

MERIT

The operating system for your operation

Built for the project-based manufacturer

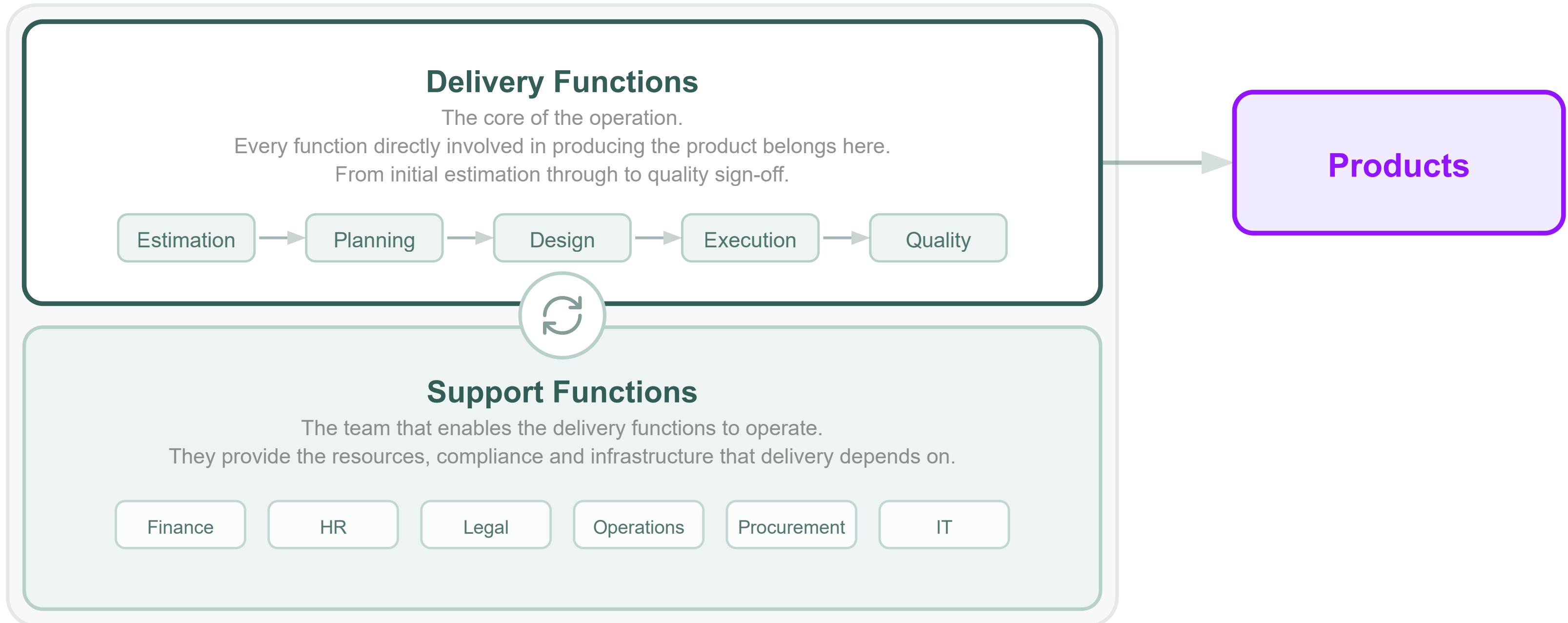
The Fragmented Status Quo

Six structural failures. Each measurable. Each addressable.

