



BLUE MISSION BANOS

Supporting the Mission
Ocean Lighthouse in the
Baltic and North Sea Basins

Deliverable 4.1

**The innovation cycle - Methodologies
to accelerate implementation of
innovative solutions in the BANOS**

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Abstract	<p>Deliverable 4.1 presents the methodology ‘the innovation cycle’ developed and used to accelerate implementation of innovative solutions in a given region, which was implemented (and hence tested) by now in the first of five cycles. The methodology and especially lessons to be learned in view of possible improvements shall be used as a guidance document for the coming four innovation cycles of BlueMissionBanos. It is expected that with experience growing from its implementation in each subsequent innovation cycle, that the methodology can be further refined and improved.</p> <p>This deliverable describes the framework for the collaborative planning of these innovation cycles in five business development regions in the BANOS area, and the developed model for BMB to act as a mobiliser and facilitator among relevant actors and initiatives to identify and raise awareness of innovative solutions, as well as research and innovation needs. The methodology developed aimed to foster collaborations, know-how exchange and transfer as well as to accelerate uptake of solutions for the Mission objectives.</p>
Keywords	BlueMissionBANOS, Mission Ocean, Mission Arena, Business & Innovation, Co-creation, Blue Economy, Deployment, Carbon-neutral, Innovation ecosystem



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ACRONYMS

BMB	BlueMissionBanos - Supporting the Mission Ocean Lighthouse in the Baltic and North Sea Basin
PP	Project Partners
WP	Work Package
BANOS	Baltic and North Sea
CSA	Communication and support action
M	Month
MA	Mission Arena
MA1	Mission Arena 1
R&I	Research and Innovation



REFERENCES

1. Mission Ocean Implementation plan [Final outline implementation plans \(europa.eu\)](#)
2. Mission Restore our Oceans and Waters Charter [EUSurvey - Survey \(europa.eu\)](#)



EXECUTIVE SUMMARY

Deliverable 4.1 presents the methodology developed and used within the BlueMissionBanos project to accelerate the implementation of innovative solutions in the BANOS region and potentially beyond. The methodology was realised during the first of five so-called innovation cycles, during the first year of the project. The lessons to be learned from this first early on application allow it to act as a guidance document for the development of the coming four innovation cycles and to be further refined and improved during these.

This deliverable describes the framework for the collaborative planning of these innovation cycles in five business development regions in the BANOS area (T4.1). It further describes the developed model for the project to act as a facilitator, mobilising actors and initiatives to identify and raise awareness of innovative solutions as well as research and innovation needs. It specifically highlights how to foster co-creation with engaged actors and participants (T4.2).

Throughout BlueMissionBanos, the methodology aims to foster collaborations, know-how exchange, transfer and generation and ultimately, the development of an innovation ecosystem which accelerates the uptake of solutions necessary to achieve the Mission objectives (T4.3).

As shown in the last chapter, despite some drawbacks, the deliverable shows that the methodology developed and implemented in the first innovation cycle with the realisation of the first Mission Arena succeeded in fostering co-created activities and the prioritisation of action points necessary to be implemented as to foster the uptake of the innovative solutions identified during this first innovation cycle. Hence it serves as a good baseline for future innovation cycles to be implemented elsewhere, even though local conditions will always need to be considered.



1. INTRODUCTION

1.1. BACKGROUND

To address major societal challenges, five EU Missions of different focus have been established within the Framework Programme Horizon Europe. The overall aim of one of these, the Mission Restore our Ocean and Waters by 2030, “Mission Ocean and Waters” for short, is “to protect and restore the health of our ocean and waters through research and innovation, citizen engagement and blue investments, as a way to achieve climate neutrality and restoring nature” (Mission Ocean Implementation plan). In combination with the two enablers: 1) ‘Digital Ocean and Water Knowledge System’; and 2) ‘Public mobilisation and engagement’, the Mission has the objectives to:

1. Protect and restore marine and freshwater ecosystems and biodiversity, in line with the EU Biodiversity Strategy 2030.
2. Prevent and eliminate pollution of our ocean, seas and waters, in line with the EU Action Plan Towards Zero Pollution for Air, Water and Soil.
3. Make the sustainable blue economy carbon-neutral and circular, in line with the proposed European Climate Law and the holistic vision enshrined in the Sustainable Blue Economy Strategy.

To engage regions and support cooperation to reach the Mission aim, “Lighthouses” for different basins have been established, to work for the aims and objectives of the Mission in two phases of three years each. These Lighthouses encompass the basins of the Atlantic-Arctic, the Mediterranean Sea, the Danube River basin, and the Baltic and North Sea. During the first phase (2021-2025), the four Lighthouses will demonstrate potential solutions, to be scaled up and replicated across the Lighthouse areas during a second phase (2026-2030).

BLUE MISSION BANOS

BlueMissionBanos is a Coordination and Support Action (CSA) to implement the Baltic and North Sea Lighthouse by identifying, inspiring and supporting stakeholders across the Lighthouse area in taking positive action to reach the objectives of the Mission Restore our Ocean and Waters. BlueMissionBanos operates in parallel with CSAs in the other Mission Lighthouse areas: BlueMissionMed (Mediterranean), DALIA (Danube and black sea) and BLUEMISSIONAA (Atlantic-Arctic), with their respective objectives.

BlueMissionBanos is the Lighthouse, which specifically aims towards the third objective of ‘making the blue economy carbon-neutral and circular’, with the following targets:

- Eliminate greenhouse gas emissions from maritime economic activities in the EU and sequester those emissions that cannot be avoided (i.e., net zero maritime emissions).
- Develop zero-carbon and low-impact aquaculture.
- Promote circular, low-carbon multi-purpose use of marine and water space.



The focus of BlueMissionBanos lies in supporting the uptake of a sustainable, carbon-neutral, and circular blue economy by connecting national, regional, and transnational actors from politics, industry, and science, thereby creating a governance model that is conducive to innovation.

One key pillar of BlueMissionBanos is the implementation of time and geographically focussed 'innovation cycles', culminating into co-created 'Mission Arenas' (MAs). These 'Arenas' are two-three day long in person events, that shall act as facilitators and knowledge brokers to inspire, engage and support stakeholders across the BANOS basins, to channel resources effectively towards the Mission Ocean objectives.

The innovation cycle methodology presented in this report (BlueMissionBanos Deliverable 4.1) aims to present methodologies to accelerate implementation of innovative solutions with a first set of guidelines and tools for identifying solutions, through the framework developed for innovation cycles, the co-creation process (T4.1, M4.1) and realisation of the first innovation cycle (T4.2, M4.2).

Each innovation cycle aims to showcase 'innovative solutions' relevant for the given geographic region as well as remaining 'research and innovation (R&I) needs and barriers', which need to be tackled as to foster their deployment (Milestone 9). In combination with the co-created discussions of actors these result in 'D4.3 – Roadmaps for deployment of solutions to foster decarbonization/circularity in selected blue economy regions'.

The methodology will provide BlueMissionBanos, other Lighthouse CSAs and external parties (for example R&I-actors, and national, regional and local authorities), with a guideline for how to plan and realise activities to accelerate implementation of innovative solutions, through co-creation and MAs. The document can be used by BlueMissionBanos through the coming four MAs; by the other Lighthouses of the Mission Ocean and Waters, and by others (also outside the Ocean theme) for similar future activities aiming to engage stakeholders to stimulate and accelerate the uptake and deployment of sustainable innovation. Deliverable 4.1 meets BlueMissionBanos Objective 2 "Mobilise actors and foster collaborations".

The methodology described in this deliverable will reflect the planning, realisation, lessons learned and recommendations from the first innovation cycle of the BlueMissionBanos project, as well as the work preceding the first innovation cycle. It shows how MAs can be arranged by building on existing structures, like networks, clusters, projects, and initiatives. It will act as a guideline for the development of planned innovation cycles. It will be further developed during the following MAs and will also be transferred to the other Lighthouse CSAs and other relevant stakeholders.

From chapter 2, the following parts of this document are constructed of general descriptions of the methodology of the innovation cycle, followed by examples and experiences gained during the first innovation cycle of BlueMissionBanos and Mission Arena 1 (MA1).

1.2. AIM AND SCOPE OF THE INNOVATION CYCLE METHODOLOGY

The methodology addresses the question "How can we foster the innovation ecosystem by creating new collaborations based on increased awareness of scalable research and innovation, which meets the needs of the region?" The innovation cycles with its MAs shall all lead to the implementation of



the Mission Ocean, where roadmaps will be developed as guidance for how to turn blue economy innovations into reality.

The methodology is designed to support and engage all relevant stakeholders to take action for deployment of innovative solutions by mobilising and fostering new collaborations and partnerships for action between actors from all sectors and all levels, from local, regional to national and EU level and beyond.

The methodology provides a guideline for future organizers on how to

- connect national, regional, and transnational actors from public sectors, industry, and science, to creating a governance model that is conducive to innovation.
- inspire stakeholder to collaborate and co-create activities for MAs. Activities that address common needs and barriers, deploy solutions and possibilities, transfer knowhow and local and regional approaches.
- increase awareness, showcase opportunities, transfer knowledge, mobilize new partnerships and inspire stakeholders to actively contribute to the transition and accelerate the development, implementation and scale up of innovative solutions to make the Blue Economy carbon-neutral & circular by 2030.
- connect with regional and national strategies as well as smart specialization strategies of regions. Regions and local communities play a key role in the implementation of sustainable solutions addressing both common and local and regional challenges, a transition that creates new opportunities for social- and economic development.

Hence the innovation cycles do not only address different thematic sectors; but also provides a connection to those themes which are of particular relevance for the given selected BANOS sub-regions to foster collaboration on the local level.

1.3. OBJECTIVES OF THE METHODOLOGY

The innovation cycle will be a means of engaging stakeholders, fostering stakeholder dialogues, testing results and collecting information.

A schematic view over MAs and their links to the objectives and outcomes is presented in Figure 1.



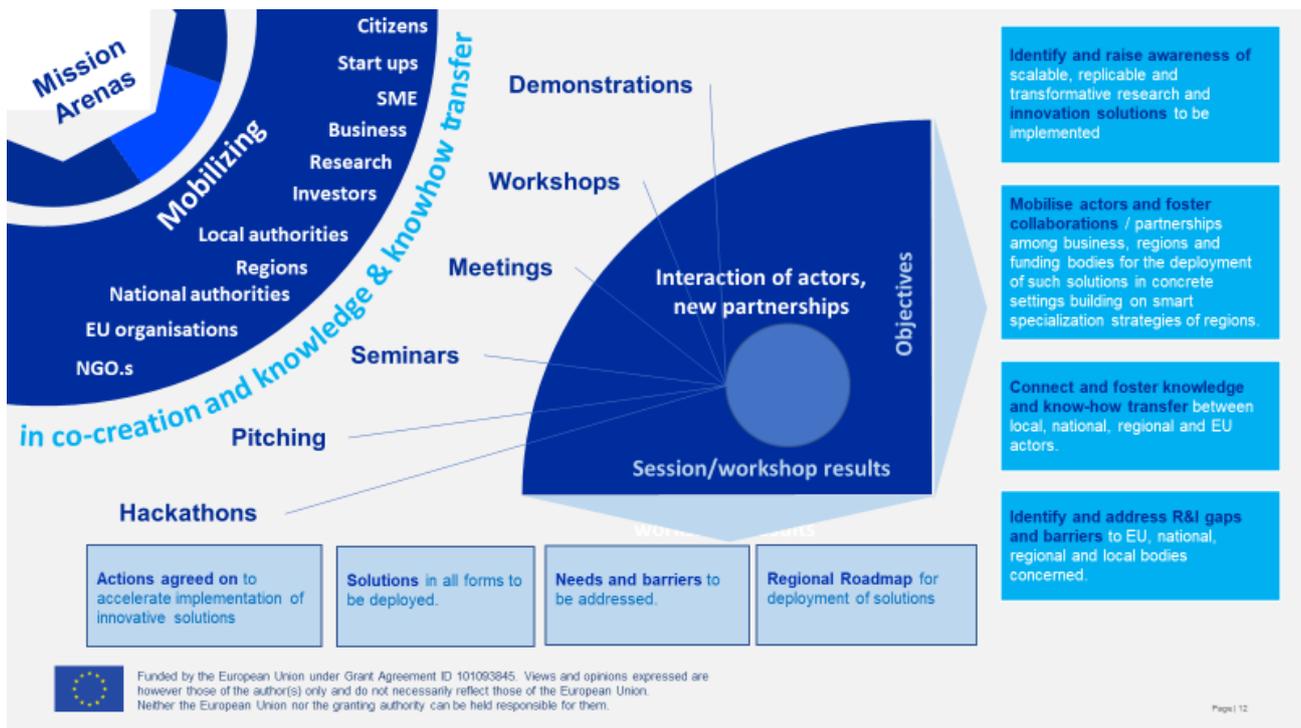


Figure 1. Mission Arenas and their links to the objectives and outcomes of each innovation cycle.

The MA innovation cycle methodology is developed to deliver on multiple objectives and targets based on the principle of co-creation and interaction among all relevant stakeholders across sectors. Outputs are drawn together and presented in a sub-regional, cross sectorial, roadmap with agreed and prioritized actions, barriers to be eliminated and R&I needs for deployment and upscaling of innovative solutions on EU, and National, Regional and local level.

The innovation cycle and the MAs are designed to deliver multiple outcomes:

- Knowledge and know-how exchange, transfer and joint generation between different actors.
- Dissemination and demonstrations of scalable, replicable and transformative research and innovation solutions of all kinds (technology, services, policy, methodologies, approaches)
- Detect and address needs of the relevant actors (authorities, industry, education, civil society) to enable them to deploy Mission Ocean relevant solutions (implementation requirements)
- Detect and communicate further research and innovation needs on basis of knowledge gaps jointly identified (further research requirements)
- Foster communication and cooperation among private and public funders relevant for financing actions in the region as to increase effectiveness of the deployment of the respective individual projects.
- Knowledge exchange, transfer and joint generation specifically related to new business models supporting the transition – to create entire value chains, to enable local communities to take action, to foster implementation of proven solutions across regions / companies etc.
- Increase and improve citizen involvement through transfer / joint implementation of engagement approaches.
- Capture data needed for analyses etc.

2. GUIDELINE OF THE INNOVATION CYCLE METHODOLOGY

2.1. METHODOLOGY OVERVIEW

To provide an arena for different stakeholders to co-arrange activities for deployment of innovative solutions based on their common needs, can be realised through the phases listed in table 1.

Table 2. Phases to complete the innovation cycle.

Phase	Short description	Time	Needed outcomes to move to the next phase
0. Initial planning	Identifying relevant sub-regions and themes relevant for that region in view of Mission Ocean implementation.	1M	Identified suitable subregion(s) and theme(s).
1. Identify actors and initiatives	In line with step 0 projects / initiatives implemented by actors throughout the selected sub-region are identified. Sources for identifying actions / actors are the EU Mission Ocean Charter, R&I actors project portfolios, Regional developing offices / clusters and more detected from stakeholder engagement (snowball system)	2M	Identified actors / actions.
2. Identify solutions	Solutions in all forms, technologies, services as well as models and methodologies, to be identified from projects and initiatives.	2M	Identified solutions with stakeholders create a framework for the next phase of the cycle.
3. Engage stakeholders / co-creators	Engage and invite stakeholder groups across the subregion to co-create activities at the MA around given themes. In stakeholder collaboration - identify solutions to be presented; action points to be discussed and most appropriate forms of how to find joint conclusions through co-creation activities/sessions at MAs.	2M	Stakeholders committed to participate and co-create the MA on defined topics of relevance to the stakeholders.
4. Identify and engage possible co-funders of MAs	E.g. applications to local authorities or fees for different types of participation in the MAs.	3M	Secured sufficient funding.
5. Align with citizen	Engage regional and local actors within ocean literacy and citizen engagement.	3M	Citizen engagement actors committed to



engagement activities			participate and co-create the MA on defined topics of relevance to the actors.
6. Co-create and plan activities	Assist the session teams to be formed and support with engagement of other contributors and speakers needed. Engage with all co-creators to attract relevant participants for the different sessions.	3M	Defined topics and main coordinators to lead the co-creation of planned activities.
7. Co-create Action points to be discussed	Assist the main coordinators and their session teams in developing pre-arena action points to be validated through co-creation sessions at MA and prioritized in final MA assembly	5M	Set of Targets and Action Points to be presented for discussion pre-Arena.
8. Mission Arena	Support in actual Arena Organisation. Detect new pathways, needs and barriers within various forms of sessions and well organised set up of rapporteurs. Align session outputs as to allow for final MA Assembly voting for sub-regional mission roadmap / action points for deployment.	6M	Event planning and execution; synchronized & effective rapporteur system to allow for dynamic changes and final voting.
9. Communicate results, services and needs	Collect and document all findings; communicate and transfer findings to relevant stakeholders, like national and EU bodies.	8M	Collection of results from MA activities.
10. Follow up	Engage selected groups / participants (i.e. regional representatives) on reception of Mission Arena results and resulting possible follow-up activities.	9M	Seeds for Roadmap Mission deployment implementation.



