



Company Handbook 2021



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Company introduction

Mass Solutions was funded in 2021, as part of the LGP (Laboratório de Gestão de Projetos), a curricular unit that mix multiples master courses in FEUP (Faculdade de Engenharia da Universidade do Porto) and FBAUP (Faculdade de Belas Artes da Universidade do Porto).

LGP aims to develop students' software project management skills and teamwork skills in software projects. It also stimulates students' entrepreneurship, as it offers an ideal environment to develop those important skills. So when they face future challenges they will be confident.

Mass is the blossom from that seed. We are proud to be part of this team, and together we will shape the future.

Welcome to Mass. A team of dedicated and passionate people. Where every day we strive to reach higher levels of excellence, either as professionals and as persons.

#JoinTheMASS



Company vision

At Mass we envision to achieve higher, to be bold in our decisions and think outside the box to find what our clients need, not only what they want. Our goal is to provide a solution, to help our clients to reach their objectives. For us, our clients success is our success.

"To create fresh and innovative solutions for our customers, helping them to excel within their industries"

Company mission

Our mission is simple, although complex. As technology has many sides, and interactions can take multiple forms, from simple as reading a logo, to being complex as a virtual reality experience. From concept to implementation, solutions that are seamlessly integrated and beautifully designed.

"To change how users interact with technology by creating tailor-made solutions aligned with our client's goals."

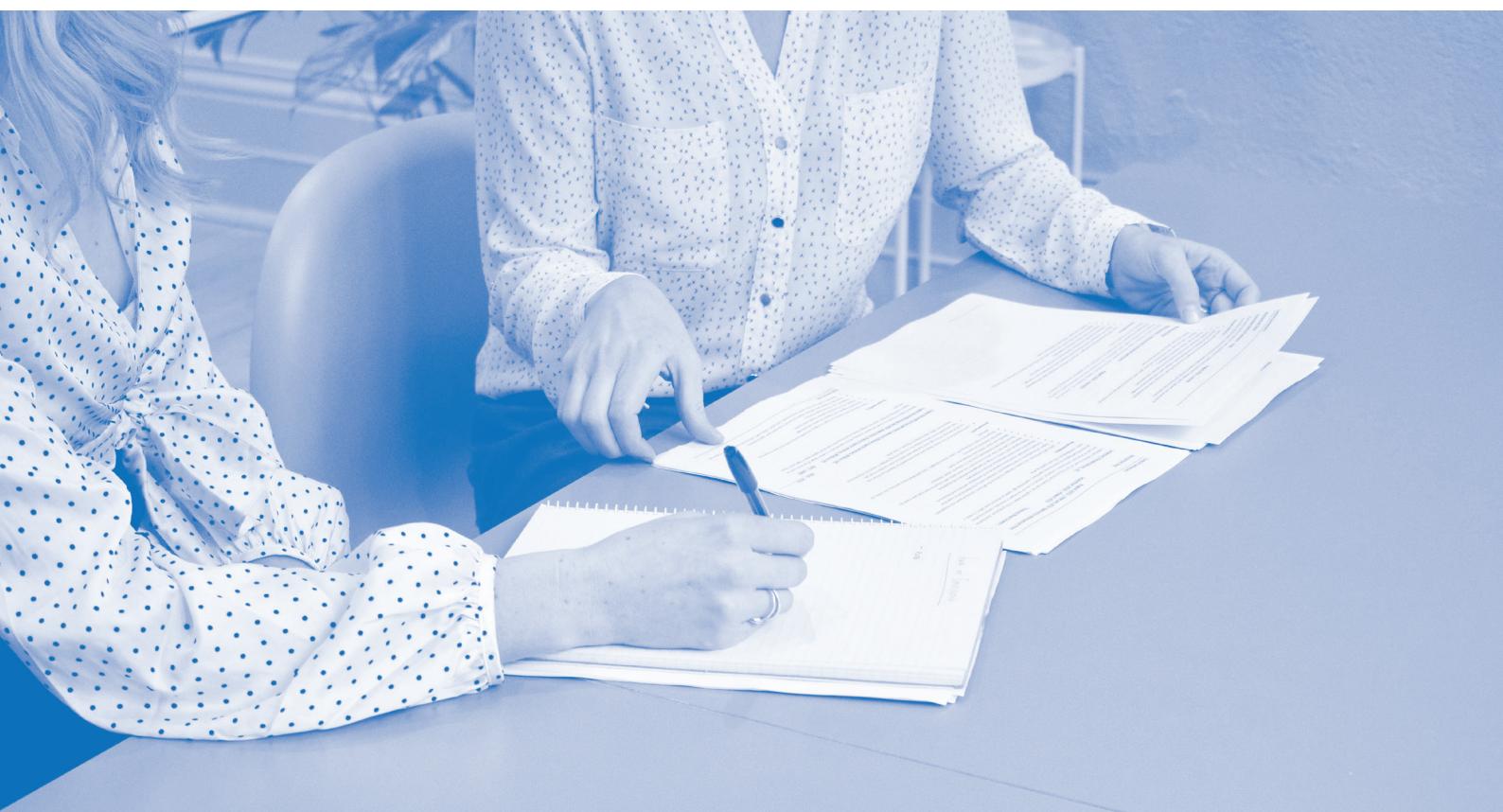
We are innovative. Technology is like a puzzle that has no right way to put together.

