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Meeting-to-Governance Traceability:
The Gap Nobody Has Filled

January 2026 · Desk Research Phase

Based on 12 research agents · 100+ sources · 16 PPM vendors analysed

The PMO Paradox

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Organisations invest in governance structures — then starve them of usable tooling.

82%

of organisations
have a PMO

37%

are satisfied with their
PM maturity

42%

spend a full working day
manually collating reports

~£1.6T

annual waste from
poor project management

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Meeting-to-Task exists.
Meeting-to-Governance doesn't.

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What exists today

Otter, Fireflies, Teams extract action items from meetings and push them as flat tasks.

→ Freeform action items

→ Assignee + due date

→ Pushed to Asana, Jira, Planner

→ No typing, no classification

→ No approval workflow

→ No audit trail

● Tasks only

What nobody does

Extract **governance artefacts** from meetings and route them through approval workflows.

✓ Typed RAID entries (Risk, Assumption, Issue, Dependency)

✓ Formal decision records with rationale

✓ Escalation triggers with thresholds

✓ Classified against project taxonomy

✓ Human review gate before commit

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We checked every major PPM vendor

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Meeting-to-Governance Traceability capability across 16 vendors:

Planview	✕
Celoxis	✕
ServiceNow SPM	✕
Completix	✕
Clarity PPM	✕
Tempo (Jira)	✕
Planisware	✕
Targetprocess	✕
Smartsheet	✕
Aha!	✕
Monday.com	✕
Productboard	✕
Asana	✕
Sciforma	✕
KeyedIn	✕

Microsoft ⚠   Tasks only — not governance

£5.2 Billion and Growing

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Global PPM Software (IDC 2023)

~£5.2B

$6.5B · vendor-reported revenue, bottom-up methodology

~£5.9B
2024 estimate

~12%
CAGR

Why IDC? Vendor-reported revenue (bottom-up) — most defensible methodology. Cross-verified against Mordor Intelligence, Grand View Research, MarketsandMarkets, and Fortune Business Insights (range: £4.0B–£6.2B).

Mid-Market Share (~40%)

~£2.1B

Where governance tooling is weakest

UK Serviceable Addressable Market (SAM)

Too expensive or too basic — nothing in between

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Enterprise PPM

£40–160+
/user/month

ServiceNow · Planview · Clarity · Planisware

Overkill for mid-market

Full governance, but designed for 5,000+ employee organisations. Implementation cycles of 6–18 months. Buyers need dedicated PPM admin teams.

THE GAP

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£16–36
/user/month

Governance-native · Mid-market priced

Purpose-built for this gap

RAID, decisions, meeting traceability, P3O hierarchy — all native. No enterprise overhead. Deploy in weeks, not months.

Generic Work Management

£7–24
/user/month

Monday.com · Asana · Smartsheet

Even Microsoft only gets halfway

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CAPABILITY	MICROSOFT (COPILOT FACILITATOR + PMA)	HELM (PLANNED)
Output type	Generic Planner tasks	Typed RAID entries, decision records, actions
Risk identification	Prompt-based text response	Structured risk register (severity, probability, owner)
Decision capture	Freeform text in Loop notes	First-class entity (rationale, stakeholders, audit trail)
Governance reporting	Task-level status reports	Board-ready governance packs from structured data
P3O linkage	Flat portfolios (no Programme layer)	Portfolio → Programme → Project
Effective cost with AI	£32–68/user/month	Target £16–36/user/month

400M M365 seats mean the "good enough" is on every desk. Helm complements — it doesn't compete.

•Threat Level: MEDIUM-HIGH   Distribution advantage, not capability advantage. Helm integrates with M365 — not against it.

Otter, Fireflies, Fathom — Partners, Not Threats

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Otter.ai
$100M
ARR · 35M users

Fireflies.ai
$1B
valuation · 20M+ users

Fathom
90×
growth · Series A ($17M)

Four barriers to governance pivot:

Wrong Data Model
Transcript → summary → task. Governance needs typed entities with relationships and workflow state.

Wrong Buyer
Sales managers and team leads. PMO directors are a different persona, different procurement.

Wrong Incentive
$100M ARR on meeting productivity. Why chase a niche governance SAM?

Compliance Is Forcing the Issue

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MANDATORY **Deadline passed: March 2025**

FCA PS21/3

Operational Resilience

UK financial services firms must maintain continuous, auditable governance of their operational resilience programmes. Requires documented impact tolerances, scenario testing, and board reporting.

Driver: HIGH

MANDATORY **Effective: January 2025**

EU DORA

Digital Operational Resilience Act

Article 6 requires a documented ICT risk management framework. Financial entities must maintain risk registers, incident reporting, and third-party oversight — all auditable.

Driver: HIGH

ISLE OF MAN BEACHHEAD

Financial Services = 27% of IoM Economy

200–400 regulated entities, typically 50–500 employees — directly in Helm's sweet spot. IOMFSA governance codes apply. Small, reachable market ideal for initial validation and reference customers.

