



EIT Health Accelerator Accelerator Catalogue 2021 Bridgehead Call and FAQ

EIT Health hereby invites incorporated SMEs to submit Bridgehead Europe and Bridgehead Global applications for 2021

Publication of call: **January 2021**

Online Submission available starting **January 2021**

Submission deadlines:

First intake: **16 March 2021, 23:59h CET**

Second intake: **14 September 2021, 23:59h CET**



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Table of Contents

1.	THE PURPOSE OF BRIDGEHEAD.....	2
A.	BRIDGEHEAD EUROPE.....	2
B.	BRIDGEHEAD GLOBAL.....	2
C.	BENEFITS FOR PARTICIPANTS.....	3
2.	TIMELINE.....	4
3.	TARGET AUDIENCE.....	5
A.	ELIGIBILITY CRITERIA.....	5
B.	SELECTION CRITERIA.....	5
C.	THE APPLICATION.....	6
D.	APPLICATION SUPPORT.....	6
4.	PROJECT AWARDS & PROCESS.....	7
A.	PHASE 1: PROGRAMME OVERVIEW AND THE PARTICIPANT AGREEMENT.....	7
B.	PHASE 2: MATCHMAKING.....	7
C.	PHASE 3: PROJECT PLAN, SUBGRANTING AGREEMENT AND PARTICIPATING AGREEMENT.....	8
D.	PHASE 4: INTERNATIONALISATION ACTIVITIES.....	8
E.	CLARIFICATIONS.....	8
5.	FUNDING TERMS AND CONDITIONS.....	9
A.	THE FUNDING.....	9
B.	FINANCIAL OBLIGATIONS AND SUCCESS FEE.....	10
6.	PROJECT REPORTING.....	11
7.	EIT HEALTH TERMS AND CONDITIONS.....	11
8.	SUPPORT CONTACTS FROM EIT HEALTH REGIONS.....	12
9.	FREQUENTLY ASKED QUESTIONS, FAQ.....	14
A.	GENERAL.....	14
B.	BRIDGEHEAD EUROPE.....	19
C.	BRIDGEHEAD GLOBAL.....	20

1. The Purpose of Bridgehead

EIT Health opens the 2021 Bridgehead Programme for promising, mature European high-quality health scale-ups with a need to internationalise and scale to new markets. Bridgehead's aim is to prepare the ground for international expansion and help companies achieve tangible business results in European or Global markets.

The Bridgehead programme operates within two distinct tracks to meet the scale-ups' demands: Bridgehead Europe and Bridgehead Global. Both programmes are similar in structure but differ in organisation.

- Bridgehead Europe aims at helping scale-ups expand their business beyond their home market into a different European country.
- Bridgehead Global aims at internationalisation beyond Europe.

EIT Health provides funding of up to €30,000 for scale-ups aiming at European expansion and €40,000 for SMEs aiming at entering Global markets. Selected scale-ups will also get access to an EIT Health vetted network of incubators, accelerators, and clusters (also referred as Catalysers) with a track record in building, accelerating and scaling-up innovative healthcare companies. By closely working with our Catalysers, participating scale-ups will receive individual support for entering new markets, including first-hand knowledge about specific countries' healthcare systems, regulatory environments, and connections to key stakeholders in the targeted country.

a. Bridgehead Europe

Scale-ups participating in Bridgehead Europe will be guided by European Catalysers. European Catalysers will support the companies into the Catalyser's home market and provide seasoned local support and assistance on business development and market entry strategies. Additionally, they will serve as door openers and enable connections to key stakeholders within their ecosystem. Common goals achieved by Bridgehead Alumni are the validation of their product in target markets through pilot or case studies, the consolidation of a network of producers and distributors and pre-sales or sales agreements.

b. Bridgehead Global

Bridgehead Global scale-up will be hosted by Global Catalysers, a network of committed European partners experienced in helping health scale-ups to open new markets outside Europe. Each Global Catalyser cooperates with its own network of global partners and collaborators in a market outside Europe. Their local network consists of local innovation hubs, incubators, accelerators, universities, corporations, hospitals, and commercial partners,

amongst others. These collaborations allow Global Catalysers to offer Bridgehead Global scale-ups a structured access to vibrant eco-systems, guidance, and key resources to accelerate their growth in global destinations such as Canada, Israel, China, Japan, USA, Colombia and South Korea, among others.

