

PROCORE



SMARTMARKET BRIEF

QUANTIFYING THE VALUE OF PROJECT MANAGEMENT SOFTWARE FOR CONSTRUCTION

DODGE
CONSTRUCTION
NETWORK



Introduction

ABOUT THIS RESEARCH

Project management software solutions are widely used by owners and contractors. However, most do not yet receive the full value of the project and business benefits they can enable.

This study demonstrates the importance of investing in the expertise of the software users by quantifying the improvements that users with light, moderate, advanced and optimized adoption experience in:

- Data gathering, quality and analysis
- Core construction management processes
- Project performance
- Business benefits

SURVEY RESPONDENTS

This report is based on the findings of a survey that was completed by 1,194 contractors and 369 owners who work in the United States and Canada. The contractors include both general (733) and specialty trade (461) companies. For more information on the survey respondents, see Methodology on [page 45](#).

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Message from Procore

In recent years, the construction industry has experienced a profound acceleration in technological innovation. Digital tools like AI have become more powerful, the insights they provide are richer, and the potential for industry-wide impact is massive. This report, developed by Dodge Construction Network and sponsored by Procore, highlights that even with these incredible benefits, our industry still faces a critical hurdle: While innovation races ahead, user adoption is often still catching up.

At Procore, our vision is to improve the lives of everyone in construction, and this has always been rooted in a simple truth: Building great software is only half the

equation. The real solution lies with the talented people using this technology to build the world around us.

The data in this report makes one thing crystal clear: The greatest return on investment is achieved only when we invest in our people, equipping them to become highly proficient in the software they use. Time alone is not enough—it takes committed investment in user capability to unlock true returns. This means providing the right training, cultivating a culture that supports digital proficiency and giving people the resources and support to truly build mastery with the technology.

When we invest in our people as deeply as we invest in platforms, the impact on project performance grows exponentially. Technology alone isn't a silver bullet, but with the right teams and training, it becomes a powerful lever to drive a safer, more productive and more profitable future for construction.

Tooey Courtemanche

CEO and Founder Procore Technologies Inc.



Summary of Top Findings

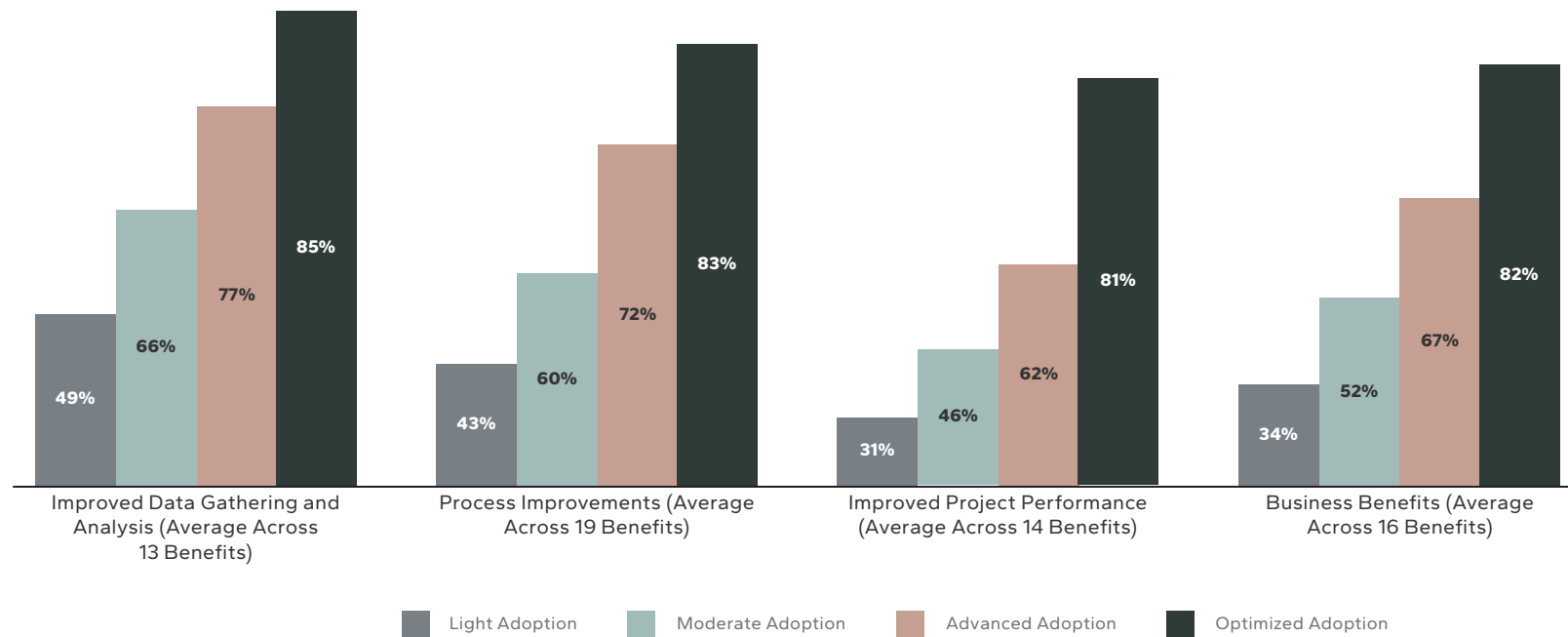
Expertise Is Correlated to Increased Benefits

As shown below, the findings demonstrate that greater user expertise correlates with stronger benefits across the four key areas studied.

- On average, over 80% of optimized users (both owners and contractors) report experiencing improvement in all four types of benefits.
- Users with light and moderate adoption primarily see improvements in their data gathering, data quality and processes.
- Follow-up questions about time savings, productivity gains, increased margins and other quantifiable benefits reveal a similarly steady advance from light to optimized adoption.

Share Who Experience Benefits Due to Use of Project Management Software

Average Share for Each Category of Owners and Contractors



Summary of Top Findings

Top Benefits of Using Project Management Software

The table below shows the top seven benefits that owners and contractors most frequently achieve from using project management software. Five out of seven are the top benefits of both and thus are core benefits of using the software.

OWNERS

Owners frequently report improved data gathering and quality, but nearly half of the top benefits they experience are process improvements. Their existing digital capabilities allow them to utilize the software more effectively to improve their organizations.

CONTRACTORS

Data improvements dominate the top seven benefits experienced by contractors. These data improvements form a strong foundation for experiencing more process, project and business benefits as their expertise with the software increases. As the findings on page 6 reveal, many contractors are able to utilize the improved data to achieve critical project outcomes and business benefits.

Owners (Top Seven)

Improved Accuracy of Project Information	86%
Improved Collection and Distribution of Information	85%
Reduced Rework Through Tracking and Accountability	85%
Increased Productivity in Project Management/Operations	84%
Reduced Rework Through Documentation and Issue Reporting	83%
Improved Quality of Communication Overall	83%
Increased Confidence That Data Is More Visible and Actionable	82%

Contractors (Top Seven)

Improved Accuracy of Project Information	83%
Increased Confidence That Data Is More Visible and Actionable	83%
Improved Collection and Distribution of Information	83%
Increased Confidence That Data Is Updated in Real-Time	81%
Increased Productivity in Project Management/Operations	81%
Increased Confidence That Data Is More Accurate and Reliable	80%
Improved Quality of Communication Overall	79%

Improved Data Gathering and Analysis
 Process Improvement
 Business Benefit

Summary of Top Findings

Top Benefits for Light Adopters

Even light adopters at both owners and contractors immediately gain significant value, particularly in data and communication improvements, each of which is foundational for broader impacts.

Many owner light adopters see improved collaboration and find that their teams can manage more construction volume.

They also experience direct improvements on their projects like reduced rework and improved coordination of field activities.

Most contractor light adopters see data quality improvements, but over half also experience increased productivity from their project management teams and improved operational efficiency.

Owners (Top Eleven)

Improved Accuracy of Project Information	79%
Improved Collection and Distribution of Information	74%
Improved Collaboration Overall	74%
Increased Confidence That Data Is More Accurate and Reliable	74%
Increased Confidence That Data Is Updated in Real-Time	74%
Increased Confidence That Data Is More Visible and Actionable	74%
Manage More Construction Volume	71%
Reduced Rework Through Documentation and Issue Reporting	68%
Improved Coordination of Field Activities	68%
Reduced Errors Resulting From Miscommunication or Outdated Information	68%
Increased Confidence That Data Is Centralized in a Single Source	68%

Contractors (Top Ten)

Improved Accuracy of Project Information	57%
Increased Confidence That Data Is More Visible and Actionable	57%
Increased Confidence That Data Is Centralized in a Single Source	57%
Increased Confidence That Data Is Updated in Real-Time	57%
Increased Productivity in Project Management/Operations	56%
Reduced Errors Resulting From Miscommunication or Outdated Information	53%
Digitized Documents and Workflows/Reduced Use of Manual Methods	53%
Improved Operational Efficiency	52%
Improved Quality of Communication Overall	52%
Improved Collection and Distribution of Information	51%

Improved Data Gathering and Analysis
 Process Improvement
 Business Benefit

Summary of Top Findings

Most Improved by Optimizing Adoption

More expertise improves both business benefits and project outcomes.

IMPROVED BUSINESS BENEFITS

Owners cite better dispute resolution, cash flow and team capacity as their top business benefits that increase with expertise. Business benefits represent five out of contractors' top nine improvements that increase with greater expertise, with improved profit margins being the most frequently experienced business benefit.

IMPROVED PROJECT OUTCOMES

More owners report lower costs, improved safety and increased productivity as they optimize their use of the software. For contractors, greater expertise enhances three critical project outcomes: reducing project delays, increasing client satisfaction and improving safety.

Owners (Biggest Gap Between Light and Optimized Adoption)

	Light	Optimized
Disputes Resolved Without Litigation	16%	83%
Improved Cash Flow	21%	83%
Project Teams Can Manage More Capital Projects/Assets	33%	90%
Improved Safety Culture at the Senior Management Level	32%	88%
Gather Info for Detailed Budget and Cost Data to Track Performance	32%	86%
Reduced Overhead Costs	26%	78%
Improved Safety Culture on the Jobsite	32%	83%
Increased Productivity in Field Labor	37%	88%
Improved Project Handoff From Preconstruction to Project Management	42%	92%

Contractors (Biggest Gap Between Light and Optimized Adoption)

	Light	Optimized
Reduced Project Delays	19%	83%
Increased Client Satisfaction	26%	87%
Improved Profit Margins	17%	77%
Improved Cash Flow	13%	73%
Positive Impact on Organization's Reputation	25%	83%
Gained a Competitive Advantage to Win New/Repeat Business	21%	79%
Disputes Resolved Without Litigation	17%	72%
Improved Design Coordination	28%	83%
Increased Number of Projects That Meet or Exceed Safety SOPs Upon Completion	25%	79%

Improved Data Gathering and Analysis
 Process Improvement
 Project Outcome
 Business Benefit

Improved Data Gathering and Analysis

Introduction

The next four sections of this report discuss 62 specific benefits that contractors and owners gain from using project management software and platforms. This one examines three types of data gathering and analysis benefits.

- **Better Data Gathering and Distribution:** Replaces legacy methods like spreadsheets and paper.
- **Higher Data Quality:** More accurate, real-time, centralized and actionable data; ability to leverage historical data.
- **Expanded Analysis Capabilities:** Improved ability to gather detailed budget and cost data to track performance and forecast labor, equipment and material needs.

Expertise Level Is the Strongest Driver of Benefits

The analysis compares respondents based on their self-rating of their level of adoption of project management software.

- **Light:** Just started to use their current software.
- **Moderate:** Familiar with basic features; use regularly.
- **Advanced:** Proficient in most features; use advanced functionalities.
- **Optimized:** Highly skilled; use the product extensively and innovatively.

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Top Light Adopter Benefits

- 1 Improved Accuracy of Project Information
- 2 Increased Confidence That Data Is Updated In Real-Time
- 3 Increased Confidence That Data is More Visible and Actionable

Most Improved by Greater Expertise

- 1 Improved Ability to Forecast Labor
- 2 Improved Ability to Forecast Material
- 3 Improved Ability to Forecast Equipment

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Top Light Adopter Benefits

- 1 Improved Accuracy of Project Information
- 2 Improved Collection and Distribution of Information
- 3 Increased Confidence That Data Is More Accurate and Reliable

Most Improved by Greater Expertise

- 1 Gather Info for Detailed Budget and Cost Data to Track Performance
- 2 Improved Ability to Forecast Equipment
- 3 Improved Ability to Forecast Labor

Improved Data Gathering and Analysis

Improved Data Gathering and Distribution

MOST USERS REPORT IMPROVED DATA GATHERING AND DISTRIBUTION

Owners and contractors were asked about whether they experienced the two improvements shown in the chart below.

Improved Collection and Distribution of Information

84% of respondents say project management solutions improve how they collect and distribute information. This includes 55% of light and 80% to 90% of moderate, advanced and optimized users.

Time Savings

About half who see this benefit save at least five hours a week.

Reduced Use of Manual Methods

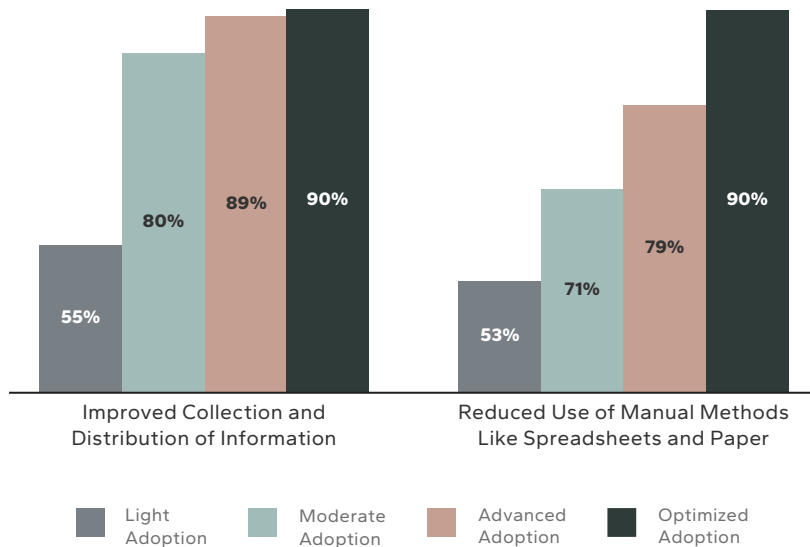
75% also report reduced reliance on manual methods, improving data consistency and quality. Again, over half of light (53%) and a strong majority of moderate adopters (71%) report this gain.

Both Contractors and Owners Experience Improvements

Nearly equal shares report these key benefits, suggesting that they are core expectations for all users of project management solutions.

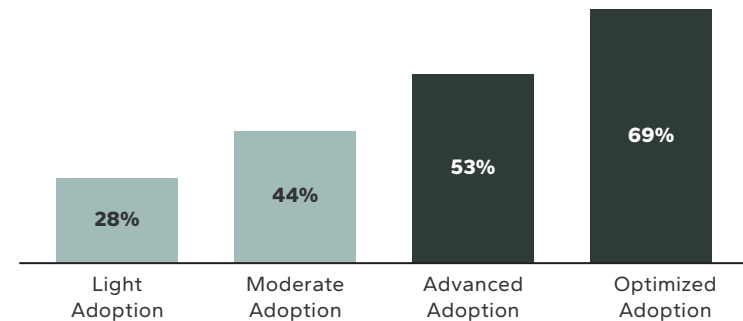
Data Gathering and Distribution Improvements

Owners and Contractors



Saved 5 or More Hours Per Week Collecting and Distributing Information

According to Those Who Report an Improvement



Improved Data Gathering and Analysis

Improved Data Quality

MOST CONTRACTORS AND OWNERS ALSO EXPERIENCE DATA QUALITY IMPROVEMENTS

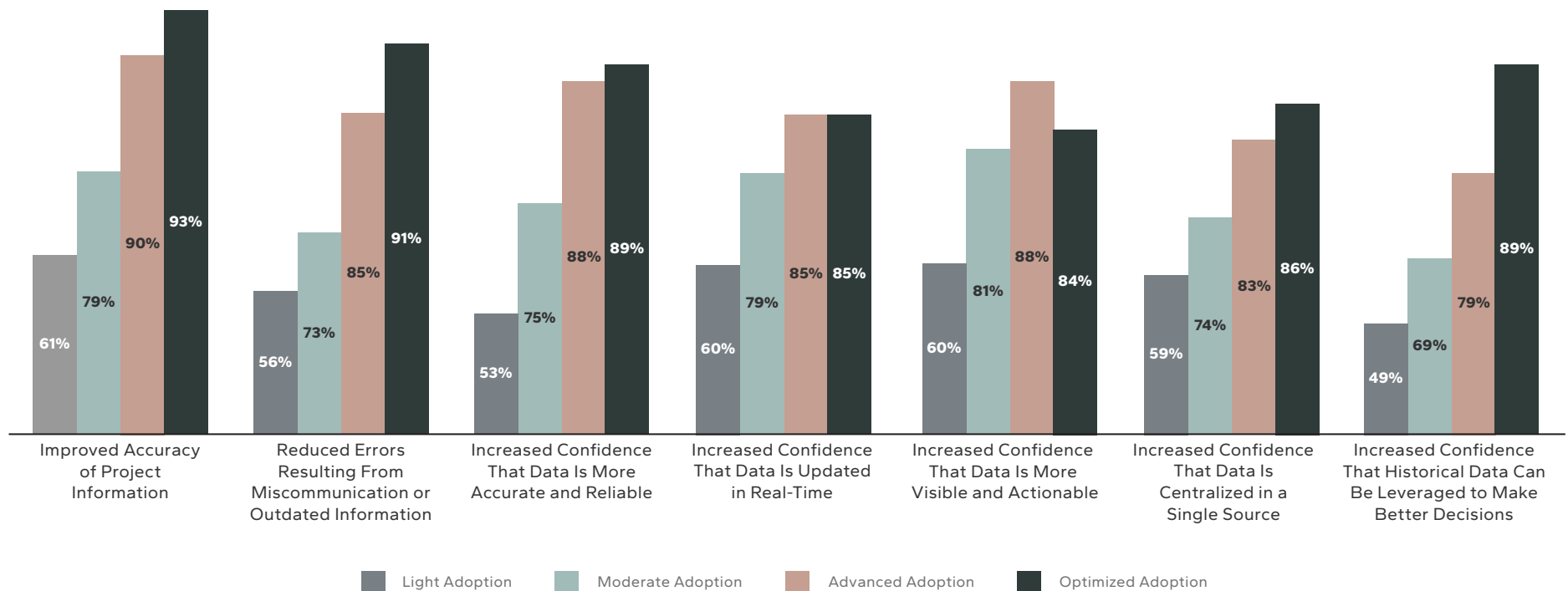
On average, nearly 80% of contractors and owners report gains across seven data quality metrics, shown in the chart below.

