



## **WP 8: Stakeholder engagement on models and challenges**

D8.1

### **Stakeholder Engagement Document**

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## Executive Summary

The MARIBE project aims to unlock the potential of multi-use of space in the offshore economy. It will do so by identifying concepts that combine complementary and synergistic activities that incorporate Blue Growth sectors and that have commercial potential. Its ultimate goal is to prepare implementation plans for the most promising combinations in order to prepare them for advancement to pilot stage.

In order for MARIBE to develop business model assessments of Blue Growth combinations – multiple use of space and multi-purpose platforms - it is vital that a wide variety of stakeholders within the Blue Economy and Blue Growth sectors are consulted. This document

1. Outlines the key audiences that MARIBE needs to engage with
2. Outlines the processes for engagement
3. Outlines the value of engaging with MARIBE

The latter section will provide text that can be used by partners when explaining the MARIBE project and the value for stakeholders of engaging with the project. This is broken down by audience group to create a tailored and meaningful value proposition for all stakeholders. The appendix to the document contains a number of email templates that can be used when contacting stakeholders.



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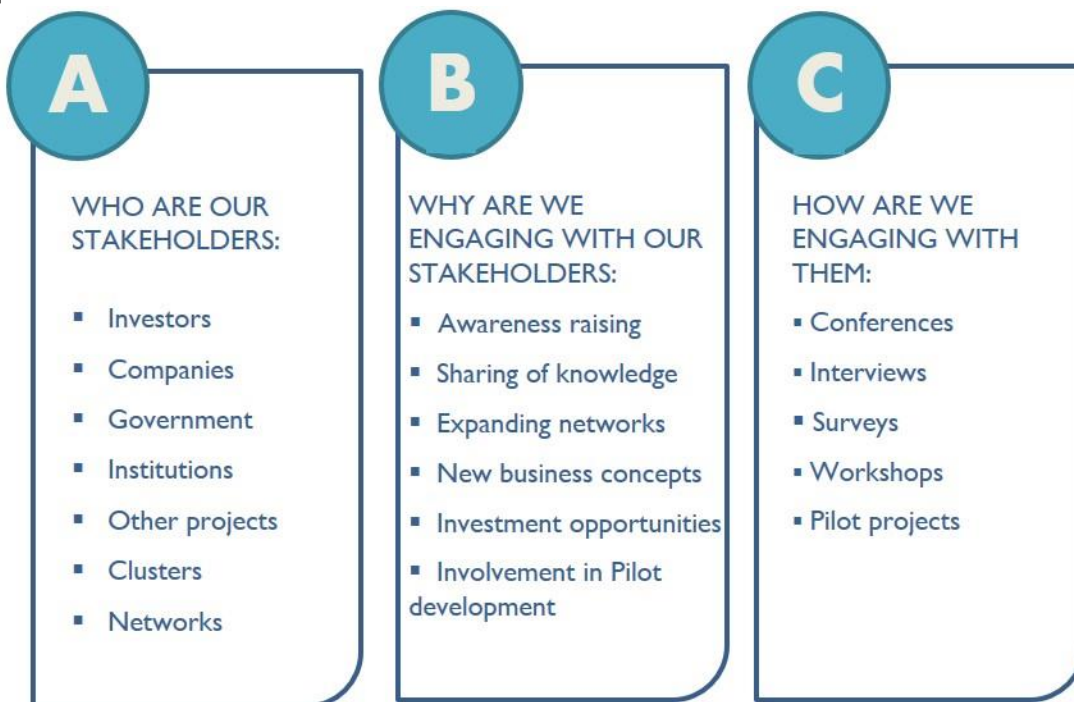
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## Introduction

MARIBE aims to unlock the potential of multi-use of space in the offshore economy and will create a community for learning and collaboration in order to achieve this aim. This community will extend beyond the project consortium and will engage a wide range of stakeholders involved in the Blue Growth and Blue Economy sectors. By engaging with these stakeholders, MARIBE will learn from past experience (including EU projects and business models) to prepare for the future. It will also promote collaboration between stakeholders to strengthen existing Blue Growth sectors. By engaging with MARIBE, stakeholders will have the opportunity to influence the future development of multi-use of space in the offshore economy.

