Work package 3

**Deliverable:** D3.1 Developing and rolling out the new brand for the future joint Baltic and North Sea research and innovation programme

**Lead organization:** BONUS EEIG, Task leader: Maija Sirola

Submitted by: Andris Andrusaitis, Coordinator of BANOS CSA (andris.andrusaitis@bonuseeig.fi)

Submission date: 28 June 2019

*The main outcomes:*

- The brand, including the name, of the new joint Baltic and North Sea Research and Innovation Programme has been developed and formally signed off by the BANOS CSA Steering Committee.
- The brand matrix which defines the brand core, value proposition, relationship, position, expression, personality, mission & vision, culture and competence has been finalised, and the name of the new programme confirmed i.e. BANOS, the joint Baltic and North Sea Research and Innovation Programme.
- The now completed formulation of the appropriate and inclusive brand caters for the future programme as well as the current BANOS CSA project, the latter as applicable and where appropriate.
Description of task: (i.e. as in the Description of Work)

The name and brand for the new joint Baltic Sea and North Sea research and innovation programme will be developed and formally signed off by participants. The delivery of BANOS CSA aims and objectives and potential creation of impact will benefit greatly from having a consistent, inclusive and fit-for-purpose image, messages, values and voice that together form a strong brand. A strong brand enables also effective realisation of the other BANOS CSA strategic communications and dissemination efforts listed in this WP. The importance of establishing a strong and inclusive brand for this novel context as outlined and put forward in BANOS CSA proposal cannot be emphasised enough. Formulation of the most appropriate and inclusive brand will cater for all stakeholders of BANOS CSA, as well as the future joint Baltic Sea and North Sea research and innovation programme; be it primary e.g. national ministries, cross-sectoral bodies, end-users, funders; secondary e.g. other key actors; tertiary e.g. public at large. It is envisaged that parts of this task will be outsourced and the most suitable option selected by a mutual agreement by the participants. The deliverable will entail both (1) a brand in all its forms (full-fledged roll-out envisaged only at start of possible joint Baltic Sea and North Sea research and innovation programme) and (2) the necessary accompanying guidelines. The brand development will be completed in the early stage of project implementation (M1/2-M3/4) and will involve several work steps: (i) stock taking of BONUS brand equity, (ii) brand development plan and its approval (partly outsourced), (iii) running focus groups for developing the mutual brand (outsourced), (iv) report entailing the proposal (outsourced), (v) report signed off by all participating organisations, (vi) the brand creation based on the report outcome (outsourced), (vii) the new brand agreed by all participating organisations and (viii) development of guidelines for practical use/roll-out of the new brand (partly outsourced).
Forming the new BANOS brand

Report by Ellun Kanat with input by BANOS, 10.4.2019, final amendments 25.6.2019

The Baltic and North Sea Coordination and Support Action (BANOS CSA) funded by Horizon 2020 runs from November 2018 until spring 2021. As it is planned in the BANOS CSA, the framework for the new programme envisaged to begin in 2021, is prepared to encompass not only the Baltic but also the North Sea. The new programme is planned to be based on and follow its predecessor, the widely successful joint Baltic Sea research and development programme, BONUS (Art. 185). The new programme will be larger and will involve an even wider net of stakeholders necessitating a stronger, more united and increasingly compelling brand.

The strategic communications agency Ellun Kanat was approached by the BONUS Secretariat in December 2018, and selected to facilitate the process, i.e. forming the brand for the future programme in a way that some, if not all, elements of it could be used already in the work related to the development of the framework for the future programme i.e. during the BANOS CSA phase.

The deliverables of the work carried out by Ellun Kanat consist of the following elements to be completed by the end of the assignment:

1) Stock taking and information gathering – Analysis based on materials and workshops
2) Core and brand strategy – Designing and delivering of a brand matrix
3) Name and visual identity – Naming and designing of brand elements (preliminary)

12/2018 After agreeing on the project with the BONUS Secretariat, Ellun Kanat formed a project team: account director Ville Tuominen, communications consultants Pauliina Saares and Liisa Helle.

Stock taking and information gathering

01/2019 The team carried out a thorough analysis of background information available:

- Familiarized with extensive public and internal background materials, such as reports, strategy documents, as well as communications and branding strategies and guidelines from the BONUS programme of 8 Baltic Sea EU member states (and Russia through bilateral agreements) as well as the successful proposal and related materials from the run-up period prepared by the BANOS CSA consortium consisting of 12 countries and 15 institutions around the Baltic and North Sea. This part of the work was carried out in order to form a good understanding of the BONUS equity to be carried forward to the new programme and its brand, and to encompass as much as possible background information on the North Sea specific considerations necessary to include in the process. See annex 1 for the full list.

- Interviews with the BANOS CSA Steering Committee members were conducted to enhance further the overall understanding of the operational environment and landscape: The coordinating office BONUS EEIG representative and the BANOS CSA Coordinator, Dr. Andris Andrusaitis (face-to-face interview), a representative of the Baltic and North Sea regions from Projekträger Jülich, Germany, Dr. Joachim Harms (phone interview), and a representative of the North Sea from the Netherlands Organization for Scientific Research (NWO), Dr. Josef Stuefer (phone interview). See annex 2 for the interview questions.

02/2019 Next, two workshops were held with an open invitation made on both occasions to the full BANOS CSA consortium. The workshops had different focuses, and were both highly participative:

- Workshop 1 (1.2.2019, Brussels) focused on introducing the brand, highlighted key challenges to address – in effect, laid the foundations. Exercises focused on finding the brand core: participants were drilled on the programme’s purpose, future achievements and call-to-actions to different stakeholders, to name a few. Workshop 2 (12.2.2019, Brussels) started with a lively discussion about the core – a few suggestions were made to spur conversation which prompted lots of feedback. Then the other elements of the brand were considered – the programme’s personality, culture, and competences, to name a few. The exercises addressed these areas indirectly – participants were asked to, for example,
complete mission and vision statements, as well as write elevator pitches and letters of recommendation.

