TRANSFERABILITY PLAN - D.T3.4.3
ITL FOUNDATION (PP8)

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1. Introduction

1.1 Rail freight transport at the center of EU priorities

The importance of the issue of **environmental sustainability** has grown over the years, thus pivoting the European public debate in many fields. Among these, the **transport sector** has been at the forefront, representing *almost a quarter of Europe's greenhouse gas emissions*[1].

This renewed attention to climate and environment has culminated in the **European Green Deal**, an ambitious action plan approved by the Commission in 2019 which sets the **target of a *90% cut in emissions by 2050***. Among the key areas of action identified is transport, and especially freight transport.

As a matter of fact, current forecasts predict a **significant increase in freight volume by 2030**, with a subsequent **growth in road traffic** that will raise problems related to several issues, including:

i. the **highly polluting nature** of road transport in terms of CO_2 emissions;
ii. the **increasing scarcity of truck drivers** and the **lack of adequate infrastructures and facilities** to ensure fair working conditions and rest periods (e.g. safe and secure truck parking);
iii. the **high cost of fuel** compared to other means of transport that are more cost-effective;
iv. the **saturation and congestion of road infrastructures**, also used by citizens, with a negative effect on road safety levels.

Railways represent a valid alternative for an efficient and greener transport of goods. As a matter of fact, rail connects people and businesses across the European Union and beyond, supporting the achievement of objective established under the Green Deal to become a climate-neutral continent by 2050 through a new era of smart mobility. Not by chance, these are among the reasons that led the EU to declare **2021 as the *European Year of Rail***[2].

However, all across Central Europe the **total volume of cargo moved by rail has decreased significantly over the past few decades**, mainly due among others to:

[1] https://ec.europa.eu/clima/eu-action/transport-emissions_en
[2] https://europa.eu/year-of-rail/index_it

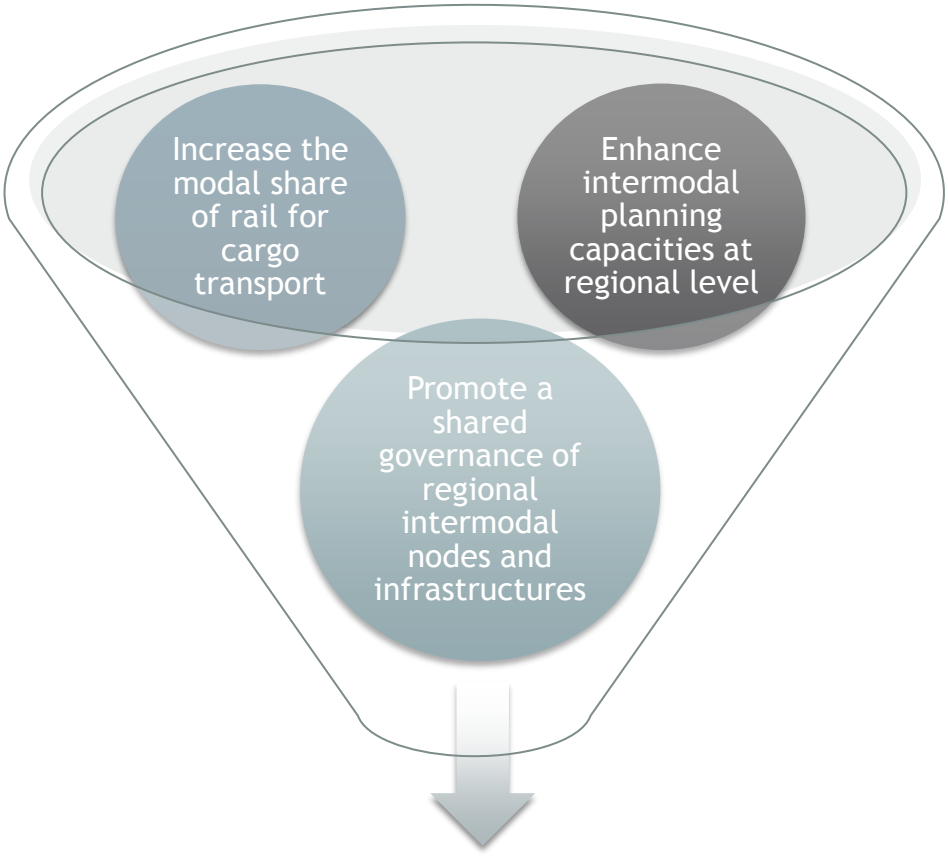
i. the **lack of adequate infrastructures** to reach the last mile;

ii. the **scarcity of intermodal hubs** allowing to stock high quantities of goods;

iii. the **lack of appropriate governance structures** reuniting all the relevant stakeholders in the framework of industries and transport.

The Project REIF aims at **reversing this negative trend by increasing the modal share of rail freight transport in Central Europe** through the development of coordinated strategies, concepts and management tools.

Figure 1. The REIF project: main objectives



1.2 The REIF project in a nutshell

The optimization of regional transport infrastructures and their combinations through intermodal hubs, as well as the provision of efficient and coordinated services linking all actors of the

transport and infrastructure chain have been at the basis of the **REIF Project**, which gathers **10 project partners** and 10 associated partners distributed across 6 countries of Central Europe, namely Austria, Croatia, Germany, Italy, Poland and Slovenia.

Figure 2. The REIF partnership

The main focus of the project involved **rail freight infrastructure and services**, which have been **further analysed in seven specific areas**, on which the project's efforts and actions have concentrated.

The following table presents the **REIF areas**, which are either regions (identified by the NUTS2 category) or whole countries, including the project partners that are associated to each of these territories.

Table 1. The seven REIF areas

Area	Country	Project partners associated
Croatia	HR	PP06 - Intermodal Transport Cluster

Emilia-Romagna	IT	PP08 - Institute for Transport and Logistics Foundation
		PP10 - Emilia-Romagna Region
Friuli Venezia Giulia (Port of Trieste)	IT	PP05 - Port Network Authority of the Eastern Adriatic Sea
Slovenia	SI	PP04 - Institute for Traffic and Transport Ljubljana
		PP09 - Luka Koper, port and logistic system, public limited company
Styria	AT	PP03 - Office of the Regional Government of Styria
Thuringia	DE	LP - Thuringian Ministry for Infrastructure and Agriculture
		PP02 - University of Applied Science Erfurt
Westpomerania	PL	PP07 - Central European Transport Corridor Limited Liability (EGTC)

For each of these areas, **REIF has tackled relevant challenges related to lacking connectivity** through the analysis of regional potentials for rail freight transport, identifying infrastructural bottlenecks, and effective measures for either preserving vulnerable connections or even redeveloping closed tracks. In this purpose, pilot actions have tested novel approaches to overcome different discontinuities of the regional rail network in the participating areas.

