

Introduction to Product Ownership Analysis

Driving the creation and delivery of high value products.



Introduction to Product Ownership Analysis



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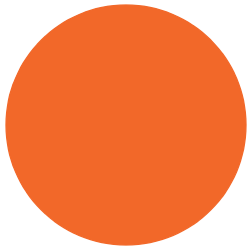


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Purpose of this Document

This document introduces the business analysis community to the Product Ownership Analysis (POA) domain. As more organizations transition from project-centric models to a product-centric view, it is important to understand how product ownership is evolving and what it takes to deliver successful products. This Introduction is followed by the "IIBA Guide to Product Ownership Analysis".



1.1 IIBA Introduction to Product Ownership Analysis

IIBA Introduction to Product Ownership Analysis assists teams create and deliver exceptional products and services for their customers and stakeholders with proven practices cultivated from:

- traditional product ownership,
- agile business analysis,
- human-centered design approaches,
- business model development,
- lean startup,
- design sprint methods, and
- lean product development.

1.2 Who can use this Introduction?

This Introduction benefits practitioners who:

- work as product owners,
- support product owners in their work,
- execute product ownership related work,
- are transitioning to a product ownership related role, and
- are considering product ownership as a career path option.

2

What is Product Ownership Analysis?

2.1 Defining the POA Domain

The POA domain requires a clear understanding of the intersection of product development with modern agile practices.

2.1.1 Product Development

The biggest risk of product development is to create a great product that nobody wants.

Products can captivate customers and propel an organization to greater success, or they can result in wasted investments that hobble an organization for years. A product's success depends on customers' perception of how well it solves their problems and addresses their needs. To ensure a consistent flow of customer value, many organizations have embraced agile product development practices.

2.1.2 Product Owners using Agile

The business analysis community is experiencing two significant product related trends:

- Organizations embracing a product-centric view of work, and
- Organizations rapidly adopting agile product development practices.

Effective product ownership activities are critical and pivotal to product success. An increasingly large number of Business Analysis (BA)

Professionals are:

- supporting product owners,
- acting as proxy product owners, or
- being asked to take on product ownership roles or responsibilities.

The product owner role, as originally defined and popularized with Scrum, took responsibility for maximizing value delivery. However, many believe that product ownership becomes more effective and impactful as a team owned responsibility. POA builds on this philosophy to deliver both strategic and tactical contributions towards solving customer problems through building great products while maximizing value created. In this expanded view, product ownership activities help craft value delivery to meet both

operational product requirements and meet the organization's strategic goals.

The fundamental goal of product ownership doesn't change - it's still about maximizing value delivered by the team. However, the increasingly complex and dynamic nature of this work goes beyond managing the product backlog, which is part of the reason why the entire team needs to take responsibility for product ownership.

2.1.3 Product Ownership Analysis (POA)

Product Ownership Analysis is a researched and studied discipline, with a set of practices, processes, and procedures to create successful outcomes. POA involves the use of specific techniques and the development of key competencies that support practitioners as they navigate the complex challenges associated with creating successful products.

POA provides Product Owners, Proxy Product Owners, and Team Members with:

- The necessary framework,
- Tools,
- Techniques,
- Approaches, and
- Foundational agile values.

2.2 The Product Owner Role and POA

As defined by the Agile Extension to the BABOK Guide:

"The Product Owner is the role on the team that represents the interests of all stakeholders, defines the features of the product, and prioritizes the product backlog."

— [*the Agile Extension to the BABOK® Guide.*](#)

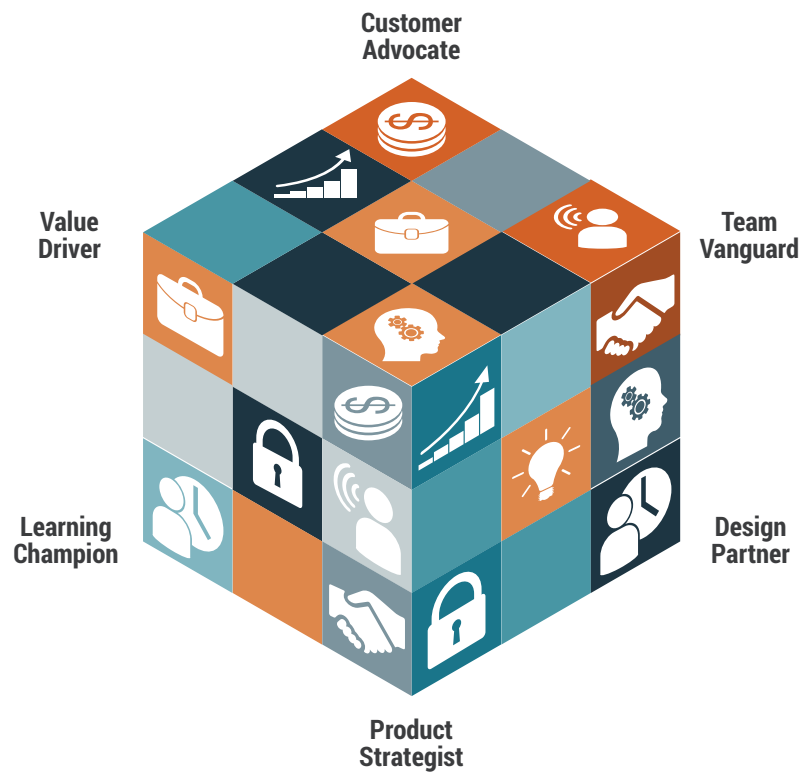
Product success goes beyond the product owner providing daily guidance to the delivery team. Additional responsibilities are required to ensure the value being created by the team is aligned with:

- Customer needs,
- Organizational goals,
- Industry changes, and
- The dynamic marketplace.

Product success requires expanding industry understanding of the product owner's traditional role to encompass both tactical and strategic aspects of product development. Effective POA is demanding, complex and multi-

dimensional with several key responsibilities to support the delivery team. It requires a multifaceted, enhanced understanding of the product owner role which includes acting as the:

- Customer advocate,
- Team vanguard,
- Design partner,
- Product strategist,
- Learning champion, and
- Value driver



Multi-dimensional role of the Product Owner

2.3 Product Owner and Product Manager

Confusion about the product owner role and its relationship to other roles has proven problematic for organizations, (e.g., responsibilities split across the product owner and the product manager). Organizations adopting agile approaches often struggle with how best to distribute responsibilities.

Organizational context heavily influences whether both the product owner and product manager roles exist, and the allocation of responsibilities. The generally accepted differences between the two roles are:

	Product Owner	Product Manager
Product Focus (responsibilities)	<ul style="list-style-type: none"> • Responsible for detailed product delivery, • Ensures ongoing product value is aligned with customer and business needs, • Responsible for MVP, • Maintains a detailed view of the product, • Involved in strategic and tactical product work, • Backlog management including epics, user stories, and definition of done, and • Responsible for traceability. 	<ul style="list-style-type: none"> • Maintains the product vision, • Sets the long-term product strategy and product roadmap, • Focuses on the entire product life cycle, with an emphasis on ensuring alignment between product value and market needs, and • Contributes to managing the product portfolio and the total value delivered.
Stakeholders (audience)	<ul style="list-style-type: none"> • Focuses on all stakeholders that will be involved or impacted by product delivery, particularly customers, and • Works closely with all implementation team members, including technical experts. 	<ul style="list-style-type: none"> • Focuses primarily on the customer and the market, and • Responsible for product acceptance and revenue generation.

	Product Owner	Product Manager
Expertise (competency)	<ul style="list-style-type: none"> • Has domain knowledge, combined with business expertise and strong technical experience in ensuring product delivery as per the vision, • Expert knowledge of: <ul style="list-style-type: none"> • Customer • Data • Product • Good knowledge of implementation methodologies and various product development approaches. 	<ul style="list-style-type: none"> • Develops strong domain knowledge based on market analysis and customer needs, • Expert knowledge of: <ul style="list-style-type: none"> • Customer • Data • Business • Market & Industry • Good knowledge of implementation methodologies and various product development approaches.

2.4 Applying POA to Agile Planning

2.4.1 Agile Planning

The Agile Extension defines three planning horizons: Strategy, Initiative, and Delivery. Together they act as a framework to shift perspective between long-term strategic decision-making and the immediate needs of customers. Each planning horizon describes the longevity and impact of decisions and feedback loops to allow practitioners to synchronize activities and manage business imperatives. At a **strategic** level, customer expectations and needs feed into:

- Strategy,
- Target markets,
- Product portfolio decisions,
- Product roadmaps, and
- Product lifecycle investments.

Changes at the strategic level funnel downward to product features, including new additions and adaptations, and require evolving:

- Release plans,
- Product metrics, and
- Intermediate goals.

Changes are reflected in daily decisions that optimize the delivery process.