- Answers were collected and comments from both workshops written down. See annexes 3-5 for workshop materials and the full list of workshop participants.

**03/2019** Based on extensive background material and input from BANOS CSA members in the workshops, the brand expert team built the elements of the brand matrix. The finalized core and brand strategy illustrated through the so-called ‘Brand Egg model’ was then presented to the BANOS CSA Coordinating Secretariat on 7.3.2019 in Helsinki and to the key members of the consortium on 13.3.2019 in Brussels.

**06/2019** In addition to the creation of the brand, Ellun Kanat attempted the preliminary naming of the joint Baltic and North Sea research and innovation programme based on the ‘Brand egg model’ it created and delivered. However, due to lack of time in the assignment, given the complexity of the task, it became clear that the final element i.e. designing of brand elements, was best to be postponed and revisited by Ellun Kanat once the naming process opened to suggestions by the full consortium – again based on the now completed ‘Brand egg model’ – would be completed. Consequently, the second BANOS CSA Steering Committee meeting on 6 June 2019 decided the future programme’s name to be carried forward from the BANOS CSA stage and be simply **BANOS, the joint Baltic and North Sea Research and Innovation Programme**. The future programme will be known by this name from now and rolled out gradually in all forms in the BANOS CSA phase (as and when appropriate), and thereafter, in the BANOS programme as it is planned in the CSA. The BANOS visual elements are presented in ANNEX 6 of this report and will be applied as appropriate and gradually from here on.
1) The core and brand strategy

Of many existing ways to map a brand, the expert team chose to use the Brand Egg, a model based on Mats Urde’s Brand matrix tool\(^1\). The Brand Egg was considered the optimal solution for this brand assignment and was chosen because it forms a concrete, easy-to-use tool that works on many different levels: strategic, competitive, interactive and communicative. The Brand Egg encloses:

- Eight different features that encircle the brand core
- Internal and external features of the brand

THE BRAND CORE

The core message forms the epicentre of the brand. It’s not a slogan, but rather an internal mindset and attitude that should guide all our efforts: it is the one thing we want everyone in the programme to be able to recognise and remember.

Core message: Unlocking Sustainable Blue Growth in North European Seas

- **Unlocking** serves as an internal reminder of our attitude: we are on a positive mission to find, reveal and create solutions and opportunities. This should be reflected internally in the way we work, and externally in how we interact with our stakeholders.
- **Sustainable Blue Growth** underscores our values and core expertise. It helps us select the right partners and makes our mission and vision relevant to a wider group of stakeholders.
- **in North European Seas** is the context in which we operate. This context reminds of our collaborative efforts across the sister seas.
COMPETITION

The competitive factor is formed by the BANOS value proposition (external: key offerings or promise to stakeholder) and competence (internal: what makes us better than our competitors). They are qualities to keep in mind whenever there’s a need to explain and / or justify the BANOS value or effectiveness to external actors. Thus, they are particularly important when competing for resources, such as funding or visibility.

**Value proposition:** Knowledge and understanding for impact

*We provide top marine knowledge in a way that is easily translated into understanding and results in impact in North European seas.*

This value proposition describes our activities and ties them together with our intended end result or offering. We support science and innovation in order to offer stakeholders best available knowledge. Ultimately, we want them to understand and use this information for better policy and decision-making – in other words, impact.

**Competence:** All-star team of marine researchers and innovators

*We connect top scientists with the innovation field under a common agenda. We provide a platform for real collaboration with regional stakeholders, who are involved early on.*

Many institutions offer top-level science. What makes us truly unique is our ability to form an all-star teams and provide a platform for real collaboration and communication between different stakeholders – be they scientists, innovators or policymakers. We want our stakeholders to be able to understand and use our insights, which is why we invite them to work with us early on.
STRATEGY

The strategic elements of the brand are your position (external: your intended position in the market) and mission and vision (internal: what engages us, what is our direction). These should be used as guidelines when drafting more detailed targets, indicators and concrete actions. They are also good to keep in mind whenever planning any actions aimed for reaching out towards target groups.

**Position:** A label of excellence

*for effective, impactful and usable knowledge and innovation.*

While individual projects may vary in their scale, focus or character, we need the programme to vouch for any project’s most important qualities – to work as a guarantee that every project under the programme produces top-notch knowledge and innovation. Through this we can drive science-informed policy.

**Mission and vision:** From challenges to science to solutions

*To foster high-level cooperative research and innovation across the Baltic Sea and the North Sea.*

*To support sustainable use of ecosystem goods and services with robust and sound science.*

Our mission outlines the route we intend to follow to reach our ultimate vision. We want to be able to generate knowledge and solutions for the sustainable use of our seas. To reach our goal, we understand that we need to help top researchers to join forces. Together, we will use science and innovation to create better knowledge, and ultimately, better solutions.
INTERACTION

Interactive elements are formed by your relationship (external: what is the nature of our relationship with our stakeholders) and culture (internal: what are our attitudes, how do we work and behave). Together, they outline both our internal modes of operating and our ways of cooperating with external stakeholders.

**Relationship:** Enabling improvement

*Our key stakeholders appreciate our advice and see that we are willing to engage in dialogue to help them in science-informed policy and decision-making in support of sustainability.*

Our focus is on improving policy and decision-making by making it more science-informed. We understand that this requires a flexible and friendly approach – that’s why we want our key stakeholders to see us as enabling, not forcefully demanding positive change. We provide useful tools and targeted answers to our stakeholders’ questions.

