

# Solution Approach Document

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Engineering Interactive Systems Springer Science & Business Media

This book is an invaluable companion when tackling a wide range of Visual Basic 2005 problems. It meets your need for fast, effective solutions to the difficulties you encounter in your coding projects. The book collates these problems and explains their available solutions. These one-stop solutions have been chosen with professional developers in mind and feature a careful balance of code and text: the code gives you everything you need to solve the problem at hand, while the accompanying text carefully explains how it solves your problem and, more importantly, why it works the way it does.

Information Systems Project Management Packt Publishing Ltd

To thrive in the modern business, legal professionals need to embrace legal design and human intelligence as a conduit between the law and technology. Deborah Vella has packaged her research and experience as a modern lawyer into a practical guide to teach legal professionals how to design and develop valuable legal solutions that are naturally appealing to their clients. You ' ll receive step-by-step guidance, starting with how to understand your target client ' s problems. You ' ll then learn how to transform your legal services into a design for your solution and develop your solution. Finally, you ' ll learn how to apply a value-based price and implement your solution alongside your marketing and business development strategies. Use what you learn from How to Design and Develop a Valuable Legal Solution With Human Intelligence to build a modern practice that makes you proud! With your new skills, you ' ll be able to solve your client ' s problems efficiently and effectively and use human intelligence to make your solutions naturally more appealing to your clients. You ' ll also be able to engage with your clients online and design a work-life balance that works for you. " When you think about legal design at a high level, it all makes so much sense. Reading this guide has made me rethink how I provide my services. Now I know what I need to concentrate on to modernise my practice. " – Jumana Commisso, Commisso and Associates Lawyers. " After months of trying to work out where I ' m going to take my practice, I came across your book. Now, I ' m finally starting to narrow in on my

solution. " – Glenda Stares, Shellharbour Legal Solutions. " The guide is easy to read, gives good advice and has useful steps to work through. " – Necia Wearne, Falcon Legal.

Interdisciplinary Research in Technology and Management

John Wiley & Sons

Management Information Systems covers the basic concepts of management and the various interlinked concepts of information technology that are generally considered essential for prudent and reasonable business decisions. The book offers the most effective coverage in terms of content and case studies. It matches the syllabi of all major Indian universities and technical institutions.

**arc42 by Example** Packt Publishing Ltd Drive digital transformation by increasing efficiency and ROI for your organization as a robotic process automation (RPA) solution architect Purchase of the print or Kindle book includes a free PDF eBook Key Features Learn architectural design and analysis of enterprise-wide RPA systems with real-world use cases Explore tips and best practices to deliver scalable business outcomes through RPA implementation Overcome challenges in intelligent automation, data, and security while building RPA solutions Book Description RPA solution architects play an important role in the automation journey and initiatives within the organization. However, the implementation process is quite complex and daunting at times. RPA Solution Architect's Handbook is a playbook for solution architects looking to build well-designed and scalable RPA solutions. You'll begin by understanding the different roles, responsibilities, and interactions between cross-functional teams. Then, you'll learn about the pillars of a good design: stability, maintainability, scalability, and resilience, helping you develop a process design document, solution design document, SIT/UAT scripts, and wireframes. You'll also learn how to design reusable components for faster, cheaper, and better RPA implementation, and design and develop best practices for module decoupling, handling garbage collection, and exception handling. At the end of the book, you'll explore the concepts of privacy, security, reporting automated processes, analytics, and taking preventive action to keep the bots healthy. By

the end of this book, you'll be well equipped to undertake a complete RPA process from design to implementation efficiently. What you will learn Understand the architectural considerations for stability, maintainability, and resilience for effective RPA solution design Interact with cross-functional teams for seamless RPA implementation Write effective RPA documentation, non-functional requirements, and effective UAT scripts Demo RPA solutions, receive feedback, and triage additional requirements based on complexity, time, and cost Design considerations for intelligent automation and learn about RPA as a service Explore best practices for decoupling, handling garbage collection, and exception handling Who this book is for This book is for RPA developers, RPA Sr. developers, or RPA analysts looking to become RPA solution architects. If you are an RPA solution architect, then this book can help you advance your understanding and become more efficient. Familiarity with RPA documentation like SDD, and PDD along with hands-on experience with either one or more RPA tools will be helpful but is not mandatory.

