CLIENTEK

VALUE FOCUSED DELIVERY

Project Methodology

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Clientek Value Focused Delivery Project Methodology

Clientek has perfected a unique approach to software development. By adhering closely to agile principles, we have established a methodology that we refer to as *Value Focused Delivery*. This procedure is applied to every project we engage in and is designed to provide the following:

1. Delivering Value Faster

- The way in which we do work allows us to deliver value immediately. By focusing our efforts on your top business objectives, we define success and achieve it. Our agile approach prioritizes work based on its value and is designed to provide noticeable benefits to your organization in a timely manner. We have assisted countless teams in significantly reducing their average time to market for new systems, new features, and key repairs.

2. Delivering Value in a Predictable Manner

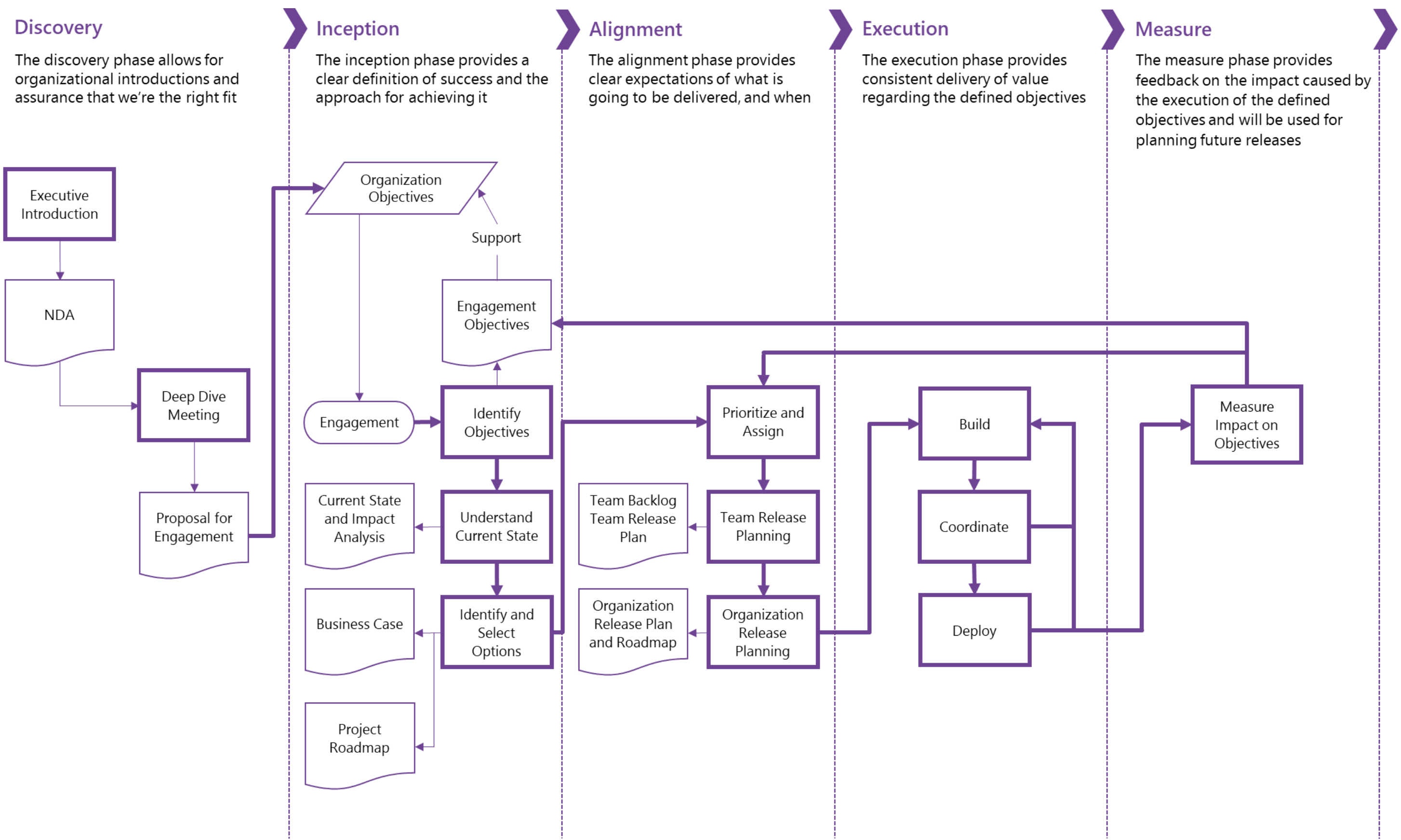
- Our approach to project scheduling is designed around short development cycles; we refer to these cycles as Sprints. Our teams focus on building software that is production ready. They follow a disciplined process enabling them to become predictable in what they can deliver. By design, Sprint scheduling also provides a great mechanism for recognizing process improvement opportunities. It allows us to manage, measure and evaluate our efforts and elicit success.

