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Segue Technologies, Inc.

DISCOVERY PROCESS

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About Segue Technologies
Segue has developed innovative, dependable, and user-friendly applications since our founding in 1997. We provide a wide range of Information Technology services, focusing on Software Engineering, Information Management, Quality Assurance, and Systems Integration. We are a growing small-business, supporting Federal, Commercial, and Non-Profit clients.

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FOREWORD

You need to develop an application, but you first need to know "how much will it cost?" This is the most common question we get from our customers seeking custom development services, and the answer is almost always "it depends." Without several key pieces of information, it can be very challenging, or impossible for a software development company to accurately scope the cost of your intended application, and even attempting to do so often requires making a number of assumptions that may prove to be incorrect. These assumptions can result in the estimated price varying greatly from the actual cost, and generally creates a shaky foundation for a customer/vendor relationship.

Through our experience of taking on unique and challenging development and sustainment projects, Segue has developed an approach to minimizing assumptions and better scoping the size and complexity of the work before us. We call this a "Discovery" process and the goal is to give us a better understanding of the work and to give the customer a more accurate estimate of the cost and time needed to complete it. Discovery develops an accurate and shared understanding of the work before committing to an execution strategy. This process has proven effective in capturing technical and related project considerations and constraints. In addition, it allows the customer to compare options for multiple technical solutions with varying degrees of risk, cost, and value.

It’s important to note that Discovery isn’t an added cost to the project. What we have done is taken the first necessary step of any custom development or sustainment effort and defined it as a standalone effort, to perform before committing ourselves or our customer to an unreliable bid for the full work.

Segue considers Discovery a best practice for initiation of a custom application development project. It is the primary factor in launching a successful development effort, and is the only way to pull a troubled effort back into line for success. It comprises critical and necessary steps for understanding and planning from the software development lifecycle into a focused period that resolves uncertainty and establishes the kind of partnership between our development team and the customer that we feel is critical to the success of any project.

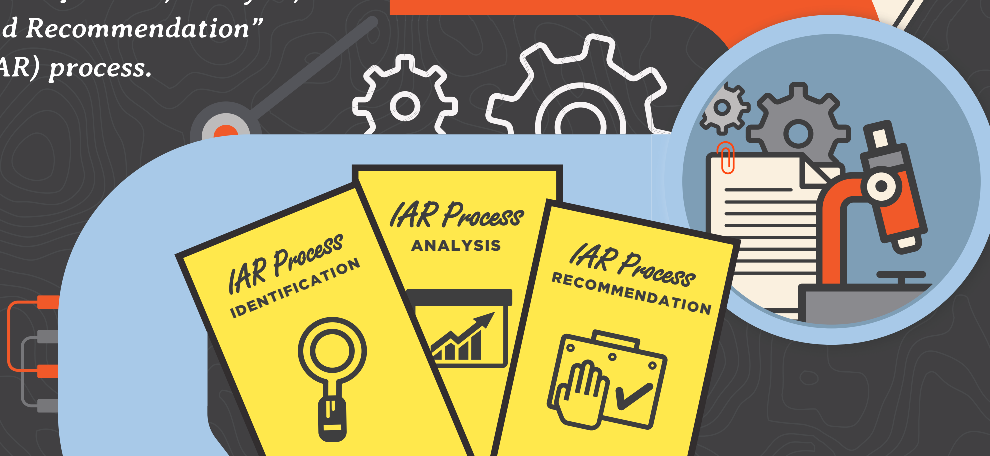
The following eBook contains articles on the Segue Discovery process and how it can benefit you in planning and initiating your development project. Software development is costly and complex. Discovery ensures that investment produces an application that does what you need, is easy to use, looks great, and represents your organization well.

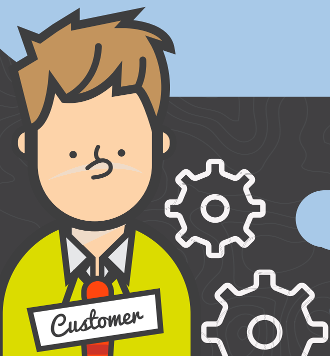
SEGUE TECHNOLOGIES

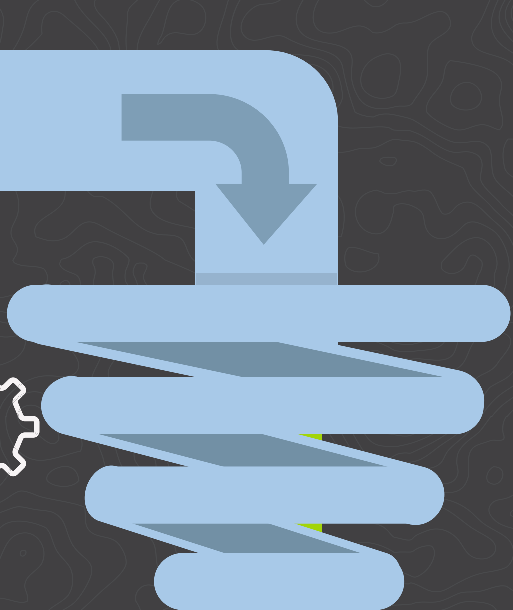
DISCOVERY PROCESS

What is Discovery?

