COLLABORATE TO INNOVATE!

SUPPORT FOR INNOVATIVE AND COLLECTIVE INITIATIVES AND PRACTICES

GUIDELINES 2021

A. OBJECTIVES

COLLABORATE TO INNOVATE is a new scheme supported by Creative Europe MEDIA and is built around three core ideas:

- **INNOVATION**, recognising that new approaches, practices and processes are necessary to deal with new realities in terms of culture, audience, society, technology and industry.
- **COLLABORATION**, in the sense of partnership and network building within Europa Cinemas and beyond.
- **SUSTAINABILITY**, meaning both environmental responsibility but also innovation that can be replicated and shared for efficient and effective, long-term development across the network and beyond.

Cinemas play a crucial cultural, social and economic role, not only for the entire film industry but also for the cities and communities in which they are located. The COVID crisis has challenged cinema business models. More than ever, cinemas need to renew their skills and practices, particularly to encourage audiences back into cinemas after months of closure.
This new funding scheme has also been inspired by Europa Cinemas "Audience Development & Innovation" labs and workshops, for shared innovations and best practice.

"Collaborate to Innovate" is intended to:
- **Foster a climate of collaborative innovation (social, cultural and technological)** in which fresh approaches and ideas are broadly shared and become part of the network culture.
- **Stimulate new collective innovative and collaborative initiatives and practices** amongst film exhibitors at a national, regional and European scale.
- **Support solidarity amongst exhibitors to tackle together shared challenges**, especially in the context of the COVID-19 crisis.
- **Encourage innovation, particularly with the use of digital technologies** to promote films and create new ways to connect audiences with cinema.
- **Promote innovative collaboration between cinemas and all parts of the industry value chain,** recognizing that cinemas are at the core of the European audiovisual industry.
- **Boost the circulation and visibility of European films** and ultimately, their **impact on audiences**, particularly young audiences.
- **Improve exhibitors' skills and assets**, in particular in marketing their venues and programming and in audience outreach.
- **Develop new approaches that target specifically sustainability and inclusion,** in cooperation with local partners**.**
- **Ensure maximum participation of network exhibitors** to strengthen their innovation strategies and improve their competitivity in their own market.

B. WHAT TYPE OF ACTIVITIES WILL THE SCHEME SUPPORT?

Collaborate to Innovate aims to support innovative and collective approaches and strategies to develop audiences for European productions and to improve the circulation and diversity of European films.

Innovation must represent a process that has the potential to change the approach of cinemas to audience engagement within national contexts and/or across the Europa Cinemas network and wider exhibition sector.

Projects need to clearly demonstrate how they are innovative in their specific geographic and operating contexts. New initiatives are particularly encouraged. Existing approaches with a new innovative dimension (for example, taking place in a different national context or enhancing an existing approach) will also be considered.

Support can also be awarded to the development of new approaches and strategies that individual cinemas have developed during the lockdown, particularly if there is a clear potential for this to benefit the wider network.

The "Collaborate to Innovate" scheme is open to new ideas that further the goals of increasing audience outreach and innovative cinema-going experience. Therefore it does not intend to adopt a too prescriptive framework for projects it supports.

"Collaborate to Innovate" will provide support in the following broad areas:

- Engagement, education and audience awareness of diverse European film to increase demand for European films,
- Sustainable and inclusive audience development exploiting all opportunities, including digital technology.
- Sustainable models, processes and training to increase access to European film and to enhance and innovate the cinema going experience.

Examples of activities

The main aim is to encourage new collaborative approaches across the network that can have an impact on building diverse audiences for European cinema. As an indication, the following projects will be considered for support:

- Collective digital projects (e.g. data management, subscription schemes, ticketing systems and offers),
- New offers & services for audiences (e.g. virtual cinema offers, collaborations with platforms and other parts of the audiovisual industry),
- Joint marketing campaigns (e.g. promoting cinema-going, European films, targeting young people),
- Collective initiatives aimed at developing new & diverse audiences (including hybrid online/in-venue),
- Community-building projects focused on inclusion and access,
- Projects that offer a positive environmental impact,
- Skills development to support the aims of the project. That may include workshops and training schemes, software development and education and learning schemes. Skills development may cover a range of areas, such as data management, marketing, programming, audience development, access and inclusion.

