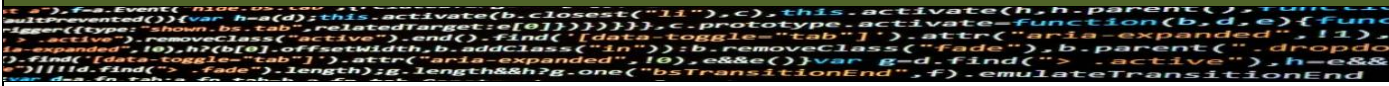### *David Huer*
Needle-in-the-haystack Business Investigator
Solving difficult, confusing, hard-to-grasp problems
Tenacious key-maker, unlocking butterfly effects

Type	**DATA PROCESS ANALYSIS**

Data Process	**AUDITING POST-M&A DATABASE MERGE**
	• **Rapidly finishing Audit**
	• **Ballparked estimate of future costs to achieve final 3% of merge: $1.46 million**
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
Contact Information:	https://www.linkedin.com/in/davehuer/

TENACIOUS	RECOMMENDING ENDING PROJECT per COST OVERAGES

Image: Lorenzo Cafaro CCO : https://www.pexels.com/photo/close-up-code-coding-computer-239898/

Issue	Has the Project Team achieved 100% merge of two corporate databases?
Results	Recommending wind-up, having concluded that Project Team had achieved 97% merge success; and that 3% is better achieved during day-to-day activities owing to forecast high cost to achieve 100%.
Scenario	A multinational software company purchased a smaller competitor. The former decided to merge the acquisition's database into the principal database. The Project Team believed they had achieved 100%. I was hired to assess merge success.
Customer Outcome	• As Sub-vendor Auditor, determined that team had achieved 97%.
	• Success rate: 6.25% of allocated contract value.
	• Dollar cost to perform audit: $500 ($8,000 allocated).
	• Time cost: 1-week (16-week contract time allocated).

MY ACTIVITIES   Reviewing the performance cycles.

1) Perform Audit:	Contract Time: 16 weeks.
2) Direct Results:	My assessment: The team had achieved 97% merge success.
3) Recommendation:	Mitigate cost and risk by merging final 3% over course of daily operations.
4) Process Results:	Despite warning, Project Team proceeded to seek 100%.
5) Systems Upgrades:	How does this change Capital & Operating Costs?

How Vetted:	**Capital Costs:** Not Affected
Belief Level:	**Operations:** Project Costs deemed worth the risk. Team proceeded forthwith.
Cost Hypothesis:	**Independent ballpark estimate of cost to achieve final 3%:** See P.2.

BALLPARK ESTIMATE – ESTIMATED COST TO ACHIEVE FINAL 3% OF DATABASE MERGE

DBASE MERGE PROJECT — 12

h/w	w/m	m	h/y	WSBC Role	Count	Rate/y[1]	$/h	Hours/m		Labour/Year	Years		Net Cost
2	1	12	24	BoardExec	10	$ 120,000	5000.00	6.00	$	360,000	1	$	360,000
37.5	4	12	1800	DivMgr	2	$ 180,000	100.00	9.00	$	10,800	1	$	10,800
37.5	4	12	1800	DataOpsMgr	2	$ 130,000	72.22	12.00	$	10,400	1	$	10,400
37.5	4	12	1800	SfwrEngr	3	$ 120,000	66.67	240.00	$	192,000	1	$	192,000
37.5	4	12	1800	ProjM	2	$ 120,000	66.67	6.00	$	4,800	1	$	4,800
37.5	4	12	1800	Admin	1	$ 55,000	30.56	12.00	$	4,400	1	$	4,400

DBASE MERGE INSPECTION

h/w	w/m	m	h/y	WSBC Role	Count	Rate/y	$/h	Hours/m		Labour/Year	Years		Net Cost
37.5	4	12	1800	Auditor	1	$ 30,000	16.67	120.00	$	24,000	0.33	$	8,000
37.5	4	12	1800	Superv	1	$ 60,000	33.33	48.00	$	19,200	1	$	19,200
				(1) Estimate: $10,000/Board meeting					$	625,600		$	609,600
				All Projects Reporting, Lost time, Opportunity Cost, etc.				20%	$	125,120		$	121,920
									$	750,720		$	731,520

Meetings per Month — 12

	Roles	#/M	#/People	Hrs/Matter	Net Hrs/Matter	Net/y
M1	SfwrEngr	4	4	1.00	16.00	192.00
	(Team)					
	#/year					192.00
M2	SfwrEngr	4	4	0.25	4.00	48.00
	DataOpsMg	4	1	0.25	0.50	6.00
	#/year					54.00
M3	DataOpsMg	1	1	0.50	0.50	6.00
	DivMgr	1	1	0.50	0.50	6.00
	#/year					12.00
M4	DivMgr	1	1	0.25	0.25	3.00
	BoardExec	1	1	1.00	0.50	6.00
	#/year					9.00
M5	ProjM	1	1	0.50	0.50	6.00
	Admin	1	1	1.00	1.00	12.00
	#/year					18.00
Inspect	Auditor	4	1	2.50	10.00	120.00
	Superv	4	1	1.00	4.00	48.00
	#/year					168.00

Summary	Process Cost	Est	Direct (5y)
Problem:	* Team believed it had achieved 100% Target		
Merge Mandate:	* Achievement Target		100%
Auditor Assessment:	* Auditor's Assessment		97%
Auditor's Contract Cost:	* 4 Months = $2,000/m	$	8,000
Auditor's Actual Cost:	* 1 Week = $500	$	500
Results			
Audit Recommendation:	* Do Not Seek to Achieve final 3% (100% Target).		
	* Rationale: Extreme cost to achieve final 3%.		
	* Complete 3% during daily operations.		
Costs:	* Auditor Actual SubCost:	$	500
	* Auditor Actual Cost:	$	8,000
	* Net Cost to Date:	$	731,520
	* Cost to Achieve 3%[2]	2 $	1,463,040
	(2) Estimate for this project		
Management Decision:	Immediately seek to obtain 100% merge.		