

AGILE PRODUCT OWNERSHIP

AI-ENABLED DELIVERY

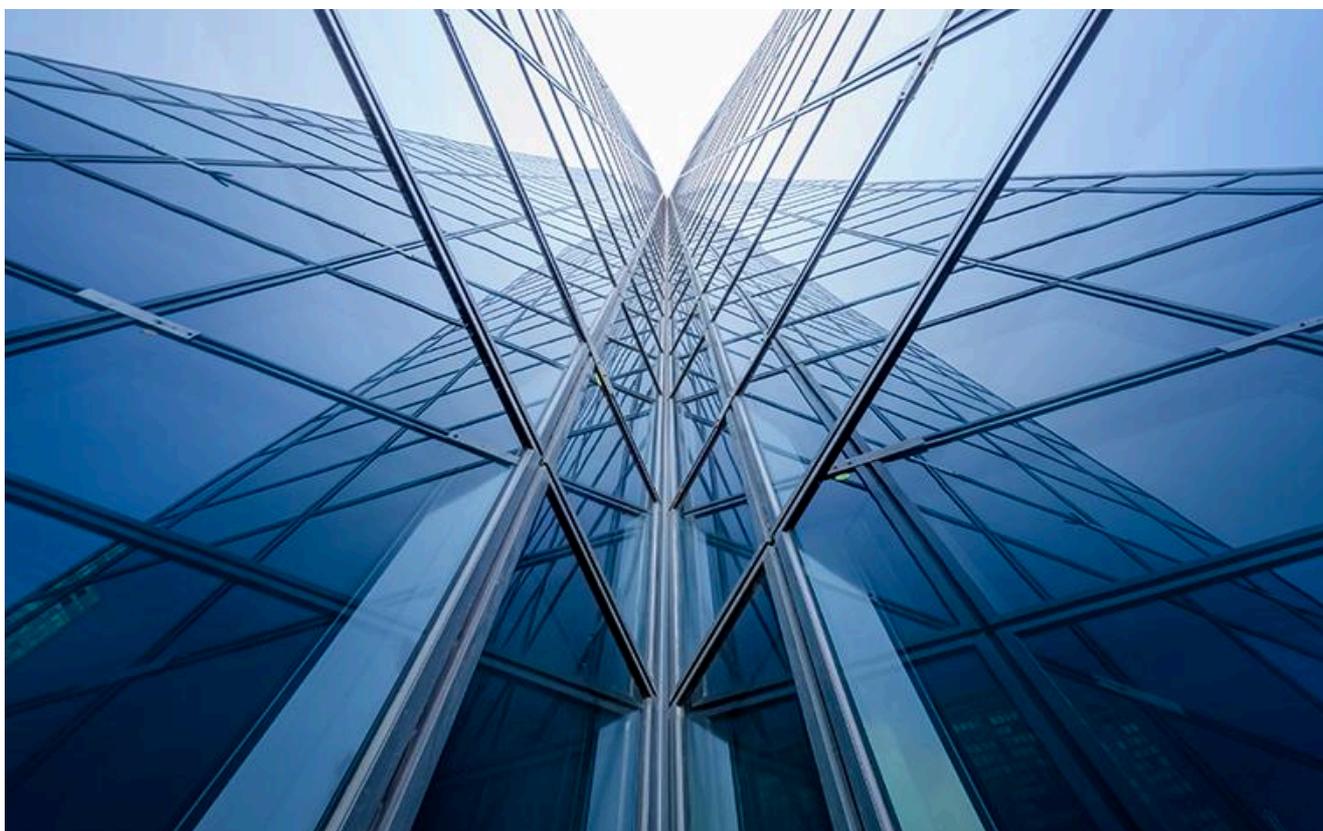


ALFAFINTEC

Executive Summary

A global analytics organisation sought to pivot its Operations PMO from IT-driven metrics to business-oriented outcomes, scale agile practices across distributed teams.

Established product ownership practices, created prioritisation frameworks, and led an AI-enabled delivery project that produced an executive-grade market intelligence prototype that provided measurable improvements to delivery success.



