THE STATE OF TECHNOLOGY IN THE CONSTRUCTION INDUSTRY

Research and outlook for 2026

WIPFLI

Technology is the investment. Technology maturity is the advantage.

Construction executives are seeing an increasing value in technology for lowering costs, streamlining operations and leveraging data and analytics, according to data collected in our second state of technology in the construction industry report.

Our research also shows that the organizations creating the greatest value aren't necessarily buying more technology — they're building more mature technology environments. Wipfli's 2026 national survey explores what's separating those organizations from the rest.

Learn how to shorten the runway from technology investments to meaningful ROI.

Table of contents

Executive summary

For the second consecutive year, Wipfli studied technology in the construction and real estate industry by surveying executive leaders across the sector. This year, 308 executives responded, giving us insight into their technology progress, pain points and strategic priorities.

We examined responses by revenue size, headcount and industry focus to uncover trends. We also created "tech maturity" cohorts based on a five-question assessment. Our scoring model classified organizations as high-, medium- or low-tech based on executives' reported levels of process and related data integration, approaches to resolving technology deficiencies, methods for setting technology standards and making technology decisions and use of data analytics.

Based on our modeling, tech maturity is uneven across the industry. Fewer than a third (30%) of respondents' organizations were rated as high-tech. Respondents in the high-tech cohort were more likely to come from large firms based on revenue and headcount. They were also more likely to report extensive or full technology integration and IT spending growth rates that exceed revenue growth.

Feedback from

308 construction and real estate leaders

Key insights

Among the construction and real estate leaders we surveyed:

30% of the executives we surveyed work in firms classified as "high tech" by our technology maturity assessment.

59% of respondents report achieving full or extensive technology integration in their firm's daily operations.

82% of executives from large firms (revenue $250M+) leverage automation or integration across systems.

28% of executives said their firms are considering adding or replacing four or more technology applications in the next 12-24 months.

65% report achieving operational improvements from AI.

45% of leaders said "employee struggles" is the top barrier to using technology effectively.

Conversely, the low-tech cohort was more likely to include executives from smaller organizations based on both revenue and headcount. They were also more likely to report minimal to moderate integration, IT spending below revenue growth and having no plans to add or replace tools in the next 12-24 months.

This year's survey uncovered a trend of "integration illusion." Many executives equate connected systems with technology maturity, yet the data tells a different story. While 59% reported full or extensive integration, only 30% met the broader criteria for high technology maturity.

"Executives often mistake adding systems for technology maturity," said Brad Werner, who leads Wipfli's construction and real estate industry practice. "A flurry of IT activity or investment may seem like progress, but activity alone doesn't improve business performance. Technology maturity is reflected in measurable outcomes — greater productivity, better decision-making and stronger financial performance — and it's built through governance, integration and user adoption."

Even though technology maturity isn't defined by buying software, construction firms continue to invest heavily in new technology. That makes getting those investments right even more important.

Virtually all leaders (94%) said they plan to add or replace at least one software application in the next 12-24 months — and many are planning much broader modernization efforts. More than one-quarter (28%) of executives said their organizations are considering four or more technology changes during that period. Construction project management, preconstruction and contract management, and CRM and marketing solutions were the leading areas targeted for addition or replacement.

Across all solution areas, one of the top reasons for making a technology change was the need to modernize — for example, moving from on-premises to cloud-based solutions. Leaders also said they need more scalable solutions and better integration with other systems to drive growth. This includes more extensibility, additional capabilities and the need to align with current practices.

Wipfli Partner Ryan Rademann warned that ROI from these additions or replacements is not guaranteed. "ROI doesn't accumulate with the number of systems or user accounts you buy. It's determined by how well those systems are adopted, integrated and aligned with bigger-picture business processes," said Rademann, who focuses on construction technology solutions at Wipfli.

When asked about their current technology infrastructure challenges, construction leaders said they are most often constrained by practical barriers, such as employee adoption, implementation costs and integration issues.

"Most firms don't have a technology problem; they have an integration problem," Werner said. "Firms creating the most value aren't necessarily buying more tools. They're connecting systems and workflows in ways that change how the business operates."

As construction firms continue investing in digital capabilities, competitive advantage will depend less on how many technologies they own and more on how effectively those technologies work together.

Organizations that successfully integrate systems, data and workflows are better positioned to improve productivity, make faster decisions and adapt as new technologies emerge.

59% of executives say their organizations are highly integrated.

Methodology and demographics

Wipfli conducted a national online survey of 308 construction and real estate executives in April 2026.

The goal of the survey was to understand the state of technology in the construction industry and identify leaders' pain points and strategic priorities. See the Appendix for full details.

Company profile

The respondents' firms represent a wide variety of construction and real estate activities. Seventy percent described their firms as general contractors. Survey respondents also included home builders and residential developers, specialty trade contractors, commercial real estate developers, commercial real estate investment firms, construction material suppliers, construction equipment lessors and architectural and engineering firms. Respondents were able to select more than one descriptor for their firms.

Leadership representation

Respondents included C-suite leaders and presidents (33%), vice presidents (37%) and directors (28%), as shown in Figure 1.

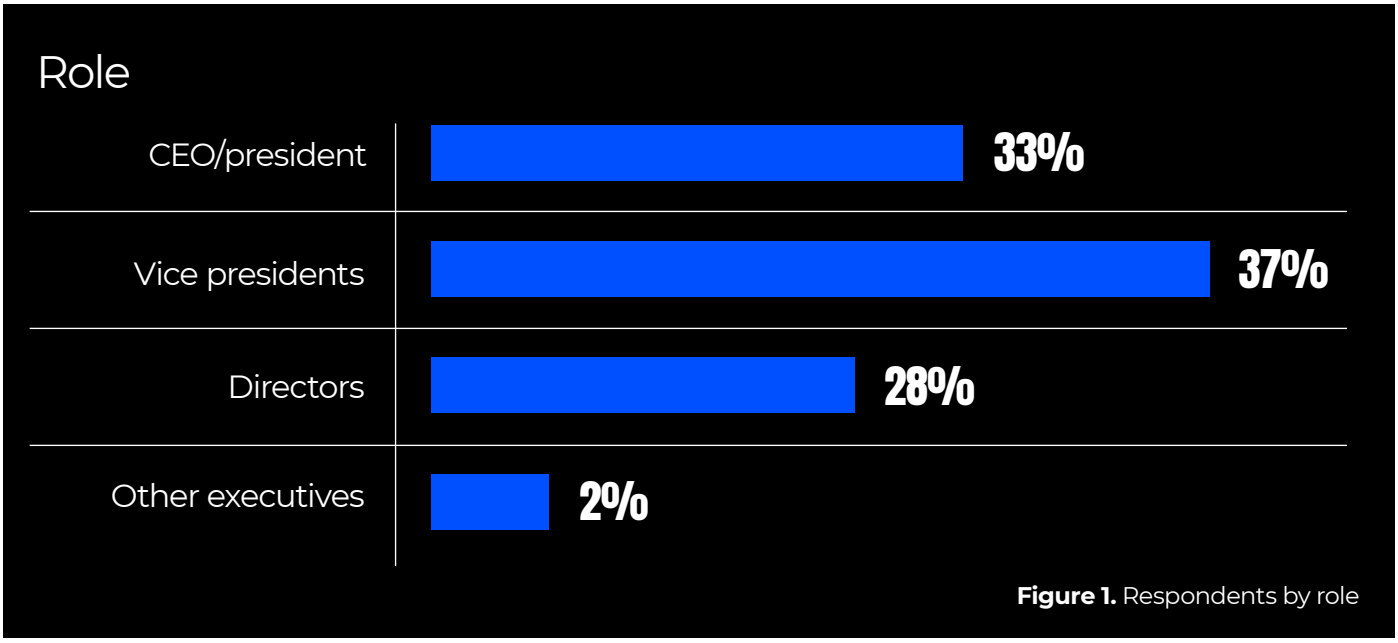


Figure 1. Respondents by role

Organization size

Respondents' organizations were categorized by annual revenue and employee headcount. The sample included executives from firms with annual revenue under $50M (small), $50M-$249M (mid-sized) and $250M+ (large).

Headcount categories included firms with fewer than 200 employees (small), 200-499 employees (mid-sized) and 500+ employees (large).

Geographic distribution

Respondents represented construction and real estate executives across the United States, as shown in figure 2.

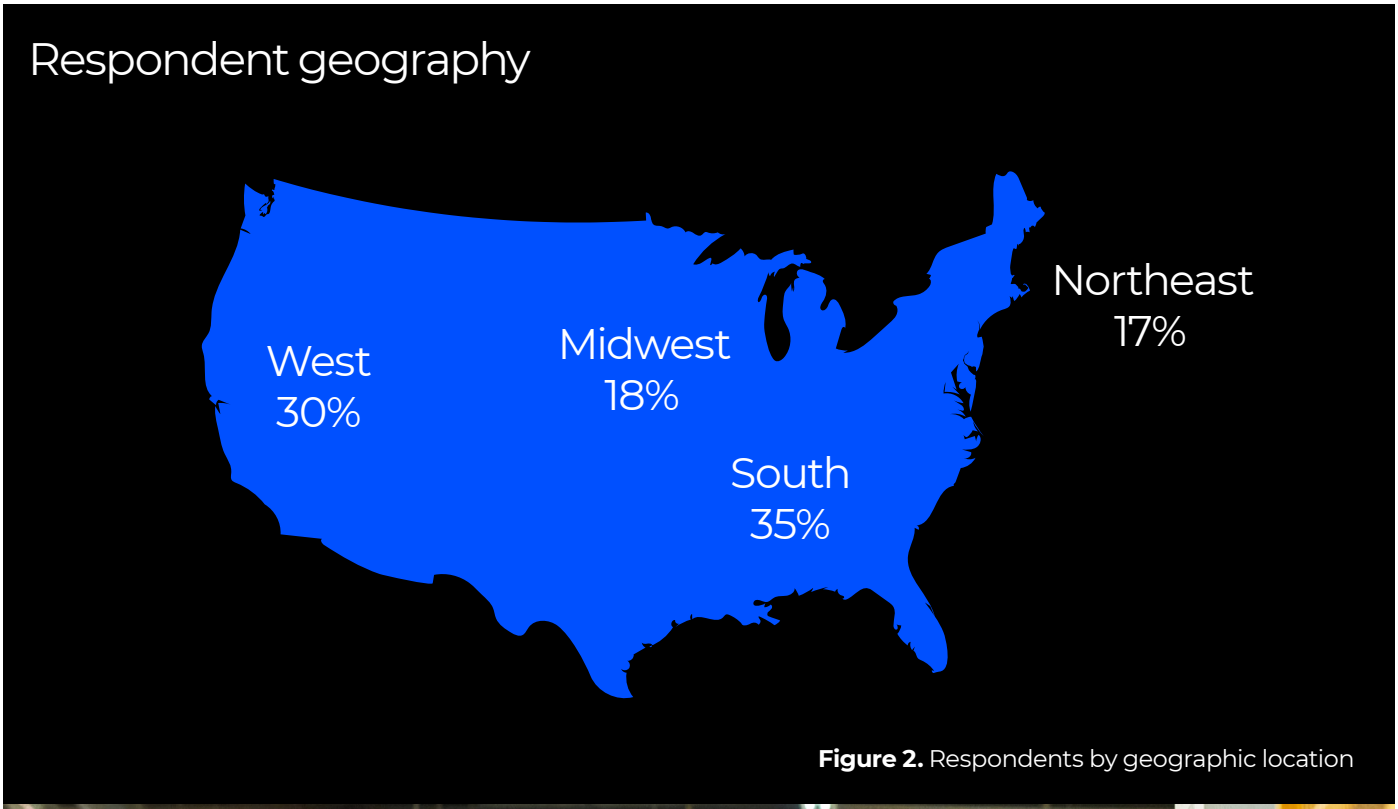


Figure 2. Respondents by geographic location

Tech maturity

We used a five-question assessment to model the technology maturity of respondents' companies. The assessment evaluated five dimensions of technology maturity:

- Technology integration into daily operations
- How technology deficiencies are identified and addressed
- The organization's approach to technology decisions and standards
- Application integration across systems
- Use of application data analytics

Together, these five dimensions measure not only the technology organizations have implemented, but also how effectively they govern, integrate and use it to support business performance.

Each response was scored, with a maximum possible score of 20 points. Organizations scoring 16-20 points were classified as high tech, those scoring 13-15 points as medium tech and those scoring 0-12 points as low tech.

Survey respondents' tech maturity was uneven, as shown in Figure 3. The average maturity score was 13.8.

