

Valuable, but Simple Techniques for "Bigger Box" Thinking

Susan L. Zwillinger Director, Training & Customer Services Thinformation, Inc. / A WEC Company

> ESRI Business GeoInfo Summit April 23-25, 2007

#### **Discussion Points**

Health Care Case Study

Distance matrix

Insurance Case Study
Desire lines analysis

Retail Case Study

Spatial statistics tools

# XLHealth

Inform, Empower, Excel



Since 2001, XLHealth has consistently been named one of the "Ten Best Disease Management Companies in America" by the Health Industries Research Companies.





In 2005, XLHealth was recognized by the Disease Management International Purchasing Consortium with its "Best Disease Management Ideas" award.

XLHealth has been awarded the Disease Management Association of America's Recognizing Excellence Award for "Best Disease Management Program: Medicare".

#### XL Health's Need for GIS Analysis

A shift in government policy
 Higher payments from Medicare

Medicare encourages "special needs" plans.

Requires reports and maps that document that access to services.

# Reporting Requirements (One Example)

Access to contracted Primary Care Providers

- % of beneficiaries in Urban Areas with access to 2 or more PCPs within 30 minutes/30 miles.
- % of beneficiaries in Rural Areas with access to 1 or more PCPs within 45 min/45 mi.

#### **Example: Pittsburgh PCP's**



This example uses infoUSA data and not actual XL Health data.

#### **Example: Pittsburgh Beneficiaries & PCP's**



#### This example uses infoUSA data and not actual XL Health data.

# Hawth's Extension is provided "AS-IS".



#### http://www.spatialecology.com/htools/

#### **Distance Between Points (Between Layers)**



#### Distance Between Points (Between Layers)

H Distance Between Points	(Between Layers)				
Input					
Source point layer:	Beneficiaries 💽				
	Use selected features only				
Unique source ID field:	ObjectID				
Target point layer:	Primary Care Physicians 🔹				
i algot politi lajoli	Use selected features only				
Unique target ID field:	FID				
Analysis Option					
C Create a linear distance ma	atrix file				
C Create an NxN distance m	atrix file (small samples only)				
<ul> <li>Output summary distance statistics only (minimum, maximum, mean, standard deviation)</li> </ul>					
Nearest neighbours: for each source point, find the closest target points to it and record the distance and ID in the attribute table.					
Find the top 5	closest points (max: 100).				
Output					
Output table to create (delimite	ed textfile):				
C:\MapDocuments\GeoInfo\	PCP_dist5.csv				
Delimiting character (default: comma):					
Web Help	OK Exit				
	10				

### Using Hawth's Analysis Tools

The warning message was helpful, but the application was quite fast—about 125,000 records in 15 minutes.

Warning	×
Warning: large sample size detected. This program may take a	a considerable amount of time to run. Do you wish to continue?
[ <u>Y</u> es]	<u>N</u> o

#### Using Hawth's Analysis Tools

#### Shapefiles.

An assigned projected coordinate system.
 Same projection for both layers.

Distances calculated from map units.

A custom projection with map units in miles saves a calculation step.

# **Using the Results**



# **Using the Results**

79,472 Beneficiaries	Distance to the Closest PCP	Distance to the 2nd Closest PCP	Distance to the 3rd Closest PCP	
Maximum Distance (in Miles):	8.18	9.68	9.9	
Average Distance (in Miles):	0.48	0.68	0.85	

