

# *Business analysis and the Product Owner roles – a retrospective on the essential differences and career opportunity*

Victoria Banner  
Peter Thompson  
June 2022

## Previously...

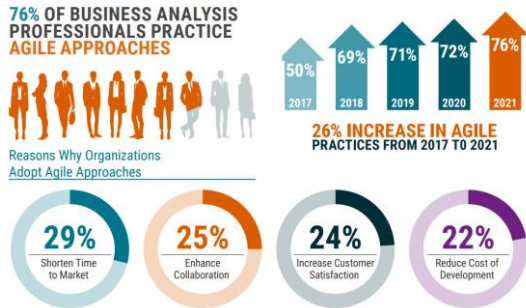
- Nov 2017 session lead by David Beckham, Karen Lees and Debbie Paul looking at “Should the role of Product Owner be part of the role of the Business Analyst?”
- Conclusion was that BA’s could execute the PO role, it was unclear if they should and the organisational context was an important factor in weather this was advised.

The groups identified the following skills within these three categories:

Personal	Analytical	Business
<ul style="list-style-type: none"><li>• Team working</li><li>• Influencing &amp; negotiation</li><li>• Adaptability</li><li>• Stakeholder management</li><li>• Innovation</li><li>• Organisational diplomacy</li><li>• Decision making</li><li>• Risk awareness</li><li>• Confidence</li><li>• Collaboration</li><li>• Written &amp; verbal communication</li><li>• Relationship building</li></ul>	<ul style="list-style-type: none"><li>• Problem solving</li><li>• Prioritisation</li><li>• Customer experience/design</li><li>• Data interpretation</li><li>• Research</li><li>• Option appraisal</li><li>• Informed decision making</li><li>• Strategy alignment</li><li>• Outcome definition</li></ul>	<ul style="list-style-type: none"><li>• Market research/ awareness</li><li>• Competitor analysis</li><li>• Trend analysis</li><li>• Business knowledge</li><li>• High level Application knowledge</li><li>• Regulatory awareness</li><li>• Commercial awareness (cost/drivers)</li><li>• Customer perspective</li><li>• Agile methodology</li></ul>

In the last 5 years...

- 26% increase in agile practices internationally and 92% of UK respondents are involved in Agile Practices.

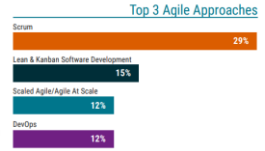


Regional Results: United Kingdom (continued)

Agile Analysis

92% of respondents are **involved in Agile**

18% of respondents are in a **Product Owner Analysis role**



Digital Initiatives

**67%** of Respondents are Involved on Digital Initiatives

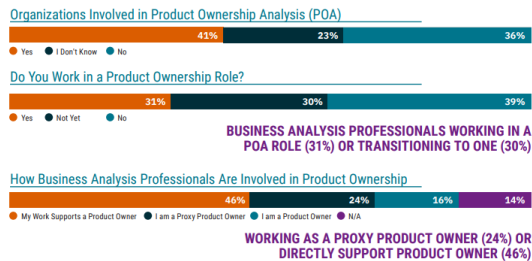


PO Role...

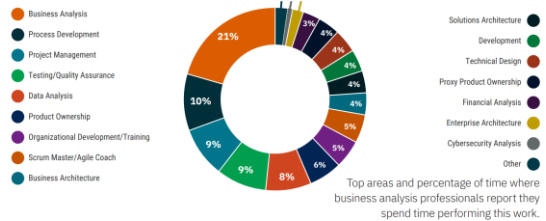
- 41% are involved in Product Ownership Analysis
- 61% are working in or wanting to work in a POA role
- 40% in a PO or Proxy PO role
- 6% of Core Responsibilities are PO related

Product Ownership

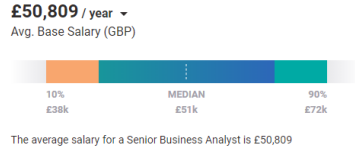
Respondents ranked the agile business analysis approaches, techniques, and skills required as a Product Owner. The results aligned with the Agile Business Analysis principles of "Analyze to determine what is valuable".



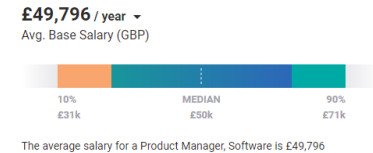
Core Responsibilities



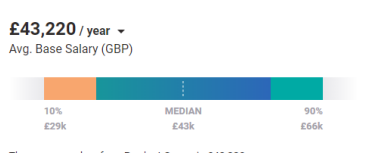
### Senior Business Analyst Salaries in England, UK



