



Cora PPM Point-of-View June 2025

Cora Systems is providing a **Point of View (POV)** with indicative **Return on Investment (ROI) analysis** which aims to demonstrate the financial and operational benefits of a PPM strategy.

This document includes:

- **Business Challenges:** Identified pain points the solution addresses.
- **Proposed Solution:** Outlines how the platform solves these challenges.
- **ROI Analysis:** Using Forrester's Total Economic Impact™ data-driven insights, such as increased efficiency, cost savings, and revenue growth, to quantify benefits.
- **Customer Success Stories:** Highlights real-world examples of achieved ROI

David Joynes

Enterprise Account Director – A&D

PPM Strategy

Point of View

Executive Summary

Aerospace and Defense organizations operate in a highly complex and dynamic industry that demands precision, agility, and continuous innovation. Managing large-scale, multi-faceted projects across various domains requires a robust framework to ensure seamless execution and alignment with corporate objectives.

Cora Systems specializes in providing enterprise PPM solutions that empower organizations to **streamline operations**, **reduce costs**, and **enhance decision-making**. There is a clear opportunity to deliver measurable value via a strategy which will provide **real-time data insights**, **project governance**, and **automated workflows** that **drive efficiency** and **success** across operations.

Benefits of an Integrated PPM Strategy with Cora Systems

- **Enhanced Visibility and Control:** A centralized PPM solution will provide a single-source-of-truth, ensuring all stakeholders have real-time access to critical project data, reducing silos and improving transparency.
- **Optimized Resource Management:** By leveraging Cora's resource management capabilities, organizations can efficiently allocate personnel, equipment, and financial resources across projects to maximize productivity and reduce bottlenecks.
- **Risk Mitigation and Compliance:** Our advanced risk management tools will help proactively identify and mitigate project risks while ensuring compliance with industry regulations and standards.
- **Improved Decision-Making:** With real-time analytics and predictive insights, leadership will be equipped with the necessary data to make informed strategic decisions, ensuring projects are delivered on time and within budget.
- **Agility and Scalability:** Cora's flexible and scalable platform can be customized to support evolving needs, from managing defense contracts to R&D initiatives, enabling long-term adaptability and success.
- **Compliance and Security, as standard:** With a laser focus on delivering an out-of-the-box solution for the A&D vertical, Cora has invested heavily on ensuring our capabilities meet complex compliance requirements (EAC, EVM, ISO, FedRAMP etc.), as standard.

A&D Value Thread

Industry Themes

Corporate Objectives

Organisational Transformation Strategies

Industry Challenges, Risks & Headwinds

Business Sustainability and Growth
Identify opportunities for higher margin offerings and grow core defence and security business improving effectiveness and programme delivery

Improve competitiveness and efficiency
Evolve new technology and make significant progress to continue growing in adjacent markets beyond core defence franchises

Drive operational excellence
Focus intently on operational excellence, especially in the execution of key programs

Multi-domain and digital integration
Improve interoperability and augmented product performance

Increase Operational Efficiency
Investing in automated production lines and increased digitalization to increase efficiency across all parts of the business and reduce lead times

Digital Transformation
Integrating digital technologies into existing platforms, developing new capabilities through innovation, and fostering a digital-first culture

Supply Chain Resilience
Advanced digital strategies to monitor global component availability, develop regional networks, and leverage tools to mitigate geopolitical and logistics risks

Supply Chain Constraints: Vulnerable to supply chain disruptions, and highly complex with many suppliers across multiple geographies

Margins: Maintaining profitability in the face of shrinking margins and investor expectations

Resource Allocation: Co-ordination of Human resources, Capital allocation, materials and other elements within the global supply chain

Fierce Competition: Increasing competition from both domestic and international players

Budgetary Constraints and Shifting Priorities: Government defence budgets and spending priorities subject to fluctuations

Project Prioritisation: Many competing projects within the business – ensure investment allocation on the ones that make material impact to Strat. Obj.

Cora for A&D

Cora is transforming project portfolio management (PPM) in Aerospace & Defense by providing the industry with a **single, integrated platform**. Cora consolidates legacy systems and gives program managers and control account managers an advanced workbench that **seamlessly integrates scheduling, costs, reporting and resources**.

