



28 Quotes from Experts On How to Achieve Business Value



FOREWORD

The increasing pressure to remain competitive and deliver revenue growth has channeled companies to focus on ways to better understand their customer interactions. In an age of big data, however, companies are finding it excruciatingly difficult to extract meaning from unstructured data. The increasing rate of data accumulation is making this task even more complex and overwhelming.

So, how do companies extract meaningful insights from incoming customer data and process the findings along the exploratory trajectory to turn insights into action?

Successful companies today both listen to and understand what customers are saying and are taking action in response to customer feedback, incorporating the voice of the customer (VOC) into business strategies for sales, marketing, and customer service through text analytics.

To further derive business value from text analysis and transition customer insights into action, companies are opting for applications that provide more exploratory power. As companies demand greater control of their customer intelligence decisions, a new age of *integrated* customer intelligence has been born. This evolution introduces text analytics solutions that can combine visual text discovery and sentiment analysis with the power of predictive analytics, thereby enhancing predictive models with the output of text analysis for greater exploratory power and return on investment.

This e-book was created to demonstrate the value of text analytics to a vast array of companies, customer intelligence professionals, and marketers. We hope that the first-hand text analytics experiences and best practices chronicled in the book can help companies build tactical strategies around customer-related programs and deliver unparalleled customer intelligence and VOC insights to support customer experience management, regardless of where these companies are in their text analysis journey.



Rick Makos
CEO
Angoss

About Angoss Software

Angoss is a global leader in delivering predictive analytics to businesses looking to improve performance across risk, marketing and sales. With a suite of big data analytics software solutions and consulting services, Angoss delivers powerful approaches that provide you with a competitive advantage by turning your information into actionable business decisions.

Many of the world's leading organizations in financial services, insurance, retail and high tech rely on Angoss to grow revenue, increase sales productivity and improve marketing effectiveness while reducing risk and cost. Angoss serves customers in over 30 countries worldwide.

INTRODUCTION

Two great forces are converging on businesses all around the world. One is a tidal wave of unstructured data in the form of text, audio, images, and sensor inputs. The other is a whole new generation of data processing technology, including low-cost, scalable cloud storage of almost unlimited size, and new techniques for quickly analyzing unstructured data. The result is an explosive growth in knowledge and insight.

Although analyzing text for insight is not new, what has changed in recent years is the ability to mine vast quantities of text—such as all the content on the Internet—and to do it quickly. This capability is profoundly changing how businesses use information to learn about markets, trade on knowledge, and refine their operations. Yet text analytics methods and techniques are rapidly changing. So, what are the best ways to extract value from text? With the generous support of Angoss, we posed the following question to 28 text analytics experts:

What advice would you give someone in your industry to get business value from text analytics?

The responses we received reflect the vibrant and evolving state of this emerging technology. One startling revelation that jumped out at me as I read these articles is that just as machine learning speeds the breadth and depth of analytical insight, machine-driven text analytics is having an extraordinary impact on the speed of human learning.

Even if you are not currently involved in text analysis, you cannot help but feel captivated by the insights this e-book contains.



All the best,
David Rogelberg
Publisher



Mighty Guides make you stronger.

These authoritative and diverse guides provide a full view of a topic. They help you explore, compare, and contrast a variety of viewpoints so that you can determine what will work best for you. Reading a Mighty Guide is kind of like having your own team of experts. Each heartfelt and sincere piece of advice in this guide sits right next to the contributor's name, biography, and links so that you can learn more about their work. This background information gives you the proper context for each expert's independent perspective.

Credible advice from top experts helps you make strong decisions. Strong decisions make you mighty.

Find the insight in the text

M C R U E B N R N Q S L Y G O
R P E M A V J L M Z O Y X O M
E Y D G Q Q I O Q Q F M R K L
M D A H Z D B T Q P A A P H S
O J E S U X P Y C V B Q R N S
T I R U M Y T H G I S N I U O
S O E S N B I F I G D L V P G
U C G C E D I S C O V E R Y N
C Z D I W N P A A D A D R L A
Z H E T N W T L F F J J X P Y
I C L Y U W Q I K B M Y C B O
K N W L H X K Q M W S S W K D
M Z O A O L S U X E F T E X T

INSIGHT ✓

TEXT

CUSTOMER

ANALYTICS

PREDICTIVE

DISCOVERY

SENTIMENT

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KnowledgeREADER is an industry-first application that brings a new age of integrated customer intelligence by combining visual text discovery and sentiment analysis with the power of predictive analytics.

