# Voice of the Customer: Better CRM Through Text and BI Integration

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International Data Warehouse & Business Intelligence Summit 2008 June 11-13, 2008



#### Introduction

#### Seth Grimes –

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Disclaimer: I am not paid to promote any vendor.



Voice of the Customer (VOC) is a time-tested business concept that has gained new life through the application of text analytics.

VOC researchers seek to understand the totality customer needs and opinions, whether explicitly stated or indirectly implied. They probe both individual views and collective, market thinking.

VOC complements and extends traditional CRM.

Key message #1: Business intelligence – with the addition of text analytics – provide a powerful tool for VOC work.



If you are not analyzing text, you're missing opportunity...

360° views

Single version of the truth

or running unacceptable risk...

Industries such as travel and hospitality and retail live and die on customer experience. — Clarabridge CEO Sid Banerjee

\*\* in many applications/businesses but not all.

This is the "Unstructured Data" challenge



Text analytics can add lift to your BI initiatives...

Organizations embracing text analytics all report having an epiphany moment when they suddenly knew more than before." – *Philip Russom, the Data Warehousing Institute* 

And it can do a lot more.

Text Analytics is an answer to the "Unstructured Data" challenge



You may need to expand your view of what BI is about.



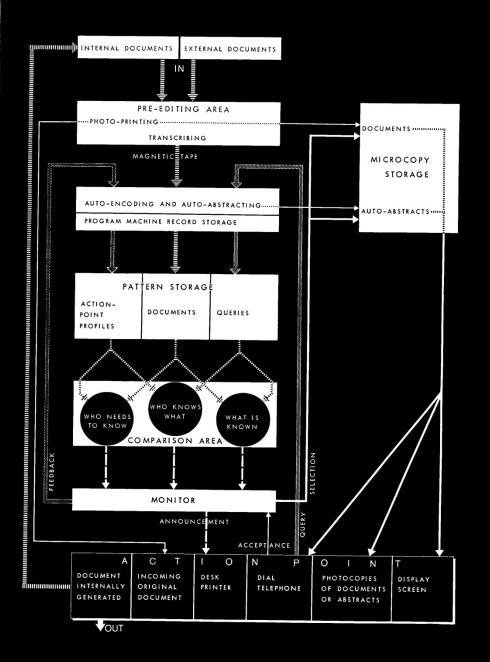


Figure 1 A Business Intelligence System

In this paper, business is a collection of activities carried on for whatever purpose, be it science, technology, commerce, industry, law, government, defense, et cetera. The communication facility serving the conduct of a business (in the broad sense) may be referred to as an intelligence system. The notion of intelligence is also defined here, in a more general sense, as "the ability to apprehend the interrelationships of presented facts in such a way as to guide action towards a desired goal."

- Hans Peter Luhn, A Business Intelligence System, IBM Journal, October 1958



"The bulk of information value is perceived as coming from data in relational tables. The reason is that data that is structured is easy to mine and analyze."

- Prabhakar Raghavan, Yahoo Research, former CTO of enterprisesearch vendor Verity (now part of Autonomy)

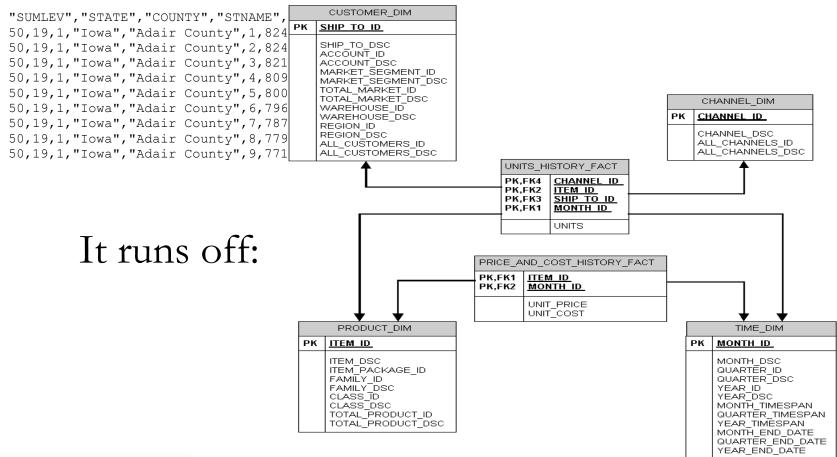
Yet 80% of enterprise information is in "unstructured" form (IDC, others). The value equation is out of balance: it reflects actuality rather than potential.

#### Traditional BI feeds off:

```
"SUMLEV", "STATE", "COUNTY", "STNAME", "CTYNAME", "YEAR", "POPESTIMATE", 50,19,1, "Iowa", "Adair County",1,8243,4036,4207,446,225,221,994,509 50,19,1, "Iowa", "Adair County",2,8243,4036,4207,446,225,221,994,509 50,19,1, "Iowa", "Adair County",3,8212,4020,4192,442,222,220,987,505 50,19,1, "Iowa", "Adair County",4,8095,3967,4128,432,208,224,935,488 50,19,1, "Iowa", "Adair County",5,8003,3924,4079,405,186,219,928,495 50,19,1, "Iowa", "Adair County",6,7961,3892,4069,384,183,201,907,472 50,19,1, "Iowa", "Adair County",7,7875,3855,4020,366,179,187,871,454 50,19,1, "Iowa", "Adair County",8,7795,3817,3978,343,162,181,841,439 50,19,1, "Iowa", "Adair County",9,7714,3777,3937,338,159,179,805,417
```

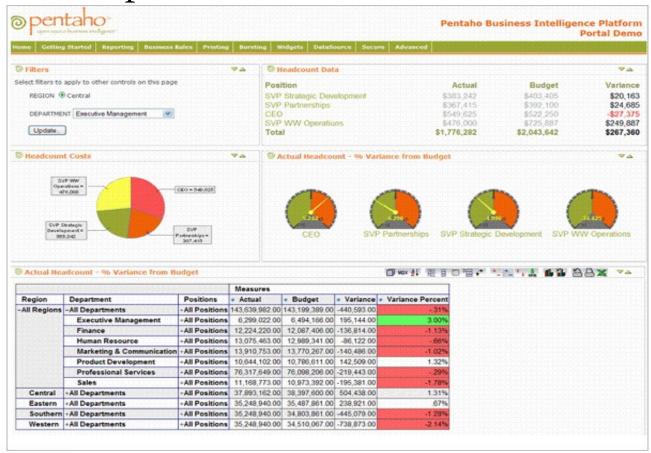


#### Traditional BI feeds off:



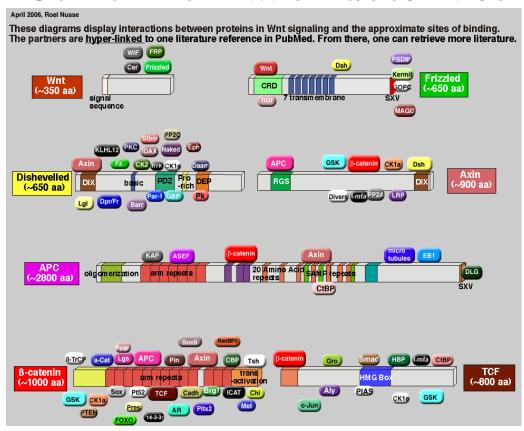


Traditional BI produces:





#### Some information doesn't come from a data file.



www.stanford.edu/%7ernusse/wntwindow.html



Axin and Frat1 interact with dvl and GSK, bridging Dvl to GSK in Wnt-mediated regulation of LEF-1.

