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2026

The Asset Lifecycle Report

Realizing Value in Every Asset Stage

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Introduction

Asset, facility, and infrastructure management have grown more complex and more critical today than ever before. Leaders are expected to stretch every dollar, maximize investment returns, meet demanding compliance requirements, keep up with advancing technologies, address ever-evolving sustainability expectations, and navigate even larger, macroeconomic shifts that impact pricing, inventory availability, and more.

All this, while trying to simply maintain safe, reliable, and high-performing assets to achieve their organizational objectives.

The question today is not whether frameworks like asset lifecycle management (ALM) are important, but rather how well organizations are leveraging these solutions to optimize their operations and position themselves for long-term success.

The **2026 Asset Lifecycle Report** bears that question in mind. This year's findings provide a clear picture of how organizations across multiple industries are leveraging software to manage their assets today, where progress has been made most, and where challenges continue to remain.

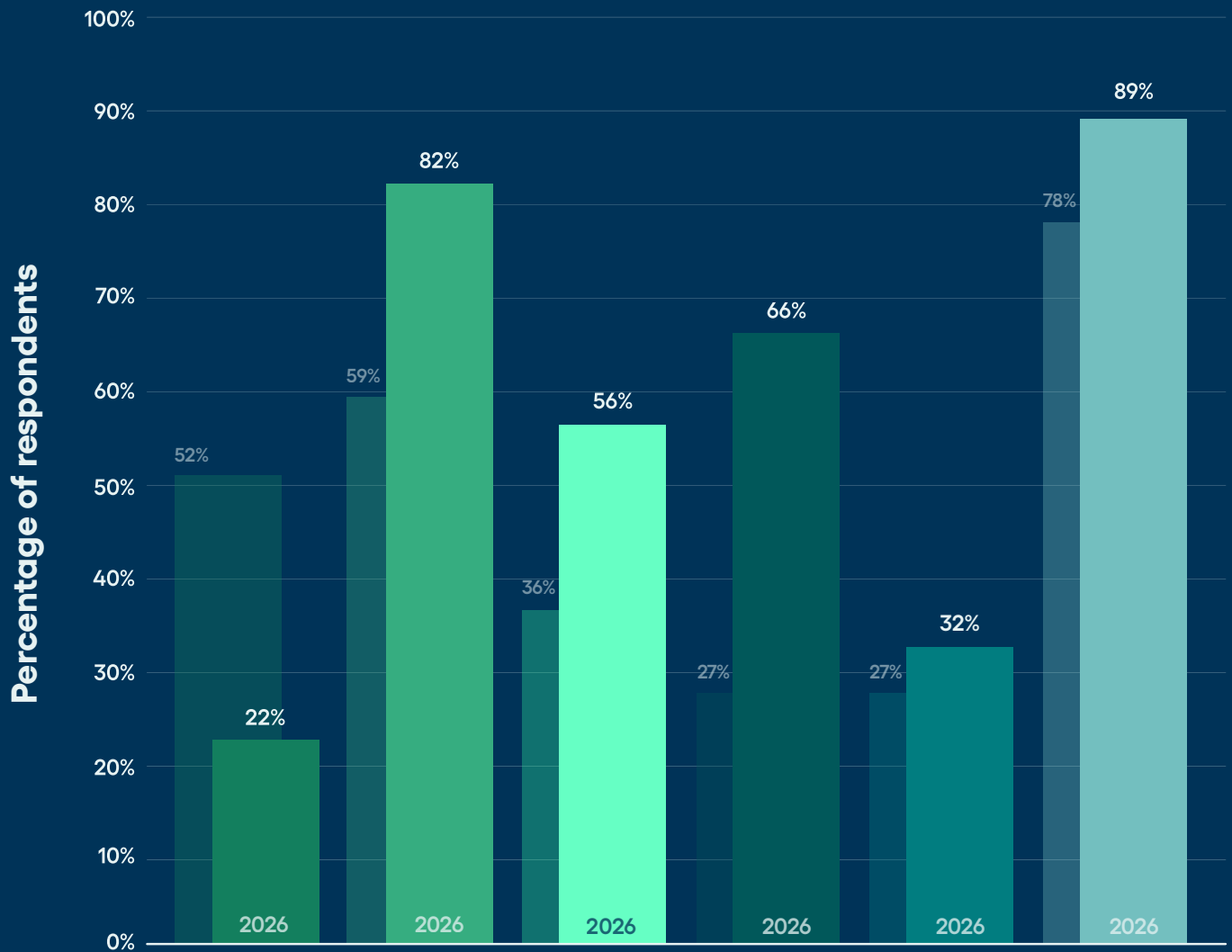
The data highlights key findings such as where proactive strategies are driving down costs, where long-term planning delivers stability, and how sustainability is being embedded into daily operations to support both environmental and workforce resilience.

The purpose of this report is to go beyond just benchmarking. The research provides practical insights that can help you take action, by not only understanding where your organizations stands compared to peers, but what you can do with this information to strengthen your own approach.

As you read through, consider where your organization is today. Are you still largely reactive, or are you beginning to use data to anticipate problems? Do you have capital plans that look beyond the next fiscal year, or are you still making decisions project by project? Are sustainability and workforce resilience treated as priorities, or as afterthoughts?

Understanding the answers to these questions can determine not just how well you manage assets today, but how prepared you will be for the next decade of operational challenges.

Key Survey Highlights



Say that **reactive repairs** account for more than a quarter of their total work orders

↓ 57% from 2025

Say they have at least a **5-year plan in place** for managing their assets and facilities

↑ 55% from 2025

Say their organization **incorporates Facilities Condition Assessment data** into their asset management strategy

↑ 18% from 2025

Say that their organization can **predict physical asset failures** before they occur

↑ 39% from 2025

Say their organization has **implemented AI** into their asset management practices and operations

↑ 247% from 2025

Say their organization **knows when assets will need to be replaced** and can update their capital plans accordingly

↑ 14% from 2025

Asset Maintenance

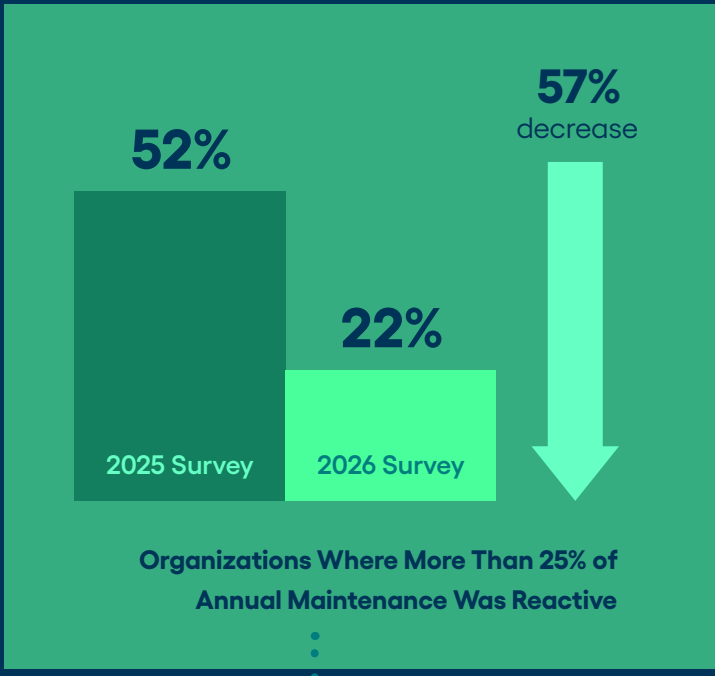
> You want as few clicks as possible to do something, you want a system to be intuitive and run fast... we've gone from a very vague or simple description of an asset to developing guidelines for what needs to be included, like photos and manuals, and showing the team how that can help make their work easier by having those tools available to them.
>
> **-Lead Facilities Analyst, Cirrus Aircraft**

