

Incentives

**How are
interviewees
incentivised?**



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NDA interviewee

**Does the
interviewee need to
sign an NDA?**



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Interview location

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



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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?**



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Prototypes in SVS?

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



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Right people

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



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Client availability

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

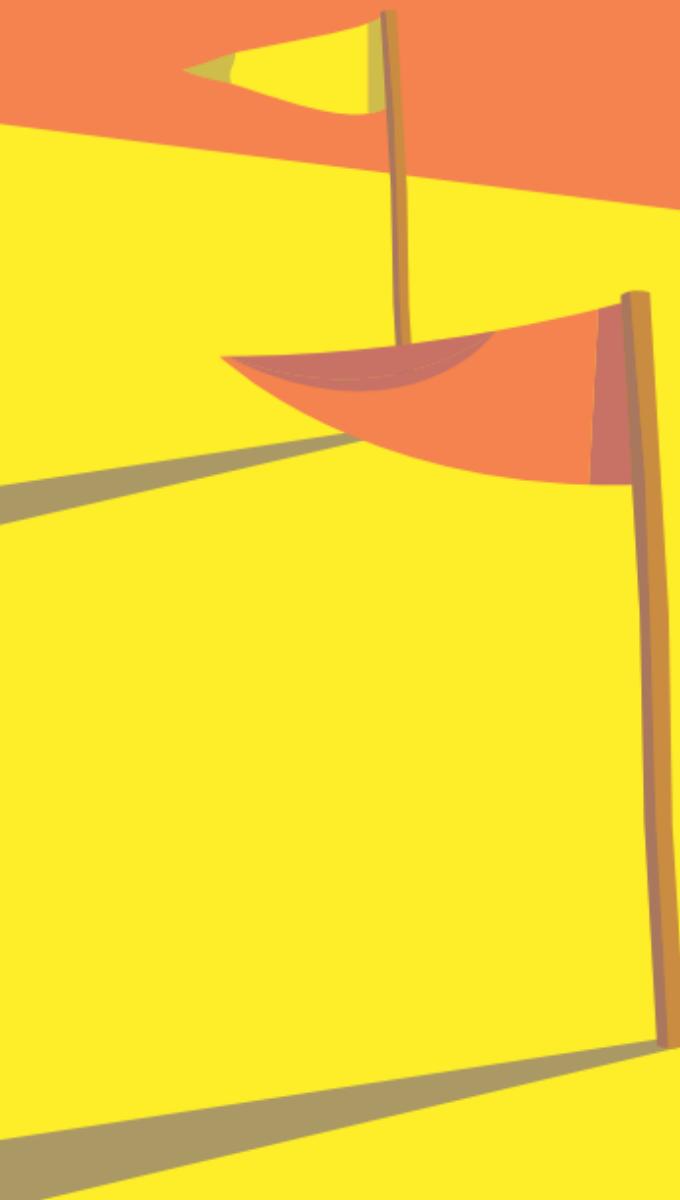


Are all technical components required to make the service work budgeted for?

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



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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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Learning

**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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Concept history

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



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Design approval

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



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Business case

**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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Partial concept

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



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Design review

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



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Design files

**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 Futurice?**



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Design approval

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



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Design awareness

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



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Brand

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



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PO incentives

What are the incentives for the Product Owner?

Think also about bonus schemes,
personal ambition etc.



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Release

**Is there anything
unknown about the
release process?**

Test release build process walk
through acceptance and deploy-
ment/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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Weekend work

What is the agreement about weekend work?

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



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Confidentiality

**What can I say about
the project inside
Futurice?**



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Sensitive data

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



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Open source clause

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



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Open source licences

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



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Libraries

**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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Working location

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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Communication

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



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On-boarding

**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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Tech. change

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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Technical debt

**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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Team motivation

**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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Team changes

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



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Business case

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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Scrum budget

**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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**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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**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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Reporting

What is expected in terms of progress reporting?



