

# STADIEM

STARTUP DRIVEN INNOVATION IN EUROPEAN MEDIA

## START-UP DRIVEN INNOVATION IN EUROPEAN MEDIA

GUIDE FOR APPLICANTS

STADIEM Open Call 2



This project has received funding from the European Union's Horizon 2020 research and innovation programme under the grant agreement No 957321

[WWW.STADIEM.EU](http://WWW.STADIEM.EU)

This document provides a full set of information regarding the second open call for proposals for the project **Start-up Driven Innovation in European Media – STADIEM** (<https://www.stadiem.eu/>).

In addition to these guidelines, the applicants should read carefully the Sub-Grant Agreement template which is available [here](#).

## DISCLAIMER

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Name	Acronym	Country
De Vlaamse Radio En Televisieomroeporganisatie Nv	VRT	Belgium
Media City Bergen AS	MCB	Norway
Storytek OÜ (Ltd.)	ST	Estonia
NMA Venture Capital GmbH	NMA	Germany
Martel GmbH	Martel	Switzerland
European Broadcasting Union	EBU	Switzerland
F6S Network Limited	F6S	Ireland



## TABLE OF CONTENTS

### Contents

<b>OVERVIEW OF THE OPEN CALLS</b>	<b>6</b>
STADIEM OVERVIEW	7
STADIEM Programme	7
STADIEM Open Call 2	8
Programme Phases	9
Open Call 2 Focus Areas	10
What happens after the proposals are submitted?	11
<b>ELIGIBILITY CRITERIA</b>	<b>12</b>
Beneficiaries	12
Eligible countries	12
Language	12
A number of proposals per applicant. Multiple submissions	13
Submission system	13
Deadline	13
Documentation formats	13
Absence of conflict of interest	14
Other	14
<b>PREPARATION AND SUBMISSION OF APPLICATION</b>	<b>15</b>
<b>EVALUATION</b>	<b>16</b>
PROPOSAL STAGE - Evaluation of proposals and access to the STADIEM Programme	16
Draw resolution	18
Scoring	18
Draw resolution	18
Communication	19
Preparation and Signature of the Agreement	19



Stadiem Phases Selection	20
Match Phase: –May 2022 - June 2022 (2 months)	20
Develop Phase: August 2022 – January 2023 (6 months)	21
Integrate Phase: Mid-February 2023 – Mid-April 2023 (2 months)	22
Pilot Phase: May 2023 - August 2023 (4 months)	23
<b>FINANCIAL SUPPORT PROVIDED</b>	<b>25</b>
Funding principle	25
Origin of the funds	26
Use of the financial contribution and recovery	26
<b>APPLICANTS COMMUNICATION FLOW</b>	<b>26</b>
General communication procedure	26
Appeal procedure	26
<b>INTELLECTUAL PROPERTY RIGHTS (IPR)</b>	<b>27</b>
Collaboration agreement	27
Ownership of results	28
COMMUNICATION OBLIGATIONS	28
<b>SUPPORT FOR THE APPLICANTS</b>	<b>29</b>
<b>SCHEDULE</b>	<b>29</b>
<b>CONTACTS</b>	<b>29</b>



## DEFINITIONS

<b>Third-Party Projects</b>	The recipients of sub-grants (sub-grantees) that will develop a pilot together with a Corporate partner.
<b>Start-Up</b>	Venture or SME with a radical or innovative business model/and or technological component which operates in the seven NGE (next-generation media) verticals identified in this open call and which head office or division with significant decision making is located in any of the European Union (EU) or Horizon 2020 associate territories <sup>1</sup> .
<b>Scale-Up</b>	A scale-up is a start-up that has grown, that has changed scale. To move to this next stage, the start-up must have succeeded in stabilising its business model and industrialising its offer. It has therefore proven its viability.
<b>Coach</b>	<p>An industry professional that provides the third-party project with:</p> <ul style="list-style-type: none"> <li>● Knowledge, based on methodological research and experience.</li> <li>● Methodology to ensure knowledge transfer.</li> <li>● High commitment to ensure the knowledge transfer (paid to deliver the results).</li> <li>● Quality is assessed via references and proven benefits to their previous clients.</li> </ul>
<b>Expert</b>	<p>An industry professional that provides the third party project with:</p> <ul style="list-style-type: none"> <li>● Knowledge, based on their extensive experience (and education) on the specific topic.</li> <li>● Knowledge transfer is not their goal, but the deliverables that meet the goals and the goals of the Pilot.</li> <li>● High commitment to ensure the deliverables.</li> <li>● Quality is assessed via references, deliverables that meet the specific goals.</li> </ul>

<sup>1</sup>[https://ec.europa.eu/info/research-and-innovation/statistics/framework-programme-facts-and-figures/horizon-2020-country-profiles\\_en](https://ec.europa.eu/info/research-and-innovation/statistics/framework-programme-facts-and-figures/horizon-2020-country-profiles_en)



<b>STADIEM Programme</b>	A four-phase framework of Start-Up/Scale-Up to Corporate business scaling activities carried out by the Start-Up/Scale-Up and eligible coaches or experts towards the successful completion of the Corporate Pilot(s), and various support actions by the STADIEM partners within the 14-month time frame per cohort of Start-Up/Scale-Ups with evaluation procedures and financial support measures for beneficiaries identified in the STADIEM Programme and phase completion criteria.
<b>Corporate/Corporation</b>	Enterprises founded or operating within the EU according to the Communication the Commission (2003/361/EC) and employing more than 50 persons and/or whose annual turnover and/or annual balance sheet is more than €2 million. <sup>2</sup>
<b>Pilot</b>	The Pilots are targeted tests between the Start-Up/Scale-Up and the corporation designed to deliver unambiguous insight into business value and generate scalable and monetizable insights from the Start-Up/Scale-Up innovations. The Pilot does not seek to assess how well an innovation works; it measures how well that innovation works for the Corporate. Thus, the Pilots are not about buying systems or solutions; they're about creating the buy-in that makes smart procurement economically possible. <sup>3</sup>
<b>Beneficiary</b>	Start-Up/Scale-Up signing the Sub-Grant Agreement and receiving funding from the STADIEM Programme.
<b>STADIEM Consortium</b>	The 7 partners involved in STADIEM: VRT, MCB, NMA, Storytek, F6S, Martel Innovate, EBU
<b>STADIEM Hubs</b>	The 4 Consortium partners that develop and follow up on the Programme and that have a professional stake in the media industry as broadcaster or accelerator: VRT, MCB, NMA, Storytek

<sup>2</sup> <https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2003:124:0036:0041:EN:PDF>

<sup>3</sup> Adapted for STADIEM from [Michael Schrage](https://hbr.org/2018/05/the-right-way-for-an-established-firm-to-do-an-innovation-pilot-with-a-startup). The Right Way for an Established Firm to Do an Innovation Pilot with a Startup. <https://hbr.org/2018/05/the-right-way-for-an-established-firm-to-do-an-innovation-pilot-with-a-startup>



## 1 OVERVIEW OF THE OPEN CALLS

### 1.1 STADIEM OVERVIEW

The last decade has seen three major developments – decreasing trust in the media and information, digitisation and changing user behaviour, and global data and AI players. Many established sectors are witnessing disruptive changes and need to relate to a new reality and challenges to the traditional business models. In the sense of digital transformation, media is being challenged in a way that is not too different: new content and news production companies and platforms have entered the market, and there is no longer a need to own expensive distribution mechanisms. Streaming has made it easy to offer low-cost access to video content. Social media are efficient distribution channels for news from the disruptors. These are examples of how incumbents have been pushed to review their role, resources, content, and delivery mechanisms.

