



Deliverable D 10.1

Summary II on Stakeholder Management activities

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2	17-04-2025	Final review
3	29-09-2025	Revision after comments from reviewers

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1. Executive Summary

This summary describes the activities in the DACcord WP10 from project month M13 to M24.

The main WP10 task consisted in bringing the draft Stakeholder Management plan (objectives and actions), elaborated in DACcord WP9, to the EDDP Programme in April 2024 and then EDDP Supervisory Board for adoption, and then in executing and following-up the plan within the existing EDDP/DACcord cross-sectoral stakeholder management core group (WP9/10 and WP12 (Communication)).

In parallel, the ongoing stakeholder management and communication activities (where based on the plan and for the externally driven) were closely managed by this group to achieve a maximum of coherence in messaging and material used.

After a certain time needed to get the so called "DAC Fora" system up and running in the European countries/regions (due to the "novelty" of the action for the Sector), the Fora ramped up as the main channel for the interaction between the EDDP and the Railway Sector. It could evolve in the future to a main channel from JU/EC/... side for interaction on all Rail Freight related activities with the Sector.

The objective of the WP10 has been fully achieved and all tasks have been successfully performed.

The regular, planned Stakeholder Management work within the DACcord project hereby ends, at the end of Reporting Period 2.

As stipulated in the DACcord Description of Action for WP10, an evaluation of the effectiveness of the work done (including recommendations for the potential future work) was carried out jointly by the WP10 and WP12 project partners and is reflected in this report. The overall stakeholder management objectives could not yet be achieved, although all currently possible actions have been implemented.

The WP10 members think, from exchanges with stakeholders and from "life experience", that theoretical benefits are easy to deny if no evidence from real technology operation is available. Technology and benefits must speak for themselves. Sceptical stakeholders should have the possibility to test-use DAC technology to build-up their own judgement. Further stakeholder conviction can only be fully achieved with real DAC trains operating on the ground. Insofar the stakeholder management is depending on the progress of the FP5 TRANS4M-R project and the coming into life of potential Pioneer DAC Trains. The interest in participating in those Pioneer Trains would be a first indication of the real interest (to be seen in DACcord RP3 via the number of candidates). It was nevertheless recommended by the group to continue the stakeholder management and the just established exchange structure with the Sector (DAC Fora) to have the "contact pipeline" to the sector actors in the different countries working for exchange and dissemination of newest results.

These recommendations and further actions will be discussed with the Europe's Rail Joint Undertaking, also to ensure that the freshly installed system of DAC Fora does not have to stop shortly after its creation. The WP10 participants made an offer for an interim solution for continuation of the works which is laid down in this summary document and will be discussed with the Joint Undertaking.

2. Abbreviations and acronyms

Abbreviation / Acronym	Description
CBA	Cost-Benefit Analysis
CER	Community of European Railway and Infrastructure Companies
CSEE	Central and South-Eastern Europe (countries)
CTO	Chief Technology Officer (of a company)
DAC	Digital Automatic Coupler
EDDP	European Digital Automatic Coupler (DAC) Delivery Programme
EIM	European Rail Infrastructure Managers
ERA	European Union Agency for Railways/ European Railway Agency
EU-Rail (JU)	Europe's Rail (Joint Undertaking)
FP	(EU-Rail) Flagship Project
IM	Infrastructure Manager
NCP	National Contact Point (in ministry)
PM	Programme Management
PMO	Programme Management Office
RU	Railway Undertaking
SH	Stakeholder
SM	Stakeholder Management
TSI	Technical Specification for Interoperability
UIC	Union Internationale des Chemins de Fer
WA	(EDDP) Work Area
WP	Work package

3. Background

The project DACcord provides management competencies to support the EU-Rail JU for the continuation of the professional management of the activities of the European DAC Delivery Programme (EDDP), enabled by the EU-Rail JU and established in the EU-Rail JU work programme, in which European Rail Freight Sector and manufacturers are united to strive for the Europe-wide introduction of a Digital Automatic Coupler.

The present document constitutes the **Deliverable “D 10.1 Summary II on Stakeholder management activities”** of the DACcord project’s **WP 10 “Stakeholder Management II”** in the framework of the European DAC Delivery Programme within Flagship Area 5 as described in the EU-RAIL MAWP, and contributes as well indirectly to the Flagship Project 5 TRANS4M-R (see Graphic 3-1).

DACcord Beneficiary **UIC** was in charge of this work package, supported by the DACcord project partners and further sector stakeholders forming the EDDP / DACCORD stakeholder management core group. According to plan, a media and communication subcontractor with huge expertise in rail freight sector and topics provided professional communication material and further contribution where defined necessary. An external expert with DAC-related experience especially in Central, East and South East European countries, both EU and non-EU countries was subcontracted.

For easier referencing, the identification of the areas and activities of the overall DAC programme has been set to the following nomenclature:

Work area	Activity	Title/content
A	A1	EU-Rail Flagship Project 5 TRANS4M-R, “Full Digital Freight Train Operations”
	A2, 3	FP5 FDFTO “Sounding Boards” for FP5 Technology and Operational Rules
B (EDDP & Stakeholder management)	B1	EDDP programme / risk management
	B2	EDDP Stakeholder management (scope of this deliverable)
C (Migration)	C1	Fleet analysis and retrofit engineering
	C2	Retrofit Capacity (workshops, workforce, components)
	C3	Migration strategies & retrofitting plan (incl. traffic analysis etc.)
	C4	Infrastructural and IT adaptations
	C5	Placing into service plan/measures (for operations/staff)
D (Economics)	D1	Funding & financing plan (for DAC pre- and full deployment)
	D2	Cost-Benefit Analysis (CBA) incl. updates
	D3	Investment plan & procurement framework plan
	D4	Other regulatory & legal framework plans (e. g. GCU)
E (EC and ERA-related)	E1	Efficient & suitable authorisation process/requirements; preparing draft TSIs
	E2	TSI revisions
F (EU-Rail System Pillar)	F	Standardisation of Technical and Operational Rules, preparing inputs to TSI drafting, driving EU standardisation
G	-	the (planned) pre-deployment (Pioneer) Trains project



D = Work Area
3 = Activity

All DAC-related work areas and activities



A Europe's Rail Flagship Project 5

B Stakeholder Management

E EC/ERA

Europe's Rail System Pillar

ESOs



7



Operating Pioneer DAC Trains



Graphic 3-1 Stakeholder management within EDDP

4. Objective/Aim

The main objective of the DACcord WP10 “Stakeholder Management II” is to **set-up and manage the EDDP stakeholder management in support to the EU-Rail JU, in the months 13-24 of the project** (cf. Grant Agreement).

For doing this, the project works closely with EDDP members and stakeholders to set up the overall task list in the actions defined by the EDDP. Alignment on the DAC/EDDP objectives throughout Europe is key to achieve consensus on objectives and specially to unlock the necessary funding for such a sector-wide transformation. DACcord establishes a mechanism for collecting and reporting the positions in the European stakeholder landscape to support the EU-Rail JU in providing recommended measures to the EDDP stakeholder management team.

The results of the WP10 (and its predecessor WP9) stakeholder management have immediate influence on the actions in the DACcord WP 12 “Communication”. Therefore, WPs 9/10 and 12 did permanently align, ensured by the nearly identical representation of persons/beneficiaries in both WPs. WP12 communication actions were derived from WP10 actions and aligned with the EU-Rail JU.