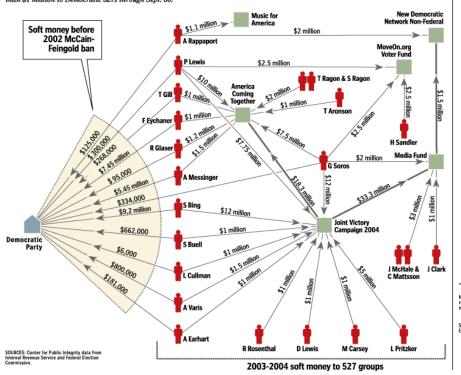
Wnt proteins transduce their signals through dishevelled (DvI) proteins to inhibit glycogen synthase kinase 3beta (GSK), leading to the accumulation of cytosolic beta-catenin and activation of TCF/LEF-1 transcription factors. To understand the mechanism by which Dvl acts through GSK to regulate LEF-1, we investigated the roles of Axin and Frat1 in Wnt-mediated activation of LEF-1 in mammalian cells. We found that DvI interacts with Axin and with Frat1, both of which interact with GSK. Similarly, the Frat1 homolog GBP binds Xenopus Dishevelled in an interaction that requires GSK. We also found that DvI, Axin and GSK can form a ternary complex bridged by Axin, and that Frat1 can be recruited into this complex probably by Dvl. The observation that the Dvl-binding domain of either Frat1 or Axin was able to inhibit Wnt-1-induced LEF-1 activation suggests that the interactions between Dyl and Axin and between Dyl and Frat may be important for this signaling pathway. Furthermore, Wnt-1 appeared to promote the disintegration of the Frat1-DvI-GSK-Axin complex, resulting in the dissociation of GSK from Axin. Thus, formation of the quaternary complex may be an important step in Wnt signaling, by which Dvl recruits Frat1, leading to Frat1-mediated dissociation of GSK from Axin.

www.ncbi.nlm.nih.gov/entrez/query.fcgi? db=PubMed&cmd=Retrieve&list\_uids=10428961&dop t=Abstract

#### Some is best shown as other than a dashboard.

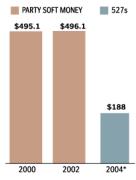
#### **Soft Money Game**

Democrats initially ran into difficulty getting corporate chieftains and their companies to donate soft money to their upstart 527 groups, America Coming Together, The Media Fund and their fundraising arm, the Joint Victory Campaign 2004. Fundraisers turned to maverick donors, many of whom had given soft money to the Democratic Party in the past. This chart shows most donations and transfers of more than \$I million to Democratic 527s through Sept. 30.



Contributions to \$27s active in federal elections have not kept pace with soft money donations to national party committees in previous election cycles. From January of last year through June of this year, \$27 groups active in federal elections raised \$188 million. In the same 18 months ending in 2002, \$308 million in soft money was raised by political parties.

#### Total receipts, party soft money vs. 527s (in millions)



\*Through June

NOTE: Data for 527 activity in the 2004 cycle based on reporting so far. Reporting of 527 activity was required as of mid-2000,

SOURCES: Center for Responsive Politics, Federal Election Commission, Center for Public Integrity

GRAPHICS REPORTING BY SARAH COHEN. IAMES V. GRIMALDLOF THE WASHINGTON POST, AND THE CENTER FOR PUBLIC INTEGRITY, GRAPHIC BY LOUIS SPIRITO.—THE WASHINGTON POST

www.washingtonpost.com/wp-srv/politics/daily/graphics/527Diagram\_101704.html



So what's BI – the 1958 definition and today's?

In this paper, business is a collection of activities carried on for whatever purpose, be it science, technology, commerce, industry, law, government, defense, et cetera. The communication facility serving the conduct of a business (in the broad sense) may be referred to as an intelligence system. The notion of intelligence is also defined here, in a more general sense, as "the ability to apprehend the **interrelationships of presented facts** in such a way as **to guide action towards a desired goal**."

- Hans Peter Luhn, A Business Intelligence System, IBM Journal, October 1958



#### Voice of the Customer

#### Our desired goals:

Satisfied customers.

New customers.

More profitable customers.

Better products, fewer defects.

Some of the ingredients are in transactional and operational systems.

Retail and service transactions.

Billing records.

Web-site logs.

CRM systems.

Some are not, or are not being studied...



#### Voice of the Customer

#### Consider:

E-mail, news & blog articles, forum postings, and other social media.

Contact-center notes and transcripts.

Surveys, feedback forms, warranty claims.

And every kind of corporate documents imaginable.

#### These sources may contain "traditional" data.

The Dow fell 46.58, or 0.42 percent, to 11,002.14. The Standard & Poor's 500 index fell 1.44, or 0.11 percent, to 1,263.85, and the Nasdaq composite gained 6.84, or 0.32 percent, to 2,162.78.



# Text and BI Integration

#### Why integrate analytics?

360° views.

Single version of the truth.



Clarabridge's version: text + data



Search is not the answer. I don't (usually) want to find a document; I want to find a fact, the answer to a question:

What was the population of Paris in 1848?

What's the best price for new laptop that I'll use for business trips and around the office?

What do people think of the Iron Man movie?

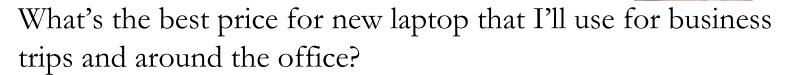
Who are the top 4 sales people for each product line, region, and quarter for the last two years?



### Q&A may involve hidden knowledge:

What was the population of Paris in 1848?

#### Concepts and complexity:



#### Opinion:

What do people think of the *Iron Man* movie?

#### Calculation and structuring:

Who were the top 4 sales people for each product line, region, and quarter for the last two years?



#### Search involves –

Words & phrases: search terms & natural language.

Qualifiers: include/exclude, and/or, not, etc.

#### Answers involve –

Entities: names, e-mail addresses, phone numbers

Concepts: abstractions of entities.

Facts and relationships.

Abstract attributes, e.g., "expensive," "comfortable"

Opinions, sentiments: attitudinal data.