The media industry in Europe is confronted with additional challenges – market fragmentation and lack of readily available sufficient funds of venture capital. Two of the major goals for Start-Up/Scale-Ups, whether in media or other sectors, are 1) to mature as a public company through an IPO, 2) to sell or implement their technology with the financial backing of a Corporate partner or so-called "exit".

The ambition of STADIEM, Start-Up Driven Innovation in European Media, is to boost the opportunities and success of innovative companies by developing and growing in close collaboration with Corporate and venture partners, securing sustainable growth to success. The main objective of the STADIEM Programme and its open calls is to stimulate and engage emerging technology-driven Start-Up/Scale-Ups towards the conceptualization and development of new products and services to be integrated/ incorporated in the media/content sector and beyond.

STADIEM is a project funded by the European Commission under the European Union's Horizon 2020 Framework Programme and the call topic ICT-44. As such, it is part of the European Commission's Next Generation Media initiative.

STADIEM was launched in October 2020 to empower a pan-European scaling framework through a dedicated and coherent Start-Up/Scale-Up Accelerator Programme, offered through two open calls and an incentivization budget of €3,86M.

### 1.2 STADIEM PROGRAMME





The STADIEM Programme launches two open calls for technology-driven innovators and entrepreneurs, scouting and recruiting the most promising ones to join the STADIEM **4-phase Programme of Match > Develop > Integrate > Pilot**. The Programme will distribute an incentivization budget of €3.86M over the two open calls. The Programme duration can be up to 14 months depending on the Start-Up/Scale-Up's selection for the stages (see Sub-Grant Agreement for more details). The Programme will engage a total of 80 Start-Up/Scale-Ups (40 per open call) to participate in the STADIEM Programme that aims to challenge, accelerate and support the integration of emerging technologies into the Next Generation Media. STADIEM will provide business development support to ensure the highest impact.

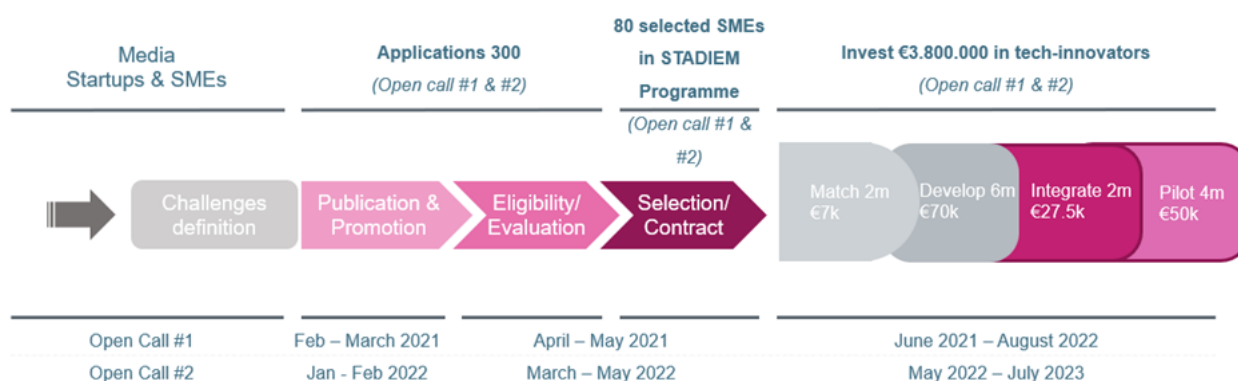


FIGURE 1 STADIEM PROGRAMME OVERVIEW

This Guide is specifically dedicated to **Open Call 2** and outlines the application modalities for this call.

### 1.3 STADIEM OPEN CALL 2

**Open Call 2** selects **40 Start-Up/Scale-Ups with innovative products and high-scaling and piloting potential** whose solutions can be integrated/incorporated in the European corporate/media sector and beyond, thus developing new products and services which address current (media) challenges as described in section 1.4.

As part of the action, experts in diverse fields will also provide Beneficiaries with the expertise identified by the Start-Up/Scale-Ups to successfully complete their Pilot goals and needs.

**The call is open for submission from 15 December 2021 (12:00 PM CET) to 28 February 2022 (17:00 CET), and its indicative budget is €1.930.000.**

Selected applicants will enter a 4-phase Programme as described in the table hereafter.

Phases	Actions	Duration	Indicative maximum budget
Phase 1-Match	Start-Up/Scale-Ups identify Corporate partners and lead for developing a Pilot/and present an LOI or strategy to lock Pilot partner(s)	Two months	280.000€ *



<b>Phase 2-Develop</b>	Start-Up/Scale-Ups ensure validated commitment from Corporate partners to carry out the Pilot within the timeframe and plan allocated.	Six months	1.120.000€
<b>Phase 3-Integrate</b>	Start-Up/Scale-Ups begin(technical) integration and testing or pre-Pilot activities for public Pilots. This includes but is not limited to internal testing and evaluation of business processes and performance, technologies, and solutions that enable and drive forward the Start-Up/Scale-Up and Corporate collaboration.	Two months	330.000€
<b>Phase 4-Pilot</b>	Start-Up/Scale-Ups will execute public Pilots with the Corporate in real-life environments. The Pilots are evaluated for generating business value and gathering feedback from customers and other involved parties.	Four months (including selection to phase and final evaluation)	200.000€

\* In this Phase, travel and accommodation costs associated with meeting the STADIEM Hubs, experts and identifying a Corporate partner(s) for the next Phases will be reimbursed. In case COVID-19 containment measures on European or national level do not allow for travel, other matchmaking activities will be in order.

### 1.3.1 Programme Phases

The phases in the STADIEM Programme are the following:

Phase:	Match	Develop	Integrate	Pilot
Goal:	Start-Up/Scale-Ups identify and connect with relevant industry stakeholders willing to support their innovation.	Start-Up/Scale-Ups engage planning of the Pilot with Corporates to engage in a Pilot	Start-Up/Scale-Ups finalize (technical) integration and/or Pilot planning with Corporate partners & pipelines	Start-Up/Scale-Ups and Corporates execute public (external consumer client-focused) Pilots with evaluation
Duration:	2 months	6 months	2 months	4 months
Financing released to Start-Up/Scale-Ups:	The maximum value of €7.000 per selected Start-Up/Scale-Ups	The maximum value of €70.000 per selected Start-Up/Scale-Ups	The maximum value of €27.500 per selected Start-Up/Scale-Ups	The maximum value of €50.000 per Start-Up/Scale-Ups
Expected results	At least 16 Corporate partnerships with identified and confirmed Start-Up/Scale-Ups per open call	At least 16 Start-Up/Scale-Ups and Corporate collaborations started per open call	At least 12 Start-Up/Scale-Ups finalize technical or service level Pilot planning with corporations to	At least 4 Start-Up/Scale-Ups execute public, real-life Pilots with assessment per open call



			conduct public Pilots per open call	
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Each Phase of the STADIEM Programme consists of a set of activities that qualify for financial support. All financing will be based on concrete results, the meeting of KPIs set forth by the Start-Up/Scale-Up and the Consortium. The financing to successful applicants will depend on the Phase that each third-party will be able to reach. **Start-Up/Scale-Ups can qualify only for one batch of subsidies in a Programme phase.**

**The result** will be the piloting of emerging technology solutions in the media or enterprise sector, demonstrating its value and benefits, breaking silos and barriers, and supporting the emerging of new business models and disruptive solutions, as well as clearly demonstrating business value generation.

