

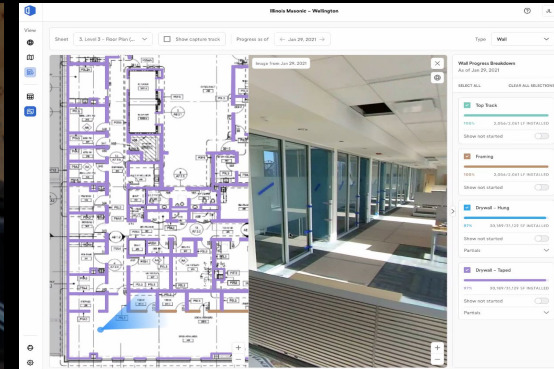
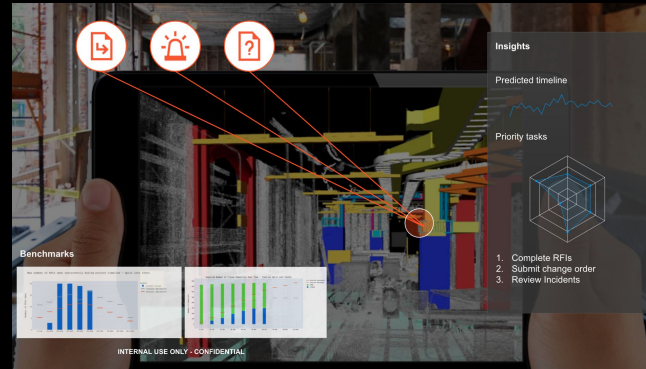
A photograph of a construction site. Two workers are positioned on a dark steel beam. The worker on the left is wearing a red shirt and a hard hat, and is using a tool that produces a bright light. The worker on the right is wearing a yellow safety vest and a blue hard hat. The background is a large, textured concrete wall with vertical lines. Scaffolding is visible on the left side of the frame.

Driving ROI from Data Products Data and AI in Construction

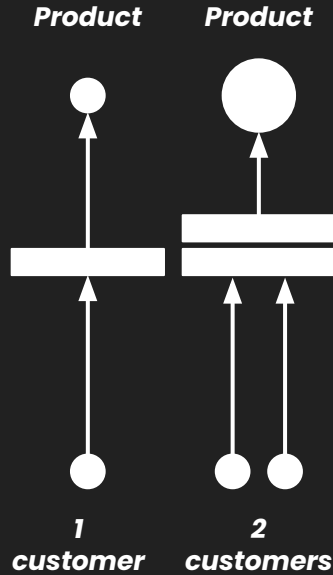
Alvaro Soto, Director of Product, Data at Procore

A large industry with data everywhere

Construction is a 10 trillion industry (13% of global GDP) that has just started to be digitized in the past 10 years. Procore's platform is at the forefront of this shift helping general contractors, owners, and subcontractors collaborate and manage their projects in real time. 110 TB of data run through the Procore project management and financials platform every month.

