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1 PLAN OF ACTIVITIES FOR THE INTRODUCTION OF THE E-LIGHT VEHICLE SHARING SYSTEM

1.1 *The area of East Attica, Greece*

The e-light vehicle system was chosen to be introduced in East Attica, Greece. The Prefecture of East Attica is an administrative division of the Attica Region of Greece. It comprises of 13 new Municipalities under the Kallikrates Law. The population of the prefecture was 502,090 inhabitants during the 2011 census. Based on the 2001 and 2011 census results, the Prefecture of Eastern Attica presents an increase of inhabitants of approximately 23,7%. Its area is 1.459 km² and had a population density of 344 inhabitants per km² in 2001.

The area hosts significant transport infrastructures, such as the international airport of "Eleutherios . Venizelos" in Spata, the port of Rafina which is the second largest port in Attica and the port of Lavrion. All of them serve millions of travellers every year. The area is well known attraction for foreign and domestic tourists. It hosts world famous monuments and key historic features, such as the Temple of Poseidon at Sounion Lavreotiki, the Marathon Tomb and Battle site, the Temple of Artemis Athena, the Museum in Artemida, the Lion of Kantza, and the Lavrion old mines. In addition, Pikermi area located in the Municipality of Rafina - Pikermi is the heart of palaeontology and a well-known location for its treasures at global scale. Regarding natural resources, the area presents a unique combination of coastal and mountainous landscapes, beaches and natural streams. Valanari Stream and Megalo Rema Rafinas along with numerous beaches in Anavissos, Voula, Porto Rafti, Keratea, Cape Sounion, Rafina, Nea Makri and Schinias, provide competitive advantages for the tourism development and promotion of Eastern Attica.



Although identified as a significant attraction of both touristic sites and transportation facilities, East Attica lacks the suburban and intercity transportation network which will allow the area to evolve appropriately and provide its citizens and tourists with the required high level of services.

- The transportation services available to the public refer to intercity and suburban buses, with an itinerary of 15-45 minutes, based on the weekday and taxi services. It is noted, however, that due to the underdeveloped transportation network in the area, most citizens and tourists tend to make use of their own vehicles, enhancing thus the traffic problem.

- Metro and suburban move directly from airport to Koropi area without serving any intermediate stations/areas such as Spata, Artmenida, Rafina, Pikermi etc.
- There is no e-charging network or other electric mobility facility in the area. The public sector has not yet provided incentives for electric scooters and light vehicles, such as access to reserved traffic zones, reserved parking or e-charging points.
- The network of e-light vehicle providers is limited to a total of 4-5 providers in the entire Athens area, while their fleet includes no more than 2 e-vehicles per provider since they don't want to have stock. According to the e-light vehicle providers, many people have been interested in hiring/buying an electric vehicle, but not even a single sale has been realized yet.
- There are no charging points available at the time being, while number of parking spaces is insufficient in the town centres of all the municipalities of East Attica. Moreover, no parking spaces for scooters have been planned.
- There is a lack of public-private partnerships in the area of East Attica. The formulation of such clusters thought is imperative for the implementation of strategic Action Plans at municipal and regional level.

Both Ele.C.Tra project and the realization of the 2 National Support Group Greek Meetings in the area contributed to the impressive interest expressed by stakeholders coming from different sectors (both public and private) regarding electromobility. However, their interest is only theoretical at the moment, since the national regulations did not favor the adoption of electromobility patterns at the time being. Financial difficulties, socioeconomic dramatic changes that happened in Greece from 2013 to 2015 and political instability of the country forced the public sector to place emphasis to the most urgent daily matters of the society, such as poverty, health infrastructure and social services. As soon as the financial and political situation in Greece seems to be stabilised, then the public sector will need at least one to two years to re-consider and apply the electromobility model.

The fact that due to date the level of electromobility in the study area is almost zero in combination with all the above mentioned factors, and given the current lack of funding mechanism make impossible the adoption of an electromobility model introduced and maintained by the public sector for the years 2016 - 2017. However, applying the following 5 -year scenario in the region of East Attica, the development of electromobility of light electric vehicles and scooters sharing system is feasible.

In the suggested scenario the 13 Municipalities of East Attica in cooperation with Hellenic Post offices which operate in the area will rent long-term e-scooter and light e-vehicles and will gradually buy them. More specific, the Municipalities will purchase a total of 39 e-scooters and 13 light e-vehicles (3 e-scooters and 1 e-vehicle per Municipality) and the Hellenic Post will purchase 30 e-scooters (1 per post office).

