



# Sample Technical and Business Personas

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# Sample Personas for Data Management Campaigns



- Chief Data Officer (CDO)



- Product Manager/Line-of-Business Owner



- Enterprise/Data/Cloud Architect



- Data Scientist/Business Analyst



- Developer



- Database Administrator





**Chief Data Officer (CDO)**

### Role details

Responsible for data governance. Cares about data model, driving reuse and data integrity. Needs to tap new data sources to deliver insights into the business, tying insights back to operational decisions.

### Priority Initiatives

- Enable an organization to be more data-driven
- Responsible for the organization's data model
- Leads data governance efforts
- Minimize data duplication and sprawl
- Catalogs data sources, data stores, and who consumes them
- Create CoEs to explore Mobile and IoT Data
- Defines Key performance indicators (KPIs).
- Defines dashboards that measure business operations against key performance goals and within risk objectives. Improve operational efficiency to drive profitability.

### Success Criteria

- Make the organization more data-driven.
- Better able map business performance to measurable KPIs such as profitability and risk
- Use data to create product and service offering differentiation
- Use data to provide Customer 360 and improve customer satisfaction

### Perceived Barriers

- Organizations' resistance to change existing solution
- Having to move data to analyze it
- Hardware constraints
- Security

### Decision Criteria

- Needs to build a business case based on incremental revenue.
- Needs buy-in from CISO
- Values real-time data sources
- Integrated and automated data flows
- Data consistency
- Not relying on summary data
- Ability to use ML and AI

### Information Sources

- CDO events (Evanta)
- Industry events (TDWI and DBTA)
- Professional organizations (DMA)
- LinkedIn groups
- Twitter
- Analyst firms (Gartner, IDC, etc.)





**Enterprise/Data/  
Cloud Architect**

### Role details

Needs to make high-level decisions, including coding standards, tools, and platform selection, to meet business needs

### Priority Initiatives

- Enables an organization to be more data-driven
- Responsible for the organization's data model implementation
- Leads data governance efforts
- Catalogs data sources, data stores, and who consumes them
- Defines Key performance indicators (KPIs).
- Create CoEs to explore Mobile and IoT Data

### Success Criteria

- Standards compliance
- Maintainable, Supportable, robust, highly available infrastructure
- Extend Cloud First and shared services initiatives to be inclusive of data repositories

### Perceived Barriers

- Suspicious of open-source
- Vendor viability
- Available APIs

### Decision criteria

- Compatibility with the rest of the organization's architecture without needing costly investment?
- Does the solution comply with appropriate internal and external standards?
- Security and privacy compliance
- Supportability - end of life considerations
- Maintainability
- Data retention
- Data integrity. ACID compliance
- Robustness: Backup-recovery. Disaster recovery.

### Information sources

- Analyst firms (Gartner, IDC, etc.)
- Tech pubs like ZDNet, Wired, and DBTA
- Professional organizations like TDWI and DMA
- Technical forums
- Enterprise Architecture Body of Knowledge
- DAMA





## Developer

### Role details

Hands-on developer or first-level manager with coding expertise, working in a full-time corporate or contractor position. Typically, between 20 and 50 years old. Focus is on developers who create and extend software rather than test/verification, quality assurance, or field service

### Priority initiatives

- Schizophrenic shift to low-code and open source
- Agile delivery of new features and functionality
- Embed AI/ML into applications
- Move applications to be Cloud Native and Mobile

### Success criteria

- Speed of delivery of new features and functionality
- Number of additional projects run simultaneously
- User stickiness/satisfaction rates
- Reduction of technical debt
- Test/Verification statistics (defects, vulnerabilities, etc.)

### Perceived barriers

- Legacy platforms and tools
- Code sprawl
- IT Operations support and interface
- Understanding the business/technical context

### Personal motivations/traits specific to field

- Fear of even longer hours of work
- Desire to know/adopt latest languages and tools
- Far more likely than any other role to look for side jobs in their field

### Decision criteria (example related to databases)

- Interoperability and standards-based
- Reduce sprawl, improve consolidation
- Expertise ramp and investment
- Furthers digital transformation support from a single platform – mobility, cloud, etc.
- Supports agility and DevOps

### Information sources

- Word of mouth, hackathons
- Developer Sites (in particular forums)
- Blogs, white papers, code samples

### Titles

- Primary titles
  - [various title prefixes] Developer
  - [various title prefixes] Software Architect
  - [various title prefixes] Software Engineer
  - [various title prefixes] Product manager
  - [various title prefixes] Service line manager
  - [various title prefixes] Data Architect
- Secondary titles
  - [various titles ] plus Mobile or Android, iOS platform
  - [various title prefixes] IoT platforms





## Product Manager/ Line-of-Business Owner

### Role details

Owns the product or service from a design and profit-and-loss standpoint. Typically between 30 and 60 years old. Focus is on product/LOB owners who are creating more and more software-based complexity requiring data management, integration, and analytics directly on their platforms at the edge

### Priority initiatives

- Networking and instrumenting their products to improve field support, SCM, product quality
- Agile delivery of new features and functionality
- Improved UX and understanding which features/functionality is used and how
- Embed AI/ML into software for improved automation and end-user decision support