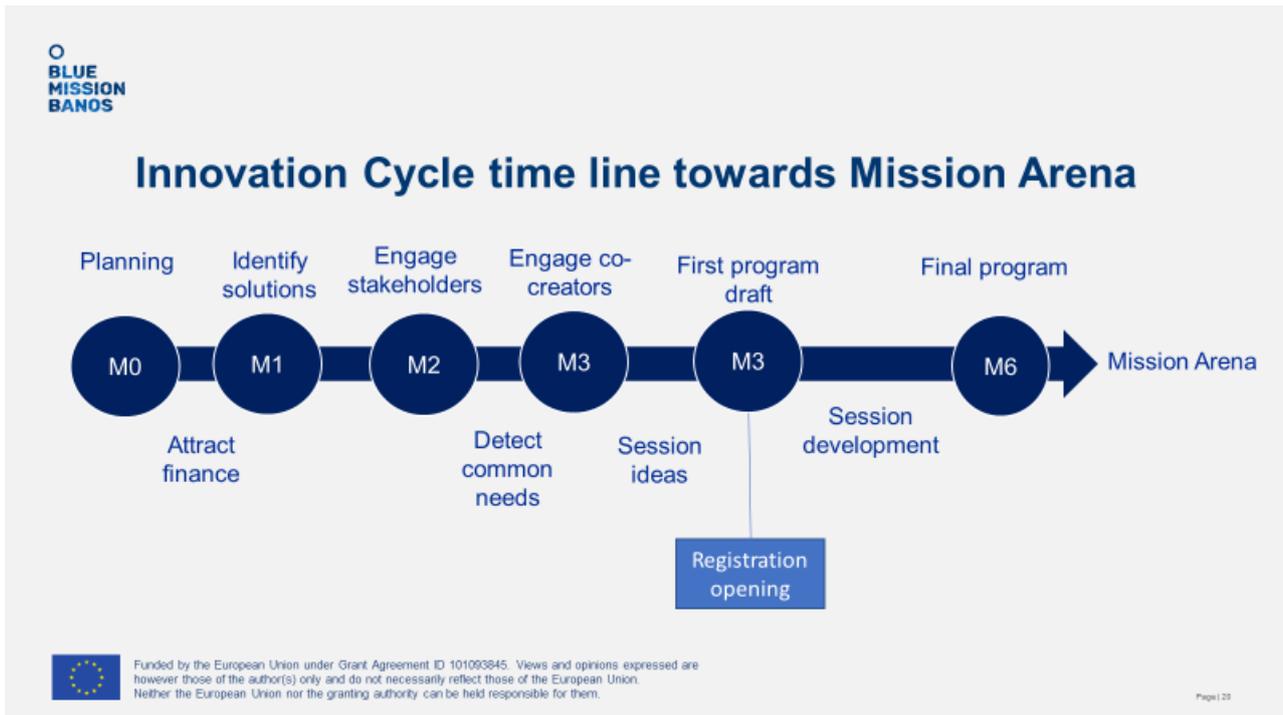


Figure 2. Estimated timeline for the planning and execution of an innovation cycle and Mission Arena.

ROADMAP

In addition to the general goal of inspiring stakeholders to get to know and engage with each other to take joint actions for Mission Deployment; each innovation cycle also aims towards one concise ‘Arena Message’ document (the roadmap), which can be transmitted as a tangible, agreed output from each Arena to relevant decision makers. To that end, action points are collected around each Arena theme already PRIOR to each Arena within the engaged group of stakeholders involved in the co-creation of the respective sessions. These action points are made available to all participants shortly prior to the event.

As a result of the discussions subsequently held in the consecutively organized various MA sessions under each theme, these action points to address still existing barriers and needs are subsequently revised prior to the final MA session and combined into a common roadmap for the region. The final MA assembly session is then designed as to allow for a voting among the selected Action Points in view of top priority actions. In such way – it is a true Mission Arena Assembly joint vote – which generates the top priority actions to be submitted to decision makers.

As it is understood that such Mission Assembly may still constitute a biased constituency – a preliminary survey shows the distributions of voters according to gender; age; country; professional role, etc. The co-created roadmap, together with other results and findings from the innovation cycle and MA is addressed to local, regional and national bodies concerned.

2.2. INITIAL PLANNING

The concept of innovation cycles includes a way of working with co-creation as an integral part of the process. The innovation cycles aim to address different thematic solutions necessary to achieve Mission Ocean objectives in the specific sub-regions (e.g., *carbon-neutral mobility for people and goods, *secured access to carbon-neutral, healthy food, energy or new circular raw materials from within the region; *thriving companies with sustainable technology and good work for rightly skilled people).

Each cycle is to be carried out in collaboration with a given sub-region and the connected themes in their SMART-specialisation strategies, the Lighthouse IA and regional innovation structures.

Each innovation cycle has a starting point in a selected region and specific themes relevant for that region. For arrangements where these are already defined, the main organisers can directly start at Phase 1 – identifying the relevant actors / actions and their solutions. When a region and/or their most relevant themes have not already been selected, initial planning in a pre-innovation cycle phase is required.

The elements within the innovations cycle can be adjusted in the planning depending on the scope of the selected themes, relevant sectors, the size of the addressed subregion, stakeholders and other needs detected during the different phases of the innovation cycle. the working time allocated and the financial budget.

The planning builds on EU and national projects and cluster initiatives from the Mission Charter and detected within clusters. It will stimulate business and innovation projects and partnerships in line with Smart Specialisations Strategies.



Examples from BlueMissionBanos MA1 – Initial planning

A parallel process: Preceding the first innovation cycle, suitable sub-regions were identified within BlueMissionBanos and themes for five innovation cycles were agreed upon in co-creation between BlueMissionBanos and identified suitable co-creators. For BlueMissionBanos, the process of identifying sub-regions and themes was to some extent a parallel process of the Innovation cycle phase 1 (identifying solutions) and phase 2 (Engaging stakeholders and participants). In addition to information coming from project workshops, some stakeholders were approached at an early stage for both discussion on relevant themes for the sub-regions, relevant available solutions, as well as potential initial co-creators, and for discussions on relevant themes and topics for the MA. More information on the process and collaboration with co-creators is found below in under Phase 2.

The initial planning, the pre-innovation cycle, resulted in the Piloting framework, finalised during M1-5 of the BlueMissionBanos project (Milestone 4.1) which, together with the defined set of themes or combination of themes for each of the five sub-regions, enabled proceeding into the Innovation cycle phase 1 - Identifying solutions.

Sub-regions: Five sub-regions (figure 2) based on Blue Economy development areas were selected to cover the BlueMissionBanos target area (BANOS basins). The sub-regions were selected to engage local and regional actors to co-create activities; to engage new partnerships to form; and to accelerate the uptake of solutions from common local challenges and opportunities in the specific sub-region. The sub-regions and main themes for the MAs where among others integrated with the regional SMART-Specialization strategies.

Themes: Pre-requisites for themes were to be coherent with the Mission Restore our Ocean and Waters, with the Mission Ocean Lighthouse in the BANOS area, and of relevance for the sub-region in question. Themes were suggested during an internal project workshop (at project kick-off meeting, M2), where all PPs were involved in discussion of themes of interest for sub-regions of the BANOS area. For each sub-region the following was listed: i) Possible collaboration partners and initiatives in the sub-region; ii) Innovative solutions in the sub-region, iii) Suggestions for themes in focus in the sub-region; iv) Ideas for co-finance in the sub-region; and v) Regional SMART-Specialization strategies.

The suggestions for suitable themes or combinations thereof for the different sub-regions were further discussed and agreed upon together with co-creators in subsequent workshops.

The main themes identified for BlueMissionBanos MA1 were Low Carbon Blue Economy; Actions to decrease pollution & increase biodiversity; Zero Carbon Aquaculture; Blue Food, Feed, Materials, Services; Clean Ocean Energy; Multi-Use Solutions / Plans; Marine Protection & Restoration; and Ports as Innovation Hubs.

Identified issues: Existing technical Solutions & Innovation Gaps, Finance & Funding / Suitable Business Models, Regulations & Decision-Makers / Who decides where on what? / Match-Making / Networking and more.



2.3. THE INNOVATION CYCLE

The seven phases of the innovation cycle (Figure 2) and the methodologies developed and used in the different phases are described below.

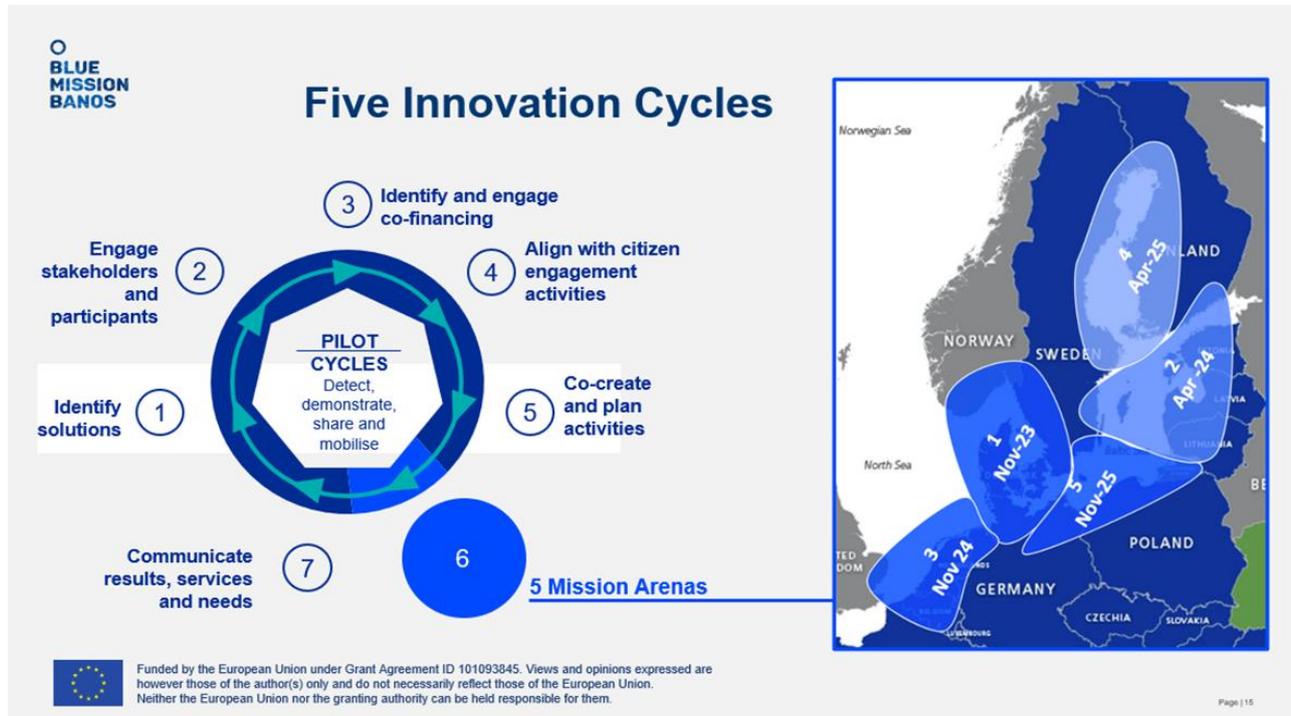


Figure 3. Visualisation of the innovation cycle with the five sub-regions based on blue economy development areas and estimated timing for each Mission Arena.

PHASE 1 - IDENTIFY ACTORS, INITIATIVES AND SOLUTIONS

In order to be able to engage the relevant stakeholders and motivate them to turn into co-creators, we obviously first need to identify the relevant actors and their projects, activities and initiatives, from which we can further identify the relevant solutions to achieve the Mission Ocean objectives. This comprehensive database creates the framework for the next phase of the cycle, providing the foundation for the further organisational work, including the important step of identifying potential co-creators during phase 2.

Examples from BlueMissionBanos MA1 – Identify actors, initiatives and solutions

The stakeholder mapping for the MA1 was mainly supported through the following long-term initiatives, which had been started by BlueMissionBanos partners and supporters prior to the actual BlueMission BANOS project. The SUBMARINER Network (Lead Partner of BMB) has over the course of the past years developed a comprehensive searchable database of stakeholders and their activities with focus on the BANOS region. This database was supplemented by datasets generated by the ‘EU Mission Charter’ as well as the ‘EU Portfolio Analysis Report’ (June 2023), which identified over 800 projects from 16 different EU funding

The 'EU Portfolio Analysis Report' could, however, only serve as a basis as it was not sufficient in detail:

- a) The dashboard did not provide the link between the projects and the respective actors involved. This link was provided through the additional work carried out by BMB partners in WP6 ('wavelinks').
- b) The dashboard only sorts projects by Mission Objectives, which is not sufficient to identify specific actors and activities for solutions in the specific areas driving Objective 3. Hence projects had to be analysed in much more detail according to the themes identified in Phase 0 (i.e. low-trophic aquaculture; multi-use solutions; clean shipping).
- c) Further, to reach stakeholders, it is not sufficient to know the institution involved from the given region; but individual experts and their contact addresses must be identified.
- d) Finally, as indicated the analysis only provides for EU funded initiatives. It does not capture the multitude of actions and initiatives driven by national, regional, philanthropic as well as private actors and funders. These are much more difficult to identify due to the lack of a centralised system; which can only be built up step by step through further work within Blue Mission BANOS. This is a long-term reiterative process, which is continuously inter-connected with Step 3 'engage stakeholders and co-creators', where organizers are actively reaching out and engaging with the regional and local actors including regional development offices.

It is also to this end that stakeholders have been encouraged to endorse the 'Mission Charter' since January 2023. However, by the stage of the preparation of the first innovation cycle leading to MA1, still only a small number of stakeholders (not identified already through the project analysis) had signed into the 'Mission Charter'; partially because the submission is framed as an 'institutional pledge'; which is difficult to gain by project managers within bigger institutions.

In conclusion, the work of future innovation cycles is expected to be made substantially easier through the ongoing work in WP6 'wavelinks' as well as early supplementary efforts within each given region to map relevant stakeholders. It was mainly due to efforts by the central SUBMARINER Network secretariat, that a substantial database could be created with a detailed overview of projects by themes and the individual experts involved (see Annex XXX plus project link on www.bluemissionbanos.eu). In future this information has be generated at a much earlier stage though.



PHASE 2 - ENGAGE STAKEHOLDERS AND PARTICIPANTS

Co-creators

Once an initial set of relevant solutions, projects, initiatives and/or actions and their related actors in the sub region are identified, engagement of stakeholders for MAs follows.

Both steps are, however, reiterative – as especially regional solutions can often be better identified through intermediary stakeholders on the spot than through central databases. Hence stakeholders should also be engaged already during the initial planning/ pre-innovation cycle, when input from relevant actors is needed for the co-creation process to include both selection of region, themes and solutions. Hence stakeholders should be engaged in several phases, including phase 2, and be encouraged to become co-creators and later have an active part in both the planning and performing of activities at the MA.

Engagement requires mobilising both internally within the organiser network, as well as externally, reaching out to identified relevant stakeholder as well as identified projects, initiatives, and clusters to engage these in the innovation cycle and the upcoming MA.

Suggested participant groups identified as relevant for participation in the innovation cycle and MAs include the following:

- Actors from EU/ Mission relevant projects (esp. those with pilots/demonstrators within the selected MA region) as well as local, regional and national initiatives.
- National, sub-regional, local authorities from the region.
- Business Support Organisations, Industry Organisations, Clusters and other relevant networks.
- Start-ups, Small and Medium sized Enterprises (SMEs), Industry.
- Relevant R&I institutes and R&I clusters.
- NGOs, Education and other Citizen Engagement organisations.
- Consumer Awareness and Label organisations and initiatives.

All individuals, projects, organisations and similar that later on participate in the MA, are participants, but also stakeholders at the same time, contributing to the content and outcome of the MA. Originally it was foreseen to make a distinction between participants from within and outside the targeted MA region; labelling participants from within the region as the most relevant ‘stakeholders’ with ‘voting rights’ in the final MA assembly. At least for the 1st Innovation Cycle this, however, did not prove to be practical. It remains to be seen, whether a solution can be found to better distinguish between stakeholders from within and outside the given MA region in future Innovation cycles and their MAs.