	THE PROBLEM	THE COST
Measurability	You cannot tell objectively whether a project made money or why. Which jobs performed and which did not is a matter of opinion, not data. <i>"Static project plans in a dynamic system are a form of denial."</i> ^[3]	3x More likely to report significant improvements in decision-making at data-driven organisations ^[1]
Predictability	Your sales team commits to dates the factory cannot see. Problems become visible when they have already cost you time and margin. <i>"Static project plans in a dynamic system are a form of denial."</i> ^[3]	\$97M Wasted per \$1 billion invested due to poor project performance ^[2]
Transparency	Progress updates come from whoever you ask. By the time a problem surfaces, you are already dealing with the consequences.	4x Outperformance by companies rated as trustworthy, relative to peers, by market value ^[4]
Planning	Every project starts from memory and habit. What worked on the last job, and what did not, rarely makes it into the next one.	3–4 hrs Lost daily per employee to automatable tasks ^[5]
Evaluation	Who gets the next job, and what they are paid, rests on familiarity rather than what they have actually delivered.	75% Average weight managers place on subjective impressions when evaluating employee performance ^[7]
Integration	Your estimators, your factory, your site crew, and your finance team all carry different pictures of the same project. Neither gap is visible until something breaks. <i>"Replacing a person is usually easier than replacing what they know."</i> ^[6]	20–30% Revenue lost to data silos ^[8]

