to engage, innovate and advance

EIT Food will provide 'food system' skills for students, entrepreneurs and (SME) professionals addressing specific skill gaps through advanced training programmes and for a larger number of individuals through Massive Open Online Courses (MOOCs) over seven years. The EIT Food partners from industry and science will create a vibrant cross-sector educational platform for students, young entrepreneurs and lifelong learners with career development modules for business employees and educators.

SO 5.1 Demand-driven higher education for students and professionals: To overcome the shortage of talented recruits needed for the critical integration of digital solutions in the food sector, EIT Food will provide an engaging higher education programme for students and career professionals. Actions will include the development of a unique, pan-European integrated and EIT-branded MSc programme bridging fragmented skills and knowledge. Through its Global Food Venture Programme, EIT Food will bring in a global innovation ecosystem perspective harnessing the brightest ideas from around the world. EIT Food will create a globally attractive, high-quality, EIT-branded certification programme for professionals to provide employees and employers with key food systems knowledge and new technological competences. It will engage with other KICs to design these new forms of certifications.

EIT Food will spark a new generation of European pioneers and business entrepreneurs in the food system by fostering entrepreneurial culture through education and training to nurture cross-sector innovations and new business creation for a sustainable globally networked food sector, using summer schools for students and professionals to investigate relevant case studies and initiate plans for joint business ventures, supply chain innovation and commercialisation as well as enhancing international entrepreneurship and market development knowledge by exposing students to global entrepreneurship ecosystems. EIT Food's Food Solution Programme will foster industrial-academic co-mentorship activities for multidisciplinary student teams, enabling them to contribute to the development of new food solutions for the 21st century.

## Strategic Objective 6: Catalyse food entrepreneurship and innovation

EIT Food will foster entrepreneurship at all stages of business creation. Over seven years, EIT Food will support the creation of start-ups and will make non-KAVA equity investments to develop the most promising businesses. EIT Food will engage SMEs in all programmes and activities, and its specific activities will reach out to tens of thousands of SMEs through its networks. Entrepreneurs and start-ups will be able to leverage the EIT Food expert network, infrastructures (pilot plants, equipment, incubation space, etc.) and finance to catalyse entrepreneurial collaboration and sustainable growth. The EIT Food knowledge-based ecosystem will also target SMEs to unleash their innovation potential, delivering improved productivity and competitiveness. EIT Food will provide a KIC breeding ground for start-up creation and cross-disciplinary SME partnerships, providing expertise/mentoring on infrastructure, patenting/licensing, and human resources and encouraging R&D activities.

# 1.2  Innovation and synergies

EIT Food will play an important role within the European innovation landscape and position itself clearly as an important contributor to existing and forthcoming European initiatives by closing the gap between applied research and the market. EIT Food aims to take up results of European and member states' funded projects (e.g., Horizon 2020 as well as the forthcoming FP9) and to focus on further development and commercialisation of these results. Therefore, EIT Food's strategy envisions a close cooperation with the European administration to create synergies and prevent duplications. In order to achieve this, EIT Food will establish a Policy Council having an advisory role. Aside from key players in the food sector, most important Directorate-Generals (DGs) such as DG RTD, DG EAC, DG Agri, DG Connect, DG Grow, and DG Sante, among others, will have a voice in EIT activities. A strong collaboration has already been established with DG RTD to develop a consistent track from research to go-to-market strategies related to the Food 2030 programme that the Commission launched in 2017. For example, EIT will be a part of the Coordination Action of DG RTD to work with the Commission on the implementation of the Food 2030 policy. Furthermore, EIT Food has specific synergies with EIT Digital, EIT Health, and InnoEnergy – as they are linked to the Strategic Objectives (e.g., Nutritional Health, Vertical Farming, Digitalisation of the Supply Chain, and Digitalisation of Interaction with Consumers), and EIT Food is seeking to collaborate in terms of calls for projects and in the Business Creation area, especially in supporting start-ups. Internal synergies will be enabled through the Knowledge Triangle Integration (KTI) with the goal of bringing together Education, Research/Innovation and Business Creation as well as Communication. Information on the KTI can be found on the following pages.

The following section will highlight added value of the strategic approach, which is unique and innovative. A cascade of elements will be implemented aiming at increasing innovation in the food system and addressing the fragmented food industry.

## 1.2.1 Innovation and uniqueness of EIT Food

Entrepreneurship: Driving an entrepreneurial spirit across all four pillars.

Innovation: Act as an investor and identify innovation opportunities with a high business potential or great impact on societal challenges; ensure a path towards implementation for each proposal, fueled by co-founding of partners and building on and implementing promising results of successful research projects.

Education: Making 'Entrepreneur' a role model within the universities and academia by establishing innovation as a third key pillar in addition to the classical research and teaching pillars, thereby elevating the status of 'successful entrepreneur' to the level of 'successful scientist or teacher' and moving from a classical step-wise and degree-oriented education model to a continuous skill-based human resource development approach.

Business creation: Educate, coach and guide entrepreneurs on their journey 'from the idea to the market' in order to establish European world champions in the food domain; provide unique access to technologies and expertise through the network of partners as well as the critical access to finances, thus accelerating and reducing the risk of operations of the new ventures.

Communication: Regard the consumer as 'entrepreneur', an autonomous, self-determined person taking his or her own decisions on his nutrition, well-being and health on the basis of sound information.

Participation: The consumer in the centre as the key driver for the development of innovative food products. EIT Food is driven by the understanding that the identified challenges can only be tackled if capabilities from all partners covering the complete food supply chain and all knowledge pillars are fully leveraged. To catalyse the transformation into a resource-smart food system, EIT Food has developed specific demand-tailored programmes and activities to support its unique P E O P L E approach defined in chapter 1.1.2. EIT Food will collectively support European citizens to become critical change agents in the transition towards a smart food system. This is a truly novel approach and marks the first time people will be empowered in this way in the food sector. EIT Food will not only engage with people through specific online communication activities (Access programme) and look-and-feel campaigns (Explore programme), but also will involve citizens as responsible 'co-creators' (EngagementLab) in the ideation and concept prototyping phase to boost satisfaction with new products and services. Finally, EIT Food gives consumers and citizens an institutional voice through its Citizen Participation Forum on Food, thereby influencing the direction EIT Food takes (see governance structure in 2.1). EIT Food will strive to be a credible source of food-related and science-backed information to support consumers in food-related decisions and requests for new food innovations.

Education and Entrepreneurial Support: EIT Food will follow a multi-targeted, non-classical approach to develop and promote a creative, knowledgeable and out-of-the-box thinking human resource pool, which has the ability transform the sector. The target audiences include not only top students in academic institutions, but also professionals in the food and adjacent sectors, as well as citizens and consumers in the public space representing various cultures and consumer cohorts. To overcome the shortage of talented recruits, the Academy programme will provide an EIT-branded Food Systems MSc that uniquely will bridge compartmentalised skills/know-how in the food system. Applied creativity and innovation activities of student entrepreneurs will be enhanced by the Studio programme: (i) the extracurricular, industry-mentored programme Food Solutions for BSc/MSc/PhD students; (ii) the Food Entrepreneur Summer School for students and professionals (SMEs, enterprises) to work jointly on business-relevant case studies; and (iii) the ground-breaking Global Food Venture Programme (please find details on global outreach below). Student entrepreneurs will be encouraged to participate in Challenge-based Competitions (Enhance programme), and top solutions will be awarded the EIT Food Prize. The innovative concept of Innovation Grants will not only support students and entrepreneurs in developing their ideas further and bringing them to market, but also will ensure that learning and developments will be implemented, especially by SMEs, in the context of Summer Schools and SME-Elevator Workshops as well as from the Food Solution programme.

The EIT Food Accelerator programme –initially implemented at four hubs in Switzerland, Germany, the UK and Israel (to be extended into RIS countries in year 2) –will provide start-ups with access to knowledge, technology and business development leveraging the competences of the EIT Food network and also will collaborate with other business creation activities on European and regional levels.

Openness to the World: With the aim of transforming 'silos' into new forms of collaboration and to generating a significant impact on society, the CLCs will build and manage regional open-innovation communities to accelerate implementation of the new innovations and created knowledge. To reach out to the broader public, EIT Food will educate and empower consumers through: (i) look-and-feel campaigns (Explore programme) including moving educational exhibitions (EIT Food Showrooms), which will provide unprecedented public experience of food innovation in museums, airports and schools; (ii) the Network programme including annual EIT Food Summits; and (iii) specific online communication activities (Access programme) including a MOOC series as a gateway for wider public education. The peer-reviewed, open-access platform MyFoodPortal will be a new format engaging the EU's most prestigious universities to aid in translation of science to business, policy and society by distilling trusted information for use by nutrition practitioners, students, industry and regulators.

Global Outreach: EIT Food's mission is to become a centre of excellence and innovation hub for food in Europe, and in this will also tackle the challenges of the food system around the globe. Naturally, the primary goal of EIT Food will be the transformation of the European food ecosystem, but due to the strong global interconnections and interlinkages (e.g., through raw materials and location of growing markets), many activities will have a global dimension. This global outreach will involve a three-fold approach:

1.      Testing and introduction of solutions from Europe to the world, allowing results of our own innovation projects to be implemented globally. In turn, these activities expand the existing network and develop emerging and growing markets for European as well as local players.

2.      Global innovation mapping using our worldwide infrastructure capabilities, allowing new ideas from around the world to stimulate innovations in Europe. This will foster further development of competences and technologies. The engagement with local hot spots internationally will allow EIT Food to carry out innovation projects together with global network partners in the area of food. Additionally, EIT Food intends to establish 'entrepreneurs in residence' allowing the best and brightest to work at EIT Food partners' sites to add value.

3.      MOOCs and SPOCs for the broad public and professionals, not only from inside but also from outside the food system, are being developed to provide citizens and consumers around the globe with easily accessible knowledge. Calls for courses that are of particular interest to developing countries are planned, e.g., on modern farming-to-market approaches.

EIT Food has a special interest in reaching out to rapidly developing areas where customers of the future reside. Taking demography and lifestyle into account, EIT Food has identified countries and regions that serve as testbeds covering aspects that may not be covered in Europe alone. One such example is a planned engagement with select megacities to carry out joint activities by bringing our European established programmes from all thematic pillars to these food ecosystems that are located outside of Europe.

Innovation through Excellence: EIT Food will be a decisive enabler for transformative innovation in the food system. Going beyond the traditional 'open innovation model', EIT Food fosters an eye-level collaboration culture between start-ups and established companies with complementary skills and interested in creating and implementing innovations, followed by building a business rather than sharing R&D costs. Innovation programmes to initiate fast-track projects addressing innovation opportunities include: 1) EIT Food Assistant, 2) Your Fork2Farm, 3) The Web of Food, and 4) The Zero Waste Agenda. Alongside this, challenge-based competitions (Enhance programme) will discover ideas and solutions, and Peer-to-Peer and Supplier-to-Buyer co-creation workshops (Innovation Marketplace) will identify new technologies and services.

Leveraging SME Innovation Capability: To overcome the existing skill gaps and unlock the innovation potential of Europe's SMEs in the food sector, EIT Food has designed a targeted SME strategy. The food sector is characterised by a broad and diverse mixture of players, with SMEs being responsible for 50% of overall business. However, most of them operate with a maximum of ten people, which resembles to some degree start-ups. However, in contrast to start-ups, SMEs already have production facilities, market knowledge, and a set of customers. They lack the capacity and opportunity in their daily business to get engaged in innovative ideas. Due to their need to be already profitable, they can take much less risk than start-ups. To overcome these obstacles, EIT Food will develop and implement best-case scenarios with selected SMEs out of the existing clusters with 53,000 SMEs within the partnership, providing the whole ecosystem of SMEs with targeted knowledge management through SPOCs, Innovation Grants (EIT Food's unique instrument enabling participants in, e.g., education programmes, to implement learnings and technologies from these programmes) and ad hoc innovation projects that will be facilitated trough the CLCs. The Elevate programme will be designed as a unique instrument: First, talent skills are lifted by (i) Rotating Elevator Workshops moving from one CLC to another and targeting technological and knowledge needs of SMEs and industry associations in emerging areas, and (ii) interactive Small Private Online Courses (SPOCs) are developed, tailored to the demands of industrial partners and supplemented with hands-on experiences. Second, innovation opportunities for SMEs are created in Co-ideation events together with start-ups and partners for accelerated matching of collaboration partners. As part of the Studio programme, the Global Innovation Farm is developed to harness the full potential of farm-based innovations. SystemsLab is designed as an interactive platform in which the entire set of in-house technologies, engineering tools and pilot plants of all partners is mapped and made available for SME-elevation activities to create best-case SME demonstrators. By means of the RisingFoodStars, a unique association of high-profile start-ups and itself formal partner of EIT Food, fast-moving start-ups with their cutting-edge technologies and transformative business models will participate in all EIT Food programmes and will be brought together to foster SME-start-up cooperations in complementary food system areas.

