

Whitepaper

Measuring What Matters

The Global Asset Reliability & Performance Index

Why asset-intensive industries need an independent, ISO 55001-aligned global benchmark – and how GARPI™ fills the gap

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Abstract

Asset-intensive industries – oil and gas, mining, power generation, water, manufacturing, and infrastructure – collectively manage trillions of dollars of physical assets. Yet no internationally comparable, standardised measure of asset performance management maturity exists. Organisations benchmark financial performance against peers with precision; they benchmark asset management capability with anecdote and assumption.

This paper examines the structural gap in asset management benchmarking, reviews the limitations of existing approaches, and introduces the **Global Asset Reliability & Performance Index (GARPI™)** – Optimal's independent benchmark aligned to ISO 55001 and the GFMAM Asset Management Landscape. GARPI™ measures both *what assets deliver* (operational outcomes) and *how organisations are structured to sustain that delivery* (management system maturity) across eight dimensions, producing a composite score with five-tier maturity classification.

The paper argues that GARPI™ addresses three critical gaps: the absence of a true cross-sector benchmark, the disconnect between standards adoption and measurable practice, and the industry's inability to objectively compare asset management maturity at organisational, sectoral, and regional level. It makes the case that a global performance index for asset management is not merely useful but overdue – and that its absence has measurable consequences for investment decisions, regulatory oversight, and professional development.

Keywords: asset management, reliability, benchmarking, ISO 55001, maturity assessment, GFMAM, performance index, asset performance management

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SECTION 01

Introduction: The Measurement Gap

Every asset-intensive organisation operates under the same fundamental tension. Physical assets – platforms, pipelines, turbines, processing plants, rail networks, water treatment facilities – are the productive core of the enterprise. They generate revenue, carry safety obligations, and underpin regulatory compliance. Yet the discipline responsible for managing those assets across their lifecycle has, until now, lacked a single, internationally comparable measure of how well it is done.

Financial performance has the income statement. Safety performance has total recordable incident rates. Environmental compliance has emissions reporting frameworks validated by international protocol. Asset performance management – the discipline that governs how physical assets are maintained, inspected, invested in, and ultimately retired – has nothing equivalent.

This is not a trivial omission. The global replacement value of industrial physical assets runs into the tens of trillions of dollars. The annual maintenance expenditure of a single major oil and gas operator can exceed \$500 million. Mining companies routinely allocate 30–50% of their operating costs to asset maintenance and reliability. Power utilities operate assets with design lives measured in decades, where a single turbine failure can cost millions in lost generation and emergency repair. In every case, the effectiveness of asset management directly determines whether those billions are invested productively or consumed by reactive firefighting.

Yet when the board asks "How does our asset management compare to our peers?", the honest answer in most organisations is: we do not know. Not approximately. Not directionally. We do not know, because no standardised instrument exists to provide the answer.

The past two decades have produced a rich body of standards, frameworks, and maturity models. ISO 55001 (2014) established the international requirements for an asset management system. The Global Forum on Maintenance and Asset Management (GFAMAM) published its Asset Management Landscape to harmonise terminology across 17 national maintenance associations. The Institute of Asset Management (IAM) developed its maturity assessments. The Society for Maintenance and Reliability Professionals (SMRP) published best-practice metrics for maintenance and reliability. Each of these contributions advanced the field. None produced a benchmark.

The distinction matters. A standard describes *what good looks like*. A maturity model allows an organisation to place itself on a scale. A benchmark tells an organisation *where it stands relative to its peers* – across multiple dimensions, using a consistent methodology that allows comparison over time, across sectors, and between regions. That benchmark is what has been missing. That benchmark is what Optimal built.

The Global Asset Reliability & Performance Index – GARPI™ – is Optimal's response to this gap. It is the first independent, cross-sector benchmark explicitly aligned to ISO 55001, covering eight dimensions of asset performance management, producing a composite score with five-tier maturity classification. This paper sets out the case for why the industry needs it, what it measures, and why the absence of such an index has had measurable consequences.

SECTION 02

The State of Asset Management Benchmarking

Benchmarking in asset management is not new. What is new is the recognition that existing approaches have structural limitations that prevent them from functioning as a genuine industry index. A review of the principal benchmarking methods reveals five categories, each with distinct strengths and constraints.

