



BLUE MISSION BANOS

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

Deliverable 1.7 Exploitation Plan



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Abstract	The BlueMissionBANOS (BMB) exploitation plan outlines a strategic framework for ensuring the long-term impact and application of the project’s outcomes. The exploitation plan identifies the expected Key Exploitable Results (KERs) of the BlueMissionBANOS project and the ways of how these are made accessible to BlueMissionBANOS stakeholders as to ensure their uptake also after the BlueMissionBANOS project itself is concluded.
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BLUEMISSIONBANOS PROJECT

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 action 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 that is conducive to innovation.

While fostering the transition towards the blue economy, BlueMissionBANOS supports the prevention and elimination of water pollution and the protection and restoration of biodiversity and marine and freshwater ecosystems. The project focus is 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 Arena) 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. The BlueMissionBANOS project is funded under the call HORIZON-MISS-2021-OCEAN-04 by the European Union under Grant Agreement ID 101093845 and runs from December 2022 until November 2025.



ACRONYMS

BAB	BlueActionBANOS
BANOS	Baltic and North Sea
BMB	BlueMissionBanos - Supporting the Mission Ocean Lighthouse in the Baltic and North Sea Basin
CLA	Community-Led Action
CSA	Coordination and Support Action
EMD	European Maritime Day
EUSBSR	EU Strategy for the Baltic Sea Region
HEU	Horizon Europe
I3	Interregional Innovation Investments
KER	Key Exploitable Results
KPI	Key Performance Indicator
MSP	Maritime Spatial Planning
NGO	Non-Governmental Organisation
PP	Project Partners
R&I	Research & Innovation
TA	Transition Agenda
WP	Work Package
SBE	Sustainable Blue Economy
Mission	EU Mission “Restore our Ocean and Waters by 2030”



EXECUTIVE SUMMARY

The BlueMissionBANOS (BMB) exploitation plan outlines a strategic framework for ensuring the long-term impact and application of the project's outcomes. The exploitation plan identifies the expected Key Exploitable Results (KERs) of the BlueMissionBANOS project and the ways these are made accessible to BlueMissionBANOS stakeholders to ensure their uptake during and after the BMB project. These results have been and will continue to be developed within BMBs six core work packages.

Through tools such as stakeholder and action mapping, BMB Arena roadmaps, collaboration manuals, educational resources as well as credible Key Performance Indicators (KPIs) and a related Monitoring Framework, the project provides actionable guidance and resources for local, regional and national policymakers; start-ups and companies; business support agencies; research and educational institutions, and civil society actors across the BANOS region. These outputs support this wide range of actors to undertake the most important and impactful actions to ensure that the BANOS region will achieve substantial progress towards reaching carbon-neutrality and circularity of the regions' Blue Economy as well as reducing pollution and increasing biodiversity.

Mission Arenas, pivotal collaborative events, have led to the identification and engagement of more than one thousand relevant actors and their actions within the BANOS region. As part of the Arenas, nearly 100 solutions have been identified for decarbonisation and circularity of the blue economy as well as biodiversity restoration and protection. These actions have been laid out in regional roadmaps for Mission Ocean & Waters deployment following each Arena and are suitable for further upscaling and exploitation. Post-Mission Arena activities have ensured that these outcomes are integrated into policies and strategies across the BANOS region.



1 INTRODUCTION

1.1 Purpose of this Report

This document serves as an exhaustive and detailed exploitation plan for the BlueMissionBANOS (BMB) project, which supports the Mission Ocean Lighthouse in the Baltic and North Sea (BANOS) regions. The primary aim of this report is to define strategies for leveraging, disseminating, and integrating the outcomes of the project into ongoing and future initiatives. This ensures their application not only during the project’s lifetime but also in creating a sustained impact beyond its conclusion. Exploitation involves identifying the project’s Key Exploitable Results (KERs) and transforming them into actionable strategies aligned with societal, environmental, and economic goals.

BlueMissionBANOS aligns with the European Green Deal and the Mission “Restore our Ocean and Waters by 2030,” both of which prioritise the development of a sustainable, carbon-neutral, and circular blue economy. This plan highlights how the project’s results, including governance frameworks, stakeholder networks, technological innovations, and monitoring tools, will contribute toward achieving these ambitious objectives.

1.2 What is Exploitation?

In the context of BlueMissionBANOS, exploitation refers to the strategic use of the project’s outputs and results by future generations of the targeted stakeholder groups. Exploitation transforms research outputs, tools, and processes into practical applications that address real-world challenges within the Baltic and North Sea regions.