**Culture:** Ambitious and open

*to collaboration, communication and diversity*

Openness is the secret sauce of our culture. It reflects how we work: in a trusting, transparent and unprejudiced way. It also showcases our values and attitudes: we’re not just open, but ambitious in our drive for collaboration, communication, and diversity.
COMMUNICATION

Finally, the communicative factors of the brand operate between internal and external levels. How we communicate is a combination of our expression (what is distinctive about the way we express ourselves) and personality (what characteristics form our organizational character). Together, these elements of the brand can be used as filters or concrete tools for shaping messages whenever we communicate about and/or within the programme.

Expression: Interest → Impact → Information

_We set the scene and raise interest, explain the potential impact, and only then share our facts and information._

We want to generate understanding and drive impact. To do so, we must engage our audience. While scientists may be tempted to lay on the facts and evidence first, doing so risks losing the audience. That’s why whenever we talk about the programme or its projects outside the purely scientific field, we start with the big picture. We carry our audience through what’s going on and why it’s meaningful – and only then lay on the evidence.

Personality: We are: curious & specialized / inspiring & credible / proactive & reflective

Some of our qualities come naturally to scientific communities – we are highly specialized, credible and reflective of our behaviour and results. However, we want to go beyond the traits of traditional research institutions: we pride ourselves in being curious and interested in topics beyond our immediate research and innovation agenda; we want to inspire others to join; and we have a proactive approach to driving policy and creating impact.

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## Annex

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BRAND development – towards the Baltic and North Sea research and development programme

Ellun kanat materials to read /12 Dec 2018/ms

External

1. Outline (BANOS CSA) document, BONUS series no 15
2. BONUS SRA, update 2014, BONUS series no 14
3. BONUS policy landscape analysis, BONUS series no 13
4. BONUS briefing Final evaluation No 30
5. BONUS briefing Impact No 26
6. BONUS briefing Success stories No 27
7. BONUS briefing Interim evaluation No 24
8. BONUS in Brief 2018/2
9. BONUS in Brief 2018/1
10. BONUS in Brief 2017/2
11. BONUS in Brief 2017/1
12. BONUS in Brief 2016/2
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14. BONUS in Brief 2015/2
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17. BONUS in Brief 2014/1
18. BONUS in Brief 2013/2
19. BONUS in Brief 2013/1
20. BONUS in Brief 2012/1
21. BONUS in Brief 2011/2
22. BONUS in Brief 2011/1
23. BONUS in Brief 2010
24. BONUS in Brief 2009/2
25. BONUS in Brief 2009/1
26. BONUS in Brief 2008
27. BONUS annual review 2017
28. BONUS annual review 2016
29. BONUS annual review 2015
30. BONUS annual review 2014
31. BONUS annual review 2012-13
32. BONUS annual review 2011
33. BONUS annual review 2010
34. BONUS projects’ portfolio 2018
35. BONUS brochure 2018
36. BONUS projects’ participants’ guide
37. BONUS law

Internal

a. BONUS final evaluation (full)
b. BONUS impact anaysis (full)
c. BONUS communications strategy
d. BONUS secretariat’s manual
e. Tips on how to write guides
f. Housestyle guides
g. ToR for web content guides
h. Policy brief template for BONUS projects
i. Template for communications plan for BONUS projects
j. Example of BONUS projects’ statistics (indicators) report (Viable ecosystem projects, 3rd year)
k. BONUS-2-Corporate_Brand
l. Creating a successful brand PP
m. Technical guides for writing on B projects website

Online

www.bonusportal.org
www.bonusprojects.org

Video www.youtube.com/watch?v=2joh6Ug2eJE

BONUS e-bulletin no 1-116
www.bonusportal.org/bulletin

@BONUSBaltic (twitter -& fb)

...

BANOS CSA

www.banoscsa.org (available late Dec)

brochure, briefing
ANNEX 2 – LIST OF INTERVIEW QUESTIONS

● What does BANOS do? Describe BANOS to a child / your grandmother.
● Who are your main audiences / key stakeholders? Who does BANOS need to speak to?
● Describe BONUS’ past communications – what have they been like?
● What are your biggest challenges, communications-wise?
● What are your biggest strengths?
● Any good benchmarks – who do you want to sound more like?
● Was BONUS branded?
  ○ If yes, what were the cornerstones of the BONUS brand? How did it succeed?
  ○ If no, why not? How did this show? When did you most need a unified brand?
● What do you think the main purpose of your brand is – why does BANOS need a new brand? (eg. Internal communications / leadership tool, consistency, …)
● Describe your ultimate best-case scenario: what has changed after our work?
  ○ What aims have been achieved, what concrete steps have been taken?
● Is there anything else you want to bring up, that we haven’t yet taken into account?
BANOS CSA WP 3.1. Brand development

Workshops 1 & 2, Brussels – facilitation by Ellun Kanat

1\textsuperscript{st} WS: Friday, 1 February 2019 14:00-16:00/16:30 at the premises of JPI Oceans, Rue du Trône 4
Janis Ancans State Education Development Agency (SEDA), Latvia
Andris Andrusaitis BONUS EEIG
Anders Brudevoll JPI Oceans
Karoliina Koho BONUS EEIG
Paul Marchal Institut Francais de Recherche pour l’exploitation de la Mer (IFREMER), France
Maija Sirola BONUS EEIG
Gert Verreet Department of Economy, Science and Innovation (EWI) Flanders, Belgium
Jacky Wood JPI Oceans

2\textsuperscript{nd} WS: Tuesday, 12 February 2019, 10:00-12:00/12:30, Hotel NH Brussels EU Berlaymont, Boulevard Charlemagne 11-19
Janis Ancans State Education Development Agency (SEDA), Latvia
Andris Andrusaitis BONUS EEIG
Jurate Deviziene Research Council of Lithuania (RCL), Lithuania
Joachim Harms Forschungszentrum Jülich GmbH, Germany
Maurice Heral French National Research Agency
Karoliina Koho BONUS EEIG
Gilles Lericolais IFREMER
Ann-K Lescrauwaet Flanders Marine Institute (VLIZ), Belgium
Paul Marchal Institut Francais de Recherche pour l’exploitation de la Mer (IFREMER), France
Philippe Moguedet Institut Francais de Recherche pour l’exploitation de la Mer (IFREMER), France
Maija Sirola BONUS EEIG
Monika Stankiewicz HELCOM
Josef Stuefer Netherlands Organization for Scientific Research (NWO), Netherlands
Didzis Ustups State Education Development Agency (SEDA), Latvia
Welcome to the first brand workshop for BANOS CSA!

