KAIST Summer Session 2018

Module 1. Research Design for Data Analytics

Economining

KAIST College of Business

Jiyong Park

19 July, 2018

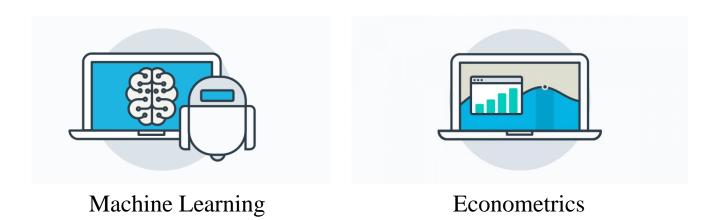


Machine Learning and Empirical Research



Empirical Research in the Age of Big Data and Machine Learning

Big data and machine learning will revolutionize how we do research.



"In the long run, new empirical tools have also served to expand the kinds of problems we work on. The increased use of randomized control trials has also changed the kinds of questions empirical researchers work on. Ultimately, machine learning tools may also increase the scope of our work – **not just by delivering new data or new methods but by focusing us on new questions**." (Mullainathan and Spiess 2017, p. 104)



How Can Social Science Leverage Machine Learning?

SYMPOSIUM

We Are All Social Scientists Now: How Big Data, Machine Learning, and Causal Inference Work Together

Justin Grimmer, Stanford University

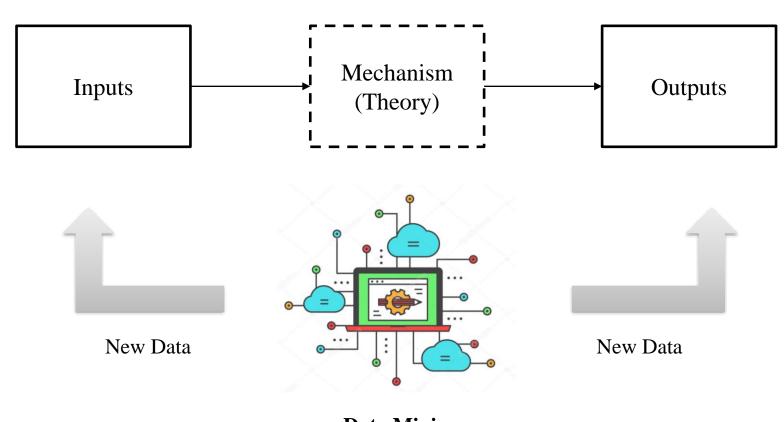
"Social scientists typically use machine-learning techniques to measure a certain characteristics or latent quantity in the world — a qualitatively different goal than computer scientists, who use the measures for prediction."

"...example of how the analysis of big data is best viewed as a subfield of the social sciences."



Economining = Econometrics + Data Mining

• Data itself is a central ingredient in the "empirical" research.

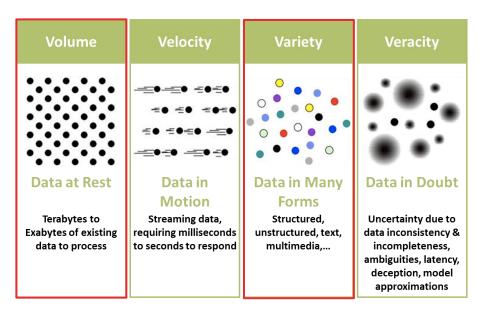






Machine Learning and Big Data

- Machine learning and deep learning enable researchers to investigate a variety of data on a large scale.
 - Considering each of the four Vs of Big Data characteristics, i.e., Volume, Variety, Velocity, and Veracity, **deep learning** algorithms and architecture are more aptly suited to address issues related to **Volume and Variety of big data analytics.**" (Najafabadi et al. 2015, p. 8)





Najafabadi, M.M., Villanustre, F., Khoshgoftaar, T.M., Seliya, N., Wald, R. and Muharemagic, E., 2015. Deep Learning Applications and Challenges in Big Data Analytics. *Journal of Big Data*, 2(1), p.1.

Steps for Economining

- First, define the constructs you are theoretically interested in.
 - ➤ Different researchers might extract different information from same data.
- Second, build a labeled dataset (only for supervised learning).
 - > Supervised learning requires labeled training data (e.g., positive vs. negative).
- Third, implement the predictive modeling.
 - Researchers should determine which technique is well-suited for their research purpose (e.g., neural networks vs. support vector machine vs. random forest).
- Finally, conduct the empirical research using new data.
 - ➤ Let's return to the basics what's your research goal?