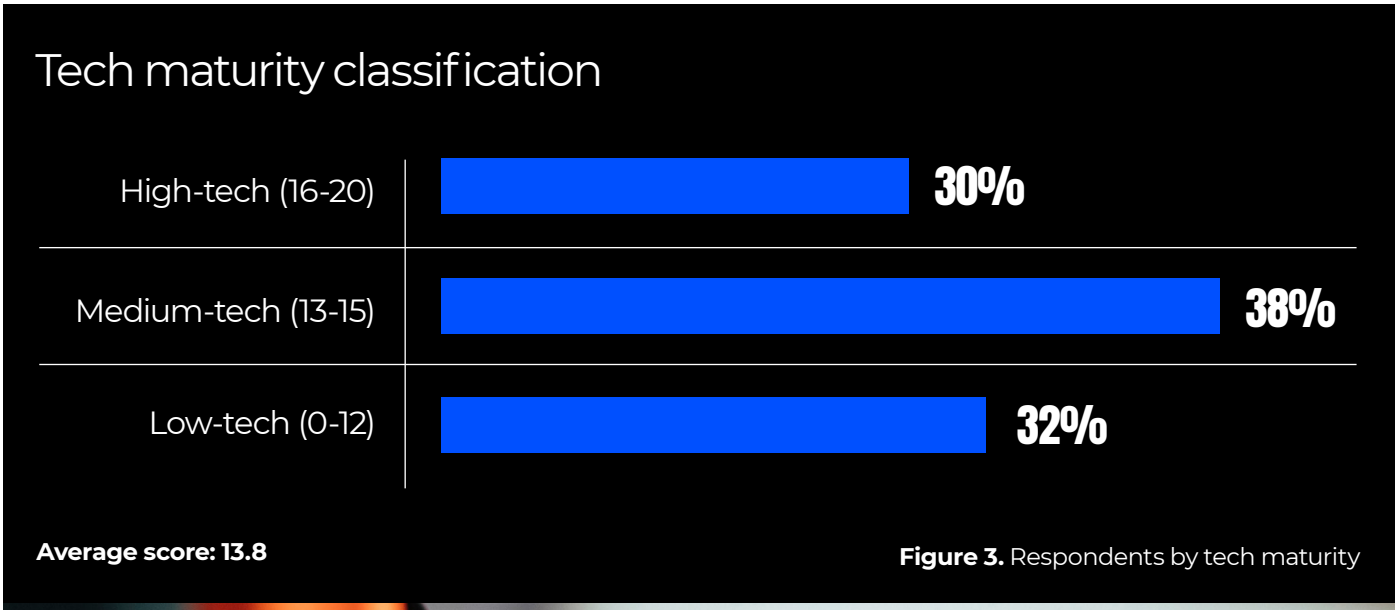
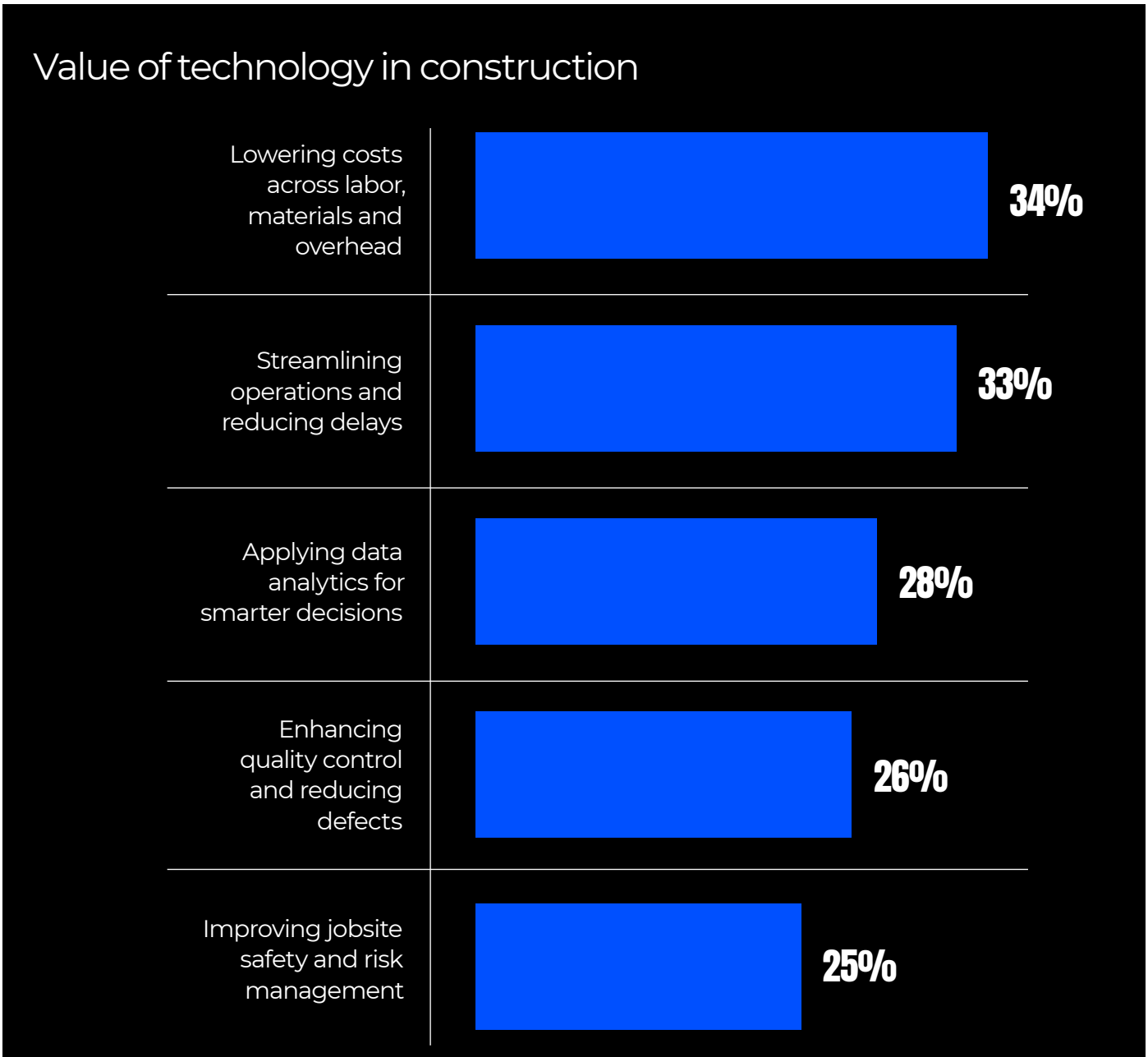


Figure 3. Respondents by tech maturity

Technology has become a central business strategy.

In open-ended responses, executives frequently described technology as critical to their organizations' future, citing benefits such as greater productivity, improved decision-making and long-term competitiveness.

Leaders selected lowering costs across labor, materials and overhead; streamlining operations and reducing delays; and using data analytics for smarter decisions as the top three technology opportunities, as shown in Figure 4. These opportunities ranked similarly across the industry, regardless of firm size or tech maturity.



Note: Does not add to 100% because multiple responses allowed

Figure 4. Respondents' most valuable tech opportunities for 2026

Some role-based differences were apparent: 38% of directors identified upskilling team members with digital training tools as a key opportunity, compared to 20% of vice presidents and 16% of C-Suite and president respondents.

We also asked leaders whether their organization's approach to technology decisions and standards was more centralized or decentralized (see Figure 5). Roughly two-thirds of executives (63%) reported a centralized approach, with some governance structures or standards in place to reduce redundancy and inefficiencies. About one-third (34%) reported the most mature centralized model: a centralized architecture strategy supported by governance mechanisms that enforce alignment, adaptability and integration.

Only 6% described the most decentralized approach, in which individual business units select and manage their own technology with minimal coordination across the company.

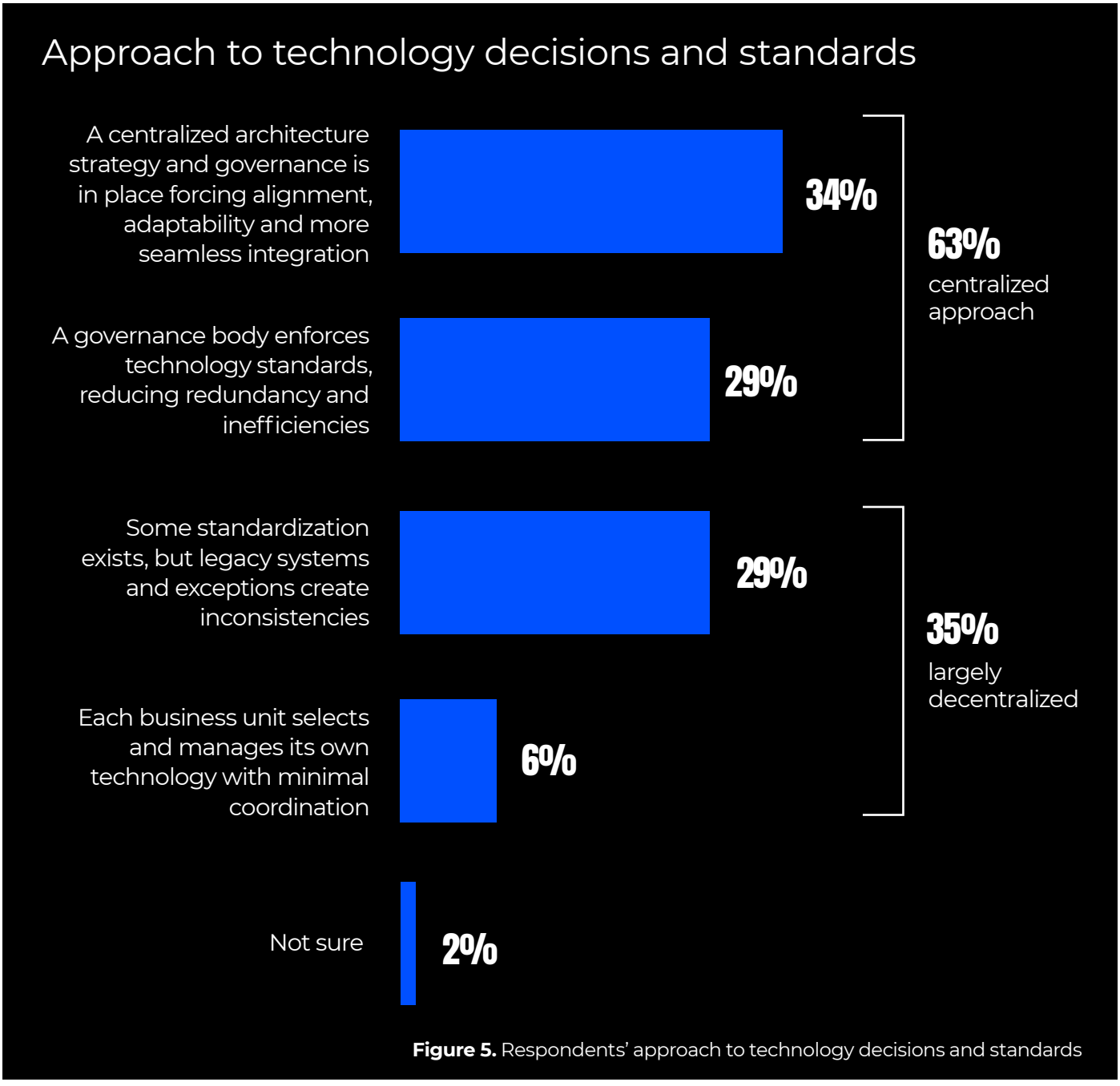


Figure 5. Respondents' approach to technology decisions and standards

Executives from large firms were more likely to follow centralized approaches than those from mid-sized and small firms, as shown in Figure 6.

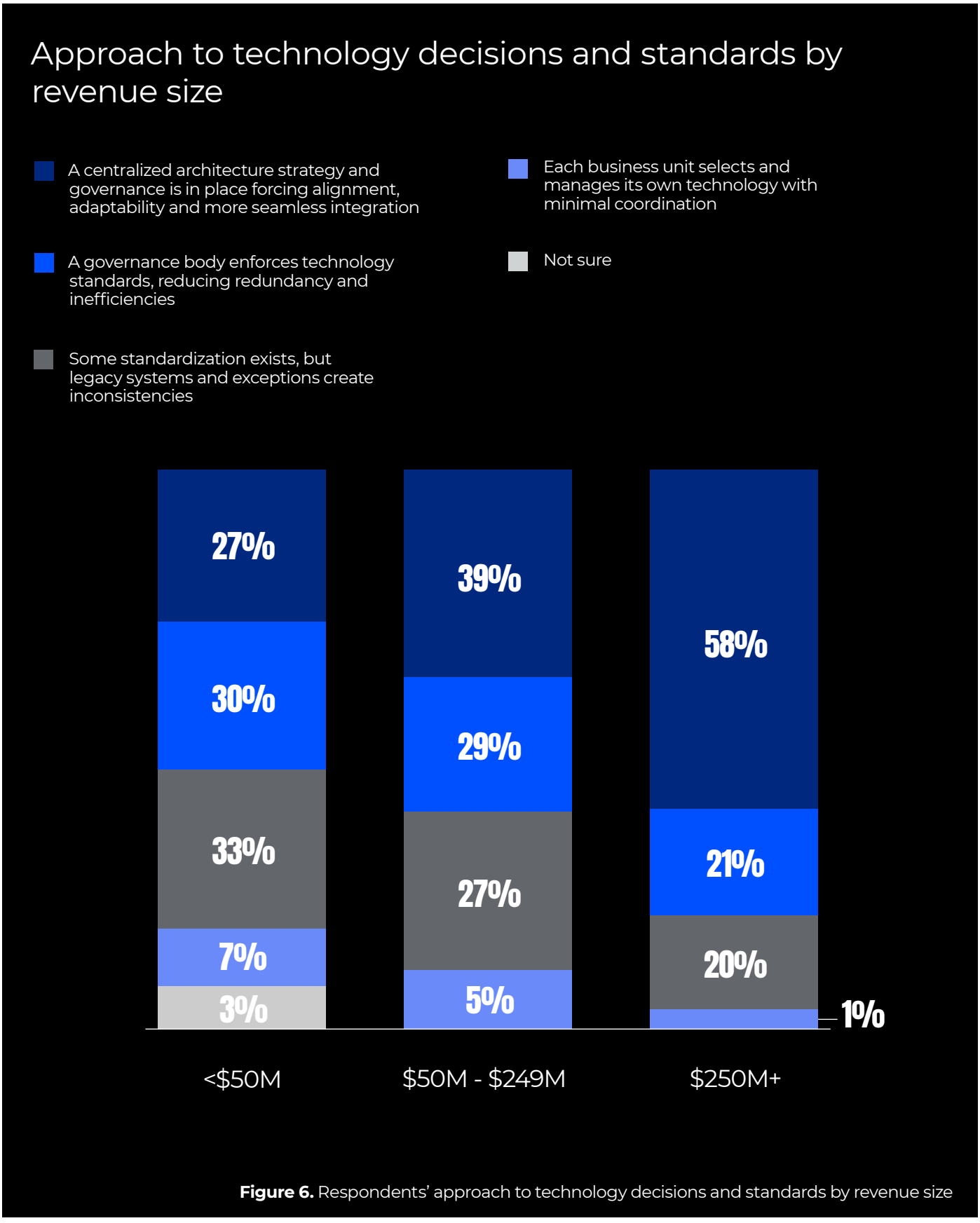


Figure 6. Respondents' approach to technology decisions and standards by revenue size

Wipfli perspective

Centralization is a stepping stone to technology maturity.

