



**Media
Motor
Europe**

D5.2: Quality Assurance Plan

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Deliverable 5.2: Quality Assurance Plan

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MediaMotorEurope Partners



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Executive Summary

This deliverable outlines the MediaMotorEurope (MME) project organisation and documentation processes, in order to ensure that the partners follow well defined procedures and project management is at all stages aware of the status of the project. The document also describes the measures and systems for quality assurance of project results and documentation, thus ensuring high quality of all outputs

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Abbreviations

CA	Consortium Agreement
CO	Confidential
DoA	Description of Action
EC	European Commission
EU	European Union
IA	Innovation Action
IPR	Intellectual Property Rights
KPI	Key Performance Indicator
NDA	Non-disclosure agreement
OC	Open Call
PM	Person Months
PO	Project Officer
QA	Quality Assurance
R&I	Research and Innovation
WP	Work Package

1. Introduction

1.1 About this document

This document is the Quality Assurance Plan for the Media Motor Europe project, developed within the scope of WP5 – Project Management.

The purpose of this document is to provide all project partners with a summary of the most important project procedures (project monitoring, reporting tools, financial management, internal communication structures, etc.). By defining the management and decisions structures and procedures in the project, it describes the quality assurance measures taken by the project.

1.2 Rationale

The Quality Assurance Plan includes all procedures undertaken within the Media Motor Europe consortium in order to assure high quality results for the project. This includes the management structure of Media Motor Europe in detail, the applied quality assurance procedures and the project documentation.

For Media Motor Europe, a flat management structure consisting of the project management with its assigned project office and Work Package (WP) leaders is applied. These management structures, their responsibilities and the decision rules are described in Section **Error! Reference source not found..**

The quality assurance procedures applied within Media Motor Europe include an internal review mechanism, project monitoring and standards & conventions on how to prepare documents. The internal review process has been defined for paper and software deliverables. Internal reviewers will be appointed at project meetings always at least six months ahead of the delivery date of the respective deliverable.

Project monitoring will be enabled by quarterly reports which are to be delivered by each partner to the WP leader on or before the three weeks after the end of the reporting period. A summarized report will be delivered to the coordinator by each WP leader at the latest on or before four weeks after the end of the reporting period, accompanied by financial statements and by the project management reports. Project management reports will be prepared with the help of WP leaders. The details are described in Section 4.

In order to assure an efficient communication amongst a geographically dispersed consortium, the project management has put an internal communication infrastructure in place. This includes the setup of a central document store (Google Drive) and mailing lists. The document store is the central repository for all project partners and is organized in areas. The WP folders are the main repository for documents (structured by tasks). The meetings folder covers agenda, presentations given at meetings and the minutes.

2. Project Organization

2.1 Overview on Consortium Organization

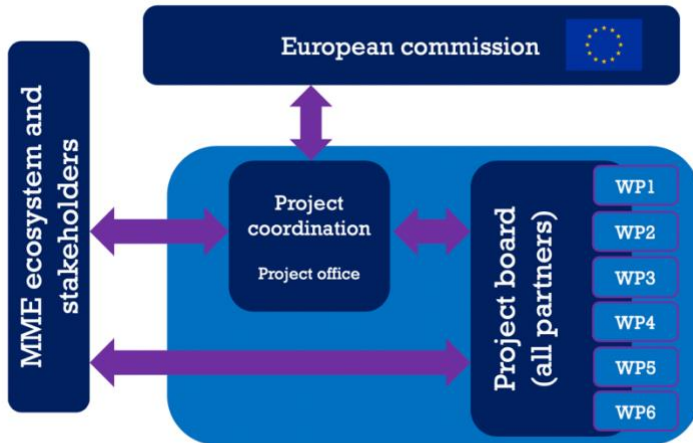


Figure 1. Consortium organisation

2.2 European Commission

The Coordinator is the intermediary between the European Commission and the Consortium. At the European Commission, the responsible Project Officer for Media Motor Europe is Mr. Massimiliano Dragoni. The Project Officer stays in contact with the Project coordinator Mike Matton, who reports back to the consortium.

2.3 Responsibilities of different project boards

2.3.1 Project Board

The Project Board is the highest decision body within the project. It is chaired by the Project Coordinator: Mike Matton, VRT. The Project Board is responsible for the overall direction of the project. It decides on project budget redistributions, new partners or defaulting parties. For any voting, at least two-thirds (2/3) of the members have to be present. Each partner has one vote.