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Invoicing

**Who does the
invoicing?**



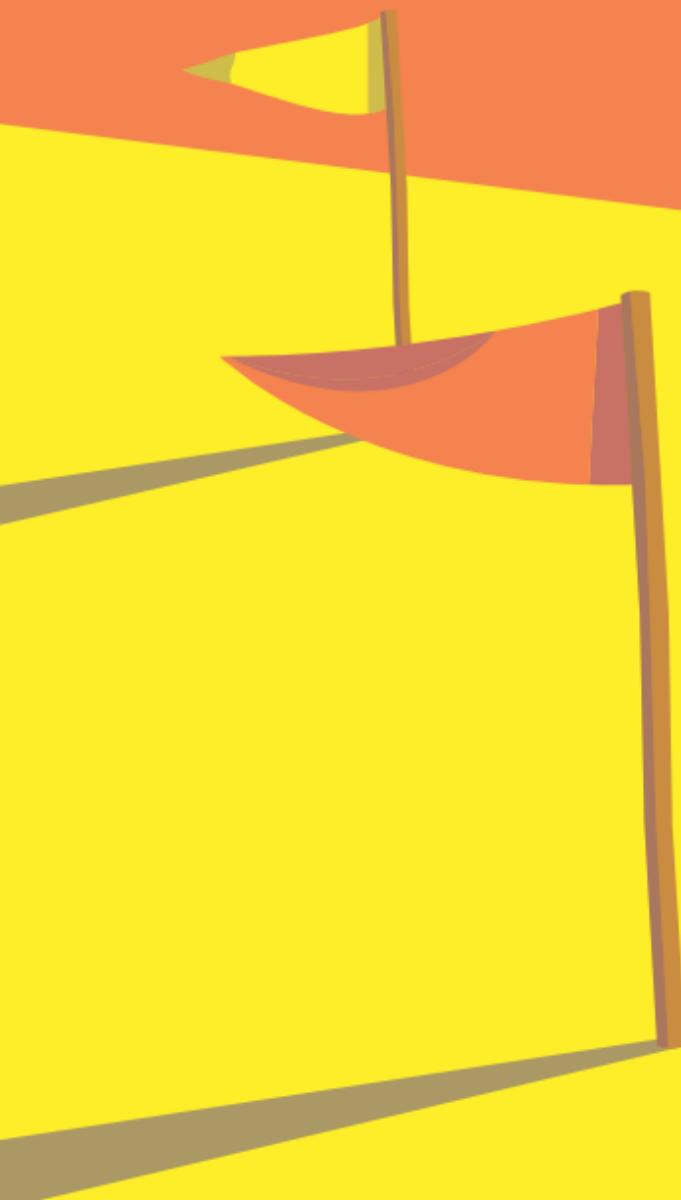
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Where is the sprint backlog?



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Hour marking

**How should the
hours be marked?**



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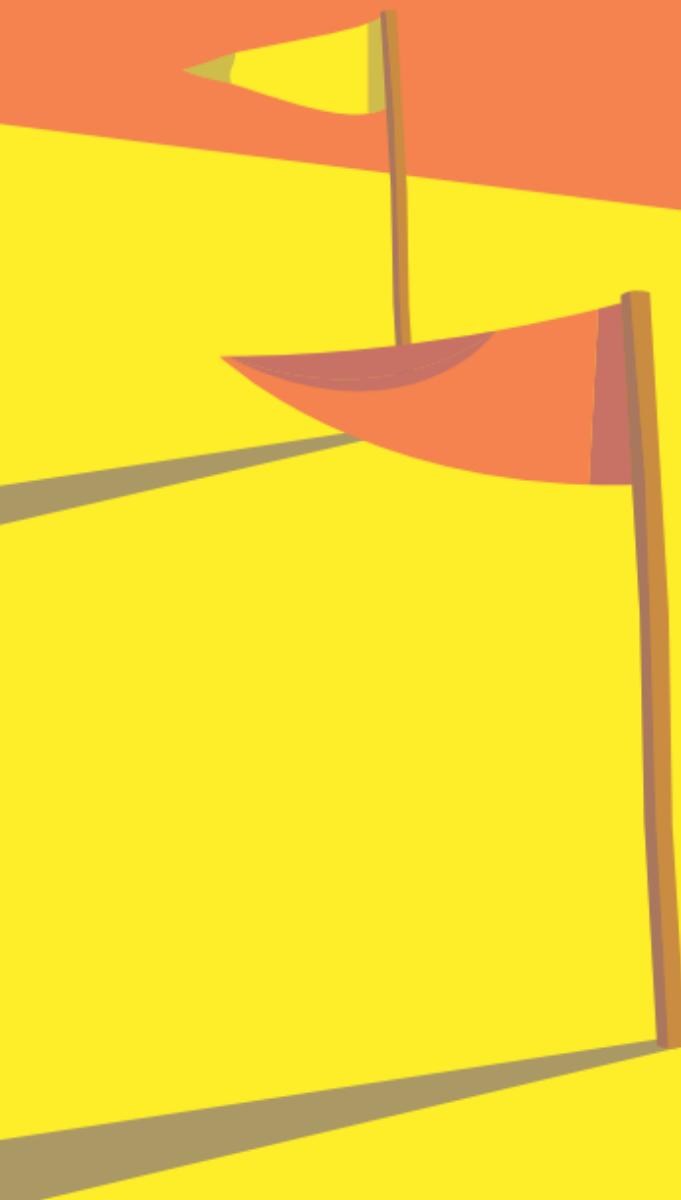
Remote work