#### 99.99% of Beneficiaries: Access to at least 5 providers within 30 miles

	Attrib	utes of PCP_d	ist5									_ 0	×
	OID	SOURCEUID	DIST1	TUID1	DIST2	TUID2	DIST3	TUID3	DIST4	TUID4	DIST5	TUID5	
	17783	6622706	29.111253	126	31.77677	125	32.14765	55	32.599262	54	33.163867	2863	
	17781	6622704	29.052158	126	31.72228	125	32.070402	55	32.522318	54	33.087256	2863	
	17780	6622703	28.297793	126	31.026324	125	31.083058	55	31.538779	54	32.107882	2863	
	99051	7014831	31.549404	2297	31.549404	2296	31.666094	2295	31.666094	2294	31.93763	2461	
E	17711	6622543	28.585649	126	30.398643	55	30.877864	54	31.471671	2863	31.47332	125	
E	99050	7014824	31.010034	2297	31.010034	2296	31.128492	2294	31.128492	2295	31.389223	2461	
	99054	7014907	31.000232	2297	31.000232	2296	31.119459	2294	31.119459	2295	31.375363	2461	
L	17779	6622702	26.114867	126	28.683147	125	30.00824	55	30.429242	54	30.961646	2863	
	17784	6622707	26.079697	126	28.648626	125	29.974389	55	30.395244	54	30.927499	2863	
	17785	6622708	26.079697	126	28.648626	125	29.974389	55	30.395244	54	30.927499	2863	
	17802	6622725	26.030714	126	28.60077	125	29.926153	55	30.346834	54	30.878912	2863	
	17803	6622726	26.030714	126	28.60077	125	29.926153	55	30.346834	54	30.878912	2863	
E	99053	7014878	30.493133	2296	30.493133	2297	30.614684	2294	30.614684	2295	30.855967	2461	
	17721	6622644	27.799241	126	29.310362	55	29.794211	54	30.392961	2863	30.659616	2864	-
	Red	cord: 14 4	0	Show:	All Selected	Recor	ds (123443 out of	123451	Options	•			

#### **Report Wizard**



You can quickly create one or many reports for a single area or run reports for multiple areas. You can also create pointbased and ranking reports.

What would you like to do?

C Run reports for single layer

C Run reports for multiple layers

Run point and ranking based reports.

Help

Back	Next >>	

Cancel

? X

#### **Report Wizard**



With the Locator or proximity report you can list all of the locations that are closest to your facilities and examine the geographic patterns and distribution of your customers. For example, you can list the 10 closest customers or competitors to each store location. Select the type of ranking or point report you would like to create:

Content Con

- C Market Ranking
- O Wind Rose
- C Geographic Customer Summary

Help

Cancel

? X

#### Report Wizard

Help



		? ×
Which layer contains your business p	points?	
PCP_sample		•
How do you want the business point:	s to be selected?	
C Limit report to closest		
20	Miles	<b>•</b>
Eimit report to nearest		
5	Locations	
C Use selected		
<< Back No	ext >> Can	icel





Report Options	Analysis Options	
Generate Report	Create analysis layer	
Report name:	Analysis layer name:	
Locator Report	Closest 5 PCPs	
Optionally specify report title	Comments:	
		4
,		
View report		
Export report		
Print report		
0.4		
Uptions	J    I	

- The exported report has the data you need.
- You will find the DBF file in your output folder under the Reports directory.
  - E.g. C:\My Output Data\Projects\Default Project\Reports\[report name]

ID	NAME	LOCATOR1	DISTANCE	DIRECTION
Member 0	Member 0	PCP 0	1.54	SW
Member 0	Member 0	PCP 3	1.75	SW
Member 0	Member 0	PCP 4	1.75	SW
Member 0	Member 0	PCP 5	1.75	SW
Member 0	Member 0	PCP 6	1.75	SW
Member 1	Member 1	PCP 0	0.31	SW
Member 1	Member 1	PCP 3	0.53	NW
Member 1	Member 1	PCP 4	0.53	NW 21

## **A Starting Point**

Identify gaps: improve their services

Opportunity: provide new services in new geographies

#### **State Auto Insurance Companies**



Based in Columbus, OH

- Products:
  - Personal auto
  - Nonstandard auto
  - Homeowners
  - Business coverages, including workers' compensation
  - Fidelity and surety bonds
  - Farmowners

#### **State Auto Insurance Companies**



#### State Auto: Committed to Excellence

- Forbes magazine's Best Managed Company-Insurance, (2006)
- Member of Forbes' Platinum 400 companies (2005, 2006)
- ACORD Upload Company of the Year (1997, 2002, 2003, 2004) (2005 ACORD Certification award)
  - Demonstrating commitment to efficiency through automation

#### State Auto: Committed to Excellence

Every year since 1954, State Auto Mutual has earned a rating of A+, or better, from the A.M. Best Company, the premier evaluator of insurance company financial strength and stability.

State Auto is one of only 14 US companies that have earned that distinction.

#### **Excellence: Seeing possibilities**

"People who live in the present often wind up exploiting the present to an extent that it starts removing the possibility of having a future."

