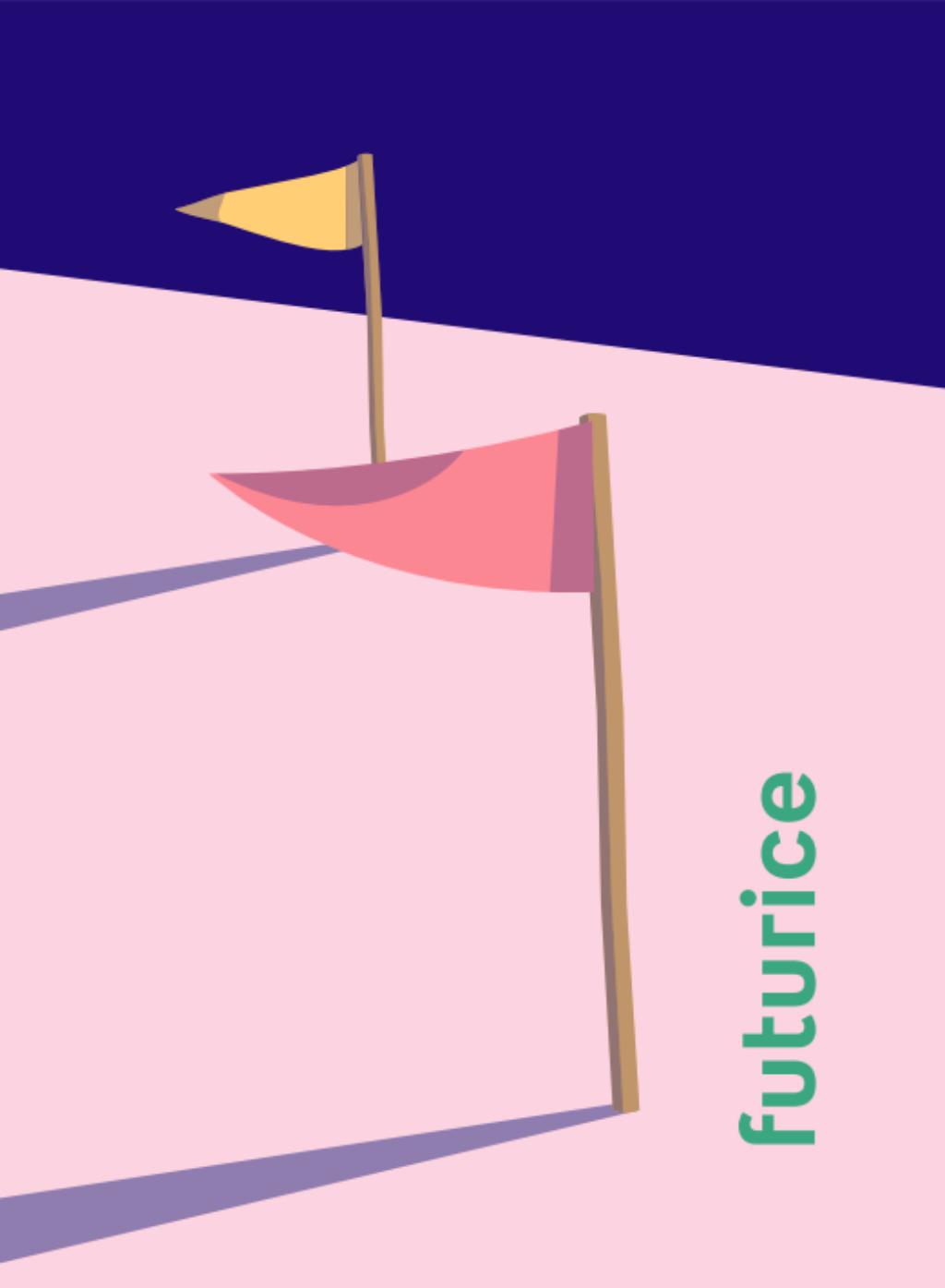




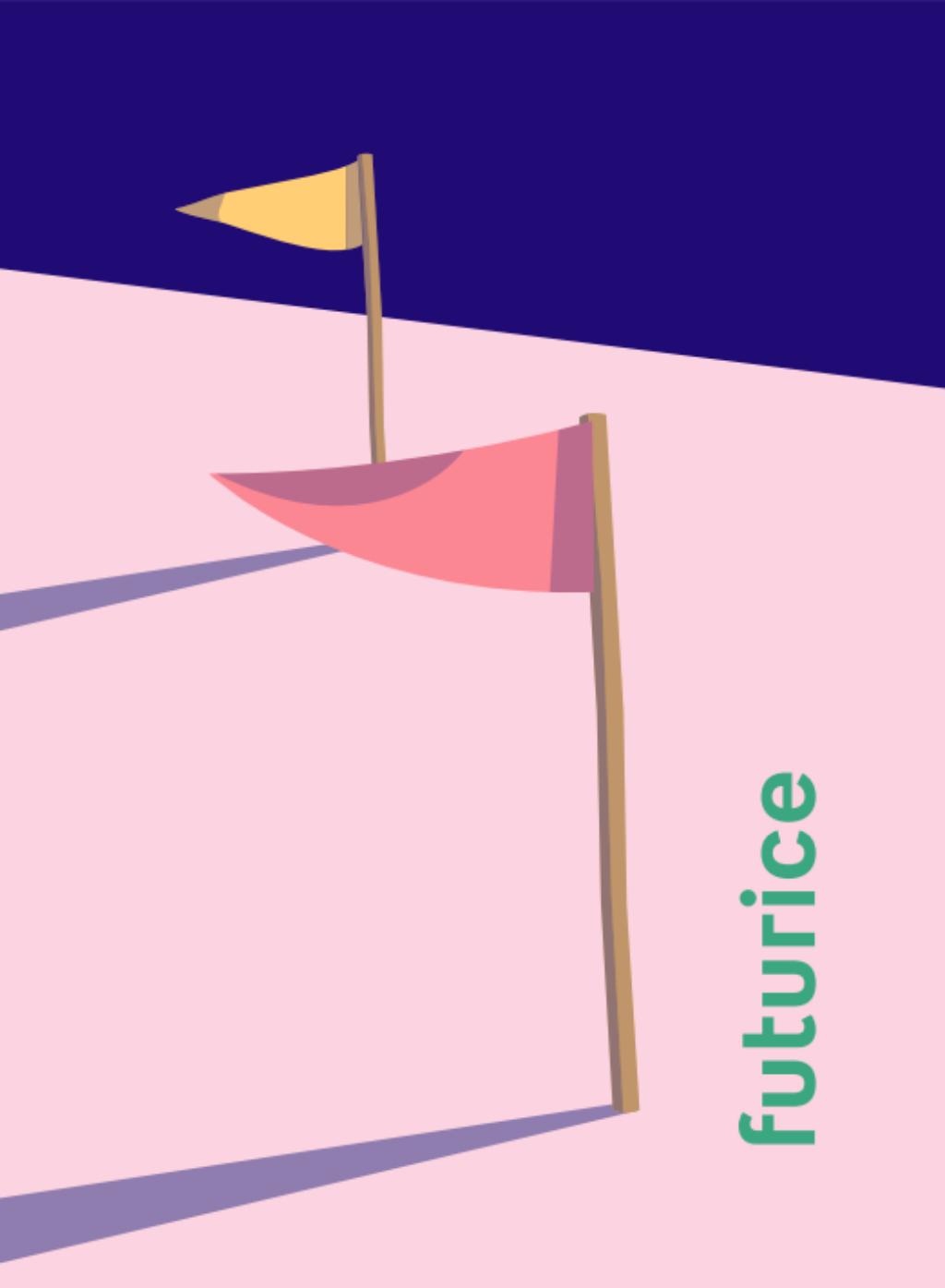
How are interviewees incentivised?



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Does the interviewee need to sign an NDA?



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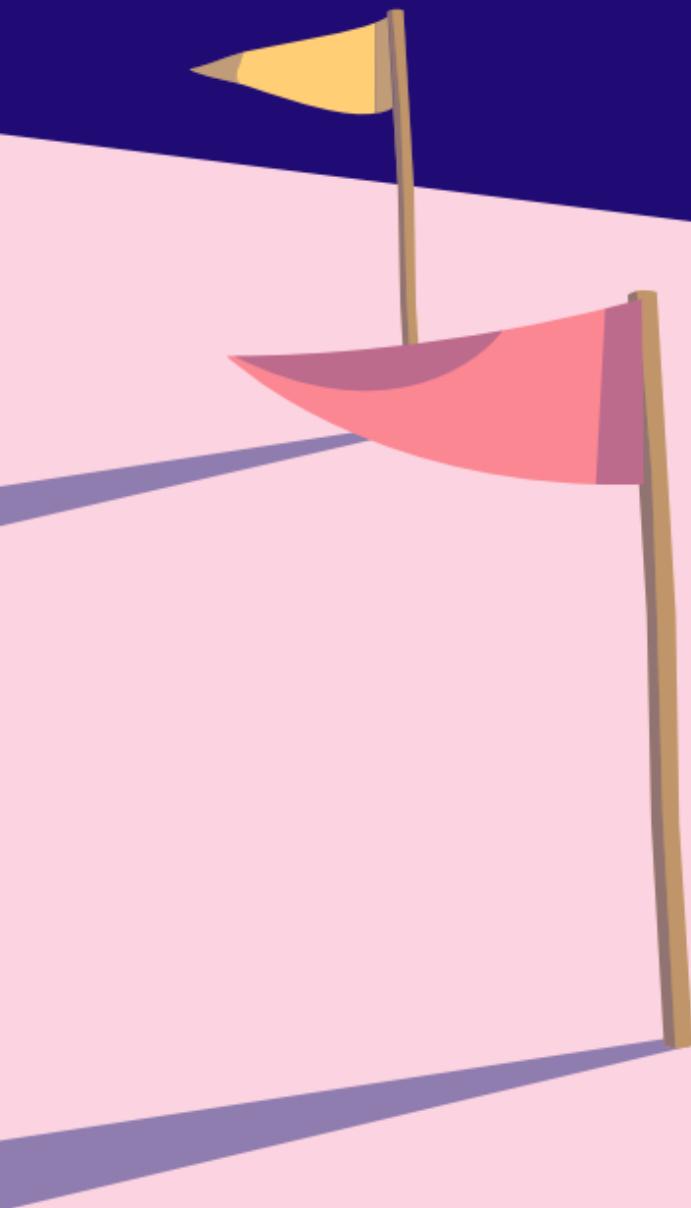
Interview location



**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?**

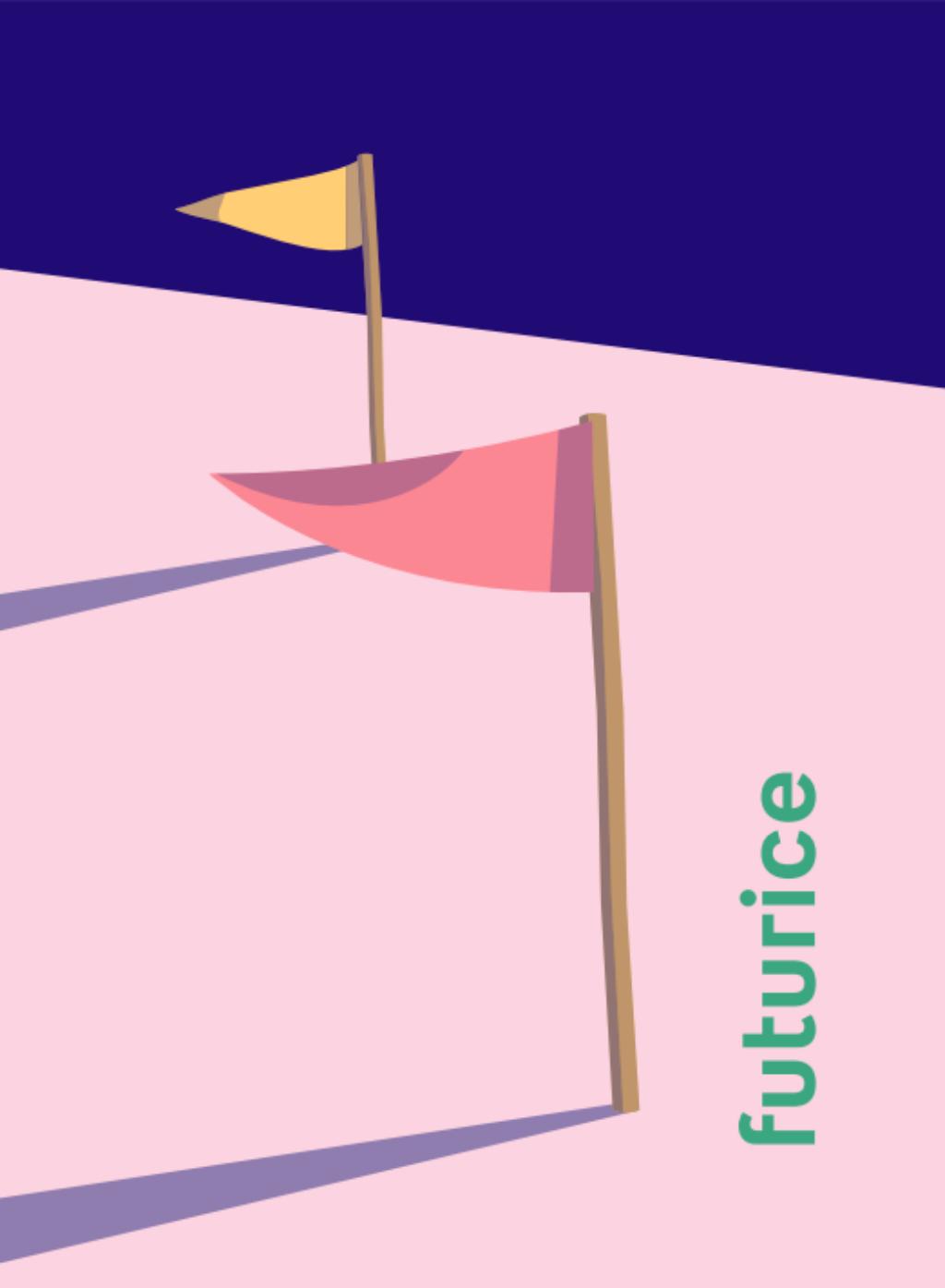


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Contact end users



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

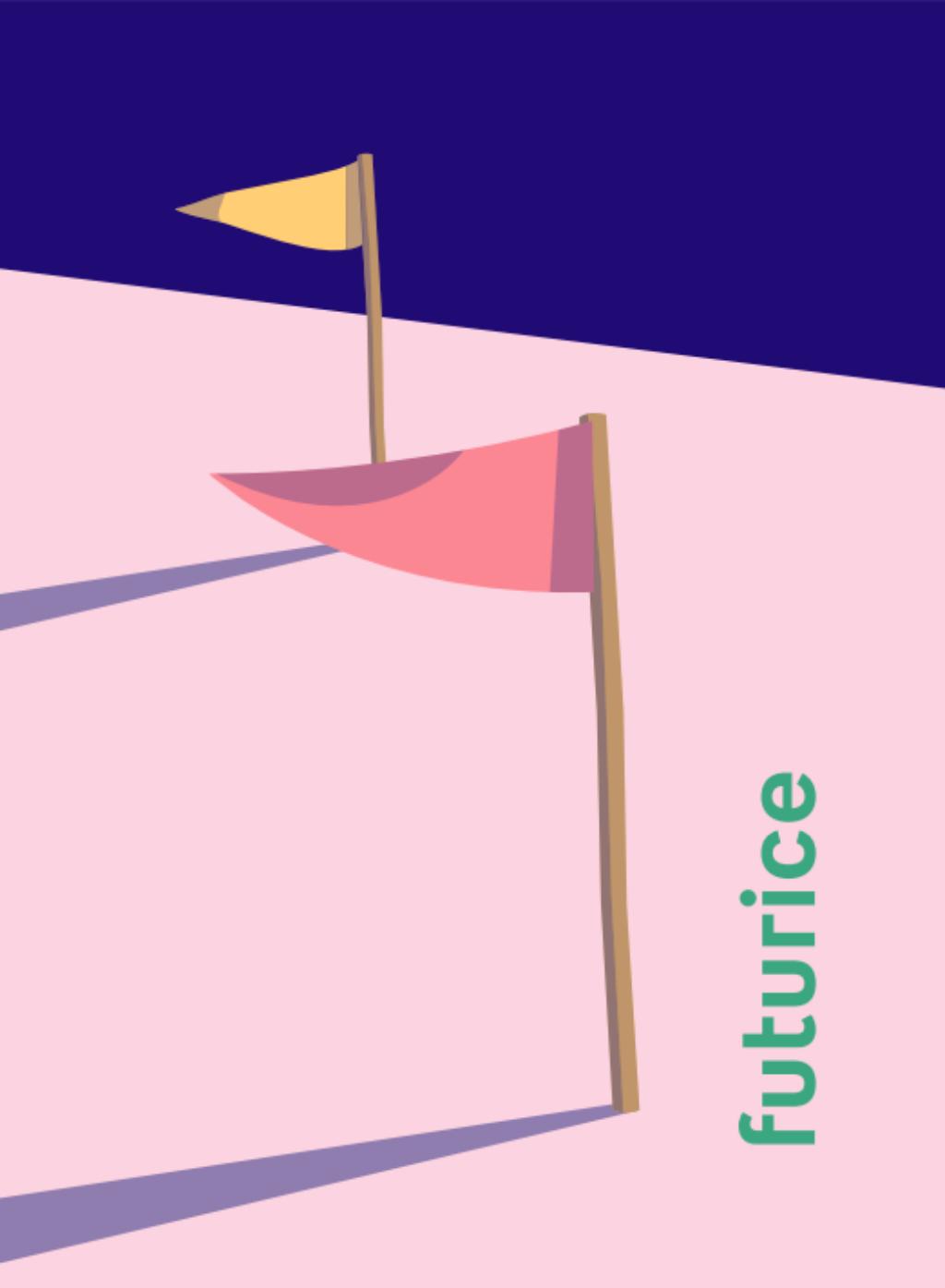


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Direct access



**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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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?**



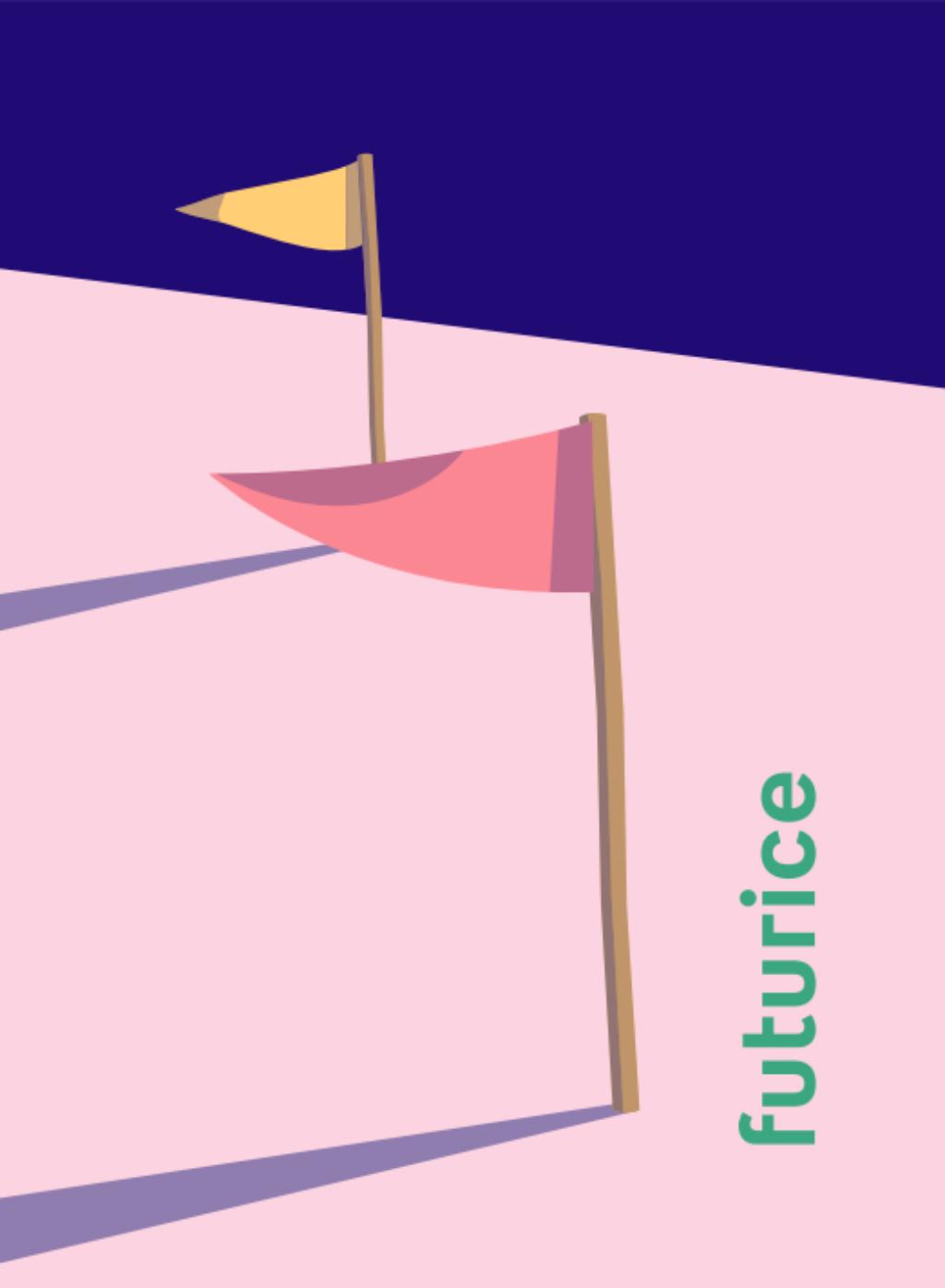
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All parts



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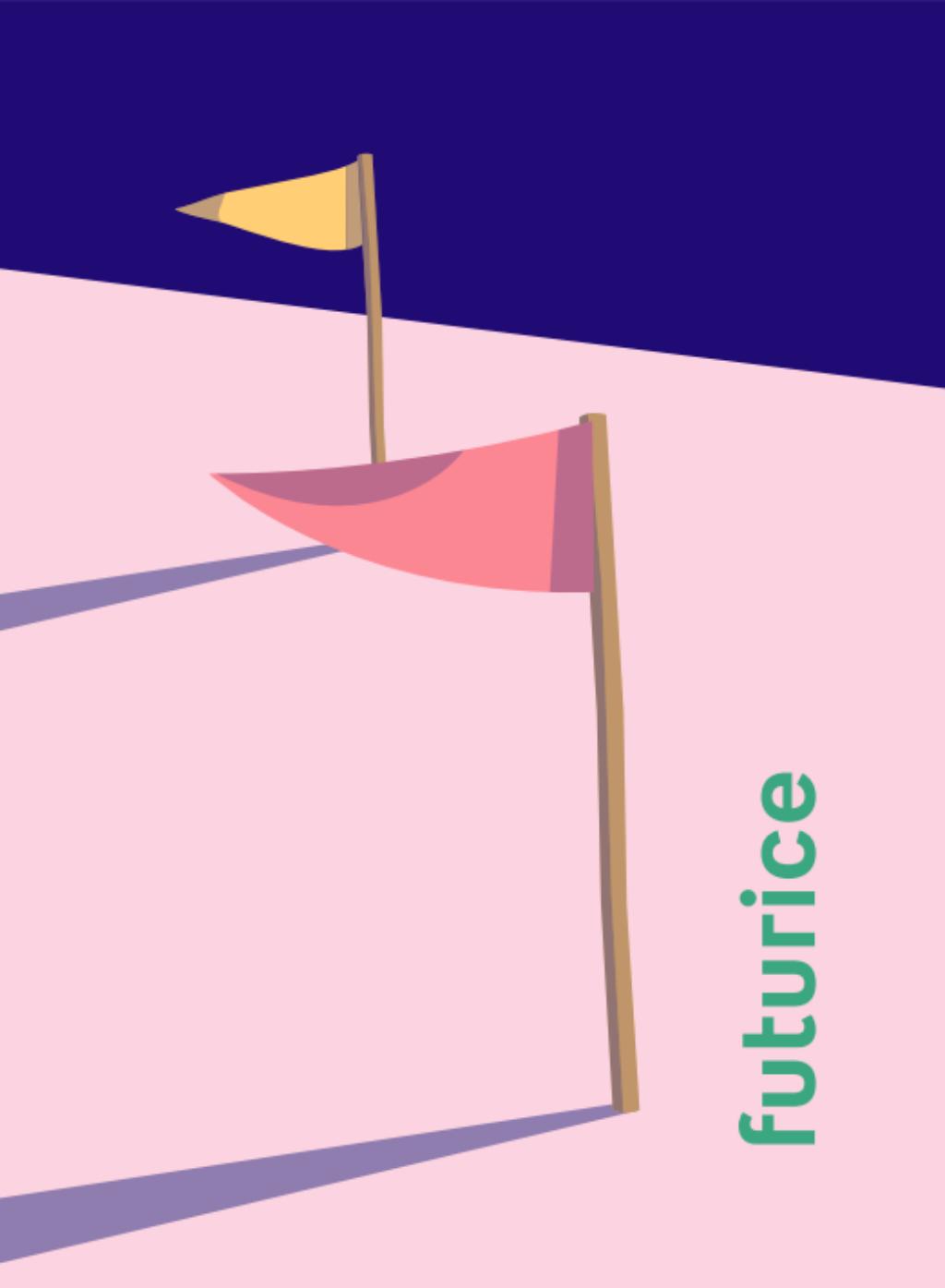
**How did we end up
with the current
concept?**



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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



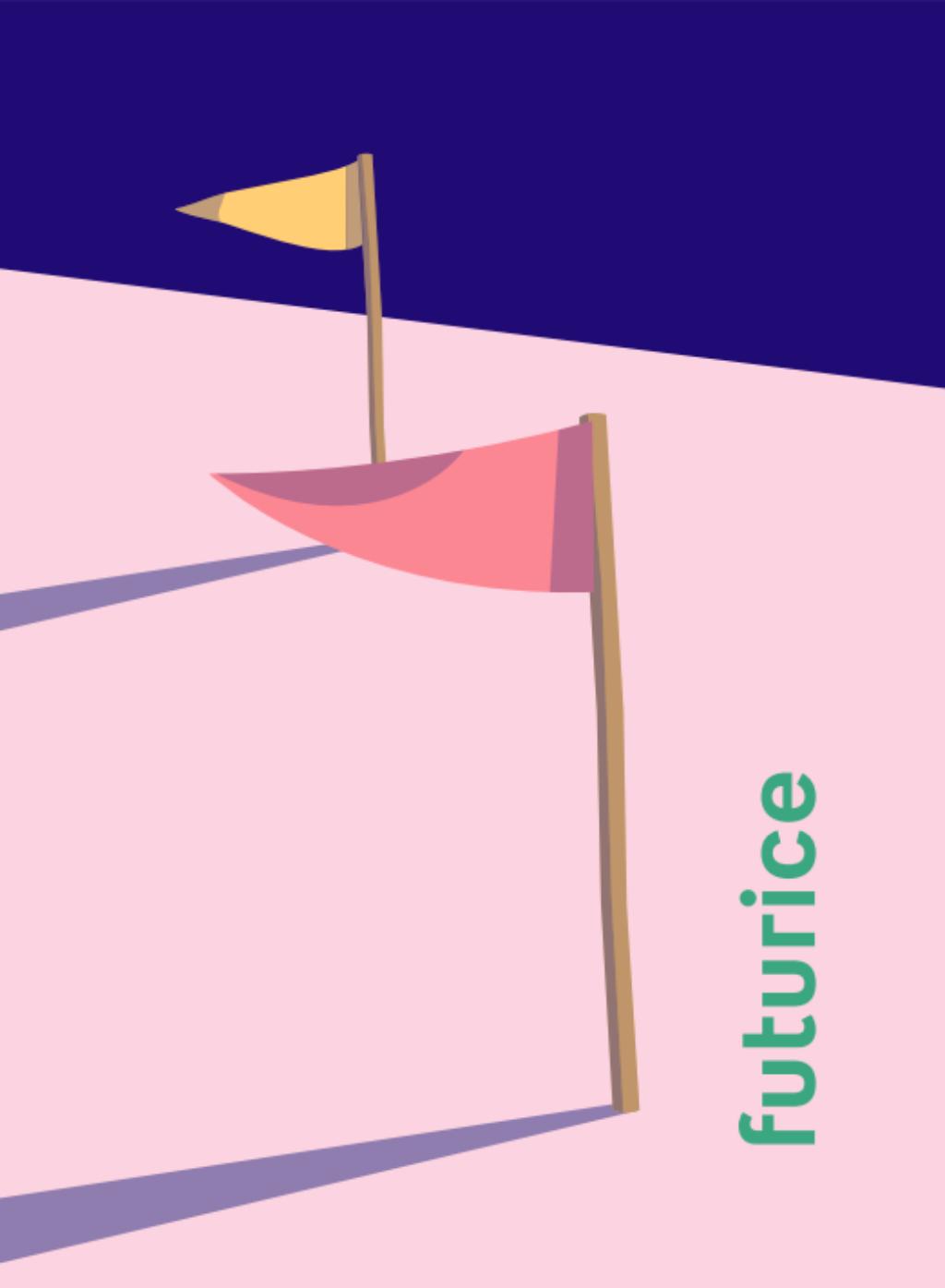
**Have we challenged
the brand
guidelines? Do we
need to?**



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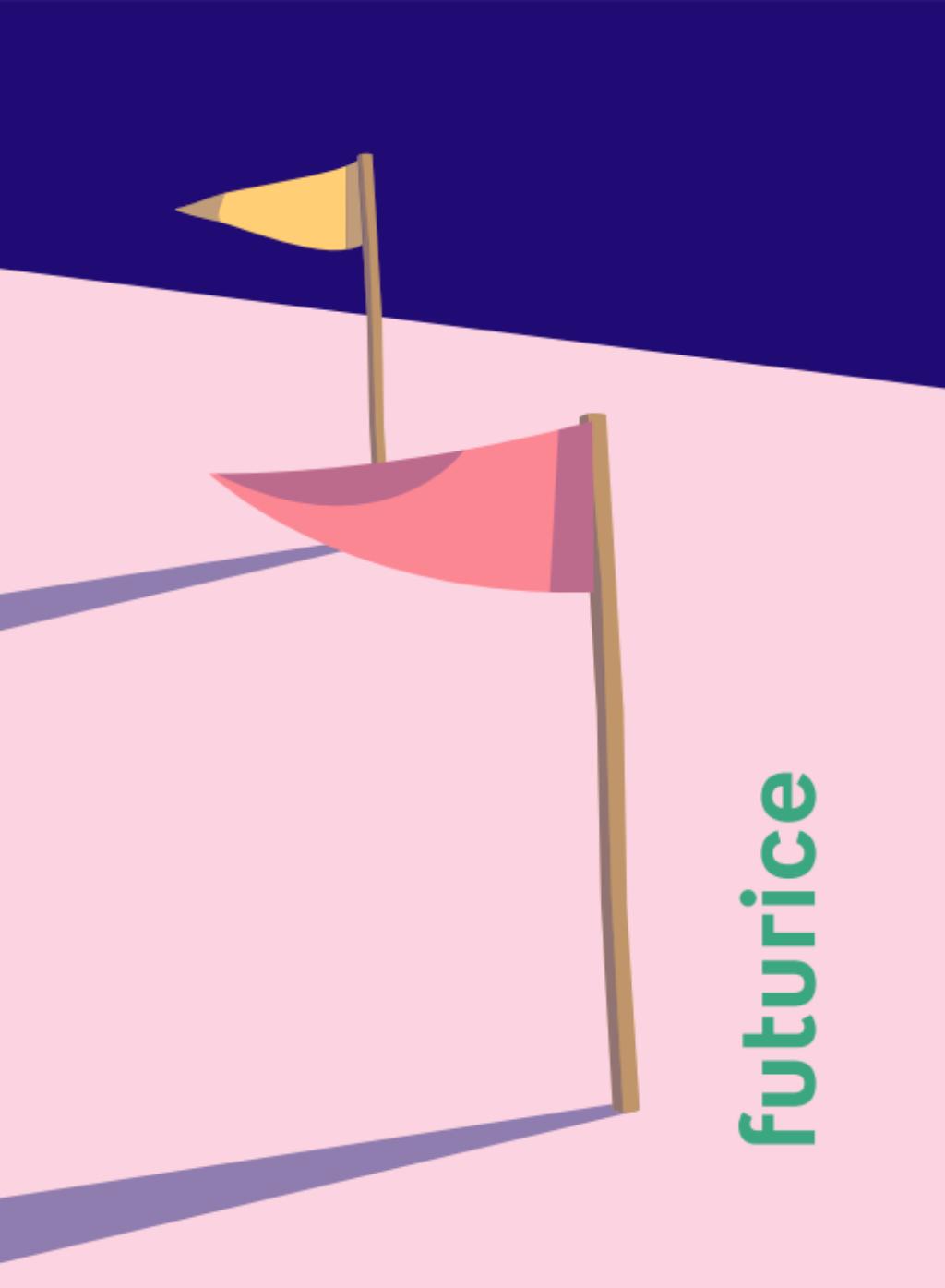
**Does the client know
which part of the
concept will be
implemented first?**



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

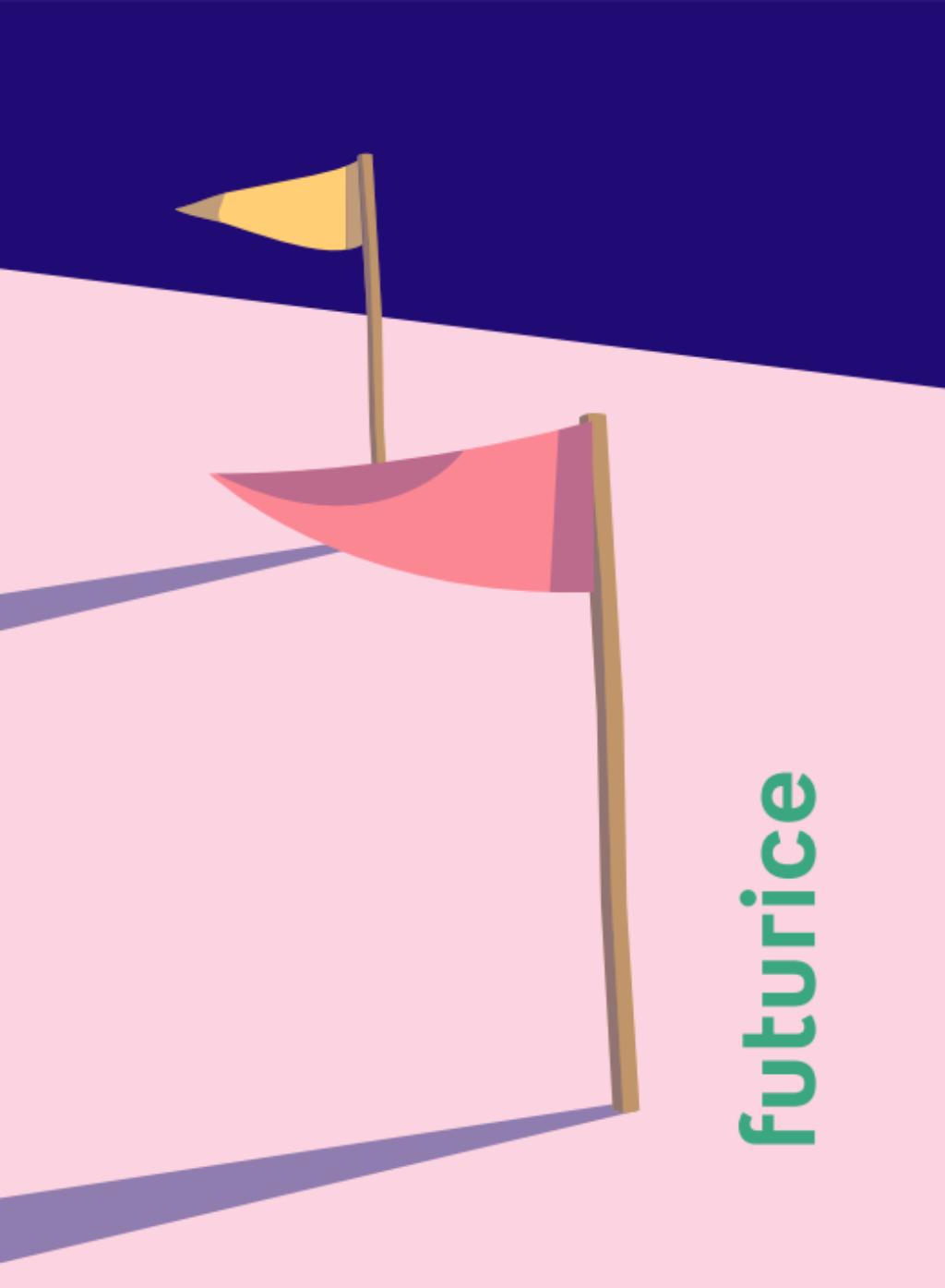


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**Are the master
design files
(Photoshop, Sketch,
etc) accessible by
the whole team?**

ie, on Google Drive etc.

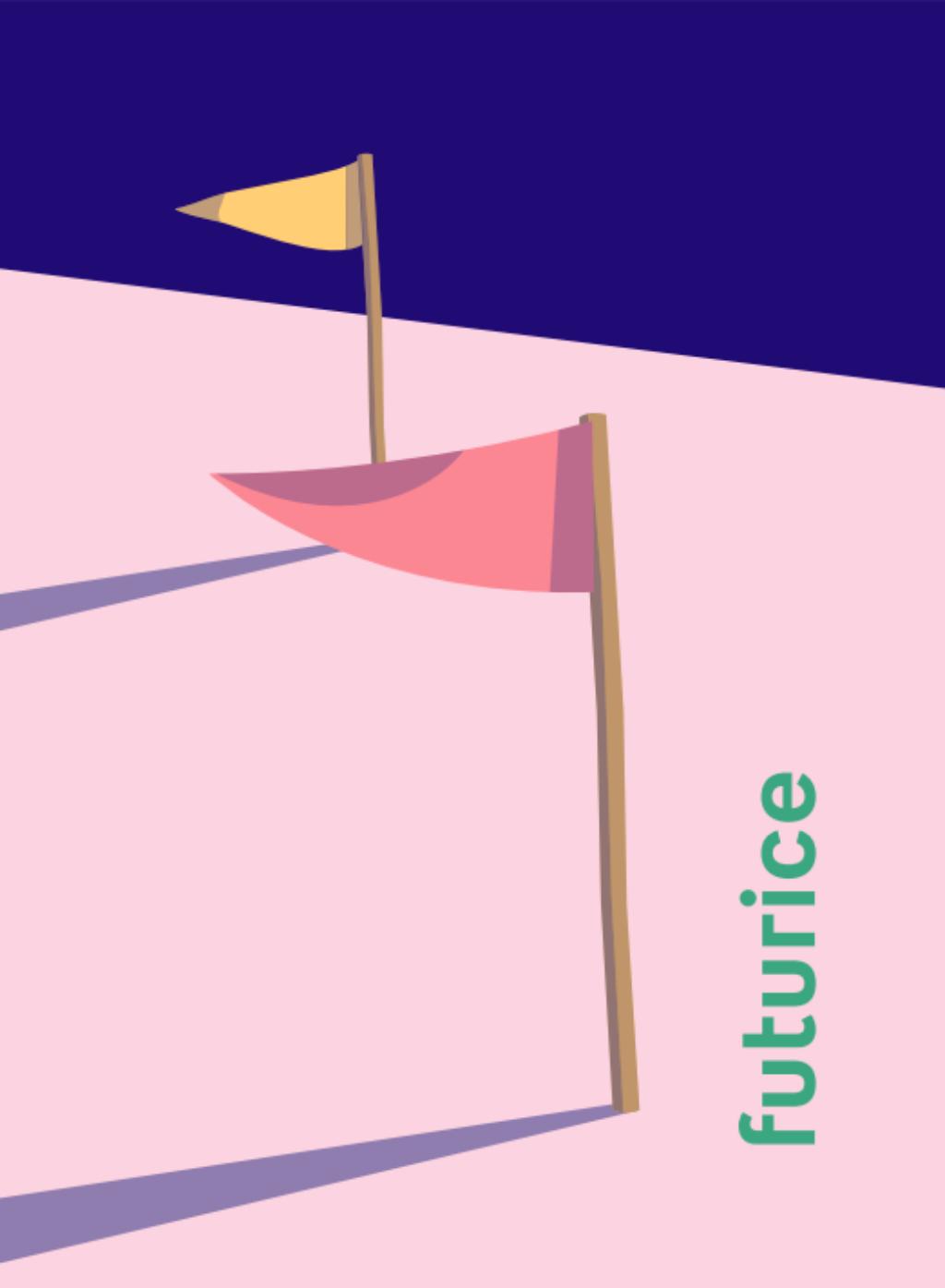


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Share assets

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

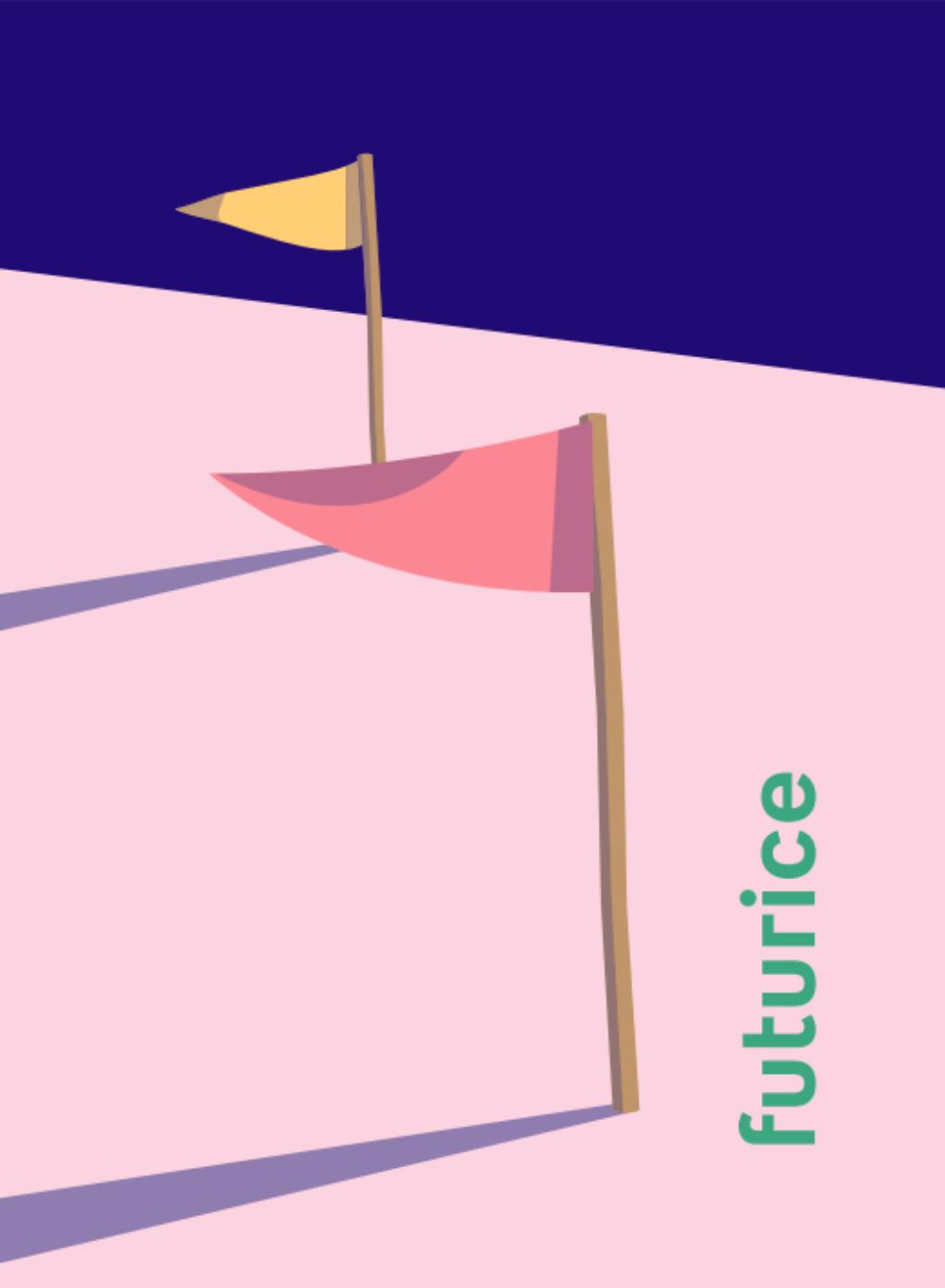


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Assets to developers



**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



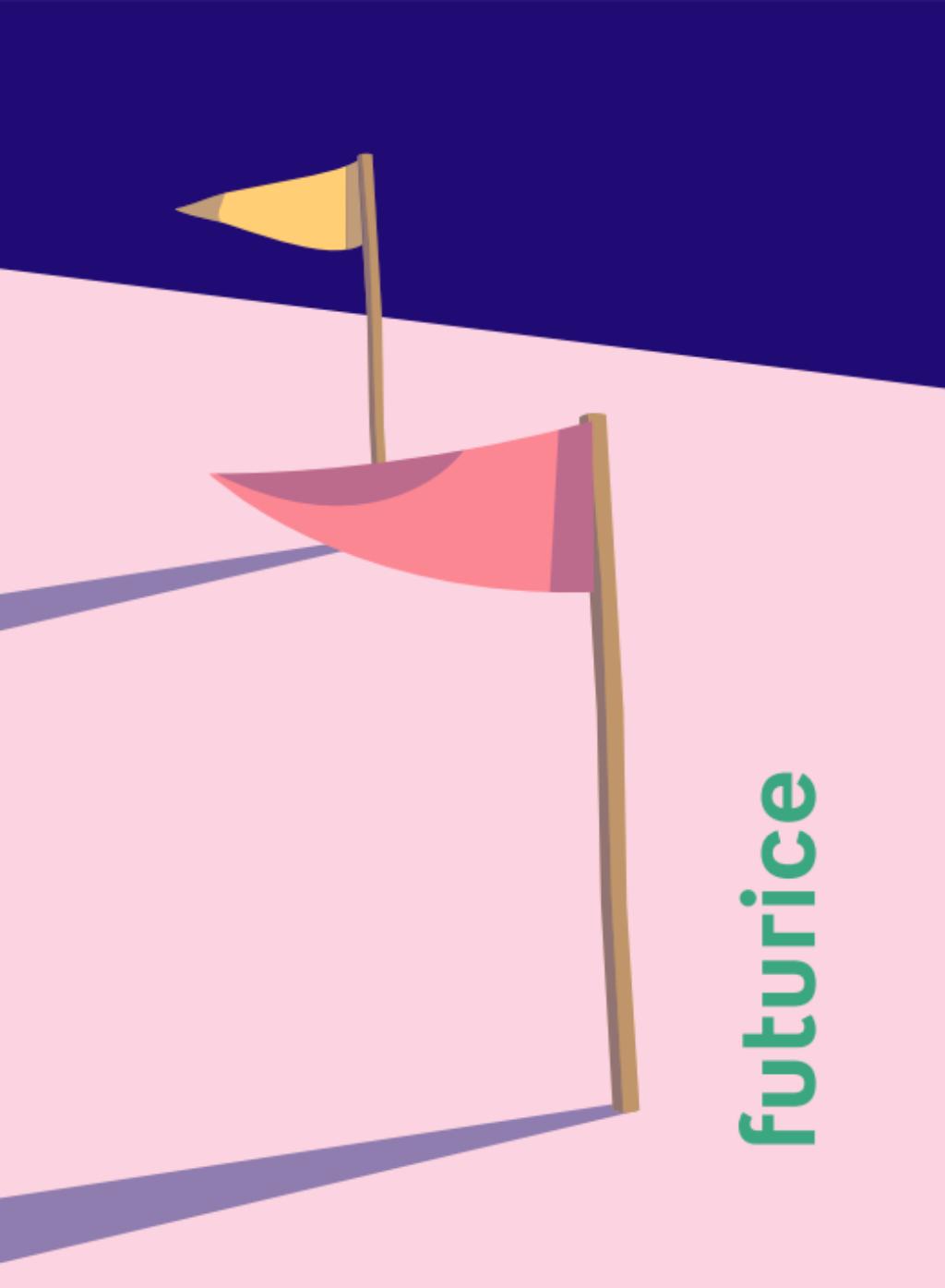
**Have all the
stakeholders
approved the
designs?**



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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.