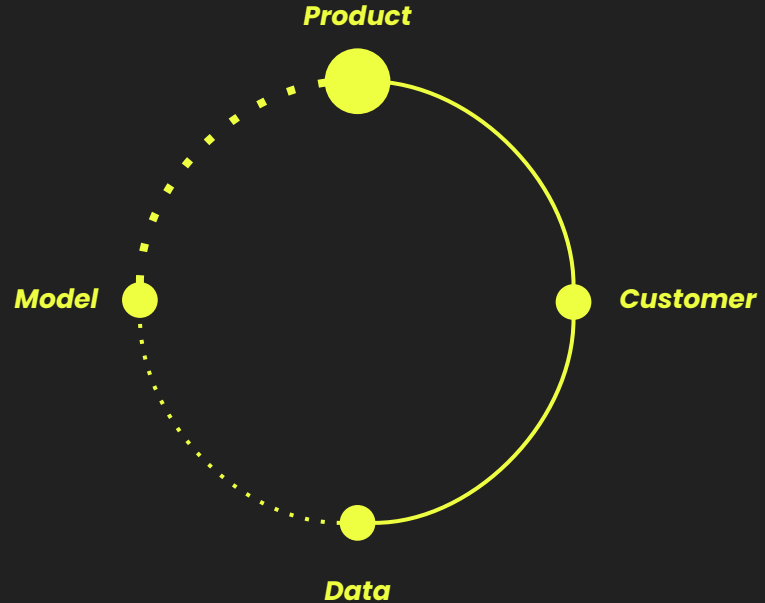


An evolution in data products



The addition of data (customer or ad-hoc) makes the product more useful

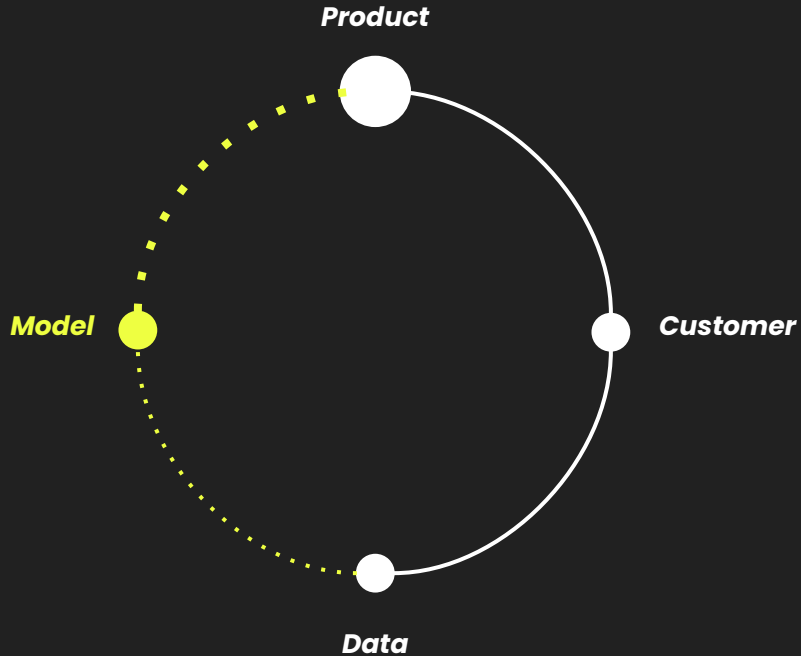
Examples: Dashboards, reports, benchmarks



The addition of data (customer or ad-hoc) plus an AI model makes the product more useful.

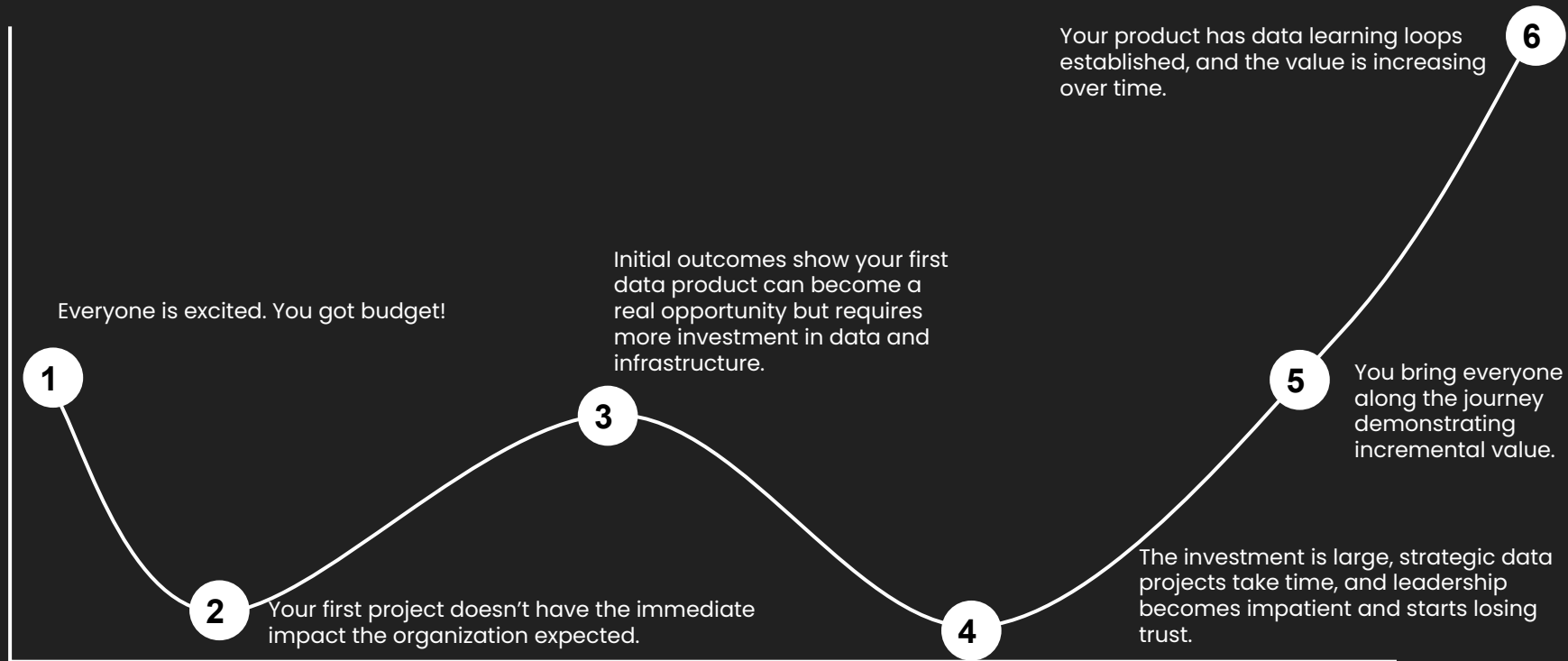
Examples: recommendations, predictions, automation

