

Storytelling with data

01 | Analytics Communication — Scopes, Audiences, Challenges

introductions

Meeting your professor

Education

Doctor of Jurisprudence
Honors in research and writing
Focus — analysis

Master of Science
Sports Management
Focus — data science analytics
Won, SABR analytics competition

Bachelor of Science
Chemical Engineering
Focus — numerical methods,
statistical process control



Scott Spencer **Columbia University**

Faculty, Lecturer, Alumnus

Teaching and Research

Developing generative models

Building Bayesian, generative models to enable decision-making in complex fields such as sports performance.

Communicating uncertainty

Writing monograph on quantitative persuasion amid uncertainty. Developing R packages to tie human perception to graphical representation of data.

Contributing open-source software

Contribute to interfaces to Stan, a probabilistic programming language.

Consultant, Data Scientist

Professional sports

Example — Major League Baseball research and development for player performance & manager decision-making

Data for good

Example — Bayesian, generative modeling effects of climate change on perceived expectations of property values

Innovation

Example — whether invented attributes of an edible oil previously existed or was made or sold by competitor

introductions | hy-flex and office hours

hy-flex

Class meets Wednesdays 8:10-10PM
Zoom and 329 Pupin Laboratories

office hours

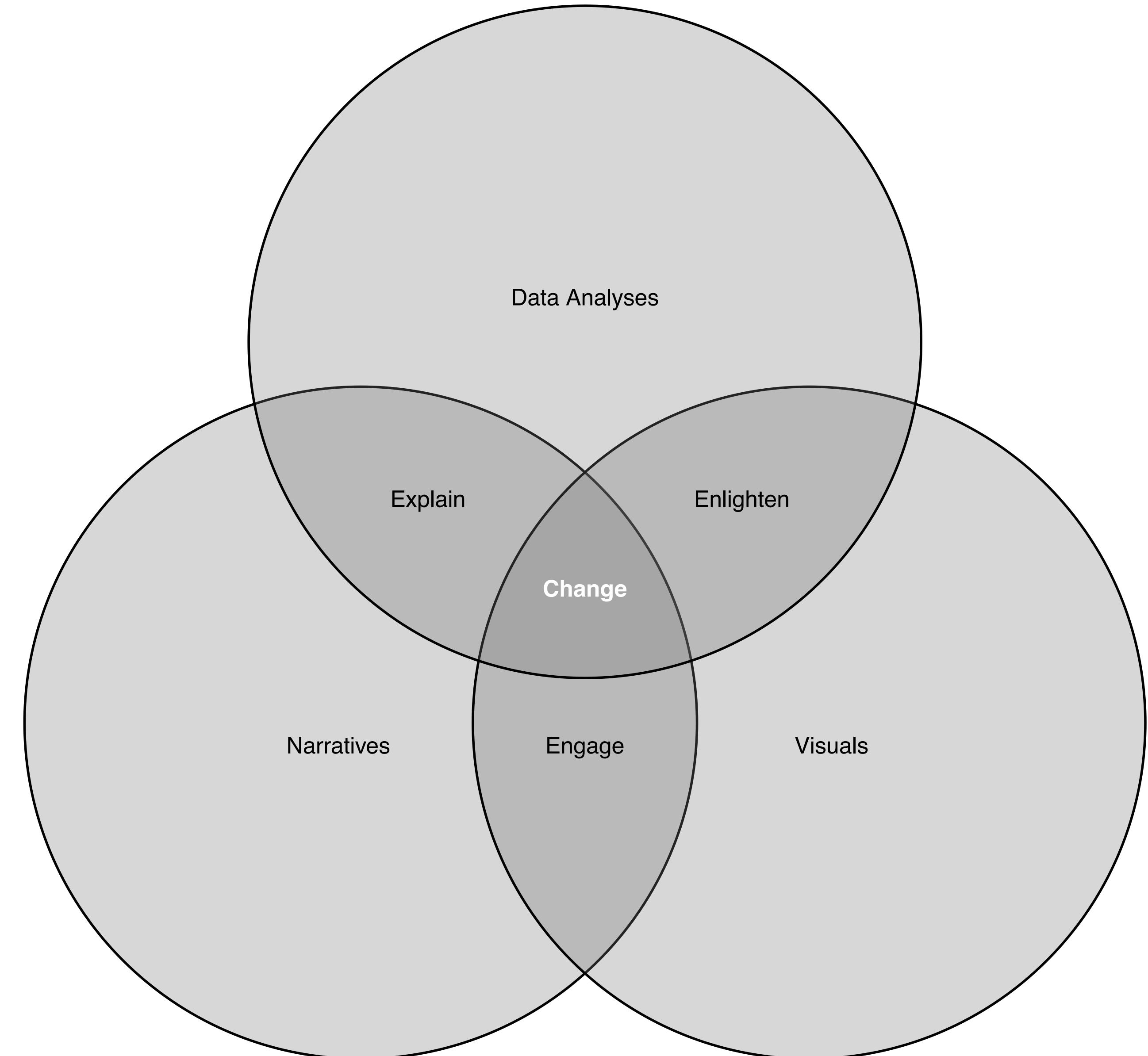
Professor Spencer
[Click to schedule appointment](#)