2.3.2 Board members

Table 1. Table board members

Organization	Member	Deputy
VRT	Mike Matton	Peter De Paepe
MCB	Kristoffer Hammer	Rune Smistad
CSKC	Dimitar Hristov	Roumen Nikolov
THERMI	John Agnantiaris	Nikolaos Takas
ATC	Marina Klitsi	Nikos Sarris
F6S	Sofia Esteves	Francisca Ramos
FT	Sónia Magalhaes	Joana Pereira

2.3.3 Work Package and Task Leaders

The Work Package Leader is responsible for:

- Controlling and reporting of the progress of the work package;
- Collecting work reports from all parties and confirming the results of the parties (quarterly reports) in the corresponding work package;
- Evaluating possible actions and activities;
- Preparing, administrating and providing minutes as chairperson of work package meetings;
- Transmitting any documents and information connected with the work package between the parties concerned;
- Transmitting the project deliverables of the parties within the work package to the coordinator.
- Informing all concerned parties within the work package, other work package leaders of other affected work packages and the coordinator about delays if it is brought to his or her notice that a party is late in the submission of its planned results.

Similar to the Work Package Leader Task Leaders are responsible for the Work in their respective Tasks.

The Task Leader is responsible for:

- Task Leaders regularly report to the corresponding WP Leader.
- Any issues endangering the success of the Work Package or the project have to be reported immediately to the Project Coordinator (VRT) and discussed by telephone or E-mail.

Below, a list of the persons responsible for the different work packages is provided:

Table 2 Work package leaders

Work package	Organization	Name Leader
WP1 Shaping the network	VRT	Clélia Twagirayesu
WP2 Open Innovation Matchmaking	THERMI	John Agnantiaris
WP3 Media Motor Mentoring Programme	MCB	Kristoffer Hammer
WP4 Impact	F6S	Sofia Esteves
WP5 Project management	VRT	Mike Matton
WP6 Ethics requirements	VRT	Clélia Twagirayesu

2.4 Conflict resolution

Problems have to be reported as early as possible to the Project Coordination in order to immediately define and apply mechanisms for remedial actions (if necessary) within the respective boards. For more information – please have a look on the documents “Description of Action” and “Consortium Agreement” available on the document store.

Conflicts between project partners and/or team members have a major influence on the overall success of the project. Therefore, it is the responsibility of the Project Coordination to deal immediately with these conflicts in order to avoid major damage to the project.

There are many procedures mentioned in the Consortium Agreement for avoiding any conflicts, however in case of any conflict, the Project board will act as the highest conflict resolution level within the project. The members of the Project Board will be in charge of analyzing any problems and providing proposals for a solution in an amicable way. Any Consortium member may, however, contact the Project Coordination or the respective boards directly if they identify an actual or potential conflict. The Coordinator will immediately attempt to resolve this by discussion or by calling an ad hoc meeting. If conflicts cannot be solved in this way, voting on the issue will be necessary.

If a conflict cannot be resolved at one level, the next board up the management chain will be involved, which will decide using the voting structures and procedures set out in the Consortium Agreement. In most cases, each member has one vote and simple majority decisions will be taken. Where partners are failing to meet their obligations, where serious financial measures need to be taken or partners may be excluded from the project, are treated in a different way and require two-thirds majorities of all members of the Project Board with a casting vote by the Coordinator in case of a tie.

2.5 Quality Assurance

Quality assurance applies to all project activities, including results such as project Deliverables. Quality assurance is the joint responsibility of all partners during the project duration. The Project Coordinator has the authority for implementing and verifying compliance with all quality evaluation policies and procedures related to the project.

Please see section 1.2 for a detailed description of the quality assurance measures. For the Deliverable review procedure, please see section 4.5.

3. Contractual framework

The contractual framework of an EC project consists mainly of two core contracts which are mandatory for EC funded projects within Horizon 2020:

- Grant Agreement (GA)
- Consortium Agreement (CA)

3.1 Grant Agreement

The basis for all EC funded projects is the signed project Grant Agreement which regulates the relationship between the European Commission and the Project Consortium.

The European Commission signed the Grant Agreement with the Project Coordinator. All other project partners signed Accession Forms to the contract in order to be integrated within the project. The Grant Agreement contains all specific project details like project start date, project duration, budget, project results etc.

The Grant Agreement consists of the following parts:

- Terms and Conditions
- Annex 1 Description of the action
- Annex 2 Estimated budget for the action
- 2a Additional information on the estimated budget
- Annex 3 Accession Forms
- Annex 4 Model for the financial statements
- Annex 5 Model for the certificate on the financial statements
- Annex 6 Model for the certificate on the methodology

You can find the Grant Agreement including annexes on the Google Drive.

