

UConn School of Business

MSBAPM NEWSLETTER

June 2016



UConn MSBAPM wishes you a Happy Independence Day

UConn
SCHOOL OF BUSINESS

CONTENTS

THIS MONTH

- *The Secret to Great Marketing Analytics*
- *Analytics in Action – Insurance Industry*
- *How to Use Your Summer Break for Career Development*
- *Intern Experience - #SabreIntern*
- *Project Corner: Data Mining and Business Intelligence*
- *Faculty Spotlight*
- *Student Spotlight*
- *Talent of The Month*
- *Are you vacation ready?*
- *Summer Appetizers – Get ready to snack-up*
- *Hartford in Summer, in pictures*

The Secret to Great Marketing Analytics

With the multi-dimensional growth of diverse analytics areas, one field which is often quite ignored and orphaned is the field of 'Marketing Analytics'. Not anymore! Organizations large and small are inundated with data about consumer choices. Knowing how to interpret data is the challenge, and marketers in particular are increasingly expected to use analytics to inform and justify their decisions. Few marketers would admit to having "an excellent handle" on their analytics. But don't blame it on the marketer. Often marketing efforts are, by nature, hard to quantify in terms of dollars, revenue or impact. They tend to result in ghosts of impressions or whiffs of perception changes -- or what we like to call "brand sentiment" -- more than dollar signs. Data analytics can be a game changer for marketing organizations. A recent study by McKinsey Corporation showed that firms in the top quartile of analytics performance were 20 times better at attracting new customers and more than five times better at retaining existing ones than firms in the bottom quartile and only 10% of senior business executives believe that applying analytics techniques was an effective option to generate insights about their customer behavior.



But why do so many companies fall short of realizing the full potential of their analytics efforts? What differentiates a great marketing data science team from an effective one? Or like the famous 'Kung Fu

Panda's line - What is the secret ingredient? The answer is more often than not, 'There is no secret ingredient!'. Companies often address their marketing analytics strategy by trying to analyze ever greater data sets in an effort to uncover a killer insight. Or they look for a tool that can solve every problem. But the core issue is that many analytics efforts remain disconnected from key decision makers. What tends to happen is that a small set of brilliant data scientists off in an isolated environment create impressive models that no one without a PhD in analytics can understand or use. To add real value, marketing analytics solutions have to answer the questions on the minds of important decision makers and be part of their day-to-day work. And what decision makers want is a full and clear picture of what's going on so they can make better decisions. This principle lies at the core of uncovering the benefits of marketing analytics. Applying analytics effectively can allow companies to free up 15-30% of their total marketing budget. This amount can be re-invested in marketing, which typically increases sales 2 to 5%, or saved without compromising the top line. In the remainder of the article, we discuss 3 key elements (secret ingredients), for realizing the full potential of marketing analytics efforts.

Comprehensiveness – One of the key stakeholders of a successful marketing analytics initiatives are the business decision makers. Decision makers need a consolidated view across the entire marketing portfolio and available analytical approaches. But that view needs to provide high-level insights into how to maximize returns on the overall spend and, at the same time, offers granular analysis that can help to optimize specific campaigns by audience, geography, week, etc. Building an integrated view requires normalizing across multiple analytics approaches in a way that brings all the measures onto a consistent footing. By translating various MROI (Marketing Return on Investments) metrics into a single "currency," the impact of all marketing activities can be compared and viewed on one dashboard, which evaluates ROI for each element of the spend and

projects the anticipated impact of changes – both in the long and short-term.

Simplicity - Few would dispute that the world of advanced analytics can be mind-bogglingly complex. For this reason, any marketing analytics solution has to treat simplicity as a “must-have” rather than a “nice-to-have” feature. A simple screen, relying on graphical displays to show average and marginal ROI for marketing spending in total and by channel, brand, and category is a good starting point. But today’s tools need to be more than a nice display of a report. They need to allow decision makers to “play” with the information. For example, a good solution should support running simulations to project the anticipated outcomes of various actions and spend decisions. The system should also be able to suggest an optimal marketing mix that maximizes ROI across the portfolio

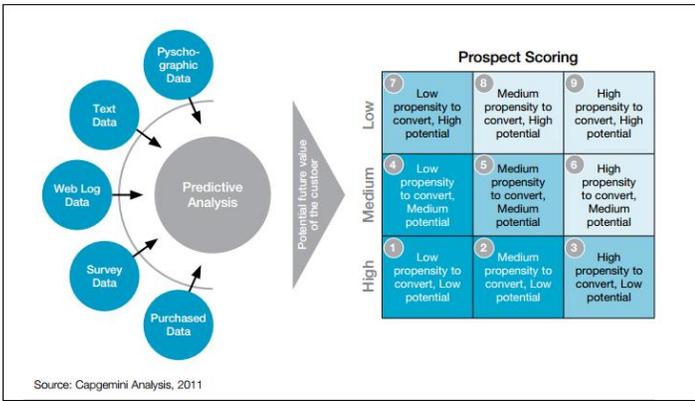
Speed - In high-performing marketing organizations, a marketing analytics solution should be able to return simulation, campaign assessment and reporting queries in as little as a few seconds. Only at that kind of speed can decision makers compare options effectively, fine-tune marketing outlays on an ongoing basis, and accelerate decisions so that decision makers can shift resources during a campaign and bring good ideas faster to market. Focusing on the needs of key decision makers brings marketing analytics out of the quants’ labs and embeds analytics-driven insights in everyday routines and ongoing decision-making processes. Solutions that do this can drive lasting, sustainable change in marketing organizations.

