



Deliverable D 9.1

Summary I on Stakeholder Management activities

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1. Executive Summary

This summary describes the activities in the DACcord WP9 from project month M1 to M12.

In order to optimise the stakeholder management efforts to achieve the support for DAC deployment in Europe, the DACcord team first set up a cross-sectoral stakeholder management core group.

This group established the objective for EDDP/DACcord stakeholder management. It then analysed the stakeholder environment, the position of the stakeholders towards DAC and what they need to know in order to achieve these objectives (support for roll-out and for funding/financing DAC deployment in Europe). This resulted in a (draft) stakeholder management plan and especially related actions.

In parallel, the ongoing stakeholder management and communication activities were closely managed by this group to achieve a maximum of coherence in messaging and material used.

One major (unplanned but requested) output from the group at the beginning of the activities was the coordination and publication in July 2023 of a joint "DAC Sector Statement".

As laid out in the Stakeholder Management plan, the structure of so called "DAC Fora" in the different European countries was established as the main channel for the interaction between the EDDP and the Railway Sector.

The culmination of the work was the organisation, in close cooperation with DACcord WP12 (communication/dissemination), of a DAC event at the beginning of the Connecting Europe Days 2024 in Brussels, with highest level EC, Member State Ministry and Sectoral C-level representation, showcasing the sector's interest in DAC deployment and linking it with a live demonstration of a DAC-equipped train.

The objective of the WP9 has been fully achieved and all tasks have been successfully performed.

This work will be continued in the DACcord WP10 in the project months M12 to M24 and be summarised in the deliverable D10.1.

2. Abbreviations and acronyms

Abbreviation / Acronym	Description
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
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 9.1 Summary I on Stakeholder management activities”** of the DACcord project’s **WP 9 “Stakeholder Management”** 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



Graphic 3-1 Stakeholder management within EDDP

4. Objective/Aim

The main objective of the DACcord WP9 “Stakeholder Management” is to **set-up and manage the EDDP stakeholder management in support to the EU-Rail JU, in the months 1-12 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.

In addition to the below described different tasks from the DACcord Grant Agreement, the EDDP development was influenced in February 2023 by the so called “**CTO Council**”, organised regularly by the European Union Agency for Railways (ERA) with participation of the EU-Rail Executive Director. The CTO Council requested DACcord/EDDP to draw up and align a so called “DAC Sector Statement” for delivery to the European Commission in July 2023, which then constituted a major (unplanned, additional) work load in the beginning of the project.



Sector statement / timeline

- **End of June – position paper/statement to be prepared by DACCORD under the supervision of CTO Council and the EDDP that should reach out and receive large consensus**
- **Second semester 2023 – objective to achieve Council conclusions on the European DAC deployment that would empower the Commission to proceed with the next steps**
- **End of 2023 – proposal on the formal set up of the European Deployment Management structure (Commission (together with ERA and EU-Rail) and Sector)**

Graphic 4-1 CTO Council work request for DAC Sector Statement

Work package 9 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
set-up an EDDP stakeholder management team (resources are not part of this proposal) consisting of WP9 participants, EU-Rail JU, EDDP PM and members & WP12/13 participants (communication)	Achieved
Draw-up and maintain an EU-Rail JU/EDDP stakeholder map and stakeholder management plan	Achieved
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
Coordinate and submit any intended/recommended activity for validation to the EU-Rail JU	Achieved
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
ensure a permanent information flow sector => DACcord/EDDP and DACcord/EDDP => sector	Achieved
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
Identify business cases to be customised for the different stakeholders, respecting the asset situation	Achieved

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

5. WP9 achievements (Month 1-12)

This chapter details the different major WP9 deliverables from the task list. The status of tasks with an “ongoing/repetitive” character are summarised at the end of this chapter.

5.1. DAC Sector statement

To ensure a broad awareness about DAC and to show the commitment to continue on its development and deployment planning, the DACcord team prepared – after the request prepared by the CTO Council, see 4. - the **DAC Sector Statement**, which was **co-signed by 9 sector representative bodies and 39 CEOs** of railway undertakings, infrastructure managers, wagon keepers and rolling stock lessors, manufactures, and national associations.

The alignment of the Sector Statement across the entire European Railway Sector took around 4 months of permanent changes and optimisation, until it could be successfully handed over to the EU decision makers on 11 July 2023, the day of announcement of the Commission’s Greening Freight Transport Package by the Transport Commissioner, Adina Valean.

The statement was developed in continuous dialogue with sector stakeholders and outlines the sector’s commitment and preconditions to make DAC a reality to facilitate a more efficient logistics in Europe providing benefits to society, environment and economy.

A precondition of key importance is a provision of **a single, non-discriminatory, European funding and financing scheme for the whole DAC deployment**, considering the sector’s inability to raise own capital due to its low margin business nature as well as the greater long-term benefits for the society, environment and economy. Other important preconditions include the continuity of EU-Rail workstreams focusing on technology development, harmonisation of operational procedures and standards and stakeholder management activities; and facilitation of authorisation processes to allow for timely migration while maintaining the levels of safety.

The statement calls on the Commission and Member States to jointly start the work on shaping political, budgetary and legal framework conditions for a coordinated European deployment of DAC and its automation and digital technology based on the timeline agreed upon in EDDP Master Plan.



DAC Sector Statement

Brussels, 10.07.2023

Rail freight automation and digitalisation is an important enabler for the transport sector to meet the EU's greening targets

There is a common understanding of the need to strengthen rail freight in Europe, which is in decline today. It is nine times better in terms of CO₂ emissions than road transport and will help Europe in achieving its Green Deal and decarbonisation targets. Electrification of road transport is far from being mature and cost-effective and will still consume seven times more energy than freight transport on rail.

Automation and digitalisation will enable rail freight to become more efficient and attractive for logistics service providers and shippers and will bring relevant benefits for European society in general. It will increase the still underestimated growth potential for single wagonload traffic and strengthen the role of intermodal transport, both strategic segments for the modal shift. Especially, together with future ERTMS developments, they will contribute to increase infrastructure capacity. Their implementation will also increase safety at work and counter the predicted labour shortage in the sector by replacing outdated, mostly manually-operated technologies of the past, especially the coupling of freight wagons.

The rail sector stakeholder signatories of this paper are convinced that rail freight automation and digitalisation as well as a better, more modern and safer working environment are key to the viability and long-term prospect of this sustainable mode of transport in Europe.

However, the market alone cannot bear such a transformation, and no single company will be able to gather alone the necessary capital investments for such an endeavour, because it is first and foremost a European scale type of investment. Should social and economic benefits materialise, substantial public support is therefore urgently needed, especially for the introduction of the Digital Automatic Coupler (DAC) and its associated automation and digital technology.

We are fully committed to achieve the deployability of this technology through intensive testing campaigns and we are ready, under a clearly pre-defined EU strategy and with fulfilment of the below preconditions, to the successive deployment of DAC and its automation and digital technology at European scale. A challenge of this dimension would indeed require the support from the European Commission and the Members States, to ensure that all the necessary investments are properly coordinated and that obvious market failures are addressed by the policy-makers, such as the imbalanced distribution of costs and benefits among actors, and counter-balanced with appropriate funding and financing measures.

Where we are today

Progress has been made so far by the rail sector in developing state-of-the-art DAC technology, including with the support from the European Union and Member States. The rail freight sector from both EU and non-EU countries and the European supply industry are fully engaged and have already invested significant resources to develop a European state-of-the-art DAC including its automation and digital technology.



Setting up of a Pre-deployment Management Entity.

