Report: Milestone Report

I .Problem statement: Why it's a useful question to answer and for whom (get this from your proposal)

This first capstone project will involve creating a model to score intro calls. Specifically we want to understand how valuable a prospect is based on certain characteristics about that prospect and how likely an intro call will be qualified.

My client for the project is my current company, a B2B Saas company interested in scaling sales operations. Currently we use a third-party vendor for modeling and lead scoring. A significant amount of effort and financial investment has gone into the third-party tool and it would be great if we could benchmark the value that tool provides.

Lead scoring is a classic candidate for machine learning. We want to classify intro call outcomes based on meta-data about the lead (person, lead source, campaign, associated company, etc). We have 4 years of consistent data spanning thousands of accounts and interactions with customers and prospects.

II. Description of the dataset, how you obtained, cleaned, and wrangled it (get this from your data wrangling report)

Description of Data

I have two tables of data from the data warehouse split into Leads and Intro Calls.

Leads table		Intro Calls table		
 RangeIndex: 493767 entries, 0 to 493766 Columns: 108 entries id 493767 		RangeIndex: 23241 entries, 0 to 23240Columns: 115 entries		
isdeleted	493767	id	23241	
masterrecordid	32	ownerid	23241	
lastname	491233	isdeleted	23241	
firstname	381490	name	23241	
salutation 6181		currencyisocode	23241	
name	493519	recordtypeid	18201	

title 292855	createddate 23241
company 492978	createdbyid 23241
street 67935	lastmodifieddate 23241
city 427036	lastmodifiedbyid 23241
state 250352	systemmodstamp 23241
postalcode 61654	lastactivitydate 1312
country 445275	lastvieweddate 0
email 490989	lastreferenceddate 0
leadsource 493371	
	actual_ctart_date_timec
	application_typec 17761
industry 40737	assigned_toc 23229
ownerid 493767	lead_additional_phonec 6287
hasoptedoutofemail 493767	lead_companyc 22676
isconverted 493767	lead_emailc 22600
converteddate 20192	lead_namec 22676
convertedaccountid 20076	lead_phonec 22576
convertedcontactid 20062	meeting_commentsc 18885
convertedopportunityid 13814	meeting_statusc 23241
createddate 493767	new_existing_customerc 21424
createdbyid 493767	no_show_other_reasonc 176
lastmodifieddate 493767	no_show_reasonc 1395
lastmodifiedbyid 493767	no_of_days_from_schedule_to_meetingc
	0
sbc_rejected_reasonc 2494	opportunityc 23241
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sf_edit_leadc 493767	double_dipperc 9
sbc_democ 493767	infer_scorec 20225
walkme_mobilec 493767	assigned_to_managerc 23068
scheduled_se_meetingc 3259	created_by_managerc 22678
se_meeting_timec 424	lead_status_c 22676
se_leadc 493767	lead_owner_idc 22676
outbound lead c 493767	opportunity_presales_stagec 3558
se_lead_progressc 47890	lead_company_sizec 6877
se_lead_rejected_c 10587	se_repc 32
of_employeesc 5260	is_qualifiedc 23241
jaco_leadc 493767	se_reviewed_c 23241
ad_text_c 52279	introduced_walkme_sec 932
marketing_camp_id_c 72861	of_employeesc 9016
marketing_channel_campaign_idc 340467	time_zonec 21311
marketing_channel_ad_id_c 268150	owner_sales_teamc 22834
marketing_channel_ad_namec 170494	end_date_formulac 23237
marketing_channel_campaign_name_c	lead_customer_typec 22564
461031	implementing_partnerc 272
marketing_channel_ad_group_name_c 92004	copy_country_from_leadc 23241
account_gclidc 62161	lead_country_text_c 25241
ods_update_date 493767	assigned_to_rolec 23224
of_employees_categoryc 155699	outbound_leadc 23241

market_segmentc market_segment_codec	155699 493767	implementing_partner_detailsdecision_maker_picklistc	c 129 9725
accountc	66842	contactc	538
owner_sales_teamc	312608	attributedc 2	23241
mintigo_scorec	109311	bdr_intro_callc	23241
mintigo_rankc	109310	intro_call_source_marketing_out	boundc
clearbit_employeesc	490248	13657	
		attribution_datec	3
		product_sc	5978

Given the Leads and Intro Call data sets also contained in progress prospects, I needed to focus on Intro Calls that had been closed out. Of 22.9K records, 12.8K (56%) were qualified vs 10K (44%) disqualified.