Segue has refined a methodology for conducting discovery that allows our team to gain a full understanding of our customer's requirements. We have termed this the "Identification, Analysis, and Recommendation" (IAR) process.







IDENTIFICATION

During identification, we conduct customer reviews; inventory existing assets that pertain to the proposed effort and create customer surveys where appropriate.

ANALYSIS

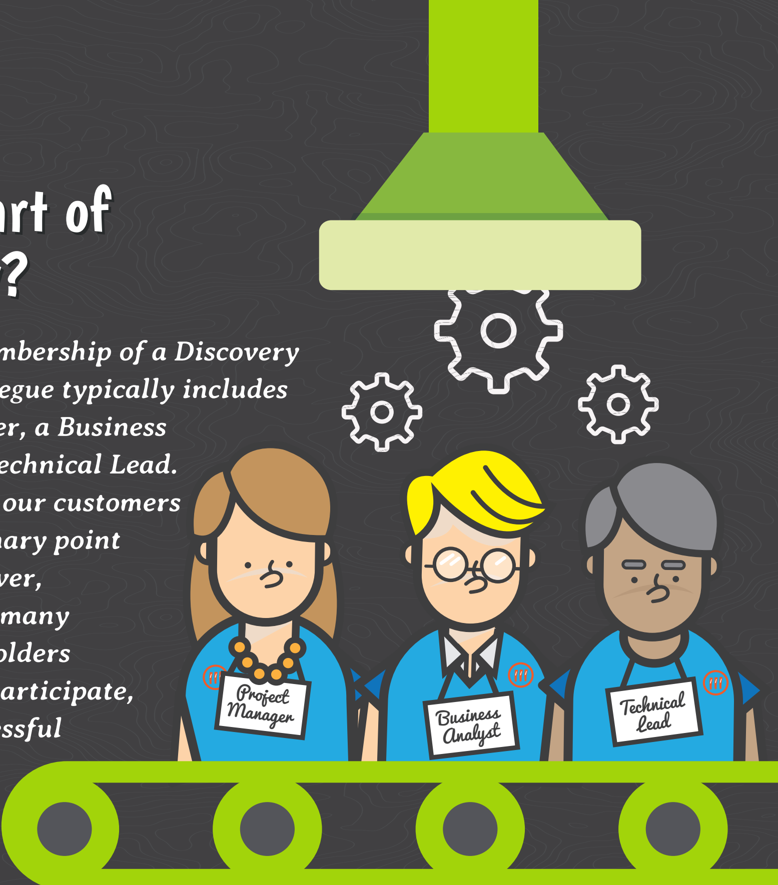
During analysis we perform a "deep dive" to understand the interrelationships between proposed elements.

RECOMMENDATION

The recommendation step extends from the analysis in that we will follow up our critical review of the proposed project with actionable recommendations for development.

Who is part of Discovery?

Although the membership of a Discovery team can vary, Segue typically includes a Project Manager, a Business Analyst, and a Technical Lead. We also ask that our customers provide one primary point of contact, however, we encourage as many customer stakeholders as necessary to participate, to ensure a successful discovery effort.