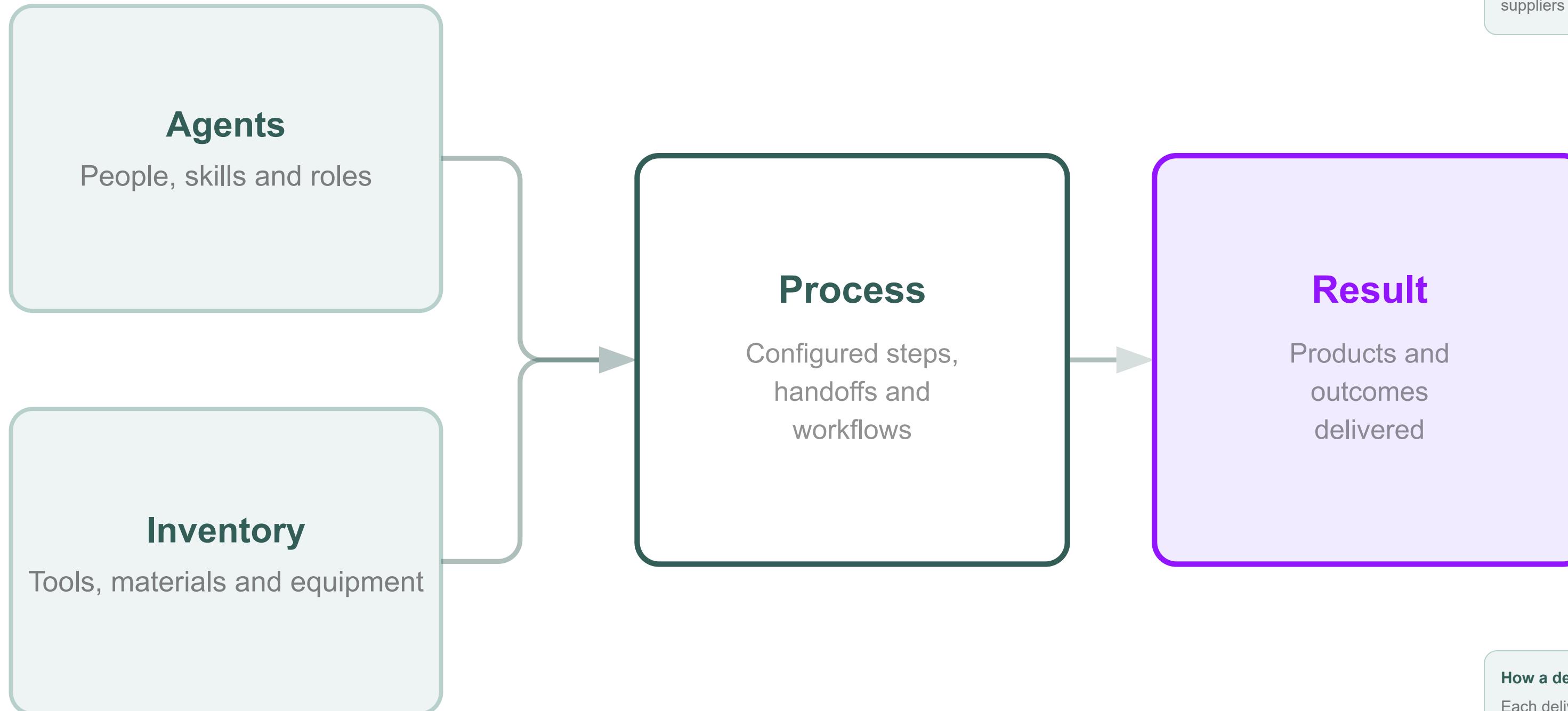
The Organisation

Two layers. One produces the product. The other enables it.



The Core Model

A process-centric perspective of product delivery, as carried out by the *delivery functions*



Your whole operation,
one model

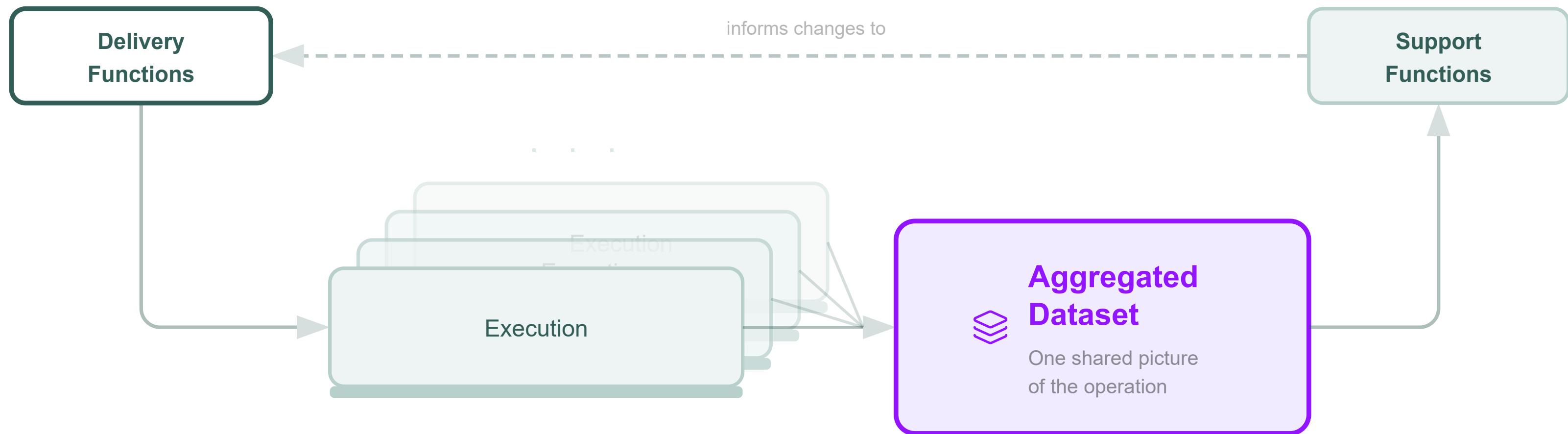
Covers your internal
delivery functions and
your wider network of
suppliers and partners.

How a delivery works

Each delivery is its own
shopping list, drawing only
the agents, inventory and
process steps it needs
from the master model.

One Dataset

Every project contributes to a single dataset. Every function reads from it. The organisation gets smarter with each job completed.



What Changes

BEFORE

Measurability You cannot tell objectively whether a project made money, or why. Performance stays opinion.

WITH MERIT OI

→ Every execution is recorded against the master model and contributes to the shared dataset

The master model provides the consistent structure that makes measurement possible across all deliveries

Predictability Sales commits to dates the factory cannot see. Delivery is managed reactively: problems surface when they have already cost you.

→ Modelled as a deterministic network. Predictions, not estimates.