3.2 Consortium Agreement

The Consortium Agreement is mandatory for EC projects. It regulates the cooperation within the project consortium and mainly contains the following topics:

- Legal name, address and authorized people to sign the contract of all partners
- Preamble
- Subject of the contract (title of project)
- Organizational provisions (project boards and their responsibilities, management, voting procedures, ...)
- Financial provisions (financing plan, modification procedures, auditing of costs, payments, ...)
- Intellectual Property Rights (IPR) and commercial provisions (confidentiality, ownership of results, legal protection of rights, exploitation of results, background know-how, ...)
- Dissemination of knowledge (publications, tradeshow etc.)
- Legal provisions (legal form of the cooperation, duration of the agreement, applicable law,

settlement of disputes, ...)

During the project the Consortium Agreement may “evolve” and be changed by agreement of all partners, e.g. to take into account changes in the partner structure, additional rules for exploitation or protection of generated knowledge.

The Consortium Agreement has been signed by all partners and can be found on the project document store.

4. Project Documentation

Each partner has to document the project progress during the duration of the project. This documentation will be the basis on which all efforts, payments, audits and so on will be checked and verified.

4.1 Quarterly Reporting of project progress

The project progress will be reported by all partners on a three-monthly basis. For this purpose, an Excel reporting sheet has been prepared and made available for partners.

The goals of the three-monthly status report are:

- documentation of project progress
- to discover deviations at an early stage and
- to start remedial actions (if necessary) as soon as possible.

Partners shall enter their progress works into the reporting sheet within 3 weeks after the end of each quarter. Each work package leader is responsible for providing a summary of the works done and progress achieved in their work package to the project coordinator.

4.2 Periodic Reports

A Periodic Report is required at the end of each reporting period (M12, M25) as defined in the Grant Agreement. The Periodic Report contains the report on overall project progress as well as on financial statements (see Section 5.2.1). The Project Coordinator will merge the information provided by the partners in the reporting sheet to one report. WP Leaders are asked to consolidate the documentation of their work package. The consolidated report is submitted to the European Commission.

4.3 Intermediate management reports

In addition to the reports at the end of the reporting period, intermediate management reports are delivered in M6 (D5.4) and M18 (D5.5). The procedure is the same as for other management reports.

4.4 Time Sheets

Please note that all consortium partners have to keep time sheets (contractually obligatory according to the Grant Agreement) for each project employee on a monthly basis. These time sheets are necessary to demonstrate the partner' working hours in the case the European Commission will have the project efforts checked by independent auditors. Partners may use their own institution's timesheets provided they are giving sufficient information.

4.5 Deliverables

Deliverables (reports, prototypes, etc.) are evidences of the project's performance and enable the Coordinator and the Commission to monitor the project.

- The responsible partner, i.e. Lead Beneficiary, compiles the deliverable with the support of the other partners assigned to this specific task.
- Internal Review: An internal review procedure for deliverables will be established according to the Quality Assurance for Deliverables (see 4.5.2) in order to improve the quality of each deliverable.
- The responsible partner forwards the deliverable and the related deliverable review report to the Project Coordinator (leaving at least one working day for formal checks) who will transmit the Deliverable to the Commission.

Partners should note that a deliverable template was developed and has to be used for all deliverables created within the project. The template document can be found on the project document store.

In case the nature of the deliverable is a demonstrator, please consider the following:

- Forward demonstrator to internal reviewer for tests
- Provide short manual (installation/operation)
- Likewise, use the deliverable template to demonstrate results achieved

4.5.1 List of Official Deliverables

Official Deliverables that will be made available to the EC are listed in the DOA in WT2 of the Grant Agreement.

4.5.2 Quality Assurance for Deliverables

The Quality Assurance Plan foresees the following procedure to assure the quality for deliverables:

- One month before deadline: Lead partner collects inputs from all partners, where applicable. Task participants should cooperate with Lead partner in the development of the deliverable if needed;
- Two weeks before deadline: Lead partner sends deliverable in final draft to the internal reviewer;
- One week before deadline: Internal reviewer sends back Review Report to Lead partner, including Review Report. All partners are welcome to provide input and review the deliverable as well;
- Deadline: Lead partner sends final version deliverable together with Review Report (including author's response) to the Project Coordinator. The Project Coordinator submits the deliverable to the EC.

