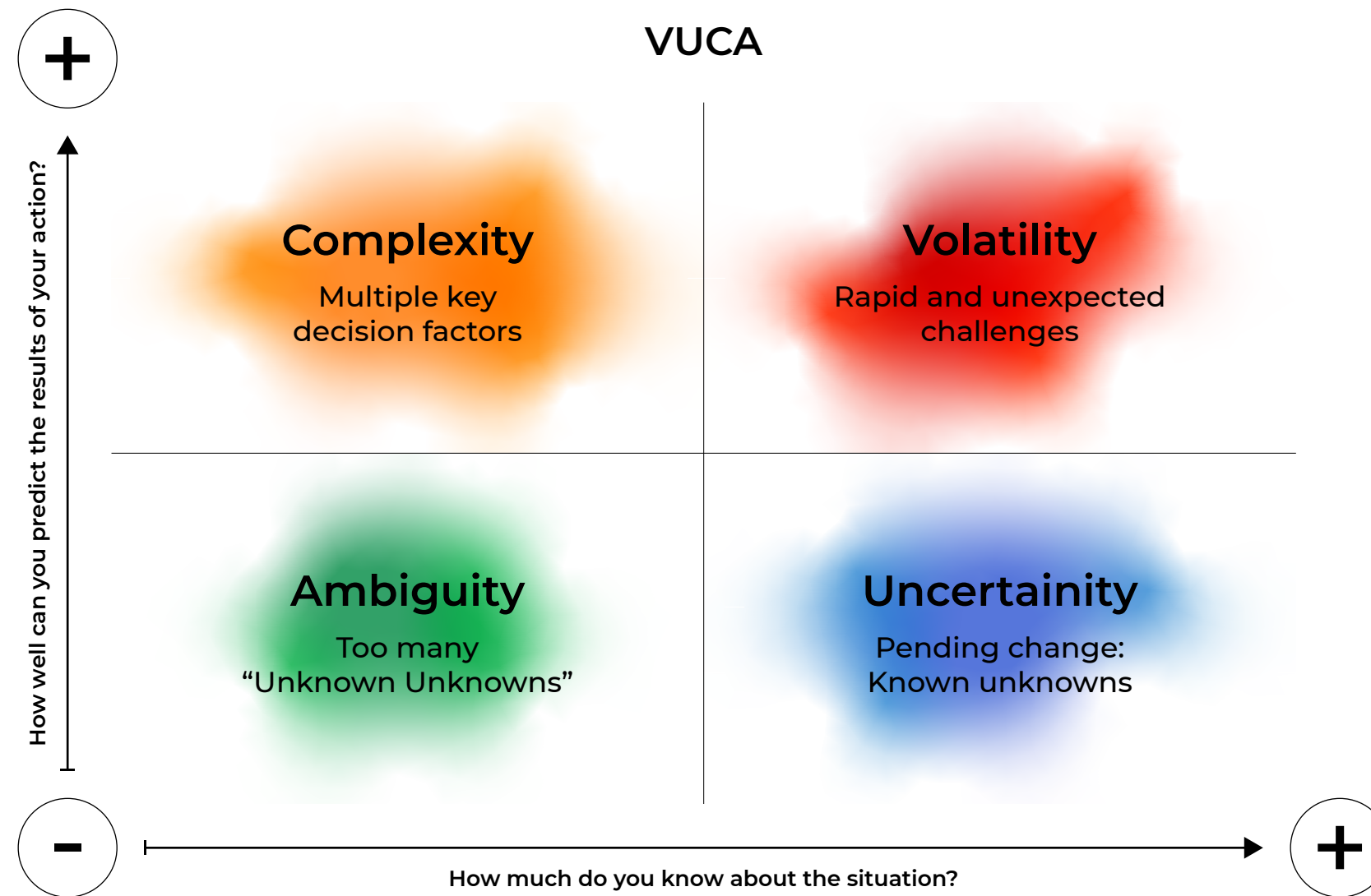


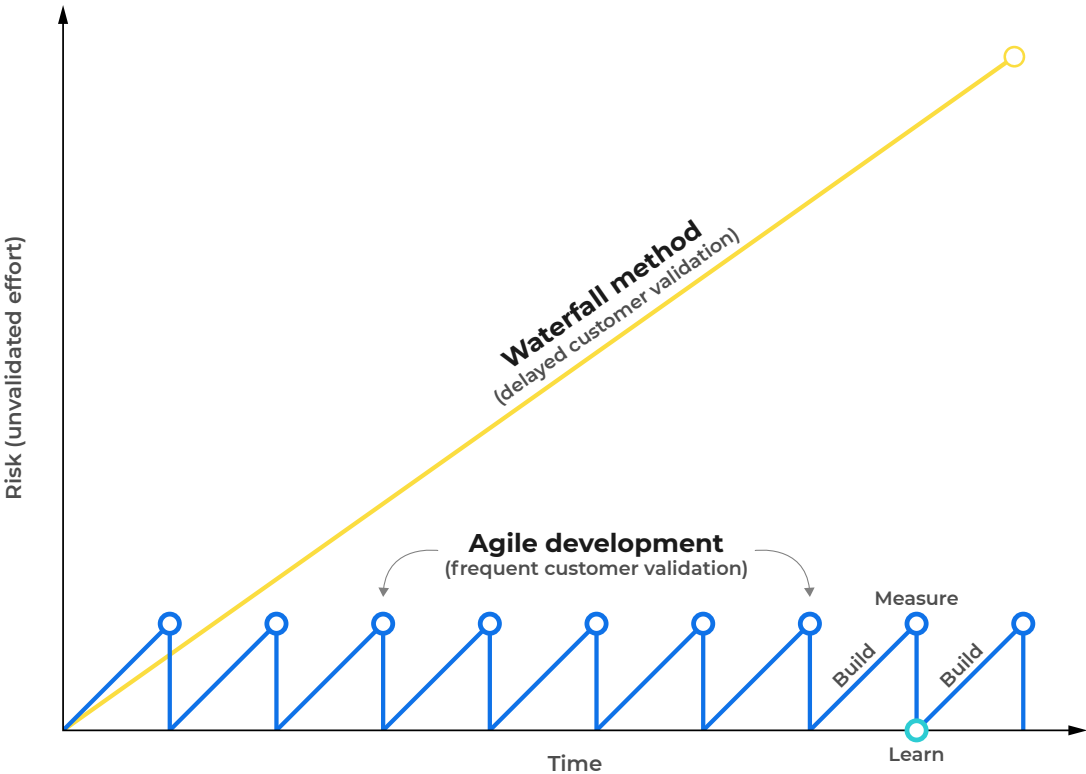
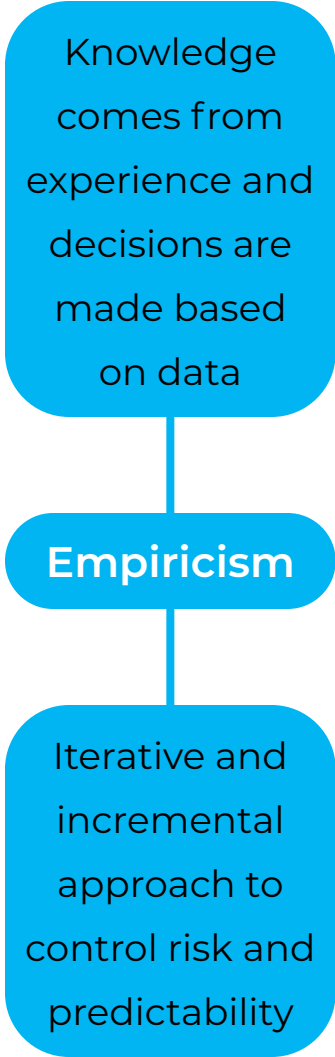
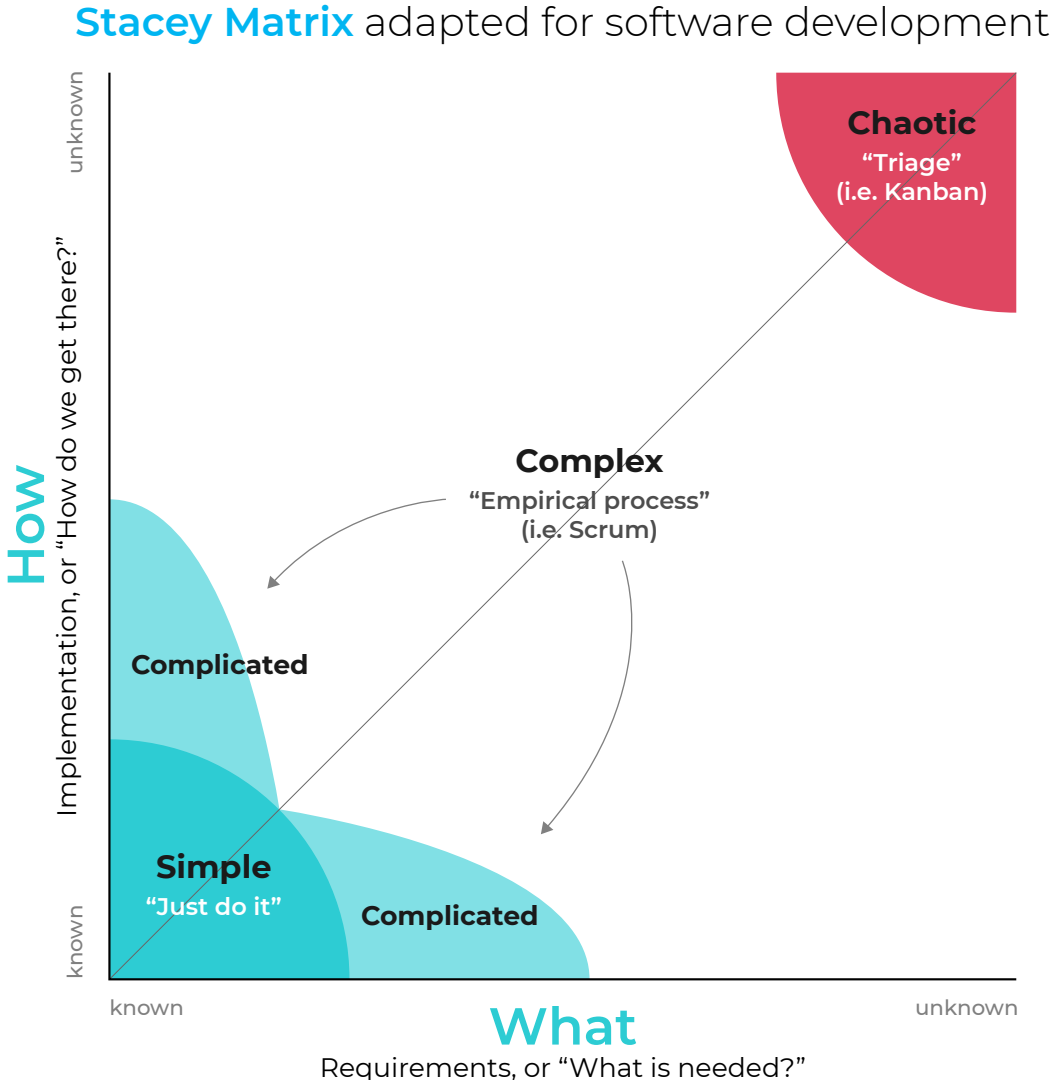
The role of the **Product Owner** in the creation of digital products

VUCA environments

2



How do we approach projects?



