



# **BLUE MISSION BANOS**

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

**Deliverable 1.3**

**Draft Stakeholder Database & PCDE**

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<b>Contributing Partners</b>	Philippe Moguedet (Ifremer), Careen Krüger (PTJ)
<b>Author(s)</b>	Katharina Kurzweil (SUB)
<b>Project Officer</b>	Daniele De Bernardi
<b>Editor</b>	Alberto Terenzi (SUB)
<b>Approved by</b>	Alberto Terenzi (SUB)
<b>Abstract</b>	Deliverable 1.3 presents the first collection of stakeholder data and the initial communication, dissemination and exploitation strategy and pathways. This includes available tools to inform and establish dialogues with multiple stakeholders. The strategy contributes to an efficient and impactful implementation of the project's actions. It introduces the resources that will be available and the activities to be set up as the project produces and gathers results. It also serves as a guideline for project partners and defines the rights and obligations of the consortium related to exploitation, dissemination, and communication. It identifies target stakeholders, proposes dissemination and exploitation tools and channels, and outlines responsibilities and resources for effective knowledge transfer.
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## ACRONYMS

BMB	BlueMissionBANOS - Supporting the Mission Ocean Lighthouse in the Baltic and North Sea Basin
BANOS	Baltic and North Sea
PP	Project Partners
WP	Work Package
CSA	Coordination and Support Action
M	Month
SUB	SUBMARINER Network for Blue Growth EEIG
SDG	Sustainable Development Goals
EC	European Commission
PCDE	Plan for Communication Dissemination Exploitation



## REFERENCES

1: H2020 Programme Guidance – Social media guide for EU-funded R&I projects: [https://ec.europa.eu/research/participants/data/ref/h2020/other/grants\\_manual/amga/soc-med-guide\\_en.pdf](https://ec.europa.eu/research/participants/data/ref/h2020/other/grants_manual/amga/soc-med-guide_en.pdf)

2: Quick guide and tools for Communication, Dissemination and Exploitation: [https://ec.europa.eu/research/participants/docs/h2020-funding-guide/imgs/quick-guide\\_diss-expl\\_en.pdf](https://ec.europa.eu/research/participants/docs/h2020-funding-guide/imgs/quick-guide_diss-expl_en.pdf)

3: Guidebook for socioeconomic impact assessment of research infrastructures: [https://ri-paths-tool.eu/files/RI-PATHS\\_Guidebook.pdf](https://ri-paths-tool.eu/files/RI-PATHS_Guidebook.pdf)

4: Introduction to the concepts of Communication, Dissemination & Exploitation, [Link](#)

5: THE USE OF THE EU EMBLEM IN THE CONTEXT OF EU PROGRAMMES 2021-2027: [https://commission.europa.eu/system/files/2021-05/eu-emblem-rules\\_en.pdf](https://commission.europa.eu/system/files/2021-05/eu-emblem-rules_en.pdf)



## EXECUTIVE SUMMARY

Communication, dissemination, and exploitation activities are essential for Horizon Mission projects to maximise the impacts of coordination and support actions. Deliverable 1.3 Draft Stakeholder Database and Communication, Dissemination and Exploitation Plan (PCDE) presents stakeholder data representing the target groups relevant to the BlueMissionBANOS project activities and especially for users of the project's platform. The PCDE illustrates three phases to guarantee efficient project promotion before, during and beyond the project's lifetime.

The PCDE serves as a blueprint/guide for project partners to deliver targeted and consistent messages about the progress and actions of the BlueMissionBANOS project.

The three-year BlueMissionBANOS Horizon Mission coordination and support action (CSA) project involves 17 partners from 11 different countries to support the Mission Ocean Lighthouse area in the Baltic and North Sea region to reach the objectives of the Mission - Restore our Ocean and Waters.

This first version includes the initial communication pathway, including the communication planning, activities, tools, materials, and media channels. The definition of key stakeholder groups, messages, objectives, and scope are listed to spread the project's activities effectively. The PCDE will be further developed and updated throughout the project's lifetime (every 6 months) to incorporate additional stakeholder groups, activities, and exploitation measures (especially in the Deliverable D1.7 Exploitation Plan). At the end of the project, a final version of the Stakeholder database and PCDE will be delivered, summarising the progress during the project lifetime.



## 1. GENERAL

### 1.1. INTRODUCTION

The first version of the PCDE (representing one part of deliverable 1.3) was developed within task (T) 1.3. Communication Strategy, incl. Stakeholder Database, which is closely linked to the tasks of WP 6 Technical service provision (i.e., T6.2 Stakeholders consultation to support our user-centric and agile approach). The PCDE encompasses the BlueMissionBANOS project's communication, dissemination, and exploitation (CDE) activities and results involving all BlueMissionBANOS partners.

The PCDE is the plan defining the strategy, target audiences, and key messages of project communication and how to deliver them. It identifies core issues and a cross-section of topics that allow for strategic planning of information flows, application of dissemination protocols and Key Performance Indicators (KPI) to measure and enhance high-quality performance during and after the project. The PCDE is relevant to all WPs, as it supports the flow of information between the partners and vis-à-vis external stakeholders. This requires a continuous reciprocal feedback loop between all partners, especially between SUBMARINER Network for Blue Growth EEIG (SUB) as the project coordinator and the WP leaders. Updates on project progress are provided, consolidated, and shared with relevant target groups to maximise the impact of those activities or results in the relevant sector or networks of the Baltic and North Sea lighthouse area.

The PCDE, in its initial version, is submitted in month (M) 6 of the project. It will be adapted to match the project's progress and complemented by the Exploitation strategy in M24. It will be revised and updated during the project, and a final version will be delivered in M30. The target users of this deliverable will be the BlueMissionBANOS Consortium and the European Commission.

Actions planned in T1.3 "Communication Strategy incl. Stakeholder Database "support all the objectives of WP1 but especially foster:

1)[...] *"the effective ... stakeholder engagement; through ... outreach activities; safeguarding coherence/consistency of messages; give-and-take formats and consistent feedback"* (O1.3).

2)[...] *"the interests and needs of BANOS Mission community and ensure the effective deployment of resources by aligning and cross-fertilizing with existing Structures and other Mission projects across Europe"* (Q1.4).

