

How to Properly Plan Your PLM Implementation

CIMdata PLM Education Webinar

PLM Leadership

How to Properly Plan Your PLM Implementation

CIMdata PLM Leadership Webinar Series
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#cimdatawebinar

Jim McKinney, PLM Leadership Practice Manager
email: j.mckinney@cimdata.com
Tel: +1.734.668.9922

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Our Mission...

Strategic management consulting for competitive advantage in global markets

CIMdata is the leading independent global strategic management consulting and research authority focused exclusively on the PLM market.

We are dedicated to maximizing our clients' ability to design and deliver innovative products and services through the application of PLM.

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Presenters' Profile

Your presenters' professional background

- Jim McKinney, PLM Leadership Practice Manager
 - Nearly 30 years of experience in almost all areas of PLM
 - Has held positions in MCAD support, PDM implementations, product marketing, training, competitive intelligence, and consulting to companies large and small around the globe
 - Holds a B.S. in Design Engineering Technology from BYU



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Topics to Discuss

- Key Implementation Considerations
- How to Create the Right Team
- How to Create the Necessary Plans
- How to Measure Success
- Risk & Cultural Change Management
- Transitioning to On-going Support
- Concluding Remarks



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CIMdata's Definition of PLM...

PLM – integrating people, processes, information, and business systems

- Strategic business approach
 - **NOT** just technologies
 - Consistent set of business solutions
- Collaborative creation, use, management & dissemination of product related *intellectual assets*
 - All product/plant definition information – the virtual product
 - MCAD, AEC, EDA, CASE, analysis, formulas, specifications, portfolio, docs, ...
 - All product/plant process definitions – the virtual processes
 - Processes that plan, design, produce, operate, support, decommission, recycle, ...
- Supports the extended enterprise
- Spans full product/plant lifecycle, from concept to end of life



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PLM Supports the Complete Lifecycle

...it is a business imperative, without it your company will not survive



PLM Solutions—Information Management across Media, Process, Time, Geography, & Enterprise



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Top 10 Reasons PLM Implementations Fail

And now for the top ten...



10. Lack of clearly defined objectives
9. Poor planning or project management
8. Poor IT support; unstable hardware or network platform
7. Believing PLM software is a panacea; unrealistic expectations
6. Choosing inappropriate software, or provider
5. Trying to do too much at once (scope creep)
4. Insufficient training and support
3. Incomplete, erroneous, or bogus data (data migration)
2. No planning for risks and risk management
1. Lack of employee buy-in; cultural change management



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Key Implementation Considerations?

Failing to plan is planning to fail!

- Strong project management
- Define project time scales and milestones
- Assess participation and skills
- Continue to refine costs and budgets
- Formulate contingency plans for risk management
- Maintain reports and important plans in team repository
- Distribute progress and status reports
- Communicate!!!



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General Project Management Tasks

You need to determine who's going to do all of the required tasks

- Cost tracking
- Budgeting
- Supplier management
- Status reporting
- Planning and scheduling
- Metrics tracking
- Resource management
- Scope and change management
- Risks and Issues



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Who Should Be On Your Team?

The right team makes all the difference

- Program/Project manager
 - Budget owner, resource management
- Executive sponsor
 - Chief evangelist, visionary
- Business process owners
 - Communicate requirements, lead process development
- Subject matter experts
 - Develop use cases, help with users, hold hands, training
- IT participation
 - Testing, system validation, rollout, integration, other...



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Making Plans is Important

Failing to plan is planning to fail!

- There are many plans you will need:
 - Business Process Definitions (Use Cases)
 - Organizational and Cultural Change Management Plan
 - System Test and User Acceptance Testing
 - Training Plan
 - Data Migration Plan
 - Rollout and On-going Support Plans
 - Others...
- All plans should be saved in a central repository and maintained under revision control



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Planning for Risks to the Implementation

Prepare the project team to manage risks

- Watch for risks to the implementation
 - Plan risk review meetings
 - Capture feedback during the project stages
- Determine the impact of risks on the implementation
 - Fully understand the impact of the risk to the project
 - Evaluate the time to resolve against when it will impact the implementation
 - Will the risk change over time?
- Assign team members to resolve each risk based on priority
 - Allocate the responsibility of risk resolution to the appropriate persons
 - Define the time scales for resolution
 - Nominate backup support
 - Define appropriate escalation procedure