### Product Manager Salaries in England, UK



### Product Owner Salaries in England, UK



---

# Money...

Information Classification: Confidential

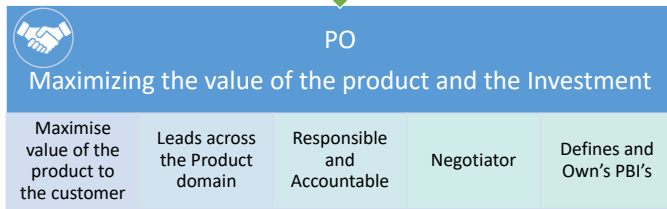
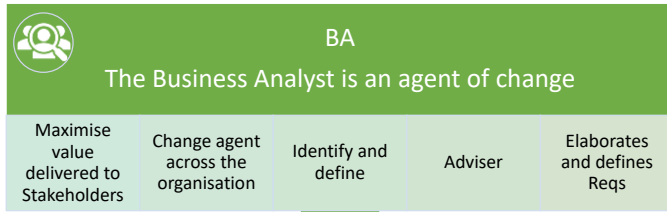
# Question:

What do you see in your organisations?

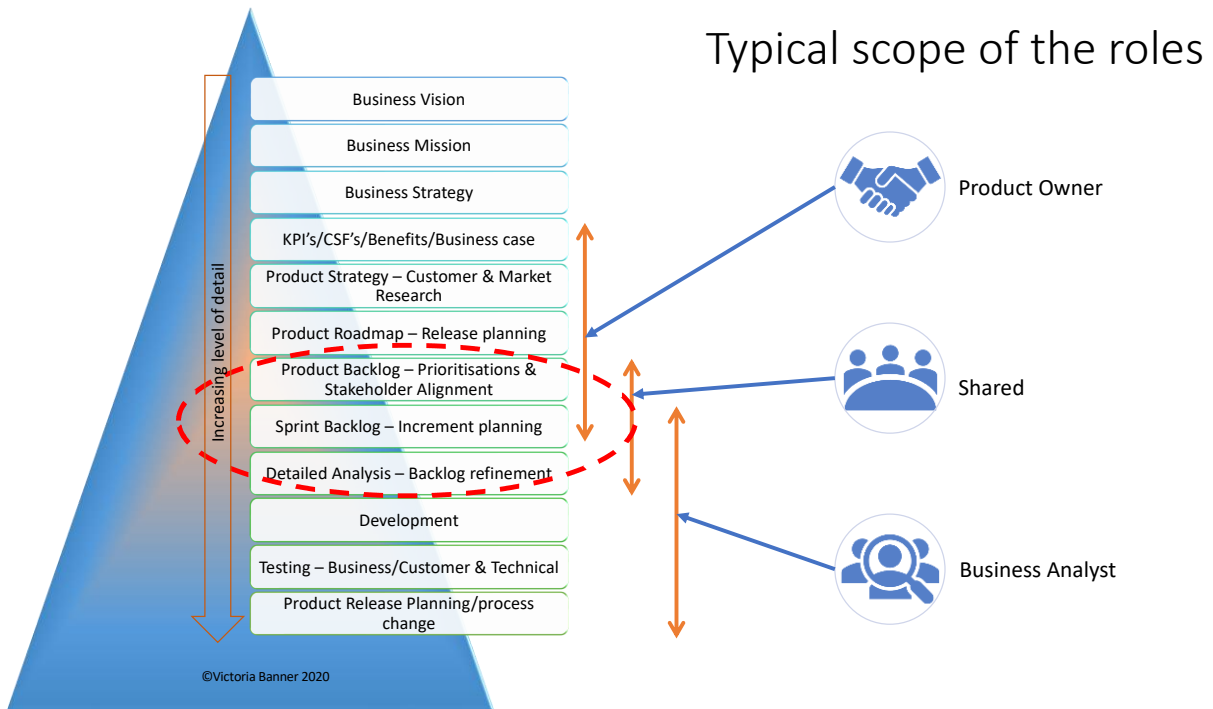


## VB NOTES FROM FLIPCHART:

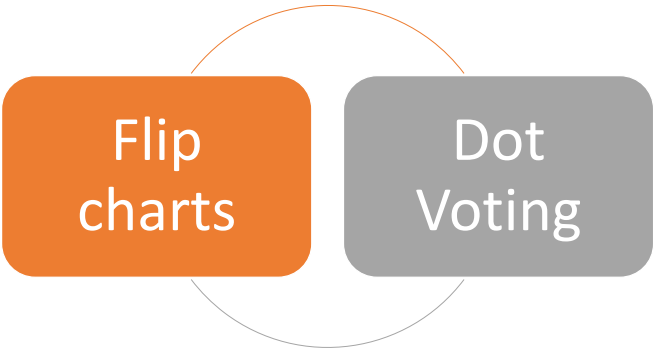
BA -> PO role	Where does the BA Practice sit vs ownership
SME-> product domain	Product Managers Product Owners
From the core business	Relegated authority vs perceived
Context of what is being delivered	Temporary role for build
BA at a higher level (4) -> PO sitting at team level (16)	Crossover Duplication
PO sets priority -> Team schedule	Direction SME -> BA day-to-day Election



