



**KNOWSYS™**  
Substance Relevance Results

# Scaling Product Management/ Ownership



# Insights

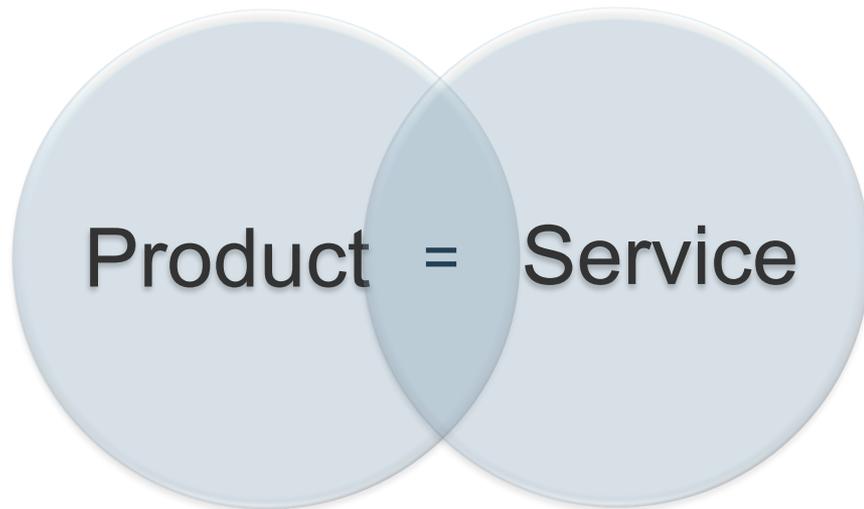
- 1. Product ownership and service ownership share the same foundation.** The capabilities and best practices are identical for both roles. Use the term that makes the most sense for your culture.
- 2. Product owners are operating under an incomplete understanding of capabilities needed to succeed.** Most product/service owners lack a complete picture of the needed capabilities, skills, and activities to successfully perform their role.
- 3. Product ownership should be scaled to match operations.** Tier product/service owners to match your product/service hierarchy, not organizational hierarchies.

## Consider:

- Understanding the types of product owners and how to scale product ownership to align to your operational structure and product needs.
- Leveraging the product owner capability map to better define the role and provide a development path for product owners.
- Defining the strategy to facilitate your transformation to product/service ownership and dedicated product/service owners.

# Product owners and service owners share the same capabilities and best practices

For the purpose of this presentation, “product”/“service” and “product owner”/“service owner” are used interchangeably. Product owner is used for consistency, but would apply to service owners as well. Your “customer” is the end user who consumes or uses your product or service.

