



# DATOM

*a step-by-step guide to creating data-driven business projects for managers*

Guillaume Lecuyer &  
Clément Levallois



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by Guillaume Lecuyer and Clément Levallois

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# 1. Preface

## A guide for managers

The target reader for this book is a manager who needs to act on the imperative to "create value with data" in their organization:

- Comex members in charge of deploying the strategic vision of the CEO
- Directors of business units and functional teams who must translate the directions of the Comex into concrete business projects and perspectives for development

DATOM is a step-by-step method guiding managers from a stated strategic vision to plans for action for projects with a data-centric logic.

## Benefits of the method

- Create business projects aligned with the strategic objectives of the organisation
- With precise instructions on how to include a data driven logic in the value creation process
- Graphical method, suitable for individual and team work




## **2. The method**

### **Step 0: Defining the starting point**

## Initial pitch / 4D Methodology

Designed by: \_\_\_\_\_  
Date: \_\_\_\_\_



Our firm is ..... In the industry of .....

The 2 strategic priorities as stated by our executive management are to

#1 .....

#2 .....

These sources of data:

.....

&

.....

Could be leveraged to create a product or service meeting the needs of this stakeholder

.....

which will contribute to the fulfillment of the strategic priorities stated above.



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Figure 1. initial pitch

# **Step 1: restating the strategic objectives**

## Strategic obj. / 4D Methodology

Designed by: \_\_\_\_\_

Date: \_\_\_\_\_

**"In 5 years time, we must be the leader of....."**

**By providing .....** **to .....**

**Which translates into these 3 strategic objectives:**

**#1 .....**

**#2 .....**

**#3 .....**

**Or, in your own words:**

.....

.....

.....

.....

.....

.....



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Figure 2. restating the strategic objectives

## **Step 2: Identifying which stakeholder will be served**

## Identifying the target / 4D Methodology

Designed by: \_\_\_\_\_  
Date: \_\_\_\_\_



	Name of the target department / user / segment:	_____
Headquarters / Corporate / Support functions	Name of the target department / user / segment:	_____
	Production	Name of the target department / user / segment:
	Customers / users	_____
	New markets	Name of the target department / user / segment:
		_____



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Figure 3. identifying the target user of the project

## **Step 3: Profiling the avatar of the target user**

Designing the avatar / 4D Methodology

Designed by: \_\_\_\_\_  
Date: \_\_\_\_\_



CUSTOMER AVATAR

AVATAR NAME

GOALS AND VALUES

Goals:

Values:

Age:

Gender:

Marital Status:

#/Age of Children:

Location:

CHALLENGES & PAIN POINTS

Challenges:

Pain points:

SOURCES OF INFORMATION

Books:

Magazines:

Blogs/Webistes:

Conferences:

Gurus:

Other:

OBJECTIONS & ROLE IN PURCHASE PROCESS

Objections to the sale:

Role in the Purchase Process:

Quote:

Occupation:

Job Title:

Annual Income:

Level of Education:

Other:



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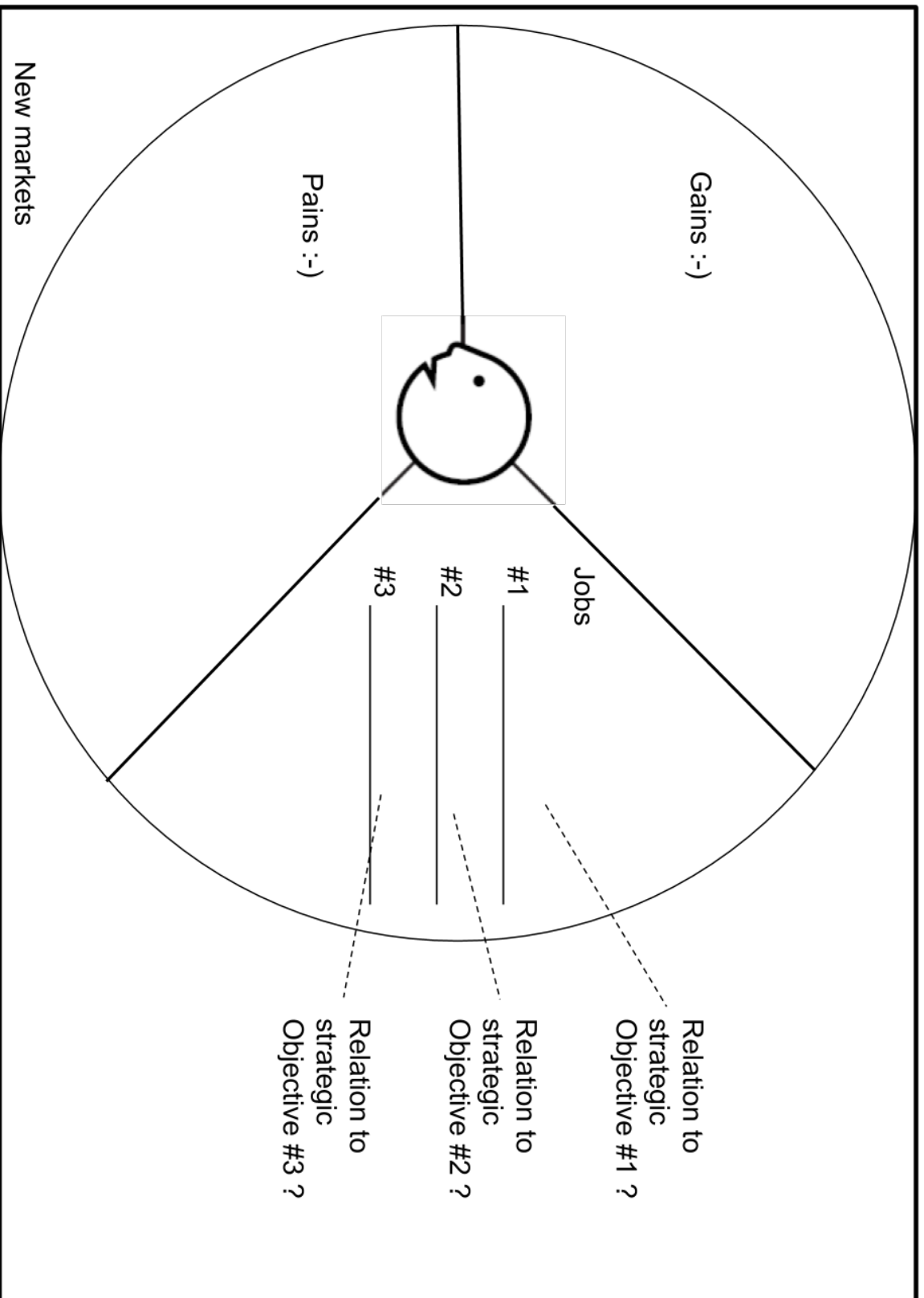
Figure 4. detailing the avatar of the target user



