

PRODUCT MANAGEMENT & OWNERSHIP

Service Definition
G-Cloud 15

REPLY

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SERVICE DESCRIPTION

Many organisations lack the dedicated product management capability required to drive consistent, customer-focused delivery. Product roles are often stretched across multiple responsibilities, filled by individuals without deep product expertise, or left vacant during critical periods of change. The result is unclear priorities, reactive decision-making, misaligned teams and products that fail to deliver intended value. Without clear product direction, delivery teams lose focus and strategic intent becomes disconnected from day-to-day execution.

Reply's Product Management / Ownership service addresses these challenges by providing expert Product Managers and Product Owners who embed directly into client teams. Our consultants bring deep product expertise, customer insight and cross-business understanding, working alongside internal teams to define vision, shape strategy and drive delivery priorities.

The service moves beyond traditional contractor placements. Our embedded consultants operate as trusted partners, bringing proven frameworks, external perspective and a commitment to building lasting capability within the organisation. They do not simply fill a gap; they elevate product practice across the teams they work with.

Crucially, we focus on value optimisation and transformation rather than task completion alone. The outcome is not just improved delivery performance in the short term, but strengthened product thinking, clearer decision-making and organisational capability that endures beyond the engagement.

FEATURES

Our embedded Product Managers and Product Owners bring a comprehensive set of capabilities that span strategic direction, delivery execution and team effectiveness.

- **Creation and Communication of Product Vision** Our consultants work with stakeholders to define a clear, compelling product vision that articulates the future state the product is working towards. They ensure this vision is effectively communicated and understood across all levels of the organisation, providing teams with purpose and direction.
- **Product Strategy Definition and Alignment** We help organisations translate vision into coherent product strategy, defining where to focus, how to differentiate and what trade-offs to make. Our consultants ensure strategy is aligned with broader business objectives and consistently understood by delivery teams and stakeholders.
- **Roadmap Development and Prioritisation** Our consultants develop and maintain product roadmaps that sequence delivery against strategic priorities. Roadmaps are kept current, realistic and clearly communicated, providing stakeholders with visibility of direction while allowing teams to plan effectively.
- **Backlog Ownership and Refinement** We take ownership of product backlogs, ensuring they are well-structured, appropriately prioritised and continuously refined. This provides delivery teams with a clear, ready supply of work that reflects current priorities and strategic intent.
- **User Research and Insights Discovery** Our consultants conduct and synthesise user research to ensure product decisions are grounded in genuine customer needs. This includes identifying opportunities, validating assumptions and bringing the voice of the customer into prioritisation and design decisions.



- **User Story Writing and Acceptance Criteria** We produce clear, well-structured user stories with robust acceptance criteria that enable delivery teams to build the right thing, first time. This reduces ambiguity, minimises rework and accelerates delivery velocity.
- **Sprint Planning and Team Goal Setting** Our consultants facilitate effective sprint planning, ensuring teams have clear goals, understand priorities and are set up for successful delivery. This creates focus, improves predictability and strengthens team accountability.
- **Stakeholder Communication and Alignment** We manage ongoing communication with stakeholders across the organisation, ensuring expectations are set appropriately, progress is visible and feedback is incorporated. This builds trust, reduces friction and maintains alignment as priorities evolve.
- **Feature Prioritisation Frameworks** Our consultants introduce and apply proven prioritisation frameworks that bring rigour and transparency to decision-making. This ensures effort is focused on the highest-value opportunities and trade-offs are made deliberately rather than by default.
- **Team Continuous Improvement** We actively support team continuous improvement, facilitating retrospectives, identifying process improvements and coaching team members on product practices. This builds capability that endures beyond the engagement and elevates overall team performance.

BENEFITS

Our Product Management / Ownership service delivers immediate impact on delivery performance while building the foundations for sustained product excellence. The benefits extend across strategic clarity, operational efficiency and organisational capability.

- **Strengthens Product Vision and Strategy**
Organisations gain access to experienced product professionals who can articulate and maintain a clear product vision and strategy. This provides stable direction that guides decision-making and keeps teams focused on outcomes that matter.

Leaders can be confident that product direction is well-defined, clearly communicated and consistently applied.