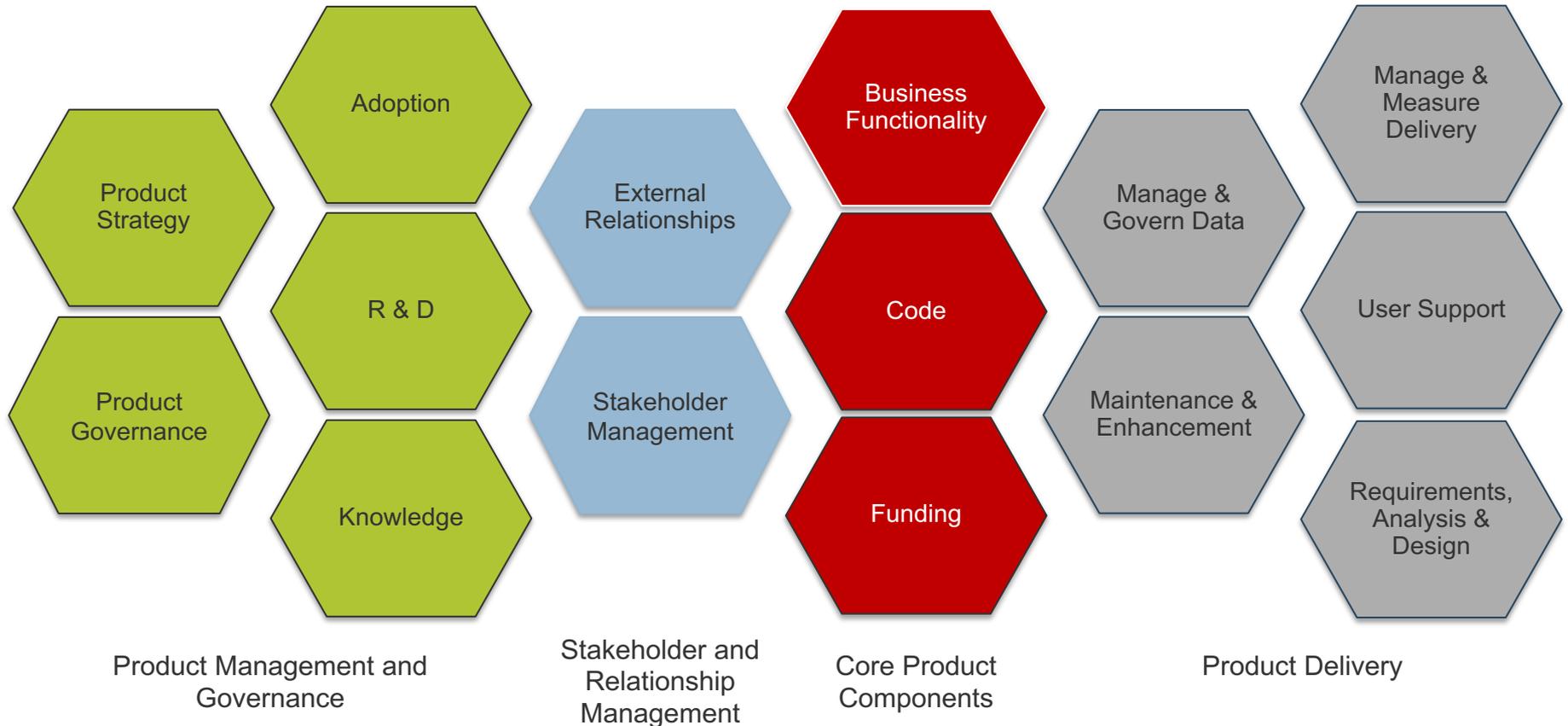


“Product” and “service” are terms that each organization needs to define to fit their culture and customers (internal and external). The most important aspect is consistent use and understanding of:

- External products
- Internal products
- External services
- Internal services
- Products as a service
- Productizing services



# A product must include the services required to support it



# Implement the Knowsys Product Owner Capability Model

Unfortunately, most product owners operate with an incomplete knowledge of the skills and capabilities needed to perform the role. Common gaps include focusing only on product backlogs, acting as a proxy for product decisions, and ignoring the need for key performance indicators (KPIs) and analytics in both planning and value realization.



Vision
<ul style="list-style-type: none"><li>• Market Analysis</li><li>• Business Alignment</li><li>• Product Roadmap</li></ul>

Leadership
<ul style="list-style-type: none"><li>• Soft Skills</li><li>• Collaboration</li><li>• Decision Making</li></ul>

Product Lifecycle Management
<ul style="list-style-type: none"><li>• Plan</li><li>• Build</li><li>• Run</li></ul>

Value Realization
<ul style="list-style-type: none"><li>• KPIs</li><li>• Financial Management</li><li>• Business Model</li></ul>

# Are you a product owner or a product manager?

## **A product owner tends to:**

- Be end-user facing.
- Set product strategy.
- Collaborate with impacted teams.
- Be driven by the competitive landscape.
- Focus on product market strategy.
- Take a more tactical focus.
- Have financial responsibility.
- *Have decision-making authority.*

## **A product manager tends to:**

- Be product-owner facing.
- Set strategy for multiple products.
- Collaborate with impacted teams.
- Be driven by the competitive landscape.
- Focus on overall market strategy.
- Take a more strategic focus.
- Have financial responsibility.
- *Have decision-making authority.*

“Product owner” and “product manager” are terms that should be adapted to fit your culture and product hierarchy. These are not management relationships, but rather a way to structure related products and services that touch the same end users.

