



**3rd MISSION ARENA**  
26-27 November 2024 | Amsterdam

# **Viable and scalable business models "Business for Blue Good"**

**Successful business model examples to protect and  
restore our seas and waters**

27 November, 14:00-15:45  
Hall 1



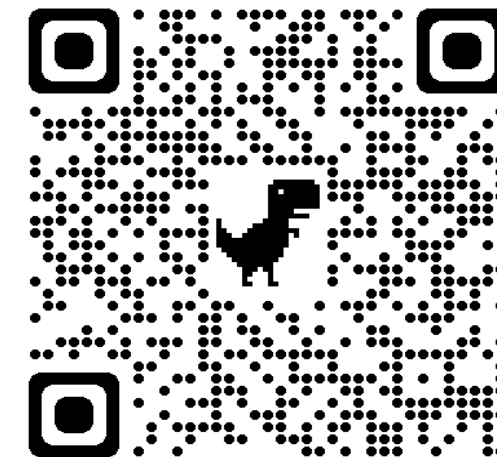
**3rd MISSION ARENA**  
26-27 November 2024 | Amsterdam

# Alberto Terenzi

Team Lead Innovation Support and Blue Skills

**SUBMARINER Network for Blue Growth EEIG**





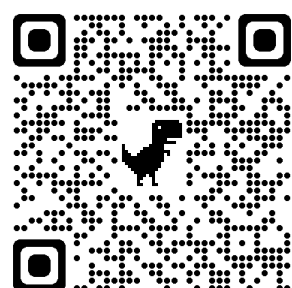
# Citizen Engagement Webinar Series



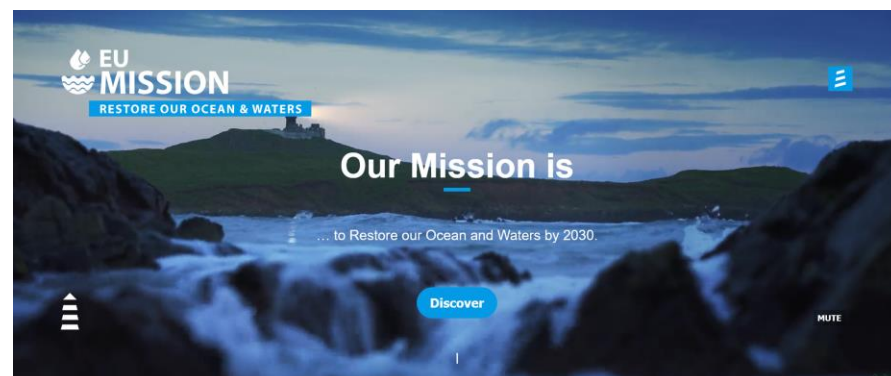
## Toolbox for Citizen Engagement

**Deliverable D5.1**  
Critical assessment and key recommendations for  
Interregional financing

## Financing Recommendations

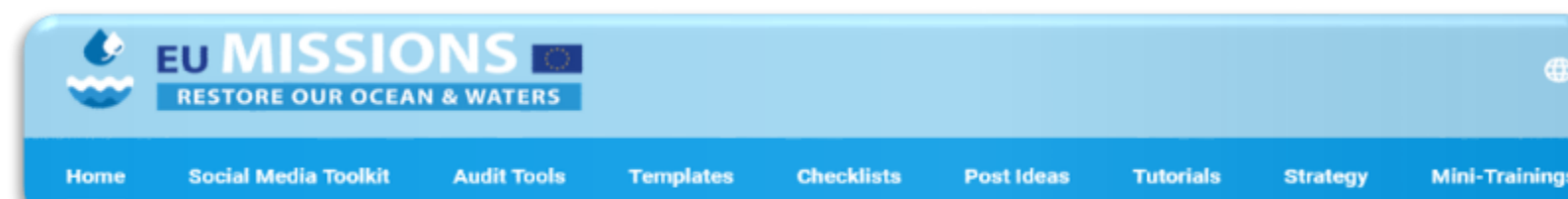


# Prep4Blue Results



# Our Mission Portal

## #MissionOcean Digital Academy



## Policies & Regulations mapping

[illegible]

# #MissionOcean Social media Toolkit



# Stakeholder Engagement Guidelines



## Business Interaction Models for Mission Ocean Scale-Up

*Silvia Tosatto*

*SUBMARINER Network for Blue Growth EEIG*

*Amsterdam, November 26, 2024 – Mission Arena 3*



A 'Mission Restore our Ocean and Waters' initiative.



Funded by the European Union, through its Horizon Europe Program, Grant No. 101056957 (PREP4BLUE). Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or of the granting authority, the European Climate, Infrastructure and Environment Executive Agency (CINEA). Neither the European Union nor the granting authority can be held responsible for them.





# Business Interaction Models for Mission Ocean Scale-Up



- 12 case studies analysed to **showcase successful interactions between businesses, public entities, and other organisations contributing to the Mission's goals**
- Recommendations were derived for businesses, policymakers, academia, and NGOs



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@OurMissionOcean



prep4blue.eu  
MissionOceanWaters.eu



# MISSION RESTORE OUR OCEAN AND WATERS OBJECTIVES

- Protect and restore marine and freshwater ecosystems and biodiversity in line with the EU Biodiversity Strategy 2030

📍 Atlantic and Arctic Basin  
Danube River Basin

- 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

📍 Mediterranean Sea Basin

- 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

📍 Baltic and North Sea Basin





- **Background**

- Belgium's electricity transmission system operator.
- Building the world's first artificial energy island in the North Sea.

- **Collaboration**

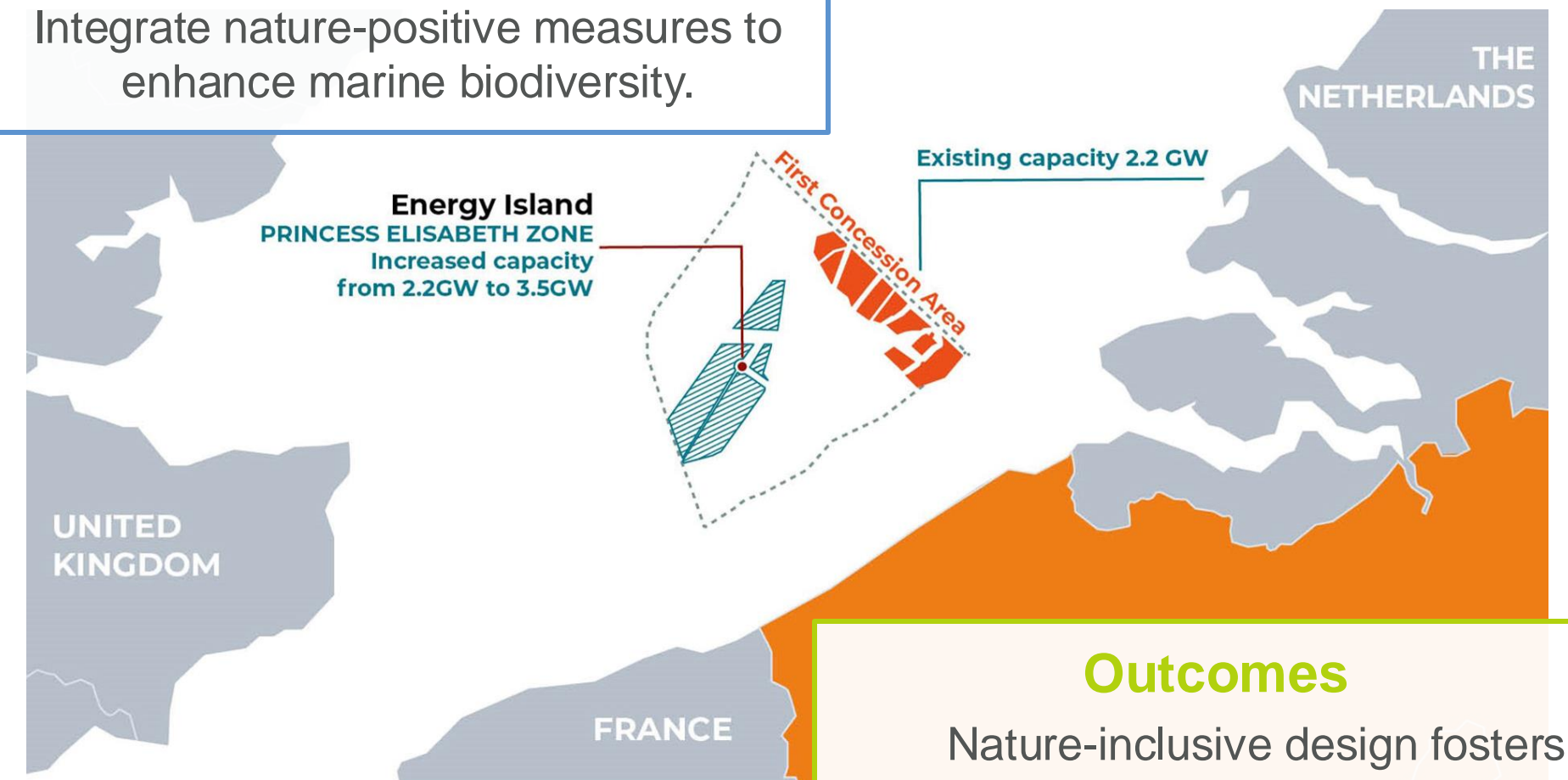
- Consortium of ~15 stakeholders: NGOs, universities, and public/private institutions.
- A neutral process coordinator ensured effective co-creation.

- **Implementation**

- Addressed challenges by aligning technical and biodiversity goals.
- Developed an ecosystem approach spanning the entire water column.

## Project Goals

Facilitate renewable energy transition.  
Integrate nature-positive measures to enhance marine biodiversity.



## Outcomes

Nature-inclusive design fosters marine habitats and biodiversity.  
Provides a model for real-life validation and knowledge sharing.



# NextTuna - Sustainable Aquaculture for Atlantic Bluefin Tuna

- **Background**

- Founded in Germany in 2020 to address ABT overfishing.
- Pioneering commercial-scale reproduction of ABT in captivity.
- Breakthrough in ABT spawning in land-based RAS systems. Developing Floating RAS-X system: scalable, cost-effective, eco-friendly.

- **Collaborations**

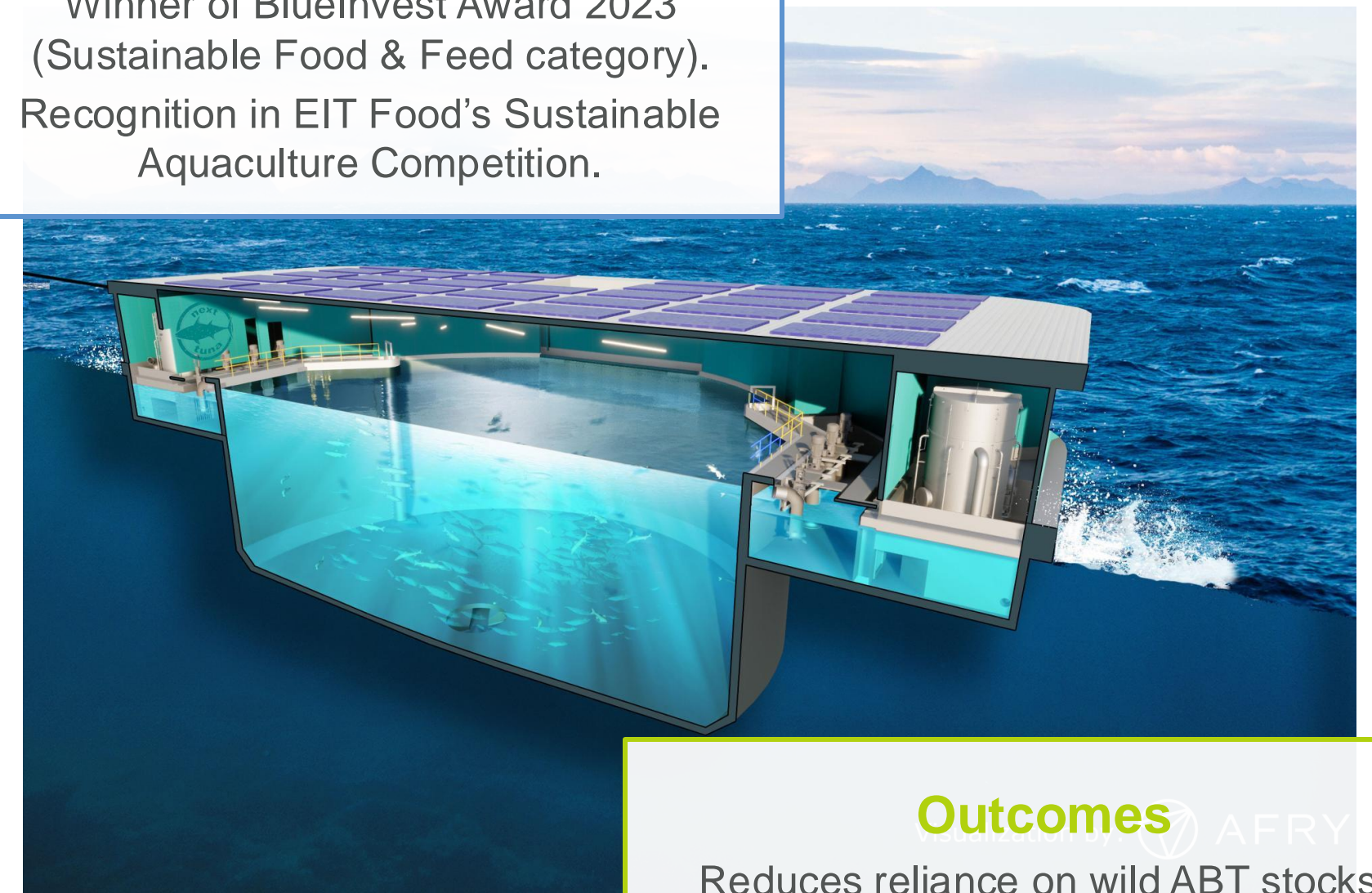
- Co-developing precision farming methodologies for ABT in partnership with Spanish Institute of Oceanography, Fraunhofer, and others.

- **Challenges & Implementation**

- Addressing larvae feeding, reliable spawning, and infrastructure needs.
- Floating RAS-X system operational in 2024 (initial focus: Kingfish).

## Key Achievements

Winner of BlueInvest Award 2023  
(Sustainable Food & Feed category).  
Recognition in EIT Food's Sustainable  
Aquaculture Competition.



## Outcomes

Reduces reliance on wild ABT stocks,  
fostering marine biodiversity.  
Advancing carbon-neutral, circular  
aquaculture practices.



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prep4blue.eu  
MissionOceanWaters.eu

# Conclusions and Recommendations



- **For Businesses:**

- **Invest in Partnerships:** Collaborate with universities, research institutions, and companies to drive innovation and sustainable solutions.
- **Leverage Funding Opportunities:** Seek opportunities offered through BlueInvest, SBEP, and EIT KICs programs.
- **Focus on Market Readiness:** Align innovations with market demands and environmental frameworks.
- **Adopt Sustainable Technologies:** Incorporate eco-friendly technologies for profitability and sustainability.

- **For Academia:**

- **Enhance Knowledge Transfer:** Prioritise applied research with precise and critical business and market value.
- **Align Education with Industry Needs:** Develop programmes addressing skills gaps in blue economy sectors.

- **For Policymakers:**

- **Simplify Funding & Regulations:** Work on simplifying and accelerating permitting and streamlining administrative processes for blue economy projects.
- **Promote Place-Based Innovation through S3:** Align regional strategies with innovation goals to support local economies.
- **Provide Sustainability Incentives:** Offer tax breaks, financial incentives, and public contract access to support startups and SMEs in entering the market, scaling their operations, and improving their competitiveness while adopting sustainable practices.

- **NGOs & Civil Society:**

- **Promote Community Engagement:** Raise awareness and involve local communities in conservation efforts.
- **Support Policy Advocacy:** Advocate for policies supporting biodiversity restoration and pollution reduction.



