



The operating system for your organisation

What it is, what it does, and the value it delivers

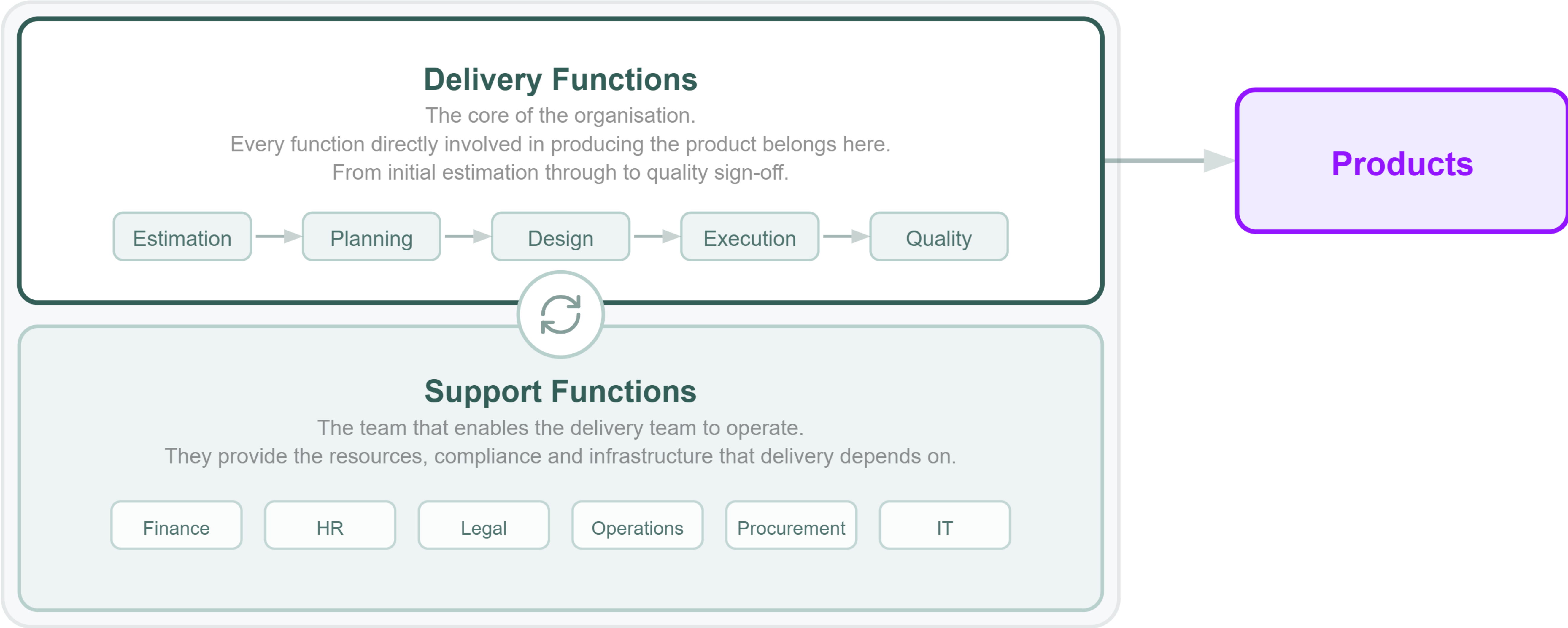
The Fragmented Status Quo

Six structural failures. Each measurable. Each addressable.

THE PROBLEM		THE COST
Measurability	Performance is not captured or measured, only estimated or felt. Strategic decisions rest on intuition rather than evidence. <i>"The most important figures that one needs for management are unknown or unknowable, but successful management must nevertheless take account of them."</i> ^[11]	3× More likely to report significant improvements in decision-making at data-driven organisations ^[1]
Predictability	Delivery is managed through estimates and ranges. Reactive adjustment is the norm: most organisations have no objective basis for predicting outcomes. <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	There is no live picture. Progress is communicated through meetings and reports. Problems are only visible after the fact. <i>"Green doesn't mean healthy. It means 'no one wants to say otherwise.'"</i> ^[12]	4× Outperformance by companies rated as trustworthy, relative to peers, by market value ^[4]
Planning	Every delivery is planned from scratch. Past deliveries generate knowledge, but it remains unstructured and is never systematically applied. <i>"It borders on dereliction that organizations invest so few resources in studying what has succeeded and failed in past strategies, operational changes, and leadership approaches."</i> ^[13]	3–4 hrs Lost daily per employee to automatable tasks ^[5]
Evaluation	Selection and compensation both rest on subjective judgement. Neither reflects what people actually deliver. <i>"Managers and staff alike too often view performance management as time consuming, excessively subjective, demotivating, and ultimately unhelpful."</i> ^[10]	75% Average weight managers place on subjective impressions when evaluating employee performance ^[7]
Integration	Data is fragmented by function. Knowledge is fragmented by individual. 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]

