



Twilio Segment Buyer Personas



Buyer Persona

CTO/VP/Sr Engineering



“There was no single source of data which could be used to monitor the end-to-end customer funnel. We needed an overhaul to our analytics strategy. We didn’t want our managers to have to patch together data to get a comprehensive picture”

Alternate Titles
Data Engineering
Developer Operations
Software Architect
Head of Engineering
Director of Engineering
Engineering Manager/Lead
Lead Developer

Objectives	Challenges/Pain points	Benefits	Products
<ul style="list-style-type: none">Hire and retain top engineering talent.Ship products fast, maintain code quality and product reliability.Reduce time and maintenance of data integrations.Empower non-engineering teams to self-serve data integrations and tools.Decide which parts of the tech stack should be built vs. bought.	<ul style="list-style-type: none">Instrumenting new tools for other teams can be a distraction and reduces time spent on shipping.Building integrations is time consuming and requires constant upkeep.Hiring additional engineers or using valuable engineering time to manage data pipelines becomes a time suck.Code for data tracking may not have an owner and can be bounced around.Concerns that collecting large amounts of customer data may impose regulation and compliance challenges.Creating systems to allow business teams to self-serve data can be complex and time-consuming.Dealing with outdated systems and software, can be difficult to maintain, upgrade, or integrate with newer technologies, hindering innovation and efficiency.	<ul style="list-style-type: none">Save time on integrations and setting up new data pipelines for every tool. Instant integrations with 450+tools.Simplify data collection with a single API.Build custom solutions on Segment’s extensible platform- Flexibility to work with existing stackGain a single source of truth for your customer data.Establish a company-wide understanding of your data model.Identity resolution — unify customer records across web, mobile, email, and in-store actions into one profile.Easily instrument user controls and protect sensitive data with the Privacy Portal.Keep data in a single place with Zero Copy Architecture to reduce data security risks as it is not duplicated or living in multiple places.	<p>Connections with rETL + Linked Profiles</p> <ul style="list-style-type: none">Collect data using your preferred library and sync it across all tools.Send all of your customer data into a data warehouse.Test out new tools and avoid vendor lock in with Replay.Streamline engineering time by enabling business teams to easily access warehouse data.Activate data that lives in a data lake or data warehouse in a way that is fast, simple and secure with Zero Copy.Combine relational warehouse data with real-time profiles for enhanced targeting and personalization using Linked Profiles. <p>Protocols</p> <ul style="list-style-type: none">Ensure data consistency and accuracy, helping to prevent data-related issues and improve the reliability of business insights.Diagnose data quality issues with actionable reports and alerts.Autocomplete, streamlines the process of setting up or modifying your tracking plan. <p>Unify with Profiles Sync</p> <ul style="list-style-type: none">Unify user history across devices and channels into one profile.
Success Metrics	Use cases	Growth/Mid-Market	Enterprise
<ul style="list-style-type: none">Engineering team retention.Engineering team productivity.Product performance e.g. speed to load page and uptime.Reduction of bugs.Cost efficiency of tech stack.	<ul style="list-style-type: none">Data activationProfile enrichment	<ul style="list-style-type: none">Integrate just one API and unlock access to an entire suite of API-first tools.Focus on building your product and not data integrations.Use customer data efficiently across the business and enable self-serve access to customer data.Segment's robust infrastructure can handle large volumes of data, making it an ideal solution for growing companies. It can easily scale as the company's data requirements increase.	<ul style="list-style-type: none">Event streaming architecture built to handle enterprise consumer scaleSave time on data integrations for non-engineering teams.Robust security features helps companies comply with data privacy regulations, reducing the risk of data breaches and non-compliance penalties.Ensure data consistency across the entire organization, including subsidiaries.A single source of truth for customer data, which can significantly simplify data management and decision-making processes.

Buyer Persona

Director, Data Platform



“If there were a world where you were providing a layer on top of the underlying data and we own the underlying data, that would be very appealing to us. Our security team would love it [and it would]...potentially unlock new use cases for us that are challenging to do otherwise.”

