



BLUE MISSION BANOS

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

Deliverable 1.8 Dissemination Material



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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, the uptake of a sustainable, carbon-neutral, and circular blue economy is facilitated 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 a climate-neutral and circular sustainable blue economy, BlueMissionBANOS supports the prevention and elimination of water pollution, as well as the protection and restoration of 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 preservation of oceans, seas, and waters through 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 facilitates synergies and matchmaking between actors working towards achieving the Mission Ocean objectives in the BANOS area. To that end, BlueMissionBANOS organised regional pilot demonstration arenas (Mission Arenas), systematically bringing together innovators, business support and training organisations, authorities and other local stakeholders from a geographically defined area to collaborate and thus accelerate the uptake of innovative solutions in support of Mission Ocean. As part of the project, BlueMissionBANOS provides a catalogue of projects, partners involved and technical expertise and solutions to foster progress, collaboration and knowledge sharing. Furthermore, BlueMissionBANOS develops a consistent monitoring framework to assess progress in achieving carbon neutrality and circularity.

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ACRONYMS

BANOS	Baltic and North Sea
BMB	BlueMissionBANOS
CSA	Coordination and Support Action
DG MARE	Directorate-General for Maritime Affairs and Fisheries
DG RTD	Directorate-General for Research and Innovation
M	Month
SUB	SUBMARINER Network
WP	Work Package



1 INTRODUCTION

1.1 Purpose of this Report

This deliverable aims to provide a comprehensive overview of all dissemination and communication materials and activities produced during the implementation of the BlueMissionBANOS (BMB) project. It presents how the project has communicated its aims, progress, and outcomes to different audiences, both within the Baltic and North Sea (BANOS) region and at the European level. The deliverable encompasses all tools, outputs, and channels developed to support stakeholder engagement, visibility, and awareness of the project's contribution to the EU Mission "Restore our Ocean and Waters" (Mission Ocean).

The report documents the concrete communication and dissemination actions carried out during the project's lifetime. The communication and dissemination activities described here aim to maximise the visibility of BMB among key stakeholder groups, to facilitate collaboration between research, policy, and industry actors, and to encourage citizen engagement in line with the Mission Ocean objectives. This deliverable, therefore, not only serves as a catalogue of materials but also as a record of how these materials have been used strategically to reach specific audiences and create impact.

1.2 Background

This deliverable builds directly on the strategic framework established in Deliverable 1.3 - Draft Stakeholder Database and Plan for Communication, Dissemination and Exploitation (PCDE), which was finalised in May 2023. Deliverable 1.3 provided the initial roadmap for communication, dissemination, and exploitation materials within BMB. It defined the project's target audiences, key messages, dissemination tools, and timing, and introduced a phased approach to communication throughout the project.

The PCDE established three progressive stages for dissemination and communication:

- 1) *Awareness raising*: Focused on developing the project identity and establishing communication channels, such as the website and social media.
- 2) *Engagement and capacity building*: Centred on stakeholder interaction, events, and targeted dissemination of project results.



- 3) *Exploitation and legacy*: Aimed at ensuring the long-term use and visibility of project outputs beyond the project lifetime.

Deliverable 1.8 reflects the implementation of these three stages by documenting the tangible outputs produced, the activities undertaken, and the progress achieved toward the project's communication objectives. It translates the strategic intentions of D1.3 into practical results and provides evidence of how the project's outreach plan was executed in practice.

The dissemination and communication work is coordinated by the SUBMARINER Network (SUB), which serves as the project's communication and dissemination manager. SUB leads the implementation of the strategy defined in the PCDE and supports all partners in delivering coherent, high-quality materials in line with the project's branding and EU communication standards. Each partner contributes by sharing project news and results, engaging national and regional stakeholders, and ensuring that activities are aligned with both the Mission Ocean framework and the project's visual identity.

