

DETAILED ANALYSIS OF STAKEHOLDERS

D.T1.3.2. Detailed analysis of interests,
needs and potential partnerships

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1. Scope and structure

This work paper on “detailed analysis of interests, needs and potential partnerships” (D.T1.3.2) concerning tourist train trials in the summer of 2021, aims at analysing the possibility to mainstream the concept of tourist trains. It is to be done by engaging in a dialogue with local public authorities, NGOs and other PT service providers to include further towns (with regards to the RUMOBIL project and the City of Ozalj) as origins and destinations, by researching local interests and analysing economic possibilities.

The document has been developed under INTERREG Central Europe project “REGIAMOBIL” and it is one of the deliverables of the Activity A.T1.3 “Strategy for Croatian Passenger railway to reinvent rail operations for tourism destinations”. It serves as an input to the definition of the strategy that will be adopted for the development of tourism destination travel/trips in Croatia and endorsed by the company’s decision-makers.

The work paper is focused on building upon RUMOBIL project experiences by documenting stakeholders dialogue on possibilities of tourism development in Croatia, with an emphasis on Zagreb as an origin on one hand, due to the highest level of development and inhabitant density in Croatia, and more sparsely populated and less developed Croatian regions on the other hand. It will identify actual stakeholders, their interests and needs, as well as define joint actions needed to implement the concept.

The subject of the analysis are one-day trips by rail, where HŽPP is interested in defining existing stakeholders, whose interests coincide with the interests of people wanting to take those trips. This means that a variety of stakeholders on local level want to organize events and present natural beauties to Croatian citizens, who, in return, want to attend such events and have entire trip/day pre-organized. It is to capitalize on experiences gathered during the organization of special tourist trains towards rural areas and create a platform for cooperation amongst different stakeholders for joint cause - to provide inhabitants from rural/remote city areas with a public transport system that will enable them to connect to major city centre and hub, which is in the Croatian case, Zagreb. The experience from previous projects is intended to be expanded to city-to-city travels, to explore this possibility as well.

The document is structured as follows:

- Chapter 2 - PROBLEM IDENTIFICATION contextualizes the position and role of public transport in single-day trips, for cultural/social/health/... purposes
- Chapter 3 STAKEHOLDER IDENTIFICATION describes the possibilities regarding the types of stakeholders involved
- Chapter 4 STAKEHOLDER ANALYSIS identify stakeholder roles, their primary interests and needs vs their possibilities concerning resources and benefits, brings SWOT analysis and matrix representation
- Chapter 5 COOPERATION POSSIBILITIES AND CONCLUDING REMARKS discusses and outlines the most promising processes and activities concerning cooperation models and analyses their limitations and benefits. Recapitulates the entire documents by presenting tackled topics and summarizing the bottom line and plans for organization of summer tourist train trials.

2. Introduction

The purpose of this analysis is to briefly illustrate the current state of play of railway mobility between the capital and surrounding areas in Croatia and trends emerging, with the emphasis on stakeholder involvement.

Transport presents a considerable challenge for many inhabitants of the capital Zagreb, who can't drive a car, don't want to drive or own a car, or simply are not satisfied with the existing public transport services because they don't correspond to their needs. They seek organized tours with multiple activities, which organize their free time in a desired way and provide transportation.

To provide the users what they need, HŽPP engages in a dialogue with local public authorities, NGOs and other PT service providers to discuss the mainstreaming of the concept and inclusion of further towns as destinations, researches local interests and analyses economic possibilities. Work package T1 "Integration and mainstreaming of found solutions to better connect rural regions", aims to promote the mainstreaming and integration of results of previous Interreg Central Europe projects, foremost RUMOBIL, through action plans and strategy which are addressed to the competent decision-makers for public transport services. The action plans, underpinned by an updated strategy paper, demonstrate to public transport shareholders beyond the territories already impacted by RUMOBIL and other Central Europe projects in the passenger transport domain how these results can be adapted and used to the benefit of rural residents' mobility.

The models and concepts designed to involve stakeholders into the planning process, identified in this work paper, enable easier, more transparent and coherent organization of tailored transportation services, which serves as an economic generator as well. For HŽPP to organize such tourist trains and involve other stakeholders, which have a similar role to a chartered bus, aircraft or ship, we need to explain their origins. Mainstream rail operators started to add some extra trains, outside the primary schedule, to provide transportation for a major sporting event or a popular tour destination. Also, they chartered the train to non-railway entities, which started during the national election campaigns in the USA. They transported political candidates to appear in every town on the line. While the former use for political campaigning has died a slow death in North America, a 1950s campaign train was brought back in 2009 for a political campaign in Germany to demonstrate an unbroken line of tradition between the party then and now. Although excursion trains serve their purpose even today by transporting passengers to events and known locations, irregularly (in relation to timetable), new trends show that less known tourist attractions, natural beauties and events owe their development to organized tourist groups. Croatia has tourist attractions and natural beauty heritage sites situated in the rural areas or in the coastal cities connected by timetables that doesn't allow for a one-day trip planned. To make the most of such natural beauties, HŽPP will start intensive cooperation with the stakeholders from these areas to overcome the difficult approach, non-existing transportation offers and public transport connections, as well as lack of marketing activities.

Cooperation models to introduce this new service into operation include different aspects that need to be considered and that will lead to a transparent model for the future:

- Benefits for the stakeholders and general public
- Resources needed for the implementation
- Communication activities
- Ecology

Some previously defined challenges will be mitigated during the negotiations with stakeholders, to come to mutual understanding regarding lack of funds, lack of capacities, missing benefits or simply not understanding benefits. Those are the most common misconceptions which can be overcome by joint efforts.

To develop a successful model, close and open cooperation of various stakeholders is required. For example, quality content and activities are essential to have a comprehensive service. This is the basis and should take into consideration all of users' and stakeholders' needs. Tourist trains need a detailed display of information in advance, for users to be able to plan their trip. Reliable and safe transportation should enable

distinguishable service, regarding the ecological aspect of the journey and especially since train stations in Croatia are still located in the centres of towns/cities/villages.

The purpose of this analysis is to identify the stakeholders in places that are interesting to connect with the capital for one-day tourist trips, to explore their interests and needs and possibilities regarding available resources for the coherent service implementation. It is important to define which institutions or organizations could be direct beneficiaries, which could contribute as equal partners and which could be associated to enrich the service in question. The solutions developed in this document are intended to support the implementation of pilot action - D.T1.3.3 Summer trials and D.T1.3.5 Final strategy, as well as provide endorsement by the company's decision-makers.