Asset Maintenance

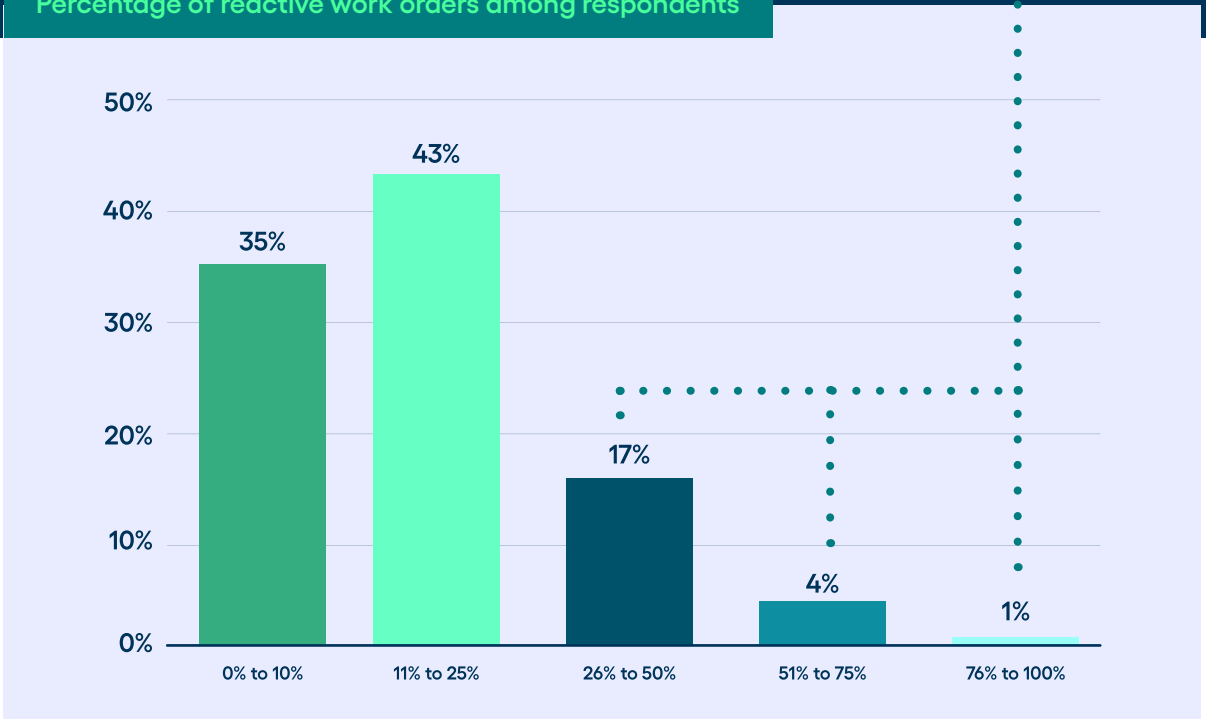
Reactive work orders are on the decline

A notable shift in this year's survey is the marked decline in organizational reliance on reactive maintenance procedures. In our previous survey, **52%** of respondents reported that "one quarter to half" of their annual work orders were in reaction to a breakdown or emergency repair. This year, only **22%** said the same. And **35%** of total respondents even said that "less than a tenth" of their annual maintenance was reactionary. A likely reason for this decline is the simplicity of scheduling and tracking preventive maintenance routines that comes with modern asset lifecycle management systems.

Today's asset management systems are making it easier than ever to plan ahead. Of the majority **86%** of respondents who said they use their asset lifecycle management system to manage work orders, **87% said they are confident** their ALM strategy will help them avoid unplanned downtime in the future. But that doesn't mean they aren't taking precautions – a total of **85%** said they do have plans in place to manage emergency repairs or unexpected disruptions if they do occur.



Percentage of reactive work orders among respondents



Preventive maintenance is the clear priority

Nearly all respondents recognized the impact of establishing proactive maintenance programs. **91%** use their current asset management system to schedule and track preventive maintenance tasks. And **88%** say they believe that preventive asset lifecycle maintenance routines reduce costs, compared to traditional reactive methods.

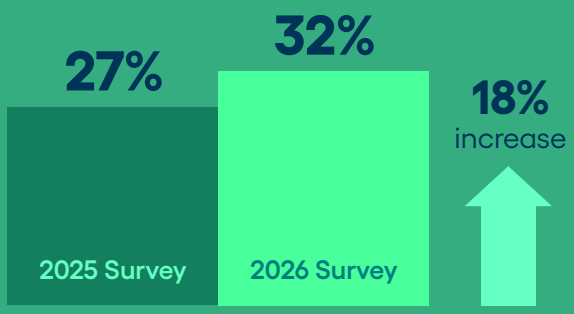
Additionally, **87%** of respondents expressed confidence in their asset maintenance strategy to avoid unplanned downtime in the future, a sign that maintenance programs are becoming more data-driven and reliable. At the same time, **77%** of respondents said they believe reactive work orders can be predicted and prevented with the proper tools, an indication that organizations are leveraging their data strategically enough to move away from emergency work orders toward more predictive and preventive approaches.

However, only **32%** of respondents said use their asset lifecycle management system to conduct Facilities Condition Assessments (FCA) – a process that is vital for maintaining reliable building data by ensuring information within an asset lifecycle maintenance system is accurate and up to date.

Thoughts to Consider

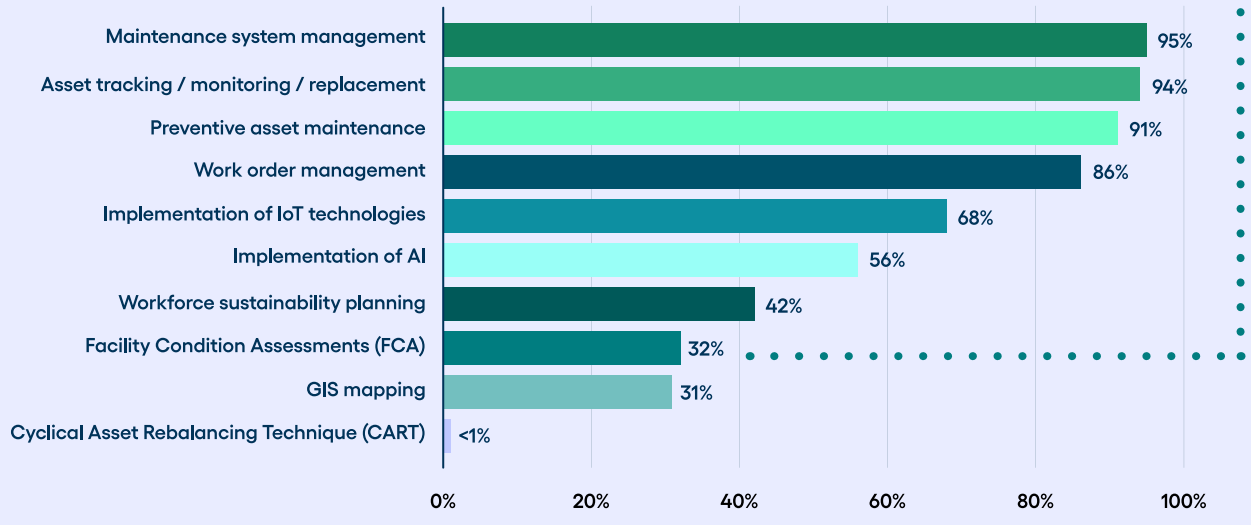
While 87% of respondents are confident in their asset management strategy, only 32% acknowledged having performed an FCA.

Without a detailed analysis of asset and facility conditions to ensure accurate data, are asset managers overly confident while relying on outdated or inaccurate information?



