

Improving O&M Data Delivery in Construction Supply Chains

An industry report based on supply chain insights May 2026



Introduction



Following a survey conducted in May 2026 across the construction supply chain, this report explores how the collection, structuring and delivery of O&M and handover information needs to be improved.

While accurate asset information is widely recognised as critical to successful project outcomes and long-term building performance, the processes used to deliver it remain fragmented and inefficient.

The quality of information delivered at handover has a direct impact on how assets are operated, maintained and optimised in use. Poor quality information creates long-term operational challenges that extend well beyond project completion.

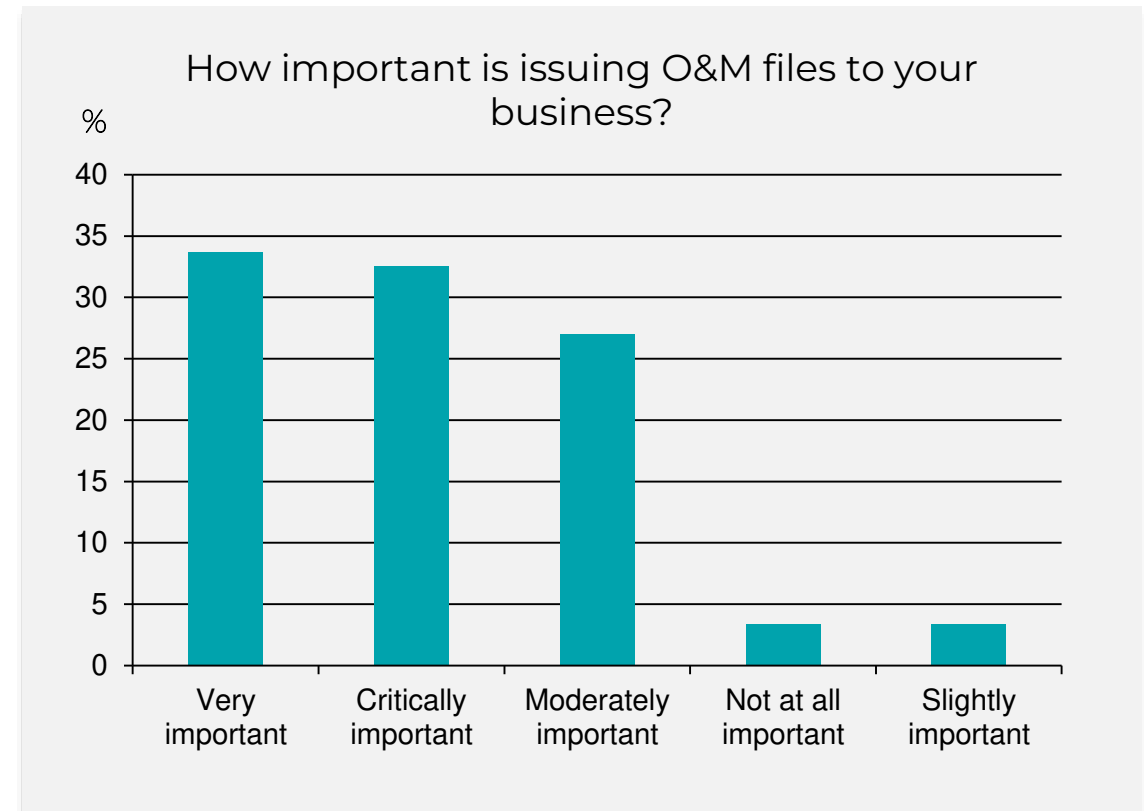
The responses highlight systemic issues rather than isolated challenges, suggesting that improvement requires coordinated action across the industry.

The importance of O&M information

Over two thirds of respondents consider O&M delivery to be very or critically important, reflecting a clear understanding of its link to client satisfaction and long-term asset performance.

However, this importance is not reflected in how O&M delivery is planned or resourced and is often treated as a late-stage activity rather than an integrated part of project delivery.

This creates a clear disconnect between the recognised value of information and how it is delivered in practice.