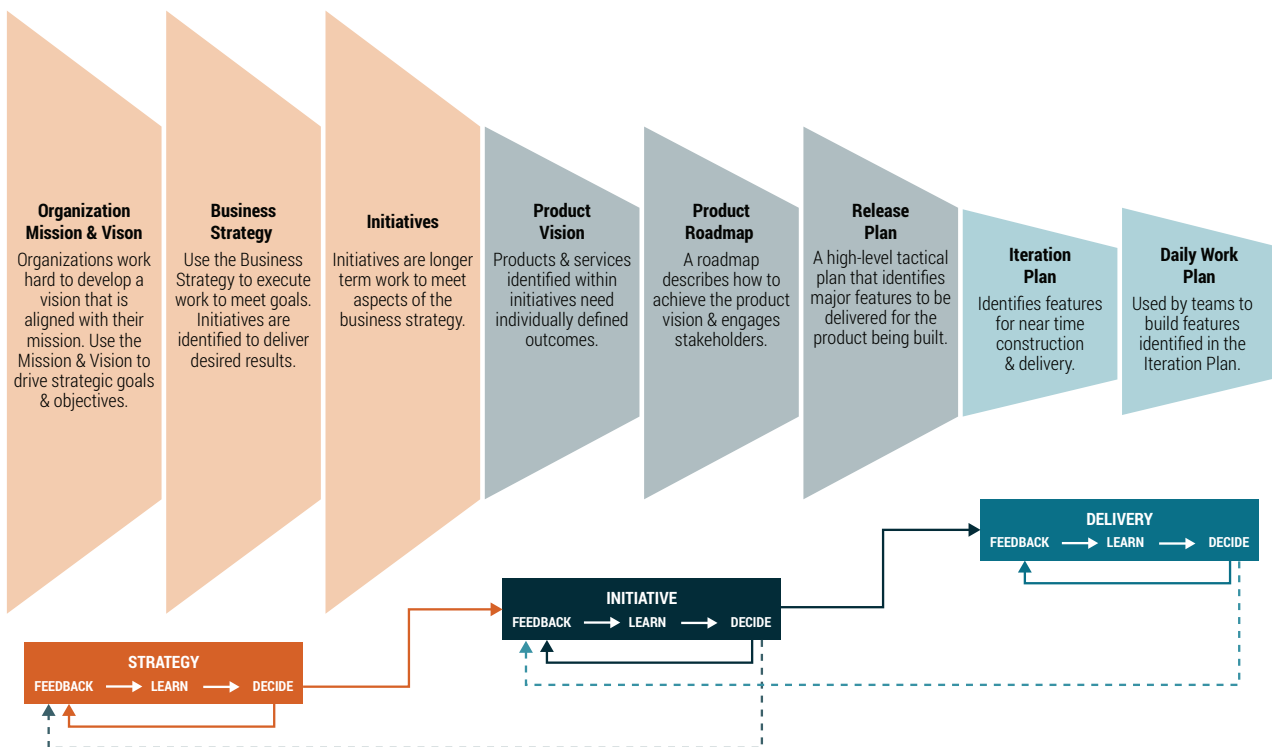
2.4.2 POA Planning

POA is applied at each of the three levels of planning (Strategy, Initiative, and Delivery) to continuously align the product value being created with customer expectations and organization goals.

Agile Planning Horizons		
Strategy level	Initiative level	Delivery level
Organization Mission & Vision	Product Vision	Iteration Plan
Business Strategy	Product Roadmap	Daily Work Plan
Initiatives	Release Plan	

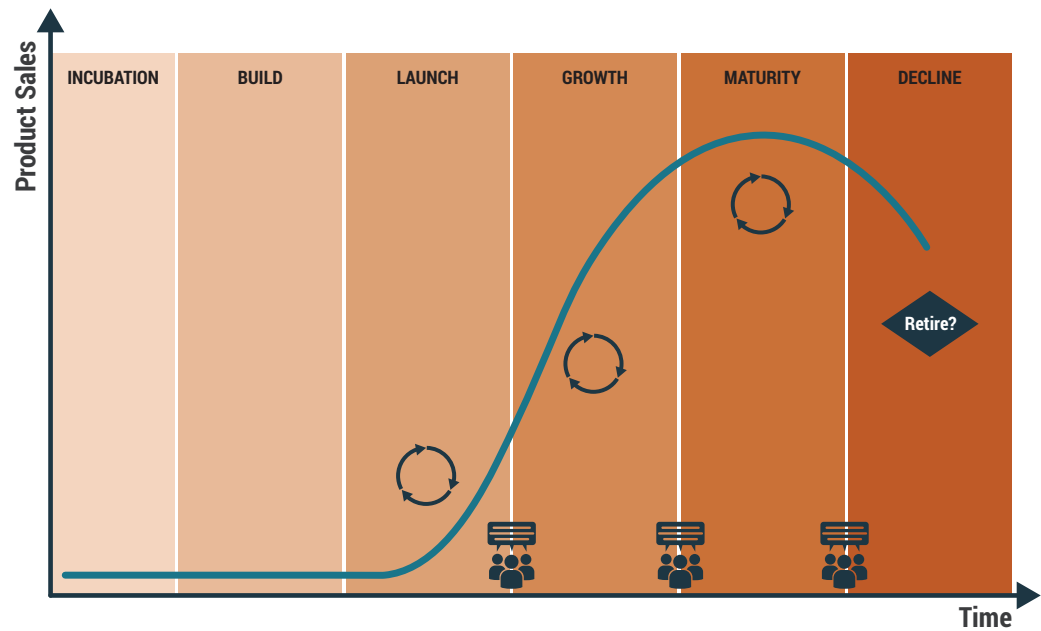
At each level:

- Feedback is gathered,
- Lessons learned are conducted, and
- Informed decisions are made.



