

# Optimising Maximo End User Engagement

Research Findings  
Report

June 2022



# Introduction

Following our 2021 research report **“Delivering Maximo Training in a New Virtual World”**, we shifted the focus this year to concentrate on **End User Engagement**.

Achieving successful user engagement is far more than adoption and is critical to the success of your Maximo implementation.

Training and Change Management play a vital role in end user adoption and based on our experience, we have been able to analyse your responses, apply industry research and produce our recommendations alongside practical guidance within this report.



We received responses from across Energy, Utilities, Information Technology and Transportation with all users on Maximo versions 7.6.



Energy



Utilities



Information  
Technology



Transportation

# Common Problems

Common problems with the adoption of any ERP system implementation include:

- Users feel overwhelmed by change or complex systems
- Users don't understand why the change is necessary
- Inability to use the system correctly
- The system fails to take into consideration the needs of the end user / working processes
- Resistance or avoidance
- Lack of confidence



Projects that involve change  
**fail** at a rate of **60-70%**

**Harvard Business Review**

# Benefits of End User Engagement

Some of the **value-driven benefits** of successfully engaging end users as part of your Maximo implementation include:

- Improved decision making (from better data)
- Spread of accountability and responsibility
- Optimisation of processes and system
- Increased productivity and efficiencies<sup>1</sup>
- Accelerated time to value

Your Maximo system will only ever be as good as the rate at which your people use and adopt it.

1. A case study from a global manufacturer and producer of energy, reported an increase in work order data quality, resulting in 25% time saving during weekly validation meetings, with further savings expected, following an end user engagement project to optimise their data quality in the system.



**62%** of employees don't like leaving their comfort zone

**Forbes**

# Section 2: Your Experience



# Your Experience

We asked about your previous experience of training support for your Maximo implementation or upgrade. Training was mentioned in more than half of the responses.

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## Key Challenges

- Driving positive change
- Limited support, resources and budget
- Generic training rather than industry specific
- Train the trainer

## What worked

- Role specific Quick Reference Guides
- Relevant role specific training and industry specific
- PowerPoint slides, written guides and detail scripts for key scenarios

# You Said ...

Understanding the local industry is very important, there are specific quirks in every industry and it's important to use these to make the training relevant rather than generic.

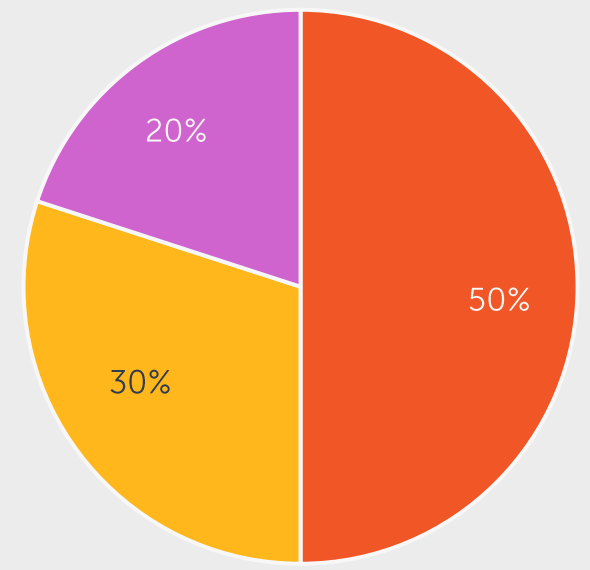
Train the Trainer does not work. End users end up with a very watered down version of how the software works within their business area.

Trying to drive positive changes has been very challenging up until end of 2021. Our asset teams did the best it could with limited support, resources and budget to improve our user's understanding and utilisation of Maximo. Quick reference guides created by Electra have been used daily and are always the first go to for the team.

# In-house or Outsourced

We asked if you preferred to outsource your Maximo training or retain in-house, but the responses show that 50% of respondents benefited from a blend of both.

- Those who outsourced it said that they don't have qualified trainers in-house.
- Those who do it in-house is because of stringent security compliance or they are planning to change it as it doesn't work for them.
- The most positive responses came from those who had a blend of both.
- In our experience, this provides the most sustainable outcome.



■ Blend of Both ■ In-House ■ Outsource

# You Said ...



Its important to have the in-house knowledge to support users and have consistent messaging all the time. However, time and priority constraints often dictate otherwise. This is where outsourced support really has a huge value.



A blend of both is good as you cannot have training providers onsite every day so Super Users need to have the ability to provide ad hoc support and training when required.