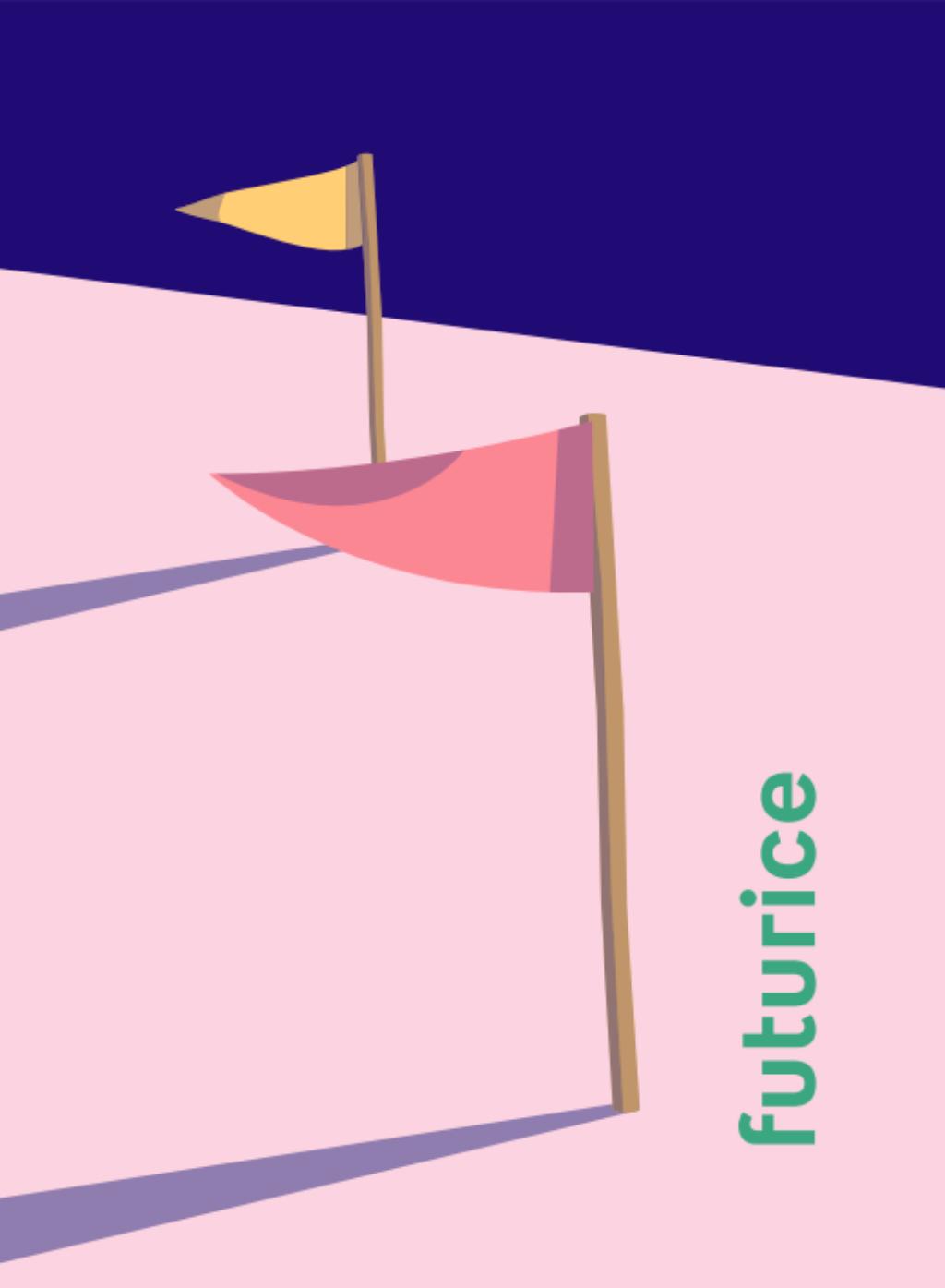


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Is there anything unknown about the release process?

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.

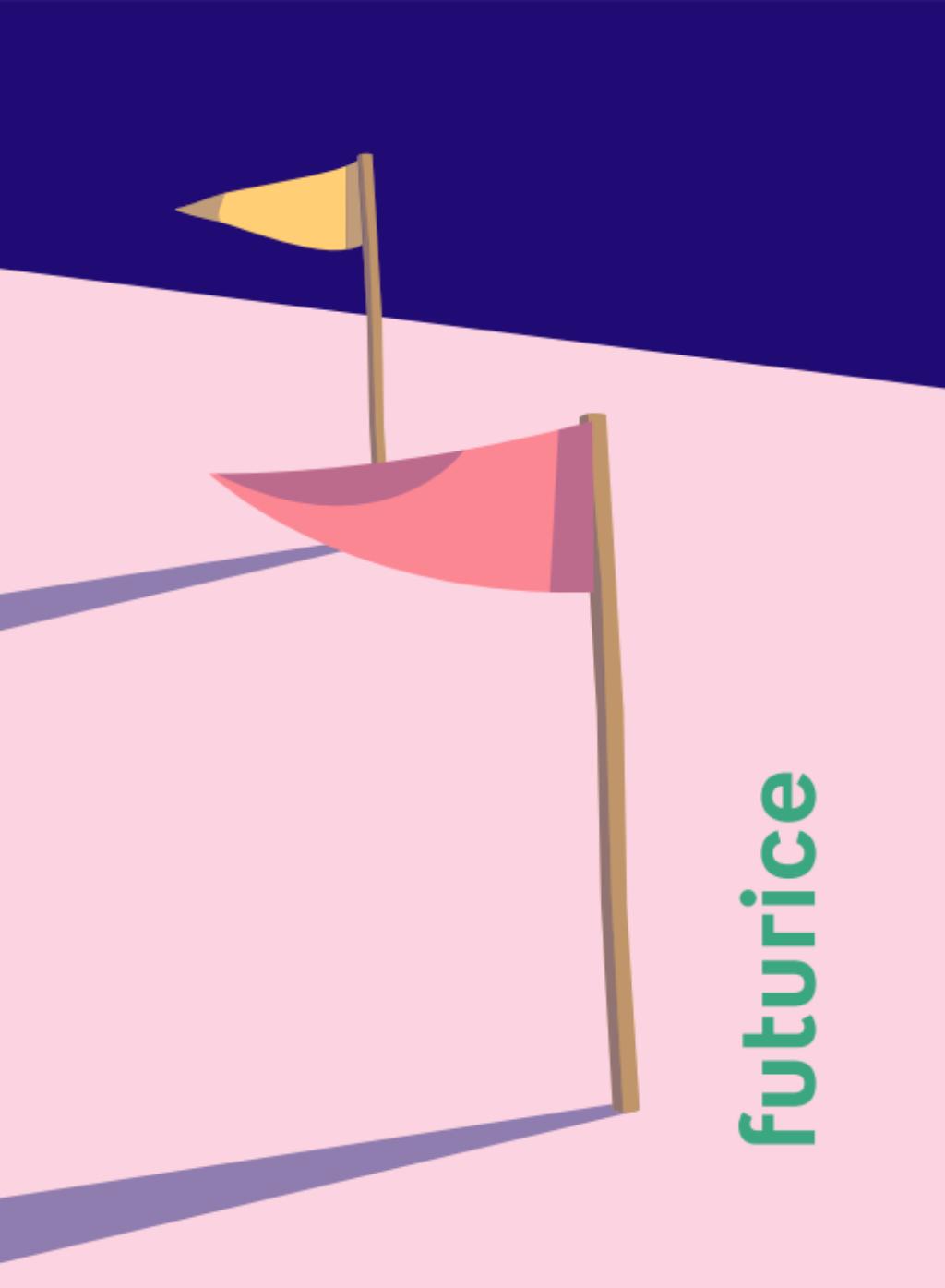


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What is the agreement about weekend work?

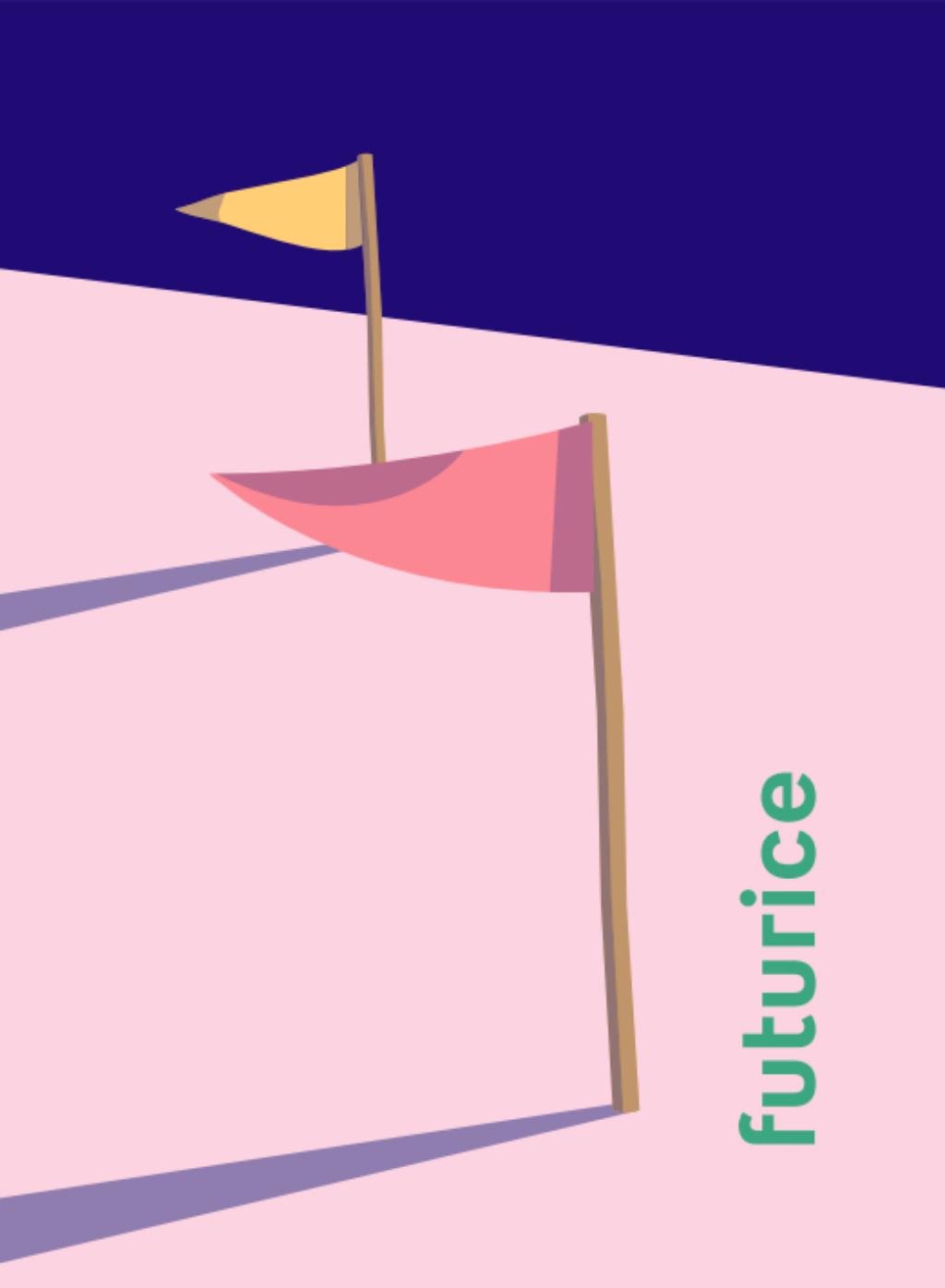
Who decides, how to avoid undue peer pressure, any extra compensation?



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

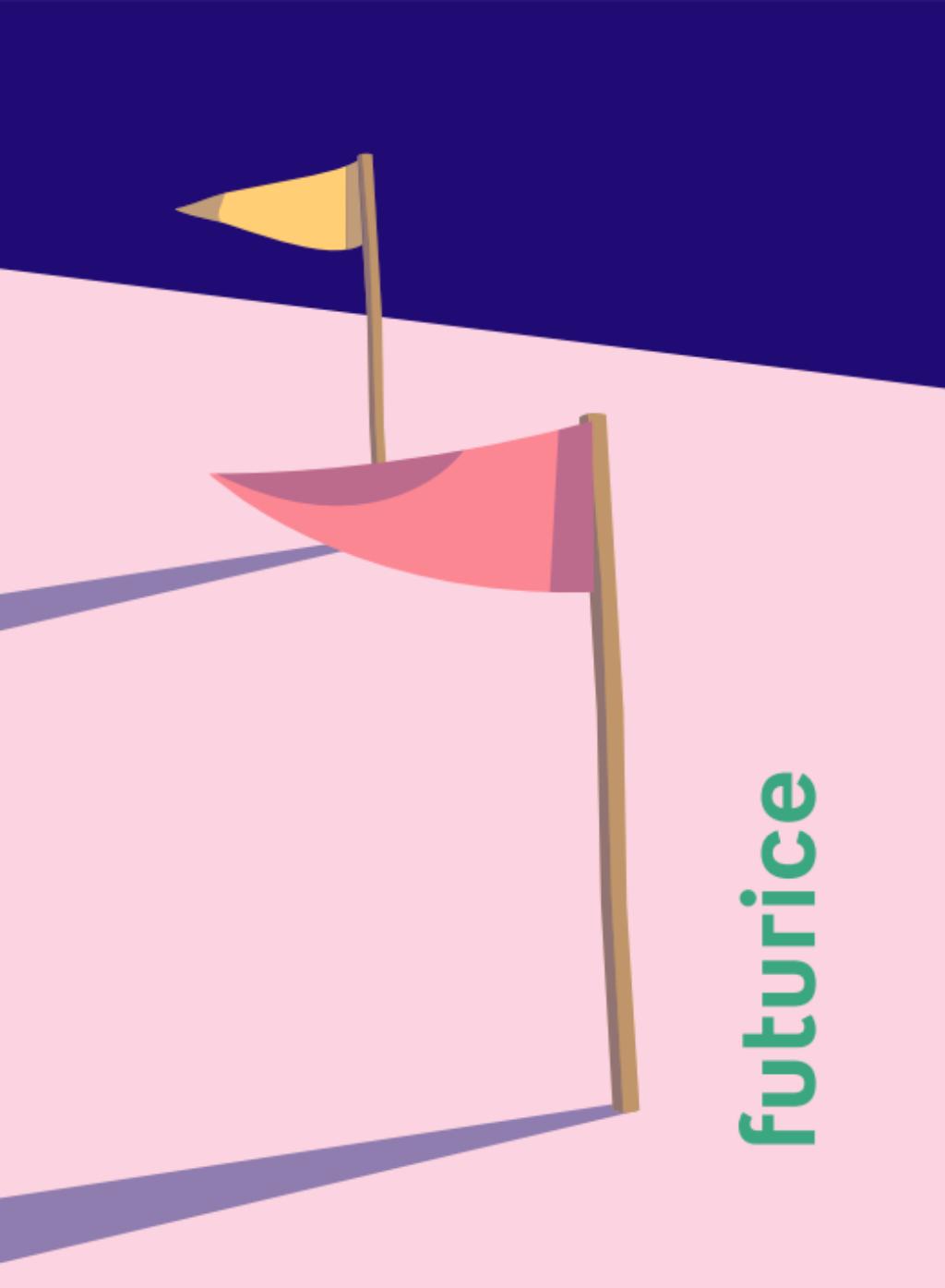


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Sensitive data



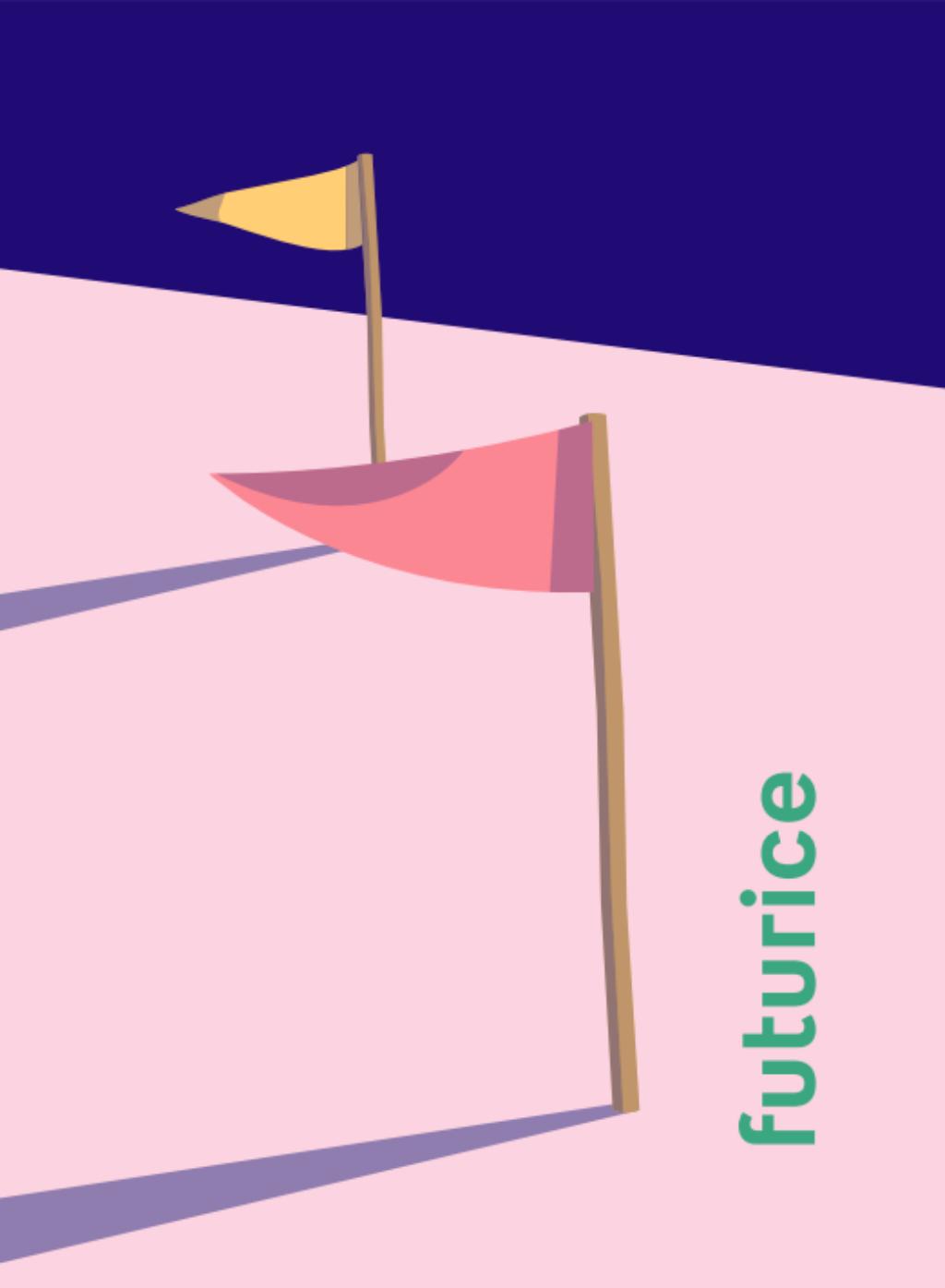
**Does the project
include any sensitive
personal data?**



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



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

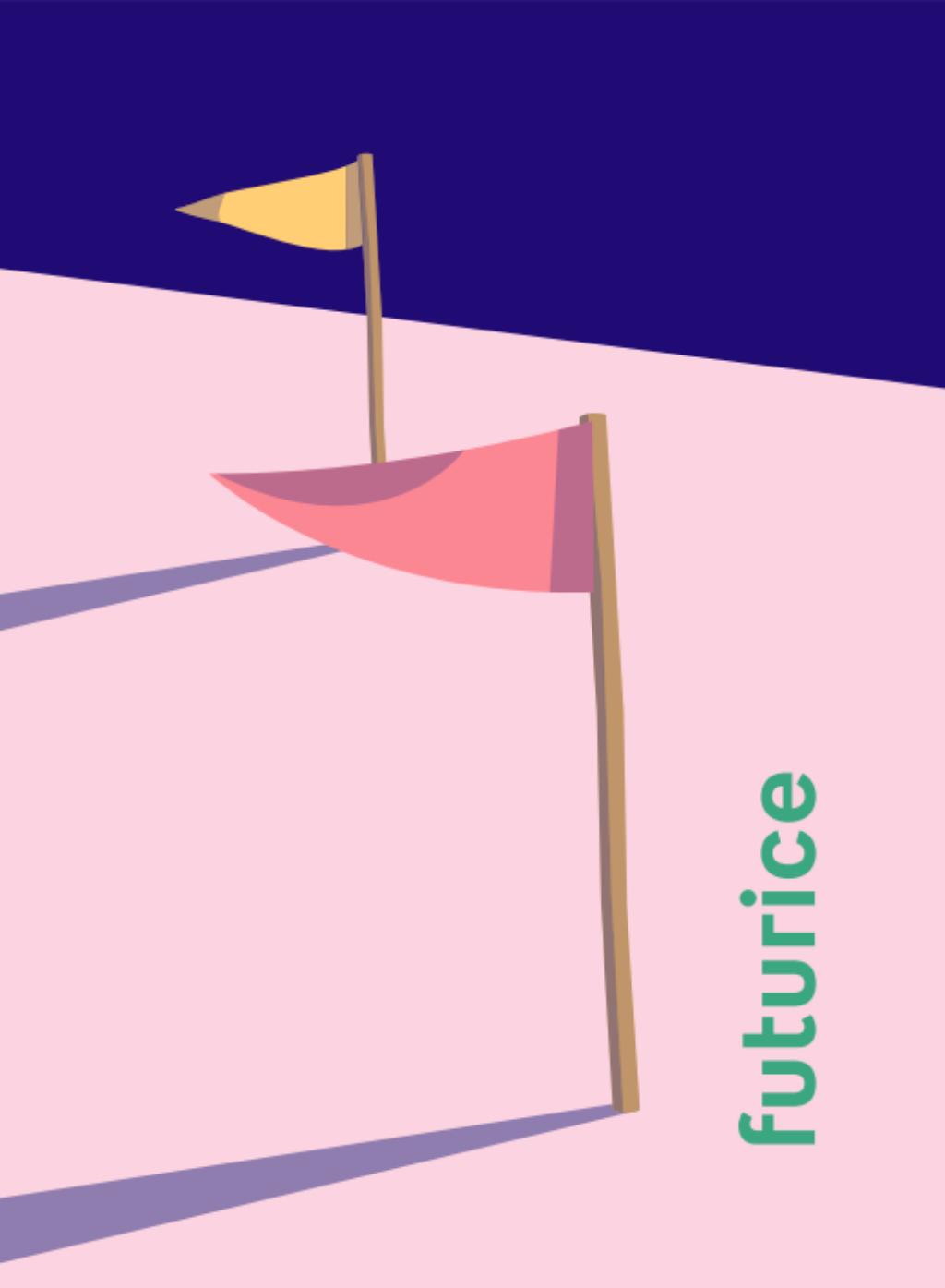


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**Is there any
limitations when it
comes to choosing
libraries,
frameworks etc.?**

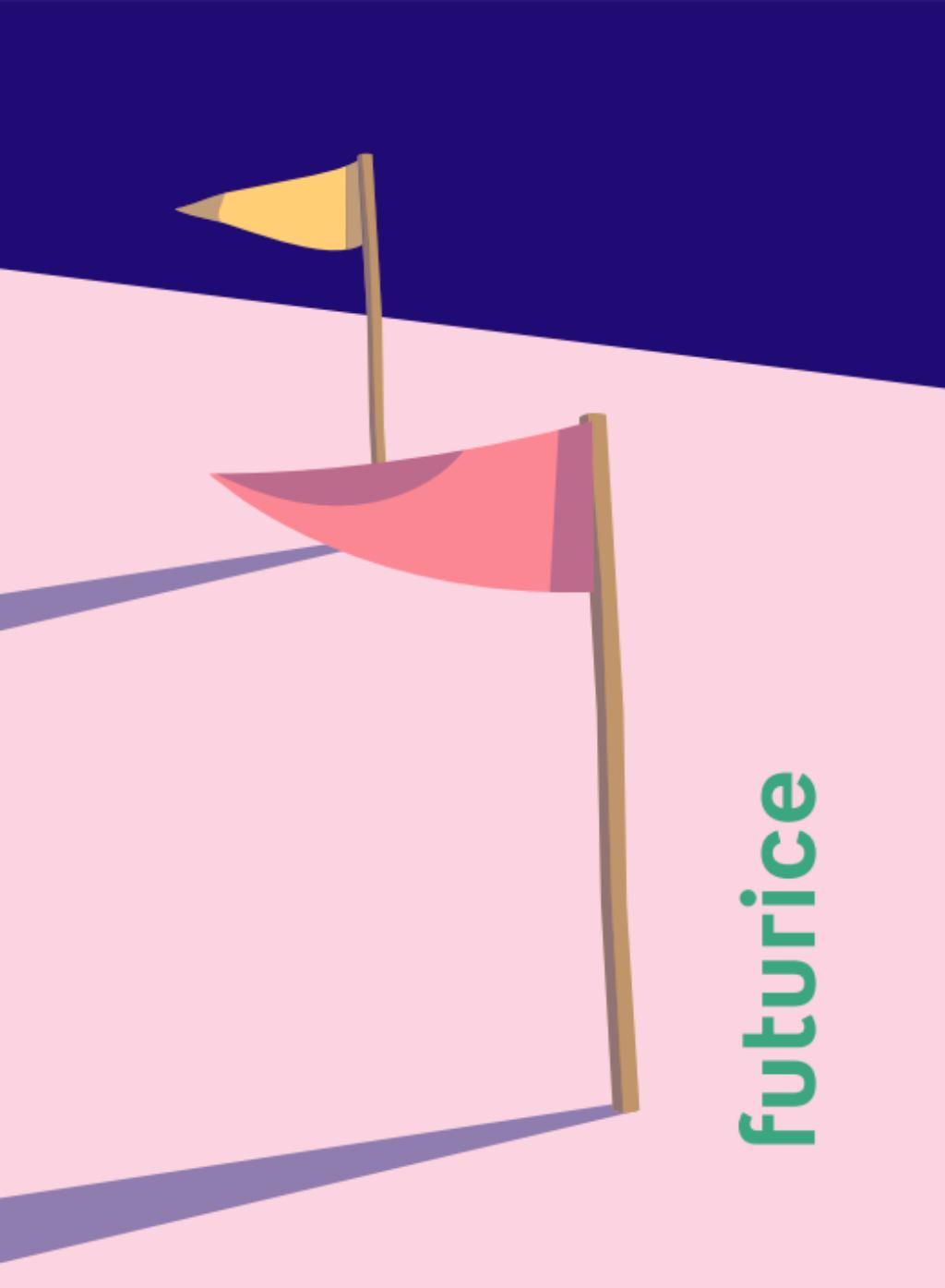
Some organisations have limitations in the form of a blacklist (or white-list) for 3rd party libraries.



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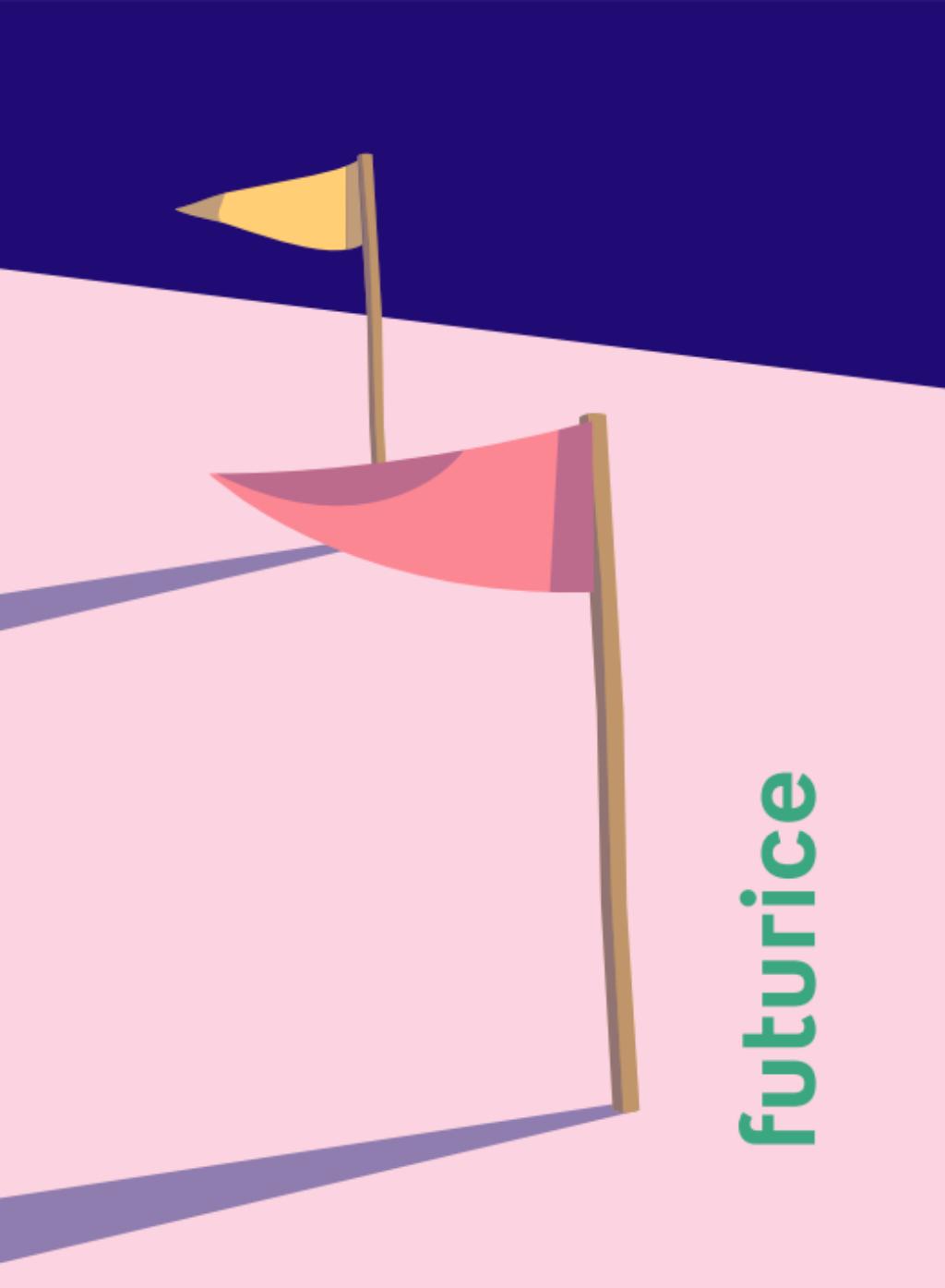
Who own the Intellectual property rights?



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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?

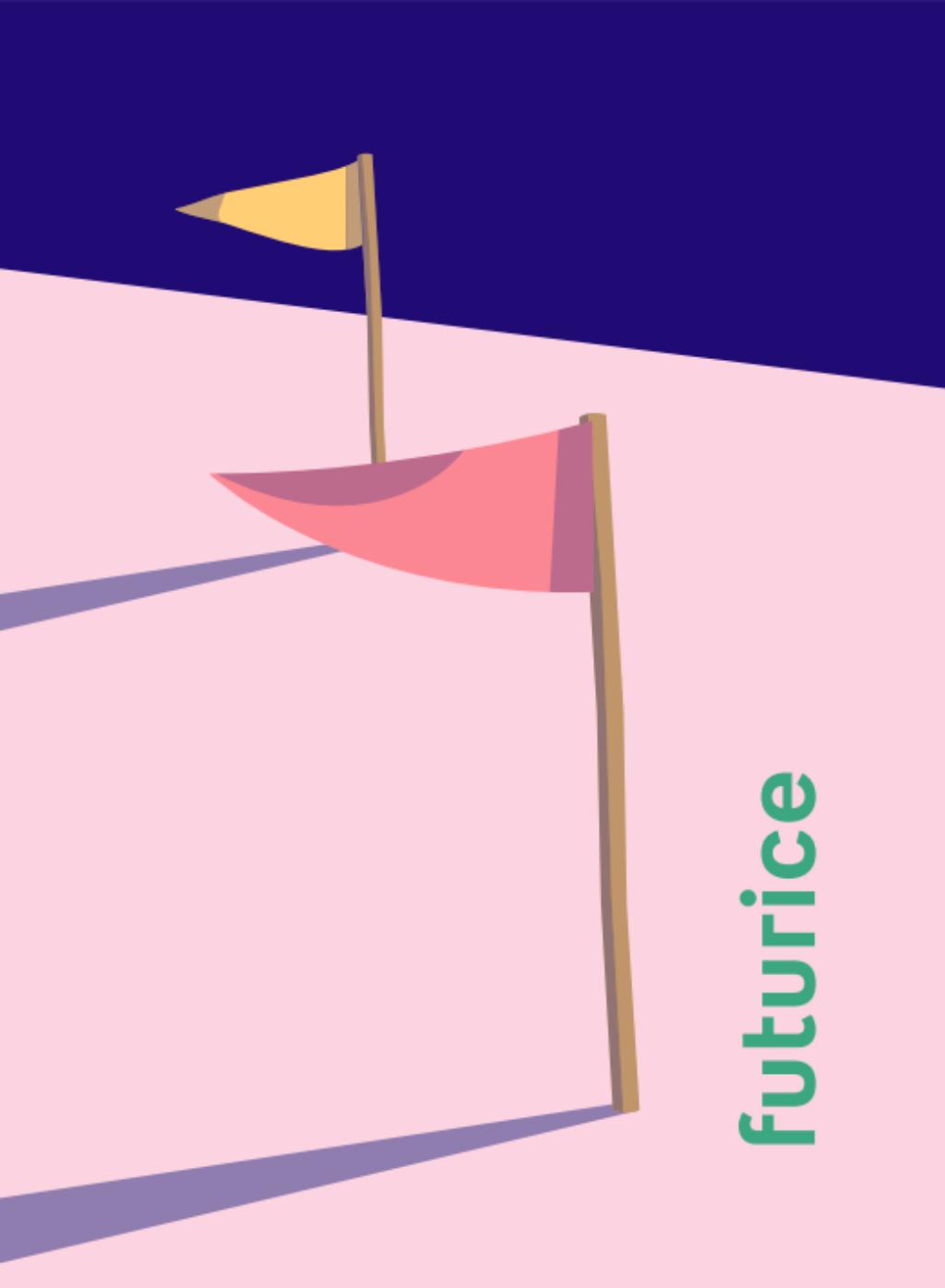


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Backlog

**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?**

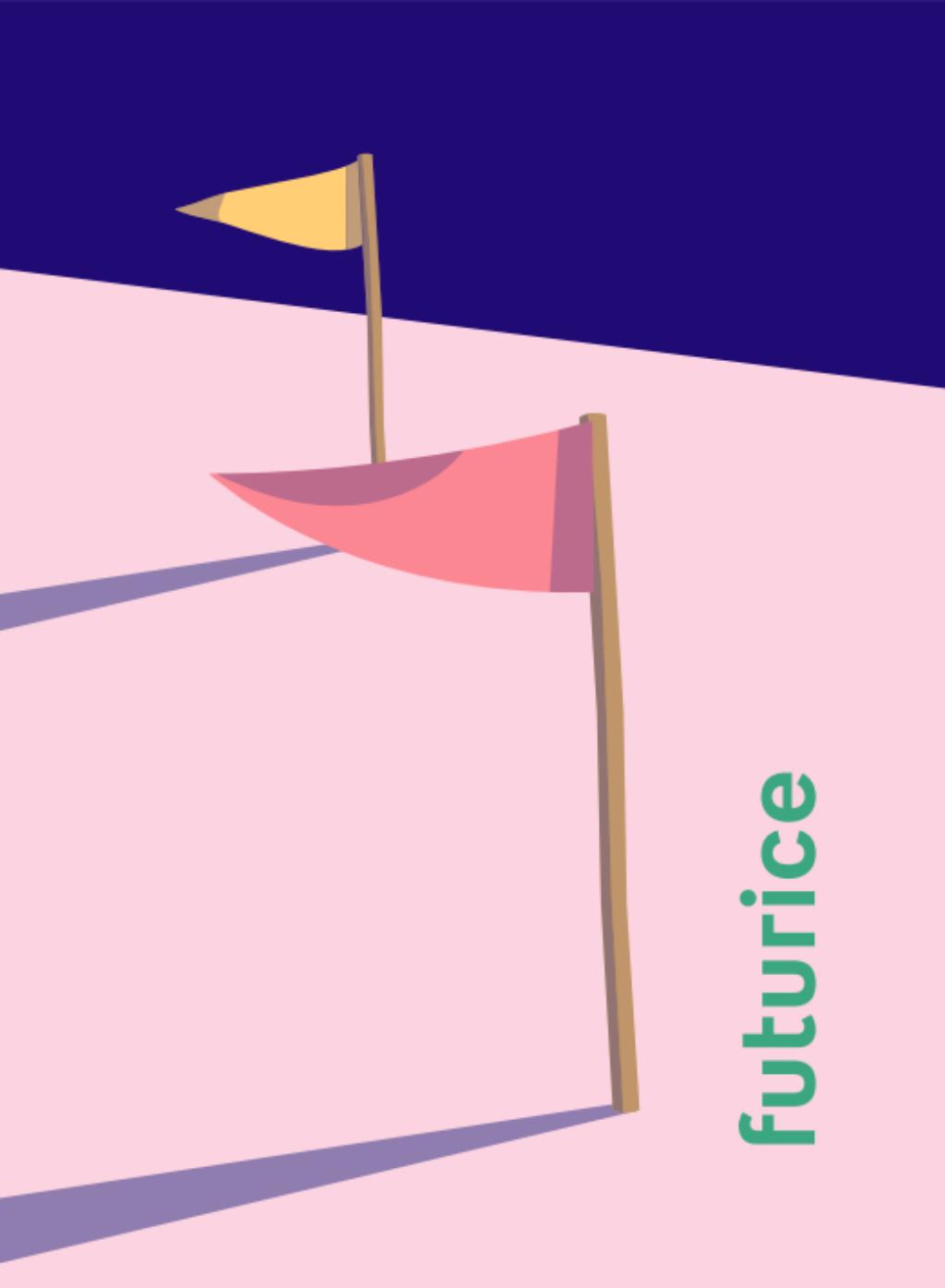


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Time left



**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



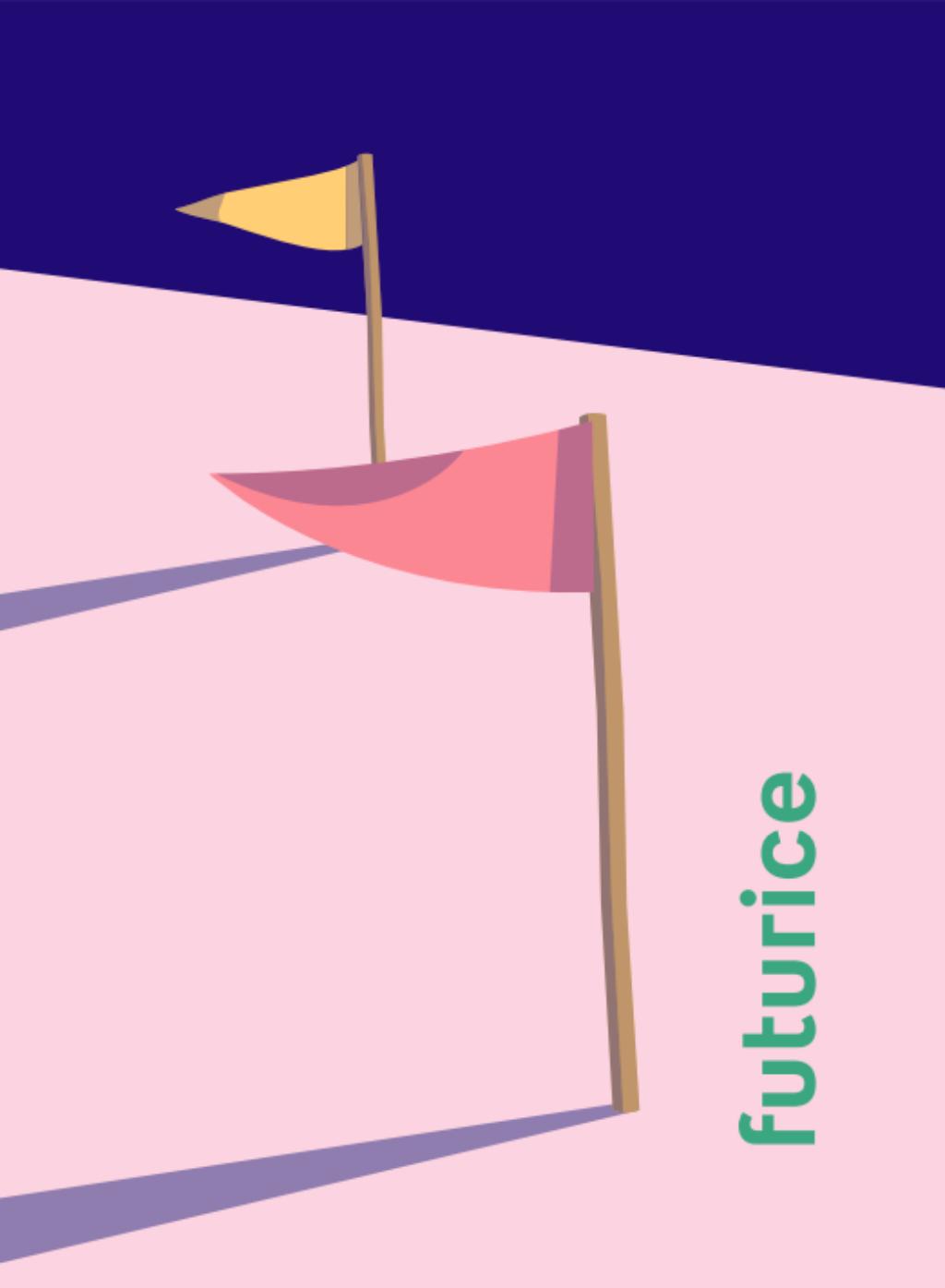
**What in the team set
up would you most
like to change?**



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What technological aspect would you most like to change?