In order to optimise our stakeholder engagement, this document provides a framework for intended project interactions. It identifies key stakeholders, outlines how we engage with them and the value of engaging. The diagram below establishes the structure of the document and summarises the key points discussed.



## Who are our stakeholders?



The different stakeholder groups identified within the project will not only contribute to the planned workshops but will also be instrumental in distributing MARIBE information to stakeholders.

Stakeholders can be broadly categorised into 6 groups, each of which is briefly described below:



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### Investors

In order to develop the Blue Growth sector, it is important to learn from investors that have previously invested in this sector and/or the wider Blue Economy sector. MARIBE also aims to promote future investment in these sectors by engaging investors in brokerage sessions and pitching investment opportunities to them. WP 6 is dedicated to knowledge brokering with the global investment community with a particular focus on BE and BG. Based on desktop research and the MARIBE partners' existing network of contacts, a database has been developed to capture investors involved in BE and BG.

### Companies/Industry Representatives

MARIBE aims to learn from existing BG and BE companies in order to develop Blue Growth sectors. It will do so through the creation of generic business models and toolkits and guidelines designed to aid relevant Blue Growth stakeholders. Further to this, it aims to work with a selection of companies that are interested in examining opportunities to cooperate with other BG and BE sectors. It aims to facilitate the creation of partnerships that will allow companies to achieve increased efficiency and economic performance. A WP7 database was set up to capture companies involved in BE and BG and this database was populated in the same way as the WP6 database.

### Other projects

A number of organisations and projects relevant to MARIBE have been identified. In particular, the project is interested in engaging the Oceans of Tomorrow projects, MERMAID, TROPOS and H2Ocean as well as the MARINA project. MARIBE wishes to learn from the work already carried out by these projects. As these projects are no longer active, MARIBE wishes to provide a platform for selected consortium members to further develop concepts designed during the projects.

### Governmental bodies

In order to assist MARIBE in facilitating brokerage sessions, it is important to get the insight of key policy advisors and representatives from government bodies. This people will be able to provide expert advice where MARIBE partners cannot. WP 3 has created a list key advisors that could provide this expertise.

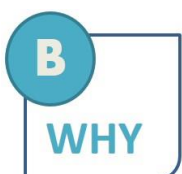
### Clusters

Both local and regional maritime clusters active in the four different basins can be of assistance to disseminate information about the MARIBE project and can also identify key stakeholders that MARIBE should engage with.

### Networks

As with Clusters, existing Blue Growth & Blue Economy networks can raise awareness about MARIBE and further help to identify relevant stakeholders.

## Why engage with MARIBE?



Determining the role of the stakeholder and learning their back grounds will provide MARIBE will key insights and lessons. In order to promote stakeholder engagement however, partners need to be able to clearly communicate the



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## MARIBE vision and explain to stakeholder what the value of engaging with the project is for them

The text below is available for use to all MARIBE partners when trying to engage with stakeholders, particularly when trying to enlist them in the project workshops. It gives the vision for the project and outlines the benefits of engaging with the project per stakeholder group. In addition, the MARIBE factsheet provides background information on the project and can be sent to stakeholders.

### Vision

MARIBE is a Horizon2020 project that aims to unlock the potential of multi-use of space in the offshore economy (also referred to as the Blue Economy). This forms part of the long-term Blue Growth strategy to support sustainable growth in the marine and maritime sectors as a whole; something which is at the heart of the Integrated Maritime Policy, the EU Innovation Union, and the Europe 2020 strategy for smart, sustainable growth.

Within the Blue Economy, there are new and emerging Blue Growth sectors comprising technologies that are early stage and novel. These have developed independently for the most part without pursuing cooperation opportunities with other sectors. MARIBE investigates cooperation opportunities for companies (partnerships, joint ventures etc.) within the four key BG sectors in order to develop the companies and their sectors and to promote the multi-use of space in the offshore economy. The sectors are Marine Renewable Energy, Aquaculture, Marine Biotechnology and Seabed Mining. MARIBE links and cross-cuts with the Atlantic Ocean Research Alliance and the Galway Statement by reviewing opportunities in the three European basins (Atlantic, Mediterranean and Baltic) as well as the Caribbean Basin.