We are building a brand for BANOS CSA as well as the program that BANOS CSA is working towards. Our work is strongly based on the successful BONUS legacy – meanwhile, our hope is that with a strong brand, the new program can be even more inspiring and effective than the previous program.

Today we are working on the foundations, or the key elements that form the core of your brand. And we’re going to need all your help!

WHERE WE ARE NOW:

**ANALYSIS**
- Interviews of 2 key figures
- Reviewing your materials
- Target group analysis
- Deep situational analysis

A situational analysis allows us to break down elements and opportunities and ensure that we’re headed in the right direction strategically.

**WORKSHOP I**
- Aim, core message, mission/vision
- Target audience

We’ll come up with new ideas and crystallize your way of communicating. The core qualifies as the backbone of your brand – what’s most central to you?

**WORKSHOP II**
- Narrative
- Tone of voice / attitude
- Communicational opportunities
- Name of the program

We’ll present our ideas for the core of your brand.

**THE BRAND**
- The brand consists of the aim, core message, narratives, target audience, tone / attitude and a framework for opportunities.

THE WORLD AROUND US:

1.2.2019

BANOS CSA
Workshop I

10.4.2019
THERE ARE MORE MESSAGES THAN EVER BEFORE.

EVERY MINUTE:

3,7 MILLION
Google searches

38 MILLION
WhatsApp messages

4,3 MILLION
YouTube videos viewed

481 000
tweets

187 MILLION
emails

THE WORLD IS FASTER than ever before.

SO FAST THAT COMPANIES HAVE A HARD TIME KEEPING UP.
Limited resources for communications

Insufficient speed of scientific methods and peer reviews

ARRHYTHMIA = SPEED OF EXTERNAL CHANGE

digitalization
agile competitors
global competition
regulation
communication revolution

Insufficient speed of scientific methods and peer reviews

AN ORGANIZATION’S ABILITY TO CHANGE & ADAPT

SPEED OF EXTERNAL CHANGE

TRADITIONAL

industries crumble.

AND NO INDUSTRY IS SAFE FROM DISRUPTION

APPLE PAY
NETFLIX
SPOTIFY

WE’VE SHIFTED FROM THE POWER OF THE MEDIA TO THE POWER OF THE INDIVIDUAL

and no industry is safe from disruption
THOSE WHO CAN COMMUNICATE BEST CAN CHALLENGE OLD POWER:

WE GENERALLY TRUST OUR PEERS – BUT LUCKILY FOR YOU, EXPERTS ARE ON THE RISE.

Almost 70% of people are afraid of the use of false information and fake news are an instrument of power.

59% Are not sure what is true and what is not.

56% Don’t know, which politicians to trust.

42% Don’t know, which companies or products to trust.
IN THE ERA OF POPULISM AND #FAKENEWS, DEMAND FOR RESEARCHED DATA IS HUGE.

Source: 2018 Edelman Trust Barometer

TOO EARLY TO SAY ANYTHING MEANINGFUL OR...

...WAY TOO LATE BUT WITH EXCELLENT SUBSTANCE

RESEARCHERS ARE ALWAYS EITHER:

Belle Gibson: Blogger who claimed she beat cancer with ‘healthy eating’ fined more than $400,000 over lies

World Worried About Fake News as a Weapon

Percent who worry about false information or fake news being used as a weapon

Source: 2016 Edelman Trust Barometer

Anti-vaccine community behind North Carolina chickenpox outbreak

Scientists Confirm There's Nothing But Misinformation On Anti-Vax Sites

Even when sites did cite peer-reviewed studies, their interpretations were flawed

Trump on climate change report: 'I don't believe it'
THE ANALYSIS BEHIND THE BRAND WORK

We have analyzed the situation, objectives, and challenges of the BANOS CSA project and BANOS program (working title). We’ve formed an idea of your key challenges by diving into the former BONUS program’s materials, interviewing three key persons and studying the environment and the context of the future program.

Your three key strategic challenges are related to your target groups, your communicational capabilities and coalition structure.

Today we will concentrate on issues that we see as the most effective for strengthening your capabilities to give valuable scientific information and tools to policymakers. In other words, how can we help you make politics more scientifically informed.

1. YOUR TARGET GROUPS

ANALYSIS

What does this mean for BANOS CSA – and the future program?
YOU HAVE MANY TARGET GROUPS, BOTH INTERNAL AND EXTERNAL:

- Companies that are active in the area
- Media
- Academic community
- NGOs related to North Sea and Baltic Sea
- Regional commissions etc.
- Grassroots
- Media
- Grand audience
- European Union

THE MOST IMPORTANT TARGET GROUPS ARE POLICY MAKERS IN THE EUROPEAN UNION AND ON A NATIONAL LEVEL

YOUR KEY TARGET GROUP IS SURROUNDED BY A SUBSTANTIAL AMOUNT OF MESSAGES

LIFESPAN OF A POLITICAL ISSUE

- Effective strategic influence
- Finding possible solutions and debating about them
- Influence on details and facts-checking

- Agenda setting, clarification of the challenge and urgency of the issue
- Proactive lobbying and informing
- Reactive lobbying and debating

- Social expectation
- Politicalised issue
- Drafting of the law and the phase of decision making
- Implementation and evaluation of the decision
2. YOUR COMMUNICATIONS

Communicating in a post-truth world is no easy feat

YOUR COMMUNICATIONS

The new program will be built on the legacy of the former BONUS program. The BONUS program has been a pioneer in communications: for example, your press releases have been very informative, effective and to the point.