Identification Strategy Still Matters

- Even if machine learning is used to measure new input variables, identification strategy for causal inference is still important.
- A review I received for Park et al. (2018)
 - ➤ "I read the paper with great interest, since video is a big "black box" in crowdfunding that is probably not sufficiently looked at, or sufficiently controlled for, in the literature."
 - From our perspective, the biggest concern at the moment is that the authors ultimately are demonstrating that the mined covariates are predictive of fundraising success; **they do not necessarily have a causal impact**. For example, it may be the case that speech patterns are correlated with other things that have been shown to influence campaign success; e.g., race, geography, etc."

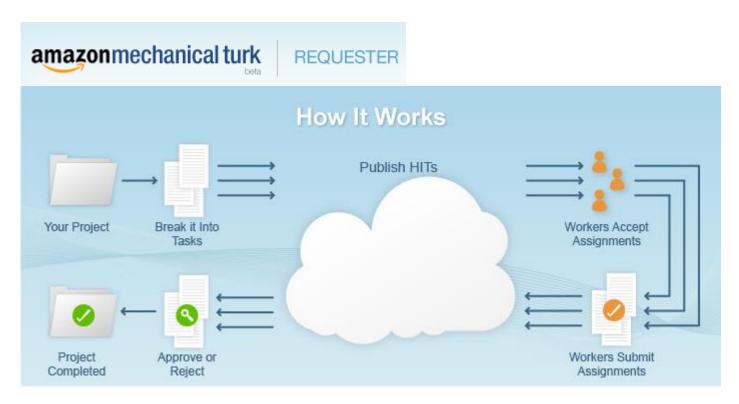


Building a Labeled Dataset



How to Label Your Data

• Amazon Mechanical Turk (Mturk) has been very popular in academic research for the goal of data labeling or tagging.

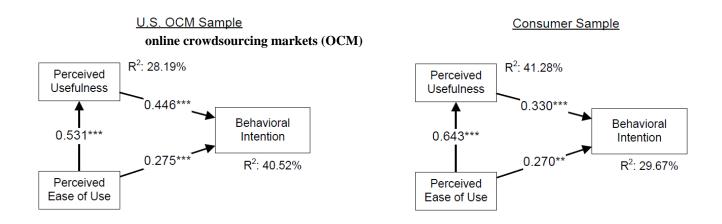


https://requester.mturk.com/



Comparison of Mturk Sample and Consumer Panel

- Mturk samples have been suggested to lead to similar statistical conclusions as both students and consumer panels at a considerably lower cost.
 - (Example) Technology Acceptance Model (TAM) (Steelman et al. 2014)



• MTurk shares similar features with online crowdfunding platforms, such as crowd-based organizing, enhancing the external validity of the experiments



Mturk Enables to Conduct a Large-Scale Survey

- Comparing with traditional surveys, researchers can recruit survey participants easier and cheaper, enabling to conduct a large-scale survey.
 - ➤ (Example) Park et al. (2018) recruited about 1,300 participants for online experiments of 2 (two types of pitch style) × 2 (with/without a video pitch) × 2 (with/without project updates) between-subjects design.

	Table 4. Partial Least Squares Results (Structural Model) Analytical and Conscientious Style (Pitch A) Open-to-Experience and Extroverted Style (Pitch O)							
Independent variable → Dependent variable	With Updates		Without Updates		With Updates		Without Updates	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Pitch Treatment → PC		0.036		0.104***		-0.024		-0.044
		(0.406)		(0.009)		(0.576)		(0.315)
PEP → PC	0.648***	0.651***	0.696***	0.701***	0.617***	0.616***	0.686***	0.684***
PEF → FC	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Pitch Treatment → PEP	-0.076 -0.046 -0.011	-0.011		-0.050				
Pilcii Healineni → PEP		(0.189)		(0.441)		(0.839)		(0.390)
Pitch Treatment → WtB		-0.126		-0.187		-0.425*		-0.189
Pilcii Tealineni → Wib		(0.764)		(0.544)		(0.056)		(0.552)
PC → WtB	0.175***	0.144	0.288***	0.321***	0.214***	0.231***	0.233***	0.210**
PC → WIB	(0.005)	(0.109)	(0.000)	(0.000)	(0.000)	(0.005)	(0.000)	(0.033)
PEP → WtB	0.241***	0.240**	0.098	0.009	0.347***	0.209***	0.278***	0.255**
PEP → WIB	(0.000)	(0.023)	(0.188)	(0.929)	(0.000)	(0.009)	(0.000)	(0.016)
PC × Treatment → WtB		0.203		-0.252		-0.064		0.057
PC x Treatment → Wtb		(0.547)		(0.534)		(0.810)		(0.868)
DED v. Treatment . MAD		-0.154		0.520		0.617**		0.078
PEP × Treatment → WtB		(0.817)		(0.246)		(0.016)		(0793)
Observations	306	306	297	297	327	327	291	291