- **Improves Customer-Centric Decision Making**
Our consultants ensure that customer insights are central to product decisions. Through user research, data analysis and continuous feedback loops, decisions are grounded in genuine customer needs rather than internal assumptions.

This increases the likelihood of building products that resonate with users and deliver real value.

- **Enhances Roadmap Clarity and Prioritisation**
A well-maintained roadmap and disciplined prioritisation provide clarity for teams and stakeholders alike. Everyone understands what is being delivered, when, and why, reducing confusion and enabling better planning across the organisation. Improving predictability and building confidence in product delivery.
- **Reduces Wasted Time and Effort**
Clear priorities, well-defined requirements and effective backlog management ensure teams work



on the right things in the right order. Ambiguity is reduced, rework is minimised and effort is focused where it delivers the greatest return.

- **Aligns Teams Around Product Goals**

Strong product leadership creates alignment across delivery teams, stakeholders and leadership. Shared understanding of goals, priorities and trade-offs reduces friction and enables faster, more effective collaboration.

Teams pull in the same direction, improving both morale and delivery outcomes.

- **Elevates Product Quality and Outcomes**

Expert product management leads to better products. Clear requirements, rigorous prioritisation and continuous attention to customer value result in products that meet user needs, perform well in market and deliver business outcomes. This strengthens the organisation's reputation and competitive position.

- **Supports Long-Term Product Transformation**

Beyond immediate delivery improvements, our consultants build product capability within the organisation. Through coaching, knowledge transfer and process improvement, teams develop stronger product thinking that endures beyond the engagement, creating lasting value.

WHAT THE SERVICE INCLUDES

Reply provides experienced Product Managers and Product Owners who embed directly into client teams, bringing expertise across the full product lifecycle. The service covers strategic direction, delivery execution and capability development in an integrated way.

1. Engagement Setup and Context Building

We begin by understanding the organisational context, product landscape and team dynamics to ensure our consultants integrate effectively.

Activities include:

- Understanding business objectives and product goals
- Reviewing existing product documentation and roadmaps
- Meeting key stakeholders and delivery team members
- Identifying immediate priorities and quick wins

2. Vision and Strategy Development

Our consultants work with stakeholders to establish or refine product vision and strategy. This includes:

- Facilitating vision workshops and alignment sessions
- Defining strategic objectives and success measures
- Articulating product positioning and differentiation
- Ensuring strategy alignment with business goals

3. Roadmap Creation and Management

We develop and maintain product roadmaps that translate strategy into a sequenced delivery plan. This covers:



- Roadmap development and visualisation
- Prioritisation against strategic criteria
- Stakeholder communication and expectation management
- Ongoing roadmap refinement and adaptation

4. Backlog Ownership and Refinement

Our consultants take ownership of the product backlog, ensuring it is delivery-ready and strategically aligned.

Activities include:

- Backlog structuring and organisation
- Continuous refinement and prioritisation
- Dependency identification and management
- Ensuring appropriate detail for upcoming work

5. User Research and Insight Generation

We conduct and synthesise user research to inform product decisions. This includes:

- Planning and conducting user research activities
- Synthesising findings into actionable insights
- Validating assumptions and hypotheses
- Bringing customer voice into prioritisation discussions

6. Requirements Definition and Story Writing

Our consultants produce clear, well-structured requirements that enable effective delivery. This covers:

- User story writing with clear acceptance criteria
- Edge case identification and documentation
- Collaboration with design and engineering on solutions
- Ensuring requirements are understood and achievable

7. Sprint and Delivery Facilitation

We support effective delivery through strong sprint facilitation and team coordination. Activities include:

- Sprint planning and goal setting
- Daily coordination and impediment removal
- Progress monitoring and adaptation
- Sprint review and demonstration facilitation

8. Stakeholder Engagement and Communication

Our consultants manage ongoing stakeholder communication to maintain alignment and trust. This includes:

- Regular status updates and progress reporting
- Expectation setting and management



- Feedback gathering and incorporation
- Escalation and issue resolution

9. Prioritisation and Decision Support

We introduce rigour and transparency to prioritisation and decision-making. This covers:

- Implementation of prioritisation frameworks
- Trade-off analysis and recommendation
- Data-driven decision support
- Transparent communication of rationale