The future program is more than a collection of thematically linked projects – it combines individual projects so that the whole is greater than the sum of its parts. Potentially, your shared communications, reports and analyses should help build your credibility and potentially widen your impact.
THE BONUS EEIG WEBSITE IS STRICTLY INFORMATIONAL:

FACEBOOK AND TWITTER ARE GREAT CHANNELS FOR COMPRRESSING YOUR MESSAGE AND ENGAGING WITH YOUR FOLLOWERS – HOWEVER, THESE CHANNELS, TOO, ARE USED IN QUITE A ONE-DIMENSIONAL WAY.

OVERALL, IT’S CLEAR THAT YOU’VE BEEN COMMUNICATING TO THE SCIENTIFIC COMMUNITY.

Hard-to-reach and difficult-to-read reports do not awaken the interest of the general public or policy-makers – and thus, are less likely to get read by these important target groups.
10.4.2019

INSTEAD OF BEING A FACTORY OR WAREHOUSE OF KNOWLEDGE
COULD YOU THINK OF YOURSELVES AS A USEFUL SET OF TOOLS FOR DECISION-MAKERS?

EFFECTIVE COMMUNICATIONS LET YOU SKIP A FEW STEPS

COULD YOU POPULARISE YOUR RESEARCH LIKE SITRA AND SCIENTIFIC AMERICAN DO – SO THAT A POLITICIAN OR A JOURNALIST CAN GET THE GIST ON FIRST GLANCE?

3. WORKING AS A COALITION

Teamwork makes the dream work
Your project comprises of a **wide network of stakeholders** – and the aim is to include both private sector and civil society organisations during the upcoming project period.

Working as a coalition brings along both **opportunities and challenges**. To avoid the most common pitfalls and to make use of the possibilities we summed up **lessons learned** from joint campaigning and projects:

**INTERNAL ELEMENTS OF SUCCESS**

- Mutually agreed objectives
- Ground rules
- Transparency on expectations & capacity to participate
- Jointly formed ways of working
- Ability to engage individuals, not just organisations
- Clear responsibilities and roles
- Efficient coordination
- Sufficient coordination
- Many levels of participation

**POTENTIAL ELEMENTS OF FAILURE**

- Inability to prioritise action
- Insufficient resourcing
- Unclear decision-making processes
- Top-down ways of planning and working
- Inefficient technical platforms and/or tools for information sharing and cooperation
- One size fits all solutions
- Unhealthy competition

**TO SUM: WE’VE IDENTIFIED 3 KEY CHALLENGES**

1. **Members of your primary target group** (ie. politicians) are **difficult to reach and engage**. They have limited time to immerse themselves in new projects and thus, need information quickly and concisely.

2. **Your topic is difficult to popularize** – particularly by an organization that is not too used to communicating outside the scientific community.

3. **Your organisation is large and complex**. Your impact is ultimately determined by your various members’ combined abilities to communicate and further your cause. How can a large and complex team come together to act and communicate under a united brand?
THESE CHALLENGES WERE TACKLED TOGETHER IN THE WORKSHOP:

EXERCISE 1

Behind every effective brand there’s an understanding of the organization’s true purpose. In order to create a successful strategy for your program’s brand work, we need to dig into the roots of your existence. For this, we ask you to Define the purpose of the new program in one sentence.

- Scientifically informed policy towards sustainable use of marine ecosystem services
- To foster effective and efficient marine science, supporting sustainable blue economy, well-linked with the EU framework programme.
- Make sure that our research funding on a common agenda are reaching applications in real life (e.g. JPI is both science and innovation)
- United research agenda. Seas have no borders.
- Tackle problem together and coordinate – need to find key questions that are affecting us all, and define them.
- Influence future projects of research in complex consortium environment
- Combat fragmentation of research
EXERCISE 2

Imagine we’ve leaped a few years ahead in time. It’s 2027 now and the new program has been operating successfully for five years. **What has the program achieved by 2027? List the most meaningful achievements.**

- Science breakthroughs and innovative / cost-effective solutions identified for the three main problems of the seas
- New expansive sectors (wind, tidal, wave energies) are cleared to operate at the scale and with good prospect that no further environmental degradation occurs
- Environmental understanding is advanced so that proper scientific modelling can test alternative climate futures
- Member states involved in the program realize the value of the program (proper stakeholder involvement and engagement achieved, communicated our results to the community.)
- Identified gaps in policy and providing policymakers with solutions.
- Framework for funding successfully implemented.
- Sustainability joined with industry involvement.
- All stakeholders are engaged from outset, well-connected to projects
- New funders alongside the existing BONUS community (alternative angles of funding eg. innovation projects).  
- Academic outcomes of the project: better understanding of the connectivity between sea regions.
- Will have an agreed strategic research innovation agenda, first projects will have been supported under the new program. Securing all stakeholders, well-defined pathways to impact, being able to draw on new projects but also legacy projects that have been funded under BONUS for many years.

EXERCISE 3

The new program needs to reach a wide network of stakeholders. Let’s take a moment to reflect on their importance and the possibilities their engagement could bring for the program.

**What is the program’s call to action for these stakeholder groups:**

- decision makers
- civil society organizations
- companies/business
- media and general public

**Decision-makers**

New sources of funding, new money to the table and new ways of cooperation. Environmental policymakers.

Understanding of the importance. Empathy from policymakers for what you’re doing, this can be gained by showing the benefits. Helping overcome political bubbles. To be willing to attribute resources.

To be a little bit patient, because science isn’t Twitter.

**Companies / businesses**

Co-production of science, willing to engage in open science at the program level. Giving up some data and control, bringing in resources.

We need to have space to allow companies to promote their open data endeavors, giving them a platform to show off to their peers how things can be done better.

Platform for companies to proactively engage.