The next steps for the DACcord stakeholder management team in continuation of the WP9 work and in line with the WP10 tasks listed further down, are/were:

- Make the WP9 draft stakeholder management plan fully adopted by EU-Rail JU/EDDP boards
- Launch the decided actions and embed them in the overall EDDP programme monitoring/management
- Regular follow up of the implementation of the actions (especially kick-off and overall planning for the different DAC fora with support from NCPs)
- Performing benefit cases studies together with EDDP work area D (economics / CBA)

Work package 10 tasks (cf. Grant Agreement):

To achieve the EU-Rail JU/EDDP stakeholder management objectives as set out in para 1.1, the WP will ...	Status	Chapter
set-up an EDDP stakeholder management team (resources are not part of this proposal) consisting of WP9/10 participants, EU-Rail JU, EDDP PM and members & WP12ss participants (communication)	Achieved	5.1
Draw-up and maintain an EU-Rail JU/EDDP stakeholder map and stakeholder management plan	Achieved	5.1
Establish, in close cooperation with the EU-Rail JU, direct personal contacts and regular gatherings with relevant stakeholders (at state and sector level) especially in territories identified as success critical	Achieved	5.2
Collect regular inputs by EDDP stakeholder management team meetings (ca. all 3-4 weeks) from all stakeholder areas, including final customers, on how, when and by whom to mobilize the necessary resources to effectively manage all aspects of DAC deployment incl. funding/financing	Achieved	5.3
Coordinate and submit any intended/recommended activity for validation to the EU-Rail JU	Achieved	5.3
Decide in alignment with the EU-Rail JU on appropriate outputs/actions (and who to perform them), key messages, required media production (incl. provision of) and communication actions/events	Achieved	5.3
ensure a permanent information flow sector => DACcord/EDDP and DACcord/EDDP => sector	Achieved	5.3
Identify business cases to be customised for the different stakeholders, respecting the asset situation	Achieved	5.3
Evaluate the effectiveness of 2 years of work and set-up recommendations for the future	Achieved	5.4

5. WP10 achievements (Month 13-24)

This chapter details the different major WP10 achievements and deliverables from the task list. The status of tasks with an “ongoing/repetitive” character are summarised in chapter 5.3.

5.1. Stakeholder Management Plan implementation

The draft EDDP/DACcord Stakeholder Management Plan and its objectives were already reported in DACcord D9.1. The plan was submitted to the EDDP Programme Board for discussion and adoption **on 25/04/2024**, i. e. at the beginning of Reporting Period 2. The proposed tasks/actions were confirmed for implementation.

The below graphics show the latest state of the recommendations for actions and are marked with referencing indications to the identical points in the achievement monitoring in chapter 5.4.

The EDDP stakeholder management objective is that the relevant stakeholders

(1) share the need for automated rail freight through DAC*,
share the view that investment in DAC etc. brings more (societal) benefits than spending the money on something else*

(2) decide on this societal investment and secure (additional) money from various sources for it and

(3) engage for a centrally organised European deployment of automated rail freight through DAC**

Graphic 5-1 EDDP Stakeholder Management objectives



- D** labelled actions: decided PRIO 1 actions
- unlabelled actions: require further discussion and partially substantial budget | PRIO 2 & 3 | postponed

Graphic 5-2 EDDP Stakeholder Management actions (all prios, before prioritisation)

Main EDDP stakeholder management recommendations

- Regular "DAC fora"** in the defined European countries/regions, organised by EDDP country/region teams/ambassadors* and involving NCPs

G

Objectives:

=> **Inform** on the state of the play of the different EDDP actions

<= **gather information** from the country/region & **recruit relevant contributors** to EDDP workstreams

Participants:

- EDDP country team*; NCP + EDDP PM, EDDP work areas, EDDP/FP5/SP SPOCs (all depending on agenda)
- national/regional stakeholders

- EDDP country/region teams **organise the fora**
- EDDP/FP5/SP **provide the content**



Notes:

- a precursor forum is already existing for CZ/SK and starting in DE
- dates/planning to be announced on EU-Rail website
- *nominations for country teams: see list in backup

Graphic 5-3 Main EDDP Stakeholder Management recommendations (1)

Main EDDP stakeholder management recommendations

- A set of prio 1 actions (extract).**

Prio 2+3 actions require further discussion/preparation

<p>A Organise Tech Demos / real life experience: at FP5 train Labs (Berlin-Spandau?), DAC4EU visits, FP5 demonstrators, „industry day“ demos ..</p>	<table border="1"> <thead> <tr> <th>For PDTs</th> <th>For general deployment</th> </tr> </thead> <tbody> <tr> <td>X</td> <td>X</td> </tr> </tbody> </table>	For PDTs	For general deployment	X	X	<p>F Study: Elaborate RailBaltica case study</p>	<table border="1"> <thead> <tr> <th>For PDTs</th> <th>For general deployment</th> </tr> </thead> <tbody> <tr> <td></td> <td>X</td> </tr> </tbody> </table>	For PDTs	For general deployment		X
For PDTs	For general deployment										
X	X										
For PDTs	For general deployment										
	X										
<p>E Pre-Deployment (pioneer) Train project</p>		<p>H Explanation: Impact of DAC on infra. How to ensure infra is DAC-ready</p>	<table border="1"> <thead> <tr> <th>For PDTs</th> <th>For general deployment</th> </tr> </thead> <tbody> <tr> <td>(X)</td> <td>X</td> </tr> </tbody> </table>	For PDTs	For general deployment	(X)	X				
For PDTs	For general deployment										
(X)	X										
<p>G Regular info via DAC fora/ spec. workshops on: - fleet tech analysis/upgrading solutions - funding/financing state of play - authorisation state of play, etc.</p>	<table border="1"> <thead> <tr> <th>For PDTs</th> <th>For general deployment</th> </tr> </thead> <tbody> <tr> <td>X</td> <td>X</td> </tr> </tbody> </table>	For PDTs	For general deployment	X	X	<p>D Comms standard material & library (central, simple), practical showcases, media database (technology, people, ...), ... DAC Wiki (open Q&As) PB/SB slides & summary distribution after boards</p>	<table border="1"> <thead> <tr> <th>For PDTs</th> <th>For general deployment</th> </tr> </thead> <tbody> <tr> <td>X</td> <td>X</td> </tr> </tbody> </table>	For PDTs	For general deployment	X	X
For PDTs	For general deployment										
X	X										
For PDTs	For general deployment										
X	X										
<p>C Stakeholder case studies (6 ongoing + pio trains)</p>											
<p>G FP5 sounding boards</p>											
<p>B Study on employment and econ. impact effects</p>	<table border="1"> <thead> <tr> <th>For PDTs</th> <th>For general deployment</th> </tr> </thead> <tbody> <tr> <td>X</td> <td>X</td> </tr> </tbody> </table>	For PDTs	For general deployment	X	X						
For PDTs	For general deployment										
X	X										

Graphic 5-4 Main EDDP Stakeholder Management recommendations (2), prioritised

5.2. DAC Fora implementation

The **DAC Fora** shall bring together the country NCP, country EDDP Ambassador, relevant experts from FP5 and EDDP (SPOCs) and the national stakeholders – operators, infrastructure manager, wagon keepers, safety authority, vehicle manufactures, DAC component suppliers, sector associations etc.

