HOW TO CUT DEVELOPMENT COSTS BY 2-6% IN LESS THAN 12 MONTHS

WHILE INCREASING RETURNS AND DEVELOPMENT FEES

NORTHSPYRE

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www.northspyre.com



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For the past four years, leading real estate developers in Tier 1 markets across the United States have been completing projects ahead of schedule while saving up to 6% on overall project costs. To put it in perspective, in the past 3 years, only 31% of all commercial real estate projects have come within 10% of budget <u>(KPMG)</u>.



They are employing the same tactics and strategies that other high-skilled industries - like finance and advanced manufacturing - have been using for decades, to separate their firms from the industry standard. This guide digs into the strategies these leading firms are applying to real estate project delivery, and provides actionable steps for all development teams looking to transform their approach, increase returns and outperform the competition.

ARE PULLING AWAY FROM THE PACK

Less than 5 years ago, these results would have seemed unimaginable. But, in reality, there are two core components that lead to this level of success: A mindset shift and an embrace of advanced modern solutions.

Forward-thinking real estate teams are quietly - but ferociously - adopting techniques that empower them to be highly proactive, data-driven and strategic. They are stripping themselves of traditional project delivery methods. By doing so, these firms are blowing their competitors away by putting deals together faster, getting much higher returns and, subsequently, capturing the best project financial partners and most talented project leads.

It is a virtuous cycle that allows these firms to break away from the pack in terms of performance - a divergence of the "haves" and "have nots" that will be strikingly apparent over the coming decade. In this case, those firms that have transformed their approach and mindset versus those that have not transformed their approach or mindset.

HOW TO JOIN THE RANKS OF OTHER INDUSTRY WINNERS SEEING MAJOR SUCCESS

The good news is that none of this is out of reach. You, too, can join in on the magic.

While teams first started adopting these new methods and mentality in the New York and Boston metro areas, - where they originated - the same solutions are increasingly accessible to firms across the country, meaning you can start capturing out-sized returns and lower project costs immediately. In fact, adoption has skyrocketed in every major metro area in the United States.

In short, this strategy works. In less than four years, the following trends have made it apparent that the real estate development industry is headed towards rapid transformation:

In 2017, \$400 million in projects were facilitated this way. By the end
of 2020, more than \$20 billion dollars in projects were facilitated this way. That's a 50x increase.

Adoption of this approach has spread from 2 major cities in 2017, to **26 major cities** in 2021.

External investors, like David Sacks (the founding PayPal COO), and the same investors who backed revolutionary firms like **SpaceX**, **Tesla**, **and Airbnb**, have led investments of nearly **\$10M into Northspyre** - the team catalyzing this transformation.

SPACEX



TISLA

Here is further proof that, even on an individual firm basis, the adoption of these mentalities, strategies and technologies is scaling rapidly:

READ KING | Houston, Texas

Is a leading full-service commercial real estate firm with over 3 million square feet of Class A retail space developed in the Greater Houston area alone. Read King joined Northspyre with a single project and now runs their entire 16-project portfolio on the platform.

LEGGAT MCCALL PROPERTIES | Boston, MA

Has been a leading provider of real estate development, project management, and advisory services in the Boston real estate market for over 50 years. They went from running their corporate interiors projects on Northspyre to starting every new project, including large-scale development projects, on Northspyre - currently 17 in total.

ROADSIDE DEVELOPMENT | Washington, DC

Whose portfolio includes over 10 million square feet of mixed-use, retail and residential projects, went from running Phase 1 of one of the largest developments in the DC metro area, to the entire multi-phased project on Northspyre.

CORESPACES | Chicago, Illinois

Who currently owns and/or manages 32 properties nationwide, including over 25,000 beds in different stages of development, spanning from single family to student housing, went from managing 3 projects on Northspyre to their entire national student housing portfolio, totaling 25 active projects.

BIDDLE REAL ESTATE VENTURES | New York Tri-State Area and Mid-Atlantic region

Is a fully integrated real estate development company focused on mixed-use developments. It went from running one project on Northspyre to an entire portfolio subscription, totalling 19 projects.



