

The ASSA ABLOY Group is the global leader in access solutions. Every day we help people feel safe, secure and experience a more open world.

PLM Road Map™ & PDT Europe 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
 5 & 6 November



TRUST, SMALL CHANGES AND TRANSFORMATION

REDEFINING PLM AT ASSA ABLOY VIA A MODULAR APPROACH

A human centric perspective

Public

Experience a safer and more open world

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SPEAKERS



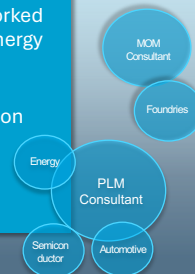
Global MCAD Product Owner

- 15+ domain expertise
- Started the career in the gaming industry
- Focus have always been user-centric, from best practices and methodology
- Responsible for the MCAD portfolio, champion user enablement- driving training and adoption to turn complexity into confidence.



Senior PLM Solution Architect

- 15+ years domain expertise.
- Started as a developer and worked with customers in Automotive, Energy and Semiconductor sectors.
- Responsible for standardizing integrations to enable collaboration between people using different systems.



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We are the global leader in access solutions

Own operations

Employees

Sales, SEK

+70
countries

63,000

150
billion



Public Corporate presentation 2025

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We are a clear market leader +200 brands

Strong brands

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Company and employer brand

Yale Kwikset HID record
Soft-endorsed brands

Leading innovation

23%
of sales generated by
products launched in the
last three years

>450
products launched
during 2024

750
new patents filed in the
last three years

Largest installed base and product offering



30%
Electromechanical
products



30%
Entrance automation



15%
Security doors
and hardware



25%
Mechanical locks

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STRUCTURE

Operations in more than 70 countries:

26 NEW ACQUISITION IN 2024

7 DIVISIONS

>1,000 sites

~ 200 production facilities



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How we started

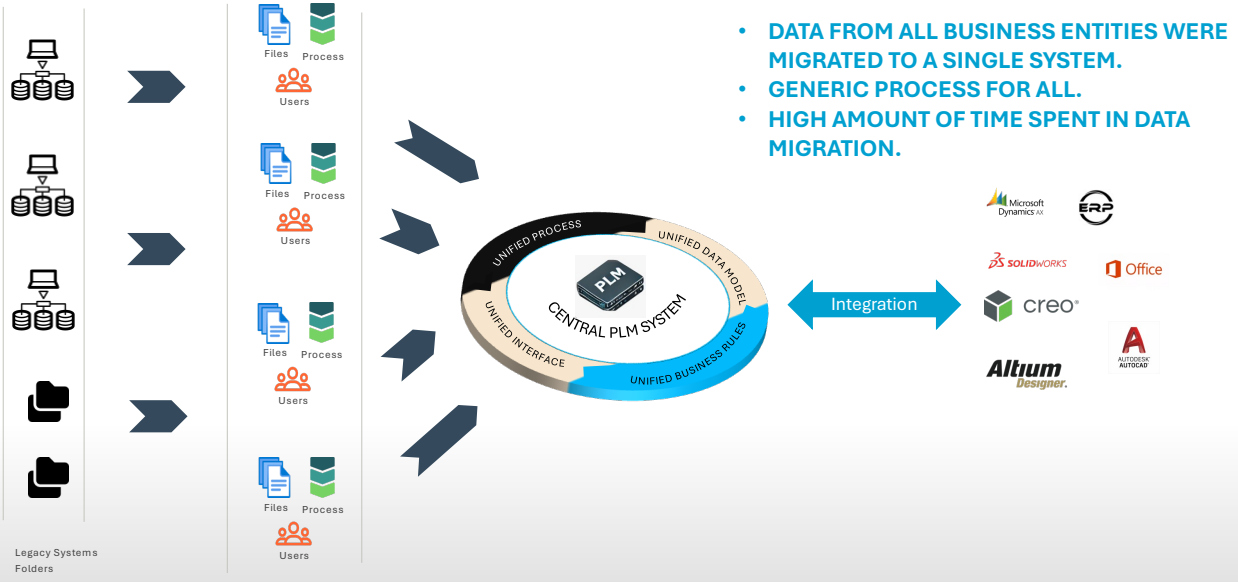
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THE IDEAL UNIFIED BEGINNING



- DATA FROM ALL BUSINESS ENTITIES WERE MIGRATED TO A SINGLE SYSTEM.
- GENERIC PROCESS FOR ALL.
- HIGH AMOUNT OF TIME SPENT IN DATA MIGRATION.

