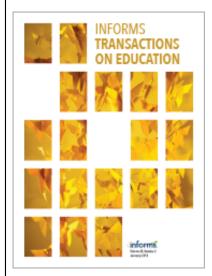
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# Case—Managing Staffing Inefficiencies Using Analytics

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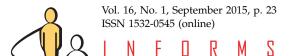
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Transactions on Education



### Case

# Managing Staffing Inefficiencies Using Analytics

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Keywords: business analytics; data science; problem framing; data analytics lifecycle; experiential learning;

role playing

History: Received: December 2014; accepted: August 2015.

AdviseInvest is a venture-backed startup. The company's mission is to provide tools and support to help ordinary people gain control of their personal finances. AdviseInvest leverages technology to provide affordable financial advice to a national client base.

Customers who reach AdviseInvest's website complete a customer profile form with basic information about their background and finances. They go through five steps:

- 1. Open an account.
- 2. Fill out a profile.
- 3. Schedule a free phone conversation.
- 4. Attend the free phone conversation.
- 5. Buy a financial plan.

There are three types of financial plans: Beginner, Intermediate, and Advanced. Each is sold at a different price, and there are varying degrees of per-

sonalization. After a customer purchases a financial plan, the customer is assigned a financial planner who helps determine the customer's goals and advises the customer on spending decisions.

### **Staffing Challenges**

At each stage of the process, a percentage of customers are lost. Steps 3 and 4 are particularly challenging because approximately 50% of those who schedule a phone conversation fail to pick up the call. This leads to inefficiencies from a staffing perspective.

### **Assignment**

Your goal is to determine whether there is an analytics challenge for AdviseInvest, to identify the stakeholders, and to use the Data Analytics Lifecycle framework to outline the steps in a potential analytics project. The Director of Sales has made herself available for an interview.