

EUROPE'RAIL JOINT UNDERTAKING

STAKEHOLDER RELATIONS, DISSEMINATION & COMMUNICATION STRATEGY

2022-2027

BACKGROUND

The Europe's Rail Joint Undertaking (EU-Rail) became the legal and universal successor of the Shift2Rail Joint Undertaking (S2R JU or S2R) under the Council Regulation (EU) 2021/2085 of 19 November 2021 establishing the Joint Undertakings under Horizon Europe. Hence, EU-Rail has succeeded in the management of the S2R JU Research and Innovation Programme.

The general aim of the partnership will be to ensure a fast transition to more attractive, user-friendly, competitive, affordable, easy to maintain, efficient and sustainable European rail system, integrated into the wider mobility system. EU-Rail will support the development of a strong and globally competitive European rail industry while contributing towards the achievement of the Single European Railway Area (SERA).

The objectives of EU-Rail have been set to address the EU policy objectives, rail sector vision, and the challenges inherent to the transformation of the rail system.

The JU will deliver its Programme contributing to achieving Union policies, specifically working towards the green and digital transition of the Union, following the objectives of [the European Green Deal](#), the [Fit for 55 Package](#), the [Sustainable and Smart Mobility Strategy](#), the [Digital Decade](#), the [European Industrial Strategy](#) and [Horizon Europe](#).

With an increased Union funding and an ambitious Programme estimated at EUR 1.2 billion, which underpins openness and inclusiveness, the JU will deliver impactful results on track to accelerate deployment during the decade to deliver the next generation of rail to the European citizens and to allow the European rail supply industry to retain its global leadership. EU-Rail, as single coordinating body under the umbrella of the Union and more specifically of the European Commission, will support the rail sector – railway undertakings, infrastructure managers, supply industry, SMEs, start-ups, research community - to deliver a major system transformation, consisting of greater operational harmonisation towards an integrated and borderless European Rail network built upon innovative technological solutions interoperable by design.

Specifically, this will result in:

- Meeting evolving customer requirements
- Improved performance and capacity
- Reduced costs
- More sustainable transport
- Harmonised approach to evolution and greater adaptability
- Reinforced role for rail in European transport and mobility
- Improved EU rail supply industry competitiveness

The new structure of the JU is set to achieve this ambitious goal, with a System Pillar, coordinating the whole sector evolution, the Innovation Pillar continuing to generate innovative solutions, and the Deployment Group that will ensure a coordinated and consistent deployment of the new solutions and system(s). This extended mandate, which covers also exploring new and emerging land guided transport systems, will ensure EU-Rail JU to be the reference point for the sector in its sustainable and efficient transition, where Stakeholder Relations, Dissemination and Communication will play a key underlying role.