Establishing data learning loops



Every customer brings new data, and new data improves the model. Ultimately improving the product in a self-sustaining learning loop.

Driving ROI from data products is a long journey with deep valleys

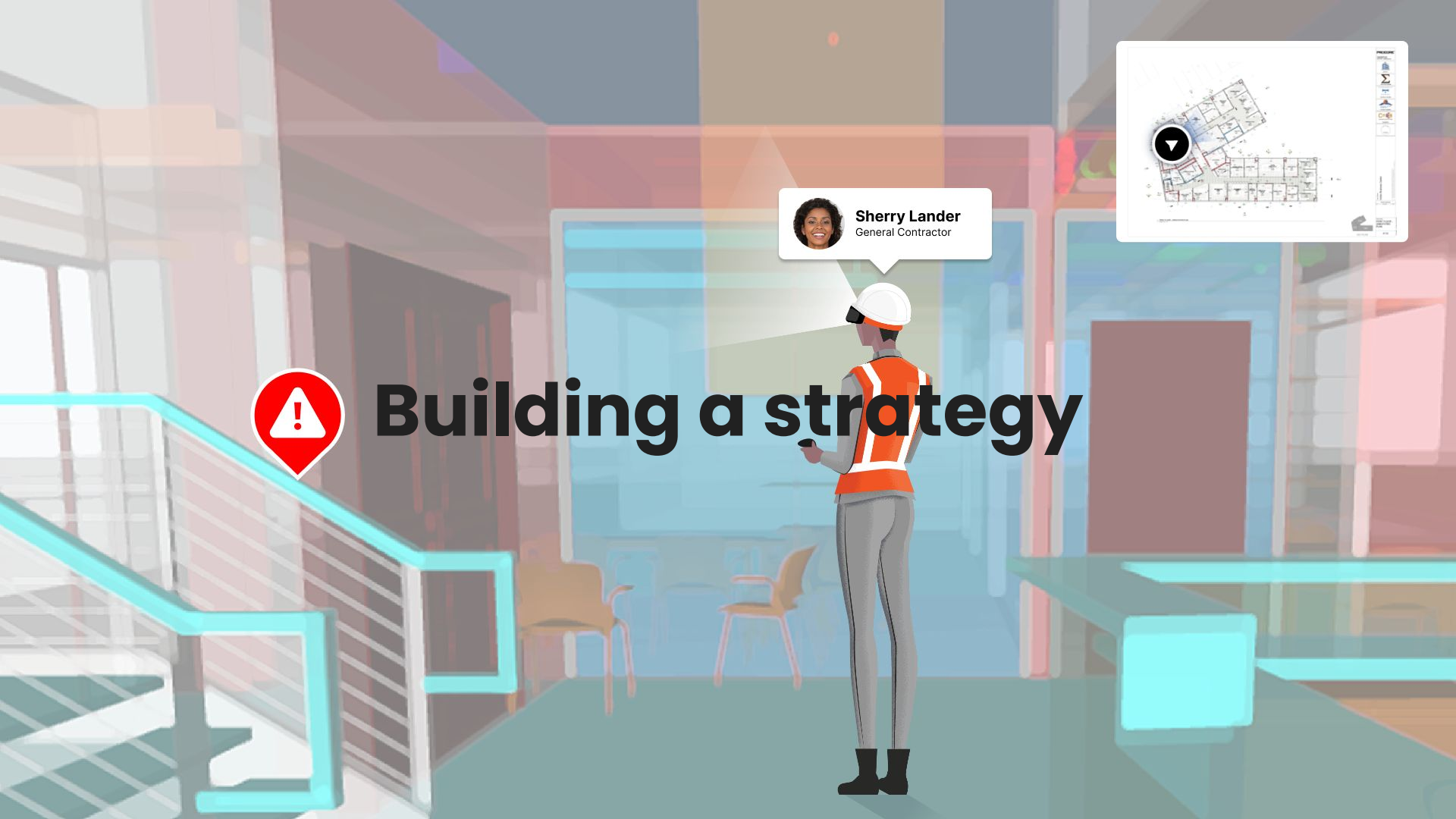


What you need to get right

1. A vision, and product strategy with a clear path to enabling data learning loops.
2. A northstar with a goldilocks starting point.
3. Stakeholder management through customer outcomes.



Building a strategy



Vision + Tactics

What are you going to do to win?

1. What is your product **vision?**