... and sometimes BI objects.



Search is not enough.

Search helps you find things you already know about. It doesn't help you discover things you're unaware of.

Search results often lack relevance.

Search finds documents, not knowledge.

Search finds information, but it doesn't enhance your analyses.



## Text Mining

Search/Query (goal-oriented)

Discovery (opportunistic)

Fielded Data

Documents

Data Retrieval

Information Retrieval Data Mining

Text Mining

Based on Je Wei Liang, www.database.cis.nctu.edu.tw/seminars/2003F/TWM/slides/p.ppt



# Text Mining

#### Text Mining = Data Mining of textual sources.

Clustering and classification.

Democrats initially ran into difficulty getting corporate chieftains and their companies to donate soft money to their America Coming Together, The Media Fund and their fundraising arm, the Joint Victory Campaign 2004, Plandrais advanced and their fundraising arm, the Joint Victory Campaign 2004, Plandrais advanced and on any of whom had given soft money to the Democratic Party in the past. This chart shows most donations of than \$1 million to Democratic 527s through Sept. 30.

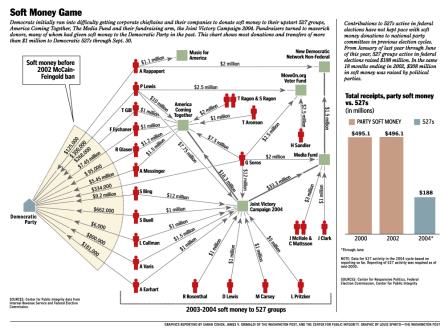
Link Analysis.

Prediction.

Association rules.

Regression.

Forecasting.



Text Mining = Knowledge Discovery in Text.

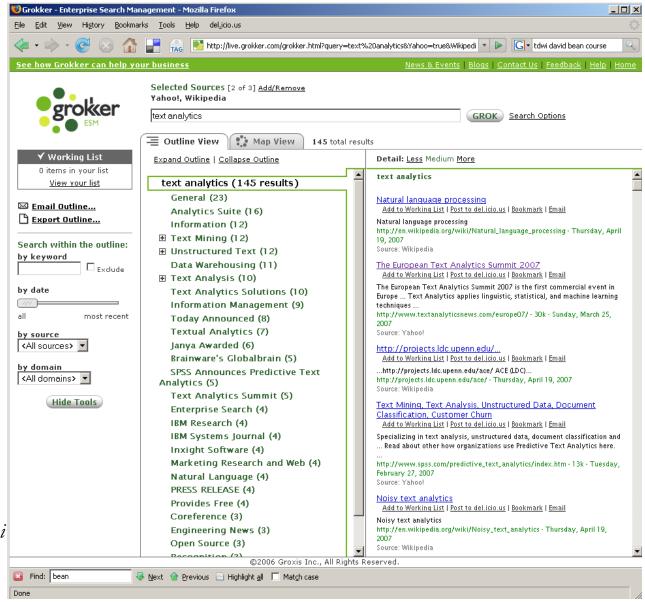


Dynamic, clustered search results from Grokker

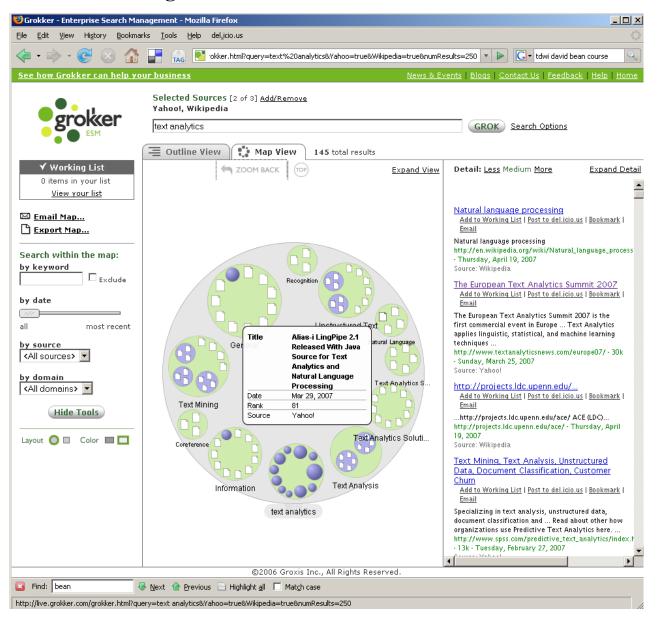
. . .

live.grokker.com/grokker.html?
query=text
%20analytics&Yahoo=true&Wiki
pedia=true&numResults=250





