2026

MAINSTREAM
COMMUNITY

DEMYSTIFYING APM

Asset Performance Management in the ANZ Industrial Market

Research Partner

CERTUS DIGITAL
egis GROUP

About This Report

This report was prepared by the MAINSTREAM Community based on survey data collected from 166 respondents across 131 companies in the Australia and New Zealand industrial market. The survey was distributed digitally to MAINSTREAM Community members in early 2026, with all responses collected anonymously.

The report represents the sentiment and experiences of MAINSTREAM Community members and should be read as a practitioner perspective on the current state of APM in the ANZ region. With 166 respondents, the sample provides meaningful directional insights suitable for industry discussion and organisational benchmarking, but is not intended as a statistically representative sample of the total ANZ market.

About MAINSTREAM

Founded in 1996, MAINSTREAM Community is an award-winning B2B community serving asset-intensive industries with research, information, events, training courses, and digital communication solutions that celebrate the successes, accelerate the careers, and optimise the performance of Asset, Reliability, and Maintenance professionals.

Acknowledgements

MAINSTREAM Community would like to thank Certus Digital for their partnership in sponsoring this research. We also thank the 166 practitioners across Australia and New Zealand who took the time to share their honest experiences with APM. This report exists because of their willingness to contribute to the collective knowledge of our community.

Executive Summary

The survey provides an unfiltered view of how industrial organisations are defining, implementing, and deriving value from Asset Performance Management (APM).

While the APM market continues to grow globally, Asset Management research company, Verdantix, finds that the APM software market will grow from US$2.5 billion in 2022 to US$5 billion in 2028, the on-the-ground reality for ANZ industrial organisations remains challenging. The central themes emerging from this survey are a persistent gap between APM strategy and execution, organisational barriers that outweigh technical ones, and difficulty demonstrating ROI from APM investments.

This report is not just about the findings. One of the clearest signals from our research groups and community surveys is that APM itself – the acronym, the concept, the promise – remains one of the most commonly used but most frequently misunderstood terms in the industrial asset management space. End users across mining, manufacturing, utilities, oil and gas, rail, and other sectors are trying to understand what their technology vendors mean by APM, where it actually sits alongside existing platforms like CMMS and EAM, and what it concretely delivers. This report is our attempt to demystify APM: to give our community, and the broader industry, a practical, honest, vendor-neutral guide to what APM really is, where it fits, and why it matters.

Disclosure

MAINSTREAM Community is not an APM consultancy, technology vendor, or systems integrator. We do not position ourselves as APM experts or gurus, and this report does not advocate for any particular APM system, platform, or vendor over another. Our role is to educate, to provide independent research and data, and to represent what is genuinely happening with APM in the minds of the customers and end users who are buying, implementing, and living with these systems every day. The findings, analysis, and commentary in this report are grounded entirely in practitioner survey data and are intended to serve the community's interest in honest, vendor-neutral information. Where we reference industry analyst or vendor perspectives, we do so to provide context, not endorsement.

Key Findings at a Glance

APM Definition

57% view APM as a strategic approach; 14% still see it as purely technology; 14% say their definition is confused or unclear

Process vs Technology

45% took a process-first approach vs 32% technology-first; 23% have not yet implemented APM

5%

Integration Gap

Only 5% achieved seamless APM-to-execution integration; 62% say No or Still Working On It

5.6

Collaboration Score

Average score of 5.6/10 between the APM/Reliability Strategy Group and Planning & Scheduling Group

49%

Strategy Reviews

49% say reviews only Sometimes result in changes; 16% say they Rarely or Never do

Technology Churn

42% have discontinued or are considering discontinuing an APM technology

Top Frustrations

Buy-in/culture, budget / resources, and data quality are the leading pain points

The Role Disconnect

33% of senior leaders see APM as technology vs 0% of engineers — a critical alignment gap

CERTUS DIGITAL

egis GROUP

FROM ASSET DATA TO ASSET PERFORMANCE

FROM INSIGHT TO OPERATIONAL OUTCOMES

Certus Digital helps asset-intensive organisations turn asset data into measurable performance — improving reliability, reducing downtime, and enabling better decisions through integrated asset intelligence.

- ✓ Improve reliability, reduce downtime
- ✓ Turn data into actionable insights
- ✓ Enable smarter decisions with AI
- ✓ Scale with a secure, integrated platform

Ask us how to unlock greater asset performance across your operations.

CERTUSSOLUTIONS.COM/DIGITAL

IBM Platinum Partner

01

Introduction and Context

The APM Reality Gap

Asset Performance Management has become a critical capability for industrial organisations, yet there remains a significant disconnect between vendor promises and operational reality. While the APM market continues to expand with increasingly sophisticated technology solutions, many organisations struggle with implementation challenges, organisational adoption barriers, and difficulty demonstrating tangible ROI from their investments.

The MAINSTREAM Community represents a unique collection of asset-intensive organisations across Australia and New Zealand with real-world APM experience. This survey captures both successes and failures, providing an unfiltered view of the APM landscape from the practitioner perspective.

Demystifying APM: What It Actually Means

Before diving into the survey findings, it is worth addressing the elephant in the room: what does APM actually mean? In our research groups and community conversations, we have found that APM is one of the most commonly used but least consistently understood terms in the industrial technology landscape. Different vendors, analysts, and practitioners use it to mean different things, and this ambiguity has real consequences.

At its core, APM is **not a single product, a piece of software, or a dashboard**. It is the combination of strategies, processes, data, and technologies that help organisations make better decisions about their physical assets. Industry analysts describe it as a comprehensive approach combining traditional asset management practices with digital technologies. At its plainest: APM is a unified strategy that helps people, processes, and systems work together toward sustained operational excellence.

Both of these framings put strategy, people, and processes first. Technology is part of the picture, but it is not the starting point. This distinction matters enormously, because how you define APM directly shapes how you implement it, and whether that implementation succeeds or fails.