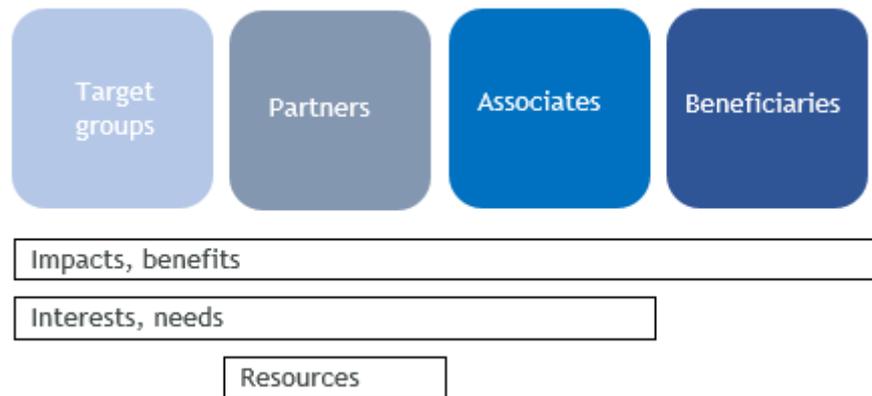


Fig 1 Overview of stakeholder identification and analysis

HŽPP will focus its activities to offer seasonal trains between Zagreb and other towns and seek the support and approval of the responsible Management board. The mainstreaming will be achieved through the elaboration and adoption of an action plan how seasonal services to rural towns aiming at tourism can strengthen the railway services in rural Croatia and efficient use of the rail stock and infrastructures. To that aim, summer trial services to different towns will be piloted in 2021.

3. Stakeholder identification

To identify stakeholders, it is important to understand different levels of involvement and to define groups of stakeholders with similar interests and benefits. Stakeholders can be identified as local communities, family and friends, local and regional government, public institutions, NGOs, international organizations, private or public companies or any other person/entity, but it is also important to precisely determine who are they, so that project activities could be precisely directed.

If we consider summer trials as a small project, these stakeholders can be divided into 4 groups:

- Target group - groups of users that are directly involved in project implementation and whose problems are solved by the project.
- Beneficiaries - group of people indirectly benefiting from the project. The project will indirectly contribute to the improvement of their specific situation, when finished.
- Partners - organizations and persons which can be directly involved in the project implementation by signing a Partner agreement of some kind and implementing certain activities.
- Associates - organizations and persons which don't participate in project implementation on partner level, but support the implementation and, modestly, assist in achieving project goals, without being financially supported.

There is one more group that usually should be considered in the identification and analysis - competition. This group (other transport operators in this case) will be involved in the project as partners, to mitigate possible interference and to provide better service for the users, where necessary.

3.1. Target groups

HŽPP identified target groups and creates a guide on how to get them involved. To keep them onboard, stakeholders are invited to participate in the planning process by expressing their opinions, needs and interests. More so, stakeholders will regularly be updated on upcoming activities via institutional website (general public and tourists) and direct e-mailing (policy makers).

Public events are an ideal opportunity to get in close contact with the project's main stakeholders and to involve main actors in the planning process. To make the most out of all public events, all stakeholders will cooperate in order to better promote public event as well as service provided by HŽPP. Different communication tools are going to be incorporated to promote summer trials in order to reach target groups.

The ultimate goal is to receive feedback and inputs from participants to further improve activities.

Identified group	Classification	Reached
Policy makers	~ Local, regional and national public authorities operating in the programme area ~ municipalities ~ provinces ~ counties ~ regions ~ Ministry of transport and infrastructure	~ Town of Hrvatska Kostajnica ~ Town of Sisak ~ Town of Ivanić-Grad ~ Town of Ogulin ~ Town of Karlovac
General public	~ elderly citizens ~ tourists ~ students ~ families	~ none in this phase

Tab 1 List of stakeholders - target groups

3.2. Beneficiaries

HŽPP considered necessary to identify final beneficiaries that can speak about service and spread the positive effect they perceive in their own experience.

Considering the role of the beneficiaries and the benefits that they are expected to receive, some of them are included in the start phase of summer trials planning, though not actively. Local tourist boards - partners in this project, involved certain local public institutions/governments and businesses, to help with the planning of events by contributing with ideas. Also, the idea is to familiarize beneficiaries with the project, so that they help with the communication activities when recognizing possible benefits.

Beneficiary	Involvement	Result
Regional citizens	~ Participation in the event	~ New business possibilities
Local government	~ Providing the space for event organization ~ Communication	~ Better communication with local entities

Tab 2 List of stakeholders - beneficiaries

3.3. Partners

Tourist boards are main generators of tourist activities on local and regional level in Croatia. They provide information, as well as gather service providers and organize events.

Their activities include both planning and implementing promotional strategy, as well as proposing and implementing promotional activities that are of common interest to all entities in tourism and raising the level of quality of the entire local tourist offer.

The most significant tasks include organization, implementation and supervision of all activities related to the branding and promotion of local tourist products, unification of tourist offer and evaluation of the implemented promotional activities.

The scope of their work also includes the coordination of activities of all economic and other entities in tourism that act both directly and indirectly on the improvement and promotion of tourism.

This is why HŽPP identified tourist boards as a main point of interest for cooperation, followed by local transport operators that can provide door-to-door service, complementary to the railway service.

Name	Contact info	Name/planned event date
Hrvatska Kostajnica Tourist board 	Turistička zajednica grada Hrvatska Kostajnica +385 44 551 558 Trg Nikole Šubića Zrinskog 1 (Hrvatska Kostajnica) tzghrvatskakostajnica@gmail.com	Event organization: „Vlakom na Unu u grad kestena” „With train over river Una to the chestnut city” April/May 2021
Sisak Tourist board 	Turistička zajednica grada Siska Rimska ul. (Sisak) +385 44 522 655 http://tzg-sisak.hr/	Event organization: Lonja Bike Express - biciklističkim vlakom na biciklijadu u Lonjsko polje “Bike train is taking you to bike race” May 2021

<p>Ivanić grad Tourist board</p>  <p>TURISTIČKA ZAJEDNICA GRADA IVANIĆ-GRADA TOURIST BOARD CITY OF IVANIĆ-GRAD</p>	<p>Turistička zajednica Grada Ivanić-Grada Moslavačka 11 (Ivanić-Grad) +385 1 28 81 591 info@tzig.hr www.tzig.hr</p>	<p>Event organization: Izletničkim vlakom u Ivanić „Tourist train to Ivanić“ June 2021</p>
<p>Ogulin Tourist board</p>  <p>turistička zajednica grada ogulina</p>	<p>Turistička zajednica Grada Ogulina Kardinala A. Stepinca 1 (Ogulin) +385 47 532 278 aleksandra@tz-grada-ogulina.hr</p>	<p>Event organization: “Vlakom u Zavičaj bajke -Ogulin vlakom dobrih priča na manifestaciju Festival bajke u Ogulinu u lipnju” “Take the train to the fairy tale Festival in fairy tale homeland - Ogulin” June 2021</p>
<p>Karlovac Tourist board</p>  <p>TURISTIČKA ZAJEDNICA GRADA KARLOVCA KARLOVAC grad susreća</p>	<p>Turistička zajednica grada Karlovca Petra Zrinskog 3 (Karlovac) +385 47 61 51 15 info@visitkarlovac.hr</p>	<p>Event organization: „Vlakom u skrivene priče Karlovca“ “Train journey to secret stories of Karlovac City” May 2021</p>
<p>Transport operators</p> <ul style="list-style-type: none"> ~ All public transport operators ~ Operators of multimodal hubs ~ Infrastructure providers ~ Private enterprises 	<p>HŽ Infrastruktura d.o.o. contacted, others will be contacted when needed</p>	<p>Possible inclusion on every event</p>
<p>Other tourist boards</p>	<p>Will be contacted if needed to coordinate with local institutions and widen tourist offer (event planning, marketing, additional resources for implementation...)</p>	<p>tbd, additionally to those already listed</p>