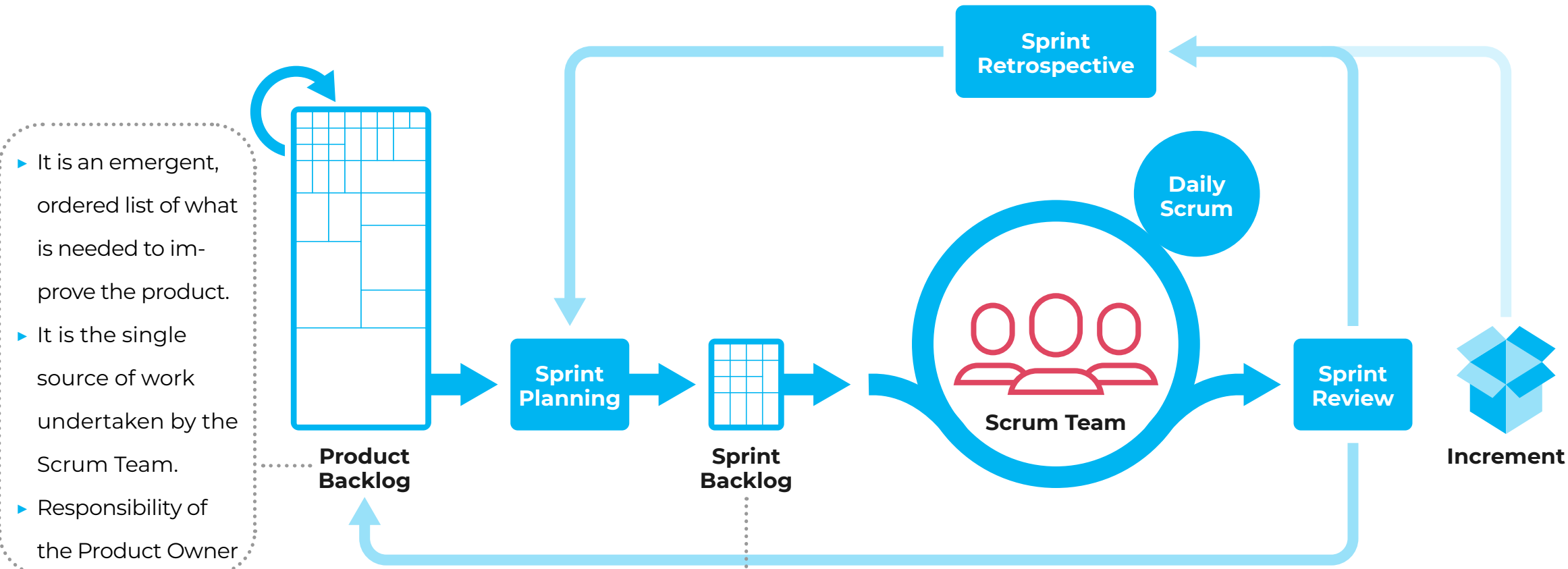
The 12 Agile Principles

4

01. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
02. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
03. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
04. Business people and developers must work together daily throughout the project.
05. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
06. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
07. Working software is the primary measure of progress.
08. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
09. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity--the art of maximizing the amount of work not done--is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Scrum

5



- ▶ It is an emergent, ordered list of what is needed to improve the product.
- ▶ It is the single source of work undertaken by the Scrum Team.
- ▶ Responsibility of the Product Owner

The set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal.

- ▶ A forecast by the Development Team.
- ▶ Makes visible all the work.

- ▶ The Development Team modifies the Sprint Backlog throughout the Sprint.
- ▶ When elements of the plan are deemed unnecessary, they are removed.
- ▶ Only the Development Team can change

its Sprint Backlog during a Sprint.

- ▶ It includes at least one high priority process improvement identified in the previous Retrospective meeting.

The role of the Product Owner

6

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

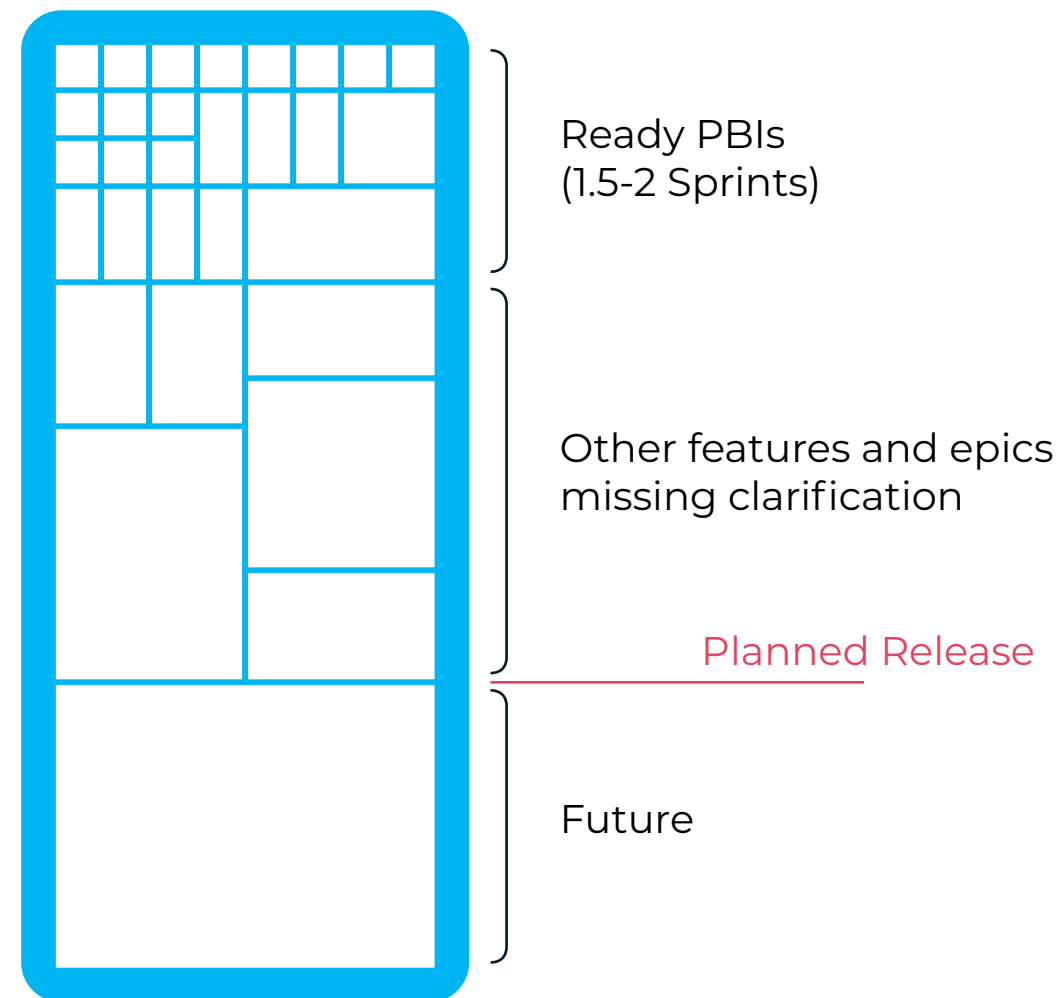
The Product Owner is also accountable for effective Product Backlog management, which includes:

- ▶ Developing and explicitly communicating the Product Goal;
- ▶ Creating and clearly communicating Product Backlog items;
- ▶ Ordering Product Backlog items; and,
- ▶ Ensuring that the Product Backlog is transparent, visible and understood.



