

Project Plan

THE DIGITAL COMMUNITY OF DRIVE MKB



Project group DRIVE MKB | S6 Business | 10 June 2022

Version history

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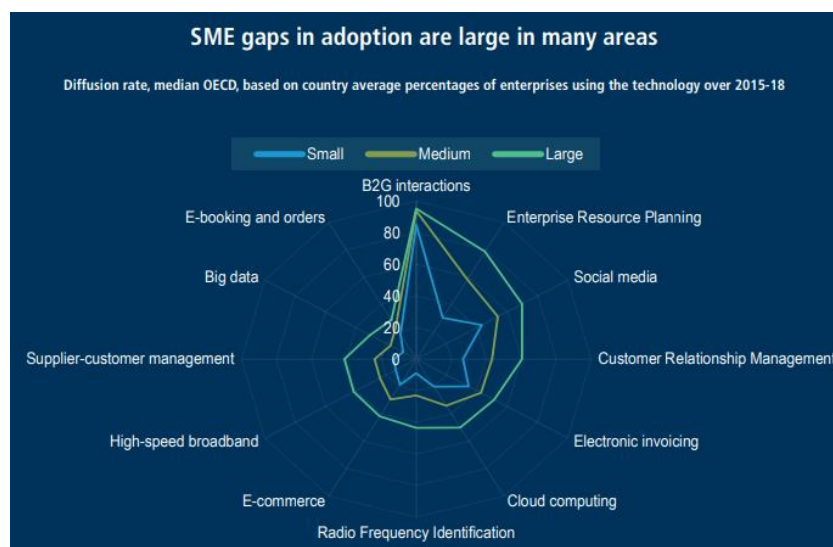
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2 Project Assignment

2.1 CONTEXT

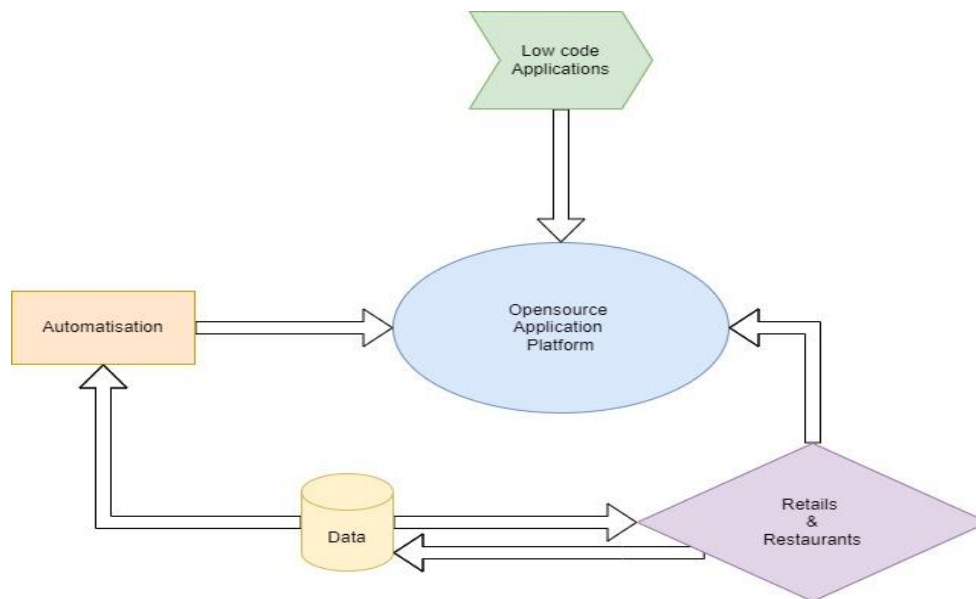
The project was prompted by the Corona crisis. Retail and restaurants are sectors that have suffered especially under the crisis and the new (temporary) legislation endorsed by it. Although there had been a lot of creativity and entrepreneurship, to maintain turnover through home deliveries, limited openings and more, these sectors have shown they are less crisis resistant than their larger counterparts and have suffered severely. In 2020 one third of SMEs feared to be out of business without further support, before the end of the year (OECD, 2020).

A lot is done by manual labour in these branches, compared to larger companies few to no processes are automated or supported by technology presently. Debatably, digital transformation with a focus on data driven decisions is seen as the possibility for entrepreneurs to take ownership and grow in resilience to sudden changes as we have seen during the crisis. In combination with a digital community working together to compete with larger companies and franchises.



1 OECD, 2021

The project is called DRIVE MKB and is currently led by Carli Kleijnen who will be our project owner. It stands for “*durable regional innovative flexible ecosystem.*” It aims to help restaurants and retail and wishes to enable them in self-sufficient digitalisation, in the hopes of granting them more survivability and flexibility during times of crisis. The project has been subsidiarised by the EU, and is done in cooperation with a set of partners such as Mindlabs, ROC Tilburg, Binnenstad Management Tilburg, Appsemble a.m.