This means that the final draft of the deliverable has to be sent to the internal reviewer at least two weeks before the deadline in order to allow enough time for comments and adjustments.

4.5.3 Deliverable Reviewers

Deliverable reviewers are assigned for the first year of the project. The list of deliverables together with the responsible internal reviewer will be kept up to date in the Deliverables document on the Media Motor Europe Google Drive. The internal reviewers for the second year of the project will be assigned in M12.

Table 3. Table Deliverable Reviewers

Nr	Name	Resp.	Type	access	M	Reviewer
D5.1	Internal communication platform	VRT	Report	Public	M01	None
D1.1	First version of Ecosystem Map	VRT	Report	Confidential	M03	MCB
D1.2	Media Motor Platform Requirements	ATC	Report	Confidential	M03	VRT
D4.1	Content Marketing Growth Hacking Playbook	F6S	Report	Confidential	M03	VRT
D5.2	Quality Assurance Plan	VRT	Report	Public	M03	F6S
D1.3	MediaMotor Platform v.1	ATC	Demonstrator	Public	M05	MCB
D2.1	Offering and request templates	THERMI	Report	Public	M05	F6S
D2.2	Selection's quality criteria and scoring methodology	THERMI	Report	Public	M05	ATC
D5.3	Data management plan	VRT	ORDP: Open Research Data Pilot	Confidential	M06	ATC
D6.1	POPD - Requirement No.1	VRT	Ethics	Confidential	M06	FT
D6.2	OEI - Requirement No. 2	VRT	Ethics	Confidential	M06	FT
D5.4	Half year management report until M6	VRT	Report	Confidential	M08	MCB
D2.3	Support cycle's call report v1	F6S	Report	Public	M09	VRT
D3.1	Cross Coach Handbook	MCB	Report	Public		THERMI
D1.4	First version of the hubs activity report	VRT	Report	Confidential	M12	CSKC
D2.4	Support cycle's call report v2	F6S	Report	Public	M12	VRT
D1.5	Media Motor Europe Platform v.2	ATC	Demonstrator	Public	M12	MCB

D4.2	Dissemination Report v1	F6S	Report	Public	M12	CSKC
D4.3	MediaMotorEurope Sustainability and Exploitation Plan v1	FT	Report	Confidential	M14	
D3.2	Cross-coaching activity report v1	MCB	Report	Public	M15	
D3.3	Portfolio Management activities report v1	FT	Report	Confidential	M15	
D2.5	Support cycle's call report v3	F6S	Report	Public	M18	
D2.6	Aggregated calls report	F6S	Report	Public	M18	
D3.4	Cross-coaching activity report v2	MCB	Report	Public	M18	
D3.5	Portfolio Management activities report v2	FT	Report	Confidential	M18	
D5.5	Half year management report until M18	VRT	Report	Confidential	M20	
D1.6	Final version of hubs activity report	VRT	Report	Confidential	M24	
D3.6	Final cross-coaching activity report	MCB	Report	Public	M24	
D4.4	MediaMotorEurope Impact Assessment	F6S	Report	Confidential	M24	
D1.7	Final ecosystem map	VRT	Report	Public	M25	
D3.7	Final portfolio management activities report	FT	Report	Confidential	M25	
D4.5	Final dissemination Report	F6S	Report	Public	M25	
D4.6	MediaMotorEurope Sustainability and Exploitation Plan final version	FT	Report	Confidential	M25	

4.5.4 Issues to be checked by Internal Reviewer

The Lead partner is responsible for ensuring the quality of the deliverable presented. Afterwards, the internal reviewer is responsible for checking the quality of the deliverable concerning the issues listed below and will list all the remarks in the deliverable document itself.

- Ensure conformance of Deliverable to the Description of Action (objectives, expected content, demonstrated impact)
- Furthermore, check document for
 - clear and concise structure
 - executive summary

- introduction / related documents
- table of contents, list of figures, list of tables
- Check for references: text copied without reference?
- Formal presentation: document template used?
- Text spell-checked?
- Recommend corrective actions if necessary

4.6 EC Reviews

EC reviews will be organised to present the project results in accordance with the reporting periods to the European Commission and their independent experts. This enables the Commission to monitor the project and to ensure that the contractual obligations are fulfilled. Additionally, future project plans are discussed and agreed within such a meeting.

The MME project reviews are tentatively scheduled for M13 and M25 as indicated in the GA, with the planned location Brussels. Reviews may take place within 60 days of the end of the corresponding period.