Where APM Fits: CMMS, EAM, and the Alphabet Soup

One of the biggest sources of confusion is how APM relates to other systems. Here is a practical breakdown:

CMMS (Computerised Maintenance Management System) is the workhorse for managing maintenance work. It tracks work orders, schedules preventive maintenance, records history, and manages spare parts. Common examples include IBM Maximo, SAP PM, and Hexagon EAM.

EAM (Enterprise Asset Management) extends CMMS to cover the full asset lifecycle: procurement, installation, operation, maintenance, and decommissioning. It brings in financial and procurement functions.

APM (Asset Performance Management) sits above and alongside these systems. Where CMMS and EAM are about managing work, APM is about making better decisions about what work should be done in the first place. It uses data, analytics, and strategy to determine the right maintenance approach, monitor asset health, predict failures, and continuously improve plans.

Platform Comparison

	CMMS	EAM	APM
Primary Focus	Work management and maintenance execution	Full asset lifecycle management	Asset strategy, analytics, and decision support
Key Question	What work needs doing and when?	How do we manage assets cradle to grave?	What is the right strategy for this asset?
Core Functions	Work orders, PM schedules, parts, labour	CMMS plus financials, procurement, lifecycle	Condition monitoring, analytics, risk, reliability strategy
Users	Planners, schedulers, technicians, supervisors	Asset managers, finance, procurement, maintenance	Reliability engineers, asset strategists, analysts
Data Flow	Records what was done	Records what was done plus costs and lifecycle	Analyses data to recommend what should be done

A practical analogy (from a research participant)
"If your CMMS/EAM is the kitchen where maintenance work gets done — the orders, the ingredients, the cooking — then APM is the head chef's planning office. It decides the menu (asset strategy), checks the quality of ingredients (asset condition), and reviews whether the dishes coming out are any good (feedback and continuous improvement). You need both, and they need to talk to each other."

> We spent eighteen months choosing the right APM platform. Evaluated four vendors, ran pilots, got executive sign-off. Two years later, most of the site supervisors are still running their own spreadsheets because no one invested the same effort into changing the way people actually work.

Reliability Manager, Power & Water Utilities

Myths vs Reality: The Demystifying Framework

Throughout this report, we challenge common misconceptions about APM using the real data from our survey. Here are the myths we will address:

Myth: APM is a software category.
Reality: 57% of practitioners define it as a strategic approach, not a product. Technology is part of APM, not the whole of it.

Myth: Buy the right platform and value follows.
Reality: From Our Data: Only 5% have achieved seamless integration. 42% have discontinued or are reconsidering their APM technology.

Myth: Process-first always wins.
Reality: 45% went process-first, but only 4% of those achieved seamless integration. Process-first is necessary but not sufficient.

Myth: APM challenges are mostly technical.
Reality: The top three frustrations are all organisational: buy-in, budget, and data quality. People and culture dominate.

Myth: Strategy reviews close the loop.
Reality: 49% say reviews only sometimes result in changes. The feedback loop is broken in most organisations.

Global APM Market Context

According to Verdantix, global APM software spend is projected to rise from US$2.5 billion in 2022 to US$5 billion in 2028. MarketsandMarkets estimates the broader APM market will reach USD $3.55 billion by 2030, growing at a CAGR of 10.5%. The Asia-Pacific region, which includes ANZ, is the fastest-growing segment at 13.2%.

The ANZ Market: Unique Characteristics

Approximately 68% of Australian firms have now integrated AI into core operations, and AI-enabled predictive maintenance is reported to reduce overall maintenance costs by up to 30% and unplanned downtime by up to 45%.

But the ANZ market has characteristics that make APM both more important and more difficult than in many other regions:

- **Remote and distributed operations.** Mining, utilities, and oil and gas operations in Australia often span vast distances, creating unique challenges for condition monitoring, data connectivity, and field execution of APM recommendations.
- **Regulatory environment.** Australia and New Zealand's Work Health and Safety (WHS) obligations place significant regulatory emphasis on the management of critical assets. APM is not just an efficiency initiative in this market — it is increasingly a compliance requirement for high-hazard industries.
- **Skills shortage.** The ANZ market faces an acute shortage of reliability engineers and asset management specialists. Our survey reflects this: available reliability resources and resourcing were among the most cited frustrations.
- **Concentrated industry structure.** The ANZ industrial market is smaller and more concentrated than North America or Europe, meaning vendor-customer relationships are closer, peer learning is more accessible, and the experiences of early adopters have an outsized influence on market sentiment.

Survey Methodology

The MAINSTREAM Community APM Sentiment Survey was designed and distributed by MAINSTREAM in partnership with Certus Digital. The survey comprised 29 questions covering APM definition, organisational structure, implementation approach, integration challenges, strategy reviews, technology adoption, and practitioner frustrations.

The survey was distributed digitally to MAINSTREAM Community members across Australia and New Zealand in early 2026. A total of 166 responses were collected from professionals across 131 companies and 12 industry sectors. Respondents ranged from asset engineers and reliability specialists to heads of asset management and maintenance managers. All responses were collected anonymously to encourage candid feedback.