Priority topics for DAC Fora will differ based on the stakeholder actions defined per stakeholder / country. However, a general structure can be depicted as follows:

- DAC technology development status
- overall benefits and cost / benefit case studies, lessons learned
- developments on funding / financing options
- fleet analysis and upgrade information and further migration topics
- status of pre-deployment trains in the region

Additional value and outcomes expected from DAC Fora are:

- engaging with final customers in and outside the region
- exploring regional funding opportunities, with a focus on non-EU states
- addressing human resource challenges, including re-skilling shunting personnel and staff shortages (with potential trade union engagement in discussions)
- addressing regional manufacturing and workshop capacity
- developing customised use cases for stakeholders in the region, considering wagon fleet and locomotive structures
- fine-tuning migration strategies in the region

In order to better organise the subsequent stakeholder engagement activities in European countries **and to execute the defined actions**, to better **monitor gaps and interact with the national stakeholders in their language**, a **stakeholder country grouping** (graphic 5.2-1) was developed. Detail explanations see in D9.1.

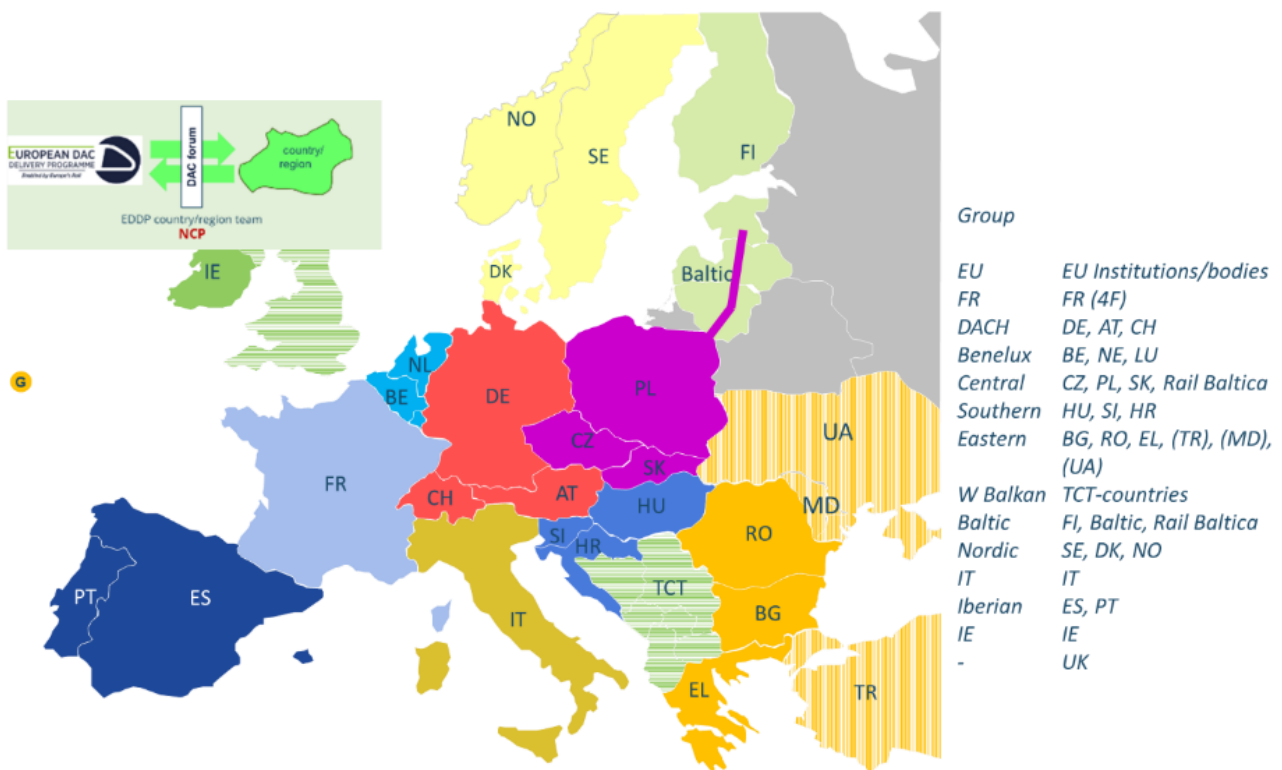
DAC Fora & dedicated workshops will transfer knowledge between EDDP and country (group) and gather national contributions to DAC workstreams. The DAC fora are orchestrated by appointed **EDDP Ambassadors for country groups** and by **National Contact Points (NCPs)** from ministries, see graphic 5.2-2.

The DAC Fora have all one visual identity across the countries and an as much as possible identical agenda (which can vary depending on the knowledge level in a country).

Any participation above 20 stakeholders from all categories would be considered as good in the first round. After proper establishment of the Fora (after the first round), a feedback mechanism would need to be set-up to capture the fora impact on stakeholders, specific further needs of specific stakeholders etc. This would be done e.g. via online queries / questions at the end of the forum.

The first DAC Forum (France), organised by EDDP Ambassador FR (DACcord project partner Railenium), was therefore already a great success with 69 participants from all railway actors' groups and vivid stakeholder interaction with the panellists (graphic 5.2-4). The questions raised aimed at more detailed info on presented agenda topics and confirmed thereby the choice of topics (also for the other fora).

These other fora will take place in Reporting Period 3 and onwards. The rough aim is to have 1-2 DAC fora per year in every region/country (depending on the progress that can be reported and the feedback to be gathered) and a kick-off as soon as possible. The aim is to have the first fora in each country/region "in 2025" resp. "in RP3", but which cannot be guaranteed, depending on availability and willingness of e. g. NCPs).



Graphic 5.2-1 Stakeholder country grouping

EDDP country groups, NCPs & main ambassadors all set-up

Groups	Sub-Groups	NCPs	EDDP ambassadors (group)
EU	EU Institutions + groups + OTIF	--	EU-Rail & EDDPPM (EU-Rail & Mark Topal/Jens Engelmann)
FR	FR	Henri Vichard	Railenium (Danijela Doric); KB (Victorien Thenault), Wabtec (Laura Ghiinghelli)
DACH	DE, AT, CH	Jan Schöning (DE) Petra Deflorian (AT) René Sigrüst (CH)	DB Cargo (Michael Sünder); UJP (Lisa Gruber); ÖBB (Sarah Birmingstorfier, Boglarka Mondvay-Nemeth) VAP (CH) most likely to be added
Benelux	BE, NL, LU	Functional contact (BE) Marcel Thijs (NL) Pierre Gierenz (LU)	BRFF (Frederiek de Baeker) TBC
Central	CZ, PL, SK	Pavlna Tomkova (CZ) Andrea Neuschlová, Peter Klamo (SK) Maciej Sofinski (PL)	DACcord (Libor Lochman) supported by Michael Sünder (DB Cargo)
Southern	HU, SI, HR	György Lengyel (HU) Damir Bukvić (HR); Substitute: Mario Pavić Aleksandar Dobrijević (SI)	RCG (Boglarka Mondvay-Nemeth) supported by DACcord (Libor Lochman)
Eastern	BG, RO, EL, (TR), (MD), (UA)	Ivan Cholakov (BG) Giorgios Danias (EL)	DACcord (Libor Lochman)
W-Balkan	RS, BA, MK, ME, XK (TCT-countries)	Matej Zakonjšek	DACcord (Libor Lochman) supported by Railenium (Danijela Doric)
Baltics	FI, EE, LT, LV	Ville-Veikkö Savolainen (FI) Kristjan Kaunisaaire (EE) Tomas Bleksa (LT) Māris Aiztrauts (LV)	DACcord (Libor Lochman)
Nordics	SE, DK, NO (FI)	Christer Löfving, Bo Olsson (SE) Paula Ottenberg (DK) Ole Skovdahl (NO) Ville-Veikkö Savolainen (FI)	Trafikverket (Jan Bergstrand)
Iberian	ES, PT	Jesus Coloma Pérez, Roberto Marín Escribano (ES) Amelia Areias (PT)	CER (João Sarmento) + NN Spain
IT	IT	Carlo Prischich	UIC (Giancarlo De Marco Telese); Mercitalia / FERMECI (NN); ASSOFERR TBC
IE	IE	Donnacha Stackpoole	ERFA (Conor Feighan) TBC
IMs	IMs		EIM (Bardo Schettini) + CER (Marcel de la Haye) + Trafikverket (Jan Bergstrand)