3. Delivering Value with High-Quality Results

- Sprint scheduling means that our team can focus on meeting the defined requirements and ensures they deliver high-quality output every two weeks. We utilize superior technical engineers, developers and any other applicable resources to provide you with highest quality product. Our dedication to quality is something we take great pride in and is one of the first benefits your organization will see.

The following flow chart defines the main stages of every project. Further explanation of each segment is detailed in the remainder of this document.

Figure 1: Value Focused Delivery - Project Approach



Project Phase 1: Inception Sprint

The goal of the Inception Sprint is to clearly articulate the business problem to be solved.

Once defined, we identify the most suitable approach and agree upon a method for solving it. The Inception Sprint provides our team a level of detail that allows them to generate a suitable Business Case, create a Project Roadmap, and outline the Architectural Design.

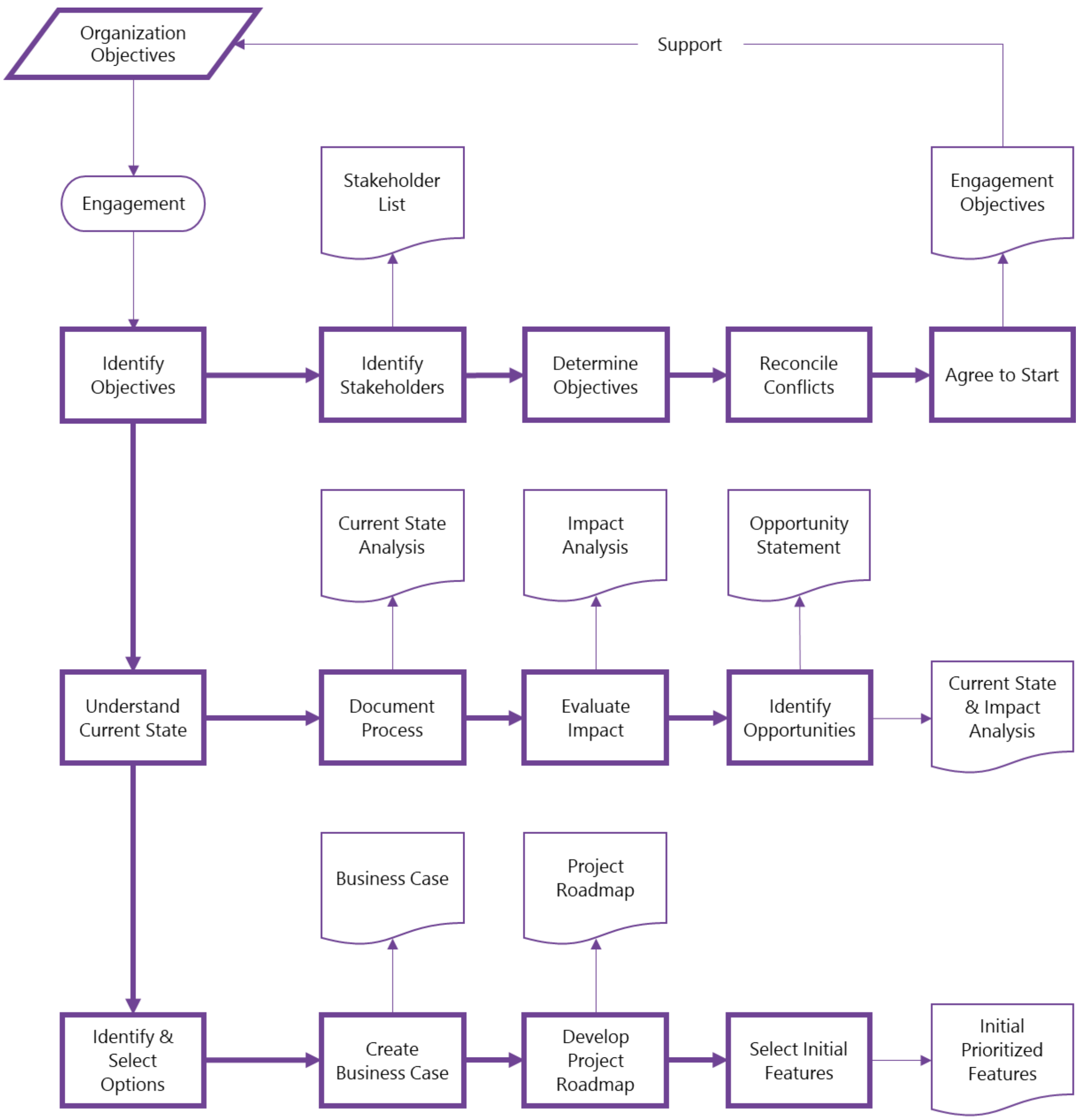
We rank all project components by priority which allows our development team to immediately begin the implementation of the highest valued feature(s). All other project components remain in priority order and are placed within the Project Roadmap. This Roadmap helps in providing an expected schedule of Product Releases.