- 3. DAC Deployment *as of ca. 2028* | total costs ca. € 13 billion (2021 price base)
Funding of full-scale DAC deployment in Europe and the Deployment Management Entity.

We are convinced of the need to set up a centralised European Deployment Management Entity, for the necessary coordination at European level, as described in the EU-Rail JU's EU DAC Investment Plan study. We recommend that the European Commission proposes a suitable implementation plan for this. A European benchmark could be the Joint Undertaking for the Single European Sky Air traffic management Research (SESAR).



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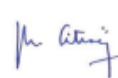
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Supporting members of the Representative Bodies

1. AEFP
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23. Rail Logistics Europe (RLE)
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25. Siemens
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31. UIC
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34. Voith
35. VPI
36. VTG
37. Wabtec
38. WASCOSA
39. ZSSK Cargo

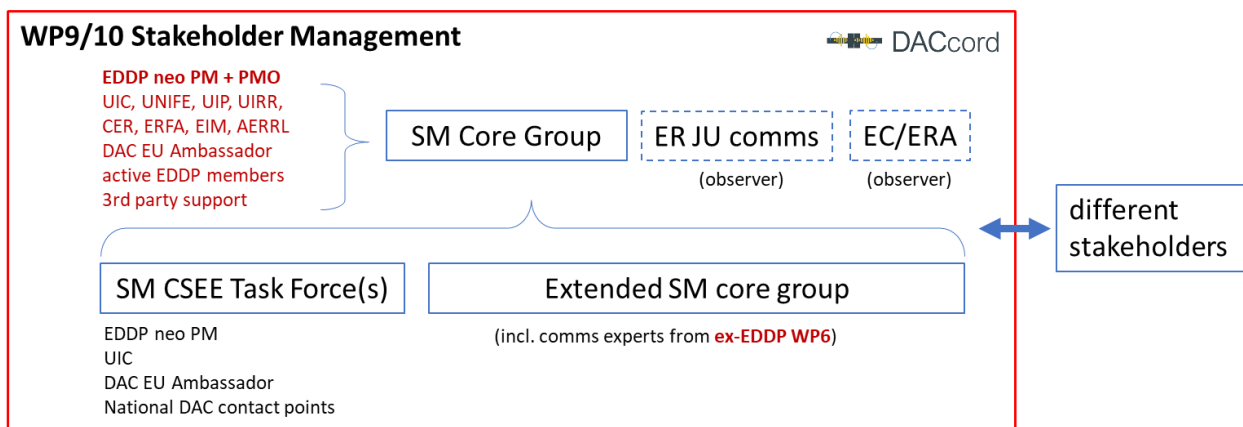
Graphic 5-1 DAC Sector Statement

5.2. Stakeholder management team/core group

The **DACcord stakeholder management (core) group** was established after the project kick-off meeting on 21 March 2023. The stakeholder management team includes individuals from DG MOVE, EU-Rail JU, DACcord consortium, representative bodies (CER, ERFA, UIRR, UIP) and key stakeholders from EDDP and Rail Freight Forward coalition.

In addition to that, **DAC CSEE ambassador and communication and media specialist**, subcontracted by UIC, play a vital role in catering for engagement activities with stakeholders the centre of interest in Central and South European countries and planning of communication activities to keep decision makers and stakeholders up to date, **highlight EDDP development and increase involvement in EU-Rail workstreams.**

Team meetings have been held monthly, including 4 physical workshops in Brussels. The aim of these meetings is to discuss and collect regular feedback on national and company developments regarding DAC, including individual stakeholders' knowledge about DAC, involvement in EU-Rail workstreams, positioning and preconditions for deployment.



Graphic 5.2-1 DACcord stakeholder management (core) group

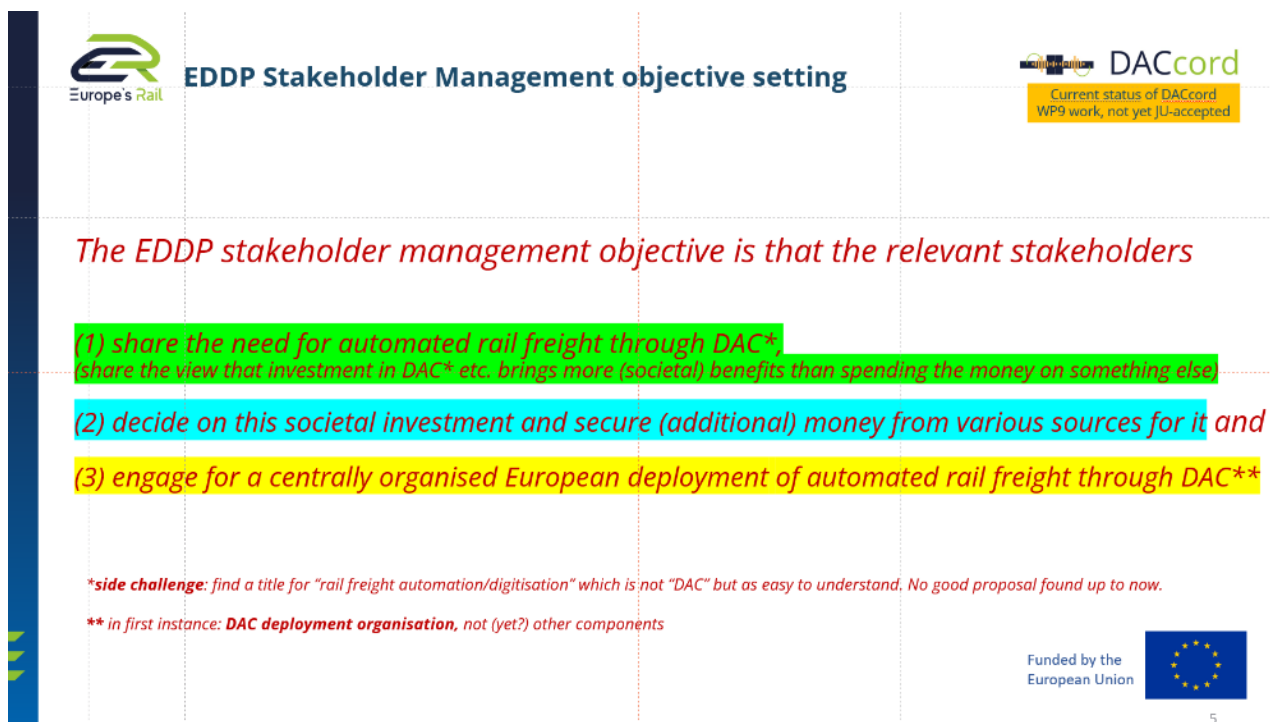
5.3. Stakeholder map and stakeholder management plan

5.3.1. The objective

The **EDDP stakeholder management** needs to be guided by an **objective** in order to derive the appropriate actions for the relevant stakeholders to act according to the objectives.

The EDDP stakeholder management objective is shown below and has been aligned with EU-Rail in the course of late-2023.

The overall stakeholder management plan was only foreseen for presentation in the 25/04/24 EDDP Programme Board and will still officially be submitted to the EU-Rail JU.



The slide features a grid layout with logos for Europe's Rail, DACcord, and the European Union. The DACcord logo includes a yellow box stating 'Current status of DACcord WP9 work, not yet JU-accepted'. The main text is centered and includes three numbered points, each highlighted with a colored background: (1) green, (2) cyan, and (3) yellow. A red side challenge and a double asterisk note are at the bottom.