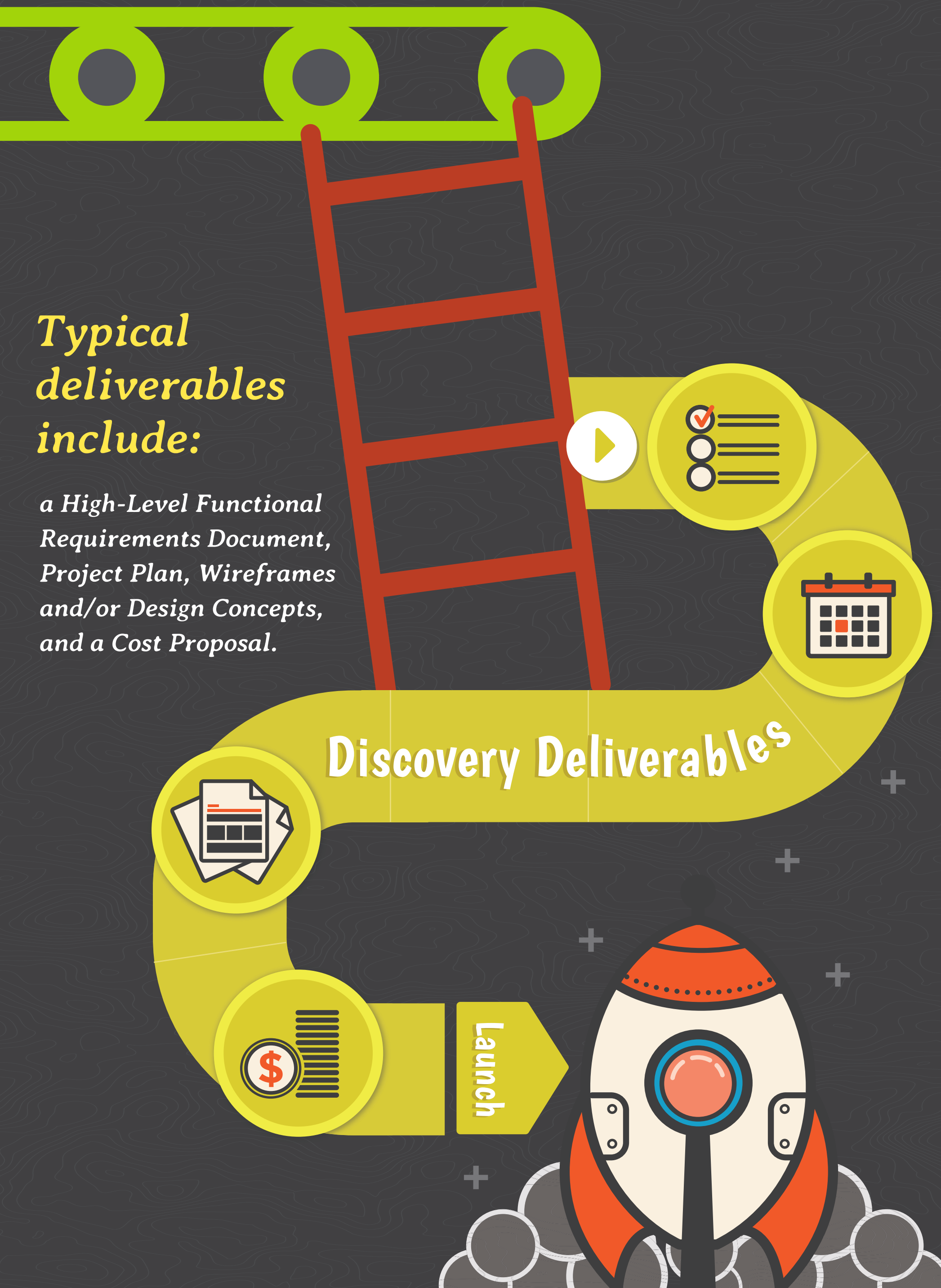


Discovery Deliverables

The specific deliverables for the Discovery Phase vary by project, but will be agreed upon by Segue and the customer before the project kick-off.

Typical deliverables include:

a High-Level Functional Requirements Document, Project Plan, Wireframes and/or Design Concepts, and a Cost Proposal.



Chapter 1

What is Discovery?

The Discovery Process: An Initial Investment in Custom Development Success

Segue's Discovery process is a critical step for our technical staff, as they will need the information gathered to make informed technical recommendations for the development effort and to prepare an accurate cost estimate. Discovery aligns our team with the customer's needs at the outset. The activities and deliverables of project Discovery are integral to the accuracy of project estimation and planning, and we recommend that they always be completed for complex custom applications with unknown and variable technical components.

PROJECT TEAM FOR CUSTOM APPLICATION DISCOVERY

The membership of a Discovery effort can vary, however Segue typically includes: a Project Manager, a Business Analyst, and a Technical Lead. We also ask that our customers provide one primary point of contact; however, we encourage participation from as many customer stakeholders as necessary. We understand that our customers have busy schedules, but also realize that limited or inconsistent customer participation will almost always result in project delays, missed requirements, and an unsatisfactory result.