Graphic 5.2-2 EDDP country groups' set-up

The appointed EDDP/DAC ambassadors ramped-up the DAC Fora in their respective countries/regions, starting around the end of Reporting Period 2.

DAC Fora 2025 in progressive implementation

Groups	Sub-Groups	Meeting date
EU	EU Institutions + groups + OTIF	---
FR	FR	FR: DAC Forum on 6 March (webinar); event in June/July
DACH	DE, AT, CH	AT: October 2025; DE: 24 June *AT still waiting for updates for government; Forum hosted by ÖBB; CH no date yet.
Benelux	BE, NL, LU	Not yet started
Central	CZ, PL, SK	CZ, PL: suggestions for meetings, not yet taken up. SK: meeting with NCP + NSA + Tatravagonka held CZ/PL: Reiterated request for engagement with EDDP. Next try: Rail Freight Summit 09/04 Gdansk
Southern	HU, SI, HR	SI and HR: support by SEESARI SI + HR: DAC Forum (via SEESARI) on 07/05/2025 (Ljubljana)
Eastern	BG, RO, EL, (TR), (MD), (UA)	BG, RO: suggestions for meetings, not yet taken up. EL: DAC Forum on 14/05/2025 (Athens). RO: NCP to be nominated
W-Balkan	RS, BA, MK, ME, XK (TCT-countries)	Regular contacts via TCT office in Belgrade. Meeting with WB NCPs in Prague on 26/02
Baltics	FI, EE, LT, LV	suggestions for meetings, not yet taken up Rail Baltica: analysis of DAC impact on the project design cannot be delivered. Study might be dropped
Nordics	SE, DK, NO (FI)	Telco with NCPs in 02/25; found table 24/03/25 with all. DK and FI want to be kept informed open conference with stakeholders CPH area (Malmo?) W26 or after summer
Iberian	ES, PT	Not yet started
IT	IT	Webinar planned after March; event in June/July
IE	IE	
IMs	IMs	

Graphic 5.2-3 DAC Fora 2025 current planning status

📌 Programme du Webinaire DAC Forum France – 6 mars

🕒 13h30 – 13h35 | Bienvenue

👤 **Présentateur** : Didier Valiere, Directeur Général, Railenium

🕒 13h35 – 13h40 | Introduction

👤 **Présentateur** : Henri Vichard, PCN DAC – DGITM

🕒 13h40 – 13h50 | Vue d'ensemble générale du DAC et derniers développements / Trains pionniers

👤 **Intervenants** : Jens Engelmann, EDDP Manager / Danijela Doric, Railenium

🕒 13h50 – 14h10 | État des lieux de la technologie DAC (FP5)

👤 **Présentateur** : Jérôme Ebrardt, RLE

❓ **Questions**

🕒 14h10 – 14h25 | Présentation de DACFIT

👤 **Intervenants** : Andreas Lipka / Helge Stuhr, DACFIT (présentation assurée par Jens Engelmann)

🕒 14h25 – 14h45 | Analyse coûts-bénéfices du DAC

👤 **Intervenants** : Nicolas Gohel, Blue Arches / Mitchell Van Balen, ERA

🕒 14h45 – 15h00 | Discussion et retours des parties prenantes nationales

👤 **Participants** : Parties prenantes nationales

💬 **Questions posées sous forme de chat**

🗣️ **Modérateur** : Antoine Rothey, RLE

- > 80 participants!
- > Substantial questions
- > Model for the other Fora
- > Standard material for all, e.g video

Graphic 5.2-4 DAC Forum France from 06/03/2025 | agenda

5.3. Further stakeholder / communication tasks implementation

The status of the further tasks not possessing an dedicated chapter in this summary is shown below:

Collect regular inputs by EDDP stakeholder management team meetings from all stakeholder areas	4-weekly team meetings were set since the beginning of the project, including physical workshops in Brussels.
Coordinate and submit any intended/ recommended activity for validation to the EU-Rail JU	Permanent alignment on stakeholder activities with EU-Rail project officers and communication staff
Decide in alignment with the EU-Rail JU on appropriate outputs/actions, key messages, required media production and communication actions/events	Ongoing alignment on DAC-related events, see above. List of events see next paragraph
Ensure a permanent information flow sector → DACcord/EDDP and DACcord/EDDP → sector	Organisation of the stakeholder management plan, events orchestration, EDDP boards and DAC fora in the future
Identify case studies to be customised for the different stakeholders, respecting the asset situation	Case studies have been identified in cooperation with the EDDP Work Area D (former WP5). Currently, 6 cases are under investigation (Railway Intermodal operators): <ul style="list-style-type: none"> - Mercitalia - Kombiverkehr - BLS Cargo - Transfracht - Metrans - SAMSKIP Reporting on work progress is done within Work Area D, the EDDP boards, and then via DAC Fora

The coordinated communication actions mentioned above (aligned with the JU) are reported in D12.1 “Dissemination and Promotion activities review I”.

5.4. Stakeholder management & communication effectiveness evaluation

As stipulated in the WP10 and WP12 tasks, an evaluation of the effectiveness of 2 years of work of Stakeholder Management should be carried out and recommendations for the future should be given.

The DACcord WP10 and WP12 participants (EDDP/DACcord Stakeholder Management Core Group) assessed jointly in a hybrid workshop in Brussels on 18/02/2025 the current achievement of the overall Stakeholder Management objectives and the state of completion/achievement of the different actions from the EDDP Stakeholder management plan and communication/dissemination activities.

The below shown evaluation has not yet been accepted by the EU-Rail Joint Undertaking but has been submitted as a separate document for further consideration and discussion. It represents the consolidated, subjective view of the core group.

This first assessment is not based on accurate measurements among externals, but represents the value estimated by the group members based on their long-standing experience in DACcord stakeholder mgmt.. Such measurements & metrics could be established e. g. as part of the final feedback questions to the audience in the upcoming DAC Fora and then be regularly consolidated. The WP10 will pass this recommendation to the respective organisers.

Regarding the **overall objectives achievement**, the group considers the objective **“relevant stakeholders share the need for automated rail freight through DAC”** as **maximum 50%** achieved, as still many stakeholders are reluctant or sceptical towards DAC (this is why the action plan foresees “real life experience” through Demo and Pioneer DAC trains, in order to let the product speak for itself).