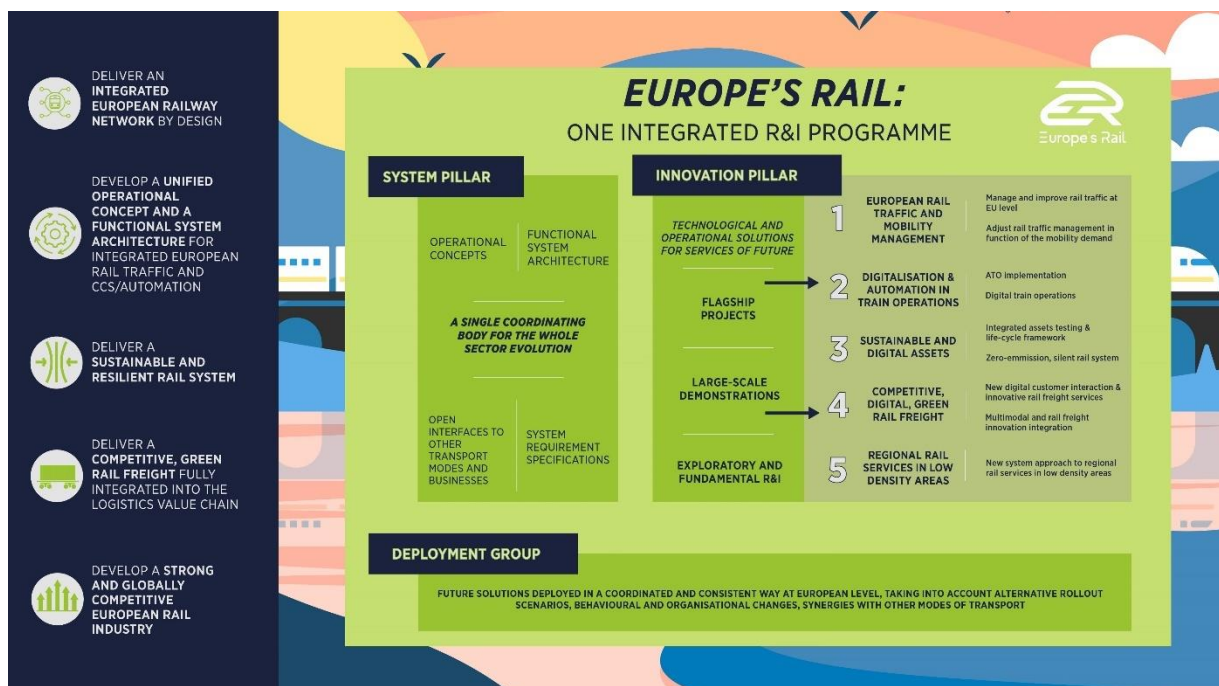


Image 1. Europe's Rail Programme Structure

OBJECTIVES

This document lays the foundation for a strategic Stakeholder Relations, Dissemination and Communication Strategy for EU-Rail, based on its [Master Plan](#) and [Multi Annual Work Programme](#), as the reference documents underlying the principles for the dissemination and promotion of EU-Rail mission, objectives and activities. Capitalising on the results and the reputation of the S2R JU Programme, Stakeholder Relations, Dissemination and Communication will continue to support the JU, its Founding Members and the sector, as an instrument to deliver the EU-Rail Programme, relaying EU-Rail success stories and disseminating project results to its key audiences and beyond.

Under EU-Rail, the role of Communications is indeed reinforced encompassing Stakeholder Relations, Dissemination and support for the cohesion of the JU team through enhanced internal communications. Each of these activities will complement each other to deliver the best support for operations, reaching out to new audiences, with tailor-made messages, through the most appropriate channels and frequency.

VISION

The vision of EU-Rail is *“To deliver, via an integrated system approach, a high capacity, flexible, multi-modal, sustainable and reliable integrated European railway network by eliminating barriers to interoperability and providing solutions for full integration, for European citizens and cargo.”*

The Mission Statement of EU-Rail is: ***“Rail Research and Innovation to make Rail the Everyday Mobility”***.

CORE VALUES

This Strategy shall contribute to a new approach to rail mobility for passengers and goods moving from incremental innovation to “users first in mobility as a service”, ensuring an integrated role for the Railway Undertakings, the Infrastructures Managers, the Supply Industry, SMEs, Start-ups and Research Centres to implement disruptive innovation.

To achieve this EU-Rail will:

- Apply excellence in all its operations;
- Ensure value for money through delivering market recognized innovative solutions;
- Ensure inclusiveness and openness, building upon equity and ethical behaviour;
- Ensure efficient collaboration between Members and stakeholders;
- Ensure transparency and corporate governance;

- Adhere to its Financial Rules¹;
- Apply a code of conduct² to its Staff, Members and third parties involved in its activities.

Current state of play

The Rail sector is facing increasing pressure from competitors, inside the EU from other transport modes, and outside the EU from direct and indirect competitors.

