

Innovation call 2025: Financial Sustainability Guidelines

The following document provides further details on the three types of Financial Sustainability Mechanisms (FSM) available in this Call for Proposals.

Sales pathway (Option 1)

Eligibility

Companies that have not received investment from EIT Urban Mobility at the time of the application. The commercial partner identified in the proposal must be a legally established company in a EU Member State or [Third country associated to Horizon Europe](#).

Service packages

Companies, generally SMEs and startups, going through the sales pathway FSM option will have access to the following services:

Package	Service	Description	Duration (months)	Pricing (€)
Basic Sales Support	Visibility package	Position your solutions and best practices in the EIT Urban Mobility Marketplace .	12	10,000
	Webinars	Invitation to curated webinars with relevant topics that can help your company grow.		
	IP consultations	Access to our IP expert for consultations on the optimal IP strategies for your organisation		
	Commercial Readiness Level (CRL) evaluation	An objective assessment of your company's maturity to track progress and facilitate improved planning for your business's future steps.		
Learn How to Build a Sales Pipeline	Sales coaching	Each company will participate in onboarding sessions tailored to their specific needs including two mandatory sessions from the following three options: 1. B2B Management & Sales. 2. Pricing and Value Proposition (B2B/B2G.) 3. Predictable and Scalable Forecasts and Sales Process.	2	5,000
Sales Enablement	Lead generation	Market prospection aimed at generating Sales Qualified Leads (SQL).	12	25,000
	Tender scouting	Tailor-made scouting of tenders and open innovation calls for proposals.		
	Events booster	Enhance SME presence at events with our expert assistance.		

	Consortia matchmaking	Introductions for SME to potential consortia to apply to European R&I funding programmes.		
	Events representation	Our Innovation Advisors will represent the SME at trade events.		

Investment pathway (Option 2) and new company/spinout created as a result of the project (Option 3)

Eligibility:

- Startups that are part of EIT Urban Mobility equity portfolio.
- Startups that meet the EIT Urban Mobility investment thesis requirements and are willing to contribute with equity. EIT Urban Mobility investment theses entails:
 - Geographic focus: EU Member State or [Third countries associated to Horizon Europe](#).
 - Target equity: 1-3%
 - Target holding period: 5-7 years
 - Follow-on investment: 60% of the budget (up to 500,000€)
 - Target stage: Early stage (post-product, early revenue)
 - Pre-money valuation: Up to 20M€
 - Exit optionality: preferred access to corporate acquirers and secondary sale transactions to existing shareholders
 - Thematic focus: Product/services applicable to urban mobility industries; innovative component with high scalability potential; complementary, industry-knowledgeable and diverse teams; social and environmental impact.
- New company/ spinout created as a result of the project. An equity share agreement with the newly created company prior to qualification in the Market Readiness Evaluation (MRE) Programme.

Startups that are part of EIT Urban Mobility equity portfolio will negotiate an equity-increase agreement. Other startups or new companies/spinouts created as a result of the project will go through a Market Readiness Evaluation (MRE) Programme before an equity-share agreement can be negotiated.

MRE programme

Package	Description	Duration (months)	Pricing
Market Readiness Evaluation	A programme carried out by an external entity to gain a comprehensive understanding of the newly established organisation. This programme will provide EIT Urban Mobility with insights to determine the desirability of equity acquisition.	2	Enrolment fee: 20,000€ Final fee upon completion of the MRE: 5,000€ or 10% equity in the case of a newco or a percentage to be agreed with existing companies according to current valuation.

Is there a relationship between the KPI Startup Created and the MRE?

There is no direct connection between the acceptance of a *Start-up created EITHE04.4* and the successful completion of an MRE. Any project providing the legal incorporation documentation with the required evidence

of sales will have their KPI recognised. However, the acceptance of a KPI *Start-up created EITHE04.4* places no obligation on EIT Urban Mobility to accept an equity agreement with a start-up that fails an MRE.

What are the objectives of the MRE Programme?

- to identify the developmental needs of a new company,
- to evaluate the viability and credibility of its business plan
- to assess the competence and skills of the new/existing company staff and leadership

What are the results of the MRE?