We are critical. Why, why, why, why, why, it works every time.

We are a team. Alone you can go faster, but together we can go further.

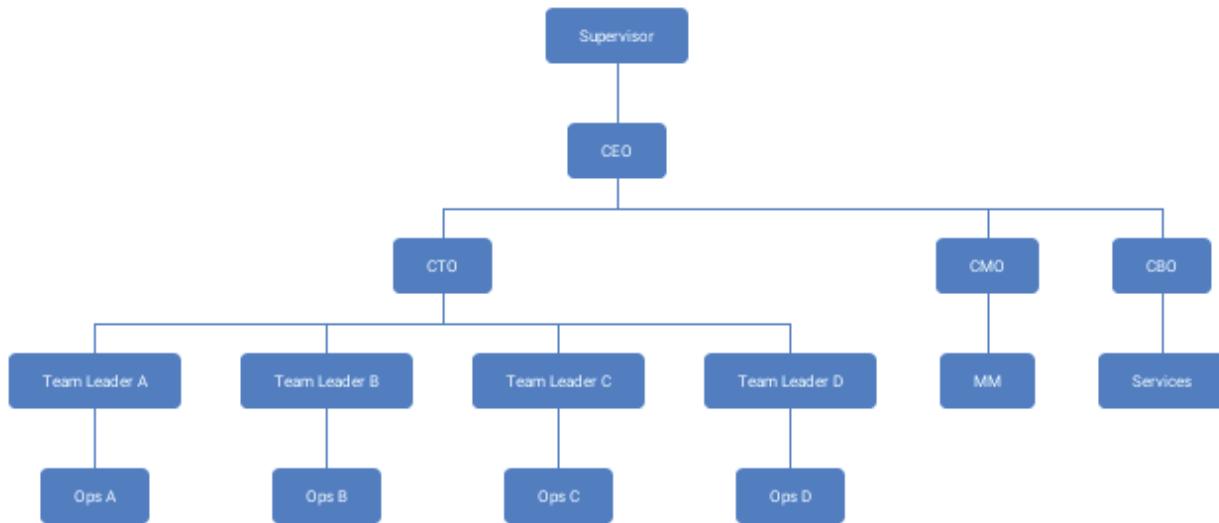
We are diverse. Culture, background, gender, religion, it all mixes to bring the best in us.

We are committed. “Mission given is mission accomplished.” - Cap. Nascimento



Organisation

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Our company follows a cross functional organizational structure, although a hierarchical structure is present.

CEO - Alexandre Silva (Services) - A chief executive officer is the highest-ranking executive primary responsibilities include making major corporate decisions, managing the overall operations and resources of a company, acting as the main point of communication between the board of directors (represented as Supervisor) and corporate operations and being the public face of the company.

CTO - João Matos (Operations) - A chief technology officer is the executive in charge of an organization's technological needs as well as its research and development (R&D). This individual examines the short- and long-term needs of an organization and utilizes capital to make investments designed to help the organization reach its objectives. The CTO usually reports directly to the CEO. The CTO develops policies and procedures and uses technology to enhance products and services that focus on external customers.

CBO - Rafael Nogueira (Services) - A chief business officer is the executive in charge of conduct all business and corporate development activities, maintain relationship and project management of all partnership agreements, ensure marketing activities, including website related activities, provides leadership and execute a deal strategy that will allow the company to fulfill its mission and build shareholder value. Often provides managerial guidance to the company's product development staff as needed and reports to the CEO of the company.

CMO - Inês Ferraz (Multimedia) - A chief media officer is the executive responsible for supervision, coordination, planning and operation of our company branding and marketing efforts. CMO is the highest ranking creative member of the organization .

