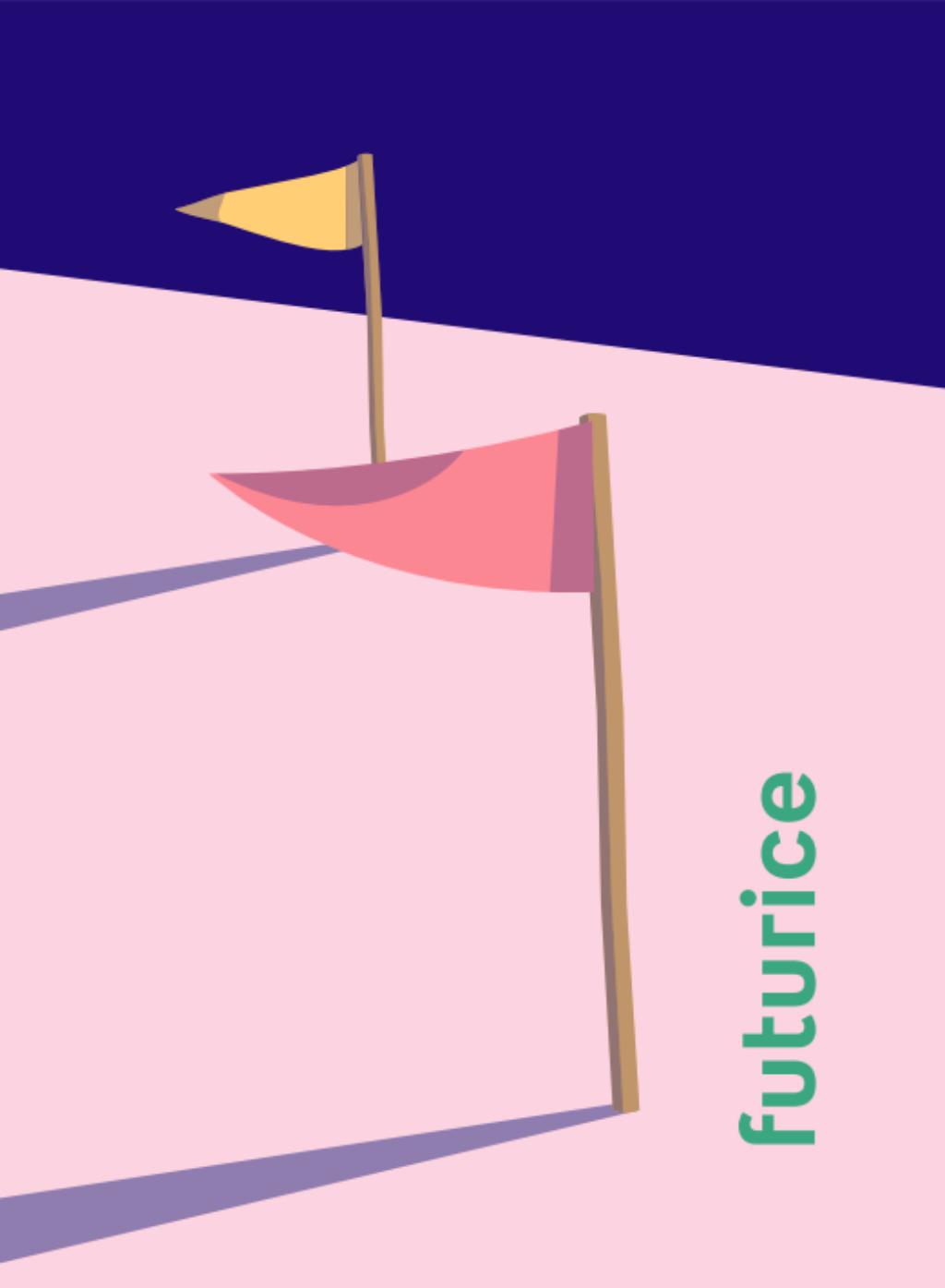




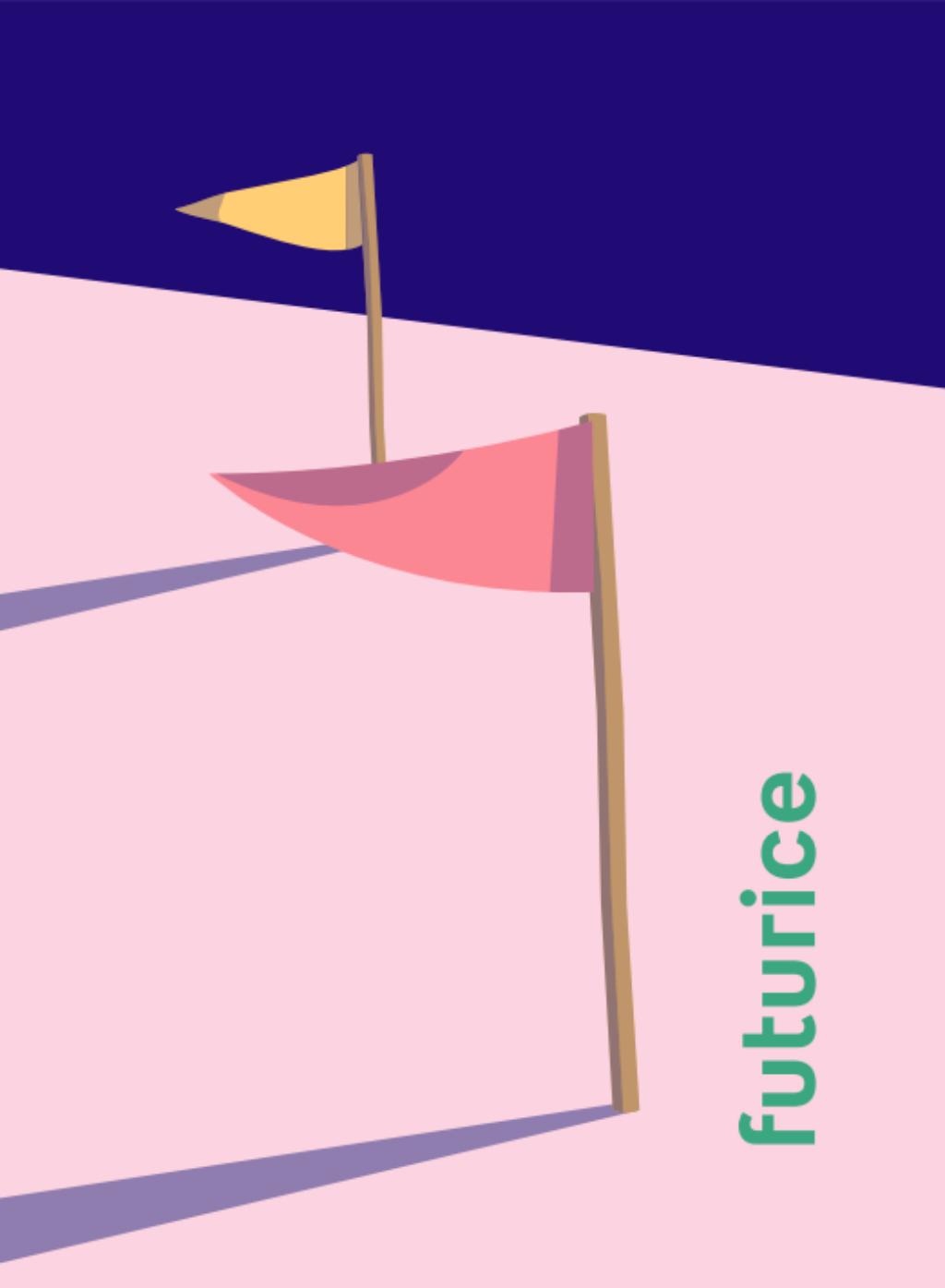
# How are interviewees incentivised?



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# Does the interviewee need to sign an NDA?



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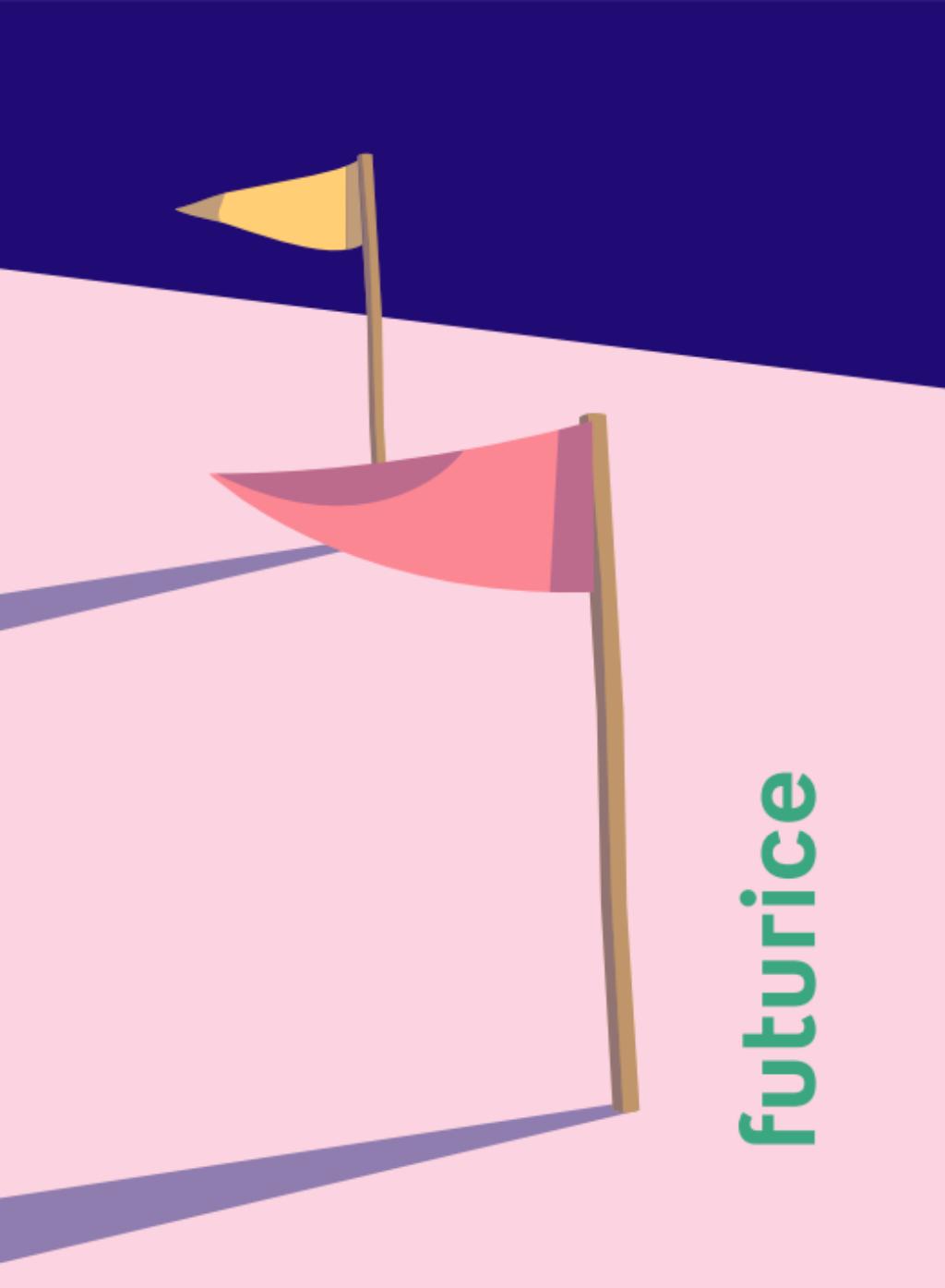
Interview location

---



**Where do the user  
interviews take  
place?**

506



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End user recruitment

---



# Who does the end user recruitment for user interviews?

Who recruits the users?



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Contact point client

---



**Who in the team is  
the contact point for  
the client?**

Who is the key client contact?



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# Visuals in SVS?

---



## Are visuals part of the SVS deliverables?

SVS – service vision sprint –  
Initial phase where the vision of  
the service is created.



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# Prototypes in SVS?

---



**Are prototypes part  
of the SVS  
deliverables?**

SVS – service vision sprint –  
Initial phase where the vision of  
the service is created.



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Right people

---



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

SVS – service vision sprint –  
Initial phase where the vision of  
the service is created.



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**How much time will  
each stakeholder  
have for the  
project?**



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Client in project

---



**Is the client part of  
the project?**



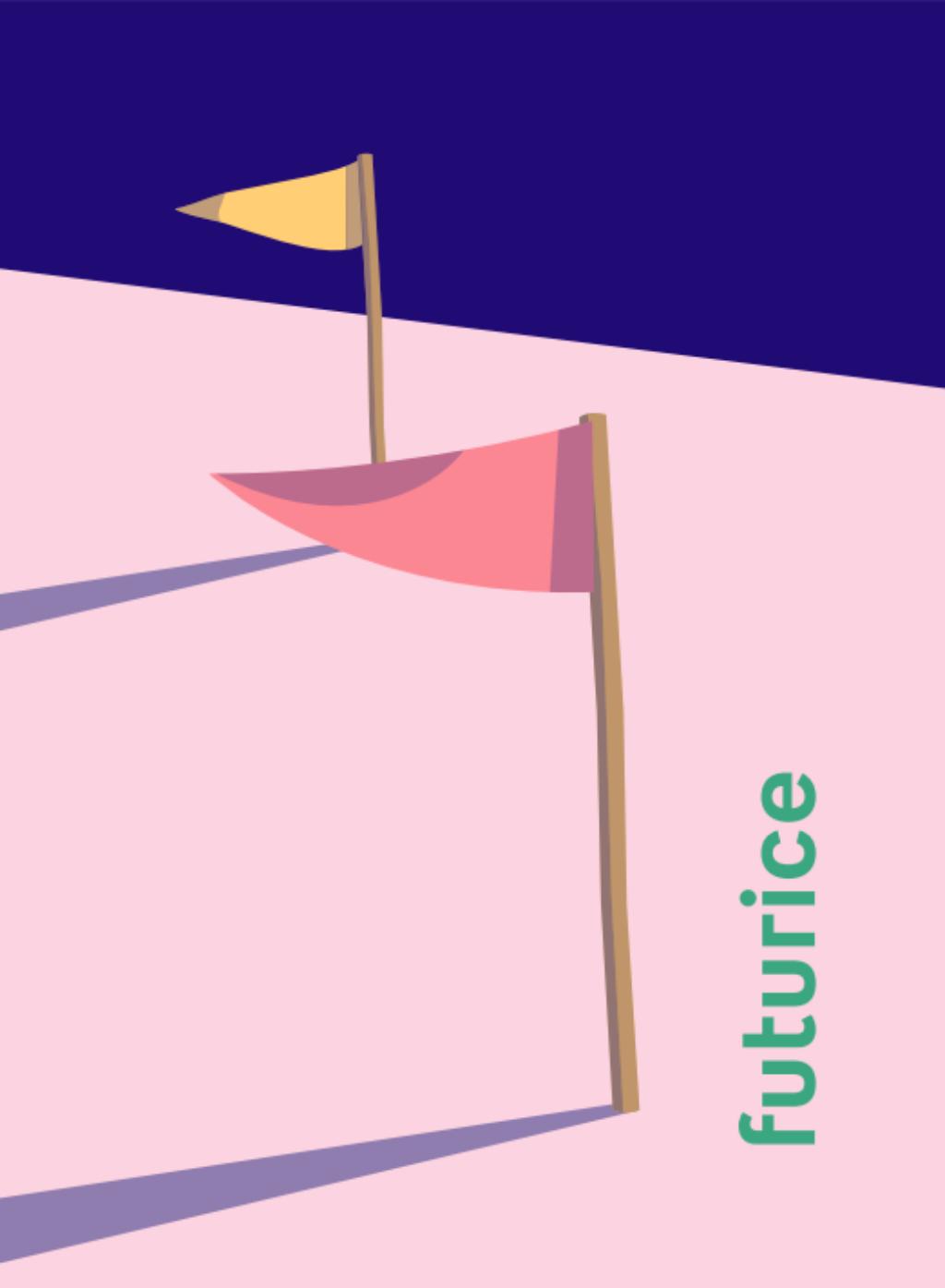
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Contact end users

---



**How can we contact  
the end users?**



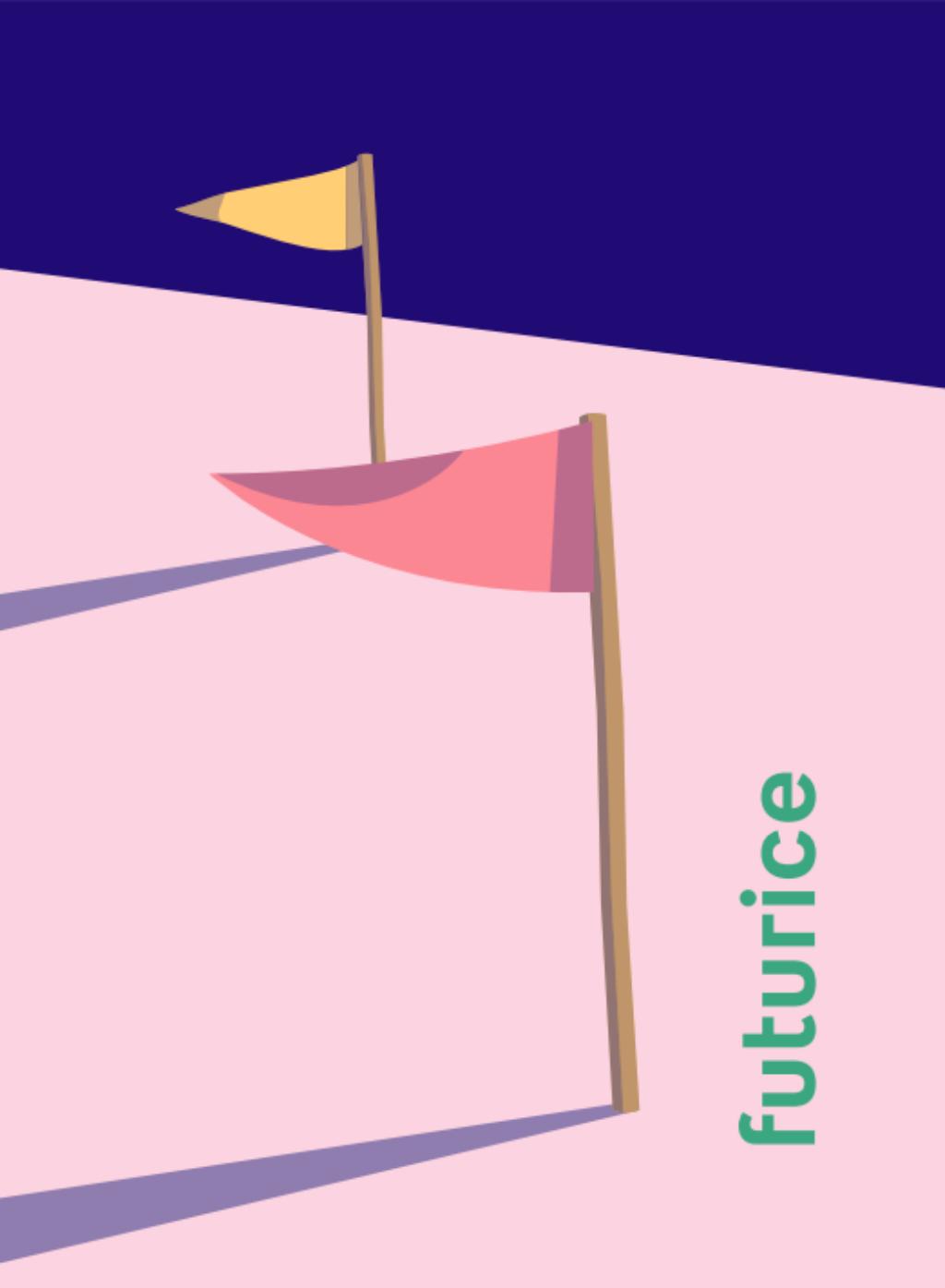
futurice

Direct access

---



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



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Access to end users

---



**Do we have direct  
access to end users?  
How do we contact  
them?**

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



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PM triangle

---



# What are the constraints?

Schedule  
Scope  
Budget.



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Outside scope

---



**What must we be  
careful to keep  
outside the project  
scope?**



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Service in 1 year

---



**What will the service  
be in 1 or 2 years?**



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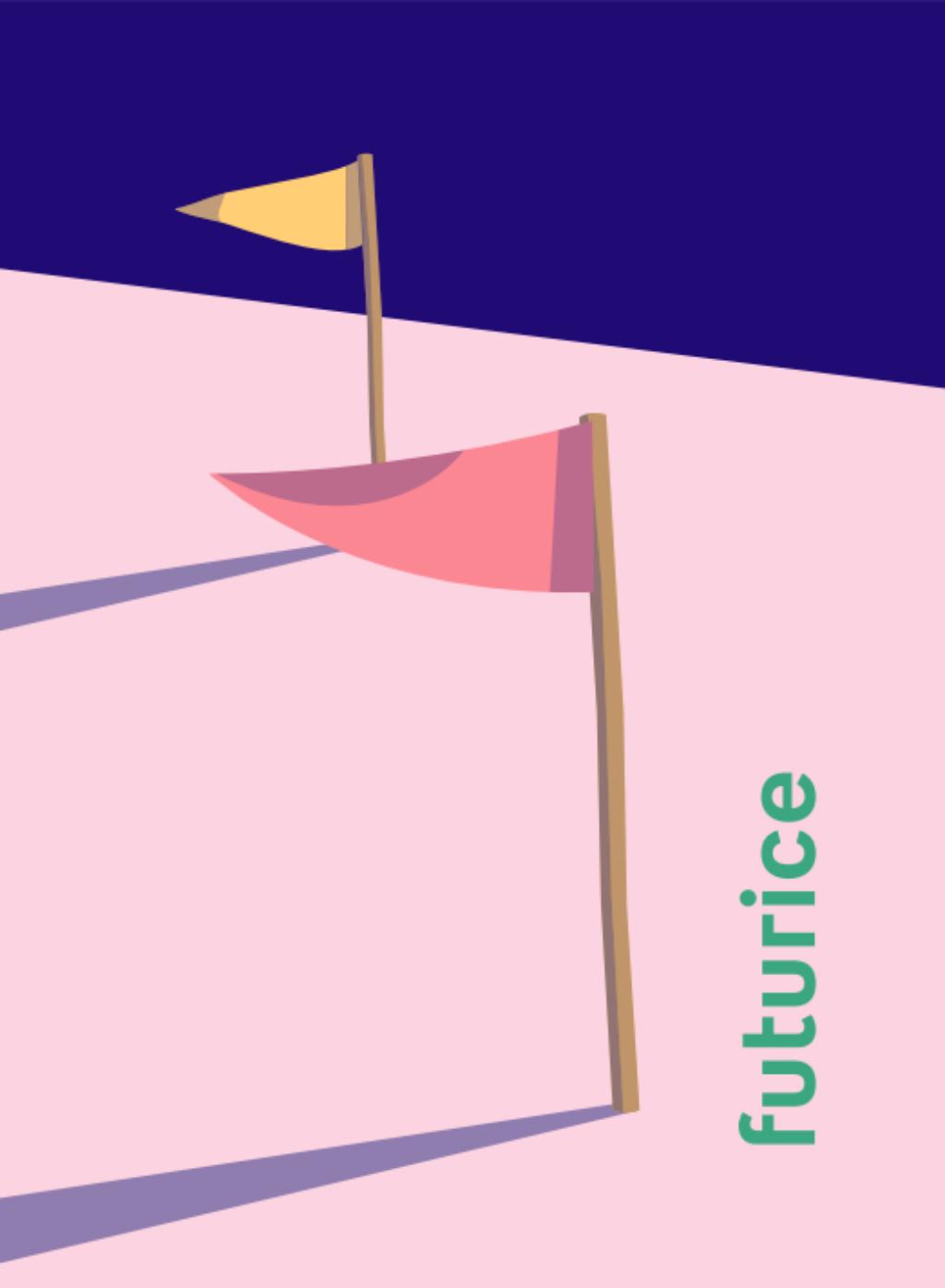
All parts

---



**Are all technical components required to make the service work budgeted for?**

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



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Availability

---



**What is the availability of the team members?**



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Waste

---



**What has been the  
most wasteful  
activity so far?**

480



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**If you had one week  
for somebody in the  
team to learn  
something, who and  
what would that be?**



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Best thing

---



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



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Twice as happy

---



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



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Recommend

---



**What practice from  
this project would  
you recommend we  
do on every project?**



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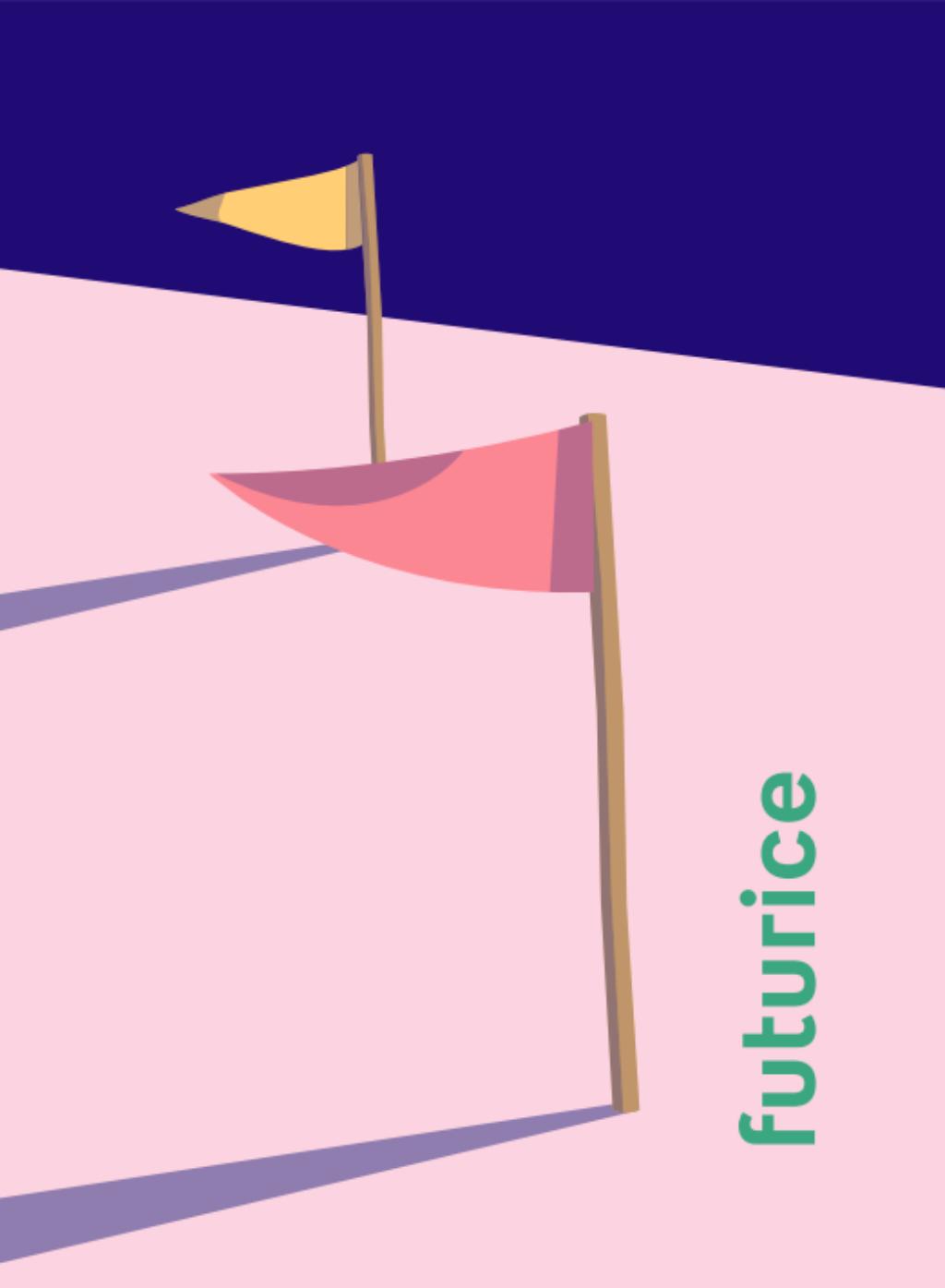
**How did we end up  
with the current  
concept?**



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**Which stakeholders  
in the client  
organisation will  
need to approve the  
designs or product?**



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**Have we challenged  
the business case?  
Do we need to?**



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## Concept

---



**Have we challenged  
the business  
concept? Do we  
need to?**



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Challenge brand

---



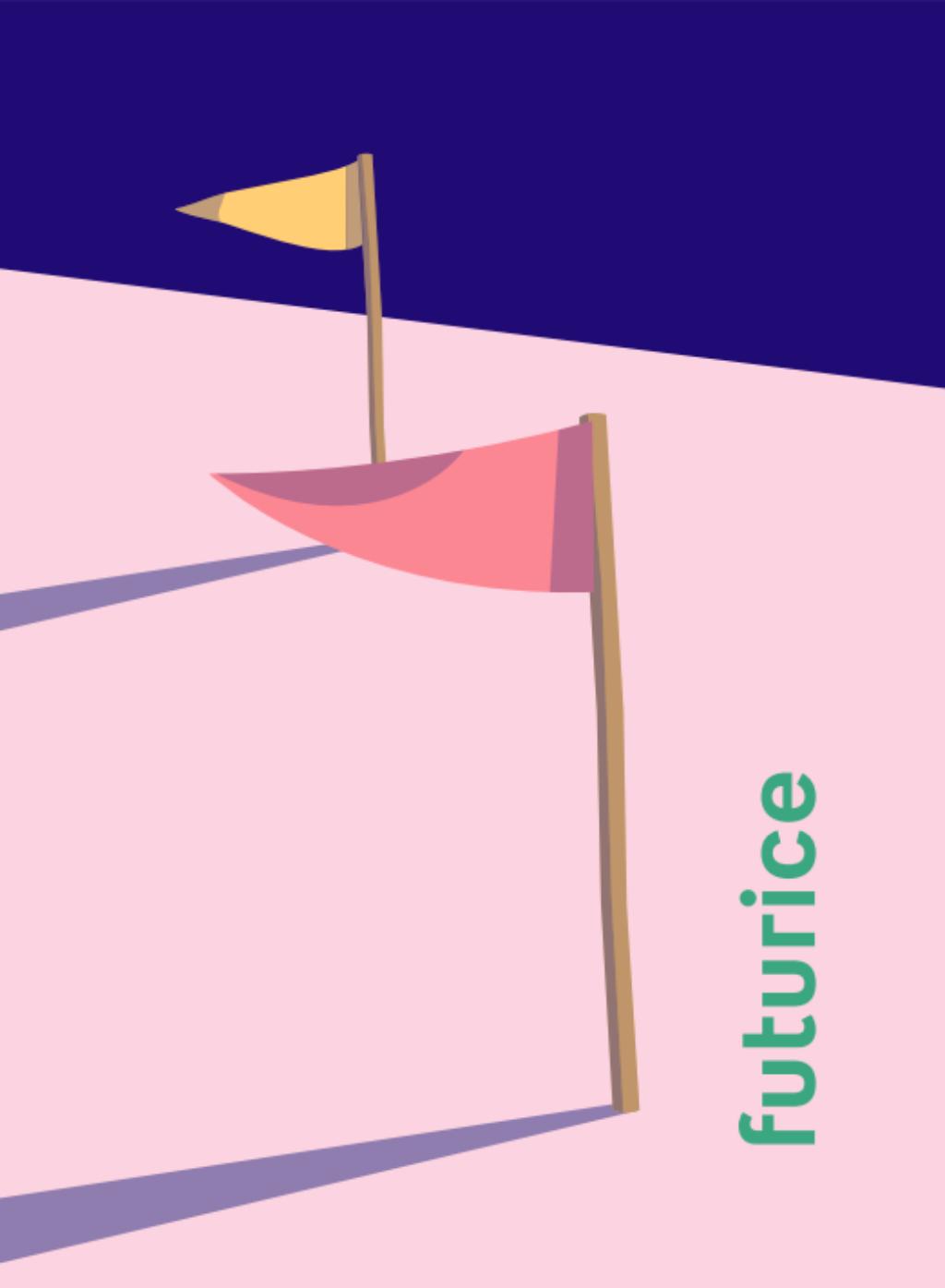
**Have we challenged  
the brand  
guidelines? Do we  
need to?**



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

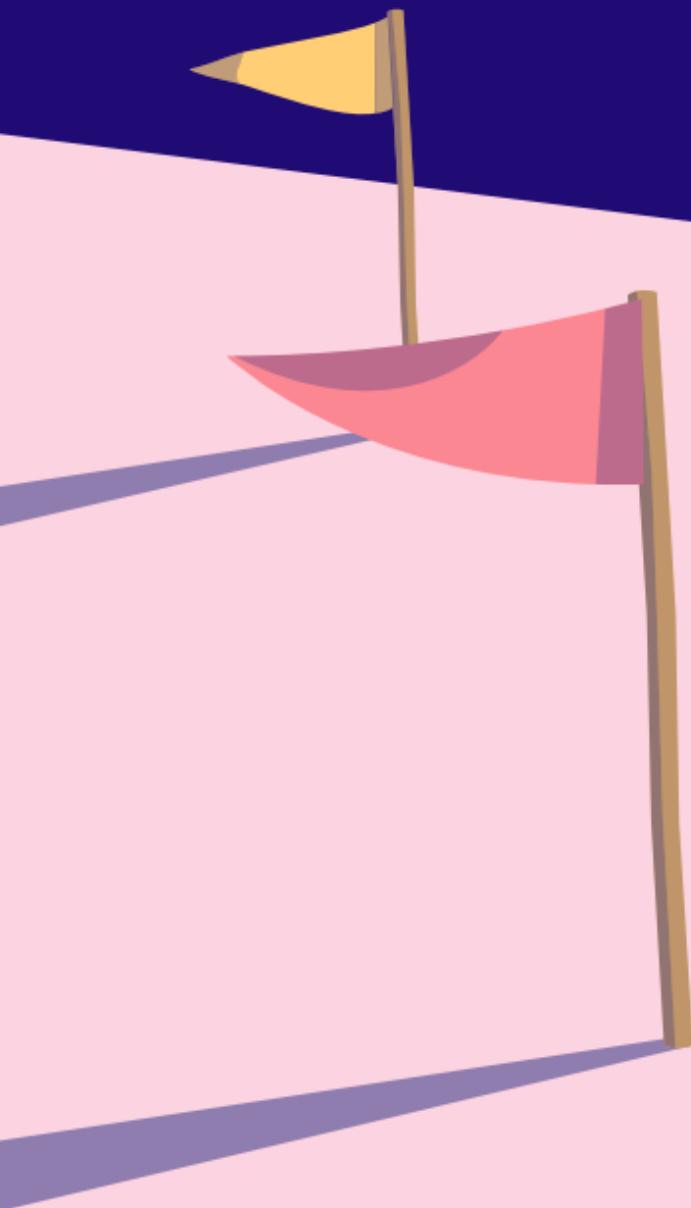


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**Have the designs  
been co-created  
with the developers  
and the Product  
Owner?**

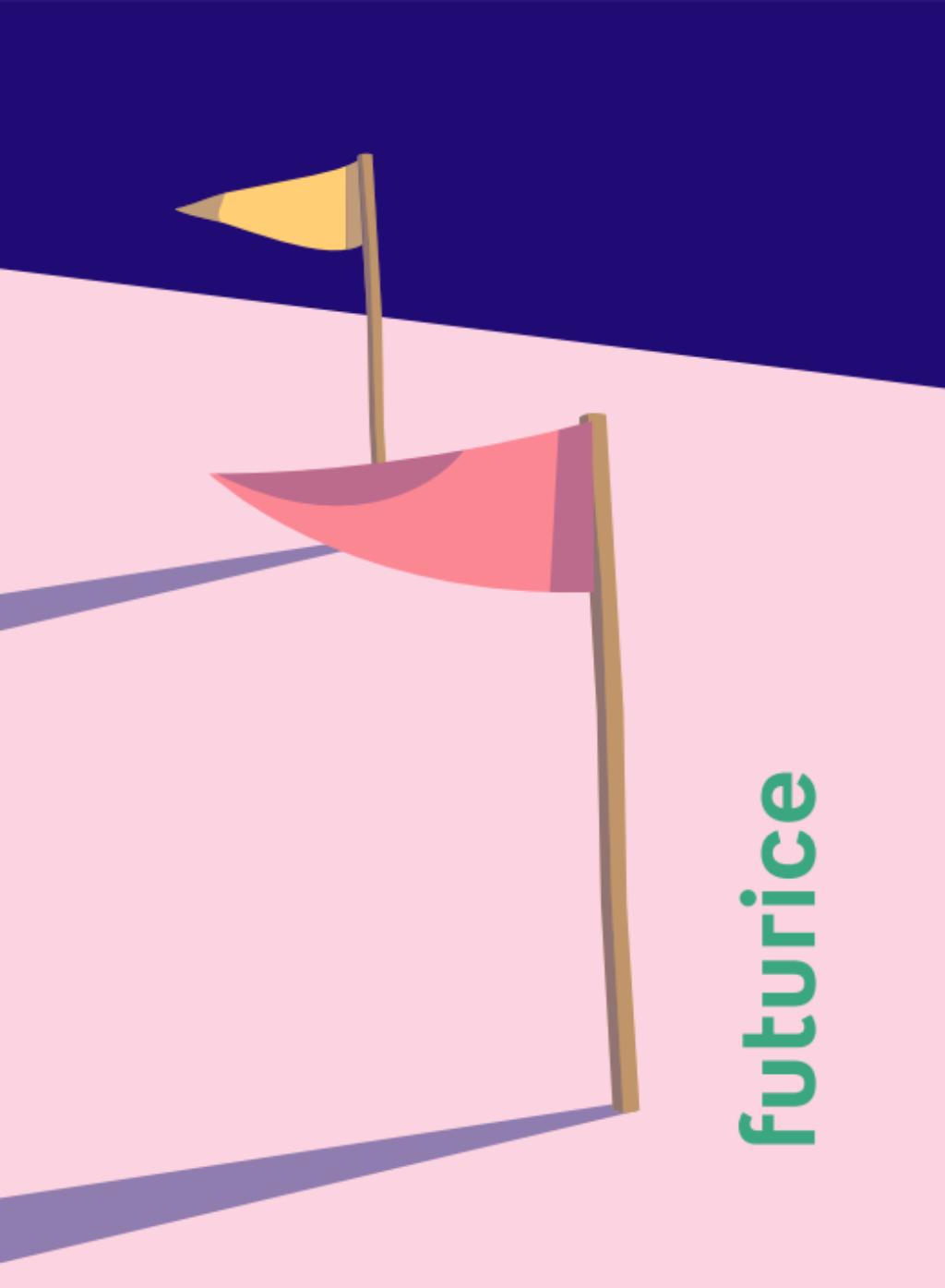
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**Are the master  
design files  
(Photoshop, Sketch,  
etc) accessible by  
the whole team?**

ie, on Google Drive etc.



futurice

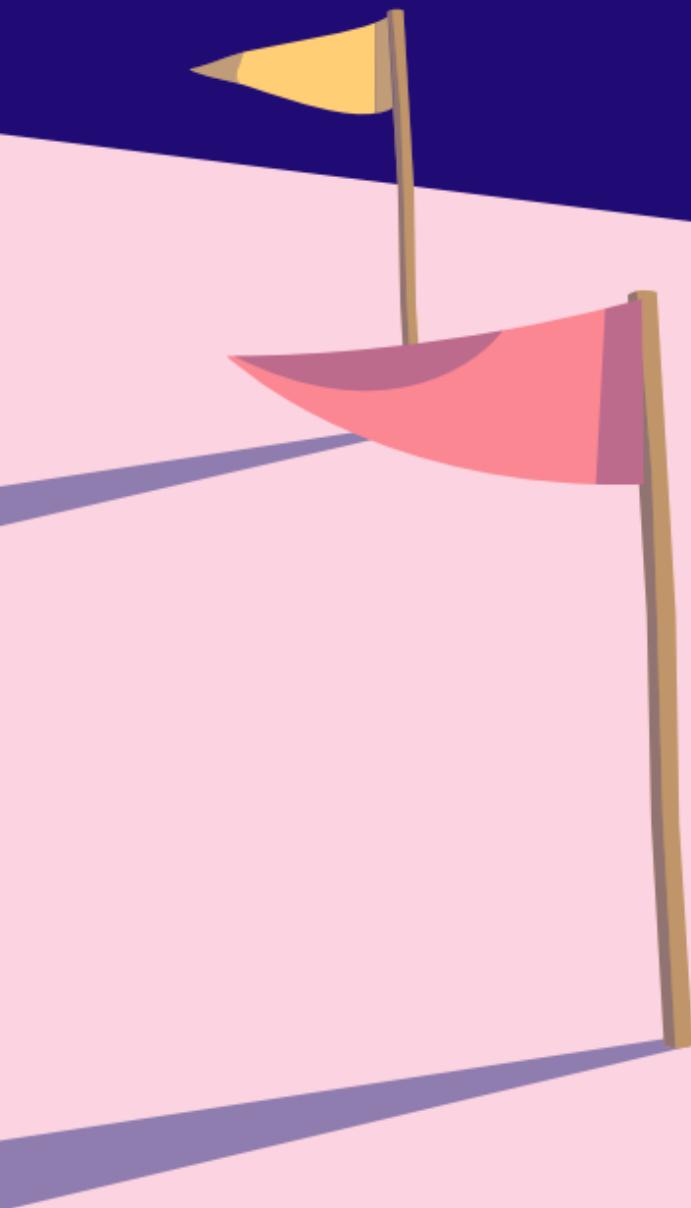


Share assets

---

**How do we  
store/share/version  
control assets?**

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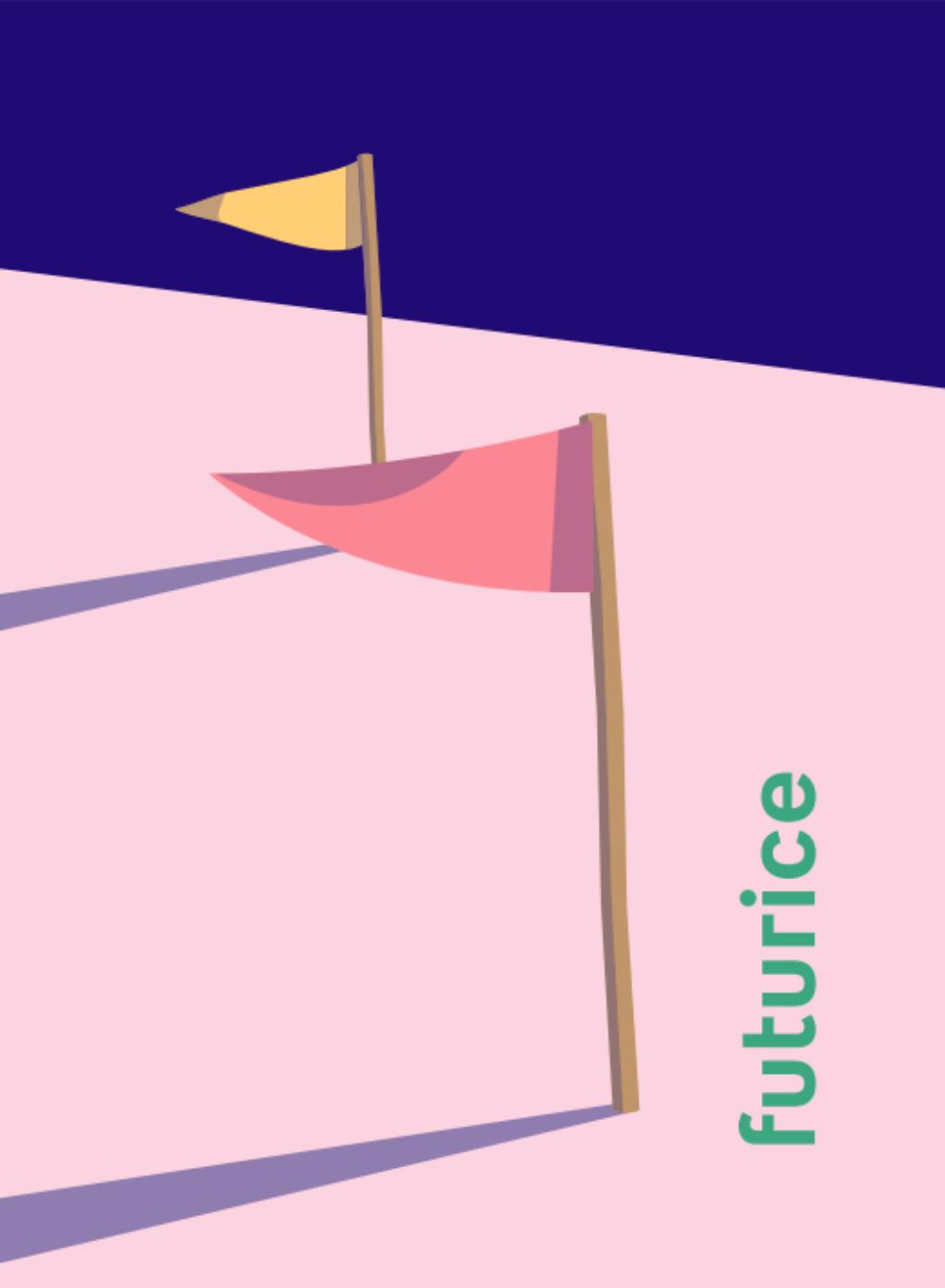


Assets to developers

---



**Do the developers  
have access to all  
assets?**



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Possible

---



**Are all designs  
possible to  
implement within  
the schedule and  
budget?**



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## Design review

---



**Have the designs  
been peer reviewed  
by designers outside  
the project?**



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Design approval

---



**Have all the  
stakeholders  
approved the  
designs?**

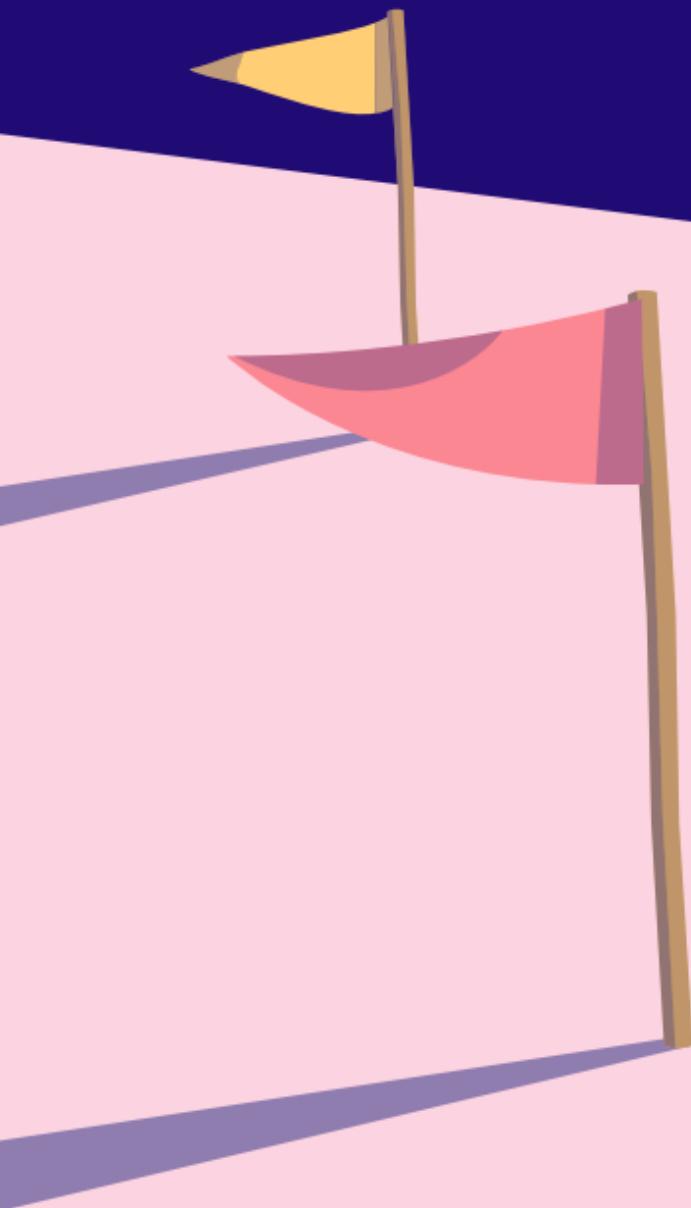


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**Have all the  
stakeholders seen  
the designs?**

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Brand

---



**Is our design aligned  
with the brand?**



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# What are the incentives for the Product Owner?