To this end, BMB project partners:

- Identify the Key Exploitable Results (KERs) achieved through the project activities and its deliverables to pinpoint those outputs that can be applied and transformed into actions with lasting impact by relevant stakeholders and actors within the BANOS region.
- Facilitate knowledge transfer to ensure that the project’s findings are accessible and actionable for diverse end-users.
- Support processes, in which these outputs are embedded into long-term strategies, policies, and practices, and in which partnerships are created with and across policymakers, industry representatives, support agencies, researchers, and citizens



By strategically designing these processes, BlueMissionBANOS not only disseminates information, but also ensures that its outputs are implemented to achieve long-term goals of sustainability, environmental restoration, and economic development.

This exploitation plan has been designed with the follow-up project BlueActionBANOS' (BAB) actions in mind. Planned exploitation will continue and expand during this upcoming project. BlueActionBANOS will provide three different, interlinked types of support to Mission Ocean communities of actors within the Baltic and North Sea (BANOS) Lighthouse area:

1. **Community-led Pilot Action Grants:** At least 5 community-led pilot actions (CLAs), ranging from EUR 200,000 to EUR 2 million, will be funded. These actions will focus on piloting innovative solutions that align with one or several interlinked Mission Ocean's objectives, demonstrating measurable progress in areas such as pollution reduction, ecosystem restoration, and sustainable blue economy practices.
2. **Transition Agenda Grants:** BAB will fund at least 20 projects to develop transition agendas (TAs) with grants of up to EUR 100,000 each. These TAs will serve as strategic roadmaps that outline how specific communities can advance towards achieving the Mission Ocean's objectives and integrate these efforts with broader regional, national, and EU policies.
3. **Technical Assistance** will be provided by the BAB consortium tailored to the specific needs and context of each community of actors within the BANOS area, leveraging the collective expertise of the consortium and drawing on best practices and advances from the multitude of other European projects and initiatives related to the Mission Ocean. BAB communities will be able to benefit from individual counselling, in-depth sessions, expert and peer-to-peer reviews, workshops, webinars and training to empower them with the skills, knowledge, and motivation needed to apply for and implement their projects successfully.

1.3 BlueMissionBANOS Target Groups

BlueMissionBANOS engages a comprehensive spectrum of stakeholders to maximise its impact. These include policymakers, industry leaders, academic researchers, and civil society actors, all of which play vital roles in driving the adoption and integration of project outcomes. The primary target groups are:

Policy Makers at the regional, national, and EU levels who are critical to embedding the project's outputs into regulatory frameworks and funding mechanisms. By providing actionable insights and practical tools, BMB supports the development of informed and effective policies for a sustainable blue economy.



Companies and entrepreneurs in key sectors such as aquaculture & fisheries, blue products, renewable energy, and shipping, are direct beneficiaries of the project's innovative solutions. Their active involvement ensures that scalable, sustainable, market-relevant solutions are taken up and mainstreamed, driving the transformation of the industry towards carbon neutrality and circularity.

Equally, public and/or non-governmental **Nature Conservation agencies and organisations** are also among the key target groups as they are especially important to ensure uptake of the solutions related to improving the environmental status of the Baltic and North Seas, *i.e.* by increasing biodiversity and/or reducing pollution.

This goes hand in hand with **civil society and citizens at large**, as non-governmental organisations (NGOs), community groups, and individual citizens play an essential role in the bottom-up implementation of the project's objectives. Their participation in citizen science initiatives and educational activities strengthens societal awareness and drives behavioural change towards marine conservation and sustainability.

Research and Academic Institutions such as universities, research centres, and think tanks contribute to and benefit from BMB's findings on the most important collective outputs as well as still prevailing research and innovation gaps, which need to be taken up by future R&I activities. Collaboration with academia fosters the continuous generation and exchange of knowledge, building capacity for addressing future challenges.

Finally, BMB also targets relevant **public and private funding institutions** and their programmes. By showcasing the most relevant actions required for Mission Deployment in the near future, it offers them a framework on how to evaluate initiatives and actions put forward to receive funding.

2 KEY EXPLOITABLE RESULTS

2.1 What are Key Exploitable Results?

Key Exploitable Results (KERs) are the most significant and impactful outputs of the BlueMissionBANOS project. These results, ranging from technological innovations to governance frameworks, have been identified for their potential to generate measurable improvements in



sustainability, biodiversity, and economic transformation across the Baltic and North Sea regions. KERs represent the outcomes of rigorous research, stakeholder engagement, and collaborative efforts within the project's six work packages.

In BlueMissionBANOS, KERs are tailored to align closely with the Mission Ocean goals, including pollution reduction, biodiversity enhancement, and the development of a circular, carbon-neutral blue economy. The successful exploitation of these results will bridge gaps between research and practical implementation, fostering systemic change across sectors and stakeholder groups.