Organizations That Have Performed a Facilities Condition Assessment

Most common current business practices among respondents



Looking ahead

While **predictive** maintenance is often viewed as a final stage of a forward-thinking maintenance program, survey respondents were split in their expectations. Just over half **(51%)** said they are ready to shift toward more predictive practices, while **42%** said they do not expect their organization to make this shift in the near future. When asked about the long-term trajectory of asset maintenance, only **16%** predicted major shifts over the next decade, while **52%** said they expect practices to remain fairly consistent. While asset maintenance is evolving, and the adoption of proactive strategies is widespread, the pace of organizational reliance on predictive innovation appears to be more incremental.

Ultimately, companies will need to fully understand and trust the benefits that newer, predictive technologies can have on their operations and find practical and affordable ways to implement these solutions within their current workflows. Conversely, more adaptable asset managers who are will to adopt future technologies and best practices earlier may gain a competitive advantage by realizing their impacts on productivity and ROI before their competitors catch on.

Asset Investment Planning

> Our software gives us a very good understanding of our needs for the long-term and short-term, and things don't fall off the list anymore... In the past, it was really hard to get capital dollars. Now that we have data and proof of what we need, people trust our data, give us the funding we need, and allow us to do what we need for capital improvements.

-Corporate Director of Facilities and Energy, McLaren Health Care

Asset Investment Planning

AIP is bridging the gap between facilities and finance

Asset investment planning (AIP) has become an essential tool for aligning capital investment decisions with operational needs and realities. More than four out five organizations **(81%)** reported using asset data to adjust their capital plans to incorporate expected lifespans and eventual replacement costs.

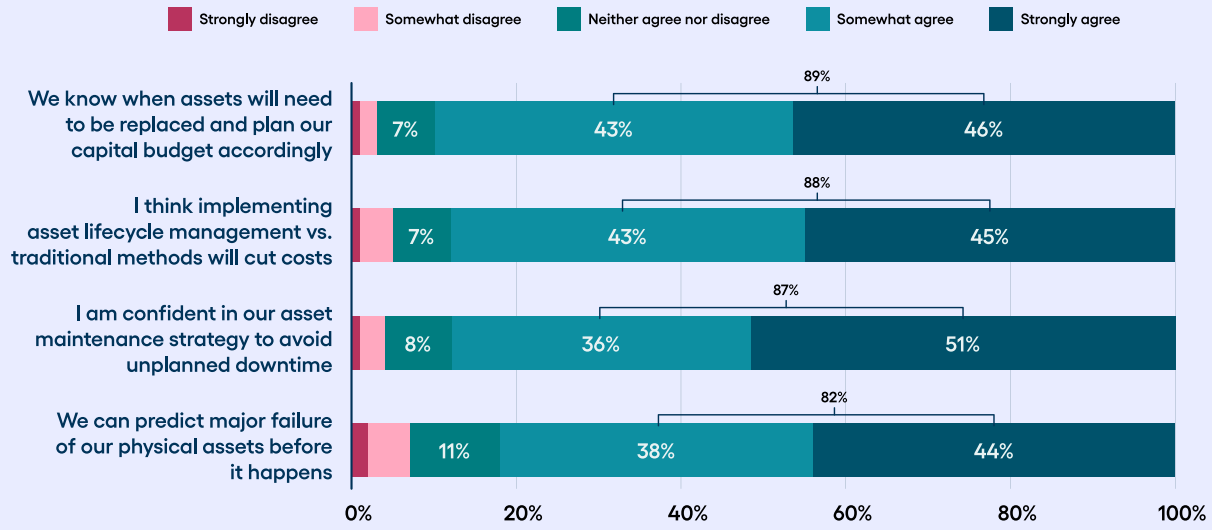
Similarly, **89%** said they know when their assets will need to be replaced and can plan capital budgets accordingly, while **82%** said their asset management system provides analyses necessary to predict major failures before they occur. These findings might imply that asset investment planning is bridging the gap between finance and operations teams, allowing data from day-to-day maintenance to inform capital planning decisions, rather than leaving the processes siloed from one another.

Thoughts to Consider

97% of respondents have a 3-5 year capital plan in place. But nearly half are still not looking to implement more predictive analytics into their forecasting.

Without predictive insights to anticipate future needs or disruptions, are long-term plans more guesswork than strategy?

How confident respondents feel about their asset management strategies



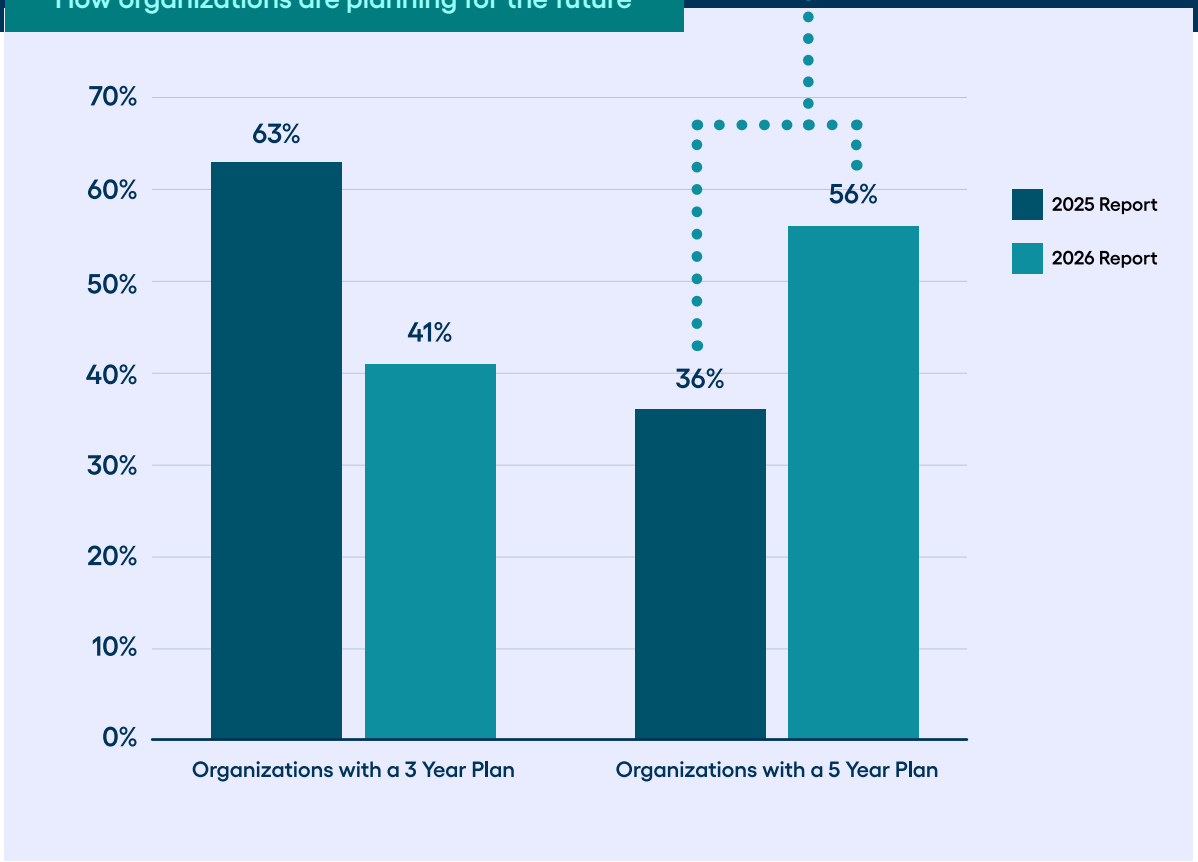
Organizations are planning further into the future

Organizations are increasingly adopting long-term capital strategies to plan for future maintenance, replacements, and upgrades, ensuring that asset decisions are guided by data rather than reactive pressures. In our previous report, **63%** of respondents said they have a three-year capital plan in place, while just **36%** said their plan extended to five years. Today, **56%** of respondents have a five-year plan in place, while **41%** have a three-year plan and **2%** even have a plan that forecasts their next decade. These shifts show a clear movement away from short-term planning toward longer horizons that give organizations more stability, foresight, and flexibility in how they manage their assets.

