



**BluAct**  
**Transfer Roadmap**  
**in GDAŃSK**



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## SECTION 1: INTRODUCTION AND POLICY CONTEXT

### 1.1: INTRODUCTION AND CITY PROFILE

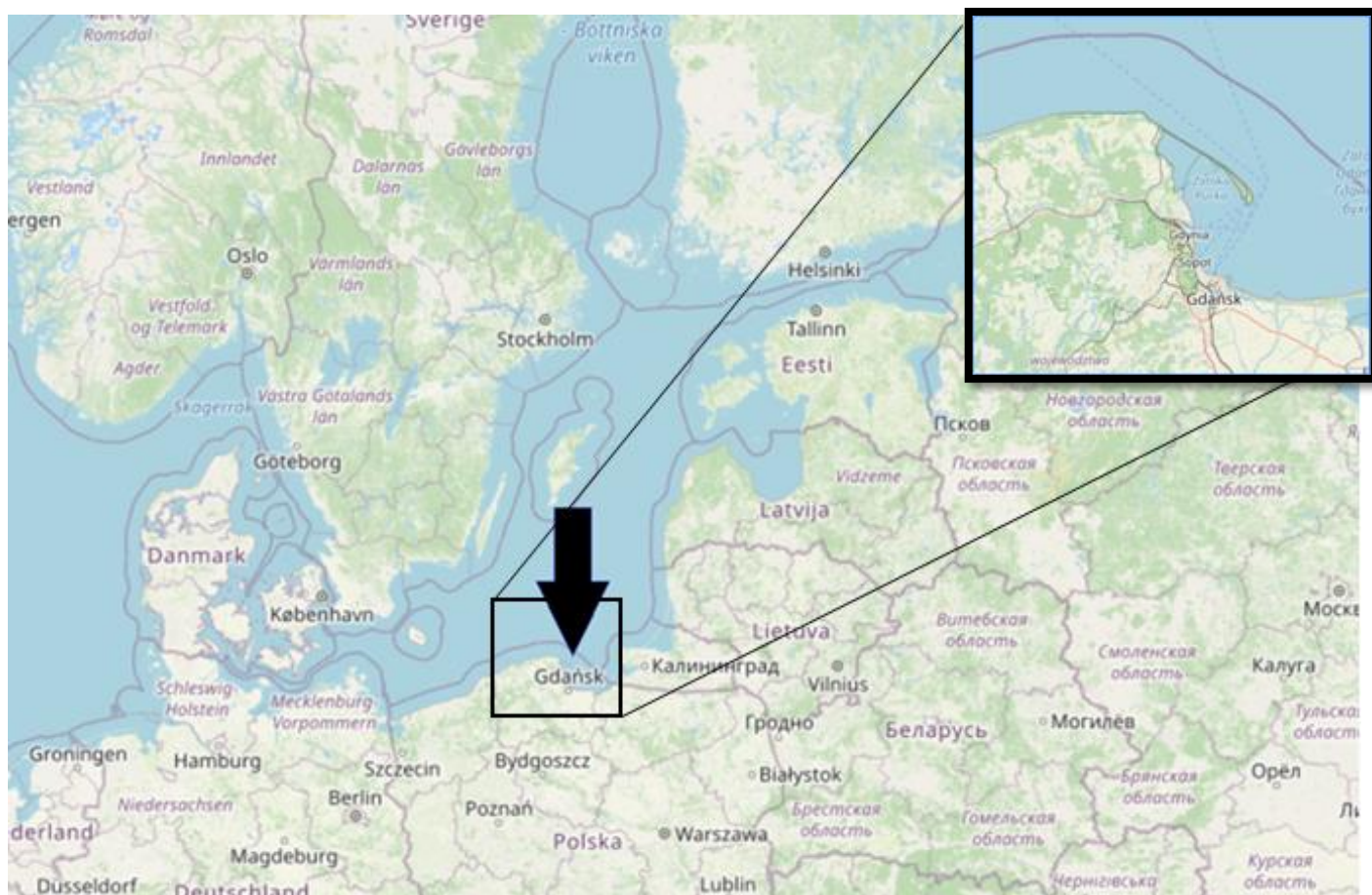
The city of Piraeus has established the Blue Growth Initiative (BGI) - an innovation competition for the Blue Economy - to strengthen the maritime and marine sectors of the economy in the city and stimulate the development of high-value, innovative business ideas.

In Piraeus, the competition is about to enter its sixth year and the city's approach of delivering the initiative through an ongoing programme of promotion has built the competition year-on-year, so that the majority of partners in the marine landscape now support the delivery of the initiative every year.

The purpose of the BluAct Network is to support the Transfer of a Good Practice in Blue Growth Entrepreneurship from the city of Piraeus to the partner cities in the Network.

The BGI is a good practice, which will be transferred by the city of Gdańsk taking into consideration local context and business environment. Gdańsk will implement the BGI following all stages of competition within the BluAct project.

The purpose of this document is to introduce the city of Gdańsk in its local, regional and the Baltic Sea basin level and to present the approach to the Good Practice Transfer Process, the main challenges and our plan to facilitate the Transfer of a Good Practice in the Blue Economy.



Source: <https://www.openstreetmap.org/>

The city of Gdańsk is located in the northern Poland on the Baltic coast. It is impossible to talk about Gdańsk without neighbouring cities of Sopot and Gdynia, which together form the Tricity with around 800,000 inhabitants, the major cultural, educational and economic centre. The Gdansk-Gdynia-Sopot Metropolitan Area (Tricity and neighbouring municipalities) is the fastest growing area of northern Poland.

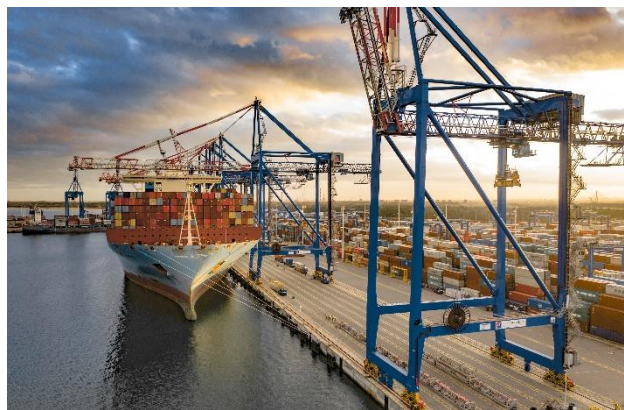


Gdańsk is the capital and largest city of the Pomorskie Voivodeship and the most prominent city in the vicinity of the cultural and geographical region of Kashubia. It is Poland's principal seaport and the centre of the country's fourth-largest metropolitan area.

The unemployment rate in Gdańsk is 3.5%, while in the wider Pomorskie Region reaching 6%.

During recent years it halted decline of maritime industry with the exception of declining productivity of large state-owned shipyards (Gdańsk, Gdynia and Naval Shipyard).

The Port of Gdańsk is one of Poland's most important gateways and a major hub for the South and East Baltic region, with recently expanded Deepwater Container Terminal (DCT) extending the most energy efficient and cost competitive route for the region's exports, improving Poland's competitiveness in the global market and facilitating inter-regional trade.



