

Industry Decomposition: Construction Tech

I. InVitro Criteria Scoring

Filter	Score (1-3)	Justification
Tech-starved	2	While large contractors have adopted some tech, much of the industry remains dependent on spreadsheets, manual processes, and legacy tools.
Labor-intensive	3	Construction is heavily reliant on skilled and unskilled labor across all phases, with chronic labor shortages.
Fragmented	3	The industry is extremely fragmented across geographies, project types, subcontractors, and suppliers.
Overlooked	2	Significant investment has flowed into high-profile segments (e.g. project management), but many workflows remain underserved.
Capital-efficient	2	Software opportunities exist, but many workflows are complex and require integration with offline or physical processes, limiting pure-play SaaS simplicity.

II. MECE Subsegmentation of the Industry

Subsegment	Description	Notes
Commercial General Contractors	Mid- to large-scale projects (offices, infrastructure, retail, mixed-use)	High complexity, coordination across trades
Residential Builders	Single-family and multi-family homebuilders	Large volume of small-scale projects
Specialty Subcontractors	Electrical, HVAC, plumbing, concrete, framing, etc.	Many small operators, highly specialized
Suppliers / Distributors	Materials suppliers, equipment rentals, aggregates	Mix of regional and national players

Owners / Developers	Capital providers, real estate developers	Drive projects but outsource execution
Facilities Maintenance / Service Contractors	Ongoing post-construction services	Growing segment as built environment ages

III. Workflow Decomposition

A. Master Workflow List

Workflow Name	Description	Current Tooling	Known Vendors / Tools
Bid Estimation	Create project cost estimates, labor, and materials	Excel, legacy estimating software	ProEst, STACK, Sage Estimating
Scheduling & Project Planning	Gantt charts, critical path management	Primavera, MS Project, Excel	Oracle Primavera, Procore Scheduling
Subcontractor Coordination	Track multiple subs on site and phase timing	Email, spreadsheets, phone	Procore, Buildertrend
Permitting & Compliance	Manage regulatory approvals, inspections	Manual submission, local portals	Accela (gov side), ePermitHub
Labor Management	Time tracking, crew scheduling, certifications	Paper timesheets, standalone apps	Rhumbix, LaborChart, BusyBusy
Procurement	Source and purchase materials, track delivery	Phone, email, spreadsheets	Kojo, Levelset, BuildOps
Equipment Tracking	Manage rentals, owned assets, usage logs	Manual logs, spreadsheets	Tenna, Trackunit
Safety & Incident Reporting	OSHA compliance, near-miss logs, training	Paper forms, standalone apps	SafetyCulture, Smartvid.io
Progress Reporting	Daily logs, photo documentation, milestones	Paper, spreadsheets, phone photos	Raken, Procore Daily Logs
Invoicing & Payments	Generate, submit, and reconcile payments	Excel, QuickBooks	GCPay, Billd, Textura
Change Order Management	Document and approve scope changes	Email, spreadsheets	Procore, eSub
Closeout & Punch List	Final inspections, handover docs, warranty	Paper checklists, Excel	Buildium, PlanGrid

Warranty & Post-Completion Support	Service requests, defect management	Ad hoc emails	BuildOps, ServiceTitan
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B. Group Workflows into Functional Categories

1. Project Execution & Coordination
2. Labor & Workforce Management
3. Procurement & Supply Chain
4. Compliance, Documentation & Closeout
5. Financial Operations

C. Build Workflow Matrices by Subsegment

Category: Project Execution & Coordination

Workflow	Commercial GC	Residential Builder	Subcontractor	Suppliers	Developers	Competitors
Scheduling & Planning	Vertical SaaS	Excel	Excel	N/A	Excel	Procore, MS Project
Sub Coordination	Vertical SaaS	Manual/Ad hoc	Manual	N/A	N/A	Buildertrend, Procore
Progress Reporting	Vertical SaaS	Excel/Ad hoc	Excel	N/A	N/A	Raken, Procore
Change Orders	Vertical SaaS	Excel	Excel	N/A	N/A	Procore, eSub
Closeout & Punch	SaaS / Manual	Excel	Excel	N/A	N/A	PlanGrid