### 1.3.2 Open Call 2 Focus Areas

STADIEM Open Call 2 aims to stimulate innovation and industry/technology connections as well as enable real-life experimentation through the collaboration of enterprises/corporations and technology innovators/entrepreneurs along with the STADIEM Programme.

Therefore, Open Call 2 is directed to Start-Up/Scale-Ups with the potential to deliver high-value products and services to be incorporated in the sectors utilizing technologies and verticals identified in the open call.

The European enterprise sector, especially the media sector, is facing a plethora of challenges, both from competitors as well as disruptors.

The below identified STADIEM challenges are by no means exhaustive as innovations should come bottom-up. However, the identified challenges are certain areas in which European enterprises, especially in media and the creative industries, are struggling for tech solutions and innovation driven by Start-Up/Scale-Ups.

The identified areas where STADIEM supports Pilots between Start-Up/Scale-Ups and Corporates are the following (but not limited to):

#### 1. Content Creation & distribution

Content is king, but creating an immersive interactive user experience is key. Help us to (pre)generate, process, distribute content anywhere and anytime. Storytelling that sticks omnichannel is the name of the game.

#### 2. Archiving

The future is bright, the past even better. Help us to discover our little treasures in our content archive and share them with the rest of the world.

#### 3. Journalism 4.0

From zero to hero. Journalism 4.0 is on its way. Empower journalists to bring news at lightning speed; empower the consumer to validate the quality.



#### **4. Content verification and against disinformation**

Our reputation is at stake. Fighting against fake news should be part of everyone's DNA. Help us to 'train', detect, predict, report... disinformation!

#### **5. Data/AI/ML/Synthetic Media**

Put the viewer/spectator/consumer/data scientist/analyst/marketer/decision-maker in the driver seat and the tools to serve them the best way we can.

#### **6. Monetization**

Preserving our European cultural identity means we need to find new business models and platforms and make sure that the money lands in the right hands in the most efficient way or through new and novel marketplaces.

#### **7. Moonshots**

Surprise us with your highly innovative vision or ideas. STADIEM aims to stimulate and shape the application of emerging technologies – including AI, 5G, the cloud, Internet of Things, virtual/augmented reality, wearables, and data analytics, which foster the development of Next Generation Media solutions. If you feel that your solution sets to revolutionize media or content or utilizes this in moonshot capacity, you are eligible to apply as well.

### **1.4 WHAT HAPPENS AFTER THE PROPOSALS ARE SUBMITTED?**

Immediately after the submission deadline (28 February 2022 at 17.00 CET) is over, the evaluation process begins (as described in detail in Section 4 of this Guide).

External experts will evaluate proposals submitted through the online system and score them based on the quality of the applications.



## 2 ELIGIBILITY CRITERIA

All applicants will have to follow all requirements described in this section in order to be considered eligible for STADIEM. Therefore, please read this section carefully.

### 2.1 BENEFICIARIES

The accepted applicants for STADIEM Open Call 2 are Start-Up/Scale-Ups in the form of SMEs. An SME will be considered as such if accomplishing with the [Commission Recommendation 2003/361/EC](#)<sup>4</sup> and the SME user guide. As a summary, the criteria which define an SME are:

The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding EUR 50 million, and/or an annual balance sheet total not exceeding EUR 43 million.

Within the SME category, a small enterprise is defined as an enterprise which employs fewer than 50 persons and whose annual turnover and/or annual balance sheet total does not exceed EUR 10 million.

Within the SME category, a microenterprise is defined as an enterprise which employs fewer than 10 persons and whose annual turnover and/or annual balance sheet total does not exceed EUR 2 million.

### 2.2 ELIGIBLE COUNTRIES

Only applicants (in the form of SMEs) legally established in any of the following countries (hereafter collectively identified as the "Eligible Countries") are eligible:

The Member States (MS) of the European Union (EU), including their outermost regions

The [Overseas Countries and Territories \(OCT\) linked to the Member States](#)<sup>5</sup>;

[H2020 Associated](#) Countries (those which signed an agreement with the Union as identified in Article 7<sup>6</sup> of the Horizon 2020 Regulation): according to the updated list published by the EC;

The UK applicants are eligible under the conditions set by the EC for H2020 participation at the time of the deadline of the call.

### 2.3 LANGUAGE

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<sup>4</sup> <https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2003:124:0036:0041:en:PDF>

<sup>5</sup> Entities from Overseas Countries and Territories (OCT) are eligible for funding under the same conditions as entities from the Member States to which the OCT in question is linked.

<sup>6</sup> Iceland, Norway, Albania, Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia, Turkey, Israel, Moldova, Switzerland, Faroe Islands, Ukraine, Tunisia, Georgia, Armenia



English is the official language for STADIEM Open Call 2. Submissions done in any other language will not be evaluated. English is also the only official language during the whole execution of the STADIEM Programme. This means any requested documentation or other proof of meeting the Programme KPIs should be made in English to be eligible.

## 2.4 A NUMBER OF PROPOSALS PER APPLICANT. MULTIPLE SUBMISSIONS

This call is competitive. Thus, **only 1 proposal per applicant will be evaluated and accepted for funding**. In the case of multiple submissions, only the last one received (timestamp of the system) will enter the evaluation process; the rest are being declared as non-eligible.

If the last submitted proposal is declared non-eligible or fails to reach the thresholds of the evaluation, the other proposals submitted earlier will not be considered for evaluation.

### 2.4.1 Submission system

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Only the proposals submitted through the **open call submission tool** (F6S platform) at <https://www.f6s.com/stadiem-open-call-2/> [3], which is directly linked to the STADIEM website [4], and before the set deadline, will be considered. Proposals submitted by any other means will be automatically discarded and will not be evaluated.

Only the documentation included in the application will be considered by evaluators. The application form consists of questions to be completed directly in the platform and the technical description attached in PDF format.

The information provided should be timely, factual, true, and complete and should enable the assessment of the proposal.

The regular operation of the F6S platform limits to one application submission per F6S user in each call. If a user wishes to submit more than one application, for example, on behalf of different legal entities, the F6S user should request support from the F6S support team ([support@f6s.com](mailto:support@f6s.com)) cc'ing [opencalls@stadiem.eu](mailto:opencalls@stadiem.eu) at least 10 days prior to the open call deadline.

Documents required in subsequent phases of the evaluation will be submitted via a dedicated channel, which will be communicated by the STADIEM Consortium during the Programme.

### 2.4.2 Deadline

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Only proposals submitted before the deadline will be accepted. After the call closure, no modifications or amendments to received proposals will be considered.