2. What are the top **tactics** to pursue?

To connect everyone in construction on a single Platform.

In the next 3 years we will...

1. Connect All Stakeholders.
2. Accelerate growth with financial products.
3. Win Preconstruction.

Identify your north star questions

1. **Connect All Stakeholders.**

What are the best companies I can hire for this project?

2. **Accelerate growth with financial products.**

What do we need to do to ensure highest profit on this project?

3. **Win Preconstruction.**

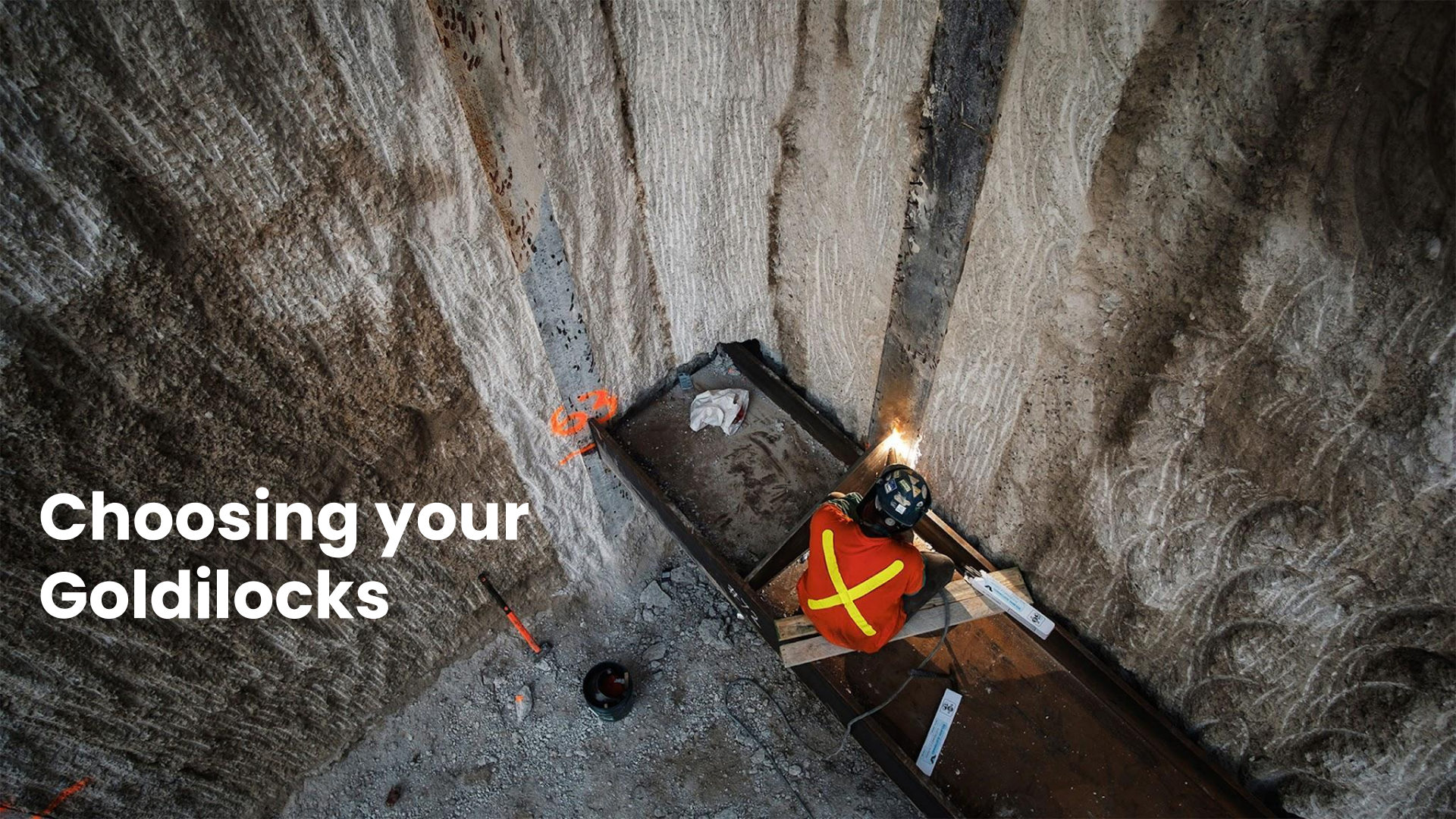
Do I have a competitive bid to win this project?