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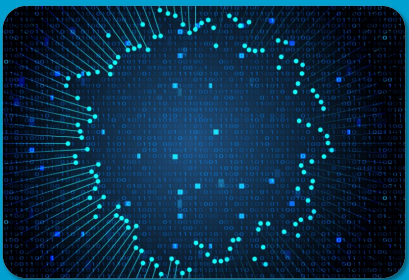
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OUR REALITY



Divisions working in silos



+1000 Enterprise Systems



Mix of Small and medium sizes companies – “the world largest small company”

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CUSTOMIZATION CREEP

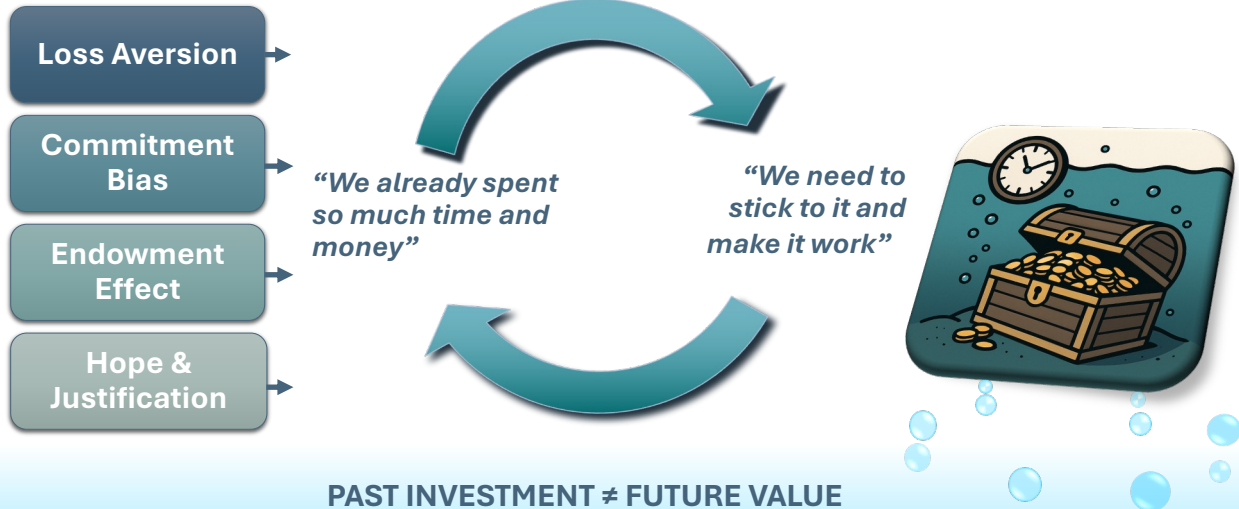


CUSTOMIZATION MINE FIELD

- ~ 50 REVISION RULES
- ~ 100 DIFFERENT WORKFLOW PROCESSES
- COMPLEX ACCESS RULES
- LONGER IMPACT ANALYSIS FOR A SMALL CHANGE