Costs go down, productivity improves, margins are protected and revenues soar.

Our platform has been purpose-built to **address the complex needs of large enterprises**, and our mission is to lead the PPM market in A&D by demonstrating the operational benefits of a fully integrated, single platform..



Controlled Governance, Security and Compliance

Get complete control and governance across your programs and safeguard your enterprise with secure document management, logical workflows and automatically generated audit trails.



Enterprise-wide Visibility and Consistency

Digitize your portfolio, programs and projects and streamline your processes to create a standardized work process that delivers operational efficiencies across the enterprise.



Better Margins and Profitable Growth

Ensure projects and programs are delivered on time and on budget by optimizing your resources and deploying your workforce more effectively, to increase growth, boost profits and maximize margins.

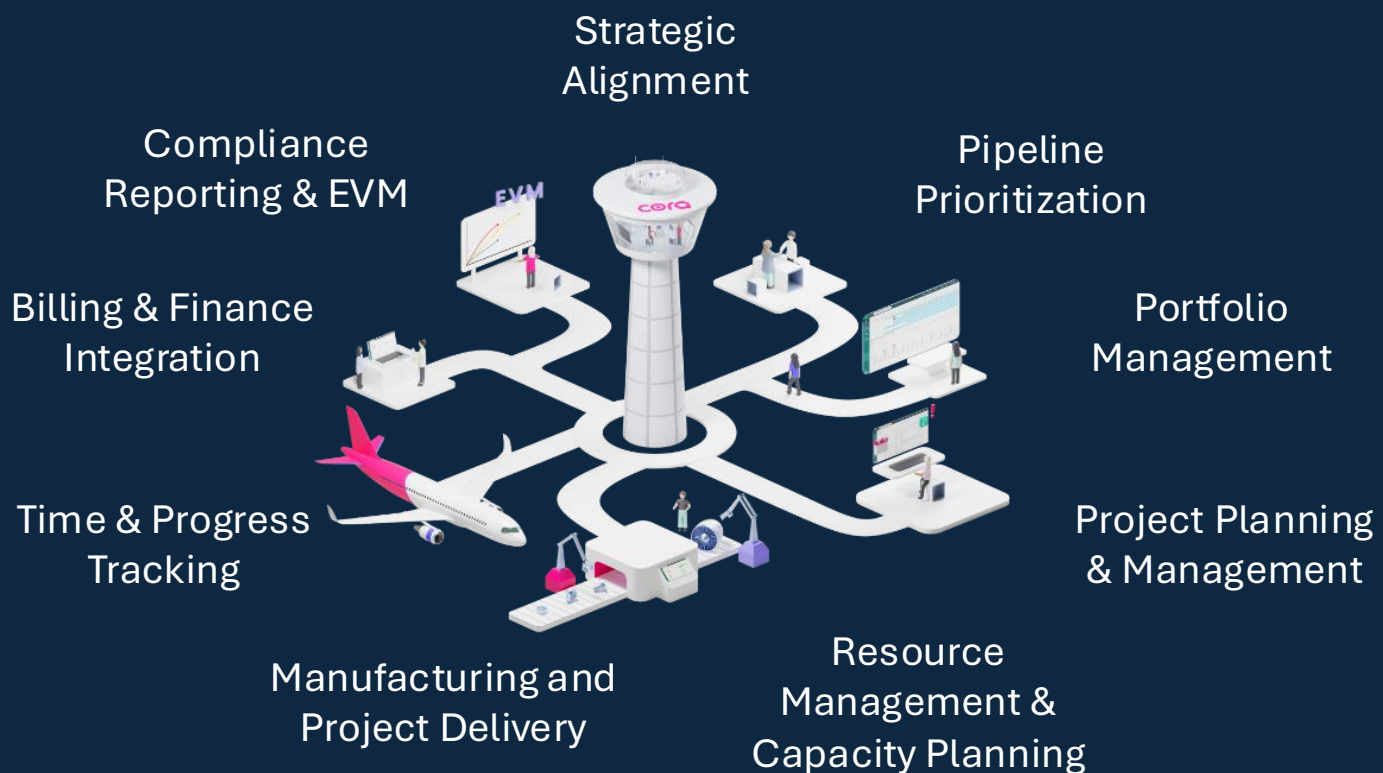


FedRAMP
Ready



Cora Control Tower

An end-to-end, **integrated master schedule**, encompassing all components required to deliver projects on time and in budget and meeting compliance standards, as standard



