



BLUE MISSION BANOS

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

Deliverable 1.4

Final Stakeholder Database & PEDC

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Author(s)	Frances Klatt, SUBMARINER Network
Project Officer	Amy Donnelly
Editor	Angela Schultz-Zehden, SUBMARINER Network
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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
- 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
- 3: Guidebook for socioeconomic impact assessment of research infrastructures: 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



EXECUTIVE SUMMARY

Communication, dissemination, and exploitation activities are essential for Horizon Mission projects to maximise the impacts of coordination and support actions. The Deliverable 1.4 Final Stakeholder Database and Communication, Dissemination, and Exploitation Plan (PCDE) lists relevant stakeholder data representing the target groups relevant to the BlueMissionBANOS project activities, especially for users of the project's platform. The PCDE follows three phases of efficient 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 16 partners from 11 different countries to support the Mission Ocean Lighthouse Area to reach the Mission 'Restore our Ocean and Waters' objectives.

This deliverable is a finalised version of Deliverable 1.3 Draft Stakeholder Database and Communication, Dissemination and Exploitation Plan (PCDE) published in May 2023. It is edited to reflect changes throughout the project's lifetime and to ensure a complete overview of the activities that have taken place in the two years since the publication of D1.3. In addition, the deliverable should be read in conjunction with Deliverable 1.7, which describes the Exploitation Plan for the project. When combined, these two deliverables offer a thorough overview of the externally focused stakeholder, communications and dissemination activities that have taken place in the BlueMissionBANOS project.



1. GENERAL

1.1. INTRODUCTION

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 WP6 'Technical service provision' (i.e., T6.2 Stakeholders consultation to support our user-centric and agile approach). The PCDE encompasses the BlueMissionBANOS projects' communication, dissemination, and exploitation (CDE) activities and results, in which all BlueMissionBANOS partners are involved.

The PCDE defines 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 (KPIs) to measure and enhance high-quality performance during and after the project. The PCDE is relevant to all WPs, as it defines the flow of information both between the partners themselves and with external stakeholders. This requires a continuous reciprocal feedback loop between all partners, especially between the SUBMARINER Network for Blue Growth EEIG (SUB) as project coordinator and WP1 leader. 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.

This final version of the PDCE is based on the project's initial version submitted in M6 and the Exploitation strategy published in M24. This deliverable's target users are the BlueMissionBANOS consortium and the project officer.

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-fertilising with existing Structures and other Mission projects across Europe"* (Q1.4).

A portfolio of resources has been developed under WP1 to support partners in the CDE of results. The CDE material was designed considering the needs of specific target groups. Strong and continuous co-creation among all stakeholders has been fostered to maximise project impacts. The portfolio has been updated regularly throughout the project (M6-M36). BlueMissionBANOS has used the latest state-of-the-art tools and communication channels to ensure cost-effectiveness and maximum impact.



1.2. TERMINOLOGY

Activity¹ is any action that provides targeted and factually accurate 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.

Communication² 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.

Dissemination² covers any activity that makes the project's results available for others to use. It happens once results are available and usually targets specialist audiences.

Exploitation² describes any activity that makes concrete use of the project's results once they are available. It enables the uptake and use of the results and targets specialist audiences. It covers the project's result phase and beyond.

Capacity³ building is the improvement of the skills and abilities of individuals, communities or organisations in a defined area.

Impact³ is the intended or unintended long-term effect of activities using the resources of a project or the work performed therein.

Knowledge transfer³ refers to the sharing of knowledge, abilities, and ideas across one organisation. It seeks to organise, create, capture, or distribute knowledge and ensure its availability for future users.

Outcome³ is a project's short- or long-term effect stemming from the stakeholder's uptake or interaction with the project's outputs.

Output³ is the immediate direct deliverable / result of the project.

Stakeholder³ is an individual or community of individuals interested in, concerned about, or affected by the project or its impacts and/or those that influence the project's impacts.

¹ https://ri-paths-tool.eu/files/RI-PATHS_Guidebook.pdf [accessed 27.04.2023]

² https://ec.europa.eu/research/participants/data/ref/h2020/other/grants_manual/amga/soc-med-guide_en.pdf [accessed 27.04.2023]

³ 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 and the project officer 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 local to international. 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 strategy of the activities outlined in the PCDE is to maximise BlueMissionBANOS's visibility among key target groups of the Baltic and North Sea Lighthouse area to facilitate smooth uptake of results and reach the objectives of the Mission 'Restore our Ocean and Waters'.