The EU faces major global challenges, where citizens' empowerment, climate change, automation, digitalisation are key to the evolution of our society. Stakeholders' expectations are high, therefore EU-Rail has to deliver fast, transparent, credible messages, which result from demonstrating value for money solutions. The Stakeholder Relations, Dissemination and Communication Strategy for EU-Rail is ultimately designed to support the achievement of the Single European Railway Area (SERA), ensuring that the European railway system is undoubtedly attractive and competitive, a leader on the global market. To make EU-Rail a success story, stakeholder relations, dissemination and communication activities shall seek the full commitment from EU-Rail Members, partners and the other relevant stakeholders, as well as from the EU-Rail staff.

EU-Rail will benefit from the experience and the reputation established by its predecessor, S2R JU, a "brand" now widely recognised, promoted and endorsed by the decision and policy makers, as well as the rail sector. The new challenge will be to convey the new objectives of EU-Rail, including its role as a single coordinating body to harmonise systems and standards, while continuing to deliver innovative solutions to be taken up by the market.

STAKEHOLDER RELATIONS, DISSEMINATION AND COMMUNICATION ACTIVITIES

The key message on which communication shall converge can be summarised as follows:

The objective of Europe's Rail Joint Undertaking is to deliver a high capacity integrated European railway network by eliminating barriers to interoperability and providing solutions for full integration, covering traffic management, vehicles, infrastructure and services, aiming to achieve faster uptake and deployment of projects and innovations. That should exploit the huge potential for digitalisation and automation to reduce rail's costs, increase its capacity and enhance its flexibility and reliability, and should be based upon a solid reference functional system architecture shared by the sector, in coordination with the European Union Agency for Railways.

¹ <https://rail-research.europa.eu/about-europes-rail/europes-rail-reference-documents/>

² <https://rail-research.europa.eu/about-europes-rail/europes-rail-reference-documents/>

There are three main stakeholder relations, dissemination and communication objectives:

1. Engage the mobility ecosystem more strategically to expand on and improve proximity with stakeholders, whilst promoting the added value of the JU

OBJECTIVES	<ul style="list-style-type: none"> • Continue to raise awareness about the JU among key stakeholders across Europe from the rail sector and beyond, given the ambition of a better integration of rail with other transport modes for both passengers and freight, and the need to establish bridges with other thematic areas and sectors as identified in the European Green Deal. • Support and promote the recognition of the JU's results at global level to contribute to the competitiveness of the European railway industry. • Promote stakeholder engagement along and across the value chain in order to facilitate cooperation and knowledge exchange. This objective will require the organisation of fora and conferences on specific topics stemming from the new key priority areas and adaptation of key messages to each stakeholder. Both of the two aforementioned objectives will require close work with different stakeholders and their associations. • Promote the JU within the EU Institutional arena. This objective consists of maintaining and further developing political support for EU-Rail from the EU institutions and EU Member States through to the promotion of the JU, its objectives and achievements.
TARGET GROUPS	<p>European and National decision makers: Parliament (TRAN, ITRE, BUDG, ENVI, etc), Council (with specific focus on the rotating presidencies), European Commission (DG MOVE, DG RTD, DG GROW, DG REGIO, etc), Member States (Permanent Representatives and Ministries), Committee of the Regions (COTER and SEDEC), the European Economic and Social Committee, EU agencies, EU-Rail members, other JU's, potential applicants for calls for proposals and new stakeholders, European and national funding bodies, and also forwarder, carrier and the transport sector, as well as rail associations and research institutes. Trade and mainstream media to reach out to citizens.</p>
CHANNELS	<ul style="list-style-type: none"> • Dedicated Projects' Area on the EU-Rail website. • Dedicated Results/Success Stories Area on the EU-Rail website. • High-level meetings with International, National and European policy-makers.