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Approaches to Implementation

Different approaches suit different companies

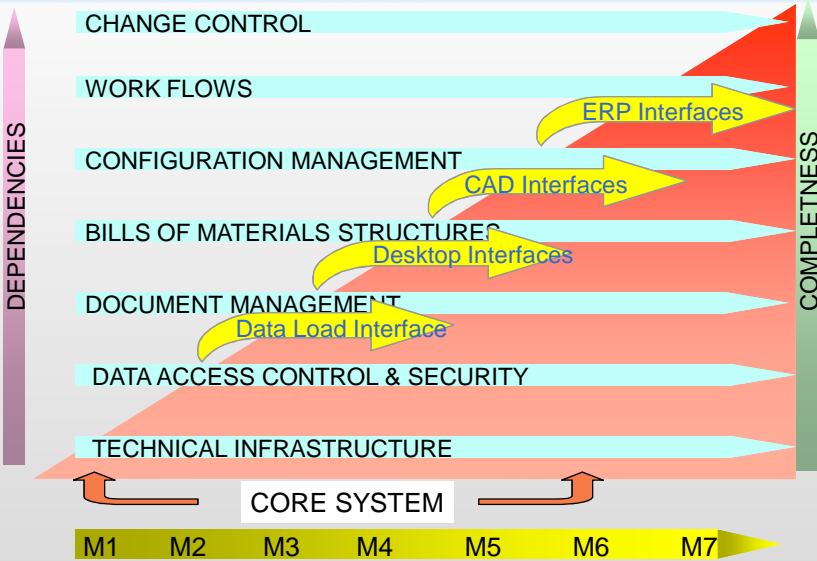
- Big Bang (i.e., all at once)—perception of high risk may lead to ...
 - High level of both resources and money required
 - Unmanageable scope and objectives
 - Emphasis on planning, testing, redo—may be endless
 - Sense of urgency in project team that may cause paralysis
- Parallel to existing systems
 - Expensive, consumes a lot of effort, lowers commitment
- Progressive Implementation (i.e., a phased approach)—perception of low risk may lead to ...
 - Low commitment and less capable project manager and team members
 - Unclear project scope and objectives
 - Tinkering, experimenting, committees and thick reports
 - Little sense of urgency in team members




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Implementing a PLM Solution

Typical rollout sequence



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Cultural Change Management

Quotes on change

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change."

- Charles Darwin

"I put a dollar in one of those change machines. Nothing changed."

- George Carlin

"If you want to make enemies, try to change something."

- Woodrow Wilson

"If you do not change direction, you may end up where you are heading."

- Lao Tzu



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Cultural Change Management

Executing the communication and cultural change management plan

- Create and execute Cultural Change Plan
 - You have to sell the system
 - Market the system with brochures, posters, t-shirts, etc.
- Communicate with end users early and often
 - Permanent agenda item on monthly presentations
- Do road-shows in house to demonstrate functionality to all
- Obtain additional resources to help with cultural change efforts, e.g.:
 - Documentation Specialist
 - PR Experts

***Acceptance by the organization is not possible
without this communication effort!***



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Benefits are Driven by 3 Factors

Recursive relationship among people, technologies, and processes

Existing business processes may be enhanced using PLM

New processes enhance how PLM is used

You need to change the way the business operates!

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Positive Impact on Business

A successful PLM implementation can energize your business

- Improves communication between business organizations
- Increases users confidence in future programs
- Improves executive and user confidence in PLM
- Encourages continuous improvement
- Can provide a repeatable process for future software enhancements
- Crystalizes business requirements
- The foundation for innovation and improvement

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Planning for Post Deployment Support

Plan to keep the solution delivering against objectives

- Must be planned from the very beginning
- Create rollout plan for solution deployment
- Maintain involvement in the PLM project
- Publish the rollout plan to all who will be affected
- Clearly define future activities and responsibilities
- Maintain the involvement of the PLM solution provider(s)
- Keep all parties involved by creating focus groups
- Maintain the project file



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Concluding Remarks

The benefits of proper implementation

- Strong project management is required for success
- Create a strong team for this important task
- Find an executive sponsor to support PLM
- Create plans for all aspects of implementation
- Don't neglect cultural change management
- Make plans to support people, new processes, and technology
- Get educated on how to plan your PLM implementation
- Learn more about PLM!



