PLM Road Map™ & PDT EMEA 2026

AI in PLM: A Disruptive Opportunity and Challenge

Turning AI disruption into enterprise value:
Strategic insights for the PLM professional

4-5 November 2026

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FROM PLM VISION TO BUSINESS VALUE:

Three Lessons from KK Group

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Senior Director, Digital Engineering, KK Group

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CEO, Share PLM UK



WHY CHANGE MANAGEMENT DECIDES PLM VALUE

Most transformations focus on the technology and overlook the people who have to use it.



70%

of digital transformations are compromised

Source · Boston Consulting Group

70%

more likely to succeed with excellent change mgmt

Source · McKinsey

6×

1× 6×

more adoption of digital investments in 6 months

Source · Share PLM client results

+50%

Before +50% after 6 months



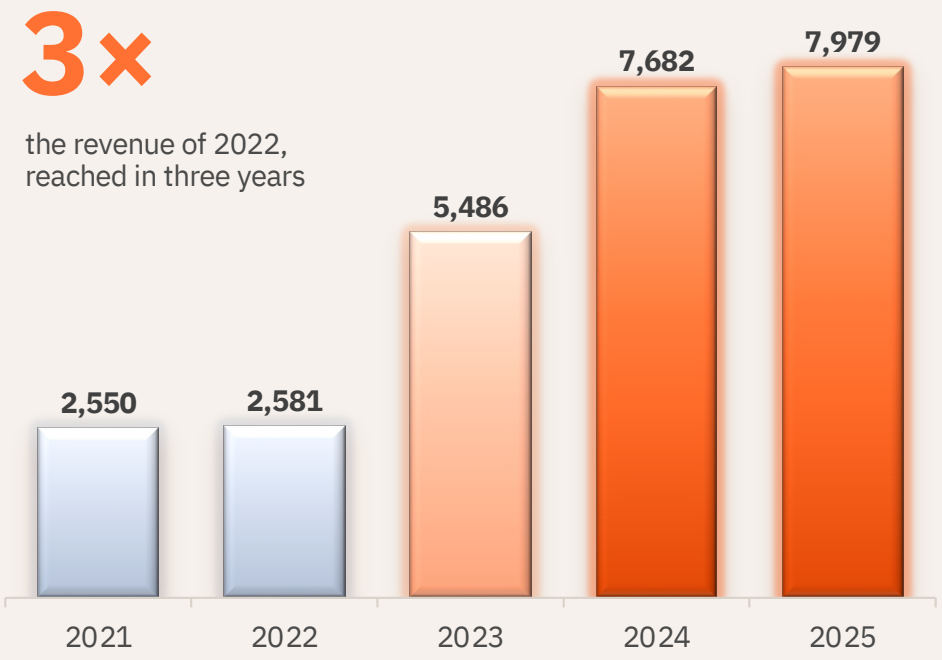
Today: Stuart Innes, Senior Director, Digital & Engineering Excellence, KK Group
How KK built the case for its Digital Thread by starting with people, not technology.

Buy-in is built with people, not presented to them.

WE HAVE REACHED A NEW SCALE

Three times the revenue of 2022, with the same ways of working

GROUP REVENUE, mDKK



ONE GROUP, THREE DIVISIONS

Power & Controls, Cooling and Monitoring & Service: almost 3,700 colleagues in more than 10 countries, with several acquisitions integrated since 2023.

MORE OF THE DESIGN IS OURS

Customers have moved us from Build-to-Print towards Build-to-Spec and our own products. The product definition is now our responsibility.

THE SAME TOOLS AS BEFORE

Excel, e-mail, shared drives and manual re-entry still carry product data between teams and sites.

FRAGMENTATION IS SLOWING US DOWN

Today our product data lives on islands, and people are the bridges



OUR AS-IS LANDSCAPE

Word | Excel | E-mail | Shared drives | SharePoint | Visure | Windchill | D365

The goal: reduce reliance on individual knowledge by embedding the process in systems.