The 39 e-scooters and 13 light e-vehicles that the Municipalities of East Attica will rent will consist the fleet of the sharing system. In specific, the electric scooters and vehicles will be used by residents so as to be able cover their daily needs and tourists who will be able to schedule their stay in ports or airports and visit nearby places and tourist attractions. Moreover, in periods where there the demand of the fleet will not be very high, the scooters and vehicles can be used by the municipal employees in order to cover their daily needs. The e-scooters that the Hellenic Post will purchase will be used only for the daily needs of Hellenic Post employees and they will not participate in the sharing system.





In the next phase the Municipalities will try to find the appropriate funding opportunities in 2016-2017 under the National Strategic Reference Framework Programme 2014-2020 in order to fund the purchase of light electric vehicles and e-scooters and all the necessary equipment regarding the charging points.

After that, Municipalities in combination with other local bodies who are activated in the area will proceed to the installation and development of the necessary charging network in both public and private places, e.g. gas stations, super markets, central squares, in the area of Rafina Port Authority, car parking areas, etc.

The next steps of this scenario include the development of the web-based platform the smart phone application for the management of electromobility. Moreover, the platform not only will help the municipalities to manage the fleet of electric vehicles and scooters. But also it will help both residents and tourists who will want to hire a vehicle/scooter in the area of East Attica as they will have the opportunity to search for these which will be available and also to book any of them.

1.2 Key participants in the preparation and implementation of the sharing system

Best practices applied in other countries, in reference to the promotion and development of electromobility, have led to the conclusion that intersectoral cooperation is the key factor for success. Under this frame, many stakeholders from different backgrounds should cooperate in order to play a key role towards electromobility in East Attica. The most important among them can be categorized into:

Business Stakeholders

- Electric vehicles suppliers;
- Charging point suppliers;
- Trained technicians.

Demand Stakeholders

- Municipalities of East Attica (e.g. Acharne, Dionisos, Lavreotiki, Marathonos, Markopoulo-Mesogea, Koropi, Oropos, Paiania, Pallini, Rafina-Pikermi, Vari-Voula-Vouliagmeni, Saronikos and Spata-Artemida);
 - Residents and tourists;
 - Schools and universities;
- Hellenic Post (ELTA), a group of companies that provide modern high quality postal services in Greece and mainly their offices in East Attica (e.g. Acharnon, Aerolimenas Athinas, Agia Marina, Agios Stefanos, Anavissos, Artemida, Avlona, Chalkoutsis, Drosia, Gerakas, Glika Nera, Kalivia Thorikou, Kapandriti, Keratea, Kokkino Milo, Koropi, Lavrio, Marathona, Markopoulo, Nea Makri, Oropos, Paiania, Pallini, P. Fokea, Porto Rafti, Rafina, Spata, Thrakomakedones, Varkiza, Voula);
 - Port Authority of Rafina.

Institutional Stakeholders

- Ministry of Environment and Energy;
- Institution of Geoenvironment;
- AVMap GIS S.A.;
- Centre for Renewable Energy Sources and Saving;
- Hellenic Institute of Electric Vehicles;
- Various shipping companies;
- Local businesses;
- Local environmental and cultural organisations.

According to the above categorisation of the stakeholders they have different interests in the implementation of the scenario of sharing system. Their main characteristics are presented in the following list:

Business Stakeholders

- Properly connection of charging stations;
- Provision of a few vehicles from their fleet in order to assist in the e-vehicles sharing system;
- Establishment of new synergies and possible cooperation in future projects.

Demand Stakeholders

- Formulation of the necessary instructions and guidelines for the hosting of charging posts;



- Facilitate their deployment keeping the safety rules and the smooth use of pavements by the pedestrians;
- Development of the appropriate infrastructures;
- Further dissemination of the light e-vehicles sharing system and electromobility in general;
- Raising awareness of electromobility and sustainable mobility;
- Introduction of incentives for e-scooter users, such as special discounts, no local or pollution taxes, environmental bonuses, reserve parking ;
- Promotion of the use of electric vehicles by civil servants;
- Organisation of events to raise awareness regarding electromobility;
- Cooperation with private bodies to search for financial resources in order to purchase the necessary charging stations and electric vehicles;
- Further promotion of the e-vehicles sharing system by placing electric scooters/bicycles at a central point, such as the port of Rafina.