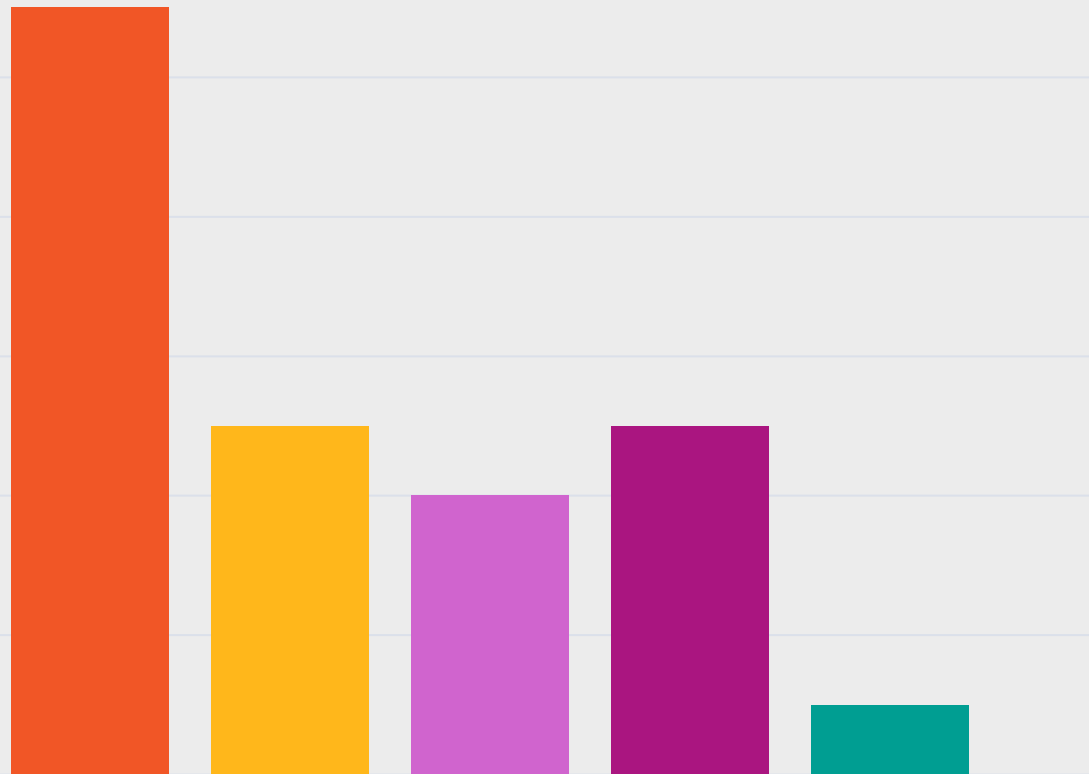
It's good to keep strong system knowledge In-House within the business, in addition to that having a training company that specialises into training delivery and coaching practices is also very beneficial. Quite often this can be a gap with the in-house super users and also managing peak training demand periods can prove difficult if purely managed in house.



Electra

# Support Available

We asked what support is available for Maximo Users within your organisation at present



■ User Guides ■ Online Help ■ eLearning ■ Helpdesk ■ Superusers / Coaches

Written user guides are still commonly used in organisations, despite eLearning and video guides coming out top when we asked what materials would add more value.

There needs to be a shift in providing support that useful and valuable for the end user during implementation and beyond.

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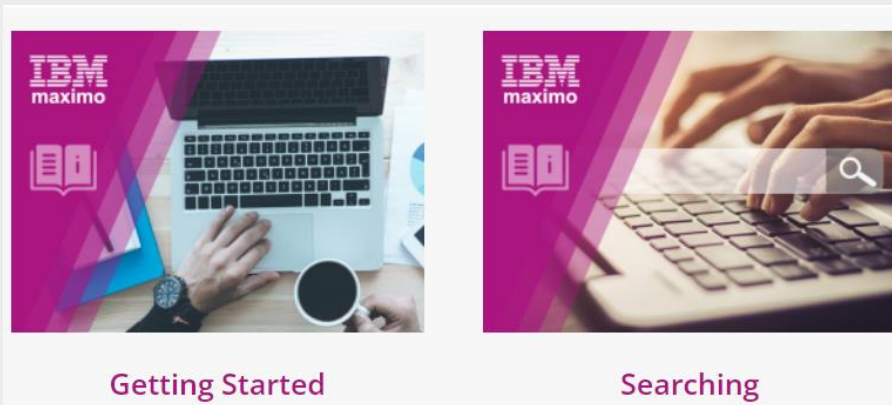
One respondent said:

“A blend is good as you cannot have training providers onsite every day so Super Users need to have the ability to provide ad hoc support and training when required.”