To support partners in the CDE of results, a portfolio of resources is developed under WP1. The CDE materials will be designed in view of the needs of specific target groups. Strong and continuous co-creation among all stakeholders will be fostered to maximise project impacts. The portfolio will be updated regularly throughout the project (M6-M36). BlueMissionBANOS will use the latest state-of-the-art tools and communication channels to ensure cost-effectiveness and maximum impact.



## 1.2. TERMINOLOGY

**Activity**<sup>1</sup> is any action that provides factually accurate targeted information to an audience in a strategic manner and possibly engages in a two-way exchange. The activities must be effective, proportionate, strategic, and coherent.

**Communication**<sup>2</sup> includes any activity that promotes the project, its actions, and results to multiple audiences. It informs and engages with the project's stakeholders and the public. It starts at the project's outset and continues throughout its lifespan.

**Dissemination**<sup>2</sup> covers any activities that make the project results available for others to use. It happens once results are available and usually targets specialist audiences.

**Exploitation**<sup>2</sup> describes any activity that makes concrete use of the project results once available. It enables the uptake and the use of the results and targets specialist audiences. It covers the end phase of the project and beyond.

**Capacity building**<sup>3</sup> is the improvement of the skills and abilities of individuals, communities, or organisations in a particular, defined area.

**Impact**<sup>3</sup> is the intended or unintended long-term effect of activities using the resources of a project or the work performed therein.

**Knowledge transfer**<sup>3</sup> is sharing knowledge, abilities, and ideas across one organisation. It seeks to organise, create, capture, or distribute knowledge and ensure its availability for future users.

**Outcome**<sup>3</sup> is a project's short- or long-term effect stemming from the stakeholder's uptake or interaction with the project's outputs.

**Output**<sup>3</sup> is an immediate direct result of the project.

**Stakeholder**<sup>3</sup> is an individual or community interested in or concerned about the project or its impacts.

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<sup>1</sup> [https://ri-paths-tool.eu/files/RI-PATHS\\_Guidebook.pdf](https://ri-paths-tool.eu/files/RI-PATHS_Guidebook.pdf) [accessed 27.04.2023]

<sup>2</sup> [https://ec.europa.eu/research/participants/data/ref/h2020/other/grants\\_manual/amga/soc-med-guide\\_en.pdf](https://ec.europa.eu/research/participants/data/ref/h2020/other/grants_manual/amga/soc-med-guide_en.pdf) [accessed 27.04.2023]

<sup>3</sup> [https://ec.europa.eu/research/participants/docs/h2020-funding-guide/imgs/quick-guide\\_diss-expl\\_en.pdf](https://ec.europa.eu/research/participants/docs/h2020-funding-guide/imgs/quick-guide_diss-expl_en.pdf) [accessed:27.04.2023]



### 1.3. SCOPE

The overall purpose of this document is to provide project partners (PPs) and the project officer (PO) with a reference and roadmap for the various strategies with which BlueMissionBANOS objectives, activities, results, and outcomes are communicated to a wide range of target groups. The scope encompasses internal and external information flows, target groups, channels, performance monitoring, and post-project follow-up measures. The strategies are designed to achieve maximum impact among target groups from a local to an international scale. Together, the strategic actions and guidelines outlined in this document will facilitate and streamline the exchange of information between partners and externals in a uniform approach.

The overall goal of the CDE activities is to maximise BlueMissioBANOS' visibility among key target groups of the Baltic and North Sea Lighthouse area to facilitate smooth uptake of results and reach the Mission Restore our Ocean and Waters objectives.

### 1.4. CDE TIMING

CDE activities play a vital role within the BlueMissionBANOS project to funnel the messages and outcomes promoting engagement in the Mission Restore our Ocean and Waters in the Baltic and North Sea basins. An initial CDE plan was included in the project proposal. In the first phase of the project, the emphasis for CDE lies on the awareness-raising of multiple audiences for the project by creating a unique project identity and establishing a working relationship with stakeholders and initiatives. In the second phase, key messages will be distributed to specific interest groups to provide them with information giving a deeper understanding of the project's activities and results. A broad and immediate uptake of key recommendations and solutions to ultimately share and increase innovative results contributing to wider scientific, economic, and societal impacts will be managed through systematic exploitation. Figure 1<sup>4</sup> shows the timeline of CDE during the project implementation phase and beyond the project's lifetime.

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<sup>4</sup> Introduction to the concepts of Communication, Dissemination & Exploitation: [Link](#) [accessed 02.05.2023]



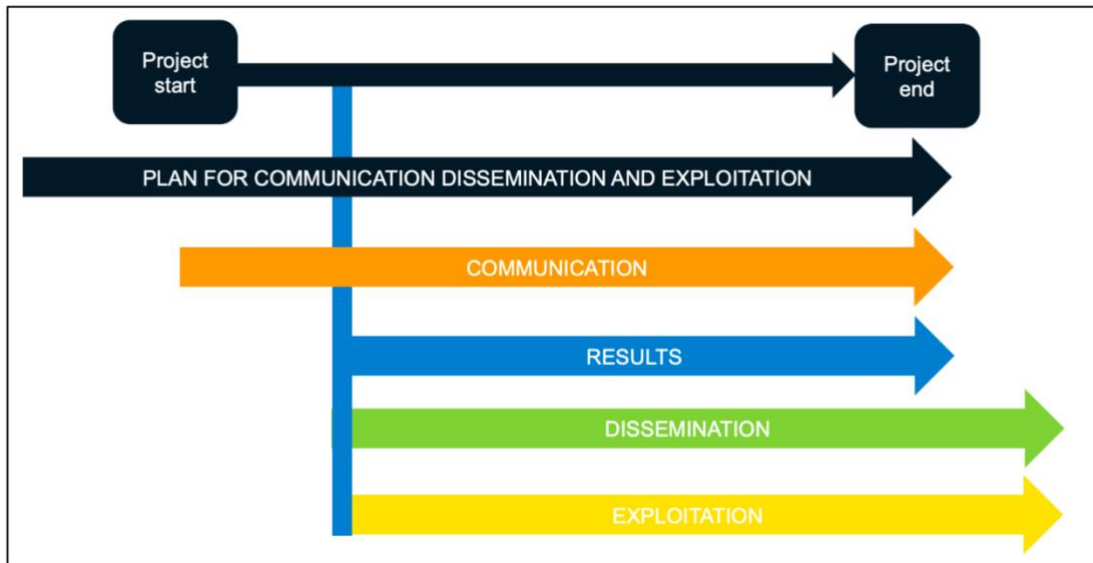


Figure 1 Timing CDE

## 2. BLUEMISSIONBANOS PROJECT

### 2.1. BLUEMISSIONBANOS

The Mission Ocean lighthouse BlueMissionBanos inspires, engages and supports stakeholders across the Baltic and North Sea (BANOS) basins in taking positive action to reach the EU Mission: Restore our Ocean and Waters (Mission Ocean) objectives. It facilitates 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.

