Infor EAM Best Practices

EXECUTIVE SUMMARY

"I think the idea that you wouldn't use all the information available to you in any business, [then] I think you probably aren't taking advantage of all the things you can," the Oakland A's General Manager, Billy Beane, once said. The power of benchmarking your company against another is extraordinary. As lessons can always be learned from what others are doing, this Infor EAM Best Practices Report is a fundamental component for the Infor EAM community moving forward and for gaining value from your EAM software.

Advoco's quest, to gather the latest and best practices with Infor EAM, was successful – confirming our assumptions in some areas and surprising us in others. With the information gathered from the Infor EAM Best Practices survey, Advoco has gained a solid understanding of what is working for users and what may require further attention, and we are excited to be able to share this knowledge with the Infor EAM community.

We were pleased to learn that many long-term users are using Infor EAM effectively – utilizing the system's features and options fully and benefiting from real results. Other respondents, however, are on the right track but could further their efforts by making changes to a process, taking advantage of an under-utilized feature, or upgrading to a newer version of Infor EAM, for example. For this reason, our hope is that you, too, will use these results as an opportunity to re-evaluate your practices and determine if they really are "best" for your operations.

Advoco appreciates your participation in the Best Practices survey and values your feedback. The survey results are described below.

Partner, Marty Osborn:

"We hope this information will provide you with some new confidence and knowledge to enhance your system, give you some areas of focus and set your plans for 2013."

INSIGHTS: CHARTING YOUR COURSE

The majority of our survey participants are satisfied with Infor EAM, stating configurability is one of the main reasons it is an excellent tool. Respondents are particularly fond of their implementation and the functionality of the software. Additionally, we observed several overall insights that will assist you in charting your course for the future. We found these facts about the data gathered intriguing, and we believe these facts will clue you into changes that can and should be made in your use of Infor EAM.

A real challenge exists within the Infor EAM community regarding the combination of two things: the age of the versions respondents are using coupled with the number of versions out in the marketplace. In other words, our data suggests that users have yet to upgrade even as newer versions are being released.

• According to our survey, there are numerous Infor EAM users who are still using versions of the software that are 7 years old. Moreover, a large number of versions of the software exist, while numerous versions are continuing to be released into the marketplace.

• This discrepancy presents a dilemma, and companies should continuously evaluate their use of Infor EAM by answering a few key questions: What version are we on? How do we move forward? How do we keep up with new releases? and How can we manage this process efficiently? But the most important question is **why**? Why would I want to upgrade, and why is there value in upgrading?

Reporting is a consistent pain-point as it was the number one issue noted in the "least liked features" section of our survey. This was an open-ended question, and reporting was one of the features that was negatively mentioned over and over.

• The issue with Reporting is not that the tools are lacking, but rather the problem is about data and getting information to people. Additionally, the delivery of information to users is a concern. Further, as Cognos is a challenging solution for non-technical users, users should consider using scorecards and custom grids with Dataspies for quicker, user-friendly access to reporting data.

Defining and utilizing proper metrics is also big problem facing the user community.

• Infor EAM users are discontent with their metrics in regards to defining them and putting them to use. Likewise, users are unsure of how to set the metrics and what to report to other users that will enhance their utilization of metrics.

• When used effectively, metrics can be a fundamental component in the success of your Infor EAM system.

The last, but not least, suggestive insight we identified is the lack of users utilizing Infor EAM for managing MRO parts.

• Managing parts is one of the most beneficial components of Infor EAM. However, when asked if they currently use Infor EAM to manage MRO parts, over half of our respondents replied "No," "Somewhat," or "Not sure."

• Using Infor EAM to manage MRO parts can give you an immediate return on investment by enabling your company to make informed decisions about MRO spending and gain control over MRO processes.

These topics among others will be addressed in more detail in the following content.

ABOUT THE SURVEY

This report offers the results of an independent survey of over 120 Infor EAM users, representing over 50 different companies. Conducted by Advoco, the survey gathered important data from participants who actually use the system, including system administrators, maintenance managers, executive management, parts coordinators, maintenance planners, and more. In fact, nearly 80% of our respondents use Infor EAM on a daily basis. All the information regarding the respondents is confidential.

Consultant, Michelle Kelly:

"Reporting, Metrics, and Scorecards appear to be weak links overall. Seems companies are using the application, but aren't getting out of it what they need."

