Customer Analytics Review & Practice session

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Rady School of Management @ UCSD

Customer Analytics

Reminders

- Peer evaluations for the PFG-bank presentations
- Intra-group peer evaluations:
 https://rsm-compute-01.ucsd.edu:4443/peer eval/
- Exam will be in-person and run from 2pm 5pm PT on Thursday 3/24
- Come to room 4N128 to find out if you will be in that room of 3N128

Final exam: What you can expect

- Causality check-lists
- Customer Lifetime Value calculations (CLV)
- Manipulate data (e.g., transform variables, 'bin' a continuous variable)
- Exploratory Data Analysis (EDA)
- Linear and Logistic regression (incle) prediction plots)
- Evaluate relative importance of explanatory variables (features) from an AD or ML model (permutation importance plots)
- Estimate interactions and generate plots from ML models to identify if an interaction exists
- Use training and test samples

- Generate predictions using Linear/Logistic regression, NN, Random Forests, XGBoost, etc.
- Create lift, gains, and profit charts and evaluate overfitting
- Determine profits and return on marketing expenditures
- Uplift modeling
- Estimate logistic regression on experimental data
- Bias-Variance tradeoff
- Tuning ML models using Cross-Validation
- Understand benefits and limitations of partial factorial design

• ...

Goals for Review session

Complete during session:

- Task 1: Causality check list (2 in-class, 2 pre-work)
- Task 2: Linear regression
- Task 3: Logistic regression
- Task 4: (facebook.ipynb | interactions)
- Task 8: (bizware-review.ipynb | experimental design and logistic regression)
- Task 9: (impurity calculations)

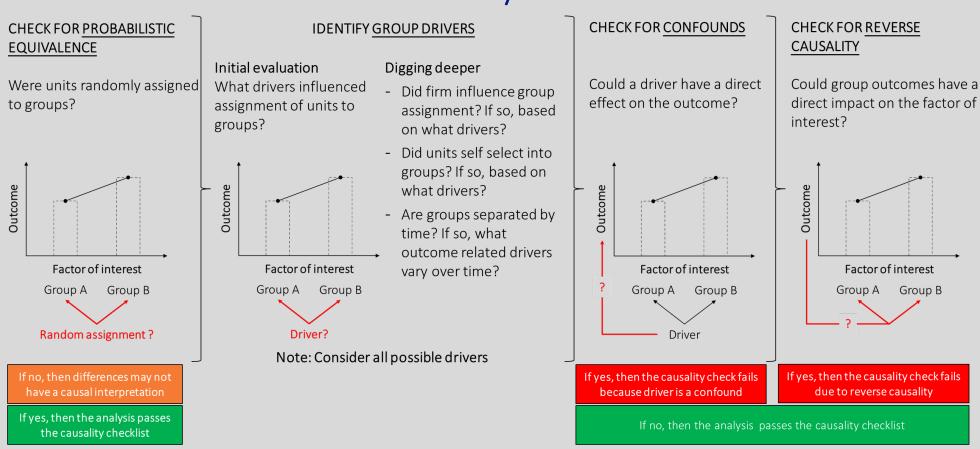
Discuss during session:

- Task 7: (slow-auc.ipynb)
- Task 8: (bbb_sklearn.ipynb)

Extra:

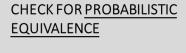
 Task 5: Customer Lifetime Value calculation (clv.xlsx and clv.ipynb)

The causality checklist

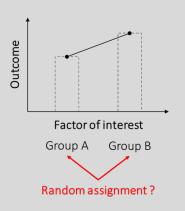


If an analysis passes the causality checklist, we conclude that differences in the outcome variable across groups are **caused** by differences in the factor of interest

Review the Google Ads example



Were units randomly assigned to groups?

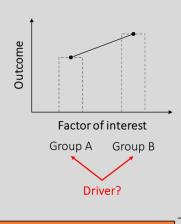


If no, then differences may not have a causal interpretation

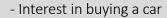
If yes, then the analysis passes the causality checklist

IDENTIFY GROUP DRIVERS

What drivers influenced assignment of units to groups?

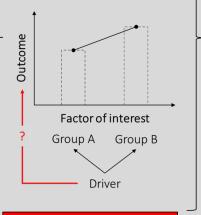


- Google search terms

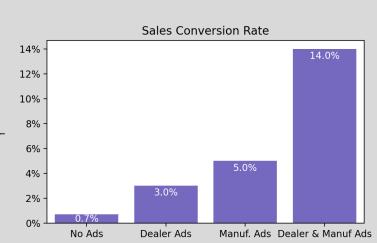


CHECK FOR CONFOUNDS

Could a driver have a direct effect on the outcome?



The driver is a confound



Summary of insights from applying the causality checklist to the Google ads example

- Causal claims: (1) Google ads work, (2) Retailer and Manufacturer ads are complements
- Factor of interest: Car ad exposure
- **Groups**: Customers that saw (1) no ads, (2) retailer ads, (3) manufacturer ads, and (3) retailer and manufacturer ads
- Outcome: Sales conversion
- Group assignment: Not random
- Drivers: Google search terms reflecting interest in buying a car
- Confound: Yes. Interest in buying a car can have a direct effect on the likelihood of buying a car

A company sells many snowmobiles in Canada but very few in Mexico. The company also advertises extensively in Canada but does not advertise at all in Mexico

advertises extensively in Canada but does not advertise at all in Mexico
Causal claim: Advertising works
Factor of interest:
Groups:
Outcome:
Group assignment:
Drivers of group assignment:
Confound:
Reverse causality:

Snowmobile sales are below expectations in January and a dealership in Toronto plans to run a promotion in February. During the promotional period an unexpected snow-storm hits the Toronto area. Sales of snowmobiles in February are 10% higher than expected