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Here at Mass we take a more hands-on approach, our Chief Executives are part of the team and are involved in our daily operation.

Our Multimidia team and Services team works across the company and project teams, despite having members assigned to each project they work as a unity to ensure all work is done.

Business model and value proposition

Partners  FEUP / U.Porto LGP Design Lab	Activities  Ideation and Planning; Design and Digital media creation; Development of software	Value Proposition  Develop customised solutions from ideation to implementation with an innovative and low-cost approach.	Customer Relationship  Social Media Webinars Website	Customer Segments  Companies looking for custom-made software solutions
	Resources  Devs (front & back end) Designers Content creators Computers Softwares Know-how Multiculturalism		Channels  Email Project Manager Website	
Costs  Internet Utilities (water, energy, phone) Salary Rent Licensing and Hardware		Revenues  Consulting (hourly price) Full projects (ideation+design+dev) Partial projects (ideation / design / dev) Patents & Designs		



Customers: Companies looking for custom-made solutions, including software development, design solutions, technologies enhancement and so on.



Value Proposition: Our proposal is to develop customised solutions from ideation to implementation with an innovative and low-cost approach. From the start to finish or individual parts, Mass is committed to find a solution that will fulfil the needs for our customers.



Channels: Our clients can reach the company through our website or email at first, after the project is in motion, we will work through the project manager to maintain tight communication with clients.

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Relationship: We live in a digital world, and nothing is more logical than having to reach our clients the same way. Social media is on the rise for any business, webinars to teach and show our skills and our website with a portfolio from our past and present projects.



Revenue: We plan to have multiple revenue streams, covering different areas of the company and different times for the company. Consulting services, along with R&D to generate patents for the company during idle times and, full or partial projects for the daily operation should generate a steady cash flow.



Resources: Our main resource is the team. Developers, designers, content creators, all the know-how they carry and the multiculturalism embedded in our company are what make us great. Also our computers and softwares, the tools we use.



Activities: The main activities of our company go from the ideation and planning, to development and implementation, passing through all stages of designing, media and content creation.



Partners: Those are the ones who made our projects possible, FEUP and U.Porto to provide the environment where this team could come together and the LGP Design Lab to assist with our Multimedia team.



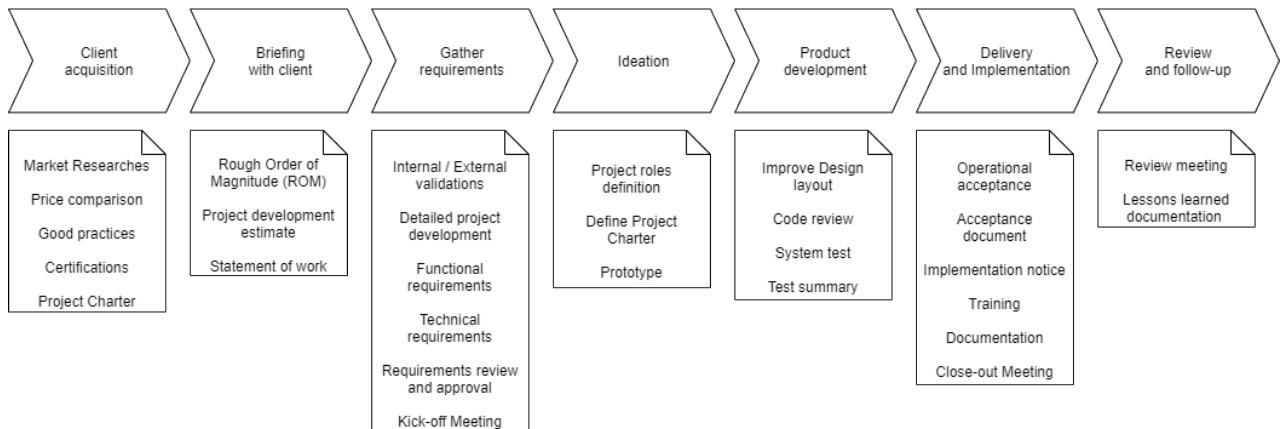
Costs: We keep a low cost to ensure competitiveness, general expenses will cover office rent, utilities, salaries, hardware and software purchase and licensing.