Alternate Titles

Enterprise:
Chief Data Officer
Chief Technology Officer
VP of Data Product Management
Head of Martech

MM/Growth:
Data Architect
Lead Data Engineer
Tech Lead
Data Product Manager

Objectives	Challenges/Pain points	Benefits	Products
<div>Technology investments<ul style="list-style-type: none">• Scale, are modular, and interoperable with their data stack.• Aligned with increasingly stringent data privacy and security requirements (e.g. needs to own their first party data).• Aligned with their data mature organizational best practices (e.g. need for version control, CI tooling, and robust observability features, etc)</div> <div>Stakeholders Management<ul style="list-style-type: none">• Stakeholders are able to take advantage of all first-party data when delivering targeted and personalized customer or lead experiences• Enable self-service for business users without the need to involve data platform team resources for marketing to activate data.</div>	<ul style="list-style-type: none">• Struggling with fragmented and siloed customer data across different systems and platforms.• Difficulty in enabling real-time profile, creation, access and activation for different teams.• Faster time to value—and lower cost of ownership—with option to choose the prebuilt components and integrations that work best with your existing stack. Choose the capabilities that you needs like data governance, data pipelines, AI models and identity resolution• Faster execution in support of business users• Need to get AI ready data that is appropriately structured, organized, and processed to facilitate effective utilization by artificial intelligence (AI) systems.• Spending significant time and resources on building and maintaining data pipelines.• • Difficulty in ensuring data quality, consistency, and compliance across all data sources.• Challenges in scaling data infrastructure, due to rigid inflexible systems, to keep up with growing data volume and complexity.• Is tasked with enforcing compliance and security around customer data	<ul style="list-style-type: none">• Looking to activate off a single source of truth for data so all communication and analytics around customers is consistent throughout every channel• Supporting marketing/business users to activate customer data that exists within the warehouse• Limiting data exposure surface area to ensure that customer data is secure	<div>Connections + Reverse ETL<ul style="list-style-type: none">• Action off of data single source of truth• Send all customer data into a data warehouse• Improve Ad Spend Efficiency / ROAS and operational metrics</div> <div>Unify /w Profiles Sync<ul style="list-style-type: none">• Identity resolution/golden profile• Machine Learning / AI Model Training</div> <div>Engage/w Linked Audiences, Predictive Traits or Functions<ul style="list-style-type: none">• Run campaigns off of data single source of truth• Improve Ad Spend Efficiency / ROAS and operational metrics• Machine Learning / AI Model Training• Advanced Audiences / Household + B2B</div>
Success Metrics	Use Cases	Growth/Mid-Market	Enterprise
<ul style="list-style-type: none">• TTV: While obtaining a more complete customer 360 is always a goal, the activation TTV for “good enough” data is top of mind to help improve marketing ROAS and operational metrics• Data engineering hours/tickets saved	<ul style="list-style-type: none">• Profile Enrichment• Data Activation	<ul style="list-style-type: none">• Support the business in enabling self-service customer data across disparate sources• Creating a single version of the customer profile• Buy what they need when they need it for their use case (composable)	<ul style="list-style-type: none">• Event streaming architecture built to handle enterprise consumer scale• Connecting to data in the warehouse as a source of truth• Enable marketers on both real time and data at rest in a self-service way without creating net new pipelines and copies of data across the organization• Integrates with their existing ecosystem of data warehouse, in house tools, and 3rd party destinations

Buyer Persona

VP/Director Marketing



“We have very different sources of truth and various platforms not speaking to each other, which led to missed conversion opportunities and funky customer experiences. It was important that we improved the way our data flows so that we can ultimately deliver a wonderful experience”

Alternate Titles
Chief Marketing Officer (CMO)
Head of Online Marketing
Marketing Director
Digital Marketing Director
Lifecycle Marketing
Customer Acquisition Director
Performance Marketing
eCommerce Manager