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Sustainable Blue  
Economy Partnership

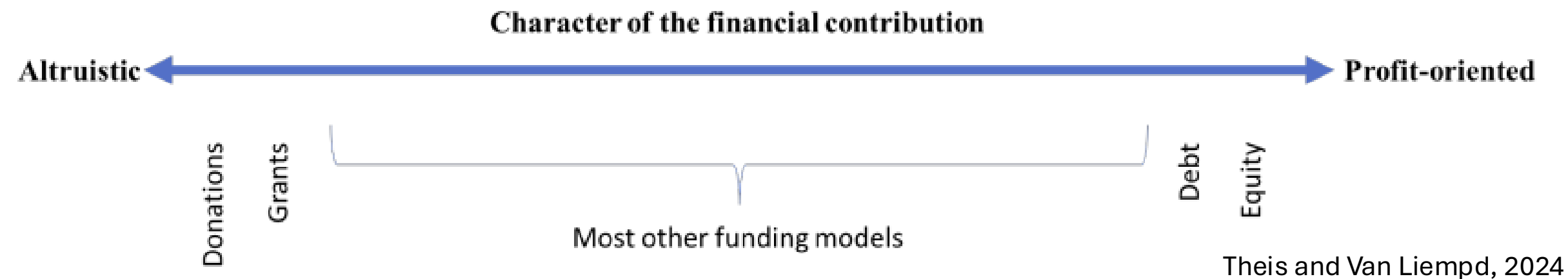
# The Sustainable Blue Economy Partnership: Ensuring market uptake of project results

Frode Dal Fjeldavli  
Research Council of Norway  
Mission Arena, Amsterdam, 26/11/2024





# PREP4BLUE findings



- Relatively few funding models seem to match well with business models within the not-for-profit business model category
- Not-for profit funding models are predominant in the European public funding landscape
- Engage private funders in support of public policy goals

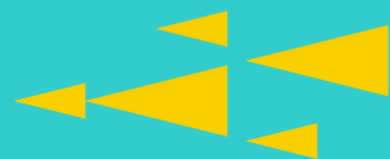


increase the pool of funding



enlarge the spectrum of  
funding models available





- Boosting a just, green and digital transition of all economic sectors based on the ocean, seas and coasts
- Through innovative solutions and technologies



# Sustainable Blue Economy Partnership

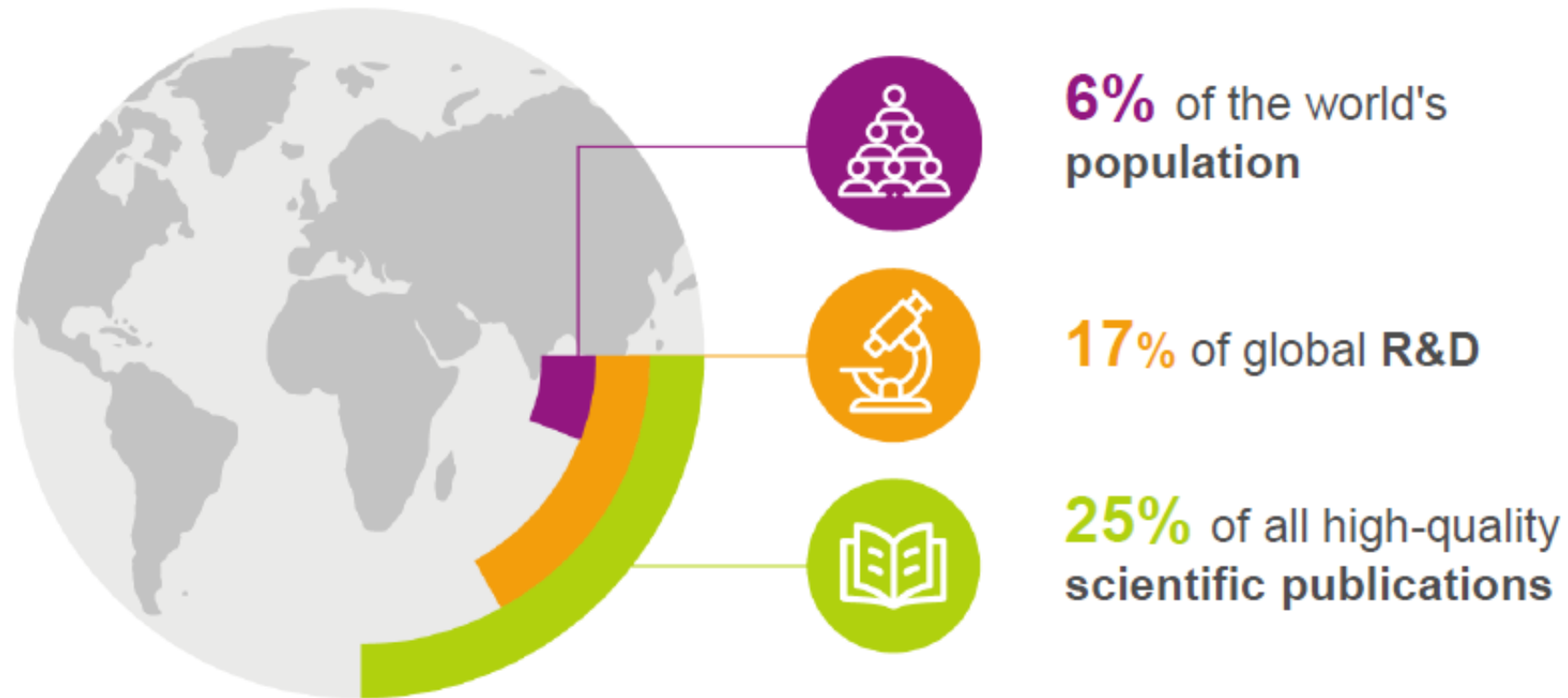
- ▶ a network of 74 partner institutions from 29 countries and the European Commission
- ▶ pooling research and innovation investments and aligning national programmes at pan-European scale
- ▶ taking into consideration the sea-basin (Mediterranean, Black Sea, Baltic and North Sea) and Atlantic Ocean dimension





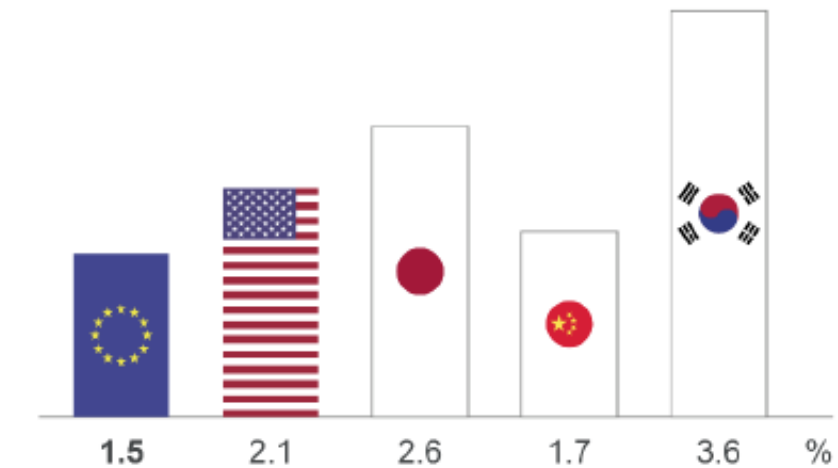


## While benefiting from world-class research and strong industries... Our knowledge and skills are our main resources



...Europe can do better at transforming this into **leadership in innovation** and **entrepreneurship**

**1.5%** EU business R&D investment

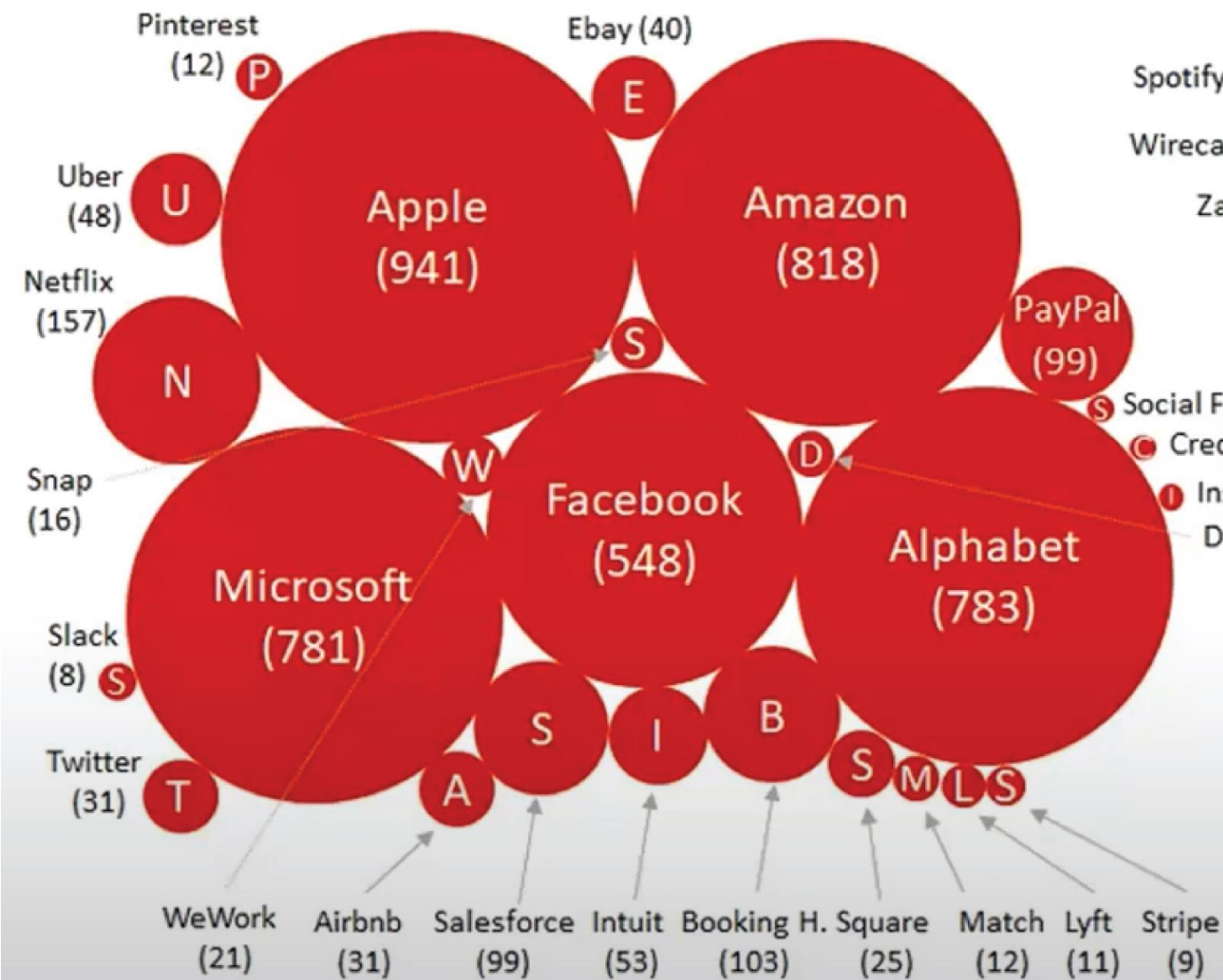


*EU figure is for 2019  
Figures for USA, Japan, China and South Korea are for 2018. Figures represent R&D as % of GDP*



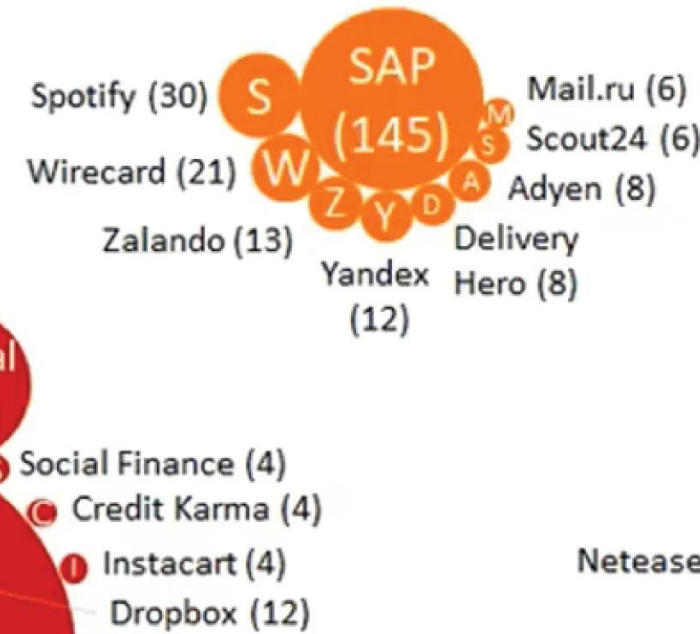
## USA

(Anteil: 66% (2015: 67%))



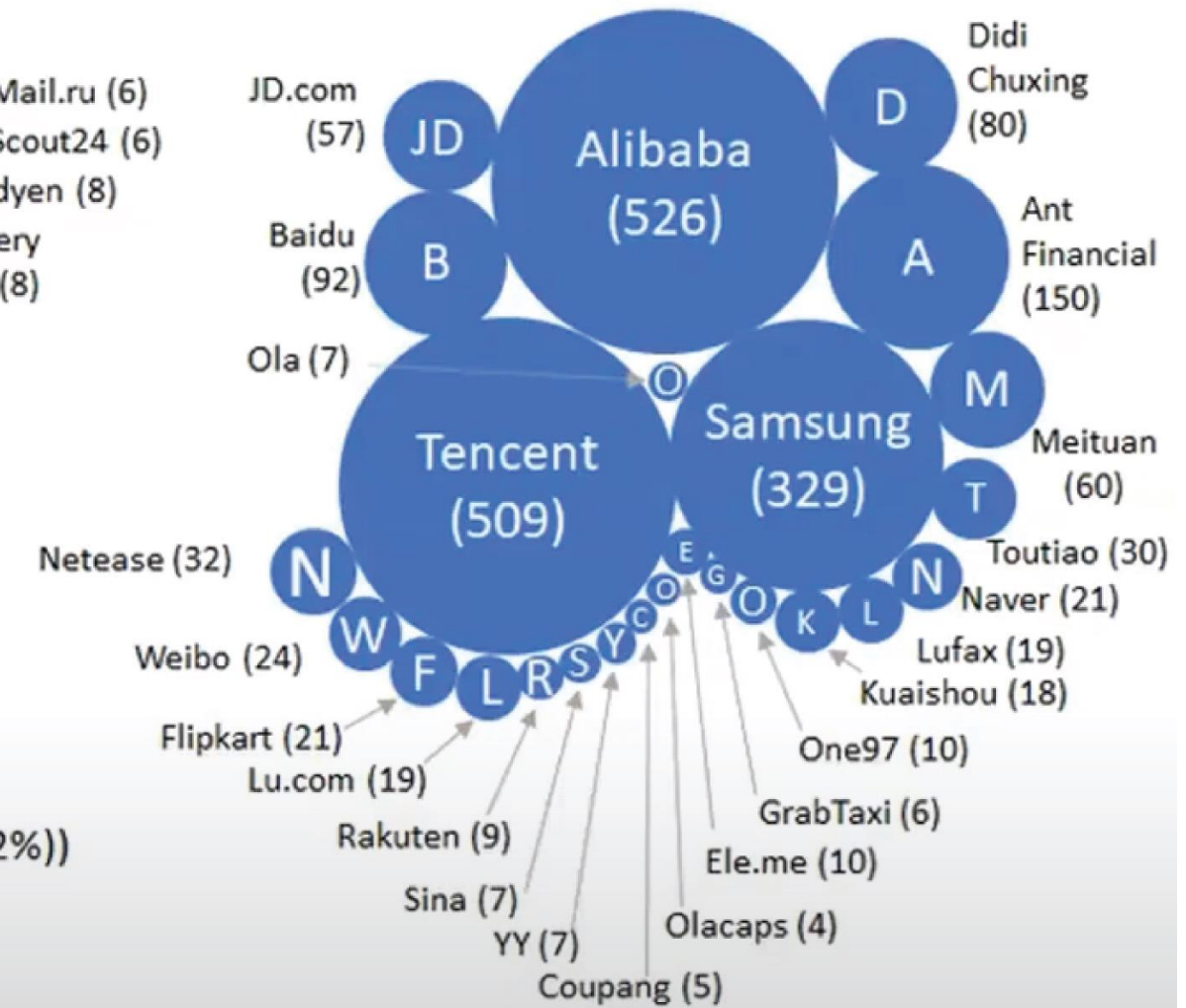
## Europa

(Anteil: 3% (2015: 3%))



