Unlocking PLM Success: Proven Strategies for Scalable Transformation in a Complex Organization

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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5 November 2026

Classified by Alfa Laval as: Business

Content of presentation

- Presentation of Alfa Laval
- Strategies for Scalable Transformation
- Strategies for PLM Implementation
- Summary & Conclusion





Alfa Laval products and sales

- Order intake 2025 66,7 bnSEK
- EBITA margin 17,7 %
- No of employees 23.600+

- Heat transfer 43 %
- Separation 17 %
- Fluid handling 22 %
- Marine environmental 6 %
- Other products 12 %

PLM in the the Alfa Laval context

Alfa Laval culture

- A very sales-oriented product company
- Performance driven – get the job done!
- Not process-oriented
- Not hierarchial
- No Chief Technology Officer type of role

Our challenges:

- 10 relatively independent product-based Business Units.
- Most with own R&D/Engineering.
- Products ranging from low to high volume, standard to special, industrial to ultra-clean applications
- Multiple ways to market



STO/CTO/DTO/ETO
Profiling the business

STO
Select To Order

Product is created in a sales **configurator** (pre-configured). Ordered on Item ID.

Pre-engineered parts make up the products





Standard

CTO
Configure To Order

Product is created in a sales **configurator** (real time)

Pre-engineered parts make up the products



Standard

DTO
Design To Order

Product is created in a sales **configurator,** but finishes in **order engineering**

Mix of **pre- and order-engineered** parts make up the product

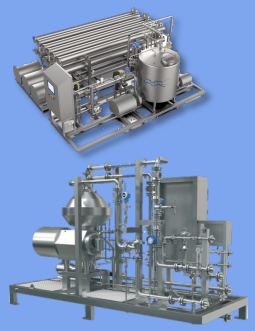


Semi-standard

ETO
Engineer To Order

System is created in **order engineering**

Mix of **products and order-engineered parts** make up the system



Off standard

Setting up your PLM Organization for Success

Strategies for Scalable Transformation

Manish Madhavan

10 November 2026

Alfa Laval

Know the Operating Model of your Business

Inputs to design a PLM Organization

Organizational Culture

- Hierarchical or Flat
- Scope of influence and scope control
- Approach to problem solving

Process Maturity

- Autonomy vs Collaboration
- Level of standardization
- Level of ownership and maturity of the various governance (data/systems) setups

Business Drivers

- Go To Market strategies (STO/CTO/ETO)
- Regulations
- Cost / Revenue
- Competitive advantage

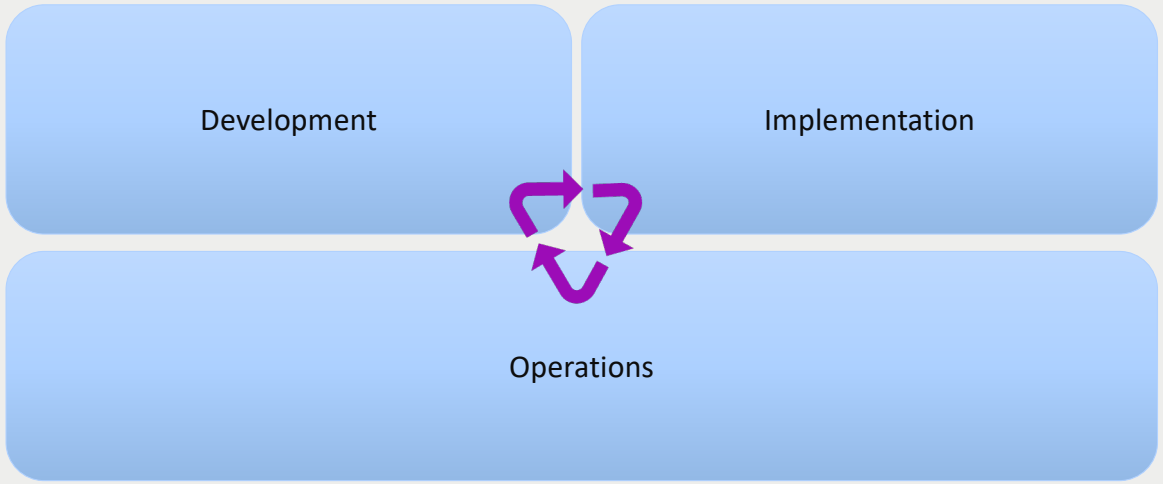
Digital Maturity

- Rate of technological shifts
- Skills & Competence availability
- Integrated systems / solutions