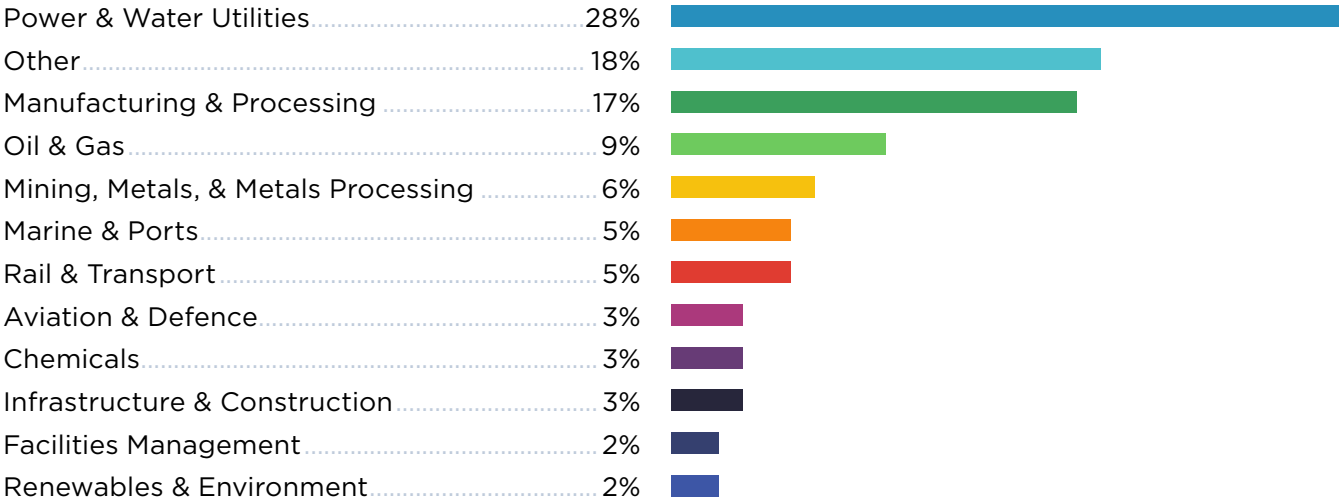
Responses were analysed by MAINSTREAM using both aggregate statistics and cross-tabulations by industry, role, and implementation approach to identify patterns that aggregate data alone does not reveal.

Limitations: This survey represents the sentiment of MAINSTREAM Community members and should be read as a practitioner perspective. With 166 respondents, the sample provides meaningful directional insights but is not intended as a statistically representative sample of the total ANZ market. Where we present industry-level findings, we note the sample sizes involved.

02

Respondent Profile

Industry Representation



Role Distribution

Respondents were predominantly senior practitioners and decision-makers.
The seniority mix ensures the data reflects both strategic and operational perspectives.

03

How Organisations Define and Approach APM

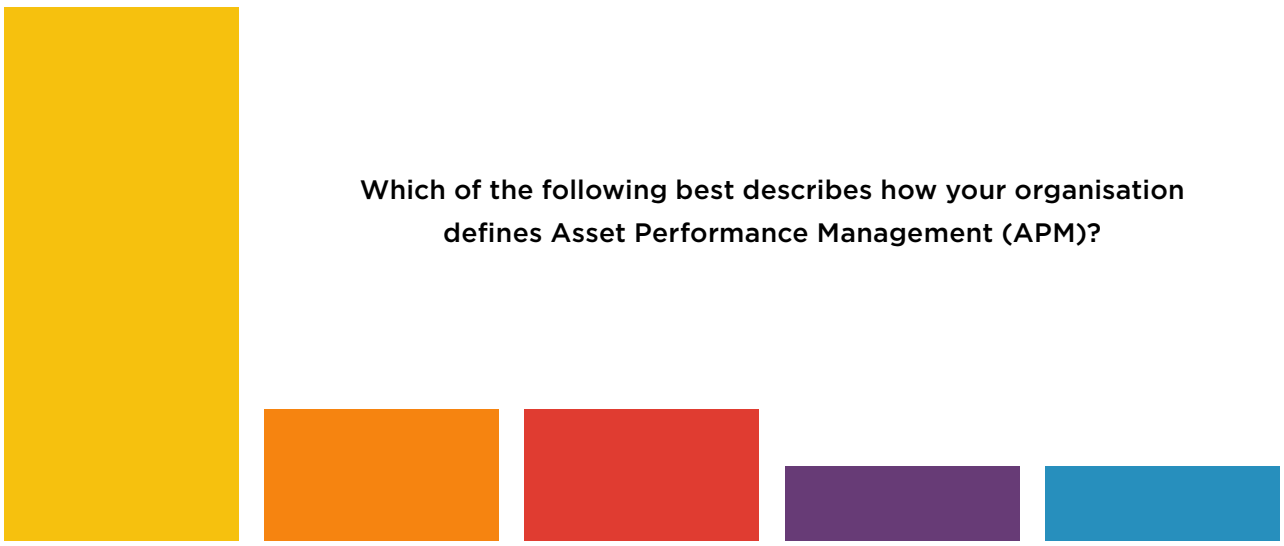
APM Definition

A majority (57%) define APM as a strategic approach, aligning with the definition promoted by industry analysts and professional bodies. However, 14% still view APM primarily as a technology platform or software solution, a fundamental misalignment that often leads to implementation failures. Another 14% acknowledged their organisation does not have a clear definition at all.

This definitional ambiguity is not just academic. When your reliability engineer thinks APM is a software platform, your IT team thinks it is a data analytics project, and your executive sponsor thinks it is a cost-reduction initiative, alignment is nearly impossible. This definitional confusion is a core barrier to maturity.

The Role Disconnect: Who Sees APM as Technology?

When we cross-tabulate APM definition by seniority, a striking pattern emerges. Among the 30 respondents at Head of Asset Management or Head of Maintenance level, 10 (33%) define APM as a technology platform. Among the 58 engineers and reliability specialists, none selected this option — instead, 15 (26%) said their organisation's definition is confused or unclear.



Which of the following best describes how your organisation defines Asset Performance Management (APM)?

- A strategic approach to managing asset lifecycle and performance 57%
- A technology platform/software solution 14%
- We don't have a clear definition — it's confused/unclear 14%
- A data analytics and predictive capability 8%
- An evolution of traditional maintenance management 8%