Analytics in Action – Insurance Industry

In today’s digital world, businesses that want to master the flow of information have to address three key challenges: the explosive growth in data volumes, the need to analyze those growing volumes in real-time, and the need to deliver the resulting insights to users.

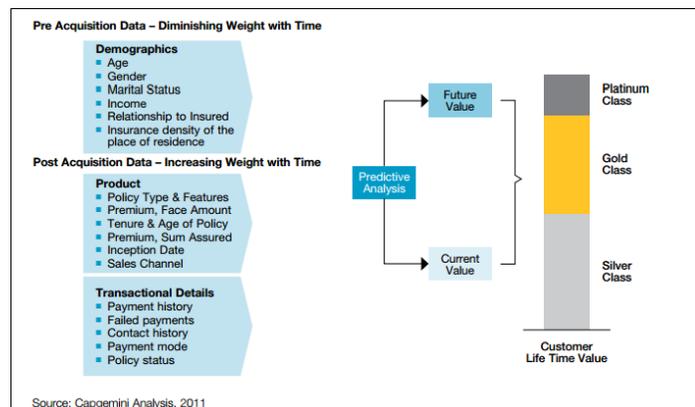
Analytic Insights are typically enabled by existing business intelligence investments and newer advanced analytical techniques. One by one as analytics solutions became more accessible, industries find different ways to leverage the Big Data and Analytics Revolution to their best advantage in their field. Virtually every industry, from manufacturing and retail to healthcare and education, has found a use for the ever-growing labyrinth of data resources. The Insurance Industry is no exception in the Big Data Revolution. The Ernst and Young 2015 Global Insurance Outlook claims “technology” is the one word that encompasses the Insurance industry right now. The report states, “Insurers across all regions are capitalizing on data analytics, cloud computing, and modeling techniques to sharpen their market segmentation strategies, reduce claims fraud and strengthen underwriting and risk management. In this article, we discuss some of the areas in the Insurance Industry that are being impacted the most through the analytics revolution.

Customer Acquisition - Analytics can reduce the cost of customer acquisition by optimizing the results of marketing campaigns. The challenge for most insurance companies, given their fixed marketing budgets, is to decide where to allocate resources to obtain the best marketing return on investment. Predictive modelling helps address this problem. Predictive modelling for customer acquisition looks at a combination of psychographic, text, web-log, or survey data regarding prospects. When the data is fed to the analytics engine, predictive modelling can uncover hot spots for prospect scoring, which not only takes into account the propensity to convert each prospect, but also their future potential.



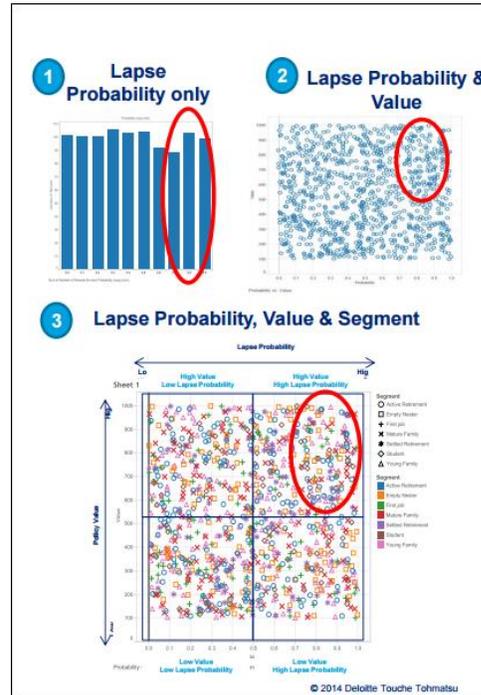
Customer Retention Analytics - Policy lapse is a concern for most insurers since it often occurs within the first policy year and prevents insurers from recovering the initial expenses of policy acquisition. The sooner a policyholder leaves an insurer, the less likely the insurer has recouped the acquisition costs and the policy is contributing to the company's bottom line. The insurer can apply some of the below discussed strategies in order to retain its customers to their full potential.

a. Predicting the customer life time value - A framework can be created to determine customer lifetime value based on demographics as well as transactional details. For a new customer, customer lifetime value is normally determined using only demographic details. As the customer relationship grows, the insurer gets more information about the customer's transactional behavior and can also leverage this new data source for determining customer lifetime value. The general rule is to put more weight on transactional details than



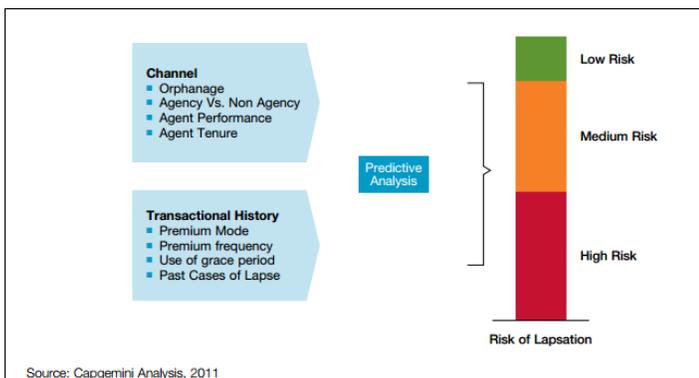
demographic details when the relationship crosses the one-year mark.

b. Prioritizing policies: Combining the three datasets – customer lapse probability, customer lifetime value and customer segment/cluster, in sequential steps of drill down, one can define a set of prioritization and plan of action for the insurance policies to be effective.



