My Graphics Inventions: You Can Use Them, Too

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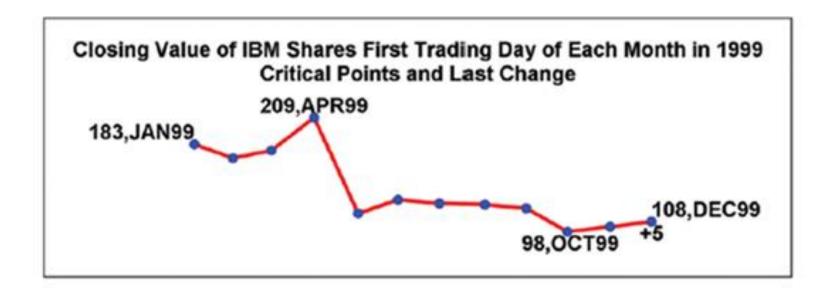
See also Anything Anywhere All At Once - Output Graphs, Tables, and Text As Any Composite You Wish

These slides are about the book Visual Data Insights Using SAS ODS Graphics: A Guide to Communication-Effective Data Visualization By LeRoy Bessler

The epigraph from my book

Let your computer draw a picture
to let viewers see the data
with image for an easy, immediate impression
of what's larger, what's smaller
of what the trend is
of what the relationship is
of what the distribution is
including geographically
and with precise numbers for correct, reliable understanding.

Let it paint a picture that shows the viewer what's important.



Epigraph Purpose and Content

- ➤ Two important design principles: Visual + Precise Numbers Show the Viewer What's Important
- A list of graph types
- An example of the two principles

Show the Viewer What's Important

- ► For time series, annotate essential data points, and the latest change
- For categorical data, use ranking and optionally subsetting

The book carries out its mission with dozens of design principles and hundreds of examples. Precise Numbers and Ranking are among the most frequent principles implemented.

These slides include only a few of the book's principles for communication-effective graphic design and communication-effective use of color.

With perhaps the exception of the fringe plot overlay on a histogram, it consists of examples of uncommon graphs that are, I think, unlikely to have been shown elsewhere. It's impossible to survey all graphic images ever created to prove no prior identical or similar graphic art exists.

Unremarkable Graphs Omitted Here:

All of the familiar graphs, done my way Panels, Lattices, and Matrices of Graphs Free-Form Composite of Graphs, Tables, and Text

Uncommon Graphs Omitted Here:

and understand them, if done well.)

Pac-Man Pie Chart (Extremes Of Other)
Triptych of Two-Bite Donut Charts
Visual Proof of the Danger of 3D Pie Charts
(I like pie charts just like the hundreds of millions of people who see them

The book tries to touch all the bases, i.e., show <u>all</u> of the kinds of graphs, plots, and charts that ODS Graphics can do, but tries to do them better, even when not as a new design.

It might be that more useful to more readers are the examples omitted here. But there is too much to show. So I hope this preview will interest the reader in the book. End of Introduction

Certainty, Clarity, Completeness Visuals for quick easy inference Precise Values for correct inference

Common Obstacle to Certainty or Clarity Poor Color Use

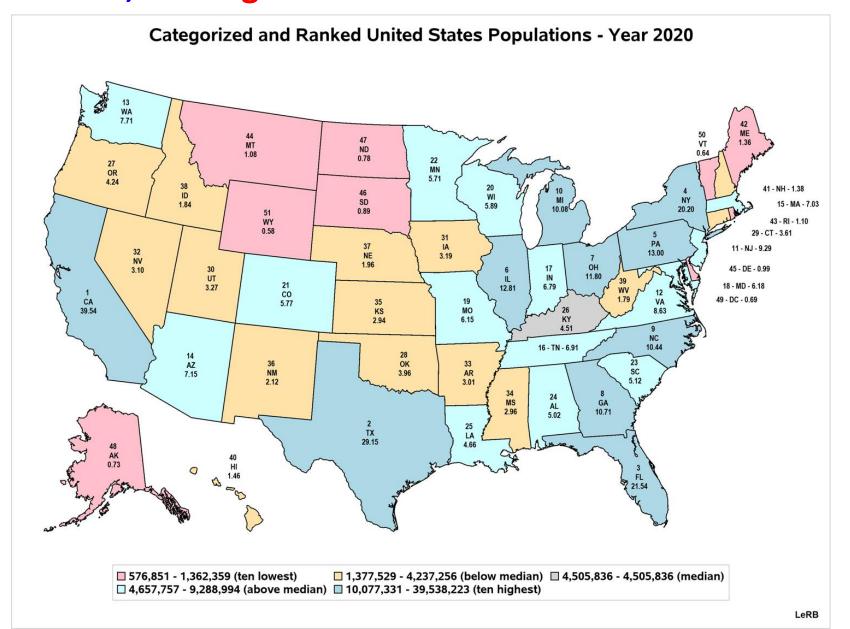
Text Readability

- Sans Serif Font Big and Bold11 pt Arial Bold (whenever it fits)
- Maximize contrast between text color and background color

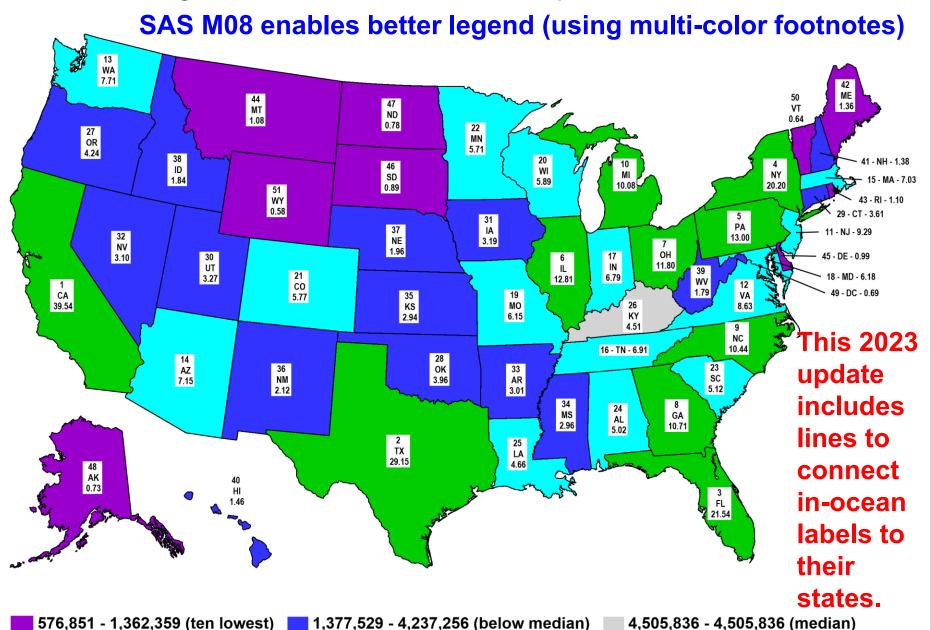
Assure Color Distinguishability

- ➤ Inability to distinguish Red and Green is commonest color blindness
- > Thick Enough Text
- > Thick Enough Lines
- Big Enough Plot Markers
- Big Enough Legend Color Swatches
- Discrete Legend Colors
- NOT a Continuous Color Gradient Legend

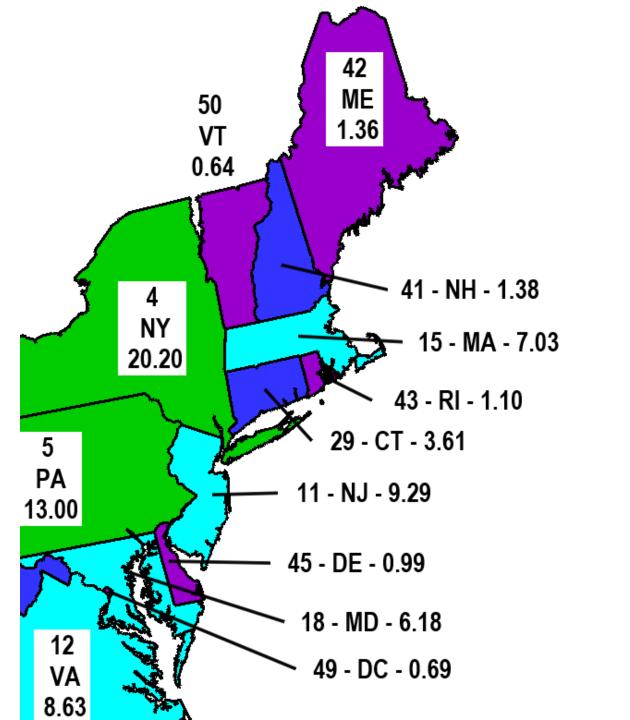
As In the Book: Dull Color Palette for Sufficient Contrast with Annotation, But Legend Color Swatches Are Too Small



Categorized and Ranked United States Populations - Year 2020



4,657,757 - 9,288,994 (above median) 10,077,331 - 39,538,223 (ten highest)



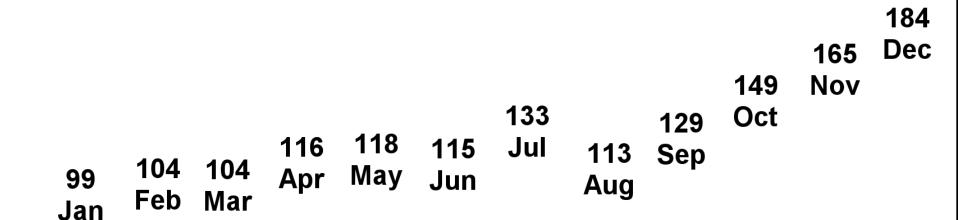
This 2023 update includes lines to connect in-ocean labels to their states.