Granularity

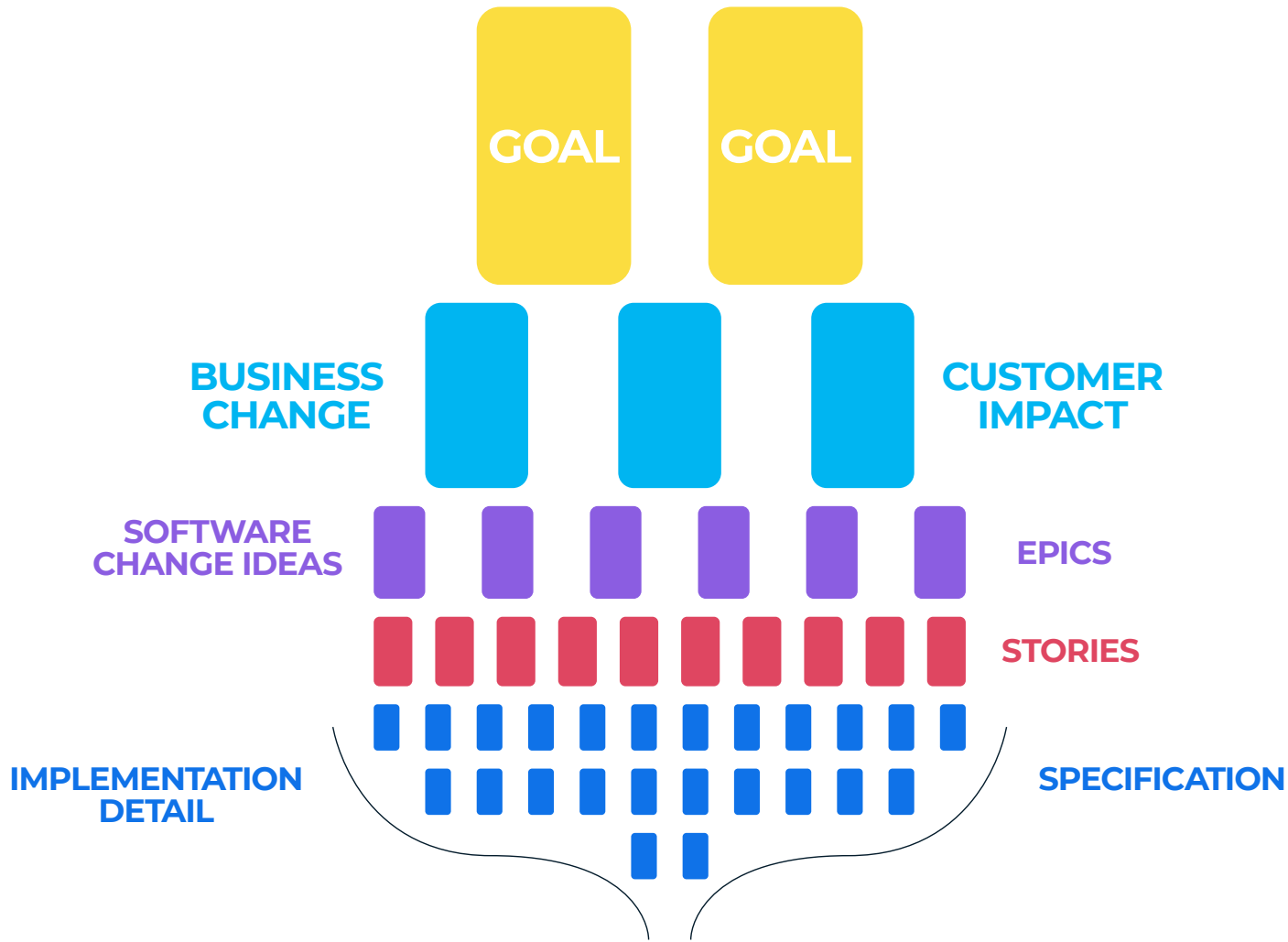
7



Definition of Ready

- ▶ Business value is clearly articulated.
- ▶ Details are sufficiently understood by the development team so it can make an informed decision as to whether it can complete the PBI.
- ▶ Dependencies are identified and no external dependencies would block the PBI from being completed.
- ▶ Team is staffed appropriately to complete the PBI.
- ▶ The PBI is estimated and small enough to comfortably be completed in one sprint.
- ▶ Acceptance criteria are clear and testable.
- ▶ Performance criteria, if any, are defined and testable.
- ▶ Scrum Team understand how to demonstrate the PBI at the sprint review.

What comes before a User Story?



Problem space VS Solution space

9

Problem Space

A customer problem, need or benefit that the product should address

Ability to write in space (zero gravity)

Solution Space

A specific implementation to address the need

NASA: space pen (1M \$ R&D cost)