Designing the PLM Organization

Different Workstreams

- Exploration
- Rapid iteration
- Fail fast
- Design for scale

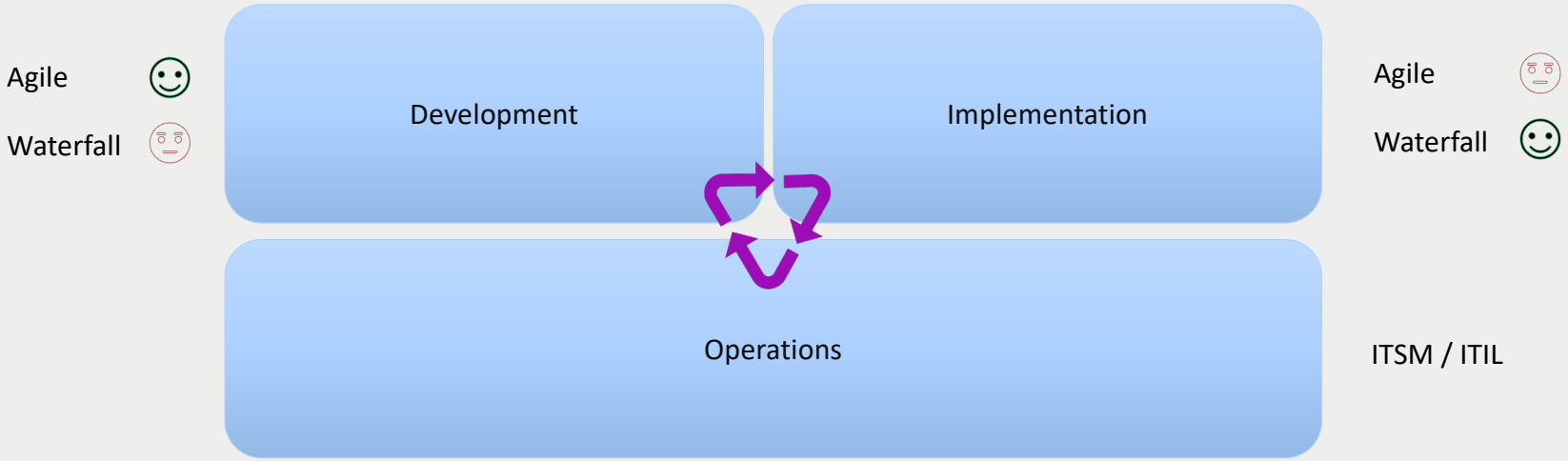


- Clarity & Predictability
- Change Management
- Transformative
- Realizing value