While fostering the transition towards the blue economy, BlueMissionBANOS will also support preventing and eliminating water pollution and protecting and restoring marine and freshwater ecosystems and biodiversity. In the next three years, it will work to reduce governance fragmentation, facilitate evidence-based decision making and foster citizen engagement across the BANOS area. These support actions will increase awareness, showcase opportunities, and inspire stakeholders to actively contribute to the transition and the preservation of the Oceans, Seas and Waters until 2030 and beyond.

To accelerate the transition towards an innovative, circular blue economy, in line with regions' strategic priorities, as defined by their Smart Specialisation Strategies (S3), BlueMissionBANOS will organise regional piloting demonstration arenas where innovators, business support and training organisations, local stakeholders and any interested parties will accelerate the uptake of innovative solutions in support of Mission Ocean. Furthermore, BlueMissionBanos will develop a consistent monitoring framework to assess progress in achieving carbon neutrality and circularity in the BANOS region.



Finally, the BlueMissionBANOS web portal will facilitate synergies and match-making between actors working towards achieving the Mission Ocean objectives in the BANOS area, including a catalogue of services, technical expertise and projects that can foster progress, collaboration and knowledge sharing.

## **2.2. OBJECTIVES**

The BlueMissionBANOS project pursues seven specific objectives to reach the goals of Mission Restore our Ocean and Waters. EU Missions are critical to the EU Green Deal and Europe's contribution to the UN Sustainable Development Goals (SDGs).

1. Optimize the deployment of resources by aligning BlueMissionBANOS activities with objectives and actions taken at the European Commission (EC) level, other sea basins as well as horizontal, cross-cutting enabling initiatives.
2. Build on existing structures, create an inclusive, transparent, effective, and long-lasting governance structure for the implementation of the Mission in the BANOS area, incorporating the necessary actors at EU, national and regional levels.
3. Contribute to an increased awareness of citizens of all ages in the BANOS area by strengthening collaboration with and among existing and emerging citizen engagement networks, approaches, and activities with the Mission, providing insights, tools, and support to them for increased involvement of citizens.
4. Stimulate/accelerate the uptake and deployment of sustainable, low-carbon and circular blue economy solutions throughout the BANOS area by facilitating the creation of public-private partnerships based on existing and emerging knowledge, matched with regional needs and smart specialisation strategies.
5. Develop a consistent monitoring framework to contribute to the assessment of implementation and achievement of the Mission objectives in the BANOS lighthouse area.
6. Facilitate synergies between actors working towards the Mission, enabling the future deployment of Mission Ocean solutions by providing a continuously updated platform, showcasing ongoing projects and services implementing the solutions to achieve the Mission Ocean objectives in the BANOS area.
7. Foster long-lasting exploitation of BlueMissionBANOS results linked with other related initiatives by ensuring well-organized dissemination and communication of results – exploring synergies with other Mission related dissemination, communication, and exploitation efforts.



## **2.3. IMPACTS**

BlueMissionBANOS' results and outputs will contribute to the call 'HORIZON-MISS-2021-Ocean-04-02' expected outcomes and achieve broader impacts foreseen under the Mission Implementation Plan.

### **2.3.1 ENGAGEMENT**

The effective engagement of a vast community of relevant stakeholders across the BANOS area ensures a well-designed governance structure and well-coordinated implementation of activities necessary to achieve the Mission objectives.

### **2.3.2 GOVERNANCE**

An effective and agreed governance structure ensures coherence and alignment of policies, initiatives and actions at EU, national and local levels across the BANOS area during the Mission Ocean pilot & deployment phase.

### **2.3.3 AWARENESS**

BlueMissionBANOS aims to increase awareness and involvement of citizens in Mission Ocean implementation in the BANOS area.

### **2.3.4 INNOVATION CYCLES**

A well-functioning basin-scale innovation ecosystem is attractive to investors and businesses, interlinked with regional smart specialization strategies and connected research & innovation programmes. This will be developed through five innovation cycles.

### **2.3.5 MONITORING FRAMEWORK**

A consistent monitoring framework to assess the implementation and achievement of the Mission objectives provides data collection on Mission Implementation Plan indicators as requested, KPIs for the innovation activities and an approach to evaluate the carbon neutrality and circularity of blue economy activities.

### **2.3.6 SUPPORT**

Adequate provision of technical services to support the effective deployment of Mission Ocean relevant projects and hence contribute to the sustainable socio-economic development of the BANOS area.



### 3. COMMUNICATION EXPLOITATION AND DISSEMINATION

#### 3.1. CDE ACTIVITIES

SUB leads WP1 Project Coordination, Communication and Exploitation and is the communication & dissemination manager responsible for the communication activities, project promotion, and event organisation, steering the co-creation process.

Table 1 lists the foreseen CDE activities and their specific objective based on the three phases of an efficient CDE strategy.

	Activities	Objectives and Scope
<b>Phase I Awareness Raising</b>	<ul style="list-style-type: none"> <li>Visual Identity</li> <li>Communication Strategy</li> <li>Website</li> <li>Social Media Promotion (Twitter, LinkedIn)</li> <li>E-Newsletters from partners</li> <li>Proportional materials (e.g., flyers, posters)</li> </ul>	<ul style="list-style-type: none"> <li>Presenting BlueMissionBANOS objectives, activities, results</li> <li>Building and promoting BlueMissionBANOS' identity</li> <li>Establishing contact with targeted stakeholder groups</li> <li>Increasing awareness about the project</li> </ul>
<b>Phase II Dissemination &amp; Capacity Building</b>	<ul style="list-style-type: none"> <li>Mission Arenas</li> <li>Surveys, interviews, workshops</li> <li>WP Events and Conference</li> <li>Dissemination materials (e.g., videos, infographics)</li> <li>Clustering with other EU projects and networks</li> <li>Mission Ocean events participation</li> </ul>	<ul style="list-style-type: none"> <li>Disseminating project activities and deliverables</li> <li>Providing stakeholders with a deeper understanding of the matter at hand and of project goals</li> <li>Active engagement of stakeholders</li> </ul>
<b>Phase III Exploitation</b>	<ul style="list-style-type: none"> <li>Videos, repository and teaching material</li> <li>Stakeholder Assemblies</li> <li>BMB regional deployment roadmap</li> <li>Exploitation package: R&amp;I needs for the decarbonisation of the Blue Economy</li> <li>Good Practices in the BANOS region</li> <li>Citizen engagement tools and methods</li> <li>Update of the BlueMissionBANOS platform</li> </ul>	<ul style="list-style-type: none"> <li>Equipping key stakeholders with skills, knowledge and understanding of results to achieve change(s)</li> <li>Actors, projects, processes, and initiatives integrating solutions, recommendations, tools, methods, and BlueMissionBANOS outputs</li> <li>Facilitate for and max. uptake of project results</li> <li>Setting the prerequisites for an impact during and after the project's lifetime</li> </ul>