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Assumptions



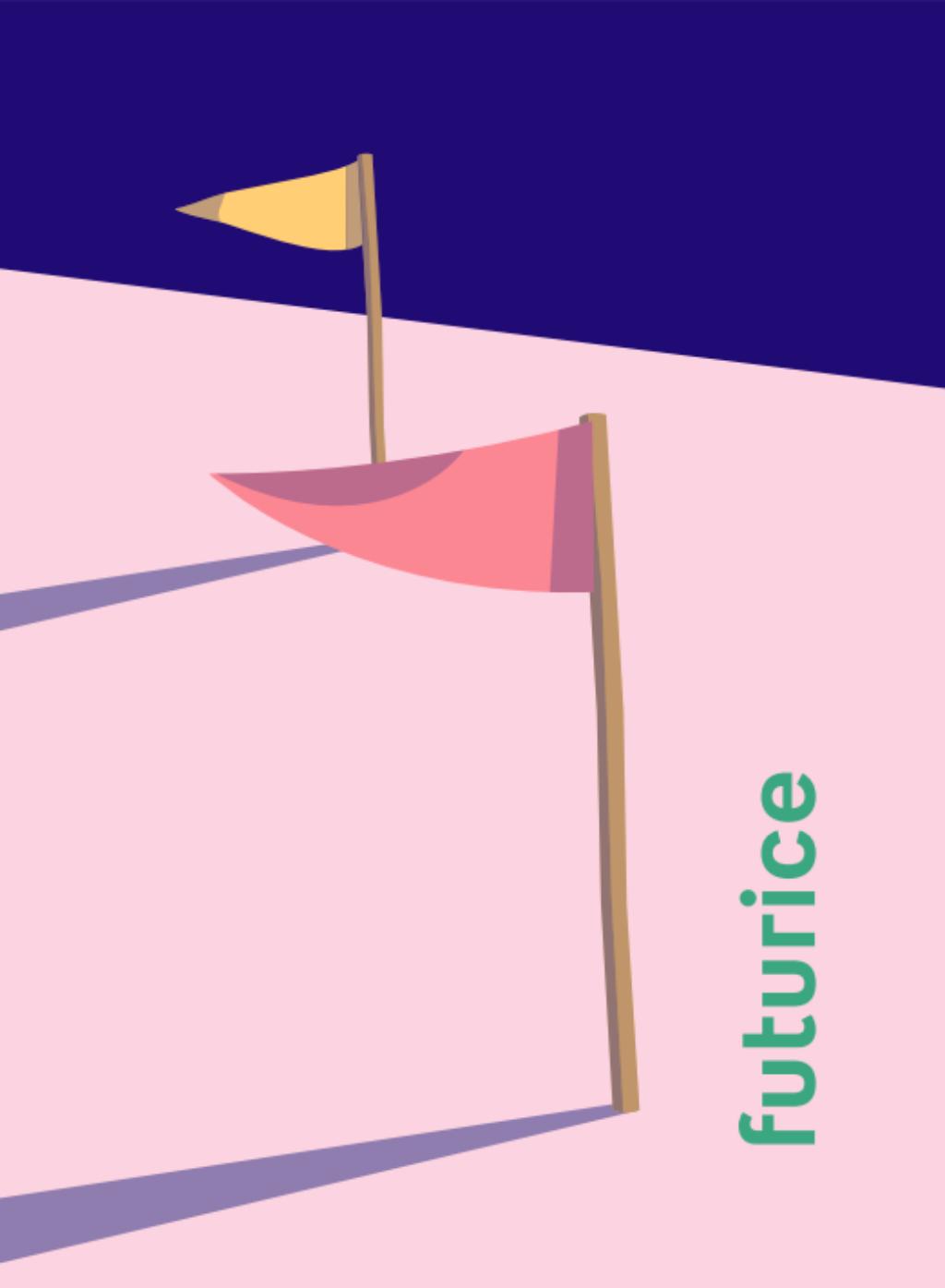
Are there any assumptions you made in the beginning which did not hold and what is the impact?



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

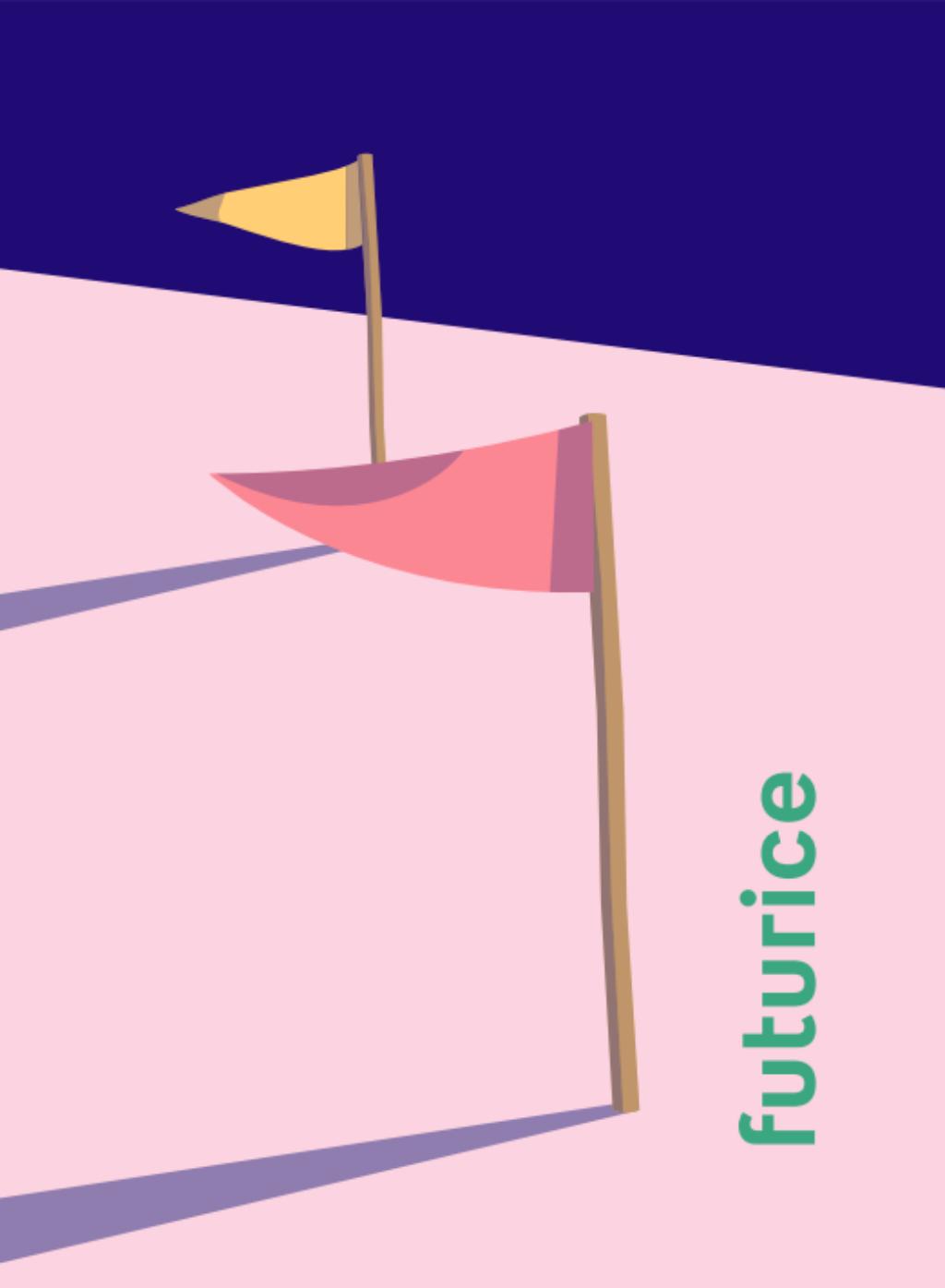


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Other costs

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



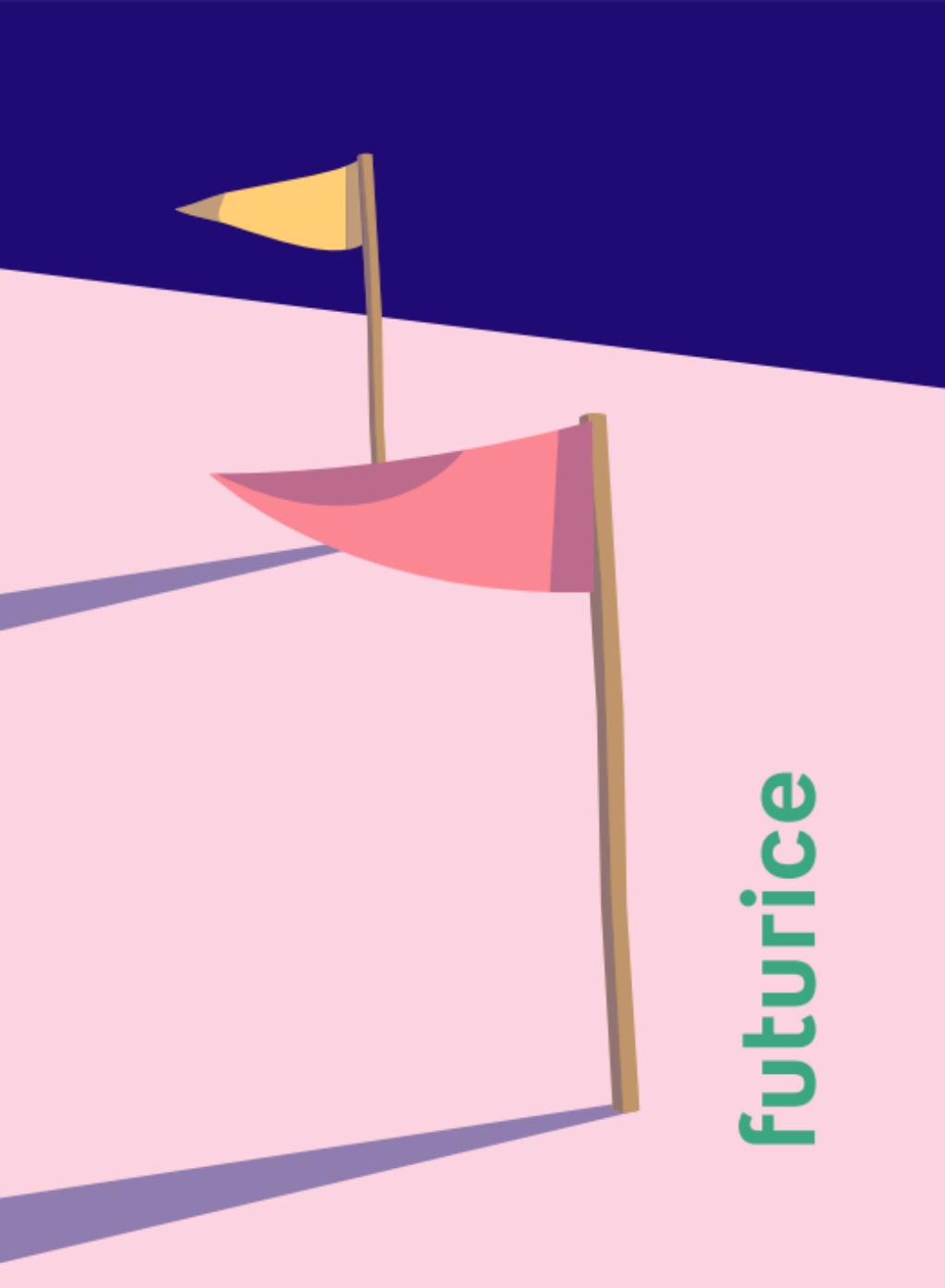
**If we knew at the
start what we know
now, what would we
have done
differently?**



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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.

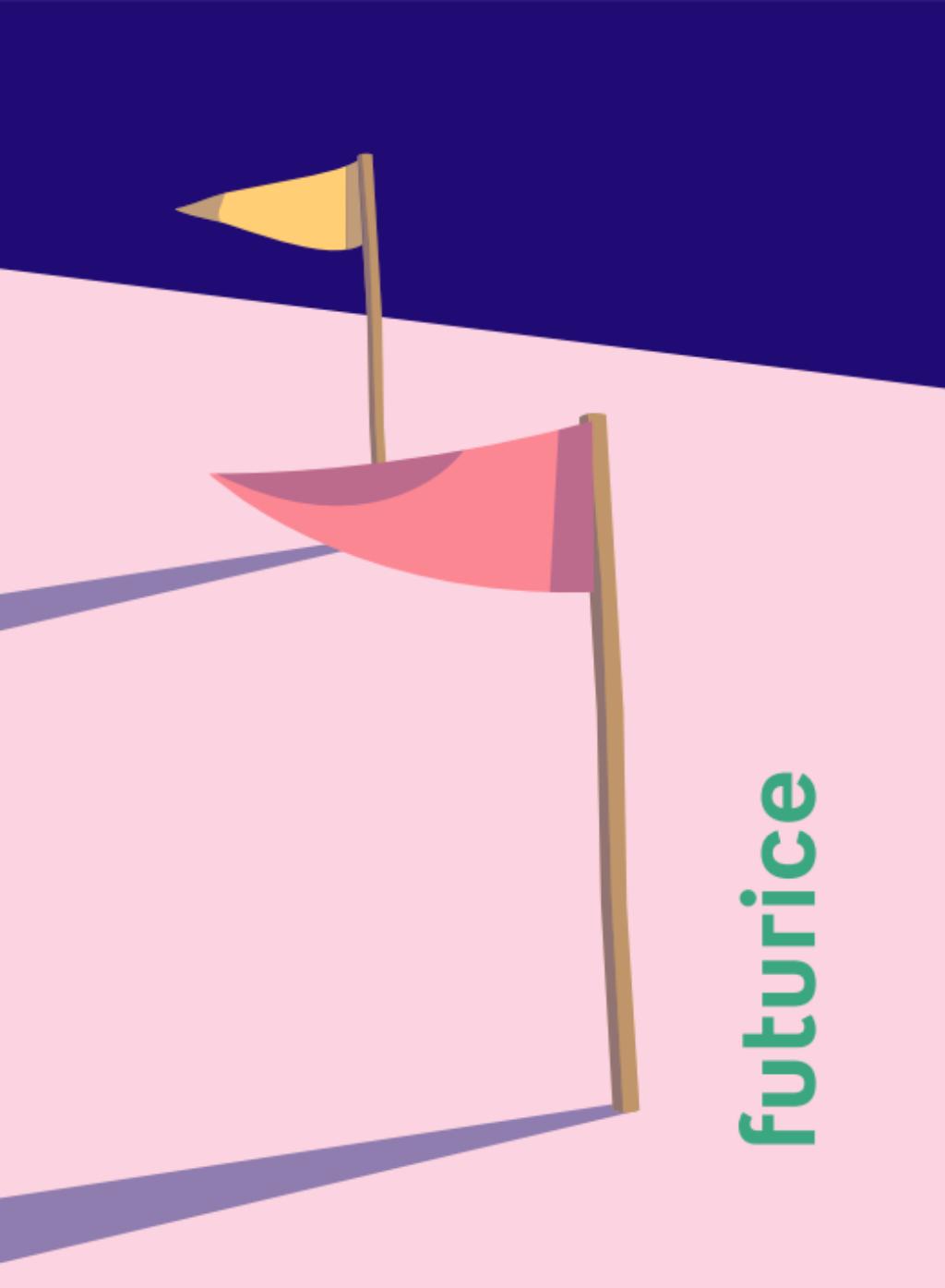


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Credentials

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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PM budget



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, ...

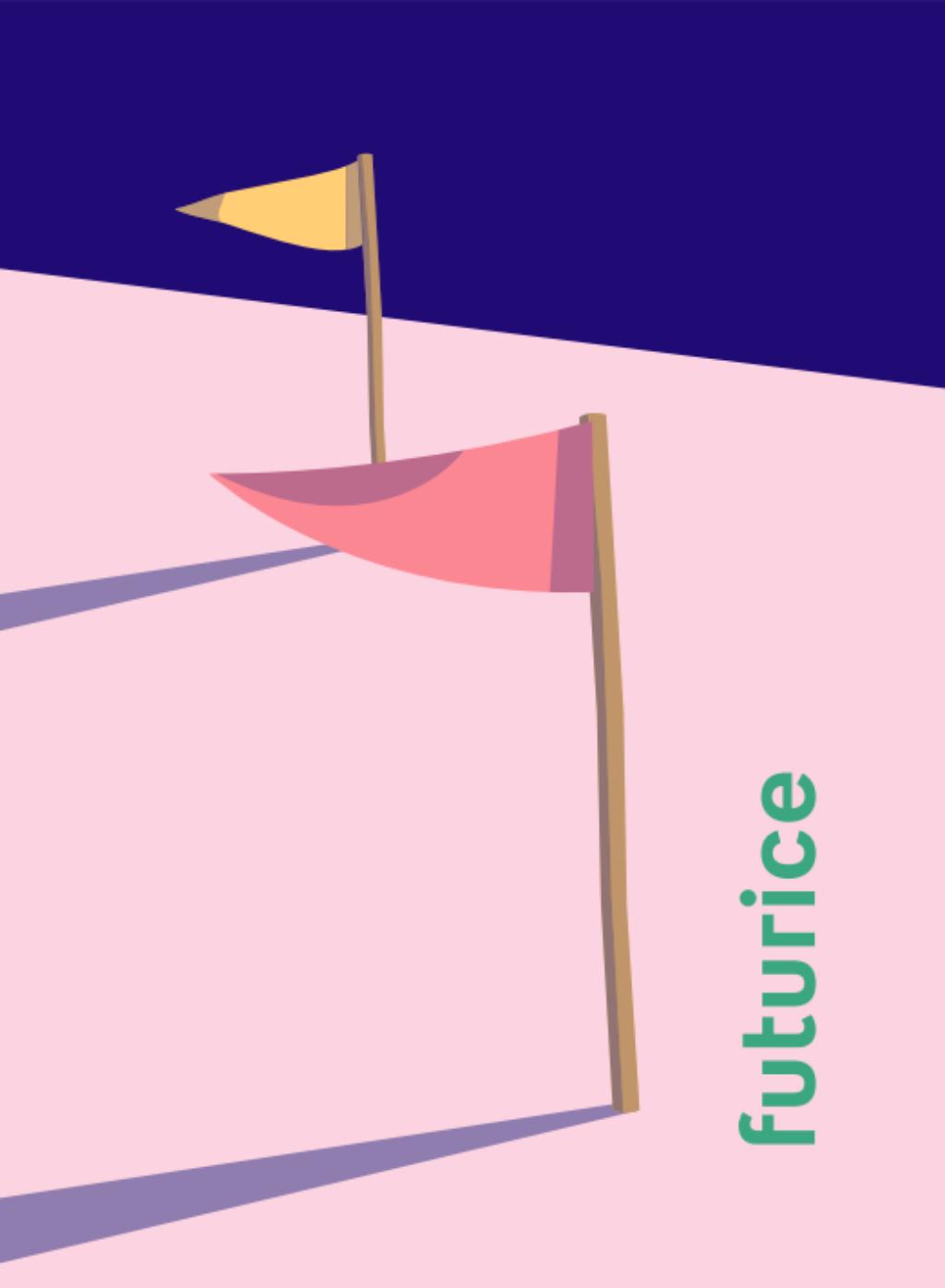


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QA roles

**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?

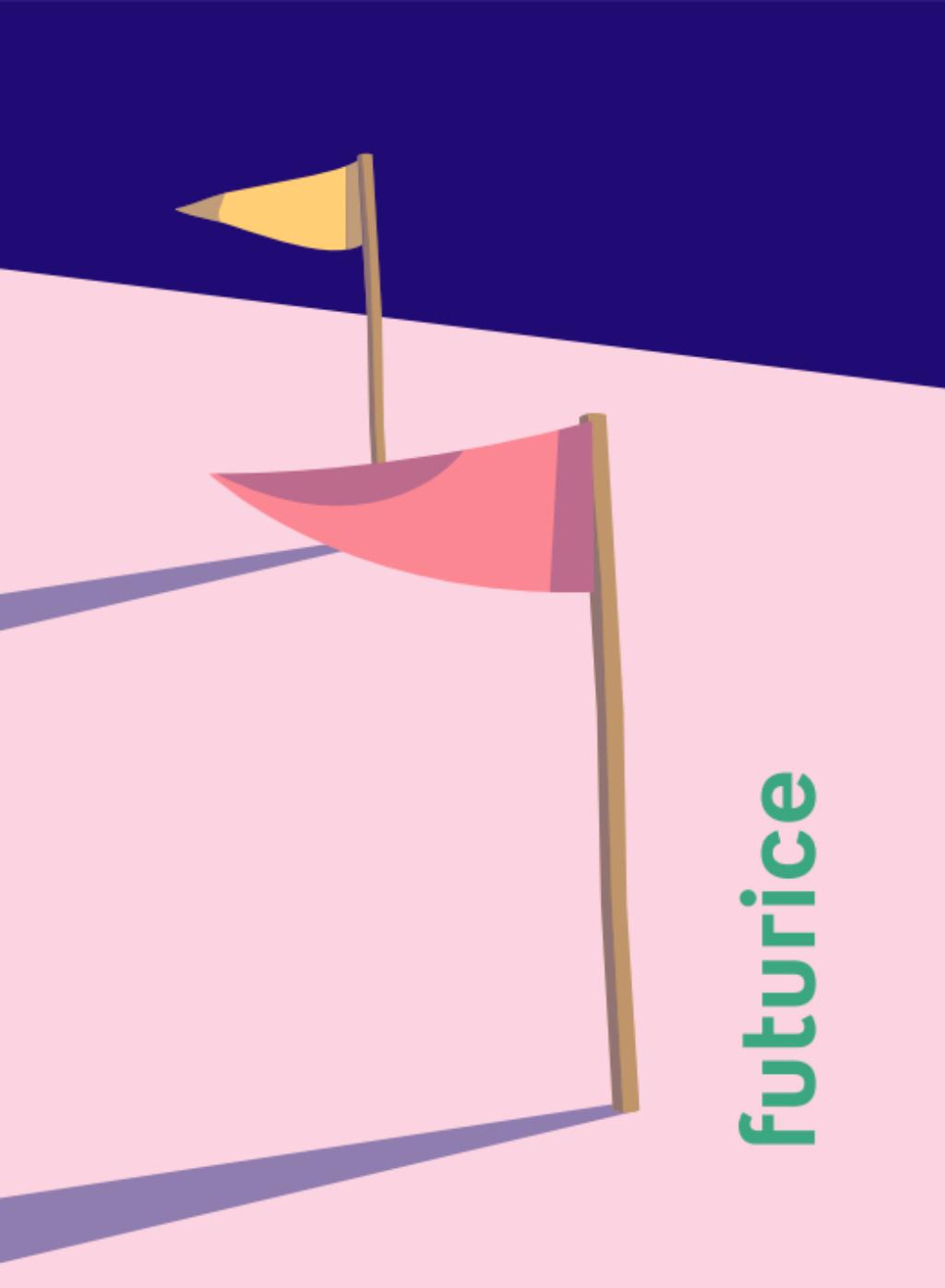


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Sprint backlog



Where is the sprint backlog?

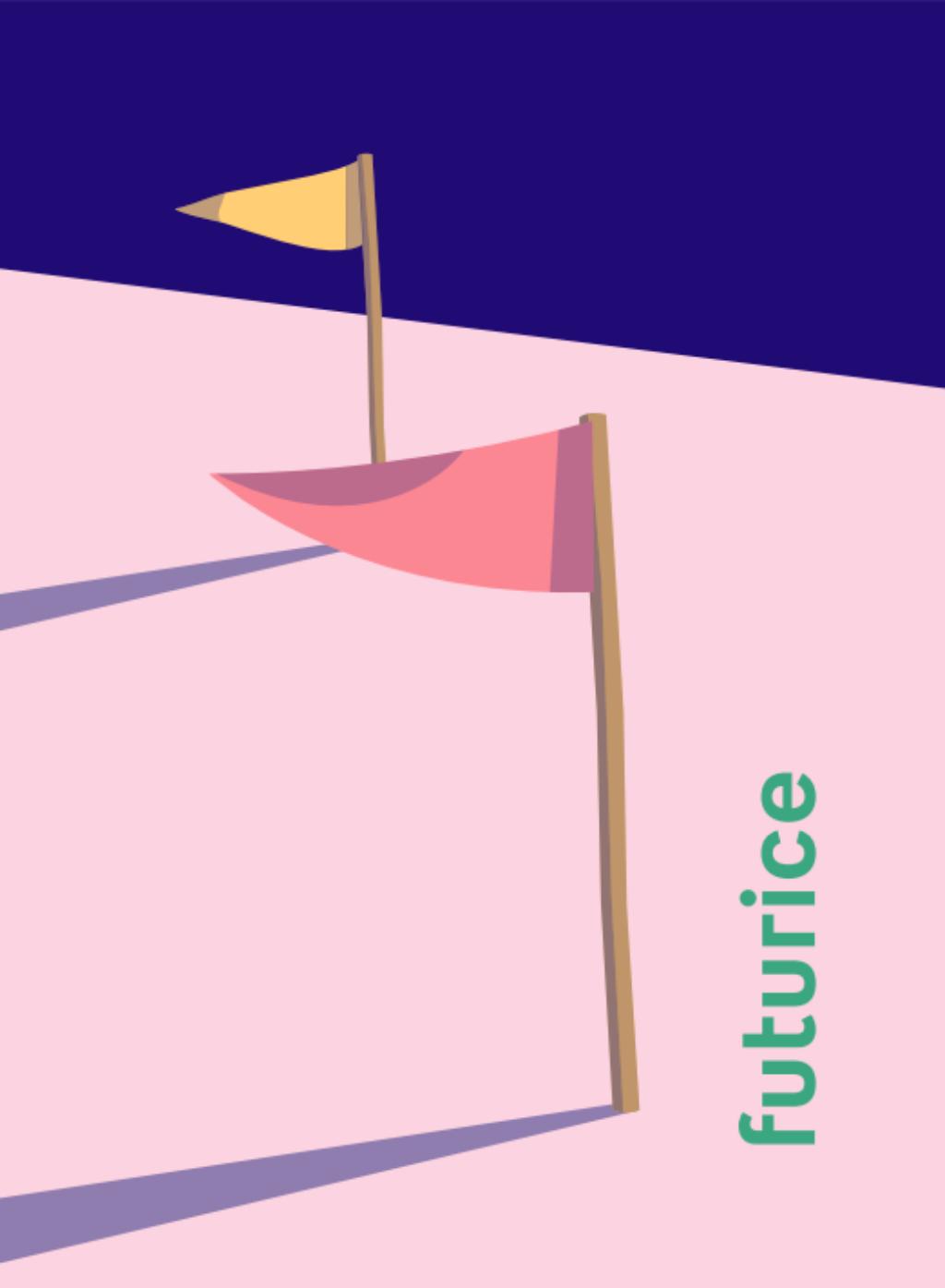


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Hour marking

**How should the
hours be marked?**

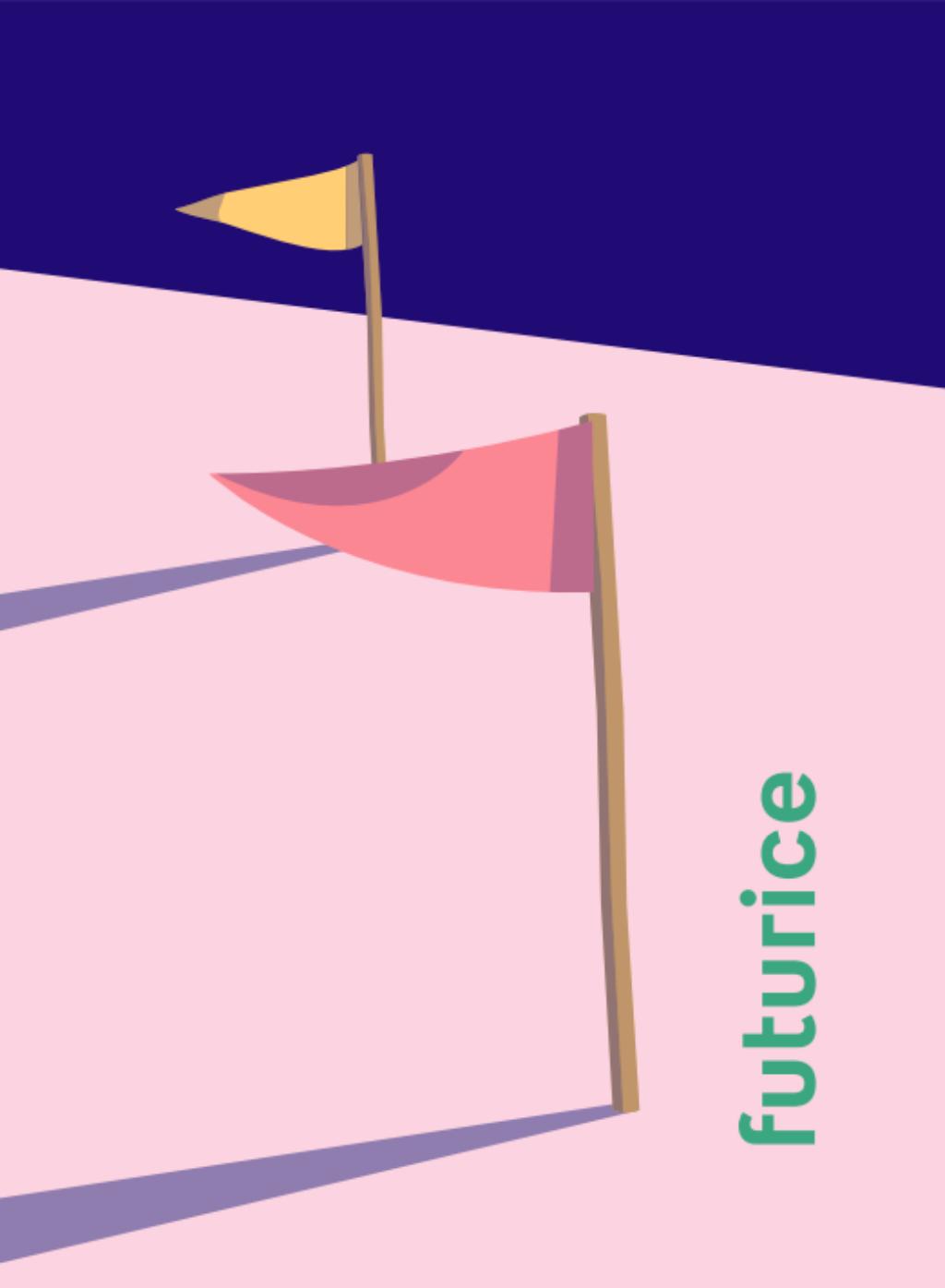


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Remote work



**Can we work
remotely on Friday?**



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Previous project



What case from the past most resembles this case and what were 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?**

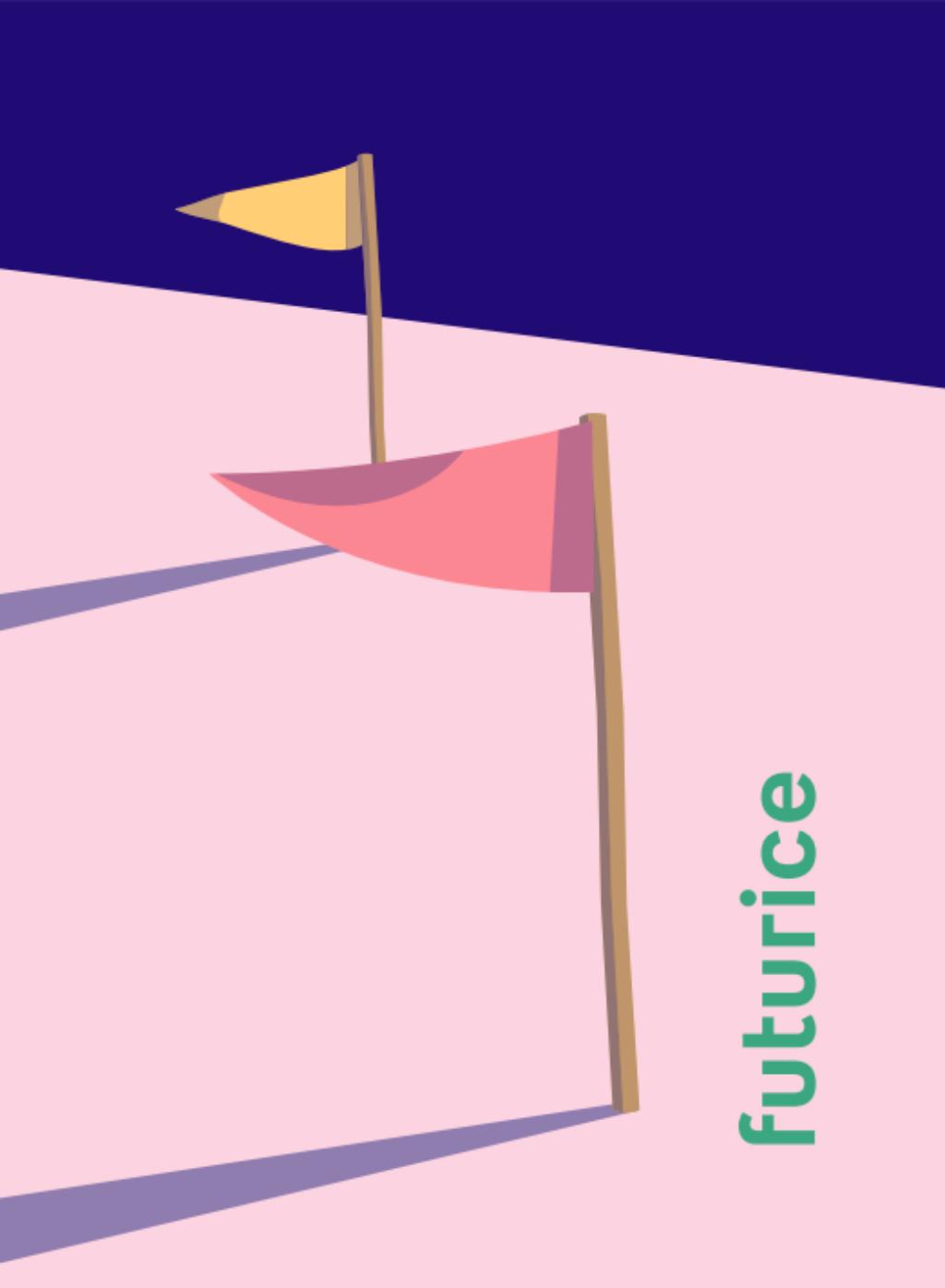


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Tools

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

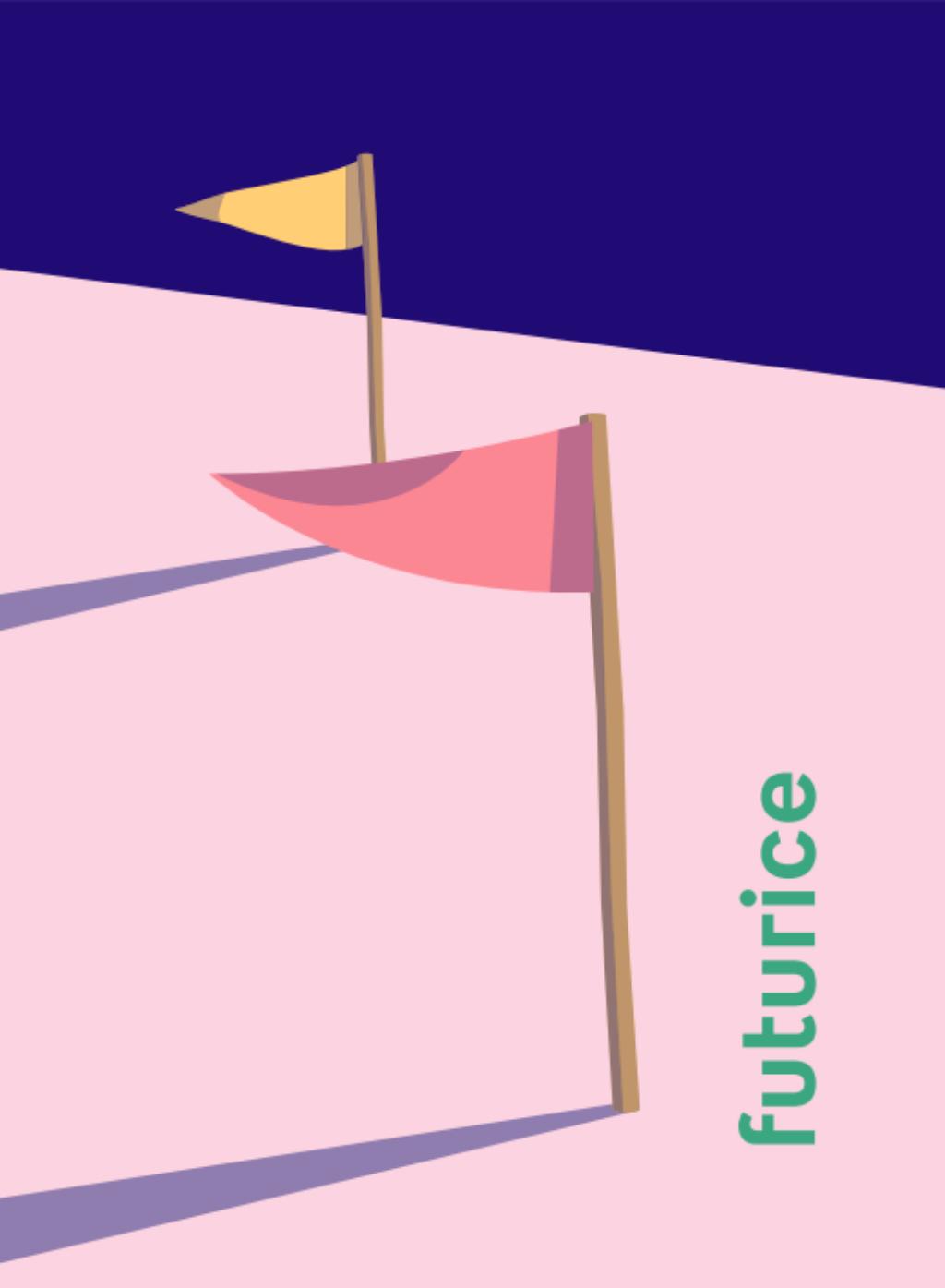


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Tools

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



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New team member



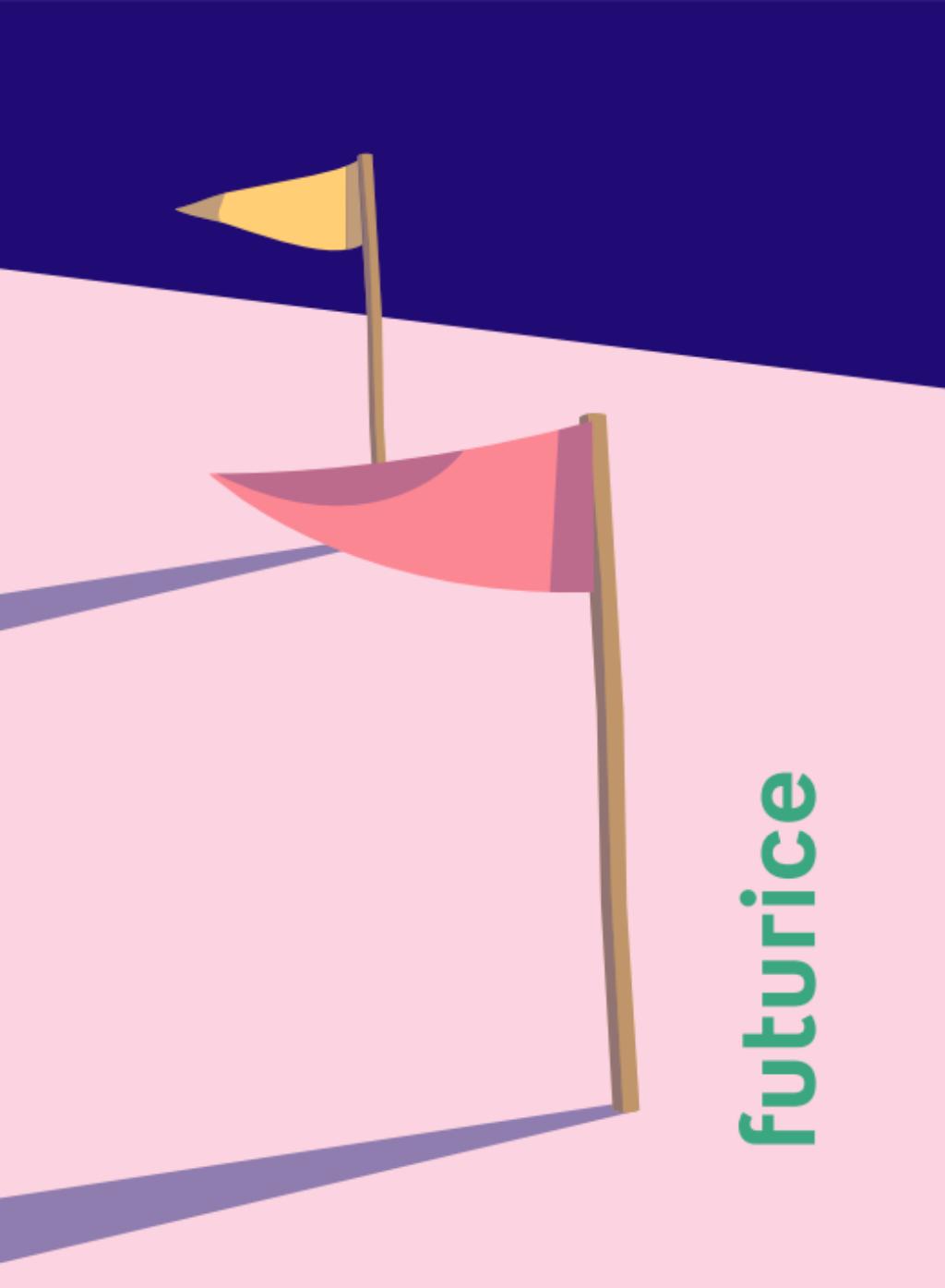
A new team member joins. How long does it take that person to be brought up to speed?



