

## Executive Summary

The project management software market is dominated by horizontal tools built primarily for software development teams. This creates a significant gap: millions of project-driven businesses in construction, event management, and creative agencies operate with sequential phases, physical handoffs, and multi-vendor coordination that generic PM tools handle poorly. This report evaluates three high-potential verticals and recommends a go-to-market strategy.

## Strategic Framework: Build Horizontal, Launch Vertical

VectorPM is designed as a flexible platform for any project-driven team. However, launching with a 'works for everyone' message is the fastest route to acquiring no one. The recommended approach mirrors how Monday.com and Linear scaled: build horizontal, market vertically, expand once proven.

Phase	Action	Goal
1. Build	Develop a flexible, customizable PM core	Product works for any team
2. Launch	Market exclusively to construction teams	Nail the wedge, acquire first customers
3. Prove	50–100 happy customers in construction	Story is earned, not just claimed
4. Expand	Add templates for Events, Agencies, etc.	Cross-vertical growth with credibility

## Industry 1: Construction

★ RECOMMENDED WEDGE

### Market Overview

Global Construction PM Software Market	~\$2.8B (2024), 9.4% CAGR
Construction Firms (US alone)	750,000+ firms, majority SMB
Avg. Subcontractors per Commercial Build	10–40 per project
Current Primary Tools	Spreadsheets, WhatsApp, Procore (enterprise only)

### Core Pain Points

- **Sequential dependency problem:** Construction is phase-locked — you can't pour concrete before the foundation sets. Generic PM tools treat tasks as parallel and flexible, forcing constant workarounds.
- **Subcontractor accountability gap:** 10–40 subcontractors per build. Coordinating handoffs between trades via WhatsApp and email is the industry norm — and the primary source of delays.

- **Missed handoffs cost real money:** A delayed handoff doesn't slip a sprint — it idles labor at \$5K–\$50K/day and triggers penalty clauses on fixed-price contracts.
- **Enterprise tools are inaccessible:** Procore and Autodesk Build cost \$50K+/year. The vast SMB majority is priced out and chronically underserved.
- **No punch-list or RFI workflow:** RFIs, punch lists, inspection sign-offs, and daily site reports are tracked in spreadsheets because PM tools don't support them natively.

## Scorecard

Criterion	Score	Notes
Market size & accessibility	■■■■■	Huge SMB gap; no dominant mid-market player
Pain intensity	■■■■■	Missed handoffs = immediate financial penalty
Product-market fit today	■■■■■	Phase-aware PM is a direct match
Sales cycle complexity	■■■■■	SMB = shorter cycles; PM makes the call
Willingness to pay	■■■■■	Budget exists; currently wasted on workarounds
<b>Overall Score</b>	<b>4.8 / 5.0</b>	<b>STRONGEST WEDGE CANDIDATE</b>

## ■ Industry 2: Event Management

### Market Overview

<b>Global Events Industry Size</b>	~\$1.5T; event tech growing at 11% CAGR
<b>Typical Event Timeline</b>	3–18 months of phased planning → hard deadline
<b>Key Coordination Challenge</b>	Venues, AV, catering, logistics, talent — all external
<b>Current Primary Tools</b>	Google Sheets, Trello, Asana (hacked), email threads

### Core Pain Points

- **Hard deadline with zero flexibility:** The event date is fixed. Every upstream delay compounds and the event still happens — teams absorb all the crunch, which standard PM tools don't model well.
- **Multi-vendor coordination chaos:** 8–20 external vendors with separate deliverables, deposits, and schedules. A single PM view across all of them doesn't exist in generic tools.
- **No run-of-show workflow:** Pre-event task tracking is partially supported; day-of minute-by-minute execution (run-of-show) is not supported at all in generic PM tools.
- **Budget tightly linked to tasks:** Cost tracking per vendor and task is critical — but generic PM tools don't connect financials to task progress natively.

## Scorecard

Criterion	Score	Notes
Market size & accessibility	■■■■■	Large but geographically fragmented

Pain intensity	■■■■■	Hard deadlines create urgency
Product-market fit today	■■■■	Timeline view fits; run-of-show needs custom work
Sales cycle complexity	■■■■■	Planners are decisive, often solo buyers
Willingness to pay	■■■■	Moderate price sensitivity
<b>Overall Score</b>	<b>3.6 / 5.0</b>	<b>STRONG SECOND VERTICAL</b>

## ■ Industry 3: Creative & Marketing Agencies

### Market Overview

<b>Global Agency Market</b>	\$700B+ across marketing, design, PR, and digital
<b>Average Team Size</b>	10–150 people organized around client accounts
<b>Primary PM Challenge</b>	Simultaneous deliverables across multiple client accounts
<b>Current Primary Tools</b>	Asana, Notion, ClickUp — high switching frustration

### Core Pain Points

- **Client visibility without oversharing:** Agencies need to give clients project status without exposing internal commentary, billing rates, or team discussions. Most tools force all-or-nothing access.
- **Approval and feedback loops:** Creative work requires review → feedback → revision cycles. Generic PM tools track tasks but don't model the approval workflow natively.
- **Retainer vs. project work:** Many agencies run monthly retainers alongside fixed-scope projects. Tracking both billing models cleanly in one PM tool is rarely supported.
- **High tool fatigue:** Agencies already use Asana, Notion, Harvest, and Slack. Adding another tool faces strong internal resistance unless immediate value is obvious.

### Scorecard

Criterion	Score	Notes
Market size & accessibility	■■■■■	Massive, digitally native, easy to reach online
Pain intensity	■■■■	Existing tools partially work; pain is diffuse
Product-market fit today	■■■■	Needs approval workflows not yet in VectorPM
Sales cycle complexity	■■■■	Multiple stakeholders; longer eval cycles
Willingness to pay	■■■■■	Software budget exists; but churn is high
<b>Overall Score</b>	<b>3.4 / 5.0</b>	<b>THIRD VERTICAL — longer runway</b>

## Comparative Summary & Recommendation

Industry	Market	Pain	PM Fit	Score	Priority
<b>Construction</b>	Large	■ Critical	High	4.8/5	<b>Launch Wedge</b>
Event Management	Large	■ High	Medium	3.6/5	Vertical #2
Creative Agencies	Very Large	■ Medium	Medium	3.4/5	Vertical #3

**Recommendation: Launch with Construction.** It has the highest pain intensity, the clearest product-market fit with VectorPM's current feature set, and a massive underserved SMB segment priced out of enterprise tools. Once 50–100 construction teams are acquired and happy, the expansion to Events and Agencies becomes a proven, credible story — not just a claim.

## Agreed Positioning (Construction Wedge)

- Headline**                      Your projects have phases. Your PM tool should too.

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- Subheadline**                Track phases, assign handoffs, and keep every subcontractor accountable — without the spreadsheet chaos.

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- Expansion Bridge**        Turns out, every team works like a construction site — sequential phases, handoffs, deadlines, real accountability.

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- Differentiator**             Phase-locked, dependency-aware project tracking built for how construction actually works.

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- Competitor Policy**        No competitor names in any public-facing copy — lead with our own story.

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