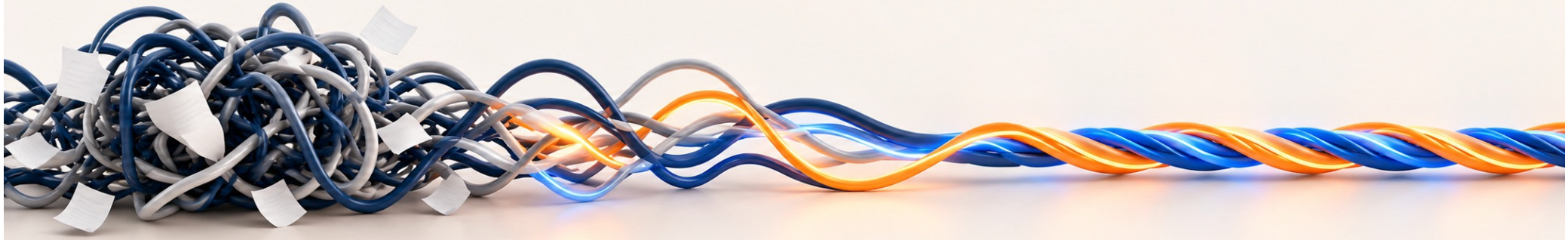
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FROM CHAOS TO ONE CONNECTED THREAD

The journey we are on: ALM and PLM woven into one Digital Thread

TODAY

TOMORROW



CURRENT STATE

- × Fragmented data across many tools
- × Reliance on individual knowledge
- × Manual hand-overs and re-typing
- × Difficult to scale with growth

FUTURE STATE

- ✓ **A scalable, compliance-ready process**
- ✓ **Information accessible and traceable**
- ✓ **Independent of any single individual**
- ✓ **System-driven confidence**

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THE CHANGE LENS

WHY PLM BUSINESS CASES STALL

Rick Maurer's three levels of resistance show up in the boardroom too.

Three lessons. Three answers.



THREE LESSONS FROM KK'S JOURNEY

Three answers to the three reasons PLM business cases stall



LESSON 01

Start with real business pain

Show the pain people recognise before you show a single PLM feature.

The answer to **"I don't get it."**



LESSON 02

Speak the board's language

Connect PLM to strategy, KPIs and value contribution (ROI), and prove it with your own data.

The answer to **"I don't like it."**



LESSON 03

Bring people in early

Listen first, give people a voice in their future way of working, and answer "what's in it for me?"

The answer to **"I don't like you."**

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WHAT WE HEAR ACROSS THE BUSINESS

The same product data, six different struggles

ENGINEERING
“I spend more time chasing information than designing.”

MANUFACTURING
“A new change. Did anyone update the Excel and the documents?”

SERVICE
“What is actually inside the cabinet on site?”



SUPPLY CHAIN
“Our suppliers get the product data too late.”

QUALITY
“Which revision is the right one?”

PROJECT MANAGERS
“I copy-paste the same data between systems every day.”

None of them asked for PLM. All of them are working around the system, not with it.

THE ORGANISATION CONFIRMS IT

Tribal knowledge and manual copy-paste between tools put our product data at risk.

90%



UNCLEAR REQUIREMENTS

say requirements are not always clear, up to date or easy to find

Impact: time lost searching, clarifying and re-interpreting.

70%



MANUAL COORDINATION

lose up to 4+ hours a week coordinating manually between tools

Impact: collaboration depends on manual hand-overs.

60%



VERSIONING ISSUES

lose up to 4+ hours a week to versioning issues

Impact: friction, delays and avoidable coordination.

49%



POOR STATUS VISIBILITY

find it difficult or very difficult to see the status of work

Impact: manual checks across several sources to find the right information.

At least half spend 10 to 25% or more of their working time fixing or redoing work that could have been caught earlier.