2.5 POA throughout the Product Lifecycle

Product ownership analysis is applied throughout the product lifecycle.



Effective analysis throughout each product lifecycle stage allows the team to ensure:

- Fast feedback is used to evolve the product, and
- Ongoing customer value is delivered.

POA practices applied at each product life cycle stage:

Stage	POA Practices
Incubation	<ul style="list-style-type: none"> • Provide ways to identify and understand customer needs, gaps and opportunities using customer-centric design approaches. • Improve the quality of product ideas. • Evolves the understanding of customers and the marketplace to solidify a strong product vision.
Build	<ul style="list-style-type: none"> • Help develop a strong value proposition for customers. • Assist in targeting specific market segments with a suitable value proposition for each segment. • Help to solidify implementation plans, using relevant strategies for specific market segments and product launch strategies.

Stage	POA Practices
Launch	<ul style="list-style-type: none"> • Help fine-tune mechanisms to capture product metrics and customer feedback. • Provide opportunities to tweak product features based on initial launch success. • Manage organizational expectations based on market introduction. • Implement additional product launch tactics. • Plan and devise additional tactics for product growth and market penetration based on initial results.
Growth	<ul style="list-style-type: none"> • Tweak the product to deliver additional customer value. • Search for additional tactics based on market feedback to increase product adoption and utility. • Identify ways to evolve the product organically. • Implement and tests product growth strategies to identify the best ones. • Plan and execute implementation tactics to grow product acceptance and adoption.
Maturity	<ul style="list-style-type: none"> • Sustain the product by continuously adapting to changing customer expectations. • Apply various strategies to improve, redesign, and optimize the overall customer experience to extend the life of the product. • Plan to revive the product for additional growth. • Plan to retire the product, if appropriate.
Decline	<ul style="list-style-type: none"> • Codify learnings and successes so they can be reused in future products. • Implement plans to retire the product.

3

POA Context

3.1 Objectives of Value Delivery

POA derives value for organizations and customers through the creation and delivery of high value products. The fundamental objectives that support value delivery include:

- **Gain Deep Understanding of Customers:**
 - Identify customer problems,
 - Understand their severity, and
 - Identify opportunities to delight customers.
- **Engage Key Stakeholders:** Engage the team, customers and any other stakeholders that impact the success of the product.
- **Design Solutions for Impact:** Design the solution that maximizes value delivery within given business context and constraints (business and technical) while balancing value, feasibility, and strategic considerations.
- **Create and Deliver Product Value:** Deliver value through incremental build of product features.
- **Learn and Adapt:** Analyze value delivery based on regular customer feedback, supplemented with quantitative analysis.
- **Optimize Product Value:** Make timely, informed decisions to remove impediments and continually improve the team's ability to develop the evolving product.

3.2 POA Responsibilities

The POA scope of responsibilities vary depending on:

- the product,
- the organizational context, and
- whether there is a single product team or multiple teams working together on larger product initiatives.

These responsibilities may be allocated to:

- a single product practitioner,
- distributed among multiple practitioners on a single team, or
- shared across multiple product delivery teams.

3.2.1 Single Practitioner on a Team

A single practitioner is responsible for product ownership related activities, (e.g., the product owner), and manages all associated activities including:

- Building a shared understanding of the product vision among stakeholders,
- Defining value delivery in prioritized product increments,
- Deciding on the solution that will satisfy customer and business needs within given constraints, and
- Maximizing the value delivered by the team.

3.2.2 Multiple Practitioners on a Single Team

Responsibility for product ownership related activities is shared with various members of a team who contribute as needed. This subscribes to the "product ownership is a team responsibility" philosophy. All the product ownership related work needs to be done but the work is shared across team members and ownership of the outcomes is shared.

3.2.3 POA across Multiple Teams

Multiple teams may be involved depending on product size, complexity, or distribution of product resources. POA activities include coordinating product increments and their delivery. Each team takes responsibility for one or more components, which are then integrated into the overall product increment.

Collaboration and communication across teams add **complexity and challenges**, including:

- Holistically understanding needs and requirements across all teams,
- Ensuring priorities are understood with all teams working to meet shared goals, and
- Collectively assessing value delivery to ensure teams are coordinating creation of the next product increment.

