



Building Lifecycle Management Initiative

White Paper: The Case for the Building Lifecycle Management Initiative

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FORWARD

Future-Proofing Commercial Real Estate - Why Building Lifecycle Management Matters Now

As commercial real estate stakeholders face escalating operating costs, evolving tenant expectations, and intensifying regulatory demands, adopting a Building Lifecycle Management (BLM) framework has become a strategic imperative for long-term performance and stability. This initiative offers a transformative framework for the commercial real estate (CRE) industry, focusing on long-term efficiency and sustainability. By encouraging stakeholders—from real estate investors, building owners, and corporate owners to technology providers, service providers, AEC (Architecture-Engineering-Construction) professionals, industry manufacturers, and consultants—to collaborate throughout a building's entire life, BLM aligns incentives, data standards, and operational practices with long-range asset value. This strategy reduces operating costs, improves sustainability, enhances occupant satisfaction, and streamlines compliance.

Focusing first on office and retail asset classes, which typically have robust data availability and higher risk tolerance for innovation, allows the industry to refine lifecycle principles before applying them to more complex segments like healthcare and hospitality. At the same time, BLM must adapt to varied geographic and regulatory contexts—North America, EMEA, Asia Pacific, and South America each present unique conditions and opportunities. Overcoming key obstacles in a logical sequence—from cultural alignment and data standardization to incentive restructuring, training, and regulatory engagement—will enable the industry to reap the long-term rewards of integrated lifecycle thinking.



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Introduction: The Imperative for Lifecycle Thinking

Commercial real estate (CRE) stakeholders often face challenges rooted in siloed decision-making—such as escalating maintenance costs from design oversights or inefficiencies in operations due to fragmented data. For example, a lack of collaboration between design and operations teams can lead to costly retrofits within the first decade of a building's use. With rising energy costs, stricter regulations, and growing tenant demands for sustainable, adaptable spaces, these inefficiencies are no longer sustainable. The BLM initiative provides a unified, data-driven approach that ensures every decision—whether in design, construction, or operations—contributes to a building's long-term performance and value, adapting seamlessly to evolving market conditions and occupant needs.

By integrating design, construction, operations, maintenance, renovation, and end-of-life decisions within a single, cohesive framework, BLM enables CRE stakeholders to synchronize objectives, share information seamlessly, and make more intelligent decisions. This approach drives long-term resilience, efficiency, and tenant satisfaction, positioning assets to remain competitive and profitable far into the future.

Key Benefits to the Industry

1. Stronger Tenant and Occupant Satisfaction:

When all decisions consider occupant comfort, health, and productivity, tenants experience well-maintained, energy-efficient, and adaptable spaces. High occupant satisfaction drives retention, brand reputation, and greater long-term stability for building owners and investors.

2. Enhanced Asset Performance and Value:

Lifecycle thinking identifies opportunities for operational efficiency and cost reduction, stabilizing Net Operating Income (NOI) and increasing long-term asset value. It provides a clear roadmap for maintenance, retrofits, and upgrades that preserve asset quality and strengthen market positioning.

3. Reduced Operating Costs and Improved Sustainability:

Incorporating lifecycle cost analysis during design and construction phases leads to better selection of materials, systems, and equipment. This reduces overall energy consumption, maintenance frequency, and waste, aligning financial outcomes with corporate sustainability targets and regulatory requirements.



4. Streamlined Decision-Making and Transparency:

Standardized data frameworks ensure accurate, comparable metrics, enabling real-time analysis of asset performance. This transparency fosters more agile decision-making, encouraging stakeholders to refine strategies, allocate resources efficiently, and mitigate risks proactively.

5. Regulatory and Compliance Advantages:

Buildings managed from a lifecycle perspective are better positioned to meet evolving codes and mandates. BLM helps stakeholders anticipate new regulations, reduce compliance costs, and avoid sudden, reactive changes that disrupt operations and budgets.