Furthermore, the different conditions triggering the activation of new rail services, ranging from organizational aspects to the need of ensuring a "critical mass" of traffic demand, have been investigated, resulting in **several deliverables defining priorities and potential policy measures to be integrated into regional policy instruments.**

Moreover, a total of 21 *regional capacity building workshops* and 14 *annual regional advisory board meetings* have been organized with the aim of **training a pool of regional administrations and stakeholders** to sustain knowledge about the opportunities offered by rail freight transport and to get their input on priority actions and policy measures to be implemented to revitalize regional railway networks.

This multifaceted effort is meant to **concretely change the current situation by establishing regional policy instruments and permanent coordination mechanisms among public and private market players**. REIF's innovative approach has leveraged on enhanced coordination and governance within and between regional contexts, in order to also address the transnational dimension of rail freight transport.

The results of the analyses and stakeholders' consultations carried out throughout the project have been summarized into **seven final roadmaps** titled "*New Rail Infrastructure/Services 2030*" (D.T3.2.7), whose aim is to present the main actions to be prioritized and policy instruments to be addressed for each of the seven REIF areas.

The final Transferability Plan (D.T3.4.3) will aim at **collecting the main outcomes and best practice** developed throughout the project in order to generalize lessons learned and **ensure further replicability** of the novel governance approach brought in by REIF in the whole Central Europe.

1.3 Aim of the document

In the framework of REIF activities, this deliverable (*Transferability plan*– D.T3.4.3) is part of the third technical WP – *Anchoring, Policy Integration & Transfer of project findings*.

More specifically, the document aims at **identifying the transferability methodology** through:

i. the **key messages** to be transferred (*Chapter 3*), based on the *Lessons learned for replication to CE territory* (D.T3.4.2);
ii. the **target regions and actors** to be addressed by these transferring actions (*Chapter 4);*
iii. the **transfer tools** to be implemented for a successful replication of results (*Chapter 5*);
iv. final hints presenting some **operational measures** to be taken to initiate the transfer process (*Chapter 6*).

The ultimate aim of the process is to **enhance the replicability of activities implemented, results obtained, and lessons learned during the project's lifetime** through insightful indications on how to successfully promote and transfer these experiences in other regions of Europe to foster rail freight transport and the planning capacity of regions for a more efficient and sustainable intermodal logistic chain.

2. Transferability methodology in a nutshell

Generally speaking, transferability implies the quality of being transferable or exchangeable, which, in this case, becomes the possibility to implement elsewhere the positive results achieved during the lifetime of the REIF project and beyond.

The transferability methodology presented in this document provides **specific ideas for streamlining the impacts and results of the REIF project to third entities and potential target regions and stakeholders**, both during its final stage and after its completion, in order to roll out and facilitate the diffusion of the key messages and lessons learned.

As a matter of fact, the sharing and dissemination of project's results will have a potential leverage effect on its sustainability, thus increasing the overall value of project's achievements and optimizing the funding used thanks to an appropriate transfer to the wider Central Europe area.

At a glance, the **main aims of the transferability process** are to:

i. develop a strategy to **sustainably exploit the project's results**;
ii. **achieve the maximum impact of the project** by creating awareness at the EU level on the issues tackled by it;
iii. **ensure an efficient use of EU resources** by sharing the results achieved with the widest possible audience.

The figure below provides an overview of the **main logic** behind the transferability process.

Figure 3. The logic behind the REIF Transferability Plan

More specifically, a first phase has been devoted to the identification of **key messages** deriving from REIF activities (*Chapter 3*), which represents **what should be transferred** through the methodology hereby described.

This is followed by the identification of the main **transfer tools** (*Chapter 5*) to be implemented for a successful replication of results and lessons learned.

Last but not least, a list of **operational measures** (*Chapter 6*) has been devised to facilitate the streamlining of key messages to **target regions and actors** (*Chapter 4*).

3. Overview of key messages to be transferred

Different deliverables and activities were planned and implemented in the framework of REIF to **establish a multi-faceted picture of the territories involved**, including the factors that still hamper a full development and exploitation of rail freight transport and intermodal logistic chains.

Taking stock of results achieved and lessons learned – which have been presented more in detail in the deliverable *Lessons learned for replication to CE territory* (D.T3.4.2) – the key messages set out by this chapter and stemming from REIF represent a **further attempt to generalize and make the concepts learned more universal and transferable to other target regions** through the methodology outlined by this plan.

A **total of five key messages were identified**, ranging from the topic of stakeholders involved, harmonized governance for intermodality, competence development and promotion of regional and local infrastructural needs, all with the aim of supporting the railway network and involved entities to increase the modal share of rail cargo transport and increase intermodality.

Figure 4. Overview of REIF key messages

All these key messages deriving from REIF activities, aimed at **supporting the improvement of intermodal infrastructures and logistic hubs**, have been presented in more details below.

3.1 Establish a dialogue on the transport planning process between the European level and the local/regional dimension

The first key message that stemming from REIF activities and lessons learned concerns the planning of transport policies at the supranational level. More specifically, it is possible to identify **two main levels that contribute to the consolidation of European strategies and regulations in the field of transport and infrastructures**, namely:

a. **European level planning**, mainly resulting in the TEN-T network regulation;
b. **Planning at territorial level** that meets concrete infrastructural needs

While the first level mainly consists of **several consultation between EU institutions and member states at a very high level** (national administrations), the second territorial layer has usually to adapt to what is decided at the highest levels, such as which nodes are included in the core and comprehensive TEN-T network, and which are the routes of the Corridors crossing EU.

In this purpose, it seems **necessary to reconnect the two levels and establish a dialogue between the needs and priorities of both dimensions**. As a matter of fact, the interventions to link the regional and local networks to trans-European Corridors are fundamental to ensure that the network is highly efficient and adequately exploited by the territories. In this purpose, **investing outside the TEN-T network** does not mean subtracting useful funds for it, but it rather **implies the creation of the conditions for the network itself to be strengthened and optimized**, as demonstrated by REIF final roadmaps.

This is essential to **bring the local dimension closer to the TEN-T network**, in order to ultimately makes it efficient and responsive to actual and concrete needs of the European territory.

3.2 Implement the methodology developed within the REIF project

According to the structure and work packages of REIF, the activities implemented clearly outlined the **methodology followed by the project to support rail freight transport**, which is represented in the figure below and mainly consisted of four steps.

