



## David Huer

*Needle-in-the-haystack Business Investigator  
Solving difficult, seemingly "impossible" problems  
Tenacious key-maker, unlocking butterfly effects*



### Expertise:

#### Business Investigator/Analyst

Tenacious key-maker, unlocking powerful competitive advantage  
Trusted for my ability to simultaneously look at all sides of a complex problem

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### Skills & Strengths:

#### Hunter/Challenger : Business Development

- True Innovator, entrepreneurial, years of bootstrapping experience
  - Resilient, persistent, creative, thorough, tenacious, and approachable
  - Skilled at growing a segment and/or developing completely new markets
  - Managing complex strategies and relationships for future opportunities
  - BCom, Dipl.Tech Industrial Design, BA Hons
- Citizenship: born in Canada
  - Languages: English
  - Bondable: Yes
  - Passport: Yes

#### Go-to-Market Business Builder Skill Sets

- Hunting, interviewing, insightful probing
- Identifying new business growth potential
- Originality when qualifying new opportunities
- Designing competitive differentiations
- Creating compelling new value propositions
- Systems thinking & continuous process improvement

#### Complex Problem-Solving

- Experienced in industrial design thinking
- Solving difficult, seemingly "impossible" problems
- Synthesizing and distilling vast constellations of the tiniest of clues
- White Hat systems gamer, unlocking rippling butterfly effects
- Developing authoritative terms, their distinctions, and definitions
- Polymath domains-combiner: Researching, editing, reporting
- Applying my skills as a solo and team investigator

EXAMPLES	OUTSIDE SALES/BUSINESS DEVELOPMENT BROKEN OUT STEP-BY-STEP	PAGE
	<b>LOW-COST ENTRY TO UK/EEC NAVY/PUBLIC SAFETY MARKETS</b>	
(A)	Changing regulated product name to get no-recertification approval	2
(B)	Disassembled products can cut up to 33% of freight packing volume	3
(C)	Creating stealthy high exposure advertising at <\$1,000/Navy Base	3

<b>(A) LOW-COST ENTRY #1 TO UK / EEC NATSEC MARKET</b>	
<b>Challenge</b>	Get product exposure in UK/EEC SAR/Military Market
<b>My Activities</b>	Discovering that use of a key definition could get us into market at low cost
<b>Outcome</b>	Product approved for use in UK and EEC at no additional approval cost

**SCENARIO** **50% CUTS TO EUROPEAN PRE-ORDERS BECAUSE OF SHIPPING COSTS**

**MY ACTIVITIES** **Using Regulations to Get Product into Market without Re-Certification**



We were experiencing high order cuts by Euro customers and I had asked permission to investigate using the UK's LVC tariff. After querying the BC Provincial office in the UK and the High Commission in London, I determined that it would not work for us (cross-Atlantic tax, Channel Island fulfillment costs).

**1) Review Issues**



Asking to investigate regulations, to figure out if we could use Professional Personal Flotation Devices (PFD)...as our beachhead into the market.

Initiating deep investigation of the relevant EU quality and safety legislation for Personal Protective Equipment (PPE), which divides kit into two segments: a) Civilian PPE & b) Professional PPE. Simultaneously, obtaining expert legal comment from federal Trade Commissioner service to define local definitions for using PPE: ex. "extreme conditions", "worn all the time", "not worn all the time".

*Noticing the tiny clue*

"Armed Services" PPE (for armed military forces and armed civilian police) is exempt from PPE regulations if designed for and with the advice of armed services (police, security, fisheries, conservation).

**3) Reporting**

*Proposing "new" product by renaming it to fit the regulations*



Prod.M's review

Convincing our manager to let me invent a new "class" of PFD (existing product line, extending the line simply by renaming it)—"Armed Services PFD"—to take advantage of this legal quirk. Creating a new two page product spec sheet to explain the "new" product to Trade Commission - sent to the UK for review.

**How Vetted:** Approved for use in UK and EEC without re-certification.

**Belief Level:** Achieving backdoor entry into UK/EEC markets.

**Estimated Cost:** Side project alongside daily duties & opportunity cost to produce method.  
Zero cost for all product by redefining product to fit terms in a local regulation.  
Zero cost required to achieve ULC recertification for UK and EEC markets.

Images: [Link 01](#), [Link 02](#), Yahoo

(B) ADOPTING IKEA'S "DISASSEMBLED PRODUCT" METHOD	
<b>Challenge</b>	Cut TransAtlantic Shipping Rates
<b>My Activities</b>	Working with Shipper/Receiver to investigate Freight Expenses
<b>Outcome</b>	(a) Shipping from Canada...as French mail! (b) Disassembling product to ship



We had insufficient volume to use Channel Islands to ship to UK VAT-free. On a hunch and with approval, investigated St. Pierre et Miquelon. They have a customs bonded warehouse at Halifax airport; and French Overseas Mail is at the French Domestic Rate. We can ship ~100 products as single units, between three countries, *from Halifax, Nova Scotia, as French domestic mail.*



**Data method:** Operationally transferring documents between four "filing cabinets" (databases) in that bonded French warehouse in Halifax, Canada.

**Physical method:** Deposit into warehouse as domestic mail for France, for delivery throughout EEC. Could former empires (UK, NL, etc.) use the method?

**WE DID NOT PROCEED:** Concerned that major players would swoop in or block project, as it harms ability to spread fuel costs across their pooled freight.



**BUT INVESTIGATION PROVED USEFUL:** Learning a great deal more about our product lines by auditing the process, product volume, and developing a "package volume/cost ratio": Our Shipper/Receiver and me dimensioned and weighed all product. While doing this, he noticed that the company had always shipped product fully assembled. Many had air pockets - the company had been shipping "empty space". In some cases, we were able to cut 1/3 off package volume + cut labour (assembly, picking & packing) and materials (boxes) cost.

**How Vetted:**

Company approved method to ship unassembled product.

Images: [Link 01](#), [Link 02](#), [Link 03](#)

(C) USING UNOBTRUSIVE "MARINE POLICE DOGS PFD" AS BILLBOARD	
<b>Challenge</b>	Use Dog PFD to get brand exposure in UK and EU's SAR/Military Market
<b>My Activities</b>	Low-cost entry into UK, under the noses of powerful UK competitors
<b>Outcome</b>	Creating tiny stealthy high exposure advertising strategy at <\$1,000/Navy Base



Reason: low cost, constant mobile advertising all over all bases where the key target customers resided, worked, and shared information. Also, a slight redesign of the PFD would be helpful to take advantage of these future photo-ops: a larger badge plate/icon on the chest would showcase the company icon. Similarly on each side. UK price-point was likely in the C\$100-150 range.



Most people love dogs. They unobtrusively attract attention to the PFD (and future gear). Every incident is photogenic (accident, attack, security, news). Every base has ceremonies where dogs and VIPs will be present.

- Quiet, subtle, drip-drip-drip repeat exposure - becoming the status quo
- Many repeat exposures to handlers, viewers, recommenders & buyers
- Years of free media buys at ~\$200/year/Navy Base split with local dealers

**How Vetted:**

During Go/No-Go decision-making, senior executive cancelled expansion.

Images: [Link 01](#), [Link 02](#)