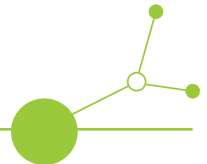


D.1.1.1 Mobility Management Concept for Business and Industrial Zones in Rural and Lagging Areas



August 2026





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Business and Industrial Zones Mobility for better connectivity of peripheral areas

Work package WP1 - Managing mobility / industrial zones of rural / lagging areas

Activity A.1.1 - Joint development and communication of Business and Industrial Zones mobility plans in Rural and Lagging Areas Mobility

Task Jointly developed step by step action plan for managing sustainable mobility in business and industrial zones of rural and lagging areas, detailing objectives, roles, steps, and including a dedicated management and communication plan to ensure effective implementation of actions.

Deliverable D.1.1.1 - Mobility Management Concept for BIZ RALA

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INFORMATION ABOUT THE PROJECT BIZ MOBILITY

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Development agency Sora Ltd. (RA SORA)

Project partners:

Development agency Sora Ltd. (RA SORA), Institute for Spatial Policies (IPoP), CIPRA Slovenia, Association for protection of the Alps (CIPRA Slovenia), Međimurje County (MŽ), Technology Innovation Centre Međimurje Ltd. (TICM), Nagykanizsa Asset Managemnet Plc. (NKVG Plc)

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Purpose of the project: Rural business and industrial zones play an important role in local economies but often lack sustainable, affordable transport, leaving staff dependent on private cars and driving up costs and emissions. BIZ Mobility aims to create greener commuting options. Partners in Slovenia, Croatia and Hungary co-design tailored mobility plans with companies and municipalities, appoint mobility coordinators, test funding models and cooperation agreements and run awareness campaigns. Pilot actions in all three countries show how walking, cycling, public transport and carpooling can be scaled up.

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Table of contents

INTRODUCTION	6
1. STRATEGIC PURPOSE	7
1.1 MANAGEMENT PRINCIPLES	7
1.2 OBJECTIVES OF THE MOBILITY MANAGEMENT CONCEPT	8
1.3 MANAGEMENT MODEL	8
2. GOVERNANCE AND RESPONSIBILITIES	9
2.1 CORE GOVERNANCE BODIES	10
2.2 RACI MATRIX	10
3. PARTNERSHIP FORMATION	10
3.1 BEFORE THE FIRST MEETING	11
3.2 FIRST MEETING OBJECTIVES.....	11
3.3 OPERATING ROUTINE	12
4. BASELINE ANALYSIS AND DATA MANAGEMENT.....	12
4.1 BASELINE COMPONENTS.....	12
4.2 DATA PROTECTION.....	13
5. MEASURE DEVELOPMENT	13
5.1 DECISION POINTS	14
5.2 IMPLEMENTATION PLAN	14
5.3 MONITORING AND REPORTING	15
5.4 RISK MANAGEMENT	15
6. COMMUNICATION.....	16
6.1 COMMUNICATION PRINCIPLES	16
6.2 COMMUNICATION MANAGEMENT PROCESS	16
6.3 INTERNAL AND EXTERNAL COMMUNICATION	20
6.4 MONITORING AND ADAPTATION	20
6.5 COMMUNICATION REQUIREMENTS	21
7. RESOURCES AND FUNDING MODEL	21
7.1 RESOURCE CATEGORIES	21
7.2 FUNDING PRINCIPLES	22
8. MOBILITY CONTRACT FRAMEWORK.....	23
9. CAPACITY BUILDING AND LONG-TERM MANAGEMENT	23
9.1 DURABILITY AND TRANSFERABILITY	24
10. EXAMPLES	25



APPENDIX 1: QUESTIONNAIRE FOR MANAGEMENT	30
APPENDIX 2: COMMUNICATION ACTION PLAN FOR BIZ	33



LIST OF ABBREVIATIONS USED

ABBREVIATION	FULL FORM
RA SORA	Development Agency Sora Ltd.
IPoP	Institute for Spatial Policies
CIPRA Slovenia	CIPRA Slovenia, Association for protection of the Alps
MŽ	Međimurje County
TICM	Technology Innovation Centre Međimurje Ltd.
NKVG Plc	Nagykanizsa Asset Management Plc.
BIZ	Business and industrial zones
RALA	Rural and lagging areas
MC	Mobility Management Concept
PT	Public transport



Introduction

This Mobility Management Concept (MC) is based on the BIZ Mobility project logic and provides a foundation for mobility management in business and industrial zones. It combines theoretical knowledge with initial observations from the three pilot BIZ (business and industrial zones): Industrijska cona Trata in Škofja Loka, Slovenia, Poslovni park Medimurje in Čakovec, Croatia and Industrial Park Nagykanizsa in Nagykanizsa, Hungary. Although diverse, similar challenges connected to sustainable mobility have been identified across all 3 pilot areas, which shows recurring patterns of problems in business and industrial zones across the wider region: high dependence on private cars, fragmented governance, underdeveloped walking and cycling infrastructure, limited public transport (PT) access or its poor timetable alignment, high parking pressure and low institutional capacity for joint mobility management.

The MC translates the project approach into a step-by-step procedure on how to increase collaboration among stakeholders of BIZ, to start working on sustainable mobility solutions. It presents the operational bridge between analysis and implementation. Its value lies in making cooperation easier: the right stakeholders meet at the right moments, decisions are recorded, quick wins are delivered, complex measures are prepared through evidence, and long-term responsibility is gradually established.

The plan is structured so that each stakeholder can understand its own role. It defines the governance model, meeting rhythm, task allocation, decision gates, monitoring routine and long-term funding logic. It is written in a practical way, so it does not only describe current state and desires of stakeholders but also explains how to get there through a sequence of manageable steps. For better understanding, various draft examples (action sheet, invitation note, risk register, etc.) are prepared at the end of the document, ready to be extended in drafts more suitable for the managed BIZ.

The MC is intended for organisations coordinating sustainable mobility in BIZ in all stages of planning, building and maintaining collaboration among stakeholders of BIZ. If used consistently, the plan can help BIZ move from fragmented mobility problems of a singular company to a partnership of many, that improves accessibility, safety, and quality of life for employees and community.



1. Strategic purpose

The purpose of the MC is to establish a realistic operating system for sustainable mobility management in BIZ of Rural and Lagging Areas. Such a system is built from various components such as a group of company contact persons, meeting routine, reporting plans, financial and communication plans, risk management etc. The plan supports the transformation of a car-oriented BIZ into a more accessible, safer and attractive employment area, without major effects on the cargo transport flows of BIZ. These represent an important part of all the traffic in the zone but are still not included in this MC. They must, however, be taken into consideration due to their impact on the commuting patterns. The MC uses BIZ strengths such as its proximity to the existing PT infrastructure, high density of employees, existing walking and cycling infrastructure, and already existing connections between companies, to challenge BIZ weaknesses. It focuses on everyday commuting of employees, last-mile access and cooperation between companies, public authorities, and other local stakeholders.

The plan presents the management layer of the mobility planning process. While mobility planning identifies problems and possible measures, the MC defines who takes responsibility, how cooperation is organised, how decisions are made, how measures are implemented and how progress is monitored.

1.1 Management principles

To ensure that the MC will work in different sites and is understandable to all stakeholders, it has to follow five simple, yet vital principles. Failure to prepare it in this way can increase costs or result in some chapters being unfinished.

Principle	Meaning	Practical implication
Clarity	<i>Every stakeholder must understand its role, expected contribution, decision rights and communication channel.</i>	<i>A simple role table must be used, contact persons should be named and a transparent decision log should always be written.</i>
Realism	<i>Tasks and targets must be achievable within the available time, budget and authority of stakeholders.</i>	<i>Low-cost, quick wins should be separated from measures that require more time for design, permits, funding and approval. Measures should be addressed at the right time to have the biggest impact.</i>
Transferability	<i>The model must be adaptable to other zones, including zones without a formal manager.</i>	<i>Templates, checklists and action sheets, along with comments and notes, should be prepared in a way that allows them to be reused.</i>
Completeness	<i>The plan must address mobility in the zone as a system, not only one isolated problem.</i>	<i>When talking about mobility challenges of the BIZ, topics of PT, walking, cycling, parking, carpooling, communication, promotional campaigns and governance should be addressed in a connected manner.</i>
Participation	<i>Sustainable mobility measures should be developed with the stakeholders who will implement or use them.</i>	<i>Companies, employees, municipalities and relevant stakeholders should be involved at appropriate stages of analysis, co-design and evaluation.</i>



1.2 Objectives of the Mobility Management Concept

- Create a functioning mobility network for BIZ, with named representatives from companies and public stakeholders.
- Define a routine for meetings, communication, decision-making and monitoring.
- Prepare a regularly updated base analysis on commuting patterns, parking demand, PT gaps and infrastructure safety issues.
- Gather employees' opinions on commuting, through survey responses and evaluate their answers to gain insight into their challenges and visions for BIZ development.
- Implement quick wins in the early stages of the project, to build trust and demonstrate value among early-stage partners and gain attention of potential new partners.
- Develop medium-term and long-term measures that require more extensive coordination, increased funding and formal agreements.
- Establish conditions for cooperation on sustainable mobility topics among BIZ companies to continue after the project period, including funding, mobility contracts and routine meetings.