**The deadline for this call is 28 February 2022, at 17.00 CET.**

## 2.5 DOCUMENTATION FORMATS

Any document requested in any of the phases must be submitted electronically in the format indicated without restrictions for printing (tables in Excel and other files in PDF format).



## **2.6 ABSENCE OF CONFLICT OF INTEREST**

Applicants shall not have any actual or/and potential conflict of interest with the STADIEM selection process and during the whole Programme. All cases of conflict of interest will be assessed case by case. Applicants cannot be STADIEM Consortium partners or affiliated entities nor their employees.

## **2.7 OTHER**

Each applicant must confirm:

It is not under liquidation or is not an enterprise under difficulty according to the Commission Regulation No 651/2014, art. 2.18,

Its project is based on the original works and going forward, any foreseen developments are free from third-party rights, or they are clearly stated,

It is not excluded from the possibility of obtaining EU funding under the provisions of both national and EU law, or by a decision of both national or EU authority,



### 3 PREPARATION AND SUBMISSION OF APPLICATION

The submissions must be made through the F6S platform, which is directly linked to the STADIEM website: <https://www.f6s.com/stadiem-open-call-2/>. The applicants are required to register a profile at F6S ([www.f6s.com](http://www.f6s.com)) to be able to submit a proposal. This will be the central interface for managing the applications.

The documents that will be submitted are:

- Application form: The online form consists of different sections: (1) Company information, (1) Description of the product/solution, (3) Team behind the project, (4) Company business, market, and growth strategy, and (5) the feasibility of the technology. The applicant must provide financial information (past and future estimations) at the time of the proposal submission. The template for the company's financials is available [here](#) [5]. This information and its timeliness and factuality are mandatory for evaluation.
- Declaration on Honour: A tick box clicked confirming the applicant has read the conditions and agrees with the conditions defined in this document. The model of this declaration is available [here](#)

If the applicant discovers an error in the proposal and provided the call deadline has not passed, the applicant may submit a new version. For this purpose, the applicant must request this from the F6S team through [opencalls@stadiem.eu](mailto:opencalls@stadiem.eu). Only the last version of the application received before the call deadline will be considered in the evaluation. This request should be made at least 48 hours prior to the closing of the call.

The project proposals must strictly adhere to the template provided by the STADIEM Consortium via the F6S platform. Participants must carefully read and follow the instructions in the form. Evaluators will not consider extra material or sources in their evaluation. Data not included in the proposal submitted through F6S will not be considered.

**Applicants should not wait until the last minute to submit their proposal. Failure of the proposal to arrive in time for any reason, including communication delays, technical errors (including those of the F6S platform), automatically leads to rejection of the submission. The time of receipt of the message as recorded by the submission system will be definitive.**

STADIEM offers dedicated IT support for submission of applications at [opencalls@stadiem.eu](mailto:opencalls@stadiem.eu). Requests or inquiries about the submission system or the call itself, received AFTER the closure time of the call, will neither be considered nor answered.

The application will close on **28 February 2022, at 17h CET (Brussels Time)**. There will not be any deadline extensions unless a major malfunction by the F6S platform or force majeure is validated and communicated by the Consortium.





## 4 EVALUATION

### 4.1 PROPOSAL STAGE - EVALUATION OF PROPOSALS AND ACCESS TO THE STADIEM PROGRAMME

**1. Proposals reception:** Submissions will be accepted only through the F6S platform in the space enabled for the STADIEM Programme. A full list of applicants will be generated containing their basic information for statistical purposes and clarity (which is also shared with the EC for transparency and due to the requirements of the Horizon 2020 Programme).

**2. Eligibility filter:** An eligibility check will verify if the applicant is/has been:

- a. Operational for at least one year with proven founding documents,
- b. Cash runway or self-funded for at least six months to a year to prove the Start-Up/Scale-Up can finish the Programme, or a letter of comfort from their investor(s),
- c. B2B 80% (if B2C, then needs B2B partnerships),
- d. Team and time available to participate in the Programme – based on team members and time dedication,
- e. Proven initial product/market fit - at least one (Corporate) client or LOI or product/business development in the process,
- f. Piloting capable product - live or in late stages of (publicly) available beta,
- g. Has raised an investment or is self-financed (minimum: late-seed or Pre-Series A or very well-known acceleration/incubation/CVC program),
- h. Not demonstrating the issues of multiple participation described in section 2.4.

Proposals marked as non-eligible will receive a rejection note including the reasons (a to h) for being declared as non-eligible. No further feedback will be given.

**3. Remote evaluation:** After the proposal is considered eligible in all the listed criteria, it will be shortlisted for remote evaluation.

**The evaluation criteria are the following:** (1) Concept, (2) Technology, (3) Ambition & Impact, and (4) Team.

Two independent experts will review the proposals, score them, and the top-ranked **proposals will be invited for an online interview.**

The top 10 applications (i.e. the applications with the highest scores) in the independent evaluation stage will be rewarded for their excellence by being fast-tracked in the Programme, meaning they will be automatically selected for the Match Phase without having to pass through the online interview. The automatic selection for the Match Phase does however not entail automatic selection for the subsequent Develop, Integrate and Pilot Phases.



**4. Online Interview:** From the **60 top ranked in the independent evaluation stage, 50 (top 60 minutes the 10 fast-tracked applications)** will pass to the additional evaluation stage consisting of an online interview.

The **50 applications selected to go to the second evaluation stage will be evaluated by 2 representatives of the STADIEM Consortium.** The following criteria will be evaluated in the online interview: (1) Concept & Technology (40% weight), (2) Ambition (30% weight), and (3) Exploitation (30% weight).

The ranking from the first stage and the second stage will be combined and the final results will be based on an average of both rankings. From the final ranking, the top 30 will be invited for the Match Phase, in addition to the fast-tracks. Each applicant will receive information on the evaluations attributed to their project:

- The 10 fast-tracked applications will receive an Evaluation Summary Report from the remote evaluation.
- The 30 applications selected after the online interview will receive an Evaluation Summary Report from the remote evaluation only.
- The 20 applicants not selected after the online interview will receive an Evaluation Summary Report from the remote evaluation and online interview.
- The remaining applicants (not included in the top 60) will receive an Evaluation Summary Report from the remote evaluation only.

Each applicant will receive a letter via email informing on the decision, whether it is a rejection or a non-eligibility decision, or the invitation to proceed to the following steps, as well as the evaluation information, as described previously.