Table 1 CDE Activities

## **3.2. COMMUNICATION AND DISSEMINATION**

### **3.2.1 Internal Communication**

To ensure that all partners undertake BlueMissionBANOS communication and dissemination activities consistently and uniformly, SUB will inform about all ongoing CDE-related issues via the agreed internal communication channels. Each PP will nominate a dedicated communication contact person. The contact details for each WP communication responsible will be listed in an Excel file available under the WP1 folder of the project's channel. If deemed necessary, especially for preparing specific CDE activities linked to other WPs, SUB will convene online meetings with the communication contact persons of the respective WP.

Moreover, PPs adhere to all rules related to CDE set out in this plan as well as the internal Communication guidelines (Deliverable 1.1).

## **3.3. KEY MESSAGES**

This section summarises the key messages developed in the pre-project phase or during the project until today. The tagline and boilerplate facilitate a consistent project presentation through PP communication. The stakeholder-specific messages will be continuously amended based on the development in the project's implementation phase and included in the next version of the PCDE.

### **Project Tagline**

*BlueMissionBANOS Supporting the EU Mission Restore our Ocean and Waters in the Baltic and North Sea*

### **Boilerplate**

PP can reuse a boilerplate text with slight changes to the original. The text should be used whenever the project needs to be concisely presented (policy briefs, press releases, project presentations, etc.). Therefore, it should only include essential information about the project. The list of objectives can also be added to the text in case a more detailed description is required. A more specific project description is available in ANNEX 1

*The Mission Ocean lighthouse BlueMissionBanos inspires, engages and supports stakeholders across the Baltic and North Sea (BANOS) basins in taking positive action to reach the EU Mission: Restore our Ocean and Waters (Mission Ocean) objectives. In particular, it facilitates 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 conducive to innovation.*

### **Messages**

The key messages in Table 2 refer to the preliminary version of the stakeholder groups targeted by the project and their possible impacts. More specific key messages referring to the stakeholders to whom the BlueMissionBANOS project reaches out within targeted communication, dissemination and exploitation activities will be developed during the project's stakeholder mapping.



Type of stakeholder		Message	Impact
<b>EU-Level Mission Supporters</b>	Mission Managers Secretariat Implementation Platform Board/Owners Groups Related CSAs	<ul style="list-style-type: none"> <li>*Communicate and align EU-wide mission actions and related EU initiatives with BMB</li> <li>*Exchange with BMB relevant information as early and comprehensively as possible</li> <li>*Cooperate and coordinate any stakeholder engagement activities with BMB to maximize value for stakeholders and avoid stakeholder fatigue</li> <li>*Make use of information gained through BMB   Understand barriers/obstacles &amp; solutions/actions on how to overcome them</li> <li>*Foster suitable policies, regulations, and programmes &amp; funding in line with these findings</li> </ul>	<ul style="list-style-type: none"> <li>*In-depth knowledge of areas which need additional support</li> <li>*More favourable investment conditions and supporting regulations</li> <li>*Monitoring adapted in the BANOS area</li> </ul>
<b>Coordinators / Partners in relevant parallel running national or transnational projects in the BANOS area</b>	LH Ias eMSP BlueBioClusters SE Blue Food DE BAMS DE DAM CDRmare SustainMare	<ul style="list-style-type: none"> <li>Exchange relevant information as early and comprehensively as possible</li> <li>*Align actions with BMB to maximize effectiveness and efficiency of funding</li> <li>*Cooperate and coordinate any stakeholder engagement activities (surveys, events, publications) with BMB to maximize value for stakeholders and avoid stakeholder fatigue</li> <li>*Create a joint understanding of barriers/obstacles &amp; solutions/actions on how to overcome them</li> </ul>	<ul style="list-style-type: none"> <li>*Engagement with stakeholders in the BANOS area</li> <li>*Complementary support in the area</li> </ul>
<b>Transnational and national organizations and governance structures in BANOS area</b>	HELCOM OSPAR ICES CBBS EUSBSR PACs VASAB Nordic Council BSSSC CPMR ERRIN National Mission subgroups	<ul style="list-style-type: none"> <li>*Endorse Mission Ocean objectives and Lighthouse Charter at sea-basin and national level</li> <li>*Create dialogue on their vision role in turning Mission Ocean objectives into a success</li> <li>*Understand and consider their views on barriers/obstacles &amp; solutions/actions on how to overcome them</li> <li>*Foster suitable policies &amp; regulations, programmes &amp; funding under their control</li> <li>*Get their support and commitment for post-project deployment of Mission Actions</li> </ul>	<ul style="list-style-type: none"> <li>*Effective Engagement with stakeholders in BANOS area</li> <li>*Long-term commitment to Mission Ocean deployment in BANOS area</li> </ul>