Identifying the risks of lapse and the risk of fraud - Analytics can help build models to predict the risk of lapse. Risk of lapse is dependent on the servicing channels as well as transactional behavior of the policyholder.

Fraudulent claims are an unfortunately common occurrence afflicting the insurance industry. The Coalition of Insurance Fraud estimates that nearly \$80 billion in fraudulent claims are made annually in the United States. This staggering statistic has led to heightened awareness and the use of predictive data analytics to detect applicants with a higher propensity to commit fraud



As analytics continue to breach the traditional business fortresses and redefine boundaries, Insurance Industry will be one of its key drivers in at least the near future. Keep on the lookout!

How to Use Your Summer Break for Career Development

By Katherine Duncan

Congrats, you did it! Another semester is in the books and now you will get some well-deserved time off from school. However, during your downtime it is best to refocus on your career development goals! Here are some ideas and tips for using your vacation time wisely!

- Attend holiday parties for networking – use the holidays as an ice breaker to start conversations (4th of July, Summer BBQs, Labor Day...)
- When you get together with friends/family talk to them about their professions and companies. What trends are they seeing in the market? How do they like where they work?
- Do research on target companies, make a list up to 40+ that you want to pay close attention to
- Work on your LinkedIn profile, add connections, participate in group discussions
- Volunteer! It's good for networking, adding to your skills, and helping others
- Ask people in your network for informational interviews, you have the time and flexibility!

- Commit to your future job search by preparing your application documents – resume & cover letter

Don't take the summer off, utilize your time to get ahead! The next semester, classes, and homework will be here before you know it. So plan ahead to be more successful in the long run!

Intern Experience - #SabreIntern

By Alekhya Reddy Garlapati – Student MSBAPM

More than 300 applications and over 15 interview calls resulted in this great opportunity to be a part of one of the most comprehensive and fun intern program here at Sabre in Southlake, Dallas. Air Travel industry is an area that involves complex evolving technology and this job excited me because of the dynamic nature of airline data.

Sabre is an advanced travel technology provider for more than 400 airlines across the world. Every year Sabre recruits interns for each of its departments making the intern group large and diverse in all aspects.

My work as a Data Analyst intern requires me to actively work in projects to enhance Air Centre Data Analytics Capabilities by creating prototypes and proof of concepts. I am working on implementing visualizations and dashboards for Airline Crew Management in order to facilitate safe, timely and cost efficient operation of flights. I would not think twice to say my Visual Analytics course work helped me grab this internship. There is some Project Management learning too, we have learning sessions on Agile basics and methodologies.

This internship not just involves some serious work for the interns but also has interesting activities and events throughout the program. The group of 110

interns are divided into teams to pitch against each other for a Case Competition. The Case Competition topics are around real time projects and work that Sabre is currently pursuing. The interns get to learn the business and the company gets to exploit new ideas for its projects.

We have weekly forums with the company's top executives. In the very first week, CEO Tom Klein encouraged the Sabre Interns to make the most out of their time here and mentioned that what we as interns accomplish at Sabre directly contributes to the company's success.

Then we had the 'Meals on Wheels' volunteer event where 75 interns drove 20 routes (346 meals), which is a cost-savings of \$2,076 for the Meals on Wheels organization. That's the equivalent of adding a senior to service for more than a year! That shows how Sabre Interns can make an impact not just in the workplace, but in the community as well.

And guess what we have Happy hours, Gaming events and Pizza parties too 😊

Challenging work, great networking and free beer 😊
What more could I ask for?!!

To a great internship and more.

Proud be a #SabreIntern

Project Corner: Data Mining and Business Intelligence

Airbnb User Reviews

Business Objective: Airbnb is an online marketplace for rental houses that connects the owners of the property to 'travelers' looking to rent the place. The users are categorized as hosts and guests in Airbnb. Every user has its own profile created on the website

through which the guests can research about the hosts and the facilities available at their property. After every stay, guests have an option of providing their feedback/reviews based on their stay experience and rate the property as well. Customer feedback is an essential source of information for improving operations in the service industry, but capturing an accurate and complete picture of the customer experience has always been a challenging task. The business objective of carrying out this exercise was to identify the topics of discussion that various travelers had raised in their reviews and to provide insights and recommendations to Airbnb management so as to improve the stay experience of the travelers and also let the hosts know of the things that travelers are looking out for when they plan to rent their property.

Dataset: The data sets for this exercise were available from the Airbnb official site. It contained the data for the listings and reviews across various regions but analysis in this paper is limited to the listings of various regions of New York. The data sets consist of two files i.e. Reviews.csv & Listings.csv. Reviews data set consists of 4 attributes namely Review Date, Reviewer Name, Comments and Listing Id. This data set consists of 439,092 comments. Listings data set consists of various attributes like Id, Host Name, Listing Description, Neighborhood, Latitude, Longitude, Property Type, Amenities, Price and Ratings. The data set consists of 35,957 rows

Analysis:

- a. **Text Pre-Processing:** The data was divided into five different datasets split by the region of the listing – Queens, Bronx, Brooklyn, Manhattan and Staten Island. Next step was to remove non English comments from the data. R provides a package (Textcat) to determine the language a particular text. Using this package user comments in other languages were filtered from the data. After that listings with less than 25 reviews in total were filtered from the data.