Project Planning Techniques Book Apress The Third International Conference on Product Focused Software Process Improvement (PROFES 2001) continued the success of the PROFES'99 and PROFES 2000 conferences. PROFES 2001 was organized in Kaiserslautern, Germany, September 10-13, 2001. The PROFES conference has its roots in the PROFES Esprit project (<http://www.ele.vtt.fi/profes/>), but it quickly evolved into a full fledged general purpose conference in 1999 and since then it has gained wide spread international popularity. As in previous years, the main theme of PROFES 2001 was professional software process improvement (SPI) motivated by product and service quality needs. SPI is facilitated by software process assessment, software measurement, process modeling, and technology transfer and has become a practical tool for quality software engineering and management. The conference addresses both the solutions found in practice as well as relevant research results from academia. The purpose of the conference is to bring to light the most recent findings and results in the area and to stimulate discussion between the researchers, experienced professionals, and technology providers for SPI. Information Design Springer

Customer Success with Microsoft Dynamics Sure Step is a focused tutorial of Microsoft Dynamics solution envisioning and delivery, rather than a step-by-step guide into project management. It will equip you with the tactics required to plan, align, and orchestrate your solution selling activities, as well as help you to be efficient, proactive, goal driven, and flexible in your Microsoft Dynamics engagements. If you are involved in one or more of

the roles stated below, then this book is for you: If you are a Project Manager, Engagement Manager, Solution Architect, or Consultant involved in delivering Microsoft Dynamics solutions, this book will teach you how you can improve the quality of your implementation with a consistent, repeatable process. If you are a Customer Project Manager, Subject Matter Expert, Key User, or End User involved in selecting the right business solution for your organization and delivering the Microsoft Dynamics solution, this book will help you determine how the method facilitates the delivery of a solution that is aligned to your vision. If you are a Sales Executive, Services Sales Executive, Technical Sales Specialist, Pre-Sales Consultant, or Engagement Manager involved in the sales of Microsoft Dynamics solutions, this book will help you to understand how you can accelerate your sales cycle and bring it to a close. If you are the Customer Decision Maker, CxO, Buyer, or Project Manager who participates in the selection process for your business solution needs, this book will show you how to determine how this process can help your due diligence exercise and set the stage for a quality implementation of the solution. If you are a Change Management expert, this book will enable you to learn how you can help the customer manage organizational change during the business solution delivery process, and/or help solution providers adopt a process for selling and delivering solutions.

#### Agile Documentation Springer Nature

The discipline of user experience (UX) design has matured into a confident practice and this edition reflects, and in some areas accelerates, that evolution. Technically this is the second edition of *The UX Book*, but so much of it is new, it is more like a sequel. One of the major positive trends in UX is the continued emphasis on design—a kind of design that highlights the designer's creative skills and insights and embodies a synthesis of technology with usability, usefulness, aesthetics, and meaningfulness to the user. In this edition a new conceptual top-down design framework is introduced to help readers with this evolution. This entire edition is oriented toward an agile UX lifecycle process, explained in the funnel model of agile UX, as a better match to the now de facto standard agile approach to software engineering. To reflect these trends, even the subtitle of the book is changed to "Agile UX design for a quality user experience. Designed as a how-to-do-it handbook and field guide for UX professionals and a textbook for aspiring students, the book is accompanied by in-class exercises and team projects. The approach is practical rather than formal or theoretical. The primary goal is still to imbue an understanding of what a good user experience is and how to achieve it. To better serve this, processes, methods, and techniques are introduced early to establish process-related concepts as context for discussion in later chapters.

- Winner of a 2020 Textbook Excellence Award (College) (Texty) from the Textbook and Academic Authors Association - A comprehensive textbook for UX/HCI/Interaction Design students readymade for the classroom, complete with instructors' manual, dedicated web site, sample syllabus, examples, exercises, and lecture slides - Features HCI theory, process, practice, and a host of real world stories and contributions from industry luminaries to prepare students for

working in the field - The only HCI textbook to cover agile methodology, design approaches, and a full, modern suite of classroom material (stemming from tried and tested classroom use by the authors)

