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BLUE MISSION BANOS

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

Deliverable 4.2

Evaluation/assessment tools of innovative solutions

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Abstract	Deliverable 4.2 outlines the results of the innovation system methodology, or 'BlueMissionBANOS-approach', the innovation cycle methodology developed and applied across the four Mission Arenas in the BANOS region. The methodology fosters collaboration, knowledge exchange, and the transfer and uptake of solutions aligned with Mission Ocean objectives. This deliverable includes the engagement and co-creation elements of the methodology, as well as innovation system methodologies presented by initiatives, organisations and networks at the Mission Arenas.
Keywords	BlueMissionBANOS, Mission Ocean, Mission Arenas, Innovation Cycle, Innovative Solutions

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HISTORY OF CHANGES		
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v1.1	28.10.2025	Internal Review
v1.2	30.10.2025	Updated draft
v1.3	21.11.2025	Final version

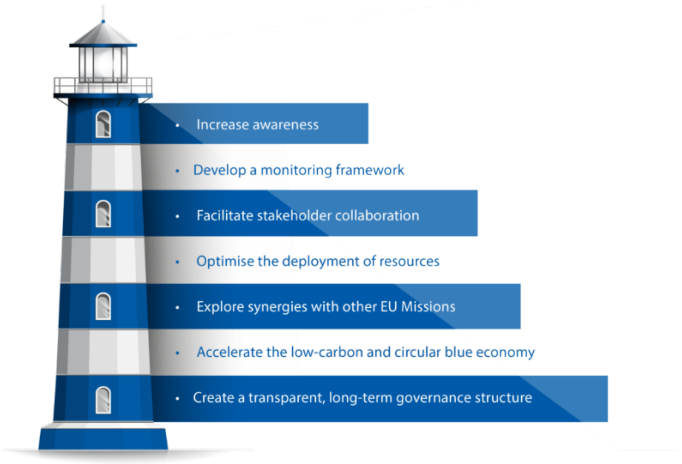
THE BLUEMISSION BANOS PROJECT

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.

The BlueMissionBANOS project is funded under the European Union's Horizon-MISS-2021-OCEAN-04 call, Grant Agreement ID 101093845. It runs from December 2022 to November 2025.



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ACRONYMS

BANOS	The Baltic and North Sea Basin
BMB	BlueMissionBANOS - Supporting the Mission Ocean Lighthouse in the Baltic and North Sea Basin
BMB Approach	The innovation cycle methodology resulting in the Mission Arenas
MA	Mission Arenas
MA1	1st Misson Arena, Gothenburg
MA2	2nd Mission Arena, Riga
MA3	3rd Mission Arena, Amsterdam
MA4	4th Mission Arena, Sopot
Mission	EU Mission Restore our Ocean and Waters
PP	Project Partners
S3	Regional Smart Specialisation Strategies (S3)
SME	Small and Medium Size Enterprises
TRL	Technology Readiness Level
WP	Work Package

EXECUTIVE SUMMARY

This report presents the learnings and outcomes of the BlueMissionBANOS approach, an innovation cycle methodology that includes the stakeholder forum concept of Mission Arenas. Additionally, this report outlines the methodologies and approaches shared by stakeholders during the Mission Arenas.

The BlueMissionBANOS approach implements Mission Ocean and Waters' (referred to throughout as Mission Ocean or simply Mission) objectives by connecting EU-level ambition with regional and local realities through coordinated innovation cycles. It mobilises the full regional innovation ecosystem across sectors, disciplines, and borders, encompassing all levels: from innovators, industry, ports, and cities to research institutions, policymakers, investors, local communities, and citizens. The innovation cycle methodology engages these actors to collaborate on translating Mission challenges into action roadmaps and fosters the co-development of locally anchored solutions and partnerships. As part of regional innovation cycles culminating in Mission Arenas, the methodology builds on co-creation, local ownership, and system innovation, supporting knowledge transfer through the demonstration and deployment of solutions.

The process has facilitated cross-stakeholder co-creation of diverse action points and enablers, requiring solutions of all kinds to be deployed and scaled for achieving sustained Mission impact. With our methodology, we have aimed to mobilise actors and initiatives and to identify and raise awareness about innovative solutions as well as research and innovation needs. We highlight how to foster co-creation with engaged actors and participants and propose that this methodology can be applied at the local, national, regional, and EU levels, both for Mission Ocean & Waters and for other implementation and engagement needs.

Between 2023 and 2025, four full innovation cycles were completed across the sub-regions of the BANOS area. These cycles, covering the entire basin—from Norway and Sweden to the Baltics, Poland, Germany, Denmark, the Netherlands, and northern France—have systematically engaged regional and local stakeholders.

The cycles translated Mission challenges into actionable agendas and locally anchored solutions, promoted knowledge sharing, solution development, and scaling of impact. At the Mission Arenas, a total of 98 workshops, together with pitching, citizen engagement, and school activities, were collaboratively performed. Although the Mission Arenas were primarily based on EU, regional, and nationally funded R&I projects, it is worth noting that 71% of the participants came from other stakeholder groups, including municipalities, SMEs, start-ups, industries, blue schools, investors, funders, and clusters.

1. INTRODUCTION

This deliverable presents the BlueMissionBANOS approach, encompassing the development, learnings and engagement outcomes of the innovation cycle methodology. It also includes innovation system approaches, methodologies, and solutions demonstrated at the Mission Arenas.

The innovation cycle methodology builds on Deliverable 4.1 "The innovation cycle - Methodologies to accelerate implementation of innovative solutions", the BMB planning document that contains detailed instructions for the successful execution of the methodology and how to perform Mission Arenas. The results of the innovation cycles, action points and regional roadmaps are reported in Deliverable 4.3 "Roadmaps for deployment of solutions to foster decarbonization/circularity in selected blue economy regions" and in Deliverable 4.4 "R&I Needs to be addressed by related programs".

D4.1	Report on the innovation cycle methodology, the BMB planning document, including instructions on how to organise innovation cycles and Mission Arenas
D4.2	**Report on the outcomes and detected innovation system methodologies of the BlueMissionBANOS approach**
D4.3	Dataset and report on the methodology results in terms of stakeholder co-created roadmaps
D4.4	Dataset and report on the methodology results of stakeholder co-created and assessed R&I and instrument needs.

Table 1. Connections between the WP4 Deliverables, listing in which report each aspect of the BlueMissionBANOS innovation cycles is described.

The results of the innovation cycle methodology in the form of action points and regional roadmaps are shown at https://bluemissionbanos.eu/results/. The results are also presented in Deliverable 4.3 Roadmaps and in Deliverable 4.4 R&I Needs. The solutions detected and presented at the Mission Arenas can be found at www.wavelinks.eu.

This report is structured as follows:

1. The first part focuses on the BMB approach, describing the various elements and outcomes of mobilisation and engagement within the innovation cycle.
2. The second part describes how solutions were identified and mapped following each innovation cycle.
3. The third part gives examples of some transferable innovation system methodologies and approaches detected during the innovation cycle.
4. The fourth part consists of a summary of the engagement results.

1.1. BACKGROUND TO THE BMB APPROACH

The BMB approach was designed to bring the Mission to the regions. It aims to identify the enablers needed by national and EU bodies to implement the Mission, deliver on the goals for the coordinating lighthouses, foster the innovation ecosystem, mobilise actors and initiatives, identify and raise

awareness of innovative solutions, foster new partnerships, and detect barriers, obstacles, and R&I needs.