EXPECTED OUTPUTS	<ul style="list-style-type: none"> • Participation to and organisation of specific events (info-days, innovation days). Joint workshops with EU programmes, workshop for regional involvement, meetings with financial actors. • Timely use of social media – posting info on LinkedIn, Facebook, Twitter, YouTube relative to EU-Rail projects advancement and results, launch of Calls for Proposals and tenders on website, EU-Rail presence at events, re-tweeting EU-Rail relevant info from JU Members, partners and other relevant stakeholders. • Production of adequate publications such as the EU-Rail newsletter and contribution to articles in trade and mainstream media. • Printed and digital press coverage. • Audio-visual and digital production.
	<ul style="list-style-type: none"> • Maintain the high reputation of EU-Rail. • Increase in visibility of the JU and its mission showing by more interest in our Calls for Proposals and Tenders. • Interest in our programme results (linking with dissemination of project results) and challenge the programme (patents, influence on standards). • Ensuring links and coherence with the System Pillar and Deployment group activities. • More circulation on our social media. • More attendance at key events. • More interest from the media.

2. Highlighting the Innovation Programmes technology potential and strongly communicating Project Results and System Pillar outputs

OBJECTIVES	<ul style="list-style-type: none"> • Demonstrate the added value of integration of new and advanced technologies into innovative rail – passengers and freight –solutions in addressing economic, social and environmental concerns of EU citizens. • Demonstrate the benefit of the system approach in delivering results of EU-Rail • Lead a coherent dissemination strategy regarding projects' activities and achievements, notably via coordinating web, documents and event management of the projects, and their presence on the EU-Rail website as well as providing
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	<p>information to projects on Horizon Europe dissemination tools. This will include assisting the projects to disseminate their results through the JU's newsletter and social media channels and providing guidelines to the projects on issuing coherent communication products and activities in line with the JU's corporate branding and messages.</p> <ul style="list-style-type: none"> • Organise yearly events/summit of EU-Rail Research and Innovation where all projects together will disseminate their results showing a coherent approach to the transformation of rail for new services to passengers and supply chain.
TARGET GROUPS	<p>Specific audiences will be selected depending on the subsector (public transport authorities, environmental bodies, research bodies), decision and policy makers, including at international level.</p>
CHANNELS	<ul style="list-style-type: none"> • EU-Rail website or M365 as platform for communication of project results. • Press releases targeted at specific media globally. • Attendance to specific regional, national and international events. • Organisation of yearly events/summits. • International & European exhibition organisation to highlight the tangible aspect. • Timely use of social media – posting info on LinkedIn, Twitter relative to launch of Calls for proposals and tenders on website. • Other channels used by the EU-Rail JU Members. • Mapping of the European Scientific conferences and matching with EU-Rail innovation per Flagship Area. •
EXPECTED OUTPUTS	<ul style="list-style-type: none"> • Increased visibility for EU-Rail project results. • Maintain the high reputation of EU-Rail. • Coordination of deployment of innovative solutions to deploy in the market. • Higher number of applications to EU-Rail Calls for Proposals and Tenders. • More engagement from stakeholders in EU-Rail projects leading to the implementation of the Single European Railway Area (SERA). • Increased synergies with System Pillar and Deployment Group.

3. Centrally manage internal communication to foster a unified culture and vision for optimal collaboration

OBJECTIVES	<ul style="list-style-type: none"> • Foster a culture of excellence within the JU. Ensure strong mechanisms are put in place to optimise outputs from staff. • Encourage collaborative and efficient working relations amongst staff. • Ensure the mission and objectives of the JU are well understood by staff, who will act as ambassadors to the programme. • Ensure staff are aware of EU-Rail priorities in short-term and in long-term. • Encourage staff to adopt the EU-Rail values: <ul style="list-style-type: none"> - Care - Respect - Focus on what matters - Great teamwork - Smart flexibility - Trust - Responsibility and commitment - Open and swift communication
TARGET GROUPS	EU-Rail staff.
CHANNELS	<ul style="list-style-type: none"> • Dedicated M365 environment. • Team building events. • Regular staff meetings. • Other communication channels as deemed necessary.
EXPECTED OUTPUTS	<ul style="list-style-type: none"> • Increased sense of belonging for staff. • More structured circulation of important communication within the JU avoiding knowledge gaps. • Improved newcomers experience.