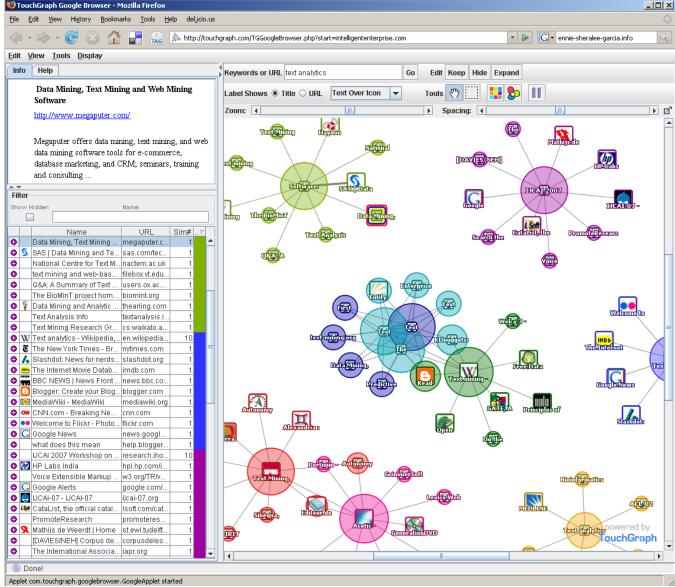
...with a zoomable display



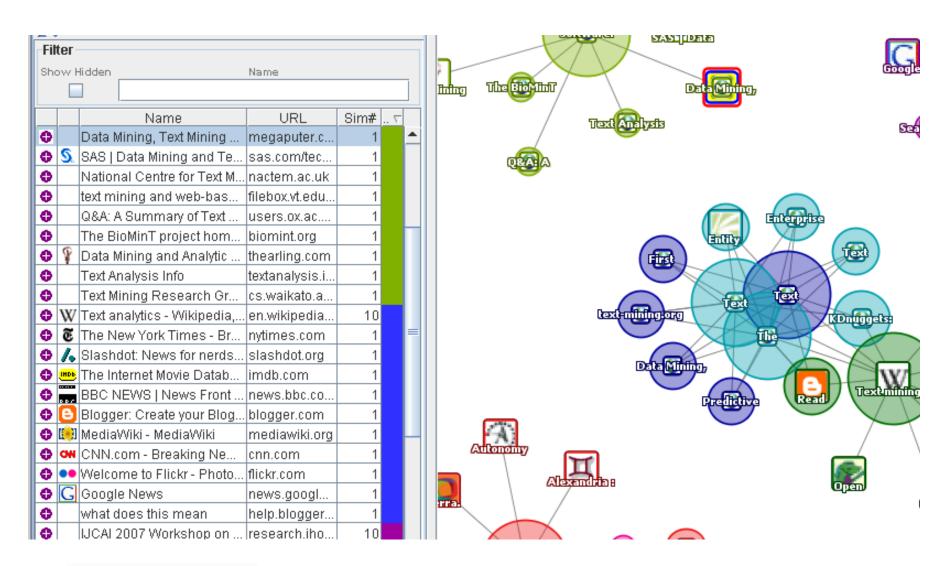


A dynamic network viz.: the Touch-Graph Google-Browser applet

touchgraph.com/ TGGoogleBrowser.php ?start=text%20analytics









# Text Analytics

Text (and media?) mining **automates** what researchers, writers, scholars,... and all the rest of us have been doing for years. Text mining –

Applies linguistic and/or statistical techniques to extract concepts and patterns that can be applied to categorize and classify documents, audio, video, images.

Transforms "unstructured" information into data for application of traditional analysis techniques via modelling.

Unlocks meaning and relationships in large volumes of information that was previously unprocessable by computer.



# Text Analytics

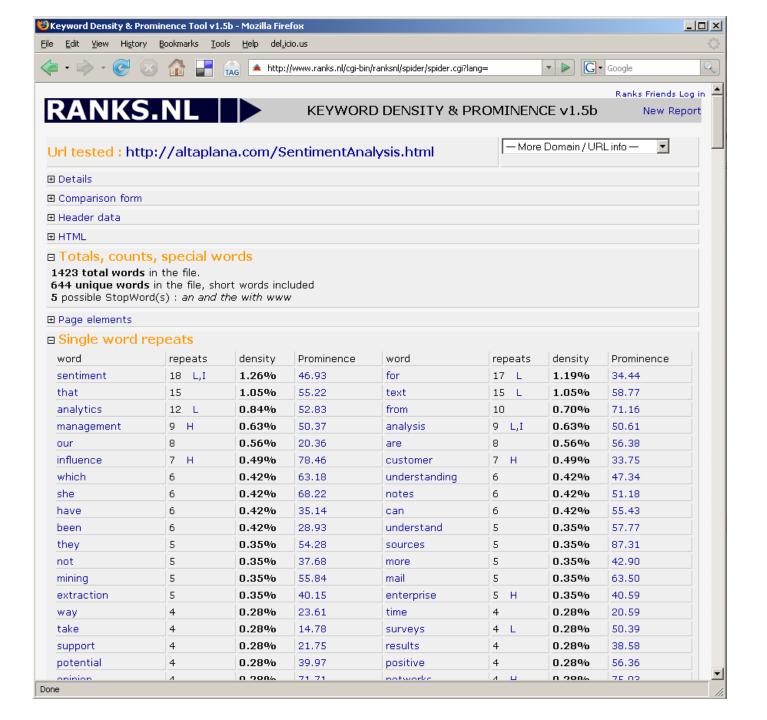
To digress... Is text really unstructured?

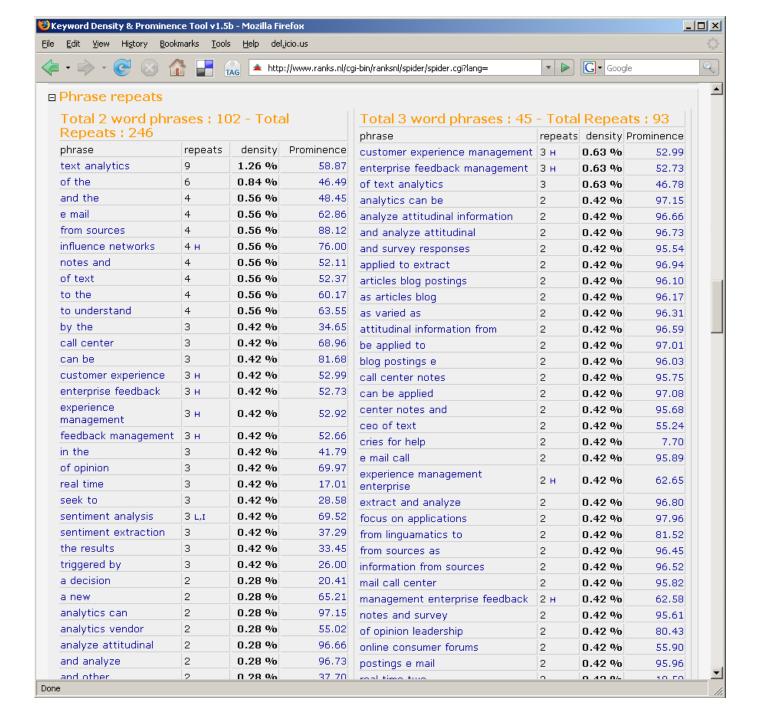
No! If it were, you wouldn't be able to understand this sentence.

Text is instead unmodelled.

We'll look for that inherent structure, but first, we'll do a lexical analysis of a text file...







# Text Analytics

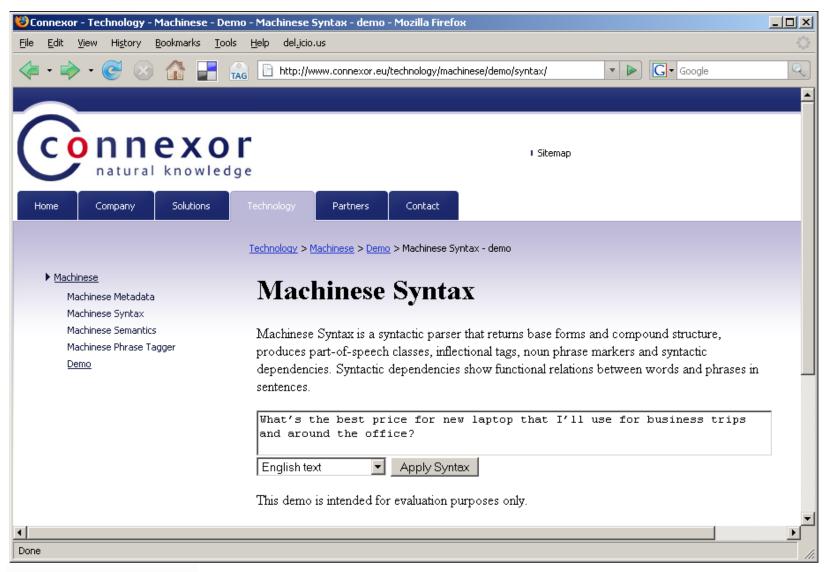
Lesson: "Structure" may not matter.