The methodology contributes to the objectives for work package 4, “Business and Innovation”, and serves as a foundation of stakeholder engagement and outreach across the activities of the work package. The BlueMissionBANOS approach is realised within the context of the first phase of the Mission implementation plan, “Developing and Piloting”. It builds the foundation for the second phase, “Deployment and Scaling Up”.

The initial thematic focus in the BANOS basin was on the third objective of the Mission, “Make the sustainable blue economy carbon-neutral and circular”. However, we have also incorporated the other main objectives of the Mission, “Protect and restore marine and freshwater ecosystems and biodiversity”, in line with the EU Biodiversity Strategy 2030, and “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, and Climate Adaptation, Resilience and Security. Most of the solutions and projects detected focus on at least one of these three objectives, reflecting the diverse types of actions being called for in the region.

Three elements of collaboration and co-creation inspired the fundamental elements of our innovation cycle methodology:

- *To agree to agree:* That the different stakeholders have the same aim, general picture and level of understanding (setting the scene), and at the same time understand the differences among stakeholders in types of playing field, obstacles, barriers and their mandates as well as operations.
- *The power of self-organisation:* Inspired by initiatives such as, among others, the Swedish political week “Almedals week”, the Danish “Folkemødet” and the Norwegian “Arendalsuka”. To arrange an attractive arena for reaching out and to influence agendas and policy. As part of forming and organising the collaborative activities, stakeholders have ownership not just of single activities, but of the entire Arena.
- *Ideation and co-creation*: The use of models and processes often employed in different innovation contexts, *e.g.,* hackathons and transformative workshops, where the participants co-create solutions during a limited time.

2. THE INNOVATION CYCLE METHODOLOGY

The BlueMissionBANOS approach, the innovation cycle methodology, and the Mission Arenas were designed to engage the full regional ecosystem, from industry and local communities to research institutions, policymakers, investors, regions, funders, and citizens. By connecting EU-level ambitions with regional and local realities, the Mission Arenas have become a valuable testbed for demonstrating how the Mission can deliver tangible results on the ground. The Mission Arenas also pave the way, preparing pathways for deployment, scaling, replication, and broader international impact.

The methodology engages stakeholders to co-create workshops and activities that address common possibilities, challenges, barriers, obstacles, and needs, and to demonstrate solutions and share knowledge. During the Mission Arena sessions, participants co-created action points to serve as policy instruments and Research and Innovation (R&I) Priorities and needs, synthesised into regional roadmaps addressed to EU and national decision-makers.

2.1. SUBREGIONAL APPROACH AND SYNERGIES – THE FOUR MISSION ARENAS

During the planning stage of our approach, we divided the BANOS basins into four sub-regions, reflecting the challenges common to each area and building on existing, regional exchange structures and initiatives to foster the formation of new partnerships. The regions were the Western Baltic (Mission Arena 1), the Baltic Proper (Mission Arena 2), the North Sea (Mission Arena 3) and the South Baltic (Mission Arena 4).

Each cycle was developed in collaboration with regional actors, taking into account factors such as their Smart Specialisation Strategies, Mission Innovation Actions, and other existing innovation structures. The place and time of Mission Arenas were selected not to compete with other ongoing EU events, and most importantly, to build synergies with other planned events to jointly engage and attract participants, optimise their time, and reduce travel. These synergies were also built into and leveraged the Mission communication.

Figure 1. Map and promotional banners of the four editions of BlueMissionBANOS' stakeholder forum, the Mission Arenas. Each Mission Arena attracted stakeholders primarily from its respective region.

- The 1st Mission Arena was organised in collaboration with the Region of Västra Götaland.
- The 2nd Mission Arena in Riga was developed back-to-back with the 50th Anniversary Celebration of the Helsinki Convention and HELCOM.

- The 3rd Mission Arena in Amsterdam was organised in cooperation with and alongside a regional workshop of the Sustainable Blue Economy Partnership (SBEP), called “Blue Economy for the North Sea.“ Moreover, it was conducted one day after the Greater North Sea Basin Initiative (GNSBI) Ministerial Meeting, filtering back into this process.
- The 4th Mission Arena in Sopot was co-organised in cooperation with the Blue Economy Baltic Forum and the Sustainable Blue Economy Partnership (SBEP) under the patronage of the Polish EU Council Presidency.

Synergies were further developed with other projects and initiatives before, during, and after the Mission Arenas. In all regions, pre-Arena stakeholder research was done to identify all projects and initiatives working toward the goals of Mission Ocean. Although many Horizon Innovation Action projects were engaged with Mission Arenas, this work extended far beyond them, encompassing projects funded by various regional, national, and other transnational programmes. These identified projects were then engaged in the co-creation of the Mission Arenas. The methodology and format of the Mission Arenas were therefore deliberately designed to engage stakeholders across sectors, disciplines, levels, and borders, fulfilling and enhancing their outreach, dissemination, and demonstration of solutions and results, as well as supporting tasks for stakeholder engagement and input activities.

The Arenas’ format, with multiple parallel activities and ample space, also attracts initiatives to hold their closed meetings back-to-back. These synergies laid the foundation for the co-financing of the Mission Arenas. In each case, projects were invited or signed up to organise workshops as part of the Arenas and paid a small price to be involved. This proved to be an effective and resource-efficient way to conduct stakeholder engagement, bringing all relevant projects to one centralised stakeholder event in their region.

2.2. DETECT, MOBILISE AND ENGAGE

The focus and goals of each Mission Arena were formed based on the initiatives, solutions, best practices, and challenges identified in each geographic region through a mapping process spearheaded by SUBMARINER that encompassed a total of 456 EU, regional, national, and local ongoing initiatives. BlueMissionBANOS national focal points added national and local initiatives based on their contacts with authorities, national clusters, and networks. Simultaneously, stakeholders involved in the co-creation processes further engaged other stakeholders in their networks. This evolved into a comprehensive database of initiatives, which served as the foundation for mobilising and engaging co-creators and for identifying high-potential solutions.