Data Label Limitations for Time Series Plots With many points per line and/or many lines, you can get: label-line collisions label-label collisions

The Safest Annotation no line for labels to collide with

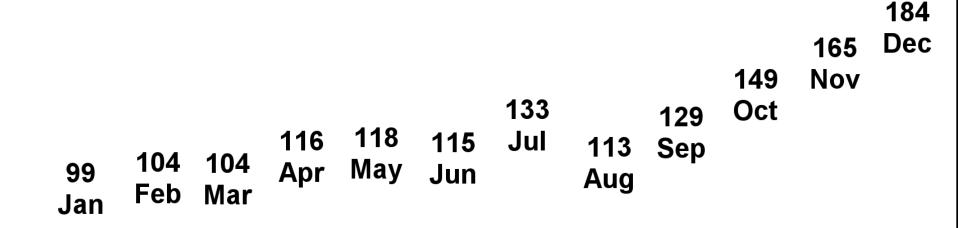
Labels Visually Show the Trend AND Provide Precise Numbers

Close Price for IBM Shares on First Trading Day Each Month - 1998



In Single-Line Time Series Plots Unless minimum Y value is negative, Start Y axis at 0*** to prevent magnification of what can be changes of no great significance ***Exception Examples Shown Later





Start Y axis at Zero (and Show 0)
Present the trend truly,
with no magnification of change

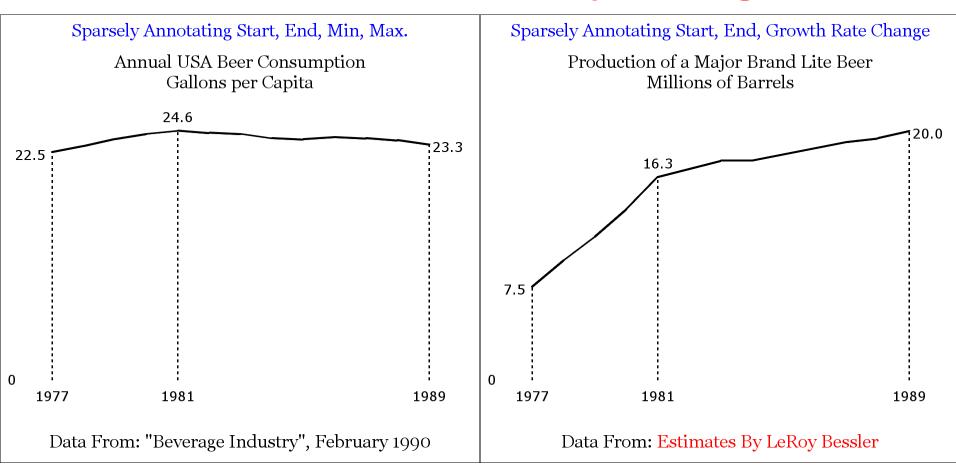
Showing 0 on the Y axis when starting Y at 0 is not essential, but its presence does no harm and addresses any uncertainty that the viewer might have about fairness of the visual presentation of the data.

For Safe Annotation minimizing the number of labels minimizes possible collisions

Show Them What Is Important For Time Series Plots, Annotate the Always Essential Information:

- Latest Point-to-Point Change
- Critical Data Points: Start, End, Intermediate Max and/or Min
- ➤ If NO Max and NO Min, annotate a point where slope changes significantly and permanently, if that happens

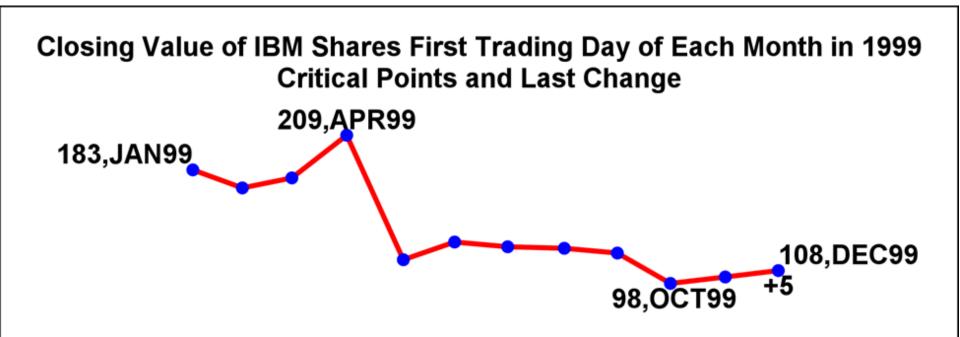
Show Them What Is Important with Start, End, Min, Max, Key Change Point



This was LeRB's Sparse Line Annotation in 1992 Zelchenko's "Spark Line" appeared in 1998

Exception to Start Y at Zero On Sparse Lines (e.g., Next Slide) The most important change is annotated, which prevents visual misinterpretation of change significance when Y axis starts at minimum Y, not at 0.

The Sparse Line



The Sparse Line Is Informative

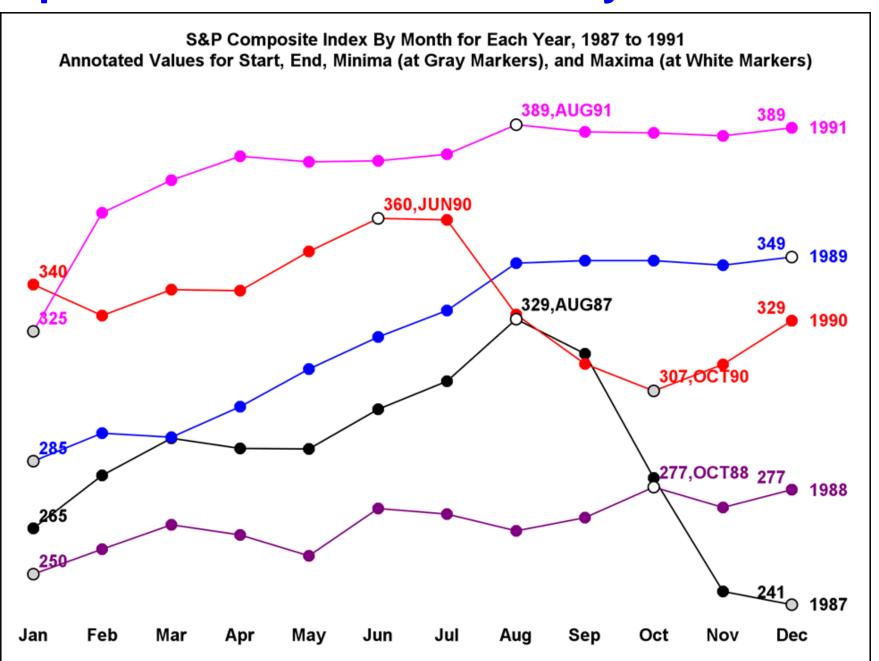
- Visual AND precise numbers: quick easy overview of history AND precise knowledge of <u>Critical</u> Points
- > Sufficiently Informative

The Sparse Line is not a SparkLine

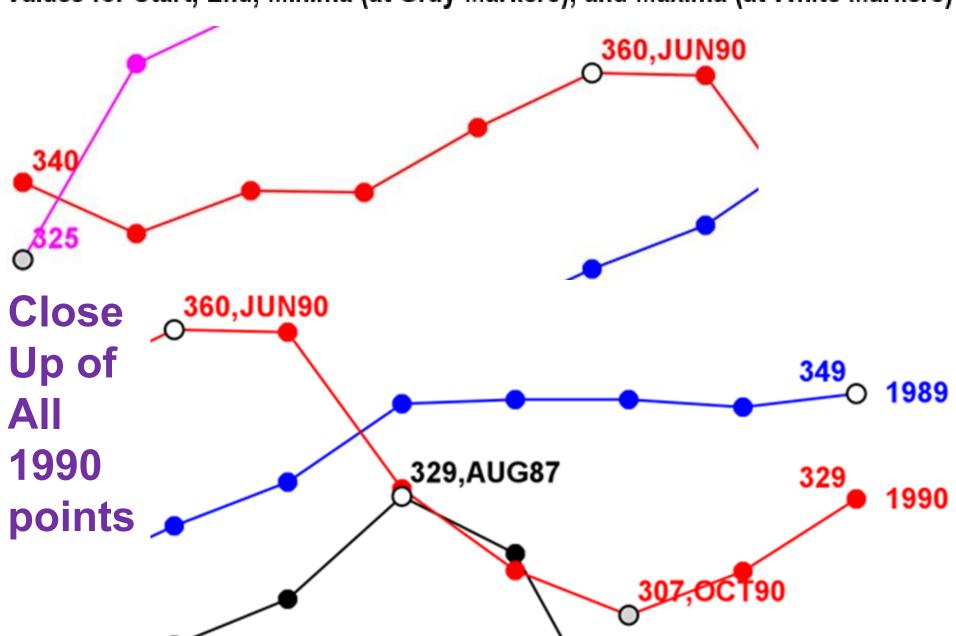
- Zelchenko's SparkLine is a bare line
 - No Y axis
 - No annotation
- A visual accessory in a table column
- > It has value in THAT context

Exception to Start Y at Zero On Multi-Line Plots (e.g., Next Slide) Start at 0 would cause needless squishing of the lines AND data labels would be more likely to collide with other data labels or with other lines

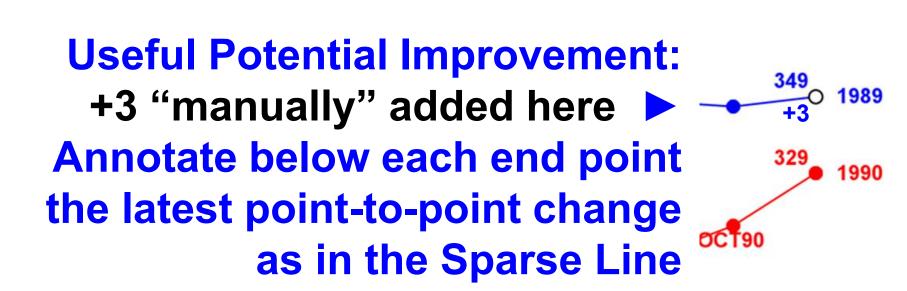
Sparse Annotation for Overlay Multi-Line Plot

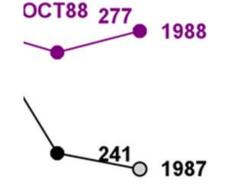


S&P Composite Index By Month for Each Year, 1987 to 1991
Values for Start, End, Minima (at Gray Markers), and Maxima (at White Markers)

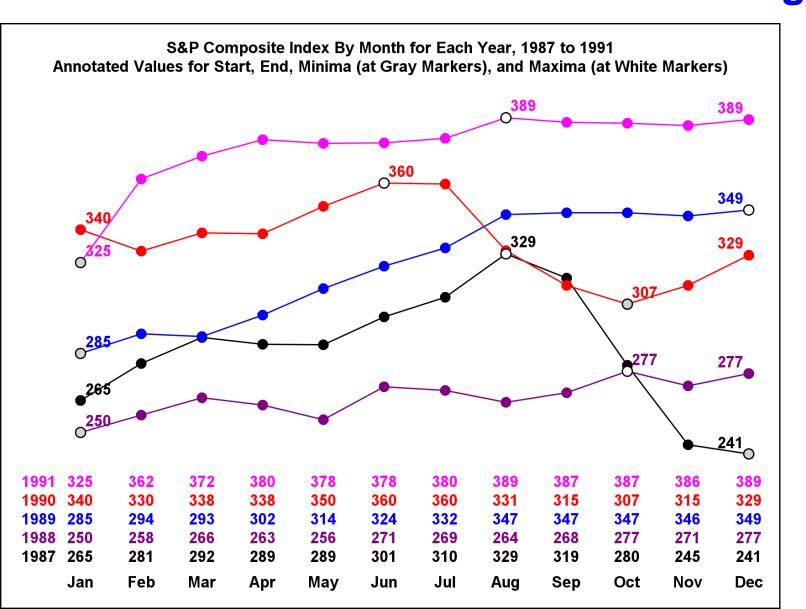


S&P Composite Index By Month for Each Year, 1987 to 1991
Values for Start, End, Minima (at Gray Markers), and Maxima (at White Markers)





Sparse Annotation + X Axis Table = Everything Nov & Dec Data: No Need for LastChange Anno