Tab 3 List of stakeholders - partners

3.4. Associates

In the project dealing with tourism, such as tourism-focused trains, numerous associates can be identified, but in this phase, most likely ones are in the table below. The type of associate depends on the type of train and the event that will be organized, thus different types of organizations will be included.

HŽPP already realized contacts with some of them and they expressed their willingness to participate, especially in the light of the Covid-19 pandemic which is “paralysing” tourist sector for a year now.

List of associates includes towns as supporters; associations, nature parks and museums as participants; and regional development agencies and chambers of commerce as innovation and business developers/supporters.

Name		Address / contact info	Involvement
Town of Hrvatska Kostajnica		Hrvatska Kostajnica Trg N. Š. Zrinskog <i>Population: 2,756 inhabitants (Census 2011)</i> <i>Area: 55.4 km²</i>	~ Event organization support ~ promotion
Bike association (Recreational bike association "Labudovi Sisak")		http://rbu-labudovi-sisak.hr/	Event organization support & participation - guidance
Nature park "Lonjsko polje"		Krapje 16 44324-Jasenovac Info:+385 (0)44 672 080 Tel:+385 (0)44 611 190 E-mail: info@pp-lonjsko-polje.hr	Park personnel offers special tours and story-telling for visitors: ~ traditional architecture ~ a tour through the village of Krapje and ornithological reserve "Krapje dol" ~ ride with solar boat ~ ride on mini tourist train
Pumpkin manufacture's association		http://www.tzig.hr/turisticke-manifestacije/pumpkin-day/?lang=en Vukovarska 1 10310 Ivanić-Grad +385 (01) 4870-325 info@crnakap.hr	Involved in organization support and inviting people to come, taste, feel and see one of the most visited food festivals in the region, based on pumpkins
Local History Museum of Ogulin		Trg hrvatskih rodoljuba 2 47 300 Ogulin Tel.: + 385 47 522 502 Web http://zavicajni-muzej-ogulin.hr/ E-mail muzejog@gmail.com	Museum is open for visitors, who can discover the diverse cultural heritage of Ogulin region, from prehistoric times, through the Middle Ages, to modern times, with expert guidance of the museum staff
Medieval town of Ogulin		Bernardina Frankopana 11 47300 Ogulin Tel: +385 47 522 612 Fax: +385 47 522 821 E-mail: grad-ogulin@ogulin.hr <i>Population: 13.915 inhabitants (Census 2011)</i> <i>Area: 542,32 km²</i>	Event organization support Additional natural beauties in the area: Klek mountain, Dobra and Zagorska Mrežnica rivers, Đulin ponor (the abyss named after the legend of a young girl who threw herself into it because of unrequited love), Frankopan castle (built in the 16th century and turned into National museum)
Tourist Office of Karlovac County		Haulikova 14 47000 Karlovac Tel: +385 47 615 320 Tel: +385 47 601 415 email: info@tzkz.hr	Participates and carries out the programs and activities of the Croatian National Tourist office
Regional development agencies, regional innovation agencies and local chambers of commerce ~ National ~ Regional ~ Local		Will be contacted if needed	~ Event organization support ~ Promotion

Tab 4 List of stakeholders - associates

4. Stakeholder analysis

With the purpose of better understanding identified stakeholders, HŽPP will analyse their reasons and motivation for participation, as well as resources needed vs. resources available. To understand them more, a historic overview of the local community and tourism will be presented, and a classic SWOT analysis done which will help to classify them in the stakeholder matrix.

To better understand the spatial context, maps of Croatian territory are displayed: (a) entire Croatian territory where event sites can be seen as a part of the “bigger picture”, (b) enlarged view of the Croatian territory with marked event sites, and (c) Croatian railway network, where it can be seen, on which lines will tourist trains be organized.