2Fontys, 2022

The project has been running since September last year and is scoped at a research project of two years. The focus lies with proving the technology readiness level of a low code platform, starting a community, gathering education needs and gaining insight in the status of digital transformation of these branches. Low code applications have not yet been implemented or proven for these sectors, and a combination with an open-source community has certainly not been found. The SME sector needs the insights to take part in digital transformation. Relevant Questions would be; What platform is most suitable? What do these sectors need as far as insights are concerned? How can we educate these entrepreneurs? We do not have information for example on what they need, what questions they have, what sort of education would be interesting for them, or which shape of education. Do they even have the skillset needed or the mindset to be attracted by participation in lifelong learning?

We need insight in these branches. We need to know what data is already present and what could we do with that data? Is there a possible automation opportunity? All this should be done in cooperation with the businesses. The business case for the digital community should also be developed and the school asks advice on this part.

2.2 GOAL

The goal of the project is to prove the feasibility, technical readiness and attain a possible strategy for creating a digital community suited for the DRIVE MKB project. Unless other strategies prove better suited, this will be done in a business case, defending the benefits of a digital community for the DRIVE MKB project, and providing insight in the best way to initiate and implement such a community. Within 16 weeks – starting on the 7th of March – NextGen-Solutions will create a research-based business case on the creation of a digital community suited for the DRIVE MKB project.

2.3 SCOPE & PRECONDITIONS

The entirety of the DRIVE MKB project will be divided in many goals and outcomes. NextGen-Solutions, within the whole, will provide advice on the feasibility and implementation of a digital community. Specifically outlining the benefits, downsides, and implications of creating one.

NextGen-Solutions will be creating a business case for creating a digital community. It will do so by conducting thorough, triangulated research into the subject making use of the many related stakeholders such as but not limited to the FONTYS Lectorate and the existing community around the International Creative Woman group, which are considered a benchmark in this area. By-products of this research will be at least a research report and an advisory report meant to inform the interested stakeholders of our findings. The business case will at least include a financial analysis stating the business value of a digital community, based on the ICW group as an example, and the research done. The advisory report will include advice on a subscription model and the use of available data within the concept of a possible community. The use of data will be analysed as well on compliance to Dutch rules and legislation. Where deemed necessary, NextGen-Solutions will attempt to provide a Proof of Concept (POC) to illustrate our advice.

If any feasible business solutions become clear during the research, which might help the stakeholders involved or the DRIVE MKB project, these will be included in the advisory report for the product owners to do with as they see fit. If possible, we will provide insight into what data might signify for various branches, beginning with retail, price, flexibility, and return on investment, which are all factors to consider.

By achieving the goal of digital communities and digital transformation, interested stakeholders, such as the DRIVE MKB project, can begin to collect valuable data that can always be used, and could aid SME's during times of crisis. The extent in which the data can help is based on the thoroughness of the collection of information and how detailed they are. Data points which can be collected can be (but not limited to) number of customers each day/week, percentage of occupied tables, member data, which items are performing the best and which ones are not performing according to the desired expectations. By migrating to this modern way of working those connected to the community can work seamlessly and more efficiently through the use of data and visualizations.

2.4 STRATEGY

The project team will work in an Agile manner, as opposed to the Waterfall technique. We find it important that the project is client focussed. This entails that the client should be involved at least during every stage of the project. Furthermore, the project needs to be defined more clearly towards the end, as new findings emerge. During these iterations expectation management is key towards the many interested stakeholders involved. An incremental process is therefore necessary and key for creating a qualitative end deliverable. Finally, the end deliverable has yet to be defined and is subject to heavy iterations throughout the lifecycle of the project. To remain on track, constant involvement of the product owner in the development process is required.

To enforce this manner of working, the project team will work with 2-week sprints ending in a sprint and peer review. During the project, the backlog of tasks will be the focus point. Not only

will this allow for a clear overview and understanding of the direction the project is going in, but it will also create a strong talking point for the product owner allowing her to keep control. For the final check (DoD) will be done by the project leader or the team members and then the results will be reported to the PO every two weeks. Also, the client will receive weekly updates of the project if there are changes. Triangulation, reputable sources, expert/peer review and source control will guarantee the quality improvement throughout the project. Moreover, acceptance criteria will specify the scope and requirements that must be completed by developers before the user story can be considered complete. It will be used during the development phase of the business case. Retrospective will be done in the sprint review. Finally, non-disclosure agreement with ICW community will be signed in order to guarantee transparent and secured data.