Highly important for Phase 2 was to identify those stakeholders; that are suitable and also willing to act as co-creators, with a more active part in designing session within the MA and in developing the targets and related action points to be discussed during the MA, which form the basis for the resulted agreed roadmap.

To that end it is suggested to arrange preparatory meetings with selected stakeholders around identified themes to:



- Detect common needs among the R&I clusters, industry organisations, regions and local communities, to identify barriers and missing pieces or needs to implement and scale up innovative solutions. Clusters and industry organisations have the potential to cover common needs within sectors. Actors with a role of facilitation of cooperation could potentially more easily take on the role as main coordinators of activities at MAs. More information on main coordinators under Phase 5 Co-create and plan activities.
- Identify which types of activities could be realised to address these needs. Example 1: How EU and national instruments could interact to make sustainable solutions scaled up and competitive. Example 2: Present results from piloting projects of new solutions. Example 3: Showcase and support local community business model in the transition of the blue economy.

Different levels of involvement and/or roles for stakeholders in the sub-regional Mission roadmap and MA were suggested and presented to the given stakeholders within the first Innovation Cycle prior and within the preparatory meetings:

- Co-arrange and organise open sessions in collaboration with other stakeholders / projects.
- Contribute to content in sessions arranged by others. Suggest / promote speakers for various workshops already planned.
- Arrange and/or participate in a closed workshop / round table of cluster managers or other specialized organizations (i.e. funders) themselves (to enable better collaboration).
- Participate in an open workshop of the clusters presenting themselves to the audience (to explain their role in Mission Implementation).
- Promote pitching slots to companies / projects / start-ups / innovators (scientists).
- Disseminate the possibility of participating in the MA to their cluster / project members.
- Add information on the most relevant current and future mission relevant actions by clusters and their members into the sub-regional Mission roadmap.

In dialogue with potential co-creators, the following benefits should be presented to incentivize their active engagement; considering that such engagement also takes up (staff / time) resources, which cannot be covered by the current Blue Mission BANOS CSA:

- Stakeholders / projects are part of an overarching large event.
- Efficiency gains in view of attracting stakeholders to individual workshops (which are often part of the 'job' description of a cluster/ project anyhow).
- Higher impact of organizing a workshop as part of such a large event with messages being part of an overarching Mission Ocean communication.
- Significant visibility gains for current and future actions of each co-creator.
- Opportunity to interact with other similar actors & initiatives across the region and hence increased opportunities for knowledge exchange, transfer, generation and creation of partnerships for future joint activities.
- In view of the multitude of different actors and regions present, themes are discussed from various perspectives, thereby creating a holistic picture of what kind of innovative solutions exist and where the most pressing needs/gaps still need to be addressed through future actions. In such a way, the MA serves as a laboratory to pave the way for innovative solutions, highlighting the future actions needed to fill regulatory, technology and financing gaps.
- The sub-regional Mission roadmap and MA are expected to significantly influence future political and industry initiatives & funding programs at the national, Baltic and EU levels.



Examples from BlueMissionBanos MA1 – Identify Co-creators

Identifying suitable co-creators

Stakeholders were first approached in parallel with the initial process of engaging initiatives, actions and actors to endorse the Mission Ocean and Waters Charter.

Based on the stakeholder and project mapping described previously as well as expert knowledge by Blue Mission BANOS partners including a) the SUBMARINER Network secretariat staff members with their profound engagement in numerous Baltic and EU wide projects and b) experts of the Blue Mission BANOS partners from within the MA1 region with their profound knowledge on national / regional actors – the main organizers identified possible stakeholders, who could be motivated to not only participate, but also to act as co-creators for the MA. In general co-creators can most easily be 'recruited' if they are part of organisations / projects, which are tasked anyhow to collaborate and network across the region. Such individuals can best be found within cluster organisations and/or leaders of projects and/or their exploitation work packages.

Engagement to co-create

Identified suitable co-creators were approached with e-mail invitations to information meetings and digital workshops, in some cases followed up by more targeted e-mails and personal contacts. Information meetings and digital workshops with the potential co-creators were organized during M6-M9. Discussions were moderated by BlueMissionBanos partners active in the region. Subsequently suggestions for themes and specific session topics / formats were further developed and aligned. Notably, several of the invited stakeholders met for the first time within these preparatory workshops / meetings arranged pre-arena.

Hence – even if some of the participants these pre-meetings – could subsequently not join the MA itself - these meetings already fostered understanding about a) the Mission Ocean and b) potential subsequent collaboration. Furthermore, identified and approached suitable co-creators were further informed about the Mission Charter and urged to endorse the Charter, adding to a feedback loop for identifying additional solutions or relevant stakeholders.

As a lesson to be learned for future innovation cycles to come, it should be noted, that it is of crucial importance to gain early on the explicit commitment of at least one main organizer for a given session and even more to assist this main organizer (if external to the BlueMissionBANOS team) through at least one internal, dedicated and knowledgeable BlueMissionBANOS partner as to ensure that *different sessions along one theme are aligned with each other; that *the main organizer understands the specific purpose of the MA and that *sessions are designed in such way that they feed into the final development of the action points (roadmap).

Moreover, it has to be noted that it takes substantial resources from the BlueMissionBANOS team to achieve such high commitment by external co-creators and that it can be expected that only a relatively small group of individuals / organizations are open to take such kind of role.

Engaging participants



Examples from BlueMissionBanos MA1

Engaging participants

Promotion campaign: In parallel to mobilising co-creators to suggest and settle on both suitable themes and activities for the respective sub-regions, a specific promotion campaign was prepared for the MA1 based on the general BMB communication plan of WP1. This included among others a 'Save the Date'

- posted on BlueMissionBanos and PP web sites during M6
- distributed by all PPs within their networks, via e-mail, newsletters and their social media channels (Linked In);
- an e-mail signature banner (used by most of the BMB partners);
- a social media campaign linking among others also with related social media campaigns of the Mission Secretariat and the Mission Implementation Platform
- direct invitations

Moreover – with sessions evolving – their main organizers were encouraged not only to invite their speakers, but also specific participants; which they were particularly interested to engage with within their sessions.

Examples of the 'save the date' notes as well as the report on the targeted social media campaign are to be found in annex 2.1.

PHASE 3 - IDENTIFY AND ENGAGE CO-FINANCING

The BlueMissionBANOS CSA has an overall budget of 3 million EUR distributed among 17 different partners and 11 different countries involved (BE, NL, DK, DE, PL, LT, LV, EE, FI, SE, NO). The project does already apply a matrix approach, where individual partners cover both thematic responsibilities as well as country specific (national contact point) responsibilities. However, given the budgetary limits, the BlueMissionBANOS CSA on its own does not have the capacity to finance the external costs of five large scale MAs from its own project resources alone. Hence it relies on co-funding to be generated from the associated projects, institutions or regions involved as co-creators within each single MA.

To understand the amount of co-funded necessary to be generated a budgetary plan has to be made early on, which shows especially the external costs associated to the costs for the entire venue (which can be selected), workshop rooms, drinks, food, conference techniques, photographer/graphic recorder etc. Internal costs associated to the staff hours to be spend by BlueMissionBANOS partners for the organisation and facilitation are not considered nor the costs for the important conference registration system (B2Match). These costs are assumed to be difficult to be distributed across other parties – as those expect / benefit from such overall coordination.

It is suggested that this Phase 3 is initiated early in parallel with the previous phases.

Raising co-funding can, for example, include applications to a) local, regional or national authorities (esp. those, where the MA is hosted) or b) include fees for different types of participation in the MAs.



In the case of possible available of co-funding from authorities, where the MA is hosted, this may be a consideration to be taken in account in the selection of the MA place itself. At same time other factors also play a role in the selection of the place / venue such as *easy access for non-resident participants, *cost efficiency of the venue itself, *representative place for the Mission Ocean (i.e. coastal vicinity) and *overall cost-efficiency of the location (i.e. hotel costs, etc.).

Projects participating in MAs can be encouraged to place their respective (final) conferences, general assemblies, stakeholder engagement workshops, project meetings and other forms of dialogues at the MA. This combines several needs and result in multiple positive outcomes for both the invited projects and for the MAs, including access to the MAs, combining travel for physical meetings, low venue costs and co-funding of the MA. Co-funding can also be raised from other (non-project) institutional co-creators by opening the venue for their sessions as well as a fee for an exhibition stand.

As noted above, costs do per se not consider any kind of costs associated to travel or attendance costs of speakers. BlueMissionBANOS did not provide any funding for speakers as this was assumed to be their investment / contribution towards being part of the Mission Ocean as such.

Further as a principle, costs for the (important) social networking evening were also not distributed across projects nor BlueMissionBANOS (in that case due to limits of funding). These were mainly expected to be covered by the hosting region / institution. This principle may, however, require revisit in future innovation cycles, as at least one evening reception is a highly important element to foster collaboration in such kind of MA.



Examples from BlueMissionBanos MA1 – Identify and engage co-financing

The MA1 was co-funded foremost by EU but also some national projects, which aligned their planned stakeholder activities or internal project meetings with the MA1. This was facilitated by the fact, that in the case of the MA1 many of the additionally funding projects involved at least one of the BMB partners (esp. SUBMARINER, but also IVL/ SDU).

Despite their institutional involvement, this, however, also meant that the BlueMissionBANOS project had to make some compromises when guiding projects in their approach on how to design sessions in a more 'open' (non project focused) way. Here limits are sometimes also given by possibly restricting rules of the respective funding programme of a given project. In a few cases, we therefore opted to assign closed sessions.

It is expected that for future MAs, based on the sample of the MA1, it may be easier to align Mission relevant project events in the given region with the planned MA. The earlier a location, date and venue is secured and announced, the easier such kind of alignment can be achieved.

Moreover some additional funding was secured from regional and national actors hosting the MA1. It remains to be seen to what extent it will get easier to secure regional or national funding; as most of the Mission relevant funding activities are almost 100% spend on R&I funding itself and less coordination activities and/or events.

In general, we are confident that the sample of the MA1 has showcased the enormous advantage of bundling various outreach activities funded under a plethora of funding programmes under one roof.

PHASE 4 - ALIGN WITH CITIZEN ENGAGEMENT ACTIVITIES

The fourth phase of the innovation cycle can be organised with a similar set up as for identifying and engaging other co-creators. As with other co-creators, actors from these sectors are suggested to be invited to meetings and workshops to connect and discuss possibilities (see also phase 2).

Four types of citizen engagement actors are suggested for innovation cycles and MAs: i) actors in citizen engagement and literacy, ii) blue schools, iii) industry clusters and iv) higher education, to collaboratively develop and perform activities to: i) transfer knowledge, methodologies and models between actors, ii) to detect future needs of skills, iii) to connect blue schools, and iv) to perform local citizens and engagement activities.



Examples from BlueMissionBanos MA1 – Align with citizen engagement activities.

This phase of the innovation cycle was to a large part based on alignment with BlueMissionBanos WP3 on planned citizen engagement activities. In adjunction to the WP3 deliveries national, regional and local citizens engagement actors were engaged to be a part in sessions activities at the MA and to the possibility to co-create activities for local schools and citizens. Among others local actors as the science centre Universeum - an arena for education and popular education in science, technology, and sustainable development – was initiated as a venue already attracting visitors from the target group together with e.g. the Swedish Institute for the Marine Environment and local blue schools. A first meeting was arranged during M5 where main coordinators and co-creators for activities at MA1 were appointed. This meeting was followed by several subsequent meetings in different groups focusing on the specific joint activities discussed at the first meeting.

In parallel to the activities listed in the programme of MA1, citizen engagement activities were taking place at Universeum, designed towards citizens, local teachers and students from middle and secondary school displaying Mission Ocean and Waters, new solutions etc. In parallel methodologies, an educational material developed in WP3 was tested by teachers and students for higher high schools.

Aligning the MA1 with citizen engagement activities started during M6 and continued up until MA1). Through the work of aligning with citizen engagement activities, awareness of MA1 was raised over the BANOS region and the EU.

PHASE 5 - CO-CREATE AND PLAN ACTIVITIES

Early ideas and topics – main coordinators

In a parallel process of identifying and engaging additional stakeholders and co-creators, main coordinators can be either self-appointed or suggested from the organising part and early engaged stakeholders/co-creators, to start formulating topics and ideas for activities for a MA. Once a main coordinator has been appointed, additional stakeholders can subsequently be encouraged to contact the main coordinators of the early suggestions for MA1, to join the co-creation process, continuously developing and specifying the activities. After the formation of an activity, with preliminary title and description, the organiser, in collaboration with the co-creators, can suggest additional potential co-creators, good examples, and speakers.

Other aspects identified in this phase include defining the objective of the planned activity/session, type of session, time needed for the session, target audience and number of estimated participants. Stakeholders should be encouraged to plan sessions themselves. However, support from the organiser to the coordinators in engaging authorities or other stakeholders can be needed, depending on the needs.

As noted in earlier chapters, it is highly important for future Innovation Cycles and resulting MAs to provide clear guidance to each Main Organiser of one or more sessions; to appoint – in case of interacting sessions – an additional ‘guiding’ Organiser, who ensures that sessions align and build on each other as to enable discussion of the overall concluding action points.



Suggested elements of MAs to deliver on the expected outcomes are identified as:

1. Plenary Conference elements (for all) – esp. opening as introduction /guidance and final plenary serving as the Mission Arena Assembly voting body for the action points.
2. Topical Workshops (projects combined).
3. Pitches:
 - a. Start-up / project pitches (with investor/authorities' feedback).
 - b. Researchers' pitches / science slam.
 - c. Reversed pitching, needs of large companies / regions
4. NGO / Citizen Engagement match-make.
5. Open space for citizen / youth actions (including tastings; workshops; dialogues; job / career fair: where to learn what?).
6. Study Tours to demonstrators.
7. Exhibition stands.
8. B2B Business to Business, B2S Business to Society, B2R Business to Research Meetings
9. Hackathons.

Examples from BlueMissionBanos MA1 – Co-create and plan activities

Collaboration meetings for co-creation of sessions

Stakeholder groups were invited to separate digital meetings and workshops, moderated by BlueMissionBanos, to co-create and plan activities and sessions based on their common needs. BlueMissionBanos PP continued to contact clusters, projects and other stakeholders and continuously arranged individual meetings to explain and promote MA1 and the benefits of participating, forming additional co-creating groups.



The meetings and workshops were arranged by inviting EU, national and regional actors and stakeholder groups within the selected sub-region after identifying themes and issues. The actors were presented with the opportunity to join and co-create the Regional Mission roadmap, join and/or co-create the main programme sessions of a MAs and/or arranging side events of MAs.

Follow-up meetings were organised during M7-M11, internally within BlueMissionBanos, with clusters, co-creators, with citizen engagement stakeholders etc. Follow-up and information e-mails were sent out with updated information on the process (M7).

In parallel, BlueMissionBanos WP leads initiated the processes of planning for how to use the MA1 for their BlueMissionBanos deliverables and mobilised their network accordingly. Arrangements for WP-specific workshops or sessions at MA1 were initiated with the leads of WP 2, 3, 5, 6. Continuously, internal BlueMissionBanos meetings were held to develop the MA, ideas for stakeholders and sessions.

Creating and developing sessions was a continuous process from M2-M11 where the initial ideas and topics were complemented during the stakeholder co-creation meetings and workshops.

Plan and co-organise

During the initial information meetings, engaged actors were invited to smaller meetings/workshop to form teams to co-organise activities and sessions. For each team a main co-ordinator was appointed by the actors. The BlueMissionBanos PPs assisted the teams with engaging missing actors, speakers, good examples and/or solutions needed for the activity. Some of the teams needed more assistance, especially teams that were not already in an existing partnership. The planning meetings and workshops contributed to new contacts and new partnerships to form. Many of the actors booked other parallel meetings.

PHASE 6 - MISSION ARENAS

MAs with content developed by a co-creation process allows for sessions / activities that build on common needs among different stakeholder groups; discuss / validate / enrich pre-defined action points important for the region including agreement on practices / innovations which should be replicated throughout the region and still existing future innovation requirements as well as fostering new collaborations and partnerships for action.

Hence session outputs from MAs are subsequently aligned into regional roadmaps for deployment, to not only deliver outputs to decision makers but also to frame sector pathways in a bigger picture and trigger new solutions and collaborations.

Planning MAs includes consideration of number of parallel workshops/sessions, number of consecutive workshops/sessions, as well as workshop/session lengths. Space and time allocated for open sessions need to be matched by space and time needed also for side events, including closed sessions like project specific meetings, reference group meetings, specific workshops, etc. The program layout should further consider sessions not competing for the same participants.