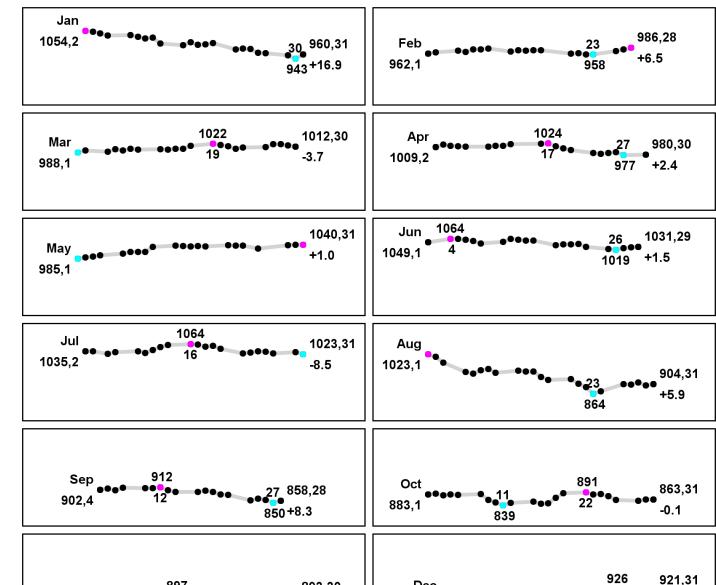


Sparse Line **Table** for **Twelve Months** of **Trading Months**

869.1

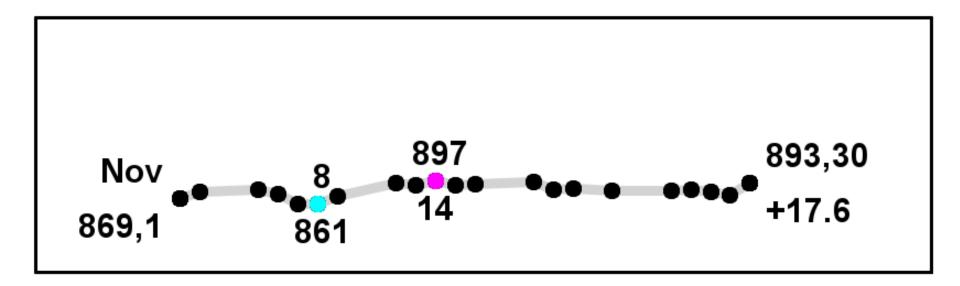
861

Dow Jones Composite Index By Trading Day By Month in 1990
Maximum Color Is Magenta, Minimum Is Turquoise
Index and Day Values for First, Last, Min, Max
Last Annotation Includes Latest Change



899,3

+0.2

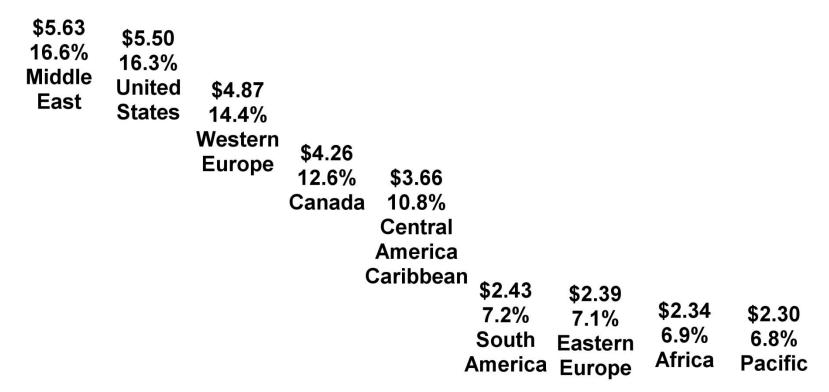


a typical sparse line table cell

Why Gaps? The New York Stock Exchange is closed on Saturday, Sunday, and Thanksgiving Holiday

Simplest Vertical "Bar" Chart

Ranked Shoe Sales (\$M)and Percent Share By Region - Total \$33.85



▼ Showing That Minimum Y = 0

Ranked Shoe Sales (\$M)and Percent Share By Region - Total \$33.85

```
$5.63
         $5.50
16.6%
        16.3%
Middle
        United
                 $4.87
East
        States
                 14.4%
                Western
                          $4.26
                 Europe
                          12.6%
                                   $3.66
                         Canada
                                  10.8%
                                  Central
                                 America
                                Caribbean
                                           $2.43
                                                    $2.39
                                                             $2.34
                                            7.2%
                                                                     $2.30
                                                    7.1%
                                                             6.9%
                                           South
                                                                      6.8%
                                                   Eastern
                                                             Africa
                                                                     Pacific
                                          America
                                                   Europe
```

Prefer This Axis Information?

Ranked Shoe Sales (\$M)and Percent Share By Region - Grand Total \$33.85

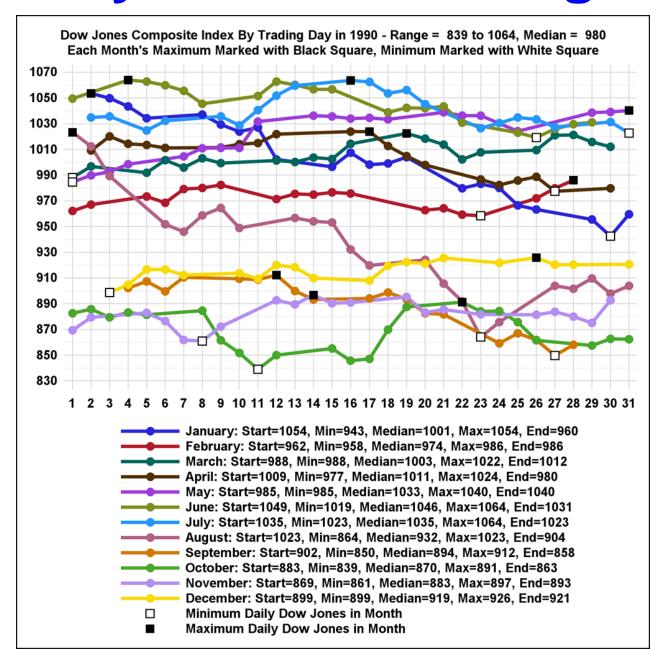
Sales

```
$5.63
                 $5.50
        16.6%
                 16.3%
$5.63
        Middle
                United
                         $4.87
         East
                         14.4%
                States
                        Western
                                 $4.26
                        Europe
                                         $3.66
                                 12.6%
                                         10.8%
                                Canada
                                        Central
                                        America
                                       Caribbean $2.43
                                                          $2.39
                                                                  $2.34
                                                                          $2.30
                                                  7.2%
                                                          7.1%
                                                                  6.9%
                                                                           6.8%
                                                 South
                                                         Eastern
                                                                  Africa
                                                America Europe
                                                                          Pacific
```

What to do when NO annotation is possible?

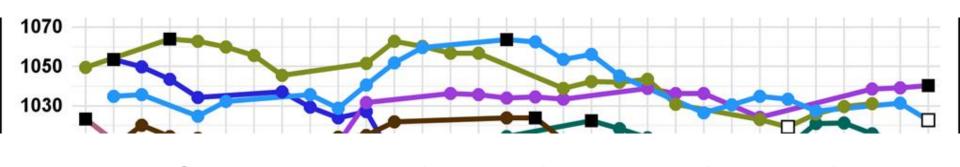
Of course, a web graph with mouseover text (aka data tips) is always an option, but data tips are transient, and a companion table is really mandatory. So what's a possible compromise alternative?

Maximally Informative Legend



Maximally Informative Legend

Each Month's Maximum Marked with Black Square, Minimum Marked with White Square



October: Start=883, Min=839, Median=870, Max=891, End=863

November: Start=869, Min=861, Median=883, Max=897, End=893

December: Start=899, Min=899, Median=919, Max=926, End=921

- ☐ Minimum Daily Dow Jones in Month
- Maximum Daily Dow Jones in Month

You Can Make a Legend Do Anything That You Wish

It need not be limited to identifying the graphic element entities.

ADD Any Information That You Wish

Categorical Data

- Rank/Order the bars, pie slices, donut bites Exception: Alphabetic Order for Easy LookUp (include rank number)
- Make it Maximally Informative:
 - Provide Category, Value, Percent, if many categories—Rank Number
 - > In title or subtitle, show Grand Total
- A Subsetted Bar Chart might suffice

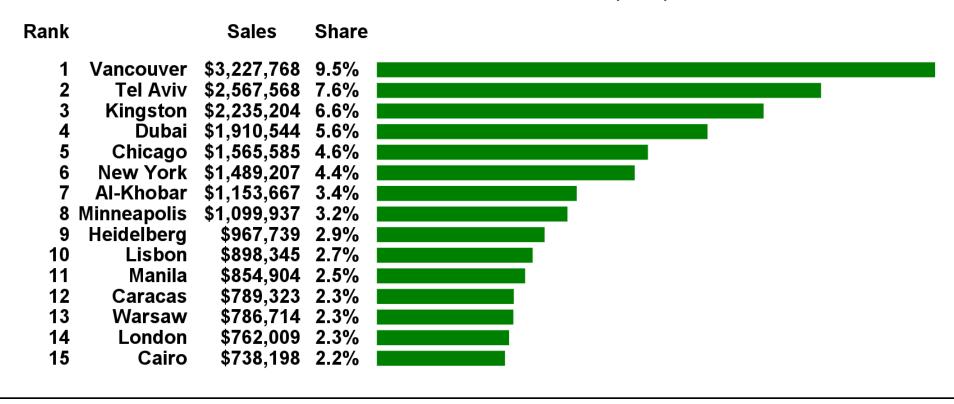
For Categorical Data: Horizontal Bar Chart Is Best

Lots of space to fit the Rank Number, Category, Value, and Percent at left of each bar

Maximally Informative Horizontal Bar Chart, Subsets Can Suffice* All have similar design and titles Not Shown Here:

- ▶ Top Ten
- ► Cities with At Least \$1M Sales
- *Show Them What's Important

Top 15 Ranked Shoes Sales By City Selecting Only Enough for At Least 60% of Total Sales SubTotal Sales \$21,046,712 is 62.2% of Total All 53 Cities had Total Sales \$33,851,566



Showing Enough

Showing Enough

The particular data used for the prior example regrettably does not illustrate the phenomenon, BUT it often can be the case that, say, 80% or 90% of the measure of interest can be accounted for with a rather small number of categories.

Though a percent chosen can be arbitrary, I think, e.g., Top 10 is more arbitrary.