The survey suggests — and our work with Wipfli clients shows — that technology governance becomes increasingly important as organizations grow. Respondents from larger firms were more likely to report centralized technology standards and governance, reflecting a deliberate effort to reduce redundancy, improve integration and ensure technology investments support broader business objectives.

For smaller and mid-sized organizations, establishing shared standards around technology selection, data management and governance can lay the groundwork for future growth.

Standardization also reflects technology's evolution from an IT function to a business strategy. When organizations align technology decisions across departments, they create opportunities to improve efficiency, strengthen financial performance and generate more value from existing investments.

"Centralization doesn't have to mean 'command and control,'" Rademann said. "It means looking at technology through an enterprise lens. When platforms, data and processes are aligned across the organization, every technology investment has the potential to create more value."

"Centralization creates a common technology foundation. Firms can't integrate or scale technology effectively when every business unit is making technology decisions independently."

— Brad Werner
Wipfli Partner, construction and real estate

Some firms are investing aggressively.

We asked executives to describe their IT spending compared to revenue growth. Three-quarters of respondents indicate their IT spending growth rate is in line with revenue growth. Only 11% reported technology spending outpacing revenue, while 12% reported spending growth below revenue growth.

We also asked leaders about specific investment areas, ranging from cybersecurity to robotics and augmented reality (see Figure 7). Eighty-five percent of leaders plan to invest in at least one of these technology areas during the next 12 months. Nearly half (46%) plan to invest in one to five areas, while 18% plan to invest in nine to 11 technology areas.

Not surprisingly, the number of planned investment areas generally tracked with respondents' firm size and technology maturity. Executives from large and high-tech firms were more likely to report investment plans covering nine to 11 areas, as were firms with higher IT spending relative to revenue growth. Among the investment areas presented, cybersecurity solutions, cloud computing services, building information modeling (BIM) and mobile applications were the leading investment choices overall.

Executives from large firms ranked IoT devices in their top three investment areas, behind cybersecurity and BIM. Those from high-tech firms prioritized cybersecurity, cloud computing and artificial intelligence (AI) and machine learning. Executives from low-tech firms also led with cybersecurity, followed by BIM; drones and aerial imaging and mobile applications tied for third place.

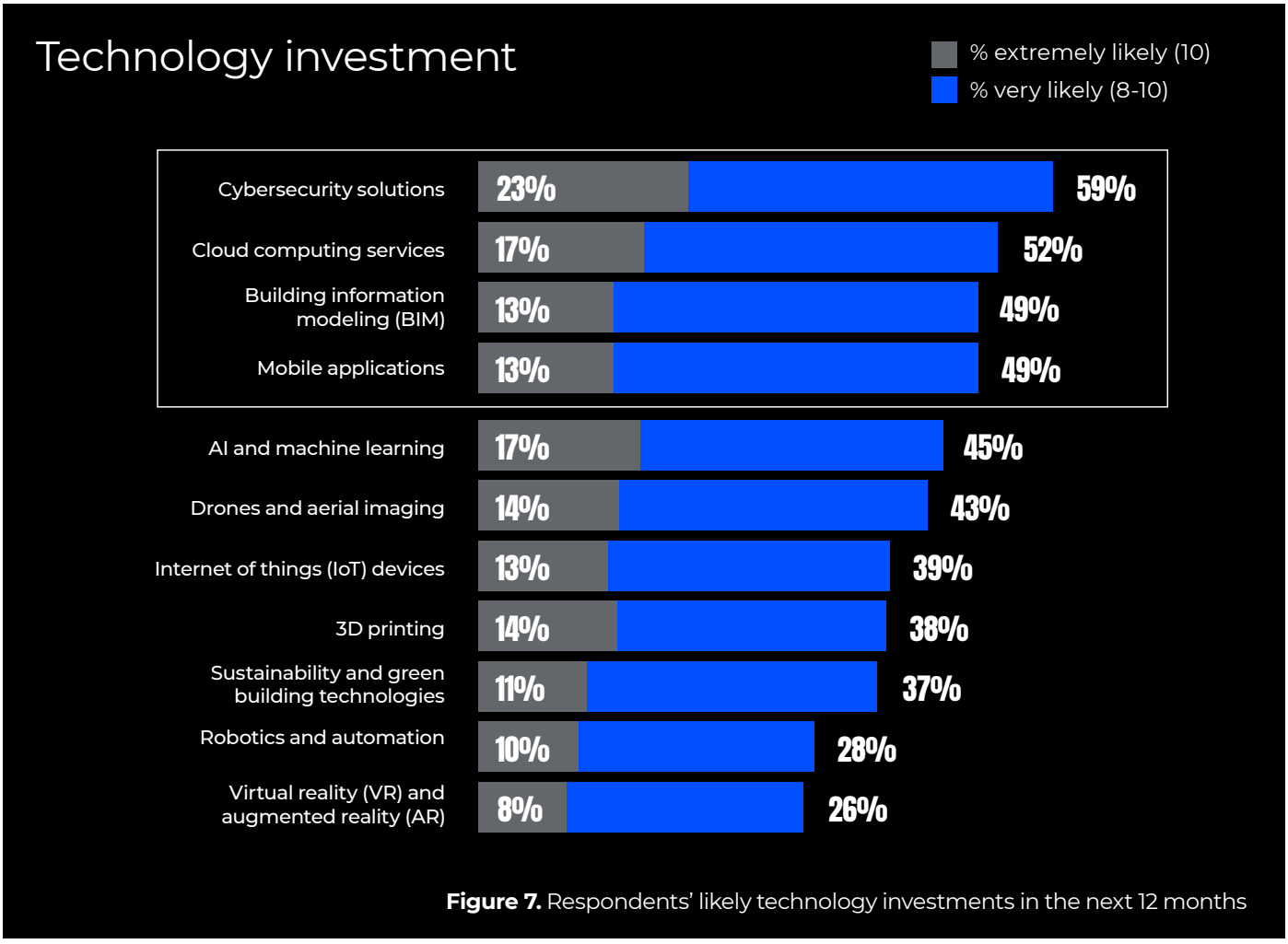
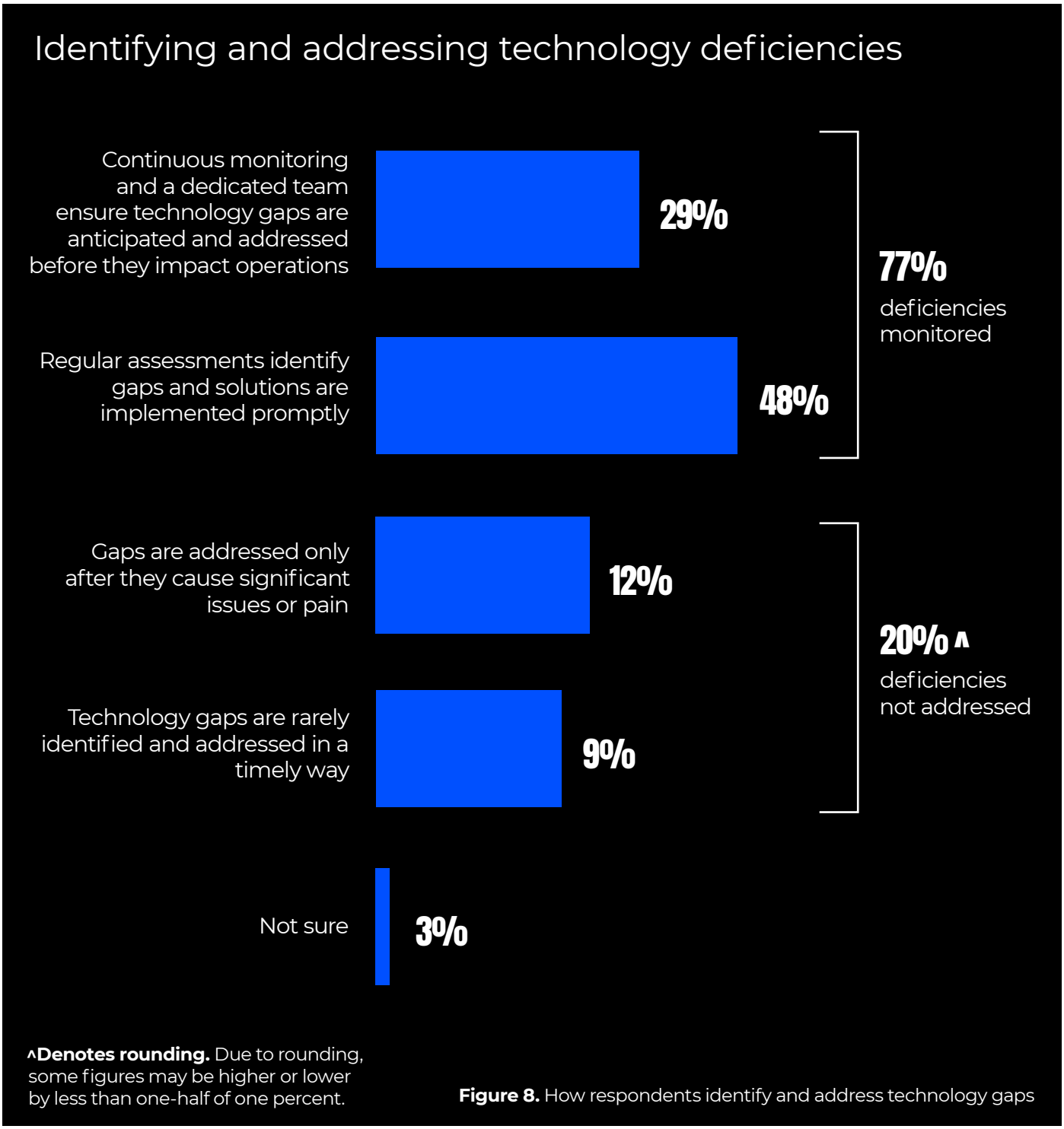


Figure 7. Respondents' likely technology investments in the next 12 months

We asked leaders how they identify and address technology deficiencies within their organizations. As shown in Figure 8, the majority of respondents (77%) said their firms conduct regular assessments or have continuous monitoring processes to identify and address technology gaps.

Twenty-nine percent said continuous monitoring is led by a dedicated team to ensure technology deficiencies are anticipated and addressed before they create operational impacts. Twelve percent said gaps are only addressed after the organization experiences a significant issue or pain, while 9% said deficiencies are rarely identified and addressed in a timely manner.



^Denotes rounding. Due to rounding, some figures may be higher or lower by less than one-half of one percent.

Figure 8. How respondents identify and address technology gaps

Wipfli perspective

Spending is easy to measure. Value is harder to create.

Most construction leaders reported that they expect to continue investing in technology, but investment alone doesn't guarantee better business outcomes. Organizations with similar technology budgets can generate very different returns depending on how effectively they implement, integrate and encourage adoption of new tools.

"CFOs typically want more than a pain and promise before they open the company checkbook," Rademann said. "Technology investments need to create measurable business outcomes. Firms can spend similar amounts on technology but generate very different results based on factors like adoption and integration."

Implementation is often where technology projects succeed or fail. The full cost of a technology investment extends beyond software licenses to include process redesign, change management, training and ongoing adoption. Those factors ultimately shape total cost of ownership and return on investment.

"The most expensive technology investment is the one you never fully implement," Werner said.

