

Atos

PROJECT PLAN



**AVALON
SOLUTIONS**



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Approvals

This document requires the following approvals:

Project Board

Name	Title	Date	Signature
Atos	Project Plan	25/02/2022	

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Distribution

This document has been distributed to Project Board and Contributors and additionally to:

Name	Title	Version
Petra Janssen	Process coach	0.1
Petra Janssen	Process coach	1.2

Purpose

The purpose of this PID is to define the project, to form the basis for its management and the assessment of overall success.

Management summary

Atos, an enterprise exceling in the domain of system development and consultancy tasked us with visualizing vital manufacturing process in a 3D simulation software which should be easily able to communicate with their SAP technology. There will be demo components built to showcase the different use cases on the chosen 3D simulation software.

The manufacturing domain can be termed as the foundation for innovations. Once the foundation is strong, the chances to create a product that would benefit largely not only to the company but to its users as well increase. Atos believes that with rapid industrial globalization over the past decades, the need for manufacturers to correspond with growth is the key to prospering and improving their performance. With the goal of achieving ‘manufacturing excellence’ I.e., improving quality, time and the overall performance, Avalon Solutions will be advising on the state-of-the-art 3D simulation software that would be aid Atos in visualizing their vast manufacturing processes.

Avalon Solutions took the lead by forming building blocks for researching the best 3D simulation software that matched the vision of our clients. The priority is initially focused on working with the discrete manufacturing industry and if the team can achieve acceptable results, the scope would also include the process industry.

The team configured and experimented with the different functionalities offered in the FactoryIO software which was suggested by Atos itself. The team was divided into subgroups where the goals of each group were to research the best software that fits the need and secondly, how Atos can implement and use for their future projects.

This document briefly describes the reader to the initial scope, constraints, goals, and the methodology chosen for achieving success. With the expertise each of the team members has, Avalon Solutions can strongly suggest that the software which would be advised to Atos will be a complaint of the requirements and would be the solution that would aid in improving their manufacturing sector by visualizing the process to mitigate any possible risk that may arise before-handedly.

Table of Contents

Approvals	1
Distribution.....	3
Purpose	3
Management summary	4
Table of Contents	5
Introduction	7
1 Company Background.....	8
2 Project Definition	9
2.1 Project background	9
2.2 Problem analysis.....	9
2.3 Project objectives.....	9
2.4 Defined method of approach.....	9
2.5 Project scope.....	10
2.5.1 Organizational Scope.....	10
2.5.2 Technical Scope.....	10
2.5.3 Application Scope.....	10
2.5.4 Documentation, Training and Education	10
2.6 Project Deliverables.....	11
2.6.1 Product Breakdown Structure.....	11
2.6.2 Product approach	11
2.6.3 Product Descriptions.....	12
2.7 Constraints	14
2.8 Research Questions.....	15
2.9 Approach	15
2.9.1 Research Strategies	16
3 Architecture Overview	17
3.1 Baseline Architecture.....	17
4 Project Organization Structure	18
5 Project Quality Plan	19
5.1 Risk Management	19
5.2 Stakeholder analysis	20
6 Project Controls.....	21
6.1.1 Exception procedure	21
6.1.2 Change procedure	21
6.1.3 Acceptance procedure.....	21
6.1.4 Risk management	21

6.1.5	Quality Reviews	22
6.1.6	Monitoring progress	23
6.2	Business and IT Controls	24
6.2.1	Internal Control Standards (ICS)	24
6.2.2	Information security	24
7	Communication Plan	25
8	Planning.....	25
9	Sources	26

Introduction

Atos is a worldwide digital leader with offices in over 70 countries. Atos is the global leader in secure and decarbonized digital with a range of market-leading digital solutions along with consultancy services, digital security and decarbonization offerings. The company also supports the digital transformation of its clients across various business sectors: Defense, Financial Services, Health, Manufacturing, Media, Energy & Utilities, Public sector, Retail, Telecommunications and Transportation.

Currently Atos presents their demos for SAP to clients using a PowerPoint presentation and a crane wagon made with Lego as a visual aid. The main goal of this project is to find, evaluate and recommend 3D simulation software products, from which a selection is made to be used for developing and visualizing different use cases. For this, some selection criteria must be fulfilled such as compatibility with SAP.

The main purpose of this document is to capture all relevant basic information and principles of the project to be able to manage it properly. It aims to define the project, to serve as a basis for its management, and to allow the assessment of the project's success.

1 Company Background

Atos is a French IT company engage that works on system development and consultancy. In the Benelux it is active in the fields of payment processing, IT services, outsourcing, consulting, and system integration. Atos has 105 thousand employees in 71 countries and has an annual revenue of around 12 billion euros. It is the European leader in Big Data, Cybersecurity, High performance computing and digital workplace.