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META S. BROWN

President,
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“You will not make any money on text analytics if you do not start with a plan to do that.”

If you want to make money on text analytics, you have to go into it with a plan to do just that. By presenting a convincing business case, addressing a specific problem, and following through, text analytics can become core to your business.



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About the Author: Meta Brown's work helps organizations build analytics competence and improve communication between technical and nontechnical professionals. She is author of *Data Mining for Dummies*. You can find links for many articles on analytics and communication on her website, <http://www.metabrown.com>.



**THOMAS
KUNJAPPU**

Senior Product Manager,
Twitter



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“Really interesting insights come when you marry text analytics with quantitative data, operational data, financial data, and—in this case—network data.”

For organizations that are considering adding text analytics to their toolset, it's essential that they define clear, focused business goals. With those goals in place, they can start small, demonstrating the value of the analytics, and then use the success of that endeavor to build momentum throughout the organization.



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About the Author: Thomas Kunjappu loves working on novel products that use data to solve problems. He is currently working on corporate tools @Twitter, where he imagines a more productive workplace enabled by software. He graduated from Williams College and lives in the San Francisco Bay area.



**BILL
SHELDON**

Chief Solutions Officer,
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“Increasingly, companies are recording their customer conversations and using speech-to-text tools to convert them for text analysis.”

Many companies spend an extraordinary amount of money putting meeting notes and the like into their CRM systems, but they spend little money extracting insights from those data. Mostly, they use call meeting notes as memory refreshers before their next engagement, but those meeting notes contain a lot of valuable business insight. How can companies extract value from that information? They should begin by looking at where the highest-value customer engagements occur.



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About the Author: Chief solutions officer for Angoss' predictive analytics professional services division, Bill Sheldon has more than 20 years of experience in sales and marketing effectiveness. Prior to joining Angoss, Bill was vice president of Marketing Solutions for Paradyz Analytics, a multichannel marketing services agency, and chief operating officer for CFM Partners, a leading provider of Software as a Service compliance risk-management solutions.




**JEFF
CATLIN**

CEO,
Lexalytics, Inc.

  
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“You can dig out facts, but if you don't go deep enough, the facts won't tell you much.”

The value of text analytics is not in the *what* but in the *why*. You can dig out the facts, but if you don't go deep enough, the facts won't tell you much. Only when you have text analytics tools that can understand and correlate different ways of expressing a sentiment can you lift the why answers out of the top-level results.



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About the Author: Jeff Catlin has more than 20 years of experience in search, classification, and text analytics products and services and has held technical, managerial, and senior management positions in such companies as Thomson Financial and Sovereign Hill Software. Prior to forming Lexalytics, Jeff was general manager of LightSpeed Software, where he was responsible for sales, marketing, and development efforts for the Knowledge Appliance and iFocus products. He holds a bachelor's degree in electrical engineering from the University of Massachusetts Amherst.



**SUDIP
CHAKRABORTY**

President,
Xypress LLC

  
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“Machines are increasingly able to perform significantly more intelligent tasks, but be prepared for humans to assess, refine, and guide the execution of your text analytics program.”

Text analytics can offer no end of insights, so it's important to set a few boundaries to maintain focus. Consider developing a few hypotheses about how text analytics might help your business to solve problems, then be prepared to redefine those hypotheses as you gain experience. Through the right balance of people and technology, you can maximize the value you get from text analytics.



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About the Author: Sudip Chakraborty founded Xypress to help companies grow profits by applying sophisticated analytics to big data. He and his team have helped companies uncover insights from structured and unstructured data in the financial services, technology, information services, and pharmaceutical industries. Sudip holds two patents in the areas of approximate text matching, text analytics, and association discovery: [System and process for discovering relationships between entities based on common areas of interest](#) and [System and method for searching and matching databases](#).