2.2 Our Process for Key Exploitable Results

To ensure that BlueMissionBANOS has a long-lasting impact, the project has identified a list of KERs, or project results that have the most potential to bring value beyond the project lifetime. In BlueMissionBANOS, KERs are strongly aligned with the project deliverables designed to support local, national and regional policymakers, industry stakeholders, research and academic institutions, as well as civil society and citizens, in their efforts to achieve the objectives of the Mission.

Overall, the project has identified 18 KERs (Table 1). These KERs include policy recommendations on governance structure, a systematic framework to monitor the progress of the Mission implementation in the BANOS region; methodologies and tools for accelerating innovative solutions and facilitating citizen engagement for the Mission deployment. They also include '[Wavelinks](#)', a web interface for searching, connecting, and keeping track of projects, initiatives, and stakeholders working towards achieving the objectives of the Mission. [Wavelinks](#) is both an output of the project as well as one of the essential tools that facilitate the long-lasting exploitation of BMB results.



No	KER	Description	Format	WP	Deliverable	Partner
1	Stakeholder mapping	An extensive and constantly evolving mapping of BANOS stakeholders including information about projects themes, project partners, Mission Charter engagement, and interaction with Mission Arenas.	Database	WP1	T1.3	SUB
1	Manual for collaboration across the BANOS region	A manual to align the BANOS Lighthouse activities with the existing transnational, national, and sub-regional initiatives	PDF	WP2	D2.1	SUB
2	Report on governance structures	An overview of existing regulatory frameworks in the BANOS area, including a gap analysis concerning the Mission objectives towards SBE	PDF	WP2	D2.4	SINTEF
3	Foresight report	Foresight report including a pathway for an optimal governance structure for the Mission in the BANOS area	PDF	WP2	D2.5	SINTEF
4	Policy briefs (4)	Short and visual documents, which foster the understanding of various stakeholders on the Mission Ocean & Waters and their role in ensuring its implementation	PDF	WP2	D2.6	FZJ
5	Report on uptake of the Lighthouse Charter	Report on how and by whom the Lighthouse Charter is taken up in the BANOS area	PDF	WP2	D2.7	FZJ
6	Report on citizen engagement	A report featuring initiatives, sector-specific concerns, and recommendations for citizen engagement in the Mission	PDF	WP3	D3.1	VLIZ



7	Report on co-creation workshops	Outcomes of workshops held during the Mission Arenas, including blueprints for feasible solutions	PDF	WP3	D3.2	UTartu
8	Lessons learnt from local site initiatives	Report on local experiences and challenges for citizen engagement in the Mission (Belgium, Denmark, Poland)	PDF	WP3	D3.3	VLIZ
9	Innovation cycles	Methodology to accelerate the implementation of innovative solutions, based on the results of the 1st Mission Arena	PDF	WP4	D4.1	IVL
10	Evaluation and assessment tools for innovative solutions	Evaluation of methods for creating innovation systems at local, regional and national levels, and how effective they have been	PDF	WP4	D4.2	IVL
11	Roadmaps for deployment of the Mission Ocean	A set of recommended actions co-developed during the Mission Arenas to achieve effective implementation of the Mission in the BANOS area	PDF	WP4	D4.3	IVL
12	R&I needs	Description of barriers, obstacles and R&I needs, including investment needs, for the scaling-up of innovative solutions in the BANOS area	PDF	WP4	D4.4	IVL
13	Study on the state of sustainable blue economy	A study of the SBE that examines existing assessment practices and indicators relevant to SBE at national and the EU levels	PDF	WP5	D5.1	UTartu



14	KPIs for sustainable blue economy	An analysis of KPIs for tracking the progress towards carbon-neutral and circular blue economy in sectors relevant for the Mission in the BANOS area	PDF	WP5	D5.2	GTK
15	Monitoring framework for the BANOS area	Recommendations on the Mission monitoring for the BANOS area	PDF	WP5	D5.3	SDU
16	Monitoring practices in Lighthouse Areas	Outcomes on transferring monitoring practices among the different Lighthouse Areas	PDF	WP5	D5.4	GTK
17	WaveLinks	A web portal containing a) projects and initiatives related to the Mission; b) service providers that develop innovative solutions for the Mission	Web interface / database	WP6	D6.1; D6.2; D6.3	SDU

Table 1 – BlueMissionBANOS results considered relevant for exploitation



3 RESULTS AND PROCESSES FROM WORK PACKAGES

The process of developing and refining Key Exploitable Results in BlueMissionBANOS involved a detailed, multi-phase approach embedded within the project's six core work packages. Each work package focused on addressing specific challenges and objectives within the framework of the Mission Ocean Lighthouse, contributing complementary results to the overarching goals. The collaborative and iterative nature of these efforts ensured that all outputs were grounded in stakeholder needs, actionable insights, and practical applicability.