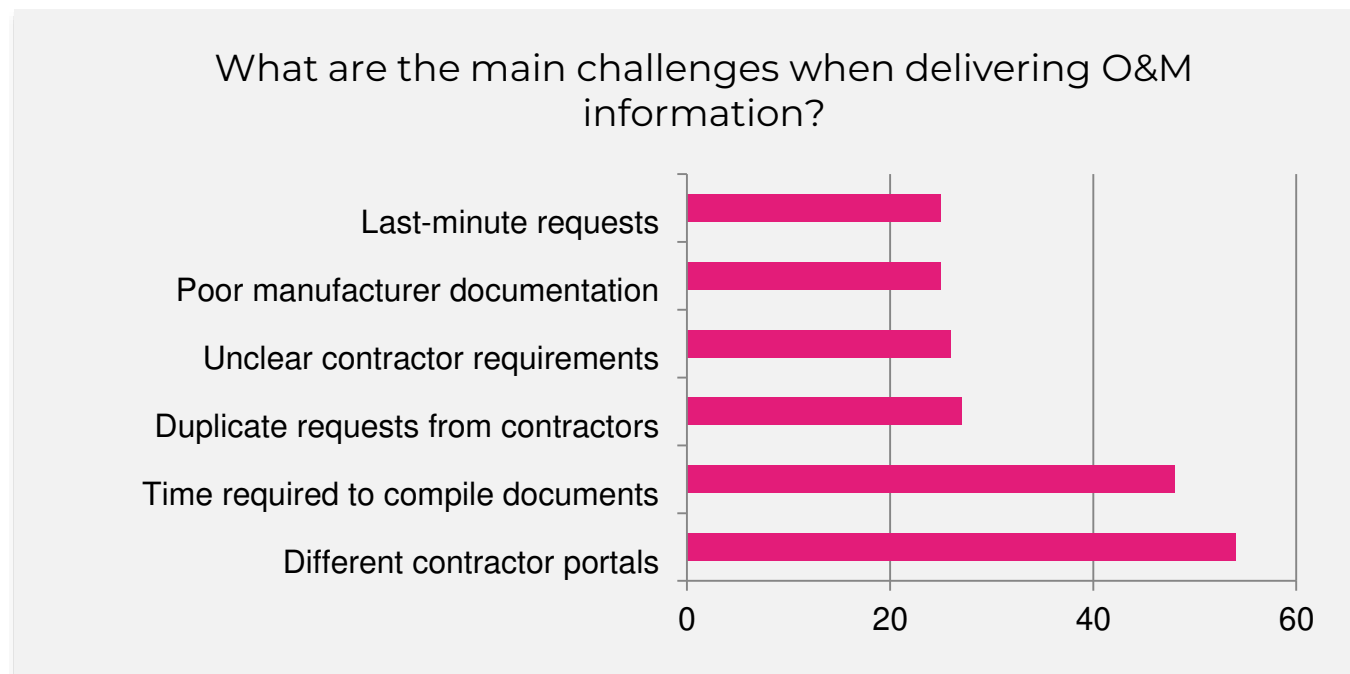


Systemic challenges in O&M delivery

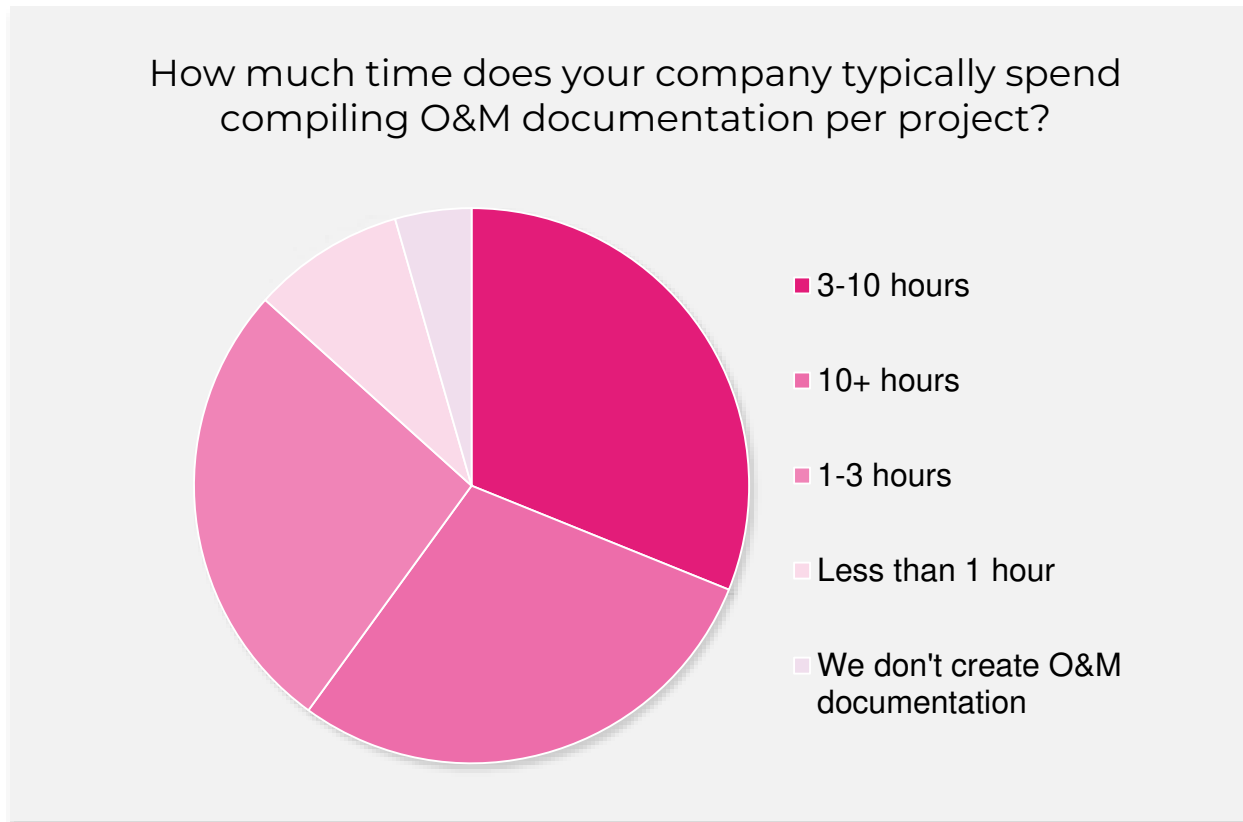
The most frequently reported challenges relate to inconsistency across projects, including multiple contractor portals, duplicate requests, unclear requirements and the time required to compile documentation.

These findings indicate that the primary issue is not capability within the supply chain, but a lack of standardisation in how information is requested and managed. Each project introduces variation, preventing efficient and repeatable processes.

Many of these challenges are driven by how requirements are defined and managed by main contractors.



Time & cost implications