2.1 Standards-based maturity assessments

ISO 55001 and its companion standard ISO 55002 provide the requirements and guidelines for an asset management system. The IAM developed a maturity assessment aligned to the ISO 55001 clause structure, enabling organisations to rate their compliance across 39 subject areas (IAM, 2021). The PAS 55 Asset Management Maturity Scale (BSI, 2008) preceded this with a similar structure aligned to the earlier British standard.

These assessments are robust and well-established. Their limitation is structural: they measure *management system conformance*, not *operational performance*. An organisation can score highly on governance maturity while its assets underperform. Conversely, an operation can deliver strong availability figures through reactive heroics rather than systematic management. Standards-based assessments measure policy, process, and documentation. They do not measure whether the assets are actually performing.

2.2 Metrics-based benchmarking

SMRP Best Practices, the European Federation of National Maintenance Societies (EFNMS), and ARC Advisory Group publish maintenance and reliability metrics – overall equipment effectiveness, mean time between failure, planned maintenance percentage, maintenance cost as a percentage of replacement asset value, and reactive maintenance ratio. The Solomon benchmarking studies provide metrics specific to refining and petrochemicals (HSG, 2023).

These are valuable operational measures. Their limitation is scope: they measure maintenance and reliability performance *in isolation from the management system that produces it*. They do not assess governance, workforce capability, investment decision-making, or strategic resilience. They answer "how are the assets performing today?" without answering "is the organisation structured to sustain that performance tomorrow?"

2.3 Consulting-led assessments

Major consulting firms offer proprietary maturity assessments, typically delivered as engagement-specific tools calibrated to the client's sector and context. These can be thorough and actionable. Their limitation is comparability: each assessment uses a different framework, different scales, and different weightings. Results from one engagement cannot be compared to results from another. The assessment dies with the project. The data dies with it.

2.4 Industry surveys

Plant Engineering, Reliabilityweb, and others publish annual surveys of maintenance and reliability practices. The GFMAM periodically surveys its member associations. These provide useful directional data but are typically descriptive rather than scored, and do not produce a composite index or maturity classification for individual respondents. They tell the industry what is happening, on average, without telling any individual organisation where it stands.

2.5 The structural gap

The common thread is fragmentation. Standards-based tools measure the system but not outcomes. Metrics-based tools measure outcomes but not the system. Consulting-led tools are rigorous but not comparable. Surveys provide breadth but not depth. No existing instrument combines operational performance measurement with management system maturity assessment, produces a single comparable score, allows peer benchmarking by sector and region, and runs on a repeatable annual cycle. The gap is not a lack of good tools. It is a lack of integration.

SECTION 03

The Cost of Not Measuring

The absence of a global asset management benchmark is not a theoretical problem. It has practical, measurable consequences that play out in boardrooms, budget negotiations, regulatory submissions, and operational decisions every day.

3.1 Investment decisions made without context

A mining operator reports 94% critical asset availability. Is this first quartile, median, or below average for mining operators of comparable scale in the same region? Without a benchmark, the number is descriptively useful but strategically inert. It cannot inform capital allocation, board reporting, or transformation programme prioritisation. When a VP of Asset Management requests funding for a reliability improvement programme, the argument is materially stronger when supported by evidence that the organisation sits in the third quartile relative to comparable peers – not by an internal metric that has no external reference point.

Without comparative data, asset management budgets are set by precedent ("last year plus inflation"), by crisis ("the turbine failed, fund the programme"), or by executive intuition. None of these is a rigorous basis for allocating hundreds of millions of dollars of annual expenditure. The financial community would not accept this approach for any other investment class. That it persists in asset management is a function of the measurement gap, not a reflection of what is possible.

3.2 Improvement programmes without baselines

Organisations invest in asset management improvement – ISO 55001 certification, reliability-centred maintenance programmes, CMMS upgrades, workforce development. These programmes can cost millions and span multiple years. Yet most cannot demonstrate measurable progress against an external baseline, because no external baseline exists. Progress is measured against internal targets that are, by definition, self-referencing. The organisation that starts from a low base and improves modestly may celebrate reaching a level that its peers surpassed years ago. Conversely, the organisation that is genuinely world-class may lack the evidence to demonstrate it.