# Product roles: Product owner

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**Two new roles will be introduced to oversee, manage, and deliver product maturity decisions: Product owner and product manager.**

Role	Responsibilities
<b>Product owner</b>	<p><b>Product lifecycle management</b></p> <ul style="list-style-type: none"><li>• Management of lifecycle stages and product performance</li><li>• Impact assessment on product goals, pricing, and marketing strategy</li><li>• Management of key lifecycle events, including launch and product-market fit</li></ul> <p><b>Delivery capacity and throughput</b></p> <ul style="list-style-type: none"><li>• Management of functional and non-functional requirements, including user stories</li><li>• Customer journey and visual designs</li><li>• Business and technical prioritization</li><li>• Product validation</li><li>• Backlog grooming</li><li>• Delivery resource management</li><li>• Technical skills and capabilities management</li></ul> <p><b>Tactical product roadmap</b></p> <ul style="list-style-type: none"><li>• Roadmap creation, including goals, dates, metrics/KPIs, and milestones</li><li>• Roadmap reviews, changes, and approvals</li><li>• Go-to-market strategy</li></ul>

# Product roles: Product Manager

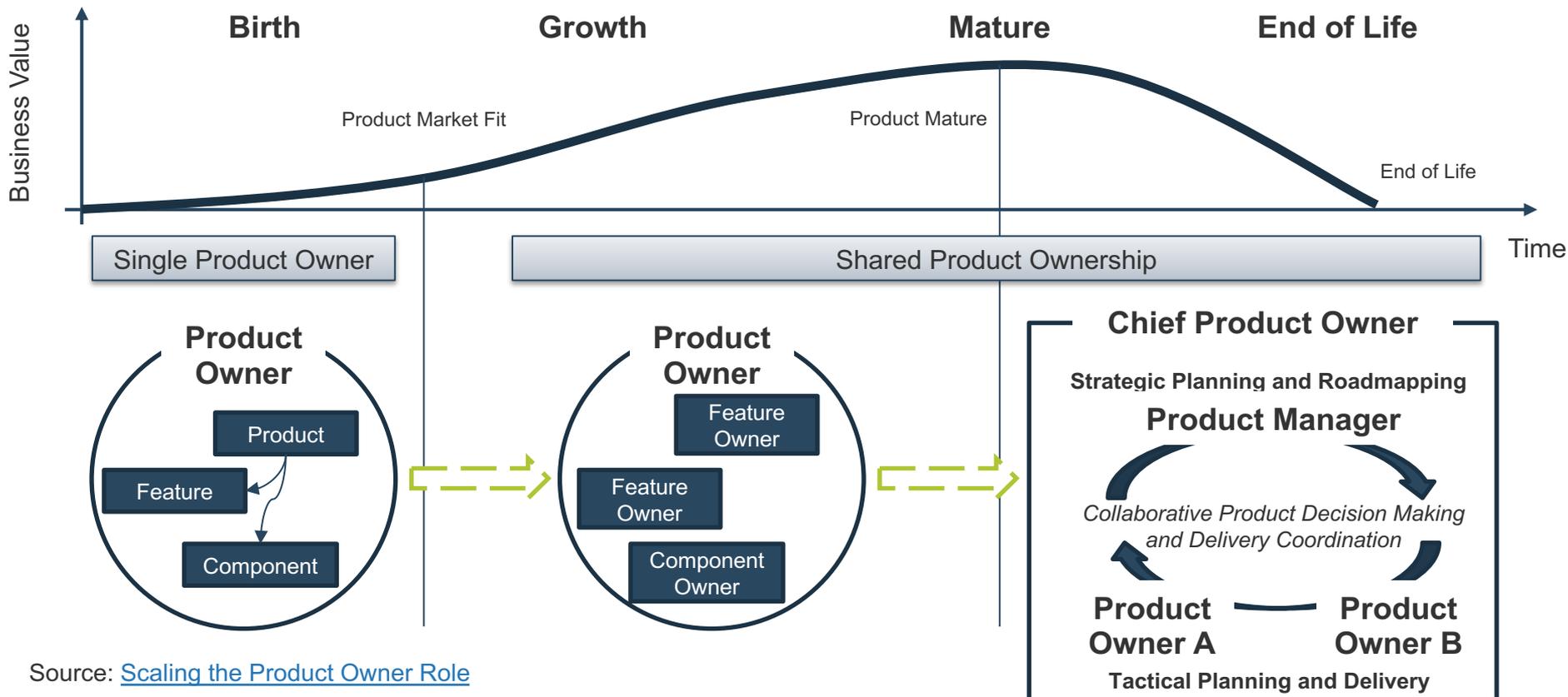
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**Two new roles will be introduced to oversee, manage, and deliver product maturity decisions: Product owner and product manager.**