Source: <https://www.portgdansk.pl/>

In addition to the well-prepared introduction of offshore wind industry in Poland's EEZ (Exclusive Economic Zones) a growing understanding of the importance and advantages of the Blue Economy entrepreneurship has been achieved.

Available data about entrepreneurship in Gdansk come from 2019:

- 3.7% annual increase of registered business
- 79,857 total number of businesses registered in REGON by the end of December 2019
- 6,749 number of new businesses registered in 2019
- 96.8% share of businesses employing less than 9 employees in the total number of registered businesses
- 67.6% share of self-employed persons running a business in the total number of registered businesses

Source: *Raport z realizacji Programu Operacyjnego Innowacyjność I Przedsiębiorczość za 2019 rok*, City Office of Gdańsk, [https://download.cloudgdansk.pl/gdansk-pl/d/202012161207/po\\_5\\_innowacyjnosc-przedsiębiorczosc2019\\_edit\\_2020-12-02.pdf](https://download.cloudgdansk.pl/gdansk-pl/d/202012161207/po_5_innowacyjnosc-przedsiębiorczosc2019_edit_2020-12-02.pdf) (in Polish)

In 2019 Gdansk Entrepreneurship Foundation (GEF) conducted research among start-ups in Gdansk. 75% of them stated that Gdansk is a better place to do business than other large cities in Poland. 99% agreed that Tricity is a place with good influence on the development of start-ups. They were looking for support in: sales (81%), management (77%), branding (74%) and marketing (72%).

It is worth noting that the available data apply to the situation prior to the COVID-19 pandemic that changed the entrepreneurs' situation and needs. We are looking to obtain 2020 data.

## 1.2: NEEDS ANALYSIS IN THE TERRITORIAL CONTEXT

BLUACT is directly linked to the EU 2021-2027 policy priorities of creating **a more competitive and smarter Europe** and **a greener, low-carbon transitioning towards a net zero carbon economy**. More specifically, BLUACT will contribute towards smoothing the journey that innovative ideas must take in the different stages of the innovation circle to full-scale application.

In the case of Piraeus, the successful application of the Blue Growth Initiative has resulted in a re-focussing of Research, Development, and Innovation (RDI) systems in the fields that can foster excellence and smart specialisation in the city, all of which lay within sectors of the Blue Economy.

The real success of the BGI lays in the way it is stimulating the creation of knowledge-intensive companies and higher value jobs and has led to the establishment of several initiatives that aim to foster RDI in the Blue Economy, in a sector of the economy (the maritime and marine sectors) which has often been characterised as being quite traditional with a limited degree of innovation.

Moreover, it also has led to the inclusion of relevant budget lines in the key economic strategies of Piraeus (see for example the Integrated Territorial Investment Plan and the Strategy for Blue Growth of Piraeus Municipality).

More importantly, the BGI has resulted in the establishment of a strong multi-agency ‘quadruple-helix’ entrepreneurial and innovation partnership that is committed to promoting Blue Growth in the city of Piraeus. This partnership – which Piraeus refers to as the ‘Marine scape’ – has significantly strengthened the entrepreneurial eco-system in the city.

Based on Piraeus’ specialisation and excellence and the successful implementation of the BGI, the Blue Economy was included as a priority field in the regional smart specialization strategy (RIS3), while RDI in Blue Economy is favoured in receiving funding.

The Polish Blue Economy generates approximately 3.2 billion euros in GVA (2018), which represents an increase of over 40% since 2009. Still Blue Economy constitutes only 0.8% (2018) of national GVA, indicating that its potential for growth can be enhanced even further.

The potential for growth in the Blue Economy is recognised by the EU Strategy for the Baltic Sea Region (EUSBSR). In February 2021 new EUSBSR Action Plan was issued to ensure that the policy areas which address climate change and cooperation with non-EU countries and organisations from Baltic Sea region are put to action. Some of those actions are directly linked to the Blue Economy development potential for Poland and Pomorskie Region. In particular:

- In the Policy Area – Ship:
  - Support measures reducing emissions from shipping including digitalization
  - Support research on emerging thematic challenges related to clean shipping and its impact on the environment and wildlife in the Baltic Sea
  - Support development of shore-side facilities to enhance clean shipping measures including infrastructure for alternative fuels
- In the Policy Area – Transport:
  - Development of measures towards climate-neutral and zero pollution transport
  - Facilitate innovative technologies & solutions in the Baltic Sea region
- In the Policy Area – Energy:
  - Streamlining efforts on energy efficiency in the region by deepening regional cooperation
  - Increasing the share of renewable energy including marine renewable energy
- In the Policy Area – Culture:
  - Promoting the Baltic Sea region cultural and creative industries, encouraging creative entrepreneurship

Pomorskie Region is one of the most rapidly developing regions of Poland, with a population over 2.3 million. The GDP of Pomorskie was 29.2 billion euros in 2018, accounting for almost 6% of Polish economic output. Forces that drive

the economy of the region are two Special Economic Zones, proximity of the international airport, several shipyards and ports, manufacturing, logistics, ICT, energy and services outsourcing. Energy and manufacturing, in particular for the offshore sector, are perceived as the region's priorities.

Shipyards located in the region are the main suppliers of the specialised PSV vessels, heavy lift jack-up vessels and offshore constructions to ship owners from Norway, Denmark, United Kingdom and USA. Apart from manufacturing for offshore, Gdańsk and Gdynia have become a leading Baltic centre of traditional shipbuilding, including advanced LNG ferries, Arctic container vessels, luxurious yachts, ship repairs and conversions and ship design.



Source: <https://gdanskshipyard.pl/>

The emerging offshore renewable energy sector enhances the perspective of Pomorskie and Poland for improved direct and indirect job market in the Blue Economy. It is estimated that in Poland 60,000 to 77,000 of new work places will be created, with a requirement for 25,000 to 35,000 of training courses, while predicted share of Pomorskie will be 30,000 of new jobs and 20,000 training courses needed.

Tricity Metropolitan Area is a unique conglomeration of academia, with 26 higher education institutions offering an education at the highest level in the wide variety of fields: Gdynia Maritime University (the largest maritime university in Europe), Gdańsk University of Technology, the Naval Academy, University of Gdańsk, University of Medical Sciences, Academy of Music, Academy of Fine Arts, University of Physical Education and Sport. Also, many research institutes are located in the region, including Institute of Oceanology PAS, Institute of Hydro-Engineering PAS, Institute of Fluid-flow Machinery PAS, Maritime Institute in Gdańsk.



Source: [https://en.wikipedia.org/wiki/Tricity,\\_Poland](https://en.wikipedia.org/wiki/Tricity,_Poland)

As the ports and shipyards are playing significant role in the economic and social development of the city and the region, the city of Gdańsk and the entire Pomorskie Region faces unique challenges and opportunities associated with the transition to a Blue and Green Economy and exchanging the declining and descending heavy industries for the innovative and creative ones. The broader goal to be reached by Gdańsk and Pomorskie is to reach a sustainable development in the area and in the surrounding coastlines.