- Predictability
- User centricity

Selecting an Execution Framework

Different Workstreams



ITSM – IT Service Management
ITIL – IT Infrastructure Library

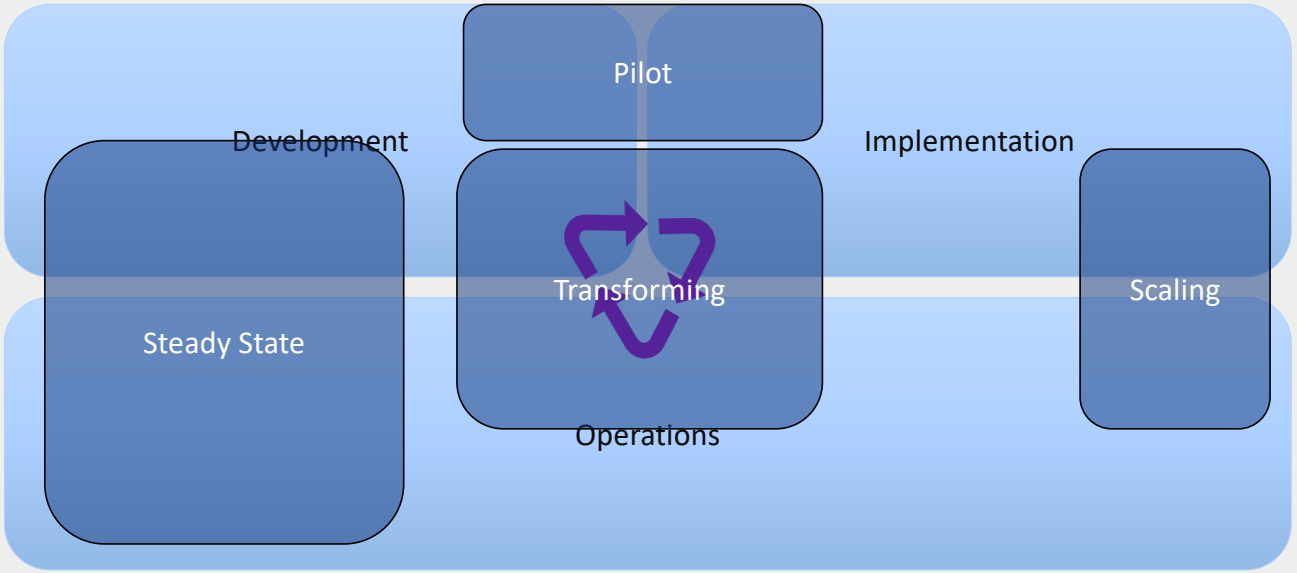
Developing a PLM Capability portfolio

With roadmaps using maturity model



Startup Guide

Tips & Guidance



Cheat Sheet

What not to do

- Treat Implementation feedback as redesign
- Customize to every site
- Focus on the loudest

Capability Development



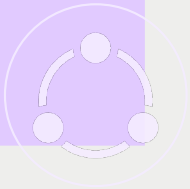
- Underestimate data migration
- Train once at go-live
- Go Big bang

Implementation



- Ignore the need for local support
- Accept all issues as high priority

Operations



Managing PLM implementations in a complex organization

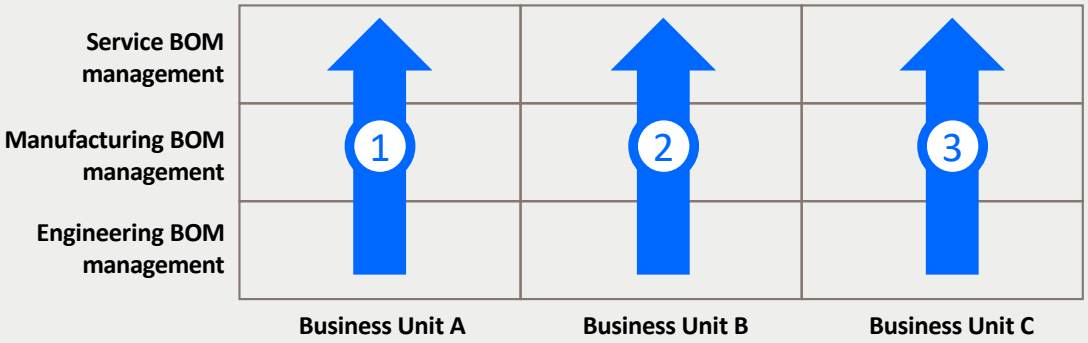
Strategies for PLM Implementation

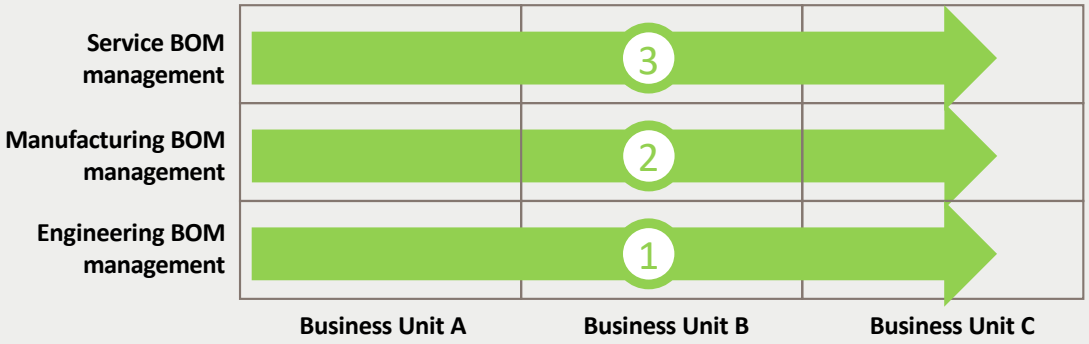
Björn Wilhelmsson, Business Lead

15 April 2026

Alfa Laval

Two implementation strategies





Implementation business unit by business unit

No big bang - a pragmatic result of Alfa Laval's decentralization.

