EIT CULTURE & CREATIVITY
STRATEGIC AGENDA 2024-2027

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1 EXECUTIVE SUMMARY

The Cultural and Creative Sectors and Industries (CCSI) have the potential to lead sustainable value creation and growth in Europe's green, digital, and social transformations. Currently, however, the sector struggles to stay competitive on a global level, to be resilient, and to have an impact on economic and societal challenges. EIT Culture & Creativity (EIT CC), the European institutional partnership for the CCSI, aims to address this by fundamentally changing the CCSI in regard to competitiveness, resilience, and sustainable economic growth towards economic and societal impact. This Strategic Agenda outlines how EIT CC will operate from 2024-2027 towards this vision.

EIT CC starts with 40 partners in 2024 from across the Extended Knowledge Triangle, e.g., education, research, business, and public organisations. From such robust beginnings, EIT CC will continuously grow, forming Europe's first knowledge and innovation community (KIC) for the CCSI. This unique pan-European and cross-sectorial community will be inclusive and open to all players.

Mission, challenges, and strategic objectives

Bringing all these key players together, EIT CC's mission is to empower and nurture a sustainable innovation ecosystem including all involved in the CCSI knowledge triangle. Solving sector-specific societal and economic challenges in education, innovation, and business creation by interdisciplinary and cross-sector collaboration, EIT CC unlocks the innovative potential of its fragmented ecosystem, unleashing the untapped societal impact of the EU CCSI, and contributing to Europe's triple transition while accelerating competitive and resilient cultural and creative entrepreneurship.

EIT CC will focus on the selected priority areas: Fashion, Architecture, Cultural Heritage, Audio-visual Media, and Gaming, each having its unique challenges and needs for intervention while representing a significant share of the EU CCSI workforce and revenue. While this KIC places a strategic emphasis on these priority areas, it extends its scope beyond exclusive engagement with stakeholders solely within these sectors.

Working towards this mission, EIT CC will pursue three overarching impact goals for the EU CCSI:

- Create and maintain jobs in a resilient CCSI ecosystem able to scale and compete in global markets
- Increase resilience in and by EU CCSI by reducing environmental impact and increasing social cohesion
- Accelerate transitions towards sustainable and responsible economic growth of EU CCSI

EIT CC has defined three challenges that affect the EU CCSI struggle to stay competitive on a global level, to be resilient, and to deliver wider economic and societal impact:

1. Lack of appropriate skills for future job markets
2. Lack of innovation implementation capacity
3. Lack of venture creation & scaling, IP revenue, and growth

To counter these challenges, EIT CC has defined three strategic objectives:

1. Future-proofing CCSI students and professionals with entrepreneurial and cross-disciplinary skills for the green and digital transition
2. Deploying and scaling CCSI innovations on green and digital technologies and new business models unlocking positive societal and economic impact
3. Accelerating and scaling CCSI market opportunities to compete globally

Building on these impact goals, EIT CC will build activities within the knowledge triangle that are further specified in Figure 1.

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- Education: strategic objective 1
- Innovation: strategic objective 2
- Business creation: strategic objective 3

To ensure that EIT CC effectively works towards its intended impacts, relevant outputs will be closely monitored and expressed in EIT and KIC-specific KPIs.

Figure 1. EIT CC overview

Regional Innovation Scheme (RIS)

Special attention is given to less developed economic ecosystems and regions in Europe. The EIT Regional Innovation Scheme (RIS) is part of the implementation of EIT CC´s mission to progress towards a more competitive and resilient CCSI. RIS Hubs connect local innovators with scaling opportunities in Europe and serve as permanent nodes of the EIT CC Investment Network to bring private capital to RIS regions. This RIS Strategy builds on an exhaustive mapping of European regions in 2023, that already invest in CCSI through their Smart Specialisation Strategies and that can leverage KIC's funding and private investments.

Financial sustainability

While this KIC accelerates the transformation of the CCSI towards competitiveness and resilience, the EIT CC itself aims to attain long-term financial sustainability. Initially, membership fees will mainly constitute the income of our KIC, however, over time, EIT CC will generate income from return on investments and equity, from education revenues, including from licensing educational programmes, revenues from IP Marketplace, services and consulting to partners and third parties, and alternative Funding Sources.

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Partnership growth

The growth of EIT CC's partnership is based on a business development strategy for different types of partners. EIT CC attracts partners through unique services and builds a funnel from attraction to sales to grow to 90 core partners in the EIT CCSI e.V., some 200 cooperation partners, and around 700 community participants at the EIT CC GmbH in 2027. While EIT CC provides services and value added to its members, these are tasked in return with a long-term commitment to ensure that the partnership can contribute to its three impact goals. In 2024 and 2025, EIT CC focuses its partnership growth strategy on: 1) creative companies leading in their respective field or discipline and positioned in the value chain in innovation, digital technologies and/or access to global markets; 2) strategic players, from companies to cultural institutions, which contribute to the economical and societal impact in five priority areas: Fashion, Architecture, Cultural Heritage, Audio-visual Media, and Gaming.

Stakeholder engagement

EIT CC's goal is to engage and connect CCSI stakeholders, especially SMEs and large corporations and cultural institutions through our communication, outreach, and dissemination efforts by engaging everyone in our journey towards EIT CC's vision. EIT CC will collaborate with various types of stakeholders at local, regional, national, European, international, and EIT RIS levels. EIT CC actively participates in both established and emerging cross-KIC activities, using its expertise to enhance synergies among different KICs, thus advancing and contributing to the EIT's strategic goals.

2 STRATEGIC ANALYSIS OF THE SOCIETAL CHALLENGE

2.1 Challenges

The importance of the CCSI in Europe is reflected by 9 million professionals employing 6.2% of the Member States' workforce. In this way, the sector provides more jobs than the automotive industry and is comparable to other key economic sectors such as accommodation and food services (A&F), or the ICT sector[1]. Furthermore, the CCSI contribute to economic growth at large: in some countries, the CCSI' compound annual growth rate (CAGR) leads and surpasses that of national economies[2], as in Spain where the CAGR between 2013 and 2017 stood at 29%. CCSI global valuation is expected to reach $985 billion by 2023 and 10% of global GDP by 2030.[3]

Looking beyond such indicators of economic growth, the unique diversity of CCSI, the third largest industrial ecosystem in Europe, also gives the sector the potential to contribute to more significant societal challenges related to responsible and sustainable growth and resilience of the EU economy and society, as well as diversity of culture, social cohesion, and responsible and trustworthy innovation.

However, the CCSI also face barriers and limitations that have persistently hindered its innovation potential and growth. These have reduced its capacity to tackle these challenges[4] with different degrees of severity across EU regions, but particularly in RIS-eligible countries and regions.[5] Apart from the profound, historical fragmentation of the subsectors of the CCSI (in type and size of stakeholders and in the products, services, and content created and offered in the sector) recent disruptions –

[1] European Investment Fund (EIF), KEA European Affairs (2021): Market Analysis of the Cultural Creative Sectors in Europe

[2] GESAC, EY (2021): Rebuilding Europe - The cultural and creative economy before and after the COVID-19 crisis

[3] UNCTAD 2021

[4] Selection of relevant sources consulted: Deloitte (2021): The Future of the Creative Economy; GESAC/EY (2021): Rebuilding Europe: The cultural and creative economy before and after the COVID-19 crisis; Davies, J. (2020) The art in the artificial, London: Creative Industries Policy and Evidence Centre and Nesta; UNESCO (2018): Investing in creativity; EIF/KEA (2021): Market analysis of cultural and creative sectors in Europe; Europa Nostra (2015): Cultural Heritage Counts for Europe.

[5] https://eit.europa.eu/activities/closing-innovation-divide-eit-regional-innovation-scheme-ris

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including emerging technologies like Artificial Intelligence (AI) – create a new, potentially transformative setting for the CCSI. They are disrupting existing industries in the CCSI but also changing how CCSI work and how they create markets and influence the daily lives of hundreds of millions of customers and wider society.

Within this new reality, three challenges have been identified that hinder the EU CCSI **to stay competitive on a global level; to be resilient; to deliver wider economic and societal impact**.

Challenge 1: Lack of appropriate skills for future job markets

Despite the high quality of creative talent within the CCSI in Europe, many professionals lack entrepreneurial, financial management, technical, cross-cutting and technological skills.[6] Recent data shows that self-employment averages for cultural workers (32%), and artists and writers (46%), are well above the EU self-employment average for all sectors (14%).[7] For these individuals, the lack of entrepreneurial skills limits their ability to keep up with competitors around the globe that innovate and scale better. At the same time, market, technology disruptions, and larger challenges such as the green and digital transition, require CCSI companies, which are often micro-enterprises, to adapt and become a more versatile workforce capable of mastering new technical and 'hands-on' skills[8]. On top of that, the social dimension of the CCSI sectors is often overlooked and therefore requires specific skills to deal with issues such as digital ethics, responsible technology, social exclusion, and the authenticity of online content.

Challenge 2: Lack of innovation implementation capacity

Globalisation, digitalisation and emerging technologies such as AI have profoundly changed and will keep on dramatically changing, the way CCSI stakeholders produce and distribute their work and relate to their partners, customers, and audiences.[9] As a result, many European CCSI stakeholders are struggling to adapt to, and innovate within, disruptive, evolving market expectations and behaviours. They simply lack the capacity, network, resources, and financial security to experiment with these and implement them towards commercialisation.

Challenge 3: Lack of venture creation & scaling, IP revenue and growth

Financial resilience is necessary but difficult for many small creative enterprises (90% of the sector) and newly created ventures to find capital and propel their business to the next level. Monetising their value, output and products, and upscaling, is still a major barrier for many CCSI companies and actors. Outside of the high market concentration in the UK, Germany, and France, access to finance remains one of the main challenges for actors in the CCSI to maximise their business creation and growth potential.[10] Additionally, the advent of the platform economy and the rapid adoption of AI for creative uses have disrupted the conventions of copyright and the rights of creators to claim and obtain remuneration and credit for their work.[11] The CCSI have struggled to effectively use, re-use, and generate income from their innovations and IP, leverage innovations, seize opportunities, and scale businesses to compete globally while contributing to societal impact.

Five priority areas have been identified: Fashion, Architecture, Cultural Heritage, Audio-visual Media, and Gaming - all of which face significant societal challenges while representing a substantial share of the CCSI workforce and revenue. The

[6] European Commission (2012): Communication: Promoting cultural and creative sectors for growth and jobs in the EU. Brussels, 26 September 2012, COM (2012) 537 final

[7] Eurostat 2022 Culture statistics – cultural employment.

[8] Pact for Skills Annual report 2022

[9] KEA & PPMI (2019): Research for CULT Committee – Culture and creative sectors in the European Union- key future developments, challenges and opportunities, European Parliament, Policy Department for Structural and Cohesion Policies, Brussels

[10] European Commission (2019): Impulse paper on the role of cultural and creative sectors in innovating European industry. European Commission (2022), Shaping Europe's digital future: Copyright.

[11] Bonadio, E., Lucchi, N. & Mazziotti, G. Will Technology-Aided Creativity Force Us to Rethink Copyright's Fundamentals? Highlights from the Platform Economy and Artificial Intelligence. IIC 53, 1174–1200 (2022). https://doi.org/10.1007/s40319-022-01213-7

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following five tables provide an overview of these priority areas, focusing on their societal challenges and links to the three challenges described above.

Table 1. Fashion

Status Quo	Yearly revenue of European Fashion & Textile: €147bn (2021), making Europe the second-largest exporter worldwide. Trade Balance: €106bn in Imports, €58bn in Exports. Gross investments in tangible goods in 2019: ~€5bn (last year available). Made in Europe supply chain exists but there is strong international competition. 99.8% of companies are micro or SME enterprises, with only 0.2% having more than 250 employees. Together, they employ a workforce of approximately €1.3M.
Societal challenge (+ link SDG)	The dominant traditional linear value chain (take-make-dispose), imposed by major industry players, relies heavily on raw material consumption, environmentally damaging production processes, and generates significant waste. This leads to environmental degradation, social issues, and major economic losses related to both production and disposal. (Aligned with UN SDGs 8, 9, 12, 13).
C1	Lack of education and continuous professional development across the value chain, providing specialist skills and expertise to assist the sector in innovating and delivering strategic change towards a more circular, digital, and sustainable model.
C2	Lack of capacity to implement and successfully commercialise digital innovations, new textile and fashion technologies (processing and recycling), circular business models, circular design, and supply chain innovation (e.g., Digital Product Passport).
C3	Difficulty for SMEs and new ventures in this sector to compete with large global industry players, along with challenges in scaling and raising finances. There is also limited connection between SMEs and other players in the sector, hindering collaboration and growth opportunities.

Table 2. Architecture

Status Quo	620k architects in Europe contribute €21bn to Europe's economy. Sustainable architecture is growing: 46% of architects 'frequently' design low-energy buildings. 21% of architects were educated in another country. 19% have considered working in another country. 12% are working freelance in 2022 (up from 7% in 2020)[12]
Societal challenge (+ link SDG)	The architectural sector intersects with multiple societal challenges, including growing cities struggling with liveability, attractiveness, affordability, social cohesion, and segregation. There is also a large amount of EU assets to be maintained, renovated, or rebuilt, along with a need for affordable climate-resilient buildings and a growing demand for housing while lowering carbon emissions in the construction sector (aligned with UN SDGs 8, 9, 11, 13).
C1	There is a huge demand both for practicing and young architects to learn more about reusing and renovating existing buildings, instead of constructing new ones. There is little focus on the social impact of architecture in cities, and students increasingly demand courses in ecological architecture and bio-design curricula. There remains a lack of entrepreneurial skills for graduating architects to work as independent entrepreneurs.
C2	Lack of capacity to use architecture to promote social cohesion in urban environments, work with new (bio-based) materials and technologies, focus on reuse and more circular building practices, climate adaptation measures, and collaborate with other sectors such as cultural heritage. There is also a lack of standardisation in products used by SMEs in the sector.
C3	Many SMEs and freelancers are currently unable or unwilling to scale, and it's challenging to find the appropriate economic models to valorise products and services. There is also limited connection between SMEs and other players in the sector.

[12] THE ARCHITECTURAL PROFESSION IN EUROPE: THE ACE 2022 SECTOR STUDY

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Table 3. Cultural Heritage

Status Quo	In terms of gross value added, tangible cultural heritage contributes 1.6% to the total business economy and 3.4% to the total services economy in Europe. The tangible cultural heritage on the wider economy, generates 2.1% of the total employment in Europe. Europe holds the second position in the heritage tourism market, with cultural tourism accounting for 40% of all European tourism. The global heritage tourism market size was valued at USD 556 bn in 2021 and is expected to expand at a (CAGR) of 3.8% from 2022 to 2030. Out of 104,000 museums worldwide, 58,000 are located in Europe.
Societal challenge (+ link SDG)	Cultural Heritage faces challenges in serving local communities due to climate adaptation and/or high costs, resulting in it not being at the forefront of supporting local identities and cultural diversity. Furthermore, it is challenged as an asset for the future due to insufficient social inclusion, disappearing crafts, economic competition with industrial sectors, rapid urbanisation leading to particularly disadvantaged urban and depopulated rural locations (aligned with UN SDGs 9, 11, 13).
C1	Disappearing traditional knowledge and craft skills, along with limited skills for emerging technologies and entrepreneurship in the sector.
C2	Lack of capacity to integrate emerging technologies, innovative materials, and digital media (especially ICT and AI) in the sector, as well as limited cross-sectoral collaboration where Cultural Heritage could add value to architecture, the construction industry, and societal impact. Limited adoption of new business models within the sector, along with limited scalable products and services.
C3	Limited financial instruments, making it hard to monetize and find new revenue streams from cultural heritage. There is a critical innovation and investment bottleneck in creating sustainable investment leverage for smaller scale cultural heritage activities, particularly in disadvantaged urban and depopulated rural locations.

Table 4. Audio-visual Media

Status Quo	Spending on European original content is on the rise, increasing from €16.3bn 2019 to €20.8bn in 2022. This growth outpaces the increase in European Audio-Visual (AVM) sector revenues. The yearly revenue of the European AVM sector is €177.2bn, around 20% of the global value of the audio-visual industry. Pay TV and TV advertising contribute to 50% of EU AVM revenues. ~70% of AVM companies are private and own ~90% of AVM services available in Europe (Dec 2022, EU Audiovisual Observatory), yet economic value is highly concentrated in the 100 largest companies (EU Media Industry Outlook, May 2023. The Top 20 companies generate ~70% of the revenues of these Top 100. Among these, US companies generate 44% of the revenues.
Societal challenge (+ link SDG)	The Audio-visual Media sector faces societal challenges that relate to digital ethics and the limited responsible and trustworthy use of technologies. These include issues of data ownership (with dominance of non-EU global platforms that own all data), privacy, sovereignty and digital identity, fake content, mental health implications of social media use, and hate speech. Additionally, there is another concern about the rapid infiltration of these technologies into everyday life, both in personal and professional settings, with little consideration of the ethical consequences on people and the planet (aligned with UN SDGs 8, 9).
C1	Specific skills are missing in both future and current workforce related to the disruptions in the AVM sector: including skills related to data, supercomputing, cloud computing, IP protection, monetising IP in the era of AI, and using AI in AVM. There is also a need for skills related to the social aspects of AVM sector and its impact on people and the planet.
C2	Lack of capacity to implement and commercialise solutions using disruptive technologies such as generative AI, limited cross-collaboration with other sectors, audience data availability issues, limited development of new business models based on disruptive technologies, sovereignty and digital identity concerns, and challenges in using responsible technologies and applying digital ethics
C3	EU AVM companies are dominated by global platforms and struggle to compete globally due to their limited power in data collection/ownership, user analysis, and algorithms for content distribution. EU AVM companies also face stagnant revenues and limited investment capabilities in content, emerging technology (like AI), IP protection, and monetisation issues

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Table 5. Gaming

Status Quo	The global gaming market is valued at €179bn, with over 3 bn people playing video games worldwide. However, in the EU, the gaming industry is only worth €18.3M, representing 11% of the global market in 2021. Despite the current downturn, several game industry consulting companies predict that the game market will grow with a compound annual growth rate (CAGR) of around 10-12% in the next years. With this growth rate, the game market is projected to surpass €400bn by 2030.
Societal challenge (+ link SDG)	In society, the gaming sector is primarily focused on entertainment and is sometimes considered addictive, while its potential contribution to other sectors and societal impact remains underused. There is significant potential for positive societal impact in the gaming industry. Key actors developing technologies shaping the future of the industry are non-EU, and non-EU platforms often impose market access barriers for EU creators (aligned with UN SDGs 8, 9).
C1	To maintain and grow the EU gaming market share, access to talent is the main challenge. This not only relates to strict game industry curricula but also to synergies with related sectors and related technology studies.
C2	Finding ways to overcome limitations from global platforms that restrict access to data, market access, choosing the payment provider and the choice of distribution channels is crucial. The adoption of disruptive trends and technology such as AI, third-party payment systems, no-code platforms, user-generated content, and adaptation through EU regulation are also essential.
C3	EU gaming companies struggle to maintain their global market share, as they are dominated by American and Asian players. EU game developer studios, both start-ups and scale-ups, face challenges in accessing risk capital. European games are not sufficiently visible in saturated markets, further hindering their growth and market share.