Think also about bonus schemes,  
personal ambition etc.

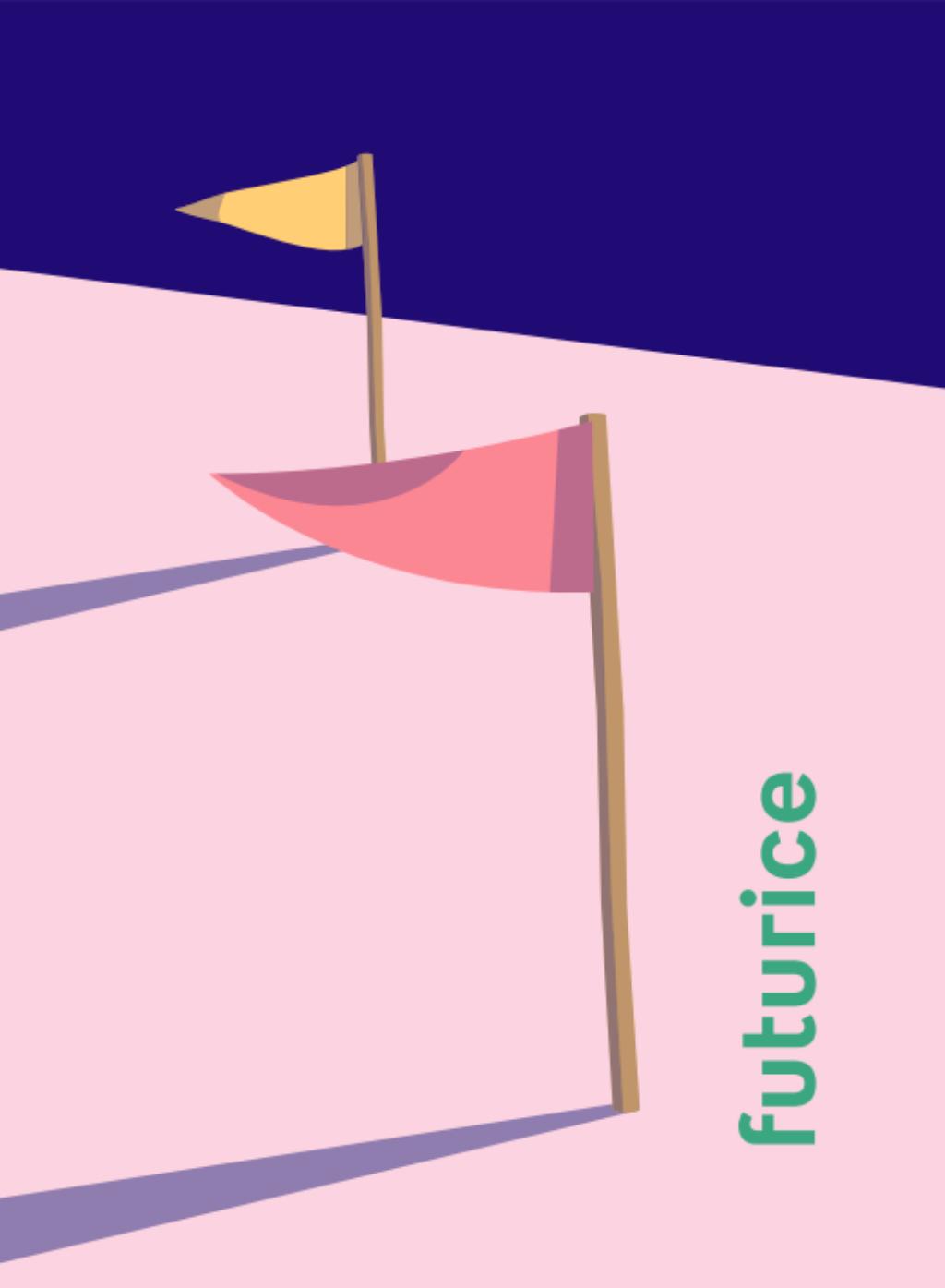


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# Is there anything unknown about the release process?

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



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Postpone

---



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

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



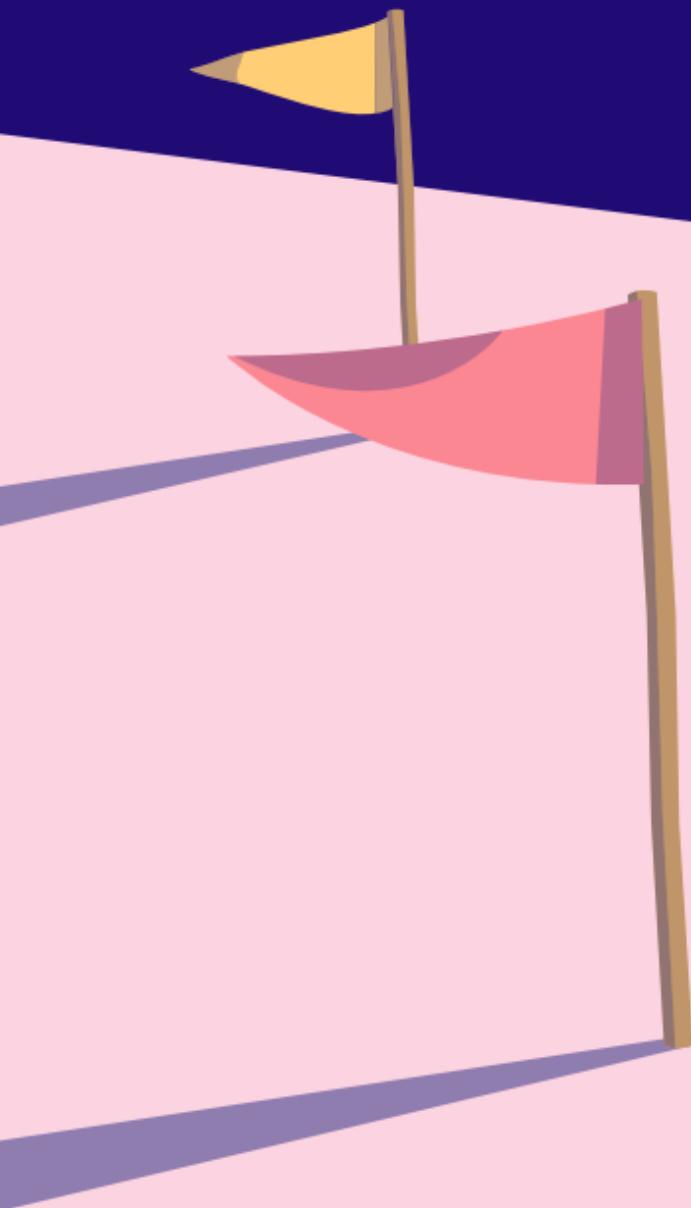
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## What is the agreement about weekend work?

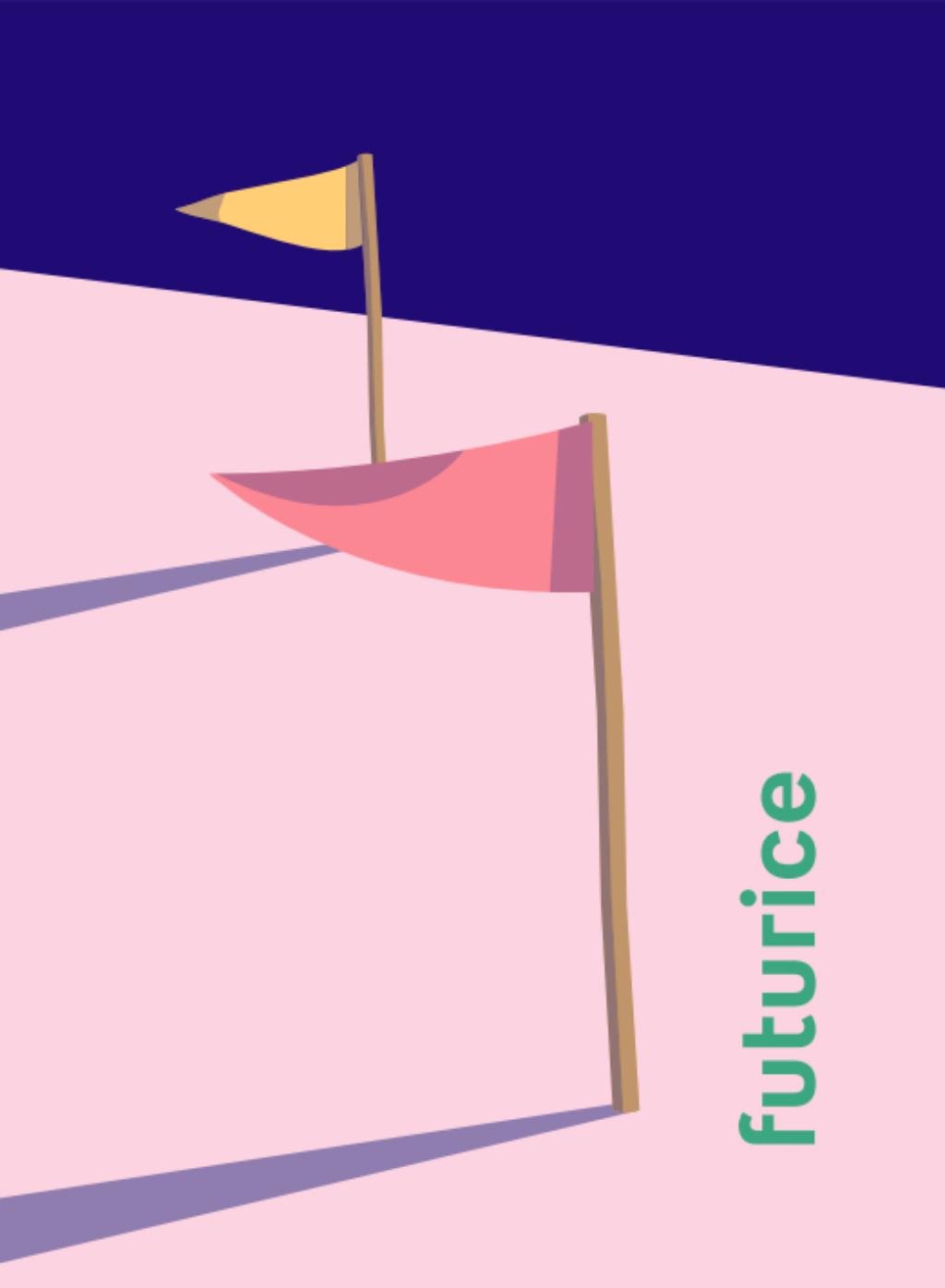
Who decides, how to avoid undue peer pressure, any extra compensation?

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**What can I say about  
the project inside  
the vendor  
organisation?**



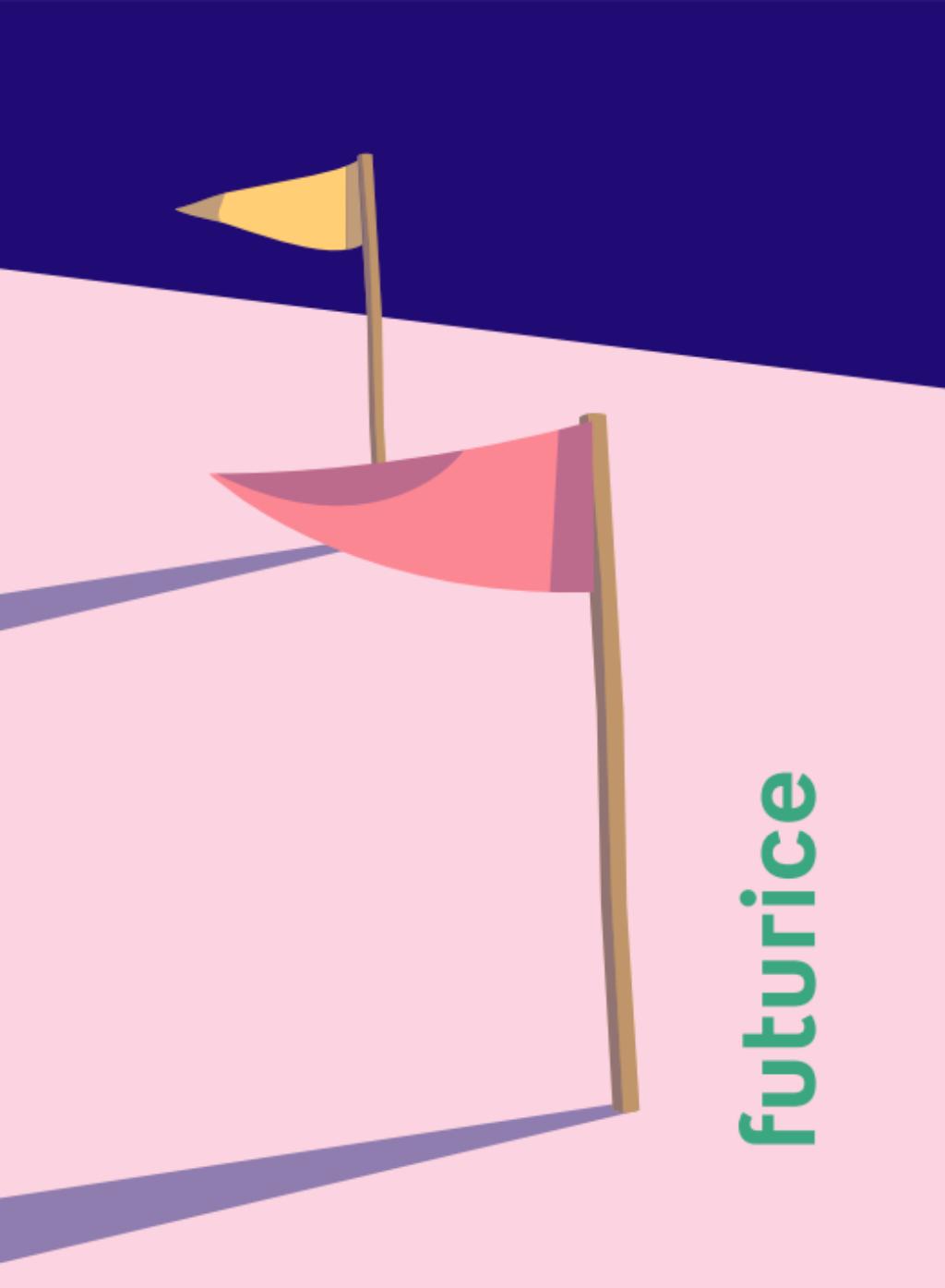
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Sensitive data

---



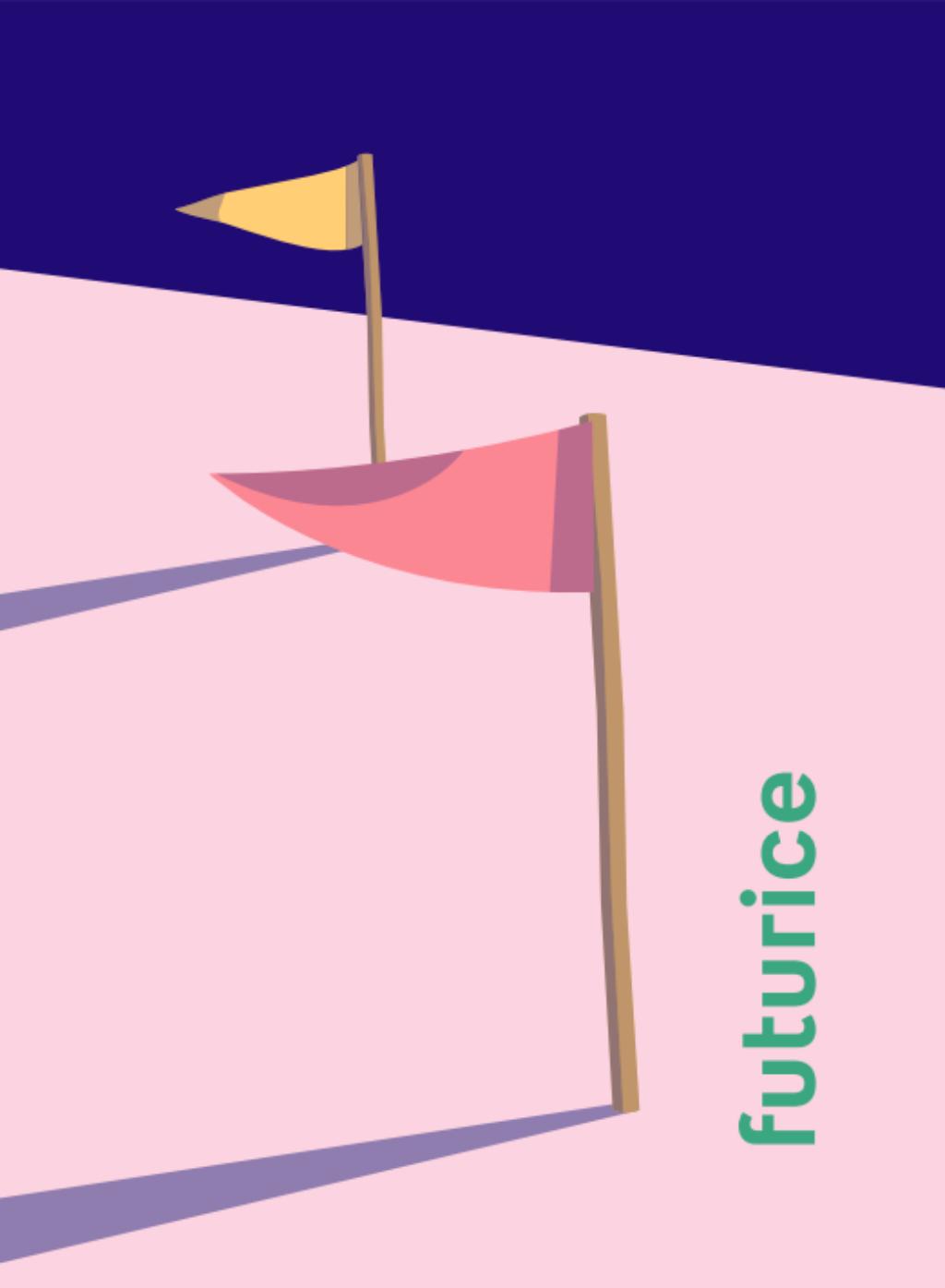
**Does the project  
include any sensitive  
personal data?**



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**Does the contract  
include our open  
source clause?**



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**What are  
allowed/forbidden  
open source  
licenses?**

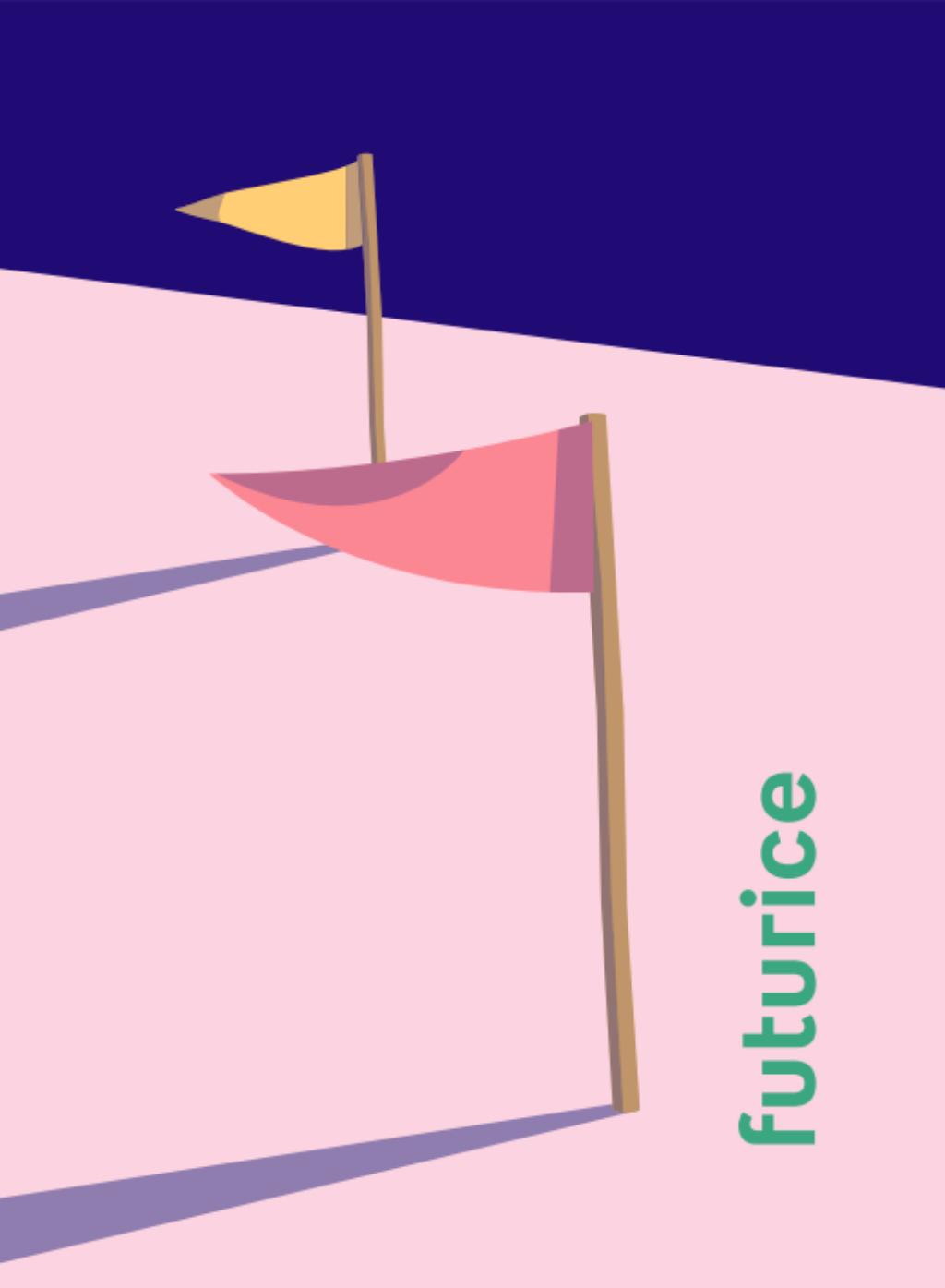


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**Is there any  
limitations when it  
comes to choosing  
libraries,  
frameworks etc.?**

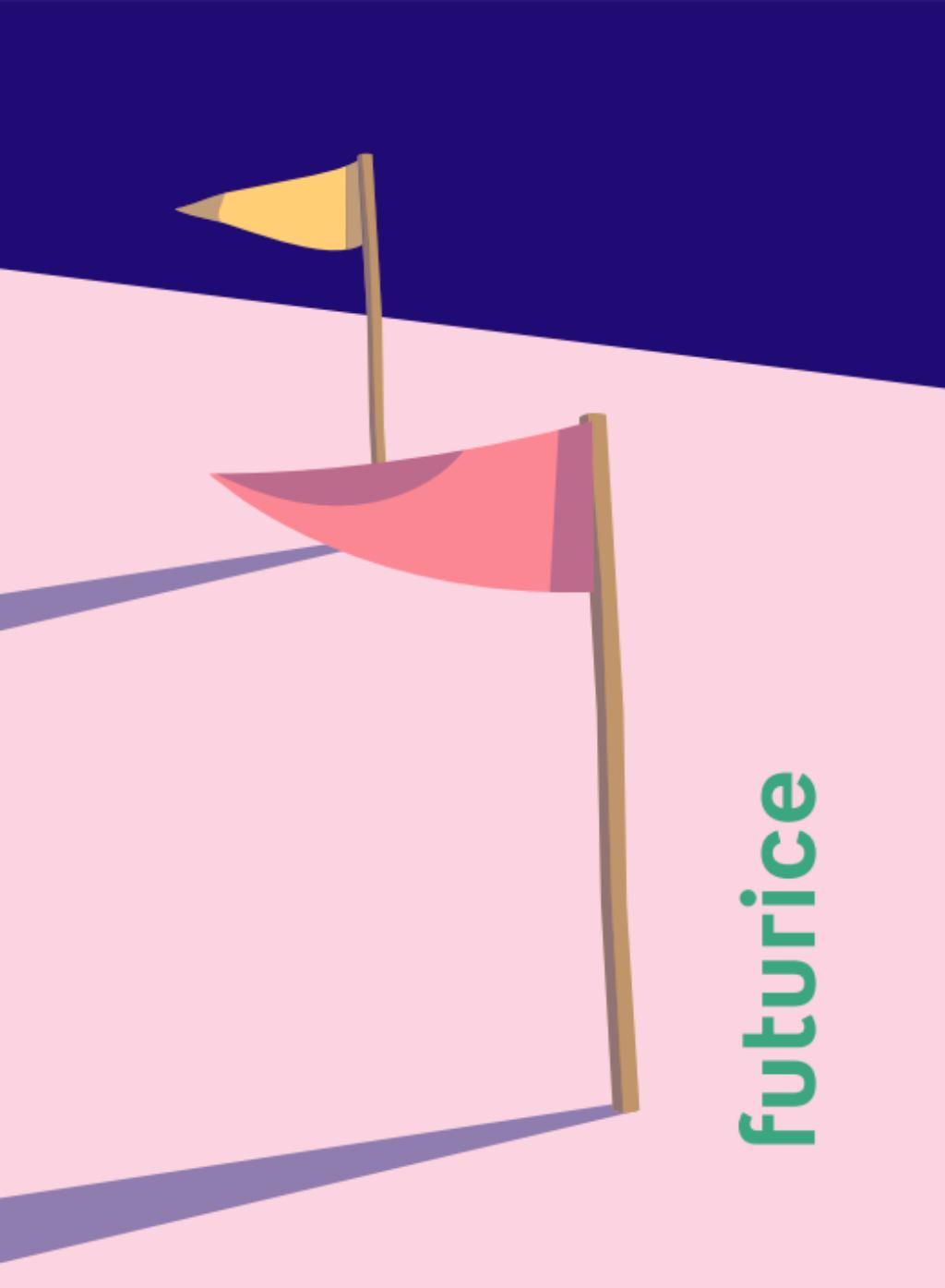
Some organisations have limitations in the form of a blacklist (or white-list) for 3rd party libraries.



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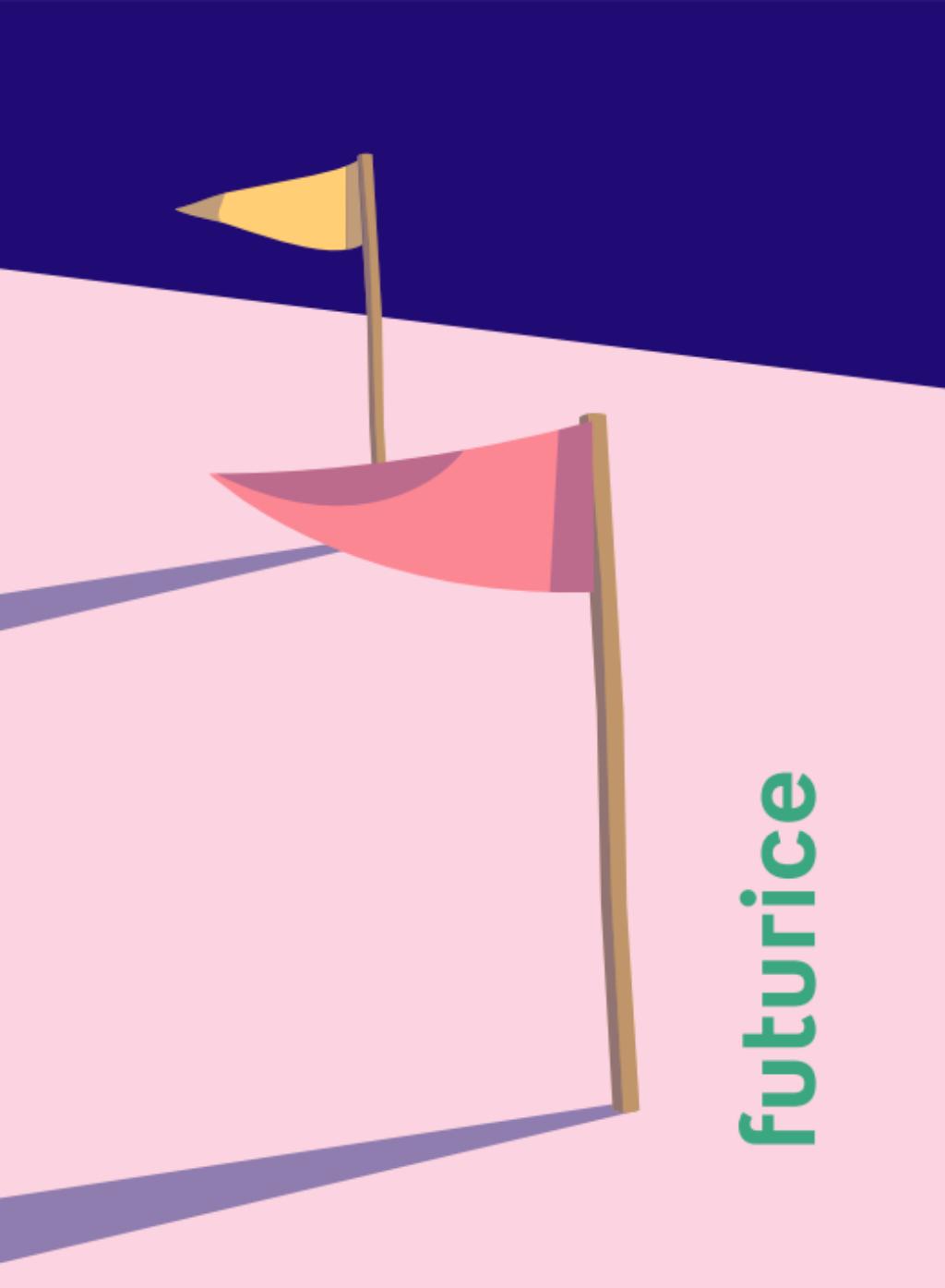
# Who own the Intellectual property rights?



futurice



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



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# Obligations

---



**What, if any, are the contractual obligations the client has to fulfil to enable project success?**

Think about required upstream changes, delivered information, PO availability.



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



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## What information was missing from the on-boarding?

If there are people who joined  
after the project started.



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## Constraints

---



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



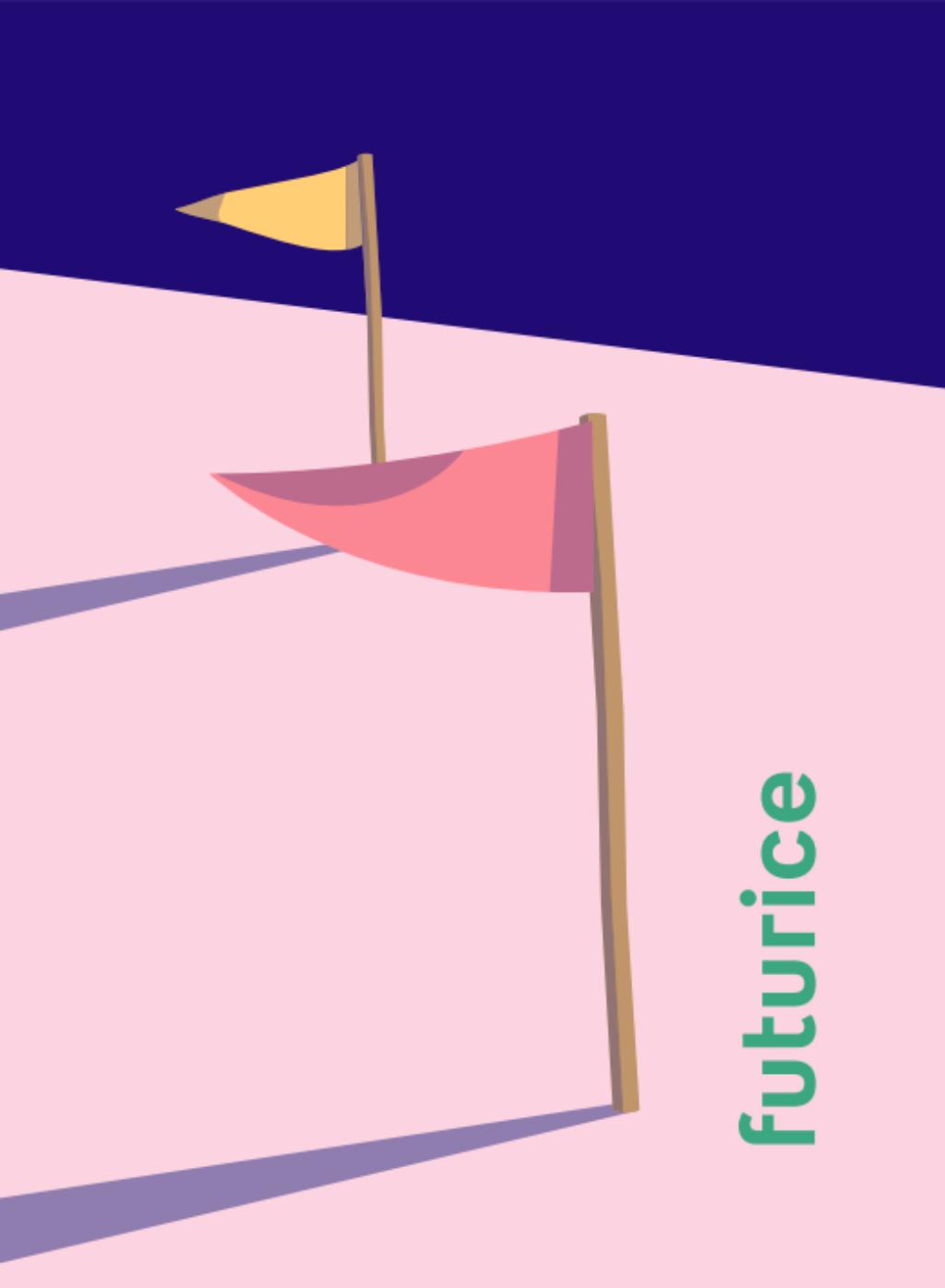
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## Backlog

---

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



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Value driven

---



**Are we working on  
the most valuable  
item?**



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



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Cancelled

---



**If the client would decide to cancel the project what would be the reason?**



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Disappointment

---



**In which way have  
we disappointed the  
client the most?**



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Team forming

---



**How well is the team  
working together  
and how could it be  
better?**



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Haven't told

---



**What is the biggest  
thing we haven't  
told the client?**



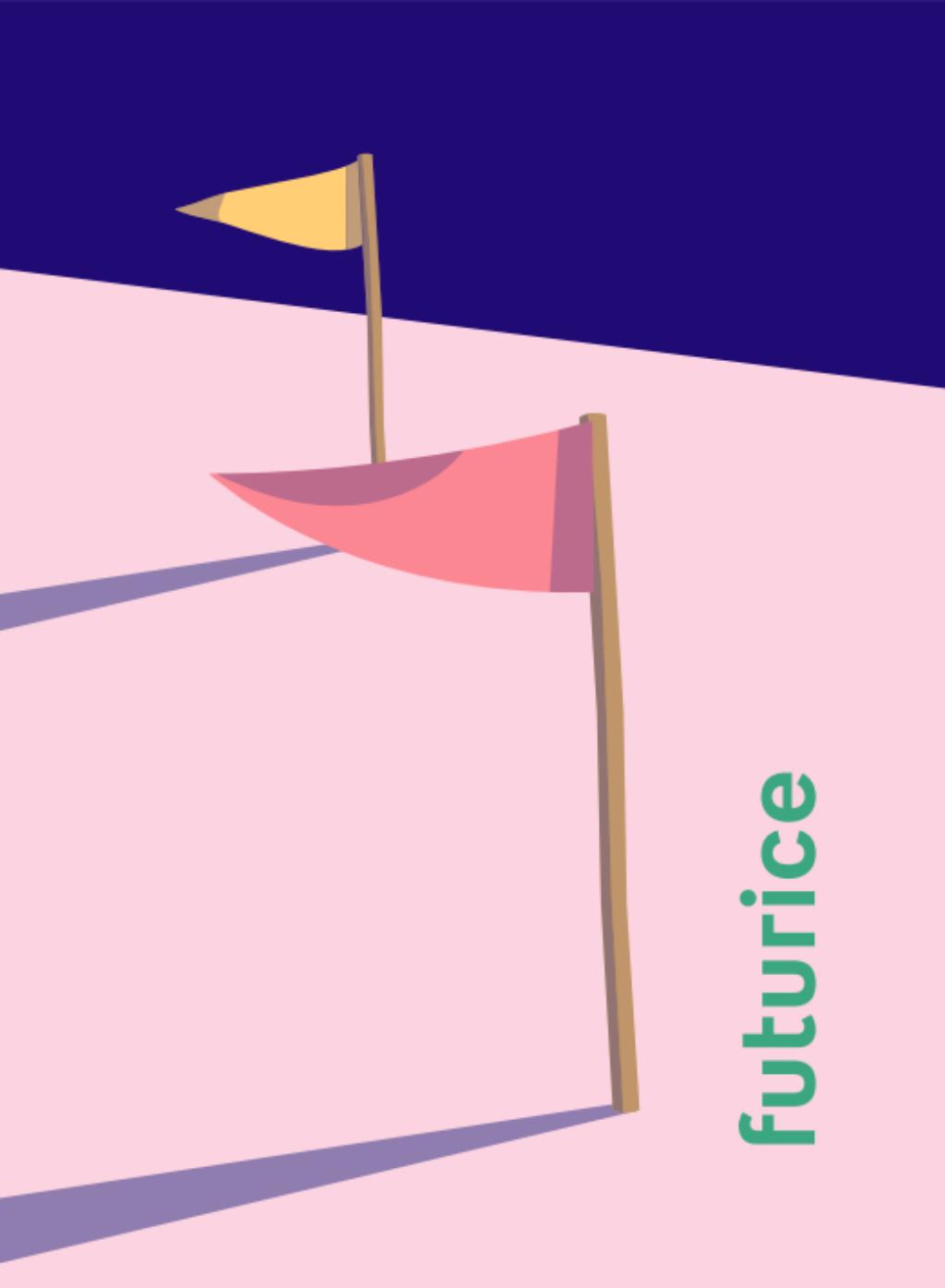
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Time left