c. Benefits for participants

By participating in EIT Health Bridgehead programme your scale-up will obtain:

- Funding of €30,000 (Europe) or €40,000 (Global) to use with a handpicked and trusted Catalyser
- Country-specific market entry advice and identified contacts so you can start soft-landing
- Support for mastering local regulatory and reimbursement systems
- Individualised services and offerings tailored to your needs
- Connections to relevant industry leaders and key opinion leaders to validate your business
- Contacts to manufacturers, producers and distributors
- Access to testing, experiment and validation infrastructure, including user validations in post-market studies.

Additionally, Bridgehead will open a new track (i.e. Bridgehead Inbound) in September 2021 targeting **non-European scale-ups that would like to open up a new European market**. More information regarding Bridgehead Inbound will be provided in our website and in a separate Call Document in due time.

For more information, kindly visit our website: <https://eithealth.eu/project/bridgehead/>.

2. Timeline

Bridgehead Europe and Global will be accepting interested scale-ups in two intakes in 2021:

1ST intake

- Application opening: 11 January 2021
- Submission deadline: 16 March 2021, 23:59h CET
- Subgranting and Project plan agreement signatures: expected June 2021
- Midterm report: December 2021
- Final report: June 2022, in any case no later the “end of project” date stated on the Subgranting Agreement.
- Funding attribution (in two instalments, 50% each):
 - 1st instalment: approx. July/August 2021 (upon submission, approval and signature of the Subgranting Agreement, Participant Agreement and Project Plan)
 - 2nd instalment: approx. January 2022 (upon submission and approval of the intermediate/midterm report)

2nd intake

- Application opening: 1 April 2021
- Submission deadline: 14 September 2021, 23:59h CET
- Subgranting and Project plan agreement signatures: expected November 2021
- Midterm report: May 2022
- Final report: November 2022, in any case no later the “end of project” date stated on the Subgranting Agreement.
- Funding attribution (in two instalments, 50% each):
 - 1st instalment: approx. January 2022 (upon submission, approval and signature of the Subgranting Agreement, Participant Agreement and Project Plan)
 - 2nd instalment: approx. June 2022 (upon submission and approval of the intermediate/midterm report)

3. Target Audience

a. Eligibility Criteria

The EIT Health Bridgehead Programme welcomes applications from suitable companies that comply with the following criteria:

- We welcome applications from companies from all over the EIT Health, currently operating in an EU country and that fit within the overall EIT Health objective: “Healthy Living, Active Ageing, Improved Healthcare.
- Incorporated in a H2020 eligible country.
- Deliver transformative products and services in biotech, medtech, or digital health
- Sell the product or services in at least one market in Europe and be ready to open up a new market
- Have fewer than 250 full time employees

Proposals not meeting the eligibility criteria, as confirmed by the evaluation committee, will be rejected.

Companies with the status of External Project Partners (EPP) at the time of application and during the duration of the programme are not eligible. Please note that no EPP is eligible to receive any subgrant from the EIT Health Accelerator Pillar.

b. Selection Criteria

Upon an initial eligibility review, applications will be separately assessed by a team of experts drawn from the EIT Health partners, and/or the wider CLC ecosystems as relevant to the call. Confidentiality agreements will be in place and conflicts of interests will be actively managed.

Applications will be judged on the following selection criteria:

- Impact of Programme and Clarity of direction
- Market Opportunity & Traction
- Business Model & Development Strategy
- Management Capability
- Need to internationalise and expand in Europe

- Promising and Credible Scale-up

Where possible and available, feedback on evaluations can be disclosed upon request.

c. The Application

- Must be in English.
- Submitted through EIT Health Optimy Registration platform. Incomplete submissions, late submissions, or submissions via any other routes (e.g. email) will not be accepted. Create your EIT Health account and apply [here](#).
- Apply for Bridgehead Europe, Bridgehead Global, or both -- at the same time, on the same application.
- The applicants should meet the above criteria and have a clear internationalisation plan into a new market.