Dynamic Titles Answer All Likely Questions

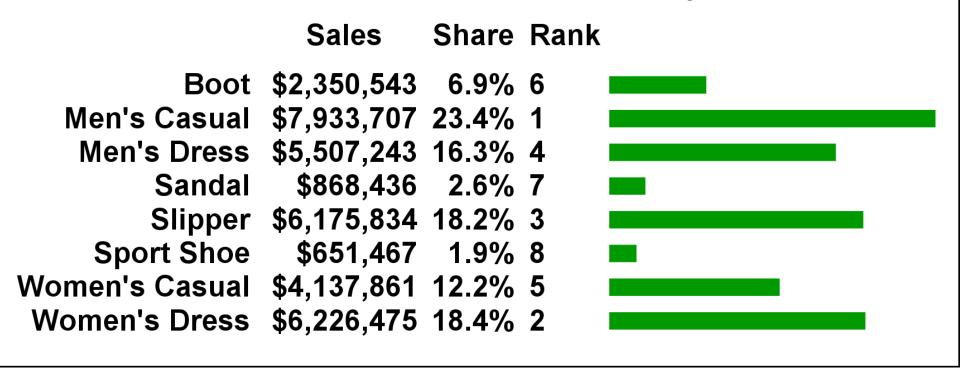
Top 15 Ranked Shoes Sales By City Selecting Only Enough for At Least 60% of Total Sales SubTotal Sales \$21,046,712 is 62.2% of Total All 53 Cities had Total Sales \$33,851,566

All of the Need-To-Know Information

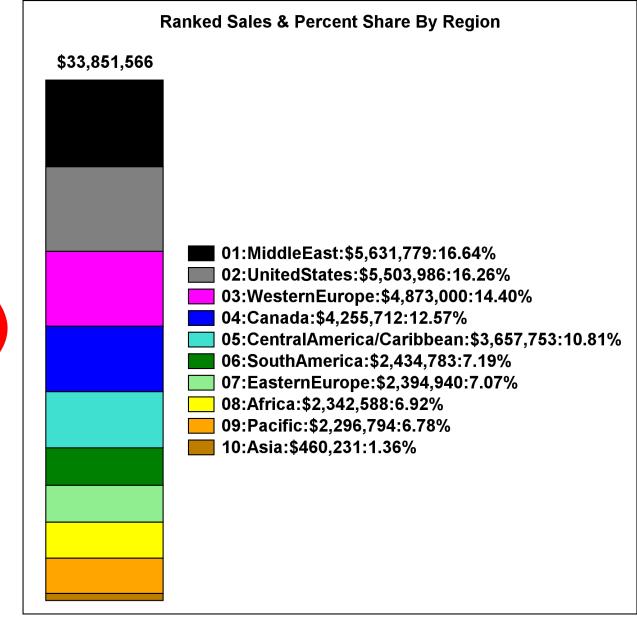
Rank		Sales	Share
1	Vancouver	\$3,227,768	9.5%
2	Tel Aviv	\$2,567,568	7.6%
3	Kingston	\$2,235,204	6.6%
4	Ďubai	\$1,910,544	5.6%
5	Chicago	\$1,565,585	4.6%

Alphabetic Order (Include Rank)

Shoe Sales, Percent Share, and Rank By Product



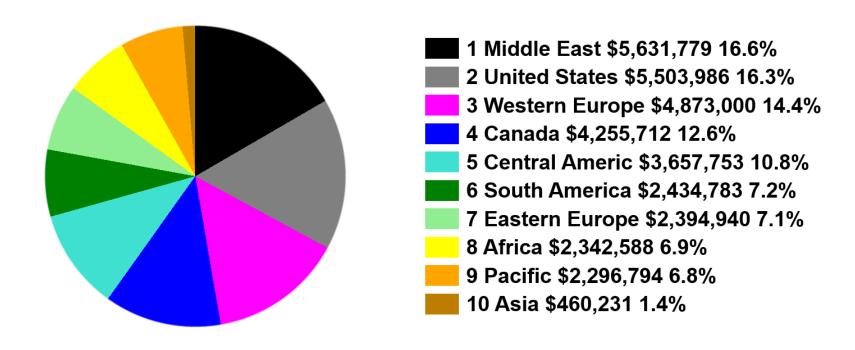
Stacked
Vertical
Bar Chart
(Pie Chart
Alternative)



Rank-Ordered Table with a Visual Companion

A Real Pie Chart Maximally Informative and Never-Fail

Shoe Sales and Percent Share By Region - Total = \$33,851,566



Rank-Ordered Table with a Visual Companion

Clipping of the Graph Title Plus Everything Needed to Know

By Region - Total = \$33,851,566

- 1 Middle East \$5,631,779 16.6%
- 2 United States \$5,503,986 16.3%
- 3 Western Europe \$4,873,000 14.4%
- 4 Canada \$4,255,712 12.6%
- 5 Central Americ \$3,657,753 10.8%
- 6 South America \$2,434,783 7.2%
- 7 Eastern Europe \$2,394,940 7.1%
- 8 Africa \$2,342,588 6.9%
- 9 Pacific \$2,296,794 6.8%
- 10 Asia \$460,231 1.4%

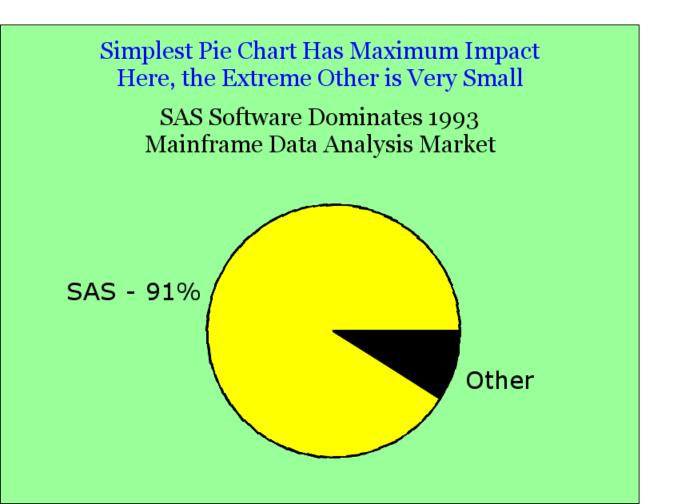
Rank-Ordered Table Companion for Visuals

Simplest Pie Charts

I usually discourage using "Other" for Pie Charts, to prevent the question: What is in "Other"?

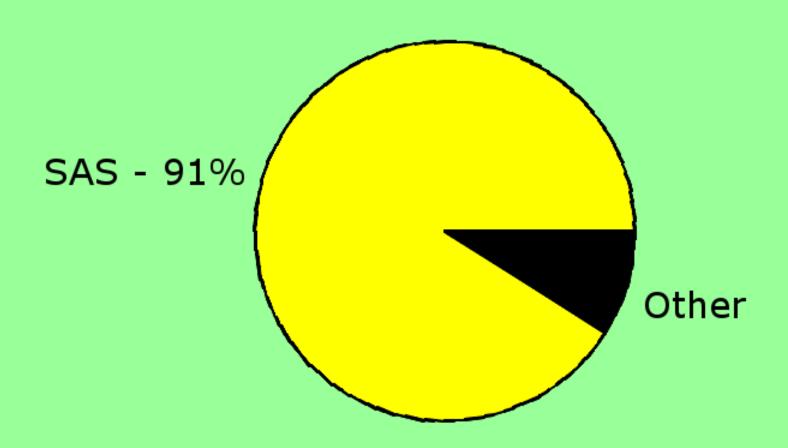
The Extremes of Other

Simplest, Most Powerful, and Crisply Informative Pie Chart Other Is Insignificant



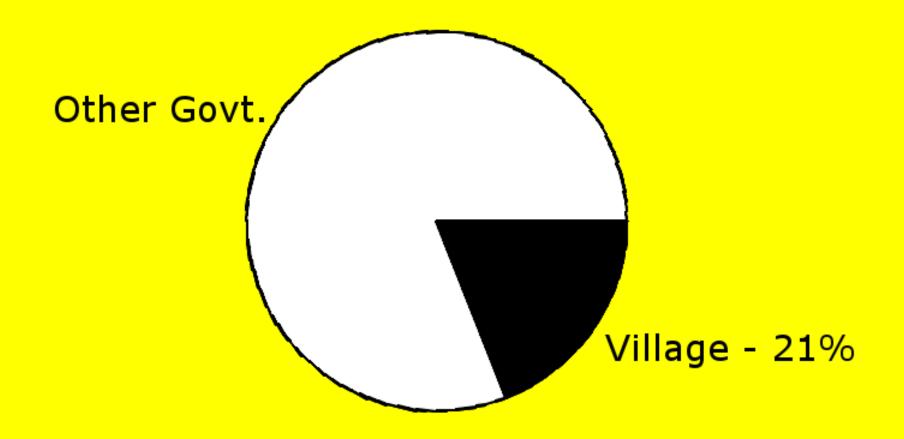
Simplest Pie Chart Has Maximum Impact Here, the Extreme Other is Very Small

SAS Software Dominates 1993 Mainframe Data Analysis Market

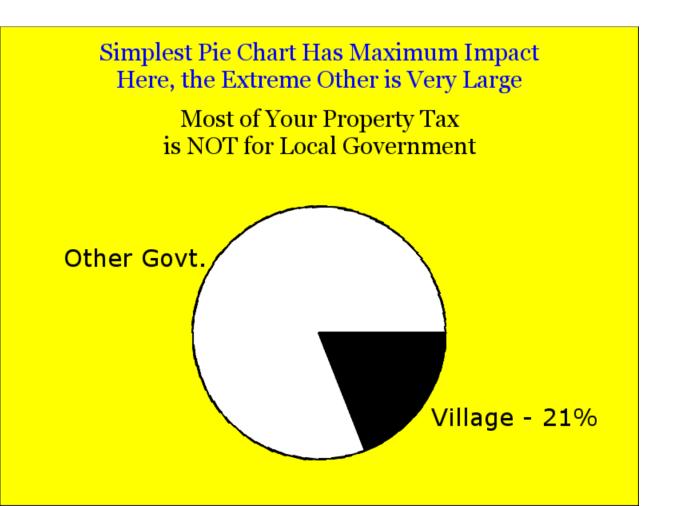


Simplest Pie Chart Has Maximum Impact Here, the Extreme Other is Very Large

Most of Your Property Tax is NOT for Local Government



Simplest, Most Powerful, and Crisply Informative Pie Chart Here, Directing Attention <u>TO</u> Other



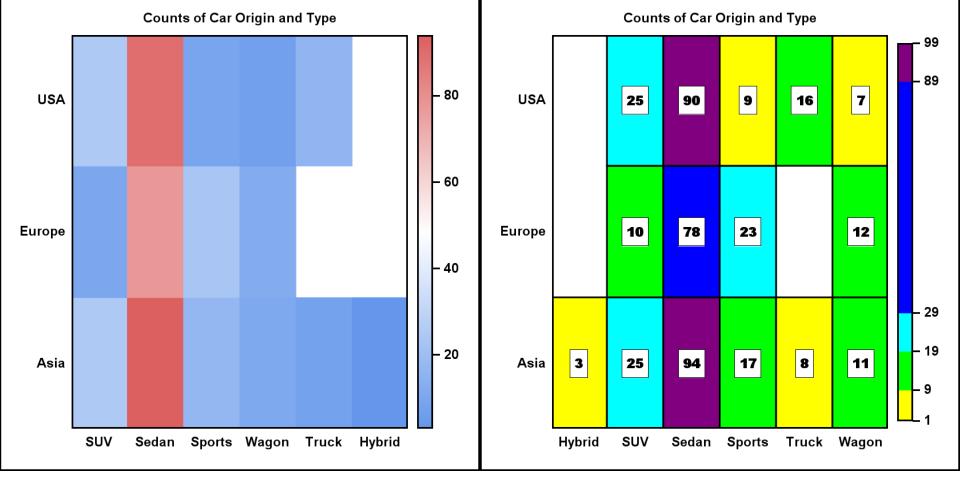
A Triptych of Donut Charts (Simplest Donut Charts) Imitative, Not Inventive (my derivative of a found example)