Shallow parsing and statistical analysis can be enough to arrive at the *Whatness* of a text, for instance, to support classification. (But that's not BI.)

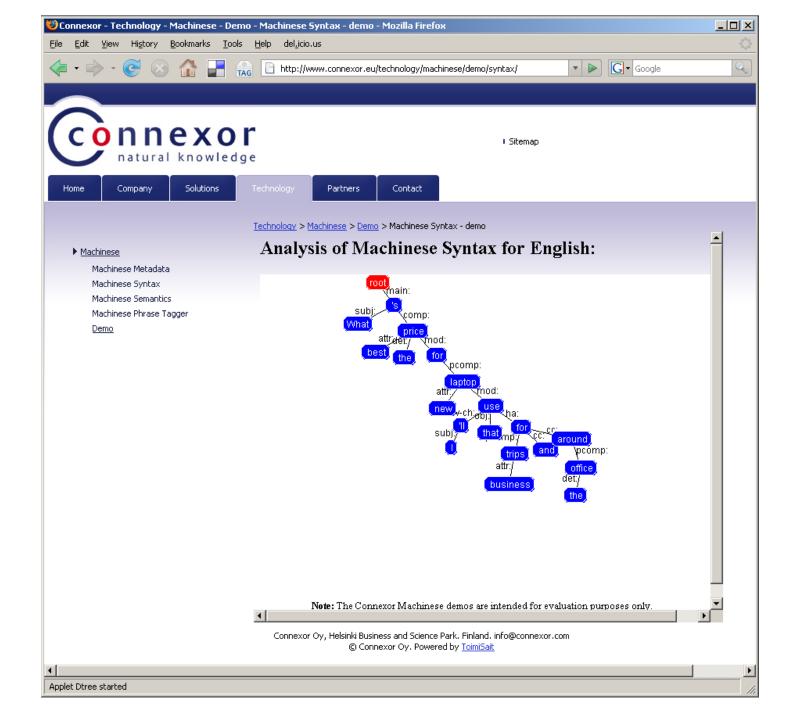
It can help you get at meaning, for instance, by studying cooccurrence of terms.

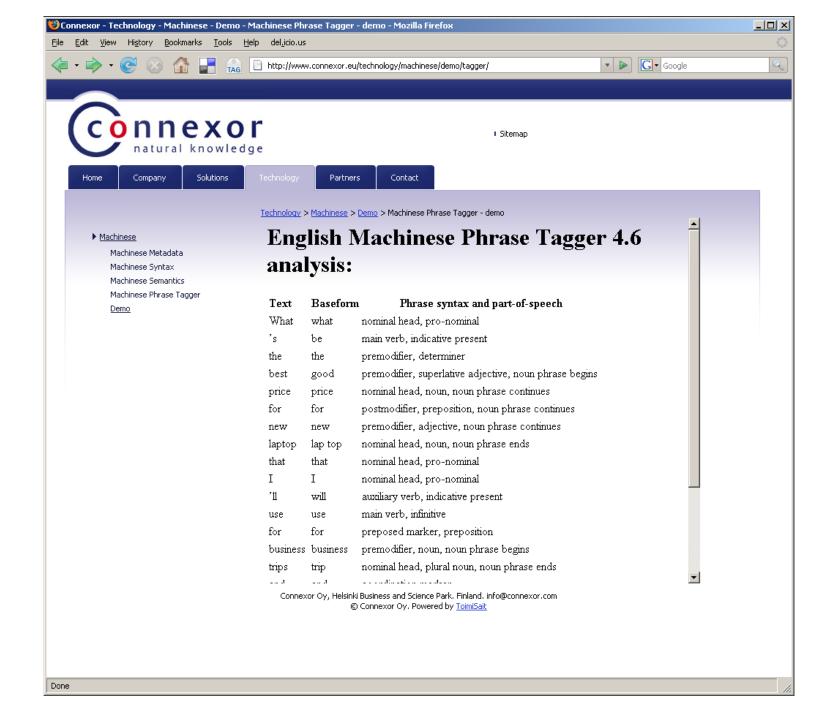
Now a syntactic analysis of a bit of text, a sentence...











# Text Analytics

So the form may be unstructured but the content isn't. Text analytics – unified analytics – should present findings that suit the information and the

user.





# Text Analytics

## Typical steps in text analytics include –

Retrieve documents for analysis.

Create a categorization/taxonomy from the extracts or acquire and apply a domain-specific taxonomy.

Apply statistical techniques to classify documents, look for patterns such as associations and clusters.

Apply statistical &/ linguistic &/ structural techniques to **identify, tag, and extract** entities, concepts, relationships, and events (features) within document sets.

• tagging = text augmentation



Syntactic/linguistic analysis is key to semantic understanding and difficult stuff like sentiment.

Regular expressions and term co-occurrence, also simple statistical signatures, are not enough.

#### Ugaritic Cuneiform Script



#### Consider –

The Dow fell 46.58, or 0.42 percent, to 11,002.14. The Standard & Poor's 500 index fell 1.44, or 0.11 percent, to 1,263.85, and the Nasdaq composite gained 6.84, or 0.32 percent, to 2,162.78.

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Example from Luca Scagliarini, Expert System.

The bag/vector of words approach falls short.



We want concepts and not just entities.

What concepts are found in these similar examples?

Smaller cars generally get better gas mileage than larger cars.

Some larger hybrids consume less fuel than some smaller vehicles with standard gasoline engines.

Ford is an American automobile manufacturer and Nissan is Japanese.



What concepts are found in these domain-related statements?

Smaller cars generally get better gas mileage than larger cars.

Some larger hybrids/hybrids consume less fuel than some smaller vehicles with standard gasoline engines.

Ford is an American automobile manufacturer and Nissan is Japanese.

Vehicle is a *concept* with *conceptual* size and energy consumption attributes and a *conceptual* engine type. Energy consumption itself has a relative measure. Nationality is another concept. What's Ford?

#### What's Ford? –

"Ford is an American automobile manufacturer and Nissan is Japanese."

- An American president?
- A company that both makes and sells cars and other stuff?
- A person who founded a car company?
- A shallow place you cross a river?

Ford is an entity whose meaning a) is contextually derived; b) may be disambiguated, and c) is more than what is plainly read in our source text.