Objectives	Challenges/Pain points	Benefits	Products
<ul style="list-style-type: none">• Drive lifetime value of customers• Improve marketing spend to revenue generated customer acquisition cost (CAC) and return on ad spend (ROAS)• Drive more traffic (grow top of funnel)• Improve conversions of signups and purchases (conversion rate optimization CRO)• Increase funnel velocity (make users convert faster)• Understand ideal customer profile/motivations, and messages that resonate by persona• Empower teams with the right tools to do their job efficiently	<ul style="list-style-type: none">• Identifying sustainable, scalable growth channels• Delivering a relevant and engaging user experience (e.g. sending activation emails that incorporate activity and traits)• Limited budgets – Do more with less• Constantly changing marketing and martech landscape• Death of 3rd party cookies• Teams being blocked from fast execution by needing to go through data teams• Growing traffic from the right audience efficiently• Accessing reliable data to measure/attribute campaigns• Ensuring data is collected and used with the right consent and applicable laws• Meeting growth targets (signups, MQLs, sales opps)• Pressure to leverage AI but it’s not easy to use for marketing teams	<ul style="list-style-type: none">• Get a clear understanding of ideal customers and their motivations• Drive user engagement and activation rates• Lift in conversion rates• Increase customer lifetime value (LTV)• Get a 360° view of customer• Engage with customers with multichannel journeys• Precise personalization• Flexibility to work with my existing marketing stack	<p>Engage Foundations</p> <ul style="list-style-type: none">• Build your ideal audience using data about a user’s relationship with your company• Personalize the user experience at scale• Ensure communications are consistent and relevant for lifecycle marketing• CustomerAI: The power of data science at marketers fingertips• AI that’s easy for marketers <p>Unify</p> <ul style="list-style-type: none">• Build unified golden profiles of customers with a complete, relevant view of their preferences and behaviors <p>Connections</p> <ul style="list-style-type: none">• Implement your ideal stack without the engineering overhead• Easily test and trial tools for optimizing new channels• Understand user behavior and motivations with consistent event data across your stack
Success Metrics	Use cases	Growth/Mid-Market	Enterprise
<ul style="list-style-type: none">• Conversion & Retention Rates• User Acquisition Cost (CAC)• Customer Lifetime Value (CLV)• Website or App Traffic• Cost per Click (CPC)• Unique visits to website• Lead conversion to customer (e.g. shopping cart conversion or lead to sales opportunity)	<ul style="list-style-type: none">• Optimize Ad Spend• Boost cross-sell and upsell• Enrich customer profiles	<ul style="list-style-type: none">• Understand your ideal customers to unlock long-term, sustainable growth	<ul style="list-style-type: none">• Understand your customers to unlock efficiencies and incremental growth• Real time customer data activation at scale

Buyer Persona

VP/ Director Product



“We lack depth because of not fully understanding the behavior of customers. We don’t know who is using the product. We can’t measure the level of engagement accurately enough to identify which accounts are healthy, and which aren’t”

Alternate Titles
Chief Technology Officer
Chief Product Officer
Growth Product Manager
Product Owner/Manager
Technical Product Manager/Lead
Product Analytics Manager

Objectives

- Build products that solve market needs and drive usage
- Grow revenue (activation to upsell)
- Drive engagement to increase adoption and reduce churn
- Increase the company’s market share/ addressable market
- Understand ideal customer profile and motivations
- Prioritize the roadmap based on customer, market, and prospect needs
- Balance engineering sprints with time and budgetary constraints

Challenges/Pain points

- Analyzing user behavior across platforms and product lines
- Personalizing the user experience
- Eliminating areas of friction in the customer journey
- Prioritizing engineering time and roadmap within budgetary constraints
- Accessing and trusting good data to inform product decisions
- Balancing customer feedback, market feedback, and company strategy
- Establish a framework for rapid experimentation on the user experience
- Developing features and packages to continually re-engage and upsell customers
- Changing market dynamics, competitors, regulation, etc

Benefits

- Clear understanding of the most valuable customers and their motivations
- Clean, centralized data to inform roadmap prioritization and decisions
- Understanding which product areas are most successful in advancing business goals (net new revenue, retention, upsell)
- Understanding the user journey and revenue impact
- Build custom solutions on Segment’s extensible platform- Flexibility to work with existing stack

Products

- Connections**
- Create a single, unified view of the customer, based on accurate, high quality and compliant data
 - Establish an agile data infrastructure to scale operations and enable a data-driven approach to product development
- Protocols**
- Align product, engineering, and data analytics on a standardized Tracking Plan
- Unify**
- Build unified golden profiles of customers with a complete, relevant view of their preferences and behaviors
 - Reverse ETL to activate data from the data warehouse
- Engage**
- Activate personalized onboarding & retention campaigns
 - Deploy automated communications to drive product engagement
 - Experimentation & feature flagging tool to drive new user loyalty