Associate Scherling
[Click to schedule appointment](#)

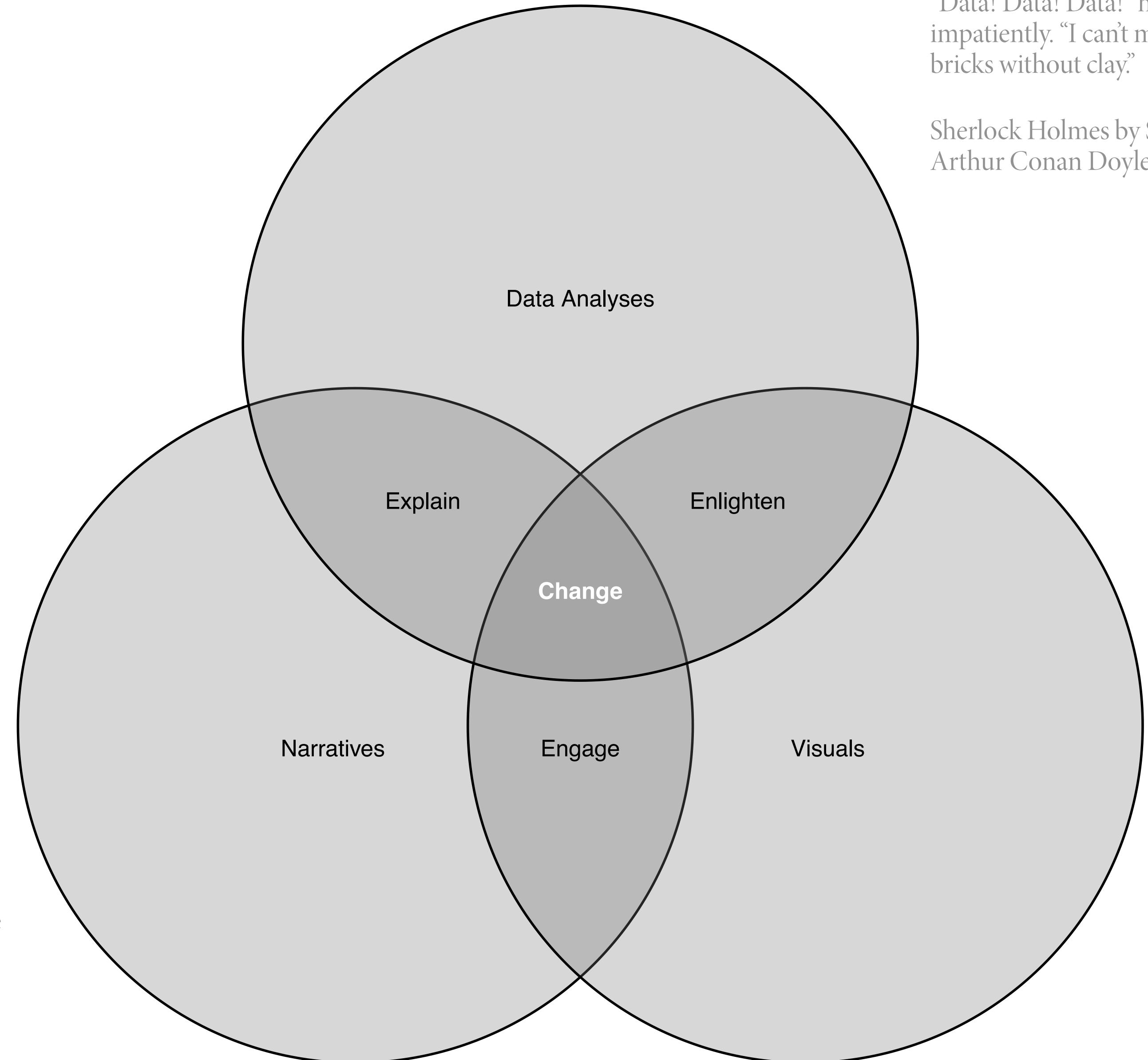
Who are your fellow students and future colleagues? Let's say hello!

course overview

course overview | components



course overview | components



No one ever made a decision because of a number. They need a story.