55%

Increase in organizations with a 5-year capital plan in place

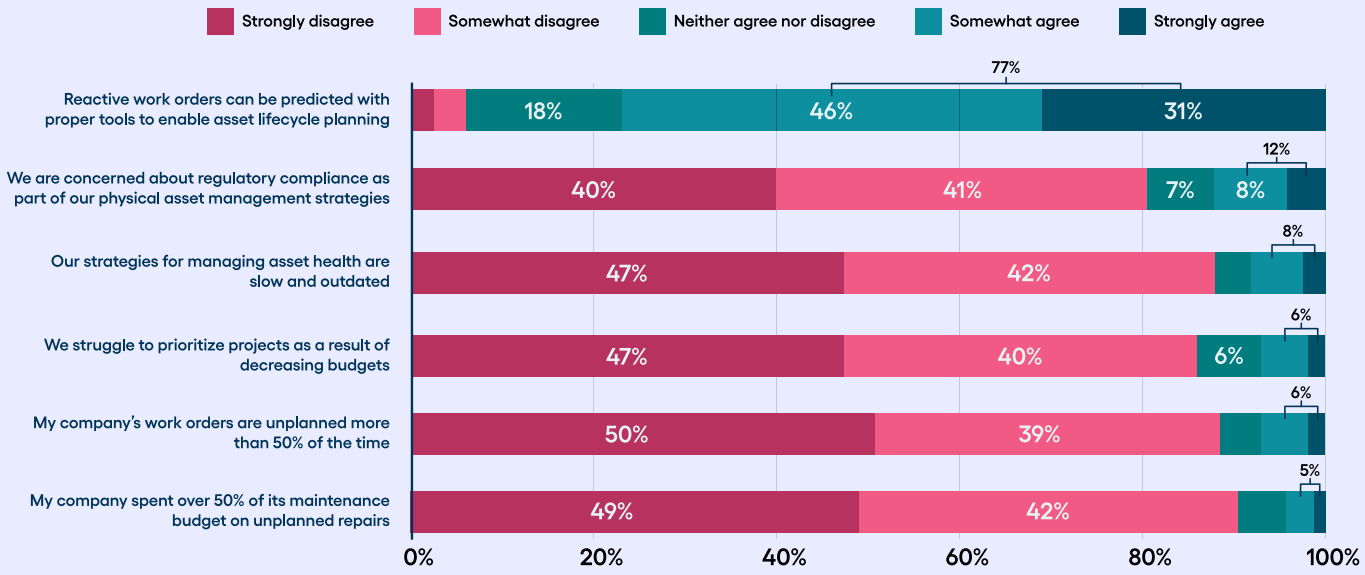
How organizations are planning for the future



Looking ahead

When asked about the broader impact of asset lifecycle management compared to traditional methods, respondents were quick to acknowledge its benefits. **88%** of respondents said it's easy to access and analyze information about physical assets with the help of ALM software. And an identical **88%** said they believe a modern ALM approach is effective in reducing overall costs, compared to outdated methods of management assets. Overall, organizations across all industries appear confident that their current investment planning strategies, driven by data-backed insights around asset performance and condition, will continue to improve efficiency, strengthen financial transparency, and support more adaptive long-term planning in the future.

How respondents view common asset management challenges



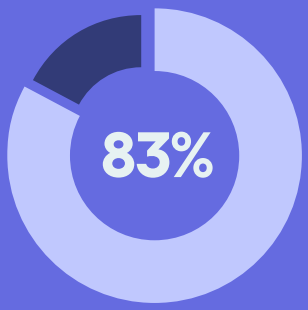
Sustainability

> Our energy management software makes it so easy to keep track of everything and see percentages and comparisons over time and across buildings. Since 2005, our district has grown by 40% and 3.5 million square feet, yet our energy consumption is down 17%... we've saved hundreds of thousands of dollars by being able to pinpoint billing errors.
>
> **-Director of Utility Services, Davis School District**

Sustainbility

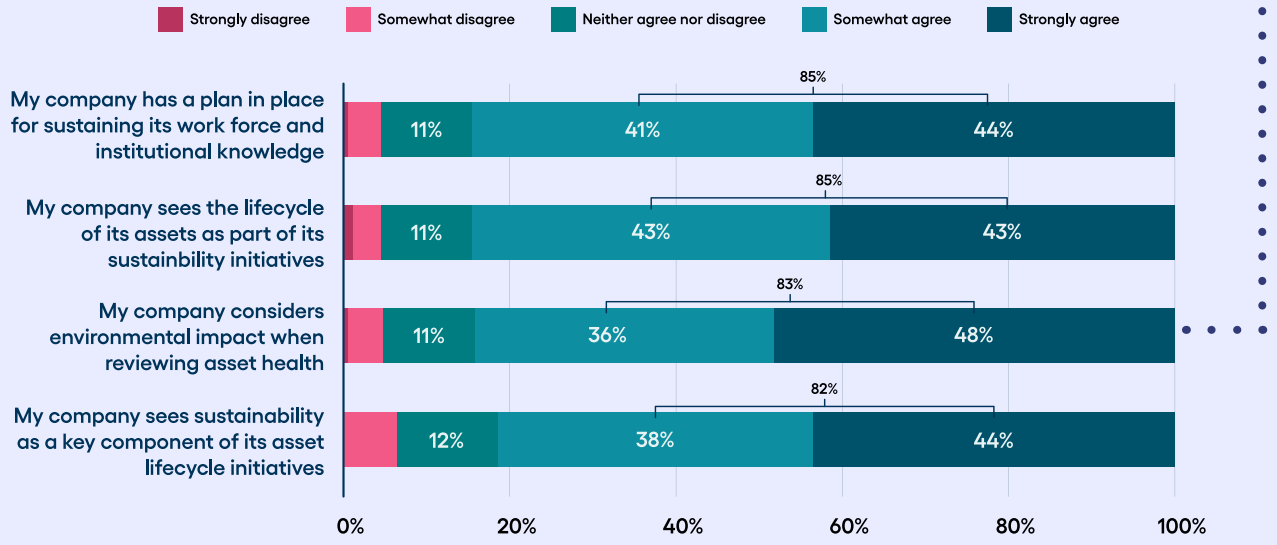
Environmental sustainability is still top-of-mind

Environmental considerations continue to be a major priority for organizations, in regard to asset management decision-making. **83%** of respondents said their company considers environmental impact when managing asset health, compared to just **51%** from last year's data. Additionally, **82%** see sustainability as a key component of their asset lifecycle initiatives, while conversely **85%** see their asset lifecycle initiatives as a key part of their sustainability plans. These findings confirm that sustainability is seen by most as more than just an external obligation. Instead, it is a valuable internal driver that is shaping how assets are tracked, managed, and invested in across their full lifecycle



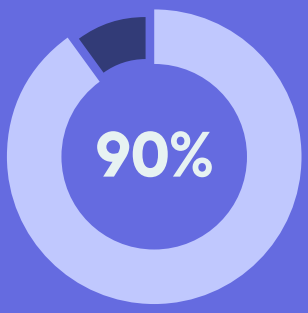
Respondents who consider environmental impact when managing asset health

