#### Incentives.

g

How are interviewees incentivised?

## NDA interviewee



Does the interviewee need to sign an NDA?

## Interview location



Where do the interviews take place?

## End user recruitment.



Who does the end user recruitment for user interviews?

## Contact point customer?



Who in the team is the contact point for the customer?

#### **Visuals in SVS?**

g

Are visuals part of the SVS deliverables?

## Prototypes in SVS?



Are prototypes part of the SVS deliverables?

### Right people.



Can we have the right people to cover all aspects in the SVS: desirability, feasibility, viability?

## Customer in SVS.



Who of the customer is part of the SVS and how much?

## Customer in SVS



Is the customer part of the SVS?

## Contact end users.



How can we contact the end users?

## Unfettered access.



Can we contact the end users directly or does the customer act as proxy?

## Access to end users.



Do we have direct access to end users?

Essential for SVS/ concepting, important for other project types.

### **PM triangle**



What are the constraints?

Schedule, Scope, Budget.

a

#### **Outside scope**



What is the biggest thing which is outside the scope of this project

a

# Service in 1 year



What will the service be in 1 year, 2 years from now

g

### **All parts**



Are all parts, required to make the service work, budgeted for?

All mobile platforms, back-end services, Gateways, CI systems, .....

a

### **Availability**



What is the availability of the team members?

a

### Waste



What has been the most wasteful activity so far?

C

### **Learning**



If you had one week for somebody in the team to learn something. Who and what would that be? C

### **Best thing**



What has been the best decision we have made since the start of the project?

C

### Twice as happy (r)



If we could have done things differently, what would have made the customer twice as happy?

C

#### Recommend



What practise from this project would you recommend every single other project to adopt? C

### Concept history



Do we know how we ended up with the current concept?

### Design approval g

Are there any other parties in the customer organisation who have to approve the designs?

### **Business case**



Have we challenged the business case?

card-473

### Concept

g

Have we challenged the concept?

## Challenge brand



Have we challenged the brand guidelines

### **Partial concept**

g

Does the customer know which part of the concept will be implemented first?

### **Design review**



Have the designs been reviewed by the developers/PO?

### PS project

g

Is the Photoshop (or other design) project file on drive?

### **Share assets**



How to we store/ share/version control assets? g

# Assets to developers



Do the developers have all assets?

g

#### **Possible**

g

Are all designs possible (or easy enough) to implement?

g

### **Design review**



Have the designs been peer reviewed by other Futu designers

g

## Design approval g

Have all the stakeholders approved the designs?

# Design awareness



Have all the stakeholders seen the designs?

### **Brand**



Is our design aligned with the brand

card\_161

### **PO incentives**



What are the incentives for the PO?

Think also about bonus schemes, personal ambition etc.

#### Release



Is there anything unknown about the release process?

Test release build process, walk through acceptance and deployment/store release steps.

### **Postpone**



Is there anything in the backlog which could be postponed to the next release?

a

## **Weekend work**



What is the agreement about weekend work?

Who decides, how to avoid undue peer pressure, any extra compensation?

## **Confidentiality**

g

What can I tell inside Futurice?

#### **Sensitive data**



Does the project include any sensitive personal data?

# Open source clause



Does the contract include our open source clause?

# Open source licences



What are allowed/ forbidden open source licenses?

#### Libraries



Is there any limitations when in comes to choosing libraries, frameworks etc.?

Some organisation have limitations in the form of a blacklist (or white-list) for 3rd party libraries.

## **IPR** ownership

g

Who own the Intellectual property rights?

# Working location



Does the contract stipulate where the work should be carried out? g

### **Obligations**



What, if any, are the contractual obligation the customer has to fulfil to enable project success?

Think about required upstream changes, delivered information, PO availability

## Communication (r



What is the most important thing to improve related to inside team communication?

C

## On-boarding



What information was missing from the on-boarding?

If there are people who joined after the project started.

C

#### **Constraints**



What is the most significant change in the constraints since the beginning?

Budget, scope, schedule

G

### **Backlog**



How happy are we with the backlog? How can we make it better?

G

## Value driven



Are we working on the most valuable item?

## **Feedback**



What is the most relevant feedback we have received from the end-user so far?

#### Cancelled

g

If the customer would decide to cancel the project what would be the reason?

9

## Disappointment (r)



In which way have we disappointed the customer the most?

## **Team forming**



How well is the team working as a team and how could it be better?

## Haven't told



What is the biggest thing we haven't told the customer.

## **Time left**



Based on the current burn-rate how long will the budget still last C

## **Value creation**



What is the most valuable thing we have done for the customer so far?

C

## Customer



What is the most surprising thing you learned about the customer?

C

## Team change



What in the team set up would you most like to change?