3 Project Organisation

3.1 STAKEHOLDERS

With the project comes certain parties that are interested in some way or form. These parties have their own vision whether it be direct or in an indirect manner, as well as the possible impact, should it pass or fail. These parties will be named accordingly:

- Project Leader – The one in charge of the project team that is working on the project.
- Product Owner – The Product Owner may represent the needs of many stakeholders in the Product Backlog.
- Quality Manager coach– Ensures that all company products and services meet quality standards before they go to market.
- Content coach - To guarantee student improvement, develop coaching strategies for instructors.
- Client – The person or organization that use services.
- Partners – A business partner is a commercial entity with which another commercial entity has some form of alliance.

<i>Project role</i>	<i>Name</i>	<i>Contact information</i>	<i>Project role</i>	<i>Name</i>
<i>Product Owner and Content Coach</i>	<i>Carli Kleijnen</i>	<i>c.kleijnen@fontys.nl</i>	<i>Product Owner and Content Coach</i>	<i>Carli Kleijnen</i>
<i>Quality manager research</i>	<i>Leon Bokhorst</i>	<i>l.vanbokhorst@fontys.nl</i>	<i>Quality manager research</i>	<i>Leon Bokhorst</i>
<i>Client - International creative woman</i>	<i>Sally Ocana</i>	<i>internationalcreativewomen@gmail.com</i>	<i>Client - International creative woman</i>	<i>Sally Ocana</i>
<i>Partner - Appsemble</i>	<i>Kees van de Broek</i>	<i>kees@openappsemble.nl</i>	<i>Partner - Appsemble</i>	<i>Kees van de Broek</i>
<i>Project Leader</i>	<i>Haije, Tim T.F. La</i>	<i>tim.lahaije@student.fontys.nl</i>	<i>Project Leader</i>	<i>Haije, Tim T.F. La</i>

3.2 STAKEHOLDERS QUADRANT

With the parties stated (now referred to as Stakeholders) and a very brief explanation, it will be fascinating to see where they stand on the project. Knowing who has the greatest influence and who has the most investment in the outcome can help you decide how to approach each stakeholder. Otherwise, the project may face difficulties with its stakeholders and may be cancelled altogether.

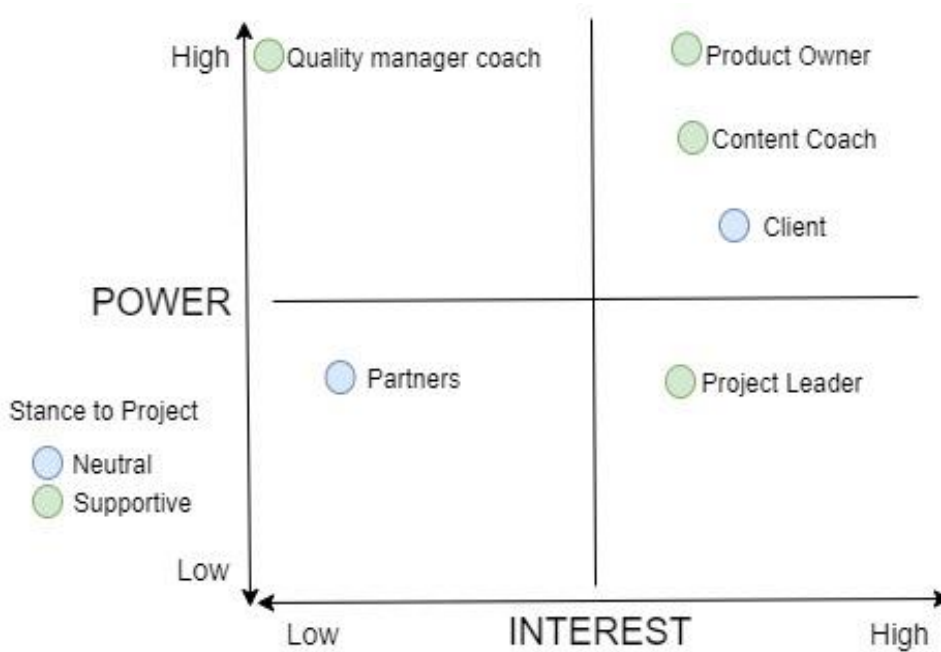


Figure 3; stakeholders quadrant map

3.3 QUADRANT MOTIVATION

Stakeholder	Stance	Power	Interest	Reason
Project Leader	Supportive	Low	High	The project leader guides the project, and the teammates who are working on the project. They have no power to change the project itself or the outcome of it. The project leader is interested in how the team works and what methods they apply. The support provided helps the team to improve on their skills and communication efforts.
Product Owner	Supportive	High	High	The project owners are the ones investing most of their time into this project. While not in a working sense, they are still highly interested in how it goes. They also have the power to change the project as they see fit or cancel it completely if the team strays from the scope. They support the project since they created the need for the project.
Content Coach	Supportive	High	High	The content coach can support the project and is able to change the requirements during the phases of the project.
Quality manager Coach	Supportive	High	Low	Supports the project and also has the power to give feedback about the prototype and test the quality from a research perspective