How respondents view sustainability initiatives



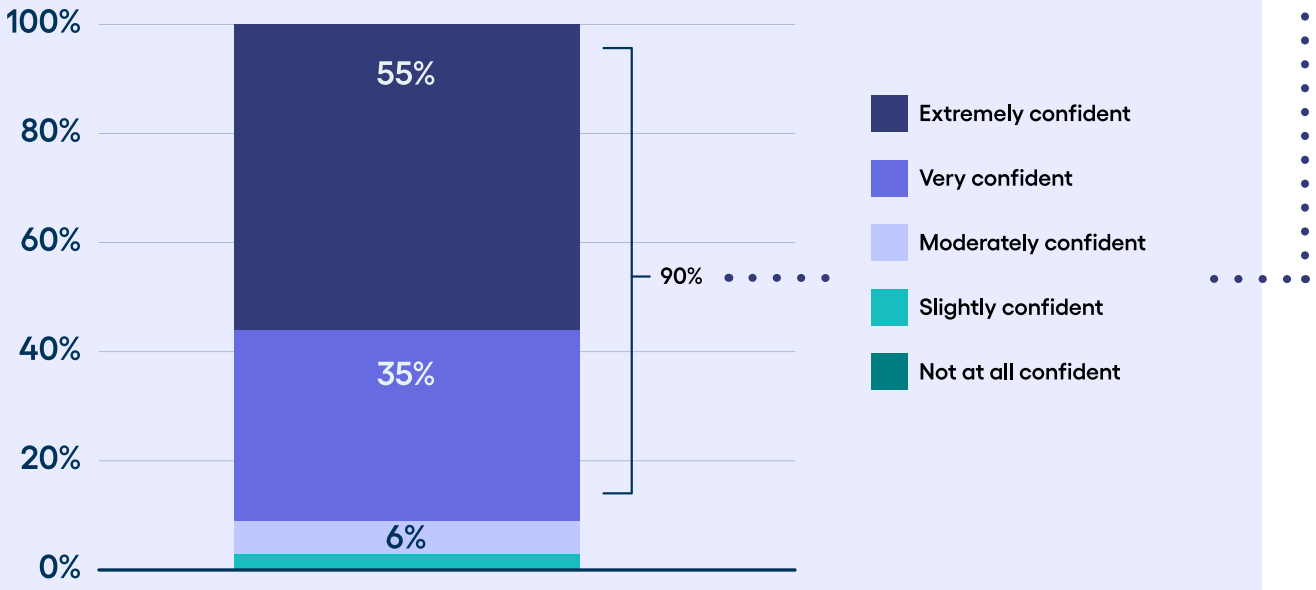
Workforce sustainability is a parallel priority

Sustainability is not just about environmental outcomes. It is also about maintaining a stable workforce and knowledge base. In this year's survey, **85%** of respondents said they have a plan in place to sustain their workforce and knowledge base. Asset management software plays a central role in that effort by supporting both technicians and decision-makers. **76%** of respondents reported that at least half of their facilities team are active users of their asset management software, and **37%** said more than three-quarters of their team are engaged. At the same time, **90%** expressed confidence that their system improves team productivity and efficiency, underscoring the link between system adoption, workforce stability, and long-term organizational resilience.



Respondents who feel confident their asset management system improves productivity and efficiency

Respondent confidence in their asset management software to improve productivity



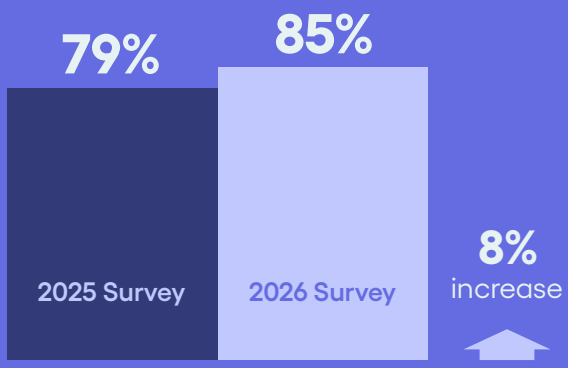
Looking ahead

The benefits of sustainability extend beyond compliance or environmental goals. Organizations are aligning sustainability with operational efficiency, cost reduction, and institutional resilience. The efforts to mitigate knowledge loss are growing; just **79%** of respondents in last year's data acknowledged engaging in workforce sustainability planning (compared to an **85%** response rate in this year's findings). Both environmental sustainability and workforce sustainability are seen as essential priorities, with organizations recognizing that reducing environmental impact and protecting institutional knowledge are equally critical to ensuring the long-term success of their asset management strategies.

Thoughts to Consider

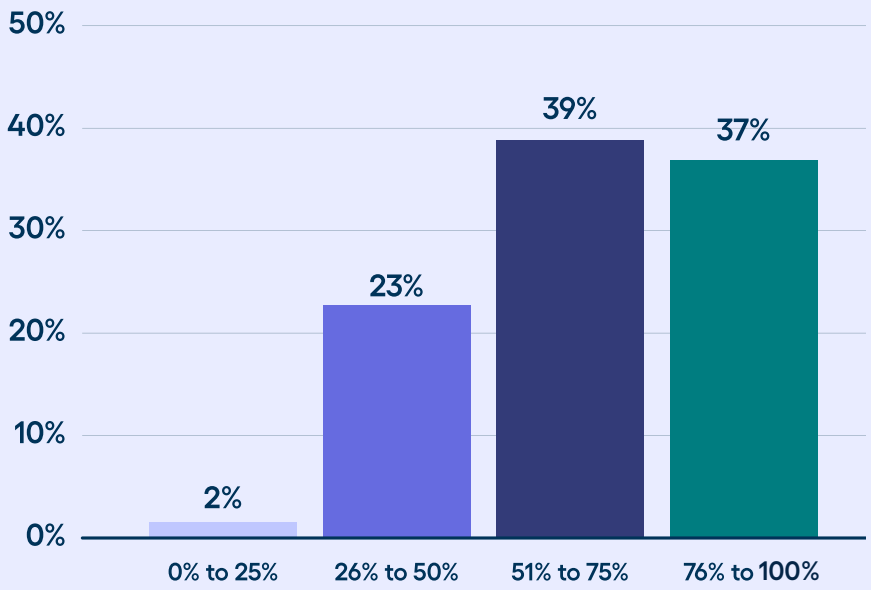
90% of respondents are confident their asset management systems improve team productivity and efficiency. But nearly 25% say less than half of their facilities team consistently uses their ALM solution.

Confidence is high, but is the data fueling that confidence as complete as facilities leaders believe?



Organizations with a workforce sustainability plan

Maintenance team usage of asset management systems on average



The Future of Asset Lifecycle Management

> The hope is to extend asset lifecycles. That is what saves money — extended extension of equipment lifecycle. We can also use the data to tell a story back to our leadership, detailing what it takes to actually maintain what we own. It helped us move from what seemed like 19th century maintenance work closer to the 21st century.
>
> **-Facilities Manager, Solano County**