With its cutting-edge technologies, digital expertise and industry knowledge, Atos supports the digital transformation of its clients across various business sectors: Defense, Financial Services, Health, Manufacturing, Media, Energy & Utilities, Public sector, Retail, Telecommunications and Transportation. Atos helps defense and security agencies meet ICT priorities, sustaining mature IT solutions and managing collaborative resources on a global basis.

30 years' experience with defense/security agencies including those of Australia, Brazil, Canada, France, Germany, NATO, the Netherlands, Spain, and the UK. Atos has three branches in Belgium, in Zaventem, Huizingen and Herentals. In the Netherlands, Atos has been established as of July 2015 in Amstelveen (the head office of the Netherlands), Eindhoven and Groningen. (*Our Vision and Ambition*, 2021)

Key strengths: (*Atos Nederland BV*, 2021)

- Unique partnership with Siemens
- Trusted cloud enablement for secure and dynamic deployment
- Global scope but sensitive to local culture
- Strong in lean management and process outsourcing. Specialties include:
Mission-critical solutions: network-enabled capabilities, network-centric warfare, battlefield simulation, command, and control -systems, and mission planning.
- SAP defense command/control solutions for general and expeditionary logistics
- Cyber-security/space capabilities

Mission: (*Our Vision and Ambition*, 2021)

“Atos is embarking on its new three-year strategic plan, Advance 2021, which is strongly focused on clients' needs and aspirations, and will see innovation, technology and the creation of long-term sustainable value drive the company forward towards further growth and greater profitability.”

Vision: (*Our Vision and Ambition*, 2021)

“Following our recent acquisitions, we have prepared Advance 2021, a new and ambitious three-year plan for Atos. This plan will strengthen our position as the go-to partner for organizations who are looking to respond to the dilemmas of the digital world and navigate its challenges successfully.”

Atos and SAP: (*SAP*, 2021)

Transform your business into an intelligent enterprise

Atos drives essential business transformation, while delivering operational and financial efficiencies to enable the clients to achieve their business goals. For over 35 years, Atos and SAP have been delivering business value through digitalization of the entire business and IT landscape. The long-standing partnership and joint expertise mean that there is no one better than Atos to drive intelligent enterprise transformation for the clients. The deep expertise of Atos across industries, focus on innovation, broad cloud capabilities and the ability to bring together different systems means that Atos can create an end-to-end modernized infrastructure for the clients. In total Atos has over 90 SAP customers and over 13500 SAP professionals.

2 Project Definition

In this chapter, the definition of the project will become clear. This chapter will clear up to everyone what the project is, what will be done and how this will be done. What is not included in the project will also be discussed as well as what the deliverables will be and what is needed to complete the project successfully.

2.1 Project background

This project is specifically executed for the Netherlands branch of Atos. It is mainly related to the manufacturing processes and solutions which Atos provides for its clients. Therefore, it will be of use to the sales department when they cooperate with B2B clients.

2.2 Problem analysis

The main issue is that Atos does not have a simulated demo environment to show how SAP (products) will help their clients. Thus, they must demonstrate different scenarios every time by creating various demo environments based on the client's needs. The current situation is not flexible and/or scalable and caters only to one specific scenario for a specific industry. Atos wants to be able to make their demos appealing to a broader scope of industries within manufacturing.

2.3 Project objectives

The main goal of the project is to create business advice regarding which visualization software is the most suitable for the needs of Atos. Furthermore, this will include a lot of research regarding package selection and developing end to end use cases. After that, the team will develop reusable demo components which will be based on visualizing a shop floor section. Finally, the team will create a report which demonstrates the research process from start to finish and how the visualization software is linked to SAP.

2.4 Defined method of approach

Different packages which offer 3D visualization for manufacturing processes are going to be explored. The first one is going to be FactoryIO, because it has a free demo option, with which the team can gain valuable insight into how to work with such a tool. After that it is going to be compared with other tools to investigate which best suits the requirements of Atos.

Furthermore, the use cases and the reusable demo components will be communicated to the relevant stakeholders to ensure that the team is on the right track. Moreover, the work is going to be divided between the company members in such a way that everyone can cover the mandatory learning outcomes. The team will review each other's work constantly to ensure its quality.

2.5 Project scope

The project scope is of importance to manage the expectations of the client. A detailed scope will ensure that the client and project group are on the same line.

In Scope	Out of scope
Requirement analysis	Training regarding the usage of simulation software
Package selection	Programming a connection to SAP
Development of reusable demo components	Developing simulation software
Creating end-to-end use cases	Visualizing different manufacturing processes
Research on how to connect to SAP	
Visualize manufacturing processes	

2.5.1 Organizational Scope

The project will be executed by Avalon Solutions and will be delivered exclusively to Atos. For this project there are a total of six people, but the other members of the company will also have access to the project deliverables and can make contributions or review material if required.