DISCOVERY PROCESS STEPS

The Discovery Process has two typical scenarios:

1. Scoping and Planning new custom application development
2. Identifying, Analyzing, and making Recommendations for fixing or enhancing an existing system

There are many similarities in the two paths as they both have the core goal of gaining a deep understanding of the customer's needs from a technical standpoint and providing accurate level of effort and cost estimates. However, from that point there are some differences to note:

Scoping and Planning New Development
Discovery is an ideal way to develop a high-level understanding of a proposed system, and define a reasonable scope of the effort required to bring it to life. Segue has seen this as a great benefit to organizations that have a need for a new information system to support their operations, but need more information to plan that development into their IT budget. It is also an invaluable step for entrepreneurs who are seeking investment support for their ideas, as they have a tangible scope on which to base their financial support needs.

Figure 1

Discovery for new development is largely focused on envisioning the functionality required for the application, defining the target audience or users of the application to better understand their needs and how they will interact with the system, and capturing any additional customer requirements that may impact the chosen solution. New development typically has fewer constraints, so our discovery team works to propose technologies that meet the customers' needs as effectively as possible, without excessive costs or unnecessary features. Solutions for new development require a balance of immediate needs and budget considerations with the ability to scale and grow as the application's use increases or changes with the business.

Typical deliverables for Scoping and Planning efforts include:

- A High-level requirements Document
- Graphic Design concepts
- A Fixed-Price quote for Development
- An Estimated Project Plan/Schedule
- A Notional Product Roadmap

Corrections/Enhancements for Existing Systems

When focusing on taking on the challenges of an existing system, the Discovery process is structured in three phases: "**I**dentification, **A**nalysis, and **R**ecommendation" – (IAR). The three aspects of the IAR process work together to define the source and impact of problems that are plaguing an existing system. In addition, we use the IAR to provide recommendations to achieve our customer's future goals and objectives. This structured approach is necessary for working with legacy systems to navigate into the work of a previous developer, often without documentation, to focus on what needs to be fixed without getting caught up in other components that may be acceptable.

The three aspects of the IAR process are as follows:

Requirements and Goals Identification: The identification component of the IAR is driven by high-level customer input coupled with Segue's previous experience with similar projects. During identification, we conduct customer interviews about their goals and needs and review any existing documentation or artifacts relevant to the project. The information captured in this step is documented and shared with project stakeholders in preparation for the Analysis task.

Solution Definition and Analysis: Once our findings are documented, we review key aspects and provide critical functional and technical analysis. We perform a "deep-dive" to understand the interrelationships between proposed elements and define options based on our technical experience. During Analysis, we develop an objective vision of project components to support a technical solution.

Recommended Approach: Multiple options may arise from Analysis based on cost, time to implement, and other factors. Segue provides recommendations based on customer-defined criticality of function and priority. Recommendations can also identify areas for future enhancements.

Typical deliverables for IAR efforts include:

- A Gap Analysis / Summary of Findings
- An Organizational diagram (of the system/application within the existing IT architecture)
- Process workflow diagrams
- Recommendations for Improvement

Discovery Deliverables

The specific deliverables for the Discovery phase vary by project, but are agreed upon by Segue and the customer before the project kick-off. The following are brief descriptions of those deliverables broken down by their most common use scenarios – Scoping/ Planning vs. IAR (identification and correction of existing system issues.)

Solution Definition and Analysis Deliverables
The following deliverables are typically aligned with new development efforts and help to turn ideas into technical requirements. These deliverables are invaluable in establishing a shared understanding between the customer and the Segue development team of just what they want and need.

Figure 2

High-Level Functional Requirements Document

This captures the high-level details of the project, to include: project vision and scope, user functionality, and basic user stories or detail for expected user tasks. It provides the initial project planning that Segue (or another vendor) would need to conduct. It is essentially part of a standard software development effort.

Graphic Design Concepts

Maybe the best way to understand what a new system is supposed to be is to mock it up through a graphic design. Segue's design team can create wireframe layouts which show where key features and functions will be located within the application. In addition, full color graphic mockups can be created to show what the developed application would look like, with the customers branding applied. Design concepts allow the customer and team to make adjustments quickly and easily, which would be very costly after development has begun.

Project Plan/Schedule

Through the Discovery effort, Segue will be able to gain a clear understanding of the complexity and difficulty of designing and developing the custom application, and will be able to present a detailed project plan, to include preliminary timelines for delivery and milestone dates.

Cost Proposal for Complete System Development

At the completion of the Discovery phase, Segue should have all the necessary information to provide the customer with an accurate cost proposal for the design and development of the application. By investing the time in the Discovery phase, we minimize project risks associated with cost and schedule overruns.

Existing System Correction/Enhancement Deliverables
The following deliverables are typically aligned with the need to identify and correct problems with existing information systems. They allow Segue team members to gain the necessary understanding of a previous developer's work, from which to determine problems and define solutions.