Daniel Kahneman, *psychologist, behavioral economist, and author*

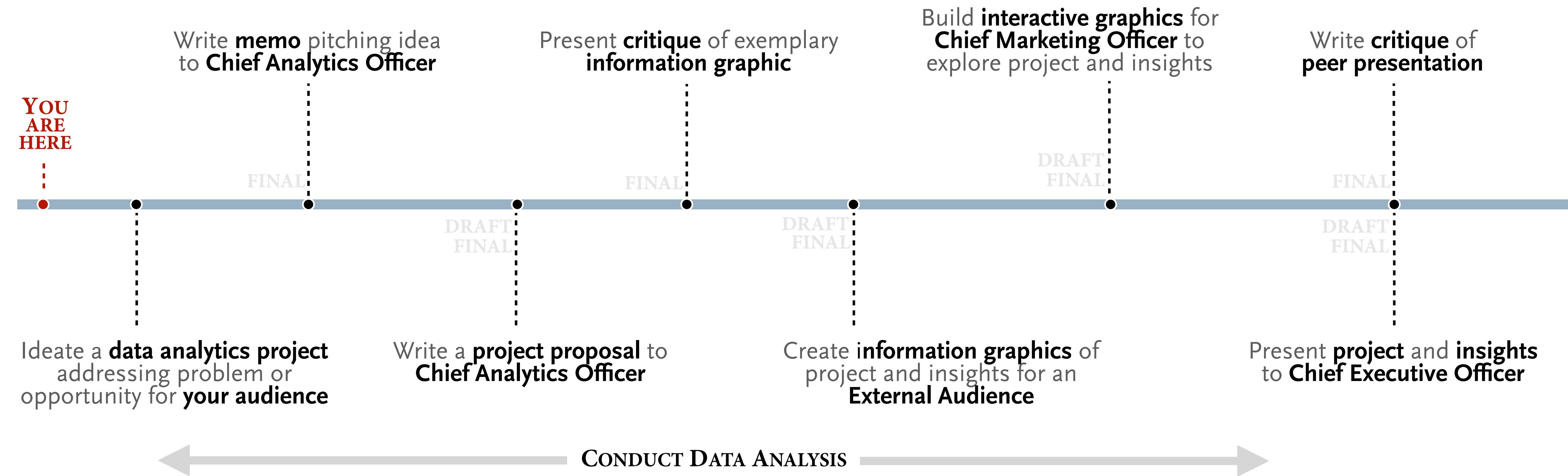
“Data! Data! Data!” he cried impatiently. “I can’t make bricks without clay.”

Sherlock Holmes by Sir Arthur Conan Doyle, *author*

The greatest value of a picture is when it forces us to notice what we never expected to see.