- b. Text attributes that include probabilities of each topic obtained from the topic modeling, polarity/sentiment of the review, word count and sentence count.

Three models were run. The below results are for Staten Island neighborhood.

- a) Model 1: With only text attributes
 Significant Drivers: Amenities, Experience, Location and Neighborhood
 Adj. R Squared: 0.24
- b) Model 2: With only rating attributes
 Significant Drivers: Value, Accuracy, Cleanliness, Communication, Location
 Adj. R Squared: 0.78
- c) Model 3: With only rating attributes
 Significant Drivers: Value, Accuracy, Cleanliness, Communication, Location
 Adj. R Squared: 0.78

Business Insights/Recommendations:

1. One of the common themes of discussion across each region is about basic amenities. Travelers get upset on not finding basic amenities like bed, fridge and towels in the house. So we suggest actions to verify basic amenities in each listing.
2. Another common theme of discussion is about the location of the apartment. Users are upset about incorrect information about location of the listing. So we suggest use technology (GPS) to get accurate location coordinates of each listing. This will help travelers get better understanding of the location before booking.
3. Travelers are upset with the neighborhood of the listing. So we suggest to make users aware of the neighborhood conditions before booking.
4. We also suggest to include distance of listing from major city attractions for each listing on

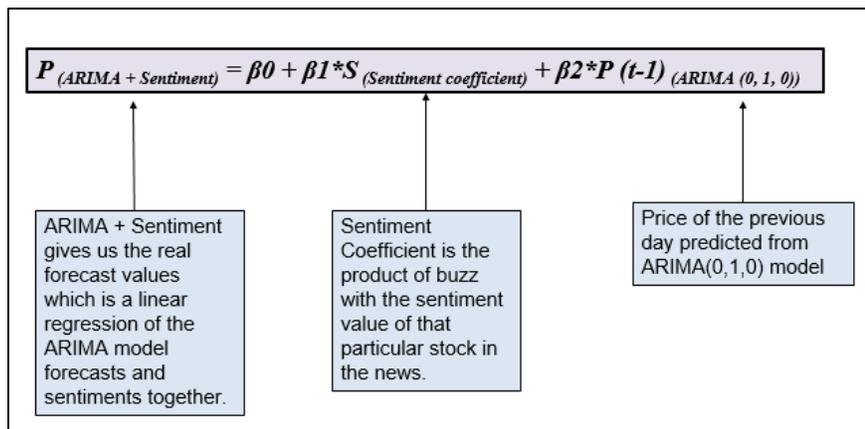
website. This will help travelers plan their travel better before booking.

5. Right now Airbnb do not offer users to rate the host. We suggest to introduce a new user rating for host and incentivize hosts based on their ratings. This will enhance stay experience of travelers.

Team Members: Aayush Khemka, Akhil Bhat, Ashish Tyagi, Sumanth Pottim, Qing Yu

Stock Forecasting using Sentiment Analysis and ARIMA Models

Stock forecasting is a popular application of time series forecasting and is widely used for analysis of volatility in the stock market. This project combines both fundamental and technical aspect of the stocks movement in order to accurate forecasts. We have combined the conventional time series ARIMA model from Yahoo finance data with the sentiment analysis based on data from Infotree. Also, major events in the stock companies have been accounted for by events and interventions. The result shows significant correlation between sentiments and forecasted prices. Thus, it outperforms the conventional ARIMA models. For the purpose of this project, we have selected the top three airline stock companies namely JetBlue, Alaska and Southwest Airlines.



The graph below shows all three airlines data plotted on daily time interval basis. The variance of the stock prices is ever increasing with time. This indicates trend is upward. There is a huge volatility in the stocks especially in 2015 period where almost each stock touched its 250-day low moving average and also made a peak. Hence, observations imply a square-root or log transformation on daily prices. Once, we apply these transformations the raw data might be appropriate to stabilize variance. Since there is no linear or discernible mathematical pattern in data, we



perform first degree differencing on raw data and on transformed data.

Based in the sentiment value, we determined the news in greater details as to whether it was positive or negative so as to have an effect on the price. The news was assigned +1 or -1 accordingly.

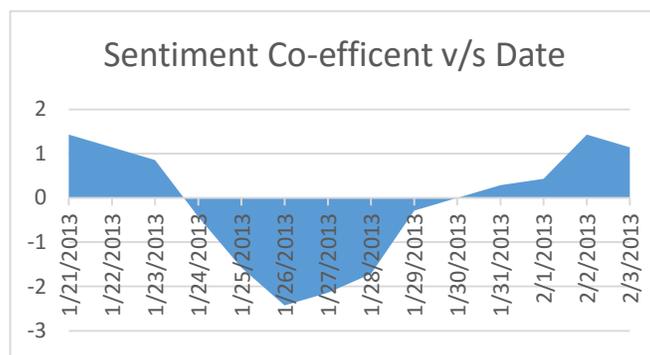
- If the news is neutral i.e.5 then was assigned zero value.
- If the sentiment value ranged from 1-4 it was assigned -1.
- If the sentiment value ranged from 6-10 it was assigned +1.

