

PATRICK C. OGBONNA

Adoption measurement, data governance and product strategy

I measure what organisations will actually accept before systems are built.

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PROFILE

Most digital platforms fail on adoption rather than on engineering. The system works and people decline to use it, for reasons that were knowable before the build began and were never measured. Twenty years of designing and delivering regulated data platforms convinced me that this is the binding constraint, and it is the problem I now work on from two directions.

The first is practical. I take data and AI platforms from discovery to production in regulated environments, owning the requirements, the architecture and the delivery, and building the governance in from the start rather than retrofitting it.

The second is measurement. Discrete choice methods, standard in health and transport economics and almost absent from technology work, make it possible to establish what people will actually trade before anything is committed. That combination, engineering practice with a measurement discipline borrowed from behavioural economics, is the position I work from.

WHAT I DO

Adoption and preference measurement. Establishing what users, customers or partner organisations will accept before a platform, service or pricing model is committed. Discrete choice and conjoint methods, attribute elicitation through structured interviews, willingness-to-trade analysis, and predicted uptake under alternative designs. Applied to pricing, packaging, data-use policy, governance structure and terms of participation.

Data and AI governance. Governed metric layers with versioned, certified definitions. End-to-end lineage from published figure back to source and checksum. Data quality controls that quarantine exceptions rather than coerce them. Role-based access separating the rights to submit, certify and publish. Secure-by-design using OWASP ASVS and the NIST AI Risk Management Framework, with delivery aware of GDPR, ISO 27001, DORA and the EU AI Act.

Product strategy and delivery. Product discovery, roadmap and backlog ownership, requirements specification, and Agile delivery through to production. Business and product requirements documents, solution blueprints, API and data specifications. Scrum ceremonies, UAT programmes and release management.

Platform architecture and build. Multi-tenant SaaS, medallion data architectures, API services and cloud-native delivery. I write the specification and then build against it, which is unusual and is the reason the specifications are realistic.

SELECTED WORK

Governed reporting platform consolidating eight business units

Product owner and technical lead. Ireland, 2026 to present.

Authored the business and product requirements and the solution blueprint, then delivered the build. A governed taxonomy of around 400 metrics with definitions held as configuration rather than code, a draft-to-retired certification workflow, and lineage tracing every published figure to its source file. Role-based access across six roles with per-unit row-level scoping. Reached production with at least 90 per cent of routine reporting steps automated and no open severity 1 or 2 defects at sign-off.

Multi-tenant property and ownership data platform

Sole product and platform lead. United Kingdom, 2025 to present.

Taken from initial research to beta and first pilot customer. Owned strategy, roadmap and backlog, and authored the architecture and the API and data specifications the build was delivered against. Secure-by-design applied from discovery rather than at hardening. Packaging and pricing hypotheses tested with the pilot customer rather than argued internally.

AI-enabled monitoring platform for a regulated sector

Technical product manager. Ireland, 2025 to present.

Product vision, discovery and roadmap for a new platform. Authored the requirements and the measurement framework, and embedded GDPR, ISO 27001 and sector licensing requirements into product governance ahead of regulated deployment rather than after it.

National connectivity programme, four-party consortium

Design lead, Ericsson. Nigeria.

Led the design team on the Global Village Project, delivering a data network to a remote town to carry telemedicine and digital educational material. Delivered through a consortium of a multilateral funder, the mobile operator, the national regulator and local government. The engineering was tractable; coordinating four organisations with different interests was not, and it determined whether anything survived the funding that built it.

RESEARCH

Doctoral research, DCU Business School, beginning October 2026. *Joining is not staying: what determines whether organisations contribute data to shared infrastructure, and whether the terms that recruit them are the terms that retain them.* Supervision agreed with Prof. Tim Hubbard and Prof. Pierangelo Rosati.

The study applies discrete choice experiments to organisational adoption decisions, a method standard in health and transport economics and almost unused in information systems. It tests two things: whether the terms on which a platform captures value feed back into the supply of data it depends on, and whether recruitment and retention are governed by different terms for the same organisations.

Three phases across six years part-time: attribute elicitation through interviews, a discrete choice experiment with organisations sampled from the public register, and validation against observed disclosure behaviour in filed accounts.

WRITING

- *Your platform works. Nobody is using it.* Five ways systems fail on adoption rather than engineering.
- *What lineage actually costs, and what it buys.* The economics of data provenance, including what it does not buy.
- *Stop asking people what they want.* An introduction to choice experiments, and where they belong in a product lifecycle.
- *Nobody trusts the dashboard.* Seven rules from building a governed metric layer across eight entities.
- White papers on agentic AI in licensed security, and on IoT and 5G convergence in energy demand management.

CAREER

2026 to present Product Owner and Technical Lead, Data Platform (fractional). Invent Alliance Ltd, Ireland.

2025 to present Technical Product Manager, AI and IoT (fractional). Abbrox Security Ltd, Dublin.

2025 to present Lead Product and Platform Consultant (fractional). Fraser Bond, London.

2017 to 2025 Senior Product Manager and Product Consultant. Invent Alliance Ltd, Lagos.

2014 to 2024 Product Consultant, concurrent client portfolio. 478 Ltd, Eavova UK, Yappingo IRL.

2007 to 2014 Senior Network Solution Architect and Technology Consultant. Ericsson Ireland.

2005 to 2007 Data and Performance Analyst. O2 Ireland, now Three.

TECHNICAL

Build: Python, TypeScript, SQL, FastAPI, Next.js, Node.js, React, Docker, GitHub Actions.

Data: PostgreSQL, Polars, Pandas, Parquet, object storage, medallion architecture, Power BI. Working knowledge at specification level of AWS, Azure, GCP, Databricks, Microsoft Fabric and Snowflake.

Analysis: Discrete choice modelling, mixed logit and latent class methods, experimental design, qualitative attribute elicitation.

Delivery and security: Scrum, PRINCE2 Agile, CI/CD, automated test suites, OIDC and JWT, static analysis, dependency and container scanning, SBOM generation.

EDUCATION AND CERTIFICATIONS

Master of Business Administration, Business Strategy and Innovation. Dublin City University.

Bachelor of Engineering, Electronic Engineering, First Class Honours. Dublin City University.

Certified Scrum Product Owner, Certified ScrumMaster, PRINCE2 Agile, IIBA Entry Certificate in Business Analysis. Continuing development in Databricks and Microsoft Fabric data governance, CompTIA Security+, and application security programme design.

WORKING WITH ME

Available for consulting engagements, fixed-term contracts and advisory work, remote or hybrid, in Ireland, the United Kingdom and internationally. Currently engaged on a fractional basis and open to conversations about substantial roles on the right terms.

If you are designing a platform, a service or a policy whose value depends on people choosing to use it, the useful conversation is before the build rather than after it.