WHY WE FALL FOR THE SUNK COST EFFECT



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STRATEGIC SHIFT

TRUST being the foundation in the strategic shift, anchored with **USER NEEDS**

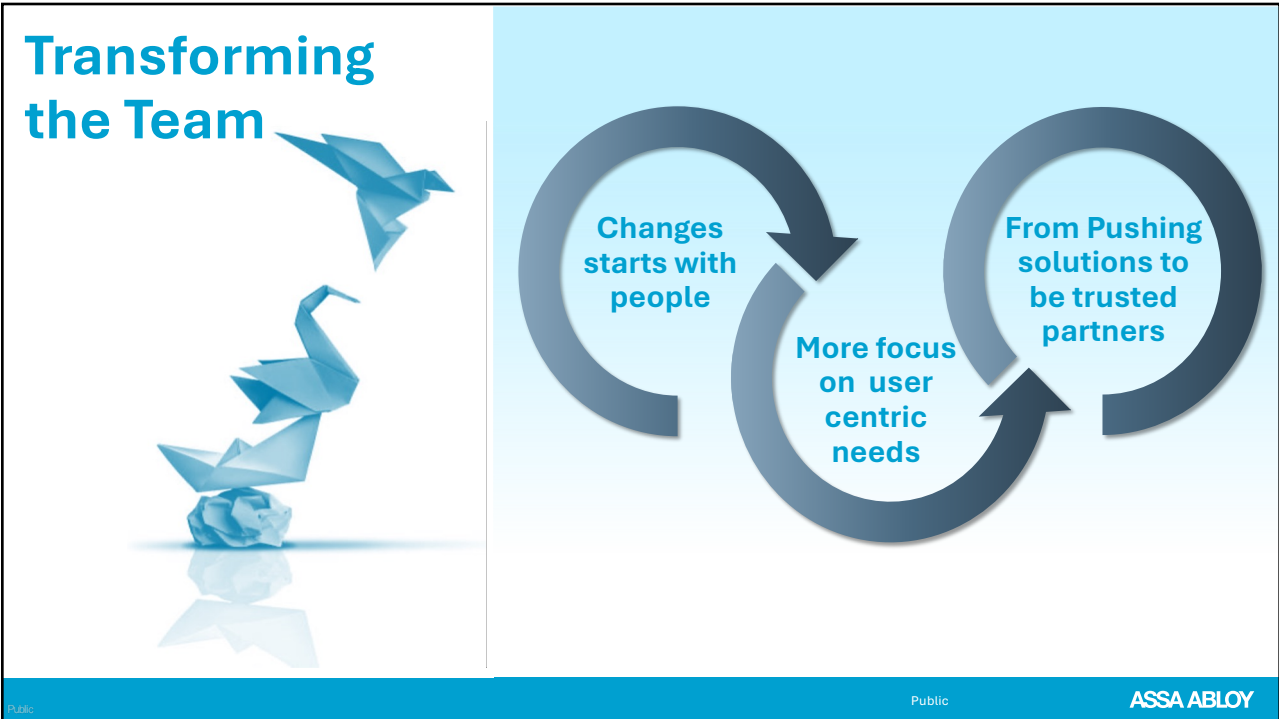
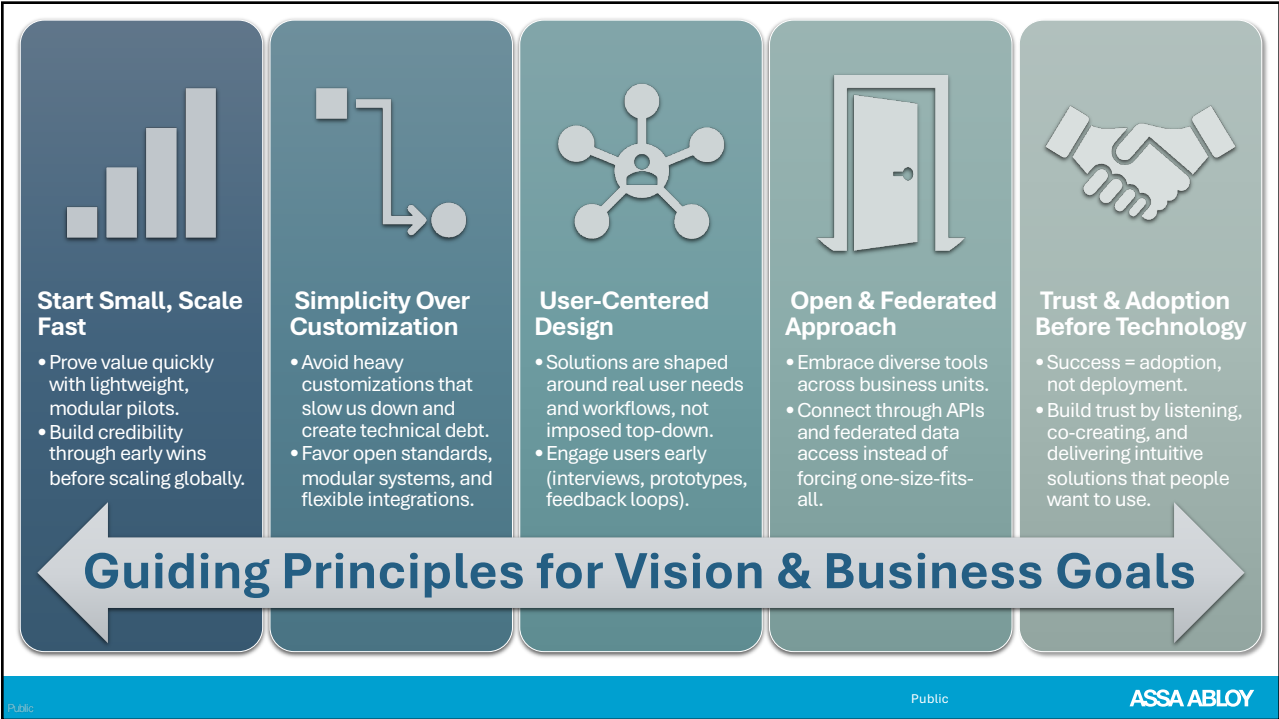
- USER CENTRIC SYSTEMS
- ONE SOLUTION DOESN'T FIT ALL
- FIT-FOR-PURPOSE