THE 5 CONSISTENCIES: FOUNDATION FOR THINKING DIFFERENTLY

Diving in deeper into the survey results, significant data and trends come to the surface. Thus, we developed The 5 Consistencies that are essentially the key findings from our survey. These 5 themes will drive your company to take advantage of Infor EAM and will be the foundation for you to start thinking differently. The 5 Consistencies cover (1) the version respondents are using, (2) use of consulting, (3) usage of the system, (4) productivity, and (5) metrics.
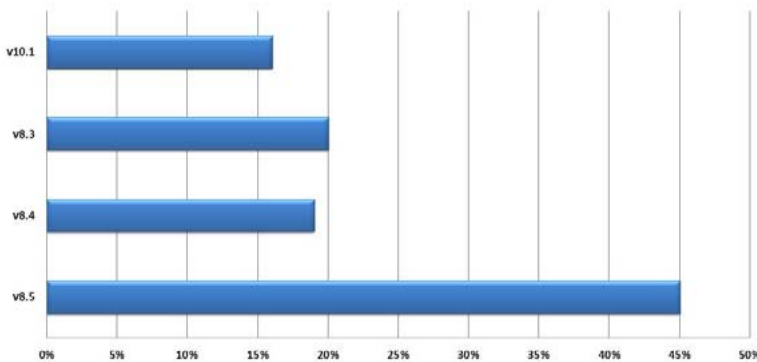
1. Version

Figure 1: Version Respondents Are Using

Only 16% of our respondents have made the upgrade to Infor10.1—a fact we found surprising. Companies should take advantage of improved functionality and new features, and upgrading to the latest software product can prove to be profitable in many ways. Infor 10.1 offers numerous attractive features, such as extensibility (i.e., more user-defined fields) and the addition of hyperlinks to grids. What is most interesting, however, is that none of our Infor10.1 respondents answered that they were dissatisfied with the implementation of their Infor10.1 EAM system.

Nearly half of our respondents are using version 8.5. Also, a significant number of participants were "not sure" about which version their company is using, which is also amazing. The question is why are they unsure? Do these users understand the product's capabilities? Are they pushing the envelope? If not, they should be.

Infor EAM users should work as a team, involving everyone when a decision or upgrade is made. They should know what version they are using, why the company chose the software, and what modules they use and why. By fully understanding why and how the company uses the product, users can – most importantly – brainstorm how they can get more from the software. Forward thinking and knowledge sharing is powerful.

BEST PRACTICE:
Stay up to date with your software! Not one respondent answered that they were dissatisfied with the implementation of their Infor10.1 EAM system.

Examining Modules and User Satisfaction

From our data, we cross-examined two additional questions regarding product version. The first question involved product satisfaction, and the second was the number of modules being used. We discovered that among our respondents, there is a slight preference for the newer versions, but no real pattern emerged regarding the usage of the system. Simply put, the number of modules respondents use was not indicative of their product version. However, as illustrated in the graph below, satisfaction is at its highest level with v10.1, while satisfaction is at its lowest with v8.4. We also found that the most modules are used among those who are using v8.4, whereas Infor v8.3 and v10.1 users utilize the lowest number of modules.

Nevertheless, users must explore the options of upgrading to the latest version as it presents new features and functionality. More user-defined fields, new menu structure, new Work Order Update screen, new Purchase Order update screen, organization enhancement, and the enhanced power of grids are among the numerous features that are worth checking out in Infor10.

2. Modules

Analyzing the modules our participants use within Infor EAM revealed surprising results. We asked participants to select "all that apply," and the modules that were chosen include (in order of popularity): Work Orders, Preventative Maintenance, Parts, Assets, Reporting/KPIs/Inboxes, Purchasing, and Metrics/Scorecards. Only 13% of respondents are using all the modules listed. The three modules that are reportedly used the least are Reporting/KPIs/Inboxes, Purchasing, and Metrics/Scorecards. This is unfortunate, as these three modules are excellent tools when used correctly.