**Visual Basic 2005 Recipes** Que Publishing  
Document the architecture of your software easily with this highly practical, open-source template. Key Features  
Get to grips with leveraging the features of arc42 to create insightful documents  
Learn the concepts of software architecture documentation through real-world examples  
Discover techniques to create compact, helpful, and easy-to-read documentation  
Book Description  
When developers document the architecture of their systems, they often invent their own specific ways of articulating structures, designs, concepts, and decisions. What they need is a template that enables simple and efficient software architecture documentation. arc42 by Example shows how it's done through several real-world examples. Each example in the book, whether it is a chess engine, a huge CRM system, or a cool web system, starts with a brief description of the problem domain and the quality requirements. Then, you'll discover the system context with all the external interfaces. You'll dive into an overview of the solution strategy to implement the building blocks and runtime scenarios. The later chapters also explain various cross-cutting concerns and how they affect other aspects of a program. What you will learn  
Utilize arc42 to document a system's physical infrastructure  
Learn how to identify a system's scope and boundaries  
Break a system down into building blocks and illustrate the relationships between them  
Discover how to describe the runtime behavior of a system  
Know how to document design decisions and their reasons  
Explore the risks and technical debt of your system  
Who this book is for  
This book is for software developers and solutions architects who are looking for an easy, open-source tool to document their systems. It is a useful reference for those who are already using arc42. If you are new to arc42, this book is a great learning resource. For those of you who want to write better technical documentation will benefit from the general concepts covered in this book.

#### Implementing Microsoft Dynamics 365 for Finance and Operations "O'Reilly Media, Inc."

Get a 360-degree view of digital project management. Learn proven best practices from case studies and real-world scenarios. A variety of project management tools, templates, models, and frameworks are covered. This book provides an in-depth view of digital project management from initiation to execution to monitoring and maintenance. Covering end-to-end topics from pre-sales to post-production, the book explores project management from various

dimensions. Each core concept is complemented by case studies and real-world scenarios. The Complete Guide to Digital Project Management provides valuable tools for your use such as:  
Frameworks: governance, quality, knowledge transfer, root cause analysis, digital product evaluation, digital consulting, estimation  
Templates: estimation, staffing, resource induction, RACI Models: governance, estimation, pricing, digital maturity continuous execution, earned value management and effort forecast  
Metrics: project management, quality  
What You'll Learn  
Study best practices and failure scenarios in digital projects, including common challenges, recurring problem themes, and leading indicators of project failures  
Explore an in-depth discussion of topics related to project quality and project governance  
Understand Agile and Scrum practices for Agile execution  
See how to apply Quality Management in digital projects, including a quality strategy, a quality framework, achieving quality in various project phases, and quality best practices  
Be able to use proven metrics and KPIs to track, monitor, and measure project performance  
Discover upcoming trends and innovations in digital project management  
Read more than 20 real-world scenarios in digital project management with proven best practices to handle the scenarios, and a chapter on a digital transformation case study  
Who This Book Is For  
Software project managers, software program managers, account managers, software architects, lead developers, and digital enthusiasts

#### *Learning Structure and Schemas from Documents* No Starch Press

Computer-Supported Collaboration with Applications to Software Development reviews the theory of collaborative groups and the factors that affect collaboration, particularly collaborative software development. The influences considered derive from diverse sources: social and cognitive psychology, media characteristics, the problem-solving behavior of groups, process management, group information processing, and organizational effects. It also surveys empirical studies of computer-supported problem solving, especially for software development. The concluding chapter describes a collaborative model for program development. Computer-Supported Collaboration with Applications to Software Development is designed for an academic and professional market in software development, professionals and researchers in the areas of software engineering, collaborative development, management information

systems, problem solving, cognitive and social psychology. This book also meets the needs of graduate-level students in computer science and information systems.

### **The UX Book** Support Legal Pty Ltd

Software documentation forms the basis for all communication relating to a software project. To be truly effective and usable, it should be based on what needs to be known. Agile Documentation provides sound advice on how to produce lean and lightweight software documentation. It will be welcomed by all project team members who want to cut out the fat from this time consuming task. Guidance given in pattern form, easily digested and cross-referenced, provides solutions to common problems. Straightforward advice will help you to judge: What details should be left in and what left out When communication face-to-face would be better than paper or online How to adapt the documentation process to the requirements of individual projects and build in change How to organise documents and make them easily accessible When to use diagrams rather than text How to choose the right tools and techniques How documentation impacts the customer Better than offering pat answers or prescriptions, this book will help you to understand the elements and processes that can be found repeatedly in good project documentation and which can be shaped and designed to address your individual circumstance. The author uses real-world examples and utilises agile principles to provide an accessible, practical pattern-based guide which shows how to produce necessary and high quality documentation.