<i>Partners</i>	<i>Neutral</i>	<i>Low</i>	<i>Low</i>	<i>The partners are the one working with or helping the company. Their ties, support and/or work contract help the company. Although having neither the power nor interest in the project, it can help the partners if they need easier to access information in a more formatted way.</i>
<i>Client</i>	<i>Neutral</i>	<i>High</i>	<i>High</i>	<i>The client has the power to change requirements and has the biggest interest of the project.</i>

3.4 COMMUNICATION

Stakeholder	Role	Message	Medium	Schedule	Responsible
Carli Kleijnen	Product owner.	Status reports. Decision making. Strategic issues. Changes to scope. Sprint review. Backlog. Feedback loop.	Formal reports. E-mail. Meetings.MS Teams.	At the end of every sprint (2 weeks). Final delivery.	Tim La Haije.
Carli Kleijnen	Tutor	Status reports. Decision making. Strategic issues. Sprint review. Sprint retrospective.	Questions MS Teams.	At the end of every sprint (2 weeks). At feature delivery. Final delivery.	Tim La Haije
Marco Hormes	Tutor.	Status reports. Peer review. Internal assessments. Sprint review report. Feedback loop.	Formal reports. E-mail. Meetings. MS Teams.	At the end of every sprint (2 weeks). When required. At feature delivery. Final delivery.	Tim La Haije
International Creative Woman	Users.	Request for participation in research. Required info on the project to participate in the research.	Interview(s) & Questionnaire.	Multiple times, during the research, more if needed.	Tim La Haije
Kees van de Broek	Partner	Request for participation in research. Required info on the project to participate in the research.	Interview(s) & Questionnaire. E-mail.	When required for supporting the research.	Tim La Haije
Leon Bokhorst	Tutor	Request for participation in research. Required info on the project to participate in the research for testing the quality of the prototype.	Formal reports. E-mail. Meetings. MS Teams.	When required. At feature delivery.	Tim La Haije

3.5 ORGANISATION BREAKDOWN STRUCTURE

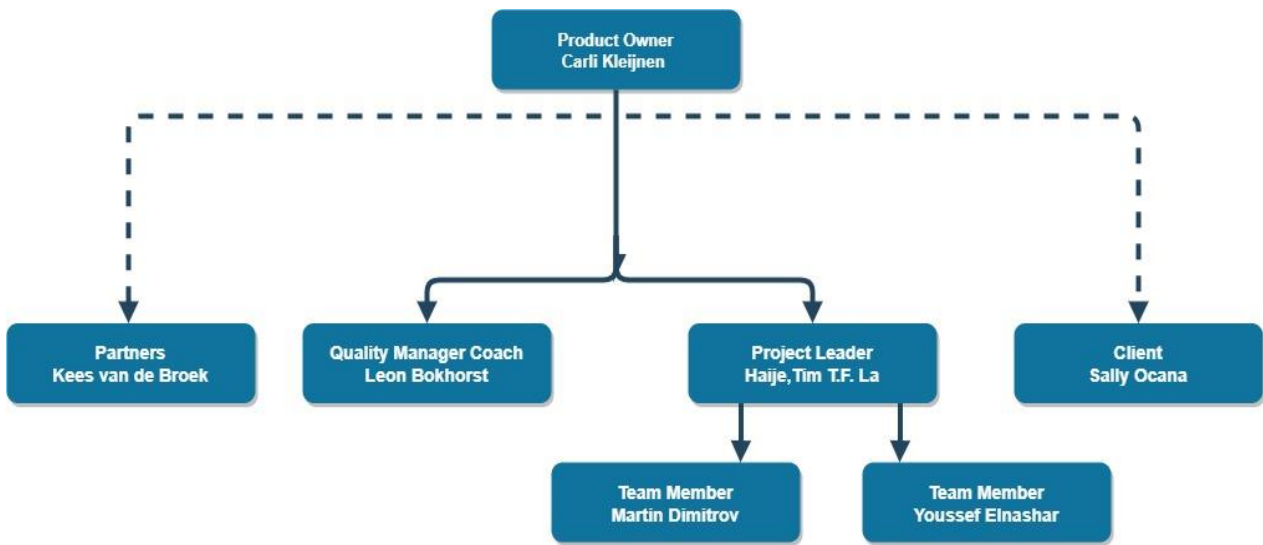


Figure 4; Organizational hierarchy

4 Activities and time plan

Chapter 3 details the different milestones and phases of the project. In the table below the tasks are described with the assumed time in which these will be completed. The chapter is meant to provide insight into the current workload, create an initial backlog and allow for expectation management through a single source of truth.