**Can we work
remotely on Friday?**



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Previous project

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



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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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Demos

**Who is present
during the demos?**



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Demo frequency

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



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Metrics

**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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DoD

What is the definition of ‘done’?



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Sprint length

How long are the sprints?



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Retrospectives

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



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Product backlog

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



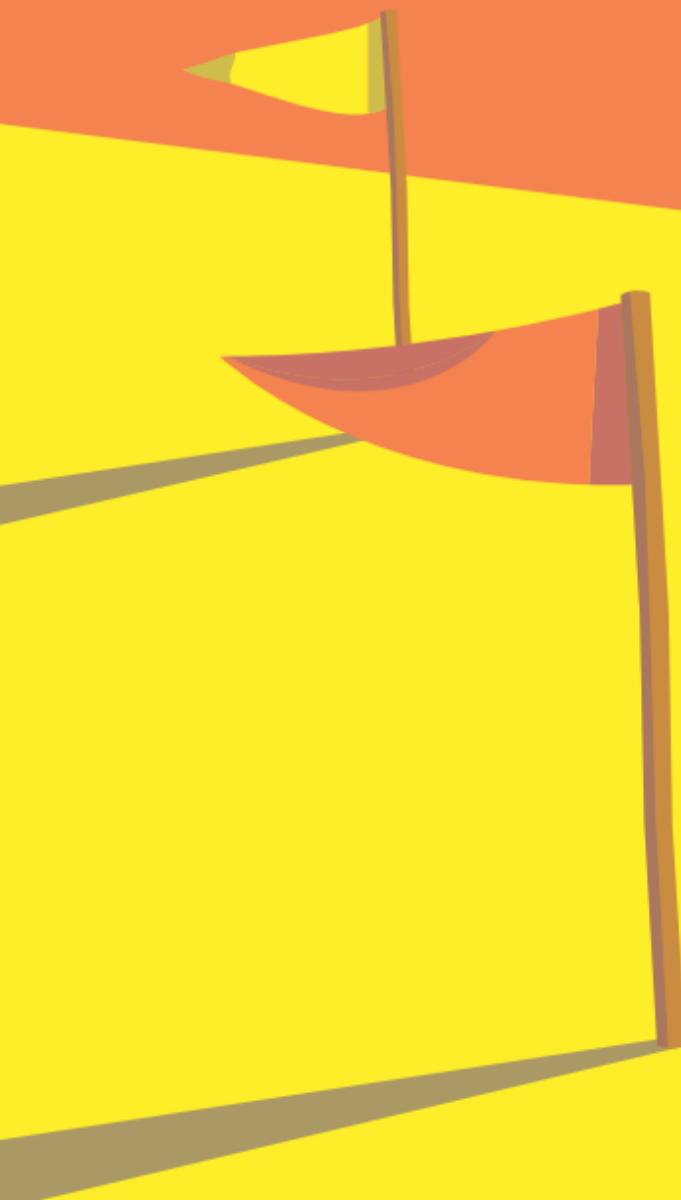
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Where is the product backlog?



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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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Dependencies

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

Can we modify/ add an api we are using?



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3rd Party libraries

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



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End2End

**What is needed to
get a working E2E
environment?**



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What documentation is required?