3.3 Regulators without visibility

Safety-case regulators, utility regulators, and environmental agencies increasingly recognise that asset management maturity is a leading indicator of compliance performance. An organisation with robust governance, proactive maintenance, and data-driven decision-making is less likely to experience catastrophic failure than one operating in reactive mode. But regulators currently have no standardised mechanism to assess this. They rely on incident data (lagging indicators), self-reported compliance (unvalidated), and periodic inspections (point-in-time snapshots). A global benchmark would give regulators – and the organisations they oversee – an evidence-based framework for understanding asset management risk at portfolio level.

3.4 A profession without evidence

The asset management profession has grown significantly since the publication of PAS 55 in 2004 and ISO 55001 in 2014. Dedicated roles exist that did not a decade ago. Training programmes, professional certifications, and academic courses have proliferated. Yet the profession lacks the empirical data to answer its own fundamental questions. What is the average maturity of asset-intensive organisations globally? Which dimensions of asset management are strongest and weakest across sectors? What distinguishes top-quartile performers from the median? How fast is the profession improving? These are not academic questions. They are the evidence base that a mature profession requires to set priorities, allocate resources, and demonstrate value. Their absence is not inevitable. It is a gap that can – and should – be filled.

SECTION 04

What a Global Index Must Do

The gap identified in Sections 2 and 3 defines the specification for the solution. Any credible global asset management benchmark must satisfy six requirements. Each addresses a specific limitation of existing approaches.

Requirement 1: Measure outcomes and capability together

Operational metrics tell you what assets are delivering today. Management system maturity tells you whether that performance is sustainable. A useful index must integrate both. An organisation delivering 97% availability through round-the-clock reactive effort is fundamentally different from one delivering 97% availability through systematic preventive and predictive programmes. Only an instrument that measures both the result and the mechanism behind it can distinguish between the two.

Requirement 2: Align to international standards

An index that operates outside established standards frameworks has limited shelf life. The measurement structure must map to ISO 55001 and the GFMAM Asset Management Landscape – the two principal international reference frameworks for the profession. This ensures that results are interpretable within existing structures and directly translatable to improvement action.

Requirement 3: Enable meaningful peer comparison

Comparison requires context. Comparing a nuclear power station with a fleet maintenance operation is meaningless. The index must collect sufficient organisational profile data to construct peer cohorts by sector, sub-sector, geography, scale, regulatory environment, and asset characteristics. The comparison must be against structurally similar organisations, not an undifferentiated global average.

Requirement 4: Resist gaming and self-serving bias

Any self-assessment is vulnerable to optimistic self-evaluation. The instrument must incorporate controls that detect inconsistent response patterns, penalise acquiescence (reflexively selecting high scores), and flag contradictions between claimed capability and reported outcomes. Without these controls, the data is anecdotal rather than empirical.

Requirement 5: Keep the respondent burden low

Many existing maturity assessments require multi-day workshops, cross-functional input, and external facilitation. These produce thorough results – for the handful of organisations willing to invest the time. A global benchmark requires broad participation to achieve statistical significance. The instrument must be completable by a single senior practitioner in minutes, not days. The trade-off between depth and breadth is explicit and deliberate: the statistical power of a large, diverse dataset is more valuable than the granularity of a small one.

Requirement 6: Run annually on a consistent methodology

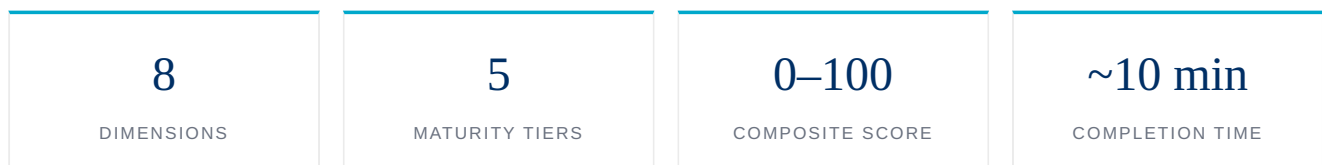
A benchmark that runs once is a survey. A benchmark that runs annually on a fixed methodology is a dataset. The instrument must use consistent dimensions, scoring structures, and normalisations from cycle to cycle, creating a longitudinal record that tracks both individual organisations and the industry as a whole over time. If the profession is improving, the data should show it. If it is not, the data should show that too.