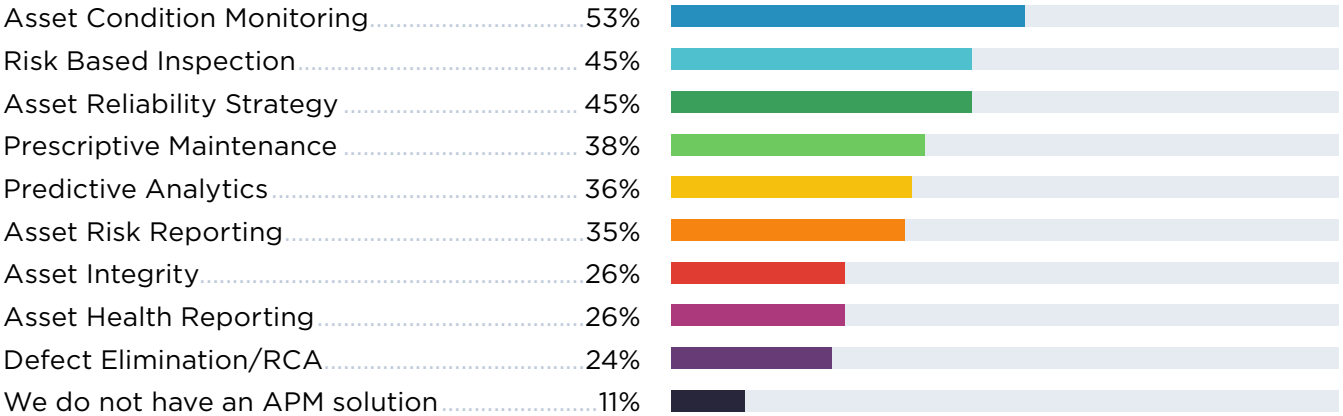
Why this matters

If your senior leadership thinks APM is a software purchase while your engineers see it as a strategic approach (or don't know what it means at all), you have a fundamental alignment problem before you even begin implementation. This disconnect helps explain why so many APM initiatives struggle with buy-in: the people sponsoring the investment and the people executing it are working from different definitions.

> Our GM kept calling it 'the APM system' like it was a single piece of software we could install and tick off. Meanwhile, the reliability team understood it was a whole way of working. We were having completely different conversations for about a year before someone finally put both views on a whiteboard and said, 'These aren't the same thing.'

Senior Reliability Engineer, Mining & Metals

APM Components in Use

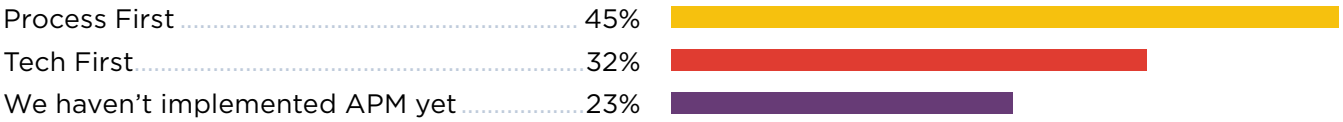


Which APM components does your organisation actively use? (Select all that apply)

Asset Condition Monitoring was the most prevalent capability (53%), followed closely by Risk Based Inspection and Asset Reliability Strategy (both 45%). Prescriptive Maintenance (38%) and Predictive Analytics (36%) were moderately adopted. Notably, 11% of respondents indicated they do not have an APM solution at all, highlighting that a segment of the ANZ market remains in early stages of APM adoption.

This pattern tells us something important about where APM sits in practice. Most organisations have adopted the foundational APM capabilities but fewer have moved into the more advanced analytical and prescriptive capabilities that vendors tend to lead with in their marketing materials.

Technology-First vs. Process-First



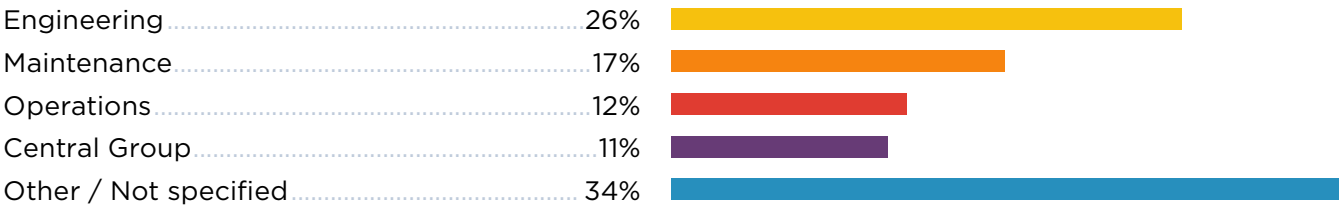
Which approach did your organisation take to implementing APM: selecting technology first then figuring out the process, or designing your process first then selecting supporting technology?

45% of respondents reported a process-first approach, while 32% took a technology-first path. An additional 23% have not yet implemented APM. This is significant because industry experts consistently identify putting technology before process as the number one pitfall in APM implementation. The fact that nearly a third of ANZ organisations still lead with technology suggests continued vulnerability to these common pitfalls.

04

Organisational Structure and Collaboration

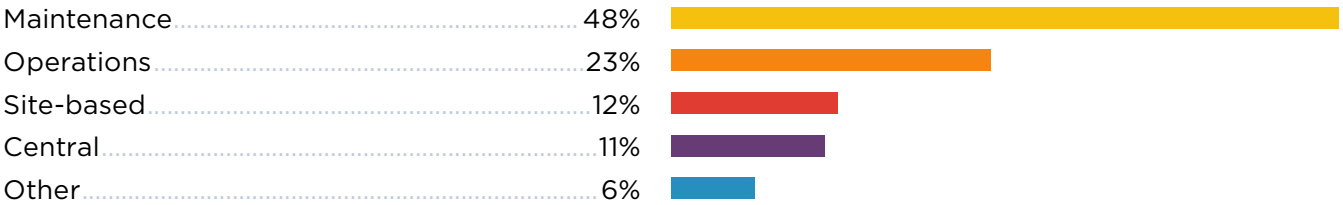
Where APM/Reliability Reports



Where do APM/Reliability Strategy people report?

Engineering is the most common reporting line, reflecting a technical orientation, though Maintenance and Operations also feature prominently. This variation highlights the lack of an industry consensus on where APM should sit organisationally — a factor that contributes to the siloed approach that undermines APM effectiveness.

Where Planning & Scheduling Reports



Where do Planning & Scheduling people report?

Planning and Scheduling most commonly reports to Maintenance (48%), which contrasts with the APM/Reliability function that most commonly sits under Engineering. This structural separation between the two groups may partly explain the modest collaboration score reported next — when strategy and execution sit under different management chains, alignment requires deliberate effort.