EDDP Stakeholder Management objective setting

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***

**side challenge: find a title for "rail freight automation/digitisation" which is not "DAC" but as easy to understand. No good proposal found up to now.*

*** in first instance: **DAC deployment organisation**, not (yet?) other components*

Funded by the European Union 

Graphic 5.3.1-1 EDDP stakeholder management objective

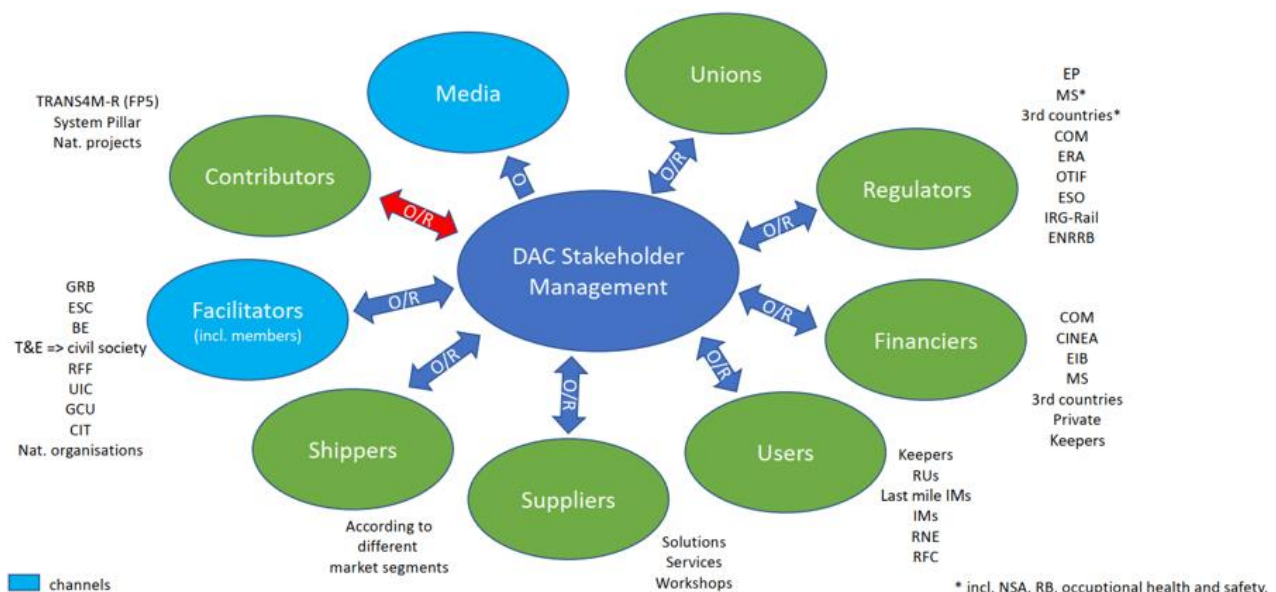
5.3.2. The structure

The **stakeholder management plan** consists of:

- an overview of the stakeholder environment (**who?**)
- the mapping of stakeholders' current (and constantly evolving) positions and involvement in DAC (**who is where** / representing **which position** and **why** in relation to the objective?)
- the needs regarding messages / content for stakeholders in order to achieve the objective (**what** do they need to know?)
- the derived **actions** to provide the "what" to stakeholders and influence their decision-making in the direction of the SH management objectives and the related channels (**what** and **how?**)

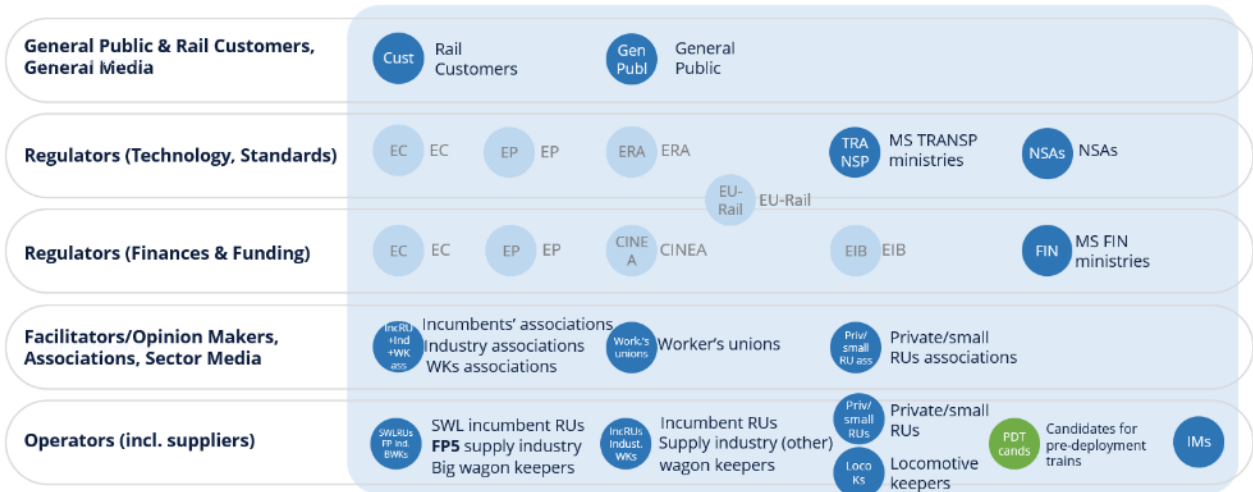
5.3.3. Stakeholder mapping

After **analysing the stakeholder groups and their environment** (graphic 5.3.3-1), including the currently involved and future parties, the team continued to define potential means to assess stakeholder positioning. The **stakeholder matrix** (graphic 5.3.3-2) was then defined and elaborated upon, providing an overview of stakeholders' positions and potential impact on DAC decision-making. Additionally, the matrix serves as a template for continuous activity monitoring and action development to ensure awareness and alignment on common goals within DAC development and deployment as agreed upon in the EDDP Master Plan.



Graphic 5.3.3-1 DAC/ EDDP Stakeholder environment

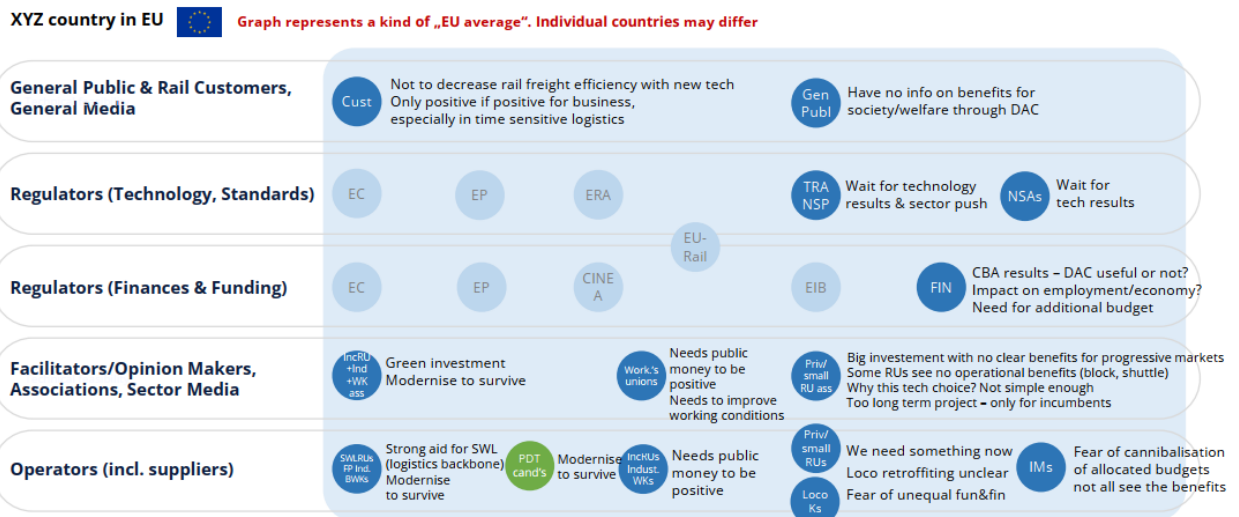
The DACcord team notes and recognises that several potential stakeholder groups may have not been included in this initial mapping. The stakeholder management actions are being continuously updated and prioritised, considering the development in the political and business framework.