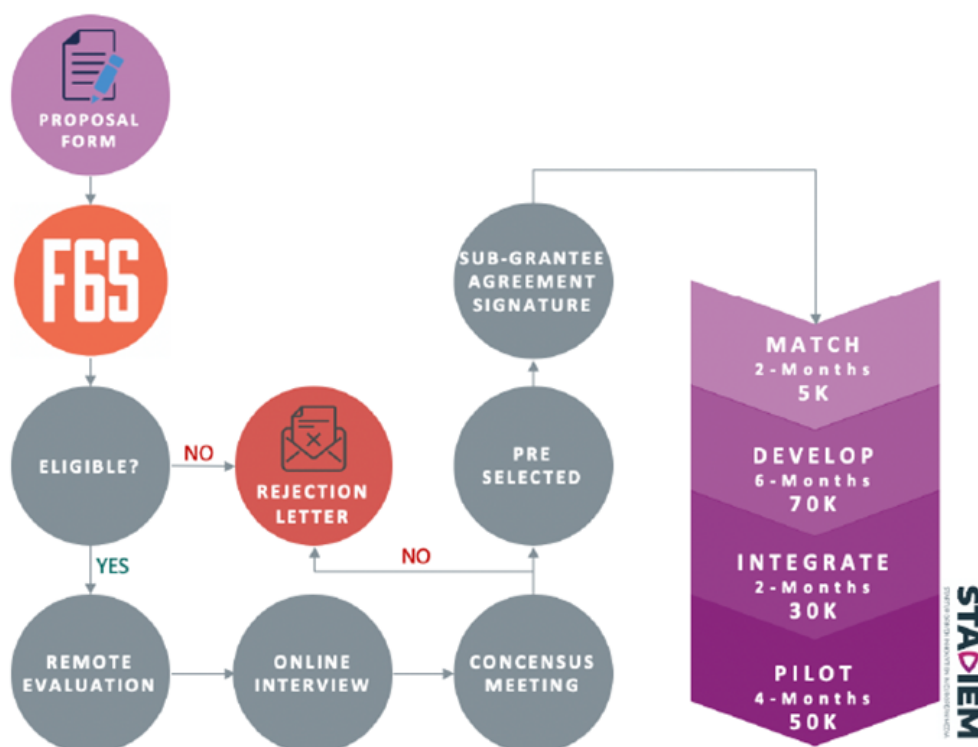


FIGURE 2 EVALUATION PROCESS

### 4.1.1 Draw resolution

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Independent experts will be part of the evaluation process, they will have to sign a declaration that they have no conflict of interest with the applications assigned to them.

### 4.1.2 Scoring

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Reviewers will evaluate the proposals considering the above-mentioned criteria. Each criterion will have a score from 0 to 5. Decimal scores may be given. For each criterion under examination, score values will indicate the following assessments:

**0 Fail.** The proposal fails to address the criterion under examination or cannot be judged due to missing or incomplete information.

**1 Very poor.** The criterion is addressed in an unsatisfactory manner.

**2 Poor.** There are serious inherent weaknesses.

**3 Fair.** While the proposal broadly addresses the criterion, there are significant weaknesses that would need correcting.

**4 Good.** The proposal addresses the criterion well, although certain improvements are possible.

**5 Excellent.** The proposal successfully addresses all relevant aspects of the criterion in question. Any shortcomings are minor.

A minimum score of 3 for each criterion and an overall score of 14 for the four criteria will be needed as a minimum threshold. Only proposals reaching all the criteria will be eligible for the online interview.

The information on the evaluation will be compiled into an Evaluation Summary Report (ESR), which will be sent to applicants after being approved by the STADIEM Consortium and the independent evaluators.

A minimum of 40 projects will be invited to sign a contract (Sub-Grant Agreement) and access the Match Phase of the Programme. A reserve list of the remaining qualifying applicants will be kept.

#### 4.1.2.1 Draw resolution

In the case of a draw in the final scoring, the following criteria will be used in the following order of priority:

- Rule 1: The proposals will be ranked based on their overall score.
- Rule 2: In case there are proposals with the same ranking, priority will be given to proposals that have a higher score on the Concept criterion from the first evaluation stage.
- Rule 3: In case there are proposals with the same ranking and the same score on Concept, priority will be given to proposals that have higher scores on the Concept & Technology from the second evaluation stage.
- Rule 4: In case there are proposals with the same ranking, the same score on Concept, and the same scores on Concept & Technology, priority will be given to the teams that represent more diversity in the team (number of women, ethnicity and under-represented groups)



#### 4.1.2.2 Communication

Every applicant will receive by email:

An Evaluation Summary Report (ESR),

A letter informing of the acceptance/rejection decision, an invitation to participate, and following steps or being part of the reserve list.

#### 4.1.2.3 Preparation and Signature of the Agreement

Upon the successful selection for the STADIEM Programme, the following actions must be carried out by the applicant in order to enter into the Sub-Grant Agreement:

Status information of the beneficiaries:

- **SMEs:** If the applicant has been fully validated as an SME on the Beneficiary Register of the H2020 Participant Portal, a PIC number has to be provided.<sup>7</sup> The following documents will be required to prove the status as an SME if the applicant has not been fully validated as an SME on the Participant Portal:
- **SMEs checklist:** signed and stamped. Available here [7].
  - In the event they declare being non-autonomous: the balance sheet and profit and loss account (with annexes) for the last period for upstream and downstream organizations.
- **Status Information Form.** It includes the headcount (AWU), balance, profit & loss accounts of the latest closed financial year, and the relation, upstream and downstream, of any linked or partner company.
- **Legal existence.** Company Register, Official Journal, and so forth, showing the name of the organization, the legal address and registration number and, if applicable, a copy of a document proving VAT registration (in case the VAT number does not show on the registration extract or its equivalent)
- **Supporting documents.** In cases where either the number of employees or the ownership is not clearly identified: any other supporting documents which demonstrate headcount and ownership, such as payroll details, annual reports, national regional, association records, etc.

**Bank account information:** The account where the funds will be transferred will be indicated via a form signed by the SME and the bank owners. The holder of the account will be the SME.

**Sub-Grant Agreement:** Signed between the STADIEM Consortium represented by its coordinator DE VLAAMSE RADIO EN TELEVISIEOMROEPORGANISATIE NV, and the beneficiary/ies.

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<sup>7</sup> You can register a PIC number here:

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/participant-register>



The request for the documentation will be made, including deadlines. Failing to meet the deadlines requested will directly end the negotiation process, and projects on the reserve list will substitute the failing applicants.

Access to the Match Phase of the Programme is officially granted once the Sub-Grant Agreement is signed.

## 4.2 STADIEM PHASES SELECTION

The eligible Start-Up/Scale-Ups will be invited to participate in the 4-phase Programme that might last up to 14 months if the Start-Up/Scale-Ups continue to be selected for all 4 phases of the Programme. The Consortium and independent experts will determine the participating Start-Up/Scale-Ups and award financial incentives to meet the stage and Pilot goals. The financial awards will be based on evaluating relevant activities for each Phase and will be based on the progress against their project plan, feedback from (potential) clients, and phase-related experts.

### 4.2.1 Match Phase: May 2022 - June 2022 (2 months)

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#### Activities

The aim for the Phase is for Start-Up/Scale-Ups to secure a Corporate partner for Pilots as well as to get to know the local media and tech ecosystem of each hub/territory.

Due to COVID-19, traveling is still difficult. In case of travel limitations, the Match Phase will consist of digital events organized by the Consortium and the four hubs. These events will include pitching, lead building, networking, and one-to-one meetings along with selected coaching/expertise, which Start-Up/Scale-Ups should use to attract Corporates for their Pilots, and they will be able to meet selected Corporates introduced by the Consortium and its partners. In case travel is possible, the Start-Up/Scale-Ups will be encouraged to visit the four participating hubs in the Programme.

