Visioning
The Practical Art and Artful Practice of Conceiving Complex Products

Al Goerner
## Why we need a Vision

### Is this really a Vision?

<table>
<thead>
<tr>
<th>Beneficiaries</th>
<th>For Scientists</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need</td>
<td>who need to request containers of chemicals</td>
</tr>
<tr>
<td>Product</td>
<td>the chemical tracking system</td>
</tr>
<tr>
<td>Category</td>
<td>is an information system that will provide a single point of access to the chemical stockroom and to vendors.</td>
</tr>
<tr>
<td>Attributes</td>
<td>The system will store the location material quantity and history of every chemical container with the company.</td>
</tr>
<tr>
<td>Differentiators</td>
<td>Unlike the current manual ordering process,</td>
</tr>
<tr>
<td>Advantages</td>
<td>our product will generate all reports required to comply with federal and state government regulations.</td>
</tr>
</tbody>
</table>
Visioning – Questions that I Ponder

- Understanding the **Business Case**
  - What real results are we trying to accomplish for the business?
  - What parameters are we trying to affect or optimize?

- Understanding the **Intended Use and Users**
  - Who will actually use this solution?
  - Why do they want this solution and how will they use it?

- Understanding the **Solution Strategy**
  - How is the solution going to be structured for development and delivery?
  - How constrained and/or interdependent are the pieces?

- Understanding the **Development Strategy**
  - How will the solution team be structured?
  - Where am I in this picture? Who do I need to work with?
  - When are we delivering? What are our target dates?
The Consequences of Blindness

When you have **no Vision**, …

- There is **no Big Picture**.  
  So, everyone uses their own Little Pictures as best they can.
  - Conflicting vocabularies and concepts
  - Conflicting priorities
  - Suboptimal or contradictory decision-making
  - Contention and dissonance

The 3 things that motivate Knowledge Workers – **Purpose, Challenge & Self-Determination** – are diffused and confused, lowering productivity.
Getting to the Point

What happens when you don’t have a vision?

Business Strategy – Why build this Product?

Thinking about Go-to-Market Strategies

Personas – Who do you Serve?

The Epic Landscape – What Epics & Features to Offer?

The Product Landscape – How are the Products Interrelated?

The Architectural Landscape – How are the Apps Interrelated?

Team Structure – Beyond Feature and Component Teams

Summing Up
Every Value Proposition has 2 Sides

Revenues are much scarier. But, we don’t have to monetize.
We have to record our intent, strategy and priorities.

Costs are easy to identify. They are predictable and inevitable.
Mitigating costs is a good bet. But, a strictly cost-side value proposition is a weak value prop.

But, most value propositions are unbalanced, being Cost-heavy.
Easy **ValueProp** – Diagramming a Value Proposition

**1st level – Measurables:**
What costs are you targeting? (What revenue stream will you create?)

**2nd level – Actionables:**
How will you affect these costs? (How will you realize this revenue?)

- **Features**
  - Automation of Manual Process
  - Streamline Process

- **Features**
  - Rearchitect Key Structures

- **Time**
  - Decrease Service Time
  - Improve Throughput
Easy ValueProp – Revenue-side Elements

Be as explicit as you possibly can!

- Revenue
  - Increase share in 21-35 Age Group
- Features
  - New For-Fee Service
  - Differentiating Feature
  - Critical Time-to-Market
  - Automation of Manual Process
- Time
  - Decrease Service Time
- People
  - Reduce Staffing
- Cost
  - Decrease
  - Avoid Fines
- Platform
  - Improve Throughput
- Improvement
  - Streamline Process
  - Rearchitect Key Structures

- Profit
  - Decrease
  - Improve
- Governance
  - Reputation
  - Improve NPS
  - Increase share in 21-35 Age Group
  - Avoid Fines

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A Real Value Proposition

The Conversation is worth as much as the Resulting Model.
Another Real Value Proposition

The Value Model should Evolve over Time, updated regularly.
Go-to-Market Strategy – The First Prioritization

- **Entering the Market**
  - Minimum features to qualify as a product in the marketplace.
  - Not intended to be competitive. Intended to be present in the market.
  - A value prop element is a *Minimal* element.

- **Achieving Parity with the Market**
  - Features comparable to the major competitors.
  - Intended to be competitive on an equal footing.
  - A value prop element is a *Parity* element.