Institutional Stakeholders

- Development of a national plan of e-mobility and the rules that will define e-mobility in Greece, by defining the roles of the old and the new players in the market;
- Establishment the licenses for the public charging stations;
- Establishment of economic and other incentives to withdraw the barriers for the deployment of e-mobility;
- Ensurance of the sufficient promotion of sustainable mobility;
- Search for financial resources regarding the supply of electric vehicles and / or charging stations;
- Organisation of seminars / events;
- Make synergies with other projects regarding electromobility;
- Promotion of the Ele.C.Tra. mobile application;
- Increase the public awareness for electromobility/

In this scenario the **13 municipalities of the Prefecture of East Attica** and the **30 Hellenic Post offices** that exist in the area of East Attica will try to find the appropriate funding opportunities in 2016-2017 under the National Strategic Reference Framework Programme 2014-2020 in order to fund the rent of light electric vehicles and e-scooters. Also, they will be responsible for the development and management of the platform for the disposal of fleet that will be acquired.

Moreover, the above **two public bodies** and under the same National Strategic Reference Framework Programme 2014-2020 but different call will search for financial resources in order to buy gradually the electric vehicles and e-scooters and in addition the municipalities for the purchase and the installation of the necessary charging stations and



infrastructures. Simultaneously, all the municipalities and under a third call of National Strategic Reference Framework will find the appropriate financial sources in order to develop the electromobility management system in east Attica and the relevant mobile application.

In this scenario the fleet that **Hellenic post offices** will purchase will be used only for the coverage of daily employees needs and they will not participate in the sharing system that will be developed. On the other, the municipalities will use their fleet for double scope. On one hand they will participate in the sharing system and as a result the citizens will use them for their daily needs and tourists who will be able to schedule their stay in ports or airports and visit nearby places and tourist attractions and on the other hand they will be used by the municipal employees in order to cover their daily needs, such as:

- In-situ measurements of water supply
- In-situ autopsies and fieldwork of urban planning services
- Use by the municipal social responsibility services
- Use by the municipal police
- Use by the municipality's volunteers (e.g. medicine delivery)
- Delivery of intra-corporate documents between the municipality's public services

Business marketing e-scooters will ensure both to the Municipalities and the Hellenic Post Offices particularly economical sale of vehicles, e-scooters and charging stations. Moreover, **local businesses** (supermarkets etc) and other bodies such as the **Port Authority of Rafina** in the cooperation of the municipalities will purchase and install all the relevant network of charging stations.

Independent operators, such as **Ministry of Environment and Energy, Institution of Geoenvironment, Centre for Renewable Energy Sources and Saving, Hellenic Institute of Electric Vehicles, various shipping companies and local environmental and cultural organisations** will contribute with their participation in the promotion and information campaigns for the public.

Also, **AVMap GIS S.A.** as a partner of Ele.C.Tra project will provide the expertise regarding the web-based platform specifications and the mobile application that it gains from its participation and the members of the **Greek NSG** of Ele.C.Tra. Project will act as a reservoir for networking activities of municipalities with other stakeholders.

1.3 *Promotional activities and education*

The main aim of promotion is to ensure that customers are aware of the existence and positioning of products, to explain the potential benefits of using the product, to persuade customers to use a product etc. In order the above aims to be achieved various strategies and methods of promotion are used.

In the following text we will try to explain the target groups in which the promotion of the sharing system will focus on, the main goals of the promotion strategy and the methods that will be used in order they to be achieves and the general evaluation that municipalities and post offices will follow.



1.3.1 Target group selection

To strengthen the exchanging of information, the dissemination and the relevant stakeholders' involvement through specific actions, the scenario also includes:

- Citizens involvement;
- Tourists involvement as those who will arrive at the port of Rafina could find a vehicle in order to be able to transfer them around the city;
- School and university involvement, to focus on young students (at least 16 years old), in accordance with the user target that use scooters very much. This will be achieved:
 - i. By specific dissemination campaigns to be held in schools, with particular attention to technological device use (website, app, social network, etc.);
 - ii. By specific events with teachers and pupils;
 - iii. By promoting e-charging points by schools (columns, if present) and/or in schools (thanks to removable batteries), like the main supporting infrastructure available;
 - iv. By raising awareness in families, focusing on safety (topics already noted by interviewees);

1.3.2 Determination of the promotion goals

The general dissemination strategy that will be implemented and all dissemination activities that both Municipalities and Hellenic Posts offices will organize apart from the light e-vehicle sharing system will focus on the:

- Increase of environmental awareness;
- Use of electric vehicles by citizens and tourist for their daily needs;
- Improvement of life quality;
- Traffic Upgrading;
- Reduced car transportation;
- Release of public areas from cars;
- Urban environment improvement;
- More efficient fleet management;
- Exploitation of the tourism sector;
- Strengthening of the local economy;
- Reduced fuel consumption.