Planning includes consideration of how large portion of sessions that could or should be ‘constructed’ by the organiser. This includes consideration regarding which outputs that all sessions need to deliver for the total outcome of the MA, for example needs to be addressed by authorities etc, contributing to the bigger picture of the MA as common roadmaps.

To ensure the expected outcomes, i.e., agreed actions and the creation of a final roadmap, it is important that the session framework and expected outcomes are communicated to the session main coordinator and reflected in templates for note-takers and rapporteurs.

MAs can be of either physical or digital nature, although in-person events are recommended for networking purposes.

Suggested roles at MAs

Speakers: Expected to contribute by presenting their work, findings and needs, as well as discussing challenges and solutions.

Moderators: Moderate sessions. Different moderators for each session, depending on the theme.

Facilitators: In some sessions, appointing additional expert facilitators to guide the individual round/outbreak tables is helpful.

Note-takers: Take notes of important targets and action points, good practices and innovations mentioned during a session, feeding immediately into the main conclusions of each theme, summarised by a Rapporteur. Note-takers are also responsible for the overall summary of a session to be uploaded subsequently on the BlueMissionBANOS website for each Arena / Session. Note-takers should have some knowledge of the topic being discussed but not be involved in the actual discussions or other matters during the session as such.

Rapporteurs: Responsible for collecting and summarising notes from all sessions covering one given theme. The purpose is to get a thematic overall picture of challenges, needs and suggested solutions. Each rapporteur reports to the Graphical recorder as well as to the General Assembly on the closing session of the MA.

Graphical recorder: Synthesises the discussions and conclusions at the MA by visualising it in one drawing. The purpose is to strengthen the participants' engagement and collective understanding of the issues. It also enhances remembering what has been discussed and learned through the MA.

Photographer: Takes photos for documentation and information on the MA. It will enhance the remembering of what has been discussed and learnt.

Videorecorder: The videos will be broadcasted on social media for marketing of the event.

Students: should be invited to work at the MA, which will give them an opportunity of networking.



Examples from BlueMissionBanos MA1 – Mission Arenas

Physical events

Three of the BlueMissionBanos MAs, including MA1, are planned for larger physical events, combining General Assemblies of BlueMissionBanos, while the other two MAs are planned to be smaller – more locally and/or thematically focused - events.

Programme

A first programme draft was available by M9 and finalised during M11 after the continuous co-creation process for session formation and development. The programme draft attracted additional co-creators and participants. The final programme included multiple parallel sessions during three days (annex 2.2).

Registration

The programme and web solution “b2Match” was used as a platform for registration and continuous operation during the MA1. B2Match enabled registration of participants with visible statistics, possibilities to create a personal attendance schedule with selected sessions, profile pages and enabled participants to pre-book meetings with other participants. Registration to MA1 opened on 4th September 2023 (M10). The invitation to register was disseminated by BlueMissionBanos PPs in their network, via LinkedIn, www.bluemissionbanos, in Newsletters, as well as via all co-creators' networks for further distribution.

Promotion

Through M9-M11, individual activities/sessions were promoted to selected participants. Promotional steps to raise awareness to the open registration included: MA Banners with registration link for: e-mail signature; LinkedIn / Twitter / etc.; Website integration; BlueMissionBanos PPs posts in social media channels; Personal e-mail from project coordinator to all network PPs and members; e-mail through Newsletter tool to Stakeholder List; Flash Newsletter.

Action points

Suggestions for targets and action points for effective Mission Deployment in the sub-region were made prior to MA1 and used as reference during the sessions. Note takers and rapporteurs at each session summarized the discussions from the interactive activities into potential new targets, action points good practices and more. The interactive activities of MAs result in discussions on targets, action points, good practices and more. During the closing session of MA1, rapporteurs for each theme summarised the discussion from the activities within a theme and the relevant action points highlighted during the discussions. Voting on the relevancy of these actions by the closing session auditorium resulted in a new prioritisation of the most relevant actions for deployment of the Mission Ocean and Waters.

Sub-regional roadmap

The results from the sessions, targets and action points, together with needs to be addressed, were also visualised in a sub-regional roadmap by a graphical recorder. This was used for



PHASE 7 - COMMUNICATE RESULTS, SERVICES AND NEEDS

The innovation cycle and MA leads to a sub-regional Mission roadmap showcasing existing and future actions and actors. Communication of results from the separate MA sessions is compiled and put forward to the roadmap through the process of note-takers and rapporteurs (see Phase 6) and communicated in summary at the closing session at the MA.

The summary of this closing session together with a feedback survey needs to send (and has been send in the case of the MA1) one day after the MA itself via the B2Match Email messaging tool to all participants. Such fast processing allows for immediate uptake and feedback. With the additional incentive of being able to access the photos taken at the MA – the 2 minute feedback survey of the MA1 produced a response rate of 35%; which is very high compared to other events.

In subsequent steps the full sub-regional roadmap together with detected needs and barriers is gathered and communicated to the EU, national, regional and local bodies concerned. In addition a full documentation of individual sessions including summaries; additional specific action points; best practices; PPTs and SLIDO results are made available open access on the BlueMissionBANOS website (<https://bluemissionbanos.eu/1st-mission-arena-after-event-materials>).

These results from each innovation cycle (process oriented as well as action points established) shall act as a baseline for the planning of consecutive innovation cycles and MAs. Finally, results can also act as baselines for future activities of relevant regional actors participating at the MA.

Examples from BlueMissionBanos MA1 – Communicate results, services and needs

In parallel to engaging co-creators and stakeholders and planning activities with these, BlueMissionBanos WP leads internally planned for how to use the MAs for their deliverables and mobilised their network accordingly.

A sub-regional roadmap “of today” was constructed before the MA based on input from Mission Charter actions, EU strategies, R&I-clusters, national and regional roadmaps and especially the collection of project targets implemented in the given MA region. This first version of the roadmap was the basis for the session note takers and the graphic recorder at the MA1. The roadmap was hence complemented by the findings in the different sessions by a graphic recorder getting information by both attending some of the sessions and via the structure of notetakers and rapporteurs from sessions.

The methodologies and solutions detected at the MA, including direct results like the prioritisation on actions, will be continuously developed and communicated by BlueMissionBanos. Specifically action points will be communicated in a targeted manner to relevant decision makers at the EU, the national and regional levels involved in the MA1 as well as relevant clusters / projects.

BlueMissionBanos will also use results and findings from the MA for other WP deliveries.



PHASE 8 – FOLLOW UP

In addition to simply communicating on the results of the 1st Innovation Cycle, it is important to subsequently gather participants (especially) from within the given MA region to guide and assist them in the possible realisation of some ‘take home’ messages relevant to them for their regions.

Hence ‘Innovation Cycles’ do not end, but actually start with the conclusion of each MA. A systematic follow up is possible for the first 5 innovation cycles – it remains to be seen from the work conducted under WP2 (governance), whether / how the work of the BlueMissionBANOS CSA will be taken up after the closure of this given project funding.

2.4. CONSECUTIVE INNOVATION CYCLES AND MISSION ARENAS

The innovation cycles for consecutive MAs can proceed in parallel to ongoing innovation cycles.

Examples from BlueMissionBanos MA1 – Consecutive Innovation Cycles and MAs

A first startup meeting for MA2 and MA3 was held during the beginning of M10, initiating an application process for co-financing of MA2 and MA3.

3. OUTCOMES, CHALLENGES AND RECOMMENDATIONS FROM MA1

3.1. S3 REGION INVOLVEMENT

Not managing to engage relevant S3 regions in innovation cycles and to support the deployment of the demonstration activities was raised as a potential risk prior to the project start. With the engagement of municipalities, local projects and local industry, participation of S3 regions in the MA1 followed. It should, however, be highlighted that it calls for a particular effort to engage representatives of regional authorities / decision-makers into such transnational events, even though targeted towards a specific geographically focused region. The best and easiest way is to involve them as speakers / panellist in one of the given workshops and hence encourage them to also visit other adjacent sessions. This method proved to be highly successful especially for the case of funding bodies. Also feedback from regional representatives participating was very good. In both cases a targeted follow-up is, however, important as to ensure long-term effects of the innovation cycle process / MA.

3.2. CO-CREATION ATTRACTIVENESS

The importance of clarity from the very beginning of communication with stakeholders and potential co-creators regarding their anticipated contribution to the MAs needs to be emphasized. Uncertainty regarding this will aggravate and slow the co-creation process.



As explained earlier the underlying factors to why the concept of co-creation turned out to be more difficult to advance to stakeholders than first anticipated could be several:

- Difficulties to be open to connect via other's networks.
- Difficulties to explain the purpose.
- Difficulties in understanding the concept of the Mission Ocean or the Mission Charter.
- Unwillingness or organisational boundaries to 'step out' of own limited project / organisational tasks / duties.

Possibly also an unfamiliarity with the selected type of arrangement, that is, that the organiser, here BlueMissionBanos, provided an arena, giving the co-creators the opportunity to plan and implement their own activities – however within the boundaries of the 'Mission Ocean' concept which calls for cooperation among projects / funding lines / organisational types / sectors / etc.

Engaging some stakeholder groups (mainly clusters) in co-creation of MA1 turned out more difficult than engaging other groups of stakeholders, including both participation, co-creation of activities and engaging as coordinator of activities. In addition, these stakeholders did often not embrace the opportunity to include other stakeholders in planned activities, but rather wished to use the MA for activities for an already established network. In addition, it turned out difficult to encourage stakeholders to invite actors from other countries or outside the regular network. Possible reasons for this may include difficulties in understanding the role of a co-creator and/or coordinator of an activity/session at a MA, or other ongoing events consuming time and effort.

As indicated earlier it will be important for future innovation cycles / MAs to identify much earlier on (than was possible for the pilot MA1):

- The given focus themes for the given MA (in line with Mission Ocean; the given priorities of the region and allowing for several sessions to be organised for each theme)
- Earlier identification of relevant projects and their actors supplemented by regional / national initiatives / actors.
- Appointment of ONE overarching organizer / facilitator for each given theme who is knowledgeable, but also nonbiased towards the overarching coordination of separate sessions and who facilitates the formulation of targets / action points.
- Reach commitment and provide continuous support to given main organizers of individual sessions.

As a complement to e-mail invitations, a more personal approach to such individuals is required. As indicated, many potential co-creators got already inspired within the first pilot innovation cycle methodology implemented by the relatively easy and non-resource intensive pre-planning online meetings organised by BlueMissionBANOS among similar minded stakeholders.

With co-creation as a key concept for MAs, the following steps have shown to contribute to the engagement of the participants, a networking atmosphere, and ultimately co-created solutions for common needs:

- Early engagement of many of the participants in the co-creation of planned activities.



- The possibility to connect with other participants already at the registration stage and to set up individual meetings with peers of interest. At MA1, this was enabled through the registration tool, which also allowed registered participants to announce innovations to be pitched at pitching and/or reversed pitching events and to book tables and stands if wanted. The registration tool also allowed participants to register for activities in the early planning stages, where, for example, only the topic (no title, no speaker) was determined. This enabled the possibility to find potential speakers from participants interested in these topics.
- For all activities to include interactive and co-creative features. At MA1, this was achieved in the form of workshops to formulate and prioritise common initiatives and actions; pitches of innovative solutions, methodologies and approaches; reversed pitching for industries and authorities addressing challenges to be solved; demonstrations; and discussions. Participants became engaged by using Q&A and polling platforms for audience participation and/or forming subgroups to discuss different matters in smaller groups and continued the discussions after the planned activities.
- Sufficient time for breaks for networking.
- Evening reception for networking.
- Exhibitions to enhance networking and enable projects and industry to find new partners.
- Voting by all participants on the co-created suggestions for action points at the closing session.

3.3. THE ESSENCE OF TIME

Despite the topics of BlueMissionBanos MAs being of great importance to the stakeholders' approach, the process of engaging co-creators and participants was slow. Securing a swift process for mobilising engagement both within the internal project network and from other potential stakeholders will facilitate the process. Time is also of the essence regarding securing finance, as well as practical issues like securing venues.

3.4. ATTRACTING CO-FUNDING FOR ARENAS

Co-funding for arenas is essential as the CSA itself is not capable to cover the external funding required to offer the space and fully equipped venue to allow for the interaction of all actors required in one given region to accelerate the achievement of Mission Ocean objectives.

It has to be acknowledged, that at the same time Mission Arenas are organised within tight time constraints and are still perceived as a (BlueMissionBANOS) 'project activity' and not as an official government / EU driven process. It requires substantial efforts by BlueMissionBANOS partners to attract such extra funding from regions / countries. This, however, also coincides with our role in raising understanding that the 'Mission Ocean' is about coordinating existing funds (including those



on national / regional level). Hence we regard the organisation of MAs in given regions as a catalyser for raising understanding of the value of such events also at sub-regional level.

In the end co-finance even for the MA1 was secured via regional authorities, but timing for applications, long turnarounds and effort needed should be closely considered.

As indicated earlier, the immediate value for projects – in view of co-locating their stakeholder engagement efforts – in one larger event may be of more direct appeal. Nevertheless also here a long pre-planning time-frame is required with the additional draw-back (in view of cofunding to be raised from these projects) that sessions are more focused on their general lessons than i.e. those of particular relevance for the given region.

3.5. INTERMEDIARY ACTORS

Collaboration and co-creation do not happen on their own. To engage actors on different levels, from different sectors and from diverse stakeholder groups to collaborate and co-create and transfer knowhow for new solutions to be deployed and scaled up, there is a need for more “intermediary” actors who broker contacts and facilitate the initial collaboration meeting on EU, regional, as well as national level. This is a complement and in connection with requirements within calls for proposals. Intermediary bodies that at the same time have a broad overview of stakeholders, initiatives and their aims and needs on all levels.

The CSA Lighthouses could be such an actor complemented with a network of national bodies. The need of personal resources for the “handcraft” of shaping and foster collaboration needs to be addressed in future financing.

Intermediary actors can be especially needed to support smaller actors, as local communities, new arising sectors, SME constellations etc., in co-creating and forming initiatives.

3.6. METHODS AND INSTRUMENTS FOR DEPLOYMENT OF SUSTAINABLE SOLUTIONS

Most of the meetings between stakeholders and online workshops with different actors set up to co-create activities at MA1 resulted in activities focusing on methodologies, models and alignment of instruments for deployment and upscaling of solutions, rather than on specific solutions in themselves.



2. ANNEXES

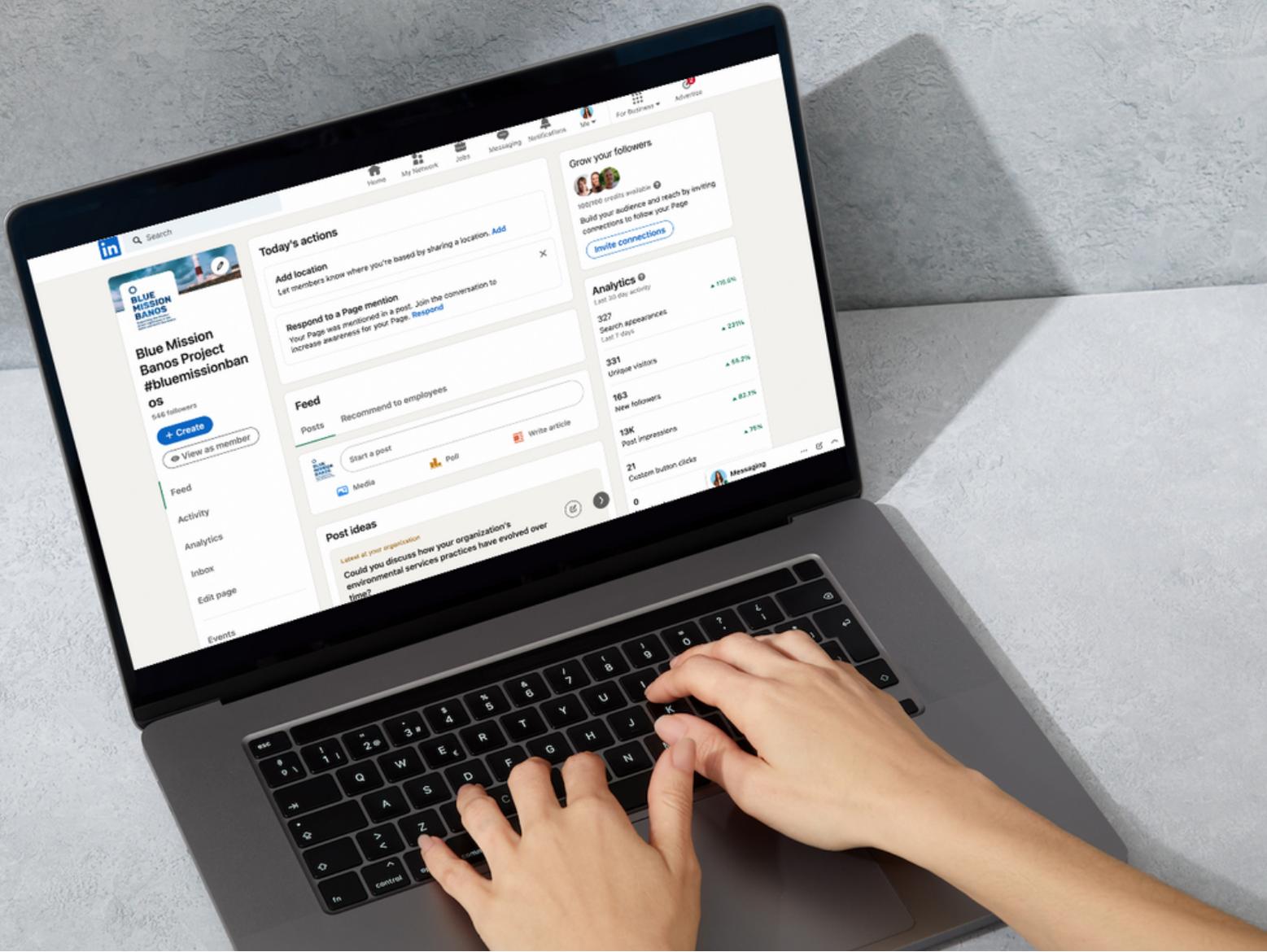
2.1. EXAMPLES OF SAVE THE DATE VISUALS FOR E-MAIL BANNERS AND OTHER USES



2.2. REPORT ON SOCIAL MEDIA CAMPAIGN



Social Media Report



Summary

Over the past 2.5 months, we executed an extensive social media campaign on LinkedIn to boost awareness of Mission Arena and drive traffic for registrations. This involved organic posts on BlueMissionBanos and sponsored advertisement through Submariner Network.