10. Continuous Improvement and Capability Building

Our consultants actively support team development and process improvement. Activities include:

- Retrospective facilitation and action tracking
- Process improvement identification and implementation
- Coaching and mentoring of team members
- Knowledge transfer and documentation

WHY THIS MATTERS

Together, these service components provide organisations with the expert product leadership needed to drive consistent, customer-focused delivery. Teams gain clarity, alignment and direction. Stakeholders gain confidence in product progress and prioritisation. Most importantly, organisations build the product capability and thinking required to sustain success long after the engagement concludes, strengthening both short-term performance and long-term competitive advantage.



ONBOARDING

Kick-Off Meeting

When we start an engagement with a new client, we begin with a workshop introducing the team (from both Reply and the client), the project objectives, and our anticipated timelines and approach. This workshop is most impactful when the majority of client stakeholders involved in the project are present and involved (either in person or remotely). Where this is impossible, we can hold separate sessions with teams that cannot participate in the kick-off workshop to ensure all stakeholders are engaged and bought into the project's objectives.

Account Management

Designated Account Manager

Each client has a designated Account Manager, who will be the main point of contact throughout the engagement. This individual is responsible for ensuring that delivery progresses and is executed to the standards that Reply and our clients expect.

Fortnightly review meeting

Alongside regular ceremonies and informal daily interaction between the Reply project team and the client, we hold formal review meetings with key stakeholders, usually fortnightly. This includes critical client stakeholders, senior Reply project team members, and the Reply Account Manager. Where appropriate, these meetings will consist of a review of work completed and demonstrations or walk-throughs of deliverables.

Offboarding

Where an engagement continues to completion, unless the client requests an extension or new engagement, all client IT, documents, artefacts and deliverables will be returned to the client. Our team will ensure a complete handover of data and knowledge to client staff. An ongoing support or retained advisory service may be implemented where appropriate to provide additional continuity.

Access to Data

Ensuring secure access to client data upon exit is paramount to maintaining confidentiality and integrity. We begin by conducting a comprehensive inventory of all client data stored within our systems, encrypting it both in transit and at rest using industry-standard protocols. Strict access controls and authentication mechanisms are implemented to restrict access to authorized personnel only, with permissions regularly reviewed and updated. Client data is segregated from other data within our systems, ensuring isolation and protection. Upon exit, all access rights to client data are promptly revoked, including user account deactivation and permission removal. If requested, we securely delete or anonymise client data in accordance with retention policies and regulatory requirements. Detailed documentation and audit trails of data access are maintained, providing transparency and accountability. Before exiting, we verify with the client that all necessary data access has been revoked. Finally, we adhere to legal and regulatory obligations regarding data protection and privacy, ensuring compliance with contractual agreements and applicable laws such as GDPR or HIPAA. Through these measures, we ensure that client data remains secure throughout the exit process, mitigating the risk of unauthorized access or data breaches.



SECURITY

Personnel Security

As a Specialist Cloud Service, the capability being offered is not limited to specific Impact levels (as it is not infrastructure, software or a platform) and can be used, subject to personal Security Clearance levels. Reply consultants are mostly Security Cleared (SC), some have higher-level Developed Vetting (DV) clearances. We also have a pool of NPPV3 Consultants for Policing work. The majority of our work for both public and private sector clients is at IL2 but we work in the Official, Secret and Top-Secret domains. Our hard and soft information security processes have been designed and approved by independent CESG CLAS accredited consultants.

Information Security

We are ISO27001, Cyber Essentials certified and our Quality Assurance processes are based upon and compliant with our ISO 9001 accreditation. Our Information Security processes are directly guided by our ISO27001 accreditation. We shall adhere to local information and other security policies and will apply local Security Operating Procedures (SyOPs) as may exist. If such do not exist we shall apply our own SyOPs.

Physical Security

The Main Reply Office (London, UK) is a Police Accredited Secure Facility (PASF) with access controls for each point of entry. All Laptops/Phones must be stored securely overnight. When working on a client-site our consultants adhere to client security policies.