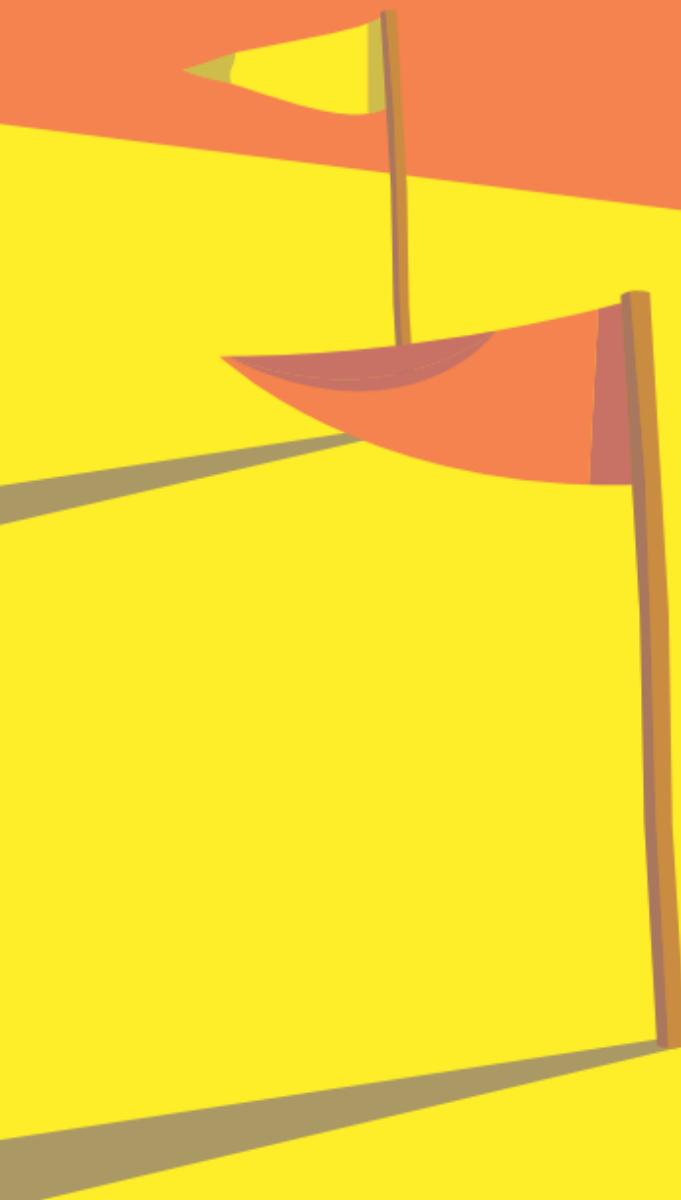
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What are the external dependencies?



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First release

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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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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How well do we know the technology used?



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Experience

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

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



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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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PM Triangle

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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Platform support

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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MoSCoW