WHAT CHANGED IN OUR BUSINESS CASE

From a capability story to a value story the board could approve

“Is this an IT project, or a business investment?”



	EARLIER	NOW
FRAMING	Capability and transformation narrative	**Financial value: revenue timing, revenue risk and margin**
PROOF	Best-practice benefits and qualitative rationale	**KPI-linked value with Finance-owned measures and named owners**
DECISION	Approve the scope and the roadmap	**Approve Phase 1 with KPI governance and payback visibility**

First we won over each key stakeholder. Then the investment review saw the value and the ROI.

THE BUSINESS CASE

Much of the value shows up as avoided cost across the business



CAPACITY

Engineering time moves from searching and re-typing to designing. That frees capacity for our growth plan (LTP 2030) without the same growth in headcount.



QUALITY

Errors are caught in design, where they cost minutes, not on the line. A lower Cost of Poor Quality.



SPEED

Faster changes, more reuse of parts and smoother ramp-ups from prototype to volume.



COMPLIANCE

Audit-ready traceability for customers, the Cyber Resilience Act and the Digital Product Passport.

Conservative case: DKK 16m a year and payback in about three years, before any productivity or quality gain.

OUR OWN TEST ALREADY SHOWS THE BENEFITS

35 KK engineers answered the same 12 questions in today's tools and in PLM

PER TASK

32%

faster

5 min 16 s in today's tools,
3 min 34 s in PLM, on average





~60%

faster to find specs and documents



24%

fewer "can't find it" answers

SCALED TO 300 ENGINEERS

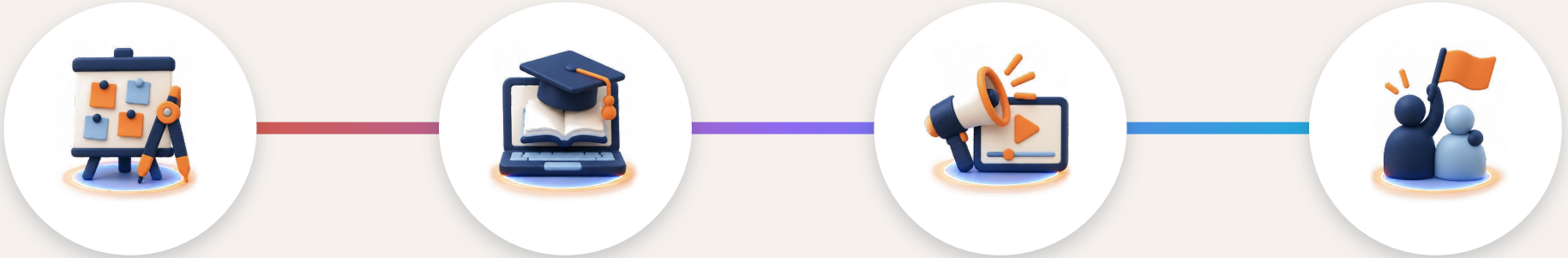
300
engineers

≈17,000
hours a year

10.6 FTE
freed up for growth

WE LISTENED, AND PEOPLE HAVE A VOICE

Everyone helps shape the way they will work, and knows what's in it for them



01 LISTEN

Workshops where the people who do the work shape scope, vision and their future way of working