Plan and Deliver Strategic Initiatives

Cora's enterprise project portfolio management software offers a comprehensive view to **make informed strategic decisions** within a **single-source-of-truth**. With Cora, organizations **improve operational efficiency** and productivity through **streamlined processes**, gain the ability to **select the right projects** that align with the overall business strategy, **optimize the utilization of resources** with real-time information, and **improve collaboration** and communication across all team members.

Common Challenges and Use Cases

Challenge One: *Productivity*

What We Heard

- **Different tools** duplicating tasks based on Business Area
- Data can often be **2-3 months out of date**, so we don't know, truthfully, where resources are
- Key resources are often managed **outside of core systems** (on Excel) which causes **confusion and delays**
- Resources are pulled from one project to sure up another

Impact

- Engineers/project resources **not always at full capacity** and some **overcapacity** leading to employee dissatisfaction
- **Margin burndown**
- Project **delays** leading to **lost revenue**
- Missed **billing milestones**
- **Fines/reputational damage** – impact on future bids

Cora Use Cases

- Ensure key resources are **aligned** to the most applicable projects
- **Advanced capacity planning** current and future portfolio of projects well ahead of project kick off
- **Mitigate supply chain constraints** by integrating ERP and PPM
- Protect and **improve net-margin** through process efficiencies and consistent financial control
- Increase opportunities to **take on more projects in backlog**

How Does Cora Mitigate

- With a fully integrated PPM strategy all project tasks and resources can be planned with **100% precision**
- **Increase operational efficiency** by ensuring the best resources are working on the most critical projects armed the right components

Common Challenges and Use Cases

Challenge Two: *No Single Source-of-Truth*

What We Heard

- **Different tools** duplicating tasks based on Business Area
- **Varying tools** used for large, complex projects Vs small to medium-sized projects with **no integration** between these or other tools
- Enterprise tools **extremely challenging** to train, adopt and configure and **too complex** for small-medium projects
- **Work arounds** have to exist (spreadsheets, email threads, home-grown, paper) to stitch together all project data = risk

Impact

- Engineers/project resources **not always at full capacity** and some **overcapacity** leading to employee dissatisfaction
- **Margin burndown**
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Cora Use Cases

- Save employees time through a **single global platform** that is **scalable** for all project sizes
- **Minimise operational risk** through a unified system of record across the enterprise
- **Align teams** like Sales, Product, PMO, Engineering, and Finance around shared metrics (e.g., revenue, pipeline, customer data)
- **Reduce cost** and technical debt through system consolidation and simplification
- Provide leaders with **dashboards** of key metrics, fed from all critical data systems

How Does Cora Mitigate

- **Eliminate data silos** and inconsistencies by centralizing project and operational data across the entire enterprise
- Consolidate fragmented tools into a single, modern solution **simplifying tech stack architecture** and lowering maintenance overhead
- Equip executives with **real-time dashboards** powered by integrated data systems—driving faster, more informed decisions

Common Challenges and Use Cases

Challenge Three: *Visibility and Reporting*

What We Heard

- Stakeholders have **miss-aligned information/data** – impossible to make strategic/prioritisation decision with precision
- **No means to plan/prioritise projects in pipeline**
- Various sources for vital reporting that do not always play well together, like **pieces from different puzzles**
- Queries taking **long times**

Impact

- **Unsure if projects are prioritised in the most effective way** to maximise revenue and margin opportunities
- **Lack of real-time data** to support accurate decision making
- **Compliance risk**

Cora Use Cases

- **Real-time reporting** on the entire project portfolio
- **Maximise** the value of the existing ERP/FMS investment with seamless integration with Cora
- **Minimise operational risk and complexity** through a unified system of record across the enterprise