As you can see, this modern strategy is quickly gaining recognition as the future of real estate development. Teams are experiencing firsthand the power of being proactive and data-driven, and seeing how mastering these skills lead to higher returns and lower project costs.

Not to mention, industry insiders are also taking note: in 2020, CRETech recognized Northspyre's innovative and revolutionary offering with a prestigious Real Estate Tech Award.



That said, even though this approach can be adopted by many firms, it is important to note that this approach is not for every company and every real estate project team.



If you work at a real estate development firm and several of these examples fit your circumstances, this approach may be for you.

THINGS YOU WANT

- To get higher returns on projects and beat the market.
- To become indispensable to your team.
- To have more predictability around project outcomes.
- To win more deals and beat your competitors to market.
- To be able to do more projects with a leaner, more nimble team.
- To have greater visibility into project performance.
- To be recognized by as an industry leader.
- To have the best roster of project managers on your staff.
- To spend less time training and micromanaging. inexperienced or unaccountable team members.

THINGS THAT KEEP YOU UP AT NIGHT

- Escalating project costs.
- Projects going far over budget and eating into your returns.
- That the real estate cycle might shift negatively, impacting your project's performance.
- One disastrous project putting your firm out of business due to reactive decision-making and unpredictable outcomes.
- Staff turnover on key projects.
- Project managers leaving your firm for a more savvy one, taking their institutional knowledge as they depart.
- That your firm will miss the tech transformation sweeping the industry and struggle to catch up.
- That you may lose your job (for reasons that may be your fault or reasons totally external to you).
- Placing too much trust in your project managers as they manage error-prone spreadsheets that could easily reveal major budget issues.
- Fears that financial partners will stop funding a project due to budget and/or reporting issues.
- That you will get a bad reputation for incompetence in a tight-knit community.

THINGS THAT MAKE YOU FRUSTRATED

- Errors in spreadsheets or worse, errant decisions based on bad information and miscalculations.
- Delayed draw request funding due to the timeconsuming, tedious and often error-prone compiling process.
- Lack of efficiency across your processes.
- Information silos between the development and accounting teams.
- Unforeseen change orders.
- Lack of communication between project managers and upper management.
- The time it takes to receive an update or report from your accounting team.
- Lack of control over project outcomes and details.
- Lack of easily accessible information to make consistent, speedy and data-informed decisions.

- Dealing with one-off questions from key stakeholders, because it can take up to an entire day to pull the right information to inform your answer.
- Not having enough support (project managers, accountants, assistants, etc.), so senior leaders end up bogged down in low-value administrative tasks.
- Regularly spending late nights or weekends working on your projects, sacrificing your personal life or free time.
- Watching previously lower-tier competitors surpassing your firm.
- Difficulty training and getting younger project managers up to speed when there is a lack of consistency across spreadsheets or a steep learning curve to properly master rigid, legacy applications.
- Failure to leverage project and portfolio data to perform analysis and benchmarking that would inform future projects

If these concepts seem foreign to you, then this strategy and solution is **probably not for you**. But, if any of the above has resonated, then you should keep reading.

SO, WHO IS THIS FOR AND DO YOU QUALIFY?

WHO IS USING THESE METHODS AND STRATEGIES?

Below are some of the real estate development firms from across the country that were early adopters of this approach - which has now become widespread.

They've reduced development costs, increased returns, and addressed the myriad frustrations and challenges of traditional project delivery that formerly held them back from being truly successful.



HOW YOU CAN ACHIEVE SIMILAR RESULTS AND EXPERIENCE IMMEDIATE, LASTING SUCCESS

THE CORE

If you are adaptable and open to streamlining traditional real estate project delivery with modern technology, you will be able to transform your real estate development firm, your processes, and your outcomes. Not to mention, you'll be able to keep from falling behind other savvy industry players who are taking advantage of this new approach every day.

Modern real estate teams can increase returns and decrease project costs with a repeatable project delivery process by leveraging advanced technologies like automation, data analytics and artificial intelligence to be more strategic, proactive and data-driven in daily decision-making on individual projects as well as across an entire portfolio.