The data shows wide variation in the time required to compile O&M documentation, with a significant proportion of respondents reporting more than 10 hours per project.

This demonstrates that O&M delivery is a material activity requiring coordination, data validation and quality assurance. However, many organisations do not account for this effort during pricing.

As a result, O&M delivery often becomes an unplanned cost burden absorbed within the supply chain.

O&M delivery creates unplanned cost and effort

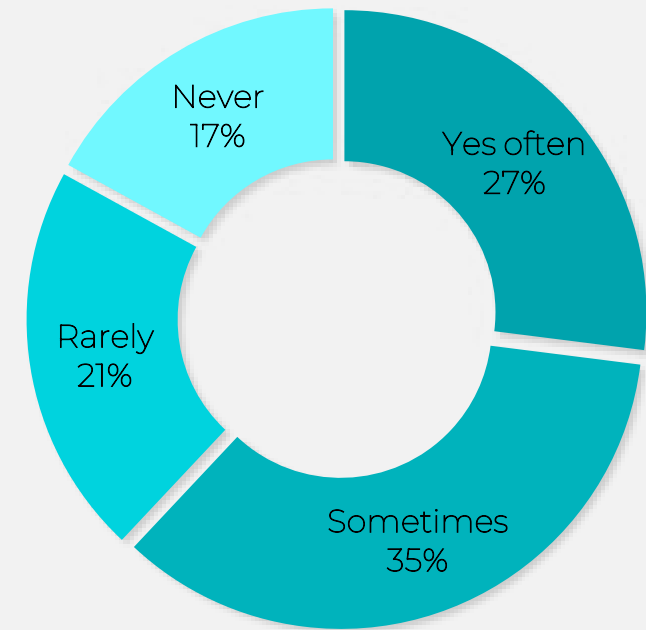
Respondents reported that delivering accurate O&M information often results in additional time or cost beyond what was included in their original price.