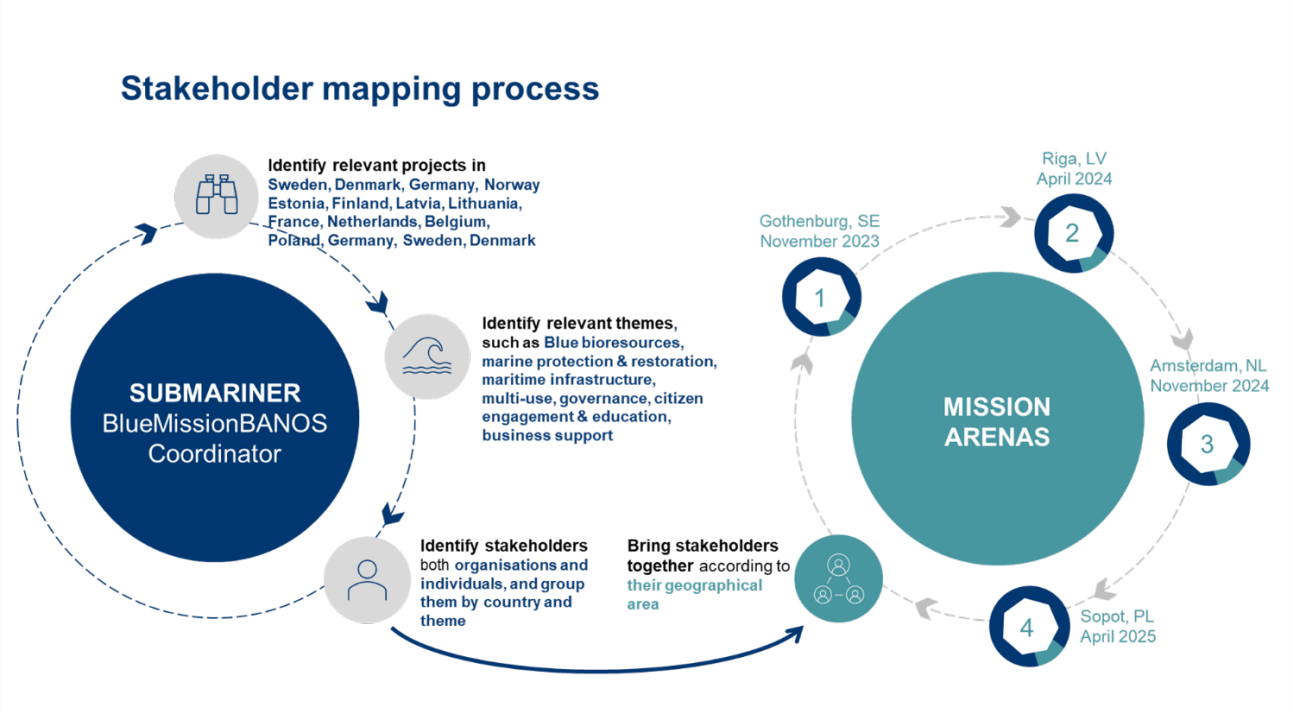

Figure 2. The stakeholder mapping process provided vital information for the design of the Mission Arena stakeholder forums.

2.2.1 ENGAGING CO-CREATORS – BUILDING THE MISSION ARENAS

The portfolios held by SUBMARINER and other BMB partners, along with the structure of national focal points, contributed to BMB's outreach and engagement capacity. Initially, representatives of selected initiatives were invited to digital meetings, which functioned as a starting point for forming the Mission Arenas sessions and activities. Initiatives and stakeholders were then added to the process through referral by initial participants. The collaborative process to develop the sessions and activities was facilitated by BMB, involving numerous digital meetings and workshops. BMB further supported the teams formed by adding stakeholders as needed to cover blind spots, ensuring the inclusion of diverse stakeholder groups, and by reaching out to potential speakers. Multilevel stakeholders, representing a wide range of initiatives and organisations in the BANOS area, were engaged in co-creating and running the sessions based on their common possibilities, challenges, barriers, and needs. In addition, the content and themes of the Mission Arena sessions were driven by the BlueMissionBANOS objectives and deliverables in monitoring, governance and citizen engagement. A total of 111 sessions and activities took place at the Mission Arenas, comprising 98 workshops that engaged 482 speakers, who demonstrated solutions and transferred knowledge. In Appendix 1-4, we've compiled the thematic areas, the programme and sessions, as well as statistics and results from the four Mission Arenas.

2.2.2 CO-FINANCED ARENAS

The Mission Arenas were fully open and accessible to all stakeholders within the Blue Economy, with no participation fee charged to attendees. The BMB project covered the organisational and coordination costs related to the time and effort required to arrange the events.

The practical costs associated with the conferences and their facilities were borne by the participating projects, initiatives and stakeholders, recognising the value of using the Mission Arenas as an efficient platform for communication and dissemination activities. As a result, these external projects and initiatives were willing to co-finance the events, acknowledging that the shared Arena was a cost-effective way to reach a broader audience and strengthen visibility within the Mission framework. This strategy made it possible to create such large and diverse events, free of participant fees, far beyond the BMB budget, and created vast engagement as well as co-ownership of the Arenas and their results. Furthermore, this contributed to the scale of the Arenas, as all contributing projects had a stake in ensuring their desired audience were in the room.

2.2.3 ENGAGE AND MOBILISE PARTICIPANTS

The co-ownership model, changes in location by alternating host countries, and targeted communication efforts all contributed to a high participation, rate with the Mission Arenas reaching maximum capacity. Across four editions, the Mission Arenas attracted 1186 participants from 44 countries representing 496 different organisations in the BANOS area. These participants took part in the workshop sessions, co-creating action points addressing their common possibilities, challenges, barriers and needs.

Figure 3. Stakeholder participation across four editions of the Mission Arena.

Business	139	28%
R&I	145	29%
Clusters	52	10%
Municipality	19	4%
Regions	18	4%
Authorities	65	13%
Education	11	2%
Finance	9	2%
Others	37	7%

Table 2 Stakeholder groups participating in the Mission Arenas

2.3.THE MISSION ARENA SETTINGS – THE PROGRAMME STRUCTURE

The Mission Arenas were structured around opening session, followed by workshop sessions and other activities. The results were presented, prioritised and addressed in the closing session. The programmes for the Mission Arenas can be found in appendix 5.1 and the regional roadmaps can be found at www.bluemissionbanos.eu. Care was also taken to provide sufficient time and opportunities for networking. Solutions and project results were demonstrated at project booths, which also acted as meeting spaces for knowledge sharing, discussions and for forming new partnerships

2.3.1 OPENING SESSION – ENGAGING AND SETTING THE SCENE

Each Mission Arena started with an opening session aiming to promote engagement in the Mission, to show different forms of national and regional support, and to set a common scene of knowledge, insights and the co-development of action points. The opening sessions consisted of the following elements:

- Why are we here: BMB coordinator
- The Mission and the Charter: EU Mission Secretariat
- Welcome and national relevance and actions: Representative from the hosting country
- Blue Economy, Ocean and Waters, overarching knowledge: Expert speakers
- The importance of the action points: Representatives from the EU and/or national bodies.

2.3.2 WORKSHOP SESSIONS AND OTHER ACTIVITIES

The workshops sessions were performed by the engaged stakeholder groups and addressed possibilities, challenges, barriers and needs as well as demonstrating solutions and sharing knowledge. The ultimate purpose was the detection, co-creation and agreement on action points needed for development and scaling of Mission-aligned solutions of all kinds. In the process of shaping the workshops, the co-creators, representing different stakeholders' groups, prepared draft action points. The workshops were then designed to refine, co-develop and add new actions. In total, 98 workshops were held during the four Mission Arenas in different thematic areas of the Mission.

Figure 4. Mission Arena workshops by thematic areas.

The workshop sessions began with setting the scene and establishing a common knowledge base. This created an understanding of the different stakeholders' playing fields, barriers, and obstacles, and laid the foundation for shaping and agreeing on actions. During the sessions, solutions and knowledge results were demonstrated. Some of the Mission Arena also had other activities, such as:

- Pitching: SMEs, startups and research pitching their solutions to investors and potential customers.
- Reverse pitching: Big industries and authorities pitching their needs.
- Citizens and engagement: School and teachers' activities jointly performed by cross-border organisations.

2.3.3 CLOSING SESSIONS – PRIORITISATION VOTING

The closing session brought together high-level speakers from the EU and national levels, representing those responsible for the implementation of the proposed action points. The thematic rapporteurs reported a summary of discussions, outcomes and 6-8 action points from the workshops. Participants of the Mission Arenas voted to identify the top three priority actions needed for development, deployment and scaling of the Mission-aligned solutions, building the regional roadmaps. The voting element of the closing sessions is central in supporting the participants engagement and future work for the Mission Ocean and Waters regionally and locally.