Role	Responsibilities
<b>Product manager</b>	<p><b>Strategy and market research</b></p> <ul style="list-style-type: none"><li>• Market segmentation and value proposition</li><li>• Competitor analysis, product positioning, and brand analysis</li><li>• Validation of product strategy</li><li>• Pivot or preserve product strategy</li></ul> <p><b>Vision and leadership</b></p> <ul style="list-style-type: none"><li>• Vision and goal setting</li><li>• Relationship building and stakeholder management</li><li>• Negotiation and decision making</li><li>• Communication and influencing</li></ul> <p><b>Strategic product roadmap</b></p> <ul style="list-style-type: none"><li>• Roadmap creation, including goals, dates, metrics/KPIs, and milestones</li><li>• Roadmap reviews, changes, and approvals</li><li>• Go-to-market strategy</li></ul> <p><b>Business practice alignment and financials</b></p> <ul style="list-style-type: none"><li>• Business goals and prioritization</li><li>• Business model description and validation, including revenue sources and cost factors</li><li>• Financial forecasting and business case creation</li></ul>

# Scaling product ownership through the life of the product

Create a plan to scale product ownership throughout product maturity while retaining the flexibility to make critical changes in a timely manner.

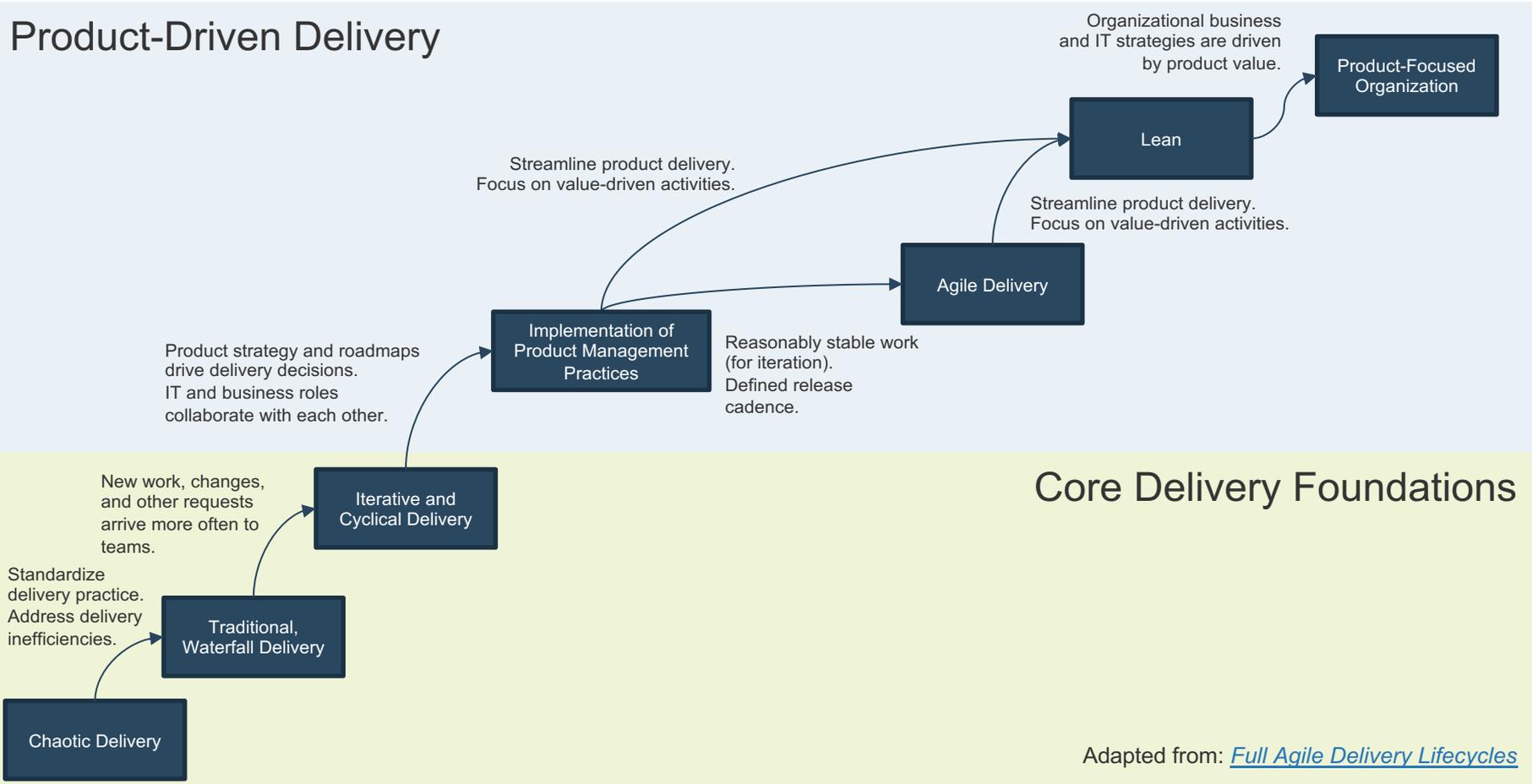


Source: [Scaling the Product Owner Role](#)