Strong presence of shipyards and ports in the Pomorskie Region generates requirements for considerable number of technical specialists. In Pomorskie but also nationwide there is noted shortage of technical specialists, which combined with low unemployment rate in our region creates problems with acquiring enough staff to fulfil needs of the maritime sector. There is huge pressure in Poland to assure the highest standards of the higher education, but in recent years technical schools of the mid-level seemed to have been neglected. This combined with the economic migration results in the current state of shortage in that area.

On the other hand, specialists point out that it is difficult to reach an industry that is seen as closed – especially for young professionals. That, together with another challenge – the traditional work culture in some of the companies in the industry, not taking into account the changing labour market, is leading to the departure of talented people from the industry.

Considering the background picture set in this section, the main challenges the city of Gdańsk will try to address through the BGI project can be defined as follows:

**Relatively low levels of innovation in some of the marine and maritime sectors in Gdańsk supports the need for increased public-private cooperation and public investment in supporting the growth of Blue Economy enterprises and enhancing their international competitiveness through the stimulation of increased investment into Research and Development of innovative products, knowledge and skills base, services and technologies, whilst also ensuring the environmentally sound exploration and exploitation of marine resources.**



## SECTION 2: THE URBACT GOOD PRACTICE

### 2.1: THE GOOD PRACTICE IN SUMMARY

The Piraeus Blue Growth Initiative (BGI) is an entrepreneurship and innovation competition focussing on the marine and maritime economy. Originally established in 2014, it was the first EU level innovation competition for the marine and maritime economy (Blue Economy). The BGI helps early-stage entrepreneurs develop and realise innovative business concepts and create jobs in the Blue Economy.

The Blue Growth Initiative's vision is to strengthen the traditional economic activities related to the maritime economy with innovative business ideas. The BGI aims to inspire and support pre-start and early-stage entrepreneurs realise innovative concepts relating to marine and freshwater resources. The BGI creates new jobs and promotes a new innovative ecosystem, placing the sea at the forefront of economic development.

Through the Blue Growth Initiative, Piraeus has established a strong entrepreneurial eco-system for supporting blue growth entrepreneurs.

To better understand what makes the Piraeus Blue Growth Initiative special and understand what is needed to successfully deliver/adapt it in receiving cities, it's useful to break the Good Practice down into the five core elements that make up the Piraeus Blue Growth Good Practice:

#### **1. STAGE ONE: Establishment of a strong multi-agency governance structure for overseeing the delivery of the initiative (Aug 2021 – Dec 2021 target dates for GP cities, although an ongoing activity)**

To deliver the Blue Growth Initiative, the city of Piraeus has established a strong multi-agency governance structure for overseeing the delivery of the initiative. They refer to this multi-agency governance structure (which comprises public, private, community and academic partners) as the 'Marinescape'. This entrepreneurial, innovation partnership brings together all the key stakeholders in the city of Piraeus that are committed to the promotion of Blue Growth.

#### **2. STAGE TWO: Competition Preparation (December 2021 – February 2022 target dates for GP cities)**

During this phase of the delivery of the Blue Growth competition, the city needs to secure the resources needed to deliver the competition and develop the marketing material to launch it. The resources needed to deliver the programme may not necessarily cost a fortune. In Piraeus' case, they launched the first competition by relying heavily on in-kind contributions from partners (who provided project management support; volunteer mentors; incubation provision; marketing & delivery support; media promotion; and prizes). Once the key partner contributions to deliver the Blue Growth Initiative have been secured and agreed, the necessary marketing material is developed to enable the competition to be launched. This can include the establishment of a dedicated web-presence and the necessary marketing material. In addition, at this stage of the competition, the closing date for the receipt of business proposals is set.

#### **3. STAGE THREE: Competition Delivery (March 2022 – December 2022 target dates for GP cities)**

In this stage of the project, the Municipality of Piraeus launches the competition, through close collaboration with a range of other local partners, evaluates the proposals, prepares participants for a demo day/award ceremony, and holds the awards ceremony. This is a critical stage to the success of the competition, as sufficient, well developed business proposals need to be generated for the latter stages of the competition. Following the development of the necessary marketing material, the annual competition is launched via a coordinated Public Relations programme. During this critical 'proposal generation' stage of the competition, partners in Piraeus organise a range of activities to publicise the competition, but also to try and generate project ideas. Assuming sufficient proposals have come in by the stated deadline, the proposals which are valid and submitted on time are evaluated by the competition judges. Following evaluation, those project proposals that have been positively 'pre-assessed' are invited to participate in one-day workshop receiving mentoring services in order to prepare a proper presentation of their business idea for the "Demo Day". Following the evaluation process, the team in Piraeus organise an award ceremony and Demo Day. The teams with the highest scores are asked to present their proposals to the evaluation committee at this public event and the winners of the competition are announced.



**4. STAGE FOUR: Incubation Programme (December 2022 – May 2023 target dates for GP cities)**

During this stage of the competition the winning entrepreneurs are supported to develop their business ideas, to try and scale them and fully establish their business in the region. The Municipality of Piraeus hosts the competition winners, who are offered incubation support, in the form of mentoring, advice, support, office space, seed funding and the right conditions to help them develop their idea further and start their business venture.

**5. STAGE FIVE: Ongoing celebration and promotion (Ongoing)**

Over the lifetime of the programme, the emerging entrepreneurs and the concept of entrepreneurship are celebrated and widely promoted. All teams must agree to participate in promotional media and press events related to the Blue Growth Initiative. This includes, but is not limited to, giving interviews, and providing content for press releases and other promotional material.

When considering how previous cities have adapted the Good Practice in the BluAct Transfer Network, several potential adaptations adopted by partner cities in the ‘first wave’ of the Network are particularly worthy of note:

- **Building on the city’s distinct entrepreneurial ecosystem:** All the cities in the ‘first wave’ of the Transfer Network adapted the competition delivery to suit their own unique economic circumstances/economic ecosystem. For example, in some less well-developed regions, that were suffering from an acute brain drain, it was particularly noticeable that these cities targeted younger competition entrants, in the latter stages of their Tertiary education (to try and stimulate more ‘youth entrepreneurship’ and lock these potential fledgling entrepreneurs into the local economy).
- **Targeting and Promotion in less well-developed regions:** In these less well-developed regions, many cities found that (to generate sufficient business proposals for their entrepreneurship competitions), they needed to proactively go out into their local communities and generate sufficient business ideas, using proactive ideation activities (using mechanisms like hackathons).
- **The use of Competition Prizes in more-developed regions:** In some more developed regions, cities used prize awards (funded through sponsorship contributions) to attract entrants to enter the competitions. In our practical experience, these types of prizes attracted people with reasonably well-developed business ideas, that were seeking financial support and publicity for their business ideas.

In the timescales available for the delivery of the Good Practice’s transfer in partner cities in this Second Wave Network, it is unlikely that many of the cities will be able to fully transfer the Good Practice in its entirety. The reasons for this are because, whilst the competition generally runs over a twelve-month period (as an annual competition), our sense is that running the competition for the first time also requires 3-6 months preparation time.

That said, the best-case scenario for some cities in this second wave network is that they may be able to deliver the key elements of the competition preparation and competition delivery (culminating in a demo day/award ceremony) in the timescales available for the successful transfer.