EIT Health strongly recommends to avoid cross-applications to multiple programmes in 2021 such as but not limited to [Bridgehead Europe](#), [Bridgehead Global](#), or [EIT Health Catapult](#) (Catapult). Additionally, application and/or participation into Start-up Amplifier or Wildcard programmes (activities from EIT Health's Innovation pillar) is not possible during the complete duration of the Bridgehead programme up to 2022. Upon acceptance into more than one EIT Health programme in 2021, **the scale-up will be required to decide which programme to accept and which to decline**. Please consult your regional Business Creation Manager (BCM) if you do not know which programme fits best with your needs. **Applicants may only receive up to €50,000 funding in subgrants in 2021.**

d. Application Support

Applicants are strongly encouraged to contact and seek advice from their regional EIT Health Business Creation Manager (BCM) for guidance before applying. The regional BCM contact can be found on the [support contacts](#) section. They may support you in defining the appropriate actions to produce an application that fits the scope and goals of the EIT Health Bridgehead Programme.

4. Project Awards & Process

Upon evaluation by independent experts, a ranking of successful candidates will be established. The Applicants will be informed in due time after the submission deadline on their admission to the Programme.

After the successful selection of the scale-up, the following steps will occur:

a. Phase 1: Programme overview and the Participant Agreement

Selected participants will be onboarded into the Bridgehead programme by a joint virtual meeting with the Bridgehead team. They will gain a broad overview of the programme and receive the Participant Agreement detailing the financial conditions for participating in Bridgehead.

The signature of the Participant Agreement is mandatory to receive the Subgrant from EIT Health. Further details on the Participant Agreement can be found in [Section 5b](#).

b. Phase 2: Matchmaking

EIT Health organises a Matchmaking event to facilitate the establishment of the link between the scale-ups and Catalysers in the network. This Matchmaking event takes place typically within 4 to 8 weeks after the publication of the scale-ups' selection. Subject to the evolution of the Covid-19 pandemic situation, those events might be held virtually.

Personal participation in the Matchmaking event is strongly encouraged for both selected scale-ups and participating Catalysers, as it helps to gain a better understanding of the needs, available offerings and overall landscape for a successful matching.

After the matchmaking, scale-ups and Catalysers keep discussions ongoing in their 1:1s at the event and eventually make a final match or connection with the Catalysers they decide they will be working with. Negotiations calls and a collaboration to design a project plan take place after the event while scale-ups choose the Catalyser(s) that offer the services that best meet their needs.

At the end of the matchmaking phase, a scale-up and one or more Catalyser(s) agree on a collaboration and communicate the match to EIT Health Bridgehead programme.

c. Phase 3: Project plan, Subgranting Agreement and Participating Agreement

With the help of the Catalyser(s), and the Bridgehead Project Manager, the scale-up prepares a detailed Project Plan describing their internationalisation objectives. The Project Plan needs to reflect in detail which are the services that will be contracted, and which are the Catalysers that will be involved in delivering those services as well as the amounts spent on them.

Consequently, the scale-up signs the Subgranting and Participant Agreement with EIT Health.

Please, note that this process follows a successive order and thus the matching should be completed before signing the agreements with EIT Health.

The signature of the Subgranting and Participant agreements triggers the payment of the 1st instalment of the Subgrant.

d. Phase 4: Internationalisation activities

Scale-ups initiate their internationalisation activities. During that time, the scale-up visits the target country for short visits, longer immersion, or a soft-landing of several months.

The scale-up is required to report during and at the end of the Bridgehead programme. Please, see [Section 6](#) for more information regarding the reporting process.

In this phase, the scale-up completes the Bridgehead programme, becoming better prepared for their internationalisation activities and with some tangible results as an outcome of their actions within the programme and relationship with Catalysers. Please note that the length of the Bridgehead programme is 12 months after the signature of the Subgranting agreement and should terminate in any case at the “end of project” date stated on the Subgranting agreement.

e. Clarifications

- A Project Plan will be written by applicants in agreement and approved by the Bridgehead Programme Manager
- The Recipient must sign a standard Subgranting and Participant agreement with EIT Health’s Headquarters (KIC Legal Entity). The approved Project Plan will be annexed to the Subgranting Agreement. Please note that the Subgranting and Participant Agreements are legal documents that are not subject to any suggested change by the participant unless strictly necessary and approved by our legal team.

- The grant will be issued then from KIC Legal Entity to the Recipient and must be spent by incurred actual invoiced costs before the “end of project” date stated on the Subgranting agreement.

