Story-Telling II

Carolina A. de Lima Salge

Assistant Professor
Terry College of Business
University of Georgia
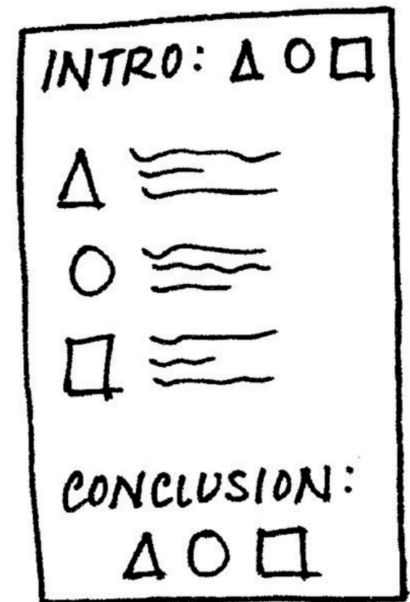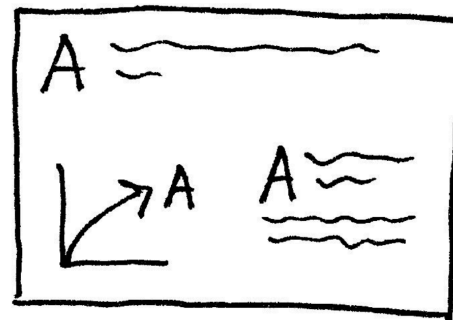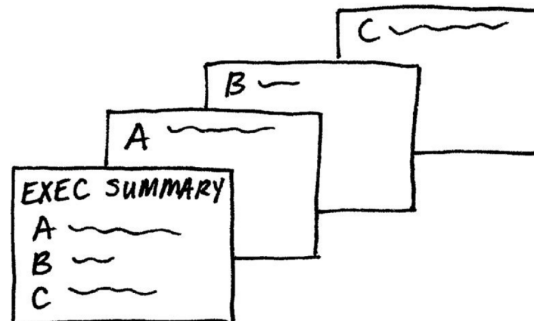
Business Intelligence
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Terry College of Business
UNIVERSITY OF GEORGIA

↑**15%**

in (US$) revenue if we deploy an automated churn prediction system targeting customers at-risk with personalized messages
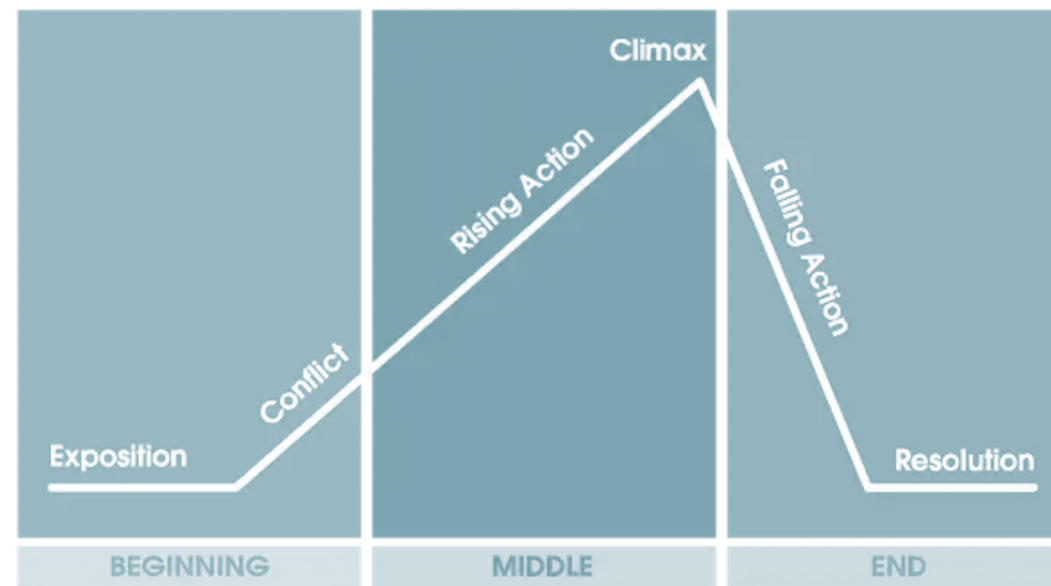
1. *Exposition*
   - *Describe context*
   - *When/where/who*
2. *Conflict*
   - *Introduce the situation*
   - *Depict opportunity*
3. *Rising Action*
   - *Develop the situation*
   - *What will happen if nothing changes?*
4. *Climax*
   - *Introduce approach*
   - *Detail solution*
5. *Falling Action*
   - *Highlight value of solution*
6. *Resolution*
   - *Communicate next steps*