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



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**Who is present
during the demos?**

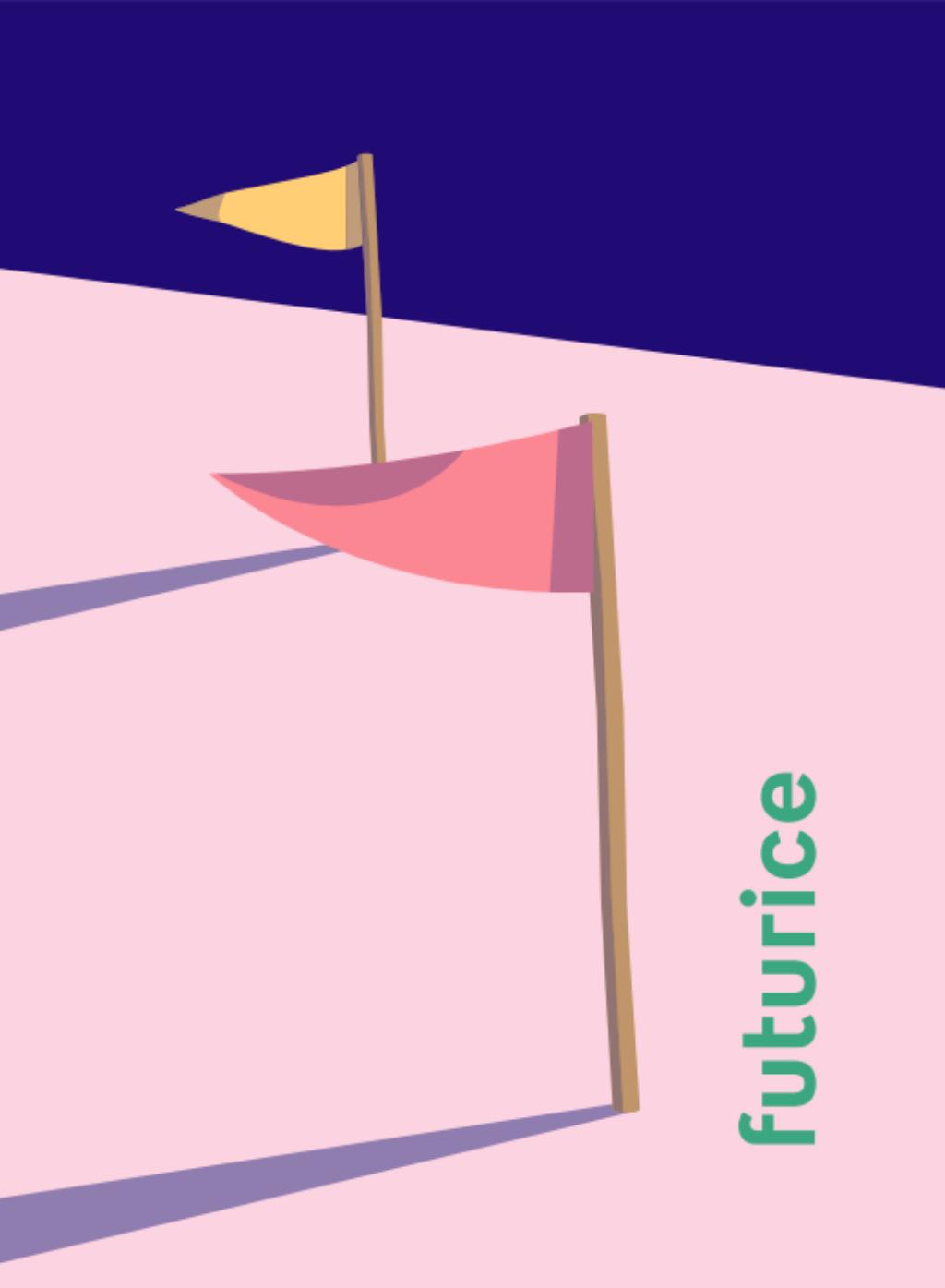


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Demo frequency



**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



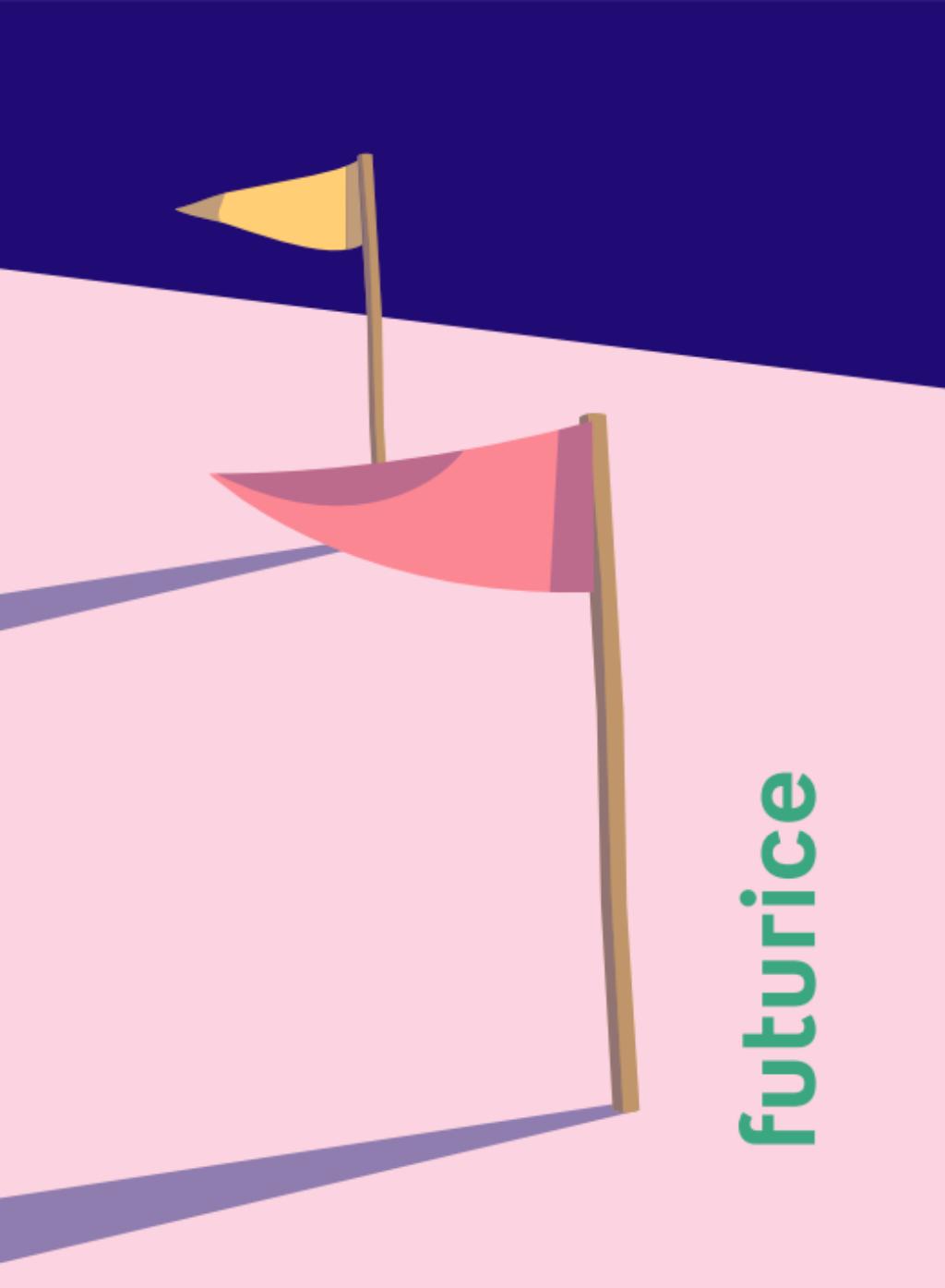
**When estimating
how can we temper
our own optimism?**



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What is the definition of ‘done’?

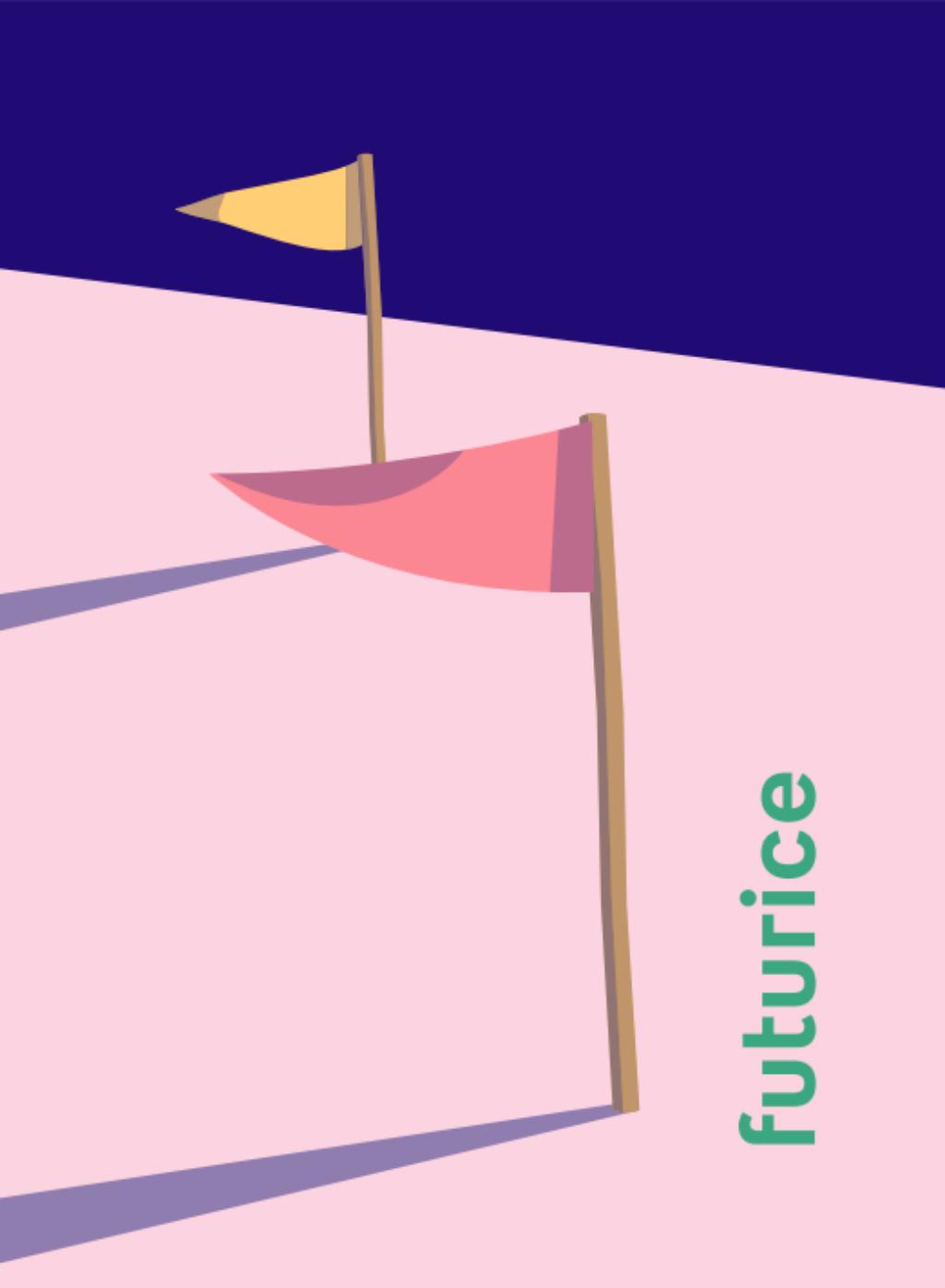


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Sprint length



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?**

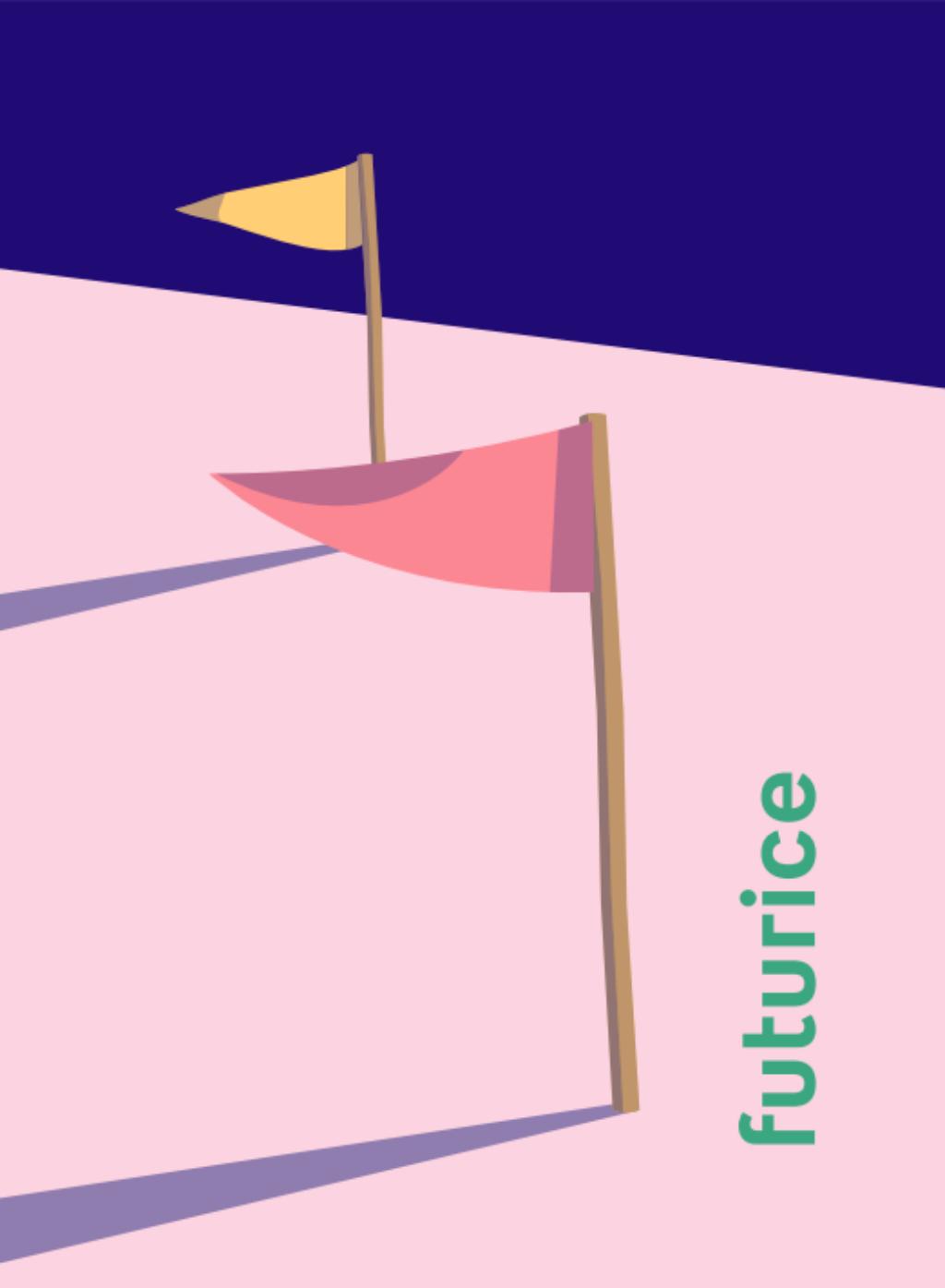


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Product backlog



Where is the product backlog?

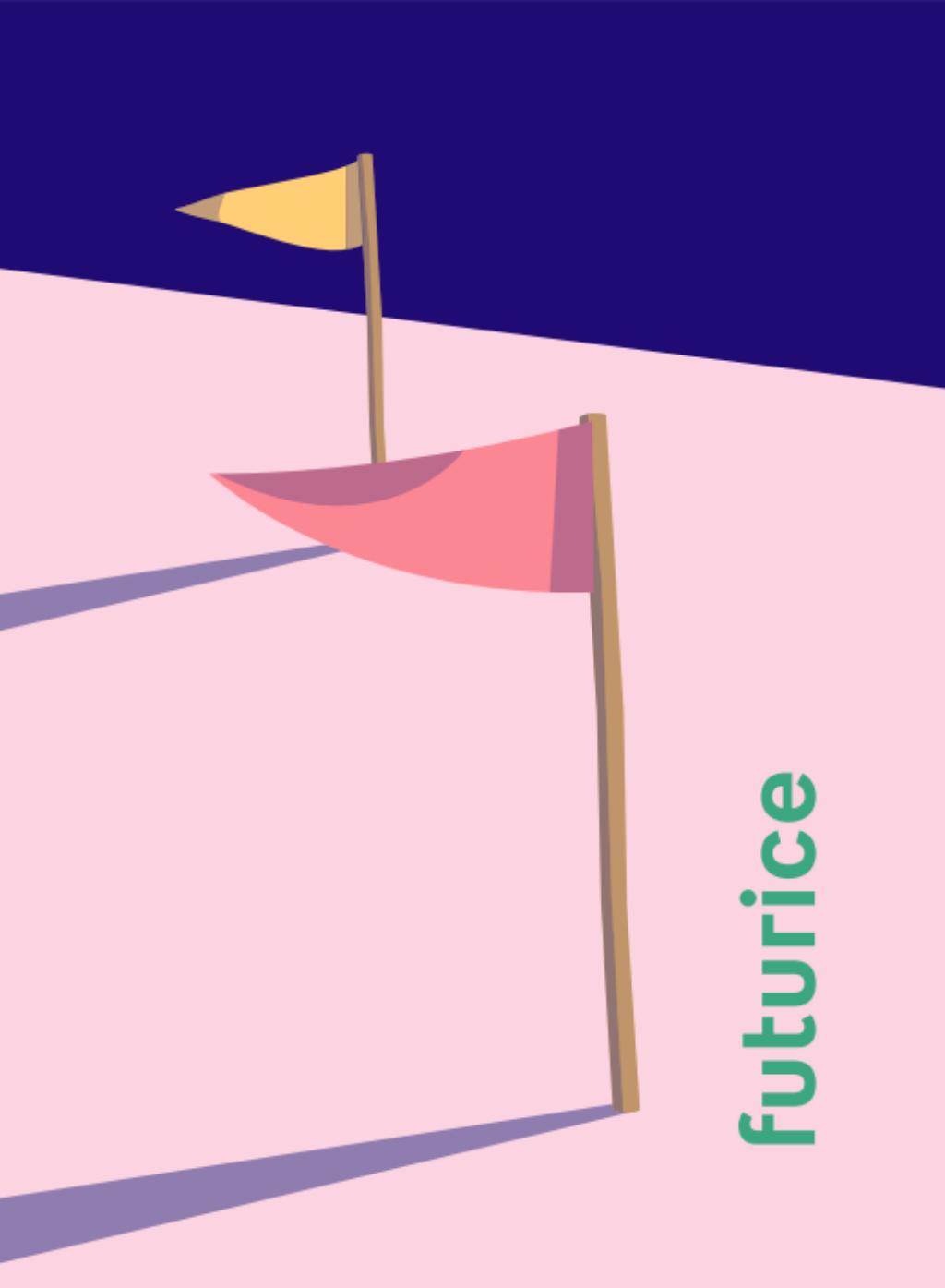


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Legacy code

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

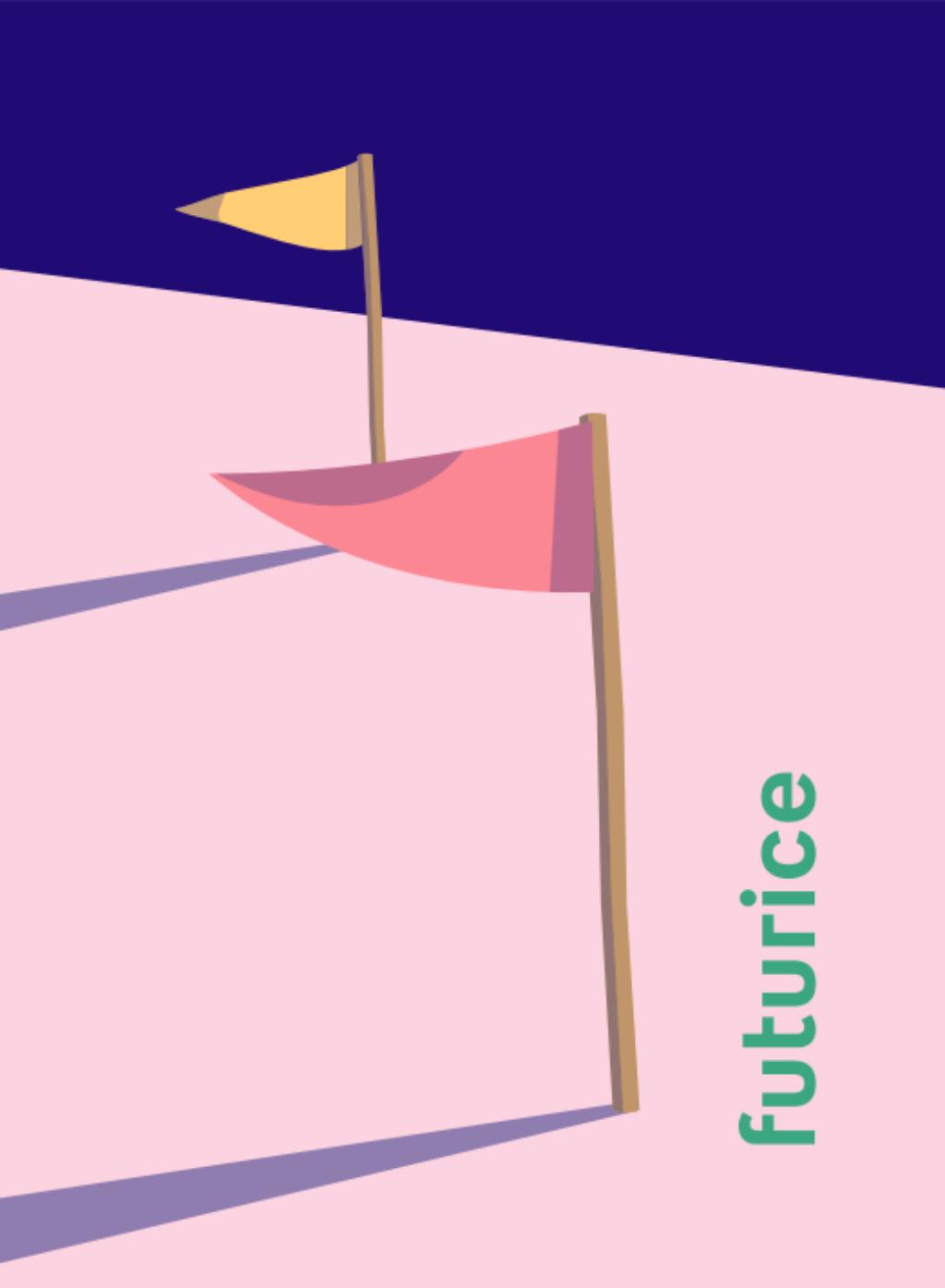


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Repository



Where is the code?

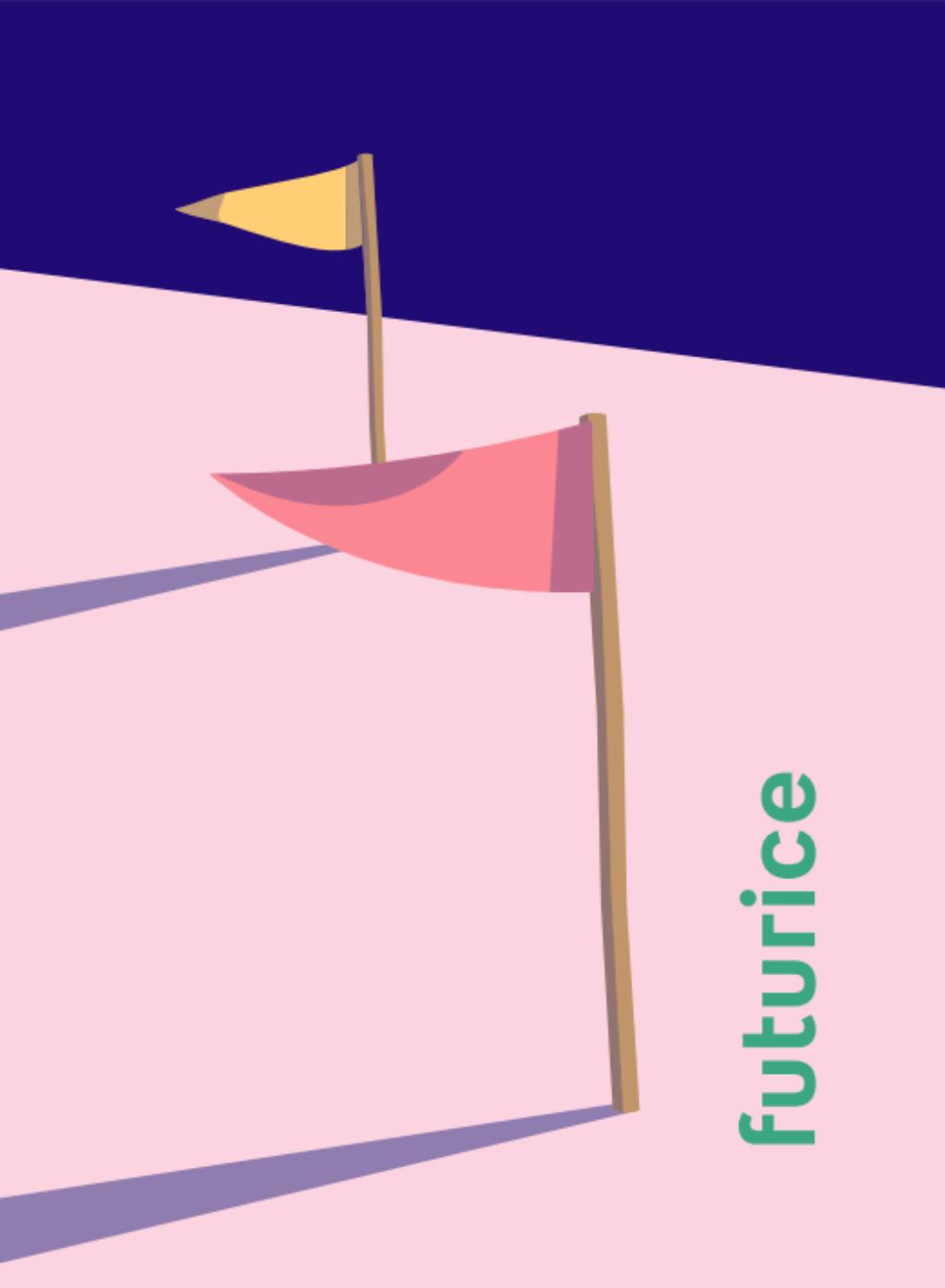


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**Can we influence the
features of
dependent services?**

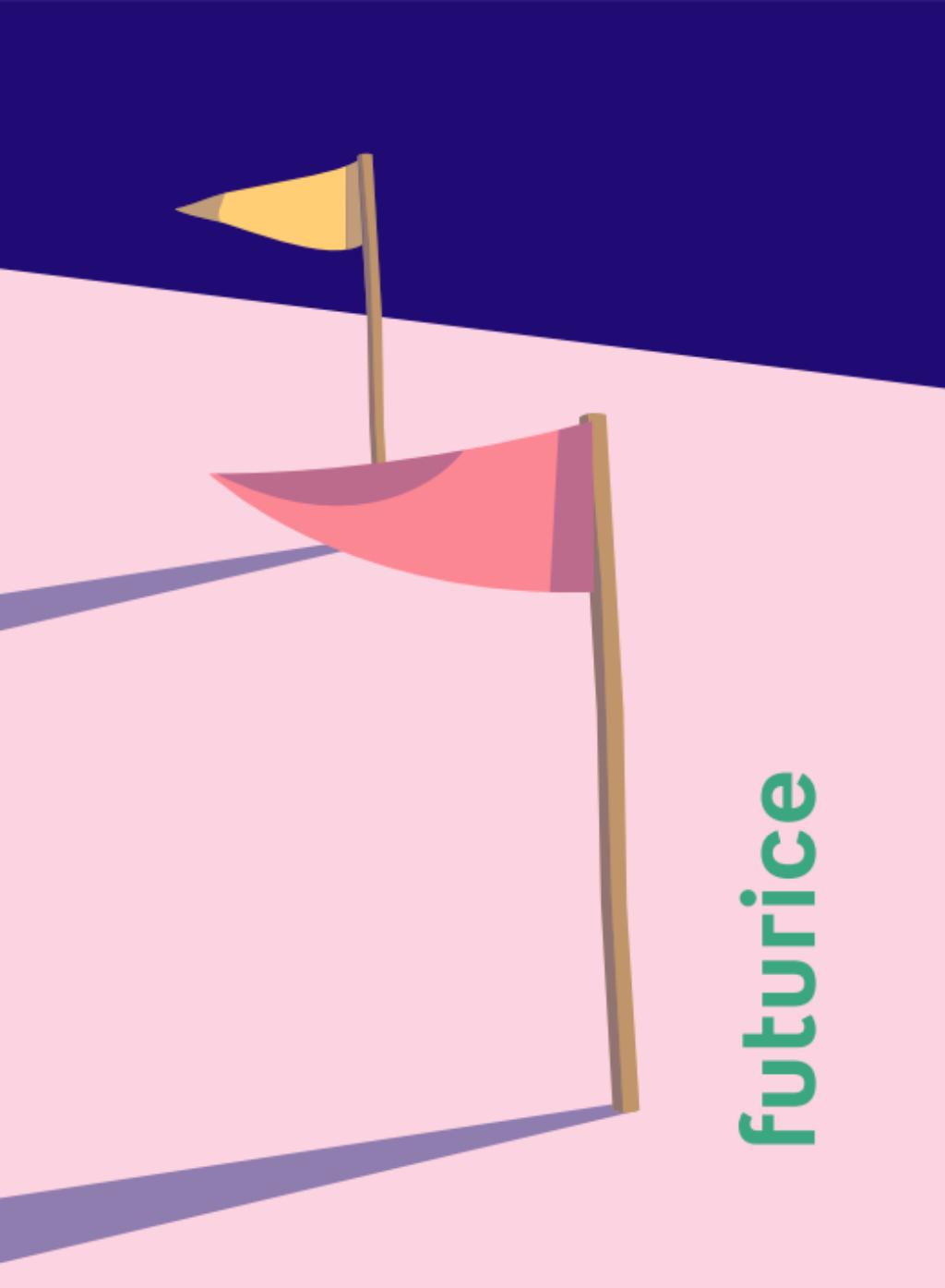
Can we modify/ add an api we are using?



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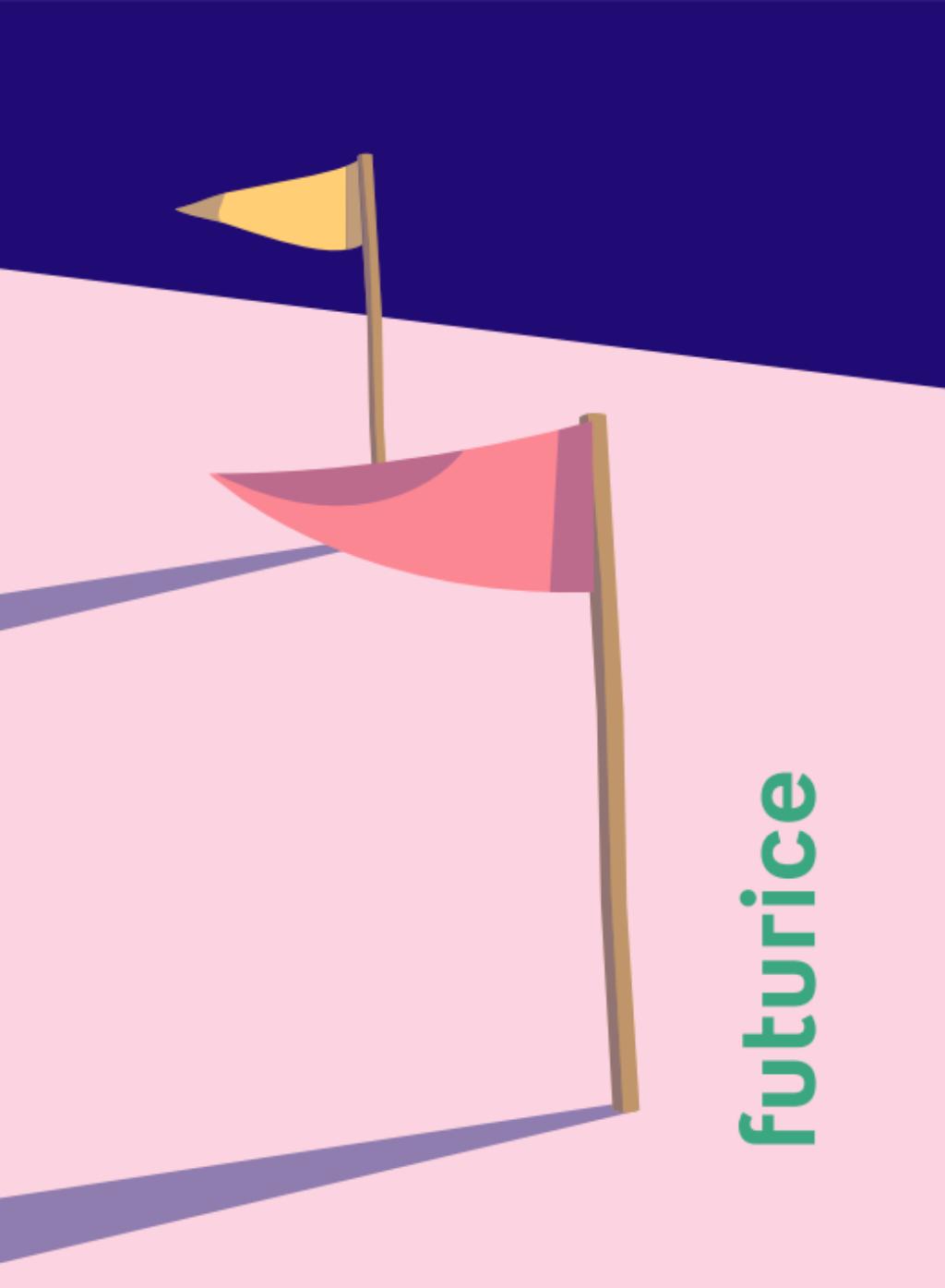
**Are we free to
choose frameworks,
libraries etc.?**



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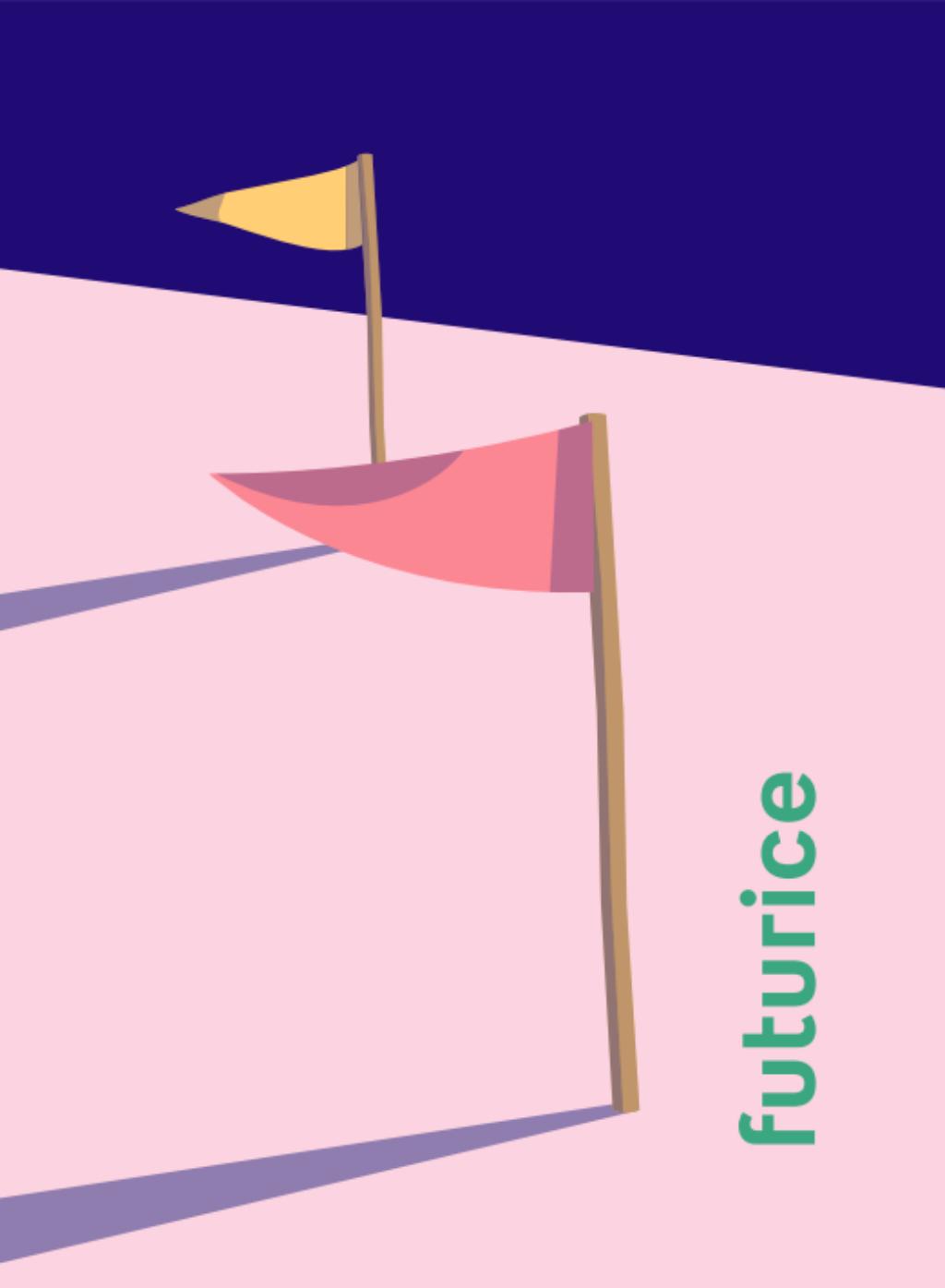
What is needed to get a working End to end environment?



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What documentation is required?