Notes: After 1,000 replications of bootstrapping, p-values are in parentheses; WtB, PC, and PEP denote Willingness-to-Back, Perceived Competence, and Perceived Entrepreneurial Passion, respectively; * p<0.1, ** p<0.05, *** p<0.01



Quality of Mturk Language Annotation (Labeling)

- High agreement between Mturk
 non-expert annotations and existing
 gold standard labels provided by
 expert labelers
 - For an affect recognition task,

 Snow et al. (2008) suggest that it
 requires an average of 4 nonexpert labels per item in order to
 emulate expert-level label quality.

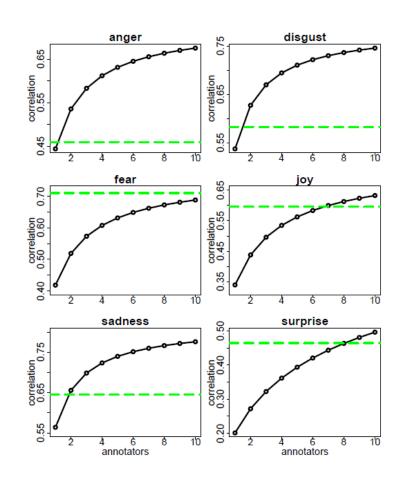


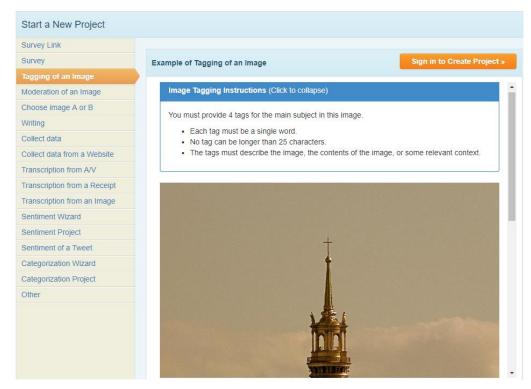
Figure 1: Non-expert correlation for affect recognition



Snow, R., O'Connor, B., Jurafsky, D. and Ng, A.Y., 2008. Cheap and Fast - But is it Good? Evaluating Non-Expert Annotations for Natural Language Tasks. In Proceedings of the Conference on Empirical Methods in Natural Language Processing (pp. 254-263).

Let's Test on the Mturk Sandbox

• The Mechanical Turk Sandbox is a simulated environment that lets you test your applications and Human Intelligence Tasks (HITs) prior to publication in the marketplace.



https://requestersandbox.mturk.com/



Exploiting Unstructured Data



Image Analytics for Empirical Research

- Example: Image features on Airbnb (Zhang et al. 2017)
 - Research question

Does the verified photo in Airbnb influence property demand? If so, what kinds of photo are effective in Airbnb?

- > Economining approach
 - (1) [Labeled data] Human-codingthrough Amazon Mechanical Turk for3,000 Airbnb property images
 - (2) [Supervised learning] Support vector machine for image classification based on Fisher Vector
 - (3) [Prediction] 380,000 images

Figure 3 Compare Images on Rule of Thirds

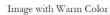


Image (Relatively) Follows Rule of Thirds



Figure 5 Compare Images on Hue (Cool Color vs. Warm Color)









Zhang, S., Lee, D., Singh, P. V., and Srinivasan, K., 2017, How Much is an Image Worth? Airbnb Property Demand Estimation Leveraging Large Scale Image Analytics. *CMU Working Paper*.

Image Analytics for Empirical Research

- Example: Hotel location characteristics (Ghose et al. 2012)
 - > Research question

Does the location-based hotel characteristics (e.g., near the beach, near downtown) affect hotel demand?

