



The operating system for your operation

Built for the project-based manufacturer

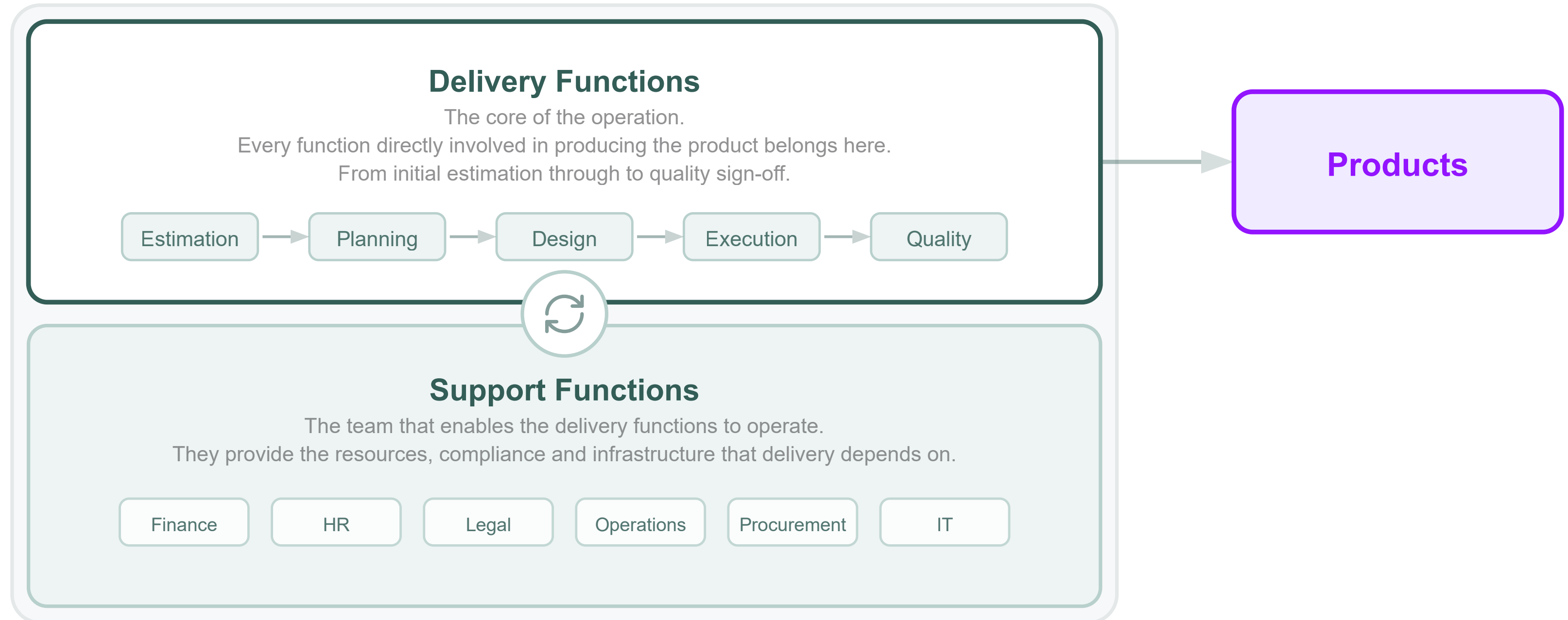
The Fragmented Status Quo

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.	<div>3×</div> <div>More likely to report significant improvements in decision-making at data-driven organisations^[1]</div>
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]	<div>\$97M</div> <div>Wasted per \$1 billion invested due to poor project performance^[2]</div>
Transparency	Progress updates come from whoever you ask. By the time a problem surfaces, you are already dealing with the consequences.	<div>4×</div> <div>Outperformance by companies rated as trustworthy, relative to peers, by market value^[4]</div>
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.	<div>3–4 hrs</div> <div>Lost daily per employee to automatable tasks^[5]</div>
Evaluation	Who gets the next job, and what they are paid, rests on familiarity rather than what they have actually delivered.	<div>75%</div> <div>Average weight managers place on subjective impressions when evaluating employee performance^[7]</div>
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]	<div>20–30%</div> <div>Revenue lost to data silos^[8]</div>