Toronto area. Sales of snowmobiles in February are 10% higher than expected
Causal claim: The promotion caused a 10% increase in sales
Factor of interest:
Groups:
Outcome:
Group assignment:
Drivers of group assignment:
Confound:
Reverse causality:

Reverse causality?:

Doordash is a logistics software startup. Affiliated drivers deliver restaurant food to

January. The number of orders for take-out in January are 5% lower than in December
Causal claim: Adding the link to the Door Dash site caused a decrease in sales
Factor of interest:
Groups:
Outcome:
Group assignment:
Drivers of group assignment:
Confound:

A manufacturer of kitchen knives has improved the quality of their product each year. The company also increased prices each year to cover the costs of these quality improvements. A regression of price on demand (i.e., demand = $a + b \times price$) gives a coefficient for price very close to 0 that is not statistically significant

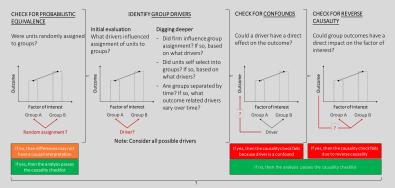
Causal claim: Customers are not sensitive to price changes so the manufacturer can continue to increase prices, even if quality is not improved

Groups:
Outcome:
Group assignment:
Drivers of group assignment:
Confound:
Reverse causality?:

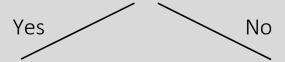
Factor of interest

Getting from prediction to prescription requires careful deliberation

PREDICTION → PRESCRIPTION CHECKLIST



Is the data available for prediction relevant for the desired prescription?



No



If an analysis passes the causality checklist, we conclude that differences in the outcome variable across groups are **caused** by differences in the factor of interest

Is it reasonable to attach a causal interpretation to the estimated effect of the prescription?

Gather additional data or experiment

- Based on Exhibit 1?
- Based on Testing?





Yes

Experiment or fix the analysis



Task 2: Regression review (see linear-regression.ipynb)

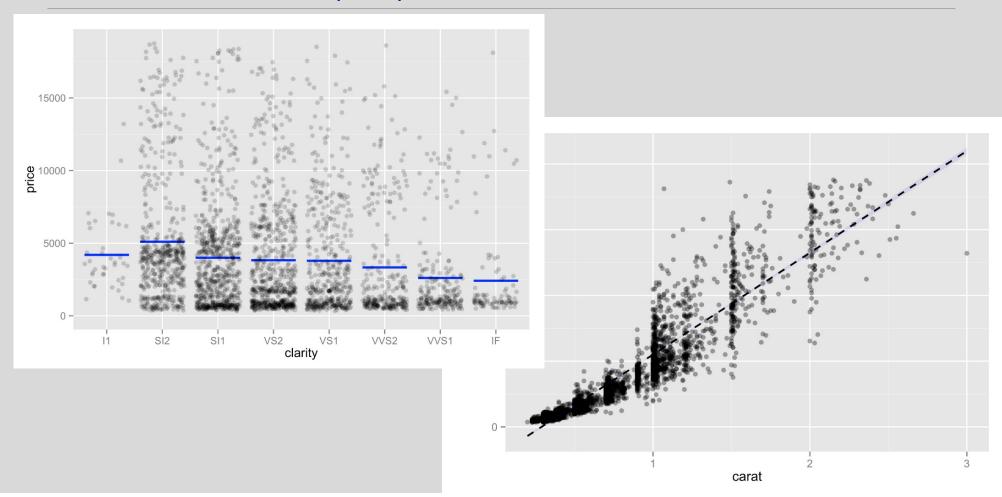
	1 rsm.coef_ci	i(reg)				
/	0.0s					
	index	coefficient	2.5%	97.5%	p.values	
0	Intercept	-6780.993	-7182.855	-6379.131	< .001	***
1	clarity[T.SI2]	2790.760	2395.873	3185.646	< .001	***
2	clarity[T.SI1]	3608.531	3215.384	4001.679	< .001	***
3	clarity[T.VS2]	4249.906	3854.604	4645.208	< .001	***
4	clarity[T.VS1]	4461.956	4060.801	4863.111	< .001	***
5	clarity[T.VVS2]	5109.476	4697.311	5521.640	< .001	***
6	clarity[T.VVS1]	5027.669	4607.574	5447.764	< .001	***
7	clarity[T.IF]	5265.170	4807.024	5723.317	< .001	***
8	carat	8438.030	8337.834	8538.227	< .001	***

Click Ball Point Pens

- Company: A national manufacturer of ball point pens.

- Managerial problem:
 - What is the value of an advertising spot?
 - How much should we pay sales reps?
 - Are the results the same when you include both advertising and sales reps in the model? If not, why not?
- Data: Sales data for 40 markets/territories along with measures of marketing effort
- Use linear-regression.ipynb and data/click.pkl

Omitted Variable Bias (OVB)



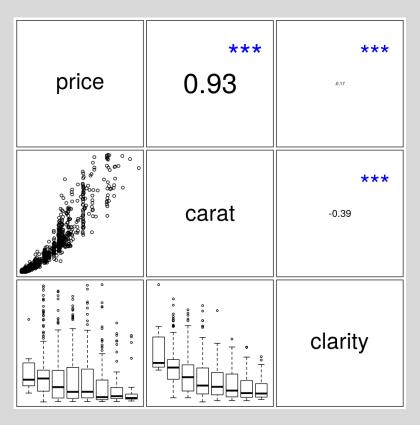
Omitted Variable Bias (OVB) and Multi-collinearity (MC)

```
coefficient std.error t.value p.value
(Intercept)
              4194.775
                        616.530 6.804 < .001 ***
clarity|SI2
              905.414
                        639.415 1.416
                                        0.157
              -196.198
                        633.401 -0.310
                                        0.757
clarity|SI1
clarity|VS2
            -371.808
                        634.911 -0.586
                                        0.558
                                        0.529
clarity|VS1
            -405.594
                        643.823 -0.630
clarity|VVS2
             -856.955
                        658.518 -1.301
                                        0.193
                                        0.018 *
clarity|VVS1
             -1586.315
                        669.318 -2.370
                        730.540 -2.441
                                         0.015 *
clarity|IF
             -1783.078
```

Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1

R-squared: 0.031, Adjusted R-squared: 0.029 F-statistic: 13.759 df(7,2992), p.value < .001

Nr obs: 3,000



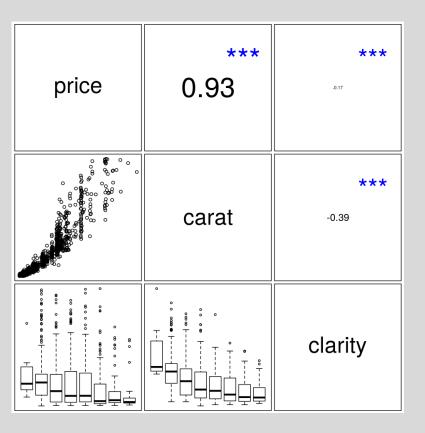
Omitted Variable Bias (OVB) and Multi-collinearity (MC)

```
coefficient std.error t.value p.value
                       204.952 -33.086 < .001 ***
(Intercept)
             -6780.993
              8438.030
                       51.101 165.125 < .001 ***
carat
                       201.395 13.857 < .001 ***
clarity|SI2
              2790.760
clarity|SI1
              3608.531
                       200.508 17.997 < .001 ***
clarity|VS2
            4249.906
                       201.607 21.080 < .001 ***
clarity|VS1
             4461.956
                       204.592 21.809 < .001 ***
clarity|VVS2
             5109.476
                       210.207 24.307 < .001 ***
                        214.251 23.466 < .001 ***
clarity|VVS1
             5027.669
clarity|IF
                        233.658 22.534 < .001 ***
              5265.170
```

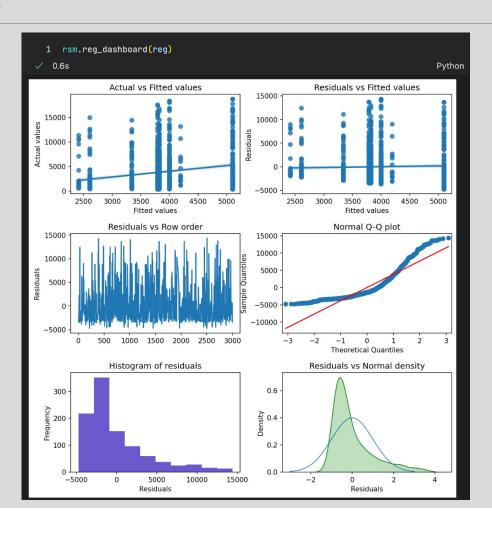
Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1

R-squared: 0.904, Adjusted R-squared: 0.904 F-statistic: 3530.024 df(8,2991), p.value < .001

Nr obs: 3,000



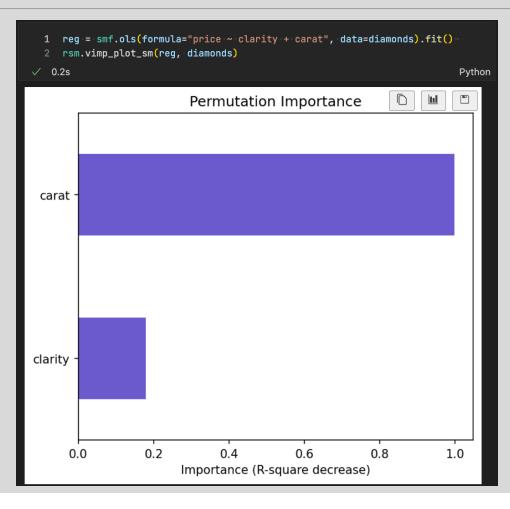
Check residuals



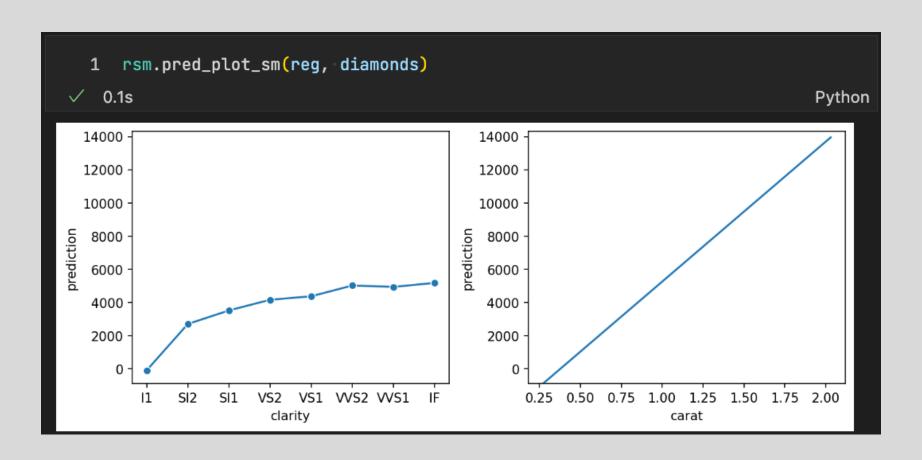
Model fit

```
1 reg = smf.ols(formula="price ~ carat + clarity", data=diamonds).fit()
  2 rsm.evalreg(diamonds.assign(pred_reg = reg.fittedvalues), "price", "pred_reg")
✓ 0.0s
                                                                              Python
   Type predictor
                            r2
                                       mse
                                               mae
     All pred_reg 3000 0.904 1498982.488 833.179
0
  1 rsm.model_fit(reg)
✓ 0.0s
                                                                              Python
  R-squared: 0.904, Adjusted R-squared: 0.904
  F-statistic: 3530.024 df(8, 2991), p.value < 0.001
  Nr obs: 3,000
```