#### Expected results

During the Match Phase, the following requirements should be fulfilled by each Start-Up/Scale-Up:

- Budget for funding/upskilling in the Phase (Start-Up/Scale-Ups).
- Start-Up/Scale-Ups presents a strategy for qualifying leads.
- Start-up/scale-up/SME presents a needs, objectives and action plan at the end of the Phase upon which they will be assessed for the evaluation to the next Phase, along with a pitch to the Investment Committee.
- Corporates evaluate the Start-Up/Scale-Ups leads (max. five questions) in the needs, objectives and action plan at the end of the Phase.
- Start-Up/Scale-Ups that manage to secure an Lol or equivalent will be scored higher at the end of the Phase.

The first evaluation step of this Phase will be performed by independent experts assigned for the 40 Start-Up/Scale-Up in the Match Phase, two experts per start-up/scale-up. Based on the independent evaluation and the resulting ranking, the top 25 of the ranking will be invited for the second evaluation step which consists of a pitching session for the STADIEM Investment Committee. The Investment Committee consists of at least 3 independent experts and 1



representative per STADIEM Hub. Each Start-Up/Scale-Up will be allocated a slot of 15 minutes, from which 5 minutes will be for their pitch presentation, 5 minutes for Q&A and 5 minutes for internal evaluation. The final assessment will be based on the quality of the submitted documents and the pitch.

The STADIEM Investment Committee then formally approves the final ranking building on the average score between the two evaluation steps. Based on the final ranking, the top 16 will be invited for the Develop Phase.

Meeting the criteria does not automatically result in being selected. At least 40 Start-Up/Scale-Ups will be invited for the Match Phase, out of which at least 16 Start-Up/Scale-Ups will be selected for the Develop Phase.

#### **4.2.2 Develop Phase: August 2022 – January 2023 (6 months)**

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##### Activities

The aim of this Phase is to engage Start-Up/Scale-Ups in the development of Pilots with Corporates.

Start-Up/Scale-Ups carry out Corporate integration workshops and self-executed activities (with consortium recommended professionals) to ensure the best match and mapping of Corporate needs and goals.

As an outcome, the Start-Up/Scale-Up must identify KPIs, collaboration & product roadmap, necessary resources, and risk assessment methods together with the Corporate.

##### Expected results

During the Develop Phase, the following requirements should be fulfilled by each Start-Up/Scale-Up:

- The proposed action/project plan meets the needs of the Corporate (validated by the Corporate through written evaluation form)
- Corporate confirms dedicating resources to the Pilot through written evaluation form
- Corporate confirms the likelihood of Piloting (no likelihood of Piloting = rejection from the Programme) through the written evaluation form
- Start-up/scale-up/SME presents a needs, objectives and action plan including budget for activities at the end of the Phase upon which they will be assessed for the evaluation to the next Phase.

Corporate and Start-Up/Scale-Up identify and confirm KPIs in the action plan

The evaluation of this Phase will follow three intertwined steps: 1) a demo at the end of the Phase for the Corporate and the STADIEM Hubs, 2) a check-in meeting between the Corporate and the STADIEM Hubs to assess if the solution is integratable and pilotable, and 3) a pitching session for the STADIEM Investment Committee, consisting of at least 3 independent experts and 1 representative per STADIEM Hub. The Investment Committee then formally approves a list of the top-ranked proposals. Additionally, a mid-term review will take place halfway through





the Phase, to check the Start-Up/Scale-Ups' progress in relation to the original needs, objectives and action plan that resulted in their selection for the Develop Phase.

Meeting the criteria does not automatically result in being selected. At least 16 Start-Up/Scale-Ups will be invited for the Develop Phase, out of which at least 12 Start-Up/Scale-Ups will be selected for the Integrate Phase.

### **4.2.3 Integrate Phase: Mid-February 2023 – Mid-April 2023 (2 months)**

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#### Activities

This Phase is where Start-Up/Scale-Ups begin the technical or procedural integration or testing, or pre-Pilot activities for public Pilots. This includes but is not limited to internal testing and evaluation of business processes and performance, technologies, and solutions, components that enable and drive forward the Start-Up/Scale-Up and Corporate collaboration, as well internal and non-public Pilots. Relevant documentation of the integration and collaboration procedures, including integration and Pilot roadmap, APIs, testing and Pilot scoping documentation and evaluation + test and/or Pilot cases is created.

#### Expected results

During the Integrate Phase, the following requirements should be fulfilled by each Start-Up/Scale-Up:

- Start-Up/Scale-Up presents needs action, and budget plan for the stage at the start of the Phase.
- Start-Up/Scale-Up defines the Budget funding/upskilling for the Phase.
- Start-Up/Scale-Up prepares a project plan for a publicly accessible and evaluable Pilot including budget and Pilot readiness checklist with risk assessment.
- The proposed public Pilot plan meets the needs of the Corporate and the Corporate confirms the readiness for publicly accessible and evaluable Pilot (validated by the Corporate through written evaluation form).
- Assessment of plan for the Pilot phase .

The evaluation of this Phase will follow three intertwined steps: 1) submission of the project plan for the public Pilot by the Start-Up/Scale-Up 2) submission of a written evaluation and confirmation for the public Pilot by the Corporate in the form of an evaluation form 3) pitching session for the STADIEM Investment Committee consisting of at least 3 independent experts and 1 representative per STADIEM Hub..The Investment Committee then formally approves a list of the top-ranked proposals. Additionally, a mid-term review will take place halfway through the Phase, to check the Start-Up/Scale-Ups' progress in relation to the original needs, objectives and action plan that resulted in their selection for the Integrate phase.

Meeting the criteria does not automatically result in being selected. At least 12 Start-Up/Scale-Ups will be invited for the Integrate Phase, out of which at least 4 Start-Up/Scale-Ups will be selected for the Pilot Phase.





#### 4.2.4 Pilot Phase: May 2023 - August 2023 (4 months)

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##### Activities

Start-Up/Scale-Ups will execute public Pilots with the Corporate in real-life environments. The Pilots are evaluated for generating business value and gathering feedback from customers and other involved parties. The final Pilots are assessed in terms of market impact, collaboration, and further monetization possibilities.

The aim of the Pilot Phase is for the scale-ups and their Corporate partners to execute public Pilots, demonstrating their results and achievements from their STADIEM project at a large scale to a wider community. This entails that the scale-up must disseminate and demo the Pilot publicly. The public Pilots can be either client or external consumer focused and must be visible for the public over the course of several months.

Every activity during the Pilot Phase aims to engage new customers, Corporates, partners, end-users, investors, and other stakeholders. The main activities in the Pilot Phase are to:

- Expand: Demonstrate Pilots to a wider audience, including prospects similar to the Corporate partner.
- Promote: Participate in conferences and events, meet with potential users, and disseminate the results of the project.
- Invest: Pitch to investors and Corporates, collect interest.

##### Expected results

To successfully accomplish the Pilot Phase, the following requirements should be fulfilled by each start-up/scale-up:

- Start-Up/Scale-Up presents needs and action plan for the stage at the start of the phase
- Customer and stakeholder feedback
- Assessment in form of market impact, collaboration and further monetization possibilities
- Execute a successful public Pilot
- Generate new business/investor/client leads

The evaluation of this Phase will follow two intertwined steps: 1) submission of a final evaluation report, to be reviewed by the STADIEM Hubs, and 2) a pitching session for the STADIEM Investment Committee, consisting of at least 3 external experts and 1 representative per STADIEM Hub. Formal approval by the Investment Committee unlocks the final instalment of the STADIEM funding.