### Industry/Company Stakeholders

MARIBE offers companies an opportunity to develop cooperation with other Blue Growth and Blue Economy sectors with a view to helping them to achieve increased efficiency and economic performance. Selected companies will work with the MARIBE team to identify the right means of cooperation for them and will benefit from the expertise of project partners in regards to socio-economic context, technical and non-technical barriers and investment and business model guidance. They will also take part in a workshop which will be tailored entirely to their needs and will introduce them to expert advisors and potential investors. Participating stakeholders will benefit from the following:

- A tailored plan for the development of a new business structure (in the form of a partnership, joint venture investment etc.) that links their company with other Blue Growth or Blue Economy companies.
- Bespoke background material which will assist the development of the new business structure that emerges. This will include information on socio-economic context, technical and non-technical barriers and investment and business model guidance.
- Opportunity to network with key investor, policy and business consultants that will help them to nurture their new business venture.
- A number of projects will be recommended to the EC as a key multi-use of space ventures.
- Travel costs to the workshop will be covered by the project.

### Investor and business consultant Stakeholders

MARIBE offers companies an opportunity to meet potential clients who are developing new cross-sectorial business opportunities in the Blue Growth arena. These are novel and exciting opportunities that comply and enhance marine spatial planning. They also fulfil the multi-use of space agenda that



is a major component of the European Commission's Blue Growth strategy. Stakeholders attending the workshop will benefit from the following:

- Exposure to novel and innovative multi-billion euro Blue Growth projects foreseen for the next decade, including aquaculture, offshore wind, tourism and oil & gas projects etc. Access to MARIBE investor toolkits and guidelines for Blue Growth.
- Opportunity to network with key policy and trade association representatives related to Blue Growth in each of the MARIBE maritime basins.
- An opportunity to liaise with the European Commission with a possible co-funding opportunities.
- Travel costs to the workshop will be covered by the project.

### Policy Advisors

MARIBE offers policy advisors an opportunity to build the capacity of Blue Growth sectors in their region and to promote multi-use of space, reducing competition for space and potential conflict between industries. They will do this by attending MARIBE workshops and advising companies that are involved in developing inter-sectorial business opportunities via multi-use of space or multi-use platforms. Stakeholders attending the workshop will benefit from the following:

- Exposure to novel and innovative multi-billion euro Blue Growth projects foreseen for the next decade, including aquaculture, offshore wind, tourism and oil & gas projects etc. Opportunity to develop the capacity of their region from a socio-economic perspective by participating in the development of new business ventures.
- Networking opportunity with key industry and investor stakeholders in their region.
- Travel costs to the workshop will be covered by the project.

### Trade Associations, Clusters & Networks

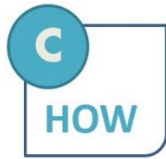
By engaging with MARIBE trade associations, clusters and networks will have an opportunity to build the capacity of Blue Growth sectors in their region and to promote multi-use of space, reducing competition for space and potential conflict between industries. They can do so by attending MARIBE workshops and advising companies that are involved in developing inter-sectorial business opportunities via multi-use of space or multi-use platforms. They will also have the opportunity to promote individual members as candidates for the MARIBE workshops, thereby helping them to develop and grow. Stakeholders attending the workshop will benefit from the following:

- Opportunity to promote members as candidates for MARIBE brokerage sessions
- Exposure to novel and innovative multi-billion euro Blue Growth projects foreseen for the next decade, including aquaculture, offshore wind, tourism and oil & gas projects etc. Networking opportunity with key industry and investor stakeholders in their region.
- Opportunity to gain new members working in their regions
- Opportunity to develop the capacity of their region from a socio-economic perspective by participating in the development of new business ventures.
- Travel costs to the workshop will be covered by the project.





## How are we engaging with our stakeholders?



This section explains in more detail the way in which we will engage with stakeholders and who is responsible for which element of our engagement process.

### Conference Participation

MARIBE will attend conferences and events and where possible take up a booth space (budget allowing) to connect with other relevant projects and organisations. This presents an opportunity to raise awareness about the project, as well as beginning to build a relationship with stakeholders from all the key audiences listed above.

Partners attending conferences will disseminate the MARIBE leaflet (available on Teamwork) which presents the project in non-technical language. Where they identify stakeholders that are of interest to the project, they are asked to take their business card/contact details and send this to WP 2 which is responsible for creating a stakeholder database. These people will receive the MARIBE newsletter and be kept informed about the progress of the project. In time, if selected, they may be approached and invited to engage with the project further.