3.3 POA Delivery Approaches and Framework

Effective POA requires finding the right balance between strategic and tactical considerations. In addition to customer value being created, the product must align with, and meet, the organizations strategic objectives. The [BABOK® Guide](#) describes numerous [techniques](#) that can be used to ensure alignment including the [benchmarking and market analysis](#). The [Strategy Analysis](#) knowledge area can be used to drive and support important product ownership related decisions to:

- Analyze current state,
- Define future state,
- Assess risks, and
- Define change strategy.

Daily POA activities involve planning and executing tasks that correspond to the initiative and delivery horizons including:

- Vertically or horizontally slicing products into smaller increments,
- Prioritizing product increments by business value, and
- Designing, building, and delivering product increments frequently.

Many of the supporting approaches and techniques are described in the ["Agile Extension to the BABOK® Guide"](#). They can help drive effective product ownership activities leading to:

- High levels of collaboration,
- Just-in-time documentation,
- Regular assessments of value,
- Frequent product releases, and
- Rapid learning and ability to adapt.

Frameworks include:

Framework	Description
DevOps	A set of practices that integrate and automate the processes, procedures, and tools between software development (Dev) and information technology operations (Ops) to deliver more reliable product increments at a higher velocity.
Feature Driven Development (FDD)	Focuses on client-valued functionality to develop working software. All planning, design, and development are performed based on feature sets.

Framework	Description
Extreme Programming (XP)	Development activities codified for maximum efficiency including: <ul style="list-style-type: none"> • pair- programming, • test-driven development, and • other craftsmanship approaches to technical practices.
Scaled Agile Framework® (SAFe™)	Implementing agile practices to scale at an enterprise level, highlighting the <ul style="list-style-type: none"> • individual roles, • teams, • activities, and • artifacts.
Scrum	A series of fixed length iterations called sprints. At the end of each sprint, the team produces a working product increment of a high enough quality that could be delivered to a customer.
Kanban	An Agile framework replicating "just-in-time" manufacturing concepts of Kanban for product development. It utilizes Kanban boards and cards to visually represent work items and manage the flow of work.

3.4 Key Outcomes

Most agile product delivery approaches measure success through product outcomes with value created iteratively and delivered to customers in small increments. Each product increment must be in usable condition and can be delivered to customers independently or as part of a group of product increments.

3.4.1 POA Outcomes

While focusing on overall product delivery, POA develops outcomes for:

- Shared understanding of strategic product vision and priorities,
- Selecting a solution option for design and build,
- Maintaining a prioritized product backlog, and
- Supporting the team's build activities.

3.4.2 Team Outputs

The team collaborates with stakeholders to produce outputs that support product build activities, including:

- Elaborated backlog items,

- Acceptance criteria,
- Definition of done,
- Use scenarios,
- Examples and screen mockups,
- Data and process models,
- Business rules, and
- Screen mock-ups.

3.5 Stakeholders

Stakeholders are either impacted by the product or involved in product delivery. Stakeholders can be either internal or external to the organization.

A stakeholder is a group or an individual with a relationship to the change, the need, or the solution. – [the BABOK® Guide](#)

Stakeholders depend on organization, product, and market considerations. Typical stakeholders for product development include:

- **Customers:** the recipients of the value delivered by the product, particularly where there may be contractual or moral rights that need to be met
- **Key Stakeholders:** business leaders responsible for an organization's strategic decisions, regulatory agencies, if applicable, and those involved in the product because they:
 - Invested in,
 - Receive some benefit from,
 - Depend on, or
 - Are interested in.
- **Supporting Stakeholders:** provide support during
 - Product build activities, or
 - Product delivery, (e.g., product marketing or subject matter experts).
- **Delivery Team:** responsible for designing and building a viable, high value solution, or product, that meets various stakeholders' needs.
- **Competitors:** a rich source of information for the delivery team (e.g., to build and position product for maximum impact).

Effective POA practices focus on engaging stakeholders throughout the initiative, and as product increments are created and delivered. The [BABOK®](#)

[Guide](#) includes more information on [Stakeholder Engagement](#) to achieve the desired business outcomes.

3.6 Challenges

Change-driven approaches and the need for POA arose from the gaps and failures of plan-driven methodologies. Organizations are seeing a trend in the adoption of change-driven approaches due to their benefits and success rates.



3.6.1 POA Responsibilities

Effective POA takes on a diverse set of responsibilities, which requires a range of skills and competencies including:

- Thinking strategically and tactically,
- Addressing business needs and technical constraints, and
- Engaging stakeholders, including
 - Customers,
 - Delivery team, and
 - Management team.

These responsibilities can be overwhelming in a fast-paced, complex, and dynamic environment. Regardless of organizational context or roles used, POA practices can help support the team's success.

3.6.2 Role clarity

.1 Product Owner versus Product Manager

Organizations often struggle with determining whether they need product managers or product owners. Where both roles exist, the allocation of responsibilities amongst these roles can be a challenge. Both roles perform product ownership analysis to varying degrees, but accountability is different (see 2.3 Product Owner and Product Manager).