Figure 5. Main steps of the REIF methodology

Looking more specifically at each step, a **preliminary phase of detailed analyses and baseline studies** aimed at providing an overview of the status-quo of rail freight transport in the project's areas has been identified as a **major element of success**. More specifically, joint methodologies have been developed and applied in the respective regional context to study the baseline status, the market potential for rail freight transport and services, and to identify the bottlenecks in infrastructure and services that hamper future development.

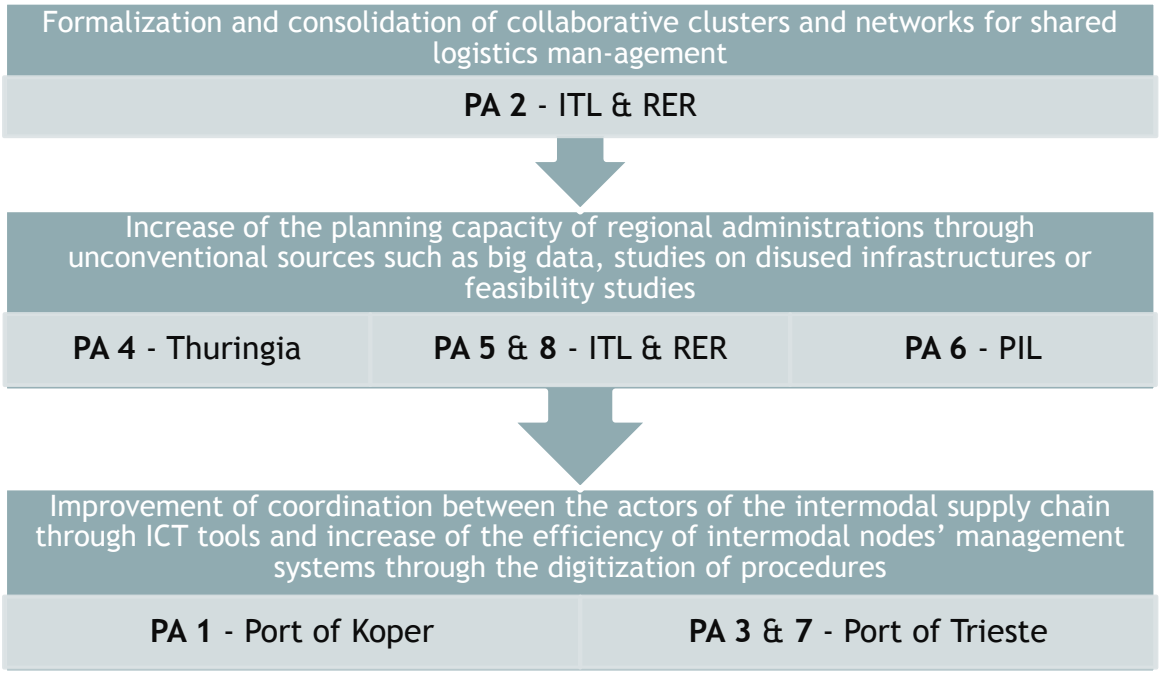
This also responds to the need to adopt a **bottom-up approach when dealing with territorial needs**, which also resulted in a **structured plan for the involvement of the main authorities and territorial stakeholders**, including among others the main operators of port and railway terminals, freight forwarders and railway carriers. In this purpose, **two main governance structures** were set up in the framework of REIF, namely:

a. *Regional capacity building group* (3 workshops organized for each REIF area);
b. *Regional advisory board* (2 annual meetings organized for each REIF area).

As a matter of fact, it is essential that the policy measures and actions selected in the final roadmap (i.e. the fourth and last step of the REIF methodology) are perceived as priorities by all involved stakeholders, sharing a **common understanding for the future development of the regional intermodal system** that takes into account the interests of all parties (especially of decision makers), in order to avoid later delays and ensure a wide support.

Subsequently, a number of pilot actions have been implemented to **test innovative solutions in the wide field of intermodality and logistics**, to be embedded in future developments of the sector. In the framework of the REIF project, **three main topics** have been developed, outlined in the figure below. In addition, **each pilot action has been resumed in a short video** that facilitates the transferability efforts through the visualization of main processes and achievements.

Figure 6. Overview of REIF pilot actions' topics



Last but not least, a **final strategic document** (e.g. a final roadmap, action plan, memorandum of understanding, etc.) should resume a list of **concrete measures and interventions referred to a specific area to be implemented in the medium / long-term**. This final step, which should be based on a wide consensus among authorities and stakeholders, is essential to concretize and give a practical side to what achieved in the previous steps.

In the framework of REIF, **a final roadmap was completed by each area** of reference to summarize the concrete actions that stemmed from the initial analyses and baseline studies and were considered as priorities and finetuned through the involvement of authorities and territorial stakeholders.

3.3 Establish specific entities and competence centres dealing with logistics and intermodality at the regional level

The wide topic of **competences development and training** in relation to the need of skilled personnel competent in the fields of intermodality and logistics is part of **non-infrastructural bottlenecks hampering the development of rail freight transport** and, more in general,

sustainable chains of supply. Although this is a less visible factor, it is equally important with respect to infrastructural priorities. As a matter of fact, both public and private companies are looking for new **professional figures with managerial skills and business-specific knowledge, who in the medium term will be essential to manage increasingly complex processes** linked to the logistic and intermodal transport system.

In this purpose, **specific entities and competences centres dealing with logistics and intermodality should be promoted at the regional and local level**, in order to facilitate the transition to a more sustainable logistics through the transmission of competences, knowledge and best practices to interested actors. More specifically, these entities and competence centre shall be **in charge of various activities, including:**

i. the training of professional figures related to logistics and endowed with technical and professional competences to be included in public administrations and private companies;
ii. the dissemination and promotion of opportunities related to rail freight transport;
iii. the promotion of logistics that is not intended only as a real estate element;
iv. the realization of studies and initiatives related to intermodality and sustainable logistics.

Possible recipients of training activities would include both **users already operating in the sector** of transport (i.e. the business side of the four-helix framework) and **users who are completely outside of the sector** but would like to gain a concise but accurate overview of opportunities of development, thus filling the gap that exists of personnel having specific skills in the field of logistics and intermodal planning. At the same time, these activities could also involve **officers of public administrations at the regional and local** level wishing to know more on this topic.