- > Economining approach
 - (1) [Labeled data] (i) locations tagged
 by users on a social tagging site such as
 Geonames.org or (ii) locations
 annotated by users on Amazon Mturk
 (2) [Supervised learning] Support
 vector machine for image classification



Beach



Downtown

Table 5(a) Extended Model (II) Mean Coefficients

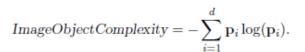
	Mean coefficients (Std. error)
PRICE (log)	-0.145*** (0.003)
CHARACTERS (log)	0.009*** (0.002)
COMPLEXITY	-0.012*** (0.003)
SYLLABLES (log)	-0.045*** (0.008)
SMOG	0.083** (0.029)
SPELLERR (log)	-0.129*** (0.003)
SUB	-0.138*** (0.007)
SUBDEV	-0.403*** (0.016)
ID	0.055* (0.030)
CLASS	0.037*** (0.008)
CRIME (log)	-0.025* (0.016)
AMENITYCNT (log)	0.005** (0.002)
EXTAMENITY (log)	0.007*** (0.001)
BEACH	0.158*** (0.005)
LAKE	-0.111*** (0.021)
TRANS	0.159*** (0.003)
HIGHWAY	0.064* (0.030)
DOWNTOWN	0.045*** (0.002)
TA_RATING	0.033** (0.012)
TL_RATING	0.031** (0.011)
TA_REVIEWCNT (log)	0.180*** (0.046)
TA_REVIEWCNT ² (log)	-0.055*** (0.007)
TL_REVIEWCNT (log)	0.014*** (0.003)
TL_REVIEWCNT ² (log)	-0.021** (0.008)
Constant	0.037** (0.017)

^{***} $p \le 0.001$; ** $p \le 0.01$; * $p \le 0.05$; † $p \le 0.1$.



Image Analytics for Empirical Research

- Example: Image complexity on social media (Shin et al. 2018)
 - Research question
 Does the (image) content complexity
 influence consumer engagement on
 social media?
 - Economining approach
 - (1) [Labeled data] Flickr dataset of more than 1.2 million images with 1,700 object categories
 - (2) [Supervised learning] Convolutional neural networks (CNN) for object classification in images
 - (3) [Prediction] 35,651 posts in Tumblr





(a) Low object complexity (0.262)



(b) High object complexity (3.584)



COLLEGE OF BUSINESS

Based on

Shin, D., He, S., Lee, G., Whinston, A., Cetintas, S. and Lee, K. 2018. Enhancing Social Media Analysis with Visual Analytics: A Deep Learning Approach. *UT Austin Working Paper*.

Text Mining for Empirical Research

- Example: Advertising textual content (Lee et al. 2018)
 - Research question

Does the textual advertising content influence consumer engagement on social media?

- > Economining approach
 - (1) [Labeled data] Human-codingthrough Amazon Mechanical Turk for5,000 advertising contents on Facebook
 - (2) [Supervised learning] Ensemble learning for content tagging to combine results from the multiple classifiers
 - (3) [Prediction] 100,000 text messages

Sample Messages	Content Tags
Welcome to the unveiling of the Pro Staff RF97 that I co-designed with Wilson	BRANDMENTION,
Tennis. Learn more at http://bit.ly/29JXLdA. #FromFederer	PRODMENTION, PRODLOCATION, HTTP
Coach Seve and me. Excited to be back in Brisbane! Happy we got the 1st practice of year out of the way!	SMALLTALK, EMOTION
Hello fans from Colombia! I am very happy to see you at the exo I am playing vs Tsonga on Saturday, December 15th! Buy your tickets starting September 12th on www.tuboleta.com. I hope to see you all there!	EMOTION, SMALLTALK, TARGET, PRODAVAIL, PRODLOCATION,
The Walking Dead Season 1 DVD/Blu-ray is now available, purchase it now!!! http://blogs.amctv.com/the-walking-dead/2011/03/season-1-dvd-blu-ray.php	PRODMENTION, HTTP BRANDMENTION, PRODMENTION, PRODAVAIL,
Daryl makes a funny. What are some of your favorite #TheWalkingDead quotes? The	PRODLOCATION, HTTP SMALLTALK, EMOTION,
highest rated quote will be turned into a graphic! #tbt	QUESTION, BRANDMENTION, ASKCOMMENT