<b>Public &amp; private funding programmes &amp; bodies</b>	Horizon EMFAF I3 Interreg SBEP LIFE Blue- Invest ETC KICs BIC Formas PtJ NCBR Philanthropic (VELUX)	<ul style="list-style-type: none"> <li>*Communicate and align necessary funding for EU-wide mission piloting and deployment actions with BMB to maximize effectiveness and efficiency of funding</li> <li>*Achieve complementary rather than duplication of support</li> <li>*Build programmes on information gained through BMB on opportunities &amp; challenges to decarbonize the blue economy</li> <li>*Understand own role in fostering the sustainable blue economy</li> </ul>	*Effective mix of funding sources available for identified Mission relevant projects at sub-regional level
<b>Sub-Regional Policy Makers</b>	NUTS2 / S3 managers FLAGS	<ul style="list-style-type: none"> <li>*Align opportunities, strengths identified at the sub-regional level with the Mission to transform the blue economy</li> <li>*BMB communicates regional need to EU wide Mission support</li> <li>*Clarify role and contributions of sub-regional level to stimulate solutions/actions</li> <li>*Foster concrete projects and partnerships for Mission compatible deployment of projects</li> <li>*Seek maximum added value of BMB activities at sub-regional level</li> </ul>	*Formation of concrete projects and partnerships in BANOS area for Mission Ocean deployment
<b>Blue Economy Industry and related support organisations &amp; associations</b>	Energy, Shipping & Ports, Fisheries, Aquaculture, Food & Feed Producers  Clusters, ASC, Incubators, Accelerators, BlueInvest, EaTIP, EIT Food	<ul style="list-style-type: none"> <li>*Contribute to Mission Ocean</li> <li>*Engage in changing your business</li> <li>*Learn about your needs</li> <li>*Support you with suitable match-making, funding, labels</li> <li>*Provide input and use BMB portal</li> <li>*Get inspired and cooperate with other players</li> <li>*Contribute and benefit from a system to calculate your climate-friendly footprint</li> <li>*Enable new forms of business by interlinking with policymakers, public and private funding partners as well as suitable value chain partners</li> </ul>	<ul style="list-style-type: none"> <li>*Acceleration of creation of concrete partnerships for deployment of Mission BANOS relevant projects</li> <li>*Better understanding and prioritization of cost-effectiveness of projects in view of climate contributions</li> </ul>
<b>Citizen Engagement organisations</b>	NGOs Aquaria/Science Museums BlueSchools	<ul style="list-style-type: none"> <li>*Gain added value by participating in BMB activities</li> <li>*We are interested to learn about needs/concerns of your organisation and citizens</li> <li>*Use the helpdesk</li> <li>*Support you, i.e with good practices, better connections to science, policy, business</li> <li>*Get inspired and cooperate with other players from your or other regions</li> </ul>	<ul style="list-style-type: none"> <li>* Effective Engagement with stakeholders in BANOS area</li> <li>*Long-term commitment to Mission Ocean deployment in BANOS area</li> </ul>



<p><b>Public &amp; private research institutes and service providers</b></p>		<ul style="list-style-type: none"> <li>*Showcase your innovative solutions to be taken up</li> <li>*Co-develop solutions with businesses and policymakers</li> <li>*Offer your services and expertise to demonstration projects and get involved in them</li> <li>*Understand and address open research &amp; innovation needs by business/policy</li> <li>*Design and apply for collaborative research &amp; innovation projects</li> <li>*Design and apply for collaborative research &amp; innovation projects</li> </ul>	<ul style="list-style-type: none"> <li>*Research focused on addressing urgent needs for Mission deployment</li> <li>*Accelerated uptake of innovative solutions by industry and policy</li> <li>*Raised awareness of citizens on future solutions developed through research</li> <li>*Increase of multi-disciplinary research projects</li> </ul>
<p><b>Local, regional and national Media</b></p>	<p>Journalists Influencers General public Trade Policy Science journals</p>	<ul style="list-style-type: none"> <li>*Showcase solutions and innovative projects for a carbon-neutral and circular blue economy</li> <li>*Motivate readers/followers to take up new products</li> <li>*Explain the contribution of these innovations towards SDGs, incl. increased resilience of BANOS regions</li> </ul>	<ul style="list-style-type: none"> <li>*Increased awareness and support from society for carbon-neutral and circular blue industries</li> </ul>

Table 2 Key Stakeholders and Messages



## 4. MEDIA CHANNELS AND TOOLS

### 4.1. VISUAL IDENTITY

SUB developed the following project communication and dissemination resources:

- Logo
- Branding Guideline
- Word and PPT Templates
- Related communication by-products, including a project poster, flyer, and roll-up
- Social media templates

The resources are shared with partners on the WP5 Teams channel, and relevant resources will be published on the website (<https://bluemissionbanos.eu/outcomes>).

BMB's logo depicts a lighthouse from a zenithal perspective. The Lighthouse projects a beam of light that guides and protects the oceanic ecosystem. The creative approach is based on reduced forms to achieve maximum visual impact.

PPs will be provided with two logo versions. The "master logo" includes the project icon, the name of the project and the project's tagline.

Partners must comply with project branding and logos described in Deliverable 1.2 (Visual Identity Package) when communicating about the project. The project logo is an integral part of the brand, as it is included in all project's promotional material. It reflects the project's identity.

#### USE OF BRANDING

While all partners should use BlueMissionBANOS branded resources when disseminating the project's results, it is recognised that some institutions will require partners to use their own institutional branding for conferences and various presentations. To balance the interests of BluemissionBANOS, and our contractual obligations with the EC, with various institutional requirements, the following requirements are recommended to be included at a minimum:

I. The EU emblem and disclaimer must be visible on the first and last slide. More specific information is available in the Brand Guidelines (Annex of Deliverable 5.1 Visual Identity Pack).

II. Partners should use the BlueMissionBANOS PowerPoint template or Word template when promoting the project's objectives or presenting project results, respecting the template format (background, font, and layout) and always ensuring that the correct EU Emblem, acknowledgement and disclaimer are present on any BlueMissionBANOS presentations. In other institutional presentations, which partly include information about the BlueMissionBANOS project, the logo must be included on the relevant slide, or at least the title page and conclusion/thank you slide. However, usage on all slides would be preferred.

## VISIBILITY OF THE EU EMBLEM

PP are obliged to use the below EU emblem when publishing and/or presenting work carried out under the BlueMissionBANOS project (GA Article 17.2). Unless otherwise agreed with the granting authority, communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, and information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate):



Figure 2 EU EMBLEM & DISCLAIMER

If project partners have any queries about the use of this disclaimer, they can either use the project guidelines, which refer to the official EU guidelines<sup>5</sup> or contact [media\[at\]bluemissionbanos.eu](mailto:media[at]bluemissionbanos.eu).

## 4.2. PROJECT WEBSITE & PORTAL

The project website (<https://bluemissionbanos.eu>) was developed by SUB. The language is English. The website structure showcases the BlueMissionBANOS project to all stakeholders and links to the other Lighthouse Areas of the Mission Restore our Oceans and Waters. In the "About" section, a summary of the project will be available, i.e., the duration, partners, work package description and funding programme. The "News & Events" section will display, i.e. events that the consortium will organise and external events relevant to stakeholders. It will be connected to the Twitter social media channel and display recent project posts.