Process map

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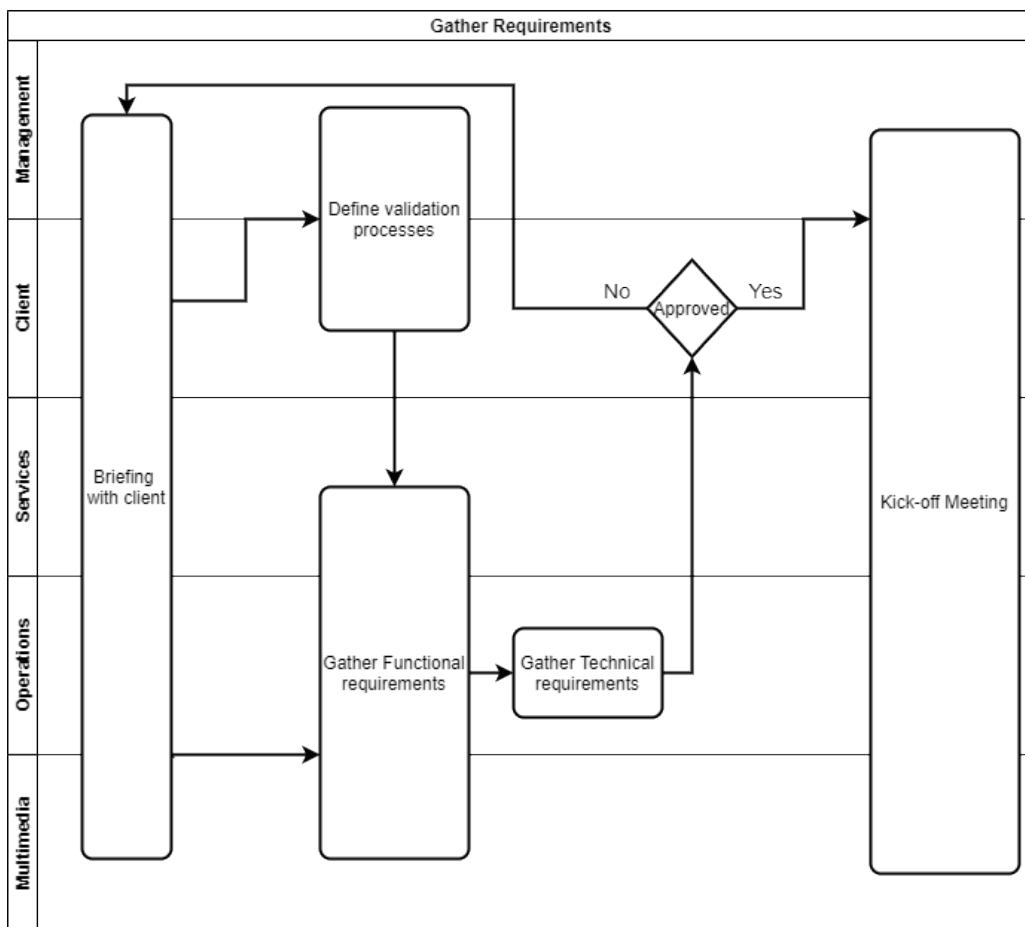
Core Processes

The chart below shows the core process of our company, from client acquisition to the review and follow-up of our projects, where we do a retrospect of what we have done, the good, the bad and ugly, and learn from it.