Data Wrangling

In order to collect the data I first needed to access my company's internal Redshift data warehouse. Using the python libraries sqlalchemy and psycopg2 (a postgreSQL driver) I queried five main tables representing Salesforce objects (Leads, Opportunities, Demos, Accounts, and Products). Demos are our main objects of interest with Leads, Accounts, Opportunities and Products providing further clarity into customer demographics and demo outcomes. Providing my user credentials and database information, I opened a connection to pass queries (which is later shutdown after the queries are completed".

An important concept to understand in analyzing sales data is the business process from Lead to Opportunity and how the different entities are represented. The stage of the sales cycle we are interested in examining will determine how the different tables are joined. The typical sales process is depicted below:

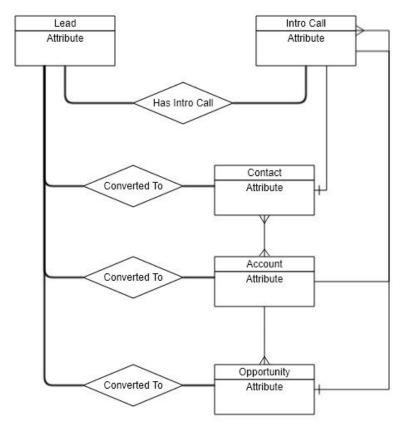
[Lead] \rightarrow MQL \rightarrow Sales Accepted Lead \rightarrow Sales Qualified Lead \rightarrow [Opportunity] \rightarrow [Customer]

Along the way from Prospect to Customer, at least 3+ entities can be created when the individual enters the system as a Prospect, engages with our sales team, is converted to an Opportunity which is connected to an Account and the individual (now represented as a Contact). Each object will have a number of standard and custom editable fields that can be easily created to enrich a company's insight into the individual, deal, or company.

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converted	isconverted	Lead ImportantSystemInfo	'isconverted'.	'isconverted Lead importantSysteminfo'.			Boolean	N - Target Check			Lead: Important System Info
deleted	isdeleted	Lead ImportantSysteminfo	'isdeleted',	'isdeleted Lead ImportantSystemInfo',	Filter out		Boolean	N			Lead: Important System Info

Given how frequently the metadata and schemas in Salesforce change in the start-up, I needed to query for all the relevant columns and fields and export csv samples for a visual inspection of the available data names, types and quality. Using the summaries, I manually constructed a data catalog showing the objects, related fields, the data warehouse names, the new names, necessary data transformations as well as possible data quality issues. After completing the first round of checks and evaluations and labeling fields which could be used for prediction or labeling, I created strings of candidate fields to subset the queried tables.

Once the data frames were subset, the columns were renamed, indicating the attribute, originating object, and type of attribute.



joins for 1:M and M:M relationships.

For example:

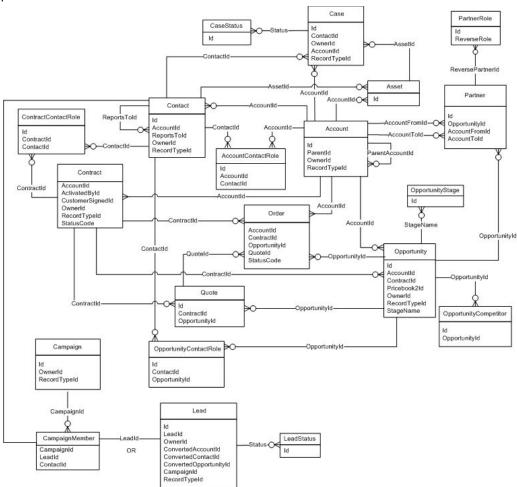
"email___Lead_PersonalInformation" indicates the field describes Personal Information about a lead (in this case the email address) and came from the Lead dataframe (which was derived from the Lead table in the data warehouse). Another example: the field

'PK_OpptyID___Oppty_ImportantJoinKey' indicates that the field is the Opportunity ID, is meant to be used in a join, and is the primary key that describes an opportunity instance.