## SECTION 3: OUR STARTING POINT

### 3.1: THE LOCAL CHALLENGE AND HOW WE HAVE ADDRESSED IT

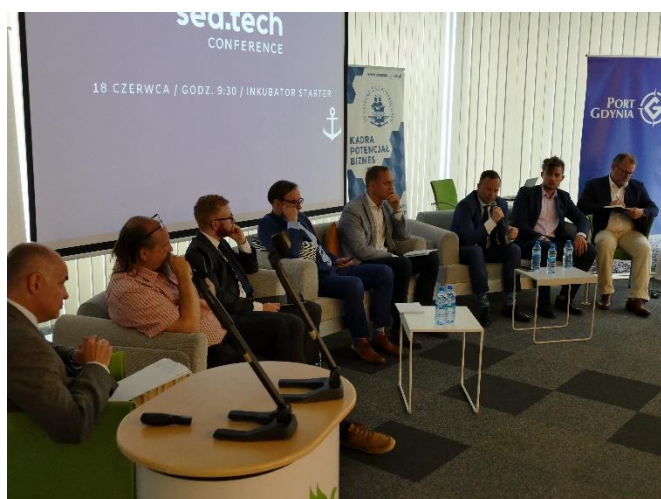
Although there is a lack of current local policies that would address and focus on the sea-related issues, there are many initiatives on the regional level aiming to activate dialog between industry, business, academia and administration and to accelerate development of Blue Economy.

#### Pomorskie Smart Specialisations



Pomorskie Smart Specialisations (PSS) – cover four main fields of the economy that are strong on development and innovation potential, that are key to Pomorskie's competitiveness and draw on the

region's unique resources and their innovative combinations and plan to carry out research and development work to boost competitive products and services nationally and internationally. Creation of PSS is one of the targets of Europa 2020 – a strategy for intelligent and sustainable development, which promotes social inclusion. The PSS I: Offshore, Port and Logistics Technologies, is the group within PSS focusing on the Blue Economy. Gdańsk Entrepreneurship Foundation/ Gdańsk Entrepreneurship Incubator STARTER is the leader of the PSS I.



The scope of the PSS I:

- Universal solutions and technologies to explore marine resources
- Vehicles and vessels used in the marine and coastal environment
- Devices, techniques and systems for monitoring and cleaning up the marine environment
- Innovative ways and technologies for utilising unique natural compounds produced by marine organisms
- Technologies, devices and processes to improve the safety and efficiency of transport and logistics services in ports and in their supply chain

Thematic groups include trade education, energy mix and new technologies. More information on PSS can be found at:

[https://www.rpo.pomorskie.eu/documents/10184/22969/Publication+POMORSKIE+SMART+SPECIALISATIONS\\_EN/f9b906f9-4f38-4084-8e65-768044559e6e](https://www.rpo.pomorskie.eu/documents/10184/22969/Publication+POMORSKIE+SMART+SPECIALISATIONS_EN/f9b906f9-4f38-4084-8e65-768044559e6e).

## Pomorskie Offshore Platform



Pomorskie Offshore Platform – with over 70 members representing different stakeholders in the whole investment process in offshore developments. The Platform actively influences changes in the legislative process and changes in the

law on national level to make the development of the offshore renewable projects possible. It creates bridges between industry, business, academia and administration to facilitate solutions for offshore development facilitation. Currently the Platform consists of three working groups concentrating on supply chain, competencies and safe and sustainable Baltic, trying to recognise and address the needs of the emerging renewable offshore energy market.

## Women Build Ships Too



Women Build Ships Too is an initiative supporting social cohesion and sustainability within maritime sector, supported by the city of Gdańsk. Initiated in 2019 by GEF in cooperation with the city of Gdańsk the project aims to strengthen the leadership competencies of women working in the maritime and logistics industry in Pomorskie Region in Poland, raising their visibility as experts and promoting work in the Blue Economy among young people. It started with the market research, to gain information about jobs of women in the maritime industry and the specifics of their career paths. Since that time, the project has expanded into:

- Mentoring programme where young female students and first year university graduates were matched with mentors, experienced and successful women and men from maritime industry.
- Students' visits to the maritime companies.
- Individual coaching sessions.
- Workshops on personal branding on LinkedIn.
- Creating online community (a Facebook support group).
- Webinar and workshop on effective cross-cultural communication.
- Cooperation with WISTA Poland (Women's International Shipping and Trading Association).
- Workshops for school career counsellors.
- Interviews presenting various professions in the form of webinars during which maritime industry female workers talk about their work and careers.
- Three cycles of effective management courses.
- Creation of bank of experts.
- Photoshoots.

More information can be found at: <https://kobiety.inkubatorstarter.pl/en/>.

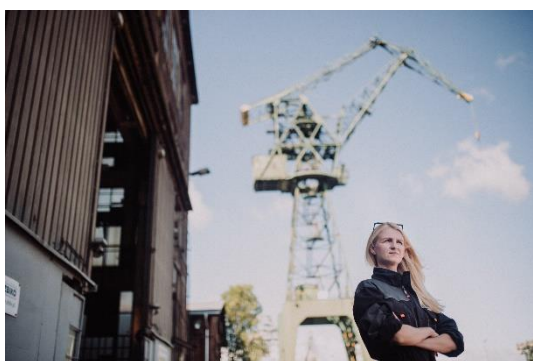


Photo Sylwester Ciszek Photography

SB BRIDGE



The SB Bridge project aims to reduce the mismatch between higher education and its graduates and the green and blue labour market, improving the motivation of young people to study and work in the green and blue sector.

Despite many good initiatives to increase the share of the labour force working in the blue and green economy, the South Baltic Region was facing the need to identify and overcome obstacles, such as lack of interest of young people in technical education, students' interest in blue and green studies and the mismatch between higher education and the labour market in the green and blue sector.

The project aims to build a bridge between education and the demands of engaging SMEs by developing a new approach based on the German concept of "TechnOlympics", which was piloted in the SoBaTo project in SBP 2007-2013. It is based on a concept in which cross-border events with a competitive nature are designed to stimulate students' interest in technology and innovation.



The project is jointly developed by partners from 5 Baltic Sea countries: Denmark, Germany, Lithuania, Sweden and Poland (Gdansk Entrepreneurship Foundation).

Duration of the project: 2018-2021

The project has received funding from the European Regional Development Fund through the Interreg South Baltic Program.

More information can be found at: <https://sbbridge.eu/>

The Smart Blue Regions Interreg



Smart Blue Regions is an EU initiative which seeks to enhance Blue Growth opportunities based on increased capacity of Baltic Sea Regions to implement Research and Innovation Strategies for Smart Specialisation (RIS3). The aim was to make innovation a priority for all regions, improving the innovation process, promoting better governance and getting stakeholders more closely involved, and finally, focusing investment and creating synergies. With a focus on economic development efforts and investments in a region's relative strengths, the "Smart Blue Regions" have made Blue Growth a priority in their RIS3. Whereas traditional maritime activities like shipping and fishery have been targeted by European, national and



regional for decades, there is still only a limited base of experience of proven policy measures when it comes to e.g. blue biotechnology/ life science, maritime surveillance/ technology or new propulsion technologies based on marine energy resources. The aim of this project was to solve this lack and develop targeted support measures in 6 Baltic Regions of Estonia, Finland, Germany, Latvia, Poland and Sweden. The Maritime Institute of Gdańsk has participated in the project on behalf of Poland and Pomorskie Region.