1.4. CDE TIMING

CDE activities play a vital role within the BlueMissionBANOS project to funnel the messages and outcomes to promote engagement in the Mission 'Restore our Ocean and Waters' in the Baltic and North Sea basin. An initial CDE plan was included in the project proposal to achieve effective outreach. In the first phase of the project, the emphasis for CDE lay on the awareness-raising of multiple audiences for the project in general by creating a unique project identity and establishing a working relationship with stakeholders and initiatives. In the second phase, funnelled messages were 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 have been managed through systematic exploitation. Figure 1⁴ shows the timeline of CDE before the project, during the implementation phase and beyond the project's lifetime.

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



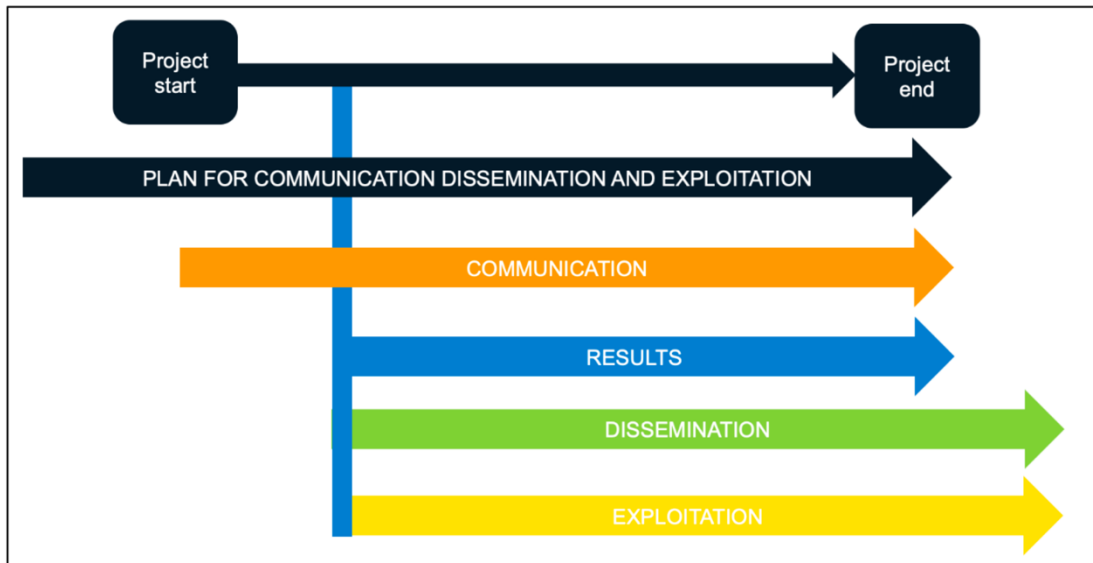


Figure 1: Timing CDE

2. THE BLUEMISSIONBANOS PROJECT

2.1. BLUEMISSIONBANOS

BlueMissionBANOS (BMB), as a Coordination and Support Action (CSA) for the Baltic and North Sea (BANOS) Mission Ocean Lighthouse, inspires, engages, and supports stakeholders across the BANOS region in taking positive actions to reach the Mission Ocean objectives. In particular, we facilitate 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 supports preventing and eliminating water pollution and protecting and restoring biodiversity and marine and freshwater ecosystems. The project focuses on reducing governance fragmentation, facilitating evidence-based decision-making, and fostering citizen engagement across the BANOS area. These supporting actions raise awareness, showcase opportunities, and inspire stakeholders to actively contribute to the transition and the preservation of oceans, seas and waters to 2030 and beyond.

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

Finally, BlueMissionBANOS facilitates synergies and matchmaking between actors working towards achieving the Mission Ocean objectives in the BANOS area by providing a catalogue of services, technical expertise and projects that can foster progress, collaboration and knowledge sharing. BlueMissionBANOS is funded under the HORIZON-MISS-2021-OCEAN-04 call by the European Union under Grant Agreement ID 101093845 and runs from December 2022 until November 2025.



2.2. OBJECTIVES

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

1. Optimise 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-organised dissemination and communication of results – exploring synergies with other Mission related dissemination, communication, and exploitation efforts.



2.3. IMPACTS

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

2.3.1 ENGAGEMENT

The wide-spread, effective engagement of a wide community of relevant stakeholders across the BANOS area ensures an effective governance structure and well-coordinated implementation of activities necessary for the achievement of 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 stakeholders and 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, inter-linked with regional smart specialisation strategies and their research & innovation programmes. This has been developed through four innovation cycles including four regional Mission Arena events.