Parallels in role descriptions



Skills assessment activity



NOTES FROM FLIPCHARTS:

**BA/PO competencies by category**

- BA
- PO
- Shared

**Personal Qualities / Soft Skills**



## Business / Soft Skills

Trusted advisor ●●●  
Strategic alignment ●  
Business architecture ●  
Trend and competitor awareness ●  
Project or non-project based ●●  
Business domain knowledge ●  
Process knowledge ●●  
Organisation understanding ●●  
Business finances / business case ●●  
Consulted and accountable ●  
Available to the team ●  
Competitive / market awareness ●  
Commercial and contract negotiation ●  
Outcome definition ●●

## Professional Toolkit / Professional Skills

Process modelling ●  
Data modelling ●  
Requirements definition / story writing ●●●  
Environment analysis – PESTLE, 5 Forces, SWOT, Resource Audit, MOST, Boston Box ●  
Requirements Engineering ●●  
Business case development / options analysis ●●  
Benefits management ●  
Sprint backlog management and prioritisation ●●  
MoSCoW ●  
Product vision ●●  
Product roadmaps ●●  
Product backlog management and prioritisation ●●●  
Product lifecycle analysis / management ●





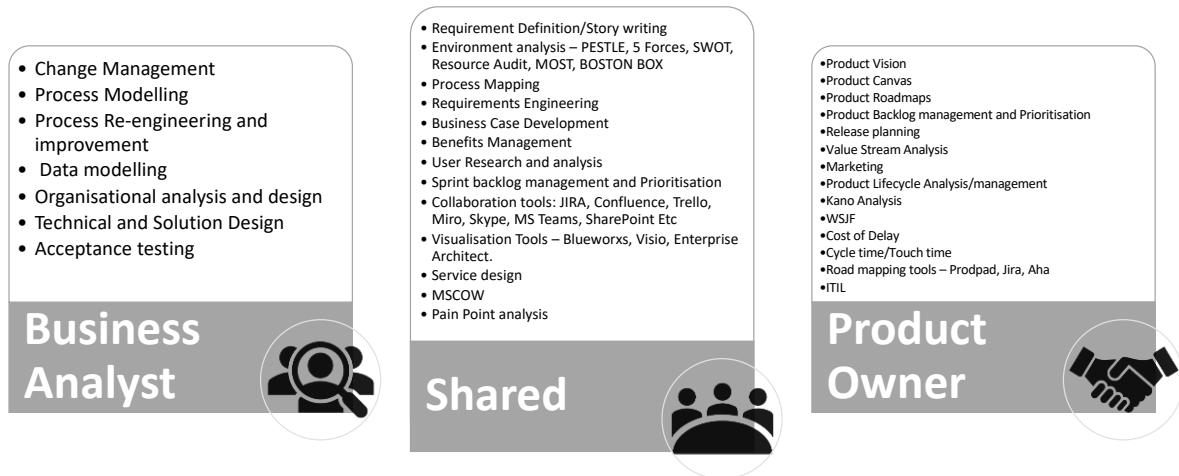
# Business Skills – Business Knowledge



Information Classification: Confidential

\*Product Management role is a delivery framework agnostic role

# Professional Toolkit - Professional



Information Classification: Confidential

# Round table discussion

What are the challenges for a BA Manager in relation to the PO role?

- Career development or training support
- Longevity of the role
- Demarking the responsibilities
- Perception of the career i.e. seniority, progression and/or salary

Pick your top challenge how to overcome the challenges?

NOTES FROM FLIPCHARTS:

## Group 1

Challenges	How to overcome the challenge
<p><b>Poaching</b></p> <p>PO is a sexy new role</p> <p>Visibility</p> <p>Maturity of BA role versus PO role</p> <p>BAs filling in gaps</p> <p>Progression ladder for PO</p> <p>Subordination</p> <p>Consistent definition hierarchy</p> <p>Terms of reference for BA and PO role</p> <p>Perception of duplication between roles</p> <p>Industry benchmark</p>	<p>Organisational Design – Where do BAs sit – Within Product</p> <p>Career pathway for BAs</p> <p>Consistent roles across organisation</p> <p>Pay BA's more</p> <p>Block moves (from BA to PO – internal transfers</p> <p>Move roles around – “musical roles”</p>

## Group 2

Challenges	How to overcome the challenge
Domain knowledge Decision making Resource management Product silo Ways of working 'Ownership' title / sexy / power	Not sexy – “with great power comes great responsibility” BA apprentices to mitigate BA to PO movement Get BAs more involved in strategy Make people more aware of what we do Measurable outcomes of analysis

## Group 3

Challenges	How to overcome the challenge
Losing BAs to products Blurring the line Performance management Become less versatile Losing to different career path Overshadowing the BA	Going holistic Focus on the differences (sales pitch) <ul style="list-style-type: none"><li>• Process driven</li><li>• Relationship building</li><li>• User stories</li><li>• Service design</li></ul>