In practice, suppliers are absorbing the impact of inconsistent requirements, multiple systems and last-minute changes.

This highlights a broader issue. O&M delivery is treated as a compliance activity yet requires significant resource and coordination. Without clearer requirements, better timing and more consistent processes, this inefficiency will continue to drive avoidable cost across the supply chain.

O&M delivery is a material cost driver but is not being treated as one at project level.

Does delivering accurate project data ever cost more time or money than you quoted?



Information quality influences repeat business

Organisations that improve the quality and consistency of their information delivery are likely to gain a competitive advantage through stronger client trust and repeat engagement.

There is strong alignment across the supply chain that client satisfaction plays a key role in securing repeat business.

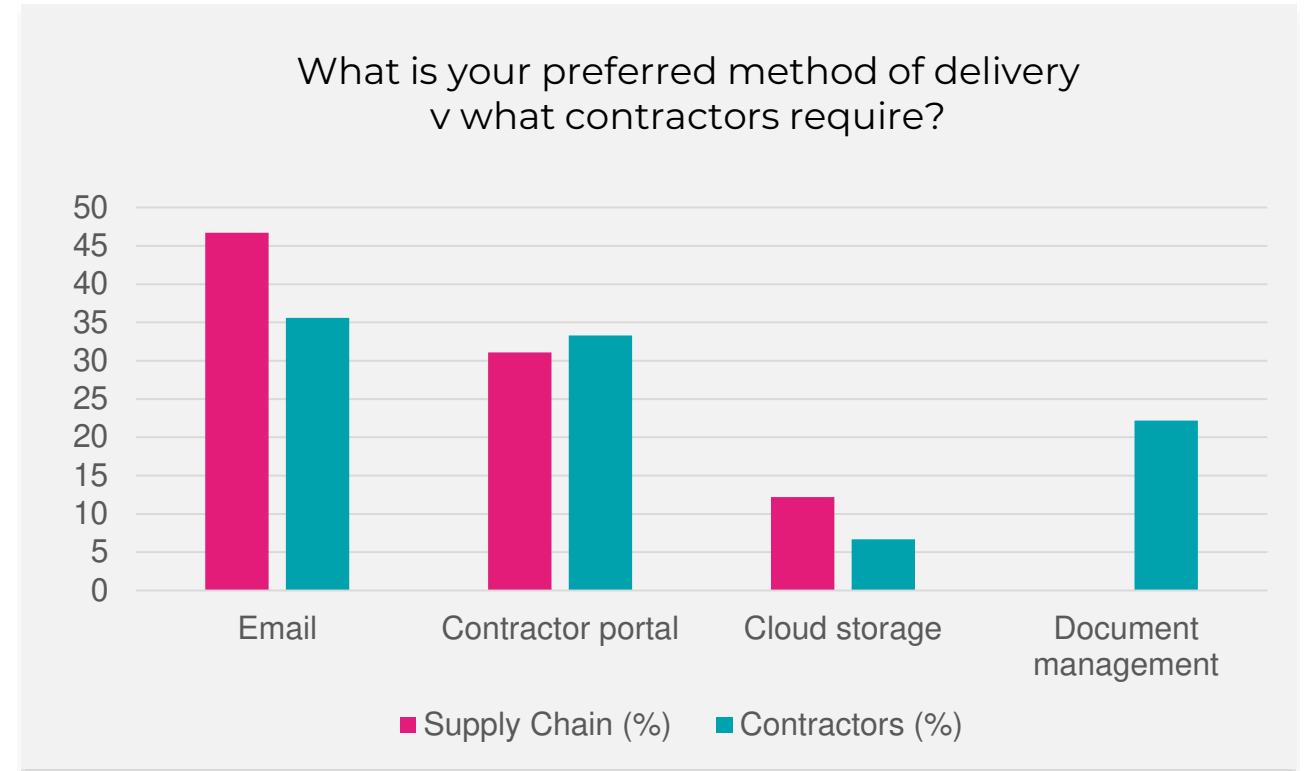
Respondents agreed that delivering a positive project experience improves the likelihood of working with the same client again.