Graphic 5.3.3-2 DAC / EDDP Stakeholder matrix

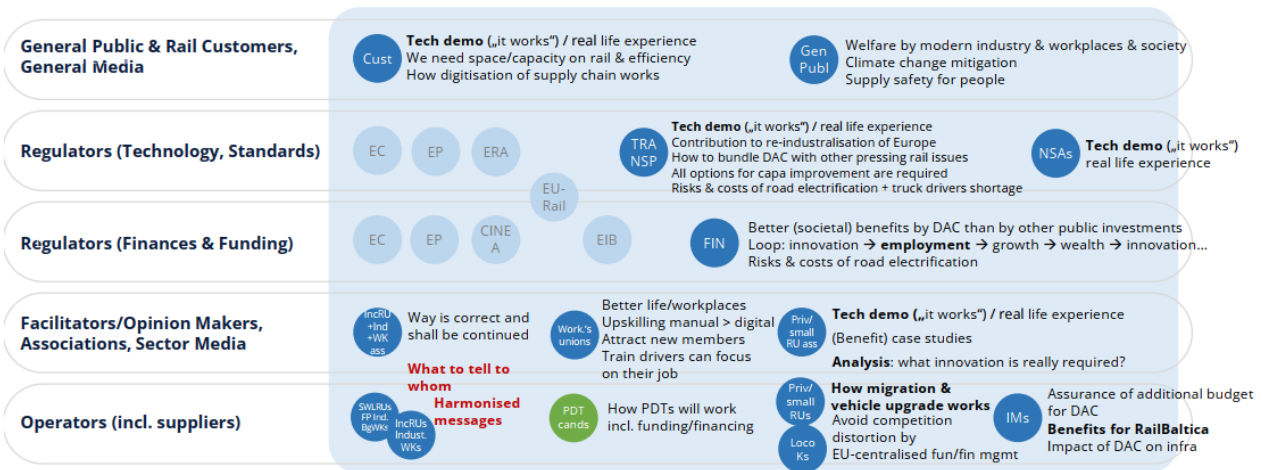
5.3.4. Stakeholder positions and interests

DACcord team analysed several countries and stakeholder groups based on the defined matrix and identified the current positions of the different stakeholder (groups) vis-à-vis the DAC initiative. Graphic 5.3.4-1 depicts a generic view of an average country's knowledge about DAC and support to a DAC deployment. Individual countries' perspectives may differ.



Graphic 5.3.4-1 DAC / EDDP Stakeholder positioning (average)

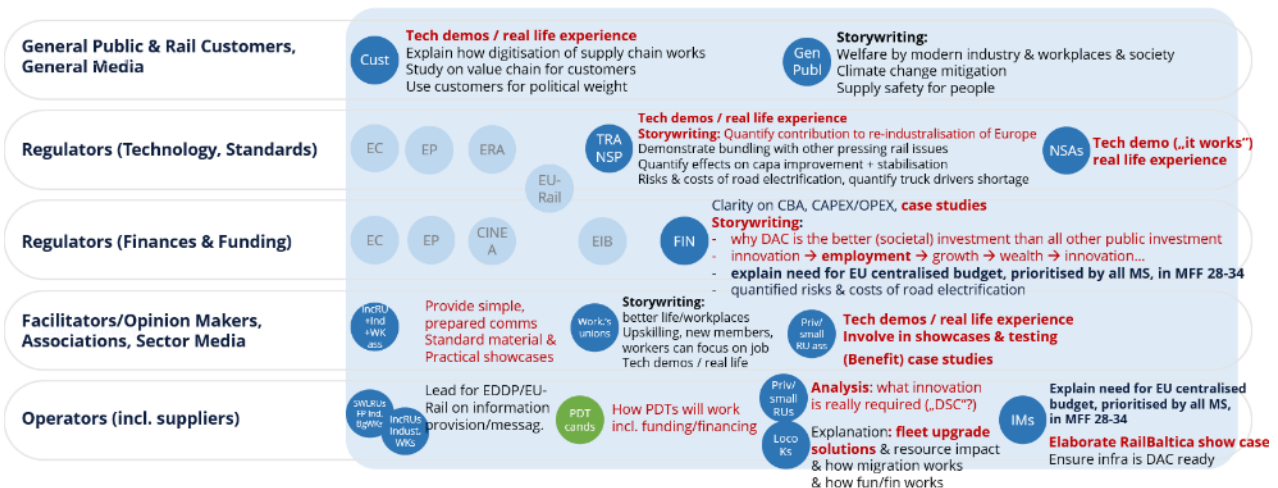
The analysis of the stakeholder's positions leads inversely to the content/**information the stakeholders need to have/to know/to receive** in order to support the DAC initiative in line with the SH management objectives (Graphic 5.3.4-2).



Graphic 5.3.4-2 DAC / EDDP Stakeholder information need

5.3.5. Potential stakeholder actions

The above information leads directly to a list of (potential) actions that would support decision-making in line with the SH management objectives (Graphic 5.3.5-1).



Graphic 5.3.5-1 DAC/ EDDP potential stakeholder actions.

The **EDDP/DACcord stakeholder management actions** will be presented in the EDDP boards, linked to responsibilities and time plans and thereby **become an integral part of the EDDP programme and risk management.**

5.3.6. Stakeholder management portfolio

To determine the required degree of interaction between the EDDP/DACcord and the different stakeholders in executing the actions (corresponding to the effort required and hence determining the “how” in the subsequent chapter), the WP9 group allocated the stakeholders in the influence/interest portfolio.

It becomes evident that the majority of stakeholders requires a very close interaction, building up personal relationships and country- or region-based actions. Only a minor part of stakeholders can be “served” by general, regular information.