Unclear role definitions:

- Cause confusion,

- Make inefficient use of team member skills,
- Reduce morale, and
- Often negatively impact value delivery by the team.

.2 Product Owner versus Project Manager

The product owner guides the team through the delivery process and may facilitate discussions and identify work, but they do not manage people or the process. Using POA practices enhances the product owner's ability to meet those responsibilities. Project managers that want to successfully transition to product-centric organizations need to abandon top-down, manage the project plan, leadership approaches.

.3 Effectively using BA Professionals

Many organizations experience benefits in transitioning BA Professionals to support product ownership either as

- Product owners,
- Proxy product owners, or
- Supporting the team.

This can be a winning strategy. A senior BA Professional can use their underlying competencies developed in analysis work effectively for product ownership related work. The BA professional's experience needs to be aligned with the work that best supports the product team's success, (e.g., a senior BA Professional as product owner; a less experienced BA Professional to support the team).

.4 Trust and Decision-making Authority

It is often challenging for team members to understand who has the authority to make decisions. This creates issues when team members seek guidance and direction. Effective POA enables the team to make informed decisions, and decision-makers to make sound decisions. POA facilitates objective decision-making and reduces subjectivity.

3.6.3 Agile Considerations

.1 Agile Mindset for POA

For effective POA, the team needs to embrace and exhibit agile principles and practices in all their work and execute them daily.

For example, one of the core values of agile is responding to change over following a plan, which requires flexibility and adaptability.

.2 Agile Practices Without the Mindset

Agile practices that are misunderstood or incorrectly applied can lead to "starts and stops" and failed product delivery. Teams often adopt one or two agile practices (e.g., "daily standups"), and think that is being agile. Agile approaches encourage creating product increments in short work cycles, whereas, following plans and over managing work:

- Stifles creativity,
- Minimizes customer feedback, and
- Becomes an obstacle to learning and adapting.

Effective POA requires adopting the right balance of agile and traditional practices for the context of the product development effort.

See the "[Agile Extension to the BABOK® Guide](#)" for [the seven principles of agile business analysis](#), the [agile core values and the agile mindset](#).

3.7 Critical Success Factors

Successful POA is influenced by:

- Sharing a clear and engaging product vision to build understanding for all stakeholders,
- Getting support from key stakeholders in understanding business context and solution viability,
- Making effective decisions to prioritize needs and value delivery,
- Ensuring transparency all the time through the Product Backlog,
- Validating value throughout product build activities,
- Willing to quickly learn and adapt, and
- Developing a supportive and transparent relationship within the product team(s).

4

Integrating Business Analysis and POA

"The practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders". – [BABOK® Guide](#)

4.1 Business Analysis Discipline

The business analysis discipline defines and recommends solutions by using:

- Powerful analysis tools,
- Techniques,
- Proven practices,
- Approaches, and
- Competencies.

Solutions may include:

- Improving efficiencies through automation,
- Introducing new processes,
- Improving business practices or environment, and
- Introducing/adapting software solutions.

Business analysis is a broad discipline with principles and practices that can be used in various contexts. It can be extremely powerful when applied to product ownership challenges. Various business analysis tasks, knowledge areas, practices, techniques, and underlying competencies, described in the [BABOK® Guide](#) can be considered building blocks for POA.

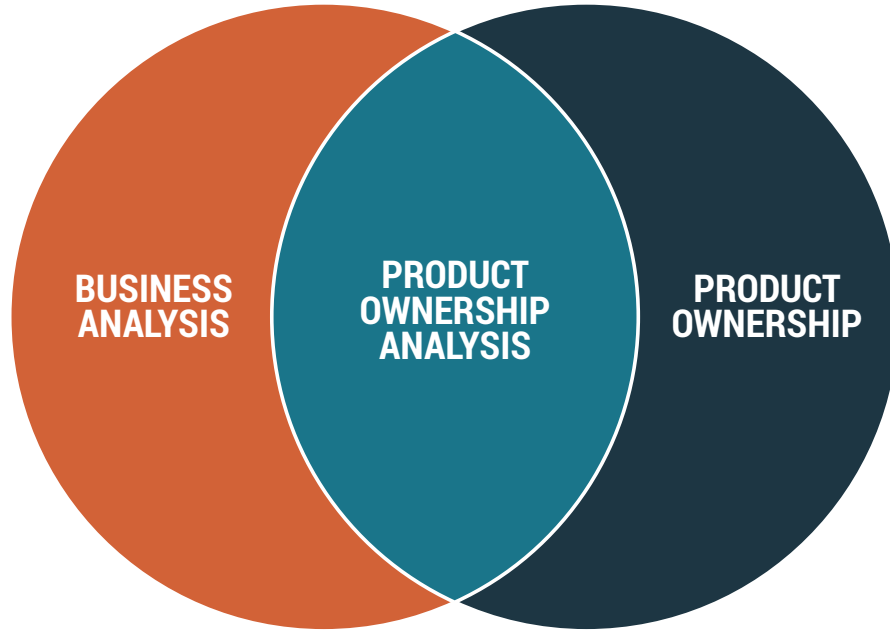
4.2 POA Focus

Product ownership analysis focuses on developing products and services that best address customers' needs.