SETH GRIMES

Principal Consultant,
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“You can get significant analytical lift when you combine information from the variety of sources available to you.”

There are two essential challenges to extracting business value from text analytics: choosing the right text for analysis, and choosing an analytical methodology that is suitable for the text and insights you are seeking. Determine what kind of insights will drive your response to those questions. This is the basis for deciding which text to analyze and what kind of analysis is appropriate.



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About the Author: Seth Grimes specializes in strategic IT analysis, architecture, and planning, with a focus on business intelligence (BI) and text and sentiment analysis. Seth is a widely followed industry analyst. He consults via Alta Plana Corporation, organizes the [Sentiment Analysis Symposium](#) and [LT-Accelerate](#) conference, and writes frequently for a [variety of publications](#). For a more extensive biography, visit [sethgrimes.com](#) and follow Seth on Twitter at [@SethGrimes](#).



**ROMAN
KUBIAK**

Senior Consultant



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“ We can use the topics customers are discussing with us as early indicators for shifts in customer preferences and sentiments. ”

To derive business value from text analytics, businesses must be able to correlate unstructured data from customer service transcripts and the like with structured data. That requires a lot of time from text analysts, and preprocessing the data can be a painstaking process, but the benefits to customer relationships can be huge.



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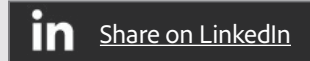
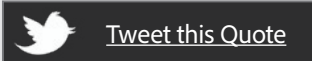
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About the Author: Roman Kubiak holds an M.S. degree in economics from Gdansk University and an MBA from Baruch College. He has worked on analytic teams for such financial services firms as American Express and CityCards as well as for e commerce companies 1800Flowers.com and PetCareRx.com. He moved to a telecommunications company to pursue his interests in natural language processing and text analytics. His other interests include online marketing attribution and net lift purchase propensity modeling.



**KAENAN
HERTZ**

Executive Director,
Ernst & Young



“If you try to boil the ocean, you will never succeed.”

When you are ready to get your text analytics journey underway, consider these points: start with a real business problem; start small, and grow from there; and if you collect data, use them. Small successes can generate corporate enthusiasm.



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About the Author: Kaenan Hertz specializes in helping clients use strategic information and analytics to drive innovation in products and services. He has extensive experience helping companies innovate their customer experience strategy; enhance offerings through digital, traditional, contact center, and third-party channels; and understand the implications of changing market and competitive dynamics on customer strategies. Kaenan has held leading roles in marketing and decision management for top insurance, banking, and finance companies, including USAA, Citibank, and Sallie Mae.



LIANG ZHOU

Head of Data Sciences,
Bloomberg Data,
Bloomberg L.P.



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“ We could convert a news article about a company into a number that expresses positive sentiment ... and negative sentiment. ”

Policy and legal changes are typically published as real-time news, headlines, or articles. Headlines briefly summarize what's taking place, but longer documents explore the reasons why it's happening or what the resulting impacts might be. By performing text analytics on those documents, you can uncover that richer insight quickly and in real time.



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About the Author: Dr. Liang Zhou leads the effort to revolutionize the data business at Bloomberg's Global Data division. Her work focuses on data strategy and "productization," but her research focuses on natural language processing, machine learning, predictive modeling, and quantitative research. Liang received her Ph.D. from the University of Southern California in computer science, with a specialization in artificial intelligence, and a master's degree from Stanford University in computer science.



ELIZABETH RECTOR

Sr. Manager,
Strategic Marketing,
Cisco Systems



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“Text analytics can help companies discover true market perceptions, but only if the analysis is done in a way that reveals them.”

Companies often think about themselves and their markets in terms that make sense to them, but the broader market may not understand that terminology. Therefore, to get the greatest benefit from text analytics, you must look at the question the business is trying to answer through that organization's lens, then strike a balance between that answer and what the data are really saying to you.