Variable importance



Variable effect



Task 3: Logistic regression (see logistic-regression.ipynb)

1 rsm.or_ci(lr) √ 0.0s								Python
	0.03							Fython
	index	OR	OR%	2.5%	97.5%	p.values		
1	coupon	2.169	116.9%	2.105	2.234	< .001	***	
2	purch	1.095	9.5%	1.085	1.106	< .001	***	
3	last	0.933	-6.7%	0.930	0.937	< .001	***	

Model fit

```
1 rsm.model_fit(lr)

Python

Pseudo R-squared (McFadden): 0.208

Pseudo R-squared (McFadden adjusted): 0.208

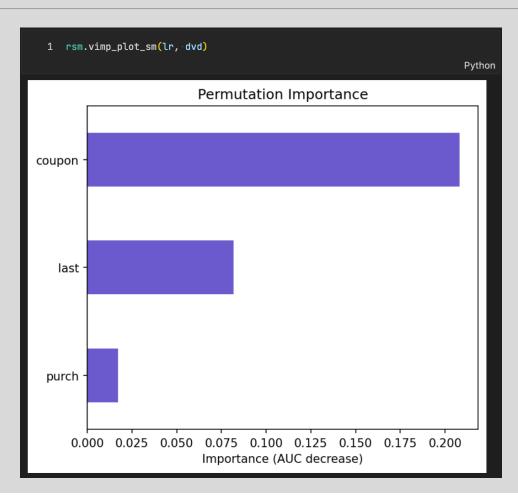
Area under the RO Curve (AUC): 0.803

Log-likelihood: -9110.529, AIC: 18229.058, BIC: 18260.672

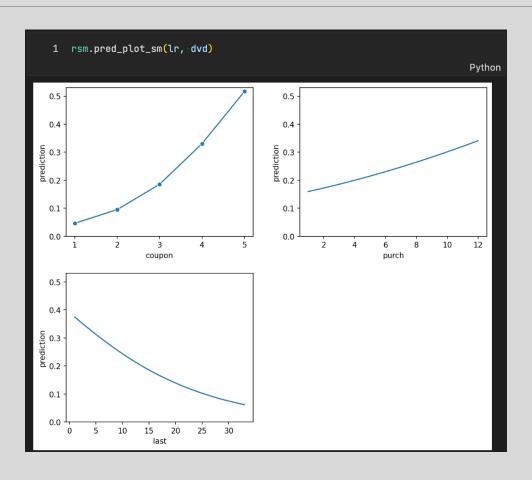
Chi-squared: 20007.878 df(3), p.value < 0.001

Nr obs: 20,000
```

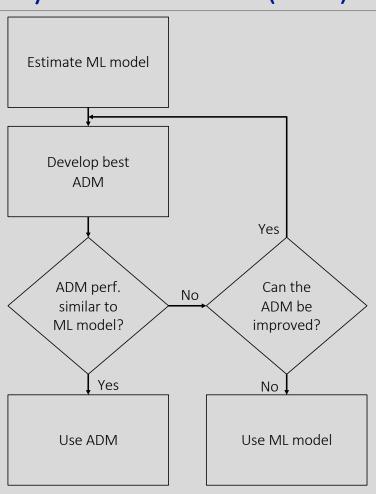
Variable importance



Variable importance



Machine Learning (ML) models can be used in combination with Analyst Driven Models (ADM)

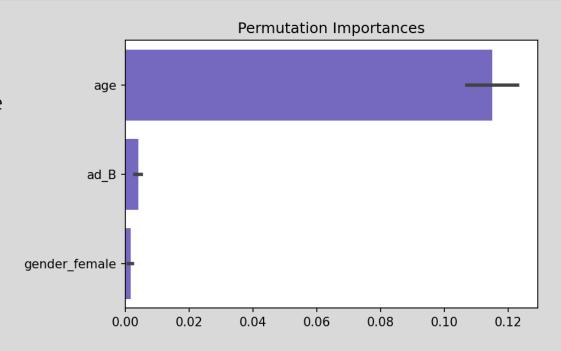


Core idea:

- Use ML model as performance benchmark
- Use ADM for interpretation

TASK 4: What predicts ad click-through? (see facebook.ipynb)

- Reproduce the plot on the right using a NN (1)
- How does the plot change as we add another node to the hidden layer, i.e., NN(2)? Why does it change?
- Develop a logistic regression model that achieves similar performance to the NN(2) model (use gainsplot)
- Use prediction plots to demonstrate key new effects are capture by the LR model



TanH
$$f(x)= anh(x)=rac{(e^x-e^{-x})}{(e^x+e^{-x})}$$

TASK 5: Calculate CLV (use task-5-clv.xlsx or task-5-clv.ipynb)

	Years					
	Start of CLV Calc.	1	2	3	4	5
Revenues	\$0	\$400	\$400			
Product/Service Costs	\$0	\$80	\$80			
Marketing Costs	\$0	\$0	\$0			
Customer Profit	\$0	\$320	\$320			
Prob. of being active at end of period	100.00%	100.00%	59.00%	34.81%		
Profit expected on average	\$0	\$320.00	\$188.80			
Present Value of Exp. Profits	\$0	\$320				

- Discount rate is 10% annually
- What is the churn rate? What about the retention rate?
- What assumption are we making about the timing of churn (Optimistic or Pessimistic)?
- What assumption are we making about the timing of payment (Optimistic or Pessimistic)?