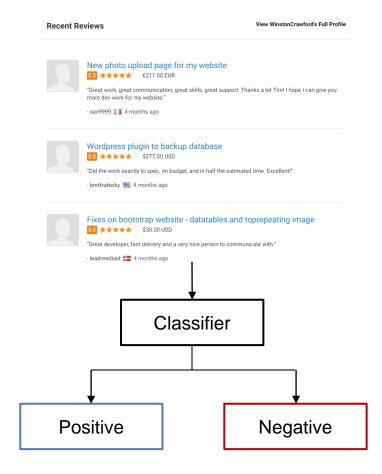


Text Mining for Empirical Research

- Example: Reputation in online service marketplace (Moreno and Terwiesch 2014)
 - How do participants in online service marketplaces react to the information tracked by the reputation system (i.e., textual review comments)?
 - > Economining approach

> Research question

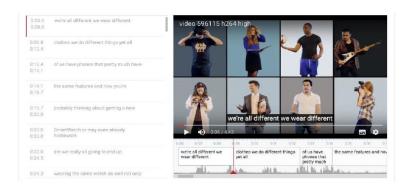
- (1) [Labeled data] Human-coding for positive or negative, through AmazonMechanical Turk for 2,000 review comments
- (2) [Supervised learning] Naïve Bayes and maximum entropy classifiers
- (3) [Prediction] 100,000 review comments





Text Mining for Empirical Research

- Example: Linguistic style of video pitch (Park et al. 2018)
 - Research question
 Does the video pitch (speech) on online
 crowdfunding influence funding
 - outcomes? If so, what kinds of pitch style are effective in Kickstarter?
 - Economining approach
 - (1) [Labeled data] Labeling personality traits for text corpus
 - (2) [Supervised learning] Deep learning for text classification for personality traits
 - (3) [Prediction] 4,700 videos











Park, J., Kim, J., Cho, D. and Lee, B., 2018. Pitching with Style: The Role of the Entrepreneur's Video Pitch on Online Crowdfunding. KAIST Working Paper.

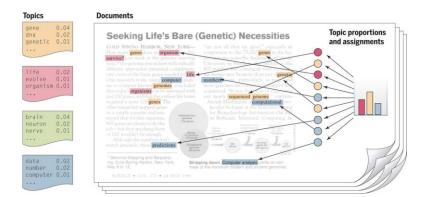
Extracting Latent Information



Topic Models for Revealing Latent Topics

- Example: Textual risk disclosures (Bao and Datta 2014)
 - What information to be extracted
 Different types of corporate risks from unstructured, textual risk disclosures
 - Economining approach

In this paper, the authors develop a variation of the latent Dirichlet allocation (LDA) topic model and its learning algorithm for simultaneously discovering and quantifying risk types from textual risk disclosures.





Topic models

[Topic label] risk factors

- [T1: human resources risks] The company's success depends largely on its ability to attract and retain key personnel.
- [T2: intellectual property risks] The company's business relies on access to patents and intellectual property obtained from third parties, and the company's future results could be adversely affected if it is alleged or found to have infringed on the intellectual property rights of others.
- [T3: potential/ongoing lawsuits] Unfavorable results of legal proceedings could adversely affect the company's results of operations.
- [T5: catastrophes] War, terrorism, public health issues, and other circumstances could disrupt supply, delivery, or demand of products, which could negatively affect the company's operations and performance.

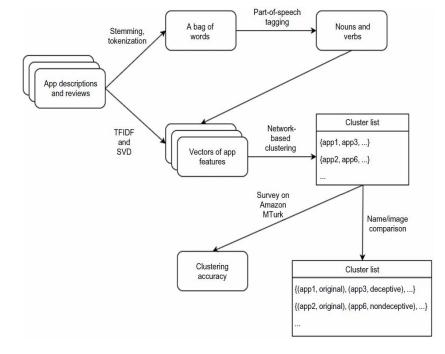


Bao, Y. and Datta, A., 2014. Simultaneously Discovering and Quantifying Risk Types from Textual Risk Disclosures. *Management Science*, 60(6), pp.1371-1391.

Similarity Measure based on Textual Descriptions

- Example: Copycats app detection (Wang et al. 2018)
 - What information to be extracted Relationship or similarity between mobile apps from unstructured, textual descriptions and customer reviews
 - Economining approach
 - The authors measure app similarity based on cosine similarity between term frequency-inverse document frequency (TF-IDF) vectors for about 10,000 apps.