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



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Deadline

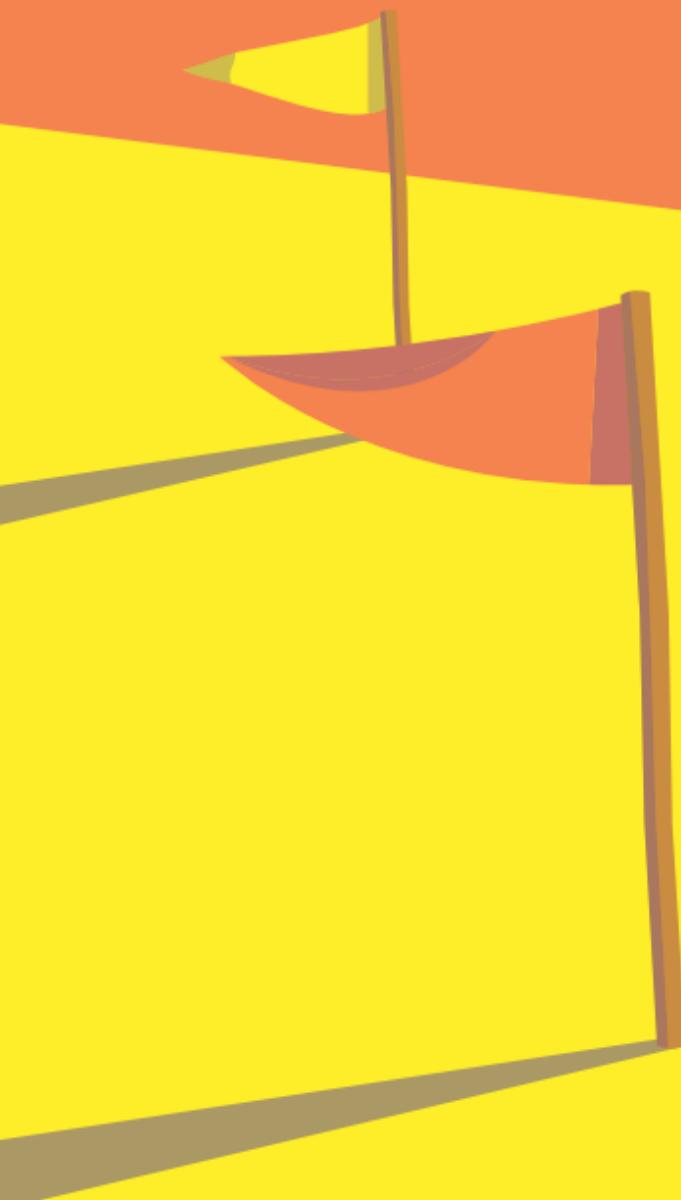


Are there any hard deadlines?

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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Platform support

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



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Delay impact

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



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Release planning

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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Scope change

**Who negotiates
scope changes?**



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Underestimate

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



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



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Budget check

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



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Timeline

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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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 Futurice to do
this project?**



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



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Dependencies

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



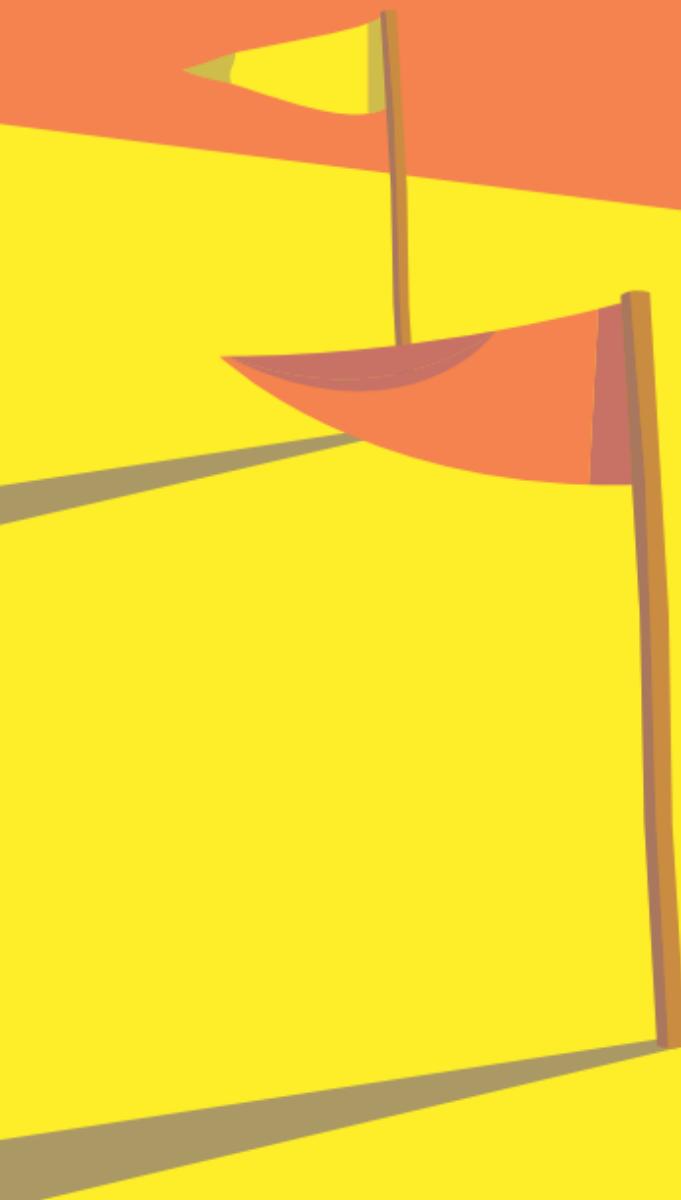
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**Is it possible to talk
about the project
publicly?**



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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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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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Special NDA

**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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Contract clauses