For Two Categorical Variables (when NOT using ODS Graphics **GROUP option in a Bar Chart) Heat Maps Bubble Plots** (but Bubble Plots can also be used for ONE Categorical Variable)



Default Heat Map Useless Legend

Custom Heat Map Annotated Cells Legend SubRanges

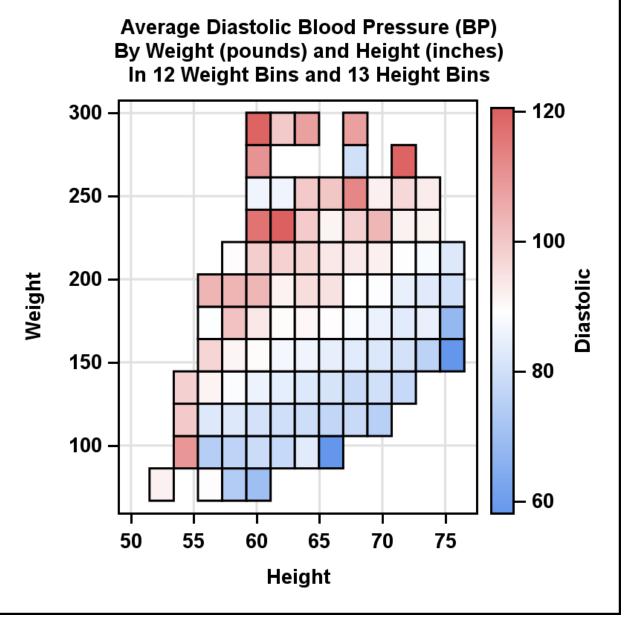
Continuous Color Gradient Legends do not provide knowledge of values

Continuous Color Gradient Legends do not provide knowledge of values

- Matching between area color and legend color point is impossible.
- > Value labels for each color point on the legend is impossible.
- Legend Subrange Gradients
 provide a visual aid for quick easy
 categorization and comparison.

Heat Map of Blood Pressure for Weight-Height Combinations Two Measurement Variables: Average BP for Wgt-Hgt Cell

Frequency of Obs Within Cell



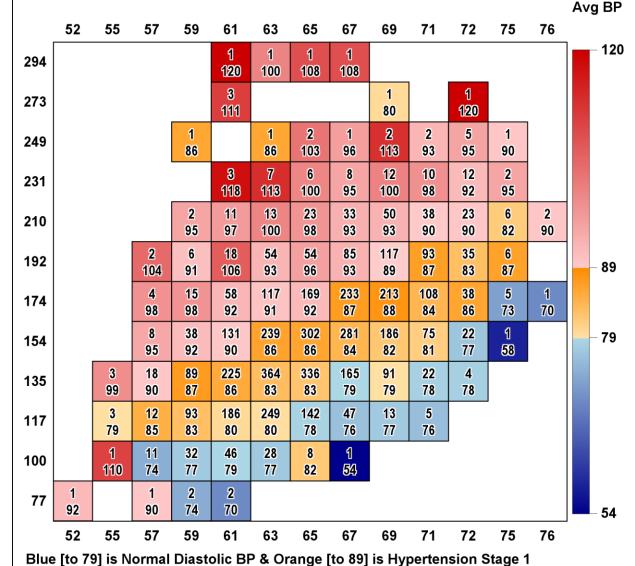
Default Heat Map: Useless for Precise Numbers

- Cannotmatch area tolegend color
- Cannot label all colors on the legend

Custom Heat Map

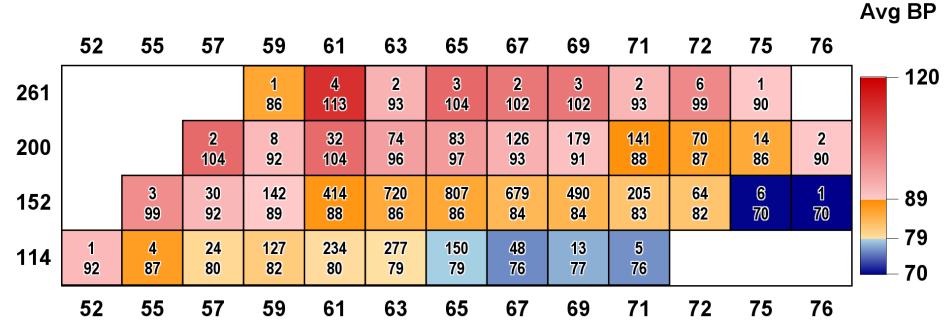
- Annotate with **Precise** Numbers for Avg BP & Freq - Subranges Gradient Legend for Quick Easy **Category ID**

Average Diastolic Blood Pressure
By Average Weight in pounds & Average Height in inches
For 5199 Observations in 12 weight Bins, 13 height Bins, & 94 Cells
Range of Avg Diastolic is 54-120 with Mean 89.4 & Standard Deviation 12.1
Labels Frequency above BP in Weight-Height Cells, Color Gradient for BP
All bins are equal width, but axis values are averages, not bin midpoints.
So the increment between axis values along an axis can vary.



Red [to 120] is Hypertension Stage 2 & Purple [> 120] is Hypertensive Crisis

Average Diastolic Blood Pressure
By Average Weight in pounds & Average Height in inches
For 5199 Observations in 4 weight Bins, 13 height Bins, & 42 Cells
Range of Avg Diastolic is 70-113 with Mean 88.8 & Standard Deviation 9.6
Labels Frequency above BP in Weight-Height Cells, Color Gradient for BP
All bins are equal width, but axis values are averages, not bin midpoints.
So the increment between axis values along an axis can vary.



Blue [to 79] is Normal Diastolic BP & Orange [to 89] is Hypertension Stage 1 Red [to 120] is Hypertension Stage 2 & Purple [> 120] is Hypertensive Crisis

Let's Look More Closely at the Heat Map ► ►

Average Diastolic Blood Pressure
By Average Weight in pounds & Average Height in inches
For 5199 Observations in 4 weight Bins, 13 height Bins, & 42 Cells
Range of Avg Diastolic is 70-113 with Mean 88.8 & Standard Deviation 9.6
Labels Frequency above BP in Weight-Height Cells, Color Gradient for BP
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▲ Dynamic Titles Static Footnotes ▼

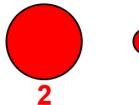
Blue [to 79] is Normal Diastolic BP & Orange [to 89] is Hypertension Stage 1 Red [to 120] is Hypertension Stage 2 & Purple [> 120] is Hypertensive Crisis

ODS Graphics Bubble Plots

- Bubble Sizing Default is peculiar, misleading, and counterintuitive
- Other defaults are peculiar also

Software Bubble Sizing

"LINEAR" Default
2 is over-represented versus 1





PROPORTIONAL Option area for 2 is twice area for 1





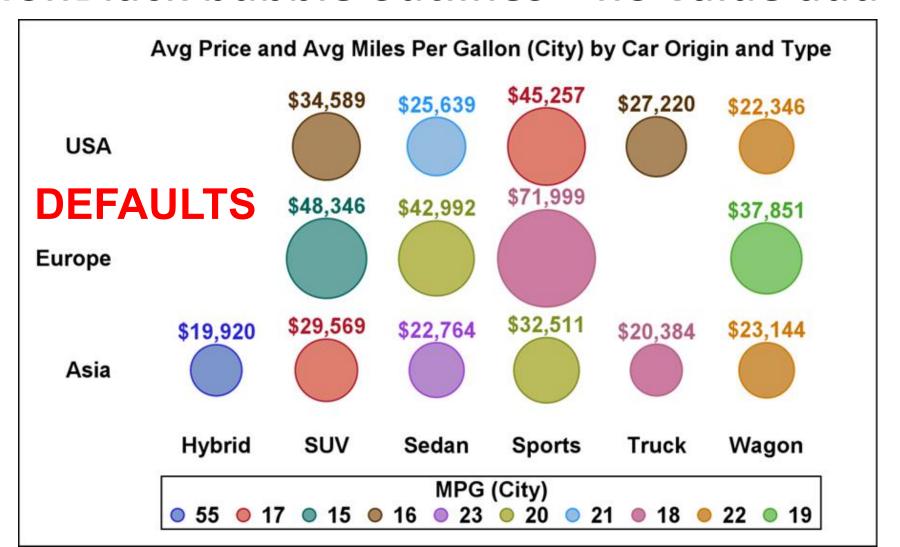
Examples Using Proportional Sizing Categorical Variables:

Automobile Place of Origin Vehicle Type

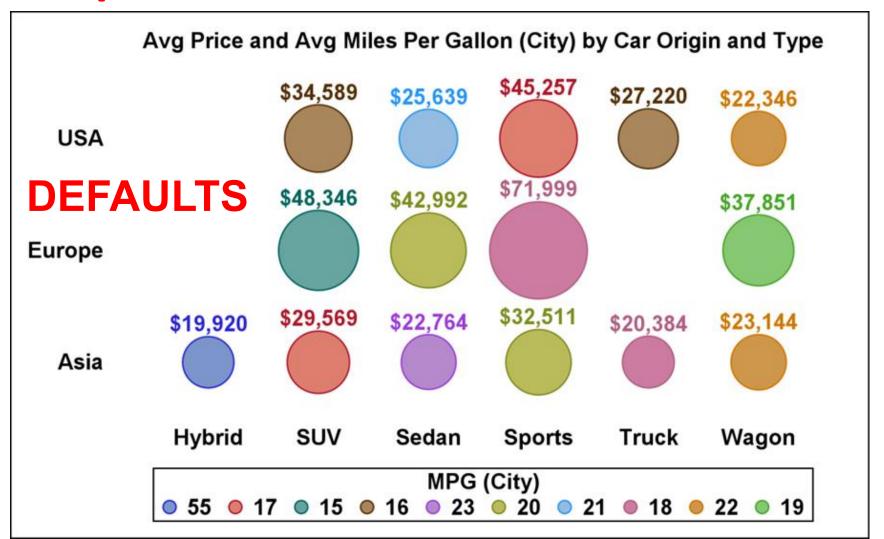
Measurement Variables:

Average Vehicle Price (Bubble Size)
Miles Per Gallon (Initially Only Legend)