How Does Cora Mitigate

- Prioritize projects which **maximize value** and are aligned to the main strategic objectives
- With a single-source-of-truth for project data, using Cora's deep reporting capabilities or, integrating to a 3rd party data lake moves to **forward/future-looking risk mitigation model**
- **AI-readiness**

Common Challenges and Use Cases

Challenge Four: *Compliance*

What We Heard

- **Inefficient data analysis** – ex. each person creates program metrics manually
- **Lack of early warning indicators**, ex. Ad hoc report requests and no tool to easily assist
- **Legacy EVM** solutions and highly manual processes to calculate

Impact

- Potential **time delays**
- Manual processes are **open to error**
- **Audit trail** and **transparency**
- **Longer onboarding** for new starters in Program Planning & Control Team
- Risk of **lost knowledge** an experienced person in Program Planning & Control Team leaves

Cora Use Cases

- **Improved governance** and **compliance** with '24/7 Audit Readiness'
- **Maximise efficiency** through out-of-the-box EVM/IPMDAR capabilities

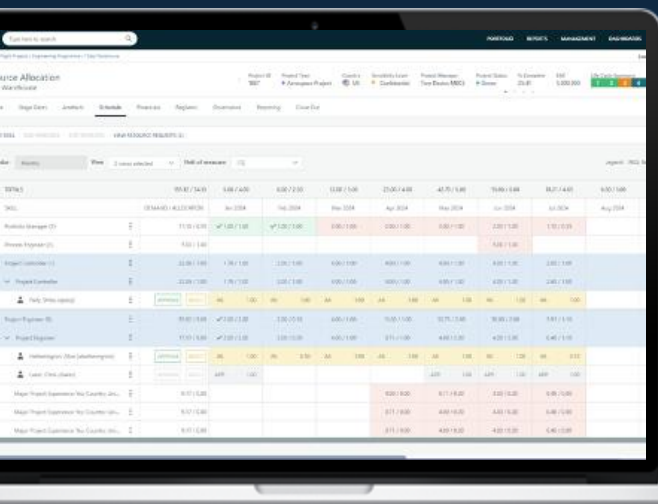
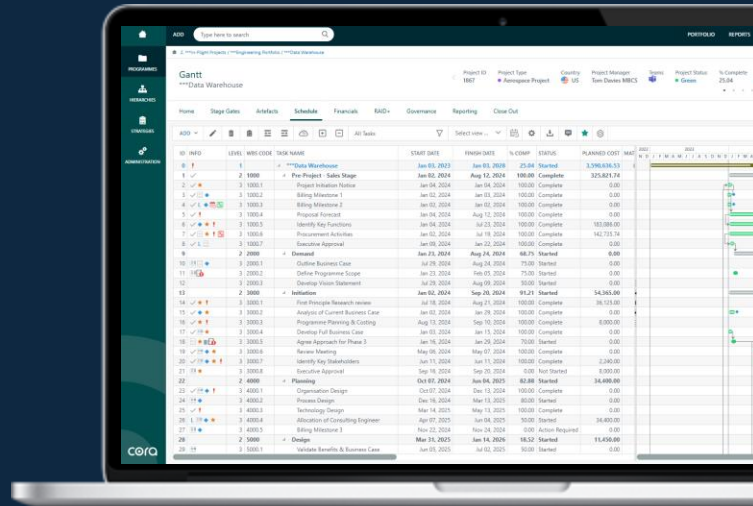
How Does Cora Mitigate

- Invested heavily in the A&D vertical meaning a **high performing audit-ready system** that automates more compliance-related processes, as standard
- **Single schedule to cash** project solution

Use Case Analysis

Project Scheduling

- Schedule Visualization and Reporting
- Baselining
- Dependency management
- Integration and Automation
 - Time and cost tracking
 - Task and register integration
- Schedule Import/Export
- Work Breakdown Structure (WBS)
- Manage projects with thousands of task

