

# From Vision to Reality: The Role of Executive Sponsorship in PLM Success at Hollister

*PLM Road Map & PDT North America 2025*

Hollister Incorporated

## From Vision to Reality: The Role of Executive Sponsorship in PLM Success at Hollister

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PLM Road Map™ & PDT North America 2025  
PLM's Integral Role in Digital Transformation From Strategy to Execution  
Elevating PLM to an Enterprise Business Solution,  
the PLM Professional's Road Map to Success  
May 7 & 8

CIMdata

-eurostep-



## Hollister, Incorporated

- 100 year old medical device company
- Headquartered in Chicago, IL area with global design & manufacturing



Ostomy Care



Critical Care



Contenance Care

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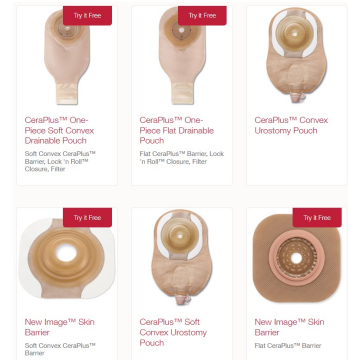
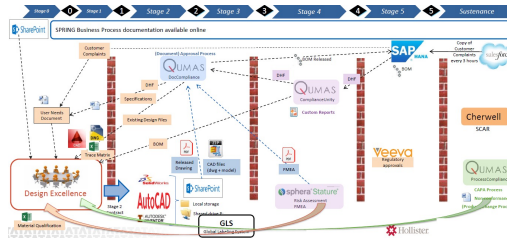
# From Vision to Reality: The Role of Executive Sponsorship in PLM

## Success at Hollister

### PLM Road Map & PDT North America 2025



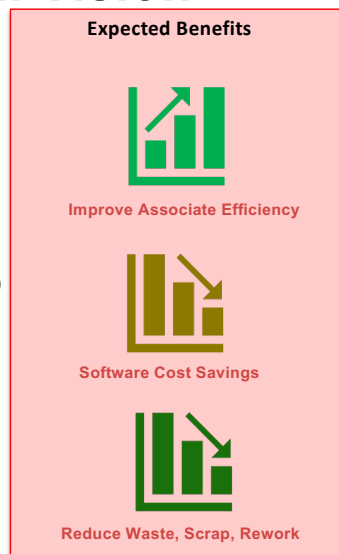
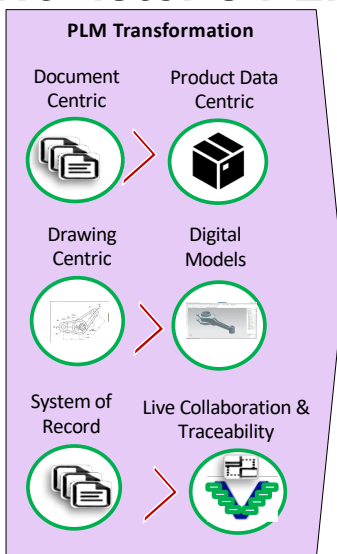
## Hollister's PLM Journey



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## Hollister's PLM Vision



**Focus Areas:**

- CAD Management
- Requirements Management
- BOM & Configuration Management
- Document Management
- Quality System