### *Complete Guide to Digital Project Management* Packt Publishing Ltd

From fundamentals and design patterns to the different strategies for creating secure and reliable architectures in AWS cloud, learn everything you need to become a successful solutions architect Key Features Create solutions and transform business requirements into technical architecture with this practical guide Understand various challenges that you might come across while refactoring or modernizing legacy applications Delve into security automation, DevOps, and validation of solution architecture Book

Description Becoming a solutions architect gives you the flexibility to work with cutting-edge technologies and define product strategies. This handbook takes you through the essential concepts, design principles and patterns, architectural considerations, and all the latest technology that you need to know to become a successful solutions architect. This book starts with a quick introduction to the fundamentals of solution architecture design principles and attributes that will assist you in

understanding how solution architecture benefits software projects across enterprises. You'll learn what a cloud migration and application modernization framework looks like, and will use microservices, event-driven, cache-based, and serverless patterns to design robust architectures. You'll then explore the main pillars of architecture design, including performance, scalability, cost optimization, security, operational excellence, and DevOps. Additionally, you'll also learn advanced concepts relating to big data, machine learning, and the Internet of Things (IoT). Finally, you'll get to grips with the documentation of architecture design and the soft skills that are necessary to become a better solutions architect. By the end of this book, you'll have learned techniques to create an efficient architecture design that meets your business requirements. What you will learn Explore the various roles of a solutions architect and their involvement in the enterprise landscape Approach big data processing, machine learning, and IoT from an architect's perspective and understand how they fit into modern architecture Discover different solution architecture patterns such as event-driven and microservice patterns Find ways to keep yourself updated with new technologies and enhance your skills Modernize legacy applications with the help of cloud integration Get to grips with choosing an appropriate strategy to reduce cost Who this book is for This book is for software developers, system engineers, DevOps engineers, architects, and team leaders working in the information technology industry who aspire to become solutions architect professionals. A good understanding of the software development process and general programming experience with any language will be useful.

### *Solution Architecture with .NET* IBM Redbooks

This classroom-tested textbook presents an active-learning approach to the foundational concepts of software design. These concepts are then applied to a case study, and reinforced through practice exercises, with the option to follow either a structured design or object-oriented design paradigm. The text applies an incremental and iterative software development approach, emphasizing the use of design characteristics and modeling techniques as a way to represent higher levels of design abstraction, and promoting the model-view-controller (MVC) architecture. Topics and features: provides a case study to illustrate the various concepts discussed throughout the book, offering an in-depth look at the pros and cons of different software designs; includes discussion questions and hands-on exercises that extend the case study and apply the concepts to other problem domains; presents a review of program design fundamentals to reinforce understanding of the basic concepts; focuses on a bottom-up approach to describing software design concepts; introduces the

characteristics of a good software design, emphasizing the model-view-controller as an underlying architectural principle; describes software design from both object-oriented and structured perspectives; examines additional topics on human-computer interaction design, quality assurance, secure design, design patterns, and persistent data storage design; discusses design concepts that may be applied to many types of software development projects; suggests a template for a software design document, and offers ideas for further learning. Students of computer science and software engineering will find this textbook to be indispensable for advanced undergraduate courses on programming and software design. Prior background knowledge and experience of programming is required, but familiarity in software design is not assumed.

### **Guide to Efficient Software Design** Packt Publishing Ltd

Annotation The must-have reference for users and implementers of Oracle Release 11i. This book provides the critical information required to configure and operate the Release 11i applications in one book. Several readers have told us they saved tens of thousands of dollars after reading the previous edition of this book. Special Edition Using Oracle 11i has about 40% new content over the previous version including a new projects chapter, a new order management chapter, screen shots, tips, and, Release 11i specific material. This book is the most complete reference available for the latest release of the Oracle financial, manufacturing, HRMS, and projects applications. Part 1 introduces the Oracle ERP applications and Release 11i concepts. Part 2 educates the reader on proven techniques for implementing these complex and integrated systems. Part 3 discusses configuration and usage of each of the financial, distribution, manufacturing, HRMS, and project applications. Part 4 discusses working with Oracle Support, consulting firms, and compatible software vendors. The appendixes review the employment market, consulting opportunities, and provide the reader with an implementation checklist. All of Release 11i's new features are covered in-depth and in practical terms. Not only will readers understand Oracle's new capabilities, they will be able to apply them right away. The authors are highly respected consultants from BOSS Corporation. They have worked with the Oracle Applications for over eight years since Release 9. Each chapter is written and edited by an expert consultant on that topic. The authors have published many white papers and newsletters about the Oracle Applications. BOSS Corporation is an active sponsor of the Oracle Applications User Group (OAUG). The authors have attended the last 14 national conferences, presented more than a dozen white papers at OAUG conferences, participated in the vendor exhibit hall, identified key words for white paper classification, and edited articles that are

included in OAUG publications.