Constructing the Story

Every story has a beginning, middle, and end

a.k.a., Freytag Pyramid

Developing a Story Outline

Help to organize content
Keep story focused
Enable better flow between parts
Easier to get started on
Save time in editing

1. *Exposition*
   - *Describe context*
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Example Outline: Churn at T-Mobile

Beginning

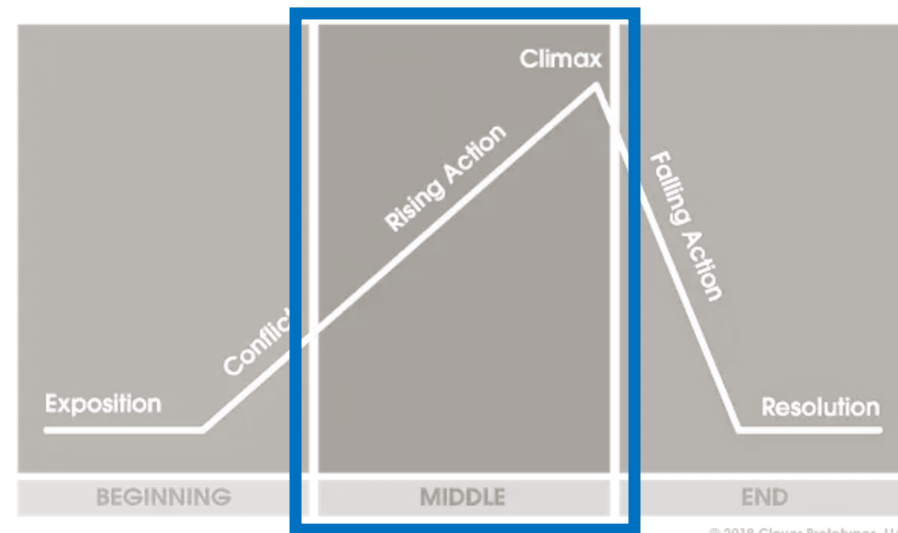|	
Exposition	You are a team of data analysts working for T-Mobile's consumer research department T-Mobile is an American wireless network operator with shareholders across the world
Conflict	The unresolved situation at T-Mobile right now is the increased level of churn The opportunity is to decrease churn and increase revenue The situation is problematic because the company is losing money Nothing has changed in the last 6 months The goal of the analytics team is to develop a strategy that will allow T-Mobile to realize this opportunity

Example Outline: Churn at T-Mobile

Middle

Rising Action	Research shows that 68% of customers churn because of bad customer service We examined T-Mobile's customer service data and found that churn is up by 5% - dissatisfaction levels also went up by 15% If nothing changes, the churn situation could get even worse, and the company could lose more money Some have argued that one way to improve customer service and decrease churn levels is through personalization
Climax	Explored this solution by first creating a ML model to predict which customers are likely to churn The performance of the model is great (> 90% of accuracy, precision, and recall) Next used the model to detect customers at risk, targeting them with personalized messages (multiple field experiments) Results are actionable! (those at risk that received personalized messages churned less than those who did not)