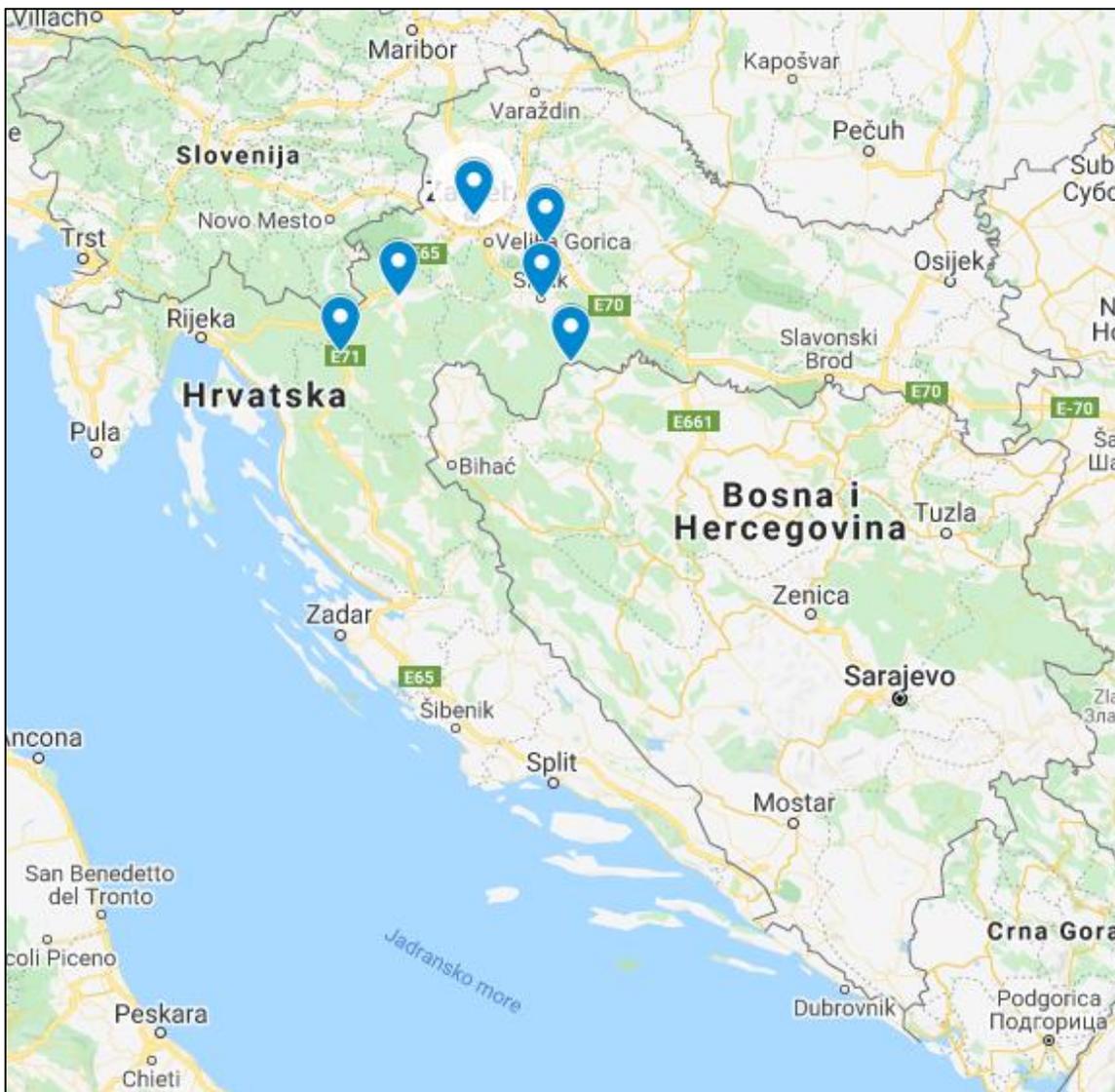


Fig 2 Map of Croatia with event sites/stakeholders

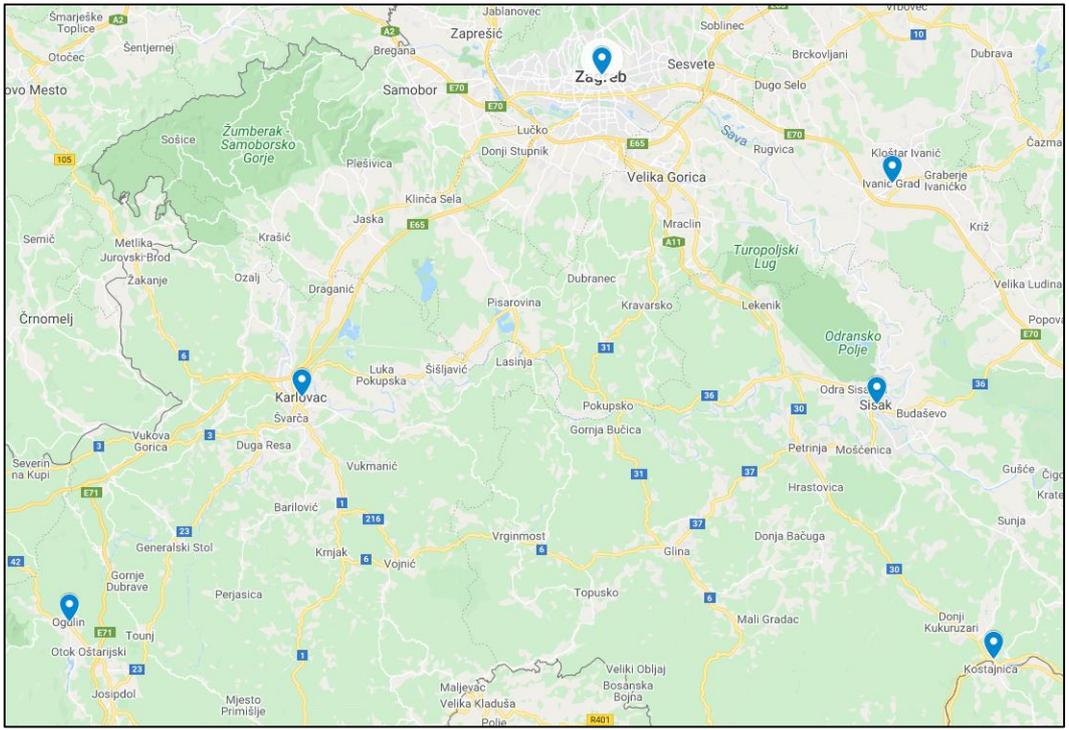


Fig 3 Map of Croatia with event sites/stakeholder - enlarged view



Fig 4 Map of Croatia - railway network

4.1. Interests and needs (history, events, tourism)

4.1.1. Hrvatska Kostajnica

Inhabitants: around 2.700

All historical sources indicate that the name *Kostajnica* came from the word *Kostanj* (English *chestnut*). The hills on both sides of Una river are overgrown with chestnut forests. Both Pounje and Kostajnica region have a rich past. Although there are no archaeological traces from the Stone Age, there are remains from the Copper and Bronze Ages. In these areas a ceramic vessels and stone axes from 2.500 to 2.200 BC were found and it was inhabited by Illyrian tribes (Croatian *Japodi*), who were conquered by the Romans at the beginning of the 1st century BC. The Romans founded the province of Illyricum, and later the province of Pannonia and Dalmatia. In the conquered lands the Romans built two main roads, from Salona (Split) to Siscia (Sisak) and from Salona (Split) to Sirmium (Srijemska Mitrovica, Republic of Serbia), connecting Dalmatia with the interior. Hrvatska Kostajnica was built on the road to Sisak.

Today, main occupations of the local community are farming, leather (footwear), textile plants, printing, and wood processing mills. Fishing and hunting are very important tourist attractions in the city with some of the best natural habitats found in this part of Europe. Hrvatska Kostajnica is underdeveloped municipality which is statistically classified as the First Category Area of Special State Concern by the Government of Croatia.

In association with the Tourist board of Kostajnica, railway passengers and visitors will have a unique one-day trip experience. Upon arrival of the train in Hrvatska Kostajnica, with an organized trip to the chestnut forests, visitors will be able to enjoy salty and sweet homemade chestnut preparations, see numerous exhibitions and forgotten crafts and enjoy the performance of guest choirs, tamburitza players, folklore groups, ride a real tourist tram or walk Kostajnica streets and alleys full of various colourful stalls surrounded by the smell of roasted chestnuts. Those who are a little braver and more skilful will be able to ride a boat on the Una river, shoot from a bow and arrow or visit Kostajnica surroundings on a bicycle or hiking trail. With the smell of roasted chestnuts, a walk along the Una, a walk along the path of Gordan Lederer and various exhibitions, this is an ideal opportunity for relaxation.