Gather requirements

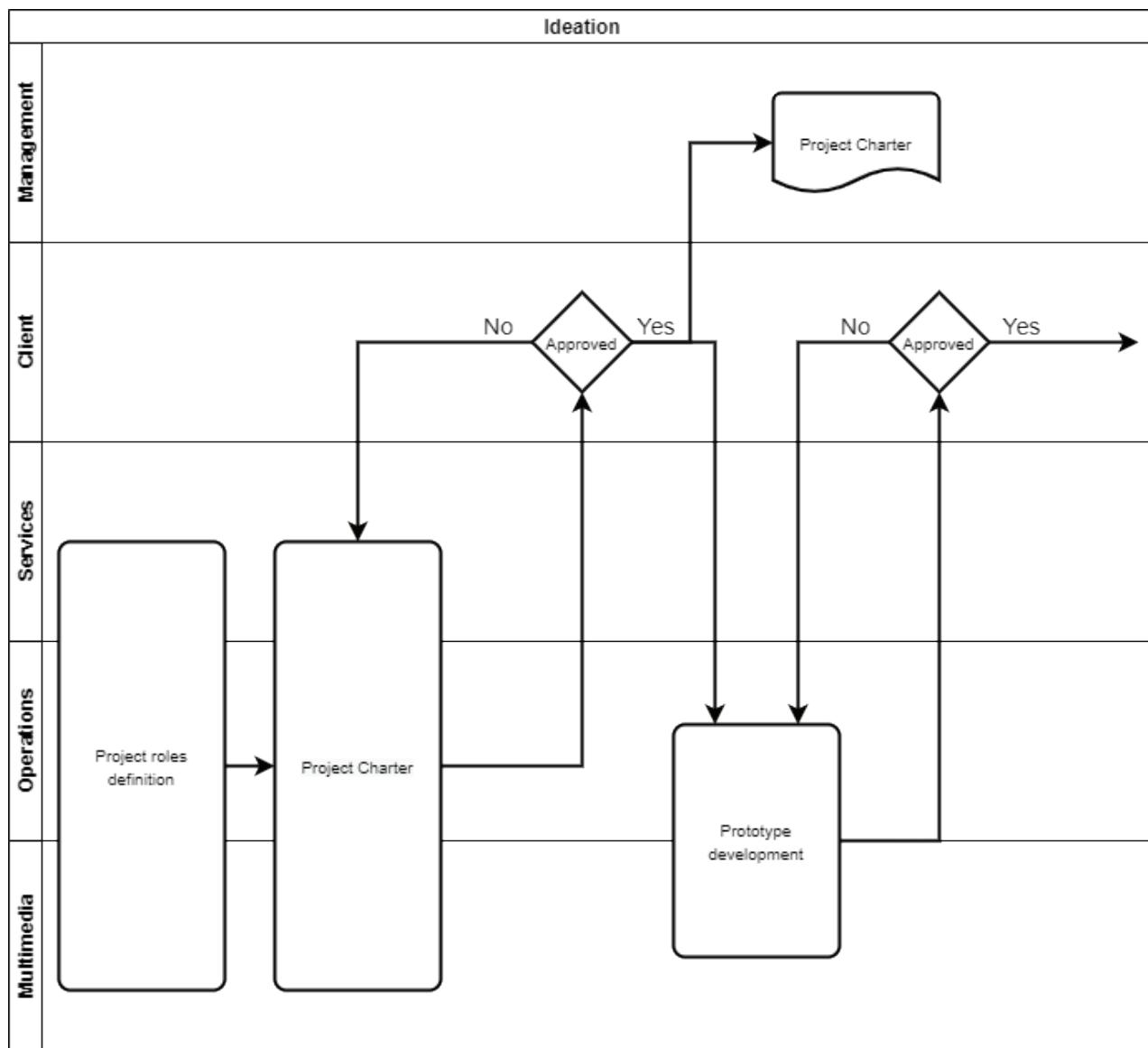
The requirement phase is where as a team, we have our first contact with the client and a briefing document is generated for the following creation of a rough estimation and Statement of Work. With requirements defined and agreed upon, our next step is the Kick-off Meeting to start the project.



Ideation

The ideation process takes a major part of the project, this is where the requirements become ideas. Researches are done, definition of the final Project Charter and approval from client and management to start development.