1.3 Management model

The proposed management model is linear, with some stages being repeated in a circular process. The model is built around seven stages. Preparation is the first stage in which information is gathered and stakeholders are defined. When finished, it is soon followed by the mobilisation stage, which ends with an agreement on the first-period work plan. Stages 3 - 6 are repeated in a learning cycle, as often as needed. They follow in an order of diagnosing, co-designing, implementing and monitoring measures. The model finishes with stage seven, in which the model becomes institutionalised, meaning that it is mature enough for longer-term funding and transferable to other BIZ. The mobility network that way becomes a permanent learning mechanism rather than a one-time project group.

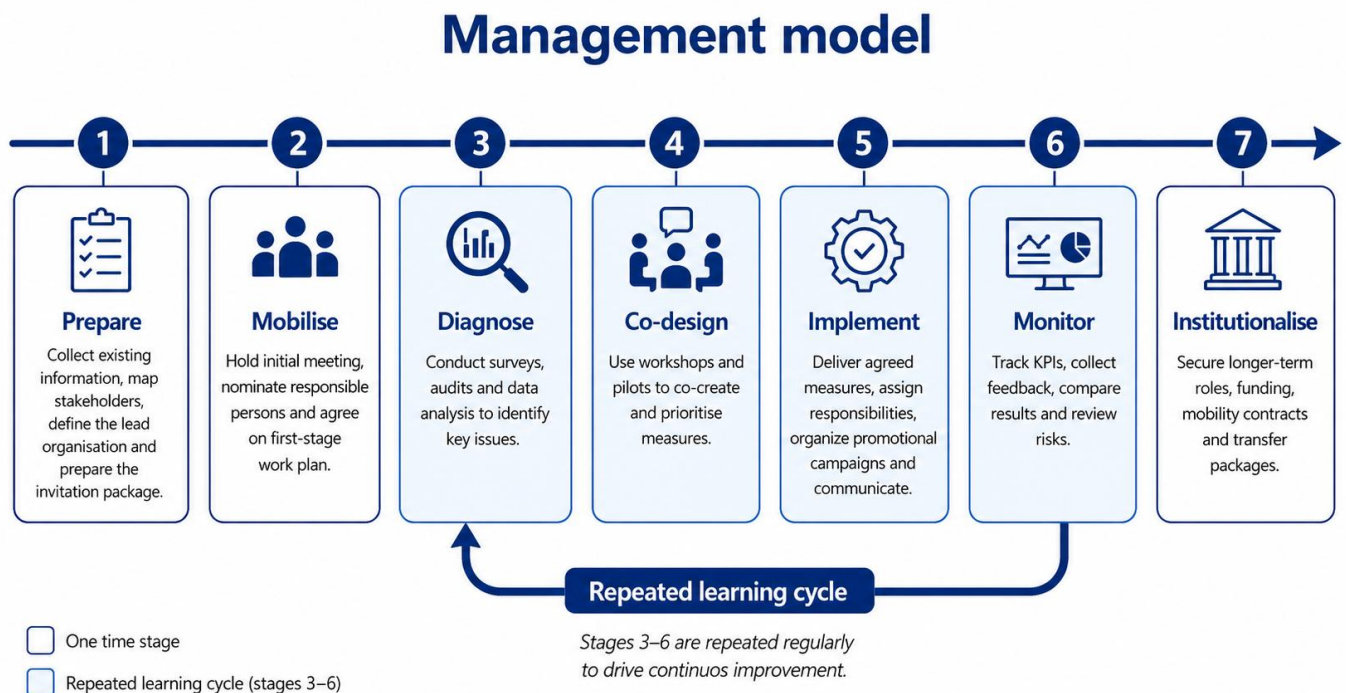


Figure 1: BIZ mobility management model



2. Governance and responsibilities

The governance model should not be complicated, so that companies are willing to join without perceiving the mobility network as a new administrative burden. On the other hand, it should be structured enough to support implementation of needed measures. Operational-level tasks are done by the company's contact person. When tasks and decisions exceed the responsibility of the contact person (funding, long-term strategies etc.), company management is involved.

In zones without a single formal manager/organisation, the lead organisation (regional development agency or similar) should act as a neutral coordinator among companies and system stakeholders. In zones with a business zone operator, the operator can take a stronger coordinating role among all stakeholders.

According to the management model described in Chapter 1.3, stakeholders are mapped in the beginning of the process in the preparation stage. They can be roughly divided into four larger groups, that can be later subdivided if needed.

Groups A and B consist of large and medium/small sized companies or service providers from the BIZ. They make up the majority of the representatives in the mobility network. They represent their companies while the employees can be either included or become part of their own stakeholder group. Group C consists of system stakeholders which means that representatives of local and regional authorities, PT operators etc. are represented in this group. Additional stakeholder group of users can be added, consisting of employees, temporary visitors and the local community (people who live near the BIZ). If this group is not identified as its own, representatives can be joined to other groups, where they fit the most.

Stakeholder groups in the mobility network

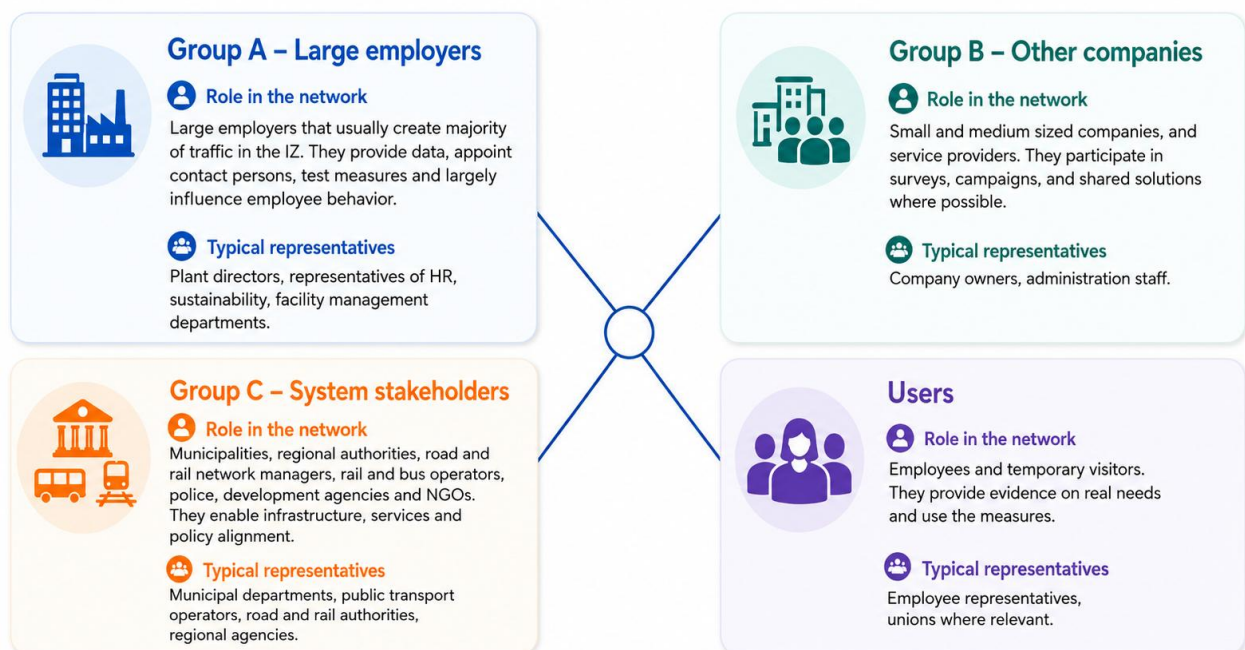


Figure 2: Stakeholder groups in the mobility network



2.1 Core governance bodies

The MC proposes three governance layers. The layers should not create bureaucracy; they should make cooperation predictable and transparent.

- Operational Mobility Group - prepares regular meetings, confirms priorities and timeframes, coordinates data collection, drafts action sheets, follows implementation, maintains the decision log and resolves issues. Members are representatives from lead organisation, zone owner (if there is one), municipality (if needed), experts (if needed) and contact persons of major employers.
- Company Mobility Contact Persons - communicate measures with employees, collect feedback, support surveys and campaigns, and report back to the operational mobility group on company concerns or questions. Contact persons are representatives of companies included in the mobility network. In the beginning, they receive basic training from lead organisation. A substitute contact person should also be appointed where possible (who should be trained too).
- Thematic Working Groups - temporary groups for specific challenges, e.g. PT, cycling, walking, parking, communication or funding. They are created as separate layers, only when needed.

Agreement on the basic rules should be made in the first meeting:

- Operational decisions should be made by consensus as often as possible. If consensus is not possible, a decision should be made based on the agreed prioritisation criteria (impact, cost, stakeholder readiness, safety relevance...).
- Measures that require public investment, changes to infrastructure, PT service changes or parking enforcement must be escalated to the competent authority. Those should be confirmed with the competent infrastructure manager before communication to employees.
- Every meeting should produce a decision log, responsible person, deadline and next check-in date.
- No company-specific data is shared publicly unless it is anonymised or explicitly approved.

2.2 RACI matrix

The RACI matrix clarifies roles and responsibilities of early-stage processes. It helps to prevent confusion about who does what in a project and reduces the risk of overlapping tasks. Tasks that need to be done are evaluated and different roles are given to the competent persons/groups. By using a RACI matrix for each stage, roles and responsibilities become clearer, supporting the principle of clarity.