Cross-Functional Collaboration

How well do the APM/Reliability Strategy Group and Planning & Scheduling Groups collaborate? (1–10 scale)

This middling result reflects significant room for improvement and supports the industry view that silos between strategy and execution teams are a primary barrier to APM success. Scores ranged from 1 to 10, with a concerning clustering in the 3–6 range, suggesting that most organisations experience moderate to poor cross-functional collaboration.

Collaboration by Industry

When we break collaboration scores down by industry, meaningful differences emerge:

Manufacturing & Processing

Power & Water Utilities

Oil & Gas

Mining, Metals, & Metals Processing

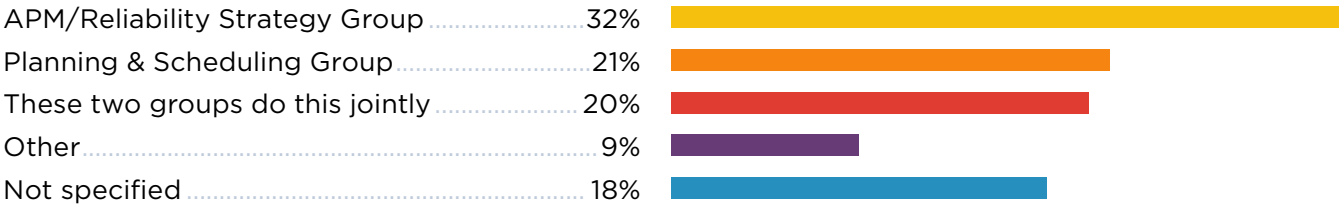
Manufacturing and Processing leads with an average of 6.7, possibly reflecting tighter organisational structures in plant-based settings. Oil and Gas and Mining score lowest at 4.5, which aligns with the distributed, multi-site nature of these operations where strategy and execution teams are often physically separated.

> The reliability team sits under engineering, planning sits under maintenance, and they report to different managers with different KPIs. We've got a reliability strategy that says one thing and a maintenance schedule that says another, and nobody in the middle whose job it is to make sure they match.

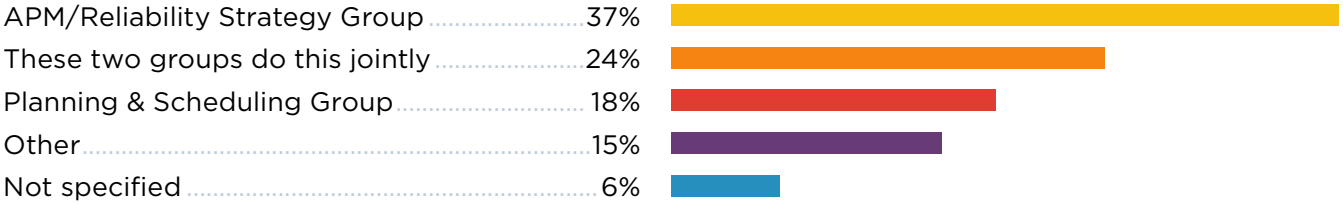
Head of Asset Management, Manufacturing & Processing

Maintenance Tactics Decision-Making

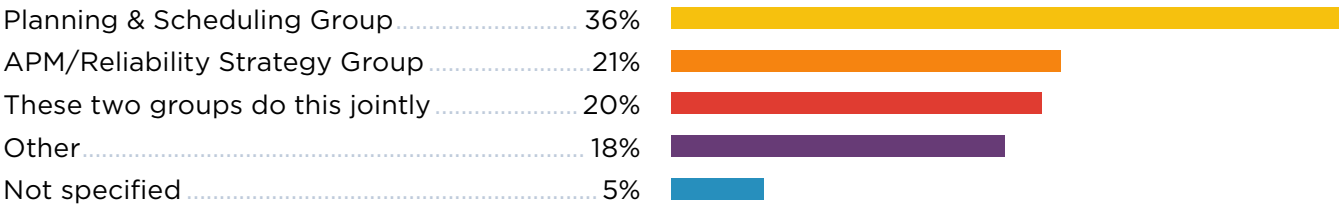
Three questions explored how the maintenance lifecycle is distributed across groups:



Who decides what tactics and intervals are implemented?



Who decides how tactics get into Master Data?



Who ensures execution in the field?

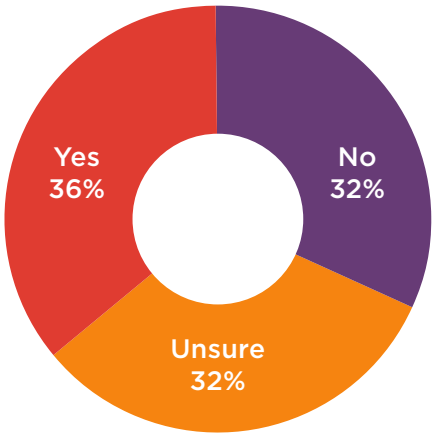
The APM/Reliability Strategy Group tends to own the decisions about what tactics to use (32%) and how to implement them into master data (37%), while Planning and Scheduling most often takes responsibility for field execution (36%). Joint arrangements feature in roughly 20–24% of cases. This distributed decision-making, while potentially collaborative, can also create ambiguity about accountability — and the collaboration score of 5.6 suggests that the handoffs between these groups are not working smoothly.

05

The Strategy-to-Execution Gap

This is the heart of the APM challenge, and the area where demystifying APM matters most. When vendors talk about APM, they emphasise strategy, analytics, and decision support. When practitioners talk about APM, they consistently come back to a single frustration: the strategies and recommendations that APM generates are not making it into the field.

EAM/CMMS and APM: Separate or Integrated?