---



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



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



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Client

---



**What is the most surprising thing you learned about the client?**



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Team change

---



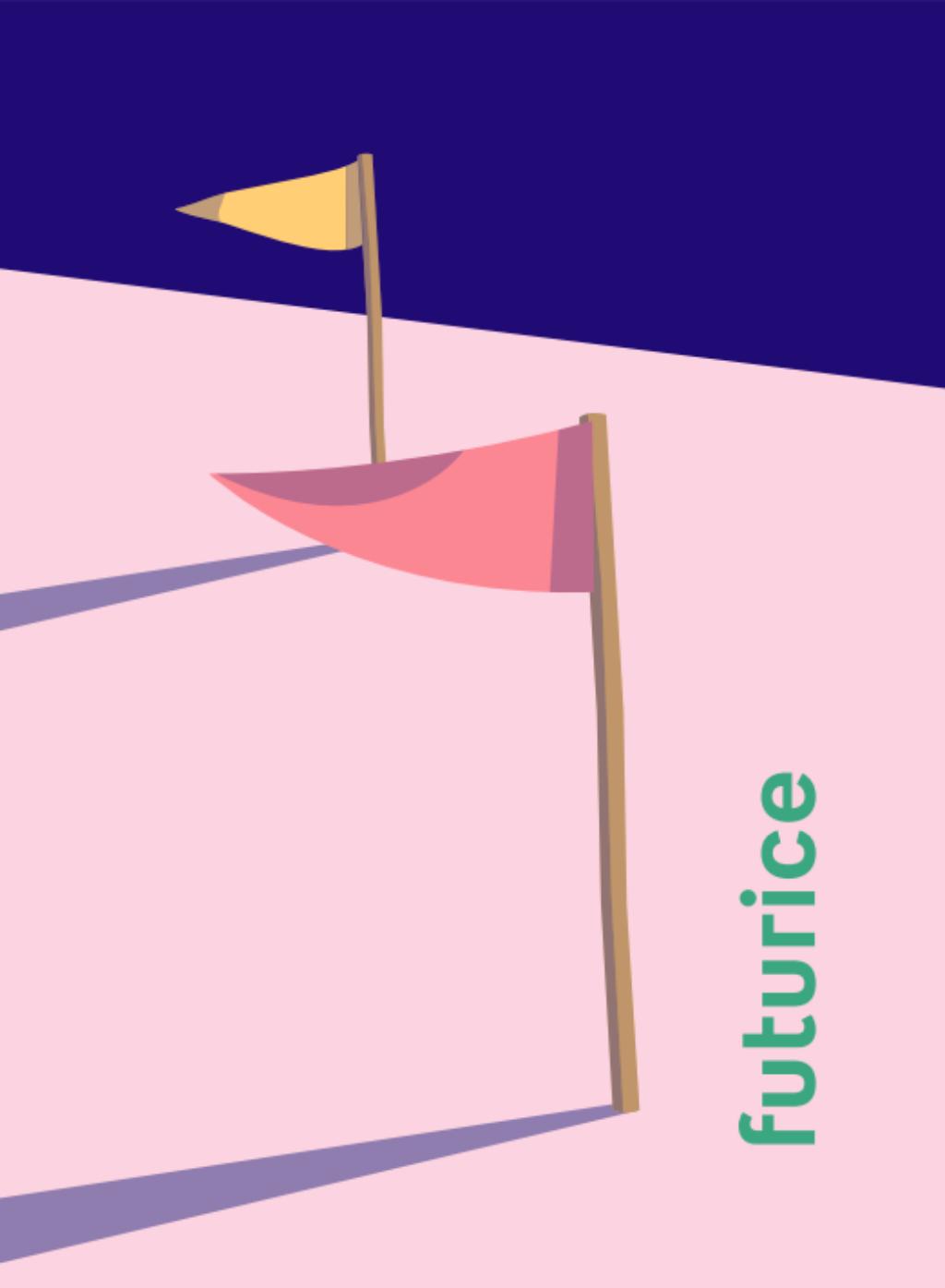
**What in the team set  
up would you most  
like to change?**



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**What technological aspect would you most like to change?**



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## Assumptions

---



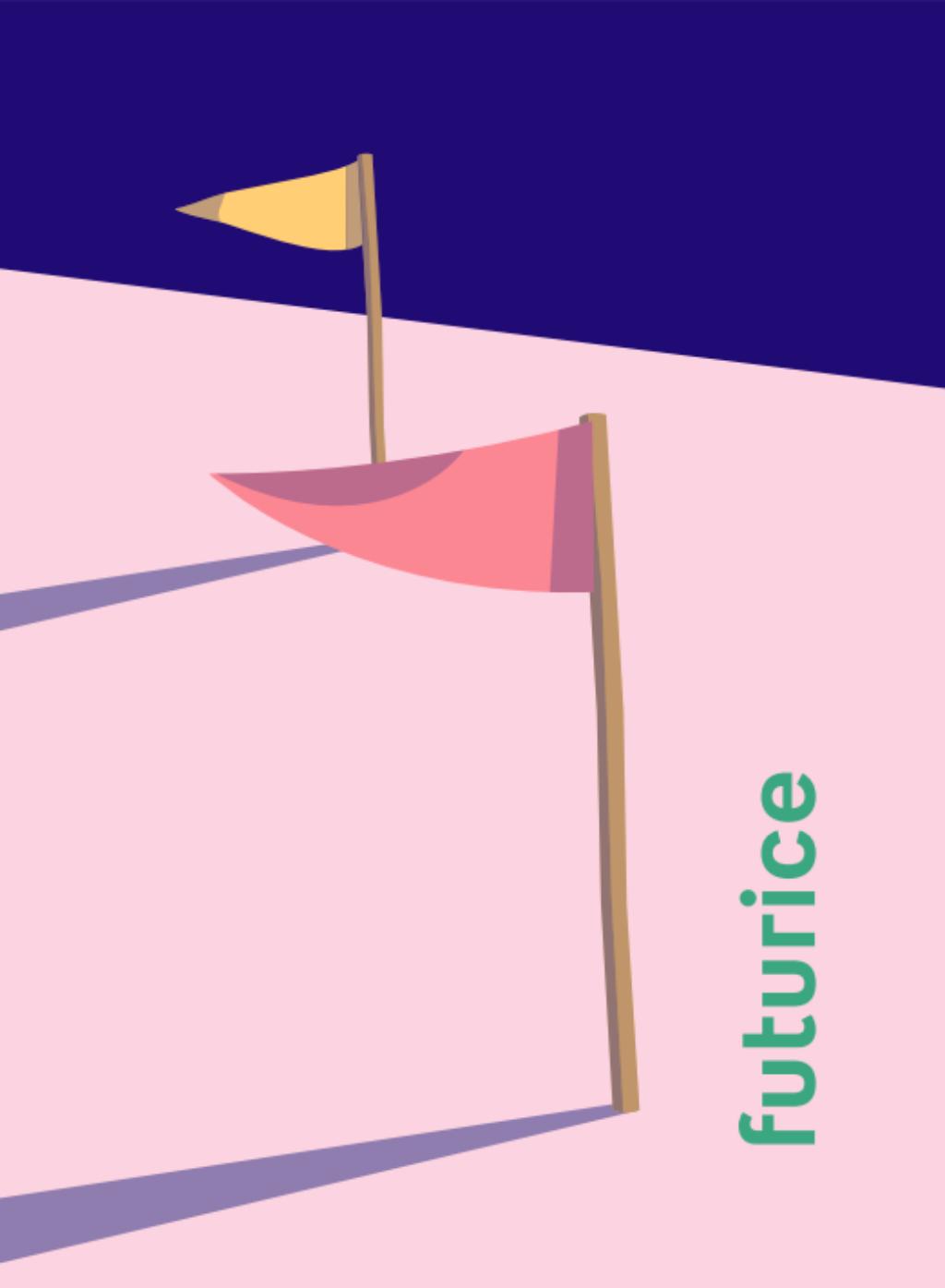
**Are there any assumptions you made in the beginning which did not hold and what is the impact?**



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



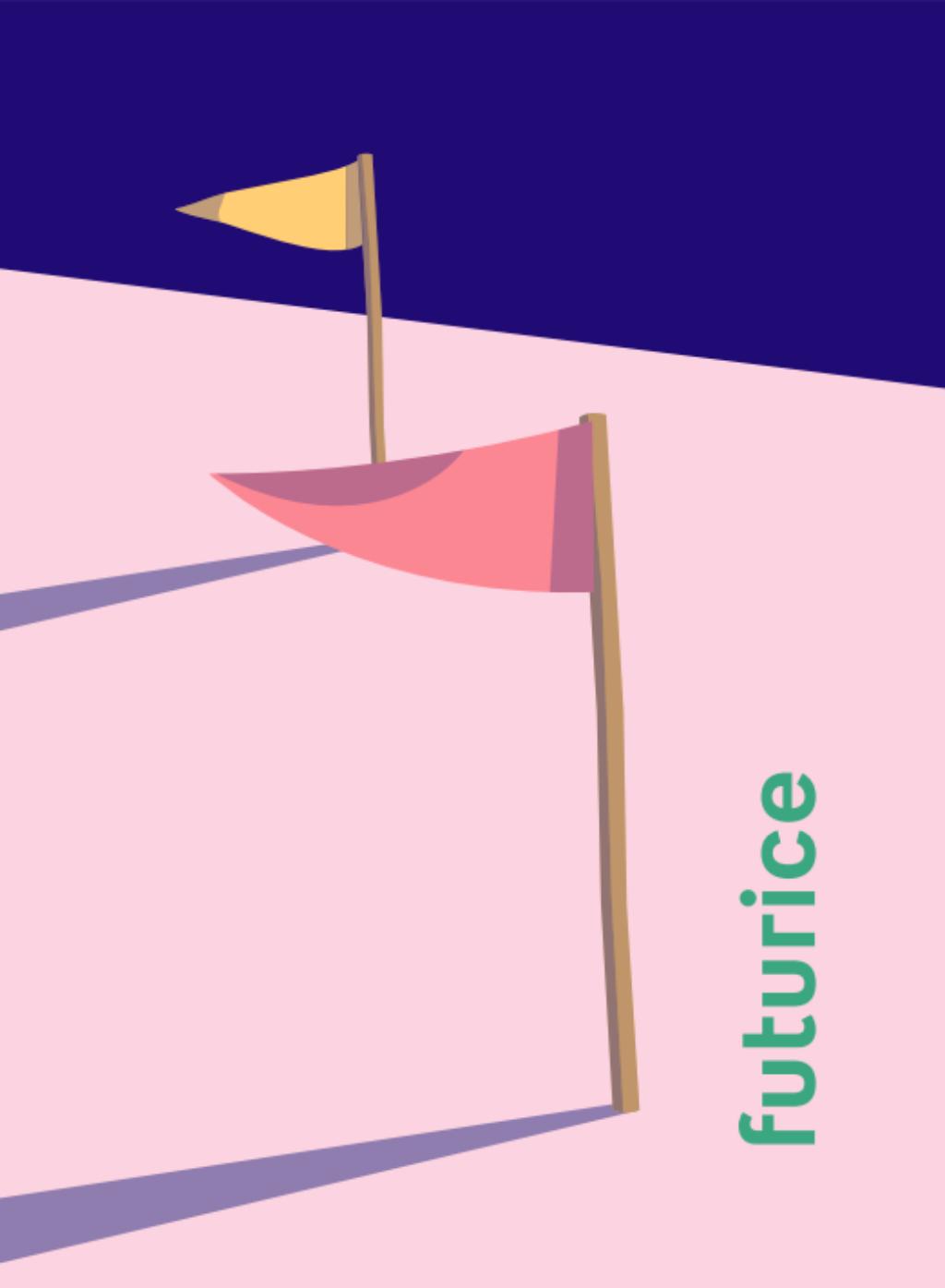
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## Other costs

---

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



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Multiple locations

---



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



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New information

---



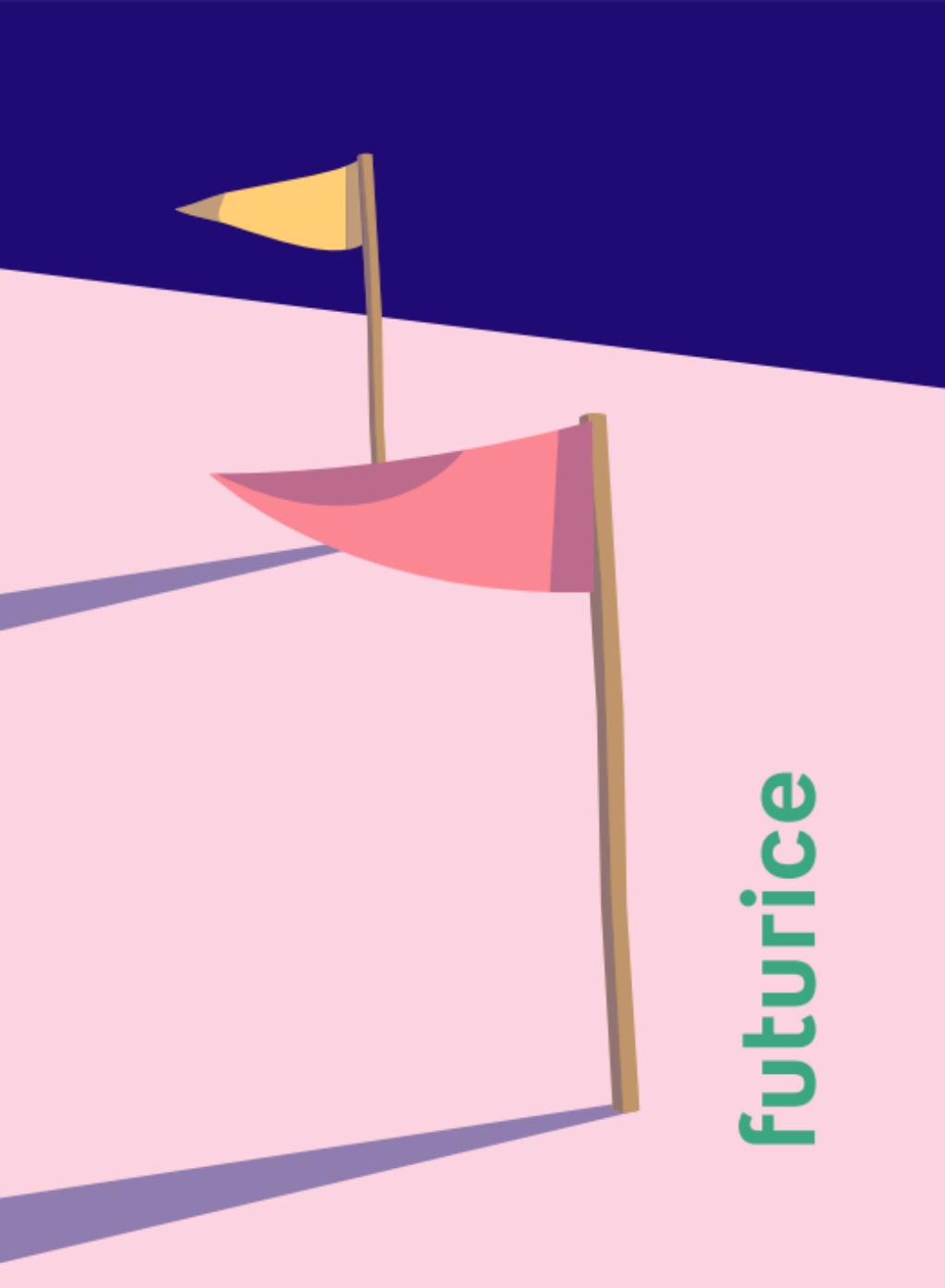
**If we knew at the  
start what we know  
now, what would we  
have done  
differently?**



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



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Things to change

---



**Which 3 things  
would you like to  
change?**



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**What direction is  
the team's  
motivation going?**



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Happy client

---



**Is the client happier  
than at the start of  
the project?**



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## Surprises

---



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



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**What is the difference between the on-boarding of original team members vs those who joined later?**



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



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Continue

---



# Why should we continue with the project?



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## Budget

---



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

Think about budget, scope and schedule.



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What changed?

---



**What is the most  
important thing that  
has changed since  
we began the  
project?**



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## 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.



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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.



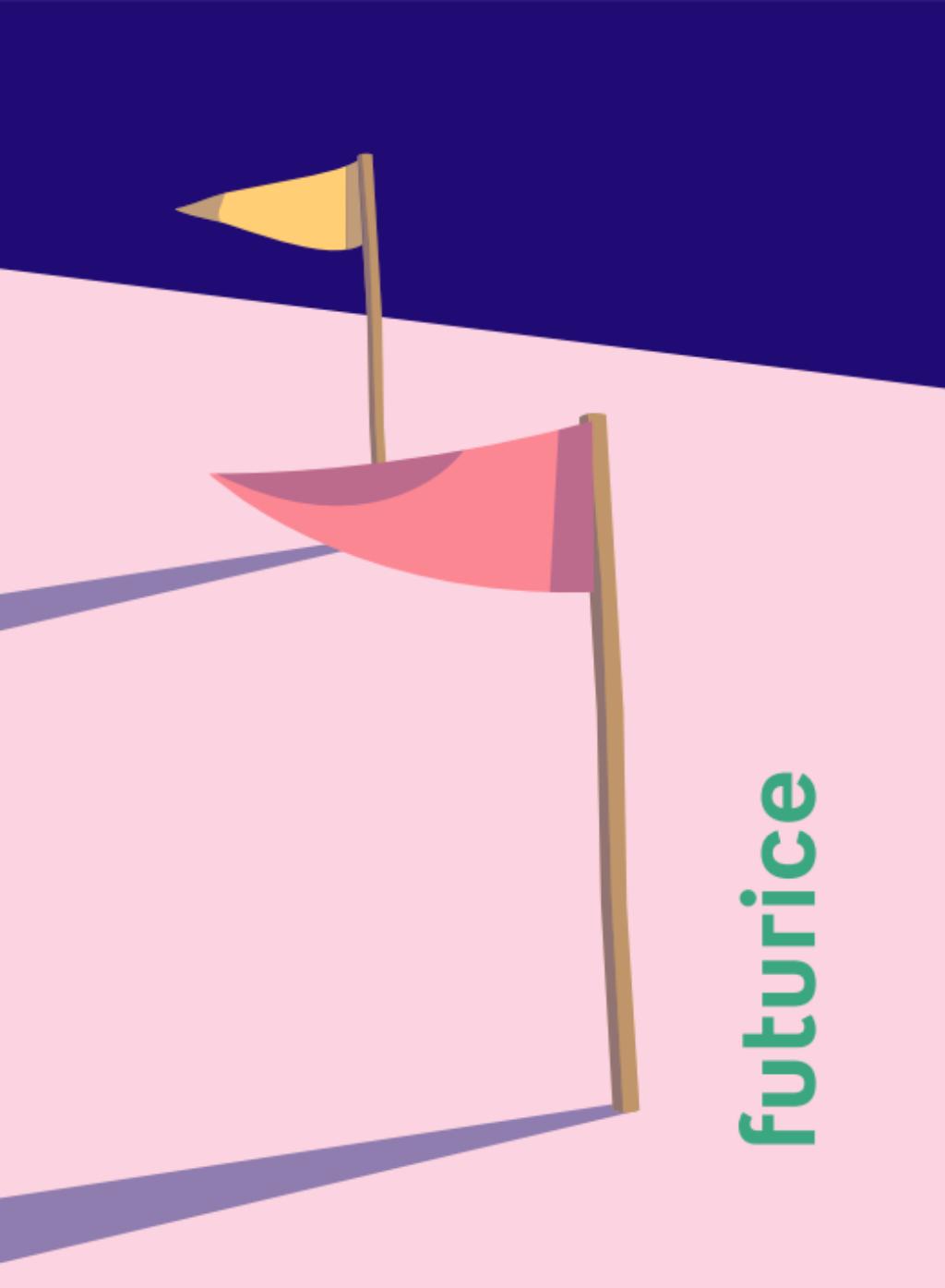
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## Credentials

---

**Do all the team members have all the relevant credentials?**



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



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UAT support

---



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



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## Deployment

---



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



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Cancel

---



**What are the most likely scenarios in which the client would cancel the entire project?**



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Extra work

---



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



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# How much budget is reserved for project management services?

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



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# **What project management services are required to be done by the team? How much is budgeted?**

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



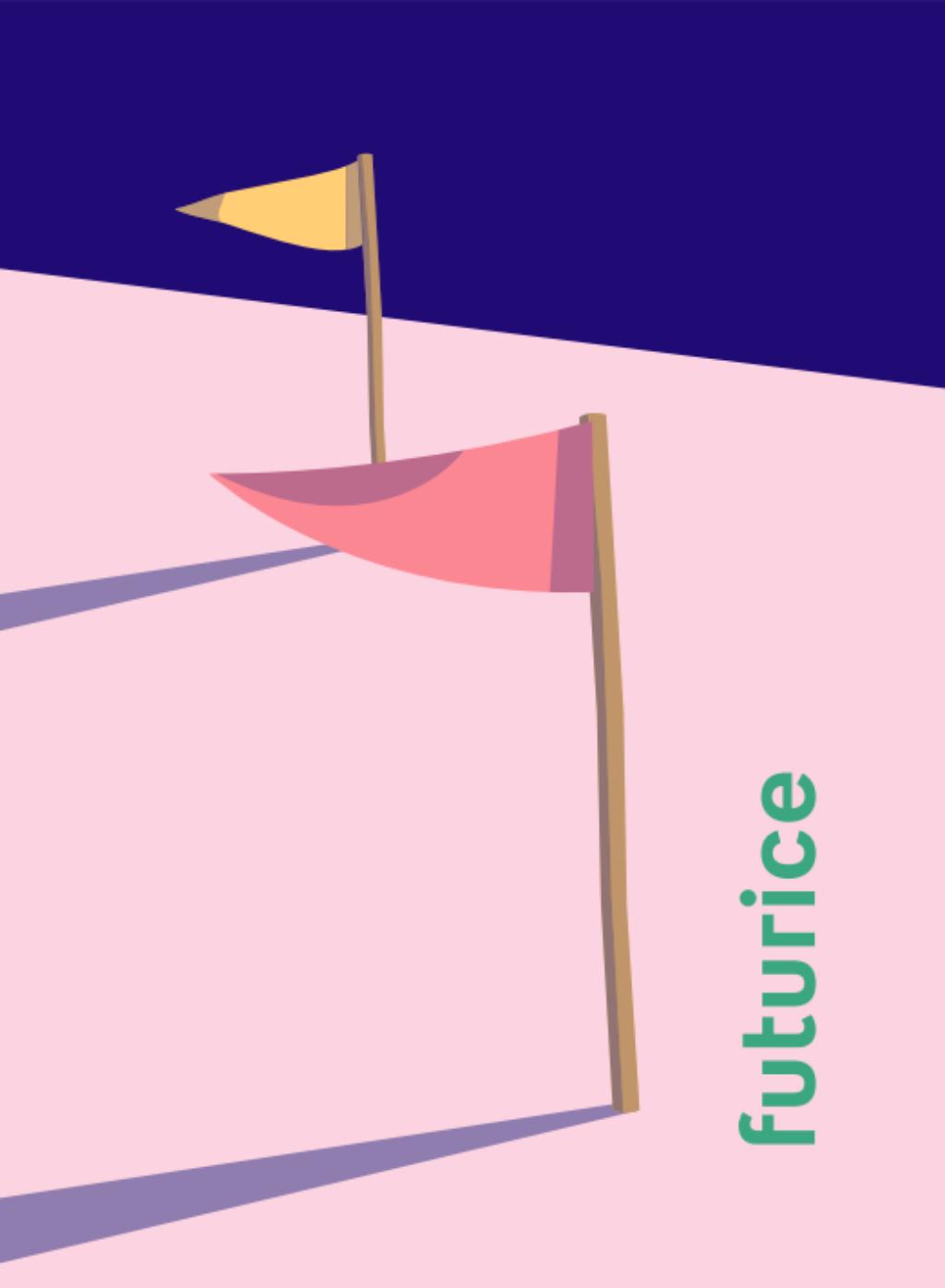
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QA roles

---

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



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Our motivation

---



**What would make us  
walk away from the  
project?**



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## QA Budget

---



**How much budget is reserved for QA?**



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Easier

---



**Given the business  
objectives and  
constraints, can we  
do this more easily?**

If there is something, could this be down to a lack of understanding?



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**What is expected in terms of progress reporting?**



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Invoicing

---



# Who does the invoicing?



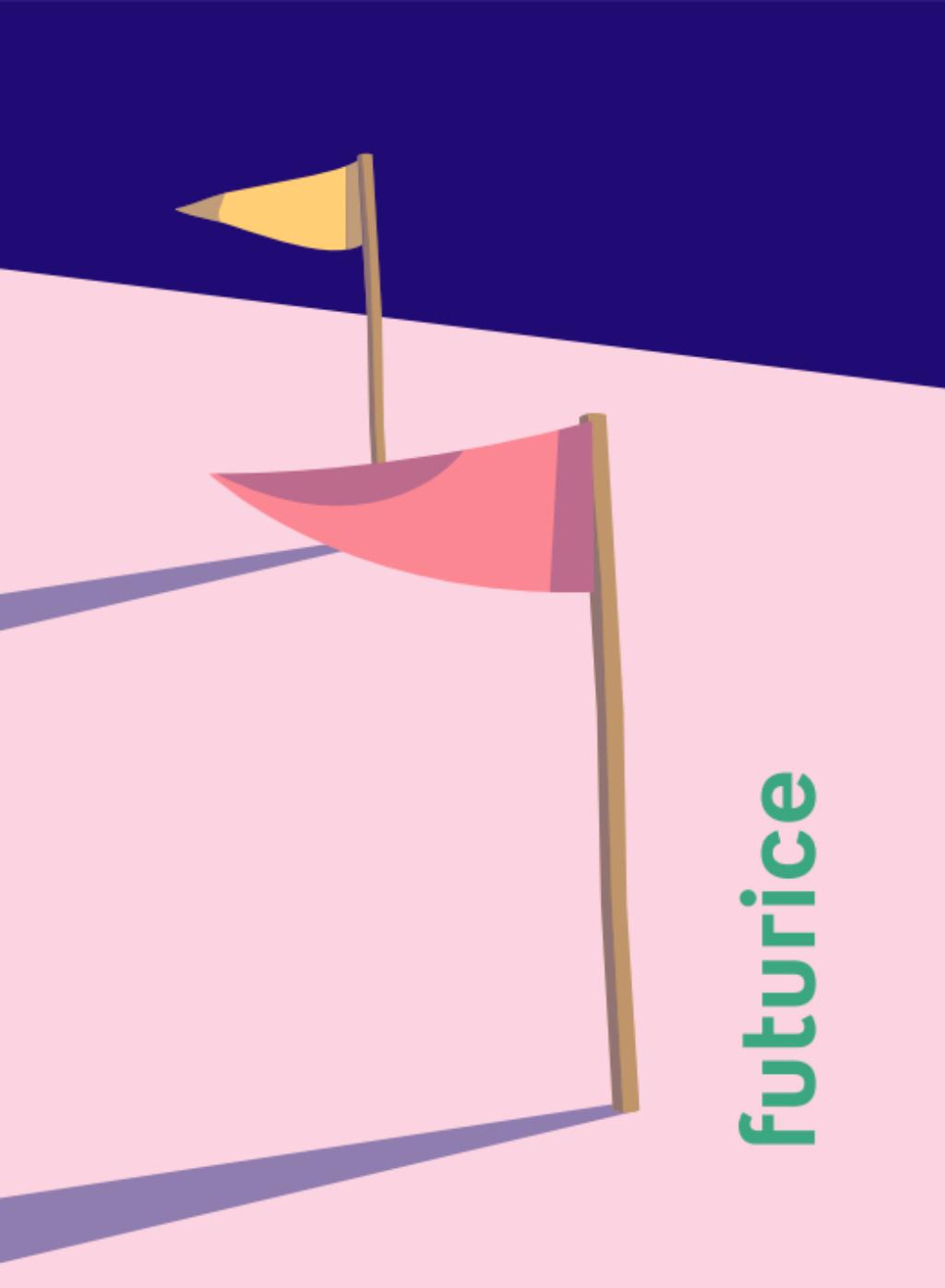
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Sprint backlog

---



**Where is the sprint backlog?**



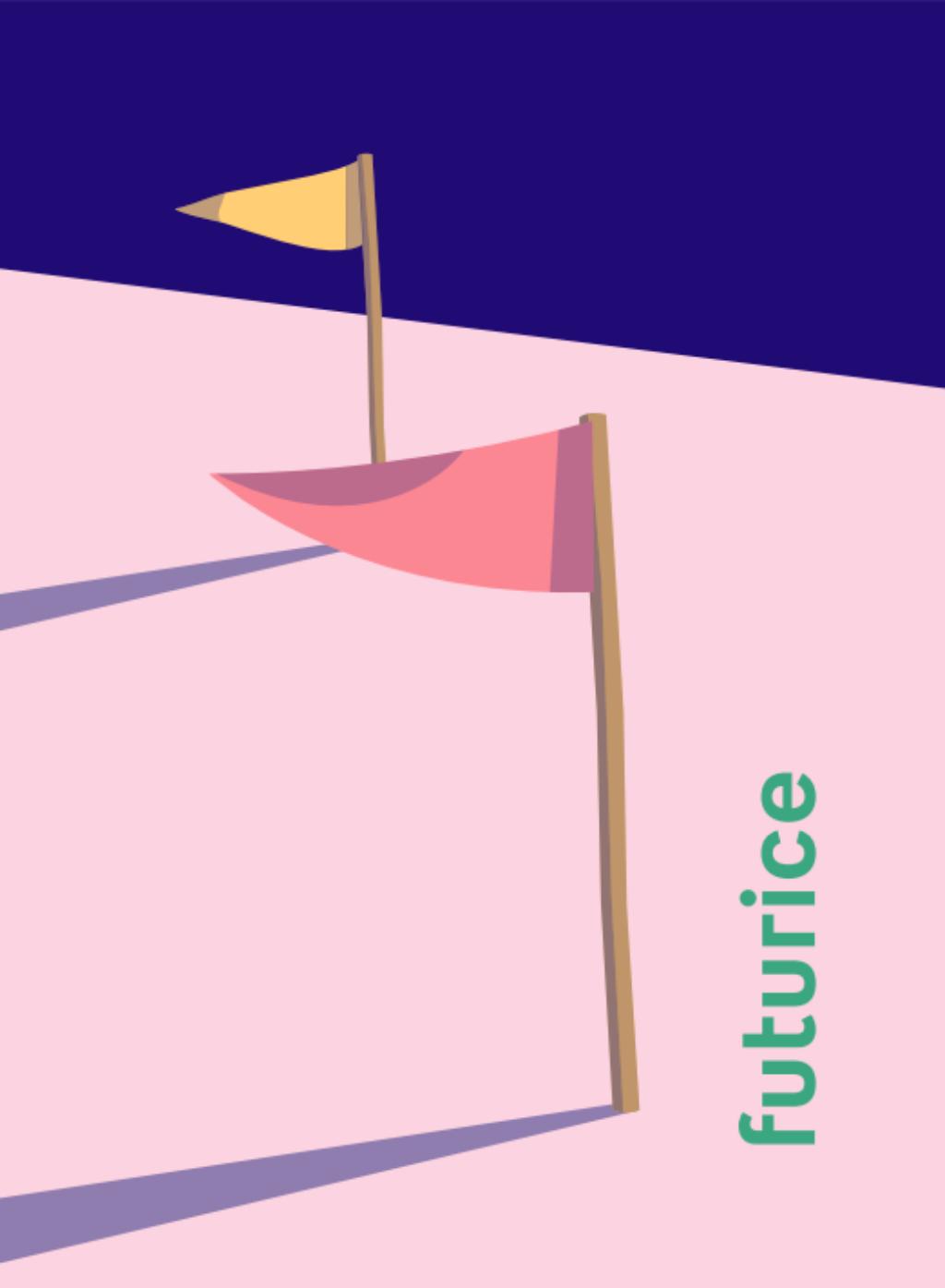
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Hour marking

---

**How should the  
hours be marked?**



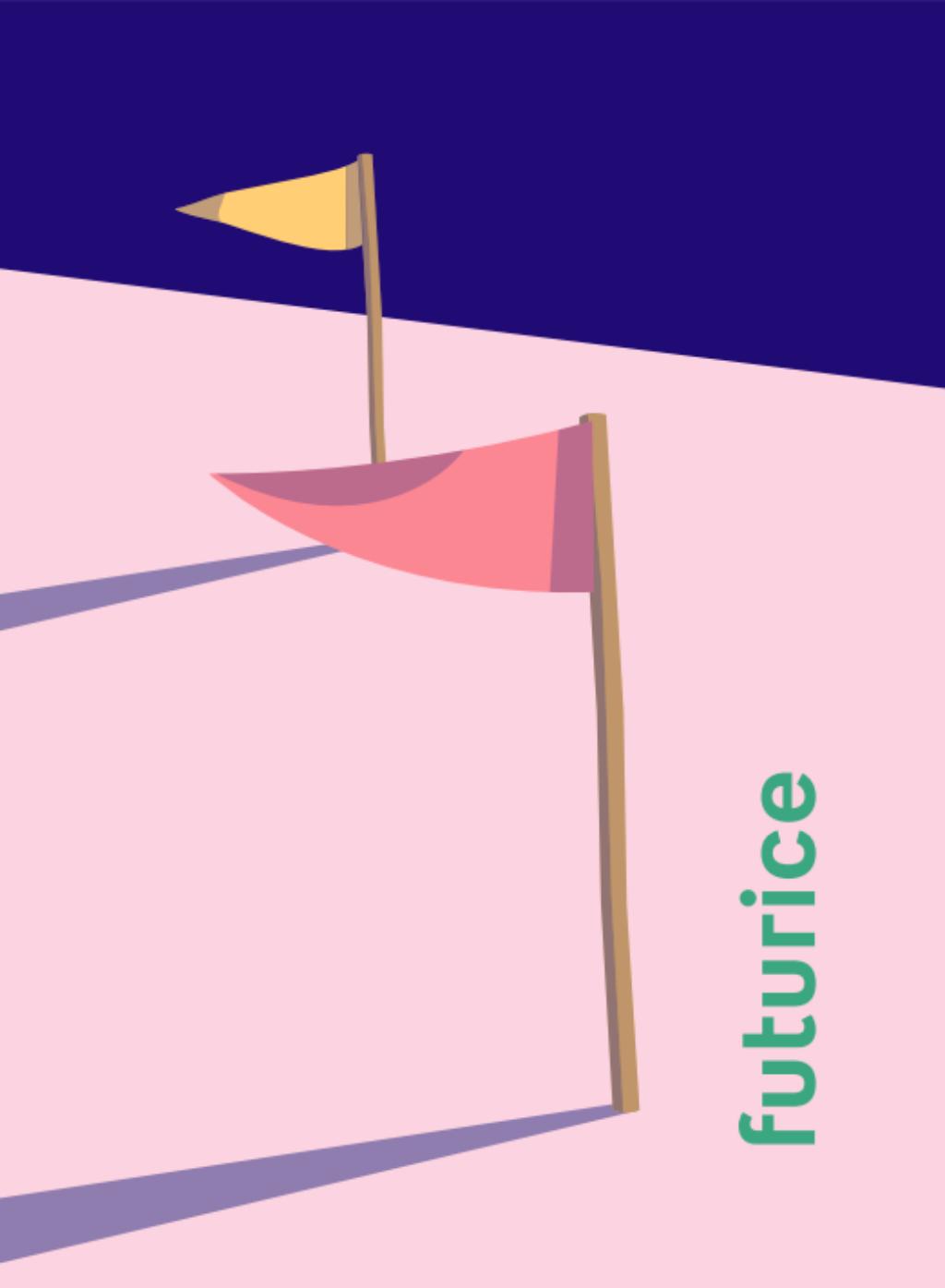
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Remote work

---



**Can we work  
remotely on Friday?**



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Previous project

---



**What case from the past most resembles this case and what where the biggest problems?**



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Tech. know-how

---



**How well does the  
client understand  
technology?**



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Distance to PO

---



**How far are we  
sitting from the  
Product Owner?**



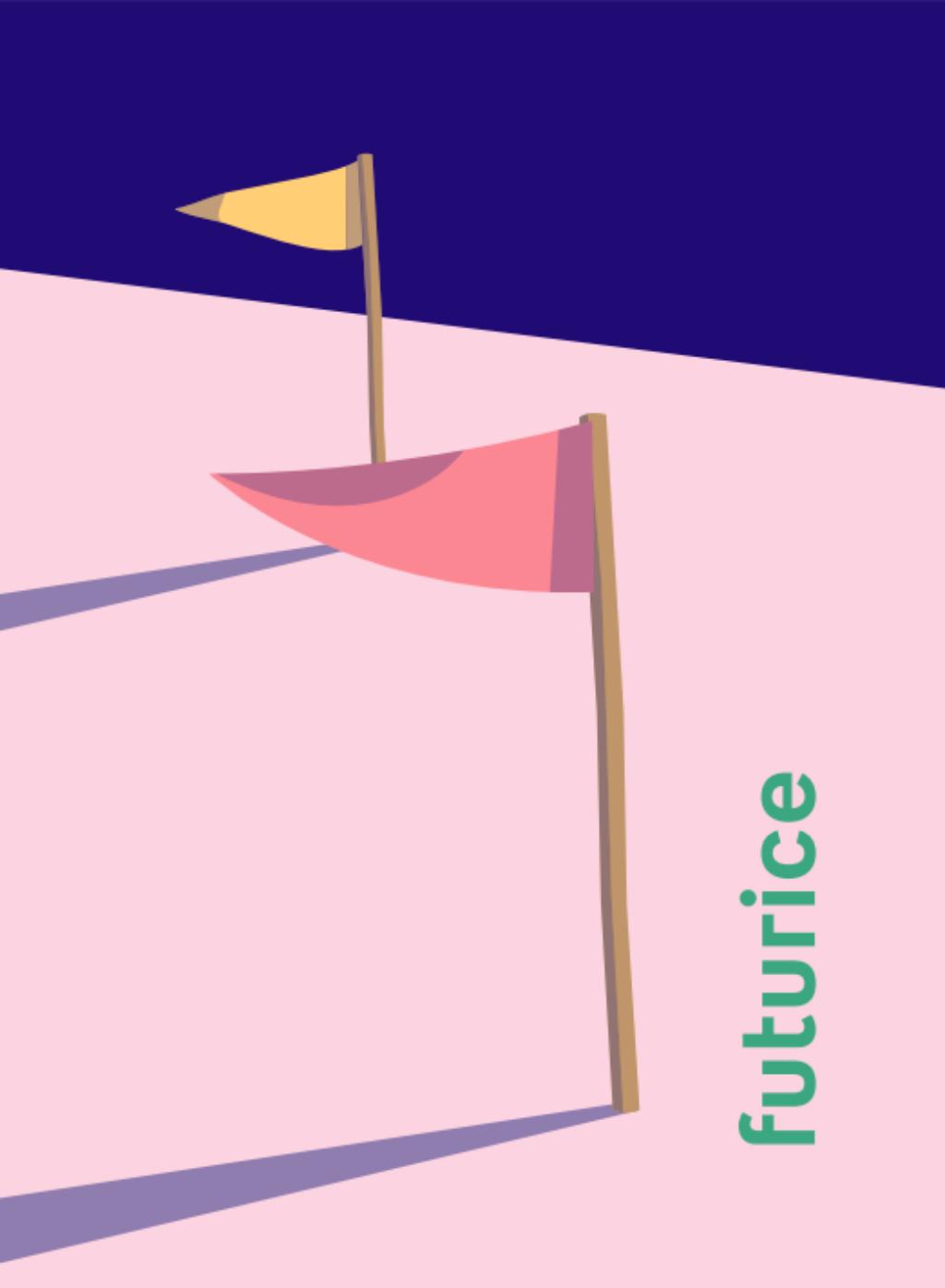
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## Tools

---

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



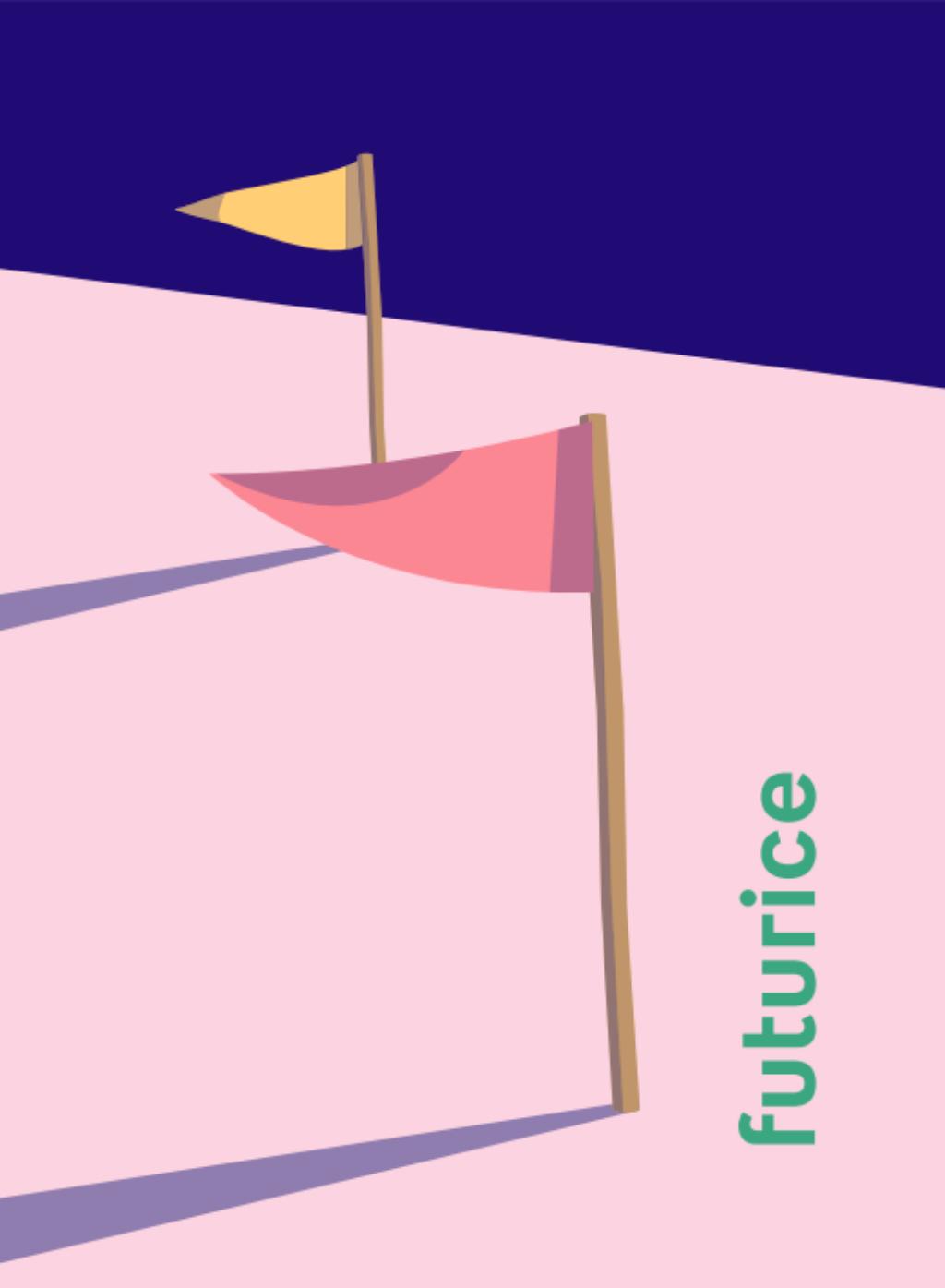
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## Tools

