Business Intelligence Case

1. Context

Sexto Andar is reinventing the process of buying and selling real estate by leveraging technology and data to transform painful and bureaucratic processes into simple and delightful experiences.

At Sexto Andar, you can sell your apartment instantly for a fair price or find your next perfect home ready for move-in. Today our main line of business is the iBuyer model. We buy, renovate and sell real estate. A good article to read to get a better sense of how iBuyers work can be found here. Note: Sexto Andar business model is not identical to Opendoor (e.g., we do not charge customers a fee for our services), but you will get a good high-level sense of how players function in the iBuyer market.

In 2020, we plan to launch Sexto Andar in several cities in Brazil. Leveraging lessons learned from the past, we are in the process of adapting the customer service team in the context of each new city we expand.

The big problem is: **how can we make sure we are scaling and providing good support at the same time without heavily increasing our costs**?

This case study will provide an example of the kind of challenges you will face during our day to day operations.

2. The case

Sexto Andar is expanding its business to new neighborhoods, cities, and even countries.

We have invested heavily in scalable solutions in our support team, where they can see metrics and track their efficiency to be able to make changes and keep excellent customer service.

Assume that you have joined Sexto Andar before our next city expansion and that you are in charge of setting up our operations in the customer service team.

1. What are the insights you can take from the dataset? (4 weeks in February)
2. How do you see the operational health of our customer service team?
3. Taking into consideration the short and long terms, what are the actions you can take to improve the efficiency, productivity, and quality of our customer service team based on the datasets provided?
4. What type of data would you like to have access to create more insights?
5. Which internal and external stakeholders would you involve in the process and why? How would you approach them?

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6. How would you define the success of your action plan? Here we would like to know KPIs and metrics.
7. How would you make sure we are scaling and providing good support at the same time without heavily increasing our costs?