In addition, the realization of **in-depth studies and initiatives aimed at conveying more efficiently which are the opportunities related to sustainable logistics** should be of primary importance, also as a tool to support evidence-based decision making at the level of local and regional administrations. This is especially true for the accomplishment of large investments on infrastructures, which require specific feasibility studies and accurate cost estimates.

In addition, these entities are necessary to **keep the sector and its players constantly updated on new research areas** ranging from the most operational to highly strategic fields of action, including horizontal issues such as: research and innovation, digitalization, big data and technological upgrade of equipment.

3.4 Develop logistic clusters gathering major logistic hubs at the regional level, both sea and land side

Intermodality and sustainable logistic chains are based on the **cooperation of different hubs and nodes at the regional level that ensure a seamless flow of goods** through ports, railways, rail-road terminals and warehouses. In this purpose, the creation of **logistics clusters gathering the key intermodal actors at the regional level** represents an essential factor to achieve a harmonized governance framework and, consequently, an integrated and efficient regional planning.

In this picture, **all hubs serve an important role** and should be involved in this kind of initiative, **especially ports**, which are often overshadowed by other types of nodes, but are actually **key players in the intermodal supply chain**, handling most of the goods that end up in cargo trains.

The **main objectives** to be pursued by this innovative organization would be to:

i. **Support the intermodal transport system** through the implementation of **collaborative projects** by strengthening the interaction between public and private stakeholders;
ii. Enhance the **internationalization of the cluster on the European and international markets**, increasing the number and efficiency of integrated and intermodal transport services and the promotion of available options.

Through the implementation of a collaborative approach, the activities of the cluster should lead to the **identification of shared values and a vision for the future development of intermodal transport** that combines sustainability and competitiveness. In turn, this is essential to ensure an integrated planning that involves all the main logistic hubs and nodes of the regional and local networks.

3.5 Better exploit opportunities for discussions with high institutional levels to directly promote local priorities and infrastructural needs

This fifth and last key message is connected to the first one, which outlined the need to reconnect the planning of transport policies at the European level (i.e. the TEN-T network and its Corridors)

to the priorities and infrastructural needs of regional and local networks. More specifically, in this case, the attention is drawn to the need to **make the most of the opportunities for high-level institutional dialogue that are already available to regional and local stakeholders.**

The **consultive fora organized in the framework of trans-European Corridors and EU macro-strategies**, for example, represent a **valuable opportunity to link a more strategic, high-level perspective to the concrete demands of specific territories**, which are often not equipped with an efficient access to important transport arteries funded at the European level (i.e. core and comprehensive networks).

Therefore, through intermodal clusters and territorial associations, regions should foster the consolidation of **a shared vision to be upheld at the supranational level**. This will have to be anticipated by the **due consultation of all actors involved** and the **identification of priority actions** to be developed, a logic that is also behind the last step of the REIF methodology, which calls for a detailed action plan resulting from previous phases and project activities.

4. Target actors

Within a transferability plan, an element that is certainly essential is represented by the target actors, meaning the **entities that, thanks to a specific set of characteristics and peculiarities, present a greater potential for the adoption and rolling out of the results and innovations** being at the center of the transferability process.

In this case, given the broad objective of the project, which aimed at supporting rail freight transport and the whole intermodal logistic chain, it is perhaps not strictly necessary to **to develop a detailed methodology** to identify specific target regions.

In fact, as shown in the table below presenting some basic features of the seven REIF areas, it seems that **no specific characteristics are absolutely necessary** for the development of project activities. Similarly, the issues and obstacles preventing greater development of rail and intermodal transport in these areas –analysed and presented through baseline studies during the first phase of the REIF methodology – are not always the same, but rather vary according to the area, thus defining different combinations.

An element shared by these territories of Central Europe is the **will to increase the modal share of rail freight transport**, which ranges from the 29% of the Port of Trieste (FVG Region) and the 28% of Styria to the 3,8% of Thuringia. This is often due to the scarce capacity of regional and local administrations to plan intermodal transport as well as to the poor conditions of the infrastructural network and the limited accessibility of greater European axis represented by the TEN-T network, all issues that inspired the writing and implementation of the REIF project in the first place.

Table 2. Main features of REIF areas

AREA	MODAL SHARE		RAILWAY NETWORK	MAIN INDUSTRIAL SECTORS	MAIN ISSUES HAMPERING RAIL TRANSPORT
CROATIA	2017	Road: 73,6% **Rail: 20,1%** Waterway: 6,3%	2.617 km	Tourism; Shipbuilding; Construction; Petrochemicals; Food processing; Wood industry.	**Old rolling stock and railway infrastructure** causing limitations in operation; **Insufficient capacity** of single-track railway lines; Administrative obstacles at **border crossings**.

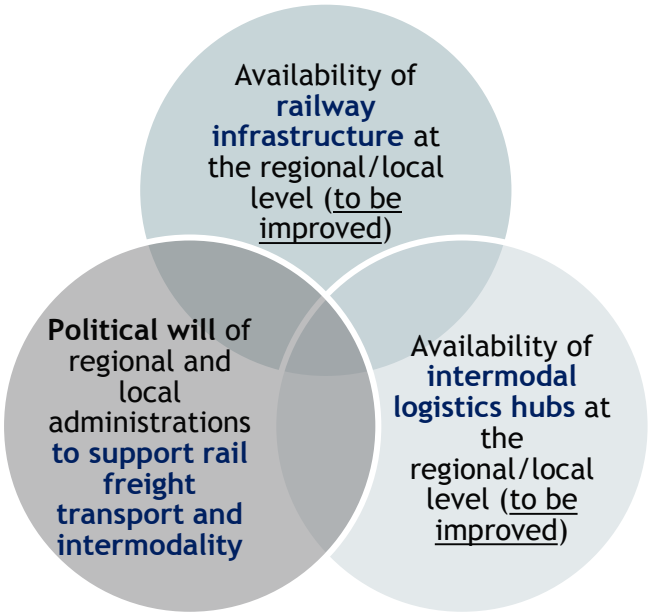
EMILIA ROMAGNA	2016	Road: 89% **Rail: 11%**	2.119 km	Automotive; Food; Packaging; Fashion; Tiles district; Wellbeing and health.	**Insufficient capacity** of railway lines; **Low competitiveness of intermodality and rail transport**, which is strictly dependent on public incentives; **Poor access to intermodal hubs** and the Ravenna port.
FRIULI VENEZIA-GIULIA	2019	Road: 56% **Rail: 29%** Waterway: 15% (Port of Trieste)	670 km (70 km Port of Trieste)	Blue economy; Logistics; Coffee; Shipbuilding; Trade; Semi-finished products.	**Insufficient capacity** of port, intermodal terminals and railways; **Need of technological improvement** of port of Trieste IT system; **High costs for last mile connections** among nodes; Administrative obstacles at **border crossings**.
SLOVENIA	2018	Road: 80% **Rail: 20%**	1.208 km	Iron industry; Automotive; Wood and textiles; Pharmaceuticals and chemicals.	**Infrastructural bottlenecks** on specific railway segments and stations (Ljubljana station, Koper-Divača line); **Old and non-modernized railway network and rolling stock**; **Insufficient capacity** of storage facilities and railway lines; Administrative obstacles at **border crossings**.
STYRIA	2018	Road: 72% **Rail: 28%**	1.000 km	Automotive; Rail systems; Aerospace; Green-Tech; Renewable resources; Timber; Health-Tech: health and food.	**Insufficient capacity** of single-track railway lines; **Infrastructural bottleneck** represented by the steep ramps of the Bosruck tunnel; **Lack of storage capacity** of intermodal terminals.
THURINGIA	2017	Road: 96,2% **Rail: 3,8%**	1.521 km	Machinery and vehicles; Metal production and processing; Food; Electrical engineering; Rubber and plastics; Paper; Glass, ceramics; Chemical and pharmaceutical.	**Insufficient share of electrified tracks**; **Insufficient capacity** of terminals; **Missing railway connections** due to **closed lines**; **Low competitiveness of rail freight transport** (only profitable on routes with rail passenger transport).