The person or group that does the actual work to complete the task is identified as responsible partner. Once the work is done, there is a single owner who approves the work, and answers for the outcome. While working on the task, the responsible person should consult with the person/group listed as consulted before decisions are made. And then there are stakeholders who are kept updated on project progress and decisions but are not actively involved in the work or decision-making, these are listed as informed.

If a stakeholder cannot accept an accountable role, the task should be either simplified, postponed or assigned differently. The RACI matrix should be updated after every major milestone.

In I. EXAMPLE first-stage RACI matrix is already prepared. Note that the RACI matrix may differ between BIZ and should be adapted to the local needs and situations.

3. Partnership formation

Once potential early-stage partners have been identified by the lead organisation with the help of experts, the next task is to turn their interest into a functioning partnership. The onboarding process should be simple and should help companies' representatives to understand that joining the network does not immediately create a financial obligation; it creates a structured channel for solving shared mobility problems across BIZ such as fewer parking problems, safer access for employees and visitors, better



employee recruitment and a stronger voice towards operators and authorities. Early-stage partners should be carefully selected, as successful first steps towards more sustainable mobility can encourage other partners to join the network.

3.1 Before the first meeting

- Identify the lead organisation and confirm its mandate.
- If needed, include experts to help lead organisation with the first steps.
- Prepare a stakeholder map, segment them into groups and prioritise major employers for direct invitation.
- Prepare a short (max. 2-page) invitation package, explaining why the network is needed, what companies gain, and what is expected from them. II. EXAMPLE provides a draft of a short message to the company management.
- Draft an initial statement of participation to be signed in the first meeting.
- Prepare a baseline briefing (take extra care not to take too long) using existing data, field observations and known mobility challenges. Add a local map and figures showing the BIZ. This makes the first meeting more concrete and helps companies see that their problems are shared.
- Prepare a list of five quick-win topics that can be discussed, without waiting for major investment or approval from outside parties.
- Plan the flow of the first meeting: where and when it will take place, who should be invited and how the meeting will be structured.
- Align the organisation of the first meeting with the communication plan. It is important to present the conclusions of the first meeting to the interested public and potential new partners.

3.2 First meeting objectives

The first meeting should not be overloaded with technical details. Its purpose is to confirm willingness to cooperate, nominate contact persons and agree on the first practical tasks.

<i>Element</i>	<i>Description</i>
<i>Input</i>	<i>Initial stakeholder map, short baseline briefing about common BIZ mobility challenges, invitation package with mobility network purpose, draft initial statement of participation.</i>
<i>Participants</i>	<i>Lead organisation, municipality representative, zone owner (if there is one), major employers, other interested companies, community representative.</i>
<i>Key decisions</i>	<i>Confirm the network purpose, nominate contact persons in companies, agree on data collection (survey, site audits, etc.), approve first-year routine, select first quick wins.</i>
<i>Outputs</i>	<i>Contact list, decision log, agreed work plan for the early-stage period, signed final version of initial statement of participation.</i>
<i>Follow-up</i>	<i>Send a reminder with short notes within 7 days, confirm responsibilities, launch the survey or first data request within 30 days.</i>

Once the baseline briefing has been completed and representatives of all stakeholder groups are familiar with the common mobility challenges in the zone, a discussion workshop can be organised. This allows stakeholders to explore the zone's challenges in greater depth and gradually recognise how many of these challenges are shared. As a result, the need for partnership becomes clearer, and stakeholders' willingness to participate in the network is likely to increase.



After this discussion, the findings should be brought together and aligned with a list of potential quick-win topics. Stakeholders should jointly identify how these challenges can be addressed, agree on what needs to be done in the first implementation period, and define how data for future analysis will be collected.

In the final part of the first meeting, an initial statement of participation should be signed by the stakeholders present. This can be done either by signing separate letters or by adding signatures to a joint statement displayed on a whiteboard or poster. The purpose is to visibly mark their willingness to work closely with the mobility network in the next stages of the project.

The initial statement of participation should be short and non-legalistic in the first phase. It is a tool to build trust between companies and should not create a high entry barrier. It should state that the signatory companies, authorities and organisations support cooperation on mobility management, appoint a contact person, contribute to data collection where needed and participate in joint discussions on future measures. III. EXAMPLE shows what a short draft initial statement of participation could look like. A formal mobility contract in which financial and more legally binding topics are addressed can be developed later, once priorities and responsibilities are clearer.

3.3 Operating routine

After a successful first meeting, a routine is essential for a Mobility Network to work. Irregular meetings may lead to failure of the initiative because tasks are not followed up and responsibilities are not properly managed. The routine should therefore specify who meets, when they meet and what each meeting must produce. IV. EXAMPLE shows a simplified version of first-year routine for the Mobility Network.

The Operational Mobility Group should meet every quarter and monthly during active implementation phases. It should include the lead organisation, expert support and company mobility contact persons. Its main role is to prepare tasks, track action sheets, maintain the decision log and approve operational priorities.

The Full Mobility Network should meet twice per year and include all interested companies and relevant stakeholders. These meetings are intended to share progress, collect feedback and confirm the overall direction of the mobility network.

Thematic Working Groups should be established when needed for specific technical or organisational topics. They should include relevant technical stakeholders and focus on preparing concrete outputs, such as public transport proposals, parking policy analysis, priority lists for infrastructure upgrades or promotional campaigns.

Company leadership briefings should take place before major decisions. They should involve company directors or senior managers and should be used to discuss important funding, implementation or progress-related questions before formal decisions are made.

4. Baseline analysis and data management

To successfully manage the Mobility Network, a shared database is required. The baseline analysis should combine data on employee commuting patterns, physical infrastructure, PT services, parking conditions and other relevant factors. It should be detailed enough to support decisions, but not too complex. It should be presented in consistently formatted documents for easier work.

4.1 Baseline components

The baseline analysis should combine several complementary data sources. Each component should provide practical evidence for decision-making and should be collected by the persons best placed to access or interpret the information.



The employee survey should collect information on home locations by settlement or postcode, current commuting mode, working shift patterns, everyday mobility challenges and willingness to change travel behaviour. This includes interest in car

pooling, walking, cycling or using public transport. The survey should be carried out by all participating companies, with support from their appointed mobility contact persons.

A site audit should document mobility conditions in and around the industrial zone. It should identify walking and cycling gaps, unsafe crossings, unclear signage, lighting issues, surface quality, route continuity and access to stations and stops. The audit should be coordinated by the lead organisation, supported by experts, the municipality, road managers and other relevant infrastructure stakeholders.

The public transport analysis should review routes, timetables, first- and last-mile connections, compatibility with work shifts, missing connections, transfer penalties and the availability of passenger information. This analysis should be prepared by the Operational Mobility Group, with support from experts, the municipality, regional authorities and public transport operators.

The parking analysis should assess parking occupancy, illegal parking, conflict points, electric vehicle and disabled parking spaces, shared parking potential and the use of P+R facilities. It should be coordinated by the Operational Mobility Group, with support from companies, the municipality and enforcement services.

The stakeholder interviews should explore management expectations, operational constraints, planned investments, company-specific mobility measures and willingness to cooperate. These interviews should be led by the lead organisation with expert support. APPENDIX 1 provides a set of questions for company management representatives.

4.2 Data protection

Companies may hesitate to share information, especially business-sensitive or personal data. The network should therefore agree on a simple data protocol. Individual employee data and company-level data should not be collected unless necessary. Such data should be aggregated and presented at zone level, with company-specific findings shared only with the relevant company unless permission is given.

- Use anonymous employee surveys by default.
- Collect home locations at a level that is useful but not personally identifiable.
- Present shift patterns in general time windows where needed.
- Agree in advance which data will be public, internal or confidential.
- Store the contact list and survey data in a secure shared folder with limited access.

5. Measure development

The MC should start with quick wins. They build trust, show visible progress and help the network learn how to cooperate. More complex measures should be prepared in parallel, but they should enter implementation at an appropriate point. On the other hand, it should not take too much time to start implementing more complex measures once sufficient evidence and resources are gathered since those take much more time to complete and show results. Some measures may be implemented only once, while others may recur regularly. In the early stage, even a task that may seem small can represent an important achievement. V. EXAMPLE provides a quick-win package for the early-stage.



Category	Typical timing	Definition	Examples
Quick wins	0-6 months	Low-cost/high-impact actions that improve information and awareness.	Joint information point, contact person network, first survey, mobility map, promotional campaign, parking audit.
Pilot measures	6-18 months	Small tests that generate much needed evidence before scaling them.	Carpooling pilot, priority parking for carpoolers, bike-to-work campaign, station-to-zone last mile initiative, temporary shuttle test.
Infrastructure and service upgrades	12-36 months	Measures requiring design, permits, operator negotiations or public funding.	Cycle and pedestrian gaps, bus route changes, timetable alignment, safer crossings, lighting, bike-sharing points, P+R areas.
Institutional measures	18+ months	Measures that formalise roles, funding and long-term accountability.	Mobility coordinator role, mobility contract, shared parking agreement, long-term funding model.

5.1 Decision points

The network should not try to implement every measure at once, so it should agree on decision points. These decision points make it easier to decide which measures are ready, which require more evidence and which should be postponed.

It is important that measures with high safety relevance should not be rejected only because they are too complex at the beginning. Instead, they should be moved into a preparation track with priority, clear responsibility and supportive documentation. When in doubt which challenge to address first a simple prioritisation criteria matrix such as in VI. EXAMPLE can be used.