Figure 5. The Mission Arena stakeholder assemblies voted on regional priorities, synthesised as action points in regional roadmaps.

2.3.4 COMMUNICATION – ADDRESSING ACTION POINTS

The 197 action points were compiled into four regional roadmaps, pinpointing essential actions for enabling policies, R&I needs, business support, and scaling. The roadmaps were disseminated after each Arena to the relevant decision-makers, authorities, and other public bodies at both national and EU levels, as well as to all participants.

2.4. METHODOLOGY ELEMENTS AND EFFECTS

The innovation cycle methodology was developed to deliver on multiple aims, objectives, and needs from the project application, as well as a wide range of stakeholders at all basin levels and beyond. The process has evolved into a model that can be applied not only to the Mission phases but also to the development of other EU instruments. The essential elements are presented below.

2.4.1 ENGAGING IN THE MISSION

The process of engaging stakeholders in the EU Mission ‘Restore our Ocean and Waters’ has contributed substantially to the Mission’s communication and outreach. The communication was initiated with the initial invitations to co-create the Mission Arenas, which included presenting the Mission, the implementation plan, the roles of the different Mission functions, and promoting the Mission Charter. This was further achieved during the opening and closing sessions, which included all participants, with representatives from the Mission Secretariat supported by relevant national ministries

and authorities. The process included multilevel stakeholders in translating their initiatives into Mission impact, participating as knowledge brokers and co-creating enablers for the deployment and scaling of solutions. This orchestrated innovation cycle not only engaged the innovation system but also contributed to local Mission ownership, creating Mission impact leaders on all levels.

2.4.2 STAKEHOLDER ASSESSMENT AND ROADMAP PRIORITISING

A key strength of the BANOS innovation cycle lies in its robust stakeholder assessment, which is engaged across four regional Arenas, representing science, policy, finance, industry, and civil society.

The prioritisation process combined structured scoring with facilitated dialogue to rank action points according to Mission relevance, feasibility, and systemic impact. Divergent perspectives, between regulators seeking legal certainty, innovators aiming for experimentation, and communities demanding social legitimacy, were openly addressed. This transparent process not only validated the credibility of the outcomes but also created shared ownership.

2.4.3 AN ARENA FOR OUTREACH & INFLUENCE

Mission Arenas served as platforms for R&I projects, where solution owners and seekers could reach and interact with a broad stakeholder target audience. Access to this audience was a major draw for being a part of the Mission Arenas, filling all of them with the maximum number of participants. This element also made it attractive to co-create the Arenas and to contribute to co-financing.

2.4.4 SETTING THE SCENE – A COMMON PLAYING FIELD TO AGREE

A common understanding of the aims and playing field for different stakeholders and areas, along with their respective obstacles, barriers, and challenges, paved the way for co-creation and agreement on the necessary action points. This was supported by:

- Setting the scene and knowledge sharing in the Arena opening session, as well as at the start of each workshop session.
- The interactive format provided all participants with opportunities to share their views and engage in discussion.
- Demonstration of a variety of solutions and communication of their challenges for deployment and scaling.

3. DETECTING SOLUTIONS READY TO SCALE

The Mission Arena roadmaps outline the action points that stakeholders have collaboratively discussed, agreed upon, and prioritised, which are essential to implementing the Mission objectives in the near future. However, these roadmaps do not specify which actions are already based on scalable solutions and which require additional research and innovation. To make this distinction and to

better understand the scalable solutions already present in the BANOS region, an additional layer of post-Arena assessment has been necessary.

What are solutions?

In the context of the BMB approach, the term 'solution' is basically synonymous with 'good practice' or 'key exploitable results.' These are outcomes that can be implemented by other stakeholders and adapted to local contexts. Solutions imply that these actions have been tested in practice, typically at a pilot scale, and have demonstrated effectiveness in a specific setting, such as a demo site or living lab. https://wavelinks.eu/

The ambition was initially to develop AI tools within WaveLinks to automatically detect these good practices or key exploitable results from EU-funded projects, particularly by analysing deliverables on platforms like CORDIS. However, this ambition was not fully realised, as it is rarely the case that project deliverables can automatically be considered scalable solutions. Instead, a more refined process was needed to filter out the elements of a project that are at a sufficiently high Technology Readiness Level (TRL) to be ready for scaling.

Criteria for Detecting Solutions

The process of identifying scalable solutions requires more than simply relying on available project outcomes. To ensure that solutions are viable for scaling, they must meet the following criteria:

1) *Documentation:* Solutions must be documented in a credible source, such as a report or website, to be considered for scaling. This ensures the solution is not only known but also traceable and verifiable.
2) *Pilot Testing:* Solutions should have been piloted or tested in a real-world context, demonstrating tangible results before they can be scaled out, deepened, or upscaled.
3) *Adaptability:* The solution should be adaptable to different contexts, regions, or sectors, indicating its potential for broader application.
4) *High TRL Level:* The solution must meet a sufficiently high TRL, meaning it is no longer in the concept or prototype phase but has been demonstrated to work at a pilot scale.

While AI-driven tools were initially planned to help automate the detection of scalable solutions, the process is far more complex. As it stands, the identification of solutions requires a manual review process. The solutions are manually filtered to ensure they meet the necessary criteria for scaling. This process involves identifying those project elements that have proven their worth and are ready to be replicated or expanded. Potential solutions were mapped based on presentations and inputs at Mission Arenas as well as a large-scale survey which was sent to project partners and other stakeholders in the BANOS region to provide their own solutions.

One of the strengths of the BMB approach is its ability to include solutions from Mission Ocean-relevant actions and initiatives beyond those funded solely by the European Commission under the umbrella of Mission Ocean. This has opened a broader pool of solutions, many of which may have already reached maturity and are thus ready for scaling. Overall, BMB has so far identified over 100 scalable solutions, which are presented on WaveLinks. This process of solution identification and mapping is vital for increasing knowledge of ongoing initiatives and actions, helping to increase synergies and improve the pace of innovation in the region.

The solutions presented on WaveLinks encompass a wide range of information, enabling interested users to easily filter and find solutions relevant to their work. An example of a completed solution, with all filters and tags included, is shown below.