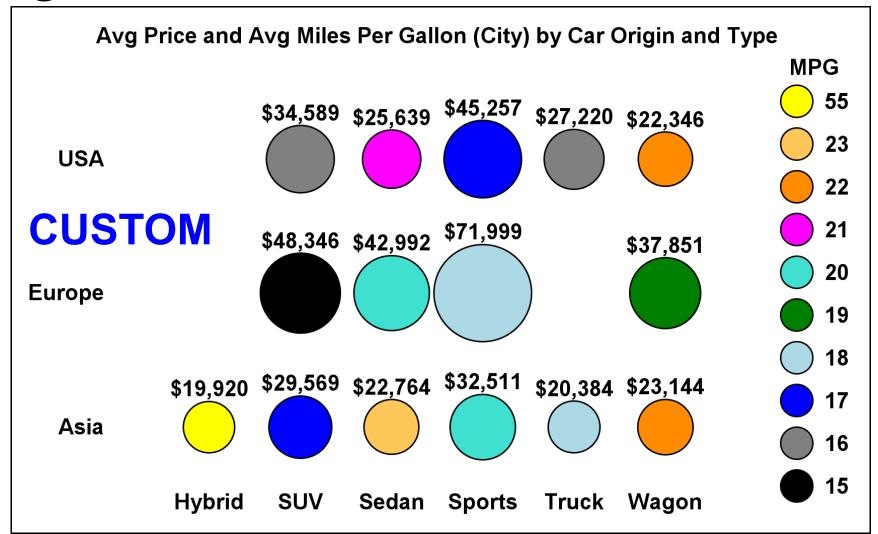
Legend color swatches too small Useless color match of bubble data labels NonBlack bubble outlines—no value add



Using bubble color for bubble labels can make labels hard to read if a faint enough color palette is used. Here, no crisis.

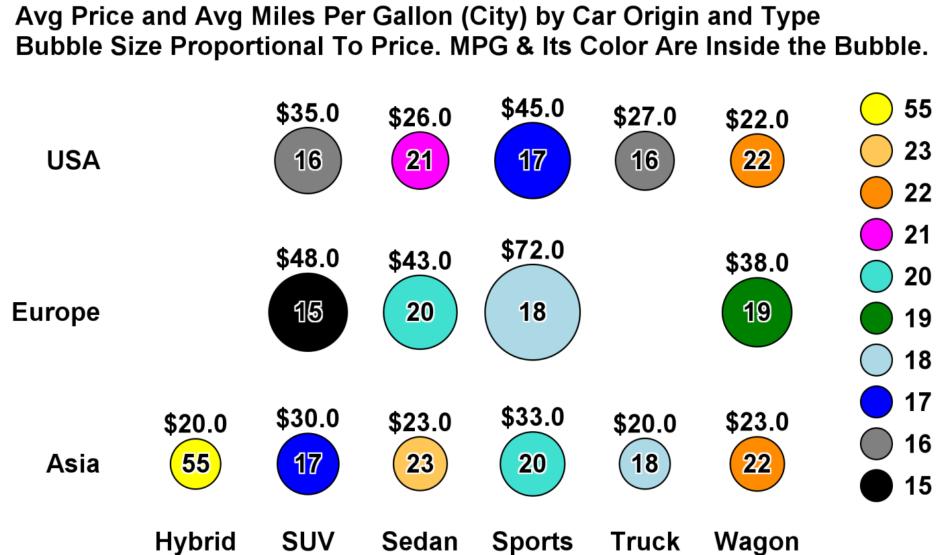


Distinguishable color swatches Maximally readable black data labels Brighter colors, Black outline for bubbles



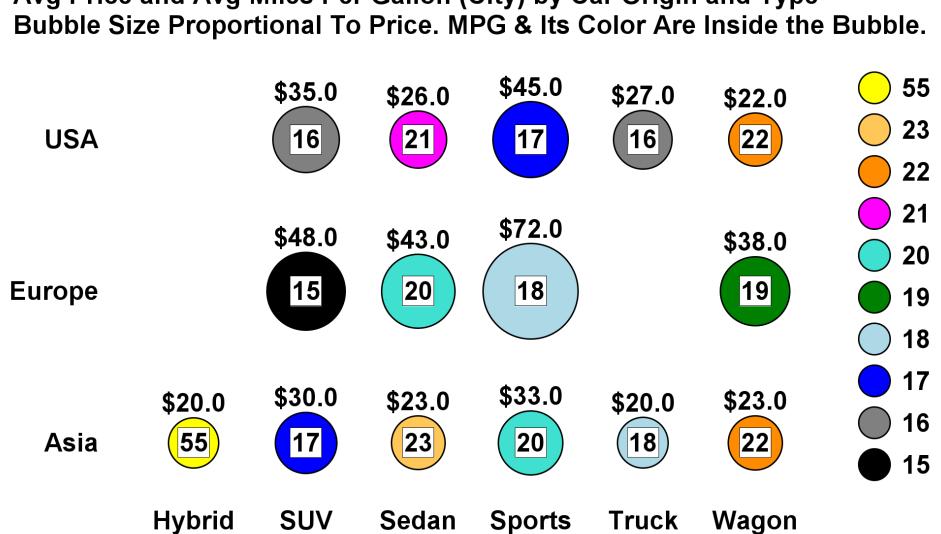
Annotate both Dollars in K and MPG Retain Legend As a Quick Visual Ranker

Avg Price and Avg Miles Per Gallon (City) by Car Origin and Type



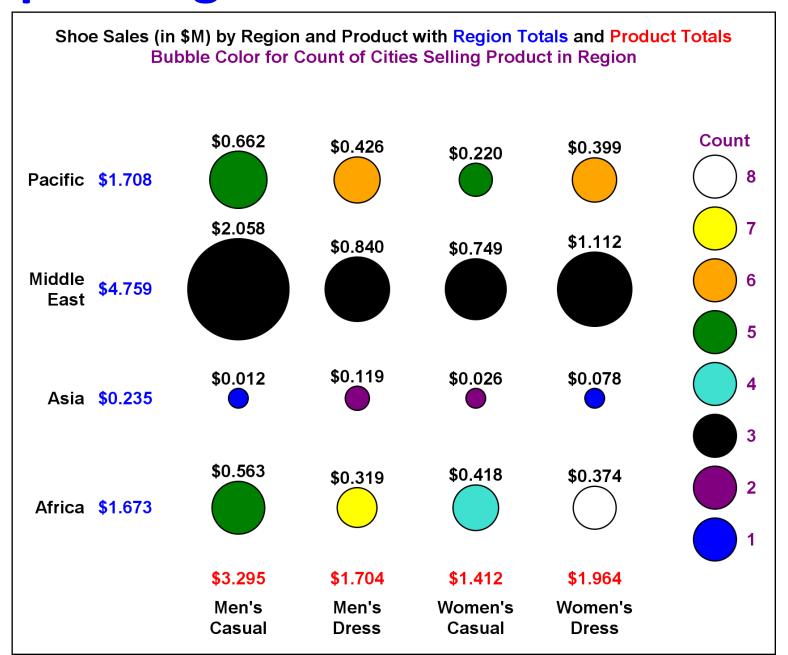
BackFill can be used instead of BackLight **Due to Sufficient Space Inside Bubbles**

Avg Price and Avg Miles Per Gallon (City) by Car Origin and Type



BackFill usually better than BackLight If using BackFill instead of BackLight, be sure enough color fill is available to be able to distinguish it reliably. With both var values annotated, the legend is superfluous, but does no harm, and IS a visual comparator.

Squeezing More into a Bubble Plot



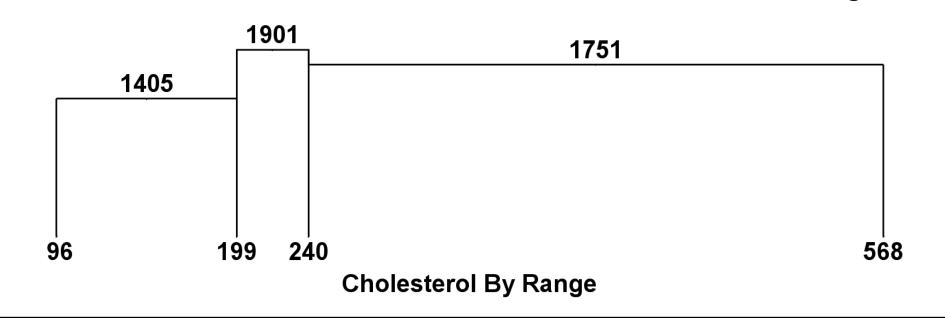
Histograms are Usually Vague Summary Images

Histogram Bins with a genuine information/insight purpose Title Line 2 is dynamic

Distribution of Cholesterol in sashelp.heart Data Set

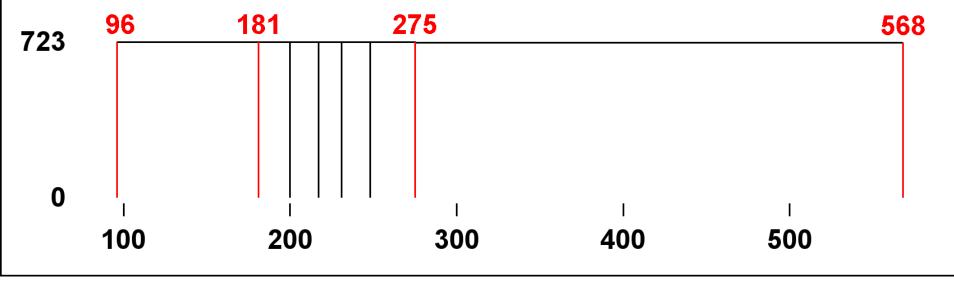
Count:5057, Min:96, Max:568, Mean:227, StdDev:44.94

Values: Less Than 200 - Desirable, 200 to 240 - Borderline, Over 240 - High



7 Quantiles Distribution of Cholesterol in sashelp.heart 5057 Values in 6 Bins of 723 values each and Last Bin with 719 values Min:96,Q1:181,Q2:200,Q3:217,Q4:231,Q5:248,Q6:275,Q7/Max:568

Red: Min, First Quantile, Second from Last Quantile, Max/Last Quantile



Quantiles As Bins Last Bin is leftovers unless observations count / quantiles count

has no remainder

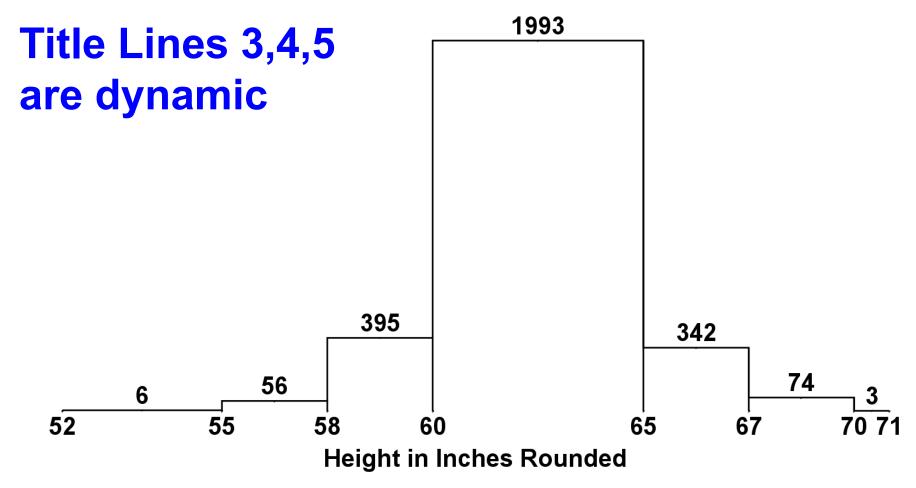
Statistical Bins and Statistics Dynamically Delivered by Code >>

