**Conversation between Complex Data and Home Universe**

***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:*** *Oh! Nice. However I have heard it is very difficult to use? Is it so?*

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

***CD:*** *That’s Great. But if it’s difficult to use then it must take a lot of time to get the data churned, analysed and generate useful insights?*

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

***CD:*** *I’m sure your team of five people must be very efficient. But has Home Universe ever had a backlog?*

***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:*** *Home Universe is such I great brand name in the market, why would anybody leave the organization? Is that because of Data churn Tool?*

***HU:*** *Yes, our team members certainly do not like using Data Churn and tend to quit within 12–18 months.*

***CD:*** *So, how much time does it take to train a new team member to use Data churn? And training a new member must have cost you a lot?*

***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:*** *Aren’t there any other approaches to solve this problem? If there is any then how much will that approach cost you?*

***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:*** *Instead of paying three times to the Data churn contractor, it’s good you pay overtime to the existing team members?Don’t you think so?*

***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’s Sad. Due to such duplicate efforts your team must have not been able to work effectively and efficiently?*

***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:*** *Hmm…As far as I have understood, All such situations must have been causing a lot of delays in the work?*

***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!*