

# DEMO FINAL REPORT SOUTH BOHEMIA (BUS LINES ENHANCING MOBILITY)

D.T2.5.7.

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Title Demo final report South Bohemia (bus lines enhancing mobility of residents and tourists)

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## 1. Objectives of the pilot

The main goal of the pilot project in the South Bohemian Region described in the Application form of the project was to introduce several new bus lines, which would serve to meet the needs of tourists and to provide basic transport services for local residents. The initial idea of the pilot project was the introduction of several new winter lines, enabling the transport of winter equipment (skis, snowboards, sledges, snowshoes) between larger centres and winter destinations in the South Bohemian Region and several new summer lines enabling the transport of bicycles again between larger centres to tourist destinations in the South Bohemian Region, where it has not been possible to transport other than by individual car transport.

Due to the pandemic covid-19, the pilot's goal did not change, the modification was only that instead of several winter lines in the 2019/2020 season, only one line was competed in public procurement due to the fear of another wave of pandemics, and the saved funds were used for summer season 2021, when 4 new summer cycling lines were competing. The fear of a bad pandemic situation and the winter season turned out to be justified and the transfer of funds to the summer season was a very good step.

### 2. Pilot area description

The territory of the entire South Bohemian Region was chosen as the pilot area, so that thanks to the introduction of the pilot project, those areas and those time interventions would be covered where both tourist and basic transport services were missing.

The South Bohemian Region is the second largest region in the Czech Republic and holds the first place in the lowest population density per square kilometre. There are about 620 municipalities in the region, of which there are 7 larger regional centres, of which one is a regional city. The South Bohemian region is famous for its untouched nature, which thanks to the absence of heavy industry a healthy and untouched landscape full of forests and famous for its numerous ponds and the large Lipno reservoir, which is called "the Czech Sea". There is also the largest national park in the Czech Republic, Šumava, and several protected nature areas. There are many cultural and historical monuments, two are UNESCO sites. The South Bohemian Region is the second most visited tourist region after the capital city of Prague, and thanks to the recent pandemic situation, it is ranked first.

However, a major shortcoming is the structure of public transport, which faces the challenge of low population density and a large number of scattered small settlements. Apart from the backbone railway network, transport does not provide very good basic weekend service.

As for tourist transport, its development began 3 years ago, when the region is gradually building a summer and winter system of bus lines. The main goal of the piloting activities was to expand this system and test the potential for new summer and winter lines. The gradual development of the tourist transport system is shown in the figures 1 and 2.





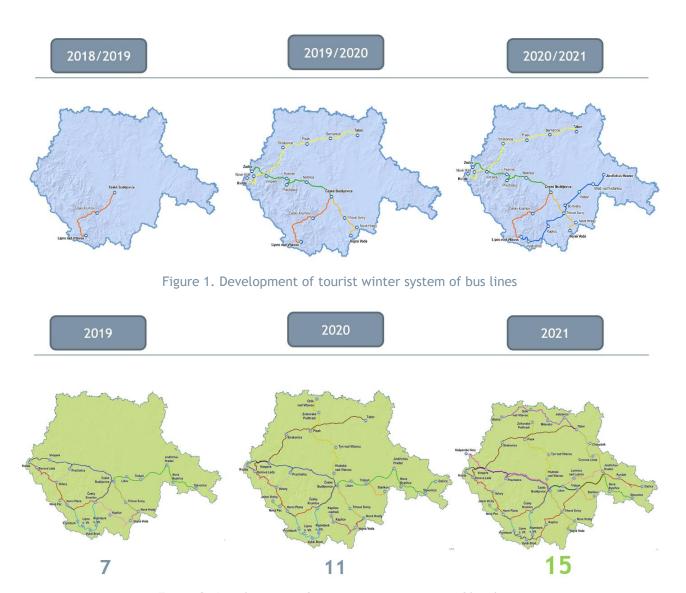


Figure 2. Development of tourist summer system of bus lines

## 3. Pilot implementation

### 3.1. Realization of the pilot

The overall implementation process was divided into the following three parts:

### 3.1.1. Planning phase (June 2020 - June 2021)

The following partial steps took place within the planning phase:

a) determination of the goal of the pilot project and the target group: the target group was primarily determined tourists from both local residents and visitors to the South Bohemian region, the secondary group were local residents for whom the new service was to provide basic transport services at intervals completely missing and thus provide them with the opportunity to travel, for example shopping.