- Over 80% say their data is more accurate, reliable, visible, actionable and updated in real-time.

- Optimized adopters report the highest levels of improvement, but even those with light adoption see notable gains.
- These quality improvements provide a foundation for process, project and business performance gains.
- Owners and contractors generally report similar levels of data quality improvements.

Data Quality Improvements

Owners and Contractors



Improved Data Gathering and Analysis

Improved Data Analysis

EXPERTISE DRIVES DATA ANALYSIS GAINS

As the chart below reveals, improvements in data analysis strongly correlate with expertise in using project management software.

- Most optimized users can gather detailed budget and cost data and forecast their labor, equipment and material needs.
- These capabilities are far less common among advanced and moderate adopters, and rare among light users.

Why it Matters

Good data is essential, but analysis powers decisions that positively impact project outcomes and deliver reliable business value.

Owners report more benefits than contractors

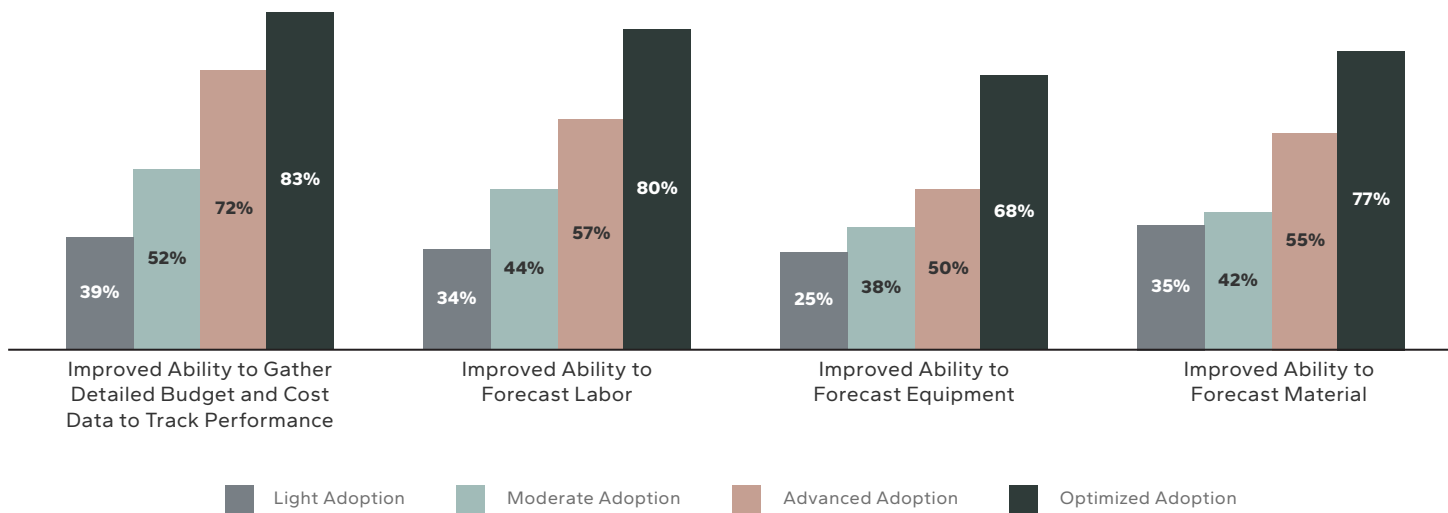
Owners are more likely to cite better ability to:

- Forecast materials (60% versus 48%)
- Forecast equipment (55% versus 42%)
- Track budget/cost performance (70% versus 61%)

This pattern—owners gaining more from advanced use—appears throughout the report.

Increased Analysis Capabilities

Owners and Contractors



Improved Data Gathering and Analysis

Expertise and Type of Organization

GAPS BETWEEN CONTRACTORS AND OWNERS NARROW AS EXPERTISE INCREASES

Differences in benefits between owners and contractors are widest among light users, especially in forecasting and using historical data.

- Light adopters at owners are better at forecasting labor, equipment and materials, and leveraging historical data. Other Dodge studies reveal that owner organizations often utilize data and digital workflows, which may explain this advantage.

- Interestingly, differences between optimized owners and contractors for these aspects are much lower.
- The only area where contractor light adopters outperform owners is gathering detailed budget and cost data to track performance. This is likely because contractors typically gather this data as a core responsibility of their role.

Biggest Differences in Share of Owners and Contractors Who Experience Improved Data Gathering and Analysis

		Light	Moderate	Advanced	Optimized
Increased Confidence That Historical Data Can Be Leveraged to Make Better Decisions	Contractor	48%	68%	79%	88%
	Owner	53%	73%	80%	90%
Improved Ability to Gather Detailed Budget and Cost Data to Track Performance	Contractor	40%	50%	70%	81%
	Owner	32%	57%	80%	86%
Improved Ability to Forecast Labor	Contractor	32%	44%	56%	77%
	Owner	42%	47%	59%	85%
Improved Ability to Forecast Equipment	Contractor	23%	36%	47%	65%
	Owner	32%	46%	59%	75%
Improved Ability to Forecast Material	Contractor	34%	40%	52%	77%
	Owner	42%	50%	64%	78%

Process Improvements

Introduction

This section of the report explores 19 process improvements owners and contractors experience from using project management software solutions, grouped into four major categories:

- **Preconstruction Processes:** Design coordination, estimating, bidding, buyout, resource planning, schedules/budgets and handoffs.
- **Project Management Processes:** Daily oversight, schedules, field coordination, change orders, payments and invoicing.
- **Processes That Reduce Rework and Improve Productivity:** Issue reporting, communication, tracking and reduced low-value administrative work.

- **Communication and Collaboration:** Across project management, preconstruction, field, finance and leadership teams.

For each category, the report examines the share of owners and contractors seeing improvements, with deeper insights from follow-up questions on specific gains, time savings and reduced rework/change orders.

Throughout these findings, expertise level proves to be a consistently critical factor. Investing in optimized use unlocks the full value of project management solutions for owners and contractors.

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Top Light Adopter Benefits

- 1 Improved Quality of Communication Overall
- 2 Reduced Rework Through Documentation and Issue Reporting
- 3 Improved Coordination of Field Activities



Most Improved by Greater Expertise

- 1 Improved Design Coordination
- 2 Reduced Rework by Improving Stakeholder Communication
- 3 Improved Oversight of Daily Tasks

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Top Light Adopter Benefits

- 1 Improved Collaboration Overall
- 2 Reduced Rework Through Documentation and Issue Reporting
- 3 Improved Coordination of Field Activities



Most Improved by Greater Expertise

- 1 Improved Project Handoff From Preconstruction to Project Management
- 2 Improved Bidding Process
- 3 Reduced Rework by Improving Stakeholder Communication

Process Improvements

PRECONSTRUCTION PROCESSES

Improved Preconstruction Processes

PROJECT MANAGEMENT SOFTWARE IMPROVES MOST PRECONSTRUCTION PROCESSES

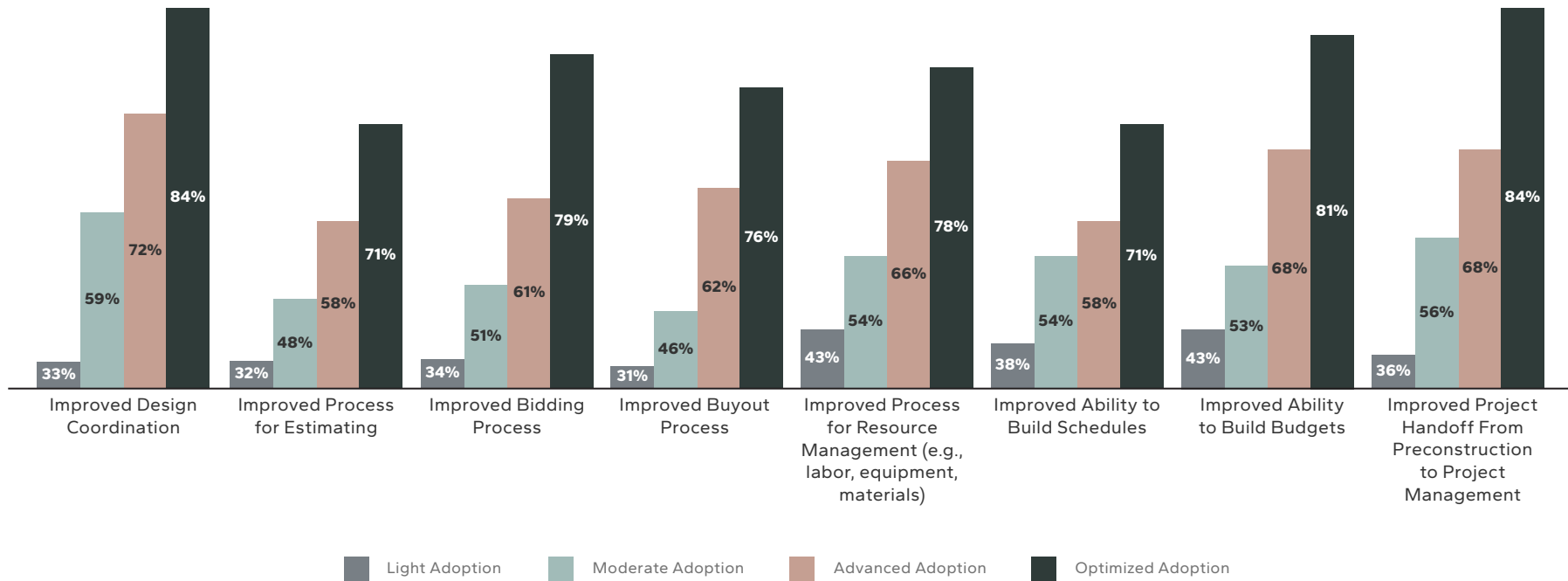
Between 54% and 66% of owners and contractors report improved preconstruction processes, rising to 78% among optimized users.

- Light adopters most often report improved resource management and budgeting.

- Owners report more improvement than contractors (68% vs. 56%, on average), especially in design coordination (79% versus 61%).
- Expertise has the biggest impact, especially with design coordination and handoffs from preconstruction to project management, where digital fluency is critical.

Improvements to Preconstruction Process

Owners and Contractors



Process Improvements

PRECONSTRUCTION PROCESSES

Design Coordination Improvements

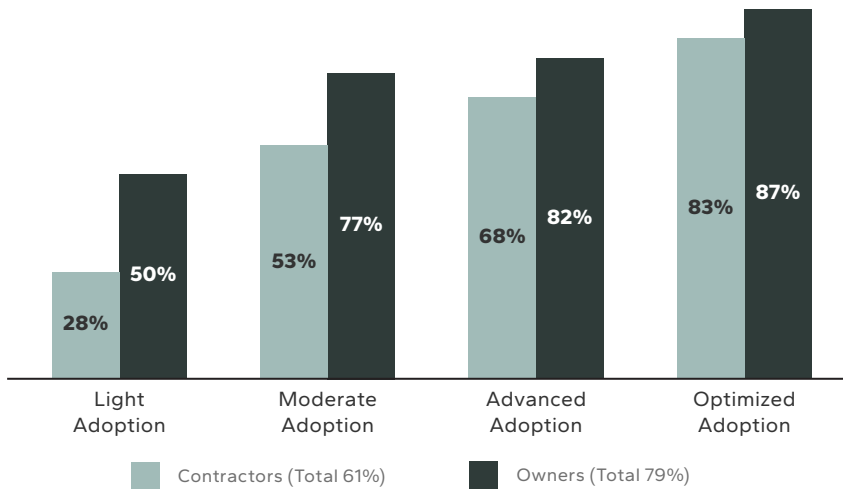
OWNERS SEE GREATER GAINS IN DESIGN COORDINATION

The chart at right shows owners' consistently higher performance, especially among light adopters—likely due to owners' stronger digital practices and emphasis on design coordination.

Top Gains:

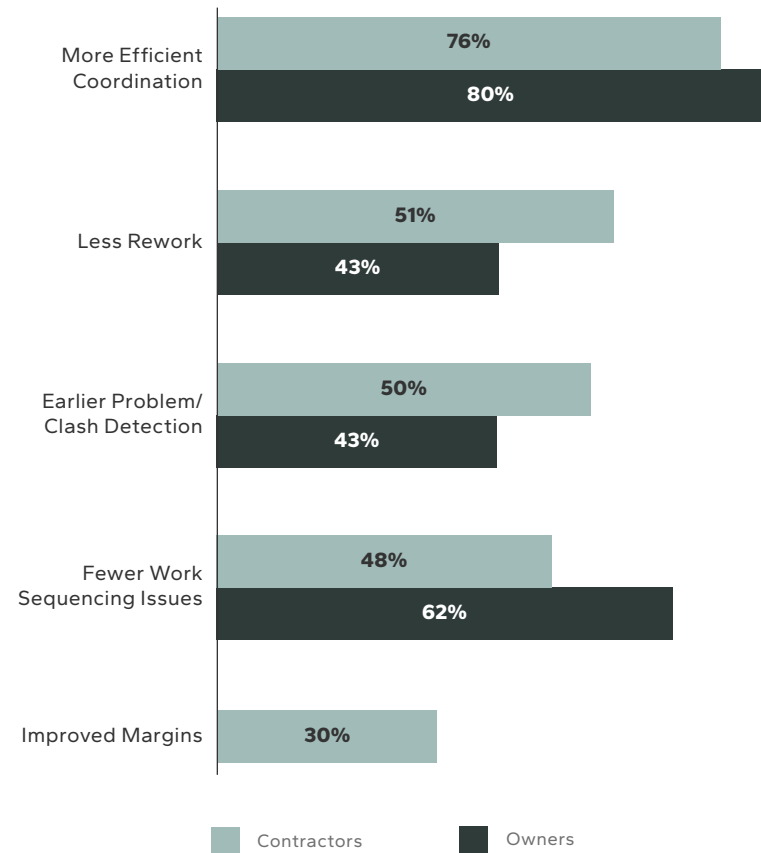
- 80% of owners and 75% of contractors cite more efficient coordination.
- Nearly two thirds of owners report fewer sequencing issues.
- About half of contractors see reduced rework and earlier issue detection, which can result in budget and schedule benefits.

Improved Design Coordination



Design Coordination Improvements

According to Those Who Experience an Improved Design Coordination Process



Process Improvements

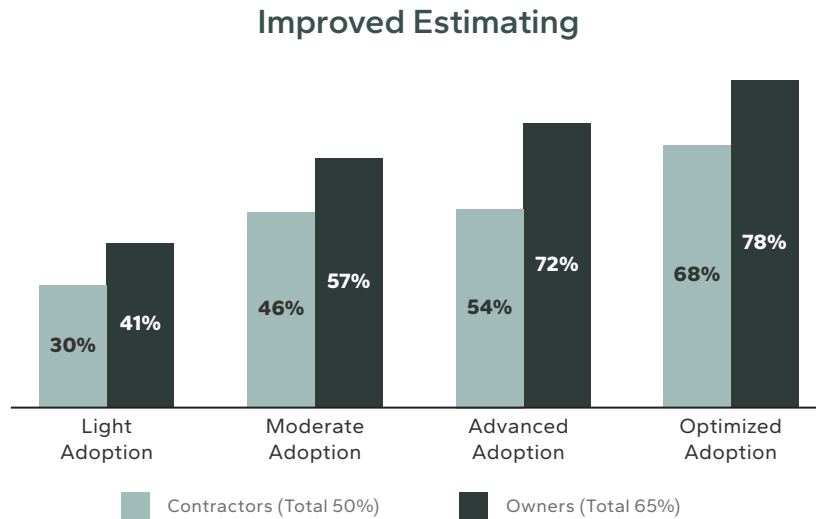
PRECONSTRUCTION PROCESSES

Improved Estimating

MORE ACCURATE AND COMPLETE ESTIMATES ARE TOP GAIN

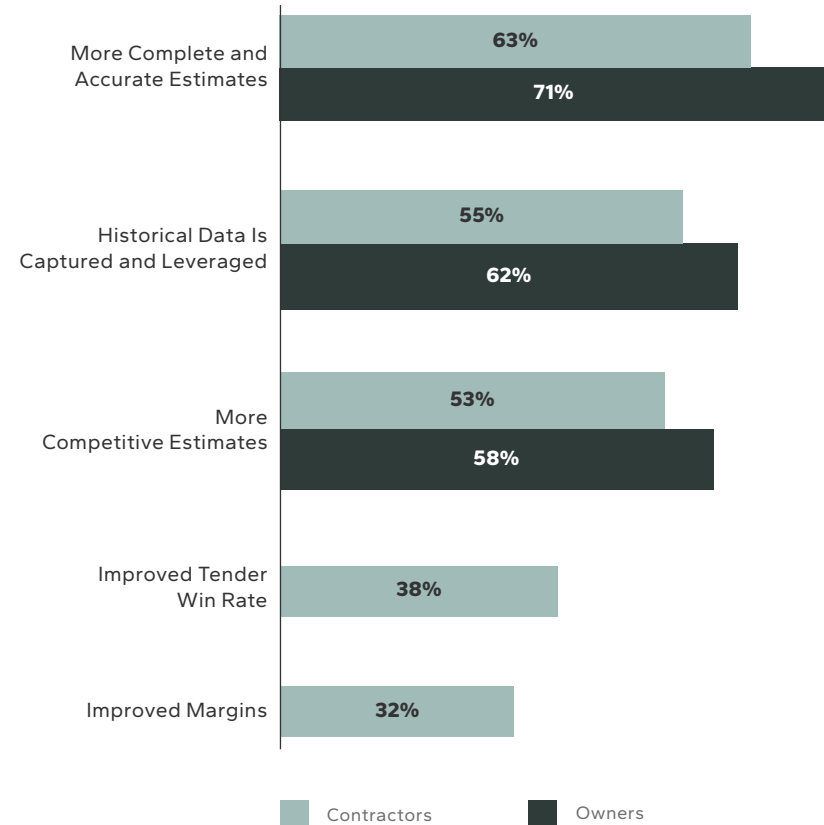
Estimating improves with software expertise, and owners outperform contractors consistently in this category.