North stars questions are a **goal post**

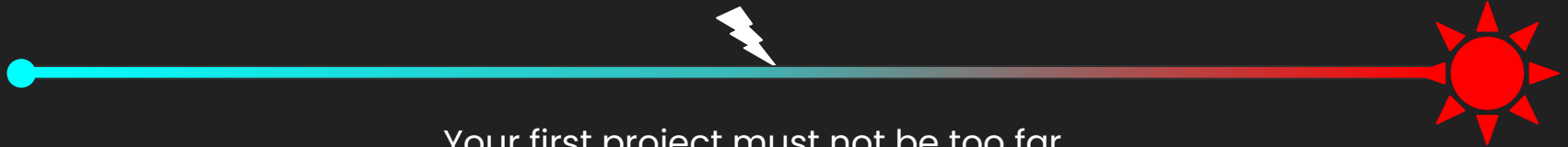
They frame the problem, and challenge your team to take three critical steps:

1. Understand how customers attempt to answer these questions today.
2. Identify the data needed to answer these questions.
3. Create systems to acquire, process, and prepare the data.

Choosing your Goldilocks



Don't burn your shots



Your first project must not be too far from your goal posts, nor too close. You must be able to identify incremental progress and have room for failure and experimentation.

Your first data project

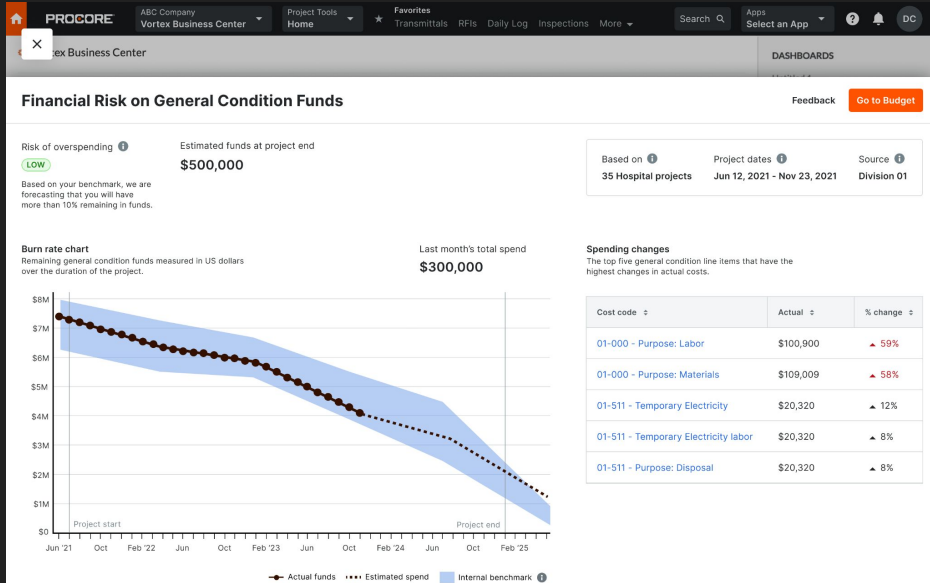
1. A real customer problem tied to one of your north star questions.
2. Data readily available from one data source.
3. Measurable from the onset.
4. Should test your end to end development cycle.
5. Removed from a critical customer workflow.

