OREOA INSIGHTS & STRATEGY

EXERI

Execution Intelligence Platform for Capital Project Delivery

COMMERCIAL PLATFORM BRIEF JULY 2026 V2.1

EXERI · *pronounced* **AIR-zeh-ree**. *The "X" carries a soft "Z" — the same way "xylophone" opens with a Z sound despite its spelling.*

© 2026 Oreoa Insights & Strategy. All rights reserved. No reproduction, rebranding, or redistribution of this document without written permission.

The Cost of Finding Out Last

Every principal contractor discovers subcontractor failure eventually. The only question is when — and by the time most organisations find out, the answer is always the same: too late to intervene, early enough only to count the damage.

Exeri is an execution intelligence platform built to close that gap. It converts the operational signals already moving through every capital project — payment behaviour, labour patterns, productivity, compliance — into a weekly, board-ready view of which subcontractors are deteriorating, what it will cost if nothing changes, and where intervention still has time to work.

Risk detection is where Exeri starts. It is not where Exeri stops. The platform's real output is **commercial intelligence**: a defensible, auditable answer to the question every commercial director eventually has to ask their board — *did we see this coming, and what did we do about it?*

At a Glance

Market	Construction and infrastructure capital project delivery — South Africa primary, Africa secondary.
Core Buyer	Principal contractors, project executives, and commercial managers running 5+ active subcontractor packages.
What It Replaces	The informal, after-the-fact discovery of subcontractor failure — not existing cost or programme reporting, which Exeri deliberately sits alongside.
Stage	Intelligence methodology validated across a live reference model. Platform architecture finalised; engineering build underway on a locked technology stack.

> *Risk intelligence is the byproduct. Commercial intelligence is the product.*
>
> POSITIONING PRINCIPLE

© 2026 OREOA INSIGHTS & STRATEGY · ALL RIGHTS RESERVED

Subcontractors Don't Fail Suddenly — They Deteriorate

The industry's dominant narrative focuses on the moment of collapse: a subcontractor abandons site, a milestone is missed, a claim is lodged. That narrative is expensive, because it locates the problem at the one point where nothing can be done about it — after it has already happened.

The actual sequence is slower, and it leaves a trail. A subcontractor under pressure extends payment cycles to their own suppliers first. Labour thins out as payroll becomes unreliable. Productivity slips below what was priced. Compliance paperwork starts arriving late, then not at all. No single signal is damning. Together, over several weeks, they are as close to a certainty as construction risk gets — and by the time the failure is visible to a principal contractor, it has usually been visible in the data for a month.

The Procurement–Execution Gap

Every subcontract begins as a set of assumptions: a payment cycle, a productivity rate, a labour commitment, a programme date. Execution reality starts drifting from those assumptions within weeks of mobilisation. Left unmeasured, that drift doesn't correct itself — it compounds, until it surfaces as a variation, a dispute, or a default. Exeri measures the gap explicitly, every week, across four dimensions. It is the earliest commercially meaningful warning available, generated precisely while intervention is still an option rather than a postmortem.

> *The failure of one subcontractor is not the same as the failure of another. Exeri knows the difference — and prices the distinction into every decision.*
>
> EXERI INTELLIGENCE PRINCIPLE

A structural steel package failing on a R400M precinct in its critical programme phase is not the same event as a tiling package failing on a R160M residence during snagging. Both might carry an identical Fragility Index. Their commercial consequence, programme exposure, and required urgency are not remotely comparable. Exeri accounts for this through phase weighting, project concentration factors, engagement risk weighting, and non-linear interaction effects between domain scores — the difference between a scoring exercise and genuine risk intelligence.

© 2026 OREOA INSIGHTS & STRATEGY · ALL RIGHTS RESERVED

Why Systems Miss It

This isn't a data problem. Most principal contractors already generate the underlying signals — in payment runs, site diaries, progress claims, compliance files. It's an attention problem: nothing in the existing toolchain is designed to watch those signals for the pattern that precedes failure.

STANDARD PROJECT CONTROLS	EXERI
Report costs incurred and milestones passed. Accurate, but retrospective by design.	**Detects fragility while it is still a signal** — before it becomes a cost or a missed milestone.
Silent on deterioration in progress. A subcontractor can be failing for six weeks without a single report flagging it.	**Tracks procurement–execution drift weekly** across payment, productivity, labour, and programme.
The problem becomes visible after commercial damage has already occurred — a claim, a walkout, a collapsed programme.	**Surfaces intervention priority while the window is still open** — ranked, weighted, and board-ready.