- Both groups report more complete and accurate estimates.
- Over half also report an improved ability to leverage historical data, which is critical to estimating accuracy.
- Expertise matters, especially for contractors, whose optimized adopters show 20–33 point advantages over light adopters for improved margins, higher win rates and effective use of historical data.



Estimating Improvements

According to Those Who Experience Improved Estimating



Process Improvements

PRECONSTRUCTION PROCESSES

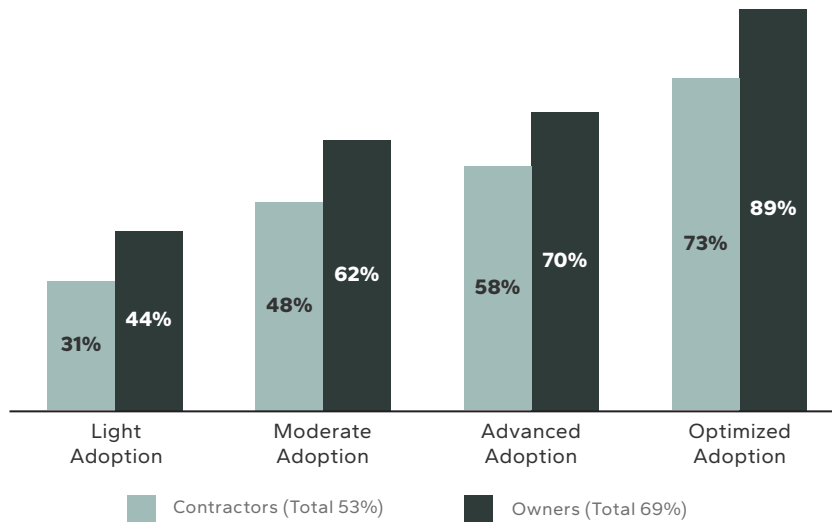
Improved Bidding Process

EXPERTISE DRIVES KEY BIDDING IMPROVEMENTS

Owners and contractors improve bidding processes as their software proficiency increases.

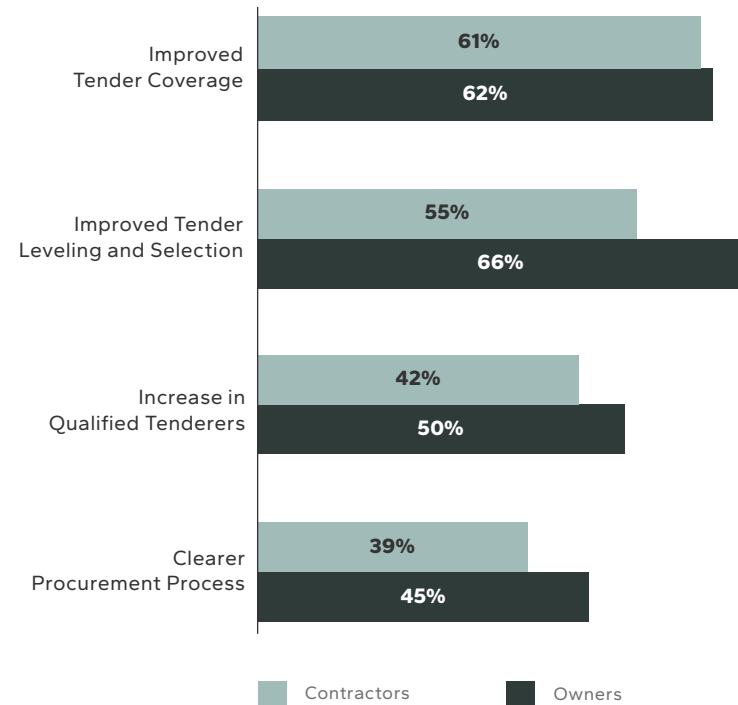
- Tender coverage improves most for contractors, and owners report similar rates.
- Tender leveling and selection improves most for owners, with a 28-point rise from light to optimized adoption. However, expertise has less influence on contractors' performance.
- Expertise is most impactful for increasing qualified tenderers, with a 40-point rise from light to optimized adopters for both groups.

Improved Bidding Process



Bidding Process Improvements

According to Those Who Experience an Improved Bidding Process



Process Improvements

PRECONSTRUCTION PROCESSES

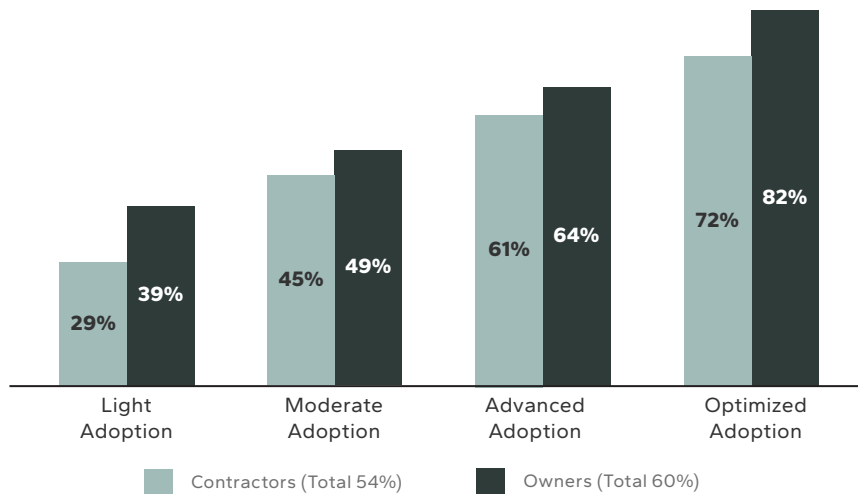
Improved Buyout Process

IMPROVEMENT RISES STEADILY WITH EXPERTISE

All improve the buyout process with greater expertise.

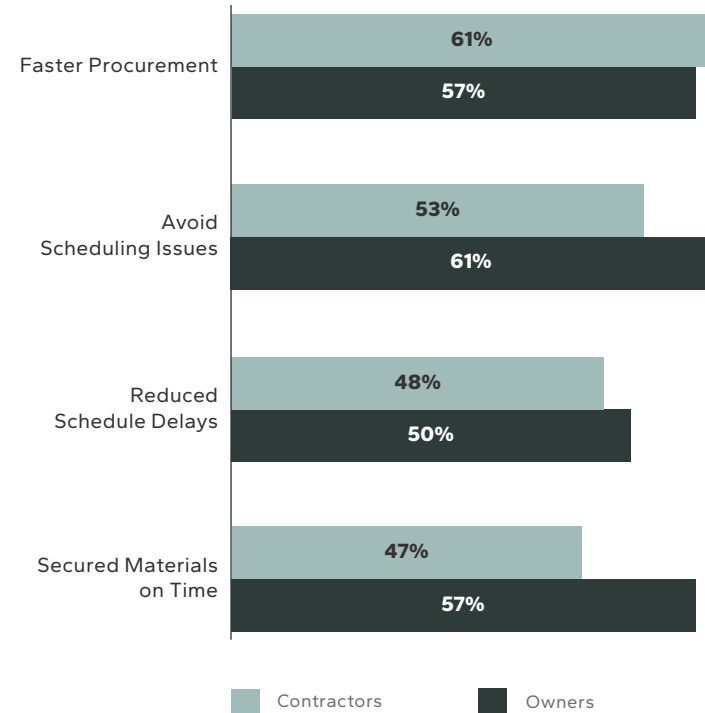
- Contractors' top improvement is faster procurement, with just a small gap between light (60%) and optimized (67%) adoption.
- Owners most often report improvement in avoiding scheduling issues, especially optimized (68%) versus light (29%) users. Light adopters at owners, however, are above-average in achieving fewer schedule delays during buyout (57%).
- Nearly one third of light contractor users (30%) report gains in securing materials on time. This rises to 56% among optimized users.

Improved Buyout Process



Buyout Process Improvements

According to Those Who Experience an Improved Buyout Process



Process Improvements

PRECONSTRUCTION PROCESSES

Improved Resource Management

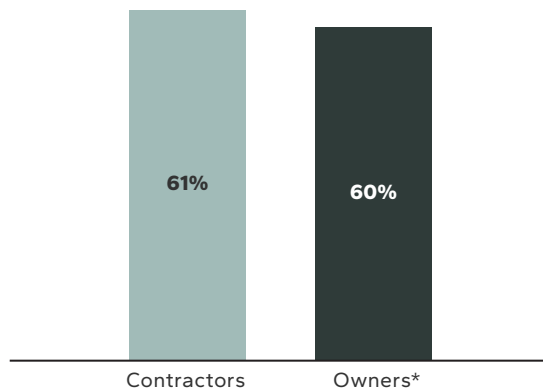
CONTRACTORS GAIN MOST IN RESOURCE MANAGEMENT

(Note that far more contractor respondents are in an appropriate role to give qualified answers regarding resource management.)

61% of contractors report improvement, rising to 80% for those with optimized adoption.

- Accurate resource planning and forecasting is the most common benefit, and is reported by 69% of light adopters.
- About one third of contractor light adopters (31%) report improved labor productivity, which rises to 71% among those with optimized adoption.

Improved Resource Management

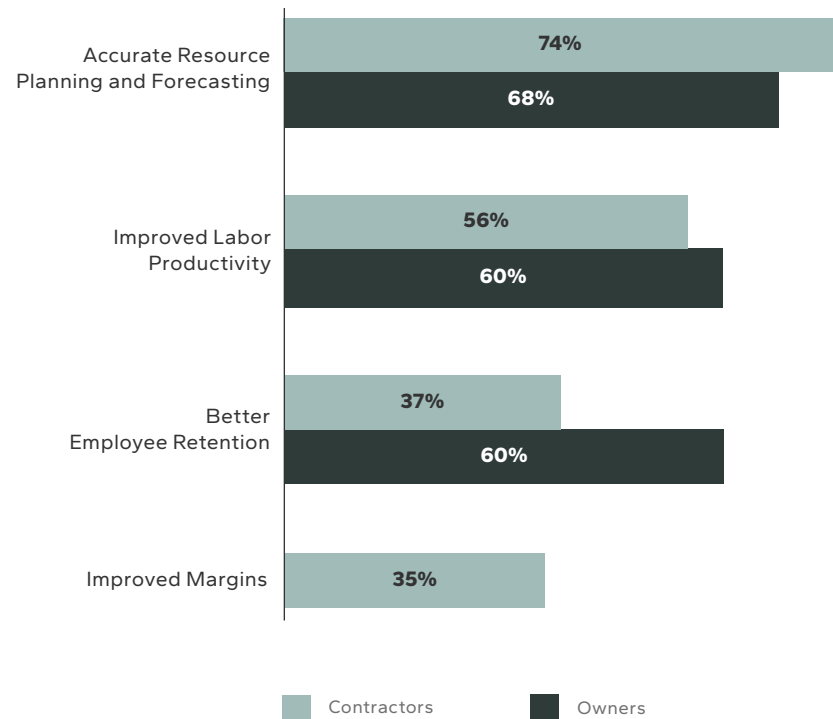


*Only 25 owners qualified to respond to this question

- Better employee retention and improved margins are less common, but improve markedly with experience (57% and 34% of optimized versus 31% and 16% of light users, respectively).

Resource Management Improvements

According to Those Who Experience Improved Resource Management



Process Improvements

PRECONSTRUCTION PROCESSES

Other Preconstruction Process Improvement Differences by Company Type

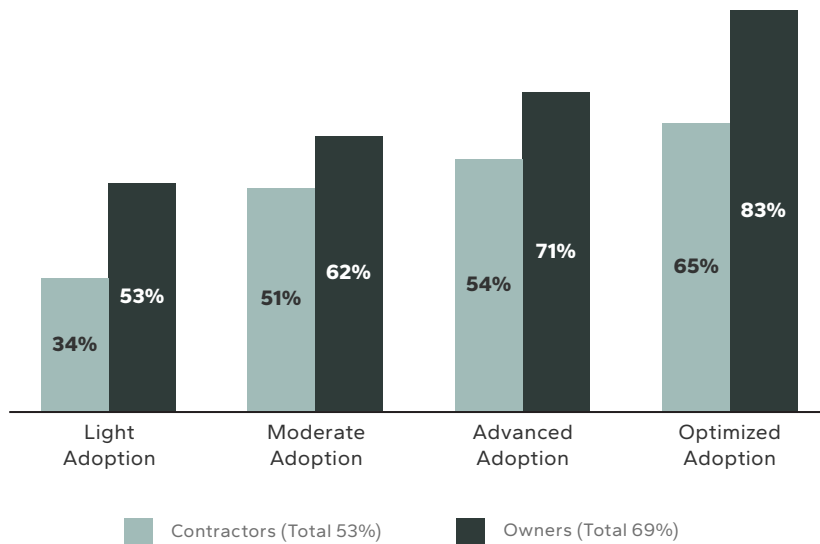
OWNERS SEE GREATER GAINS IN SCHEDULING AND HANDOFF FROM PRECONSTRUCTION

More owners than contractors report improved scheduling (69% versus 53%) and preconstruction-to-project handoff (73% versus 60%).

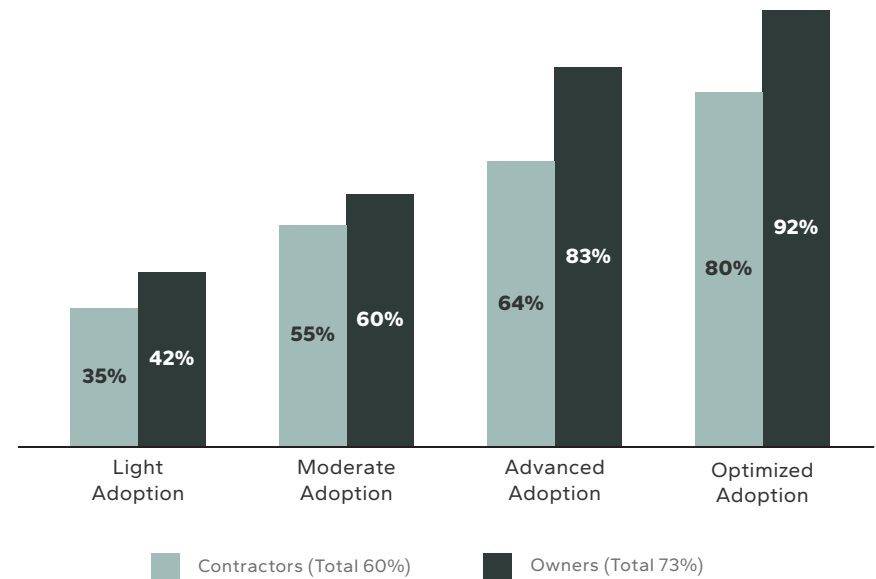
- Owners with light adoption more frequently report gains in these areas than light adopters at contractors.

- Optimized owners also outperform optimized contractors, with nearly all able to build schedules better (83%) and even more reporting better project handoff from preconstruction to project management (92%).
- These gaps reflect owners' heavier involvement in preconstruction and suggest they could support contractors in adopting better practices.

Improved Ability to Build Schedules



Improved Project Handoff From Preconstruction to Project Management



Process Improvements

PROJECT MANAGEMENT

Improved Project Management

DAILY OVERSIGHT AND CHANGE ORDER MANAGEMENT ARE THE MOST FREQUENTLY IMPROVED

76% of users report gains in these activities, the most for any project management processes included in the study.