Category: Labor & Workforce Management

Workflow	Commercial GC	Residential Builder	Subcontractor	Suppliers	Developers	Competitors
Time Tracking	SaaS	Manual	Manual	N/A	N/A	Rhumbix, BusyBusy
Crew Scheduling	SaaS	Manual	Ad hoc	N/A	N/A	LaborChart
Certifications	SaaS	Manual	Paper files	N/A	N/A	NCCER, Procore Safety
Safety Reporting	SaaS	Paper	Paper	N/A	N/A	SafetyCulture, Smartvid.io

Category: Procurement & Supply Chain

Workflow	Commercial GC	Residential Builder	Subcontractor	Suppliers	Developers	Competitors
Materials Procurement	SaaS / Phone	Phone	Phone	N/A	N/A	Kojo, Levelset
Equipment Tracking	SaaS / Manual	Manual	Manual	SaaS	N/A	Tenna, Trackunit
Vendor Payments	Manual	Manual	Manual	SaaS	SaaS	Billd, GCPay

Category: Compliance, Documentation & Closeout

Workflow	Commercial GC	Residential Builder	Subcontractor	Suppliers	Developers	Competitors
Permitting	Manual	Manual	Manual	N/A	SaaS / Manual	Accela
Daily Logs	SaaS	Excel	Excel	N/A	N/A	Raken, Procore
Warranty Support	SaaS	Manual	Manual	N/A	SaaS	BuildOps, ServiceTitan

Category: Financial Operations

Workflow	Commercial GC	Residential Builder	Subcontractor	Suppliers	Developers	Competitors
Invoicing	SaaS / Manual	Excel	Excel	SaaS	SaaS	GCPay, Textura
Change Orders	SaaS / Manual	Excel	Excel	N/A	N/A	eSub
Payment Reconciliation	SaaS / Manual	Excel	Excel	SaaS	SaaS	Billd

IV. Evaluate Top Subsegment + Workflow Pairs

Opportunity 1: Subcontractors x Labor Management

Criteria	Notes
Product whitespace	Highly manual, fragmented adoption, few solutions tailored for small subs
Business whitespace	Low price point SaaS feasible, viral adoption via crews
Operational leverage	High (subscription model, low-touch onboarding)
ACV estimate \$	~\$1,000 - \$5,000

# customers at scale	250K+ subcontractor firms
Market size = ACV x customers	\$250M - \$1.25B
Price sensitivity	Medium to high
Known competitors	BusyBusy, Rhumbix (mostly upmarket), labor apps

Opportunity 2: Residential Builders x Procurement

Criteria	Notes
Product whitespace	Mostly phone, email, or informal dealer networks
Business whitespace	Workflow-centric procurement SaaS with supplier integration
Operational leverage	Medium
ACV estimate \$	\$5,000 - \$20,000
# customers at scale	~50K small-to-mid builders
Market size = ACV x customers	\$250M - \$1B
Price sensitivity	Medium
Known competitors	Kojo (mostly commercial), Levelset (payments)

Opportunity 3: Developers x Closeout Documentation

Criteria	Notes
Product whitespace	Closeout documentation remains fragmented, late-stage pain point
Business whitespace	SaaS solution aggregating punch, warranty, turnover docs
Operational leverage	High (centralized data vault)
ACV estimate \$	\$10,000 - \$50,000
# customers at scale	10K+ active developers
Market size = ACV x customers	\$100M - \$500M
Price sensitivity	Low
Known competitors	PlanGrid (limited focus), Procore (partial), mostly spreadsheets

V. Buyer Personas

Buyer Title / Role	Workflow Owned	Context of Pain	Budget Control	Notes
Owner/Principal (Subcontractor)	Labor management	Time theft, no visibility, poor scheduling	Yes	Often owner-operated businesses
Procurement Manager (Residential Builder)	Materials procurement	Cost overruns, shortages, delays	Partial	Works with dealers and suppliers
Project Director (Developer)	Closeout & punch	Delayed turnover, asset handover risk	Yes	Directly tied to financing milestones