The objective **“decide on this societal investment and secure (additional) money from various sources for it”** is considered as **maximum 25%** achieved, as there are still no valid indications for DAC being comprised in the next EU’s Multiannual Financial Framework, and the available budget for Pioneer DAC trains is also not yet known at the moment of this evaluation. The situation is considered as at least partially successful, as DAC was part of the last Connecting Europe Facility (CEF) call in 09/24.

On the other hand, the stakeholder conviction for **organising DAC deployment - if at all - centrally in Europe** is considered as **high**. ERTMS experience seems to play an influencing role here.

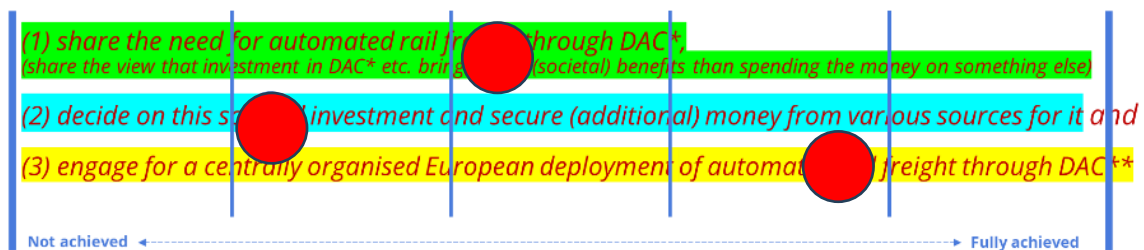
100% for question 1 & 3 would be achieved when all asked stakeholders would answer with a “yes”.

100% for question 2 would be achieved if a) a respective budget for Pioneer Trains would be secured and b) a respective budget for full deployment would be anchored in the next EU’s MFF.

The overall EDDP Stakeholder Management objectives have been partially achieved until now. Further work is necessary

Current status of DACcord WP9&10 work, not yet JU-accepted

The EDDP stakeholder management objective is that the relevant stakeholders



Graphic 5.4-1 Evaluation of the overall EDDP stakeholder management objectives' achievement

Regarding the implementation level of the Stakeholder Management plan achieved by the WP10 and WP12 participants (SH mgmt. core group), the actions can be considered as fully implemented or running (see graphic 5.4-2), except

- the foreseen study on employment and economic impact effects through DAC as part of the "Net Zero Logistics" study enabled by EC and EU-Rail in 2024/2025, which had to be cancelled as the data could not be gathered from the suppliers for sensitivity and timing reasons
- the foreseen study on DAC effects on Rail Baltica, as the DAC specification from FP5 TRANS4M-R is not yet progressed to a level that it can be discussed with infrastructure managers in order to determine the (benefits) impact on the project planning and later operation. This action had to be put on hold. As it turned out that Rail Baltica is foreseen to be realised only as single-track in a first step, positive effects from DAC on capacity increase would not seem realistic anyway.

The detailed EDDP programme monitoring on the implementation status of the actions is shown in graphics 5.4-3 and 5.4-5 and confirms the overall implementation of the decided actions.

The main reason why the overall objectives are not yet considered as achieved is that theoretical explanation of DAC technology and benefits is a necessary, but not sufficient part of DAC Stakeholder Management. Full conviction of DAC in the rail freight sector can only be achieved by reliably functioning, convincing DAC products operating in real life conditions, as laid down in the planned actions (Pioneer DAC trains as indispensable element for proving the usefulness of the technology).

The main EDDP stakeholder management recommendations have been fully implemented, except two studies (sensitivity)

Current status of DACcord WP9&10 work, not yet JU-accepted

2. A set of prio 1 actions (extract).

Prio 2+3 actions require further discussion/preparation

<p>A Organise Tech Demos / real life experience: at FP5 train Labs (Berlin-Spandau?), DAC4EU visits, FP5 demonstrators, „industry day“ demos ..</p>	<table border="1"> <tr> <td>For PDT</td> <td>For general employment</td> </tr> <tr> <td>X</td> <td>✓</td> </tr> </table>	For PDT	For general employment	X	✓	<p>F Study: Elaborate RailBaltica case study</p>	<table border="1"> <tr> <td>For PDT</td> <td>For general employment</td> </tr> <tr> <td>X</td> <td>✓</td> </tr> </table>	For PDT	For general employment	X	✓
For PDT	For general employment										
X	✓										
For PDT	For general employment										
X	✓										
<p>E Pre-Deployment (pioneer) Train project</p>	<p>✓</p>	<p>H Explanation: Impact of DAC on infra. How to ensure infra is DAC-ready</p>	<table border="1"> <tr> <td>For PDT</td> <td>For general employment</td> </tr> <tr> <td>(X)</td> <td>✓</td> </tr> </table>	For PDT	For general employment	(X)	✓				
For PDT	For general employment										
(X)	✓										
<p>G Regular info via DAC fora/ spec. workshops on: - fleet tech analysis/upgrading solutions - funding/financing state of play - authorisation state of play, etc.</p>	<table border="1"> <tr> <td>For PDT</td> <td>For general employment</td> </tr> <tr> <td>X</td> <td>✓</td> </tr> </table>	For PDT	For general employment	X	✓	<p>B Comms standard material & library (central, simple), practical showcases, media database (technology, people, ...), ...</p>	<table border="1"> <tr> <td>For PDT</td> <td>For general employment</td> </tr> <tr> <td>X</td> <td>✓</td> </tr> </table>	For PDT	For general employment	X	✓
For PDT	For general employment										
X	✓										
For PDT	For general employment										
X	✓										
<p>C Stakeholder case studies (6 ongoing + pio trains)</p>	<p>✓</p>	<p>D DAC Wiki (open Q&As)</p>									
<p>G FP5 sounding boards</p>	<p>✓</p>	<p>PB/SB slides & summary distribution after boards</p>									
<p>B Study on employment and econ. impact effects</p>	<table border="1"> <tr> <td>For PDT</td> <td>For general employment</td> </tr> <tr> <td>X</td> <td>✓</td> </tr> </table>	For PDT	For general employment	X	✓		<table border="1"> <tr> <td>For PDT</td> <td>For general employment</td> </tr> <tr> <td>X</td> <td>✓</td> </tr> </table>	For PDT	For general employment	X	✓
For PDT	For general employment										
X	✓										
For PDT	For general employment										
X	✓										

Graphic 5.4-2 Evaluation of the EDDP stakeholder management actions implementation

EDDP Activity B2 | detailed action plan + status (1/2)

