

## 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:** *Is Data Churn a difficult tool 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:** *Is Data Churn affecting the daily usage and how are you managing?*

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

**CD:** *How much request do you receive about using Data Churn? Is there any waiting list?*

**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:** *It seems that your team members do not like using Data Churn that much?*

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

**CD:** *How much time does it take to train a new member and the cost of it?*

**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:** *Does Data Churn offers any services?*

**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:** *So, Overtime payments must be double the usual salary. Right?*

**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 does 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:** *Don't you think you need a replacement of these Data Churn. Haven't you heard of the new and updated Data Fire?*

**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:** -----?

**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!*