Each Implementation is almost like encountering a separate company.

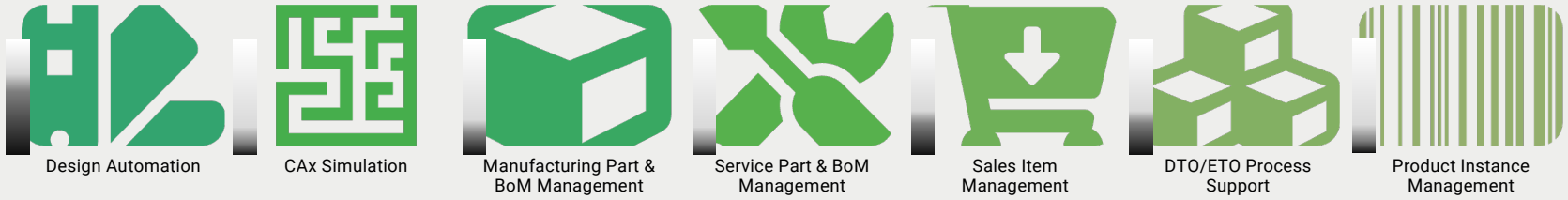


PLM Capabilities portfolio

With Maturities

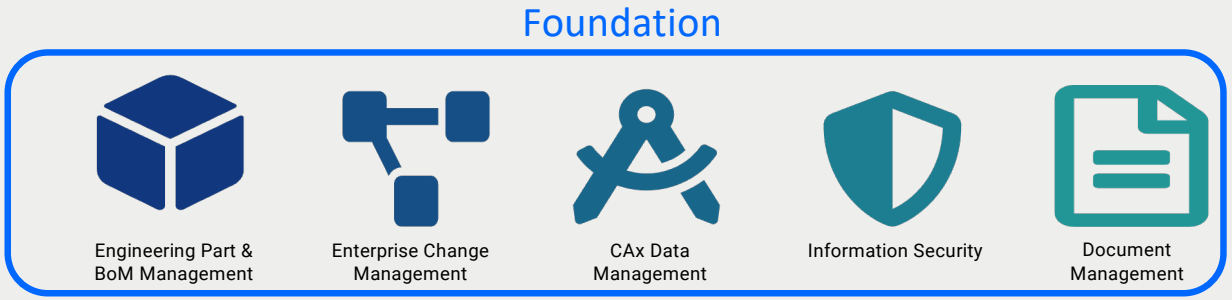
Foundation







OnePLM FlexiStart Foundation



Option	Greenfield	NextGen	Waves	Big bang
Product scope	New to the world Products	New Product Line	A chunk of legacy	All legacy
When to apply	When there is nothing in place	As a first step into OnePLM	Products are different	Products are similar

OnePLM FlexiStart Booster



Booster	Sales Item Management	Product Architecture Management
Prerequisite	PLM Foundation	PLM Foundation
When to apply	Going to online sales	Going from ETO to CTO business

Scoping a project using FlexiStart

1

STO | CTO | DTO | ETO

Product X

Product Y

3

Capability scope

	Greenfield New to the world product Nothing is in place	NextGen New product line Legacy products unchanged	Waves A chunk of legacy products Other legacy products unchanged	Big bang All legacy products
PLM Foundation plus Configurator Various automation	Overkill	Products A, B	Product E	Products K, P, T
PLM Foundation plus	Overkill?	Product L	Products C, S	Products G, M
PLM Foundation	Products X, Y	Too modest?	Too modest?	Product D

FlexiStart option 2

New products ↔ Legacy/existing products

4



Data quality ambition

Key Success Factors

that help us to manage the complexity in our company

- A well-working typology of business operating models STO, CTO, DTO and ETO
- A hybrid operating model for Development (agile), Operations (ITIL) and Implementation (waterfall)
- A capability framework that allows us to configure PLM implementations



Thank You

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