SECTION 05

GARPI™: The Optimal Response

The Global Asset Reliability & Performance Index – GARPI™ – is Optimal's direct response to the measurement gap outlined in this paper. It is the first independent benchmark designed from the ground up to satisfy all six requirements defined in Section 4.

GARPI™ assesses asset performance management across **eight weighted dimensions** – spanning operational outcomes, governance, maintenance strategy, digital capability, investment decision-making, workforce culture, supply chain readiness, and risk management. It produces a **composite 0–100 score** with classification into **five maturity tiers**: Firefighting, Reactive, Emerging, Advanced, and Asset Performance Leader. Every dimension is explicitly mapped to ISO 55001 clause requirements and GFAM Asset Management Landscape subject areas.



The instrument is completed online in approximately ten minutes by a single senior practitioner – a maintenance manager, reliability lead, VP of Asset Management, or equivalent. Respondents answer structured questions across all eight dimensions, plus an organisational profile section that enables peer cohort construction by sector, sub-sector, geography, revenue band, asset type, regulatory environment, and ISO 55001 certification status.

The scoring methodology – including dimension weighting, normalisation, bias detection, and risk flag logic – is proprietary and not disclosed publicly. What is disclosed is the architecture: the index integrates operational performance metrics (calibrated against published industry benchmarks from SMRP, EFNMS, and ARC Advisory) with management system maturity assessment across all eight dimensions. The integration of outcomes and capability in a single composite score is the defining design feature of GARPI™ and the principal difference between it and every existing instrument.

GARPI™ runs annually. The methodology is fixed from cycle to cycle, enabling direct longitudinal comparison. An organisation that participates in 2026 and again in 2027 receives a like-for-like comparison – not just of its own progression but of its position relative to a shifting global baseline. If the industry improves, the peer averages rise. Staying still means falling behind.

What sets GARPI™ apart

Many instruments measure parts of asset management. GARPI™ integrates all of them. It is the only benchmark that simultaneously measures *what assets deliver* and *how organisations are structured to sustain that delivery*, produces a single comparable score, enables granular peer comparison across sectors and regions, incorporates statistical bias controls, and runs on a repeatable annual cycle. No existing instrument – standards-based, metrics-based, consulting-led, or survey-based – does all of these things together.

SECTION 06

The Eight Dimensions of Asset Performance Management

GARPI™ assesses asset performance management across eight dimensions. Together, they cover the full scope of what it means to manage physical assets effectively – from the operational results those assets deliver today to the strategic resilience that determines whether that performance is sustainable over the long term. Each dimension maps to specific ISO 55001 clause requirements and GFMAM subject areas.

Dimension 1

Asset Performance Outcomes

The anchor dimension. Hard operational metrics: critical asset availability, reactive maintenance ratio, unplanned downtime cost, availability trends, maintenance investment levels, board-level performance reporting, and financial exposure from asset failure. Scored using banded performance scales calibrated against published industry benchmarks.

Dimension 2

Asset Management Governance

The structural foundations: asset criticality frameworks, strategic alignment, leadership sponsorship, cross-functional integration, KPI review discipline, accountability structures, Asset Management Policy, Strategic Asset Management Plan, governance steering group, and demand analysis. Mapped to ISO 55001 Clauses 4–6.

Dimension 3

Asset Operations & Maintenance Strategy

The technical engine of reliability: failure mode analysis, condition-based maintenance, root cause analysis, work management discipline, criticality-based resource allocation, shutdown planning, operational capability, control room philosophy, and outage strategy. Where governance meets execution.

Dimension 4

Asset Information & Digital Capability

Data as a management asset: CMMS/EAM data quality, data-driven decision-making, predictive maintenance deployment, integrated metrics tracking, data governance, Asset Information Policy and strategy, information standards, and system governance. Every other dimension depends on this one.

Dimension 5

Asset Investment & Lifecycle Value

The financial case for reliability: lifecycle costing in investment decisions, downtime financial quantification, capital expenditure reliability analysis, return on reliability investment, dedicated funding mechanisms, asset valuation, whole-life cost analysis, and obsolescence management. This dimension determines whether reliability has a seat at the investment table.