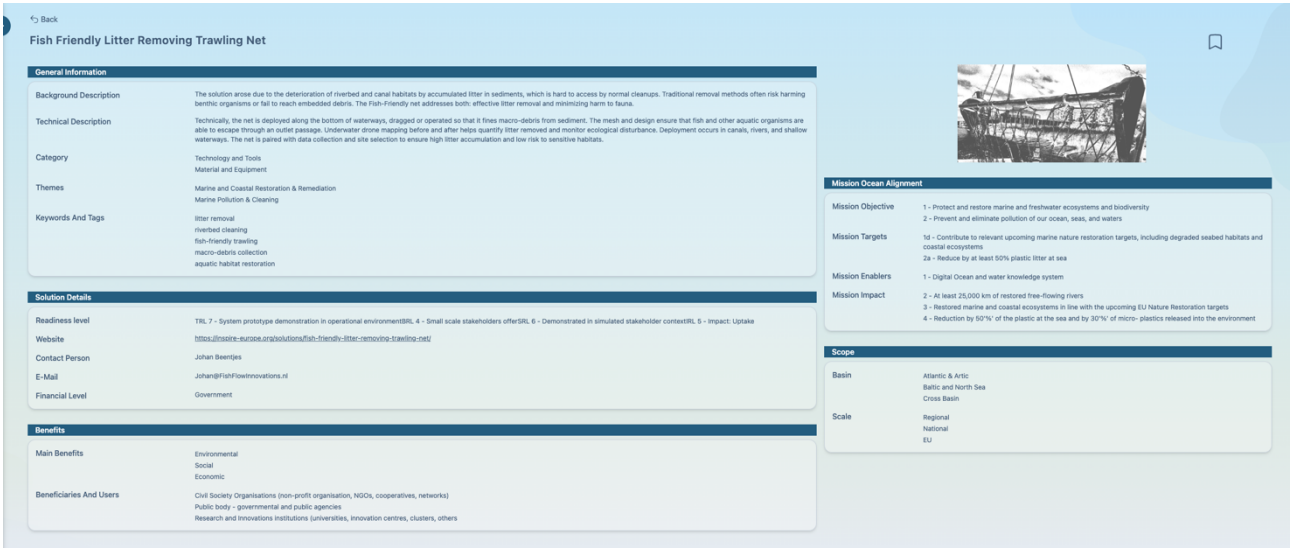

Figure 6. A completed BlueMissionBANOS solution, as presented on WaveLinks

These WaveLinks solutions are tagged with a common set of filters that were developed from the Mission Arena process and through collaboration with the other CSAs to reflect how solutions are used on the ground. Each solution can be filtered by a large number of characteristics including *type* (technology & tools, knowledge sharing, regulatory & governance, material & equipment, public mobilisation & engagement, infrastructure, financial & business), *theme* (the 14 Mission Arena themes, ranging from Blue Bioeconomy & Aquaculture to Ports & Tourism), as well as *scale level* (local to EU/international), *sea basin, benefits* (environmental, social, economic, political) and main *beneficiaries/users* (business and industry, public bodies, R&I institutions, finance, etc.). This design deliberately ensures that 'solutions' are not understood as purely technical products: governance approaches, regulatory innovations, participatory methods, business-model innovations, mentoring schemes, knowledge platforms and other 'soft' instruments are all captured alongside tools and technologies.

Beyond these descriptive filters, each solution is also characterised by a set of readiness levels that indicate how far it has advanced towards deployment and scaling. In addition to the Technology Readiness Level (TRL), which describes the maturity of the technical component from proof to demonstration in relevant or operational environments, we also use a Societal Readiness Level (SRL) to capture how well the solution is embedded with stakeholders, accepted by users and tested in real or simulated societal contexts, a Business Readiness Level (BRL) to indicate the maturity of the business model, from basic need exploration to proof of traction and customer satisfaction, and an Impact Readiness Level (IRL), which reflects the extent to which the intended environmental, social, or economic impacts are already being delivered and evidenced in practice (for example through monitoring data, evaluations, or documented spin-off effects). Taken together, these filters make it possible to see at a glance whether a solution is primarily a governance or policy instrument, a social innovation, a technical tool, or a combination of these, and whether it is ready to be replicated or still requires further piloting and ecosystem-building.

The statistical overview of the portfolio of solutions is captured in the 'Mission Arenas and Solutions' brief published on the BlueMissionBANOS website (https://www.bluemissionbanos.eu), which synthesises the outcomes of the four regional roadmaps, 14 themes, and 115 solutions. It shows, for example, that Technology & Tools (62 solutions) and Knowledge Sharing (48) dominated, but there is also a substantial number of Material & Equipment (30) , Regulatory & Governance (29), Public Mobilisation & Engagement (22), Infrastructure (19), and Financial & Business solutions (14), underlining that we are dealing with a mixed toolbox rather than just technical fixes. In addition, the solutions so far identified by BMB are also broken down by theme (see Figure 8 below), and to Mission Objective (see Figure 9).

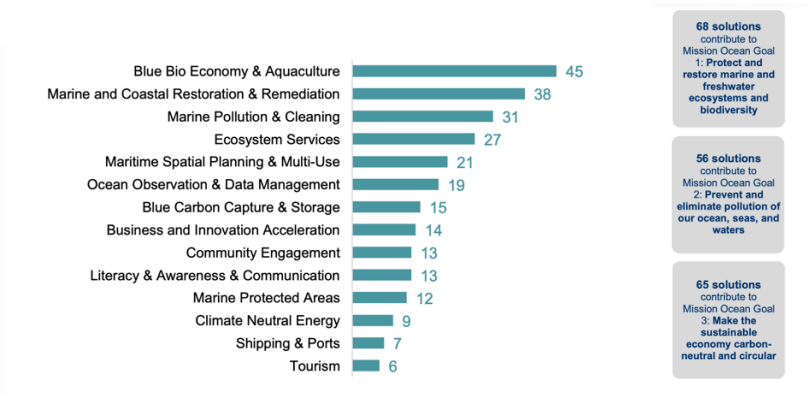

Figure 7. WaveLinks Solutions by Theme / Figure 8. WaveLinks Solutions by Mission Ocean Objective

4. INNOVATION SYSTEM APPROACHES PRESENTED AT THE MISSION ARENAS

While many different innovation system approaches and methodologies were presented during the workshops at the Mission Arenas, we have chosen to highlight just a few of them here to give an idea of the type of solutions that were mapped as a result of the Mission Arenas.

3.1. SYMBIOSIS - ACCELERATING A CIRCULAR LOCAL BLUE ECONOMY

Orchestrating value-chain innovation is an example of building a circular blue economy, enhancing coastal resilience, and creating new local businesses and jobs. Among others:

- Sotenäs Symbioscentrum – In the Sotenäs Municipality, symbiosis developers and strategists from diverse backgrounds collaborate to facilitate development between various companies and organisations, fostering innovation, entrepreneurship, education, and employment. When companies actively collaborate with each other's flows and residual streams, physical symbioses emerge. Read more at www.symbioscentrum.se

- Greenport North – Catalysing green transition and sustainable growth for both new and existing companies in the port, with a focus on energy, transport, and industry. Greenport North's open innovation model involves all stakeholders in designing and developing new

value chains for the green transition and the circular economy. Read more at www.green-portnorth.com

3.2. R&I CLUSTERS

Clusters facilitate collaborative research and innovation between businesses, research actors and other organisations. Examples of cross-sectoral clusters are:

- BaMS (Bioeconomy on Marine Locations e.V.) is a German innovation network promoting a sustainable blue bioeconomy. Based in Kiel and funded by BMBF. They connect research, industry, and public actors to develop circular solutions using marine and aquatic resources such as algae, fish, and mussels. BaMS supports R&D, demonstration sites, and value-chain projects to turn aquatic biomass and residues into food, materials, and energy while protecting ecosystems. Find out more at https://blaue-biooekonomie.de/en

- Blue Cluster is a Flemish innovation network that brings together companies, universities and governments to drive the sustainable blue economy around the Belgian North Sea. They focus on domains such as coastal protection, renewable energy, marine biotechnology, maritime connectivity, sustainable seafood, waste solutions and “smart sea” technologies. Through cross-sector collaboration, Blue Cluster supports innovative projects, builds value chains and helps its members scale. Find out more at www.bluecluster.be/

Examples of clusters focused on a single sector:

- Lighthouse is Sweden’s national collaboration platform for maritime research and innovation. It brings together academia, industry, government agencies and research institutes to advance sustainable, efficient and safe shipping. Lighthouse runs the “Sustainable Shipping” industry programme, creating networks, focus groups and R&D projects that support Sweden’s maritime competitiveness and transition to zero-emission operations. Find out more at: https://lighthouse.nu/en/

- Food & Bio Cluster Denmark is Denmark’s national cluster for food & bio-resources, helping companies accelerate innovation and sustainable development throughout the value chain, from production to processing and bio-based residues. They connect research institutions, startups, SMEs, and large companies, offering networks, incubation, funding access, and matchmaking. Their focus is on providing tasty, healthy & safe food; efficient use of bio-resources; a green transition; and leveraging digital and biotech solutions. Find out more at www.foodbiocluster.dk

- SMTF (Swedish Maritime Technology Forum) is a Swedish business network hosted by RISE – Research Institutes of Sweden, representing over 100 companies in the maritime and marine technology sector, including shipping, offshore, and leisure boat industries. SMTF’s mission is to strengthen the industry through networks, innovation and internationalisation. They organise workshops, events and innovation projects, influence regulation, and help members

access global markets. They also have a digital innovation matchmaking platform, SARGASSO, supporting SMEs. Find out more at https://smtf.se/en/

3.3. CROSS-BORDER ACCELERATION SUPPORT

Cross-border collaboration between innovation and business support actors, such as incubators and accelerators. These may share resources and expertise for innovators and SMEs, facilitate new partnerships and support new market access. Here follow some examples of such initiatives:

- The SUBMARINER Network for Blue Growth supports start-ups and SMEs in the BANOS area by developing blue solutions, providing mentorship, access to funding, and networking opportunities with investors, research institutions, and policymakers. It accelerates market entry and drives a greener, more resilient Baltic Sea Region. Read more at https://www.2020.submariner-network.eu/joinus/accelerator

- BlueBioClusters project is a collaboration between 12 organisations across 10 European countries. The project brings together leading experts in business support, start-up acceleration, and policy innovation. They provide integrated blue bioeconomy value chains as role models, tools for ecosystem-based business models, access to needed technologies, and support for start-ups and SMEs. Find out more at: https://bluebioclusters.eu/

- BlueBioMatch is a digital stakeholder community that promotes matchmaking, information exchange, blue products and opportunities, and fosters collaborative initiatives and blue innovation. BlueBioMatch's community includes startups and SMEs, funders, researchers, policymakers, MPA managers, planners, and local actors. Read more at https://bluebiomatch.hivebrite.com

3.4. REGIONS COMBINING MISSIONS AND SMART SPECIALISATION STRATEGIES (S3)

- The Swedish Region of Blekinge's approach merges the EU Mission framework with Smart Specialisation (S3) to drive regional transformation. By aligning Mission goals—such as Mission Ocean and Waters with S3's targeted innovation priorities- this integrated model accelerates the blue transition while strengthening regional competitiveness and innovation capacity. Read more at https://regionblekinge.se/regional-utveckling/naringsliv-innovation-och-kompetensforsorjning/innovation-och-smart-specialisering.html

5. SUMMARY, LEARNINGS AND RECOMMENDATIONS

Between 2023 and 2025, four full innovation cycles were completed across the BANOS area. These cycles encompassed the entire basin, from Norway and Sweden to the Baltics, Poland, Germany, Denmark, the Netherlands, and northern France, engaging regional and local stakeholders in a structured process. The cycles translated Mission challenges into actionable agendas and locally anchored solutions, promoted knowledge sharing, solution development, and scaling of impact.

Figure 9. The four Mission Arena Roadmaps.

4.1 ENGAGEMENT RESULTS IN FIGURES

The four innovation cycles performed resulted in:

- ✓ **459** initiatives were scanned to identify initiatives, solutions and stakeholders resulting in…
- ✓ **111** sessions at Mission Arenas focused on common needs and possibilities….
- ✓ **98** of these sessions in the form of co-creation workshops. Performed by…
- ✓ **482** speakers demonstrating solutions and transferring knowledge to…
- ✓ **1186** engaged unique participants have attended the 4 Mission Arenas representing…
- ✓ **496** unique organisations from….
- ✓ **44** countries that have co-created, assessed and prioritised …
- ✓ **197** action points needed for enabling solutions to be implemented and scaled, turned into
- ✓ **4** regional roadmaps for the BANOS basin.
- ✓ **181** participants attended more than one of the Mission Arenas.

The Mission-aligned solutions identified and demonstrated on the Mission Arenas (over 100) can be found at WaveLinks, www.wavelinks.eu.

4.2 LEARNINGS AND RECOMMENDATIONS

By connecting high-level EU ambitions with regional and local realities through the four coordinated innovation cycles, the BMB approach supports Mission Ocean in reaching its objectives. We have brought together the regional innovation ecosystem to foster the sharing of solutions, knowledge, and contacts, while linking local initiatives to Mission Ocean. This process is grounded in co-creation, local ownership, and system-level innovation. Through collaboration and mutual understanding, the challenges identified by Arena participants have been translated into practical action points, tailored to specific stakeholder contexts. This approach has facilitated effective knowledge transfer and the demonstration and scaling of solutions.

In addition to their core role in the innovation cycles, the Mission Arenas have also acted as brokers, aligning national and EU policy agendas. They have facilitated connections between public authorities, academia, and innovators while supporting the dissemination of ongoing EU projects. Serving as intermediaries, they channelled regional knowledge toward basin-level priorities such as sustainable ports, nutrient reduction, marine ecosystem restoration, and the transformation to a circular blue economy. The us as national CSA contact points have been vital in ensuring that the Mission remains inclusive and responsive and have ensured that the Mission Arenas each have a local flavour.

The Mission's focus on developing, deploying, and scaling sustainable solutions is reflected in the Mission Arena format. This platform has provided stakeholders with the opportunity to align their initiatives with EU and national agendas while forming partnerships and fostering cross-sector and cross-national collaborations to address challenges at all levels.

5. RELEVANT SOURCES AND INFORMATION

5.1 USEFUL LINKS

Projects detected in the BANOS basin: https://bluemissionbanos.eu/projects-in-the-banos/

Mission Arena Programmes:

- Mission Arena 1: https://bluemissionbanos.eu/wp-content/uploads/2025/11/5.1-Annex-BMB-MA1-Program.pdf
- Mission Arena 2: https://bluemissionbanos.eu/wp-content/uploads/2025/11/5.2-BMB-MA2-Program.pdf
- Mission Arena 3: https://bluemissionbanos.eu/wp-content/uploads/2025/11/5.3-BMB-MA3-Program.pdf
- Mission Arena 4: https://bluemissionbanos.eu/wp-content/uploads/2025/11/5.4-BMB-MA4-Program.pdf

5.2 UNIQUE ORGANISATIONS ENGAGED IN THE MISSION ARENAS

The following table presents the unique organisations engaged in the four (4) Mission Arenas. Many of the organisations have been represented at several or all Mission Arenas.