Graphic 5.3.6-1 Stakeholder portfolio

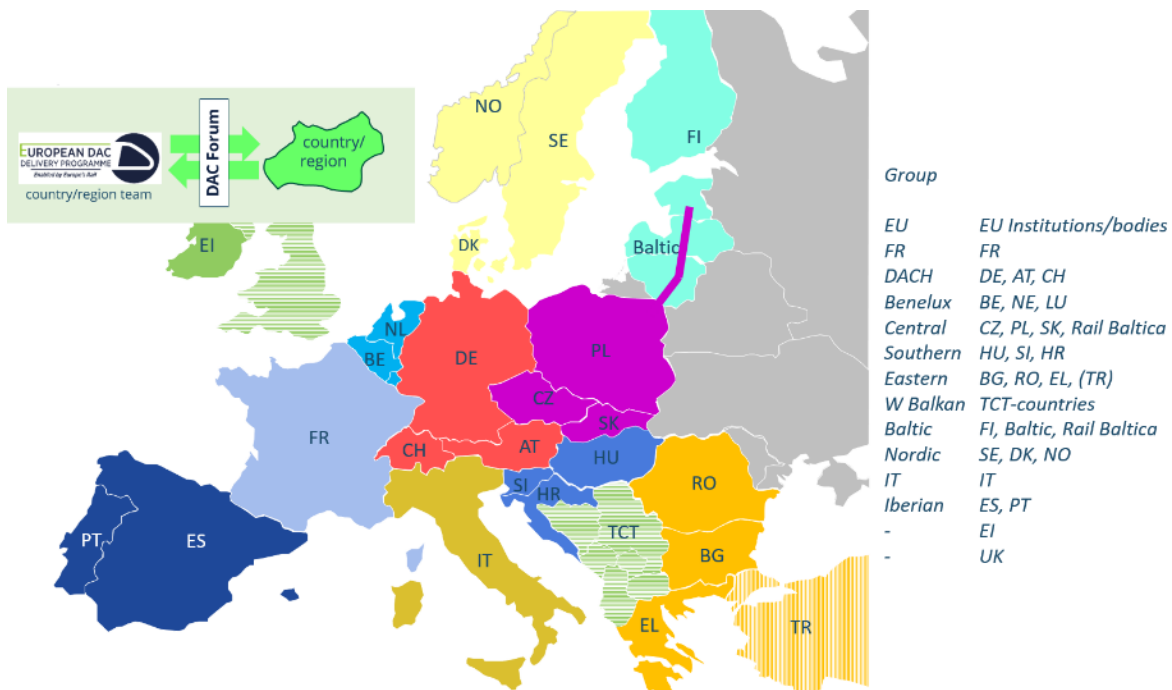
5.3.7. Stakeholder country grouping

In order to better organise and coordinate 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 5.3.7-1) was developed.

Having groups of countries is crucial for strengthening relationships and streamlining efforts to increase impact while staying conscious of available resources. Each country and country group was assessed by the following criteria:

- level of knowledge about DAC technology, operational aspects, system benefits
- case studies for various groups of stakeholders
- financial aspects of the deployment, requirements on funding
- connection with EDDP, FP5 Sounding Board, System Pillar
- migration/deployment strategy in relation with national transport policy
- involvement of trade unions, re-skilling
- connections with the final rail freight customers

The evaluation of the Central/South European groups was conducted by the CSEE Ambassador, building on the foundation laid by the DACcelerate project. This assessment covers potential engagement and dissemination activities, as well as monitoring progress.



Graphic 5.3.7-1 Stakeholder country grouping

The exchanges in the groups will take place through **DAC Fora** & dedicated workshops to transfer knowledge between EDDP and country (group) and to gather national contributions to DAC workstreams. The fora are orchestrated by appointed **EDDP Ambassadors for country groups** (graphic 5.3.7-2) and involve National Contact Points (NCPs).

Groups	Sub-Groups	Grouping criteria	EDDP ambassadors (+ NCPs)
EU	EU Institutions + groups + OTIF	<i>Further analysis still to come</i>	EU-Rail & PM (EU-Rail & Mark Topal/Jens Engelmann)
FR	FR	approach government via 4F coalition	Railenium (Danijela Doric) + UNIFE (Hugo Tabouret) + Wabtech (Laura G.) TBC
DACH	DE, AT, CH	market similarities, comparable level of DAC knowledge	DB Cargo (Michael Sünder) + UIP (Lisa Gruber) + OBB (Sarah Bimngstorfer)
Benelux	BE, NE, LU	market similarities	BRFF (Paul Hegge)
Central	CZ, PL, SK	Comparable level of DAC knowledge & positioning	DACcord (Libor Lochman) + ERFA (Michal Litwin) TBC + UIC (Martin Polak)
Southern	HU, SI, HR	More neutral position, DAC more seen as (later) regulation to be followed	RCG (Boglarka Mondvay-Nemeth) + DACcord (Libor Lochman)
Eastern	BG, RO, EL, (TR), (MD), (UA)	Distant from central-western traffics	DACcord (Libor Lochman)
W-Balkan	RS, BA, MK, ME, XK (TCT-countries)	Positive outlook on DAC should be achieved. No vote in Council	DACcord (Libor Lochman) + Railenium (Danijela Doric)
Baltics	FI, EE, LT, LV	Gauge difference. Rail Baltica as case study	DACcord (Libor Lochman)
Nordics	SE, DK, NO	Cooperation history, comparable level of DAC knowledge	Trafikverket (Jan Bergstrand)
Iberian	ES, PT	Gauge	CER (João Sarmento) + EU-Rail (Javier Ibanez de Yrigoyen) TBC + NN Spain
IT	IT	Specific market structure & actors	UIC (Giancarlo de Marco) + Mercitalia / FERMERCI (NN) + ASSOFERR TBC
-	EI	Isolated railway system	ERFA (Conor Feighan) TBC
-	UK	Non-EU	EU-Rail SP (Andy Doherty) TBC
IMs	IMs	Dedicated group	EIM (Bardo Schettini) + Trafikverket (Jan Bergstrand)

Graphic 5.3.7-2 EDDP country groups' coordination

The **DAC Fora** will bring together the country NCP, country EDDP Ambassador, relevant experts from FP5 and EDDP (SPOCs) and national stakeholders – operators, infrastructure manager, wagon keepers, safety authority, wagon manufactures, DAC component suppliers and sector associations and are the tool ("**how**"/**channel**) stakeholders shall be managed in alignment with the objectives.

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

The appointed EDDP/DAC ambassadors now have to come up with the planning for the DAC Fora in their respective countries/regions (work for Q2-Q4/2024)

5.3.8. National Contact Points

The CSEE Ambassador proposed furthermore, in order to strengthen the DACcord team's and EU institutions' engagement with the countries where DAC is envisaged to be deployed, that DG MOVE contacts Member States and candidate countries to appoint an official point of contact for DAC matters – **National Contact Points (NCPs)**. The proposal has been positively received, and DG MOVE has requested Railway Directors within national Transport ministries to nominate such NCP.

The European Commission has endorsed the primary role of the NCPs – to act as points of contact between EDDP management and national stakeholders, ensuring they are engaged and informed about DAC developments. Additionally, NCPs are expected to communicate any concerns and views from national stakeholders to the EDDP management and facilitate information sharing. By March 2024, the majority of Member States had responded with the nomination of their NCPs (list is under development).

As for the coordination between NCPs and the European Commission, the introductory meeting on roles and responsibilities is scheduled for 12 June 2024. Subsequently, regular reporting is expected during the Railway Interoperability and Safety Committee meetings.

5.4. Further stakeholder / communication steering tasks

5.4.1. Status of the further tasks

The status of the further tasks 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
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
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	NCPs established, next steps to be clarified in Q2 2024 "Prototype DAC Fora" in CZ/SK are organised since 2023 Dedicated representation of DAC and EU-Rail Executive Director on TRAKO fair (Gdansk, September 2023)
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 - MetransSAMSKIP Reporting on work progress is done within Work Area D, the EDDP boards, and then via DAC Fora

5.4.2. Communication / events representation

As directly linked part to the stakeholder management strategy and planning, the DACcord team has been actively involved in **co-organizing and supporting the organisation of numerous stakeholders' events, workshops, and meetings across Europe**. These events have focused on various aspects of DAC, including technical specifications, framework discussions, financing options, and deployment strategies. The aim is – before any specific topics can be launched from the stakeholder management plan - to raise awareness of the development status of DAC and highlight the further needs in this area. Moreover, these events serve as platforms to encourage participation in EDDP workstreams, fostering collaboration and cooperation among stakeholders in advancing DAC deployment.