THERE IS OVERWHELMING EVIDENCE THAT THIS APPROACH WORKS BUT HOW? AND WHY?

Real estate project delivery can be difficult and unpredictable.

Historically, this has been because project teams operate based on gut-driven, reactive decision-making - a focus on what has already happened instead of a proactive orientation to what may happen in the future. Other similarly capital-intensive, knowledge-based industries like aerospace, advanced manufacturing and finance, understoodv and internalized this basic premise in the 1990s, leading to sustained productivity, growth and enhanced profit margins.

For example, in finance, Bloomberg Terminals for decision-making and communication are on every professional's desk. In manufacturing, teams use a suite of purpose-built technologies to reduce inefficiencies and achieve predictable outcomes. And even in our adjacent AEC (Architecture, Engineering and Construction) sister industry, technology adoption has exploded with new solutions, like BIM or field tools.

Unfortunately, real estate project delivery at the owner's level has hardly changed in that timeframe. And, in turn, neither has productivity, profits, or returns.



One common reason for the delay in real estate tech adoption is the reliance on convoluted spreadsheets, physical (or now computer-based) filing cabinets for organization, and rigid legacy applications (built for jobs like accounting and force-fitted to try to meet the nuances of development). These tools do not comfortably accommodate the wide variations across development projects, yet are still utilized as the primary tools for decision-making.

With rapid tech innovation already prevalent across other nuanced and capital-intensive industries, it's clear that adopting automation, data analytics and artificial intelligence as a real estate developer can improve efficiency and productivity. Modern technology is not only a time-savings tool, but it is also critical to driving predictability, which mitigates risk and unlocks serious financial gains. Today, we're seeing this approach rapidly overtaking traditional real estate project delivery processes among developers.

Getting higher returns and reducing project costs in a short window of time by leveraging purpose-built technology is finally within reach for real estate developers.

THE BEST PART?

Northspyre is a project delivery solution conceived of and built by a former New York City real estate developer. It is the closest thing to a solution you would make yourself since it "gets" the nuances of your job, your goals, your frustrations and your day-to-day responsibilities.

WHY SHOULD YOU TRUST US?

It all started with a sleepless NYC real estate developer.



Harvard and Yale-trained New York City real estate developer and project lead, <u>William</u> <u>Sankey</u> co-founded Northspyre in 2017.

He worked for leading firms like Madison Realty Capital, Macklowe Properties and Jones Lang LaSalle on high-profile, multimilliondollar ground-up developments and major renovations across the city and noted critical insights that helped lay the foundation for Northspyre.

One observation he made then - that we can all attest to today - was that real estate owners, developers and project collaborators were slow to adopt modern technology, harness their data or leverage automation. Most project teams were, and still are, extremely reliant on convoluted spreadsheets, siloed information between team members, and gut instincts to make decisions that have major implications on project costs and timelines. This made it very difficult and cumbersome to refer back to records from past projects that could help prevent the same mistakes or oversights from happening again on future projects.

He also noticed that well-paid and highly-skilled staff members were bogged down by administrative tasks that impeded on their ability to do the most valuable work – focusing on the strategic direction of a project or portfolio and creating value. It was clear that real estate project delivery was lagging behind other knowledge-based industries that had successfully harnessed the power of data, automation and artificial intelligence to streamline operations and mitigate risk. William was inspired to create a purpose-built solution and bring CRE project delivery into the 21st century.

William (who also has software development skills) started contemplating a future where modern real estate teams might take advantage of powerful technologies that could eliminate manual, day-to-day administrative tasks involved with real estate project delivery, while also proactively alerting project leads to early warnings and opportunities across their portfolio. This vision led to Northspyre.

Now, almost four years later, Northspyre has helped forward-thinking clients across the country facilitate more than \$20 billion worth of capital projects. Today, Northspyre is more motivated than ever to transform project delivery for all real estate professionals.

RETHINK THE WAY YOU TACKLE ESSENTIAL PROJECT TASKS

START WORKING FASTER AND EVEN SMARTER For most teams, there are certain ingrained practices that are unknowingly holding them back from achieving higher returns and reducing project costs. By reframing the below activities, teams will likely see that doing things the "old way" hasn't truly benefited them or their projects, and that a fresh perspective may be just what's needed to unlock higher returns.