4.1.2. Sisak

Inhabitants: around 47.700

Sisak is one of the industrial towns that can surprise a person with its beauty and rich cultural heritage. It is located in the basin of Odra, Kupa and Sava rivers, and that an important influence on the town. Classicism and art-nouveau architecture prevail in the town centre. Beside the *Mali Kaptol* building, one of the oldest brick houses in town, there is a site to visit - Sisak History Ring, where you can learn more about the seven most important historical periods in seven showcases. Nearby is the Old Bridge on the river Kupa, one of the symbols of the town built in 1934. Visitors recommend seeing *Veliki Kaptol* building, a unique example of classicism architecture, Sisak City Museum and archeological park *Siscia in situ*, with the remains of Roman architecture. Sisak is also an attractive musical centre with one of the best jazz clubs in this part of Europe where the most important jazz, blues and swing musicians perform - *Siscia Jazz Club*.

One important event is *Sisak cycle*, project organized by the Tourist Board of the City of Sisak with partners, the cycling club *Roda* (English *Stork*) and the Recreational Cycling Association *Labudovi* (English *Swans*), as well as city institutions and volunteers. As part of the Sisak cycle project, several bicycle races are being organized in the Sisak city area and Sisak-Moslavina County. Cycling fans know the city of Sisak and its surroundings by active vacation and attractive cycling routes, pleasant to ride and ideal for a family vacation. Experienced cyclists who enjoy numerous cycling routes throughout Croatia emphasize that some of the most beautiful routes pass through the Lonjsko Polje Nature Park, including the national route Sava Route. Bike routes largely follow walking routes. One of the most popular was the Industrial Heritage Route, which includes about 30 km of cycling along industrial heritage sites. But also, other objects of cultural and

historical heritage. After the earthquakes that struck the area on 28th and 29th of December 2020, the area needs to be revitalized, especially old buildings.

That is why Sisak Tourist Board and HŽPP will create an invitation for guests and Sisak citizens both, to actively participate in the bicycle race. If necessary, Sisak Tourist Board can offer rental of bicycles and accessories. This will help to attract people back to the area, with the positive impact on the economy and safely due to the event taking place outside, in the nature.

Another event in Sisak is related to knights of the early modern period. Beneath the walls of the Old Town, a 16th century fort, every June in Sisak you can find the Sisak Knights Tournament in honour of the 1593 victory against the Ottoman army. The preliminary competition between the squires and the equestrian competition for the "Juran and Sofija" Cup, the procession of all tournament participants, the presentation of old crafts and souvenirs, a children's knight tournament, all are just an introduction to the main event - the fight for the Golden Sword. This event could also be a great opportunity for a one-day train trip, but it is still under negotiations with the Tourist Board and local government.

4.1.3. Ivanić-Grad

Inhabitants: around 14.500

Ivanić-Grad is a town in Zagreb County situated in western Moslavina, next to the Lonja river, not far from Zagreb, the capital of Croatia (41 km). It covers the area of 173.57 km² and 22 settlements. Ivanić-Grad was first mentioned back in the 13th century. The settlement of Ivanić-Grad, once known as *Donji Ivanić*, grew from the Ivanić fortress, in the middle of the 16th century at a site which once served as a trading centre during the fairs. June, 8th marks the city's day because it was on that date that Franz Joseph signed the decree proclaiming this trading centre an actual city. Ivanić-Grad was a border post between the Habsburg Monarchy and the Ottoman Empire.

In 2016 city opened its museum with the intention of systematic preservation, studies and presentations of natural and cultural-historical heritage of the wider city area. The museum with a small gallery space is operating since April 2016 at the former City School in Central City Park, on the site where a military fort once stood. The City of Ivanić-Grad is also planning to expand the museum and renovate the *INA oil* industry facility at the *Petica* location in *Ivanički Graberje* into the Oil Mining Museum. In addition, the museum wants to connect the facilities and contents of cultural and natural heritage in the entire area under the administration of the City of Ivanić-Grad into a modern, interactive system of "museums outside museums" and thus enrich the cultural offer of Ivanić-Grad. The cooperation between HŽPP and Ivanić-Grad will benefit city development and help the city to reach tourists from other Croatian counties.

4.1.4. Ogulin

Inhabitants: around 13.900

The town of Ogulin is located in an area teeming with legends and folk traditions that evolved amid a strikingly beautiful natural and historically challenging environment. It is a town located at the foot of Klek mountain (altitude 1.182 m), in a spacious valley which has two rivers flowing into it - Dobra and Zagorska Mrežnica. In the town centre, above the abyss of the Dobra river, there is *Đulin ponor*, the abyss named after the legend of a young girl who threw herself into it because of unrequited love. There is also a Frankopan castle, built in the 16th century.

Why is Ogulin known as the homeland of fairy tales? Partially because of a novelist, Ivana Brlić-Mažuranić. Whilst still a young girl, she experienced fairy tales of the town where she was born and wrote about it in her autobiography. Her fairy tales today are extremely valuable and a unique cultural resource which surpasses their local significance and represents a wider regional, European and even global values. Thanks to them, Ogulin has become a homeland of fairy tales. Accordingly, every year, in June, an international festival of Ogulin fairy tales (OGFB) is held, as well as various creative workshops and storytelling throughout the year. The fairy tale natural heritage about which Ivana Brlić-Mažuranić wrote: Klek, the Romantic Flow

of the Dobra River and the rich cultural-historical heritage (especially the folk costumes and customs), has really given this region a powerful fairy tale feeling and draws visitors to the unique fairy tale route. This is completed by the *Frankopan Kaštel*, a castle in the town centre.

Ogulin has always attached great importance to the preservation of its intangible heritage. Many motifs from local stories and legends have found their place in the names of civic associations, songs and events. So, they have become a part of the city and tourist attractions. With HŽPP organizing tourist trains in cooperation with local tourist board, numerous visitors will have the opportunity to experience adventures that Ogulin offers.

4.1.5. Karlovac

Inhabitants: around 55.700

Karlovac is located in central Croatia, at a meeting point between the Croatian lowlands - Pokupje and highlands - Kordun. It is surrounded by four rivers - Kupa, Korana, Dobra and Mrežnica. Since it is located at the narrowest part of Croatia, it is only 50 km away from Slovenia and from Bosnia and Herzegovina. As a city, Karlovac has an important traffic and economic significance.

This city is one of rare ones that knows the exact date of its creation. For Karlovac, it is July 13th, 1579, when it was founded and named by its founder, archduke Karl von Habsburg. It was marked by the beginning of construction of the Karlovac border military fort, built for the purpose of defence against the Turks. Every year on July 13th, the city of Karlovac celebrates its birthday, by organizing a birthday ball on Josip Jelačić square, with the celebration session of the City council and awarding of public recognition awards. The patron saint protector of the city is St. Joseph, whose holiday is celebrated on March 19th, and the central festivities are held at the church of St. Joseph in Dubovec - the national shrine.

Karlovac is an example of a city founded according to leading construction ideas of its time: renaissance - geometrically regular form of a six-pointed star. Along the rim of the fortress, in accordance with urban solutions, during the 19th and 20th century it was decided to build city palaces, cultivate parks and gardens. Thus, Karlovac became, and still is until today, an ideal renaissance city and at the same time a hexagonal bastion fortress with a rectangular city grid. It is this look that makes Karlovac a rarity in Europe.