The naming convention and detailed data catalog is crucial for a few reasons: (1) similarly named fields could be duplicated across Salesforce objects without necessarily being related or exact - especially in the case of field mismatches; (2) real-time feedback was being given back to the data engineering team about data quality issues and solutions; (3) multiple data sets for exploration were being created and ideally we'd need clarity for the order of

The subsetted data frames were then joined via the table/object keys identified during the data cataloging using merge. Two master data sets were created, masterDataSet where each demo call is a unique row (left joined by Leads, Opportunities, Accounts) and a masterDataSet_product where each product line item from the opportunity was left joined and enriched by the masterDataSet. The rationale for creating split data sets was to be able to accurately classify demo call outcomes but have the product data set available in order to facilitate exploratory analysis around product purchases, SLA's, and support add-ons.

In sales analytics and sales operations, time stamping is crucial to: (1) estimating velocity of opportunity pipeline, (2) triaging individual opportunities for attention, (3) ensuring sales teams are meeting the agreed upon standard of performance.



https://developer.salesforce.com/docs/atlas.en-us.api.meta/api/sforce api erd majors.htm

One complication was that all the time fields were different data types and had different patterns. For example: '2018-11-08T20:12:05.000Z', 'Q1-2015', '10/17/2014 17:09', '10/28/2014' are just four examples of the 10+ data columns that needed to be parsed and converted to a datetime object. I wrote a function that would take a dataframe, the target column to be parsed, name of a new column, and the date time pattern to pass in. The function clean_dates takes the specified columns, parses the timedate string, returns a datetime object as the new column and deletes the old column.

The next import step was re-grouping the categorical features. After inspecting the different grouped columns and values, I remapped the values using dictionaries containing the new group values and deleted the old columns.

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Fields with long text data were also dropped due to inexperience with NLP techniques.

Additional columns were created in order to measure the duration between various stages of leads, demos, and opportunities.

After creating all the necessary columns for exploratory analysis, additional id and demographic columns were deleted.

III. Initial findings from exploratory analysis

Even before starting the analysis and data exploration, I had some assumptions about what factors could be the biggest contributors to Intro Call qualification.

Below is a table of features I assumed would impact Qualification Status of Intro Calls and the results of analysis.

Variable	Summary of Visual Inspection	Summary of Statistical Inspection
Intro Call Creation Date (Month, Year)	No clear pattern	
Marketing Channel	Difficult to discern but could be a driver of qualification	
Customer Type	Could be a driver of qualification	
Country	Difficult to discern, would need to perform goodness-of-fit test potentially	
Landing Page	Difficult to discern, would need to perform goodness-of-fit test potentially	
Total Calls & Emails		 Permutation Test: P-val: 0.0000 Bootstrap Test: P-val: 0.0000 Mann-Whitney: P-val: 6.468e-58 Welch's T-Test: P-val: 5.839e-91
Lead Score		Permutation Test: P-val: 0.0000

	 Bootstrap Test: P-val: 0.0000 Mann-Whitney: P-val: 1.24e-107 Welch's T-Test: P-val: 3.89e-99
Intro Call Creation Delta	 Permutation Test: P-val: 0.1170 Bootstrap Test: P-val: 0.0588 Mann-Whitney: P-val: 2.43857e-05 Welch's T-Test: P-val: 0.116