*Computer-Supported Collaboration* Springer

Explore the latest Java-based software development techniques and methodologies through the project-based approach in this practical guide. Unlike books that use abstract examples and lots of theory, *Real-World Software Development* shows you how to develop several relevant projects while learning best practices along the way. With this engaging approach, junior developers capable of writing basic Java code will learn about state-of-the-art software development practices for building modern, robust and maintainable Java software. You'll work with many different software development topics that are often excluded from software development references. Featuring real-world examples, this book teaches you techniques and methodologies for functional programming, automated testing, security, architecture, and distributed systems.

*Documenting Software Architectures* Springer Science & Business Media

Looking for a way to invigorate your technical writing team and grow that expertise to include developers, designers, and writers of all backgrounds? When you treat docs like code, you multiply everyone's efforts and streamline processes through collaboration, automation, and innovation. Second edition now available with updates and more information about version control for documents and continuous publishing.

*Problem Solving for Success Handbook: Solve the Problem – Sustain the Solution – Celebrate Success* Packt Publishing Ltd

This is a handbook covering ten principles for packaged software implementations that project managers, business owners, and IT developers should pay attention to. The book also has practical real-world coverage including a sample agenda for conducting business solution modeling, customer case studies, and a road map to implement guiding principles. This book is aimed at enterprise architects, development leads, project managers, business systems analysts, business systems owners, and anyone who wants to implement packaged software effectively. If you are a customer looking to implement COTS software in the future then this book will provide a strategy to maximize your investment. If you are in an internal IT role and you find that your internal software development methodology doesn't quite work for an off-the-shelf business software package then this book will provide you with perspective on how to adjust your approach. If you are an implementation partner looking to minimize the blood, sweat, and tears shed with implementing COTS software then this book will be a guide to filter out obstacles and enable implementation focus.

**Computer Model Documentation** Packt Publishing Ltd

This IBM Redbooks publication reviews the overall Tivoli Enterprise Security Architecture. It focuses on the integration of audit and compliance, access control, identity

management, and federation throughout extensive e-business enterprise implementations. The available security product diversity in the marketplace challenges everyone in charge of designing single secure solutions or an overall enterprise security architecture. With Access Manager, Identity Manager, Federated Identity Manager, Security Compliance Manager, Security Operations Manager, Directory Server, and Directory Integrator, Tivoli offers a complete set of products designed to address these challenges. This book describes the major logical and physical components of each of the Tivoli products. It also depicts several e-business scenarios with different security challenges and requirements. By matching the desired Tivoli security product criteria, this publication describes the appropriate security implementations that meet the targeted requirements. This book is a valuable resource for security officers, administrators, and architects who want to understand and implement enterprise security following architectural guidelines.

*The Missing README* Berrett-Koehler Publishers

Harness the power of Dynamics 365 Operations and discover all you need to implement it About This Book Master all the necessary tools and resources to evaluate Dynamics 365 for Operations, implement it, and proactively maintain it. Troubleshoot your problems effectively with your Dynamics 365 partner Learn about architecture, deployment choices, integration, configuration and data migration, development, testing, reporting and BI, support, upgrading, and more. Who This Book Is For This book is for technology leaders, project managers solution architects, and consultants who are planning to implement, are in the process of implementing, or are currently upgrading to Dynamics 365 for Operations. This book will help you effectively learn and implement Dynamics 365 for Operations. What You Will Learn Learn about Microsoft Dynamics 365, its offerings, plans and details of Finance and Operations, Enterprise edition Understand the methodology and the tool, architecture, and deployment options Effectively plan and manage configurations and data migration, functional design, and technical design Understand integration frameworks, development concepts, best practices, and recommendations while developing new solutions Learn how to leverage intelligence and analytics through Power BI, machine learning, IOT, and Cortana intelligence Master testing, training, going live, upgrading, and how to get support during and after the implementation In

Detail Microsoft Dynamics 365 for Finance and Operations, Enterprise edition, is a modern, cloud-first, mobile-first, ERP solution suitable for medium and large enterprise customers. This book will guide you through the entire life cycle of a implementation, helping you avoid common pitfalls while increasing your efficiency and effectiveness at every stage of the project. Starting with the foundations, the book introduces the Microsoft Dynamics 365 offerings, plans, and products. You will be taken through the various methodologies, architectures, and deployments so you can select, implement, and maintain Microsoft Dynamics 365 for Finance and Operations, Enterprise edition. You will delve in-depth into the various phases of implementation: project management, analysis, configuration, data migration, design, development, using Power BI, machine learning, Cortana analytics for intelligence, testing, training, and finally deployment, support cycles, and upgrading. This book focuses on providing you with information about the product and the various concepts and tools, along with real-life examples from the field and guidance that will empower you to execute and implement Dynamics 365 for Finance and Operations, Enterprise edition. Style and approach This book is a step-by-step guide focusing on implementing Dynamics 365 Operations solutions for your organization.