None of this makes existing project controls obsolete. Cost and programme reporting will always matter. Exeri isn't competing with that layer — it's filling the layer above it that nothing currently occupies: the space between "this happened" and "this is about to happen."

© 2026 OREOA INSIGHTS & STRATEGY · ALL RIGHTS RESERVED

Four Layers, One Compounding Intelligence Asset

Exeri's methodology runs across four layers, each converting the output of the last into something more executive, more commercial, and more actionable. Risk detection is Layer One. It is the input, not the destination.

Layer 1 — Fragility Detection

A composite score from 0 to 100, computed weekly for every active subcontractor-package combination, across four domains:

DOMAIN	WHAT IT MEASURES	EXAMPLE SIGNALS
Stability	Site leadership, labour continuity, workforce reliability	Key person departure, labour turnover, absenteeism
Financial	Payment behaviour, cash flow, supplier pressure, retention	Extended payment cycles, supplier escalations, retention disputes
Operational	Resource deployment, productivity, equipment, programme pace	Resource reduction, productivity below baseline, equipment failure
Compliance	Safety record, regulatory adherence, documentation completeness	Safety incidents, documentation gaps, CIDB notices

FEATURE

Phase Weighting

A financial stress signal at mobilisation is more dangerous than the same signal at snagging — and is weighted accordingly.

FEATURE

Concentration Factors

Failure impact is modulated by a subcontractor's share of total contract value. Concentration amplifies fragility into exposure.

FEATURE

Interaction Modelling

Financial stress plus operational degradation is not the sum of two risks — the combination is materially more dangerous than either alone.

FEATURE

Engagement Risk Weighting

Exposure is calculated at both project and package level, enabling commercially honest scoping of Exeri's value.

Risk Band Classification

BAND	SCORE	REQUIRED ACTION
Stable	0–34	Quarterly review
Watch	35–59	Monthly review
Escalating	60–79	Immediate intervention
Critical	80–94	Replace or bond now
Systemic	95–100	Board notification required

© 2026 OREOA INSIGHTS & STRATEGY · ALL RIGHTS RESERVED

Layer 2 — Procurement–Execution Delta

Exeri's flagship differentiator. It compares what procurement assumed against what execution reveals, across four dimensions, every week: **Payment Delta**, **Productivity Delta**, **Labour Delta**, and **Programme Delta**. Each produces a severity score and an alert flag. The Overall Delta Severity is the earliest commercial warning available — it moves before fragility scores do.

Layer 3 — Intervention Intelligence

Exeri tracks every intervention against a package: what was done, when, by whom, and what happened next. Before-and-after fragility is recorded for each, whether the outcome is positive or not — because an intervention that failed to arrest deterioration is exactly the kind of signal a commercial director needs surfaced, not buried. This produces two compounding assets: an immediate, prioritised action queue, and a permanent, growing record of what actually works against subcontractor deterioration in this market — intelligence no competitor can shortcut, because it can only be built by running real engagements over time.

Layer 4 — Commercial Intelligence

Fragility, delta, and intervention data compound into a single commercial view: exposure by project, by package, by concentration — defensible at every board meeting and every contract renewal. This is the layer that turns a fragility score into a number a CFO will actually act on, and it's the reason Exeri is bought by commercial directors, not just deployed by site teams.

What Concentration Looks Like in Practice

In Exeri's reference portfolio — 17 monitored packages across 8 live projects — the five highest-exposure cases account for **76% of total portfolio risk-weighted exposure**. That is the pattern Exeri is built to find: risk in construction portfolios is rarely evenly spread, and a principal contractor who is not explicitly measuring concentration is, by definition, managing their five biggest exposures with the same attention as their smallest.

DATA NOTE

Figures in this section are drawn from Exeri's reference validation model, used to test the intelligence engine against realistic project data. They describe the engine's demonstrated behaviour, not a live client outcome.

© 2026 OREOA INSIGHTS & STRATEGY · ALL RIGHTS RESERVED

The Economics of Not Knowing

Exeri's reference model quantifies what "not knowing" actually costs, using a diagnostic-stage engagement as the illustration: a single project, three active work packages, monitored over a three-month window.

118.6%

RISK-WEIGHTED EXPOSURE ABOVE THE FLAT BASELINE ONCE CONCENTRATION AND FRAGILITY ARE PROPERLY WEIGHTED, RATHER THAN ASSUMED EVENLY DISTRIBUTED

2.65×

MODELED ANNUALISED EXPOSURE (R110.3M) VERSUS FLAT ANNUAL BASELINE (R50.4M) FOR THE SAME MONITORED SCOPE

The gap between those two numbers is the entire commercial argument for Exeri in one comparison. A flat baseline assumes every subcontractor carries average risk. Real portfolios don't work that way — risk concentrates, and organisations that aren't measuring concentration are systematically underpricing their true exposure. Exeri exists to close exactly that gap, every week, for every active package.