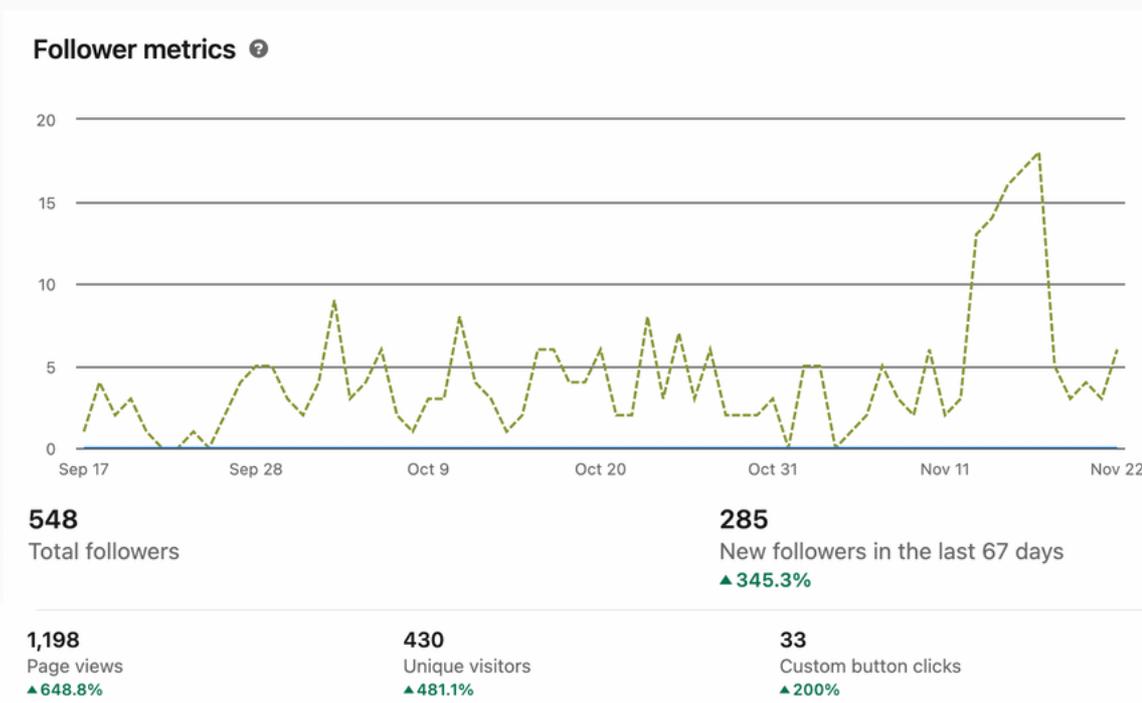
Between September 25, 2023, and November 10, 2023, SUBMARINER launched a paid advertising initiative, investing approximately 500 euros with a daily budget ranging from 10 to 15 euros amassing ca 45 000 impressions. Campaign target audience was selected focusing on individuals residing in regions pertinent to the Arena, as well as professionals in fields aligned with the arena's themes and mission.

Concurrently, we kicked off an unpaid awareness campaign spanning 67 days to promote the upcoming Mission Arena, highlighting its content and themes. During this period, we published a total of 67 posts, amassing an impressive 28,072 impressions and gaining 350% growth on new followers.

The dedicated efforts invested in both the paid and unpaid campaigns, along with the support from the entire company, can be considered instrumental in the success and registration rate of the inaugural Mission Arena.

Non paid Campaign Key Metrics

In addition to the paid campaign, a LinkedIn campaign with the goal of raising awareness of Mission Arena was concurrently running on the BlueMission Banos LinkedIn page.



The social media campaign centered on showcasing the reasons, potential, and significance of Mission Arena within the Mission Ocean initiative. The goal was to increase awareness for the inaugural edition of Mission Arena.

Between the campaigning duration September 17 and November 22, spanning 67 days, the number of followers surged by nearly **350%**, **acquiring 285 new followers.**

"Over this period, the **cumulative post impressions amounted to 23,571**, reflecting the number of times content was shown. The average impressions were approximately 351.7, and the median impressions were 412.5. The average engagement rate was 7.26%, with a median engagement rate of 6.59%.

Paid Campaign Key Metrics

A paid campaign was started to boost the then-stalled registration rate, with only 100+ registrants a month after registration opening. The campaign ran for 47 days with a budget of 518.53 euros, amassing 43,490 impressions and 843 clicks to the registration site.

Key metrics observed from the paid ads campaign indicate a noteworthy performance.

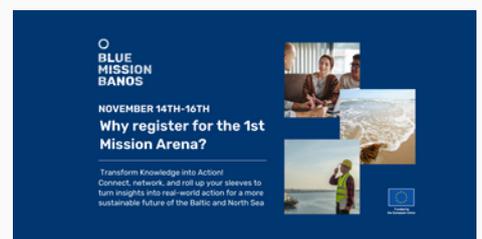
The **overall impression reached 43,490**, reflecting the number of times the ad(s) were displayed. Individual ad **click-through rates spanned from 0.73% to an impressive 12.651%**, averaging at 3.49%. This surpasses the typical click-through rate range of 2.4-3% for our sector, with a total of 843 clicks, underscoring the substantial interest generated.

Diversification in ad copies, visual elements, and audience targeting strategies contributed to the enhanced click-through rates. The average CPC (cost per click) exhibited a range of 0.28 to 1.19€, with a median of 0.91€ and an overall average of 0.89€. This indicates cost efficiency, particularly as the average cost per click consistently remained below the 1€ threshold.

Engagement rates showcased variability, ranging from **1.416% to 12.651%**, with a median and average of **6.57% and 6.44%**, respectively. Achieving rates above 2% on LinkedIn is considered commendable, and our campaign excelled in this regard.

In summary, the campaign performed well, aligning closely with median and average industry benchmarks. The standout feature lies in the elevated click-through rates for specific ads and sets, signaling effective audience targeting. Furthermore, maintaining an **average cost per click below 1€** positions the campaign favorably within the industry, particularly when compared to similar businesses' event promotion.

Due to the absence of the lead form, we were unable to precisely determine the conversion of clicks into registrations. This consideration is important for future planning.



Conclusions

In conclusion, the executed social media campaign spanning from September 25, 2023, to November 10, 2023, can be said to be instrumental in amplifying the visibility of Mission Arena. Through a blend of organic posts on BlueMissionBanos and sponsored content on SUBMARINER Network, we successfully engaged our target audience.

The paid advertising initiative, with a budget of approximately 500 euros and a daily trial ranging from 10 to 15 euros, effectively reached individuals in the focus regions of the Arena and connected with professionals aligned with its mission.

Simultaneously, the unpaid awareness campaign showcased Mission Arena's content and themes through 67 posts over 67 days, garnering an impressive 28,072 impressions and attracting more than 250 new followers. These results underscore the impact of a well-crafted and targeted social media strategy.

The numbers speak for the efficacy of leveraging platforms like LinkedIn for strategic outreach. Moving forward, this positive trajectory highlights the enduring importance of social media in establishing and expanding the reach of initiatives like Mission Arena, making it an invaluable tool for future campaigns.

The achieved outcomes carry significance for the larger Mission Ocean Initiative, with a potential awareness among over 65,000 individuals. Sustaining this momentum is the key for the future success of arenas, the BlueMissionBANOS project, and the broader Mission Ocean initiative

Thank you!

If you have any questions or would like more
reach out to Lotta

2.3. ANALYSIS OF MISSION RELEVANT PROJECTS



1st Mission Arena by Blue Mission BANOS

Projects in the BANOS Region

This document provides an overview of **200 projects** that align with the objectives of the EU Mission “Restore Our Ocean and Waters” across four countries of the 1st Mission Arena by Blue Mission BANOS: **Germany, Denmark, Sweden and Norway**. It is important to acknowledge that for a reason of efficiency, we have refrained from making a detailed analysis (meaning a distinction between North and Baltic Sea for the Germany, Denmark and Sweden or a focus on the South of Norway) but included data for all these four countries.

The overview includes completed and ongoing projects initiated in the period between 2011 and 2023. The project data was sourced from online platforms CORDIS and Keep.eu, as well as individual stakeholder websites and reports. Please keep in mind that this overview is still not exhaustive – as we need more time and resources to complement it with data from national, regional, or privately funded projects.

Your INPUT is highly appreciated!

Please visit BlueMissionBANOS or SUBMARINER stands during the events of the 1st Mission Arena and get your project, your institution and you as individual, registered for:

- Mission Charter, a place to note your engagement in the Mission Ocean;
- WaveLinks, a systematic dashboard of relevant projects;
- BlueBioMatch, an interactive matchmaking platform for individuals engaged in Blue Bio Economy activities implemented in the BANOS region throughout the specified timeframe.

Projects

200 Projects Overall

112 Projects Ongoing

The 200 projects included in the overview were selected based on their relevance to several thematic areas considered crucial for the advancement of the Mission Ocean in the BANOS region (see Figure 1). The projects addressed these thematic areas 333 times; with some projects being counted under two or more themes. The currently low project numbers shown especially in shipping is from our understanding still more a matter of the selection of programme sources. We expect these figures to go up substantially, once we get a more exhaustive overview.

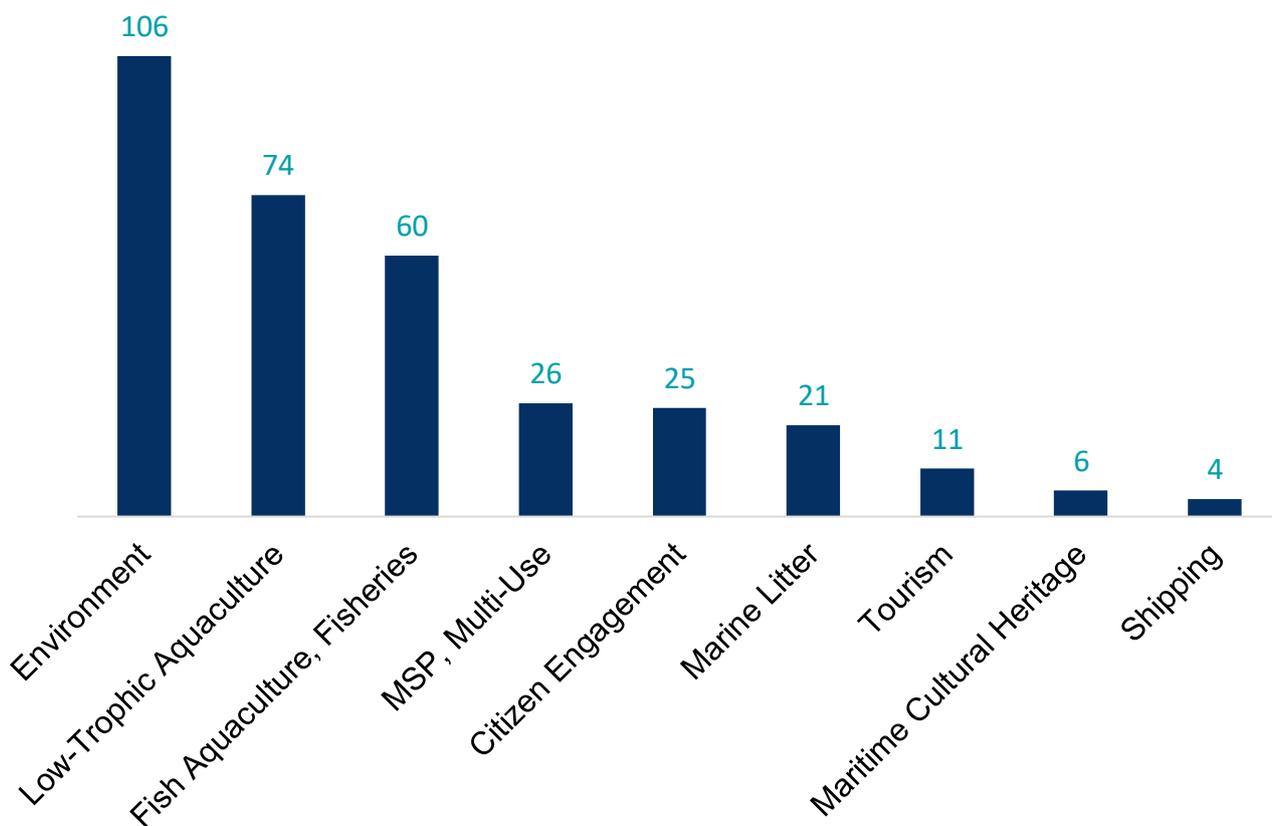


Figure 1. Number of projects by thematic areas.

Budgets

**1.2 Billion EUR
Overall**

**937 Million EUR
Currently in Use**

The 200 projects included in this overview were supported by EU funding programmes, such as Horizon 2020, Horizon Europe and Interreg, as well other funding opportunities provided by various institutions from the BANOS region, such as the Research Council of Norway and the Swedish Institute (see Figure 2).

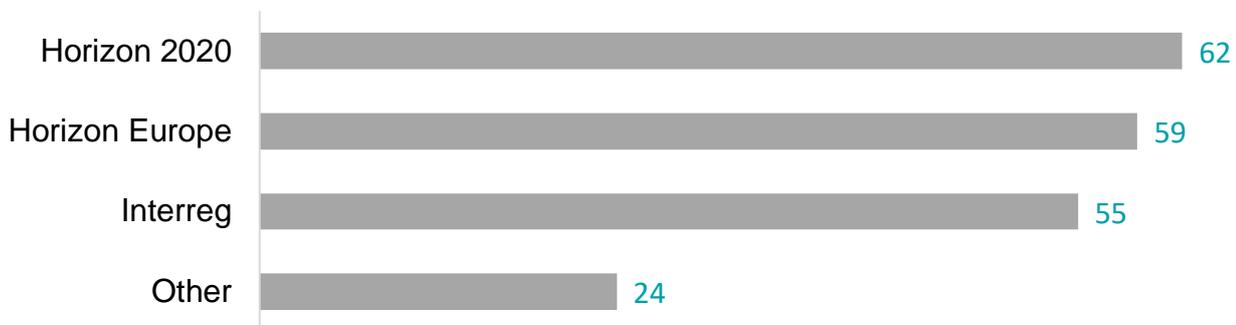


Figure 2. Number of projects by funding programmes.

Overall, the funding programmes have contributed more than 1.2 billion euros to the 200 projects in this review (see Figure 3). Some EU programmes, and especially many national and regional funding programmes, are not reflected in these figures, which means that the total budget is expected to be even higher.