#### -Alan Kay in CIO Insight

February 1, 2007, "Expert Voices: Beyond The Box" By Allan E. Alter

http://www.cioinsight.com/article2/0,1540,2089567,00.asp?kc=CMCIOEMNL020607EP18

# **GIS Analysis: Looking for possibilities**

To find answers to questions about how to do business in a better way.

Lower Cost

Better Service

Higher Productivity

## **GIS Analysis**

State Auto studied the distance between their offices and agency accounts using the Business Analyst Desire Line Wizard.

Offices are mapped using the Store Setup option and agencies using the Customer Setup option.

■ Business Analyst Menu→Analysis→Desire Lines.

# **Using Desire Lines**

#### Analysis Wizard

Help



<u>? ×</u>
Your Desire Lines analysis will include store distance information.
Select distance calculation method
O Drive Time
C Drive Distance
Straight line distance
Add distance field back to customer layer
Select distance units
Select distance units Miles
Select distance units          Miles <ul> <li>Use existing field for distance</li> <li>No fields available&gt;</li> </ul> Create new distance field
Select distance units          Miles <ul> <li>Use existing field for distance</li> <li><li><li><li><li><li><li><li><li><li></li></li></li></li></li></li></li></li></li></li></ul>
Select distance units          Miles <ul> <li>Use existing field for distance</li> <li>No fields available&gt;</li> <li>Create new distance field</li> <li>DISTANCE</li> </ul>
Select distance units          Miles <ul> <li>Use existing field for distance</li> <li><li><li><li><li><li><li><li><li><li></li></li></li></li></li></li></li></li></li></li></ul>

#### **Desire Lines**



# What's the max and average distance?

- Right click the field that identifies your stores and select "Summarize".
  - Sort Ascending
     Sort Descending
     Summarize...
     Calculate Values...
     Statistics...
     Freeze/Unfreeze Column
     Delete Field

Summarize
Summarize creates a new table containing one record for each unique value of the selected field, along with statistics summarizing any of the other fields.
1. Select a <u>field to summarize:</u>
CONAME
<ol> <li>Choose one or more summary statistics to be included in the output table:</li> </ol>
<ul> <li>CITY16</li> <li>DISTANCE</li> <li>Minimum</li> <li>Maximum</li> <li>Average</li> <li>Sum</li> <li>Standard Deviation</li> <li>Variance</li> <li>EMPSIZ</li> <li>FID</li> <li>FID</li> </ul>
Specify output table:     C:\GeoInfo\distance_summary.dbf
Summarize on the selected records only
About Summarizing Data OK Cancel

#### What's the max and average distance?

The table lets you sort the data to compare each office's distance values—and then compare that to sales, number of accounts and other business data.

▦	Attributes of	dista	ance_summary			<u> </u>
	OID	OB	Count_OBJECTID	Maximum_DISTANCE	Average_DISTANCE	
	12	TRI	166	6.5758	2.6238	
	15	VA	178	3.3577	1.3029	
	1	AS	88	4.5775	1.0701	
	3	BE	132	3.9066	0.9695	
	14	TUL	236	3.7622	0.9157	
	9	PED	59	2.6929	0.3524	
	11	RO	9	1.0322	0.3151	
	10	RΚ	147	1.8618	0.314	
	6	JL	108	0.9838	0.2536	
	7	ME	40	0.6944	0.2208	
	8	ME	88	0.8452	0.1934	
	13	TRI-	13	0.1605	0.1178	
	2	ΒE	67	0.1391	0.0836	
	5	DA	40	0.2044	0.0561	
	4	CO	4	0.0198	0.0097	
	0	AS	4	0.0061	0.0015	
Re	ecord: 🚺		0 🕨 🖬 Show:	All Selected Records (	0 out of 16 Selected.)	Optic

#### Is the organizational structure equally distributed? Is this efficient and cost effective?



# Why are some accounts assigned to very distant locations when another office is closer?



Image used with permission.

#### Should the structure be revised?



"Having the right answer means you do not have to listen to other answers because they can never be 'more than right'. The result is a severe limitation on thinking."

-Dr. Edward DeBono

# Point Proximity for Retail Market Study

- We don't have "right" answers.
- There are limitations in market analysis.
- But GIS gives us a way to look at the market in a different way.

#### **Defining the Market Area**

How do we define the market area? How large should the market area be?

- Can our competitors help us understand the market?
  - How do competitors cover the market?
  - What is the average proximity of the competitors within the market area?