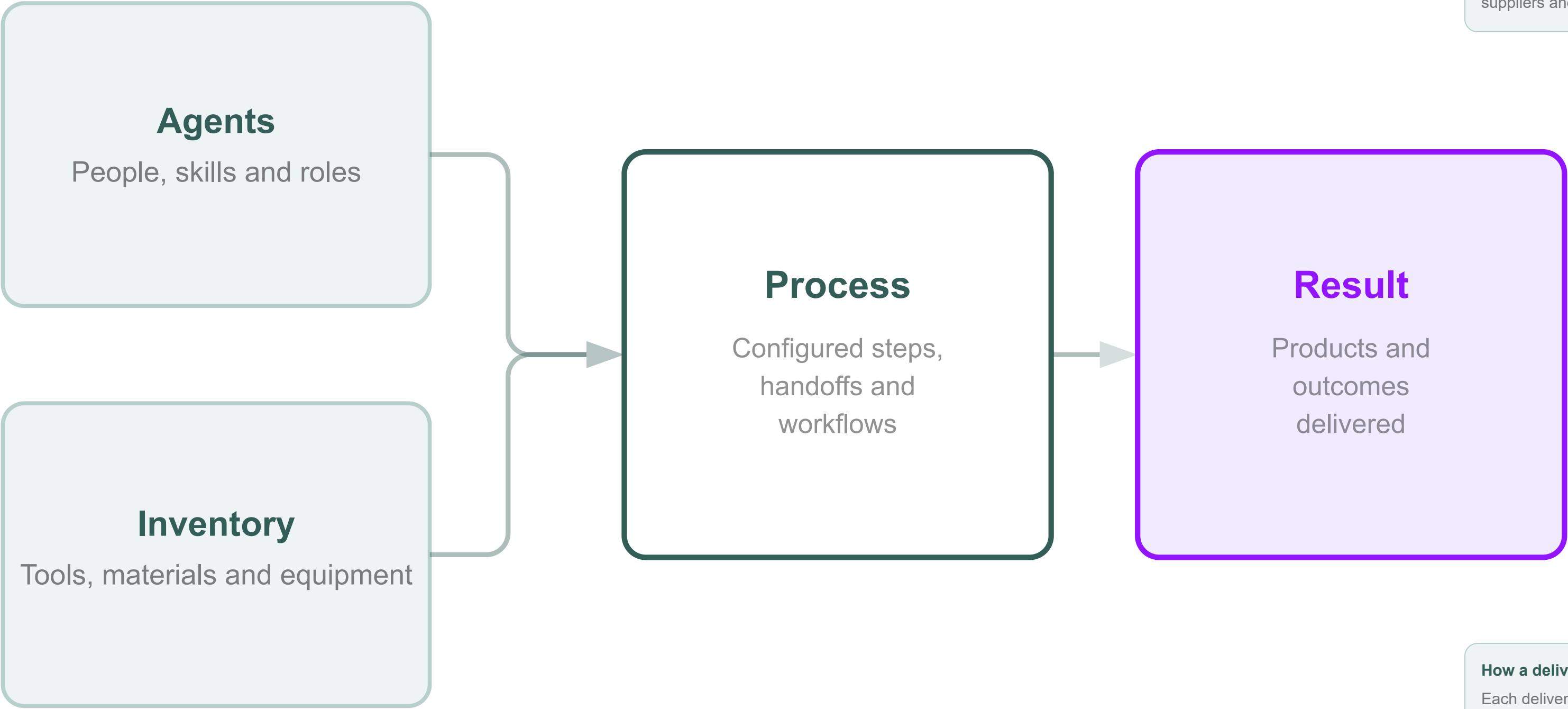
The Organisation

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

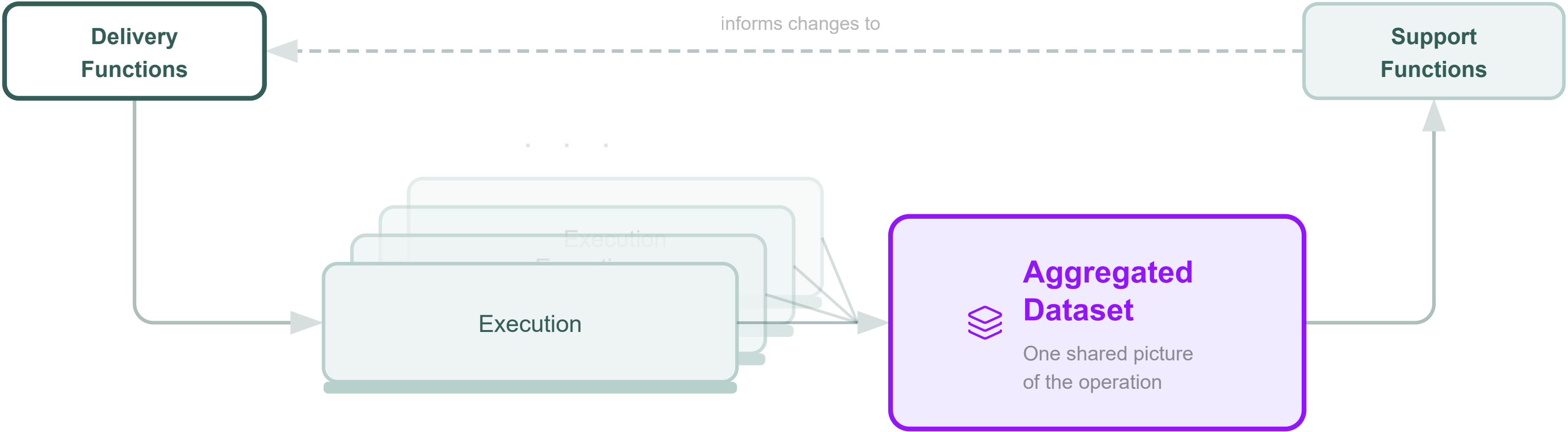
Covers your internal delivery functions and your wider network of suppliers and partners.