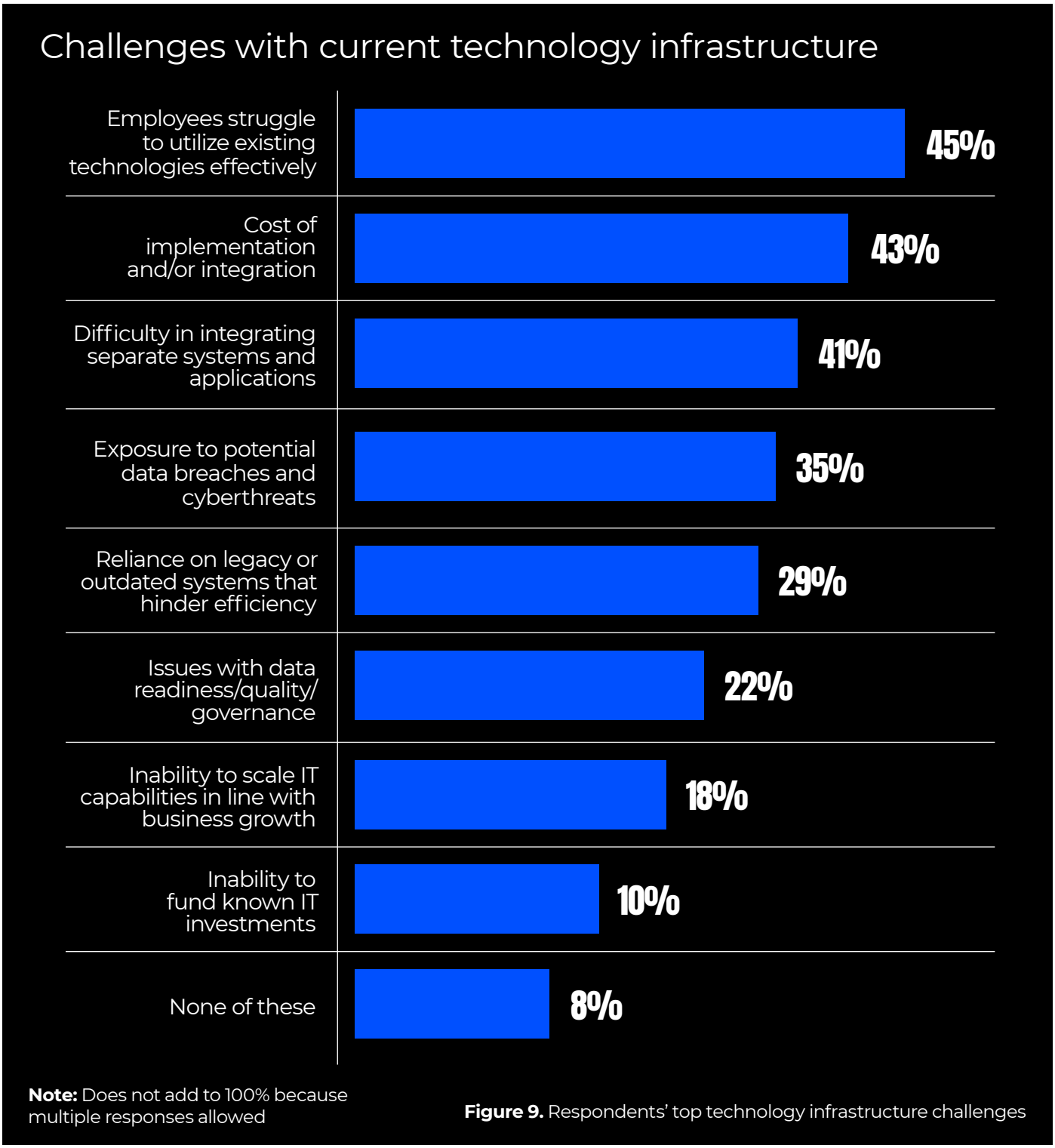
There is also a cost to waiting too long.

"When firms delay modernization or wait until something breaks, technology projects can become more expensive," he said. "What could have been a manageable upgrade or phased transformation turns into a larger effort, requiring firms to unwind years of workarounds and technical complexity — often as quickly as possible.

"Reactive projects are usually more expensive and disruptive than steady, proactive investments," Werner said. "The goal should be to invest in technology to create value, not because you have no choice."

In some firms, technology value isn't fully realized.

In this year's survey, we asked leaders to rank their technology infrastructure challenges. Employees struggling to use existing technology topped the list overall, followed by the cost of implementation and integration and difficulty integrating separate systems and applications (see Figure 9).



Note: Does not add to 100% because multiple responses allowed

Figure 9. Respondents' top technology infrastructure challenges

Beneath the averages, there was some variation by firm size. For leaders from large firms, the top challenge was exposure to potential data breaches and cyberthreats. For leaders at mid-sized firms, implementation and integration costs and difficulty integrating systems tied as the top challenges (52%), followed by reliance on legacy or outdated systems (44%) and cyberthreats (41%). As shown in Figure 10, 59% of executives reported achieving full or extensive technology integration in their daily operations, while the remainder reported more manual or basic levels of integration.

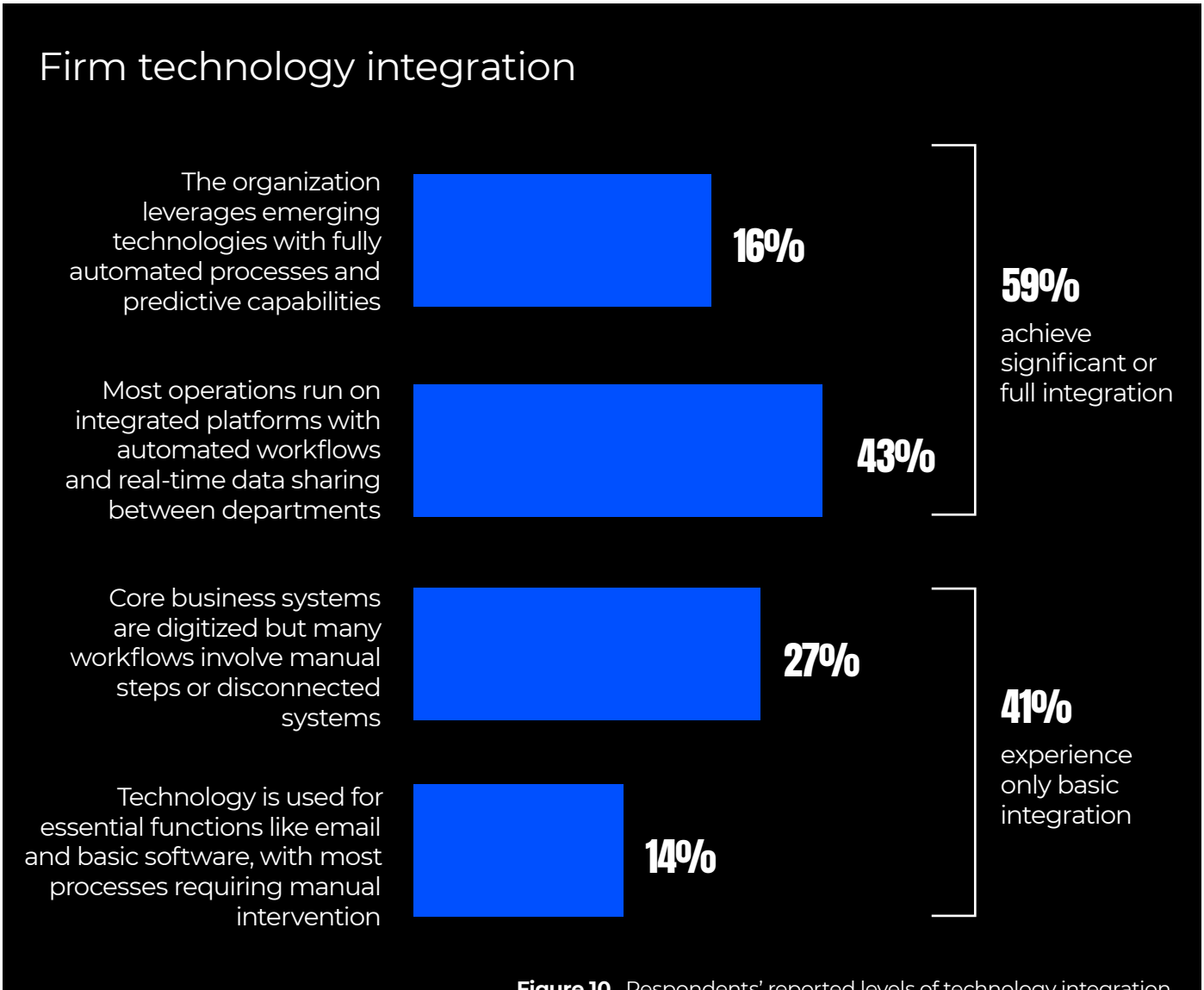


Figure 10. Respondents' reported levels of technology integration

Once again, executives from large firms were more likely to report advanced integration (73%) than those at mid-sized (60%) or small firms (56%). Likewise, 86% of executives in the high-tech cohort reported full or extensive integration, compared to 25% of executives in the low-tech cohort.

However, revenue was not always the deciding factor (see Figure 11). The percentage of leaders who reported moderate levels of integration — defined as having most operations running on integrated platforms with automated workflows and real-time data-sharing between departments — was relatively consistent across firm sizes. Forty percent of leaders at small firms reported this level of integration, compared to 49% at mid-sized firms and 48% at large firms.

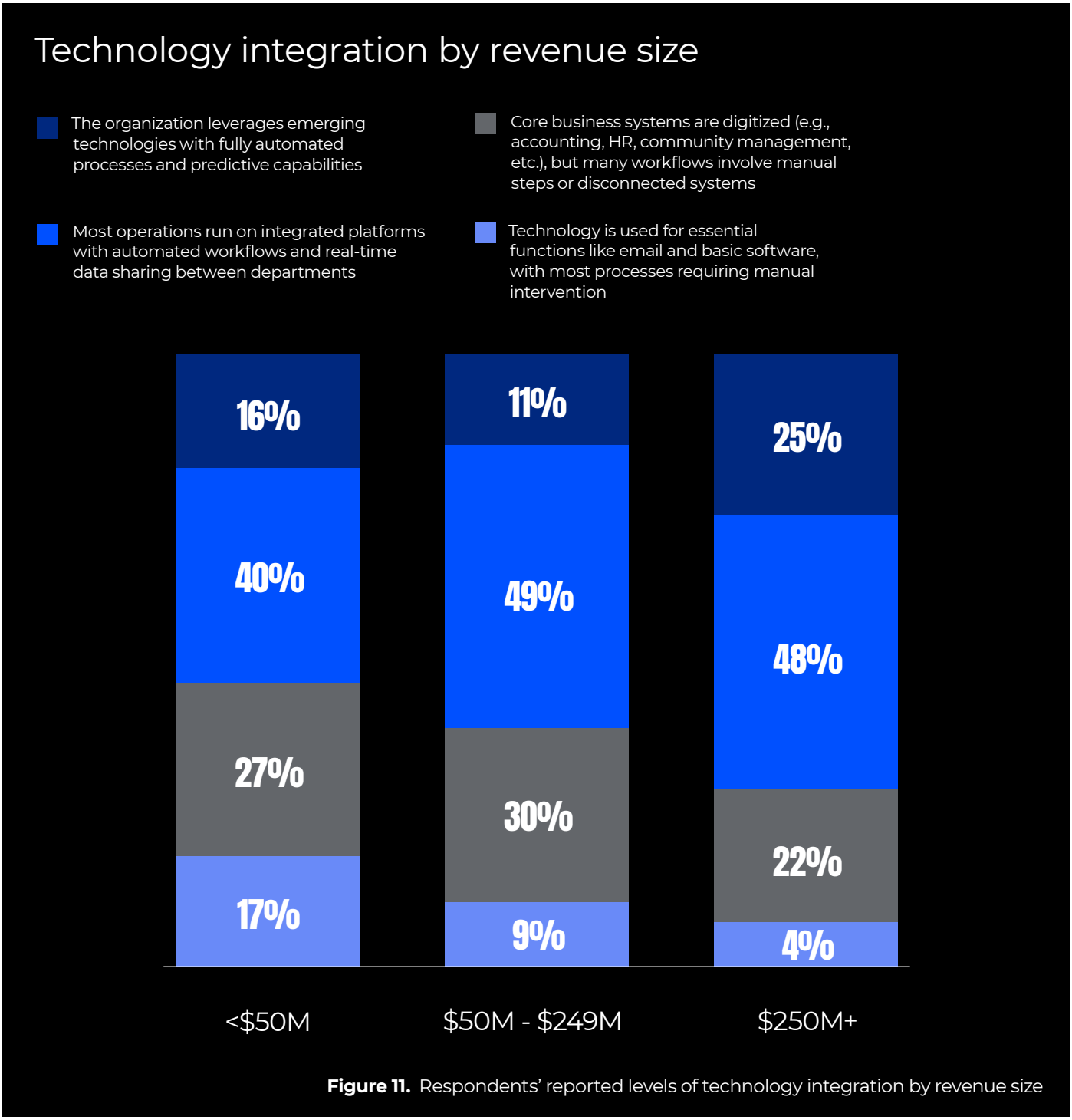


Figure 11. Respondents' reported levels of technology integration by revenue size

Wipfli perspective

Integration is where technology creates value.

The survey suggests that implementation challenges are often less about technology than execution. Respondents identified employee adoption, implementation costs and system integration as their biggest obstacles, reinforcing that business value depends on how well technology is embedded into day-to-day operations.

"Buying software is relatively easy. Connecting systems, data and people is much harder," Rademann said. "That's where organizations either create value or lose it. Technology delivers results only when it's integrated into the way people actually work."