Decision step	Key question	Possible decision
1 - Challenge confirmed	Is there enough data, field evidence or stakeholder feedback?	Define the challenge or collect more data.
2 - Owner identified	Is there a responsible organisation that can prepare the next step?	Assign an owner or remove the measure from the active measure list.
3 - Authority clear	Who has legal or operational authority to decide?	If needed escalate to municipality, road/rail manager, operator or company management.
4 - Resources available	Are staff time, budget, technical support and communication capacity available?	Approve, scale down, seek funding or postpone.
5 - Implementation accepted	Do affected stakeholders understand and accept the measure?	Prepare communication, adjust the measure or run a pilot first.
6 - Results reviewed	Did the measure deliver the expected effect?	Scale, modify, continue monitoring or stop.

5.2 Implementation plan

Implementation should be managed through action sheets rather than broad descriptions. With broad descriptions, roles and responsibilities for individual tasks may easily become unclear. Each action sheet should define the measure, owner, partners, tasks, timeline, costs, risks, communication steps and



indicators. This makes the plan realistic and easy to monitor. An action sheet can be created from a single draft like the one presented in VII. EXAMPLE.

Communication and awareness campaigns are not an add-on. They are a very important management tool that helps the mobility network to attract new partners, collect data, motivate employees, present progress and secure support for more complex measures. They should be planned in line with the Communication Strategy and the relevant Communication Action Plan and reviewed during regular Mobility Network meetings. Communication should focus on practical benefits rather than abstract sustainability messages only.

5.3 Monitoring and reporting

Monitoring should be simple, regular and useful for decisions and it should not become a parallel reporting burden. The Operational Mobility Group should gather monitoring data and prepare short progress reports at regular intervals. The report should not be too long, but it must include updated data in an attractive and understandable form. Topics that should be included in such a report could be activities completed, indicators of ongoing measures, risks that may arise, decisions made for the next period task and if any support is needed from various stakeholders.

KPIs should be chosen carefully so that they are relevant and easily measured. In VIII. EXAMPLE recommended indicators are presented, but they should always be adapted to the needs and situation in the observed BIZ.

<i>KPI level</i>	<i>Meaning</i>	<i>Example indicators</i>
<i>Input</i>	<i>Resources invested</i>	<i>Number of participating companies; number of contact persons; staff hours; budget committed.</i>
<i>Output</i>	<i>Activities delivered</i>	<i>Surveys completed; meetings held; campaigns run; information point published; critical points documented.</i>
<i>Outcome</i>	<i>Changes in behaviour or service use</i>	<i>Mode share change; carpooling registrations; PT use; cycling/walking feedback; parking occupancy.</i>
<i>Impact</i>	<i>Longer-term effects</i>	<i>Reduced solo car commuting, safer access, reduced illegal parking, lower emissions where calculable.</i>

The annual review is the most important progress report that needs to be prepared by the Operational Mobility Group. The annual review closes the management cycle and allows results to be evaluated. It should confirm what was implemented, what changed, what did not work, and what the next-year priorities are. The review should also update the stakeholder list, risks, funding needs, contact person list, training needs and communication plan. This provides the basis for the next-year cycle. A short summary of what was done in the past year should be prepared and published for the employees, stakeholders and interested public.

5.4 Risk management

Mobility management in business and industrial zones depends on many actors that do not report to one another. That presents an even larger problem when there is no zone operator function or there has been no regular communication between stakeholders in the past. Risk management therefore needs to focus on all potential coordination, participation and implementation risks that may arise in any of the stages.

Risk levels should be adapted after the first meeting. Potential risks should also include local factors such as land and infrastructure ownership, ongoing construction works, cross-border commuting or seasonal labour patterns.



An issue should be escalated when it blocks implementation, requires a decision beyond the operational group, involves legal or financial commitments, or affects safety. Escalation should be documented in the issue log with a proposed decision and deadline.

- Operational issue: solved by the Operational Mobility Group.
- Company-level issue: escalated to the relevant company management.
- Public authority issue: escalated to the competent municipal or regional department.
- Urgent safety issue: reported immediately to the responsible infrastructure authority.

To track and address risks in advance, a risk register should be maintained by the Operational group. A risk register is provided in IX. EXAMPLE.

6. Communication

Communication is an important part of mobility management. It helps involve stakeholders, supports data collection and preparation of measures and encourages participation in their implementation. It also plays an important role in raising awareness and supporting long-term changes in commuting habits.

Communication should be planned together with mobility management activities. It should reflect the target group, local context and stage of the process. Communication should not only provide information. It should also give stakeholders the opportunity to share data, express needs, give feedback and take part in the development of mobility solutions.

The joint BIZ Mobility Communication Strategy defines the common communication objectives, target groups, key messages, channels and communication rules. More detailed activities for each pilot area are defined in separate Communication Action Plans.

6.1 Communication principles

Communication should follow the following principles:

- Clarity: information should be short, understandable and relevant to the target group.
- Consistency: project terminology, key messages and visual identity should be used consistently.
- Participation: communication should support two-way exchange and active stakeholder involvement.
- Timing: stakeholders should receive information when they can still contribute to the process or take action.
- Local relevance: communication should respond to actual mobility challenges and use the relevant local language when addressing employees and local stakeholders.
- Accessibility: communication should be understandable and accessible to different user groups.
- Accuracy: only confirmed and up-to-date information should be communicated.

6.2 Communication management process

Communication can be organised through the following steps.

Step 1: Set up communication coordination

Before communication activities start:

- appoint a person responsible for communication;
- identify contact persons in participating organisations and companies;
- agree on internal communication channels;



- define who prepares, validates and publishes information;
- agree on how communication activities and evidence will be recorded.

Existing communication channels of municipalities, companies and other stakeholders should be used whenever possible.

Communication between organisations involved in mobility management should be regular, simple and transparent.

Step 2: Identify target groups

Identify who needs to be informed, consulted or actively involved.

Main target groups can include:

- employees;
- companies and employers;
- local, regional and national authorities;
- public transport, infrastructure and other service providers;
- interest groups and NGOs;
- expert and research organisations;
- local communities and the general public;
- media.

For each group define:

- its role in the mobility process;
- why it needs to be involved;
- what information it needs;
- what contribution or action is expected;
- the most appropriate communication channel.

Communication should be adapted to the audience. Employees need practical and motivating information. Companies need clear information about benefits, responsibilities and possible solutions. Public authorities need information that supports cooperation and decision-making.

Step 3: Define the objective and message

Each communication activity should have a clear purpose.

Before preparing communication, define:

- Who is the target group?
- Why are we communicating?
- What should they know?
- What do we want them to do?
- Which benefit is most relevant to them?

Key messages should be short and adapted to the target group.

Core messages can include:

- sustainable mobility benefits employees, employers and local communities;
- better mobility improves accessibility, competitiveness and quality of life;
- successful mobility management requires cooperation between public and private stakeholders;
- sustainable mobility should provide more practical choices for commuting;
- small changes in commuting behaviour can create long-term environmental, social and health benefits.



Step 4: Select communication channels and tools

Communication channels should be selected according to the target group and purpose.

Possible channels include:

- direct communication and e-mail;
- internal company communication;
- meetings and consultations;
- workshops and events;
- project and partner websites;
- social media;
- local, regional and national media;
- printed and visual materials;
- presentations, publications and videos.

Existing communication channels of companies, municipalities and other participating organisations should be used whenever possible.

Direct communication is especially important when stakeholders are expected to provide data or feedback, participate in activities or take decisions.

Step 5: Integrate communication into the mobility management process

Communication should support all stages of the mobility management process.

<i>Mobility management stage</i>	<i>Communication purpose</i>
<i>Preparation mobilisation</i>	<i>Introduce the process, approach companies and stakeholders and encourage participation.</i>
<i>Diagnosis</i>	<i>Support data collection (surveys, focus groups, consultations) and explain identified mobility challenges.</i>
<i>Co-design</i>	<i>Present findings, discuss priorities and collect feedback on proposed solutions.</i>
<i>Implementation</i>	<i>Explain planned measures, responsibilities and participation opportunities and support awareness-raising activities.</i>
<i>Monitoring</i>	<i>Collect feedback, communicate progress and present achieved results.</i>
<i>Institutionalisation</i>	<i>Communicate long-term arrangements, lessons learned and good practices. Support continued cooperation and transfer to other BIZ.</i>

Communication should therefore be planned together with mobility management activities and not added only after measures have already been prepared.

Step 6: Support awareness raising and behavioural change

Awareness-raising activities should encourage employees to consider and test more sustainable ways of travelling to work.



Communication can address walking and cycling, public transport, carpooling, combined journeys, safe and accessible commuting, company-supported mobility solutions and maintaining sustainable commuting habits over time.

Awareness-raising activities should be practical, engaging and adapted to local mobility challenges. Where possible, campaigns should go beyond providing information and actively involve employees. Innovative and interactive approaches such as challenges, gamification, demonstrations, employee stories, peer-to-peer promotion or small activation events can be used to encourage participation and test new commuting habits.

Possible activities include:

- sustainable mobility breakfast or snack events;
- cycling or walking challenges;
- carpooling challenges or matching activities;
- bicycle servicing or safety checks;
- testing public transport or combined journeys;
- employee stories and examples of good practice;
- sustainable mobility ambassadors;
- site visits to identify mobility barriers;
- quizzes, competitions or other gamified activities;
- activities linked to European Mobility Week.

Activities should respond to actual mobility challenges and local conditions. Different BIZ may therefore use different activities and formats.