# Organizational View of Product Management

Product owners are needed to develop long-term product value, strategy, and delivery. Projects can still be used as the source of funding and change management; however, the product owner must manage product releases and operational support.

## Product-Driven Delivery



Adapted from: [Full Agile Delivery Lifecycles](#)



# Avoid common product owner mistakes or gaps

## Vision

- Assuming market or user needs.
- Focusing on short-term details and demand.
- Failing to plan for competition or alternatives.
- Failing to align with enterprise goals.
- Failing to ensure clarity.
- Missing product capabilities.

## Leadership

- Delegating ownership of roadmap decisions.
- Failing to draw input from all participants and stakeholders.
- Failing to consider input.
- Ignoring technical debt.
- Focusing only on the backlog.

## Product Lifecycle Management

- Ignoring capacity.
- Assuming “happy path” delivery.
- Failing to manage key milestones.
- Ignoring governance and compliance.
- Ignoring operations.
- Failing to plan organizational change management.

## Value Realization

- Failing to base decisions on facts.
- Failing to integrate KPIs into scope.
- Ignoring financial impacts and constraints.
- Failing to build business models.
- Failing to use KPIs to reprioritize future items.
- Failing to trace change requests to enterprise goals.



# Select the right model for scaling product owners

Structuring and grouping product owners should be adapted to meet the needs and culture of your organization. The goal is to provide continuity and value alignment within the product or service area as experienced by your end users.