The impact of the news decreases exponentially such that n days later. The absolute value of the news/ event becomes $\exp(-n/7)$ and the sign still follows the original sign of news/event. For example, the absolute value of the news on the next day is always $\exp(0) = 1$. One day later, the value is $\exp(-1/7) = 86.69\%$. Thus, moving forward it becomes \exp

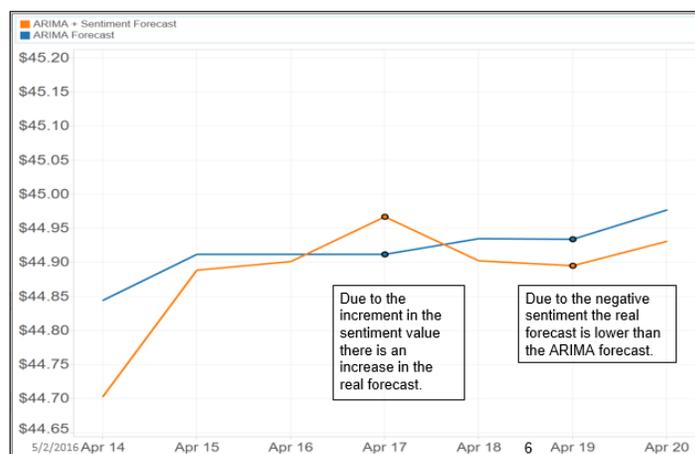
$(-7/7) = 13.53\%$. Thus, the news dies off in one week and has no effect on the price. The sentiment is then a sum of all the last seven days values. The buzz was then multiplied with the sentiment value. The new variable created was named as sentiment co-

$$\text{Sentiment Co-efficient} = \exp(-n/7) * \text{sentiment value} * \text{Buzz}$$

efficient. Here's an example of a random week from the data of Alaska Airlines to indicate how the sentiment co-efficient varies.



The final graph below shows how the regression model combines effect of the two for better



predictions.

Team Members: Nikita Bonavate, Sai Talamudupula, Sainath Palla and Monika Katariya.

Amazon – Opinion Mining and Spamming Analysis

Business Objective: Opinion mining is a technique by which components and attributes are extracted from the evaluative text that contains sentiments or opinions about an object and determines whether they are positive, neutral or negative. Spamming review analysis is the process of evaluating the user generated content to determine the genuine content from Spam. As a part of this project, we have mined opinions by finding topics and associated sentiment in reviews around them for Nokia Lumia 521(T-Mobile) which has been used as a prototype. We have also built models to find out which aspects of Lumia 521 drive people to give higher product rating on Amazon. For opinion spamming, we have looked into Samsung mobile phones which are in the medium range of popularity and tried finding out the characteristics of ‘fishy’ reviews.

Data Set: The Amazon reviews data was being hosted on UIUC’s server. It had reviews for 6 categories

- 1) Camera
- 2) Mobile phones
- 3) Tablets
- 4) TV
- 5) Laptop
- 6) Video surveillance

The link to the dataset is

<http://sifaka.cs.uiuc.edu/~wang296/Data/>

(Six categories of Amazon product reviews in JSON format)

Analysis:

- a. **Text Clustering:** Text Clustering is used to identify groups of terms that consumers are talking about

Amazon	battery	bought	Buy	Calls	cell	better	Day	doesnt
Perfect	dont	easy	excellent	Flip	found	Happy	love	
Phon	phones	price	purchased	quality	recommend	replacement	service	
Smart	sound	time	verizon	Work	years			

- b. **Text Topics:** We used SAS Enterprise Miner to form text topics. For demonstration purpose we took the product “B00COYOAYW” (Nokia 521) which had 1151 reviews. In order to know how many topics to select, we brainstormed and could think of 3 topics namely “Software”, “Hardware” and “Carrier”. This was based on our knowledge about the product type mobile

- c. **Opinion Mining:** In order to find the sentiments associated with each topic, we have to drill down to the words which are around the keywords of that topic. n-grams are used to break the reviews into component. After breaking it into components, polarity of only those components are calculated which have a keyword in it

Model Building: Logistic Regression model,

Excerpt from a review	Hardware polarity	Software polarity	Carrier polarity
SOME OF WHAT I LIKE:1. The audio quality and overall system is very good in fact far better than my previous two Android phones (Nexus 4 and LG G2). Voice calls are loud and clear. I am amazed at how good my music sound when I hook it up to my car stereo. The camera and pictures—I know there is no flash however low light pictures look great for a low end phone. Also like the unique physical camera button. Overall smooth UI that beats all Android phones. It doesn't lag at all and what a relief coming from Android;3. Essential Microsoft programs like Office, Skydrive, One Note all work flawlessly. Battery life to a certain extent is good. It has the "battery saver" option and if checked it does a good job managing the battery usage. It also shows you the time from last charge and also the amount of time needed before the battery runs out.5. Tmobile's Wifi calling is fantastic. For those situations when you have little to no cellular coverage the phone switches to wifi and then you can make all the calls you like.. Nokia Maps gives you the ability to download entire state maps for you to use phone as off line GPS.SOME OF WHAT I LIKE LESS:1. The lack of apps can be problematic a times but not honestly not a big deal. I knew what I was getting into but this may be an issue for many people. Most of the available apps works great.2 The IE browser keeps forcing some sites to appear on desktop mode even though the browser is set to mobile. This is a bit frustrating considering how small the screen is.3.The lack of flash is noticeable in those moments of total darkness when you need to take a picture. You will need some form of lighting for the pictures to look good. Also the lack of flash means you cant use your phone as a flashlight. Overall I really like this phone so far. Whether it will hold onto daily usage for a long time I cant say, but considering how cheap it is and no contract it is a risk I was prepared to take	0.45	0.49	0.18

Decision Tree and Support Vector Machines (SVM) were developed to identify significance of each of the polarity and its effect on the overall rating. The SVM model was finalized, which gave an overall accuracy of 71% and a

		Actual	
		0	1
Predicted	0	66	33
	1	31	81

- d. **Review Spamming:** Reviewers are tagged as ‘fishy’ and ‘non-fishy’ after analyzing their reviews, time difference between two posted reviews, quality of reviews by manually going through each and every review manually. After tagging them into two categories, the content similarity of reviews of each reviewer is calculated using multi-dimensional scaling on LSA matrix created for the dataset.