Each awareness-raising activity should have a clear behavioural objective. For example, the objective may be to encourage employees to complete a survey, try cycling to work, use public transport, join a carpool or participate in a mobility event.

Detailed campaign themes, activities, timing and target values are defined in the pilot Communication Action Plans.

Step 7: Support two-way communication

Communication with stakeholders should work in both directions.

Stakeholders should be able to provide data, identify mobility challenges, express needs and concerns, propose solutions, comment on proposed measures and provide feedback on implemented activities.

Relevant feedback should be recorded and used to improve measures and future communication activities.

Step 8: Communicate measures and results

Technical mobility information should be presented in a simple and understandable way.

When communicating a mobility measure, explain:

- what problem it addresses;
- what is planned or has been implemented;
- who is responsible;
- what benefits are expected;
- when it will happen;
- how employees, companies or other stakeholders can participate.

Information on infrastructure, public transport, parking or public investment should only be presented as confirmed once it has been approved by the responsible organisation.



Step 9: Check information before communication

Before publishing important information, check:

- Is the information up to date?
- Is the responsible organisation clear?
- Are the timing and responsibilities confirmed?
- Have the necessary decisions or approvals been obtained?
- Is the message clear for the target group?

6.3 Internal and external communication

Internal communication supports coordination between organisations involved in mobility management. It should allow information to be shared quickly and help partners coordinate common activities.

External communication supports dialogue with stakeholders and target groups. Information should be clear, relevant and easy to access.

For larger communication activities, it should be clear:

- who provides content;
- who prepares the communication;
- who checks technical or institutional information where needed;
- who publishes or distributes the information.

Within BIZ Mobility, RA SORA coordinates joint project communication and communication monitoring. Project partners provide information on their activities and implement communication in their respective pilot areas.

6.4 Monitoring and adaptation

Communication should be monitored regularly. Monitoring helps check whether the right target groups are being reached and whether communication supports the objectives of mobility management.

Monitoring can include:

- number and type of communication activities implemented;
- reach and engagement;
- number of participating organisations;
- participation in meetings, workshops and events;
- stakeholder and employee feedback;
- media coverage;
- response to awareness-raising activities;
- changes in awareness or behaviour where these can be measured.

Evidence can include links, screenshots, photographs, attendance lists, communication analytics and activity records.

Awareness-raising activities should also be evaluated through stakeholder feedback and participation data. Where possible, results from baseline and final employee surveys can be compared.

Findings should be used to improve future communication activities.



6.5 Communication requirements

All communication should:

- be clear and easy to understand;
- reflect the needs of the target group and local context;
- use the relevant local language when addressing employees, local stakeholders and the general public;
- use consistent project terminology and messages;
- respect accessibility and personal data protection requirements;
- use accurate and current information;
- follow the BIZ Mobility and Interreg CENTRAL EUROPE visual identity and visibility requirements.

The detailed communication framework, communication channels and visual identity requirements are defined in the BIZ Mobility Communication Strategy. Pilot-specific activities, responsibilities, campaign waves, target values, promotional materials and implementation timelines are defined in the respective Communication Action Plans.

7. Resources and funding model

A realistic MC must distinguish between tasks that can be implemented with existing resources and tasks that require additional funding. In the first year, the network can rely on project support and low-cost measures. For long-term durability, a well-prepared funding model is needed for preparation, communication, and monitoring of more complex measures.

7.1 Resource categories

Coordination covers meeting preparation, reminders, decision logs, stakeholder contact and reporting. In the early phase, this role can be covered by the lead organisation, a development agency or, where it exists, the business zone manager. Development agencies and chambers of commerce or crafts can also support coordination between companies, the municipality and other stakeholders, prepare project applications, conduct research, support training of mobility coordinators and help with promotion.

Technical support includes employee surveys, data analysis, site audits, measure design, public transport proposals and mobility studies. These tasks can be funded through project funds, municipal funding or regional programmes. Municipalities can finance or co-finance studies and planning documents when measures have a wider public benefit and are also used by residents, visitors or other users beyond employees of companies in the zone. Companies can contribute by providing data on working hours and employee mobility for the preparation of mobility studies, while public transport operators and mobility service providers can support the process with data, analysis, app development or reservation systems.

Communication covers the joint information point, campaign materials, events, employee engagement and promotional activities. It can be supported through project funds, company contributions and municipal communication channels. Local businesses, banks, energy companies or other private partners may also support promotional campaigns or equipment in exchange for visibility. Communication should not be treated as a secondary activity, because it helps employees understand new options, increases participation in surveys and campaigns, and builds trust in the mobility network.

Implementation includes concrete measures such as signage, road markings, parking changes, bicycle facilities, shuttle pilots, infrastructure works and access improvements. Municipalities should primarily finance or co-finance measures with wider public benefit, such as safe pedestrian paths and bicycle connections to the business zone, traffic signals, pedestrian crossings, traffic calming, bus stops, canopies, public bicycle stands, public bike-sharing systems, trial bus routes or on-demand shuttles. Property owners



and business zone managers can contribute by arranging safe footpaths within complexes, shared parking areas and access routes.

Companies may fund or co-fund measures that directly improve access for their employees and visitors. Their contribution may be in-kind, such as providing land for a bus stop or bicycle shed, car-sharing parking spaces, space or charging infrastructure for electric vehicles, company vehicles, electric company vehicles, showers, dressing rooms, lockers and other workplace facilities. They may also provide financial contributions through a joint mobility fund, shared employee transport, construction and operation of shared bicycle facilities, allowances or rewards for employees arriving by bicycle, on foot or by public transport, company or electric bicycles, membership fees for bike-sharing systems, or benefits for employees who give up a parking space.

Employees may cover a small part of the cost of services they use directly, but they should never become the main financiers of the system. Their contribution may include symbolic payment for joint transport, payment for individual bus or train journeys, membership fees for bike-sharing systems, or participation in the purchase of an electric bicycle.

Public transport operators and mobility service providers can contribute through business-based cooperation. This may include an initial period of operation at a lower cost, promotional trial tickets, support with user data and analysis, development of applications and booking systems, or partial risk-taking related to the number of users.

7.2 Funding principles

Funding principles are usually not finalised in the early stages of Mobility Network development. Nevertheless, possible funding options should be discussed from an early stage. Some possible examples of funding are presented in the table below. Long-term management covers the mobility coordinator role, network maintenance, annual monitoring, contract management and regular updating of measures. These activities require a stable funding model after the initial project period. Possible arrangements include shared funding model, a mobility contract, a zone management fee, a public-private agreement or measure-specific financing. Energy companies, banks and private partners can also support individual actions. For example, energy companies may finance charging stations, banks may offer favourable financing for electric bicycles, vehicles or charging infrastructure, and local businesses may support equipment or campaigns in exchange for visibility.

Start with low-cost cooperation measures to prove value before requesting larger contributions. Use public funding for measures in public space and company contributions for company-level measures, unless another arrangement is agreed. Where measures benefit several companies, consider shared contributions based on employee numbers or another transparent formula. Use pilot results and gathered data to justify larger funding requests.

<i>Formula</i>	<i>Description</i>	<i>Strength</i>	<i>Limitation</i>
<i>Equal contribution</i>	<i>Each participating company pays the same annual amount.</i>	<i>Simple and transparent.</i>	<i>May feel unfair if company sizes differ greatly.</i>
<i>Employee-based contribution</i>	<i>Contribution is proportional to number of employees in the zone.</i>	<i>Reflects potential mobility impact.</i>	<i>Requires updated employee numbers.</i>
<i>Measure-based contribution</i>	<i>Companies contribute only to measures they use or benefit from.</i>	<i>Good for pilots and voluntary measures.</i>	<i>Can fragment the network.</i>
<i>Public-private package</i>	<i>Municipality funds coordination or infrastructure; companies fund communication and workplace measures.</i>	<i>Balances public and private benefit.</i>	<i>Requires clear agreement.</i>
<i>Zone management fee</i>	<i>Mobility management included in wider zone management costs.</i>	<i>Durable if a zone manager exists.</i>	<i>Difficult where no formal zone management exists.</i>



8. Mobility contract framework

A mobility contract is a formal or semi-formal agreement between engaged public stakeholders and businesses in the zone. It helps with changing cooperation into commitments that lead to changes. The contract should not be introduced too early. It might seem too binding and could discourage companies from participating in the Mobility Network. A good time to present plans for a more committed approach to mobility is after the network has completed the baseline analysis, selected priority measures and tested at least one quick win or pilot. This gives companies and other stakeholders some evidence that the cooperation is moving in the right direction. A mobility contract can be developed at a later stage and adapted to the needs of the mobility network. Before signing, the draft should be reviewed by a legal expert and discussed with the participating organisations.

The legal form of the contract can vary. It may take the form of a memorandum of understanding, cooperation agreement, public-private agreement or formal contract. The purpose of the mobility contract is:

- Formalise the partnership beyond the project period. It can help to define and secure long-term funding and resources.
- Clarify responsibilities among partners regarding coordination, data sharing, communication, measures and monitoring.
- Create a sense of responsibility for annual work plans and monitoring results.
- Its commitments provide a stronger basis for negotiations with PT operators, infrastructure managers and governing bodies.