The Inception Sprint focuses on the Inception and Alignment phases identified in the flowchart above. These phases are targeted to distill enough information for our team to begin development on your project.

Inception

The initial stage for any project is the Inception Phase. The set of activities involved are detailed in *Figure 2* below:

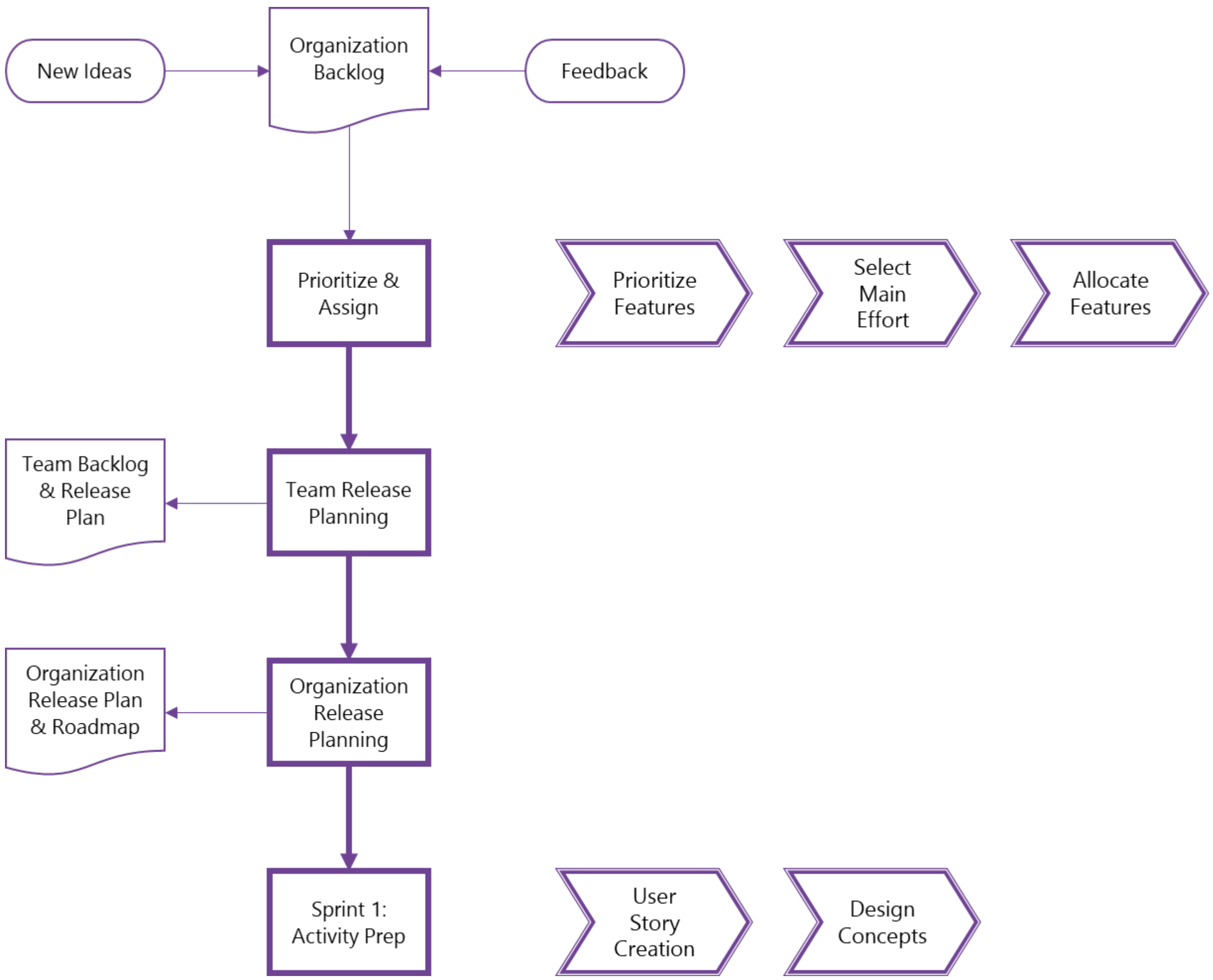
Figure 2: Inception Phase Activity



Alignment

The second stage of the Inception Sprint is the Alignment Phase. Stage activities are detailed in *Figure 3* below:

Figure 3: Alignment Process



These activities are revisited every Sprint throughout the duration of a project; however, the deliverables from the Inception Sprint provide our team with the required material to begin Sprint 1.

Execution

A typical Inception Sprint takes 3 weeks (depending on Stakeholder availability). A sample Inception Sprint Schedule is shown below in *Figure 4*. The schedule is broken down into activities, meetings, and deliverables. This is intended to offer an example of typical timeframes for Inception Sprint procedures.

Figure 4: Typical Inception Sprint Schedule

		Monday	Tuesday	Wednesday	Thursday	Friday
Week 1	Activities	Draft Stakeholders, Objectives, Personas		Draft Current State (Process and Technical)		
Week 1	Meetings	Project Kick Off Meet & Greet (Partner Led)	Stakeholder/SME Objectives	Objective Review (Clientek) Current State Deep Dives	Review Objectives with Stakeholders Current State Deep Dives	Current State Deep Dives
Week 1	Deliverables					Stakeholder Matrix Personas Project Objectives
Week 2	Activities	Finalize Current State, Create Capability Map		Finalize Capability Map, Draft Solution Approach, MMF Definition		
Week 2	Meetings	Validate Current State Process		Capability Map Discussion & MMF Creation (Product Owner)		Solution Review (Clientek)
Week 2	Deliverables		Current State Definition			Capability Map MMF Definition
Week 3	Activities	Finalize Solution Approach, Draft Release Plan		Feature and Release Sizing, Finalize Release Plan, Final Presentation		
Week 3	Meetings		Customer Solution Review	Capability Sizing & Clarification (Product Owner)	Release Plan Review (Clientek)	Inception Sprint Presentation
Week 3	Deliverables		Solution Approach		Release Roadmap	Inception Sprint Presentation

Benefits