Example Outline: Churn at T-Mobile

End

Falling Action	The major benefit of sending personalized messages to customers at risk of churning is a 15% increase in revenue It will cost anywhere from 10K to 40K dollars to automate the churn prediction model with personalized messages Since benefit > cost, we should move forward with system deployment
Resolution	First step is to schedule a meeting with ML engineers to discuss system requirements There is also a need to meet with marketing to discuss personalization content Starting these conversations are crucial for allowing T-Mobile to decrease churn and increase revenue by 15%
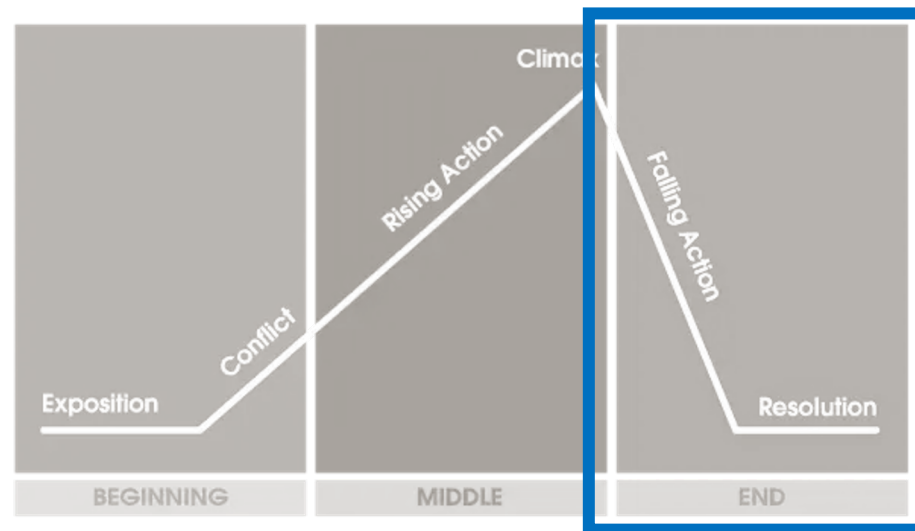
From Outline to Presentation Slides or Written Reports

Each bullet point can become a *slide* or a *paragraph*

End

Falling Action	The major benefit of sending personalized messages to customers at risk of churning is a 15% increase in revenue
	It will cost anywhere from 10K to 40K dollars to automate the churn prediction model with personalized messages
	Since benefit > cost, we should move forward with system deployment

Slide

↑**15%**

in (US$) revenue if we deploy an automated churn prediction system targeting customers at-risk with personalized messages

Paragraph

One major benefit of deploying an automated churn prediction system targeting at-risk customers with personalized messages is the potential **increase of 15% in US$ revenue.** This estimate was calculated using XYZ, which came from ABC, etc.

Presentation Slides

A good portion of the narrative will be spoken

Benefits
- Words on slides being reinforced by words spoken
- Use voiceover to make "*so what*" clear, relevant for the audience, and tie one idea to the next
- Respond to questions and clarify as needed

Presentation Slides

A good portion of the narrative will be spoken

Challenges
- Audience can act unpredictably
  - Ask questions off topic
  - Jump to a point later in the presentation
  - Interrupt and push you off track

Presentation Slides

To leverage the benefits, spend significant amount of time in designing the slides (e.g., making sure they are uncluttered)

To avoid the challenges, speak up:

~~presentation is structured~~. For example, if you're anticipating an audience who will want to go off track, start by saying something like, "I know you are going to have a lot of questions. Write them down as they come up and I will make sure to leave time at the end to address any that aren't answered. But first, let's take a look at the process our team went through to reach our conclusion, which will lead us to what we are asking of you today."

As another example, if you're planning to lead with the ending and this differs from the typical approach—tell your audience that this is what you're doing. You might say something like, "Today, I'm going to start with what we're asking of you. The team did some robust analysis that led us to this conclusion and we weighed several different options. I will take you through all of this. But before I do, I want to spotlight what we are asking of you today, which is …" By telling your audience how you are going to structure your presentation, it can make both you and them more comfortable. It helps your audience to know what to expect and what role they are meant to play.

Written Report…

… or a slide deck that is sent around instead of presented

Don't have the benefit of the voiceover to make slides relevant – rather, they must do this on their own

The written narrative is what will achieve this!

Written Report

Especially important to make the "so what" of each slide or paragraph crystal clear

You've probably experienced when this has not been done well: you're looking through a presentation and encounter a slide of bulleted facts, or a graph or table packed with numbers, and are thinking, "I have no idea what I'm meant to get out of this." Don't let this happen to your work: make sure the words are present to make your point clear and relevant to your audience.

The Power of Repetition

The more the information is repeated or used, the more likely it is to end up in long-term memory (or retained). Yet too much repetition can be annoying, so we need to find the right balance!