With close cooperation of City of Karlovac and HŽPP, visitors will experience train ride to secret stories of City of Karlovac. Collaborating with tourist office and other city associations as well local government, passengers and tourists from other counties will be able to explore city and learn about cultural heritage of these historical sights.

4.2. Resources (human, financial)

In this type of project, where the emphasis is on innovation, creating a positive impact on local community and providing comprehensive service for tourists, the most important resources are human, due to limited financial ones. If we start from the idea, it took only people. If we continue with the development of the idea, it took people and time. Only the last phase - service implementation takes financial resources, but those are planned to be covered. For HŽPP, through REGIAMOBIL project, for the expenses related to train operation and for local communities, through tourist spending.

For each tourist train, a three-phase process has to occur: (1) planning, (2) organizing, (3) executing.

During the planning phase, HŽPP employees engaged in a dialogue with local communities, making rough plans about event timeframe and accompanying contents. This enables budget planning, contacting interested stakeholders, including them in the communication and preparing local business for the opportunity.

Organization phase is more extensive. For organizing events and all actions necessary to follow trains, it will be necessary to activate as much personnel as possible. Within HŽPP company different departments (Sales, Marketing, Finance, Accounting, Procurement, Legal, Logistics, Corporate Affairs, Regional Units) will have to coordinate and arrange tourist trains towards predefined areas under specific branding. In order to organize a tourist train, HŽPP needs to comply to certain conditions such as route planning, organize train staff, alarm ticket offices about special offers, determine prices (if any) for each event, organize escort in trains and most important, communicate event via available channels (website, ads, direct e-mailing, social media, groups etc.). Ad hoc route demand is a paper form which HŽPP must submit as a request toward state infrastructure manager, HŽ Infrastructure, and this specific form contains details of the applicant, basic information for requested train, specific data related to train timetable and train parameters. Further to route demand form, follows contract between operator and different tourist boards, cities or associations regarding obligations of each involved party. Contract is basic and contains prices (if needed), dates, service, and legal disputes if any. Each contract is done taking into consideration specifics of the cooperation and the event. Also, a contract must be done for the external experts and private transport providers, such as bus operators. Contracting involves all departments and their employees in institutions on both sides. After steps taken for train to operate, Sales department is responsible for ticket sales, Marketing for promotion and Regional units for organizing staff that will accompany the train.

From the side of partners, mostly Tourist Boards, depends the organization of entire events - site, participants, catering, permits, logistics, guidance, prizes, equipment... In this case also, partners have to rely mostly on their own resources. Communication is planned to be joint, which means that the visual should follow basic rules of the Interreg CE Program and different elements can be added, depending on the event type.

Execution phase is always the result of planning and organization. If everything is done as it should be, then the execution should deal only with minor issues, solved on site, again by HŽPP or partner employees.

Material resources are a separate category, and in this case, referring to HŽPP, they cover all material means that HŽPP has in the moment of doing its activities, especially train operation. They primarily include trains that will run as a part of tourism-focused service, and in general office material, IT/mobile equipment and company vehicles.

It can be concluded that the majority of human resources concerns HŽPP employees and partners, while some may include associates, beneficiaries and external experts. That fact guarantees that only interested stakeholders will participate, which contributes to success prospects. Management of the entire process is under Corporate Affairs, where experts for EU projects and funds are employed.

4.3. Impacts and benefits

Since positive impacts are typically measurements of benefits, particularly to the wider public and society, they can be anticipated, but are clearly visible only after a service is undertaken. They can, also, be considered as the same, in this case.

Besides obvious communication and promotional benefits, the most important impact for every stakeholder of these services is raised general public awareness regarding sustainable transport. Impacts also include raised awareness about all kinds of local/regional heritage offered. This provides public with the entertainment at low cost, but, above all, with eco-friendly solutions.

The table below shows that positive impacts are more numerous and consist of aspects important for all the stakeholders and not only general public.

Positive impacts / benefits	Negative impacts
<ul style="list-style-type: none"> ~ Increased employment through tourism-related opportunities ~ Economic growth on a smaller scale ~ New products or services in production or have been commercialized ~ Empowerment of individuals and communities ~ More quality lives ~ Positive social changes ~ Mitigation of conflicts between different interest groups ~ Raised awareness about local heritage ~ Positive boost for HŽPP image ~ Improved connectivity between communities and access to cultural/heritage sites ~ Reduced climate impact ~ Local policy decisions influenced 	<ul style="list-style-type: none"> ~ Physical damage to infrastructure or nature ~ Waste generation due to a mass of people ~ Costs for unplanned activities

Tab 5 Positive and negative impacts of the service

4.4. SWOT analysis

SWOT analysis is comprised of many elements that are already included in this document, especially Impacts and benefits chapter, with the same goal - present the sustainability of the idea. If we observe strengths, the analysis will primarily concentrate on aspects that make the idea special and “strong” in the sense of uniqueness. Weaknesses will define aspects of the idea that could neutralize, stop or oppose it. Opportunities will define what are the external factors which could help to realize the idea. Threats will, surely, determine which external factors will disable the idea realization.

For an idea that involves eco-friendly public transport, numerous opportunities for local community members and comprehensive service for tourists, the opportunities list is the longest one. Although there are realistic external factors that are out of everyone’s influence, such as weather or political situation, internal strengths should overcome them to the greatest extent.

On internal weaknesses can be worked on, and will be worked on, but it is important that they are identified in this phase, to mitigate possible risks. Also, HŽPP and partners should utilize the power of promotion and communication and concentrate on revitalization of local businesses and improved mobility.