**Solutions Architect's Handbook** Taylor & Francis

Anda mungkin beruntung memiliki pekerjaan atau proyek mendatang dengan visi yang cemerlang. Namun, upaya mewujudkan visi ini sering kali tak mudah. Setiap hari Anda gampang sekali terjebak dalam berbagai hal: surel yang seolah tiada habisnya, tenggat yang molor, rapat-rapat seharian yang menyita waktu, dan proyek jangka panjang yang hanya berdasarkan asumsi. Sudah waktunya Anda mencoba Sprint, sebuah metode untuk memecahkan masalah dan menguji ide-ide baru, menyelesaikan lebih banyak hal dengan efisien. Buku ini ditulis Jake Knapp, mantan Design Partner Google Ventures, untuk menuntun Anda merasakan pengalaman menerapkan metode yang telah mendunia ini. Sprint mewujudkan pengekseskusan ide besar hanya dalam lima hari. Menuntun tim Anda dengan checklist lengkap, mulai dari Senin hingga Jumat. Menjawab segala pertanyaan penting yang sering kali hanya disimpan di benak mereka yang sedang menguji ide/konsep/produk. Sprint juga membantu Anda lebih menikmati setiap proses. Anda bisa mengamati dan bergabung dengan ratusan dari pelaku Sprint di seluruh dunia melalui tagar #sprintweek di Twitter. Sebuah proyek besar terjadi pada 2009. Seorang insinyur Gmail

bernama Peter Balsiger mencetuskan ide mengenai surel yang bisa teratur secara otomatis. Saya sangat tertarik dengan idenya—yang disebut “Kotak Masuk Prioritas”—dan merekrut insinyur lain, Annie Chen, untuk bergabung bersama kami. Annie setuju, tetapi dia hanya punya waktu sebulan untuk mengerjakannya. Kalau kami tidak bisa membuktikan bahwa ide itu bisa diterapkan dalam jangka waktu tersebut, Annie akan beralih ke proyek lainnya. Saya yakin waktunya tidak akan cukup, tetapi Annie adalah insinyur yang luar biasa. Jadi, saya memutuskan untuk menjalaninya saja. Kami membagi waktu sebulan itu ke dalam empat bagian yang masing-masing lamanya seminggu. Setiap pekan, kami menggarap desain baru. Annie dan Peter membuat purwarupa, lalu pada akhir minggu, kami menguji desain ini bersama beberapa ratus orang lainnya. Pada akhir bulan, kami menemukan solusi yang bisa dipahami dan diinginkan orang-orang. Annie tetap menjadi pemimpin untuk tim Kotak Masuk Prioritas. Dan entah bagaimana caranya, kami berhasil menyelesaikan tugas desainnya dalam waktu yang lebih singkat dari biasanya. Beberapa bulan kemudian, saya mengunjungi Serge Lachapelle dan Mikael Drugge, dua orang karyawan Google di Stockholm. Kami bertiga ingin menguji ide perangkat lunak untuk konferensi video yang bisa dijalankan lewat peramban. Karena saya berada di kota tersebut hanya selama beberapa hari, kami bekerja secepat mungkin. Pada penghujung kunjungan saya, kami berhasil menyelesaikan purwarupanya. Kami mengirimkannya ke rekan kerja kami lewat surel dan mulai menggunakannya dalam rapat. Dalam beberapa bulan, seluruh perusahaan sudah bisa menggunakannya. (Selanjutnya, versi yang sudah dipoles dan disempurnakan dari aplikasi berbasis web tersebut dikenal sebagai Google Hangouts.) Dalam kedua kasus tersebut, saya menyadari bahwa saya bekerja jauh lebih efektif ketimbang rutinitas kerja harian saya atau ketika mengikuti lokakarya diskusi sumbang saran. Apa yang membedakannya? Saya menimbang kembali lokakarya tim yang saya gagas sebelumnya. Bagaimana kalau saya memasukkan elemen ajaib lainnya—fokus pada kerja individu, waktu untuk membuat purwarupa, dan tenggat yang tak bisa ditawar? Saya lalu menyebutkan, “sprint” desain. Saya membuat jadwal kasar untuk sprint pertama saya: satu hari untuk berbagi informasi dan mereka ide, diikuti dengan empat hari pembuatan purwarupa. Sekali lagi, tim Google menyambut baik eksperimen ini. Saya memimpin sprint untuk mendesain Chrome, Google Search, Gmail, dan proyek-proyek lainnya. Ini sangat menarik. Sprint ini berhasil. Ide-ide diuji, dibangun, diluncurkan, dan yang terbaik, kebanyakan dari ide-ide ini berhasil diterapkan dalam dunia nyata. Proses sprint menyebar di seisi Google dari satu tim ke tim lain, dari satu kantor ke kantor lain. Seorang