PRIMARY TASK MANAGING YOUR BUDGET

OLD WAY

- Turn to your draw request, a report that - by its accounting-focused nature - only tells you what happened on your project 30-45 days in the past.
- Keep two sets of books one to share with investors and one for an internal forecast, which holds potential costs that you didn't share with your financial partners.

OLD RESULT

Base day-to-day, reactive decisions on stale information that is only updated 12 times per year.

NEW WAY

- Lean on automation, real-time data and early warning systems for effective, dayto-day management of your project.
- Pull your monthly draw request together in seconds with just a click of a button, allowing you to spend that time analyzing real-time data.
- Keep your financial partners informed with real-time reporting, and allow proactive insights to flag potential challenges and opportunities on your project before they happen.

NEW RESULT

- Know what is happening with your project in real-time, not just 12 times a year.
- Anticipate budget issues before they occur and mitigate risk more effectively.
- Eliminate distracting administrative work, so you can focus on the strategic direction of your project.
- 📀 Gain increased visibility.
- Rely on more than just instinct or gut decisions to deliver your projects on-time and on-budget.

TAKEAWAY

Basing decisions on anticipated costs (current and potential cost data), instead of a backward-looking draw request, empowers teams to be more proactive and strategic, gain greater visibility and make data-driven decisions.



PRIMARY TASK FIELDING QUESTIONS FROM KEY STAKEHOLDERS (LIKE YOUR INVESTORS OR MANAGEMENT TEAM)

OLD WAY

- Search through emails and paperwork or switch between multiple spreadsheets to pull the necessary information together.
- Play tag with the accounting team to gather critical data - all of which takes hours to complete.

OLD RESULT

- Financial partners are likely irritated that it took so long to receive an answer.
- Rushed, inaccurate responses with gut-driven (vs. data-driven) answers.
- You are distracted from other more strategic work you had planned for the day.
- This slow, reactive process ends up costing your company hundreds of thousands of dollars - if not millions - over the lifetime of a project.

NEW WAY

- Centralize your data into a single, digitized database that contains all your critical data - invoices, contracts, proposals, potential costs, change orders, vendor certificates of liability insurance, etc.
- Use search functions and automated indexing to filter through thousands of documents in seconds.
- Turn to intuitive dashboards and visualizations to quickly glean proactive insights that inform your decisionmaking.

NEW RESULT

- Investors are happier, more informed and more confident in your ability to be a trusted financial steward.
- You are less frustrated by one-off distractions and are instead able to be more proactive and focus on the strategic direction of your project.
- You are more organized and in control of your project.

TAKEAWAY

Creating and relying on a single source of truth that houses all historical data, vendor data, and forward-looking data makes decision-making easier, faster and more accurate.



PRIMARY TASK MAKE DECISIONS FOR NEW PROJECTS BASED ON PAST PROJECTS OUTCOMES

OLD WAY

- Rack your brain and those of your colleagues to remember the last ground-up development you did in Atlanta, or which vendor was notorious for bidding low and then hitting you with change orders that sent your project over budget.
- Dig through old servers, emails or filing cabinets to see what worked well in the past - and what went wrong - to try and avoid those mistakes a second, or third, time.

OLD RESULT

- Every project started from scratch, without the benefit of historical knowledge.
- You repeated many of the same mistakes over and over again - hiring the wrong vendors, or not having a solid benchmark for cost per square foot when it mattered most.
- You found yourself relying on instinct rather than facts - and watched your project go over budget.

NEW WAY

- Lean on historical data from past projects as a benchmark for expected costs to help you decide which vendors to hire and to use as leverage when negotiating contracts and change orders.
- Access current and historical data from a centralized dashboard to ensure your team doesn't lose critical information due to staffing changes or unexpected employee turnover.