Where the Engagement Stands Today

In the same reference engagement: three active interventions are in progress, one confirmed risk has been averted, and several packages continue to deteriorate despite informal intervention attempts — underscoring the point rather than undermining it. Awareness alone doesn't arrest deterioration. Structured, sequenced, tracked intervention does, and Exeri is built to make that discipline the default rather than the exception.

© 2026 OREOA INSIGHTS & STRATEGY · ALL RIGHTS RESERVED

Built as a Platform, Not a Spreadsheet

Exeri's intelligence methodology was validated in a reference model. The commercial platform is a full re-architecture of that methodology onto engineering foundations designed to hold years of institutional risk history — not a wrapper around a workbook.

> *Intelligence is a ledger, not a spreadsheet.*
>
> CORE ARCHITECTURAL PRINCIPLE

Historical intelligence — every fragility score, every delta reading, every risk classification Exeri has ever produced — is written once and never silently overwritten. When new information changes the picture, Exeri adds to the record; it does not edit history. Every number a commercial director has ever acted on remains exactly as it was seen at the time: auditable, defensible, and immune to the quiet data-correction problem that erodes trust in most reporting tools.

Four Data Regimes, Purpose-Built for Risk Intelligence

A **Versioned Baselines**

Procurement assumptions are versioned as they're revised, so the delta engine always knows exactly what was assumed, and when.

B **Intelligence Ledger**

Fragility scores, delta readings, and risk classifications are immutable once written. Nothing is recomputed in place.

C **Operational Workflow**

Interventions, tasks, and day-to-day working state — the parts of the platform designed to change as work progresses.

D **Immutable-with-Amendment**

Field-reported signals are never deleted or silently corrected — errors are amended transparently, preserving exactly what was observed and when.

Provenance by Design

Every signal, score, and delta in Exeri carries a traceable reference back to the observation that produced it. A commercial director questioning a Fragility Index of 85 doesn't have to trust the number — they can trace it to the specific site observations, payment records, and compliance events behind it. This runs consistently across the entire pipeline, from raw signal to board-level exposure figure.

© 2026 OREOA INSIGHTS & STRATEGY · ALL RIGHTS RESERVED

Seven Screens. Seven Executive Questions.

The Exeri interface is organised around decisions, not data categories. Each screen answers exactly one question — and the sequence follows how a commercial director actually thinks through a portfolio: awareness, understanding, action, learning.

#	SCREEN	EXECUTIVE QUESTION
1	**Decision Surface**	What requires my attention right now?
2	**Fragility Monitor**	Why is the portfolio becoming fragile?
3	**Delta Intelligence**	What changed this week?
4	**Portfolio View**	Where is risk concentrated?
5	**Intervention Centre**	What are we doing about it?
6	**Assumption Intelligence**	Which assumptions are failing?
7	**Signal Entry**	What are we learning next?

Exeri is being built as a cloud-based, multi-tenant platform on a modular monolith architecture organised around bounded contexts, with row-level-security-first access control and a modular intelligence engine designed to support weekly risk scoring, intervention tracking, and future predictive capability. The intelligence layer is architecturally separate from the interface layer — enabling secure client environments today and machine-learning development as the data set matures.

© 2026 OREOA INSIGHTS & STRATEGY · ALL RIGHTS RESERVED

Who This Is Built For

The primary market is principal contractors operating complex capital projects in South Africa, with secondary markets across Sub-Saharan Africa and comparable emerging markets — precisely the terrain where subcontractor risk runs highest and visibility runs lowest. The ideal first client manages five or more active subcontractor packages across at least two concurrent projects, with total subcontractor exposure of R50M or greater. At that scale, Exeri pays for itself the first time it helps avoid a single commercial failure.

Buyer Profile

ROLE	MOTIVATED BY	PLATFORM ROLE
Commercial Director / CFO	Exposure reduction, claims avoidance, programme protection.	Approves the budget
Project Director / Senior PM	Early warning and intervention intelligence.	Deploys the platform operationally
QS / Commercial Manager	Baseline tracking and deviation detection.	Enters data and validates signals

Commercial Model

Exeri is deployed as a subscription-based intelligence platform, with pricing aligned to portfolio complexity, number of active projects, and level of intervention support required. Commercial structures combine a fixed platform fee for continuous monitoring with an optional value-linked component tied to validated, modeled exposure reduction on eligible interventions — so Exeri's incentives are structurally aligned with the outcome the buyer actually wants.