Sound application of business analysis techniques leads to robust decision-making and effective problem-solving, and when applied in POA results in:

- Creating high-value products for customers,
- Increasing productivity in delivering product increments, and
- Identifying effective viable solutions that meet long-term needs.

4.3 Integrating Business Analysis and Product Ownership



- Business Analysis focus:**
- Translating "Why" to "How"
 - Managing requirements
 - Modelling & communicating requirements
 - Enabling change through solutions

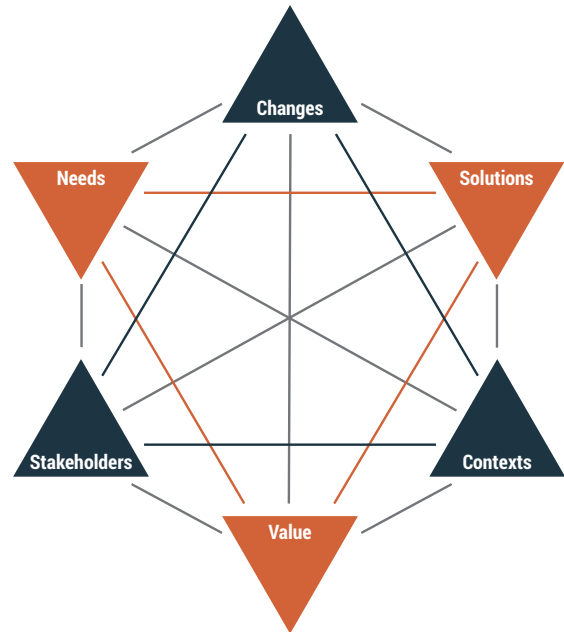
- Product Ownership focus:**
- Determining "Why" and "What"
 - Product vision and roadmap
 - Managing shippable value
 - Customer advocacy

- Product Ownership Analysis**
- Stakeholder engagement
 - Process understanding
 - Problem understanding
 - Decision making
 - Managing feedback and communication

4.4 Applying the Core Concepts of Business Analysis

The *Business Analysis Core Concept Model™ (BACCM™)* is a conceptual framework for business analysis that can be applied to POA. The BACCM is comprised of six terms that have a common meaning to business analysis practitioners:

- **Changes:** deliver products in anticipation of
 - Changing needs,
 - Market trends,
 - Regulations, or
 - Disruptive technologies.
- **Solutions:** identify viable solutions that make a lasting impact by delivering long term value.
- **Context:** ensure ongoing product value by understanding:
 - Changing context,
 - Applying learnings, and
 - Using learnings to improve product decisions and team performance.
- **Value:** evolve the product to maximize value delivered through
 - Learning what customers need,
 - Constantly measuring value delivered, and
 - Understanding changing context.
- **Stakeholders:** collaborate with customers and stakeholders in developing a shared goal to co-create the product.
- **Needs:** identify needs through a combination of identifying customer problems and business opportunities.



4.5 Agile Business Analysis

Agile business analysis is:

"The practice of business analysis in an agile context with an agile mindset."

— [The Agile Extension to the BABOK® Guide](#)

Agile business analysis focuses on maximizing business value. When Agile BA is applied to POA, teams use continuous feedback and learnings to minimize waste and increase customer value. Product owners gain feedback from:

- Customers,
- Marketplace,
- Competitors,
- Partners,
- Investors,
- Subject matter experts, and
- Regulators.

4.5.1 Seven Principles of Agile Business Analysis

There are seven principles of agile business analysis for building successful products:

- **Think as a Customer:** ensure solutions are built on a foundation of understanding customer needs.
- **See the Whole:** analyze needs in context of the business and why change is necessary.
- **Analyze to Determine What is Valuable:** continuously assess and prioritize work to be done, to maximize value being delivered.
- **Get Real Using Examples:** build a shared understanding of needs and how the evolving solution will satisfy those needs.
- **Understand What is Doable:** understand how to deliver a solution within given constraints.
- **Stimulate Collaboration and Continuous Improvement:** create an environment where all stakeholders contribute value on an ongoing basis. Seek to continually improve the solution and processes used to deliver the solution.
- **Avoid Waste:** identify which activities add value and which activities don't.

These principles support product owners as they build their knowledge across **the six core concepts**:

- Change
- Needs
- Stakeholders
- Context
- Solution
- Value

The principles also support team collaboration and communication as the team works to deliver value that resonates with customers.