Smart Entrepreneurial Development: EIT Food's Business Creation strategy integrates the most essential aspects for successful business creation scaling in its 'Smart Entrepreneurial Development' approach, which goes beyond 'Smart Money' – this concept is especially targeting young entrepreneurs, start-ups and SMEs combining: Access to Network ▪ Access to Competence and Technology, Support scaling the prototypes ▪ Access to Finance ▪ Access to Market.
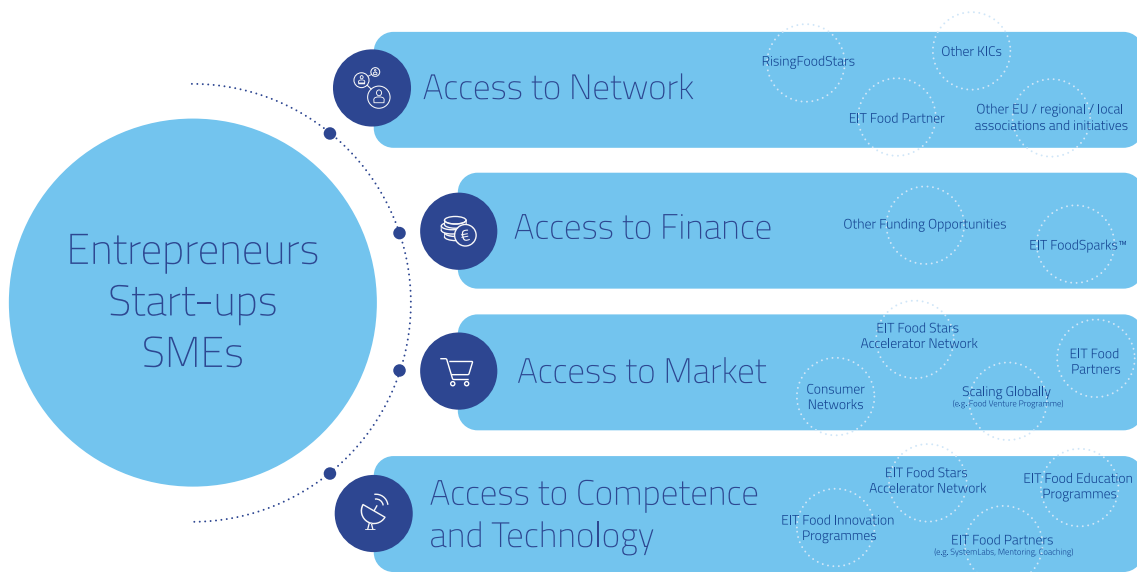


Figure 1: Smart Entrepreneurial Development

There are a number of initiatives in the agri-food sector in Europe that support one or two of these critical development pillars, but none addresses all four in an integrated approach. Because of its set-up, its programmes and its collaboration with other relevant partners (other KICs, other European initiatives, relevant industry and consumer associations), EIT Food provides a comprehensive single point of contact for start-ups and SMEs.

## 1.2.2  Maximizing EIT Food's impact through synergies

EIT Food will function as a powerful bridge builder to other initiatives at European, national, and regional levels in order to enhance the overall impact of the KIC. EIT Food has defined three dedicated approaches to leverage the synergies in a structured manner to most effectively create the desired impact and to reach the important actors outside of the traditional agri-food system, as well as public and private stakeholders.

- In particular the Directors of Innovation, Education and Business Creation will be (and have already begun) actively seeking collaborations in the form of co-creation projects with other stakeholders of the food system. EIT Food has already identified and defined the most promising partners and initiatives in order to define concrete and sustainable projects to create a maximum impact:
  - DG RTD, DG Agri, DG Connect, DG EAC, DG Growth
  - Other KICs, in particular EIT Health, Climate KIC and EIT Digital
  - JPIs (e.g., JPI HDHL and FAACE-JPI), JCR
  - Marie Curie and Erasmus+
  - Investors in the food system (e.g., banks, private and corporate investors, the EIF, the EIB)
  - Food and Agriculture Organization of the United Nations
  - World Health Organization
  - Consumer associations & foundations
  - Insurance organisations (in particular health).
- **Two-way exchanges and consultations** with other relevant initiatives coordinated by the Director of Communication, to identify joint opportunities and work together towards common policy goals. This will be done through the EIT Food Policy Council (see 2.1.2) when applicable to maximise the impact of the synergies.
- **Information and communication** will be pursued with associations, federations and other organisations (e.g., with consumer focus) or programmes through the communication team.

**Knowledge Triangle Integration (KTI)**

All activities of EIT Food will strive towards the full integration of the knowledge triangle of Education, Innovation and Business Creation, as catalysing innovation through the KTI model is the logical continuation of the joint efforts of the relevant stakeholders, academia, industry and entrepreneurs. Furthermore, EIT Food has defined Communication as the linking element leveraging these four pillars to best overcome the challenges defined and, more important, to integrate the consumer as an autonomous and important partner within the whole food and nutrition chain. EIT Food's KTI is not designed to accumulate brilliant research for the sake of the knowledge itself, but rather aims to transform new knowledge into tangible innovation from which the society can sustainably benefit. A specific focus is put on entrepreneurship as a channel to diffuse knowledge and innovation generated and to foster greater societal engagement. Furthermore, the KTI framework of EIT food recognises the need for institutions and industries themselves to innovate within their organizations in order to better articulate and carry out their different missions. The EIT Food Functional Directors are responsible for creating a balanced portfolio of Education, Innovation, Communication and Business Creation activities and for the further development, application and evaluation of KTI. Therefore, for the activities selected for the Business Plan 2018, the integration of the knowledge triangle is already one of the assessment criteria.
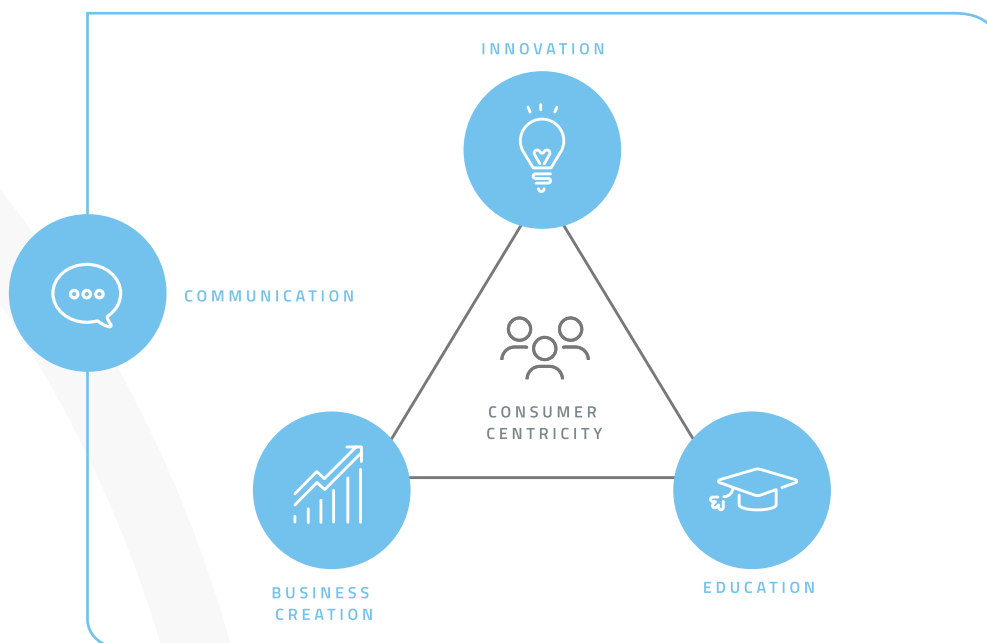
Figure 2: Knowledge triangle integration of EIT Food

# 1.3  Partnership

**Overcoming the special challenges in the food sector in Europe requires a unique partnership**

Compared to other industries, the value chains of the agri-food sector are complex in structure and comprise multiple players, including partners from adjacent industries (like logistics). Highly fragmented food supply chains and unbalanced trading practices put pressure on value creation, capture and distribution, limiting the potential for efficiency gains and advances in food safety that could build consumer trust and enable disruptive innovation. To address this complexity of the European agri-food sector, EIT Food has defined and applied a clear partnership growth strategy to deliver impact for all participants (see below).

EIT Food brings together an outstanding group of world-class multinational enterprises, leading SMEs, start-ups, tier-1 institutions in research

and education, not-for-profit organisations and social entrepreneurs that complement each other perfectly. Finally, within all member organisations, the commitments of the respective key leaders and a full commitment to the EIT Food strategy and its approach are the real key to the sustainable success of EIT Food.

**A balanced partnership of superior quality: Complementary competences along and beyond the food supply chain bringing together best-of-class European partners**

EIT Food has strategically selected its partners to achieve a combination of excellent and complementary resources covering the full food supply chain and adjacent areas as well as reaching out and integrating the complex ecosystem of SMEs, start-ups and priority consumers.

EIT Food has formed a multidisciplinary partnership model consisting of 'EIT Food Partners', 'Network Partners' and the start-ups of the 'RisingFoodStars' with different rights and obligations (as described in section 2.1.2):
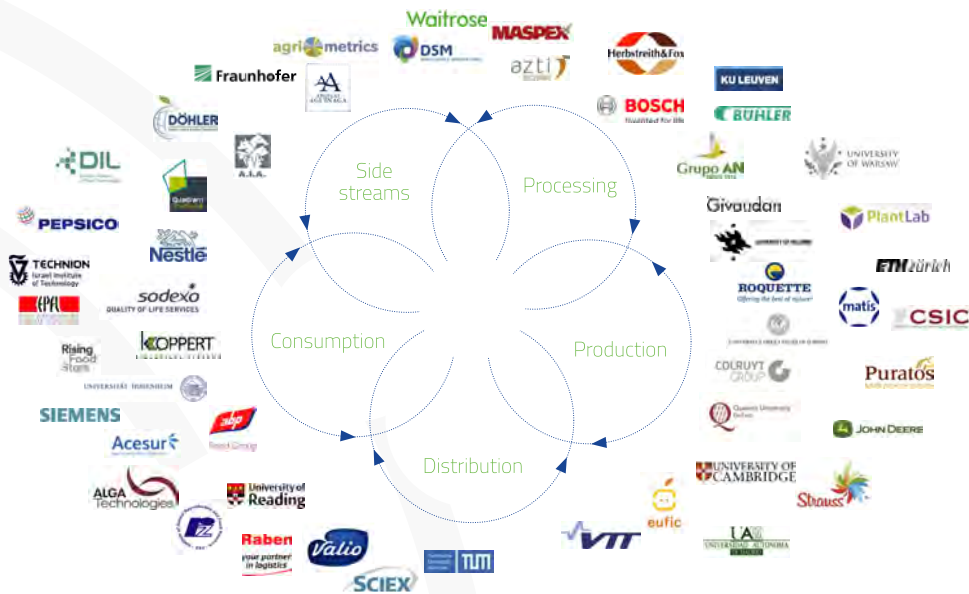
Figure 3: EIT Food partners covering the food supply chain

**EIT Food Partners** are members of EIT Food, selected to provide a maximum diversity in competences, excellence and complementarity. Senior leaders of these EIT Food Partners are not only committed to paying the partnership fee but, more important, endorse and facilitate the active participation of their organisations in EIT Food programmes. RisingFoodStars is an association of high-potential start-ups active in the agri-food area. The objective of this association is to enable networking and collaboration among a large number of innovative start-ups, fostering their participation in all relevant EIT Food programmes and activities; start-ups can add substantial value to EIT Food through their breakthrough technology innovations and disruptive business models. Those start-ups will also benefit from EIT Food's unique network for access to technologies and competences. Start-ups are not only participating but also driving EIT Food activities as linked third parties of the RisingFoodStars. RisingFoodStars are present in all CLCs across Europe.