Employee struggles, identified as the top challenge in this year's survey, shouldn't automatically be interpreted as resistance to technology. More often, they signal that organizations underestimated the importance of process redesign, training and change management. Project plans should account for adoption and execution risks alongside implementation costs.

"The data also shows that integration maturity isn't determined by company size," Werner said. "Smaller organizations can achieve meaningful integration when they make technology decisions intentionally. The difference isn't always resources — it's having a strategy, clear governance and the discipline to execute it."

Organizations that consistently generate the greatest return from technology investments are those that connect systems, data and workflows in ways that improve how the business operates. That's what ultimately transforms technology spending into measurable business value.

Cybersecurity is a baseline requirement, not a differentiator.

We can't discuss technology without addressing the persistent threat of cybersecurity. Sixty-nine percent of executives said their firm experienced a cybersecurity incident in the past year; and more than half reported experiencing one or two breaches.

Only 13% of executives said their firms experienced three or more breaches, but that intensity was higher among those in large organizations. Nearly one-third (31%) of executives at large firms reported three or more breaches, compared with just 9% at small firms.

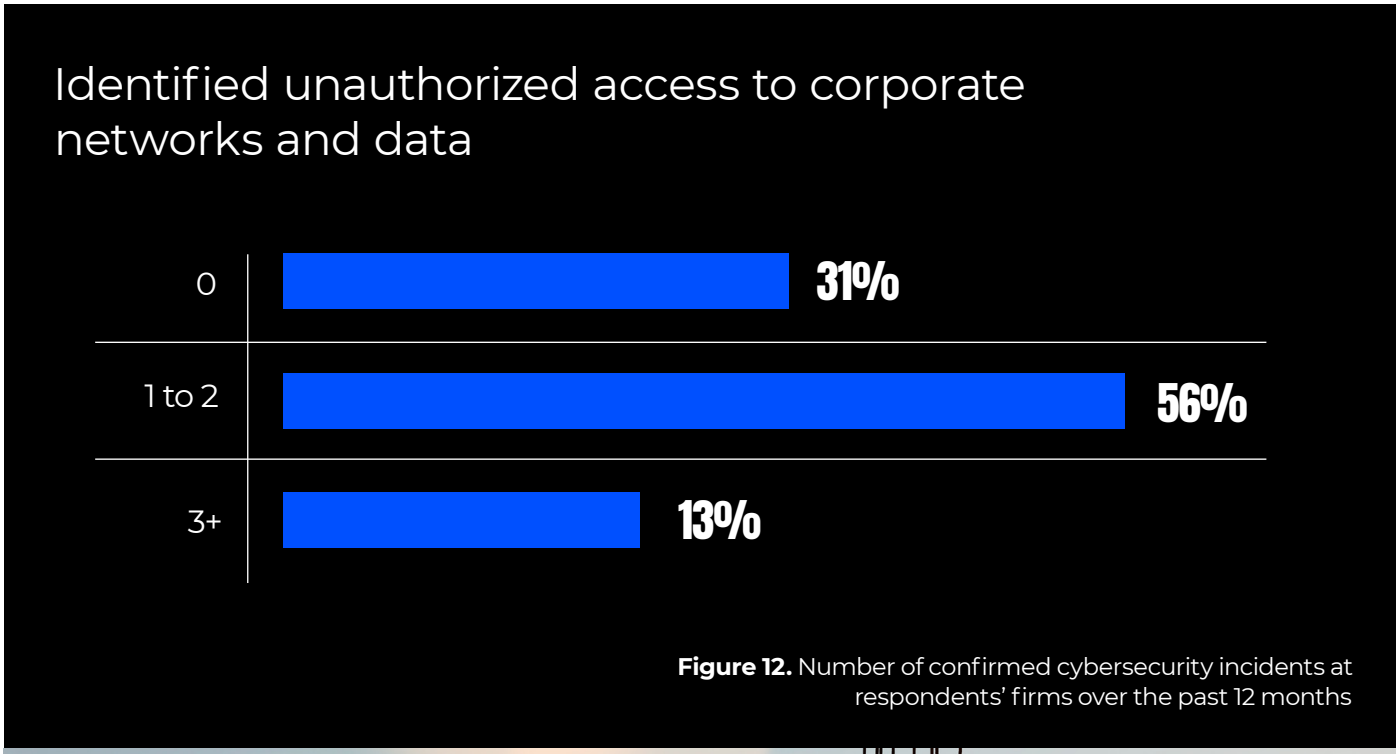


Figure 12. Number of confirmed cybersecurity incidents at respondents' firms over the past 12 months

To strengthen their cybersecurity posture, 58% of executives reported increasing investment in cybersecurity technologies over the past 12 months. Other leading actions included implementing network and data safeguards and improving incident response processes.

Executives in the high-tech cohort were more likely to report increased investment in cybersecurity tech (73%) than those in the medium-tech cohort (56%) or low-tech cohort (47%).

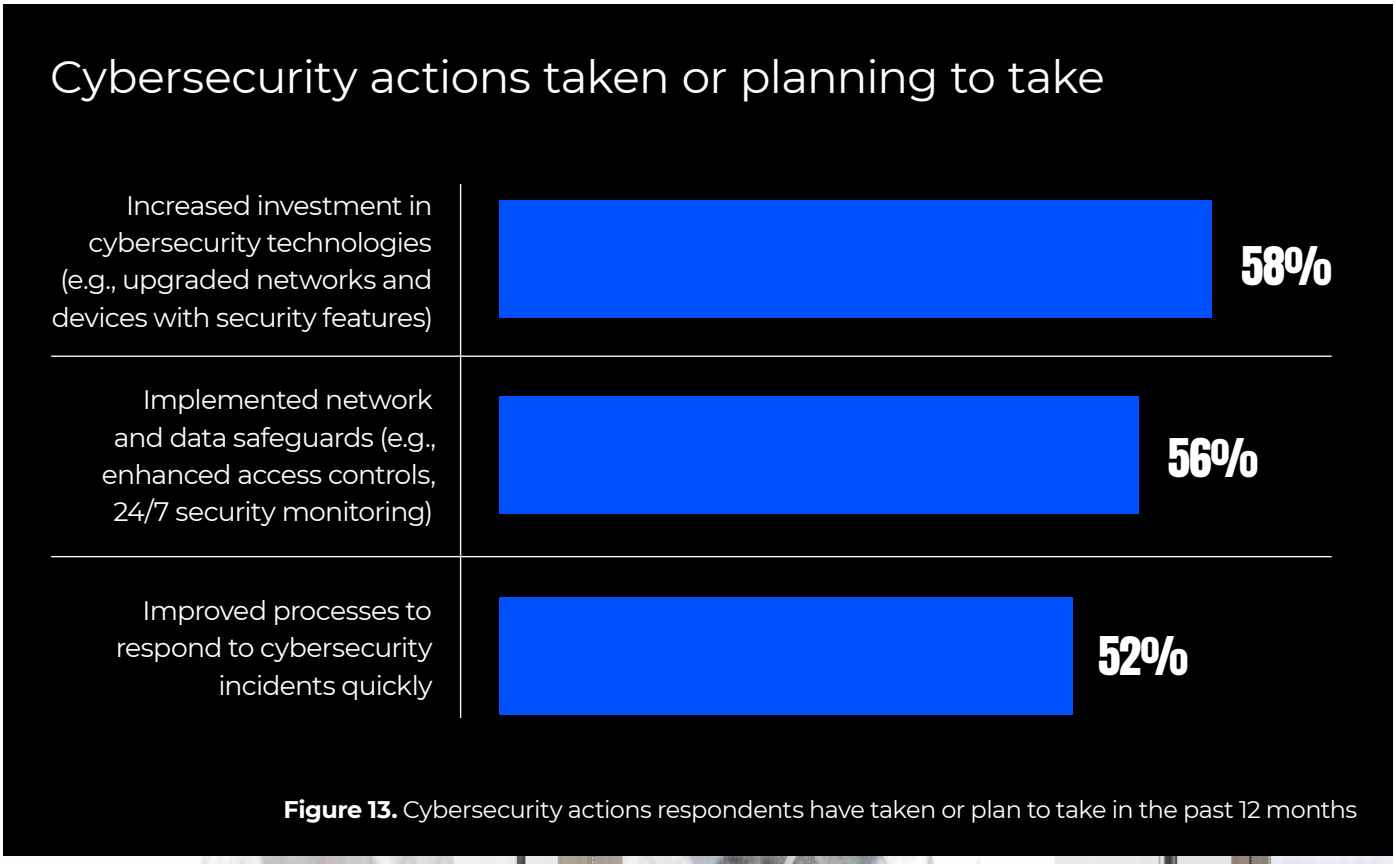


Figure 13. Cybersecurity actions respondents have taken or plan to take in the past 12 months

Wipfli perspective

Cybersecurity requires constant attention.

Construction and real estate firms are attractive targets for cybercriminals because they manage large financial transactions, extensive vendor networks and sensitive project data. At the same time, working across multiple job sites and systems creates a broad attack surface that requires ongoing oversight.

The survey also reinforces another theme throughout this report: Uneven technology environments create fragmented risk. As organizations add applications and data sources, integration and governance become increasingly important to maintaining a strong security posture.

Cybersecurity should be considered early in technology planning rather than treated as a separate initiative because every new application changes the organization's risk profile.

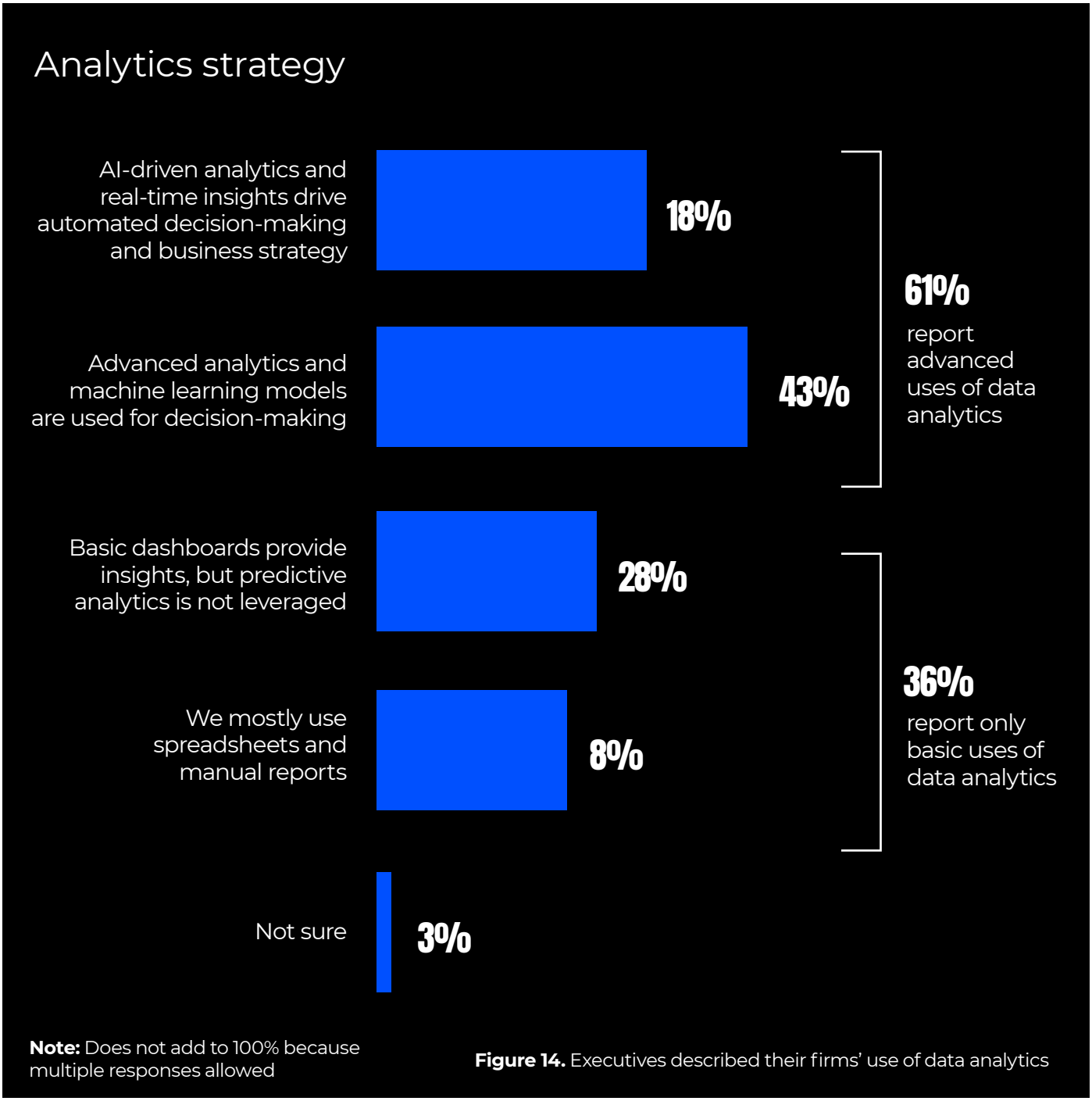
"The organizations that are most resilient don't treat cybersecurity as an IT project," Werner said. "They build security into governance, technology decisions and day-to-day business processes. The same disciplines that create technology maturity — standardization, oversight and intentional planning — also strengthen cybersecurity."