### Surveys

#### Investor survey

WP6 is dedicated to knowledge brokering with the global investment community with focus on BE and BG in particular. In order to learn from that community, WP 6 have created a survey that has been sent out to investors. The survey was also designed to scope investors' interest in engaging with MARIBE. In this manner, it acts as a starting point from which a longer lasting relationship can be built with selected investors.

Dissemination of the survey was by way of a three pronged approach.

1. The survey was sent to investors identified in the WP 6 database. Where there were contact details for an individual, a personalised email was sent inviting them to complete the survey. Where contact details were for an organisation, an unnamed email was sent. This was followed by a reminder email some weeks later.
2. The survey was also disseminated through partners' networks. Partners were given a prepared introductory text which they could send to relevant people in their network asking them to complete the survey.
3. The survey was disseminated via social media and the MARIBE website.

#### Survey of all stakeholders

A comprehensive list of recorded stakeholders from each of the four basins containing investors, industry, policy and other stakeholders with an interest or specific role in the development of Blue Growth and/or Blue Economy will be contacted to partake in a more general MARIBE Blue Growth survey. The survey will seek opinions on the viability of combinations of Blue Growth or Blue Growth and Blue Economy sectors. Participants will also be surveyed on their attitudes towards selected combinations, barriers to their development and opportunities for their advancement. Participants



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will be given the opportunity to provide feedback on MARIBE deliverables. Additionally the survey will extract potential invitees to the brokerage workshops by exploring the willingness of participants to engage further with project.

The WP 8 survey will be disseminated in the same way that the WP 6 survey was disseminated. In addition to the survey, the project factsheet will be sent (PDF) which outlines the MARIBE project and the benefits of getting involved.

## **In-depth interviews**

### **Investor interviews**

As part of WP 6, MARIBE partners will reach out to investors by way of 1 hour phone interviews. These will be led by Marian Stuiver. It is aimed that 30 investors will be interviewed. The interviews will focus on their investments in Blue Growth and other maritime sectors. Detailed information will be gathered about their current and future/planned investments so that we gain a deep understanding of their decision making process. Furthermore the objective of the interviews is to explore the interest of the investors in participating in the brokerage sessions (WP9) and the proposed pilots (WP10). Where interested investors are identified, further engagement will take place (see below under workshops).

### **Company/industry interviews**

The MARIBE project will conduct 30 business model case studies. The business models of 30 existing companies will be assessed, subjected to SWOT analysis and lessons will be learned from them that will facilitate the creation of sector-specific generic business models. The 30 companies have been chosen as good examples of their sector and because of the potential for learning lessons from their approach. In order to fully understand the business models, WP 7 will undertake interviews of CEOs of all BG companies being assessed.

In addition to learning from these CEOs, the interviews will give WP 7 an opportunity to explain the objectives of MARIBE and to explore the interest of the chosen companies to engage further with MARIBE via the brokerage sessions.

Where possible, partners' contacts will be utilised. They will email the relevant CEOs and introduce BMI who lead WP 7. BMI will then send on the work they have already completed along with an invitation to take part in an interview. The relevant MARIBE sector expert will also be invited to attend. The interviews will primarily take place by phone but may take place in person where resources allow.

## **Workshops**

MARIBE will run 4 basin specific brokerage events that are designed to facilitate the building of inter-sectorial partnerships and to develop business ventures that are based on multi-use of space or multi-use platforms. This is done with a view to fulfilling MARIBE's primary aim of unlocking the potential of multi-use of space in the offshore economy.

The four events will be split into 6 parallel sessions, each focusing on a real and specific cooperation opportunity. Companies interested in cooperation will be invited as well as potential investors and advisors (including financial, policy and business advisors). Each session will be tailored to the needs of participants and will aim to identify and develop a business structure appropriate to the cooperation needs of the parties involved i.e. customer supplier relationship, joint venture partnership, takeover. Partners will also get expert advice on their financial strategy, adapting their



business plans (or creating new ones where necessary), the socio-economic context of their venture as well as the potential barriers facing them.

A selection process for workshop invitees has been identified in the description of WP 8. Preliminary engagement with these stakeholders for the workshops will be done via a standardised email invitation which will have a workshop prospectus attached (appendix 1 & 3 respectively). Where a MARIBE partner has a 'warm contact' with any of the invitees, they will have the option of sending this email personally. In all other cases WP 2 will send the invitation on behalf of the project coordinator.