5. Funding Terms and Conditions

a. The Funding

- Companies selected and participating in this programme will receive up to € 30,000 in Bridgehead Europe and up to € 40,000 in Bridgehead Global.
- It is mandatory to spend at least 75% of the Bridgehead funding (i.e. € 22,500 in Bridgehead Europe or € 30,000 in Bridgehead Global) towards covering the contracted incubators, accelerators or clusters’ services within the network (so called Catalysers) of this programme.
- Funding should cover costs related to the internationalisation efforts described in the project plan and not costs related to sustaining operations.
- The cost categories eligible for Bridgehead funding are “Services and Subcontracting” (which is dedicated to Catalysers’ services and should accommodate at least 75% of the funding), “Travel and subsistence”, “Consumables and Equipment” and “Personnel”.
- The chosen Catalysers must be based outside your home market. No costs of services provided by Catalysers outside your target market will be covered. Similarly, no costs related to activities in your home market will be covered by the Bridgehead funding.
- The Bridgehead funding will only cover costs reported in the project plan and that have been invoiced and incurred before the “end of project” date stated on the Subgranting Agreement.
- Invoices of reported and incurred costs can be subject to screening by EIT Health.
- Projects must agree to the funding terms and conditions.
- Complementary funding for the Bridgehead programme is not mandatory but highly advisable to maximize the impact of the activities for your company.
- Projects funded by EIT Health Bridgehead programme must begin in 2021 and may continue into 2022. The duration of a project is 12 months from the signature of the

Subgranting Agreement, and it should be in any case finalized by the “end of project” date stated in the Subgranting Agreement.

- The funding is non-dilutive and must be spent according to Horizon 2020 and Horizon Europe guidelines and the Bridgehead Funding scheme. The grant is based on actual costs, which must be reported in the final report to be submitted at the completion of the programme.
- Funded projects under a Subgranting Agreement shall receive a financial contribution for costs covering services and sub-contracting, travel and accommodation away from your home market, consumables and supplies incurred for the execution of work for the project, and costs of personnel dedicated to this project.
- Funded projects must keep the records and the original documents supporting the declared costs for a minimum of 2 years.
- The expected costs will be outlined in the Project Plan that will be submitted as an Annex of the Subgranting Agreement. More information on this can be found on [Section 8](#).
- The total amount granted will be awarded in 2 instalments after signature of the Subgranting Agreement by the CEO of EIT Health and by the awarded SME. The first instalment will take place at the beginning of the project and will be triggered by (not to be confused with paying date) the submission of the approved and signed Subgranting and participating agreement (amendments included). The second will be triggered upon (to not be confused with paying date) receipt and approval of the midterm report.

b. Financial obligations and success fee

By participating in Bridgehead Europe and Global, the company agrees to share a **6% success fee of its revenue in the new market with EIT Health**. However, turnover generated in the home market is excluded. The success fee will be capped at three times the amount of the respective funding amount or three years after completing the programme, whichever comes first.

The details of this framework will be established in a Participant Agreement. The commitment to the success fee will be agreed by signing the Participant Agreement between the company and EIT Health, before initiating any Bridgehead activities.

6. Project Reporting

Within the 6 months after the kick-off of the project, a mandatory midterm report will be requested by EIT Health for reporting purposes and must be submitted by the granted scale-up.

A mandatory final report is expected at the end of the project. Templates for the reports will be provided. Reports must contain at least:

- Project description
- Description of results achieved and deliverables of each milestone as outlined in Project Plan
- Financial Statement
- Deviations and reasons thereof from planned activities or initially forecasted budget
- Lessons learned: successes/outcomes.
- KPIs achieved (e.g. jobs created thanks to the Bridgehead funding, investment attracted during the year).

Additionally, and as outlined in the Participant Agreement, the scale-up will submit yearly reports to EIT Health especially related to their international expansion for up to three years after programme completion.

7. EIT Health Terms and Conditions

Expectations

We ask for all entrepreneurs and teams to commit to participating fully in any EIT Health programme. If full participation and commitment cannot be guaranteed, an agreement must be made in advance with the activity lead or Programme Manager.