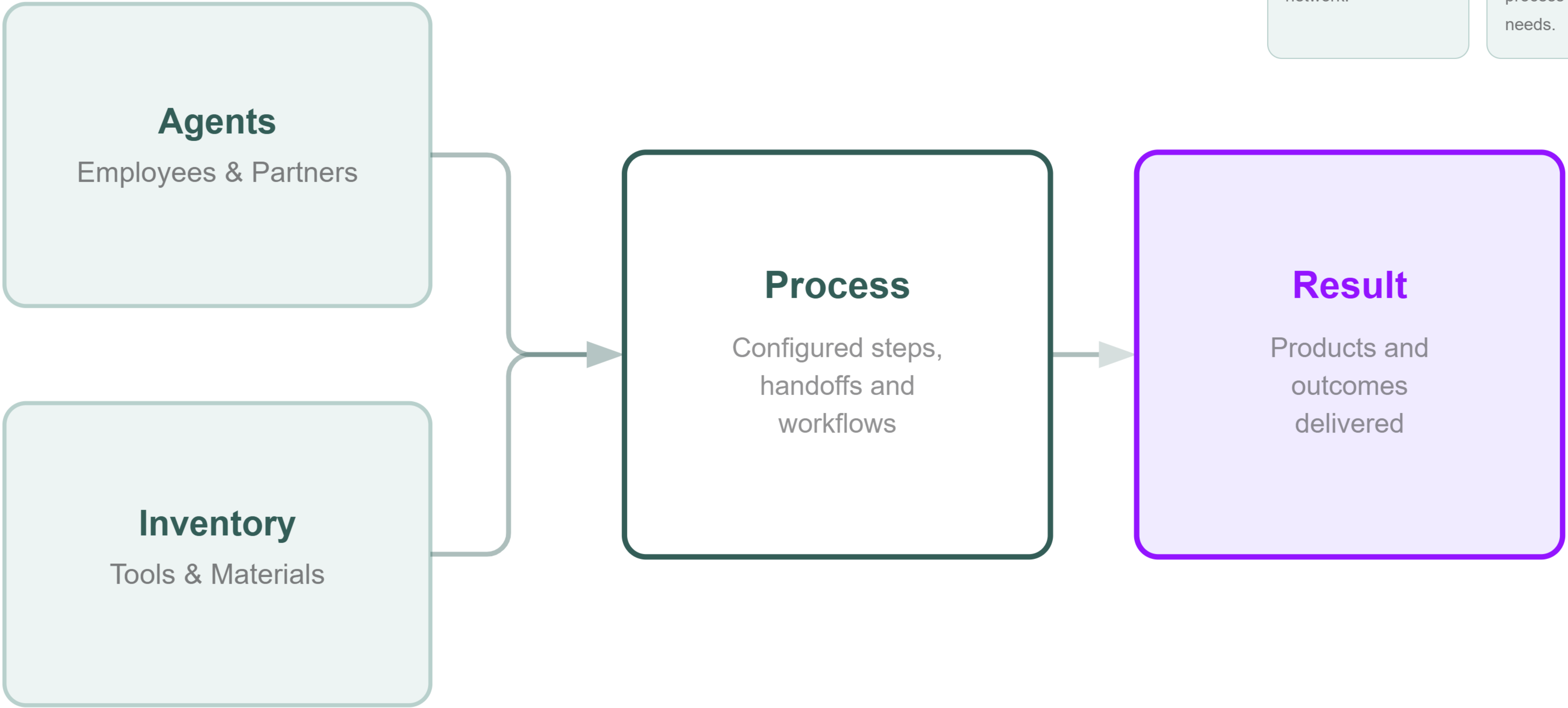
The Organisation

Every organisation, regardless of what it delivers, is structured around the same two layers.