Historical Context and Evolution of BLM:

- **Early Focus on Short-Term Gains:** The commercial real estate industry has historically prioritized short-term returns and siloed decision-making, often overlooking opportunities to optimize a building's performance over its entire lifecycle.
- **Shifting Industry Needs:** Rising operating costs, evolving tenant expectations, climate change concerns, and stricter regulations are driving the need for a more strategic, data-driven approach to managing buildings.
- **Emergence of BLM:** In response to these challenges, BLM has emerged as a holistic framework that considers a building's entire life cycle, from design and construction to operations, maintenance, renovation, and end-of-life.

Stakeholder Groups and Their Roles in BLM

Stakeholder groups are key constituents in resolving challenges associated the Building Lifecycle Management (BLM) initiative. Each stakeholder group plays a unique and essential role, contributing technical, operational, strategic, or advocacy-related expertise to achieve comprehensive lifecycle management objectives. Stakeholders are broadly categorized as Allies—those who provide critical support through tools, expertise, advocacy, and resources—and Participants, who actively implement BLM principles in their practices.

This structured engagement highlights the interconnectedness and interdependence of stakeholders, emphasizing their collective impact in advancing BLM goals. Architects, engineers, and construction teams provide foundational contributions to lifecycle thinking, while facility managers, technology providers, and operational professionals maintain and enhance these lifecycle practices. Industry associations and regulatory



bodies further reinforce these efforts through advocacy, standards-setting, and training. Together, these stakeholder groups ensure the effective integration of lifecycle management principles, driving sustainable, efficient, and resilient outcomes across the commercial real estate sector.

Real Estate Investors-Developers

- **Description:** Real estate investors and developers play a pivotal role in the commercial real estate sector, providing essential capital, strategic direction, and oversight for project development. They evaluate market opportunities, secure financing, and guide projects through planning, design, and construction phases. Their decisions significantly influence the financial viability and long-term performance of real estate assets, shaping the overall lifecycle strategy.
- **Role in BLM Framework:** Within the BLM framework, investors and developers initiate and steer projects by embedding lifecycle management principles from inception. They are critical in setting sustainable and financially sound objectives, advocating for data-driven decision-making, and ensuring that lifecycle considerations are integrated into project plans and specifications.

Building Owners

- **Description:** Building owners hold legal title and accountability for asset performance and operational efficiency, managing long-term asset value, tenant satisfaction, and regulatory compliance.
- **Role in BLM Framework:** Building owners ensure lifecycle management principles are integrated into the operational phases, allocating resources strategically to support asset longevity, efficiency, and sustainability.

Corporate-Institutional Owners

- **Description:** Corporate and institutional owners manage real estate portfolios as strategic assets that align closely with their organizational mission, financial strategies, and sustainability goals.
- **Role in BLM Framework:** They integrate lifecycle management into their strategic real estate operations, ensuring that asset performance aligns with broader organizational objectives including financial performance and ESG commitments.



Architecture, Engineering & Construction (AEC)

- **Description:** AEC professionals design and construct buildings, providing foundational frameworks that affect the asset's lifecycle, from structural integrity to operational efficiency.
- **Role in BLM Framework:** They integrate lifecycle considerations into design and construction, influencing long-term sustainability, operational efficiency, and adaptability.

Organizational Leadership

- **Description:** Senior executives and decision-makers responsible for setting strategic directions aligning real estate management with broader organizational goals.
- **Role in BLM Framework:** They provide essential leadership, ensuring resources and support for lifecycle initiatives are available, integrated, and strategically aligned.

Property Management

- **Description:** Professionals overseeing daily operations, tenant relationships, and facility resource management to ensure seamless, efficient asset operations.
- **Role in BLM Framework:** Implement lifecycle strategies, optimize operational effectiveness, and maintain asset conditions aligned with long-term objectives.

Facility Operations

- **Description:** Teams managing physical building maintenance, performance, and compliance with health and safety standards, playing a crucial role in asset functionality.
- **Role in BLM Framework:** Ensure assets operate efficiently and sustainably, leveraging lifecycle data to enhance performance and reduce downtime.

Tenants/Occupants

- **Description:** Individuals and organizations occupying spaces within buildings, significantly influencing operational decisions and priorities.
- **Role in BLM Framework:** Provide essential feedback on building performance and influence decisions around operational improvements.



