# An Overview of Value Considerations
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The Product Partners

Successful products incorporate the perspectives of diverse stakeholders—what we call the product partnership. The partnership consists of representatives of three groups: customer, business, and technology. Collaborating as partners, these people reach a shared understanding of the product's options—potential requirements or product needs expressed in stories, features, minimum marketable features, text descriptions, and so on. The partners decide which options to deliver at a given point in time. All three types of partners have diverse perspectives on value.
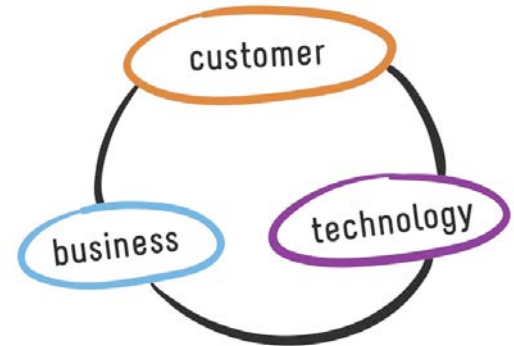
The Product Partners

Value Considerations

A value consideration is a variable used to assess the value of product options. For example, customers' value considerations may include convenience and cost savings; business partners may list alignment with the vision, market positioning, and resource needs; and technology partners may consider feasibility, service costs, and quality attributes.

Value considerations can be tangible (such as realized cost savings or revenue gains) or intangible (such as social gains). Value considerations can be associated with the product's functional, utilitarian attributes as well as its symbolic, experiential, or emotional attributes. They may incorporate broader values reflected in the context of product use, design elements, market differentiation, organizational learning, long-term product serviceability, and more.

We recommend listing and ranking value considerations during product discovery, as you plan and analyze your product's options. Using the "structured conversation," the partners assess the relative value of each product option. They evaluate and balance the value considerations, benefits, risks, and dependencies to collaboratively and transparently make value decisions.

Product Partner	Value Considerations
customer	Costs, time: cost savings, reduced learning time, efficiency
	Usage: utility for the physical environment; frequency or regularity of use; ease of use, convenience, reduced frustration; reduced errors, interruptions, or disruption of work or pleasure
	Safety, personal security, comfort
	Alternatives do not exist
	Personal, experiential: self-enhancement, belonging to a community, ego identification, loyalty, trust, cognitive stimulation, sensory pleasure, variety, role position
business	Strategic alignment with the product vision, goals, objectives
	Up-sell (add-on sales) or usage potential
	Differentiation: market fit, competitive positioning
	Parity: meeting customer or market minimum expectations, need to stay "in the game"
	Revenue protection (from fines, regulatory violations)
	Costs: opportunity cost, cost of delay, cost to deliver, cost to maintain and support
	Market acceptance, customer readiness
	Improved operational efficiencies
	Use of existing assets
	Required expertise (to discover, install, train, and service the product)
	Brand recognition, brand promotion
	Customer retention
	Customer or market potential for new customers, market segments
	Regulatory volatility
	Regulatory uncertainty
technology	Alignment and readiness: readiness of technical infrastructure (full, partial, not at all)
	Technical feasibility
	Cost, time to support future serviceability or maintainability
	Cost, time to maintain data quality, integrity, synchronization
	Cost, time to support, repair the product
	Cost, time to obtain expertise to design, build, transition, deliver, install, and service the product, train personnel
	Technical competencies to build and support the product do or do not exist
	The deployment environment currently exists
	Potential for future cost or time savings through improved technical platform

For more information on how to discover to deliver high-value products, use the structured conversation framework, and the business value model, visit *Discover to Deliver: Agile Product Planning and Analysis*.