---

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



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New team member

---



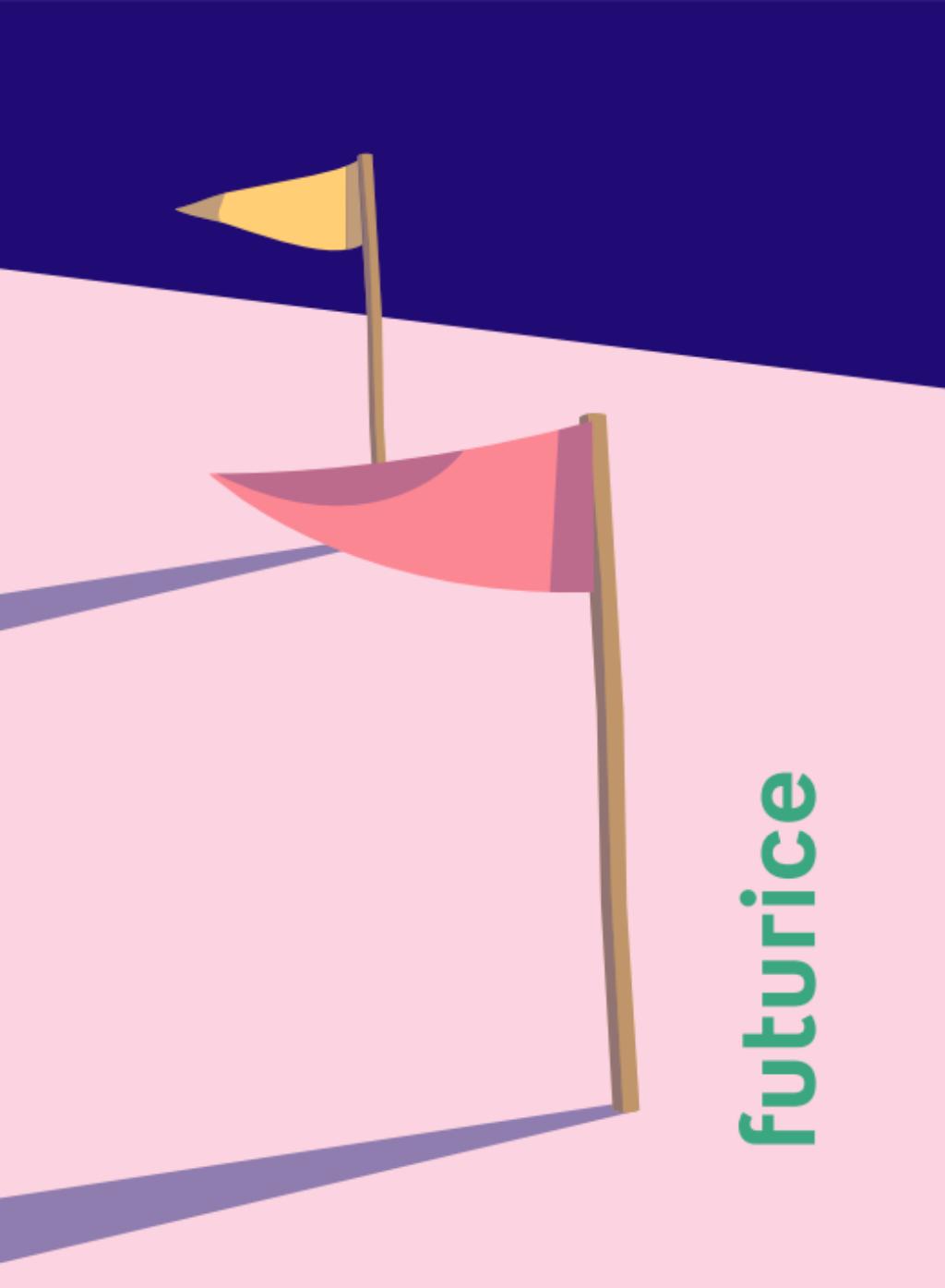
**A new team member joins. How long does it take that person to be brought up to speed?**



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**How much control  
do we have over the  
working  
environment?**



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**Who is present  
during the demos?**



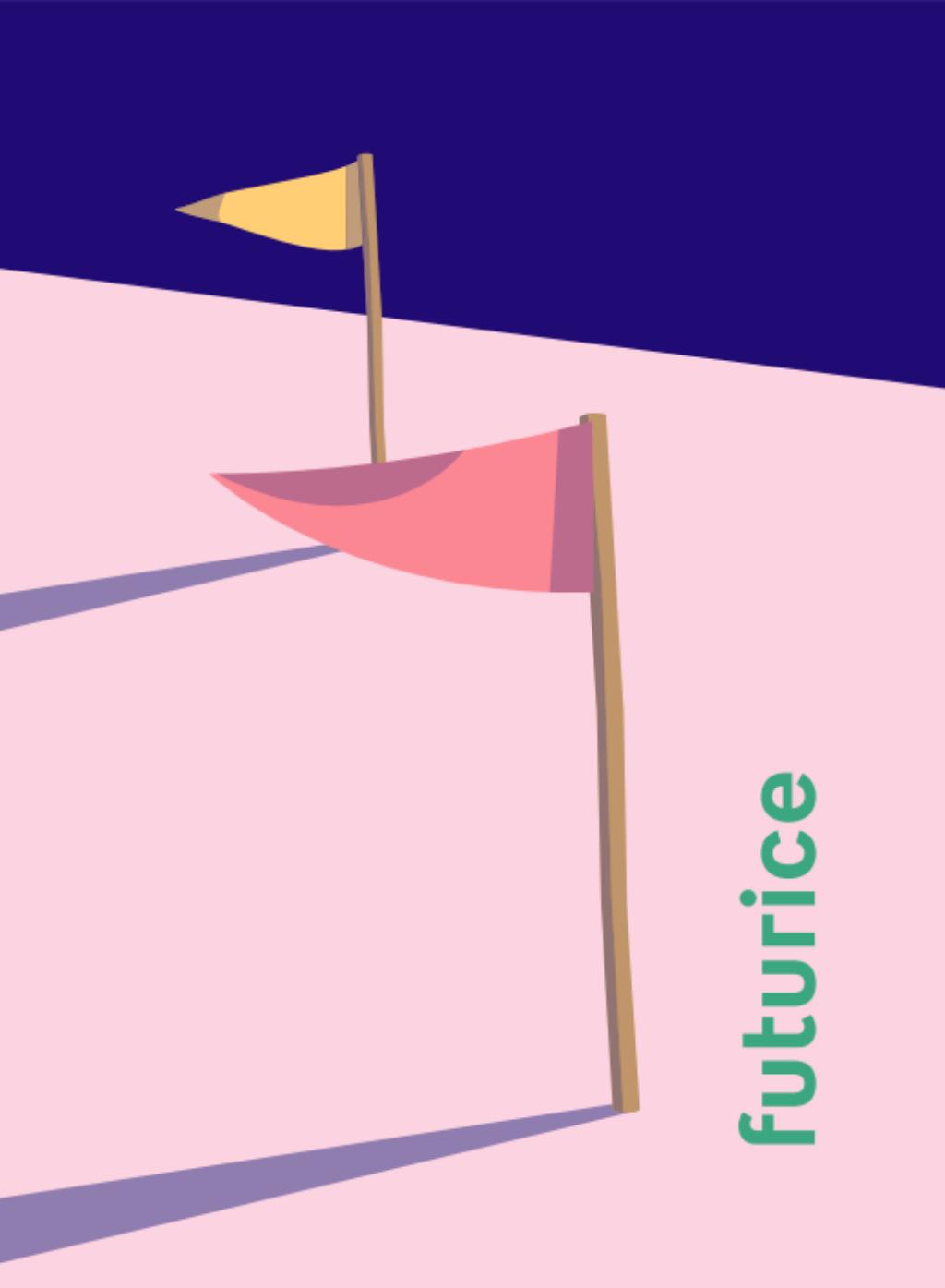
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Demo frequency

---



**How often do we  
have a demo?**



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**Which metrics do we  
use to track the  
projects?**



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Optimism

---



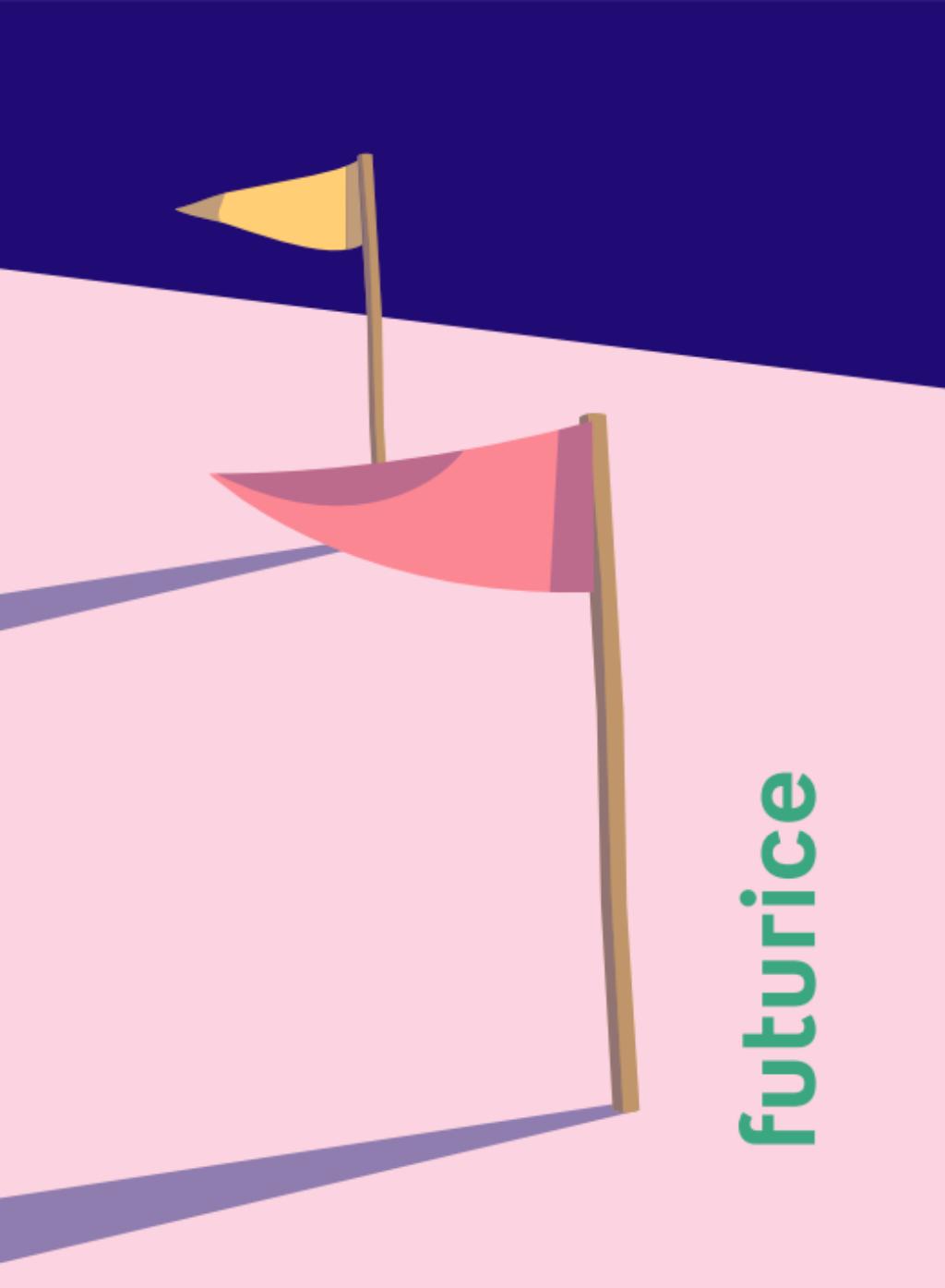
**When estimating  
how can we temper  
our own optimism?**



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# What is the definition of ‘done’?



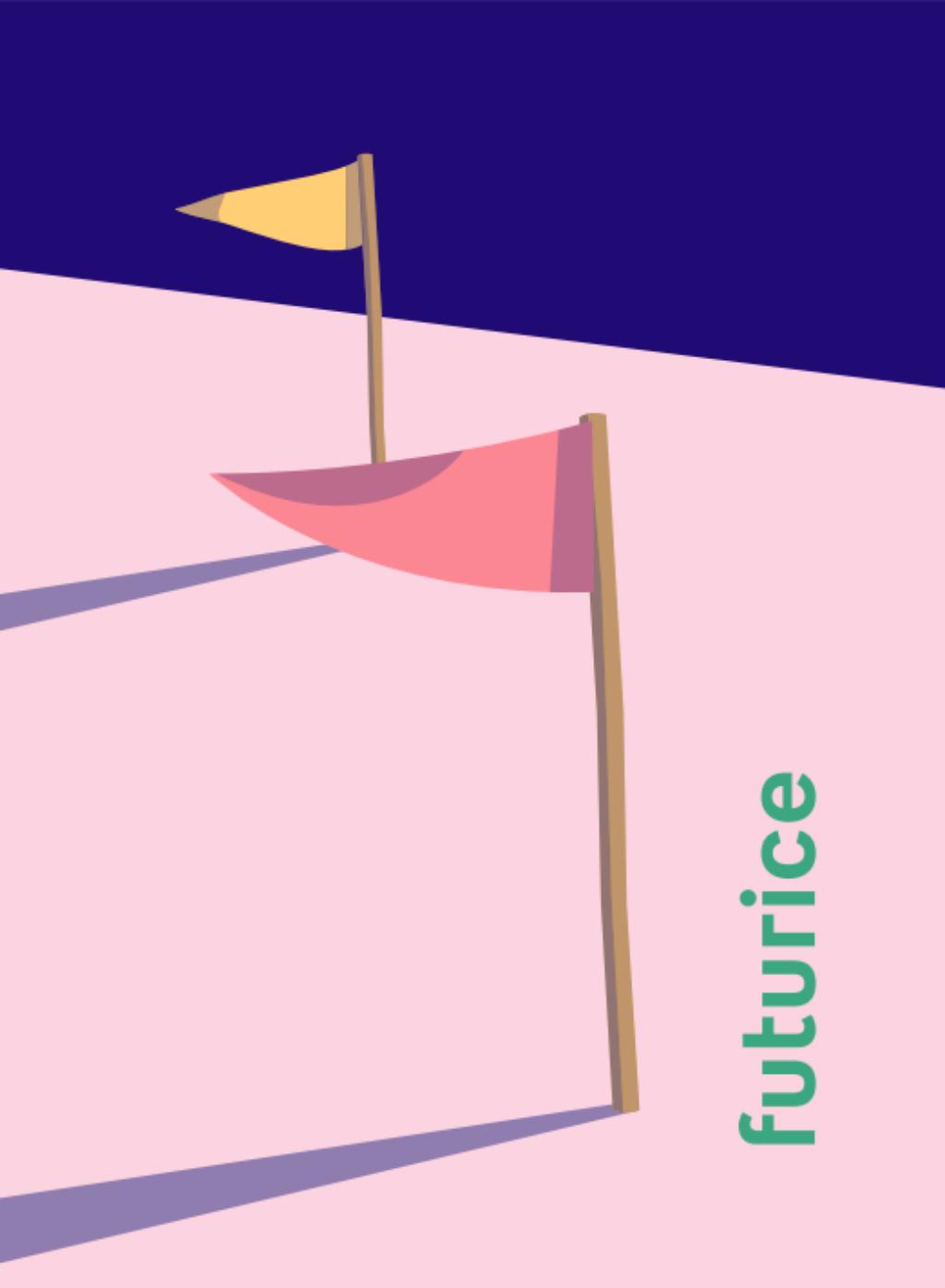
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Sprint length

---



**How long are the sprints?**



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**How often do we  
schedule  
retrospectives and  
who arranges them?**



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**Who can  
add/remove items  
from the product  
backlog?**



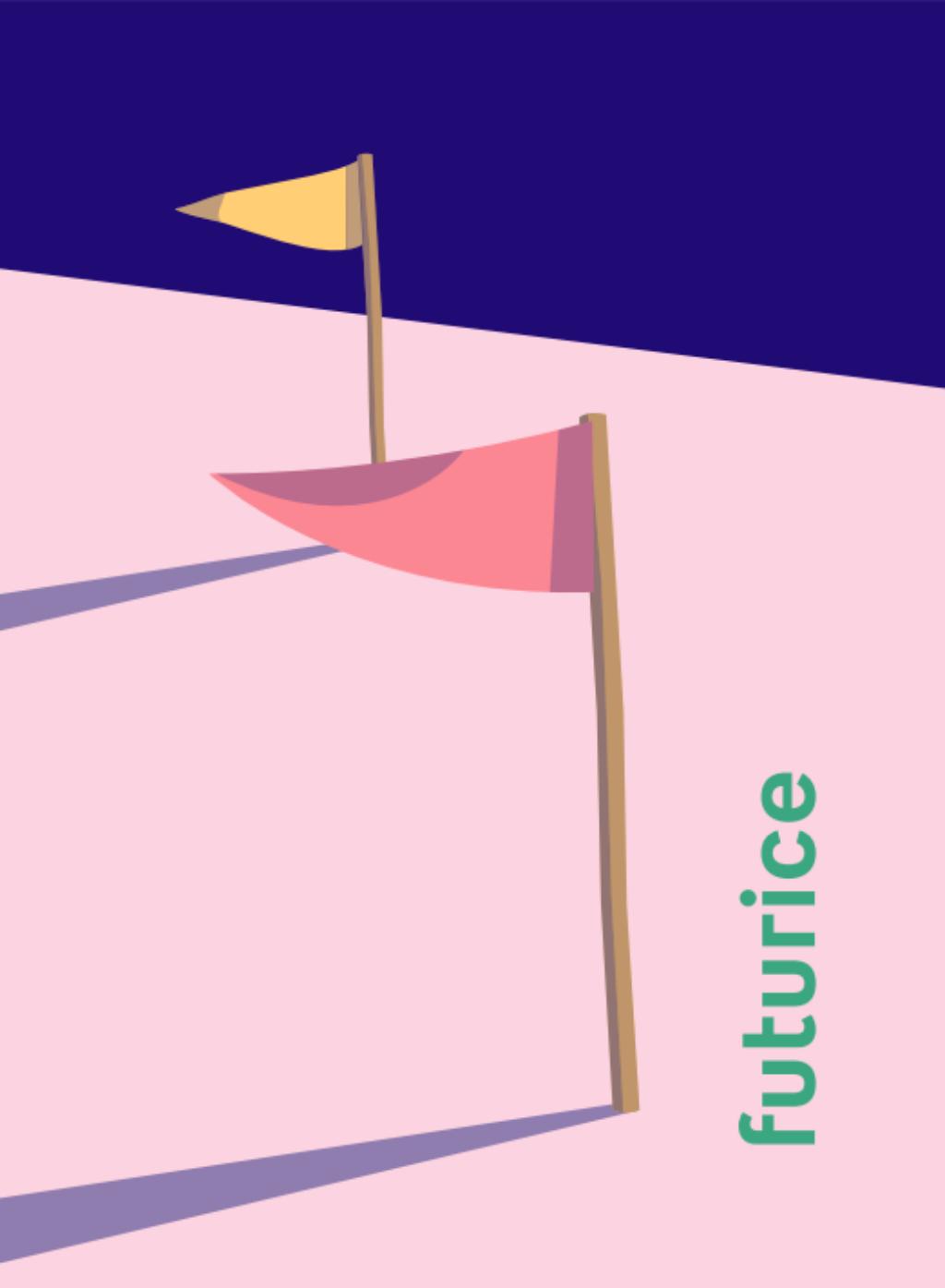
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Product backlog

---



# Where is the product backlog?



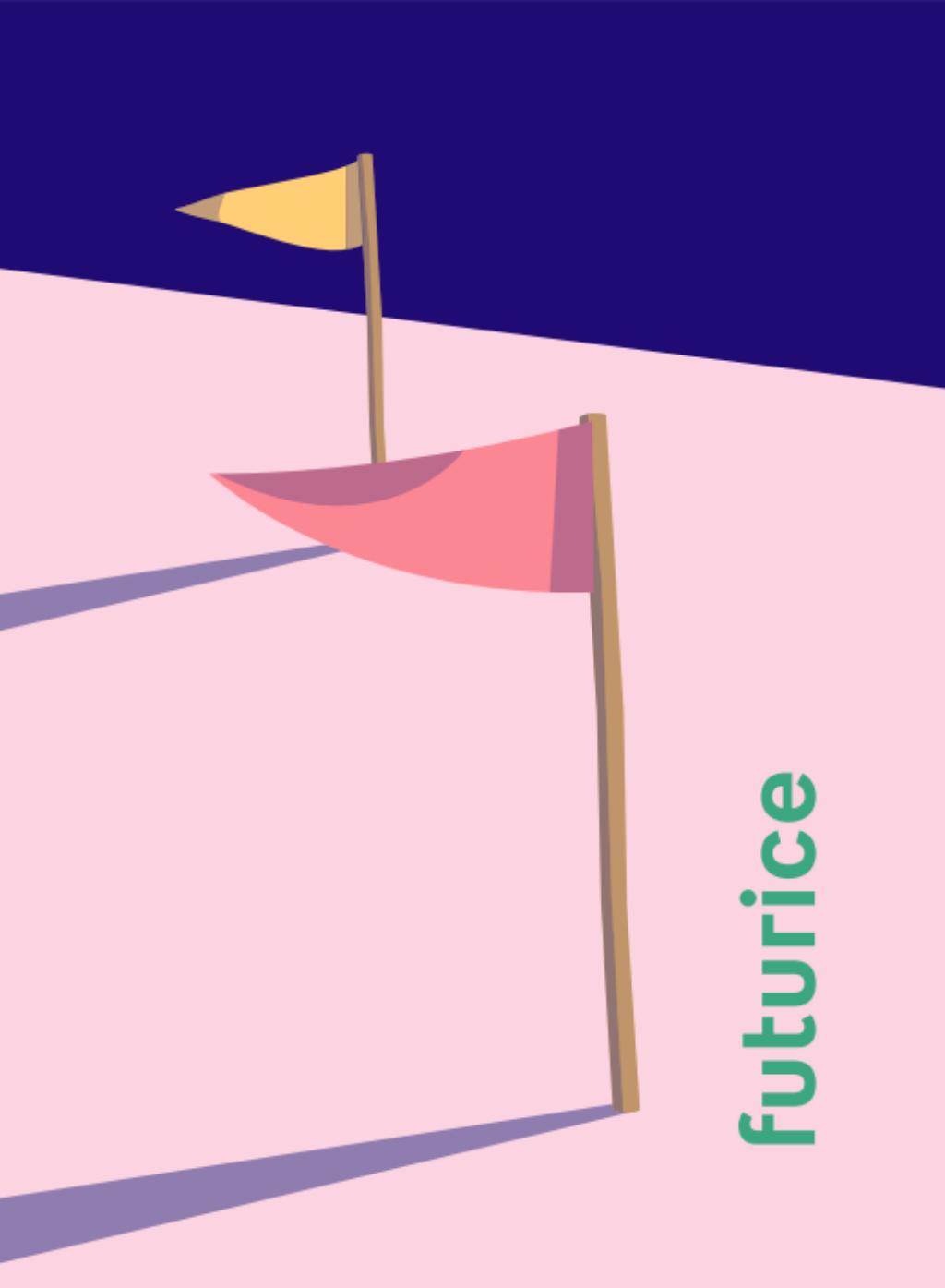
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Legacy code

---

**What is the quality  
of the current code  
base?**



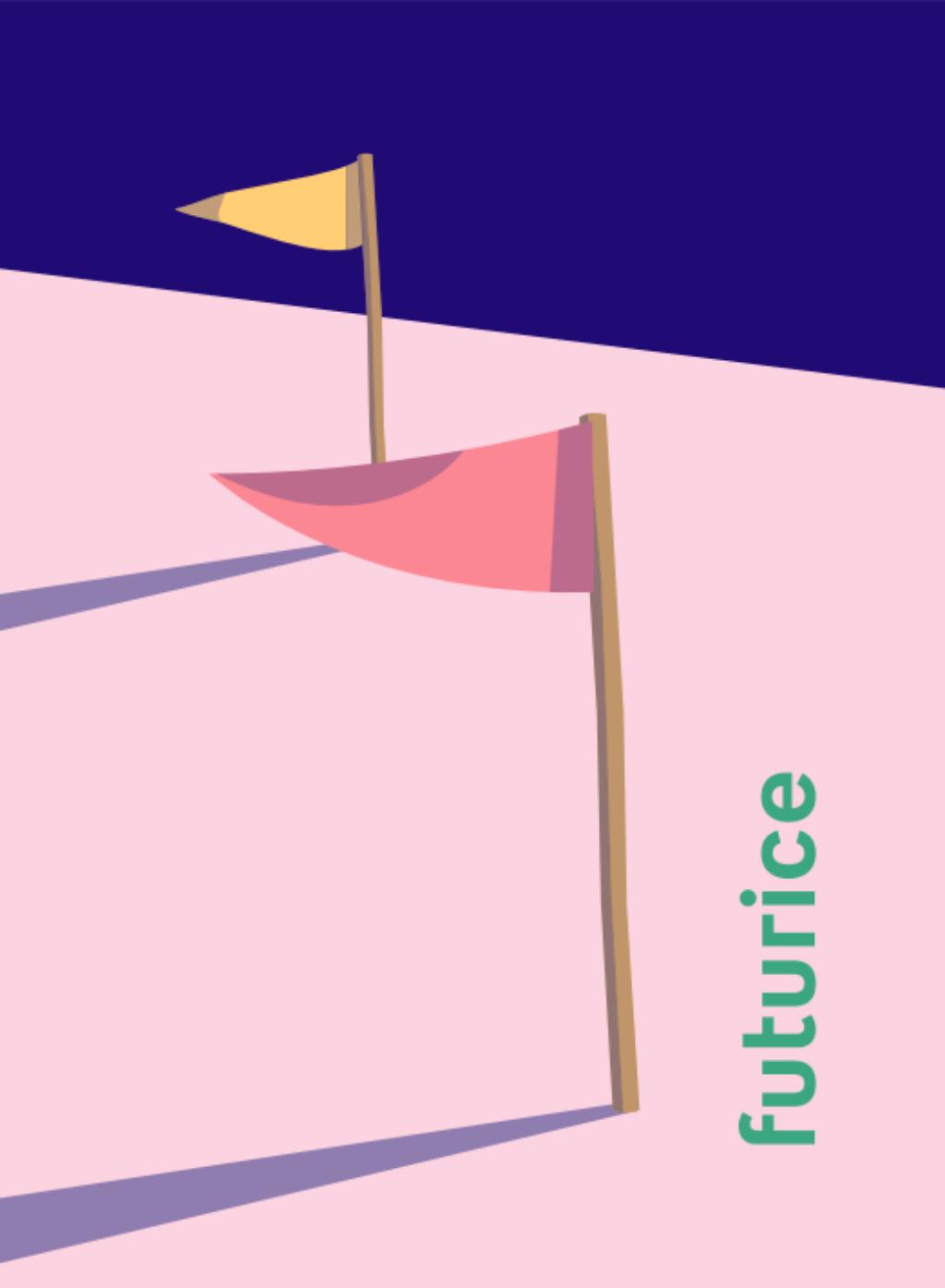
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Repository

---



# Where is the code?

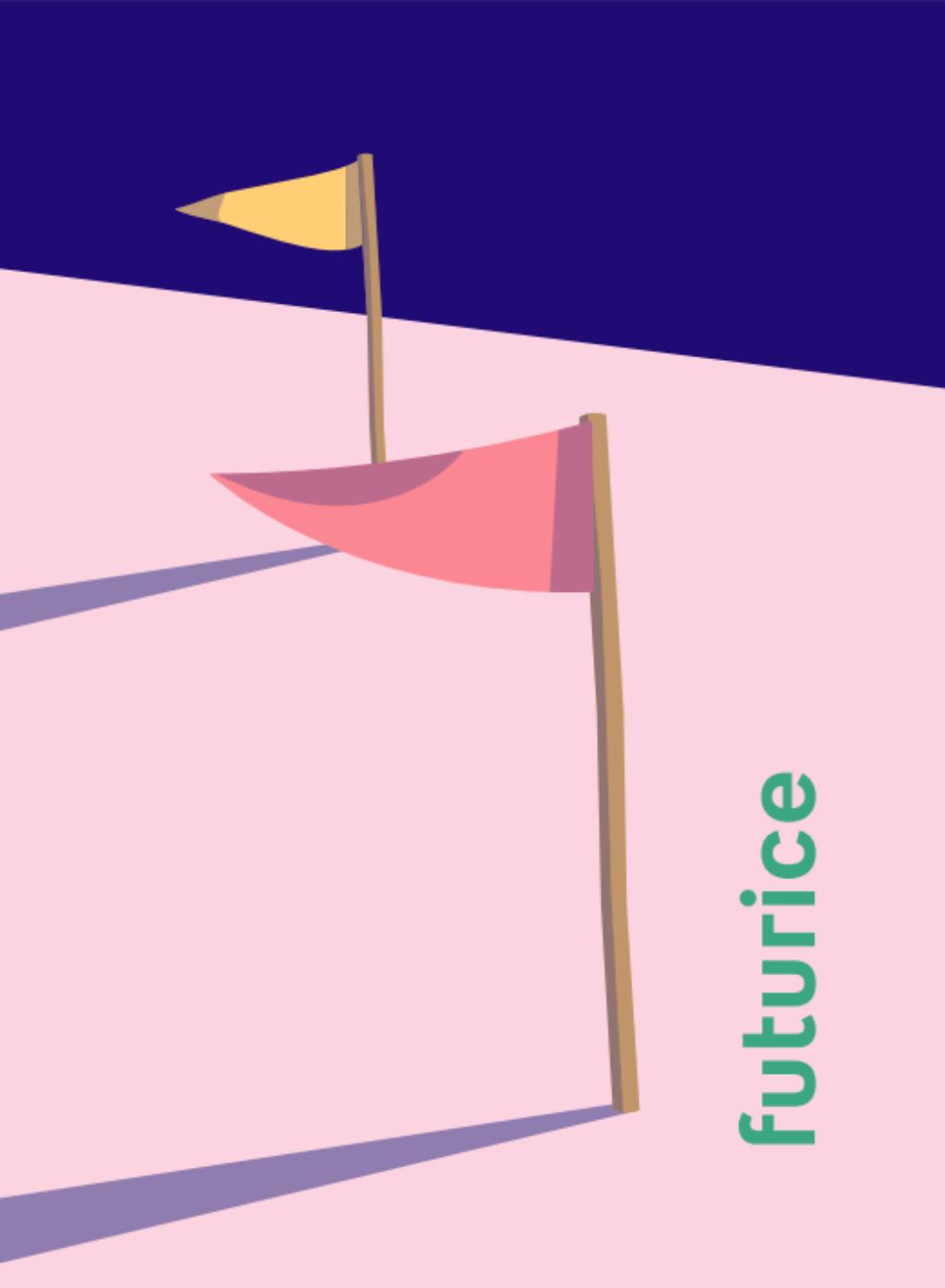


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## Can we influence the features of dependent services?

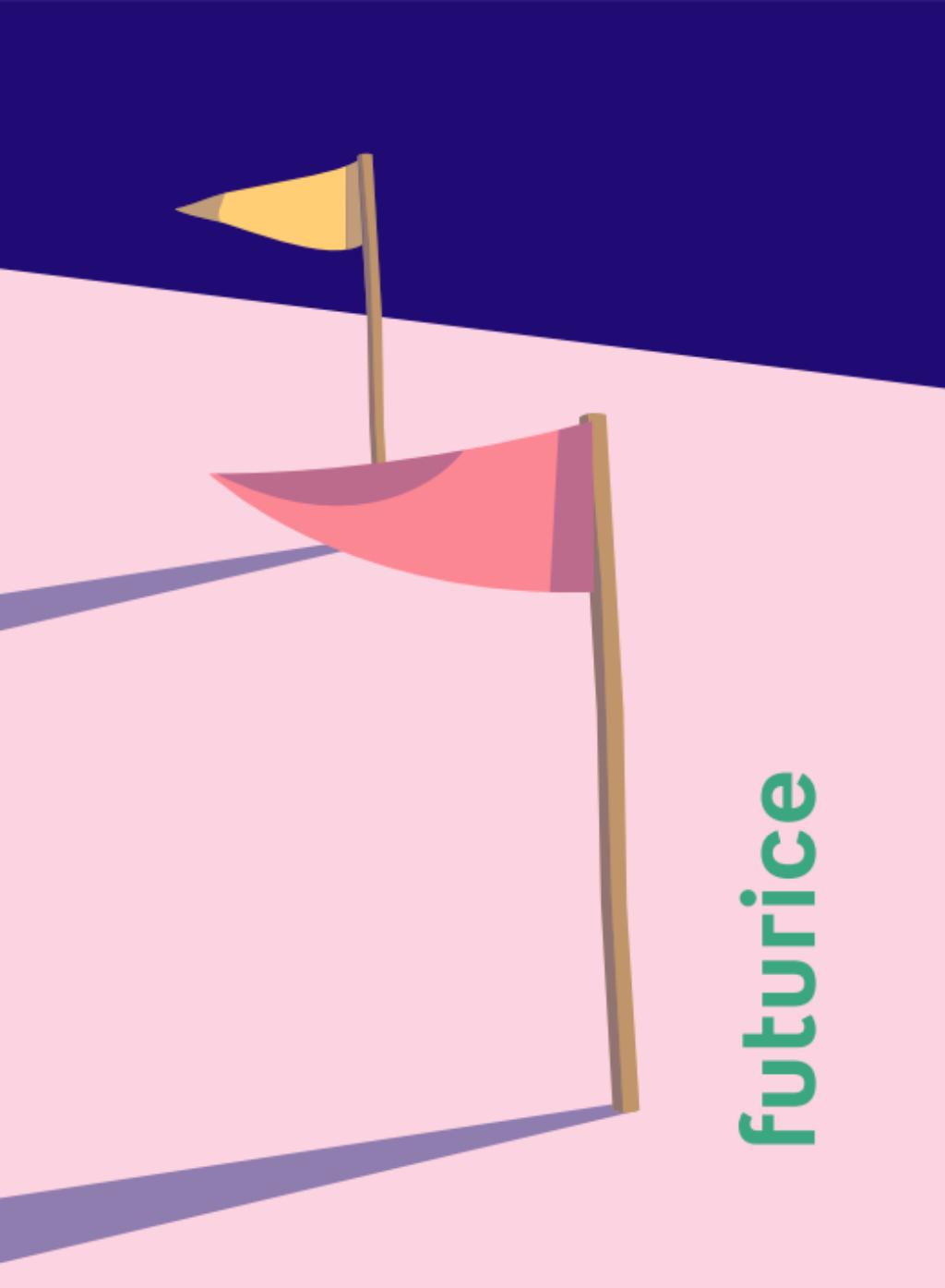
Can we modify/ add an api we are using?



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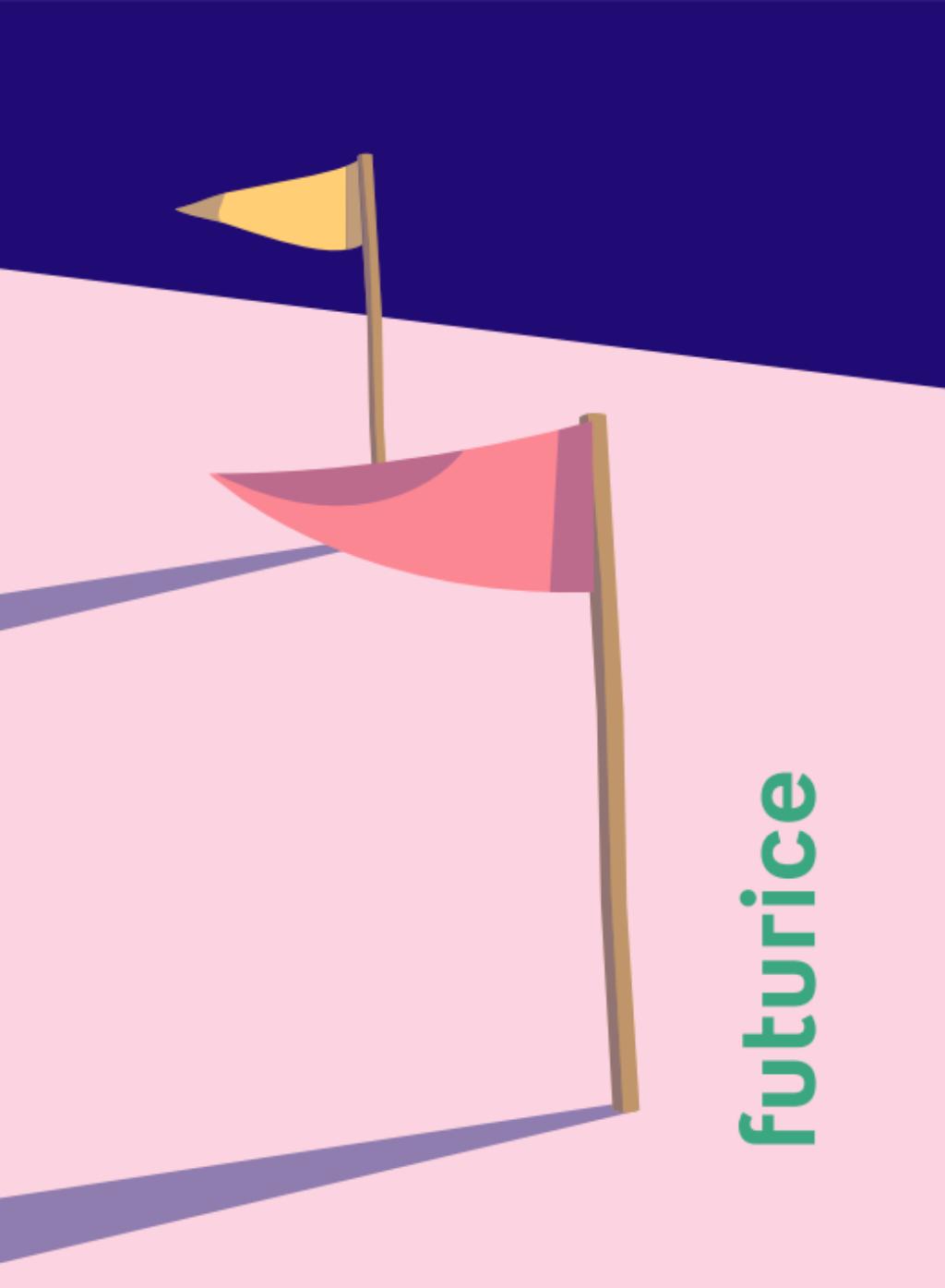
**Are we free to  
choose frameworks,  
libraries etc.?**

The background features a stylized illustration of a sailboat on a pink sea. The boat has a yellow sail and a red sail. The sky is blue with white clouds.

futurice



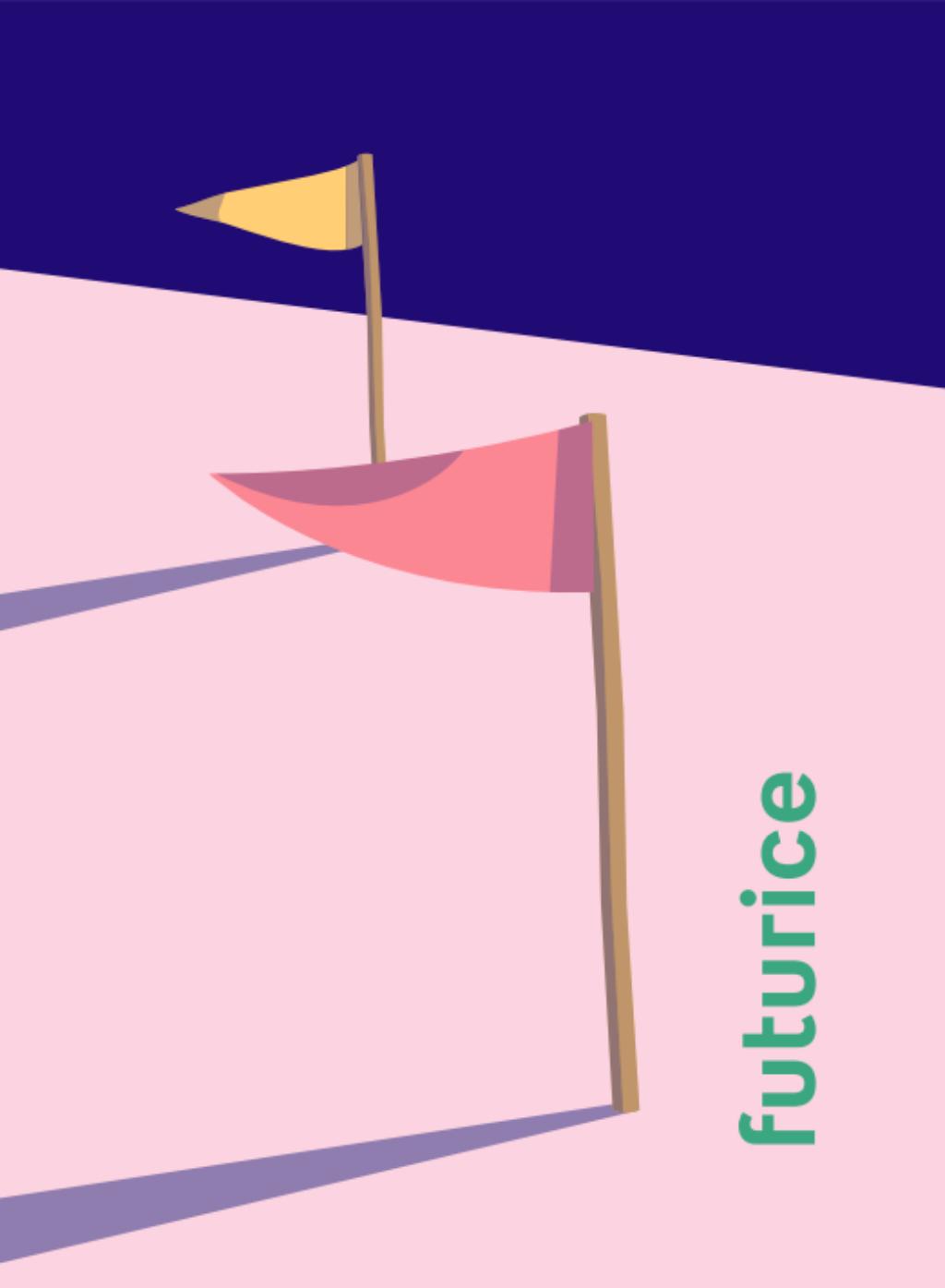
# What is needed to get a working End to end environment?



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# What documentation is required?



