PROJECT MANAGEMENT GLOBAL
The Place for People in Projects

From Tool to Transformation: What Project Managers Can Learn from a report on Construction Project Management Software

February 3, 2026

A study compiled by Dodge Construction Network, in collaboration with Procore Technologies, offers clear confirmation of what many construction professionals have long suspected: project management software doesn't just support delivery – it accelerates it.

The *Quantifying the Value of Project Management* report surveyed more than 1,100 owners and contractors, revealing a strong correlation between digital competence and measurable improvements in cost, schedule, and operational performance.

"The construction industry is at an inflection point where realizing the full potential of technology requires more than just implementation. The data shows that investing in technology alone isn't enough; it must be paired with an investment in people," said Kris Lengieza, VP, Global Technology Evangelist at Procore. "Optimizing adoption transforms a valuable tool into an engine for margin growth and operational excellence."

"Across every metric we measured, including cost control, schedule performance, and productivity, organizations with advanced project management software skills delivered measurably better outcomes," said Donna Laquidara-Carr, Director, Industry Research at Dodge. "The takeaway is not only that technology creates value, but that strong digital competency reliably amplifies it."

For construction project managers, this is more than validation; it's a strategic call to action.

The Software Advantage: Tangible Gains Across the Board

Even organisations at the earliest stages of adoption — those using only basic features — are seeing benefits. The majority report **improved data quality**, fewer errors, and **better communication** due to shared access to current, reliable information. This is particularly important in construction, where fragmented documentation and version control issues can derail progress and cause disputes.

More than **70% of owners** said they were able to take on **more construction volume**, while **over half of contractors** saw productivity improvements. These aren't incremental efficiencies — they're capacity multipliers.

This aligns with foundational lessons from *Project Management for Construction*, which highlights how clear communication and systematic information flow are central to managing complexity. As the text notes, "proper organisation of documents and timely reporting procedures are essential" (Chapter 3). Project management software enables this discipline at scale.

Competence Amplifies Value

But the study doesn't just demonstrate that software helps — it shows that **the degree of user skill directly determines the size of the return**. Among highly skilled users, more than **80% reported gains** across all major categories: improved processes, better performance, stronger business outcomes, and enhanced data analysis. At the other end of the spectrum, benefit realisation dropped as low as 31%.

That gap matters. The data shows that **technology alone is insufficient**; it must be paired with **investment in people**. Without the skills to fully exploit software capabilities — from budget tracking to change control — the tools remain underused.

This reinforces guidance from the construction PM textbook, which cautions against relying on tools in isolation. It notes that "training of personnel and an institutional commitment to planning are more critical to success than the specific system used" (Chapter 1). The Dodge–Procore study provides new evidence to support that claim, placing digital maturity as the real driver of value.

Bottom Line: Profit and Productivity Gains

For organisations at the top end of the adoption curve, the financial impact is notable:

- **83% reduced overhead costs by at least 5%**
- **77% increased profit margins** — with a median gain of 4 percentage points
- **69–77% reported productivity improvements** across leadership, operations, and finance functions
- **76% reduced average project delays by five days or more**

This isn't just theoretical. These figures indicate that **software maturity has become a competitive differentiator** in the construction sector. Projects delivered with advanced digital oversight are faster, cheaper, and more profitable.

For project managers, the implications are direct. Knowing how to use project management software fluently — whether it's for scheduling, RFI tracking, submittals, or real-time reporting — is now a core competency. It's as essential as risk management or stakeholder engagement.

Owner Perspective: Capital Projects and Quality Gains

Owners, often underrepresented in construction tech discussions, also benefit substantially. Among those with high software proficiency:

- **90% say they can manage more capital projects**
- **88% believe their quality benchmarks are more consistently met**
- **83% reported both improved cash flow and fewer delays**

This suggests a shift in how capital programmes are managed. Owners who invest in project delivery systems — and ensure their internal teams are capable users — can stretch resources further, hit higher quality thresholds, and make better investment decisions.

Project Management for Construction stresses the importance of lifecycle thinking and owner involvement in defining project objectives and managing change. Software platforms offer real-time visibility that supports exactly this — enabling earlier interventions, more agile decision-making, and clearer alignment with business goals (see Chapters 2 and 7).

What Project Managers Should Do Now

The lesson is clear: software works, but skills magnify the return. For project managers in construction, there are several practical takeaways:

- **Invest in training**, not just licences. Proficiency in digital tools now delivers measurable ROI.
- **Push for standardisation** across teams. Shared platforms work best when workflows are aligned.
- **Engage owners early** in digital platforms to reduce fragmentation and enhance oversight.
- **Track metrics that matter**. Use software to monitor performance indicators beyond cost and time — quality, safety, productivity, and collaboration all count.

In the context of rising project complexity, supply chain pressures, and ongoing labour shortages, the case for deeper software adoption is no longer theoretical. As the Dodge–Procore study makes clear, **digital competence is now a strategic asset** for construction project managers.

You can download the report here.