Gap Analysis / Summary of Findings
This document is the key to an effort to identify and correct problems with an existing system. Problems can range from performance issues (speed/reliability), to minor bugs, to critical failures of the system to perform the functions it was designed for. This document is structured on the problems that the customer has identified for the project, is enhanced by any additional problems that the Segue team finds, and includes our root cause analysis for all.

Organizational Diagram
Existing systems are typically constrained by the information architecture they exist within. Whether it is how it is hosted or data it shares, or external systems that integrate functionality, the context of the application may be a critical part of the ability to resolve problems or make enhancements.

Process Workflow diagrams

When a legacy system isn't functioning properly, it is typically seen in a departure from an intended workflow. Understanding these business processes helps our technical team understand what the system is supposed to do, and how it can be corrected. Knowing what the process is supposed to do allows our team to step back and look at the previous developers solution from a bigger perspective and define a way to correct it that might not be the way it was originally developed, but ultimately is more effective and possibly more affordable.

Recommendations for Improvement

Recommendations are what often differentiate Segue as a development partner. We want to find a solution that works best for you, taking into consideration not just what fixes the error, but what makes your system healthier for the long term and stays within your budget requirements. Information systems should be designed to grow and adapt to an organization's needs. Our recommendations take that into consideration and are provided in a spirit of partnership with our customers.

The Benefits of Discovery

The work performed in the Discovery engagement is all work that would have to be done in the initial phases of the development project either way. It may be helpful to think of it as simply segmenting the project: Segment 1 (Discovery) is front-loading some of the requirements analysis and design work of the development project, while Segment 2 (aka "the rest of the project") includes any remaining requirements analysis, and the actual development, testing, delivery, and implementation of the application.

Figure 3

Performing the Discovery work up-front also provides the added benefit of allowing the customer to make key design decisions early-on, including prioritizing feature development. If the cost proposal is higher than expected, we can have an informed dialogue about the costs associated with each feature or module, and make careful adjustments to the cost proposal as needed.

You may be wondering if Discovery is right for you and your project. In short, it is always a good idea to fully understand your technical requirements, constraints, and enhancement needs prior to soliciting bids for custom application development or sustainment, so if you have any questions about your own needs, then you will benefit from a Discovery engagement. This approach is slightly different than what other companies may recommend, but we have seen its effectiveness over and over again, we have found that getting off on the right foot can set the stage for a long, mutually satisfying relationship.

Discovery is an interactive process, and succeeds or fails based on the involvement of the customer and their level of preparation and knowledge of their intended market. While we have the expertise to translate objectives into requirements, if the customer does not know what they're looking to accomplish, or cannot express it clearly, the Discovery effort may not reach its full potential. As always, being an educated customer is the best way to ensure success.

It's also important to note that sometimes, Discovery also serves as a means to determine that a proposed project is not feasible, or is too expensive for the customer's budget. By completing Discovery as a sort of "mini-project" the customer reduces their outlay for a project that would have been prohibitively expensive to fully develop. This sort of "surprise cost" tends to be more typical of entrepreneurial/startup sorts of applications or systems, where there are a lot of unknowns and new ground that needs to be broken to realize the system. By developing high-level requirements and some basic design concepts, we can gain a much better picture of the overall size of the effort required for full development.

Of course, not every customer or project requires a formal Discovery phase. Customers with well-written RFPs or SOWs do not typically need Discovery. On the other hand, when we are faced with an incomplete picture of the customer's needs, we will generally recommend Discovery as a tool to flesh out the details to the point that we can confidently bid for the work. In the end, Discovery can eliminate a lot headaches for both the customer and Segue, and can go a long way towards making sure that the customer will get what they have asked for, for a price they are willing to pay.

Chapter 2

The Cost of Discovery

How Discovery Can Reduce the Costs of Application Development Projects

Many times, non-technical entrepreneurs may have an idea of what functions their intended app should perform at a high level ("My app will let people schedule laundry pickup from a roster of local dry cleaners!") but not have any real clarity on how that should happen (Who manages enrollment? How are users validated? How is payment handled?) During discovery, Segue collaborates with the customer to better understand how all of the pieces of the application should work together, and what the cost implications are of the decisions they've made. Let's look at two scenarios:

Scenario A: The customer calls and asks "How much will it cost to build a site that works like Yelp?"

(For the sake of this comparison, we'll say that no further detail is available. The customer has a tight timeline, and needs a number rather than a more reasonable back and forth discussion of what the requirements actually are – believe it or not, we do get this sort of inquiry from time to time).