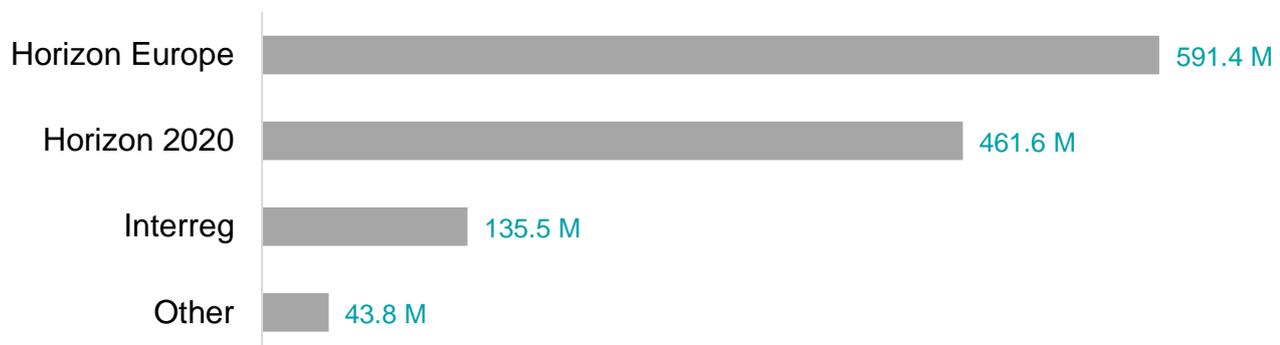


Figure 3. Total budget by funding programmes.

Budgets

Figure 4 demonstrates distribution of the total budget between the thematic areas mentioned above. Since many projects belong to several thematic areas, the budget of these projects was counted several times (for each thematic area).

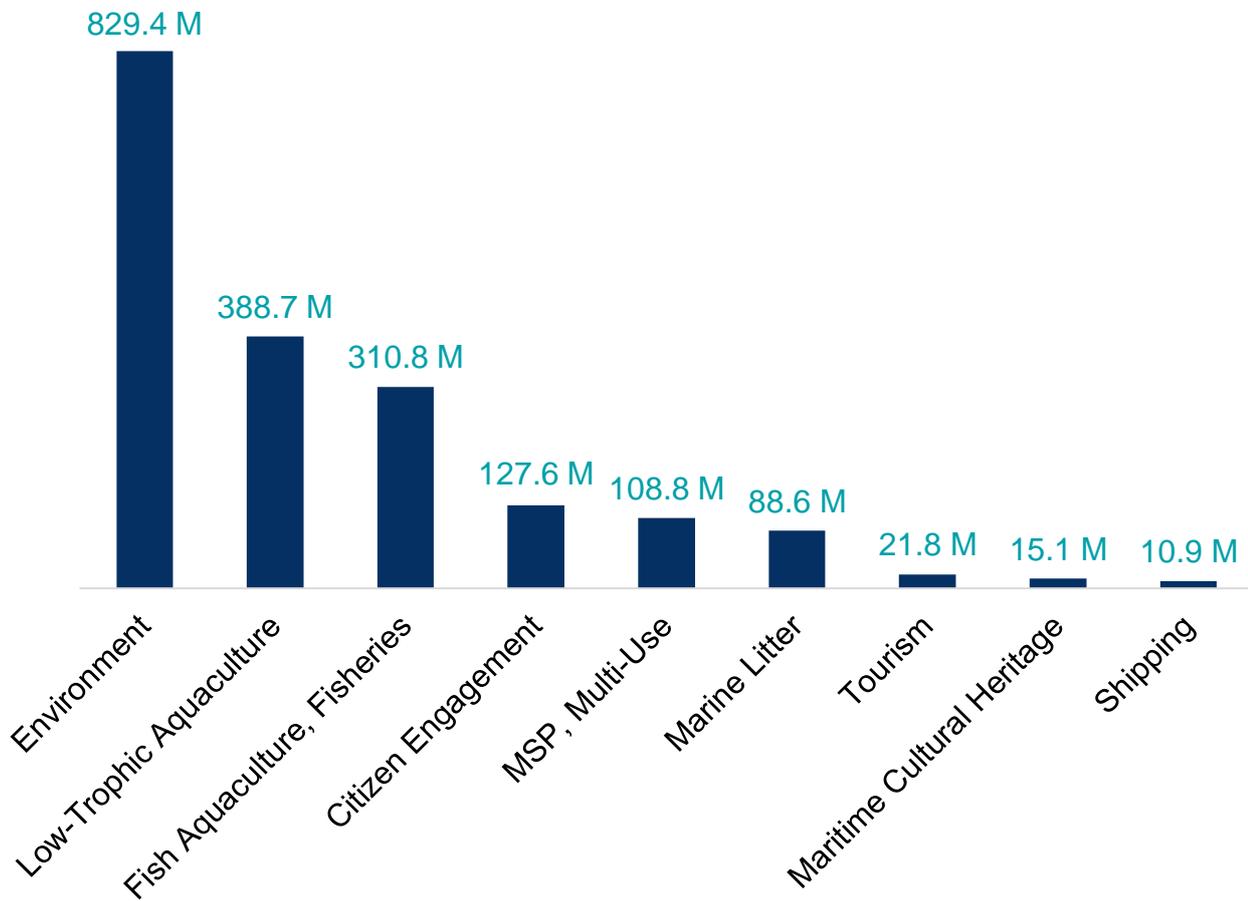


Figure 4. Total budget by thematic areas.

Actors

**382 Actors
Overall**

Denmark | **Germany**
Norway | **Sweden**

The 200 projects included in this overview involved 382 actors from Denmark, Germany, Norway and Sweden (see Figure 5). These actors represented various types of organizations, such as government institutions, municipalities, research institutions, universities, small and medium-sized enterprises, and non-governmental organizations.

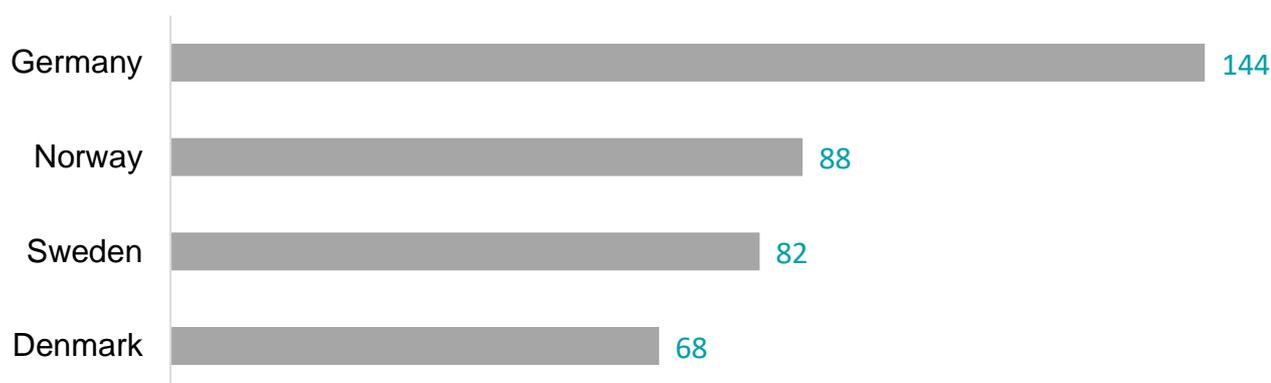


Figure 5. Number of actors by country.

The list of top-3 organisations from each country that participated in more than 10 projects included in this overview:

- Technical University of Denmark (Denmark)
- Aalborg University (Denmark)
- Aarhus University (Denmark)
- SUBMARINER Network for Blue Growth (Germany)
- Alfred Wegener Institute (Germany)
- GEOMAR (Germany)
- SINTEF (Norway)
- Nofima (Norway)
- Norwegian Institute for Water Research (Norway)
- Royal Institute of Technology (Sweden)
- Swedish Agency for Marine and Water Management (Sweden)
- Swedish University of Agricultural Sciences (Sweden)

2.4. MISSION ARENA 1 PROGRAMME



Agenda



All days



All locations



[1-1 Meetings](#)
[UNITED Final Event](#)
[Aquaculture](#)
[Business](#)
[Monitoring & Tech](#)
[Policy & Regulation](#)
[Shipping](#)
[Fisheries](#)
[Citizen Engagement](#)

EVENT AGENDA

MY AGENDA

All times are displayed in the event time zone (Europe/Stockholm, currently: 15:45). [Change](#)

Tuesday, November 14, 2023

12:00 - 13:00

Event Registration

13:00 - 14:30

Welcome to the 1st Mission Arena - Opening Session

Hall 1 - Main Stage

14:30 - 18:00

Matchmaking

Hall 2

Add

14:45 - 16:15

Business models and approaches to support the sustainable blue economy

Pascal

Remove

14:45 - 16:15

EU instruments to support Green Shipping

Decibel

Add

14:45 - 16:15

Industrial symbiosis for efficient resource use and circularity

Kelvin

Add

14:45 - 16:15

UNITED FINAL EVENT: Offshore wind multi-use: food security or nature restoration, how to reconcile different priorities?

Hall 1 - Main Stage

Add

14:45 - 18:00

Mistra Co-Creating Better Blue, C2B2

Newton

Add

16:30 - 18:00	Coastal communities, business models in a changing blue economy. How can the transition contribute to local jobs & business? 📍 Pascal	Remove
	NEW! Blue bio product developments 📍 Kelvin	Add

16:30 - 18:00	Initiatives for ghost fishing free oceans 📍 Decibel	Add
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16:30 - 18:00	UNITED FINAL EVENT: What have we achieved – key results and impacts of UNITED pilots 📍 Hall 1 - Main Stage	Add
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Wednesday, November 15, 2023

09:00 - 10:30	Creating better links between the different bioeconomy sectors 📍 Decibel	Remove
	Pinpointing challenges and needs in industry and public sector 📍 Tesla	Add

09:00 - 10:30	Identifying and co-developing challenges, solutions and actions for citizen engagement activities towards the Mission Ocean 📍 Hall 1 - Main Stage	Add
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09:00 - 10:30	Mussel & farm size matters: elucidating science facts and finding the way forward together 📍 Kelvin	Add
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09:00 - 10:30	Round table of funders and funding bodies (public, national & EU programmes and philanthropists) - INVITATION ONLY 📍 Newton	Add
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09:00 - 10:30	UNITED FINAL EVENT: How do we assess the sustainability of ocean multi-use? 📍 Pascal	Add
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10:30 - 10:45	Coffee Break  Exhibition Space	
10:45 - 12:00	Matchmaking  Hall 2	Add
10:45 - 12:15	From research solutions to disruptive innovation – tools and gaps  Hall 1 - Main Stage	Remove
10:45 - 12:15	Monitoring Technologies- Needs and Solutions  Kelvin	Add
10:45 - 12:15	Round table of funders and funding bodies (public, national & EU programmes and philanthropists) - INVITATION ONLY  Newton	Add
10:45 - 12:15	UNITED FINAL EVENT: From Benefits to Business: Strategizing commercialization of ocean multi-use with UNITED  Pascal	Add
12:00 - 17:00	Misson Ocean activities for children at the Universeum	Add
12:15 - 13:30	Lunch Break  Exhibition Space	
12:15 - 13:30	Taste the sea live demos  Hall 2	Add
13:00 - 15:00	Workshop with local school children at the Universeum	Add
13:30 - 15:15	Co-creating the blue bioeconomy in regions through valorisation  Pascal	Remove
	Sargasso – Cocreating solutions for the future  Decibel	Add

13:30 - 15:15	Marine permaculture: regenerative aquaculture as a bioremediation, social innovation tool 📍 Tesla Add
	Stakeholder input to a Micro-Siting tool for low trophic aquaculture in offshore wind farms 📍 Newton Add
14:00 - 17:00	Matchmaking 📍 Hall 2 Add
15:15 - 15:45	Coffee Break 📍 Exhibition Space
15:45 - 17:45	Safeguarding Biodiversity: Strengthening Marine Protected Area Networks, policy coherence and community involvement 📍 Hall 1 - Main Stage Add
	The do and don'ts of permits for low-trophic aquaculture farming 📍 Decibel Add
15:45 - 17:45	Skills: what kind of upskilling is needed for the Blue Bioeconomy – How to attract people to the Blue Economy? 📍 Pascal Remove
15:45 - 17:45	Towards an effective Mission Ocean Governance - What is needed to successfully implement the Mission? - INVITATION ONLY 📍 Newton Add
15:45 - 17:45	UNITED FINAL EVENT: Multi-use Technology Roadshow 📍 Kelvin Add
18:15 - 20:15	Networking & Canapés 📍 Hall 1 - Main Stage

Thursday, November 16, 2023

09:00 - 10:30	European Blue Schools: Fostering Blue Skills and Connecting Communities Add
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	<p> Decibel</p>	
09:00 - 10:30	<p>Land-based Aquaculture: innovation ecosystem</p> <p> Tesla</p>	Add
09:00 - 10:30	<p>Measuring the future success of sustainable blue economy in the Baltic and North Sea</p> <p> Pascal</p>	Add
09:00 - 10:30	<p>Ports as energy innovation hubs</p> <p> Newton</p>	Add
09:00 - 10:30	<p>UNITED FINAL EVENT: Ocean Multi-Use Blueprint and its application</p> <p> Hall 1 - Main Stage</p>	Add
09:00 - 12:00	<p>Matchmaking</p> <p> Hall 2</p>	Add
10:30 - 11:00	<p>Coffee Break</p> <p> Exhibition Space</p>	
11:00 - 12:30	<p>Creating links between EU Missions and the local level with a mission-oriented approach</p> <p> Kelvin</p>	Add
	<p>How to close the gender-gap in the blue economy?</p> <p> Pascal</p>	Add
11:00 - 12:30	<p>Ecosystem & Circular design for our oceans</p> <p> Decibel</p>	Add
11:00 - 12:30	<p>How to communicate the benefits of sustainable blue food</p> <p> Tesla</p>	Add
11:00 - 12:30	<p>UNITED FINAL EVENT: Ocean Multi-Use Industry Sounding Board revealing the potential of multi-use innovation and market application</p> <p> Hall 1 - Main Stage</p>	Add

12:30 - 13:30 **Lunch Break**
📍 Exhibition Space

13:30 - 15:30 **1st Mission Arena Assembly - Closing Session**
📍 Hall 1 - Main Stage

Event organiser



Useful links

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Download app



2.5. SUMMARY OF MISSION ARENA 1 ACTION POINTS (AGREED)





BLUE MISSION BANOS

**Supporting the Mission
Ocean Lighthouse in the
Baltic and North Sea Basins**

Action Points voted on

during the Mission Ocean BANOS Assembly as part of the

1st Blue Mission BANOS Arena

16th November 2023, Gothenburg

We must act now to ...

INCREASE SUSTAINABLE BLUE BIOMASS PRODUCTION:

1. Promote quantification and monetization of ecosystem services.
2. Create long-term financial incentives for aquaculture akin to Common Agricultural Policy.
3. Develop parks for multi-use on land and at sea.

REALISE THE POTENTIAL OF MULTI-USE SOLUTIONS:

1. Clarify permitting processes and provide suitable regulatory incentives.
2. Integrate offshore multi-use into maritime spatial plans.
3. Consider the socio-economic and environmental benefits of multi-use.

ENSURE MORE EFFECTIVE MEASURES FOR MARINE PROTECTION:

1. Provide funding for local implementation and management of MPAs.
2. Start with 'something' small now, rather than wait for comprehensive solutions later.
3. Empower local communities to establish, manage, and monitor MPAs.

GET MORE LOCALLY PRODUCED SUSTAINABLE BLUE PRODUCTS ON THE MARKET:

1. Develop new products from alternative local blue biomass.
2. Replace feed imports from overseas and incentivize a blue/green transition.
3. Promote standardization of new products and processes to scale up production.

SUPPORT LOCAL SUSTAINABLE BLUE BUSINESSES:

1. Treat aquaculture farmers like traditional food sectors and fast-track approval processes.
2. Support collaboration and co-creation between academia, startups & private sector
3. Establish advisory services for municipalities wanting to explore the development of circular blue biobased value chains.

INCREASE THE NUMBER OF PEOPLE WITH THE SKILLS NEEDED FOR THE BLUE ECONOMY:

1. Create dedicated vocational and lifelong learning programs to up- and reskill workers.
2. Build direct collaboration between academia and industry via internships or project-based classes.
3. Integrate Pupils into current research projects, to spark interest and pave ways into careers in the sector.

INCREASE THE BUY-IN OF CITIZENS IN THE BLUE ECONOMY:

1. Involve students actively in professional and innovative projects.
2. Make the bridge between citizens and professionals by adjusting our language.
3. Create and strengthen interaction and dialogue between citizens, students, researchers, industry and policymakers.