NEW RESULT

- Achieve easier, consistent and more predictable outcomes on your projects or across your portfolio.
- Be more efficient and effective and save significant time - time that would have otherwise been wasted on course-correcting after making an ill-informed decision.
- Drive higher returns since you'll be able to learn from past experiences and mitigate risk.

TAKEAWAY

Being able to leverage past project outcomes and data will help teams avoid repeatable mistakes and instead achieve easier, more predictable outcomes on future projects.

SOUNDS SIMPLE RIGHT?

ALL YOU NEED TO DO TO TRANSFORM THE WAY YOU DELIVER PROJECTS IS TO:

- Centralize and harness your real-time data for more accurate analysis and forecasting to inform strategic, proactive decision-making.
- 2 Stop relying on backwardlooking reports like monthly draw requests.
- Index your invaluable project data automatically, so it is easily filterable and searchable.
- 4 Eliminate the heavy legwork like data entry, cost benchmarking, worst-case scenario forecasting, compiling of funding packages, etc. - by leveraging automation, proactive alerts and artificial intelligence.
- Use your historical data to inform new projects to take the guesswork out of project delivery and mitigate overall risk.

By implementing these foundational changes, you'll be more strategic, datadriven and proactive, which will enable you to achieve easier, more predictable project outcomes & save up to 6% on overall project costs.

Is This Really the Best Approach? Aren't There Other Options on the Market?

Yes, this is the best approach. And, yes, there are other options available. You've likely tried them all, or at least considered them, but have still been left frustrated. They have left major gaps in the market, allowing this new modern approach to flourish. These traditional and status quo methods include:



SPREADSHEETS

The industry's standard project delivery tool for the last twenty-five years. Although developers are often able to successfully deliver multi-million dollar, complex projects via spreadsheets, there are countless data-entry errors, consistency errors, and transparency issues baked into that process.

Not to mention, countless hours spent rectifying those mistakes.

This means that high-value, expensive talent ends up spending 30-40% of their time in disorganized, convoluted spreadsheets - either creating them, updating them or reconciling them.



Existing legacy applications which were built for tangential workflows - like accounting and construction and not for developers.

This means these applications are often force-fit to "work" for development projects, even though they lack basic functionality. They are also typically costly, have steep learning curves that require months of training, and are cumbersome and very difficult to navigate.

After a pricey and timeconsuming implementation, teams are still forced to spend time tweaking the inflexible application to try to get it to do what they need.

And, even then, many firms hire external consultants to help with deployment or to build customized, add-on functionality. This adds to cost, takes longer to roll out and results in a disjointed user experience that often requires continued technical maintenance.



OWN SOFTWARE

And, finally, larger real estate enterprises have ventured into creating their own tailored software to fill the gap in the market. In theory, having a custom, in-house software sounds like the perfect solution.

Unfortunately, what real estate teams soon realize is that it is very expensive to hire and work with the best software programmers, and you end up spending your time managing engineers on a software project you know little about from a technical standpoint. Not to mention, it requires a very specific skill set - you're looking for a proficient software developer that also understands the nuances of project delivery.

Think how difficult it is to complete a complex real estate project on-budget and on-time - and you're a highly skilled and seasoned expert! Team's leaning on software developers to create a perfect solution often end up disappointed because the process quickly becomes extremely unwieldy, timeconsuming and expensive, and results in glitchy software that fails to meet security and redundancy standards.



Implementing modern technology is the key to **increasing returns** and **reducing project costs.** And Northspyre is the best - and only - way for developers to bring their project delivery processes into the 21st century.

Northspyre was created specifically for real estate developers who want to leverage modern solutions to drive proactive and data-driven decision-making across their projects and portfolio - all so they can increase returns and achieve easier, more predictable (and repeatable) outcomes.

Northspyre makes it easy for developers to adopt and implement a new way of managing even the most complex real estate projects.

THIS IS HOW LEADING REAL ESTATE PROFESSIONALS HAVE BENEFITED FROM NORTHSPYRE



JEN WEBBER DIRECTOR OF DEVELOPMENT ASH NYC (+) READ MORE



ANDREW WETZLER SENIOR PROJECT EXECUTIVE STERLING PROJECT DEVELPOMENT



RON INNOCENT DIRECTOR OF PROJECT MANAGEMENT DENHAM WOLF (+) READ MORE

① READ MORE

WHAT LIFE WITH NORTHSPYRE LOOKS LIKE

As you've now seen from a handful of happy and successful clients, Northspyre has delivered on its promise. It has transformed the way teams traditionally deliver development projects with automation, data analytics and artificial intelligence.