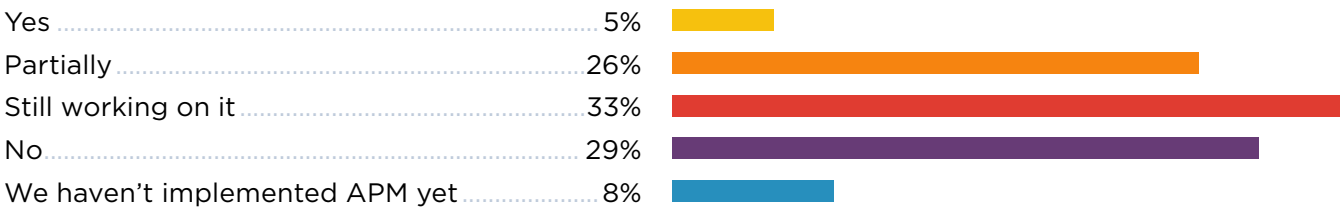


Do you see EAM/CMMS and APM as separate things with different objectives?

Opinion is divided. This three-way split reflects the industry's ongoing confusion about where APM ends and EAM begins.

For practitioners, the most useful approach is not to worry too much about where EAM ends and APM begins as product categories. Instead, focus on whether your organisation has the capabilities it needs: Can you define and review asset strategies systematically? Can you monitor asset condition? Can you translate strategic decisions into actual maintenance work? If you can answer yes to all three, you have effective APM — regardless of whether it lives in one platform or five.

Seamless Integration: The Elusive Goal



Have you achieved seamless integration between APM strategy and work execution?

This is arguably the survey's most telling finding. Only 5% of respondents (8 out of 166) report seamless integration. The siloed approach impacts efficiency and makes it difficult for organisations to get a true, overarching visualisation of asset health and risk. For practitioners: this is the number one area where APM's promise and reality diverge.

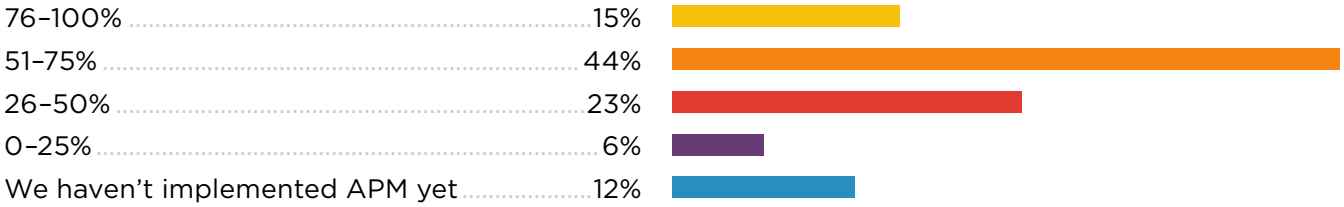
Does Process-First Deliver Better Integration?

When we cross-tabulate integration outcomes by implementation approach, the results challenge a simple narrative:

Integration Outcome	Process First	Tech First
Yes (seamless)	4%	6%
Partially	27%	34%
Still working on it	44%	34%
No	24%	28%

Neither approach delivers seamless integration at meaningful rates. Process-first organisations are slightly more likely to report they are still working on it (44% vs 34%), which may indicate greater persistence. Tech-first organisations show marginally higher partial integration (34% vs 27%). The takeaway: process-first is the recommended starting point, but it is not sufficient on its own. Integration requires sustained effort across process, technology, people, and governance.

Recommendation Implementation Rates



What percentage of APM recommendations actually get implemented in your maintenance plans?

The largest group (44%) report implementation rates of 51–75%, while 23% see only 26–50% implementation. Just 15% report rates of 76–100%. This means that for the majority of organisations, between a quarter and half of all APM recommendations are lost between strategy generation and field execution — a significant waste of analytical investment.

Implementation Rates by Approach

Interestingly, tech-first organisations report somewhat higher implementation rates in the top bracket:

Implementation Rate	Process First	Tech First
76–100%	11%	28%
51–75%	60%	38%
26–50%	24%	25%
0–25%	4%	9%

This counterintuitive finding — that tech-first organisations report higher top-bracket implementation — may reflect that technology-led implementations create more structured data flows between APM and EAM systems, even if the strategic foundation is weaker. It may also reflect self-selection: organisations that led with technology may have been more operationally mature to begin with. Either way, it challenges the simplistic view that process-first is always superior in every dimension.

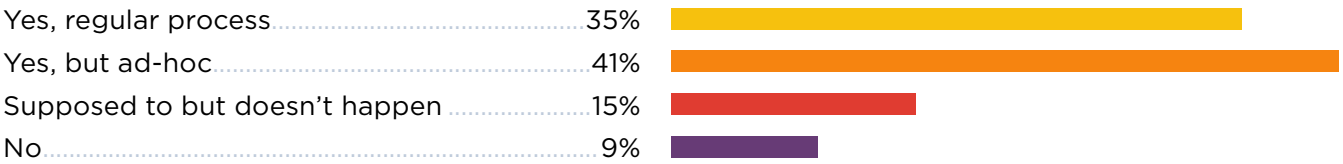
> We did everything by the book. Process-first, stakeholder engagement, proper RCM studies. The strategies were sound. But when it came time to turn those strategies into SAP maintenance plans, it fell into a black hole. The planners didn't have capacity, the data wasn't structured right, and six months later we're still running the old PM routines. The strategy-to-execution gap is my Monday morning.

Maintenance Engineer, Oil & Gas

06

Strategy Reviews and Continuous Improvement

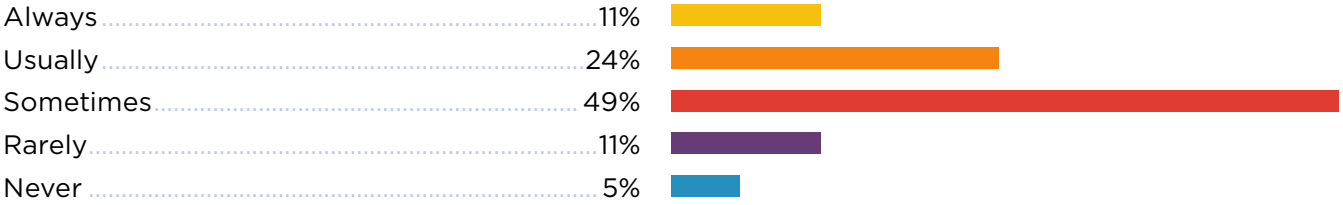
Formal Review Processes



Do you have a formal process to review asset maintenance strategies?