Current status of DACcord WP9&10 work, not yet JU-accepted

ACTIVITY B.2: STAKEHOLDER MANAGEMENT							OVERALL			
ACTIVITY LEAD: MARTIN POLAK THEN GIANCARLO DE MARCO (UIC) & JENS ENGELMANN							● ● ● ●			
WORKSTREAMS	RESPONSIBLE PERSON	SUBSTREAMS	DELIVERABLES	(RESPONSIBLE if applicable)	DEADLINE	STATUS				
						P	R	B	D	
DAC Stakeholder Map	Jens Engelmann	DAC Stakeholder mapping	DAC Stakeholder map & analysis	EDDP Stakeholder Mgmt. Core Group	March 2024	●	●	●	●	
A DAC Tech Demos / "real life" experience	EDDP country ambassadors to request @ FP5 (Daniel Wolfram/ Fabian Acker)	FP5 train Labs	Tech demos/visits organised/held	Daniel Wolfram / Fabian Acker	Ongoing	●	●	●	●	
		DAC4EU visits programme	Tech demos/visits organised/held	DAC4EU	Ongoing	●	●	●	●	
		Minden & „industry day“ DAC demos	Tech demos/visits organised/held	DAC4EU	postponed	ON HOLD				
C Stakeholder case studies	(Nicolas Gohel)	EDDP D2	Intermodal Case Studies	(Nicolas Gohel)	done	●	●	●	●	
F DAC Benefit Case Study "RailBaltica"	Libor Lochman + work area D	DAC Benefit Case Study "RailBaltica"	DAC Benefit Case Study "RailBaltica"	Libor Lochman	[not dated]	ON HOLD				
B DAC Benefit Study "economic/employment impact"	Hugo Tabouret + work area D	study on employment and economic impacts of DAC	Draft with key points	UNIFE (H. Tabouret)	September 2024	●	●	●	●	
			Full study	UNIFE (H. Tabouret)	December 2024	CANCELLED				
D Communication Standard Media Library	Michael Winter	Communication Standard Media Library	Sharepoint + EU-Rail website section with consolidated media assets + regular maintenance	Michael Winter + Fabian Acker FP5 + EU-Rail comms	July 2024 + all 2 months	●	●	●	●	

Graphic 5.4-3 Stakeholder Management action plan status (1/2)

EDDP Activity B2 | detailed action plan + status (2/2)

Current status of DACcord WP9&10 work, not yet JU accepted

OVERALL



ACTIVITY B.2: STAKEHOLDER MANAGEMENT										
ACTIVITY LEAD: MARTIN POLAK THEN GIANCARLO DE MARCO (UIC) & JENS ENGELMANN										
WORKSTREAMS	RESPONSIBLE PERSON	SUBSTREAMS	DELIVERABLES	(RESPONSIBLE if applicable)	DEADLINE	STATUS				
						P	R	B	D	
D	DAC Wiki / Q&A	EDDP PMO	DAC Wiki / Q&A	DAC Wiki and Frequently Asked Questions	EDDP PMO	June 2024	●	●	●	●
G	DAC on InnoTrans 2024	Michael Suender Hugo Tabouret EU-Rail comms	Exhibitors' alignment & Prep	Questionnaire results	Suender/Tabouret	June 2024	●	●	●	●
			Plan of DAC-related InnoTrans events	InnoTrans DAC Playbook	Suender/Tabouret/ EU-Rail comms	September 2024	●	●	●	●
H	Dedicated information for Infrastructure Managers	Jan Bergstrand	Dedicated info sessions for IMs	Info action plan for IMs & status (aligned with area C4)	Jan Bergstrand Bardo Schettini	Autumn 2025	●	●	●	●
G	DAC Fora	Jens Engelmann	Setup and Design	DAC Fora – Country Grouping and Responsibilities	Jens Engelmann	June 2024	●	●	●	●
		DAC Fora country ambassadors	Execution & Follow-up	XX DAC Fora held in European countries starting in 2025	DAC Fora country ambassadors	Ongoing	●	●	●	●
G	Proactive conference representation	Michael Suender / SH mgmt core team	Proactive conference representation	Updated conference/events plan	Michael Suender / SH mgmt core team	every month	●	●	●	●
G	EU-Rail DAC communication	Tove Wahlén / SH mgmt core team	EU-Rail DAC communication	Inputs of EDDP/DACcord/FP5/SP related to EU-Rail communication	Tove Wahlén / SH mgmt core team	all 2 months	●	●	●	●

Graphic 5.4-3 Stakeholder Management action plan status (2/2)

The status of the following actions from the above graphics is as follows:

- **Action A (“DAC Tech Demos/Real Life experience”)**

The FP5 TRANS4M-R train test lab in Spandau will serve as showcase environment for first-hand experience for interested stakeholders in on-site visits. Visits will be arranged with the lab management. The DAC4EU train will further serve as “ambassador” for demonstration in European Countries.

- **Actions D and G (“Communication media library” and “conference/events representation”)**

See D12.1 “Dissemination and Promotion Review I”

- **Action H (“Dedicated Information for Infrastructure Managers”)**

An alignment with the Representative Bodies EIM and CER had to be made to organise the access to the IM members through their existing working groups in order to not to overload the companies with additional working structures.

An ÖBB (Austrian Railways) representative from WP10 used the annual High Level Infrastructure Manager (HLIM) meeting in Vienna on 21/11/2025, as host of the events, to agree the H action with the IM CEOs and at the same time to establish the working structure for EDDP activity C.4 from the Migration Roadmap (Infrastructure and IT adaptations), see the following graphics:

The European Digital Automatic Coupling (DAC) for Rail Freight initiative is gaining further momentum and needs to connect even better with IMs



Digital Automatic Coupling (DAC) will have **high benefits for IMs** and **will also impact IMs**.

The Europe's Rail JU European DAC Delivery Programme needs to establish a **closer cooperation** with European IMs (CER/EIM) to better integrate IM's aspects in its activities.

Graphic 5.4-4 Dedicated Information for IMs alignment (1)

Structured Input by IMs to EU-Rail DAC related work areas

The primary goal of the requested strengthened cooperation EDDP – IMs is to establish a coordinated approach to EIM and CER IM's in two key areas:

- EDDP Activity B2 | (IM-related) Stakeholder Management**
 Exchange and align on benefit and strategic aspects of DAC for IMs. This will ensure that the deployment of DAC across Europe is sufficiently anchored in IM's perspectives, early enough prepared, and aligned with the broader objectives of digitalizing the rail sector .
- EDDP Activity C4 | DAC -related Infrastructure Adaptations incl. IT**
 Respond collectively to EDDP inquiries regarding rail infrastructure development, leveraging the combined expertise of both associations, covering all IMs, to provide comprehensive and informed answers. This will enhance the overall coordination between the ongoing activities on EDDP migration planning and infrastructure managers. The proposal is to use the existing CER/EIM work groups.

Lead + working resource:

Jan Bergstrand
(Trafikverket)

Lead/Organisation:
Marcel de la Haye (CER)
Bardo Schettini (EIM)

Working resources:
KTH consultant (via TRV)
Andreas Lipka (EDDP/DB C)

Graphic 5.4-5 Dedicated Information for IMs alignment (2)

Expected actions & outcomes

(IM-related) EDDP Stakeholder Management:

- DAC promotion “why is DAC good for me” established in CER CEO Coalition
- Work plan for exchange with IMs (to be set -up/JB)

EDDP Activity C4 | DAC -related Infrastructure Adaptations incl. IT:

- Common lead of workstream C4 by CER & EIM by associations rep’s in EDDP Advisory Board
- Structure of input in CER: CEO Coalition
 - One or more sponsors
 - Sponsors prepare work together with lead of group for other members to contribute to requests
- Structure of input in EIM: existing work groups
- Working resource: KTH Stockholm (via TRV), Andreas Lipka (DB Cargo/EDDP Migration)
- Elaboration of the C4 deliverables (adaption needs for infrastructure / IT). Work plan to be set -up (Team)
- Identification of
 - infrastructural adjustments for the DAC
 - IT Systems to be adapted
 - Interaction between infrastructure and vehicle equipped with DAC
 - etc.