2.3.5 MONITORING FRAMEWORK

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

2.3.6 SUPPORT

Effective 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'. It acts as the communication & dissemination manager being responsible for the communication activities and promotion of the project, as well as the event organisation, steering the co-creation process.

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

	Activities	Objectives and Scope
Phase I: Awareness Raising	<ul style="list-style-type: none"> • Visual Identity • Communication Strategy • Website • Social media promotion (X, LinkedIn) • Newsletters • Promotional materials (flyers, posters, etc.) 	<ul style="list-style-type: none"> • Presenting BlueMissionBANOS objectives, activities, results • Building and promoting BlueMissionBANOS identity • Establishing contact with targeted stakeholder groups • Increasing project awareness
Phase II: Dissemination and Capacity Building	<ul style="list-style-type: none"> • Mission Arenas • Surveys, interviews, workshops • Internal and external events • Dissemination materials (videos, infographics, etc.) • Clustering with other EU projects and networks • Mission Ocean events participation 	<ul style="list-style-type: none"> • Dissemination project activities and deliverables • Provide stakeholders with a deeper understanding • Active engagement of stakeholders
Phase III: Exploitation	<ul style="list-style-type: none"> • Videos, repository and teaching materials • Mission Arenas • BMB regional roadmaps • Exploitation package: R&I needs for the decarbonisation of the blue economy • Good practices in the BANOS region • Citizen engagement tools and methods • WaveLinks 	<ul style="list-style-type: none"> • Equipping key stakeholders with skills, knowledge and understanding of results to achieve change • Actors, projects, processes, and initiatives integrating solutions, recommendations, tools, methods, and BlueMissionBANOS outputs • Set prerequisites for impact during and after the project's lifetime

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 in a consistent and uniform way, SUB as WP1 leader has regularly informed about all ongoing CDE-related issues at the agreed internal communication channels including email and Microsoft Teams. Communication within the consortium is carried out both with a core list of key project partners representing work package leaders and with a wider list of all project partners operating within BlueMissionBANOS. In addition to written communications, SUB convenes regular online meetings with the consortium to align on project implementation as well as communication tasks.

Moreover, PPs have adhered 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 either in the pre-project phase or during the project's lifetime. The tagline and boilerplate facilitate a consistent presentation of the project through project partner communication. The stakeholder-specific messages have been continuously amended based on the development in the implementation phase of the project and have taken multiple forms throughout the first thirty months of work.

Project Tagline

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

Boilerplate

A boilerplate text can be reused by project partners 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 the essential details of 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, we facilitate the uptake of a sustainable, carbon-neutral, and circular blue economy by connecting national, regional, and trans-national actors from politics, industry and science, thereby creating a governance model that is conducive to innovation.

Messages

The key messages in Table 2 refer to a collection of messaging that has been used throughout the project. This list is not exhaustive, but rather seeks to highlight some of the most important messages and ideas that have been conveyed throughout the project.



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

<p>Public & private funding programmes & bodies</p>	<p>Horizon EMFAF I3 Interreg SBEP LIFE Blue- Invest ETC KICs BIC Formas PtJ NCBR Philanthropic (VELUX)</p>	<p>*Communicate and align necessary funding for EU wide mission piloting and deployment actions with BMB to maximize effectiveness and efficiency of funding *Achieve complementary, rather than duplication of support *Build programmes on information gained through BMB on opportunities & challenges to decarbonize the blue economy *Understand own role in fostering the sustainable blue economy * Cooperate on organizing Mission Arena events</p>	<p>*Effective mix of funding sources available for identified Mission relevant projects at sub-regional level</p>
<p>Sub-Regional Policy Makers</p>	<p>NUTS2 / S3 managers FLAGS</p>	<p>*Align opportunities, strengths identified at sub-regional level with Mission to transform the blue economy *BMB communicates region need to EU wide Mission support *Clarify role and contributions of sub-regional level to stimulate solutions/actions *Foster concrete projects and partnerships for Mission compatible deployment of projects *Seek maximum added value of BMB activities at sub-regional level</p>	<p>*Formation of concrete projects and partnerships in BANOS area for Mission Ocean deployment</p>
<p>Blue Economy Industry and related support organisations & associations</p>	<p>Energy, Shipping & Ports, Fisheries, Aquaculture, Food & Feed Producers Clusters, ASC, Incubators, Accelerators, BlueInvest, EaTIP, EIT Food</p>	<p>*Contribute to Mission Ocean *Engage in changing your business *We are interested to learn about your needs *We can support you with suitable match-making, funding, labels *Provide input and use BMB portal *Get inspired and cooperate with other players *Contribute and benefit from a system to calculate your climatefriendly footprint *Enable new forms of business by interlinking with policy makers, public and private funding partners as well as suitable value chain partners * Cooperate on organizing Mission Arena events</p>	<p>*Acceleration of creation of concrete partnerships for deployment of Mission BANOS relevant projects *Better understanding and prioritization of cost-effectiveness of projects in view of climate contributions</p>
<p>Citizen Engagement organisations</p>	<p>NGOs Aquaria/Science Museums BlueSchools</p>	<p>*Gain added value by participating in BMB activities *We are interested to learn about needs/concerns of your organisation and citizens *Use the helpdesk *We can support you, i.e with good practices, better connections to science, policy, business *Get inspired and cooperate with other players from your or other regions * Cooperate on organizing Mission Arena events</p>	<p>* Effective Engagement with stakeholders in BANOS area *Long-term commitment to Mission Ocean deployment in BANOS area</p>