While 76% of respondents report having some form of strategy review process (35% regular, 41% ad-hoc), the effectiveness of these reviews is questionable. 15% say they have a process that is supposed to happen but does not, and 9% have no process at all.

Do Reviews Drive Change?



How often do strategy reviews actually result in changes to maintenance plans?

Nearly half of all respondents (49%) say reviews only sometimes result in changes to maintenance plans. This means that for the majority of organisations, the feedback loop between strategy review and operational change is broken or inconsistent. Without this feedback loop, organisations cannot progress beyond basic maintenance maturity — they remain trapped in what Terrence O'Hanlon of Reliabilityweb.com describes as the gravity trap of the maintenance maturity domains.

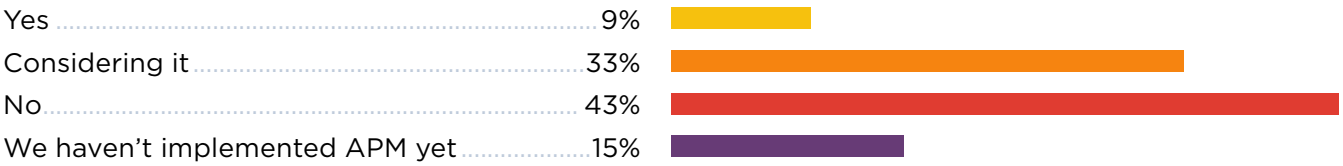
The feedback loop: APM's most underappreciated capability

When APM is working properly, the outcomes of maintenance work flow back into strategy reviews, which update maintenance plans, which generate new work, and the cycle continues. This feedback loop is what separates a mature, continuously improving maintenance programme from one that is simply repeating the same plans year after year. Our survey shows this loop is broken or weak in the majority of organisations.

07

Technology Adoption and Churn

APM Technology Discontinuation



Have you discontinued, significantly scaled back, or replaced an APM technology?

While 43% have not discontinued an APM technology, 9% have already done so, and a further 33% are considering it. Combined with the 15% who have not yet implemented APM, this suggests the ANZ market is in a state of flux, with many organisations re-evaluating their APM technology choices.

Technology Churn by Implementation Approach

Discontinuation Status	Process First	Tech First
Yes (discontinued)	7%	15%
Considering it	47%	34%
No	44%	43%

Tech-first organisations have a higher actual discontinuation rate (15% vs 7%), consistent with industry warnings about technology-led approaches. However, process-first organisations are more likely to be considering discontinuation (47% vs 34%). This may suggest that process-first organisations, having invested more deliberate thought in their approach, are more critically evaluating whether their chosen technology truly serves their needs. In many of these cases, the technology itself was not the primary problem — it was deployed without the governance and organisational readiness to support it.


42%
have discontinued or are actively considering discontinuing an APM technology

08

Practitioner Frustrations

Survey Question: “What’s your biggest APM frustration right now? (Open-ended)”

Respondents were asked to identify their single biggest APM frustration. The open-ended responses were categorised into themes, revealing that people and organisational challenges dominate over technical issues.

1 **Buy-In and Cultural Resistance**
The most frequently cited frustration category was buy-in and cultural resistance. Respondents described challenges with executive support, frontline engagement, and historical culture. Multiple respondents described the challenge of ensuring their asset strategy is understandable to frontline leaders and teams so they can see the link between their role and the strategy. Others noted that people think the tool is a silver bullet but it’s not.

2 **Budget and Resource Constraints**
Budget and resource limitations were the second most common frustration. Multiple respondents cited budget constraints, implementation and resource constraints, and a lack of available reliability resources as their primary barriers. Several respondents described not having the foundations to support APM yet.

3 **Data Quality and Management**
Data-related frustrations ranked third, with respondents citing data quality, data management, data overload, and lack of data. Some respondents noted they are still using spreadsheets for what should be a systematic APM process. This mirrors global trends — nearly 47% of process industry leaders worldwide still struggle with fragmented, low-quality datasets.

4 **Integration and System Silos**
Integration challenges between APM and EAM/CMMS systems were a persistent theme. Respondents described disconnected APM from EAM, siloed systems and lack of integration between systems, and too many systems as key frustrations.

The central message
APM is not primarily a technology problem. It is an organisational one. The top frustrations are all about people, processes, data, and connections between systems — not about the capabilities of the technology itself. This finding should shape how organisations approach APM investment: start with the organisation, not the software.

> Honestly, the biggest frustration isn't the software. It's that we can't get the blokes on site to trust it. They've been doing PM their way for twenty years, and now we're asking them to follow recommendations from a system they didn't ask for, don't understand, and weren't trained on properly. You can have the best APM platform in the world, but if the people doing the work don't believe in it, you're wasting your money.

Maintenance Supervisor, Rail & Transport

09

APM Maturity: Understanding the Journey

It helps to understand APM not as something you either have or do not have, but as a maturity journey. Industry analysts commonly identify five maintenance maturity levels:

- **Reactive:** Fix it when it breaks. No systematic approach. While few organisations describe themselves this way, elements of reactive maintenance persist for certain asset classes.

- **Preventive:** Maintain on a fixed schedule regardless of condition. This is where the majority of industrial maintenance programmes sit.

- **Condition-Based:** Maintain based on measured asset condition using vibration analysis, oil analysis, thermography, etc. Our survey suggests most ANZ organisations are in this zone or approaching it.

- **Predictive:** Uses data analytics and machine learning to forecast failures. This is where much current APM investment is focused, though broad adoption remains limited.

- **Prescriptive:** Goes beyond prediction to recommend specific actions. This remains aspirational for most organisations.

