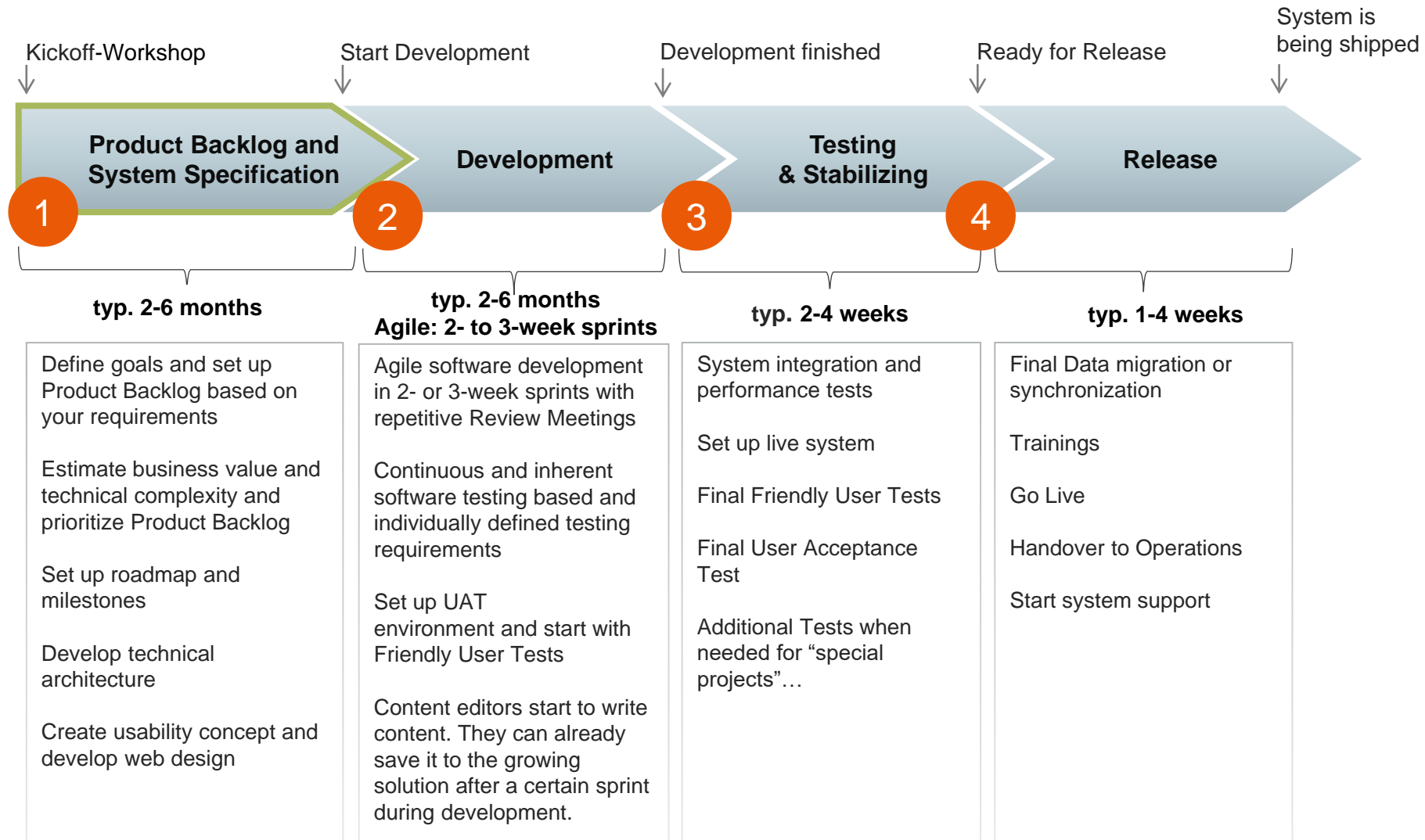


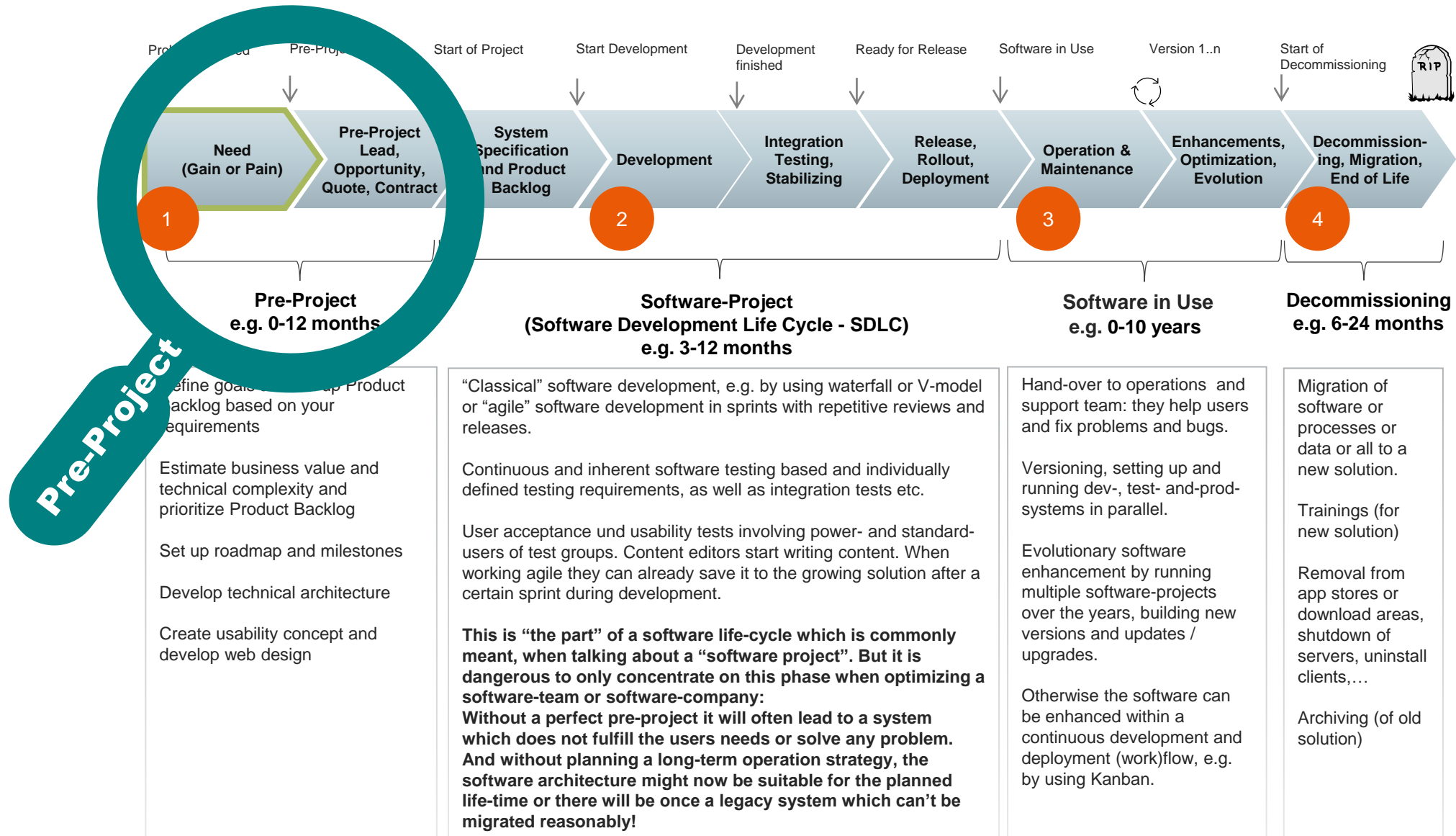
# Innovation Lab 1

## ORDER Model

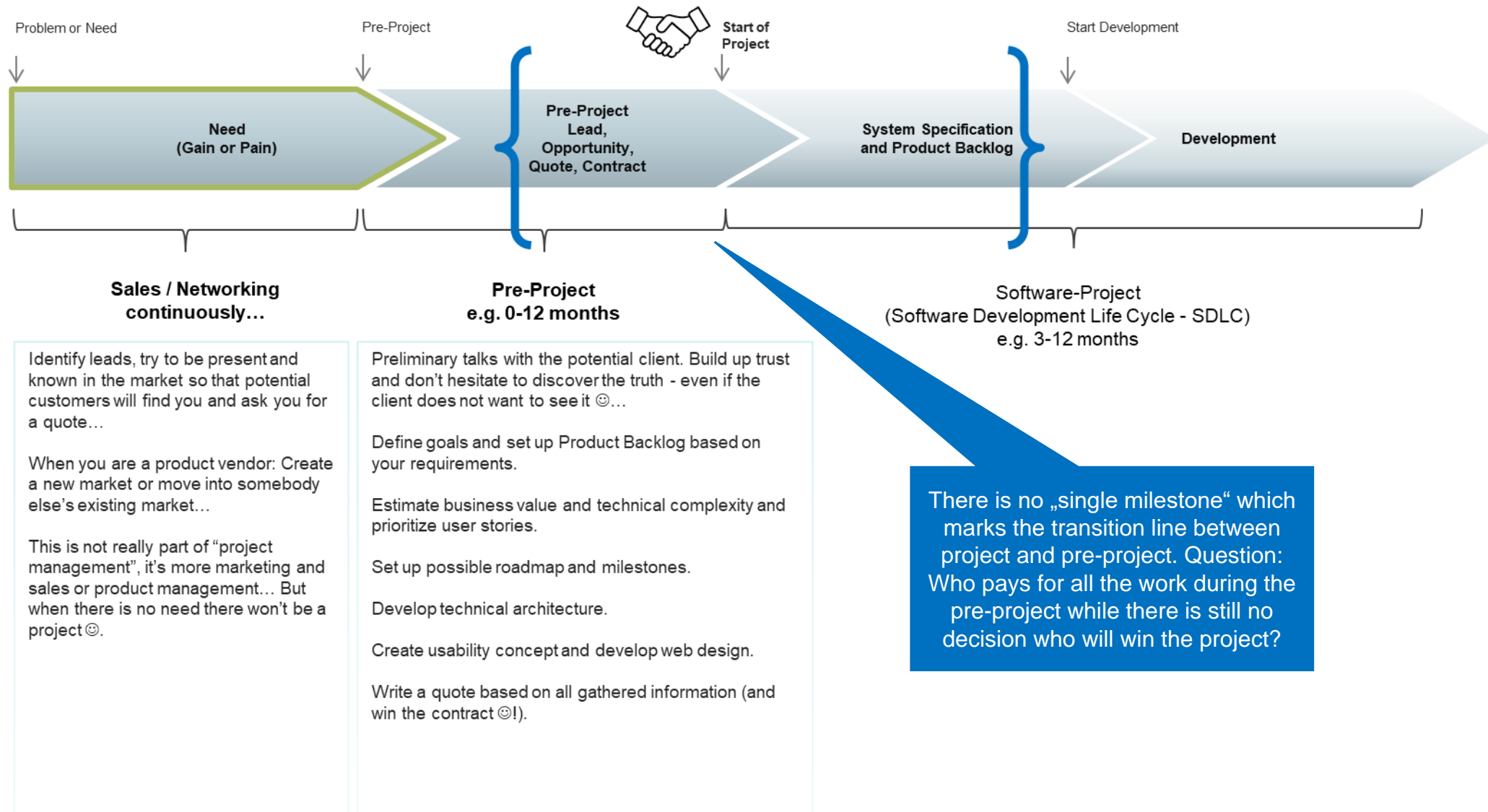
# Software-Project Life-Cycle



# Complete Software Life-Cycle (ALM)



# Pre-Project Phase

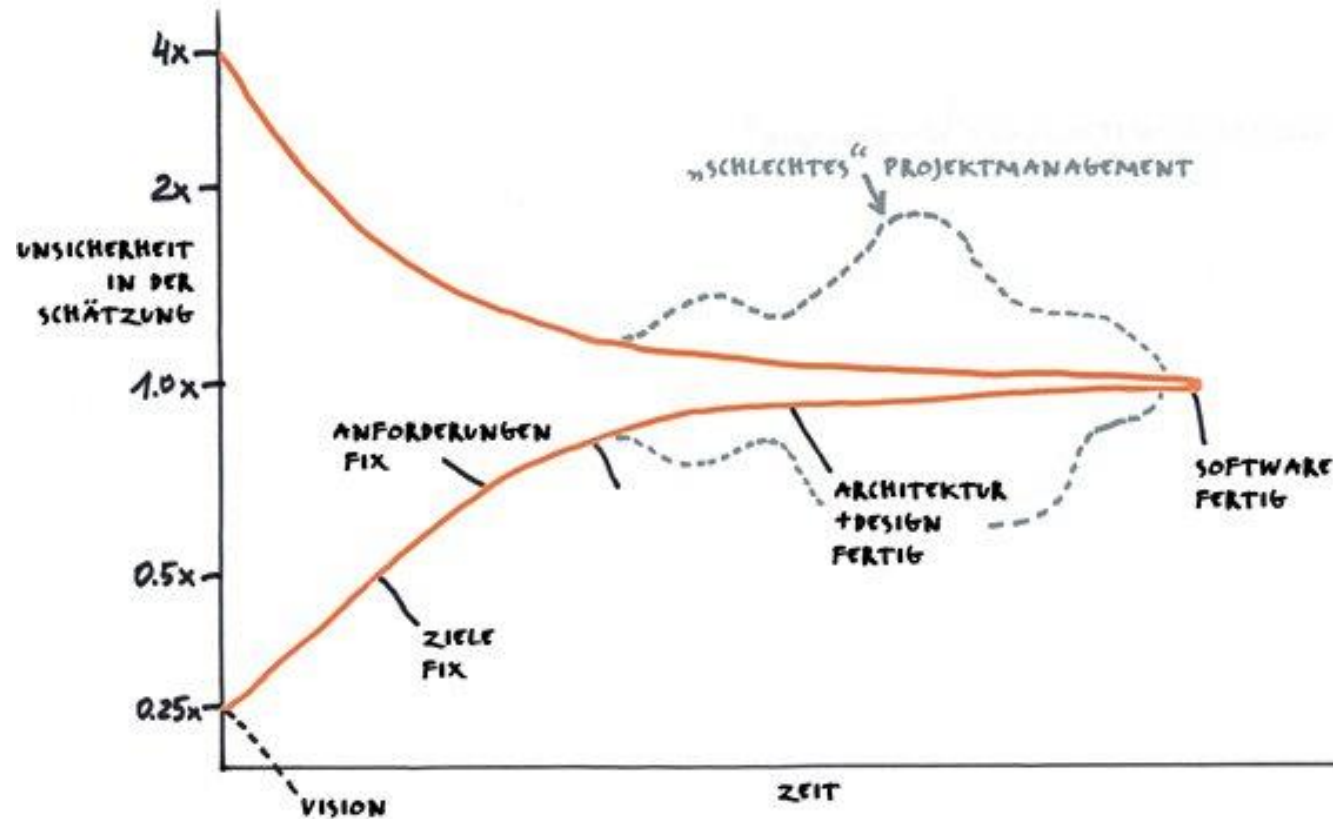


# The Funnel Curve

“At the start of the project, uncertainty concerning requirements is 16 times higher than at the end of the project.”

“After 30% of the project duration have elapsed, this uncertainty is reduced from 16 times to 1.5 times.”