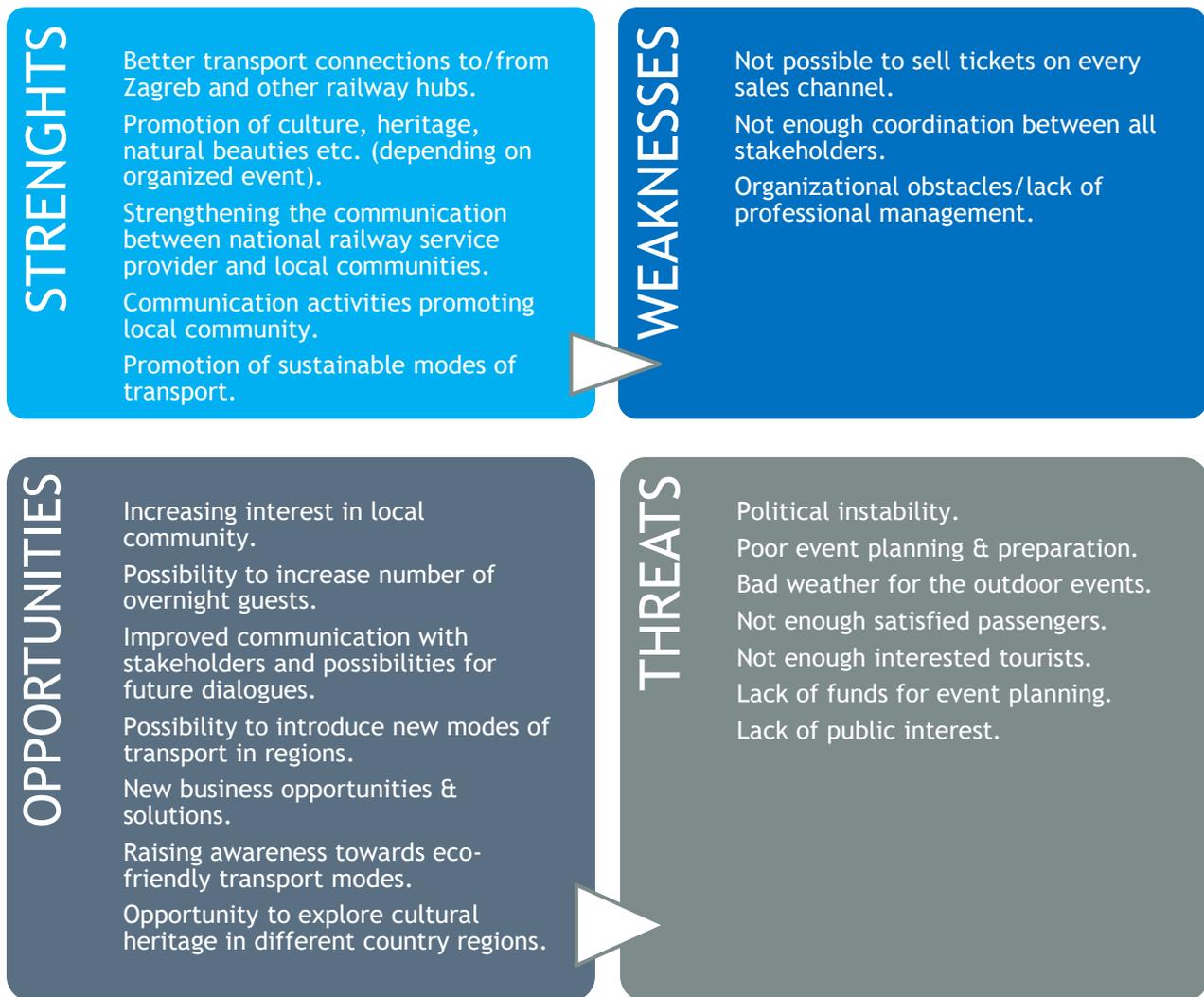


Fig 5 SWOT analysis

4.5. Stakeholder analysis matrix

To better understand the role of each stakeholder, it is advisable to visually represent the stakeholder analysis done, by organizing those people/institutions according to the key criteria. This will be done with a table where each partner (most important stakeholder) will be identified, together with his needs, impacts on the project, influence, risks that come with his and means of mitigating the risks. Then, a power-interest grid will be presented, to see where all the stakeholders stand with regards to their influence and interest in the project.

Those two will enable HŽPP to paint a picture of its stakeholders' level of involvement and demonstrate the type of engagement that HŽPP needs to have with them. It will also provide insight in the motivation of the stakeholders and what needs to be done to win them around. In this case, they already understand the common goal and each stakeholder recognized their own personal goal, so it will come down to influence on the service evolution - how it should be organized and what details should each stakeholder decide.

Stakeholder	Contact person <i>Name, Phone, Email</i>	Impact <i>How much does the project impact them? (Low, Medium, High)</i>	Influence <i>How much influence do they have over the project? (Low, Medium, High)</i>	What is important to the stakeholder?	How can the stakeholder contribute to the project? <i>Besides organizing event</i>	How could the stakeholder block the project?	Strategy for engaging the stakeholder
<i>Hrvatska Kostajnica Tourist board</i>	<i>Mr Dalibor Biščan +385 44 551 558 tzghrvatskakostajnica@gmail.com</i>	<i>High</i>	<i>High</i>	<i>Getting a good story</i>		<i>Making complaints about quality of transport service</i>	<i>Regular round-table virtual discussions</i>
<i>Sisak Tourist board</i>	<i>Mrs Mirjana Lahovski Žličarić +385 91 314 5235 direktor@tzksiska.tcloud.hr</i>	<i>High</i>	<i>High</i>	<i>Promote local community and products</i>		<i>Not enough engagement in the planning process</i>	<i>Regular communication initiated by HŽPP</i>
<i>Ivanić-Grad Tourist board</i>	<i>Mrs Ankica Bešter +385 99 2881 591 info@tzig.hr/ankica.bester@tzig.hr</i>	<i>High</i>	<i>High</i>	<i>Introduce national population with local products</i>	<i>Publish news about event on different local web portals and social media</i>	<i>Not enough engagement in the planning process</i>	<i>Regular communication initiated by HŽPP</i>
<i>Ogulin Tourist board</i>	<i>Mrs Sonja Drašković Dedić +385 98 1651 336 tz-grada-ogulina@ka.t-com.hr sonja.draskovic@tz-grada-ogulina.hr</i>	<i>High</i>	<i>High</i>	<i>Local branding</i>	<i>Print materials that support the event</i>	<i>Communication obstacles and misunderstandings due to new employees</i>	<i>Regular communication initiated by HŽPP</i>
<i>Karlovac Tourist board</i>	<i>Mrs Marina Burić +385 47 642 614 Marina.buric@visitkarlovac.hr nikolina@visitkarlovac.hr</i>	<i>High</i>	<i>High</i>	<i>Getting a good story</i>		<i>Insufficient engagement regarding the event organization</i>	<i>Regular communication initiated by HŽPP</i>

Tab 6 Impacts, influence, needs, risks and mitigation, by identified stakeholder-partner

Power/Interest grid can help HŽPP in four essential matters:

- Collecting important information - very often, stakeholders can give valuable insight that can enable more simple service organization and ensure success.
- Obtaining additional resources - if stakeholders understand their benefits, they will be more willing to help by providing people or other resources.
- Upgrading relations - if stakeholders are continuously engaged and involved, it will be easier to get them on track for future projects.
- More efficient planning - when stakeholders provide consistent feedback, it is reasonable to anticipate that feedback for future cooperation is quicker and more often positive.

This mapping is a result of stakeholder analysis and it will help to establish the appropriate level of communication to each respective stakeholder, as well as prepare HŽPP for the level and type of engagement regarding each stakeholder.

Stakeholders which should be managed closely and ask for the highest engagement are the Key players with high influence and interest. They will be involved in the decision making and consulted on regular basis. Those are mainly Tourist boards and local businesses.