TYPICAL PROBLEM IN SOFTWARE AND DATA PRODUCT TEAMS

Most mature enterprises still rely on output-centric PMO frameworks that compete with product-led delivery (tasks completed, adherence to plans) rather than outcomes (business value delivered). This blocks the adoption of product thinking and agile practices, especially where data science and AI projects are involved.

FIXING COMMON AI CHALLENGES



Inconsistent results



Fragmented data



Poor adoption



Black box responses

Link, train, and explain:

- Automate processes
- Blend data sources
- Offer user education
- Disclose AI-assisted roles



OTHER CHALLENGES:

Sizing and prioritising work is inconsistent across teams, leading to misaligned expectations.

Data and ML projects lack clear OKRs and measurable outcomes, increasing the chance of expensive, low-impact experiments, resulting in high-cost iterations that rarely reach production..

PMO metrics are not actionable for product managers, so governance decisions lag tactical needs.

Repeated cycles of explanation with stakeholders to link, train, and explain the same concepts repeatedly, with minimal improvements over time.



- Disclose AI-assisted roles
- Offer user education
- Blend data sources

APPROACH

ALIGN PMO TO PRODUCT OUTCOMES AND ENABLE AI PILOTS

1

Reorient PMO to business outcomes

- Replaced IT-centric reporting with product-value indicators and OKRs, allowing governance to focus on commercial impact
- Created a framework for sizing and ranking user stories to improve prioritisation within agile teams

2

Establish product ownership and release discipline

- Trained product owners and product managers in value-based prioritisation and acceptance criteria
- Instituted regular backlog grooming and release planning that aligned with business quarters and regulatory checkpoints

3

Deliver an AI-enabled market intelligence prototype

- Designed and directed an AI-powered market intelligence project as a demonstrator, using local LLMs to correlate project and market data and produce actionable insights for stakeholders
- Ran the prototype through short, auditable sprints with clear acceptance criteria and measurable outputs

4

Embed measurement and governance

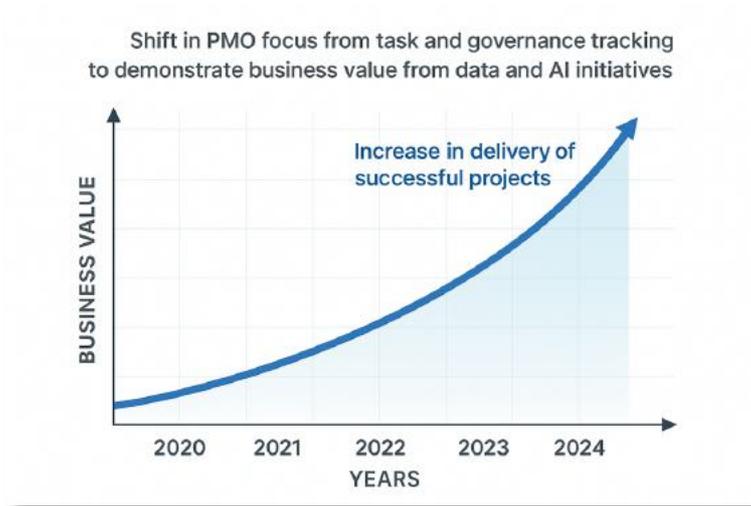
- Introduced the Project Portfolio Value Dashboard to quantify initiative contribution to corporate objectives and provide monthly executive disclosure

OUTCOME

The shift to value-based governance contributed roughly a 20–25% improvement in successful project delivery rates across the portfolio.

The AI prototype delivered a reusable data pipeline and a market-intelligence dashboard that became the template for subsequent data-driven initiatives.

The PMO’s monthly disclosures and the Project Portfolio Value Dashboard improved executive decision-making and reduced executive effort spent reconciling delivery activity with business results.



LESSONS FOR SOFTWARE / DATA PRODUCT TEAMS

Treat AI and data projects as product bets: define hypotheses, measures of success and strict acceptance criteria.

PMO must bridge governance and product teams with metrics that are meaningful to both audiences.

Rapid, auditable prototypes reduce the risk of expensive, indefinite AI experiments.



problem → approach → outcome