The EIT CC seeks to address these societal challenges and create positive impact and increased competitiveness, growth, and resilience for the EU CCSI. Accordingly, the EIT CC will focus primarily on these sectors over the next 15 years.

2.2 SWOT

Given the challenges and the priority areas described above, the EIT CC has developed its Strategic Agenda through a SWOT analysis (Table 6):

Table 6. SWOT

STRENGTHS +	WEAKNESSES -
• Knowledge triangle integration, breaking silos between different stakeholder types and the different sectors. • Strong core partners covering a large share of the knowledge triangle in priority areas. Unlocking innovation-based growth potential of CCSI through green and digital innovations. Focus on cross-disciplinary approach in education, innovation, and business creation. • Openness, outreach, and continuous ecosystem development. • Unique collaborative ecosystem. • Regional hub integration. • Systemic view of the sector.	• Students and professionals within CCSI lack entrepreneurial and cross-cutting skills. • The diversity of smaller players limits their market size, innovation implementation capacity, and therefore resilience and competitiveness. • Fragmentation leads to gaps between different types of stakeholders and sectors. • Innovation in the CCSI is not patent-intensive, but rather based on copyright, creating widespread scepticism about the sector's viability as a business.

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OPPORTUNITIES +	THREATS -
• Strengthening the entrepreneurial and crosscutting skills of CCSI students and professionals. • Supporting small and micro-sized CCSI organisations to grow and scale globally. • Unlock positive economic and societal impact within and by CCSI through the commercialisation of new products. • Growing KIC activities and the CCSI ecosystem with mobilised and blended funding. • Fostering synergies with other programs such as the New European Bauhaus. • Facilitating cross-sector collaboration between CCSI sectors and cross-KIC initiatives. • Establishing EIT CC as the leading CCSI ecosystem.	• Fast-paced technological developments and practices (e.g., generative AI, piracy, unallocated royalties) disrupt markets and hinder CCSI competitiveness and resilience. National, regional, and local policy levels and administrative practices still mirror tight-knit sector silos. • Similarly, private investments continue to focus on specific subsectors.

3 VISION, MISSION, AND STRATEGIC OBJECTIVES

3.1 KIC's vision

"EIT Culture & Creativity aims to fundamentally change the CCSI towards new understandings of competitiveness, resilience, and sustainable economic growth."

3.2 KIC's mission

"Empowering and nurturing a sustainable innovation ecosystem, including all actors of the knowledge triangle in the CCSI, EIT Culture & Creativity and its partners provide interventions to CCSI and sector-specific challenges in education, innovation, and business creation, and foster interdisciplinary and cross-sector collaboration. In this way, EIT Culture & Creativity unlocks the innovative potential of its fragmented ecosystem, contributing to Europe's triple transition and accelerating competitive and resilient cultural and creative entrepreneurship."

EIT CC will focus on the selected priority areas, each having its unique challenges and a need for intervention while representing a significant share of the EU CCSI workforce and revenue. While this KIC places a strategic emphasis on these priority areas, it extends its scope beyond exclusive engagement with stakeholders solely within these sectors. Rather, it welcomes and considers participants from the entire spectrum of Cultural and Creative Sectors and Industries, encompassing fields such as craft, design, fine arts and performing arts.
Working towards this mission, EIT CC will pursue three overarching impact goals for the EU CCSI that are further elaborated in Section 4.1 Impact:

- Create and maintain jobs in a resilient CCSI business ecosystem able to scale and compete in global markets
- Increase resilience in and by EU CCSI by reducing environmental impact and increasing social cohesion
- Accelerate transitions towards sustainable and responsible economic growth of EU CCSI

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3.3 KIC's strategic objectives

EIT CC's Strategic Objectives are designed to address the challenges outlined in Section 2.1 Challenges, and to advance towards the results and impact detailed in Chapter 4, resulting in the transformation of the CCSI, as stated in our Vision and Mission. The Strategic Objectives are led by EIT CC 's Thematic Directors to ensure consistency and focus across all activities.

SO1: Future-proofing CCSI students and professionals with entrepreneurial and cross-disciplinary skills for the green and digital transition

EIT CC's **Education** strategy aims to accelerate the green and digital transition within and around the CCSI towards a more resilient EU CCSI with increased competitiveness and growth. EIT CC will equip CCSI students and professionals with the skills needed to tackle challenges confronting the CCSI, such as emerging technologies, environmental degradation, market disruptions, globalisation, and talent shortages. The current market offerings within CCSI education and training often miss the entrepreneurial, cross-cutting, and interdisciplinary skills that can turn these challenges into opportunities for the CCSI, increasing its competitiveness and enabling it to contribute to the green and digital transition in the EU while fostering sectoral growth.

To achieve this, EIT CC will fortify and broaden educational and training programs within the CCSI with interdisciplinary and entrepreneurial skills, environmental-related knowledge and skills, and expertise in emerging technologies (with AI and AR at the forefront) and disruptive trends within the sector. There will be two target groups: a) students to expand and diversify their talents and b) professionals to align their existing skills with market and other needs, as well as other professional groups and the unemployed who are reskilling for CCSI jobs, to broaden and build a future-proof CCSI workforce.

Led by the director of Education, EIT CC will implement this strategy through tertiary education programmes encompassing both degree (Masters, PhDs, and Executive Education) and non-degree courses (including life-long learning, Continuous Professional Development, vocational training). This is operated in cooperation with beneficiaries, partners, or other stakeholders like PactforSkills, Blueprint project CHARTER, or CYANOTYPES. Degree and non-degree programmes are created with the support of delivery partners and funded through open calls. The business model of these education and training programs is clarified in Section 5.4. EIT CC will develop its own branding and label, the **EIT CC Academy** (EIT CCA). The EIT CCA is a strategic activity starting in 2024 through which EIT CC will oversee the coordination of education and training courses. These courses will be conducted by supported partners from the beginning of the KIC operation in 2024. Latest in 2026, it will be established as an independent EIT CC label in cooperation with KIC partners and EIT initiatives. Marketing efforts will be coordinated by EIT CCA, but as courses will also be delivered by external partners, they will also contribute to marketing efforts. As EIT CCA gains recognition, marketing will increasingly focus more on the KIC's offering, including access to its other non-educational activities and networks.

The following table provides an overview of the topics EIT CC will focus on within SO1. While the degree programmes provided by universities and HEI partners feature more conventional entrepreneurship curricula, CPD and lifelong learning modules can be more specialised and delivered by various types of actors. Several sector-specific topics have been defined that aim to solve education challenges identified in close alignment with leading players in that sector.

Table 7. Priority areas education topics

General	Entrepreneurship, Emerging technologies, and disruptive trends
Fashion	Circular fashion value chain
Architecture	Circular and sustainable buildings, climate adaptation and social dimension
Cultural Heritage	Specific crafts, emerging technologies usage towards social cohesion
Audio-visual Media	Responsible and trustworthy technology use, data privacy and ownership, supercomputing, cloud computing, AI in AVM, IP in AVM
Gaming	Disruptive technology adoption by SMEs, Digital ethics in gaming, cross-disciplinary with related sectors

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An Alumni Network, in conjunction with EIT Alumni, will be managed by the EIT CC to facilitate access to EIT CC talent, networking, and collaboration opportunities. In line with the EIT Gender Equality Policy and Action Plan, efforts will be made to ensure improved access for members of under-represented genders and to achieve balanced representation in expert involvement and programme monitoring, among others.

Table 8. SO1 related impact goals and outcomes

Impact goals	Accelerate transitions towards sustainable and responsible economic growth of EU CCSI; Resilient CCSI business ecosystem able to scale and compete in global markets;
Outcomes by 2027	CCSI01: 45 Graduates; CCSI02: 972 Students/professionals; EITHE07.1: 3,390 graduates (141 Masters, 9 PhDs, 3,240 CPD), EITHE08.1: 18,750 successful participants, EITHE09.1: 5,632 students enrolled, EITHE05.1: 32 start-ups created;

SO2: Deploying and scaling CCSI innovations on green and digital technologies and new business models unlocking positive societal and economic impact

EIT CC's **Innovation** strategy aims to unlock positive societal and economic impact by supporting collaborative innovations with significant potential for commercial breakthroughs and clear societal and/or economic benefits. Specifically, EIT CC will focus on green and digital technologies, and new business models (circular tech and business models, emerging technologies, generative AI, new customer trends, and IP), as these are closely linked to the main challenges in our priority areas that are disrupting the CCSI market, its operations, valuation, and business.

EIT CC will support innovations in these areas by providing funding. Through setting up open calls for EIT grants, different types of innovation projects will be used targeting a diverse range of players in the CCSI market. These projects will span from larger organisations to smaller enterprises and micro enterprises, encompassing different project types ranging from smaller, single-beneficiary projects aimed at testing proof of concepts, to multi-stakeholder international projects integrating the knowledge triangle. Call topics will align with the intervention areas defined in the priority area-specific challenges and demand a specific impact on those challenges. Several topics to define calls have already been identified in the table below:

Table 9. Priority areas innovation topics

Fashion	Circular innovations in new textile processing and recycling tech, circular business models, circular design, supply chain innovation (Digital Product Passport)
Architecture	Circular innovation with a social dimension: new (biobased) materials and technology in circular building, affordable climate adaptation in architecture, liveability and cohesion in urban environments
Cultural Heritage	Integration of emerging technologies such as AI, digital, new business models, commercialisation of scalable products and services to strengthen the sector, preserve CH and increase its societal impact towards social cohesion
Audio-visual Media	Using technology following responsible and trustworthy principles: Generative AI in AVM, audience data collection and processing, new business models on disruptive technologies, new ways to work with IP, digital identity, and sovereignty,
Gaming	Innovation with disruptive technologies focused on digital ethics and cross-sectoral collaboration

To strengthen the full integration between innovation, education, and business creation, transcending siloed-thinking and working and ensuring positive societal impact, EIT CC will set up a connecting pilot programme designed to foster a systemic perspective and the creation of sustainable ecosystems. Three **societal transformation initiatives** oriented towards the integration and connection of the knowledge triangle will be funded. Each of them will be related to one priority area and will engage in transdisciplinary partnerships formed by the private and public sector, higher education actors, innovation ecosystems, research players, and involved citizens, with the CCSI sector taking the lead. To ensure societal impact, these initiatives will be organised in regional settings and hosted by CLCs; addressing complex place-based challenges related to the priority areas. The success will be measured by the impact KPI of that specific priority area, aligning their objectives with the anticipated impacts per priority area. These initiatives aim to enhance the quality and impact of the separate education,

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innovation, and business creation programmes, creating ecosystems that operationalise the knowledge triangle and therefore scale the impact of individual programmes.

Focusing on a very specific bottleneck prevalent in many of our priority areas and across the broader CCSI, EIT CC aims to tackle the issue of unused or undervalued Innovation IP arising from a) thousands of publicly funded projects, such as those under Horizon Europe and Creative Europe, which remain idle in databases, and b) blacklisted, unregistered, or untapped IP from commercial stakeholders. This initiative, the European Digital IP Marketplace, branded as the **EIT CC IP Marketplace**, is envisioned as a database and platform featuring new offers not available in Cordis, EOSC, or other platforms. Management will execute a specific business development and commercialisation strategy for the IP Marketplace. In parallel, the exploitation of individual innovation IP, synchronised with EIT-funded or externally funded innovations, can present attractive business opportunities for EIT CC and will be strategically managed by the EIT CC Innovation Director. The IP strategy, including background and foreground IP and will be supervised by the IP Board. The use of the IP Marketplace is supported by a service API for EIT CC members. By 2027, the IP Marketplace aims to reach 2,500 entries and seeks collaboration with Horizon Europe and Creative Europe. The IP Marketplace will be operationalised in collaboration with an external partner and will leverage existing software solutions.

In line with the EIT Gender Equality Policy and Action Plan, efforts will be made to ensure improved access for members of the under-represented genders in innovation activities, and there will be balanced representation among experts, programme monitoring, among other areas.

Table 10. SO2 related impact goals and outcomes

Impact goals	Accelerate transitions towards sustainable and responsible economic growth of the EU CCSI; Increase resilience in and by EU CCSI by reducing environmental impact and increasing social cohesion
Outcomes by 2027	CCSI03: 36 CCSI companies experimenting circularity; CCSI04: 36 CCSI companies testing digital tech; EITHE01.1: 115 IP rights, EITHE02.1: 155 marketed innovations, EITHE02.4: 77 with sales revenue of > €10k

SO3: Accelerating and scaling CCSI market opportunities to compete globally

EIT CC´s strategy for **Business Creation** is to support both nascent and established ventures, especially SMEs, scale-ups, or spinoffs within larger corporates, to innovate and scale their business, access customers, audiences, and financing, and enhance their resilience in a globally competitive landscape. The KIC will support these companies in innovating their products, content, services, and also business models, through early adoption of emerging technologies and expansion into new, larger markets and audiences.

Building upon the mapping of incubation and acceleration programmes in CCSI across Europe during the start-up phase, the programmes will be tailored to be suitable for a) start-ups at various stages and b) scale-ups. Scale-ups will receive necessary business support tools, access to markets, recommendations on potential first clients, and access to capital designed to enhance a global growth trajectory while guiding them towards becoming investment-ready for follow-on private capital.

Practically, three different types of support will be organised: **1. For incubation**, services will target the creation of new startups. Entrepreneurs or entities seeking to establish new start-ups will receive an EIT grant to assist with start-up registration and legal matters, along with in-kind contributions for mentoring, consultancy, and other support services. **2. For acceleration**, start-ups will be supported through in-kind contributions, including mentoring and consultancy on access to finance. **3. For scale-ups and mature companies**, an EIT grant will be allocated to develop and market a new, innovative IP, product, and/or service. This does not constitute a payment for equity.

The support offered will be in line with the relevant challenges defined in our priority areas given in the table below:

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Table 11. Priority areas business creation topics

Fashion	Scalable business models, global competition and positioning of SMEs
Architecture	Scalable business models, valorisation of products and services
Cultural Heritage	Scalable business models, new revenue streams of cultural heritage, adoption of emerging technologies, sustainable investment leverage for smaller scale cultural heritage activities
Audio-visual Media	Scalable business models, focus on global expansion, data collection and ownership, user analysis, IP monetisation and protection support, emerging technology adoption by SMEs,
Gaming	Include digital ethics in gaming businesses, collaborations with other sectors, scalable business models, focus on global expansion, USP in line with EU regulation, emerging technology adoption by SMEs, IP monetisation

EIT CC will operationalise this by making use of two structures: 1) Supporting companies via the Creative Pioneers Programme, launching in 2024; and 2) Pooling investors through the EIT CC Investment Network, launched in 2023, with the aim to generate private capital for potential (co-)investment in mature companies seeking to scale in global markets. This structure is based on the EIT CC Investment Survey executed in 2023 by Business Angels Europe.

Under the guidance of the Business Creation Director, the Creative Pioneers Programme encompasses all facets of business creation and support activities within the CCSI. This programme is structured around two pivotal strands. Firstly, the "Deal Flow Generation - 100 to Watch" focuses on identifying and nurturing promising ventures. Secondly, it provides targeted incubation and acceleration programmes in the form of 2-3 month sprints for start-ups, mature companies, and scale-ups within CCSI.

Incubation and acceleration support is led as a rule by internal EIT CC staff with relevant expertise supplemented by a pool of renowned experts and industry-experienced mentors. They will be delivered online and at the six Co-Location Centres through 2-3 month intensive bursts of activity. If needed to complement the KIC-own operated incubation and acceleration support, programmes will be operated by external service providers and partners, to be selected through procurement or open calls.

KIC-own programmes will be developed centrally by EIT CC staff in 2024 and adapted in alignment with the CLC Directors to the specific regional or sectorial needs of the Co-Location Centres. After building sufficient capacities and competences, 1 KIC-own programme will be operated in 2024, 2 KIC-own and 2 partner managed programmes (selected through calls in 2023) will be operated in 2025. In 2026 KIC-own and partner managed programmes will sum up to 8 and to 13 in 2027 with the split between both to be developed. By 2027, 26 programmes will be delivered, forming the first EU network of incubation and acceleration programmes for excellence in entrepreneurship in CCSI.

Incubation and acceleration programmes are operated as a business vertical of the EIT CC, generating expected returns through financial sustainability mechanisms and leveraging mentoring, coaching, and the EIT CC ecosystem for success beyond the EIT grant period, inspired by the US DARPA approach.