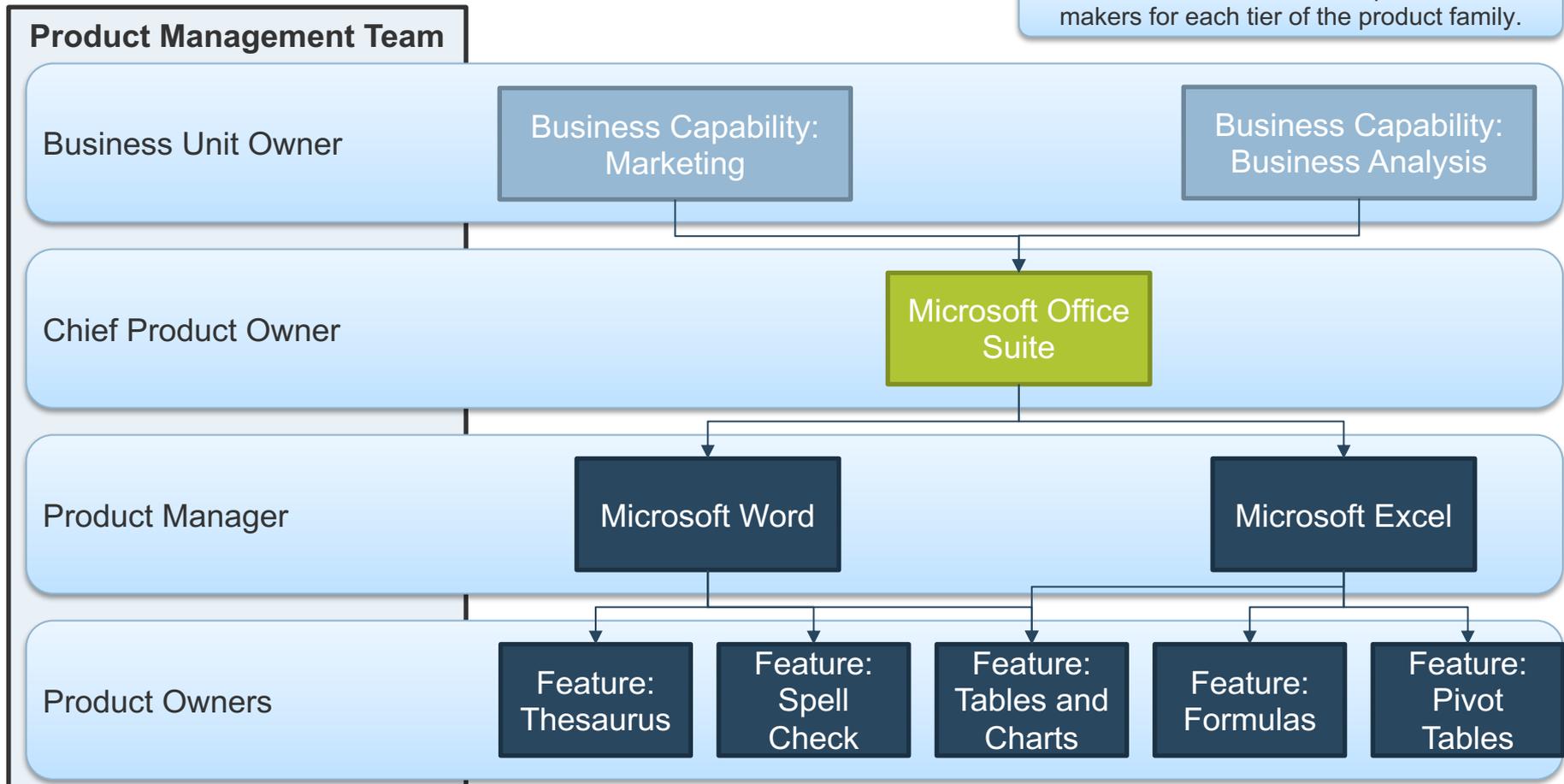
Pyramid	Service Grouping	Technical Grouping	Market Alignment	Organizational Alignment
<ul style="list-style-type: none"><li>• Logical hierarchy of products rolling into a single service area.</li><li>• Lower levels of the pyramid focus on more discrete services.</li><li>• <i>Example: Human resources mapping down to supporting applications.</i></li></ul>	<ul style="list-style-type: none"><li>• Organization of related services into service family.</li><li>• Direct hierarchy does not necessarily exist within the family.</li><li>• <i>Example: End user support and ticketing.</i></li></ul>	<ul style="list-style-type: none"><li>• Logical grouping of IT infrastructure, platforms, or applications.</li><li>• Provides full lifecycle management when hierarchies do not exist.</li><li>• <i>Example: Workflow and collaboration tools.</i></li></ul>	<ul style="list-style-type: none"><li>• Grouping of products by customer segments or market strategy.</li><li>• Aligns product to end users and consumers.</li><li>• <i>Example: Customer banking products and services.</i></li></ul>	<ul style="list-style-type: none"><li>• Coordinated alignment of management structure with products.</li><li>• Often used at higher levels of the organization where products are aligned under divisions.</li><li>• <i>Example: Wholesale division.</i></li></ul>