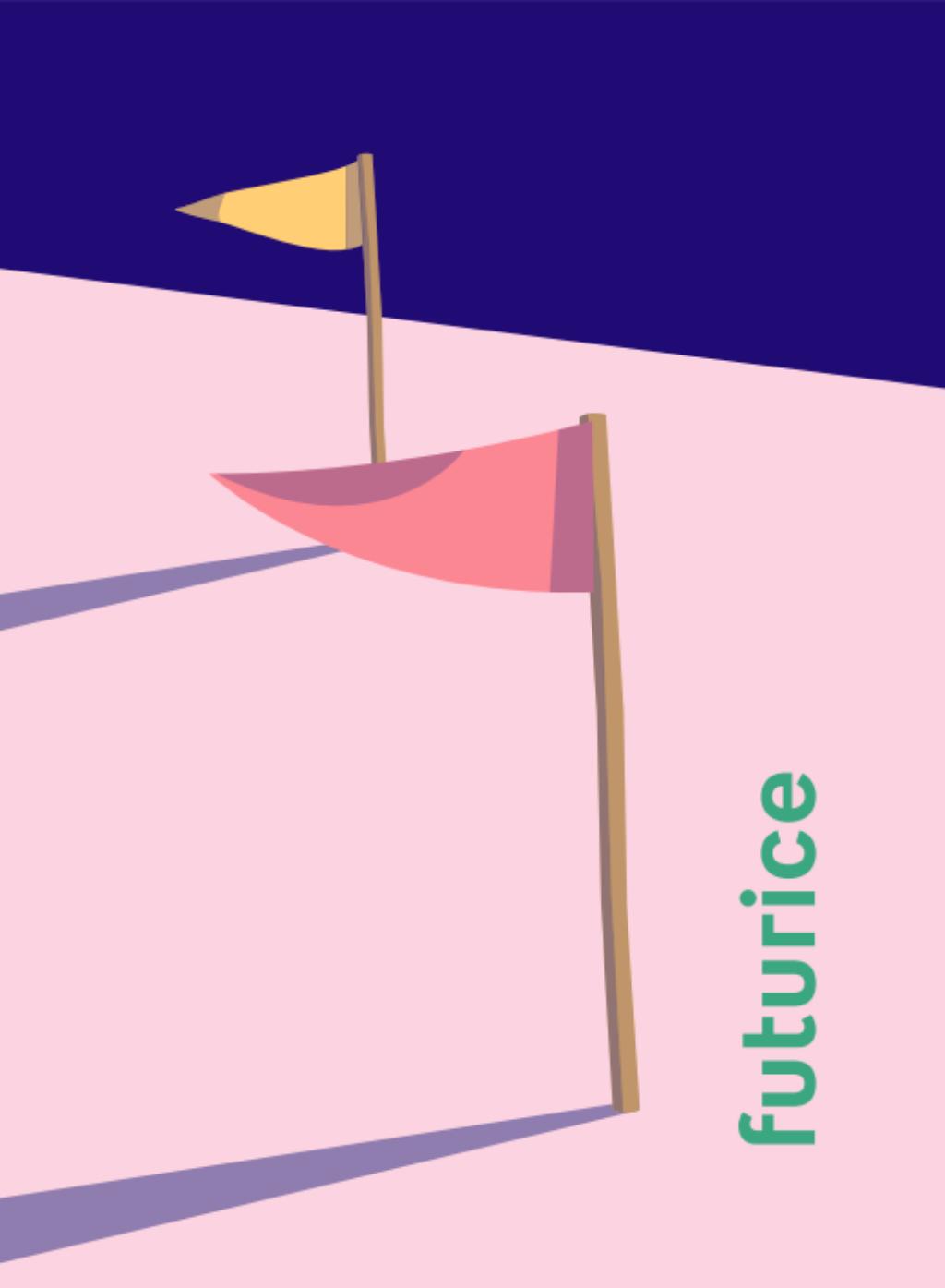


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Dependencies



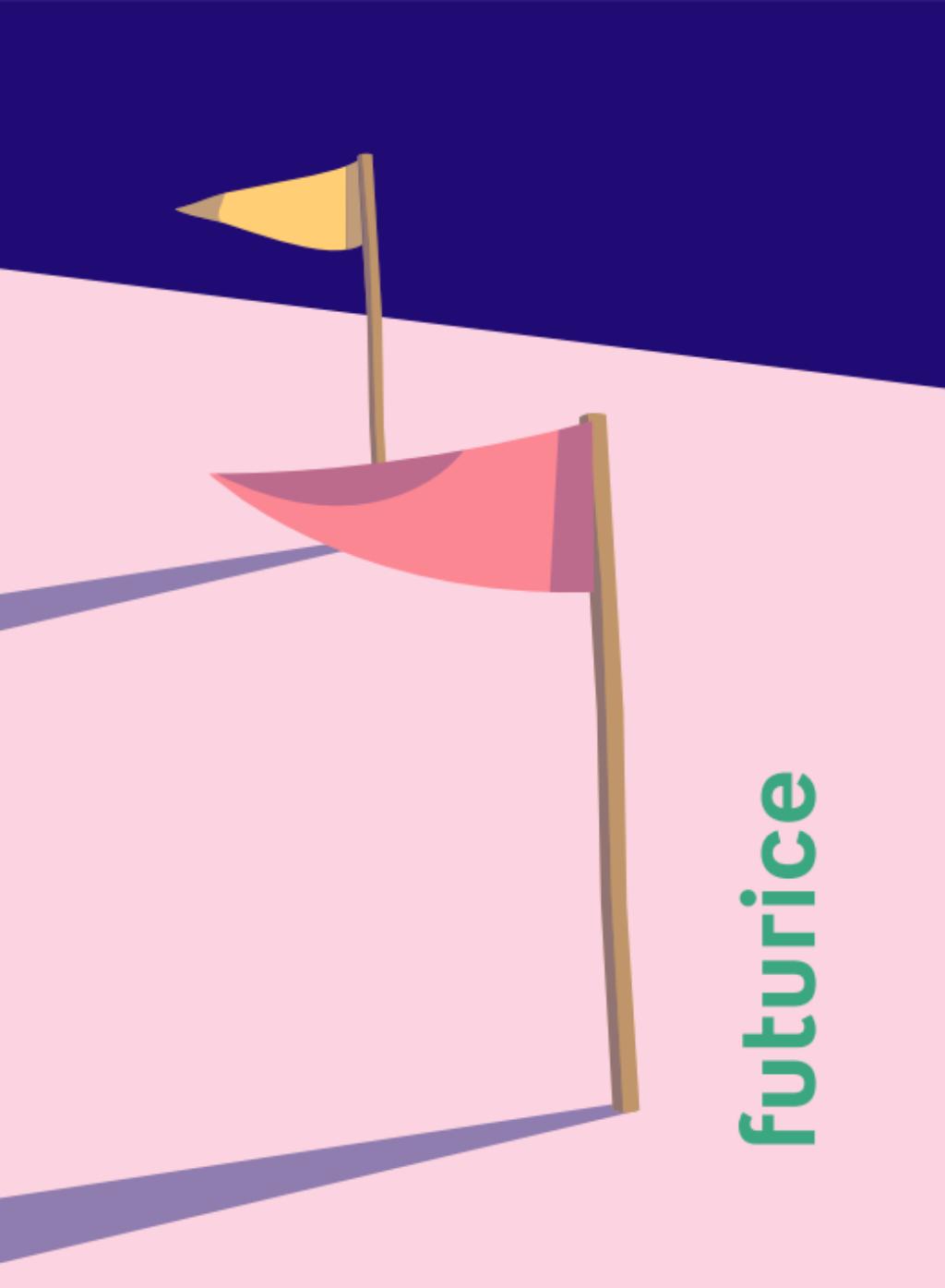
**What are the
external
dependencies?**



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

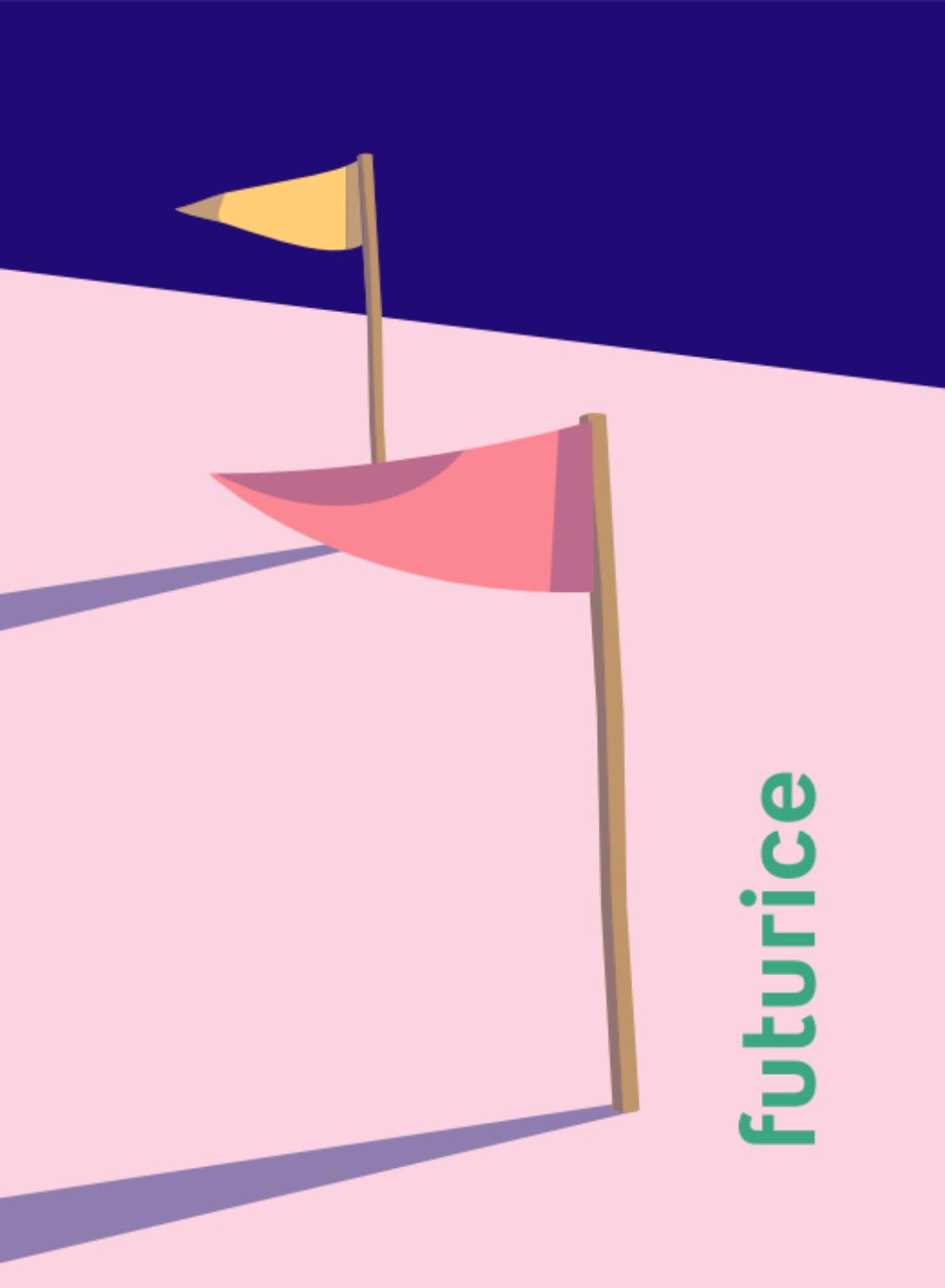


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Client brand



Do we have brand guidelines?



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Release



Who releases the application to the store?

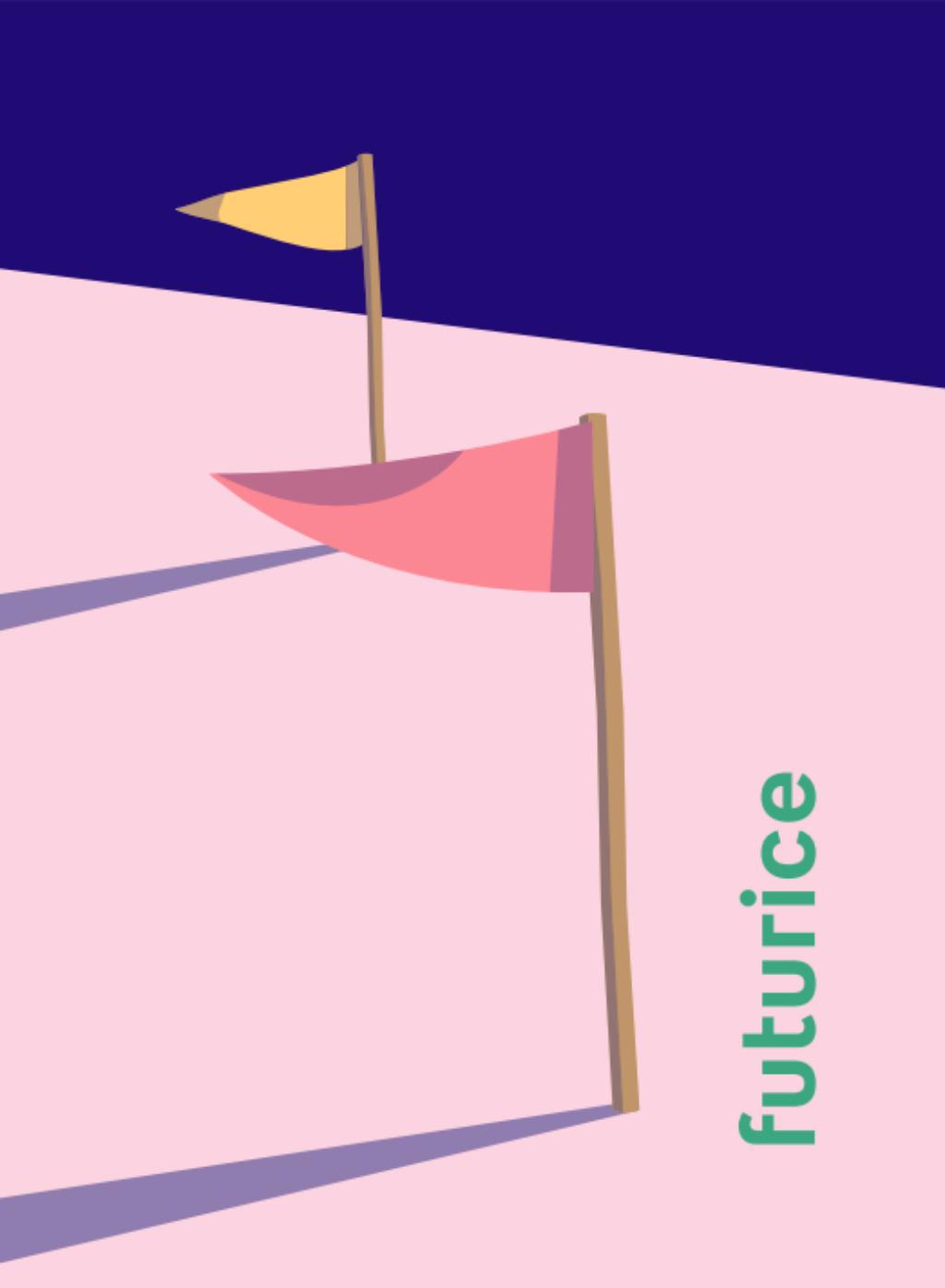


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Deployment



**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?**



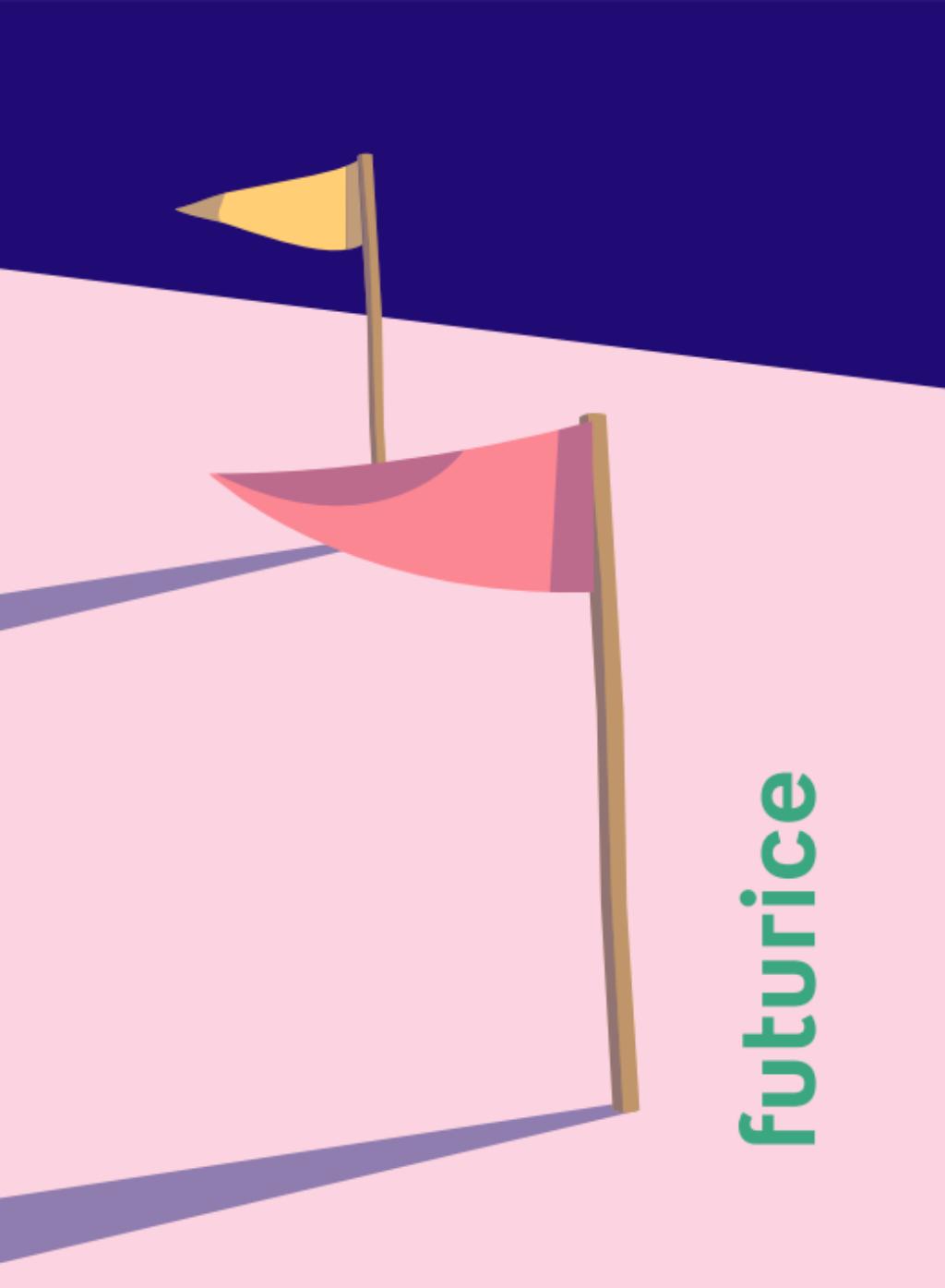
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Deadline



Are there any hard deadlines?

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



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Lifetime service



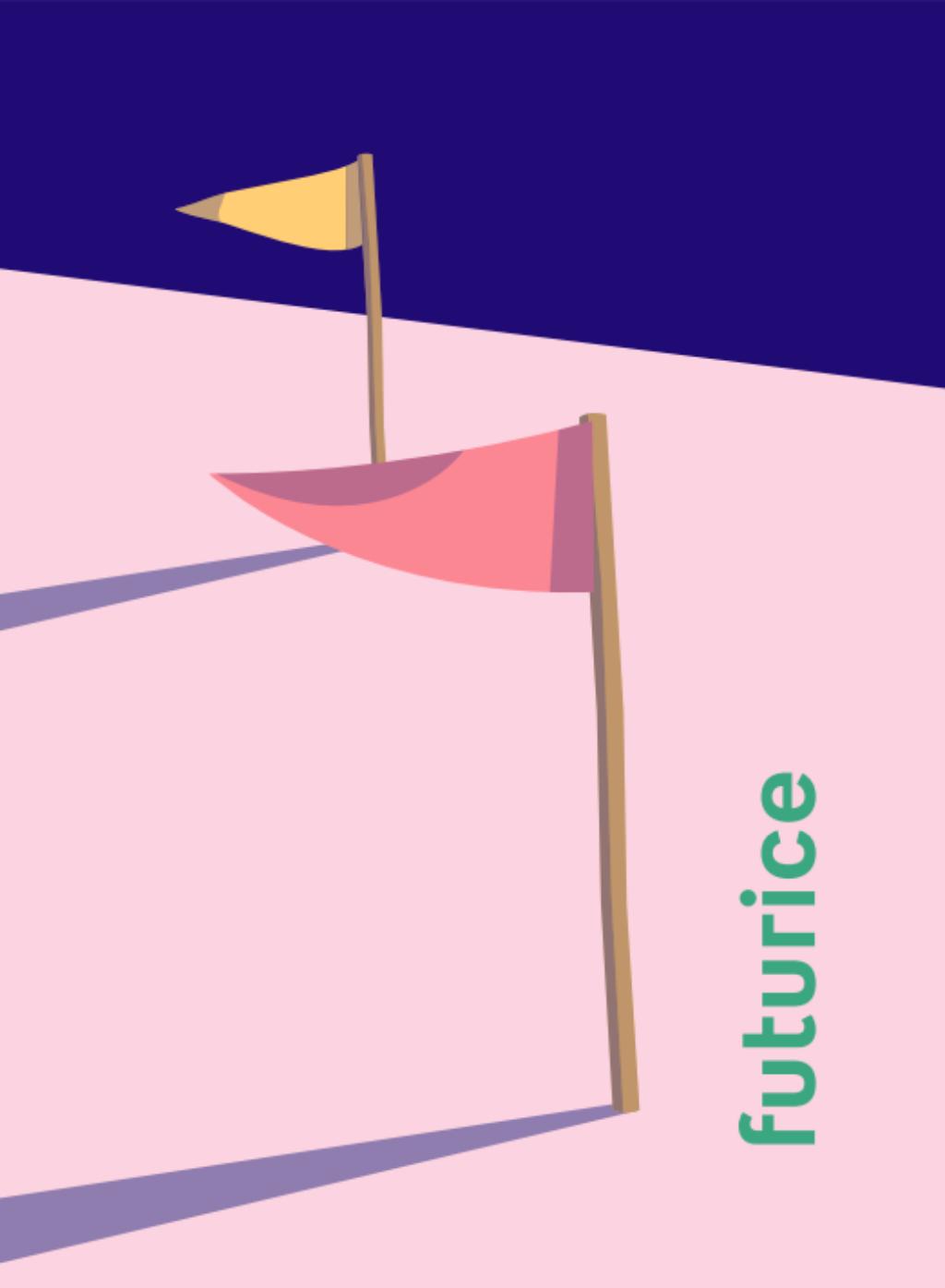
**How long is the
service expected to
be used?**



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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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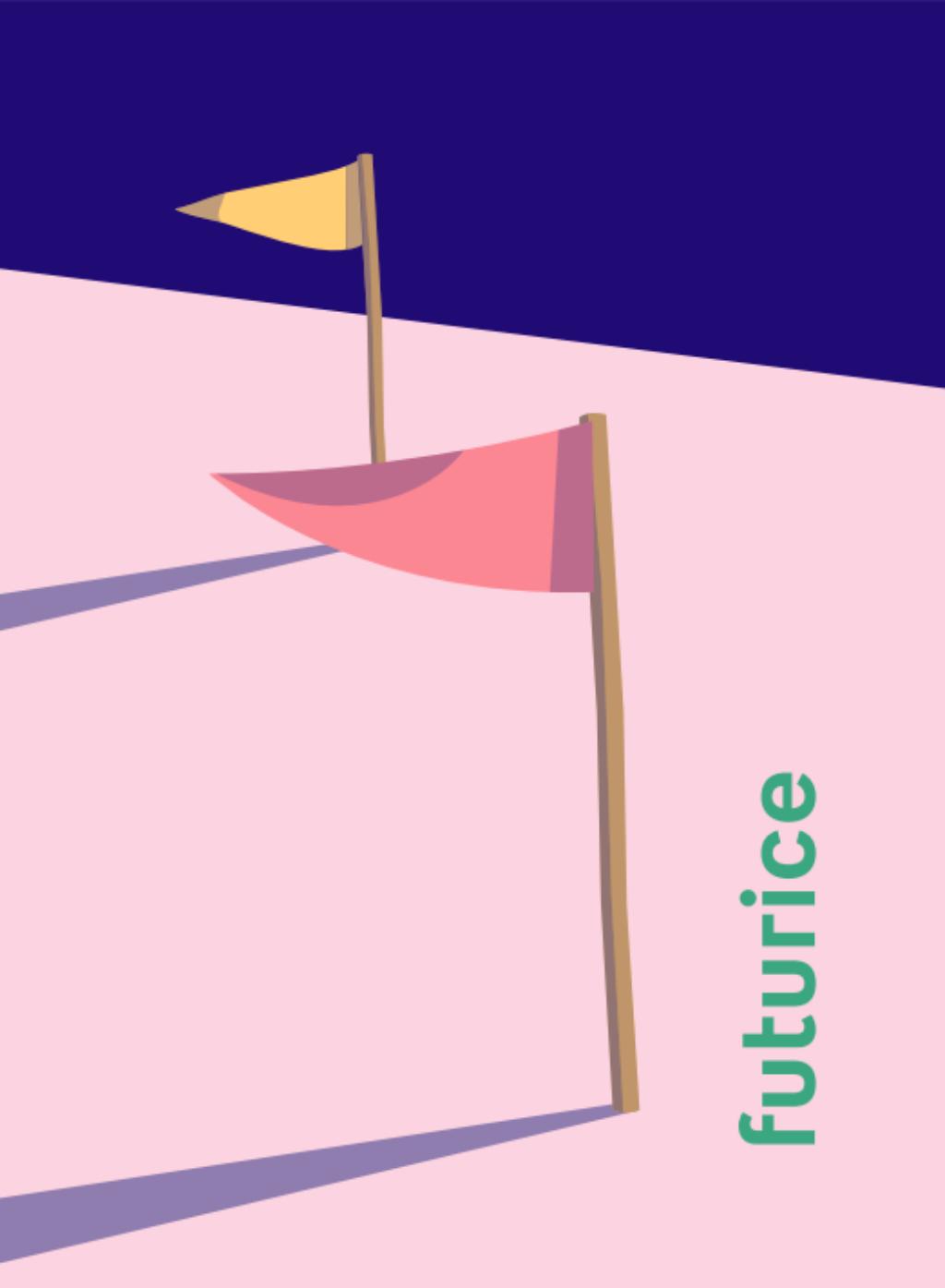
Who negotiates scope changes?



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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?**

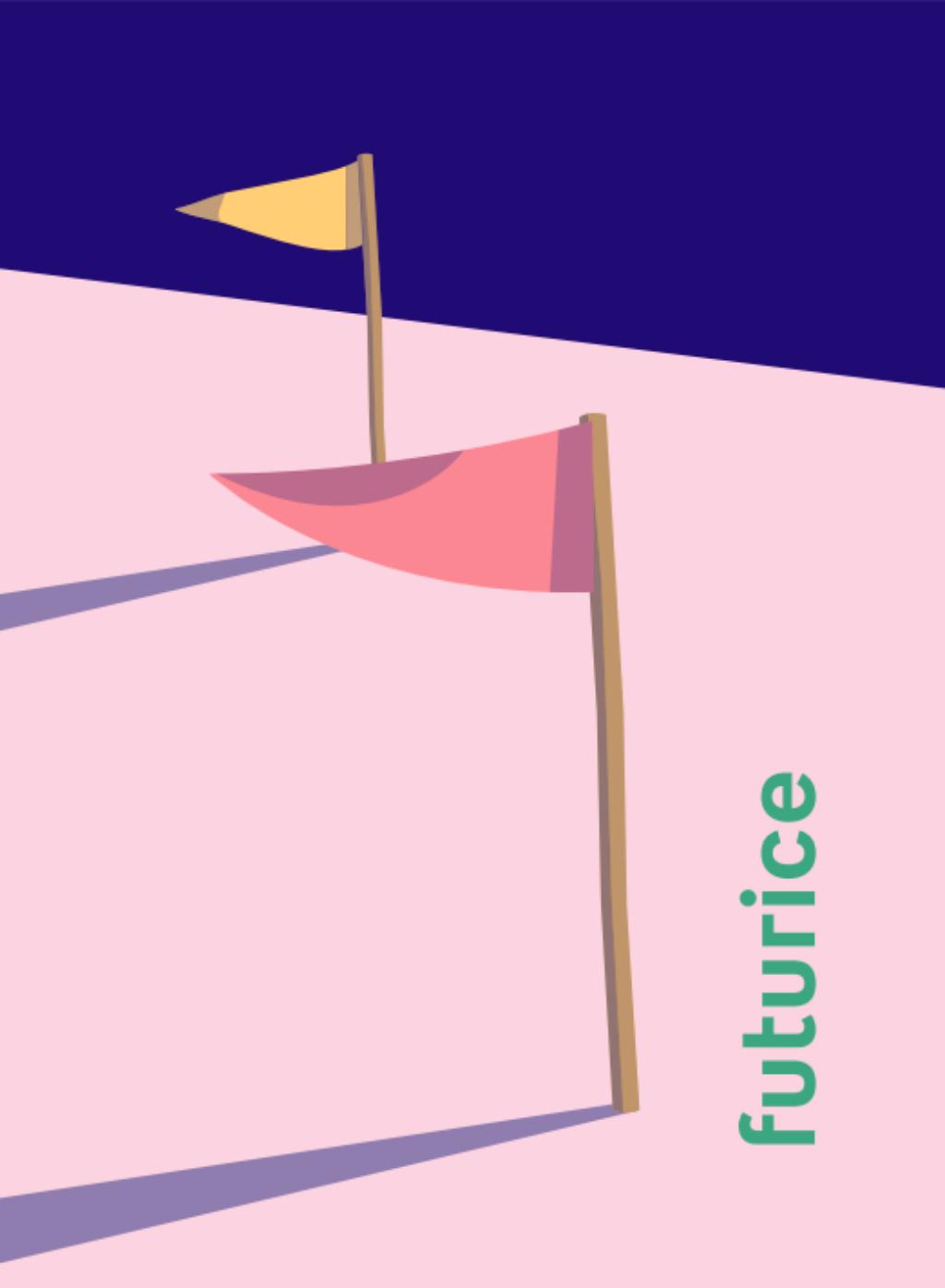


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Timeline

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 is 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?**

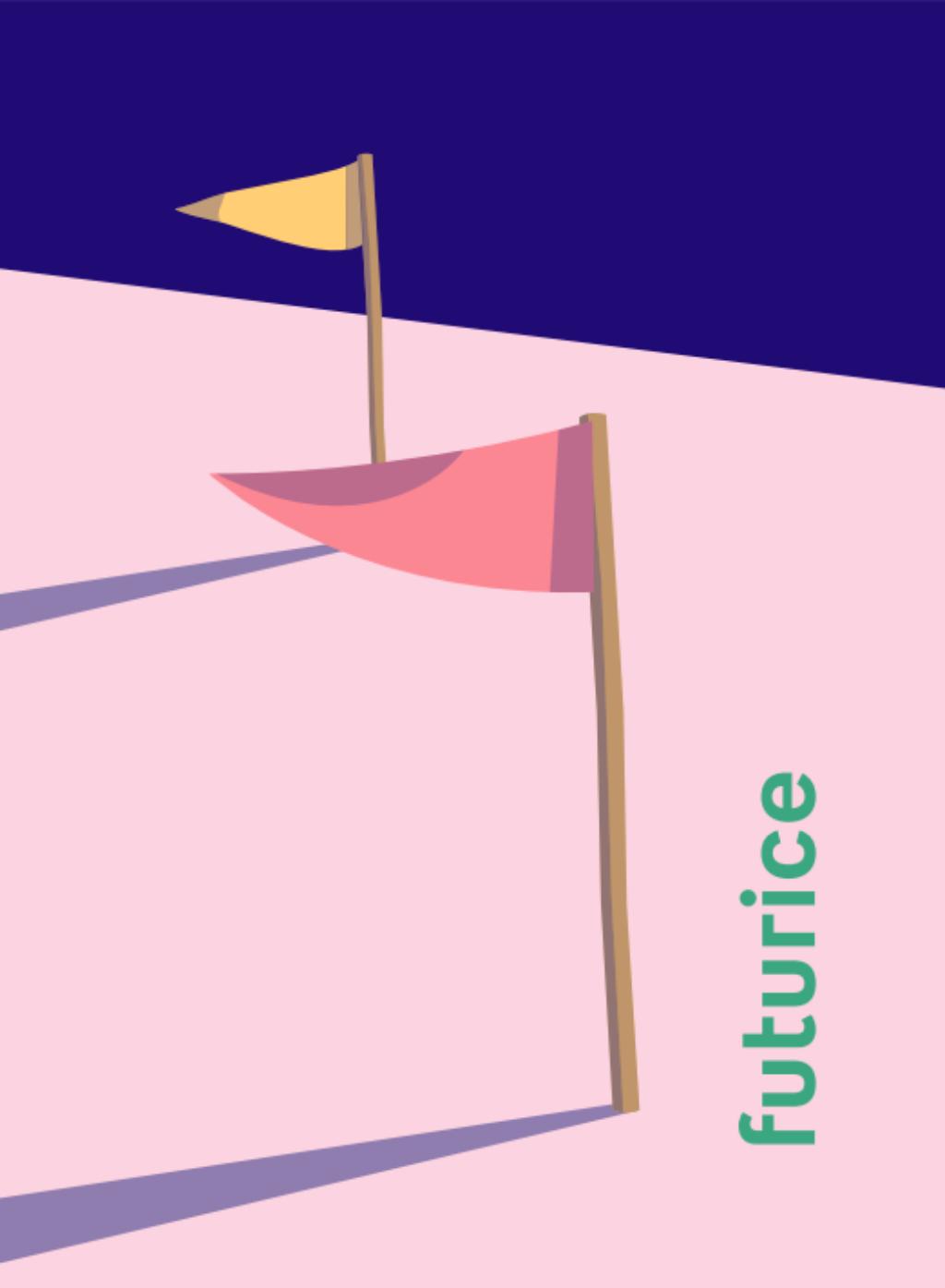


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Release frequency



**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



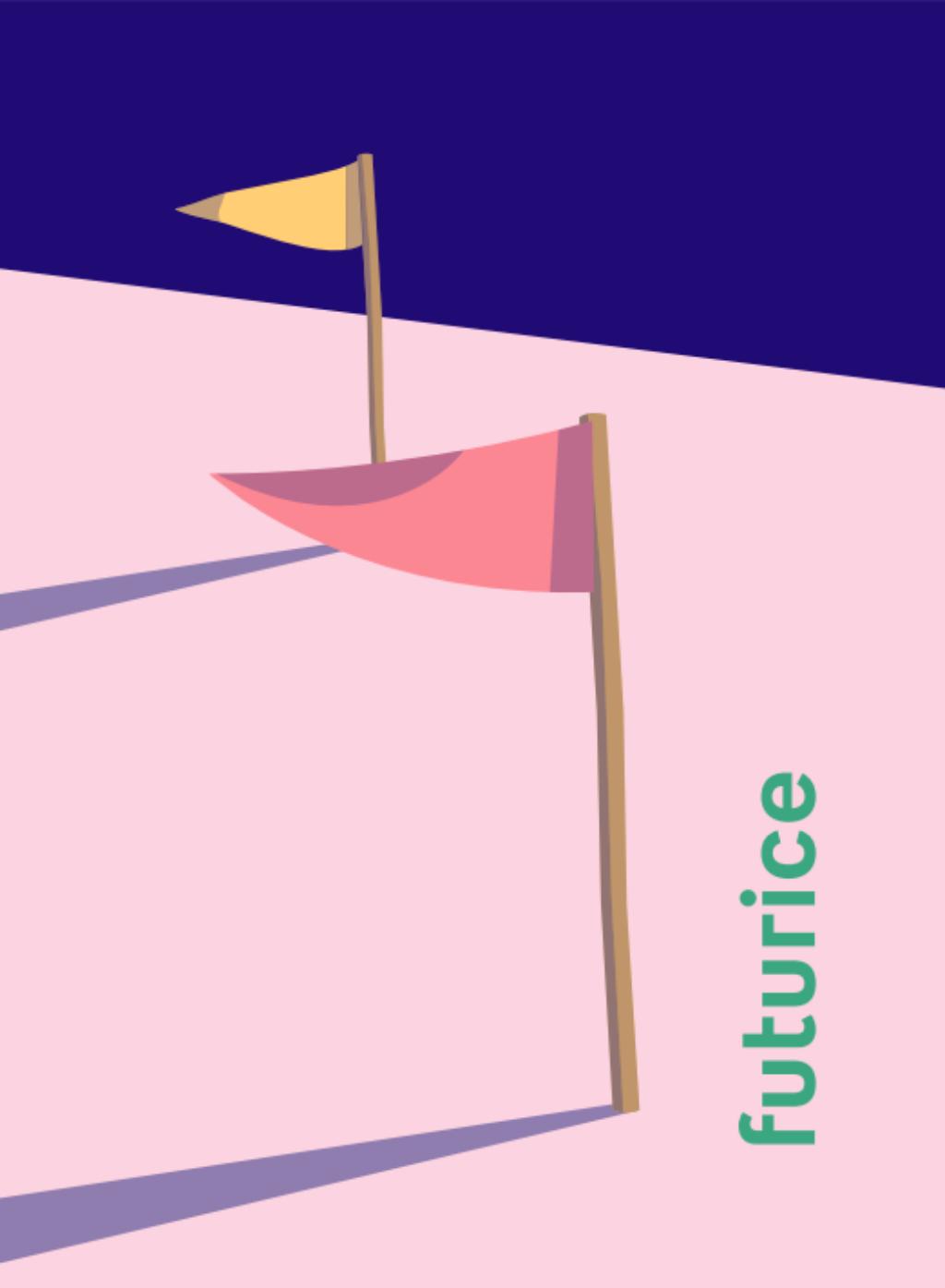
**Does the client have
a long track record
of buying software?**



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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?**

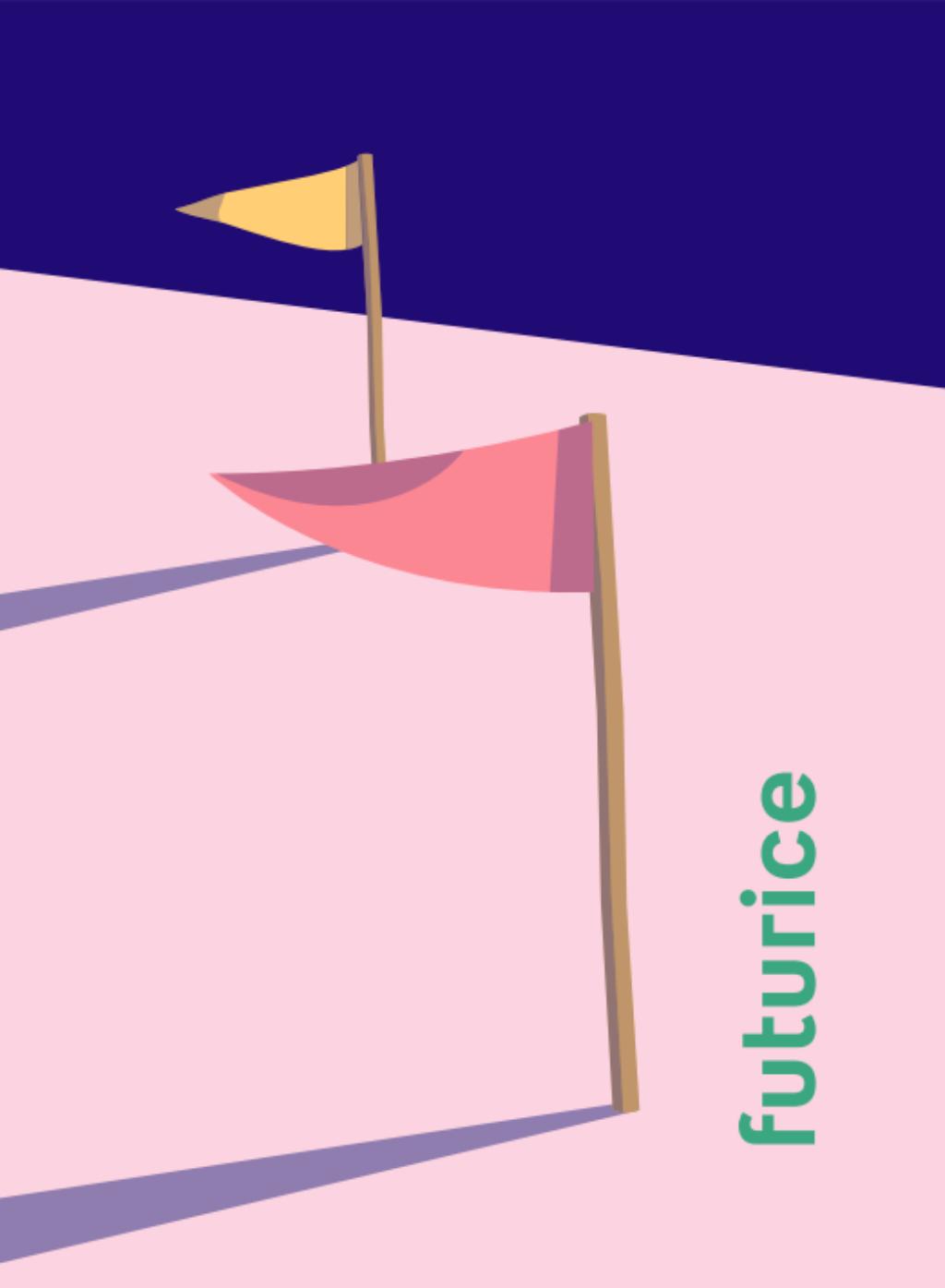


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Assets

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?