- b) definition of the route of the new lines: the new lines were run in such a way as to ensure the connection of larger centres with tourist attractions and to ensure traffic coverage in those parts of the region where it was missing. At the same time, a suitable compromise was sought so that the line could negotiate with local residents outside the purpose of tourism to ensure their basic transport needs.
- c) definition of the timetable of individual lines: the definition of the timetable was again based on ensuring that the lines provide suitable connections for visiting tourist sites and attractions in the area, but also to cover the missing transport needs of local residents. The interconnection has been primary linked on the TEN-T railway network between Prague and Linz and other bus and rail trunk lines in the areas - so that the new and existing lines is suitably supplemented and offers passengers comfortable transfers.
- d) specification of technical and operational standards of individual lines: this specification included the definition of the vehicle used and, in the case of bicycle lines, of the bike trailer. A modern bus with the necessary technology meeting the criteria of a public contract for public transport for the next 10 years in the South Bohemian Region, which was also in the process of a public contract at the time of project implementation, was chosen for pilot operation. In addition to a high-quality and comfortable vehicle, this meant, for example, equipping the vehicle with a GPS system so that all traffic data was sent to the central dispatching system, while publishing location and delay information for passengers via a web application.
- e) definition of indicators of the success of the new service: in this step, indicators were defined on the basis of which the new service will be evaluated and will serve as background material for the management of the South Bohemian Region for decisions on possible further financing of the pilot service.
- f) public procurement: within the implementation phase, after thorough planning, a public procurement process for new services took place.
- g) preparation of the public campaign: at the same time, when planning the operation, the planning of the advertising campaign and the public contract for their suppliers took place. More about advertising activities is given in point 5.3.

#### 3.1.2. Implementation phase (December 2020 - August 2021)

The implementation phase and the final service are described in section 5.4.

### 3.1.3. Evaluation phase (April 2021 - November 2021)

The evaluation phase and the results obtained are described in point 6.

In terms of problems and obstacles, the biggest obstacle was time, both for thorough planning of the service and for the timely implementation of a public procurement, which has very long deadlines for each phase due to the legislation.

Another problem was the uncertainty of the development of the COVID-19 pandemic, which caused a lower range of winter services and, above all, affected the operation of the winter line. However, it did not cause any delay or interruption in the implementation of the project.

The last problem was the common operational problems, which, however, were always resolved in a timely and proper manner in cooperation with the bus operating company, and as a result there were no complaints from the side of passengers.





### 3.2. Involved stakeholders

The following two groups were involved as a stakeholders in the pilot project:

- a) <u>representatives of self-government and state administration:</u> these were mainly the mayors of the municipalities concerned, which were served by pilot lines and officials in the transport department
- b) <u>stakeholders from the field of tourism:</u> they were representatives of destination managers of individual tourist areas and direct representatives of tourist attractions in the area.

Stakeholders were indirectly involved in the preparatory phase, so that, based on their requests and complaints sent to the public transport coordinator in previous years, these proposals were included in the planning of the route and timetables of the new bus lines.

They were directly involved in the advertising campaign, where, thanks to representatives of municipalities, information about the new lines was extended far beyond the possibilities of the project partner. It was about disseminating and sharing information through the community's available communication channels. The same share of work was done by destination managers of tourist areas or representative tourist attractions in the area. As a model example of cooperation with stakeholders, it is necessary to emphasize that within the cooperation, passengers who prove themselves with a valid travel document from the project winter line were offered a discount of 30% for ski pass in the destination ski resort.

The whole cooperation with stakeholders was beneficial for all parties, however, it was largely influenced by the pandemic situation, which throughout the planning phase represented a hard lockdown and the impossibility of personal meetings with the actors.

### 3.3. Promotional activities

The advertising campaign was divided into two parts according to the time period of implementation as well as the services.

### 3.3.1. Winter season

The winter season was significantly reduced due to the deteriorating pandemic situation and it was decided to spend a smaller share and implement by project workers own possibilities.

Posters were created for this season, which were distributed throughout the municipalities along the route, information centres and at bus stops. Written information was passed on to representatives of municipalities, destination areas and the ski resort. As a result, information has spread among local residents through municipal radio, newspapers, websites and social networks. Thanks to the sharing of information by the ski resort and to the dissemination among potential visitors. Thanks to the publication of a press release through the regional office, articles were published across the press and radio media.