The project will consider eight sprints divided over four phases. As each sprint is embedded in a standard structure as described in chapter 1, these sprints allow for clear communication. The phases itself allow for clear time- and expectation-management towards all stakeholders. Each sprint will end in a sprint review allowing interested stakeholders to make changes to the backlog or suggest iterations.

It is important to note that the schedule is highly likely, but not necessarily definitive and based on current knowledge. The requirements of the final deliverable(s) may change due to stakeholder interests, or newly acquired insights. These changes may then require alteration of the time schedule, the criteria, workload associated with the task or the entire milestone all together.

4.1 PHASES OF THE PROJECT

The “open” deliverable of sprint 8 can be considered as a buffer to mitigate project risk, save time for possible business solutions, or the creation of a proof of concept, as described in paragraph 2.3 Scope & Preconditions.

<i>Week</i>	<i>Phase</i>	<i>Starting date</i>	<i>Sprint</i>	<i>Deliverable</i>	<i>Divide the documents further</i>
1 & 2	Research	2022-03-07	Project initiation (sprint 0)	Project Plan	
3 & 4	Analysis	2022-03-21	Sprint 1	Research document	Research questions & approach
4 & 5	Analysis	2022-03-28	Sprint 2	Research document	
5 & 6	Analysis	2022-04-04	Sprint 3	Research document	
7 & 8	Development	2022-04-18	Sprint 4	Business Case	Subscription model
9 & 10	Development	2022-05-02	Sprint 5	Business Case	
11 & 12	Development	2022-05-16	Sprint 6	Advisory Report	AVG rules and regulations
13 & 14	Development	2022-05-30	Sprint 7	Advisory Report	
15 & 16	Finalising	2022-06-13	Sprint 8	Open	

5 Research approach

The following chapter will describe the approach NextGen-Solutions is willing to take towards our core product, the research document. We intend to create an evidence-based, professional, and thorough approach towards reaching definitive, usable, and highly valued conclusions. We consider our research the basis for our other end-deliverables and see a direct causal correlation with the quality of the latter.

5.1 METHODOLOGY

Triangulation

Given the research nature of this project, a wide array of steps and procedures must be taken into account to ensure the validity and accuracy of all the conclusions that can be drawn from the research. The first factor is triangulation, which is a general idea that encompasses multiple methods that can be applied in different scenarios. In the context of our project, it will be used when gathering information on a single point from multiple sources and finding the common conclusion between them and implementing it in the research document. Using this technique ensures that the information used in this research is reliable and provides a glimpse of the different perspectives for the topic.

Sources verifiable

A research project requires the use of accredited and trust-worthy sources that will be used to gather information. Through the use of these sources, we can ensure that all the information gathered is of a high degree of reliability and can be used in this research. Google Scholar is a great location for finding credible sources that are reliable and can be used within this project. Given the fact that this is a research project and will use a multitude of sources, ensuring that all citations are clear and used correctly is crucial in any document submitted for the project.

Data verifiable

Any data that can be used in this project must be from a trusted source and must be credited with the location. Given that the use of financial figures is a possibility in this project, we will gather these numbers from multiple sources and average them in order to get the most accurate and reliable value that can be used throughout the project.

DOT (Development Oriented Triangulation) Framework

The DOT Framework is a method that is used to help create a structured research document that mainly outlines the what (domains), why (trade-offs), and how (strategies) of the research. The five main factors of this framework are the library, field, lab, showroom, and workshop.

Library: This phase mainly explores any work that has already been done or theories that can be used to further the research. This is also known as desk research

Field: This phase is done in order to get to know the clients better as well as their requirements, limitations, and/or any other relatable information that can be used in the project.

Lab: This phase is mainly done to test any part of the project to ensure that everything is working as it should or if there are any needed changes.

Showroom: This phase is done in order to provide a platform to test any ideas related to the project to a panel of experts. This also provides a chance to present a prototype to the end-user and be able to describe everything related to the solution.

Workshop: This phase is used to explore any potential future scenarios and how they could work as well as the probability of success.