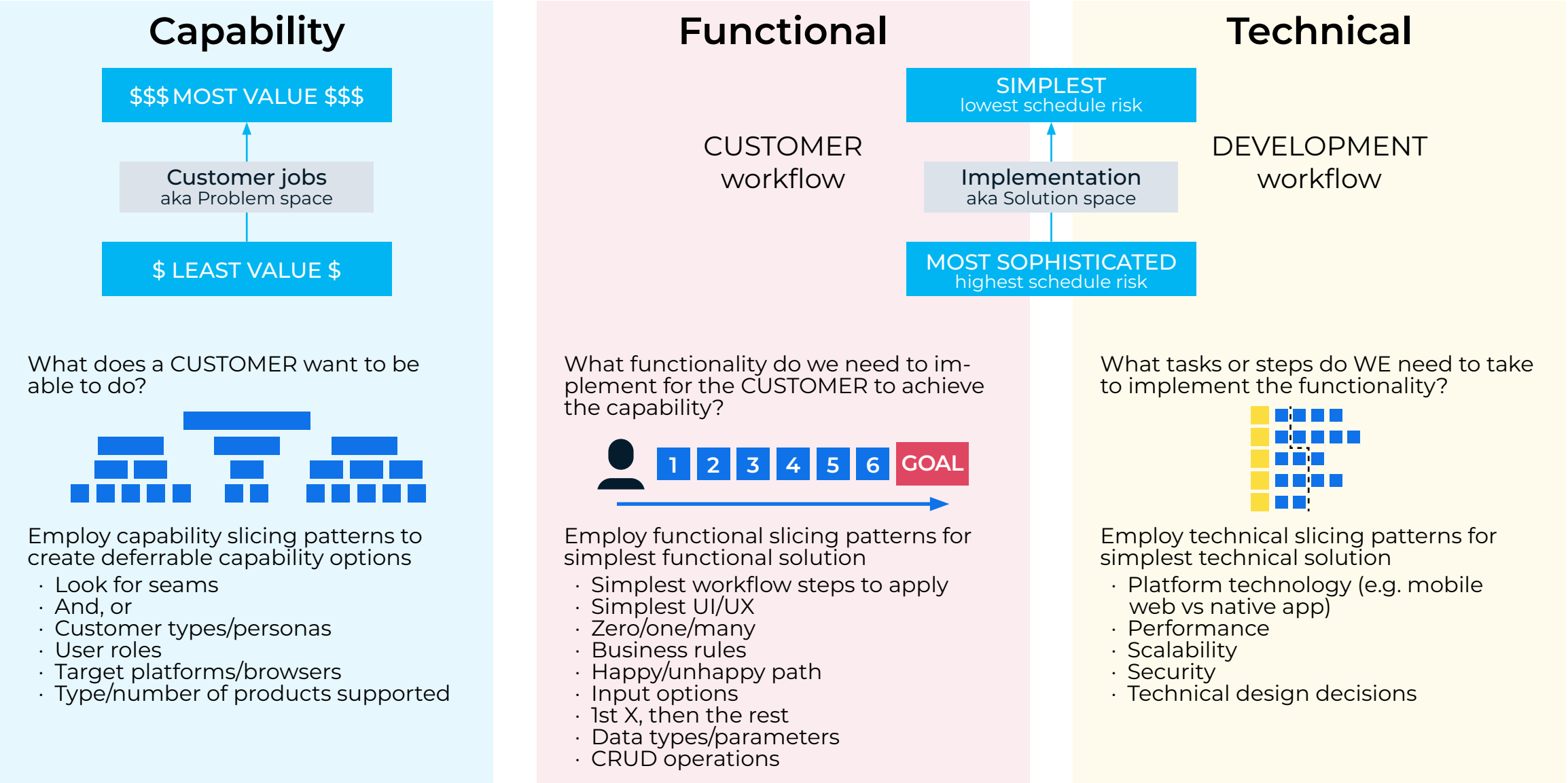


URSS: pencil



Slicing

10



Capability slicing

Enable Acme Bank customers to bank with us online

[Small business customers] can bank with us online

[Large business customers] can bank with us online

[New customers] can bank with us online

[Mortgage customers] can bank with us online

...

Customers can [transfer money] online

Customers can [pay their bills with BPAY] online

Customers can [apply for credit cards] online

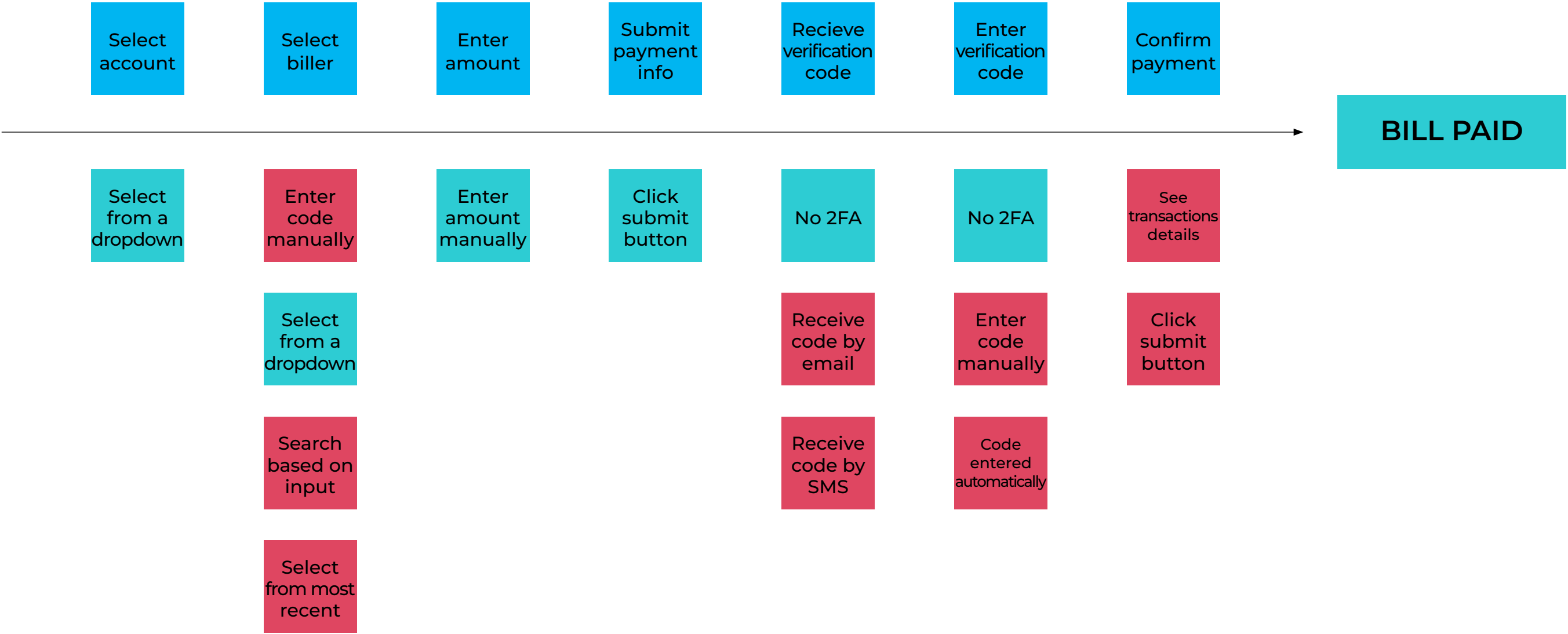
...