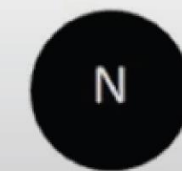
## Asien

(Anteil: 30% (2015: 28%))



## Afrika

(Anteil: 2% (2015: 2%))



Naspers (112)

Quelle: Netzoekonom.de / platformeconomy.com

Idee: Peter C. Evans

## Horizon Europe legislation defines three types of impact tracked through **Key Impact Pathways**

1. Creating high-quality new knowledge
2. Strengthening human capital in R&I
3. Fostering diffusion of knowledge and Open Science

**Scientific  
Impact**



4. Addressing EU policy priorities & global challenges through R&I
5. Delivering benefits & impact via R&I missions
6. Strengthening the uptake of R&I in society

**Societal  
Impact**



7. Generating innovation-based growth
8. Creating more and better jobs
9. Leveraging investments in R&I

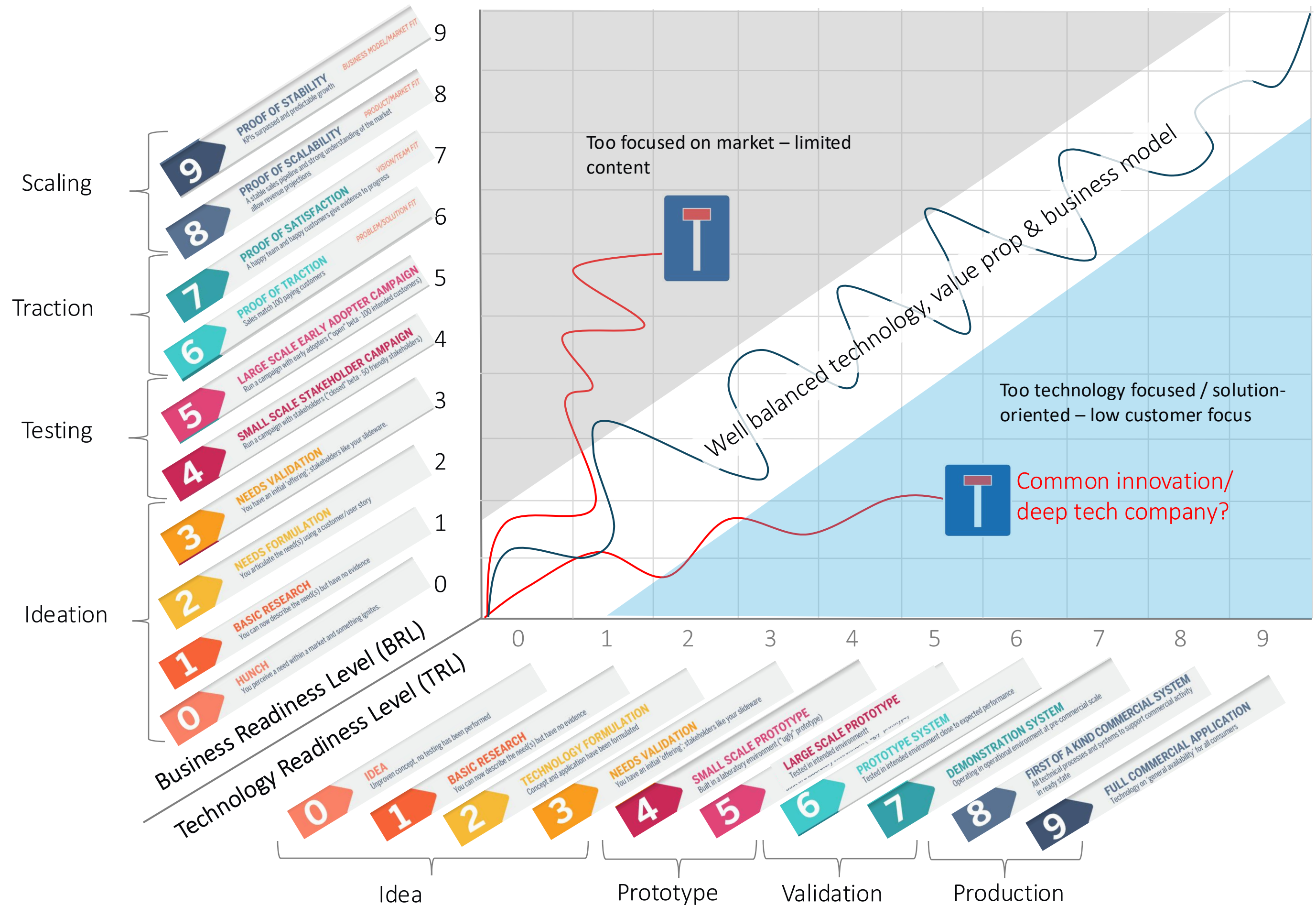
**Economic  
Impact**





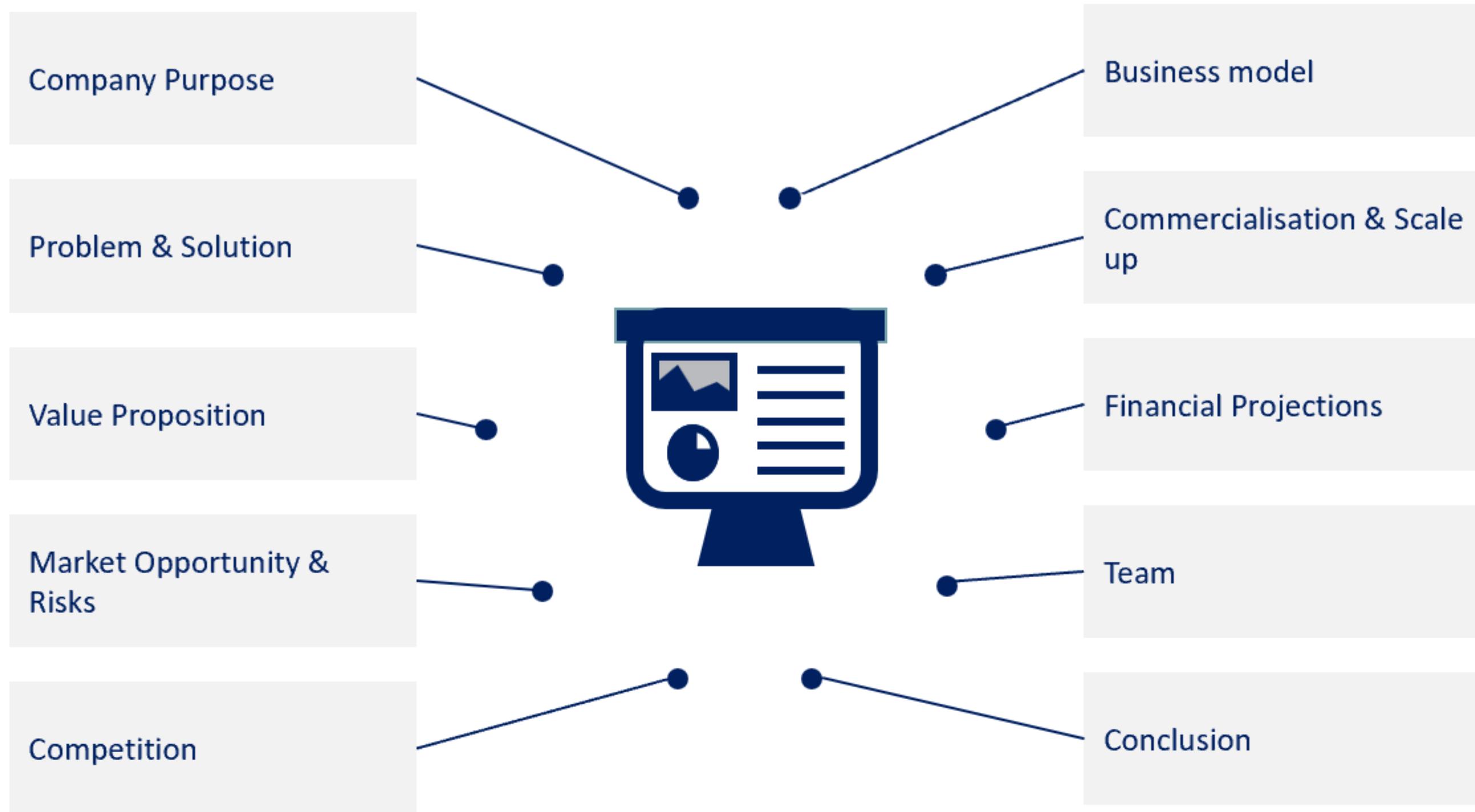
# Balance between TRL and BRL

- TRL / BRL Balance ensures success and avoid Vally of Death
- High-TRL funds evaluates prospective candidates with these criteria
- Enable sensible activities
- Visualise developmental trends, and necessary next steps

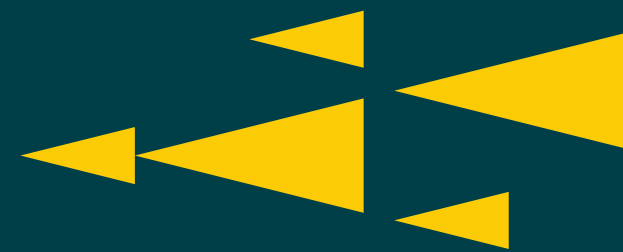




# Important BRL aspects







Sustainable Blue  
Economy Partnership

Thank you for your attention!

[www.bluepartnership.eu](http://www.bluepartnership.eu)

@BlueEconomyEU

[fdf@rcn.no](mailto:fdf@rcn.no)



Co-funded by  
the European Union

EUROPEAN PARTNERSHIP





# Innovation cluster “Bioeconomy at Marine Sites”

## –BaMS–

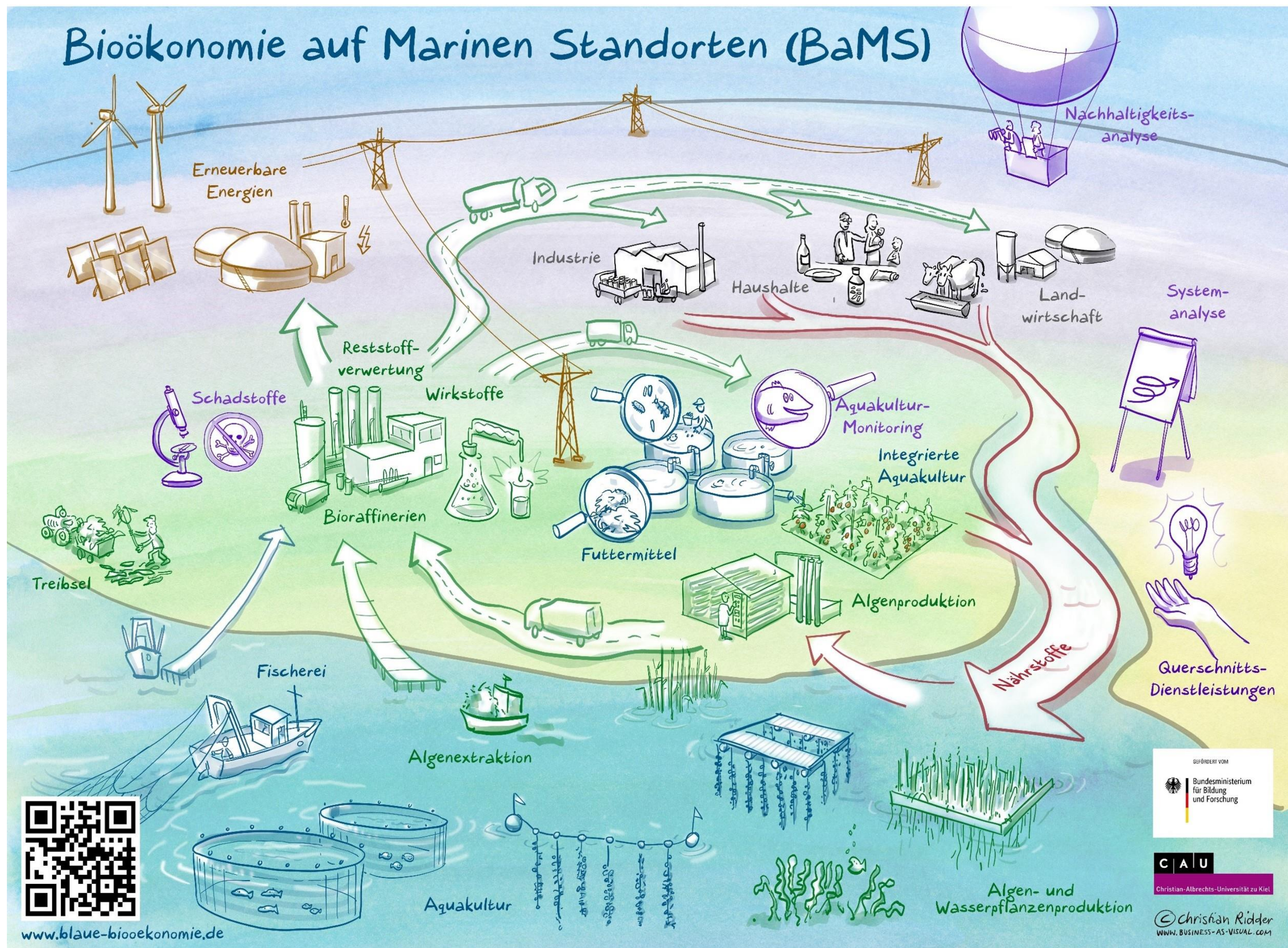
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Julia Lange

hosted by CAU - University Kiel, Germany



# Bioökonomie auf Marinen Standorten (BaMS)



[www.blaue-biooekonomie.de](http://www.blaue-biooekonomie.de)

10.12.2024



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www.business-as-visual.com



# Blaue Bioökonomie

**Blaue Bioökonomie**  
BaMS e.V.



**Blaue Bioökonomie**  
PROJEKTE





# Blaue Bioökonomie

**Blaue Bioökonomie**  
BaMS e.V.



75 members:  
one third SMEs  
two third research institutes/universities

**Blaue Bioökonomie**  
PROJEKTE





# Blaue Bioökonomie



Blaue  
Bioökonomie  
BaMS e.V.