# Types of Training Materials

To compare different types of materials, we have provided access to our Maximo eLearning modules (see right).

You can also download our FREE **Intro to Maximo User Guides** from the [Electra Members Area](#).



## eLearning Demo's

Use the login below for access to the Introduction to Maximo 7.6.1 and Searching in Maximo modules:

Go to [www.learningspotlight.com](http://www.learningspotlight.com)

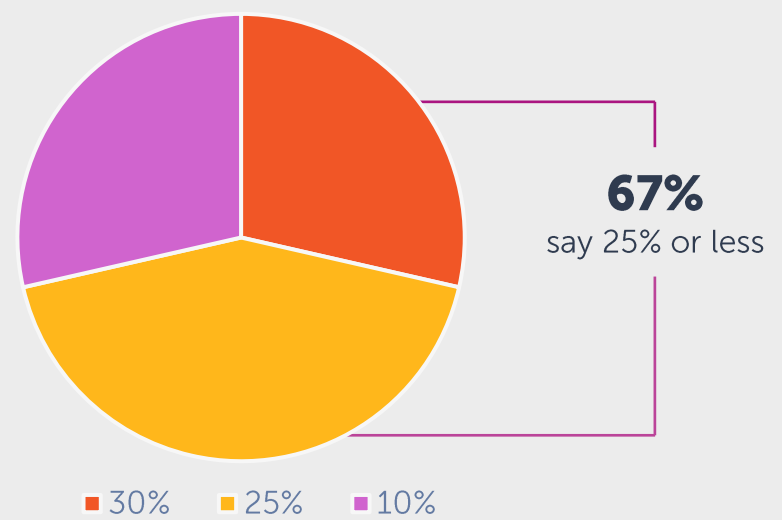
- Username: maximodemo1
- Password: Welcome!

Work through the 2 eLearning modules and assessment from the middle section on the home page - Maximo 7.6.1 Modules.

# Change Management

We asked what percentage of your Maximo budget was/is allocated to training and change management?  
The majority of responses indicated that they spent between 10-30% on training and change management which is comparable with the results from last year.

## What % do you think SHOULD be allocated?



The average budget allocation for training and change management is **30% of the overall project budget.**

Whether the budget is spent on internal resources or external specialists.

# You Said ...

The earlier the training and change management is considered across the FULL user base the better. The actual users that need training across all functions can be underestimated.

User involvement and ownership to the systems and processes is a key to successful implementation.

It depends on the level of change, an upgrade where business process doesn't change much would be limited but a full system change should be a high budget for training. If users don't understand the system, then there is no benefit to using it.

# Section 3: Setting up for Success



# Setting up for Success

User Engagement needs to be driven and retained at the core of the business for long term sustainability.

Whether you outsource professional training and change management services or have the capacity and capability to deliver inhouse, you will be guaranteed long-term success by owning the overall change strategy from within your business.

In the following pages we have shared guidelines of approaching change management and training for end user engagement that you can use and adapt for any IT change programme within your organisation.

Gartner states: "It is natural to underestimate the need for something that seems intangible, but the costs of underinvesting in change management are very tangible. These include low system adoption, reduced productivity and low benefits realisation."

[gartner.com](http://gartner.com)



When you implement or upgrade Maximo, it's easy to focus on the technology, rather than the people.

Every Maximo user should understand how **their role impacts** the overall business process.

