Lance Stokes

Founder & Principal Analyst, KeenVector

Research - Analysis - Decision Support

Lance Stokes is the founder and principal analyst of KeenVector, a Michigan-based research, analysis, and decision-support firm focused on helping organizations make consequential decisions from incomplete, fragmented, or difficult-to-compare information.

His professional path is unconventional. It combines formal study in Criminal Justice and Homeland Security with structured investigative research, investigative media production, disaster-assessment volunteering, technical problem-solving, long-term high-trust responsibility, and the deliberate development of business decision-support methods.

Across those environments, the subject matter changed, but the underlying discipline remained similar: establish what is actually known, separate evidence from inference, identify uncertainty, organize complicated information, test competing explanations, and communicate the result clearly enough that someone else can act on it.

> ***The conclusion should never be stronger than the evidence supporting it.***

Investigative and Analytical Foundations

Before founding KeenVector, Stokes spent several years contributing to collaborative open-source investigative research involving complex online activity and sensitive subject matter.

The work required bringing fragmented public information into a coherent picture, distinguishing verified observations from inference, testing alternative explanations, preserving a usable source trail, identifying contradictions, and deciding what the available evidence could - and could not - legitimately establish.

That experience shaped a durable analytical habit: do not confuse confidence with proof. When information is incomplete, the answer is not to hide the uncertainty. It is to define it, investigate what can be resolved, and make the remaining limitations visible.

Because the underlying work involved sensitive material, specific projects and case outcomes are intentionally not used as promotional proof. The relevance to KeenVector is the research discipline the work developed, not the subject matter itself.

From Research to Investigative Media

Stokes's role later expanded from research and evidence development into investigative media production.

That transition added a second requirement: complicated findings had to be made understandable without losing the distinction between evidence, interpretation, and uncertainty.

He became involved in organizing research for publication, developing supporting material, and helping with video production and editing. The experience strengthened his ability to structure complicated information, preserve important qualifications during editing, and communicate findings in a form an audience could follow.

The same problem appears in business analysis. A technically sound answer has limited value if the decision-maker cannot quickly understand what matters, why it matters, and what should happen next.

> ***Analysis is only useful when the decision-maker can understand it.***

Education, Risk, and Technical Literacy

Stokes's formal education reinforced many of the same habits. He earned a bachelor's degree in Criminal Justice from Madonna University and an associate degree in Homeland Security from Schoolcraft College, where he received Dean's List recognition.

Those fields strengthened his grounding in evidence evaluation, investigative reasoning, risk awareness, institutional processes, documentation, and analytical writing.

His technical development has also included computer building and troubleshooting, software and productivity tools, media production, and cybersecurity coursework through Cisco Networking Academy. KeenVector is not presented as a cybersecurity firm, and this coursework is not represented as an engineering credential. Its relevance is broader technical literacy and an interest in how systems, technology, process, and human behavior interact.

Responsibility, Documentation, and Judgment

Stokes's paid professional history includes long-term caregiving and support responsibilities requiring confidentiality, careful observation, documentation, schedule coordination, independent judgment, and timely communication when circumstances changed.

At Excellacare and in private family care, he worked in environments where small changes could matter and where accurate records, discretion, follow-through, and reliability were not optional. Those roles were not consulting positions, and KeenVector does not present them as substitutes for commercial consulting experience. Their relevance is the operating discipline they reinforced.

Earlier, Stokes volunteered in disaster-assessment work with the American Red Cross, assisting with field assessment and documentation in time-sensitive environments. His broader employment history also included independent route work, technical troubleshooting, high-volume operations, and customer-facing responsibilities performed with limited supervision.

Taken together, those experiences created a consistent approach to responsibility: observe carefully, document what matters, identify changes early, protect information that should remain private, and do not claim more certainty than the available facts support.

Building KeenVector

KeenVector is the deliberate commercial application of those accumulated habits.

The firm is designed for organizations facing decisions where relevant information is scattered across documents, vendor claims, pricing structures, public records, spreadsheets, market evidence, internal assumptions, and competing stakeholder priorities.