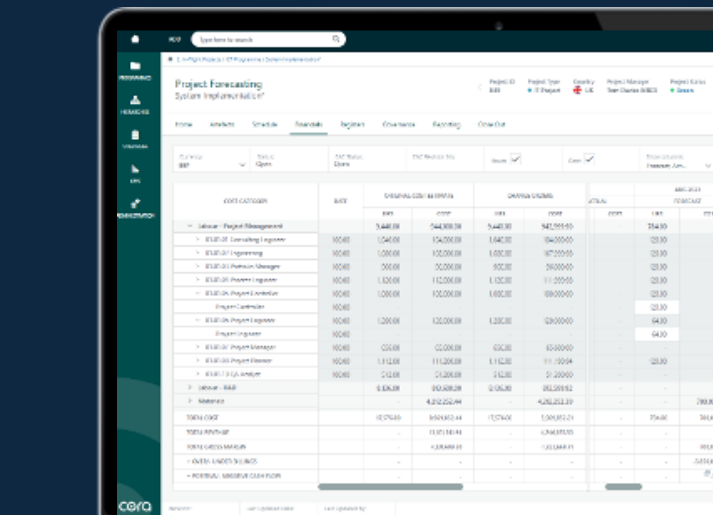


Workforce Management

- Centralized resource pools
- Manage resource approvals
- Capture capacity for each skill and qualification
- See bottlenecks quickly
 - Reduce project delays
 - Get ahead of talent acquisition needs
- Link with prioritization to maximize use of resources
- Dashboard reporting improved capacity planning

Forecasting & Financial Performance

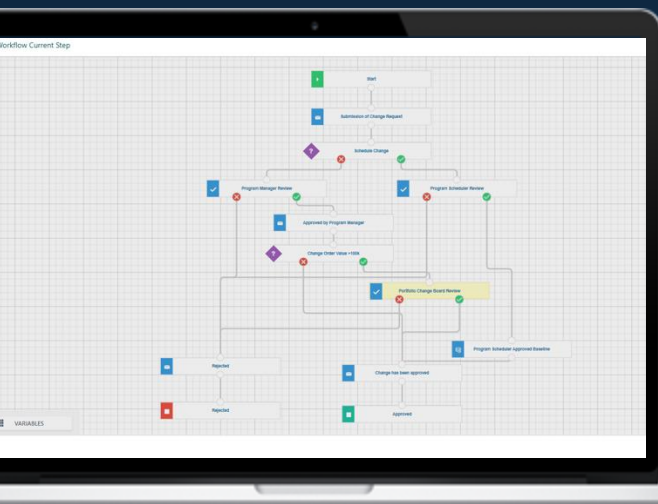
- Capture Original Cost Estimates
- Add Change Forecast out by Labor, Materials and Sub-Contractors, broken down by cost-code
- s from the Change Register to see the revised cost estimates
- Forecast out month by month the Estimate-At-Completion (EAC)
- See early that a project is off track and have a chance to recover sooner
- See cost forecasts, but also revenue forecasting - linked to Payment Schedules



Use Case Analysis

Risk Management

- Comprehensive risk capture and management functionality to identify, evaluate and prioritize risks across Projects, Programs and Portfolios
- Heat-map for easy visual assessment
- Risk are linked with many other project dependencies - tasks, schedule, cost etc
- Financial and schedule impact is tracked and can feed into the cost book
- Risk rolled-up to program and portfolio level, as appropriate
- No surprises during your project