We cross-examined the modules versus the number of years respondents have used Infor EAM. As expected, longer use of the product means the more modules respondents are using. This increase in the number of modules being used as users and installations mature is promising. The improvement conveys that companies are striving for increasing their use of the system in this particular category, which is a great sign within the Infor EAM community. In fact, our survey reports that respondents are using about one more module per year with Infor EAM.
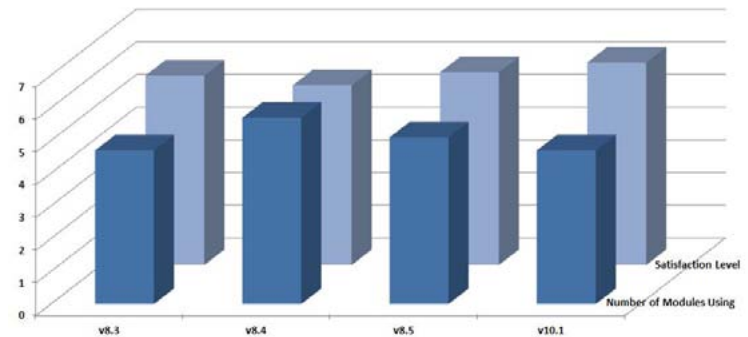

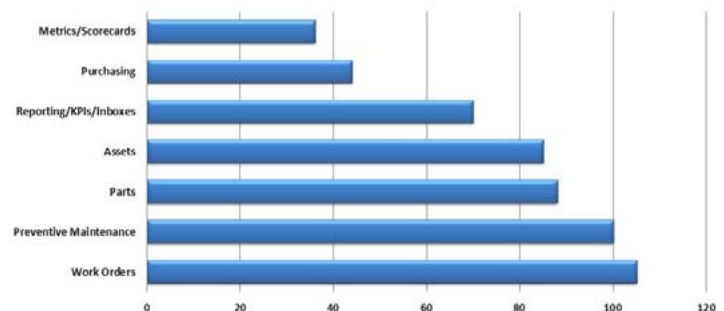Figure 2: Version Respondents Are Using Compared to Module Usage and User Satisfaction

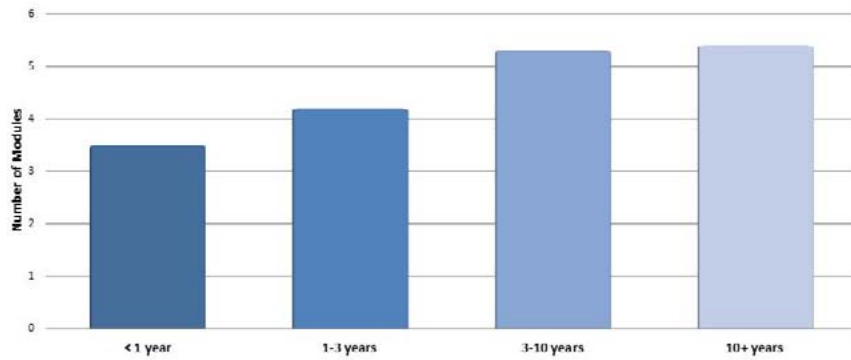Figure 3: Number of Respondents Using Each Module

Figure 4: Number of Modules Using Compared to Length of Time Using Infor EAM

3. Productivity

Productivity is a significant theme to address when analyzing the survey results. We found that productivity is hindered by the method in which most of our participants are receiving work orders. The most common method by which mechanics get their work orders is by a computer printout. Only 6% of participants reported that their mechanics get work orders through mobile devices. Also, many respondents that are running a mobile solution dislike it. Mobile has been problematic for users in the past, but the new tablets and smartphone options will likely change the game.

In today's world, it is shocking that more of the Infor EAM community has not jumped on the mobile train. How could a mobile device affect your productivity? Mechanics could receive their work orders faster and easier than before. Consequently, the use of mobile devices could increase the number of work orders completed in a day, which, in turn, would drive productivity. This is all contingent upon having the right mobile solution for your workforce and maintenance processes.

