**Executive Summary, Mercer Human Resources Recommendation**

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Reviewing the data pulled by our human resources seen in enclosure 1, We have come to some certain recommendations for where the new company should open. This data can help your company move forward in a safe direction with less unknowns and more certainty let's review.

Even though the data is more than enough to make a decision I do feel like knowing the annual income of each location would benefit this data greatly. Allowing us to understand the buying power leftover once the cost of living is subtracted. Because even if the cost of living is low in an area doesn't mean that the annual income is offset to allow good buying power. It could be cheap to live there because there isn't much money in the area. Moving forward without that data these are our Analysis points. Knowing that our baseline is New York and it being at 97 percentiles of for cost of living. We can review our options against that baseline. We have compared the cost of living with the rent, Transportation cost, Loaf of bread, milk, mid range bottle of wine, and coffee. After reviewing the data points P values and comparing them to the alpha of .05 we can see which data points actually affect the cost of living the most or if they're relevant at all. That being said coffee is irrelevant it doesn't have an overall effect on the cost of living. Due to its P value being greater than .05 The areas that had cost of living below the the overall mean of 75.49 were Mumbai, Prague, Warsaw, Athens, Madrid, Vancouver, and Berlin. The Medium of cost of living was 82.2, which areas that are below the median include all the previous mentioned but to include Rome. The Minimum cost of living was Mumbai, and the maximum cost of living was New York itself. The first quartile capped at 66.75 which included All the previous mentioned excluding Vancouver Rome and Berlin. We believe this where we could focus our attention for our decision, but we worry that the buying power of these areas might be low as well. The third quartile coved from 82.2 and caped at 88.33 This includes Seoul, Brussels, Amsterdam, Dublin, and London. We believe this is where we should focus our decision because this area will definitely have the revenue for the buying power to support your company, but the cost of living is still less than New York making them a safer option. Reviewing that data our recommendations are the following locations.

1. Brussels

This is due to the most related predictor due to P values the transportation cost was $57.68 the second lowest in third quartile and $63.32 below New York. The second factor was that rent, not necessarily a huge predictor with a P value of 0.437, but one that cost the most out of the buying power was the lowest in the third quartile at $1,734.75. This is $4,142.7 less than New York allowing a greater margin to spend at your company. The fact of buying power should be more than enough in the area to support your company, as well as it being greatly below the cost of living of your current company.

1. Seoul

According to the same P value predictors Seoul had the lowest in the third quartile at $50.53 which is only an $7.15 from Brussels making them very comparable. Also Rent was the second lowest in the third quartile at $2,370.81. This is only 3,506.64 below New York and $1,771.89 above Brussels. These predictors allow us with great certainty to know that the buying power in the areas will support your company's business as well as allow a greater margin for improve revenue.

The decision is your’s.