All project deliverables marked as public (PU) will be made available on the project website (<https://bluemissionbanos.eu/outcomes>) upon completion and approval on the part of the European Commission. As such, the website will serve as an open-access repository of project results. The section "CONTACT" displays the national contact points of the BANOS Lighthouse Area. The Section about the "MISSION ARENAS" summarises event information before and after each of the five Mission Arena events and will be updated with the region-specific outcomes.

The interactive project and technical services database/dashboard designed under WP6 - the project's platform - will be accessible through the website menu and includes a brief description of the target group and the offered services. The social media icons are placed on the homepage, on other relevant pages as well as in the footer to engage visitors to follow the project's development and to inspire them to actively start conversations with project partners, participate in

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<sup>5</sup> [https://commission.europa.eu/system/files/2021-05/eu-emblem-rules\\_en.pdf](https://commission.europa.eu/system/files/2021-05/eu-emblem-rules_en.pdf) [accessed 03.05.2023].

BlueMissionBANOS events or share and promote the project in their respective networks. The footer comprises the EU emblem and the disclaimer serving as an information point about the "imprint" and the "privacy policy", and it contains a section with a "contact form".

To ensure the project's successful promotion, sustain the target audience's interest, and attract new users, the website content will be maintained, continuously updated, and populated with the latest information throughout the project's lifetime. The website will be accessible online for five years after the end of the project, serving as a valuable public resource of information on the subject and promoting the outputs of this publicly funded project. The website is compliant with the General Data Protection Regulation (<https://bluemissionbanos.eu/privacypolicy>).

Partners are requested to include a link to the project website on their own institution's/ company website where possible (Website link for partners: <https://bluemissionbanos.eu/>)

Any partner who wishes to upload materials, news or events to the website contact [media\[at\]bluemissionbanos.eu](mailto:media[at]bluemissionbanos.eu) or use the dedicated channel on Teams.

### 4.3. SOCIAL MEDIA

BlueMissionBANOS is present on two social media platforms: [LinkedIn](#) and [Twitter](#). These are used to communicate easily and quickly with a broad audience sharing short news and announcements. Social media is also a tool to foster engagement and discussions and to increase expertise recognition.

#### General Rules for using social media correctly:

- Ensure the content is yours to share (pictures, research, or opinions) or acknowledge the source accordingly.
- Ensure that there are no IP issues.
- Use appropriate tags and hashtags to acknowledge funding (Table 3).
- No use of offensive language, argumentative or illegal content.
- Disclose one's role within the project when communicating publicly about BlueMissionBANOS or project-related matters.
- Be professional, use good judgement and be accurate and honest in your communication, as unprofessional language or behaviour reflect poorly on the project and may result in liability.
- Be mindful of controversial subjects where emotions may run high, e.g., politics. It is essential to show respect for others' opinions.

On Twitter, partners can refer to BlueMissionBANOS by tagging the project using [@missionbanos](#) (see Table 3 Social media tags and hashtags) in their own tweets/posts. SUB will always aim to retweet/share such posts.

In all posts, handles and hashtags should be included where possible (i.e., [@MissionOcean](#), see Table 3 Social media tags and hashtags).



On Twitter or LinkedIn, partners are encouraged to retweet/share project posts through their personal and institutional social media accounts.

Tips for social media usage:

- Social media is becoming increasingly visual: post pictures, videos, Graphics Interchange Formats (GIFs), or data visualisations.
- Engage with your audience using replies, likes, retweets/reposts, or tags.
- Ask questions instead of making statements to drive the conversation.
- Leverage existing social media presence, e.g., the host institution, researchers, team members or other relevant organisations and tag and follow relevant accounts, particularly EC accounts (i.e., @missionocean, Table 3 Social media tags and hashtags)
- Follow the news and use trending hashtags where appropriate.
- Content could include the announcement of milestones, results, scientific publications, press releases, newsletters or when the project is featured at a conference or event.

Table 3 summarises the information about Twitter and LinkedIn posts, the difference between posting on both social media platforms and the most important tags and hashtags:

TWITTER		LinkedIn	
<a href="https://twitter.com/missionbanos">https://twitter.com/missionbanos</a> <b>You are allowed to use max. 280 character</b> Guideline: Short and very specific headlines, use emojis, place 2-3 Hashtags		<a href="https://www.linkedin.com/company/missionbanos">https://www.linkedin.com/company/missionbanos</a> <b>You are allowed to use max. 500-600 words</b> Guideline: The post should contain min. 5 lines ("see more" option should appear), use emojis, place max. 2 hashtags in the text and the rest at the end of the post.	
HASHTAGS   #	Tags   @	HASHTAGS   #	Tags   @
bluemissionbanos	missionbanos	bluemissionBanos	missionbanos
REAResearch	REA_research	REA_research	European Research Executive Agency (REA)
MissionOcean	eumissionocean	MissionOcean	Mission Ocean
BlueEconomyEU		BlueEconomyEU	SUBMARINER Network for Blue Growth EEIG
EUMissions	eumissions	EUMission	Projekträger Jülich, Forschungszentrum Jülich GmbH
balticSea	SubmNet	eumissions	Ifremer
Blueeconomy	CES_ASC	circulareconomy	Blauwe Cluster (Blue Cluster) vzw
Baltic Sea	Ifremer_fr	Blueeconomy	VLIZ - Flanders Marine Institute
Innovation	BlauweCluster	Startups	University of Tartu
lighthouse	VLIZnews	Innovation	Narodowe Centrum Badań i Rozwoju
entrepreneurship	unitartu	Bluestartupeurope	DTU Aqua
GreenDeal	NCBR_pl	Entrepreneurship	Syddansk Universitet - University of Southern Denmark
sustainability	SyddanskUni	greendeal	IVL
Euresearch	IVLsvenskaMiljo	sustainability	Geological Survey of Finland (GTK) / Geologian tutkimuskeskus (GTK)
NorthSea	GTK_FI	research	Latvian Institute of Aquatic Ecology
sustainabledevelopment	lheilv	networking	International Council for the Exploration of the Sea (ICES)
oceanconservation		engagement	
BMUV		responsibility	



networking northsea carbonneutral circular	costalissues balticsea northsea carbonneutral circular
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Table 3 Social Media Tags and Hashtags

## 4.5 PRESS RELEASES

Press releases may be issued to ensure media coverage at local, regional, European, and international levels, whenever deemed appropriate by the consortium or one of the PP: These will be channelled to relevant media outlets (press, journals, web portals) to ensure that policymakers, networks, the research community, relevant civil society organisations etc. are aware of the BlueMissionBANOS project, its objectives, and its later outcomes. SUB will ensure the dialogue on this aspect within the consortium.

