

PRODUCT TEAM ASSESSMENT

Service Definition
G-Cloud 15

REPLY

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SERVICE DESCRIPTION

This service provides a structured, evidence-based assessment of product teams to evaluate how effectively they operate, collaborate, and deliver value from idea through to live service. The Product Team Assessment examines team-level ways of working across strategy, autonomy, customer focus, ideation, delivery execution, operational readiness, and artefact management.

Using a proven maturity framework, we assess not only how teams plan and prioritise work, but also how they deliver changes safely into production and support services once live. This includes evaluation of development practices, quality controls, release and change management, observability, and service management considerations.

We identify strengths, constraints, risks, and opportunities for improvement, producing clear, prioritised recommendations that support a shift towards sustainable, product-based delivery with effective operational outcomes.

FEATURES

- **End-to-end product team maturity assessment**
A comprehensive assessment of a product team's ways of working across discovery, delivery, and live service support. This includes team structure, roles, practices, behaviours, and the full path from idea to production and ongoing operation.
- **Evaluation across strategy, autonomy, customer focus**
Assessment of how clearly the team understands and aligns to product vision and strategy, how empowered the team is to make decisions, and how effectively customer needs, feedback, and operational constraints inform prioritisation and delivery.
- **Clear next-step improvement roadmap**
Production of practical, prioritised recommendations that translate assessment findings into clear next steps. The roadmap focuses on achievable improvements across product thinking, delivery execution, and operational readiness to support a sustainable product operating model.
- **Review of backlog, artefacts, and workflows**
Detailed review of product backlogs, roadmaps, OKRs, delivery workflows, and supporting artefacts to assess quality, prioritisation, flow, and alignment with intended outcomes, quality standards, and operational needs.
- **Team culture and collaboration analysis**
Evaluation of team cohesion, cross-functional collaboration, psychological safety, and continuous improvement practices, including how teams collaborate with architecture, operations, security, and platform functions.
- **Scored maturity model per theme**
Use of a structured maturity model with scoring across defined themes, including delivery execution and service readiness, providing an objective baseline of current performance and a repeatable mechanism for tracking progress over time.

BENEFITS

- **Clear visibility of team performance**
Provides an impartial, evidence-based understanding of how product teams operate across strategy, delivery, and live service, highlighting both strengths and improvement areas.



- **Improved delivery effectiveness**
Identifies inefficiencies, bottlenecks, and delivery anti-patterns that impact flow, quality, and speed from development through to release.
- **Stronger product thinking**
Supports clearer vision, improved customer focus, and outcome-led decision-making while balancing delivery and operational considerations.
- **Better alignment with organisational goals**
Ensures team-level practices align with wider business strategy, governance, operational resilience expectations, and service management standards.
- **Practical foundation for change**
Creates a clear, credible baseline to inform prioritisation, investment decisions, and improvement initiatives across both product delivery and operational readiness.

WHAT THE SERVICE INCLUDES

Assessment Planning and Scoping

We confirm the scope of the assessment, teams in focus, delivery context, and operational expectations. This ensures the assessment reflects both product ambition and service realities.

Activities include:

- Definition of assessment scope and boundaries
- Identification of participating teams and stakeholders
- Agreement of assessment themes, including delivery and live service considerations

Stakeholder and Team Interviews

Structured interviews with product, delivery, engineering, operations, architecture, and service management stakeholders to gather qualitative insight across the end-to-end delivery lifecycle.

Activities include:

- One-to-one and small group interviews
- Exploration of roles, responsibilities, and decision rights
- Identification of perceived strengths, risks, and constraints

Ceremony, Process, and Ways of Working Review

Observation and assessment of ceremonies and processes that govern discovery, delivery, release, and support.

Activities include:

- Observation of planning, refinement, review, and retrospectives
- Review of release, change, and incident management processes
- Assessment of how learning and feedback are incorporated

Artefact, Backlog, and Technical Discovery Review



Review of artefacts supporting delivery and operational readiness.

Activities include:

- Review of product backlogs, roadmaps, and technical discovery artefacts
- Assessment of Definition of Done, acceptance criteria, and quality controls
- Review of decision capture and documentation practices

Path to Live and Operational Readiness Assessment

Assessment of how changes move safely from development into live service and are supported post-release.

Activities include:

- Review of branching strategies, environment management, and tooling
- Assessment of release and change management practices
- Evaluation of observability, monitoring, alerting, and support models
- Review of incident, service management, and recovery processes

Risk, Dependency, and Operating Model Review

Assessment of delivery risks, dependencies, and the suitability of the current operating model.