Funding

EIT Health can award a maximum of € 50,000 in subgrants per scale-up per year. This maximum refers to amounts awarded as part of Bridgehead Europe (€ 30,000), Bridgehead Global (€40,000), or other funds distributed within an EIT Health Accelerator programme, and reimbursements for travel and accommodation when invited to participate at an EIT Health event. This maximum does not include the commercial value of an activity.

Promotion and Branding

Scale-ups supported by EIT Health agree to the EIT Health branding. Scale-ups participating in Accelerator activities agree to use and display in their partnership page the “Accelerated by EIT Health” logo as well as the EU flag logo, which includes a sentence about EIT. Scale-ups also agree to mention EIT Health in its press releases as a partner. The branding package will be provided upon selection and must be affixed after the signature of the Subgranting Agreement.

8. Support Contacts from EIT Health Regions

EIT Health has seven regional offices that represent European states. The seven offices represent:

- Germany, Austria and Switzerland
- France
- Belgium, The Netherlands, and Luxembourg
- UK and Ireland (Wales)
- Scandinavia (Sweden, Denmark, Estonia)
- Spain
- Innostars Region, including Croatia, Hungary, Italy, Poland, and Portugal. The InnoStars office also addresses the countries of the Regional Innovation Scheme (RIS), which currently include Czech Republic, Greece, Lithuania, Slovakia, Malta, Bulgaria, Cyprus and Romania. Each year several new countries will be included into the RIS-Region to allow the ecosystems to develop.
- Applicants from Israel are encouraged to contact the Belgium/Netherlands/Luxembourg node.
- Applicants from Norway and Finland are encouraged to contact the Scandinavian node.

- Applicants from other EU Countries not listed, are encouraged to contact the Innostars node.

A strong international team is ready to assist you on your business creation journey:

Country/Region	Business Creation Manager	Email
Germany, Austria and Switzerland	Barbara Costa Mathis Palm	barbara.costa@eithealth.eu mathis.palm@eithealth.eu
France	Anais Delicourt Ipshita Singh	anais.delicourt@eithealth.eu ipshita.singh@eithealth.eu
Belgium, The Netherlands, Luxembourg and Israel	Nicolas van de Kerkhof	nicolas.vandekerkhof@eithealth.eu
UK and Ireland	Rosemary Gallagher Ala Alenazi	rosemary.gallagher@eithealth.eu ala.alenazi@eithealth.eu
Scandinavia	Christos Vaitsis	christos.vaitsis@eithealth.eu
Spain	Irene Sanchez Gerard Albreda	irene.sanchez@eithealth.eu gerard.albreda@eithealth.eu
Innostars regions	Inês Matias	ines.matias@eithealth.eu

For general questions regarding the application please refer to accelerator-calls@eithealth.eu.

EIT Health HQ is also available to support you in your journey through the EIT Health Accelerator. Questions regarding the overall strategic, procedural, evaluation, technical and granting procedures can be directed to the following individuals:

Role	Name	Email
Accelerator and Bridgehead Programme Manager	Laura Fargas	laura.fargas@eithealth.eu
Bridgehead Programme Manager	Anna Werner	anna.werner@medical-valley-emn.de
Head of Business Creation, HQ	Joy Cürten	joy.cuerten@eithealth.eu
Director of Business Creation, HQ	Kurt Höller	kurt.hoeller@eithealth.eu

9. Frequently Asked Questions, FAQ

a. General

How many projects will be approved in 2021 within the Bridgehead Programme?

In 2021, there will be two intakes. We are planning to award the following companies:

- Up to 20 companies for Bridgehead Europe 1st intake
- Up to 20 companies for Bridgehead Global 1st intake
- Up to 10 companies for Bridgehead Europe 2nd intake
- Up to 10 companies for Bridgehead Global 2nd intake

Is the matchmaking event of mandatory attendance for scale-ups?

No. However, we cannot recommend enough your presence and participation in the event for the betterment and success rate of your future matching with the Catalysers participating in the network. It is a unique opportunity to pitch in front of them and have 1:1 meetings with the Catalysers of your interest.

There is no one in my scale-up able to attend to the matchmaking event. What shall we do?

If no one from your team is available to attend the matchmaking event, please make sure you fully understand the framework of the programme. Please, communicate it as soon as possible to the Programme team and take the initiative to contact the Catalysers that you might be interested in. Additionally, please take the appropriate time to study the materials provided by the Programme team and make sure you are familiar with all aspects of the participation in Bridgehead. Shall the events be held virtually please make sure to listen to the recordings.