PRIORITY AUDIENCES

Following the identification of the key messages and expected outputs, target audiences will be reinforced. They are currently identified as follows, however annual work plans may adjust according to new rising priorities:

Governance

- EU-Rail JU Members, including the European Union represented by the European Commission (DG MOVE & DG RTD), the System Pillar Steering Group, the Deployment Group, the States Representatives Group (SRG) and Scientific Committee (in the form that will be decided by the Governing Board).

Decision makers

- Commissioners and High Representatives of the European Commission
- Members of the European Parliament ITRE, TRAN, BUDG, ENVI Committees
- Council of the EU (Transport and Competitiveness working parties)
- Member States, individually, through Permanent Representations and Ministries of Transport and Research
- Committee of the Regions (COTER and SEDEC)
- European Economic and Social Committee
- Transport Programme Committee of the Horizon Europe Programme
- European Agency for Railways (ERA³)
- Other consultation bodies at different levels.

Other Stakeholders

- Associations/industry bodies: ALICE, ALLRAIL, CEN-CENELEC, CER, CLECAT, EIM, EPF, EPITTOLA, ERCI, ERFA, ETF, ETSI, ETTSA, EURNEX, FEDEC, NB-Rail, SEMAF, UIC, UIP, UIRR, UITP, UNIFE, etc
- Industrial community
- Research and Scientific Community, i.e. Universities, Research Centres, etc
- Other European agencies (EUSPA, ESA, EDA, EEA, other JUs, etc.)
- European Rail Research Advisory Council (ERRAC).

³ In order to ensure that the results from the EU-Rail projects do not encounter a regulatory blocking point because of their novelty, the EU-Rail has defined with DG MOVE and ERA a process for collaboration at project level. Within the overall policy responsibility of the European Commission, communication messages between the JU and ERA shall be aligned to present a common vision.

- International, EU level, Member States, regional and municipal authorities, councillors, and scientific attachés of Permanent Representations to the EU
- International, European and National environmental & energy and mobility associations, NGOs, etc.
- General public, potential applicants and the media.

A thorough stakeholder analysis will be carried out prior to launching specific communication activities to define the target audience and ensure a tailor-made approach. The stakeholders will be mapped out against the key objectives of EU-Rail. New entrants on the rail market will be included as they join the sector.

Synergies with other entities

EU-Rail will strive for maximising its impact using also synergies with other European, national and regional programmes and activities. Beyond the involvement in the overall coordination of Horizon Europe, the JU will, in particular focus, on capturing synergies across the following:

Synergies within the “Climate, Energy and Mobility” cluster – EU-Rail will reach out to other mobility JUs with the aim to build, where possible, consistent projects and demonstrators for climate neutral mobility solutions. This may also address shared areas of intervention such as multi-modal transport, automation in vehicles and other assets, decarbonisation, use of alternative fuels, etc. In particular, specific coordination with the European Partnership for Clean Hydrogen, as well as with the Battery co-programmed partnership appear to be of key relevance.

Synergies with the “Digital, Industry and Space” cluster – considering the key challenges related to the digital transformation of rail, there are major expectations on how this cluster would be contributing with rail-critical applications. Artificial intelligence, cyber-security and high-performance computing are cross sectoral issues that require deep coordination especially for the development of use cases and the application of European standards. In addition, European Space Policy appears to be of key relevance, considering the ambition to introduce more and more satellite-based solutions for localization or data transmission. Here also synergies with EUSPA will be continued, building upon the past experience.

Synergies with the Co-Programmed Partnership on AI, Data and Robotics, which could support access to such technologies and relevant industrial partners and developers will be considered.

Synergies with EU Missions – EU-Rail will explore joint activities with the Climate-Neutral and Smart Cities Mission contributing to comprehensive climate-neutral and smart urban mobility solutions. Single

ticketing and smart transport hubs integrating sub-urban and long-distance passenger rail traffic with urban mobility are possible areas of collaboration.