NOTE FOR INTERNAL USE

Specific fee figures are modeled in Exeri's commercial engine but intentionally withheld from this version of the brief pending a pricing-strategy decision. Insert once confirmed.

© 2026 OREOA INSIGHTS & STRATEGY · ALL RIGHTS RESERVED

Competitive Landscape

CAPABILITY	MARKET NORM	EXERI	WHAT THIS MEANS
Subcontractor fragility detection	Not available	**Core product**	Differentiated from project controls and contractor performance tools by explicit focus on fragility, delta, and intervention effectiveness.
Multi-domain scoring model	Not available	**4 domains**	Stability, Financial, Operational, Compliance
Phase-weighted risk assessment	Not available	**Implemented**	Unique differentiator in current market
Procurement-execution delta	Not available	**4 dimensions**	Payment, Productivity, Labour, Programme
Concentration risk modelling	Not available	**Implemented**	Concurrent failure detection across projects
Intervention effectiveness tracking	Not available	**Full tracking**	Before/after fragility, attribution, outcome flags — including unsuccessful interventions
Immutable intelligence history	Not available	**Ledger-based**	Every score ever produced is preserved and traceable, not overwritten
Cost and programme reporting	Industry standard	Out of scope	Not Exeri's market — complements existing systems

© 2026 OREOA INSIGHTS & STRATEGY · ALL RIGHTS RESERVED

Development Status and Roadmap

Exeri's intelligence methodology has been built and validated across 17 active subcontractor-work-package records spanning 8 projects, with an approved UI design across a landing page and full 7-screen application prototype.

Platform Foundations — Complete

- **Platform Specification** finalised — the constitutional, technology-agnostic definition of how Exeri's architecture must behave.
- **Module Specifications** finalised across all 15 modules covering the full intelligence pipeline, from signal ingestion through risk computation to reporting.
- **Engineering Domain Model** complete — every module translated into concrete engineering structure ready for implementation.
- **Technical Architecture** finalised and locked, including data infrastructure, event durability, and a modular-monolith structure organised around bounded contexts.

Engineering Build — In Progress

- **Sprint 1** underway across six foundation epics: developer experience, tenancy model, persistence base patterns, configuration service, provenance framework, and event infrastructure — built to a strict standard of zero placeholder logic.
- **First pilot conversations** in progress, targeting principal contractors with R50M+ subcontractor exposure.

PHASE	MILESTONE	STATUS
Phase 0	Intelligence methodology validated. Platform, module, and technical architecture specifications finalised. UI prototypes approved.	COMPLETE
Phase 1	Foundation engineering: tenancy, persistence, provenance, and event infrastructure.	IN PROGRESS
Phase 2	All 7 screens live. Automated alert system. First pilot client onboarded.	PLANNED
Phase 3	Multi-tenant onboarding, admin dashboard, PDF export, API access.	PLANNED
Phase 4	ML layer: predictive fragility, tender risk scoring, intervention recommendations.	SCOPED

© 2026 OREOA INSIGHTS & STRATEGY · ALL RIGHTS RESERVED

CLOSING STATEMENT

The Intelligence Layer Capital Projects Have Never Had

> *Most organisations discover execution failure after commercial damage has already occurred. Exeri identifies deterioration while it is still a signal, quantifies exposure while it is still manageable, and prioritises intervention before it becomes loss.*
>
> EXERI · PRODUCT POSITIONING STATEMENT

Exeri is not a dashboard product. It is an intelligence methodology, engineered onto foundations built to hold years of institutional risk history. The interface, tooling, and architecture will evolve. What compounds and stays permanent is the intelligence itself: fragility detection, procurement–execution intelligence, concentration risk identification, intervention learning, and predictive execution insight.

The platform is being built on a validated methodology, a differentiated architecture, and a commercial model with the buyer's incentives built in from the start. The market gap is real. The IP is differentiated. The first commercial pilot is the near-term objective — and every conversation between now and then is a chance to shape it.

Tshegofatso Phetoane
Founder, Oreoa Insights & Strategy

BOOK A SESSION LEARN MORE
oreoa.co.za/consultoreoa.co.za/exeri

© 2026 OREOA INSIGHTS & STRATEGY · ALL RIGHTS RESERVED
UNAUTHORISED REPRODUCTION OR REBRANDING PROHIBITED