3.1 Work Package 1: Project Coordination, Communication and Exploitation

Work Package 1 (WP1) serves as the organisational backbone of the BlueMissionBANOS project, ensuring that all partners and stakeholders work cohesively to achieve the Mission Ocean Lighthouse goals. WP1 focuses on aligning efforts, fostering stakeholder engagement, and disseminating the project's outputs effectively to a broad audience.

One of WP1's primary objectives is the development and maintenance of a comprehensive stakeholder mapping initiative. This effort has thus far identified over 13,000 stakeholders across sectors, including policymakers, industry leaders, researchers, and community organisations. Stakeholders are categorised based on their potential influence, areas of expertise, and interest in the project's objectives. The stakeholder list also includes data on relevant projects from the BANOS region and represents a very thorough mapping of the work being done in the Baltic and the North Sea. The database has evolved dynamically, allowing the project team to adapt its engagement strategies to meet emerging priorities. This mapping process has provided a crucial foundation for fostering collaboration and ensuring that all relevant actors are involved in achieving the project's goals.

This work has been carried out through continuous screening of relevant databases and repositories that showcase Mission-relevant initiatives and projects and their results including:

- the Mission Implementation Platform (and its solution database)
- Mission Charter endorsements
- EU funded projects (Mission, HEU, INTERREG; LIFE, I3, Blue Invest, EMFAF) as well as national/regional projects (within the BANOS region)



- related platforms such as those on the Maritime Forum (i.e. the EU MSP Platform; the Aquaculture Assistance, EU4Algae platform, EU4Ocean platform) as well as those of BANOS region-specific platforms (INTERREG platforms; EUSBSR, etc.)

These stakeholders are then kept regularly informed of the work of BMB and other regional actions taking place through our various communication tools, which have been tailored to enhance outreach and visibility. These tools include [newsletters](#), visual media, social media campaigns, and adaptable templates for presentations and other communications. Communication strategies have been designed to meet the diverse needs of the project's audience, ensuring that complex scientific concepts and policy recommendations are accessible to stakeholders from various backgrounds. In addition, BMB partners regularly attend conferences and events to disseminate project results. In the first two years of the project, BMB has been promoted at events across Europe including the EUSBSR Annual Forum, European Maritime Day, MPA network events, EUSBSR Policy Area networks, Hackathons, UN Ocean Decade, and EU Ocean Days.

In addition to consistent stakeholder engagement and outreach, in the first two years of the project, Deliverables 1.1-1.6 have been written and published, laying out the communication, visual identity, and data management that have been utilised throughout the project.

A major milestone for WP1 has been the successful organisation of the Mission Arenas, which have brought together well over one thousand participants across the three events (Gothenburg, November 2023, Riga April 2024, and Amsterdam November 2024). These Arenas have served as platforms for dynamic dialogue and collaboration, resulting in the co-creation of three regional roadmaps. Each roadmap identifies regionally specific action points for achieving sustainability, enhancing biodiversity, and advancing the blue circular economy in the Baltic and North Sea regions. Disseminated widely, these roadmaps now serve as strategic guides for regional policymakers and industry leaders.

Finally, exploitation in WP1 is also carried out through regular communication within other members of the Mission Ocean ecosystem including the Mission Ocean Secretariat, the Mission Implementation Platform, the other Lighthouse CSAs, and the Innovation Actions from the BANOS region. This communication has so far helped to ensure that project results are taken up by a larger number of actors and that common work and synergies are exploited. This collaboration will continue in the final eleven months of the project.



The exploitation of WP1's outputs is deeply rooted in their adaptability and scalability. The stakeholder mapping database, for example, will continue to facilitate collaboration well beyond the end of the project by serving as a resource for other blue initiatives. Furthermore, the three regional roadmaps have been sent to governing bodies to influence policy discussions at multiple levels, embedding the project's priorities into the long-term strategies of regional and national governments. Through engagement with stakeholders, WP1 has succeeded in creating a true innovation ecosystem for Mission implementation in the BANOS region. This ecosystem has already strengthened collaboration, increased synergies, and created opportunities for stakeholders. The effect of this work will continue to amplify even following the project's end.