The Inception Sprint is a crucial stage in ensuring the success of your project. It outlines the Business Objectives you are looking to accomplish and gives our team a clear understanding of how this solution will benefit your organization. It also provides your Product Owner and the Clientek team the necessary information for determining the appropriate Business Case. These Business Objectives also help to define a project's MMF's (Minimal Marketable Features) and prioritize their delivery. The Release Plan sets expectations for what will be delivered and how the Business Objectives will be impacted.

Role Definition

As with any project, it's important to define exactly who will be involved and what they will be responsible for. Below is a table defining the roles involved in each project.

Role	**Description**
Project Sponsor	The person(s) who is the primary business owner of the engagement and typically owns the funding and results of the engagement.
Stakeholder	The person(s) who have defined success criteria for the engagement or are affected by the engagement and their impact requires consideration.
Product Owner	The single point of contact for our team regarding all work and owns the prioritized list of User Stories. They are responsible for resolving team questions and driving business decisions in a timely manner.
Client Architect	The person(s) who are familiar with the client architecture and strategic direction.
Account Manager	Clientek owner of overall relationship. Responsible for facilitating communications, project visibility, and oversight of team.
Project Lead	Clientek lead responsible for facilitating and guiding the delivery team in performing all activities during a Sprint.
Technical Lead	Clientek lead responsible for architecture, oversight and delivery of the product.

Identifying Stakeholders and Stakeholder Objectives

At this stage, the team must identify who the Stakeholders are for the engagement. They also define the specific criteria required for the success of your project. Typically, these Stakeholders are interviewed individually to determine their explicit success criteria. These identified criteria are then defined as measurable objectives which are used to determine the priority order in which the features will be developed. Once all the objectives have been defined, our team and your Stakeholders must then agree upon them.