## **Step 4: Mapping the needs of the target user**

## Needs of the target / 4D Methodology

Designed by: \_\_\_\_\_  
Date: \_\_\_\_\_



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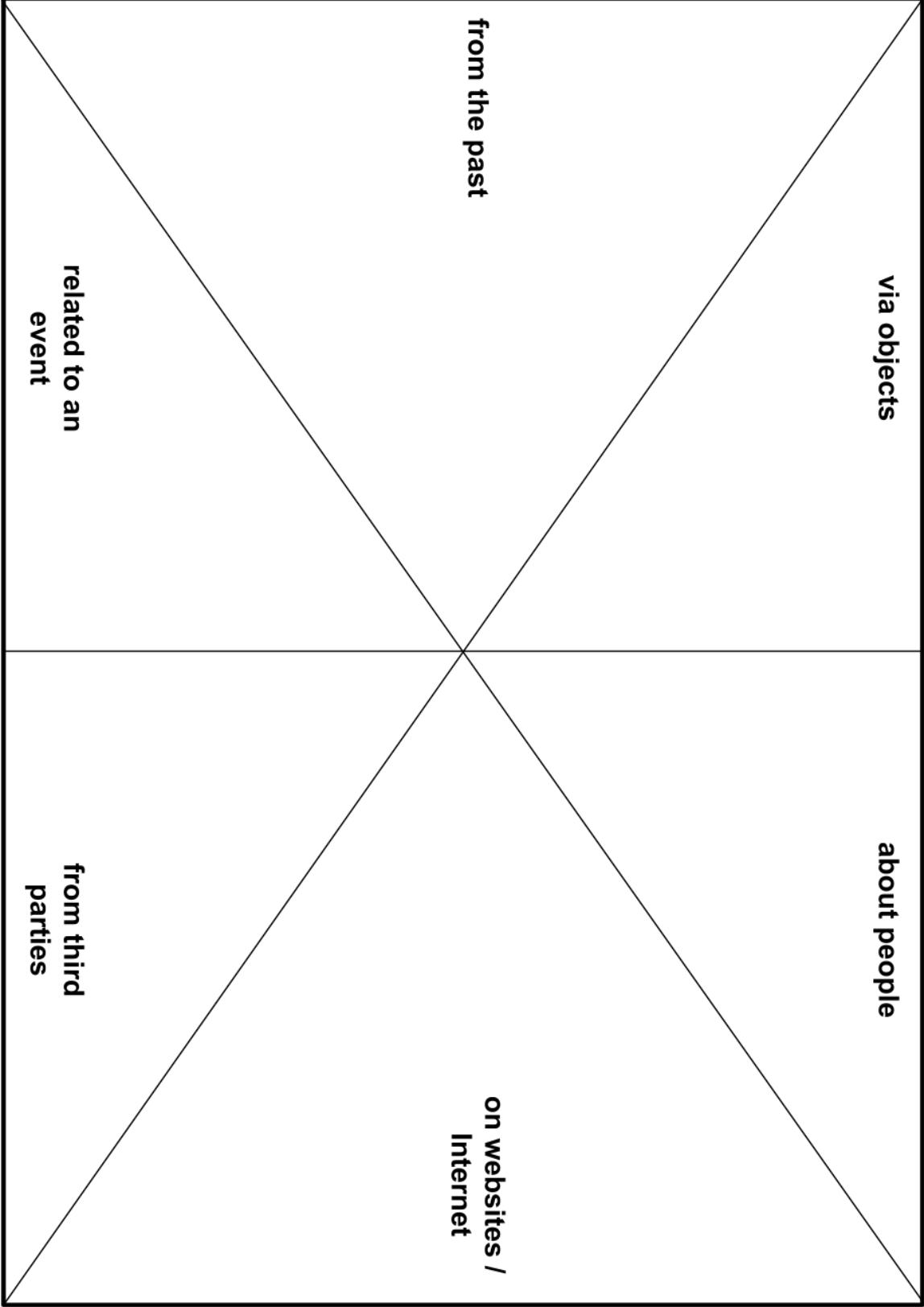
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Figure 5. mapping the needs of the target user

## **Step 5: Listing the data sources available**

**Sources of data / 4D Methodology**

Designed by: \_\_\_\_\_  
Date: \_\_\_\_\_



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Figure 6. ideation on potential data sources

## **Step 6: Selecting up to 3 data sources**

Details of datasets / 4D Methodology

Designed by: \_\_\_\_\_  
Date: \_\_\_\_\_

BONUS POINTS 1 to 5 (1 = hard, 5 = easy)	Explanations	Dataset 1:	Dataset 2:	Dataset 3:
Machine readable?	<i>if the data is in a .docx or pdf file, software can't read it. A database or even a csv file is better.</i>			
Structured or not?	<i>if the dataset is "Excel like" then it is quite structured. Free text, web pages or pictures are typically very unstructured.</i>			
Follows universal categories or is it firm specific?	<i>a dataset following INSEE or Eurostat categories is quite universal.</i>			
Time series?	<i>is the data collected several times across months or years?</i>			
Personal and sensitive data?	<i>Personal data comes with more constraints. Sensitive data even more.</i>			
Complete?	<i>No missing records, years, values, and no errors.</i>			