TASK 6: Evaluate model performance (review slow-auc.ipynb)

CONVERT A PROBABILITY TO A BINARY OUTCOME USING BREAKEVEN AS THE THRESHOLD

		Predicted				
		Pos.	Neg.			
nal	Pos.	TP	FN			
Actual	Neg.	FP	TN			

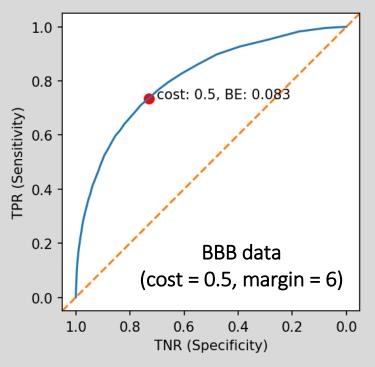
		Predicted				
		Pos.	Neg.			
ual	Pos.	655	176			
Actual	Neg.	10,871	16,176			

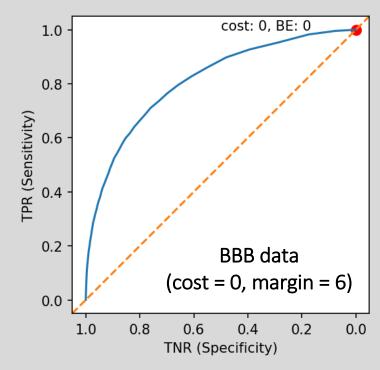
- **TP**: True positive (predicted pos, actual pos)
- TN: True negative (predicted neg, actual neg)
- **FP**: False positive (predicted pos, actual neg)
 - FN: False negative (predicted neg, actual pos)

Additional performance metrics used in practice

- **Accuracy**: Proportion of all outcomes that was correctly predicted as either positive or negative, i.e., (TP + TN) / (TP + TN + FP + FN)
- **Kappa**: Corrects the accuracy measure for the probability of generating a correct prediction purely by chance
- True positive rate (TPR): Proportion of actual positive outcomes in the data that received a positive prediction (i.e., TP / (TP + FN)). Also known as sensitivity or recall
- True negative rate (TNR): Proportion of actual negative outcomes in the data that received a negative prediction (i.e., TN / (TN + FP)). Also known as specificity
- **AUC:** Area Under the (ROC) Curve. The ROC curve plots the FPR against the TPR for all possible classification thresholds. AUC is the area under this curve. The maximum AUC value is 1 and the minimum value is 0.5

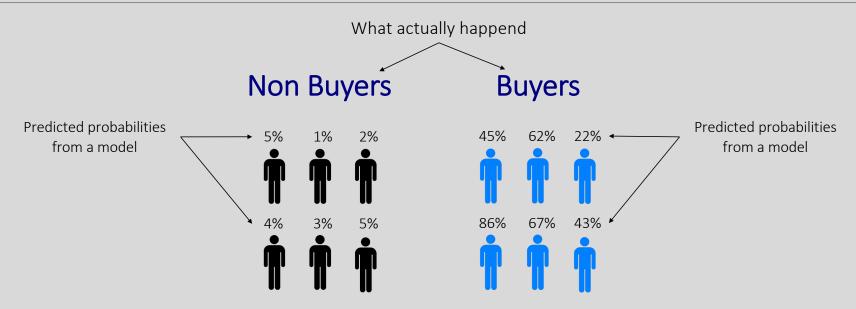
AUC is a measure of model performance at all possible thresholds





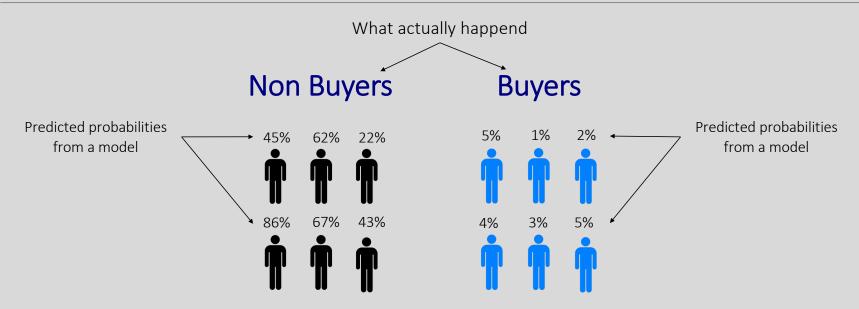
- True positive rate (TPR): Proportion of actual positive outcomes in the data that received a positive prediction (i.e., TP / (TP + FN)). Also known as sensitivity or recall
- True negative rate (TNR): Proportion of actual negative outcomes in the data that received a negative prediction (i.e., TN / (TN + FP)). Also known as specificity

Probabilistic interpretation of AUC



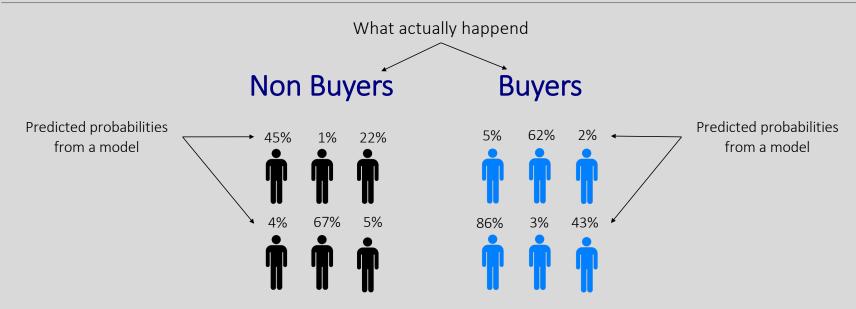
What does an AUC = 1 imply about "pred_did_buy" vs "pred_did_not_buy"?