**Civil society / NGOs**

Promoting the need for sound science to inform policy-making, they are key informants of public opinion. More educated scientific community.

Engage in dialogue with scientists directly (more at the organisational level), people in NGOs. Foster better socioeconomic approaches into the scientific organisation.

**Media / general public**

Better trust of experts, more educated, more efficient dissemination of scientific knowledge – they influence build up of scientific opinion.

As a little bit more thorough and old school, I would like media to represent different voices and check their sources. Fake news exists because journalists aren’t doing their jobs well.
BANOS GIVES NORTHERN SEAS A FUTURE
EUROPEAN SEA UNION HAS BEEN ESTABLISHED
FIRST RESULTS IN: ALL EUROPEAN REGIONAL SEAS JOIN FORCES TO PUSH THEIR SUSTAINABILITY AGENDA SUCCESSFULLY TO MAIN ARENA

BREAKING NEWS
BALTIC & NORTH SEA RESEARCH AND INNOVATION PROGRAMME SOLVES COASTAL EUTROPHICATION
TOWARDS A SUSTAINABLE FUTURE: MULTINATIONAL AGREEMENT ON MANAGING BALTIC AND NORTH SEA AGREED

BANOS CSA WORKSHOP II

We’re working on building a strong brand for the future program. The aim is to find a united core and way of talking, interacting and existing with your most important stakeholders. We want to build a brand that will help you be even more successful than the BONUS legacy, and thus, justify the need for a joint Baltic and North sea research and innovation programme.
Members of your primary target group (ie. politicians) are difficult to reach and engage. They have limited time to immerse themselves in new projects and thus, need information quickly and concisely.

Your topic is difficult to popularize — particularly by an organization that is not too used to communicating outside the scientific community.

Your organisation is large and complex. Your impact is ultimately determined by your various members’ combined abilities to communicate and further your cause. How can a large and complex team come together to act and communicate under a united brand?
AND THIS IS WHERE A STRONG BRAND KICKS IN.

YOUR BRAND HELPS

- Stand out
- Make you relevant and meaningful
- Create a shared identity and way of speaking
- Build trust
- Strengthen your communications
- Share your values
- Share your values
A STRONG BRAND CAN HELP YOU SKIP A FEW STEPS

THERE ARE TWO SIDES TO A BRAND:

**DEFINED BY YOU**

*Brand identity*

**DEFINED BY YOUR AUDIENCE**

*Brand image*
Based on Corporate Brand Identity Matrix by Mats Urde

**Value Proposition:**
What are our key offerings and how we want them to appeal to target groups?

**Expression:**
What is distinctive about the way we communicate and express ourselves and makes us recognizable?

**Mission and Vision:**
What engages us (mission) and what is our direction and inspiration (vision)?

**Relationship:**
What should be the nature of our relationship with key stakeholders?

**The core message:**
What do we promise? Clarifies and sums up the essential: why do we exist? It’s a leadership tool that guides our actions.

**Culture:**
What are our attitudes and how do we work and behave?

**Position:**
What are our intended position in the market and the hearts and minds of our target groups?

**Personality:**
What combination of human characteristics or qualities forms our organizational character?

**Competence:**
What are we particularly good at and what makes us better than competitors?
In Practice: The Nobel Prize Matrix

Nobel Prizes are awarded by four independent institutions—each of which has its own identity—but are managed by the Nobel Foundation. These organizations have a common ground: a brand core of rewarding work that has conferred “the greatest benefit to humankind.”

<table>
<thead>
<tr>
<th>EXTERNAL</th>
<th>VALUE PROPOSITION</th>
<th>RELATIONSHIP</th>
<th>POSITION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Celebration and propagation of scientific discovery and cultural achievements</td>
<td>Integrity, respect, and dialogue</td>
<td>The world’s most prestigious award</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXTERNAL/INTERNAL</th>
<th>EXPRESSION</th>
<th>BRAND CORE</th>
<th>PERSONALITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>SYMBOLIC, according to traditions, with a modern, open approach</td>
<td>“For the greatest benefit to humankind”: discovery, excellence, and engagement for higher ideals</td>
<td>IMPARTIAL AND COSMOPOLITAN, WITH A PASSION FOR SCIENCE AND CULTURAL ENLIGHTENMENT</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INTERNAL</th>
<th>MISSION AND VISION</th>
<th>CULTURE</th>
<th>COMPETENCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS SET FORTH BY ALFRED NOBEL’S WILL, TO AWARD PRIZES TO RECOGNIZE THE “WORTHIEST” PEOPLE</td>
<td>OBJECTIVITY, INDEPENDENCE, AND INTEGRITY</td>
<td>RIGOROUS PROCESSES TO EVALUATE AND SELECT LAUREATES</td>
<td></td>
</tr>
</tbody>
</table>
YOUR BRAND CORE

Core

Clarifies and sums up the essential: what do you promise; why do you exist?

- It forms the center of our brand identity – what do we want people to have on their minds when they hear or talk about us?
- It directs our actions and our communications – everything we do should be reflective of our core.
- It is an internal mindset. It's the one thing we want everyone in the programme to remember.

It directs our actions and our communications – everything we do should be reflective of our core.
BLUE GROWTH Science-informed
Real-life applications
Innovation **CO-PRODUCTION**
Collaboration **SISTER SEAS**
Open science Sustainable
**PRECAUTIONARY** Drive policy
**SOLUTIONS** *Impact* Research
Your brand core shouldn’t be a slogan, but a **CHALLENGE**

**THAT INSPIRES**

**YOU TO THINK BIGGER.**

- **RESEARCH OVER BORDERS FOR SUSTAINABLE REALITY**
- **CROSSING SEAS FOR SUSTAINABLE REALITY**
- **SCIENTIFIC COLLABORATION FOR SUSTAINABLE REALITY**
- **SOLVING BEYOND BORDERS FOR SUSTAINABLE REALITY**
MISSION AND VISION

What engages us (mission) and what is our direction and inspiration (vision)?