Library	Field	Lab	Showroom	Workshop	Extra
Available product analysis	Document analysis	A/B testing	Benchmark test	Brainstorm	Joker
Best good and bad practices	Domain modelling	Component test	Ethical check	Business case exploration	
Community research	Explore user requirements	Computer simulation	Guideline conformity analysis	Code review	
Competitive analysis	Focus group	Data analytics	Peer review	Decomposition	
Design pattern research	Interview	Hardware validation	Pitch	Gap analysis	
Expert interview	Observation	Non-functional test	Product review	IT architecture sketching	
Literature study	Problem analysis	Security test	Static program analysis	Multi-criteria decision making	
SWOT analysis	Stakeholder analysis	System test		Prototyping	
	Survey	Unit test		Requirements prioritization	
	Task analysis	Usability testing		Root cause analysis	
	Exploratory data analysis	Data quality check			
		Model validation			
		Model evaluation			

Figure 5; Research methods (“The DOT Framework”, 2021)

5.2 RESEARCH QUESTIONS

Main question

To what extent can analyzing an existing digital community provide insight on the best practices to create a self-sustainable community for the DRIVE MKB Project?

Sub-questions

1. What defines a self-sustainable digital community and its needs in regard to the DRIVE MKB project?
2. What kind of data can be derived from the ICW digital community (if any), and what value does it have to that community?
3. What kind of data does a digital community produce in general, and how can this insight be used in the pursuit of a self-sustainable community in the DRIVE MKB project?
4. What would be the requirements of a digital community, in order to be self-sustainable and provide value to the DRIVE MKB project?

Question	Dependency	Methods
1	x	Literature study, interview, gap analysis
2	1	Literature study, Interview, data quality check
3	1	Literature study, Interview, data quality check
4	1, 3	Literature study, explore user requirements, business case exploration

5.3 QUESTION I

The first question; ‘*What defines a self-sustainable digital community, and its needs in regard to the DRIVE MKB project?*’ allows us to first define what a digital community is and the different types to gain insight on how they are started and how they work before our research. By understanding this we are able to comprehend how these communities operate and the characteristics required for a community to be considered self-sustainable. Defining these communities is necessary as seen in the dependency table in order to further elaborate on other questions and more importantly the main research question.

In order to answer this question, we will make use of the **literature study** method, requiring us to conduct desk research into the matter, and provide conclusions based on numerous verifiable sources. This will help us understand how a digital community is started and the steps and procedures needed to be taken to ensure that it is self-sustainable. After this, we will conduct necessary **interviews** to provide additional insight into the defining characteristics of a community, which will help identify the distinct types. Finally, we intend to create a **GAP analysis** which will help highlight the main differentiating features between a realistic solution to the desired solution. By creating this analysis, we will be able to bridge the gaps between the two solutions and incorporate some parts of the desired solution into our actual solution.

5.4 QUESTION II

The second question; “What kind of data can be derived from the ICW digital community (if any), and what value does it have to that community?” allow us to understand how the use of data can help the ICW digital community and to what extent will they benefit from it. Furthermore, the data provided will be tested regarding quality and it will be researched on how this data can improve the ICW digital community. In order to provide insight in this we intend to do a **literature study** into benefits of data in digital communities and how we can apply the knowledge to ICW more specifically. Then we will do an **interview** with ICW to understand how the data should be structured to best suit the client’s wants and needs. Finally, we will conduct a **data quality check** to ensure that all the data is accurate, relevant, complete, and up to date. Ensuring that the data quality is up to the required standard is crucial as it gives a confidence boost to the users.

5.5 QUESTION III

The third question; ‘What kind of data does a digital community produce in general, and how can this insight be used in the pursuit of a self-sustainable community in the DRIVE MKB project’ allow us to understand how the use of data can help digital communities in general and to what extent will they benefit the DRIVE MKB project. The second and third questions are similar in nature, however the main differentiating factor between them is the target group which are the ICW community and DRIVE MKB, respectively.

To answer these questions, we will use the methods provided by the DOT Framework. **Literature study** will be used to research multiple sources to help clarify the need of data for digital communities in general and how they can apply to the DRIVE MKB project. Then again, the same as the second question, we will do an **interview** to understand how the data could help with the DRIVE MKB project. Finally, we will run a **data quality check** to confirm that all of the information is correct, relevant, complete, and updated.

5.6 QUESTION IV

Question 4; “*What would be the requirements of a digital community, in order to add value to the DRIVE MKB project?*” will allow us to dive into the “why” of a digital community in respects to the DRIVE MKB project. Here we get a chance to define the characteristics that a community needs to have, in order to truly be useful. What values should it have, and what should be the return for customers? What makes the community sustainable and what value does it bring to the DRIVE MKB project?