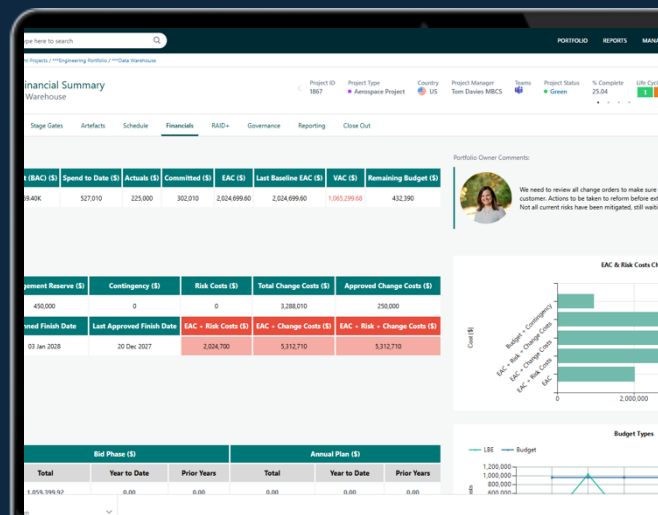


Change Management

- All change captured and impact on schedule and cost assessed
- Change can be captured on Cora PPM Go - our iOS and Android companion apps
- Change Management is "plugged into" Cora PPM's workflow - ensuring timely signoffs and audit trails
- The cost of change plugs directly into the project forecast - showing original estimates, plus the cost of change and providing a clear estimate to completion at an early stage in the project

Project Controls

- Select the correct projects and portfolios
- Manage day-to-day smaller projects using Cora PPM solution
- Manage large Cap-Ex and complex projects using Cora's Project Controls solution
- Workflow management module where Administrators can quickly and easily maintain organizational-wide workflows
- Easy to create using drag-and-drop



ROI Assessment

Forrester Total Economic Impact (TEI) on Deployment of Cora PPM Software

Forrester Total Economic Impact™ (TEI) study evaluated the financial benefits of implementing Cora's Project Portfolio Management (PPM) software. Based on interviews with four organizations, the key findings include a **187% return on investment (ROI)**, **\$25 million in operational efficiency gains**, **\$7 million from improved project and margin management**, and **\$6.5 million from enhanced visibility and time management**.