The negotiation process should remain flexible and should not create unnecessary pressure, as it may discourage organisations from participating. Steps to follow may look like:

- Preparation of a non-binding concept note, based on the baseline report and first-year results.
- Discussion of the concept note with major employers, municipality and zone owner.
- Drafting the contract structure (realistic commitments, funding forms, governance, special requests).
- Getting feedback from legal and, if needed, financial and technical experts.
- Approving and then signing the contract through the appropriate management or municipal procedure.
- Publishing a short summary of the commitments for employees and the interested public as part of project communication.

9. Capacity building and long-term management

The network will only function if people understand their roles. In many business and industrial zones, companies do not have formal mobility managers. The MC therefore starts with contact persons and gradually builds capacity towards mobility coordinators. The role of mobility coordinator is developed in the later stages of mobility network creation. In the first stages, it is only important to understand the basic role and appoint suitable company contact persons.

Contact person role	Description
Function	Act as the link between employees, company management and the mobility network.
Profile	HR, occupational safety, sustainability, facility management.
Main tasks	Gather and share information, support surveys, collect feedback, promote campaigns, report company constraints and monitor company-level measures.



Time demand

Low in the first phase; higher during surveys or campaigns.

Needs

Basic training, ready-to-use communication materials, clear deadlines and a contact point for questions (Lead organisation).

The company mobility contact person is the main link between the company and the BIZ mobility network. The role does not require advanced mobility expertise (at least not in the first phase). The contact person is appointed by company management for an agreed period with possibility of renewal.

Peer learning should be part of the routine. Contact persons should exchange examples of what worked and what did not. This can include short company presentations during network meetings, study visits, shared campaign materials and a common FAQ. Peer learning is especially valuable for smaller companies that cannot develop their own mobility management capacity.

9.1 Durability and transferability

Durability means that the network continues to function after the initial project or external expert support ends.

That means that coworking partners must agree on a coordinator that remains in place even after the project. If coordination person or any of contact persons/mobility managers leaves company or changes their position must be updated with new, trained staff. They can get needed knowledge from templates and data stored in a common repository. To prevent delays and longer periods without action or guidance a meeting routine must be well-integrated into networks and stakeholders' management planning. This is the only way that annual monitoring reports are produced and with it results. Network funding must be discussed prior to initial project ending, all parties must agree on which funding model to proceed after project financial support ends. A mobility contract with financial topics included should be signed before the initial project ending.

Transferability means that the model can be adapted to other business and industrial zones with different sizes, governance structures and mobility problems.

At the end of the first implementation cycle, the network should prepare a transfer package. This package should enable another zone to replicate the method without starting from zero. In the final chapter, explicitly state which elements are universal and which must be adapted locally. For example, meeting routine and action sheets are transferable, while PT proposals depend on local operators and contracts. Transfer package should include at least:

- Short description of the local context and why the network was established.
- Stakeholder map and governance model.
- Survey template, baseline report outline.
- Action sheet templates and examples of implemented measures.
- Campaign materials and communication timeline.
- Monitoring dashboard and KPI definitions.
- Risk register and lessons learned.



10. Examples

I. EXAMPLE: First stage RACI Matrix

Task	Responsible	Accountable	Consulted	Informed
Prepare stakeholder map and invitation package	Lead organisation	Lead organisation's work group	Companies, municipality	Relevant stakeholders
Nominate company contact persons	Companies	Lead organisation	HR/management	Employees
Run employee commuting survey	Lead organisation	Company contact persons	Data protection officer	Employees, management
Carry out site audit and parking counts	Expert support	Company contact persons	Municipality, enforcement	Mobility Network
Prepare PT improvement proposal	Thematic working group	Municipality/ regional authority	Operators, companies	Employees, decision-makers
Launch joint information point	Communication Group	Company contact persons	PT operators	Employees, visitors
Run awareness campaign	Communication Group	Company contact persons	Municipality, NGOs	Employees, public
Select pilot measures	Operational Mobility Group	Companies	Relevant stakeholders	Mobility Network
Monitor indicators	Operational Mobility Group	Company contact persons	Expert support	Employees
Prepare mobility contract	Lead organisation	All relevant stakeholders	Legal/financial managers	Mobility Network

II. EXAMPLE: Invitation to Mobility Network for the industrial zone

Dear Director,

We invite your company to join the first meeting of the Mobility Network for the Industrial Zone. The network will bring together interested companies, the municipality, transport operators and other relevant stakeholders to address shared mobility challenges in a practical and coordinated way.

By working together, companies can achieve results that are difficult to reach individually:

Fewer parking challenges

Better and joint parking information, joint carpooling possibilities, and improved use of existing parking capacity.

Safer access for employees and visitors

Joint identification of dangerous points on commuting routes (missing sidewalks, cycling lane gaps and unclear signage).

Better employee recruitment

Improved commuting options make the zone more accessible and attractive, especially for potential employees without reliable car access.



A stronger voice when dealing with operators and authorities

A joint Mobility Network has more weight when proposing timetable changes, public transport improvements or infrastructure upgrades.

What will be discussed?

The first meeting will focus on:

appointing company contact persons,

identifying the most urgent mobility problems,

preparing the basis for mobility surveys, and first steps towards quick win solutions,

defining how the network will communicate with companies and authorities.

The aim is not to create additional bureaucracy, but to build a cooperation platform that helps companies solve everyday mobility problems.

We kindly invite you to participate and/or nominate a company representative.

III. EXAMPLE: Initial statement of participation

By signing this initial statement of participation, the organisation confirms its willingness to participate in the Mobility Network for the Industrial Zone. The purpose of the Mobility Network is to improve accessibility, reduce car dependency, increase traffic safety, support better commuting options and promote sustainable mobility among its employees and visitors.

The organisation agrees to participate in the initial processes by nominating a contact person, taking part in network activities where needed, supporting communication with employees and contributing to the identification of shared mobility challenges.

This accession statement does not create any financial obligations for the organisation. Any future obligations related to funding, implementation of measures, long-term management or formal responsibilities will be defined separately through a mobility contract, funding agreement or another appropriate document agreed by the participating stakeholders.

IV. EXAMPLE: Recommended first-year routine

Timing	Routine	Purpose
Month 1	First meeting	Confirm participation, contact persons and first work plan.
Months 1-2	Lead organisation regular check-ins with companies	Prepare survey, site audit and communication materials.
Months 2-3	Employee survey and site audit	Collect baseline data and identify early-stage challenges that can be addressed.
Month 4 - 5	Operational workshop	Review baseline results and prepare measure shortlist. Start preparing solutions for selected quick wins challenges.
Month 6	Second meeting	Approve the start of quick wins solution implementation and decide which complex measures should enter the preparation period.
Months 6-10	Work on quick wins implementation	Deliver first quick wins i.e. joint information point, awareness campaigns, carpooling pilot breakfast.
Month 10 - 11	Progress review	Review KPIs and employee feedback.



Month 12	Third meeting	Check results, confirm next-year priorities (more complex measures), funding needs and possible mobility contract process.
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V. EXAMPLE: Quick-win package for the early-stage

An early-stage package can combine organisational, informational, data actions and one visible campaign. This keeps the workload manageable and creates immediate visible value for all stakeholders.

- Organisational action: appoint company mobility contact persons and create a shared mailing list with an appropriate collaboration channel.
- Information action: publish a simple “How to get to BIZ” PDF or web page/app with up-to-date PT, walking, cycling, carpooling and parking information.
- Data action: conduct an employee mobility survey and first parking count.
- Visible action: organise a promotional campaign such as a carpooling breakfast, bike-to-work week, safe-route walk or P+R promotion campaign.

VI. EXAMPLE: Prioritisation criteria

For less complex measures, a simple scoring table with appropriate notes can be used, while more complex measures may require an expert pre-assessment. If a quick-win measure scores at least 18 points and it has a named owner, it can get a green light for initial phase for confirmation.

Criteria	Question	Score
Safety	Does the measure reduce risk for pedestrians, cyclists or other users?	0-5
User impact	How many employees, visitors or residents benefit?	0-5
Feasibility	Can it be prepared with available authority and resources?	0-5
Cost-effectiveness	Is the expected benefit reasonable compared with the effort?	0-5
Readiness	Are the responsible stakeholders willing to act now?	0-5
Transferability	Can the measure or method be reused in another zone?	0-5
Communication value	Will the measure visibly demonstrate progress and build trust?	0-5

VII. EXAMPLE: Action sheet

Field	Draft content
Measure	Joint information point: 'How to get to BIZ'
Owner	Communication thematic working group, supported by company contact persons and PT operators.
Tasks	Collect timetable links, map walking and cycling routes, list parking rules, price lists, regime, add carpooling platforms or websites, prepare a PDF or webpage, distribute through company channels.