Reviews	Average MDS_LSA	Average Author reviews on Amazon
Fishy	1.19	4.85
Non-Fishy	22.64	2.57

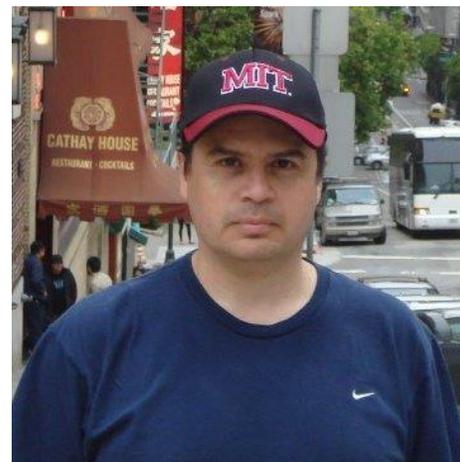
Business Insights: On performing the aspect based analysis on the Nokia 521 dividing the text topics into 3 namely, Hardware, Software, Carrier. The order of influence among the customers was as follows in that order:

- a. Hardware
- b. Carrier and
- c. Software

Fishy reviews on Samsung phones (mid-range popularity) are from the reviewers which have almost similar content for two or more than two reviews

Team Members: Akhil Ghorpade, Bhavana Chadagonda, Harshad Shah, Sunny Dalsania, Yeyi Wu

Faculty Spotlight Dr. Manuel Nunez



Dr. Dr. Manuel Nunez, can you briefly introduce yourself and shed some light on your research areas?

I am an operations research graduate with over twenty years of academic experience. I also have graduate studies in mathematics, computer science, and statistics. I teach at different levels ranging from undergraduate to doctoral, and covering diverse management areas such as analytics, operations, statistics, optimization, and computers in manufacturing. I have taught the adaptive business intelligence course for three years in the MSBAPM program and currently teach the business analytics course for the MBA program. I enjoy working on research problems that are intellectually stimulating, have significant relevance for practice, and require a combination and integration of many solution approaches. Because I have a diverse background in many fields, I have developed and implemented novel methodologies applied to a wide range of projects in different management areas. My research interests include supply chain analytics, business intelligence, statistical modeling and simulation, computer programming and data structures, machine learning, genetic algorithms, and decision support systems.

You have your PhD from MIT, an Engineering degree and Masters from Stanford University. What inspired you to become a professor and what are your expectations from students?

Being at great institutions like MIT and Stanford University, I had the opportunity to study under the world’s most prominent scientists and teachers in operations research. In particular, I fondly remember

George Dantzig, creator of the simplex algorithm for linear programming, who was my thesis advisor and one of the most influential people in my life. They inspired me to go into academics and taught me many research and teaching skills that I use in my work. Concerning my teaching, I care about my students and spend a great deal of time in one-on-one interactions with them. In my classes I emphasize combining a rigorous understanding of a subject with interesting applications and managerial insights. I also like to incorporate technology to my classes, spending a great percentage of the time working with the students on the computers. I expect from my students to have an open mind and to use what they learn in their jobs.

For students starting their career in analytics through the MSBAPM degree, can you give some insights/guidelines as to how they can enhance their modeling and analytical skills?

First, I believe the most important skill to be successful in this program is to have a solid foundation in statistics. Statistics methods are at the heart of analytics and a continuous source of innovative new ways for solving problems. In particular, having an intimate understanding of regression techniques is a must. Second, I also believe that it is important to learn how to combine tools from different areas to create an integrated solution. For instance, it is important to know how to combine forecasting, optimization, and machine learning methods to develop intelligent decision support systems. Finally, the best way to enhance modeling and analytical skills is by thinking how to improve every day ordinary situations by using the material learned in class. For instance, while at a grocery store, think about how to improve product display, lines at the cashier, aisle layout, customer experience, etc.

How do you prefer spending your spare time and find time to relax after a hectic schedule?

I am avid reader of science fiction, general science, and history books; I read as much as I can during my spare time. I also enjoy watching professional basketball,

baseball, football, and soccer events. As a trivia note, I read the recent faculty spotlight article on Prof. Bergman, where he mentioned that he is a fan of the Rubik's cube. I have to mention that I am also a fan and that my best solving time is better than his (20 seconds). I developed a solving method by myself, without looking at the solution manual. However, I am not able to solve it blindfolded as he claims. I am currently working on solving the 4x4x4 and the 5x5x5 Rubik's cube.