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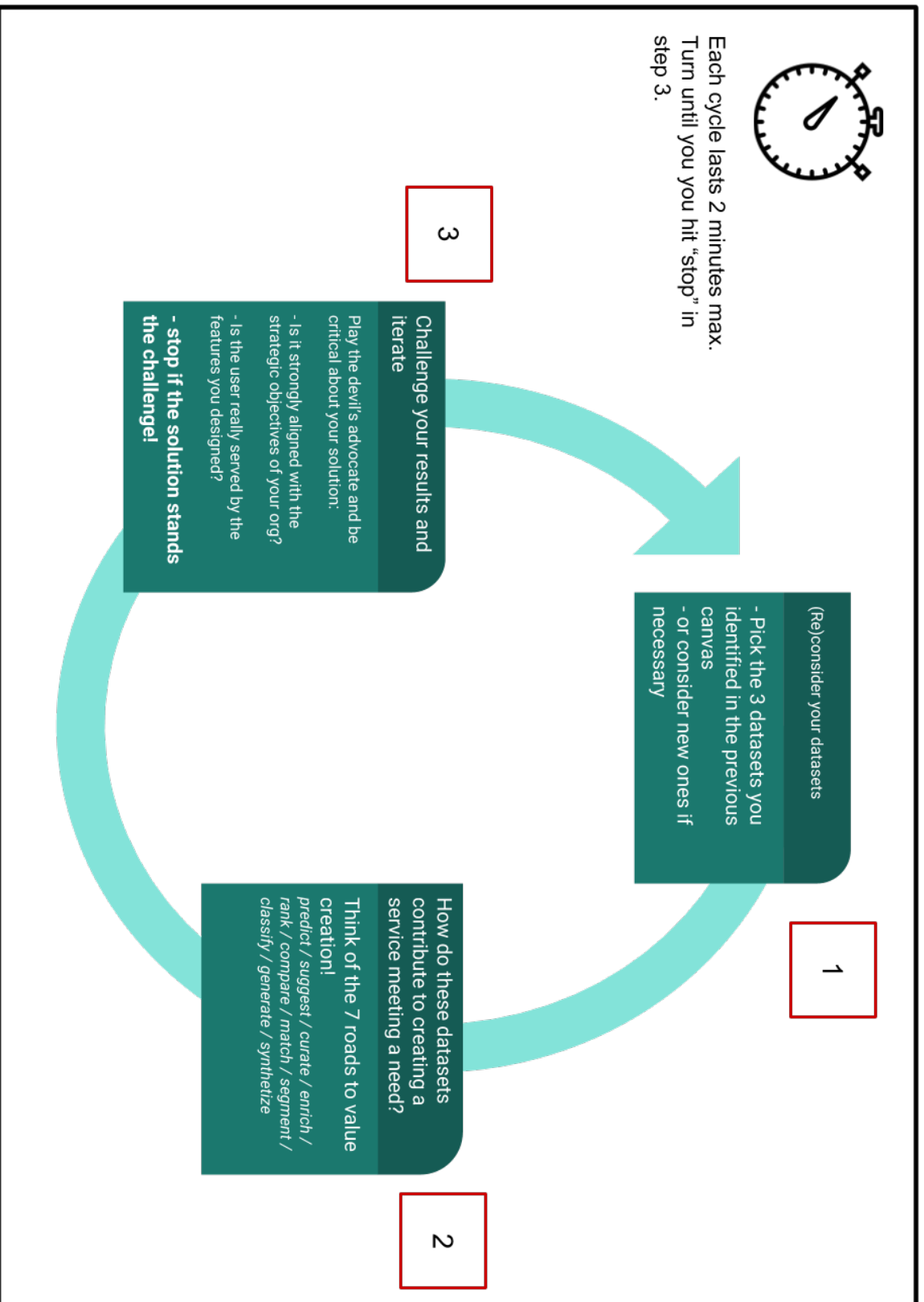
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Figure 7. detailing up to 3 data sources