TRAINING & KNOWLEDGE TRANSFER

Training and knowledge transfer are embedded throughout the engagement to ensure product capability is strengthened and sustained beyond the placement of embedded consultants. Enablement focuses on practical, in-context learning, supporting teams and stakeholders to adopt stronger product practices through real delivery activity.

Knowledge transfer is delivered through:

- **Embedded working alongside internal teams**, with Product Managers and Product Owners demonstrating effective product practices in day-to-day delivery, including prioritisation, roadmap management, and stakeholder engagement.
- **Role-based coaching and mentoring**, supporting internal Product Owners, delivery leads, and stakeholders to build confidence in product decision-making, backlog management, and customer-centred thinking.
- **Hands-on use of product artefacts**, including visions, roadmaps, backlogs, prioritisation frameworks, and acceptance criteria, ensuring teams understand how to create, maintain, and evolve them independently.
- **Facilitated ceremonies and workshops**, such as sprint planning, reviews, retrospectives, and strategy sessions, enabling teams to experience effective product leadership in practice rather than theory.

Formal knowledge transfer is reinforced through documented product practices, templates, and guidance tailored to the organisation's context. Where required, additional enablement sessions can be provided to support onboarding of new team members, transition to internal ownership, or broader uplift of product capability across multiple teams.

The outcome is reduced reliance on external support, stronger internal product leadership, and teams equipped to sustain effective, customer-focused product delivery long after the engagement ends.



ORDERING AND INVOICING PROCESS

To begin the process, please contact glue.frameworks@reply.com with details of your organisation, role and high-level requirements.

Our Framework Manager will connect you to our experts and from here we will organise an introductory discussion to go into more detail and shape a proposed engagement that suits your needs.

We invoice for both fixed price and time and materials engagements one month in arrears. For fixed price engagements, this takes place upon completion of the deliverable(s), or in stages, if the size of the engagement is greater than £40,000 excluding VAT.

Payment terms are 30 days net of receipt of invoice.



CUSTOMER RESPONSIBILITIES

To deliver our responsibilities as a partner, we require the following:

- Full access to systems and data that are relevant to the specific project
- Reasonable and timely access to key stakeholders and internal SMEs for information gathering, requirements definition and other critical tasks associated with the delivery of our outputs

Technical and Client-Side Requirements

Other than the system access specified above, there are no specific technical or client-side requirements that would limit our capacity to begin work.

Outcomes and Deliverables

Our engagement's specific outcomes and deliverables will be determined during the scoping phase before beginning the project based on your goals and objectives and the level of depth you require. These will include:

- Workshop(s) to discuss and assess the existing architectural design
- Detailed assessment of design with identification of risks and opportunities
- Report with recommendations and proposed action plan



ABOUT REPLY

Reply is a company that specialises in Consulting, Systems Integration and Digital Services with a focus on the conception, design and implementation of solutions based on the new communication channels and digital media.

Reply partners with key industrial groups in defining and developing business models made possible by the new technological and communication paradigms such as Artificial Intelligence, Big Data, Cloud Computing, Digital Communication, the Internet of Things and Mobile and Social Networking. In so doing, it aims to optimise and integrate processes, applications and devices.

Reply's offer is aimed at fostering the success of its customers through the introduction of innovation along the whole economic digital chain. Given its knowledge of specific solutions and due to a consolidated experience, Reply addresses the main core issues of the various industrial sectors.

Through its network of specialist companies, Reply supports some of Europe's leading industrial groups in Telco & Media, Industry & Services, Banks & Insurance, and Public Administration to define and develop business models, suited to the new paradigms of Artificial Intelligence, Big Data, Cloud Computing, Digital Media and the Internet of Things.

We make innovation happen.

We started with a small team and a purpose: to help the digital revolution happen. Today, we are a team of more than 14,600 people in 16 different countries but we still have the same DNA, made up of agile, vertical task forces and an inner passion for innovation.

We are a decentralised network of specialised companies.

Among Replyers, you will find passionate geeks, visionary strategists, and creative minds, each with sharp skills in a specific business, who cooperate together and never stop learning from each other.

Make forward, act sustainably.

We know a sustainable future is possible and technology can be a strong asset to reach it. As leaders in digital transformation, we push for change and operate in full accordance with the highest ethical standards and with respect for the rights of future generations