- **Leading the Market**
  - Features differentiated from other competitors and attractive in the market.
  - Intended to capture market share and customer and media attention.
  - A value prop element is a *Competitive* element.
Easy ValueProp – Annotating Go-to-Market Priorities

Avoid 2\textsuperscript{nd}-guessing!

- **Revenue**
  - Increase share in 21-35 Age Group
  - New For-Fee Service
- **Profit**
  - Features
- **Cost**
  - People
- **Time**
  - Process
  - Improvement
- **People**
  - Reduce Staffing
- **Features**
  - Critical Time-to-Market
  - Automation of Manual Process
- **Features**
  - Differentiating Feature
  - Improved User Experience
- **Features**
  - Minimal
  - Streamline Process
  - Rearchitect Key Structures

- **Features**
  - Minimal
  - Decrease Service Time

- **Features**
  - Minimal
  - Rearchitect Key Structures

- **Features**
  - Minimal
  - Avoid Fines

- **Features**
  - Parity

- **Features**
  - Competitive

- **Features**
  - Time

- **Features**
  - Process

- **Features**
  - Improving Throughput
We are NOT defining MVP!

Minimum Viable Product (MVP) is defined in a variety of different ways. My preferred definition is:

“The minimum viable product is that version of a new product which allows a team to collect the maximum amount of validated learning about customers with the least effort.”


This is an important distinction. MVP is not intended to produce a production-ready version of the solution!

• MVP is a Release Planning concept, not a Visioning concept!

• It is intended, instead, to produce an initial version of a product which can be released to a limited set of visionary, evangelistic, “guinea pig” users for the purpose of learning about the application and its market.

• Consequently, an MVP contains mainly early forms of Parity & Competitive features, with only enough Minimal features to support them!
## Moving on – The Next Point

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Personas are Pretty … Important

Group Director Sarah [1 of 2]

Focusing Quotation

My role is to help young people to be confident and self sufficient through their creative work.

About Sarah

Sarah is an ex-dancer who runs a community-based performing arts group – Dance Now! She started the group 5 years ago when she moved to Barking and became aware of the lack of performing arts provision for young people in Barking. Sarah hopes that the group will be able to expand its activities but is constantly constrained by funding and capacity issues as she is highly dependant on volunteers.

Fictionalized Background

Sarah is an ex-dancer who runs a community-based performing arts group – Dance Now! She started the group 5 years ago when she moved to Barking and became aware of the lack of performing arts provision for young people in Barking. Sarah hopes that the group will be able to expand its activities but is constantly constrained by funding and capacity issues as she is highly dependant on volunteers.

Work Context

Background

Sarah

- Professional dancer for 14 years
- Works part-time at a stage school in North London as a choreographer

Dance Now!

- Main remit is to provide performance arts experience for young people who "fall outside the school curriculum."
- Meets twice a week at a local community hall
- Has formed productive relationships with many local bodies including other community groups, the police and youth services
- Finds it difficult to find long-term funding as most of the group’s work is not curriculum based (often a requirement for standard funding sources)

Demographics

Occupation: Community Group Director

Age: 39

Home life: Single

Hobbies: Reading, socialising

Knowledge of B&D:

Low: High

Knowledge of B&D CI:

Low: High

Specialist knowledge:

Low: High

Internet access:

Low: High

Computer literacy:

Low: High

Tech Skill Assumptions

Internet Behaviour

Sarah

- Perceives herself as not very internet ‘savy’ or ‘technical’
- Uses a computer because ‘she has too!’
- Has broadband access at home
- Administers Dance Now! from home (keeps accounts, members lists etc.)

Dance Now!

- Dance Now! has a website developed and maintained by a volunteer
- Keenly aware that the website will become ‘defunct’ and out of date if the volunteer leaves
- Website is basic but features lots of videos and clips
- Views the website as important for:
  - Raising the group’s profile
  - Showcasing the group’s work
  - Informing others about their shows and events
  - Attracting new members
Do we *really* know our Users?

**Essential Needs**

**Create and consume**

**Focusing Quotation**

“This system is slowing me down ... How do I find the assets that I need...”

**End Goals**
- Deliver high quality work to my clients, fast.
- Avoid my job overrunning and going over budget.
- Get my work approved first time.

**Experience goals**
- Locate relevant assets quickly and effortlessly.
- Find and monitor my booked in jobs.
- Avoid using assets that have expired usage rights.

**Pain points**
- Downloading large assets.
- Searching for the assets is too labour intensive.
- The amount of fields you have to fill in when uploading my work. I feel overwhelmed sometimes.