Additionally, a mid-term review will take place halfway through the Phase, to check the Start-Up/Scale-Ups' progress in relation to the original needs, objectives and action plan, that resulted in their selection for the Pilot Phase.

Meeting the criteria does not automatically result in being selected. At least 4 Start-Up/Scale-Ups execute public, real-life Pilots with the assessment.

**Throughout the Phases, the selected Start-Up/Scale-Ups will be asked and expected to contribute to the Programme by completing assessment surveys that will allow the STADIEM Hubs to continuously finetune the Programme and guarantee its cutting-edge approach.**



## FINANCIAL SUPPORT PROVIDED

### 4.3 FUNDING PRINCIPLE

The STADIEM Programme will be based on a 4-phase **Match > Develop > Integrate > Pilot**. Each Phase comprises a set of activities that qualify for financial support. All the funds allocated to Start-Up/Scale-Ups will be based on concrete results and a KPI assessment. KPIs will be set separately with each Start-Up/Scale-Up at the beginning of each Phase. Each beneficiary will be asked to present a budget planning at the beginning of each STADIEM Programme Phase. Cost reporting for the end of each Phase will be requested within the STADIEM Programme, where the beneficiary Start-Up/Scale-Ups must ensure that funds are properly spent.

Phase	Maximum funding
Open call	This is the submission of proposals. No funding attached
Match	Eligible travel and accommodation costs associated with meeting the STADIEM Hubs, experts and identifying a Corporate partner will be reimbursed up to €7.000. In case travel is not allowed because of COVID-19 containment measures on European or national level do not allow for travel, other matchmaking activities will be organised.
Develop	<b>€70.000</b> per Start-Up/Scale-Up selected for this Phase.
Integrate	<b>€27.500</b> per Start-Up/Scale-Up selected for this Phase.
Pilot	<b>€50.000</b> per Start-Up/Scale-Up selected for this Phase.

The total maximum funding per Start-Up/Scale-Up for the 4 Phases is €150.000, if and only if the Start-Up/Scale-Up gets selected for the 4 consecutive Phases.

KPIs will be revised at the end of each Phase. After the accomplishment of the KPIs defined for each Start-Up/Scale-Up and its coach at the beginning of this Phase, the teams will receive the corresponding payments.

The payment schedule and conditions are identified in the Sub-Grant Agreement. Only one proposal per Start-Up/Scale-Up will be considered for funding.



#### 4.4 ORIGIN OF THE FUNDS

Any selected Start-Up/Scale-Up will sign a dedicated Sub-Grant Agreement with the STADIEM Project Coordinator<sup>8</sup> (on behalf of STADIEM Consortium). The funds attached to the Sub-Grant Agreement come directly from the funds of the European Horizon 2020 project STADIEM, and the STADIEM Consortium is managing the funds according to the Grant Agreement Number 957321 signed with the European Commission.

As will be indicated in the Sub-Grant Agreement, the relation between the sub-grantees and the European Commission through the STADIEM Programme carries a set of obligations to the sub-grantees with the European Commission. It is the task of the sub-grantees to accomplish them, and of the STADIEM Consortium partners to inform about them. Obligations are set out in the Sub-Grant Agreement.

#### 4.5 USE OF THE FINANCIAL CONTRIBUTION AND RECOVERY

Each team (beneficiary) commits to the correct use of the funding received, for the purposes of carrying out the project in compliance with the KPIs.

Reporting for the end of each Phase will be requested within the STADIEM Programme, where the beneficiary Start-Up/Scale-Ups must ensure that funds are properly spent. Each beneficiary will be asked to present a budget planning at the beginning of each STADIEM Programme Phase.

## 5 APPLICANTS COMMUNICATION FLOW

### 5.1 GENERAL COMMUNICATION PROCEDURE

Applicants will receive updates after each step of the evaluation process indicating if they passed or not. Communication will be sent also to rejected applicants, including the reasons for exclusion/rejection, therefore all applicants get the news of passing and not passing at the same moment. The information about the reason for passing or not passing the stage is part of the message of rejection, based on the defined criteria for the evaluation process that will be disclosed to the participants beforehand.

The communication of the results is based solely on the individual performance of the Start-Up/Scale-Up. No details about ranking or scores of other applications will be given.

### 5.2 APPEAL PROCEDURE

If at any stage of the evaluation process, the applicant considers that a mistake has been made or that the evaluators have acted unfairly or have failed to comply with the rules of STADIEM

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<sup>8</sup> De Vlaamse Radio En Televisieomroeporganisatie Nv (VRT)



2nd Open Call, or that its interests have been prejudiced, the following appeal procedures are available.

An appeal should be written in English and submitted via email to [opencalls@stadiem.eu](mailto:opencalls@stadiem.eu). Any appeal should include:

- The applicant's contact details,
- The subject of the appeal,
- Information and evidence regarding the alleged breach.

Anonymous appeals or appeals not providing all of the above-mentioned information will not be considered.

Appeals should be made within 5 calendar days counting from the day the evaluation results have been communicated to the applicant.

As a general rule, the STADIEM Consortium will acknowledge good reception of the appeal within 3 calendar days counting from the day of receipt of the appeal. Subsequently, the STADIEM Consortium will investigate the appeal and inform the applicant about its decision no later than 20 calendar days counting from the day of the reception of the appeal. When this time limit is exceeded, the STADIEM Consortium will inform the complainant by email.

The decision can be either one of the following:

To reassess the evaluation outcome if the applicant can clearly prove mistakes, lack of compliance, unfair evaluation or prejudice from the STADIEM Consortium. If such a case would arise, the applicant will be invited for an additional interview/pitch with the STADIEM Hubs and, if needed, with an independent expert. After, the Hubs will determine if the Start-Up/Scale-Up is of a high enough quality to proceed to the next Phase. The STADIEM Consortium will inform the applicant about its final decision (either final rejection or invitation for the next Phase) no later than 5 calendar days counting from the day of the interview/pitch.

To close the case if no breach could be identified. Any subsequent communication from the Start-Up/Scale-Up will not be taken into account and will not result in a reopening of the case.

## 6 INTELLECTUAL PROPERTY RIGHTS (IPR)

### 6.1 COLLABORATION AGREEMENT

Results are owned by the Start-Up/Scale-Ups that generates them. The STADIEM Consortium will not claim ownership of the results. It is the beneficiaries' responsibility to come to a collaboration agreement with the Corporate lead, determining all obligations and addressing ownership of results.



## 6.2 OWNERSHIP OF RESULTS

Results are owned by the party that generates them. However, the Start-Up/Scale-Up should consider joint ownership of results that are generated in collaboration with the Corporate lead. In case of joint ownership and joint IP, it is the Start-Up/Scale-Up's responsibility to negotiate terms and conditions with the Corporate lead.

In case of software development, it will be the beneficiary's responsibility to determine if any part of the software will have an open-source license or not.