Figure 1. Flow Chart of Copycat Detection Framework





Dictionary-based Text Classification

- Example: User personality traits on social media (Adamopoulos et al. 2018)
 - What information to be extracted

User personality traits from social media posts

> Economining approach

Counting the dictionary for pre-defined categories (e.g., positive/negative, personality)

Top correlations between the Big Five and individual words.

Trait	No. of words sig. at p <.001	Top 20 words
Neuroticism	24	awful (0.26), though (0.24), lazy (0.24), worse (0.21), depressing (0.21), irony (0.21), road (-0.2), terrible (0.2), Southern (-0.2), stressful (0.19), horrible (0.19), sort (0.19), visited (-0.19), annoying (0.19), ashamed (0.19), ground (-0.19), ban (0.18), oldest (-0.18), invited (-0.18), completed (-0.18)
Extraversion	20	bar (0.23), other (-0.22), drinks (0.21), restaurant (0.21), dancing (0.2), restaurants (0.2), cats (-0.2), grandfather (0.2), Miami (0.2), countless (0.2), drinking (0.19), shots (0.19), computer (-0.19), girls (0.19), glorious (0.19), minor (-0.19), pool (0.18), crowd (0.18), sang (0.18), grilled (0.18)
Openness	393	$ \begin{array}{l} {\rm folk}(0.32), {\rm humans}(0.31), {\rm of}(0.29), {\rm poet}(0.29), {\rm arr}(0.29), {\rm by}(0.28), {\rm universe}(0.28), {\rm poetry}(0.28), {\rm narrative}(0.28), {\rm culture}(0.28), {\rm giveaway}(-0.28), {\rm century}(0.28), {\rm sexual}(0.27), {\rm films}(0.27), {\rm novel}(0.27), {\rm decades}(0.27), {\rm ink}(0.27), {\rm passage}(0.27), {\rm literature}(0.27), {\rm blues}(0.26) \end{array} $
Agreeableness	110	wonderful (0.28), together (0.26), visiting (0.26), morning (0.26), spring (0.25), porn (-0.25), walked (0.23), beautiful (0.23), staying (0.23), felt (0.23), cost (-0.23), share (0.23), gray (0.22), joy (0.22), afternoon (0.22), day (0.22), moments (0.22), hug (0.22), glad (0.22), fuck (-0.22)
Conscientiousness	13	completed (0.25), adventure (0.22), stupid (-0.22), boring (-0.22), adventures (0.2), desperate (-0.2), enjoying (0.2), saying (-0.2), Hawaii (0.19), utter (-0.19), it's (-0.19), extreme (-0.19), deck (0.18)



Machine Learning for Causal Inference



Machine Learning for Causal Inference

Journal of Economic Perspectives—Volume 31, Number 2—Spring 2017—Pages 87–106

Machine Learning: An Applied Econometric Approach

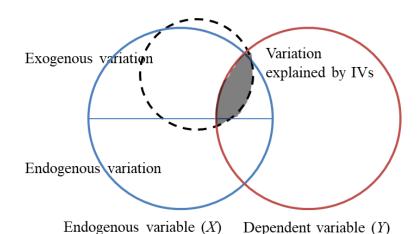
Sendhil Mullainathan and Jann Spiess (Harvard University)

- "In another category of applications, the key object of interest is actually a parameter β , but the inference procedures (often implicitly) contain a prediction task." (Mullainathan and Spiess 2017, p. 88)
 - ➤ "For example, (1) the first stage of a linear instrumental variables regression is effectively prediction. The same is true when (2) estimating heterogeneous treatment effects, testing for effects on multiple outcomes in experiments, and (3) flexibly controlling for observed confounders."



(1) Deep Instrument Variable (Deep IV)

- Instrument variables (IVs) aim at isolating the exogenous variation from endogenous independent variables. This is basically prediction.
 - ➤ Improving the predictive power of IVs could mitigate weak instrument biases, leading to efficient and unbiased estimation.
 - ➤ Hartford et al. (2017) propose the Deep IV framework, which is flexible (non-parametric) and effective for heterogeneity.