Product Ownership Analysis is a discipline that realizes the core principle of agile business analysis in a practical setting of product development, while

continuously applying agility at all levels, from product vision to daily work plans.

4.6 Business Analysis Techniques for POA

There are several business analysis techniques that can be used for POA, including:

Technique	Description
Backlog Management	Record, track, and prioritize items in product and product increment backlogs.
Brainstorming	<ul style="list-style-type: none"> • Produce new ideas for a problem or challenge, • identify product features, and • develop product solution options.
Benchmarking and Market Analysis	Conduct customer research to determine: <ul style="list-style-type: none"> • needs/wants, • factors influencing their purchase decision, and • competitors in the market.
Customer Journey Map	Understand the customer's perspective by mapping the customer's typical product experience across touchpoints.
Decision Analysis	Support analysis of factors to facilitate decisions on priority of backlog items and choice of a product solution.
Interviews	Elicit information by: <ul style="list-style-type: none"> • talking to the interviewee, • asking relevant questions, and • documenting the responses.
Metrics and Key Performance Indicators	Define the value of the product and how to evaluate product increment outcomes against the defined value
Minimal Viable Product	A new product is developed with a sufficient set of features for customer feedback on how the solution caters to their needs (while using the least development effort).
Personas	Understand and empathize with potential customers to align the product solution with their needs. A persona aggregates learnings about a customer into a representation that can be referenced to validate product changes etc.
Prototyping	Optimize user experience and evaluate options by demonstrating prototypes and getting feedback on how it supports their needs.

Technique	Description
Relative Estimation	Make estimations by grouping items of equivalent difficulty based on: <ul style="list-style-type: none">• knowledge,• team capability,• complexity,• size, and• other factors.
Story Decomposition	The requirements at the appropriate level to deliver functionality to the customer in a specified time span.
Story Mapping	Creating understanding of product functionality and prioritizing product delivery
Reviews	Demonstrate the next product increment to customers to elicit their feedback on how the delivered functionality supports their needs.

* Refer to [the BABOK® Guide](#) and the [Agile Extension to the BABOK® Guide](#) for more detail.

5

The POA Framework

The POA framework focuses on key concepts, principles, and practices that help practitioners deliver successful products. The seven domains provide guidance for a team to maximize the value delivered.

5.1 Seven Domains of the POA Framework

- Foundational concepts
- Cultivate customer intimacy
- Engage the whole team
- Make an impact
- Deliver often
- Learn fast
- Obsess about value



5.1.1 Foundational Concepts

Establish best practices at an organization level to create a supportive environment for successful product delivery. This will help to increase the team's ability to create a successful product that delights customers and aligns with organizational objectives.

5.1.2 Cultivate Customer Intimacy

Knowing as much about your customers as possible, and strongly advocating for their needs throughout product-build activities, allows your team to build a product that resonates. Develop deep understanding of customers and apply what is learned to help build a stronger product.

5.1.3 Engage the Whole Team

Using a "whole team" approach supports communication and collaboration, which leads to a higher quality product. A product owner can empower a team for innovation and contribution by helping create a safe and positive work environment.

5.1.4 Make an Impact

Get customers' attention in a noisy, competitive world by:

- Identifying target customers' under-served needs,
- Aligning with organizational objectives, and
- Designing for impact.

5.1.5 Deliver Often

There are significant advantages in putting a product in front of customers to elicit real-world feedback. Successful teams do this often, each time using the feedback received to build the next product increment. Help your team deliver the product in small, high-value increments, and generate valuable customer feedback.

5.1.6 Learn Fast

Delivering a product that meets customer needs requires constantly adapting product build activities as the context changes. Changes can be driven by:

- Changing organization priorities,
- Introduction of new technology,
- Entry of new competitors,
- Similar products being introduced by other organizations, and
- Changing customer expectations.

Encourage team learning through ongoing measurement and assess to identify desired changes.

5.1.7 Obsess About Value

The product owner's primary responsibility is to maximize the value being created by the team. There are two components of value:

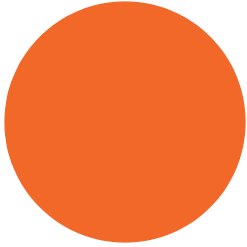
- The actual value created through the delivered product, and
- The team processes used to create that high value product.



6

The IIBA Guide to Product Ownership Analysis

In the "IIBA Guide to Product Ownership Analysis", each POA domain is discussed with the latest thoughts, trends, and key concepts to address challenges faced in a product setting. The IIBA Guide enables practitioners and entry-level professionals to navigate the complex eco-system of product development by providing relatable scenarios, application of relevant techniques, and required competencies.



Appendix: Contributors

IIBA would like following community members whose valuable contributions made the Introduction to Product Ownership Analysis possible.

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