WESTPOMERANIA	2018	Road: 88,6% **Rail: 11,4%**	1.173 km	Blue economy; Tourism, Agriculture and forestry, Renewable sources; Wood and paper; Trade; Automotive.	**Need for improvement of infrastructure facilities and railroad terminals** on local lines; **Poor technical condition of railway lines**, not reaching EU parameters; **Insufficient capacity** of railway station nodes and of cargo intermodal terminals.

Taking stock of the elements presented above, the **identikit of the target region** for this transferability plan only presents a limited number of features, namely:

i. the presence of a **railway infrastructure** at the local and regional level to be improved;
ii. the presence of **intermodal logistic hubs** (e.g. rail-road terminals, seaports), also with a scarce capacity to be further enhanced;
iii. the **interest and will of the local and regional administration to support railway transport and the whole intermodal logistics chain**, also with ad hoc policies to ensure a substantive balance between the average cost of transport by trucks and by rail, as the price of road transport does not often consider the socio-economic externalities generated by it.

Figure 7. Characteristics of the target regions



In addition, the preliminary baseline studies foreseen within the first phase of the REIF methodology are necessary to further verify which industrial poles and clusters are more suitable

for an increase of rail freight transport due to the typology of products handled and their position in relation to the local rail network and industrial sidings spread across the territory.

Having described the broad peculiarities that allow to identify the target entities of this transferability process, **it is necessary to closely look within these regions**, in order **to identify specific actors and stakeholders to be involved in the procedure.**

In this purpose, the **quadruple helix framework** represents a useful tool to categorize relevant stakeholders. More specifically, it is a complex innovation model in which four different sectors interacting between each-other:

- research,
- industry,
- public institutions and
- civil society

The basic idea underlying the model is to **encourage and implement innovation processes through transversal collaboration and the proactive sharing of knowledge and experiences**.

Therefore, the quadruple helix model tends to **create win-win situations, generating advantages with multilateral reciprocity**: while companies obtain scalable solutions and faster innovation cycles, citizens and end-users benefit from innovative, effective and accessible solutions, which are better suited to their needs. On the other hand, the local public sector, as a service provider to the community, can experiment and implement new approaches and more efficient delivery methods.

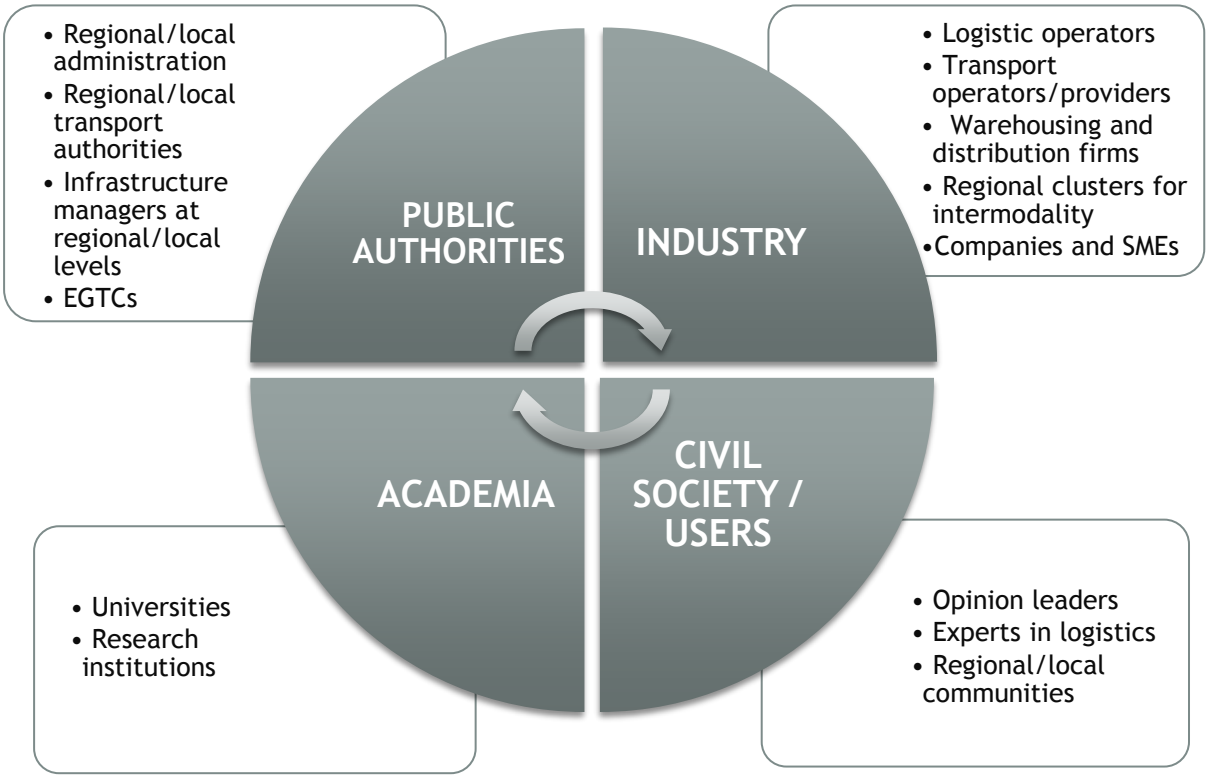
The **quadruple helix model has been applied to REIF** in order to identify the categories of relevant stakeholder that have been engaged throughout project activities, and thus that **should also be involved within target regions for a successful replication of activities and results.**

Looking at the figure reported below, the prevalent sectors are represented by public authorities and the industry helix.