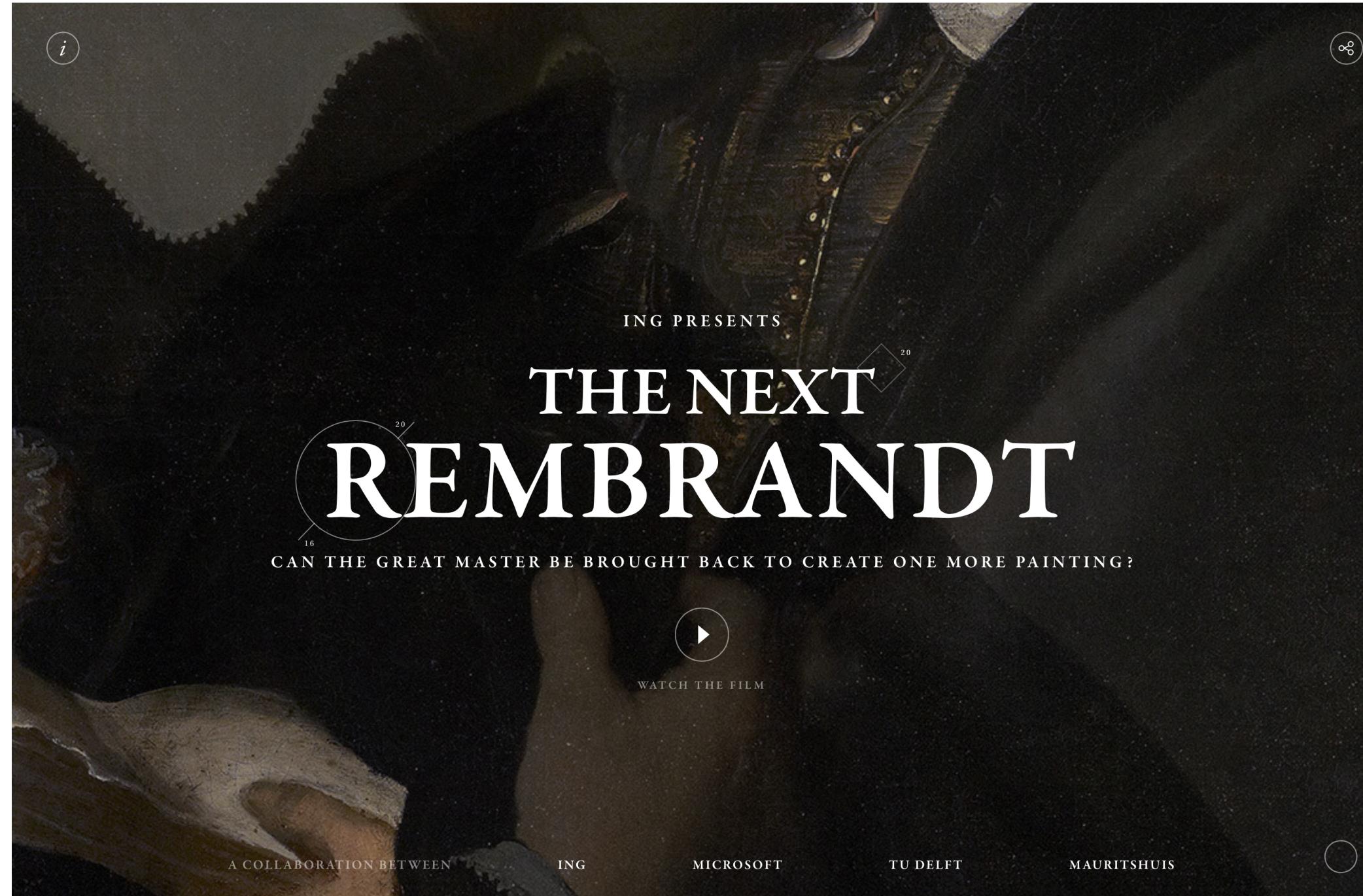
John W Tukey, *mathematician*

course overview | main course deliverables



data analytics project scope

analytics project scope | example analytics project



What were the **data** the analysts worked with?

How specific were their explanations of **project scope and methods**?