## Tech. change



What technological aspect would you most like to change?

## **Assumptions**



Are there any assumptions you made in the beginning which did not hold and what is the impact?

#### **Travel**

 $\widehat{g}$ 

If the project crosses borders, what is the plan with regards to travelling? 9

#### Other costs

g

Who pays for project expenses (think of travel, licence and other costs)

g

## Multiple locations



If your team is not all sitting at the same location, how often do you co-locate or rotate team members? g

# New information



If we knew at the start what we know now, what would we have done different? G

## **Technical debt**



Is the amount of technical debt we have created acceptable? G

# Things to change



What 3 things would you like to change?

C

# Team motivation



What direction is the team motivation going?

r

# Happy customer



Is the customer happier than at the start of the project? r

# Surprises



What has been the biggest surprise in the project so far?

r

## **Team changes**



What is the difference between the onboarding of original team members vs those who joined later? r

#### **Business case**



Compared to the beginning, what has changed in the customer's business case?

r

### **Continue**



Why should we continue with the project

r

## **Budget**



Are we currently ahead or behind our expectations from the beginning of the project.

Think about budget, scope and schedule.

card-414

C

# What changed? (r



Compared to the beginning, what is the most important thing that has changed?

C

# Getting in the flow



How do you help others get into the flow?

You can make agreements about disturbing, working hours when to plan meetings etc.

card-230

9

#### **Burn-rate**



When the team is fully running how much budget is used per week?

Fully running means the team after ramp-up so based on the normal allocation of the team.

card-229

9

#### **Credentials**

g

Do all the team members have all the relevant credentials

9

# **Scrum budget**



How much budget/ time is reserved for retrospectives/ scrum activities? 9

# **UAT support**



How much budget/ time is reserved for supporting user acceptance testing? 9

## **Deployment**



How much budget/ time is reserved for deployment to production?

card-225

g

#### **Cancel**

g

What are the most likely scenarios in which the customer would cancel the entire project? g

#### **Extra work**

g

How do we avoid doing extra work (not part of what is agreed) for free?

g

## PM budget



How much budget is reserved for PM services?

PM services are things like invoicing, reporting, meetings, finding new team members, ....

card-222

9

#### **PM** services



What PM services are required to be done by the team? And is this budgeted?

Think about invoicing, reporting, meetings, finding new team members, ....

card-221

9

#### **QA** roles

g

Are there dedicated QA specialists available and what is their role?

### **Our motivation**

g

Why don't we just walk away from the project?

### **QA Budget**



How much budget is reserved for QA?

#### **Easier**



Given the business objectives and constraints, can the project be done easier?

If there is something, there could be a lack of understanding.

### Reporting

g

What is expected in terms of progress reporting?

# Product backlog



Who does the invoicing?

## **Sprint backlog**



Where is the sprint backlog?

### **Hour marking**



How should the hours be marked?

### **Remote work**

g

Can we work remotely on Friday?

## Previous projects



What case in Futuhistory most resembles this case and what where the biggest problems?

### Tech. knowhow



How well does the customer understand tech.?

## Distance to PO



How far are we sitting from the PO?

### **Tools**

g

Is there a limitation on which tools we can use for backlog management?

### **Tools**

 $\widehat{g}$ 

Is there a limitation on which tools we can use for issue tracking?

## New team member



Scenario: A new team member joins. How long does it take that person to be up to speed?

### **Environment**



How much control do we have on the working environment?

### **Demos**

g

Who is present during the demos?

card\_103

## Demo frequency



How often do we have a demo?

### **Metrics**

g

Which metrics do we use to track the projects?

### **Optimism**



When estimating how can we temper our own optimism?

### DoD

g

What is the definition of done?

card\_180

## **Sprint length**



How long are the sprints?

card-188

# Retrospectives



How often do we schedule retrospectives and who arranges them?

# Product backlog



Who can add/remove items from the product backlog?

# Product backlog



Where is the product backlog?

a

## Legacy code



What is the quality of the current code base?

card-184

## Repository

g

Where is the code?

card\_183

### **Dependencies**



Can we influence the features of dependent services?

Can we modify/ add an api we are using?

card-182

# 3rd Party libraries



Are we free to choose frameworks, libraries etc.?

### **End2End**



What is needed to get a working E2E environment?

card\_180

## **Documentation**

g

What documentation is required?

## **Dependencies**



What are the external dependencies?

a

#### First release

g

What is needs to be set up before we can deliver the first working software?

g

# **Customer** brand



Do we have brand guidelines?

g

### Release

g

Who releases the application to the store?

card-175

g

## **Deployment**

g

Are we able to deploy on production?

# Account manager



Who is the account manager?

# **Support team**



Who is supporting the team?