<i>Decision points</i>	<i>Confirm who updates the information; confirm approval from operators or municipality for route and parking information.</i>
<i>Timeline</i>	<i>Prepare within 6 weeks; review every 3 months.</i>
<i>KPIs</i>	<i>Number of companies distributing it, page views or downloads, employee feedback, number of mobility questions received.</i>

VIII. EXAMPLE: Recommended indicators

<i>Area</i>	<i>Indicator</i>	<i>Frequency</i>	<i>Responsible</i>
<i>Network participation</i>	<i>Number of companies participating; share of employees represented</i>	<i>Every meeting period</i>	<i>Operational group</i>
<i>Contact persons</i>	<i>Number of trained company contact persons</i>	<i>Every meeting period</i>	<i>Lead organisation</i>
<i>Survey response</i>	<i>Number and percentage of employees responding</i>	<i>Survey period</i>	<i>Operational group</i>
<i>Mode share</i>	<i>Share of employees commuting by car, carpooling, PT, cycling, walking</i>	<i>Baseline and every two years</i>	<i>Operational group</i>
<i>Parking</i>	<i>Occupancy at selected parking areas; illegal parking hotspots</i>	<i>Baseline and every two years</i>	<i>Operational group with support of Municipality</i>
<i>PT</i>	<i>Number of shifts with suitable PT connection</i>	<i>Baseline and every year</i>	<i>PT working group with support of carriers</i>
<i>Infrastructure</i>	<i>Number of critical points documented, submitted, improved</i>	<i>Every meeting period</i>	<i>Municipality / infrastructure owner</i>
<i>Campaign reach</i>	<i>Employees reached, materials distributed, page views or downloads</i>	<i>Per campaign</i>	<i>Communication working group</i>



IX. EXAMPLE: Risk register

<i>Risk</i>	<i>Level</i>	<i>Mitigation</i>	<i>Owner</i>
Low company participation	High	Start with major employers, use direct invitations, keep entry requirements low, show quick benefits.	Lead organisation
Weak employee response to surveys	Medium	Use company channels, short survey, QR codes, incentives.	Company contacts
No authority over key infrastructure	High	Identify responsible owner early, prepare evidence package, escalate through municipality or regional authority.	Operational group
PT changes not feasible quickly	High	Separate short-term information measures from longer-term service negotiations; use data to build case.	PT working group
Parking measures perceived as negative	Medium	Start with monitoring, information and alternatives before enforcement; communicate safety.	Municipality / companies
Contact person turnover	Medium	Maintain shared records, train more than one person in major companies, include role in onboarding processes.	Companies
Funding gap after project	High	Develop funding model during project, test low-cost routine, prepare mobility contract and letters of intent.	Lead organisation/company leadership
Data sensitivity	Medium	Use anonymised and aggregated data; agree data protocol before collection.	Lead organisation



Appendix 1: Questionnaire for Management

BEFORE THE INTERVIEW

1. What is your role in the company, and in which challenges related to employee mobility, infrastructure or sustainability are you involved within the company?
2. How do you usually commute to work, and what influences your choice of this mode of transport?

ABOUT THE COMPANY

3. How would you describe the company's organisational culture (care for employees, the environment, cost efficiency, involvement of the local community, etc.)?
4. How important are topics related to the environment, health, mobility and coexistence with the community for the management? Are they part of the company strategy, reporting, certification, etc.?
5. Who in the company is responsible for monitoring the situation and introducing mobility measures?
6. How is working time organised in the company? Are employees, in line with the needs and possibilities of their job position, offered adjustments such as flexible working hours or working from home?

CURRENT SITUATION AND CHALLENGES

7. What are the main mobility challenges you recognise in your company and at the level of the entire zone? Does transport accessibility or inaccessibility affect the company's operations?

EXAMPLES: *Parking (costs, shortage of spaces, illegal parking), congestion, safety for pedestrians and cyclists, walking and cycling access (quality of signage and infrastructure), public transport (network coverage, timetable alignment with shifts, frequency of departures, price, overcrowded lines), recruitment difficulties due to unattractive accessibility, accessibility for persons with disabilities, difficulties related to goods transport for suppliers and customers, employee delays, etc.*

8. In your opinion, how do employees commute to work? Do you keep records of this? Are there differences between employee groups, shifts or departments?

9. Why, in your opinion, do many employees commute by car?

EXAMPLES: *Distance, lack of alternatives, family obligations, business trips, comfort, free parking, habits, lack of information, etc.*

10. Which employees or job positions have the greatest potential to change their commuting mode, and which have the least?



EXISTING PRACTICES

11. Which mobility measures is the company already implementing?

EXAMPLES: *Bicycle parking, changing rooms, showers, company (e-)bicycles, organised employee transport, incentives for commuting on foot or by bicycle, promotion of carpooling, electric charging stations, sustainable business travel, reserved parking spaces.*

12. Which of the listed measures have proven successful, and which have not?

13. Does the company have any goals or commitments related to employee mobility?

14. How does the company communicate about mobility and sustainability topics? How often are these topics communicated?

EXAMPLES: *Communication channels, role of management, one-way or two-way communication, surveys, focus groups, workshops, thematic events, participation in municipal or national initiatives, etc.*

15. Where do you see opportunities to involve employees more effectively in the preparation and testing of measures?

EXAMPLES: *Mobility ambassadors, pilot groups, trade unions, management as a role model, reward challenges, feedback mechanisms.*

READINESS AND COMMITMENT TO CHANGE

16. What does the concept of sustainable mobility mean to your company? Where do you see its benefits?

17. Are you willing to cooperate on sustainable mobility challenges with the municipality and other companies? How seriously are you prepared to cooperate, and what do you expect from such cooperation?

18. What results in the field of sustainable mobility would you like to achieve in the next two to three years?

19. How ready is the company to participate in identifying challenges, implementing measures and monitoring progress? In what ways is the company prepared to participate?

EXAMPLES: *Contact person, provision of data, support for communication, participation in pilot projects, co-financing.*

20. Would the company be willing to sign an initial statement of cooperation? Are there any reservations regarding this?

21. Which changes would management be willing to support? Are there any limitations, and which measures could not currently be accepted? Why?

22. Under which conditions could the company contribute financially or organisationally to the mobility partnership? Are there any reservations regarding financing?

EXAMPLES: *Measurable results, external funding, participation of other companies, participation of the municipality.*

23. Who should be responsible for further cooperation within the company? Would you be willing to gradually establish the role of a mobility manager?



MEASURES AND INCENTIVES

24. In your opinion, what would most encourage employees to change their travel habits?

EXAMPLES: *Better public transport, safe walking and cycling connections, incentives or rewards, organised transport, organised carpooling, changed parking policy in the zone.*

25. Which three measures would be most useful for your company?

26. Which measures would be more effective if implemented jointly by companies in the zone?

CONCLUSION

27. Do you have any advice for the project team in preparing the mobility plan?

28. Would you like to add anything else? Is there anything we did not ask?



Appendix 2: Communication Action Plan for BIZ

PURPOSE AND SCOPE

This communication plan provides a practical framework for planning and implementing communication as part of the mobility management process in a business or industrial zone. It translates common communication principles into local activities, responsibilities, timing and monitoring requirements.

The plan should support the full mobility management process from stakeholder mobilisation and data collection to co-design, implementation, awareness-raising activities, monitoring and communication of results.

- Stakeholder and employee engagement
- Company outreach and cooperation
- Surveys, consultations and other data collection
- Communication of baseline findings and mobility challenges
- Co-design and implementation of mobility measures
- Awareness-raising and behaviour-change activities
- Communication of results, good practices and next steps

General communication objectives, target groups, key messages and visual identity rules should be defined in the Communication Strategy. This local action plan focuses on implementation.

LOCAL COMMUNICATION SETUP

<i>BIZ / pilot area</i>	<i>[Name of BIZ]</i>
<i>Country / region</i>	[Country / region]
<i>Lead organisation</i>	[Organisation]
<i>Communication lead</i>	[Name / role]
<i>Main local partners</i>	[Municipality, companies, transport providers, experts, etc.]
<i>Implementation period</i>	[Month/year - Month/year]
<i>Primary target groups</i>	[Employees, companies, authorities, other groups]
<i>Main communication channels</i>	[Company channels, website, social media, events, direct contact, etc.]

COMMUNICATION RESULTS AND TARGET VALUES

Before implementation, each BIZ should define realistic target values. Targets should reflect the size of the zone, available channels and planned mobility activities. The examples below are indicative only.

<i>Area</i>	<i>Suggested approach</i>	<i>Local target</i>	<i>Evidence</i>
<i>Social media</i>	Regular posts during key phases and campaign waves	[define locally]	links, screenshots, analytics
<i>Website / online news</i>	Updates at key milestones	[define locally]	links, screenshots
<i>Meetings / events / workshops</i>	Direct stakeholder and employee engagement	[define locally]	attendance list, agenda, photos
<i>Internal company communication</i>	Use company newsletters, intranet, email, notice boards or internal meetings	[define locally]	emails, screenshots, copies
<i>Media communication</i>	Communicate milestones with genuine local news value	[define locally]	press release, media coverage
<i>Communication materials</i>	Materials for surveys, campaigns and results	[define locally]	files, photos, copies



<i>Video / stories</i>	Short visual content where useful	[define locally]	video, story, interview
<i>Results dissemination</i>	Public or stakeholder presentation of results	[define locally]	presentation, event record

CAMPAIGN WAVES

Awareness-raising communication can be organised in several campaign waves. Timing should follow the progress of the mobility plan and the availability of companies and employees. Three common themes are shown below.

<i>Wave</i>	<i>Theme</i>	<i>Main focus</i>	<i>Possible activities</i>	<i>Timing</i>
1	Understanding sustainable commuting to work	Current commuting patterns, available options, benefits of change	Company outreach, survey promotion, mobility breakfast, challenge launch	[define locally]
2	Shared solutions for employers and employees	Carpooling, public transport, cycling, walking, route and shift coordination	Employee event, bicycle check, carpool matching, etc.	[define locally]
3	Safe, accessible and long-term sustainable mobility	Safety, accessibility, mobility plan measures, long-term uptake	Result presentation, site visit, ambassadors, good-practice stories	[define locally]

Campaign waves do not need to be identical in every BIZ. Their content should respond to local mobility challenges and findings from the baseline analysis.