- Nearly all optimized and advanced users see these benefits
- Moderate adopters also benefit from using project

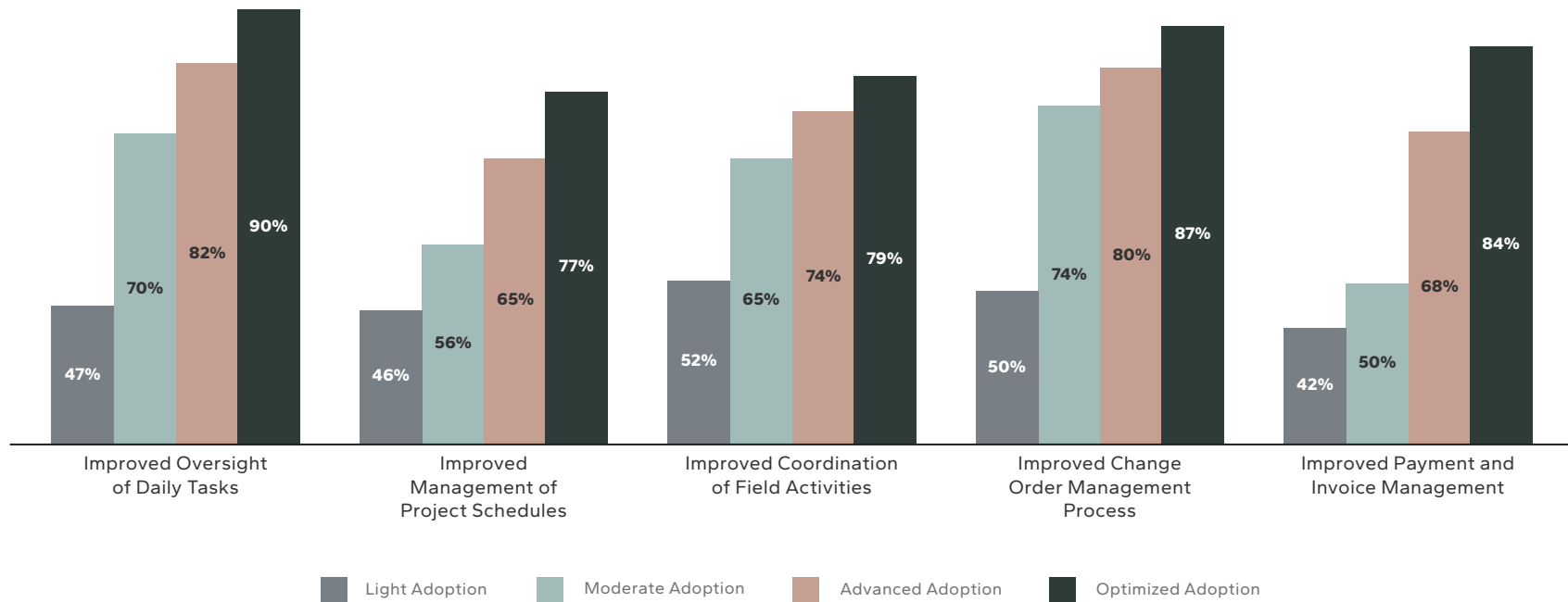
management software for both of these activities, as well as for coordination of field activities.

- More advanced skills are needed for schedule, payment and invoice management.

These findings reveal opportunities for less experienced users to quickly capitalize on and then to grow over time.

Improvements to Project Management Processes

Owners and Contractors



Process Improvements

PROJECT MANAGEMENT

Top Differences by Company Type

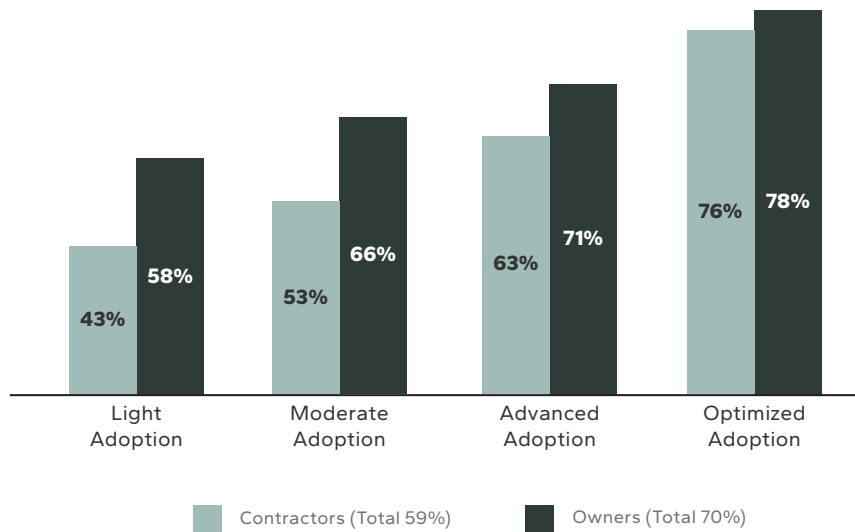
OWNERS OUTPERFORM CONTRACTORS, ESPECIALLY AT LIGHT AND MODERATE ADOPTION LEVELS

Advanced and optimized users at both more frequently report experiencing each of these benefits.

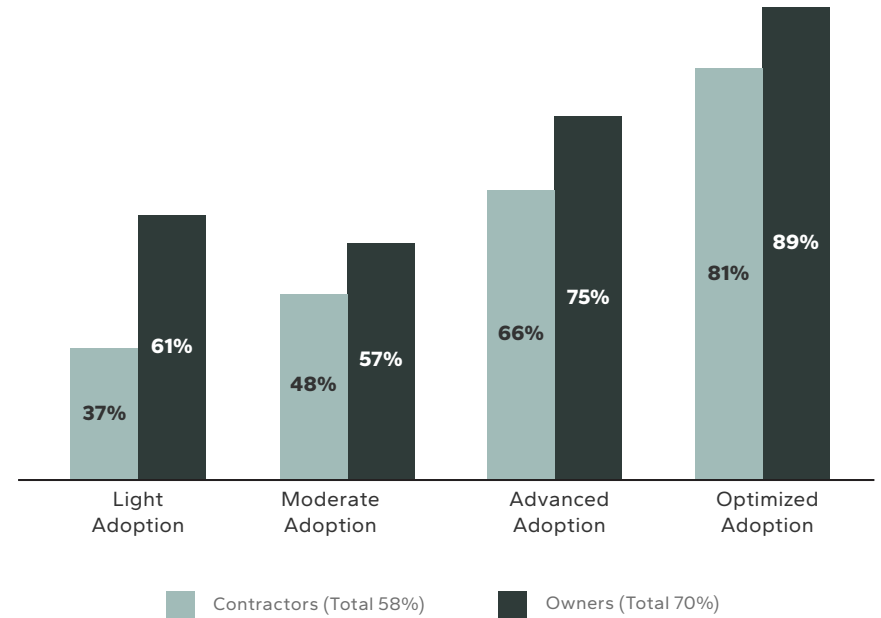
- 70% of owners improve schedule, payment and invoice management compared with fewer than 60% of contractors.
- Contractors' gains grow more sharply with experience, especially in payment and invoice management.

- 61% of light adopter owners see invoice and payment management improvements, compared with 37% of light adopter contractors—likely because contractors manage more complex, multiparty payment flows.
- While owners perform better, it is notable that nearly half (43%) of light adopter contractors see improved project schedule management, and over one third (37%) see improved payment and invoice management. These functions are both potential early gains for contractor users as well as for owners.

Improved Project Schedule Management



Improved Payment and Invoice Management



Process Improvements

PROJECT MANAGEMENT

Improvements Achieved

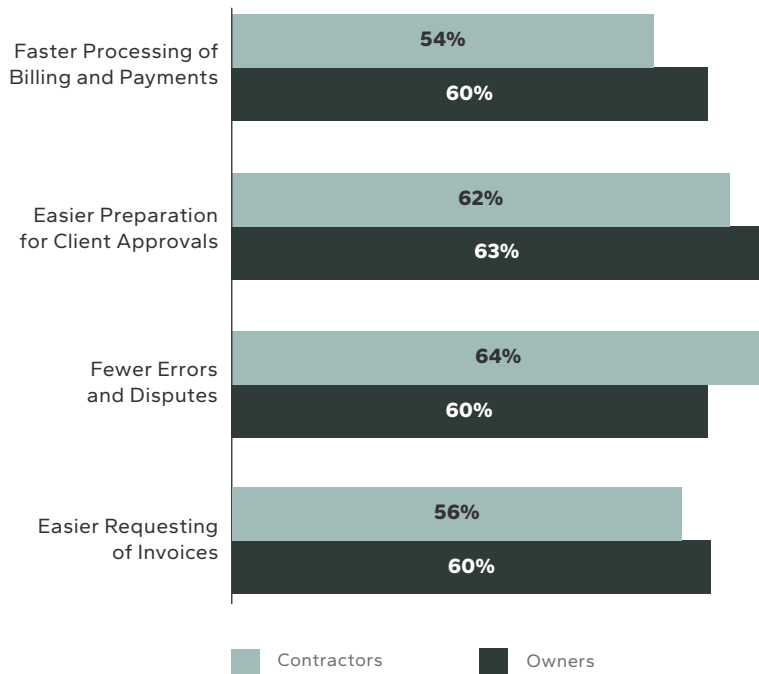
USERS EXPERIENCE WIDESPREAD GAINS IN CHANGE ORDER AND INVOICE PROCESSES

Over half of those with general improvements also report specific gains.

- Change orders show faster approvals, fewer errors and fewer missed/unrecoverable items. Importantly, 32% see the latter drop by 20% or more, most often among optimized users (54%).

Payment and Invoice Management Improvements

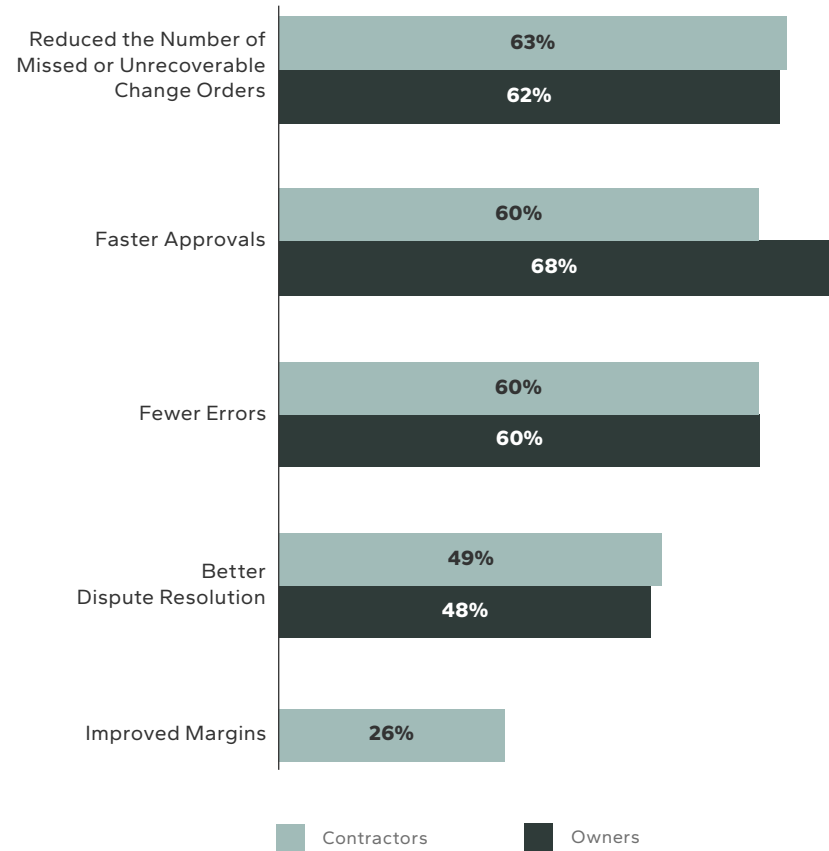
According to Those Who Experience Improvements in Payments and Invoicing



- Payment and invoice processes are streamlined with faster billing, easier client approvals, fewer errors/disputes and smoother invoice requests.

Change Order Management Improvements

According to Those Who Experience an Improved Change Order Management Process



Process Improvements

PROJECT MANAGEMENT

Impact of Project Management Improvements

MANY SAVE FIVE OR MORE HOURS WEEKLY ON CORE PROJECT TASKS

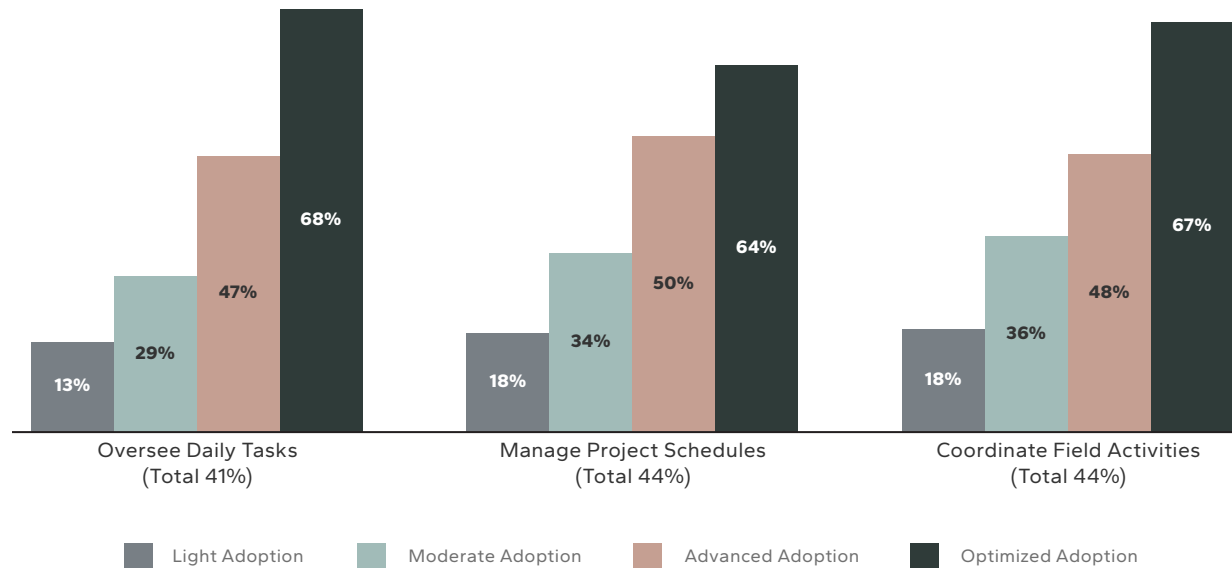
Respondents reporting improvements were asked about time savings.

- About half of owners save five or more hours per week on daily oversight (48%), schedule management (50%) and field coordination (51%), freeing up valuable staff time.

- About 40% of contractors see similar time savings (39%, 42% and 42%, respectively).
- Across both groups, about two thirds of optimized users save five or more hours per week, compared with half or fewer of those with less expertise. These productivity gains clearly provide some return on the investment of time in nurturing greater expertise in the use of project management software.

Saved 5 Hours or More a Week on Project Management Processes

According to Those Who Reported Improvements in Each Process



Process Improvements

REWORK AND PRODUCTIVITY

Reduced Rework and Improved Productivity

REWORK REDUCTION IS A WIDESPREAD BENEFIT—EVEN FOR MODERATE ADOPTERS

Most owners (83%) and contractors (74%) say project management solutions help reduce rework through documentation, issue reporting and tracking/accountability.

- 60% see at least a 5% drop in rework, ranging from 37% of light to 79% of optimized users.
- High expertise is not required, however, because moderate adopters frequently report these gains.

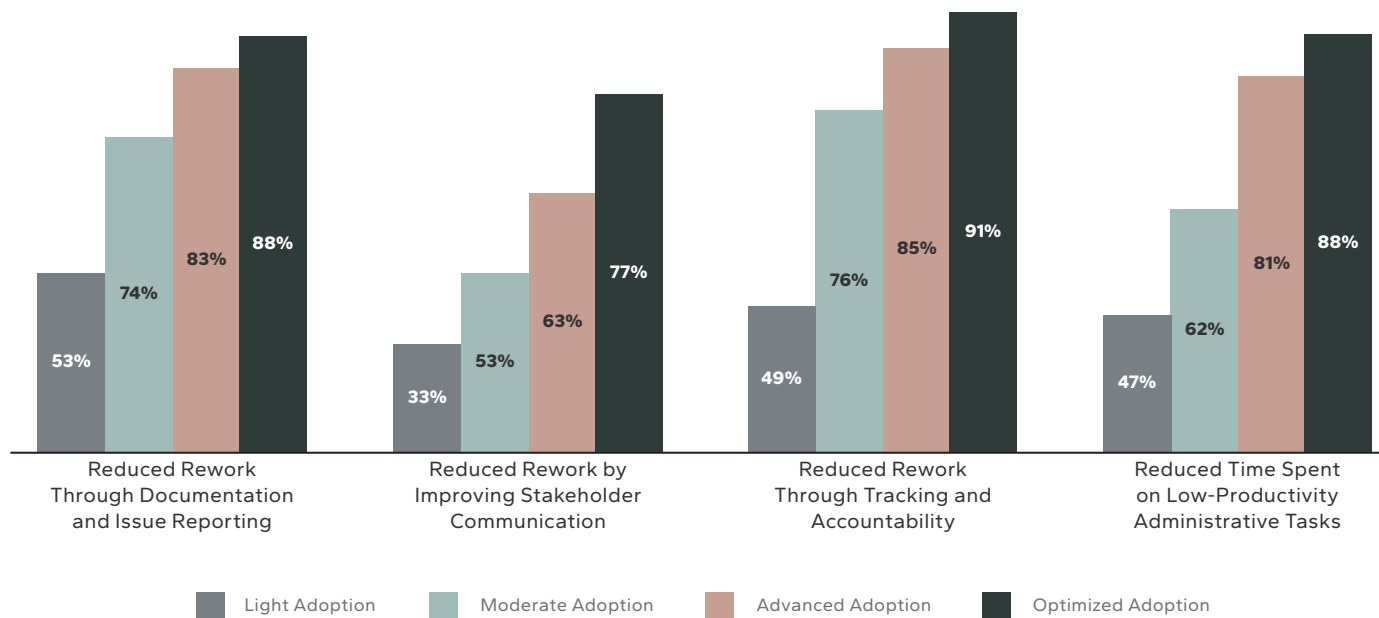
Better communication with stakeholders also plays a key role, with 67% of owners and 57% of contractors citing it as a reason rework is reduced. Optimized owners stand out, with 92% linking reduced rework to improved communication.

LOW-VALUE ADMINISTRATIVE TASKS DECLINE FOR ALL USERS

Importantly, nearly three quarters (72%) of all respondents find they spend less time on low-productivity tasks.