## **step 7: Brainstorming on data x the need of the target user**

# Aid to brainstorming / 4D Methodology

Designed by: \_\_\_\_\_  
Date: \_\_\_\_\_



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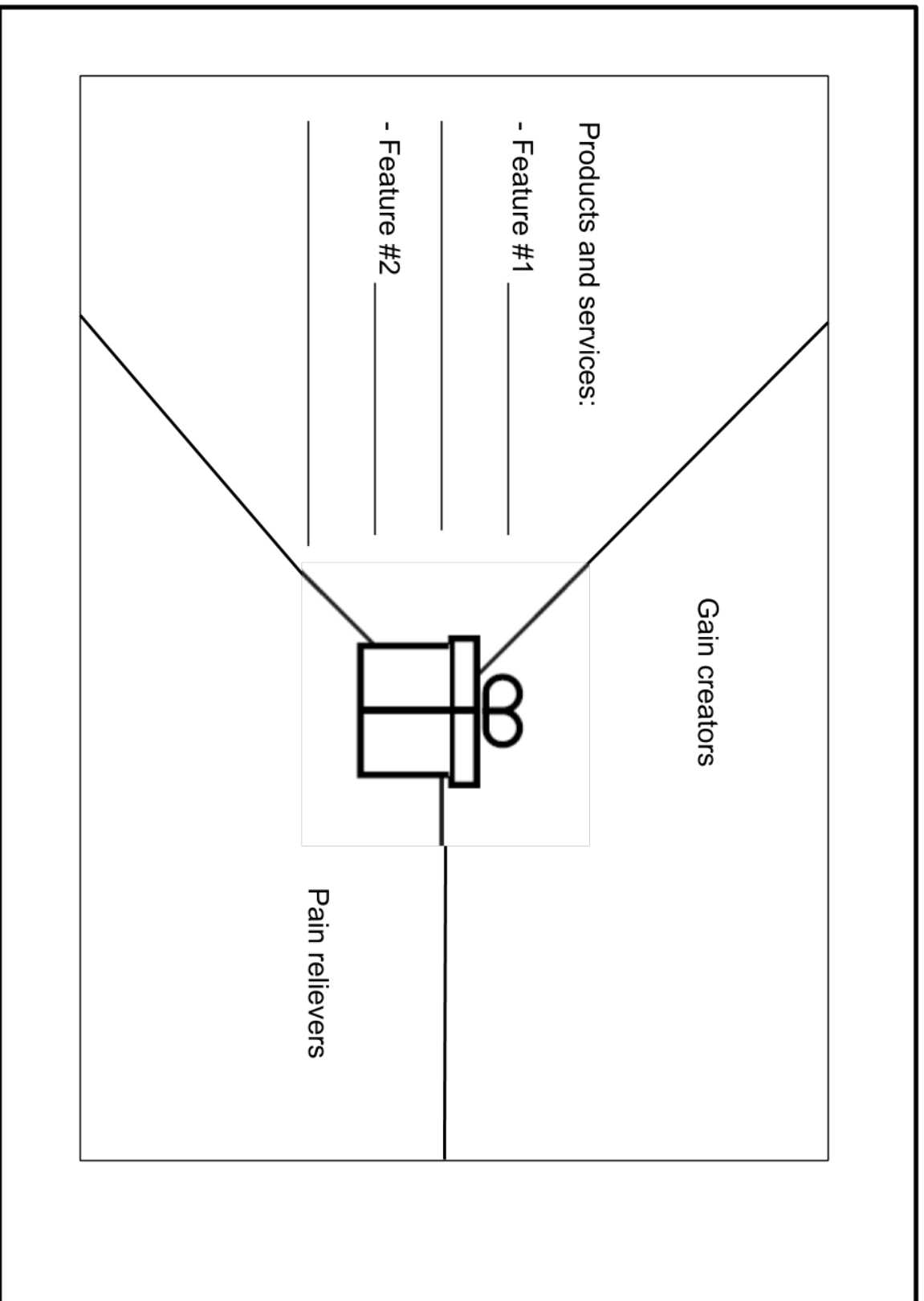
Figure 8. brainstorming on data x target user needs