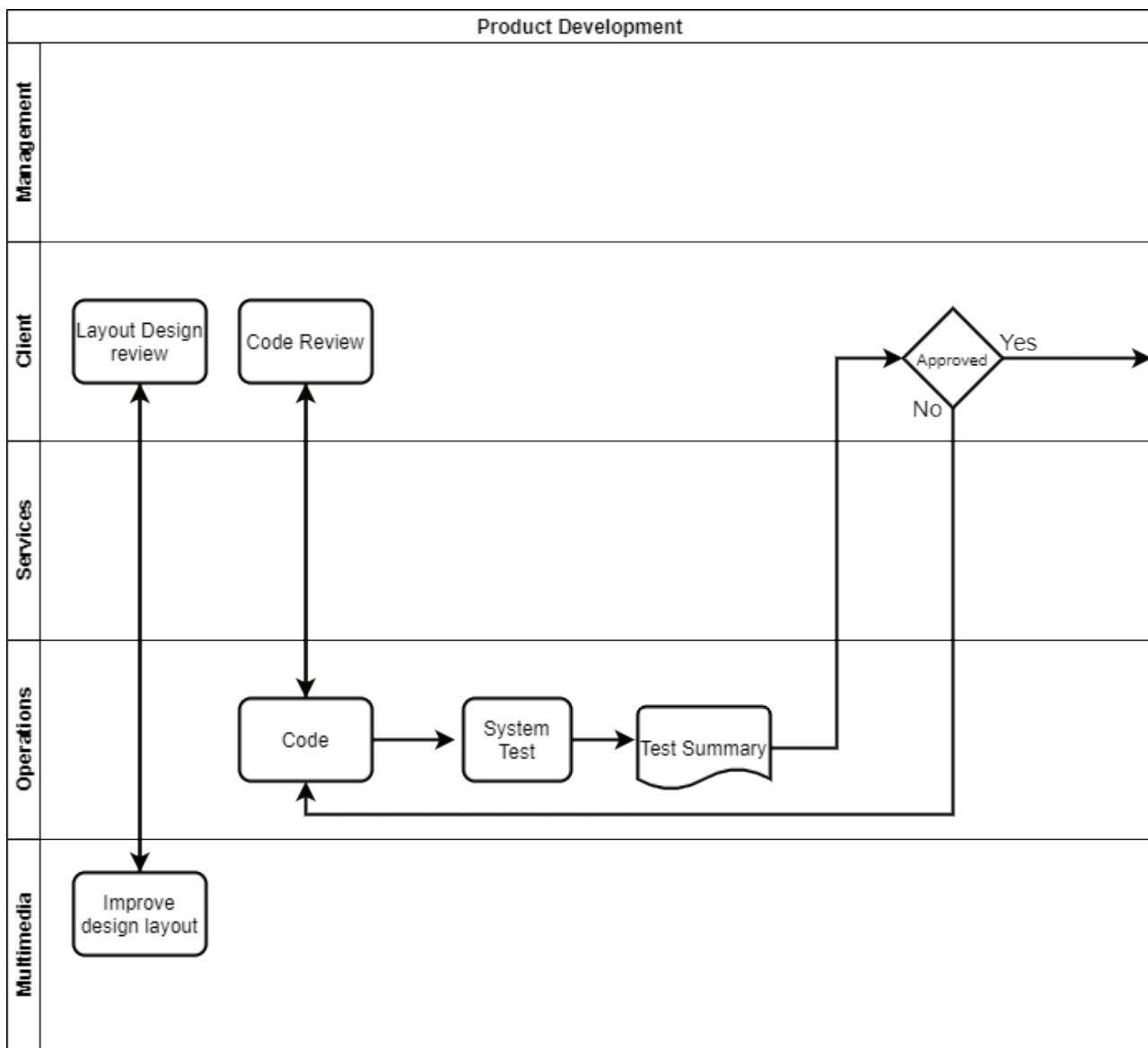
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Product Development

The product development is the core of the core, from code and design creation, review and approval through sprints. Testing of the product and market acceptance if needed. The final phase of development is approval from client and move to the implementation.