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About the Author: Senior manager in strategic marketing at Cisco, Elizabeth Rector and her team developed an award-winning influencer intelligence program and an integrated voice of the customer practice used to drive strategic executive decisions. Prior to Cisco, Elizabeth consulted with top-tier multimedia agencies such as Televisa, Adobe, and Logitech. She has also held marketing positions at Oracle, XO Communications, and iUniverse. Elizabeth holds a B.A. in international business from Washington State University and an MBA from IESE, Spain.



ALESSANDRO ZANASI

President,
Zanasi & Partners



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“Once they have the technology, they decide to use it, thinking that so-called “artificial intelligence” can substitute for their intelligence.”

A key to getting the most from text analytics is your willingness to find imaginative, novel ways to use it. Hire imaginative, creative thinkers who get real results from text analytics rather relying on the technology alone. At the end of the day, artificial intelligence is no substitute for your intelligence.



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About the Author: Alessandro Zanasi is a security research advisor and member of two European Commission boards (ESRAB and ESRIFF) working to define European funding policies in security research. Before founding Zanasi & Partners, Alessandro co-founded TEMIS S.A. (now an Expert System company) and was an analyst for the META Group (now Gartner). He has been a researcher, professor, an IBM executive in Italy, France, and the United States, and a Carabinieri scientific investigations officer. Alessandro is the author of *Text Mining and Its Applications to Intelligence, CRM and Knowledge Management*.



**JON
LEHTO**

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“What are you doing to drive customer interest? That's where the text analytics comes in.”

Text analytics is a great tool that can provide powerful insights into your business. The catch, however, is to be open to what the data are telling you rather than forcing the data to fit preconceived ideas.



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About the Author: Jon Lehto has developed tools and analysis of customers, empowering informed product management planning and decisions. These strategic tools allow rapid analysis of big data. Jon has evaluated many machine learning algorithms; is an expert on search engines, taxonomy, information extraction, email archives, image processing, and database internals; and has consulted on these technologies at large international, commercial and government defense and intelligence agencies.



SHREE DANDEKAR

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“When you have your data set, you have to spend a lot of time in modeling the data.”

The boundaries around customer data are collapsing. Today's businesses can gain critical business insights from nearly any kind of data, from social media to customer relationship management systems. By listening to your customers, monitoring the trends in your industry or vertical, and providing context for unstructured data, you can maximize your text analytics investment.



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About the Author: Shree Dandekar has been at Dell for the past 15 years in a number of roles, from software design, product development, and enterprise marketing to technology strategy. Currently, he is the executive director of product management and strategy, responsible for developing and driving the strategy for Dell's business intelligence and analytics solutions.



LUCA TOLDO

Ph.D, biology; M.Sc.,
animal sciences



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“The essential questions should focus on what the business needs to know.”

By failing to ask the right questions in the beginning, you can fail to get satisfactory answers to your company's questions. You may even conclude that text analytics isn't not working for you. The best way to focus text analysis on important business questions is to begin by laying out key concepts that affect your business, then map language relationships to those concepts.



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About the Author: Luca Toldo is an industrial evangelist of text analytics in pharma and the author of more than 50 scientific, peer-reviewed publications in biomedical sciences. He has contributed to books on text mining, spoken at international text analytics conferences, and is rapporteur for the European Commission in e health IT and system biology. Luca created the patented knowledge discovery algorithm to predict gene-disease models based on published literature and is a co-developer of a pharmacovigilance application of relational machine learning methods.

Text Analytics Case Study

*"I would recommend KnowledgeREADER™ to others...
With Angoss, it's more of a partnership than a sell."*



Find out how this iconic brand is using Angoss and text analytics to better understand their customers



Download the case study now!





**HELEN
CLEGG**

Social Analytics Manager,
A.T. Kearney

 
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“I would recommend to go for a project-oriented approach . . . You start small, and you work out what the business problem is.”

Companies struggle to get value from text analytics, in part because it isn't easy to translate a text analytics concept—terms like *semantics*, *lexical chain*, and *algorithm*—into business terms. That's where a project-oriented approach to text analytics can help. By starting with a use case, you can work out the business problem that text analytics is supposed to answer. A project approach makes the technology more approachable.