**Behaviours**

- Technical comfort level
  - Novice
  - Expert
- Domain knowledge
  - Poor
  - Strong
- Asset finder
  - Lost in the woods
  - Marks men
- Liaising with clients
  - No Interaction
  - Close contact

**Demographics**

**Name** Jenna Francis

**Day In the life**
- Receive the brief from the producer.
- Identify the materials required to build the product.
- Define the product’s dimensions e.g. height, width and depth.
- Use Google to look for inspiration.
- Dive into Photoshop and start working on the job.

**Work Context**

**Positive & Negative Objectives**

How can we anticipate the needs of our customers without a clear idea of who they are?
Easy **Personas** – Map the Demographics

### Defining the Consumer

1. **Choose the Ranges per Dimension**
2. **Divide Each Range into Values**

<table>
<thead>
<tr>
<th>Age</th>
<th>13-17</th>
<th>18-24</th>
<th>25-35</th>
<th>35-55</th>
<th>55-67</th>
<th>68+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>No GED</td>
<td>High School Diploma</td>
<td>Associates Degree or Well-Read</td>
<td>Bachelors Degree</td>
<td>Masters Degree</td>
<td>PhD or Professional Degree</td>
</tr>
<tr>
<td>Family Status</td>
<td>Unmarried No Dependents</td>
<td>Unmarried w/ Dependents</td>
<td>Married No Dependents</td>
<td>Married w/ Dependents</td>
<td>Divorced No Dependents</td>
<td>Divorced w/ Dependents</td>
</tr>
<tr>
<td>Interpersonal Skills</td>
<td>Isolationist (Only Works Alone)</td>
<td>Participator (Works Passively with Others)</td>
<td>Contributor (Works Actively with Others)</td>
<td>Leader (Organizes Work with Others)</td>
<td>Facilitator (Helps Others Resolve Problems)</td>
<td>Counselor (Helps Others Resolve Conflicts)</td>
</tr>
<tr>
<td>Domain Knowledge</td>
<td>Innocent (No Knowledge)</td>
<td>Aware (Partial Knowledge)</td>
<td>Apprentice (Formal Knowledge; No Experience)</td>
<td>Practitioner (Limited Experience; Variable Execution)</td>
<td>Journeymen (Experienced; Reliable Execution)</td>
<td>Master (Very Experienced; Handles Exceptions)</td>
</tr>
<tr>
<td>Technical Literacy</td>
<td>Innocent (No Knowledge)</td>
<td>Aware (Partial Knowledge)</td>
<td>Apprentice (Formal Knowledge; No Experience)</td>
<td>Practitioner (Limited Experience; Variable Execution)</td>
<td>Journeymen (Experienced; Reliable Execution)</td>
<td>Master (Very Experienced; Handles Exceptions)</td>
</tr>
<tr>
<td>Technical Resources</td>
<td>NONE</td>
<td>Workplace Access to PC/Internet</td>
<td>Personal Access to PC/Internet</td>
<td>Access to PC, Internet &amp; Mobile</td>
<td>High-Perf PC/Internet/ Mobile</td>
<td>Special-Purpose Devices</td>
</tr>
</tbody>
</table>

There are 72 combinations. Select 3-8 that span the most common combinations.
## Easy Personas – Complete the Description

<table>
<thead>
<tr>
<th>Adrian Huang</th>
<th>Day in the Life</th>
<th>Demographics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Role</strong></td>
<td>Foreign Equities Trader</td>
<td><strong>Age</strong> 18-35</td>
</tr>
</tbody>
</table>
| **Activities / Needs** | • Take trade orders.  
• Process trade orders.  
• Monitor program trade activity.  
• Evaluate platinum client portfolios periodically.  
• Research equities. | **Education** Masters/PhD Degree |
| **Pain Points** | • Must enter client data into different systems to process common transactions.  
• Inaccurate and inconsistent data in systems-of-record.  
• User interface and vocabulary are different between systems.  
• Currency rates and vectors are inaccurate. | **Family Status** N/A |
| **Objectives / Priorities** | • Reduce effort to enter data.  
• Improve accuracy of data, i.e. reduce data value and consistency errors.  
• Reduce callbacks.  
• Reduce call service time. | **Interpersonal Skills** Participator / Contributor |
| **Domain Knowledge** | **Technical Literacy** Journeymen / Master |
| **Technical Resources** | PC / Internet / Mobile |

“My clients get very impatient while I am entering and checking on their trades. It takes too long … often because I am tracking down data errors. Usually, I have to tell them that I will call them back.”

