



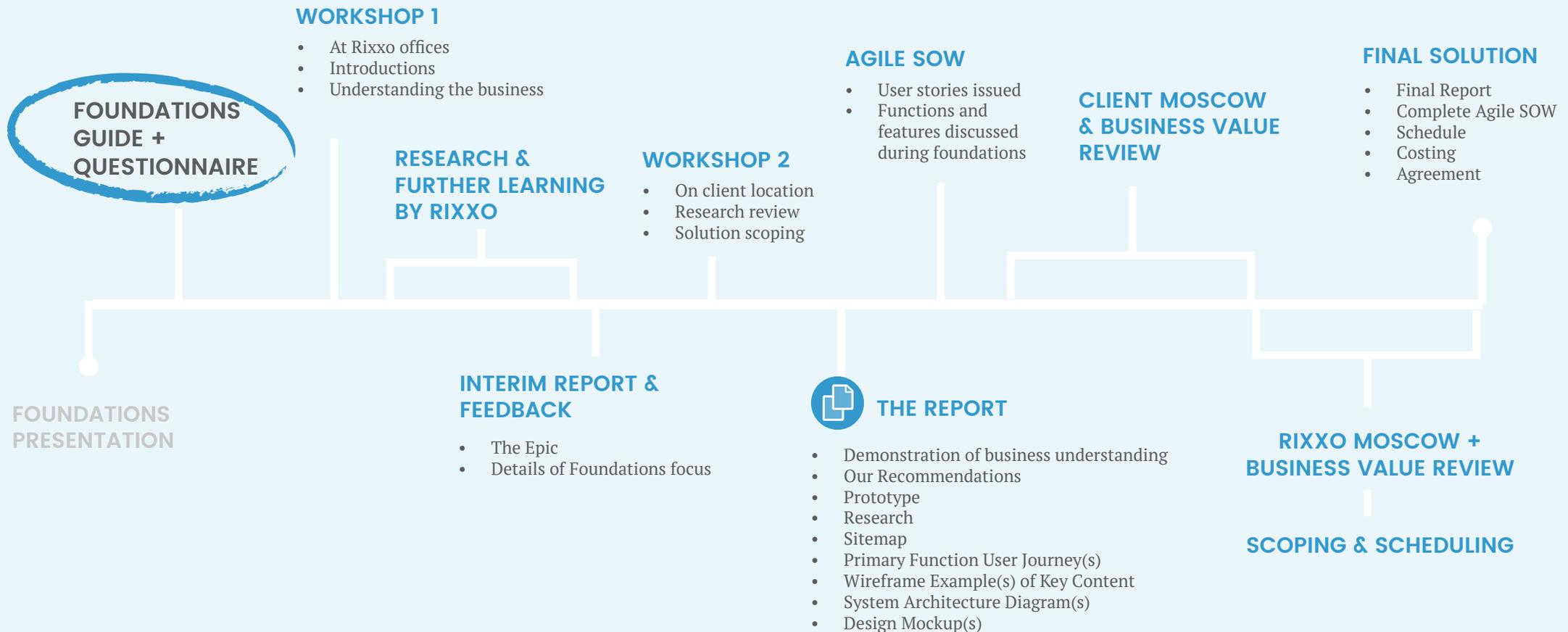
**rixxo**<sup>®</sup>

**FOUNDATIONS**  
A guide for clients

# Welcome to Rixxo Foundations

Thank you for choosing us to help solve your business challenge. This is an exciting and challenging process but don't worry, we've done it many times and will guide you effortlessly through the whys, the hows, and the whens.

## Here's how we are going to do it...





# Workshop 1

## Understanding

We'll begin by scheduling our first workshop and Foundations Milestones. This workshop runs at our offices from 10am through to 3pm, including an hour for lunch (it's on us and we'll ask for dietary requests).

Our first workshop is based on our proven set of questions designed to extract the knowledge we need as a team. Before the workshop we'll invite you to share as much information with us as possible so we may prepare. The type of things we ask for are:

- As much as you can tell us about your customer
- Your brand and messaging documents
- Data on your market: UK and Worldwide
- Information on your competitors
- Examples of products and services you admire
- Details of your existing technical resource
- Information on any campaigns you have recently run or that are currently live. What works and what doesn't

You can download the questionnaire here if you do not already have your copy. You don't need to fill it in, it merely serves as a guide to help with preparation. We ask that you share any market research, data, plans and previous documents with us at least 36 business hours prior to the workshop to give us a chance to read and digest the information.