Customers can bank with us [from their phone]

Customers can bank with us [from their laptop]

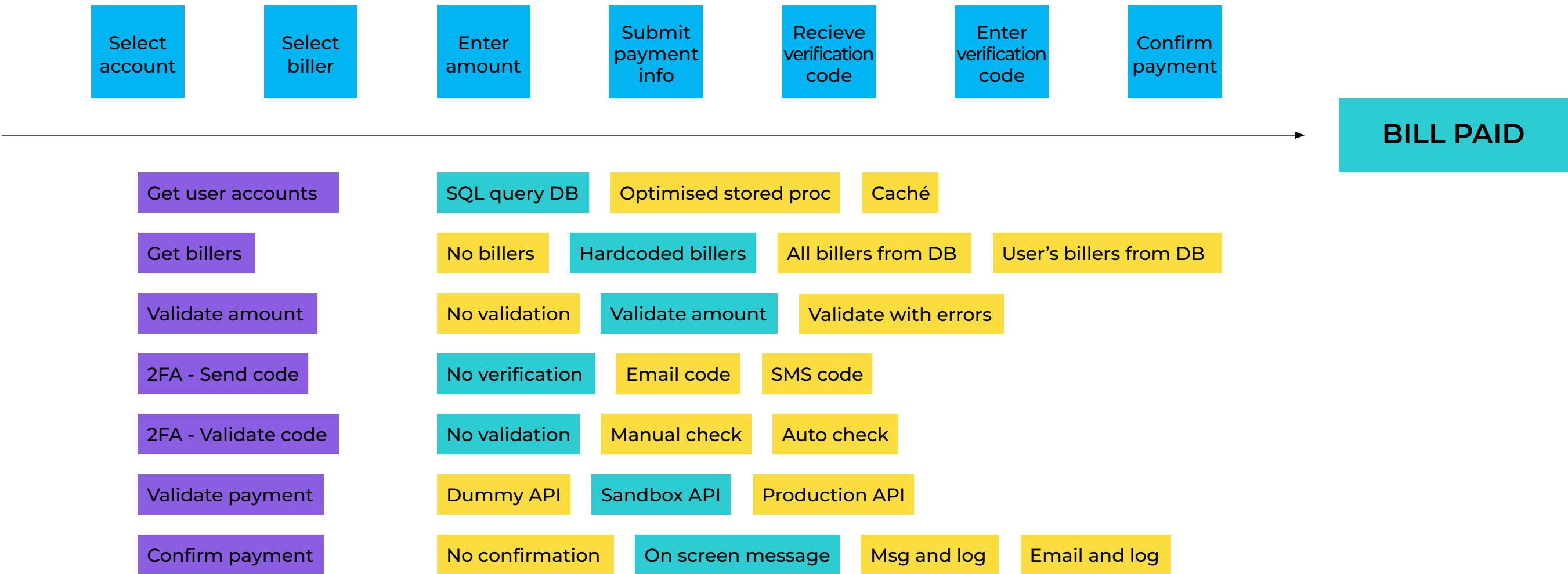
Functional slicing

Enable Acme Bank customers to paid their bills with BPAY on our website



Functional slicing

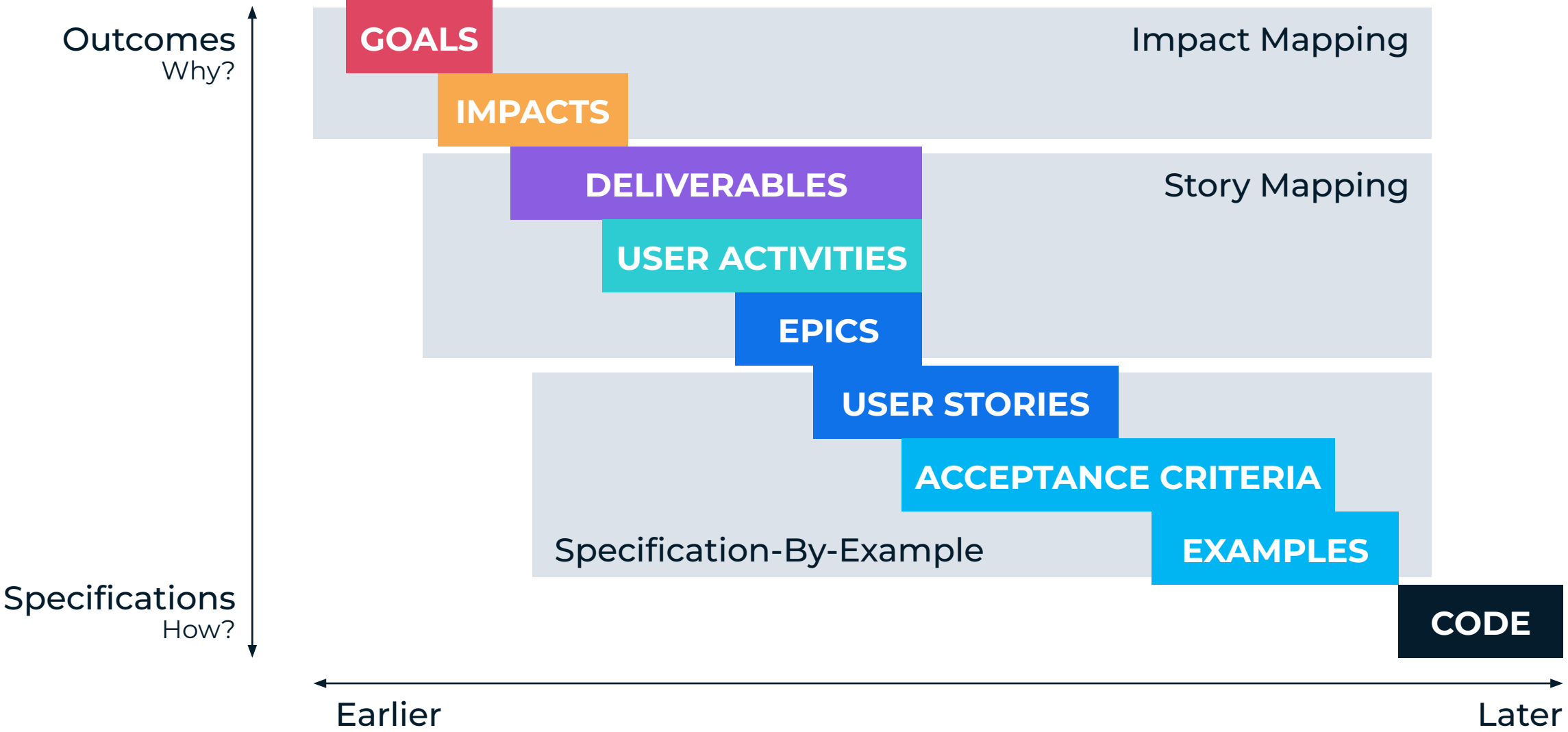
Enable Acme Bank customers to paid their bills with BPAY on our website



HOW TO SPLIT A USER STORY



Putting everything in perspective



15

As a ... I want ... so that ...

3 C's

Card → Has a simple statement

Conversation → Promotes creativity and collaboration

Confirmation → Proves that the acceptance tests are passed

As a ... I want ... so that ...