The Investment Network aims to increase overall private capital investment and tackle the challenge of accessing (risk) capital that many CCSI players face. It brings together all types of funders in the CCSI - from business angels, VCs, sponsors, patrons, public and philanthropic players – and facilitates the integration into the EIT CC knowledge triangle. It operates two strands: first, to foster a community of committed investors in the CCSI, and second, to offer private capital to start-ups and scale-up, including follow-on investment after completing the EIT CC incubator and accelerator programmes.

In addition, start-ups and scale-ups from the CLC ecosystems or RIS Hubs, independently of incubation programmes, are connected to this European Investment Network, enhancing their access to capital. The KIC will establish agreements to generate fees or financial returns from its services for matchmaking or investment of private capital. In line with the EIT Gender Equality Policy, efforts will be made to ensure improved access for members of under-represented genders in business creation activities and to achieve balanced representation in business support activities, investment planning, and the boards of supported organisations.

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Table 12. SO3 related impact goals and outcomes

Impact goals	Create and maintain jobs in a resilient CCSI business ecosystem able to scale and compete in global markets; Sustainable and responsible economic growth of EU CCSI; Increase resilience in and by EU CCSI by reducing environmental impact and increasing social cohesion
Outcomes by 2027	CCSI05: 640 of CCSI companies or institutions with resilience plan; EITHE03.1: 440 supported start-ups/scale-ups, EITHE04.1: 159 established start-ups, EITHE04.4: 79 with sales revenue of > €10k, EITHE06.1: €16.25M investment attracted

EIT Regional Innovation Scheme activities

A 2023 study[13] by EIT CC, revealed that 83 European territories engage with CCSI through Smart Specialisation Strategies. Among these territories, 51 regions and 7 countries are eligible for EIT RIS. The analysis found that only 21% of the surveyed Smart Specialisation Strategies were relevant for CCSI at system (dedicated priority) or subsystem levels. The study uncovered relevant synergies between the intervention areas and Smart Specialisation Strategies in RIS-eligible regions and countries.

Starting in 2023, the KIC also ran awareness-raising, explorative missions, demonstrating that regions and cities are effective change-makers in developing non-mature ecosystems for job creation and growth in the CCSI. They do so by providing locally optimised growth conditions and innovation frameworks - from Film Funds to Re-Generation projects, and from Heritage Renovation in earthquake-hit cities to Start-up Hubs. The CCSI needs to leverage the capacities of regions, rural communities, and cities to make the RIS ecosystem thrive, and such insights also attract new core members who will join EIT CC from 2024.

Building on the awareness-raising missions and the mapping of Smart Specialisation Strategies in 2023, our EIT Regional Innovation Scheme begins in 2024 with an on-the-ground connectivity and decentralised approach relevant to a sector like the CCSI. The EIT CC's RIS activities will be aligned with the EIT RIS Hubs Minimum Standards and Guiding Principles, comprising the following pillars:

- RIS Hubs: Establishing six RIS Hubs until 2027, selected for their relevance to local needs and opportunities in local markets. For details on the candidate locations, see Section 5.1.3.
- RIS Education: Supporting the preparation and deployment of training opportunities by and for RIS-eligible regions, suitable to their innovation needs; as well as facilitating the participation of students from RIS regions in overall training opportunities.
- RIS innovation and business creation: Intensifying RIS representation in innovation and business creation projects, as well as facilitating access to capital. The KIC aims to allocate 30% of EIT grants yearly in RIS-eligible nations, with a maximum of 15% of the IET grant allocated to RIS-specific activities. Additionally, 30% of trained start-ups and scaleups are expected to come from RIS regions. The KIC Investment Committee, responsible for portfolio decisions, will have geographically-balanced representation.

This RIS Strategy is underpinned with transversal activities supporting EIT RIS-eligible countries and regions, such as:

- The Regions and Cities Network: Delegates across Europe collaborate to identify, share, and support each other in piloting and implementing CCSI optimised frameworks, regulations, and procurement rules at local and regional levels, incentivising the growth of all types of CCSI stakeholders.
- EIT CC Investment Network: These RIS Hubs serve as entry points to provide access to capital for local players, and to facilitate the involvement of students and researchers in the EIT CC Academy, Innovation and Business Support, and the Creative Pioneers Programme.

[13] Smart Specialisation Strategies and CCSI, August 2023

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Table 13. RIS outcomes by 2027

RIS Outcomes by 2027	EITHE02.2: 15% of innovations; EITHE03.2: 20% RIS start-ups/scale-ups supported; EITHE04.2: 20% RIS start-ups created; EITHE06.2: 20% of investment attracted for KIC support RIS start-ups/scale-ups; EITHE07.2 & EITHE08.2: 30% RIS graduates or participants

4 IMPACT AND RESULTS

4.1 Impact

Building on the activities in the knowledge triangle that respond to societal challenges and align with our vision, EIT CC has defined the following impact goals:

- Impact goal 1: Create and maintain jobs in a resilient CCSI ecosystem able to scale and compete in global markets.
- Impact goal 2: Increase resilience in and by EU CCSI by reducing environmental impact and increasing social cohesion.
- Impact goal 3: Accelerate transitions towards sustainable and responsible economic growth of EU CCSI.

Figure 2 provides an overview of EIT CC's impact pathway, illustrating the connection between activities, outcomes, and the desired impact. Chapter 3 outlines the connection between strategic objectives and the specific outcomes, whiles Tables 8, 10, 12 and 13highlights the link between outcomes and impact goals. Table 40 in Annex 1 offers a full overview of the impact pathway.

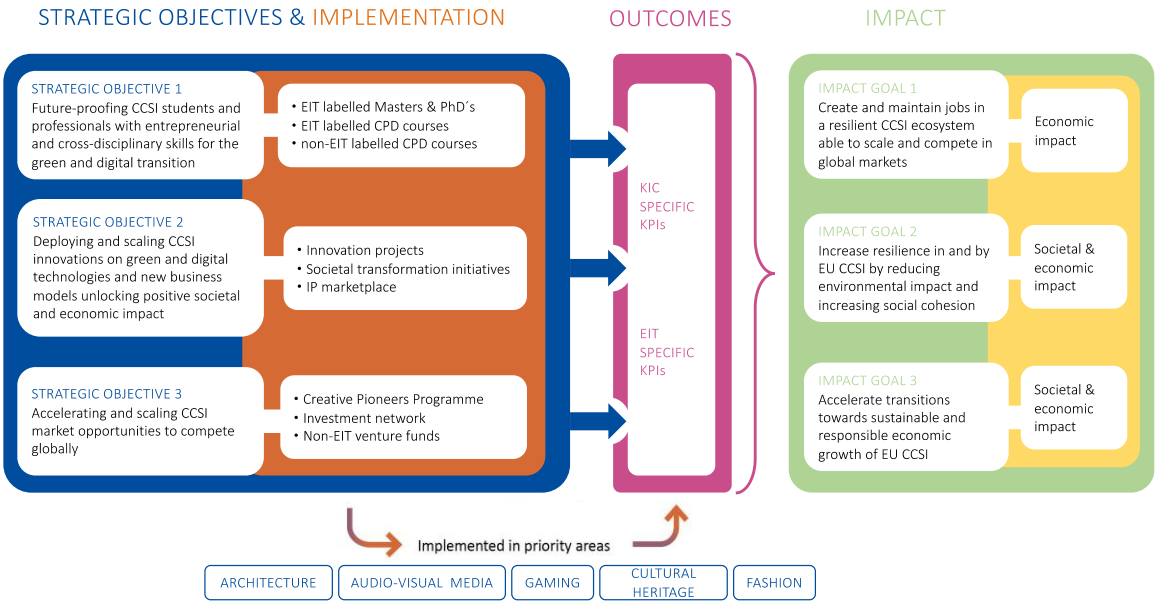

Figure 2. EIT CC impact pathway

Table 14. Outcomes and impact goals

Code	KPI	Impact goal 1	Impact goal 2	Impact goal 3
CCSI01	# Graduates with new skills for the green and digital transition			
CCSI02	# Students/professionals with new entrepreneurial skills			

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Code	KPI	Impact goal 1	Impact goal 2	Impact goal 3
CCSI03	# CCSI companies experimenting with new circular technologies or business models with global scaling potential			
CCSI04	# CCSI companies testing innovations with data, emerging technologies, or big data-driven business models with global scaling potential			
CCSI05	# CCSI companies or institutions with a (climate) resilience plan up to 2030			
EITHE03.1	# Supported Start-ups/Scale-ups			
EITHE06.1	# Investment attracted by KIC supported Start-ups/Scale-ups (in €M)			

Theory of Change

EIT CC has developed a Theory of Change that serves as the foundation for this strategic agenda, linking challenges to strategic objectives, required interventions, immediate outcomes, and impact. This has been conducted both at the overarching level and within each priority area. The Theory of Change is explained here for each overarching impact goal. The values for the impact KPIs by 2027 and 2030 are provided in the impact pathway table in Annex 1.

Create and maintain jobs in a resilient CCSI ecosystem able to scale and compete in global markets

Challenges related: All three defined challenges relate to the impact goal on EU CCSI competitiveness. Missing entrepreneurial skills, limited innovation implementation capacity, and lack of venture scaling and creation all contribute to the struggle to maintain and create jobs and stay competitive.

Intervention needed: 1) EDUCATION: education and training on entrepreneurial and cross-cutting skills; 2) INNOVATION: innovation projects towards commercialisation and proof of concepts with global scaling potential; 3) BUSINESS CREATION: business support to create and scale ventures with access to capital, customers, and global scaling support.

Outcomes: CCSI02, EITHE03.1, EITHE06.1

Impact KPIs: Number of jobs in existing businesses sustained through innovations; New jobs created in start-ups/scale-ups; Number of KIC partners or employers in the CCSI reporting a reduction in skills gaps through the employment of EIT beneficiaries incl. graduates; EU CCSI employees indicating career growth measured through steady progress satisfaction with work and/or contribution to creating impact and/or increase in salary/work conditions.

Increase resilience in and by EU CCSI by reducing environmental impact and increasing social cohesion

Challenges related: All three challenges relate to the impact goal on resilience and the linked environmental impact and social exclusion. Missing skills on green innovations and business models, and limited innovation implementation capacity to commercialise products and services on that topic contribute to the current untapped potential to reduce the CCSI environmental impact. Limited venture scaling and limited impact to finance and business support make CCSI businesses less resilient, especially to climate related issues.

Intervention needed: 1) EDUCATION: education and training on cross-cutting and interdisciplinary skills related to green transition and circularity and social aspects; 2) INNOVATION: Innovation projects on green and circular tech, circular business models, digital ethics, social impact of sectors; 3) BUSINESS CREATION: business support on circular business models and resilience plans and responsible technologies and principles.

Outcomes: CCSI03, CCSI05

Impact KPIs: % of volume reduction of tons CO2eq by EIT CC support in CCSI and related sectors; % increase of fashion companies in Europe producing 5% of their collections per year according to EU circularity standards and practices; % increase of architects applying circular and fair practices in alignment with the Monitoring, Evaluation, and Learning Framework of the NetZeroCities mission and the New European Bauhaus; % increase of social cohesion (measured as defined by the United

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Nations Economic Commission for Europe) experienced by visitors, participants and stakeholders to cultural heritage institutions and practices; % increase of EU cultural heritage sites, institutions and artifacts preserved or adapted to climate changes

Accelerate transitions towards sustainable and responsible economic growth of EU CCSI

Challenges related: All three challenges relate to the impact goal on sustainable and responsible economic growth of EU CCSI. Missing entrepreneurial but also cross-cutting skills and skills on green and digital transition, limited innovation implementation capacity on topics related to green and digital transition, and lack of business support on new revenue streams, new business models, and access to finance, all contribute to the CCSI struggling to contribute to these transitions and achieve sustainable and responsible growth.

Intervention needed: 1) EDUCATION: education and training on cross-cutting and interdisciplinary skills related to green and digital transition and entrepreneurial skills; 2) INNOVATION: Innovation projects on green and digital tech, data-driven business models, 3) BUSINESS CREATION: business support on access to finance, venture creation, new revenue streams (IP) and business models with green and digital technologies.

Outcomes: CCSI01, CCSI03, CCSI04, EITHE03.1, EITHE06.1

Impact KPIs: € of IP revenue of CCSI companies supported by EIT CC; Number of start-ups and scale-ups supported by KICs trading 3 years after KIC support ceased; Number of organisations with revenue growth trading or employing innovations developed with the KIC support; raised/mobilised funds for CCSI growth; % increase of EU architectural sites, interventions and buildings maintained, renovated, or rebuilt making use of innovative technologies; % increase of products and services based on responsible and trustworthy technologies by AVM companies in EU; % increase of EU SMEs in gaming sector that adopt disruptive trends and technology such as AI, no-code platforms, third-party payment systems, user-generated content, and digital ethics.

In practice, EIT CC will aim to achieve this overarching impact by focusing on the priority areas that have been introduced earlier in this Strategic Agenda. The intervention towards this impact will be focused on the sector-specific challenges introduced in Chapter 2 and will work on topics within strategic objectives and activities mentioned in Chapter 3. The table underneath highlights how activities in each priority area will contribute to multiple KIC-specific KPIs (green=clear contribution, orange=less relevant) and therefore to each impact goal. At the same time, the second table provides a description of the qualitative and quantitative impact goals by 2030 on the sector level that the KIC aims to achieve through its intervention, quantified on the overarching level.

Table 15. KIC Specific KPI contribution per priority area

KPI	Fashion	Architecture	Cultural Heritage	Audio-visual media	Gaming
CCSI01					
CCSI02					
CCSI03					
CCSI04					
CCSI05					

Table 16. Impact goal per sector

Sector	Qualitative impact goal	Quantitative impact goal by 2030
Fashion	Increase circularity of the sector	2.50% increase of fashion companies in Europe producing 5% of their collections per year according to EU circularity standards and practices.
Architecture	Increase circularity of the sector while strengthening the social dimension	2.00% increase of EU architectural sites, interventions and buildings maintained, renovated, or rebuilt making use of innovative technologies; 1.25% increase of EU architects applying circular and fair practices in alignment with the Monitoring,

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Sector	Qualitative impact goal	Quantitative impact goal by 2030
		Evaluation and Learning Framework of the NetZeroCities mission and the New European Bauhaus.
Cultural Heritage	Strengthen EU's social cohesion while preserving cultural heritage	5.00% increase of social cohesion (measured as defined by the United Nations Economic Commission for Europe) experienced by visitors, participants, and stakeholders to EU cultural heritage institutions and practices; 1.25% increase of EU cultural heritage sites, institutions and artifacts preserved or adapted to climate changes.
Audio-visual Media	Elaborate and implement responsible and trustworthy principles and technologies	2.00% increase of products and services based on responsible and trustworthy technologies by AVM companies in EU.
Gaming	SMEs with adopted disruptive technologies and trends with focus on digital ethics	1.25% increase of EU SMEs in gaming sector that adopt disruptive trends and technology such as AI, no-code platforms, third-party payment systems, user-generated content, and digital ethics.

Alternative Funding Sources

Public funding from alternative, non-EIT sources will be considered as an option to strengthen the business development of the EIT CC GmbH, but only if they align with the objectives, priorities, and KPIs of the commercially viable sustainability of EIT CC. Public funding must not divert attention away from business opportunities.

The following table shows the six sources of effective income for KIC LE and CLCs from alternative funding and their development over time:

Table 17. Alternative funding sources

Alternative Funding Sources (MEUR)	2024	2025	2026	2027	Total in MEUR
National, regional and local public funding	0.1	0.9	1	1	**3**
Smart Specialisation Strategy (S3)	0	0.5	1	1	**2.5**
Synergies with Partners	0	0	0.5	0.5	**1**
Horizon Europe	0	0.2	0.2	0.5	**0.9**
Large Scale Partnerships	0	0	0.5	1	**1.5**
Total Alternative Funding	**0.1**	**1.6**	**3.2**	**4**	**8.9**

These alternative sources are strategically aligned with the EIT CC governance (e.g., publicly funded support for CLCs), empowerment of RIS Regions (e.g., Smart Specialisation Strategy), or attracting industry partners (e.g., by Large Scale Partnership in Fashion or the New European Bauhaus). These are supplementary elements of the KIC, not its primary focus:

1. Following preparatory exchanges with national and regional governments in Austria, Italy, and Spain, funding sources for the CLCs are projected to generate revenue of around €3M by 2027. The City of Cologne has even awarded institutional funding support of €50k p.a. for the KIC till 2030.
2. Based on the mapping of Smart Specialisation Strategies in 2023, 71 European regions are engaged with CCSI. Following preliminary exchanges with public authorities in regions in Eastern and Southern Europe, EIT CC anticipates revenue of €2.5M by 2027.
3. Upon invitation of partners like Ars Electronica, Media Solution Centre, or the NTNU, the EIT CC expects revenue of €1M by 2027 from Horizon Europe.
4. EIT CC is uniquely positioned to support EU Partnerships, subject to approval by the EU Parliament and EU Commission. Preparations for potential applications are underway in e.g., Fashion and Cultural Heritage. If approved, EIT CC expects revenue from 2026 onwards of €1.5M.