Does EIT Health cover my traveling expenses to attend the matchmaking event associated with the programme?

Unfortunately, not. Each scale-up will have to cover that cost. Kindly note that, subject to the evolution of the Covid-19 pandemic situation, those events might be held virtually.

Does the scale-up get to choose where and with which Catalyser they want to match within the programme?

Yes. The matchmaking process typically happens in 2 steps;

1. Bridgehead scale-ups meet with the Catalysers during the matchmaking meeting. During this meeting both parties have the opportunity to present their needs and offers respectively. Beyond the public presentation, the Catalysers and scale-ups can continue their talks in 1on1 meetings to better identify the collaboration potential.
2. Based on information and conversations initiated in the matchmaking event, both parties pursue the discussions aiming at reaching a collaboration agreement which will define the scope of work, timelines, and the budget.

The collaboration of a scale-up with a specific Catalyser also depends on the Catalyser's availability.

Can I change the Catalyser I want to work with during the programme?

Yes, but the reason for this change should be reasonable. In case of a major scale-up strategy evolution or pivot, unavailability of the Catalyser, or due to another important event, the Catalyser selection might be changed. Please contact the Bridgehead Programme Manager as soon as any circumstances potentially leading to such an event arise

How are Catalysers selected to join the network?

Catalysers can only be considered to join the network by EIT Health HQ and regional nodes. recommendations. All Catalysers sign a collaboration agreement with EIT Health becoming a part of EIT Health formal network.

Are the applications treated under confidentiality?

Applications submitted to the EIT Health Bridgehead Programme are handled under confidentiality. Everybody that handles the applications during the review process is bound by confidentiality agreements. Each evaluator involved in the evaluation process will sign the Bridgehead 2021 Code of Conduct.

What are typical project goals?

The activities supported by EIT Health Bridgehead Europe should clearly take the project closer to internalisation and contribute to establish the applicant business and/or post-clinical path beyond its home market. These could be activities for product and service introduction, marketing, regulatory and IP related tasks focused on international mobility and include:

- Creating and/or executing market entry strategy outside home market
- Creating pricing strategies for new international market(s)
- Exploring legal, financial, administrative environment of country of interest, understanding regulatory requirements, including certification, IP protection, “purchase” of expertise e.g. legal advice
- Establishing new distribution or manufacturing or supplier contracts
- Testing in real environments – e.g. living labs and test beds of country of interest
- Access to scientific and research laboratories, facilities and infrastructure for post-market validation studies.
- Setting up of pilots with users or patient in hospitals beyond home country in order to get the local customer acceptance

What are the cost categories allowed in the project?

The cost categories, as defined in the Horizon 2020 and Horizon Europe Model Grant Agreement, and allowed for the Bridgehead funding are:

- Travel and subsistence (outside your home market)
- Consumables and equipment
- Services and sub-contracting (which must be the target of 75% of the Bridgehead funding and covers Catalysers’ services).
- Personnel

Which are the general cost eligibility criteria for final financial reporting?

- Incurred costs, i.e. real and not estimated or budgeted
- Incurred during the action

- The action duration is set to a maximum 12 months from the beginning of the contract and should terminate no later than the “end of project” date stated on the Subgranting agreement.
- Entered in the estimated budget of the action, under the relevant budget category
- Incurred in connection with the action and necessary for its implementation
- Identifiable and verifiable i.e. come directly from the beneficiary’s accounts and supported by documentation
- Comply with applicable national laws on taxes, labour and social security
- Reasonable, justified and must comply with the principles of sound financial management, regarding economy and efficiency

Which are the consequences of not spending the funding as planned or before the “end of project date” deadline?

If you do not manage to spend the complete amount of the Bridgehead funding by the due deadline, you will be requested to return the remaining funding to EIT Health. Thus, please mind the deadlines and plan well ahead.

Can I participate in Bridgehead Europe 2021 and Bridgehead Global 2021?

No, the participation in Bridgehead Europe and Global programs in the same year is mutually exclusive, but you can apply to both and decided for one at a later stage if you are selected for both.

Can I apply to the second intake of Bridgehead if I am not selected for the first intake?

Yes, you can. Let us know and we will be able to reuse your initial application.