AI maturity could be the next differentiator.

Our survey asked leaders to describe their firm's use of data analytics and AI, and to share the results.

Just over one-third (36%) of leaders indicated their firm's use of data analytics was relatively basic, with 8% relying on spreadsheets and manual reports and 28% using static dashboards without any predictive analytics.

The balance reported a more advanced approach: 43% of leaders said they leverage advanced analytics and machine learning models for decision-making. However, only 18% reported achieving full automation, where AI-driven analytics and real-time insights drive automated decisions and business strategy.



Note: Does not add to 100% because multiple responses allowed

Figure 14. Executives described their firms' use of data analytics

Use of data analytics varied only slightly by firm size. Executives from large and mid-sized firms reported being nearly equally advanced (69% and 67%, respectively), though further ahead than respondents from small firms (57%).

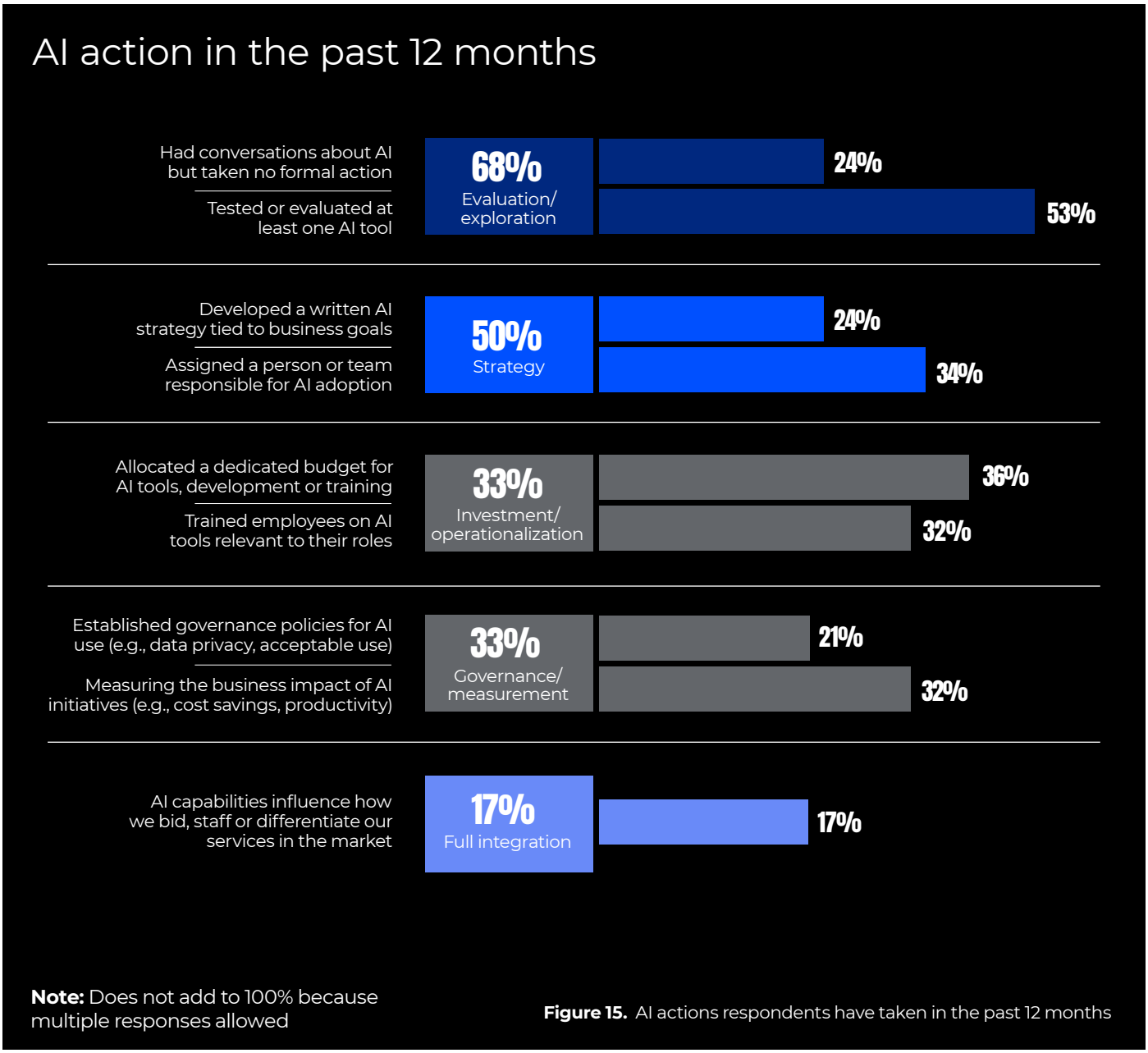
Executives also described their firms' AI activities over the past 12 months, revealing that most organizations are still in the early stages of adoption and only a small group is fully leveraging the technology (see Figure 15).

Roughly two-thirds (68%) of leaders said their firms have been evaluating and exploring options (e.g., having conversations or testing or evaluating at least one AI tool).

Fewer leaders reported:

- Progressing into strategy development, such as producing a written AI strategy tied to business goals or assigning a person or team to lead AI initiatives (50%).
- Operationalizing AI by setting a budget or training employees (33%).
- Establishing governance policies or measurement practices (33%).

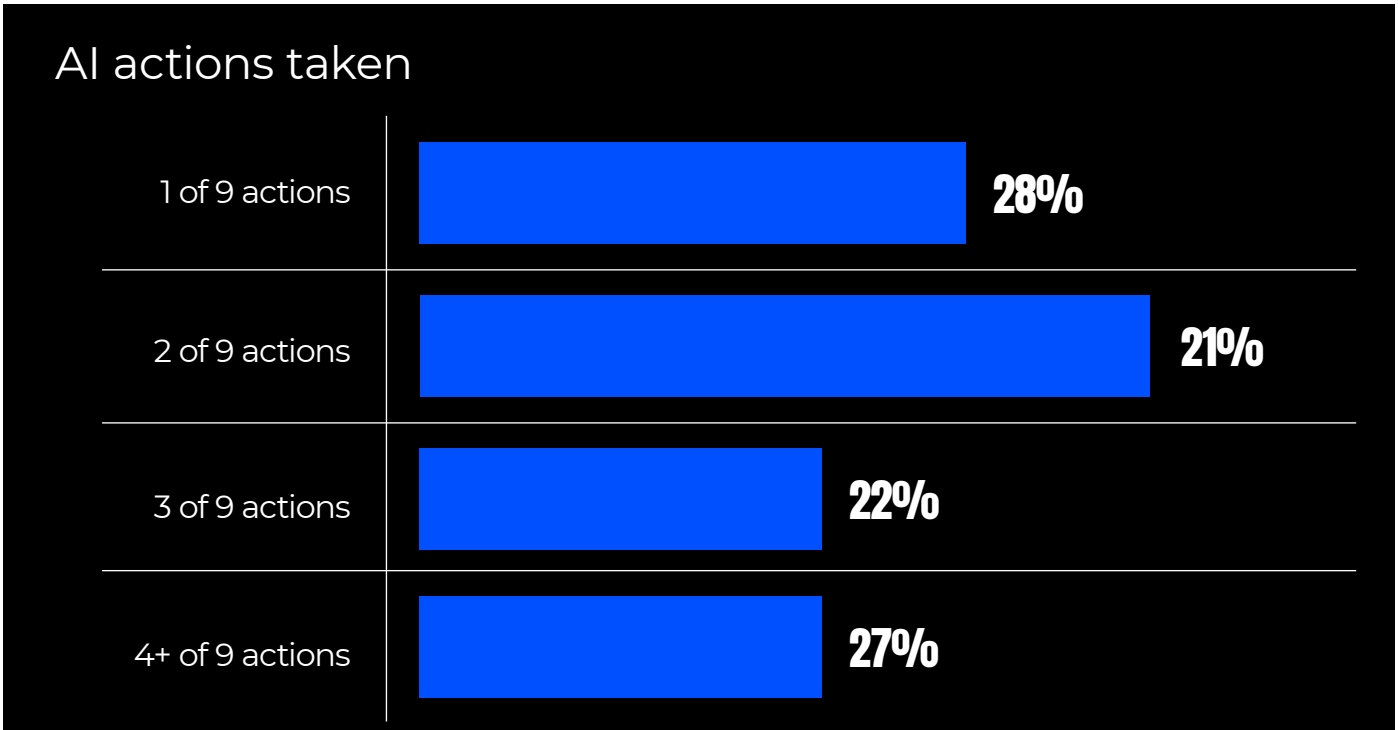
Only 17% reported achieving full integration, where AI capabilities influence how work is bid, staffed or differentiated in the market.



Note: Does not add to 100% because multiple responses allowed

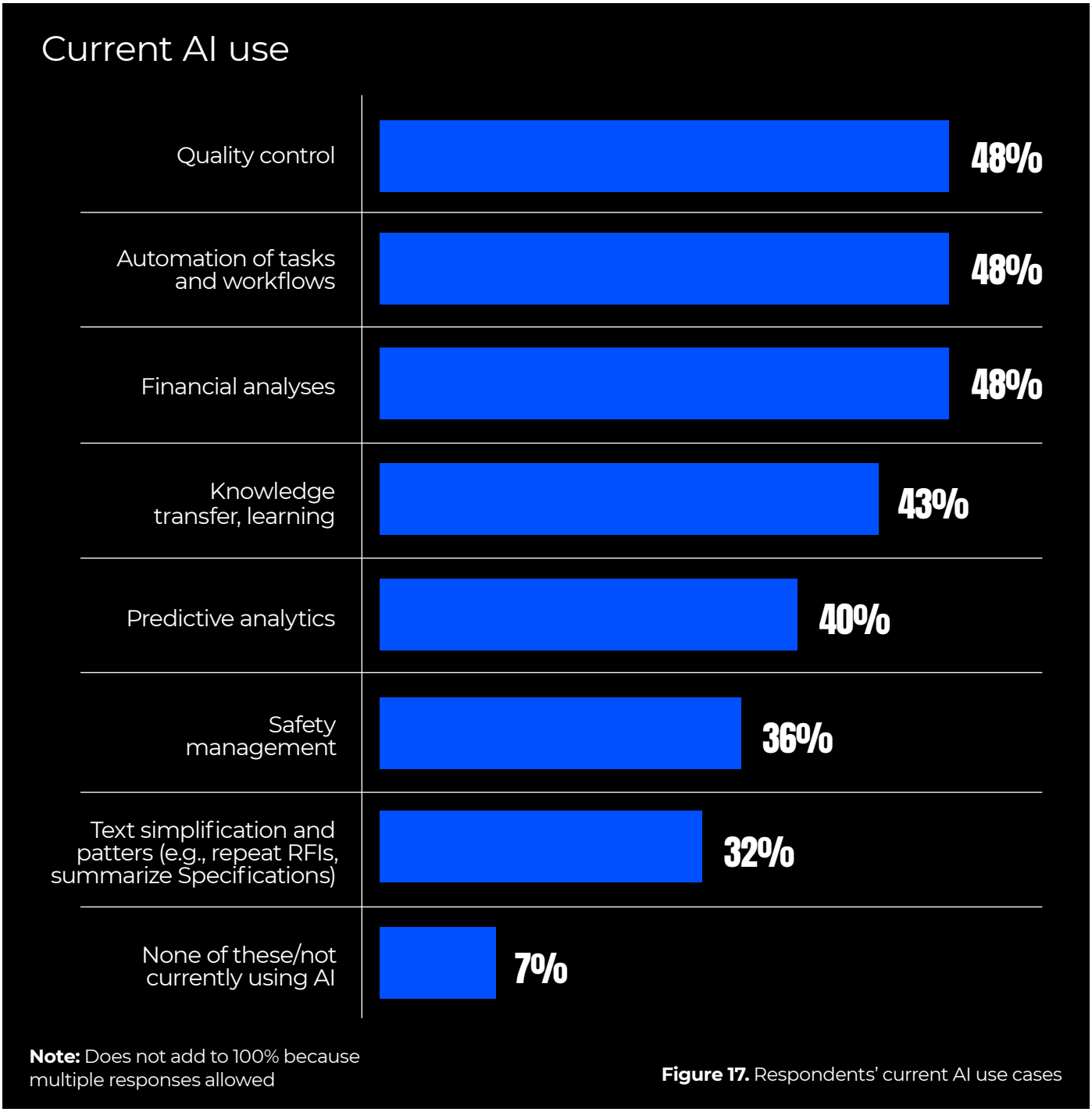
Figure 15. AI actions respondents have taken in the past 12 months

Among survey respondents, the level of activity was quite distributed: 28% of leaders said their organizations have only taken one of the AI action, while 27% have taken four or more.



Note: Does not add to 100% because multiple responses allowed

Figure 16. Respondents' number of AI actions taken in the last 12 months



Note: Does not add to 100% because multiple responses allowed

Figure 17. Respondents' current AI use cases

Leaders also shared specific AI use cases they've adopted, choosing from a list of potential options. Nearly half of respondents (48%) said their firms currently use AI for quality control, task or workflow automation or financial analysis.

Use cases were largely consistent across respondents. Task and workflow automation ranked among top three AI use cases regardless of respondents' firm size or tech maturity.