The process model, trained on execution data, generates predictions rather than estimates

Transparency Progress comes from whoever you ask. By the time a problem is visible, you are already dealing with the consequences.

→ Full visibility into the performance of every agent, partner, tool, material and process step

The aggregated dataset surfaces performance across all model components, not just at audit

Planning Every project starts from memory and habit. What worked last time, and what did not, rarely makes it into the next job.

→ The project map is generated automatically from the spec and the master model

The spec determines which process steps are needed; recommendations for people and inventory follow from delivery history and availability

Evaluation Who gets the next job, and what they are paid, rests on familiarity rather than what they have actually delivered.

→ Selection ranked by demonstrated performance and availability. Compensation grounded in what was delivered.

The dataset records individual contribution at the delivery level; recommendations and reward follow from the data

Integration Your estimators, factory, site crew, and finance team all carry different pictures of the same project.

→ One shared, live picture across the delivery ecosystem

The master model captures what was previously held only in individuals; a single dataset eliminates the need for cross-function reconciliation

The Compounding Advantage

Every project makes the model smarter. Every job widens the gap.

IMMEDIATELY

- Delivery is predictable, not estimated
- Every decision grounded in real execution data
- Every project mapped automatically from the spec
- Deviations visible in real time, not discovered at audit
- All functions operate from one shared picture

Indicative impact

10–20% productivity uplift

OVER TIME

- The model learns from every project you complete
- Planning quality improves automatically
- Selection sharpens as the dataset grows
- Management overhead reduces as the model handles coordination and reporting

Indicative impact

10–20% reduction in management costs

ENDURINGLY

- A proprietary dataset built from your own execution history
- Institutional knowledge that outlasts any individual
- The longer it runs, the sharper your estimates and the wider your advantage

Indicative impact

5–15% reduction in total operational costs

Sources & References

Statistics and quotes cited in this presentation. Numbers correspond to superscripts throughout the deck. All sources accessed February 2026.

1 Harvard Business School Online

The Advantages of Data-Driven Decision-Making

online.hbs.edu/blog/post/data-driven-decision-making

Data-driven organisations consistently outperform intuition-driven peers

2 PMI

Pulse of the Profession 2025

pmi.org/learning/thought-leadership/boosting-business-acumen

"Static project plans in a dynamic system are a form of denial"; consistent failure to meet objectives

3 GPM Global / Dr. Joel Carboni

Sustainable Project Management

gpm.org

"Static project plans in a dynamic system are a form of denial"

4 Deloitte Insights

Build, Nurture, and Measure Stakeholder Trust

deloitte.com/us/en/insights/topics/leadership/build-nurture-measure-stakeholder-trust.htm

1

Trustworthy, transparent organisations outperform competitors by up to 4x by market value

5 Positive Results

The Hidden Cost of Manual Tasks: Why Mid-Sized Businesses Can't Afford to Ignore AI Automation

positiveresults.com/blog/technology/the-hidden-cost-of-manual-tasks

Employees spend 3–4 hrs/day on repetitive, automatable manual tasks

6 Wolf's Edge Integrators

Single Points of Failure: How to Eliminate Them

wolfsedgeintegrators.com/single-points-of-failure

"Replacing a person is usually easier than replacing what they know"

7 Shi & Van Triest

Subjectivity in performance evaluation and its consequences

tandfonline.com/journals/rabr20

75% average weight placed on subjective impressions in employee performance evaluations

8 Cherry Bekaert (citing IDC)

The Cost of Data Silos: Why CRM-ERP Integration Matters

cbh.com/insights/articles/the-cost-of-data-silos-why-crm-erp-integration-matters

Companies lose 20–30% of revenue to inefficiencies caused by data silos (IDC)

9 Initus

The Hidden Costs of Data Silos in Mid-Market CRMs and ERPs

initus.io/blog/integration/the-hidden-costs-of-data-silos-crm-erp-integration

"When systems don't share data automatically, an employee becomes the indispensable human translator"