#### 3.3.2. Summer season

Due to the assumption of a significant improvement of the epidemiological situation, more pronounced range was planned for the summer season. It consisted of a part that was made in the on-line area with the help of a professional advertising agency. The second part was carried out similarly to the winter season with the help of our own forces and stakeholders.

The complete output is given in project output C.2.2., which is attached as an appendix.







Figure 3. Winter and summer project poster

### 3.4. Final service

The final service implemented during the pilot project consisted of the introduction of new bus lines with the possibility of transporting winter equipment in the winter season and with the possibility of transporting bicycles in the summer season.

### 3.4.1. Winter season services

This part was formed by one bus line between the town of Jindřichův Hradec and the destination Lipno nad Vltavou, where the largest South Bohemian ski resort Ski-Lipno is located, there are several well-groomed trails for cross-country skiing and a winter skating rink on the surface of Lake Lipno.

The tracing of the line within the system of winter lines is shown in Figure 4 and Figure 5 represents the used vehicle.

The main benefits of this line were:

- connection of the last "unconnected" regional hub (Jindřichův Hradec) with the winter destination
- incorporation of the line in the system of South Bohemian winter lines
- inter-connection in the town of Trhové Sviny to other winter lines to the cross-country skiing destination Hojná Voda





- inter-connection at the Kaplice railway station to train TEN-T network
- in addition to the tourist potential, the offer of a regular transport connection in the local transport flows
- 30% discount on one-day ski pass at the destination



ICOM!

Figure 4. Winter line in the whole system

Figure 5. Winter bus

#### 3.4.2. Summer season services

This part consisted of four new bus lines. The route of the lines and their additions to the system of South Bohemian summer lines are in Figure 6 and Figure 7-9 represent used vehicles.

- The first line was Jindřichův Hradec Choustník Tábor. This line enabled transport to one of the most visited attractions in the South Bohemian region of Červená Lhota Castle and the ruins of Choustník and Kozí Hrádek. In addition, it connected two large centres of the region.
- The second line was Lišov (fast interchange possibilities to České Budějovice) Lomnice nad Lužnicí Jindřichův Hradec. This line connected the deep forests of two neighbouring destination areas and on its route were monuments such as Jemčina Castle or the family entertainment complex in Roseč.
- The third line connected Tábor Orlík nad Vltavou Blatná. Its route connected the Toulava destination area, which is currently most affected by the absence of weekend public transport. On the route of the line there are sights such as the Monastery in Milevsko, the family entertainment archeopark or the Orlík nad Vltavou or Blatná chateau.
- The last fourth line of most of the route copied the winter line, with the destination being extended by about 10 km along the Lipno lake to the town of Frymburk. The line formed two short days connecting part of the bank of the lake with the valley town and the historically important castle Rožmberk nad Vltavou.

The main benefits of these lines were:

connection of "unconnected" large centres with other tourist attractions





- incorporation of lines in the system of South Bohemian summer lines
- guaranteed inter-connections to other buses of the South Bohemian Summer Lines
- guaranteed inter-connections to train TEN-T network, as well as other regional lines, including the narrow-gauge rail-line
- in addition to the tourist potential, the offer of a regular transport connection in the local transport
  flow
- bicycle transport





Figure 6. Summer line in the whole system

Figure 7. Summer bus - line 1 + 2





Figure 8. Summer bus - line 3

Figure 9. Summer bus - line 4

The operation of the winter line and summer lines took place in full-scale, as defined by the contract, the winter line was affected by the bad pandemic situation, on the contrary, the summer lines expanded the offer of the system of tourist transport. During the operation, only minor operational deviations (exclusions) occurred, which were resolved by law and did not have negative consequences for passengers. The service was professionally performed both operationally and technically, and no passenger complaints were recorded during the operation.

### 3.5. Changes

The implemented plans outlined in the Launch Report were fully implemented and no deviation occurred.





### 4. Pilot evaluation

### 4.1. Results

The defined KPIs in the demo launch report were elaborated as followings. Operational indicators will be needed, namely the number of transported persons, where it will be possible to identify for each transported person his age category (standard passenger categories according to the tariff - children, pupils, students, workers, seniors 65+), date of transport, start and end of their trip and tourist equipment of the passenger (ski, bike, without equipment). Interesting data could also be obtained from a qualitative survey among passengers, however, whether questionnaire surveys or personal interviews with passengers will be possible will be shown by the epidemiological situation.