Deliverables

Name	Purpose
Stakeholder List	Ensure that all relevant Stakeholders are identified and understood by all team members
Stakeholder Objectives	Measurable objectives that define the success of the project from the Stakeholder's point of view

Note: Stakeholders are invited to all project demonstrations

Selecting Appropriate Business Case

This is a key step in setting expectations for what will be delivered and ensuring a common understanding of the approach to be taken. The team first defines the projects Current State and uses that information to identify any potential gaps/opportunities that may contribute to prioritization. Our team then outlines possible approaches to the project and evaluates them based on their estimated impact on the defined objectives.

The team and Stakeholders then get together to decide on the most suitable approach to achieve the Business Objectives. If required, our team creates a Proof of Concept (POC) to better determine a Business Case's feasibility.

Client Architects are greatly involved in identifying and deciding upon the most appropriate Business Case for any given project. Client Stakeholders are also commonly involved in making the final approach decision alongside the Clientek team.

Deliverables

Name	Purpose
Current State	Simple definition of the current state of the environment that is subject to change
Business Case	The agreed upon Business Case, documented with a statement of the solution and an architectural concept
Proof of Concept	If required by the nature of the project, the team will create a POC or develop a mockup to help confirm the feasibility of the selected Business Case

Create MMF's and Decompose

At this stage, the team defines the smallest piece of functionality that would impact the Business Objectives and provide value to the Stakeholders. To accomplish this, the team first creates a Capability Map which outlines the primary features that are needed to achieve the given objectives. This plan lets the team identify the components of each capability and determine which are required to deliver the first MMF. Once these capabilities have been identified the team then decomposes them into User Stories.

The Product Owner, identified Subject Matter Experts, and Client Architects will all work together to define the MMF and decompose it in a way that makes sense for the organization.

Deliverables

Name	**Purpose**
Capability Map	A decomposition of business capabilities and sub-capabilities that are in scope of the selected Business Case
Minimal Marketable Feature	The smallest set of functionalities that must be completed for the Stakeholder to realize true value. Typically, this is a subset of the capabilities defined in the capability map
Initial Product Backlog	Decomposition of the highest priority MMF into User Stories that can be tested by the business and used to validate architectural decisions. Created in conjunction with the team

MMF Release Plan

Utilizing the predefined MMF, our team creates an initial release plan for your project. The Product Owner first prioritizes the User Stories, then the team completes a relative sizing of the work to be completed. With the priority and sizing finalized, the team then works with the Product Owner to outline the release; identifying any product dependencies, potential risks and determining a product release date.

The Product Owner will work directly with the Clientek team to create the final Release Plan. Client Architects will also be included to assist with the identification of all client project dependencies.

Once completed, an Execution Matrix is constructed. This matrix is used to schedule a projects future releases and to keep the team on task.

Deliverables

Name	**Purpose**
Execution Matrix	Sprint by Sprint release plan that identifies Sprint content and dependencies (not only story to story dependencies but also team to team dependencies)

Phase 2: Construction Sprints

Once the Inception Sprint has been completed, the Construction stage of the project will begin. Referring to *Figure 1*, Construction Sprints encompass the Execution and Measure components of the given flowchart.

Construction Sprint Client Roles

Every client has a high level of engagement during the Construction Sprints of a project. Below is a chart describing all roles fulfilled by the client's organization and their requirements.

Role	**Description**
Project Sponsor	The person(s) who is the primary business owner of the engagement and typically owns the funding and the results of the engagement
Stakeholder	The person(s) who have defined success criteria for the engagement or are affected by the engagement and their impact requires consideration
Product Owner	The single point of contact for the team for all work and who owns the prioritized list of User Stories the team should work on. They are responsible for resolving team questions and driving business decisions in a timely manner for the team
Client Architect	The person(s) who are familiar with the client architecture and strategic direction that can provide guidance to the team on technical questions and direction

Construction Sprint Teams

Clientek's construction teams are made up of senior on-shore resources that provide governance, oversight, and account management to the client during the entirety of the project. Our staff is highly experienced, and the majority have been with Clientek for 5+ years. We augment our leadership with a strong off-shore execution group providing development and quality assurance. Our off-shore team is firmly entrenched in our approach and fully participates in all our standard procedures.

Below is a chart that outlines each role included within our construction teams.