Sustainability-Resiliency

- **Description:** Specialists dedicated to ensuring environmental performance, sustainability compliance, and asset resilience.
- **Role in BLM Framework:** Embed sustainability and resilience principles into lifecycle management strategies across all asset phases.

IT/Technology-Cybersecurity

- **Description:** Teams managing technological infrastructure, ensuring data integrity, security, and integration across building lifecycle management systems.
- **Role in BLM Framework:** Facilitate effective and secure technology deployment, supporting lifecycle management through robust data systems.

Legal-Risk Management

- **Description:** Legal-risk management professionals oversee compliance with legal, financial, and regulatory standards throughout the building lifecycle. They mitigate risks associated with contractual obligations, environmental regulations, cybersecurity, and operational liabilities.
- **Role in BLM Framework:** Within the BLM framework, legal-risk management ensures robust governance, compliance, and risk mitigation strategies are embedded across all phases of asset management, from initial planning to end-of-life.

Service Providers-Consultants

- **Description:** Service providers and consultants deliver specialized expertise and operational support to enhance lifecycle management effectiveness, from strategic advisory to operational execution.
- **Role in BLM Framework:** They support asset owners and operators by offering lifecycle-based solutions and strategies, leveraging expertise to optimize asset performance, sustainability, and compliance.

Technology Providers-Integrators

- **Description:** Technology providers and integrators supply and implement the digital solutions that enable effective lifecycle management, data integration, and operational intelligence.



- **Role in BLM Framework:** They facilitate seamless data interoperability and analytics, providing critical technological infrastructure that supports strategic lifecycle management.

Industry Manufacturers

- **Description:** Industry manufacturers produce and supply the critical components, materials, and technologies that support the construction, operation, and maintenance of real estate assets. Their products significantly influence the lifecycle performance, sustainability, and resilience of buildings.
- **Role in BLM Framework:** Manufacturers collaborate closely with designers, constructors, and operators, ensuring products align with lifecycle performance criteria, sustainability standards, and regulatory compliance.

Regulatory Bodies

- **Description:** Regulatory bodies develop, enforce, and oversee compliance with standards that govern safety, sustainability, and operational performance of real estate assets.
- **Role in BLM Framework:** They ensure that lifecycle management practices adhere to regulatory frameworks, promoting public safety, environmental sustainability, and responsible asset management.

Trade-Professional-Standards Bodies

- **Description:** These organizations establish and promote best practices, industry standards, and professional development to advance lifecycle management effectiveness across the real estate sector.
- **Role in BLM Framework:** They advocate for and support the adoption of standardized lifecycle management practices, offering training, certification, and professional resources.

Asset Classes

Following is an exploration of key commercial real estate (CRE) asset classes highlighting their relevance to BLM. Each asset class is analyzed to describe its unique characteristics, primary market drivers, common owner strategic objectives, and operational challenges.

Understanding these factors is critical for effective lifecycle management as they influence decision-making, resource allocation, and operational priorities across the building lifecycle. The section also considers subcategories within each asset class,



recognizing that specific use cases may present unique opportunities or challenges. This overview enables stakeholders to align BLM strategies with asset-specific needs and market conditions.

Office

(Class A, Class B, Class C)

Buildings primarily used for business and professional activities, categorized by quality, location, and amenities.

- **Key Characteristics:** Office buildings provide workspace for businesses and professionals. Class A offices are high-end buildings with premium amenities and locations, Class B are mid-tier with functional amenities, and Class C are older, lower-quality assets with fewer features.
- **Market Drivers:** Demand is influenced by economic conditions, employment trends, and the growth of industries requiring office space (e.g., finance, tech, and law).
- **Common Owner Strategic Objectives:** Owners focus on maximizing tenant retention, rental income, and property value through renovations, amenities, and location appeal.
- **Operational Challenges:** Challenges include adapting to remote work trends, tenant turnover, energy efficiency requirements, and competition for high-quality tenants.
- **Subcategory Considerations:** Class A buildings may emphasize sustainability certifications (LEED, WELL), while Class C properties face greater renovation needs and location challenges.