Probabilistic interpretation of AUC



What does an AUC = 0 imply about "pred_did_buy" vs "pred_did_not_buy"? Is this a useful model?

Probabilistic interpretation of AUC



What does an AUC = 0.5 imply about "pred_did_buy" vs "pred_did_not_buy"? Is this a useful model?

TASK 7: How to "tune" hyper parameters to avoid overfitting?

TEST TRAINING Explanatory variables Explanatory variables Outcome variable Outcome variable Size SIZE 12345 4 5 Decay 1 2 0 0.1 0.2 0.3 0.4 0.5 DECAY 0 (1,0)(2,0) (3,0)(4,0) (5,0)(1, 0.1)(2, 0.1)(3, 0.1)(4, 0.1)(5, 0.1)0.1 0.2 (1, 0.2)(2, 0.2)(3, 0.2)(4, 0.2)(5, 0.2)(1, 0.3) (2, 0.3) (3, 0.3) (4, 0.3) (5, 0.3) 0.3 (1, 0.4) (2, 0.4) (3, 0.4) (4, 0.4) (5, 0.4)0.4 (1, 0.5)(2, 0.5)(3, 0.5)(4, 0.5)(5, 0.5)0.5

K-fold cross validation to "tune" hyper parameters

1	2	3	4	5

TRAIN		VALIDATE
1-4	5	
2-5	1	
3-1	2	
4-2	3	
5-3	4	

HYPER PARAMETER GRID

	Size				
Decay	1	2	3	4	5
0	(1,0)	(2,0)	(3,0)	(4,0)	(5,0)
0.1	(1, 0.1)	(2, 0.1)	(3, 0.1)	(4, 0.1)	(5, 0.1)
0.2	(1, 0.2)	(2, 0.2)	(3, 0.2)	(4, 0.2)	(5, 0.2)
0.3	(1, 0.3)	(2, 0.3)	(3, 0.3)	(4, 0.3)	(5, 0.3)
0.4	(1, 0.4)	(2, 0.4)	(3, 0.4)	(4, 0.4)	(5, 0.4)
0.5	(1, 0.5)	(2, 0.5)	(3, 0.5)	(4, 0.5)	(5, 0.5)

The model associated with each cell in the "grid" is evaluated 5 times in a training-validation pair. The average performance metric for each grid cell is then used to determine the best hyper parameters to use.

TASK 7: K-fold cross validation to "tune" hyper parameters for NN (classification) – see bbb_sklearn.ipynb

```
nr_hnodes = range(1, 5)
hls = list(zip(nr_hnodes)) + list(zip(nr_hnodes, nr_hnodes))
hls

[(1,), (2,), (3,), (4,), (1, 1), (2, 2), (3, 3), (4, 4)]

param_grid = {"hidden_layer_sizes": hls, "alpha": [0.001, 0.01, 0.05]}
scoring = {"AUC": "roc_auc"}

clf_cv = GridSearchCV(
    clf, param_grid, scoring=scoring, cv=5, n_jobs=4, refit="AUC", verbose=5
).fit(Xs[training == 1], y[training == 1])

Fitting 5 folds for each of 24 candidates, totalling 120 fits
```

TASK 8: Experimental design and partial factorials (see bizware-review.ipynb)

price	message	promotion	response
USD150	speed	trial	0.14
USD150	power	gift	0.40
USD160	power	trial	0.09
USD160	speed	gift	0.13
USD170	power	trial	0.06
USD170	speed	gift	0.10
USD180	speed	trial	0.01
USD180	power	gift	0.07

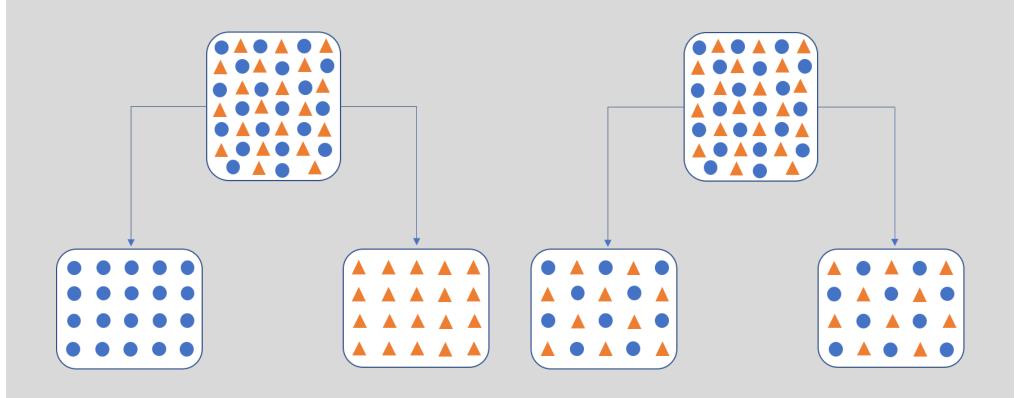
source: Boost your Marketing ROI with Experimental Design (HBR)

Authors: Eric Almquist and Gordon Wyner

Assume the sample size for each cell was 2,000

- Generate a partial factorial design using information about factors and levels shown in the response table (use the radiant browser interface or functions directly from radiant.design)
- Did you get the same design? Why (not)?
- Estimate a logistic regression based on the response table shown and predict response for all profiles
- Use data/bizware.xls
- What are the 2 top offers?
- What are the 2 worst offers?