BEST PRACTICE:
One propeller of productivity is the use of mobile devices. Mechanics can receive their work orders faster and easier than before from mobile devices which will increase the number of work orders completed in a day.
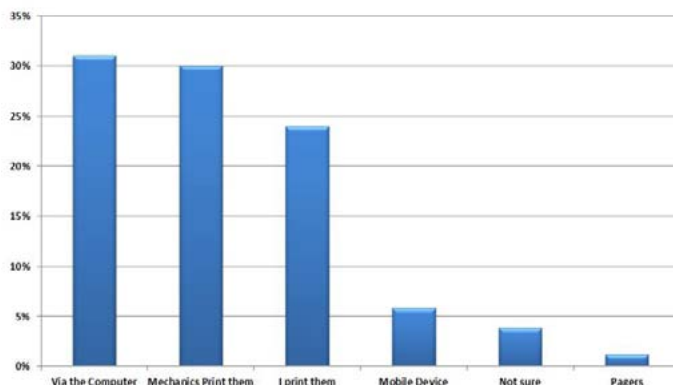

Figure 5: Percentages of The Methods in Which Mechanics Receive Work Orders

4. Use of Consulting

The survey revealed that close to 70% of participants have used a third-party or Infor consultant to assist with their Infor EAM system. The majority of respondents – 34% – indicated using a consultant for help with implementation, while training was the second largest area at 27%.

What is interesting about consulting is the correlation to module use. We asked our respondents what modules they use within the system, and the list included Work Orders, Preventative maintenance, Parts, Assets, Reporting/KPIs/Inboxes, Purchasing, and Metrics/Scorecards. After further examination, we found that respondents who used consultants utilize an average of two more modules than those who did not use consulting services. Thus, Infor EAM users who have had consulting are using more of their system.

To get the most out of your Infor EAM system, you may want to consider consulting services. Infor EAM is powerful, and it is important to your money's worth by utilizing the various modules and tools it has to offer.

BEST PRACTICE:
Has your team received training lately? Is your team using all the modules available in Infor EAM? If your answer is no to either or both of these questions, you may want to consider consulting services from Infor or third party companies. The use of consulting facilitates greater use of the system. Additionally, training is essential to yield growth in your operation and Infor EAM.
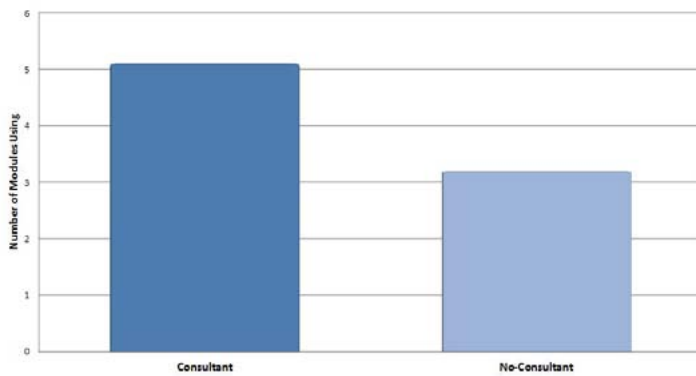

Figure 6: Number of Modules Using Compared to The Use of Consulting

5. Metrics

Over half of respondents are using metrics and scorecards to assess and monitor the performance of their maintenance program. In the survey we asked, "How would you rate your Scorecards/ Metrics?" Only 10% of respondents chose "Excellent" to describe their metrics.

Metrics can be extremely powerful when used correctly. Organizations gather an enormous amount of data about the assets they use and maintain, but for this data to be useful, companies have to ask, "What do these metrics tell us?" And, "How can they help us positively impact business performance?"

Figure 7: Respondents' Ratings of Their Scorecards And Metrics

Organizations are struggling to understand what they should be measuring and searching for in regards to maintenance. The data alone gathered about assets is not valuable; it must be converted into useful information. This information will enable companies to make important decisions, improve processes, and produce cost savings.

Final Thoughts

From this Infor EAM Best Practices report, we hope you have a better understanding of your use of the system, where you should go from here, and why. Not only can you gain valuable insight from learning how others are using Infor EAM, but you can use this as an opportunity to assess your own "best practices."

By fully investing in your system through improved communication and forward thinking, you can reap greater results within your operation. Take the time to work with your team to identify new objectives, such as training, using mobile devices, or upgrading. Although change can be challenging, it does not have to be painful. Utilizing the tools and resources available to you – including those in Infor EAM – you will find success.

If you are still unsure of where to begin, start with What's Next? Checklist of Recommendations to Drive Improvement.

BEST PRACTICE: Metrics are outstanding tools in Infor EAM. Take a shot at assessing different measures and looking beyond traditional metrics. Try measuring if PMs are completed on time or the amount of work scheduled to be done and see what you find. Then, turn the data into information you can use to make more informed decisions, advance your current processes, and be more cost effective.