As for the **public sector**, the main stakeholders involved in the REIF project and that should take part to the transferability process in target regions encompass **administrations, transport authorities and infrastructure managers at the regional and local levels**, as well as **EGTCs**, which stands for European Grouping of Territorial Cooperation. These are basically European legal entities designed to promote cross-border transnational cooperation, whose members can be member states, regional and local authorities, associations and any other public body operating in this field. This group of actors has certainly a **pivotal role in guiding the transition towards a**

more sustainable freight shipping, as it has the potential to concretely promote the rail option through dedicated legislative and administrative measures.

Figure 8. Quadruple helix framework applied to REIF



At the same time, a key role is played by the **actors representing the business sector** that revolves around the freight transport and logistics supply chain, both from the side of the offer and the demand, meaning companies and SMEs that make use of transport services to ship their goods.

These stakeholders, going from logis**tics operators, transport providers, warehousing and distribution firms as well as regional clusters for intermodality (when available) to companies and SMEs exploiting cargo services**, shall be aware of the opportunities offered by intermodality in general, and more specifically by rail freight transport.

Furthermore, they **should be involved by public administrations in the process of decision-making**, which should take into account the needs and priorities of the sector coming from its first-hand players, in order to provide appropriate supporting measures.

The remaining sectors of **academia and civil society** cover a **limited role in this case**. Nonetheless, both categories of stakeholders, including universities, research institutions, opinion leaders, experts in logistics as well as regional and local communities, do still benefit from a sustainable logistics in terms of environmental benefits and can support this transition through additional insights and analyses.

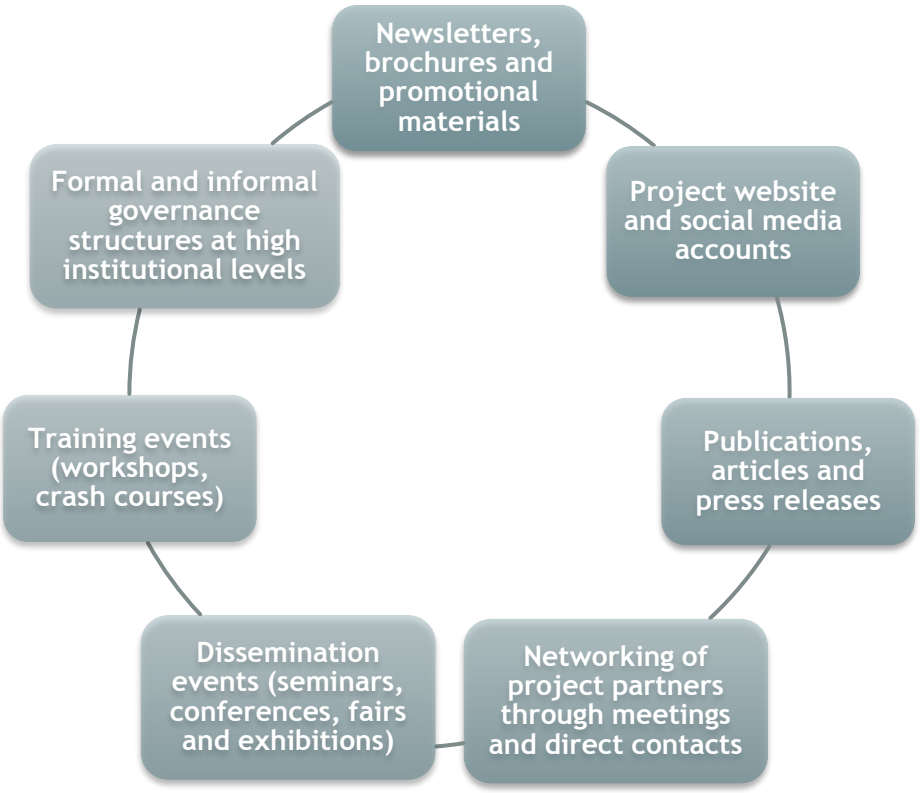
In general terms, **all stakeholders mentioned above can have an impact on the modal transition towards a more sustainable intermodal chain supply**, and therefore it is important to engage and involve them as much as possible in the transfer process through the transfer tools, which are presented in the next chapter.

5. Transfer tools

Another important element of the transferability process are the **tools implemented to streamline the projects results and key messages to target regions** and, more in general, a wider audience of authorities and stakeholders to ensure that the achievements and methodology will not only continue to be applied by the partnership after the projects' end but will also be replicated in further sites and regions other than the seven REIF areas.

In this case, the measures and tools planned within the transferability process and presented in this chapter are **highly interconnected with communication and dissemination instruments and activities**. Having a transversal function, these will serve an important role in enhancing the replicability and transferability strategy by enabling to reach a wider audience and by providing long-term dissemination and transfer tools, represented in the figure below.

Figure 9. Overview of transfer tools



A **further explanation** of the different transfer and capitalization tools expected to be used for the transferability process **is provided below**.

5.1 Newsletters, brochures and promotional materials

Newsletters, brochures and promotional materials are **one of the more popular means of informing interested users about the progress of project activities** and, after the closure of the project, of its results and achievements.

While most of this material has been already produced throughout project activities in the framework of the communication and dissemination package, a careful revision of them is necessary to **ensure that enough emphasis is put on the key messages to transfer, even producing new materials if needed**. As a matter of fact, to be effective, these need to **have a clear transferability focus and need to be targeted to specific actors**, namely the target regions and stakeholders identified in the fourth chapter, as well as the interested users and public following the activities of project partners who shall actively disseminate this material including in offices and at selected events to attract interest and raise awareness.

An important factor related to this kind of materials is represented by **their distribution**. Their **effectiveness, in fact, largely depend on this**, as information reaching the wrong entities and actors might turn out to be completely ineffective. Therefore, it is fundamental to take some time to accurately select **recipients of materials, which shall include institutional associations, industry channels, intermodal network and logistic clusters, business associations and so on**.

Nonetheless, these represent still a widely used tool, also due to the **relatively low cost of production**, and **can definitely serve a role in the promotion and dissemination of projects' results and key messages** when a revision of materials with a focus on transferability and clear identification of recipients are carried out.