(after Barry W. Boehm)



# The ORDER-Principle by M. Khalsa

5-Phase-Model for managing a pre-project:

- **O**(ppportunity)
  - No need, no problem = no project!
- **R**(esources)
  - Insufficient resources for definition = no project!
- **D**(ecision Process)
  - No decisions during pre-project = no project!
- **E**(xact Solution)
  - Shifting from inquiry to advocacy. Without focusing on a decision = no project!
- **R**(elationship)
  - Keep a productive and ongoing relationship!
  - There are 3 types of a relationship...



# The first 3 ORDER phases: O-R-D

- **O**(ppportunity)

- This is about “finding out the truth” behind an opportunity!
  - Is there a “hidden agenda” behind your client’s definition of problems & needs?
- Is this an interesting opportunity for us? Are we the right experts they need?
- How “hot” is the opportunity? Is it more like “drawing a blank” or “the greatest chance ever”?
- How about a “clarification meeting” with our client(s) to find out more about his or her or their needs?



# The first 3 ORDER phases: O-R-D

- **R(esources):** Let's talk about people and budget!
  - Do we have the right team for the (pre-)project?
  - Will the client be able and willing to support us during the (pre-)project?
  - Who will pay for the pre-project?
  - Did the client reserve a budget already? And does it lie within our "needed budget" estimate?
  - How about the schedule? Are there any important deadlines or milestones?
- Ask yourself the question if your client's expectations correspond with your first estimate of budget and schedule!  
Are there any yellow or red lights showing up already?





