PLM Road Map™ & PDT Europe 2023
The Digital Thread in a Heterogeneous, Extended Enterprise Reality
A call for PLM Professionals to share their knowledge & experience
November 15 & 16

CIMdata   eurostep

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PEOPLE, PROCESS, & TECHNOLOGY

The Pillars of Digital Transformation Success

Christine McMonagle
Textron Systems: Director, Engineering Business Systems
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DIGITAL TRANSFORMATION – DEFINE IT

The process of using digital technologies to create new or modify existing business processes, culture, and customer experiences to meet changing business and market requirements.

Develop a standard definition that is understood across the business.

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THE PILLARS OF SUCCESS

PEOPLE
- Employees
- Customers
- Partners

PROCESS
- The Who, Why, What, When, Where, and How of doing work

TECHNOLOGY
- Tools
- Infrastructure

DIGITAL TRANSFORMATION

PEOPLE | PROCESS | TECHNOLOGY

SUCCESS

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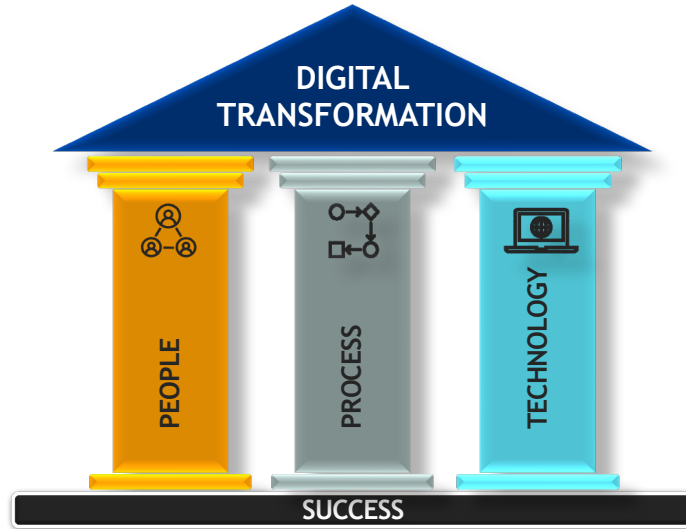
TECHNOLOGY

DIGITAL PRODUCT ENGINEERING   DIGITAL FACTORY   DIGITAL OPERATIONS & SUSTAINMENT

EBOM

MBOM

SBOM

ERP System

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PROCESS

"If you can't describe what you are doing as a process, you don't know what you're doing."
W. Edwards Deming

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PEOPLE

"The human dimension of organizational change is vital. Because ultimately, a company is a collaboration of people."

— Hendrith Vanlon Smith Jr

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GET PEOPLE INVOLVED

✓ **Identify ALL stakeholders.**
   All Levels of the Organization
   All Disciplines within the Organization

✓ **Ask them:**
   What their vision and goals are for the organization?
   What their pain points are with existing processes and technology?
   What would make their jobs easier?
   NOTE: Use Surveys, Workshops, and Interviews

> "*No involvement* means *no commitment* —no exception."
>
> **Laurie Buchanan, PhD**

> "You teach me, I forget.
> You show me, I remember.
> *You involve me, I understand.*"
>
> **Edward O. Wilson**

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CREATE A VISION

✓ Big Picture

✓ The future we want

✓ Energizing

✓ On brand

We are **pushing past possible** to transform the way we work and revolutionize the way we do business to **put tomorrow's technology in the world's hands today.** Our digital vision will enable us to deliver on our customer promises with agile performance, speed to market, and a "first-time-right" mindset. **People, processes, and technologies** – we are Textron Systems, leading our customers to success.

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COLLECT THE DATA AND TELL THE STORY

✓ **Explore the current state**
- Analyze exiting systems
- Analyze existing data
- Analyze existing processes
- Create a Value Stream Map

✓ **Share the Findings**

✓ **Show them the possibilities**

> "Change is hard because people overestimate the value of what they have and underestimate the value of what they may gain by giving that up."
>
> ~ *James Belasco and Ralph Stayer*

CREATE THE PLAN AND MAKE IT ACHIEVABLE

MISSION
✓ Who we are
✓ What we do
✓ Where we belong

Business aspirations that support the Digital Transformation Vision

OBJECTIVES
✓ What we will focus on
✓ SMART
✓ 3-5

Decomposes the Mission into something actionable

CAPABILITIES
✓ What our key drivers are

Select the drivers based on organizational needs

ENABLERS
✓ How we will achieve success

Define how we will achieve the capabilities

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EXECUTE

GAP ASSESSMENT	TECHNOLOGY INSERTION	PROCESS UPDATES	SIMULATIONS	TRAINING
Current State vs Ideal State	Modern PLM M&S Applications IIoT AR/VR MRO Infrastructure	Move toward Ideal Sate • Technology Process • Business Process	Show the Value Demo end to end changes to business and technology processes	Training Courses Train the trainer On Demand On the Job
Industry Standards Academia Customer Requirements Business Requirements	*Gap Assessment Findings Conferences Trade Shows Vendors Trade Studies Consultants*	*Gap Assessment Findings Industry Best Practices Consultants Customer Requirements Business Requirements*	*Key use cases that will drive adoption*	*Impacted Processes Inputs / Outputs*

OCM
Identify Key Stakeholders, Assess Readiness ~ Evaluate Often ~ Adjust as Needed

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COMMUNICATE! COMMUNICATE! COMMUNICATE!

VISUAL	VERBAL	NON-VERBAL	WRITTEN	AUDITORY
Logos Vision Statements	Interactive Communication	Facial Expressions Body Language	Short Blurbs Detailed Articles	If you aren't *listening* to feedback, you may not be conveying the right message.
High Visibility Locations	Workshops Staff Meetings Corporate Events Hallway Conversations	Seeing the feedback is just as important as hearing it.	Emails Newsletters	

> Few things are more important during a change event than communication from leaders who can paint a clear and confidence-inspiring vision of the future. ~ Sarah Clayton.

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CREATE A CULTURE OF CHANGE

✓ **Evolve Leadership Beliefs**

✓ **Leverage Change Agents**

✓ **Lead by Example**

✓ **Share the Successes**

✓ **Reward Innovation**

✓ **Listen and Act**

"Culture does not change because we desire to change it.

Culture changes when the organization is transformed;

the culture reflects the realities of people working together every day."

~Frances Hesselbein

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QUESTIONS?

PEOPLE

SUCCESS ▶▶▶

PROCESSES

TECHNOLOGY