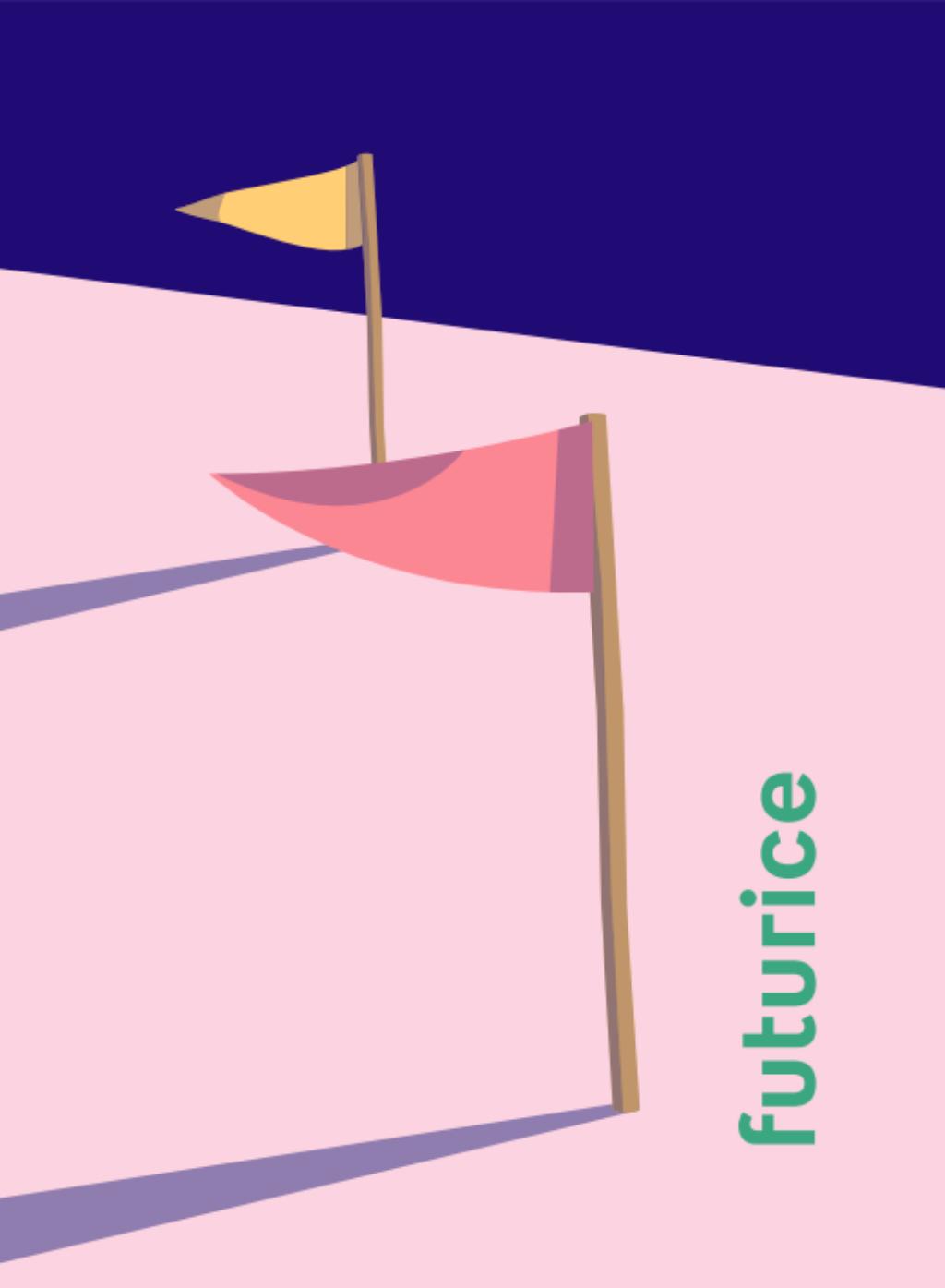
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Dependencies

---



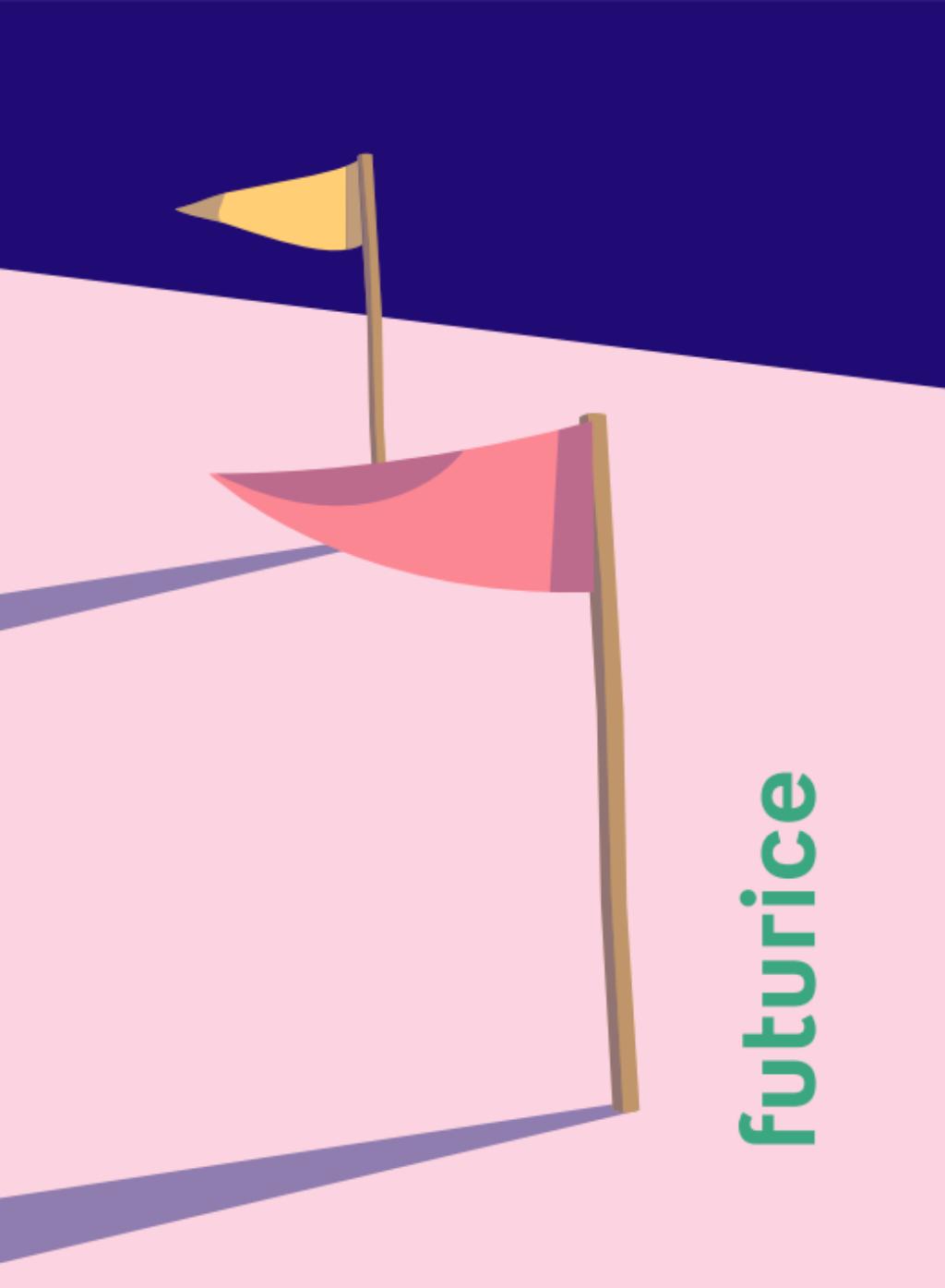
**What are the  
external  
dependencies?**



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**What needs to be  
set up before we can  
deliver the first  
working product?**



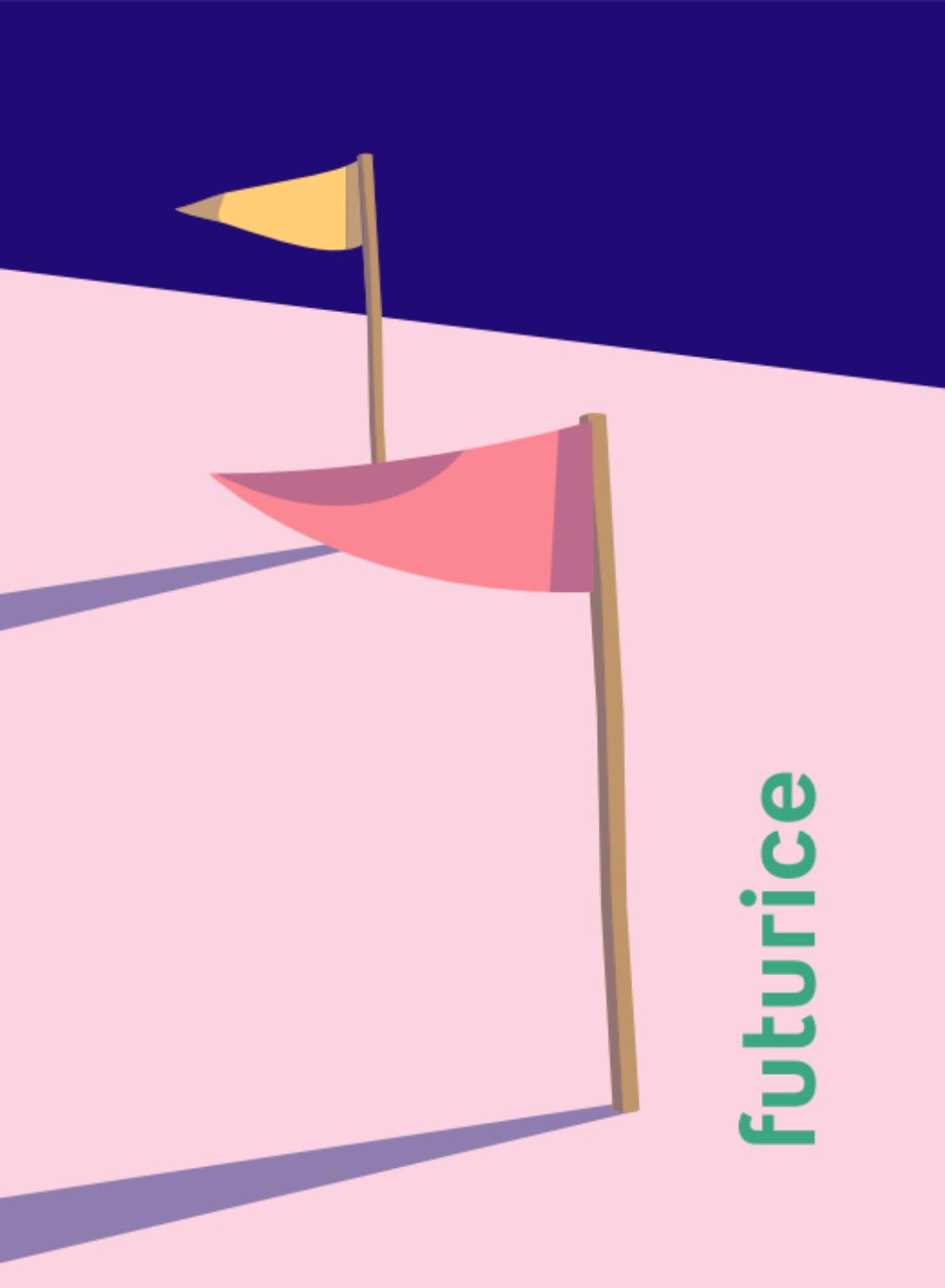
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Client brand

---



# **Do we have brand guidelines?**



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Release

---



**Who releases the application to the store?**



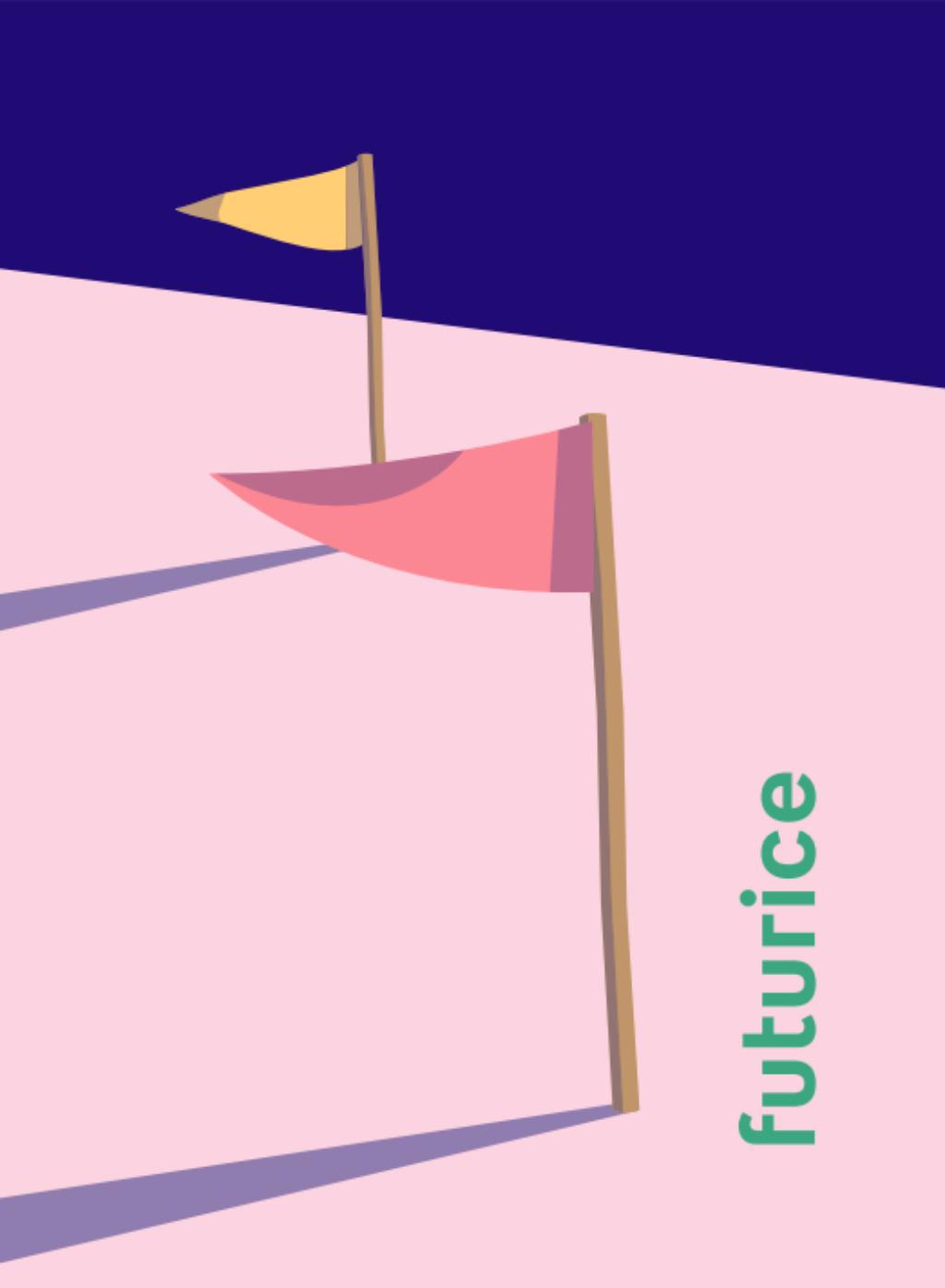
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# Deployment

---



**Are we able to  
deploy on  
production?**



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Account manager

---



# Who is the account manager?



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Hour marking

---



**Who is supporting  
the team?**



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Core team

---



# Who is part of the core team?



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Other  
commitments



**What other  
commitments does  
the team have?**



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## What do we know of the industry?



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Team size

---



**Are there any  
planned changes in  
the team size?**



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Holidays

---



**Does anybody in the  
team have  
holidays/absences  
planned?**



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Experience

---



**How well do we know  
the technology  
used?**



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## 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.



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No sayer

---



**If the client 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.



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Biggest concern

---



# What is the biggest concern of the Product Owner?



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## **What is most important - schedule, scope or budget?**

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



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



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Known Unknowns

---



**What is the biggest  
unknown in the  
project?**



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



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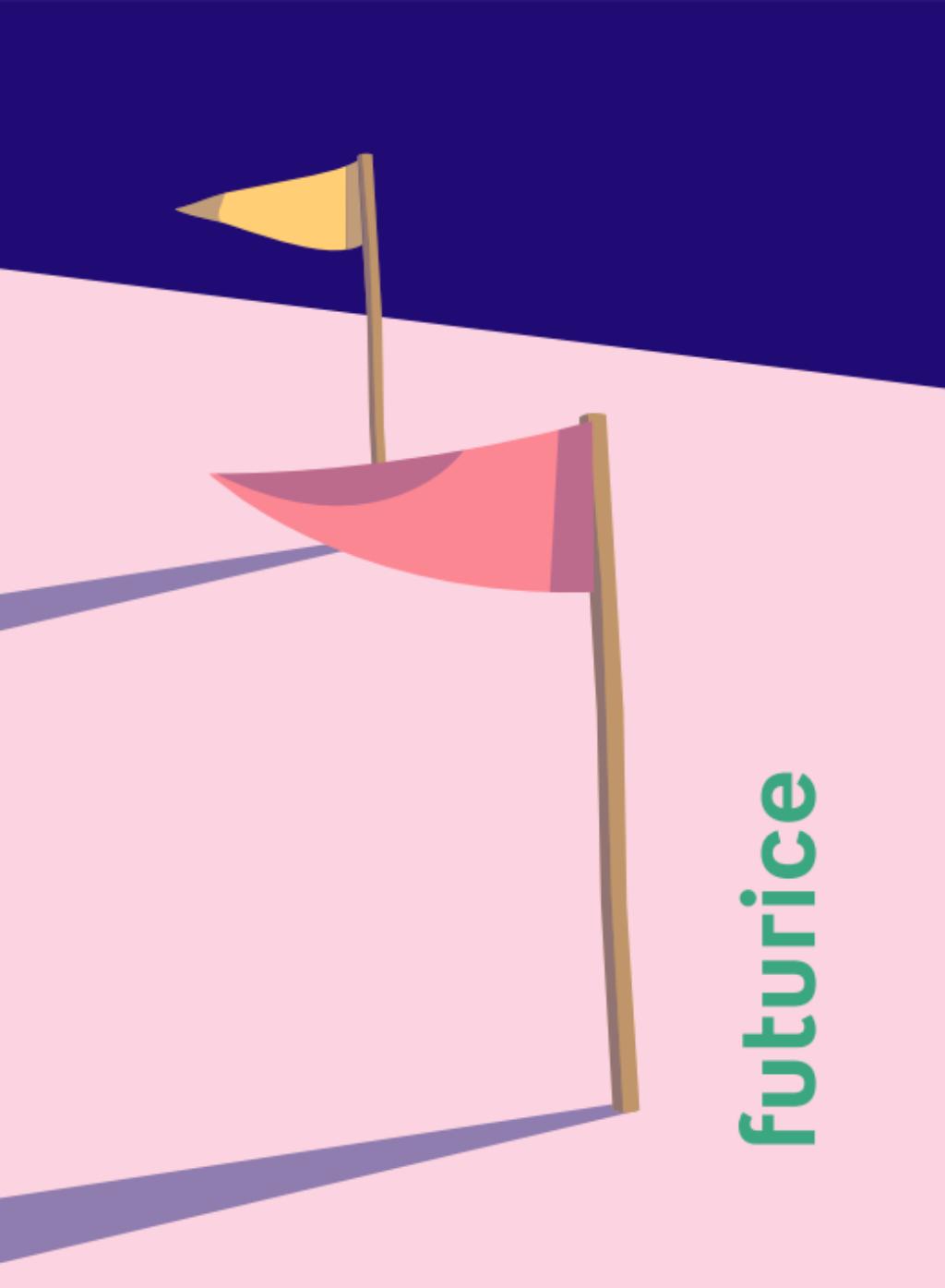
Deadline

---



## Are there any hard deadlines?

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



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Lifetime service

---



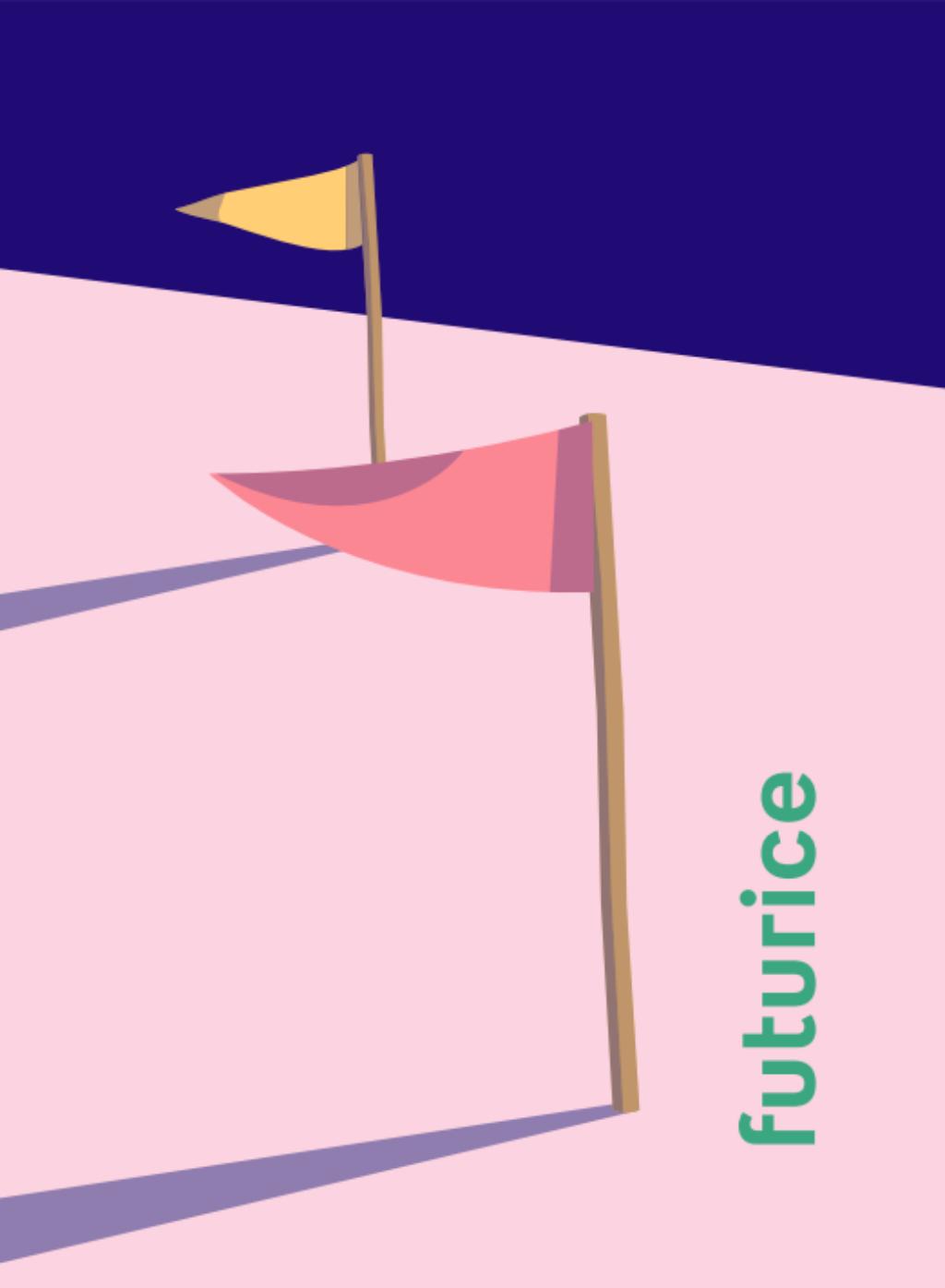
**How long is the  
service expected to  
be used?**



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**Which OS/platform/  
versions do we  
support?**



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



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



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Project end

---



# When is the project finished?



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## Scope change

---



**How do we know if  
something is outside  
the scope?**



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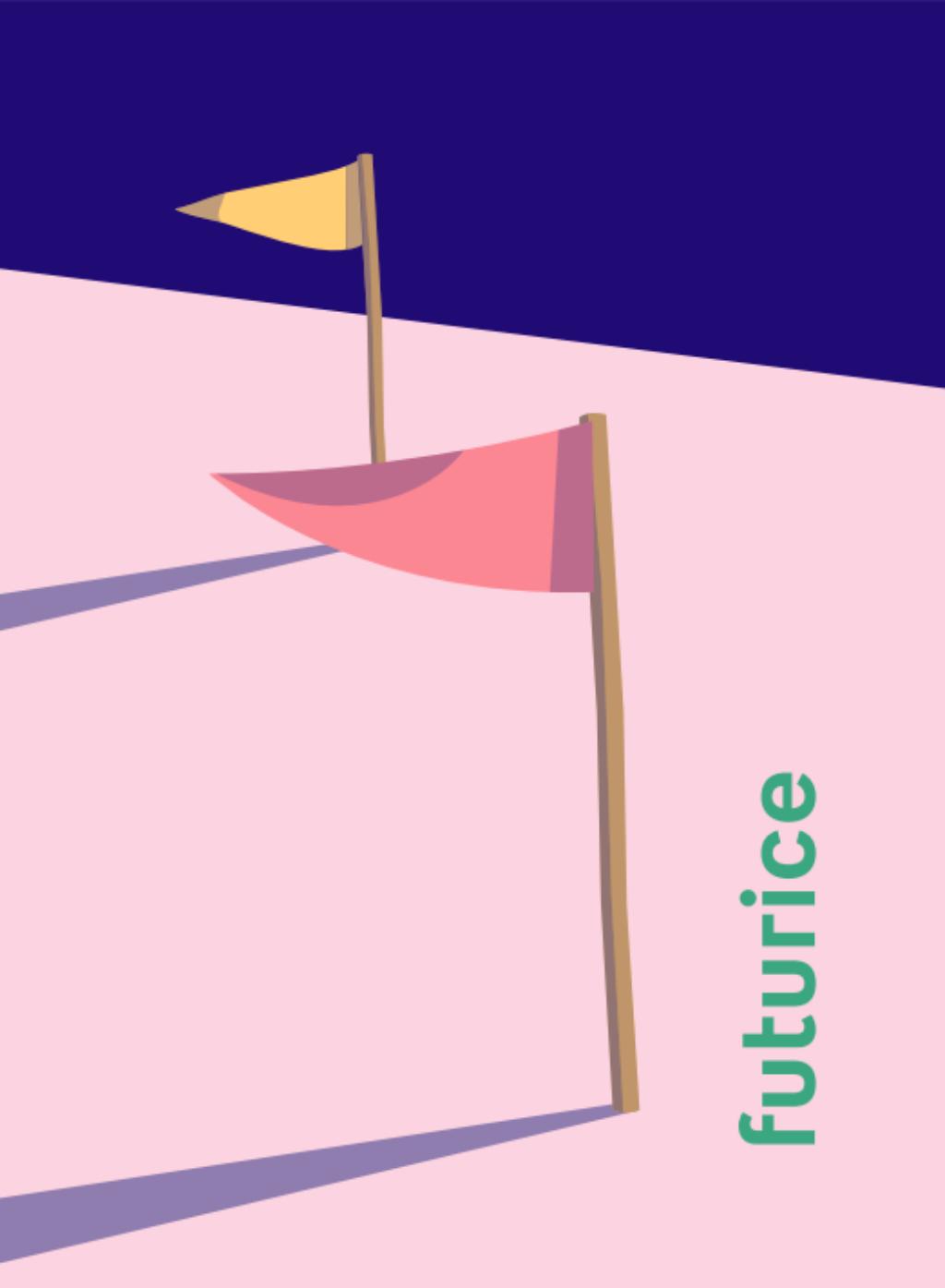
## Who negotiates scope changes?



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**What is likely to happen if we underestimate the size of an item during sprint planning?**



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Revenue

---



**How much does the client expect to spend on the vendor before the end of the project?**



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## Budget check

---



**How often do we  
check the budget?**



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



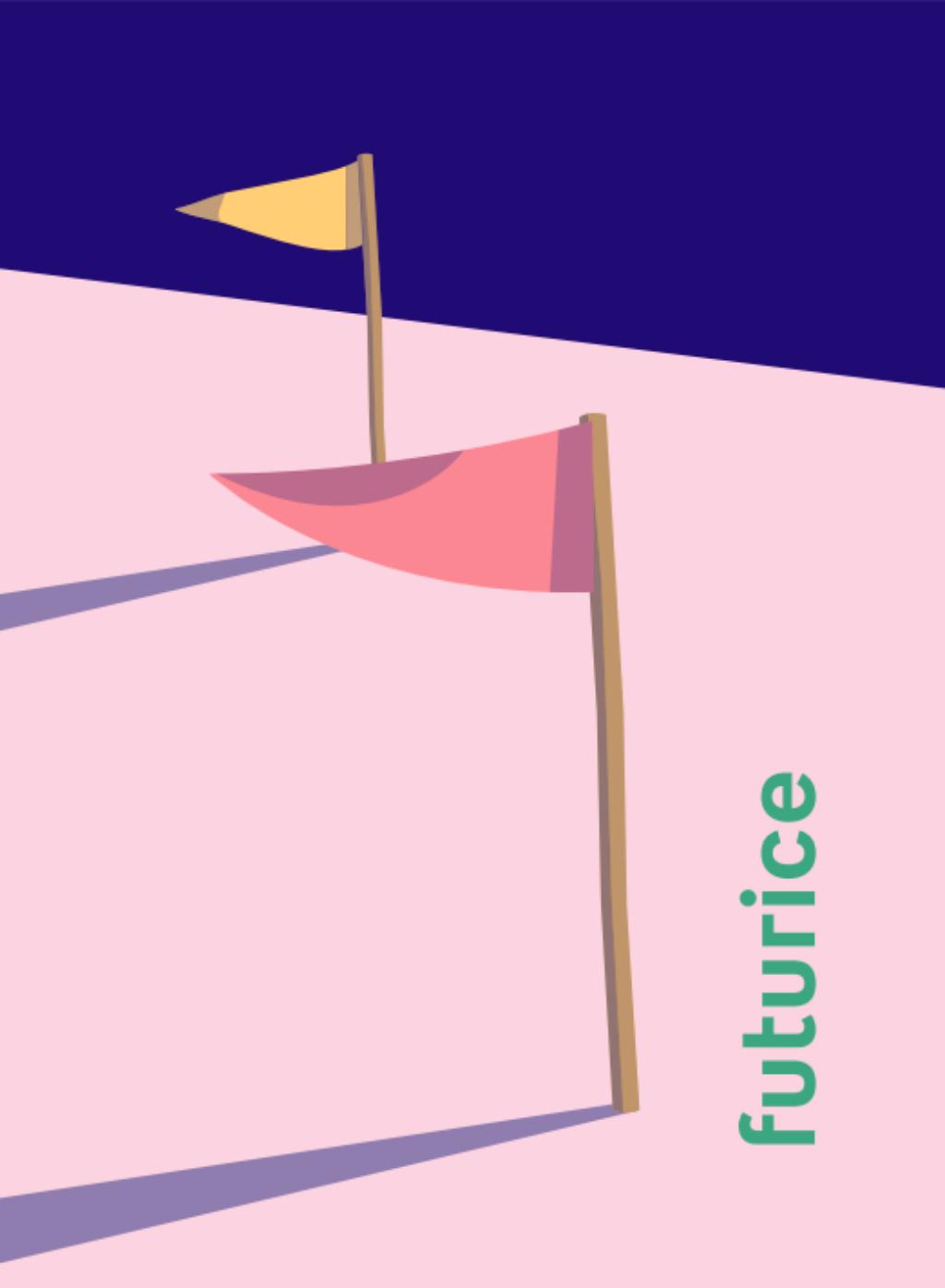
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## Timeline

---

**How much time is reserved for bug fixing?**



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## Timeline

---



**When does the client expect the project to be released?**



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# Responsibility

---



**On the client's side,  
whose ass on the  
line if the project  
fails utterly?**



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Problem

---



**What problem does  
this service try to  
solve?**



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Project aim

---



## What is the client's aim with this project?

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



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Why

---



**Why does the client  
want this vendor to  
do this project?**



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Vision

---



**What is the  
long-term vision of  
the service?**



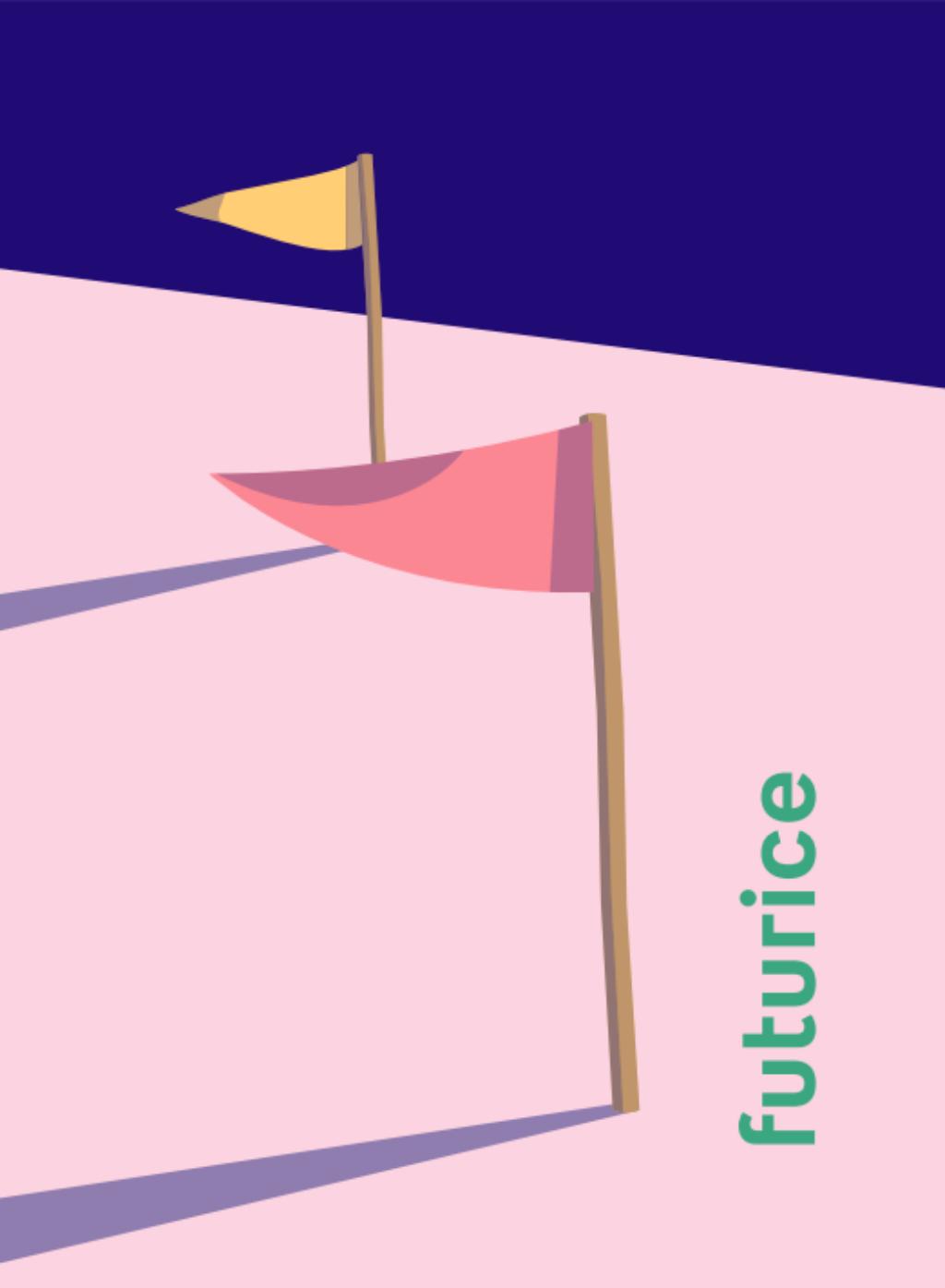
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Release frequency

---



**How frequent are  
production  
releases?**



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**How long has the  
Product Owner been  
working for the  
client organisation?**



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SW buyer

---



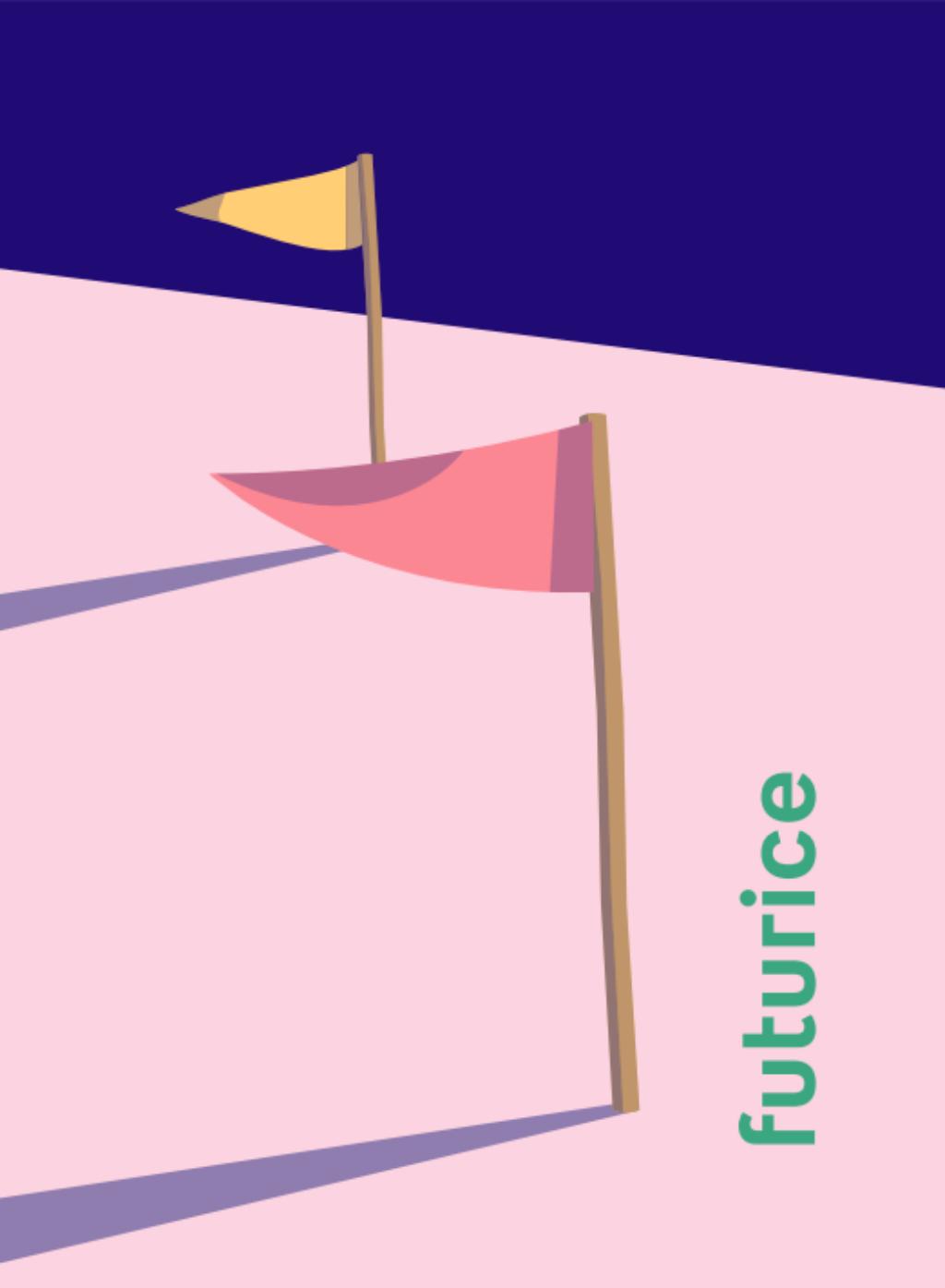
**Does the client have  
a long track record  
of buying software?**



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**Can we easily  
communicate with  
any 3rd party  
services we depend  
on?**



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PO time

---



**How much time does  
the Product Owner  
have available for  
the project?**



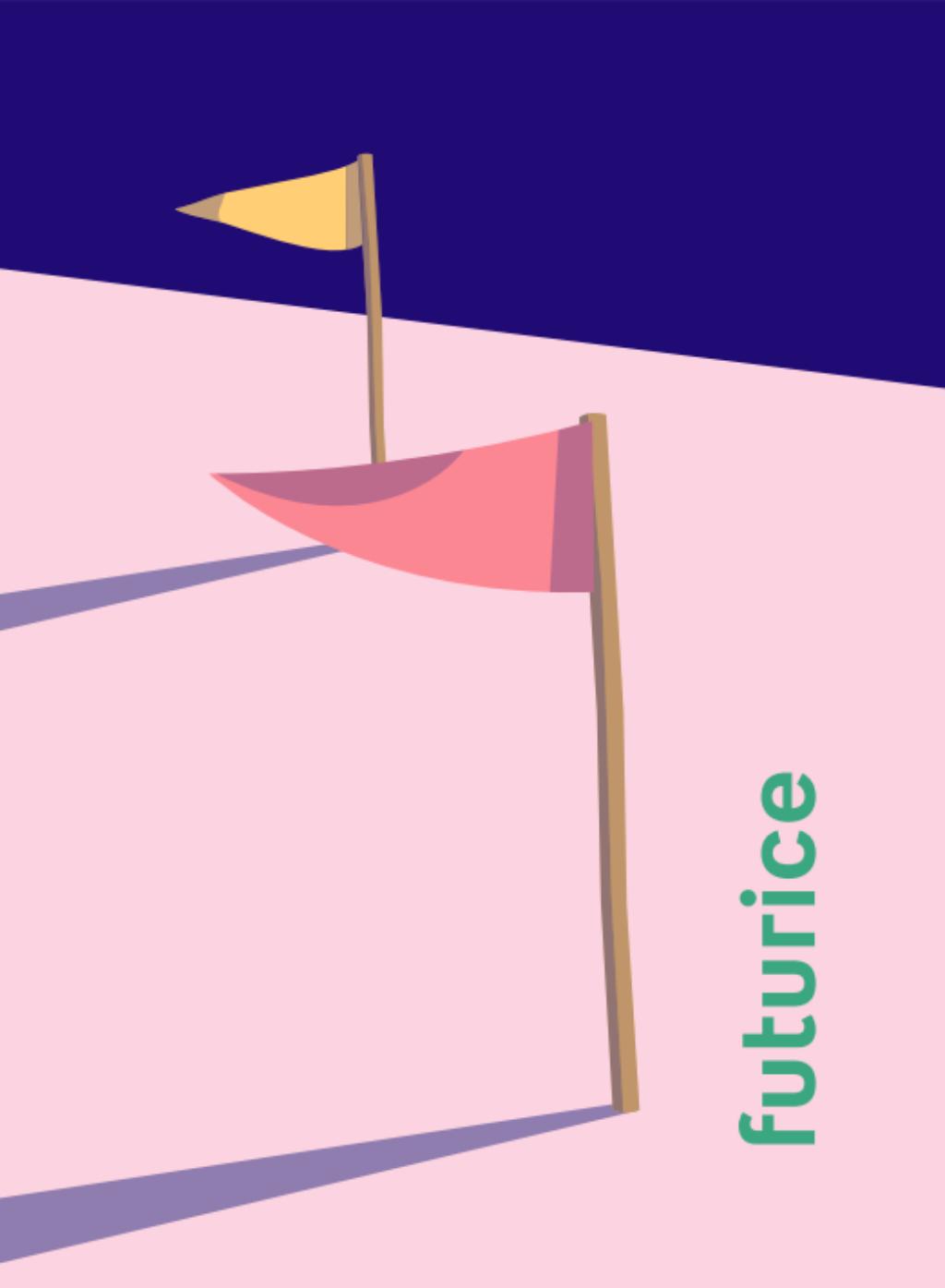
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## Assets

---

**How can we access client assets like fonts, logos, brand material, research etc?**



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## Previous projects

---



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



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Approval

---



**Who approves the  
final deliverables of  
our product?**



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**Who are the key  
players in the client  
organisation? Can  
we work without  
access to them?**



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Agile

---



# Does the client understand Agile?



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Digital maturity

---



## What do we know about the client's digital maturity?



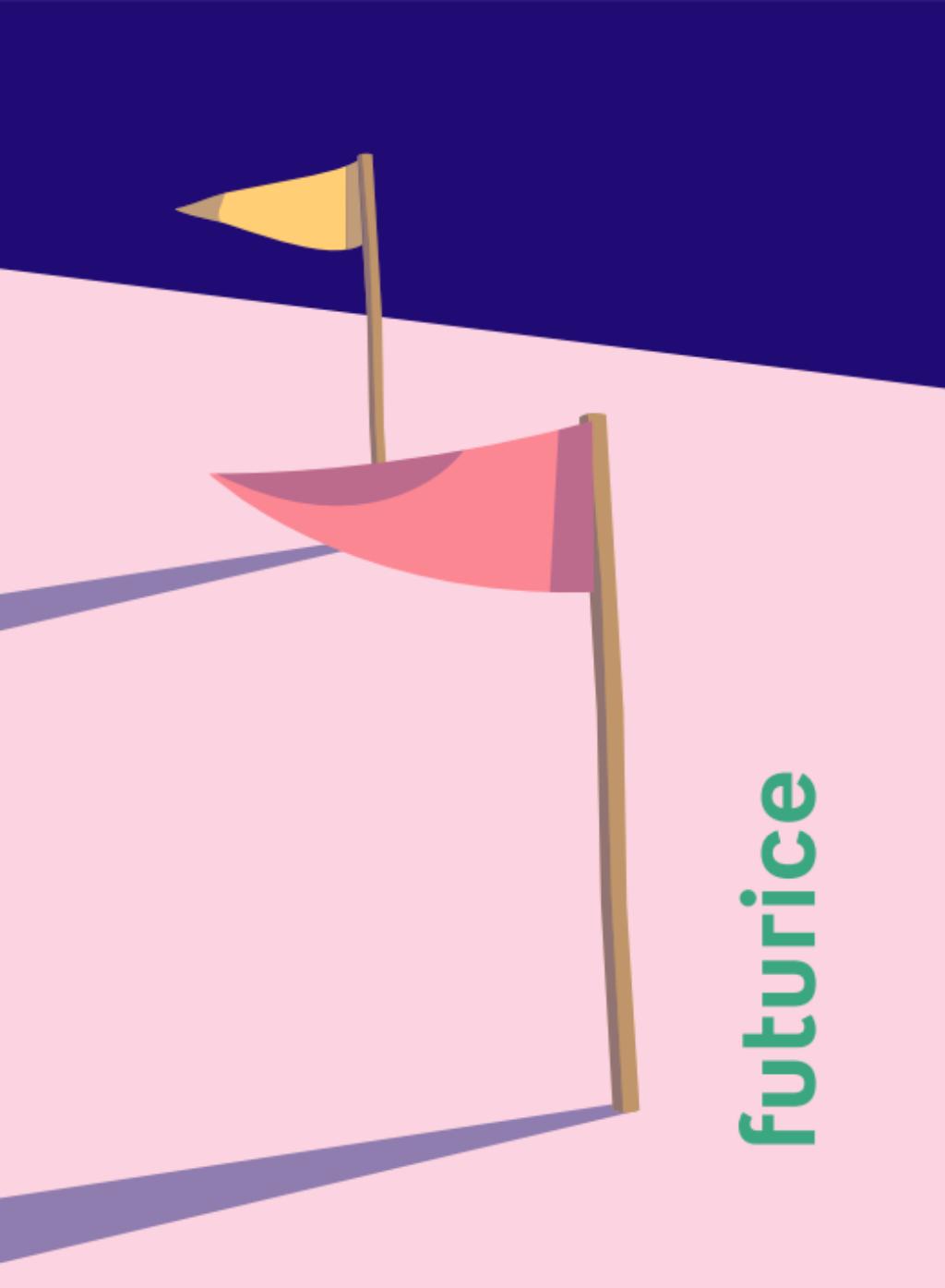
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Public reference

---



**Is it possible to talk  
about the project  
publicly?**



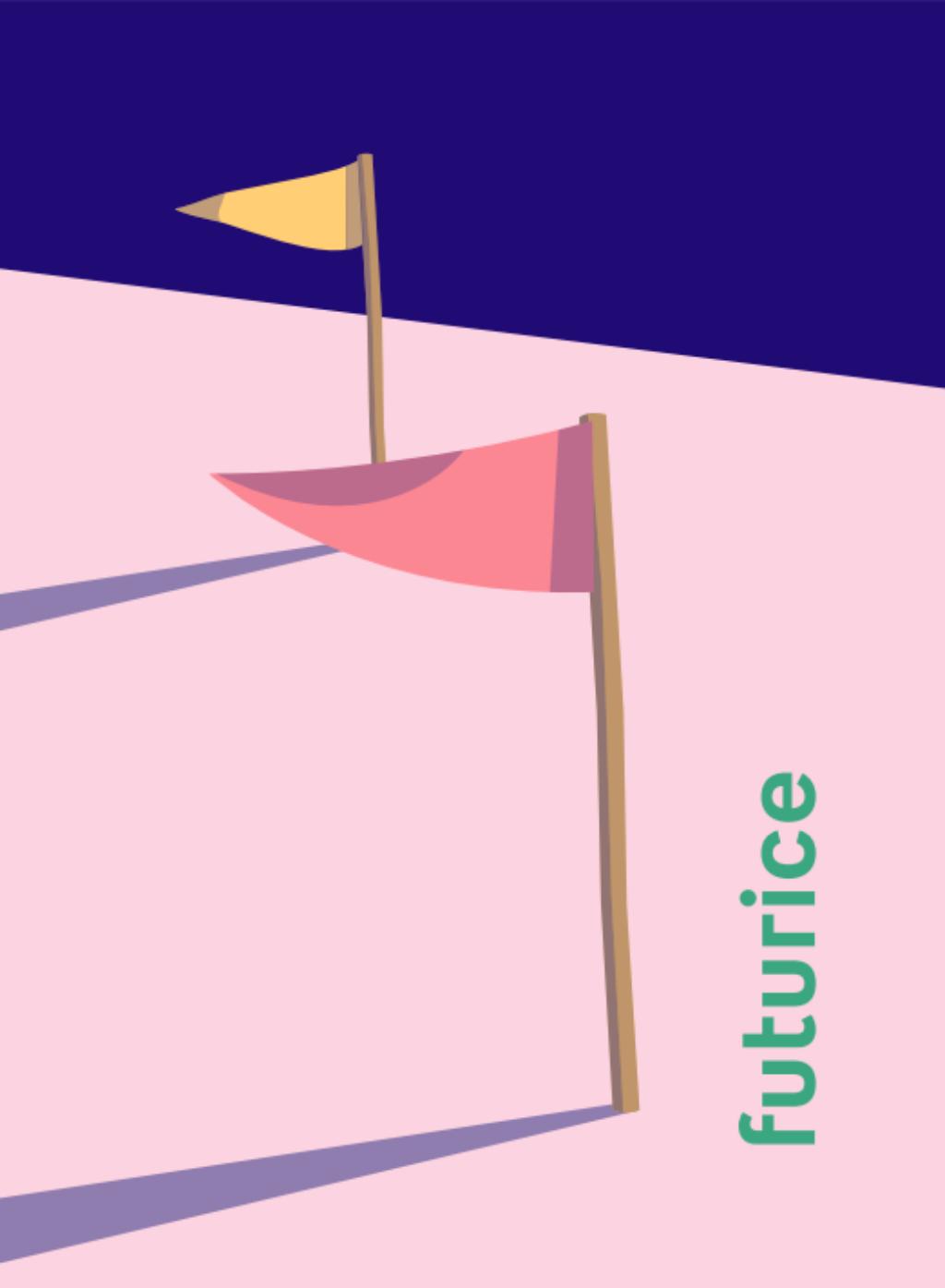
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## Feedback

---

**How do we get client satisfaction feedback?**



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End users

---



**Who are the likely  
end users of our  
service?**



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Happy client

---



**What outcome would  
make the client jump  
for joy?**



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ROI

---



**What is the client's  
expected return on  
investment from  
doing this project?**

Consider monetary and non-monetary aspects.