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About the Author: As social analytics manager at A.T. Kearney, Helen Clegg uses her library science background and expertise in taxonomy development to add value to the text analytics capabilities of the company's Data Science Team. She is a regular presenter at Taxonomy Boot Camp and Text Analytics World and a guest lecturer at the Grenoble Graduate School of Management and the London School of Business and Finance. Helen is an organic gardener and studying for her Permaculture Design Certificate.




**STEVE
GARDNER**

CEO,
RowAnalytics Ltd.

  
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“The knowledge products that can be generated using text analytics are capable of being deployed to everybody's desk.”

To achieve business value through text analytics, you must combine and possibly even customize analytics tools for their business and industry capabilities. The knowledge products that such an integration of tools can generate are capable of being deployed to everyone's desk.



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About the Author: Dr. Steve Gardner has designed, built, and brought to market many innovative and commercially successful products in life sciences and health care. Steve is a former global director of research informatics for Astra AB, responsible for integrating, managing, and analyzing all of Astra's research and development information. He consults widely on large-scale informatics and analytics projects, digital health, personalized medicine and nutrition, and biobanking of human tissue.



GERSHON BIALER

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“One simple way to establish a baseline metric is to look at the text and ask what could a human reasonably tell from it.”

The size of the analytical task dictates the analytical methods and technologies you use. When you have a sense of the size of your data set, you can develop a baseline understanding of what you can reasonably extract from it. In the end, text analytics is about a lot more than algorithms and tagging: it's about what you get out of it.



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About the Author: Gershon Bialer is the senior data science engineer at CrunchBase, where he spearheads scalable efforts to integrate big data into CrunchBase and ensure high data quality. He has been programming since attending National Computer Camp in elementary school and has extensive industry experience applying machine learning and natural language processing.



**DANIEL
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“This not only provides insight into what people think about your brand, but it can go a lot deeper. It can expose why people are thinking it.”

Text analysis offers a different kind of insight than that provided by structured data analysis. Therefore, it's important to know your goal—the question your organization is trying to answer—then you can decide whether text analysis is even appropriate for the question, which are the best tools to use, and which text should be analyzed.



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About the Author: Dr. Daniel Angus is a computational social scientist who specializes in the design, development, and application of advanced computational methods for the study of communicative practices. He is a co-inventor of the Discursis software technology, which has been used to reveal the dynamics of topical exchange in health, education, media, and political conversational contexts.



**TIM
KUHN**

Principal, Innovation Research
and Analytics Evangelist,
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“Working from this holistic view, in which you bring people together from across the organization, there is a certain amount of commonality.”

Every text analytics initiative must begin with a holistic plan that speaks to the needs of the entire business. To that end, it's important to bring people together from across the organization. When such a group comes together, the business gains efficiency and save costs; people share experiences; and the process advances the literacy, knowledge, and capability of the organization as a whole.



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About the Author: Tim Kuhns is responsible for corporate initiatives sponsored by ACT's Office for Innovation. His primary focus is to advance data literacy at ACT by developing analytics capabilities within communities of practise, which include a cross-section of staff who practice applying quantitative data analytics, text analytics, and multichannel analytics. ACT realizes the advances in data literacy through research, training, experimentation, and prototype development.



PETR KNOTH

Senior Data Scientist,
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“Text mining has so many application domains, it is absolutely incredible.”

The amount of unstructured data on the Web is enormous. Before you can use text analytics to take advantage of it all, however, you have to develop a framework of your goals and the metrics that measure success. From there, determine how you will gather your data, and then be sure to communicate your findings to decision makers.



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About the Author: Dr. Petr Knoth is a senior data scientist at Mendeley, where he develops text-mining tools to help researchers' workflows. Petr is also the founder of the CORE system, which aggregates millions of open access publications from repositories and journals and makes them freely available for text mining. Previously, as a researcher at the Open University, Petr acted as the principle investigator on many national and international research projects in the areas of text mining and open science.



**JAMES J.
NOLAN**

Vice President, Analytic
Technologies,
Decisive Analytics
Corporation



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“You hear people talk about the big data problem. We don't see it as a big data problem. We see it as a diversity of data problem.”