This list is not meant to be exhaustive. Other type of projects that further the aims and goals of "Collaborate to Innovate" are welcome.

C. WHO CAN APPLY?

Collaborate to Innovate is open to Europa Cinemas network members whose European results have led to financial support in 2019 (programming and/or young audience activities) as well as to new network members since 2020 whose results led to financial support for 2020. Participants in the same project must represent exhibition organisations/companies that are economically totally independent from each other.

Every application must meet a minimum number of participants:
- At least **three*** participants from any A or B country for a national project (see below for list of countries)
- At least **two*** participants from C or D countries for a national project
- At least **five** participants from at least **two** countries for an international project involving only A and B countries
- At least **three** participants from at least **two** countries for an international project involving at least **one** C or D country.

*This figure might be adapted if countries have less network members than the required number of participants.

Country Categories
A: France, Germany, Italy, Spain, United Kingdom.
B: Austria, Belgium, Czech Republic, Denmark, Finland, Greece, Ireland, Iceland, Luxembourg, The Netherlands, Norway, Poland, Sweden.
C: Croatia, Hungary, Portugal, Slovenia and Slovakia.
D: Albania, Bosnia and Herzegovina, Bulgaria, Cyprus, Estonia, Latvia, Lithuania, North Macedonia, Malta, Montenegro, Romania and Serbia.

IMPORTANT: Note that priority for this support will be given to projects involving countries and cinemas where innovative practices are less common. The application asks for information about the operating context of the country/ies involved in the project to help determine this.

Each project must nominate a Coordinator, who must be a Europa Cinemas network member and whose European results have led to financial support for 2019 programming. The Coordinator will be responsible for the coordination, delivery and evaluation of the project. In the event that a project is supported, the Coordinator will be responsible for the distribution of the funding amongst the project partners listed in the application.

D. ASSESSMENT GUIDELINES & CRITERIA FOR AWARDING FINANCIAL SUPPORT

1. GUIDELINES

The Assessment Guidelines outlined here are intended to:
- Encourage maximum participation and collaboration among network members,
- Reward applicants who can demonstrate impact for the whole network,
- Ensure all applications subscribe to the overall aims and goals of the "Collaborate to Innovate" scheme,
- Create a transparent means of assessing applications.

2. EVALUATION CATEGORIES AND POINTS

Applications will be awarded points based on their relevance in six categories:

- Innovation
- Collaboration
- European Cinema impact
- Audience, inclusion and sustainability impact
- Network, industry and film ecosystem impact
- Value and feasibility

The evaluators will award points between 0 and 10 based on assessment criteria for each of the six categories. Applicants should use the assessment criteria as a guide to build a strong application and to get a higher score.

- There will be a maximum of 5 points available for Collaboration and a maximum of 10 points for all other criteria.

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- A score of 0 points in any section will disqualify a project.
- The total number of points available is 55.

Minimum score
In order to ensure the quality of the projects that are approved, the assessors will expect projects to reach a minimum overall score of <u>30 points</u> (from a total of 55 available points).

1. INNOVATION

Applications will be assessed on how far their project represents a new practice or process for participants and for the wider network/sector.

<u>Points from 0-10 will be allocated, based on the following assessment criteria:</u>
- Is the application a significantly new practice or process for all cinemas in the network? (*Highest score*)
- Is the application a significant improvement or extension of an innovation or experimental prototype that has been developed in one or more cinemas but with potential for the whole network? (*High score*)
- Is the application based on an existing practice or process in one or more cinemas but would be a significant innovation for most participating cinemas?
- Does the proposed activity represent a new approach to the goals of the fund, taking account of the social, geographic, economic, cultural and environmental position of participants?