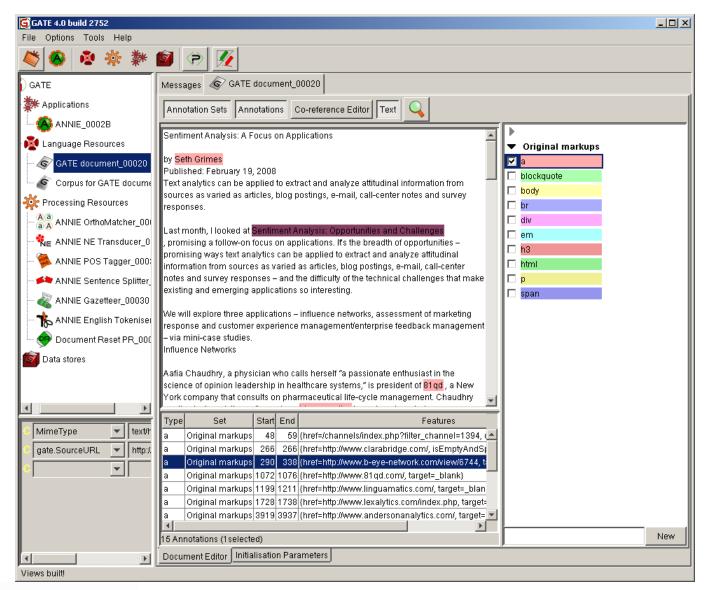
For "traditional" BI on text, key in on extracting information to databases.

Entities and concepts (features) are like dimensions in a standard BI model. Both classes of object are hierarchically organized and have attributes.

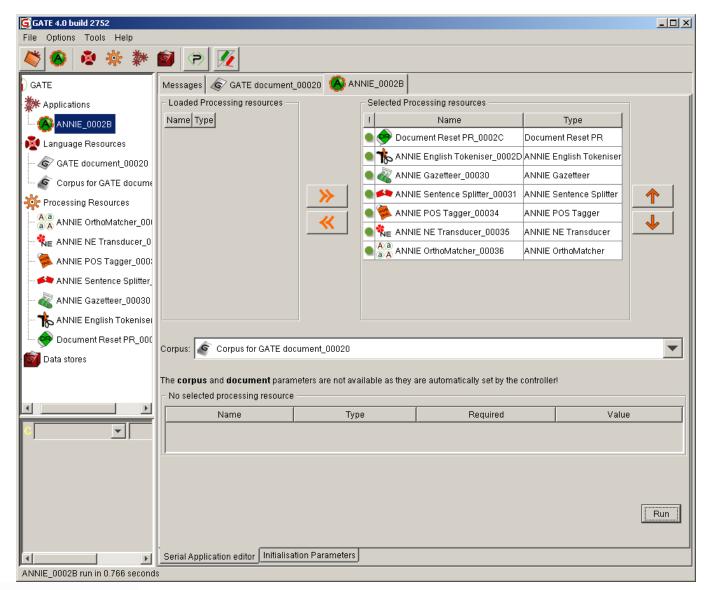
We can have both discovered and predetermined classifications (taxonomies) of text features.

Text-sourced information is very high dimensionality.

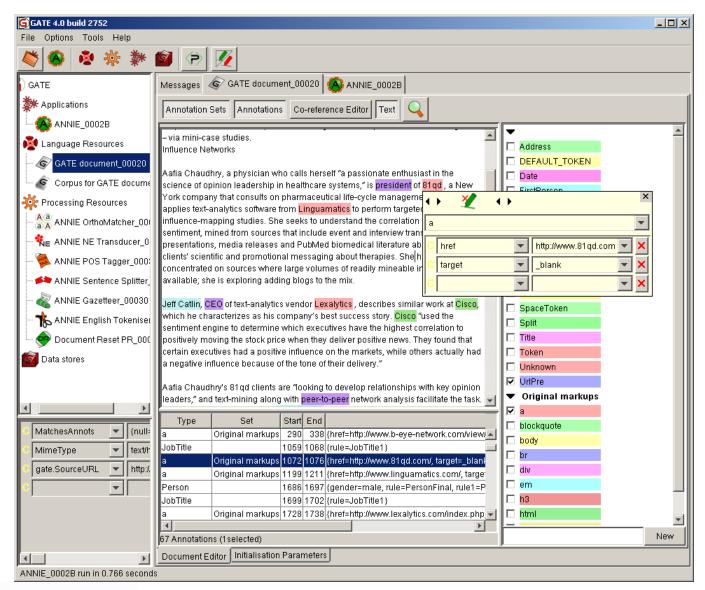














Our goal is integrating text into existing BI work: "unified analytics."

How/what can you integrate?

Results from parallel or stove-piped systems.

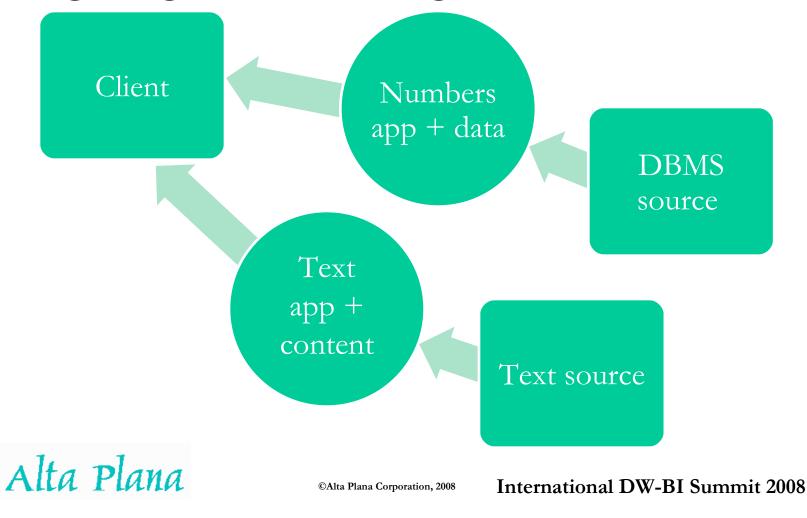
Components, via some form of API or framework.

Data, via defined, commonly understood formats and meanings.

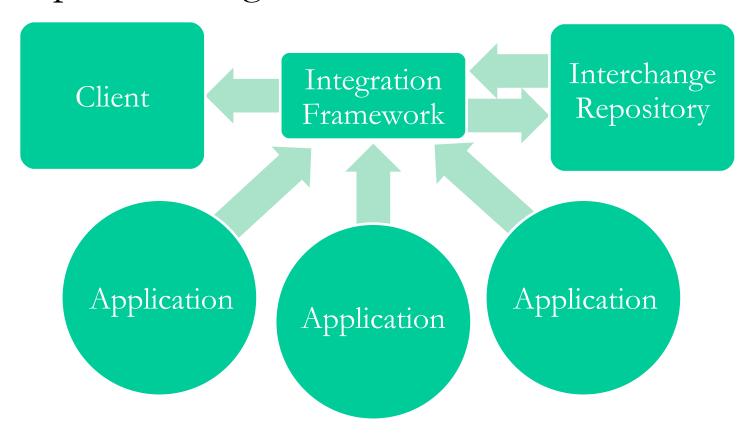
What's the latter form of integration called?



Integrating results: not of great interest.