WHAT'S NEXT
Checklist of Recommendations to Drive Improvement

✓ **Are you thinking differently?**

Push your team to think outside the box. Encourage your team to insert forward thinking into their mindset. Push the envelope. Look beyond traditional metrics, and ultimately find value with your Infor EAM system.

✓ **Are you getting the most from your Infor EAM system?**

Determine what you can do to increase usage of modules in Infor EAM. From the survey, we found that consulting and years of experience drive module use.

✓ **Are you involving your team?**

A high percentage of respondents were unsure about how to answer questions in numerous categories. Include your team when an upgrade is made or when some users receive training. Imagine the impact if all are involved.

✓ **Are you taking advantage of available features?**

Utilizing some of the new features in Infor10 can drive greater usage and productivity. Only a small number of respondents are using v10.1, and we had more respondents using 8.3. Advoco believes that although periodic upgrades may be painful, upgrading provides improved features and capabilities.

✓ **Are you providing your team with ongoing training to increase understanding of Infor EAM?**

Use of consultants is popular with our participants, and they are seeing the benefits by the ability to use more features of the system effectively.

✓ **Have you done a search for obsolete parts?**

Utilization of Parts Management in Infor EAM can provide a greater return on your investment.

✓ **Have you researched a proper mobile solution?**

Consider a proper mobile solution to reduce the amount of time it takes the mechanics to document their work. Finding the right solution for your workforce and maintenance processes is essential.

APPENDIX
You & Infor EAM

1. Length of time using Infor EAM
The survey indicated that most respondents have used Infor EAM software for an average of 5 years - with 50% stating that they have used the product for longer than 3 years. This result shows that the vast majority of those who completed this survey are long-time users.

2-3. User role and frequency of product use
Most respondents hold maintenance manager, supervisor, and IT positions, demonstrating that the answers to the survey questions are more user-based - coming from those who actually use the Infor EAM system regularly. In fact, the respondents are very active users, with nearly 80% using the product on a daily basis.

4. Infor EAM hosting
There are slightly more respondents who host Infor EAM in-house than who host with Infor, but there is a steady movement towards outsourcing. Also, in evaluating the results further, we found it interesting that there is a definite correlation between current product version and outsourced hosting. Those users who have upgraded to a more current version of Infor EAM are more likely to outsource hosting.

Your Company & Infor EAM

5. Reason for selecting Infor EAM
According to 25% of respondents, the primary reason their company selected Infor EAM was due to a corporate mandate. Unfortunately, this often leads to a project with little direction and insufficient communication and not conducive to long-term success.

6. Using a consultant for Infor EAM
Nearly 70% of survey respondents have used a consultant for assistance with Infor EAM, indicating that users see the value in utilizing professional, expert help. What is also interesting to note is that those respondents who used a consultant also reported later in the survey that they were satisfied or very satisfied with their Infor EAM implementation. Out of those who did not use a consultant, only 3 were satisfied.

7. Reasons for using consultants
The survey results show that there is versatility in how companies are using Infor EAM consultants. Respondents selected implementation, training, and integration as the primary areas in which consultants are utilized most; however, others turn to consultants for project management assistance. It is apparent that respondents realize that consultants enable them to better understand their Infor EAM software, which, in turn, allows them to reap the full value of their product.

8. Infor EAM edition
Well over half of respondents are using the Infor EAM Enterprise edition with full access to the functionality and features to significantly improve operations.

9. Infor EAM version
Most respondents were unaware of which version of Infor EAM they are using. The majority of those that did know, however, are using version 8.5 or lower. This finding is surprising as Infor continues to drive new releases, adding new or improved product features to create the most powerful EAM software on the market. Companies should consider upgrading to new releases so as not to miss out on needed functionality and to avoid the more involved process of upgrading after getting far behind in the upgrade process.

10 – 11. Using Infor EAM modules
When it comes to which modules Infor EAM users turn to most often, it is clear that companies rely heavily on a select few to manage everyday operations. By a narrow margin, the Work Orders module is used most often by respondents, followed closely by Preventive Maintenance, Parts, and Assets, respectively. Only a small number of respondents indicated using Metrics and Scorecards regularly, signifying that companies could be missing opportunities to use their data better.

Asset Management & Work Orders
12. Assets/equipment in Infor EAM
About 50% of respondents have a very large asset base, with 2,000 parts or more in Infor EAM.