More information on the project can be found following the link:

<https://www.submariner-network.eu/smartblueregions>

### Diversity in the Workplace

Many working and learning environments are not friendly to people from minority groups. Employers and managers know little about legal regulations, and have even less knowledge about stereotypes, unconscious biases, prejudices and discrimination, cultural and social conditions, and effective tools of action. Meanwhile, the labour market is changing very quickly - people of different ages, from different cultural contexts, in different life situations (e.g. parents of young children) work in one team – people of different assets and needs. The project of GEF aims to create educational video materials on equal treatment, equal opportunities, counteracting mobbing and counteracting discrimination in the workplace for management staff in organizations, institutions and companies as well as mastermind meetings – regular meetings of experts aimed at mutual education in the above-mentioned scope of the labour market. Recommendations from mastermind meetings and educational videos will be released in November 2021. As attracting a wide variety of talent is also a challenge in the maritime industry, this can be a set of useful tools to improve team building and management.

### The European University of the Seas Project



with University of Gdansk as a project partner - <https://sea-eu.org/>. Project co-funded by the Erasmus + Programme of the European Union

Participants: University of Cádiz (Spain) – Coordinator, Université de Bretagne Occidentale in Brest (France), University of Kiel (Germany), University of Gdańsk (Poland), University of Split (Croatia), University of Malta (Malta) and 32 associated partners, including 8 research centres, 5 businesses, 5 cities and 1 province authorities, 6 public entities, 4 NGOs and non-profit organization and 3 international clusters of excellence.

*The 'European University of the Seas' (SEA-EU) Alliance was officially launched in October 2019, as part of the flagship 'European University' Initiative of the European Commission, to renew the vision of universities' role as key leaders in and shapers of the future of Europe. [...]*

*SEA-EU has encouraged excellence in research to gain more knowledge and a better understanding and management of the marine environment. It has assisted in building the human resources and skills necessary to match the needs of the evolving marine and maritime sectors, now and in the foreseeable future. It will provide and improve tools and techniques to measure and anticipate ocean based and driven impacts. It will build frameworks for more effective ocean governance. And it will empower societies and communities to achieve the Sustainable Development Goals for the oceans.*

## The Galatea Horizon 2020 Project



GALATEA “**G**row and **A**ccelerate your **s**mArt projects in **n**ew value **ch**Ains of the European Blue Economy” is a project funded by the European Union, launched in June 2020. It aims at supporting Small and Medium-sized Enterprises (SMEs) wanting to contribute towards development of Blue Economy. The project focuses on four main areas with high potential of smart and

sustainable growth: the Smart Ship, the Smart Port, the Smart Shipyard and Maritime Surveillance.

GALATEA also aims to tackle three horizontal dimensions of paramount importance for these four domains and corresponding to EU priorities:

- **Digital transition:** Digitalisation transforms the maritime sector and provides many new opportunities to enhance the productivity, competitiveness, efficiency and sustainability of the four targeted domains.
- **Ecological transition:** The European 2020 Strategy for smart, sustainable and inclusive growth focuses on climate change and energy sustainability by describing the 20/20/20 goals: greenhouse gas emissions 20% lower than 1990 levels, 20% of energy coming from renewable, 20% increase in energy efficiency.
- **Circular economy:** Maximising the reusability of products and raw materials and avoiding destroying valuable materials, which is necessary for seaports, places of active trade and exchanges with many companies operating in close proximity to each other.

GALATEA is implementing a 5-steps methodology towards the support of SMEs and allows for the redistribution of at least 75% of the budget directly to SMEs:

- **Challenge emergence:** End-users identified in the 6 domains of interest are involved to list and analyse their actual needs and challenges;
- **Projects emergence:** Innovative actors are gathered during several events in order to favour project ideas and to give the opportunity to meet and share;
- **Innovation support:** Open calls for proposal and for services are launched to select SMEs offering a solution to the identified needs. They receive up to 60 000 € for the development of their solution and/or a coaching service offered by clusters partners;
- **Monitoring and evaluation:** Funded projects are monitored and evaluated by the clusters partners to measure their impact;
- **Projects sustainability:** GALATEA partners ensure the sustainability of the funded projects by investigating the possible next steps for the granted SMEs.

The project brings together the experience of eight clusters from five European countries: France, Greece, Romania, Poland and Spain. The Baltic Sea & Space Cluster (BSSC Cluster) (formerly Polish Maritime Cluster) is one of the GALATEA project partners. It is a key cluster in Central and Eastern Europe and the Baltic Sea region, also recognised in the maritime industry on a global scale. The BSSC Cluster is an active member of the European Network of Maritime Clusters and United Nations Global Compact whose cooperation is coordinated by the European Cluster Collaboration Platform.

The GALATEA "Call for Voucher" are open from 22<sup>nd</sup> September to 8<sup>th</sup> December 2021, while "Call for Services" is continuously open until 30<sup>th</sup> September 2022.

More information on the project can be obtained at: <https://galateaproject.eu/> and <https://www.bssc.pl/galatea/>

### 3.2: OUR MOTIVATION

This is first URBACT project for GEF but not the first one for the city of Gdansk. Gdansk benefited a lot from previous participation:

- URBACT II with the city network working group HOPUS – Housing Praxis for Urban Sustainability (2008-2010) on housing projects and policies.
- URBACT II with My Generation (2008-2011) and My Generation at Work (2013-2015) tackling youth unemployment and how to address their needs.
- URBACT III:
  - the city led from 2015 to 2018 the BoostINNO network on enabling public administrations in their new role as broker of social innovation.
  - partner in CHANGE! network on people-powered public services and CityMobilNet about co-productive development of sustainable urban mobility plans.
  - URBACT transfer network Civic eState (2018-2020) whose purpose was to transfer a Good Practice developed in the City of Naples co-designing and co-producing with city inhabitants legal and sustainability tools for urban common governance.

BluAct Network is a first URBACT project focused on an entrepreneurship in maritime industry in Gdansk. It combines previous experiences of City of Gdansk and GEF and helps us to move to the next level.

#### Our motivation:

- We believe the future of business is green (there is no green without blue).
- Acquiring and expanding further relative knowledge and skills needed to support Blue Growth.
- Learning through collaboration with other cities with effective policies introduced in other European and overseas cities and regions which could help in the full transition to blue, green and low-carbon economy.
- Strengthening the capabilities of the STARTER Incubator and its employees
- Strengthening the local and regional innovation ecosystem in blue economy and intersectional cooperation.
- Strengthening international cooperation
- Strengthen the traditional economic activities related to the maritime economy with innovative business ideas, and social cohesion.