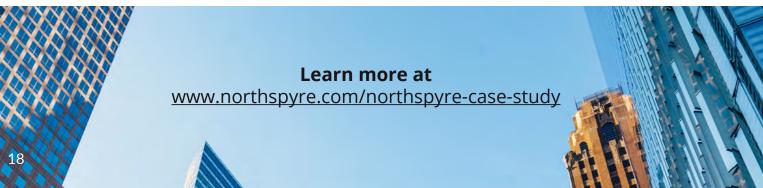
But, what does that actually entail? To get specific, teams using Northspyre can expect to:

SAVE A LOT OF TIME AND MONEY

- Immediately save \$185,000 (on average) just during onboarding and before a project is even fully running on Northspyre.
- Save up to 6% on overall project costs - on a \$300 million project, that's a savings of \$18 million; on a \$50 million project, that's a savings of \$3 million!
- See a ROI of 5X on a single project.
- See a ROI of 21 to 60X by becoming a fully data-empowered real estate organization that is leveraging all historical project data.
- Increase developer fees by 0.5 1%
- Leverage automation to cut down on up to 30-40% of administrative tasks, freeing up more than 540 hours per year.

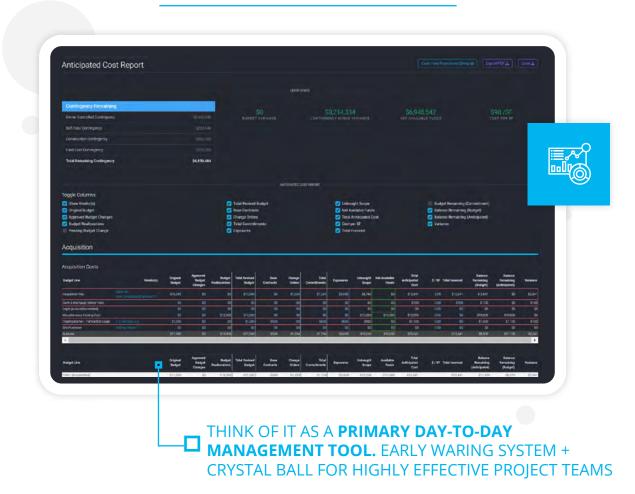
WORK MORE EFFECTIVELY AND EFFICIENTLY

- Scale your business without increasing overhead costs.
- Reduce typical schedule overruns by 25-50% (or 2 to 4.5 months)
 - assuming a 36-month base schedule.
- Perform advanced analysis based on data - into where projects will be in 3, 6 or even 12 months down the road.
- Feel relieved from how easy it is to get ahead of and manage critical challenges and opportunities on your project.
- Impress partners with ability to share timely updates via digital dashboards and reporting.
- View completing projects on-time and on-budget as the norm, not the exception.