A construction Goldilocks project

North star: *what do we need to do to ensure highest profit on this project?*

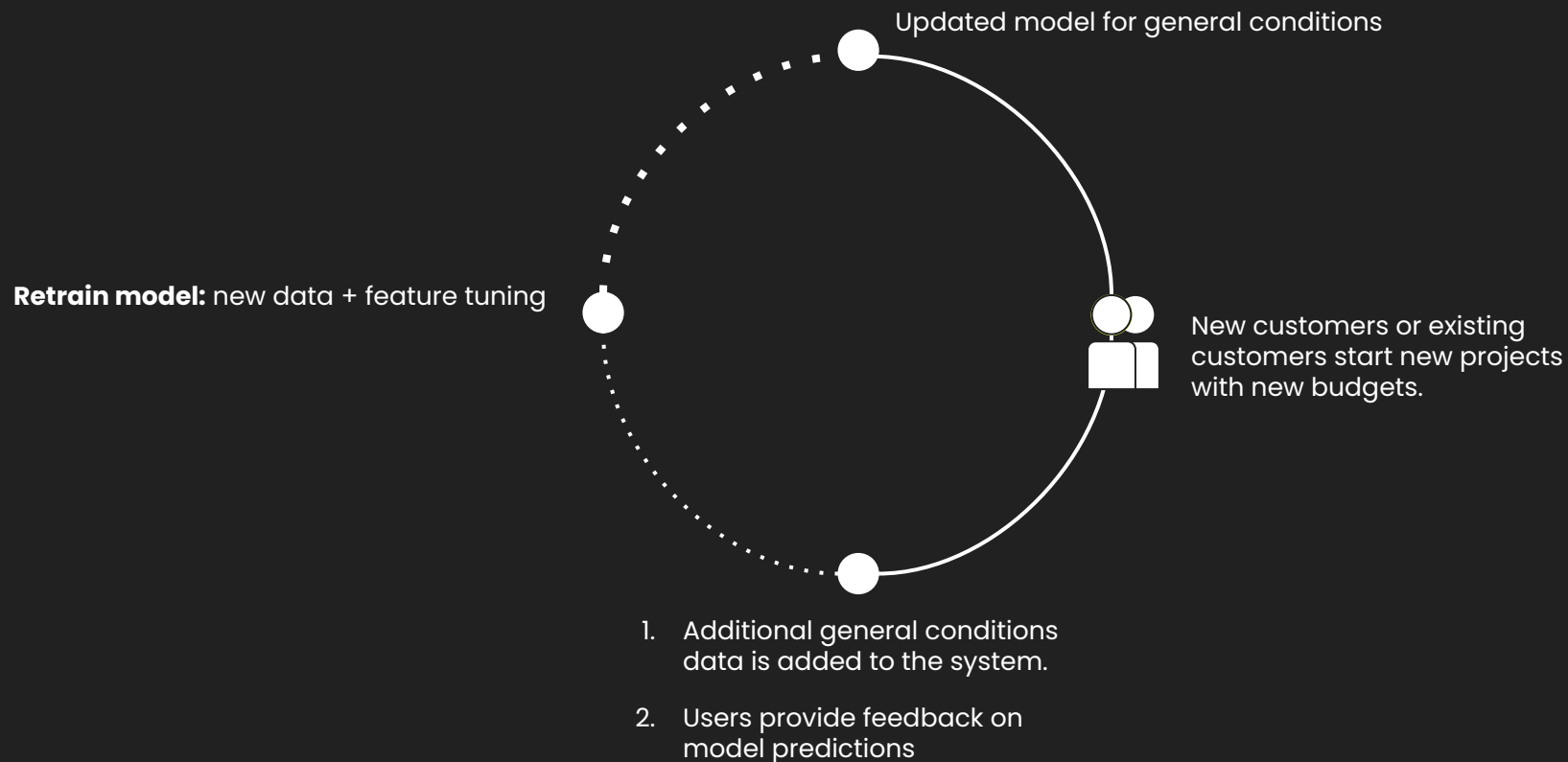
- 1 *Is my contingency budget right for this project?*
- 2 *Are we at risk of general conditions funds overspend?*
- 3 *What type of projects are more profitable for us?*