**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

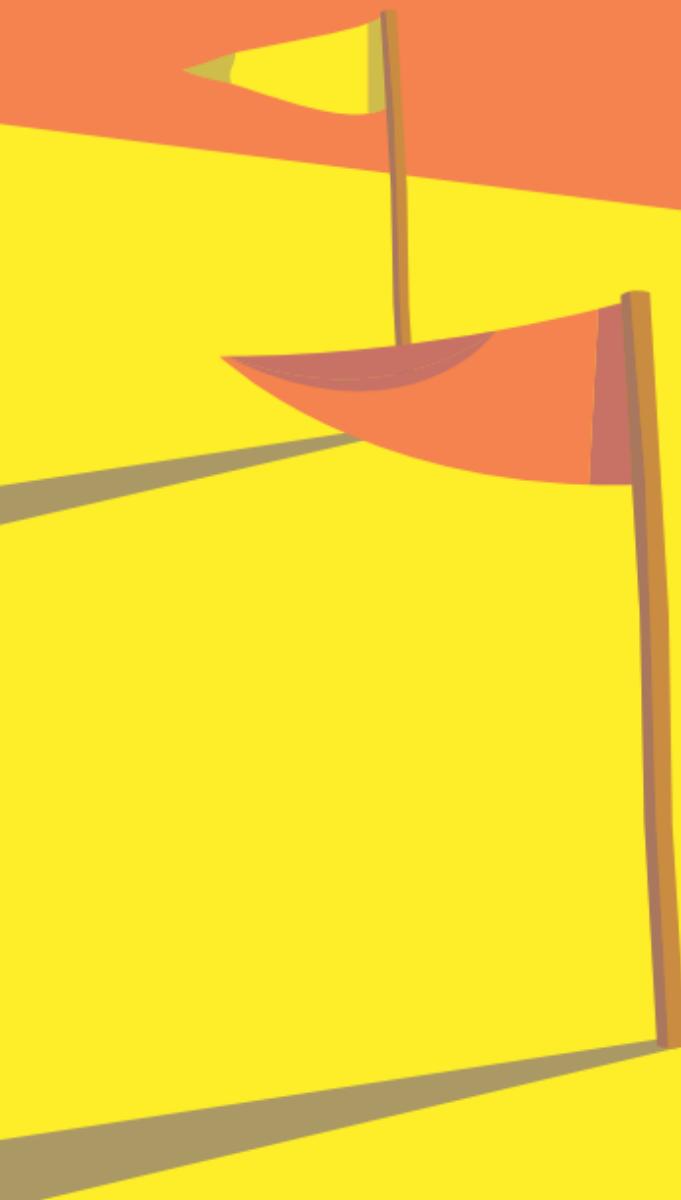


What type of contract is this?

Fixed price? Time and material?
Fixed scope?



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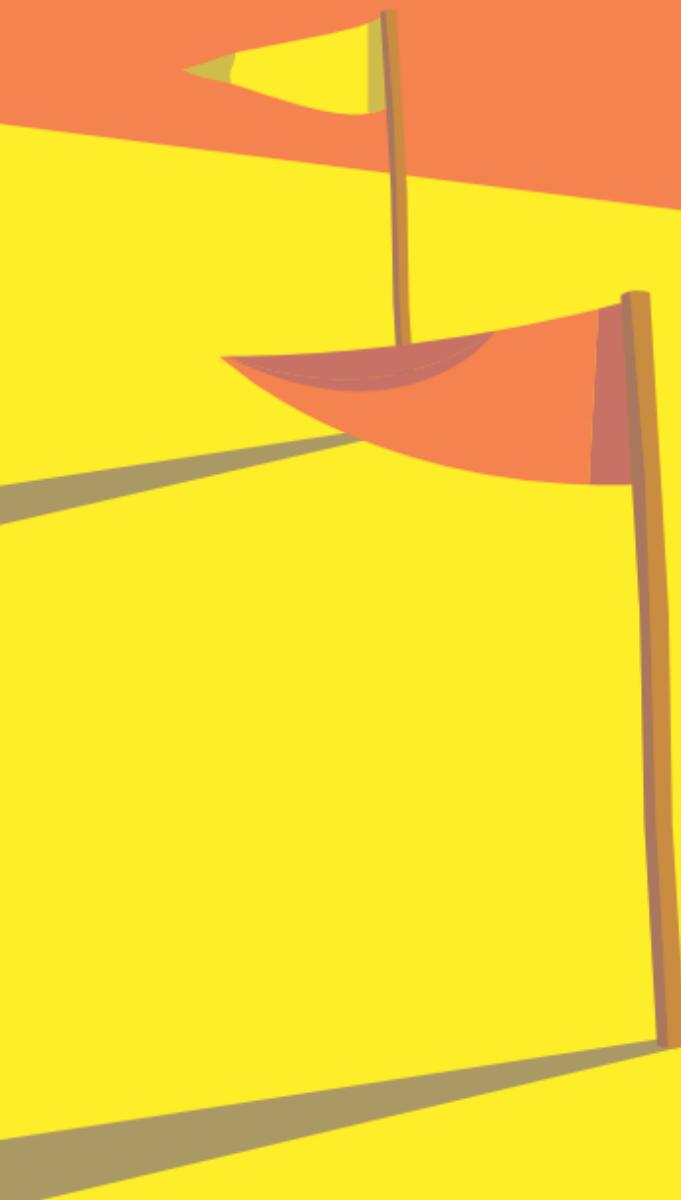




