

## 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:** Why you did not use the latest version of its, big data tool “Data Fire”?

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

**CD:** As you know the “Data churn” is outdated and it was so difficult to carry out with them?

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

**CD:** Does it not affect your organization and when your any team member leaves your organization then how will they handle the workload?

**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:** Got it, it seems like new member in your team have new concepts of knowledge on how to work then does Data churn is out dated and old version or slow processing for them?

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

**CD:** What time duration and cost incurred on the training of new team members on data churn? Does it takes high 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:** Got it, so with the new member in the team does not cause it higher cost?

**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:** Got it, it seems like the work is doubled, then does not your overtime pay is more on repeated work?

**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:** Well, its okey. But here some other issues see as well, the higher cost incurred on your employee and output is also low, does not it look like “Data churn” is costly in operating?

**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:** Your company is totally depend upon the data carrying facility and when your work fail to provide output on time then does not it affects the other departments?

**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!