Except for the questionnaire survey, everything was properly done.

#### 4.1.1. Evaluation of the winter season

Table 1. Winter season data

Jindřichův Hradec - Lipno nad Vltavou					
299	passengers transported				
5,15	passengers per connection				
1,77 CZK/km	revenue per km				
33,5 CZK/km	operational cost				
6 902 km	total operated km				
10 597,45 €	total operation cost				

The winter season was strongly affected by the pandemic situation, when on the fourth day of operation, the government was ordered to completely close the ski resorts and related tourist services (Table 1). Over the next few months, the measures changed from a total ban of three weeks movement from the place of residence to a ban on the transfer of persons between districts for another three weeks. Despite these measures, the first days of operation showed strong potential among skiers, while the remaining weeks showed potential among locals. The number of passengers on the route was not significantly lower than the number of passengers on the routes of the established lines at the time of all bans on the movement of persons and other restrictions. Thus, although the potential of the line could not be tested under normal conditions, the results obtained confirm that the potential with which the line was planned actually exists. The importance of more target groups has also been fully demonstrated, so that in the event of a failure, service fulfils its purpose for another group.

#### 4.1.2. Evaluation of the summer season

Table 2. Summer season data

Jindřichův Hradec - Tábor			
1117	passengers transported		
22	bicycles transported		





5,08 CZK/km	revenue per km
33,5 CZK/km	operational cost
7 200 km	total operated km
11 055 €	total operation cost

Jindřichův Hradec - Lišov				
282	passengers transported			
25	bicycles transported			
1,21 CZK/km	revenue per km			
33,5 CZK/km	operational cost			
6 480 km	total operated km			
9 949,5 €	total operation cost			

Tábor - Blatná	
835	passengers transported
30	bicycles transported
2,38 CZK/km	revenue per km
39 CZK/km	operational cost
11 592 km	total operated km
20 720,70 €	total operation cost

Dačice - Frymburk			
3123	passengers transported		
110	bicycles transported		
4,82 CZK/km	revenue per km		
36,8 CZK/km	operational cost		
18 648 km	total operated km		
31 452,96 €	total operation cost		

The summer season was implemented at a time when pandemic measures had already been lifted (Table 2). It was slightly negatively affected by the lower interest of tourists spending holidays within the country and the number of passengers was lower than expected. However, this occurred in all sectors of domestic tourism (lower hotel occupancy, lower attendance of monuments), lower passenger numbers were also on the established lines of the system. Nevertheless, the lines showed a surge of a significant number of passengers and the indicators of two of them were quite promising and potential. No negative reactions were received during the operation, on the contrary, the new services were welcomed both by passengers and by the mayors of the municipalities and representatives of the tourist sphere. Personal conversations with passengers welcomed the fact that locals would get out of their homes without a car on weekends and that tourists would have access to the tourist sights by public transport.





### 4.2. Target groups

Defined target groups among passengers have been reached. Defining more target groups proved to be very appropriate, especially with regard to the pandemic situation, which completely stopped the tourism sector in the winter season, when it turned out that the project makes sense even in the case of usability of the second target group.

As far as defined stakeholders are concerned, a declared cooperation was achieved both between local government representatives (especially the mayors of the affected municipalities which the lines serve) and between tourist entities (South Bohemian Tourist Board, managers of individual tourist areas, owners of tourist attractions).

Both the project planning and the advertising campaign took place with the first group of stakeholders, the second group cooperated on the advertising campaign, as described in section 5.3.

### 4.3. Feedback

As mentioned above, the feedback was obtained through personal interviews with passengers and in close cooperation with the stakeholder. As the stakeholders were, as far as possible, already included in the preparatory phase and throughout the implementation phase, the feedback was neutral or positive. Within the group of passengers, we did not record any significant complaints, apart from the usual operational overstaffs, which are standard even within the operation of all services in the public service obligation of the region.

### 4.4. Post-pilot plans

The results showed facts of interest, in addition to the above-mentioned indicators, the data also show detailed analyses of traffic flows, for each line they show which time sessions and which geographical sections were used the most and are valuable data for further planning.

The South Bohemian Region will strive to stabilize the system under construction and gradually expand its offer, especially so that it serves both local residents and tourists and complements the existing bus and train connections.