With nothing more to go on, and no way to whittle down the feature set or intended functionality, we are left to price an entire range of possibilities, from the very cheapest (let's say a bare-bones interactive site will be $25,000) to the most expensive (say, $150,000). This range of $125,000 represents the uncertainty we face in providing pricing, and as a result, we will hedge our bets (to make sure we're not setting ourselves up for failure, and will be able to profitably deliver what the customer has asked for). Because of this "insurance" that is included in the estimate, our quoted price will probably fall much closer to the high end of the range than the lower end.

Figure 4

Scenario B: The customer calls and asks, "How much will it cost to build a site that works like a miniature version of Yelp but only includes nail salons in a 20-mile radius of my hometown? We'll use Facebook for user account authentication, and it needs to be able to work on mobile devices and traditional desktops."

In this scenario, we've got a lot more detail than in the first one, and have been given some important things that let us eliminate some of the potential complexity that we had to consider in the first instance. As a result, we can narrow down the range of prices to $100,000 to $125,000, a range of only $25,000, which reflects a much lower degree of uncertainty than before. This reduced uncertainty translates to a higher degree of confidence in our pricing, and, in this case, a lower cost to the customer.

It's worth noting that the application in both scenarios is the same application – it's just that we have more detail in the second scenario, so we can price more accurately.

The Discovery focuses on nailing down high-level requirements and getting some of the preliminary design work done, and effectively provides the level of detail required for us to give an accurate cost estimate for the complete development of the proposed application. This cost estimate for development is the principal deliverable of the Discovery effort.

The Cost of Discovery: A Small Initial Investment for Application Development Success

Costs for the Discovery effort vary based on the overall scope of the project (an enterprise system with 10,000 users requires more analysis and design than a 5-screen mobile app with a conference agenda), but is priced on a firm fixed-price basis.

With that being said, Segue has two typical Discovery packages. For smaller and medium sized projects, Discovery is a $25,000.00 flat fee to complete all of the necessary requirements elicitation and planning required to accurately scope and schedule the full development effort. This represents about a month of effort for a blended project team to collaborate under the direction of one of our project managers. For very large and more complex custom development projects, we encourage a longer and more robust Discovery effort for $50,000.00. In both instances, the customer will receive a comprehensive plan for bringing their web or mobile application to life. The difference in cost is just a reflection of the difference in team size and time required.

WHAT TO EXPECT AT THE END OF DISCOVERY

At the end of the Discovery phase, the customer has everything they need to get a reliable quote from and commence development with Segue. The upfront cost of the discovery effort is then applied toward our full quote, and we typically end up getting started on development at the same time we're finalizing the solution. Discovery starts a close relationship with our customer that allows their needs to quickly translate into our development efforts.

Alternatively, at the end of Discovery, the customer has everything they need to solicit competing bids from other software development companies. We hope that isn't the case, because development is what we are really all about. However, we understand we aren't the only software development company and there are various reasons to have different groups define requirements and execute on them. In the Government world, it is standard practice to separate requirements from development, and it is considered a conflict of interest for the same company to do both. However, in the Commercial and Non-Profit worlds, there is more flexibility to do this work with the development team to streamline the approach. Regardless, since Discovery has already fully defined the requirements and helped to determine the solution, this cost can be eliminated from a different developer's quote.

These two scenarios are what make Discovery such a great development project breakpoint. It's a necessary first step, so the cost is a portion of the total, and it's the only point in the project where a customer could pause or change direction without wasted effort or rework.

Certainty is a valuable commodity in software development and allows customers and development teams to work harmoniously toward a shared goal. Investing in Discovery, prior to solution definition and the full project cost estimate, is a down payment toward the total cost with an immediate return of certainty.

Figure 5

What Are the Costs of NOT Doing Discovery for Your Web or Mobile Application Project?

So what we haven't talked about yet are the costs of **NOT** conducting Discovery for your web or mobile application development projects. Not conducting Discovery could lead to an incomplete or inaccurate understanding of your own project requirements, inaccurate cost proposals, project cost overruns, and delays in the launch of your product.

INCOMPLETE OR INACCURATE UNDERSTANDING OF YOUR OWN PROJECT REQUIREMENTS

Imagine the prospect of spending thousands of dollars on an idea that you can't articulate to a third party. If you were in the market for a new car would you start by asking the salesman for a motorized vehicle that runs on fossil fuels? Or would you prefer to pick out the make, model, color, interior options, rim and tire sizes, sound system options, etc.? I am guessing you'd say the latter. So why wouldn't you want to provide that same level of detail to your application development team? Having the right process in place (Discovery) where your application development team can ask you the appropriate questions and clarify uncertainties will ultimately provide clarity to both parties. If your explanation of your project is incomplete or inaccurate, you are essentially putting your developer in a position where they are forced to make decisions on your behalf or "guess" what your requirements are without clear direction. This occurs most frequently when clients choose not to be active participants in the process and haven't spent the appropriate time planning and refining their vision. A Discovery engagement takes the guesswork out of project definition and sets the foundation for a successful project.