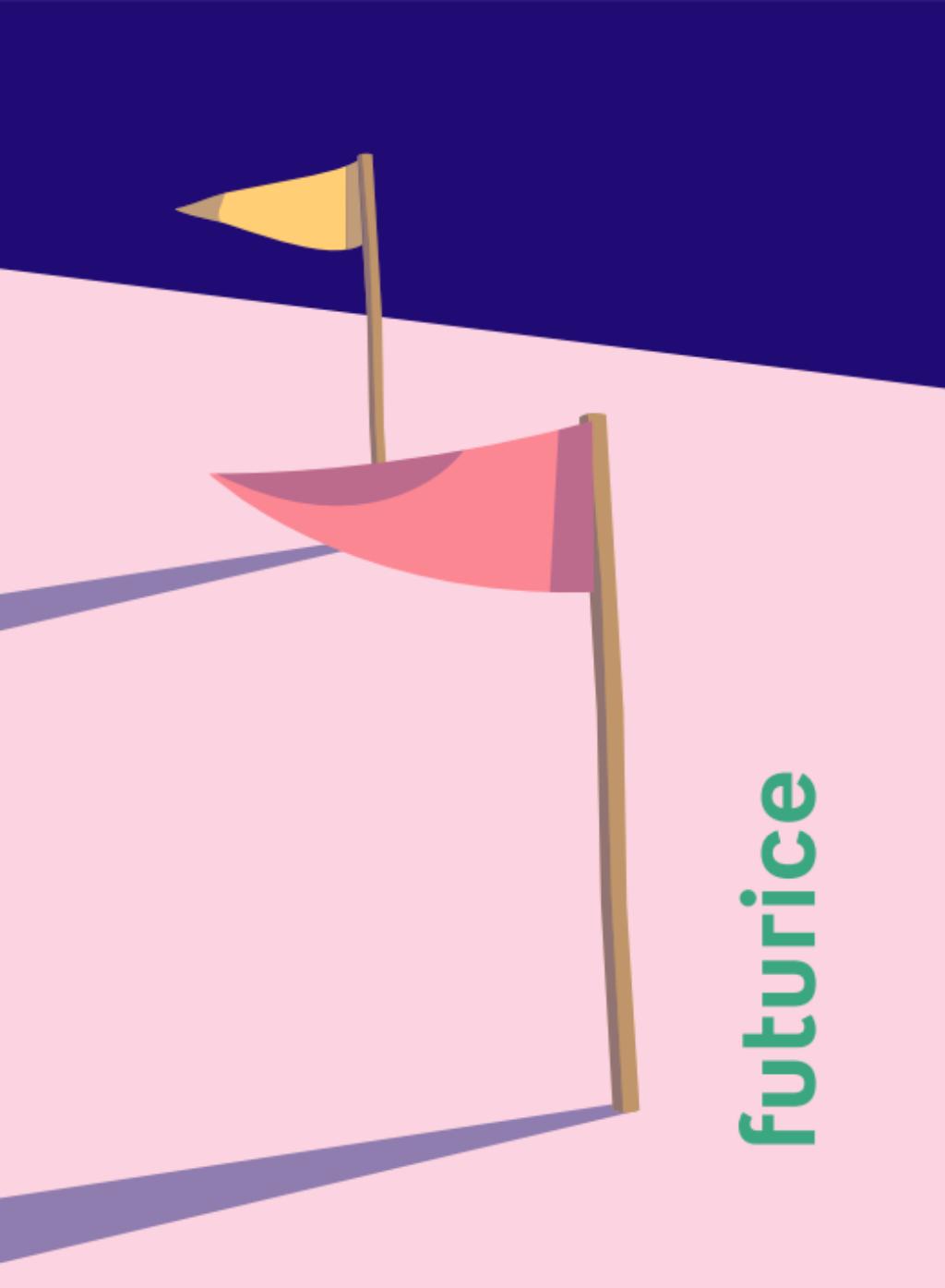


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Public reference



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

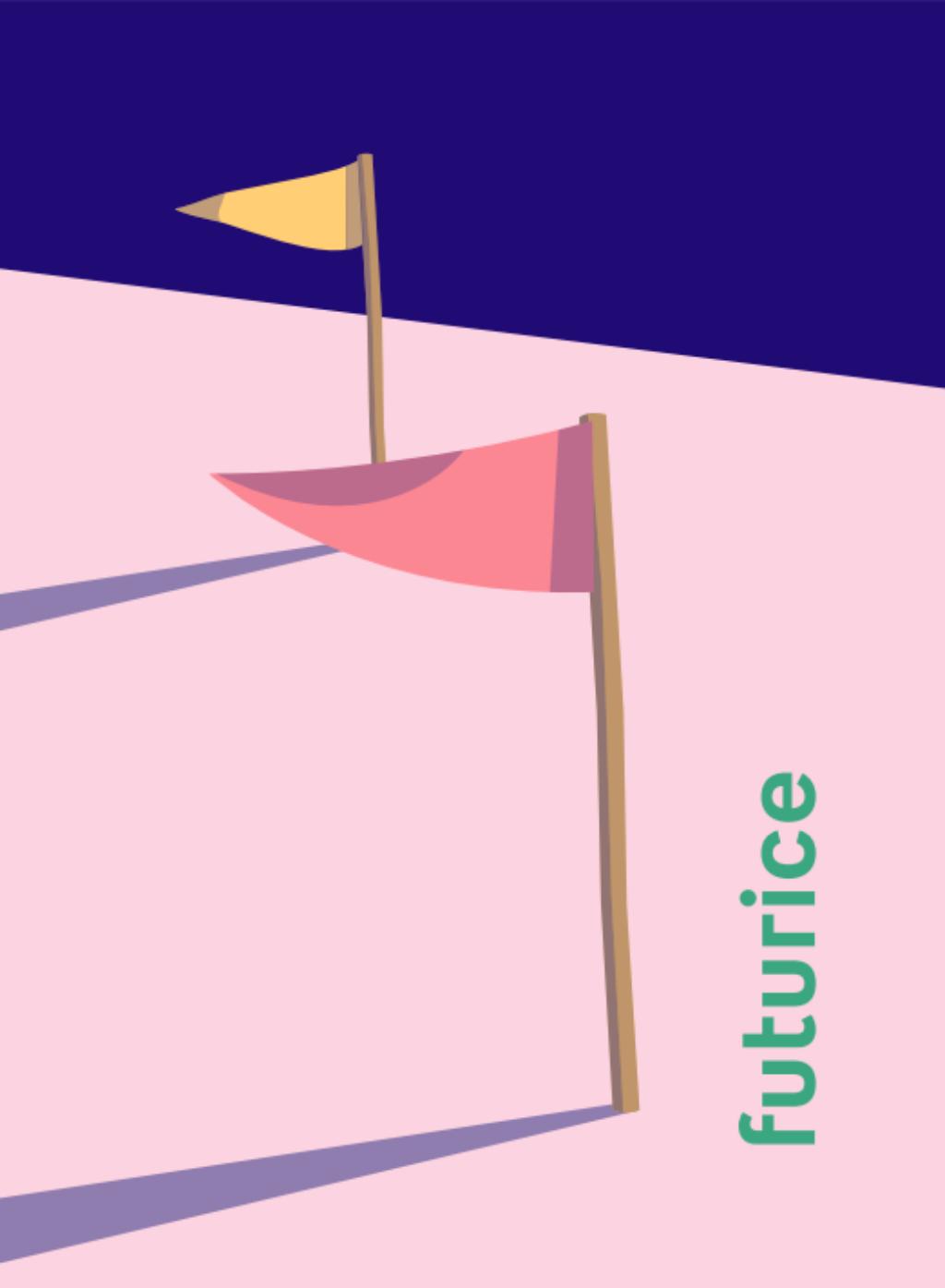


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Feedback

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?**



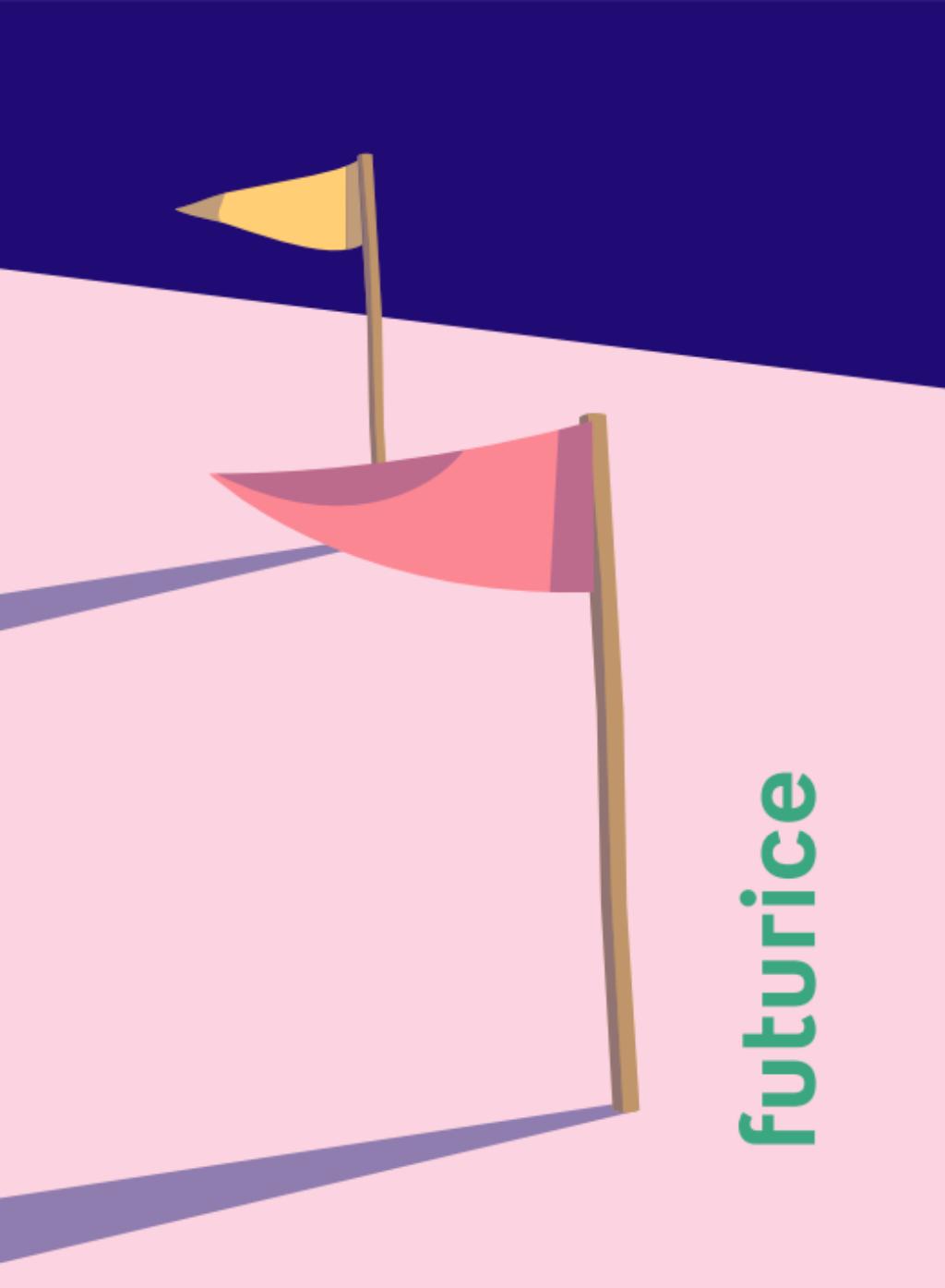
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End users

Do we have access to end users?

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

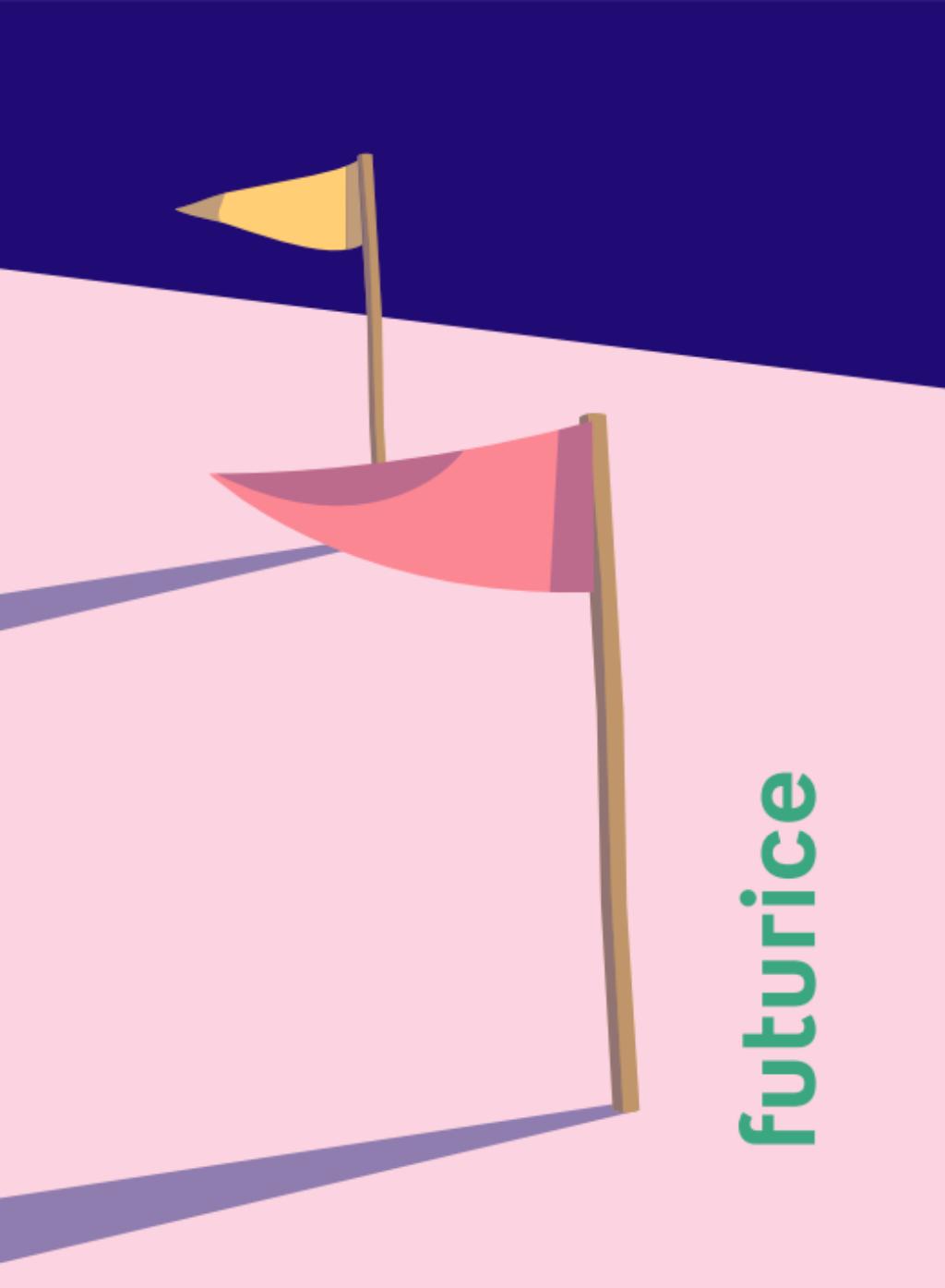


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Current service



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?**

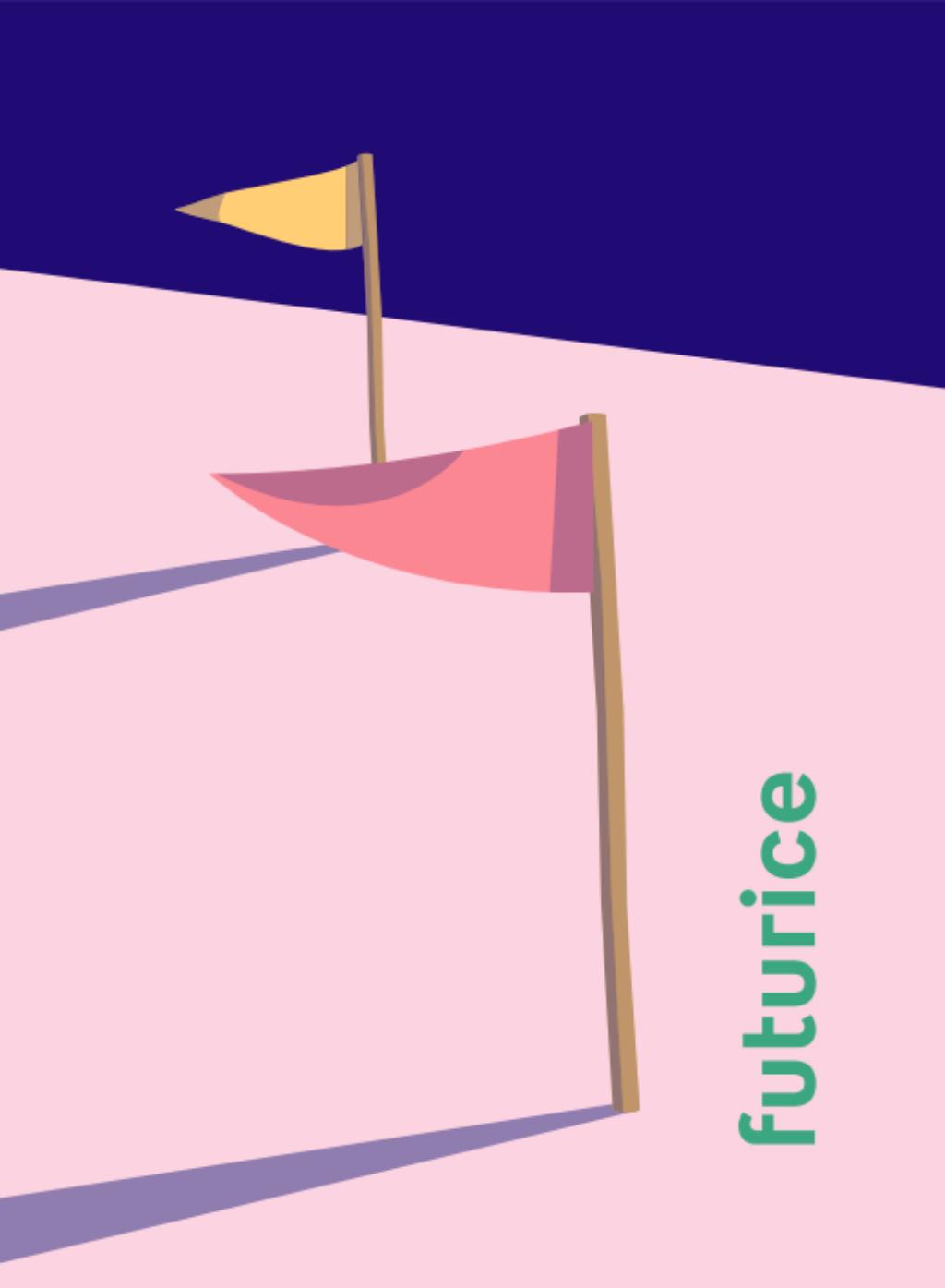


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Are there any special NDA concerns?

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?**

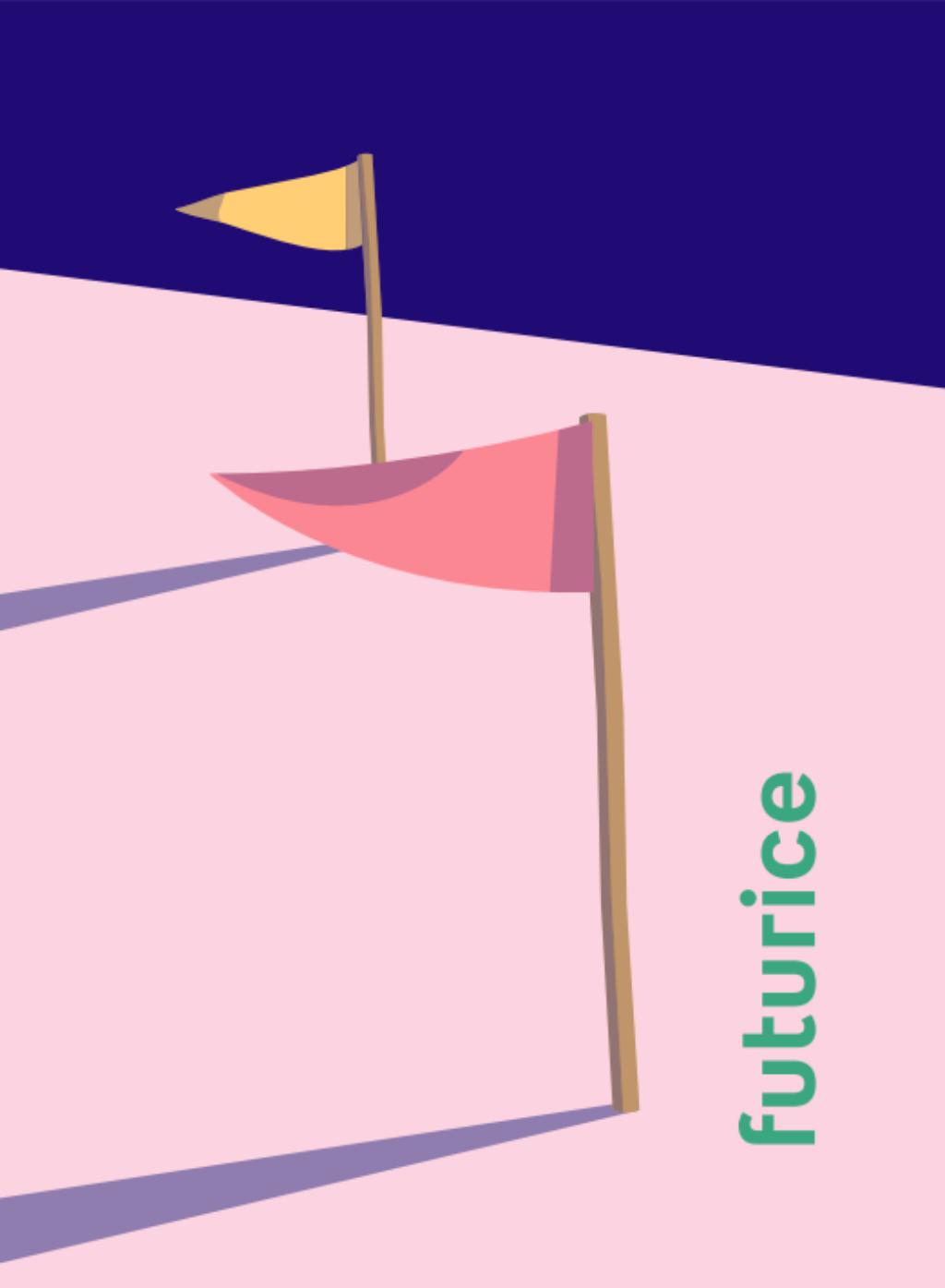


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Is the contract based on business outcomes or performance?

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

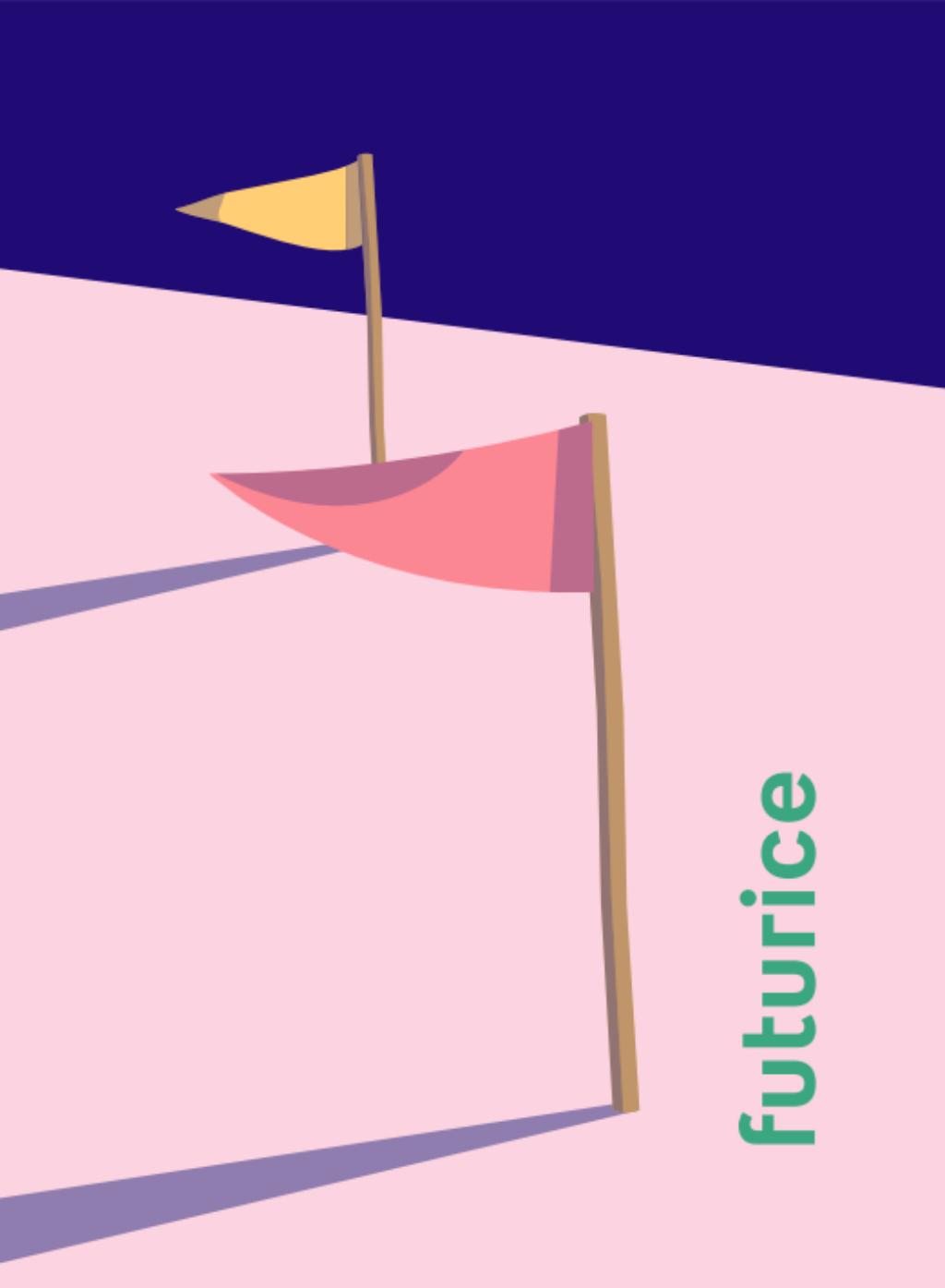


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Sales rate



**What is the sales
rate?**



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Budget



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

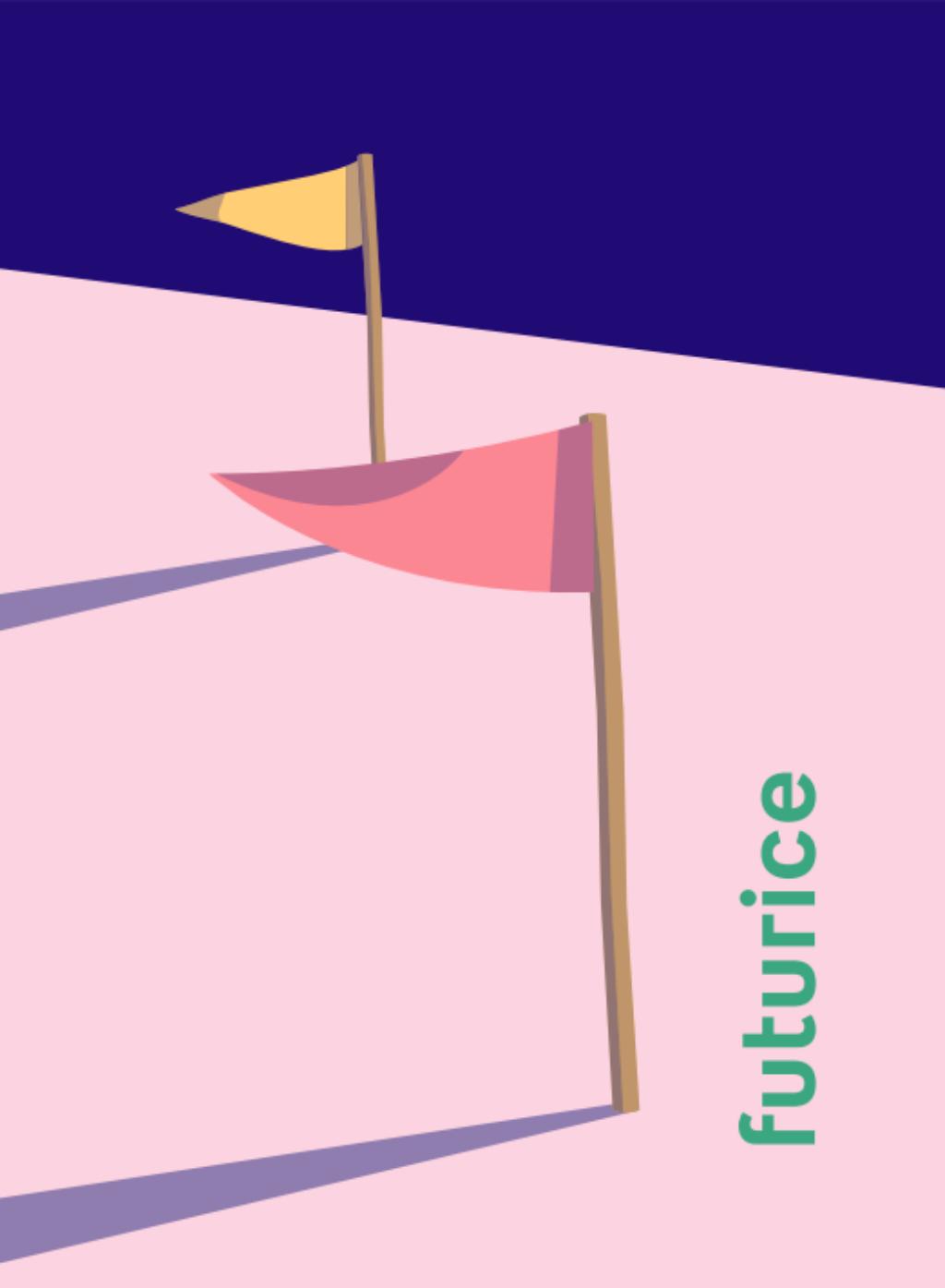


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Proposal location



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

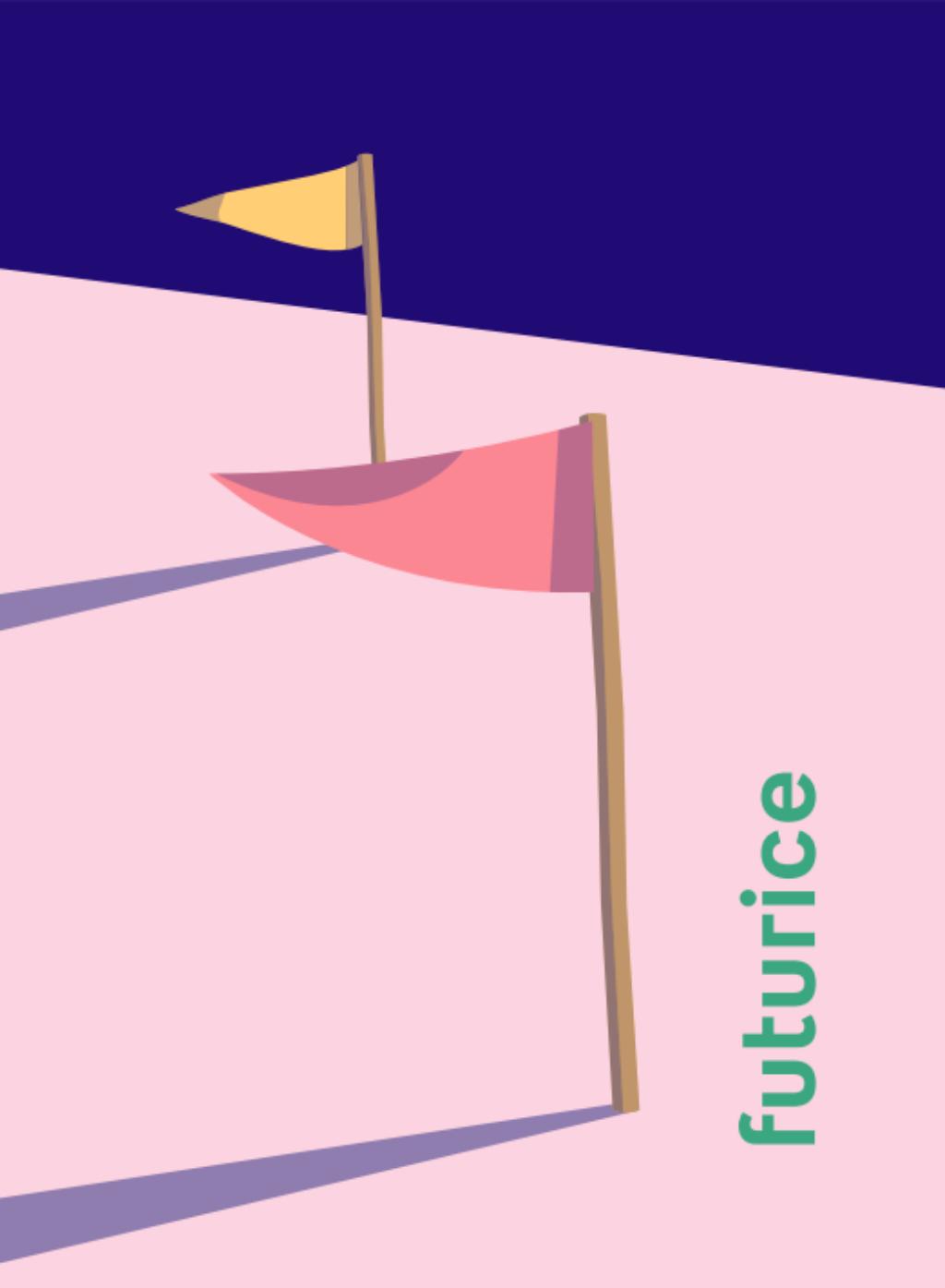


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Contract location



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



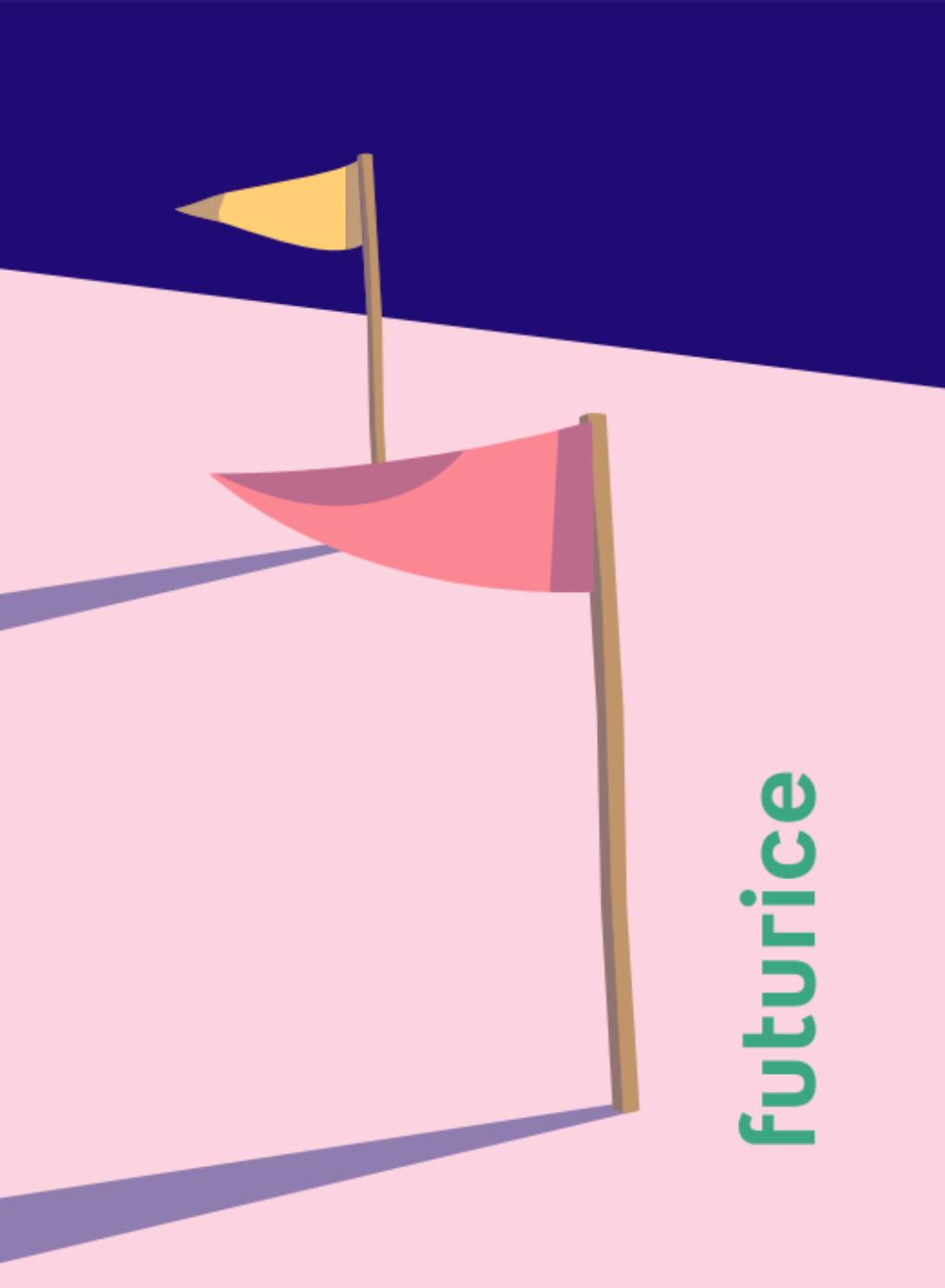
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Contract type



What type of contract is this?

Fixed price? Time and material?
Fixed scope?

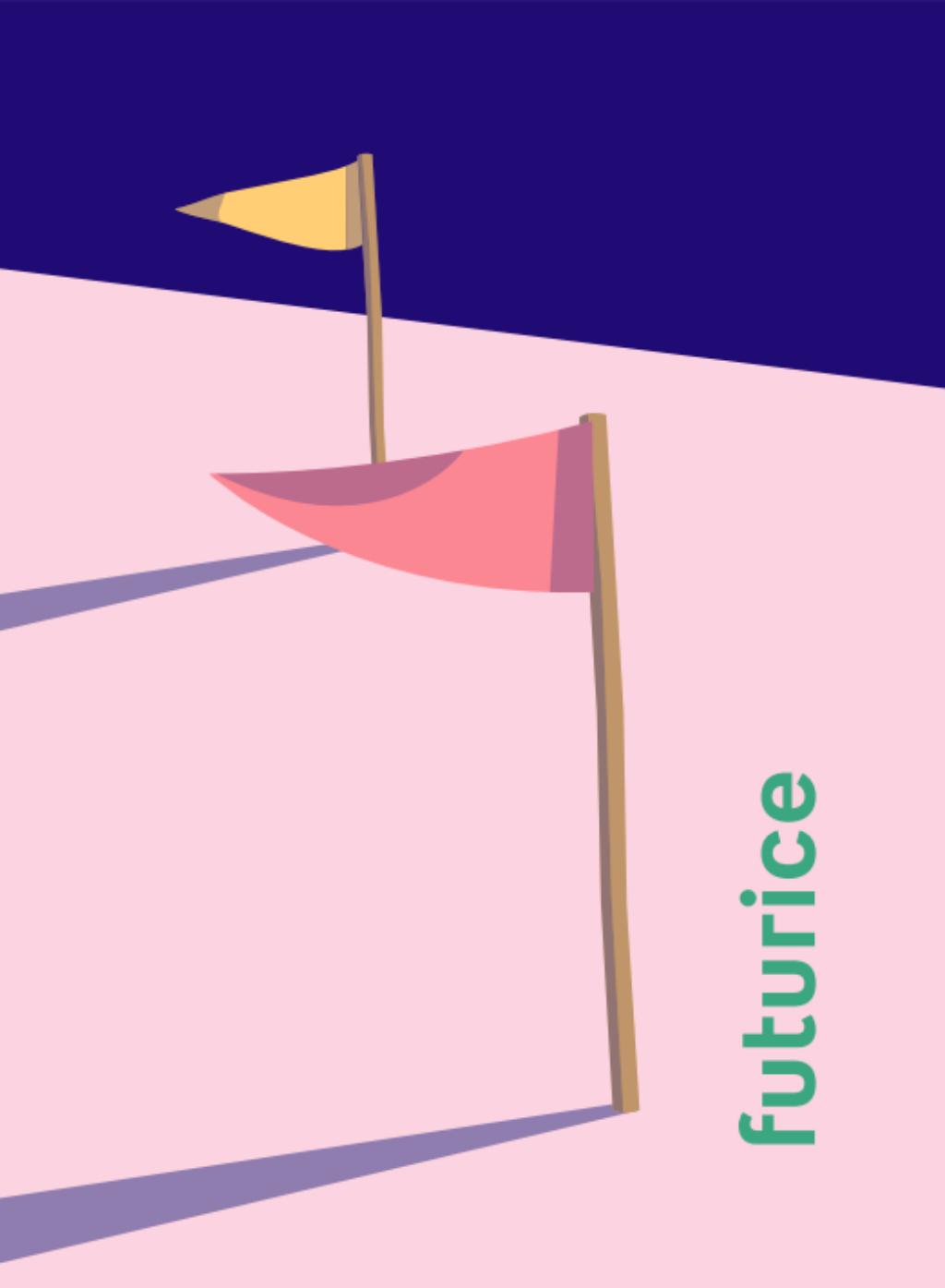


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Deliverables



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



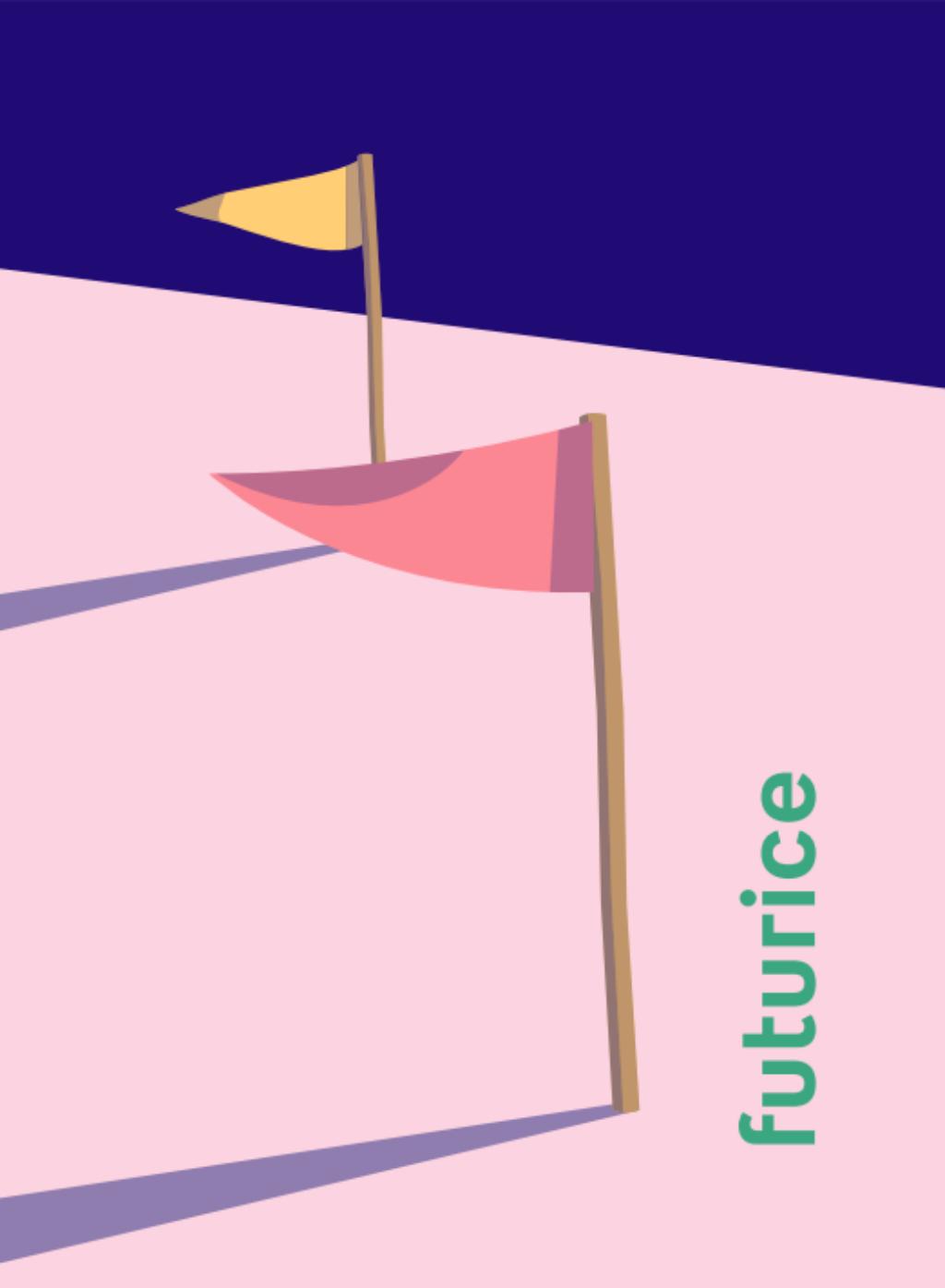
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End

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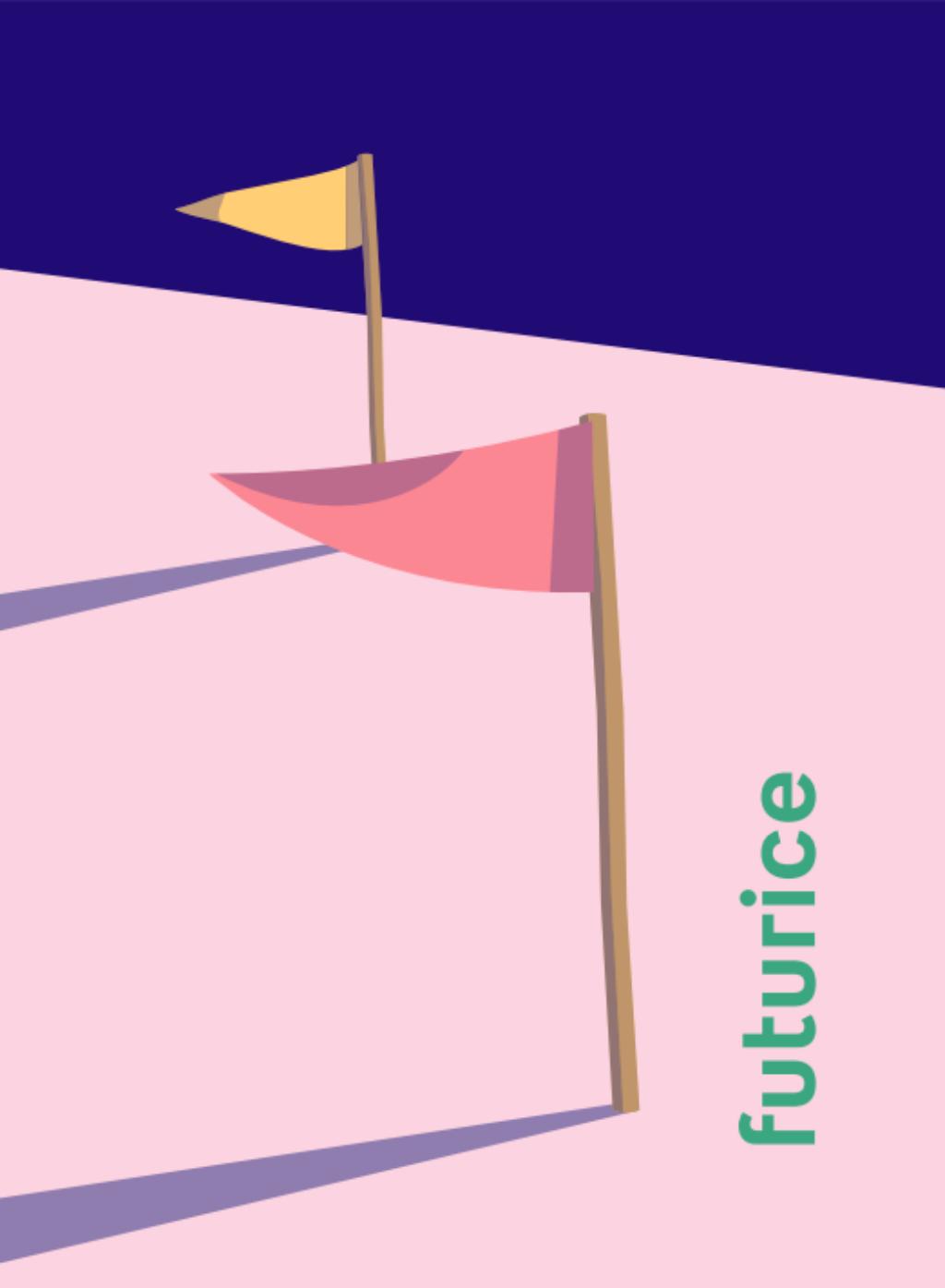
Once up and running, which person's unexpected departure would cause the most harm?