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4.2 Results

EIT CC will closely monitor its progress to determine if the activities are leading to the desired outcomes and impact. By doing this on an annual basis, EIT CC will be able to ascertain whether adaptations are needed to move closer towards the desired impact. Based on the EIT impact framework, the following KPI targets have been defined:

Table 18. Annual EIT KPI targets

Code		KPIs	2024	2025	2026	2027	Total
EITHE01.1		#Intellectual property rights	0	0	50	65	115
EITHE02.1		#Marketed Innovations	0	17	60	78	155
EITHE02.2	EITRIS	#EIT RIS Marketed Innovations	15%				
EITHE02.3	EITRIS	#EIT RIS Countries – Marketed Innovations	8				
EITHE02.4		#Marketed Innovations with a sales revenue of at least €10k.	0	9	29	39	77
EITHE03.1		#Supported Start-ups/Scale-ups	30	60	114	236	440
EITHE03.2	EITRIS	#EIT RIS Start-ups/Scale-ups Supported	20%				
EITHE03.3	EITRIS	#EIT RIS Countries – KIC supported Start-ups/Scaleups	12				
EITHE04.1		# Start-ups established as a result / based on the output(s) of KAVA	0	8	38	113	159
EITHE04.2	EITRIS	#EIT RIS Start-ups created of/for innovation	20%				
EITHE04.3	EITRIS	#EIT RIS Countries – Start-ups created of/for innovation	12				
EITHE04.4		#Start-ups created of/for innovation with a sales revenue of at least €10k.	0	0	20	59	79
EITHE05.1		Start-ups created by students and graduates from EIT-labelled programmes	0	1	8	23	32
EITHE05.2	EITRIS	#EIT RIS Start-ups created of EIT labelled Masters/PhD programmes	15%				
EITHE05.3	EITRIS	#EIT RIS Countries – Start-ups created of EIT labelled Masters/PhD programmes	9				
EITHE06.1		Investment attracted by KIC supported Startups/Scale-ups (in €M)		0.75	2.06	13.44	16.25
EITHE06.2	EITRIS	Investment attracted by KIC supported EIT RIS Startups/Scale-ups	20%				
EITHE06.3	EITRIS	# EIT RIS Countries – Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups	12				
EITHE07.1		#Graduates from EIT-labelled Programmes	0	114	1215	2031	3390
EITHE07.2	EITRIS	#EIT RIS Graduates from EIT-labelled Programmes	30%				
EITHE08.1		#Participants in (non-degree) education and training	150	1000	6125	11475	18750
EITHE08.2	EITRIS	#EIT RIS Participants with (non-degree) education and training	30%				
EITHE09.1		#Students enrolled in EIT Labelled programmes	0	219	2081	3332	5632
EITHE10.1		# Active KIC Partners collaborating in the KIC	49	87	218	272	626
EITHE10.2	EITRIS	# EIT RIS Active KIC Partners	25%				

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Code		KPIs	2024	2025	2026	2027	Total
EITHE10.3	EITRIS	# EIT RIS Countries – Active KIC Partners	18				
EITHE11.1		FS revenues	1.8	5.3	10.7	14.5	32.3
EITHE11.2		% FS coefficient	8.4%	33.6%	30.4%	30.8%	27.5%
EITHE12.1		% KICs SIA funding rate	91%	76%	77%	76%	80%
EITHE13.1		Financial asset valuation (accumulated)	0	2.22	4.59	7.38	14.19
EITHE16.1		Results Disseminated through EC Dissemination Tools	35	35	37	44	151
EITHE18.1		% of less represented gender in top governance and management positions combined	40%				
EITHE22.1		Number of new and established KIC Partners from RIS countries	5	7	10	14	36

On top of these targets, EIT CC has selected the following KIC-specific targets. A more complete description of the links between KPIs and impact is included in Annex 1.

Table 19. Annual KIC-specific KPI targets

Code	KPIs	2024	2025	2026	2027	Total
CCSI01	# Graduates with new skills for the green and digital transition	0	0	0	45	45
CCSI02	# Students/professionals with new entrepreneurial skills	0	144	324	504	972
CCSI03	# CCSI companies experimenting with new circular technologies or business models with global scaling potential	0	6	12	18	36
CCSI04	# CCSI companies testing innovations with data, emerging technologies, or big datadriven business models with global scaling potential	0	6	12	18	36
CCSI05	# CCSI companies or institutions with a (climate) resilience plan in place up to 2030	0	60	196	385	640

5 GOVERNANCE AND OPERATION MODEL

5.1 Partnership

EIT CC is a large-scale European institutional partnership. It builds a knowledge innovation community with partnership open to all different categories of CCSI stakeholders from the EIT Extended Knowledge Triangle, e.g., business, education, research, public institutions, and civil society organisations.

Partnership categories

EIT CCSI e.V. defines two categories of partners, core partners and cooperation partners.

Legal entities that join as core partners become part of the governance structure, acquire voting rights in the General Assembly, and co-create the agenda of the KIC.

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Legal entities that join as cooperation partners become a.) part of the governance structure of the EIT CCSI e.V., however, acquire no voting rights in the General Assembly, or b.) external third parties bound to the KIC through service contracts with the EIT CC GmbH.

This direct support by services contract with the GmbH is especially attractive to businesses and organisations which want to avoid the administrative burden and costs of an association.

This partnership structure with its two categories provides direct and own income for the EIT CC GmbH to finance and enable its business development and investments.

In addition to cooperation partners, EIT CC GmbH offers to join the open innovation community as:

- Community Participants: legal entities and/or natural persons that become engaged and actively participate in delivering impact for the CLC regional ecosystem. Community participants pay a fee.
- Associates: natural persons who join the community by signing up to the online platform for free.

This scheme of partnership with two income pillars to GmbH and e.V. will be the base for the growth of a partnership well balanced across all types of players in the CCSI and service-based.

Partnership analysis

Priority is given to creating a partnership balance with relevant and strong partners from all sectors and a side coverage of their respective value chains in the EIT CC community, as well as in different size and scope of activity (big players, mid-sized, and SMEs). From the EIT CC start-up phase on a continuous white spot analysis and monitoring of members will be performed to identify imbalances in the partnership structure. The analysis is based on the challenges this KIC addresses, and the partners needed to provide novel solutions.

Table 20 shows the conclusion of a white-spot partnership gap analysis.

Table 20. White-spot gap analysis

Challenges Sectors	Education	Innovation	Business Creation & Scaling	Missing components in value chain
Audio-visual	Filmuniversity Babelsberg	Brainstrom3D, ETT Solutions	Mediapro	Content creation, production, distribution, and sales only partly covered
Architecture	U.PORTO-UPTEC, KU Leuven	White Spots	White Spots	White spots across entire business value chain
Cultural Heritage	Una Europa	CNR, Fraunhofer	White Spots	White spots in identification and intervention/preservation
Fashion	Politecnico Milano	Ecoolska	White Spots	White spots across entire business value chain (design, raw materials, production, logistics, marketing, sales, and distribution)
Games	Jagiellonian University	Gameinfluencer	KölnMesse, Gamescom	White spots across entire business value chain (developer, distributor, retailers)

To address these gaps, EIT CC further developed and adapted a) its value proposition and b) its partnership growth strategy to balance its partnership.

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Value proposition

To establish this KIC as a business-minded partnership from day one, the value proposition of the EIT CC, originally adopted in 2023, was revised to target the above-identified white spots, especially to attract strategic business players, from SMEs to larger companies and organisations relevant in the identified gaps across the whole value chain. This includes innovating, bringing innovations to market, and scaling them globally.

Therefore, the **category "Business"** was established as a new and fifth element in the value proposition in 2024. It offers open innovation services and core business support, such as market support, for large companies and organisations. Through profitable cooperation, companies and organisations appreciate the benefits of the EIT CC ecosystem as a value-added and USP, distinguishing it from other service providers and business partners. This additional business value proposition addressed the needs of the EIT CC target groups, as validated in workshops and one-to-one exchanges with larger corporations in 2023/2024.

The five pillars of the EIT CC value proposition - Business, Connect, Access, Leverage and Lead – (Figure 3) cover the different challenges identified by this KIC (see Chapter 2) and serve the needs of the players in the CCSI ecosystem. For example, the challenge of access to finance is addressed by providing access to the investment network (service category access). Similarly, all services have been derived to meet diverse interests stemming from the CCSI diversity, such as access to capital or talent, leading agendas, and leveraging thought leadership initiatives by the largest innovation community in CCSI, as illustrated in the following visual:

Figure 3. The five pillars of the KIC's value proposition

Partnership growth strategy

The KIC started in January 2024 with a minimum of 40 partners hailing from 18 European countries, with 43% representing RIS eligible countries and regions. Figure 4 describes the status of the partnership as of October 2023, (according to the KTI categories Higher Education, Business, Cities, NGOs, Regions, Research and others, encompassing cultural institutions, networks, or support organisations).

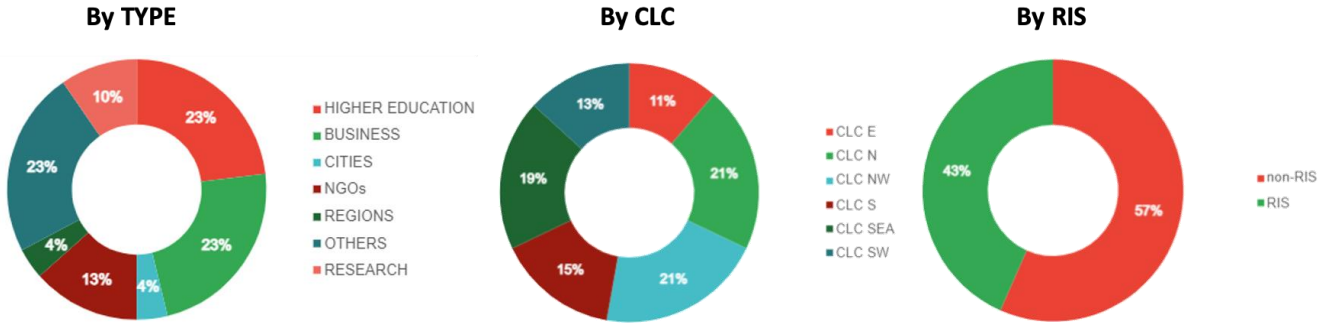

Figure 4. Partnership status as of October 2023 (By Type, CLC and RIS respectively)

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Building upon the revised value proposition and validated interest from market players, the **Partnership Growth Strategy** underwent revision to commence in 2024, aiming to address the identified gaps in the partnership structure and establish a balanced partnership.

This strategy now encompasses business development, incorporating sales and customer relations with partners to generate ROI. Its focus extends beyond member acquisition to serving partners.

This strategy is operationalised through a funnel approach targeting pre-identified partner types, as outlined below, leading to two key actions:

Action 1: Capturing the entire value chain by targeting the identified gaps

1. Actively searching for those companies that cover EIT CC's value chain white spots, particularly in sectors like fashion and architecture, as well as gaming.
2. Engage strategically with globally connected partners positioned in key Knowledge Triangle areas and priority sectors such as Architecture, Audio-visual Media, Cultural Heritage, Fashion, and Gaming.

Action 2: Committing to a long-term cooperation in the partnership towards impact

1. Focus on partners that can contribute to EIT CC's impact goals.
2. Attract partners willing to build and nurture the long-term ecosystem for CCSI and set agendas for the whole CCSI.
3. Engage with partners looking to co-develop and/or co-invest in business opportunities jointly with the EIT CC GmbH.

The revised strategy aims to secure five large companies or organisations annually, meeting the specified criteria, with a target of 20 by 2027. This initiative will elevate the proportion of "Business" partners within the Knowledge Triangle to over 30% of all core partners. Ultimately, the EIT CC partnership seeks to expand to 90 core partners within EIT CCSI e.V., approximately 200 cooperation partners, and around 700 community participants at EIT CC GmbH by 2027.

This **strategy** is implemented and operated throughout the year under the leadership of the CEO. To leverage the proximity and local network of CLC directors, EIT CC's strategy integrates their active involvement in community outreach and partnership expansion. This includes:

- Thought leadership by conducting interview series with e.g., CEOs, and founders to establish initial connections with new stakeholders.
- Issuing open calls to address challenges faced by companies and organisations, fostering strategic collaborations.
- Engaging in proactive one-to-one outreach with large companies and organisations to explore opportunities for joint projects aimed at driving transformation within the CCSI and positioning as a European innovation leader.
- Hosting annual partner acquisition events during the Culture & Creativity Days at all regional Co-Location Centres, drawing approximately 3,000 participants.
- On-going partner outreach through synergies with the Investment Network and Cities & Regions Network.

EIT CC has a dedicated customer relation management system, operated by the Director for Engagement, Communication & Services. This provides long-term incentives to remain a member of the EIT CC.

Table 21. KIC partnership growth strategy

	2024	2025	2026	2027	Total
# CLCs	6	6	0	0	**6**
# EIT RIS Hubs	0	0	2	4	**6**

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# of KIC partners	85	350	680	990	**990**
# of core partners (Voting right in GA)	*40*	*60*	*80*	*90*	***90***
# from EIT RIS countries (25%)	10	15	20	23	23
# of cooperation partners (No Voting right in GA)	*10*	*70*	*120*	*200*	***200***
# of community participants (No Voting right in GA)	*35*	*220*	*480*	*700*	***700***
#Number of project partners (grant recipients, not partners yet, EITHE10.1)	98	142	176	210	**626**

EIT CC's regional Co-Location Centres will contribute proactive measures to achieve a geographical balance of the partnership. Table 22 provides a breakdown of the geographical coverage of each CLC. The CLC regional scope has been selected through a mix of criteria, including regions, languages, cultures, and history. Additionally, historical connections, ongoing collaborations, or economic alignment in the five priority areas of this KIC have been considered in determining the geographical scope. For example, regions such as Italy and Israel are prioritised in Fashion, while Italy and Greece are emphasised in Heritage.

Table 22. Geographical coverage of Co-Location Centres

CLC	Base	EU-27	Associated Countries	Third countries / regions
CLC North	Helsinki, FI	Denmark, Estonia, Finland, Latvia, Lithuania, Sweden, Germany (North), Poland	Faroe Islands, Iceland, Norway	-
CLC East	Kosice, SK	Bulgaria, Hungary, Romania, Slovakia, Poland (South)	Moldova, Ukraine, Armenia, Georgia	-
CLC Southeast & Alps	Vienna, AT	Austria, Croatia, Czech Republic, Slovenia, Germany (South)	Bosnia and Herzegovina, Serbia, North Macedonia, Albania, Kosovo, Montenegro,	Switzerland, Middle East- Asia
CLC South	Bologna, IT	Cyprus, Greece, Italy, Malta	Israel, Morocco, Tunisia, Turkey	Africa
CLC Southwest	Barcelona, ES	France, Spain, Portugal		Latin America & the Caribbean
CLC Northwest	Amsterdam, NL	Belgium, Ireland, Luxembourg, Netherlands, France (North)	United Kingdom	USA

The EIT CC partnership growth strategy aims to increase the number of partners in all countries.

To bolster presence and activities in RIS countries from 2024 to 2027, EIT CC will collaborate with the EIT to establish its own RIS Hubs or engage in partnerships with existing RIS Hubs established by other KICs. Candidate locations were identified in 2023 based on the strength of local and regional ecosystems, with a preference for regions with Smart Specialisation Strategies or similar initiatives.

The first wave of RIS Hubs is anticipated to be established in Sofia, Bulgaria; Tartu, Estonia; and Nicosia, Cyprus. Subsequent waves will explore potential locations in Lithuania, Poland, and Romania for the second wave, and Slovenia, Czech Republic, Serbia, and Croatia for the third wave. The launch of these planned RIS Hubs will adhere to the updated EIT RIS Hubs Minimum Standards and Guiding Principles[14].

[14] https://eit.europa.eu/sites/default/files/ris_hubs_minimum_standards_and_guiding_principles_final_agreement.pdf

5.2 Governance

The EIT CC governance has been designed as a dual structure to both empower the financially sustainable EIT Culture & Creativity GmbH as the KIC LE for EIT grant management, adopting a clear business approach, and the EIT CCSI e.V., enabling participation in the innovation ecosystem and open community with a societal ambition (Figure 5).

Legal structure

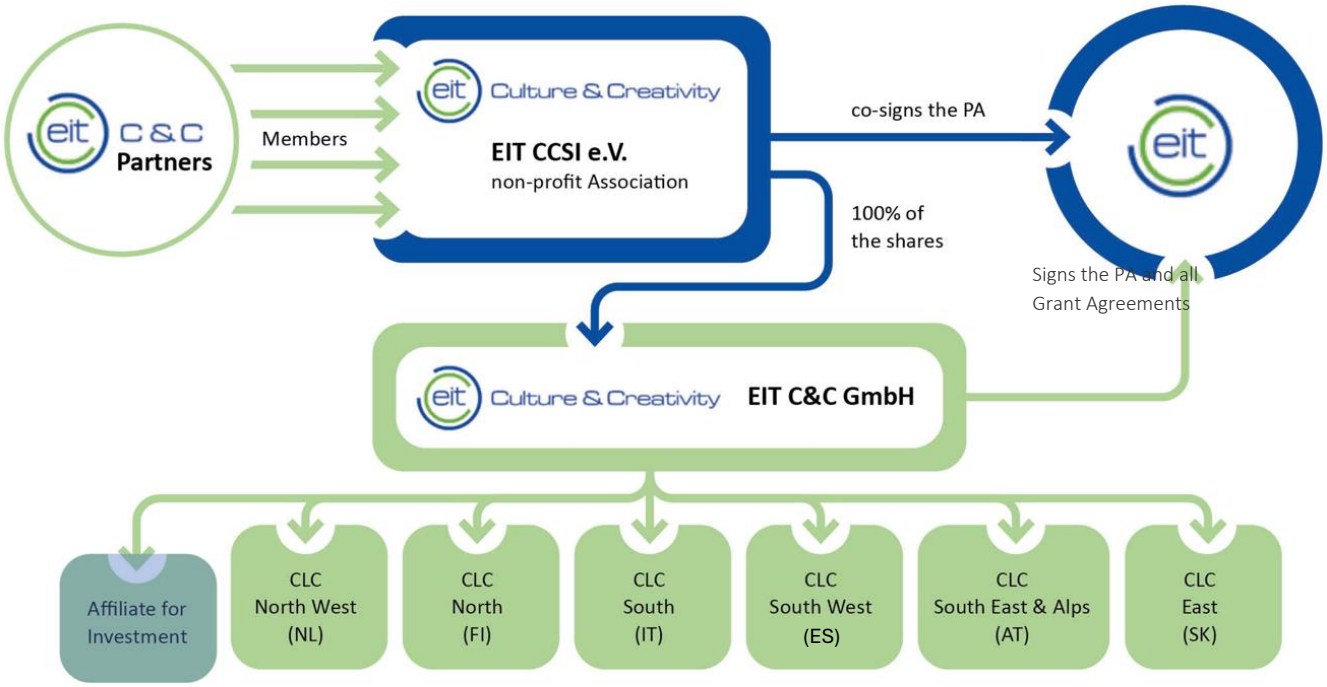

Figure 5. Legal structures of the EIT CC group

EIT CC is formed by a group of legal entities:

1. The parent organisation EIT CCSI e.V., a non-profit association located in Cologne. It serves as a platform for all types of partners within the Extended Knowledge Triangle. This setup facilitates the integration of cultural institutions, which represent over 50% of the organisations in the CCSI.
2. The KIC LE is a capital company with a limited liability (GmbH), also located in Cologne. Additionally, regional Co-Location Centres will function as fully-owned subsidiaries of EIT CC GmbH, operating under their respective national laws.