**Network Partners** are legal entities that have the capabilities to contribute to the KIC added-value activities. Those network partners have been chosen to complement and to extend the reach of EIT Food especially to SMEs and consumers (e.g., regional consumer associations, associations of farmers or chefs), and also to those that could provide critical knowledge or technologies (e.g., Osram for LED lights for vertical farming). A number of network partners have already expressed their intention of collaboration in writing.

**Our growth strategy: EIT Food = excellence ▪ commitment ▪ openness**

In order to further expand the partnership and network, as well as to fill competence gaps in the integration of the knowledge triangle and the fourth pillar of communication, EIT Food has a clear growth strategy described in a dedicated policy. The policy applies to EIT Food Partners as well as Network Partners and serves to keep the partnership's balance of industry and non-industry as well as geographical balance. Its implementation and continuous refinement will be the responsibility of a working group "partnership", which consists of representatives of the CLCs and the EIT Food management. In addition to getting new partners on board, EIT Food will leverage other ongoing initiatives and join forces where appropriate.

EIT Food is an open consortium, actively scouting and approaching new partners. All new applicants will have to demonstrate that they meet the same high standards and criteria as the existing members. The core principles of this strategy are:

- **Excellence and complementarity:** To deliver on its Strategic Agenda, EIT Food strives to evolve its partnership with excellent and complementary new partners. Candidate partners must demonstrate that they complement the existing competences within EIT Food along the value chain and/or bring in specific new emerging technology competences, and that they fully support and can contribute to EIT Food strategic ambitions.
- **Resource Commitment:** Candidate partners should also match the ambition and commitment to contribute financially and in-kind to achieve EIT Food's objectives.
- **Regional Coverage:** EIT Food will further develop its geographic footprint to be an encompassing pan-European organisation representing and leveraging the diversity of Europe. Therefore, a working group "partnership" will continuously identify priority regions and countries for scouting of new partners and will ensure that special attention is paid to the EIT RIS areas.

In line with these principles of the EIT growth strategy, EIT Food has already attracted four new partners in 2017. These are namely Agrimetrics, Waitrose, Quadram Institute Bioscience and Sciex. Agrimetrics' membership will enrich EIT Food with big data expertise to, e.g., assess the needs of the agri-food industry and identify opportunities for improving business reliance, profitability and sustainability through better use of data and information tools and will develop, collect, aggregate and manage datasets. Waitrose's extensive retail network, effective consumer engagement strategies and inclusive approach to growers and producers offer additional capacity and capability to accelerate and facilitate both the innovation and communication strategies of EIT Food in key European markets and beyond. Quadram Institute is the only publicly funded UK institute dedicated to the science of food and health to address the global challenges of food security, diet and health, healthy ageing, and food waste. This expertise and experience will support the delivery of the EIT Food's goals, capitalising on the synergies between organisations. Sciex will bring in its analytical expertise and solutions with an aim towards new strategies or methodologies in food quality and safety testing.

The RisingFoodStars association has its own growth strategy, which is aligned with that of EIT Food and is being executed in a collaborative way by the board of the RisingFoodStars. The rights and obligations as well as the process for accession and exit of partners are being defined in EIT Food's statutes and the respective by-laws.
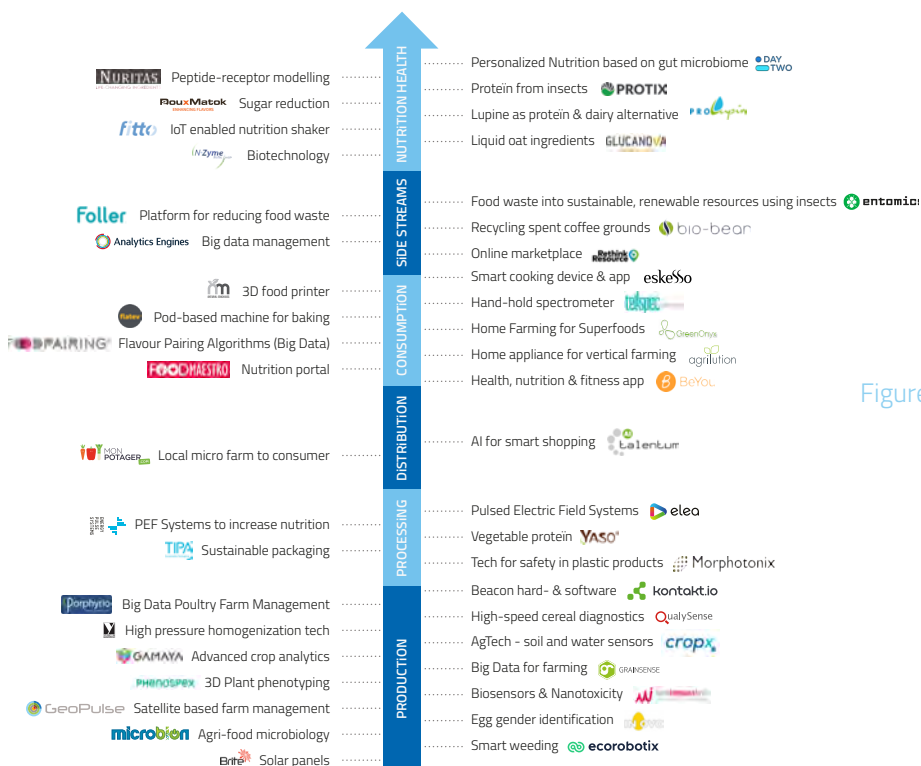


Figure 4: RisingFoodStars

# 2  Operations

## 2.1  Governance and Operations

### 2.1.1  EIT Food governing principle

EIT Food's governance structures have been designed to most efficiently set up and govern the KIC in order to implement EIT Food's strategy. It features a lean, sustainable and results-driven model that is built on transparency, innovation, agility and connectivity. EIT Food's over-arching principles are:

- Collaboration under strong leadership combined with project ownership and execution by partners
- Clear and transparent decision-making processes and reporting lines
- Prioritisation of results over processes to create commercial output and value to society
- Innovation by creativity and responsibility in partnership with the consumer
- Commitment to a flexible, scalable and self-learning framework, striving for continuous improvements
- Promotion of growth and planning for future diverse income sources.

Overall, the governance model of EIT Food is particularly suited to fostering innovation and business creation as well as processes and safeguarding compliance with the objectives of EIT Food and the EIT.

### 2.1.2  EIT Food governance structures

The governance model of EIT Food combines a strong central organisation that offers strategic guidance and leadership with regional autonomy and entrepreneurship to maximise partner engagement through a matrix organisation structure, which ideally suits EIT Food's purposes. It allocates decision-making power to the diverse partners representing all segments of the food system. In doing so, it aims for a strong combination of cohesion and co-ownership throughout the partnership. Strict internal controls will be put in place to ensure the compliance and integrity of fund flows. As a whole, the KIC EIT Food consists of several legal entities and several legal agreements binding them.

- The KIC Legal Entity EIT Food ivzw
- The five CLC Legal Entities
- The start-up association RisingFoodStars
- The investment vehicle EIT FoodSparks™

## Food ecosystem

EIT Food Partner Assembly (PA)

Supervisory Board (SB)

### EIT Food ivzw (KIC LE)

**Extended Management Board (EMB)**

**Management Board (MB)**

CEO

| Director Innovation | Director Business Creation | COO | Director Education | Director Comm. |

| Director CLC Central | Director CLC West | Director CLC North-West | Director CLC North-East | Director CLC South |

**Advisory Councils**

EIT Food Policy

EIT RIS

**Ancillary Committees**

IP / Legal

Ethical/ Social Implications and Compliance

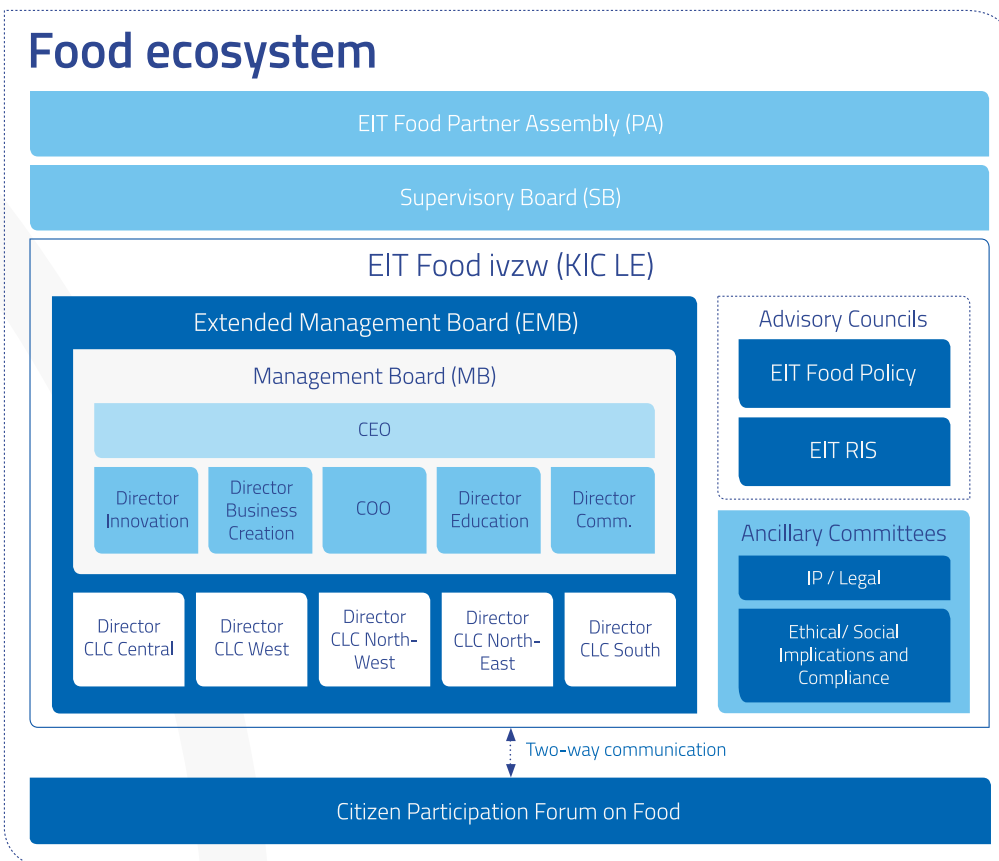↑ Two-way communication ↓

Citizen Participation Forum on Food

Figure 5: EIT Food Governance

Towards the EIT, the KIC is represented as 'EIT Food ivzw', a not-for-profit association with limited liability under Belgian law. All partners of EIT Food (universities, research institutes, large enterprises, SMEs, start-ups and other actors in the innovation) constitute the membership of the association and govern as members of the EIT Food association, the KIC legal entity, as well as the CLC legal entities.

The governance structure is light, transparent and efficient and implements a clear separation between operations (Management Board) and supervision and partnership (Partner Assembly and Supervisory Board). The KIC is managed by a qualified executive team to quickly react and interact in response to changing external conditions.

A short description of the main governance and management bodies and executive positions of EIT Food follows below.

- The Partner Assembly (PA) is the highest decision body in EIT Food, deciding on the strategic issues and approving the EIT Food Strategic Agenda. At the Partner Assembly the members elect the Supervisory Board members.
- The Supervisory Board (SB) is formed by one representative per CLC, elected by the General Assembly on presentation by each CLC of a list of candidates and a maximum of three external members, ensuring an equal balance of representatives from industry and academia. The SB appoints its chairman, the CEO and the COO, provides guidance to the CEO in strategic tasks, evaluates and validates the progress of these actions, and admits new Core Partners and terminates the membership of defaulting Core Partners according to the statutes. The Chairman of the Supervisory Board will be responsible for the external strategic positioning of EIT Food and for securing long-term sustainability of EIT Food.