NORTHSPYRE IS THE ONLY PROJECT DELIVERY SOLUTION PURPOSE-BUILT BY A REAL ESTATE DEVELOPER FOR REAL ESTATE DEVELOPERS

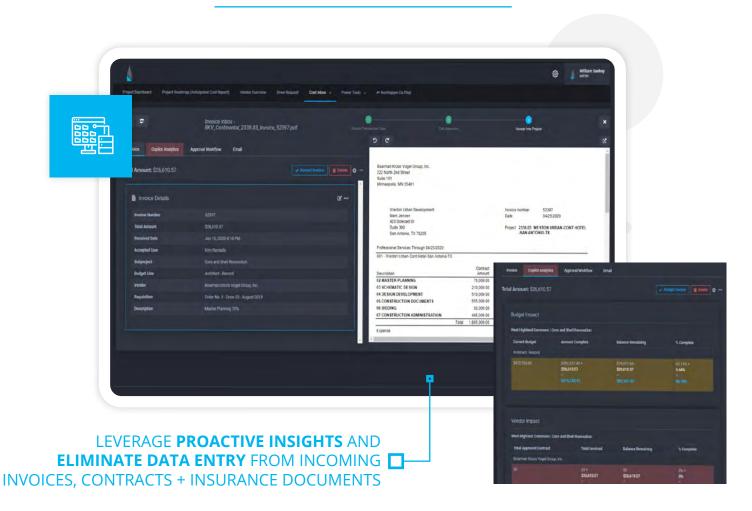
Northspyre is a purpose-built decision-making tool for real estate project delivery. It is not only meant to make the lives of real estate professionals easier by saving them time and money, but it goes one step further than that by being a forward-looking analytics tool. Take a look at Northspyre's exclusive and powerful offerings:



ACCURATELY FORECAST ANTICIPATED COSTS

- Adopt the best day-to-day management tool for your project, the Anticipated Cost Report (ACR).
- The ACR allows you to see where your project is headed 3, 6, or 12 months into the future, as opposed to relying on information from 30+ days in the past, like with a monthly cost report.
- Leverage data to proactively manage your project and make easier, more informed decisions.

ELIMINATE MANUAL DATA ENTRY



- Northspyre's Cost Inbox automates data entry by syncing with your emailbased workflow to capture incoming proposals, invoices, change orders, vendor certificates of insurance, and more.
- It automatically extracts all key data and queues it up for acceptance into your project's varying budget lines - leaving you to focus on the more strategic aspects of your project. It's more than 97% accurate.
- Let Northpsyre act as your digital project assistant and handle all of your tedious administrative work.

AUTOMATE THE DRAW REQUEST PROCESS

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- Imagine never having to go through the dreadful process of compiling a draw request package or cost report again.
- Northspyre's Draw Request feature automates the traditionally days-orweeks-long process, turning it into something that only takes seconds and a push of a button.
- Instantly create a ready-to-send draw request package and forget the days of sorting through documents and crunching numbers - only to have to do it all over again after finding a hidden spreadsheet error.

BRING HISTORICAL AND BENCHMARK DATA TO DECISION-MAKING



- Have you ever had a Project Manager leave your firm or project? Did he/ she take all their institutional knowledge with them, or leave you with a mess of arbitrary numbers scattered across an unintelligible spreadsheet?
- Northspyre's Portfolio Cost Analytics feature prevents these information silos by centralizing all historical information.
- You'll never ask, "Where did this number come from?" or "How did you get this?" again.

UNDERSTAND HUNDREDS OF VENDORS IN REAL-TIME



- Use Northspyre's Vendor Overview to get a comprehensive look at everything that is happening with a given vendor in real-time on your project.
- This includes everything that has already happened, like spending trends, invoices, and commitments, or things you expect to happen, like potential costs.

MAKE PROJECT DOCUMENTS AND DATA SEARCHABLE

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- Before, when you wanted to find information from invoices, contracts, proposals, change orders or potential costs on your project, you would have to dig through filing cabinets, emails and paper stacks, wasting hours trying to answer straightforward questions.
- But now, you can use Northspyre's Smart Data Index to easily find the data and documents you need to answer difficult questions from your partners quickly and confidently without hesitation.

READY FOR YOUR RESULTS?



Leading real estate project delivery teams already have the necessary domain expertise and technical skills to manage complex projects. However, even the highest-performing team lead finds themselves bogged down by tedious administrative tasks, unable to make data-driven decisions and taking a reactive versus proactive approach to project delivery. It's clear: traditional development processes are broken and have been for decades.

But there is a path forward. We've seen it completely transform other highskilled, capital-intensive industries. It's time for real estate development to join the modern age.

Does it sound too simple? As we've mentioned, this core concept has resonated with leading developers across the country and completely transformed the way they approach project delivery. Once you see firsthand how intuitive this method can be - and how much value you are missing out on - you'll kick yourself for not partnering about Northspyre sooner.



TALK TO OUR TEAM TO GET STARTED

GETSMART@NORTHSYPRE.COM