13. Using asset hierarchy or organizations for asset access
Surprisingly, just over 50% of respondents utilize hierarchy or organizations to facilitate asset access, with a mere 22% indicating that it is "very effective." System hierarchy is highly useful in data analysis, enabling companies to make associations that can lead to significant changes to business processes, generating more value from Infor EAM. We attribute the lower numbers for hierarchy usage to a possible lack of understanding of this functionality and the need for additional training in this area.

Figure 8: Use of Consulting Compared to Modules Using

14-17. Using planning and scheduling features
Over half of respondents use pre-planned work orders, such as material lists, labor assignments, task lists, etc., prior to release. However, most are not highly satisfied with the effectiveness of their plan, answering that it is "good" or "average."
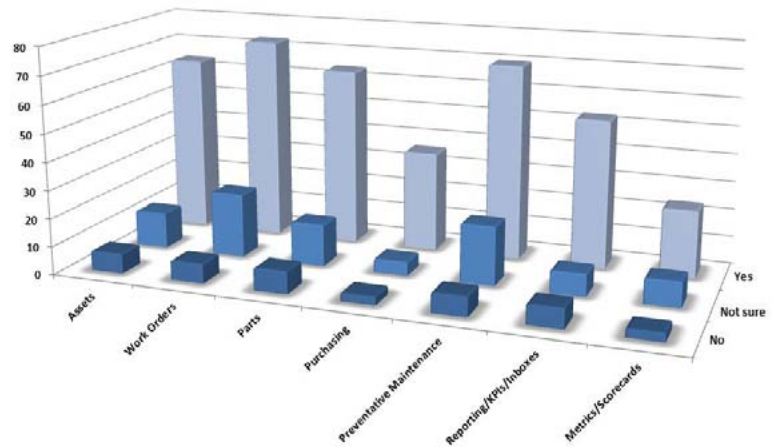
Planning and scheduling functionality offers Infor EAM users an opportunity to greatly improve efficiency – allowing companies to schedule jobs, assign personnel, reserve materials, and more. After evaluating the survey results, we determined that this subject may need further clarification to identify how companies are really scheduling work – by date/time, time of day, by importance, etc., and determining if it is organized most efficiently.

19. Mechanics receiving work orders

By a narrow margin, most respondents stated that mechanics receive their work orders by logging in via Internet/computer. However, a nearly equal number of respondents indicated that the mechanics, technicians, or other staff print the work orders.

Because Infor EAM supports mobile technology, we found it surprising that many companies choose to waste critical resources – time and money – by using precious minutes to manually print work orders on loads of paper each day. We are curious to understand if this is a shop floor issue – a situation that is served better by a paper process system – or if it is simply that some companies have not put the time, effort, and training into going mobile.

Parts Management

20. Using Infor EAM to manage MRO parts

Around 30% of respondents indicated that they do not manage MRO parts at all, while 18% stated "somewhat," and 11% stated "not sure." Only 42% of respondents use Infor EAM to manage MRO parts actively, which is a lower number than expected, as one of the foremost benefits of an EAM system is having the ability to manage spare parts.

Consistently placing emergency part orders, finding the same product with multiple part numbers, or making duplicate orders means that you are probably spending too much on MRO. Infor EAM enables companies to make informed decisions about MRO spending and gain control over MRO processes, resulting in an immediate return on investment.

22. Using Infor EAM to classify parts

The responses for classifying parts are similar to those for managing parts. A small percentage of respondents - 32% - classify parts, while 31% do not classify parts at all.

Standardized naming conventions improve visibility across plants, allowing for better utilization of existing inventory. In addition, standardized naming also reduces the amount of ordering parts already in stock, saving inventory costs, expediting fees, and reducing unnecessary equipment downtime, inventory ordering, and carrying costs.

There is certainly some effort involved in classifying parts, but the results are tangible, leading to real dollar savings.

23 -24. Using Infor EAM to optimize parts

Nearly half of respondents – about 49% - have conducted parts clean up since initial implementation. This is a promising result as it confirms that many users understand the connection between storing "good" data and improving operations.

Cleaning up data and inventory, reorganizing, and implementing new processes can produce significant ROI. For example, if you set up your MRO parts warehouse with the proper part numbers and bins, it is easier to identify what you have and determine what you keep. Fortunately, almost half of respondents – 48% – agree and use part numbers and bins as part of their strategy for organizing and optimizing parts.