Deliverable 1.8 also complements and connects with several related outputs under Work Package (WP) 1. D1.1 Communication Guidelines defines the internal communication processes and ensures that partners exchange information effectively. D1.2 Visual Identity Package provides the official branding elements, including the logo, templates, and guidelines on the use of the EU emblem and disclaimer. D1.7 Exploitation Plan focuses on how the project's results will be sustainable and used beyond its completion. Together, these deliverables provide a continuous chain from strategy (D1.3) through implementation (D1.8) to impact and sustainability (D1.7).

The BMB project itself plays a central role within the EU Mission Ocean. Its main goal is to support the Mission's implementation in the Baltic and North Sea region by engaging a wide range of stakeholders across governance levels and sectors. The project facilitates the uptake of sustainable, circular, and carbon-neutral blue economy solutions and promotes collaboration among policymakers, researchers, industry actors, and citizens. Effective communication and dissemination are therefore fundamental to achieving these goals, as they enable the project to reach and mobilise these diverse communities, share knowledge, and stimulate collective action.



2 COMMUNICATION AND DISSEMINATION OVERVIEW

2.1 Overview of Communication & Dissemination Objectives

The overarching objective of communication and dissemination within BlueMissionBANOS is to support the implementation of Mission Ocean in the BANOS region. The communication and dissemination activities have thus focused on pursuing the following key objectives:

- Promote visibility of BMB and the wider Mission Ocean initiative, ensuring recognition at the EU, national, and regional levels.
- Engage and connect stakeholders across governance levels and sectors, including public authorities, industry, research organisations, civil society, and citizens.
- Encourage active participation in Mission Ocean activities, such as the Mission Arenas, WaveLinks, and other events and opportunities.
- Facilitate knowledge exchange and collaboration among Mission-related projects and initiatives within and beyond the BANOS region.
- Support the uptake and use of project results, ensuring a clear link between dissemination and exploitation. The communication of results is designed not only to inform but also to create pathways for adoption by relevant actors.

Communication and dissemination are thus closely integrated with the project's exploitation strategy. As highlighted in D1.7, dissemination provides the foundations for exploitation by ensuring that results are known, accessible, and understood by the relevant audiences.

2.2 Timing and Milestones

The timing and implementation of communication and dissemination activities follow the phased approach defined in the PCDE. This structure ensures that messages and tools evolve with the project's duration, from creating awareness in the early stages to promoting uptake and legacy at the end. In Chapter 4, all communication and dissemination activities will be listed and discussed in depth. The following information provides a comprehensive overview of the activities that occurred during each phase of the project.



Phase I – Awareness (M1-6)

The focus during the initial phase was on establishing the project’s communication infrastructure and visual identity. Activities focused on setting up the project website (<https://bluemissionbanos.eu>), developing the branding package (logo, templates, and guidelines), and launching social media channels on LinkedIn and Twitter (now X). The project’s start was announced on various social media platforms and in project partners’ newsletters, and the stakeholder database was initiated as a living tool to guide engagement efforts. This period also included the preparation of general dissemination materials such as flyers, presentation templates, and roll-ups to support partners presenting the project at events.

Phase II – Engagement (M7-30)

Once the core communication channels were established, the focus shifted to engagement. This phase aimed to strengthen relationships with stakeholders and foster interaction through targeted activities. Dissemination materials, including agendas, presentations, and roadmaps, were produced to support the four Mission Arenas. Additionally, social media and newsletter communications were intensified to report on project progress and share updates from the Mission Arenas and other events. Some visual and multimedia content, including the two project videos, was developed to make project results accessible to a broad audience. In addition, BMB partners actively engaged with stakeholders at the national and regional levels to create synergies and to collaborate on blue economy topics. During this period, the BMB team also actively contributed to Mission Ocean’s overall coordination by sharing outputs and collaborating with the other Lighthouse CSAs and the Mission Implementation Platform.

Phase III – Exploitation and Legacy (M30-36)

The final phase focused on consolidating all dissemination outputs and ensuring their contribution to exploitation and legacy objectives. Activities included preparing final communication materials (final report, BMB summary slides, CSA legacy document, and factsheets and briefs on various topics), documenting project results, and integrating key results with other CSAs. In Chapter 5 of this deliverable, engagement metrics will be used to assess communication reach and effectiveness. This closing phase ensures that dissemination contributes to supporting the uptake and sustainability of project results beyond the end of the project.