Dimension 6

Workforce Capability & Organisational Culture

People and behaviour: competency definition and assessment, structured training, knowledge documentation and succession planning, capability aligned to AM objectives, contractor governance, values embedding, safety-critical procedure compliance, and management of change. Strategy is only as effective as the people who execute it.

Dimension 7

Supply Chain & Materials Readiness

Materials as enabler: critical spares identification by criticality, inventory optimisation, spares data accuracy, procurement alignment to planned maintenance, resourcing strategy, and contractor competence governance. An enabling dimension that rarely drives overall maturity but frequently constrains it.

Dimension 8

Risk Management & Strategic Resilience

Forward-looking capacity: asset performance management as strategic priority, multi-year capability roadmap, sustainability and energy transition integration, formal asset risk register, area risk assessments, contingency planning, and risk reporting to leadership. Measures whether the organisation is building resilience or optimising only for today.

The eight dimensions are not equally weighted. Operational outcomes carry the highest weight, reflecting the principle that results matter most. Governance, strategy, and investment carry substantial weights, reflecting their role as the primary drivers of sustained performance. Supporting dimensions – digital capability, workforce, supply chain, and risk – carry lower but significant weights. The exact weighting framework is part of Optimal's proprietary scoring methodology.

SECTION 07

From Score to Action: The GARPI™ Output

A benchmark that produces a number without context is a curiosity. A benchmark that produces a number with peer comparison, diagnostic insight, and prioritised recommendations is a management tool. GARPI™ is designed to be the latter.

7.1 The five maturity tiers

Every GARPI™ composite score is classified into one of five maturity tiers. The tier names were chosen to be self-explanatory and free of jargon – a director who reads "Reactive" understands the implication immediately.

TIER	WHAT IT MEANS
Firefighting	Asset management is largely reactive. No formal management system exists. Performance depends on individual effort rather than organisational capability. Significant risk of unplanned failure and value destruction.
Reactive	Basic structures exist but are inconsistently applied. Maintenance is predominantly reactive with some planned elements. Governance is informal. Improvement is recognised as necessary but not systematically pursued.
Emerging	A defined asset management approach is in place. Policies, strategies, and plans exist and are applied in most areas. Proactive maintenance is the norm for critical assets. ISO 55001 requirements are partially met. The organisation is building capability.
Advanced	Asset performance management is systematically implemented. ISO 55001 requirements are substantially met. Data drives decisions. Governance is robust. The organisation consistently outperforms industry peers and is structured to sustain that performance.
Asset Performance Leader	A fully optimised, continuously improving asset management system. Best-in-class across all dimensions. The organisation sets standards rather than following them. Performance is embedded in culture, governance, and investment decision-making.

7.2 The personalised benchmark report

Every participant who opts in receives a personalised benchmark report – produced by Optimal and delivered within the annual cycle. The report includes the composite GARPI™ score with maturity tier classification, individual dimension scores with diagnostic commentary, peer comparison against organisations in the same sector and revenue band, automated risk flag analysis identifying response patterns that warrant attention, and prioritised recommendations for the most impactful areas of improvement.

The report is designed to be immediately actionable: printable, presentable to leadership, and structured to inform asset management improvement planning. It does not require interpretation by a consultant. It does not require a follow-up workshop. It provides a clear, evidence-based view of where the organisation stands, how it compares to its peers, and what it should do next.

7.3 Peer cohort construction

Comparison requires control. GARPI™ collects over twenty organisational profile variables – sector, sub-sector, geography, revenue band, replacement asset value, workforce size, asset age, regulatory environment, CMMS platform, ISO 55001 certification status, and more – specifically to construct meaningful peer cohorts. Results are compared against structurally similar organisations, not against an undifferentiated global average. A West African upstream oil and gas operator is benchmarked against other upstream operators of comparable scale, not against Scandinavian wind farms.

SECTION 08

ISO 55001 and the Standards Ecosystem

GARPI™ does not exist in isolation from the international standards ecosystem. It was designed from the outset to complement – not compete with – ISO 55001, the GFMAM Asset Management Landscape, and the broader body of maintenance and reliability standards.