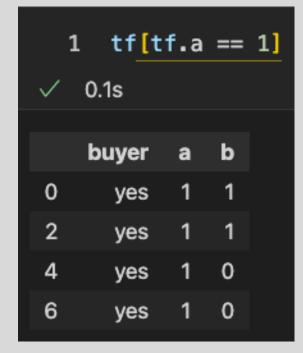
Task 9: Decision trees -- Best possible split vs worst possible split



Classification trees split the data by filtering on a variable

buyer	а	b
yes	1	1
no	0	1
yes	1	1
no	0	1
yes	1	0
no	0	0
yes	1	0
no	0	0

50% buyer, 50% non-buyers



100% buyers



100% non-buyers

Classification trees split the data by filtering on a variable

buyer	а	b
yes	1	1
no	0	1
yes	1	1
no	0	1
yes	1	0
no	0	0
yes	1	0
no	0	0

50% buyer, 50% non-buyers

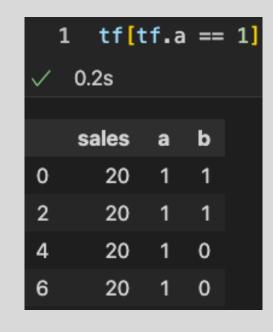


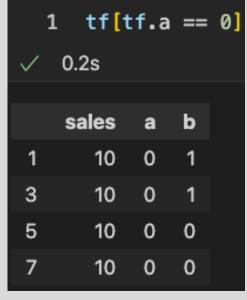
50% buyer, 50% non-buyers 50% buyer, 50% non-buyers

Regression trees also split the data by filtering on a variable

sales	а	b
20	1	1
10	0	1
20	1	1
10	0	1
20	1	0
10	0	0
20	1	0
10	0	0

SSE = 200





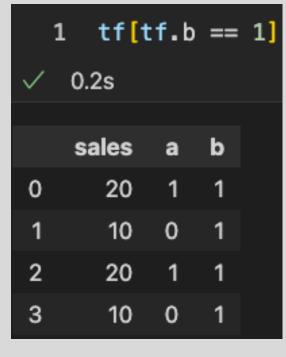
SSE = 0

SSE = 0

Regression trees also split the data by filtering on a variable

sales	а	b
20	1	1
10	0	1
20	1	1
10	0	1
20	1	0
10	0	0
20	1	0
10	0	0

SSE = 200



✓	0.2s			
	sales	а	b	
4	20	1	0	
5	10	0	0	
6	20	1	0	
7	10	0	0	

1 tf[tf.b == 0]

SSE = 100

SSE = 100

TASK 10: Calculate "node impurity" when there are two classes (CART)

$$I(A) = p_1 \times (1 - p_1) + p_2 \times (1 - p_2)$$

$$\Delta I = N(A)I(A) - N(A_L)I(A_L) - N(A_R)I(A_R)$$

I(A) is the level of *impurity* in the node we want to split

N(A) is the number of observations in the node we want to split

 $I(A_L)$ and $I(A_R)$ represent the level of *impurity* in the node's children after the split

 $N(A_L)$ and $N(A_L)$ are the number of observations in the node's children after the split

Creating a decision tree starts at the root (node)

Female variable:

- Cross tab "female" and "response"
- Calculate the reduction in impurity from the split

- Root: 402 x (201/402 x (1-201/402) + 201/402 x (1 - 201/402))

Now evaluate all possible splits of the root node using age

Age variable:

- Cross tab "age" and "response"
- Calculate the reduction in impurity for each split

```
Pivot table

Data : cart_demo50

Categorical : response age

age yes no Total

1 36 71 107

2 80 72 152

3 85 58 143

Total 201 201 402
```

```
- age == 1 vs age == 2 | age == 3
```

Finally, evaluate all possible splits of the root node using income

Income variable:

- Cross tab "income" and "response"
- Calculate reduction in impurity for each split

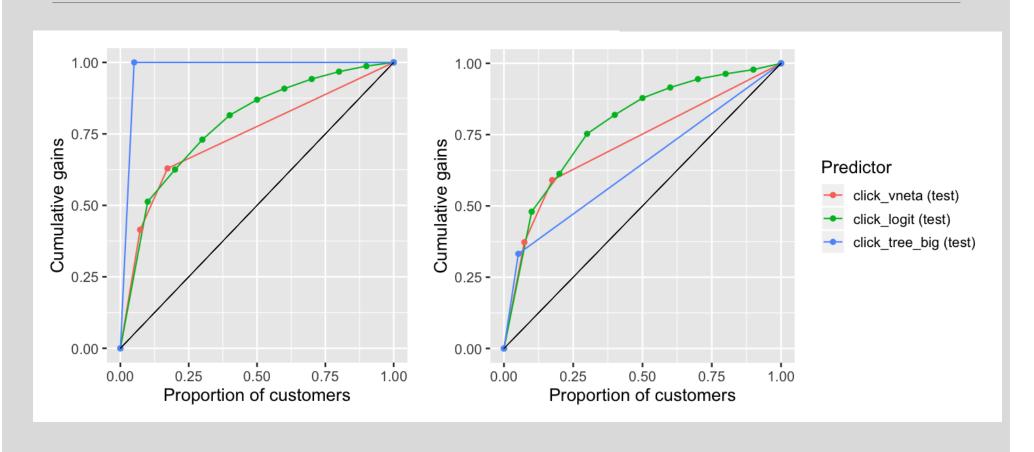
```
Pivot table
Data : cart_demo50
Categorical : response income

income yes no Total
    1 42 39 81
    2 74 107 181
    3 85 55 140
Total 201 201 402

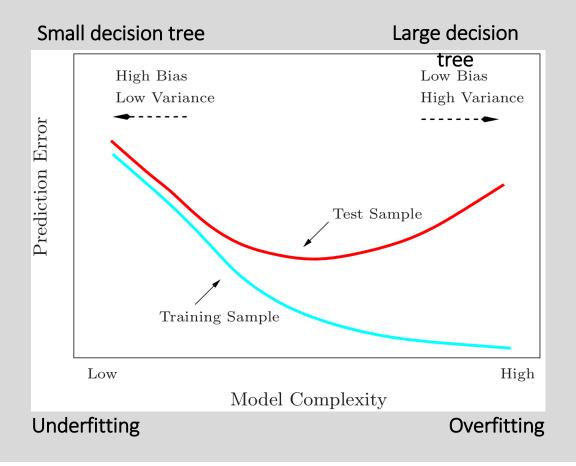
- income == 2 vs income == 1 | income == 3

- income == 2 vs income == 1 | income == 3
```

