

apexorion Lean Coffee

Dear Fellow Agilist,

- If you missed our April newsletter, check it out by clicking [here!](#)
- Since adopting a “Lean Coffee” approach, we handed over the content of our Newsletter to you. Thank you for your overwhelming response on discussion topics. Please continue to express yourself and tell us what you would like us to discuss (<https://www.apexorion.com/resources/lean-coffee/>).
- Do you want to contribute to our Coffee Break? E-mail us your content and we will work with you to align it with our values and post it in our Newsletter!

You are destined to Bean a part of our Agile Community.



Spilling the Beans...

- Rekha Dave, our CFO has joined the trainer community by becoming TBR certified
- Punita Dave, our CEO and CST, has also joined the TBR certified trainer community
- We have published our 2019 CSM schedule for Q2, Q3, and Q4. Easily search by your city via the product category panel on the right! Check it out!



What is Brewing?

- Q3 and Q4 CSPO classes are coming soon! You can easily register by clicking [here](#) and searching by your city!
- We have publicly announced our FREE class for the unemployed on June 20-21, in Plano, TX.
- Look out for updates on product availability and purchase Estimation, Animal, and Story writing cards at our store!



Cream & Sugar!

- Participants loved our "Thank you" goodies at the Austin gathering!
- The Austin gathering was a fun-filled 3 day event with a keynote speech from author Dan Pink. He spoke about his book, WHEN.
- Watch a recording of one of his past conferences on Youtube by clicking [here!](#)

Coffee break with the office of CEO



When doing a budget based project with a client, where every employee's time is billable to the client, where should the Product Owner come from? From the client, or from my company? In either case, how should the budget be managed?

It is the job of the Product Owner to work with the client/end user and gather requirements. Product Owner is part of the Scrum Team and not outside of it. So if your relationship with the client is not collaborative, it will be hard for your team to embrace the true spirit of Scrum, especially if the Product Owner is from the Client side.

1. If you have a collaborative relationship with your client, it is ok/good to have a Product Owner from the client's side.
2. If your relationship with a client is fixed cost & fixed scope & fixed schedule, contract bound and the client is not collaborative, having a Product Owner from the client's side is not recommended, as you are most probably setting yourself up for failure and/or you are not doing Agile/Scrum.

Every situation is different and every client and the relationship with the client is different. So how you manage budget with the client is also going to depend on your relationship with the client.

1. If your relationship with the client is leaning more towards #1 – collaborative,
 - a. Allow changes. As soon as change comes, collaborate with your client to drop something equivalent.
 - b. Budget for specific amount of work, not specific type of work. For example, do not budget for 10 specific features. Budget for 100 Story Points. Use relative estimates to determine amount of work.
 - c. Determine ROI based on the value that gets added to the Client.
2. If your relationship with the client is leaning more toward #2 – strictly contractual,
 - a. Every requested change should have a cost associated with it.
 - b. Every requested change should have levels of deliverables so that it is negotiable. For example, best is to provide the functionality as well as good performance. However, when changes come in, you should be able to negotiate lesser performance or lesser functionality.
 - c. Commit only to 60-70% of the projection from the team. Most of the time for a project duration or 2 months or longer, you will have unknowns. If you do not hit any unknowns, "Wow" your client by taking on more.

PUNITA DAVE, CEO