The problem is often not a lack of information. It is the absence of a defensible structure for determining which information matters and how it should affect the decision.

Stokes has developed KeenVector's methodology around source traceability, disciplined decision structure, explicit uncertainty, and reviewable reasoning. Hard requirements are screened before

subjective preferences are scored. Sourced facts, client-provided information, calculations, assumptions, analyst judgments, and unresolved questions are kept distinct.

Conflicting evidence is surfaced rather than quietly averaged away. Recommendations are challenged with contradictory evidence, alternative explanations, sensitivity tests, and explicit flip conditions - the circumstances under which the recommendation should change.

The goal is not analytical complexity for its own sake. KeenVector uses the lightest defensible method capable of supporting the decision.

Technology-Enabled, Human-Reviewed

KeenVector uses artificial intelligence and other analytical technology where they improve research coverage, document review, organization, data processing, drafting, and production efficiency.

AI-generated material is not treated as source evidence. Material factual claims must ultimately rest on actual sources, client-provided information, reproducible calculations, or clearly labeled analytical judgment.

Technology can accelerate analysis; it does not transfer accountability. Source verification, analytical boundaries, calculations, sensitive-information handling, reconciliation between deliverables, and final conclusions remain human-reviewed.

For consequential work, the methodology also uses adversarial review: a deliberate attempt to find the strongest reasonable objection to the current analysis before the client has to rely on it.

> ***A recommendation should survive reasonable challenge. If it cannot, the client should know that before relying on it.***

Demonstrating Current Capability

KeenVector is a new commercial firm. Rather than manufacture a history the company does not have, Stokes has chosen to demonstrate current capability through substantial self-directed projects that are clearly labeled as demonstrations rather than client engagements, testimonials, or paid past performance.

A vendor-selection demonstration evaluated customer-support platforms against operating requirements, cost constraints, communications needs, administrative burden, and implementation risk. The work screened hard constraints before comparative scoring and produced a decision model, analytical brief, and executive presentation.

A Michigan site-selection demonstration analyzed more than 12,000 relevant historical review records together with competitor geography, occupancy economics, market indicators, and sensitivity analysis. The project deliberately separated historical evidence from forward-looking assumptions rather than presenting the result as a sales forecast.

A public-procurement intelligence case study examined an actual City of Ann Arbor solicitation. The analysis decomposed requirements, evaluation criteria, operational uncertainty, pricing considerations, and execution risks. The initial assessment was restricted to information available at the original bid deadline, with later public records reviewed separately to avoid hindsight bias.

These projects give prospective clients something more useful than a general claim of analytical ability: actual work they can inspect, question, and challenge.

An Unconventional Path - and a Deliberate Standard

Stokes does not present himself as someone who spent decades inside a traditional consulting firm. His background is different, and KeenVector does not attempt to disguise that.

The common thread has been repeated work with incomplete information where reliability, documentation, uncertainty, and judgment mattered. That background produced a preference for traceability over authority and evidence over confidence.

A client should not have to accept a recommendation simply because an analyst sounds convincing. Where practical, the client should be able to see the evidence reviewed, the assumptions made, the calculations supporting the result, the limitations that remain, and the information capable of changing the conclusion.

That is the standard Stokes is building KeenVector around.

The Purpose of KeenVector

KeenVector's objective is not research for research's sake. It is to make consequential questions more manageable.

What can actually be established? Which information is reliable? What is missing? Which constraints cannot be compromised? What assumptions are driving the result? Which option performs best under the evidence currently available? What could cause that recommendation to fail? What new information would justify a different decision?

Research is the beginning of that process, not the end. The final objective is decision-ready direction.

> ***Evidence into direction.***

Working With KeenVector

Have a decision that needs a clearer evidence base?

KeenVector works with organizations facing bounded research and decision-support questions involving markets, vendors, procurement, costs, competitors, locations, and other evidence-heavy business choices.

Start with a bounded project: one decision, clear scope, defined evidence, decision-ready output.

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