Retail

(Shopping malls, Strip centers, Standalone stores, Big-box retailers)

Properties used for selling consumer goods and services, ranging from large malls to individual retail stores.

- **Key Characteristics:** Retail properties support businesses selling products or services directly to consumers. They vary in size, tenant mix, and location, from regional malls to standalone stores.
- **Market Drivers:** Influenced by consumer spending, foot traffic, e-commerce trends, and tenant sales performance.



- **Common Owner Strategic Objectives:** Owners aim to attract strong anchor tenants, drive foot traffic, and balance tenant diversity to ensure consistent rental income.
- **Operational Challenges:** Evolving retail formats, competition with e-commerce, vacancies due to tenant closures, and maintaining property attractiveness to consumers.
- **Subcategory Considerations:** Big-box retailers focus on logistics integration, while shopping malls face pressures to add experiential components (entertainment, dining) to maintain relevance.

Industrial

(Warehouses, Distribution centers, Manufacturing facilities, Flex spaces)

Properties used for manufacturing, production, storage, and logistics, often tailored to specific industrial activities.

- **Key Characteristics:** Industrial properties include warehouses, manufacturing spaces, and hybrid flex spaces. They support logistics, production, and e-commerce needs.
- **Market Drivers:** Growth in e-commerce, supply chain optimization, reshoring of manufacturing, and demand for last-mile delivery locations.
- **Common Owner Strategic Objectives:** Owners prioritize long-term leases, maximizing square footage usage, and proximity to transportation hubs.
- **Operational Challenges:** Managing high energy consumption, ensuring modern facilities for automation, and addressing infrastructure constraints.
- **Subcategory Considerations:** Flex spaces offer versatility for mixed-use tenants, while distribution centers require advanced technology for logistics efficiency.

Multifamily Residential

(Apartments, Condominiums, Townhomes)

Residential properties designed for multiple tenants, from high-rise apartment complexes to suburban townhomes.

- **Key Characteristics:** Multifamily properties provide housing solutions for multiple tenants, offering units for lease or ownership (e.g., condos).
- **Market Drivers:** Urbanization, population growth, housing affordability, and changing demographics (millennials, retirees).



- **Common Owner Strategic Objectives:** Owners seek consistent rental income, occupancy stabilization, and value appreciation through upgrades and amenities.
- **Operational Challenges:** Managing tenant turnover, maintenance costs, compliance with housing regulations, and balancing affordability with profitability.
- **Subcategory Considerations:** High-rise apartments focus on luxury amenities and urban locations, while townhomes appeal to suburban families seeking more space.

Hospitality

(Hotels, Resorts, Motels, Extended-stay accommodations)

Properties providing lodging or short-term accommodations, serving both leisure and business travelers.

- **Key Characteristics:** Hospitality properties offer temporary lodging with varying service levels, from economy motels to luxury resorts.
- **Market Drivers:** Influenced by tourism trends, business travel demand, seasonal factors, and global events.
- **Common Owner Strategic Objectives:** Owners prioritize occupancy rates, average daily rates (ADR), and revenue per available room (RevPAR) through effective management and marketing.
- **Operational Challenges:** Economic sensitivity, staffing shortages, maintaining service quality, and adapting to changing traveler preferences.
- **Subcategory Considerations:** Extended-stay accommodations cater to long-term travelers, while resorts require unique amenities to attract high-value visitors.

Healthcare

(Hospitals, Outpatient clinics, Medical office buildings, Nursing homes)

Properties dedicated to medical and health-related services, including specialized facilities like MOBs.

- **Key Characteristics:** Healthcare properties support medical services, ranging from acute care (hospitals) to outpatient care (clinics, MOBs) and senior living facilities.
- **Market Drivers:** Demographic aging, advances in medical technology, and demand for outpatient care.