We intend to first evaluate the question using **literature study**. We intend to gain insight into the possibilities of a community in regard to the DRIVE MKB project and what would be the best implementation. The requirements other communities have fulfilled in the past could certainly fuel this strategic advice. The **exploration of user requirements** could help us create an idea of what the DRIVE MKB project wants to achieve, and how it could do this through the implementation and setup of a digital community. What does the project require of this community to establish that value in a renewable, sustainable way that would actually add business value to the project as a whole, or even act as a medium through which the DRIVE MKB project connects to the SME’s. Finally, we would like to conduct a **gap analysis** which should provide insight in the current state of the DRIVE MKB project and where it needs to be in order to add value for itself as a whole through the use of a digital community.

6 Deliverables

The following paragraph will provide insight into the different deliverables NextGen-Solutions intends to develop during the course of the project. Along with a description of the product and its necessity, the order will be made clear in which the product should be developed using a product breakdown structure.

6.1 PRODUCT BREAKDOWN STRUCTURE

Main deliverable - Research report

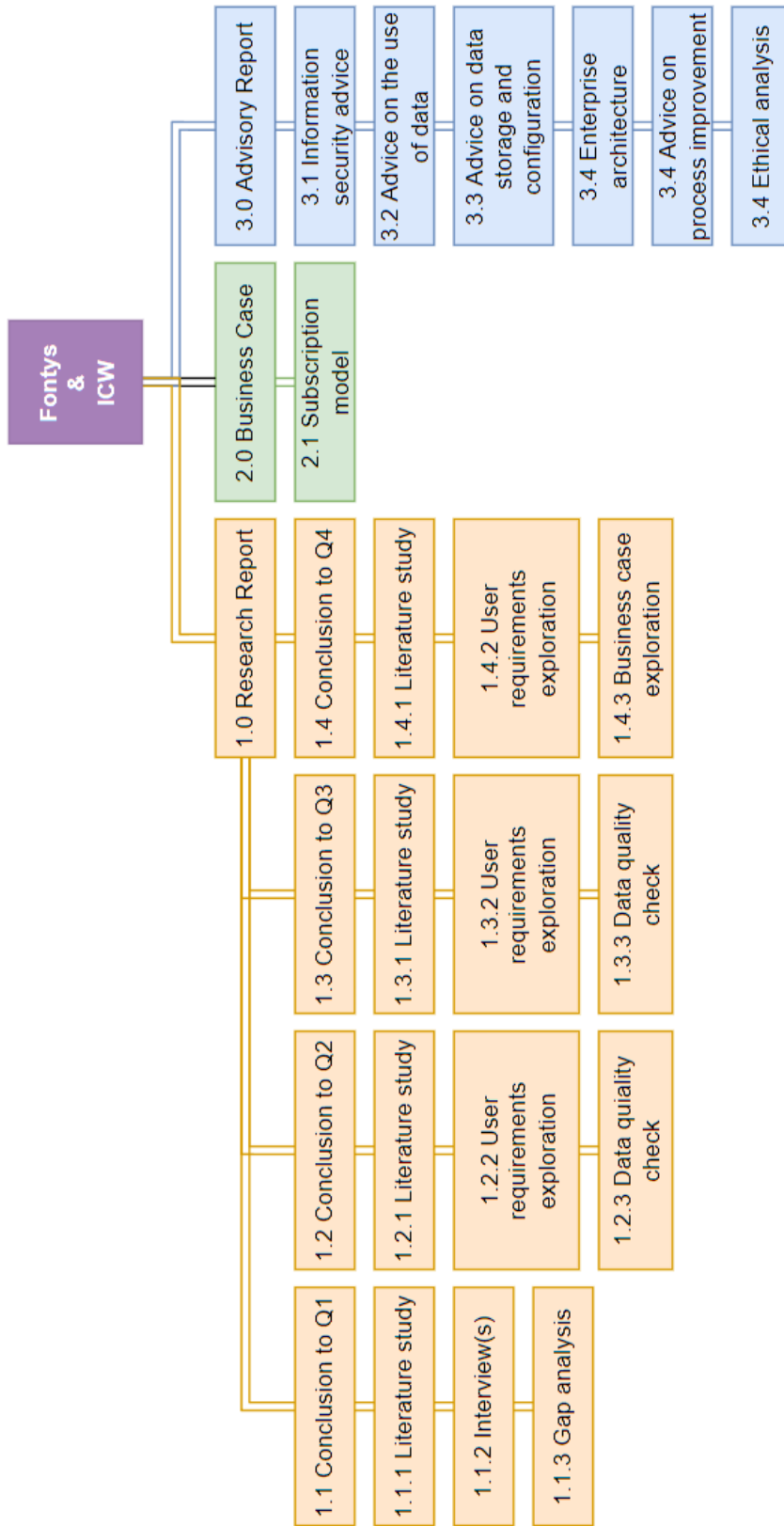
The core product NextGen-Solutions will provide on the community matter is research. We do so in order to advise the different interested stakeholders on the feasibility, implementation, and business value of a digital community both existing and/or yet to be created. The research itself will provide the foundation for our end deliverables such as the business case as well as the advisory document. The report will contain all transcripts, literature studies, product analysis, data etc. and will finally provide the conclusions that can be drawn from it.