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		WITH MERIT OI	
Measurability	You cannot tell objectively whether a project made money, or why. Performance stays opinion.	→	Every execution is recorded against the master model and contributes to the shared dataset <i>The master model provides the consistent structure that makes measurement possible across all deliveries</i>
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. <i>The process model, trained on execution data, generates predictions rather than estimates</i>
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 <i>The aggregated dataset surfaces performance across all model components, not just at audit</i>
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 <i>The spec determines which process steps are needed; recommendations for people and inventory follow from delivery history and availability</i>
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. <i>The dataset records individual contribution at the delivery level; recommendations and reward follow from the data</i>
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 <i>The master model captures what was previously held only in individuals; a single dataset eliminates the need for cross-function reconciliation</i>

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.

<div><div>1</div><div>Harvard Business School Online</div><div>The Advantages of Data-Driven Decision-Making</div><div>online.hbs.edu/blog/post/data-driven-decision-making</div><div><i>Data-driven organisations consistently outperform intuition-driven peers</i></div></div>	<div><div>5</div><div>Positive Results</div><div>The Hidden Cost of Manual Tasks: Why Mid-Sized Businesses Can't Afford to Ignore AI Automation</div><div>positiveresults.com/blog/technology/the-hidden-cost-of-manual-tasks</div><div><i>Employees spend 3–4 hrs/day on repetitive, automatable manual tasks</i></div></div>	<div><div>8</div><div>Cherry Bekaert (citing IDC)</div><div>The Cost of Data Silos: Why CRM-ERP Integration Matters</div><div>cbh.com/insights/articles/the-cost-of-data-silos-why-crm-erp-integration-matters</div><div><i>Companies lose 20–30% of revenue to inefficiencies caused by data silos (IDC)</i></div></div>
<div><div>2</div><div>PMI</div><div>Pulse of the Profession 2025</div><div>pmi.org/learning/thought-leadership/boosting-business-acumen</div><div><i>"Static project plans in a dynamic system are a form of denial"; consistent failure to meet objectives</i></div></div>	<div><div>6</div><div>Wolf's Edge Integrators</div><div>Single Points of Failure: How to Eliminate Them</div><div>wolfsedgeintegrators.com/single-points-of-failure</div><div><i>"Replacing a person is usually easier than replacing what they know"</i></div></div>	<div><div>9</div><div>Initus</div><div>The Hidden Costs of Data Silos in Mid-Market CRMs and ERPs</div><div>initus.io/blog/integration/the-hidden-costs-of-data-silos-crm-erp-integration</div><div><i>"When systems don't share data automatically, an employee becomes the indispensable human translator"</i></div></div>
<div><div>3</div><div>GPM Global / Dr. Joel Carboni</div><div>Sustainable Project Management</div><div>gpm.org</div><div><i>"Static project plans in a dynamic system are a form of denial"</i></div></div>	<div><div>7</div><div>Shi & Van Triest</div><div>Subjectivity in performance evaluation and its consequences</div><div>tandfonline.com/journals/rabr20</div><div><i>75% average weight placed on subjective impressions in employee performance evaluations</i></div></div>	
<div><div>4</div><div>Deloitte Insights</div><div>Build, Nurture, and Measure Stakeholder Trust</div><div>deloitte.com/us/en/insights/topics/leadership/build-nurture-measure-stakeholder-trust.html</div><div><i>Trustworthy, transparent organisations outperform competitors by up to 4× by market value</i></div></div>		