Activities include:

- Review of risk identification, assessment, and escalation processes
- Dependency mapping across teams and supporting functions
- Assessment of delivery model suitability (product, project, support)

Maturity Scoring and Analysis

Scoring of the team across defined maturity themes, including delivery execution and service readiness, supported by evidence.

Outputs include:

- Maturity scores per theme
- Identification of capability strengths, gaps, and risks
- Baseline metrics for future comparison

Reply's scoring assessment framework example:



BMCN - MP1 Agile Scorecard					Evaluation scoring criteria	
Theme	ID	Targeted Criterion	Assessment Question		Minimum Statement	Plus Statement
1. Vision & Strategy	1.1	Clear vision	Do you have a product vision? How was this created? Is it clear? Is it a compelling vision that you are passionate about moving towards the desired state? How widely communicated is this vision? How accessible is it? (8)		The team does not have a vision, it isn't communicated and lacks any understanding or engagement in the business.	The team has a clear vision which has been researched, well communicated and published widely in the business, engagement is strong at all levels of the business.
	1.2	Clear focus	Do you have a consistent strategy and approach, and is sufficient time given to develop a meaningful understanding of the problem space, technology options, architecture and stack. Prioritisation the focus?		There is no clear focus, priorities and requirements change continually, often at a fundamental level and are not as a clear goal. The team struggles to find time or focus considerations due to continuous emergencies and changes in approach, requirements.	The team has a clear area of responsibility which they understand and are willing to report or reflect discussion with a lead agent. They frequently discuss the focus, consistency, prioritisation and are able to tie their views on implementation back to their area of responsibility and ownership.
	1.3	Strategic alignment	Does the current product strategy align with the organisation's goals? How is this measured?		The approach of the business bears no resemblance to the function of the product delivery. Business and goals have no alignment, there is no way to map any visible metrics for success from the business direction to the product.	There is a clear, well understood relationship between the goals of the organisation and the strategy of the product team. Measurements of both the goals and product are visible and related metrics in a robust manner to ensure continued alignment.
	1.4	Roadmaps	Do you have a product roadmap? What does it look like? Who creates this? What is the process to get an item onto the roadmap? How accessible is this and how is it communicated?		There is no product roadmap, confusion and misunderstanding is common on direction and deliverable items and timelines at all levels of the business and inside the product / development teams.	There are clear, detailed, well documented roadmaps which are readily accessible in the business and well understood by all teams of the business. Opportunity cost is considered amongst other things when changes to the roadmap are made, new items are considered as an ongoing basis on their merits and impact on goals and metrics.
	1.5	Product ownership	Is there clear, dedicated product staff? Are they empowered to make decisions? How available and engaged are they with the team? Do they effectively manage stakeholder expectations?		No dedicated product ownership, or the role is filled by someone who is unavailable, disengaged, or lacks authority to make decisions. Stakeholder management is chaotic.	A dedicated, empowered product owner is fully engaged with the team, available for questions and decisions, and effectively manages stakeholder expectations and competing priorities.
2. Autonomous Teams	2.1	Cross functional team	What are all the roles you currently have within your product team? Do product, design and tech work collaboratively to deliver what is built, why and how? Do you have the necessary skills to own the product end-to-end?		Team members are highly segmented, with strict departmental job role and little cross functional collaboration. Team members are not empowered to make decisions or understand the needs of the business, delivery, functionality and other teams are all common.	All team members are fully empowered to make decisions and understand the needs of the business, delivery, functionality and other teams are all common. Team members are clearly managed to ensure that time is spent on the project and required activities. Balance on external team members to deliver a project is extremely uncommon.
	2.2	Tools & resources	What tools do you currently use to build a winning product? (e.g., Jira, Confluence, etc.)		There is little or no visible tooling for the team. When tooling does exist there is often over-automation, different teams, team members and projects use different tools in different ways.	All team members are trained and comfortable with a uniform tooling set which covers all requirements for the creation and development of solutions. Tools are used in a uniform manner which promotes the sharing of ideas.
	2.3	End-to-end involvement	Who is involved in the discovery process? Do you include all roles so that you can work together to identify any technical challenges to solutions being proposed and therefore build better products?		Requirements aren't discussed or considered by anyone other than the person producing them. Items are passed from one person to another without the concern or understanding.	All team members have visibility over and are encouraged to contribute at all stages of the process. Work in progress and new ideas are frequently and openly discussed and shared with feedback and changes continually considered or strategised to ensure team alignment and the best possible solution.
	2.4	Empowered	How easy is it for your team to introduce or try new ideas without having to jump through red tape? Do you take requirements or are you problem solvers? (move to other cross functional - all) Do you give the freedom to manage priority changes?		New ideas are discouraged, either actively or passively. New team members are discouraged from contributing for bureaucratic reasons. New ideas require a significant level of documentation and multiple levels of sign off. Priority changes, delays or changes in approach are considered engineering or performance issues. Management is heavily involved with 'how' a project or solution is delivered, not 'what' or 'why'.	The team is fully motivated to deliver based on clear metrics and goals. The dedication to meet the goals and the ease in which new ideas are shared and put into the team. New ideas are validated both inside the team and outside of it. Finding time and freedom of delivery are encouraged as valuable benefits for the team and the entire company.