3.2 Work Package 2: BlueMissionBANOS Governance

Work Package 2 (WP2) is designed to address the governance challenges associated with achieving Mission Ocean Lighthouse objectives. Governance is a critical enabler of sustainability, providing the frameworks and mechanisms necessary to implement effective policies, coordinate stakeholder actions, and monitor progress.

WP2's Deliverable 2.4 "[Existing governance structures and gap analysis in the BANOS area dedicated to Mission objectives](#)" has so far formed the foundation for exploitation in this WP. This deliverable provides a coherent summary of the governance structures (e.g. Directives, strategies, regional governing bodies, Treaties) currently in place in the BANOS region and supplements the EU Commission's [Baseline study and Mission Midterm Assessment](#). At the end of the project, a follow-up to this report will be written with input from governance-related stakeholders, who have been regularly consulted throughout the project on their expertise and needs. In addition, the next phase of the project will see the publishing of four policy briefs focusing on effective governance structures in the BANOS region. The topics and target groups for these policy briefs will be broad, allowing for significant impact across levels of governance.

In addition, at the heart of WP2's contributions has been the development of the "[Manual for Collaboration across the BANOS Region](#)." This manual provides a comprehensive guide for policymakers and administrators, offering best practices for aligning governance structures with the project's sustainability goals. By synthesising lessons learned from across the Baltic and North Sea regions, the manual highlights practical solutions for overcoming policy fragmentation, fostering multi-level governance, and improving stakeholder inclusivity.



Another key deliverable under WP2 has been the series of multi-stakeholder workshops. These events brought together policymakers, industry representatives, academic experts, and civil society actors to identify and address governance gaps. Topics covered included decarbonisation, marine conservation, and the promotion of circular economy practices. The workshops have served as forums for dialogue and collaboration, enabling participants to co-create actionable strategies that align with regional and EU-level policies.

WP2 also played a pivotal role in increasing endorsements for the Lighthouse Charter, a key initiative aimed at fostering political commitment to the Mission Ocean objectives. Through targeted outreach and engagement, WP2 secured the support of policymakers at multiple levels, strengthening the institutional foundation for achieving the project's goals. This work will culminate in the publication of D2.7 "Implementation of the Lighthouse Charter in Member States", which will be published at the end of the project and will reflect on the role of the Charter in the BANOS region. This work will contribute to the lasting impact of Mission Ocean as a whole and of the structure of Lighthouse CSAs as the coordinating force in each region.

The exploitation of WP2's outputs has focused on embedding the Governance Manual and workshop outcomes into long-term policy frameworks. The Manual could be used as a reference document for other projects, while the workshops have established a model for future collaborative efforts. By addressing governance as a systemic issue, WP2 has ensured that BlueMissionBANOS provides not only immediate solutions but also a robust foundation for a sustained impact.

3.3 Work Package 3: Citizen Engagement

Work Package 3 (WP3) has been pivotal to fostering public awareness and engagement, emphasising the importance of societal participation in achieving Mission Ocean goals. WP3 focuses on empowering citizens to actively contribute to marine sustainability through educational resources, citizen science initiatives, and collaborative events.

The development of innovative educational resources aimed at bridging knowledge gaps and inspiring action has been at the centre of WP's work. These resources include teaching blueprints for secondary school students and interactive workshops tailored for diverse audiences. In addition, the project's [ocean literacy repository](#) has provided a centralised location for ocean



literacy resources from the BANOS region, providing teachers and other educators with relevant science-based materials for use in their classrooms.

Citizen science initiatives have formed another cornerstone of WP3. On the [Wavelinks](#) platform, over 900 citizen science projects have been catalogued and made accessible to the public. These projects enable individuals to participate in activities such as marine biodiversity monitoring, plastic pollution mapping, and water quality assessments. By promoting citizens being involved directly in scientific research, WP3 has fostered a sense of ownership and responsibility toward local ecosystems, creating a grassroots movement for marine conservation.

WP3 has also organised a series of public events and workshops that serve as forums for dialogue and collaboration between citizens, scientists, and policymakers. These events highlight the interconnectedness of societal actions and marine health, encouraging collective problem-solving and community-driven initiatives. These events have taken place both at the local and regional level, and have included two workshops at the Mission Arenas, as well as meetings of the Reference Group in Citizen Engagement. At the local level, much of the efforts have focused on giving existing events (beach clean ups, networking events, citizen science initiatives, etc.) a Mission flavour, helping citizens to connect with the goals and outcomes of Mission Ocean. In addition, local co-creation workshops have been held throughout the project and will continue to be organised into the final year. The outcomes of these engagements have been integrated into project strategies, ensuring that citizen voices played a central role in shaping BlueMissionBANOS' impact. Reports on both the workshops and the local site initiatives will be published and disseminated in the final year of the project, helping the work of BMB WP3 to reach a wider audience and provide a framework for future citizen engagement work in the BANOS region.