Reduced Rework and Improved Productivity

Owners and Contractors



Process Improvements

REWORK AND PRODUCTIVITY

Time Saved on Administrative Tasks

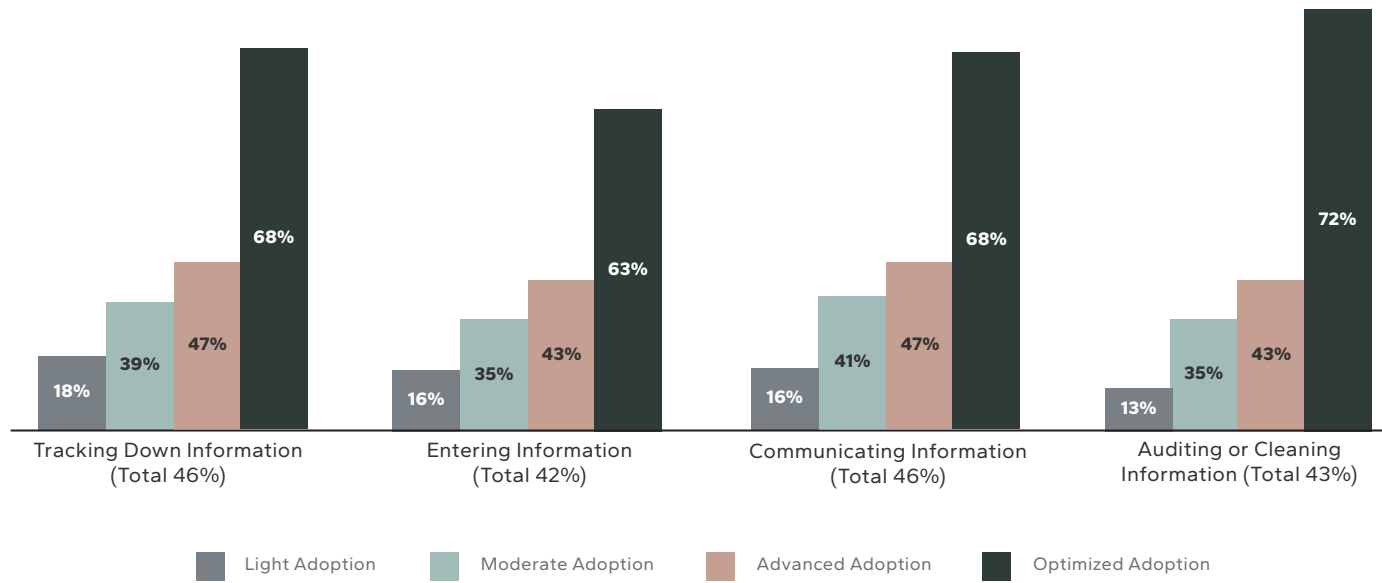
EXPERTISE YIELDS SIGNIFICANT TIME SAVINGS

As cited on the previous page, 72% of users report a reduction in low-productivity administrative tasks. They most frequently save five hours or more per week on tracking down and communicating information (46%), but nearly as many also save time on entering, auditing and cleaning data (42% and 43%, respectively).

- Optimized users see the biggest gains, with 63%–72% saving five or more hours per week across these four tasks.
- The share who experience time savings of at least five hours is more modest, but still meaningful, at moderate and advanced levels (35%–47%).
- Light users less frequently see these time savings (13%–18%) but can expect to benefit more as their capabilities grow.

Saved 5 Hours or More a Week on Specific Low-Productivity Tasks

Share of Those Who Save Time on Low Productivity Administrative Tasks in General



Process Improvements

COMMUNICATION AND COLLABORATION

Improved Communication and Collaboration

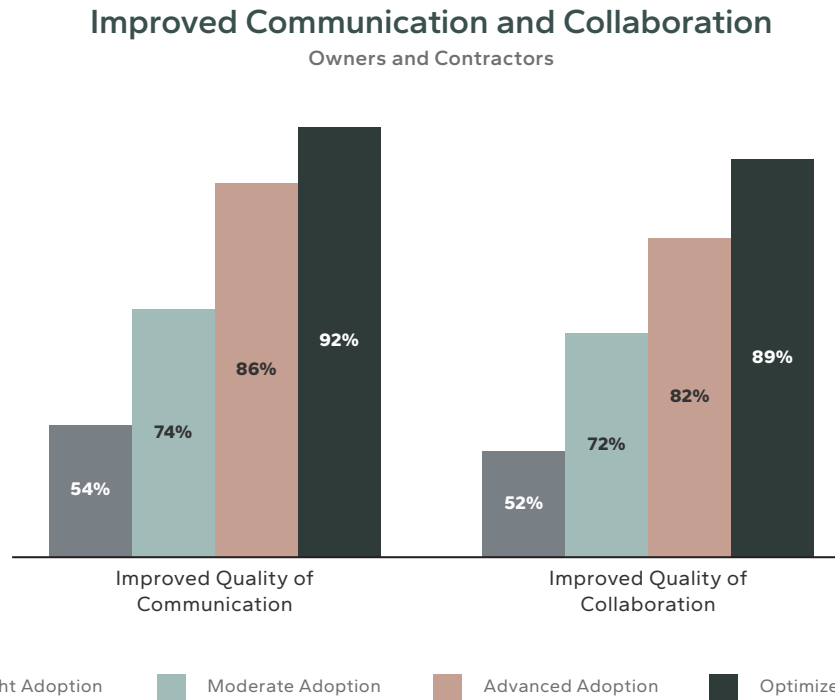
IMPROVED COMMUNICATION AND COLLABORATION ARE EARLY BENEFITS THAT GROW WITH EXPERTISE

On average, 80% of owners and contractors report that they see the quality of communication between their project management team and the rest of their organization improved, and 77% report improved collaboration.

As the chart reveals, expertise in the use of project management solutions correlates with increased gains.

- Over half of light adopters (53%) see improvement, suggesting that this can be an immediate benefit for many new users.
- The share experiencing improvements steadily grows with advancing expertise levels until nearly all optimized users cite them.

Similar shares of owners and contractors report these improvements.



Process Improvements

COMMUNICATION AND COLLABORATION

Improved Communication and Collaboration CONTINUED

FIELD-TO-PROJECT MANAGEMENT CONNECTION SEES THE BIGGEST BOOST

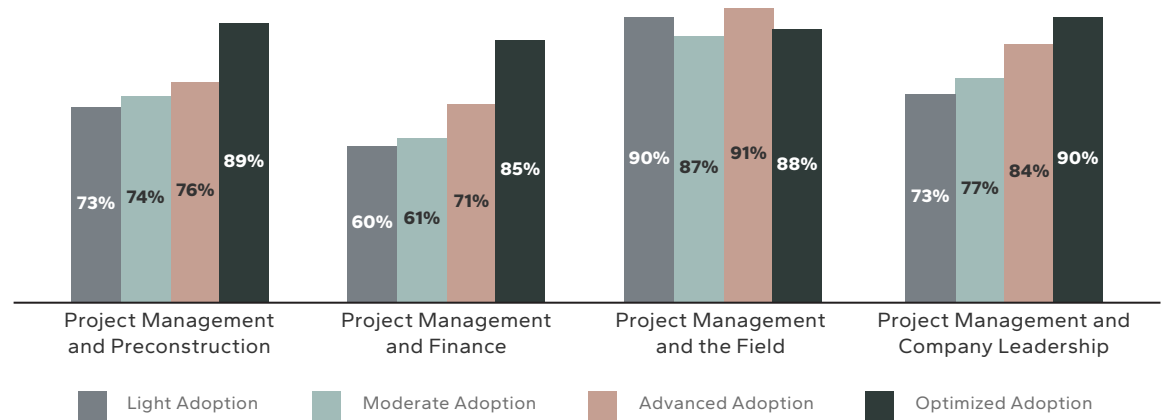
Among those who report improved communication or collaboration overall, the connection between project management and field teams improves most at all expertise levels.

- In addition to the 89% who report improved communication with the field, most also communicate better with preconstruction (77%) and leadership (81%), but fewer overall report the same for finance (69%).
- Light adopters report early improvements across preconstruction and leadership teams, as well as with the field.
- Improved collaboration with the field (90%) is also nearly universally experienced by those who see improved collaboration in general. Collaboration with company leadership (82%), preconstruction (77%) and finance (71%) is also frequently enhanced.

In both cases, light adopters immediately see a boost in communication and collaboration across their organizations, while optimized users are able to rely on experiencing these benefits.

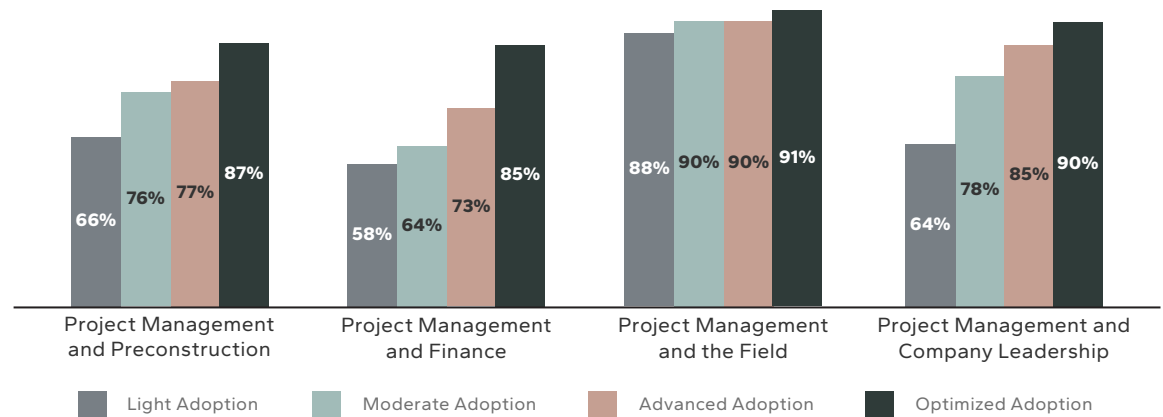
Improvement in Communication Between Teams

According to Owners and Contractors Who Report Improved Overall Communication



Improvement in Collaboration Between Teams

According to Owners and Contractors Who Report Improved Overall Collaboration



Project Performance

Introduction

This section highlights how project management solutions improve:

- **Cost and Schedule:** Fewer delays and unforeseen costs, more projects completed on time and on budget.
- **Productivity Onsite:** Gains for field supervision, labor and new-hire onboarding.
- **Quality:** More projects that meet or exceed expectations with fewer deficiencies and deviations.
- **Safety:** Better safety culture, improved SOP compliance and fewer incidents and violations.

- **Other Important Outcomes:** Including greater stakeholder/client satisfaction and reduced material waste.

As in prior sections, gains increase with solution expertise, but even light adopters report meaningful improvements. These findings build on preceding ones, demonstrating that better data and more effective processes, leveraged with a project management solution, lead to stronger project performance for owners and contractors.

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Top Light Adopter Benefits

- 1 Increased Productivity in Field Supervision
- 2 Improved Ability to Reduce Material Waste
- 3 Increased Number of Projects Completed Within Budget



Most Improved by Greater Expertise

- 1 Reduced Project Delays
- 2 Increased Client Satisfaction
- 3 Increased Number of Projects That Meet or Exceed Safety SOPs Upon Completion

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Top Light Adopter Benefits

- 1 Increased Productivity in Field Supervision
- 2 Increased Stakeholder Satisfaction
- 3 Improved Ability to Reduce Material Waste



Most Improved by Greater Expertise

- 1 Reduced Overhead Costs
- 2 Improved Safety Culture on the Jobsite
- 3 Increased Productivity in Field Labor

Project Performance

Cost and Schedule Performance

MOST USERS IMPROVE COST AND SCHEDULE OUTCOMES

Users were asked about two key outcomes:

- Are more of their projects completed on time and on budget?
- Are negative impacts (e.g., delays, unforeseen costs, etc.) reduced?

The chart below clearly reveals that:

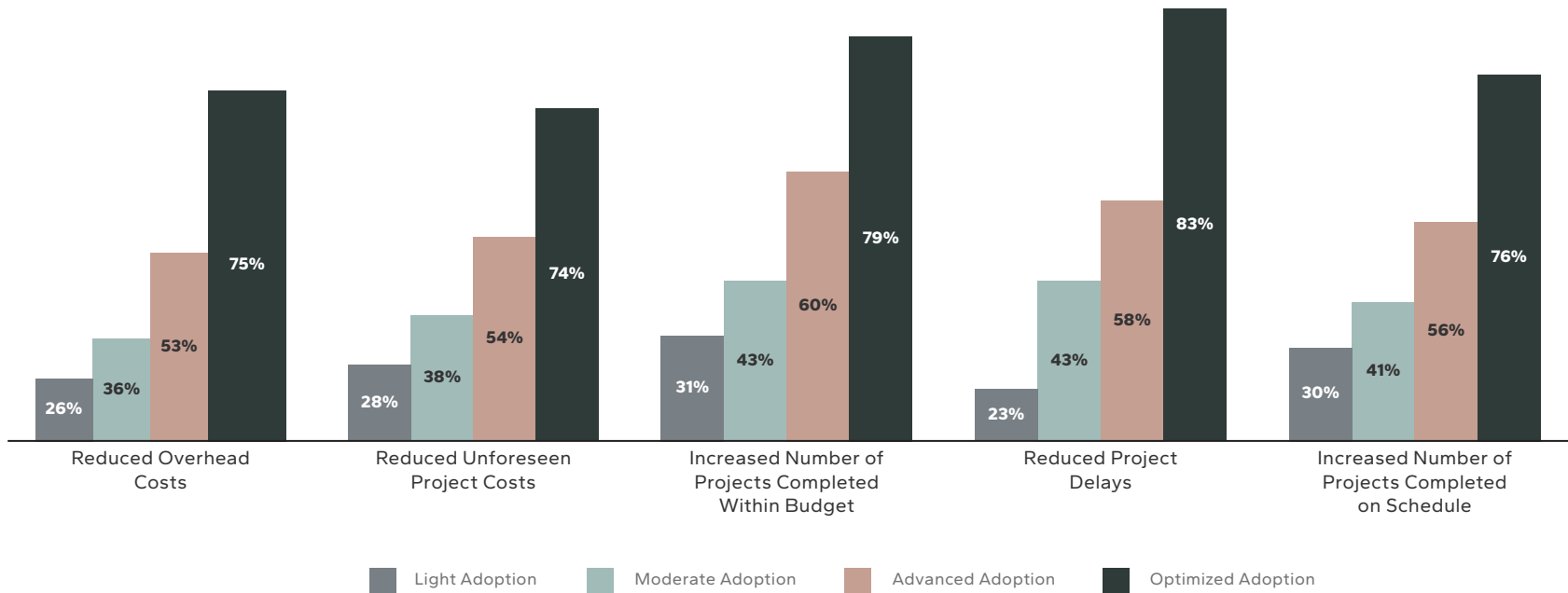
- Light adopter gains are solid: 31% increase on-budget and 30% increase on-time performance.

- Optimized users' results are exceptional: 83% reduce delays, and over 70% reduce overhead and unforeseen costs and increase on-time and on-schedule delivery.
- Owners outperform contractors by 9–12 points across all metrics.

Importantly, these benefits also drive better safety, quality and profitability in addition to their inherent value to the project delivery process.

Improved Cost and Schedule Performance

Owners and Contractors



Project Performance

Impact on Project Cost and Schedule

OPTIMIZED USERS REPORT LARGER, MORE FREQUENT GAINS

Those with greater solution expertise not only report benefits more often—they also experience bigger impacts.

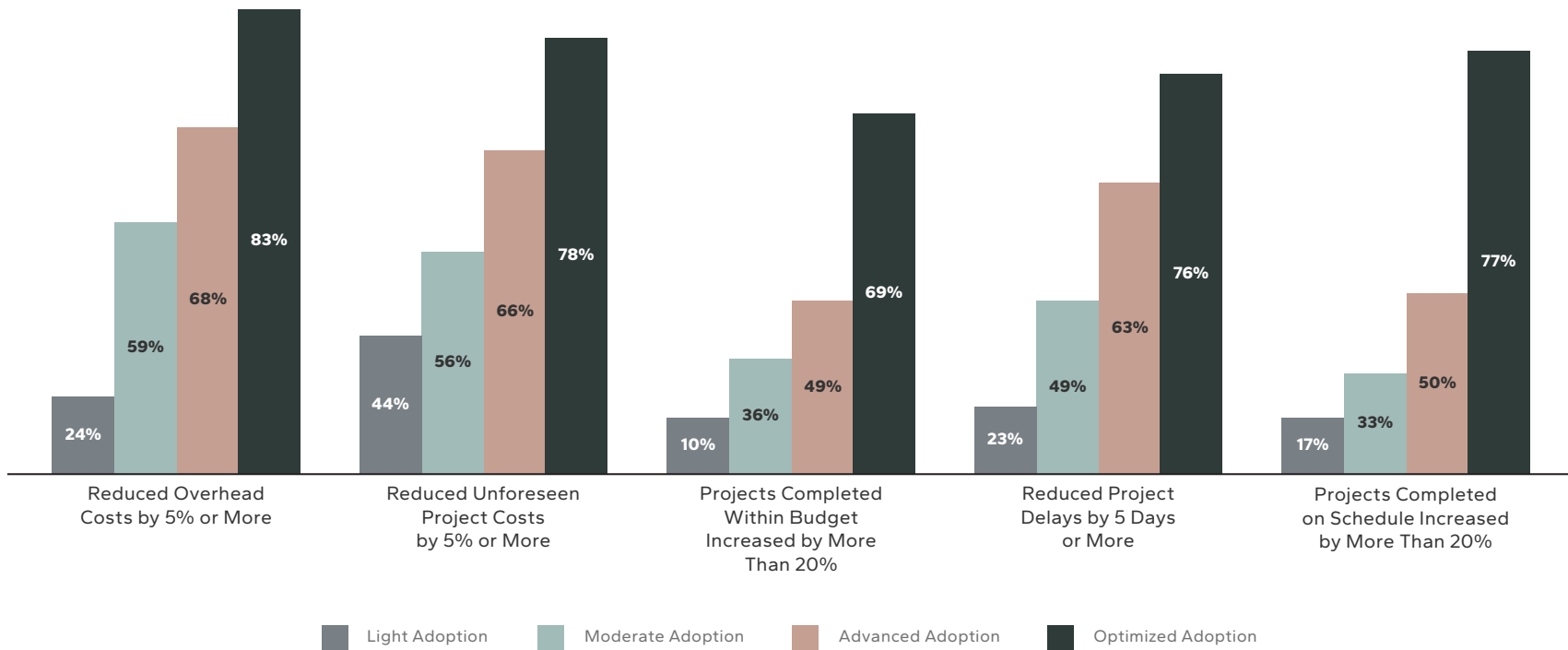
About three quarters of optimized users (69%–83%) report the positive impacts shown below, notably more than their less advanced peers.