Coherence and synergies in relation to major national (sectoral) policies, programmes and activities – It is estimated that around 15% of the EU stimulus package called Recovery and Resilience Facility - RRF- will be invested in different areas of rail national systems. There is a need to ensure maximum levels of complementarity and impact, including focusing on future-proof investments. This will require to leverage local, regional and national investments to complement the research and innovation activities performed at EU-Rail level and vice versa. In this respect, the States Representatives Group is expected to play a key role. In carrying out its activities, EU-Rail will seek to establish the necessary international connections in relation to rail research and innovation, in line with the Commission priorities. The JU will cooperate with third countries and/or international organisations, in particular to contribute to the competitiveness of the European rail industry at global level.

EU-Rail will continue the cooperation started by S2R JU with a number of key international partners, such as FRA, APTA, FTA in the US, CUTRIC (CA), Gulf Countries and India. In line with the policy priority of the Commission in terms of rail international relations, it is also expected that exchanges will take place with ASEAN, Australia, Japan and Mexico. The collaboration with the EU neighbouring countries, in particular Western Balkans, will continue with the aim to further explore the opportunities for joint activities and large-scale demonstrations.

EU-Rail JU & PROJECT RESULTS DISSEMINATION

The dissemination and communication of the S2R projects activities and results are the vehicle for carrying the EU-Rail Programme forward.

EU-Rail will lead a coherent dissemination strategy regarding projects' activities and achievements, notably via coordinating web, documents and event management of the projects, and their presence on the EU-Rail website as well as providing information to projects on Horizon Europe dissemination tools. This will include assisting the projects to disseminate their results through the JU's newsletter and social media channels and providing guidelines to the projects on issuing coherent communication products and activities in line with the JU's corporate branding and messages. The communication of project results may be centralised under the JU, as the governance see fit, and this will be developed in the future Stakeholder Relations, Dissemination and Communication annual work plans.

EU-Rail project coordinators will play a key role in supporting the dissemination of the project results and are expected to disseminate and communicate project results as per contractual obligations under the

Grant Agreement. EU-Rail will continue to advertise project results, as part of the overall EU-Rail Programme, to demonstrate their added value.

To foster clear and unambiguous communication and messaging continuity, the Chief Stakeholder Relations and Dissemination will work closely with dissemination teams made of representatives from the projects to streamline communication activities (e.g. releasing a joint press release for a project launch or a key achievement, sharing similar material, and disseminating information linking to the EU-Rail website and social media channels).

Following an exercise of reviewing the current dissemination measures in place at EU-Rail, the Stakeholder Relations and Dissemination sector will provide recommendations to ensure the best communications outputs for the EU-Rail innovative solutions. This will include guidelines to the projects on how to collect and disseminate project results at scientific conferences, exhibitions, trade events etc. and for communicating the results to be published on EU-Rail website or any new platform that should be selected by the governance. This methodology will be circulated to projects and Members.

Communication and dissemination activities of projects in the form of events or conferences will be considered eligible if organised and agreed under the overall coordination of the EU-Rail Stakeholder Relations, Dissemination and Communication Sector.

EU-RAIL AND EVENTS

EU-Rail will continue to organise events such as EU-Rail Innovation Days and Information Days for the Calls for Proposals, and Regional B2B Info Days, to engage with stakeholders and disseminate/promote its project results. The JU will also collaborate with other JUs to deliver common messages at events targeted to relevant stakeholders such as the European Parliament and will continuously seek new opportunities to deliver its key messages in various fora.

The JU will also ensure a strategic presence at key rail, transport and research focus Institutional, European and international event such as InnoTrans, WCRR, TRA and Connecting Europe Days.

In addition, the JU will explore the possibility to participate in events covering other relevant topics not strictly related to rail but which may present interest to build bridges with other sectors or areas of work.

RESOURCES

Under the direction of the Executive Director, EU-Rail has one dedicated Chief Stakeholder Relations and Dissemination Officer, coordinating the drawing-up, planning and implementation of the EU-Rail strategy, including guidelines for Communications. This includes:

- Prioritisation of actions;
- Updating on-going and future communication and dissemination initiatives;
- Preparing communication-related items for governing board approval/information.