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Stakeholders

---



**Do we have access  
to stakeholders?**



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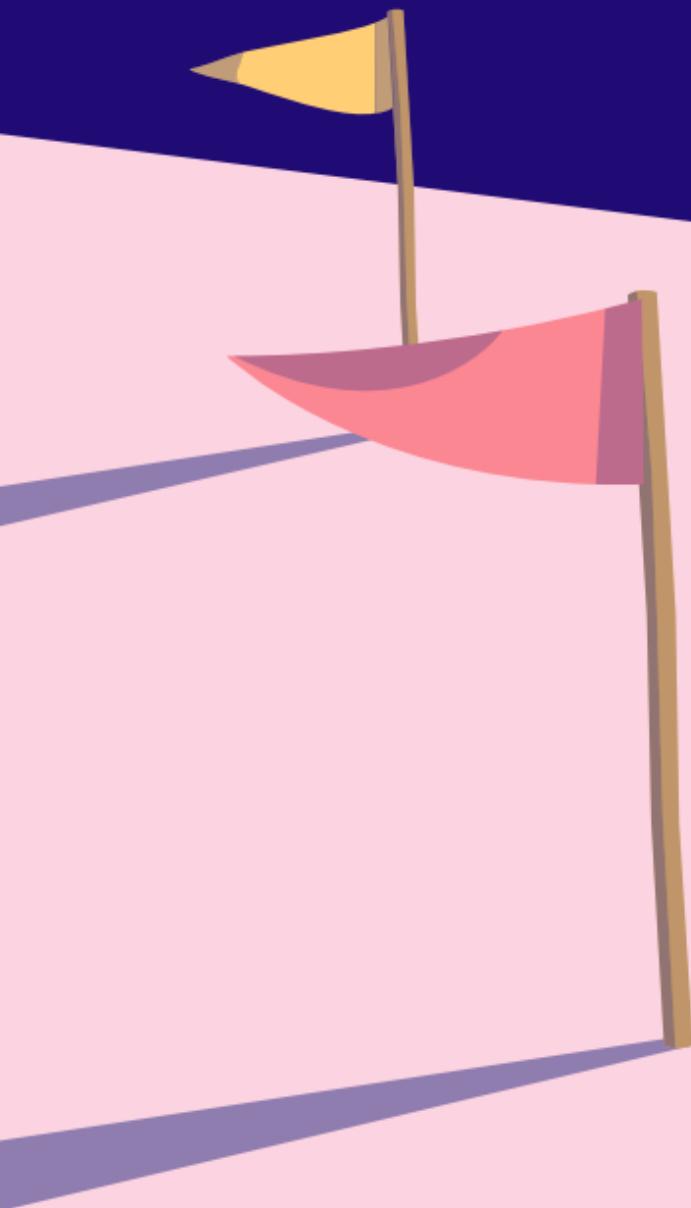
End users

---

## **Do we have access to end users?**

For the purposes of exploratory research, user validation or user testing

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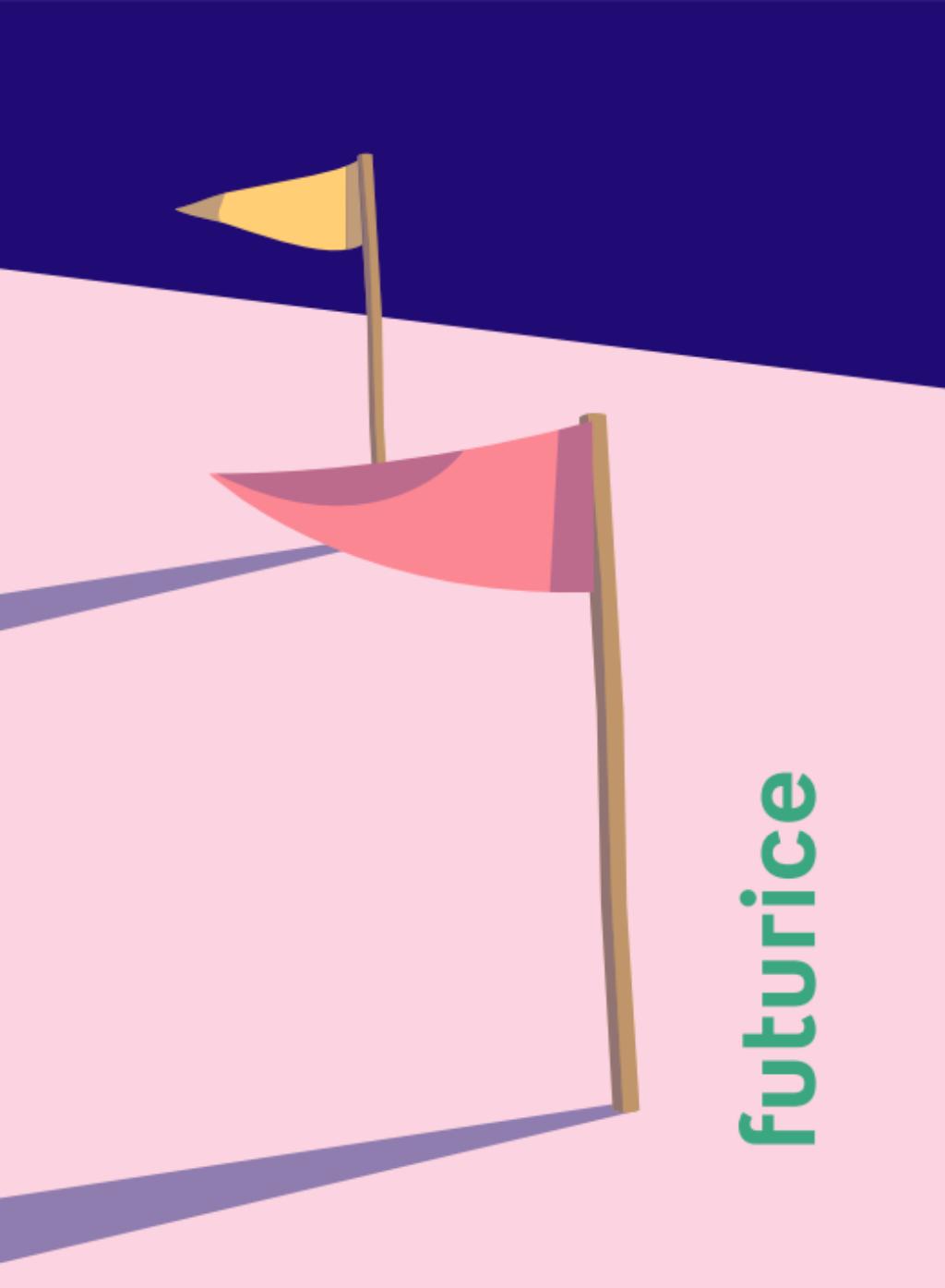


Current service

---



**What is the current service/application?**



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## Verify feedback

---



**How can we verify client 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.



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Autonomy

---



**Who is empowered  
on the client side to  
change the scope,  
budget or schedule?**



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Product Owner

---



# Who is the Product Owner? What do we know about them?



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## Overrun Pain

---



**What is the plan if  
there is a risk of  
project overrun?**

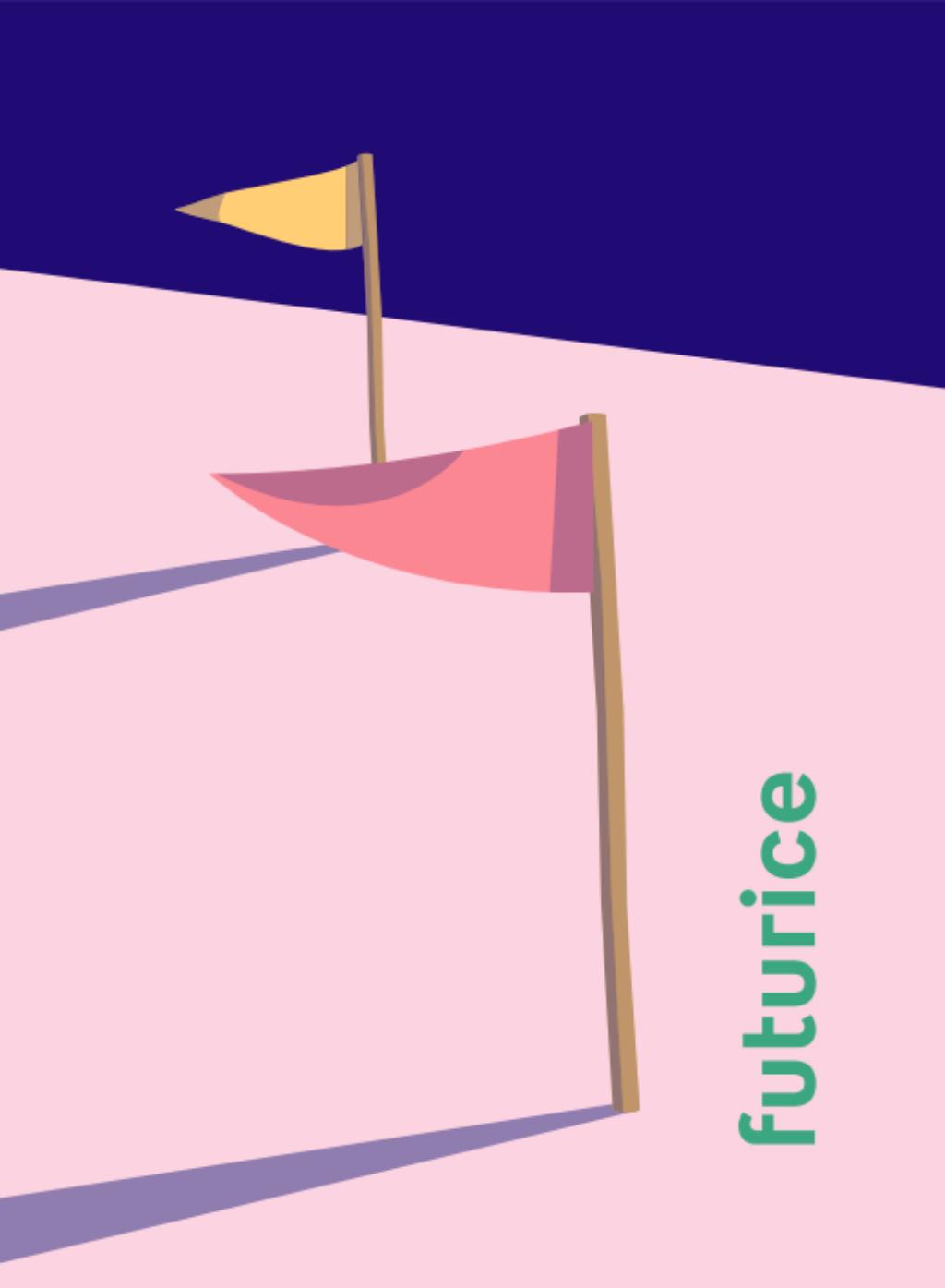


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# Are there any special NDA concerns?

Like for example is there a  
100.000€ damages clause?



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LCM plans

---



**Are we likely to  
continue working on  
the project  
post-launch?**



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Warranty: time

---



**How long do the  
warranty obligations  
last?**

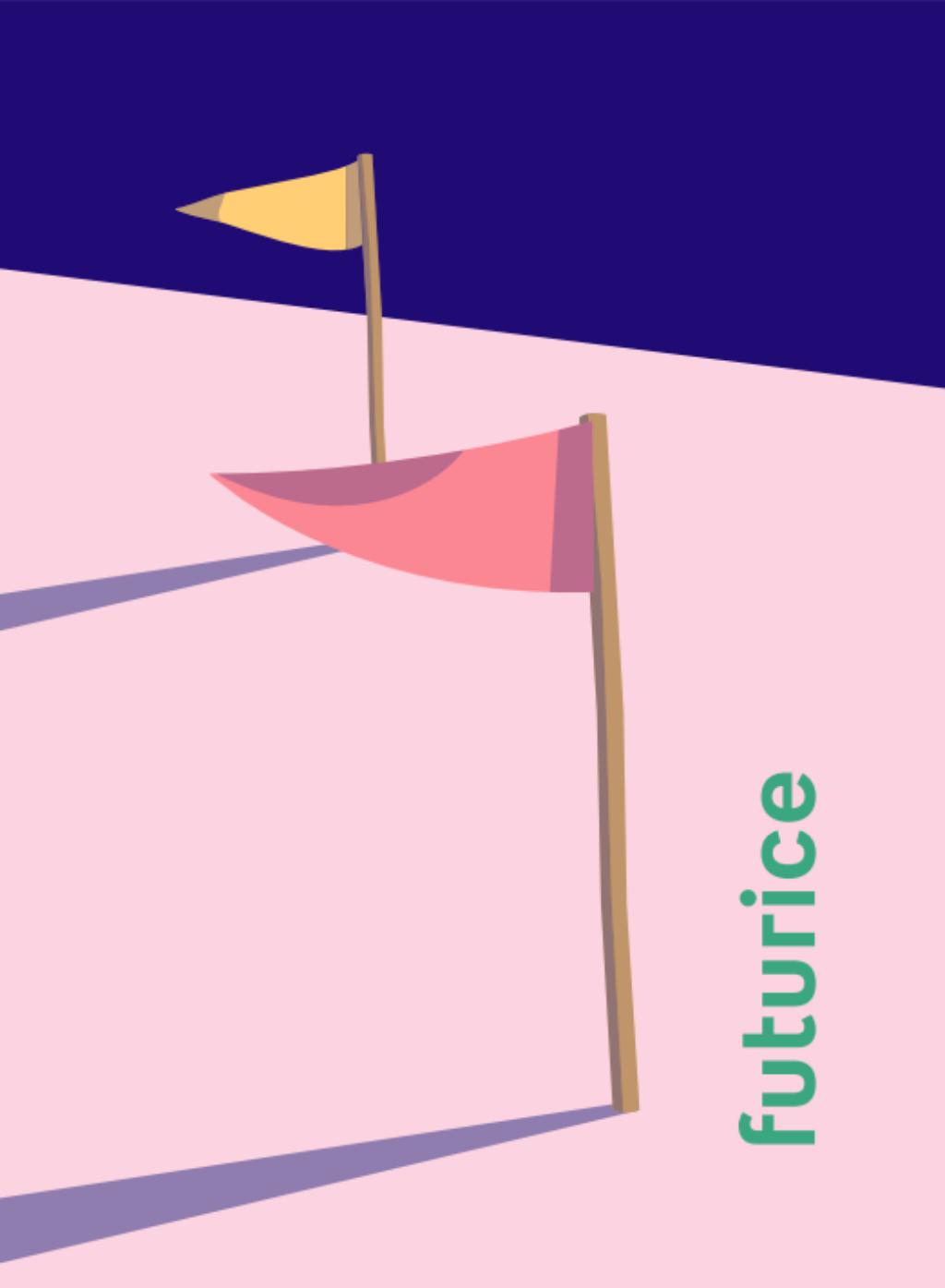


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# **Is the contract based on business outcomes or performance?**

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



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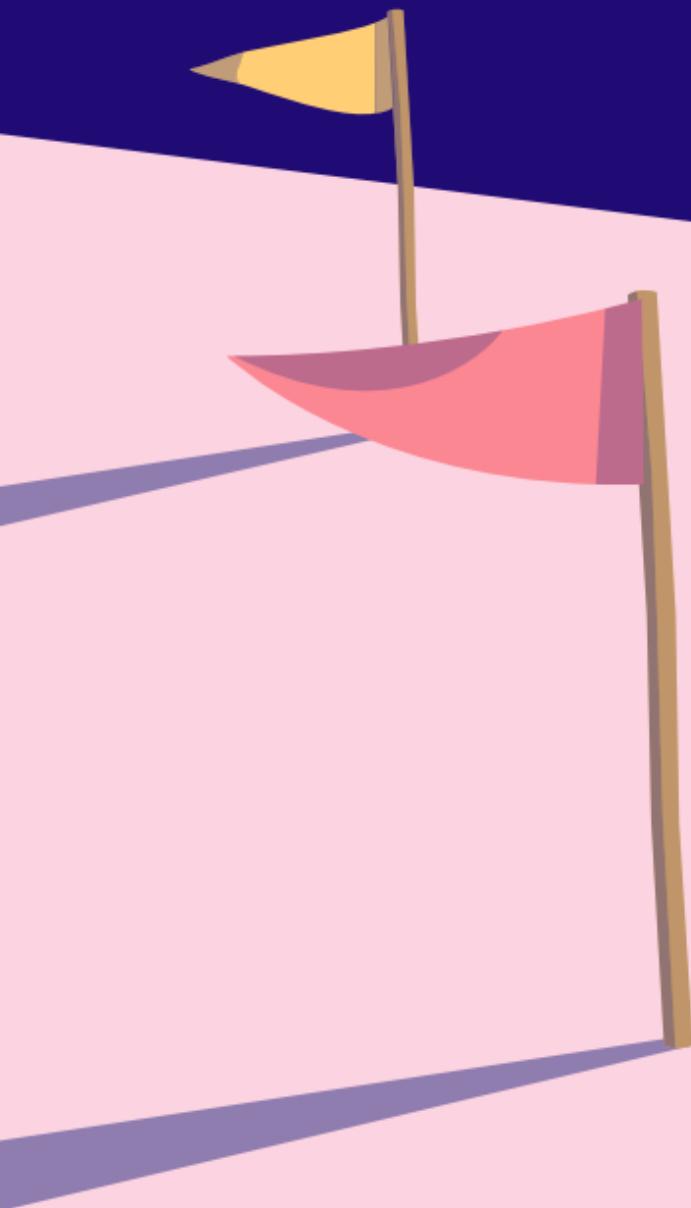
Sales rate

---



**What is the sales  
rate?**

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Budget

---



**What is the budget  
in person-days?**



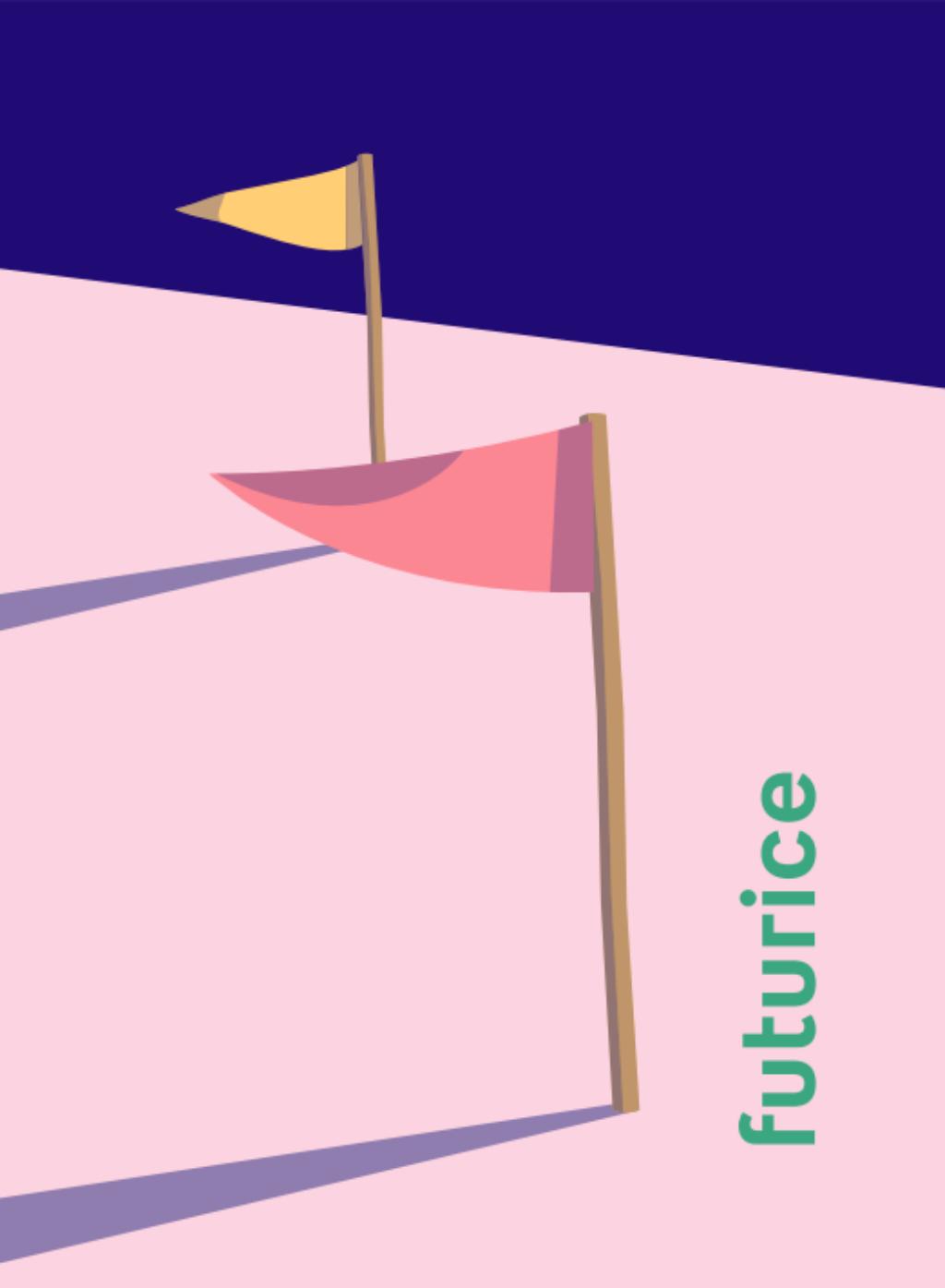
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Proposal location

---



**Is it possible to  
access + share the  
proposal?**



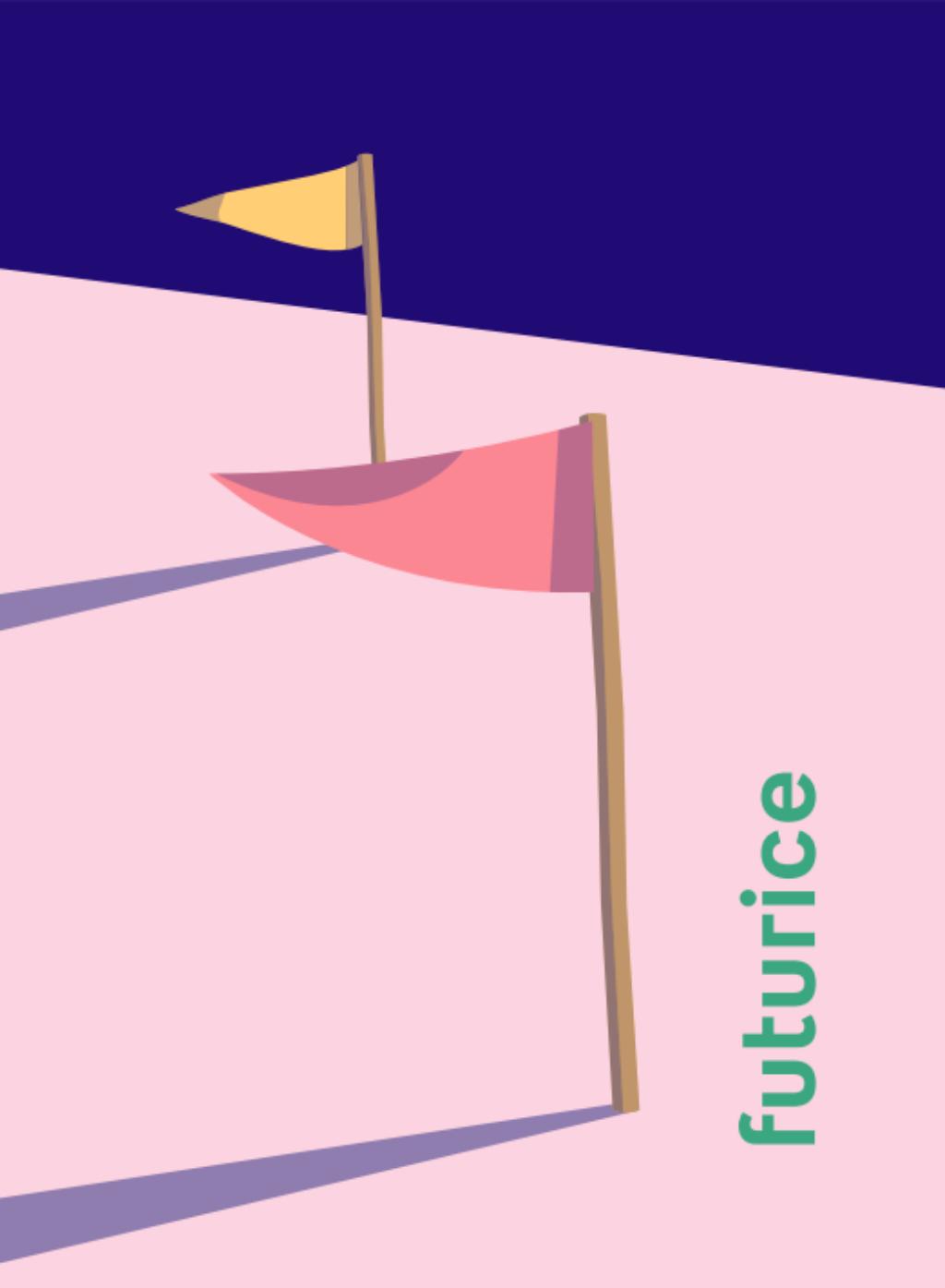
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Contract location

---



**Is it possible to  
access + share the  
contract?**



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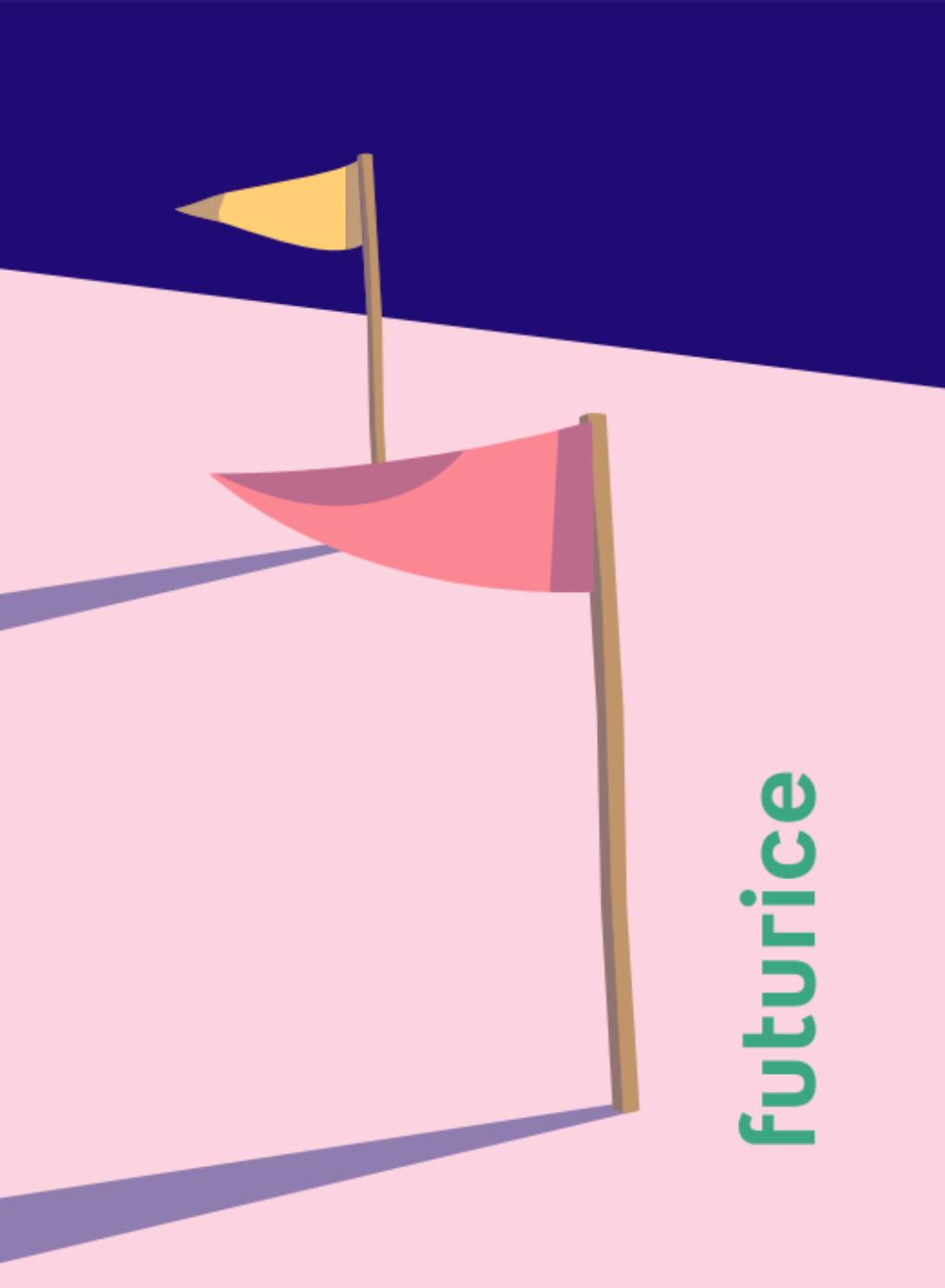
Contract type

---



## What type of contract is this?

Fixed price? Time and material?  
Fixed scope?



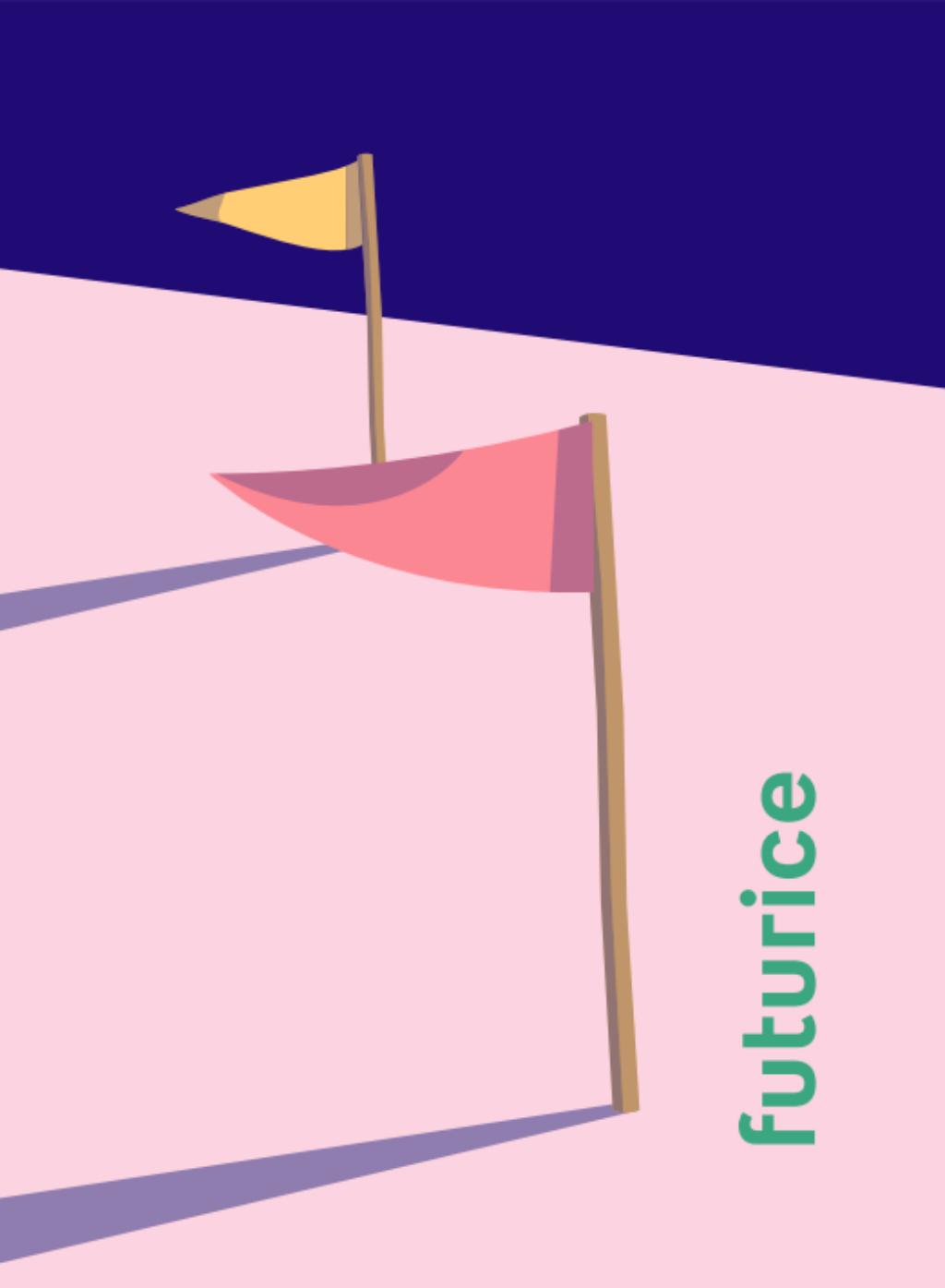
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Deliverables

---



**What are the  
deliverables  
expected from this  
project?**



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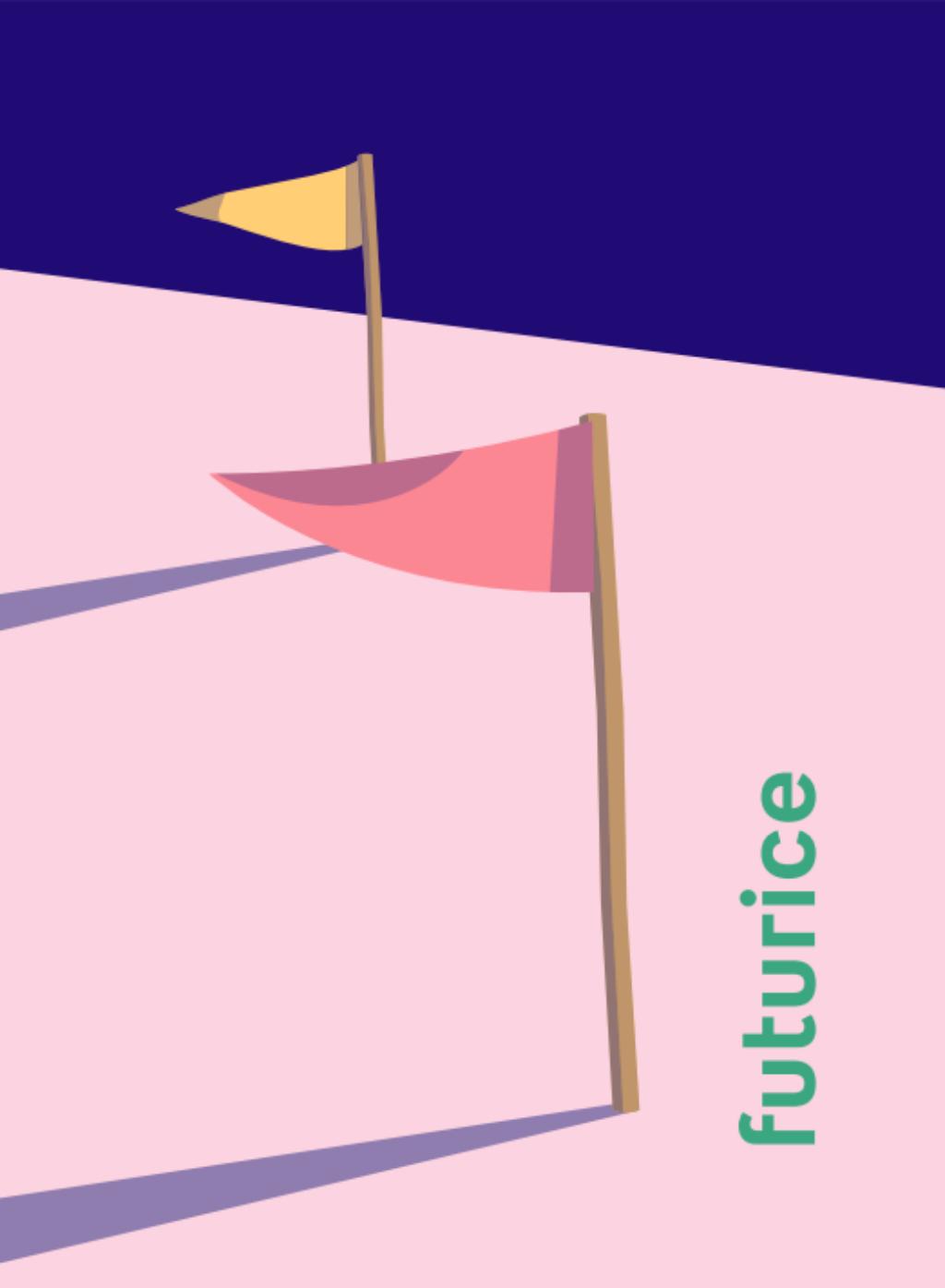


End

---

**What is the target end date for the project?**

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



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**What is our  
warranty obligation  
once the project is  
delivered?**



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**Who determines  
which are warranty  
defects?**



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**Which team member's unexpected departure would impact the project most?**