Key differences between owners and contractors include:

- 74% of owners report a reduction in overhead costs of 5% or more, compared with 64% of contractors.
- 56% of owners see a 20% increase in projects completed within budget and on schedule, compared with 43% and 45% of contractors, respectively.

Impact on Cost and Schedule

According to Owners and Contractors Who Report Improved Cost or Schedule



Project Performance

Increases in Project Productivity

FIELD PRODUCTIVITY RISES SHARPLY WITH EXPERTISE
 Nearly three quarters (73%) of users report increased productivity for field supervision and 60% for field labor.

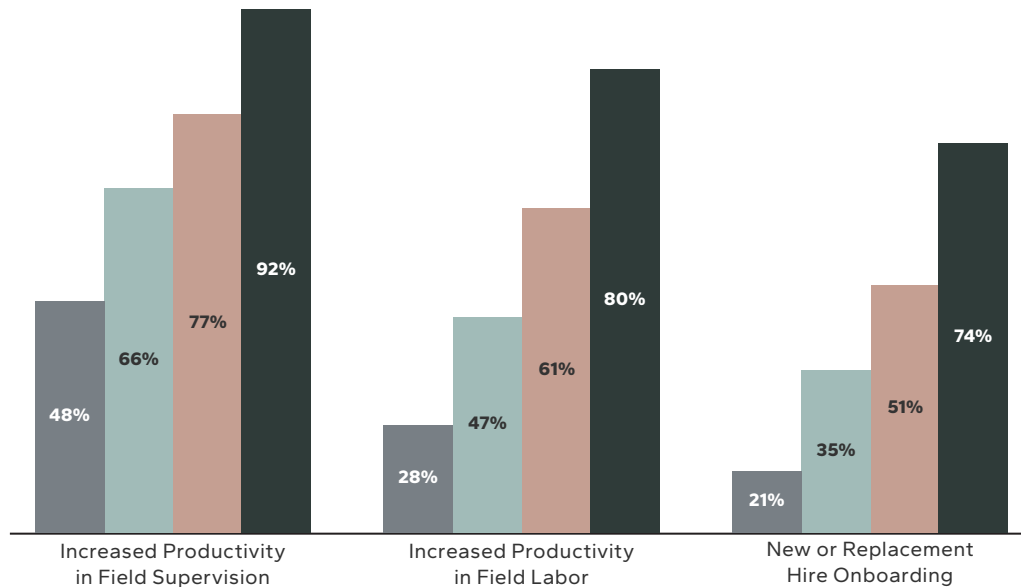
- 73% of optimized users reporting productivity gains for field supervision see it increase by more than 20%, and 63% report that level of improvement for field laborers.
- Optimized users at owners and contractors have similar experiences.

- Light adopters at owner organizations more frequently report greater than 20% productivity increases than do those at contractors.

About half (54%) of owners and contractors also see productivity gains due to improving their onboarding process for new or replacement workers.

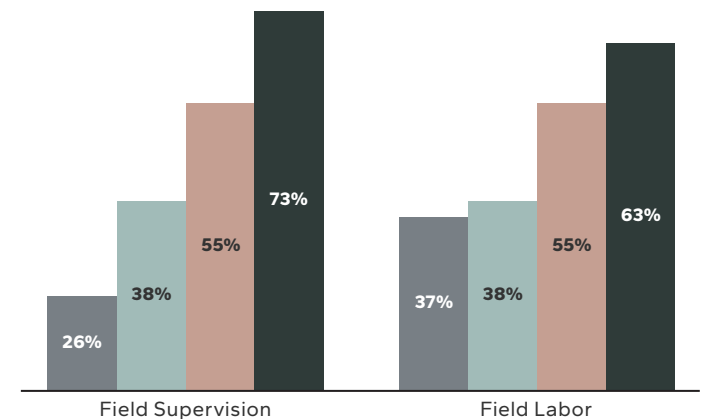
Project Productivity Increases

Owners and Contractors



Field Supervision/Labor Are More Than 20% More Productive

According to Those Reporting Productivity Increases for Field Supervision/Labor



Light Adoption
 Moderate Adoption
 Advanced Adoption
 Optimized Adoption

Project Performance

Quality Improvements

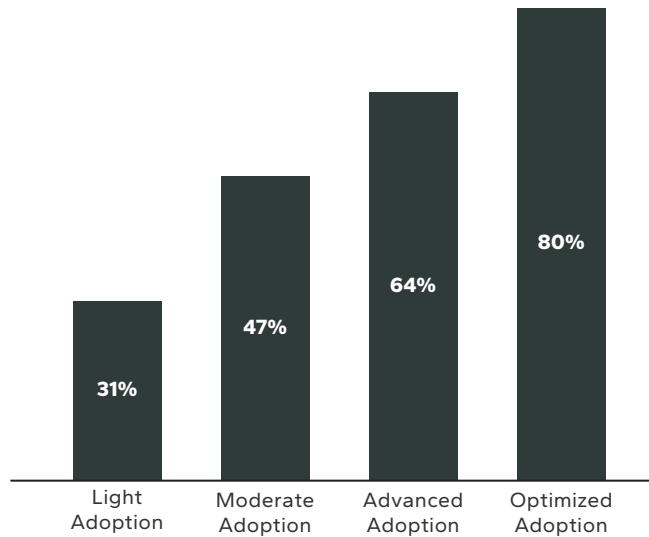
MORE PROJECTS MEET QUALITY TARGETS— ESPECIALLY FOR OWNERS

Owners tend to report that their projects meet or exceed established quality measures more frequently than do contractors: 67% versus 54%. This gap holds true across expertise levels, culminating with 88% of optimized owners compared with 76% of contractors.

Most optimized users at owners whose projects frequently exceed or meet quality measures experience a decrease of 5% or more in deficiencies and deviations, far more than those with less expertise.

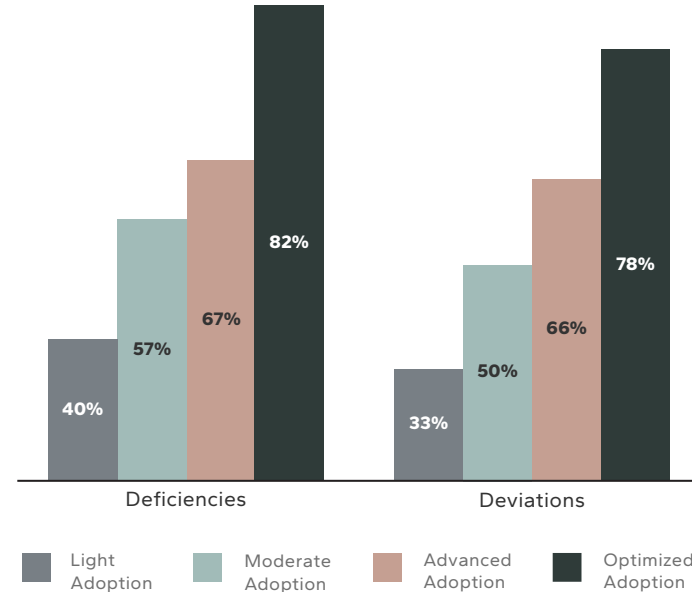
The improvements to their preconstruction practices previously reported—especially among owners—likely contribute to these gains.

More Projects That Meet or Exceed Established Quality Measures



5% or More Decrease in Deficiencies and Deviations

According to Those Who Report an Increased Number of Projects That Meet or Exceed Established Quality Metrics



Project Performance

Safety Performance Improvements

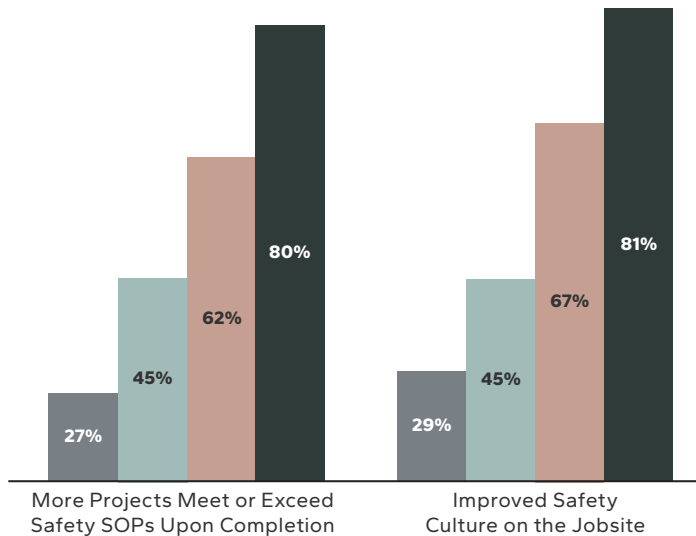
PROJECT MANAGEMENT SOLUTIONS STRENGTHEN SAFETY CULTURE AND SOP COMPLIANCE

57% of users believe their project management solution is helping them to improve safety culture on their site, and nearly as many (55%) find that more of their projects meet or exceed safety SOPs. This is a meaningful net impact of how well integrated their solutions are into all their project workflows.

76% of those who report that more projects meet/exceed safety SOPs find that jobsite incidents and compliance violations are reduced by 5% or more. Again, expertise increases safety-related improvements, as the chart at bottom right shows. Every incident or violation holds the risk of having severe impacts on a worker's well-being and the success of the project, so this level of reduction is critically important.

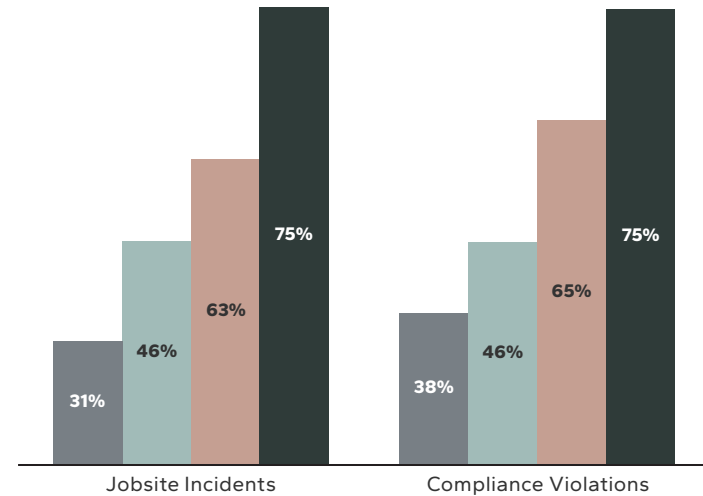
Improved Safety Onsite

Owners and Contractors



Decrease in Jobsite Incidents and Compliance Violations of 5% or More

According to Those Who Report That More Projects Meet/Exceed Safety SOPs Upon Completion



Light Adoption
 Moderate Adoption
 Advanced Adoption
 Optimized Adoption

Project Performance

Satisfaction and Sustainability Benefits

CLIENT AND STAKEHOLDER SATISFACTION GROWS WITH EXPERTISE

Satisfaction reflects more than outcomes. It is shaped by communication and data sharing.

87% of optimized users at contractors report improved client (i.e., owner) satisfaction, and 92% of optimized owners see higher stakeholder satisfaction. These excellent results can be linked to the better communication and data sharing that project management solutions facilitate, and optimized users master.

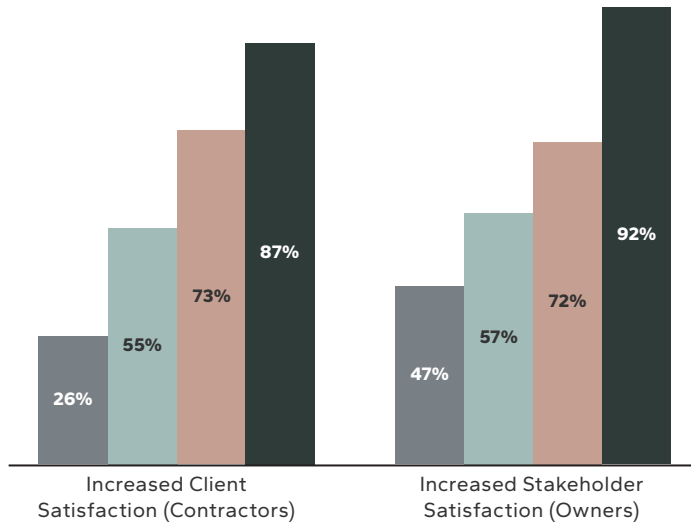
HIGH SHARE OF USERS REPORT REDUCED MATERIAL WASTE ON THEIR PROJECTS

Many owners (67%) and contractors (57%) report waste reduction on their projects due to their project management technology. This likely relates to preconstruction decisions (e.g., amount of offsite construction) that are then managed with the software.

Nearly all of the optimized contractors (84%) and owners (92%) who see this benefit say that waste is reduced by 5% or more.

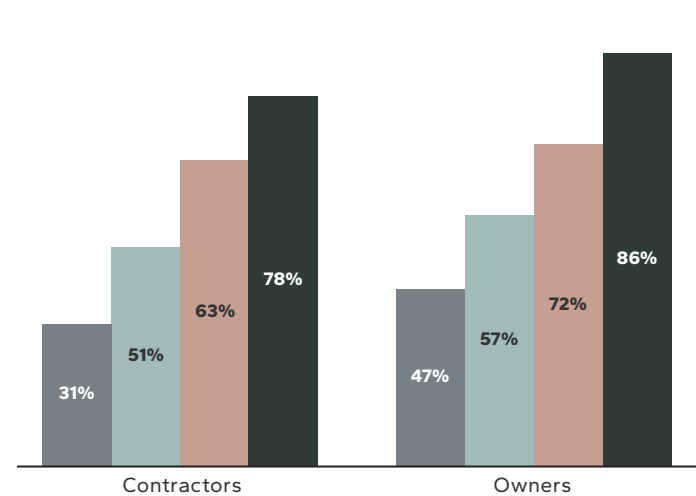
Stakeholder and Client Satisfaction

Owners and Contractors



Improved Ability to Reduce Material Waste

Owners and Contractors



Light Adoption
 Moderate Adoption
 Advanced Adoption
 Optimized Adoption

Business Benefits

Introduction

This section highlights the business benefits contractors and owners directly attribute to using project management software.

- **Financial Benefits:** Better cash flow, higher profit margins and the extent of margin improvement.
- **Productivity Improvements:** How often productivity improves across preconstruction, operations, finance and leadership teams, and its effect on operational efficiency.
- **Improved Decision-Making and Project Management:** Enhanced ability to make data-driven decisions, resolve issues and handle greater project volume and capital assets.

- **Risk and Safety:** More frequent dispute resolution without litigation, improved risk and loss management, and stronger safety culture from leadership.
- **Reputation and Competitive Advantage:** Gains in team productivity and operational efficiency that strengthen market position.

Optimized users of project management software report significantly more benefits than less experienced users, likely due to the combined impact of better data, improved processes and stronger project outcomes. This section offers the clearest evidence that investing in user expertise yields far greater returns.

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Top Light Adoption Benefits

- 1 Increased Productivity in Project Management/Operations
- 2 Improved Operational Efficiency
- 3 Improved Ability to Make Data-Driven Decisions



Most Improved by Greater Expertise

- 1 Improved Cash Flow
- 2 Improved Profit Margins
- 3 Positive Impact on Organization's Reputation

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Top Light Adoption Benefits

- 1 Manage More Construction Volume
- 2 Increased Productivity in Project Management/Operations
- 3 Improved Ability to Resolve Critical Issues/ Improved Operational Efficiency



Most Improved by Greater Expertise

- 1 Disputes Resolved Without Litigation
- 2 Improved Cash Flow
- 3 Project Teams Can Manage More Capital Projects/Assets

Business Benefits

Improved Financial Performance

IMPROVING CASH FLOW AND INCREASING PROFIT MARGINS IS CLOSELY ALIGNED WITH EXPERTISE
 Improvements to an organization's financial performance are the combined result of improved data analysis and project management processes, along with the consistent improvement of project performance. Those with more expertise in using project management software frequently experience improvements in all those other areas and therefore are much more likely to see financial benefits such as improved cash flow and increased profit margins.

IMPROVED CASH FLOW

Contractors and owners were both asked about whether the use of project management software improved their cash flow. Their responses are very similar, with very few at the lower end of the adoption spectrum with improved cash flow, and then a steeper curve of those who are able to achieve this benefit at the upper end. Most of the optimized users report improved cash flow.