- The Chief Executive Officer (CEO) leads EIT Food's daily operations and ensures achievement of the goals according to the business plan. This person will be appointed by and work under the supervision of the SB. The CEO liaises with the Education, Research, and Business Directors and prepares the Strategic Agenda (SA). The CEO also liaises with EU and national level programmes and initiatives, establishes and maintains links with key international (outside EU) activities and programmes, and coordinates them with the KIC activities. The CEO is also accountable for drafting the annual and strategic plans as part of the yearly Business Plans.
- The Chief Operating Officer (COO) is responsible for the planning, record keeping and reporting towards EIT and prepares the annual work plan and update of the Business Plan. The COO is also responsible for distributing the EIT funds to the CLCs and KIC Partners regarding the EMT decisions. A Finance Manager will manage the finances with respect to both direct EIT funds and non-EIT funding.
- Education, Innovation, Business Creation and Communication Directors: The Functional Directors (FD) are responsible for the development of the strategy and its implementation in the respective areas, in particular managing the portfolio of activities implementing the strategy of the corresponding pillar.
- The Management Board (MB), chaired by the CEO, consists of the COO and the Functional Directors. The MB supports the CEO in the daily operations of the KIC and executes a portfolio of activities implementing the integration of the knowledge triangle.
- The Extended Management Board (EMB), chaired by the CEO, comprises the MB and Directors of the CLCs who are responsible for coordinating CLC activities and ensuring KIC-level deliverables and inter-CLC collaboration.
- The Citizen Participation Forum on Food as part of the Food eco-system provides today's modern consumers and citizens with the possibility to articulate their strong opinions and to evolve from passive to active and acting consumers and citizens. The forum will work on policy recommendations on topics brought to attention by the members themselves and therefore strengthen the consumer-centric approach of EIT Food. In addition to their own identified topics, the members (representatives of important consumer organisations) will also assimilate the output from MyFoodPortal and the EIT Food Trust Barometer. The Citizen Participation Forum will be chaired by the Director Communication.

Advisory Councils will be:

- The EIT Food Policy Council will focus on vision development for the European food sector and setting a framework for the future, as well as the coordination of active collaborations with the most important initiatives identified for joint projects (see 1.2 Innovation and synergies). The council connects leaders of relevant DGs and consumer associations and will inform the network about EIT Food's plans, collaborate for joint events and campaigns and will share best practices. It will be chaired by the EIT Food CEO.
- The EIT RIS Council with representatives of science, industry, government and non-government organisations from EIT RIS countries will advise on the development and implementation of RIS activities. It will be chaired by a CLC director from a RIS area.

Ancillary Committees will consider the following topics:

- The IP and Legal Committee will advise on IP and legal issues and be available to mediate in IP and legal-related disputes among partners. It will be composed of one expert representing each CLC, one person representing the KIC LE, and one representative of the RisingFoodStars, taking into account diverse legal frameworks such as the FPA, as well as perspectives of scientific organisations, industrial partners and innovative start-ups. It will consider consumer rights and processes, e.g., talking digital and the GDPR (General Data Protection Regulation). The committee will be chaired by Anne de Moor, EIT Food's external legal advisor.

- The Ethical, Social Implications and Compliance Committee will be composed of one representative of each CLC, appointed by the PA, and will advise the Management Board with regard to ethical and social matters, ensuring full compliance of the activities with applicable regulations. It will furthermore oversee and advise on any compliance issues of the organisation and consumer protection matters. It will be composed of two members from the SB and two additional members appointed by the SB. The SB chair will also chair this committee.

The EIT Food headquarters is located in Leuven, Belgium.

**Co-Location Centres of EIT Food**

Together with additional network partners, the partners of one region organise the Co-location Centres (CLC). EIT Food has formed five co-location centres (CLCs) as separate legal entities across Europe. The CLCs have been defined on the basis of functional and/or geographical aspects providing the proximity as well as distribution to best stimulate the innovation ecosystem of the food sector. The network reflects the KIC's well-balanced and complementary selection of industry, university and research partners. Special emphasis has been put on active collaboration with Italy, Poland and Spain to implement the EIT Regional Innovation Scheme (RIS).

On the long run, EIT Food anticipates establishing at least one additional CLC as appropriate and relevant to support its growth.



**CLC North-East**                                          *Warsaw*

**Poland**
- IARFR PAS – Institute of Animal Reproduction
- Maspex
- Raben
- University of Warsaw

**Finland**
- University of Helsinki
- VTT Technical Research Centre of Finland
- Valio

**CLC Central**                                              *Munich*

**Germany**
- Bosch, Packaging Technology
- Deutsches Institut für Lebensmitteltechnik
- Döhler
- Fraunhofer
- Herbstreith & Fox KG
- John Deere
- Sciex
- Siemens
- TUM – Technische Universität München
- University of Hohenheim

**The Netherlands**
- DSM
- Koppert
- PlantLab

**CLC North-West**                                          *Reading*

**UK**
- Agrimetrics Ltd
- Quadram Institute Bioscience
- PepsiCo
- Queen's University of Belfast
- University of Cambridge
- University of Reading
- Waitrose

**Ireland**
- ABP Food Group

**Iceland**
- Matis Icelandic Food & Biotech R&D

**CLC West**                                                 *Leuven*

**Belgium**
- Colruyt Group
- EUFIC – The European Food Information Council
- University of Leuven (KUL)
- Puratos

**France**
- Roquette Frères
- Sodexo

**Switzerland**
- Bühler
- EPFL (Ecole Polytechnique Federale de Lausanne)
- Eidgenössische Technische Hochschule Zürich
- Givaudan
- Nestec

**CLC South**                                                *Madrid*

**Spain**
- Acesur
- Grupo AN S. Coop
- Angulas Aguinaga
- Azti
- CSIC
- University of Madrid (UAM)

**Italy**
- AIA – Associazione Italiana Allevatori
- University of Torino (Unito)

**Israel**
- Algatechnologies
- Strauss Group
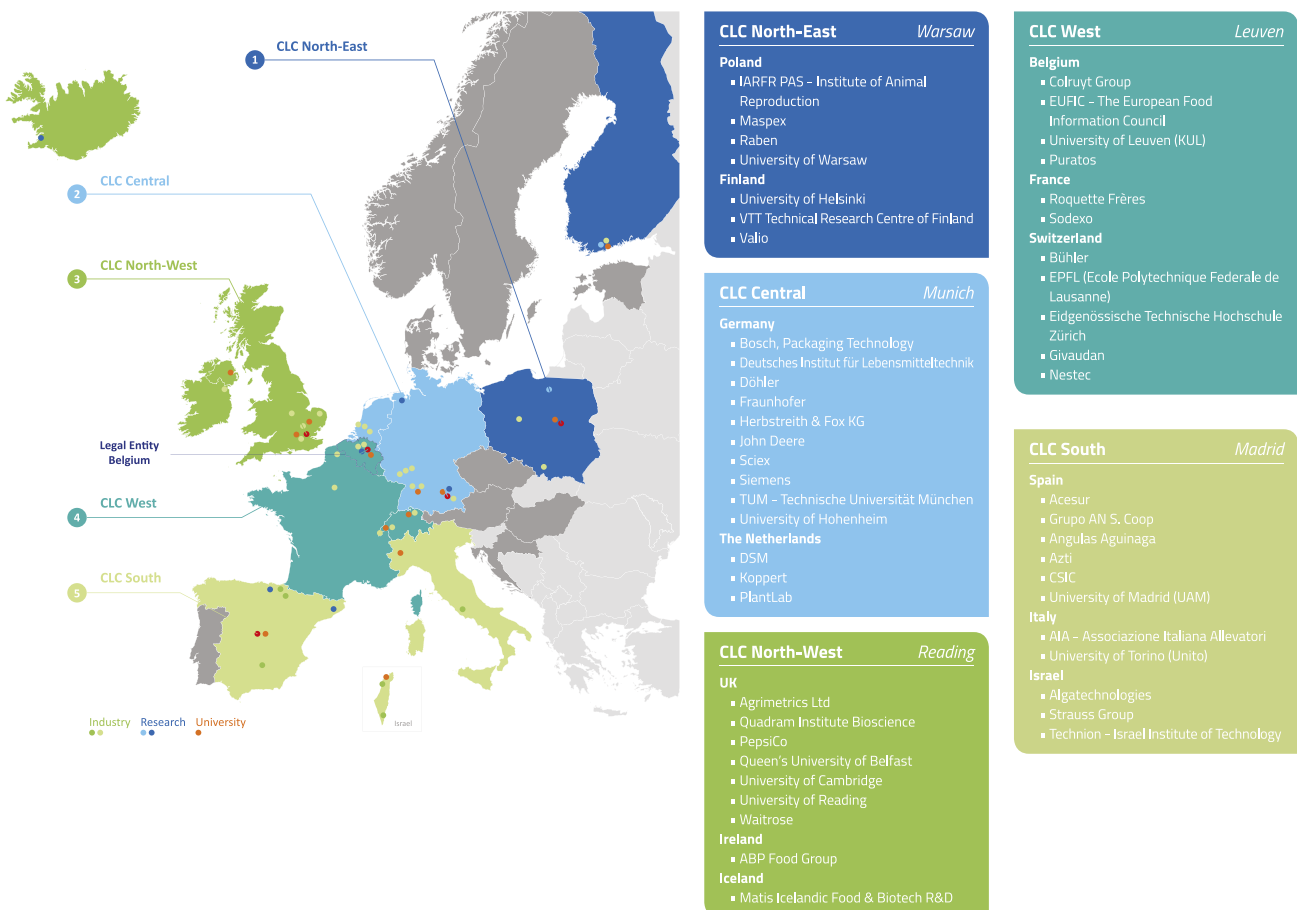- Technion – Israel Institute of Technology

Figure 6: EIT Food Partners

Each CLC appoints a **CLC Director**, being the CEO of the CLC legal entity responsible for coordinating and leading CLC activities and ensuring KIC-level deliverables and inter-CLC collaboration. The relationship between the KIC legal entity and the CLC legal entities is laid out in a collaboration agreement. Each CLC will mirror the structure and governance of the KIC LE.

**Partner categories**

The EIT Food partnership model, with three options for participation, allows for distinctive rights and obligations:

- Core partners are formal partners of EIT Food participating in the PA (independent of their level of involvement). All EIT Food core partners have formally selected their membership level, depending on their financial contribution made (annual membership fee and KIC Complementary Activities (KCA)) and determining their voting rights (number of votes in the PA) and access to KAVA funding. A reduced membership fee may be offered at the discretion of the SB in exceptional cases. High involvement: Annual membership fee €100k; core partners receive five voting rights in the PA and unlimited access to KAVA funding. Medium involvement: Annual membership fee €50k; core partners receive two voting rights in the PA and capped KAVA funding at max. €500k annually.
- RisingFoodStars as an established legal entity is a core partner of the KIC. It enables EIT Food to attract and collaborate with a large number of innovative start-ups, which add a substantial value to EIT Food.
- Network partners are not formal members of the EIT Food LE, but participate as project and network partners. Their financial contribution to the KIC is a management fee amounting to 4% of the received KAVA funding, which is capped at a maximum of €60k annually.

**Decision making within EIT Food**

With the aim of catalysing the transformation of the food sector, EIT Food has clearly stated its strategic objectives. Following these objectives and to allow medium- to long-term flexibility in its activity profile, the SB will decide after recommendation by the EMT on focused but time-limited efforts in innovation, education, communication and business programmes aligned with the EIT Food SA.

EIT Food primarily operates towards the defined goals through KIC activities approved by the SB and the PA on the recommendation of the Chief Executive Officer (CEO), and typically several partners representing more than one CLC jointly carry out a KIC activity. The involved partners will receive investment from EIT Food to carry out the specific KIC activity agreed to and outlined in the Business Plan and in line with the EIT Food strategy. However, one appointed partner will be responsible for its coordination and reporting. These reporting procedures have already been implemented, and the first monthly reports to the EIT have successfully been submitted.

New calls for each of the pillars that will enable EIT Food to achieve its Business Plan and long-term objectives will be initiated by the EIT Food Management Board. Proposals for new KIC activities, including tasks and budget allocations, will be prepared by the partners. The proposals will be reviewed and ranked in a two-step process with involvement of external advisors; final approval will be given by the Extended Management Board of EIT Food. The PA is responsible for final approval of the general allocation plan.