### Core team

g

Who is part of the core team?

# Other commitments



What other commitments does the team have?

a

### **Industry**



What do we know of the industry?

#### **Team size**

g

Are there any planned changes in the team size?

#### **Plans**

g

Does anybody in the team have holidays/absences planned?

# **Experience**



How well do we know the technology used?

a

### **Experience**



How much experience do we have with this type of project?

This is related to the project set-up not the technology or other competences used

### No sayer

g

If the customer pushes for more features on top of the agreed scope, who will say no to them?

Saying no is not easy, think if you are comfortable saying no.

# Biggest concern



What is the biggest concern of the PO?

a

### **PM Triangle**



What is most important schedule, scope or budget?

If there is a problem. Is the customer more likely to add people, remove feature or extend deadline?

# Platform support



A new client OS is released during the project: are updates due to this in or outside the scope?

## Known Unknowns



What is the biggest unknown in the project?

a

#### **MoSCoW**



Which fraction of the backlog is must vs. should or could?

#### **Deadline**



Is there any hard deadline?

Think about media campaigns, special events, seasonal buying related to the service?

# Lifetime service g

How long is the service expected to be used?

g

# Platform support



g

## **Delay impact**

g

What happens to the customer's business case if the release is a month later?

# Release planning



How far from the launch day are we when we have burned half of the total budget?

# **Project end**



When is the project finished?

card-153

a

## Scope change



How do we know if something is outside the scope?

card-152

# Scope change



Who negotiates scope changes?

card-151

## **Underestimate**



If an item is larger than was estimated during sprint planning, what is most likely to happen?

#### Revenue

g

How much does the customer expect to spend on Futurice before the end of the project?

## **Budget check**



How often do we check how we are doing on budget?

#### **Timeline**

g

How much budget do we expect to be used before we deliver the first working version?

#### **Timeline**

 $\widehat{g}$ 

How much time is there reserved for bug fixing?

#### **Timeline**

g

When does the customer expect the project to be released?

## Responsibility



Whose ass on the customer's is on the line if the project fails utterly?

#### **Problem**



What problem does this service try to solve?

a

#### **Project aim**



What is the aim of the customer with this project?

Generally something like reduce costs, get more users, retain users, change business model...

card-142

a

# Why



What is the reason the customer wants us to do the project?

a

#### **Vision**



What is the long-term vision of the service?

a

# Release frequency



How frequent are production releases?

card-139

g

### **Product Owner**



How long has the PO been working for the customer organization?

### **SW** buyer



Has the customer a long track record of buying software? a

### **Dependencies**



Can we easily communicate with technical people of services we depend on?

#### **PO time**

 $\widehat{g}$ 

How much time does the PO have available for the project?

#### **Assets**



How do we get customer assets?

Think about texts, logo's brand material etc.

# Previous projects



What other projects have we done for the customer and what were the biggest problems?

## Approval



Who approves the final products?

a

### **Key players**



Who are the key players in the customer organization?

a

### **Agile**

g

How agile is the customer?

## Digital maturity (a)

What do we know of the customer digital maturity?

a

# Public reference



Is the case a public reference case?

a

### **Feedback**



How do we get customer satisfaction feedback?

### **End users**



Who are the end users?

# Happy customer



What is an outcome that would make the customer jump with joy?

a

### **ROI**



How does the customer get the invested money back?

a

### **Stakeholders**



Do we have access to stakeholders?

### **End users**

g

Do we have access to end users?

## Current service g

What is the current service/application?

## Verify feedback g

How can we verify customer satisfaction from higher up in the organization?

It can happen that the PO/ PM, we are working with is happy, but the higher up management is not.

#### **Autonomy**



Who has autonomy to change the scope, budget or schedule?

## Product Owner a



Who is the PO?

a

#### **Overrun Pain**



We spend 250 extra hours on the project. Who pays?

### **Special NDA**



Are there any special NDA concerns?

Like for example is there a  $100.000\hat{O}$   $\Omega$  damages clause?

## **LCM plans**



Will there be an LCM continuation?

### Warranty: time



How long do the warranty obligations last?

## Contract clauses



Are there any conditional clauses?

Like we get 20% more if the user base growth with 10000 daily users.

#### Sales rate

g

What is the sales rate?

## **Budget**



What is the budget in person-days?

# Proposal location



Where is the proposal?

## Contract location



Where is the contract?

card\_100

#### **Contract type**



What is the contract type?

Time and material, Fixed price/scope/schedule, Target price

a

#### **Deliverables**



What are the deliverables?

card 107

a

**End** 

g

When does the project end?

When: think about schedule, contract, release activity etc.

## Warranty

g

What is our warranty obligation?

## Warranty: terms



Who determines which bugs are warranty bugs?