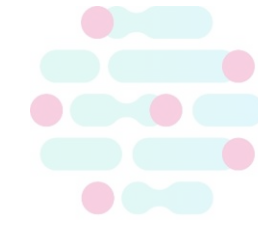
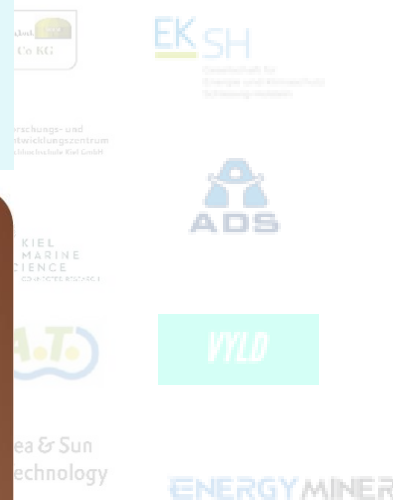
75 members:  
one third SMEs  
two third research institutes/universities

**BRONZE**



## Cluster Management Excellence

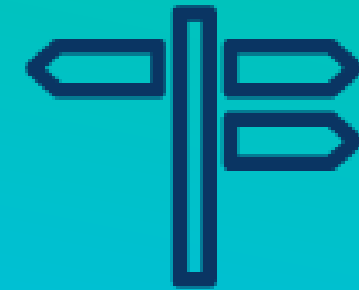
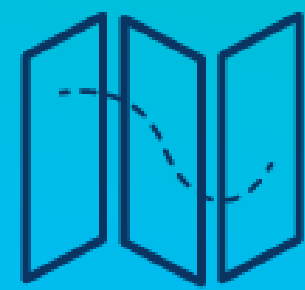
STRIVING FOR CLUSTER EXCELLENCE



Blaue  
Bioökonomie  
PROJEKTE

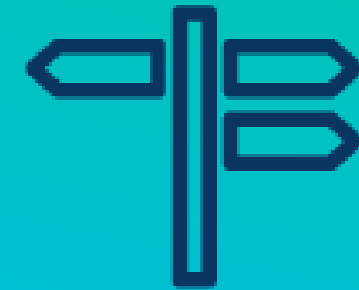




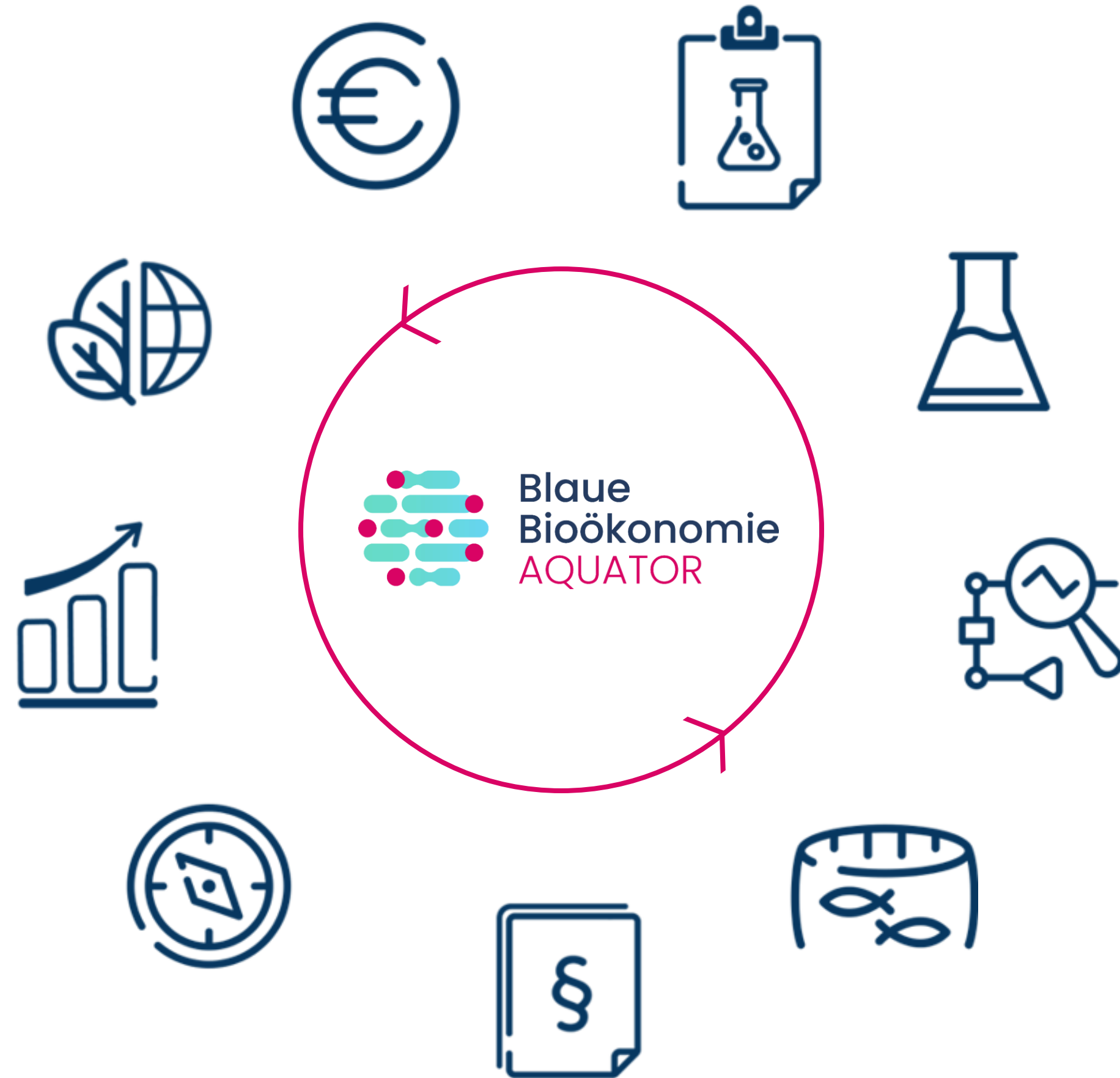




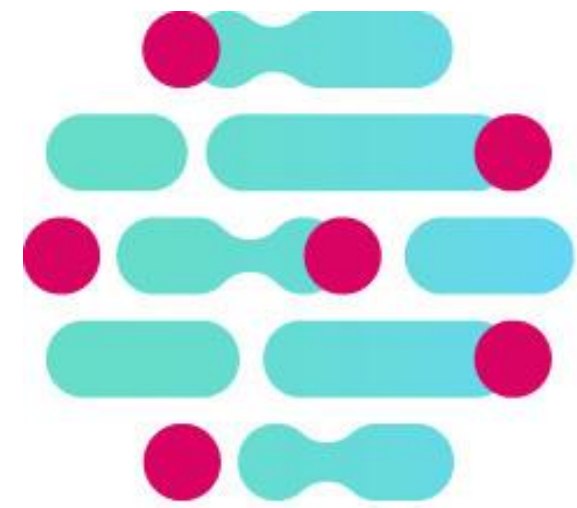
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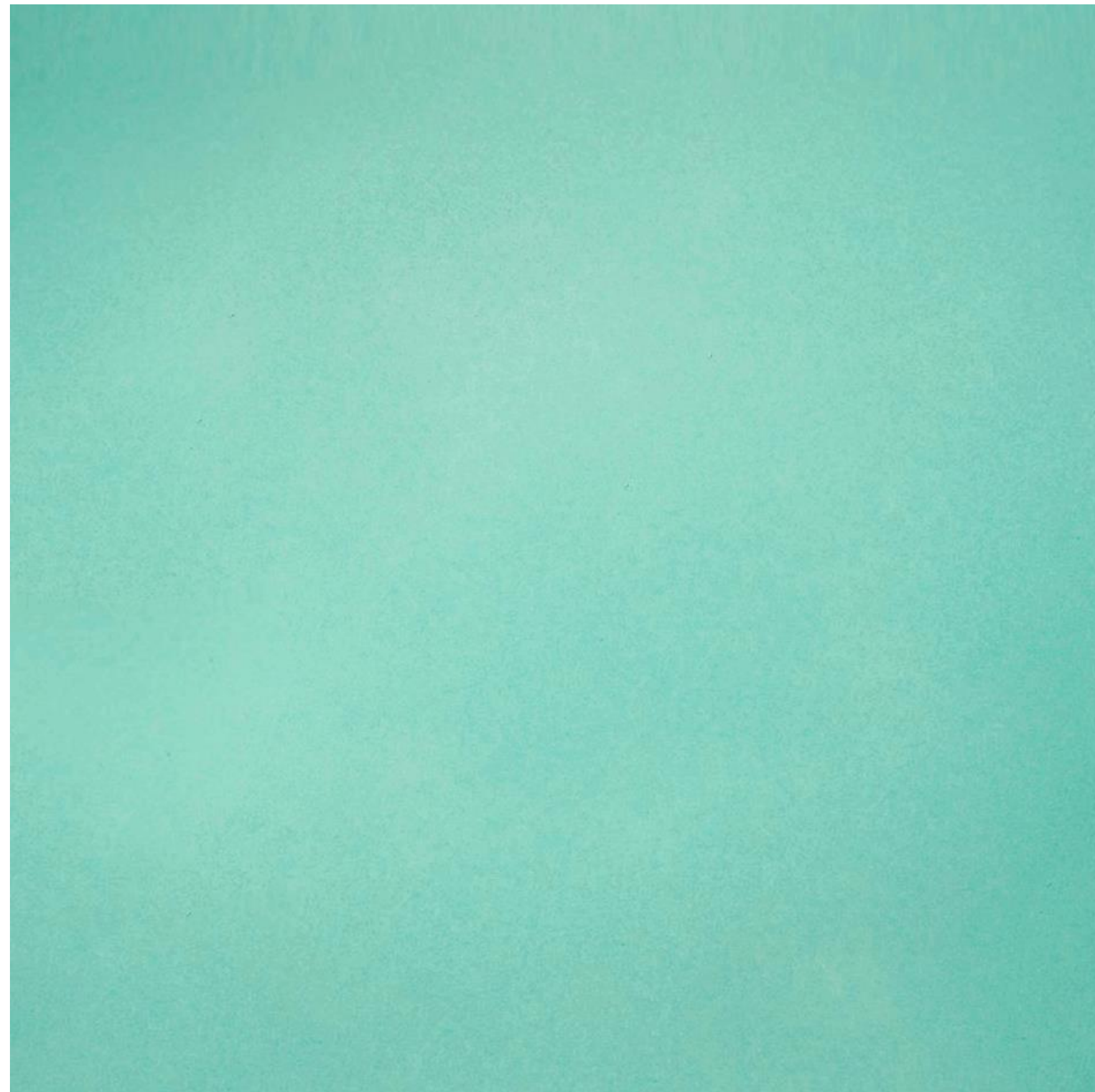
**Blaue  
Bioökonomie**  
TangPon