The Core Model

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

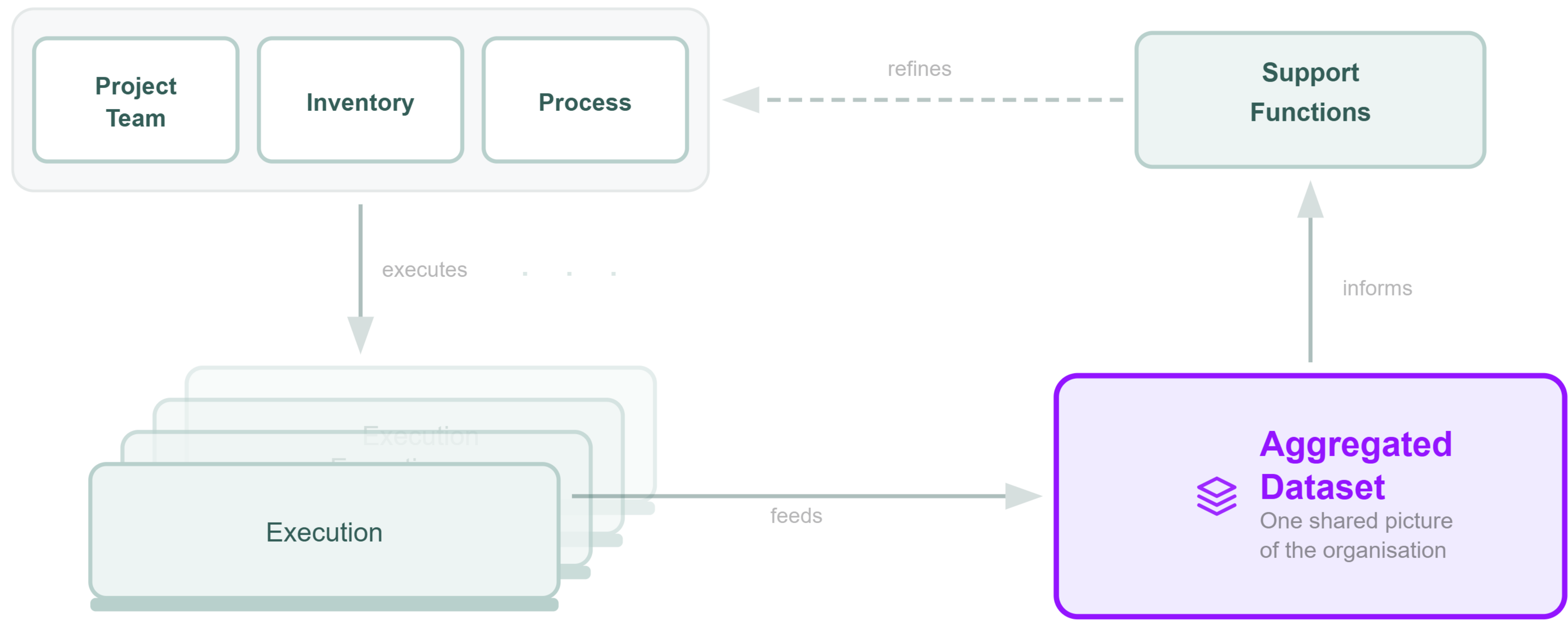


Holistic and unbounded
Span your internal delivery ecosystem, or your entire B2B network.

How a delivery works
Each delivery draws only the agents, inventory and process steps it needs.

One Dataset

Every execution contributes to a single dataset that the whole organisation reads from and improves upon.



What Changes

	BEFORE		WITH MERIT OI
Measurability	Performance not captured or measured, only estimated or felt	→	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	Delivery managed through estimates and ranges, with no objective basis for predicting outcomes	→	Modelled as a deterministic network. Predictions, not estimates. <i>The process model, trained on execution data, generates predictions rather than estimates</i>
Transparency	No live picture. Progress communicated through meetings and reports. Problems visible only after the fact.	→	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 delivery planned from scratch. Manual, expertise-dependent and periodically refreshed.	→	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	Selection and compensation based on subjective judgement. Neither reflects actual performance.	→	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	Each function holds its own data. Individual knowledge is unstructured and invisible to the organisation.	→	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 execution makes the model smarter. Every project 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 execution
- Planning quality improves automatically
- Selection sharpens as the dataset grows
- Management structures thin as the model takes on coordination and reporting

Indicative impact
10–20% reduction in management costs

ENDURINGLY

- A proprietary dataset no competitor can replicate
- The longer it runs, the wider the gap
- Organisational intelligence that outlasts any individual

Indicative impact
5–15% reduction in total operational costs

The Organisation It Creates

Operational change at this scale has cultural consequences. Some of them are open questions.