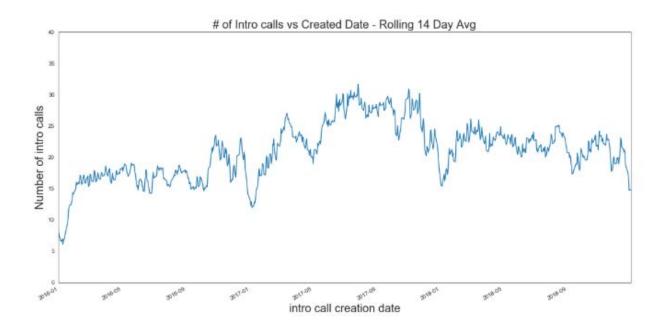
For deeper statistical analysis I focused on Lead Score, Intro Call/Lead Creation Delta, and Total Calls/Emails to determine strength of association with Qualification Status.

Prior to performing statistical analysis I visually inspected the list of variables to identify initial trends.

The first question I had was how many records I had in my dataset and the number of qualified vs. disqualified demo calls. Of 22.9K records, 12.8K (56%) were qualified vs 10K (44%) disqualified. An interesting extension to this question is the volume of leads necessary to get to these qualification rates.

Intro Call Volume:

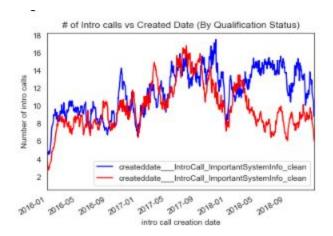
Next I wanted to understand how the volume of intro calls has changed over time, both overall numbers and by qualification status (qualified vs disqualified).



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Capstone Project 1: Scoring First Sales Demo's

But what we're really interested in is understanding the drivers of qualified calls, so it makes sense to view the volume by time and qualification status.



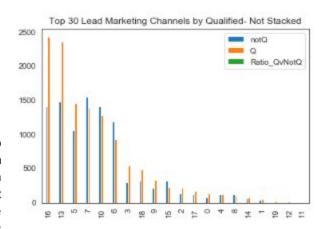
Red line is "unqualified", blue line is "qualified". It looks like volume has remained high in the last year but disqualifieds are making up a smaller proportion (possibly reinforcing the marketing team's assertion that they're providing higher quality leads).

Next I want to understand the sources of the intro calls (like marketing channels, landing pages, business type, etc).

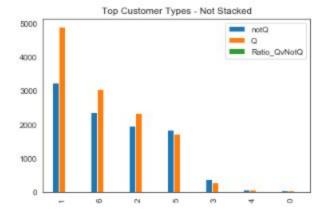
Marketing Channels:

What's interesting is that even though some marketing channels have produced a large volume of qualifieds, they aren't necessarily the same channels responsible for producing a high ratio of qualifieds to disqualifieds.

For example, lead source 3 & 0 (corresponding to "Brand" and "Affiliate") have a ratio of 1.9 but are in sixth place and up, with additional intro call sources in between having a ratio of around 0.8~1.6. This is the first time I've seen the marketing funnel from the perspective of the intro calls (even within the company) so it's



fascinating to see the different levels of quality.



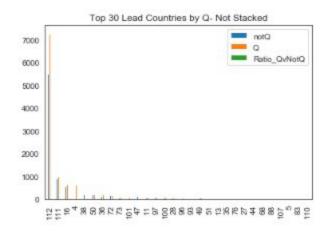
the company's strategic focus on the enterprise space).

1 corresponds to 'Enterprise' (2 is 'Unknown', which doesn't exactly bode the best in terms of our data quality) and 4 corresponds to 'Nonprofits' (which makes sense, the company primarily markets to companies willing to invest significant resources in onboarding and digital adoption).

Customer Type:

The next question I was trying to answer was whether the customer type could be a driver of qualified intro calls.