2.5.2 Technical Scope

The technical scope will be determined when the simulation software is chosen. In general, the team will be responsible for the development of the reusable demo components using the visualization tool. Additional responsibility of the team is designing the connection between the visualization software and SAP.

2.5.3 Application Scope

The application scope means to define which actors can have access to the company's system. For this project, the scope will be the sales department and the customers of Atos. The salespeople will use the demo components to demonstrate how their solution will work for the clients. Additionally, linking the software product to SAP has the highest priority, while establishing a connection with other ERP systems is optional.

2.5.4 Documentation, Training and Education

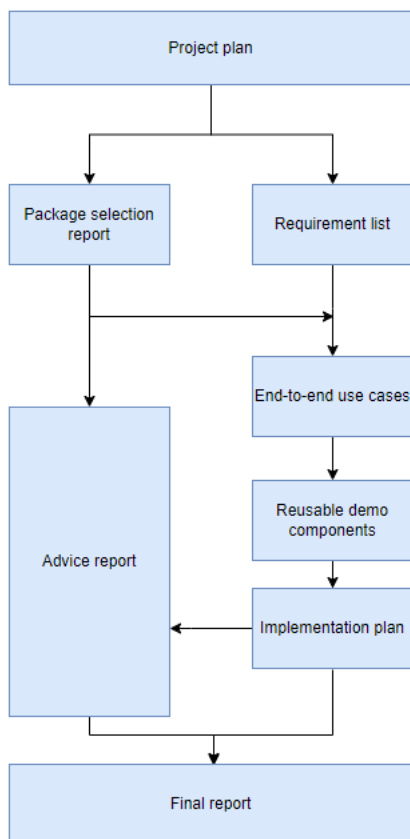
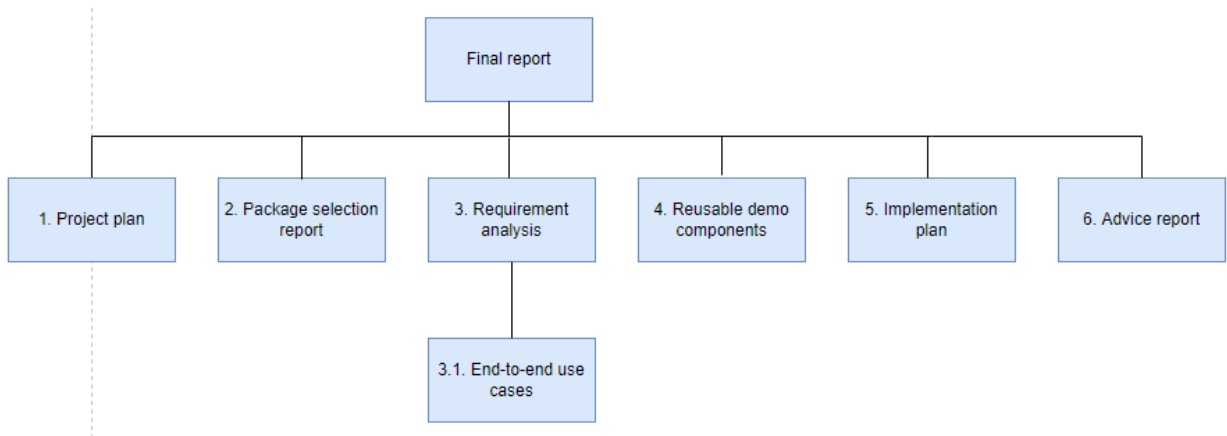
There will be a lot of documentation regarding the execution of the project. First, the team is going to design the project plan which will determine the phases of the project, the exact company requirements, and the final deliverables. Furthermore, additional training for the use of the demo components by the sales team will be required since the project team will not be responsible for creating all of them.

2.6 Project Deliverables

In this chapter the different project deliverables will be discussed: which deliverables will be realized, in which chronological order these products will be realized and what these deliverables contain.

2.6.1 Product Breakdown Structure

Below are the deliverables that are expected to be delivered during this semester, this may change during the project, these changes will then be reflected here.



2.6.2 Product approach

In the image on the left, the approach regarding the products is visualized. This should make it clearer which products are realized in which chronological order.

2.6.3 Product Descriptions

In this chapter a short description of the different deliverables can be found. The chapter should make clear what the goal of each deliverable is, how it is composed (as far as this is possible at this phase in the project), which format and quality criteria the document must meet and how the deliverable will be assessed.