1.3.3 Budget determination

The projects that will be approved by for the Municipalities and Hellenic Posts will include a specific budget for dissemination - communication activities. The sharing system and the new electromobility pattern that will be established will have a specific brand name and specific slogans for their promotion.



Each of the 13 Municipalities of East Attica will request a budget of approximately 60.000 – 80.000€ for dissemination activities, while the relevant budget of Hellenic Posts will be equal to 50.000€ - 70.000€ for all brands.

The budget of 60.000 – 80.000€ for each Municipality will be allocated as follows:

- **Communication Strategy.** Each municipality will spend almost 10.000€ for the production of the communication Strategy for all the involved municipalities (generic communication strategy to be applied to every municipality and adjust it to local settings, step-by-step guide for all the participating municipalities), to determine the brand name and the official logo.

- **Communication channels.** Every municipality will spend almost 15.000€ to produce the communication channels such as the website and the social media that the participants of the sharing system will use.

- **Printed promotional material.** The budget that each municipality will spend for the production printed material (posters and brochures) is estimated to 12.000€ - 18.000€. This amount can be changed based on the number of copies of the printed material. Each municipality will estimate the number of copies based on:

- how many local clubs exist in each area as the material will be distributed in them;
- whether the municipality has a port or another central bus station (e.g. KTEL)
- how many public service points each municipality has (either inside the municipality or in other public services e.g. Citizen service center, bus stops, etc).

There will be two kinds of posters and brochures that will be used for a) the promotion in employees, b) promotion in residents and tourists. Both of them will be bilingual and they will be distributed in public places. Moreover, posters will be posted in stores, local businesses, gas stations, supermarket, etc.

- **Educational material.** It is estimated that each municipality will spend almost 10.000€ for the production of the educational material for students in a) elementary schools and b) high schools. The main aim of this material is to explain further to the students what is electromobility and its benefits, introduce educational games and quiz etc.

- **Advertisements.** Each municipality will spend approximately 5.000€ for the publication of the relevant advertisements in local newspapers.

- **Local Events.** The organization of local events, information days, workshops and exhibitions is estimated that will cost around 15.000€. Every municipality will organise an exhibition campaign and each scooter/vehicle will be transferred one local club to another in order the local communities to use them and get familiar with them.

- **Promotional spot:** One of the 13 Municipalities will undertake the production of the promotional spot for TV channels and another one the production of promotional spot for radios. The estimated budget for the production of both of them is almost 28.000€, 20.000€ for the production of TV spot and buying time in TV channels and 8.000€ for the production of radio spot and buying time in radios.

The total budget of 50.000€ - 70.000€ for Hellenic Post brands will be allocated in the production of bilingual posters that will be posted in various hotspots of each brand and brochures that will be distributed a) by all brands and b) gradually by postmen to the residents for a time period of six months.



1.3.4 Selection of the promotional media

Selection of the media refers to the decision on the scope, frequency, and the expected effect of the promotion, because each medium has its own specific characteristics, that is, advantages and limitations. The mass media are divided into the press (newspapers and magazines), and audio-visual and digital media such as radio and television and the Internet as comprehensive media.

The public medium with the most powerful authority is television which is best at demonstrating visual and applicable characteristics of services. It has great authority in shaping public opinion and, in general, publicity. In choosing the television as a promotion medium it is necessary to determine the timing of broadcasting the message and the reach that we want to ensure. Television, however, like all other mass media, has its advantages and disadvantages. The advantages of television as a medium are that it uses all communication elements (human voice, colours), wide potential of reach, selectivity and flexibility (by selecting the channel and timing, the audience is also selected), comfortable environment while receiving the message, using the authority, etc. The disadvantages of television as a medium are the shortness of the message (if the recipient is not paying attention, he/she had not heard or seen the message, the message is lost), the reduction of the target audience (the number of TV channels is increasing), high costs, overcrowding of programmes and other.

The print media include magazines and daily newspapers. Magazines have a high degree of selectivity, credibility, authority and prestige. They are specialised, and the area of specialisation may be: technology, fashion, family, health, business, etc. Each area of specialisation represents a particular targeted market segment whose demographic and psychological characteristics can be identified. Daily newspapers, as opposed to magazines, provide high flexibility in the use of space for promotional purposes, but on the other hand, daily newspapers are crammed with promotional messages. They have a wide readership but no selectivity like magazines.