Ones with the high influence but with less interest should be kept satisfied in a way to engage them in consultations and try to raise their level of interest. They can influence the project greatly, so HŽPP has to find their interest, for them to be supportive. Those are HŽPP senior executives, local/regional government, regional agencies.

HŽPP should show consideration to stakeholders who have low influence on the project, but are highly interested, because they can often be very helpful on field. Supporters must be kept informed and consulted to assure them that there are no major issues. Those are local media, HŽPP prospective customers, tourists, local community, transport operators, NGOs.

The last category, according to the power/interest grid, are stakeholders that don't have, or have very low influence, and that are not really interested in the project. HŽPP will inform them from time to time, to try and raise their interest. Those are HŽPP employees, national media, HŽPP customers, general public.

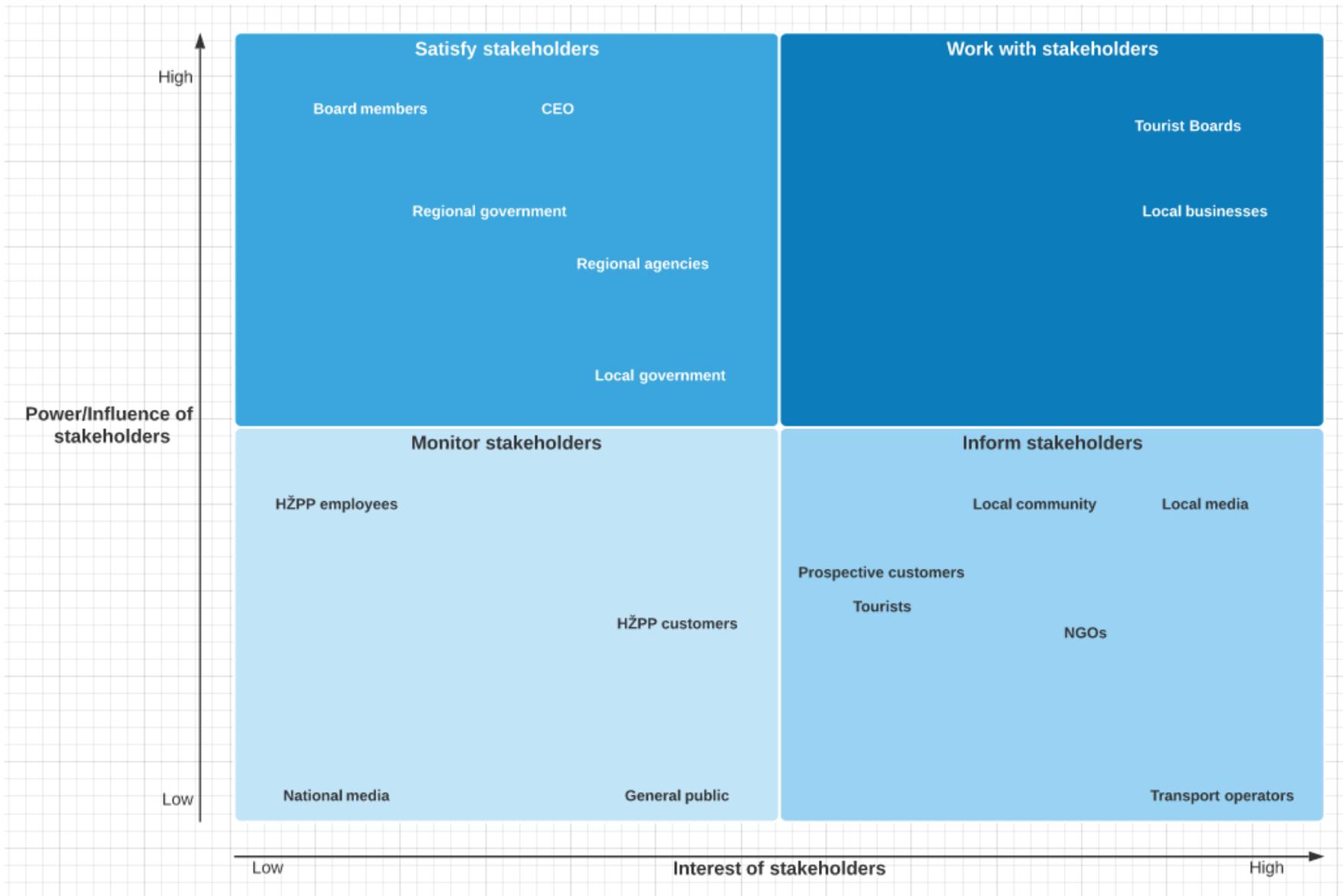


Fig 6 Power/Interest stakeholder grid

5. Cooperation possibilities and concluding remarks

The entire story about tourist trains is coming down to the importance of cooperation between HŽPP and local Tourist boards. To attract tourists to spend the entire day somewhere, where they can come with public transport, but don't have the possibility to drive back whenever they want - interesting contents must be provided. It is about finding balance between quality and quantity. It is about sharing responsibilities with partners and sharing resources. It is also about promotion.

Considering that preparations for the service implementation already began and that certain activities were undertaken, it can be concluded so far that the biggest challenges were, are and will be:

- Identifying stakeholders that are willing to cooperate - tourist boards to organize events for business promotion and promotion of area in general
- Sharing responsibilities - making arrangements for different activities needed to organize the entire service
- Coordinating communication and building trust - keeping regular meetings, providing up-to-date information to all interesting parties, sharing relevant information
- Joint coherent communication and branding - uniform communication materials (taking into consideration Programme branding rules, specifics of the event and logos from contributing organizations), agreement about target groups and communication channels

It is really important to have in mind partners' interests and what they perceive as benefits, compromise to achieve it, if necessary, and help them to accomplish it. The relationship should benefit all stakeholders, evolve and have positive impacts. If any of the elements is missing, there will either be disgruntled tourists, dissatisfied partners or disappointed associates.

When organizing tourism-focused trains, HŽPP must closely cooperate its key partners: (1) tourist boards to organize local events, (2) local/regional government supporting local events and (3) SMEs and associations participating in local events.

It is not enough to identify only stakeholders but customers as well. Tourism-focused train service is targeting travellers looking for a local experience, interest groups (bikers, hikers, bird watchers...) or price conscious groups (parents with children, student groups, retirees...).

Key activities to achieve affordable one-day tours by public transport to organized events i.e. to organize demand-tailored service for interested groups, are for HŽPP the development of new service with key partners, brand and market the service. Free communication channels should be utilized where possible, such as websites (HŽPP, event organizer and involved stakeholders), social media (stakeholders', groups and communities) and direct communication (cash desk, direct e-mailing, newsletters). Payed promotion can be utilized as well (graphic design, payed ads).

Customer support is one important aspect of the service. HŽPP employees need to cater to tourist needs before entering the train and during the ride, while event organizers need to ensure support from exiting the train.