### CHECKLIST

- Schedule 1st Workshop
  - Provide Dietary Requirements
  - Download Questionnaire
  - Prepare and send data to Rixxo
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The workshop will have two sections. Firstly, we will use our questionnaire to capture essential information on your business and your challenge. Our objective is to understand the fundamentals of how you conduct business, your plans and vision for the future, and the resources you have at your disposal. Some of this information is basic but is important; for example, we need to know who to contact about getting hold of brand assets, or who is responsible for your server infrastructure. We will stick closely to the questions in this first part to ensure we capture everything we need. As points of interest arise we note them down in order to return to them later in the day.

The second part of the workshop is where we discuss the ideas you have to realise your vision for the future. This is a free form discussion where we try to understand what you want to do and why. We'll ask some difficult questions and challenge any assumptions. We'll also pick up on information or ideas that came out of the first part of the day. Our objective is to get behind the assumptions that have informed how your challenge has been conceived, such as "we need a new website" through to what it is you are actually trying to achieve, e.g "we want to open a new revenue stream from global customers".



## **First Thoughts** Interim Feedback

Following your first workshop with Rixxo we'll feedback on the information collected at the opening workshop in a short interim report (less than 1500 words), making proposals for the direction of Foundations. Central to this proposal will be a draft Epic for your business challenge. This captures succinctly what the challenge is and what meeting it will look like. We will also ask you to provide further information, detailing exactly what we need to meet your business challenge. You will need to read and consider our proposal as we will require your agreement in order to proceed.



## **Workshop 2** Pulling Focus

We like to hold the second workshop at your business premises, where possible. This gives us a chance to meet your staff and get a feel for your business. At this point, we'll be in a Foundations tailored for your business, so it is impossible to be specific about the format of the workshop. However, we do know this workshop will be very practical. For instance, we might analyse the customer journey, step by step, or model interactions for a proposed service. The aim of this second workshop is to review initial research and to confirm the outline of our response to your challenge. We will leave this workshop with an agreement on what Rixxo will propose in the final report.



## **The Solution** Filling in the Details

By now, we will have understood your business, unpacked your proposed project and have agreed between us the focus of the Foundations report. This is where Rixxo puts all its expertise to work, scoping and modelling our solution to your challenge. We will use our creativity, engineering expertise, and business acumen to make solid, effective recommendations on how to solve your business challenge.



## **Budget** Show Us The Money!

Central to Foundations is determining the cost of the solution to your business challenge. This can be achieved in two ways: if you have a specific budget, we can tell you what can be done within it to achieve your goals; or, if you don't have a budget, but a specific idea about what you want to achieve, we can tell you how much it will cost.

## REQUIREMENTS

Requirements are criteria to which the system or business must adhere. They are typically created before the development begins and are nearly always written as text. They are often thought of as constraints, conditions, or capabilities to which the system must conform.

Good requirements have the following characteristics:

Complete. Requirements should be as complete as possible—no open-ended requirements.

Testable. Must be able to create a test for all requirements.

Consistent. Requirements must be consistent with each other—no conflicts.

Design Free. Software requirements should be specified in the business perspective rather than the software perspective. There may be more than one way to achieve the requirement so we do not specify this, thereby limiting the solution to only one way and potentially affecting other elements.

Unambiguous. Use “shall” and other related words. **Don’t use words like may, could or should.**



## The Report

The report is where we pull together all the learning we have achieved through the Foundations process. It is important that we have correctly identified your business requirements and understood their context. For this reason we issue the report in two parts.

### ***Delivering Priority Business Requirements***

First, we'll issue a draft report in digital form for you to review. We'll present this either via conference line or in person. The draft report is how we capture the details of your business challenge and its commercial, technical and social context. We explain carefully our approach to meeting the challenge, including metrics where relevant, and set out a series of practical recommendations.

A key part of how we capture your requirements are User Stories. In our presentation of the draft report, we'll look at each of these in turn and ask you to assign business value to them. How you do this can range from experience (e.g. your web analytics shows that a search term leads to high levels of traffic to a content item) to a formal analysis of return on investment (e.g. market research indicates that offering credit terms on your products will lead to a given percentage increase in sales). *Completing this review is how we ensure our proposal delivers on our first Foundations Principle: Focus on Business Requirements.*

### **USER STORIES**

A User Story is a narrative that describes an interaction of the user and the system. These stories ensure that the design and development of the system focuses on how people will use and derive value from this use.

An example is "As a customer, I want to read a product review left by previous purchaser, in order that I can discover if the product is right for me."

A story test - or acceptance test - is how we know the User Story has been addressed successfully or not. We'll agree these tests with you before we start work.

A good user story uses the "INVEST" model:

Independent.	Reduced dependencies = easier to plan
Negotiable.	Details added via collaboration
Valuable.	Provides value to the customer
Estimable.	Too big or too vague = not estimable
Small.	Can be done in less than a week by the team
Testable.	Good acceptance criteria

Armed with business value, we will move onto MoSCoW. We'll assign each of your User Stories a rating of Must Have, Should Have, Could Have or Won't Have (this time). Stories with a high business value rating (10) will be rated Must Haves; Stories with lower business values different MoSCoW ratings.