Success Metrics

Business metrics
LTV
Conversion rate
ARPU
Churn
Revenue expansion
ARR/MRR
Revenue by product
Gross margin

Product metrics
Usage
Activation
Adoption
Engagement
NPS

Use cases

- Data activation
- Profile enrichment
- Upsell/cross sell campaign personalization (re-engagement)

Growth/Mid-Market

- Understand your customer, set up the marketing and analytics tools you need, and trust the data you're using to call the shots
- Ship products quickly and iterate based on feedback + numerical impact

Enterprise

- Unify experience for customers across different brands
- Event streaming architecture built to handle enterprise consumer scale

Buyer Persona

VP/Director Analytics



“If we did all the data engineering and integrations in-house we'd be spending a lot of time building and maintaining instead of analyzing”

Alternate Titles

Chief Data Officer
Chief Analytics Officer
Director Analytics
VP/Head of Business Intelligence
Head of Data Architecture/Data Architect
Analytics Manager

Objectives	Challenges/Pain points	Benefits	Products
<ul style="list-style-type: none">• Provide reporting and visibility into top business metrics and user flows• Determine effective data governance strategy• Ensure data quality and maintenance across org• Manage data visualization, BI, reporting tools and requests• Empower business users with actionable data• Execute on machine learning strategy	<ul style="list-style-type: none">• Cleaning and maintaining data across org and different BUs• Disparate systems, managing many sources, definitions, and metrics. Enforcing common data dictionary and standards across org• Hard to trust data. Spend time hunting down discrepancies. Managing internal “fights” about if the data is right• Designing systems and processes to serve all requests with minimal friction.• Being seen as a strategic partner versus reactionary ticket taker• Data being misused by stakeholders who do not understand the schema• Experiment/analysis delivered not designed/analyzed properly• Team spending too much time cleaning data and building manual reports.	<ul style="list-style-type: none">• Enforce a common data and schema structure across all tools• Automate manual workflows of data refining and performing complex analyses• Enable cross functional teams to self-serve data analysis requests, driving efficiency in support of business goals	<p>Connections + rETL</p> <ul style="list-style-type: none">• Remove ETL bottlenecks to access all of the data you need when you need it• Leverage raw, streaming data so you can perform deeper analysis or train ML models• Save money on infrastructure by only sending the data you need to your data warehouse and send the rest to a data lake• Comply with data regulations by updating/deleting users once across tools• Query datasets with no copying for faster time to value and more control <p>Protocols</p> <ul style="list-style-type: none">• Eliminate data prep with a standard schema and common taxonomy <p>Engage Foundations</p> <ul style="list-style-type: none">• Build complex audiences - combining data from your data warehouse and pushing it to the relevant downstream tools <p>.</p>
Success Metrics	Use cases	Growth/Mid-Market	Enterprise
Support other BUs with actionable and accurate data to drive objective, data-driven decision making -specifically top-level goal setting and prioritization of initiatives	<ul style="list-style-type: none">• Data Activation• Boost cross-sell/upsell	<ul style="list-style-type: none">• Get data from disparate tools into a clean and standard format that is piped to your data warehouse and data lake• Instant access to clean and schematized data; ; focus on building the essential reports and analysis your team needs	<ul style="list-style-type: none">• With complex infrastructure and siloed tools, providing reliable insights to your stakeholders can be difficult. With Segment you can save time by combining all of your disparate data into a data warehouse or database - giving you a single source of truth.• Event streaming architecture built to handle enterprise consumer scale

Buyer Persona

Technical Marketing Operations



“The success of any marketing campaign depends on understanding the tech-savvy buyer - their needs, preferences, and buying behaviors.