## 6.3 COMMUNICATION OBLIGATIONS

There are no IP(R) obligations toward the European Commission (EC). However, any communication or publication of the beneficiaries shall clearly indicate that the project has received funding from the European Commission and the STADIEM Programme, therefore displaying the EU logo<sup>9</sup>, according to the rules stated for financed projects<sup>10</sup>, on all printed and digital material, including websites and press releases. Moreover, beneficiaries will agree that certain information regarding the projects selected for funding can be used by the STADIEM Consortium for communication purposes.

Further detail about communication obligations is available in the Sub-Grant Agreement under Article 10.

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<sup>9</sup> [https://european-union.europa.eu/principles-countries-history/symbols/european-flag\\_en](https://european-union.europa.eu/principles-countries-history/symbols/european-flag_en)

<sup>10</sup> [https://european-union.europa.eu/legal-notice\\_en#emblem](https://european-union.europa.eu/legal-notice_en#emblem)



## 7 SUPPORT FOR THE APPLICANTS

For more information about STADIEM Open Call 2, please check the Frequently Asked Questions (FAQs) section included on the STADIEM website: <https://www.stadiem.eu/faqs/>

For further information on the Open Call, in case of any doubts regarding the eligibility rules, the information that is to be provided in the Application Form, or if you encountered technical issues with the Application Form, please contact STADIEM via [opencalls@stadiem.eu](mailto:opencalls@stadiem.eu).

## 8 SCHEDULE

The table below presents the indicative dates during which each Phase of the evaluation and STADIEM's Programme phases will take place:

Description	Indicative dates
<b>Call Launch</b>	15th December 2021 at 12:00 PM CET
<b>Call Deadline</b>	28th February 2022 at 17:00 CET
<b>Evaluation Period</b>	March - April 2022
<b>Signature of Sub-Grant Agreement</b>	April 2022

The schedule is based on estimations according to the expected number of proposals received, and the actual timing of the consecutive Phases may vary.

## 9 CONTACTS

While the call is open, the STADIEM Consortium will provide all information via the [www.stadiem.eu](http://www.stadiem.eu) webpage and a dedicated webpage on F6S website (<https://www.f6s.com/stadiem-open-call-2/>) so that all information (questions and answers) is visible to all participants. Once the STADIEM Programme is running, the STADIEM Consortium will provide all information to beneficiaries via email.

No binding information will be provided via any other means.

More info at <https://stadiem.eu>

Apply via: <https://www.f6s.com/stadiem-open-call-2/>

Open Call questions: [opencalls@stadiem.eu](mailto:opencalls@stadiem.eu)

F6S support team: [support@f6s.com](mailto:support@f6s.com)

Online Q&A: <https://www.f6s.com/stadiemopencall2/discuss>





## INVOLVED HUBS

### VRT (Brussels, Belgium)

VRT Sandbox matches Start-Up/Scale-Ups and entrepreneurs to the public broadcaster VRT for a short-term collaboration. Selected projects receive the opportunity to scale and/or develop their products (both content and technology-wise) for short periods of time, with access to VRT's infrastructure and technological resources. At the end of the project, partners demonstrate their learnings and insights at the VRT Sandbox Sessions.

#### Investment Programme:

VRT and PMV join forces and expertise to invest together in promising companies in the Flemish and Brussels media ecosystem. To do so, they set up a joint venture, Media Invest Vlaanderen, to support new initiatives (mainly financial) and to grow the sector. Develop a profitable investment portfolio to support and strengthen the professionalization and international potential of the Flemish and Brussels media sector: that is our mission.

### Media City Bergen (Bergen, Norway)

The Norwegian Media Cluster is a world leader in AR, AI, graphics, virtual studios, Broadcast/IP Based Video, robotics, and tools for workflow and visual storytelling. The Media Cluster HQ is located in Bergen, Norway, and is a leading international hub for media and technology innovation, with MCB Media Lab and the VIS Media Cube Incubator, forming the core of the innovation and research projects. This is a highly successful environment. Fueled by a unique way of working together, combined with the best tools, more than 80 percent of cluster members launch innovations every year. The cluster counts more than 100 companies, ranging from broadcasters, publishers, content producers, media technology, academia, and Start-Up/Scale-Ups. The cluster also runs a large research center, Media Futures, Research Centre for Responsible Media Technology and Innovation.

The Norwegian Media Cluster is at the forefront of the global media industry and delivers ground-breaking solutions to power the important stories.

### Storytek (Tallinn, Estonia)

Storytek is the first personalized Meditech innovation platform in the Baltic States. Founded by private investors and the Tallinn Black Nights Film Festival - one of the top 15 A class festivals in the world and the center point of the audiovisual industry in the region, ST brings together deep audiovisual sector knowledge, technology, and funding with a selection of filmmakers, storytellers, and media & technology entrepreneurs. In partnership with the Exit Academy, it manages a tailor-made coaching and advisory program that helps passionate Start-Up/Scale-Up founders to master the skills for reaching the potential of their companies towards successful corporate partnerships, M&A, and exits.

ST also advises regional media and tech ecosystems from telecoms to broadcast integrators on new content and investment projects. Next Media Accelerator (Hamburg, Germany)

### Next Media Accelerator (Hamburg, Germany)

NMA invests in early-stage media tech Start-Up/Scale-Ups from Europe and Israel with a fund volume of € 8 m in total and 30 investors from the media industry (Germany and Austria). In a six months acceleration program, NMA provides intense networking and collaboration



possibilities for their portfolio teams. Since its start in 2015, NMA has accelerated 70 Start-Up/Scale-Ups from more than 15 countries.

With "Easy Testing," the NMA has developed a structured and standardized process to connect Start-Up/Scale-Ups and corporates from all sectors of the media industry. It adds to the NMA event formats Mediamatch, Regio Workshop, Roadshow, or Open House, which are matching Start-Up/Scale-Ups to media managers in order to enable Easy Testing projects. More: <https://innovation.dpa.com/2019/08/06/easy-testing-drives-media-innovation/>

## REFERENCES

- SME definition, [https://ec.europa.eu/growth/smes/sme-definition\\_en](https://ec.europa.eu/growth/smes/sme-definition_en)
- Commission Recommendation 2003/361/EC, <https://eurlex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2003:124:0036:0041:en:PDF>
- F6S Application Form: <https://www.f6s.com/stadiem-open-call-2/>
- STADIEM Website– 2nd Open call, <https://www.stadiem.eu/open-call-2/> , 2021
- Company Financials Template: [https://www.stadiem.eu/download/stadiem\\_company\\_financials\\_oc2/?wpdmdl=1194&masterkey=61b86a20e42b2](https://www.stadiem.eu/download/stadiem_company_financials_oc2/?wpdmdl=1194&masterkey=61b86a20e42b2)
- Declaration of Honour: [https://www.stadiem.eu/download/stadiem\\_declaration\\_of\\_honour\\_oc2/?wpdmdl=1198&masterkey=61b8888c2081e](https://www.stadiem.eu/download/stadiem_declaration_of_honour_oc2/?wpdmdl=1198&masterkey=61b8888c2081e)
- SMEs checklist. Available at: <https://www.stadiem.eu/download/stadiem-oc2-sme-checklist/?wpdmdl=1192&masterkey=61b867634c73c>
- Sub-Grant Agreement template, iteration 1, 2021: <https://www.stadiem.eu/download/stadiem-oc2-sub-grant-agreement/?wpdmdl=1193&masterkey=61b867a86d737>