8.1 A continuous measure of standards alignment

Every scored item in the GARPI™ survey maps to one or more ISO 55001 clause requirements. The mapping covers the full clause structure from Clause 4 (Context of the Organisation) through Clause 10 (Improvement). Items introduced in the 2026 edition specifically address subject areas that industry practice has shown to be under-represented in operational implementation – including Asset Management Policy (Clause 5.2), Strategic Asset Management Plan (Clause 6.2.1), Asset Information requirements (Clause 7.5), and Risk Assessment (Clause 6.1).

This alignment means that a GARPI™ dimension breakdown can serve as a proxy gap analysis against ISO 55001. An organisation with specific weaknesses identified in the governance dimension can map those weaknesses directly to ISO 55001 clauses, creating a targeted improvement programme that simultaneously raises its GARPI™ score and moves it toward formal compliance or certification.

Critically, GARPI™ provides a *continuous* measure of standards alignment rather than a binary one. ISO 55001 certification is a pass/fail assessment at a point in time. GARPI™ produces a granular score across eight dimensions, revealing which aspects of the management system are strong, which are weak, and how each compares to peer organisations. This granularity makes GARPI™ a useful pre-certification diagnostic (identifying the gaps before an audit), a post-certification monitoring tool (tracking whether certified capability is being maintained), and a strategic planning instrument (prioritising which areas of the management system to strengthen next).

8.2 GFMAM landscape alignment

The GFMAM Landscape defines 39 asset management subject areas grouped into six subject groups. GARPI™'s eight dimensions map to these subject groups, ensuring that the index covers the internationally recognised scope of asset management practice. Practitioners familiar with the GFMAM framework can read a GARPI™ report and immediately locate the findings within their existing understanding of asset management structure. This is not accidental – it is a design principle. An index that requires practitioners to learn a new taxonomy before they can interpret it has failed before it starts.

8.3 The certification question

ISO 55001 certification has grown steadily since 2014, but adoption remains modest relative to ISO 9001 and ISO 14001. The reasons are well-documented: the standard is perceived as abstract, the path from awareness to certification is unclear, and the return on investment is difficult to quantify (Woodhouse, 2014).

GARPI™ addresses all three barriers. It translates the abstract clauses of ISO 55001 into concrete, measurable statements that practitioners recognise from their daily work. The dimension scores create a visual roadmap that makes the path to compliance visible. And the benchmark comparison provides the quantitative evidence that justifies investment: when an organisation can see that it scores materially below its peers in specific dimensions, the case for action is no longer theoretical.

GARPI™ captures ISO 55001 certification status as a control variable. Early design-stage analysis indicates significant score variance between certified and non-certified organisations, confirming that certification correlates with higher maturity. But the variance is wide – some non-certified organisations demonstrate strong maturity, while some certified organisations score below the median. GARPI™ makes this variation visible for the first time, providing empirical evidence that certification is a useful signal but not a sufficient proxy for operational capability.

SECTION 09

Value to Industry: Three Arguments

The case for GARPI™ rests on three interlocking arguments, each addressing a different audience and a different dimension of the problem.

9.1 For asset owners and operators: objective evidence for better decisions

The primary value of GARPI™ to individual organisations is context. Most asset-intensive organisations track internal performance metrics. What they lack is an external reference point against which to interpret those metrics. GARPI™ provides that reference point – not as a global average (which conflates nuclear operators with facilities managers) but as a structured comparison against peers with similar characteristics.

This context transforms asset management from a cost centre that defends its budget to a strategic function that can demonstrate its position, quantify its gaps, and build an evidence-based case for investment. The VP of Operations who can present a GARPI™ report showing specific dimension gaps relative to top-quartile peers is making a fundamentally different argument from one who can only say "we think we need to improve." The first is evidence. The second is assertion.

For boards and investors, GARPI™ provides a structured framework for assessing asset management risk. An Advanced-tier organisation presents a different risk profile from a Reactive-tier organisation, and that distinction now has a common language.

9.2 For the profession: the data it has never had

As the GARPI™ dataset grows across annual cycles, it will produce insights that the asset management profession has never had access to. Which dimensions differentiate top-quartile performers? Is governance maturity more predictive of operational outcomes than technical strategy? How does the industry's maturity distribute across sectors and geographies? Where are the widest gaps between aspiration and practice?

This data has value for industry bodies setting development priorities, standards organisations refining their frameworks, training providers identifying capability gaps, and individual practitioners understanding where the profession stands and where it is heading. The asset management profession has operated on intuition and case studies for too long. GARPI™ introduces empirical evidence.