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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?**

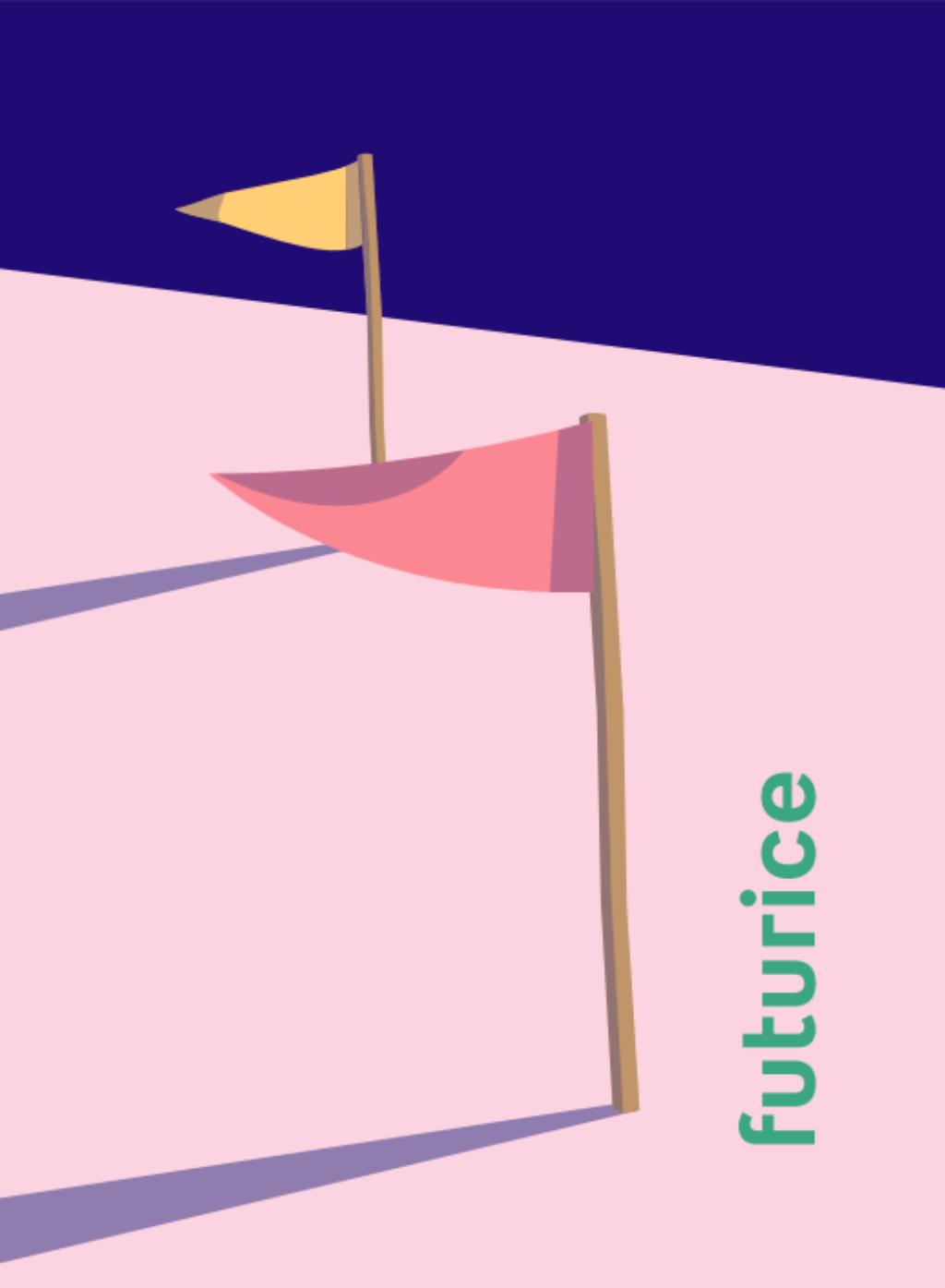


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Paid service



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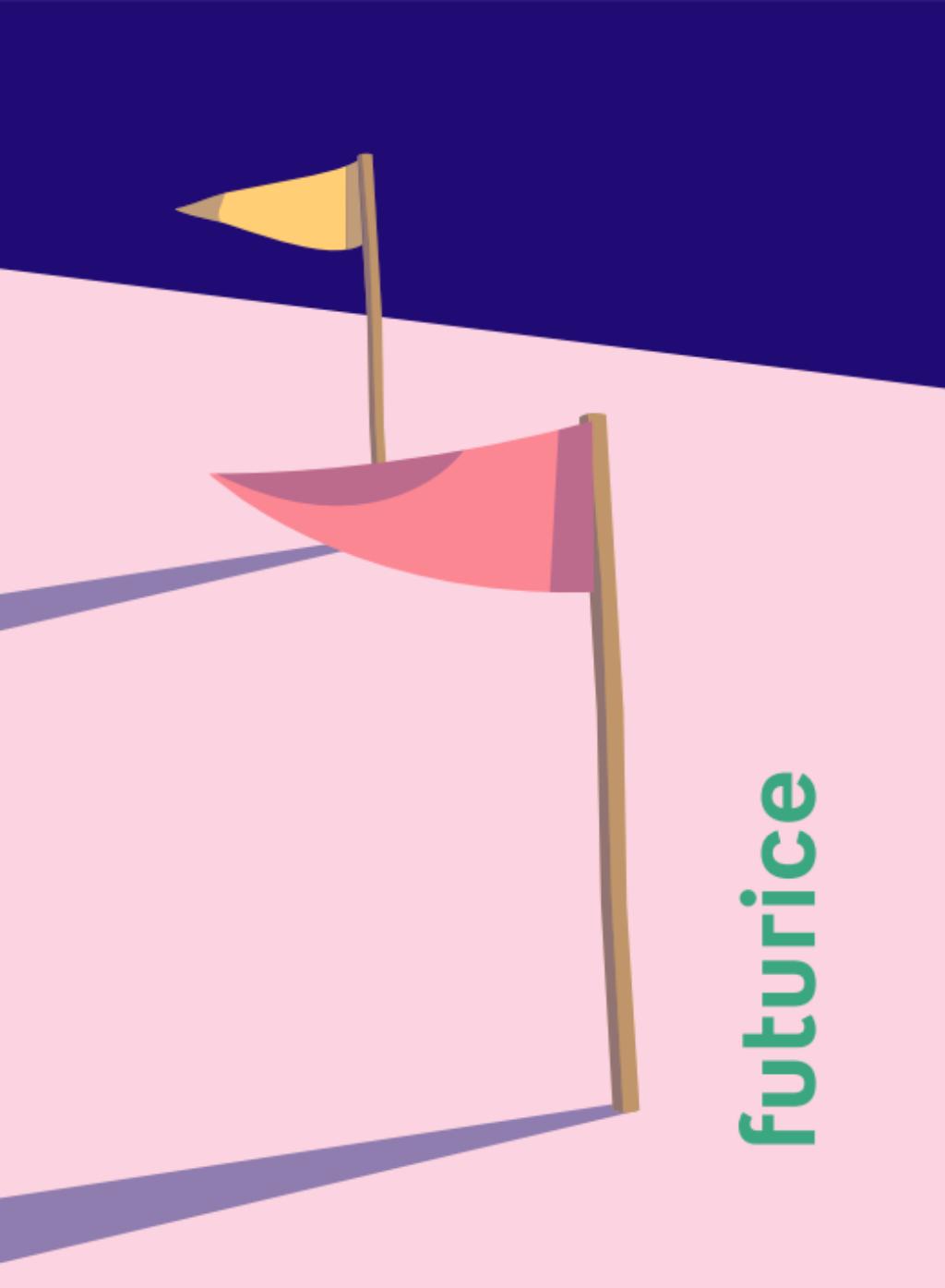
Which 3rd party services does our service depend on, and what happens when they do down?



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

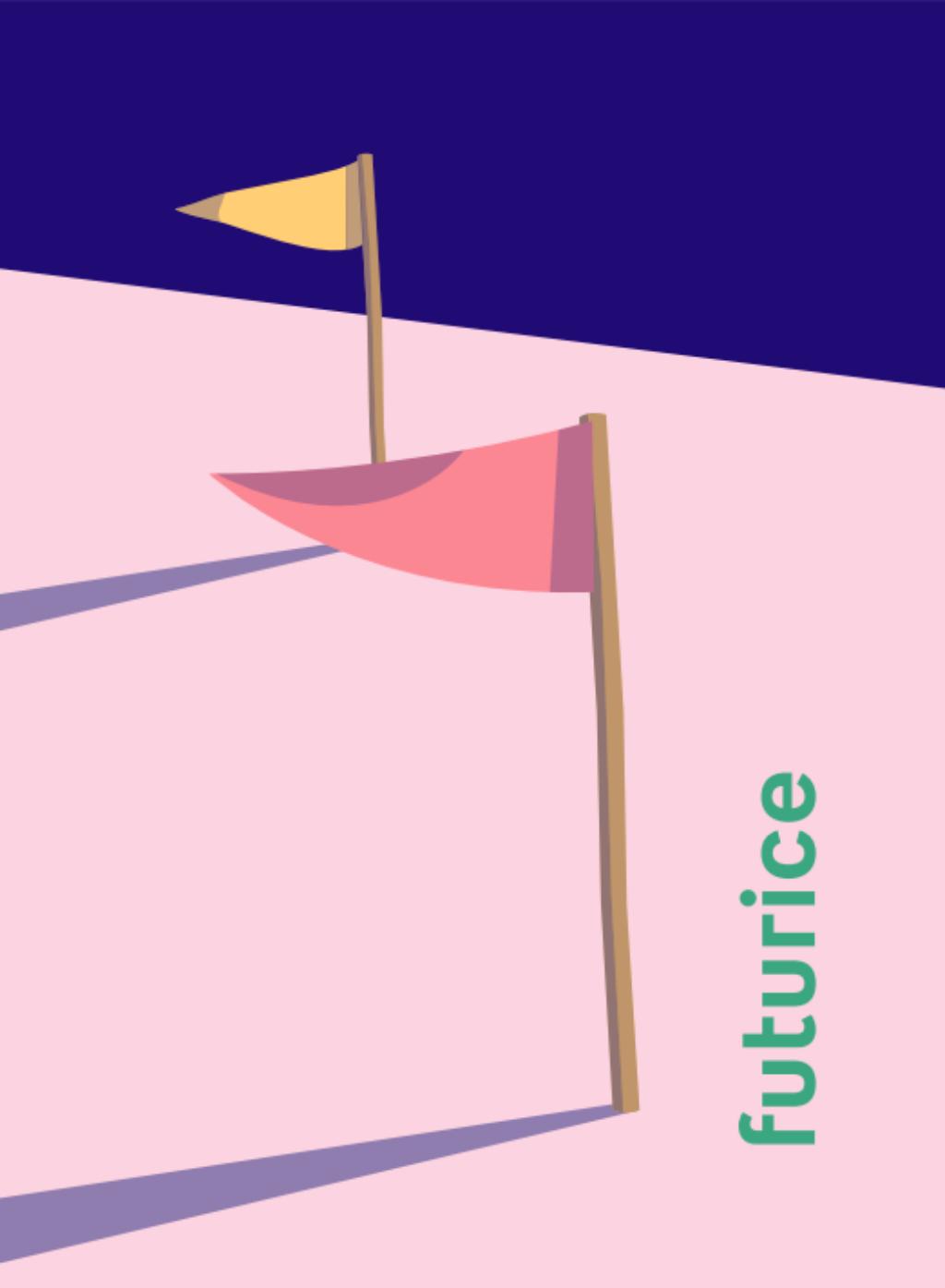


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Personal data



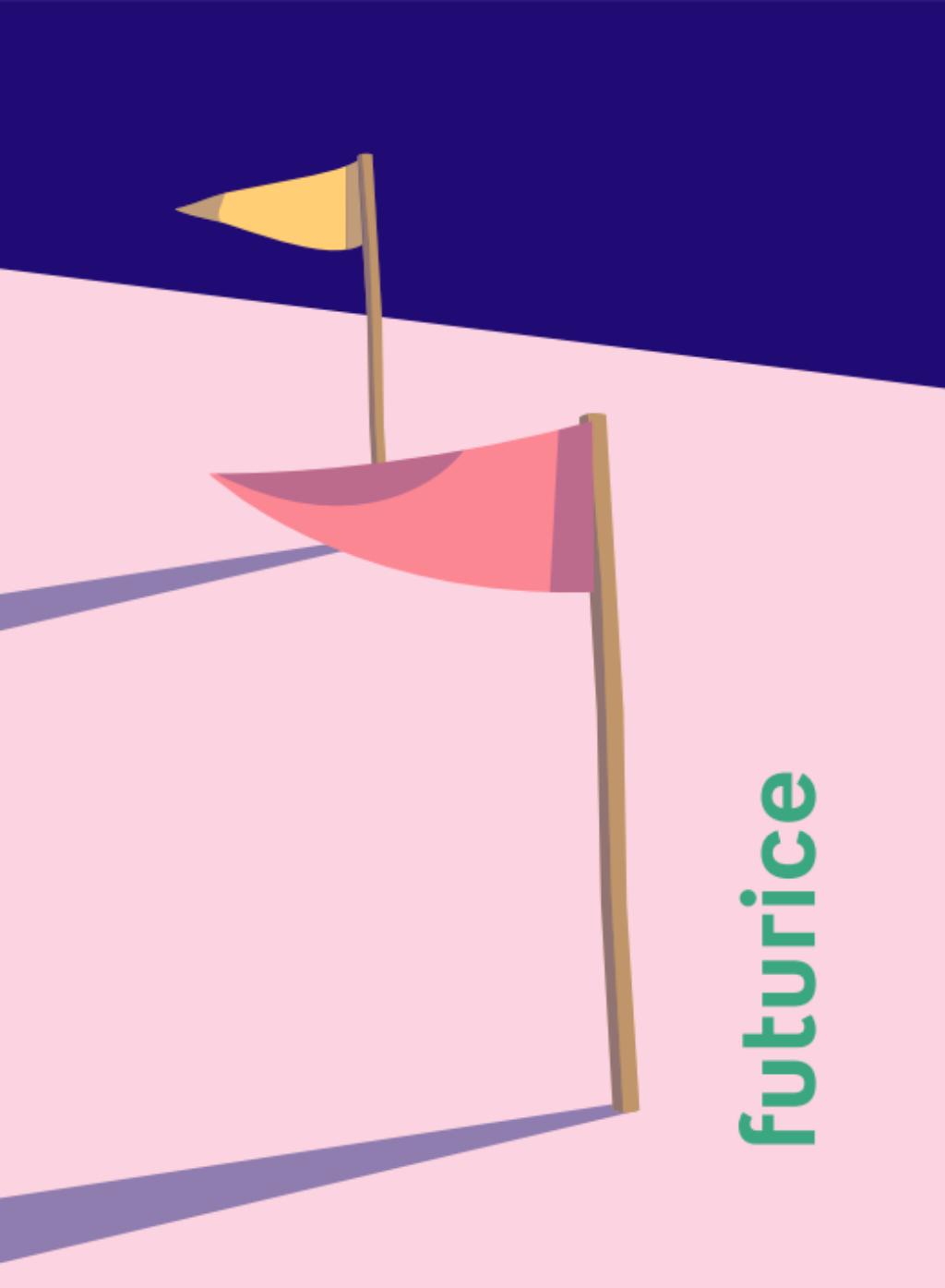
**Do we deal in any
way with personal
data?**



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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?**

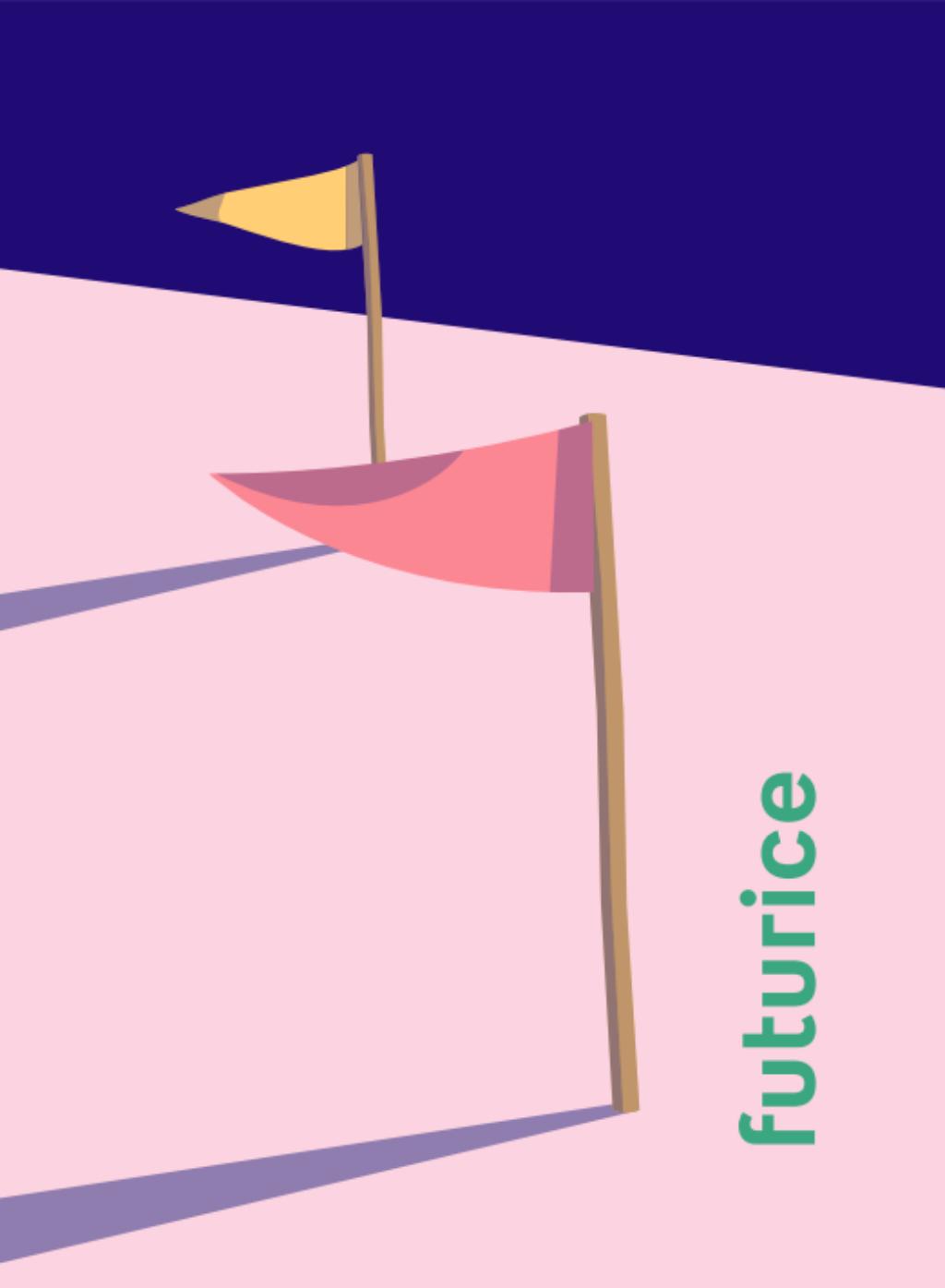


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Data

**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?

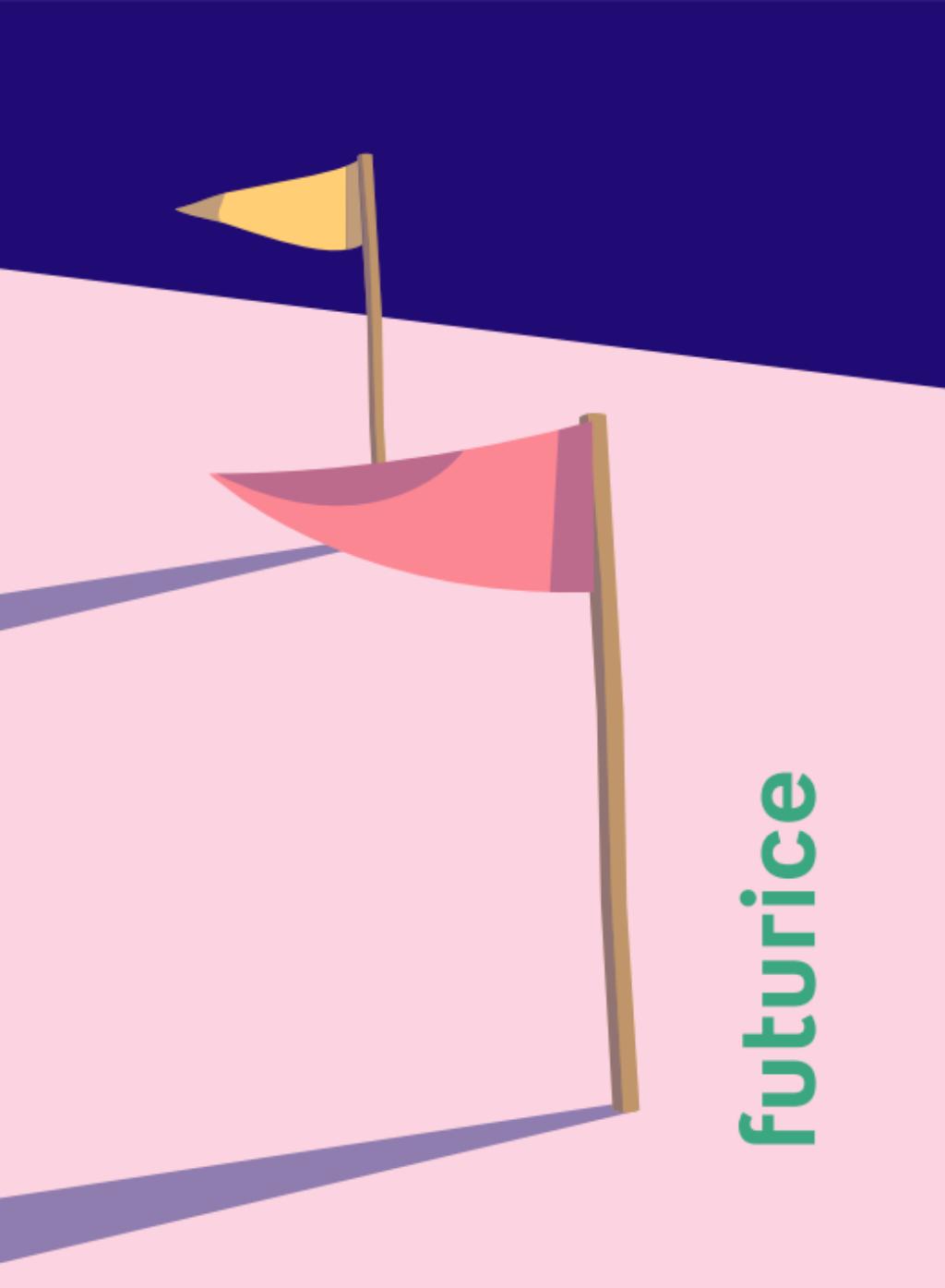


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What happens if data integrity is compromised?

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?

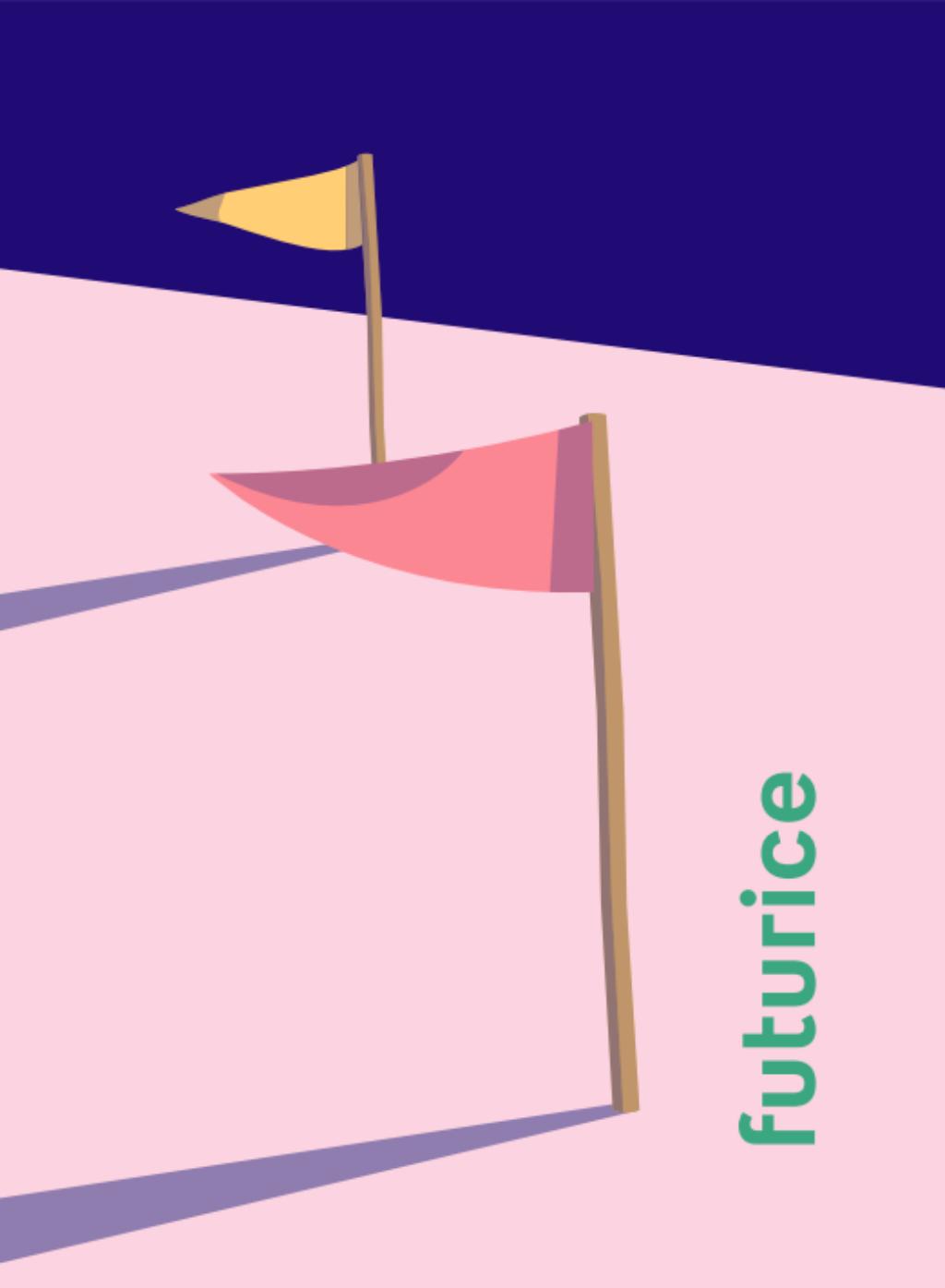


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Is data with different classification treated differently?

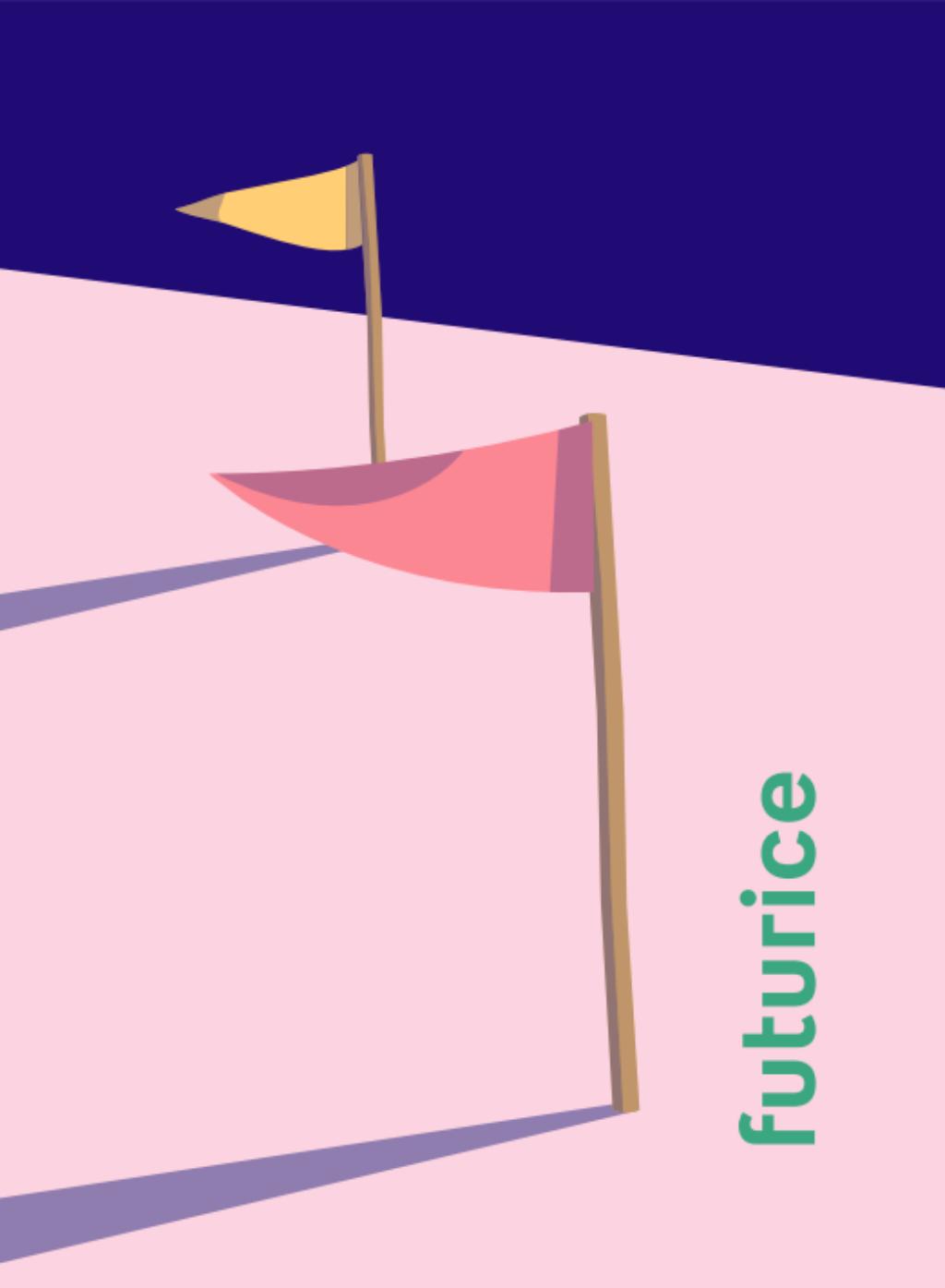
Thing about a persons social security number vs name of a product in the shop



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Plain text passwords

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

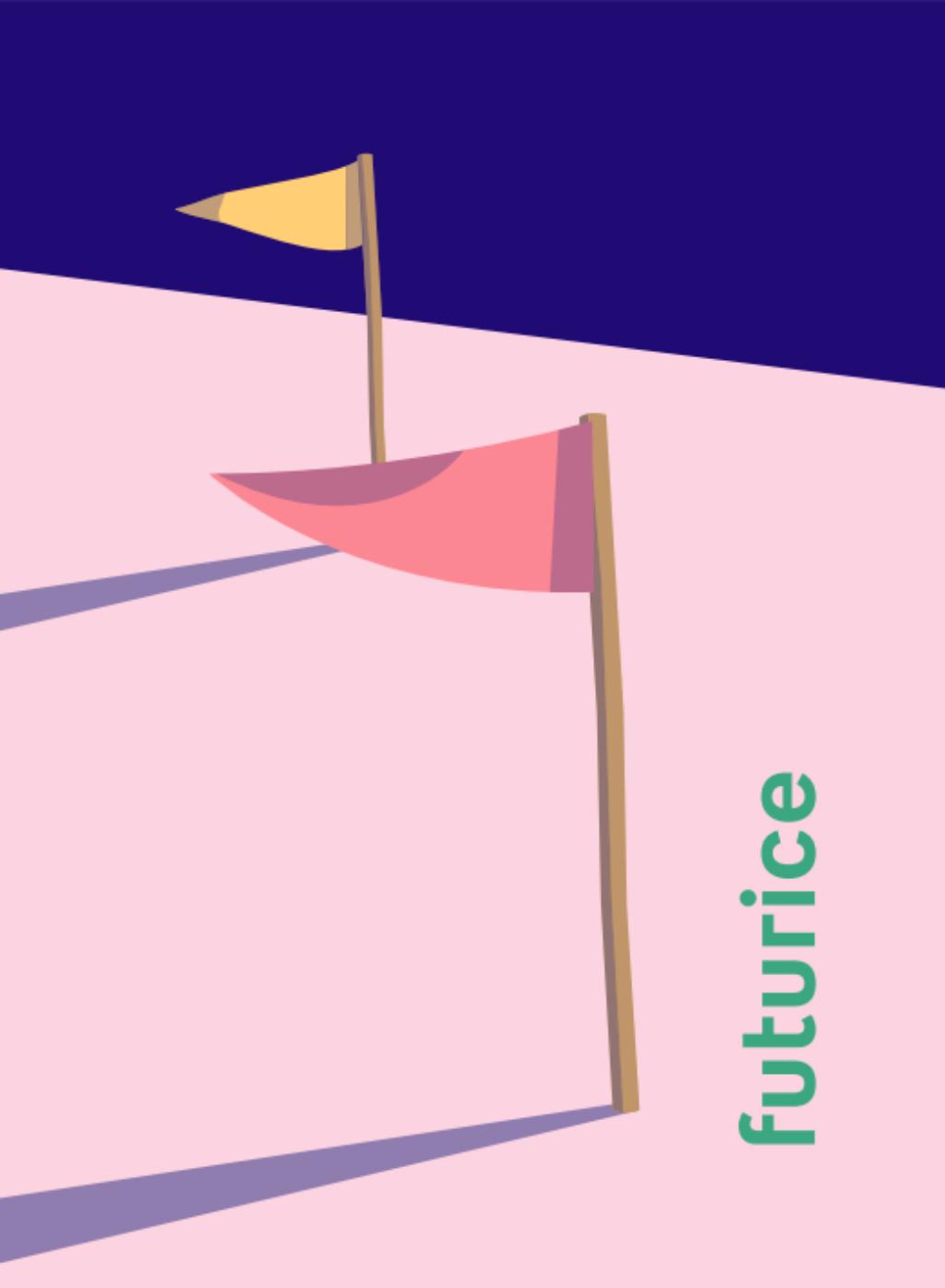


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Keys in Github

**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?**

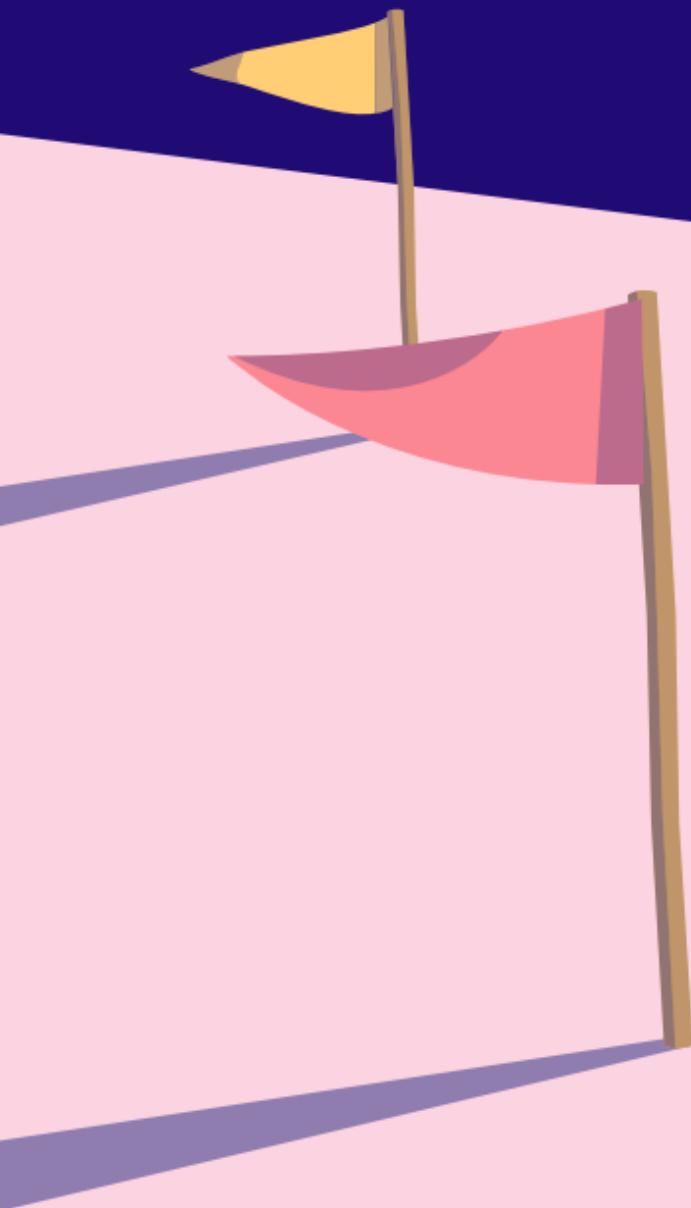


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Have we mapped all relevant stakeholders and how/when we will communicate with them?