Products	Responsible	Approver(s)
1. Project plan	Avalon Solutions	Atos
2. Package selection report	Avalon Solutions	Atos
3. Requirement analysis	Avalon Solutions	Atos
3.1 End-to-end use case(s)	Avalon Solutions	Atos
4. Reusable demo components	Avalon Solutions	Atos
5. Implementation plan	Avalon Solutions	Atos
Final Report	Avalon Solutions	Atos
Final Presentation	Avalon Solutions	Atos

* These following points apply to all the products specified in the table above.

Format / Quality standards

It is important that there are no grammatical errors in the document, a spell check will take place for this. Various templates supplied by Fontys will be used in the project plan. Adjustments are made to this to ensure that all the right topics are covered.

Method of assessment

The document will be tested by receiving feedback. For this document it is possible that the process coach, different content coaches, group members and possibly other stakeholders will provide feedback.

1. Project plan

Goal

In the project plan the project goals and objectives will be defined, tasks and how goals will be achieved will be specified.

Composition

See [table of contents](#) on page 4 of this document.

2. Package selection report

Goal

Selecting 3d factory simulation software that suits the needs of Atos.

Composition

- Requirements for the packages.
- Research on a select amount of different 3D factory simulation software packages.
- SWOT analysis to compare the different packages.
- Benchmark testing of different packages
- Advice of the different alternatives

3. Requirement analysis

Goal

Defining the requirements of stakeholders clearly and unambiguously.

Composition

- Determine business requirements to see what the purpose of the new software is.
- Setting up requirements for the 3D factory simulation software.
- Interviews with stakeholders.
- Use cases (see 3.1).

3.1 End-to-end use case(s)

Goal

Explaining how the system should behave.

Composition

- Developing use cases.
- Setting up of use cases.

4. Reusable demo components

Goal

Showing the advised 3d visualization software in action.

Composition

- Different demo components.
- Demo explanation.

5. Implementation plan

Goal

Ensuring that Atos can answer the who, what, when, how, and why of the implementation before moving into the execution phase.

Composition

- Resource Plan.
- Implementation Timeline.
- Team Roles & Responsibilities.
- Implementation Plan Metrics.

2.7 Constraints

In this chapter the constraints for the assignment will be discussed.

Time

The project should be executed within the time limit of this semester. This semester is 18 weeks long, excluding the public vacations. The product should be delivered before the end of June.

Resources

Our company does have constraints regarding resources. In the process of researching, we are allowed to use any sources we find suitable. Regarding the choice of technology, we are obligated to select a package which must be for 3D visualization software that integrates with SAP.

Financial

During this project we do not have a predefined budget. However, we would possibly need funding when we select the 3D software. Most of the available products we could use are paid, so before we continue with the implementation of our solution and after we find suitable software, a budget should be defined and approved by the stakeholders.

Scope

During the implementation of this project our company assumes there could be a possible change of scope. Part of the assignment is to connect SAP and the 3D visualization software, which requires in-depth knowledge in the field of programming languages. Our task would be to find 3D software which can connect to SAP. Although most of us have minimal programming skills and we will not be able to make the connection ourselves.

Quality

Our company does not have any quality constraints. However, we need to create a product which should be easily understandable for the users and would give a clear picture of the processes which it visualizes.

2.8 Research Questions

To ensure this project will be successfully executed, research should be conducted, guiding the project's direction. The main research question is:

Which 3D Factory visualization software best suits the needs of Atos & how to implement?

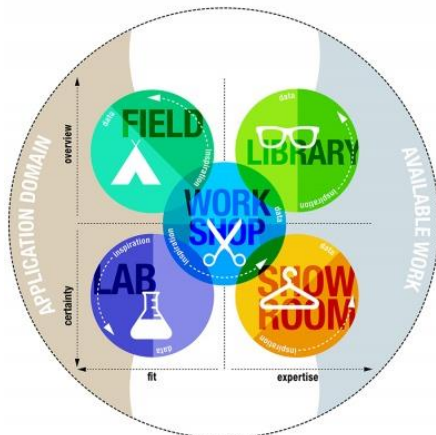
The question should cover the primary goal of the project. Because the main question is so broad, sub-questions should be formed, breaking the main question into a set of small steps. In this case sub-questions are included:

1. What is the technology readiness level of the required 3D software?
2. What are the system requirements?
3. How can reusable demo cases that meet the requirements of ATOS be developed?
4. How will the software be implemented in the company's structure and strategy?

To answer each question, different research strategies and methodologies need to be used. Using the proper research techniques will help us better understand the project and find the most relevant solution.

2.9 Approach

To be sure this project would be a success proper research should be conducted and the DOT framework would be used. The DOT framework/Development Oriented Triangulation/ offers a good way to understand the differences and similarities between the various research methods. For each research sub-question, a combination of several research methodologies would be applied. These can be found on the next page in this document, right after the general explanation of the DOT framework on this page.