INACCURATE COSTS PROPOSALS

Without a clear understanding of requirements, business workflow, information architecture, technology preferences etc. it can be very difficult, and sometimes impossible, for a developer to accurately estimate the cost of a project. This can be disastrous as the client might make a buy decision on an unusually low cost proposal because key factors were left out of the initial project concept. Or even worse, a developer might pad their proposal by thousands of dollars to account for the gaps and ultimately cause you to pay substantially more for your project. Discovery eliminates this ambiguity and provides a clear up-front representation of cost to the client so that they can make the appropriate financial decision.

PROJECT COST OVERRUNS

This is probably the most common issue encountered when the Discovery process is overlooked. When ambiguity exists in the project scope from the onset, it will almost always result in increased project costs. Again, the reason this happens is because the developer is forced to make educated guesses based on what they think the client wants. What if the workflow implemented is incorrect or incomplete? What if the design or user interface delivered was totally different than the client expected? When the developer is forced to make decisions on behalf of the client, there are almost always items that need to be re-worked to properly meet their vision. This re-work not only causes “scope creep”, but also creates a huge time sink as the developer could have used that time to work on other features to meet project deadlines. Cost overruns can often cause the relationship between client and application development team to be contentious and this can easily be avoided with proper Discovery at the onset of the project.

Figure 6

DELAYS IN PRODUCT LAUNCH

Ultimately, any one or all of these issues combined can create a delay in your product or application launch. This might not be a huge deal to an organization with unlimited time and budget, but delays can be devastating for a start-up trying to get to market early to claim their position. A majority of customers we deal with are anxious to get started and even more anxious to get their product to market. Although it can be tempting to just dive right in and start coding without doing much planning, it will often cause an unsuccessful outcome.

A Gartner Survey released in June of 2012 highlighted a key finding of note and a recommendation pertinent to this topic. The key finding was that about half of all project failures, irrespective of project size, were due to functionality issues and substantial delays. A key recommendation rrelated to this survey was to "Invest in truly capturing and understanding the business expectations and functionality sought from the project, and ensure that there is initial, adequate allocated funding." This is exactly what a Discovery engagement will help you accomplish and, in our opinion, is a necessary first step in any application development project.

Conducting Discovery before the project begins will not only increase the likelihood of you receiving a product that you love, but will also minimize the likelihood of a failed implementation or one that fails to meet your expectations for cost, functionality and a launch date.

Chapter 3

Discovery In Action

Case Studies of Focused Requirements Efforts to Benefit Web and Mobile Application Development

Whether we are tasked with bringing a new application to life, or taking control of an aging and troubled system developed before we were even born, we have applied our Discovery approach to quickly gain an expert understanding of the work at hand and establish a close partnership with the customer we are supporting. We understand web and mobile applications as tools that are meant to adapt to and support the customer's needs. So starting with that understanding, we unravel the role of the application and identify effective approaches for development, problem remediation, and enhancements.

The following are two examples of our Discovery process in action, one for development of an enterprise web portal to serve tens of thousands of people, and the other for taking over a system that had critical flaws and wasn't meeting its customer's business needs.

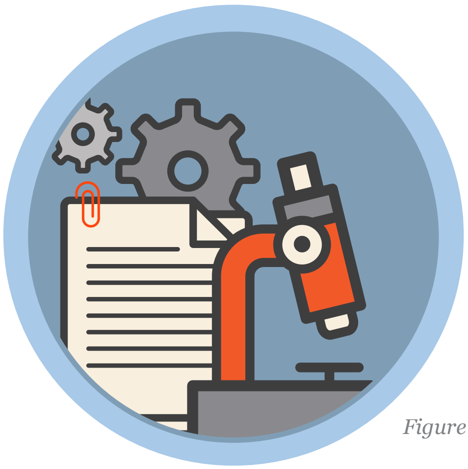


Figure 7

START YOUR WEB OR MOBILE APPLICATION RIGHT – USE DISCOVERY TO SCOPE AND PLAN YOUR PROJECT

Segue's customer, the Navy Mutual Aid Association identified a need to improve their public website through an initial assessment of their current customer portal. With multiple stakeholders in the project, which would impact several existing sites, Navy Mutual worked with Segue to undergo an analysis of the current state of the Navy Mutual customer portal, a comparison with industry best practices, and a comprehensive needs assessment to establish requirements of a future state customer portal.