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CIMdata's Services...

Creating, disseminating, and applying our intellectual capital



Research

- Market research & analysis
- Technology research & analysis
- Reports & publications
- Market news
- Member services...

Education

- Executive seminars
- PLM Certificate Programs
- Technology seminars
- Int'l conferences & workshops
- Best practices training...

Consulting

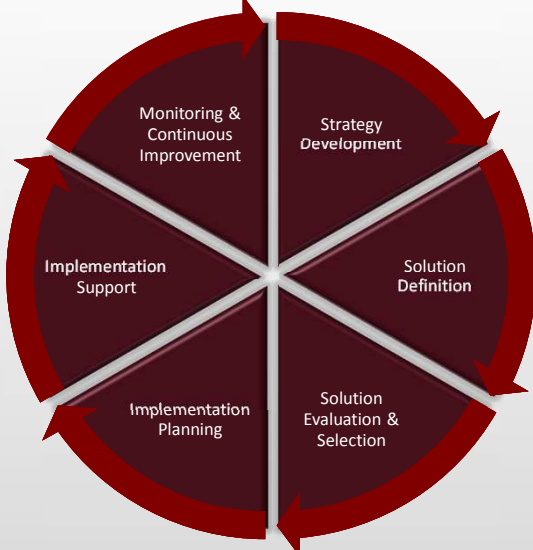
- Strategy & vision
- Needs assessment
- Solution evaluation
- Best practices
- Quality assurance
- Program management
- Market planning...

Delivering strategic advice and counsel through a comprehensive, integrated set of research, education, and consulting services

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CIMdata's PLM Transformation Services

Services for Industrial Organizations—improving your PLM-related processes



CIMdata's PLM consulting methodology—transforming your business for a competitive advantage!

A comprehensive set of services tailored to fit your specific needs...

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CIMdata's Industrial Clients...

A sampling of CIMdata's international industrial clients (1 of 2)

A&D
 ALLEN VANGUARD, BERTIS, BOEING, NORTHROP GRUMMAN, ZODIAC AEROSPACE, CURTISS WRIGHT, FOLKERT, GULFSTREAM, RAFAEL, EADS, ROLLS-ROYCE, CAE, LITTON, TASC, BAE SYSTEMS, GENERAL DYNAMICS, THALES, Los Alamos, Sandia National Laboratories, AMERSON, AMERSON RESEARCH CENTER, STAL INDUSTRIES, NASA, BAE SYSTEMS

Auto
 ALFA ROMEO, RENAULT, MAN, DURA, DELPHI, NISSAN, GM, TOYOTA, VOLVO, Johnson Controls, BOSCH, TIMKEN, FAIRCHILD, MIRA, HONDA, LEAR, Ford, YAZAKI, CHRYSLER, FIAT, TANFRO, GRUPPO BORG, COOPER STANDARDS, Autoliv, RIEGER, RICARDO, INTER, AVL, nemak, FURUKAWA

Fab & Assembly
 JOHN DEERE, KONE, ASB, CAT, JCB, WARTSILA, SLOAN, ROLEX, JLG, MELNITZ, SIEMENS, ABB Group, BOSCH, CASE, Schneider Electric, Pentair, STRATTEC, ACCO, Whirlpool, Stalco, OTIS, DANAHER, STANLEY, MOREL, WinWind, TORO, FISHER, BOBST, Colfax, GRUNDFOS, Fluid Handling

High-Tech
 AMD, Microsoft, SHURE, PHILIPS, APPLIED MATERIALS, Seagate, ERICSSON, IBM, ALCATEL, GIGABYTE, OKI, Sun, APPLE, MINOLTA, Tritelabs, BOSE, HANG & OLUFSEN, Benq, NOKIA, Waters, XEROX, LEXMARK, SYRACUSE, 3Com, opnext, Pulse, hp, DELL, FLUOROWARE, SONY, NXP

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CIMdata's Industrial Clients...