When it comes to analytics, there is no magic, one-size-fits-all solution. A text analytics vendor can't work in a vacuum, either. To get the greatest benefits from text analytics, organizations must take time to prepare data before bringing in a text analytics vendor or consultant, then set aside internal resources to work with that vendor or consultant.



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About the Author: James J. Nolan is the vice president for analytic technologies at Decisive Analytics Corporation (DAC) in Arlington, Virginia, where he leads a world-class team of mathematicians, computer scientists, and engineers in the development of patented text, video, audio, and data-fusion capabilities that DAC deploys worldwide in military, intelligence, and commercial systems. James holds Ph.D. and M.S. degrees from George Mason University and a B.S. degree from the University of Maryland.



RAMKUMAR RAVICHANDRAN

Director, Analytics &
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“This research identified a problem that could easily be fixed through an operational process change.”

It's only when you look at other sources of information and insights that you can turn text analysis into a business recommendation that will benefit the company. To make text analytics impactful, you must consider your business model, understand your business need, and understand the questions you're trying to answer.



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About the Author: Ramkumar Ravichandran is the director of analytics and A/B testing in the Digital Product organization at Visa. His core responsibility is to enable a data-driven decision-making framework for Visa's leadership and stakeholders. Ram is passionate about the value of data and insights, and he loves sharing what he learns at conferences, in blogs on LinkedIn, and through Slideshare. He is also writing a book titled *Practical Predictive Analytics*, an overview of the analytical techniques that help deliver value to organizations.



**SETH
EARLEY**

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“You can parse the information according to a process or problem, and then correlate that data with internal processes.”

The key to realizing the value you seek is in applying structure to your unstructured data and knowing what unique questions your company seeks to answer. Text analytics involves finding structure in unstructured data so that you can properly analyze them. By applying text analytics best practices to a clearly defined business problem or question, you can achieve dramatic outcomes to move your business forward.



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About the Author: Seth Earley is CEO of Earley Information Science, an information management strategy consulting firm and the editor of data analytics for *IT Professional Magazine*. He also serves on the editorial board of *Applied Marketing Analytics*. His interests include knowledge strategy, data and information architecture, search-based applications, and information findability solutions. Seth conducts workshops for senior leadership on aligning information management strategy with measurable business outcomes and develops information governance programs for clients in multiple industries.



RONEN FELDMAN

Full Professor at the
Hebrew University,
Amenity Analytics

  
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“The more information we collect,
the better the analysis becomes.”

The speed at which you can run a financial text analysis today is staggering—and that's important, because the results of such analyses are valuable only if they are available immediately. The downside to such rapid analysis is the danger of interpreting the meaning of any particular event as it relates to stock value. By combining rapid analytical results with historical data, you get better text analytical results.



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About the Author: Ronen Feldman is a professor of information systems at the Business School of the Hebrew University in Jerusalem. He received his B.Sc. degree in math, physics, and computer science from the Hebrew University and his Ph.D. in computer science from Cornell University. He is the chief scientist of Amenity Analytics, a New York-based company that specializes in the development of algorithmic trading tools based on its customizable text mining engine.



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Organizations are beginning to recognize that they have sources of intelligence within their archives—email and data from content management systems—that can provide practical operational benefits through text analytics. All these largely unstructured data, when converted to raw text, provide grist for the text analytics mill, generating business intelligence and ways to manage resources more effectively.



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About the Author: Vishal Deshpande is an experienced IT professional with a record of developing and supporting successful, high-return IT projects and solutions that incorporate a range of applications and technologies. He is consistently called on to improve organizational effectiveness and efficiency through leadership that aligns the business processes and IT infrastructure to realize cost savings, accelerate performance, and sustain strategic flexibility. A natural team leader and mentor, Vishal excels in dynamic, demanding environments while remaining pragmatic and focused.



**ALEXY
KHRABROV**

Chief Scientist,
Nitro



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“If you know how to do analytics of this kind, you are in the forefront.”

Text analytics' implications go well beyond businesses attaining better marketing insights into customers. It could work both ways, with consumers and producers becoming adept at automatically analyzing text, crafting and filtering a message based on the analytics. This is where we're headed.



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