Two-Stage Least Squares (2SLS)

➤ (1) First-stage estimation

-
$$X = a + bZ + Controls + \mu$$

> (2) Second-stage estimation

-
$$Y = \alpha + \beta \hat{X} + Controls + \varepsilon$$

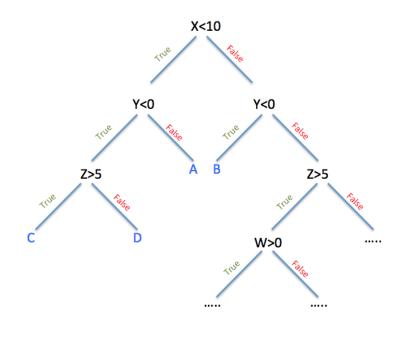
Predicted value from first-stage



Hartford, J., Lewis, G., Leyton-Brown, K. and Taddy, M., 2017. Deep IV: A Flexible Approach for Counterfactual Prediction. In *International Conference on Machine Learning (ICML)*.

(2) Heterogeneous Causal Effects

- Machine learning techniques can be used to partition the data into subpopulations that differ in the magnitude of their treatment effects.
 - Athey and Imbens (2016) develop a regression tree method (causal trees), which uses a different criterion for building the tree: rather than focusing on improvements in mean-squared error of the prediction of outcomes, it focuses on mean-squared error of treatment effects.





Athey, S. and Imbens, G., 2016. Recursive Partitioning for Heterogeneous Causal Effects. *Proceedings of the National Academy of Sciences (PNAS)*, 113(27), pp.7353-7360.

(3) Dimensionality Reduction

- To mitigate omitted variable biases, researchers might need to include a large number of variables relative to the sample size (high-dimensional data).
 - ➤ "Researchers are thus faced with a large set of potential variables formed by different ways of interacting and transforming the underlying variables" (Belloni et al. 2014, p. 29)
- Machine learning techniques for regularization can be used to select relevant variables.
 - ➤ Belloni et al. (2014) propose a double selection procedure, where they first use a LASSO regression to select covariates that are correlated with the outcome, and then again to select covariates that are correlated with the treatment.



(3) Dimensionality Reduction

Example: Impact of legalized abortion on crime

QUARTERLY JOURNAL OF ECONOMICS

Vol. CXVI May 2001 Issue 2

THE IMPACT OF LEGALIZED ABORTION ON CRIME*

John J. Donohue III and Steven D. Levitt

"We offer evidence that legalized abortion has contributed significantly to recent crime reductions." (p. 379)

The Quarterly Journal of Economics, February 2008

THE IMPACT OF LEGALIZED ABORTION ON CRIME: $\begin{array}{c} \text{COMMENT*} \end{array}$

CHRISTOPHER L. FOOTE AND CHRISTOPHER F. GOETZ

"Their cross-state regressions, by contrast, imply a large selection effect... We argue that the cross-state results are not robust to controls for omitted variables." (p. 421)

MEASUREMENT ERROR, LEGALIZED ABORTION, AND THE DECLINE IN CRIME: A RESPONSE TO FOOTE AND GOETZ*

JOHN J. DONOHUE III AND STEVEN D. LEVITT

"Our further analysis of their claims regarding omitted variable bias as an explanation for the link between legalized abortion shows that their results are extremely sensitive to minor alterations." (p. 439)



Donohue III, J.J. and Levitt, S.D., 2001. The Impact of Legalized Abortion on Crime. *Quarterly Journal of Economics*, 116(2), pp.379-420. Foote, C.L. and Goetz, C.F., 2008. The Impact of Legalized Abortion on Crime: Comment. *Quarterly Journal of Economics*, 123(1), pp.407-423. Donohue III, J.J. and Levitt, S.D., 2008. Measurement Error, Legalized Abortion, and the Decline in Crime: A Response to Foote and Goetz. *Quarterly Journal of Economics*, 123(1), pp.425-440.

(3) Dimensionality Reduction

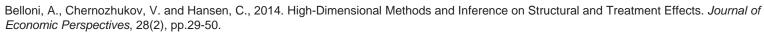
- Example: Impact of legalized abortion on crime
 - ➤ Belloni et al. (2014) apply the double selection procedure to automatically select relevant omitted variables to address Donohue and Levitt (2008)'s comment:

"The Foote and Goetz findings, however, prove to be very sensitive to minor alterations in specification. Foote and Goetz's Table II, column (5) results include Census division-year interactions. Column (4) of our Table III shows that without the division-year interactions, but including the interaction of 1970–1984 mean log per capita crime rates and a linear crime trend, the effect of abortion on crime remains highly statistically significant for violent and property crime." (p. 436)

Among hypothetical 284 controls (for 600 observations), Belloni et al. (2014) select relevant variables and obtain insignificant estimations.