An un-pruned decision tree over-fits the training data massively!



"Ensembles" of trees address key weakness of single decision trees



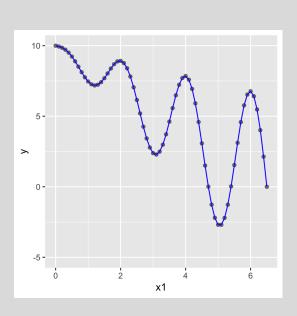
- Random Forests combine many large (overfit) decision tree to reduce variance
- Boosted Decision tree combine may small (underfit) decision trees to reduce bias
- Graph source: The Elements of Statistical Learning

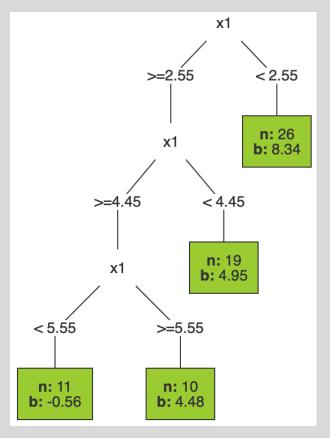
How does a random forests work?

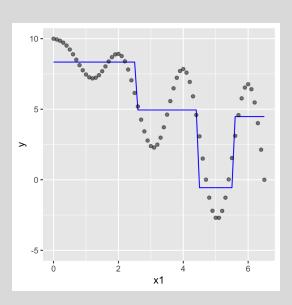
RANDOM FOREST IDEA

- Algorithm adds randomness to address overfitting for decision trees (Breiman and Cutler)
- Key idea is to create many decision trees, each of based on a
 - randomly chosen subsample of the data
 - randomly chosen subset of the explanatory variables at each node
- Can be used with different decision tree algorithms (e.g., CART)
- Very accurate predictor that can handle large numbers of explanatory variables [WHY?]

How do Boosted Decision Trees work?

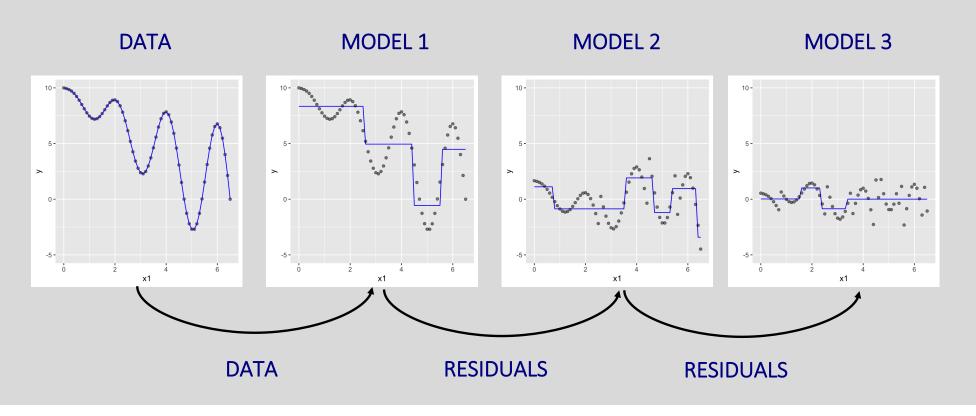




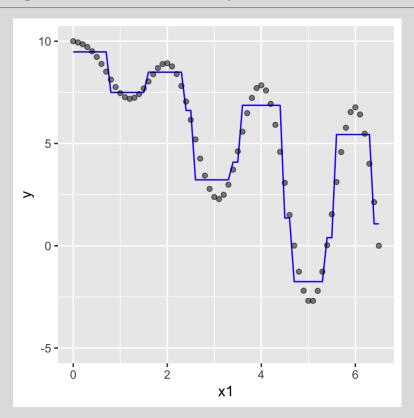


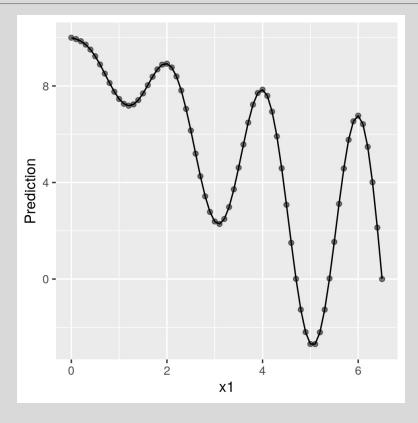
Task 10: Review code for a simplified boosted regression tree (see task-10-boosting_regression.ipynb)

Boosted Decision Trees combine "weak learners" applied to residuals from previous model(s)



To generate a final prediction, we can sum the 3 tree predictions





- Note: The above prediction uses a "learning rate" of 1. In practice, we would use a much smaller number (e.g., 0.01) and build (many) more trees