Table 23: Bodies

Bodies of the EIT CCSI e.V.	Bodies of the EIT CC GmbH
Supervisory Board (SB)	Supervisory Board (SB) person identical to e.V.
Executive Board (EB)	Board of Managing Directors (BMD) consists of two CEOs and a third additional member with COO or CFO profile. The two CEOs will have split responsibilities and both report on equal level to the Supervisory Board. One of the CEOs oversees finance and operations, including KTI activities. The other CEO oversees partnership, business development and communication.

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Advisory Boards	IP Board and ELSI Board (Advisory boards)
General Assembly (GA)	Shareholder's meeting, represent by the EB on behalf of the e.V.

The dual governance structure fit for financial sustainability

EIT CC GmbH has established a dedicated business development unit aimed at increasing revenue sourced from the market, distinct from public funding provided either by the EIT or alternative public bodies.

In this model, all forms of commercial entities (e.g. subsidiaries, joint ventures, partnerships) within the EIT CC ecosystem can contribute through a service fee to EIT CC. This collective income stream enables EIT CC to make investments beyond the EIT Grant, enhancing its long-term financial sustainability. If opportune for the long-term financial sustainability of the KIC, further subsidiaries can be established after consultation with the EIT to oversee operations such as investment funds, share issuance, and revenue generation from funding rounds.

The governance structure underwent analysis in 2024 and has been deemed prepared to serve as a service and holding company for the CCSI ecosystem in Europe. Accordingly, the service fee serves a dual purpose: facilitating business development initiatives with additional alternative funding and providing shareholders with future investment opportunities.

Operational structure

Between 2024 and 2027, EIT CC is poised for substantial expansion to achieve multimillion-euro annual operations. It maintains a lean organisation by focusing on efficiency, skillset alignment, and avoiding unnecessary hierarchy, ensuring agility to evolving organisational needs while providing the structure for rapid scaling up. The operational processes to run the EIT CC efficiently are outlined in the table below.

Table 24: Initial operational structure

Structure	Areas	Reports to	Functions
Thematic	Education	Directors report to BMD	Oversee education strategy development, execution, and optimisation in alignment with EIT CC's mission.
	Business Creation		Lead business creation strategy development, execution, and optimisation as part of EIT CC's mission.
	Innovation		Innovation strategy development, execution, and optimisation in line with EIT CC's mission.
RIS	RIS & Transformation		Manage RIS activities and strategy development, execution, monitoring, and optimisation, including integration of transformational projects.
CLC	Co-location Centres (6)		Partnership and business development in regions covered by CLC.
Operations	Human Resources	CEO or COO	Human Resources management, strategy, retention, and talent management.
	IT		IT infrastructure management, innovation, Cybersecurity, compliance, and IT strategy implementation.
	Operations		Manage policies, procedures, governance and support transversally all other departments on systems implementation, compliance, contract management, and procurement.
	Project Management Office		Calls, evaluations, and monitoring of KIC-supported activities.
			Planning, coordination and growth of all the activities for proposal and business development.
	Accounting & Finance	CEO or CFO	Financial accounting, planning, and reporting.

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Structure	Areas	Reports to	Functions
Finance & Investment	Investments		Support thematic directors in scouting opportunities and deal flow to private capital and investments.
Engagement & Services	Communication & events	CEO	External and internal communication, event organisation.
	Stakeholder & Service management		Partnership and stakeholder management, from service sales, membership application to retention.
	EU & public affairs		Relations with EU institutions.

Gender Equality and Diversity

EIT CC has implemented a comprehensive gender equality strategy outlined in its Gender Equality Policy document. This document elaborates on the policy to achieve a gender balance within the organisation and promote gender equality in all of EIT CC's activities and across the wider CCSI. EIT CC is committed to exceeding a 40% gender balance within all supervisory and management structures, ensuring that its leadership reflects the diversity of its workforce and upholds these standards.

The strategy closely aligns with the eligibility criteria for Horizon Europe funding, ensuring that EIT CC is in harmony with wider European initiatives. According to its internal policies, gender equality and diversity are promoted across HR practices in the following key areas:

- *Recruitment and Selection:* The organisation is dedicated to creating procedures that actively encourage gender balance and eliminate discrimination. These practices are aimed at fostering a workforce that reflects the diverse talent pool available.
- *Promotion and Compensation:* EIT CC ensures that promotion and compensation decisions are guided by principles of gender equality, providing equitable opportunities for all employees.
- *Gender Pay Gap Monitoring:* The organisation proactively monitors the gender pay gap, striving for transparency and pay equality across its workforce.

EIT CC regularly conducts capacity-building programs focused on gender equality, providing its workforce with the knowledge and skills necessary to foster an inclusive and equitable environment.

The organisation actively participates in the EIT Gender Equality Working Group, aligning its efforts with broader gender equality initiatives within the EIT network. This allows EIT CC to share best practices, learn from others, and contribute to the advancement of gender equality across the EIT community.

5.3 Budget

Overview of the financial plan

EIT CC is committed to developing a financially sustainable organisation. As a new KIC embarking on its first Strategic Agenda Cycle, most of EIT CC's budget consists of EIT funding and membership fees. In 2027 however, income from commercial services is projected to surpass membership fees, providing a solid foundation for financial sustainability. The financial plan has two main components:

- Facilitating the generation of revenues, equity, or other financial returns on investment as part of the EIT CC Financial Sustainability Mechanism (FSM) for projects aimed at supporting innovation initiatives within the CCSI.
- Receiving revenues and equity from non-EIT financing sources, such as EIT CC GmbH own's funds and/or additional VC funds.

Table 25 outlines the financing for KIC activities, excluding any potential ROI from the realisation of the equity portfolio.

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Table 25. Overview on the financing of KIC activities (€M)

KIC Financing (MEUR)	2024	2025	2026	2027	Total
EIT Grant	25	25	45	60	**155**
KIC LE investments (exc. membership fees)	0	0.1	0.5	1	**1.6**
Partner membership fees	1.3	1.6	2.1	2.4	**7.4**
Other partners contributions (including in-kind contributions)	0.5	2.5	2.8	3.7	**9.5**
Third party contribution	0.3	4.2	8.2	11.4	**24.1**
Total Funding	**27.1**	**33.4**	**58.7**	**78.5**	**197.6**
% of EIT grant of the total budget	**92%**	**75%**	**77%**	**76%**	**80%**

* Membership fees are projected to decrease due to cooperation partners signing service agreements with the GmbH; thus, 50% are included in the GmbH financing. Third Party Contribution include alternative funding sources, service fees to GmbH, Income from IP Marketplace, Consulting Services and Income from Education.

Use of funds

By 2027, it is projected that 61% of the funding will be allocated to programme activities, such as open calls or tendered programmes, underscoring our commitment to driving impactful projects. Meanwhile, ecosystem & engagement initiatives are expected to receive 26% of the budget, emphasising our dedication to fostering strong partnerships and collaborative networks. Operational expenses (OPEX), covering administration, management, and governance functions, will account for around 13% of the budget, and are expected to decrease over time as they ensure efficient and effective organisational operations and structure capable of rapid scaling (Figure 6).

Programme costs are allocated towards direct activities, primarily facilitated through open funding calls, aiming to catalyse innovation and development within our focus areas. The funding split between our focus areas will be balanced but due to the difference of cost of equipment, software, IP, and personnel within the sectors, we expect to spend more on those with higher costs (e.g., Audio-visual Media, indicative split of 25%) and less on those with lower costs (e.g., cultural heritage, indicative split of 15%). The funding split will be carefully analysed over the coming in relation with the outcomes and impact that will be achieved within each sector and where needed improved.

Ecosystem & engagement expenditures support activities aimed at enhancing interactions with partners, members, stakeholders, and the broader sector, including costs associated with Co-Location Centres (CLCs) and Regional Innovation Scheme (RIS) Hubs. Operational costs encompass all administrative, management, and overhead expenses, including those related to back-office staff, the Project Management Office (PMO), and governance structures, ensuring the smooth functioning of our operations.

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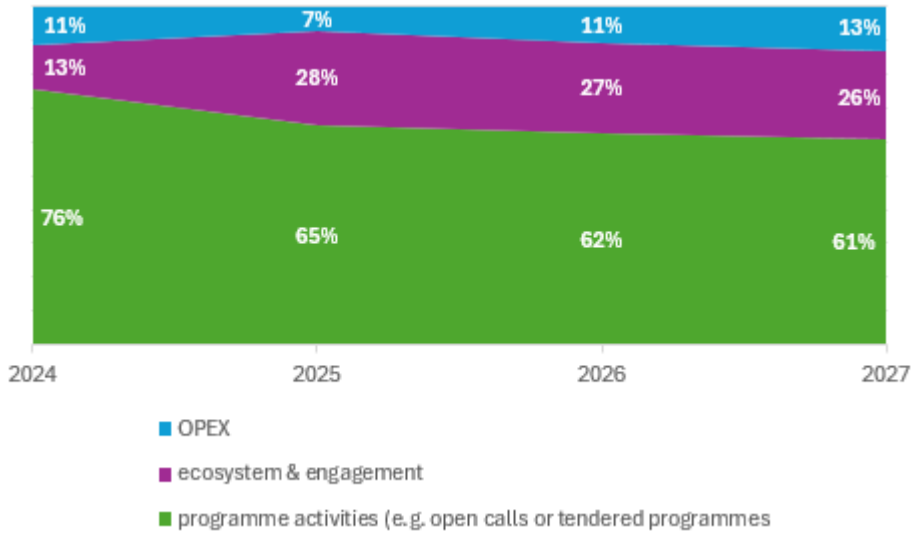

Figure 6. Graphic representation of use of funds

5.4 Financial Sustainability

The partnership and operational plan of the EIT CC supports the development of a financially sustainable business. To achieve this, EIT CC generates income from five commercial and non-commercial sources. **The financial strategy for 2024-2027** prioritises activities and services which provide cost effective, market competitive solutions to the urgent needs of stakeholders in the CCSI. These needs are identified based on market facts, validated through internal and EU Commission reports in 2023, or other research studies, providing a solid foundation for commercially viable income sources meeting current demands and generating cashflow.

In the initial stage, EIT CC aims to establish itself as a successful service provider to the CCSI. In a subsequent stage of its financial strategy, the EIT Culture & Creativity GmbH plans to create a subsidiary to operate as an Investment Fund, engaging in private placement, issuing shares, and evolving into a Holding Company. This transition is carefully prepared from 2027 onwards, enabling EIT CC to evolve from a short-term to a long-term financially sustainable organisation.

EIT Culture & Creativity GmbH develops the following revenue streams:

1. **Partner membership fees from non-profit association (service contract 90%)** **€6.6M by 2027**
2. **Other revenue such as** **€25.7M by 2027**
   - Income generated from return on investments and equity, including innovation.
   - Revenues from education, including licensing educational programmes.
   - Revenues from services, IP Marketplace, consulting to partners and third parties
   - Alternative Funding Sources

In total, the EIT Culture & Creativity GmbH aims for **revenues of €32.3M by 2027** as shown in the table below.

Table 26. Forecast revenue (in €M)

Income Forecast (MEUR)	2024	2025	2026	2027	Total
1. INCOME GENERATED BY ROI & EQUITY FOR GMBH	0	0.11	0.52	0.97	**1.6**

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2. EDUCATION FOR GMBH	0	0.5	1.8	3.2	**5.5**
3. SERVICE FEES, IP MARKET PLACE & CONSULTING FOR GMBH	0.2	2.1	3.2	4.2	**9.6**
4. MEMBERSHIP FEES (by e.V. Service Contract)	1.1	1.5	1.9	2.1	**6.6**
5. ALTERNATIVE FUNDING SOURCES FOR KIC LE	0.1	1.6	3.2	4	**8.9**
6. Sum of FS revenues	**1.4**	**5.7**	**10.7**	**14.5**	**32.3**
7. EIT grant projection	**25**	**25**	**45**	**60**	**155**
8. FS coefficient (%) ([6] / [7])	**6%**	**23%**	**24%**	**24%**	**21%**

Membership fees in #4 are reduced to a total €6.6M due to a revised partner strategy, whereby cooperation partners in the future shall sign a service agreement with the GmbH, thus now included in #3 as Service Fees with a total of €9.6M.; The EIT CC earns income from membership fees of the EIT CCSI e.V. providing services, some 90% of the total income from membership fees.

Membership fees

The KIC starts in 2024 with 40 core partners from 18 European countries, of which more than 30% are RIS eligible countries and regions. Each core partner pays a membership fee of €25k to the non-profit association. However, in 2024, there are gaps in the representation of innovative creative companies, larger corporates, and in the priority areas of Architecture, Cultural Heritage, Audio-visual Media, Gaming, and Fashion.

The Partnership Growth Strategy 2024 – 2027 addresses these gaps and aims to build a partnership of leading and business-minded players from the Knowledge Triangle. It has two pillars: the network of the Co-Location Centres and the services offered by the EIT CC GmbH to attract business-minded players to become a core partner. The estimated development of the amount of core partners and the respective income per year will be as follows:

Table 27. Membership income per year

MEMBERSHIP FEE (TO EV)						
	Fee	2024	2025	2026	2027	2024-2027
Core Partners #		50	65	85	95	
Fee from Core partners	€25k	€1.25M	€1.625M	€2.125M	€2.375M	€7.375M
TOTAL		**€1.250M**	**€1.625M**	**€2.125M**	**€2.375M**	**€7.375M**

The Partnership Growth Strategy is operated under the leadership of the CEO and in close collaboration with the CLC Directors. The acquisition strategy for core partners is coordinated within the board of managing directors. The fees collected will be used for activities permitted under tax-exempt regulations of German law, such as networking and awareness raising (10% of e.V. budget). The remaining 90% will be allocated to GmbH according to the service agreement between e.V. and GmbH.

Income generated from return on investments and equity, including innovation

EIT CC will generate returns by establishing a Financial Sustainability Mechanism (FSM) with different options from revenue share, equity shares, or Simple Agreement for Future Equity (SAFE), to negotiate with companies the most mutually beneficial options. This includes implementing a 'service for equity' model, where EIT CC provides value-added services (such as mentorship, market access, or strategic guidance) to start-ups or ventures to support their growth and development. Leveraging EIT CC's expertise and network enhances their success, with the equity received in return becoming part of the EIT CC FSM, ensuring that ventures receiving support also provide an opportunity for EIT CC to benefit from their future growth and success. This approach aims to guarantee the long-term self-sustainability of the KIC.

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Business Creation

The Financial Sustainability Mechanism (FSM) proposed for the Business Creation domain leverages Return on Investment (RoI) through equity shares in companies supported by the EIT Culture & Creativity KIC (EIT CC). To contextualise this approach, it is imperative to outline the three categories of open calls to be initiated by the EIT CC, aimed at nurturing businesses at the initial three stages of the business lifecycle[15] (Figure 7):

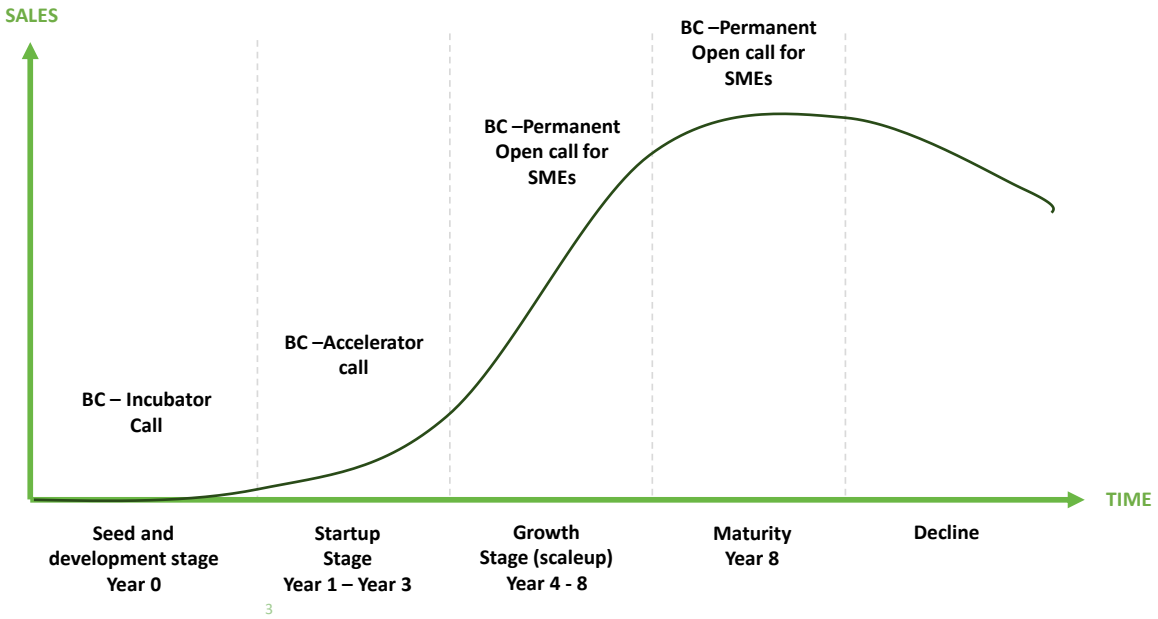

Figure 7. BC calls throughout the business lifecycle

The Incubator Calls are designed to foster new entrepreneurs and entities committed to establishing innovative ventures within the Culture and Creative Sector Industries (CCSI). The projects finally selected for funding will be awarded a grant to support start-up registration and legal formalities and in-kind contribution encompassing mentoring, consultancy, and various support services.