# Top 5 Change Management Activities

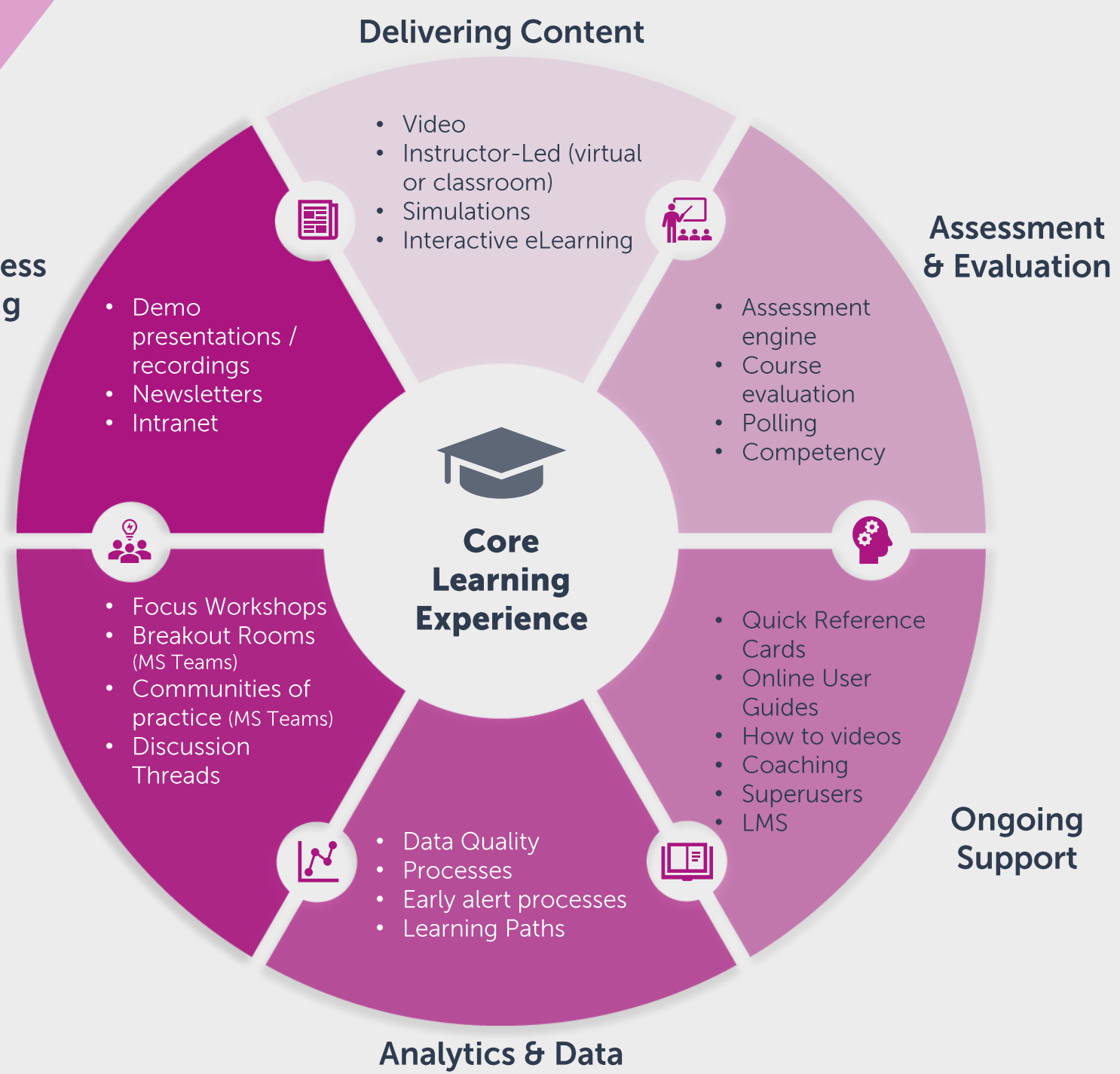
1. Sell the Benefits
2. Engage Champions
3. Promote the “Why”
4. Train and Coach
5. Learn and Optimise

Read more here - <https://www.electralearning.com/the-importance-of-maximo-training-and-change-management/>



Gartner clients consistently state that if they could do one thing differently regarding their ERP deployment, they would spend more money and effort on change management and training.

# Design and Plan a Maximo User Engagement Program



# Conclusion

ERP systems are a cornerstone investment for many organisations, and user understanding and adoption of the ERP therefore a key deliverable. Having a user engagement strategy provides a framework to deliver adoption and helps users perform critical tasks with confidence

The experience is then a positive one rather than one burdened with complexities. Ultimately leading to increased productivity and optimization of the system and of course, a return on investment.

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Once you have developed your Maximo User Engagement strategy, you can reuse it for other digital implementations or future upgrades by scaling and tweaking. Now there's a double return on investment.



**Fully engaged** end users are more likely to adopt Maximo and leverage maximum **value** from the system.

# About Electra

Electra are Change Management and Learning Specialists based in Aberdeen, Canada and USA. We are a Gold Standard Learning Provider accredited by the Learning and Performance Institute, the body for global learning professionals - <https://www.thelpi.org/>

The Electra mission is to Improve the **Productivity of People, Processes and Systems** and our values focus on our centre on **Teamwork, Passion and Quality**.

Electra's people focused approach to IBM Maximo learning and change management increases end-user engagement and **MAXIMIZES** your return on investment.

Find out more here - [www.electralearning.com/ibm-maximo/](http://www.electralearning.com/ibm-maximo/)



# MAXIMIZE

For more information about this report or for a free consultation, please email or call us on the details below.



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