The DOT framework (see image to the left) consists of:

The "What" of the research (the domains)






These are the domains where the information that is possibly needed can come from, there are 3 domains: The first domain is the "application domain". This is the domain of the specific context that the ICT project takes place. The second domain is of "available work". All available theory, models, and other artefacts that you can use are part of the available work domain. Thirdly is the "innovation domain", where your actual innovation takes place, and all the research is done.

The "Why" of the research (the trade-offs)

The explanation of what you want to obtain with research will help to better structure the research. There are 4 reasons why you would do a certain research method: to gain expertise, get a better fit between your product and the application context, get more certainty or to get more overview.

The "How" of the research (the strategies and methods)

This describes how there will be learned, the DOT-Framework has 5 research strategies (see table below).

Research methods	
 Library	Library research is done to explore what is already done and what guidelines and theories exist that could help you further your design. Since the advent of the internet library research is also called desk research.
 Field	Field research is done to explore the application context. You apply a field strategy to get to know your end users, their needs, desires, and limitations as organizational and physical contexts in which they will use your product.
 Lab	Lab research is done to evaluate parts or concepts of your product, of the final product. You use lab research to learn if things work out the way you intended them, or to test different scenarios.
 Showroom	Showroom research is done to test your ideas in relation to existing work. Showing your prototype to experts can be a form of showroom research or spelling out how your product is different from the competition. Also testing your product to general guidelines is a form of showroom research.
 Workshop	Workshop research is done to explore opportunities. Prototyping, designing and co-creation activities are all ways to gain insights into what is possible and how things could work.

(ictresearchmethods, 2021).

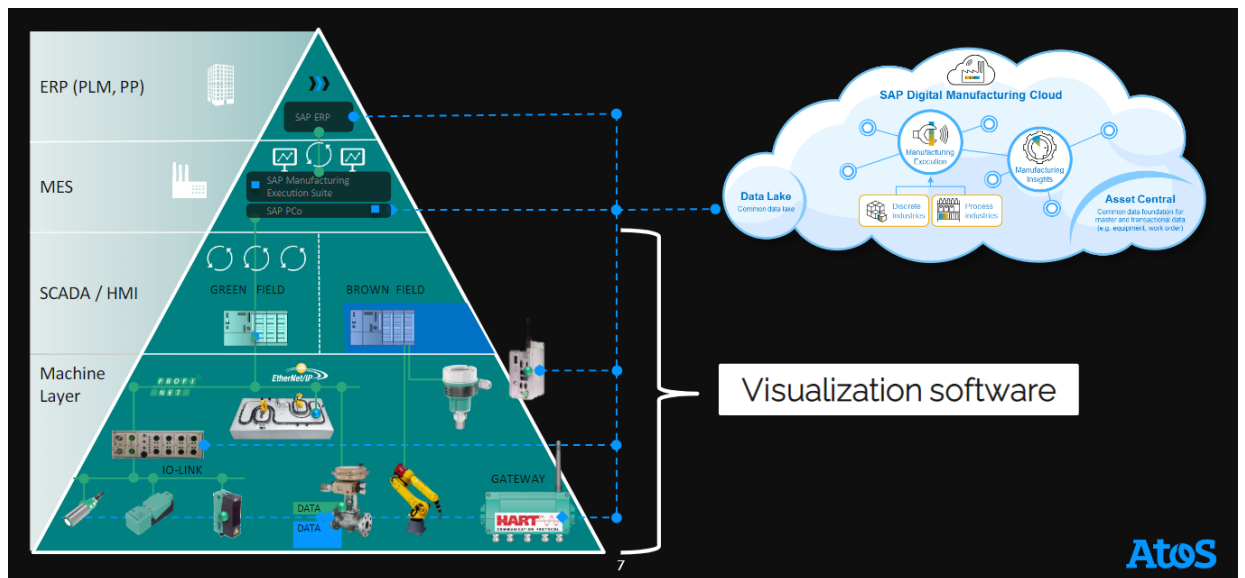
2.9.1 Research Strategies

Sub questions	Strategy	Application	End product
1. What is the technology readiness level of the required 3D software?	<ul style="list-style-type: none"> Library Field Workshop 	Literature study Interview Requirement prioritization Brainstorm	-Interview reports
2. What are the system requirements?	<ul style="list-style-type: none"> Field Library Workshop Showroom 	Interview Requirement prioritization Available product analysis Brainstorm Product review	-Interview reports -Requirements analysis document
3. How can reusable demo cases that meet the requirements of ATOS be developed?	<ul style="list-style-type: none"> Library Field Workshop Showroom Lab 	Literature study Interview Prototyping Brainstorm Product review Usability testing	-Interview reports -Reusable demo cases -Test report
4. How to implement the software in the company's structure and strategy?	<ul style="list-style-type: none"> Library Field Showroom 	Best good and bad practices Domain modelling System test Product review	- Implementation plan