5.2 Project website and social media accounts

The website and social media accounts represent, with promotional materials mentioned above, the most common dissemination tools in European projects, as they **allow to easily share news, knowledge and materials (including deliverables and outputs) among the interested audience with a relatively low initial cost.**

As in the case of promotional materials, it is important to **ensure the efficiency of this tool even after the closure of the project** by keeping the website and social media channels updated for a

certain period of time, in order to allow results and key messages to be properly disseminated and transferred. The visits or downloads carried out after the end of the project, in fact, provide an idea of the effectiveness of transfer activities implemented through this tool.

In addition, to enhance the efficiency of social media platforms and website, **alternative means of communication should also be used, for instance through the organization of live interviews of project partners on social media or live Q&A sessions**, allowing interested stakeholders to receive information and first-hand experience and recommendations from REIF protagonists.

5.3 Publications, articles and press releases

Publications, articles and press releases (both traditional and electronic) represent **additional tools allowing to reach a wide but more specific typology of audience**, **on the basis of which medium is chosen**. In this purpose, the **graphic form and content of such publications must be adapted to the preferences and size of the audience** to which the piece is addressed, in order to maximize its potential impact and efficiently disseminate results and key messages.

However, due to the **generally high costs of publishing information in the press** and the **impossibility to change or update the contents**, the opportunity to implement these tools **must be carefully assessed**, especially towards the closure of the project and after its end, when results and achievements are clearer, allowing to properly promote transferability of lessons learned.

A possible suggestion would be to **directly involve editors of selected press releases with the aim of capturing their attention and making them personally interested** in what is addressed in the project, spontaneously publishing some material about activities realized and results achieved. In this way, the publication will not be charged to the budget of the project, thus maximizing the replicating efforts in an economically sustainable way.

5.4 Networking of project partners through meetings and direct contacts

Another powerful tool is represented by the **networking potential of project partners with the target regions and actors through meetings and direct links**, also compiling lists of entities potentially interested and contacting them in the first place to offer more information about the activities implemented throughout the project and the results reached.

As a matter of fact, **a direct contact has sometime the potential to present key messages in a more interactive way that captures the attention of who is listening** in a higher way if compared to a newsletter or a written communication. In addition, a direct approach would allow to **precisely target the messages conveyed to the specific nature or interests of the stakeholder contacted**, as to enhance the significance and relevance of what is being transferred.

5.5 Dissemination events (seminars, conferences, fairs and exhibitions)

The organization of dissemination events like **seminars and conferences** represent a capitalization tool with a high potential, as it offers the **opportunity to gather the stakeholders and decision-makers potentially interested to project activities in one place and time**, allowing experts and participants to exchange knowledge and experiences.

Even in this case, the **program and form of the event must be clearly adapted both to the transferability purpose and to the nature and preferences of participants**, which can also benefit from modern technologies to participate remotely, thus saving money and time. As a matter of fact, the disadvantage of this category of tools is definitely represented by the effort and financial resources needed to organize such events, which must be allocated through the project budget before its closure or, in alternative, must be gathered from project partners or entities interested to disseminate the project's results.

A less onerous solution is represented by the **opportunity to participate in conferences and seminars organized by other entities**, especially industry meetings gathering specialists or decision-makers in the field covered by the project. This option, in fact, would at least partially alleviate the costs and efforts required to organize an event from scratch.

The same applies to **bigger fairs and exhibitions that are thematically relevant to project activities**, which represent a good opportunity to reach a wider audience as well as people or representatives of institutions actually interested in our achievements and **potential new contacts to initiate further cooperation.**

5.6 Training events (workshops, crash courses)

The organization of training events such as **workshops and crash courses** (i.e. a course providing an extensive training to a small group of participants in a short period of time) represent a **fairly new method to transfer results and key messages, but with a high potential.**

In this case, the formative aspect would have to deal with sustainable logistics and opportunities deriving from rail freight transport, as well as regional and local infrastructural needs and priorities, always starting from the activities implemented throughout the projects and the results achieved.

An example of **possible recipients of training activities and events** would include:

i. **users already operating in the sector** of transport (i.e. the business side of the four helix framework)
ii. **users who are completely outside of the sector** but would like to gain a concise but accurate overview of opportunities of development, thus filling the gap that exists of personnel having specific skills in the field of logistics and intermodal planning.
iii. **officers of public administrations at the regional and local level** wishing to know more on this topic.

Despite the **high organizational and financial resources needed** to organize this kind of activities, these represent a **valuable opportunity to simultaneously achieve different effects**, as they allow to meet potential partners to develop future initiatives while providing them with already acquired knowledge and best practices and collect feedbacks and suggestions. Therefore, it is possible to say that the **benefits deriving from such kind of training activities usually offset the expenditure incurred, especially if participants are organized in small groups**.

5.7 Formal and informal governance structures and organizations at high institutional levels

Last but not least, as mentioned before in this document, another important tool to disseminate the key messages deriving from REIF is definitely represented by **governance structures, think thanks, associations and organizations at high institutional levels,** such as consultive for a organized in the framework of TEN-T Corridors and EU macro-strategies**.**