The Personas are a basis for challenging Scope and Requirements.
Many products have a relatively small number (2-7) of (active) epics.

An Epic Landscape is simple … but not trivial.
<table>
<thead>
<tr>
<th>Feature</th>
<th>Manage Client Portfolio</th>
<th>Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create</td>
<td>• Create a new set of records.</td>
<td>As-Is</td>
</tr>
<tr>
<td></td>
<td>• Create a new record in an existing collection.</td>
<td>Integrate; Validate</td>
</tr>
<tr>
<td>Read</td>
<td>• Lookup a single record given some selection criteria.</td>
<td>Integrate; Validate</td>
</tr>
<tr>
<td></td>
<td>• Browse a list of records, possibly sorted by a particular attribute.</td>
<td>Integrate; Validate</td>
</tr>
<tr>
<td>Update</td>
<td>• Update a particular attribute given some selection criteria.</td>
<td>Integrate; Validate</td>
</tr>
<tr>
<td></td>
<td>• Update all, or a related set, of attributes given some selection criteria.</td>
<td>As-Is</td>
</tr>
<tr>
<td>Delete</td>
<td>• Physically delete a single, or small set of, record(s) given some selection criteria, so that no aspect of the record’s existence remains.</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>• Logically delete a single record, or small set of, record(s), given some selection criteria, so that the record no longer participates in any normal function or transaction.</td>
<td>As-Is</td>
</tr>
<tr>
<td></td>
<td>• Physically clear a set of records, physically deleting every element of the set.</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>• Logically clear a set of records, logically deleting every element of the set.</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>• Logically undelete a single record, or small set of, record(s), in the “deleted” state given some selection criteria.</td>
<td>As-Is</td>
</tr>
<tr>
<td>Import</td>
<td>• Load a record, or collection of records, from a file or database given some selection criteria.</td>
<td>Add</td>
</tr>
<tr>
<td></td>
<td>• Retrieve a record, or collection of records, from an archive given some selection criteria, including a date range.</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>• Scan a record, or collection of records, from an input device given some selection criteria.</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>• Receive a record, or collection of records, from a network source given some selection criteria.</td>
<td>Add</td>
</tr>
<tr>
<td>Export</td>
<td>• Save a record, or collection of records, to a file or database given some selection criteria.</td>
<td>As-Is</td>
</tr>
<tr>
<td></td>
<td>• Archive a record, or collection of records, to an archive given some selection criteria, including a date range.</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>• Print a record, or collection of records, to a given printer given some selection criteria.</td>
<td>As-Is</td>
</tr>
<tr>
<td></td>
<td>• Transmit a record, or collection of records, to a network sink given some selection criteria.</td>
<td>As-Is</td>
</tr>
</tbody>
</table>
### EasyEpic – CES²AR LASaR² Process Epic

<table>
<thead>
<tr>
<th>Feature</th>
<th>Manage Pending Trades</th>
<th>Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create</td>
<td>• Create a new process/transaction request.</td>
<td>Unchanged</td>
</tr>
<tr>
<td>Edit</td>
<td>• Enter or modify attributes of a process/transaction request.</td>
<td>Integrate; Validate</td>
</tr>
<tr>
<td>Save</td>
<td>• Save the current state of a process/transaction request to a file or database.</td>
<td>Unchanged</td>
</tr>
<tr>
<td>Submit</td>
<td>• Submit the current state of a process/transaction request for approval.</td>
<td>Unchanged</td>
</tr>
<tr>
<td>Approve</td>
<td>• Approve a submitted process/transaction request.</td>
<td>Unchanged</td>
</tr>
<tr>
<td>Reject</td>
<td>• Reject a submitted process/transaction request including annotation.</td>
<td>Unchanged</td>
</tr>
<tr>
<td>Launch</td>
<td>• Launch or execute an approved process/transaction, optionally with a logical or time constraint.</td>
<td>Unchanged</td>
</tr>
<tr>
<td>Abort</td>
<td>• Abort an executing process/transaction.</td>
<td>Unchanged</td>
</tr>
<tr>
<td>Suspend</td>
<td>• Suspend an executing process/transaction, using to inspect its state/progress.</td>
<td>Unchanged</td>
</tr>
<tr>
<td>Report</td>
<td>• Examine the state of a suspended process/transaction</td>
<td>Integrate; Validate</td>
</tr>
<tr>
<td>Resume</td>
<td>• Resume a suspended process/transaction.</td>
<td>Unchanged</td>
</tr>
</tbody>
</table>

Sometimes, a feature from CES²AR LASaR² might be a CRUDIE epic, e.g. Edit or Report.