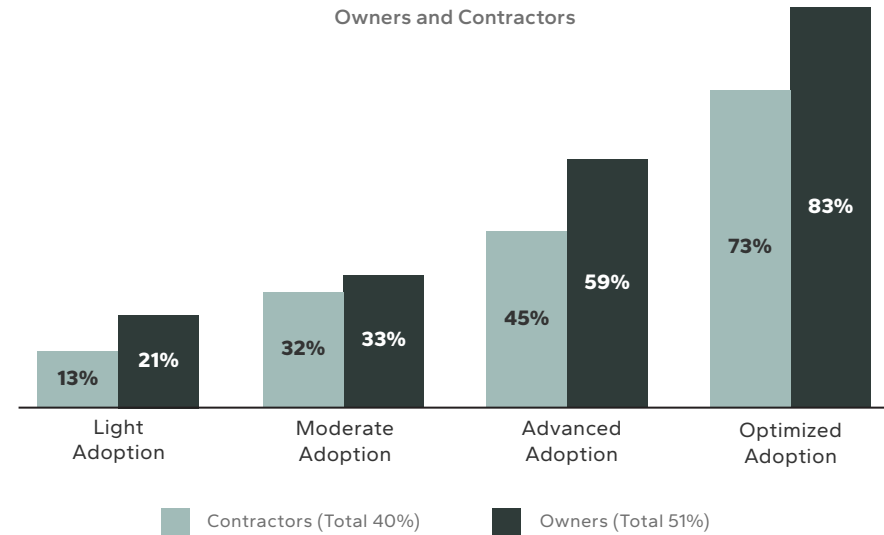
INCREASED PROFIT MARGINS

Contractors were also asked about the impact on their profit margins. The findings follow the same pattern as improved cash flow, with very few with increased margins at the low end and steep gains as expertise increases.

They were also asked a follow-up question about the size of the profit margin increase, and that also increases with experience. For most contractors, even a two-point profit margin increase is significant, and the four-point increase reported by optimized users is a major gain.

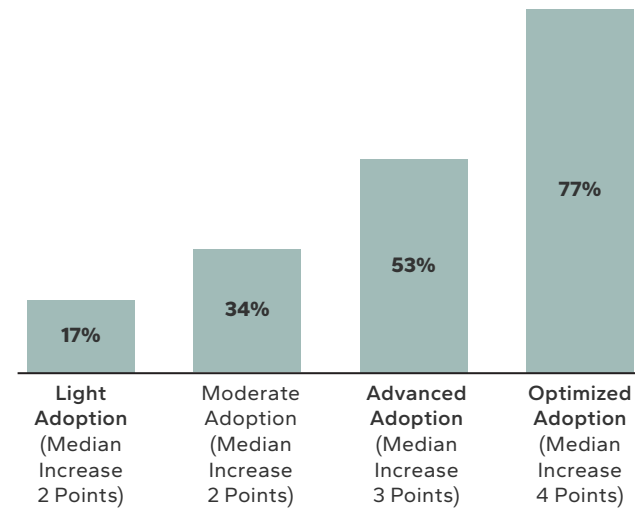
Improved Cash Flow

Owners and Contractors



Increased Profit Margins

Contractors



Business Benefits

Productivity Gains

OVER THREE QUARTERS (77%) REPORT IMPROVED OPERATIONAL EFFICIENCY

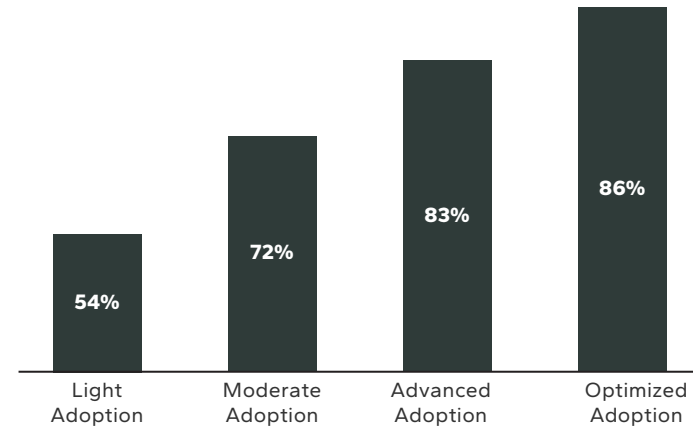
Contractors and owners reported productivity gains from project management software, including improved operational efficiency (chart at upper right), increased productivity across four business functions (chart below), and the extent of those gains (next page).

OPERATIONAL EFFICIENCY

Most project management software users see gains in operational efficiency—even from those with light and moderate adoption. Owners and contractors report similar results, making this a benefit most users can expect early on.

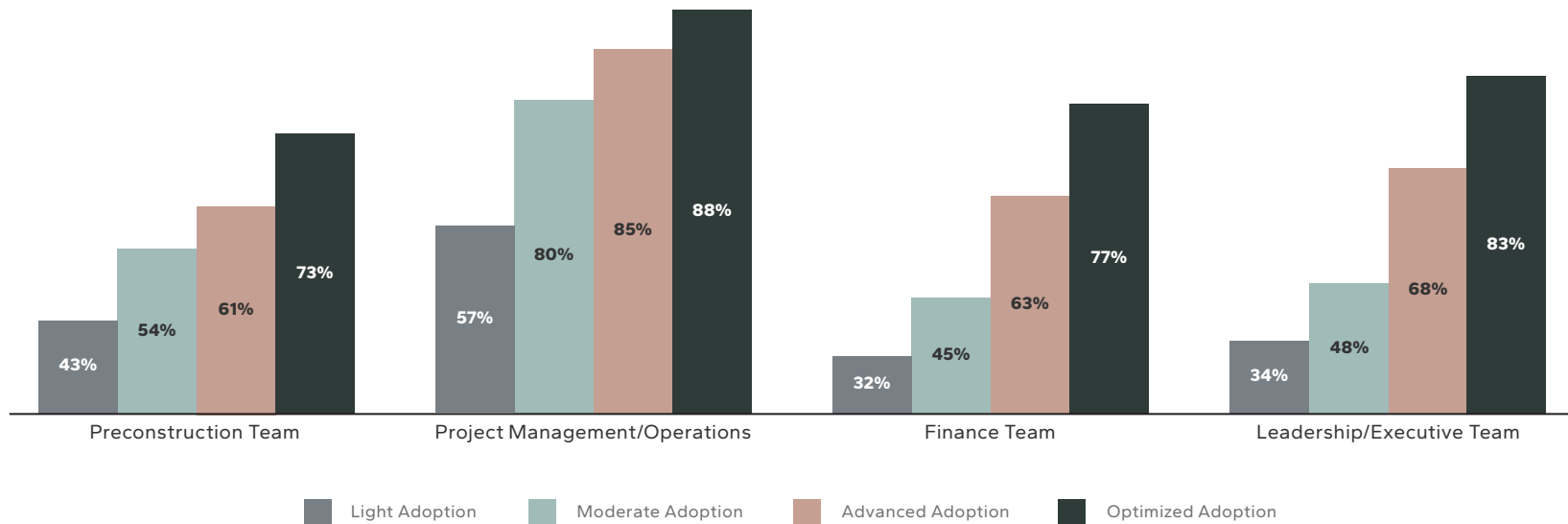
Improved Operational Efficiency

Owners and Contractors



Increased Productivity for Business Functions

Owners and Contractors



Business Benefits

Productivity Gains CONTINUED

PRODUCTIVITY INCREASES BY FUNCTION

Over half of contractors and owners report improved performance across preconstruction, project management, finance and leadership teams. Of those, most see productivity gains of 20% or more.

Productivity gains for each function are influenced by their level of expertise with the software.

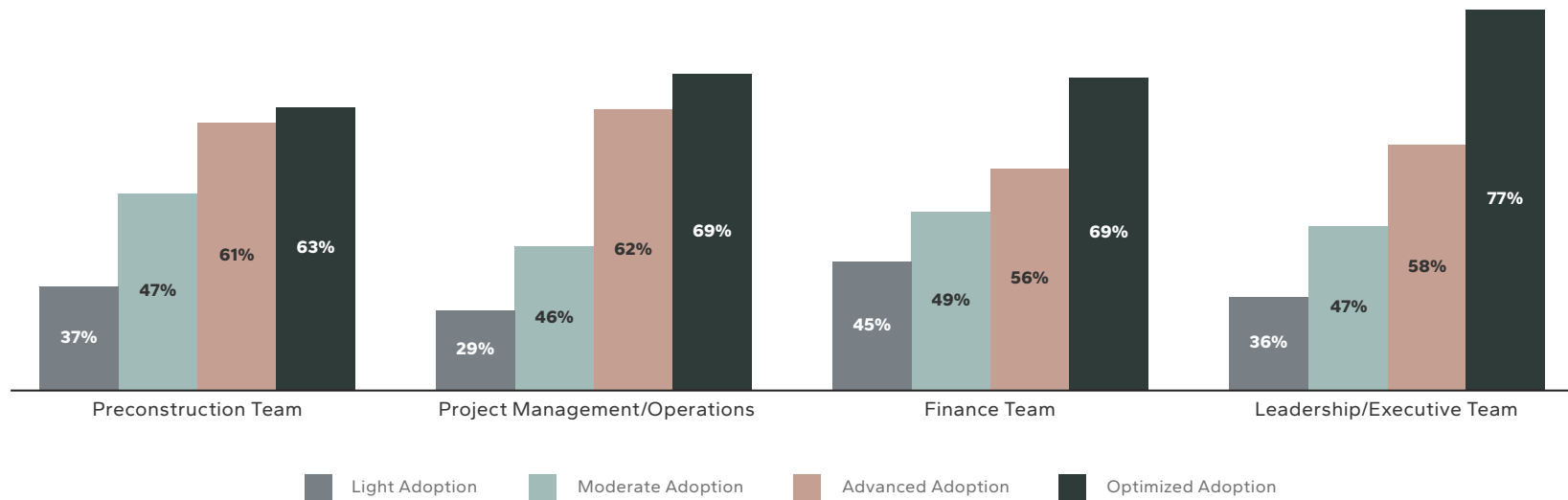
- Project Management:** Productivity gains in project management are the most common, reported by 82% of contractors and owners—including over half of light and 80% of moderate users. Advanced and optimized users are much

more likely to report gains exceeding 20%.

- Other Teams Overall Productivity Gains:** Between 55% and 60% experience productivity boosts for preconstruction, finance and leadership teams. Light and moderate users more often see these gains in preconstruction than with other teams.
- Other Teams Degree of Productivity Increases:** Many users across all levels report productivity gains greater than 20% for these teams, but optimized users see these increases most frequently—especially for leadership and finance—likely due to their ability to support better strategic analysis.

Productivity Increased by More Than 20%

According to Those Who Reported Productivity Increases



Business Benefits

Improved Decision-Making and Project Management

OVER TWO THIRDS OF PROJECT MANAGEMENT SOFTWARE USERS REPORT BETTER DATA-DRIVEN DECISIONS, FASTER ISSUE RESOLUTION AND THE ABILITY TO MANAGE MORE CONSTRUCTION VOLUME
 Project management software improves decision-making and workload management, with the greatest impact seen by those with moderate or more advanced adoption.

- Over 60% of moderate users can make data-driven decisions, address critical issues and manage more construction volume. Among advanced users, over 70% say the same, while 80% of optimized users agree.

- 80% of owners can manage more construction volume overall, compared with 65% of contractors.

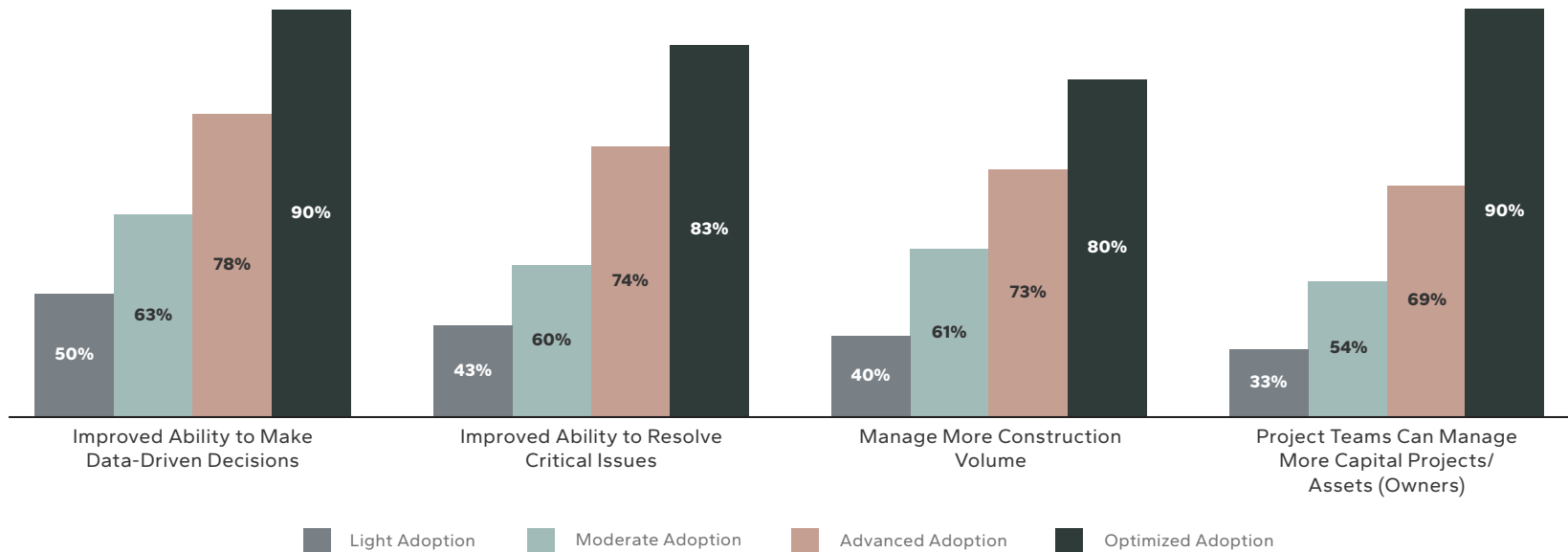
These findings show that even a modest investment in expertise can boost decision-making and project management effectiveness.

MANY USERS SAVE FIVE HOURS OR MORE PER WEEK BY RESOLVING CRITICAL ISSUES EFFECTIVELY

Half (50%) of owners and contractors who are better at resolving issues save at least five hours weekly. A chart on the next page illustrates how expertise helps contractors and owners to save more time on issue resolution.

Improvements in Decision-Making and Management

Owners and Contractors



Business Benefits

Improved Decision-Making and Project Management CONTINUED

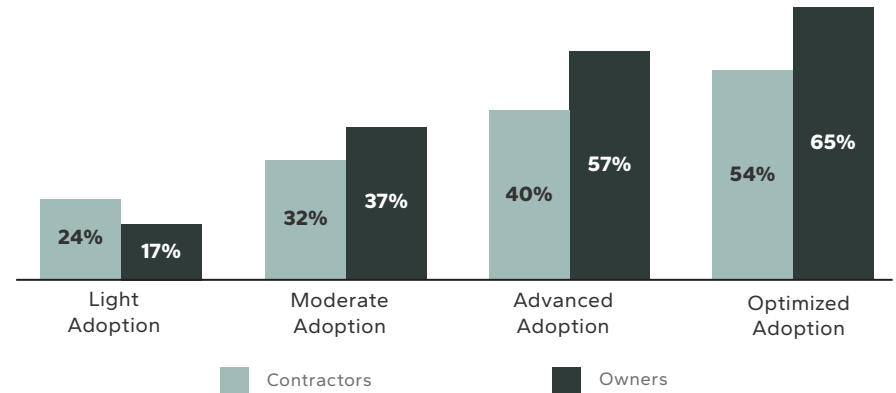
This is one of the few benefits experienced by more contractors at the early adoption level than owners. Advanced and optimized owners, though, more frequently report this level of time savings than do contractors.

MOST OPTIMIZED USERS CAN INCREASE THE VOLUME OF WORK THEY MANAGE BY 20% OR MORE

Increases of 20% or more in construction volume are much more frequently reported by optimized users. Additionally, three quarters of advanced owners who can manage more capital projects or assets gain that level of increase.