Meritocratic culture

- Selection of people, tools and partners is determined by demonstrated performance, not habit or relationship
- Performance evaluation becomes objective and continuous, not periodic and subjective
- Compensation can be grounded directly in what was delivered. The data makes it defensible.

MACRO TRENDS

- Pay transparency legislation
- Outcome-based employment models
- AI-enabled performance measurement

How does productivity shift when pay is tied directly to what each person delivers?

Trustless systems

- Individual submissions are validated against objective constraints: contracted hours, budgets and process timelines
- The system flags what does not add up. No submission is taken at face value.
- Coordination no longer depends on taking anyone at their word

MACRO TRENDS

- Hybrid and distributed work
- ESG auditability pressure
- Real-time performance monitoring

What happens to the management role when the model handles coordination and reporting?

Organisational memory

- Knowledge that previously walked out the door with individuals is captured in the dataset
- Every execution improves future deliveries. The organisation gets smarter automatically.
- Onboarding, skills transfer and succession become less dependent on any individual

MACRO TRENDS

- Great Resignation and high turnover
- Aging workforce and succession risk
- AI knowledge management

How does this change the economics of hiring and skills development?

What Leaders Want

Three desires that sit at the top of almost every leadership agenda.

To run leaner, without losing visibility or control

Every leadership team wants a thinner management layer. The blocker is always the same: what replaces the oversight?

To know, with certainty, who and what actually performs

Not feel. Not reputation. Not who is most vocal in the room. Leaders want objective ground truth on people, tools and partners.

To make decisions on evidence, not expertise or politics

Senior leaders consistently say they want data-driven cultures. The gap is that the data has never been structured around how work actually happens.

Sources & References

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

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2 PMI Pulse of the Profession 2017 pmi.org/learning/thought-leadership/pulse/pulse-of-the-profession-2017 <i>\$97M wasted per \$1 billion invested due to poor project performance</i>	7 Shi & Van Triest / University of Amsterdam What determines managers' use of subjective performance information? abs.uva.nl/content/sections/accounting/amsterdam-accounting-impact-centre-aaic/research-insights/how-important-is-subjectivity-in-evaluating-employees.html <i>75% of evaluation weight is subjective: 47% manager impressions, 28% co-workers and clients</i>	12 Rob Lambert / Cultivated Management Watermelon Reporting: When Project Status Hides the Truth cultivatedmanagement.com/watermelon-reporting <i>"Green doesn't mean healthy. It means 'no one wants to say otherwise.'"</i>
3 GPM Global / Dr. Joel Carboni Sustainable Project Management gpm.org <i>"Static project plans in a dynamic system are a form of denial"</i>	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 <i>Companies lose 20–30% of revenue to inefficiencies caused by data silos (IDC)</i>	13 Peter Senge / MIT Sloan Management Review The Leader's New Work: Building Learning Organizations sloanreview.mit.edu/article/the-leaders-new-work-building-learning-organizations <i>"It borders on dereliction that organizations invest so few resources in studying what has succeeded and failed in past strategies, operational changes, and leadership approaches."</i>
4 Deloitte Insights Build, Nurture, and Measure Stakeholder Trust deloitte.com/us/en/insights/topics/leadership/build-nurture-measure-stakeholder-trust.html <i>Trustworthy, transparent organisations outperform competitors by up to 4× by market value</i>	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 <i>"When systems don't share data automatically, an employee becomes the indispensable human translator"</i>	
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 <i>Employees spend 3–4 hrs/day on repetitive, automatable manual tasks</i>	10 McKinsey & Company Ahead of the Curve: The Future of Performance Management mckinsey.com/capabilities/people-and-organizational-performance/our-insights/ahead-of-the-curve-the-future-of-performance-management <i>"Managers and staff alike too often view performance management as time consuming, excessively subjective, demotivating, and ultimately unhelpful."</i>	