Graphic 5.4-6 Dedicated Information for IMs alignment (2)

5.5. Stakeholder management recommendations

The DACcord SH core group made, in a next step, recommendations on what should still be done, recommendations and further steps to be taken.

The options were collected in a digital session (Mentimeter tool) to capture all inputs from the 10 participants and not to get biased by a discussion in the first step. The below marks in the yellow circles in the different boxes represent the weighing of the statements (X/10), which was done in a second step. The result shows the high group consensus on the necessary next steps (graphics 5.5-1 to 5.5-3).

The SH management Core Group recommends to continue and to focus on “one hand” comms in close contact to SHs via DAC Fora

Current status of DACcord WP9&10 work, not yet JU-accepted

What is still missing? What objective was not achieved and why? Do you have any recommendations?



Mentimeter evaluation by DACcord Stakeholder Management Core Group 18/02/2025 | (x/10 votes)

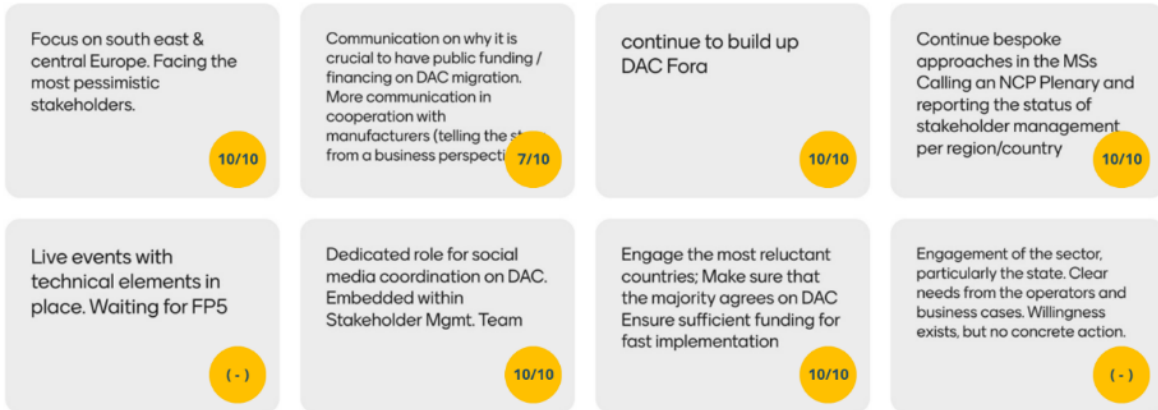


Graphic 5.5-1 DACcord recommendations on stakeholder management (1)

The SH management Core Group recommends to continue and to focus on “one hand” comms in close contact to SHs via DAC Fora

Current status of DACcord WP9&10 work, not yet JU-accepted

What is still missing? What objective was not achieved and why? Do you have any recommendations?



Mentimeter evaluation by DACcord Stakeholder Management Core Group 18/02/2025 | (x/10 votes)

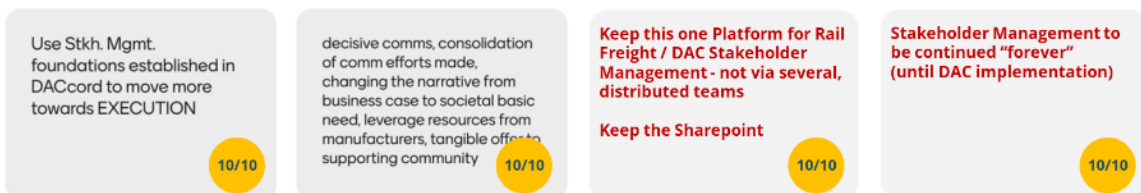


Graphic 5.5-2 DACcord recommendations on stakeholder management (2)

The SH management Core Group recommends to continue and to focus on “one hand” comms in close contact to SHs via DAC Fora

Current status of DACcord WP9&10 work, not yet JU-accepted

What is still missing? What objective was not achieved and why? Do you have any recommendations?



Mentimeter evaluation by DACcord Stakeholder Management Core Group 18/02/2025 | (x/10 votes)



Graphic 5.5-3 DACcord recommendations on stakeholder management (3)

Organisation	<ul style="list-style-type: none"> • Keep the one platform for DAC/Rail Freight Stakeholder mgmt. & info exchange, not via distributed several teams • Stakeholder management to be continued “forever” (until DAC implementation) • Keep the Sharepoint
Coherent DAC communication	<ul style="list-style-type: none"> • More synergies with FP5 abandon silo communication (FP5/EDDP/DACFIT/DACTIVATE/...) • Act as ONE DAC COMMUNICATION, also in social media • Therefore necessary: <ul style="list-style-type: none"> - clarify comms responsibilities & coordination in the overall DAC programme - develop/apply one encompassing visual/strategic „DAC identity“ - orchestrate „hierarchy“ of projects in the DAC programme (“part of...”, „supporting...”, ...) - orchestrate the Comms KPIs of the different projects with JU and other funding entities • (social media) DAC newsletter & 1 dedicated social media responsible • Explain why funding is needed & no DAC business case given & societal needs for DAC
Stakeholder relation	<ul style="list-style-type: none"> • Make DAC Fora work engage NCPs regularly • Focus on CSEE: customised, understand the real problems and required solutions establish/use DAC Fora dialogue channel • Include DAC suppliers, loco and wagon manufacturers in DAC Fora & Sounding Boards • use FP5 Spandau train lab for live demos for SHs (as long as it exists, then Demo/Pioneer trains) Organise access

Graphic 5.5-4 DACcord consolidated recommendations on stakeholder management

The consolidated recommendation from the group is to maintain the just really established stakeholder management team and activities, as one common exchange platform for all DAC and Rail freight related issues among the sector participants and associations has proven to be very effective and efficient (graphic 5.5-4).

Furthermore the group would consider beneficial to shape the communication around DAC more “out of one hand” in order to establish a “one DAC initiative” recognition, and it also recommends to pursue the just started DAC Fora as main single-source stakeholder relation tool/channel.

As the WP10 has ended with this deliverable, the recommendations need to be discussed soon with the EU-Rail JU. The SH management group, in order not to waste the results achieved and the system installed, made an offer to EU-Rail for an even unfunded interim continuation of the works until the 2025 summer break/end-June (graphic 5.5-5). A solution for thereafter requires discussion with the JU on concrete actions and potential budget. An estimate was provided.

6. Conclusions

In the second DACcord project year M13 to M24, it was possible to get the first draft plan for EDDP/DACcord stakeholder management activities adopted by the EDDP Boards and to start resp. to continue its implementation.

The implementation of the actions incl. the shaping of the DAC Fora can be considered as a very good success, which should now not be stopped. It proved beneficial to shape the general plan and the actions out of one hand with representative sector participation (Stakeholder Management Core Group). All communication actions have been closely aligned with the WP12 participants, which were in most cases the identical persons.

The objective of the WP10 has been fully achieved and all tasks have been successfully performed.

The group-own evaluation of the effectiveness of the work done shows that the overall stakeholder management objectives could not yet be achieved, although all currently possible actions have been implemented. But further stakeholder conviction can only be fully achieved with real DAC trains operating on the ground. Insofar the stakeholder management has paved all the way for a substantial exchange with the sector, which can certainly be regarded as one of the most exhaustive, targeted and intensive accompanying activities to a railway innovation initiative in this millennium (with orchestrated participation at an enormous number of events as conferences, fairs etc. over the past years across Europe, dedicated stakeholder events, various articles and press releases, setting-up of the DAC Ambassador and DAC Fora system, individual actions and interactions with stakeholders etc.), but is depending further on the progress of the FP5 TRANS4M-R project and the coming into life of potential Pioneer DAC Trains.