Sometimes, a feature from CRUDIE might be a CES²AR LASaR² epic, e.g. Update, Delete, or Export.
## Agenda

### Moving on – The Next Point

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Sketching the Landscape

Product Landscape – Interrelationship of Products

How many apps make up the product, or products make up the portfolio?

Where does work enter and exit the system?

How does work flow? Can it flow faster?

How highly coupled are the products? Can the coupling be loosened?

Which Persona(s) touch which elements of the system?

Simple Box-and-Arrow diagrams, if drawn with the questions in mind, are more than sufficient.
If you want to look a little deeper into the features offered by each product element, go a little more formal with UML Package Diagrams.
Architectural Landscape
– the Shape of the Solution

There are 3 Landscapes:

1. **Epic Landscape** is the sketch of the services offered to the customer.

2. **Product Landscape** is the sketch of the apps/products that make up the solution.

3. **Architectural Landscape** is the high-level map of the physical elements of the solution (usually a technical but relatively simple diagram).

Architectural Landscape enables **Impact & Dependency Analysis** as you propose changes and perform trade-offs!
And Finally …

- What happens when you don’t have a vision?
- Business Strategy – Why build this Product?
- Thinking about Go-to-Market Strategies
- Personas – Who do you Serve?
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Feature versus Component Teams

It is not a simple choice!
There are reasons for both.

Matrix organizations beg the question: which is primary, rows or columns?

Teams oriented to Closure and Defn-of-Done.
Journey from Projects to Products

Most orgs create teams aligned to 1 of 4 concepts. These organizing principles exemplify the journey from Projects to Products.

4 Dimensions of a Product/Team Matrix

- Technology or Skillset
  - Reqmts, Dev, Test, Ops
  - Functional Segregation

- Application or Platform
  - Cross-Functional Application Development & Maintenance

- Business Strategy or Initiative
  - Business Improvement- or Outcome-structured Change Management

- Product
  - Customer- & Market-driven Multi-App Product Development & Maintenance
Team Structure and Definition-of-Done

Team Structure

Digital Sales [initiative]
Smart Decision Making [initiative]

Wallet [product]
E-Banking App [product]
E-Banking Web [product]
ATM [product]
Customer Flow Mgmt [product]

Wealth Mgmt [platform]
Core Banking [platform]

Done-0
Defining & Validated

Done-1
Functional & Verified

Done-2
Integrated & Stable

Done-3
Accepted for Release

How does work flow among teams and backlogs?
How do we get closure at different at each level of cadence?
And, We are Done!

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Elements of a Vision – Summary of *What & How*

**EasyValueProp**

**EasyPersonas**

**EasyEpics & Epic Landscape**

**Product & Architectural Landscapes**

**Team Structure**
What is Agile about This Way of Visioning?

- **Artifacts that delivery useful answers to important questions.**
  - Easy to Create (comparatively)
  - Easy to Read
  - Easy to Update and Keep Current
  - Make good Focal Points when posted on the Wall

- **Developed using workshops to encourage …**
  - Direct communication
  - Discussion & Collaboration
  - Transparency
  - and – above all – Discovery of the Real Issues.

- **Creates vocabulary for Dialog, Problem-Solving & Trade-offs.**
There is Agile. Then, there is Enterprise Agility.

The 1st Generation of Agile (approx. 1994-2002) searched for and found a different way of building solutions, focusing on small teams of developers.

The 2nd Generation of Agile (approx. 2002-2010) realized that Requirements & Testing must be Agile as well to create product development flow.

The 3rd Generation of Agility (approx. 2010-present) builds on successful product development flow and deals with the issues of scaling to product lines and portfolios and the full integration of Agility into the Enterprise. This is our focus & specialty.

Addresses Real-World, Enterprise Issues with Agility

The Agile Team

Agile Product Management

Multi-Team Agile Programs

Accelerator Technologies

Agile DevOps & Release Management

Agile Metrics & Governance

Too Simple for Complex Products

Effective, but not Scalable or integrated into the Enterprise

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Thank You

Comments & Questions are always welcome.

Al Goerner
Vice President, Agile Services & Solutions
Alan.Goerner@UST-Global.com

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