The Future of Asset Management

Adoption of advanced technologies

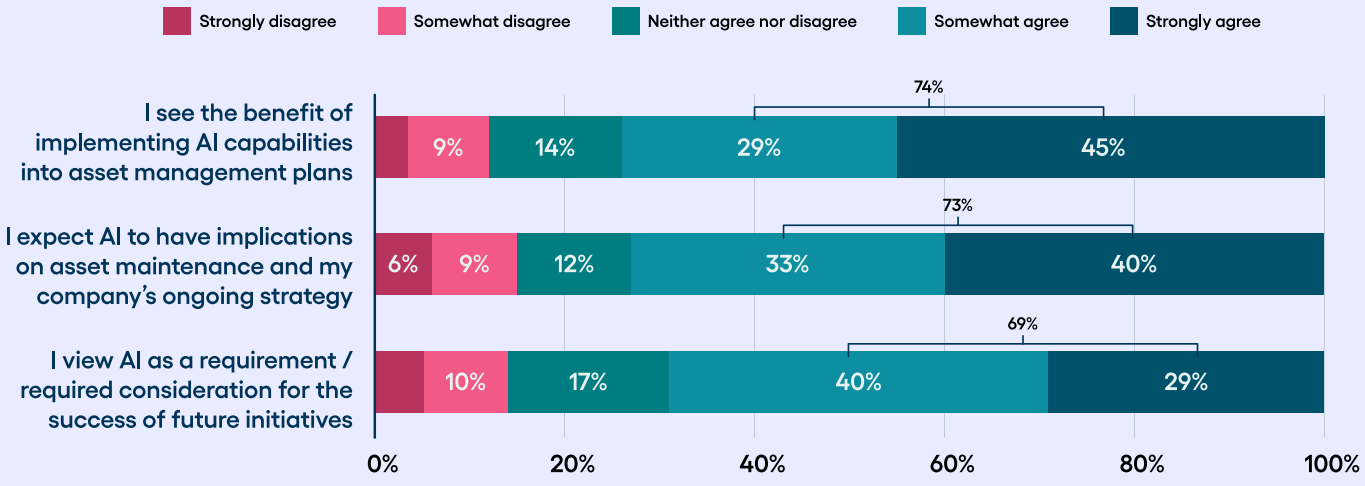
Future-facing technologies are reshaping operations. **68%** of respondents acknowledged that their organizations are focused on implementing some degree of IoT (Internet of Things) technologies. Likewise, **56%** said they are integrating AI capabilities into their workflows in some capacity, while another **55%** are leveraging digital mapping or digital twins to track asset health and failures. These tools provide deeper visibility into asset performance, risk, and lifecycle costs, helping leaders forecast needs sooner and make informed decisions long before issues escalate. The majority of organizations today appear focused on forming a connected ecosystem that allows leaders to predict failures, extend asset lifespans, and manage infrastructure with greater confidence.

Thoughts to Consider

Nearly 80% of respondents believe reactive work can be predicted and prevented with the right tools, but only 51% said they are ready to shift toward predictive maintenance.

If organizations realize the potential of predictive analytics, why are so many hesitant to implement these practices today?

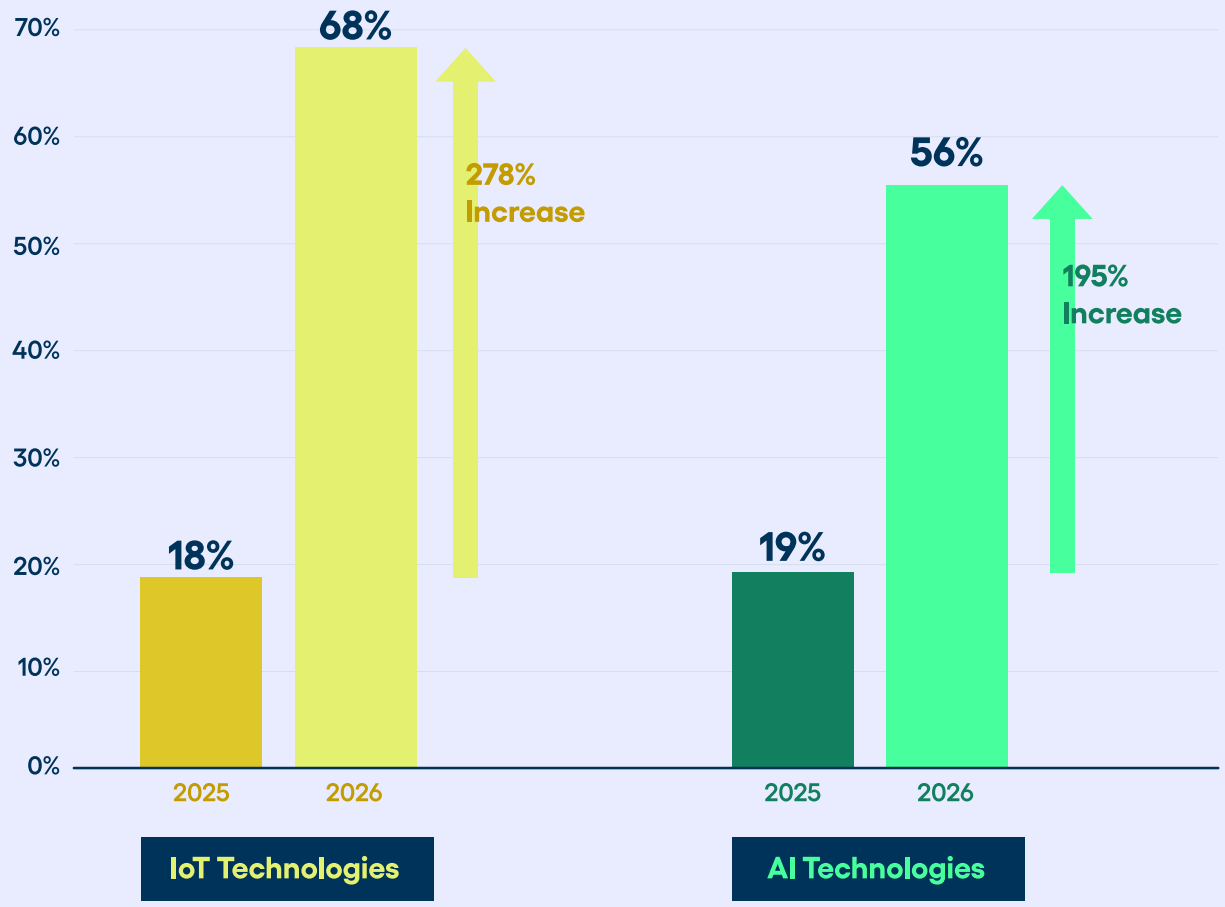
How respondents view AI utilization



While full-scale adoption is still uneven across industries, the direction is clear. As data collection becomes more automated and insights more precise, AI and emerging technologies will not only inform better decisions, they are also establishing new standards of efficiency, reliability, and transparency in asset management.

AI and emerging technologies will not only inform better decisions, they are also establishing new standards

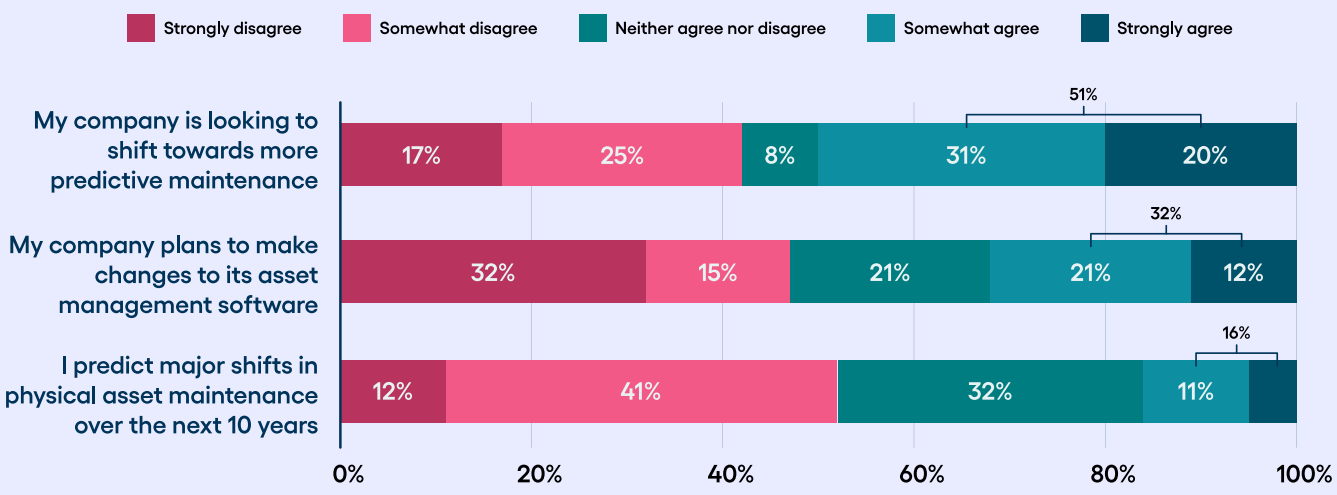
Shifts in AI and IoT usage for asset management



Looking ahead

The role of technology in asset management is evolving rapidly. While preventive maintenance has become common practice – and the implementation of predictive analytics are trending up – organizations are beginning to consider how AI, IoT, and other advanced technologies can shape long-term strategies. In this year's survey, **73%** of respondents said they expect AI to soon be a bigger influence on their company's asset management strategy, while nearly the same number **(74%)** recognize the tangible benefits of integrating AI into their plans. In total, **68%** already view AI as a requirement for the success of their future initiatives.