It is nevertheless recommended by the group to continue the stakeholder management and the just established exchange structure with the Sector (DAC Fora) to have the "contact pipeline" to the sector actors in the different countries working for exchange and dissemination of newest results.

As the WP10 ends with this deliverable, the recommendations need to be discussed with the EU-Rail JU. The SH management group made an offer to the JU for an interim continuation of the works until the 2025 summer break/end-June. A solution for thereafter requires discussion with the JU on concrete actions and potential budget. An estimate was provided.

The regular, planned Stakeholder Management work within the DACcord project hereby ends, at the end of Reporting Period 2.

7. Appendix

All Prio 1, 2,3 actions from the SH management plan list – raw list

Prio 2 and 3 actions have not been followed-up further after EDDP Programme/Supervisory Board discussion a) due to the lack of resources for executing them and b) as the predominant tool for changing stakeholders' attitude towards DAC is a functioning DAC train, see previous chapters.

Stakeholder group	Action (what)	Who does it	Channel (how)	For PDTs	For general deployment	Priority
--	Define teams/ambassadors per country / region (see map)	SH mgmt. team		X	X	✓ DONE
All stakeholders country/ region	Organise regular DAC Fora in the countries / regions involving NCPs Objectives: - Inform on the state of the play of the different EDDP actions - Recruit national contributors to EDDP work streams Tasks: - Get in touch with NCPs, (identify and activate missing MS) + set-up DAC fora - Define agenda + speakers, use existing/available EDDP material - Organise briefing session/kick-off + run the meeting - Debrief and report to the stakeholder mgmt. core group („Lessons learned“) Participants: EDDP country team; NCP; EDDP PM; EDDP work area/action responsables; EDDP/FP5/SP SPOCs (all depending on agenda)	Different EDDP country/region ambassador groups Central collection of dates of DAC fora by MS / MP Central repository for slides etc. to be arranged by TN (Nuon)	DAC Fora	X	X	✓ DONE
	NCP kick-off meeting	EC, JU, EDDP PM, LL, Country ambassadors	Online 12/06	X	X	✓ DONE
	Report on NCP installation & DAC Fora	EC, JU, EDDP PM	RISC plen. 25/06 14h	X	X	✓ DONE
*General Rail Public	Run Sounding boards	FP5	Web confs	X	X	✓ on-going
All stakeholders country/ region	Organise proactive conference representation. Selection of conference participation	SH mgmt. team/MS	e. g. mail	X	X	✓ DONE
	Organise InnoTrans 2024 compilation/exhibitor's alignment	MS/HT/EU-Rail	Project	X	X	✓ DONE
EDDP/FP5/SP	Regular EDDP/FP5/SP SPoC state-of-play meetings	EDDP PMO	Web confs	X	X	✓ DONE

Stakeholder group	Action (what)	Who does it	Channel (how)	For PDTs	For general deployment	Priority
CUST, TRANSP, Private/small RUs, Worker's unions, NSAs, (all ...)	Tech Demos / real life experience: - Organise regular demos at FP5 train Labs (Berlin-Spandau?) - DAC4EU visits programme - Minden & „industry day“ DAC demonstrations	EDDP & FP5 EDDP & DAC4EU	Demos - on-site (lab) - in countries	X	X	✓ DONE
PDT candidates	Explanation: how PDTs will work incl. funding/financing	EDDP/EU-Rail	(project plan)	X		✓ DONE
Private/small RUs / (all)	fleet upgrade solution information & resource impact & how migration works	EDDP work area C	Workshops via DAC For a	X	X	✓ on-going
Private/small RUs, FIN	(Benefit) case studies Analysis: what innovation is really required (especially: for Intermodal / DSC?)	EDDP work area D	Workshops via DAC Fora +UIRR TF		X	✓ DONE
All	Explanation: how funding/financing + a DME could work. Need for EU-centralised budget, prioritised by all MS, in MFF 28-34	EDDP work area D / DACcord WP11	(Workshops via DAC Fora)	(X)	X	✓ DONE
FIN, TRANSP	Study: DAC innovation → employment effects → growth → wealth → innovat. ... Quantify contribution to re-industrialisation of Europe	UNIFE	Study	X	X	CANCELLED
TRANSP, IMs	Study: Elaborate RailBaltica case study (scope, approach, planning)	Libor Lochman+ work area D	Study		X	ON HOLD
TRANSP, IMs	Explanation: Impact of DAC on infra. How to ensure infra is DAC-ready	EDDP activity C4	C4 deliverables	(X)	X	✓ on-going
All stakeholders	Comms standard material & library (centrally provided, simple), practical showcases & media/photo database (technology, people, ...)	Michael W + Fabian Acker FP5 + EU-Rail	EU-Rail website	X	X	✓ DONE
All + rail stakeholders	Compilation of all open Q&As (DAC Wiki) PB/SB slides distribution & short summary after boards	EDDP PMO	EU-Rail website	X	X	✓ DONE

DAC stakeholder management: **PRIO 1 actions (2/2)**

Stakeholder group	Action (what)	Who does it	Channel (how)	For PDTs	For general deployment	Priority
H IMs	Dedicated actions for IMs Tasks: <ul style="list-style-type: none"> - Define agenda on „what is interesting for IMs“ - Identify dissemination platform(s) - Run the info session - Debrief to stakeholder mgmt. core group 	Jan Bergstrand Bardo Schettini Align with C4/ Lipka + DACFIT workstream		(X)	X	✓

DAC stakeholder management: **PRIO 2-3 actions**

Stakeholder group	Action (what)	Who does it	Channel (how)	For PDTs	For general deployment	Priority
● TRANSP	Explanation: Bundling of DAC with other pressing rail issues	EDDP PM & EU-Rail			XXX	PRIO2?
● FIN	Study: why rail (DAC) is the better (societal) investment than all other public investment	Martin Polak	?		XXX	Check w. Area D
● FIN-TRANSP	Study: potential effects on transport modal shift through DAC	Martin Polak + NG/Work-area-D			XX	Check w. Area D
● Worker's Unions	Study/article/video?: Better life/workplaces, upskilling through rail freight automation/DAC.	Michael Winter			X	PRIO2
● General public	Explanation/articles: Welfare through DAC by modern industry & workplaces & society. Climate change mitigation. Supply safety for people.	Michael Winter + Tibo N	Politico? Major nat. newspapers ?		X	PRIO2
● "General Rail Public"	Define concept for reaching rail public , incl. use of UIP „renew“ as format for „DAC TV“ news. Ideate on additional channels (print, tv, etc) and content collab. Estimate required efforts.	Michael Winter + redactional team		(X)?	X	PRIO2
● FIN, TRANSP	Study: quantified risks & costs of road electrification & truck drivers shortage + efforts for building up EV charging infrastructure	Martin Polak	?		X	PRIO3
● CUST, TRANSP, FIN	Explanation/study: How digitisation of supply chain works for customers + efficiency effects	(Martin Polak)			X	PRIO3
●	Organise Lithuania/Latvia visit (see live AC operation in marshalling yards)	?				PRIO3