9.3 For standards adoption: making ISO 55001 measurable

The most significant contribution GARPI™ may make is to the practical adoption of ISO 55001. By translating the standard's requirements into scored, benchmarked, annually measurable dimensions, GARPI™ creates a mechanism for tracking standards alignment that goes beyond the binary of certified versus not certified. Organisations can see exactly where they stand on each aspect of the management system, how they compare to peers who have (or have not) achieved certification, and what the measurable impact of closing specific gaps would be.

This is not a replacement for certification. It is a complement that makes the journey visible, the destination quantifiable, and the investment justifiable. If ISO 55001 adoption accelerates as a result, the entire industry benefits – through improved safety, reliability, regulatory compliance, and value creation from the world's physical asset base.

SECTION 10

The Compounding Value of Longitudinal Data

The arguments in Section 9 apply from the first annual cycle. But the most significant value of GARPI™ compounds over time. A single cycle produces a benchmark. Multiple cycles produce a dataset. Three or more cycles produce trend data with predictive value.

For individual organisations, longitudinal participation creates a performance trajectory. An organisation that scores in the Reactive tier in Year 1 and the Emerging tier in Year 2 has not just improved by a number of points – it has changed its tier classification, shifted its position relative to a moving peer baseline, and produced evidence that its improvement programme is delivering measurable results. This is the kind of evidence that sustains executive sponsorship and protects asset management budgets through economic downturns. It is also the kind of evidence that is currently impossible to produce, because no longitudinal benchmark exists.

For the industry, the accumulating dataset will reveal patterns that are currently invisible. Are some sectors improving faster than others? Which dimensions prove most resistant to improvement? Is the gap between top-quartile and median organisations narrowing or widening? Do organisations that achieve ISO 55001 certification sustain their maturity gains, or do scores plateau post-certification? These questions cannot be answered by any instrument that runs once. They require a consistent, annual measurement applied to a growing and diversifying population of respondents. GARPI™ is designed to be exactly that.

Optimal commits to publishing anonymised, aggregated trend data from the GARPI™ programme as the dataset reaches statistical significance. The goal is not to accumulate proprietary data. It is to create a public evidence base that the profession can use to set priorities, allocate resources, and demonstrate the value of effective asset management to the boardrooms and investment committees that fund it.

SECTION 11

Conclusions

The asset management profession has developed sophisticated standards, frameworks, and methodologies over the past two decades. It has not developed a benchmark. The consequence is that organisations manage trillions of dollars of physical assets without a standardised, internationally comparable measure of how well they do it. Investment decisions are made without context. Improvement programmes operate without external baselines. Regulators lack visibility into maturity distributions. The profession itself lacks the empirical data to answer its own fundamental questions.

GARPI™ addresses this gap. It is the first independent benchmark that integrates operational performance measurement with management system maturity assessment, produces a single comparable score, enables granular peer comparison across sectors and regions, and runs on a repeatable annual cycle – all aligned to ISO 55001 and the GFMAM Asset Management Landscape.

The value proposition is not abstract. For asset owners, GARPI™ provides the evidence to justify investment, benchmark performance, and demonstrate improvement. For the profession, it produces empirical data that has never existed. For standards adoption, it makes ISO 55001 alignment measurable, comparable, and connected to operational outcomes.

The most significant contribution may be the simplest one. Financial performance has earnings per share. Safety performance has TRIR. Environmental performance has Scope 1 emissions. Asset performance management – the discipline responsible for trillions of dollars of productive capacity – has lacked an equivalent. GARPI™ provides one.

Participate in GARPI™ 2026

The 2026 cycle is open to all asset-intensive organisations worldwide. Complete the survey in approximately ten minutes and receive a personalised benchmark report with composite score, dimension breakdown, peer comparison, and prioritised recommendations.

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About Optimal: Optimal is a specialist asset performance management consultancy serving clients across Oil & Gas, Nuclear, Mining, Power & Utilities, Pharmaceutical and Public Sector industries in West Africa, the United Kingdom, Southern Africa and the Middle East. Services span maintenance and inspection engineering, reliability-centred maintenance, risk-based inspection, CMIMS delivery, asset register development, strategic asset management planning, and operational readiness.

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