Alternate Titles

Marketing Technology Manager
Head of Marketing Technology
Technical Marketing Specialist
Marketing Automation Analyst
Technical Marketing Strategist
Marketing Technology Operations Manager
Digital Operations Marketing Lead

Objectives	Challenges/Pain points	Benefits	Products
<ul style="list-style-type: none">Streamline marketing processes and workflowsImplement and manage marketing technologyEnsure data quality and accuracySupport campaign executionAnalyze and report on marketing performanceMaintain compliance and securityFoster innovation and experimentation	<ul style="list-style-type: none">Integration and synchronization of systems and dataManaging large volumes of dataData quality and governanceResistance to change within organizationsHandling real-time dataPoor efficiency and challenges with profitability	<ul style="list-style-type: none">Single source of truthImproved customer segmentationReal-time data availabilityBetter campaign managementData Governance and complianceIntegration with automation toolsEnhanced personalization	<p>Connections</p> <ul style="list-style-type: none">Connect your existing tech stack and collect data from 450+ prebuilt sources/destinations <p>Unify</p> <ul style="list-style-type: none">Build unified golden profiles of customers with a complete, relevant view of their preferences and behaviors <p>Engage Foundations</p> <ul style="list-style-type: none">Build audiences that are adaptive to the needs and preferences of the buyer with CustomerAI Predictions
Success Metrics	Top Use Cases	Growth/ Mid-Market	Enterprise Customers
<ul style="list-style-type: none">Conversion RatesTraffic Sources and ChannelsWebsite PerformanceA/B Testing ResultsReturn on Investment (ROI)Channel Marketing Metrics	<ul style="list-style-type: none">Data ActivationProfile Enrichment	<ul style="list-style-type: none">Improved customer segmentationJourneys and automationReal-time data processingCentralized data management	<ul style="list-style-type: none">Cost savingsAdvanced analytics and reportingCustomizability and FlexibilityData Governance and securityIntegration with enterprise software

Buyer Persona

Growth Marketing Managers



“I am constantly seeking innovative strategies and tactics to fuel the growth of my company, while understanding the unique needs and behaviors of our target audience.

Alternate Titles

Performance Marketing Manager
User Acquisition Manager
Digital Growth Strategist
Customer Growth Manager
Brand Activation Manager
Market Growth Specialist
Demand Generation
Consumer Acquisition Manager
Revenue Growth Manager
Customer Retention Manager
Engagement Marketing Manager

Objectives	Challenges/Pain points	Benefits	Products
<ul style="list-style-type: none">Optimize channel ROIIncrease RevenueAcquire New CustomersRetain Existing CustomersImprove Brand AwarenessAnalyze Data and Identify Opportunities	<ul style="list-style-type: none">Identifying and targeting the right audienceLimited budgetsConstantly changing market landscapeBalancing short-term results with long-term growthMeasuring and analyzing resultsStaying ahead of the competition	<ul style="list-style-type: none">Unified Customer DataImproved PersonalizationReal-Time DataAutomation and EfficiencyCost Savings/ Higher ROIData Driven Decision MakingScalability and Flexibility	<p>Connections</p> <ul style="list-style-type: none">Build personalized, data-driven campaigns in your ad destinations from a single source of truth <p>Engage Foundations</p> <ul style="list-style-type: none">Build audiences that are adaptive to the needs and preferences of the buyer with CustomerAI Predictions, without the help of a data science team <p>Engage Premier</p> <ul style="list-style-type: none">Leverage native channels with single unified profile
Metrics/What success looks like	Top Use Cases	Growth/ Mid-Market	Enterprise Customers
<ul style="list-style-type: none">Conversion & Retention RatesUser Acquisition Cost (CAC)Customer Lifetime Value (CLV)Website or App TrafficCost per Click (CPC)Return on Ad Spend (ROAS)	<ul style="list-style-type: none">Ad Spend OptimizationRepeat, Upsell, & Cross Sell Campaign Personalization	<ul style="list-style-type: none">Centralized customer dataPersonalizationAutomation for a leaner teamCompetitive advantage	<ul style="list-style-type: none">Enterprise grade securityMulti-channel capabilitiesCustomization and FlexibilityIntegration with existing systemsEnterprise scale data processing



Secondary buyer personas



Buyer Persona

Director, IT



“Our data tools are siloed and managed by a lot of different teams. IT has oversight, but doesn’t necessarily own the data”

Alternate Titles

Corporate IT/Infra Engineer
Director of [Cloud]
Infrastructure, IT/Infra/Cloud
Engineer, Enterprise