<u>Minimum requirements</u>: Every applicant must demonstrate that the project represents a new application, practice or process for a significant number of participating cinemas.

<u>Highest score</u>: Applications which represent a significantly new approach for all, or the vast majority of cinemas in the Europa Cinemas network to a clearly identified shared problem, and that contains a clear plan for future replication and adaptation.

2. COLLABORATION

<u>Points from 0-5 will be allocated, based on the following assessment criteria:</u>
- How many cinemas are involved in the proposal?
- Are the participants representative of the Europa Cinemas network in terms of countries (representing different country categories)?
- Is this participation representative in terms of demographics, society and community?

<u>Highest score</u>: Applications with participation from a representative range of venues, in terms of geography, community and cinema size in more than one country, including C and D countries. And a clear plan for future replication and adaptation.

3. EUROPEAN CINEMA IMPACT

<u>Points from 0-10 will be allocated, based on the following assessment criteria:</u>
- Does the proposal help increase the reach and circulation of European films?
- Does the application support the audience reach of European films?
- Does the application improve the cross-border opportunities reach for European films?
- Is the project replicable or adaptable across the European cinema sector?
- Does the project offer improvements to the cinema experience?

<u>Minimum requirements:</u> Every applicant must offer some measurable evidence that their work could support increased access to, and circulation of European films.

<u>Highest score</u>: Applications with clear and measurable evidence of a potentially significant impact on European film in terms of access, diversity and engagement for the full range of cinemas across the whole of Europe, and a clear plan for potential replication and adaptation across the full diversity of cinemas.

4. AUDIENCE, INCLUSION AND SUSTAINABILITY IMPACT

Points from 0-10 will be allocated, based on the following assessment criteria:
- Does the proposal offer new ways to engage with a diversity of audiences and communities?
- Will the scheme help increase cinema engagement with younger audiences?
- Does the project increase access to cinemas from people with disabilities?
- Does the application support greater cinema engagement with disadvantaged groups in society?
- Is the project focused on demonstrable social and cultural benefits in the communities it aims to serve?
- Does the application offer environmental benefits that can help the communities it serves?
- Is the project replicable or adaptable across the European cinema sector?

Minimum requirements: Every applicant must offer measurable evidence of a positive impact on audience participation and engagement or of community and social benefits that will support increased audience engagement.

Highest score: Applications offering new applications, practices and processes that give measurable development for new audiences or new forms of audience engagement with particular attention to under-represented or disadvantaged groups, and a clear plan for future replication or adaptation across the network.

5. NETWORK, INDUSTRY AND FILM ECOSYSTEM IMPACT

Points from 0-10 will be allocated, based on the following assessment criteria:
- Does the application offer the potential for new business models or more efficient approaches to existing business issues across the network?
- Will the project help the industry improve distribution and screening of European films across international boundaries and borders?
- Does it help improve the promotion of European film with benefits for all platforms?
- Does the proposal have the potential to build or enhance relationships with other parts of the film value chain?
- Could the proposal increase the value of the cinema network in terms of communication, sharing ideas, processes and practices and other forms of collective action?

Minimum requirements: Applicants must show some measurable target and goals of a positive impact in enhancing network relationships and/or the relationship between the network and other parts of the film ecosystem.

Highest score: Applications that are based on measurable and credible efforts to improve the collective strength of the network and/or of the broader film industry through new applications, processes or practices. It must include a credible plan for replication and adaptation across the network.

6. VALUE AND FEASIBILITY

Points from 0-10 will be allocated, based on the following assessment criteria:
- How ambitious is the project in changing the way that cinemas, or a significant part of the network operates?
- Does the coordinator of the project have the experience and resources to achieve its stated goals?
- Does the project have realistic resources to achieve its stated goals?
- Do the partners in the project - both inside and outside the network - offer clear value, expertise and experience to the project?
- Are all the stated costs eligible and is there a credible, balanced budget?
- Does the project offer value for money in the balance of costs and outcomes?

Minimum requirements: Applications need to be able to demonstrate how the leaders and partners in a project can deliver their targets within the proposed budget and resources.