Between 2024 and 2027, our objective is to support a total of 159 start-up creation projects (8 in 2025, 38 in 2026, and 113 in 2027). Of these, we anticipate that 75% (equivalent to 119 start-ups) will progress to the Start-up stage, and from these, only 50% (approx. 59) will advance to the Growth stage, achieving a valuation at least double their initial value upon establishment.

To estimate the expected equity value derived as FSM from these incubated start-ups, it will be stipulated in the calls requirements that all granted newly created start-ups must contribute to the FSM by allocating approximately 8% of their total equity shares. As an example, this equity is projected to hold an approximate value of €35k upon reaching the Growth stage (3-4 years post-establishment), represents the anticipated RoI. Therefore, the cumulative expected equity value, serving as the FSM of the KIC, is calculated by multiplying the number of successfully supported start-ups by the value that their shares will have (8%) once they arrive at the Growth stage (8% of shares = a value of approx. €35k). Consequently, in this example for 2027, the forecast is 79 times €35k per start-up shares, culminating in a RoI equity value of some €2.79M.

[15] As defined by Harvard Business School

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The Accelerator Calls are designed to support early-stage start-ups to successfully arrive to the Growth stage. Accordingly, the start-ups finally selected for funding, will be awarded an in-kind contribution encompassing mentoring, consultancy, and various support services.

Between 2024 and 2027, our objective is to accelerate a total of 440 start-ups (30 in 2024, 60 in 2025, 114 in 2026 and 236 in 2027). Of these, we anticipate that only 50% (approx. 220) will be successful and will advance to the Growth stage, subsequently achieving a valuation at least the double their initial value upon establishment.

To estimate the expected equity value derived as FSM from these accelerated start-ups, it will be stipulated in the calls requirements that all granted start-ups must contribute to the FSM by allocating approximately 5% of their total equity shares. As an example, this equity is projected to hold an approximate value of €20k upon reaching the Growth stage (at least after 2 years after receiving EIT CC accelerator program support), represents the anticipated RoI. Therefore, the cumulative expected equity value, serving as the FSM of the KIC, is calculated by multiplying the number of successfully supported start-ups by the value that their shares will have (5%) once arriving to the Growth stage (5% of shares = a value of approx. €20k). Consequently, in this example for 2027, the forecast is 220 times €20k per start-up shares, culminating in an RoI equity value of €4.40M.

The Permanently open calls for SMEs are designed to support more mature SMEs to successfully launch new business lines based in innovative products/results to the market. Accordingly, the SMEs finally selected for funding, will be awarded a grant to implement their projects. For specific sectorial challenges in the 5 priority areas, the KIC can also award a higher grant.

Between 2024 and 2027, our objective is to grant a total of 50 projects from SMEs (24 in 2025, 36 in 2026 and 24 in 2027). Of these, we anticipate that 80% (approx. 67) will be successfully implemented and will bring a viable product or result to the market after project implementation. From these, we anticipate also that only the 40% of this companies (around 20) will achieve and increase in their valuation of at least double their initial value.

To estimate the expected equity value derived as FSM from these granted projects from SMEs, it will be stipulated in the calls requirements that all granted SMEs must contribute to the FSM by allocating approximately 5% of their total equity shares. As an example, this equity is projected to hold an approximate value of about €350k (since all granted SMEs will be already in the maturity stage with a more consolidated company value after launching the new business line into the market), represents the anticipated RoI. Therefore, the cumulative expected equity value, serving as the FSM of the KIC, is calculated by multiplying the number of successfully supported SMEs by the value that their shares will have (5% of shares = a value of approx. €350k). Consequently, in this example for 2027, the forecast is 20 times €350k per SMEs shares, culminating in an RoI equity value of €7M.

This structured approach for the three calls ensures a sustainable financial mechanism, underpinning the broader strategy for business creation incubation, acceleration and Mature SMEs and Scaleups program within the EIT CC framework.

Table 28 shows the estimated valuation of equity according to the examples provided.

Table 28. Equity valuation over years

Equity Valuation expected (MEUR)	2024	2025	2026	2027	TOTAL
Scale-ups from accelerator programme	0	0.4	1.4	2.6	**4.4**
Start-ups from incubation programme	0	0.14	0.67	1.98	**2.79**
Scale-ups permanently open call	0	1.68	2.52	2.8	**7**
Projected Evaluation (Book Value)	**0**	**2.22**	**4.59**	**7.38**	**14.19**

It is important to mention that, when negotiating Financial Sustainability Mechanism (FSM) agreements, not all EIT-supported companies may consent to equity share arrangements. Therefore, in addition to direct equity agreements, we'll offer the option of negotiating Simple Agreements for Future Equity (SAFEs). This alternative provides more flexibility regarding the

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timing of conversion into equity, which will depend on the company's success, enabling a more adaptable and success-oriented approach to FSM agreements.

Innovation

The Financial Sustainability Mechanism (FSM) devised for the Innovation Strategy domain capitalises on Return on Investment (RoI) via revenue shares from sales generated by projects supported by EIT CC. This strategy is designed to nurture projects from consortia embodying the full integration of the Knowledge Triangle (education, research, and innovation), as well as SMEs at various stages of their development - ranging from start-ups to growth and maturity phases. To do that, EIT CC will roll out three specific types of open calls to support projects at various stages of development (from TRL 7 onwards), each designed to drive innovation and growth.

The **Main Calls** target the acceleration of innovative technologies that promise significant impact within the CCSI, facilitating their journey from TRL 7 to full commercialisation at TRL 9 within a single year. This acceleration will be carried out through projects implemented by a consortium of 2 to 5 partners, preferably under the leadership of a company. The anticipated success rate (defined as the percentage of projects that achieve their stated objectives in one year and commence revenue generation within the first-year post-implementation) is set at 50% for 2024, with an expected increase to 55% in 2025 and 60% in 2026 and 2027. This incremental but conservative success rate improvement reflects our enhanced capability in identifying and investing in projects with the highest potential for success and market impact.

Each project within this call will be allocated regular funding, with an expected Return on Investment (RoI) through revenue shares (for example for a RoI of 15% amounting to a minimum of €52k per project – equivalent to 15% of RoI). For specific sectorial innovation challenges in the five priority areas, the KIC can also offer an increased funding beyond the regular innovation project funding, if the expected Return on Investment (RoI) is above the original RoI % expected. This initiative is a key aspect of the KIC's FSM. The mechanism for realising RoI in these main calls is through revenue sharing (specifically revenues from sales), arranged over an eight-year payback period following project completion. Detailed example on how this would be structured:

- Year 1: 5%
- Years 2-3: 10% annually
- Years 4-8: Increasing annually to 15%, peaking at 20% in the final year

Considering the total projects funded from 2024 to 2027 and recognising that only a certain proportion will successfully generate a tangible RoI, the aggregate anticipated revenue from this structured RoI approach, inclusive of the payback concept, is projected in this example to be €945,875 by 2027. The amount of this example may not seem substantial at first glance, but it's important to understand that the €945,875 in projected revenue shares would represent just an initial segment of the total Return on Investment (RoI) anticipated (since the total RoI will take an 8-year payback). The staggered implementation and completion timeline of the projects underpin this phased financial return.

Importantly, beyond the initial eight-year period, a continued commitment to the KIC's long-term sustainability is envisioned. Entities benefiting from the Main Calls are expected to contribute a reduced revenue share from sales, ranging from 1% to 5% from year 9 onwards. This ongoing support ensures the KIC's ability to foster future innovation and growth within the Cultural and Creative Industries sector.

Short Calls are designed to fast-track the development and deployment of innovative technologies with a significant impact within the CCSI, moving them from TRL 8 to full commercialisation at TRL 9 within a six-month period. This acceleration will be carried out through projects implemented by a consortium of 2 to 5 consortium partners. The anticipated success rate (defined as the percentage of projects that achieve their stated objectives in one year and commence revenue generation within the first-year post-implementation) is set at 50% in 2025, with an increase to 55% in 2026 and 60% in 2027. This incremental but conservative success rate improvement reflects our enhanced capability in identifying and investing in projects with the highest potential for success and market impact.

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Each selected project will receive funding based on an anticipated Return on Investment (RoI) through revenue shares from sales set at 15% (for example €8,925 per project of EIT funding of €59.5k). This strategy is integral to the KIC's Financial Sustainability Mechanism (FSM), employing a revenue-sharing model over a five-year payback period following project completion. Detailed example on how this would be structured:

- Year 1: 15%
- Years 2-4: 20% annually
- Year 5: 25%

Given the planned funding of projects from 2025 to 2027, and acknowledging that only a proportion will achieve tangible RoI, the aggregate anticipated revenue from this structured RoI approach, inclusive of the payback concept, is projected in this example to be €557,241 by 2027. In this case, this accelerated timeline for RoI realisation (contrasting Main Calls) is key for rapid reinvestment into new and ongoing projects, ensuring a dynamic and responsive innovation pipeline.

The reduced duration and focused TRL range of Short Calls necessitate a more aggressive revenue share schedule, directly contributing to the KIC's immediate financial sustainability and enabling quicker turnaround for reinvestment in future innovations.

As for the Main Calls, beyond the five-year period, and to maintain and enhance the KIC's long-term sustainability, projects that have benefited from Short Calls are expected to continue contributing a revenue share from sales, adjusted approximately to 1% to 5%. This requirement fosters a sustainable funding model, encouraging ongoing investment in the sector's innovation and growth, reflective of the KIC's long-term strategic goals.

The Mono-beneficiary calls aim to accelerate the development and commercialisation of innovative technologies within the CCSI. These projects progress from TRL 8 to TRL 9 and are distinctive from the short projects funded by the short calls in the fact that they are executed by an individual SME in collaboration with a research organisation or implementation partner rather than consortia, and have an execution period extended up to 1 year. Also, in this case, the CLC supports the launching of these calls, enabling a tailored approach that addresses the specific needs identified within each CLC geographic action areas.

The funding plan for these calls is set to support an increasing number of projects over the years. These projects are expected to follow an approximate success rate trajectory similar to that of the Short Calls (estimation): 50% for 2025, 55% for 2026, and 60% for 2027. These estimated exemplary rates represent the percentage of projects predicted to meet their objectives within the designated timeline and start generating revenue in their first-year post-implementation.

Each project is anticipating a RoI through sales revenue shares at 15% (for example €8,925 per project funding of €59.5k). This strategy is also integral to the KIC's Financial Sustainability Mechanism (FSM), employing a revenue-sharing model over a five-year payback period following project completion. Detailed example on how this would be structured:

- Year 1: 15%
- Years 2-4: 20% annually
- Year 5: 25%

Of all projects planned from 2025 to 2027, the successful ones will provide tangible RoI, leading to anticipated revenue shares totalling €192,958 by 2027. This financial forecast, while modest, is integral to the KIC's immediate financial health and allows for a rapid reinvestment into ongoing and future single-entity projects.

After the initial five-year payback phase, these projects will also contribute to the long-term sustainability of the KIC, with a continued revenue share from sales ranging from 1% to 5%. This extended support echoes the KIC's commitment to a sustainable and thriving innovation ecosystem, reflecting the long-term strategic objectives of nurturing growth and innovation within the sector.

Table 29 shows the income from revenue shares – according to the example provided – from all innovation projects supported:

Table 29. Revenue shares from innovation projects based on examples provided

	2024	2025	2026	2027	2024-2027
Expected incomes (ROI) for EIT Grants for innovation projects	€ -	€111,291	€520,627	€966,057	€1,597,975

Revenue from education, including from licensing educational programmes

Following the business model of successful KICs, EIT CC's first business strand in education is to sell education courses to students, collect course fees centrally, and divide the income between EIT CC GmbH and the course provider.

Based on Horizon Europe's treatment of IP, the KIC will not own the IP and other materials related to the courses as well as material generated through the financial support through grants given to beneficiaries. However, the KIC will ensure that it obtains licenses to the IP so that the KIC can reuse and modify the 'content' without any restrictions. This approach will ensure that successful courses funded by EIT CC can be duplicated and expanded rapidly.

EIT CC will centralise the collection of course fees for all programmes, ensuring that financial benefits are shared with organisations delivering courses in an equitable fashion. This centralisation approach is pursued from the start and leads to the establishment of the EIT CCA, latest in 2026. It will not only overcome problems with some countries unable to charge for university-led education, but it will also enable EIT CC to coordinate bursaries and fee-waivers for qualifying students with a consistent approach across the whole education portfolio.

In addition to the academic education provided through the KIC (Masters etc.), EIT CC's educational offering will focus significantly on re- and up-skilling professionals in the five priority areas, providing tailored courses that ensure their skills and experience are relevant in the marketplace. Fees for CPD courses will be tailored to maximise revenue to the KIC whilst ensuring the maximum possible 'audience'. EIT labelled CPD courses will provide comprehensive up-skilling whereas nonlabelled courses will typically be significantly shorter and more focused. With focused marketing and unique networking in the EIT CC ecosystem such life-long learning clients in e.g., Audio-visual Media, Crafts, or Gaming will be reached. EIT CC's course offerings will be dynamic in order to meet the needs created by the rapidly changing environment for CPD professionals. Not only will this approach ensure that new students are attracted to the KIC's educational offerings, but it will also ensure that students who have already taken part in the KIC's programmes will continue to find attractive and relevant courses as their careers develop. Per course category, it can be summarised as follows:

Master School (degree education): 2-year multi-disciplinary courses taught by two or more education partners in response to EIT CC calls; Master students are targeted and as participants study in two universities (one for each year), they gain an international network and enhanced employment prospects. Revenue model is negotiated between education provider and EIT CC but will be based on % of the tuition fee.

Summer/Winter School (modules to support Masters and PhD education): 1-2 weeks course modules that augment but do not compete with the student's existing programme of doctoral studies (taking place during summer/winter academic holidays). As a result of undertaking the courses, the PhD student acquires entrepreneurship competencies as well as trans/interdisciplinary research methods. Revenue model is negotiated between education providers and EIT CC.

Professional School (CPD, Lifelong Learning, self-paced courses on platforms such as Coursera etc. includes both EIT-labelled and non-labelled courses)

1. Individual Courses (e.g., AI for the Creative Professional, Creative Leadership): 2-hour session per week up to 4 weeks for participants looking for significant upskilling in specific areas. For example: €49 for individual session, €160 for complete 4week course. IP and fee negotiated between education provider and EIT CC.
2. Courses in Entrepreneurship for SMEs: 6-8 hours per week, online. 4 weeks duration. Courses focus on developing an entrepreneurship mindset and start-up skills (business skills, marketing, pitching etc). Designed for professionals interested in enhancing their expertise with competence in sustainability and creative leadership, innovation etc., especially managers of SMEs with strategic responsibilities. For example: €1.4k per course, with participants from EIT CC Partners entitled to a 50% discount.
3. Bespoke (customised) courses on demand and customisable: 4 hours to 10 weeks. Organised by agreement; courses are commissioned by clients and tailored specifically to the demands of the clients. Client is invoiced by EIT CC and EIT CC tutors are paid on a freelance basis.

The following table shows the development of student numbers and the effective income to the EIT CC GmbH out of fees for education activities over the years according to the estimation examples provided before:

Table 30. Education income forecast according to the estimation examples provided before

Education Income Forecast	2024	2025	2026	2027	Total
Master Programmes					
Total Students Registered	-	160	610	1,060	**1,850**
Total Fees Accumulated (€)	-	243,000	894,000	1,545,000	**2,683,000**
EIT-Labelled CPD Courses					
Total Students Registered	-	560	1,260	1,960	**3,780**
Total Fees Accumulated (€)	-	47,000	105,000	164,000	**317,000**
Non-EIT-Labelled CPD Courses					
Total Students Registered	-	1,250	6,250	11,250	**18,750**
Total Fees Accumulated (€)	-	168,000	842,000	1,515,000	**2,526,000**
Total					**5,526,000**

In line with EIT Business Plan guidelines, from 2024 onwards, EIT CC will work towards allocating 75% of EIT funding for education to EIT label education. After developing these income streams through education providers, EIT CC aims to set up its own branding through a KIC label latest in 2026 – the EIT CC Academy (EIT CCA) overseen by the Education Director. In this way, EIT CC aims to further increase its income from education.

Revenues from services, IP Marketplace, and consulting to partners and third parties

To strengthen the business development of EIT CC GmbH through own income, EIT CC piloted and tested services for its partners as well as the wider ecosystem, which are key to its financial sustainability from 2024 onwards. Already introduced in section 5.1, these services include access to finance, access to project collaborations, access to networking across the knowledge triangle, building innovation on already EU funded innovations & IP, and last, but not least, supporting partners with a digital participation platform with add-on services.

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Following these test runs, the services have been clustered into three services packages for core and cooperation partners as well as community participants, in a pricing scheme that was validated in 2023 through good practices of entities signing up for these service packages and prices as published on EIT CC's website.