This creates a clear commercial link between O&M information and future revenue. If accurate information supports client satisfaction, then the quality of handover information has a direct impact on long-term outcomes.

Mismatched delivery methods are driving inefficiency

The survey highlights a misalignment between how organisations prefer to issue product data and how contractors require it to be submitted.

Suppliers tend to favour simple methods such as email or cloud sharing, which are quick, flexible and easy to manage. In contrast, contractors often require portals or document management systems that vary between projects and introduce additional complexity.



This mismatch creates inefficiency across the delivery process. Instead of issuing information once, suppliers are required to reformat and resubmit data across multiple platforms, increasing time, duplication and unplanned cost.



Training and guidance can improve capability

While most organisations report having some level of internal capability, there is still strong demand for further training and support.

Delivering O&M information is not always well understood across teams, particularly where requirements vary between projects, resulting in inefficiency, rework and inconsistent quality.

There is clear appetite for improvement, with many respondents identifying training as valuable and short, practical formats such as online courses as preferred.

Improved guidance and more consistent requirements would have a direct impact on the quality and efficiency of O&M delivery across the supply chain.



Message to contractors:

Clearer, earlier and more consistent guidance would improve quality and reduce rework across the supply chain.

Digital tools are not enough

Key
insight



Although digital tools and portals are widely used, they do not consistently deliver efficiency. In many cases, they introduce additional complexity due to poor usability, inconsistent structures and lack of alignment with supply chain workflows.

This highlights that technology alone does not solve the problem. Without standardised processes and clear data requirements, digital tools can reinforce fragmentation rather than improve efficiency.

The opportunity lies in combining structured data standards with platforms designed around how the supply chain works.

The supply chain is calling for greater consistency

Respondents highlighted standardised requirements and the use of a single platform as key improvements.

This reinforces that inconsistency, rather than capability, is the main barrier to efficient delivery.

Greater alignment across projects would reduce duplication and improve quality.

The supply chain is not asking for more capability. It is asking for consistency.

What would make delivering O&M requirements easier for your company?

42%

Standardised contractor requirements

39%

A single industry platform

What they say...



At times we are asked to provide information in paper form / pdf and digital upload. In theory one should be sufficient.

The standardisation of this process would be fantastic as at present every job under the same contractor operates either slightly differently or completely differently.

The fact that a different process is adopted for every project causes additional work and delay and unnecessary use of resource.

The creation of bespoke documents, re-formatting our standard documents, using portals and trying to work with contracted out O+M compilers, are all frustrating, time consuming and costly to our business.



What needs to change

The findings highlight a clear responsibility for main contractors in improving O&M delivery across the supply chain.

Standardised requirements would reduce duplication and enable reuse of structured information, while clear guidance at the outset of a project would improve understanding and reduce rework.

Engaging the supply chain earlier and aligning information requirements to key project milestones would avoid retrospective collection.

A more consistent and structured approach will improve handover quality while reducing cost and effort across all parties.

Supporting better outcomes for all

High quality asset information depends on structured, consistent data collection and delivery.

By focusing on capturing data at source, validating it against project requirements and delivering it in a consistent format, Glider helps reduce duplication and improve quality.

This approach ensures that asset owners and operators receive accurate, complete and usable information, supporting the performance and management of buildings throughout their lifecycle.



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