**Case Study 2:**

Background: You are a Big Data Tools and Technologies sales consultant, working for a company, Complex Data. Complex Data recently released the latest version of its Big Data tool, Data Fire, which helps companies analyse data and generate insights rapidly.

At a conference, you meet the Head of the Data Analytics team of a famous retail chain, Home

Universe, during the networking session. You strike up a conversation and realize that the Home Universe is using tools and technologies that are not serving their needs; specifically, they are using Data Churn to analyse data and generate insights. The Data Analytics team has to respond to requests for insights, reports and dashboards from different departments in the Home Universe. Given that these requests are for addressing urgent business needs, the team is usually under time pressure and faces a heavy workload.

You know that Data Churn is not only outdated but is also very slow and difficult to use compared with Data Fire, which is a state-of-the-art, easy-to-use solution with rapid response times; however, from a cost perspective, Data Churn costs significantly less than Data Fire.

Instead of jumping directly into pitching Data Fire to the Head of Data Analytics for Home Universe, your job now is to build the implications of using Data Churn so that the overall costs are reflected as much higher than in the case of Data Fire.

Based on this information, your task is to fill in the blank questions that the complex data team could ask the team of Home Universe. You can refer to the answers mentioned by the Home Universe team to get an understanding of what questions the Complex Data team could ask at that point in the conversation.

**Conversation Exchange:**

***Complex Data [CD]:*** *So, it sounds like Home Universe has been using Data Churn for a while now. Is that correct?*

***Home Universe [HU]:*** *That is correct. We have a few licenses that we bought 3–4 years ago, and our team has been using the tool to analyse data and generate insights.*

***CD: And what does the team feel about Data Churn? Is it easy to use?***

***HU: It is a difficult tool to use, I must admit, but the team has learnt how to make the most of it.***

***CD:*** *When you say ‘difficult’, how does it affect your team’s ability to respond to requests for insights?*

***HU:*** *It does not affect us much. We have trained a team of five people on how to use Data Churn effectively.*

***CD:*** *Five people sounds like a small team. Does that not cause bottlenecks and slow down the speed at which you can take up requests from the departments?*

***HU:*** *Not much. The requests pile up only when one of the five members quits our organisation and we are waiting for a new member to be trained on Data Churn.*

***CD:*** *Is the difficulty of using Data Churn a cause of employee attrition in your organisation?* ***HU:*** *Yes, our team members certainly do not like using Data Churn and tend to quit within 12–18 months.*

***CD:*** *That means that you must have to repeatedly train your employees. Does that not lead to a high training cost?*

***HU:*** *It takes 4–6 weeks of training for a new team member to use Data Churn competently. So, that is at least 1.5 months of salary incurred as training cost. In addition to that, we also make a separate payment for the new team member to complete certain training projects, certifications and quizzes provided by Data Churn, which costs about a month’s salary of a team member. So yes, our training cost is quite high. And so far in this year, we have trained six new members because of employee attrition.*

***CD: It sounds like this team of five members is not fully staffed for a continuous stretch of time.***

*How do you handle the workload when you are short of team members?*

***HU:*** *Data Churn offers services as well, wherein they provide us one of their trained employees as an additional team member when one of our team members leaves and we are in the process of training a new one. But they charge really high rates for it, which is about three times what we pay our team members. So, we either use that option to handle heavy workloads when we are short-handed, or we pay overtime for the existing trained team members.*

***CD: Does ‘overtime’ mean you incur more cost?***

***HD:*** *Yes, our overtime pay rate is double the normal salary. But even with overtime pay, the existing team members are not willing to do the extra work, which leads to further attrition.*

***CD:*** *Got it. But when you employ contractors from Data Churn, who do not know your data as well as your team members, does that not affect the quality of the work?*

***HU:*** *Absolutely, data knowledge is key to our work. So, when we employ Data Churn contractors, the quality of their analysis and insights is not as good as what our team members would produce because the former do not have in-depth knowledge of our data. Because of this, our existing team members need to review their work, which leads to duplication of effort.*

***CD:*** *That must mean that your team struggles to meet deadlines.*

***HU:*** *Tell me about it! I keep getting escalations every other day from the heads of various departments that my team is not functioning optimally. I wish I could get some peace of mind at times. Data Churn is certainly not helping our case!*

***CD:*** *So when your customers, the heads of departments, do not get reports, analyses and insights on time, does that not affect their ability to take the right business decisions on time?* ***HU:*** *It definitely does. Our business is becoming more and more data driven, and all the departments are highly reliant on us to provide on-time quality insights. Else, their decisions are delayed or are sub-optimal. Just last week, the Head of Marketing was on my case on the phone, talking about how their marketing campaign was delayed by more than two weeks during the peak season because my team could not share insights on which stores are to be targeted for the campaign.*

***CD:*** *It sounds like Data Churn is causing employee attrition, high training costs, high overtime costs, high contractor costs, low-quality output, duplication of effort and delays, thus affecting critical business decisions. Is that a fair summary?*

***HU: Looks like Data Churn is indeed a pain in the neck!***