02 ENABLE

Awareness courses and role-based training before each go-live

03 SHARE

Monthly webinars and one channel for questions, so every voice is heard

04 COACH AND INSPIRE

Champions across the business, supported by the core team

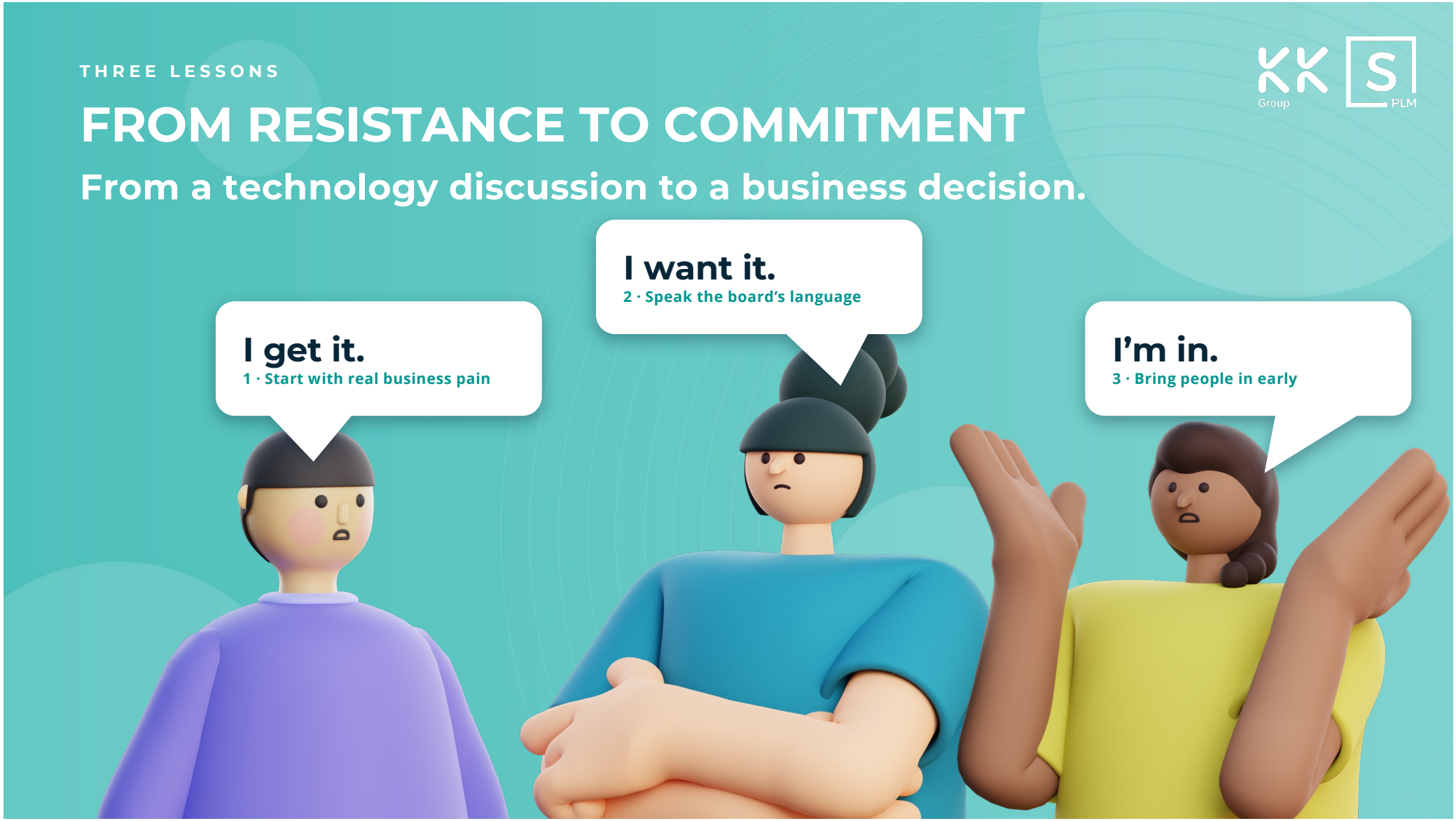
What's in it for me?

Every role gets an answer before go-live, and leaders model it as the multiplier.

THREE LESSONS

FROM RESISTANCE TO COMMITMENT

From a technology discussion to a business decision.



Please give me feedback

One thread lets us triple

without tripling the hand-overs.



Thank you

Stuart Innes · Senior Director, Digital & Engineering Excellence, KK Group
Maria Morris · CEO, Share PLM UK