Marvin discovered that metrics were fine for other people but not necessarily for his group because none of metric efforts had been maintained for a long period of time or were used to predict future performance 🡪Historical data of company is not real accurate. Marvin can’t use it to estimate for his project. But he can use it to clearly understand what is he need estimates for his project

Marvin used a simple technique over a short period of time that would enable him to understand clearly how each type of engineer spent his time because Marvin wanted to see whether he could establish a correlation between the bean counter data and real data. 🡪 Marvin discovered that there was a large difference between how much time the senior engineers and the junior engineers were getting to work on what people considered “real” project work.

Marvin began to examine the company concept of “sameness” that was used by engineers to evaluate requirements 🡪 Marvin defined the same project, he will reduce half requirements that maybe estimate wrong and focus on other half requirement. So, estimating result will achieve a higher accuracy rate.