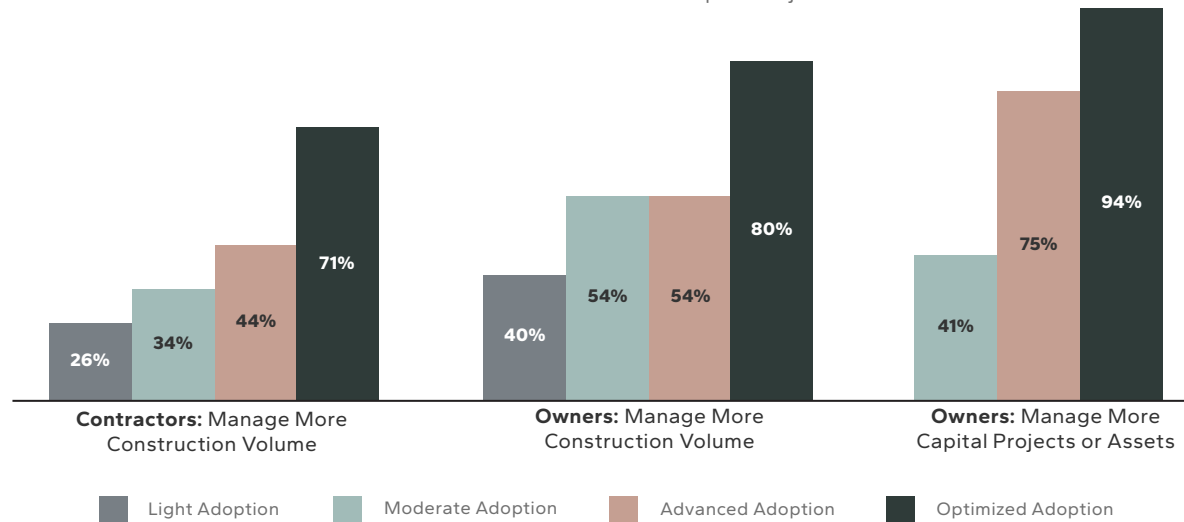
Save 5 Hours Per Week or More in Resolving Critical Issues

According to Owners and Contractors Who Report an Improved Ability to Resolve Critical Issues



Increase of 20% or More

According to Owners and Contractors Who Report Managing More Construction Volume and More Capital Projects/Assets



Business Benefits

Risk and Safety

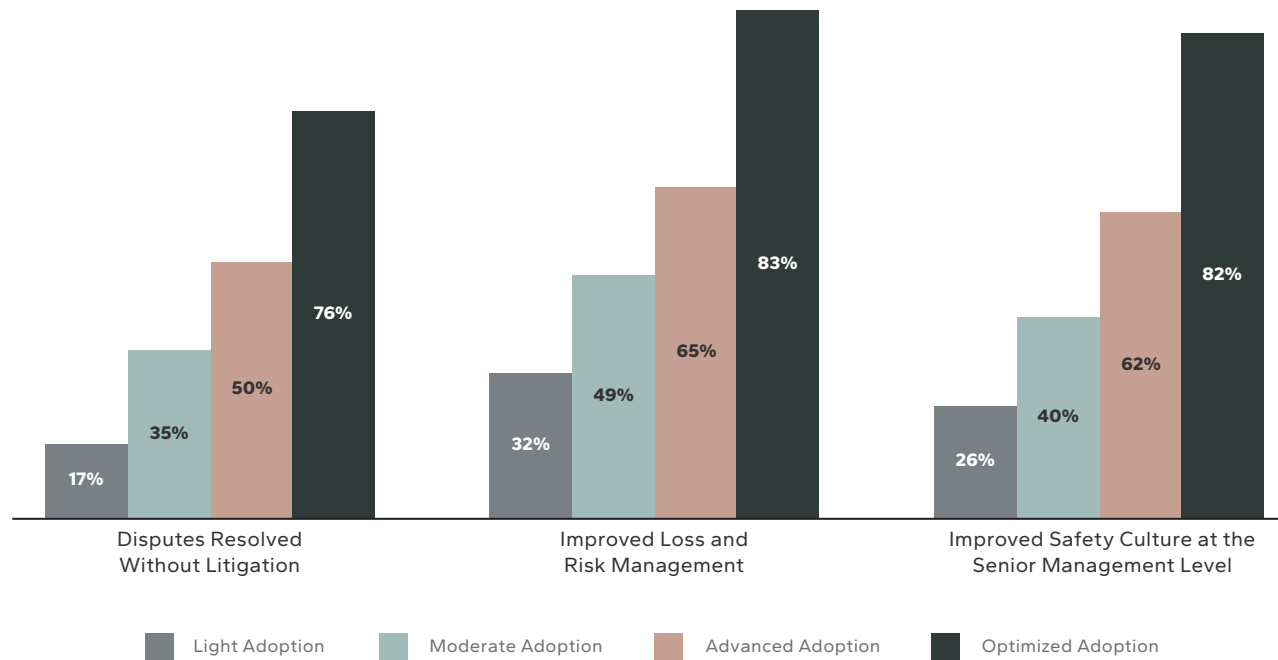
EXPERTISE WITH PROJECT MANAGEMENT SOFTWARE HELPS USERS REDUCE RISK

Expertise in using project management software has a major impact on improving risk management and safety at contractor and owner organizations. Many owners and contractors report several direct risk management improvements.

- Most optimized users see improved loss and risk management (83%) and are able to resolve disputes without litigation (76%).
- In contrast, fewer than one third of light adopters or one half of moderate ones report similar results.
- The chart on the following page shows the impact on reducing disputes experienced.

Improved Risk Management and Safety

Owners and Contractors



Business Benefits

Risk and Safety CONTINUED

DISPUTES RESOLVED WITHOUT LITIGATION INCREASE BY MORE THAN 20% FOR MOST OPTIMIZED USERS

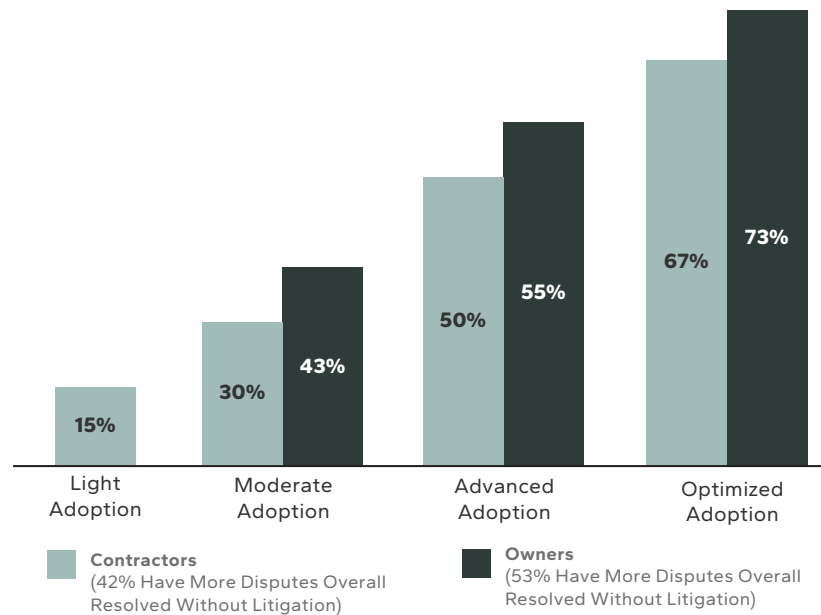
Those who have more disputes resolved without litigation were asked on what percentage of disputes this occurred. Again, expertise plays a role, with 73% of optimized owners and 67% of optimized contractors who report that 20% or more of their disputes were resolved in this way.

SOFTWARE HELPS SUPPORT SAFETY CULTURE BEYOND THE JOBSITE

Safety culture neither starts nor ends on the jobsite. Leadership engagement is a key factor in widespread adoption throughout an organization. Therefore, it is a good sign that 53% overall believe that safety culture has improved at the senior management level, and 82% of optimized users agree.

Disputes Resolved Without Litigation Increased by More Than 20%

According to Those Who Report More Disputes Overall Resolved Without Litigation



Business Benefits

Enhanced Reputation and Gained a Competitive Advantage

NEARLY TWO THIRDS OF ALL CONTRACTORS SEE A POSITIVE IMPACT ON THEIR COMPANY'S REPUTATION FROM USING PROJECT MANAGEMENT SOFTWARE

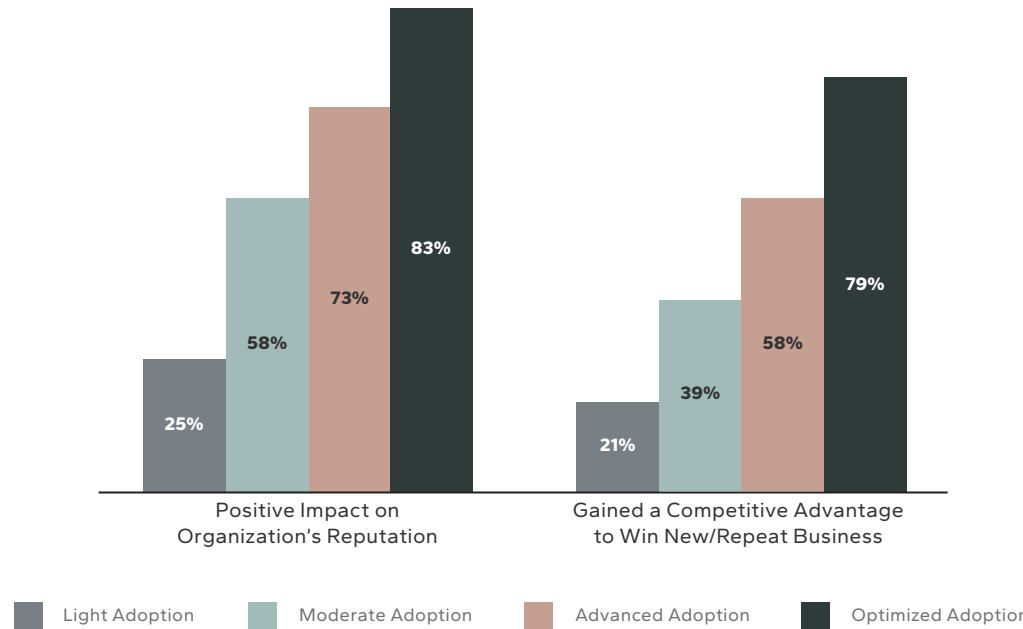
Contractors were asked whether project management software improves their reputation or gives them a competitive edge.

- Most contractors—even those with moderate adoption—report enhanced reputation from using the software.

- This rises to 73% of advanced users and 83% of optimized users.
- Most optimized users (79%) also report a competitive advantage, as do 58% of advanced users.
- Competitive advantage is less common among those with light or moderate adoption, who see fewer benefits overall. This underscores the value of investing in user expertise.

Improved Reputation and Gained Competitive Advantage

Contractors Only



Impact of Length of Time Using Software

Impact of the Length of Time Using Software

WHILE LONGER USE OF PROJECT MANAGEMENT SOLUTIONS YIELDS MANY BENEFITS, IT IS NOT AS STRONG A PREDICTOR OF SUCCESS AS USER EXPERTISE

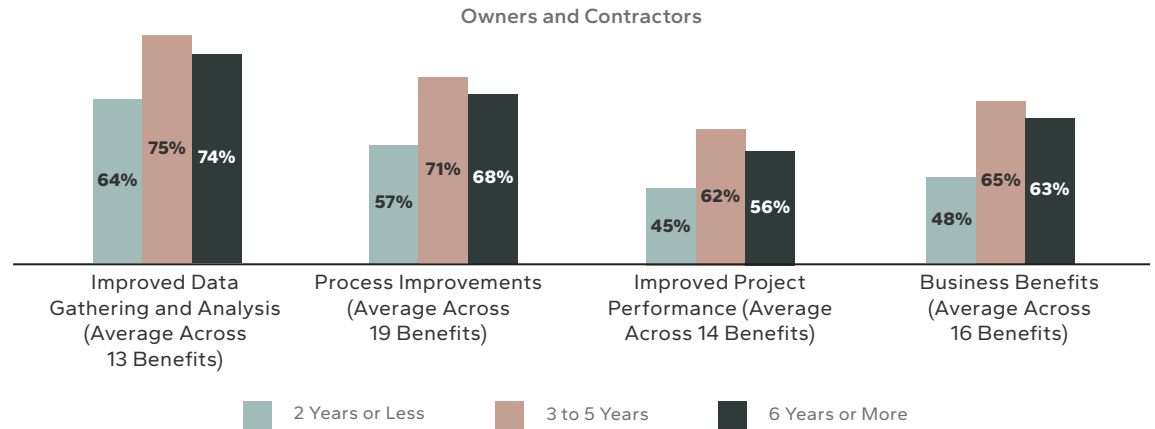
In addition to being asked about their level of expertise with using project management software, contractors and owners were also asked how long they have used their current solution.

- 25% have used it for two years or less.
- 48% have used it for three to five years.
- 27% have used it for six years or more.

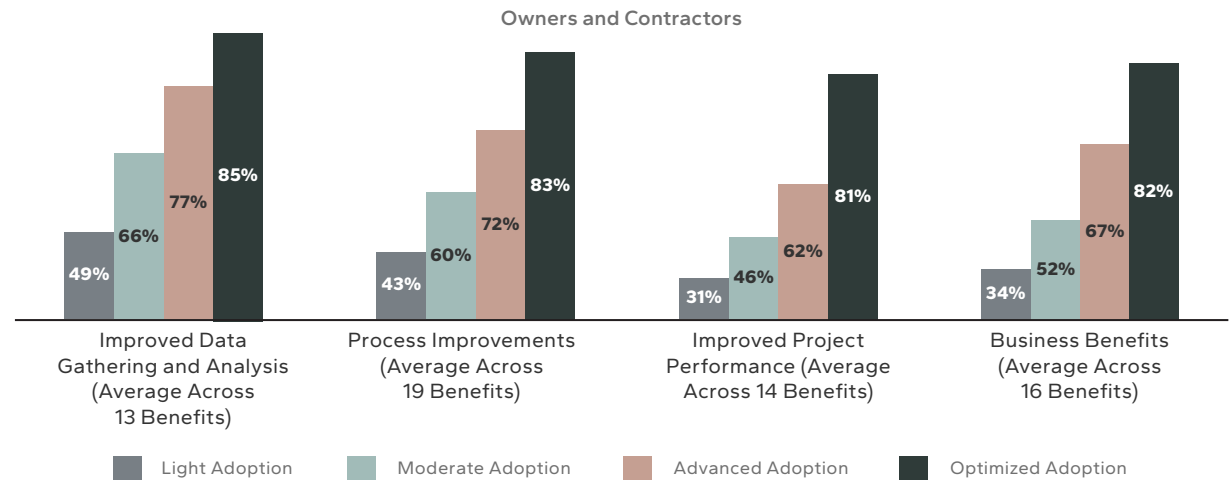
The chart at upper right shows that across all four benefit categories—data gathering, process improvements, project performance, and business benefits—meaningful improvement occurs with very short use. But there is no clear advantage for those with long tenure (six or more years) compared with those at three to five years.

When contrasted with the chart at lower right, which shows the impact of greater expertise, the difference is striking. More expertise consistently delivers higher benefits in every category, highlighting that time alone is not enough. To fully realize the ROI from project management solutions, organizations must actively develop user capability.

Average Share Reporting Improvements in Each Category by Tenure of Software Use



Average Share Reporting Improvements in Each Category by Level of Expertise



Methodology

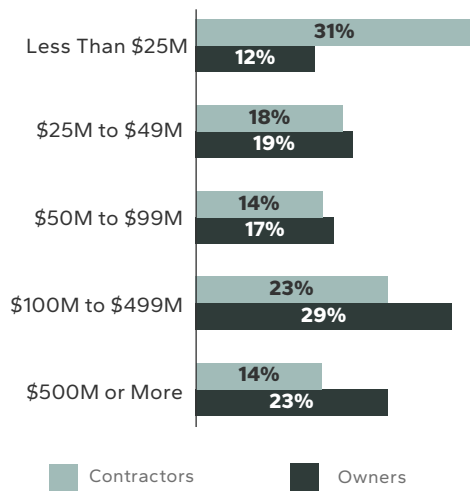
This study was conducted to investigate the return on investment that owners and contractors experience from their use of project management software.

An online survey was used to gather the responses of contractors and owners on whether they experienced 62 specific benefits from their use of the software. Nearly half (45%) of the 62 benefits included a follow-up question on quantifiable outcomes or more detailed findings.

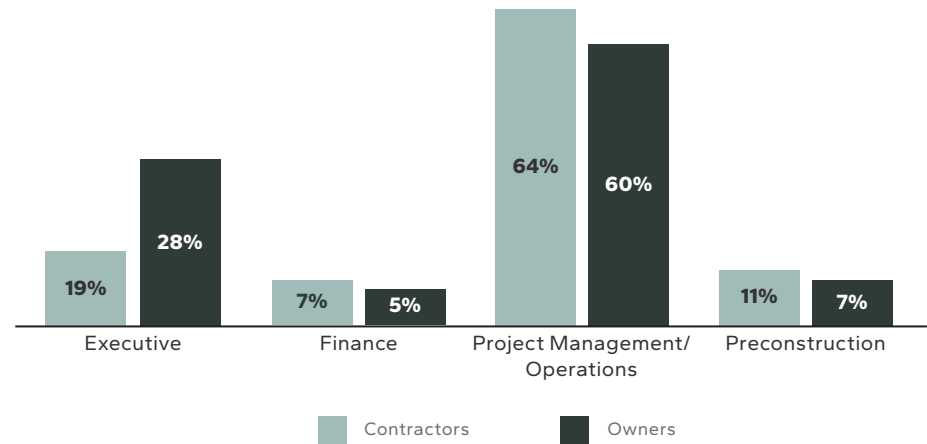
The survey was fielded by Dodge Construction Network. Procore also invited its users to participate. The findings include users of 11 different brands of project management software.

1,563 responses were received from project management software users in North America, including 1,194 contractors and 369 owners.

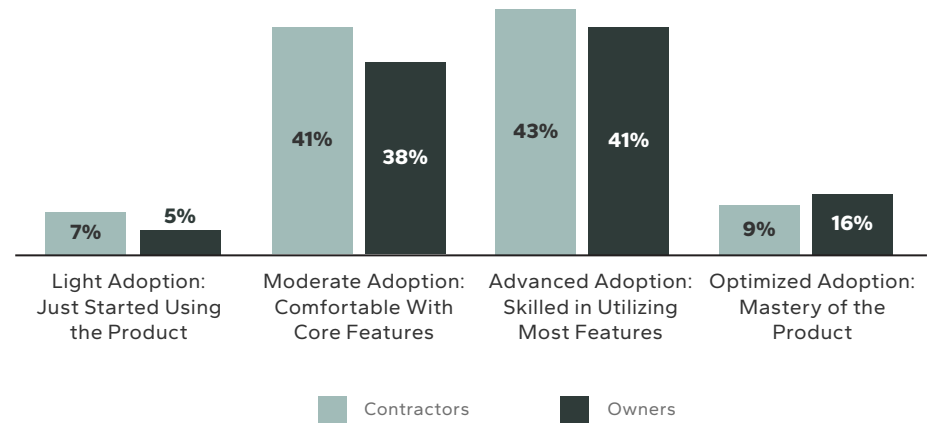
Size of Organization by Annual Construction Volume



Role of Respondents



Level of Expertise



Contacts & Resources

DODGE EDITORIAL TEAM

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