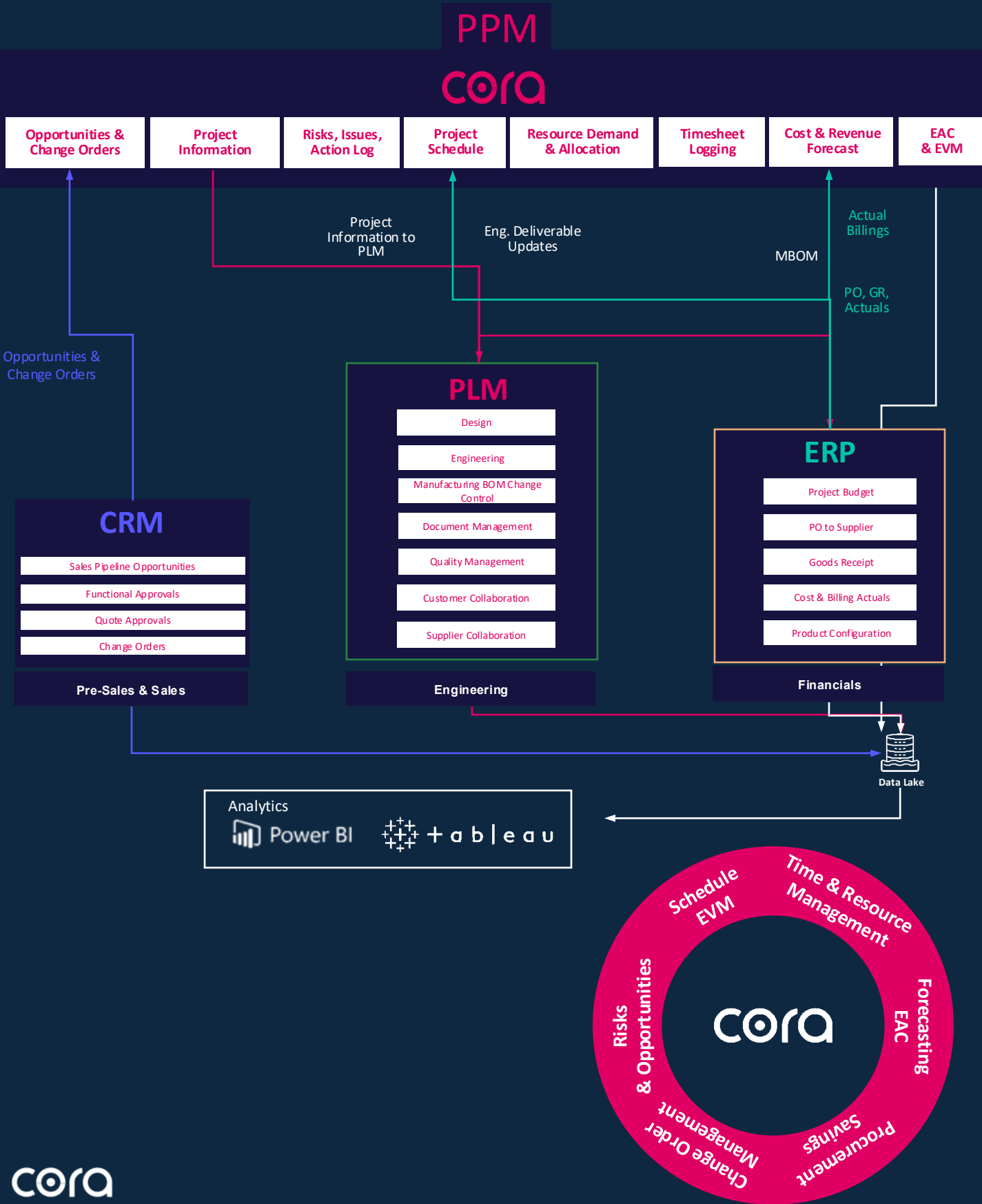
TEI™ Benefits Summary

Time Saved Per Year Summary	Cumulative Time Saved
Portfolio Manager & Project Manager	26.74%
Project Resources and Engineers	12.5%
Resource Managers	10.0%
Finance Managers/Controllers	5.0%
Functional Managers	3.0%

Based on an hypothetical roll out of **150 Project/Portfolio Managers** and **1,000 Engineers**, Cora could **release the equivalent of 167 FTE** to be **redeployed onto backlog projects**.

FTE Saved Per Job Role	Estimated Users	FTE Saved
Portfolio Manager & Project Manager	150	40.11
Project Resources and Engineers	1000	125.00
Resource Managers	10	1.00
Finance Managers/Controllers	5	0.25
Functional Managers	5	0.15
Total FTE Saved		167

Best-In-Class Future Architecture



Cora Case Studies

"In one business unit alone, by all the things we implemented we reduced our cost overruns by \$200 million and we identified \$250 million of change orders we hadn't

Because we invested in a digital tool with Cora to help us manage pricing, we've been better than many of our competitors in managing inflation, as we can look at optimizing the performance of projects, through traditional earned value metrics."

Jeff Hopkins

Vice President GPMO & IGS PMO,
Honeywell



"We think that we can get at least a 25% saving, over the whole enterprise. And that's a conservative estimate.

We believe Cora is a competitive advantage for us in our industry."

Ryan Godfrey

Director of Business Management,
Digital Transformation,
Northrop Grumman



"Best thing about Cora; flexibility to adapt to the customer's needs. Cora is very good at addressing requests on the go. Other vendors tell you it will take a week, or a month etc. even if it's only a small thing. This was one of the differentiators. With Cora, there's much more flexibility."

Carlos Martinez Arteaga

Head of Global Project Controls,
Roche



"When we first implemented Cora, the expectation was a 1-2% net-recovered margin in our projects just from streamlined efficiency, from having a one-stop-shop. We've achieved that – we've gotten our 2% net-recovered margin across the business as a result of using Cora."

Mark Ruettiger

Operations Manager
Automated Logic



"We're incredibly focused on managing risk and creating value when deploying capital across our portfolio of wind, solar and battery storage projects. We want to manage our entire portfolio in real-time, using a data-driven risk-based approach. Cora gives us that power. In evaluating a number of platform providers, we were impressed with how Cora aligns with our vision for portfolio delivery."

Andy Kinsella
CEO, Aer Soléir



"We can share information among all our groups faster. This adds huge value. It removes layers of bureaucracy. Staff can provide timely information so that we can make better decisions. We are more aware of what's happening in other parts of the organization, in other parts of the world. We have best practice and we can share lessons learned."

Patti Viri-Cruz
Director, PT Portfolio

Genentech
A Member of the Roche Group