Highest score: Applications must demonstrate that their ambitious, inclusive and clearly innovative plans can be realistically implemented by its coordinator and partners within the proposed budget and resources. They should include a plan for how the work can be replicated and adapted by the wider network.

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E. RESULTS AND KEY PERFORMANCE INDICATORS

Key Performance Indicators (KPI) are a means of measuring progress and allow analysis and conclusions to be drawn at the end of the project in the interests of the wider network.

Each project should have *measurable* targets that might come in a number of forms, such as increased audience numbers, increased diversity of film programme, community involvement, etc.

Those targets are not how the final project will necessarily be judged. When dealing with innovation, failure can have at least as much long-term value as success. But for lessons to be learned, there needs to be a common approach to KPIs.

KPIs need to be included as part of the application.

PART ONE: AIMS AND GOALS OF THE PROJECT
Each applicant will define its aims in terms of its intended impact, explaining what it wants to achieve in terms of European film, audience and social impact and network/industry impact.

PART TWO: MEASUREMENT
Each applicant will turn those aims into measurable targets. Those targets may change depending on the nature of the project. It might be, for example, audience numbers for a specific film or film programme; or it might be a percentage increase in young audiences during a time period. What matters is that there is a clearly identified *measurable* metric that will show the current situation and a target improvement.

	CURRENT PERFORMANCE	TARGET IMPROVEMENT
EUROPEAN FILM IMPACT		
AUDIENCE/SOCIAL IMPACT		
NETWORK/INDUSTRY IMPACT		

Collaborate to Innovate is not a mathematical exercise and the final achievement of the stated targets may not be as important as the process of trying to reach them. But it is essential to have a measurement that will allow the lessons of projects to be learned, and to share these with the network.

F. PROCESSES AND TIMELINE

STAGE ONE: "COLLABORATE TO INNOVATE" GUIDELINES AND PROMOTION
- Guidelines, drawn up with the Europa Cinemas Innovation Working Group have been shared with the European Commission.
- Europa Cinemas will ensure that Collaborate to Innovate is effectively communicated inside the network and beyond. Communications will include workshops, social media posts and other forms of promotion.
- The scheme will be promoted more widely in the industry and beyond by sharing with other industry groups and press.

STAGE TWO: APPLICATIONS SUPPORT AND WORKSHOP
- Europa Cinemas will offer advice to applicants for questions about guidelines, procedure and processes.
- Some online workshops will be organised to allow applicants to pitch to the wider network. Such pitches may attract support across the network and encourage participation.

STAGE THREE: INITIAL APPLICATION REVIEW
Europa Cinemas will have a review process for applications and KPIs when submitted. That initial review will check:

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- Whether applicants meet the eligibility requirement,
- The business status and eligibility of the applicants,
- The financial feasibility and sustainability of the project,
- The ability of the project leaders to deliver,
- KPIs.

At the initial stage, Europa Cinemas has the following options:
- To declare ineligible projects that fail to meet eligibility requirements,
- To request further information and clarification from applicants,
- To recommend adjustment to the proposed budget of the project,

At the end of the review, Europa Cinemas will forward eligible projects to a panel for the assessment.

STAGE FOUR: EXTERNAL ASSESSMENT
- The projects will be assessed by a panel of external experts.
- The panel will use the guidelines and points system to assess each application.
- The panel members will select projects within the overall budget.

STAGE FIVE: ANALYSIS AND COMMUNICATION
- Europa Cinemas will ensure formal notification of the outcome to all applicants.
- At the end of the projects, Europa Cinemas will analyse the results and offer a report to the network.
- Europa Cinemas will promote the results and findings beyond the network to the wider industry and press.
- The findings will be used to inform existing innovation workshops and potentially for new workshops.

STAGE SIX: CASE STUDY
Each project will need to agree to producing a case study, including methodology, budget, key impacts and learnings (in line with templates provided) which will be disseminated with stakeholders, the wider network and sector to encourage peer-sharing.