IMPROVE MISSION OCEAN GOVERNANCE AND FUNDING EFFORTS:

1. Unlock funding to cover the full value chain and increase funding to enable successful solutions to continue and to be applied elsewhere.
2. Create solutions that are region-specific and flexible to test new innovative approaches.
3. Create new governance structures at vertical and horizontal levels to engage local, regional and national authorities.

2.6. MISSION ARENA 1 FEEDBACK SURVEY RESULTS





BLUE MISSION BANOS

**Supporting the Mission
Ocean Lighthouse in the
Baltic and North Sea Basins**



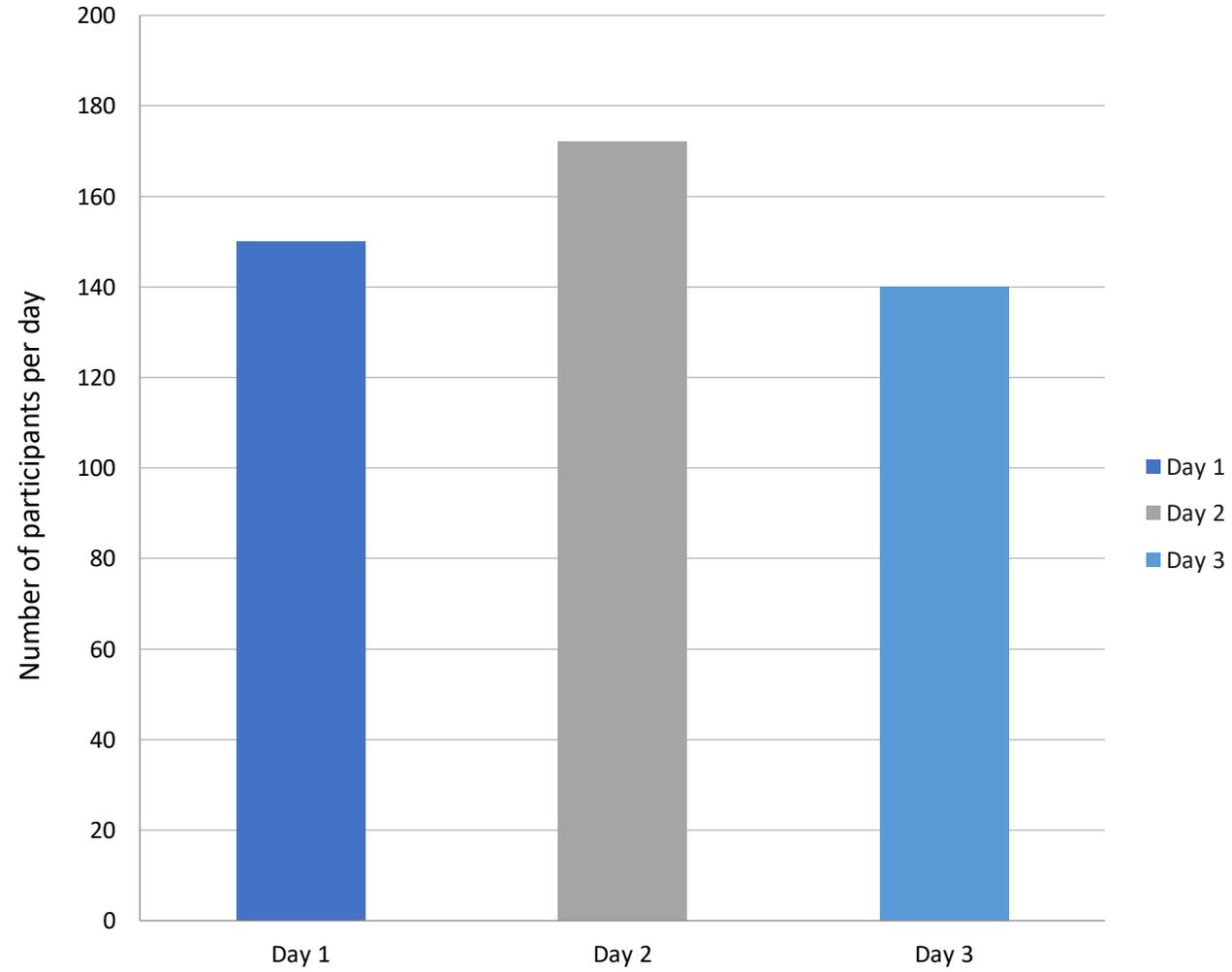
Funded by the European Union under Grant Agreement ID 101093845. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union. Neither the European Union nor the granting authority can be held responsible for them.

1st Mission Arena - Event Feedback Questionnaire

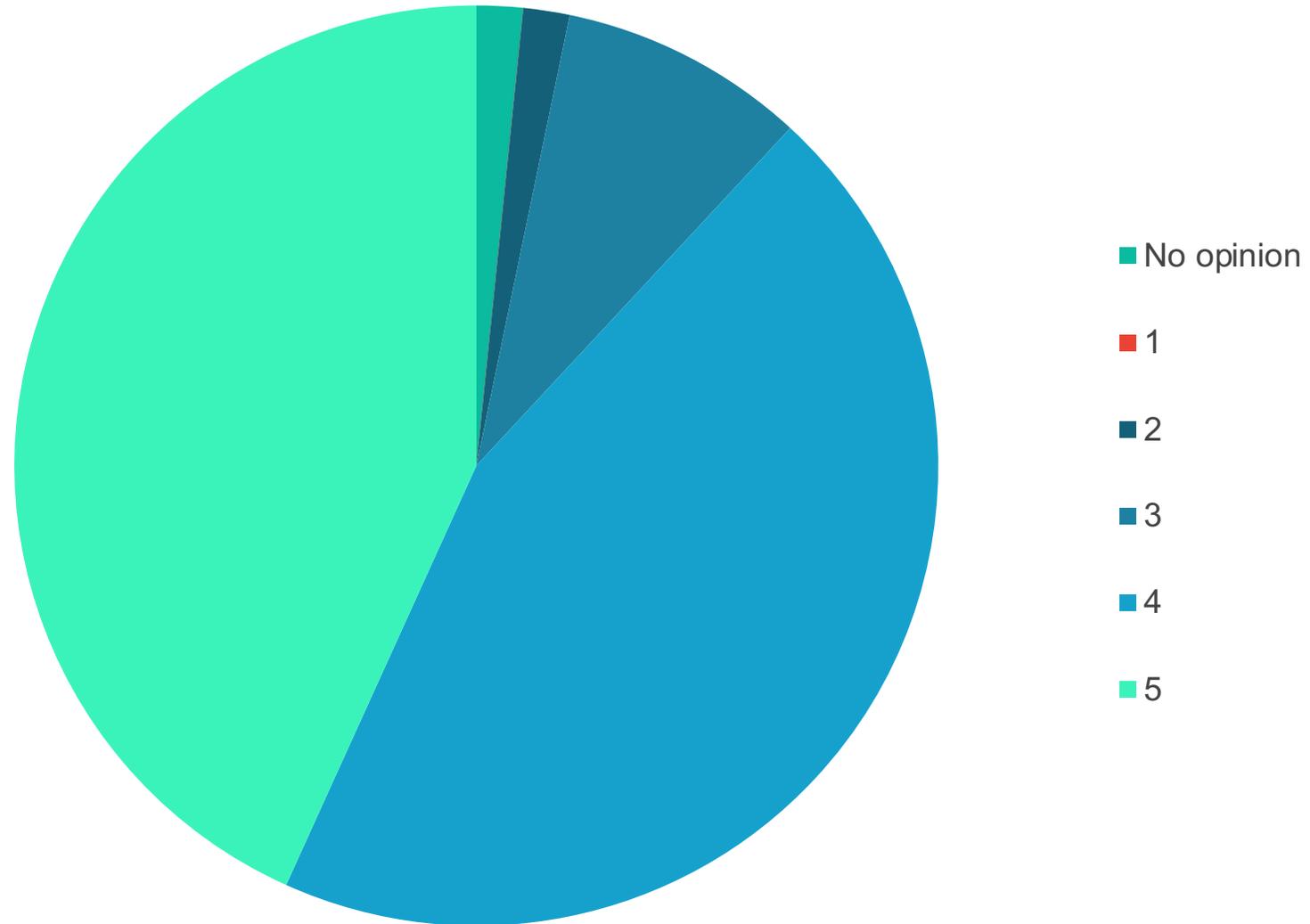
- Summary of all 185 submissions



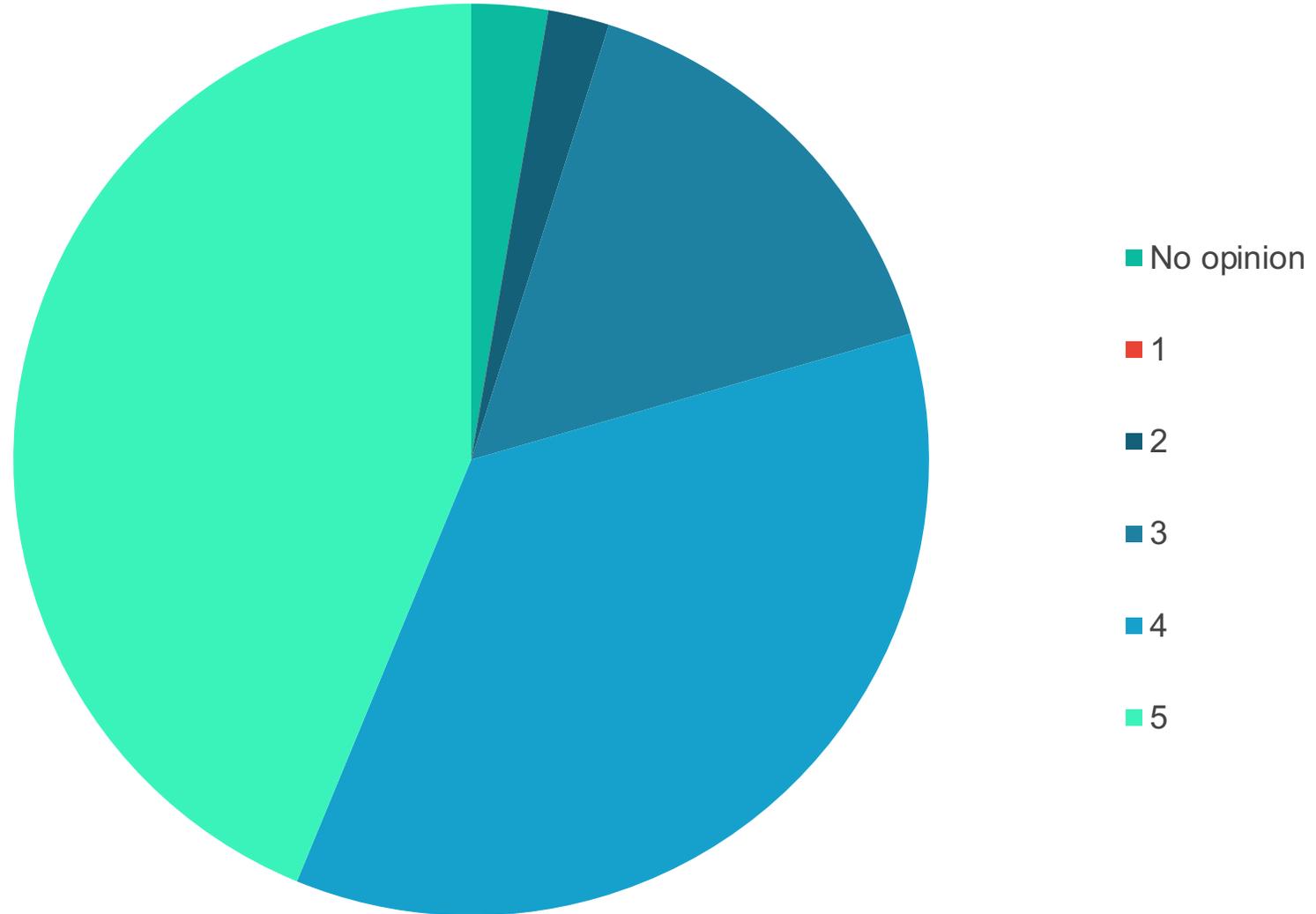
Which days did you join (multiple options available):



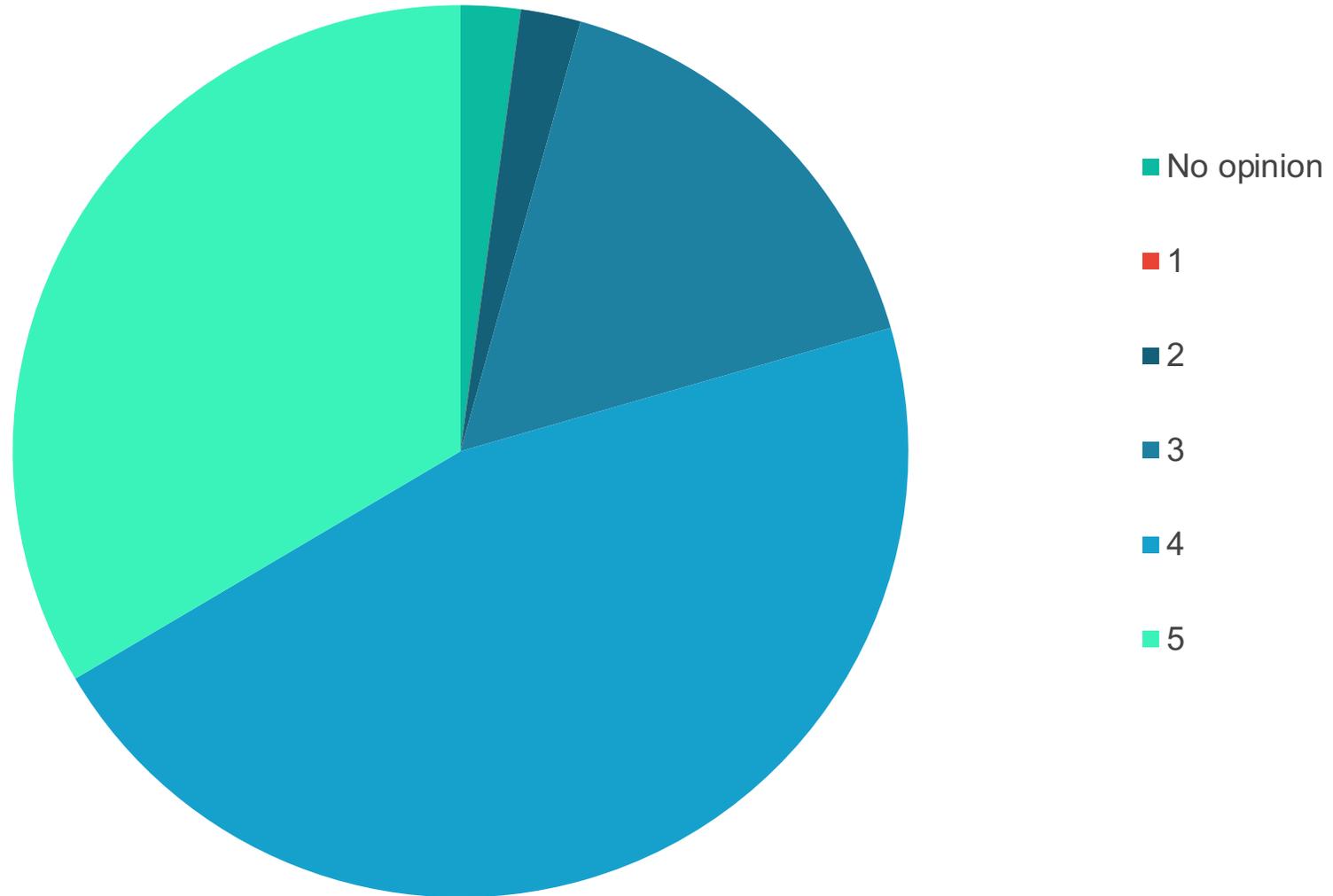
Overall satisfaction with the Arena (1= very dissatisfied / 5 = very satisfied):