Those most likely to use AI for quality control include executives from architecture and engineering firms (78%), construction material suppliers (71%) and construction equipment lessors (71%). Those who put knowledge transfer and learning uses cases in their top three were executives from large (64%), mid-sized (51%) and low-tech (35%) firms.

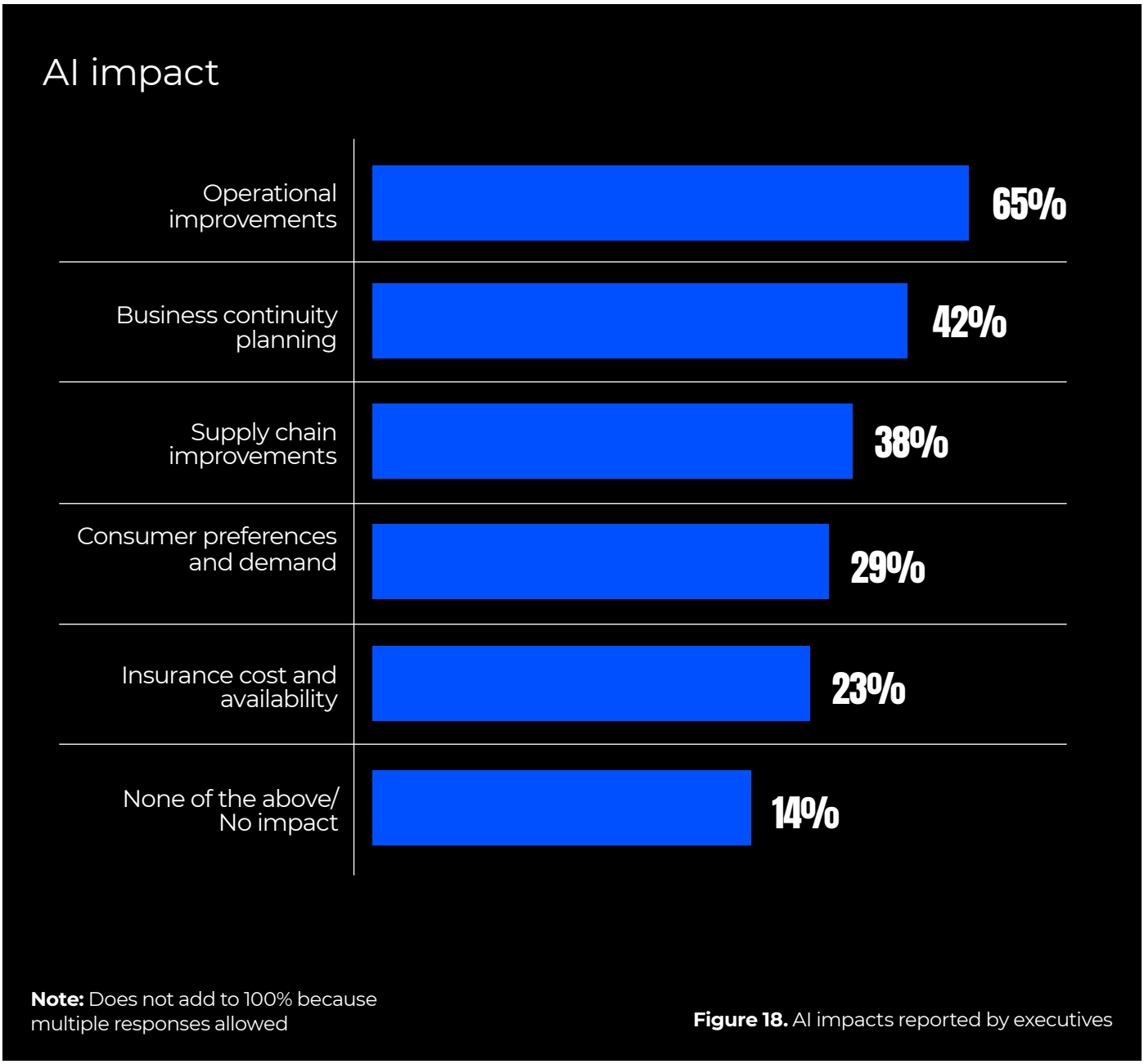
The more important question is how AI is affecting business performance.

Most executives reported experiencing at least one business impact from their AI initiatives.

In our survey, respondents were able to claim multiple benefits — and many did (see Figure 18). Operational improvements was the leading impact, recognized by 65% of executives.

Business continuity planning (42%) and supply chain improvements (38%) rounded out the top three.

Overall, only 14% of leaders said AI has had no impact on their operations or performance, with that response higher among those from low-tech firms (27%).



Note: Does not add to 100% because multiple responses allowed

Figure 18. AI impacts reported by executives

Wipfli perspective

AI has the potential to widen performance gaps.

The survey suggests that many organizations are still exploring AI, but far fewer have operationalized it.

The gap often isn't caused by the technology itself. It's the result of organizations underestimating the data, governance and process improvements required to make AI successful.

"'Garbage in, garbage out' has always been true," Rademann said. "AI is only as effective as the data and workflows behind it. Organizations with integrated systems, reliable data and well-defined processes are in a much better position to move from experimentation to measurable business value."

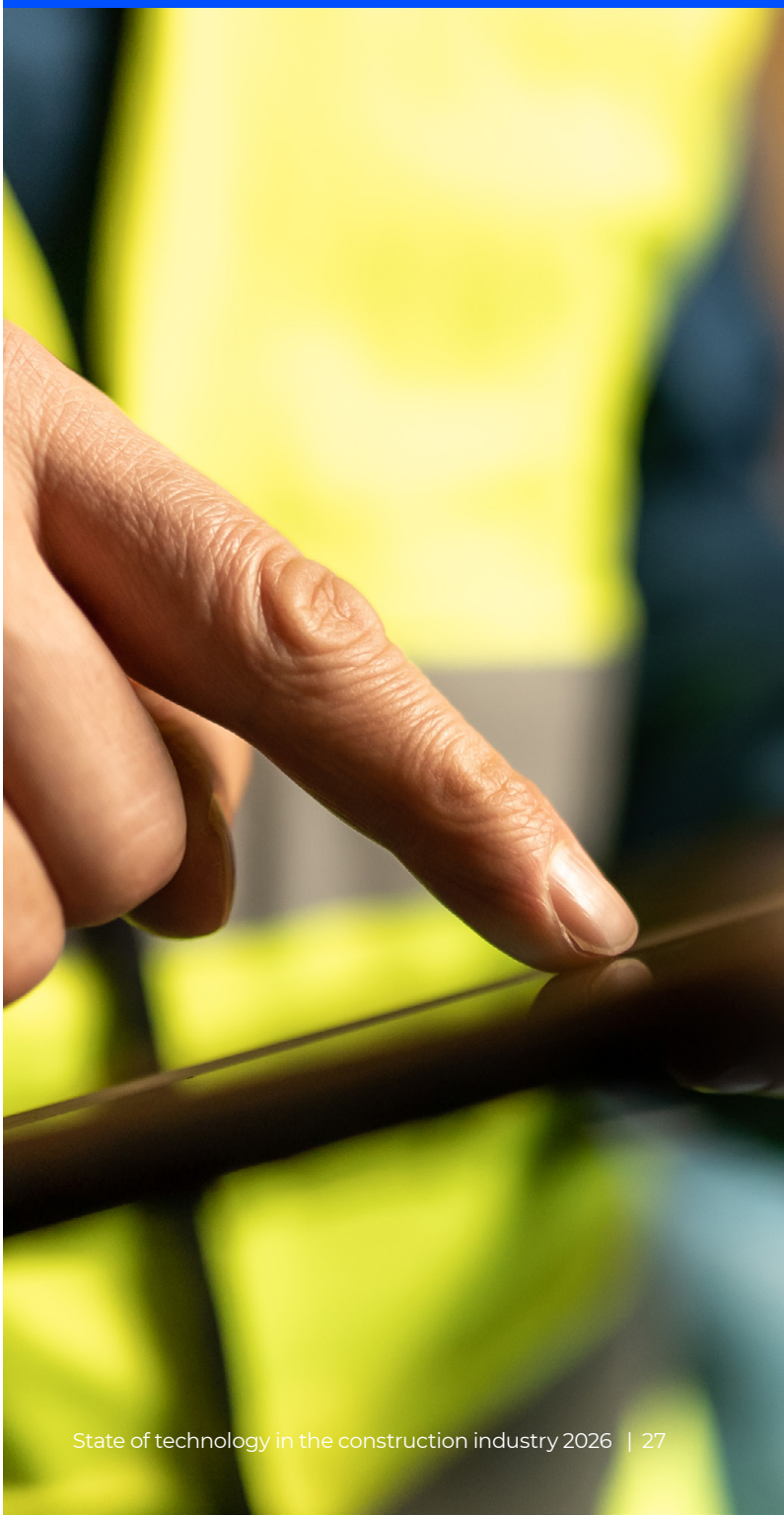
Today's AI use cases are largely operational rather than transformational. Organizations are using AI to automate repetitive work, improve knowledge sharing and support decision-making. While those improvements may seem incremental, they can compound over time to create meaningful gains in productivity, efficiency and profitability.

Where is AI heading next?

Rademann believes the greatest competitive advantage will come from moving beyond isolated use cases and connecting AI directly to business strategy.

"The organizations that gain the greatest competitive advantage from AI won't necessarily be the ones adopting the most tools," Rademann said. "They'll be the ones that connect AI to business strategy and build the technology, data and governance foundations to support it. The breakthrough use cases may still be ahead, but the organizations preparing today will be in the best position to capitalize on them tomorrow."

Today's AI use cases are largely operational rather than transformational.



Actions for construction leaders

Based on this year's research and Wipfli's experience helping construction firms modernize their operations, we recommend focusing on the following four priorities to maximize technology investments and build long-term competitive advantage.

1. Build technology around business strategy

Technology investments should support measurable business outcomes rather than individual departmental needs. Establish governance that aligns technology decisions with organizational priorities.

2. Strengthen the foundation before expanding the technology stack

Before adding new applications, improve system connectivity, data quality, user adoption and change management. Organizations often create more value from existing investments than from additional software.

3. Move AI from experimentation to execution

Prioritize AI initiatives that improve core business processes such as estimating, staffing, forecasting and financial management. Measure business outcomes — not just implementation activity.

4. Treat cybersecurity as part of technology governance

Embed security into technology planning, architecture and operational processes. The organizations with the strongest security posture build cybersecurity into every technology decision rather than treating it as a separate initiative.

Technology spending alone won't determine which construction firms outperform over the next decade. The leaders will be those that treat technology as a business capability — connecting systems, strengthening governance, improving data and applying AI where it creates measurable value.

Technology is the investment. Technology maturity is the advantage.

Key takeaways

1. **Technology maturity — not technology spending — drives business value.** Organizations with strong governance, integration and adoption are better positioned to realize returns from technology investments.

2. **Integration is the foundation for future performance.** Connected systems, reliable data and standardized processes enable stronger decision-making, cybersecurity and AI adoption.

3. **AI will reward organizations that have built the right foundation.** The greatest competitive advantage won't come from adopting more AI tools. It will come from applying AI to trusted data, integrated workflows and clear business priorities.

4. **Every organization can improve its technology maturity.** While larger firms tend to be more advanced, organizations of every size can strengthen governance, improve integration and create long-term competitive advantage.

BUILD TECHNOLOGY THAT PERFORMS.

Our research identifies where the industry is today. Wipfli helps construction leaders build what's next.

We work alongside construction organizations to strengthen technology strategy, improve integration, modernize operations and apply AI where it creates measurable business value. The result isn't simply better technology — it's a stronger, more resilient business.

Start building your technology advantage at **wipfli.com**.

WIPFLI

WIPFLI

Appendix: The raw data

Wipfli conducted a national online survey of 308 construction executives in April 2026.

Respondents represented executives across a range of sizes and firm types.

- An asterisk (*) in a response category means that less than 0.5% of respondents chose that response category and a dash (–) represents no response.
- ^ Denotes rounding. Due to rounding, some figures may be higher or lower by less than one-half of one percent.

Which best describes the industry you work in?

TOTAL	
89%	Construction
11%	Real estate

Which of the following best describes the type of construction firm you work for?

Please select all that apply.

(NOTE: Does not add to 100% because multiple responses allowed.**)**

TOTAL	
70%	General contractors
54%	Homebuilders and residential developers
24%	Specialty trade contractors
21%	Commercial real estate developers
12%	Commercial real estate investment firms
10%	Construction material supply
9%	Architectural/engineering firm
9%	Construction equipment leasing
33%	**TOTAL REAL ESTATE**
94%	**TOTAL CONTRACTORS**

How many employees does your firm employ?

TOTAL	
27%	15-49 employees
37%	50-199 employees
17%	200-499 employees
14%	500-999 employees
5%	1,000 or more employees
63%^	**TOTAL <200 EMPLOYEES**
17%	**TOTAL 200-499 EMPLOYEES**
19%	**TOTAL 500+ EMPLOYEES**

Which best describes your primary role?

TOTAL	
28%	Director level
17%	VP of operations
16%	CEO/president
16%	VP of construction
4%	VP of information technology (IT)
3%	CCO
2%	Project management
2%	CFO
1%	CTO/CIO
1%	VP of finance
9%	Other C-suite
33%^	**TOTAL CEO-SUITE/PRESIDENT**
37%^	**TOTAL VP**
28%	**TOTAL DIRECTOR LEVEL**
2%	**TOTAL OTHER**

Please indicate your firm's approximate annual revenue.