- **Common Owner Strategic Objectives:** Owners aim for long-term leases with stable healthcare providers and facility adaptability to evolving medical needs.
- **Operational Challenges:** Meeting healthcare-specific compliance, managing high maintenance costs, and ensuring facilities meet clinical standards.
- **Subcategory Considerations:** Medical office buildings (MOBs) require proximity to hospitals, while nursing homes prioritize safety and operational efficiency for elderly care.

Specialty

(Data centers, Self-storage facilities, Mixed-use developments, Entertainment venues)

Unique properties that cater to niche markets, often combining multiple uses or addressing specific industry needs.

- **Key Characteristics:** Specialty assets are tailored to unique uses, such as data storage, flexible storage, entertainment, or mixed-use developments.
- **Market Drivers:** Technological growth, population density, and demand for unique services (e.g., data storage, live entertainment).
- **Common Owner Strategic Objectives:** Owners focus on specialized tenant needs, maximizing utility, and achieving long-term viability for niche markets.
- **Operational Challenges:** High initial costs, specialized infrastructure requirements, and managing diversified tenant demands.
- **Subcategory Considerations:** Data centers require advanced cooling and redundancy systems, while mixed-use developments integrate retail, residential, and office components for synergy.

Land

(Undeveloped land, Agricultural land, Resource extraction sites)

Parcels used for development, farming, or natural resource activities, with potential for future commercial projects.

- **Key Characteristics:** Land assets are often raw and used for agriculture, resource extraction, or future commercial development.
- **Market Drivers:** Land values are influenced by location, zoning regulations, infrastructure developments, and resource demand.



- **Common Owner Strategic Objectives:** Owners seek appreciation in land value, revenue from leasing or resource extraction, or development potential.
- **Operational Challenges:** Navigating zoning laws, environmental constraints, and market volatility.
- **Subcategory Considerations:** Agricultural land focuses on productivity and crop yields, while resource extraction sites require compliance with environmental and safety regulations.

Logistics and E-Commerce (Fulfillment centers, Last-mile delivery facilities)

Properties focused on meeting the demands of e-commerce and supply chain logistics, often located near urban centers for efficiency.

- **Key Characteristics:** Logistics properties support warehousing, sorting, and delivery of goods, critical for modern supply chains.
- **Market Drivers:** Growth of e-commerce, consumer demand for fast deliveries, and technological advancements in logistics.
- **Common Owner Strategic Objectives:** Owners prioritize location efficiency, long-term leases with logistics providers, and facilities that support automation.
- **Operational Challenges:** High energy usage, infrastructure needs, and proximity to urban centers to meet last-mile delivery goals.
- **Subcategory Considerations:** Fulfillment centers require advanced automation for high-volume processing, while last-mile facilities emphasize urban locations for delivery speed.

BLM Initial Focus

Focusing on implementing BLM principles in office and retail properties first offers practical advantages. These asset classes often have abundant, high-resolution data from building automation systems, sensors, and occupancy analytics. They also tend to accept innovative approaches more readily, as flexible leases, changing tenant demands, and competitiveness create incentives for optimization.

By proving the value of BLM in these sectors, stakeholders gain experience and build confidence. Lessons learned—such as refining data models, adjusting incentive structures, and improving training programs—will inform subsequent implementations in healthcare, hospitality, and other complex environments, where strict regulations,



specialized systems, and intense occupant health and comfort requirements demand robust, proven strategies.

Geographic and Regulatory Considerations

The global CRE industry is diverse. Implementing BLM strategies effectively requires an understanding of each region's unique characteristics:

- **North America:**

Mature data infrastructures, a strong facilities management profession, and established sustainability frameworks facilitate early BLM adoption.

- **EMEA (Europe, Middle East, and Africa):**

Europe's rigorous sustainability policies align naturally with lifecycle approaches, while the Middle East and Africa may require adapting BLM strategies to different market maturities and infrastructural conditions.

- **Asia Pacific:**

Rapid urbanization, digital adoption, and active construction markets create opportunities to integrate BLM principles early. Regional diversity calls for flexible solutions tailored to local norms and regulations.

- **South America:**

Varied regulatory landscapes and market maturities mean BLM implementations need to be adaptable, often starting with capability development and pilot projects that demonstrate clear financial and operational benefits.