EIT Food will be linked to EIT through a long-term investment agreement. However, EIT funding will not constitute more than 25% of the total funding of the KIC; the remaining share will consist of contributions from other EU instruments, national and regional sources, private funds, and the partners' own resources. EIT funds will be used for value-adding activities only and may cover their full cost. While the co-funding scheme adopted by EIT allows a simple financial reporting structure, it also requires strong coordination mechanisms to align resources within the KIC and strengthen cooperation between partners in the pursuit of its goals.
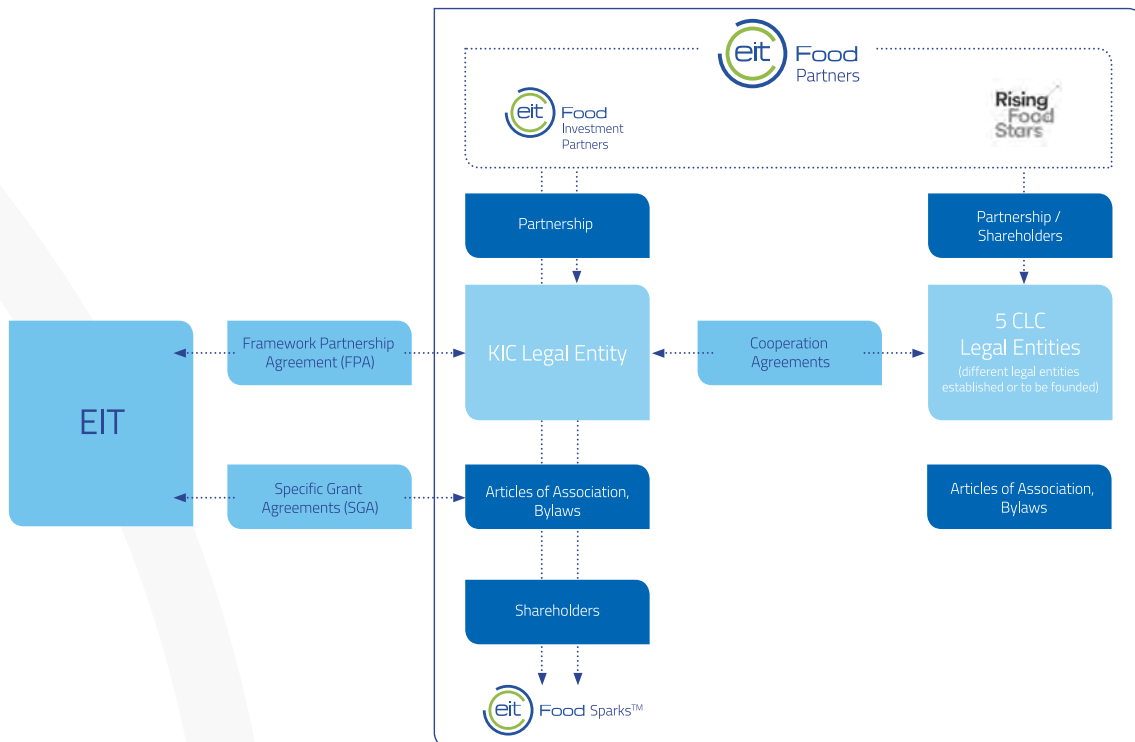
Figure 7: EIT Food legal structure

**Access to finance instrument for start-ups EIT FoodSparks™**

EIT Food's unique instrument to provide access to finance EIT FoodSparks™ is financed voluntarily by EIT Food partners (target €16m) who in return will get access to the deal flow, and therefore it is not using EIT funding. Investments are targeted (though not exclusively) at promising start-ups that have graduated from the EIT Food Accelerator. Additionally, funded start-ups gain access to management support, the EIT Food ecosystem of competences and technologies, distribution channels and potential customers. All this is a unique situation to accelerate the success of those start-ups in the marketplace and consequently 'de-risk' the investment. Following a diligent process, EIT Food has identified a competent partner with a track record of success to structure and lead the implementation and execution of this access-to-finance vehicle.

EIT FoodSparks™ will conduct its first investments in the second half of 2017, primarily focusing on early stage start-ups. It is EIT Food's ambition to expand its investment capabilities by approaching institutional investors (like EIF, corporate VCs – target €80m).
Revenue streams for EIT Food will be achieved after approximately five to seven years through earnings of successful exits from EIT FoodSparks™, with an agreed 75% being paid to the EIT Food.

## 2.1.3  EIT Food core processes

The operations of EIT Food are largely conducted in the following five core processes:

- The Strategic Planning Process, owned by the CEO, guides the work of the entire KIC by developing and maintaining a long-term vision of the development of the European food and nutrition domain and the role of EIT Food therein. The tangible result is the annually updated strategy chapter of the Business Plan of EIT Food.

- The Business Planning Process, owned by the COO, translates the vision to the annual Business Plan through a Call for Proposals (CfP) scoped and guided by the SA. The CfP consists of a top-down and a bottom-up part:
  - to address challenges of the European Food domain identified by the MT and the SB and the EIT Food partnership;
  - to collect the bottom-up ideas and interests of the EIT Food community and match them with the top-down vision, taking into consideration multi-year projects addressing game-changing issues.

Clear-cut execution is ensured by indicating the expected Technology Readiness Levels and KPIs in the CfP in line with defined milestones.

- The Area Portfolio Planning Process, owned by the Functional Directors, turns the Business Plan into an executable plan by completing the necessary details such as activity-specific consortia, details of complementary funding and co-funding, and internal reporting. Its tangible results are the detailed Activity Plans per activity and the Partner Agreements summarising the responsibilities of each KIC Partner. This also includes the follow-up from successfully executed activities to ensure implementation and contribute towards the sustainability of EIT Food.

- The Activity Management and Reporting Process, owned by the COO, tracks the implementation of the Business Plan through regular reporting and reviews, deliverable tracking and quality control, KPI tracking, and frequent meetings. Most of the process is supported by the intranet of the KIC. The tangible result of this process is the annual Cost and Performance Report and the related KPI and impact reporting.

- The continuous improvement process, owned by the COO, regularly collects lessons learned and best practises at various levels (KIC / Area Programme / Activity) from the other KICs and the EIT Headquarters in order to identify enhancements and continuously improve the efficiency of the KIC.

## 2.2 Multi-annual Business Model Priorities and Financial Sustainability Plan

EIT Food has designed a multi-annual business model for developing new products and services, new businesses, talents, know-how and solutions in order to create and manage food innovation ecosystems that will enable a connected food system centred on the consumer and built on trust for food production in the 21st century.

### 2.2.1 Multi-annual business model

The multi-annual business model of EIT Food aims to consistently expand its activities since its designation in 2016. The yearly business plans will incorporate lessons learned and will be adapted to new circumstances with the aim of building EIT Food into a high-impact and sustainable innovation and education organisation with a strong focus on entrepreneurship.

The partners have confirmed their financial commitment (and already paid the 2017 membership fee) as well as their commitment to actively drive and engage within EIT Food, which sets the foundation for building a strong, sustainable and effective KIC. This cash-flow, including EIT's funding and the financial commitment/investments of partners and other non-EIT resources, can be viewed in table 2 below.
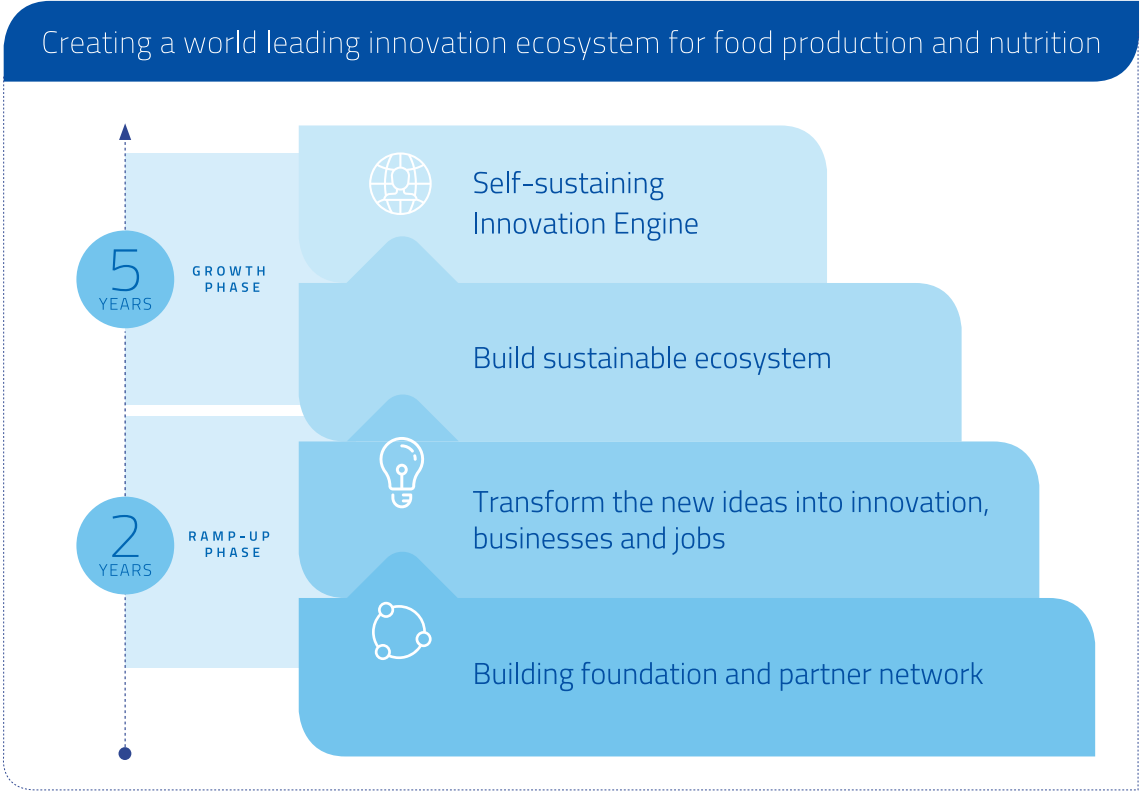
**Creating a world leading innovation ecosystem for food production and nutrition**

5 YEARS — GROWTH PHASE

Self-sustaining Innovation Engine

Build sustainable ecosystem

2 YEARS — RAMP-UP PHASE

Transform the new ideas into innovation, businesses and jobs

Building foundation and partner network

Figure 8: EIT Food multi-annual business model

## 2.2.2  Financial sustainability

While EIT Food's initial funding will come primarily from the EIT and the partners' contributions, the business model is aimed at ensuring financial sustainability once the annual EIT contribution goes down. Right from the start EIT Food is defining a strategy and organising itself so that it will maximise its value creation and over time develop a diversified income stream, endeavouring to ensure a sustainable future and continuity of operations. The sustainability model takes the guidance provided by the EIT Governing Board in its document 'Principles on KICs' Financial Sustainability' into account and prepares EIT Food for the reduction of the maximum EIT KAVA contribution after the designation of EIT Food. The sustainability model of EIT Food includes all parts of the organisation, and all pillars will contribute to the expected sustainability income. The joint long-term vision and partner commitment, together with a unique business model, are expected to deliver significant and reliable financial income streams.

These additional income streams will allow EIT Food first to break even and subsequently to reinvest, to enable its food innovation ecosystems to serve as a catalyst for the transformation of the food sector. In the call for the first (2018) Business Plan, each proposal has already been asked to describe a mechanism and financial numbers for creating a financial backflow to EIT Food following successful results of the activity. This novel concept is based on a sustainability contribution that will be paid by partners commercialising the results of KAVA-funded projects, e.g., for successful projects, % (limited) of revenue generated during a five- or ten-year period, to pay back for value added by KIC.

For a sustainable EIT Food, the following income streams are foreseen in order of feasibility and timing:

**1. Membership fees**

The annual contributions paid by all EIT Food members will provide a stable, reliable and, as the partnership expands, growing source of income. They confirm the partners' commitment to EIT Food. Each partner has formally pledged to pay either €100k or €50k annually, depending on its partnership level, as set out in section 1.3. Membership fees will be used, e.g., for OPEX and projects not linked to activities. For 2017, the membership fees have already been paid.

**2. Base funding from EIT**

EIT Food is financially supported by the EIT. The EIT financial support constitutes 25% of the EIT Food budget, while the remaining 75% is raised from the partnership. The EIT's financial support of the KIC will decrease in the long term, emphasising the need for self-sustainability of EIT Food. EIT Food strongly believes that minimal base EIT funding (minimum 20% of the peak funding in year 7) will continue to be required to perpetuate the critical public-private character of EIT Food and to ensure a stable revenue base.

**3. Third-party funding**

Third-party funding will be coming from national, regional and EU co-financing programmes supporting the CLCs and the EIT RIS activities of EIT Food and will be supplemented by funding from private and philanthropic sources. The CLCs are being set up as separate legal entities in an ambidextrous organisational form enabling them to attract publicly funded and private activities. This set-up has been chosen to empower the CLCs to develop in the mid-term their own revenue streams covering operating expenses and to invest in the local ecosystem with their own financial funds.