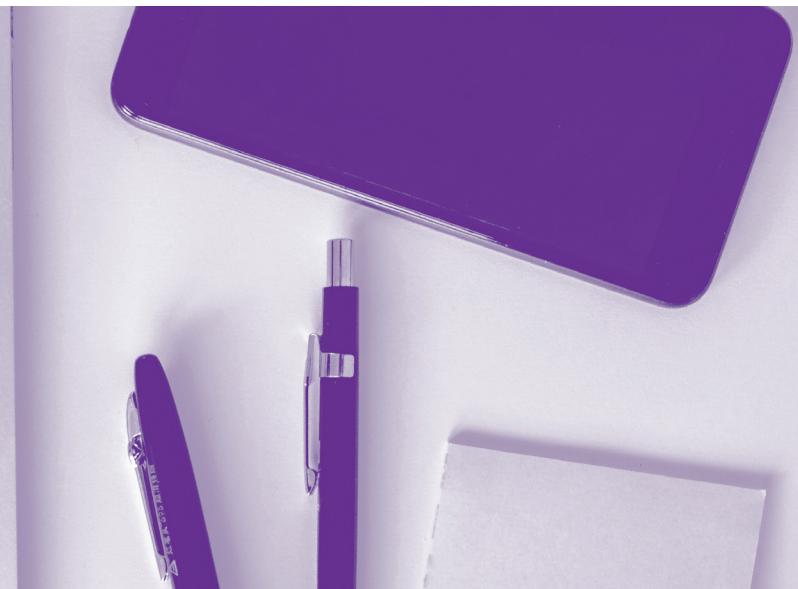
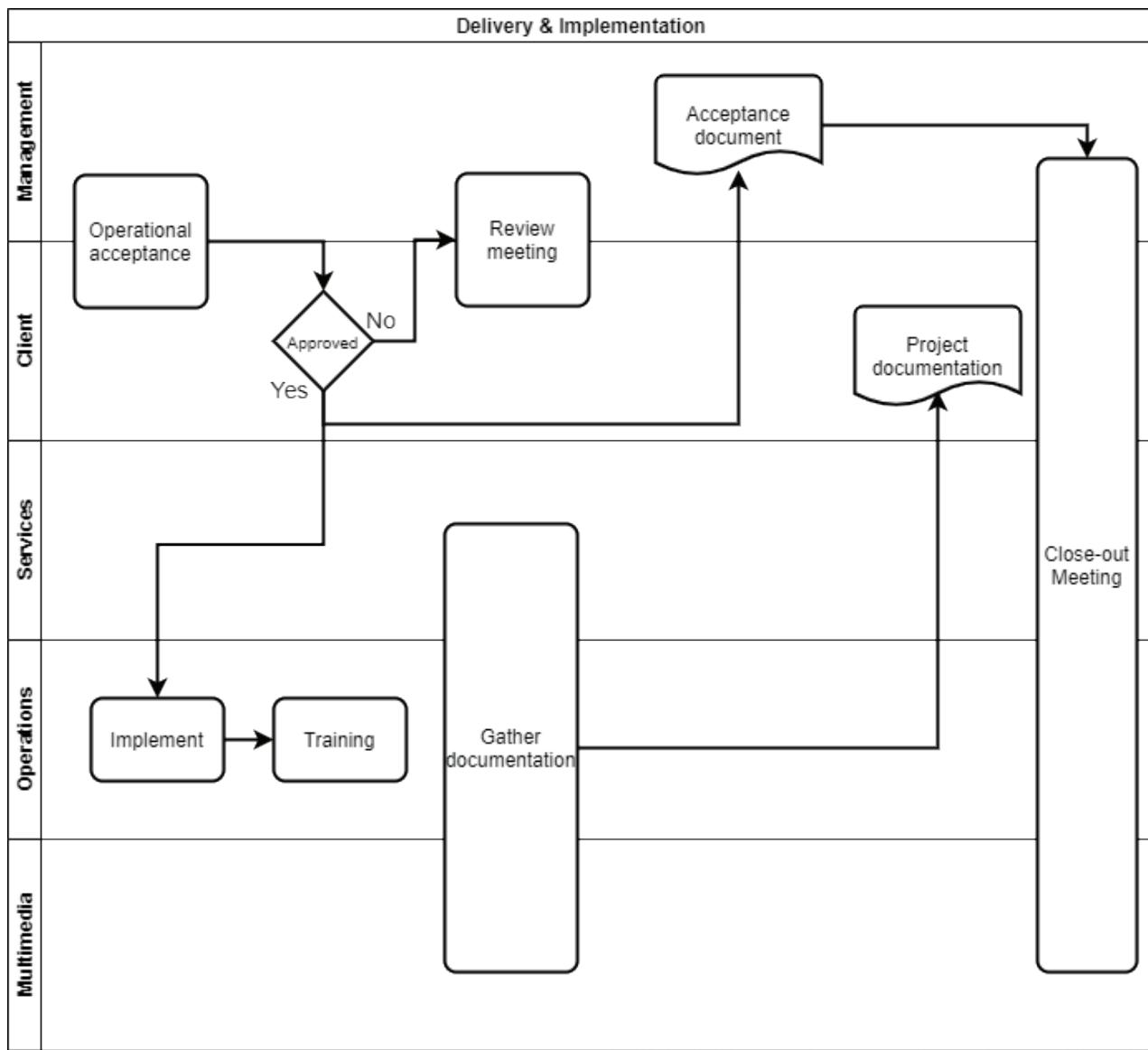
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Delivery and implementation

Starting with the acceptance from client and management to ensure quality standards are met, the Operations team gather all the documentation and implement the product, if needed, finalising the project with a Close-out Meeting.

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Quality policy & Procedures

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Quality Policy

1. The **CEO** of **Mass** provides evidence of its leadership and commitment to the development and implementation of the management system and continually improving its effectiveness by:

- a. Ensuring that the **Quality Policy** and quality objectives are established for the management system and are compatible with the strategic direction and the context of the organization.
- b. Ensuring the integration of the management system requirements into the organization's other business processes, as deemed appropriate.
- c. Ensuring that the resources needed for the management system are available.
- d. Communicating the importance of effective quality management and of conforming to the management system requirements.
- e. Ensuring that the management system achieves its intended results.
- f. Engaging, directing, and supporting persons to contribute to the effectiveness of the management system.
- g. Supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

2. **Mass** is committed to consolidate its position as a value, fresh and innovative company through adopting a customer-first approach which ensures that customer needs and expectations are determined, converted into requirements, and are met with the aim of enhancing customer satisfaction.