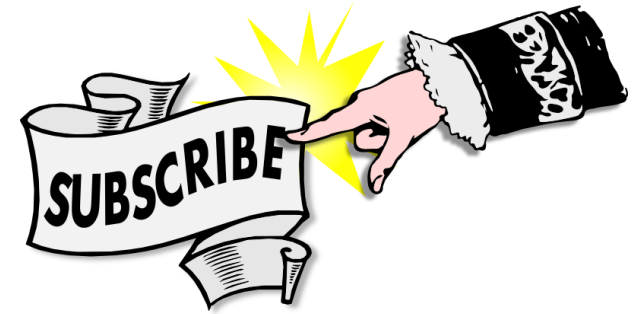
# The first 3 ORDER phases: O-R-D

- **D**(ecision Process)

- How does our client's decision process look like?
- What will be most important? Price? Best solution? Trust?
- What documents do we have to provide?
- How fast will the decision be made?
- Who will decide and may we speak with these decision makers before? Will they be directly involved into the pre-project?
- Who are our competitors? And how many of them will our client ask for an alternative quote?

- Try to find out as much “background info” as possible!

A “coffee lounge talk” to some of your client's employees might help 😊!



# Finding out the truth and building up trust

- You can combine the first 3 phases and perform an “ORD-Check”.
- Performing an “ORD-Check” means to **ask the right questions!**
  - Please listen to the second screencast to find out more about techniques and tools for a perfect pre-project phase!



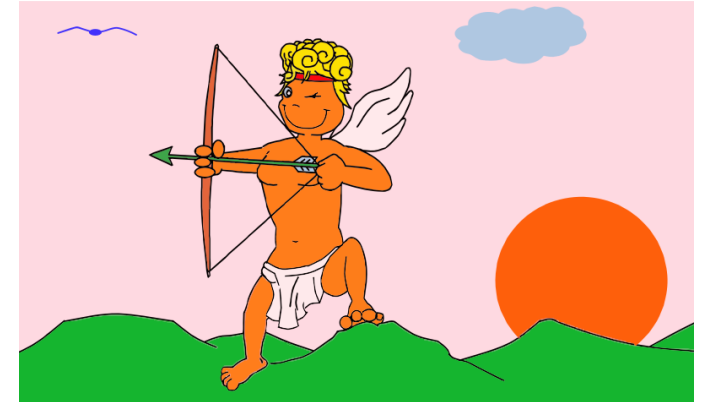
# The „Exact Solution“ phase

- Write a business-value based specification on an „epic & feature level“
  - Business value also means to define a Minimum Viable Product – or better a Minimum Loveable Product:
    - Something that can be developed with minimal effort but provides the maximum loveable basic functionality for client and users
  - Use techniques like story mapping, user stories & backlog, screen prototyping & mockups, diagrams,...
  - Bear in mind that drawings and diagrams can help to avoid misunderstandings better than 1000 pages of text 😊 (please see the next slide...)
- Estimate the needed time and budget.
  - Or use an agile approach by setting a fixed time & budget frame and estimate which features can and should be implemented within this defined range.
- Use the results and findings to compose an offer which can be easily ordered by the client.
  - Chose between time & material or fixed price!
- Present the offer to your client face-to-face or in a video call.  
Don't just “send it by e-mail”!



# The „Relationship“ phase

- Keep a productive and ongoing relationship!
  - Communicate with the client continuously.
  - Ask them if they need more information and if there are any questions.
- As a result,
  - ...you win the offer! Start the project 😊!
  - ...you lose and a competitor wins the offer or there will be no project at all. Try to find out what you could have done better. There will be still a relationship: When you stay in your client's mind as a professional supplier, they will ask you again next time when there is a new opportunity 😊.
  - ...there is no decision, or the decision takes very long 😞.  
Stay in contact!



# Credentials

- © ORDER Model: Mahan Khalsa; Book: Let's Get Real or Let's Not Play - Transforming the Buyer/Seller Relationship
- © Screencast and drawings of ALM and Funnel Curve: Sven Schweiger, CSS Computer-Systems-Support GmbH <https://www.cssteam.at/>
- All ClipArt's taken from <https://openclipart.org/> under the license CC0 1.0 Universal (CC0 1.0) Public Domain Dedication