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

Table 2: Key Stakeholder 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 such as a project poster, flyer and roll-up.
- Social media templates

The resources are shared with partners on the WP1 Teams channel and relevant resources will also be published on the website (<https://bluemissionbanos.eu/outcomes>).

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

Project partners have been 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 as 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 it is preferable that all partners use BlueMissionBANOS-branded resources when disseminating the project's results, we recognise 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 to the EC, with various institutional requirements, we have recommended the following requirements to be included at a minimum:

I. The EU emblem and disclaimer must be visibly present 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 is 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

Project partners are obliged to use the 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 and Disclaimer

If project partners have any queries about using this disclaimer, they can either refer to the project guidelines, which refer to the official guidelines⁵, or contact [media\[at\]bluemissionbanos.eu](mailto:media@bluemissionbanos.eu).

4.2. PROJECT WEBSITE AND PORTAL

The project website (<https://bluemissionbanos.eu>) was developed by SUB. The language is English. The structure of the website effortlessly 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, i.e., the duration, partners, work package description and funding programme, is available. In the "[Mission Pledges](#)" section, website users can find information about the Mission Ocean Charter, including a link to endorse the Charter and information on the pledges collected thus far. Under "[Results](#)", all externally focused project outputs are displayed including public deliverables, Mission Arena roadmaps, and the project video. In addition, the results section includes links to the [Helpdesk](#), developed in cooperation with Prep4Blue, and the [Ocean Literacy Repository](#). In addition to these sections, the website also includes detailed [pages](#) laying out the results of each Mission Arena, and [events page](#), a link to the [WaveLinks platform](#), and a [contact page](#) with a list of all national contact points within the project.

To ensure the successful promotion of the project and sustain the interest of the target audience and attract new users, the website content has been 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>).

⁵ https://commission.europa.eu/system/files/2021-05/eu-emblem-rules_en.pdf [accessed 03.05.2023].

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@bluemissionbanos.eu) or use the specific channel on Teams.

4.3. SOCIAL MEDIA

BlueMissionBANOS is present on two social media platforms: LinkedIn and X. These are used to communicate easily and quickly with a broad audience to share short news and announcements. Social media is also a tool to foster engagement, discussions and to increase expertise recognition.

General Rules

- Ensure that 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, using good judgement and being accurate and honest in one's communication, as unprofessional language or behaviour reflects poorly on the project, and may result in liability.
- Be mindful around controversial subjects, such as politics, where emotions may run high. It is important to show respect for others' opinions.

On X (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, there are handles and hashtags which should be included where possible (i.e., @MissionOcean, see Table 3 Social media tags and hashtags).

On either X (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:

X (TWITTER)		LinkedIn	
https://twitter.com/missionbanos You are allowed to use max. 280 character Guideline: Short and very specific headlines, use emojis, place 2-3 Hashtags		https://www.linkedin.com/company/missionbanos You are allowed to use max. 500-600 words 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 @
bluemotionbanos	missionbanos	bluemotionBanos	missionbanos
REAResearch	REA_research	REA_research	European Research Executive Agency (REA)
MissionOcean BlueEconomyEU	eumissionocean	MissionOcean BlueEconomyEU	Mission Ocean SUBMARINER Network for Blue Growth EEIG Projektträger Jülich, Forschungszentrum Jülich GmbH
EUMissions	eumissions	EUMission	Ifremer
balticSea	SubmNet	eumissions	Blauwe Cluster (Blue Cluster) vzw
Blueeconomy	CES_ASC	circulareconomy	VLIZ - Flanders Marine Institute
Baltic Sea	Ifremer_fr	Blueeconomy	University of Tartu
Innovation	BlauweCluster	Startups	Narodowe Centrum Badań i Rozwoju
ighthouse	VLIZnews	Innovation	DTU Aqua
entrepreneurship	unitartu	Bluestartupeurope	Syddansk Universitet - University of Southern Denmark
GreenDeal	NCBR_pl	Entrepreneurship	IVL
sustainability	SyddanskUni	greendeal	Geological Survey of Finland (GTK) / Geological tutkimuskeskus (GTK)
Euresearch	IVLSvenskaMiljo	sustainability	Latvian Institute of Aquatic Ecology
NorthSea	GTK_FI	research	International Council for the Exploration of the Sea (ICES)
sustainabledevelopment oceanconservation	lheilv	networking engagement	
BMUV networking northsea carbonneutral circular		responsibility costalissues balticsea northsea carbonneutral circular	

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 BlueMission-BANOS 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. Thus far, the project has not created any press releases.

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. PP are asked to contact SUB (media[at]bluemissionbanos.eu) at any moment with any other ideas for promotional material to support their communication and dissemination activities.



4.5. EVENTS

Throughout the BlueMissionBANOS project, much of the communications and exploitation work has been carried out during the Mission Arenas, which bring together Mission-relevant stakeholders from across the BANOS area to discuss and co-design the future of their regions. These Mission Arenas have brought together targeted stakeholder groups (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.

BlueMissionBANOS initially planned to host five regional Arenas as part of our Innovation Cycles, which aim to facilitate the process of identifying and deploying solutions across the BANOS basins. Figure 3 depicts the concept of the innovation cycles along with initial plans for the five Mission Arenas.

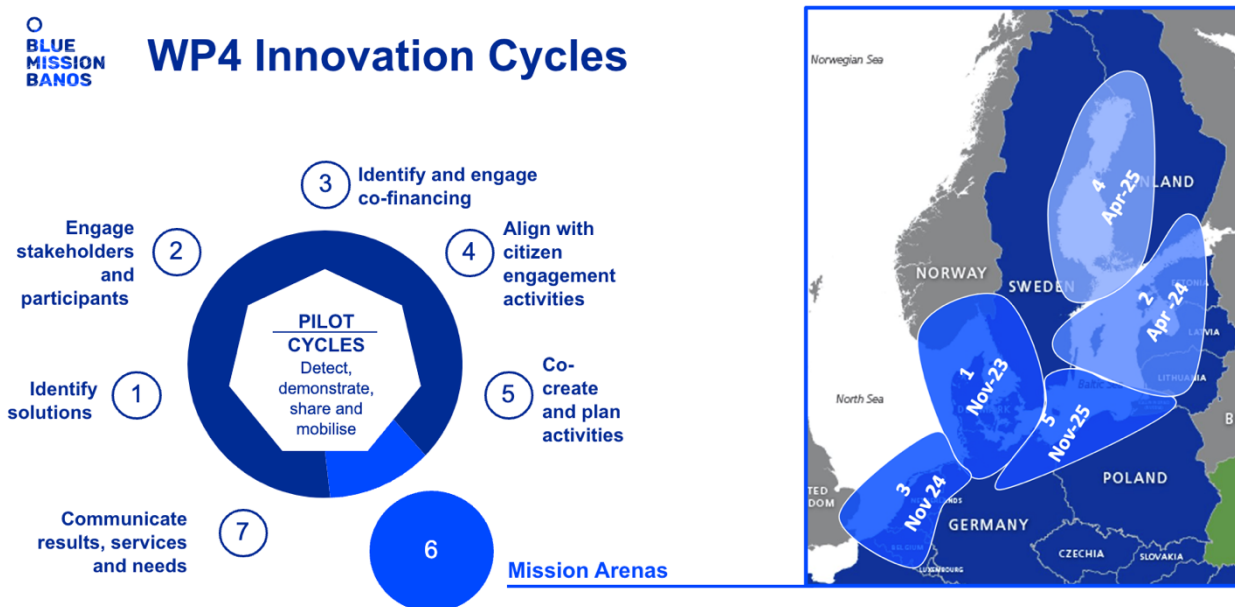


Figure 3: BlueMissionBANOS Innovation Cycles

In later stages of the project, the decision has been taken to instead host four regional Mission Arenas, focusing on the North Baltic (Arena 1), Baltic Proper (Arena 2), North Sea (Arena 3) and South Baltic (Arena 4). This decision was taken due to the Danish Mission Ocean Event hosted in Nyborg in September 2025, which will have an overlapping audience with the Mission Arenas. In order to avoid stakeholder fatigue and to synergise work within Mission Ocean projects, the decision was taken to cancel the fifth Mission Arena and to instead support work at the Danish Mission Ocean event.