**What are the
deliverables
expected from this
project?**



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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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Warranty

**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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People dependency

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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Business continuity

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



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3rd Party services

Which 3rd part 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

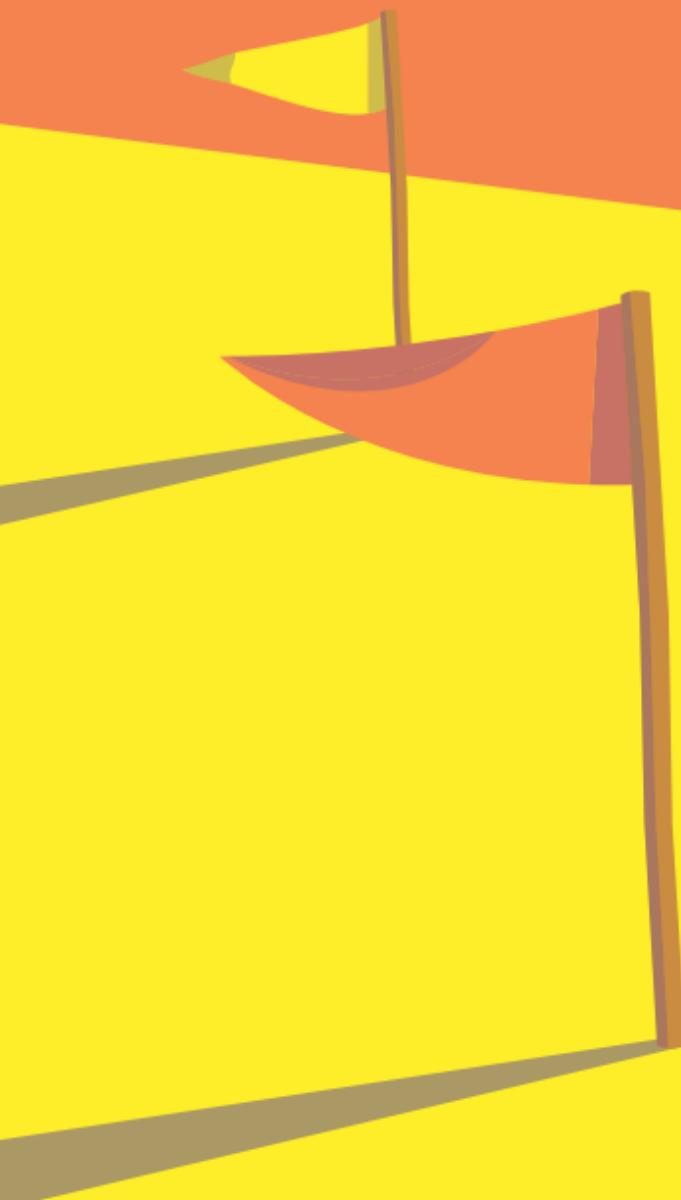


**Do we deal in any
way with personal
data?**

516



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Data Access

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



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Data integrity

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.

522



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Data availability

**What happens if
data availability is
interrupted?**

Datasource down does that also
mean business down?



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Data confidentiality

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



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Data classification

**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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Stakeholders

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



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Client experience

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



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Branding

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



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Branding

**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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Design

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



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Impact

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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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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Personal data

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



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Impact

**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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Service identity

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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Design dependancies

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



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Client insights

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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Store account

**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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