A sampling of CIMdata's international industrial clients (2 of 2)

CPG/F&B/Process
 Kimberly-Clark, DOW, GMCR, Altria, JTI, Coca-Cola, P&G, McCORMICK, csm, GOOD YEAR, LEGO, DSM, amcor

Medical/Pharma
 Baxter, Alcon, SIEMENS, MEDRAD, DePuy, Dräger, Playtex, BANG & OLUFSEN, Johnson & Johnson, smith&nephew, ETHICON ENDO SURGERY, INC., Abbott, GE

Emerging Ind.
 NATIONAL OILWELL VARCO, Outotec, IBERDROLA, AREVA, DOOSAN, Doosan Power Systems, GAB ENGINEERING, Rijkswaterstaat, Samsonite, IHK, MERWEDE

Other
 SAVONIA, VIT, KONGSBERG, IDS Infotech Ltd., Cranfield UNIVERSITY, NTNU - Trondheim, National University of Science and Technology, 財団法人資訊工業業協會, INSTITUTE FOR INFORMATION INDUSTRY

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CIMdata PLM Leadership

PLM Industry's most comprehensive non-biased education & training offering

This CIMdata offering is primarily comprised of a set of well defined, assessment-based PLM education and training certificate programs. These certificate programs are available to industrial companies who are considering and/or implementing PLM, and to PLM technology and service solution providers.

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PLM Certificate Program Outline

5-day, 9-session outline for PLM Leadership offering

- **Day 1:** Session 1: Introduction to PLM
- **Day 2:** Session 2: PLM Benefits & Potential Value
Session 3: PLM Strategy & Solution Definition
- **Day 3:** Session 4: PLM Solution Evaluation & Selection
Session 5: PLM Implementation, Monitoring & Continuous Improvement
- **Day 4:** Session 6: PLM Process Development & Testing
Session 7: Integrating PLM within the Enterprise
- **Day 5:** Session 8: Expanding PLM Across the Value Chain
Session 9: Configuration Management's Role in PLM

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What Others Are Saying

A sampling of feedback received from past certificate program participants

“A must attend program for anyone that is planning to participate in PLM selection or implementation activities at their organization.”

—Shinod Kumar, Edwards Lifesciences, USA

“CIMdata PLM Certificate Program has boosted exponentially my understanding of PLM and my confidence to evangelize it.”

—Rafael Navarro, Cranfield University, UK

“Wish I had this BEFORE we implemented our PLM. It will be good for continuous improvement.”

—Anonymous

“Hazy about PLM? Come to CIMdata and clarify.”

—Mrs. B. Uma Prasad, Bharat Heavy Electricals Ltd., India



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2014 PLM Certificate Class Schedule*

Join us, and get educated about PLM

- May 19-23 – Boston, MA USA
- October 20-24 – Amsterdam, The Netherlands
- December 1-5 – Ann Arbor, MI USA
- Custom & on-site programs by request

Special Discount: 15% off!
Sign up and pay by April 11th 2014



**Some dates may be subject to change*



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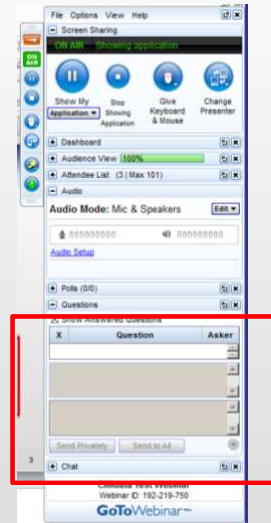
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Questions?

Please use the GoToMeeting chat panel

- We're hoping that the anonymity of the chat window might help participants ask more questions
- If you want to ask a question on the record, we'll certainly let everyone know you're asking
- The most important thing is interaction – let us hear from you on the call



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World Headquarters
3909 Research Park Drive
Ann Arbor, MI 48108 USA
Tel: +1.734.668.9922
Fax: +1.734.668.1957

Main Office - Europe
Oogststraat 20
6004 CV Weert, NL
Tel: +31 (0) 495.533.666

Main Office - Asia-Pacific
Takegahana-Nishimachi 310-31
Matsudo, Chiba 271-0071 JAPAN
Tel: +81.47.361.5850
Fax: +81.47.362.0472

www.CIMdata.com

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