Who? What? Why?

Tips

- ▶ Don't try to fit all the US into the format. Try alternatives and mix them up.
 - ▶ Create the stories ahead of time but add the details later, after a conversation.
 - ▶ Let the Product Owner write the "WHY" and let the development team write the "WHAT".
 - ▶ Think about other stakeholders that might be interested in or affected by the story, not just the main actor.
- Remember that customers are not buying stories; they are buying the results of those stories.**

Alternative 1

In order to <achieve some business value>, Why?
As a <stakeholder type> Who?
I want <some new system feature> What?

As a trader,
I want a warning message when
the total volume of trades reaches
90% of my daily trading limit
so that I can continue trading
while avoiding breaching
regulations,

In order to help traders make
best use of trading volume limits,
The system
will warn traders when the total
volume reaches 90% of the daily
trading limit;

Alternative 2

When <Situation> When?
I want to <Motivation> What?
So I Can <Expected Outcome> Why?

As a moderator,
I want to create a new game
by entering a name and an
optional description,
so that I can start inviting
estimators.

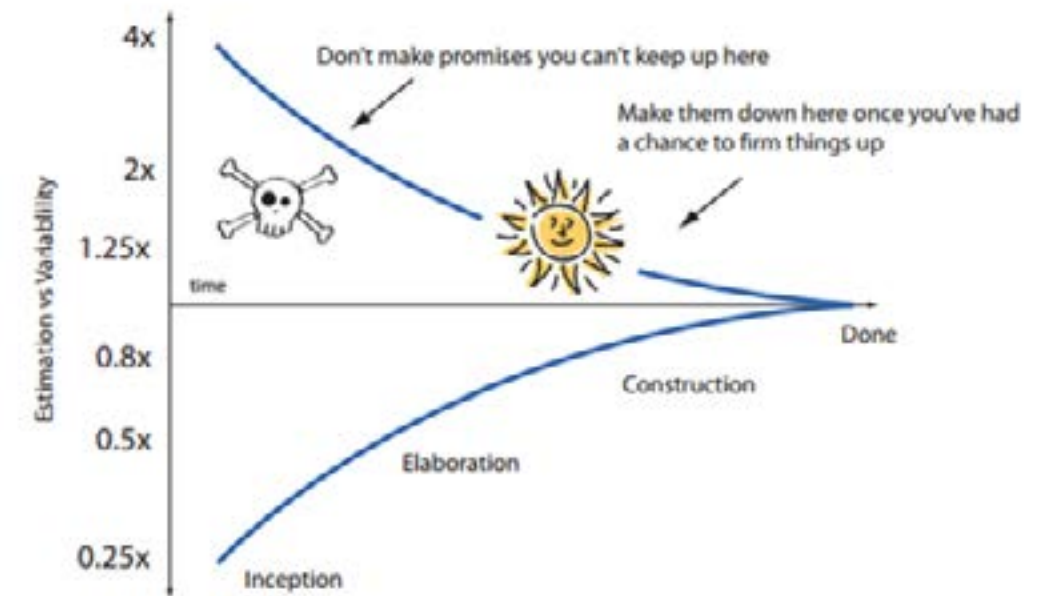
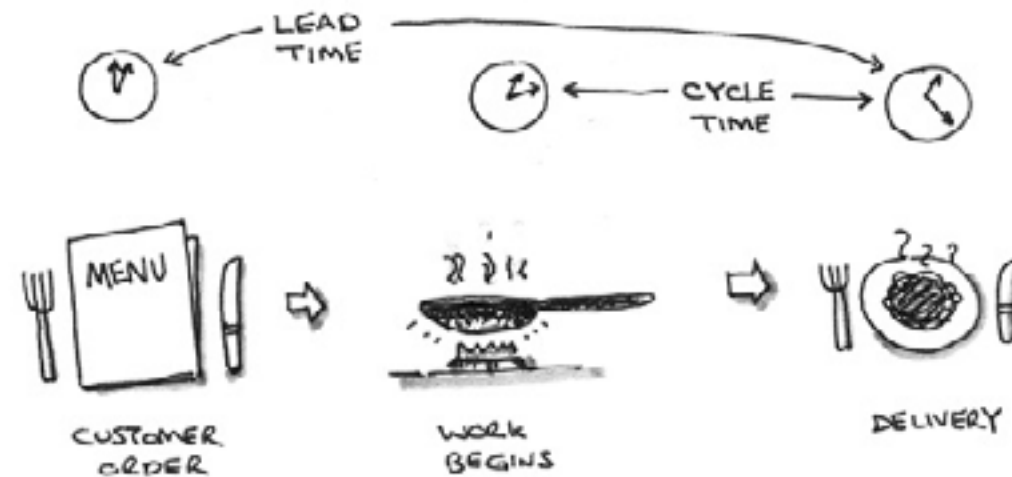
When I'm ready to have estimators
bid on my game,
I want to create a game in a format
estimators can understand,
so that the estimators can find
my game and know what they are
about to bid on.