## **Step 8: Formalizing the value proposition**

## Value proposition / 4D Methodology

Designed by: \_\_\_\_\_  
Date: \_\_\_\_\_



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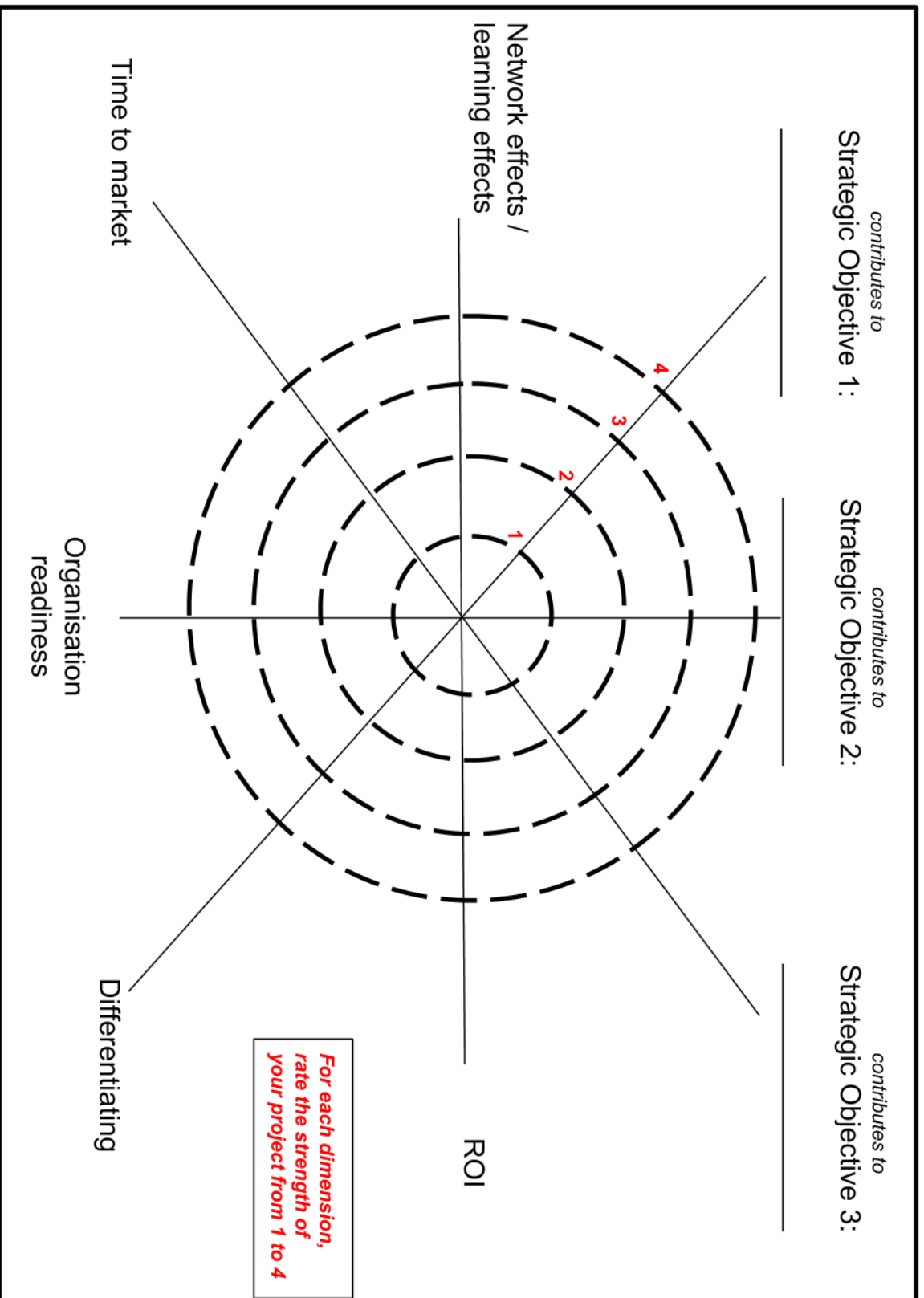
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Figure 9. formalizing the value proposition

## Step 10: Graphical synthesis

# Graphical synthesis / 4D Methodology

Designed by: \_\_\_\_\_  
 Date: \_\_\_\_\_



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Figure 10. synthesis - in a visual format

## Step 11: Memo synthesis

Synthesis	
Name of the organization	Name of the idea
Target users and their needs / problems to solve	
Description of the idea	
How does it match the strategic priorities of the org	
Datasets / data sources contributing to the idea	
Expected benefits	



Figure 11. synthesis - as a written memo



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## ABOUT THE AUTHORS

Guillaume Lecuyer is Senior Product Marketing Manager at Visiativ. Graduate from Telecom Paris Sud, he worked in sales at Oracle EMEA before joining the CRM product management team at in California. He came back to France in 2005 to manage the CRM product strategy, still at Oracle. After 3 years at Coheris as a VP for Marketing, he joined Visiativ to supervise the strategy for marketing and product development.

Clément Levallois is professeur agrégé de l'école normale supérieure and Associate Professor at em **lyon business school**, where he conducts research projects in data mining, data visualization and network analysis in various fields of social sciences. His teaching activities center on the transmission of a digital culture to students and executive participants.

Clément Levallois is a Java coder and an active supporter of Gephi, the leading software for network visualization. In a previous academic life, he researched the history of economics and biology in post-war U.S.A.

His past and current projects can be seen at <http://clementlevallois.net>, and he can be reached on Twitter at @seinecle.





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A concise and visual method to go develop business projects aligned with the strategic priorities of the organization.

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