**IMPORTANT:** Partners should notify SUB about any possible news item suitable for an official project press release.

SUB will develop press releases and articles on behalf of the consortium in collaboration with relevant project partners and upload them to the project website for all partners to distribute at national or regional levels. Where necessary, the partners can adapt the press releases to customised to their audience and if needed translate the articles.

**NOTE:** Partners may also initiate the writing of press releases (e.g., local, national). SUB can then support writing and editing if required. Partners are asked to provide a summary in English if the original communication is in another language. Partners who publish any article/press release at a regional or national level must send a copy to SUB and where possible provide metrics to demonstrate uptake by other news channels/readership.

## 4.4. OTHER RESOURCES AND TOOLS

Other promotional material can be developed as required, depending on budget availability, and considering sustainability. PPs can contact SUB (media[at]bluemissionbanos.eu) at any moment with any ideas for promotional material to support their communication and dissemination activities.

## 4.5. EVENTS

The annual BlueMissionBANOS stakeholder assemblies (M10, M22, M34) bring together all relevant Mission stakeholders across the BANOS area in three different locations (200+ participants). These Assemblies will inspire targeted stakeholder groups of each WP (policy, business, regions, research, funders, citizen engagement groups, interlinked projects) to interact with each other, co-create and cross-pollinate their respective actions towards Mission Ocean achievement. The Assemblies will centre around project activities and outputs and actions/initiatives of other interrelated projects/initiatives at the EU, sea basin, national or sub-regional scale, which are part of the overarching BlueMissionBANOS defined ecosystem. The themes of the annual Assemblies are expected to mirror the most important blue economy challenges of the 'hosting region'. It is foreseen that these annual events will be held in cooperation/conjunction with events planned under other projects to increase the value for external participants to come to the region and to reduce stakeholder fatigue. These three mainly in-person events are complemented by a variety of smaller physical and online workshops, demonstration forums and match-making events, which focus either on other regions within the BANOS area and/or on specific stakeholder groups targeted by the different BMB WPs. All events organised by BMB will be documented, with presentations and results made available online. Partners will also attend externally organised events of strategic relevance within and outside the BANOS area to raise awareness of BMB activities and lobby for uptake of its results via presentations, exhibition booths or inclusion in panel discussions.

A series of five events, the so-called Mission Arenas, will be organised in five countries in the Baltic and North Sea lighthouse areas. Figure 3 shows the planned regions and the methodological approach (Innovations Cycles) to identify solutions for the specific regions involved.

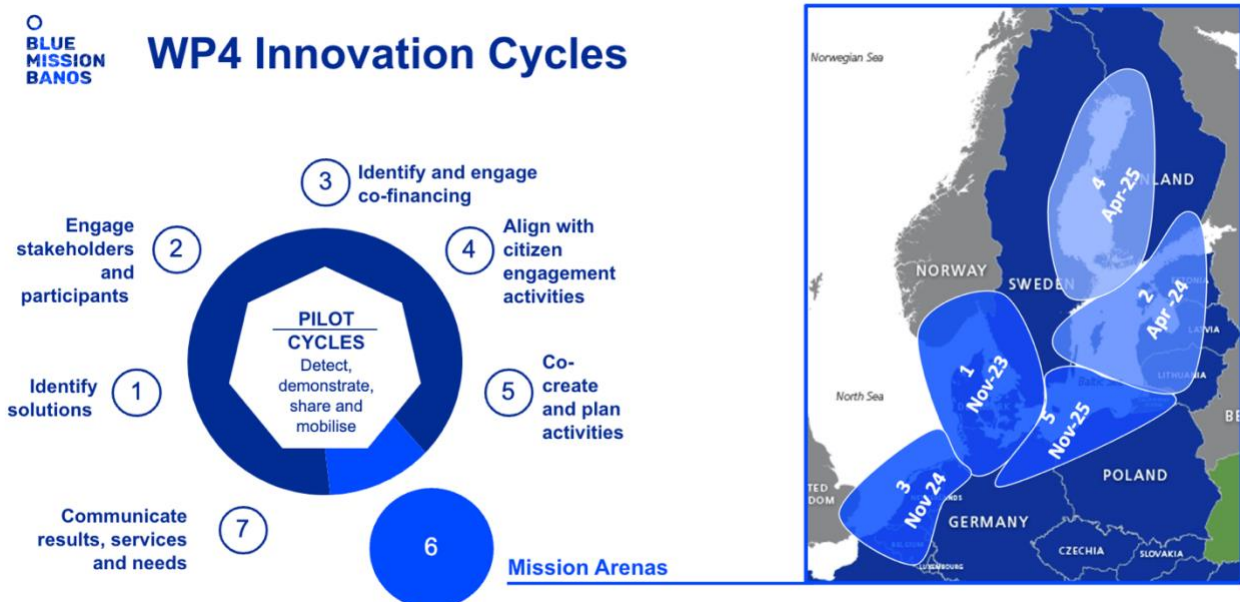


Figure 3 Mission Arena Regions

## 5. STAKEHOLDER DATABASE

A stakeholder database is currently being established in BMB to support the exploitation, dissemination and communication plan. This stakeholder database will be shared with BMB partners during the summer of 2023 and more broadly released and shared with BMB stakeholders during the 1<sup>st</sup> BMB Mission Arena in Gothenburg on 14-16 November 2023.

The stakeholder database gathers actors that either participate or are willing to participate in projects that contribute to the progress towards the objective of the Mission Ocean. In the first version of the database, only the actors participating in projects or activities contributing to the Mission objectives will be represented.

The stakeholder database created in BMB is built in common and centralised with the PREP4BLUE and BlueMissionAA projects and stakeholder databases. The core of these databases, which gather international and EU-funded projects, are anticipated to remain common between these three projects. Differences might arise for regional and local actors if they only consent to share their personal details within the stakeholder group of their own Lighthouse.