Estimates

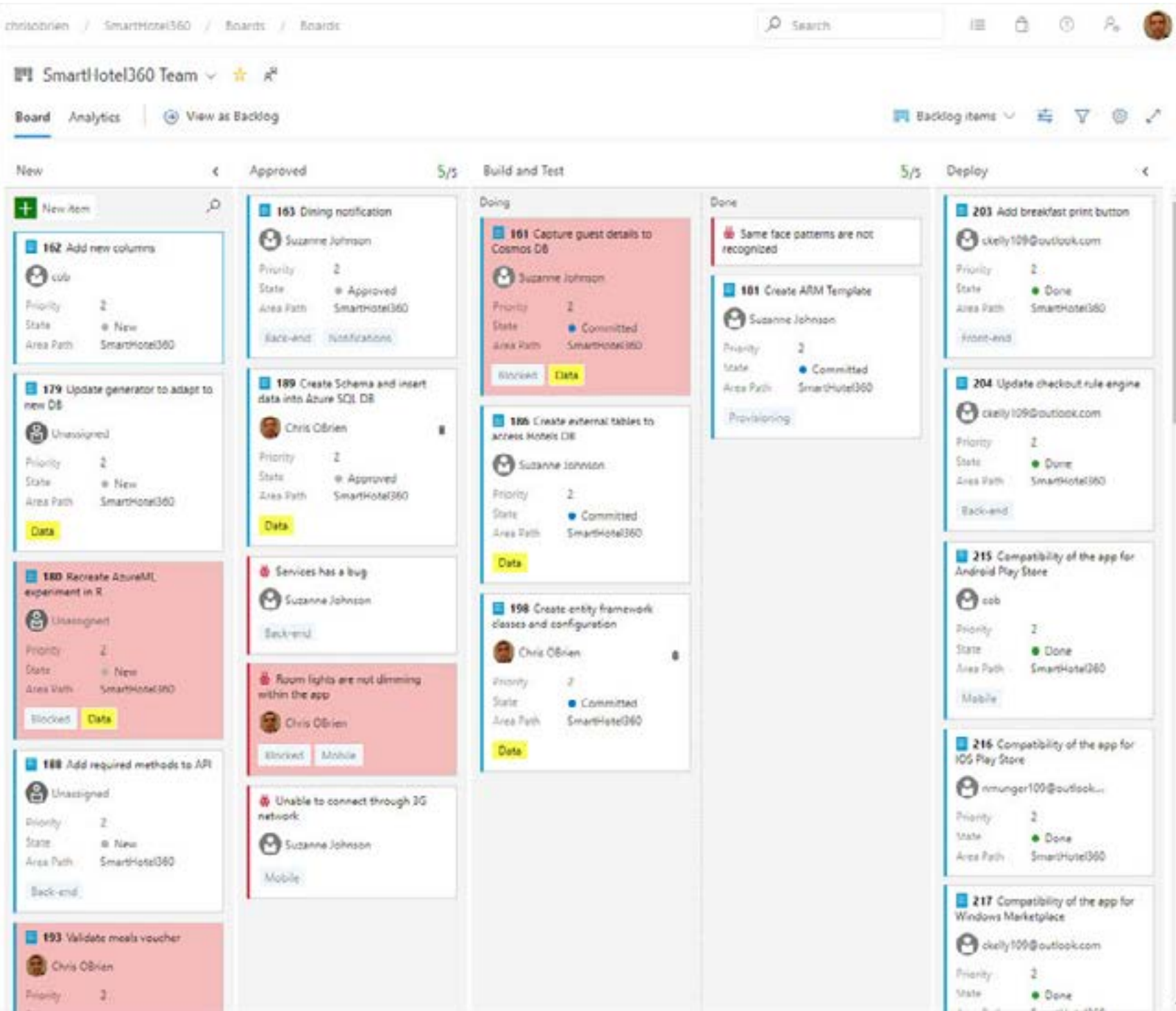
How much effort does it take to do this?

When is it going to be done?

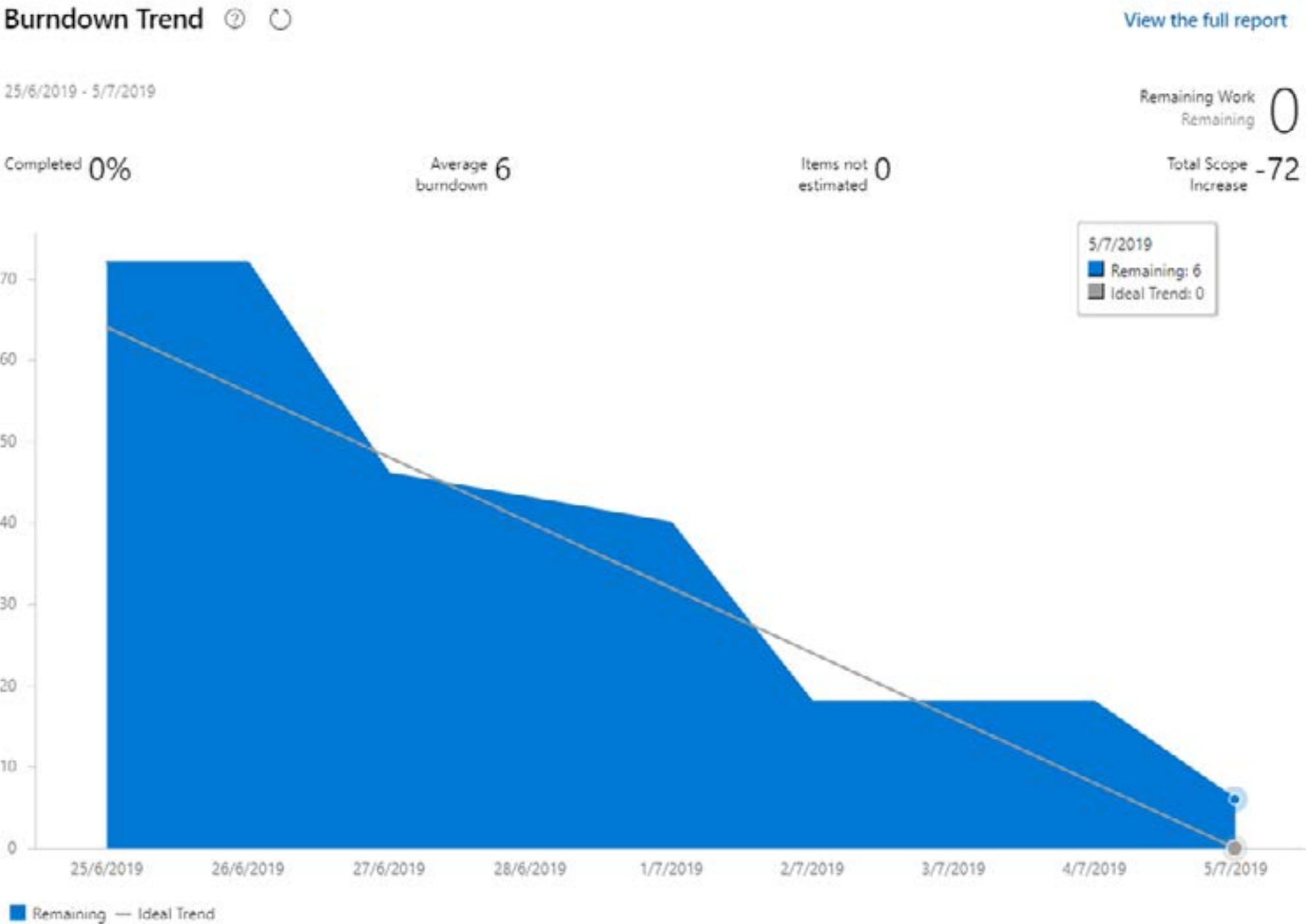
How much money does it cost to do it?



Sprint backlog



Burndown





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