3 Architecture Overview

3.1 Baseline Architecture

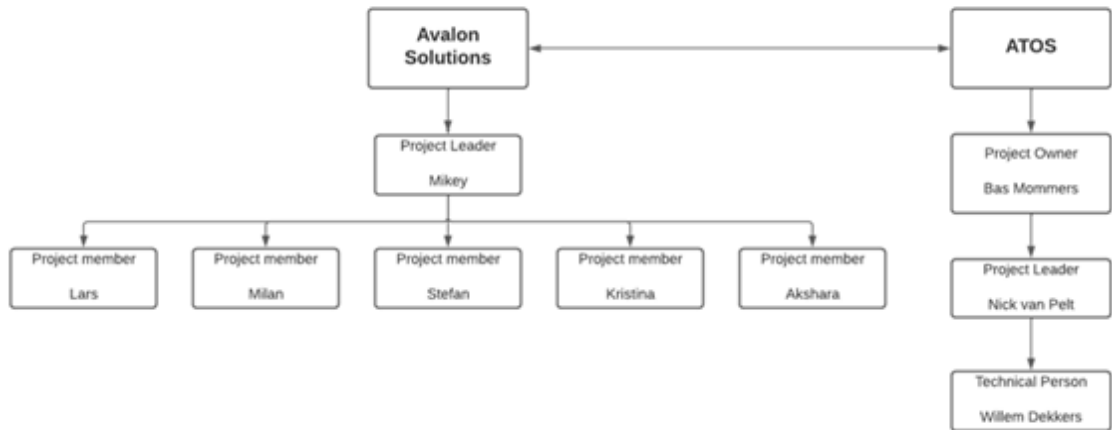
In this chapter we will be discussing the Baseline Architecture of this project, which in our case relates to the IT architecture of the client.



Atos is using SAP, which is enterprise resource planning software, incorporating the key business functions of an organization. Our assignment would be closely related to that part of the IT architecture. We must find 3D software, which can connect to SAP, so that the software can be added to the company's IT architecture as mentioned above.

4 Project Organization Structure

The project group of Avalon Solutions has 12 members. There is an overall group leader (spokesperson) which is Jochem. There are 6 people of Avalon Solutions that are going to work on the Atos project. The project leader of this Atos project is Mikey. Avalon works together with some stakeholders of Atos to finish the project. The project organization Structure is in the picture below.



5 Project Quality Plan

5.1 Risk Management

Risk management in quality control provides a means of mapping a laboratory testing process, identifying weak steps in the process, and optimizing controls of defects to prevent errors. In the matrix below there is an overview of the risks of the project and the mitigating actions.

Description	Likelihood	Impact	Risk	Mitigating Actions
The project group goes from 6 to 4 people because another project is being added	Medium	Medium	Medium	It is a possibility that a project is added for the project group, which causes two project members to leave this group and start working on the new project. If this happens, contact Atos immediately and review the scope.
Two or more people in the project group are absent due to, for example Covid	Low	High	Medium	There is not much that can be done about this. When it happens, good communication is important.
Two or more people of the Atos Stakeholders are absent due to for example Covid	Low	High	Medium	There is not much that can be done about this. When it happens, good communication is important.
Project group does not keep up to agreements that are made with the Atos stakeholders.	Low	High	Medium	Make a feasible planning and ensure good communication. If the agreements are not met, Atos will have to contact the project group and work towards a solution.
The Atos stakeholders do not keep up to agreements that are made with the project group.	Low	Medium	Low	Make a feasible planning and ensure good communication. If the agreements are not met, the project group will have to contact the Atos stakeholders and work towards a solution.
The agreed deliverables of the project plan are not completed on time	Medium	High	High	Make sure that the scope in the project plan is clearly mapped out to make sure that it is clear what needs to be completed at the end and that this is also feasible
Interim deliveries not as expected by the internship supervisor or client.	Low	High	Medium	Regularly request feedback and provide interim products/sub-questions for feedback and validation.
Problems with Software or Hardware	Medium	High	High	Atos is a large organization. If something is not right with the hardware or software or it is unclear how this works, this should be checked with

				Atos as soon as possible.
The project group cannot access the necessary information	Low	High	Medium	Get together with the Atos stakeholders and see what is possible.
Project member leaves indefinitely/breaks contact	Low	High	Medium	Decide together with the process coach on how this is solved. Divide work between other group members.