The core of the stakeholder database is currently being built based on international and EU-funded projects linked to Mission Ocean's objectives. The stakeholder database gathers actors from the following datasets: UN Decade of the Ocean (until November 2022), Mission Ocean Charter (until January 2023), Blue Bio COFUND, the AA and Danube baseline studies, the CORDIS Synergy Info Pack and projects from CORDIS related to the Mission Ocean (mapped by a text mining algorithm developed by the University of Southern Denmark and based on the description of the Mission Ocean objectives).

The stakeholder database gathers 2972 unique organisations involved in 3419 unique projects linked to the Mission Ocean objectives. You can see below the organization types addressed:

Organization Type	Number
Higher or Secondary Education Establishment	680
Research Organisation	390
Public Organisation, including:	134
International/EU organisation	4
National authority	8
Regional authority	7
City or local authority	22



Private for-profit	97
Non-governmental organisations, including:	43
Foundations	4
Trade, business or professional association	5
Other or non-defined	1628

The details of the partition of the organisations by Lighthouse are shown below. The Lighthouse is determined by the projects in which the organisation participate. When an organisation participates in projects covering different lighthouses, they are classified under the "unknown" category. The cross-basin category corresponds to projects that are cross-basin.

Lighthouse	Sea/river basin	Number of SH
ALL	Cross-basin	35
AA	Atlantic	1261
AA	Arctic	13
MED	Mediterranean	452
BANOS	Baltic and North Sea	57
DANUBE	Danube	32
Unknown	Unknown	1122

One can notice that there is a large percentage of organisations for which the type of organisation and/or the Lighthouse of the main project is unknown. This is due to the limitations of the different data sources merged. Work is underway to reduce the number of missing data points by disambiguation of data and by mapping to other data sources like DBpedia or GRID for organisations.

Below is a network overview of the most frequently used keywords in the 993 projects of the current database that have a summary (made by the freeware VOSViewer developed and distributed by Leiden University and CWTS). The keywords displayed appear at least 10 times in all the projects



- Web-scraping looking for similar projects or actors to the ones already registered in the database.

A prototype of the stakeholder database user interface has been developed and is currently being refined before being submitted to all partners for feedback. The future user interface will allow searching for stakeholders through keywords or free text. It will allow the filtering of stakeholders by group/type of stakeholders, countries, sea basins/lighthouses etc. It will enable BMB partners and users to search for relevant stakeholders when planning an event or working on the communication, dissemination, and exploitation of BMB results. A screenshot of the prototype can be seen below.

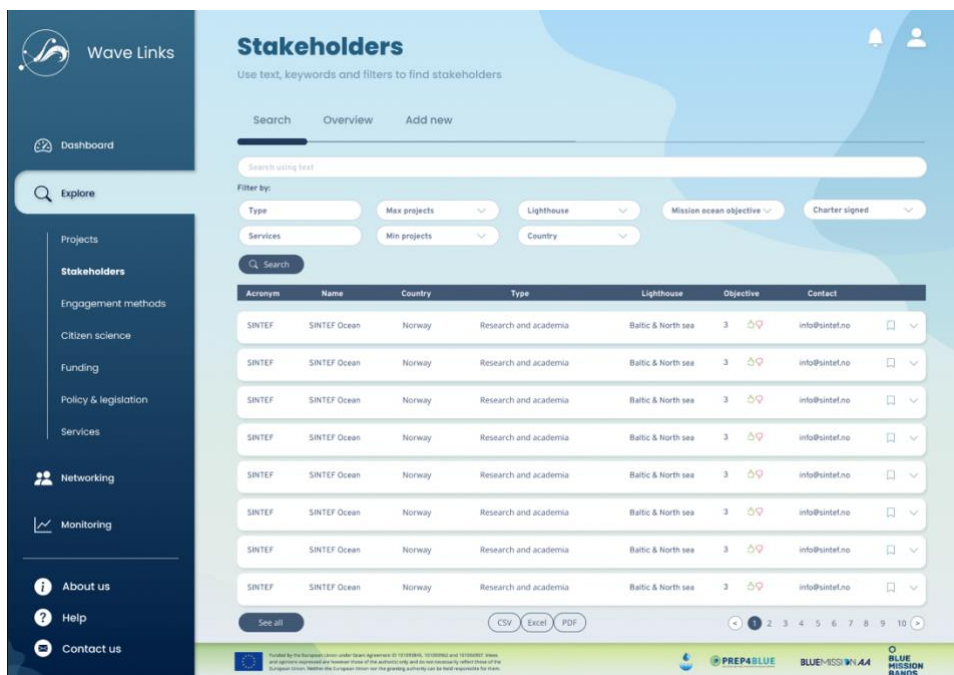


Figure 2. Screenshot of the future stakeholder database user interface prototype showing potential filters and data presentation (dummy data).

## ANNEXES

### 1. PROJECT DESCRIPTION

#### BlueMissionBANOS project description | 04.05.2023

The Mission Ocean lighthouse BlueMissionBANOS inspires, engages and supports stakeholders across the Baltic and North Sea (BANOS) basins in taking positive action to reach the EU Mission: Restore our Ocean and Waters (Mission Ocean) objectives. In particular, it facilitates 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 conducive to innovation.

While fostering the transition towards the blue economy, BlueMissionBANOS will also support preventing and eliminating water pollution and protecting and restoring marine and freshwater ecosystems and biodiversity. In the next three years, BlueMissionBANOS will work to reduce governance fragmentation, facilitate evidence-based decision making and foster citizen engagement across the BANOS area. These support actions will increase awareness, showcase opportunities, and inspire stakeholders to actively contribute to the transition and the preservation of the Oceans, Seas and Waters until 2030 and beyond.

To accelerate the transition towards an innovative, circular blue economy, in line with regions' strategic priorities, as defined by their Smart Specialisation Strategies (S3), BlueMissionBANOS will organise regional piloting demonstration arenas where innovators, business support and training organisations, local stakeholders and any interested parties to accelerate the uptake of innovative solutions in support of Mission Ocean will be engaged. Furthermore, BlueMissionBANOS will develop a consistent monitoring framework to assess progress in achieving carbon neutrality and circularity.

Finally, the BlueMissionBANOS web portal will facilitate synergies and match-making between actors working towards achieving the Mission Ocean objectives in the BANOS area, including a catalogue of services, technical expertise and projects that can foster progress, collaboration and knowledge sharing.