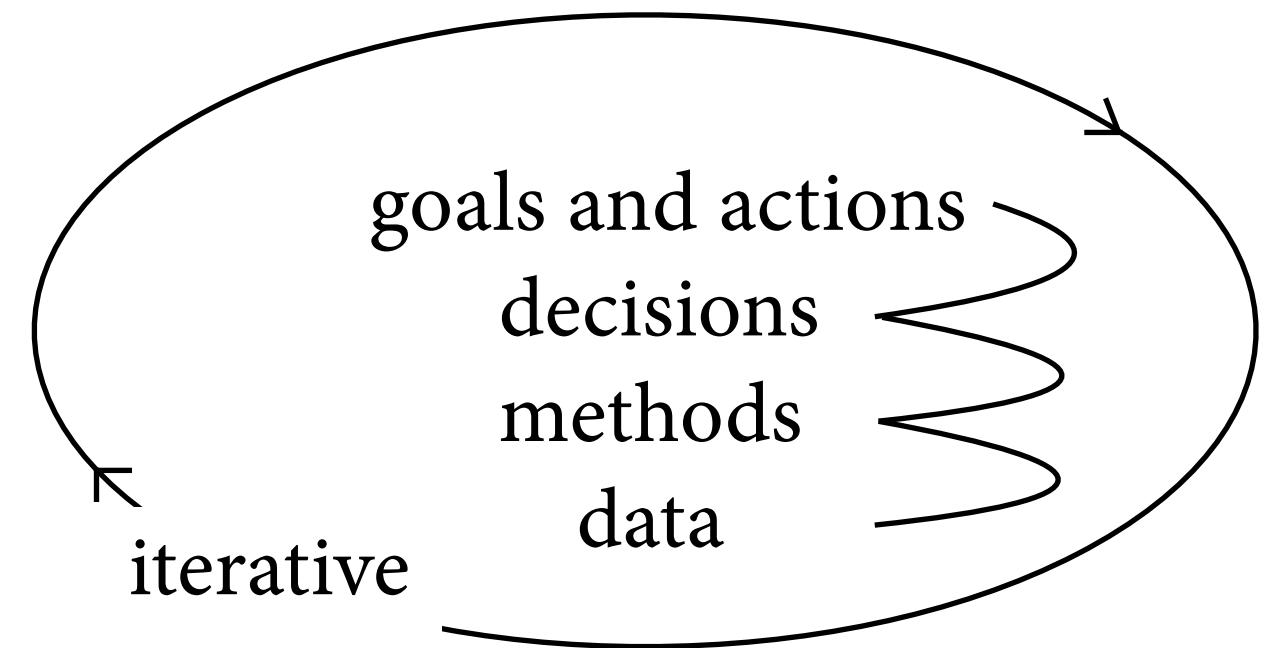
Who may have been their **audience**?

Assuming the audience, **appropriate detail**?

Do you feel this is a **story**? Why or why not?

analytics project scope | a starting point for scoping a data analytics project

process



initial questions

- What **problem** is to be solved?
- Is the problem **important**?
- Could an answer have **impact**?
- Do **data** have a role in **solving the problem**?
- Are the right **data available**?
- In what **contexts** are the data generated?
- Is the **organization** ready to **tackle the problem** and **take actions from insights**?

analytics project scope | example scoping a data analytics project — Citi Bike



Rebalancing is one of the **biggest challenges** of any bike share system, especially in ... New York where residents don't all work a traditional 9-5 schedule, and ... people work in a variety of other neighborhoods.

— Simmons, Dani. Citi Bike spokeswoman.

analytics project scope | example scoping a data analytics project — Citi Bike



Identifying events and user behavior

What **events** may be correlated with or cause empty or full bike docking stations?

What potential **user behaviors** or **preferences** may lead to these events?

From what **analogous** things could we draw **comparisons** to provide **context**?

Measurements of events and behaviors

How may these events and behaviors have been **measured and recorded**?

What **data are available**? Where?
What form?

May these data be **sufficient to find insights** through analysis, useful for decisions and goals?

analytics project scope | example scoping a data analytics project — Citi Bike



Examples of publicly available data sources

Data are recorded of each **bike** unlocked and docked, along with remaining **dock** capacities at the locations, dates, and times of each event: <https://www.citibikenyc.com/system-data>

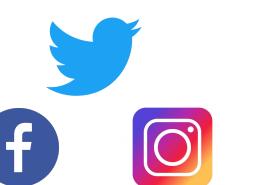
Taxi pickup and drop-off locations and times: <https://www1.nyc.gov/site/tlc/about/tlc-trip-record-data.page>

Subway lines entrance/exit locations: <https://data.cityofnewyork.us/Transportation/Subway-Stations/arq3-7z49>

Historical **weather**: <https://www.weather.gov/documentation/services-web-api>

Traffic data and more: <http://www.nyc.gov/html/dot/html/about/datafeeds.shtml#realtime>

analytics project scope | a few (of many, many) starting points for finding — and get help finding — data



Social media: Ravindran, Sharan Kumar, and Vikram Garg. *Mastering Social Media Mining with R*. Packt Publishing, 2015. Print. Clio: <https://clio.columbia.edu/catalog/14225862>



Web: Munzert, Simon et al. *Automated Data Collection with R*. Wiley, 2015. Print. Clio: <https://clio.columbia.edu/catalog/11269563>



R's base installation, and many R **packages** contain built-in datasets. The command `data()` gives you the base R datasets, and including the installed package name, say, `data(package="rethinking")` lists the datasets in the package.