After generating the following charts, it seems that customer type could be a driver (as well as an indicator of

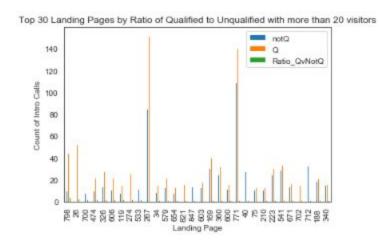


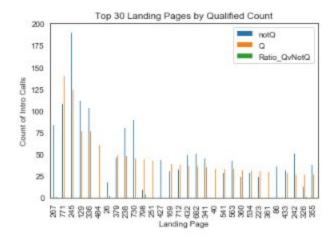
Countries:

Countries is a little surprising as we have some EMEA and ANZ/APAC countries listed as the top producers of qualified intro calls. The company started in Israel and has major presence in AMER but it's interesting to see the UK (#111), Australia (#4), and Germany (#38) up in the top 8.

Landing Pages:

When we look at landing pages and try to create top 30 charts, we see some interesting trends where the top 30 best landing pages by qualifieds count aren't the same as the top 30 landing pages by ratio of qualified to disqualified intro

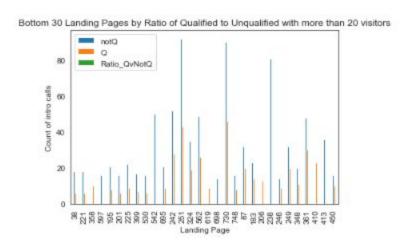


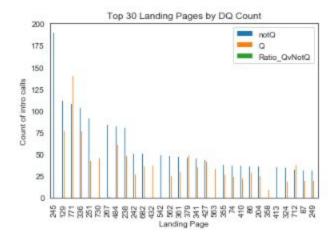


calls.

The first set of charts below show "Top 30 Landing Pages by Qualified Count" and "Top 30 Landing Pages by Ratio (Qualified/Disqualified)". Landing pages had to have more than 20 visitors in order to weed out cases where only 5 people visited a landing page and all converted (or none converted). Notice how the top 5 landing pages are completely different depending on the particular cut.

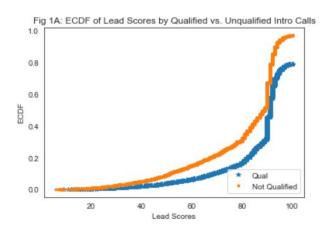
This next set of charts focuses on landing page rankings of disqualified intro calls.

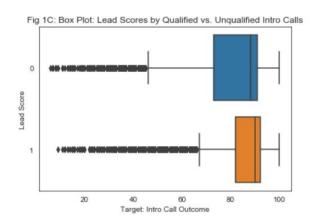




Lead Score:

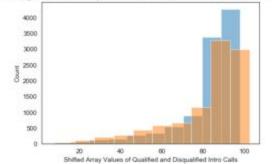
- We first want to understand the summary statistics of Qualified vs. Unqualified Intro Calls and whether the assertion that there is no difference (and lead scores should be 60+).
 - From printing the summary statistics, we can already see that the assertion that the sales team
 doesn't interact with leads below 60 is false. Both samples of Qualified and Disqualified Intro Calls
 had a minimum below 60 (Qualified: 9, Disqualified: 6).
 - However our Qualified sample is displaying an IQR of [82 (25%), 92 (75%)] and our Disqualified sample is displaying an IQR of [73 (25%), 91 (75%)], so it's possible the assertion that the majority of leads leading to demo calls should be around 70-90. We also observe a difference in means: Qualified (84), Unqualified (80).