5.2 Stakeholder analysis

Stakeholders

During the project there will be collaboration with different people/agencies (stakeholders). The table below describes the stakeholders with an explanation:

Stakeholders	Role	Explanation
Nick van Pelt	Project leader	Nick is the person who will be in contact with the most during the project. Nick will be the first point of contact for the project group during the project and will be approached if there are any questions. During sub-topic approvals, Nick will have a large share.
Bas Mommers	Project Owner	Bas has the general overview of the project. Bas will probably not be present at all meetings but will keep a general overview of the progress and will play a major role in the review of the deliverables.
Willem Dekkers	Technical person	Willem can be contacted for technical information. Willem will probably not always be at the meetings and has less of the role of guiding the project group.

6 Project Controls

In this chapter the team will explain how they will make sure that the quality of the product will be as high as possible. The team made several agreements for that. Those agreements are visible in this chapter per subject.

6.1.1 Exception procedure

In the occurrence of exceptions, the project team will come together to discuss what happened and how to solve this, it is checked whether the project can still be continued in the same way. When this is not the case the project team will communicate this with the client and the process coach. The team will present a solution to them on how to handle the exception.

6.1.2 Change procedure

During the project there will not be a specific procedure for all changes made inside documents. It is expected from each team member that they produce qualitatively sound work and that not every change has to be reviewed. The changes that will be made inside the documentation during the project are documented by the version history feature in word, in this way earlier versions can be retrieved if necessary.

6.1.3 Acceptance procedure

The acceptance procedure will only take place when a version of a certain document is sent to the client. Multiple team members will control a certain document based on the acceptance criteria specified in *chapter 4.2 Customer Acceptance Criteria*. Next to this it is the intention to get a document checked by one of the content coaches within FHICT before sending it to the client. The possibility of this depends on the availability of the content coaches.

6.1.4 Risk management

The way of managing of risks during the project highly depend on the likelihood and impact of a risk. In chapter 4.1 the actions are stated that the team will take when a risk occurs during the project. When one of those risks occurs during the project the team will discuss what happened and what must be done to dissolve the occurrence. To be able to respond quickly it is important the risks are tracked by the project group. It is important that the risk matrix is a 'living matrix, as there most likely will come up new risks or current ones will change during the project.

6.1.5 Quality Reviews

In this section, we will be discussing the quality plan that will be developed which will monitor the project deliverables to ensure that they are corresponding to the acceptance criteria, quality and fit with the vision of our clients.

Following are mentioned the different components that will be covered in the quality plan:

Quality Objectives

Metric	Measure
Delivery to scope	<ul style="list-style-type: none"> Following the acceptance criteria, quality standards, stakeholder expectations. Defining the completeness, control activities and the assurance activities¹.
Delivery on time	<ul style="list-style-type: none"> Discussing the tasks and managing time well to deliver them according to the scrum board.
Adhering to the project methodology	<ul style="list-style-type: none"> Managing and attending the scrum meetings.

(¹: Assurance Activities include activities that monitor and verify that the process used to manage and create the product are being followed correctly. For example, stakeholder meetings, end of sprint condition)

Quality Roles

Roles	Responsibilities
Project Manager	<ul style="list-style-type: none"> Scheduling, Managing and Ensuring the quality control activities.
Developers	<ul style="list-style-type: none"> Comply and follow the quality standards.

Deliverables and Processes Subject to Quality Review

List of project deliverables and processes that will be quality reviewed:

Deliverables that will be reviewed	Details of quality review
Risk Management	<ul style="list-style-type: none"> Will be constructed and monitored in the project proposal document.
3D Simulation Software	<ul style="list-style-type: none"> Abides by the scope, basic requirements discussed with the client. Follows the requirements (relates to PLC) Is compliant with the end user's vision Follows the use-cases discovered
Testing of the demo prototype	<ul style="list-style-type: none"> All use-cases functional well Design is compliant with that of stakeholder and client Accessibility
Implementation Plan	<ul style="list-style-type: none"> Follows the acceptance criteria and change management

Quality Control Approach

Quality Control Process	Milestones	Owner	Documentation
Project Audit Process	Start with project (Feb 2022) Test Readiness (Apr 2022) Post Recommendations (May 2022)	Team Leader	<ul style="list-style-type: none"> • Implementation Plan • Advice Report • Audit Process Plan

6.1.6 Monitoring progress

There is no specified data that needs to be monitored periodically. Although, for monitoring the overall progress of the project i.e., that the team is on track and building the demo prototype that matches the vision of our clients and stakeholders will be monitored through the following actions:

1. Regular meetings amongst the team members.
2. Bi-weekly meeting/Sprint Deliverable Meetings with our clients.
3. Following the Agile scrum board.