The **General Social Survey** includes more than 40 years of personal-interview survey questions on social characteristics and attitudes in the United States. <http://gss.norc.org>

Kaggle

Kaggle is an online community of data scientists owned by Google who publish data sets, over 14,000 now, for public use. <https://www.kaggle.com/datasets>

NYC OpenData

NYC OpenData provides public access to numerous data sets gathered from NYC agencies. <https://opendata.cityofnewyork.us/>

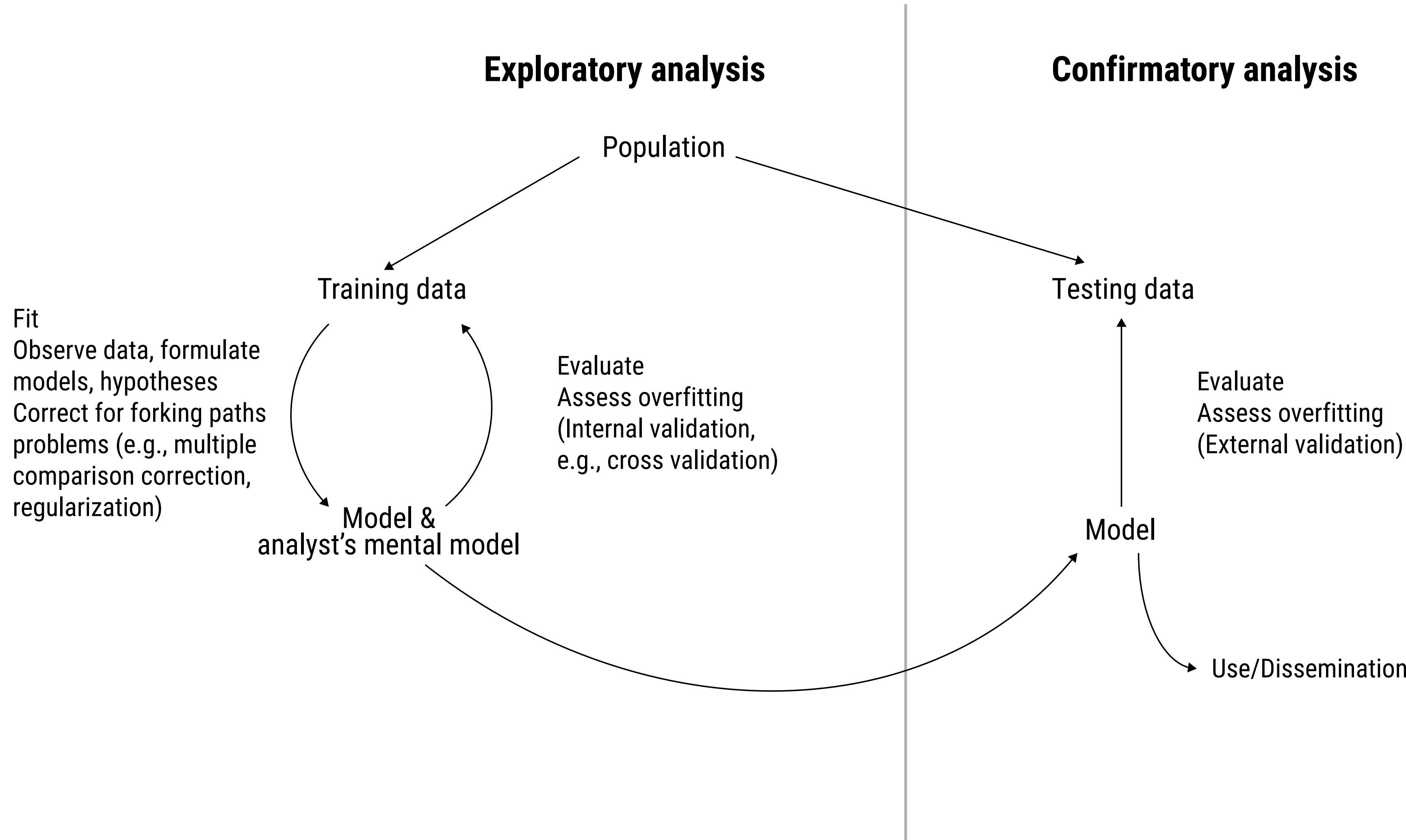


Data.gov is a USA federal collection of datasets. <https://www.data.gov>

Google Dataset Search

Google Dataset Search is just like a regular Google search, but focused on datasets. <https://toolbox.google.com/datasetsearch>

analytics project scope | general statistical workflow



common components communicated

analytics project scope | research proposal guidelines — where audience is *granting agencies*

- I. Title
- II. Abstract
- III. Project description
 - A. Results from prior agency support
 - B. Problem statement and significance
 - C. Introduction and background
 - Relevant literature review
 - Preliminary data
 - Conceptual, empirical, or theoretical model
 - Justification of approach or novel methods
 - D. Research plan
 - Overview of research design
 - Objectives or specific aims, hypotheses, and methods
 - Analysis and expected results
 - Timetable
 - E. Broader impacts
- IV. References cited
- V. Budget and budget justification

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- Title | accurately represents the *content* and *scope* of the proposal.