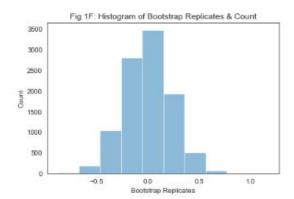




- First hypothesis: Permutation Test Simulating the null hypothesis that Qualified and Unqualified Lead Scores have identical distributions even while the means differ. Alpha = 5%. Our goal is to understand how likely we would have calculated a difference of means as great or greater than the current value.
 - Results:
 - Empirical Diff of Mean: 4.812948133518233
 - Proportion of replicates with value as great or greater than empirical diff of means p-value = 0.0000
- Second hypothesis: Bootstrap Test Simulating the null hypothesis that Qualified and Unqualified Lead
 Scores have identical means but come from different populations. Alpha = 5%. Our goal is to understand
 how likely we would have calculated a difference of means as great or greater than the current value given
 the shifted arrays (Fig 1E).
 - Results:
 - Mean Values of Concatenated Data: 81.82739465518966
 - Empirical Diff of Mean: 4.812948133518233y
 - Proportion of replicates with value as great or greater than empirical diff of means p-value = 0.0000

Fig 1E: Histogram of Shifted Arrays of Qualified & Disqualified Intro Calls for Boostrap Hypothesis

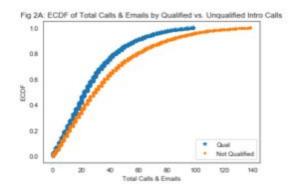


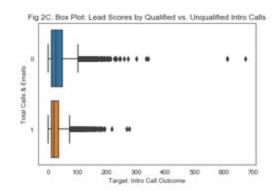


- Third & Fourth hypothesis: Mann-Whitney vs Welch's T-Test -
 - Results:
 - MannwhitneyuResult(statistic=40960991.0, pvalue=1.2447515478111441e-107)
 - Ttest_indResult(statistic=array([21.26104234]), pvalue=array([3.89798532e-99]))
 - Both the Mann-Whitney test and Welch's T-Test seem to also support rejecting the null hypothesis that the means are the same.

Total Calls & Emails:

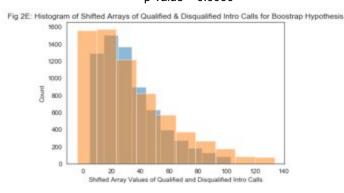
- The first step in analyzing the possible relationship between Total Calls & Emails on Target outcome is to examine the summary statistics and note differences in mean, median, min/max, In an ideal sales world, most sales managers would like sales reps to engage in the minimum amount of correspondence needed to: (1) qualify a prospect and (2) ensure good prospects are pulled into the sales process.
 - From printing the summary statistics, we can already see that Disqualified Intro Calls were associated with a higher mean of Total Calls & Emails compared to Qualified Intro Calls (36.9 vs. 28.0).
 - We can also see a difference in the IQR of Disqualified vs Qualified Intro Calls, indicating that prospects of Disqualified Intro Calls could be taking up more sales rep time (Qualified: [12 (25%), 40 (75%)], Disqualified: [14 (25%), 52 (75%)]).

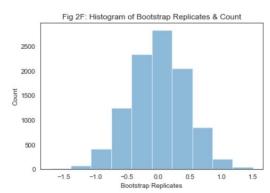




- First hypothesis: Permutation Test Simulating the null hypothesis that Qualified and Unqualified Total Calls & Emails have identical distributions even while the means differ. Alpha = 5%. Our goal is to understand how likely we would have calculated a difference of means as great or greater than the current value.
 - o Results:
 - Empirical Diff of Mean: 8.897276054590698

- Proportion of replicates with value as great or greater than empirical diff of means p-value = 0.0000
- Second hypothesis: Bootstrap Test Simulating the null hypothesis that Qualified and Unqualified Total
 Calls/Emails have identical means but come from different populations. Alpha = 5%. Our goal is to
 understand how likely we would have calculated a difference of means as great or greater than the current
 value given the shifted arrays (Fig 2E).
 - o Results:
 - Mean Values of Concatenated Data: 32.42537799319974
 - Empirical Diff of Mean: 8.897276054590698
 - Proportion of replicates with value as great or greater than empirical diff of means p-value = 0.0000