# Product management team

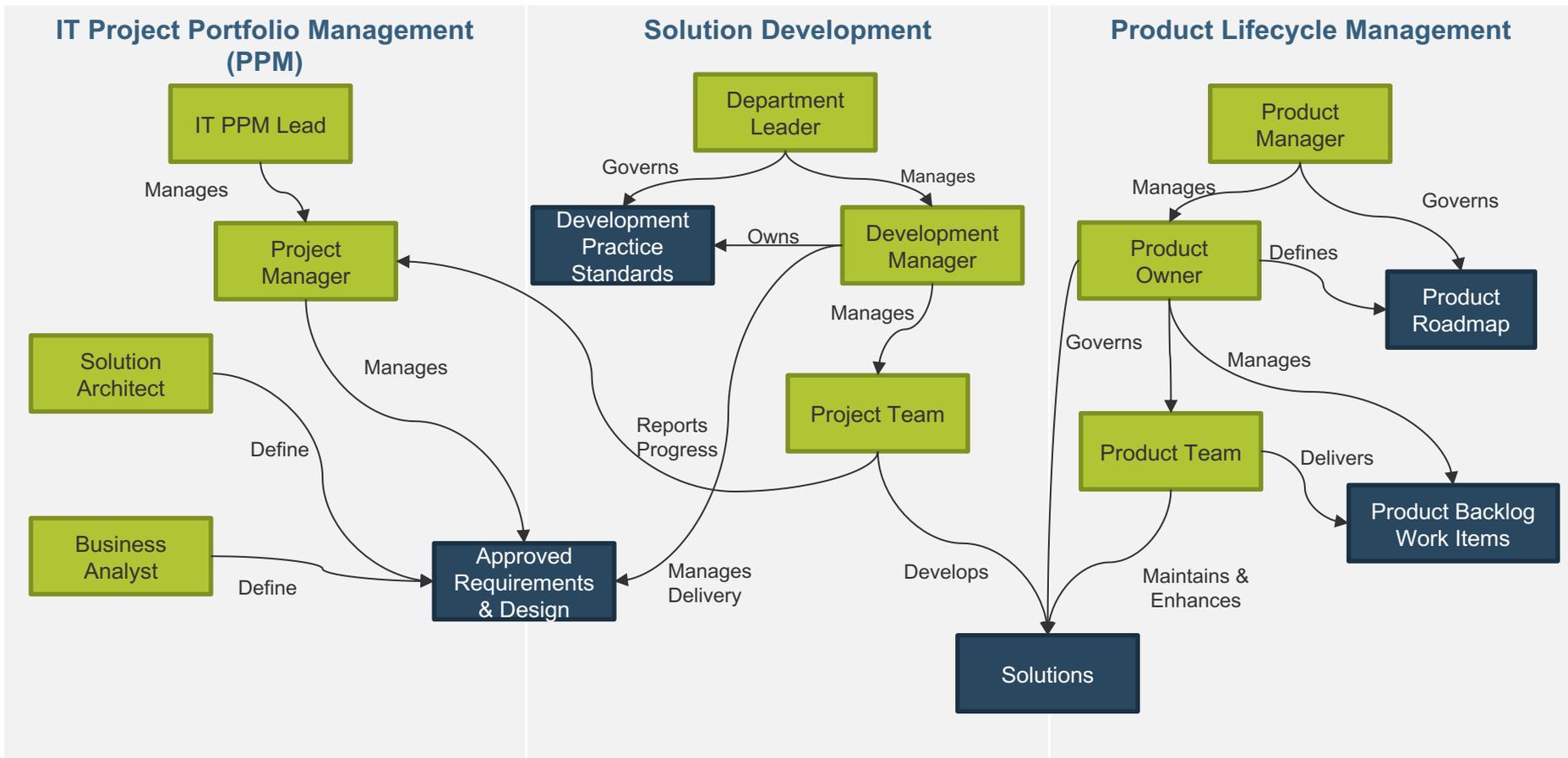
**Product owners and managers are accountable for making strategic or tactical decisions for specific aspects of a product's hierarchy.**

These boxes define ownership and decision makers for each tier of the product family.



# Product management and delivery team relationships

Product management and delivery teams and stakeholders must maintain strong communication channels and relationships.



# Metrics to gauge product success

## Sample Metrics.....

Metric	Business Value Source	Objective	Collection Method	Target
<b>Number of users of a product/service</b>	Customer and market reach	Increase user adoption	Number of login accounts of active users	25% increase in adoption
<b>Cost Reduction or Efficiencies from new product/service</b>	Profit/efficiency generation	Improve business productivity and efficiency	Service Costing	50% increase in efficiency, x% decrease in tech debt
<b>Customer Satisfaction Score</b>	Service enablement	Improve service delivery and biz enablement	Reports from customer relationship management (CRM)	x% increase in cust.sat. yr/yr.
<b>Number of projects leveraging templated artifacts</b>	Service enablement	Increase artifact reusability and traceability	Team retrospectives	90% of artifacts are templated