### 3.3: OUR ASSETS AND BARRIERS

Our assets are:

- support of local (municipality of Gdansk) and regional government (Marshall of Pomorskie Voivodship)
- access to local and regional funds
- a team of people experienced in managing local and international projects:

Karolina Rzepecka - Business Standard Expert, she develops strategies on linking social economy enterprises with corporate business, implementing SDG in SME and startups

Anna Miler – Start-up Development Specialist – a project manager with several years of experience (Women Build Ships Too, Diversity in the Workplace), building network of women in maritime industry in Pomorskie region

Financial and law departments

- network of experts with experience in supporting start-ups development (from previous incubational and acceleration projects)
- facilities: business incubator – office building, co-working space, other office spaces

- existing collaborative governance bodies: as the GEF was established by the Mayor of Gdansk, we have a close cooperation with the city office. GEF is a leader of the 1<sup>st</sup> smart regional specialisation in Pomorskie (port, logistic and offshore technologies) with more almost 50 members – companies from maritime industry in Pomorskie.
- experience in transnational working. GEF has several years of experience in international cooperation. We've been a partner in projects (co)financed within the Interregional Programme for the Baltic Sea Region, Interreg South Baltic Program, Interreg Central Europe, European Regional Development Fund among others. In Poland Prize – an acceleration programme that aimed to help foreign start-ups establish in Poland – we cooperated with 18 start-ups from abroad and helped them to start their business in Poland. Within IRIS -'Improve Regional Innovation Support' - 14 business incubator partner organisations from all countries around the Baltic Sea shared their experiences and developed and adapted suitable support instruments to improve regional innovation support. These guidelines contain the tangible results which are useful for similar organisations but also all actors involved in regional innovation ecosystems and development. The CROWD-FUND-PORT project was focused on economically weaker businesses with fewer opportunities, who do not had access to bank loans, but who would have been able to start business ideas through Crowdfunding. Outputs and results of the project benefited project partners as well as Small and Medium sized Enterprises by increasing their competences.

Any specific challenges or weaknesses that might limit your progress:

- Engaging experts, stakeholders, entrepreneurs (ULG) - the lack of involvement
- Securing funding for acceleration process – lack of resources
- Recruiting startups (entrepreneurs) to the challenge (lack of developed, innovative ideas)





## SECTION 4: OUR NETWORK TRANSFER MODEL

### 4.1: THE NETWORK METHODOLOGY

To formulate and consider the most appropriate Transfer Methodology – and to consider how best to structure the Transnational Exchange Process so it offers the greatest support to the good practice receiving partners, we have sought to agree a set of guiding principles to how the Network will be structured and agree a core Transfer methodology.

As part of this process, each partner city will use the process of developing a Transfer Road Map to:

- Review their Blue Growth priorities (Strategic Focus); put in place suitable leadership and management arrangements in preparation for the delivery of the Transfer; build their governance/partnership model; and review the structure of their delivery model
- Start to look at the timescales available to them to deliver the good practice and the potential deliverables (by developing a ‘high-level’ framework for their project plan, which the partners will be asked to present at the first Transnational Meeting at the end of September 2021)
- Use the same Transnational Meeting to facilitate a discussion with the partners about the Transfer Methodology, particularly the Transnational Exchange Process and the approach to working with Urbact Local Groups on the local transfer process.

In addition, the network will also adopt several core principles to the delivery of Transnational Exchange and Learning process, as illustrated by the table below.

No.	Goal (This network will)	Mechanisms that supported the Goal
1	Establish a strong ambition and transfer 'culture' across the partnership	The culture of the meetings; the relationships between partners; an inspirational programme of high-quality speakers/experiences; and celebrating achievement and success.
2	Support cities to develop robust Local Transfer Roadmaps that supports them to develop a clear plan to successfully transfer the GP	Local Transfer Roadmap Development - helping cities to develop an adapted Local Transfer Roadmap, which is agreed by their ULG.
3	Facilitate Transnational exchange and learning to deliver the key knowledge, capabilities and understanding required to support the receiving cities to manage an effective transfer of the GP in advance of the requirement	Deliver an inspirational and experiential programme of transnational Exchange and Learning, which provides partner cities with the skills, knowledge, and capabilities they need to successfully transfer the Good Practice, on a 'just in time' <sup>1</sup> basis.
4	Unblock challenges/barriers and promoting sustainability through bi-lateral and tri-lateral exchange	Organise regular bi-lateral/tri-lateral exchanges, to act as 'quality circles' <sup>2</sup> to unblock challenges/barriers and explore opportunities to enhance the initiative
5	Support cities, ULG's and ULG co-ordinators to manage a successful transfer through an ongoing programme of coaching, mentoring and transfer roadmap monitoring	Organise bi-monthly one-one's between the LP/LE and PPs via Skype, to provide the support needed to ULG co-ordinators and ULGs to transfer the GP. This process will also monitor the progress of actual transfer against the plan, and feed knowledge into the transnational learning programme to ensure it adapts to meet partners needs

Ultimately, we have concluded that the most appropriate approach to transferring the Good Practice is to adopt a combination of (carousel style) transnational meetings (where we visit several cities in the Network to deal with

<sup>1</sup> Just in Time Training - knowledge delivered to learners at the moment they need it and to the location they need

<sup>2</sup> Quality Circle - a group of people who meet regularly to consider ways of resolving problems and improving production in their organization.

particular themes and issues) and a radial approach, where the Lead Partner and Lead Expert work with individual cities to address particular transfer issues, on a 1:1 basis.

The Transnational Exchange Meetings, will focus on the delivery of the thematic knowledge, skills and capabilities partners need to successfully deliver the transfer (on a Just in Time Basis); the Bi-Lateral/Trilateral Meetings (which will be organised to coincide with Transnational Meetings) will be used to define transfer challenges, identify potential solutions & transfer knowledge/skills & capability; and bi-monthly one-one's (between the LP/LE and PPs) will take place via Skype, to monitor the transfer progress and provide support to the individual cities. A diagram of this methodology, and how the Transnational Meetings, Bi-lateral/Tri-lateral and Skype Meetings relate to the work of the individual Urbact Local Groups is shown below.