Student Spotlight

Guanwei Tao



Briefly introduce yourself

I am Guanwei Tao, my English name is Rachel Tao. My Chinese name means the Champion of the Lily, which set the best wishes from my Grandfather, he wanted me to be the most beautiful lady, I guess. However, I felt it is too obvious to impress people when you have a name as a Champion and you become a Champion, so I made myself a name of Rachel, 15 years ago. Rachel is a name gives you more feeling that I am a person you can make a friend, hanging around and always you can trust with.

I am from Shanghai, China, one of busier cities in Asia. I worked in Healthcare (pharmaceutical and medical device) industry for more than 10 years, specifically in sales and marketing. I enjoy working in health care industry because I can devote my everyday effort to make friends, families and communities live free from pain and disease. My passion is product innovation in Medical device and Biopharma.

You have more than 11 years of overall work experience and Master's degree in 'International

Management and Marketing’, tell us about your motivation to join back school and analytics in general and UConn in specific.

DATA is everything, is facts that provide people visualize a real world. Pursing a degree with data analytics is like going through a journey leading to the future. To purse a master’s degree is not my ultimate goal, but to purse a future is. I am lucky to be back to school preparing my next career journey with full support from my family. My long term career goal is to work as a Product innovation professional in medical device and Bio-pharma sector. The degree of “International management and Marketing” from University of London at UK, provided me an eye-opening experience with innovation and knowledge management in marketing, where I completed my research thesis on “challenges of open innovation on localize product design in medical device sector in China”. It was a really fun experience and provided me to understand that to better manage innovation and deliver results, the skills learn from data, business analytics and project management will accelerate it. That is why I am here today.

Can you shed some light on how the healthcare sector can leverage analytics and innovation, given your extensive work experience in this sector?

Without a thorough understanding of data and the interpretation in a right way, there will be no valued information for the business. Data and evidence is extremely important to healthcare industry; all the customers rely extensively on evidence supported communication. Doctors, nurses, CEOs, purchasing directors, users, influencers or decision makers, data will always be the major contents to support their key decisions.

You are currently a lead entrepreneurial, summer fellow at CCEI. Can you briefly through some light on this role?

I am currently work on a special project funded by the National Science Foundation, working with an R&D

team on a therapeutic and companion diagnostic for rheumatoid arthritis. We are in early stage testing in mouse models. What I am doing is to help the team landscape of RA market and expose potential business model to better support the needs of patients and doctors. We conduct customers facing interaction to visualize the result. Many business stakeholders in the business chain, such as patients, doctors and insurance company are involved to value the decision making process in doctor's office and support a better patient outcome. They are my every day work.

By the end of the program, I will deliver a solid commercial plan and business strategy to better support R&D team to move to next stage effectively.

Which industry would you like to join after graduation and why?

Keep my passion in Healthcare.

How do you maintain a work/study-life balance amidst a busy schedule?

Effective and productive is key to complete. Set up clear metrics to each task I have to complete and make it completed. Keep a to do list for everyday, pre-plan a week ahead.

Talent of the Month: Artistic Brilliance – Shraddha Sharma



My Name is Shraddha and I am currently a graduate student in UCONN School of Business. I enjoy reading books, playing

music compose poems and writing blogs. From a very young age I started sketching designs from articles, papers, cartoons and literature characters. My mother usually says “As soon you could hold a brush firmly, you were painting but I see growth in your painting as you”.

It’s with time and guidance my skills improved with practice. I believe a part of motivation for my creative



penchant is my mother. One of my earlier memories are, her fondness for beautifying everything around and would turn out crafting something interesting every time. A part of motivation also goes to myself, evolving as a thoughtful observer, learner and admirer. For as long as I can remember, I have been a keen observer of nature. I would want



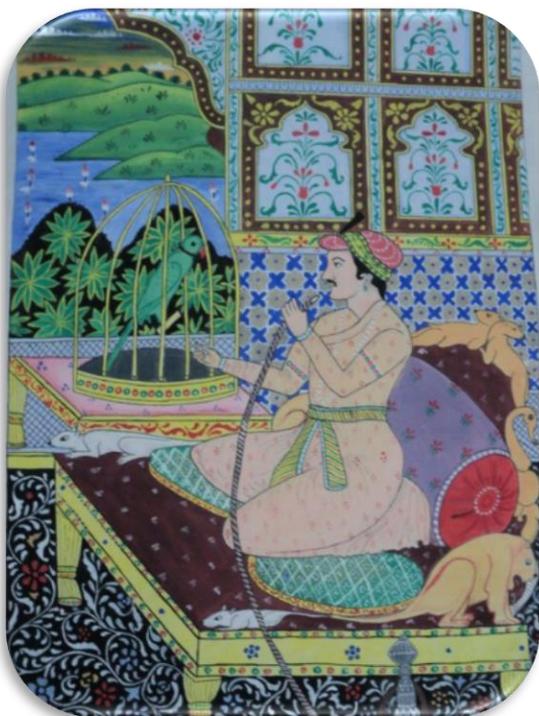
to portray every action I witnessed. With every free chance I receive I would find myself sketching or painting leaves, flowers, trees.

In the book ‘Alchemist’, Paulo Coelho says

“When everything seems the same, it is because we have stopped noticing the good things that appear in our lives”.

Honing my skill, I learnt few concepts from text books and other people who had similar interest. I would like to share with you some of my paintings of those times.