3 TARGET AUDIENCES AND KEY MESSAGES

3.1 Overview

Effective communication and dissemination in BMB rely on a clear understanding of the project's target audiences. The stakeholder mapping conducted by the SUBMARINER Network identified a broad and interconnected network of actors involved in ocean and water management across the BANOS region. These groups include decision-makers, researchers, industry actors, civil society, and citizens, all of whom play complementary roles in advancing the Mission Ocean objectives.

The goal of the project's communication and dissemination activities is not only to inform these audiences about project actions and results but also to activate and engage them in Mission implementation. As defined in D1.7 Exploitation Plan, dissemination must also serve as a pathway to exploitation: By ensuring that knowledge, tools, and outcomes are shared with audiences that have the capacity and mandate to apply them in practice. This section outlines the main stakeholder categories, the rationale for engaging each group, and the tailored key messages used to reach them effectively.

3.2 Stakeholder Categories

In general, the project aims to reach a wide audience; however, five main audience groups have been defined. These groups have been communicated with throughout the project in various ways, and the level of information, communication channels, and engagement formats used for each are discussed below.

1) EU-Level Institutions and Mission Ocean Governance

This group includes the European Commission (most notably, DG RTD and DG MARE), the Mission Board, the other Lighthouse CSA projects, and related initiatives that support the Mission's coordination and policy framework. Engagement with these actors ensures alignment of BMB activities with the overarching Mission objectives, facilitates policy feedback, and has contributed to the EU-wide visibility of the Mission Ocean Lighthouses.

Objective: Demonstrate BMB's contribution to the EU Mission's targets and provide input for multi-basin coordination.



Dissemination Channels: EU events (Ocean Days, European Maritime Days, etc.), direct monthly coordination meetings, SUBMARINER Newsletter, individual emails and conversations, and participation and cooperation at Mission Arenas.

2) National and Regional Authorities

These include ministries, regional governments, environmental agencies, and local authorities across the BANOS countries. They are central to policy integration, regulatory alignment, and the implementation of Mission-related measures at different governance levels.

Objective: Support policy coherence and provide tools and best practices for Mission implementation.

Dissemination Channels: Policy briefs, targeted emails, participation in Mission Arenas, national-level working groups and collaboration.

3) Research and Academia

Universities, research institutes, and innovation networks play a crucial role in producing and validating knowledge for the Mission. Many are partners or contributors to Mission Ocean project activities.

Objective: Facilitate knowledge exchange and promote collaboration across projects, disciplines, and basins.

Dissemination Channels: Participation at Mission Arenas, collaboration between projects, BMB website, SUBMARINER newsletter, and individual outreach.

4) Business and Industry

This group covers maritime industries, technology providers, SMEs, and clusters working in sustainable aquaculture, shipping, offshore energy, and circular economy sectors. Their participation is critical to achieving the Mission's transition goals.

Objective: Promote uptake of sustainable, carbon-neutral, and circular economy practices.

Dissemination Channels: Mission Arenas, SUBMARINER newsletters, LinkedIn, X, individual engagement.



5) Civil Society, NGOs, and Citizens

Citizen engagement and public awareness are key priorities for Mission Ocean. NGOs, education networks, and local organisations act as multipliers for outreach, citizen science, and behavioural change.

Objective: Encourage participation in Mission activities, citizen engagement campaigns, and awareness initiatives.

Dissemination Channels: Public events, citizen engagement at Mission Arenas, social media campaigns, videos, educational materials, and the SUBMARINER newsletter.

3.3 Communication Logic and Alignment with Mission Ocean

Communication and dissemination within BMB are structured to support the Mission Ocean and Waters' system of governance. The project's approach aligns with the Mission's three overarching objectives:

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

Each dissemination activity contributes to one or more of these objectives by highlighting regional actions, innovation, and collaboration that serve as examples for replication across Europe. As outlined in D1.7, dissemination is also strategically linked to exploitation pathways, ensuring that results are not only visible but actively used by stakeholders.