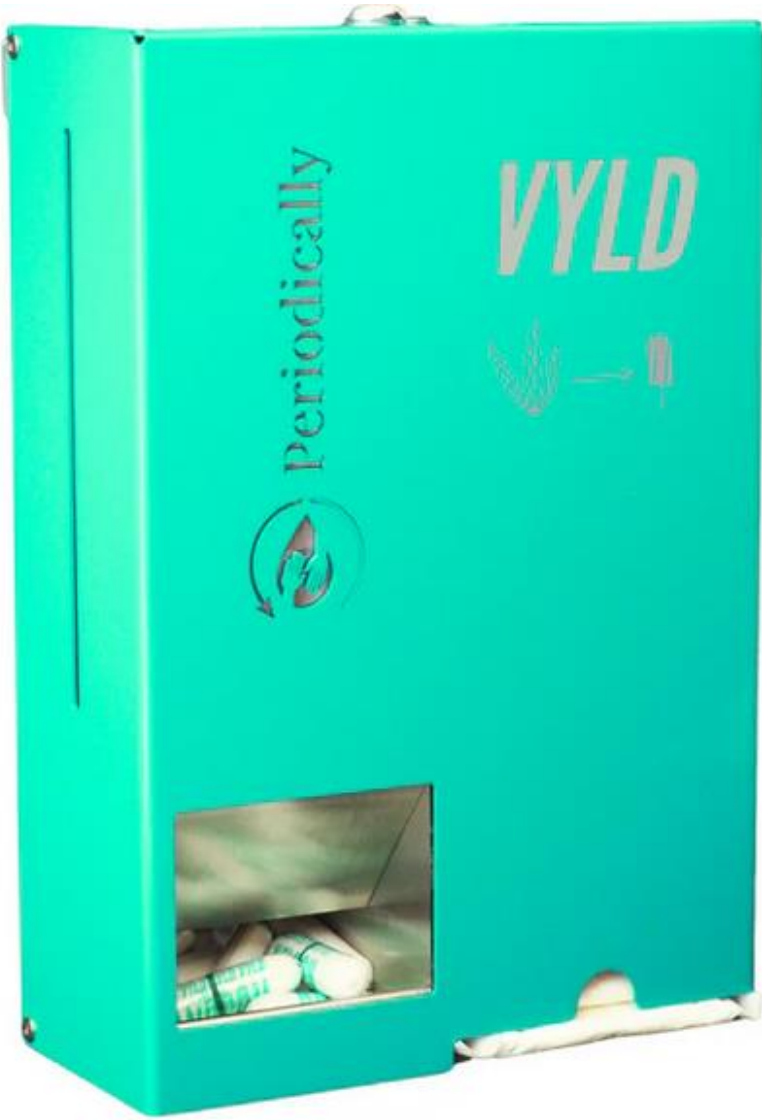




***VYLD***



# Seeking Partner



aus rostfreiem Edelstahl  
made of stainless steel

— — — — —

Made in Germany





**MY SPIRULINA**  
*YOU GROW IT, YOU KNOW IT!*



## BUSINESS MODELL

products are available from **dealers** and in **webshop**



### Starter-Kit

Everything that  
is needed to  
start  
149,95 €



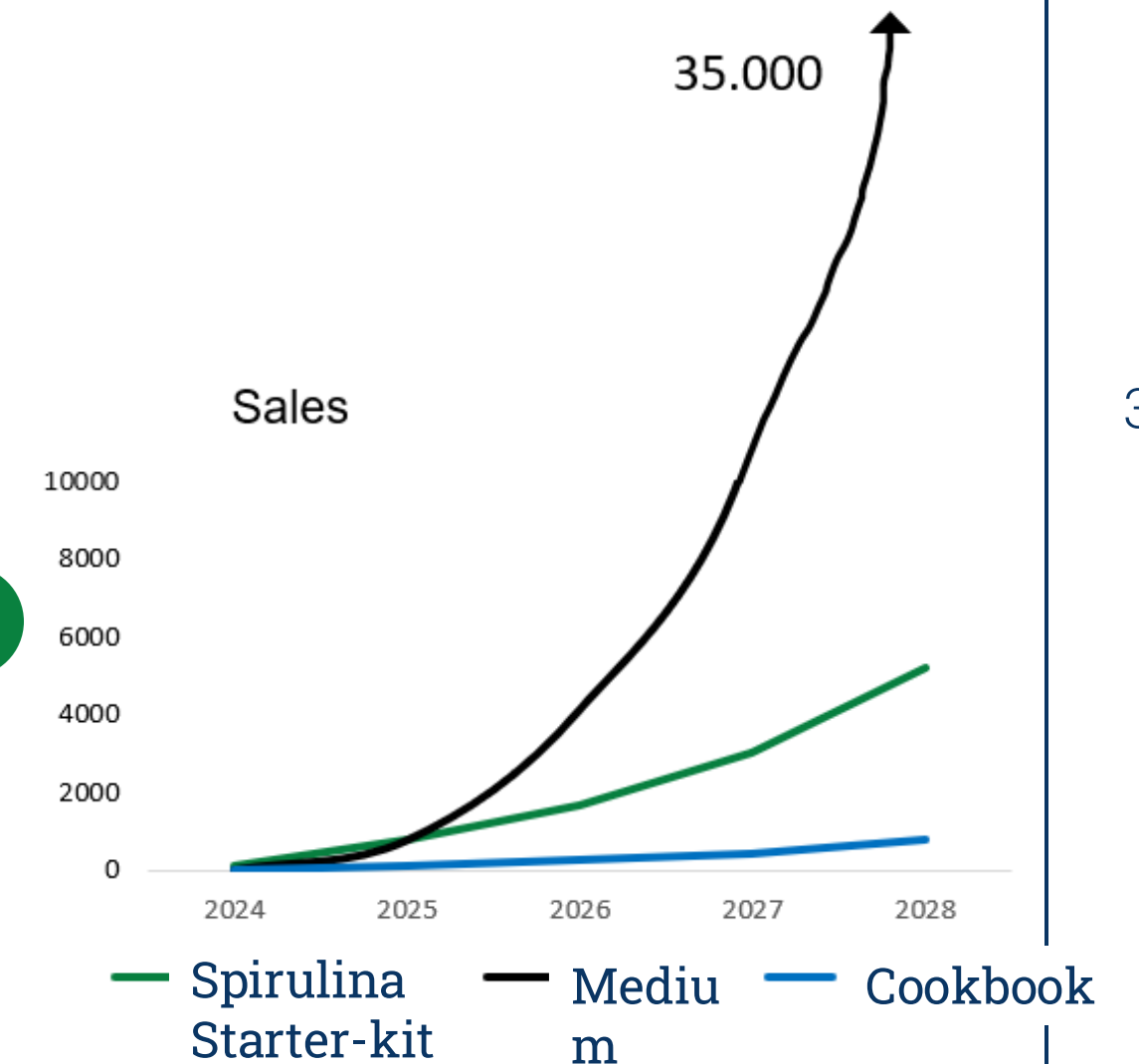
### Cookbook

Cookbook for  
fresh spirulina  
29,95 €

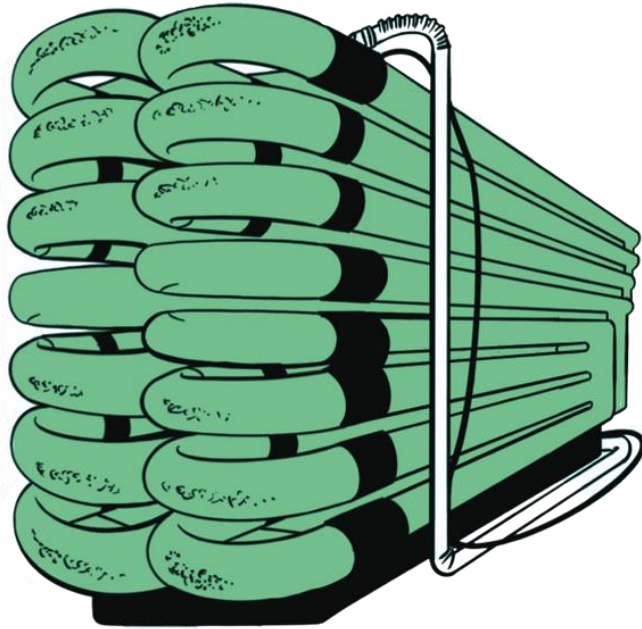


### Culture medium

Subscription 15,95 €  
No subscription 18,95 €



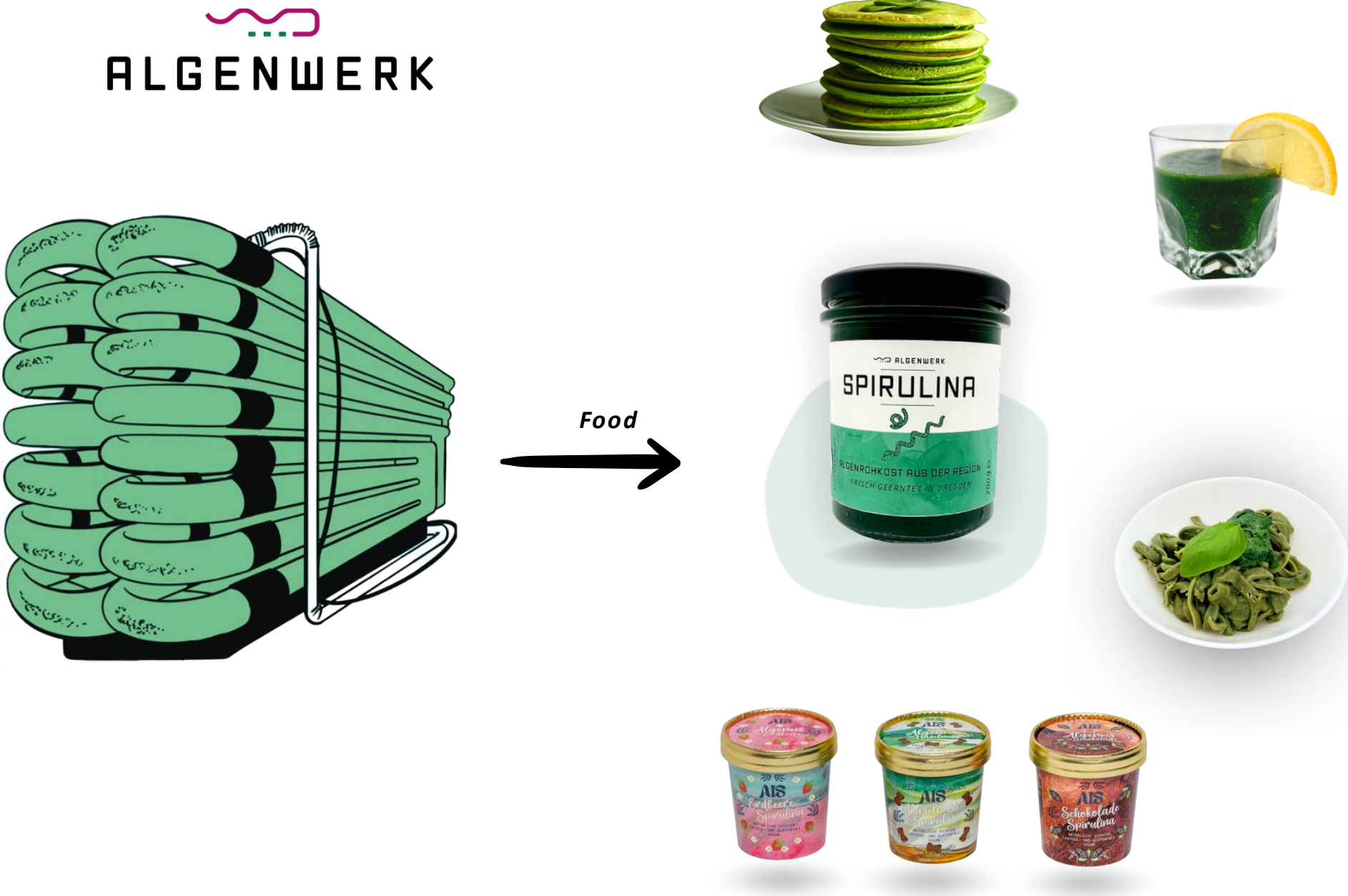
ALGENWERK



POWER2FOOD

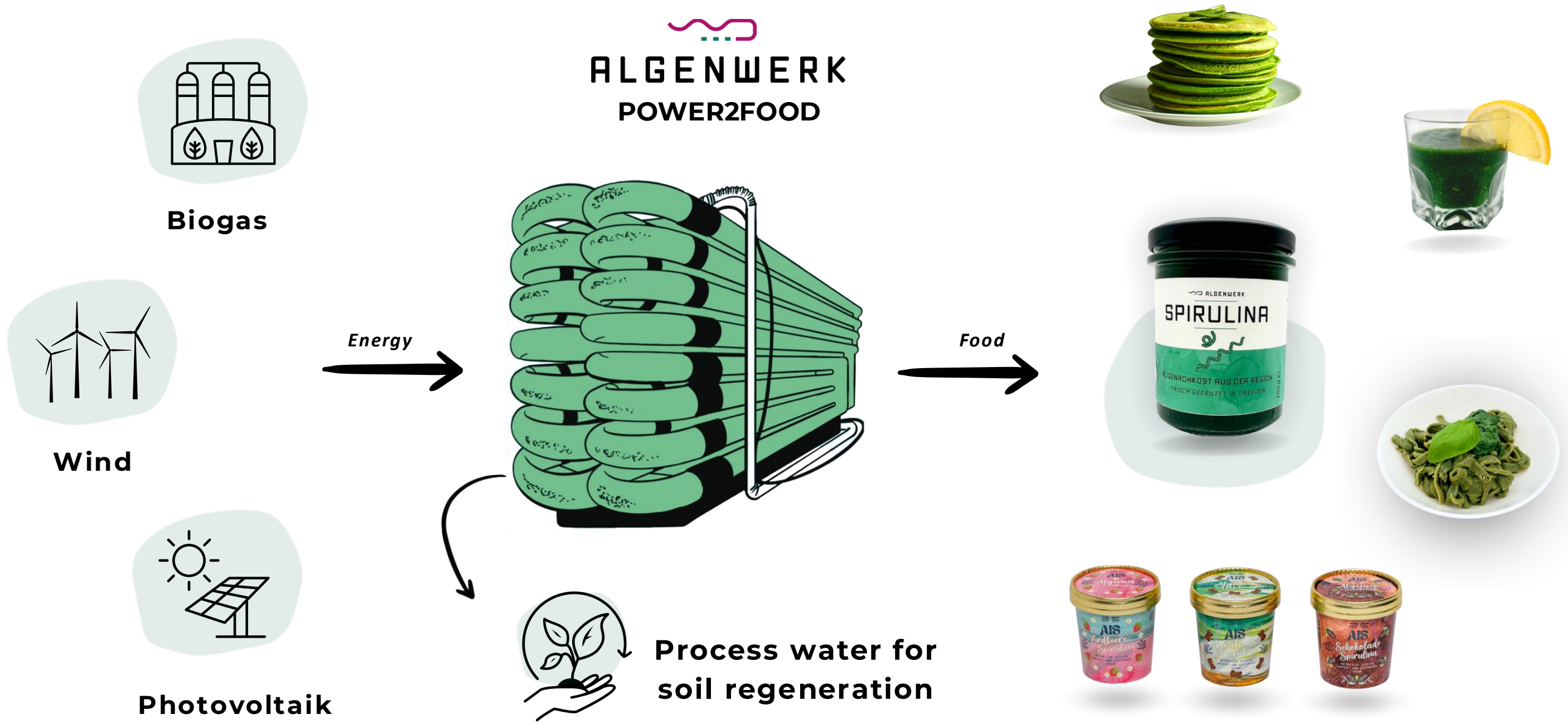
PUEVIT



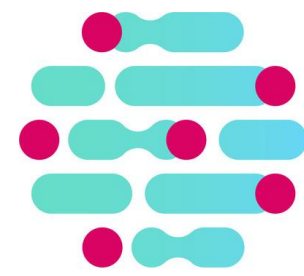


POWER2FOOD

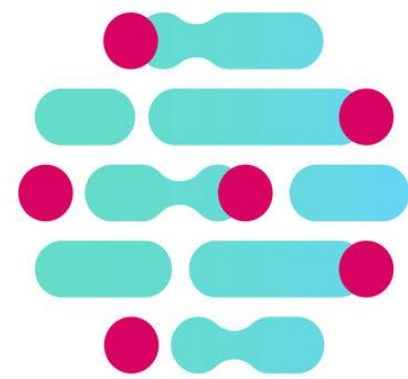
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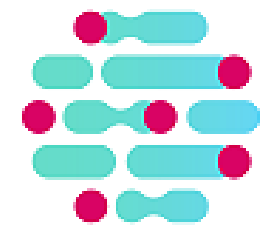




**Blaue  
Bioökonomie  
MAREPAIR**

Collagen from Jellyfish  
to replace silicone  
in hair treatment





Blaue  
Bioökonomie  
AquaTrainVR

virtual reality for  
interactive learning  
experience





Blaue  
Bioökonomie



Carsten Schulz  
1st chairman



Rüdiger Schulz  
2nd chairman



Carsten Schultz  
treasurer



Stephanie Schütze  
Finances



Julia Lange  
Koordination



Nadine Sydow  
PR

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blaue-biooekonomie.de



# NEMO

Seafarms

REGENERATING  
THE BALTIC SEA



**Mikko  
Koskinen**



**Co-founder, Chair &  
Business development**

Serial entrepreneur with skills in branding, storytelling and engineering.

**Magnus  
Hanstén**



**Co-founder, CEO &  
operations**

Natural resource specialist, a Baltic Sea enthusiast with an explorer's mindset.

**Olli  
Laaksonen**



**Co-founder, design &  
technology**

Entrepreneur. Versatile experience in R&D and design. Born and raised in Kustavi on his family's fish farm.

# NEMO

Seafarms

**We strive to create  
healthy businesses  
and healthy ecosystems.**



## Active marine ecosystem restoration

### ONSHORE



- Hatchery
- Seaweed Cultivation

### COASTAL



- Active restoration services
- Seaweed Cultivation

### OFFSHORE

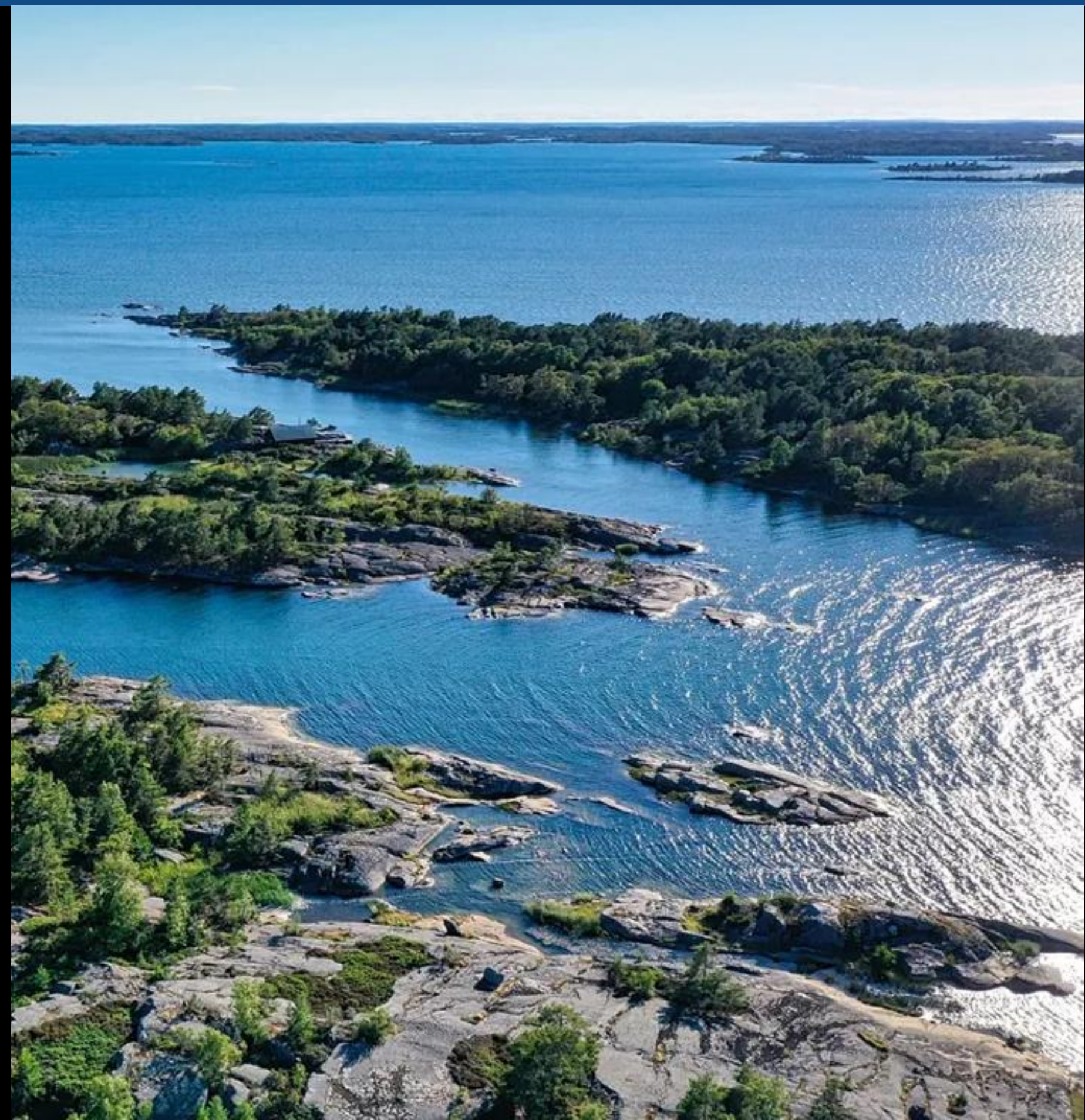


- Ecosystem & biodiversity enhancing services
- Seaweed Cultivation





**Nordic BioBuz:**  
"Working with large wind  
offshore operators and  
ecosystem services for multi-  
use offshore platforms"