Business	
4DimBlick GmbH	SAS
Albatros Advisory SAS	Sea Gust
Alga (Seaweed) Ltd	Sea Teach SL
AlgeniusFood	SeaO2 B.V.
Aquafounders Capital (NL)	Seaweedland
AQUATOR	SeaWell
ARCTIK	Shells & Valves
Austeja Platukyte	Signum
Axfondation	Slow Mill
BASF	SmartSol
Baux	SMFSolutions
Begs & Bags	Smögenlax
Blue Research	SPI – Sociedade Portuguesa de Inovação
BlueBurn	SSAB Special Steels
Bluespring	Trinomics

Capgemini Invent	Under Ytan AB (Åland)
Cetasol	Van Oord
CLIMAZUL	Vattenfall
Corporación Tecnológica de Andalucía CTA	Ventolines
Cstrider	Volvo
Decerna	WA3RM (SE)
Directie ECHT	WINGS ICT
DMEC (Dutch Marine Energy Centre)	Alfa Forwarding
DNV	Autamarocchi
dotOcean	BFI
Eat Myt ApS	Bio Base Europe Pilot Plant
Ebbing Tides	Biomax FMS
EcoJust	Centrum Techniki Okrętowej
FoodLab	CEVA Logistics
Frea Solutions (DK)	CLEANERGY
HanseGarnele and MyFishPlant (DE)	Coastal Research & Management (CRM)
Havhøst – Ocean Harvest	DGT Spółka
Hidromood	Dredging and Underwater Works (PRCiP)
Hirtsfhals Green port North	Elmark Automatyka
Hortimare	Gdynia Container Terminal (GCT)
HS Orkla	Hamburg Port Authority
HYBRIT	Ignitis Group
IMDC	Inero Software
IngB RT&S GmbH	IngB RT&S
Jan De Nul nv	JG-MARINE
Kieler Meeresfarm GmbH & Co. KG	JSW Nowe Projekty
KOASTAL	L'eautelier
Kobb AB	Lithuanian Fishing Services
MARCOM Technologies	M&K International
Moundi	Mabanaft
MySpirulina	Marineworks
NMBU	Metkom

North Sea Farmers	METRANS Poland
NV Economische Impuls Zeeland	MEWO
Ocean Basis	Mørenot
Ocean Harvesting Technologies	Nemo Seafarms
Ocean Rainforest	NTQ Intermodal
Oceana Organic products Ltd	Open Geospatial Consortium
OceanBasis	ORLEN
OceanBites	P&O Ferrymasters
ODSS – Operational Decision Support System	PLANCO Consulting
Optiflow	PM Ecology
ORG	Port of Esbjerg
Origin by Ocean	Port of Gdańsk
ORSTED	Port of Hamburg
Oyster Heaven	PPG
Parkwind	Projektträger Jülich (PtJ)
Peninsula Nature	Protone
Planeet Ruhnu	RISK
Project octopus	Stfalcon
RanMarine Technology	StoGda Ship Design & Engineering
Reefy	Sulmara
Renarehav	Technopolis Group
RWE Offshore Wind GmbH	Vetik
SALT Lofoten AS	
R&I Actors	
AAU (Aalborg University)	UMP_FSO
AIR Centre	Universidad de Cádiz
Alfred Wegener Institute (AWI)	University College Cork
BFZR - Bioökonomisches Forschungszentrum Rügen	University of Copenhagen
Cefas	University of Eastern Finland
Center for Coastal and Marine Studies (CCMS)	University of Groningen
Chalmers	University of Latvia
Chalmers Industriteknik	University of Novi Sad, Faculty of Agriculture

DTU	University of Toulon
Dutch Research Council (NWO)	University of Wismar
Ecologic Institute, Manon Berge (ACTeon)	Utrecht University
EDU	Van Hall Larenstein
Estonian University of Technology	Vidzeme University of Applied Sciences
Finnish Environment Institute (Syke),	Wageningen University & Research
Flanders Research Institute for Agriculture, Fisheries and Food	Westerdijk Fungal Biodiversity Institute
Frauenhofer IMTE (DE)	Aarhus University
Fraunhofer Society	Civitas University, Center for Research and Development in Civil and Defense Security
Fraunhofer UMSICHT	Deltares
FuE-Zentrum FH Kiel GmbH	Flanders Marine Institute (VLIZ)
Geological Survey of Finland (GTK)	Forschungszentrum Jülich
Ghent University	Fraunhofer Institute for Manufacturing Technology and Advanced Materials (Fraunhofer IFAM)
Gothenburg University	Gdańsk University of Technology
GU Venture	Gdynia Maritime University (GMU)
Human Rights Research Center	GEOMAR Helmholtz Centre for Ocean Research Kiel
HZ University of Applied Sciences	German Marine Research Consortium (KDM)
IceLand ECobusinessPark	Helmholtz-Zentrum Hereon
ICES	Hochschule Wismar
IFREMER	Institute of Fluid-Flow Machinery Polish Academy of Sciences (IMP PAN)
Ifremer and SGMer	Institute of Geodesy and Cartography
Innovation Platform Sustainable Sea and Ocean Solutions (ISSS)	Institute of Oceanology Polish Academy of Sciences (IO PAN)
Innovatum	Institute of Transport Economics, Norwegian Centre for Transport Research
Institute for circular economy & Nature based solutions,	Jagiellonian University
Institute of Food safety, Animal Health and Environment "BIOR"	Latvian Institute of Aquatic Ecology
Institute of Marine Research	Leibniz Institute for Baltic Sea Research
Institute of Natural Sciences	Maria Curie-Skłodowska University
Institute of Toxicology and Pharmacology for Natural Scientists	Maritime University of Szczecin

JERICO / Ifremer	Military University of Technology
Klaipeda University	National Centre for Research and Development (NCBR)
KTH	National Institute of Marine Sciences and Technologies
LATVIAN ENVIRONMENT, GEOLOGY AND METEOROLOGY CENTRE, LHEI	National Marine Fisheries Research Institute (MIR)
Lübeck University of Applied Sciences	National Oceanographic and Maritime Institute (NOAMI)
Maastricht University	National Research Council
Malta College of Arts, SCience & Technology	National Science Centre
MaREI: SFI Research Centre for Energy, Climate and Marine	Norwegian Institute for Water Research (NIVA)
Marine and Freshwater Research Institute	Ośrodek Badawczo - Rozwojowy Centrum Techniki Morskiej
Marine Center Wales, Bangor University	Polish Academy of Sciences
Marine Institute	Polish Naval Academy
National Institute of Marine Sciences and Technology of the Sea	Poznań Supercomputing and Networking Center
National Research Council of Italy (CNR)	Research Council of Lithuania
Natural Sciences BE	Research Institutes of Sweden (RISE)
Naturalis Biodiversity Center	SINTEF Ocean
Nature Research Center Lithuania	IMBRSea
NILU	Swedish Environmental Research Institute (IVL)
NIOZ	Swedish Institute for the Marine Environment
NIVA	Swedish Research Council for Sustainable Development (FORMAS)
NORA and NERA	Swedish University of Agricultural Sciences (SLU)
Norwegian Institute of Bioeconomy Research NIBIO	Stockholm University Baltic Sea Centre
Panteion University	Tallinn University
R&D Centre University of Applied Sciences Kiel	Tallinn University of Technology
Research Council of Norway (RCN)	Technical University of Braunschweig
Research Institute For Sustainability (RIFS)	Technical University of Denmark (DTU Aqua)
RISE, Research Institutes of Sweden	Turku University of Applied Sciences
Royal Belgian institute of Natural Sciences, RBINS	University of Bergen
Royal Netherlands Institute for Sea Research	University of Gdańsk
SEI, Stockholm Environmental Institute	University of Gothenburg
SINTEF	University of Lodz

