

## **Workshop on Managing the Client Value Creation Process in Agile Projects (VALOIR) at [PROFES 2011](#)**

### **Description of the workshop and its goals**

Collective efforts of agile software engineering (SE) practitioners and researchers have yielded a variety of agile approaches aimed at helping clients generate product and business value in a predictable and repeatable way. While it is generally known that the suitability and effectiveness of most of these approaches is contingent to the context in which they are applied, the body of empirical studies that investigate which technique is generating what specific instances of client's value in which context is relatively small. Agile methodologists tacitly assume that for SE professionals it is self-evident to figure out how exactly the application of the agile practices would create product and business value on an ongoing basis throughout a project. For example, little is known about the impact that product complexity and non-functional requirements have on the product creation process, and also on the trade-offs that need to be made between complexity and product value. With few exceptions, little has been done to systematically aggregate the empirical evidence that can possibly confirm or disconfirm the claims of how the different (commercially viable) agile approaches create client's value (both product and business value) and how some agile-unique practices (as on-site site clients, story point counting, reprioritization) solve particular value-creation challenges.

This workshop calls for the explicit discussion on uncovering the mechanisms through which combinations of agile practices create client's value in agile projects in specific contexts. We consider both product and business value. We promote the position that for the agile organizations to make a lasting impact on the product and business value creation, the interplay between organizational context and use of agile practices needs to be understood in sufficient depth so that the organizations know the challenges specific to value creation through agile practices in certain contexts and the remedies that are likely to confront these challenges. The overall goal of the workshop is to make the knowledge on value creation and management explicit. As part of this goal, we would like to encourage the discussion on the use of measurement and estimation approaches in managing value in agile project.

### **Initial list of topics**

We invite submissions about one of these central themes:

1. What process and product measures are characteristic to product and business value creation in agile projects? What relationships exist between these measures and important agile project outcomes?
2. What measurement or estimation models help managing (product and business) value in agile projects?
3. How to balance complexity against product value?
4. How non-functional requirements contribute to product/business value creation?
5. What specific value do specific agile practices (e.g. on-site client, on-site developer) create in agile projects?
6. How particular context aspect (e.g. organizational culture, or organizational maturity, or maturity of the client's organization) affect the potential of agile practices to create value?

### **Targeted outcome and targeted audience**

The primary goal of this workshop is to create a forum to debate the need for, the value of, and the challenges in managing the value creation processes in agile projects, and specifically, in using software measurement and estimation practices in support of value-creation. The targeted outcomes are (1) a preliminary agenda for conducting empirical research in qualitative management of agile product and business value creation, and (2) a plan for setting up an online forum for exchange of ideas, research designs and research results within the Agile community. The workshop brings together practitioners and researchers to debate on the measurement and estimation models and techniques suitable in agile projects and on the impact of project context on the value creation. To agile software practitioners, the workshop provides an opportunity to exchange ideas about good practices and also, learn about measurement models that have been researched for soundness and correctness. To researchers, the workshop provides a number of industry-relevant research questions that could be investigated in the future.

### **Workshop format**

We plan for a one day workshop. It will be discussion-oriented and will include a keynote, paper presentations, and two discussion sessions. All accepted papers will appear in and will be published in Volume 2 of the PROFES 2011 proceedings, with an ISBN code.

### **Submissions**

We invite both practitioners and researchers to submit contributions in the form of experience reports and research papers. We welcome papers on experiences in successful as well as unsuccessful projects. Both **full papers** (max. 8 pages) and **position papers** (max. 4 pages) are invited. Full papers are to include complete results. Position papers are to present anecdotal experience related to one or more themes. Accepted papers must conform to the ACM author guidelines and will be published in Volume 2 of the PROFES 2011 proceedings. Publication is dependent on at least one author registering to attend to the Workshop.

ACM author guidelines can be found here: <http://www.acm.org/sigs/publications/proceedings-templates>

### **Important Dates**

- Paper submission: **April 30, 2011**
- Notification to Authors: **May 3, 2011**
- Camera-ready papers: **May 15, 2011**
- Workshop Day: **June 20, 2011**

### **Evaluation Procedure**

Submitted papers will be reviewed by three members of the program committee. Reviewers will evaluate the submissions based on: (i) their ability to generate discussion, (ii) whether they provide practitioners and/or researchers with hands-on good RE practices which are supported by substantial evidence, and (iii) their originality, technical quality, and exposition. Papers should clearly state their contribution to a workshop theme.

### **PC Members**

- Pekka Abrahamsson, Free University of Bolzano (Italy)
- Nils Brede Moe, SINTEF ICT (Norway)
- Gerardo Canfora, University of Sannio (Italy)
- Jutta Eckstein, IT Communications (Germany)
- Thomas Fehlmann, Euro Project Office (Switzerland)
- Juan Garbajosa, Technical University of Madrid (Spain)
- Cigdem Gencel, Blekinge Institute of Technology (Sweden)
- Andrea Herrmann, Avixion (Germany)
- Eric Knauss, Leibniz Universität Hannover (Germany)
- Michele Marchesi, FlossLab / University of Cagliari (Italy)
- Sandro Morasca, University of Insubria (Italy)
- Zornitza Racheva, University of Twente (Netherlands)

### **Workshop Organizers:**

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