3. At **Mass**, we are involved in and dedicated to achieving high quality standards for our products and services by using methodologies, frameworks and standards widely aligned to the international technological market. In order to accomplish these objectives and sustainably create value we establish the following strategy:

- a. The focus on enhancing customer satisfaction is maintained.
- b. Product and service conformity and on-time delivery performance are measured, and appropriate action is taken if planned results are not, or will not be, achieved.
- c. Periodical evaluation of employee's performance, satisfaction and establishing of needs actions.
- d. Strives for constantly meeting customer's expectations.
- e. Engages everybody's commitment emphasizing teamwork and diversity across the company.

Operations procedures

1. This procedure defines the attributions, roles, and responsibilities of the Operations department.

2. The CTO and Team Leader are responsible for implementation of this procedure.

a. By the starting of a new project at least the Team Leader and two more components of the department must attend to the KoM.

b. Internal validation:

c. Each project's Operations team must have a weekly meeting in order to share each member's performed work, to guarantee that every member is aware of what is being done, and to ensure that the whole team is agreeing with the team's work.

d. Each project's Team Leader will also have a weekly meeting with the Project's Services and Multimedia members, so that they are also aware of recent developments and to assign tasks for the following week.

e. Project teams must meet on a weekly basis with the client in order to obtain their feedback about recent developments so that they can guarantee if the client is satisfied, and if maximum quality is or is yet to be achieved.

f. External validation:

g. Project teams must meet on a weekly basis with the client in order to obtain their feedback about recent developments so that they can guarantee if the client is satisfied, and if maximum quality is or is yet to be achieved.

h. Afterwards, touch-ups must be performed according to the Client's impressions.

i. Documentation Management:

j. There must be at least a double-checking of documentation, in which, one of the members checking must be, either the Team leader, or the Documentation Manager.

k. Code must be reviewed by, at least, 3 different people.

l. Documents must be constantly updated when new information and knowledge is generated or received, so that the work is transparent, and the client is fully aware of the work status.

m. The Operations weekly Meeting shall include analysis of the following inputs:

- i. Initials inputs: Product Vision and context characterization.
- ii. New requirements or requirements updating
- iii. review and updating of code.
- iv. Research about software solutions and languages

Multimedia procedures

1. This procedure defines the attributions, roles, and responsibilities of the Multimedia department. 14
2. The CMO is responsible for implementation of this procedure.
 - a. Multimedia meetings must be held at least once per week in order to align information from running projects.
 - b. By the start of a new project at least one of the members of the Multimedia department must attend the KoM meeting with the client, operations, and services departments.
 - c. Before the KoM meeting Multimedia members must meet in order to decide which of the members will follow closer each project.
 - d. Multimedia members should meet with Operations and Services departments once a week to align information through the project.
 - e. It is mandatory at least one of the Multimedia members attend clients' meetings with Operations and Services.
 - f. It is the responsibility of the Multimedia department to create company visual identity. Including logo, website, and social media communication.
 - g. The weekly Multimedia Meeting shall include analysis of the following inputs:
 - i. Shared the information about all the current projects.
 - ii. Updating the whole team about information from other departments.
 - iii. review and updating of the prototyping.
 - iv. review and updating of requirements.

Services procedures

1. This procedure defines the attributions, roles, and responsibilities of the services department.
2. The CBO is responsible for implementation of this procedure.
3. This procedure defines the requirements for the creation, review, approval, distribution, use and revision of Mass quality management system documents.
 - a. The "Formal Services Meeting" is held at a minimum of once per month.
 - b. Services must be held at minimum of once per week in order to align information from running projects.

- c. By the start of a new project at least one of the members of the Services department must attend the KoM meeting with the client, operations, and multimedia.
- d. Before KoM meeting Services components must meet in order to decide which of the members will follow closer each project.
- e. Services component should meet with Operations and Multi-media departments once a week to align information through the project.
- f. It is mandatory for at least one of the services' members to attend clients' meetings with Operations and Multimedia.
- g. It is the responsibility of the services department to create support documents for the company such as BMC and Product Vision. Which is part of the main documentation known as the company handbook.
- h. The Formal Service Meeting shall include analysis of the following inputs:
 - i. review and updating of the process map.
 - ii. review and updating of the Strategic Plan.
 - iii. review and updating of process objectives, metrics and KPIs.
 - iv. review and updating of procedures and workflow.
 - v. recommendations for improvement of the quality management system.

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FEUP FACULDADE DE ENGENHARIA
UNIVERSIDADE DO PORTO

 FACULDADE DE BELAS ARTES
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