25. Capturing parts issued to work orders in Infor EAM

Only 31% of respondents indicated that they consistently use Infor EAM to capture parts issued to work orders, with another 31% stating "partially." Infor EAM offers users the functionality to capture costs and identify those assets that are consuming critical resources. If users are not charging parts to a work order, they are not generating the right information to make the proper decisions – missing opportunities for real savings.

Purchasing

26. Using Infor EAM for requisitions and purchase orders

Surprisingly, 51% of respondents do not use Infor EAM for requisitions and purchase orders. By not using Infor EAM in this area, users are not capturing cost by assets. When you capture costs, you have documentation – proof as to what is happening. If you do not capture costs, you will be unable to justify, plan, and make the proper decisions.

27. Purchase order approval process

A high number of respondents – nearly 70% – use a formal purchase order approval process. Adhering to an approval process is crucial for good financial control, and we're glad to see that the majority of users are following this best practice.

28. Using min/max reorder points in Infor EAM for parts

Using min/max reorder points is important for automatic reorders, and it is a best practice for companies that are tightly managing their inventory. Based on the survey results, only 33% of respondents are using min/max reorder points in Infor EAM – a pretty low number, considering that this is an excellent opportunity for better managing inventory.

29. Integrating Infor EAM with your finance/ERP system

The value of integrating Infor EAM with your finance/ERP system is that it provides the ability to share information, boosting productivity and efficiency. With only 25% of respondents stating that they have integration between systems, many users are missing out on the value of this best practice.

30-31. Using preferred vendors for MRO purchases

Over 60% of respondents use preferred vendors for MRO purchases, and about 40% indicated that they are required to use preferred vendors, depending on the circumstance. Leveraging whom you buy from can help companies obtain the lowest prices.

Preventive Maintenance

32. Generating PM procedures within Infor EAM

A major benefit of Infor EAM is the ability to generate PM procedures. Based on the survey results, most users are taking advantage of this functionality – and best practice – and generating PM procedures regularly.

33. Triggering PMs

Typically what we have observed regarding triggering PMs is that the complexity of meter-based or condition-based PMs is a challenge for many users. The survey results confirm that most users rely on time-based PMs; however, use of meter-based PMs can provide a company with additional cost savings because they are triggered based on usage rather than an arbitrary timeframe.

34. External compliance/reporting requirements for PMs

The survey results indicate that less than half of respondents are required to report on compliance or their PMs. Depending on your industry, reporting may be regulated through the FDA, ATA, or other regulatory agency.

35. Using tasks/check sheets for PM work

Over 75% percent of respondents use tasks or check sheets for PM work. This is a very important part of PM work, and the high numbers indicate that users are taking advantage of this best practice.

36. Determining preventive maintenance vs. corrective maintenance

Most companies would agree that it is ideal to have predictive and preventive maintenance at the core of their maintenance program to reduce downtime and inefficiencies. About 50% of respondents are on the right track, answering that 40% - 70% of their work is preventive maintenance. A much smaller number – 14% - stated that 80% of their work is preventive maintenance. Sometimes this is a difficult question in terms of meaning and definition within a company, but the fact is that for over half of respondents, maintenance is more preventative than corrective. For companies that fall below 40%, there is a big opportunity to be more proactive and eliminate some of those corrective work orders.

37. Using Inbox items in the Infor EAM start center

An important productivity tool for the maintenance team, Inbox items in Infor EAM allow users to manage work with a customized "to-do" list. Surprisingly, only 46% of respondents are using this feature. As a starting point, users can begin by tracking what work needs to be done and what is in progress.

38. Using KPIs

KPIs are a way of measuring performance. One of the challenges of KPIs is to build a metric that is important to you or your team. Traditionally, most companies avoid utilizing KPIs because they simply don't know what they want to measure, which is probably why only 43% of respondents are using this key functionality.

39 - 41. Utilizing metrics and scorecards

One of the benefits and best practices in maintenance is to be able to measure and assess your performance. Metrics and scorecards work like a roadmap - they let you see where you are and where you are going. Only half of respondents are using metrics, missing a real opportunity to define what they want to do and where they want to go. Metrics can take you there.