### Step 1: Select your Business Locations

- Show population density for the market area. (Indianapolis)
- Load the competition business locations. (Quick Lubes)
- The points are clearly clustered, but how big should the market area be?



# **Step 2: Spatial Statistics Tools**



# **Step 2: Spatial Statistics Tools**



### Step 2: Calculate Directional Distribution

# Calculate the Standard Deviational Ellipse Requires a projected map layer.

Directional Distribution (Standard Deviational Ellipse)	
	<u> </u>
Input Feature Class	
Qlubes_mi	💽 🖆 🔛
Output Ellipse Feature Class	
C:\GeoInfo\Indy_dir_distrib.shp	
	_
Ellipse Size	
1 Standard Deviation	<b>•</b>
Weight Field (optional)	
	•
Case Field (optional)	
	<b>_</b>
,	

#### Step 2: Calculate Directional Distribution

□ The ellipse helps to define the market area.



#### Step 3: Calculate Proximity

Calculate the average proximity using the Average Nearest Neighbor tool: 3.3 miles

Requires a projected map layer.

🖇 Average Nearest Neighbor 📃	
Input Feature Class	
Qlubes_mi 🗾 🗃	
Display Output Graphically	
Area (optional)	

#### 3-Mile Grid with Population 18+



#### Small Sample: Avg. Nearest Neighbor Distances in Indianapolis

Restaurants	0.13
Grocery Stores	0.69
Department Stores	0.70
Kmart, Target, and Wal-mart	0.95
McDonald's	2.40
Starbucks	3.00
KFC	5.70
Target	6.40
Wal-mart	7.30
Kmart	11.00

#### More Work Is Needed

- More industries
- More markets
- Comparison of similar market areas
  - E.g. Using a "Threshold Ring" for CBSA centroids to generate rings of equal population and then use "Find Similar" to find those that have the same population density.

#### Point Proximity Analysis– A Tool for "Bigger Box" Thinking

"Innovation is not just about connecting dots in a new way. It's also about picking the right dots and, as Steve Jobs has pointed out, having a lot of dots to connect." -Anders Hemre

![](_page_49_Picture_0.jpeg)

- 1. Gilbert, Daniel. Stumbling on Happiness. Vintage Books, 1st edition, January 2007, p. 139.
- 2. Gilbert, Daniel. TED Talks Video: *Dan Gilbert: Why are we happy? Why aren't we happy?* Technology Entertainment Design Conference, February 2004. <u>http://www.ted.com/index.php/talks/view/id/97</u>
- 3. Heming, Hans Henrik H. Is "Outside-the-box" thinking always recommendable?, August 3, 2005. http://www.cph127.com/cph127/2005/08/is\_outsidethebo.html
- Clarke, Peter and Jeff George. Big Box Thinking: Overcoming Barriers to Creativity in Manufacturing *DMI Review*, Vol. 16, No. 2, Spring 2005. <u>http://www.dmi.org/dmi/html/publications/journal/fullabstract\_d.jsp?itemID=05162CLA42</u>
- 5. Lueck, Sarah and Jane Zhang. Give Us Your Sick . . . *The Wall Street Journal*, October 21, 2006. Reprint: <u>http://webreprints.djreprints.com/1583770724499.pdf</u>
- 6. De Bono, Edward. Weekly Message, Week 20, 2003. <u>http://www.edwarddebono.com/WeeklyMessage.php</u>, <u>http://www.edwarddebono.com/about.htm</u>
- 7. Hemre, Anders. Connecting the Dots and Thinking Inside the Box. *MindMatters*, September 10, 2006. <u>http://thoughtblender.blogspot.com/2006/09/connecting-dots-and-thinking-inside.html</u>
- 8. Wolfe, Gary. Steve Jobs: The Next Insanely Great Thing. The Wired Interview, Issue 4.02 Feb 1996. <u>http://www.wired.com/wired/archive/4.02/jobs.html?pg=8&topic</u>=
- 9. Richardsona. Wicked problems: Beyond Innovation, February 13, 2006 http://www.cph127.com/cph127/design\_process/index.html

# **Questions?**

Author Contact Information: Susan Zwillinger Director, Training & Customer Services Thinformation, Inc. 1370 Washington Pike, Suite 304 Bridgeville, PA 15017 Phone: 412-257-8774 x27 Fax: 412-257-8815 szwillinger@thinformation.net www.thinformation.net