In Deliverable 3.1 [“Report on citizen engagement and concerns in the BANOS area with respect to sustainable blue economy”](#), WP3 has created a comprehensive knowledge base which can be used to support future citizen engagement activities. This deliverable, as well as other continuing work in the WP will be used to ensure that citizen engagement activities in the BANOS region are designed with the needs of stakeholders in mind.



3.4 Work Package 5: Mission Monitoring in the North and Baltic Sea

Work Package 5 (WP5) has developed robust tools and methodologies for monitoring progress toward the Mission Ocean objectives. Effective monitoring is critical for assessing the impact of sustainability initiatives, identifying gaps, and ensuring accountability. Thus far, the cornerstone of WP5 have been its [baseline studies](#) which provide a comprehensive assessment of the current state of the blue economy in the BANOS region. These studies highlight key challenges and opportunities, offering actionable insights for policymakers and industry leaders. By establishing a clear starting point, WP5 has kickstarted the tracking of progress in areas such as pollution reduction, biodiversity restoration, and economic transformation.

WP5 has also collaborated with stakeholders in several workshops and consultations to develop a detailed set of [Key Performance Indicators \(KPIs\)](#) tailored to the Mission Ocean goals. These KPIs cover a range of metrics, including carbon neutrality, circularity, and ecosystem health. The KPIs were designed to be adaptable, allowing for their application in diverse contexts and enabling cross-regional comparisons.

The exploitation of WP5's outputs is ongoing. The baseline study and KPIs are being integrated into regional and national monitoring systems, providing a foundation for informed decision-making. In addition, collaborative work is being undertaken with the other Lighthouse CSAs, the Mission Implementation Platform, and the Innovation Actions to improve cross-regional monitoring and increase synergies between projects. By providing tools that are both practical and scalable, WP5 ensures that the Mission Ocean objectives remain achievable and measurable.

In the final year of the project, WP5 will focus on scaling up their work both within the BANOS region and among the Lighthouse areas. This work will culminate in deliverables 5.3 "Recommendations for BANOS area monitoring framework" and 5.4 "Outcomes on transferring monitoring practises among different lighthouse areas". Both of these deliverables will provide a framework for other projects to implement monitoring procedures for Mission Ocean goals and will provide a roadmap for the future.

3.5 Work Package 6: Technical Services Provision

The main exploitable result from Work Package 6 (WP6) thus far is the [Wavelinks](#) platform, a transformative digital tool designed to foster collaboration, innovation, and knowledge sharing



within the blue economy. The platform serves as a centralised hub for stakeholders across the BANOS region and beyond, integrating over 5,900 projects and 13,000 actors whose work is connected with the objectives of the EU's Mission Ocean. The platform is used not only by BlueMissionBANOS, but also by [Prep4Blue](#) and [BlueMissionAA](#), providing users with a cross-basin location for accessing blue economy-related data including projects, actors, solutions, and citizen science initiatives.

The [Wavelinks](#) platform features an interactive database that allows users to explore initiatives, identify synergies, and form partnerships. Its matchmaking tools utilise algorithms to connect stakeholders with complementary expertise, facilitating collaboration and accelerating progress toward shared goals. The platform's solutions catalogue showcases actionable outputs from BlueMissionBANOS and related projects, providing users with practical resources for addressing sustainability challenges. A key feature of [Wavelinks](#) is its focus on accessibility and user engagement. The platform is designed to be intuitive and inclusive, ensuring that stakeholders from diverse sectors and expertise levels can navigate and utilise its resources effectively. Regular updates and user feedback mechanisms ensure that the platform evolves to meet the changing needs of its user base.

[Wavelinks](#) has become an invaluable tool for scaling best practices and fostering innovation. By offering a space where stakeholders can share insights and solutions, it promotes a culture of collaboration that aligns with the Mission Ocean objectives. Future plans for the platform include expanding its capabilities to accommodate emerging technologies and integrating additional data sets to enhance its utility.

The exploitation of WP6's outputs is rooted in its adaptability and scalability. As a living resource, the platform continues to grow and evolve, supporting the ongoing efforts of stakeholders in achieving sustainable marine ecosystems in the BANOS region and beyond.



4 THE MISSION ARENAS: AN EXPLOITATION PROCESS

4.1 What role do the Mission Arenas play in project exploitation?

The Mission Arenas serve as pivotal components of the BlueMissionBANOS exploitation strategy. These highly interactive and collaborative events are designed to bring together a diverse range of stakeholders, including policymakers, industry leaders, researchers, and civil society actors. The purpose of these Arenas is to create a space where challenges, ideas, and innovative solutions can be discussed, refined, and transformed into actionable roadmaps that align with the Mission Ocean Lighthouse objectives.