The two-month process will result in a detailed report highlighting the market readiness level of the new company and the likely success of the overall venture.

What process will the MRE follow?

The MRE programme consists of five incremental phases, each with its own activities and outcomes. For ease of use, the chart below outlines the five phases: Preparation, Sanity Check, Screening Grid, Market-Readiness Mentoring and the Programme Closure. This chart outlines the activities and the outcomes per phase.

Phase	Phase 1: Preparation	Phase 2: Sanity check	Phase 3: Screening grid	Phase 4: Market-Readiness mentoring	Phase 5: Programme Closure
Activities	-Kick-off session -Final planning development -Evaluation factors definition	-Ventures' documentation analysis -One-to-one sanity-check sessions -Business potential assessment	-Ventures' documentation analysis -One-to-one screening grid sessions -Financial sustainability assessment -Initial MRE reports	-Agenda and contents preparation -Initial feedback summary -Mentoring sessions -Improvement revision	-Final MRE reports -Final programme report creation -Final session
Outcomes/Deliverables	-Kick-off deck -Final planning -Detailed list of evaluation factors	-Sanity-check sessions script -Sanity-check session minutes	-Screening-grid sessions script -Screening-greed sessions minutes -Initial MRE reports	-Initial feedback summary -Mentoring-sessions agenda and contents	-Final MRE reports -Final programme report

Phase 1 Preparation: The first phase establishes a solid foundation of common understanding of the company and its objectives. This will be achieved through a kick-off session with EIT Urban Mobility, consultants, and the new company to discuss the specific timelines, development plan and specific evaluation factors suited to the sector, area, and geography of the new company.

Phase 2 Sanity Check: The second phase analyses the business documentation provided by the new company. The credibility of the business plan, assumptions and market assessment will be revised and analysed. This will involve further market research to ensure the baseline reference and justifications are valid. Recommendations may be highlighted.

Phase 3 Screening Grid: This phase will analyse the financial information provided by the new company team. This will allow the financial sustainability, *sales projections, and income assumptions to be evaluated*. The potential investment risks for the new company, shareholders, target investors as well as EIT Urban Mobility, will become apparent. This will consolidate the results of the previous analysis and create an initial Market Readiness Evaluation report specific to the new company and the project.

Phase 4 Market-Readiness Mentoring: This phase will provide added-value to the new company. *Tailored support* will be offered to the new company based on the Screening Grid to progress to the required market-readiness level for investment. The development agenda, topics and content for the mentoring sessions and working meetings will be laid out.

Phase 5 Closure: In the final phase, a holistic report, combining the *analysis* from the previous phases along with considerations and *recommendations* will be provided. The actions or improvements to be made by the new company will be set out clearly in a final report. Based upon the final MRE report, EIT Urban Mobility may or may not decide to proceed with equity registration or a SAFE agreement.

The phases are scheduled to occur throughout a period of two months. These timelines can be subject to modifications if considered appropriate depending on each case.

Month 1				Month 2			
S1	S2	S3	S4	S5	S6	S7	S8
Phase 1- Preparation							
	Phase 2- Sanity Check						
		Phase 3 – Screening-Grid					
			Phase 4- Market-Readiness Mentoring				
						Phase 5- Programme Closure	

In case a new company is planned to be created during the project implementation, what are the projected timelines?

The Commercial Partner is required to present a Business Plan (mandatory deliverable) for the new company within the third month of project implementation, followed by an official registration of the new company a month later. Subsequently, it is recommended to bring the new company into the project consortia with a specific commercialisation role and budget for utilisation in the latter half of the project. The MRE will occur in the project's final months. Please find below an approximate timeline example.

Month	Key actions
1	Project Starts
2	Preparation of the new company creation
3	Preparation of the new company creation and submission of the Business Plan

4	Registration of the new company
5	European Portal PIC and EIT Urban Mobility PIF registered
6	Submission of a project change request to add the new company into the project consortia
7	Task and budget redistribution to the new company
8	The new company operates as normal project partner
9	MRE Phase 1 Preparation/ Phase 2 Sanity Check
10	MRE Phase 3 Screening Grid/ Phase 4 Market Readiness Mentoring
11	MRE Phase 5 – Programme Closure
12	Project closure