6.2 Business and IT Controls

6.2.1 Internal Control Standards (ICS)

Internal control standards are the policies and processes implemented by the team as a whole or the clients for protecting its assets and ensuring that the accomplishment of different deliverables. For this project, Avalon will focus on three main types of internal controls:

<i>Detective</i> <i>To find errors after they have occurred.</i>	<i>Preventative</i> <i>Processes put into place to mitigate the happenings of errors.</i>	<i>Corrective</i> <i>Correcting the occurred errors. Avalon can follow workshops provided by Atos for better insights.</i>
<ul style="list-style-type: none"> • Performing risk analysis • Quality checks/monitoring • Reconciliation with the clients • Immediate communication within the team 	<ul style="list-style-type: none"> • Conducting changes in process • Managing and monitoring the changes 	<ul style="list-style-type: none"> • Further clarification with Atos in case of query • Getting training workshops from Atos

6.2.2 Information security

The demo prototype of the 3D simulation application that will be finalized for visualizing the manufacturing processes will be following the regular security regulations of Atos. It will be made sure that the manufacturing processes that will be visualized are compliant as to that of Atos as well.

7 Communication Plan

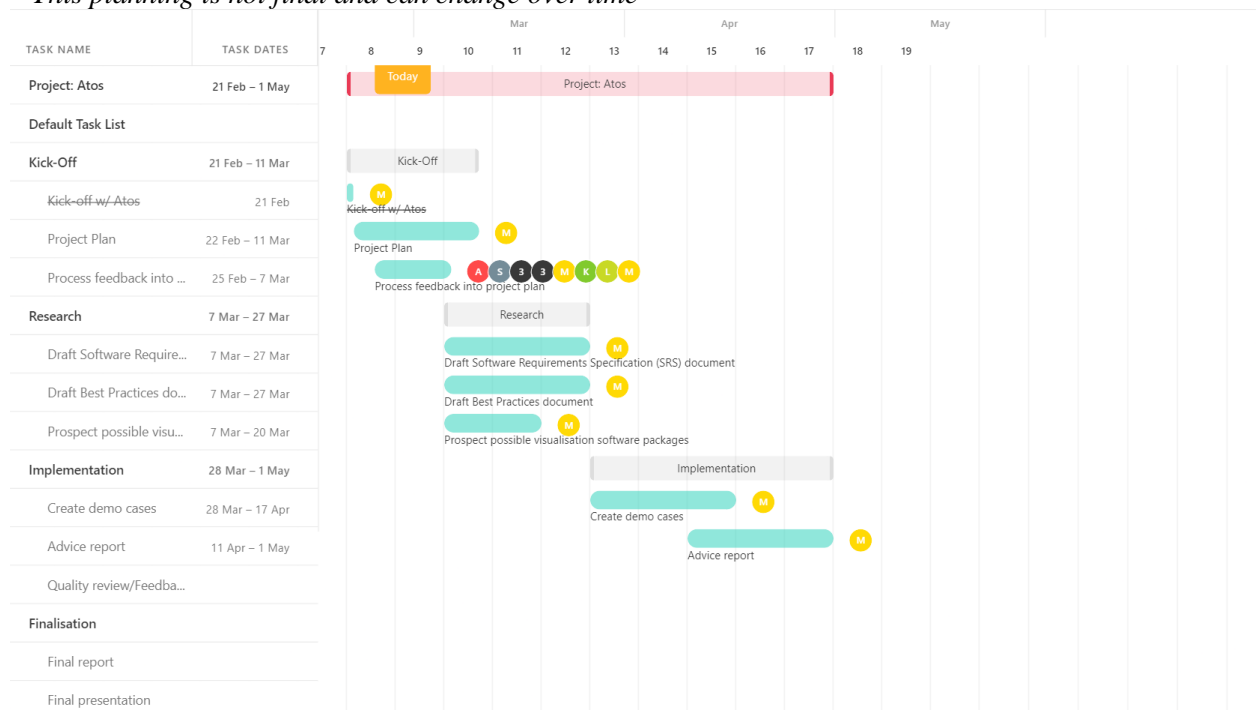
It is important to communicate efficient and effective. For this reason, a communication plan is made where the different communication parts will be named.

Project Phase / Events	Methods used	Targeted Recipients
Project team meeting	Meeting (live or Teams)	Project team
Stakeholder meeting	Meeting (live or Teams)	Project team + Stakeholders
Feedback meeting	Live meeting	Project team + Project Supervisor
Project update	Presentation	Project team + Stakeholders
Update documents	Canvas, Teams	Project team

8 Planning

The following planning is a global planning based on the school weeks.

** This planning is not final and can change over time*



9 Sources

Our vision and ambition. (2021, 8 July). Atos. Consulted on 23 February 2022, from <https://atos.net/en/lp/integrated-report-2018/our-vision-and-ambition>

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