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40 Sourced Complaints, 5 Themes

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9 **Missing Portfolio / Programme Visibility**
"Asana for portfolio management lacks robust work intake, prioritisation scoring, enterprise resource capacity planning, portfolio-level risk management"

9 **No Governance Features (RAID, Audit)**
"The main request is to have some form of RAID logging" — Reddit r/projectmanagement

9 **Reporting Limitations**
"Time-tracking and reporting tools are quite limited" — 42% spend a full day on manual reports

8 **Multi-Project Dependency Failures**
"Sheets crawl once you hit a few hundred rows with dependencies" — Reddit

5 **UX Complexity at Scale**
"Monday can be infuriatingly complex to use" — SmartTask

This isn't hypothetical demand. Users are asking for exactly what Helm builds.

Sourced from Reddit, G2, Capterra, SoftwareReviews, Acuity PPM, SmartTask, CPO Club — full catalogue in research appendix

From organisational anxiety
to operational confidence

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The AI Governance Pipeline:

🎙 Meeting → 📄 Transcription → 📋 AI Extraction → 👤 Human Review Gate → 🗂 Governed RAID / Decision → 📊 Dashboard

Four Pillars:

1 **Meeting-to-Governance Traceability**
The white space. AI extracts structured RAID items, decision records, and escalation triggers from meeting transcripts — routed through approval workflows.

2 **P3O-Native Design**
Portfolio → Programme → Project hierarchy is structural, not cosmetic. Only 4–5 enterprise vendors support this. None at mid-market pricing.

3 **First-Class Decision Logging**
Decisions are entities — with rationale, stakeholders, review dates, and audit trails. Not notes buried in meeting minutes.

4 **Governance AI, Not Productivity AI**
Competitors focus AI on content generation and resource optimisation. Helm focuses AI on governance intelligence — risk detection, compliance, accountability.

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This Isn't a Hunch

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Three rounds of externally-reviewed desk research, improved with each critique.

C+		B+		A-
Round 1 · Initial draft	→	Round 2 · Revised	→	Round 3 · Final
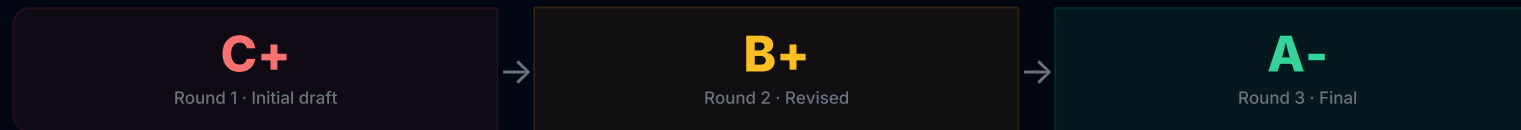
Research Stats:

12 research sub-agents dispatched **100+** unique sources cited **16 + 3** PPM vendors + meeting AI analysed **6** industry surveys referenced **40** user complaints sourced **48h** calendar time, 3 rounds **220KB** across 11 specialist documents

Confidence Grades:

HIGH	Market size ~£5.2–5.9B (IDC vendor-reported)
HIGH	Mid-market underserved for governance (40 complaints + surveys)
HIGH	Meeting-to-governance is white space (✖ across 16 vendors)
HIGH	Regulatory drivers force tool adoption (FCA/DORA mandatory)
MED	AI is a top buyer priority (82% expect impact — not "#1")
LOW-M	SAM £43–53M (compounding assumptions, needs primary research)

> "Investment-grade desk research" — external reviewer

From Desk Research to Market Contact

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The desk research says yes. Now we ask the market directly.

w/c 3 Feb 2026 — **LinkedIn Polls**
3 targeted polls reaching PMO professionals. Test demand signal for meeting-to-governance traceability, RAID tooling gaps, and report automation pain.

Feb–March 2026 — **Discovery Interviews**
10–20 mid-market PMO leads in financial services. Validate governance needs filter, meeting pain, and willingness to adopt.

Bundled — **Van Westendorp Pricing**
Embedded in discovery interviews. Validate £16–36/user/month target and establish price sensitivity curves.

~1 week — **IoM Beachhead Validation**
Pull IOMFSA register, filter by size (50–500 employees), identify 5–10 target organisations for initial discovery.

What This Resolves

- ✓ SAM governance needs filter (35–45%)
- ✓ SAM sector filter (60%)
- ✓ ARPU validation (£400/mo)
- ✓ Meeting→governance as purchase driver
- ✓ IoM beachhead viability

Target Outcome

Upgrade SAM confidence from LOW-MEDIUM to MEDIUM-HIGH. Collect 3–5 letter-of-intent signals from potential early adopters. Move overall validation grade from A- to A.

The Gap Is Real.
The Timing Is Now.

✖ **Across 16 vendors — nobody fills this gap.** Meeting-to-governance traceability is uncontested white space.

⚖ **FCA and DORA are forcing tool adoption** in regulated mid-market organisations — right now.

🏁 **First mover in meeting-to-governance** wins the category before incumbents wake up.

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Governance infrastructure for delivery teams.