Interest in the further development of the pilot project is newly built into the conceptual materials, the most important of which is the "Plan of public transport in the area of the South Bohemian Region". This plan is in the condition of Czech Republic necessary and is based on the law n. 194 / 2010 about Public transport services. Main goal of PTP is description of development of public transport in the area of South Bohemia Region in next 5 years.

At present, it is very difficult to determine the future development of pilot activities, as during the project implementation a tender for public regular transport in the South Bohemian region was completed with a validity of 10 years from June 2022. This will change existing contract carriers and change in the scope of services.

Since 2019, the whole world has been facing a COVID-19 pandemic and the situation is associated with major negative effects on the region's budgets. In the coming years, it will be very difficult to find funding for new activities and it will be necessary to finance the existing system and look for savings.

However, as stated above in the concept materials with a view to 5 years in transport and 10 years in tourism development - The Conception of tourism development in the South Bohemian Region is planned with further development and efforts to operate tourist lines (both tested in the RegiaMobil project and others new tourist lines).





### 5. Lessons learned

The pilot project ran without major problems and the feedback was positive, but there were several challenges in its implementation.

#### Precise planning

The first challenge was in the precise planning of the pilot project itself to meet all the route requirements, timetables and technical specifications of the vehicle. This is, of course, related to the precise public procurement process, which is time-consuming for legislative reasons and can be the biggest obstacle to implementation in short-term projects. At this point, the project partner's experience with these processes is valuable, and if he does not have them, consultation with those who have already implemented a similar process is recommended. Technical planning itself is recommended to consult with stakeholders from the beginning, so it is possible to avoid problems in later stages.

#### Cooperation

Cooperation, as already mentioned, is a very important part of the pilot project. Cooperation is necessary from the planning phase, through the implementation part to the evaluation. If the project is collaborated from the very beginning, then it is perceived better and thanks to compromises it can be done to suit more target groups. In addition, if stakeholders are involved in the project, the scope of the project far exceeds the scope that only the project partner would be able to implement. Specific examples include: disseminating information to the population, quickly approving and allowing exceptions for traffic on municipal roads, where the operation of large vehicles is normally prohibited, providing facilities for drivers.

### Public campaign

An appropriately targeted advertising campaign is the basis for the success and usability of a pit project. It is important to always target your campaign appropriately so that it reaches potential users of the service. A contact campaign involving the direct communication of information to the end user proved to be the most appropriate in public transport. Stakeholders from the local government environment (mayors and their communication channels to the municipal area - by the way, oral communication in the beer pub has great potential) and stakeholders from the destination management environment play an irreplaceable role in this. The project also tested online advertising on social networks, however, a personal survey among passengers showed that the contact campaign was more effective.

### 6. Annexes

D.C.2.2 Public campaign outputs





## C.2.2 - PUBLIC CAMPAIGN OUTPUTS

September 2021

This document summarizes the results of an public campaign implemented for the summer season of the demonstration project - a new bus lines enabling the transport of bicycles in the South Bohemian Region.

#### Objective of the demonstration project:

The pilot project in the South Bohemian Region aims to revise and expand the existing system of bus tourist lines in the public service obligation of the South Bohemia region, which has been gradually developed since 2019. As part of the RegiaMobil project, we will strive for a meaningful expansion of this system, which will connect all major cities in the region and provide tourist transport services in previously unattended tourist destinations in the region, which will help relieve congested areas and bring great potential for local economy. Bus lines will be designed not only for tourists, but also for local residents of the region, where they will serve as a supplement to the basic transport services of the region, which is insufficient, especially during weekends and summer holidays. The main idea of the lines is to ensure the connection to the backbone system of the railway line (TEN-T network) between Linz, Austria and the capital of the Czech Republic, Prague, at the same time emphasis will be placed on creating other interconnections not only at intermodal points.

### Objective of the public campaign:

- attracting passengers / tourists by public transport to selected areas of the South Bohemian Region
- emphasizing the importance of linking public transport and tourism

The campaign should emphasize the importance of mobility and the development of rural areas through the promotion of tourist buses. The target group is primarily tourists (pedestrians, cyclists) of selected areas of the South Bohemian Region, the secondary group are locals.