When a response to the email is not received, the invitation will be followed up with a call. A 'playbook' or 'FAQ sheet' will be prepared in advance to give callers a template answer to questions that can be expected.

Where suggested companies are 'married' or are already working closely with a company in another sector, they will be invited by WP2 to suggest additional invitees to their respective sessions. WP 2 will then introduce the two companies involved to BMI (WP 9 leaders). WP 9 will liaise with the companies to tailor the workshop agenda to the needs of the company and to identify the advisors and investors that should be invited.

When companies are 'engaged' or 'single' that is in early stage negotiation, the same process will apply but it is envisaged that MARIBE partners will need to play a far greater role in developing the agenda and the identification of participants.

### **Pilot preparation**

After the workshops have taken place, one session out of each workshop will be put forward for development to pilot phase. WP10 will be responsible for the co-ordination and further development of this stage. From each of the four workshops, the most promising concept will be chosen and further work will be done to develop their business plan and funding strategy. They will also be assisted in drawing up implementation plans to bring their concept to pilot stage. MARIBE is working closely with the European Commission and endeavours to have multi-use of space written into future Horizon2020 programmes. Should they be successful in this, the four chosen concepts will be endorsed by MARIBE and put forward for European Commission funding. Swansea University will lead the interaction with selected session participants.



## Appendix 1 – Invitation to partake in Workshops

Dear X,

MARIBE is a Horizon2020 project that aims to unlock the potential of multi-use of space in the offshore economy. It does this by helping Blue Growth industries explore and develop inter-sectorial opportunities for cooperation in a way that is tailored to their needs (e.g. partnerships, joint ventures, customer supplier relationship and takeover). MARIBE recognises the success of (company name) in the (relevant BG sector) sector and we believe that collaboration with the (relevant BG or BE sector) sector could be of great benefit to your company.

### GETTING INVOLVED

MARIBE would like to invite you to partake in a brokerage session that is designed to help you explore the potential of the X and Y combination. This session will be completely tailored to your needs and will help you to identify the best way for you to collaborate with the Y sector. By participating, you will receive the following benefits:

- A tailored plan for the development of a new business structure (in the form of a partnership, joint venture investment etc.) that links their company with other Blue Growth or Blue Economy companies.
- Bespoke background material which will assist the development of the new business structure that emerges. This will include information on socio-economic context, technical and non-technical barriers and investment and business model guidance.
- Opportunity to network with key investor, policy and business consultants that will help them to nurture their new business venture.
- Selected projects will be recommended to the EC as a key multi-use of space ventures.

### OUR APPROACH

MARIBE's approach is a practical one. We are not a research project, our role is to gather and synthesise the large body of information available to Blue Growth stakeholders and to use that to help existing companies develop real business opportunities. Our consortium has a wide range of industry and investor contacts and a close relationship with the European Commission and we will capitalise on this facilitate brokerage sessions tailored to your needs.

### YOUR ROLE

In order to avail of the full benefit that MARIBE has to offer, you will be asked to partake in a two day workshop on the XXX in YYY. The expenses incurred during this trip will be covered by the MARIBE project. In preparation for the workshop, members of our team will liaise with you in order to determine how best to tailor the agenda to your needs. This will be done via a number of Skype calls.

If you are interested in exploring these exciting cooperation opportunities further, please feel free to give me a call on XXXX. Alternatively, you can send any questions you may have to [maribe@ucc.ie](mailto:maribe@ucc.ie).

Kind regards,

(Name of MARIBE partner)



## Appendix 2 – Invitation to Cooperate with MARIBE project

Dear X,

MARIBE is a Horizon2020 project that aims to unlock the potential of multi-use of space in the offshore economy. It does this by helping Blue Growth industries explore and develop inter-sectorial opportunities for cooperation in a way that is tailored to their needs (e.g. partnerships, joint ventures, customer supplier relationship and takeover). As a key stakeholder in the [insert sector name] sector, we are interested in working with you to fulfil our aim.