Component integration via a framework.



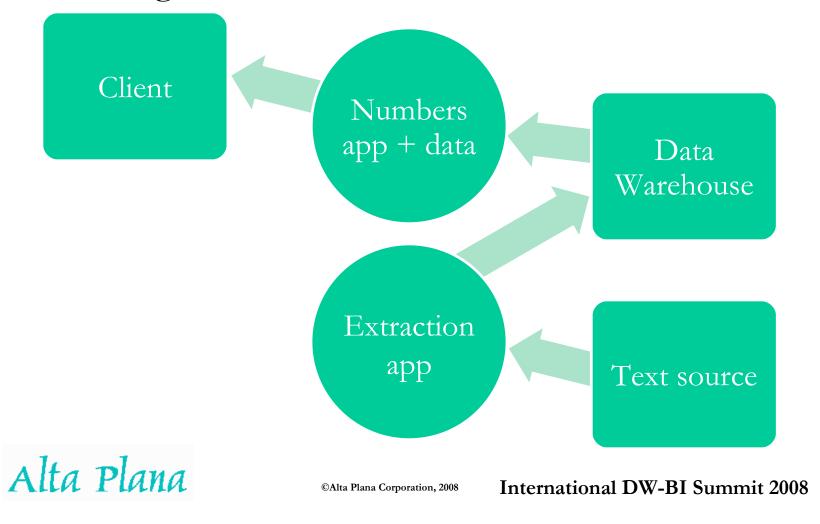


The Unstructured Information Management Architecture is an integration framework created by IBM, then released to open source (Apache).

UIMA is an architectural and software framework that supports creation, discovery, composition, and deployment of a broad range of analysis capabilities and the linking of them to structured information services, such as databases or search engines. The UIMA framework provides a run-time environment in which developers can plug in and run their UIMA component implementations, along with other independently-developed components, and with which they can build and deploy UIM applications. The framework is not specific to any IDE or platform.



Data integration via information extraction.



#### XML-annotated text is an intermediate format.

```
<?xml version='1.0' encoding='windows-1252'?>
<GateDocument>
<!-- The document's features-->
<GateDocumentFeatures>
      <Feature>
            <Name className="java.lang.String">MimeType</Name>
            <Value className="java.lang.String">text/html</Value>
      </Feature>
      <Feature>
            <Name className="java.lang.String">gate.SourceURL</Name>
            <Value className="java.lang.String">http://altaplana.com/SentimentAnalysis.html</Value>
      </Feature>
</GateDocumentFeatures>
<!-- The document content area with serialized nodes -->
<TextWithNodes><Node id="0" />Sentiment<Node id="9" /> <Node id="10" />Analysis<Node id="18" />:<Node
id="19" /> <Node id="20" />A<Node id="21" /> <Node id="22" />Focus<Node id="27" /> <Node id="28"
/>on<Node id="30" /> <Node id="31" />Applications<Node id="43" />
<Node id="44" />
<Node id="45" />by<Node id="47" /> <Node id="48" />Seth<Node id="52" /> <Node id="53" />Grimes<Node</pre>
id="59" />
<Node id="60" />Published<Node id="69" />:<Node id="70" /> <Node id="71" />February<Node id="79" />
<Node id="80" />19<Node id="82" />,<Node id="83" /> <Node id="84" />2008<Node id="88" />
<Node id="89" />Text<Node id="93" /> <Node id="94" />analytics<Node id="103" />
                                                                                         <material cut>
</TextWithNodes>
```



#### XML-annotated text...

```
<!-- The default annotation set -->
<AnnotationSet>
                                                                                          <material cut>
      <Annotation Id="67" Type="Token" StartNode="48" EndNode="52">
            <Feature>
                  <Name className="java.lang.String">length</Name>
                  <Value className="java.lang.String">4</Value>
            </Feature>
            <Feature>
                  <Name className="java.lang.String">category</Name>
                  <Value className="java.lang.String">NNP</Value>
            </Feature>
            <Feature>
                  <Name className="java.lang.String">orth</Name>
                  <Value className="java.lang.String">upperInitial</Value>
            </Feature>
            <Feature>
                  <Name className="java.lang.String">kind</Name>
                  <Value className="java.lang.String">word</Value>
            </Feature>
            <Feature>
                  <Name className="java.lang.String">string</Name>
                  <Value className="java.lang.String">Seth</Value>
            </Feature>
      </Annotation>
```



<material cut>

From an annotated document, we can extract "features," by (semantic) type, to a database. First, we might wish to deal with the high dimensionality —

Term clustering: What can be grouped?

Feature selection: What's relevant or interesting?



# Example: E-mail

## Let's look at an e-mail message –

Date: Sun, 13 Mar 2005 19:58:39 -0500

From: Adam L. Buchsbaum <alb@research.att.com>

To: Seth Grimes <grimes@altaplana.com>

Subject: Re: Papers on analysis on streaming data

seth, you should contact divesh srivastava, divesh@research.att.com regarding at&t labs data streaming technology.

adam



# Example: E-mail

An e-mail message is "semi-structured."

Semi=half. What's "structured" and what's not?

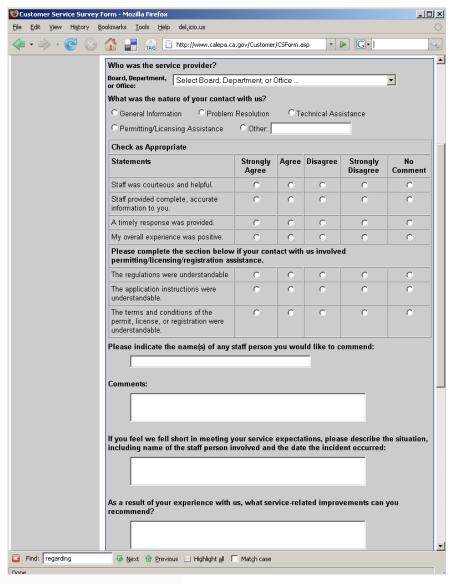
Is augmentation/tagging and entity extraction enough?

What categorization might you create from that example message?

From semi-structured text, it's especially easy to extract metadata.

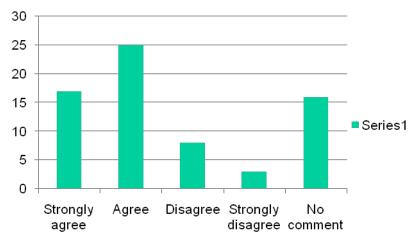
There are many forms of s-s information...







In analyzing surveys, we typically look at frequencies and distributions:



There may be fields that indicate what product/service/person the coded rating applies to. Comments may be linked to coded ratings.