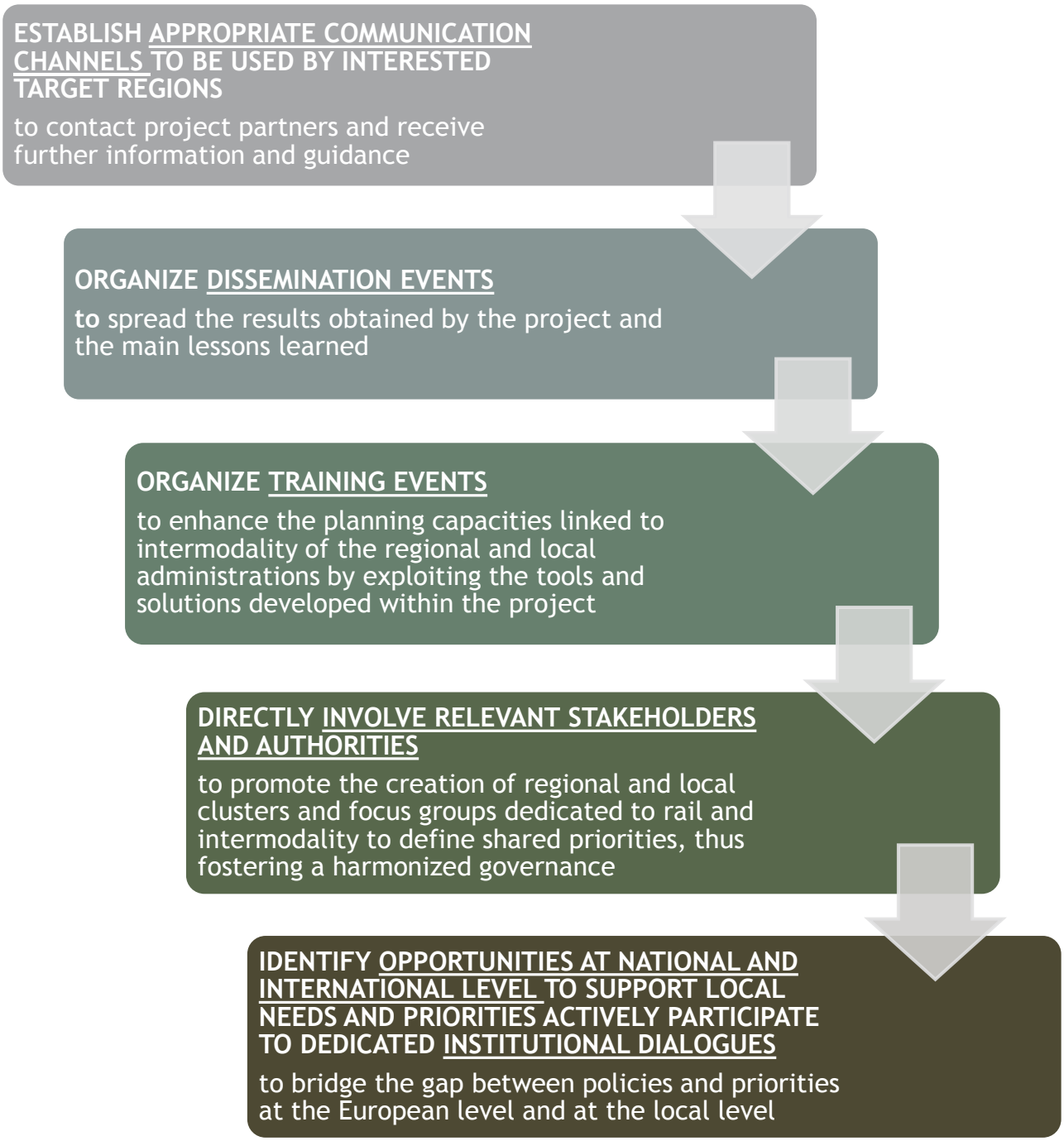
As a matter of fact, these schemes, both formal and informal, represent an **important platform for the promotion of the lessons learned from REIF** regarding infrastructural priorities and needs at regional and local level when talking about intermodal and sustainable logistics.

Therefore, these **should be better addressed and exploited to promote a bottom up approach to the development of intermodality and logistics**, starting from the concrete needs and priorities of territories.

6. Hints for transferability

Five operational measures, presented in the figure below, and aimed at facilitating the replication and streamlining of key messages to target regions and related actors.

Figure 10. Overview of operational measures for transferability



In the first place, **an effective communication between REIF project partners and users potentially interested in the project will be essential to ensure a successful transferability process**. As a matter of fact, these channels shall be used by target regions and interested actors to contact project partners in order to **receive further information on specific themes and obtain guidance** on how to better implement the key messages that have been presented in chapter 3.

> As an example, an option could be represented by the identification of a set of reference people of project partners that will take in charge the documentation of the project including its main achievements also after the conclusion of the project in order to be pro-active actors in the further promotion of project results.

Another powerful action to disseminate and transfer results is represented by the **organization of specific events to promote the project and spread its achievements and lessons learned.**

> As an example, this activity could be implemented by exploiting further opportunities coming from other EU projects dealing with same or similar topics. Former project partners of REIF that are involved in other EU projects, could push for the promotion of its results through the participation to cross-fertilization initiatives.

Parallel to this, the **organization of training events** should also be promoted, with the ultimate aim of **supporting and enhancing the planning capacity linked to intermodality** of regional and local administrations interested to the project.

> In this purpose, key elements resulting from the project (e.g. key messages highlighted before) could be conveyed to specific training institutions that are active in the different territories of the project partners in order to spread the consciousness of these specific topics, thus potentially influencing future training initiatives.

In this purpose, a **direct involvement of stakeholders**, both public and private, will be relevant for the organization of events, as well as **to promote the creation of specific clusters and focus groups dedicated to rail transport and intermodality at the local and regional level** to define

shared priorities, thus fostering a harmonized governance and planning of transport and intermodality trough a bottom-up approach.

> A suggestion in this specific case would address partners of the project which are usually involved in periodic meetings with local/regional institutions, thus conveying the importance of widening the potential audience to be involved in strategic discussions thus enriching the approaches to problem solving.

Last but not least, this **shared vision** on sustainable logistics will have **to be upheld at the European level through an active participation to high-level institutional governance structures** such as TEN-T Corridors and EU macro-strategies' fora, thus **bridging the gap between policies and priorities at the supranational level and at the local level.**

> In this purpose, higher efforts should be paid in optimizing the way territories are collecting needs and specific requests in order to be efficiently addressed to the "high-level" stakeholder meetings (e.g. *Corridor fora*) that are periodically organized. In this way, a concrete input to shorten the distance from the planning levels is going to be pursued.

In conclusion, when looking at a globalized market, the **shift from road to rail will only succeed if a critical mass of regions changes their transport patterns** by enhancing rail freight infrastructure and services, allowing continuous rail transport relations between origin and destination.

In this purpose, the REIF transferability plan presented in this document represents a supporting documented aimed at **a proper replication of project activities and key messages to target regions and stakeholders**, with the ultimate aim of encouraging the massive change of transport patterns mentioned above.

More specifically, from the creation of intermodal regional clusters and of specific competence centres dealing with logistics and intermodality at the regional level to the implementation of the REIF methodology within target regions – mainly consisting of baseline studies, stakeholders involvement, pilot action and the drafting of concrete plans – the ultimate aim of all activities shall be to **uphold local and regional priorities in terms of infrastructural needs and planning of sustainable supply chains to the supranational level.**

In doing so, it will be possible to **combine the European perspective on this topic, which can be rather read as a top-down approach, to a more bottom-up point of view, starting from the**

voice and experience of local and regional realities, where the sensibilization of all actors – both public and private – can really make a difference and **give a boost to modal change**, making the transport and logistics sector more efficient, sustainable and ready to take on the challenges that the world is currently facing.