Time to get your red pens out! Edit the statements below to form your mission and vision statements:

“To ensure sufficient funds for collaborative research at the Baltic Sea and the North Sea.”

“To make decision-making in politics and in business more science-informed.”

Pair assignment. Discuss with a partner and if you feel the need to, make any necessary changes to the statements. Write down your statements on post-it notes (max. 2 sentences).

Time: 10 mins

Mission
- To foster high-level cooperative research across the Baltic Sea, the North Sea and the English channel.
- Knowledge and impact northern seas for a common benefit
- Elaborate on strategic agenda – bringing marine science objectives together. Alignment, coordination, partnership.
- Integration of best knowledge and ecotechnological advances in support of sustainable use of ecosystem goods and services
- Support collaborative research at the Baltic and North Sea

Vision
- To inform politics with high-level science
- To inform (sustainable) maritime management with robust and sound science.
- Bridge the gap in science and society
- An integrated maritime basin research framework.
- How to understand, preserve our seas and oceans – part taken through BANOS.
- Understanding our seas and oceans is sustaining our future.
- Joint initiative to create sustainable future for us all in the Baltic and North Sea regions
- Create scientific knowledge for a better future
- To connect and integrate research and innovation, deliver solutions and informed decision-making for North and Baltic Seas
PERSONALITY TRAITS

If the program were a human being, what kind of personality traits or characteristics would he/she have?

Complete the sentences:
1) The future program is ...
2) The future program is not ...

Individual assignment. Write down as many characteristics or traits as you can.

Time: 5 mins.

RULES OF COLLABORATION

What type of expectations or requirements for collaboration do we set for projects, researchers or organisations willing to join the program?

Write down 3–5 expectations/rules of collaboration for all participating projects concerning things like external and/or internal communication, sharing results, participation in common events or otherwise acting as a member of the program.

Pair assignment. Discuss with a partner and write down your 3-5 rules on post-it notes.

Time: 10 mins
YOUR EXPERTISE

What are the particular strengths of the future programme? Why would the top researchers, investors or the media want to be associated with you?

You have 30 seconds to convince:
- a potential investor to invest
- a researcher to join
- a journalist to cover a project in your programme. What do you say to them?

Pair assignment. Write down your pep talk and prepare to present it to the other groups.

Time: 10 mins

MEDIA
- The world and seas are in danger due to climate and human pressure. 50% of fish stock is overexploited. We need more pan-European and international joint research to propose solutions such as advancing sustainable fishing, pollution, acidification to reach healthy and productive seas and oceans. Therefore developing collaborative high-level research is important.

RESEARCHER
- Opportunity to bring impact
- Bridge science and practice
- Leverage
- Strong teams
- Good school of communications/ community
- Work towards addressing social issues
- Access to infra (also in industries)

INVESTOR
- Invest in us, invest in a sustainable future
- Support/help to ensure sustainable ecosystem services
- Outcomes that give future seas a future
- Visibility in a market
- Access to exposure
- Support sustainable goals
- Sustainable use of ecosystem services
- Invest in future, reliable teams
- Top ecological science solves big challenges

YOUR RELATIONSHIPS

How do you want your stakeholders to talk about you and your collaboration?

A policymaker is writing a letter of recommendation about the programme for a colleague in another country. What does the letter say?

Individual assignment. Write down your dream letter of recommendation.

Time: 5 mins

- A lot of discoveries await us in the Blue Ocean. But 90% of benefits originate and 90% of challenges occur in the regional seas. This program has the potential to deliver knowledge for tackling these challenges. All coastal states must take part in this effort.
- I have been part of BANOS CSA from its first steps and seen it grow high and far. The impact of BANOS CSA has been tremendous and it has ensured the sustainable management at North Seas. Because of BANOS, the future generations can enjoy a sunny day on a clean beach and harvest their favourite fish for a supper. The Blue Economy is booming and many new jobs have been created.
- BANOS is an integrative research program spanning all Northern sea countries. It will develop and carry out an ambitious science and innovation agenda, preserving the seas for long-term policy and economic benefit of the North.
- I would touch upon the mission of the programme and some communities with the country in question. Also upon the pooling of top scientific and innovation resources. Importance of the programme for the whole Europe or at the global scale. Also, possibility to together strengthen through new collaboration.
- It has been my utmost pleasure to have collaborated with the programme in finding out the consortive, latest knowledge from not only one but a cluster of interdisciplinary projects and use this knowledge to the benefit of bringing forward the improved policy for the benefit of us all and the protection action of our joint sea.
Dear executive secretaries of regional sea consortium, I invite you to join BANOS CSA, an efficient and impactful program of research and innovation. You will receive much needed support to develop and implement ambitious policies for the health of oceans and seas. You will gain fully professional collaboration that will help you to bridge science and policy. Join now!

I've worked with this program for x years and have experienced: genuine interest to listen to and understand the complexity of the state, an ability to reach out and mobilize expertise both from science and innovation landscapes and generate co-creation, innovative research. Be able to navigate the excellence and to inform, impact decision-making.

In France, we have attempted to apply some BANOS recommendations on implementing MPAs within a Marine Spatial Planning – 3 years later, we noted some improvements in ecosystem health, and also the living of key stakeholders and decrease in social conflicts. I therefore strongly recommended this programme to you.

The new sister seas programme brings together all relevant funding organisations around North Sea and Baltic. Therefore the joined activity will have high national policies in alignment with the EU Blue Growth strategy. We highly support this joint approach to address the social and to create the knowledge for addressing the challenges for future sustainable seas.

Dear colleagues, we are about to launch a very important collaborative project which objectives correspond to the ones you have been carrying out or envisaging to do so. Joining our forces and expertises will allow us to answer relevant societal questions for the society. Developing research in this research program will pave the way to find needed solutions.

Individual assignment. Write down your dream letter of recommendation.