G. AMOUNTS AND ELIGIBLE COSTS FOR CALCULATION OF FINANCIAL SUPPORT

- Applicants can apply for up to 100,000€ per project.
- The total budget available for this call is 1 Mio €.
- The financial contribution of Europa Cinemas must not exceed 70% of overall investments for projects that are submitted mainly by applicants from A and B countries, and where the main expenditure of the project will be in A and B countries.
- The financial contribution of Europa Cinemas must not exceed 80% of overall investments for projects that are submitted mainly by coordinators and partners from C and D countries.

Eligible costs include:
- Staff costs that are specifically allocated to the project (up to max 20% of the total eligible costs),
- Marketing, Advertising and PR campaigns costs,
- Accessibility costs (such as accessible supporting materials, subtitling fees, etc),
- Project-specific technology costs (such as equipment hire, web development, hosting fees, etc),
- Event costs for enhanced screenings and audience development
- Assets (Filming, Editing, Digitisation)
- Outreach and community inclusion costs
- Venue Hire (workshops, special events only, not screening rooms)
- Film hire, rights clearances and transport costs
- Documentation and Evaluation
- Travel costs
- Legal advice
- Consultation fees

This list is not exhaustive and other relevant items may be considered. All proposed expenditures should contribute to the activity proposed.

Ineligible costs include:
- Overheads (rent, general IT and communication costs...)
- Fixed costs and fixed staffing costs,
- Regular investments (material upgrade or replacement),
- Capital costs covering building repairs,
- Events not primarily focused on film exhibition,
- Activity covered by existing funding arrangements,
- Programmes with more than 5% free tickets.

Payment conditions:
- 50% will be paid on receipt of a signed acceptance letter by the project coordinator.
- 50% will be paid upon presentation of a statement of expenditure for the activity supported by Europa Cinemas.
- Applicants must provide Europa Cinemas with a sample of invoices of eligible costs.

H. IMPLEMENTATION CRITERIA

Implementation period of the project: Supported projects need to be launched in 2021. They may vary in length, scale and format and there will be a <u>maximum</u> of 12 months for project implementation.

Each project must involve a minimum of cinemas as stated above.
Participants in the same project must represent exhibition organisations/companies that are totally independent economically from each other.

Each project must nominate a Coordinator:
The Coordinator must be a Europa Cinemas network member whose European results have led to financial support for their 2019 programming. The coordinator is responsible for the coordination, delivery and evaluation of the project. In the event that a project is supported, they are responsible for the distribution of the funding amongst the project partners listed in the application.

Each project must agree to a case study evaluation:
The Collaborate to Innovate scheme is about sharing the results of work to the wider network to foster a culture of innovation and collaboration. Applicants will need a signed agreement that the project can be analysed and used as a case study at the end of the work. Europa Cinemas will have the right to publish the case study, subject to any confidentiality agreements with the applicants.

Other conditions:
- Projects can exceptionally involve non-member cinemas if a clear rationale is presented and prior conditions are met.
- A group of cinemas / exhibition companies can only submit **one** project.
- A cinema can only be partner in **one** project.
- Projects can only be supported **once**.

How to apply?
Start by reading carefully the full Guidelines to ensure your activity fits the eligibility criteria and priorities outlined.

<u>Submit an application using the dedicated online forms before the deadline (2nd June 2021, 8.00pm, CEST):</u>
- A complete application ([see template](#))
- An income and expenditure budget ([see template](#))
- A signed expression of interest form (mandate, [see template](#)) from each partner

Additional supporting documents providing supplementary information can also be attached to the application.

<u>Note that incomplete applications will not be considered</u>.

Timetable:
Call opens for applications: 8th April 2021

Submission deadline for applications: 2nd June 2021 – 8.00pm (CEST)

Decisions announced: End of June/Beginning July 2021

Please use the following link to submit your application online:
https://form.jotform.com/EuropaCinemas/CTIApplicationForm

Email for questions about the application procedure: collaboratetoinnovate@europa-cinemas.org