4.7 External Publications

The Coordinator and all partners have to be informed on project related publications in advance (see also the DoA and the CA for details). External publications should be joint publications between project partners, whenever possible. References to published articles will be stored on the project's public web page <http://mediamotoreurope.eu> If possible, PDF versions of publications should also be made available, but complying to the publisher's copyright rules.

The Intellectual Property rights (especially in connection with planned patents) as included in the Consortium Agreement have to be respected.

4.8 EU funding information

Details on displaying EU funding information are provided in section 38.1.2 of the GA.

In any publication, project dissemination or project material, the following notice must be included:



This project has received funding from the European Union's Horizon 2020 research and innovation program under grant agreement No 871552.

or

This [insert type of result] is part of a project that has received funding from the European Union's Horizon 2020 research and innovation program under grant agreement No 871552.

The EU emblem must be used at all times.

Any dissemination of results must indicate that it reflects only the author's view and that the Commission is not responsible for any use that may be made of the information it contains.

5. Financial Management

5.1 Payments by the Commission

The contract specifies a maximum EC contribution to the project.

Payments are made to the Project Coordinator on behalf of the consortium. The Project Coordinator is responsible for receiving and ensuring the distribution of the community financial contribution. The allocation of the payments to the partners has to be decided by the consortium (consortium agreement).

Whenever changes regarding the bank account information occur on the partner's side the Project Coordinator has to be informed immediately.

By a system of periodic advance payments (pre-financing) a permanent positive cash flow is guaranteed, giving great financial certainty to the consortium.

5.2 Financial Statements and Certificate on the Financial Statements CFS

5.2.1 Financial Statements

Financial statements cover each partner's cost claim for the previous project period. After month 18 the participants enter their financial statements, the explanation of the use of the resources and upload the certificate on the financial statement (if required) into NEF via the EC Research Participant Portal. The Project coordinator submits the entries from all partners to the Commission via NEF (together with the Project Management Report).

5.2.2 Certificate on the Financial Statements CFS

If the cumulative funding is less than 325.000€, no certificate is required.

The auditor must be an independent, external and qualified to national regulations. He certifies that costs incurred during period meet the conditions required by the contract; should expressly state amounts verified

It is suggested to make early contact with the partners' external auditors and establish with them how to submit cost claims/certificates 45 days after end of period.

The coordinator has to submit all final reports and financial statements from all participants (including signed original financial statements) within 60 days after end of each period to EC, which means the financial statement and the audit certificate (if required) of all partners should be with the coordinator at least 2 weeks before the submission to EC.

Costs of certificates are an eligible cost.

6. Critical Risks

In large, complex and relatively long projects where many partners are involved it is unavoidable that problems occur from time to time but on the other hand there will also be opportunities to exploit. It is of paramount importance that potential risks are clearly identified and assessed in MediaMotorEurope, and that the project identifies and understands an appropriate response for each one.

WP leaders will be responsible for identifying and assessing risks in the area of work packages. Risks will be recorded in a shared Google Doc. During the assessment the probability, impact, proximity (in time) and how the impact may change over the lifetime of the project will be estimated and recorded.

Risks with a high probability and a severe impact are handled with particular caution during the project. The following measures are foreseen:

- **Risks of medium to high probability and high impact:** these will be flagged throughout the execution of the project as “risk items”. This ensures that all levels of the project take special care of those items.
- **Risks of low probability or low impact,** and for ones that cannot be foreseen at this stage: the PMB will ensure early identification, and that necessary countermeasures are taken.

The PRINCE2 1 project management methodology recommends six different response types to risks:

1. **Avoid:** completely change track so that the risk does not exist anymore.
2. **Reduce:** implement measures to reduce the probability and/or the impact of the risk.
3. **Fall-back:** identify a “Plan B” to put into effect should the risk materialize, thus reducing the impact.
4. **Transfer:** mostly concerned with insuring against risk, reducing the financial impact.
5. **Share:** often seen in contracts as a “pain/gain formula” where a cost reduction or overrun is shared between customer and supplier.
6. **Accept:** a conscious and deliberate decision having analyzed a risk to do nothing.

For opportunities there are only three options:

- **Exploit:** ensure that the opportunity will happen, and the impact is realized.
- **Enhance:** increase the likelihood or the impact should the event occur.
- **Reject:** a conscious and deliberate decision not to do anything about an opportunity.

The chosen risk or opportunity response will be recorded in the Risk Register (See Appendix B) along with any further necessary information appropriate to the chosen response.