The Chief Stakeholder Relations and Dissemination is interacting closely on planning and coordination with many other stakeholders acting as multipliers on EU-Rail related activities and messages, in particular:

- Local multipliers in the Member States such as States Representatives Group reaching out to local stakeholders,
- EU-Rail Members, in particular EU-Rail project coordinators and participants, who will communicate the results of their projects to various audiences,
- European Rail Research Advisory Council (ERRAC) outreach to policy and decision makers within ERRAC,
- European Agency for Railways (ERA),
- Communication Officers of the Railway sector associations, starting with UNIFE, CER, UIC, etc.

EU-Rail staff (Senior Programme Managers and Programme Managers) will contribute to the communication activities of EU-Rail:

- Acting as a hub to collect information from projects for use in communication activities,
- Providing technical and strategic expertise to identify key priorities and messages,
- Promoting EU-Rail JU via presentations, attendance at conferences,
- Identifying speakers for EU-Rail JU events.

EU-Rail Members are a key partner to communicate on EU-Rail. The Members, through their communication officers shall align activities related to EU-Rail to the JU's Work Programmes. They should ensure to regularly inform the JU of their participation to different events and conferences in order to allow synchronisation of messages and the possibility to represent EU-Rail itself. Regular meetings will be organised to align priorities and guidelines on corporate identity and key messages issued by the JU on a regular basis.

External communication support

EU-Rail will contract external services, as far as possible jointly with the other JUs under the provisions of Article 13 of the SBA, providing web support, design and proof-reading, event organisation, media reporting and the production of promotional material, including digital and graphic material as appropriate and may call upon assistance from experts for editorial tasks. Synergies will be sought for with other JUs, in particular.

European Commission communication teams

EU-Rail JU will continue to liaise with the EC communication teams in DG MOVE and DG RTD to foster a strong link and ensure a two-way exchange of information on the communication activities, as appropriate. The added value of the EU-Rail Programme will be enhanced through this two-way relationship.

To ensure a common understanding of the transport and mobility needs by the stakeholders, communication messages coming from the European Commission and the JU shall be aligned, including with those of the R&I family other agencies and JUs.

RISKS

The EU-Rail is a small entity and therefore the following critical risks need to be identified and monitored carefully prior to all activities:

- Legal framework and budget
- Manpower
- Evaluation and understanding of target audiences' needs
- Perception of added-value
- Migration of the project solutions into concrete applications
- Commitment to deliver innovative solutions
- Inclusiveness and openness

To minimise risks, all communication activities shall include a thorough ex-ante analysis of the appropriateness of the action, including the adequacy of the messages with the target audiences' needs, and the evaluation of the added-value of the activity compared to the budget and manpower deployed.

Should the risks not be avoided, a rectification statement shall be issued on our communication channels (website, social media, newsletter, digital and graphic material).

IMPACT ASSESSMENT

The communication activities will be monitored and reported regularly to the Executive Director in order to measure impact, as well as in the Annual Activity Report submitted by the Executive Director to the Governing Board.

The following Key Performance Indicators (KPIs) will be used to evaluate actions, and shall be updated as further analysis becomes available:

Stakeholders Relations activities

- Presence of correct EU-Rail branding in stakeholders communication activities
- Joint communication campaigns
- Coordinated presence at Members events
- Coordinated presence at Members at external events

Communication activities

- Website statistics (number of visits per page, duration of visit, geographic coverage, bounce rate, etc.)
- Social media traffic (growth of followers on social media channels, number of citations, mentions, tags on social media channels, improving engagement, impressions on social media channels, frequency of the content)
- Newsletter (number of subscriptions, open-rate, click-through rate)
- Press coverage (rate of circulation of each publication, etc.)
- Press release (number of pick-up by the media with a mention as an output)
- Events (number of registrations to EU-Rail events, feedback via online surveys post event, number of visitors on Europe's Rail stand and number of speaking slots at external events, including webinars, creating awareness about Europe's Rail activities through project conferences)

Dissemination activities

- Quality of calls for proposals submitted,
- Number of calls for proposals submitted
- Number of appearances at scientific conferences
- Presence on DG RTD dissemination tools

These KPIs will evolve with each Communication Annual Work Plans.