Height By Standard Deviation Range in sashelp.heart Data Set where Sex EQ 'Female'

Count: 2869,1 STD: 1993(69.47%), 2 STD: 2730(95.16%), 3 STD: 2860(99.69%)

Mean:62.57, Median:62.5, Mode:62.50 Max Freq: 155@62.50

Min:51.5, Max:70.75, Mean:62.57, STD:2.45



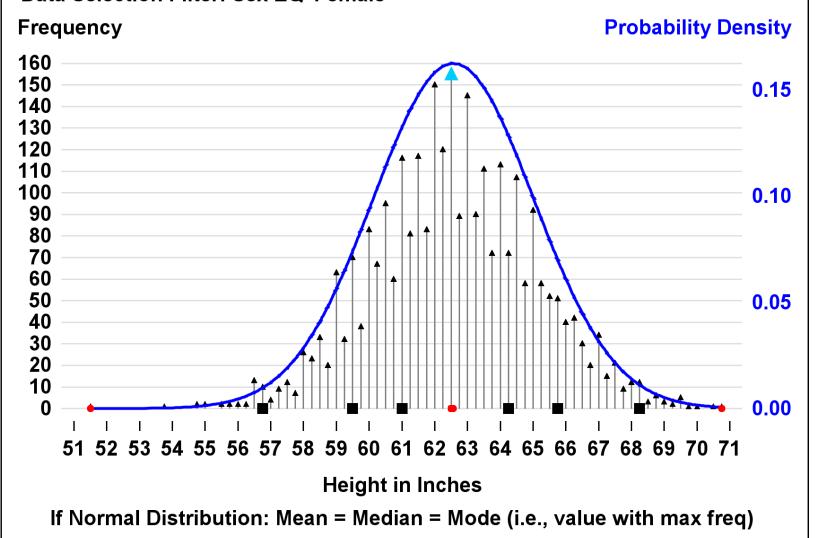
If Normal Distribution: Mean = Median = Mode, and 68.27% of counts within 1 STD, 95.45% within 2 STD, 99.73% within 3 STD

Actual and Normal Dist Overlay Also, Normality Test Explained ►

- Needle Plot for Freq Distribution
- PDF function for Normal Curve

Frequency Distribution of Height in SASHELP.HEART
Overlaid with output from the SAS PDF function for a Normal Distribution
2869 Height Values with 66 Frequencies

- ▲ Max. Freq: 155@62.50 | StdDev: 2.45 | Values for Dots & Squares:
- Minimum:51.50, Median:62.50, Maximum:70.75, Mean:62.57, Mode:62.50
- Percentile 1:56.75, 10:59.50, 25:61.00, 75:64.25, 90:65.75, 99:68.25 Data Selection Filter: Sex EQ 'Female'



Frequency Distribution of Height in SASHELP.HEART

Overlaid with output from the SAS PDF function for a Normal Distribution

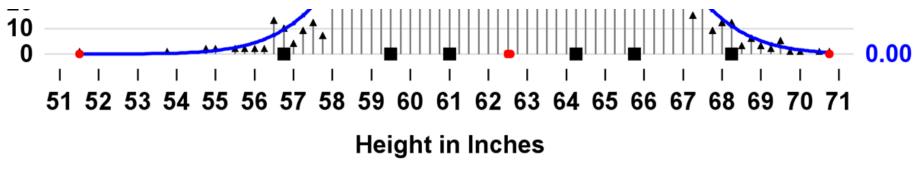
2869 Height Values with 66 Frequencies

- ▲ Max. Freq: 155@62.50 | StdDev: 2.45 | Values for Dots & Squares:
- Minimum:51.50, Median:62.50, Maximum:70.75, Mean:62.57, Mode:62.50
- Percentile 1:56.75, 10:59.50, 25:61.00, 75:64.25, 90:65.75, 99:68.25

Data Selection Filter: Sex EQ 'Female'



Title Lines 3-7 are dynamic, Footnote is static

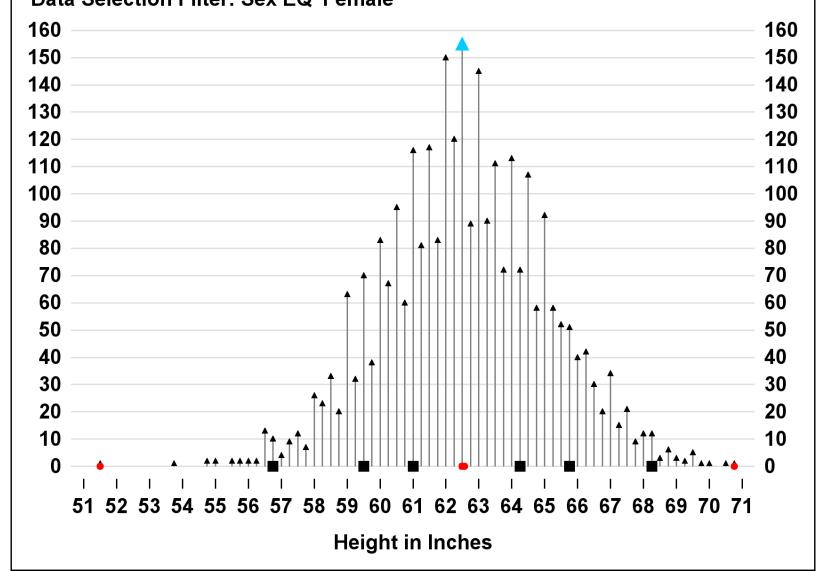


If Normal Distribution: Mean = Median = Mode (i.e., value with max freq)

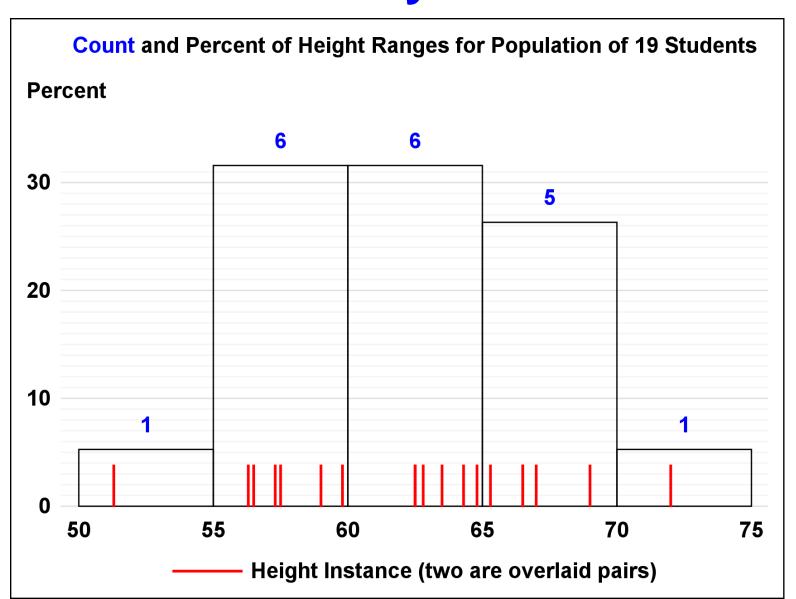
When the Data is nowhere nearly a Normal Distribution, **Use This Highly Informative Actual Distribution** > > It's Laden with Statistics and Helpful Markers for Them. I ended up here in a quest to get more than any histogram would deliver for me.

Frequency Distribution of Height in SASHELP.HEART 2869 Height Values with 66 Frequencies

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Fringe Plot Adds Value to the Otherwise Habitually Underinformative



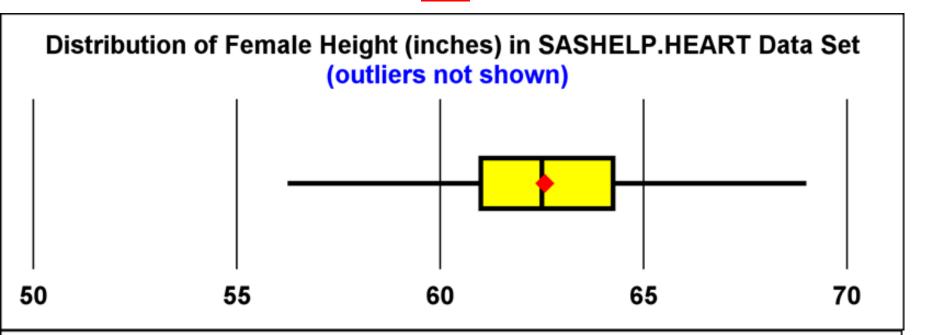
Typical Box Plots Are Only for Viewers Already in the Know

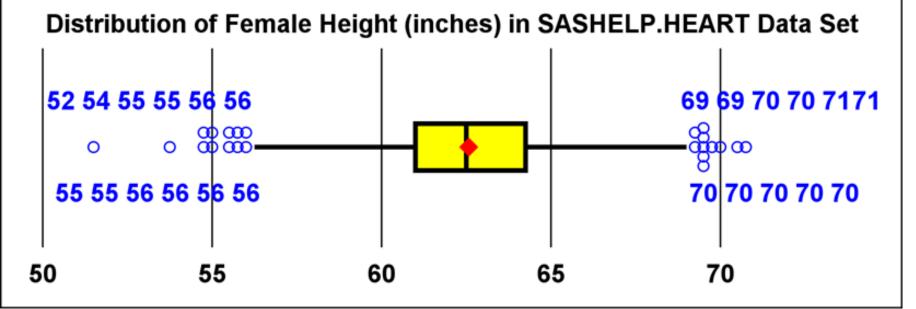
Bar charts, pie charts, and time series plots need NO explanation.

For Box Plots, a SAS programmer can find a diagram in the SAS ODS Graphics Procedures Guide to decode it.