Figure 4 depicts the four Mission Arenas which have taken place throughout the BlueMissionBANOS project. Each of these Mission Arenas has combined plenary sessions with interactive workshops focusing on all aspects of the regional blue economy including Multi Use, security, marine restoration, and much more. Each Mission Arena has concluded with a stakeholder assembly, in which participants have the opportunity to vote on the next actions for their region. The results of these assemblies have been published in [four regional roadmaps](#), which have been used to map the future



of each region. More information on communication and exploitation surrounding the Mission Arenas can be found in Deliverable 1.7 'Exploitation Plan'.



Figure 4: The Mission Arenas and their Roadmaps

5. STAKEHOLDER DATABASE

In preparation for the Mission Arenas, a project and stakeholder database was developed to identify relevant initiatives and actors across the Baltic and North Sea (BANOS) region. The aim was to support stakeholder engagement and participation in the Mission Arenas' workshops and activities.

This effort built upon stakeholder mapping and data collection previously initiated by BlueMissionBANOS partners and supporters prior to the official launch of the project. The SUBMARINER Network, as Lead Partner of BlueMissionBANOS, had over several years developed a robust, searchable stakeholder database focused on blue economy and marine-related activities in the BANOS region. This existing resource was expanded with datasets from the 'EU Mission Charter' and the 'EU Portfolio Analysis Report' (June 2023), which identified over 800 projects funded through 16 different EU programmes. Additional data on projects from other programmes and/or approved after the portfolio analysis (23) was gathered from public project repositories such as CORDIS and keep.eu, as well as individual stakeholder websites.

Currently, the project database includes over 450 projects that align with the objectives of the EU Mission "Restore Our Ocean and Waters." These projects span the Baltic and North Sea basins, as well as international initiatives led by organizations based in Mission Arena countries. The database enables filtering by key themes relevant for the Objective 3, such as multi-use & offshore wind, sustainable blue bioresources, or green shipping & ports. Furthermore, the database provides insights into the broader stakeholder landscape, identifying more than 3,400 individual experts involved in these projects from 1,565 organisations located in the BANOS region. The project database is available online on the BlueMissionBANOS website [here](#).

During the stakeholder mapping process, contact email addresses for 1,524 individual experts were found to be publicly available (mainly project websites) and were collected as part of the database. These individuals were subsequently contacted through the SUBMARINER Network's newsletter or directly by the BlueMissionBANOS project partners and invited to take part in the Mission Arenas as participants, speakers, or workshop organisers. This proactive outreach approach was undertaken to ensure broad and relevant representation of stakeholders across all activities of the Mission Arenas.

The project database also served as a basis for developing region-specific overviews for each Mission Arena. These overviews included an analysis of the Mission Charter Actions submitted by countries in the respective regions, the number of ongoing and completed projects, associated budgets, and the number of stakeholders identified per country. This analysis was incorporated into printed programmes distributed at each Mission Arena to inform participants of the regional landscape and to encourage them to highlight additional initiatives not yet captured in the database. The overviews are available online on the BlueMissionBANOS website [here](#).



ANNEXES

1. PROJECT DESCRIPTION

BlueMissionBANOS project description | 04.05.2023

BlueMissionBANOS inspires, engages and supports stakeholders across the Baltic and North Sea (BANOS) Lighthouse Area in taking positive action to reach the EU Mission: Restore our Ocean and Waters (Mission Ocean) objectives. In particular, we facilitate 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 also supports actors and actions designed to prevent and eliminate water pollution and/or protect and restore marine and freshwater ecosystems and biodiversity. In the three years of its project duration (2023-2025), we 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 organises regional piloting demonstration arenas where we engage with innovators, business support and training organisations, local stakeholders and any interested parties to 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.

Finally, the BlueMissionBanos web portal facilitates synergies and match-making between actors working towards achieving the Mission Ocean objectives in the BANOS area, by showcasing services, technical expertise and projects relevant for Mission Ocean implementation.