Date	Event (organiser)	Venue	EDDP contribution
2023			
10.01	Symposium (vpi)	Hamburg	EDDP, DAC4EU, DB and UIP contributions
14.02	EDDP PB	Online	EDDP
01.03	Exchange of views (TRAN)	Brussels	ERJU and DG MOVE presentations
22.03 & 30.-31.03	Nordic Perspective of the future rail freight	Online / Gothenburg	TRV presentation
21.03	EDDP SM / DAccord meeting	Brussels	DACcord consortium and EDDP partners
23.03	EDDP SB	Online	EDDP
25.-27.04	Train & Rail	Stockholm	TRV presentation
25.05	EDDP PB	Online	EDDP
26.04	CZ & SK Workshop (EDDP)	Online	Lipka, Lochman, van Balen, SNCF
02.05	EDDP SM / DAccord meeting	Online	DACcord consortium and EDDP partners
03.05	DAC – gamechanger for rail freight in Europe (BMDV)	Brussels	DAC panel (EC, EP, DBC, HUPAC, RLE, BASF, Voith)
09.-12.05	transport logistic (trade fair)	Munich	EDDP/DB event with shippers (Arcelor, BASF, IKEA, VTG)
16.-17.05	SmartRail Europe (Railway Gazette)	Brussels	UIP presentation
30.05	Rail Transport Day 2023 (EC, SE, RNE, ERJU)	Stockholm	Digitalisation panel (Zocco)
01.06	EDDP PB	Online	EDDP
21.-22.06	General Assembly (vpi)	Dresden	UIP presentation
27.06	EDDP SM / DAccord meeting	Brussels	DACcord consortium and EDDP partners
29.06	EDDP SB	Online	EDDP
18.07	EDDP SM / DAccord meeting	Online	DACcord consortium and EDDP partners
29.07	120 years marshalling yard (DB)	Nürnberg	-
22.08	EDDP SM / DAccord meeting	Online	DACcord consortium and EDDP partners
05.09	CZ & SK Workshop (EDDP)	Online	Lipka, Van Balen, DB / CZ presentations

06.-07.09	Railway Forum (DB)	Berlin	DAC panel (DB, Engelmann, GATX, KB, Voith)
06.-07.09	RailFreight Connects (RailFreight)	Bremen	DAC panel (Lipka, UIRR, ZNPK)
11.09	EDDP SM / DAccord meeting	Online	DACcord consortium and EDDP partners
12.09	EDDP PB	Online	EDDP
13.09	System Pillar Task 4 & Sounding Board (FP5)	Online	Engelmann
13.-14.09	Space for Innovation in Rail (EC, ERJU, ERA)	Madrid	Oral link to DAC by ERJU (Travaini)
14.09	DAC4EU (Transport Community)	Belgrade	Presentation / DAC panel (Lochman)
15.-16.09	Tag der Schiene (DB)	Berlin-Spandau	
17.-19.09	Schienenfahrzeugtagung	Graz	RF panel (TU Graz, supplier)
19.-22.09	TRAKO (trade fair)	Gdansk	19.: ZNPK panel (Lochman, Travaini), „Meet the DAC experts for individual Q&As“ (Engelmann, Lipka, Lochman), DAC reception (Travaini) 20.: Rail Target Panel (Travaini)
20.-21.09	Digital Rail (GRR)	London	DAC panel (DB, Engelmann, Green Cargo, ÖBB)
21.09	DAC4EU (RCG)	Budapest	Presentation / DAC panel (Topal, Lochman)
04.10	DAC: the chance to revolutionize European rail freight transport (Mercitalia, Wabtec)	Milano	Travaini and Tione presentations
04.10	DAC4Stakeholder (OEBB)	Vienna	Foerst, Memic
04.10	Rail Conference (AFRA)	Paris	RFF video on DAC
10.-12.10	Nordic Rail Conference (ELMIA)	Jonköping	Trafikverket (Bergstrand)
16.10	Sounding Board on Technology (FP5)	Online	Engelmann
17.10	EDDP SM / DAccord meeting	Brussels	DACcord consortium and EDDP partners
24.-26.10	Global Mobility Call (IFEMA)	Madrid	
25.10	EDDP SB	Online	EDDP
25.-26.10	Digital Mobility Services (ERA)	Hamburg	
13.11	EDDP SM / DAccord meeting (focus on MFF potential actions)	Online	DACcord consortium and EDDP partners
14.11	Future of Rail Freight in E. (Rail Forum Europe)	Brussels	RFF presentation (Nikutta)
16.11	Symposium (vpi)	Vienna	Knuepling
21.11	EDDP PB	Online	EDDP
27.11	Renew (UIP, VPI)	Online	Knuepling

28.11	Journee Fret Ferroviaire (Objectif OFP)	Paris	
29.11-01.12	Rail Live (TERRAPINN)	Madrid	DAC panel (Ibanez de Yrigoyen, Memic, Zocco, Rothey, Marxen, Lochman).
06.12	CER UIC HL Freight Meeting	Brussels	RFF presentation (Nikutta)
12.12	EDDP SM / DAccord meeting	Online	DACcord consortium and EDDP partners
12.12	Sounding Board (FP5)	Online	Engelmann

2024			
09.01	Symposium (VPI)	Hamburg	Knuepling
15.01	EDDP SM / DAccord meeting	Online	DACcord consortium and EDDP partners
25.01	CER State Aid event (DG COMP, DG CLIMA)	Online / Brussels	de la Haye (funding & financing needs based on DAC Investment Plan)
30.01	EDDP PB	Online	EDDP
31.01-01.02	Forum Rail Freight Transport (BME / VDV)	Berlin	
05.02.	FP 5 FDFTO Sounding Board on DAC Operational Procedures & FP 5 FDFTO Sounding Board on DAC Technology	Online	
06.02.	EDDP SM / DAccord meeting	Online	DACcord consortium and EDDP partners
14.02.	EDDP SB	Online	EDDP
05.03.	EDDP SM / DAccord meeting	Online	DACcord consortium and EDDP partners
06.03.	Fachausschuss Schienengüterverkehr (DSLVB Bundesverband Spedition & Logistik)	Duisburg	Knuepling
08.03.	Fachkreis Schiene (Logistikinitiative Hamburg)	Hamburg	Knuepling
18.03.	CZ & SK Workshop (EDDP)	Online	Engelmann
02.04.	CED DAC event (EDDP, ERJU)	Brussels	Travaini, Topal, EC, HL ssector
04.04.	EDDP SM / DAccord meeting	Brussels	DACcord consortium and EDDP partners
09.04.	Renew (UIP, VPI)	Online	Peterhans
25.04.	EDDP PB	Online	EDDP
25.04.	ERA ERTMS conference: DAC workshop (ERA)	Valenciennes	van GILS (EU-Rail)
30.04.	EDDP SM / DAccord meeting	Online	DACcord consortium and EDDP partners
06.05.	FP 5 FDFTO Sounding Board on DAC Operational Procedures & FP 5 FDFTO Sounding Board on DAC Technology	Online	Bannholzer, FP5 members
07.05.	Forum Gueterverkehr (VAP)	Zurich	Peterhans
22.-24.05.	International Transport Forum (OECD)	Leipzig	Bannholzer