Objectives	Challenges/Pain points	Benefits	Products
<ul style="list-style-type: none">• Deliver best infrastructure and tooling to run the applications and services required by the business• Modernize and rationalize infrastructure, applications, and data architectures• Reduce risk from existing and new sources• Ensure the company is complying with regulatory requirements	<ul style="list-style-type: none">• Agility to partner with the business for new initiatives while dealing with complexities from legacy tooling and architecture• Having control while responsible for all tools and data, but owning none• Controlling costs -CapEx and OpEx• Having an IT environment able to deliver services fast enough to teams• Ensuring IT practices are in compliance with local regulations• Lost budget to the AppDev/Engineers• Getting outsourced or replaced• Retiring legacy systems and tools while mitigating risk to business• AI, ML and data radically changing their job roles and responsibilities• Setting gates and controls without proliferating even more shadow apps, data, services and tools• Last one involved in AppDev cycle	<ul style="list-style-type: none">• Enforce a common data and schema structure across all tools• More control over the data flow at the per business and company level• Better ability to mitigate risk and triage incidents as they occur	<p>Connections</p> <ul style="list-style-type: none">• Support onboarding of analytics and BI tools within constraints of IT Governance• Mitigate risk and better triage incidents that occur with the owner teams <p>Protocols</p> <ul style="list-style-type: none">• Govern and manage data flowing through different tools to triage and mitigate risk <p>Privacy</p> <ul style="list-style-type: none">• Get proactive support in ensuring that PII is only flowing where it needs to• Establish encryption and hashing practices that meet the requirements for your business type
Success Metrics	Use Cases	Commercial Customers	Enterprise Customers
<ul style="list-style-type: none">• Shifting to business KPIs that measure IT's effectiveness in driving business performance and growth, not IT operational measures• Cost of IT• Value of IT investments• Having no incidents• Keeping the lights on• Employee satisfaction with technology	<ul style="list-style-type: none">• Data Activation• Profile Enrichment	<ul style="list-style-type: none">• Ready to hand over to IT (once you hire that org!)	<ul style="list-style-type: none">• CDP is exactly what your customer-first org needs to unify your marketing and analytics stack with your cloud stack

Buyer Persona

Director, Security



“Performing security assessments on our data is a central responsibility, but often there is no clear tracking or easy access to all data across our company”

Alternate Titles

Security Engineer, Security Monitoring Engineer
Application Security Engineer
Security Compliance Manager

Objectives	Challenges/Pain points	Benefits	Products
<ul style="list-style-type: none">Understand the flow of information, the risks to that information, and the best ways to protect it.Educate the company on information security, cybersecurity and relevant threatsDevelop, train, and lead the incident response programDevelop, execute, and maintain a compliance plan relevant to business needs.Report significant security events to the board, steering committee, government agencies, and law enforcement.	<ul style="list-style-type: none">Identify the right areas of risk and clearly communicate them to other members of management team.Getting access to all raw data across the business to perform security assessment.Staying informed as new software, business, and product decisions that impact securityPrioritizing the right risks to the businessMaintain credibility by balancing reporting the most important risks without bombarding the companyAvoid getting bypassed as a “fear, uncertainty, and doubt” blocker on critical business initiatives.Establishing a culture of security from the top down and bottom up at the business.	<ul style="list-style-type: none">More control over data flow at the per business and company levelBetter ability to mitigate risk and triage incidents as they occurProgrammatic support maintaining clean and consistent tracking	<p>Protocols</p> <ul style="list-style-type: none">Govern and manage data flowing through your different tools to mitigate risk and better triage incidents that occurConsolidate data tracking into one consistent tracking plan that allows for faster data audits and compliance management <p>Privacy</p> <ul style="list-style-type: none">Get proactive support in ensuring that PII is only flowing where it needs toEstablish encryption and hashing practices that meet the requirements for your business type
Metrics/What success looks like	Use cases	Commercial Customers	Enterprise Customers
<ul style="list-style-type: none">Having no incidentsInformation security assessment: Timeline, Resource allocation, OutcomeAudit and compliance certification: Timeline, Resource allocation, OutcomeRisk mitigation and incident response: SLA, Business Impact	<ul style="list-style-type: none">Data Activation	<ul style="list-style-type: none">Understand how the business is tracking user data, which tools are getting access to that data, and how data is flowing through your product, analytics, and growth stack	<ul style="list-style-type: none">Develop controls and governance plans around the data that is flowing through different systems. Maintain clear visibility into the tools being used and what data is flowing through them across the business.