Time: 5 mins
BANOS
Brand book
**Value proposition:** KNOWLEDGE AND UNDERSTANDING FOR IMPACT

**Relationship:** ENABLING IMPROVEMENT

**Position:** A LABEL OF EXCELLENCE

**Expression:** INTEREST, IMPACT, INFORMATION

**Mission and Vision:** FROM CHALLENGES TO SCIENCE TO SOLUTIONS

**Culture:** AMBITIOUS AND OPEN

**Personality:** CURIOUS & SPECIALIZED, INSPIRING & CREDIBLE, PROACTIVE & REFLECTIVE

**Competence:** ALL-STAR TEAM OF MARINE RESEARCHERS AND INNOVATORS

**Mission and Vision:** FROM CHALLENGES TO SCIENCE TO SOLUTIONS

**Culture:** AMBITIOUS AND OPEN

**Personality:** CURIOUS & SPECIALIZED, INSPIRING & CREDIBLE, PROACTIVE & REFLECTIVE

**Competence:** ALL-STAR TEAM OF MARINE RESEARCHERS AND INNOVATORS
Brand colours

The BANOS brand colours are BANOS Purple, BANOS Gold and BANOS White. These three are the most dominant colours in all BANOS materials in both printed and digital applications.

In addition to the main brand colours, three additional colours have been defined. Deep Blue, Deep Green, and BANOS Black are used to broaden the colour palette whenever needed.

Default black and white are replaced with BANOS Black and BANOS White. BANOS White is the primary background colour.

Colours outside this palette should not be used.

BANOS Purple
RGB: 97,81,146
CMYK: 73,73,11,1
PMS: 7670C / 2745U
#615192

BANOS Gold
RGB: 187,149,62
CMYK: 21,35,81,15
PMS: 7754C / 7753 U
#bb953d

BANOS White
RGB: 255,247,238
CMYK: 0, 4, 8, 0
PMS: 7506C (20% tint) / 7506U (20% tint)
#fff7ee

BANOS Black
RGB: 60, 60, 60
CMYK: 0, 0, 0, 90
PMS: Pantone Black 7C / 6U
#3c3c3b

Deep Green
RGB: 19, 79, 87
CMYK: 88, 46, 48, 42
PMS: 7722C / 3292U
#124e57

Deep Blue
RGB: 13, 73, 126
CMYK: 100, 75, 28, 1
PMS: 7462C / 2495U
#0c497e
Brand colours and their lighter shades can be used to broaden the palette i.e. for charts/infographics where a wider colour range might be needed.
Logo

The BANOS logo consists of three elements:

1. A graphic element, The Sister Seas -symbol
2. The BANOS brand name
3. A supportive text element that consists of one of the following:
   *The full name of the BANOS programme, any BANOS slogan or other additional information*
Logo: Colour versions
Two-coloured gradient

This version of the logo is mainly used in digital applications (i.e website) and should always be placed on a white (BANOS White) background.

Due to the gradient effect in the Sister Seas symbol this version is not best suited for printing, and should only be printed when the quality of the printed materials can be ensured, i.e by printing the materials at a printing house.
Logo: Colour versions
Single-coloured

The logo is also available in all three main brand colours (BANOS purple, gold and white) and black (BANOS black).

These colour versions of the logo can be used in all digital and printed materials, also when using regular office printers.

Any of the three main brand colours can be used as a background colour for these logos.

If the use of colours is limited i.e due to printing, the black version of the logo should be used instead of converting a coloured one into grayscale format. In black and white materials the BANOS White can be replaced with clear default white.
Logo: Alternative structures

The logo is primarily used with all three elements (*Sister Seas symbol, BANOS brand name and additional text element*)

The Sister Seas symbol and/or the additional text can be separated from the logo if:

- The logo needs to be displayed so that it is less than 50 mm wide
- The Sister Seas symbol is used in large size as an illustrative element.
The Sister Seas symbol used as an illustrative element.

The logo is displayed less than 50 mm wide in a business card.
Minimum size of the logo with all three elements is 50 mm / 5 cm wide.

The lineweight of the Sister Seas symbol is set to 0.5 pt when the logo is displayed in the smallest size possible (50 mm wide). The line weight increases when scaling the logo bigger and this should not be altered.

Other items should not be placed too close to the logo. The size of the empty area, the “safety zone”, is defined by the size of the letter “B” in the logo.
In printed applications the logo is primarily placed in one of the corners. For a balanced appearance it is placed closer to the side of the paper and further from the top or bottom. The letter "B" is used here similarly as when measuring the safety zone.
Sister Seas symbol

The graphic symbol in the logo portrays two meeting seas, The Baltic and North Sea, the sister seas, where BANOS operates. Two meeting entities also symbolise the BANOS brand values and way of operating.

The Sister Seas symbol can be used as a separate, illustrative element in varying sizes in both digital and printed applications.

The Sister Seas symbol can be freely scaled, cropped and rotated, as long as the size proportions remain intact. When the Sister Seas symbol is used as an illustrative element separately from the logo the lineweight can be altered.

The Sister Seas symbol can be used in the same colours as the logo (including the gradient version). In addition to these coloured versions, special finishes such as metallic foiling or embossing can be used in printed materials.
Typography

BANOS uses Pill Gothic 900 for all text in all applications from website to reports.

Pill Gothic 900 Regular is used in body text. Pill Gothic 900 Bold and Pill Gothic 900 Oblique are used in text formatting. BANOS is always written in capital letters.

The Windows alternative for Pill Gothic 900 is Candara. Candara is also used if Pill Gothic 900 is not available.
Pill Gothic 900 in use. BANOS White is used as a background colour also in written documents, i.e. reports. For black and white printing default white background can be used. The bodytext should be the same colour as the logo used with it. If needed, BANOS Black is used for highlighting parts of the text.
Pill Gothic 900 is also used in digital applications.