ACTION PLAN

The table below is a menu of transferable activities. Select, combine or adapt them to the local context. One activity may support several communication objectives.

<i>No.</i>	<i>Activity</i>	<i>Implementation</i>	<i>Possible result</i>	<i>Timing</i>	<i>Responsible</i>
A1	Set up local communication coordination	Confirm contact persons, internal workflow and communication channels.	Contact list and coordination meeting	Start	Lead organisation
A2	Prepare a company outreach package	Prepare a short project introduction, benefits, forms of participation and contact details.	Information package / presentation	Preparation	Lead organisation
A3	Approach company management and HR	Use direct meetings and email to secure participation, access to employees and data.	Company outreach actions and short questionnaire	Preparation	Lead organisation and company contacts
A4	Inform and engage employees	Explain the process, benefits, planned activities and ways to participate.	Internal notices / employee presentation	Early phase and ongoing	Companies and contact persons
A5	Support employee survey and data collection	Prepare survey invitation, QR code, reminders and information on data use.	Survey communication package	Diagnosis	Lead organisation and companies
A6	Communicate baseline findings	Prepare a simple visual summary of commuting habits, problems and needs.	Summary / infographic / presentation	After analysis	Lead organisation and experts
A7	Joint review of critical mobility points	Organise a site visit with companies, employees, authorities and experts.	Site visit, map/list and photos	Diagnosis / co-design	Municipality / BIZ and experts
A8	Support co-design and consultation	Present findings and collect feedback on priorities and proposed measures.	Workshop / consultation record	Co-design	Lead organisation and stakeholders
A9	Campaign wave 1	Introduce sustainable commuting options and	Campaign outputs and activation activity	Campaign 1	Local communication team



		encourage testing alternatives.			
A10	Campaign wave 2	Promote shared and company-supported solutions.	Campaign outputs and participation activity	Campaign 2	Local communication team
A11	Campaign wave 3	Communicate safe, accessible and long-term solutions and mobility plan measures.	Campaign outputs and dissemination activity	Campaign 3	Local communication team
A12	Employee stories and good practices	Use short interviews, quotes, photos or examples from employees and companies.	2-3 stories or more	Throughout	Companies and communication team
A13	Sustainable mobility ambassadors	Identify employees who can motivate colleagues through personal examples.	1-3 ambassadors	Campaign period	Companies
A14	Video and media communication	Prepare short visual content and targeted media communication at relevant milestones.	Video / press release / media contact	Key milestones	Communication lead
A15	Communicate mobility plan measures	Prepare a plain-language summary: problem, measure, responsibility, benefit and next step.	Easy-to-understand summary	Implementation	Lead organisation and responsible authority
A16	Engage decision-makers	Present results, policy needs, funding options or institutional recommendations where relevant.	Presentation / workshop / factsheet	Later phase	Public authority / lead
A17	Final presentation of results	Present campaign results, employee feedback, mobility measures and recommendations.	Final event / public presentation	End	Lead organisation and partners
A18	Document and review communication	Record evidence, evaluate what worked and transfer lessons to the next campaign or other BIZ.	Monitoring record and short review	Continuous	Communication lead

AWARENESS-RAISING AND BEHAVIOUR-CHANGE ACTIVITIES

Awareness raising should go beyond one-way information. Activities should be practical, engaging and linked to a clear behavioural objective. Where appropriate, use interactive formats, demonstrations, gamification and peer-to-peer communication. Innovation does not need to be complex or expensive. Simple activities can work well when they are easy to join and connected to everyday commuting.

- Sustainable mobility breakfast or snack event
- Walking or cycling to work challenge
- Carpool matching or speed-dating session, carpool challenge or promotion of reserved carpool parking spaces
- Bicycle servicing, safety check or practical cycling demonstration
- Public transport or multimodal journey trial, such as a try-an-alternative day or week
- Mobility bingo, quiz, points-based challenge or team competition
- Employee stories, mini-interviews and company good practices
- Sustainable mobility ambassadors
- Joint walk-through or site visit to identify mobility barriers
- Visual communication of survey results and mobility challenges
- Activities linked to European Mobility Week or other relevant local initiatives



Each activity should answer one question: what do we want employees or stakeholders to do differently? Examples include completing a survey, trying cycling or public transport, joining a carpool, attending a workshop or giving feedback on a proposed measure.

COMMUNICATION AND PROMOTIONAL MATERIALS

Materials should support the purpose of the activity and be useful for the target group. Digital and printed materials can include posters, flyers, maps, infographics, survey cards with QR codes, presentations, short videos and campaign visuals.

Promotional items should be selected carefully. They should have a clear link to the campaign, be practical and durable, avoid unnecessary waste and comply with applicable eligibility, procurement and visual identity rules. For BIZ Mobility activities, the examples below are indicative only and do not confirm eligibility. Programme eligibility and approval requirements must be checked before procurement.

<i>Type of promotional material</i>	<i>Examples</i>
<i>Stationery</i>	pens, pencils, notebooks
<i>Textile items</i>	T-shirts, reflective vests, reflective bands, cycling gloves, cycling socks
<i>Bags and packaging</i>	canvas bags, backpacks, bicycle bags
<i>Cycling promotional items</i>	reflective bands, lights, bells, seat covers, phone holders
<i>Safety and visibility items</i>	reflectors, reflective stickers, wristbands
<i>Reusable items</i>	water bottles, cups, thermal mugs
<i>Printed promotional materials</i>	flyers, brochures, posters, stickers
<i>Presentation equipment</i>	roll-up banners, promotional display boards, flags
<i>Campaign incentives (subject to eligibility / approval)</i>	small practical items linked to sustainable mobility and the campaign objective (lock, helmet, backpack, towel, sunscreen, etc.).

ROLES AND COOPERATION ARRANGEMENTS

<i>Responsible party / participants</i>	<i>Typical role</i>
<i>BIZ coordinator / lead organisation</i>	Coordination of the local plan, stakeholder engagement, content preparation, monitoring.
<i>Municipality / public authority</i>	Local channels, stakeholder mobilisation, communication of public measures and decisions.
<i>Participating companies</i>	Access to employees, internal communication, surveys, feedback and evidence.
<i>Company contact person(s)</i>	Direct link with employees, reminders, practical coordination and feedback.
<i>Mobility coordinators, where established</i>	Communication on mobility options, support to employees and long-term follow-up.
<i>Expert partners</i>	Technical content, data, recommendations and participation in events or campaigns.
<i>Communication lead</i>	Website and social media content, media relations, materials and evidence.

ACCESSIBILITY AND DIGITAL COMMUNICATION

Communication should use clear language and accessible formats. Relevant images and infographics should include alternative text where possible. Use sufficient contrast, readable font sizes and captions for



videos where feasible. Communication with employees and the local public should use the relevant local language. Photographs, employee stories and personal data should be used in line with applicable data protection requirements and internal company procedures.

When social media is used, keep hashtags limited and relevant. During BIZ Mobility activities, project hashtags such as #BIZMobility and #InterregCE can be combined with thematic and local hashtags.

MONITORING AND ADAPTATION

Communication should be monitored throughout implementation. Evidence should be collected as activities take place and should be easy to use for project reporting and local learning.

<i>What is monitored</i>	<i>Indicator</i>	<i>Evidence</i>
<i>Posts and news</i>	Number of posts, reach and engagement	Analytics, links, screenshots
<i>Meetings and events</i>	Number of activities and participants	Attendance lists, agendas, photos
<i>Internal company communication</i>	Number of notices and estimated reach	Emails, screenshots, newsletters
<i>Campaign waves</i>	Planned outputs and employee response	Activity record, short evaluation
<i>Stakeholder engagement</i>	Organisations involved and feedback received	Meeting notes, feedback records
<i>Awareness / behaviour change</i>	Change or desired action where measurable	Baseline/final survey, participation data

After each campaign wave or major activity, prepare a short review:

- What worked well?
- Which target groups participated?
- Which channels or activities generated the strongest response?
- What did not work as expected?
- What should be changed in the next phase?

IMPLEMENTATION REQUIREMENTS

The plan should remain flexible. Timing and activities may be adjusted to the progress of the mobility plan, implementation of measures, availability of companies and employees, local events and stakeholder feedback.

Before publishing important information, confirm that the content is accurate, responsibilities and timing are clear, and any required approvals have been obtained. Infrastructure, public transport, parking or public investment measures should only be presented as confirmed after approval by the responsible organisation.

COMMUNICATION ACTIVITY SHEET

Use this short sheet for larger communication activities, events or campaign actions.

<i>Activity</i>	<i>[complete locally]</i>
<i>Mobility management stage</i>	<i>[complete locally]</i>
<i>Communication objective</i>	<i>[complete locally]</i>
<i>Target group</i>	<i>[complete locally]</i>
<i>Desired action / behaviour</i>	<i>[complete locally]</i>
<i>Key message</i>	<i>[complete locally]</i>
<i>Channel / format</i>	<i>[complete locally]</i>
<i>Responsible organisation</i>	<i>[complete locally]</i>
<i>Timing</i>	<i>[complete locally]</i>
<i>Materials / resources</i>	<i>[complete locally]</i>
<i>Indicator / expected result</i>	<i>[complete locally]</i>
<i>Evidence / lessons learned</i>	<i>[complete locally]</i>
<i>Feedback / follow-up</i>	<i>[complete locally]</i>