The Arenas act as hubs for co-creation, fostering dynamic dialogues among participants who bring unique perspectives and expertise. By facilitating these discussions, the Mission Arenas ensure that the outputs of the BlueMissionBANOS project are not only disseminated but also actively adapted and applied to address regional and sector-specific challenges. This participatory approach to exploitation strengthens stakeholder ownership of the project outcomes, increasing the likelihood of long-term implementation and impact.

4.2 Before the Arenas

Preparation for the Mission Arenas is a critical phase in ensuring the success and relevance of these events. This phase begins with extensive stakeholder mapping, leveraging the comprehensive database developed under Work Package 1. Stakeholders are identified and invited based on their expertise, interests, and potential contributions to the Arenas' thematic focus areas. Customised registration processes are used to gather detailed information about participants, enabling organisers to design sessions that cater to the specific needs and priorities of attendees.

In addition to stakeholder engagement, pre-Arena activities include the development of background materials and preparatory documents. These resources provide participants with the necessary context, including an overview of the Mission Ocean objectives, key findings from the BlueMissionBANOS project, and the specific goals of the upcoming arena. Pre-Arena workshops and webinars have also been organised in the past to introduce participants to the structure and



expectations of the events, fostering a shared understanding of the challenges and opportunities that will be addressed.

In addition to communication with diverse stakeholders, exploitation prior to the Arenas is undertaken through regular collaboration with other institutions and projects to co-design Arena workshops and create a programme including all relevant blue economy topics from the region. The Mission Arenas are an exercise in bringing together stakeholders and ensuring that a representative audience of workshop organisers, speakers, and participants is created. Much of the work in this area is undertaken by BMB from the Arena region in question, utilising their local and regional networks.

4.3 During the Arenas

The Mission Arenas are structured to maximise collaboration and creativity. Each Arena features a combination of plenary sessions, breakout workshops, and networking opportunities. Plenary sessions provide an overarching framework for the events, highlighting key themes, challenges, and opportunities. These sessions often include presentations from experts and policymakers, setting the stage for more focused discussions in the breakout workshops.

Exploitation during the Mission Arenas takes place through three primary channels: Interaction in workshops, networking opportunities, and co-creation of regional roadmaps. During the Mission Arenas participants have the opportunity to exchange on a variety of levels about many topics related to the blue economy of their region. The focus of these events is on regional coordination, capacity building, and exchange.

The workshops are the heart of the Mission Arenas, offering participants the opportunity to engage in in-depth dialogues on specific topics, such as marine biodiversity, decarbonisation of maritime industries, or the development of circular economy practices. Facilitators guide these discussions, ensuring that they remain focused and productive. Participants collaborate to identify challenges, propose solutions, and prioritise actions, resulting in the co-creation of detailed roadmaps that align with regional and sectoral needs.

Networking opportunities are another essential component of the arenas. Informal sessions, such as coffee breaks and evening receptions, allow participants to build relationships, exchange ideas, and explore potential partnerships. These interactions often lead to the formation of new collaborations and initiatives that extend beyond the scope of the arenas themselves.



Finally, exploitation during the Mission Arenas additionally occurs during the process of co-creating the regional roadmaps. These roadmaps are created based on action points which are written and/or refined by participants during the workshops based on input presentations and interactive discussions. In the final plenary session of each Mission Arena, these action points are then voted upon by participants, creating an ordered list of priorities for the future of the region. This co-creation approach is the main feature of the Mission Arenas as an exploitation tool and has successfully led to improved collaboration with regional actors and coordination of actions within the BANOS area.

4.4 Following the Arenas

The post-Arena phase focuses on translating the outputs of the events into actionable strategies and ensuring their dissemination among relevant stakeholders. The roadmaps and action plans developed during the workshops are compiled, refined, and validated through follow-up consultations with participants. These documents serve as living resources, guiding future actions and providing a basis for monitoring and evaluation.

Dissemination of the Arena outcomes is facilitated through the [Wavelinks](#) platform and other communication channels developed under Work Package 1 such as the [SUBMARINER Newsletter](#) and social media. The regional roadmaps are also shared with actors from a variety of governance levels and from a variety of sectors following the Mission Arena events. This dissemination is done through individual emails to relevant individuals including policymakers at the EU, national, regional, and local levels, business owners, and funding organisations. By making the outputs accessible to a broader audience, BlueMissionBANOS ensures that the insights and innovations generated during the Arenas have a far-reaching impact. In addition, following the Arenas, workshop summaries and presentations are uploaded to the [BlueMissionBANOS website](#) to increase their reach and usefulness. Through these carefully designed phases, the Mission Arenas play a central role in the BlueMissionBANOS exploitation strategy, ensuring that the project's results are effectively applied to achieve the Mission Ocean objectives.