desainer dari Google X tertarik dengan metode ini, jadi dia menjalankan sprint untuk sebuah tim di Google Ads. Anggota tim dalam sprint di Ads kemudian menyampaikannya kepada kolega mereka, dan begitu seterusnya. Dalam waktu singkat saya mendengar penerapan sprint dari orang-orang yang tidak saya kenal. Dalam perjalanannya, saya membuat beberapa kesalahan. Sprint pertama saya melibatkan empat puluh orang—jumlah yang sangat besar dan justru hampir menghambat sprint tersebut, bahkan sebelum dimulai. Saya menyesuaikan waktu yang diperlukan untuk mengembangkan ide dan pembuatan purwarupa. Saya jadi memahami mana yang terlalu cepat, terlalu lambat, hingga akhirnya menemukan yang waktu paling sesuai. Beberapa tahun kemudian, saya bertemu Bill Maris untuk membicarakan sprint. Bill adalah CEO Google Ventures, perusahaan modal ventura yang didirikan Google untuk berinvestasi pada startup-startup potensial. Dia adalah salah satu orang berpengaruh di Silicon Valley. Namun, Anda tidak akan menyangkanya dari pembawaannya yang santai. Pada sore itu, dia mengenakan pakaian khasnya, yaitu topi bisbol dan kaus dengan tulisan tentang Vermont. Bill tertarik untuk menjalankan sprint dengan startup dalam portofolio GV. Startup biasanya hanya memiliki satu kesempatan emas untuk mendesain sebuah produk yang sukses, sebelum akhirnya kehabisan dana. Sprint bisa membantu mencari tahu apakah startup-startup ini berada di jalur yang tepat sebelum akhirnya mereka bisa berkecimpung dalam tahapan yang lebih berisiko untuk membangun dan meluncurkan produk mereka. Dengan menjalankan sprint, mereka bisa mendapatkan sekaligus menghemat uang. Namun agar berhasil, saya harus menyesuaikan proses sprint ini. Saya sudah berpikir mengenai produktivitas individu dan tim selama beberapa tahun. Namun, saya hampir tidak tahu apa-apa mengenai startup dan kebutuhan bisnis mereka. Tetap saja, antusiasme Bill meyakinkan saya bahwa Google Ventures adalah tempat yang tepat untuk menerapkan sprint—sekaligus tempat yang tepat bagi saya. “Ini misi kita,” ujarnya, “untuk bisa menemukan entrepreneur terbaik di muka bumi dan membantu mereka membuat dunia ini menjadi tempat yang lebih baik.” Saya tentu tak bisa menolaknya. Di GV, saya bergabung dengan tiga rekan lain: Braden Kowitz, John Zeratsky, dan Michael Margolis. Bersama, kami mulai menjalankan sprint dengan startup-startup, bereksperimen dengan prosesnya, dan menguji hasilnya agar bisa menemukan cara untuk memperbaikinya. Ide-ide dalam buku ini lahir dari semua anggota tim kami. Braden Kowitz memasukkan desain berbasis cerita dalam proses sprint, sebuah pendekatan tak biasa yang berfokus pada pengalaman konsumen alih-alih komponen individu atau teknologi. John Zeratsky membantu kami memulai dari akhir sehingga tiap sprint bisa membantu menjawab berbagai pertanyaan bisnis paling penting. Braden dan