"If people can easily recall, repeat, and transfer your message, you did a great job conveying it!"

Knaflic, C. G. (2015). Storytelling with Data   **13**

Bing, Bang, Bongo

Tell the audience what you are going to tell them (***Bing***)
Then tell it to them (***Bang***, the actual content)
Then summarize what you just told them (***Bongo***)

For presentation slides or written reports, you can apply this by starting with an **executive summary**, then provide the main content (*Freytag Pyramid*), and finally end with a **summary**
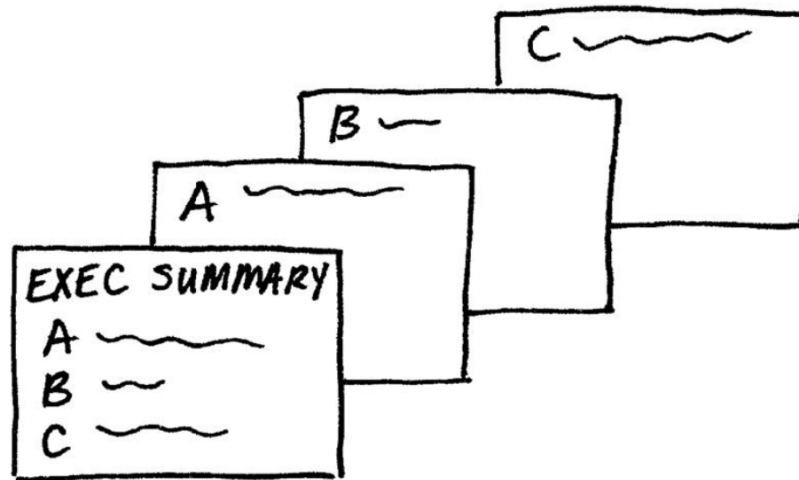
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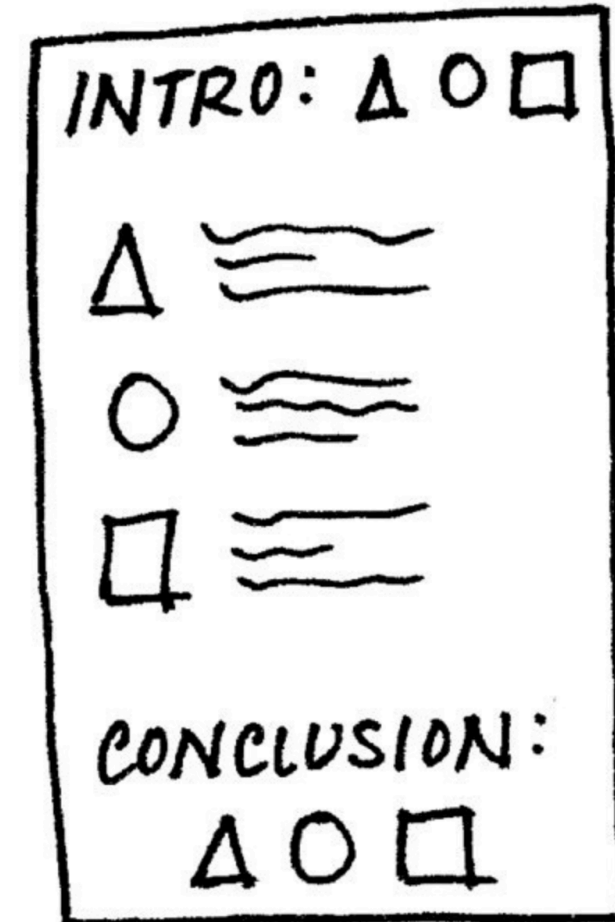
Tactics for Making Sure Your Story is Clear