Main deliverable - Business case

During this project, there is the possibility of researching the financial aspect of digital communities in terms of running costs and possible profits projected on small retail and the DRIVE MKB project. Given this exploration, the creation of financial statements such as cashflow forecasts will be created in order to assess the future of the proposed expansion into these communities. Most (if not all) financial figures will be rough estimates extracted from multiple sources and averaged in order to find the most accurate values for all costs or inflows. Through this process, the financial documents created can be used as a reference for any organization that wishes to enter into or further develop a digital community. This will also take into consideration the other research (which will be conducted simultaneously) about the different subscription plans, that will be provided.

Main deliverable - Advisory document

During the project multiple points of interest will be researched, which we consider pillars of a healthy digital community. As such, we intend to provide advice on these matters to support the existing communities and further sustain the idea of creating a new one. Subjects include the use of data, databases, information security, strategy, implementation etc. As the previous business case will only address the feasibility of any community, a different document is needed to actually contain the general conclusions of our research and distil these into the practical advice needed from an end deliverable.



7 Finances and risk

7.1 PROJECT BUDGET

This project has no monetary budget that needs to be defined at the current stage, however there is a time budget which is the 16 remaining weeks of the semester. Given this time budget the group needs to work efficiently to ensure that all aspects of the project can be completed within this period and ensure the quality of the work is of the highest standard. In regard to equipment, all members of the group have all of the required hardware and applications, which will be needed to complete this project, thus eliminating the need to acquire any additional materials.

7.2 RISK AND MITIGATION

This table contains the risks that can apply to this project. There will be a short description of every risk including the impact, probability, total risk, prevention measures and mitigation activities.

Probability		
L	Low	
M	Medium	
H	High	
Impact		
L	Low	
M	Medium	
H	High	
Overall Risk (Probability x Impact)		Risk
HxH	L	High
HxL	K	Medium
HxM	L	High
LxH	K	Medium
LxL	J	Low
LxM	J	Low
MxH	L	High
MxL	J	Low
MxM	K	Medium
x	?	-

Risk	Impact	Probability	Total Risk	Prevention activities	Mitigation activities
Project owner/ Process coach is missing	M	L	L	Try to get all the required information when it is available	Try to work on what the group can do and try to contact the process coach via Teams or email. Another option is to consult the content coach and get assistance if the process coach is unavailable.
If a project member is absent (Sickness, personal problem, etc.)	H	M	H	Try to always communicate with the group in advance to let everyone know about the absence.	Split up the absent person's responsibilities across the group in order to stay on track with the project deadline.
If a project member leaves the project group	H	L	M	Try to always communicate with the group in advance to let everyone know about any decisions that can have an influence on them.	Split up the missing person's responsibilities across the group in order to stay on track with the project deadline.
Project deadline is not met	H	L	M	Make sure to stick to each deadline and complete each sprint within the specified time frame. Also, the project leader must have a clear understanding of everyone's progress	Start working harder to attempt to finish before the deadline or try to get an extension.
Bad communication between project members (internally)	H	L	M	The project group holds daily standard meetings and weekly progress meetings. These meetings allow everyone to communicate freely regarding their progress	In case of small communication issues, the group will attempt to solve it internally. However, in extreme cases the group will involve the process coach.

Bad communication with the clients (external)	H	M	H	Make sure to keep good relations with all stakeholders of the project to ensure that there will be no communication issues	Try to explain the situation to either the client or the coaches to improve communication as it is a key part of the project.
Requirements are not well-defined by the clients	H	L	M	Ensure that all requirements are communicated clearly with the stakeholders to avoid any confusion	Schedule meetings with the clients to reiterate the agreed upon requirements thus avoiding any changes in the overall scope.
Project setbacks	M	L	L	By maintaining effective communication with the stakeholders, we can monitor the progress of our project to eliminate the risk of deviating from the client's requirements	Update the project plan to accommodate the upcoming change in workload
Losing documents	H	L	M	Work in a cloud-based environment (Teams, OneDrive, etc.) and keep backups of essential files	Attempt to recover the lost documents however, in the worst-case scenario, the document will have to be redone
Surprise lockdown which leads to remote working	L	M	L	N.A.	Quickly adapt to new working environment to minimize any downtime and ensure the possibility of working online.
<i>Lack of knowledge, expertise of reputable sources</i>	M	L	L	Pre-asses what knowledge is needed before agreeing on a feature.	Ensure viable communication with all possible sources.

8 Sources & Literature

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