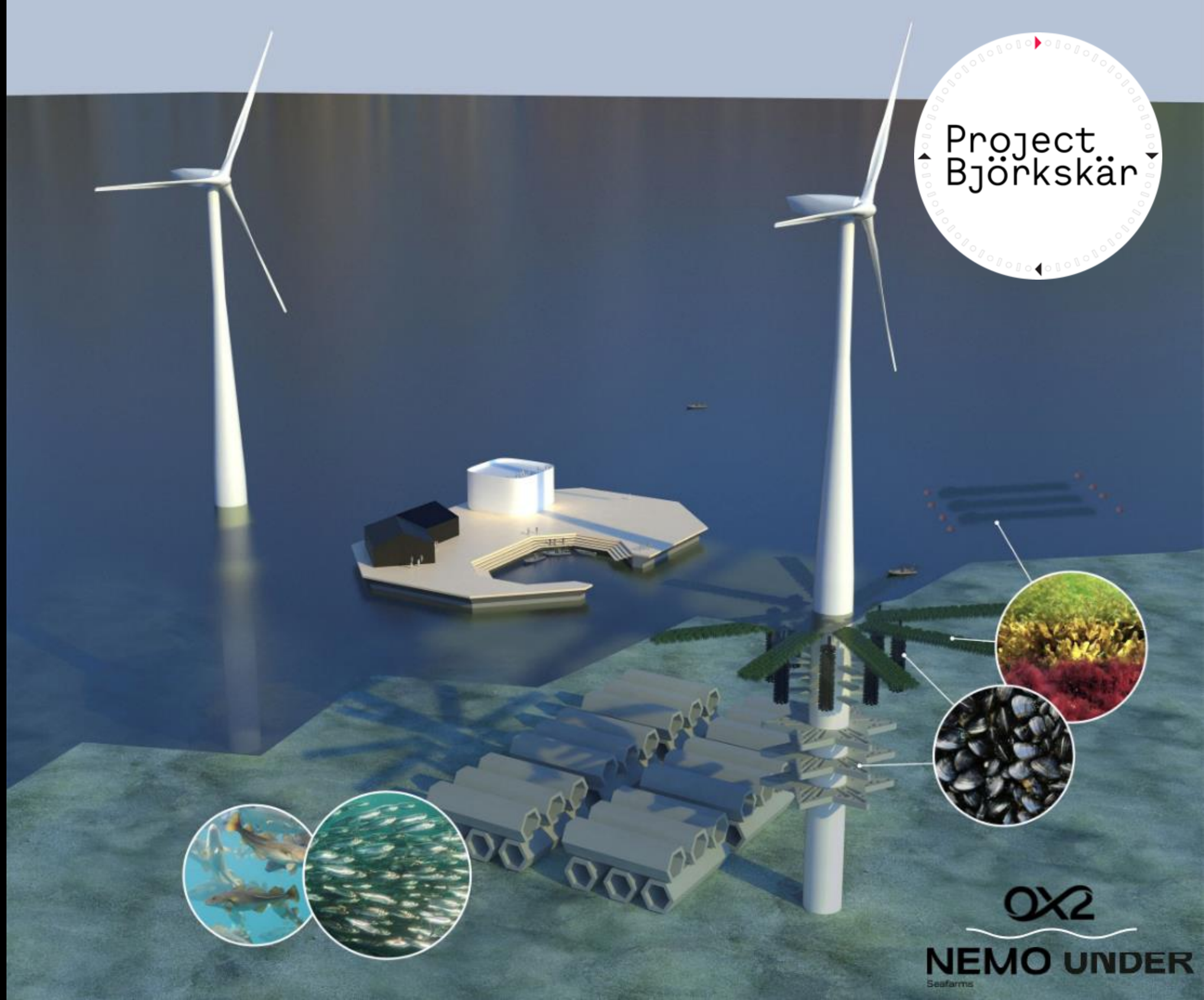
# PROJECT BJÖRKSÖ

- Started in March 2023
- OX2, Under Ytan & Nemo Seafarms
- Focus areas:
  - Biodiversity and ecosystem enhancing services
  - Low trophic aquaculture
- Baltic Sea area

ÖSTERSJÖPROJEKTET  
BALTICSEAPROJECT  
ITÄMERIPROJEKTI



**NEMO**  
Seafarms



OX2

**NEMO UNDER**  
Seafarms



# Corporate - Start-up collaboration

- Opportunity
  - Impact
  - Mitigation → Net positive

- Value
  - Biodiversity and ecosystem enhancing services
  - Multi-use concept





# Project development

- Corporate – Start-up
  - Innovation
  - Resources
- Aligned interests
  - Common goal
- Committed team
  - Not just part of the budget
- Communication & dialogs
- Partnership year three...
  - Scale-up & Business model





# “NORDIC BIOBUZ”

- Synergies between offshore wind energy, low-trophic aquaculture and ecosystem enhancing services in the Baltic Sea.
- Main objectives
  - framework for a multi-use business model for offshore wind establishments.
  - develop a system for biodiversity credits

In collaboration with: RISE, SLU, OX2, Under Ytan

Co-financed by Nordic Innovation

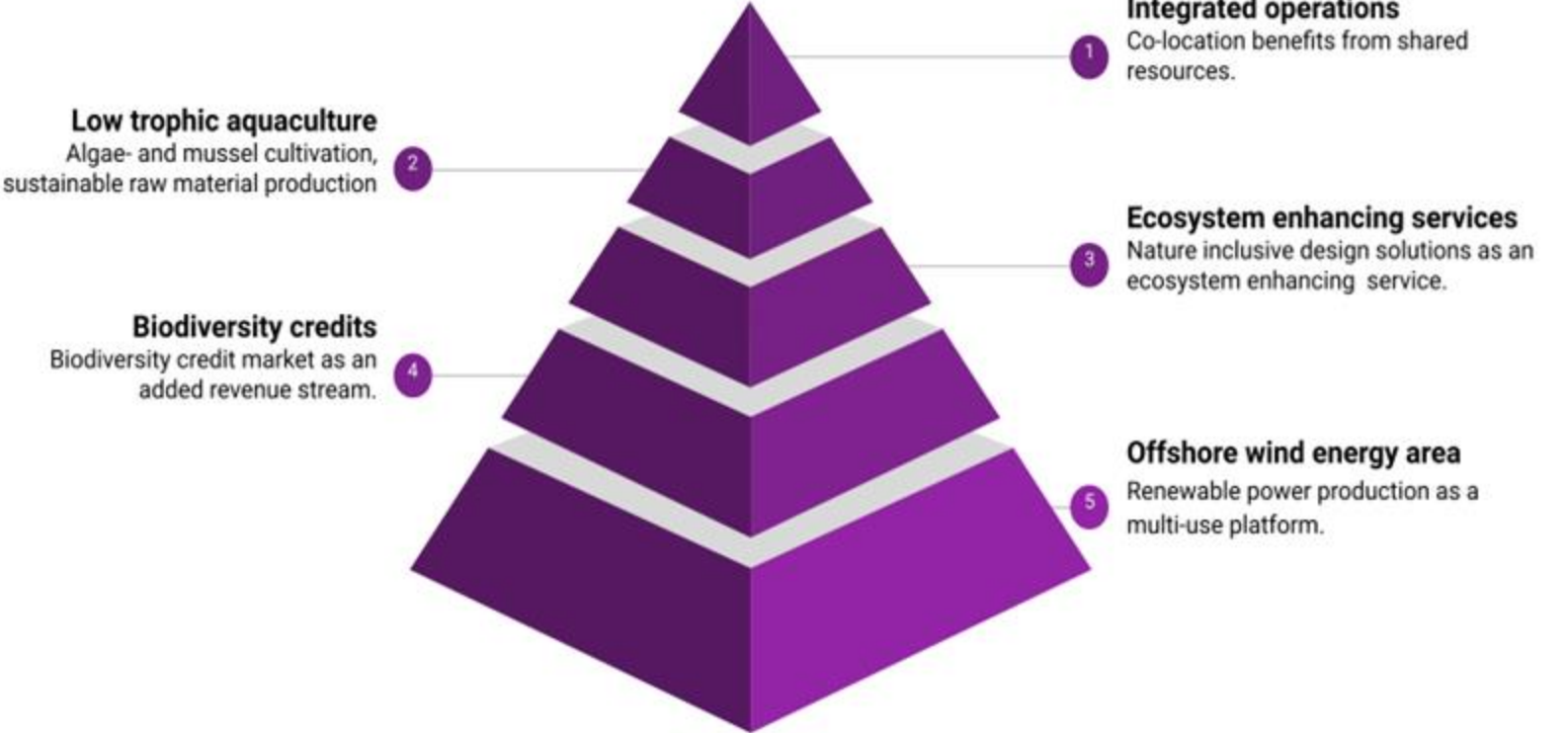
**Nordic Innovation** Programs News and Events Publications What We Support About Us Co



## Nordic BioBuz

PROJECT 2024 - 2026 ACTIVE

The Nordic BioBuz project explore the synergies between offshore wind energy, low-trophic aquaculture and ecosystem enhancing services in the Baltic Sea.



- Integrated operations**  
Co-location benefits from shared resources.
- Low trophic aquaculture**  
Algae- and mussel cultivation, sustainable raw material production
- Ecosystem enhancing services**  
Nature inclusive design solutions as an ecosystem enhancing service.
- Biodiversity credits**  
Biodiversity credit market as an added revenue stream.
- Offshore wind energy area**  
Renewable power production as a multi-use platform.



# NEMO

Seafarms

Magnus Hanstén

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# PREP4BLUE Knowledge Transfer Online Showcasing Module Demonstration

**Presenter:**

Caecilia Managò, ERINN Innovation Ltd. (ERINN)

Alexander Dernild, Southern Denmark University (SDU)



# PREP4BLUE

METHODS AND TOOLS FOR MISSION OCEAN & WATERS



A 'Mission Restore  
our Ocean and  
Waters' initiative.



Funded by the European Union, through its Horizon Europe Program, Grant No. 101056957 (PREP4BLUE). Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or of the granting authority, the European Climate, Infrastructure and Environment Executive Agency (CINEA). Neither the European Union nor the granting authority can be held responsible for them.





# PREP4BLUE Objectives

PREP4BLUE's objective is to support the R&I goals of the 'Mission: Restore our Ocean & Waters' and facilitate its successful implementation, especially during this first phase (2022-2025). Through a series of pilots at the Mission's demonstrator or 'Lighthouse' sites, PREP4BLUE will develop tools, guidelines and methodologies to be used by stakeholders on all Mission funded projects. This co-creation approach will optimise and create synthesis across Mission activities and solutions, ensuring cohesion and connectivity across sectors, and between European citizens and stakeholders.



**Programme:**

HORIZON-MISS-2021-OCEAN-01



**Duration:**

June 2022 – May 2025



**Budget:**

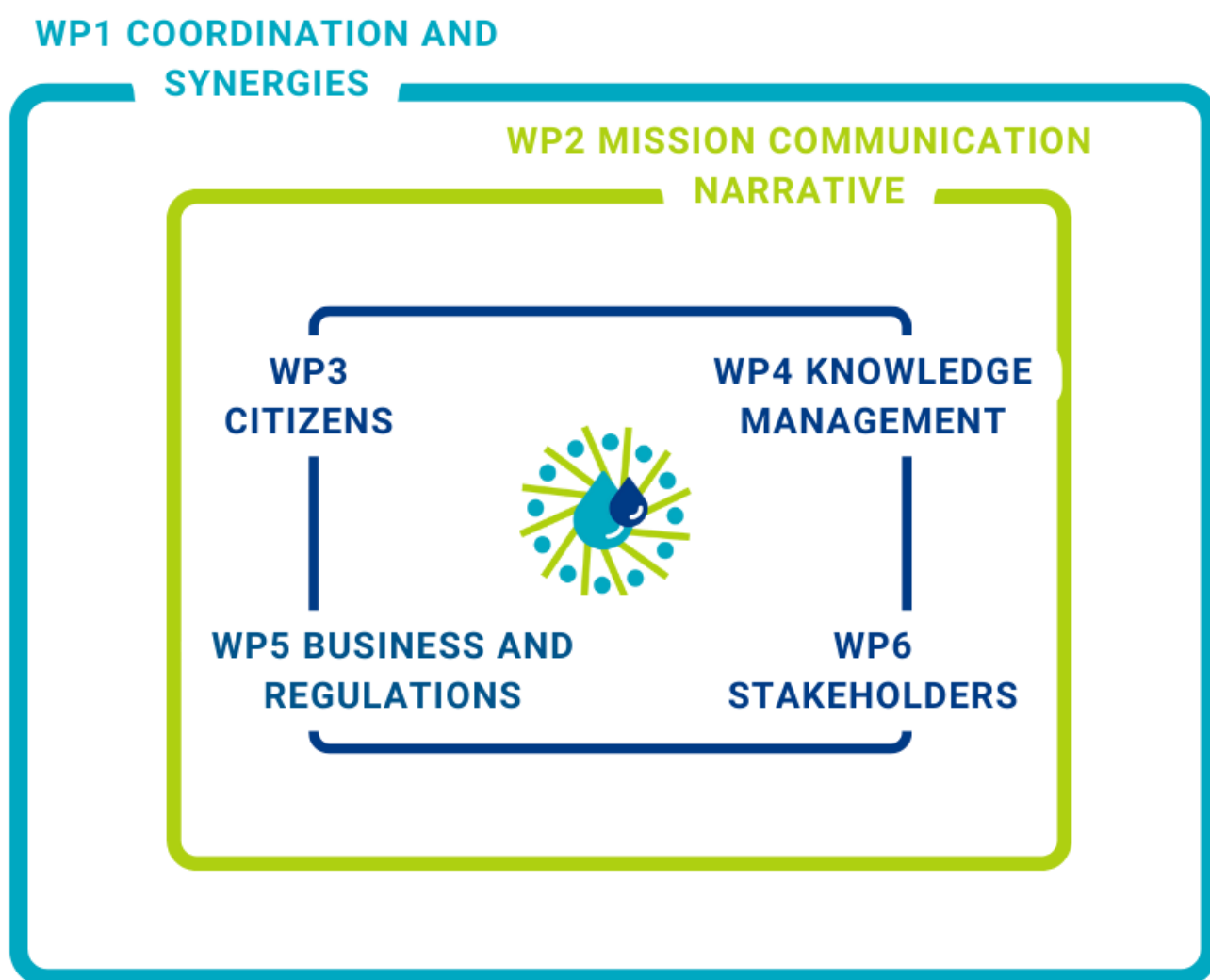
€4,997,690



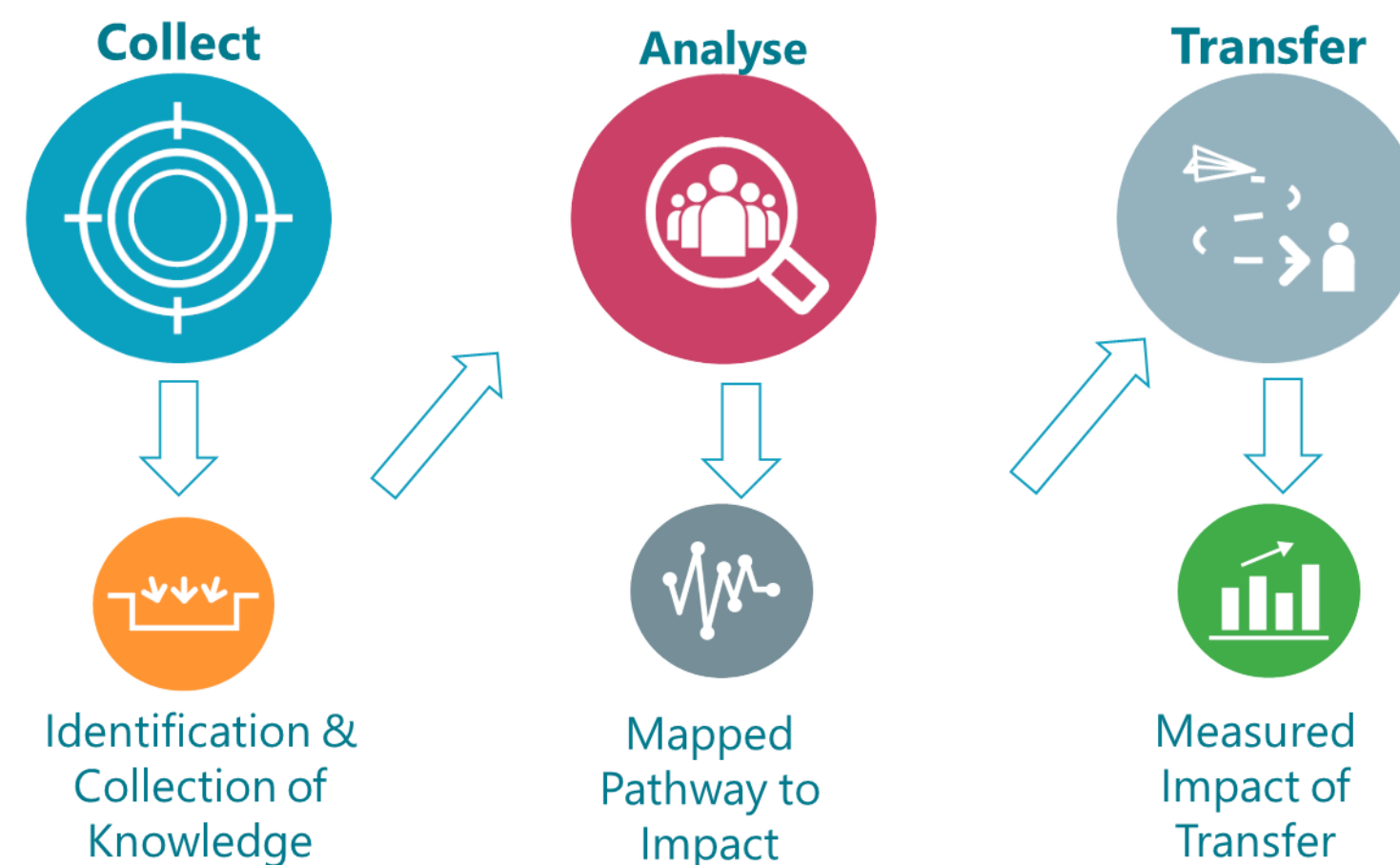


# PREP4BLUE Knowledge Management

## Knowledge Management in PREP4BLUE



## Knowledge Transfer Methodology by ERINN Innovation



© Image courtesy of ERINN Innovation



# Knowledge Transfer Online Showcasing Module

  
Identification &  
Collection of  
Knowledge

  
Mapped  
Pathway to  
Impact

  
Measured  
Impact of  
Transfer

 WaveLinks

 Dashboard

 Explore ^

Projects

Stakeholders

Engagement  
Methods

Citizen Science

Funding

Policy &  
Legislation

**Solutions**

 Networking v

 Monitoring v

WaveLinks is an application that maps the research and innovation landscape of the Mission Ocean, fosters collaborations between projects and reinforces links between academia, industry and society.