Agreement with future asset management



Final Thoughts

The findings in this report reinforce a key message: asset lifecycle management is no longer about managing costs in the short term. Instead, it's about building a foundation for long-term resilience and growth.

Maintenance, capital investment planning, and sustainability have become increasingly connected, and organizations that approach them as a unified strategy – rather than siloed practices – are seeing greater efficiency, experiencing stronger financial outcomes, and making data-powered decisions with more confidence.

The data shows how far organizations have come in areas like reducing reactive repairs, extending asset lifespans, anticipating potential failures, and using preventive programs to avoid unplanned downtime. It also highlights that long-term planning is no longer a privilege of the most sophisticated organizations. And sustainability, once treated as an external obligation, is now viewed as a driver of operational performance

As you reflect on your own operations, think about where you may still be siloed, where your planning horizon may be too short, or where reactive fixes are still consuming more resources than they should. Consider how your organization can connect day-to-day activity with longer-term goals in a way that delivers both immediate efficiency and future resilience.

We believe the findings are clear: organizations that treat asset lifecycle management as an integrated, connected system are better positioned to withstand disruption, improve performance, and deliver greater value to their communities, stakeholders, and bottom line.

For more information and insights on asset lifecycle management, and how modern and complete ALM systems can help you maximize the value of your assets and infrastructure, visit brightlysoftware.com to learn more.

This leads to 3 natural takeaways:

Preventive and Predictive Maintenance are No Longer Optional

While preventive programs are helping organizations extend asset lifespans and reduce downtime, predictive tools are building on that foundation by using real-time data and condition monitoring to anticipate failures with greater accuracy.

Together, the solutions are vital for transforming maintenance from a cost center into a strategic approach that protects your budget, reduces emergency repairs, and improves asset reliability.

The Connection Between Finance and Facilities Teams Must be Strengthened

Finance teams need more than static budgets, and facilities teams need more than gut instinct. Asset investment planning can bridge the gap, turning maintenance data into actionable insights that guide long-term funding decisions.

This enhanced connection across departments ensures that every dollar spent is tied to lifecycle value, operational priorities, and measurable ROI, making capital plans more transparent, defensible, and adaptable over time.

Operational Sustainability Must be Embedded into Your Operational Strategies

By integrating energy management, workforce resilience, and retention of institutional knowledge into asset lifecycle management, organizations can optimize resource use, cut unnecessary expenses, and preserve critical expertise.

A holistic, sustainability-first approach can strengthen organizations' reputation, attract stakeholders, and ensure resilience against future challenge or shifts in economic conditions.

Respondent demographics

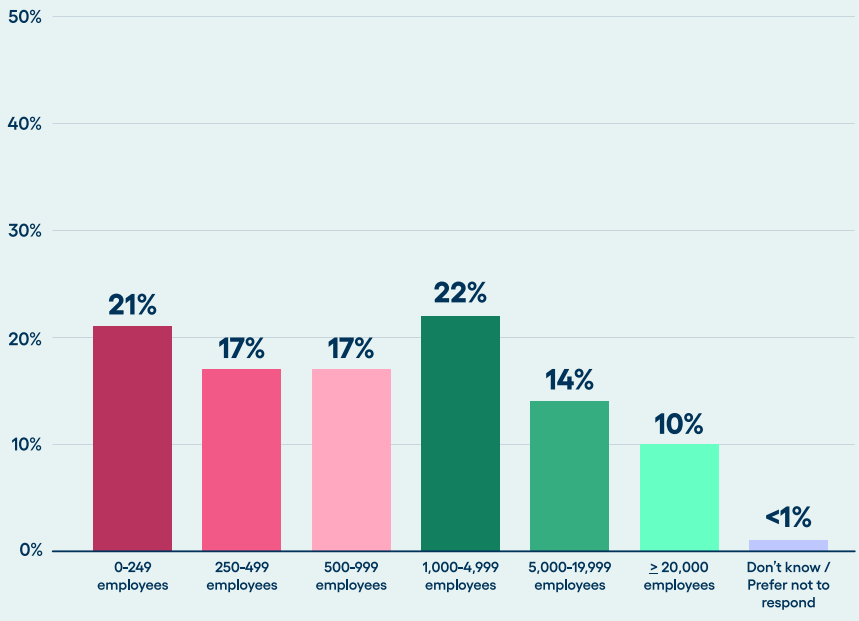
The data in this report was collected through a third party, anonymous survey with a total of 400 respondents. Respondents were first required to pass a knowledge-based screening and had to work in the U.S., be a decision-maker in the selection process of their organization's asset management software, and work in either education, manufacturing, government, or healthcare spaces (acute and senior living). Below is a breakdown of respondent demographics:

35%	Manufacturing
27%	Healthcare
27%	Education
7%	Senior living
4%	Government

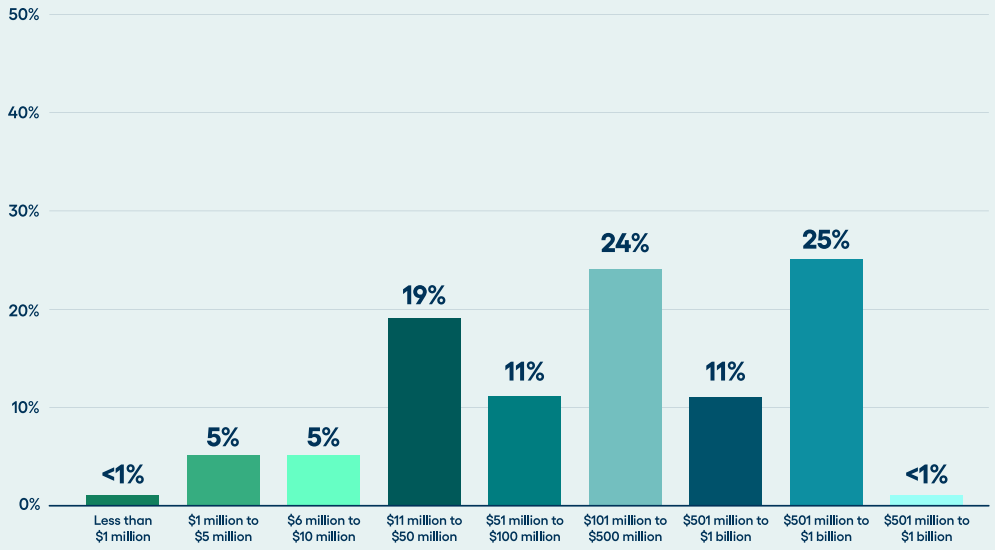
400

Number of respondents

Size of Organization



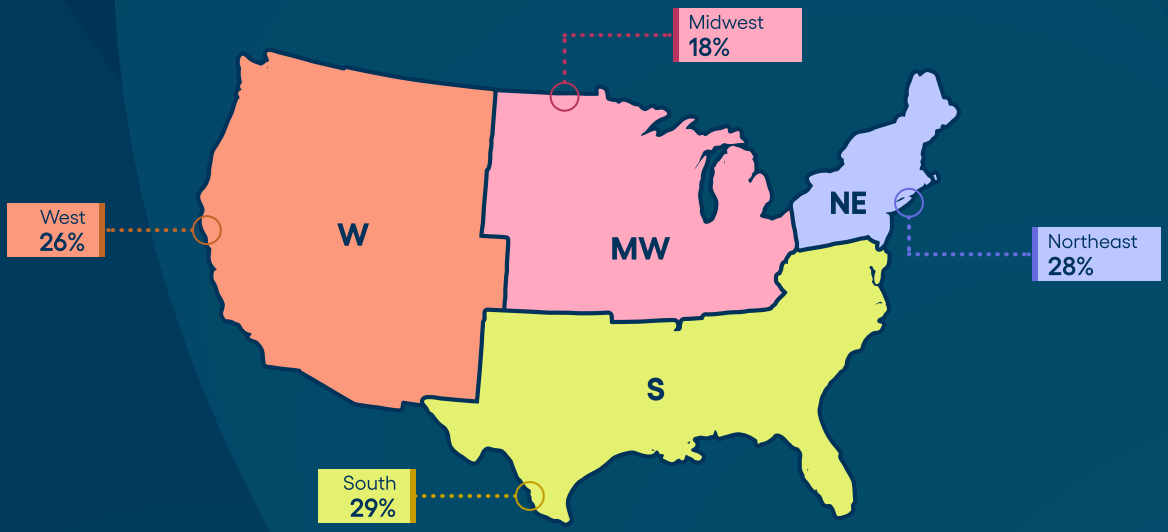
Annual Revenue



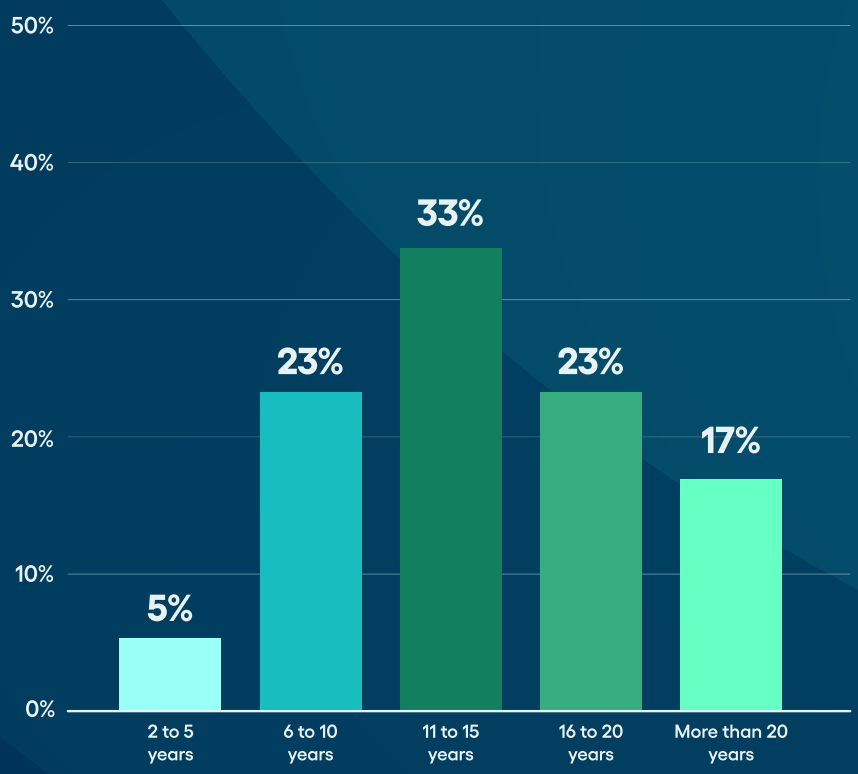
Job Role

<1%	Associate / Analyst
46%	Manager / Sr. Manager
37%	Director
10%	C-Suite Executive
5%	Vice President / Sr. Vice President
1%	President / CEO
1%	Owner

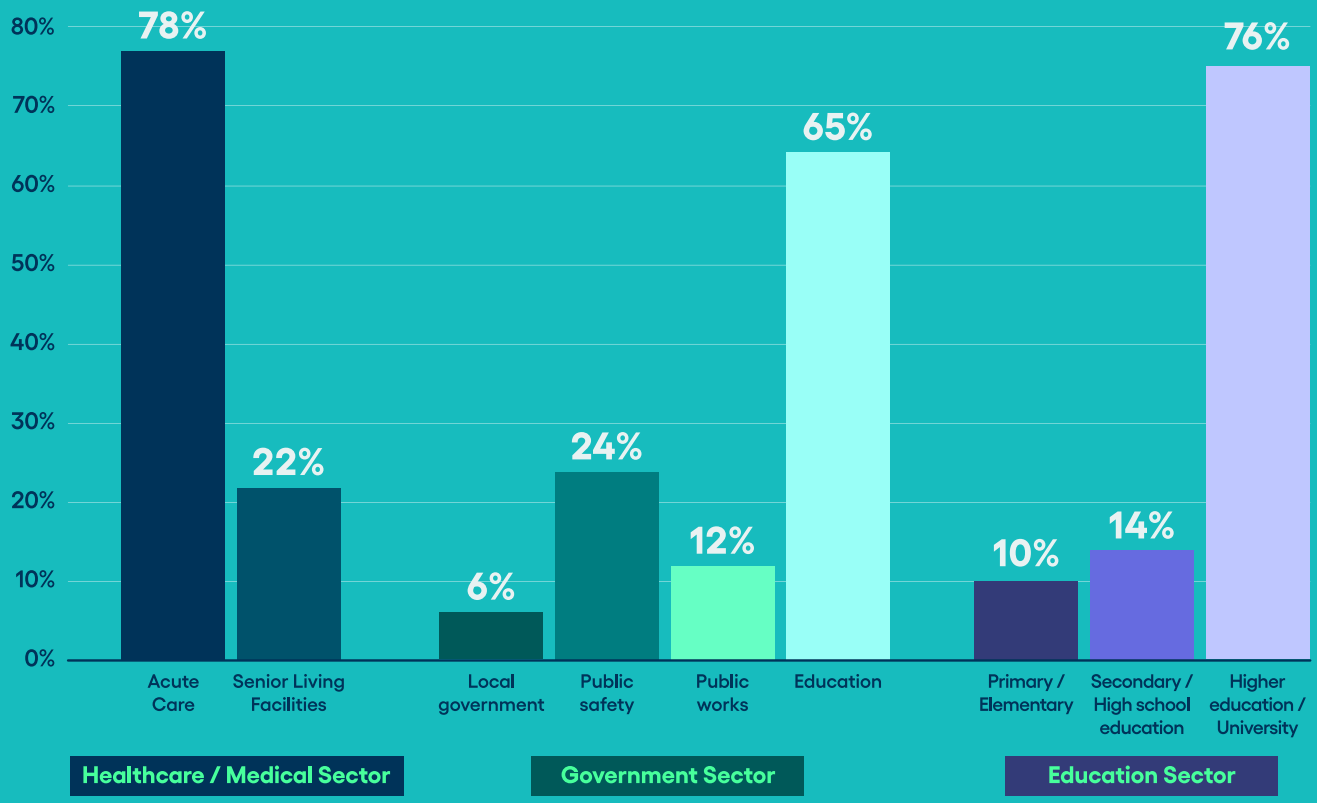
Respondents by region



Years of Experience in Industry



Respondents by sub-industry



About Brightly Software

Brightly Software, a Siemens company, enables organizations to manage the entire lifecycle of their assets, facilities and infrastructure. As the global leader in intelligent asset management solutions for more than 25 years, Brightly's sophisticated cloud-based platform is expertly designed to improve capital planning through smarter, data-driven decision making, empower technicians to predict, prioritize and manage preventative maintenance activities, and support organizations to achieve sustainability, compliance and efficiency goals. Combined with award-winning training, legendary support and managed services, more than 12,000 clients worldwide depend on Brightly to optimize their teams, operations and strategic planning initiatives. For more information, visit **brightlysoftware.com**

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