The project uses a combination of core channels (website, social media, newsletter) and engagement mechanisms (Mission Arenas, external events, online fora) to connect information dissemination with active participation. This approach ensures that communication contributes directly to stakeholder mobilisation and to the development of the Mission's multi-actor ecosystem.



4 DISSEMINATION MATERIALS AND CHANNELS

4.1 Visual Identity & Branding

A consistent and recognisable visual identity is essential for the visibility and coherence of all project communications. The BMB visual identity was established early in the project and documented in D1.2 Visual Identity Package and includes the following components:

- Project logo and overall visual identity guidelines, including colour scheme and fonts
- Templates for PowerPoint presentations, deliverables, briefs, and factsheets
- Project brochures and flyers presenting project objectives, partners, and results, designed for dissemination at events
- Roll-ups for events
- Mission Arena visual identity elements such as email footers, event posters, PowerPoint templates, and printed materials.

These visual tools have been used across both online and offline communication materials to strengthen the BMB project's recognition and to ensure coherence throughout the project.

4.2 Digital Communication Tools

Digital channels have been utilised as one of the key components of the BMB dissemination strategy. They have enabled continuous, large-scale outreach and support the project's goal of connecting actors across the BANOS basins.

Project Website

The project website, www.bluemissionbanos.eu, was launched at the beginning of the project and serves as the main online hub for communication, visibility, and dissemination of public deliverables. The website's content structure reflects the information needs of diverse audiences, including:

- Project overview and objectives
- Information on partners and national contact people
- News and event updates
- Public deliverables
- Mission Arena roadmaps and event summaries



The website is regularly updated to reflect project progress, event announcements, and results. Analytics are monitored (page visits, downloads, etc.) and will be discussed in Chapter 5 to assess reach and engagement.

Social Media Channels

BMB maintains official accounts on:

- LinkedIn: [BlueMissionBANOS LinkedIn page](#)
- Twitter (X): [@MissionBANOS](#)

These platforms are used to share news, promote events, highlight Mission Ocean-relevant activities taking place in the BANOS region and link with Mission Ocean and other project communication channels. Content includes visuals, short videos, short informative posts, and event materials. Overall, the platforms contain similar information. However, in general, LinkedIn serves as the main platform for professional and policy outreach, while Twitter (X) focuses on real-time communication. At the beginning of the project, Twitter was planned as the primary platform for wide visibility of project results. However, due to political factors, Twitter usage among blue economy stakeholders decreased throughout the project. In the future, it is not anticipated that BMB will use Twitter as a communication channel.

In addition to LinkedIn and Twitter, BlueMissionBANOS also maintains a presence on [BlueBioMatch](#), the social media platform dedicated only to the blue economy. This platform has been utilised to promote Mission Arena events to a dedicated blue economy audience, and many BMB project partners maintain accounts on the platform, thereby staying connected to the broader BlueBioMatch network.

Newsletter

BMB project updates and results are published monthly in the SUBMARINER Newsletter. This is the main Mission Ocean newsletter in the BANOS region, publishing news from all Mission Ocean projects and other relevant information to nearly 8.000 unique stakeholders. BMB newsletter content has regularly featured progress updates, event information, and opportunities for engagement, such as calls for participation and co-design of Mission Arenas. In Chapter 5, the performance indicators (open rates, click-through rates, etc.) will be discussed in detail to assess the effectiveness of newsletters as a form of project communication.