On average, EIT Food foresees CLCs developing three parallel fields of activities and revenue streams:

- European funding, participating in EIT Food activities or other EC-funded projects
- National and regional publicly funded projects (including EU Structural and Investment Funds in some regions)
- Revenue from regional projects or activities in line with the EIT Food strategy and the strategy of the respective functional pillar.

EIT RIS activities of EIT Food complement the smart specialisation strategies of European regions and will induce synergies with the funding programmes available for EIT RIS regions, including the EU Structural and Investment Funds, contributing to the regional development and strengthening of innovations in industrial sectors of EIT RIS countries.

**4. Education activities**
(via fees in the first place from SPOCs, and also from programmes such as certification)

In the Education domain, EIT Food will establish a sustainable business model that promotes and enables the continuous development of talents, resulting in a well-trained and skilled workforce, with up-to-date skills covering the complete food sector and the latest technological and consumer insights. SPOCs developed by EIT Food aim to overcome knowledge gaps identified by interested stakeholders. Drawing on an online course repository, a specialised syllabus is created on demand and for a fee. Through a franchising approach, EIT Food provides the developed content to organisers who then present the content to paying, registered attendees (registration costs around €500-1,000 per person) as live broadcast lectures, with lectures also being recorded, and FAQ/discussion sections as well as online exercises(small private course). The generated income is to be shared 50:50 with the organisers/presenters. The SPOC can be held multiple times over the course of the next years so that an increasing income stream can be generated.

EIT Food will also establish a certification programme to address knowledge gaps identified by industry representatives and confer accredited education certificates to industry professionals; this will create sustainable longer-term revenue streams for EIT Food as well as developing further understanding of the food system. The certification programme will draw upon the developed MOOC and SPOC library.

**5. Business creation activities** (via the EIT FoodSparks™ tool)

Agri-food start-ups will benefit from EIT Food Business Creation and Innovation activities in several ways: The EIT Food Accelerator provides access to technologies and competences through the partner network and enables participation Innovation projects. EIT Food will establish a model to participate in the success of start-ups in the market-place based on fees or equity. With its unique access-to-finance programme for start-ups EIT FoodSparks™, EIT Food provides start-ups with funds to bridge the critical early stages of their development; a number EIT Food partners have voluntarily committed to provide a targeted amount of €16m. It is EIT Food's ambition to grow its access to finance capabilities to a volume of €80m. EIT Food will participate in the success of the instruments, as initial very conservative simulations indicate a cumulative ROI of at least €2.1m over seven years.

Once the reputation of EIT FoodSparks™ is established and internal expertise is developed, EIT Food, inspired by the successful experience of EIT InnoEnergy, will also provide start-up and management assistance to beginning ventures in exchange for equity, realising capital gains on these contributions in a later stage.

**6. Financial backflow to the KIC LE**

Financial backflow to EIT Food will follow implementation of results from innovation projects, from successfully implemented projects generating a commercial return, based on an agreed-upon financial plan and in different possible forms, but always closed-ended and/ or limited in time, and subject to pre-defined diligently established ad hoc agreements between the partners and EIT Food. The different and specific mechanisms will be elaborated and defined by a dedicated working group by the end of 2017 and could include, for example:
**a)** (A) one-off payment(s) at (a) pre-defined measurable point(s) in time, a multiple of the original KAVA funding
**b)** A % of revenue generated during a certain period (5, 10 years, …).
Suggestions on financial backflows by partners have been included in the 2017 call already. In all instances, the financial backflow will be related / proportional to the value added originally contributed by the KIC. Such a concept will also 1) promote the design and selection of projects with a clear roadmap to market, as it forces the partners to lay down a precise exploitation plan, and 2) stimulate partners to propose projects that could not have been done without the contributions of other EIT Food members. The Management Board will further specify the modalities and possibilities of this backflow mechanism in order to design different models available to the project partners, as there will be various models, best serving the wide range of projects.

**7. Monetising EIT Food assets**

The development of new business models monetising specific EIT assets will commence in 2018. After several years, when EIT Food will have become a respected established player in the food arena, EIT Food will start to valorise its assets and capabilities. Possible 'services and consulting' type revenue will be investigated in the coming years, and first pilots are expected in 2019 and subsequent years. Services and consulting type income can be generated, for example, by offering strategic advice and specialised consulting to institutions, investment banks, and enterprises or as fees for networking and bringing together players of various kinds, technology brokerage and facilitation of large testbeds, conferences and matchmaking events, management assistance to start-ups and SMEs, and valorising specific expertise/information gathered by EIT Food.

The above-mentioned sustainability concepts are strongly supported by the chosen governance structure and the operational model in the following ways:

- The CLCs are set up as separate legal entities in an ambidextrous organisational form as enabling an interface for publicly funded and private activities.
- Sustainability will be fully embedded in all Call Processes starting from year 1:
  The co-funding principle (co-investments by partners to cover the cost of activities) has been implemented in the Call for Proposals for the first Business Plan, and the expected partner contribution will be €17 m (33% of the overall KAVA of €51 m).

In a strategic dialogue with EIT, EIT Food partners and external consultants, EIT Food will further develop and adapt its sustainability model in the coming years, incorporating experiences and lessons learned from the other KICs and the pilots that will be executed.
To summarise, sustainability of EIT Food will be delivered through a joint long-term vision and partner commitment with its unique business model to deliver significant and reliable financial income streams.

## 2.2.3 Management and exploitation of intellectual property

The Intellectual Property (IP) Committee advises the Management Board and EIT Food partners on IP issues and is composed of representatives of CLCs and RisingFoodStars, including experts from science and industry as well as start-ups.
The IP Policy has been developed by a dedicated expert group consisting of IP specialists from academia, industry and start-ups from RisingFoodStars, representing various segments of the agri-food industry, all CLCs, and the full diversity of legal systems under which EIT Food partners operate. The functional directors have also been engaged in setting up the IP policy.

IP rules are based on the H2020 and EIT regulations and rely on these underlying principles:

- EIT Food will support innovation projects intended to generate IP and close-to-market innovations, encouraging project partners to protect and exploit the IP and thus contribute to the financial sustainability of the KIC.
- The IP rights will be owned by the institutions that employ the inventors.
- Project partners will have the discretion to negotiate access to patents, data, know-how and information held by other partners. They will also identify the background for each innovation project and grant it royalty-free to partners who need it for carrying out the joint EIT Food-funded project.
- EIT Food will provide non-binding templates and guidelines, ensuring compliance with H2020 rules for participation and facilitating protection and exploitation of IP. Particular attention will be paid to SMEs, which usually do not possess in-house IP management expertise and need additional advice on how to protect and commercialise their intellectual assets.
- Project partners might also opt for asymmetrical distribution of IP rights, with only some partners exploiting the generated IP. They might grant open access to selected results.
- The IP Committee will mediate conflicts if required.
- Plans for using and disseminating the results will be elaborated by EIT Food partners in their project proposals and by the KIC management as part of the EIT Food Business Plan.

# 3  Impact and Results

## 3.1  Impact

EIT Food will radically change today's food system to meet future demands of food security and quality of life for present and future generations. The strategic objectives, underpinned by the far-reaching programmes in business creation, education, communication and innovation described in the previous sections, will lead to significant impacts for people and consumers, society, governments and businesses. EIT Food's performance – the progress, outputs and outcomes – will be closely monitored through well-defined and measurable Key Performance Indicators (KPIs as summarised in the KIC Scoreboard; please see section 3.2 of the Strategic Agenda). In addition, the KIC's ambitions in terms of societal, economic and environmental impact achieved through our business objectives and activities will be measured at regular intervals.

### Consumer trust - Build Trust Between Citizens, Industry And Authorities

**Ambition:** Increase the trust in the food system and the value perception of food

To achieve the envisaged impact and to convert lacking confidence into trust, EIT Food will engage with people through specifically designed communication activities and awareness campaigns. In line with the ambition to rebuild trust in the food system and the importance of enabling consumers to achieve the healthy diets they aspire to, EIT Food is developing a novel EIT Food Trust Barometer. It will measure consumers' confidence in the full food system, including its products. Further, the EIT Food Trust Barometer assesses consumers' awareness of and perceptions towards healthy and sustainable diets. The barometer combines two main measurements on a regular basis: (1) measuring perceptions and attitudes through a standardised survey of consumer satisfaction with the food system and trust in its actors, as well as changes in people's perceptions towards healthier and more sustainable products; (2) measuring changes in consumer behaviour by monitoring and analysing loyalty data and by tracking changes in buying behaviour for specific product attributes (e.g., healthier or more sustainable food products). In 2017, EIT Food initiated the preliminary research on existing tools, barometers and indexes measuring trust. It set up a taskforce with experts to come to a definition on trust and defining the topics to test in the survey. The first test wave will enrol consumers in three to four countries and is planned for the second half of 2017. The EIT Food Trust Barometer will give input to EIT Food on how trust is evolving in Europe and which topics are high on their agenda. It will inspire the debate at the EIT Food Summit and be a driver for new initiatives and actions for the next Business Plan of EIT Food.

Furthermore, a standard trust evaluation tool is being developed to invite EIT Food consortium partners to use it in their direct interaction with consumers, measuring their engagement and perceptions after being in contact with EIT Food projects and initiatives, such as the Citizen Participation Forum on Food, the consumer engagement lab, or a MOOC or SPOC. This tool has direct links with the education programme. With it EIT Food will engage people early in the ideation phase as 'co-creators' to foster acceptance of new technologies and boost satisfaction with innovative products and services. Through direct engagement and support by means of assistive technologies, EIT Food will enable people to become natural resource managers and valuable change agents in the transition towards a smarter food system.

This extensive set of communication activities will drive and foster more trust, while at the same time results of the barometer will provide valuable, detailed insights towards further steps that need to be taken by EIT Food and the relevant stakeholders to substantially increase the trust in the food system and the perceived value of food.

## Public Health - CREATE CONSUMER-VALUED FOOD FOR HEALTHIER NUTRITION

**Ambition:** EIT Food innovations will contribute to achieving a reduction in both the prevalence and diet-related risk of developing metabolic syndrome in Europe.

EIT Food has the ambition to narrow the current gap between intention and actual behaviour of consumers towards healthier foods. The latest insights in nutrition science, as well as greater understanding of nutritional needs for specific consumer groups, will be translated into food innovations, tools, and technologies to support changes in diet that optimise metabolic health. The combined approach of providing foods with optimised nutritional profiles, individual diet profiles, and customised diets as well as self-monitoring has the potential to transform consumer approaches to diet and health. EIT Food will develop non-invasive home diagnostics, use of mobile devices, and individual online coaching to contribute to positive changes in consumer health at the individual, EU population and, at a later stage, global levels.

## Sustainability and Climate Resilience - ENHANCE SUSTAINABILITY THROUGH RESOURCE STEWARDSHIP

**Ambition:** EIT Food innovations will significantly contribute to decreasing freshwater withdrawals as well as the greenhouse gas emissions of the food system by 2030

EIT Food aspires to reduce the impact of food production on the environment and decrease its environmental footprint. More particularly, EIT Food partners will drive collective stewardship, supporting people involved with food supply chains to become critical change agents in the transition towards a more resource-efficient food system. EIT Food is aware that consumers and farmers have the highest impact on that. The activities of EIT Food are designed to utilise selected raw material sources (microalgae, insects, pulses) and develop innovative circular bio-economy pilot solutions, serving for up-scaling into wider food system domains. Enabled by the introduction of digital technologies and radical changes to the supply chains, EIT Food will deliver system solutions to develop low eco-footprint foods by increased and optimised usage of side-streams. For example, EIT Food will collaborate with farmers to reduce (over)production of unsuitable products, and projects planned by EIT Food partners will target this issue specifically. In cooperation with DG Agri, EIT Food will create innovation hubs for farmers to extend their knowledge on more innovative thinking and farming. In addition to the production side, waste will also be reduced and resources saved through more efficient use of food, packaging and other production materials as well as of water and energy.

A further reduction of food waste at consumption level will be achieved by an increase in correct understanding of the meaning of 'best before' and 'use by' labelling. In accordance with the sustainable development goals, EIT Food's technologies, analytical tools and new European standards will allow value creation from biomass side-streams and food residues. Further, they will contribute significantly towards reducing the per capita food waste at the supply, retail, and consumer levels. By means of targeted communication and education measures, EIT Food will induce a step-change in improving the understanding and people's acceptance of bio-based food ingredients from residues and side-streams. EIT Food will collaborate with the Climate KIC and KIC Raw Materials to achieve this ambition and reconnect partners overall to create more efficiency and impact.