## 1. Implemented campaign

Implemented campaign for summer bus lines consisted of two parts:

- 1. online campaign through a professional agency
- 2. an "in-house" campaign with the participation of stakeholders, which consisted of:
- dissemination of information through graphic materials (posters)
- dissemination of information through local radio stations, printed matter leaflets
- dissemination of information in the online space

In addition, advertising was also disseminated through professional media, this activity is included in the work package C.4.2.

### 1.1. Online campaign through a professional agency

The professional online campaign was carried out by a media agency in the following steps:

- a) visual preparation
- b) production of materials
- c) purchase of media space
- d) final evaluation

#### The campaign was implemented using:

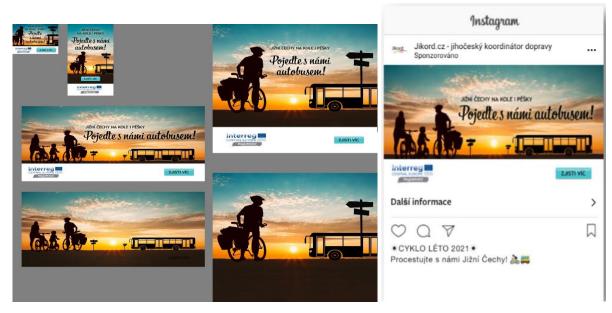
- banner campaign in the form of RTB and Facebook and Instagram campaign targeting:
- $\circ~~80~\%$  acquisition for those interested in travel, cycling and families with children
- o 20 % retargeting in a targeted locality of the South Bohemian Region
- o obligatory banners: 300x600, 300x250, 1200x628 px, 1080x1080
- Programmatic branding with targeting of the South Bohemian Region
- o obligatory banners: 2000x1400 px





### The date and amount of implementation of the advertising campaign was as follows:

					June	July	August	September
Banner campaign via			acquisition	773 000 impressions	232000	232000	193250	115750
RTB, Facebook Instagram		919 000 impressions	retargeting	146 000 impressions		48 666	48 667	48 667
Programmatic branding		3000 clicks		3000 clicks	800	1000	900	300



pic.1 banners set

pic. 2 Instagram campaign



pic. 3 native banner



pic. 4 Facebook campaign





#### The summary of the online campaign is as follows:

- The campaign took place within the required media plan, with the evaluation indicators being as follows:
- During the campaign in the specified period, 1,068,304 impressions took place, users clicked on advertising banners a total of 9,003 times and the total CTR was 0.84%.
- The most successful banner in RTB acquisition was native advertising with a CTR of 0.90%. The banner with the greatest success within RTB retargeting was a native advertising banner with a CTR of 1.25%.
- Within RTB prospecting, the campaign reached the most users aged 35-44. The retargeting campaign then reached the most users aged 65+.
- Within Facebook prospecting, the campaign appealed most to women aged 65+. The retargeting campaign then reached the most women aged 55-64.
- The campaign within **Instagram prospecting** appealed to most **men aged 18-24**, Instagram **retargeting** attracted **men aged 25-34**.

### 1.2. An "in-house" campaign with the participation of stakeholders

The self-implemented campaign included all activities of project workers and stakeholders, the aim of which was to expand information on the operation of new lines among the required target groups.

The stakeholders in this case were:

- Mayors of served municipalities (officials of the Department of Transport / Tourism)
- PT operators
- Owners of tourist attractions in the areas

The following means were used as means of dissemination:

- graphic materials (posters, banner)
- bus stations and bus vehicles
- train stations and rail vehicles
- signboards of individual municipalities
- · signboards of tourist information centres in the area
- · signs of tourist monuments in the area







pic. 5 posters



pic. 6. photos of posters in signboards

### 1.3. Banner

Another of the graphic materials was an outdoor banner measuring  $250 \times 90$  cm, which was placed free of charge at the Jindřichův Hradec local railway station. This station is very busy in the tourist season, project lines provide connections here.



pic. 7 outdoor banner







pic. 8 banner at the railway station

### 1.4. Communication with the stakeholders

The self-implemented campaign included all activities of project workers and stakeholders, the aim of which was to expand information on the operation of new lines among the required target groups. Thanks to the cooperation with the mayors of the affected municipalities, it was possible to disseminate information through municipal notice boards, local radio stations, local news and newsletters, and oral communication also played a major role in dissemination.

Information was also shared through the websites of municipalities and their social networks.