Our mission is to ensure that valuable insights and discoveries no longer remain isolated but instead become catalysts for innovation and progress.



Collaborate with  
other projects



Connect with  
stakeholders



Explore citizen  
science initiatives



Discover  
engagement  
methods

**CHECK OUT**  
**wavelinks.eu**







Dashboard

Explore

Networking

Monitoring

Settings

Help

Contact us

Back

# PREP4BLUE Knowledge Transfer Online Showcasing Module

## Cystoseira meadows mapping in the Mediterranean Sea: comprehensive georeferenced database.

Project website

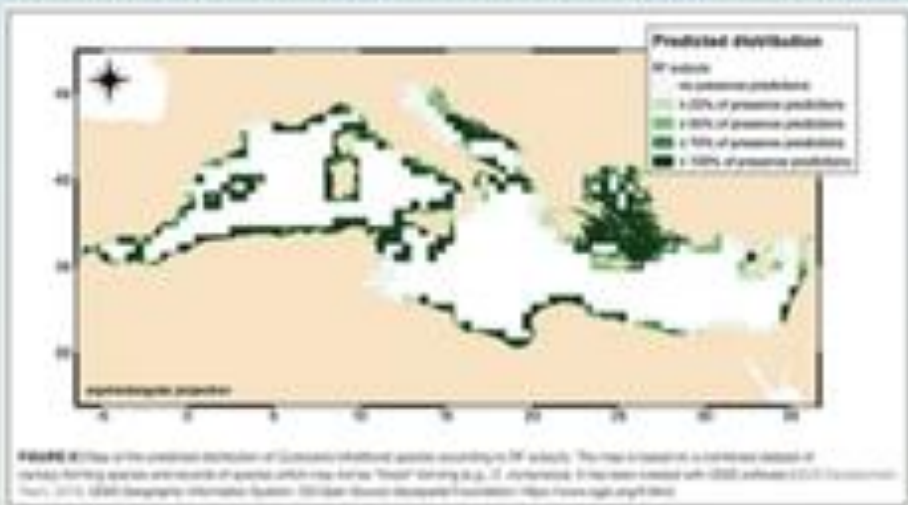
AFRIMED

Background Description

Cystoseira sensu lato assemblages are being considered as habitats of critical importance for the EU (Directive 92/43/EEC, Annex I, included in "Rocky reefs") and as indicators to assess ecological status in the context of the Water Framework Directive (WFD; Directive 2000/60/EC). There is a growing focus on the status of macroalgal forests from both a conservation (Annex II of the Barcelona Convention, COM2009/0285/EN) and a restoration (with MERCEX and AFRIMED projects) perspective to better understand the possibilities for reversing current declining tendencies through active restoration in the Mediterranean Sea. However, there is a lack of quantitative and standardised information on the distribution and temporal trends of the state of Mediterranean communities, due to the scarcity of available data (few studies have been conducted) and the use of different approaches for the various works conducted, which make it difficult to compare them.

Technical Description

The georeferenced database of Cystoseira was produced embedding catalogued grey literature, systematic review papers, EDDNet (European Marine Observation and Data Network), previous database produced by FP7 EU project CoCohet (Grant agreement no: 287844) and new data acquired from CARUT (Cartography of Littoral and upper-sublittoral benthic communities) monitoring program; however, data are missing for some areas (east and south). To overcome the lack of information, a Habitat Suitability Model (HSM) was developed by means of 55 predictor variables (geomorphologic, environmental and anthropogenic) using the Random Forest Machine Learning technique (789059 AFRIMED KDC). This database goes beyond the state of the art as it collects various datasets and improves them with a new predicting model (HSM, 789059 AFRIMED KDC) to identify suitable areas for 20 Cystoseira species (here the list) where data were not available as well as the above mentioned predictor variables that include, among others, factors related to anthropogenic pressures e.g. Artificial fishing, Human impact to marine ecosystems and pollutants. The Habitat Suitability Model output, showing suitable areas for Cystoseira species across the Med, is described in the figure below.



The georeferenced map is accessible to all and has been used for restoration actions (TRL 9) and visible through the "Business clubs" organized by the AFRIMED project. The georeferenced map is contained in a scientific paper.

Potential Impact And Applications

The database has potential commercial exploitation in that it may be up taken by enterprises operating in marine restoration to determine which areas satisfy the requirements for restoration measures based on historical data and prediction model according to geomorphological features. Other than that, the main use that can be made is to provide policymakers with an overview of areas both for restoration activity but also to implement new protected areas since macroalgal forest provide several key ecosystem functions (nursery, feeding, etc.) and services (fishing, leisure, etc.) that enhance biodiversity in the area in which they are located. Other possible applications include pre-assessments on carrying out restoration measures and assessments related to spatial planning. The map was created by considering geomorphological variables such as soil type, environmental variables such as temperature or pH, and anthropogenic variables such as distance from ports or the presence of tourists; it thus provides us with information on the different characteristics that describe the areas of the Mediterranean Sea. It is therefore possible to know where stress factors are present that can be removed or mitigated, to make the area suitable for restorative actions, suggesting to interested parties where to act and in so doing, reducing the economic expenditure for ineffective actions. These possible applications of the map contribute directly to the first Mission objective, to "Protect and enhance marine biodiversity and ecosystems, in order to ensure the marine environment can contribute to relevant upcoming marine nature restoration targets, including

Readiness level

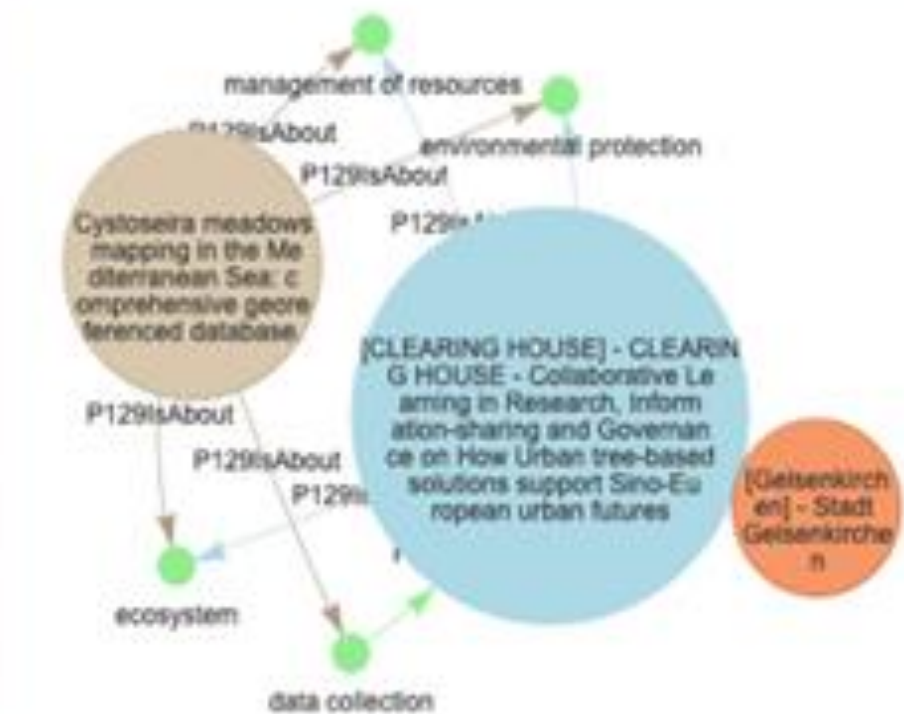
TRL 9 - Actual system proven in operational environment

Potential Stakeholders

Search stakeholders...

Stakeholder	Matches	Common terms	Actions
Stadt Geisenkirchen	4	<ul style="list-style-type: none"><li>data collection</li><li>ecosystem</li><li>management of resources</li><li>environmental protection</li></ul>	<a href="#">View Graph</a>
Nova Scotia Community College	3	<ul style="list-style-type: none"><li>exchange of information</li><li>biodiversity</li><li>data collection</li></ul>	<a href="#">View Graph</a>

Found 50 potential stakeholders





# Ontology and Semantic Network

## Ontology

generalised representation  
knowledge in a particular domain

Concepts  
Properties  
Relations

## Semantic Network

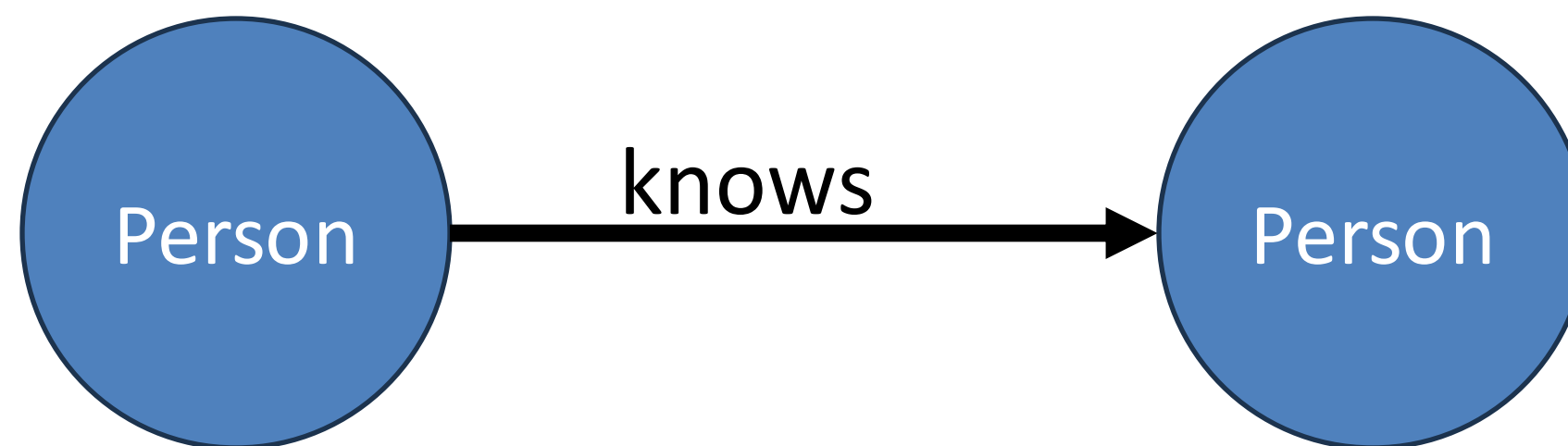
a way to implement an ontology

Ontology with  
real Data



# Example: FOAF

**FOAF** (an acronym of friend of a friend) is a machine-readable ontology describing persons, their activities and their relations to other people and objects. Anyone can use FOAF to describe themselves. FOAF allows groups of people to describe social networks without the need for a centralised database.

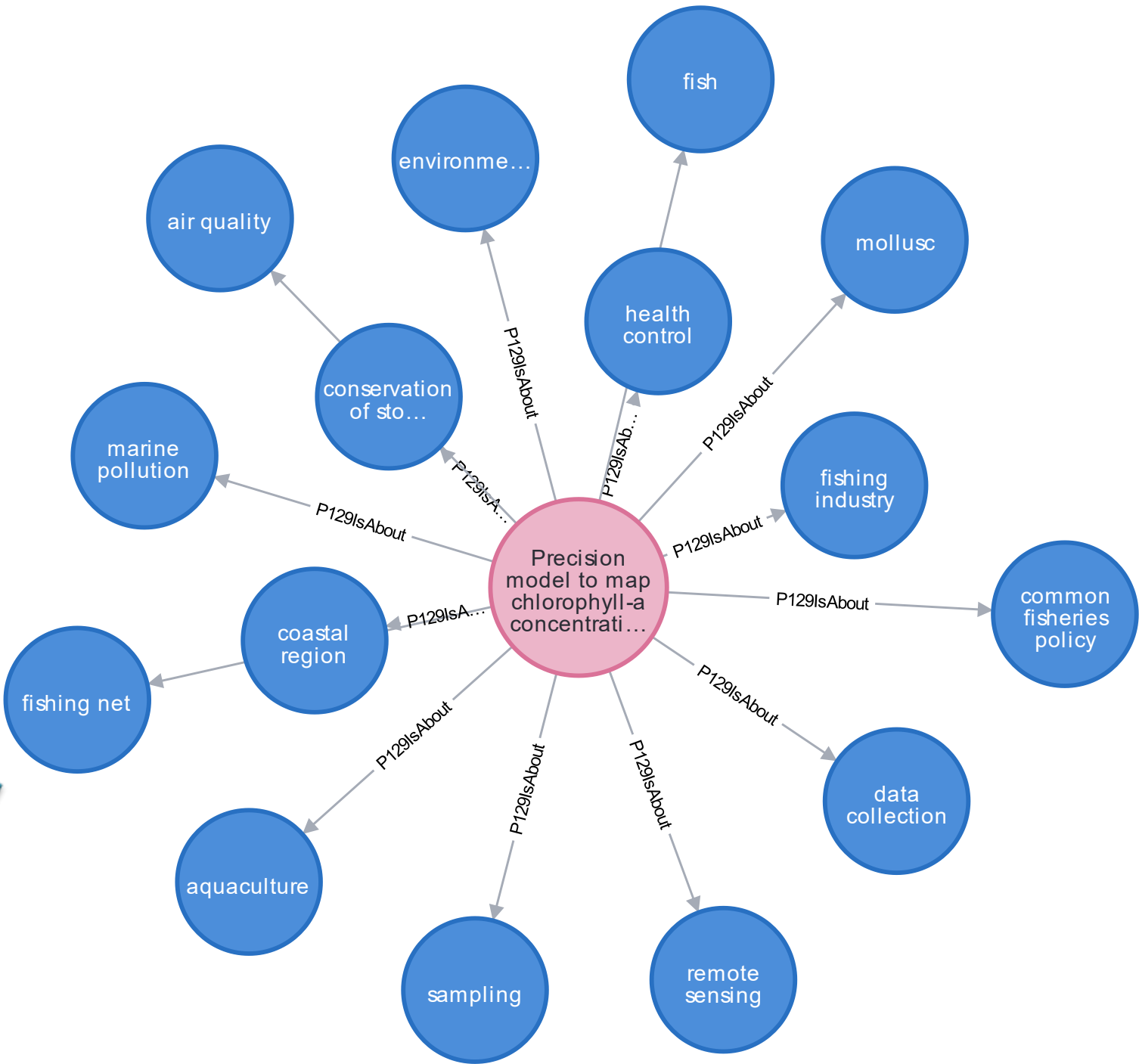
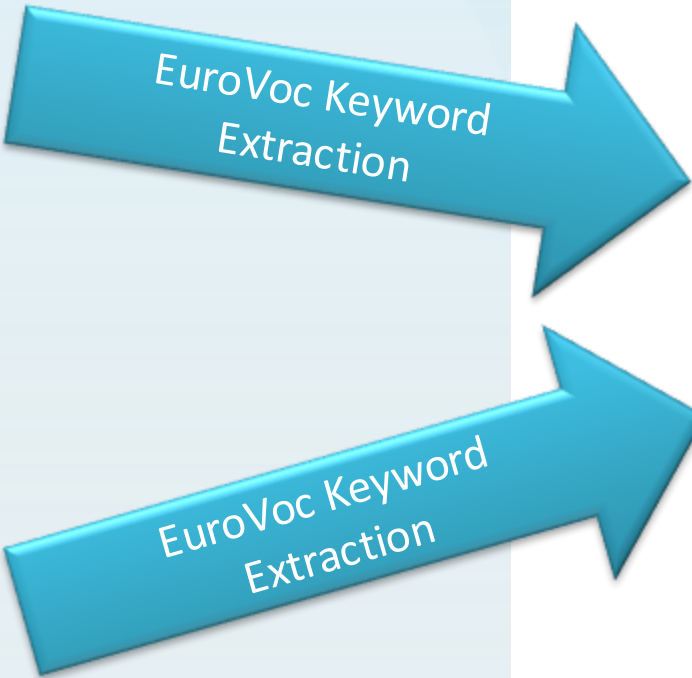