An important counterpoint from leading reliability thinkers: organisations cannot maintain their way to reliability through any single maintenance domain. The maturity ladder gives you a useful framework for assessing where you are. The systems perspective reminds you that maintenance maturity alone is not sufficient. You also need defect elimination, organisational culture, and leadership commitment.

10

What's Next for APM in ANZ

Several forces are converging that will reshape how organisations approach asset performance management over the next three to five years.

1 **Generative AI and Intelligent Maintenance**

The emergence of generative AI is already being felt in the APM space. AI has the potential to prescribe maintenance recommendations from both structured and unstructured data. For ANZ organisations, this offers the promise of democratising APM expertise — making advanced analytical capabilities accessible to organisations that lack deep benches of reliability specialists. However, the data quality challenges highlighted in this survey (Section 8.3) suggest that many organisations will need to invest in data foundations before they can meaningfully leverage AI-driven APM.

2 **APM and Sustainability**

Asset performance and environmental performance are increasingly linked. Optimised maintenance reduces energy waste, extends asset life (reducing replacement cycles), and minimises unplanned events that can have environmental consequences. For ANZ organisations facing growing ESG reporting requirements, APM data can provide a credible evidence base for sustainability claims — turning a maintenance capability into a boardroom asset.

3 **The Technology Landscape Reset**

With 42% of respondents either having discontinued or considering discontinuing an APM technology, the ANZ market is primed for a technology reset. This churn creates both opportunity and risk. The opportunity is that organisations are better informed about what they actually need. The risk is that the cycle repeats: new technology, same organisational gaps, same disappointing outcomes. The organisations that break this cycle will be those that address the process, governance, and cultural prerequisites before selecting their next platform.

4 **From Vendor-Led to Practitioner-Led**

Perhaps the most significant shift is the growing influence of practitioner communities like MAINSTREAM in shaping the APM conversation. For too long, APM has been defined by vendors and analysts. The data in this report suggests that practitioners have a more nuanced, grounded understanding of what APM means and what it takes to make it work. As this practitioner voice grows stronger, we expect to see more demand for vendor transparency, more realistic implementation expectations, and more emphasis on the organisational dimensions of APM that this survey has highlighted.

11

Conclusions & Recommendations

Key Conclusions

1 **The Strategy-to-Execution Gap is Real and Persistent**
With only 5% of organisations achieving seamless integration and 49% saying strategy reviews only sometimes lead to change, the central challenge is not acquiring APM technology but translating APM insights into operational action.

2 **Technology-First Approaches Continue to Underperform**
Despite clear industry guidance to lead with process, 32% of ANZ organisations still adopt a technology-first approach, contributing to the high rates of APM technology discontinuation (42% considering or already discontinued).

3 **Organisational Barriers Outweigh Technical Ones**
Buy-in, culture, resources, and collaboration challenges dominate practitioner frustrations, confirming that APM success is fundamentally about people and process rather than software.

4 **Definitional Confusion Persists**
14% still see APM as purely technology, and 14% lack a clear definition altogether. Crucially, this confusion varies by role: senior leaders are far more likely to view APM as technology than the engineers implementing it.

5 **The ANZ Market is at an Inflection Point**
With significant technology churn, growing AI investment, and increasing awareness of organisational dimensions, the ANZ market is positioned for a potential reset — moving from technology-led experimentation toward more mature, integrated, process-driven APM programmes.

Recommendations for Organisations

- **Adopt a Process-First Mindset**
  Before investing in or changing APM technology, map your processes, identify gaps, and design workflows that connect strategy to execution. The technology should serve the process, not define it.

- **Define What APM Means for Your Organisation**
  Develop a clear, shared definition that your reliability engineers, maintenance managers, operations teams, and executives all understand and agree on. Our data shows this alignment does not exist in most organisations.

- **Invest in Cross-Functional Collaboration**
  The average collaboration score of 5.6/10 represents a significant drag on APM effectiveness. Formal governance structures, shared KPIs, and regular cross-functional forums can bridge the gap.

- **Close the Feedback Loop**
  Ensure APM recommendations are tracked through to implementation and that strategy review outcomes are systematically translated into maintenance plan changes. Without this loop, analytical investment is wasted.

- **Prioritise Data Foundations**
  Invest in master data management, data governance, and integration architecture before scaling advanced analytics. AI-driven APM will only amplify existing data quality problems.

- **Understand Where APM Fits in Your Technology Stack**
  APM is not a replacement for your CMMS or EAM. It is a layer of intelligence and strategy that sits alongside those systems. Ensure you understand this distinction before making investment decisions.

Cutting Through the Noise

APM does not need to be confusing. At its heart, it is about making better decisions about your physical assets — using strategy, data, and technology together to improve reliability, reduce risk, and optimise maintenance spending. It is not a single product, and it is not a replacement for your CMMS or EAM. It is a layer of intelligence and strategy that sits alongside those systems and makes them more effective.

Our survey of 166 practitioners across the ANZ industrial market confirms what many have been saying: the strategy-to-execution gap persists, organisational barriers outweigh technical ones, and definitional confusion continues to hamper progress. But these challenges are not insurmountable. They require a shift in mindset — from APM as a technology project to APM as a process and organisational transformation — and a commitment to the fundamentals: clear definitions, strong data, connected processes, cross-functional collaboration, and closed feedback loops.

We wrote this report because our community asked for clarity. We hope it has provided that, and more importantly, that it gives you a practical foundation for better conversations about APM within your own organisation. APM is a journey, not a destination. The organisations that succeed are not necessarily the ones with the most advanced technology. They are the ones that understand what APM really is, where it fits, and what it takes to make it work.


MAERSK
FERRARI
Hapag-Lloyd
TRITON
40
km/h
CMA CGM

MAINSTREAM®

Demystifying APM
Asset Performance Management in the ANZ Industrial Market

Contact

Ian Collier
Program Director, MAINSTREAM
ian@mainstreamcommunity.com

Chris Carroll
CEO, MAINSTREAM
chris@mainstreamcommunity.com

Lisa Irving
MAINSTREAM Community Director
lisa@mainstreamcommunity.com
+61 411 883 266

www.mainstreamcommunity.com