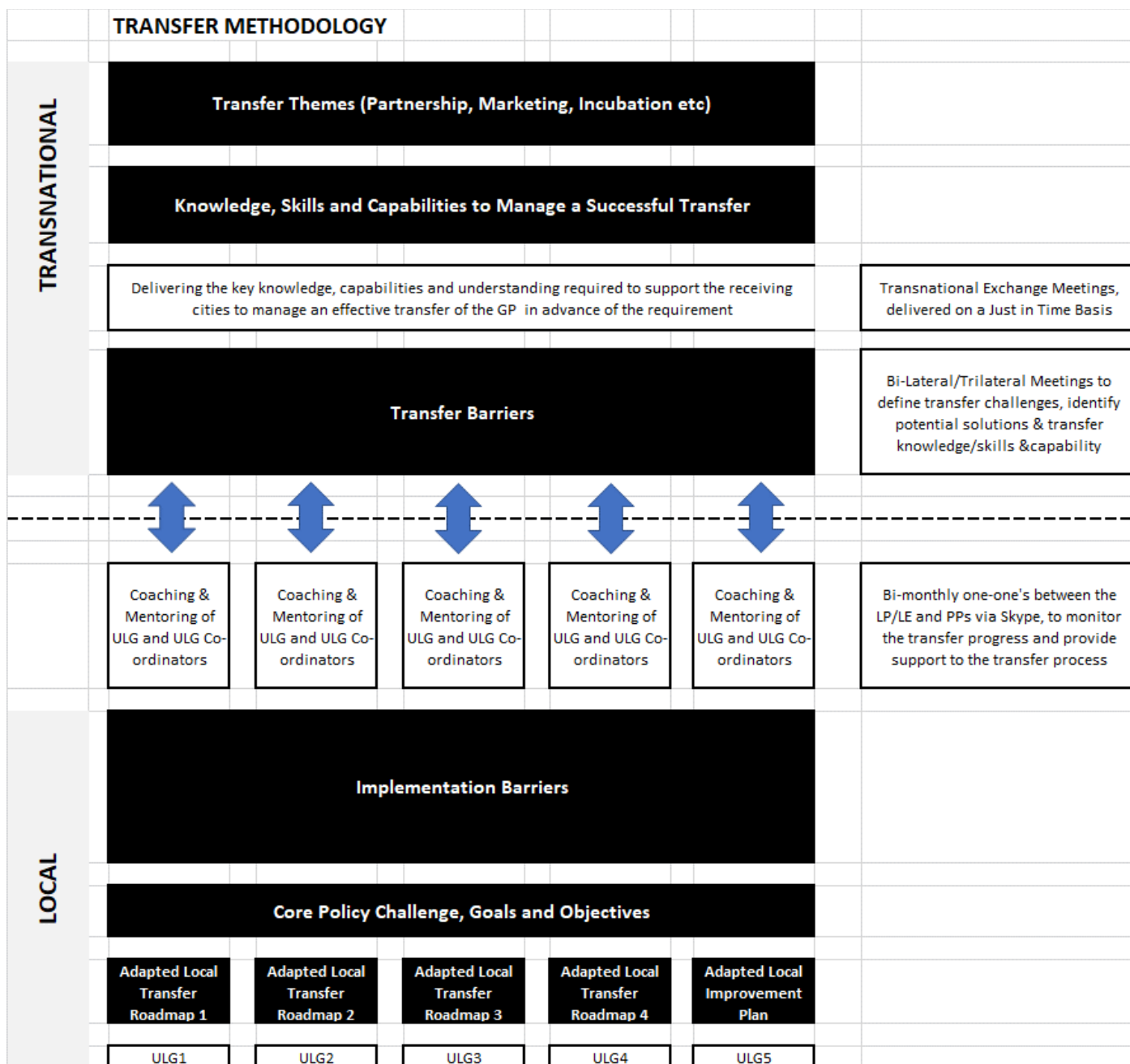


Diagram illustrating the Transfer Methodology

### Timing of the knowledge and training inputs

In thinking about how best to structure the BluAct Transfer Network structure, it's important to recognise that the Blue Growth Initiative (BGI) Good Practice generally operates over a 12-month period, enabling the competition to run on an annual basis. As far as this second wave transfer network is concerned, it operates over an 18-month period (although the first few months have already passed, in the network set-up phase).

Given this situation, we propose that partners aim to try and utilise the following, indicative delivery timetable, for the delivery of the Transfer (although this will, of course, be adapted by cities in their Transfer Roadmaps and in the development of their own delivery models).

The five phases of the BGI GP	Activities	Indicative delivery timetable for the GP in the receiving cities
Stage 1	Establishment of a strong multi-agency structure for overseeing the leadership, management and delivery of the initiative	Sep – Dec 2021 (Ongoing)
Stage 2	Competition Preparation	Jan – Jun 2022
Stage 3	Competition Delivery	Jun – Dec 2022
Stage 4	Incubation Programme	Dec 2022 – June 2023
Stage 5	Ongoing celebration and promotion	Ongoing

### Indicative delivery timetable for the Transfer of the Good Practice to partner cities

Based on the above timetable, we have also structured a programme of Transnational Learning and Exchange based on the timetable set out below. As always, this programme will be subject to review through discussion with partners.

Delivering the knowledge, skills and learning required to successfully manage the transfer	Indicative timetable for the delivery of the knowledge, learning and skills needed to manage an effective transfer
Governance, Leadership, management, delivery and partnership working	Jun 2021 - Dec 2022
Incubation/acceleration/mentoring programmes	Sep 2021 - Sep 2022
Marketing, Competition Delivery & Proposal Evaluation	Sep 2021 - Jul 2022
Evaluation, celebration/promotion & sustainability	Sep - Dec 2022

In addition to the above indicative delivery/transnational learning and exchange timetable, partners also agreed the following, as part of the overall delivery structure for the Network:

- 1 We will organise 18 Co-ordination meetings over the lifetime of the Network, organised either as part of a short session at a network meeting or a specially organised Skype meeting
- 2 We will organise a minimum of 6 trilateral / bilateral meetings over the lifetime of the network, which will look at transfer challenges/opportunities to build on the initiative
- 3 We will organise 6 Transnational Exchange meetings over the lifetime of the network
- 4 We will schedule regular 1:1 coaching sessions with partners via Skype, initially scheduled to take place every 8 weeks. These will be used to monitor progress and identify any transfer challenges/opportunities being experienced by partners.

- 5 Every partner will organise a minimum of 8 ULGs, normally scheduled after and before Transnational Exchange activities
- 6 Every Transnational Exchange session after the initial kick off will require partners to deliver a 'Progress & Forward Planning' Presentation describing how their transfer is progressing
- 7 Every partner will involve a minimum of two ULG members in the transnational exchange process (ideally representing public, private and academic partners) and nominate a single, named co-ordinator, throughout the lifetime of the project
- 8 Partners commit to make best endeavours to attend all sessions and not leave too early, to miss important inputs.

### The Organisation and Delivery of Transnational Exchange and Learning

The exchange and learning programme is organised and will be delivered within the framework of six Transnational Meetings (TNMs). Before each TNM the aim and objectives will be discussed and confirmed between the Lead Partner, hosting partner and URBACT Expert. Pre-meeting briefing notes will be communicated among the partnership by e-mail. The aim and the objectives will be clearly explained to partners. After the aims and objectives of the meeting have been set, the most appropriate kind of stakeholders that should participate will be selected from the list of specialists/experts and invited by each partner. Aims and objectives will be reflected in the TNM Agenda.

#### 4.2: OUR LOCAL LEVEL ACTIVITY

ULG is formed based on experts from two running GEF project: Smart Regional Specialisation (ISP1) and Women Build Ships Too. Existing network were used to invite members. This way we develop existing relationships.

We would like to establish multiple level structures – a mixture of open and closed structures. A core group will consist of up to 10 partners strongly involved in the process and a wider local network with partners supporting us in specific tasks (dissemination events, promotion, expertise etc. We would like to establish the structure after at least two meetings seeing how involved partners are. Their engagement could evolve during the project and we will be open to change the structure.