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



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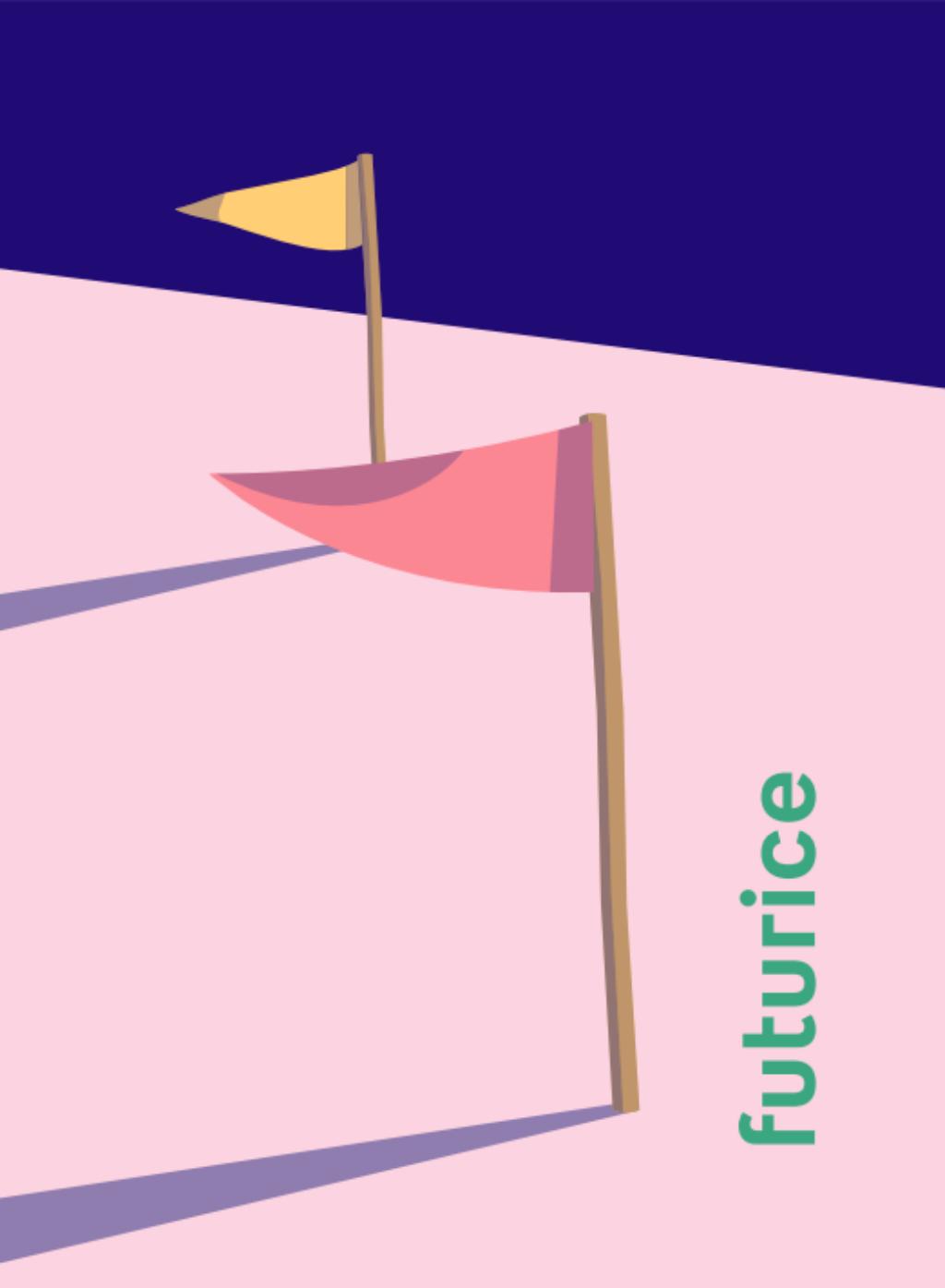
**Do we have a
contact in branding
to ask questions or
seek feedback?**



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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?

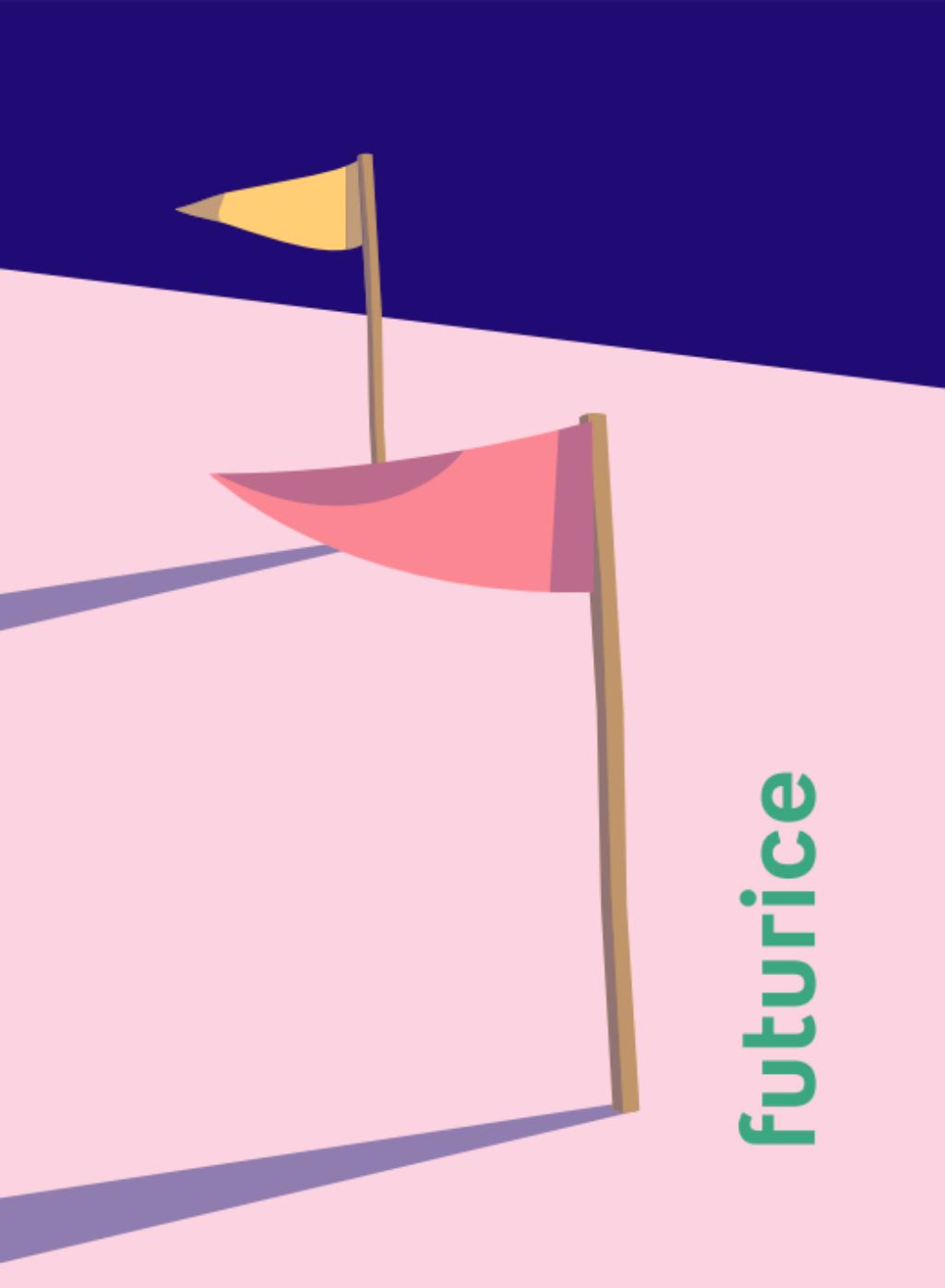


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Up to date data



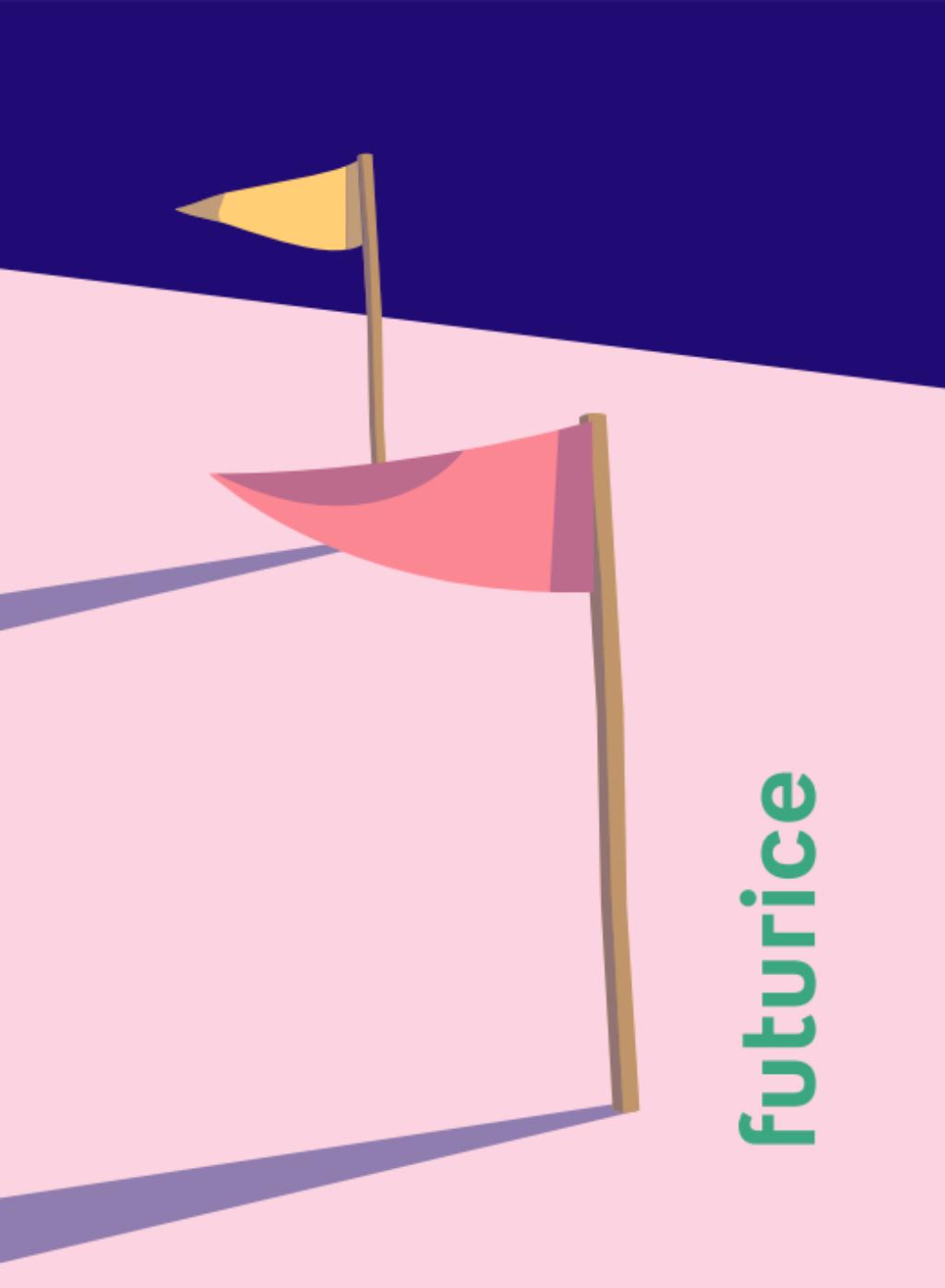
**How up to date is the
data we're using?
Does it need to be?**



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**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?**

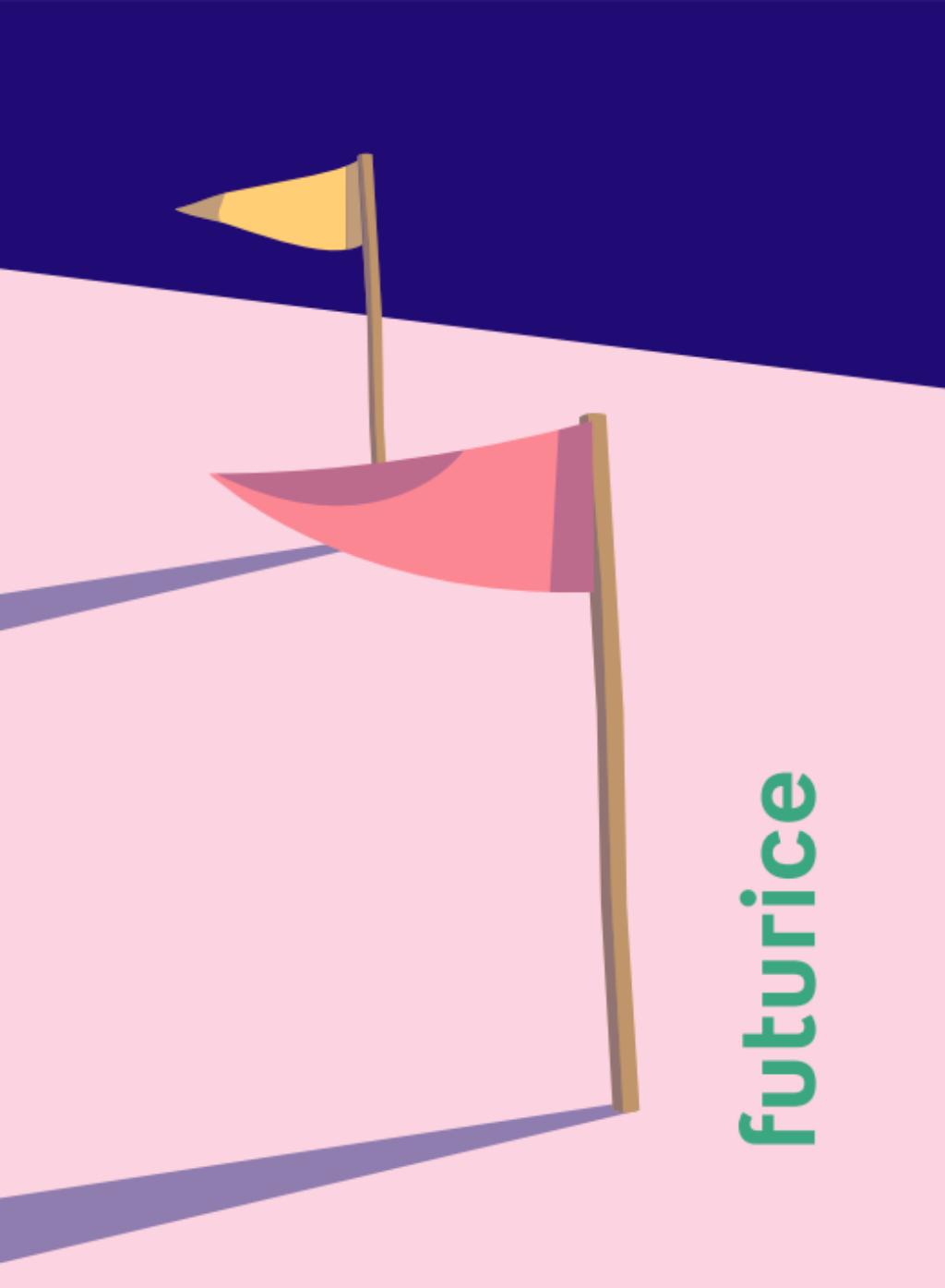


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Typos

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



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Data bias



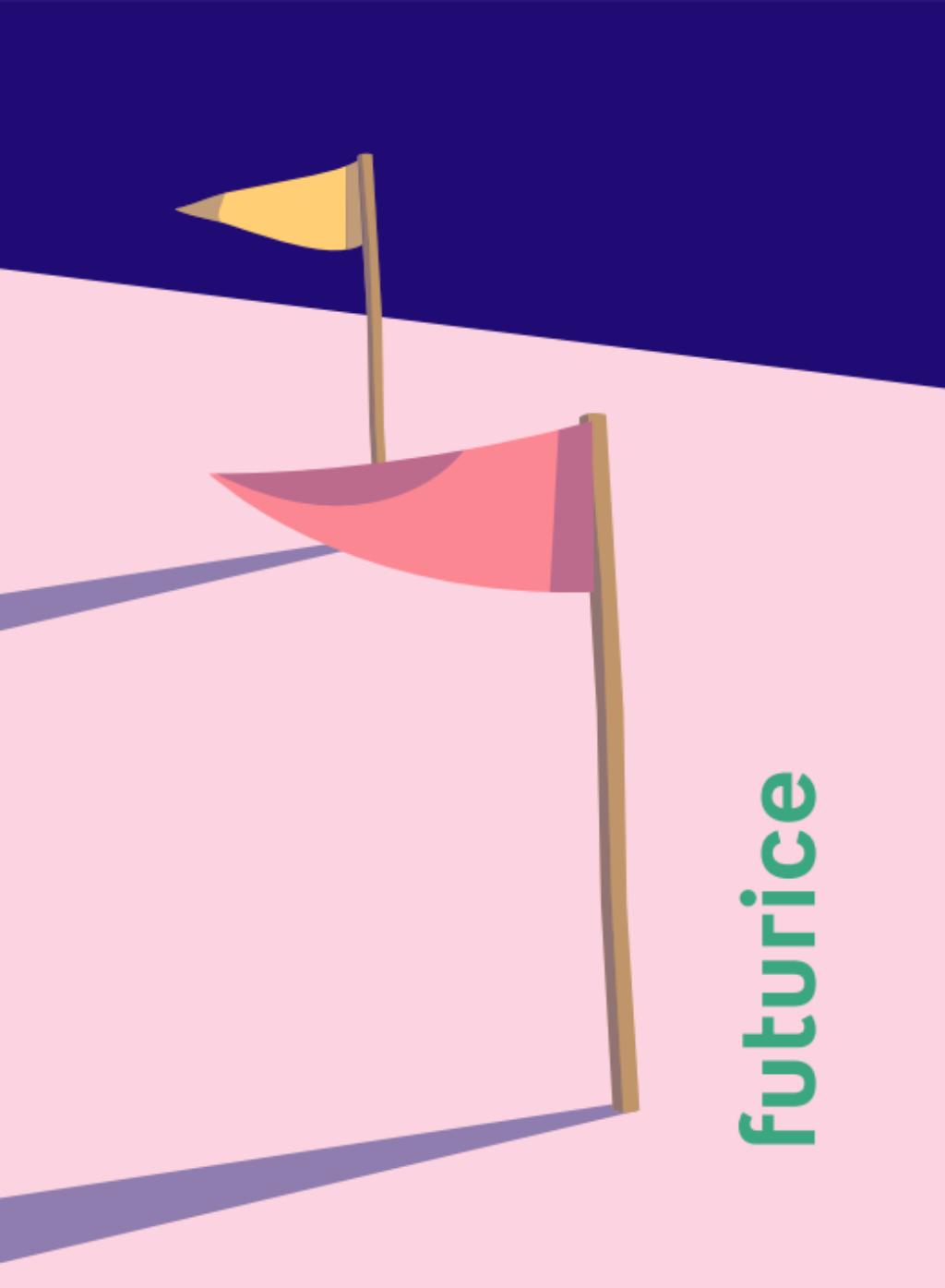
Does the data we have contain biases that could potentially impacts our outcomes?



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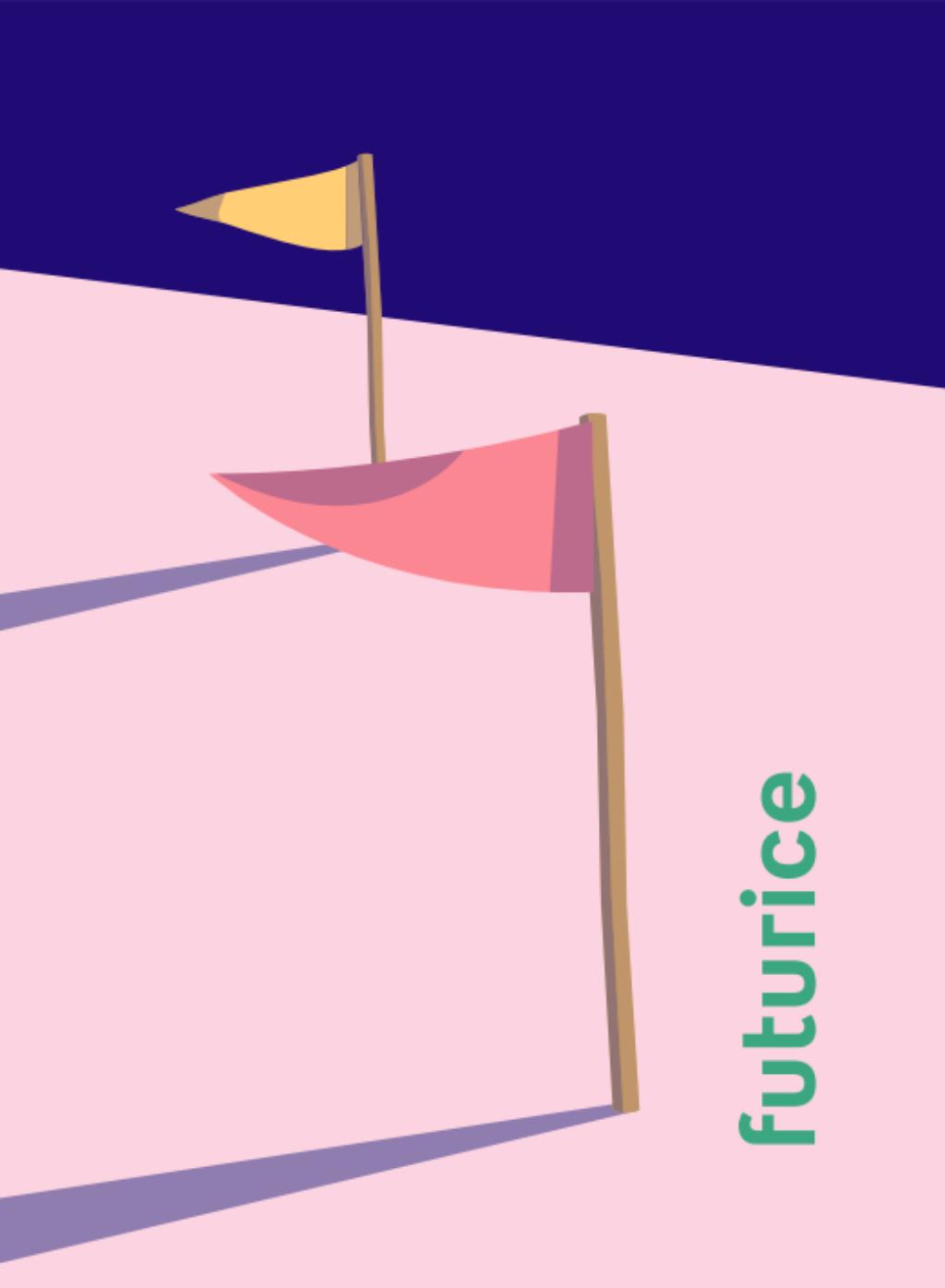
**Are we dealing with
somebody's
personal
information? What
guidelines exist for
this?**



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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



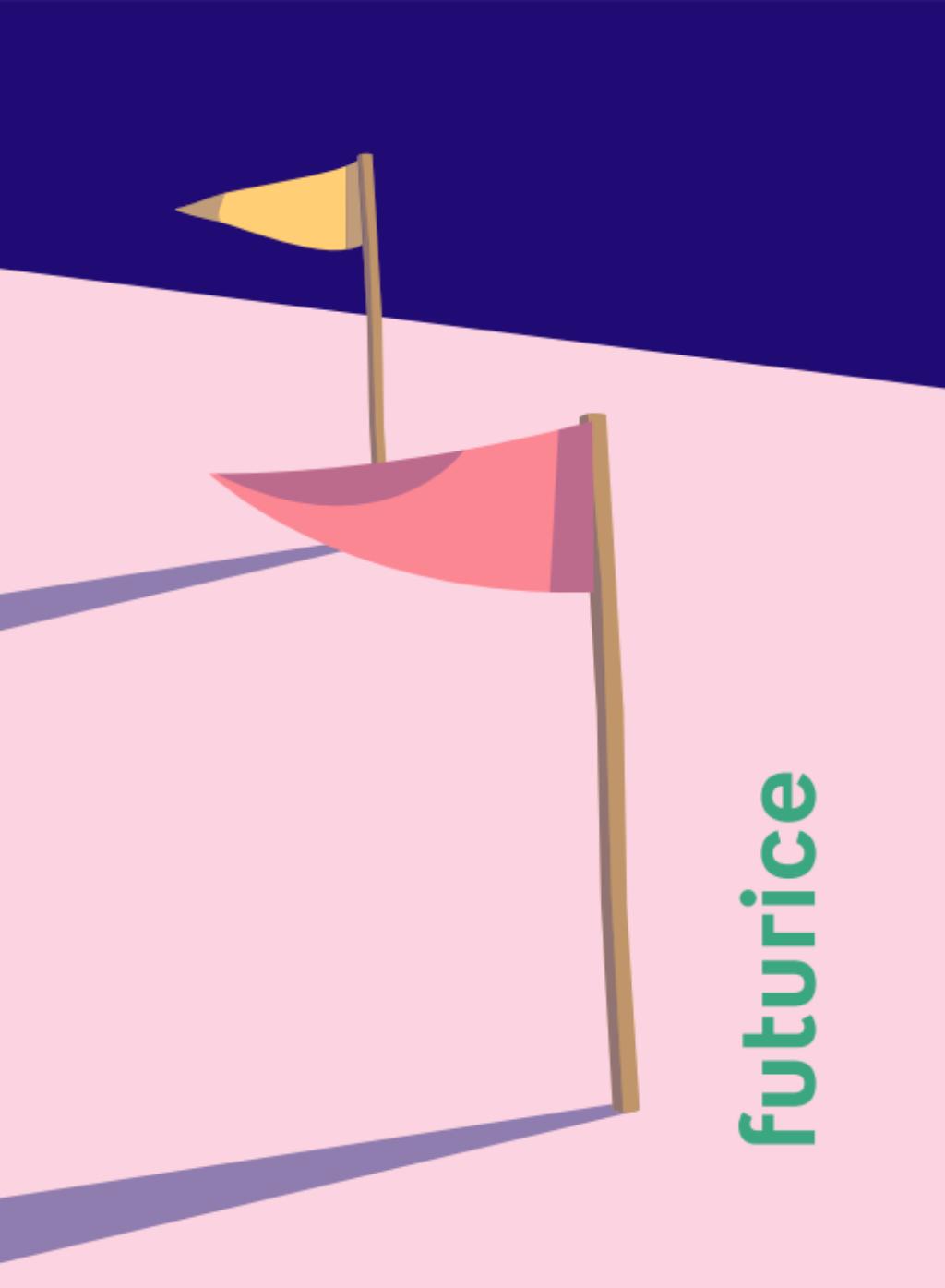
**Does the client have
experience of
working in
cross-disciplinary or
cross-silo teams?**



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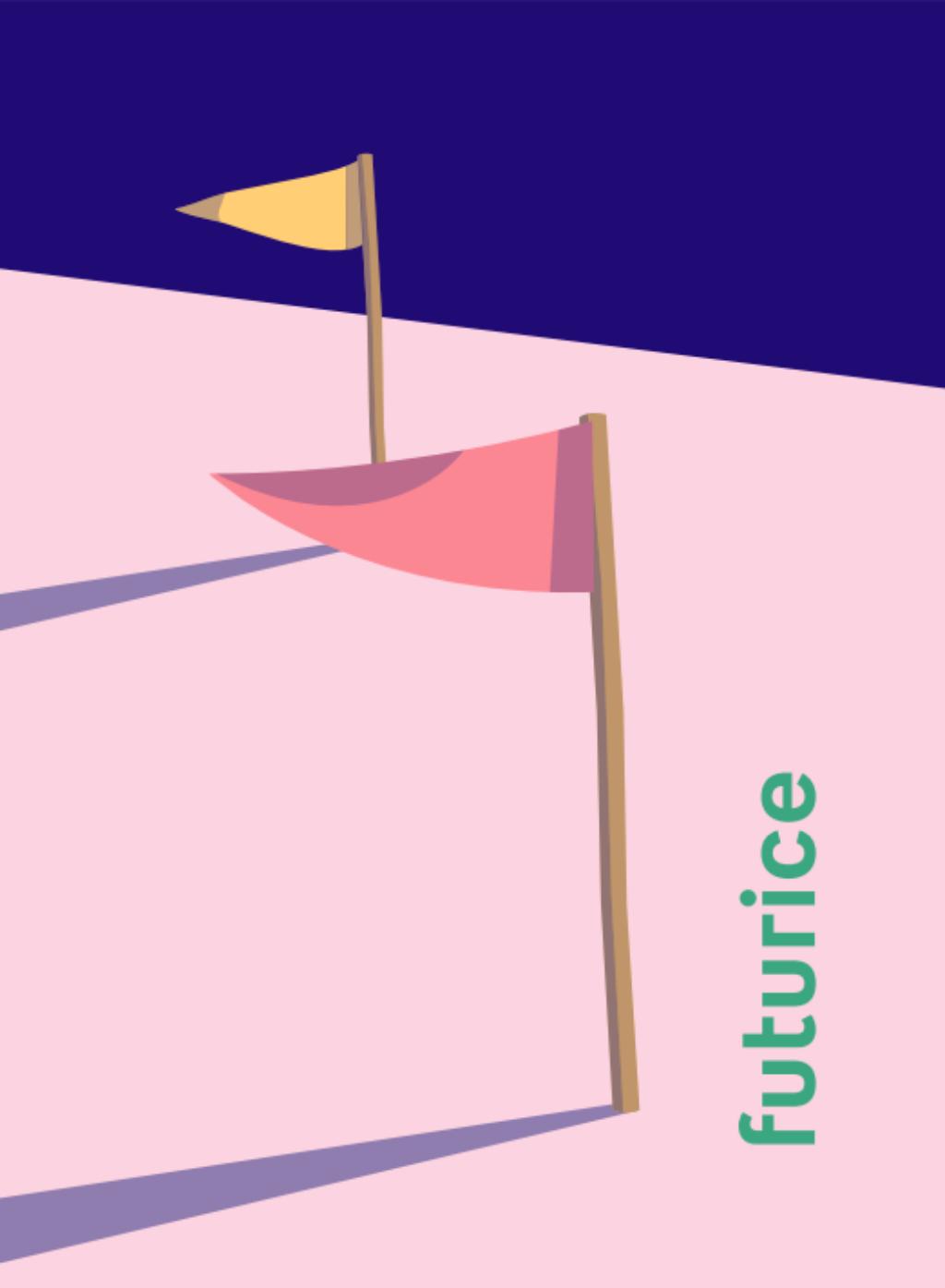
**What are the design
dependencies
regarding other
systems?**



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What are the existing client insights that can be utilized?

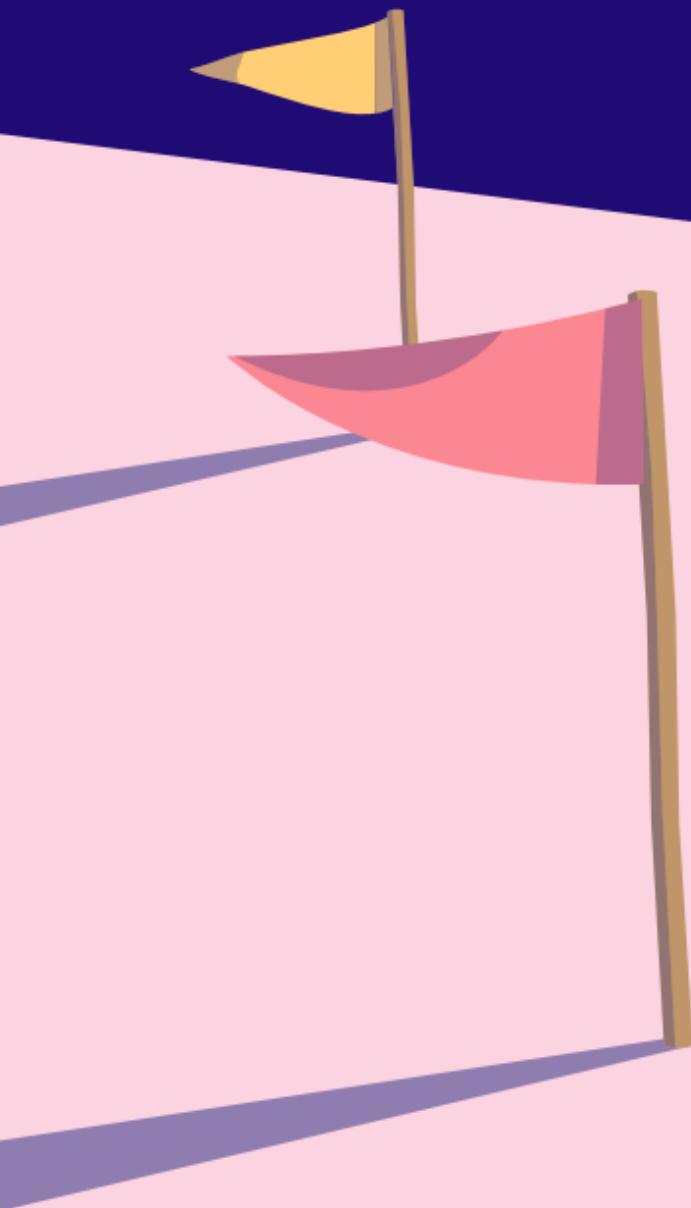


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**Do we need
additional user
research or insight
to create the
service?**

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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

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



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Hike

**Go hiking with the
team.**



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Failure



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



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Concept validation



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

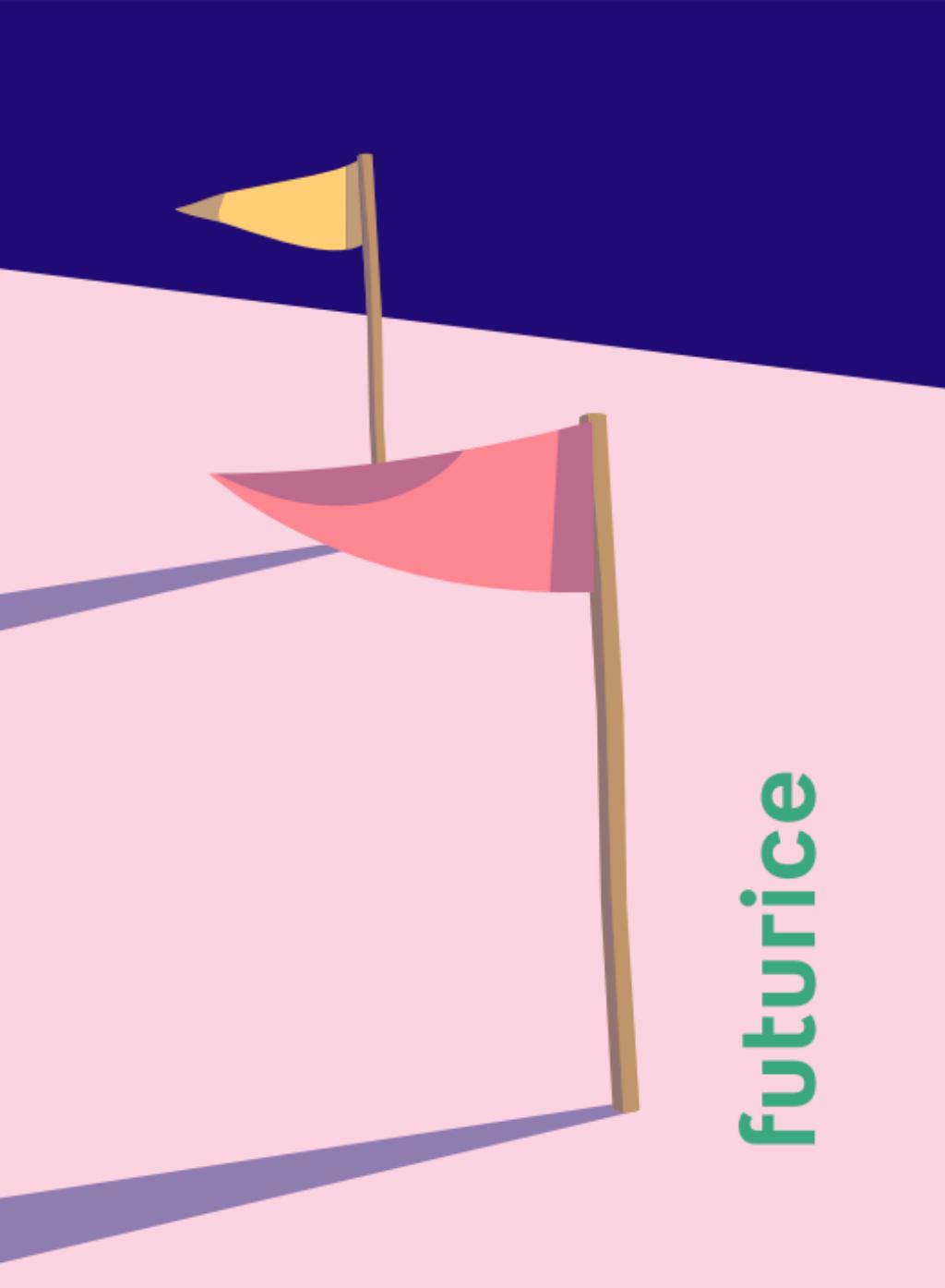


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Next assumption



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

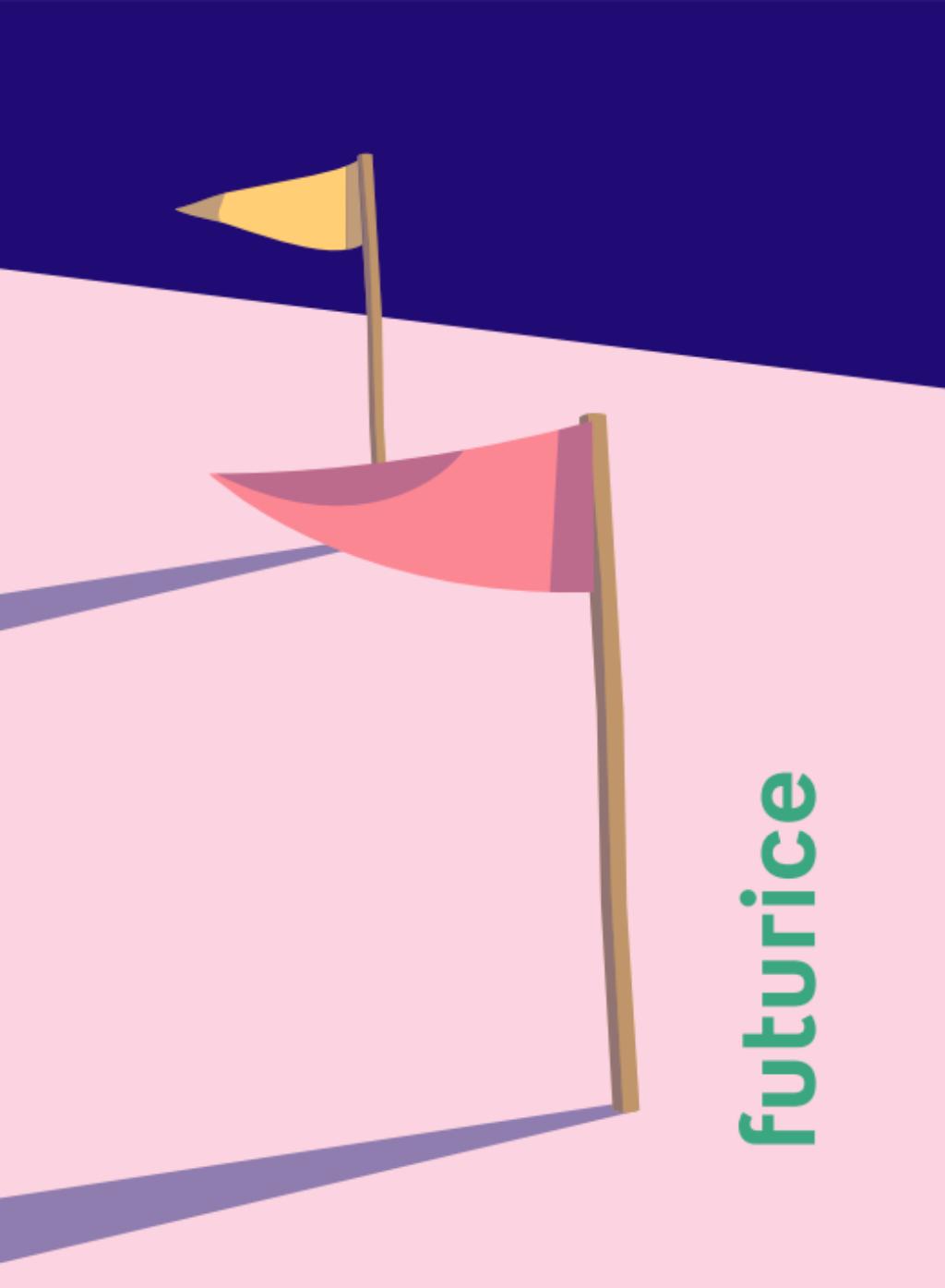


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**Does the client have
their own company
account in the
relevant stores?**

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

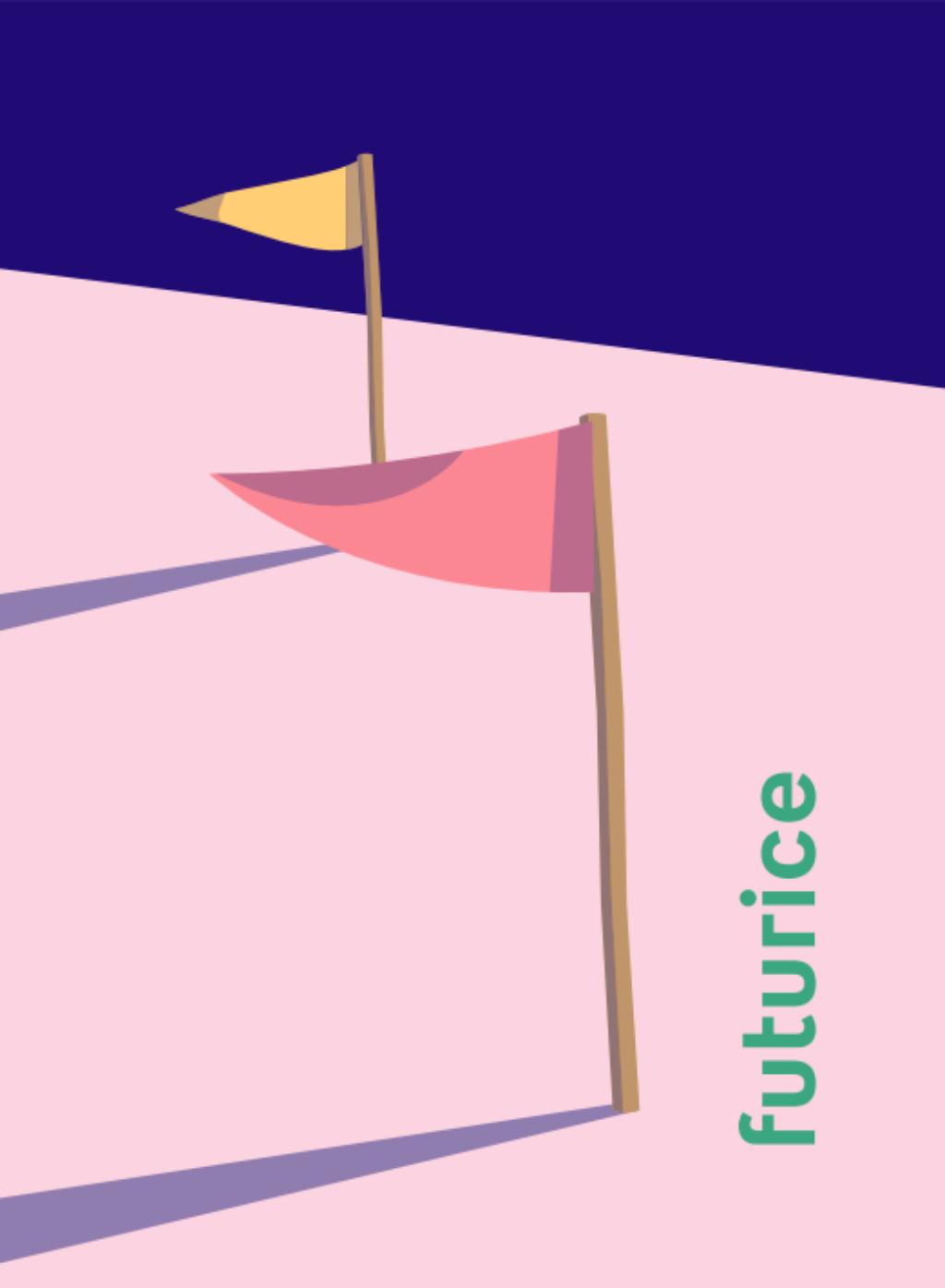


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Client's business



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



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