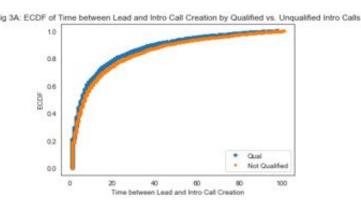


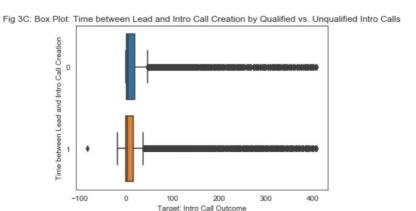


- Third & Fourth hypothesis: Mann-Whitney vs Welch's T-Test -
 - Results:
 - MannwhitneyuResult(statistic=20132210.0, pvalue=6.468704474691752e-58)
 - Ttest_indResult(statistic=array([-20.39150626]), pvalue=array([5.83924509e-91]))
 - Both the Mann-Whitney test and Welch's T-Test seem to also support rejecting the null hypothesis that the means are the same.

Lead - Intro Call Created Delta:

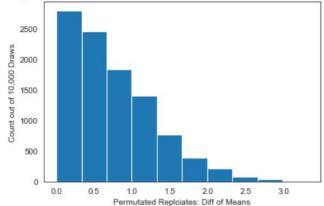
- As written previously, lead freshness is an important concept in sales and we could expect to see
 Disqualified Intro Calls associated with higher Time Deltas.
 - On average however, Qualified Intro Calls have higher means (39 days) than Disqualified Intro Calls (30 days).





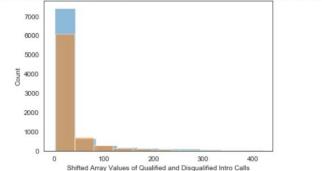
- First hypothesis: Permutation Test Simulating the null hypothesis that Qualified and Unqualified Lead Scores have identical distributions even while the means differ. Alpha = 5%. Our goal is to understand how likely we would have calculated a difference of means as great or greater than the current value.
 - Results:
 - Empirical Diff of Mean: 1.452626493187548
 - Proportion of replicates with value as great or greater than empirical diff of means p-value = 0.1170
 - From the histogram of permuted replicates we can visually see that the empirical mean of 1.5 isn't an extreme value with about 12% of the permuted values having a value as great or greater than the empirical difference of means. The permutation test result doesn't seem to provide evidence to reject the null hypothesis that Qualified and Disqualified Intro Calls are significantly different with regards to the Time Delta(Fig 3D).

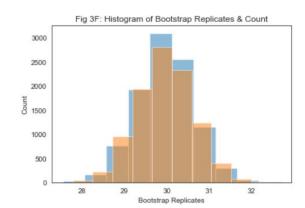
Fig 3D: Histogram of Permutated Replicates of Diff of Means for Qualified & Disqualified Intro Calls



- Second hypothesis: Bootstrap Test Simulating the null hypothesis that Qualified and Unqualified Lead
 Scores have identical means but come from different populations. Alpha = 5%. Our goal is to understand
 how likely we would have calculated a difference of means as great or greater than the current value given
 the shifted arrays (Fig 1E).
 - o Results:
 - Mean Values of Concatenated Data: 29.95962298570994
 - Empirical Diff of Mean: 1.452626493187548
 - Proportion of replicates with value as great or greater than empirical diff of means p-value = 0.0588
 - Similarly the Bootstrap test isn't significant at the 5% level, with ~5.9% of the bootstrap replicates exhibiting a value equal to or greater than the empirical difference of means. (Fig 3F).

Fig 3E: Histogram of Shifted Arrays of Qualified & Disqualified Intro Calls for Boostrap Hypothesis





Capstone Project 1: Scoring First Sales Demo's

- Third & Fourth hypothesis: Mann-Whitney vs Welch's T-Test -
 - Results:
 - MannwhitneyuResult(statistic=32321837.5, pvalue=2.4385713413183856e-05)
 - Ttest_indResult(statistic=array([1.5717012]), pvalue=array([0.1160392]))
 - We are seeing conflicted results from the Mann-Whitney test (which seems to reject the null hypothesis that the populations are similar) and Welch's T-Test (which doesn't result in a statistically significant p-value).