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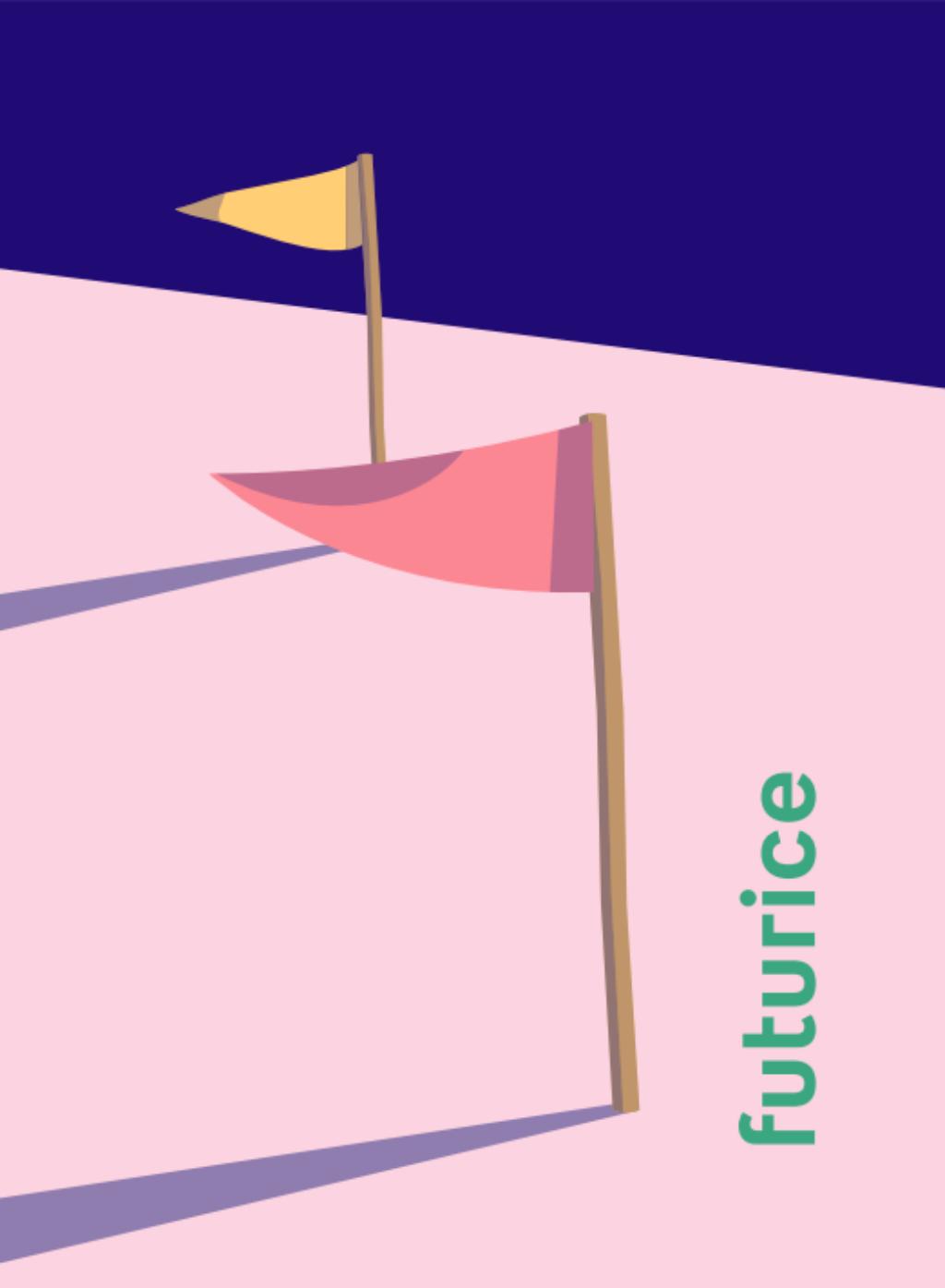
**Once up and running, which person's unexpected departure would cause the most harm?**



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**What information  
will be lost if the  
entire team leaves  
suddenly to start a  
hot startup in The  
ahamas?**



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Single access

---



**Is there a system to  
which only one  
person has access?**



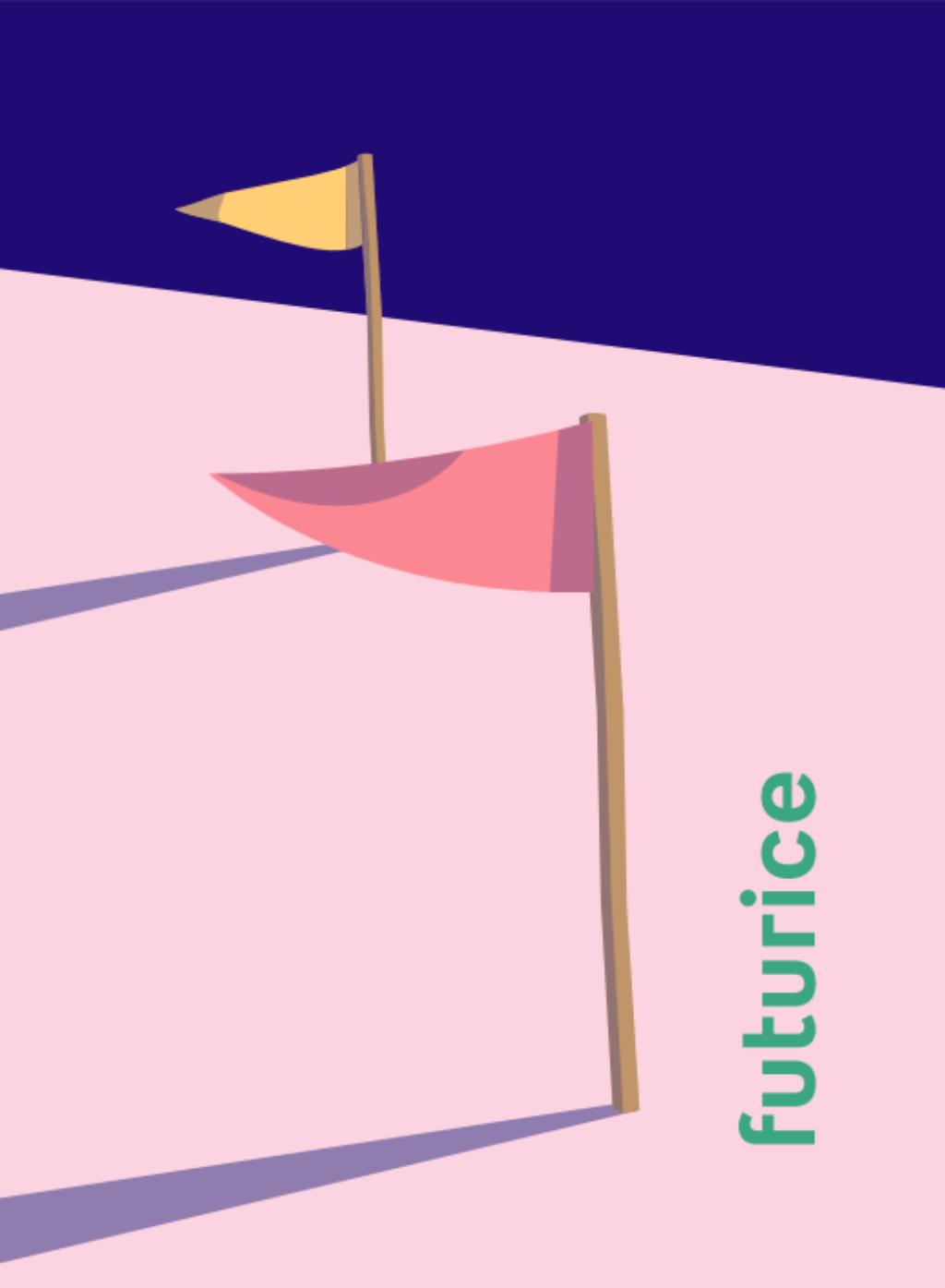
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Paid service

---



**Are there any  
subscription  
services tied to a  
personal credit  
card?**



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**Are there any  
business continuity  
plans related to the  
service we're  
building?**



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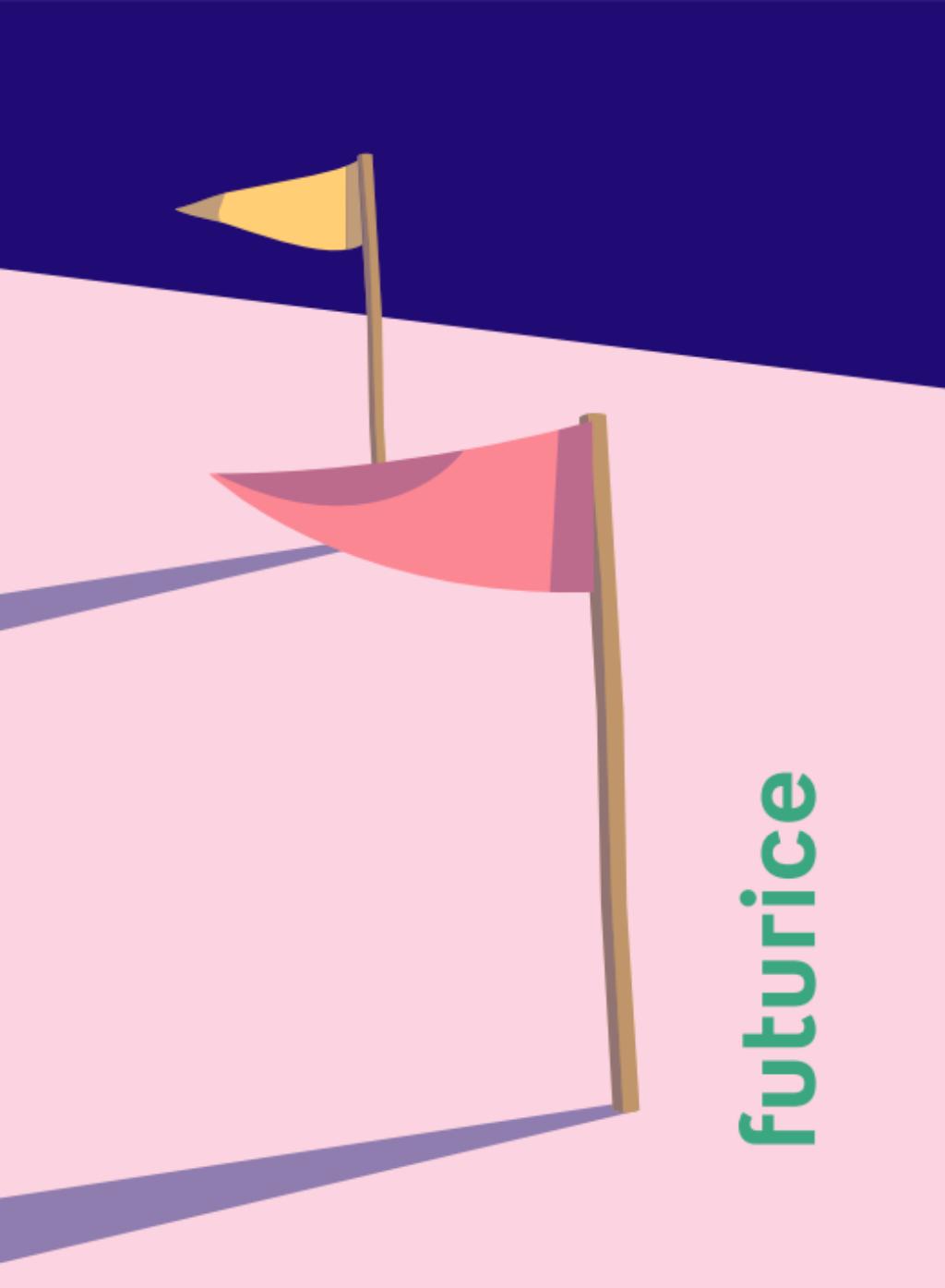
**Which 3rd party services does our service depend on, and what happens when they do down?**



futurice



**What information  
will be lost if the  
entire team leaves  
suddenly to start a  
hot startup in The  
Bahamas?**



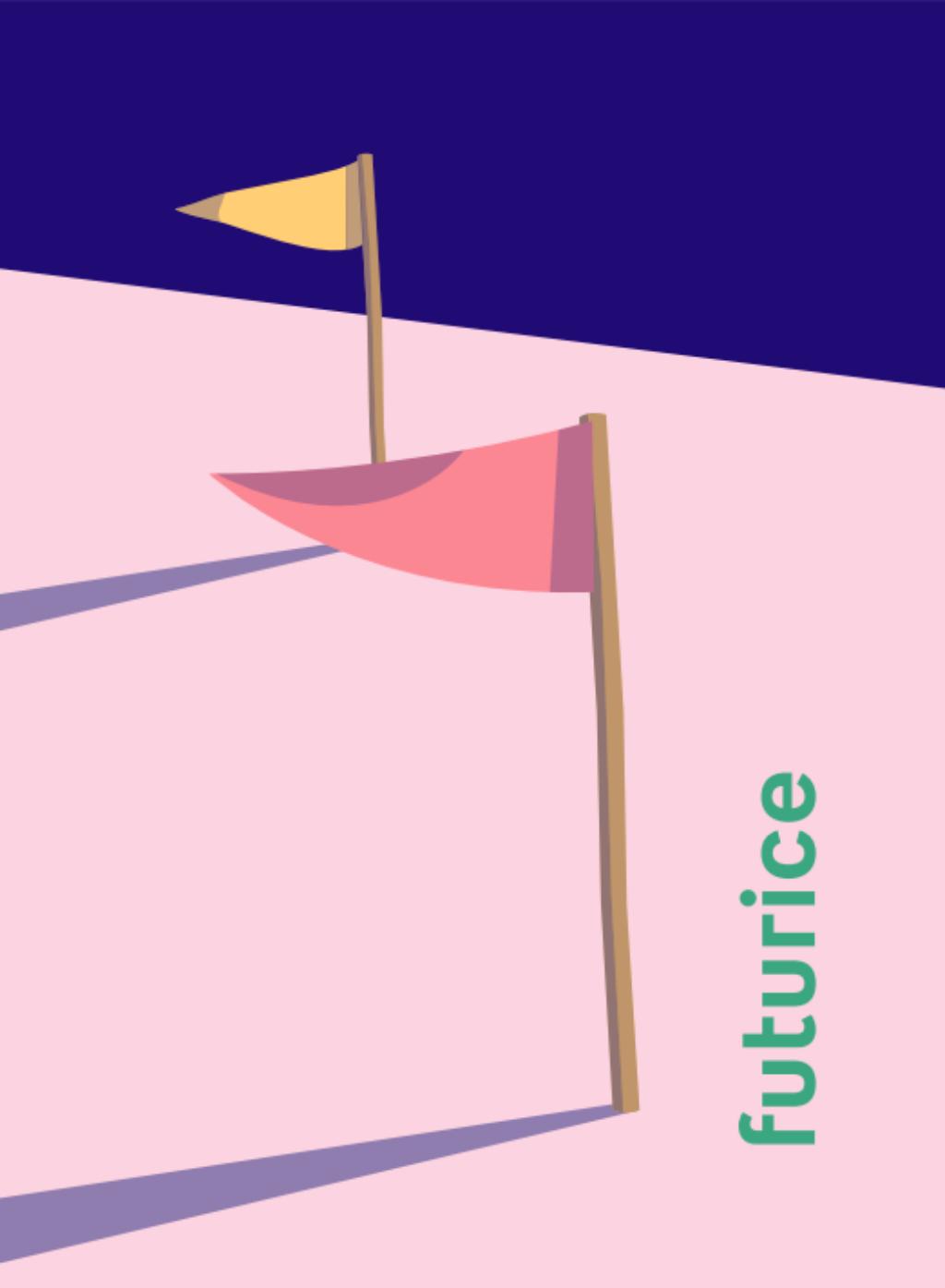
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Personal data

---



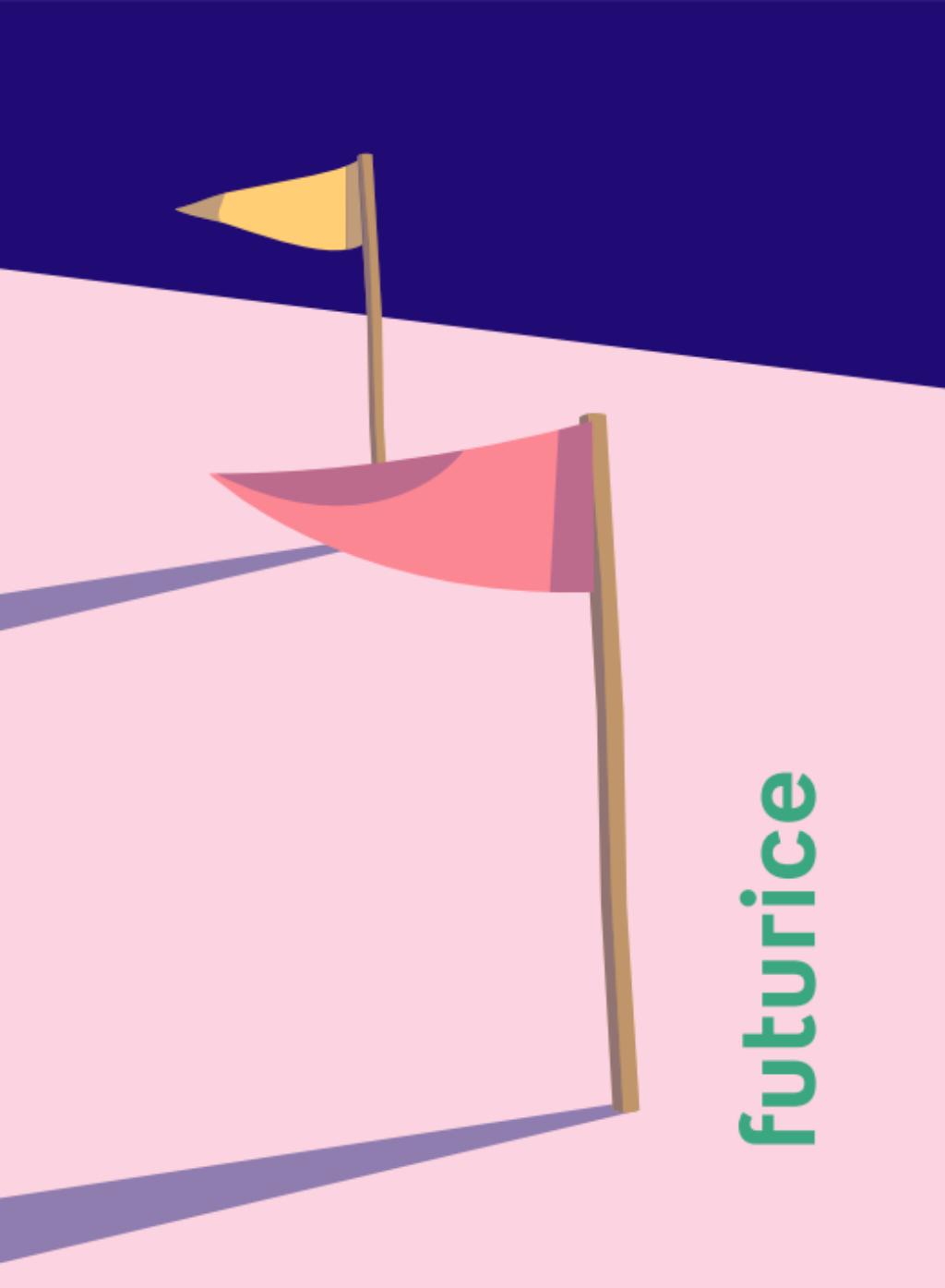
**Do we deal in any  
way with personal  
data?**



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**Which companies  
have access to the  
service data?**



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Business Critical

---



**Is this service  
business critical and  
is there a failover or  
continuity plan?**



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**If this service goes  
pear-shaped will it  
get in the news?**



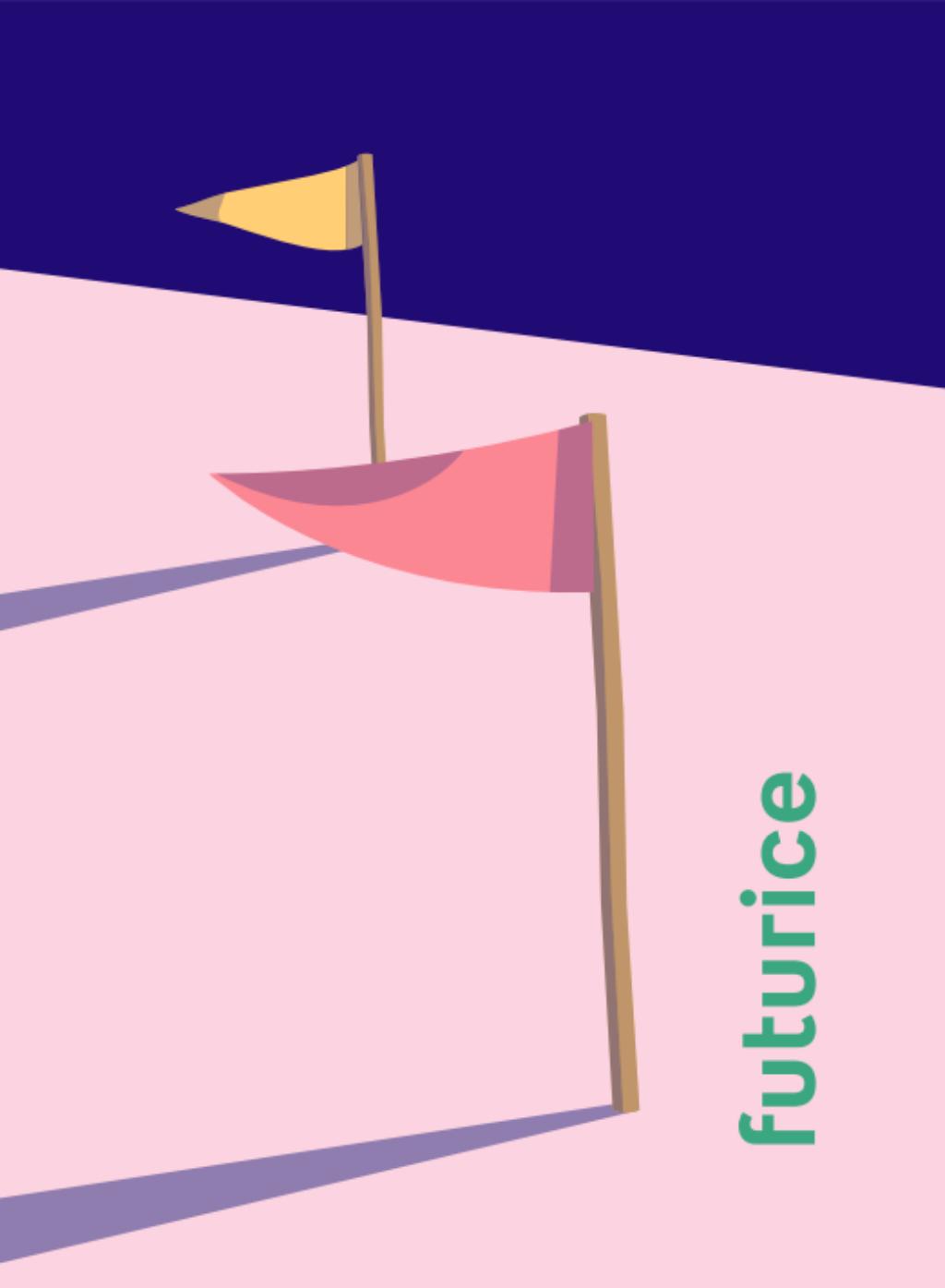
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Data

---

**Is data leaving the  
client domain (3rd  
party)?**



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## System hack

---



**If the system gets hacked what are the potential consequences for our clients and for us?**

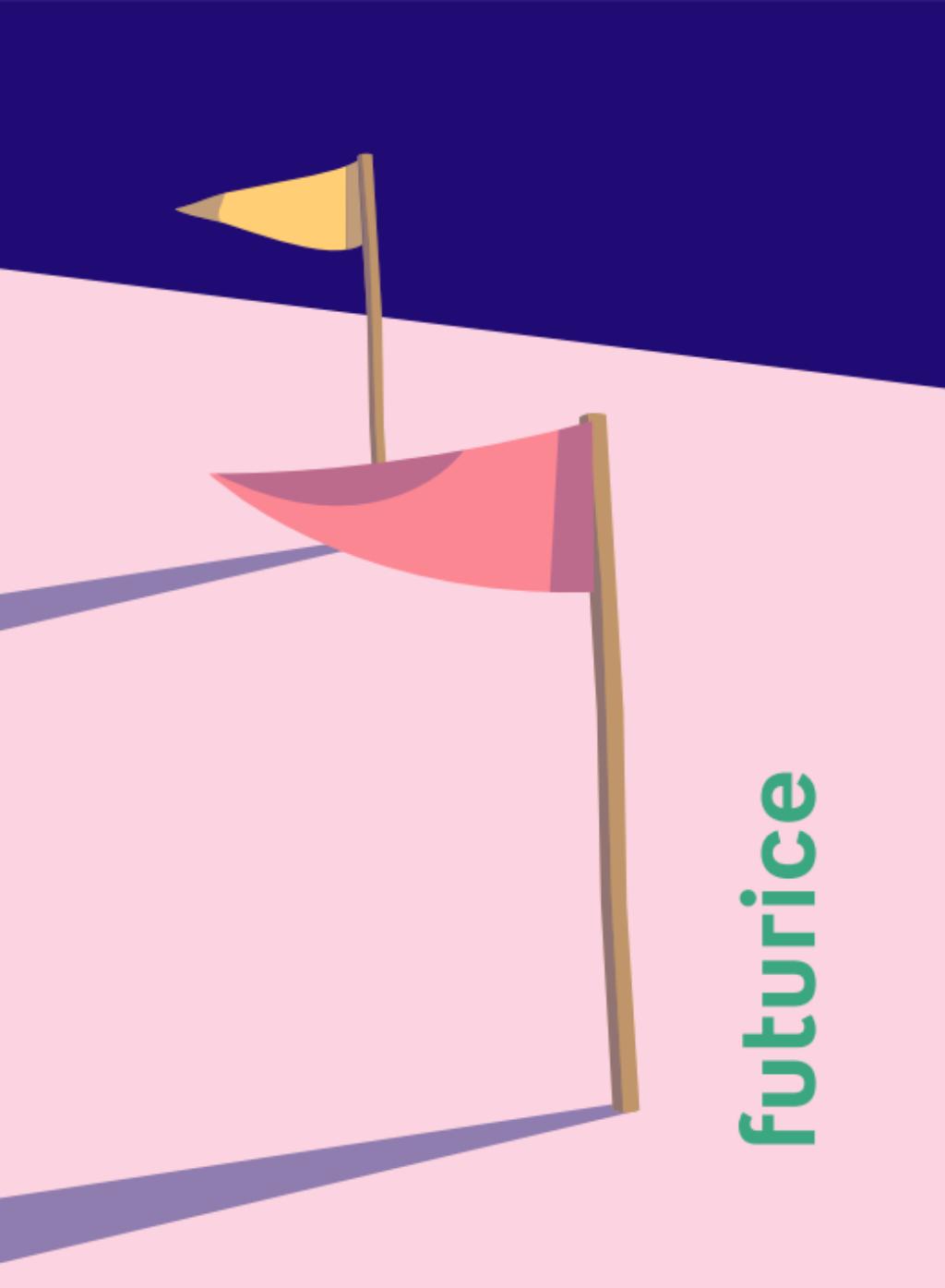


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## What happens if data integrity is compromised?

If the data becomes unreliable  
do we send patients to the  
wrong operation or is some  
item temporarily not available  
on the store.



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# What happens if data availability is interrupted?

Datasource down does that also mean business down?



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## **What happens if data confidentiality is compromised?**

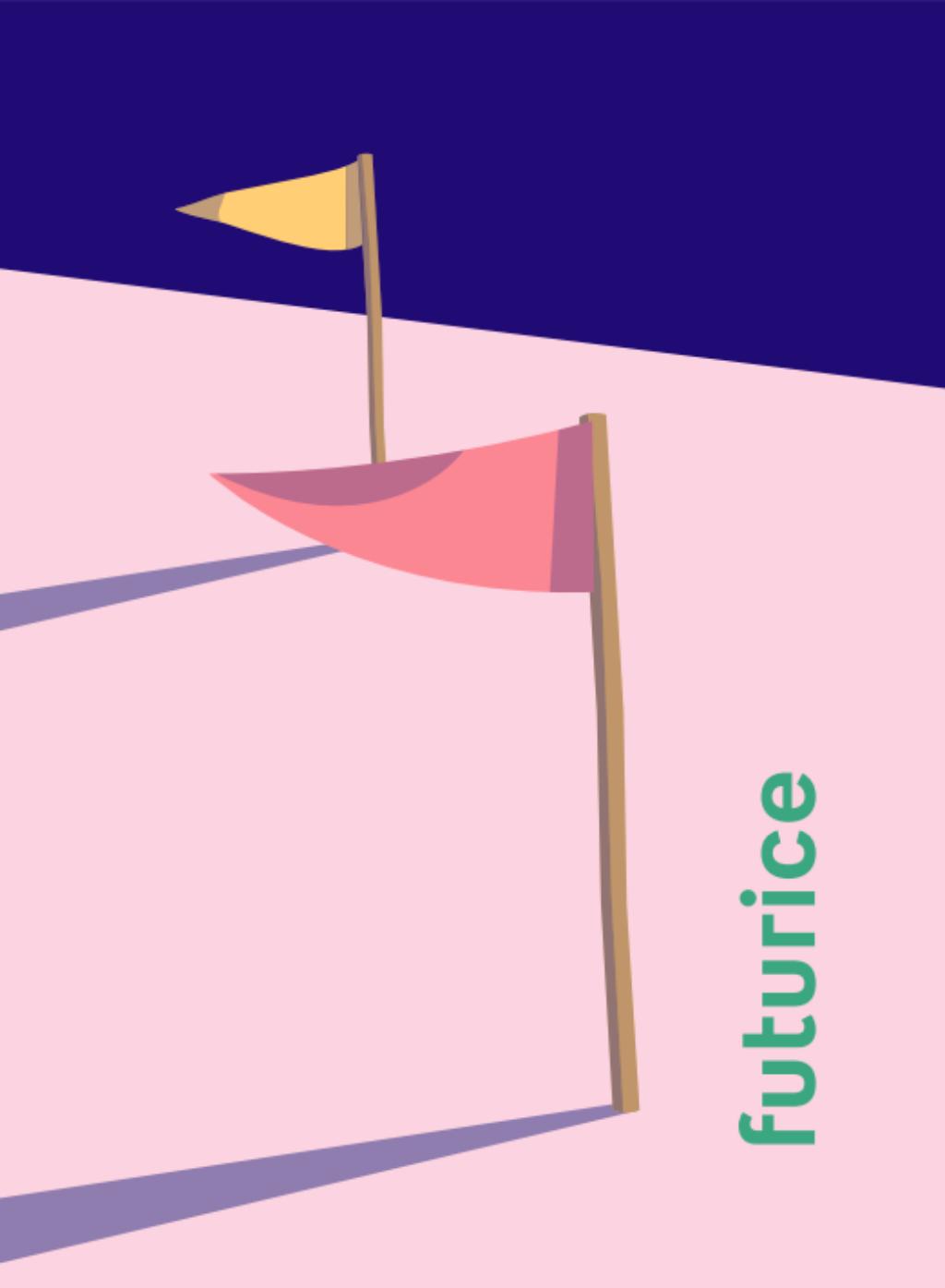


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## Is data with different classification treated differently?

Thing about a persons social security number vs name of a product in the shop



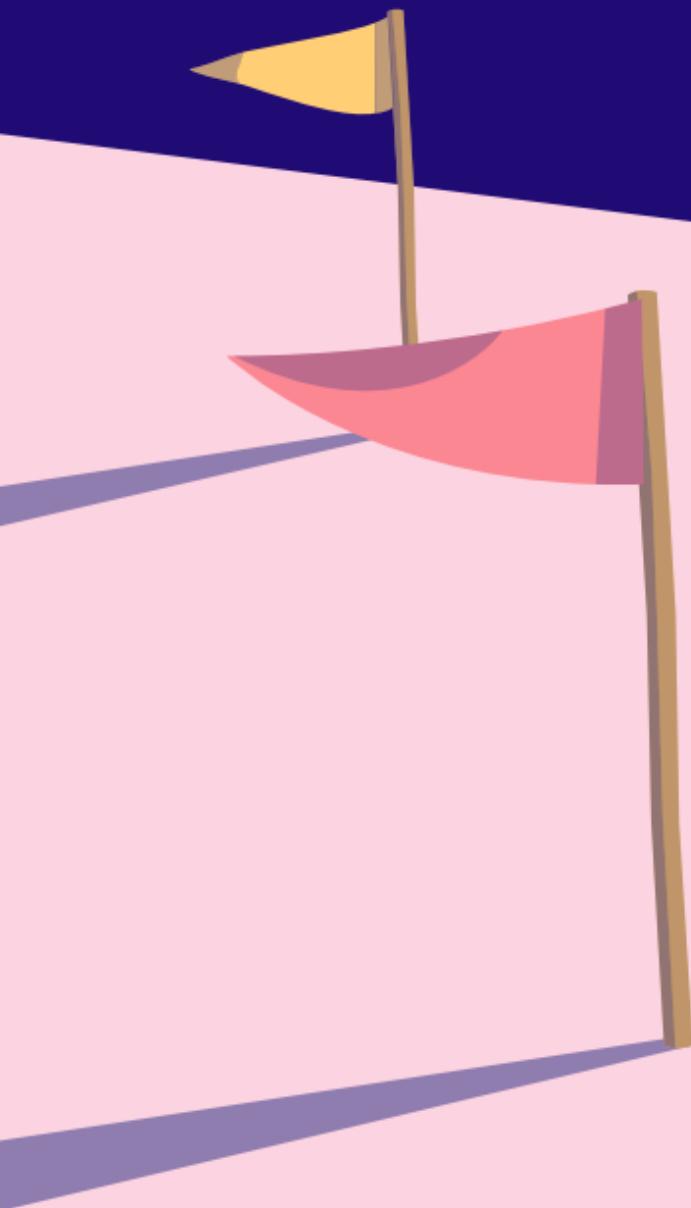
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## Plain text passwords

---

**Do we log any  
passwords in plain  
text?**

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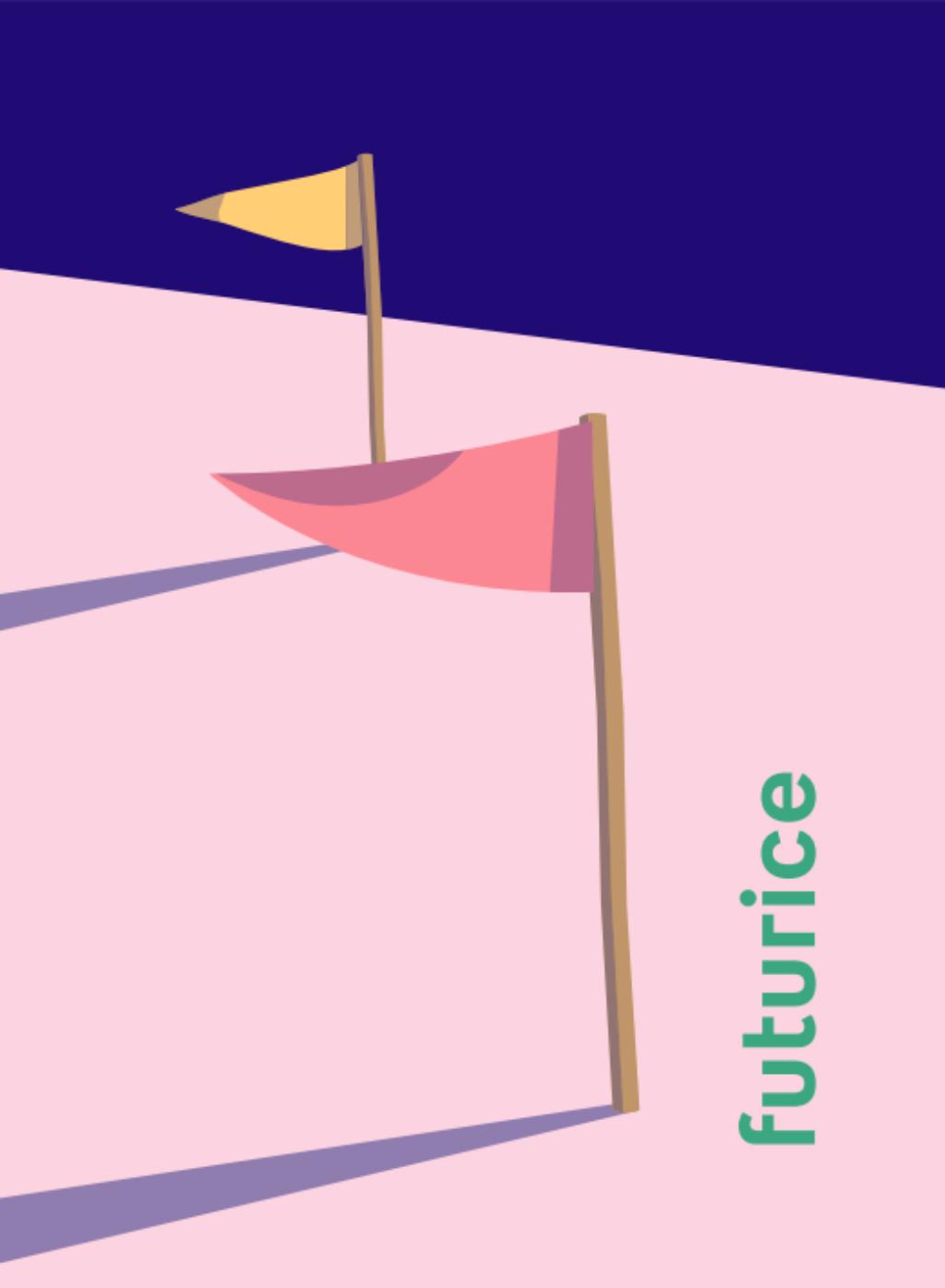


## Keys in Github

---

**Do we have any  
sensitive info in  
repositories  
(Github, etc)?**

Api keys, passwords, etc.



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Design awards

---



**Has the client won  
any design awards?**

What can we learn from this?



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Design team

---



**Do we know, or have  
access to other  
designers working in  
the client  
organisation?**



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## Consistency

---



**Have we examined  
the UX architecture  
and use stats of the  
client's existing  
services?**



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## Vision

---



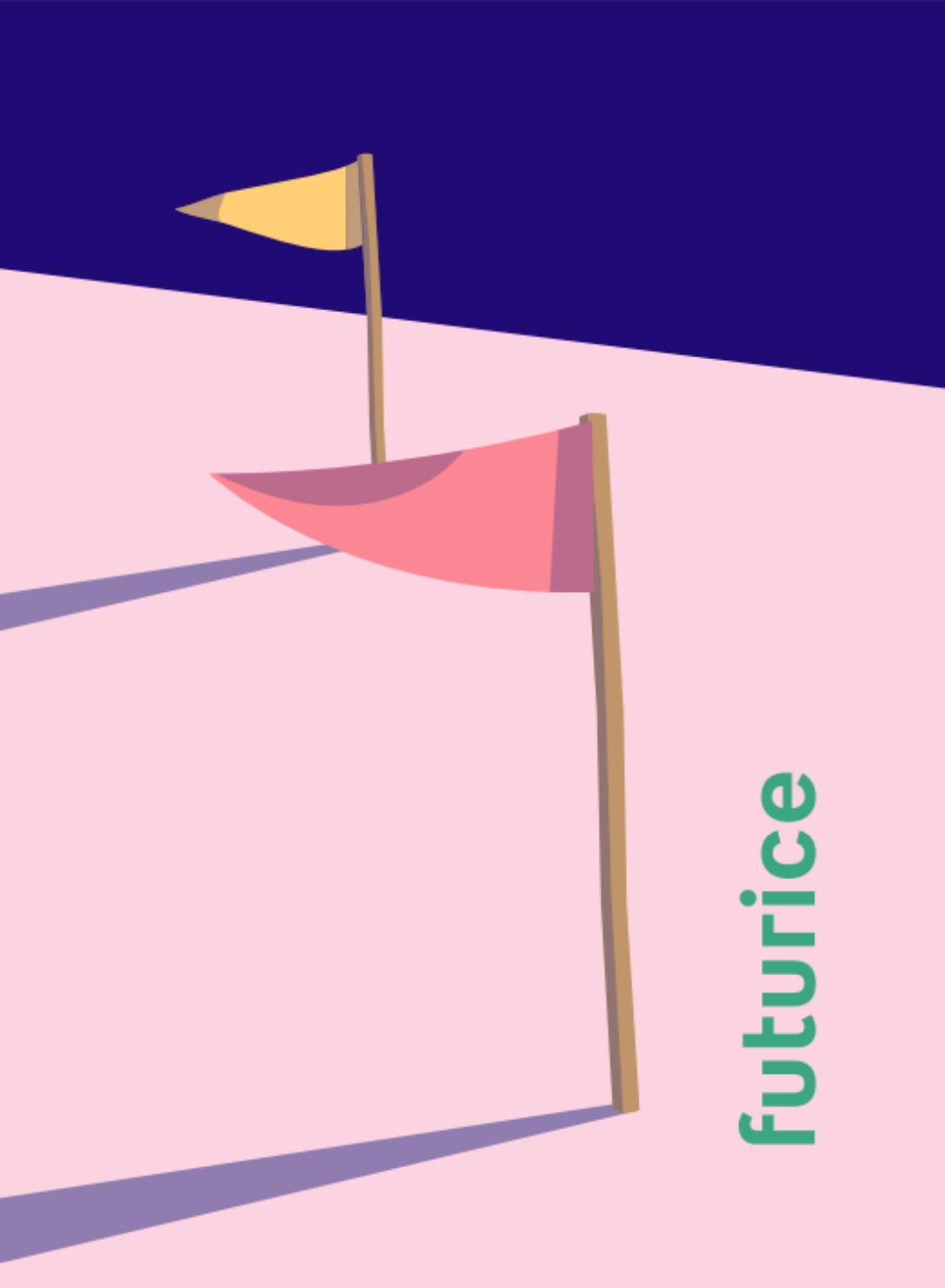
**Is our design aligned  
with the client's  
vision, design  
principals and brand  
guidelines?**



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**Have we mapped all relevant stakeholders and how/when we will communicate with them?**



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**Is the client  
experienced in  
working with  
software or design  
vendors?**



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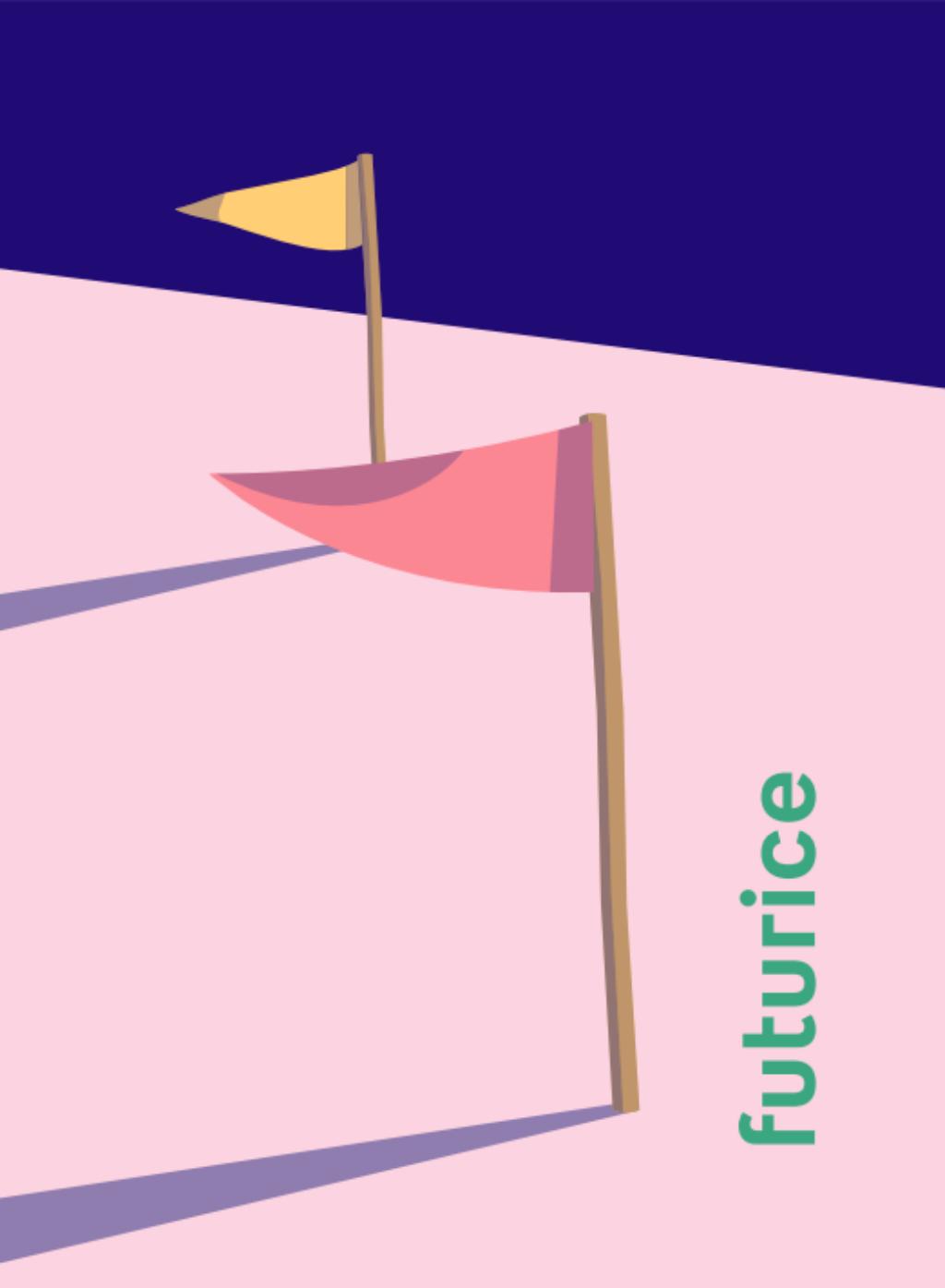
**Do we have a  
contact in branding  
to ask questions or  
seek feedback?**



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# Are there brand guidelines available?