TOTAL	
38%	Less than $20 million
24%	$20-$49 million
10%	$50-$99 million
15%	$100-$249 million
11%	$250 million-$999 million
3%	$1 billion or more
62%	**TOTAL <$50M**
24%^	**TOTAL $50M - $249M**
14%	**TOTAL $250M+**

In which state is the firm you work for located or headquartered?

TOTAL	
17%	Northeast
18%	Midwest
35%	South
30%	West

How would you rate the integration of technology into your firm's daily operations?

TOTAL	
16%	The organization leverages emerging technologies with fully automated processes and predictive capabilities.
43%	Most operations run on integrated platforms with automated workflows and real-time data sharing between departments.
27%	Core business systems are digitized (e.g., accounting, HR, community management), but many workflows involve manual steps or disconnected systems.
14%	Technology is used for essential functions like email and basic software, with most processes requiring manual intervention.
59%	**TOTAL EXTENSIVE/FULL**
41%	**TOTAL MINIMAL/MODERATE**

What challenges does your firm face with its current technology infrastructure?

Please select all that apply.

(NOTE: Does not add to 100% because multiple responses allowed.**)**

TOTAL	
45%	Employees struggle to utilize existing technologies effectively
43%	Cost of implementation and/or integration
41%	Difficulty in integrating separate systems and applications
35%	Exposure to potential data breaches and cyberthreats
29%	Reliance on legacy or outdated systems that hinder efficiency
22%	Issues with data readiness/quality/governance
18%^	Inability to scale IT resources in line with business growth
10%	Inability to fund known IT investments
8%	None of these

In the past 12 months, how many confirmed cybersecurity incidents has your firm experienced — such as unauthorized access to your network, systems or data?

TOTAL	
31%	0
56%	1 to 2
13%	3 to 5
1%	More than 5+

Which of the following cybersecurity actions has your firm taken in the past 12 months or plans to take in the next 12 months?

Please select all that apply.

(NOTE: Does not add to 100% because multiple responses allowed.**)**

TOTAL	
58%	Increased investment in cybersecurity technologies (e.g., upgraded networks and devices with security features)
56%	Implemented network and data safeguards (e.g., enhanced access controls, 24/7 security monitoring)
52%	Improved processes to detect and respond to cybersecurity incidents more quickly
37%	Developed or updated a formal cyber risk management policy covering prevention, detection, response and recovery
34%	Conducted a third-party cyber risk assessment or penetration testing
18%	Hired dedicated cybersecurity staff or engaged a virtual CISO
4%	None of these

How effectively does your firm identify and address technology deficiencies?

TOTAL	
29%	Continuous monitoring and a dedicated team ensure technology gaps are anticipated and addressed before they impact operations
48%	Regular assessments to identify gaps and solutions are implemented promptly
12%	Gaps are addressed only after they cause significant issues or pain
9%	Technology gaps are rarely identified and addressed in a timely way
3%	Not sure
77%	**TOTAL GAPS MONITORED**
20%^	**TOTAL GAPS NOT ADDRESSED**

Which best describes your firm's approach to technology decisions and standards?

TOTAL	
34%	A centralized architecture strategy and governance is in place forcing alignment, adaptability and more seamless integration
29%	A governance body enforces technology standards, reducing redundancy and inefficiencies
29%	Some standardization exists, but legacy systems and exceptions create inconsistencies
6%	Each business unit selects and manages its own technology with minimal coordination
2%	Not sure
63%	**TOTAL CENTRALIZED STRATEGY**
35%	**TOTAL NO CENTRALIZED STRATEGY**

Which of the following represents the most valuable opportunities for technology to improve construction business performance?

Please select up to three most valuable opportunities.

(NOTE: Does not add to 100% because multiple responses allowed.**)**

TOTAL	
34%	Lowering costs across labor, materials and overhead
33%	Streamlining operations and reducing delays
28%	Applying data analytics for smarter decisions
26%	Enhancing quality control and reducing defects
25%	Improving jobsite safety and risk management
24%	Upskilling teams with digital training tools
20%	Enabling real-time team collaboration
20%	Automating field and back-office processes
19%	Using advanced materials for better performance
18%	Using remote monitoring for jobsite visibility
16%	Boosting customer satisfaction through transparency
11%	Advancing energy efficiency and sustainability
7%	Expanding prefabrication and modular methods
5%	Leveraging digital twins for asset management

Which, if any, of the following applications or supporting tech are you considering adding or replacing in the next 12-24 months?

Please select all that apply.

(NOTE: Does not add to 100% because multiple responses allowed.**)**

TOTAL	
54%	Construction project management
44%	Preconstruction and contract management (e.g., estimating and bidding)
33%	CRM and marketing
28%	ERP (e.g., financials and supply chain)
26%	Time and expense
24%	Resource/asset management
24%	Human relations/human capital management (HR/HCM)
21%	Data warehouse or lakehouse for integrated reporting
18%	Integration middleware/iPaaS
6%	We are not considering adding or replacing any of these in the next 12-24 months

What are the primary reasons you're considering the addition(s) or replacement(s) in the next 12-24 months?

Please select all that apply.

(NOTE: Does not add to 100% because multiple responses allowed.**)**

TOTAL	
42%	Need to modernize (e.g., move from on-premises to cloud-based solutions)
39%	We need a more comprehensive option as we scale
31%	Lack of integration with other systems
30%	High total cost of ownership/maintenance burden
28%	Missing construction-specific functionality
21%	User adoption, system is overly complex, does not reflect current needs
18%	Vendor support or product roadmap concerns
15%	Poor mobile/field usability

Which of the following current accounting and financial management (ERP) tools, if any, do you currently use in your firm?

Please select all that apply.

(NOTE: Does not add to 100% because multiple responses allowed.**)**

TOTAL	
53%	QuickBooks
43%	Microsoft Dynamics 365 Business Central
29%	Oracle NetSuite
14%	Vista (Viewpoint/Trimble)
10%	Oracle JD Edwards
9%	Sage Intacct
7%	CMiC
7%	COINS
4%	PM (Plexxis)
3%	Acumatica
2%	Other
2%	None of the above

Which of the following customer relationship management (CRM) tools, if any, do you currently use in your firm?

Please select all that apply.

(NOTE: Does not add to 100% because multiple responses allowed.**)**

TOTAL	
61%	Salesforce
39%	Microsoft D365
28%	HubSpot
26%	Custom/manual (Outlook, Excel, low code)
3%	Unanet (Cosential)
3%	Creatio
1%	Other
4%	None of the above

Which of the following project and construction management tools, if any, do you currently use in your firm?

Please select all that apply.

(NOTE: Does not add to 100% because multiple responses allowed.**)**

TOTAL	
53%	Autodesk Construction Cloud/PlanGrid
34%	Procore
23%	Custom (i.e., multiple non-industry tools)
15%	Fieldwire by Hilti
7%	PM | Plexxis
6%	Kahua
2%	Other
9%	None of the above

Which of the following design and BIM tools, if any, does your firm currently use?

Please select all that apply.

(NOTE: Does not add to 100% because multiple responses allowed.**)**

TOTAL	
27%	Autodesk BIM 360/ACC
25%	Autodesk Civil 3D
24%	Autodesk Revit
19%	SketchUp (Trimble)
18%	Autodesk Navisworks
12%	Trimble Business Center
11%	Trimble Tekla Structures Trimble Connect
9%	Bentley MicroStation
9%	Bentley OpenBuildings
7%	Dassault Systèmes (SOLIDWORKS/CATIA)
4%	PTC Creo
1%	Other
18%	None of the above

Which of the following field hardware tools, if any, do you currently use in your firm?

Please select all that apply.

(NOTE: Does not add to 100% because multiple responses allowed.**)**

TOTAL	
46%	Drones (e.g., DroneDeploy)
44%	3D scanners (e.g., Trimble)
36%	Reality capture (e.g., OpenSpace)
33%	RFID and tracking devices
15%	Robotic total stations (e.g., ABB)
13%	HoloLens and augmented reality devices
1%	Other
13%	None of the above

Which best describes your firm's application integration across systems?

TOTAL	
19%	A fully automated and scalable data architecture integrates all systems seamlessly in real time
46%	A centralized integration platform is used, with processes to connect systems
26%	Some automated integrations exist, but they are limited and require frequent maintenance
8%	Data is manually transferred between applications, leading to inefficiencies
2%	Not sure
65%	**TOTAL AUTOMATED**
34%	**TOTAL NOT AUTOMATED**

How would you describe your firm's use of application data analytics?*

TOTAL	
18%	AI-driven analytics and real-time insights drive automated decision-making and business strategy
43%	Advanced analytics and machine learning models are used for decision-making
28%	Basic dashboards provide insights, but predictive analytics is not leveraged
8%	We mostly use spreadsheets and manual reports
3%	Not sure
61%	**TOTAL ADVANCED**
36%	**TOTAL BASIC**

How would you describe your firm's IT spend growth rate relative to revenue?

TOTAL	
11%	IT spend growth rate is exceeding revenue growth
75%	IT spend growth rate is in line with revenue growth
12%	IT spend growth rate is below revenue growth
2%	Not sure

How likely is your firm to invest in these areas of technology in the next 12 months?

Please use a scale from 0-10 where 0 = not at all likely and 10 = extremely likely.

RANKED BY 2026 % TOTAL VERY LIKELY

Total very likely	Extremely likely	9	8	7	6	5	4	3	2	1	Not at all Likely
8 - 10	**10**										**0**
Cybersecurity solutions											
59%	**23%**	18%	18%	14%	12%	7%	4%	2%	*	1%	**1%**
Cloud computing services											
52%	**17%**	17%	18%	13%	14%	9%	5%	1%	2%	*	**3%**
Building information modeling(BIM)											
49%	**13%**	16%	20%	15%	9%	13%	5%	5%	1%	1%	**2%**
Mobile applications											
49%	**13%**	13%	23%	17%	10%	12%	4%	2%	2%	2%	**2%**
AI and machine learning											
45%	**17%**	14%	14%	14%	11%	13%	4%	4%	3%	1%	**3%**
Drones and aerial imaging											
43%	**14%**	10%	19%	14%	12%	10%	7%	2%	3%	2%	**6%**
Internet of things (IoT) devices											
39%	**13%**	8%	18%	13%	16%	13%	8%	4%	3%	1%	**3%**
3D printing											
38%^	**14%**	12%	11%	14%	8%	12%	7%	7%	5%	3%	**6%**
Robotics and automation											
28%	**10%**	7%	11%	15%	9%	15%	8%	7%	7%	4%	**6%**
Virtual reality (VR) and augmented reality (AR)											
26%	**8%**	7%	11%	11%	12%	19%	9%	5%	5%	6%	**6%**

In the past 12 months, which of the following has your firm done regarding AI?

Please select all that apply.

(NOTE: Does not add to 100% because multiple responses allowed.**)**

TOTAL	
24%	Had conversations about AI but taken no formal action
53%	Tested or evaluated at least one AI tool
24%	Developed a written AI strategy tied to business goals
34%	Assigned a person or team responsible for AI adoption
36%	Allocated a dedicated budget for AI tools, development or training
32%	Trained employees on AI tools relevant to their roles
21%	Established governance policies for AI use (e.g., data privacy and acceptable use)
32%	Measuring the business impact of AI initiatives (e.g., cost savings and productivity)
17%	AI capabilities influence how we bid, staff or differentiate our services in the market
2%	None of the above
68%	**AI EVALUATION/EXPLORATION**
50%	**AI STRATEGY**
33%	**AI INVESTMENT/OPERATIONALIZATION**
33%	**AI GOVERNANCE/MEASUREMENT**
17%	**FULL AI INTEGRATION**

In what ways is your firm currently using AI?

Please select all that apply.

(NOTE: Does not add to 100% because multiple responses allowed.**)**

TOTAL	
48%	Quality control
48%	Automation of tasks and workflows
48%	Financial analyses
43%	Knowledge transfer, learning
40%	Predictive analytics
32%	Text simplification and patterns (e.g., repeat RFIs, summarize specifications)
7%	None of these/not currently using AI

How have your company's operations and performance been impacted by AI?

Please select all that apply.

(NOTE: Does not add to 100% because multiple responses allowed.**)**

TOTAL	
65%	Operational improvements
42%	Supply chain improvements
38%	Business continuity planning
29%	Consumer preferences and demand
23%	Insurance cost and availability
14%	None of the above/no impact

Finally, is there anything else you would like to share about the role of technology in your construction firm or the construction industry as a whole?

Please be as specific as possible in your response. **(OPEN-ENDED QUESTION)**

TOTAL	
42%	None/nothing to share
13%	Valuable tool/benefit to the construction industry
13%	Increases output/more work done/productivity
11%	Necessary for sustainability/competitiveness
8%	Technology is important/being integrated
6%	Enhance project planning/data analysis
5%	Technology is getting more advanced /changing
4%	Increased accuracy
3%	Safety/monitors risk/danger
3%	Field adaptation and integration remain ongoing challenges (including adoption and training)
3%	Simplicity/easier
2%	AI is dangerous/poor data
2%	Simulations help train workers
1%	Enhances communication
1%	Monitors environmental effect
7%	Other