



PRODUCT MANAGEMENT

Product Owner across Enterprise and on Large Projects

- Many enterprises carry out large projects that involve a vast number of users mostly located across multiple locations and continents.
- Enterprises can reap the benefits of Agile and Scrum if ***they start slowly and scale the project; that is, grow the project by adding one team at a time.***
- If an Enterprise starts with large teams from day one of the project:
 - It can create too many communication channels across multiple teams
 - Product development may become overly complex
 - Future product updates may become time-consuming, resulting in much rework

THE CHIEF PRODUCT OWNER

- One Product Owner with multiple teams can lead to overworking, inability to see the big picture, conflicting requirements, and failed negotiations.
- When more than one team is involved in a Project, there could be multiple Product Owners.
- These multiple Product Owners can identify one Product Owner as the **Chief Product Owner**, who oversees the Product Vision and operates on top.
- This **Chief Product Owner** guides the other product owners. The **Chief Product Owner** communicates with other teams and works at optimizing project-wide progress.

PRODUCT OWNER HIERARCHIES

- Across an enterprise, there is a possibility to create hierarchical Product Owners for complex and large projects.
- Let us explore Product Owner hierarchy with the following example.

Example

A global telecom company wants to implement a home-grown Service Orders system. This telecom company has several Infrastructure items such as Mobile Towers located at locations distributed across multiple geographies. When any of these infrastructure assets such as Mobile Towers breaks down, sending the right Service Personnel has become a big problem for this organization.

The proposed Service Orders system will first build an inventory of the existing infrastructure assets and their location. It will also build a list of service personnel available at each office along with their skill and specialization. This system will be implemented across the globe.

Product Owner Hierarchies

- **Senior VP of Services Division** will be the Chief Product Owner, and leads the complete Service Portfolio across the globe.

- Each geography is represented by **VP of Infrastructure** as the local Product Owner.
- In certain geographies, the Service personnel are from Supplier organizations; that is, outsourced vendor organization provides the required manpower. In such geographies, to address the Service Personnel requirements, **VP of Procurement** will be assigned as the Product Owner.
- This organization also has a few manufacturers of Telecom equipment as partners. This organization works with these manufacturers on Research and Development of required Infrastructure items. **VP of Product Innovation** will represent these interests on the Project as the Product Owner.
- From IT for System development and integration perspective, **Senior VP of IT Service** will be the Product Owner. This **Senior VP** will be assisted by several local **VPs of IT Services** from multiple geographies for their local geography-specific requirements.