Rating User Stories in such a way enables us to plan phases of work on your business challenge. We call these Agile Timeboxes, or Sprints. These are periods of work on a project, with the goal of delivering a number of User Stories. The periods don't fix feature deliverables, but time and cost. They ensure timely and regular delivery of key User Stories. *It is how we follow the third Foundations principle: Demonstrate Control.*

At the end of a Sprint User Stories with a Must Have rating, and therefore are Priority Business Requirements, will be delivered, at a fixed cost. The objective is to also deliver Should haves or Could Haves, however, if new information emerges that changes the focus or specification of the project, or if unforeseen problems are encountered, some or all of these will be dropped. *This flexibility ensures we scope a project with the second Foundations principle in mind: Details Emerge over Time.*

*It is also how we fulfill the fourth Foundations principle: Delivery on Time and in Budget.*

## BUSINESS VALUE

Business value is, as you would expect, a measure of the value that is added to the business by implementing the user story, or Epic ( a collection of user stories and sprints). You can assign business value at any level and it helps to understand the ROI of a Story, Sprint, or Project. You can measure business value in a number of ways:

**Market Value** Will this feature allow us to:

- Sell more?
- Offer better service and/or charge more?
- Reduce the cost of providing the product/service?

**Risk Reduction** How will completing this story allow us to:

- Develop or refine hypotheses about the marketplace?
- Prove a concept or technical assumptions?

**Capabilities** Will completing this story:

- Will we be able to do something we couldn't before?
- Automate a process?

ROI is measured by Business Value vs Effort. This allows MoSCoW priorities to be informed and focused on business objectives instead of features various stakeholders may desire for other reasons.

Rixxo have experts in a wide range of digital specialisms such as user experience, engineering for interaction, and eCommerce. This team will contribute to our proposal, setting out the specification of a system to support your User Stories. This specification covers process, strategy, engineering, and deployment. They involve a range of information types which may include:

- Prototype research
- Sitemap
- Primary Function User Journey(s)
- Wireframe Example(s) of Key Content
- System Architecture Diagram(s)
- Design Mockup(s)

We'll leave the report with you to review. Now is the opportunity to ask questions or clarify elements. We might have got something wrong. Let us know. It is important that you review our account of your challenge to confirm that we captured your business challenge and that our response to it is proportional, appropriate, and realistic. It is essential you do this before we issue timelines and costs.

## **MOSCOW**

MoSCoW is an acronym for **Must Have, Should Have, Could Have, Won't Have**. It is used to prioritise the backlog (list) of User Stories in an Epic (the overall aim of the project) to determine which are carried out in the early Sprints, and the early part of the Sprints themselves. Must haves should not account for more than 60% of an Epic to ensure that time and budget is not compromised.

## **AGILE & SPRINTS**

Agile is a process that builds flexibility into system development, but also ensures delivery of the minimum business requirement, on time and on budget. A Sprint - or timebox - is a defined period of time, usually a week or two, during which User Stories are addressed. The order of priority of work is determined by MoSCoW rating. Must haves first.



## Final Report

Once you have confirmed that the draft report captures your business challenge and that our proposals address it, we will issue the final report. This is where we incorporate any changes requested by you and where we add timelines and costs.

We'll bring all of our expertise to setting out a solution that meets your Priority Business Requirements, and that can be delivered within budget and on time. This will be a robust design for a system tailored to your business. It can be implemented by in-house teams or third party suppliers but of course we will do our best to convince you we are the best people to carry out the next stage of work (after all, we know your business best). So, we'll add detail on our development processes, quality program and project management system so you have all the information you need to make the decision on the next step.

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**OK, THAT'S IT FOR NOW. LET'S GET GOING...**



## Case Study

Integrity Property Management needed a new website. The existing brochure site was not responsive, was not optimised for the company's current business, and looked dated. We asked questions: *What is the website for? How does it fit into your business growth plan? How will it support your business process?* Integrity agreed they needed support answering them. One challenge was tricky but also represented considerable opportunity: the business is a property management company registered as a law firm, but also a law firm licenced as a property management company. This is its USP, but both sides of the business had distinct revenue streams and were even based at separate locations. How to create a single coherent offering in a website and explain its value simply?

Working with the Integrity project team, Rixxo created a series of marketing personas, mapped the sales process and researched the market competitors. Our proposal was straightforward: create a website that offers personal expertise and national scale for Property Management. Legal services is integral to this, but secondary in the offer, with call outs in service pages giving legal commentary in a friendly laymans language. Links from these leads to more technical content, giving significant credibility to the offering, but also generating search results in their own right.