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**What is the quality  
of brand guidelines?  
Are they sufficient  
for our project?**



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**Do we know what  
other projects the  
client is running?**



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## **How crucial is our solution for intended audience - does it touch major life events?**

Does it impact for example decisions about getting a job or keeping it, healthcare, benefits?



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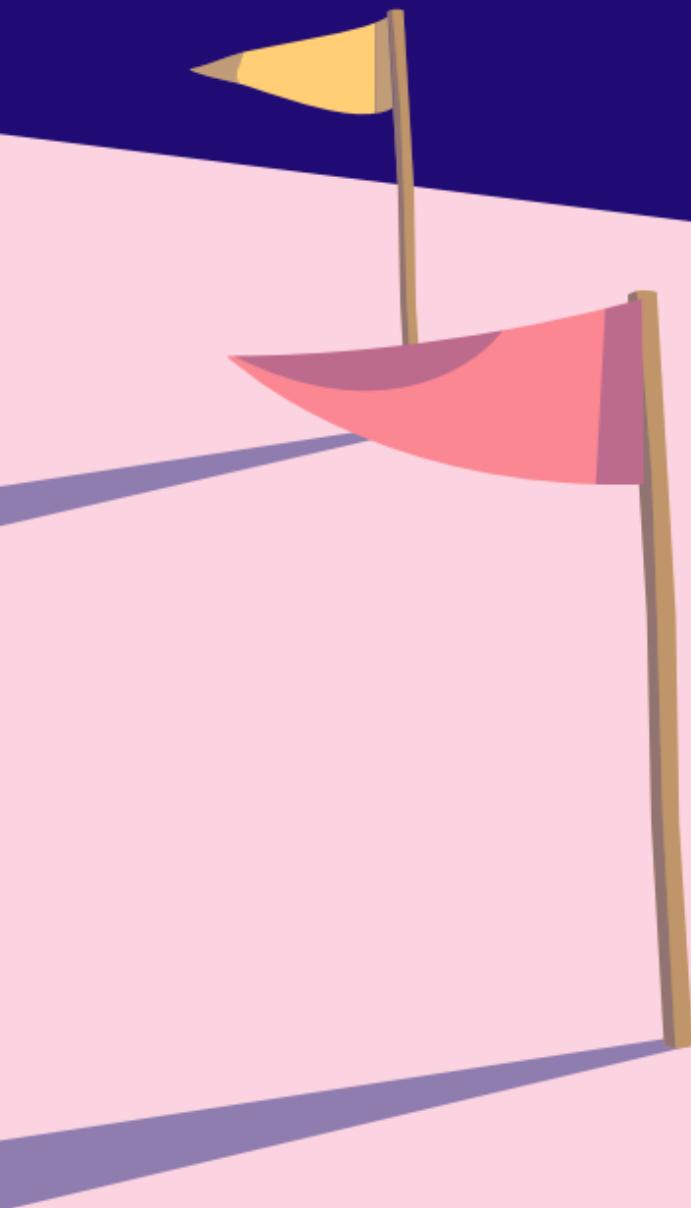
Up to date data

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**How up to date is the  
data we're using?  
Does it need to be?**

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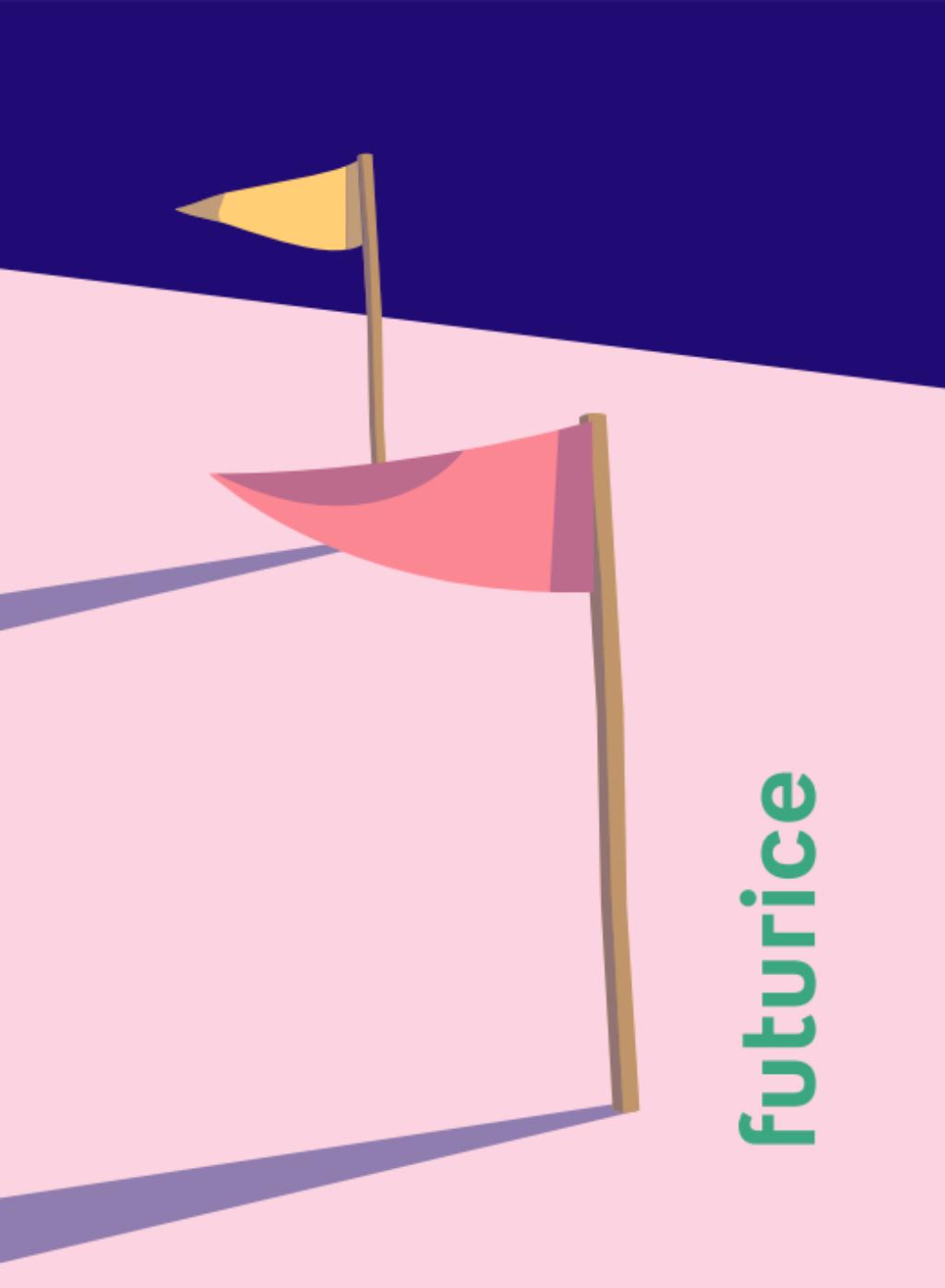




## Audits

---

**What kind of audits  
will be done or  
should be possible  
to run for the  
system we build?**



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Explain results

---



**Will we be able to  
explain to the user  
why our system  
gives the results it  
gives?**



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Unintended  
consequences



**What are the  
possible unintended  
consequences of the  
system we are  
creating?**



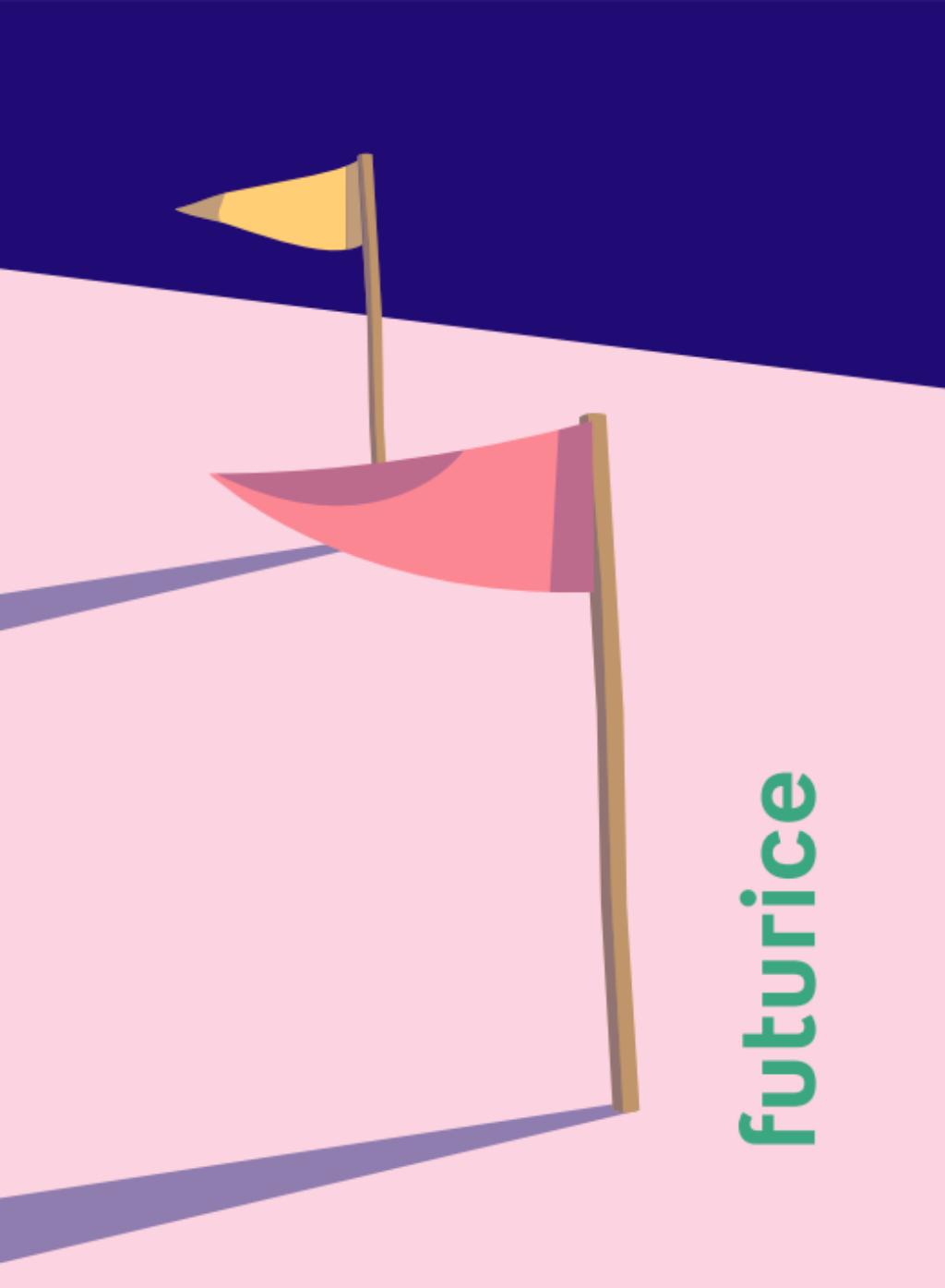
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## Typos

---

**Does the available  
data come from a  
system prone to  
human error?**



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## Data bias

---



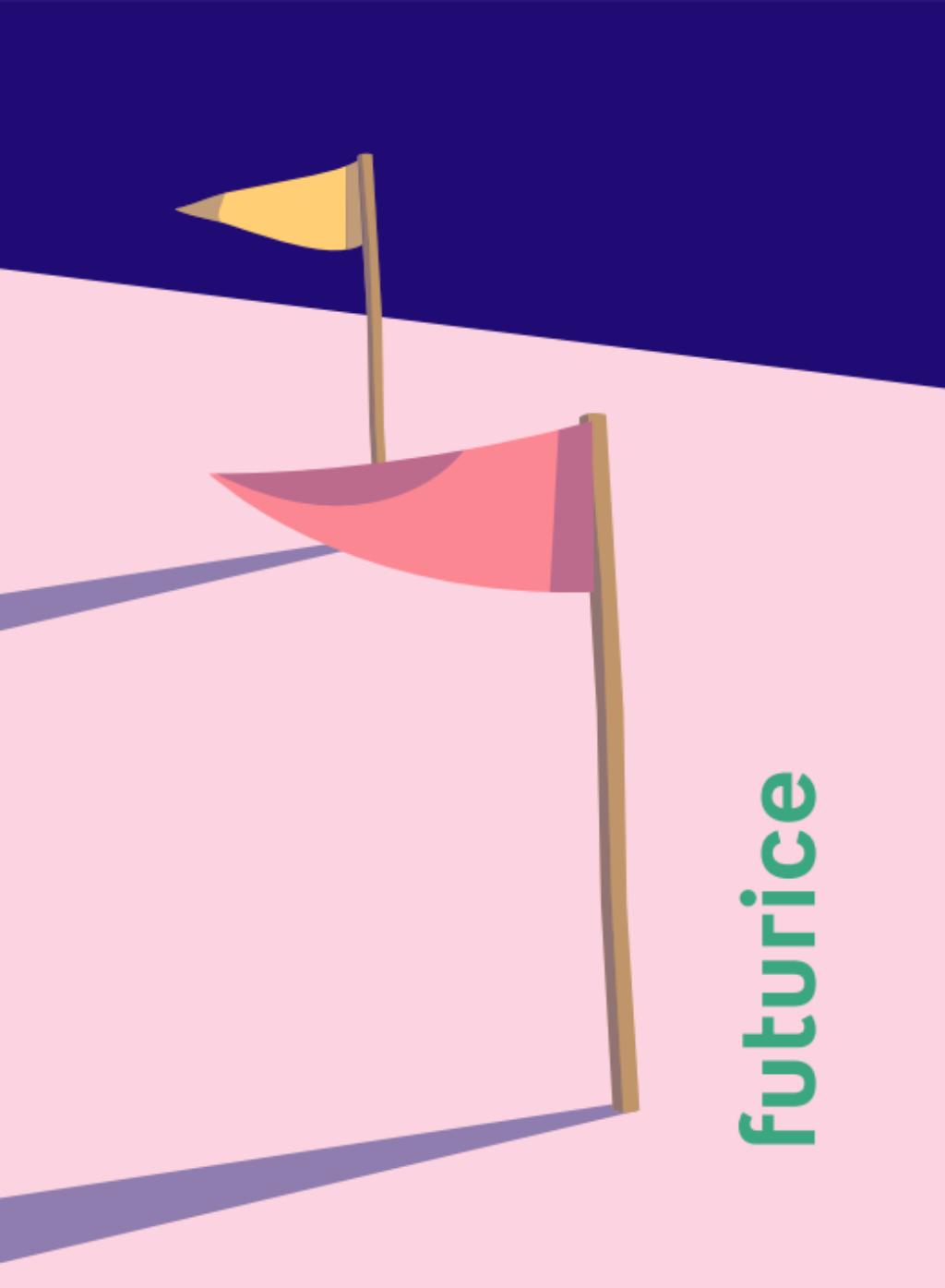
**Does the data we have contain biases that could potentially impacts our outcomes?**



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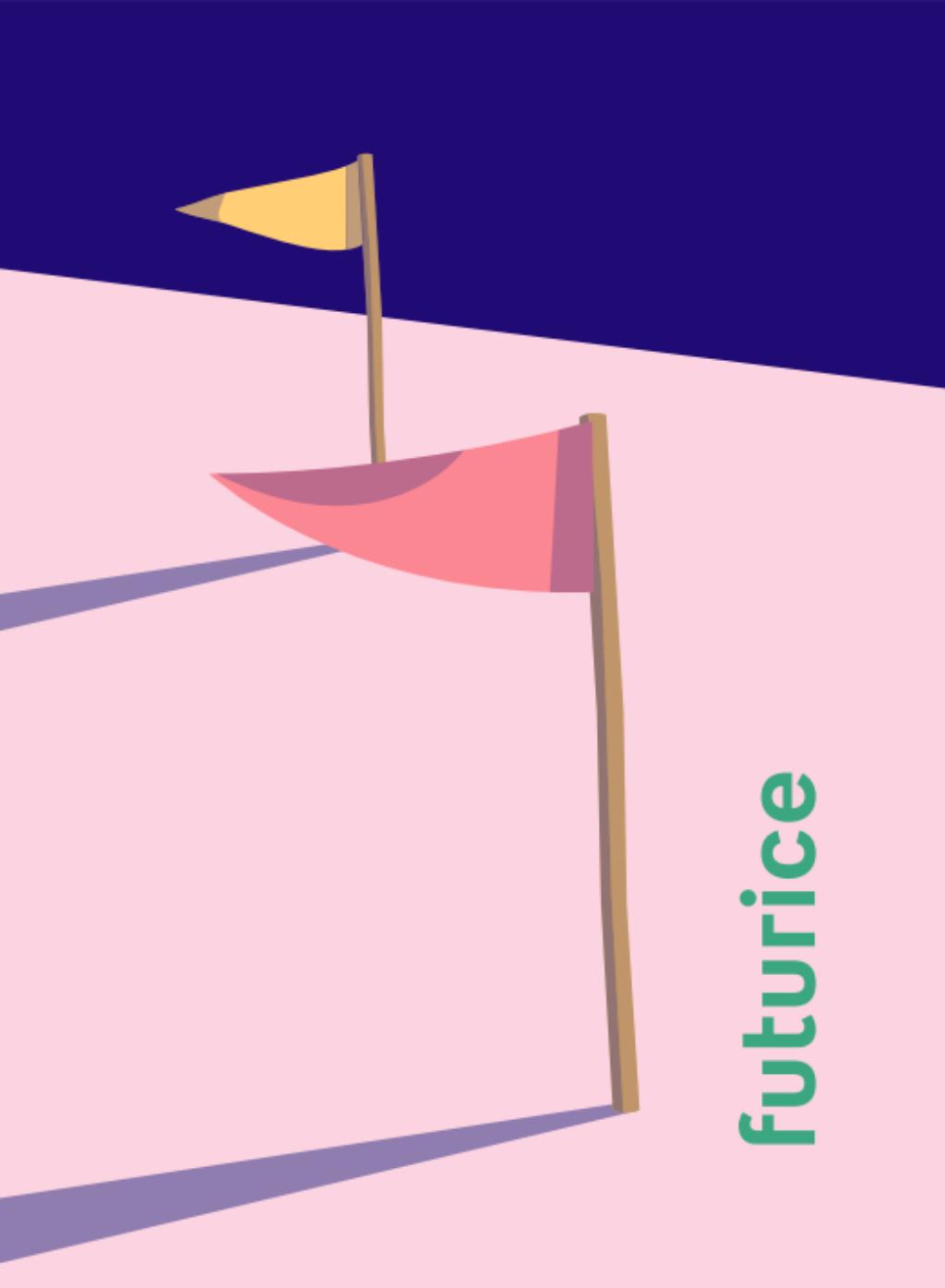
**Are we dealing with  
somebody's  
personal  
information? What  
guidelines exist for  
this?**



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**Are we building  
something that  
impacts a large  
group of people?**



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Target audience

---



**Does our target audience consist of diverse group of people?**



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Client side team

---



# **What are the tasks and responsibilities for client-side project team members?**

For example in-house service  
designer vs. our designers



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**Are we creating a service identity or using an existing identity/brand?**



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Buying design

---



**Does the client have  
experience on  
buying design?**



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Buying end to end

---



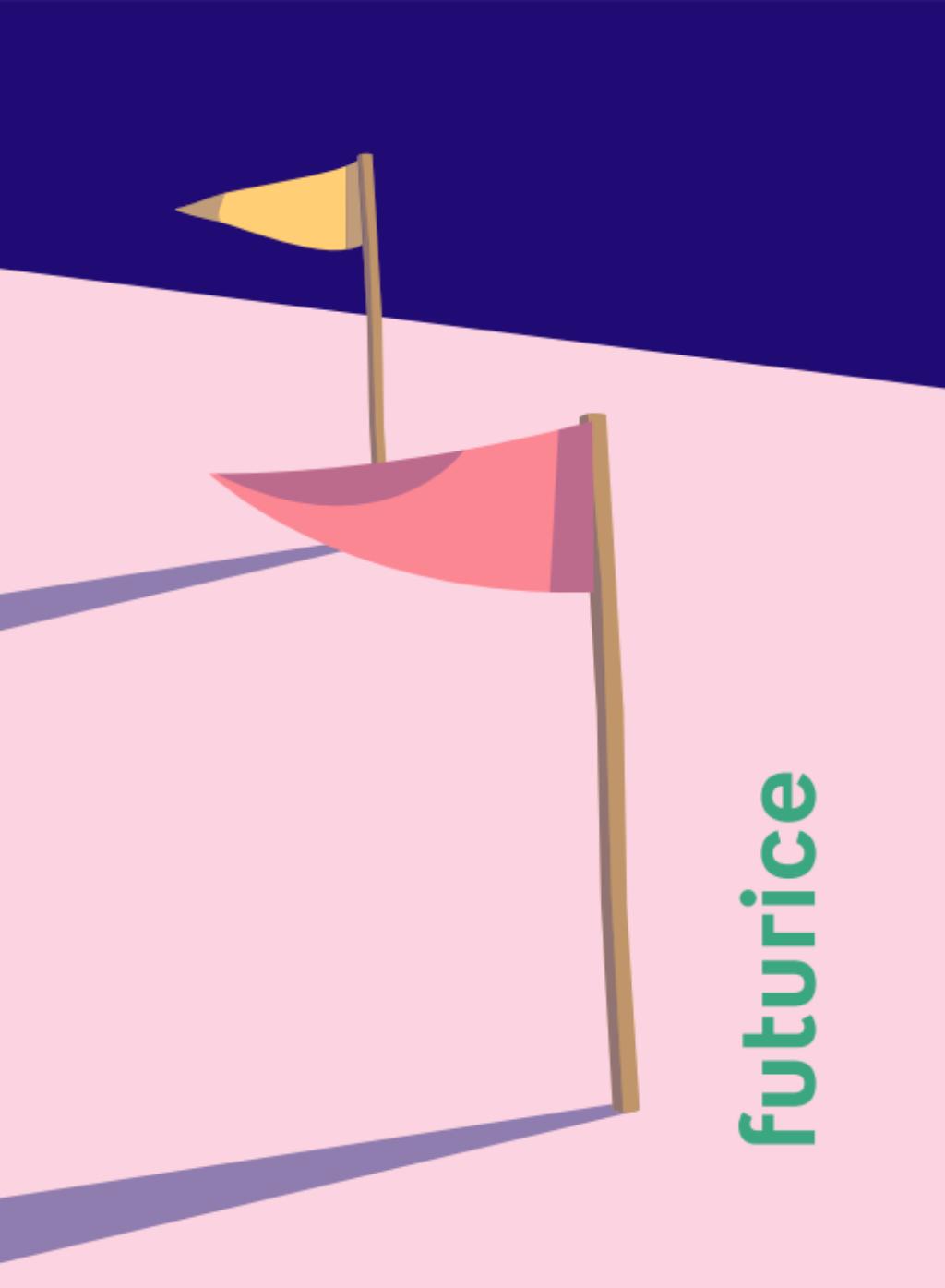
**Does the client have  
experience of  
working in  
cross-disciplinary or  
cross-silo teams?**



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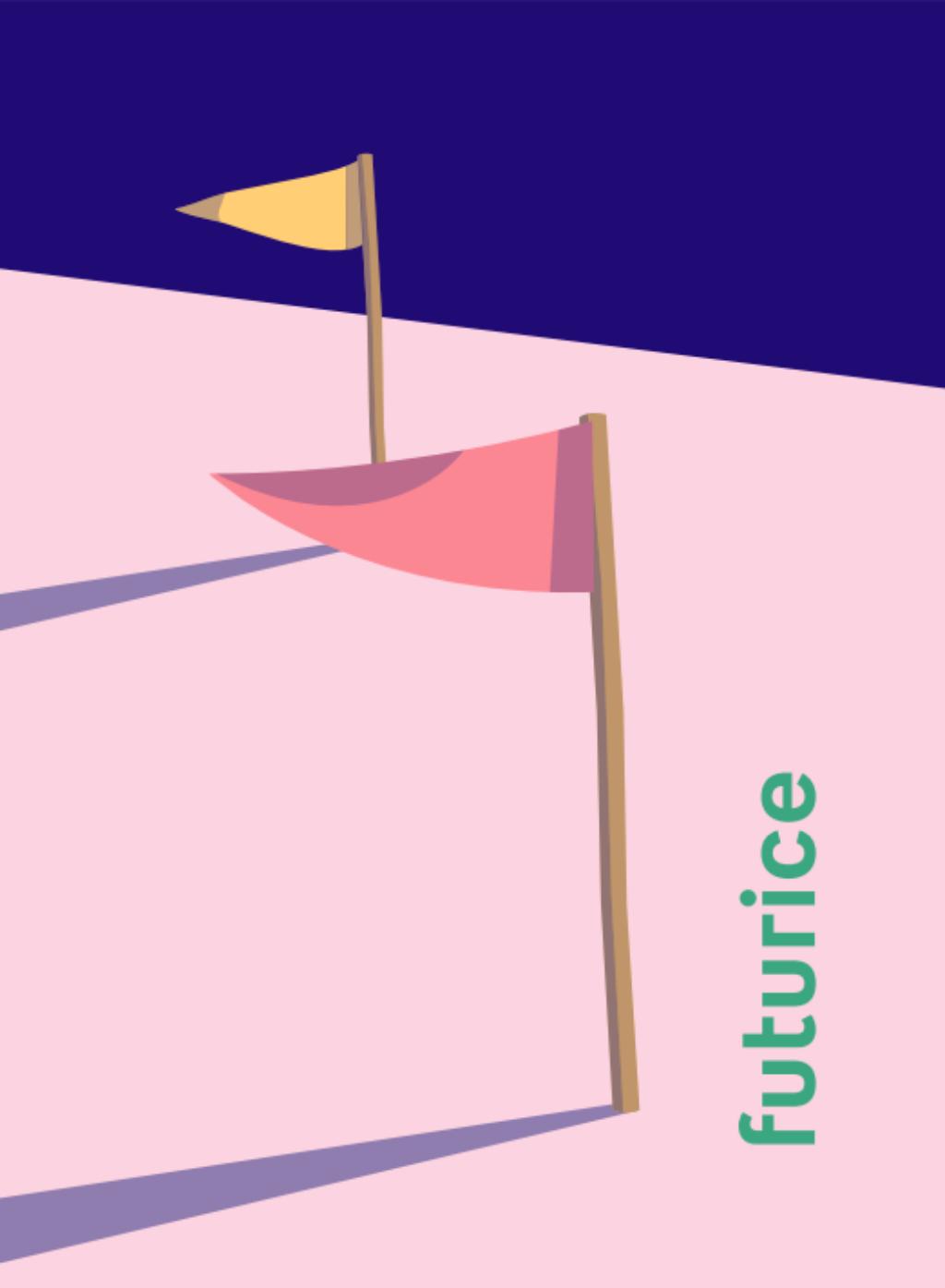
**What are the design  
dependencies  
regarding other  
systems?**



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**What are the existing client insights that can be utilized?**

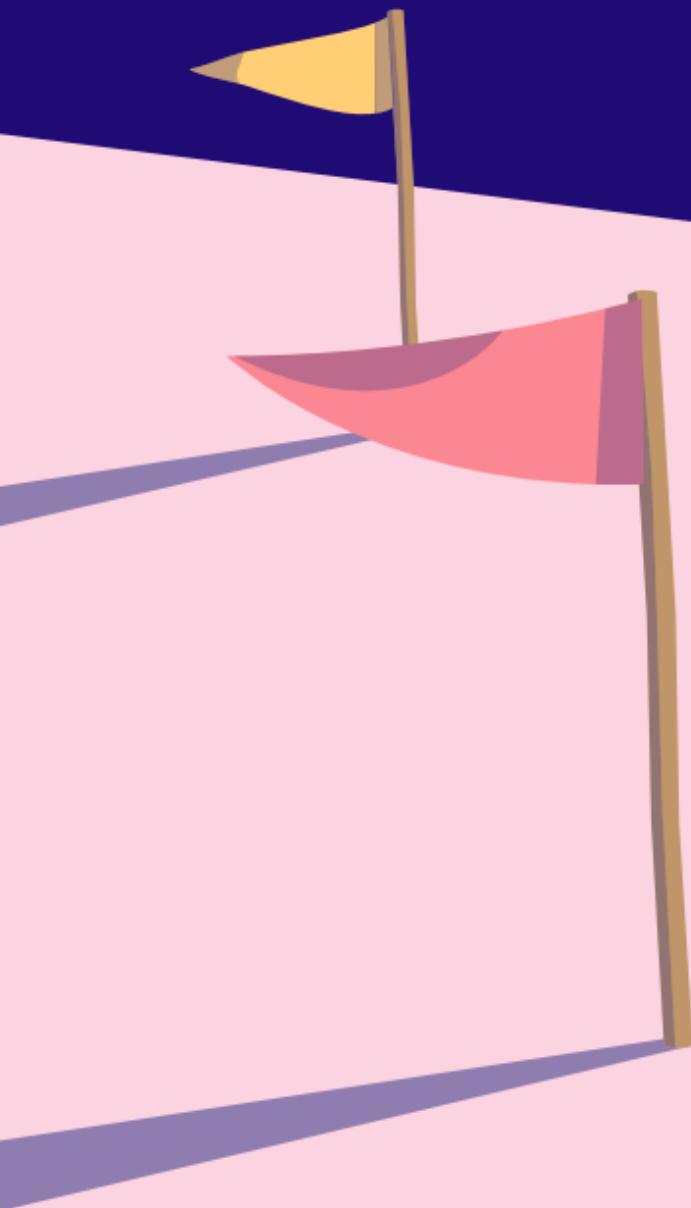


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**Do we need  
additional user  
research or insight  
to create the  
service?**

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User

---



**Who are we designing  
the service for and  
why?**



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Karaoke night

---

**Embarrass  
yourselves at a  
karaoke night.**



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## Oldest pub

---

**Take the team to the  
oldest (operating)  
pub in town and  
sample some of their  
menu.**



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## Museum visit

---

**Go to a museum! The museum should be somehow linked to the client's line of business.**



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## New lunch

---

**Lunch with the entire team. Pick a restaurant nobody in the team has been to before.**



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## **Customer visit**

---

**Visit to the  
customer's core  
business work floor.  
This can be the  
factory, studio,  
shop, ...**



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English breakfast

---

**Breakfast with the  
entire team at the  
best place in town  
for a hearty English  
breakfast**



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Healthy breakfast

---

**Breakfast with the  
entire team at the  
best place in town  
for a über healthy  
breakfast**



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Vegan lunch

---

**Lunch with the  
entire team in the  
best vegan  
restaurant in town**



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Wine tasting

---

**Wine tasting with  
the entire team**



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Escape room

---

**Escape room with  
the entire team**



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Pub quiz

---

**Pub quiz with the  
entire team**



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Cooking

---

**Cook a delicious  
meal together.**



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## Picnic

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**Go out into the  
fields and spread a  
blanket and some  
delicious food.**



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Hike

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**Go hiking with the  
team.**



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Failure

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**Is there anyone in  
here who believes  
this project is likely  
to fail?**



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## Concept validation

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**What have we done  
to validate the  
concept?**



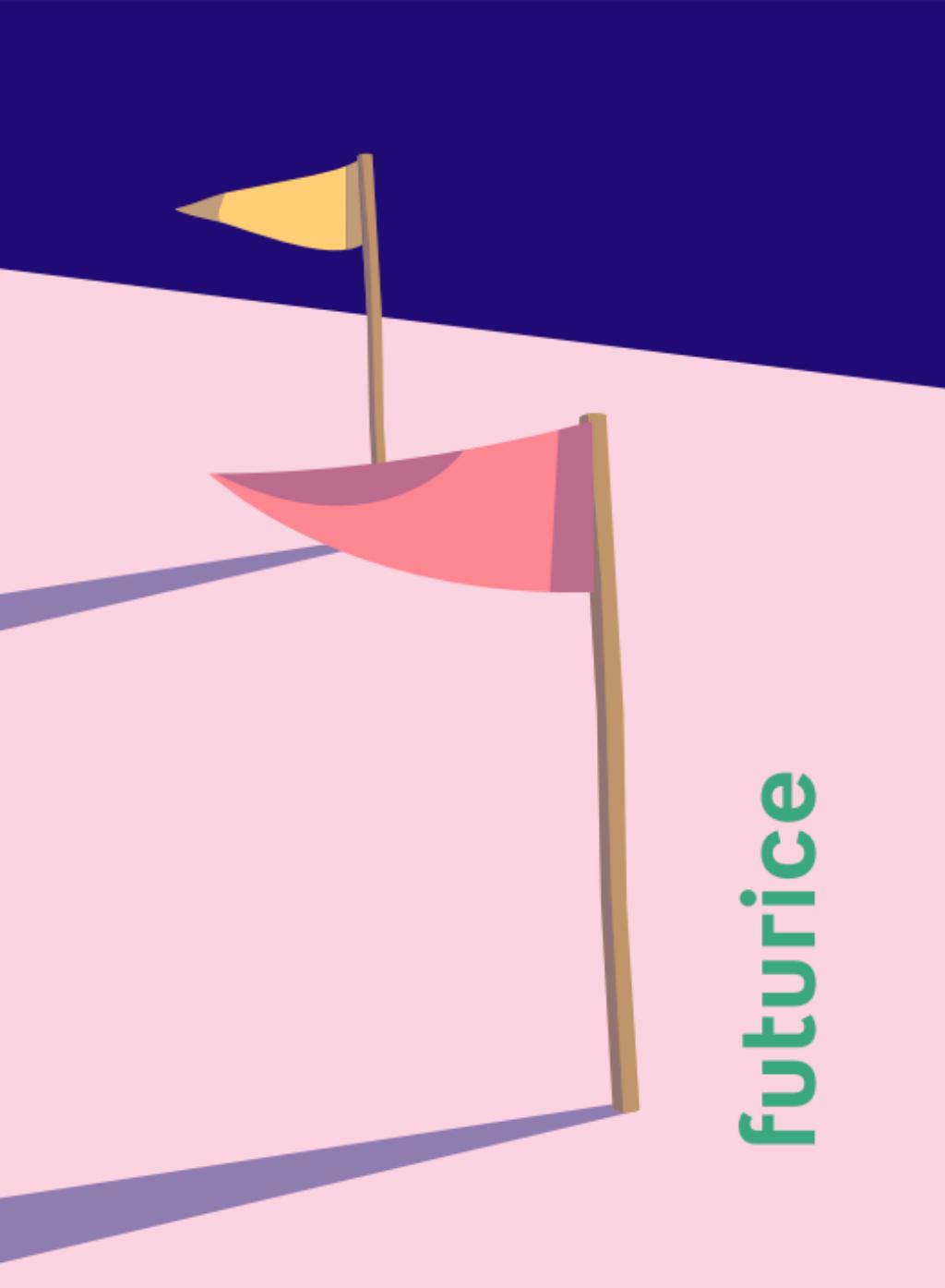
futurice

Next assumption

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**What assumption  
can we validate with  
the next release?**

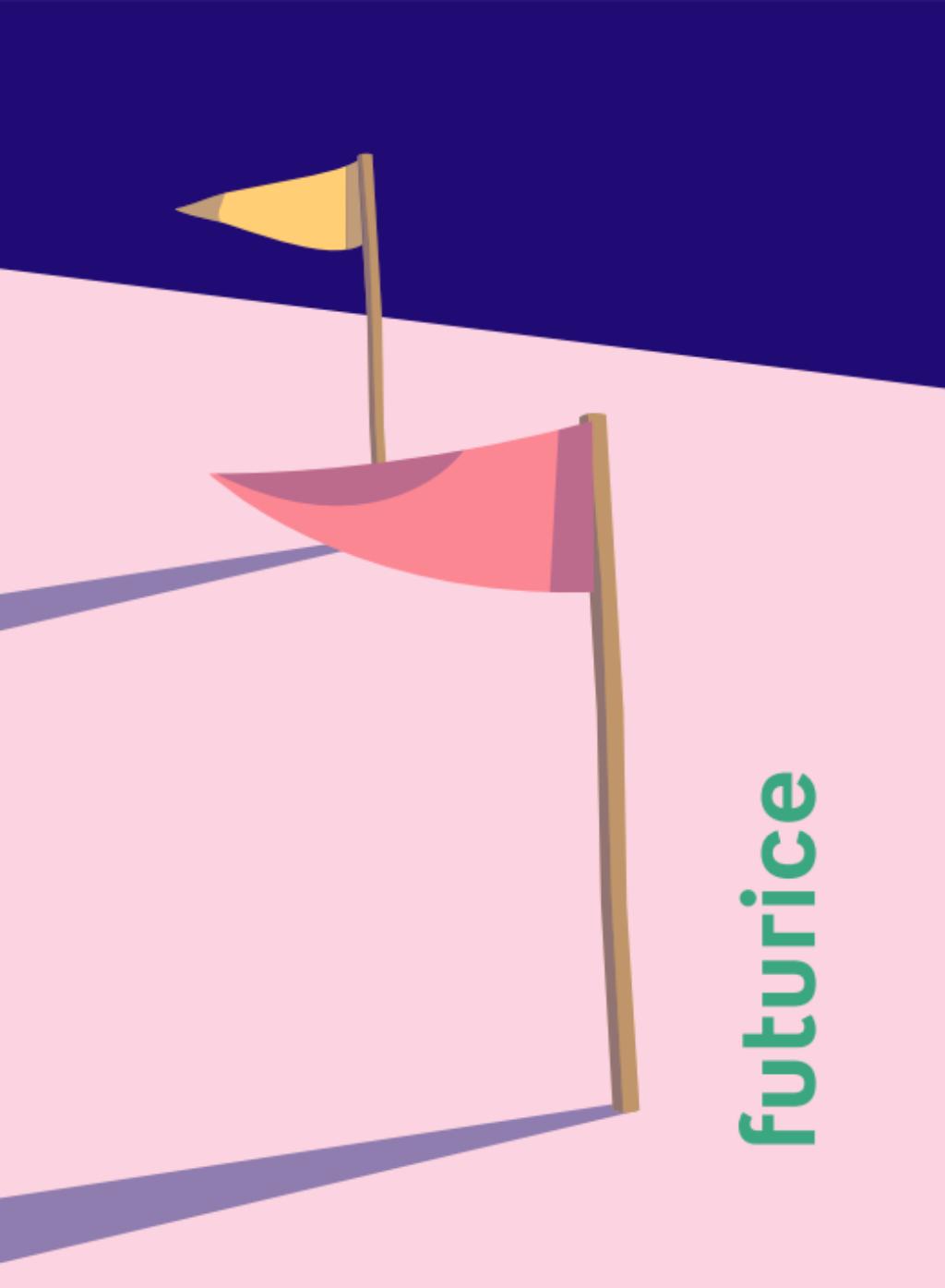


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**Does the client have  
their own company  
account in the  
relevant stores?**

Company accounts might require more paperwork than a personal developer account.



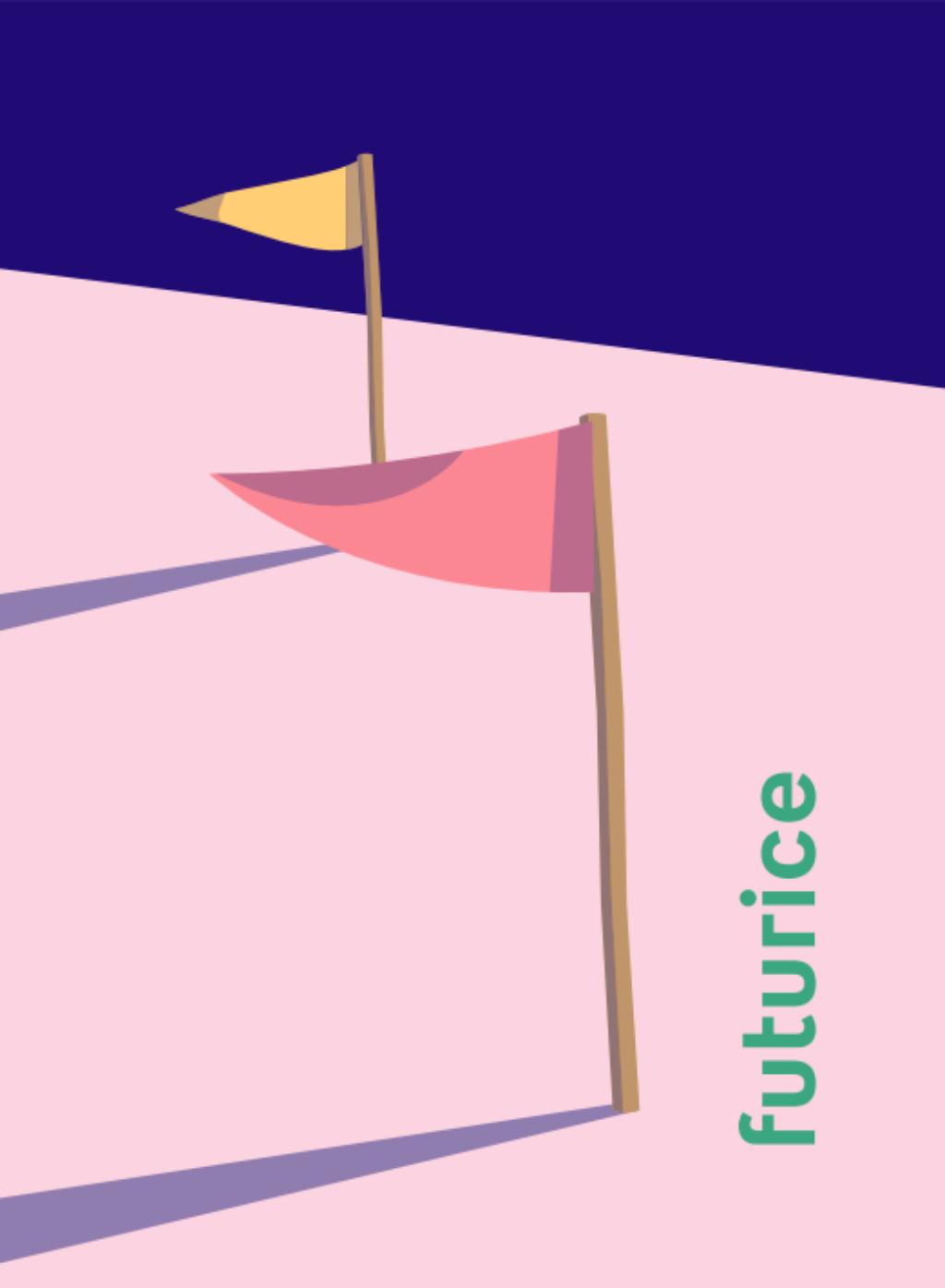
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Client's business

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**Does the vendor  
understand the  
client's core  
business?**



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