### Success criteria

- Speed of delivery of new features and functionality
- Number of additional projects run simultaneously
- Direct cost and impact on the rest of BOM cost
- Component consolidation across product lines
- Customer/End-User satisfaction

### Perceived barriers

- Software Developer/IT Resources and knowledge
- Increased product/servicing complexity
- Data management and analytics expertise

### Personal motivations/traits specific to field

- Fear of even longer hours of work
- Desire to know/adopt latest languages and tools
- Far more likely than any other role to look for side jobs in their field

### Decision criteria (related to products)

- Design/MFG/Deployment Impact (cost
- Interoperability and standards-based
- Vendor consolidation and risk management
- Expertise ramp and investment
- Differentiation that improves P&L

### Information sources

- Word of mouth, Analysts
- Trade shows and conferences
- Blogs, white papers, competitive analysis

### Titles

- Root titles
  - Product Development/Management, Technology, ...
  - Team Lead, Senior, Manager, Director (of), etc ...
  - [various title prefixes] Product manager,
  - [various title prefixes] Service line, Practice manager
- Secondary titles
  - [various titles ] plus Product Names, Division Names
  - [various title prefixes] Product portfolio names, Customer area/Industry area names





## Data Scientist/ Business Analyst

### Role details

**Data Scientist:** Selection, adaptation, and application of statistical and analytical techniques to datasets representative of real-world business and operational processes and entities (human and machine) involved in or impacted by them.

**Business Analyst:** Mining and visualization of data to unlock insights that positively direct business decisions (ad hoc or automated) to streamline operations, derive profit, and gain a competitive advantage.

### Priority initiatives

- Embed AI/ML into applications (aka embedded analytics)
- Inline data extraction instead of out-of-band surveying
- Platforms to support data integration at scale
- Top line revenue analytics support: SKU and SoMe data analysis, MBA, Virtual Assist, Chatbots, etc.

### Success criteria

- Extracting project-specific value from my data lakes/EDWs
- Number of additional projects run simultaneously to more stakeholders
- Clear, quantifiable business-related results
- Reducing data preparation time while expanding data sources and dataset size

### Perceived barriers

- Quality/quantity of training data for ML/AI
- Clearly understanding what questions need answering and predicting the impact of those answers
- DBA and IT Operations support and interface

### Personal motivations/traits specific to the field

- Does the technology help me understand the business better and solve problems, or isolate me
- Desire to know/adapt the latest languages and tools
- Moving from skunkworks (Data Science) or hindsight reporting (Business Analyst) to directly driving business

### Decision criteria (related to database products)

- Can I use my standard tools on this platform
- Can I work with Structured and Unstructured data
- Can I rapidly develop initial model/reporting structure and iterate/publish rapidly
- Does this platform help or hinder industrialization of my models/algorithms/etc.

### Information sources

- Data science/ Business Analytics user communities: Kaggle, Reddit, Kdnuggets, Data Science Central, Quora, Cross Validated, etc.
- Business Analysts societies, journals, etc.: BA Times, BusinessAnalyst.com,
- Data science/Biz Analysts blogs: DataVersity, Codementor, Data Plus Science, ModernAnalyst.com, etc. MOOCs, GitHub
- LinkedIn Groups

### Titles

- Primary titles
  - [various title prefixes] Developer
  - [various title prefixes] Data Scientist
  - [various title prefixes] Business Analyst
  - [various title prefixes] Data and Analytics Manager
  - [various title prefixes] Product manager
  - [various title prefixes] Data Architect/Engineer
- Secondary titles
  - [various title prefixes ] Statistician/Researcher





## Database administrator (DBA)

### Role details

Hands on management of databases in support of data scientists/business analysts, application developers, IT Operations, and others leveraging databases. DBAs support selection, installation, management, optimization, backup/DR/etc. for all databases within an enterprise.

### Priority initiatives

- Improving performance and access to databases for complex and ad hoc queries
- Providing database-as-a-service functionality
- Database support for AI/ML and IoT
- Cloud migration and DevOps

### Success criteria

- Speed of delivery of new features and functionality
- Number of additional projects run simultaneously
- Positive impact on strategic IT and Business initiatives
- Legacy modernization and consolidation

### Perceived barriers

- Database sprawl and legacy procedural calls
- IT Operations support and interface
- Data governance and security in the Cloud

### Personal motivations/traits specific to field

- Fear of automation/new technology diminishing or outright eliminating their roles
- Desire to know/adopt latest languages and tools
- Up-level skills, title and therefore salaries by becoming Data Engineers/Data Scientists/Biz Analysts

### Decision criteria (related to database products)

- Reliability and Security, will this technology negatively impact SLAs to my users
- Reduce sprawl, improve consolidation
- Does this technology increase my skill set or reduce my value to the company and data projects
- Does this platform help bring my data team together (from Data Scientist and Business Analyst to Architects and Engineers to Application Developers)

### Information sources

- SQL User groups
- Developer forums, content syndication sites
- Vendor conferences and trade shows
- White papers, benchmarks, code samples

### Titles

- Primary titles
  - Prefixes: Senior, SQL, Manager of, etc.
  - [various title prefixes] Database Administrator
  - [various title prefixes] DBA
  - [various title prefixes] Data Center Support Specialist
  - [various title prefixes] Data Quality Manager
- Secondary titles
  - [various titles ] Database Architect/Engineer