The newspapers are increasingly transferred to the virtual environment of the Internet. In addition to newspapers, the Internet also links the on-line magazines, allows viewing of television programmes, while simultaneously supporting individual, business, institutional and other entities in creating their own contents, opinions, views, debates, that is, the search and the comparison of certain information and data.

Advertising on the radio allows greater flexibility and easier identification of the targeted segment in terms of geographical area with significantly lower costs than television. Although the main disadvantage of radio advertising is that it transmits only the sound, radio is often listened to while some other task is being performed. However, a large number of radio stations require broadcasting of shows on different radio stations, which increases costs despite the initial low price. On the other hand, the inclusion in thematic programmes is possible, as well as organising prize competitions to make it interesting to a larger number of potential users.

Outdoor advertising enables a relatively good visibility provided that the ad is catchy and simple, and posters in many places allow coverage of the entire targeted geographic area of East Attica. However, it is often difficult to present the basic idea properly because the exposure to the ad is usually rather short. However, an attractive poster will certainly attract the attention of potential customers, raise the awareness of the existence of the service, and stimulate curiosity for acquiring further information about it.

Direct methods of advertising, by delivering ads to home addresses or e-mail addresses, has its advantages and disadvantages. The advantage of direct mailing is in the personalisation of the message and the possibility to present detailed information, good coverage area and relatively low cost. The main disadvantage of direct mailing is the fact that its effectiveness depends on the address list of existing and potential clients. Also, if the recipient is overloaded with various promotional messages, he/she will start to consider them worthless and disturbing, and he/she will delete them without reading. With respect to placing advertising material in mailboxes, on one hand the disadvantage is that it is considered worthless and cheap, but on the other, it allows potential users to familiarise themselves with the service when it suits them and when they have enough time.

1.3.5 Selection of the promotional mix

There are five methods that make up a promotional mix which are advertising, sales promotion, events and public relation, direct marketing and personal selling. The municipalities will choose to use either personal and/or non-personal communication channels in order to ensure a clear, effective and direct message for the citizens and the tourists.



More specific they will:

- Post of advertisements with regard to the electromobility and light electric vehicles sharing system, the environmental and personal benefits form the use of electric vehicles, improvement of life quality etc;
- Produce the electronic promotional material and promotional spot that will be communicated in local TV channels, radio stations and electronic and social media in order to communicate the sharing system and its benefits;

- Distribute the hard copy promotional material in schools, public sectors and central hotspots;
- Organize electromobility events, such as information days, exhibitions, press conferences etc. per Municipality in order the citizens to get familiar with the idea of an electric vehicle and to increase their awareness;
- Organize annual events, such as electric vehicles races or annual competitions awarding the citizens who have realized most of their trips by using an electric vehicle.
- Produce other dissemination campaigns, focusing on specific user target and/or local needs;
- Develop a web-based platform, in order to ease e-scooter users and linked to the project website www.electraproject.eu. In this way, the platform will represent the main virtual info-point to inform oneself and then to use e-scooters by citizens and tourists, and the main communication link between users and the Mobility Manager and other stakeholders.
- Provide the citizens who use electric vehicles with a special card in order to get discounts for the municipality's super-markets, parking places, stores, etc.