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Abstract | frames the goals and scope of the study, briefly describes the methods, and presents the hypotheses and expected results or outputs.

Sets up proper expectations, so be careful to avoid misleading readers into thinking that the proposal addresses anything other than the actual research topic.

Try for no more than two short paragraphs.

analytics project scope | research proposal guidelines — where audience is *granting agencies*

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Significance | begins with the big picture and then funnels the reader through the hypotheses to the goals or specific aims of the research.

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[Literature review](#) | sets the stage for the proposal by discussing the most widely accepted or influential papers on the research.

The key here is to provide context and be able to show where the work would extend what has been done or how it fills a gap or resolves uncertainty, etc.

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Preliminary data | can help establish credibility, likely success, or novelty of the proposal.

But avoid overstating the implications of the data or suggesting you've already solved the problem.

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Research plan | The goal is to keep the reader focused on the overall significance, objectives, specific aims, and hypotheses while providing important methodological, technological, and analytical details.

Contains the details of the implementation, analysis, and inferences of the study.

Convince the reader that the project can be accomplished.

analytics project scope | research proposal guidelines — where audience is *granting agencies*

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Objectives, hypotheses, aims, methods |
Objectives refer to broad, scientifically far-reaching aspects of a study, while *hypotheses* refer to a more specific set of testable conjectures. Specific *aims* focus on a particular question or hypothesis and the *methods* needed and outputs expected to fulfill the aims.

Of note, these points will typically have already been briefly introduced earlier, e.g., in the abstract. Bring in more detail here.

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Analysis and expected results | If early data are available, show how you will analyze them to reach your objectives or test your hypotheses.

If such data are unavailable, consider culling data from the literature to show how you expect the results to turn out and to show how you will analyze your data when they are available.

Complete a table or diagram, or run statistical tests using the preliminary or "synthesized" data. This can be a good way to show how you would interpret the results of such data.

audiences we will consider in this course

our audiences | c-suite executives, general audiences, mixed audiences

Analytics Executives

Lead an organization's data analytics strategy, driving data-related business changes to transform company into a more analytics-driven one.

Chief Executives

Leads management of company; responsible for maximizing company value, high-level decisions on policy and strategy; drives change.

Marketing Executives

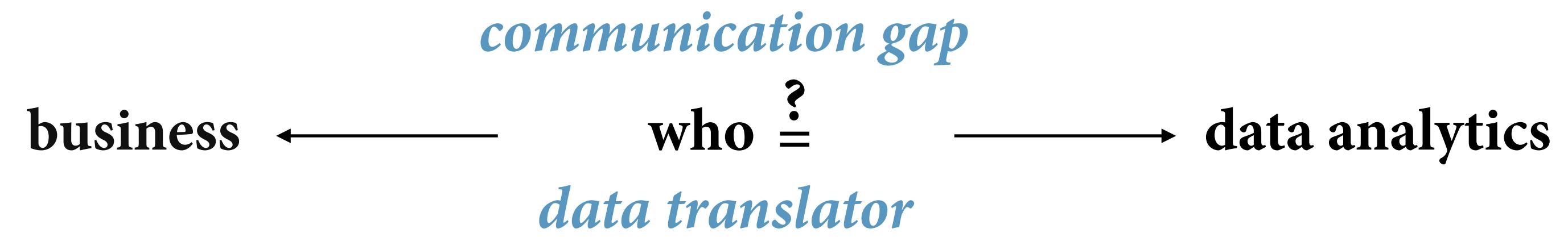
Lead responses to changing circumstances; shapes products, sales strategies, and marketing ideas, collaborating across the company.

General and Mixed Audiences

The most challenging audiences to understand and develop persuasive messages.

analytics communication challenges

challenges | communication gaps



challenges | bridging the gaps with data translators, qualities needed

project management

data wrangling

data analysis

subject expertise

design

storytelling

resources

References

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