Other Digital Materials

In addition to the materials presented above, BMB has also published its project materials digitally on the website and has promoted them extensively on social media. This includes:

- The two short videos (<https://youtu.be/ERqoo8d8dWY?si=k9iJjwqs0qxstB40> and <https://youtu.be/ex0jTjbnjwY?si=IfUiwvRmlJm4OeDs>) introducing BMB and the goals of Mission Ocean in the BANOS region
- Digital versions of project deliverables, Mission Arena roadmaps, project flyers and other reports
- Digitised post-Mission Arena reports, including photos, stakeholder lists, roadmaps, and presentations

4.3 Printed and Event Materials

While digital communication has provided continuous visibility to a very wide range of stakeholders, printed material has also remained essential for engagement, networking, and knowledge transfer. Most of this printed material has been created for use at the Mission Arena and external events, where stakeholders have reported back positively on the receipt of printed material for takeaway. The physical materials created for events include:

- Informative Mission Arena programmes
- Mission Arena roadmaps to present the results of the events
- Summary reports of each Mission Arena workshop
- BMB flyers and brochures for handout
- Presentation slides and handouts for Mission Arenas and external events
- BMB roll-ups

These materials have supported knowledge exchange, policy dialogue and the creation of synergies among Mission actors. In most cases, they have also been digitised and made available on the project website for wider use. These materials are distributed both at Mission Arenas and external events by project partners. It is beyond the scope of this deliverable to list all the events that BMB partners have attended and where they have disseminated project results. However, this type of dissemination has been carried out on a very wide scale throughout the project, and results will continue to be shared even after the project's conclusion.



4.4 Summary of Dissemination Materials and Channels

Tool / Material	Format	Purpose / Description	Audience
Visual Identity including logo, font, and colour schemes	Online and physical	Coherence in project communications	All
PowerPoint, Word, and Canva templates	Online	Coherence in project communications	All
Website	Online	Central hub for project information	All
LinkedIn	Online	Continuous outreach and updates	Professional community in the BANOS region
Twitter (X)	Online	Continuous outreach and updates	Wider online community of stakeholder
BlueBioMatch	Online	Targeted outreach for blue economy stakeholders	Engaged blue economy stakeholders
SUBMARINER Newsletter and other partner newsletter	Online	Inform stakeholders, promote engagement	Wide BANOS stakeholders
Project flyers and brochures	Online and physical	Awareness raising including at events	General public and event participants
Rollups	Physical	Strong branding and presence at events	Event participants
Mission Arena agendas	Physical	Organise Mission Arena events and provide relevant background	Mission Arena participants
Mission Arena roadmaps	Online and physical	Summarise event results and impacts, especially the co-designed action points	Policymakers, investors, blue economy stakeholders, general public
Mission Arena post-event materials	Online and physical	Summarise event results and impacts	Policymakers, investors, blue economy



			stakeholders, general public
Videos	Online	Engage stakeholders with BMB work	General public
Deliverables	Online and physical	Present project results	Internal project team, European Commission, general public
Final report, factsheets, and briefs	Online and physical	Summarise the results of BMB in various topics	Policymakers, investors, blue economy stakeholders, general public

Table 1: Summary of Communication and Dissemination Materials

Through this combined use of online and offline channels, BMB ensures continuous visibility, broad engagement, and effective knowledge transfer across its target audiences. All dissemination activities are designed to remain coherent with the Mission Ocean communication framework and to support long-term exploitation and impact.

5 IMPACT ASSESSMENT

5.1 Overview

This section presents an overview of how effective the BMB communication and dissemination activities have been in reaching their intended audiences and supporting the project’s broader objectives. The impact assessment evaluates the performance of both online and offline communication channels, using qualitative and quantitative indicators. The assessment covers the entire duration of the project and reflects the results of activities described in Chapter 4. It highlights audience reach, engagement levels, and the contribution of dissemination to stakeholder mobilisation and awareness-raising. The indicators measure both output-level impacts and outcome-level effects.



5.2 Performance of Online Channels

Website

The project website (www.bluemissionnbanos.eu) has been the central information hub for BMB. Throughout the project, it attracted an estimated 18.000 unique visitors with over 50.000 page views, and consistent growth followed each Mission Arena.

Key performance trends include:

- Over 40% of website traffic was directed to pages focusing on the Mission Arenas, including Mission Arena save-the-dates pages, Mission Arena registration pages, and Mission Arena post-event pages.
- Public deliverables and other documents were downloaded over 2000 times, suggesting that the website is being actively used as a reference source by stakeholders.
- Visitors originated primarily from BANOS countries, with the top numbers from Sweden, Netherlands, Germany, Finland, and Belgium.