The Segue team followed our Discovery process and worked closely with the Navy Mutual points of contact and other vendors to develop a centralized business case, complete a readiness assessment, and provide recommendations for the re-development of the customer portal. The engagement took approximately two months and resulted in a large set of Navy Mutual defined deliverables, which included a Functional Requirements Matrix, a Roadmap for Development, and recommendations on Communication and Reporting. These deliverables would serve as the starting point for follow up work to re-develop a Navy Mutual Customer Portal that will serve the stakeholders' and customers' needs.

GET THIS PROJECT BACK ON TRACK – DISCOVERY TO IDENTIFY AND CORRECT PROBLEMS IN AN EXISTING WEB OR MOBILE APPLICATION

The Association of General Contractors of America (AGC), founding member and managing partner of ConsensusDocs, approached Segue to address system defects and deficiencies within the platform, as well as to implement desired new features as part of a planned Phase II upgrade. AGC provided a list of known issues and planned enhancements, but due to the complexity of ConsensusDocs, Segue proposed conducting an initial assessment of the system, requirements, and defects –also known as Discovery.

Segue worked closely with personnel from AGC to examine the current system architecture, perform root-cause analysis for critical defects, and define high level requirements for new system functionality. Segue has also applied our knowledge of industry best practices to create additional recommendations for Consen-

In addition to these sections, additional supporting documents were produced. These included:

- High Level Functional Requirements
- Value Matrix – a tool designed to assist AGC with prioritization and decision-making
- High Level Implementation Plan

Using the technical and business information obtained and presented during the Discovery effort, Segue worked with AGC to determine their highest priority (and most cost impactful) corrections and enhancements. Upon initiation of support, Segue was able to use the information from the IAR report to keep AGC fully informed of the work being performed, and stay reliably within the agreed upon schedule and budget. Through our Discovery effort, we were able to give AGC clear expectations for the work required to bring ConsensusDocs into compliance with their needs and we were able to deliver as expected.

As these examples show, Segue has refined Discovery as a best practice in application development and sustainment. A comprehensive Discovery effort is a great way to start a new project on the right foot, or to determine how to wrangle in a problem plagued system already in use.

susDocs enhancements and improvements. The ultimate goal of this effort was to produce a scope of work and project cost/time estimate with a high confidence of successful delivery.

The primary deliverable from our Discovery effort for ConsensusDocs was an Identification, Analysis, and Recommendation (IAR) report designed to capture a deeper technical understanding of the system, assess the known problem areas, and any identify any overlooked problems or areas for enhancement. The IAR report was divided into the following main areas:

Current State Identification, which included information about the system in its current form, such as high-level system architecture descriptions, user identification, and platform information.

Current State Analysis, which provided technical details of the system and highlighted major findings. The information included the results of an in-depth code review of the current ConsensusDocs source code, analysis of existing user analytical data, stakeholder interviews, and observations.

Recommendations for Future State provided by Segue for next steps based upon our analysis and understanding of best practices. These recommendations came in the form of suggested changes to the application infrastructure, recommended usability updates to the application user interface, and a suggested roadmap for implementation based upon our understanding of feature dependencies and costs.

ABOUT THE AUTHORS

Matthew Kelley is Segue's Director of Communications, focusing on proposal development and capabilities marketing. He is a non-technical component in developing solutions for our customers' software development and system sustainment operations needs.

As part of Segue's ownership team, Ron Novak leads the Commercial and Non-Profit customer verticals with the guiding principles of innovation, exceptional customer support, and customer value. His diverse experience in Information Technology has been formed through a consistent desire to understand the total picture with respect to information exchange, security, and the end-user experience. Ron is currently focused on leading development of Mobile Technologies to help businesses reach their customers in exciting new ways and supporting Non-Profits in better serving their members. Mobile application development is a natural extension of Segue's capabilities in Web development; Ron is applying this Segue experience to rapidly develop exceptional applications at low cost. Under his strategic direction, Segue's Mobile Application Development Team has grown from a small two-person operation to a cohesive development team that is releasing capability-specific mobile apps for Android and iOS platforms.

ABOUT SEGUE'S DISCOVERY PROCESS

Thank you for reading our Book. We hope you found it informative and interesting.

If you are interested in working with Segue, please contact us so we can learn about your needs and plan a development path that works for you.

Segue Technologies provides:

- System Integration
- Mobile Health Services
- Data Quality, Conversion, & Migration
- Digital Health Communication/Social Media
- Custom Web, Mobile & Tablet Development

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