# Precision model to map chlorophyll-a concentration in shallow water for the shellfish aquaculture industry.

Project website	NewTechAqua
Background Description	<p>The estimation of chlorophyll-a (Chl-a) concentration in coastal waters still has some difficulties in comparison to oceanic waters due to the more complex optical properties and to the high spatial variability of the coastal environment. Atmospheric and scale corrections are necessary to remotely and accurately estimate Chl-a concentration in coastal waters, which is of main importance to evaluate the viability (based on the environmental status of water masses) of integrating bivalve (i.e., mussel) aquaculture systems in marine spatial plans; the objective of these carrying capacity models is to adapt the production to the ecological conditions of the area.</p>
Technical Description	<p>A shellfish farm may exceed the ecological carrying capacity when the removal of phytoplankton biomass exceeds the renewal, resulting in a phytoplankton depleted water mass. To comply with the Aquaculture Stewardship Council (ASC) on bivalve aquaculture standards, the renewal time of each area has to be shorter than the clearance rate time. Thus, NewTechAqua, through a series of sampling cruises (n = 17) for over a year (September 2020 to October 2021) in the northern (n = 9) and southern (n = 8) embayment of the Ebro Delta (eastern Iberian Peninsula), developed a highly innovative methodology to increase the accuracy of forecasting Chlorophyll-a concentration models to estimate</p>

- Readiness level
- Project
- [NewTechAqua](#)



## Sensors for LARge scale HydrodynaMic Imaging of ocean floor

### What?

#### Summary

LAKHsMI will develop a new bio-inspired technology to make continuous and cost-effective measurements of the near-field, large-scale hydrodynamic situation, for environmental monitoring in cabled ocean observatories, marine renewable energy and port/harbor security. We will design, manufacture, and field test prototype smart sensor cables that measure differential pressure and temperature on the ocean floor and enable high resolution imaging of the surrounding volume in space and time, is simple, inexpensive and has very low power consumption. The technology can be connecting with existing cabled ocean observatories. The technology is inspired by the biophysics of fish hydrodynamic sensing. The technology is scalable from meters to possibly hundreds of kilometers and allows a high sampling

Project Id 635568

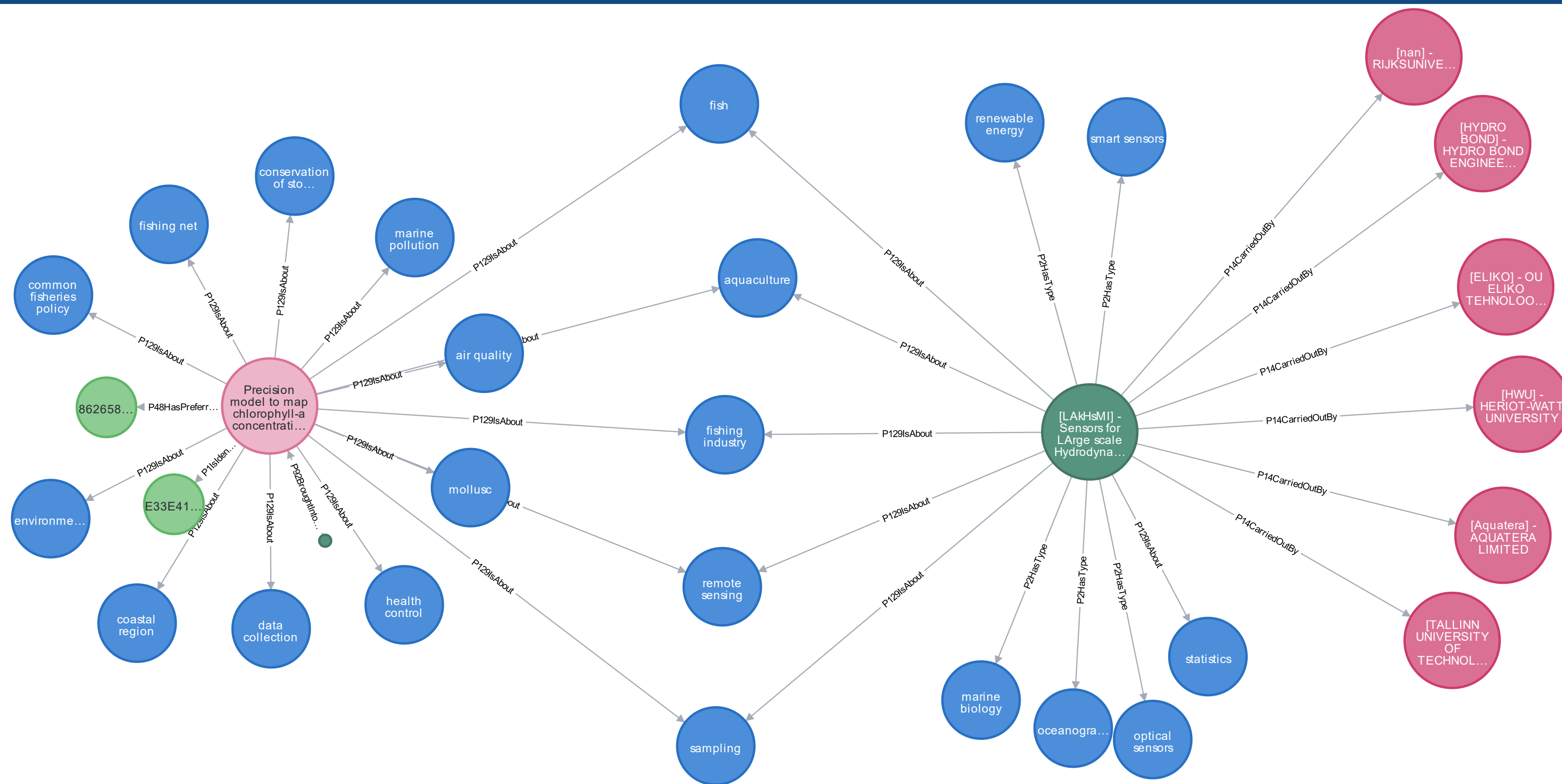
Funding Source RIA

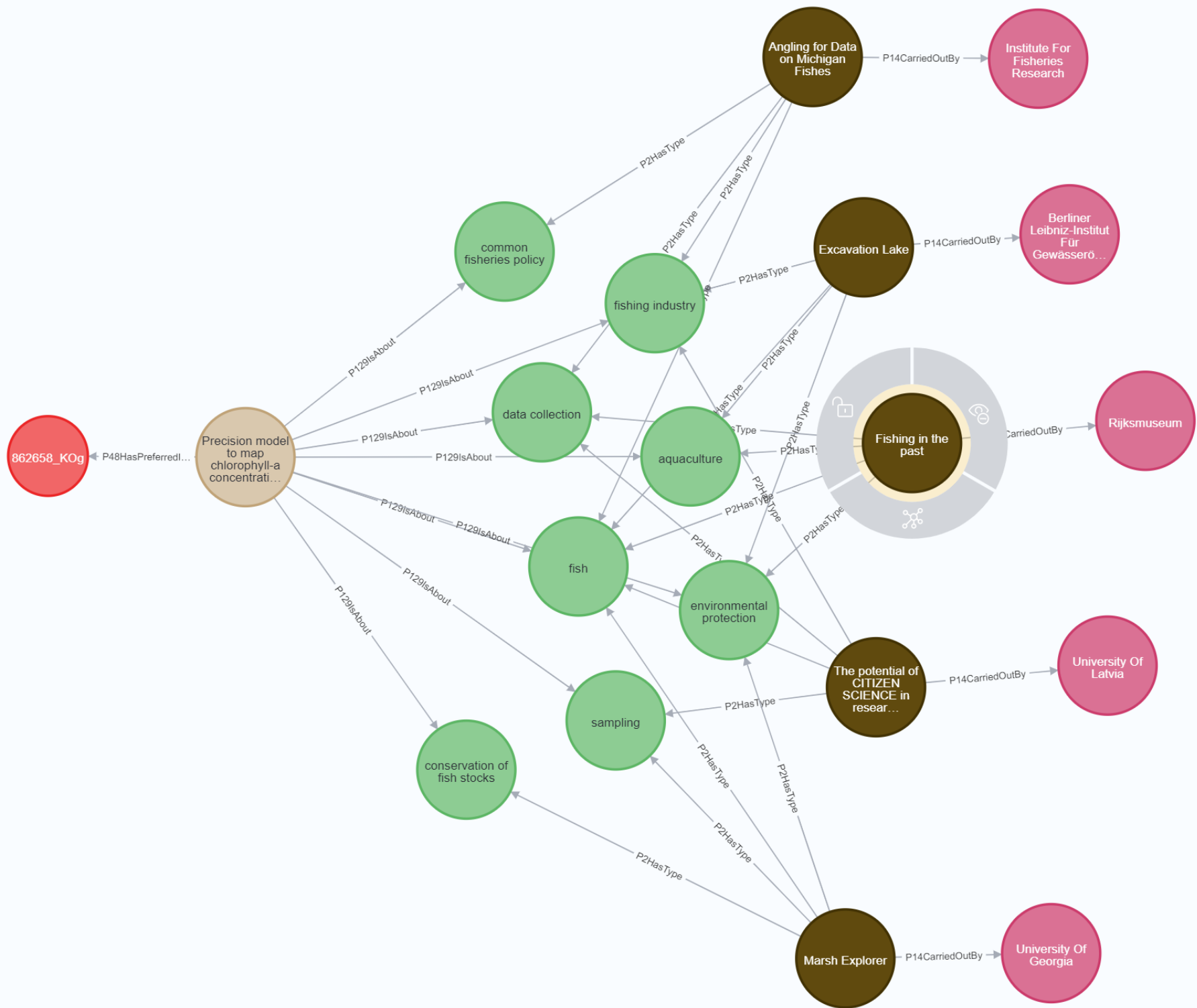
Programme H2020

EuroVoc Keyword  
Extraction





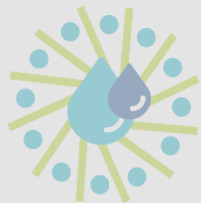




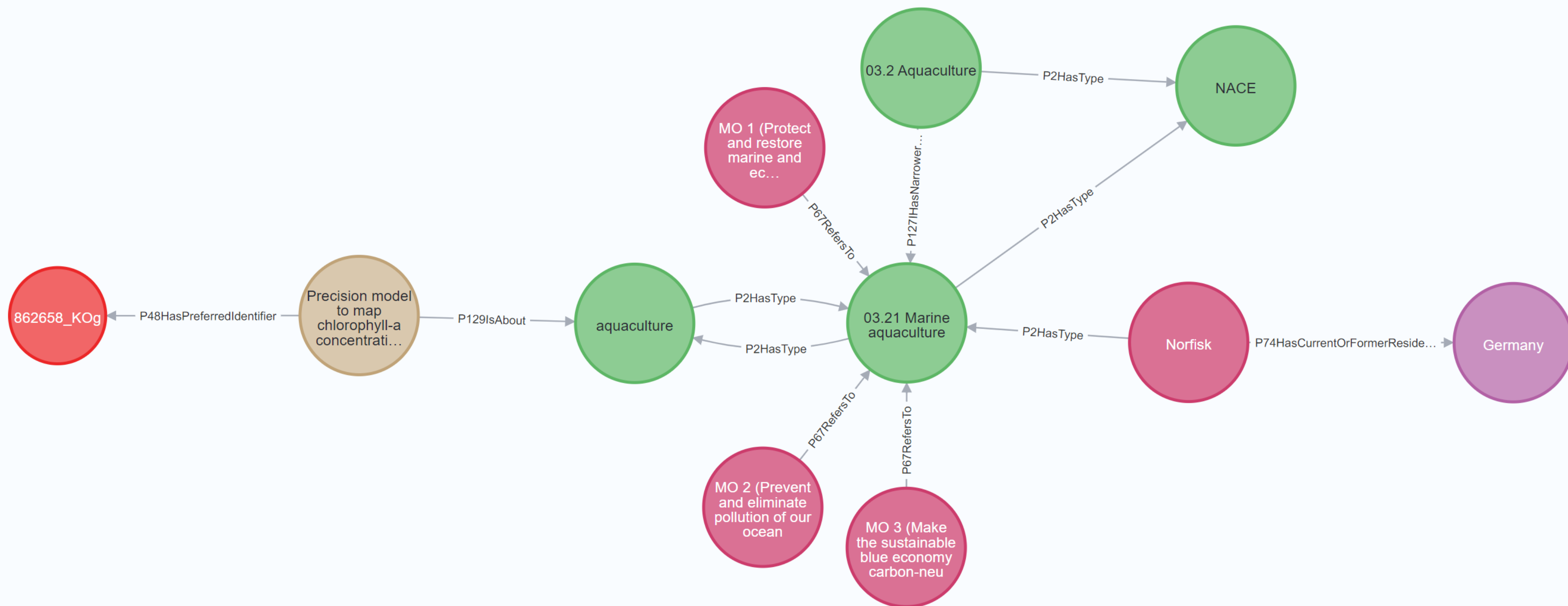
## Fishing in the past

### What?

General Aim	Performance
Aim	Identify fish species on paintings, to gain information on biodiversity and commercial use of fish species.
Description	Identify fish species on paintings, to gain information on biodiversity and commercial use of fish species.
Number Of Participants	> 1000
Level Of Participation	Distributed intelligence
Category	History
Topic	Identifying Fish In Historical Catch










# INTERACTIVE SESSION

Table discussions:

Please join one of these 4 discussion tables:

- 1) How can EU and national authorities support the development of innovative business models? (Frode Dal Fjeldavli, Silvia Tosatto)
- 2) How can local administrations and organisations support companies in developing innovative business models? (Julia Lange, Katharina Kurzweil)
- 3) How can startups do business with large enterprises to support Ocean restoration? (Magnus Hanstén, Alberto Terenzi)
- 4) Testing WaveLinks together: How can we help you find knowledge on business models and more? What would you like to see added? (Caecilia Manago, Alexander Dernild)

Discuss for 20 minutes,  then you will be asked to switch tables and discuss for another 20 minutes on a new topic. We will wrap up with a short summary at the end.