- Horizontal Logic
- Vertical Logic
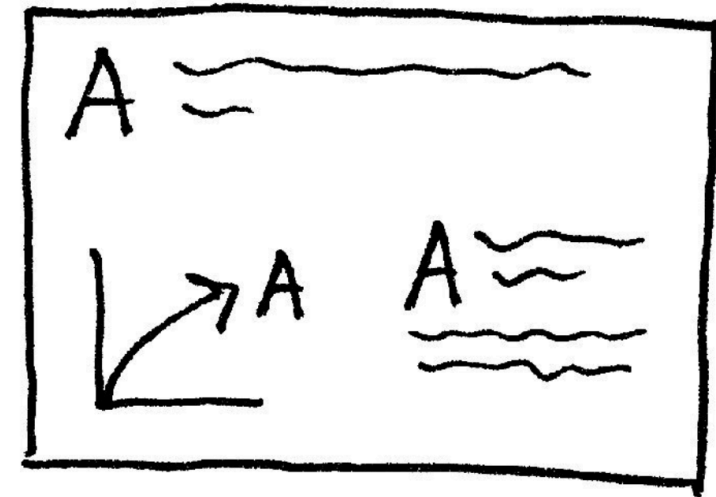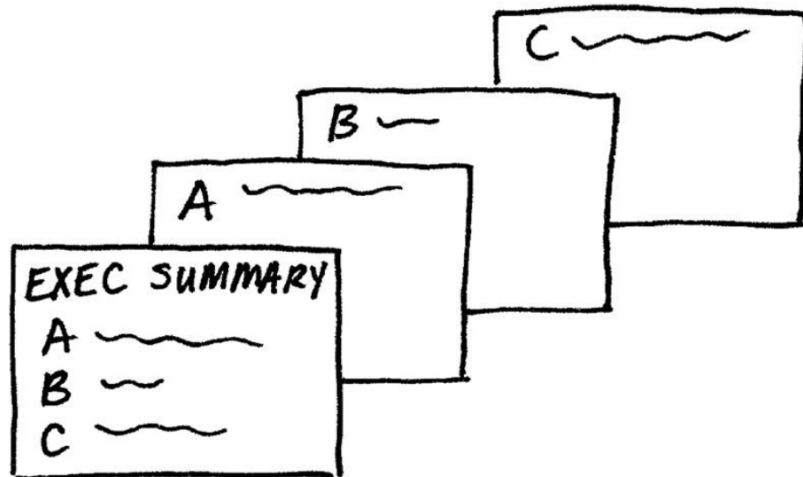
Horizontal Logic

Read just the title of each slide or section throughout your deck or report and, together, these snippets tell the overarching story (*have action titles, not descriptive titles, for this to work well*)

Vertical Logic

All information on a given slide or paragraph is self-reinforcing (*content reinforces the title and vice versa – the decision on what to remove or push to an appendix will be as important as the decision on what to retain*)
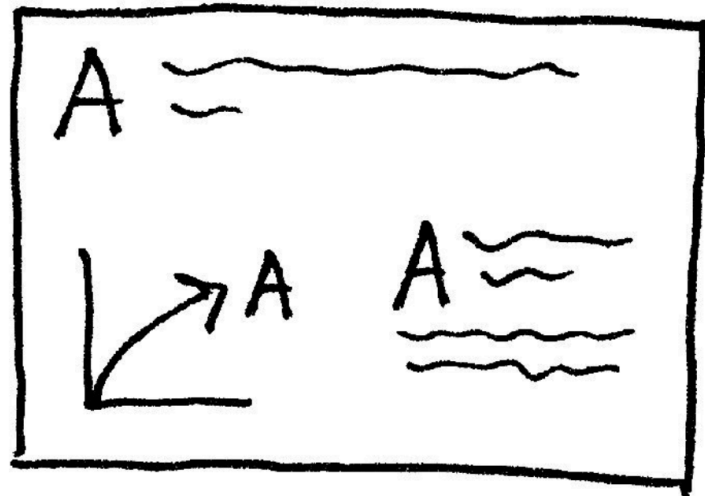
Feedback

Get feedback from someone *not* familiar with the *project*

- Help uncover issues of **clarity and flow**
- Can provide a fresh perspective

Get feedback from someone familiar with the *audience*

- Help uncover issues of **content and framing**
- Can raise questions the audience may have

<u>Summary</u>

Develop an outline for your project story using the Freytag framework

Translate the outline to either presentation slides or a written report, leveraging the benefits and addressing the challenges of the chosen output

Use the Bing, Bang, Bongo model to take advantage of the power of repetition

Check that your story is clear through horizontal logic and vertical logic

Get feedback from others before submitting your work!

Thank You!