Build, define success, and measure



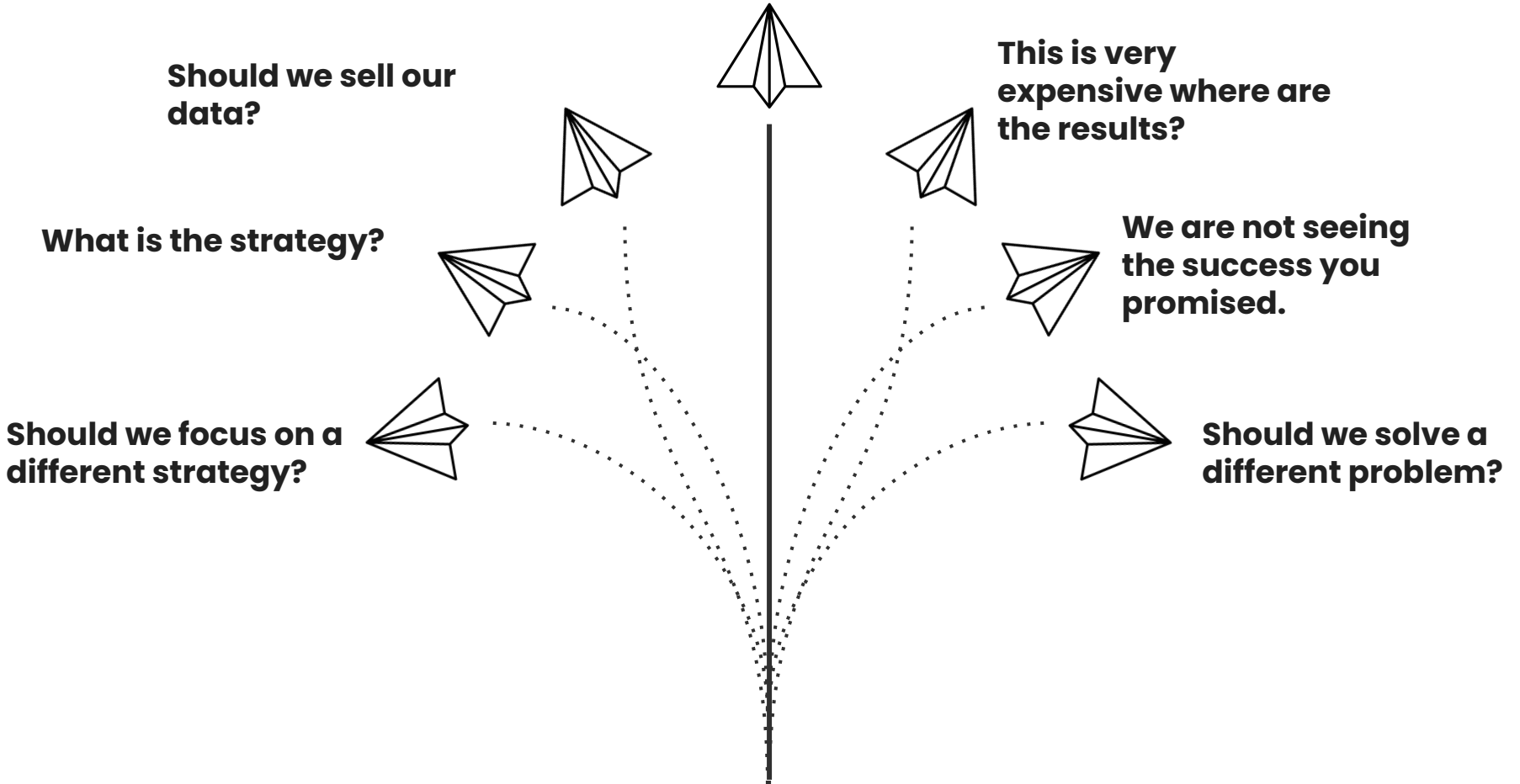
% of users who take direct action in the budget tool.

Build learning loops with your users



**Manage your
stakeholders**





Whittle out distractions ...

1. New opportunities will emerge. Keep your organization and your team focused on the north stars of the strategy.
2. Communicate often. Use your goldilocks project as a means for engaging your stakeholders throughout the process.
3. Keep your team motivated with the “**why**”. Bring customer stories to life with your goldilocks project.