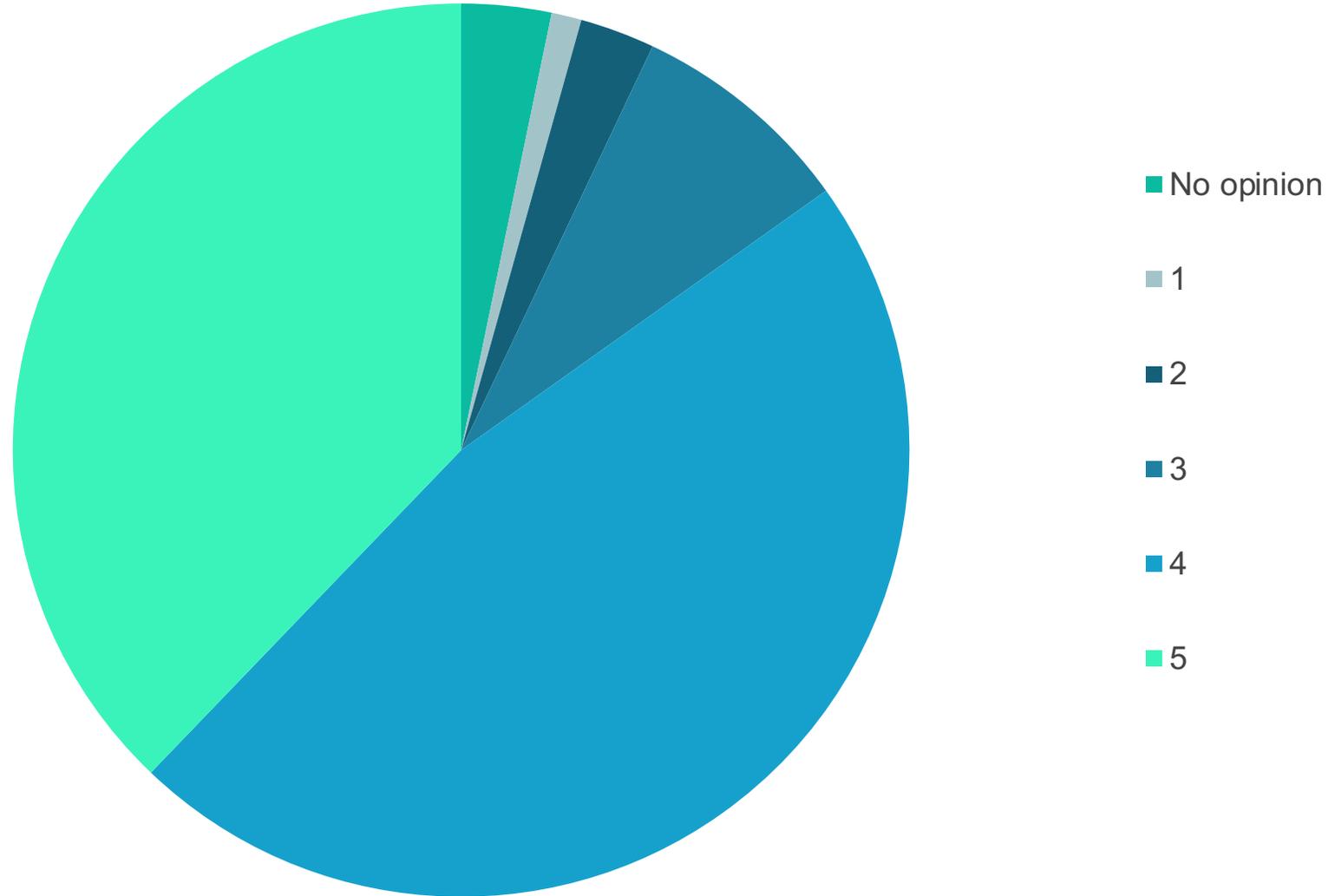
Relevance of the Arena to your work/interest (1= very dissatisfied / 5 = very satisfied):



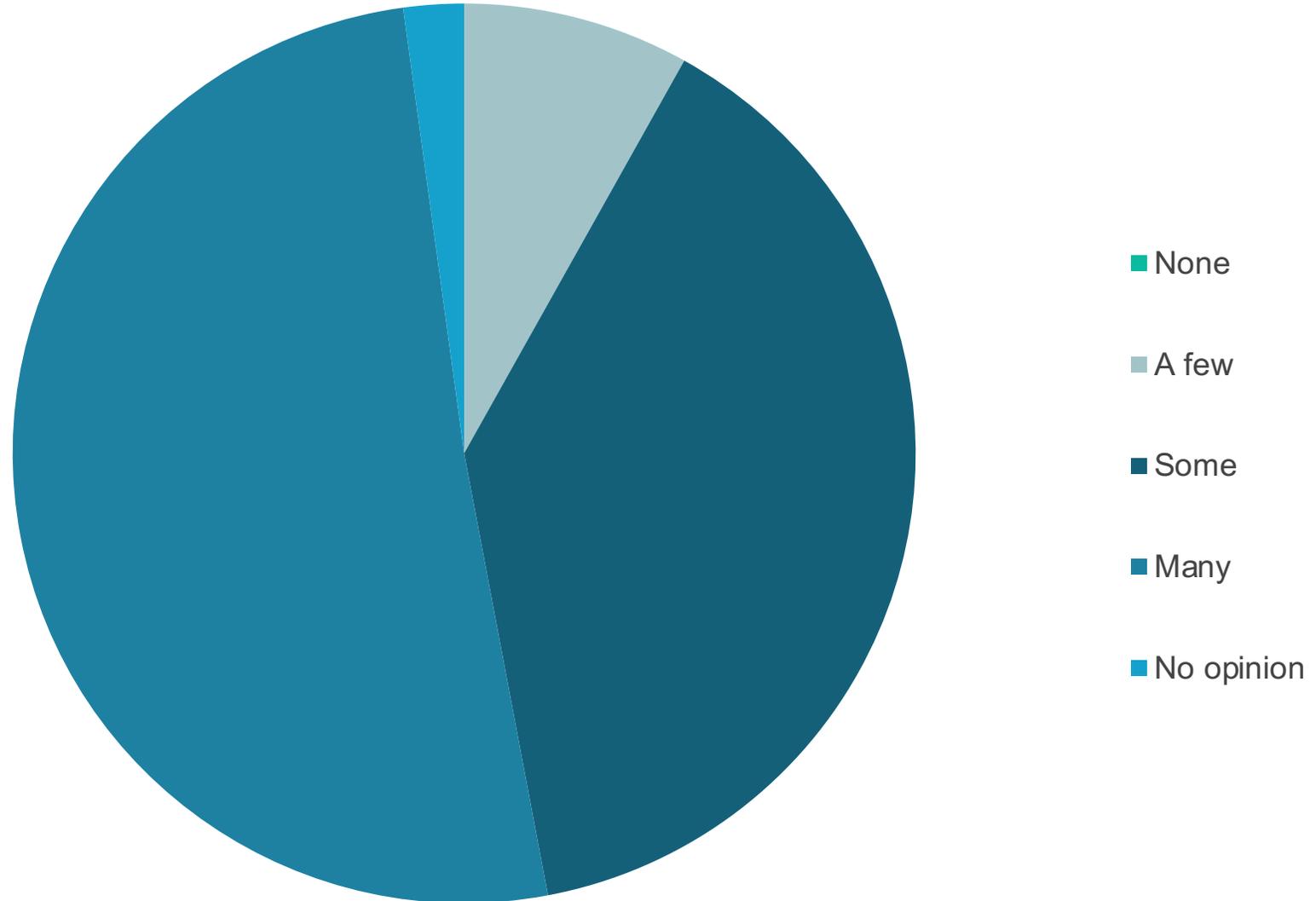
Overall quality and relevance of sessions/workshops (1= very dissatisfied / 5 = very satisfied):



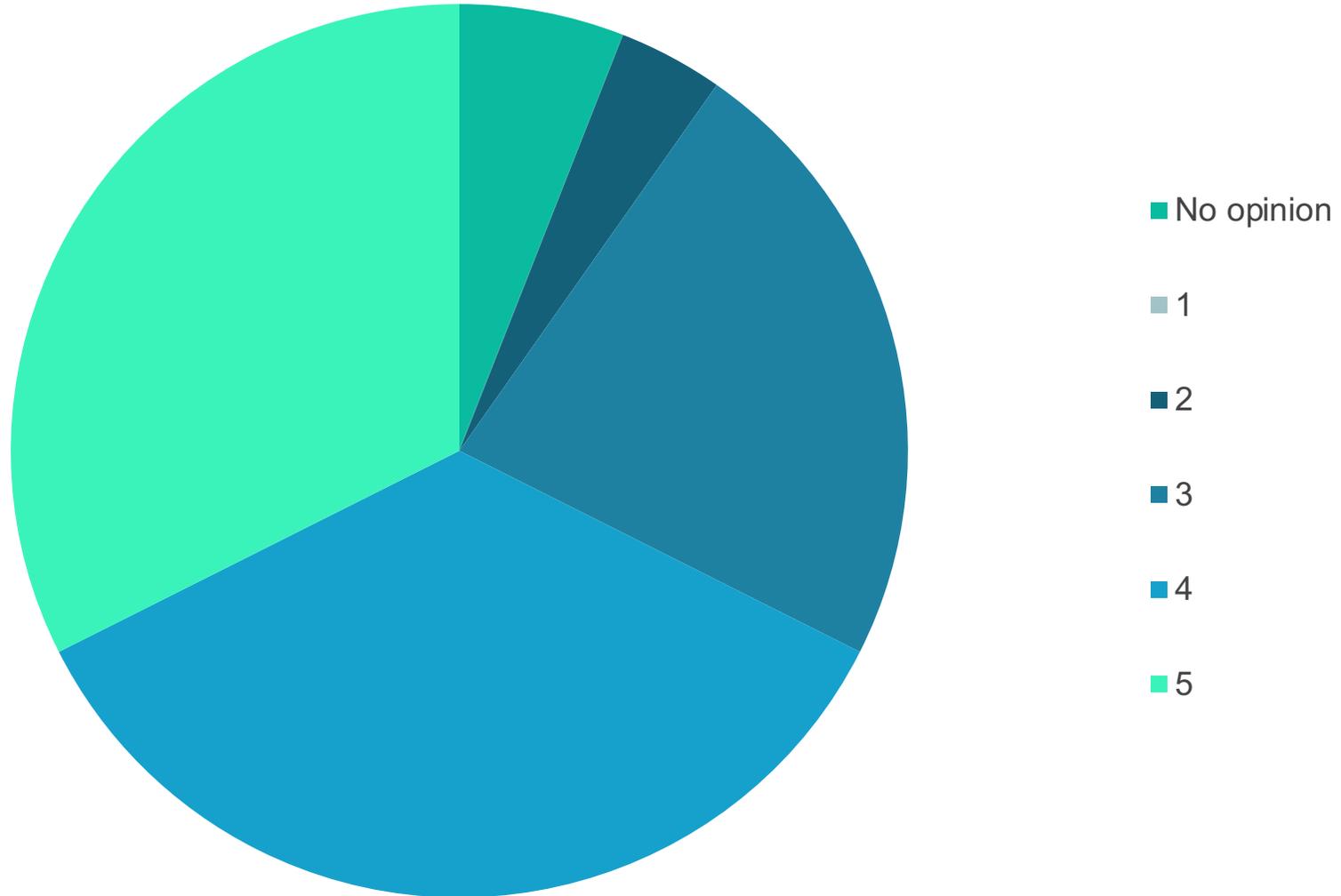
Engagement and interaction during the event (1= very dissatisfied / 5 = very satisfied):



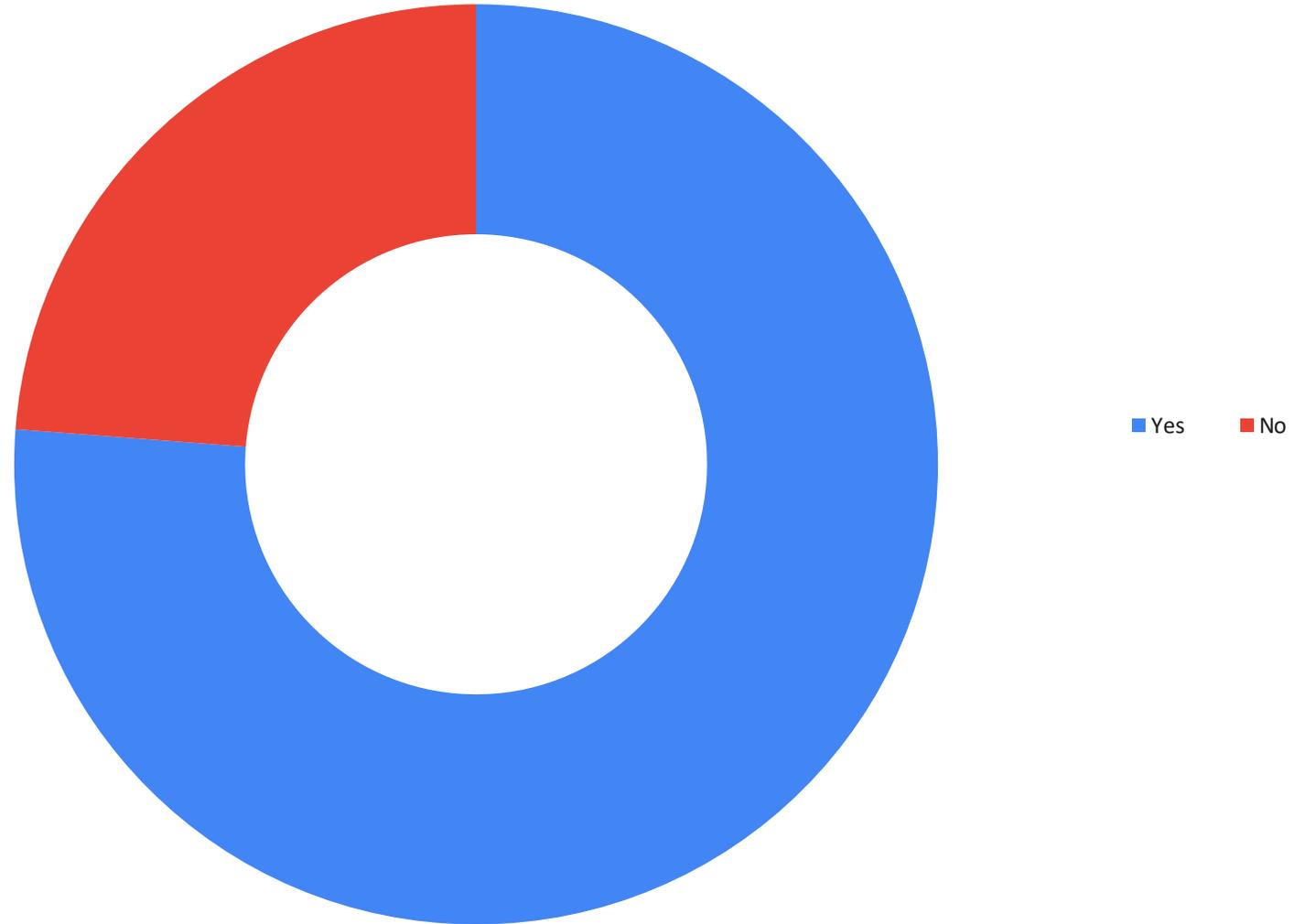
Did you meet interesting people relevant to your work?



After the ARENA do you feel now more engaged in Mission 'Restore our Ocean & Waters'? (1 = not at all / 5 = very much so):



Did you discover any innovative solutions or ideas during the event that you plan to implement in your work or projects?



Any additional comments or feedback about the Arena that you think would be valuable (49 res):

Time Constraints and Group Work (Mentioned twice):

- "I had the impression that the sessions were too tight and that there was not enough time for real group work. A recommendation for the next Mission Banos would be more time for group work."

Overall Organization and Information Accessibility (Mentioned three times):

- "I would like to compliment you on the excellent organization of this event."
- "An accessible precise schedule of speakers alongside with the name of their presentation and the time the presentation is given within the sessions/workshops that is accessible for all participants."
- "The information before the arena was late and quite difficult to understand how to interact, who should participate, the more detailed program, etc."

Catering and Technology (Mentioned three times):

- "Excellent catering!"
- "Very well-organized event!"
- "The app was very good to have!"

Panel Comments and Length (Mentioned twice):

- "The comments from the panel in the last, concluding meeting could have been shorter and more to the point."

Industry Involvement (Mentioned twice):

- "We would have appreciated a stronger representation from the business sector."
- "More industry involvement and investors."

Speaker Introductions and Presentation Slides (Mentioned once):

- "When introducing speakers to the stage, please use full name and organization and show a slide with that information before you show the speaker's pictures. Not all of them had their name and organization on their presentations."

This is the summary of most common answers. Other 35 answers were focused on other specific unique things.

Any specific sessions or workshops that stood out to you? If so, please mention them (44 res):

1. Marine permaculture: **Mentioned four times.**
2. Tasting session and the communicating blue food session: **Mentioned three times.**
3. Do and don'ts of permits for low-trophic aquaculture farming: **Mentioned three times.**
4. Land-based aquaculture through RAS, Multi-use concept: **Mentioned three times.**
5. Communicating blue food and Dos and don'ts of low-trophic aquaculture workshop: **Mentioned three times.**
6. Blue foods session: **Mentioned twice.**

Other 38 replies mentioned other specific sessions/workshops one time.