Role	**Description**
Account Manager	Clientek owner of overall relationship. Responsible for facilitating communications, project visibility and oversight of team
Team Lead	Facilitates and guides the delivery team in performing all activities during a sprint
Technical Lead	Clientek technical lead responsible for architecture, oversight and delivery of the product
Development	Delivery team members responsible for construction of project deliverables
Quality Assurance	Delivery team members responsible for quality assurance and testing (manual and automated) of project deliverables

Construction Sprints 1-N: Execute & Measure

During these two-week Sprints, prioritized User Stories are completed, and the team then measures them against the objectives defined in the Inception Sprint. This information will be used to update the Sprint Backlog and reprioritize when necessary.

Each Construction Sprint will follow the same pattern:

i. ***Sprint Planning:*** The Team works with the Product Owner and Architect Owner to prioritize and select target features or User Stories from the Product Backlog. The team sizes the planned work and plans a Sprint that will complete the committed items.

ii. ***Coordination:*** The team meets briefly each day to address execution challenges and to provide status on items in progress.

iii. ***Sprint Mid-point:*** The team meets to provide an interim "mini-demo" of items completed so far. Any material deviations from estimates or other special challenges are discussed. If an adjustment is required to the Sprint contents it will be raised for its approval. Adjustments must be approved in writing by both the client and Clientek. The Project Lead begins to work with the Product Owner and Architect Owner to clarify the high-priority items remaining in the Backlog to determine what will be included in the next sprint. We refer to this as "Backlog Grooming."

iv. ***Sprint End:*** All parties meet and receive a full demo of the developed material. The team deliberates on any unresolved challenges and discusses ways they can improve productivity in the next Sprint.

Meeting Participants

It is critical that the right mix of people are present at each of the meetings mentioned above. Both parties commit to the following representation at all meetings:

Project Meeting	Required Participants
Sprint Planning	Product Owner, Architecture Owner, Team Leader, Tech Lead, All Execution Team Members, Account Manager
Coordination	Product Owner, Team Leader, Tech Lead, All Execution Team Members
Mid-Sprint Demo	Product Owner, Architecture Owner, Team Leader, Tech Lead, All Execution Team Members, Account Manager
Backlog Grooming	Product Owner, Architecture Owner, Team Leader, Tech Lead
Sprint Demo / Retrospective	Product Owner, Architecture Owner, Team Leader, Tech Lead, All Execution Team Members, Account Manager

Construction Sprint Deliverables

The deliverables for each Sprint during the Execute and Measure stages will include:

Deliverable	**Purpose**
Sprint Backlog	The team will commit to a set of requirements and provide a series of tasks they believe will complete said requirements
Sprint Demo	The team will demonstrate a working piece of software, agreed upon at the start of each two-week Sprint. Stakeholders will provide their feedback and approval
Updated Execution Matrix	Based on results and changes to the Product Backlog, the team will update the release plan to increase its accuracy with each following Sprint
User Stories	The next set of User Stories will be defined based on the prioritization in the Product Backlog to ensure there is cross-team clarity on the stories and their success criteria
Project Dashboard	An online project dashboard will always be available, showing status items such as: in progress, completed, execution matrix, etc.

End of Sprint Decision

Clientek's *Value Focused Delivery* approach is focused on providing business value that can realized after every Sprint. While we will work hard to continue your projects success, we also realize that other factors may play a role in its completion. Because of this, we give our client's a choice of actions at the end of every Sprint. After each Construction Sprint the client will elect one of the following actions:

i. End the project, for any reason. Fees for the last Sprint are due.

ii. Continue the project for another Sprint with no changes in team structure or size. Pricing for the next Sprint remains the same.

iii. Continue the project for another Sprint with changes to the size or structure of the team. If a size change is requested, the Sprint fee is adjusted. The client may elect to increase or decrease the team size each Sprint.

Sprint Pricing

Clientek utilizes a flat-rate pricing structure for all project related work. These flat-fees are applied on a per Sprint bases and differ in cost according to a project's required team size. Our flat-fee model is simplistic in its construction and is intended to allow a great amount of development flexibility. Team sizes are categorized as either small, medium or large. Each size increase is equivalent in both the additional resources provided and cost required.

We field a team to assume the project roles outlined above and produce the deliverables identified within each Sprint. Deliverables will be provided, and a formal demo held after each Sprint for client review and approval. Once final client approval is gained, the flat-fee invoice will be generated and delivered to the client for payment. If you have further inquiries regarding Sprint pricing, please feel free to contact us.

Contact Information

Questions, Contacts, and Further Information

If you have any further questions or require clarification, please feel free to contact us.

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