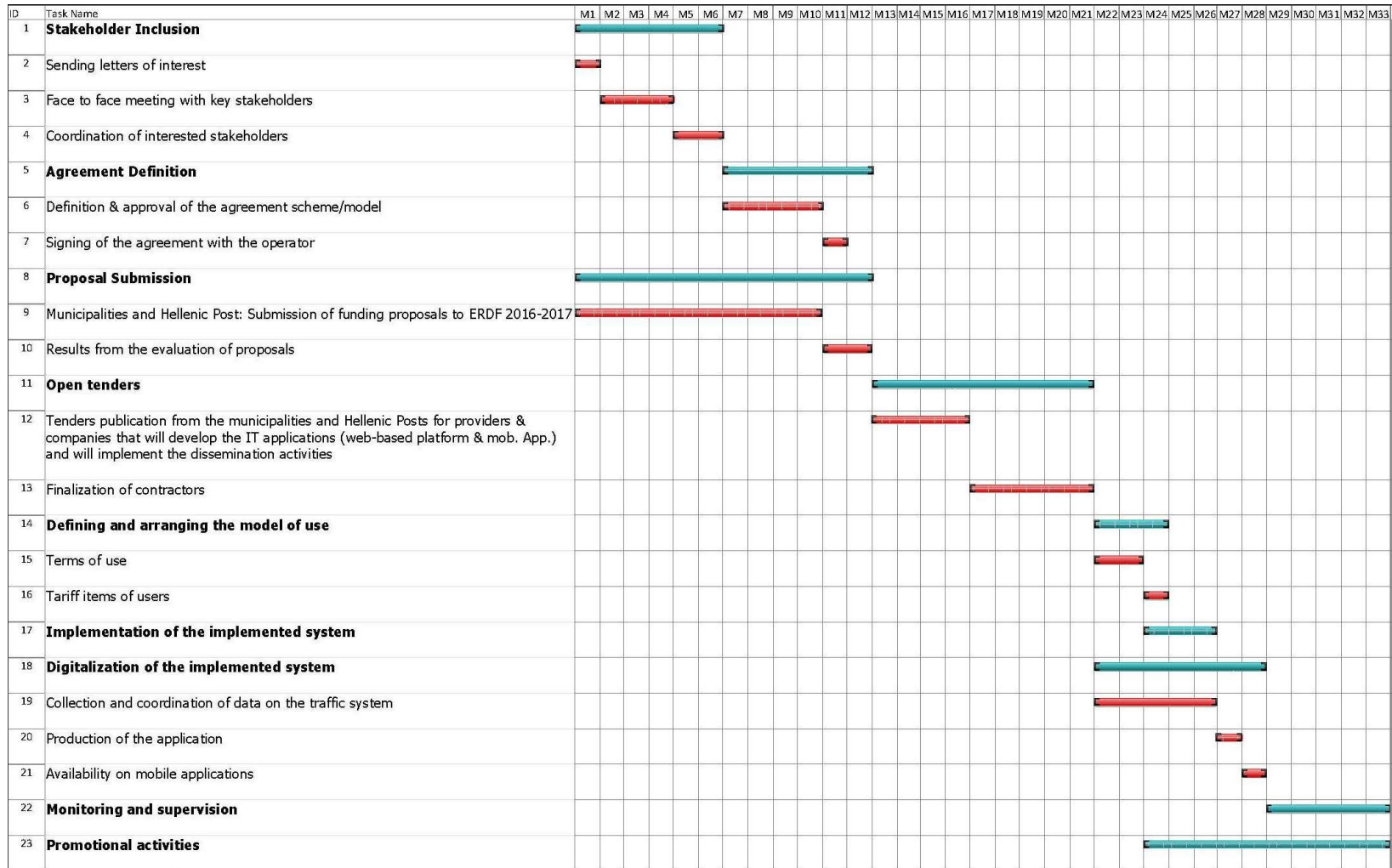
1.3.6 Evaluation of the promotion

Before the development of the sharing system the municipalities in cooperation with the relevant department for promotion activates will develop the initial dissemination strategy in order to achieve their goals, such as raising of public awareness regarding electromobility and environment, use of electric vehicles, change of movement habits, etc.

The municipalities and the responsible team will evaluate the initial dissemination strategy at regular time intervals in order to redefine in time any necessary changes required to take place based on the progress against the plan in order to maximize the dissemination results.

1.4 *Timeline for the implementation of the e-light vehicle sharing system for vehicles*

The following Gantt chart presents the timeline and all the necessary actions that the Municipalities and Hellenic Posts will implement for the development of light e-vehicle sharing system in East Attica.



Gantt chart for the implementation of light vehicle sharing system in East Attica



1.5 Conclusion

An approximate acquisition of 82 electric vehicles and scooters in East Attica is planned in the upcoming 5 years, using the co-financing system of the National Strategic Reference Framework (NSRF) 2014-2020.

With the additional assumption of increased acquisition of such vehicles without using the Fund's financial assets, in the year 2025 both by public, private sector and by residents, it is expected that the area will have approximately 100 electric vehicles.

The area of East Attica has recognized electromobility as an important component of sustainable urban mobility and is currently substituting its own vehicle fleet with electric vehicles and will continue to support electromobility in the future.

The project of implementing scooter sharing system in East Attica traffic system is a complex one and includes promotional activities of electric light vehicles and scooters, identification and inclusion of all key stakeholders, detailed cost-benefit analysis, definition of the market model, construction of filling infrastructure etc.

In case of implementation of electromobility in the area according to the operative plan and the feasibility study, it is planned for the Municipalities of East Attica to be the operative leader in charge of managing, monitoring, directing and supporting the project of scooter sharing system implementation in all its stages, according to the Gantt chart of planned activities.