In 2024 and beyond, newly developed services will be deployed, such as Open Innovation Services for Businesses, totalling around 20 services by the end of 2024 (see membership factsheet). Among these, the following five main services are most relevant for the unique positioning of the EIT CC as new and leading service provider in the CCSI in Europe:

1. Facilitate private investments in start-ups, scale-ups and SMEs under the leadership of the Investment Director through digital European investment platforms. This includes investor matchmaking and pitching events at the 6 CLC.
2. Valorising untapped or blacklisted innovation IP of CCSI through a partnership that includes a financial sustainability mechanism with a platform provider for the IP marketplace.
3. Facilitate open innovation services for larger companies, both in-house or with external partners benefiting from the interdisciplinary and cross-sectorial EIT CC ecosystem. This was prepared in 2023 and 2024 through bi-lateral exchanges with 10 large-scale companies.
4. Training courses and materials to re-skill or up-skill employees, tackling a shortage of professionals through cooperation with vocational training providers.
5. Collaboration of EIT CC partners to co-create, co-fund, and execute EU-wide projects, as tested in 2023 through the strategic topic groups generating Non-EIT funding of ~ €9M and decisive value added of the EIT partnership.

Starting from 2024, EIT CC will deliver these and more services, under the leadership of the Director Engagement, Communication and Sales, under its claim "Creatives without Borders - Innovation without Limits", through a sales funnel to its priority target groups as described in its Communication Strategy and Plan, developed by Ogilvy in 2023. It focuses on the user journey from the interested player to the long-term committed partner. This user journey is mirrored in the service packages and categories from Associate, Community Participants, Cooperation Partners, and Core Partners. The expected number of entities signing up for these service packages is derived from pre-registrations of interested entities in 2023. The income from services across the different target groups is outlined in the table below.

Table 31. Estimated service fee revenues based on type of entities

SERVICE FEE TO GMBH						
	Fee	2024	2025	2026	2027	2024-2027
Cooperation Partners						
Cooperation Partners #		8	70	105	130	
Small: Micro/Startups	€ 5,000.00	€ 10,000.00	€ 100,000.00	€ 175,000.00	€ 300,000.00	€ 585,000.00
Medium: Mid-size Org	€15,000.00	€ 30,000.00	€ 300,000.00	€ 450,000.00	€ 600,000.00	€ 1,380,000.00
Large: Institutions/Corp	€25,000.00	€100,000.00	€ 750,000.00	€ 1,000,000.00	€ 1,250,000.00	€ 3,100,000.00
Community Participants						
Community Participants #		35	275	525	700	
Freelancer/Students	€ 100.00	€ 2,500.00	€ 20,000.00	€ 34,500.00	€ 46,500.00	€ 103,500.00
Small: Micro/Startups	€ 500.00	€ 2,000.00	€ 10,000.00	€ 40,000.00	€ 50,000.00	€ 102,000.00
Medium: Mid-size Org	€ 2,500.00	€ 7,500.00	€ 62,500.00	€ 100,000.00	€ 150,000.00	€ 320,000.00
Large: Institutions/Corp	€ 5,000.00	€ 15,000.00	€ 150,000.00	€ 300,000.00	€ 375,000.00	€ 840,000.00
TOTAL		**€ 167,000.00**	**€ 1,392,500.00**	**€ 2,099,500.00**	**€ 2,771,500.00**	**€ 6,430,500.00**

Example for calculation: 35 participants in 2024 split in

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25 students * €100 =	€2.5k
4 startups * €500 =	€2k
3 organisations * €2.5k =	€7.5k
3 institutions * €5k =	€15k
Total 35 participants =	€167k

Revenues from all three streams:	
Service fee to GmbH as above	€6.4M
Consulting regions & Cities	€2.3M
IP Marketplace	€0.9M
Total	**€9.6M**

5.5 Cross-cutting aspects

Openness and Transparency

EIT CC is dedicated to cultivating an open and transparent innovation ecosystem. This commitment permeates every aspect of the organisation, from its governance structure to its engagement strategy, its business mindset and financial sustainability, ensuring that these principles are deeply embedded in its core operations.

Table 32. Openness and Transparency

Aspect	Element	Details
Governance Structure	Independence of Corporate Bodies	Key control body (SB) and advisory boards (ELSI, IP Board) are primarily composed of external, independent individuals with no conflicting affiliations, adhering to strict policies for HR and Conflict of Interest.
	Operations Bodies	The Executive Board (EB) consists exclusively of independent individuals, ensuring unbiased operational management.
Operational Openness	Openness in Partnership	Entry and exit approach for Core and Cooperation Partners is transparent.
	Incentives for Startups	Additional discounts on membership fees for start-ups less than three years old.
Community Engagement	Community Engagement Categories	Categories for legal entities and individuals to engage without legal ties to the EIT CC Association, including fee-paying Community Members and free Associates.
	Benefits and Services	Community Members and Associates receive benefits and services according to their status, detailed in section 5.5.4 under Stakeholder Engagement.
Digital Engagement	Digital Participation Platform (DPP)	Facilitates a) open, transparent, and bottom-up idea flow b) targeted and customisable offer of services and benefits, top down to different stakeholder groups.
	Engagement Forum	Allows partners and subscribers to engage in digital campaigns, contributing to strategic topic prioritisation and agenda-setting.
	Strategic Topic Groups	Higher-tier partners and CLCs can propose topics for discussion, fostering participatory strategic development.
Inclusive Implementation	Open Calls for Proposals	Calls for innovation, education, business creation, RIS hubs, and new CLCs are open to all, including non-KIC partners.
	Accessibility of Information	Equal access to call proposals and information packages via the public website for both KIC and non-KIC partners.

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By ensuring independent governance, operational openness, inclusive community engagement, participatory digital platforms, and equal access to information and opportunities, EIT CC fosters collaboration and open innovation within its organisation is a role model for the ecosystem as a whole.

Synergies and collaborations

Due to the exceptional capacity of CCSI to create spill over effects in other sectors, EIT CC is in a position to create meaningful and productive synergies with relevant stakeholders across a variety of themes and goals. In the 2024-2027 period, EIT CC will focus on supporting EU policy priorities and initiatives according to the EC workplans and future missions of the New Commission from 2025 onwards. To facilitate coordination, EIT CC will host the Policy Advisory Board, a gathering of relevant Commission services, with the participation of the EIT and several DGs. The Policy Advisory Board intends to offer a platform of exchange and mutual understanding with the aim of fostering synergies, avoiding duplication, and increasing the alignment of each service's strategic objectives with key EU policy priorities relevant to the CCSI. This activity can benefit other EIT KICs as well; in 2024 the EIT CC will actively reach out to other KICs to consider and, if of interest, pilot a consultation process for all KICs for the Policy Advisory Board.

The Policy Advisory Board aims to meet twice a year.

Other synergies and collaboration prepared in 2023

EIT CC supports the New European Innovation Agenda.[16] Through the SO1 on Education, it will support the Deep Tech Talent Initiative and will join Creative Pact for Skills. As a pilot European Skills Week, an event of the large-scale Partnership for Skills in the CCSI is coordinated already in 2023, with the presentation of the Co-Location Centre South East Europe and the Alps in Vienna. In support of the NetZeroCities (https://netzerocities.eu/) initiatives, the KIC will carry out – with open call funded by EIT grants - cultural and creative innovation pilots in up to 5 selected NetZeroCities in 2025.

- EIT CC will align with Europa Nostra[17] to collaborate with the European Heritage Hub.
- EIT CC agreed with two Supercomputing Centres in Europe to test how to provide attractive computing power and access to creators. The first pilots will be realised through an open call in 2025 in cooperation with Supercomputing Centres in Stuttgart and Bologna.
- In support of the EU Strategy for Sustainable and Circular Textiles,[18] EIT CC established in 2023 a coordination with EIT Manufacturing and EIT Climate KIC. This initiative explores synergies in innovation, investment, and co-programmes partnerships to accelerate Sustainable Fashion.

Mobilised funding

EIT CC will also mobilise voluntary contributions from non-EIT public and private funds to deliver Strategic Objectives and EIT KPIs. These are directed by the CFO, supported through the Strategic Innovation Groups, and enabled by synergies with relevant funding programmes for CCSI. These are estimated currently at a total of €7bn until 2027, stemming from (i) Recovery and Resilience Facility earmarked by national programmes for CCSI, (ii) ERDF, (iii) Digital Decade, (iv) DG Connect (€10bn transnational projects) and (vi) Green Deal/New European Bauhaus.
The mobilised public funds will be based on four strands: Strand 1) SME support schemes, Strand 2) Digital sovereignty in CCSI, Strand 3) regional and rural support, Smart Specialisation Strategies and Strand 4) Missions or Co-Programmed Partnerships.

[16] https://research-and-innovation.ec.europa.eu/document/download/d31f3f18-d831-49de-9126-8b0542faa6fd_en https://ec.europa.eu/social/main.jsp?catId=1534&langId=en

[17] https://www.europanostra.org

[18] https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52022DC0141

Based on EIT CC mappings and preparational talks with public authorities in 2023, mobilised funding from all 4 strands is expected to reach €185M by 2027.

Cross-KIC cooperation and shared services

EIT CC will prioritise cross-KIC activities that support entrepreneurs and start-ups in reaching new markets and investment opportunities. Therefore, it will join the EIT Jumpstarter, develop a strand specifically for culture and creativity, and integrate the New European Bauhaus initiative within the programme. It will join the Global Outreach cross-KIC community, in Strategic Synergies Artificial Intelligence, the New European Bauhaus and Women in Entrepreneurship.

EIT CC is also prepared to support the consolidation towards a common IT solution for the EIT Community, which EIT CC is already driving in the Shared Services. Since 2022, EIT CC has engaged in a series of EIT task forces and working groups for the Shared Services. Other options are shared management and monitoring tools, as well as joint services in communications.

EIT CC will underpin its programmatic structure with the following transversal activities:

- Supporting the entrepreneurial and innovation capacity of higher education through SO1 and encouraging partner higher education institutions to participate in the EIT HEI initiative[19].
- Contributing to mainstreaming diversity, equality and inclusion principles in its own organisation and supported activities. EIT CC is committed to upholding the highest standards of equality, diversity, and inclusion at the core of the organisation, including gender equality principles as an integral part of the KIC's vision and mission, as reflected in the EU legal framework, with a particular focus on gender equality in Horizon Europe and EIT Gender Equality Policy and Action Plan[20]. EIT CC commits to contribute to overcoming gender bias, challenging gender stereotypes and gender roles. Furthermore, EIT CC understands diversity applies to several intersectional human qualities such as sex and gender, sexual orientation, racial or ethnic origin, religion or belief, and disability. All project participants are encouraged to address diversity, equality, and inclusion throughout the entire innovation process.
- EIT CC will actively seek cooperation with other KICs, via formal Cross-KIC activities or other mechanisms.

Engagement & Services

Under the responsibility of the Communication and Engagement directorate, EIT CC proposes an integrated approach to engagement as well as communication and dissemination. The following three dimensions have different but interrelated goals and can only succeed if closely coordinated:

- The first aim is to raise general awareness about the KIC, its mission, activities, and accomplishments. It establishes and grows its own brand while contributing to the EIT's main brand and enhances visibility to the EU brand and founding statement.
- EIT CC's dissemination and exploitation strategy devises appropriate means for publicly disclosing results to target audiences, taking into consideration ownership and protection arrangements, to facilitate their future exploitation by the European and global innovation community.
- Engagement is about providing *incentives* so that target groups establish a productive relationship with us, and/or our results to achieve impact. A productive relationship means that our target groups find in our innovation community clear benefits and trade-offs well beyond KIC's funding opportunities. A successful engagement leads to signing up to the EIT CC services and contributing to accomplishing its goals and KPIs.

An analysis of the target groups in the Extended Knowledge Triangle has been conducted and will be the basis for the engagement & service activities; from the start in 2024, EIT CC prioritises large companies and SMEs to build a business-minded community. When new players sign up for the EIT CC newsletter, they register and receive an onboarding interview,

[19] https://eit-hei.eu/

[20] https://eit.europa.eu/library/gender-equality-policy-eit-december-2022

as a means to understand from the start the specific needs for services and expectations for the membership. There are intersectionality aspects to the target groups in the Extended Knowledge Triangle, which create additional variables to the communication, dissemination, and engagement planning. Particularly relevant are differences stemming from CCSI diversity: stakeholders operating in subsectors with diverse characteristics, size, business models and purpose. From global corporations to local artistic crews, from market-oriented companies to socially oriented initiatives, EIT CC must address them all to ensure the legitimacy of its mission. Consequently, specific communication and engagement strategies are devised to cater for these specific target groups according to their own motivations (see headline Additional engagement mechanisms for priority target groups).

Communication tools and channels

EIT CC's communication strategy will balance owned, paid, shared, and earned media to maximise results. Table 33 provides an overview of all owned media, in which EIT CC has full control of contents and resources.

Table 33. Overview of EIT CC owned media

Owned	Description
Websites	EIT CC's website (www.eit-culture-creativity.eu) is a public, online platform for conveying key information, updates, and results.
Social media	Official corporate social media accounts are on LinkedIn, Instagram, Facebook, X (Twitter), and YouTube.
Newsletter	Users can subscribe to the newsletter through the website.
Events	European Culture and Creativity Days: KIC's main yearly event; Policy Forum: annual meeting of the Regions and Cities Network; Investment Forum: annual meeting of the Investment Network; EIT CC Roadshow: CLC regional outreach events.
Online platforms	Engagement Forum: the internal digital community for partners and stakeholders.

EIT CC will reach new audiences by:

- **Paid media:** utilising paid media to ensure content and messages reach intended target groups. This may involve paid press to reach public, ultra-targeted paid social media campaigns for stakeholders in specific RIS locations, native advertising for blog posts or thought leadership pieces, and retargeting or search engine ads for stakeholders searching for talent or innovations.
- **Earned media:** focusing on quality content and value proposition are fundamental to earn media exposure. For newsworthy announcements, press releases will be prepared and sent out to news outlets. Additionally, the participation of EIT CC representatives in both their own and third-party events will also be effective for earning exposure.
- **Shared media:** incentivising employee and community advocacy, including influencers, to maximise content reached.

Management and monitoring of communication activities

The overall communication strategy is steered from the corporate level (HQ). This centralised approach ensures that consistent messaging and branding is delivered across all activities and locations. During the period 2023-2024, EIT CC prioritises supporting external communications and event organisation in the priority areas of Architecture, Cultural Heritage, Audio-visual Media, Gaming, and Fashion. EIT CC will seek cooperation with leading events in these sectors, such as. Gamescom, Film Festival Cannes, Fashion Week Milano, or ISE, to encourage companies to become EIT CC partners.

Robust management and monitoring procedures will be implemented during this period to consolidate and foster EIT CC's brand identity, developed in 2023. The visual identity playbook will remain a living document to accommodate updates and new communication touchpoints and applications. Periodic information sessions and appropriate guidance materials will be produced to ensure internal and external stakeholders correctly apply the brand guidelines, including consistent visibility of

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EU and EIT support and financing throughout all KIC activities, as per legal obligations (PA Article 8, MGA Article 17, and Annex 5 Article 32). To ensure effective coordination, EIT CC participates in the EIT-KICs Communication working group.

EIT CC will monitor progress and attainment of the communication KPIs listed in Table 34.

Table 34. Communication KPI targets for 2024-2027

KPIs	2024	2025	2026	2027	Total
# Website visits/unique website visitors	50 000	250 000	300 000	300 000	900 000
# Social media followers and engagement (data collected to include X (Twitter), Facebook, Instagram, and LinkedIn followers and engaged users on each channel)	20 000	30 000	40 000	50 000	140 000
# External events organised by KIC	8	12	16	16	44
# Participants in events organised by KIC	600	2 700	4 200	4 200	11 700
# External events where KIC and KIC activities were presented	20	75	75	75	245
# Media coverage (articles and broadcast in global/European/national/local press, TV, radio, etc.)	10	300	490	750	1 550

Dissemination of Results

EIT CC's dissemination strategy aims to make our results timely and appropriately available to facilitate uptake, exploitation and/or reuse. This includes disseminating results such as know-how, innovative solutions, algorithms, proofs of feasibility, new business models, start-ups, policy recommendations, guidelines, prototypes, demonstrators, databases, trained researchers, new infrastructures, networks, etc. EIT CC expects the first results to become available when the first wave of funded activities delivers. KIC-supported activities are obligated to devise appropriate means for the dissemination of their results through their own repositories, the Horizon Results Platform, and the EIT Knowledge Centre. The following table summarises EIT CC expected results, target groups and dissemination tools and channels.

Table 35. EIT CC summary of expected results, target groups and dissemination tools and channels

Results Generated from	Dissemination tools and channels
Degree Programmes (Education)	Engagement Forum; EIT Campus; Partners' own media and dissemination channels.
Successful implementation of graduates and education programmes; RTOs upskilled talent generated in through activities funded in SO1	Engagement; Forum's Talent Pool
Innovations (incl. social innovations); Activities funded by SO2 programmes	Engagement Forum partner profiles; Events
Knowledge & industrial insights; Activities funded by all SOs	Engagement Forum; EIT Knowledge Centre

Management and monitoring of dissemination activities

The overall communication and dissemination strategy is steered from the corporate level (HQ). Under the responsibility of the Chief Communication and Engagement Officer (CCO), the dissemination strategy is defined and operationalised in close cooperation with the thematic directors and their teams. Monitoring tasks involve ensuring the appropriate application of brand guidelines, including the consistent visibility of EU and EIT support and financing through all the KIC activities as per legal obligations (PA Article 8, MGA Article 17, and Annex 5 Article 32). Furthermore, in alignment with IP ownership and exploitation arrangements, EIT CC's internal monitoring procedures facilitate the coordination of internal knowledge flows, including traceability of results and value generated. To ensure effective coordination, EIT CC participates in the EIT-KICs dissemination working group.

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Table 36. results KPI EITHE16

KPIs	2024	2025	2026	2027	Total
# Results disseminated through the EC dissemination tools ([EITHE16])	35	35	37	44	151

Stakeholder Engagement & Sales

The goal of the engagement strategy is to foster and maintain fruitful cooperation between relevant stakeholders, the KIC, and its results. It is an integral part of a successful innovation community and ecosystem, tightly linked to communication and dissemination, services, and sales. This is why the engagement strategy is closely intertwined with the partnership strategy and its growth plan, prioritising from the start: a) closing gaps in the partnership structure and building a business-minded community and b) developing and selling services to CCSI stakeholders to ensure its financial sustainability.