ULG members represent:

- academia (University of Gdansk, Gdansk University of Technology, Gdynia Maritime University, Gdynia Naval Academy) - access to students as participants of the competition, knowledge about trends in maritime, experts, partners in dissemination of the good practise in the future;
- business (SMEs and corporations – DAMEN Engineering Gdansk, New Competencies Centre, DNV) - knowledge about local challenges, experts, funds;
- business organisations (InvestGDA, WISTA Poland) – knowledge about local challenges, experts, funds, support in promotion of the competition and in acceleration;
- local and regional government (City of Gdansk, Marshal Office of the Pomorskie Voivodeship) – funds, experts, partners in dissemination of the good practice;
- media (Baltic Transport Journal, namiary.pl) – promotion of the project, competition, other activities.

Anna Miler from GEF was appointed as an ULG coordinator. She's been working closely with the project coordinator, financial and law departments. Her responsibilities will be: ongoing communication with ULG members, setting ULG meeting dates, hosting meetings or provide a host / facilitator, preparing agenda ad minutes after meeting, moderating and supporting ULG members engagement.



ULG will meet every 1.5 - 2 months or more often in the period just before the competition (if necessary) in the building of the STARTER Incubator or in the facilities of ULG members. The group will decide on the cooperation' rules, the best channel for communication to exchange ideas, information etc.

Working with ULG we will follow URBACT guidance 'Setting-up and running a multi stakeholder group'.

### 4.3: OUR ROLE IN THE TRANSNATIONAL LEVEL ACTIVITY

Hosting the transnational meeting in September 2022 (hopefully offline) we would like to organise a meeting with local and regional governments representatives to share with them good practices, existing solutions etc. in marine and maritime area from partners' cities. This way we would like to strengthen the need of local and regional policies in Gdansk and Pomorskie as the first financing period for smart regional specializations in Pomorskie ends in 2021.

We would like to share our experience how to involve local stakeholders in the project based on our previous projects (with elements of design thinking and service design) and share our knowledge and methods about increasing diversity in the maritime and supporting female entrepreneurship ('Women Build Ships Too', 'Diversity in the Workplace', 'IRIS') - during any TN meeting.

To ensure links between network activity at the local and transnational level we will organise ULG meeting after the transnational meeting. We also want to invite ULG members to take part in TN meetings and any other activities open to public. Working with ULG we will follow URBACT guidance 'Setting-up and running a multi stakeholder group'.

## SECTION 5: THE SCALE OF OUR AMBITION

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### 5.1: OUR ASPIRATION

Inspire and help young entrepreneurs realize the innovative concepts relating to marine and freshwater resources by inviting them to the competition.

Create new jobs and promote a new innovative ecosystem, posing the sea in the forefront of economic development.

Stimulate intersectional cooperation business – municipalities – universities - media by inviting its representatives to ULG. The cooperation should continue after the project ends.

Strengthening diversity and inclusion in the maritime industry by ensuring the representation of men and women in ULG and as experts (representation matters).

Connect and integrate Tricity and regional strategic policies and actions regarding Blue Economy by inviting local and regional governments to participate in ULG.

Green Incubator Starter - implementing green and blue priorities throughout all project, activities and services by updating team members about the solutions used in project and by preparing a guideline for future projects.

Our Project Plan

Task	2021							2022											
	06	07	08	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12
Preparation																			
Project coordination																			
Transfer Roadmap																			
ULG meetings																			
TN meeting in Gdansk																			
Competition: preparation																			
Competition: call for ideas / projects																			
Competition: ideas / project development: workshops, mentoring etc.																			
Competition: demo day																			
Evaluation																			
Incubation Programme																			
Ongoing celebration and promotion																			

## Outputs we envisage delivering

Over the course of the Transfer process, we envisage we will deliver the following outputs (*delete as appropriate*):

Output	Number
Number of Transfer/Improvement Plans Produced	1
Number of New Governance Bodies Formed (ULG)	1
Number of Organisations represented on the ULG	8
Number of Business Proposals/Ideas Generated	5
Number of Events/Workshops Organised	10
Number of people attending events	50
Number of Businesses Incubated	2
Number of New Businesses Started	1

## 5.2: RISK ASSESSMENT

Risk assessment helps to identify and manage or control issues/ aspects of the project that may cause undesirable problems for the project success or jeopardise the continuity of the project over its 18 months duration.

Aims and objectives of this risk assessment:

- Identification of potential risks/ effects to the project success
- Identification of the potential risks/ effect to the project continuity
- Scoring of potential risk/ effect prior to mitigation
- Identification of potential mitigation measures
- Consideration of project controls within project design that mitigate these risks/ effects to acceptable levels
- Identification of any additional data requirements/ actions to be carried out

The potential risks of the project were assessed using the risk assessment matrix, which combines scale of the potential impact consequence/ severity with the likelihood.

### Consequences

Consequence	Description
<b>Minor</b>	Negligible consequence to the project continuity or success
<b>Moderate</b>	Possible small project delays/ needs for rescheduling planned meetings and/or events due to COVID-19 related travel and meeting restrictions/ response and project take up lower than expected/ poor response from additional sponsors/ small staff changes affecting smooth running of the project
<b>Major</b>	Complete lack of project take up or response to call for projects/ no additional funding for project/ substantial staff changes significantly affecting continuity of the project

## Risk Assessment Matrix

		Consequence		
		Minor (1)	Moderate (2)	Major (3)
Likelihood	Low (1)	Low (1)	Low (2)	Medium (3)
	Moderate (2)	Low (2)	Medium (4)	Medium (6)
	High (3)	Medium (3)	Medium (6)	High (9)

Green: Low risk (1 to 2); Yellow: Medium risk (3 to 6); Red: High risk (9)

For each project aspect, a risk rating was calculated in order to determine whether the project impact was potentially significant. This risk rating was calculated as:

**Risk Rating = Likelihood x Consequence**

If the risk rating was determined to be Low (green), a potential risk may exist, but the associated impact is deemed to be insignificant, and as such do not require further assessment or mitigation. Any risk rating which was determined to be Medium (yellow) or High (red) is regarded as potentially significant and requires further assessment and mitigation, where appropriate.

## Risk Assessment

Aspects/ issues	C	L	Risk Rating	Mitigation measures
Lack of interest/ industry readiness for the project	3	1	3	Communication about benefits, participation in industry events
Problems with engaging experts, stakeholders, and entrepreneurs (ULG)	2	2	4	Ongoing communication, listening to the needs
Securing funding for acceleration process/ resources	2	2	4	Engaging a wide range of partners, talking to them in advance
Problems with recruiting start-ups (entrepreneurs) to the challenge	3	1	3	Engaging a wide range of partners, a deep knowledge about the local needs and resources
Availability of the concurrent acceleration programmes	2	3	6	Finding a niche
Staff changes - single person leaving the team	2	2	4	More people being involved / updated about the project progress
Staff changes – most of the team leaving	3	1	3	More people being involved / updated about the project progress
Limited experience of the team in the URBACT projects	2	3	6	Close cooperation with LP and other organisations from Gdansk with experience in URBACT network
Change of the political climate which may discourage Blue Economy investors	3	1	3	-
COVID-19 related restrictions	2	2	4	Ongoing communication with LP and PP

**Consequence (C); Likelihood (L)**