While risk response planning determines the options available to risk response, risk monitoring and control determines contingency strategies and keeps track of the identified, residual, and new risks. The risk measures for Media Motor Europe are recorded in an excel sheet and shared with all the partners.

¹ PRINCE2 is a de facto standard developed and used extensively by the UK government and is widely recognised and used in the private sector, both in the UK and internationally. It embodies established and proven best practice in project management. See <http://www.prince-officialsite.com/>

Number	Issue description	WP	Status	Reponse	Proposed Measure
FORSEEN					
1	Insufficient collaboration opportunities identified	WP1	Solved	Share	The search for collaboration opportunities will happen in every hub. If one hub is unable to attract enough opportunities, the other hubs can compensate and search for additional opportunities within their respective networks.
2	Insufficient attendees of inspiration journeys	WP1	Solved	Fall-back	If MediaMotorEurope is unable to attract sufficient attendees for its engagement events, alternative approaches for the organization of the event, and communicating about them will be sought.
3	Insufficient Expressions of Interest received under open calls	WP2	Solved	Reduce	MME will actively promote the calls promotion via the network of every hub, and through many communication channels to which it has connected.
4	Insufficient cross matchings identified	WP1, WP2	Solved	Reduce	Active matching profiles' search in sources outside MediaMotorEurope's platform & network.
5	Difficulty of engaging startups and bring them to media	WP3	Solved	Reduce	MediaMotorEurope has devised dedicated inspirational events to attract startups. Moreover, the different hubs have already worked together with many startups in the deep tech domain. Should all else fail, MME will seek to expand its network in order to attract additional startups.
6	Difficulty of getting media sharing potential opportunities	WP3	Solved	Reduce	Working actively in advance with our network to prepare their cases and reverse pitches.
7	StartUp & ScaleUps tailored plans overtaken by events, where other commercial opportunities take priority	WP3	Solved	Reduce	Coaches and portfolio managers will work closely with each company to ensure that such opportunities are included in the development

Figure 2. MME risks in shared Google Doc - screenshot

7. Key Performance Indicators

O1 To bring together 4 innovation hubs and achieve coordinated and seamless collaboration between the hubs and their pool of startups/scaleups/media SMEs by building in common an international programme to engage and boost deep-tech startups in the development of tomorrow’s media solutions

- Establishment of the MediaMotorEurope ecosystem with its ecosystem map
- A validated platform for smooth collaboration and exposure of the outcomes
- At least 8 inspirational workshops across the different hubs
- At least 250 startup/scaleup applications to join the MediaMotorEurope programme
- At least 60 selected startups/scaleups to join the MediaMotorEurope programme

O2 To develop and deploy a complementary service pack taking the best of each hub in order to provide mentoring and opportunities for the at least 60 selected startups.

- The Cross-coach handbook
- A validated cross-border scaleup programme
- Qualitative assessment by start-ups of available services
- Assessment of Chief Innovation Officers in customers (public and private) to develop a strategy for providing access for startups to procurement
- Survey of investors on how mature companies are

- Feedback from startups on mentoring activities
- At least 40 coaches involved in the coaching and mentoring activities
- 100 copies (electronic) of the Cross-Coach Handbook disseminated (all 40 coaches and 60 StartUps /ScaleUps)
- At least 180 coaching sessions organized during the project
- 60 tailored plans for going to market (1 per selected startup)
- 180 Client introductions
- 30 Public procurements promoted

O3 establish bridges between the project and relevant activities in Europe and worldwide, with the objective to foster MediaMotorEurope awareness, and to offer improved services to the startups and scaleups within the network.

- Dedicated resources to monitor opportunities
- Documented expected outcome for each of the initiatives, validated by both parties (project and initiative)
- Establish links between external initiatives. The objective is to connect at least 10 relevant initiatives.

O4 Through the extensive networks of media and related sectors, provide visibility of the startups and their innovations through a set of focused and concrete dissemination activities and pitching opportunities

- Good feedback from startups on event opportunities
- Good brand awareness assessment
- Extensive visibility in the startup Europe one-stop-shop
- 120 pitching opportunities realised
- 60 presentations at industry events
- At least 2 major project-organised events for the ecosystem
- At least 10 major industry events attended with presence of selected startups
-

O5 Demonstrate sustainability of proposed actions beyond the life of the project. In order to become a sustainable entity beyond the lifetime of the project (e.g. income from sponsors, startups, equity, ...), we must get something in return to keep this going.

- Business model and sustainability plan
- At least 30 scale-ups expressing the intention to continue collaborating with MediaMotorEurope