The website's performance demonstrates that it has effectively served both as an outreach tool and as a repository for public-facing information.

Social Media

Social media channels have been among the most dynamic dissemination tools in BMB. By early November 2025:

- The LinkedIn page gained approximately 1600 followers, with over 75000 impressions over the course of the project.
- The Twitter (X) account gained approximately 325 followers, with over 4000 impressions over the course of the project.
- Posts across both platforms related to Mission Arenas achieved the highest visibility, with several posts being reshared by the European Commission and Mission Ocean accounts, increasing visibility.

Social media analytics confirm that the project's online presence has successfully connected with its online audiences. The increased engagement during Mission Arena campaigns indicates strong alignment between digital communication and real-world events, showing that users had a strong interest in participating in and learning more about the Arenas. In general, social media



posts with graphics, including photos and videos, were engaged with most highly, showing a strong incentive for good project visual identity usage and branding.

Newsletter

The SUBMARINER newsletter was used as the project newsletter due to synergies between the work of SUBMARINER and BMB and the high level of overlap between audiences. This newsletter was originally distributed on a quarterly basis, then bimonthly, then monthly (beginning in February 2025) to a mailing list of approximately 7500 subscribers. Open rates have, on average, remained high (around 50%), suggesting active interest from the audience.

5.2 Performance of Other Dissemination Channels

Mission Arenas

Mission Arenas have been the flagship engagement events of BMB. Over the course of the project, four Mission Arenas were organised, attracting a total of over 1.200 participants from policy, science, industry, and civil society. Each event was accompanied by tailored dissemination materials (agendas, roadmaps, presentations) and post-event reporting published online.

Participant feedback collected from over 200 participants through our four post-Arena surveys indicated:

- 95% found the event relevant to their work/interests.
- 85% reported an increased engagement with Mission Ocean.
- 94% are somewhat to very likely to recommend attendance at a Mission Arena to others.

These results confirm that the combination of event materials and live engagement has been highly effective in reaching key stakeholders and promoting Mission alignment, and shows how positively participants viewed the Arenas.

Other Dissemination

In addition to the Mission Arenas, BMB partners participated in hundreds of external events, including multiple European Maritime Days, EU Ocean Days, and national and regional events. These engagements enabled the project to reach wider audiences, resulting in cross-regional visibility and enhanced exploitation opportunities.



Printed materials, such as flyers, brochures, and roll-ups were used exclusively at events. Several thousand copies of these materials were passed out to stakeholders over the course of the project, indicating quite wide distribution.

6 CONCLUSION AND NEXT STEPS

The communication and dissemination activities undertaken by BMB have played a central role in advancing the project's objectives and in supporting the broader implementation of Mission Ocean in the BANOS region. Over the course of the project, the dissemination strategy outlined in D1.3 has been successfully translated into practice, resulting in a coherent, multi-channel communication effort that has reached a broad and diverse audience.

The project has established a strong and recognisable identity aligned with the Mission Ocean framework. Through the combined use of digital tools, printed materials, and Mission Arenas, BMB has achieved a sustained and visible presence both within and beyond the BANOS region. The project website and social media channels have provided continuous engagement with stakeholders, while the Mission Arenas have created important opportunities for in-person dialogue and collaboration. Together, these channels have contributed to an informed and active community of stakeholders supporting Mission objectives in the region.

The assessment presented in Chapter 5 shows that BMB has had very successful and wide-reaching communication and dissemination efforts. Website traffic, social media engagement, and event participation demonstrate not only high visibility but also genuine interaction between policy, industry, research, and civil society actors. These results confirm the project's capacity to mobilise stakeholders, raise awareness, and strengthen cooperation within the Mission ecosystem.

Importantly, dissemination has been closely linked to exploitation. Communication has been used not only to inform but also to enable the uptake of project outcomes by relevant actors and initiatives. By combining strategic planning, targeted outreach, and consistent branding, the project has created a lasting communication footprint that extends well beyond its formal duration.

