

ROLE

PO

Product Owner

Deeply understands their own product — represents the user and the product vision.

FOCUS: DEPTH

WHAT THEY DO

- **Backlog prioritization** and management
- **Collaboration** with the Scrum Team — coordinates, but is not the manager
- **Sprint planning** and refinement
- **Roadmap** planning and maintenance
- Development **acceptance or rejection**
- Requirements related to their own product **elaboration**

WHAT THEY DO NOT DO

- Full description of E2E processes
- Solution design across multiple systems
- Gap analysis and business case

PRIMARY PARTNER

Development team

Reports status to the project

REFERENCE · DORNYEIKATALIN.HU

PO vs BA

Two different professions, two different perspectives — together they see the full picture.

SHARED AREA

- Representing users and business stakeholders
- Stakeholder communication
- Requirements documentation
- Defining acceptance criteria
- Validating testing
- Participating in kickoff meetings
- **User stories** writing and review

IF ONE OF THEM IS MISSING

⚠ Without a PO

Everyone wants everything, without prioritization or product logic. No one keeps the requirements together around a clear product vision.

⚠ Without a BA

Dead ends in development. The full flow and the impact on related systems are not visible.

"These are two different professions and two different perspectives. Both are needed for quality development."

Dörnyei Katalin · dornyekatalin.hu

THE KEY POINT

Together they see the full picture — alone, they do not.

ROLE

BA

Business Analyst

Sees the full process — the link between business and technology.

FOCUS: BREADTH

WHAT THEY DO

- **E2E processes** description, the big picture
- **Gap analysis** (AS-IS / TO-BE)
- Cross-system **data flow** description
- **Business requirements** written for all affected areas
- **Business case** preparation
- Functional specification **approval**, tracking progress

WHAT THEY DO NOT DO

- Backlog prioritization and sprint planning
- Deep, day-to-day product knowledge
- Day-to-day management of the development team

PRIMARY PARTNER

Project and business areas

Exchanges status with the PO