ANNEX 1 - COMMUNICATION Annual Work PLAN – TEMPLATE

Introduction

Setting up of the action lines for the year.

Tactical Objectives

The tactical objectives are more specific objectives suitable for more explicit and detailed implementation, audiences, targets/goals. The objectives should be defined in line with the directions defined in the strategy.

Key Audiences

Specific audiences to be detailed in line with the tactical objectives.

Channels

Setting out which main tools will be used and how they will be employed in line with the tactical objectives and audiences.

Highlights

Define key tools to be developed and additional communication activities (publications, promotional tools, etc.)

Key Performance Indicators (KPIs)

KPIs to be defined prior to each activity.

Annual Events Calendar

Seeking active representation at key relevant events.

ANNEX 2 - GENERAL TERMS & CONDITIONS FOR THE USE OF THE EU-Rail TRADEMARK AND

Logo

GENERAL TERMS AND CONDITIONS FOR USE OF THE Europe's Rail JOINT UNDERTAKING TRADEMARK AND LOGO

I. Introduction

Europe's Rail Joint Undertaking (EU-Rail) cooperates with external organisations and the need to use the EU-Rail logo by third parties frequently arises. The logo of EU-Rail is a protected trademark owned by Cases of abuse and fraudulent use of the logo will be subject to the legal proceedings of the Union.

II. Terms and conditions of use

The logo of EU-Rail may be used by third parties subject to the following terms and conditions:

EU-Rail logo may be used only if:

- Permission is requested and granted before the logo is used;
- There is no likelihood of the user of the logo being confused with EU-Rail;
- It is not used in connection with objectives or activities which are incompatible with the aims and principles of EU-Rail;
- It is not used to imply or suggest unintended endorsement or promotion of the objectives and activities of the user of the logo by EU-Rail.

The logo shall be used in its entirety without distorting, modifying or separating its component elements. Permission to use the EU-Rail JU logo does not confer on those to whom it is granted any right of exclusive use, nor does it allow them to appropriate the logo, either by registration or any other means. Each case will be examined individually to ascertain whether it satisfies the criteria set out above. This will be unlikely in a commercial context if the logo of EU-Rail JU is used in conjunction with a company's own logo, name or trademark.

III. Request for permission to use the EU-Rail logo

Request for permission should be submitted to the EU-Rail by e-mail: communications@rail-research.europa.eu

IV. Downloading the EU-Rail logo

Third parties can download copy and store the EU-Rail logo in all its formats and versions from the EU-Rail website: <https://rail-research.europa.eu/>

Visual Identity Resource page of EU-Rail website: <https://rail-research.europa.eu/>

V. Graphical placement of the EU-Rail logo

The logo of EU-Rail must be visible in its entirety and placed on a background which does not compromise its integrity. The logo is unalterable and inseparable in all its component elements. Modifying the logo in any way is strictly prohibited. For reasons of integrity and visibility, it should always be surrounded by a clear space, or “protection area”, which no other element (text, image, drawing, figure.) can infringe upon.

Placing the logo on a background which contains texture or graphical elements such as lines, shades, etc. can only be permitted if the visibility and integrity of the logo is not compromised and the “protection area” is respected. If the background would distort or interfere with the logo, the protection area around the logo should be white or marked with a flat colour.

VI. Use of the EU-Rail logo by partner organisations for Co-branding

Co-branding shall be used for products and activities in which EU-Rail is involved as equal partner. For co-branding with external organisations logos, make sure all logos have equal and balanced visual weight and align them with each other horizontally. The EU-Rail logo shall be placed along with the logos of other organisers and it should be proportionately the same size as the size of the logos of other organisations. The protocol order of the logos should be decided in each case as appropriate.