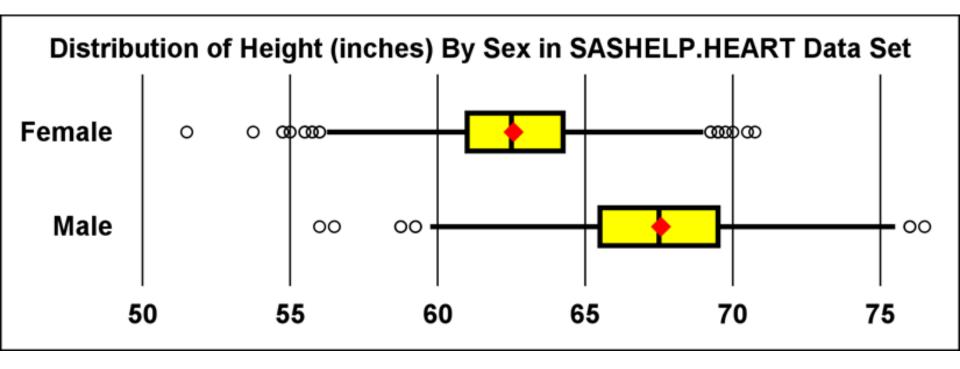
(Box Height has NO meaning!)

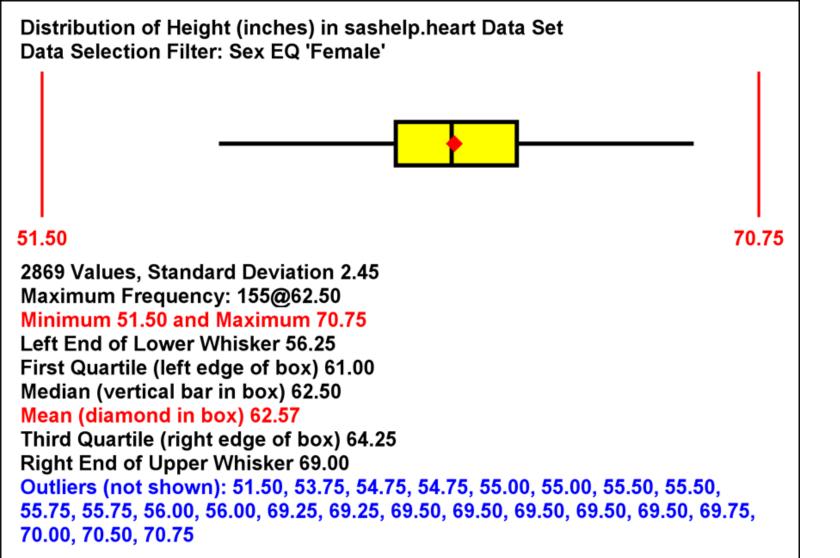
What is this???





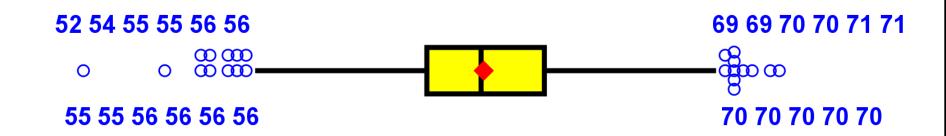
Very Useful for Visual Comparison (IF you understand it)





Self-Explanation (The Full Story) Is Dynamically Delivered by Code

Distribution of Height (inches) in sashelp.heart Data Set Data Selection Filter: Sex EQ 'Female'



2869 Values, Standard Deviation 2.45
Maximum Frequency: 155@62.50
Minimum 51.50 and Maximum 70.75
Left End of Lower Whisker 56.25
First Quartile (left edge of box) 61.00
Median (vertical bar in box) 62.50
Mean (diamond in box) 62.57
Third Quartile (right edge of box) 64.25
Right End of Upper Whisker 69.00

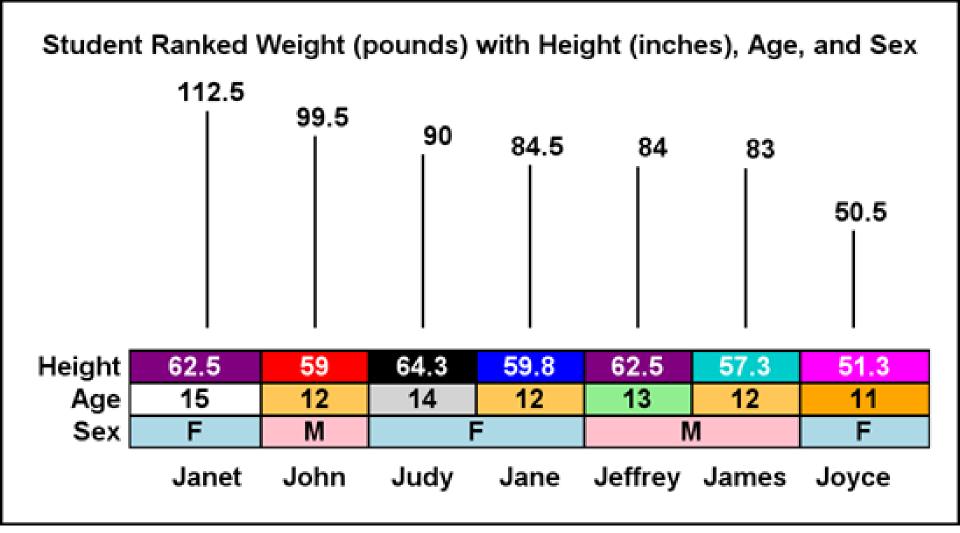
Self-Explanation AND The Complete Picture

Outlaw Data Art **Alternative** Vertical **Box Plot** omits the box (Outliers could be added, if required.)

Distribution of Height (inches) in sashelp.heart Data Set Data Selection Filter: Sex EQ 'Female' 2869 Height Values, Standard Deviation 2.45 Maximum Frequency: 155@62.50 ■ Maximum=70.75

```
Pctl_99=68.25
               Pctl 95=66.75
               Pctl 90=65.75
               Quartile_3=64.25
Median=62.50 ⋈ Mean=62.57
               Quartile_1=61.00
               Pctl 10=59.50
               Pctl 05=58.50
               Pctl_01=56.75
               Minimum=51.50
```

Needle Plots



FIVE variables in TWO dimensions

Needle Plot + Group-ColorCoded Block Chart

More value than X axis tables

Needle Plots That Compare Categories With Each Other & With The Total

Tree Chart Like **VBAR** Chart But **Total** Bar to Com-

Ranked Shoe Sales and Percent Share By Region and Total for Boots, Sandals, Slippers, and Sport Shoes (in Four Regions)

Total - \$2,356,373 - 100%

Middle East - \$872,955 - 37.0%

Africa - \$669,470 - 28.4% Pacific - \$588,908 - 25.0%

Asia - \$225,040 - 9.6%

Flag Chart Like **VBAR** Chart But **Total** Bar to Com-

Ranked Shoe Sales and Percent Share By Region and Total for Boots, Sandals, Slippers, and Sport Shoes (in Four Regions)

Total - \$2,356,373 - 100%

- Middle East \$872,955 37.0%
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CrossRoads SignPost Chart, Like Vbar Chart But Total Bar

Ranked Shoe Sales and Percent Share By Region and Total for Boots, Sandals, Slippers, and Sport Shoes (in Four Regions)

Total - \$2,356,373 - 100%

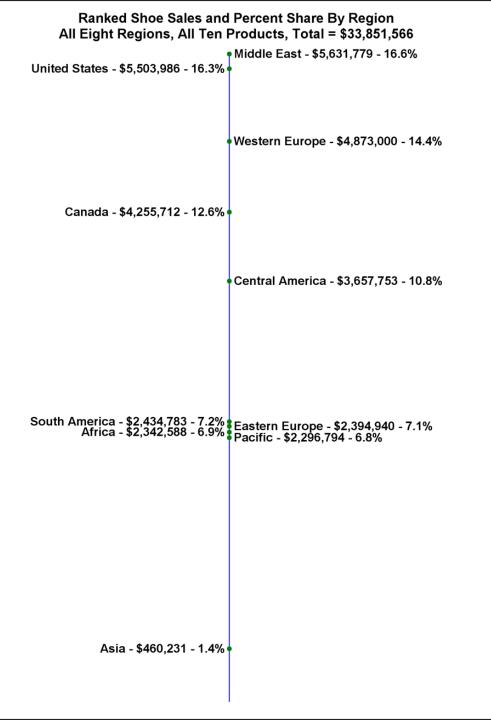
Middle East - \$872,955 - 37.0%

Pacific - \$588,908 - 25.0% Africa -

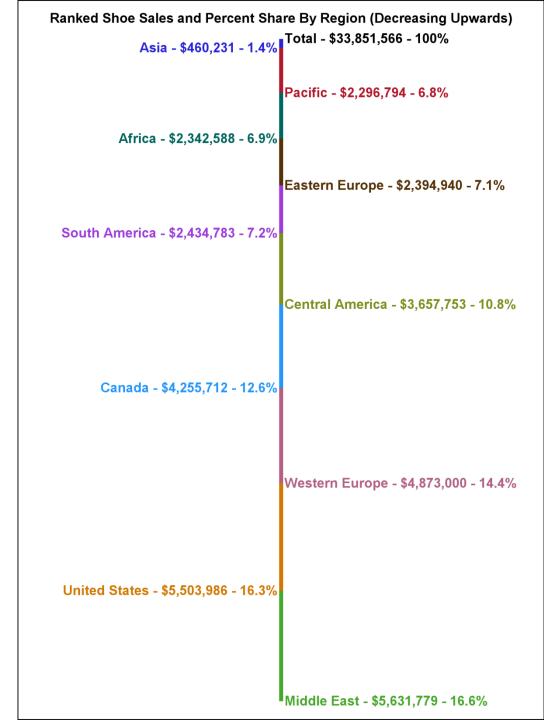
Africa - \$669,470 - 28.4%

Asia - \$225,040 - 9.6%

CrossRoads **SignPost** Chart (All Regions, No Total) Like an **OverLaid** Vertical Bar Chart



Pie Chart **Alternative** Lelia McConnell at SAS helped me with the color folderol.



Ranked Shoe Sales and Percent Share By Region (Decreasing Upwards)

Asia - \$460,231 - 1.4% Total - \$33,851,566 - 100%

Pacific - \$2,296,794 - 6.8%

Africa - \$2,342,588 - 6.9%

Eastern Europe - \$2,394,940 - 7.1%

South America - \$2,434,783 - 7.2%

Central America - \$3,657,753 - 10.8%

Clipping of Top

Canada - \$4,255,712 - 12.6%

Western Europe - \$4,873,000 - 14.4%

United States - \$5,503,986 - 16.3%

Middle East - \$5,631,779 - 16.6%

Clipping of Bottom

There are, of course, alternatives to the preceding needle plots, but these can be functional and communication-effective alternatives to the familiar.

If interested in any images in these slides that are not found in the book, send me an email request for the code. Such cases are the SAS M08 map and both doubly-annotated bubble plots. **NOTE:** In the book, "the vertical bar chart without bars" for Shoe Sales By Region omits grand total, omits percents, and omits the 0 that IS used to start the Y axis. Also, that near-analogue in the book is By Product, not By Region.

All of the code Dozens of graph & color design principles Hundreds of examples

Omitted Here

See the book . . .

Your comments and questions are welcome. Contact me at: Le_Roy_Bessler@wi.rr.com

LeRoy Bessler PhD
Bessler Consulting and Research
Visual Data Insights™
Strong Smart Systems™