28.05.	EDDP SM / DAccord meeting	Online	DACcord consortium and EDDP partners
29.-30.05.	Keepers' Summit (UIP, ASSOFERR)	Venice	Topal, Peterhans
Q2/24	DAC Forum Germany (VDV)	Online	
25.06.	EDDP SM / DAccord meeting	Online	DACcord consortium and EDDP partners
26.06.	EDDP PB	Online	EDDP
03.07.	EDDP SB	Online	EDDP
23.07.	EDDP SM / DAccord meeting	Online	DACcord consortium and EDDP partners
20.08.	EDDP SM / DAccord meeting	Online	DACcord consortium and EDDP partners
17.09.	EDDP PB	Online	EDDP
17.09.	EDDP SM / DAccord meeting	Online	DACcord consortium and EDDP partners
24.-27.09.	InnoTrans	Berlin	All
07.10.	CZ & SK Workshop (EDDP)	Online	DAC country team, Engelmann, NN
07.10.	FP 5 FDFTO Sounding Board on DAC Operational Procedures & FP 5 FDFTO Sounding Board on DAC Technology	Online	
14.10.	EDDP SB	Online	EDDP
15.10.	EDDP SM / DAccord meeting	Online	DACcord consortium and EDDP partners
11.11.	FP 5 FDFTO Sounding Board on workers' & trade unions' perspective		Bannholzer, FP5 members
26.11.	EDDP PB	Online	EDDP
Q3/4	DAC4EU event (BMDV / IenW)	NL	
03.12.	EDDP SB	Online	EDDP
12.11.	EDDP SM / DAccord meeting	Online	DACcord consortium and EDDP partners
10.12.	EDDP SM / DAccord meeting	Online	DACcord consortium and EDDP partners

5.4.3. EDDP at the Connecting Europe Days 2024

Already fully in-line with the objectives of the stakeholder management plan and actions, DACcord successfully coordinated a DAC-focused event organised by EDDP and EU-Rail during the EU's Connecting Europe Days on 2 April 2024. The event, titled [The Future of Rail Freight – see how it works in the 21st century!](#) at Train World, Brussels (BE), gathered a high-level audience and sector stakeholders, including speakers from Member States, European Commission, EU-Rail and sector representatives:

- Georges Gilkinet (Belgian Council Presidency / Belgian Deputy Prime Minister and Minister of Mobility)
- Volker Wissing (German Minister of Digital Affairs and Transport)
- Kaspars Briškens (Latvian Minister for Transport)
- Magda Kopczyńska (Director-General, DG MOVE)
- Kristian Schmidt (Director for Land Transport, DG MOVE)
- Giorgio Travaini (Executive Director a.i., EU-Rail)

- Mark Topal-Gökceli (CTO, ÖBB)
- Sigrid Nikutta (CEO, DB Cargo / President, Rail Freight Forward (RFF))
- David Zindo (CEO, Strem Group / President, International Union of Wagon Keepers (UIP))
- Paolo Pagliero (Vice President of Transit Engineering, Wabtec Corporation)
- Peter Füglistaler (Director, Swiss Federal Office of Transport (BAV))

The speakers highlighted several key points during the event:

- DAC's potential to significantly increase the efficiency of rail freight and improve logistics through digitalization
- the strong support from the rail sector and supply industry stakeholders
- achievements in DAC technology development and migration planning
- the need for an EU financing programme for large-scale deployment



Magda Kopczyńska (DG MOVE) encouraged Member States to discuss gradual investment scheme possibilities during the CED events. A transformational project of this scale requires thorough support from the EU and Members States, including coordinated deployment and budget allocation. Lessons learnt from ongoing ERTMS deployment underscore the importance of a centralised approach.

Füglister (BAV) stressed the importance of DAC for the future rail freight, highlighting the Swiss government's view of DAC as an investment rather than a subsidy for a transport mode.

Nikutta (DB Cargo / RFF), Topal-Gökceli (ÖBB), Zindo (Strem Group / UIP) and Paglieri (Wabtec) highlighted the sector's and industry's needs and challenges, emphasizing the joint streamlined efforts at EU-Rail.



5.4.4. EDDP article in Revue Générale des Chemins de Fer

As one example for the general communication activities and before the full media programme is set-up, the Revue Générale des Chemins de Fer (RGCF) published EDDP's contribution on the introduction of DAC in its [April 2024 issue](#). The article illustrates the journey of the DAC4EU demonstrator train to Strasbourg. In doing so, EDDP has sent an important signal to the professional public in France.



6. Conclusions

In the first DACcord project year M1 to M12, it was possible to establish the objective, stakeholder management group and the first draft plan for stakeholder management activities.

Before starting any stakeholder-related activities, the exercise of objective setting was ultimately beneficial. It must precede any action plan to orient the actions towards the desired target and not embark on a multitude of media / conference activities without clear target audience and message.

The objective setting was based on the EDDP Cost-Benefit-Analysis (CBA) findings, clearly indicating that DAC technology requires substantial financial support for deployment from various sources. This clearly shows that e. g. writing articles in railway media only does not lead by such actions alone to unlocking of those necessary funding & financing sources. Stakeholder-oriented actions must aim at convincing stakeholders on all levels from business to political decision-making that investing in DAC is beneficial for business and society. This insight on the orientation was clearly achieved.

Based on this, the draft action plan (potential actions) aims a) at creating the necessary information for the different stakeholders and b) at creating the right channels to and from stakeholders. The ongoing event/conference etc. activities with participation of DAC-related speakers were shaped already according to the messages required, culminating (in close cooperation with DACcord WP12) in a DAC event at the beginning of the Connecting Europe Days 2024 in Brussels, with highest level EC, Member State Ministry and Sectoral C-level representation, showcasing the sector's interest in DAC deployment and linking it with a live demonstration of a DAC-equipped train.

The **next steps** of the DACcord stakeholder management team are:

- Make the 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)

This work will be continued in the DACcord WP10 in the project months M12 to M24 and be summarised in the deliverable D10.1.

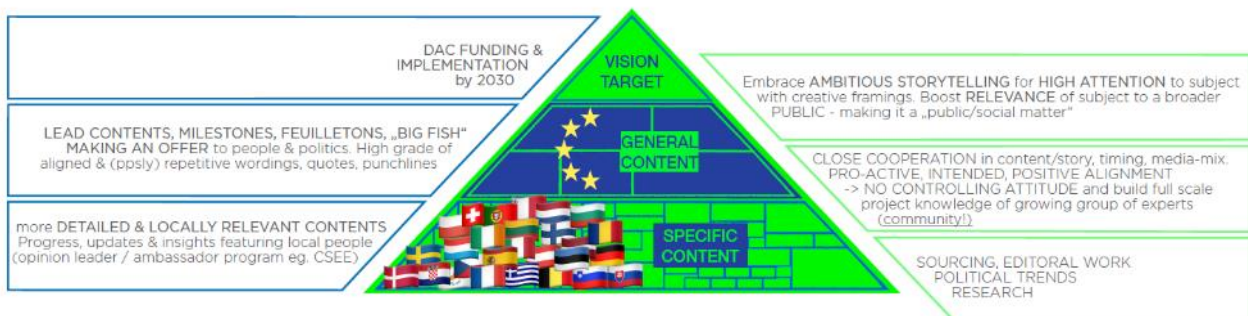
7. Appendix

One point on the EDDP/DACcord draft stakeholder management action list is to **ensure alignment and coherence in stakeholders' communication and dissemination activities.**

An action is underway to provide stakeholders with easy-to-use communication content, highlighting key messages and DAC development status and next steps, organised within EDDP. The below charts depict the draft reasoning and alignment within the DACcord team on the media strategy/plan for the coming years in line with the SH management action plan.

A detail description will be available in the D10.1 Summary for WP10.