## Connectivity and Transparency - BUILD A CONSUMER-CENTRIC CONNECTED SYSTEM

**Ambition:** Increase the connectivity and transparency of the food system to provide added value for the consumer and the industry at the same time

EIT Food will convert the currently fragmented food supply chains into digitally enabled, smart supply networks that are highly connected and more intelligent, with scalable and rapid operations. These connected food systems will become more flexible and adaptive to people's wants and needs and will react faster to provide more tailored functionalities in a more resource-efficient manner. Digitalisation will help to move faster and to map critical supply chain issues, reduce waste, and improve risk control: EIT Food will develop and apply new diagnostic and sensor technologies, smart ('digital twin') labelling and big data analytics to improve food quality and safety. Further, it will enable people to become active agents with full transparency on ingredients and origin of the food products ('Digital Food Passport') and allow for the early detection of potential threats. A ready-made dataset provided to the consumer will enhance understanding of ingredients and goods in an easy way. Additionally, with the early communication to all food system stakeholders from producers to people through the implementation of a European surveillance and alert system, EIT Food will help shape policies on supply chains at European and global levels, for example through synergies with RASFF, EFSA (in Europe), and the FDA and FAO internationally. ICT (Information and communication technology)-enabled innovations including precision farming, controlled-environment agriculture, livestock management, contamination detection and the Internet of Things will improve productivity and auditability of the entire food system. This will ultimately lead to increased income for farmers and producers alike and transparency for the consumers.

## Talent - EDUCATE TO ENGAGE, INNOVATE AND ADVANCE

**Ambition:** EIT Food innovations will significantly contribute to decreasing freshwater withdrawals as well as the greenhouse gas emissions of the food system by 2030

To specifically strengthen the workforce in Europe's food system, EIT Food has identified three different groups of individuals that will be addressed by the very modern, non-traditional education system. This system is designed not only to educate people from the core food science sector, but rather to fulfil the ambition of serving people throughout the food system to create a new human resource pool with individuals trained in a range of relevant skills. For **degree-seeking students**, a master's degree and the extra curriculum will be implemented with the Food Solution programme and the Global Food Venture programme, providing them with an interest and the broad, integrative knowledge set needed to start a career in the food industry after programme completion. Through, e.g., the SME workshop and the SPOCs, the education of **professionals** with different backgrounds, from inside and especially outside the traditional food science and processing sector, is envisaged to overcome the compartmentalisation of knowledge and skills in specific areas of the food system. EIT Food will also increase skills and competences of farmers in Europe and globally to make them partners in joint developments along the supply chain.

The broad **public** will be trained through MOOCs to understand the management of the entire supply chain and consumer needs. EIT Food will drive recruitment to ensure gender equality in all sectors of food production and outreach to all corners of Europe, with special emphasis on EIT RIS countries. Additionally, the educational actors of EIT Food will engage in activities of the communication pillar to enrich events such as those planned at fairs and trade shows.

## Venturing and Growth - CATALYSE AND SUPPORT FOOD ENTREPRENEURSHIP

**Ambition:** Significantly increasing the number of successful start-ups, as well as enabling the accelerated growth of SMEs in the food sector in Europe

EIT Food will boost the competitiveness of the EU food sector and aims to ensure that Europe remains the major exporter of food and drink in world trade. The disruptive innovations that are enabled through EIT Food's partner set-up, along the entire supply chain and integrating innovative start-ups, are key to achieve this. Currently, only 2.6% of start-ups in Europe are founded in the area of food[8], and only 3% of food product innovations are considered 'truly' innovative[9]. In addition, nine out of ten start-ups in Europe fail due to lack of market need for their product. The ecosystem is characterised by the large number of 99.1% SMEs[10] in the European food sector, which in their structure and composition can usually not take the same risks as start-ups. Subsequently, EIT Food will proactively support entrepreneurs as well as SMEs in transforming their ideas into business along the entire start-up cycle and in clearly defining their market opportunities. This will ultimately decrease the failure rate and catalyse the creation and growth of start-ups and SMEs through KIC activities in the food sector. By means of its Global Food Venture Programme and by providing funds for food start-up investments (e.g., FoodSparks™), EIT Food will generate future entrepreneurial champions in the food sector that will fulfil their ambition to improve nutrition, achieve food security and promote resource-efficient food systems for the sustainable development of food systems in Europe. The development of technology implementation roadmaps tailored towards the innovation and investment capacities of a broad variety of SMEs (e.g., the SME Elevator and the RisingFoodStars) will tackle the major uptake challenge for innovation and emerging technologies in the sector.ood Summit and be a driver for new initiatives and actions for the next Business Plan of EIT Food.

## SOCIO-ECONOMIC AND ENVIRONMENTAL IMPACT

EIT Food is highly committed to contributing to the achievement of the Sustainable Development Goals (SDG) as adopted by world leaders in the in the UN summit in September 2015. Together with the European consumers, EIT Food will actively engage as a partnership (SDG 17) towards the realisation of zero hunger (SDG 2), good health and well-being (SDG 3), and responsible consumption and production patterns in Europe (SDG 12). The fields of action to drive the step-change are high-quality education (SDG 4) combined with entrepreneurship and innovation in the food system (SDG 9). Through its global outreach and international supply chains, EIT Food will accelerate the process to significantly reduce and ultimately eradicate food waste (SDG 12), align with the UNFCCC targets on climate change (SDG 13), and support initiatives to revalue life on land and below water (SDG 14&15).

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[8] European Startup Monitor (2015): http://europeanstartupmonitor.com/fileadmin/presse/download/esm_2015.pdf

[9] European Consortium for Sustainable Industrial Policy (2016).The competitive position of the European food and drink industry. http://ec.europa.eu/DocsRoom/documents/15496/attachments/1/translations

[10] FoodDrink Europe (2014); http://www.fooddrinkeurope.eu/uploads/publications_documents/Data_and_Trends_2014-20152.pdf

| | **Short-Term** (3 years) | **Mid Term** (7 years) | **Long Term** (>10 years) |
|---|---|---|---|
| **Economic Impact** | ▪ Creation of more than 30 new businesses<br><br>▪ More than 30 new products and services brought to the market<br><br>▪ More than 100 additionally skilled students through industrial mentored food solution projects annually | ▪ Increased supply chain efficiency and effectiveness is enabled by unlocking opportunities of digitalisation and other emerging technologies<br><br>▪ New markets such as personalised in the sector<br><br>▪ Additional revenues for farmers as partners of shared value chains | ▪ Reduction in the health care costs related to nutrition by enabling healthier nutrition<br><br>▪ Sector growth and job creation through higher level of innovation, successful new business creation and efficiency gains |
| **Environmental Impact** | ▪ New solutions and products (e.g. new nutrient sources) enhancing resource efficiency and biodiversity are developed | ▪ Significant reduction in waste and a more circular economy are achieved by means of creating collective resource stewardship | ▪ Significant reduction of environmental impacts along the entire food supply chain; measures to mitigate climate change are showing effects |
| **Societal Impact** | ▪ More than 1,5 million people make use of the wide array of opportunities for engagement and participation and access EIT Food information sources | ▪ People increasingly have trust in the food value system and its actors<br><br>▪ All actors, especially consumers, benefit from an increased transparency and traceability in the food supply chain | ▪ Healthier people: Significant increase of EU citizens achieving recommended intake of levels of sugar, salt and saturated fat<br><br>▪ Food security: Food system is able to satisfy the growing global demand |

Table 2: EIT Food's overview of short-, mid- and long-term impacts

# 3.2  KPIs

A results-oriented performance management approach has been established to closely monitor EIT Food's performance – the progress, outputs and outcomes – through well-defined and measurable Key Performance Indicators (KPIs).

Besides the EIT core KPIs, which do not account for the specifics of the food sector the KIC-specific KPIs will be collected to constantly measure the progress of EIT Food. EIT Food has therefore defined specific KPIs, rather qualitative indicators, attempting to establish optimised measurements and tracking of the impact EIT Food aims to achieve. Innovation and Research KPIs aim to measure to what extent EIT Food brings innovation to the market and the involvement of relevant successors. Education KPIs serve to measure the progress of the provision of education to students, professionals and executives (also from non-food disciplines) by EIT Food, as well as the talent attracted to the food sector through EIT Food. Entrepreneurship (Business Creation) KPIs measure how EIT Food enables sustainable business creation. Communication KPIs deal with factors including awareness of EIT Food and the KIC brand, and the potential value of cross-KIC initiatives. Also, the number of KIC partners and Network Partners as well as their satisfaction rate will be monitored, the food system coverage will be evaluated, and the number of start-ups in RisingFoodStars will be measured.

| KPIs | Unit | 2018 | 2019 | 2020 | 2021 - 2024 | TOTAL |
|---|---|---|---|---|---|---|
| **EIT Core KPIs** | | | | | | |
| Graduates from EIT labelled MSc and PhD programmes | # | 0 | 0 | 0 | 400 | 400 |
| Start-ups created by students enrolled and graduates from EIT labelled MSc and PhD programme | # | 0 | 0 | 0 | 20 | 20 |
| Products (goods or services) or processes launched on the market | # | 33 | 45 | 60 | 260 | 398 |
| Start-ups created as a result of innovation projects | # | 1 | 5 | 10 | 50 | 66 |
| Start-ups supported by KIC | # | 63 | 70 | 80 | 320 | 533 |
| Investment attracted by start-ups supported by KICs | €m | 6.6 | 10 | 25 | 150 | 191.6 |
| Success stories submitted to and accepted by EIT | # | 67 | 100 | 120 | 480 | 780 |
| External participants in EIT RIS programmes | # | 195 | 210 | 250 | 1000 | 1655 |
| Budget consumption of KICs | | calculated by EIT | | | | |
| Error rate of KICs | | calculated by EIT | | | | |
| Financial Sustainability (FS): revenue of KIC LE and FS coefficient | €m | 4.87 | 7 | 9 | 50 | 70.5 |
| **The KIC's specific KPIs (results/outcome level)** | | | | | | |
| **Innovation and Research** | | | | | | |
| Patent applications filed with commercial intention | # | 2 | 5 | 10 | 50 | 65 |
| Projects with SMEs participation (funding beneficiary) | % | 50 | 60 | 60 | 60 | n/a |
| Consumer co-created products and services entered in the market | # | 0 | 0 | 5 | 40 | 45 |
| **Education** | | | | | | |
| Top talent attracted to the food sector after completion of EIT Food education programmes[11] | % | n/a | n/a | 70 | 70 | n/a |
| Top talents (students and professionals) success and performance in the food sector[12] | # | n/a | 7 | 8 | 8.5 | n/a |
| Motivated entrepreneurs generated for the food sector through EIT Food education programmes starting own businesses[13] | % | n/a | n/a | 1 | 2 | n/a |
| Absolute number of participants in EIT Food novel education programmes | # | 20k | 30k | 40k | 195k | 285k |
| **Entrepreneurship (Business Creation)** | | | | | | |
| Start-ups supported by with access to finance | # | 8 | 12 | 15 | 60 | 91 |
| Start-ups graduating from accelerator programme | # | 40 | 50 | 50 | 200 | 340 |

| KPIs | Unit | 2018 | 2019 | 2020 | 2021 - 2024 | TOTAL |
|---|---|---|---|---|---|---|
| Start-ups that use KIC and CLC infrastructure | # | 20 | 30 | 50 | 300 | 400 |
| Number of Innovation Grants awarded | # | 7 | 12 | 15 | 60 | 94 |
| **Communication** | | | | | | |
| Press coverage (numbers of mentions in print) | # | 200 | 500 | 750 | 3500 | 4950 |
| Online media audience (across website and social media measured by visitors/ fans/ followers/ subscribers) | # | 30k | 40k | 55k | 225k | 350k |
| Online media impressions (across website and social media channels s.a. Facebook, Twitter and LinkedIn) | # | 500k[14] | 650k | 800k | 3600k | 5550k |
| Events (own and external) | # | 24 | 30 | 35 | 140 | 229 |
| EIT Food consumers engagement rate[15] | % | 2 | 5 | 10 | 30 | n/a |
| Number of consumers participating in EIT Food's Trust Barometer | # | 5k | 10k | 20k | 112k | 147k |
| Press coverage through EIT Food's partners | # | 50 | 150 | 200 | 1300 | 1700 |
| **Partnership** | | | | | | |
| KIC partners | # | 60 | 70 | 80 | 100[16] | n/a |
| Start-ups in RisingFoodStars | # | 50 | 60 | 70 | 70[17] | [18] |
| Network partners | # | 50 | 70 | 100 | 150[19] | n/a |

Table 3: EIT Food KPIs

# 3.3  Communication, outreach / EIT RIS and dissemination

## 3.3.1  Communication strategy of EIT Food

**Strategy, ambitions and objectives**

EIT Food has a unique place in the EIT innovation community, as food is connected to many areas tackled by other KICS and affecting all citizens in Europe on a daily basis. EIT Food is well aware of this strong potential and will support the EIT brand, building on the values it stands for and the uniqueness it will bring. Additionally, EIT Food is closely connected with other EU DGs and associations in Europe, as laid out in section 1.2, and will further build on these relations while collaborating accordingly through joint communication activities.