John memiliki pengalaman dalam bisnis dan startup, hal yang tidak saya miliki, dan mereka menyesuaikan prosesnya untuk menciptakan fokus yang lebih baik dan keputusan yang lebih cerdas di tiap sprint. Michael Margolis mendorong kami untuk mengakhiri tiap sprint dengan pengujian di dunia nyata. Dia menjalankan riset konsumen, yang perencanaan dan pelaksanaannya bisa menghabiskan waktu berminggu-minggu, dan menemukan cara untuk mendapatkan hasil yang jelas hanya dalam sehari. Ini benar-benar sebuah keajaiban. Kami tidak perlu lagi menebak-nebak apakah solusi kami bagus atau tidak karena di akhir tiap sprint, kami mendapatkan jawabannya. Kemudian ada Daniel Burka, seorang entrepreneur yang mendirikan dua startup sebelum menjual salah satunya ke Google dan bergabung dengan GV. Saat kali pertama menjelaskan proses sprint kepadanya, dia skeptis. Baginya, sprint terdengar seperti serangkaian proses manajemen yang rumit. Namun, dia sepakat untuk mencoba salah satunya. “Dalam sprint pertama itu, kami memangkas prosesnya dan menciptakan sesuatu yang ambisius hanya dalam sepekan. Saya benar-benar jatuh hati.” Setelah kami berhasil meyakinkannya, pengalaman langsung Daniel sebagai seorang pendiri startup dan sikapnya yang tidak menoleransi omong kosong membantu kami menyempurnakan prosesnya. Sejak sprint pertama di GV pada 2012, kami telah beradaptasi dan bereksperimen. Mulanya kami mengira pembuatan purwarupa dan riset yang cepat hanya akan berhasil untuk produk berskala besar. Mampukah kami bergerak sama cepatnya jika konsumen kami adalah para ahli di berbagai bidang seperti kesehatan dan keuangan? Tanpa disangka, proses lima hari ini bisa bertahan. Proses ini sesuai untuk semua jenis konsumen, mulai dari investor sampai petani, dari onkolog sampai pemilik bisnis skala kecil. Juga bagi situs web, aplikasi iPhone, laporan medis, hingga perangkat keras berteknologi tinggi. Tidak hanya untuk mengembangkan produk, kami juga menggunakan sprint untuk menentukan prioritas, strategi pemasaran, bahkan menamai perusahaan. Proses ini berulang-ulang menyatukan tim dan menjadikan ide-ide menjadi nyata. Selama beberapa tahun belakangan, tim kami mendapatkan beragam kesempatan untuk bereksperimen dan memvalidasi ide kami mengenai proses kerja. Kami menjalankan lebih dari seratus sprint bersama dengan startup-startup dalam portofolio GV. Kami bekerja bersama, sekaligus belajar dari para entrepreneur brilian seperti Anne Wojcicki (pendiri 23andMe), Ev Williams (pendiri Twitter, Blogger, dan Medium), serta Chad Hurley dan Steve Chen (pendiri YouTube). Pada awalnya, saya hanya ingin membuat hari-hari kerja saya efisien dan berkualitas. Saya ingin berfokus pada apa yang benar-benar penting dan menjadikan waktu saya berharga—bagi saya, tim, dan konsumen

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kami. Kini, lebih dari satu dekade kemudian, proses sprint secara konsisten telah membantu saya meraih mimpi tersebut. Dan saya sangat senang berbagi mengenai hal tersebut dengan Anda dalam buku ini. Dengan keberuntungan, Anda bisa memilih pekerjaan Anda karena visi yang tajam. Anda ingin berbagi visi tersebut kepada dunia, baik yang berupa pesan, layanan, maupun pengalaman, dengan perangkat lunak maupun keras, atau bahkan—sebagaimana dicontohkan dalam buku ini—sebuah cerita atau ide. Namun, mewujudkan visi ini tak mudah. Gampang sekali terjebak dalam berbagai hal: surel yang seolah tiada habisnya, tenggat yang molor, rapat-rapat seharian yang menyita waktu Anda, dan proyek jangka panjang yang hanya berdasarkan asumsi. Prosesnya tidak harus selalu seperti ini. Sprint menawarkan jalur untuk memecahkan masalah-masalah besar, menguji ide-ide baru, menyelesaikan lebih banyak hal, dan melakukan semuanya dengan lebih cepat. Sprint juga membantu Anda lebih menikmati prosesnya. Dengan kata lain, Anda benar-benar harus mencobanya sendiri. Ayo kita mulai. —Jake Knapp San Francisco, Februari 2016 [Mizan, Bentang Pustaka, Manajemen, Ide, Kreatif, Inovasi, Motivasi, Dewasa, Indonesia] spesial seri bentang bisnis & startup