Effect of Abortion on Crim

	Violent		
Estimator	Effect	Std. error	
First-difference	157	.034	
All controls	.071	.284	
Double selection	171	.117	

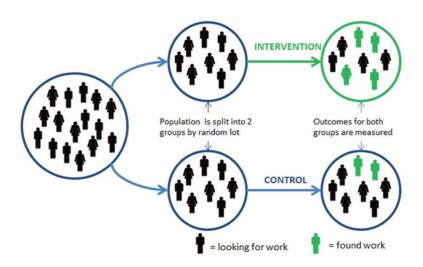


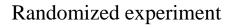
Donohue III, J.J. and Levitt, S.D., 2008. Measurement Error, Legalized Abortion, and the Decline in Crime: A Response to Foote and Goetz. *Quarterly Journal of Economics*, 123(1), pp.425-440.

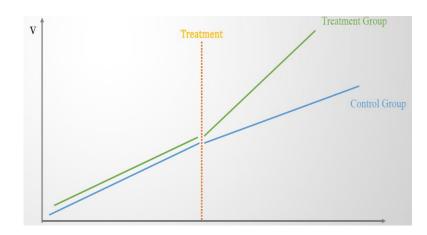


(4) Pseudo Control Group

- The control group, which provides an estimate of the counterfactual, is the gold standard for causal inference.
 - ➤ However, even if we do not have a true control group, we might be able to develop a predictive model of the counterfactual.





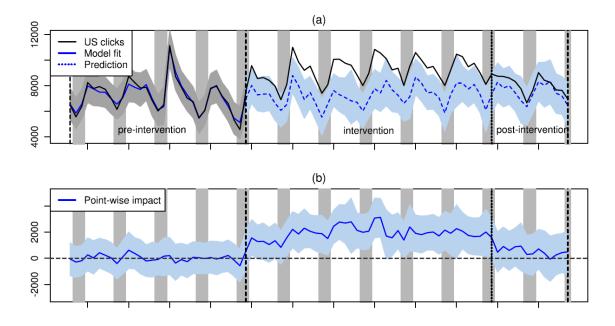


Quasi-experiment (Difference-in-differences)



(4) Pseudo Control Group

- Example: Train-Test-Treat Compare (TTTC) model
 - ➤ Brodersen et al. (2015) compare the predicted trends of organic clicks (as a counterfactual; control group) with the realized trends treated by advertising (i.e., organic + paid clicks).





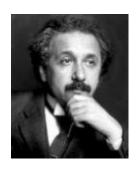
Brodersen, K.H., Gallusser, F., Koehler, J., Remy, N. and Scott, S.L., 2015. Inferring Causal Impact Using Bayesian Structural Time-Series Models. *The Annals of Applied Statistics*, 9(1), pp.247-274.

Concluding Remarks

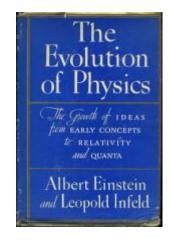


Surviving in the Age of Big Data and Machine Learning

- Computational techniques or algorithms itself are not our major interest.
 - ➤ "Problem-formulation skills represent core skills for data scientists over the next decade." (Dhar 2013, p. 70)



Albert Einstein



"The formulation of a problem is often more essential than its solution, which may be merely a matter of mathematical or experimental skill. To raise new questions, new possibilities, to regard old problems from a new angle, requires creative imagination and marks real advance in science"



Dhar, V. 2013. Data Science and Prediction. Communications of the ACM, 56(12), 64-73.

Methodology is Important only for Important Question

No research methodology can save the poor research question.

"Type III errors occur when a researcher answers the wrong question using the right methods. A lot of effort may be expended, a great deal of rigor may be applied, but coming up with the right answer to the wrong question does not create value." (p. iii)

"An incomplete or imprecise answer to the right question can be a significant advance, while a complete and precise answer to the wrong question does not create value." (p. vii)

- Arun Rai, Editor-in-Chief of MIS Quarterly



End of Document