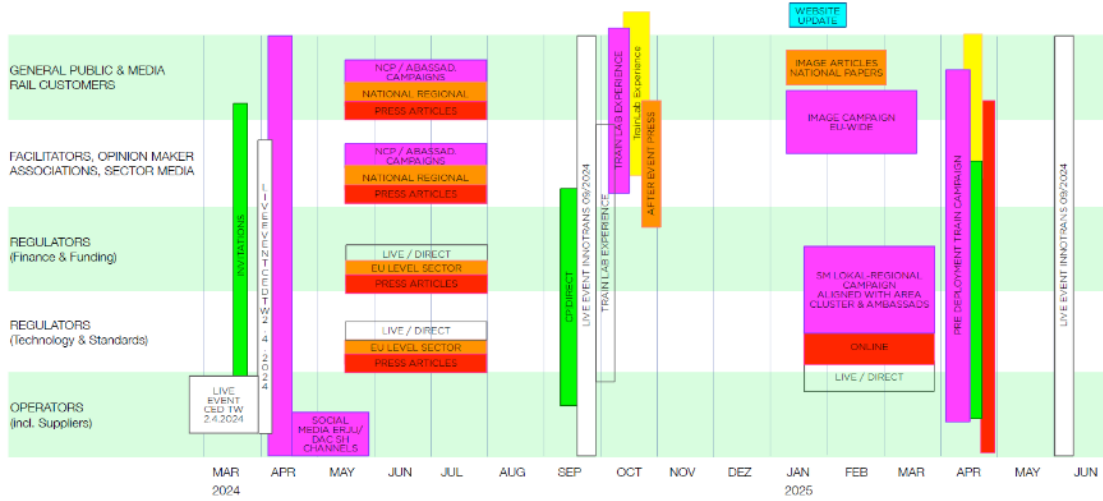
Content strategy



GENERAL CONTENT	SPECIFIC CONTENT				
<p>LEAD CONTENTS, MILESTONES, FEUILLETONS, „BIG FISH“ MAKING AN OFFER to people & politics. High grade of aligned & puposely repetitive wordings, quotes, punchlines.</p> <p>STRONG EXTERNAL opinions and statements from various „global“ ambassadors - research/innovation and academia - private sector/economy - public/citizens (sounds reasonable and doesn't need further explanation to me... „no-brainer“)</p> <p>PUNCHLINE: <i>Digital Automatic Coupling (DAC), a standard European solution, stands at the forefront of our? efforts to modernise rail freight. It is not merely a technological leap, but a critical step towards redefining rail freight for the 21st century — enhancing capacity, enabling flexibility, and bolstering Europe's re-industrialisation and competitiveness through a sustainable transport solution. DAC will foster a more reliable supply of goods across Europe for people and businesses. It will improve intermodal competitiveness of rail logistics to shift more volume to the most environmentally friendly and energy-efficient transport mode and play a role as a key enabler of other technologies, such as ETCS operations without trackside equipment, and lay the basis for intelligent freight trains by offering power-supply and connectivity for the future wagon fleet.</i></p>	<p>DETAILED & LOCALLY RELEVANT CONTENTS Progress, updates & insights featuring local people (opinion leader/ambassador programs eg. CSEE). National sources and trend related matters, pushing-contents supporting national opportunities in alignment with NCP's and regional area clusters:</p> <table border="0"> <tr> <td>EU - EU Institutions + groups: FR - DACH - DE, AT, CH: Benelux - BE, NE, LU: Central - CZ, PL, SK: Southern - HU, SI, HR: Eastern - BG, RO, EL, (TR)</td> <td>Further analysis still to come approach gvmt. via 4F coalition market similarities, comparable level of DAC knowledge market similarities Comparable level of DAC knowledge & positioning More neutral position, DAC more seen as (later) regulation to be followed Distant from central-western traffics. Assumption to follow majority Positive outlook on DAC should be achieved. No vote in Council (TCT-countries)</td> </tr> <tr> <td>W-Balkan - RS, BA, MK, ME, XK Baltic - FI, EE, LT, LV Nordic - SE, DK, NO Iberian - ES, PT IT EI UK Non-EU IMs</td> <td>Gauge difference. Rail Baltica is potential showcase Cooperation history, comparable level of DAC knowledge Gauge Specific market structure & actors Isolated railway system Maybe a special group</td> </tr> </table>	EU - EU Institutions + groups: FR - DACH - DE, AT, CH: Benelux - BE, NE, LU: Central - CZ, PL, SK: Southern - HU, SI, HR: Eastern - BG, RO, EL, (TR)	Further analysis still to come approach gvmt. via 4F coalition market similarities, comparable level of DAC knowledge market similarities Comparable level of DAC knowledge & positioning More neutral position, DAC more seen as (later) regulation to be followed Distant from central-western traffics. Assumption to follow majority Positive outlook on DAC should be achieved. No vote in Council (TCT-countries)	W-Balkan - RS, BA, MK, ME, XK Baltic - FI, EE, LT, LV Nordic - SE, DK, NO Iberian - ES, PT IT EI UK Non-EU IMs	Gauge difference. Rail Baltica is potential showcase Cooperation history, comparable level of DAC knowledge Gauge Specific market structure & actors Isolated railway system Maybe a special group
EU - EU Institutions + groups: FR - DACH - DE, AT, CH: Benelux - BE, NE, LU: Central - CZ, PL, SK: Southern - HU, SI, HR: Eastern - BG, RO, EL, (TR)	Further analysis still to come approach gvmt. via 4F coalition market similarities, comparable level of DAC knowledge market similarities Comparable level of DAC knowledge & positioning More neutral position, DAC more seen as (later) regulation to be followed Distant from central-western traffics. Assumption to follow majority Positive outlook on DAC should be achieved. No vote in Council (TCT-countries)				
W-Balkan - RS, BA, MK, ME, XK Baltic - FI, EE, LT, LV Nordic - SE, DK, NO Iberian - ES, PT IT EI UK Non-EU IMs	Gauge difference. Rail Baltica is potential showcase Cooperation history, comparable level of DAC knowledge Gauge Specific market structure & actors Isolated railway system Maybe a special group				
<p>EXECUTION & TO DO's The „master story“ serving as a base document in the format of a comprehensive text of max. 2 pages is to be drafted, approved and made available via the central depository for communication.</p>	<p>EXECUTION & TO DO's Regional matters and need to be backed by and aligned with the overall vision and story. Despite different languages, consistent communication style and mutual core messages need to be ensured.</p>				

Media strategy

LIVE WEBSITE PR KIT OWNED
DIRECT SOCIAL PODCAST COOP OWNED/PAID
ONLINE PRINT TV DOCU EARNED



	2024 MEDIA PLANNING DETAILED												2025			
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	
LIVE EVENT																
WEBSITE																
PR KIT																
CAMPAIGN DIRECT																
SOCIAL																
ONLINE																
TV																
PODCAST																
DOCU																
COOP																



Central repository

CENTRAL DEPOSITORY EDDP-DAC SH-MGMT COMMUNICATION | FILE STRUCTURE

LOGO & FONT

- EU/ERJU
- EDDP/DAC
- ALL MEMBERS
- BOILER PLATES
- OTHER

TEXT & STORYLINE

- GENERAL
- SPECIFIC VERSIONS
- STATEMENTS & QUOTES
- DETAILED BACKGROUND INFO
- TEMPLATES

KEYVISUALS

- FACTS FIGURES CHARTS
- ICONS & ILLUSTRATIONS
- COVER & BACKGROUND

PHOTO

- EVENTS
- IMAGE
- PEOPLE
- OTHER

VIDEO

- EVENTS
- IMAGE
- EXPLAINER
- CLIPS
- OTHER

PRESENTATION

- GENERAL
- SPECIFIC VERSIONS
- TEMPLATE

ADS & POSTS

- PRINTABLE
- DIGITAL
- SOCIAL
- COBRA TEMPLATES