Sjokovin	University of Southern Denmark (SDU)
SLU	University of Tartu
SUBmariner Accelerator	University of Trieste
Swansea University	University of Turku
Technische Hochschule Lübeck	University of Warmia and Mazury in Olsztyn
TNO	Uppsala University
Trinity College Dublin	West Pomeranian University of Technology
Clusters	
Andalusian Maritime Marine Cluster	Sustainable Ocean Alliance (SOA)
AYOP (Offshore Energy Association)	Sweden Food Arean
B2E CoLAB	Swedish Maritime Technology Forum, SMTF
BaMS (DE)	Swedish Network for Ocean Literacy
Commercial Seaweed	Tartu Biotechnology Park
De Blauwe Cluster	The Ritch North Sea
Delta Platform	Viable Cities
EC_REA	Viable Seas
Eesti Meretööstuse Liit / Estonian Marine Industry Association	Waterborne
European Dredging Association (EuDA)	Actia Forum
Food Cluster Sweden	Aktion Österbotten
Iceland Ocean Cluster	Blue Baltic Community
Konsortium Deutsche Meereforschung	Blue Cluster
Land Meets Ocean (NO)	EIT Urban Mobility
Lighthouse (Swedish Maritime Competence Center Chalmers	European Aquaculture Technology and Innovation Platform (EATiP)
Marintcentrum Simrishamn	European Marine Science Educators Association
North Sea Advisory Council	Experyment Science Centre
Ocean ECO | Ecology - Community - Opportunity	F6S
Ocean Industry Forum Oslofjord (NO)	Gdańsk Entrepreneurship Foundation
Offshore Wind Energy	Incubator STARTER
OLAMUR	Klaipeda Science and Technology Park (KSTP)
Physical Environment Consultative Council	Q-HElix European University Alliance
Pôle mer Bretagne Atlantique	Rotary club Sopot International

Secretary of Danish Seaweed	s.Pro
Sotenäs Symbios Center	Univentum Labs
SUBMARINER Network	
Municipality	
Bioeconomy Hotspot - Guldborgsund Municipality	Municipality of Katrineholm
City of Turku	Saaremaa Municipality
Fiskekommunerna	Skive kommune
Ida-Viru Investment Agency	Sotenäs Municipality
Kalmar Kommun	Strömstad Gymnasion
Katrineholmskommun	Gdańska Infrastruktura Wodociągowo-Kanalizacyjna
Leader Gute	Rzeszow City Hall
Lysekils kommun	Simrishamn Municipality
Municipality of Den Helder	Szczecin City Hall / BM Services Poland
Regions	
Business Lolland-Falster (DK)	Association of Polish Communes Euroregion Baltic
EUSBS	Kurzeme Planning Region
FLAG Ostrobothnia	Marshal Office of the Pomorskie Voivodship
Hamburg Senate Chancellery	Pomeranian Agricultural Advisory Center
UNDP's Regional Service Centre for Africa (RSCA) i	Pomeranian Regional Tourist Organization
North Sea Commission	Region Blekinge
POM West-Vlaanderen	Regional Council of Southwest Finland
Riga Planning Region	Union of the Baltic Cities
Association Klaipėda Region	
Authorities	
Agentschap voor Landbouw en Zeevisserij	Ministry of Infrastructure and Water Management
Åland Government	Ministry of rural Affairs and Infrastructure
Baltic Sea Strategy Point	Ministry of Universities and Research
BlueBio ERA-Net	national agency for civil aviation and meteorology
Bundesminsiterium für Bildung und Forschung, Referat 724	Nordic Innovation
CBSS, COUNCIL OF THE BALTIC SEA STATES	Norwegian Ministry of Trade, Industry and the Fisheries
Danish Agency for Science, Technology, and Innovation	Office Français de la Biodiversité
DG ENV, European Commission	Rijkswaterstaat

DG Research and Innovation, European Commission	Rijkswaterstaat Zee en Delta
DGAMPA	Swedish Maritime Authority
Dutch Enterprise Agency	Trafficom
EATiP - European Aquaculture Technology & Innovation Platform	Trafikverket
ERINN	Vinnova
ERINN Innovation	Baltic Marine Environment Protection Commission (HELCOM)
Estonian Ministry of Climate	Chamber of Commerce Polish Waterworks (IGWP)
European Comission - JPI Oceans	Council of the Baltic Sea States (CBSS)
European Commission	European Commission, DG MARE
Federal Public Service Environment - Marine Environment	Federal Ministry of Research, Technology and Space
Forskningsradet (NO)	Finnish Transport and Communications Agency (TRAFICOM)
FPS Public Health, Food Chain Safety and Environment	Fisheries Service under the Ministry of Agriculture of the Republic of Lithuania
French Ministry in charge of higher education and research	Investment and Development Agency of Latvia
German Federal Maritime and Hydrographic Agency	Ministry of Education, Universities and Research
German Federal Ministry of Food and Agriculture	Ministry of Science and Higher Education
Havs och Vattenmydnigheten	Ministry of Smart Administration and Regional Development
HELCOM	Ministry of University and Research
Horizon Results Booster	National Republican Guard
Italian Ministry of Universities and Reaserch (MUR)	Netherlands Enterprise Agency (RVO)
Latvian Ministry of Environmental Protection and Regional Development	Norwegian Coastal Administration
MESR	Polish Chamber of Commerce for Electronics and Telecommunications (KIGEiT)
Ministery of Agriculture, Nature&Foodquality	Somalian Ministry of Labour and Social Affairs
Ministry Delegate for the Sea and Fisheries - Directorate-General for Maritime Affairs, Fisheries and Aquaculture (DGAMPA)	Swedish Board of Agriculture
Ministry of Agriculture, Fisheries, Food Security and Natura	Swedish Agency for Marine and Water Management
Ministry of Climate and Green Growth	Vision and Strategies around the Baltic Sea (VASAB)
Education	
Bonolab	Nordic Sea Farm

Claddagh National School	Pascal Private English School
EU-CONEXUS	Realgymnasiet
Firda Maritime campus	Seafaarer
Gullmarsgymnasiet	The Network of European Blue Schools
Marine Education Center in Malmö	
Finance	
Baltic Conservation Fundation	SBEP Sustainable Blue Economy Partnership
Baltic Sea Challenge	Interreg South Baltic Programme
COOP Crowdfunding	JPI Oceans Secretariat
John Nurmainer Fundation	Sustainable Blue Economy Partnership (SBEP)
Klima Fonden Skieve	
Others	
Aquaculture Welfare Standards Initiative (AWSI)	Oceans of Energy
BBA	Odense fjordsamerbete
Blue Economy Organisation (BEO)	Offshore Wind at WindEurope
BlueBioTechpreneurs	The North Sea Foundation - The Rich North Sea
CrossGov	Universeum
CSCP - Collaborating Centre on Sustainable Consumption and Production	Voice of the ocean
Danish Aquaculture Producer Organisation	Baltic Environmental Forum Latvia
Draw up!	Coalition Clean Baltic (CCB)
EBI European Boating Industry	Coastal Union Germany (EUCC-D)
FT	Ecopelag
Globalclimateforum	Fish Industry Magazine
Handelens miljøfond	Green Gate Youth Organization
Kelp Forest Foundation	MOTUS Foundation
Loughs Agency	Race for the Baltic
Marine Stewardship Council	Science4People
MIP Ocean	Today We Have
Mistra Co-Creating Better Blue (C2B2)	World Wildlife Fund for Nature (WWF)
MPA Europe	WWF Baltic