Can I use Bridgehead funding to attract investment?

Note that the main scope of the Bridgehead programme is to trigger internationalisation activities and not to attract investment. Keeping that in mind, funding can be used to attract investment if it is compliant with the programme regulations.

The funding awarded is not enough to cover our internationalisations plans. Can we ask for extra-funding?

We are aware that the Bridgehead funding is not enough to roll-out fully on a new market. However, it should be an initial funding for you to take the first steps. Therefore, no additional funding can be requested.

Who decides the price of the services provided by the Catalyser?

The Catalyser offers the services to the scale-ups and provides the price these services cost. It is up to the scale-up to accept the service or not, but in any case, the scale-up should not negotiate the price. Additionally, scale-ups cannot bypass the Catalyser's work and suggest to only pay and get services from external 3rd parties that the Catalyser has lined up for you. Ultimately, the Catalyser must be the one invoicing you for those services. To avoid future potential disagreements about the price and scope of the service, please invest a due time and attention to defining the scope of work with your Catalyser while negotiating the agreement. While negotiating, please be mindful of following realism principles. Please mind the Catalysers capacities and capabilities. As such, the scale-ups expectations and demands shall be realistic.

What is the thematic scope of projects EIT Health supports?

- EIT Health's Mission

EIT Health's mission is to promote entrepreneurship and develop innovations in healthy living and active ageing, providing Europe with new opportunities and resources. EIT Health will enable citizens to lead healthier and more productive lives by delivering products, services and concepts that will improve quality of life and contribute to the sustainability of healthcare across Europe

The main societal challenges addressed:

- a) Strengthening healthcare systems in Europe
- b) Promoting better health of citizens
- c) Contributing to a sustainable health economy in Europe

- EIT Health Focus Areas

Companies should be seeking to develop projects that fit the overall EIT Health Mission. Additionally, in order to create the desired impact, we particularly encourage applicants with projects related to the following Focus Areas identified by EIT Health for 2021 which include:

- a) Towards Health Continuum Care Pathways
- b) Creating the Enabling Environment for Healthcare Transformation
- c) Harnessing the Power of Real-World Data (RWD)
- d) Bringing Care Home
- e) Employer Leadership in Improving Health Outcomes in the Workplace
- f) Fostering Healthy Lives by Introducing Behavioural Change

Is the success fee unlimited?

No. It is capped at three times the amount of the respective funding amount or three years after completing the programme, whichever comes first.

Are the terms of the success fee negotiable?

No. Committing to it occurs at the moment of entering in the programme and signing the initial paperwork (Subgrating Agreement and Participant Agreement).

b. Bridgehead Europe

What countries are represented by the participating European Catalysers at the published date of this document?

At date of the publication of this document, more than 40 Catalysers are currently in the network representing the following countries: Belgium, Czech Republic, Denmark, France, Germany, Italy, Israel, Sweden, Portugal, Poland, Spain, Sweden, The Netherlands and the UK.

Can the Bridgehead Europe funding be spent in internationalisation efforts beyond Europe or within my own country?

Bridgehead Europe is a European-based programme with a European scope. Thus, the funding needs to be spent with European Catalysers based in European countries outside your current market. For global expansion please apply specifically to Bridgehead Global programme.

How many countries or new markets can I choose in Bridgehead Europe?

For Bridgehead Europe, we recommend choosing no more than 2 Catalysers, and ideally 1, during the program. Please note that this is a highly time-consuming programme that requires your full commitment for the optimal results. Thus, focusing on less but better prepared visits is key to ensure a good performance on the programme.

c. Bridgehead Global

What countries are represented by the participating Global Catalysers at the published date of this document?

At the date of publication of this document, more than 20 Global Catalysers are currently in the network, offering soft-landing into countries such as Canada, USA, Brazil, Mexico, Colombia, Chile, Argentina, Israel, China, Japan, Taiwan, South Korea and Singapore.

Can I choose two or more destinations in Bridgehead Global?

Engaging two destinations would not be feasible. Please note that this is a highly time-consuming programme that requires your full commitment for the optimal results. Thus, focusing on a single destination is key to ensure a good performance on the programme. Targeting two countries would only be possible upon discussion with the Bridgehead team and for specific reasons, such as both regions being very similar and having a joint regulatory framework.