Following the Arenas, WP4 uses the results of the workshops and regional roadmaps to shape their work in the project. Thus far, initial work on the uptake of solutions has begun in Deliverable 4.1 [“The innovation cycle - Methodologies to accelerate implementation of innovative solutions](#)



[in the BANOS](#)”, which describes the methodology of innovation cycles as developed and used to accelerate implementation of innovative solutions in the first Mission Arena. This methodology has been and will continue to be replicated in the following innovation cycles surrounding Mission Arenas 2, 3, and 4.

In the final stage of the project, WP4 will continue exploitation through the final Mission Arena happening in April 2025 in Poland. In addition, three deliverables will be published before the end of the project detailing the solutions that have come out of the project in general (including the Mission Arenas) and the next steps for their deployment. In addition, two datasets will be published listing the action points themselves and some data on them and their implementation as well as a second dataset on the R&I needs that have been indicated throughout the project’s work thus far. These three final deliverables will provide a backbone for work toward the Mission Ocean’s goals in the BANOS region, mapping the steps that must be taken and the sectors and areas most in need of reform and support, as well as those where smaller forms of intervention have been called for.

5 EXPLOITATION BEYOND BMB

BlueMissionBANOS is committed to ensuring that the results and tools developed throughout the project continue to have an impact well beyond its official conclusion. This requires a structured plan for sustaining, scaling, and integrating project outputs to future challenges and opportunities. The strategy for post-BMB exploitation builds on the strong foundations established during the project.

One aspect of post-BMB exploitation is related to sustainability, which focuses on embedding the project’s tools and results into existing structures and organisations to ensure their continued use. For example, the [Wavelinks](#) platform has been designed as a long-term resource that can be continuously updated and expanded by its user base. In addition, the hosting of the [Ocean Literacy Repository](#) on the SUBMARINER website will ensure that it will continue to provide helpful resources for educators even following the project. Governance models and frameworks, such as the Manual for Collaboration across the BANOS Region, have been tailored for integration into national and regional policies, ensuring they remain relevant and actionable.



Another factor that has been taken into account for the future is scalability, which is about expanding the reach and applicability of BMB outputs. The solutions catalogued within [Wavelinks](#), for instance, are designed to be replicable and adaptable to different contexts, enabling their deployment in other marine basins beyond the Baltic and North Sea. Stakeholder networks established through the Mission Arenas are also expected to grow, fostering collaborations across new sectors and regions.

Finally, BMB results should be aligned and integrated with ongoing and future EU initiatives, such as the European Green Deal and Horizon Europe programs to ensure their longevity and continued impacts. By demonstrating the practical value and impact of its outputs, BMB aims to influence policy decisions and funding allocations, ensuring that the project's legacy continues to shape the future of the blue economy.

6 CONCLUSIONS

The BlueMissionBANOS project exemplifies a collaborative and comprehensive approach to achieving transformative change in the blue economy. Through targeted strategies, innovative tools, and stakeholder engagement, the project has successfully addressed critical challenges in sustainability, carbon neutrality, and circular practices across the Baltic and North Sea regions. The project's outputs, including the deliverables, the [Wavelinks](#) platform, and many opportunities for stakeholder engagement, have laid a robust foundation for continued progress.

Key to the project's success thus far have been the dynamic and participatory nature of the Mission Arenas. These events have brought together a diverse range of stakeholders to co-create actionable roadmaps and develop innovative solutions tailored to regional and sector-specific needs. By fostering dialogue, collaboration, and ownership, the Mission Arenas have ensured that the project's outcomes are not only disseminated but also actively implemented.

Looking beyond its duration, BMB has established a legacy of sustainability and adaptability. Tools like the [Wavelinks](#) platform and the monitoring frameworks are designed for long-term use, enabling ongoing collaboration, innovation, and policy alignment. BlueMissionBANOS serves as a model for how research-driven initiatives can effectively contribute to global sustainability



goals. By aligning with the European Green Deal and the Mission “Restore our Ocean and Waters by 2030,” the project has demonstrated the power of coordinated efforts to achieve tangible and lasting impact. This exploitation plan provides a roadmap for sustaining this progress, ensuring that BMB’s vision for a sustainable, circular, and carbon-neutral blue economy continue to be improved upon.