[11] Determined from alumni survey as percentage of alumni with employment in the food sector. First survey in 2020.
[12] Determined from employer survey with scores of 1=low satisfaction to 10=very high satisfaction. First survey in 2019.
[13] Determined from alumni survey as percentage of alumni having started their own venture. First survey in 2020.
[14] With start of active social media management EIT Food has reached more than 50k in one month
[15] Determined from a percentage of consumers becoming actively involved based on the number we reached out to/informed about our programmes. - own measurement
[16] Annual average
[17] Annual average
[18] Start-ups will enter and leave the RisingFoodStars according to their growth in the market. We assume an average membership of 70 Start-ups per year
[19] Annual average

The communication strategy seeks to position EIT Food as the leading European food innovation and entrepreneurial education organisation, catalysing the transformation of the food sector. Therefore, it focuses both on communication (internal and external) and on consumer-centricity. Both pillars will build the identity of EIT Food as a well organised coherent consortium, strongly connected with its environment. In order to realise these ambitions, EIT Food defined its own long-term communication ambitions as follows:

- EIT Food is the most trusted interface for consumers on the future of food and healthy and sustainable food. EIT Food addresses innovations and emerging technologies and makes them easy and accessible for consumers. Business-to-consumer (B2C) communication is facilitated by a highly visited website and social media platform. EIT Food connects with future generations, gives practical support, and is intercultural and meaningful.
- EIT Food is the ONE STOP SHOP for media and relevant policy makers on the future of food. This means identifying and facilitating the connection with relevant expertise throughout the value chain, being seen as a trustworthy community of experts, and recommending and inspiring policy.
- EIT Food strengthens your network (B2B) and is recognised for its best-in-class events on the future of food in the EU and the world.

Overarching key words for the all communication activities are 'The future of food', 'connectivity' and 'honesty'.

The EIT Food communication strategy focuses on three **objectives** for all outreach and dissemination activities, which aim at transforming people into informed and responsible actors in a sustainable future food system. EIT Food communication identifies disruptive stories and best practices. By communicating them, enthusiasm to drive the change is triggered and therefore:

- Awareness of the changes that are possible and that motivate key audiences (partners, peers, collaborators, change agents, amplifiers and food consumers) will be raised, prompting them to act in order to play their own positive roles in helping deliver this future (for example, through awareness campaigns in the Network programme, successful launches in start-ups, pillar support).
- Consumer trust will be built by increasing transparency, acceptance and appreciation of novel and disruptive technologies; this depends on engaging the consumer in early product development to meet preferences, acceptance and needs through the EIT Food Trust Barometer (introduced in section 3.1) (for example, through co-created new products, MyFoodPortal, EngagementLab).
- Dynamic partnerships will be created and the exchange with peers and collaborators facilitated to enthuse and connect scientists with students around the challenges and opportunities within the food system and inspire entrepreneurs to found, run and grow high-potential businesses (for example, through the Citizen Participation Forum, cross-KIC activities, pillar integration, engagement of new partners, and success stories).

**Brand identity:** All materials for dissemination and outreach will follow clear EIT Food brand guidelines to achieve the communication objectives described and grow a strong internal communication community and externally an excellent brand identity. EIT Food will continuously endorse the EIT brand (e.g., through meetings with EIT RIS stakeholders and with EU policy officers, and promoting InnoVEIT through our channels).

**Consumer Centricity Programmes and activities:** EIT Food has clustered its communication centricity activities in three overarching programmes, allowing project partners to come up with proposals in the different calls: Access, Explore and Network. In combination with a strong EIT Food brand, which inspires both engagement and confidence, these programmes will make the objectives relevant to new audiences and establish its function as a dynamic, forward-thinking and essential part of something that is vital to the whole society –the future of food.

The Access Programme will introduce the open-access consumer collaboration platform **MyFoodPortal** to all who want to interact, learn and live a healthy lifestyle with sustainable choices. On the platform, position papers on policies and business models will be provided, live cooking classes and new product tests will be held, and regular discussion forums will be hosted, creating a community where consumers can interact trustfully with all partners across the healthy food system and share their thoughts and ideas for new innovations. It will enable all, from start-ups to multinationals, to gain feedback, open-source, co-create and explore innovation drivers with a highly interactive community.

The Explore Programme of EIT Food is primarily targeted at the consumer and citizen. Through, e.g., the organisation of a series of **local public events (fairs and exhibitions), school and other initiatives, and events** at the five CLCs, EIT Food will enhance mutual communication and create opportunities to experience new products, services and technologies and share information in stimulating formats in order to increase knowledge and interest in food-related topics. The KIC will further implement **showrooms** in public places (e.g., airports) to demonstrate the project results, make innovations tangible to the public, and test first prototypes. **Ambassadors** with the publicity, credibility and respect to influence a large audience (e.g., famous cooks) will be selected to promote the KIC activities and topics. Moreover, backed by an accompanying cooperation with authorities, the KIC will establish the **Citizen Participation Forum on Food** as a new cyclic public conversation format to enter into a structured dialogue with different actors.

EIT Food partners and their peers will primarily be targeted through the Network Programme. The annual European EIT Food **Summit**, bringing together all KIC and network partners as well as key industry stakeholders, policy makers and scientific experts, will serve as an excellent ground to present current and future programmes and projects and their outcomes and to discuss various topics in different formats. This event strengthens the community and KIC internal cross-CLC communication and interaction on the one hand, but also reaches out to cooperate with other relevant events and stakeholders.
**Pillar Support:** next to the above programmes, the communication team supports the activities of the other functional areas – education, business creation and innovation – with suitable communication, dissemination tools, and measures to maximise reach and engagement with the relevant target group(s).

**Internal and external communication target groups and channels:** Communication's key messages are defined per target audiences. Sub-target groups are: Knowledge triangle stakeholders (business leaders, investors, entrepreneurs, researchers, universities, students and academia), whether partners, peers, collaborators or change agents, multipliers (policymakers and European networks); food consumers; and all EU citizens and media (specialised, trade and consumer press, off- and online). EIT Food utilises various communication **channels** and networks to disseminate knowledge and EIT Food activity-based information to best reach out to all target audiences listed above and to further strengthen the EIT Food brand and thus also the EIT identity.
A core communication team with representatives from each CLC shapes the framework for a dynamic but structured **internal** communication flow, inspired by best practices of existing KICs. A multifunctional intranet, **FoodPLAZA**, has been set up, for all project partners, which facilitates the exchange of knowledge, best practices and data, keeps the partners informed about ongoing activities and developments, and provides space to upload and download documents and profiles, so that other partners can search for the different competences that exist within the network. Additionally, it serves as the electronic submission platform for project proposals and has already successfully been used for the pre-calls.

All channels – **the FoodPLAZA, partner events, and newsletters** –are contributing to make the consortium speak with one voice and purpose. To avoid message overload, EIT Food has established one 'single point of contact' (master contact) per partner and will invest further in building the knowledge and capacity of this core community.

**External** communication: **Social media** channels, i.e., Facebook, Twitter, LinkedIn and YouTube, have been activated since the beginning of 2017 to cover the 1st innovation marketplace in Bilbao and to build a community organically, connect and interact with consumers, citizens and all relevant stakeholders, and generate traffic to the website. Examples include the development of videos to report on an event or demonstrate a new technology and the outreach of food bloggers as EIT Food Ambassadors through Instagram posts. Since June 2017 a dedicated community manager has been appointed to cover day-to-day consortium news. The EIT Food **website** functions as cornerstone of a future-proof CRM media platform, being a centralised, credible, neutral information source with easy entrance for each target group (service-minded set-up). The website holds all functionalities such as database management, touch point mapping, a content governance model integrating social media feeds, digital campaigning, e-mail marketing, and subscription modules; it is further elaborated according to the evolving needs.

EIT Food organises and actively participates in major **events** in the Food Innovation scene. This will enable it to build a strong network and reputation in the relevant communities on a European and global scale.

## 3.3.2 Implementation of EIT Regional Innovation Scheme (RIS)

EIT Food implements the EIT Regional Innovation Scheme (RIS) by engaging local players from EIT RIS countries in the KIC's activities and mobilising and internationalising the networks of EIT RIS stakeholders through targeted initiatives. EIT Food RIS activities are planned to offer tangible benefits to EIT RIS countries and regions, by boosting their innovativeness. With the CLCs South and North-East, two CLCs and approximately 25% of EIT Food core partners are located in EIT RIS countries, alongside many network partners and members of the RisingFoodStars.

The portfolio of EIT RIS activities will be implemented by EIT RIS managers employed by CLCs North-East and South, with regular online communication maintained by CLCs with a wide range of stakeholders in all EIT RIS countries Calls targeting EIT RIS stakeholders will be open to interested participants from all eligible countries, with beneficiaries selected on the basis of the excellence principle to promote regional innovativeness and international networking, with a view to identify organisations that might become EIT Food core partners in the future. Target countries for in-country activities were identified on the basis of the importance of agri-food innovations in regional Smart Specialisation Strategies (using EYE@RIS3 database of the EC) as well as economic and innovative potential (using data from Eurostat, FAO, EPO and Elsevier Scopus). CLCs and EIT Food partners leverage their existing relationships with stakeholders in EIT RIS countries, engaging in dialogues with government authorities, industry and consumer associations as well as key scientific institutions. The detailed approach is described in the 'EIT Food RIS Strategy, 2018-2020', which includes the selection of target EIT RIS countries, objectives, planned activities and milestones.EIT Food RIS activities include:

- Internships for talents from higher education and young entrepreneurs
- Study visits in EIT RIS countries for EIT Food partners to promote international networking
- Structured networking of thematic experts to facilitate their involvement in KIC activities
- Innovation scouting for start-ups
- Thematic educational events for government representatives
- Specific Innovation activities.

The activities promote bilateral cooperation and spur innovations in EIT RIS regions by teaming EIT RIS stakeholders with EIT Food partners active in similar or complementary fields. EIT RIS stakeholders will be encouraged to deepen their engagement with EIT Food by participating in regular knowledge triangle activities, including innovation, education and business creation projects. Complementarity with the EU's regional innovation policies and H2020 is assured to improve the impacts of the European Structural and Investment Funds, alongside synergies with the Agro-food Smart Specialisation Platform. EIT Food RIS activities interact with the work by EC JRC (Research and Innovation Observatory, Smart Specialisation Platform) and DG RESEARCH (H2020 Policy Support Facility), as well as the collaborative cross-KIC RIS initiative.

# List of abbreviations

| | |
|---|---|
| CEO | Chief Executive Officer |
| CfP | Call for Proposals |
| CLCs | Co-location centres |
| COO | Chief Operating Officer |
| DG | Directorate-General |
| EIT | European Institute of Innovation and Technology |
| EMB | Extended Management Board |
| IP | Intellectual Property |
| KAVA | KIC Added Value Activities |
| KCA | KIC Complementary Activities |
| KIC | Knowledge and Innovation Community |
| KPI | Key Performance Indicator |
| LE | Legal Entity |
| MOOCs | Massive Open Online Courses |
| MB | Management Board |
| PA | Partner Assembly |
| PAN | Preferences, Acceptance and Needs |
| RIS | EIT Regional Innovation Scheme |
| R&D | Research & Development |
| SA | Strategic Agenda |
| SB | Supervisory Board |
| SMEs | Small and medium enterprises |
| SPOCs | Small Private Online Courses |
| SDG | Sustainable Development Goals |

# Let's start engaging!

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**@EIT_Food**

**EIT Food company page and Group**

**channel EIT Food**