Thanks to cooperation with PT operators (not only carriers implementing the project lines) but also with cooperating carriers who had connections to the lines (railway and bus), the information was disseminated by displaying posters at stops, railway stations and public transport vehicles. The personal communication of information to passengers through the staff of carriers also played an important role in disseminating information.

The last group of stakeholders consisted of actors in the field of tourism, namely managers of destination areas and owners of tourist attractions in the area. Their cooperation consisted of placing information on websites or social networks.

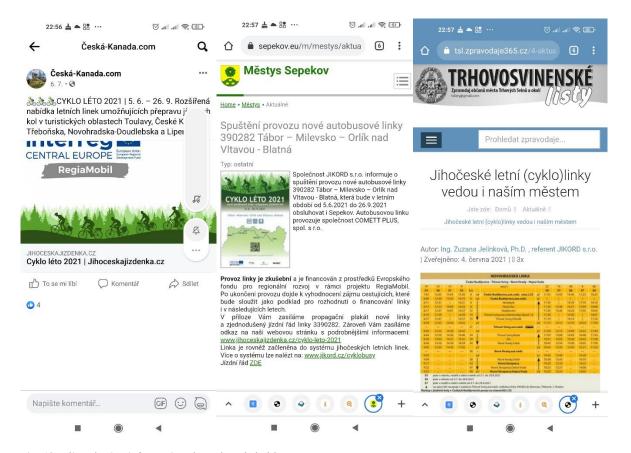
Thanks to the cooperation, there was a significant reduction in advertising costs, where all placement of information and graphic materials was done FREE of charge and the costs corresponded only to the creation of materials and its production (printing and proposing).







pic. 9 LCD panels at the station and vehicles



pic. 10 online sharing information through stakeholders

### 1.5. Own online campaign (web, social networks)

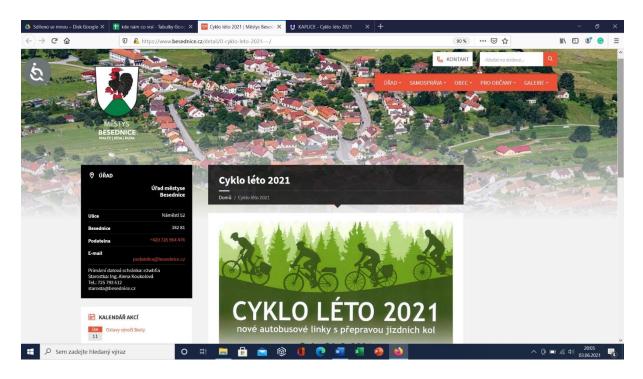
As mentioned above, in addition to the preparation and distribution of graphic materials, information was disseminated in the online space. In addition to the partner's own networks and its "mother" organization, the South Bohemian Region (website and Facebook), information was disseminated thanks to stakeholders, especially the mayors of the affected municipalities.







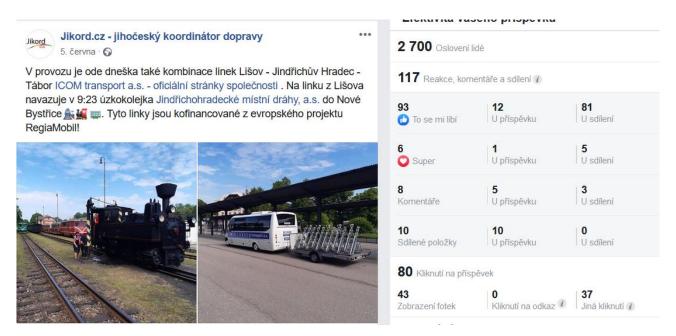
pic. 11 press release on the website of the South Bohemian Region



pic. 12 sharing information through municipalities websites







pic. 13 Facebook post example

## 2. Summary

For the creation of an advertising campaign, we recommend enough time.

In our case, this meant about a month for the winter campaign, when the longest period was for designing and approving the visual appearance of the posters. In terms of hours, passing the route, delivering materials to mayors and posting posters took the most time.

As for the summer part of the campaign, the preparation took about three months, when the longest part was market research and the preparation and implementation of a public contract for the online campaign. The conclusions can be drawn from the classic campaign as for the winter part, namely the time-consuming preparation and approval of graphic designs for posters and banners, and then three full-day detours of planned routes, visits by mayors and poster posters.

Above all, establishing cooperation with a stakeholder, which will greatly help in the effective and face to face communication with the public.