As MARIBE's goals align with the goals of your organisation, we believe that there are opportunities for collaboration and knowledge sharing. We are aware of your wide membership base and believe that many of your members would be interested in working with the MARIBE project which offers selected stakeholders support and expert advice when exploring inter-sectorial cooperation opportunities. I have attached a factsheet to this email and we invite you to visit our website and social media sites to learn more about the project (see details below). I would also appreciate the opportunity to speak to you in person to discuss potential avenues for collaboration. Please let me know when you are available and we can schedule a call.

Kind regards,

XXX



## Appendix 3 – Workshop Prospectus

This is the main body of text for the workshop prospectus which will be prepared as a separate PDF which partners can send to invitees. Four versions of the PDF will be completed for each of the basins and will include location specific information on venue, hotels, travel as well as information on the MARIBE team members attending.

### MARIBE Brokerage Sessions - Prospectus & Agenda

#### Background

MARIBE is a Horizon2020 project that aims to unlock the potential of multi-use of space in the offshore economy (also referred to as the Blue Economy). This forms part of the long-term Blue Growth (BG) strategy to support sustainable growth in the marine and maritime sectors as a whole; something which is at the heart of the Integrated Maritime Policy, the EU Innovation Union, and the Europe 2020 strategy for smart, sustainable growth.

Within the Blue Economy, there are new and emerging sectors comprising technologies that are early stage and novel. These are referred to as Blue Growth sectors and they have developed independently for the most part without pursuing cooperation opportunities with other sectors. MARIBE investigates cooperation opportunities (partnerships, joint ventures etc.) for companies within the four key BG sectors in order to develop these companies and their sectors and to promote the multi-use of space in the offshore economy. The sectors are Marine Renewable Energy, Aquaculture, Marine Biotechnology and Seabed Mining. MARIBE links and cross-cuts with the Atlantic Ocean Research Alliance and the Galway Statement by reviewing opportunities in the three European basins (Atlantic, Mediterranean and Baltic) as well as the Caribbean Basin.

#### Purpose

The main purpose of the MARIBE brokerage event is to work with companies to develop tailored plans for the development of new business structures (in the form of a partnership, joint venture investment etc.) that strengthen inter-sectorial cooperation and multi-use of space in the offshore economy.

#### Approach

The brokerage event will be divided into six parallel sessions, each of which focuses on two (or more) companies from different Blue Growth and/or Blue Economy sectors. Each session will have the following objectives:

- Identification of the most appropriate business structure to facilitate inter-sectorial cooperation between the parties involved.
- Formation of a development plan for that business structure
- Identification of key technical and non-technical barriers and an action plan for how they should be dealt with
- Creation of a strategy for the securing of necessary funds

#### Participants

- Each session will focus on two or more companies that wish to cooperate. Each of the companies involved will be represented by one participant.
- One or two financial experts will attend. These may be investors, investment brokers or financial advisors.



- One policy advisor will attend. This is likely to be a member of a government organisation with knowledge of policy specific to the sectors involved.
- One business consultant will attend who will be able to advise on the business plan.

In regards to the financial, policy and business advisors, these participants will be specially selected depending on the needs of the companies involved. The MARIBE consortium will also be attending the brokerage event and will bring with them specific expertise in the area of business modelling, the socio-economic context of the sectors involved as well as the technical and non-technical barriers.

## Products

- Inter-sectorial partnerships that feature Blue Growth industries and that centre on multi-use of space.
- Detailed plans for the development of a new business structures that will ensure the development of this inter-sectorial cooperation.
- Bespoke background material which will assist the development of the new business structure that emerges. This will include information on socio-economic context, technical and non-technical barriers and investment and business model guidance.
- Increased investor interaction with Blue Growth industries and a better awareness of the potential of multi-use of space.
- Increased interaction between Blue Growth industries and policy makers regarding multi-use of space.
- A number of projects will be recommended to the EC as a key multi-use of space ventures.

## Agenda

This is a template agenda that will be tailored to meet the needs of the companies involved in each of the sessions.

### Day 1

1. Introductions & Inspiration: Context setting and examples of the benefits of successful combining with other sectors
2. Process: MARIBE background and an explanation of the process
3. Understanding each other: Stakeholder objectives for the session
4. Define opportunity: Collaboration exercise to define the shared opportunity
5. Introduction to business model tools

### Day 2

1. Explain business model tools
2. Design the business structure most appropriate to the shared opportunity
3. Assess that structure: (i.e. identify technical & non-technical barriers, funding opportunities etc.)
4. Develop an action plan for the next steps