Assessment Report, Playback, and Improvement Roadmap

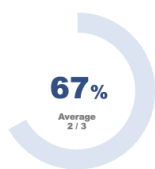
A detailed assessment report and facilitated playback session to align stakeholders on findings and next steps.

Outputs include:

- Written assessment report
- Summary of key findings, risks, and constraints
- Prioritised improvement recommendations
- High-level roadmap for progressing towards sustainable product-based delivery

Replies scorecard example:

Vision and Strategy



Component	Score	Findings summary
Clear vision	1/3	No compelling vision. Have a working vision but not properly communicated widely.
Clear focus	2/3	Team have priority from set milestones but limited influence.
Strategic alignment	2/3	Strategy is top down from pre-defined plans and lacks metrics.
Roadmaps	2/3	Project plans with set milestones are a communication tool instead.
Product ownership	3/3	Experienced PMs with knowledge of the domain, engaged and self-organised.

Next steps

#1 Implement Now/Next/Later roadmaps

Allows the team to speak to the timing of delivery without commitment to static dates.

#2 Set metric-driven quarterly objectives

Identify the value drivers of the product with the associated metrics the team can impact, later tying these into quarterly objectives.

#3 Refine and agree a vision

As the transition from programme to product occurs, define with key stakeholders the 'think big' future of 3-5 year aspirations, without IMTP commitments. Communicate this widely in the organisation.

Reply's assessment heatmap example:



						Scoring		
						1	2	3
Vision & Strategy	Autonomous Teams	Customer & Ideation	Delivery & Heartbeat	Backlog & Artefacts	Release Management	Idea to Value	Team Unity	
Clear Vision	Cross-Functional Teams	Sources of Ideas	Time & Commitment	Appropriately Sized Items	Release Planning	Lead Time	Celebration of Success	
Clear Focus	Tools & Resources	Validation of Ideas	Data Driven Decision Making	Backlog Prioritisation	Release Frequency	Value Stream Mapping	Continuous Improvement	
Strategic Alignment	End-to-End Involvement	Understanding of Business Constraints	Continuous Delivery	Agreed Artefacts	Deployment Automation	Flow Efficiency	Psychological Safety	
Roadmaps	Empowered	Customer and User Engagement	Tech Debt Management	Backlog Coherency	Environment Management	Feedback Loops	Individual Growth and Development	
Product Ownership	Roles & Responsibilities	Customer Obsession	Ceremonies	MVP and Related Approaches	Release Communication	Delivery Predictability		
		Data-Led Discovery	Standards		Rollback Capability	Value Reporting		
			Quality Practices		Release Validation			
					Service Management			
					Logging and Performance			

WHY THIS MATTERS

Many organisations struggle to move from project-based delivery to sustainable product ways of working because delivery and operational challenges are either poorly understood or addressed too late.

By assessing the full path from idea to live service, this service provides clarity on what is working, what is not, and where risks are introduced. Grounding improvement initiatives in evidence rather than assumption reduces delivery risk, improves service quality, and enables teams to deliver value consistently and safely.



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

We enable customer teams and stakeholders throughout the assessment by embedding knowledge transfer alongside assessment activities and playback sessions. Enablement is aligned to product, delivery, and leadership roles, ensuring that insights and recommendations are understood, actionable, and sustainable beyond the engagement.

Knowledge transfer is delivered through:

- Structured walkthroughs of the assessment approach, maturity model, and evaluation criteria, enabling teams to understand how findings were derived.
- Collaborative assessment sessions and interviews that surface best practices, common anti-patterns, and practical improvement techniques in context.
- Playback sessions that explain maturity scores, evidence, and recommendations, supporting shared understanding across teams and stakeholders.
- Provision of assessment outputs and supporting materials, including the assessment report, scoring summaries, and improvement recommendations, to enable ongoing reference and reuse.

Formal knowledge transfer is reinforced through facilitated discussions and Q&A sessions during and after playback. Where required, additional enablement sessions can be provided to support the adoption of recommended practices, internal communication of findings, or preparation for subsequent product or delivery transformation activities.



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