In each region, success depends on contextualizing BLM to local conditions. Engaging policymakers, industry associations, and regional experts ensures that lifecycle frameworks are not only well understood but also practically applicable and beneficial.

Major Obstacles to Lifecycle Thinking

Implementing BLM involves significant changes in organizational culture, data management, operational practices, and stakeholder collaboration. While the benefits are clear, the process is not without its risks and challenges. Below is a detailed discussion of potential obstacles and strategies to address them effectively.

1. Cultural Resistance and Organizational Silos

- **Risk:**

Many organizations operate in siloed structures where departments (e.g., design, construction, operations) focus narrowly on their immediate goals without considering the broader implications of lifecycle thinking. Cultural



resistance may also arise from skepticism about new practices or reluctance to move away from familiar methods.

- **Mitigation Strategies:**
 - o **Leadership Advocacy:** Engage senior leadership to champion BLM principles, emphasizing their alignment with organizational goals like cost savings, sustainability, and asset longevity.
 - o **Cross-Functional Teams:** Establish interdisciplinary committees to foster collaboration and align siloed departments around shared lifecycle objectives.
 - o **Communication and Change Management:** Use internal communications, training, and workshops to build awareness of the benefits of BLM, highlighting case studies and success stories.

2. Data Fragmentation and Lack of Standardization

- **Risk:**

Inconsistent data formats, proprietary software, and unintegrated systems impede the seamless exchange of information. Without standardized protocols, data collected during design and construction often fails to inform operations and maintenance effectively.
- **Mitigation Strategies:**
 - o **Adopt Standards:** Implement industry-recognized data models such as those promoted by OSCRE, buildingSMART, or ISO standards (e.g., ISO 19650 for BIM).
 - o **Centralized Data Platforms:** Invest in unified digital ecosystems like BIM-enabled platforms or IoT-based data lakes to consolidate information from all phases of the building lifecycle.
 - o **Data Governance Frameworks:** Establish policies for data accuracy, security, and interoperability, appointing data stewards to maintain standards.

3. Financial and Time Constraints

- **Risk:**

Adopting BLM may require significant upfront investment in technology, training, and process redesign, which can deter stakeholders focused on



immediate cost savings. Long implementation timelines can also challenge organizations with limited resources.

- **Mitigation Strategies:**
 - o **Pilot Projects:** Start with small-scale implementations (e.g., office or retail assets) to demonstrate ROI and gain stakeholder confidence before scaling.
 - o **Phased Implementation:** Spread costs over time by prioritizing critical aspects of BLM (e.g., data integration) before expanding to other areas.
 - o **Incentive Programs:** Leverage government grants, green financing options, or performance-based contracts to offset initial costs.

4. Misaligned Incentives

- **Risk:**

Traditional business models prioritize short-term returns, creating misalignment between stakeholders who benefit from immediate profits (e.g., contractors) and those who gain from long-term efficiencies (e.g., building owners).
- **Mitigation Strategies:**
 - o **Performance-Based Contracts:** Structure agreements that reward all parties for achieving lifecycle goals, such as energy efficiency or maintenance cost reductions.
 - o **Green Leases:** Introduce lease terms that incentivize tenants and owners to collaborate on sustainability and operational efficiency.
 - o **Stakeholder Alignment Workshops:** Facilitate discussions to identify shared goals and design mutually beneficial incentive structures.

5. Technological Complexity and Integration Challenges

- **Risk:**

Integrating advanced technologies like BIM, IoT, and digital twins into existing workflows can be daunting, especially for organizations with limited technical expertise or legacy systems.
- **Mitigation Strategies:**
 - o **Technology Assessment:** Evaluate current systems to identify gaps and prioritize solutions that align with organizational needs and budget.



- o Partnerships with Technology Providers: Collaborate with vendors to ensure smooth deployment and integration of tools.
- o Phased Adoption: Implement technologies incrementally, starting with systems that offer the most immediate benefits, such as predictive maintenance or energy monitoring.