The respondent is invited to explain his/her

attitude:

My overall experience was positive.	0	0	0	0	0
Please complete the section below if your contact with us involved permitting/licensing/registration assistance.					
The regulations were understandable.	0	0	0	0	0
The application instructions were understandable.	0	0	•	0	0
The terms and conditions of the permit, license, or registration were understandable.	o	0	0	O	0
Please indicate the name(s) of any staff person you would like to commend:  Comments:					
If you feel we fell short in meeting your service expectations, please describe the situation, including name of the staff person involved and the date the incident occurred:					



A survey of this type, like an e-mail message, is "semi-structured."

Exploit what is structured in interpreting and using the free text.

Generally, textual source information doesn't come in without *some* form of envelope, of metadata that describes the information and its provenance.

It's still hard to automate interpretation of the free text, that is, to do more than count words and note cooccurrence. Sentiment extraction comes into play.



# Text analytics is good for...

Creating machine-exploitable models in/of information stores that were previously resistant to machine understanding,

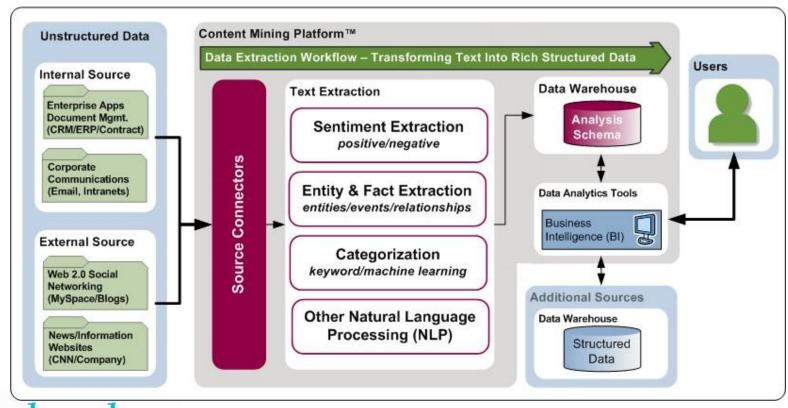
Exploiting discovered or predefined structures to detect patterns: categories, linkages, etc.,

Applying the derived patterns to classify and support other automated processing according to document-extracted concepts and to establish relationships, and

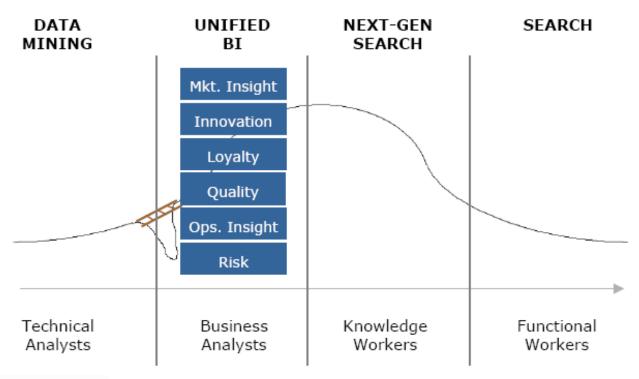
Boosting traditional BI to create unified, 360° analytics.



Clarabridge's Content Mining Platform implements this architecture –









## Our desired goals:

Satisfied customers.

New customers.

More profitable customers.

Better products, fewer defects.

## Ingredients include:

Retail and service transactions; billing records.

Web-site logs.

CRM systems.

Customer e-mail, letters, and comment/inquiry forms.

Warranty claims.

Contact-center notes and transcripts.

Forum postings, blogs, and news articles.



## Sentiment Extraction

"Getting beyond sentiment to actionable information, to 'cause,' is what our customers want. But first, you've got to get sentiment right."

-- Michelle DeHaaff, marketing VP at Attensity

## Sentiment Extraction

# Sentiment (opinion) extraction –

## Applications include:

Reputation management.

Competitive intelligence.

Quality improvement.

Trend spotting.

#### Sources include:

Wikis, blogs, forums, and newsgroups.

Media stories and product reviews.

Contact-center notes and transcripts.

Customer feedback via Web-site forms and e-mail.

Survey verbatims.



## Sentiment Extraction

We need to –

Identify and access candidate sources.

Extract sentiment to databases.

Correlate expressed sentiment to measures such as –

Sales by product, location, time, etc.

Defects by part, circumstances, etc.

And information such as —

Customer information and customer's transactions.

Correlation depends on semantic agreement: are we talking about the same things?



Customer Relationship Management (CRM)

Sources: transactional and operational

Targets: sales and support

Customer Engagement Management (CEM)

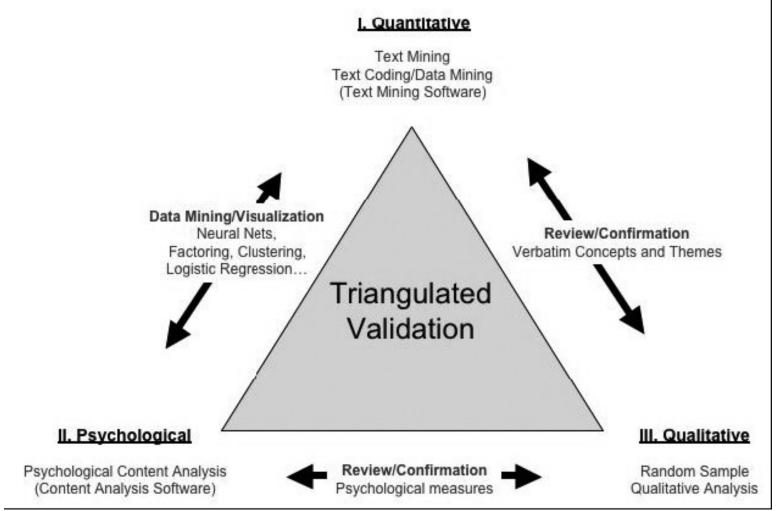
Additional sources capture attitudinal info

Additional targets: product and service quality issues, product design and management, contact routing



For analyses sourced with customer information, Anderson Analytics recommends a triangulated analytical model...





www.andersonanalytics.com/index.php?mact=News,cntnt01,getfile,1&cntnt01filename=SCIP0208TomAndersonArticle.pdf&cntnt01returnid=46&page=46



# Additional concepts and tools apply...

"Net Promoter is a discipline by which companies profitably grow by focusing on their customers. A successful Net Promoter program includes 5 elements: 1) metrics proven to link to growth; 2) leadership practices that instill customer focus, passion, and values; 3) organizational strategies to ensure adoption; 4) integration with core business processes, and 5) operational systems to support the initiative."

"One simple question - Would you recommend us to a friend or colleague? - allows companies to track promoters and detractors and produces a clear measure of an organization's performance through its customers' eyes."



Approaches build on familiar BI tools and approaches...

Adding data and text mining...

Relying on semantics interpretation...

To help enterprises hear the Voice of the Customer...

And enrich their BI programs for other text-rich applications.



Questions?

Discussion?

Thanks!

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