I like visiting art museums occasionally. It refreshes my soul and boost up the energy. I witnessed some phenomenal art pieces in the national gallery of modern art in Mumbai and Bangalore, India. I loved the wax statues of Madame Tussauds Museum, Amsterdam. That was a different level of entertainment altogether. The Wordsworth Atheneum Museum of art in Hartford, CT is another great place I happened to visit last month. Its collection of European, American and Contemporary



art is treat to one's eyes. I also visited The Louvre museum, Paris where I got to see the world famous painting "Mona Lisa". The museum is full of unbelievable paintings and sculptures.

I also like composing poems and writing articles. I have a collection of those in my blog: www.shraddhasharmadiary.blogspot.com. One of the articles that I would like to share with you is about Mantra of Life. Like most of the people I spent the summer vacations of my tween and teenage years reading lots of novels. By the time I finished a book, the writer would have become an inspiration and also I would have become a character of that book. I was so fascinated by the stories that I started writing some of them myself. Writing became my outlet. When I am blue I cheer myself by writing out my thoughts in my mind and reading some of the earlier posts.

Mantra of Life:
<http://shraddhasharmadiary.blogspot.com/2011/04/mantra-of-life.html>

After a stage a new interest popped up during my college days, I designed websites as a hobby at start and since this was rewarding I continued developing my skills and offered to create websites for college and later since this was appreciated, this doubled up my motivation. I have designed over 25 websites for personal, business and for hobbies.

I like experimenting with my new hobbies this has become rather than a practice an addiction. Travelling

in a road less taken is always exciting, for we have got

one life, live the unexpected because you never know what you have got the best in you. When life is exciting or monotonous, a company that speaks to your soul, like a book or music makes it lively. Though ages passed by and my hobbies changed, skills shifted gears, habits persuaded, thoughts refined one thing did not change was my curiosity. It keeps me alive and I in-turn I keep it alive.



Are you vacation ready?

Who doesn't want to be out this summer to the beach for a vacation? While summer is fun, here are a few tips to ensure you have that backpack filled with what is needed on your 'bon voyage'

8 FAVORITE OUTFITS FOR SUMMER



Summer Appetizers – Get ready to snack-up!

Zucchini Fries

A light coating of panko bread crumbs and 20 minutes in the oven transforms thick slices of zucchini into everyone's favorite finger food.



Ingredients

- 5 large zucchini, ends trimmed and halved
- 1/2 c. flour
- kosher salt
- Freshly ground black pepper
- 2 large eggs, beaten
- 2 c. panko bread crumbs
- Marinara sauce, warmed, for dipping

Directions

Preheat oven to 375 degrees F and line a baking sheet with parchment paper. Cut halved zucchini into three French fry-like strips. Add flour to a shallow bowl or plate and season with salt and pepper. Add beaten eggs and panko to shallow bowls or plates. Working in batches, dredge each piece into flour, egg (letting

excess drip off), then panko, and transfer to prepared baking sheet.

Bake until tender golden, 18 to 20 minutes. Season with salt and serve with marinara.

Oreo Ice Cream Tart



Get ready to experience total Oreo bliss.

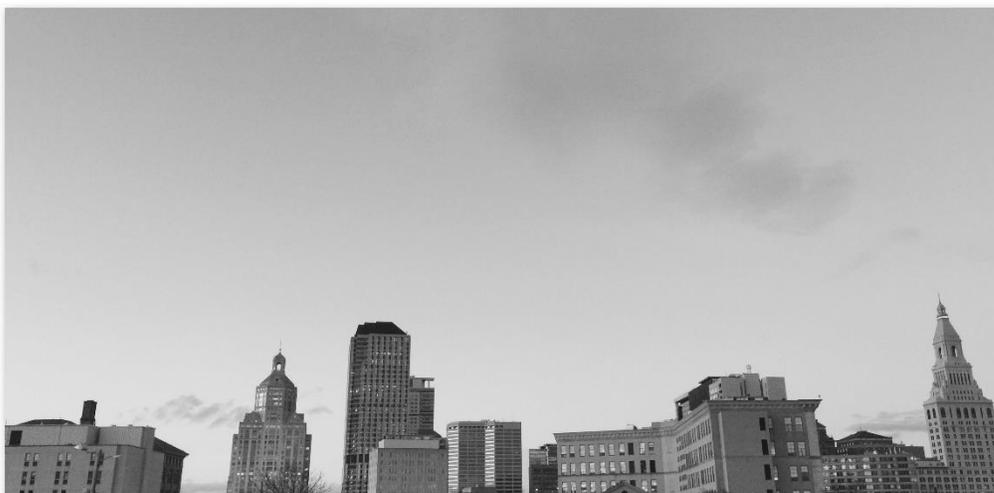
Ingredients

- 30 Oreo cookies, frosting scraped
- 1 stick melted butter
- 12 scoops cookies 'n cream ice cream
- 2 Hershey's Cookies 'n Creme bars, melted
- Chocolate sauce, for drizzling

Directions

1. In a food processor fitted with a metal blade, pulse cookies until they resemble fine crumbs, then add melted butter and process until combined.
2. Transfer Oreo crust to a 9" springform pan and press in crust until firmly packed. Freeze until firm, at least 30 minutes.
3. When ready to serve, remove springform pan and scoop ice cream over tart. Drizzle with cookies 'n creme bars and chocolate syrup. Slice and serve. (If the ice cream seems too soft to slice, freeze 10 minutes to let it firm up.)

Hartford in Pictures – By Srinivasa Ravi Theja and Ruthwick Kuchibhotla



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