6. Training and Workforce Development Gaps

- Risk:
The success of BLM depends on skilled personnel who can interpret data, manage advanced technologies, and execute lifecycle strategies. A lack of expertise can delay or derail implementation.
- Mitigation Strategies:
 - o Targeted Training Programs: Partner with industry associations like IFMA or ASHRAE to provide tailored education and certification for key roles.
 - o Upskilling Initiatives: Develop in-house training programs for existing staff to bridge knowledge gaps in data analytics, BIM, and IoT technologies.
 - o Knowledge Sharing: Establish communities of practice within the organization to facilitate peer learning and knowledge exchange.

7. Regulatory and Compliance Complexity

- Risk:
Diverse codes, standards, and sustainability mandates across regions can create barriers to implementing uniform BLM practices, especially for organizations operating internationally.
- Mitigation Strategies:
 - o Engage Industry Associations: Leverage associations like BOMA or USGBC to advocate for harmonized regulations and provide guidance on compliance strategies.
 - o Local Adaptations: Tailor BLM frameworks to meet regional requirements while maintaining alignment with global best practices.
 - o Policy Advocacy: Collaborate with policymakers to demonstrate how BLM principles align with public goals like energy efficiency and carbon reduction.



8. Risk of Stakeholder Disengagement

- Risk:
Without clear communication and visible results, stakeholders may lose interest in BLM initiatives, viewing them as overly complex or unproven.
- Mitigation Strategies:
 - o Early Wins: Highlight quick, tangible successes from pilot projects to build momentum and maintain enthusiasm.
 - o Transparent Reporting: Regularly share performance metrics with stakeholders, demonstrating progress toward lifecycle goals.
 - o Stakeholder Engagement Plans: Develop ongoing engagement strategies, such as workshops, newsletters, and interactive dashboards, to keep all parties informed and involved.

Recommended Sequence for Overcoming Obstacles

1. Cultural and Organizational Alignment:

Start by fostering a unified vision that embraces long-term value creation. This may involve establishing interdisciplinary committees, securing leadership support, and showcasing pilot projects to highlight the tangible benefits of a lifecycle perspective. Such early engagement ensures that every decision-maker appreciates why short-term gains must be balanced against long-term resilience and efficiency.

2. Data Standardization and Interoperability:

Once the cultural groundwork is laid, focus on creating a consistent language for data exchange. Adopting recognized standards ensures that technology providers, AEC professionals, and industry manufacturers share a common framework, allowing real estate investors, owners, and service providers to make well-informed decisions supported by reliable, comparable metrics.

3. Incentive Alignment for Long-Term Outcomes:

With shared values and quality data in place, adjust contractual and financial models to reward outcomes that materialize over the building's life. This may involve green leases, performance-based service agreements, or shared-savings models. Aligning incentives encourages all stakeholders to prioritize strategies that pay dividends through reduced operating costs, improved sustainability, and enhanced occupant satisfaction.



4. **Training and Skill Enhancement Programs:**

Once incentives are set, ensure that facilities managers, service providers, and operational teams have the skills to utilize analytics tools, interpret BIM models, and manage building systems proactively. Tailored education programs, certifications, and mentorship ensure that all parties maximize the value of standardized data and incentive frameworks.

5. **Regulatory and Compliance Engagement:**

After demonstrating internal successes and building confidence in lifecycle approaches, engage policymakers and standard-setting bodies. Presenting evidence-backed results makes it easier to advocate for more supportive codes, streamlined permitting, and incentive structures. Over time, this helps synchronize market conditions with BLM principles, creating a sustainable ecosystem for continuous improvement.

Measuring Success: Potential Metrics

Success metrics depend on asset class, region, and stakeholder priorities. Possible measures include:

- **Energy Use Intensity (EUI):** Tracks reductions in energy consumption and related costs.
- **Occupant Satisfaction Scores:** Assesses comfort, productivity, and health through surveys or digital feedback tools.
- **Lease Renewal Rates:** Indicates tenant loyalty, reflecting whether occupants perceive long-term value.
- **Maintenance Cost Reductions Over Time:** Quantifies savings from predictive maintenance and improved asset performance.
- **Time-to-Resolve Work Orders:** Measures service responsiveness and efficiency improvements enabled by better data and training.