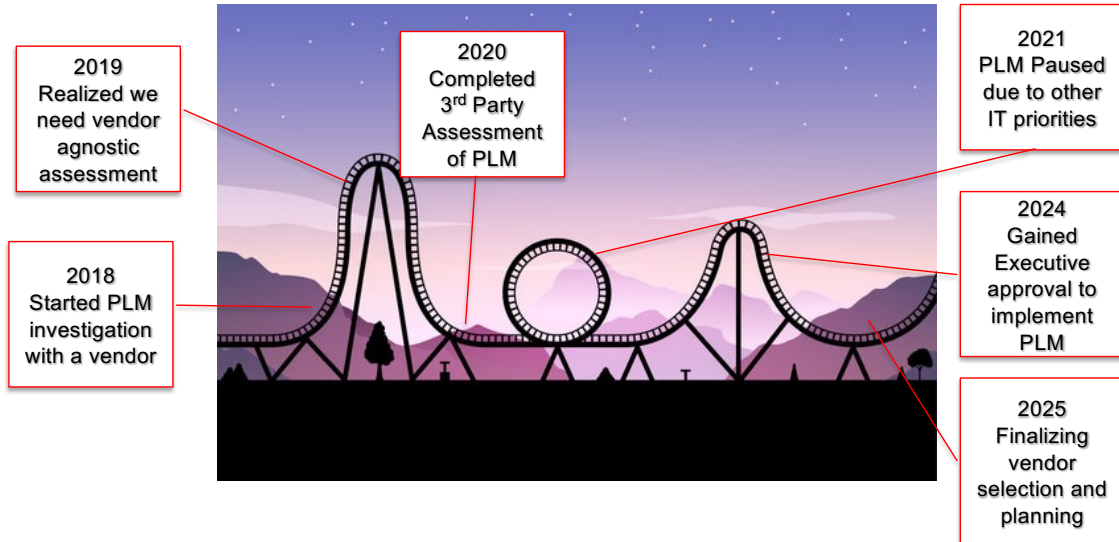
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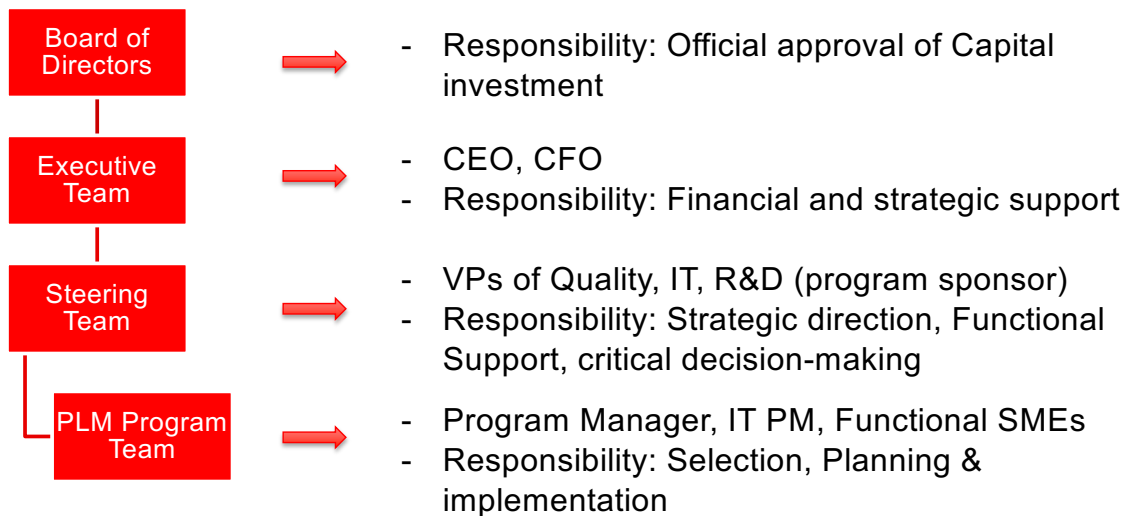
## Hollister's PLM Journey



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## Hollister PLM Governance Structure



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## Importance of Executive Sponsorship

### 1. Strategic Alignment

- **Vision and Goals:** Ensures the PLM program aligns with the company's long-term vision and strategic objectives.
- **Prioritization:** Helps prioritize PLM initiatives within the broader business strategy, ensuring they receive the necessary focus and resources.

### 2. Resource Allocation

- **Funding:** Secures the necessary financial resources to support the PLM program, covering costs such as software, training, and implementation.
- **Personnel Support:** Provides access to key personnel, technology, and other resources essential for the successful execution of the PLM program.

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## Importance of Executive Sponsorship

### 3. Stakeholder Engagement

- **Communication:** Facilitates effective communication and engagement with stakeholders at all levels, ensuring everyone is informed and on board.
- **Buy-In:** Helps gain buy-in from various departments and teams, reducing resistance to change and fostering a collaborative environment.

### 4. Decision-Making

- **Authority:** Provides the authority to make critical decisions and resolve conflicts that may arise during the PLM implementation.
- **Speed:** Accelerates decision-making processes, ensuring timely progress and avoiding delays that could hinder the program's success.

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## PLM Road Map & PDT North America 2025



### Importance of Executive Sponsorship

#### 5. Accountability

- **Ownership:** Ensures accountability for the success of the PLM program, with executive sponsors taking responsibility for its outcomes.
- **Performance:** Drives performance by setting clear objectives and expectations, and monitoring progress to ensure goals are met.

#### 6. Cultural Impact

- **Leadership:** Demonstrates leadership and commitment to innovation and improvement, setting a positive example for the organization.
- **Change Management:** Supports change management efforts, fostering a culture of continuous improvement and adaptability.

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### Strategies for Securing Executive Buy-In



- Identify the RIGHT executive sponsors in governance model
  - Include leaders of main impacted functions
  - Aim high – CEO, CFO
  - Try to find someone that has seen a successful PLM that can advocate

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## Strategies for Securing Executive Buy-In

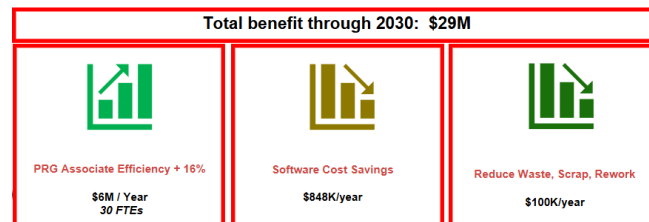


- Ensure they understand the need for PLM and the vision for the future
  - Use “day in the life” stories
  - Tie it back to what they care about
    - What’s the impact to new product launches and revenue?
    - What’s the impact to resources?
    - What’s the compliance/legal risk?
    - How could it improve employee engagement?

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## Strategies for Securing Executive Buy-In

- Build a business case
  - Translate the value to real dollars
    - Redeployment or reduction of resources
    - Reduced errors and regulatory risk
  - Consider leveraging PLM-focused consultants



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## Strategies for Securing Executive Buy-In

- Be persistent (and adaptable)
  - Address concerns
  - If it's not the right time, keep the embers burning and try again



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## LinkedIn



Stacey Burgardt

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