Table 37. SWOT analysis for engagement strategy

STRENGTHS +	WEAKNESSES –
• A 40-partner organisation community already exists, ready to become Core Partners in the KIC LE; with over 150 Associates engaged in CLC networks. • Engaged communities share common goals beyond funding opportunities. They possess a strong business-driven mentality, serving sub-sectors that are impact and mission-driven, of public interest, or non-profit. • Starting in 2024, the first business year, the community will grow organically with organisations and individuals supported by the KIC or receiving KIC funding.	• KIC model requires balance in the community (e.g., knowledge triangle, RIS, geography) making it vulnerable to fluctuations. • KIC will not reach optimal capacity to follow-up leads until mid-2024. • KIC programmes and grant cycles are too slow to efficiently support SME and start-ups with fast lifecycles. Some KIC-supported activities, such as educational programmes like Master and PhD programmes, have lengthy lifecycles from funding to results.
OPPORTUNITIES +	**THREATS –**
• CLCs serve as business development units to scout for potential partner candidates that address underrepresentation issues. • Co-designing, testing, and validating with stakeholders a value proposition and engagement mechanisms well-suited to engage individuals and other difficult-to-engage/hard-to-please stakeholders. • Building on engagement initiatives such as the Regions and Cities network, the Investment Network, to onboard high-profile representatives from business, policy, science, and the arts, to boost credibility and attractiveness. • Building on existing investor-oriented platforms to channel deal flows for the Investment Network.	• Difficulties in engaging and maintaining partners as partnership is disconnected from funding. • The community organically grows with strong underrepresentation of certain organisations (geography, type, etc.) • SMEs and start-ups attracted are not diverse (subsectors, geography) or competitive. • External trends, technology developments, and electoral cycles may cause changes in how business and policy stakeholders perceive CCSI and their prioritisation. • KIC is not perceived by investors as a solid investment facilitator to rely on for deal flows.

In short, EIT CC's engagement strategy will strive to:

- Maintain a business-minded community and balanced representation of KT functions, RIS coverage, and CCSI subsectors.
- Bring strategic stakeholders onboard to build a robust pipeline towards KPI attainment, such as industries to scale novel solutions in markets, prospective students to training opportunities, alumni to job or entrepreneurship opportunities, and start-ups/scale-ups to deal flow.

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Engagement Forum: transversal stakeholder engagement mechanism and tool

The Engagement Forum's design, development, and maintenance is the responsibility of the Engagement & Services directorate. It serves as the online community hosting all partners and members of the EIT CC community through the use of the EIT CC Digital Participation Platform. The platform provides a pervasive digital space for continuous interaction between stakeholders, extending initial encounters to longer-term cooperation and opportunities to interact beyond specific events. It also facilitates the yearly input and co-creation by partners to develop EIT CC close to market and societal needs. Through the DPP, the EIT CC Team can also manage targeted and customisable offers of services and benefits for every stakeholder according to their membership status (see 5.1.1). Through data analytics, the DPP will monitor the *health* of the community in terms of growth, diversity, balance, characteristics of the interactions, etc., informing decision-making by the EIT Management. Finally, the DDP serves as a tool to roll out tests on initiatives and services.

Additional engagement mechanisms for priority target groups

As previously stated, EIT CC identifies certain target groups as priority because they are constituents of the CCSI, capable of actively improving CCSI conditions, and crucial for the success and uptake of KIC results. These include scale-ups, large companies, investors, research organisations, universities, and EIT-labelled graduates.

Table 38. Engagement KPI targets for 2024-2027. All figures are cumulative

KPIs	2024	2025	2026	2027
#Community Participants	35	275	525	700
#Associates	50	1400	1600	1880
#Total users in Engagement Forum	150	3700	4400	6500
#Regions and cities network delegates	50	75	100	150
#Investment Network participants	50	70	100	125

Global Outreach

Global outreach is a key priority for EIT CC and will focus on three objectives:

- Supporting EIT CC accelerator programmes by establishing connections with mature and global CCSI markets to facilitate the scaling of European companies' products, contents, and services.
- Enhancing EIT CC investor engagement, scaling up formats, and talent capacity building.
- Contributing to the overall plan of the Global Outreach cross-KIC programme, coordinated by EIT Health Hub in Israel and participated in by EIT Manufacturing and EIT Climate KIC

In the xKIC Global Outreach, EIT CC will prioritise activities focused on the UK and the USA. In the UK, CCSI contribute more than 7% of national value add, representing 6.4% of national employment and 12.6% of the number of companies.[21] The video game industry, in particular, is growing at promising rates (22% per annum between 2011 and 2013). On the other hand, in USA and Canada CCSI represent 3.3% of GDPR, generating USD 620 bn revenue, and employing 4.7 million people. The US is a cultural content powerhouse, being a net cultural exporter in most sectors. In both international markets, EIT CC will support programmes such as the Go to Market programme for start-ups, scale ups, and alumni, and the challenge-based programme for corporates. Besides strategic outreach, EIT CC will also engage with other EIT Community members through the following activities: xKIC strategic regional innovations initiative, xKIC strategic education cluster, xKIC shared services, strategic access to finance (xKIC A2 Finance), and EIT Community Strategic Synergies.

[21] Data from 2017: "Market Analysis of the Cultural and Creative Sectors in Europe", by KEA European Affairs commissioned by the European Investment Fund (EIF) under the Cultural and Creative Sectors (CCS) Guarantee Facility Capacity Building program.

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6 RISKS

EIT CC will implement a risk management procedure aimed at identifying, assessing, and prioritising risks. Strategies to mitigate, supervise, and govern the likelihood or impact of these risks have already been developed. The following table outlines the main risks identified, which, if materialised, could hinder the effective execution of EIT CC's activities.

Table 39. Risk assessment

Key risk	Risk Type	Objective thematic area	Impact (Low 1 High 5)	Likelihood (Low 1 High 5)	Severity (Impact x Likelihood)	Action plan summary		
						Description (mitigating measures)	Owner	Deadline
Title: Partner disengagement. **Cause:** Partner organisations become disengaged after the first few years of KIC operations. **Consequence:** Revenue from membership fees is reduced, disruptions in membership balance and representativeness.	1	1c.	5	4	20	Consolidation of value proposition to retain partners. Reinforcement of activities for reaching out to and engaging with new partners. Continuous contact with more experienced KICs to establish and identify the main lessons learned on the matter.	Management Team	Continuous
Title: Return from FSM is not as expected. **Cause**: Unsatisfactory results from funded projects or ventures invested. **Consequence**: Revenue projections are not met and a ground for long-term financial sustainability is not consolidated in the first operation years.	2	2c	5	4	20	Revision of portfolio evaluation criteria and awarding processes, FSM, model contracts, internal BI, training staff. Implementation of appropriate processes to determine when to withdraw support or request replanning. Establishment of a lessons learned system.	CEO, Thematic directors	Yearly, during portfolio evaluation
Title: Cash flow tension due to BP and prefinancing cycles. **Cause:** delays in approval of BP and prefinancing issuing. **Consequence:** Cash flow problems	2	2c	5	4	20	Development of a robust operational structure to deliver high-quality BP & reports, and to adapt the costs and budget plan to the operational capacity.	CEO	Continuous

Key risk	Risk Type	Objective thematic area	Impact (Low 1 High 5)	Likelihood (Low 1 High 5)	Severity (Impact x Likelihood)	Action plan summary		
						Description (mitigating measures)	Owner	Deadline
with potential impact on KIC activities and operations.								
Title: Difficulties in portfolio selection and subgrant implementation **Cause:** Malpractice, lack of knowledge **Consequence:** Initiation of administrative and legal processes for fund recovery, missed opportunity for targets, reputational damage.	2	2b	4	4	16	Implementation of proactive, risk-mitigating portfolio management with early detection mechanisms. Provision of adequate information and guidelines for subgrant implementation and reporting.	CEO, Head PMO	Quarterly
Title: Staff or expertise shortage. **Cause**: Recruitment rate during first business years not as expected; or high turnover in regular. **Consequence**: Limited capacity to implement strategic agenda due to lack of talent and resources.	3	3a	4	4	16	Review of recruiting and HR policies to improve. Enhancement of attractiveness and retention of quality talent. Adaptation of organisation and work plans to cope with staffing challenges.	CEO, Head of HR	Continuous
Title: Changes in political priorities at EU, regional, and local levels. **Cause:** Election cycles or external events (e.g. war, energy crises, etc.). **Consequence:** Fewer resources and policy support to create a conducive ecosystem for CCSI, with potential impact on market uptake and success of KIC-supported innovations, talent, and companies.	1	1b.	4	2	8	Timely exchange and alignment with EIT HQ on policy activities and EIT policy strategies. Continuous cooperation and communication with other KICs. Exchange and alignment with EC and EP on policy development and workplans through Policy Advisory Board, OMC groups, High-Level Advisory Boards, or other invitation tools. Diversification of funding sources.	Management Team	Continuous

Key risk	Risk Type	Objective thematic area	Impact (Low 1 High 5)	Likelihood (Low 1 High 5)	Severity (Impact x Likelihood)	Action plan summary		
						Description (mitigating measures)	Owner	Deadline
						Implementation of agile strategic planning and scenario analysis.		
Title: Misuse of funds or fraud detected in subgrant implementation **Cause:** Malpractice, lack of knowledge **Consequence:** Initiation of administrative and legal processes for fund recovery, missed opportunity for targets, reputational damage.	4	4b	4	2	8	Implementation of proactive, risk-mitigating portfolio management with early detection mechanisms. Provision of adequate information and guidelines for subgrant implementation and reporting.	CEO, Head PMO	Quarterly
Title: Non-compliance with EIT CC brand **Cause:** Malpractice, lack of knowledge **Consequence**: Problems in brand awareness, reputational damage.	5	5a	2	4	8	Preparation of EIT CC brand guidelines for partners and subgrantees. Internal staff training and subgrantees on branding rules.	CEO, Head of Communications	Continuous

ANNEX 1 KIC IMPACT

Table 40. KIC impact

KIC Strategic Objective	Problem/ issue related to the societal challenge	Societal and economic impact to be created by 2027	Impact KPIs	Targets to be achieved by 2027*	Targets to be achieved by the PA end year [2030]	Relevant UN SDG Targets	Source of verification (to be completed only for the societal impacts)
(i)	*(ii)*	*(iii)*	*(iv)*	*(vii)*		*(viii)*	*(ix)*
SO1	Emerging technologies, market disruptions, globalisation, and environmental-related issues challenge the CCSI and its current workforce to widen their skillset to support and build on these challenges.	Future-proofed CCSI students and professionals with skills for the green and digital transition.	Number of KIC partners or employers in the CCSI reporting reduction in skills gaps through the employment of EIT beneficiaries incl. graduates.	20	100	4.4, 4.7	Assessment by KIC
			EU CCSI employees indicating career growth measured through steady progress satisfaction with work and/or contribution to creating impact and/or increase in salary/work conditions.	100	500		Assessment/impact study
SO1	Market disruptions, globalisation, and emerging technologies require the CCSI workforce to be equipped with entrepreneurial skills.	Future-proofed CCSI students with entrepreneurial skills able to create businesses with sustainable growth.	Number of start-ups and scale-ups supported by KICs trading 3 years after KIC support ceased.	32	102	4.4, 8.2	Survey and assessment based on results

KIC Strategic Objective	Problem/ issue related to the societal challenge	Societal and economic impact to be created by 2027	Impact KPIs	Targets to be achieved by 2027*	Targets to be achieved by the PA end year [2030]	Relevant UN SDG Targets	Source of verification (to be completed only for the societal impacts)
(i)	*(ii)*	*(iii)*	*(iv)*	*(vii)*		*(viii)*	*(ix)*
SO2	Disruptive technologies, environmental issues, and globalisation require the many small players in the CCSI to innovate to stay competitive and have a positive environmental and economic impact. Currently, they lack the capacity to adapt to disrupted and evolving markets.	CCSI as an enabler in the green and digital transition, building on new technologies and business models to maintain and increase competitiveness.	Number of organisations with revenue growth trading or employing innovations developed with the KIC support.	36	90	8.2	Survey and assessment based on results
SO2	Most sectors within the CCSI and closely linked to the CCSI have a significant negative impact on the climate.	CCSI as an enabler in the green transition, reducing the environmental impact of CCSI and related sectors.	% of volume reduction of tons CO2eq by EIT CC support in CCSI and related sectors.	0.60%	1.00%	8.4, 13.3	Survey and assessment based on results
SO2	Harmful linear production and consumption model in the fashion sector nowadays.	Increased circularity in the fashion sector driven by EIT CC.	% increase of fashion companies in Europe producing 5% of their collections per year according to EU circularity standards and practices.	0.75%	2.50%	8.4, 9.1, 12.2, 12.4, 12.5, 12.6	Survey
SO2	The architectural sector finds itself at the intersection of multiple societal challenges: growing cities that struggle with social cohesion and segregation and a large amount of EU assets to be maintained, renovated, or rebuilt in combination	Increased circularity in the architecture sector while having strengthened the social dimension of architecture.	% increase of architects applying circular and fair practices in alignment with the Monitoring, Evaluation, and Learning Framework of the	0.50%	2.00%	8.4, 8, 9, 11.3, 12.2, 12.4, 12.6, 13	Survey

KIC Strategic Objective	Problem/ issue related to the societal challenge	Societal and economic impact to be created by 2027	Impact KPIs	Targets to be achieved by 2027*	Targets to be achieved by the PA end year [2030]	Relevant UN SDG Targets	Source of verification (to be completed only for the societal impacts)
(i)	*(ii)*	*(iii)*	*(iv)*	*(vii)*		*(viii)*	*(ix)*
	with an increasing demand for housing and demand to lower the carbon emissions in the construction sector.		NetZeroCities mission and the New European Bauhaus.				
SO2		Innovative technology-driven maintenance, renovation, and rebuilding of EU assets.	% increase of EU architectural sites, interventions and buildings maintained, renovated, or rebuilt making use of innovative technologies.	0.25%	1.25%	11.3, 13	Survey
SO2	Cultural Heritage is diminishing due to limited climate adaptation, struggles to follow trends and/or high costs. It is not at the forefront of supporting local communities and identities and cultural diversity towards social cohesion and is challenged as an asset for the future.	Strengthened EU social cohesion driven by EIT CC while preserving EU cultural heritage and making it climate-proof.	% increase of social cohesion (measured as defined by the United Nations Economic Commission for Europe) experienced by visitors, participants, and stakeholders to cultural heritage institutions and practices.	1.50%	5.00%	11.3, 11.4, 11.7	Survey
			% increase of EU cultural heritage sites, institutions, and artifacts preserved or adapted to climate changes.	0.25%	1.25%	11.4, 13.1	Survey

KIC Strategic Objective	Problem/ issue related to the societal challenge	Societal and economic impact to be created by 2027	Impact KPIs	Targets to be achieved by 2027*	Targets to be achieved by the PA end year [2030]	Relevant UN SDG Targets	Source of verification (to be completed only for the societal impacts)
(i)	*(ii)*	*(iii)*	*(iv)*	*(vii)*		*(viii)*	*(ix)*
SO2	The Audio-visual Media sector faces societal challenges that relate to digital ethics and limited responsible and trustworthy technologies. These include data ownership (dominance of non-EU global platforms that have ownership of all data) and privacy, sovereignty and digital identity challenges, fake content, mental health implications of social media use, and hate speech.	Elaborated and implemented responsible and trustworthy technologies in the AVM sector following digital ethics.	% increase of products and services based on responsible and trustworthy technologies by AVM companies in EU.	0.50%	2.00%	8.2	Survey
SO2	While the EU gaming sector struggles with global competition and market barriers and relies on non-EU key actors and platforms, it also sees many disruptive technologies and trends that put pressure on the sector. At the same time, it is a sector mostly seen as entertainment and sometimes even addictive, while it lacks digital ethics and contribution to good innovation.	Increased adoption of disruptive technologies and trends by gaming SMEs following digital ethics.	% increase of EU SMEs in the gaming sector that adopt disruptive trends and technology such as AI, no-code platforms, third-party payment systems, user-generated content, and digital ethics.	0.25%	1.25%	8.2	Survey
SO3	CCSI businesses have a hard time competing with major global players and therefore struggle to survive and scale. They lack the business support on how to increase revenue, innovate their product, content	A strong EU ecosystem for CCSI business support that creates and maintains CCSI jobs and supports companies on specific	New jobs created in start-ups / scale-ups.	2000	12000	8.3	/
			# jobs in existing business sustained	2000	12000		Survey to supported businesses

KIC Strategic Objective	Problem/ issue related to the societal challenge	Societal and economic impact to be created by 2027	Impact KPIs	Targets to be achieved by 2027*	Targets to be achieved by the PA end year [2030]	Relevant UN SDG Targets	Source of verification (to be completed only for the societal impacts)
(i)	*(ii)*	*(iii)*	*(iv)*	*(vii)*		*(viii)*	*(ix)*
	services, business models, and expand to new markets and audiences.	challenges such as business model development, defining new revenue streams, financial management, IP support, and business networks.	through innovations supported by EIT CC.				
			€ of IP revenue of CCSI companies supported by EIT CC.	326812	846000		Survey to supported companies
SO3	Limited access to risk capital for EU CCSI resulting in limited global competitiveness and growth.	EIT CC ecosystem that pools resources to invest in a diverse portfolio of EU CCSI companies that can compete globally and grow the CCSI.	Raised/mobilised funds for CCSI growth.	€15.92M	€68.63M	8.2	EIT CC will keep continuous track of mobilised funds

*Targets should be accumulative for the period of the KIC up to this year.

Disclaimer:
The document is subject to corrections of clerical and spelling errors or other changes. Changes to this document will be transparent and explained.

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