Support from High-Profile Industry Associations

Industry associations can play a significant role in promoting and supporting BLM adoption. These organizations offer research, standards, training, advocacy, and professional networks that facilitate the implementation of BLM principles across the industry.

- **International Facility Management Association (IFMA):**
Supports building operations teams, service providers, and corporate owners with credentials, training, and best practices that facilitate BLM adoption.



- **Building Owners and Managers Association (BOMA):**
Helps owners and managers apply lifecycle principles through benchmarking, policy advocacy, and educational resources, promoting long-term asset value.
- **Urban Land Institute (ULI):**
Brings together investors, developers, and policy experts, emphasizing research, scenario planning, and knowledge sharing that align investment strategies with long-term resilience.
- **American Institute of Architects (AIA) & Royal Institution of Chartered Surveyors (RICS):**
Influences AEC professionals by integrating lifecycle principles into design guidelines, construction standards, and professional development programs.
- **OSCRE International:**
Advances data interoperability and standardized information exchange, making it simpler for technology providers, integrators, and owners to implement BLM frameworks.
- **American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE):**
Provides widely recognized standards and training for building systems, ensuring that HVAC and related services align with lifecycle energy efficiency and occupant comfort goals.
- **U.S. Green Building Council (USGBC):**
Via LEED and other rating systems, encourages sustainability, health, and wellbeing, reinforcing lifecycle thinking that integrates environmental, social, and governance principles.
- **buildingSMART International:**
Champions open BIM standards that enable effective data exchange, supporting AEC firms, manufacturers, and consultants in implementing seamless lifecycle workflows.
- **American Association of Engineering Societies (AAES) & American Society of Mechanical Engineers (ASME):**
Provide technical guidance, ongoing education, and standards that help engineers design building systems with reliability, maintainability, and longevity in mind.
- **CoreNet Global & NAIOP (The Commercial Real Estate Development Association):**



Engage corporate real estate professionals, developers, and investors, promoting strategies that balance market demands with long-term building health and performance.

This list is illustrative and not intended to be comprehensive. By working together, associations can connect BLM Allies and Participants, share research and tools, and encourage the widespread adoption of lifecycle thinking across the CRE value chain.

Continuous Improvement and the Path Forward

BLM is not a static initiative; it evolves as technologies advance, markets shift, and regulations change. Continuous improvement includes conducting annual lifecycle audits, maintaining communities of practice for ongoing knowledge exchange, and leveraging digital twins or predictive analytics for proactive asset management. By regularly reviewing performance, soliciting occupant feedback, and adapting strategies based on data insights, stakeholders ensure that their lifecycle plans stay relevant and effective.

Office and retail pilots provide early wins and build confidence, but the ultimate vision is industry-wide adoption encompassing all asset classes and regions. As more stakeholders embrace BLM, the CRE sector becomes more resilient, profitable, and aligned with the long-term interests of investors, occupants, and society at large.

Call to Action

The BLM initiative is more than a framework—it's a transformative approach that redefines how commercial real estate (CRE) assets are designed, constructed, operated, and maintained. In a rapidly evolving industry, where sustainability, efficiency, and resilience are no longer optional, embracing lifecycle thinking is the key to staying competitive and future ready.

This is a pivotal moment for CRE stakeholders to lead the charge. By aligning goals, integrating data, and fostering collaboration, the BLM initiative not only delivers financial returns but also position organizations as stewards of innovation, environmental responsibility, and occupant well-being. The time to act is now—those who embrace BLM today will be the trailblazers setting the standard for the industry tomorrow.

Stakeholders at every level—owners, investors, architects, engineers, service providers, and associations—must seize this opportunity to work together and build a legacy of smarter, more sustainable buildings. Through collective action, we can ensure that every decision contributes to long-term asset value, occupant satisfaction, and global



sustainability. Let's make BLM the cornerstone of a new era for commercial real estate. The future is in our hands—let's build it, manage it, and sustain it, together.



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