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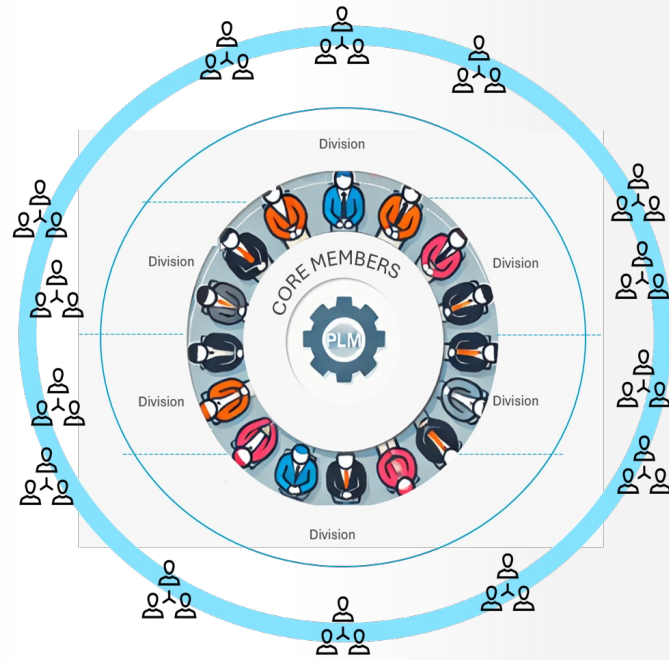
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TOP DOWN APPROACH

- OLD WAY
Driven by core representatives



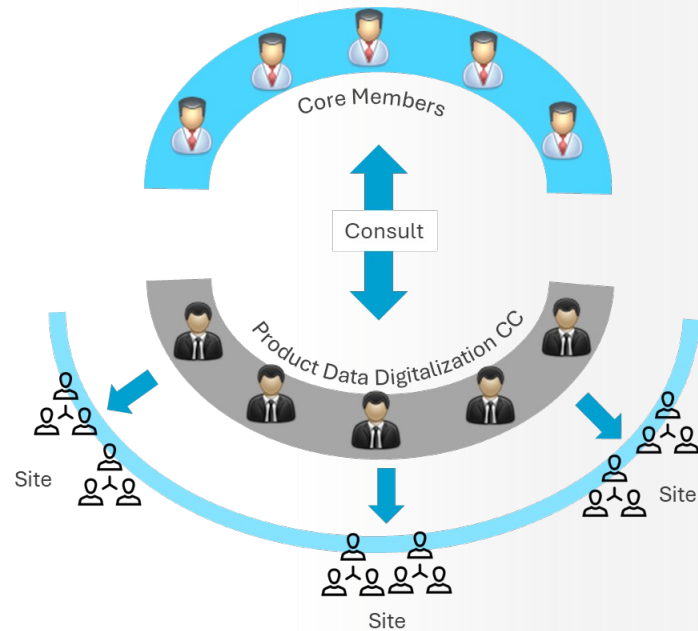
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BOTTOM-UP APPROACH

- New way
User needs in centre



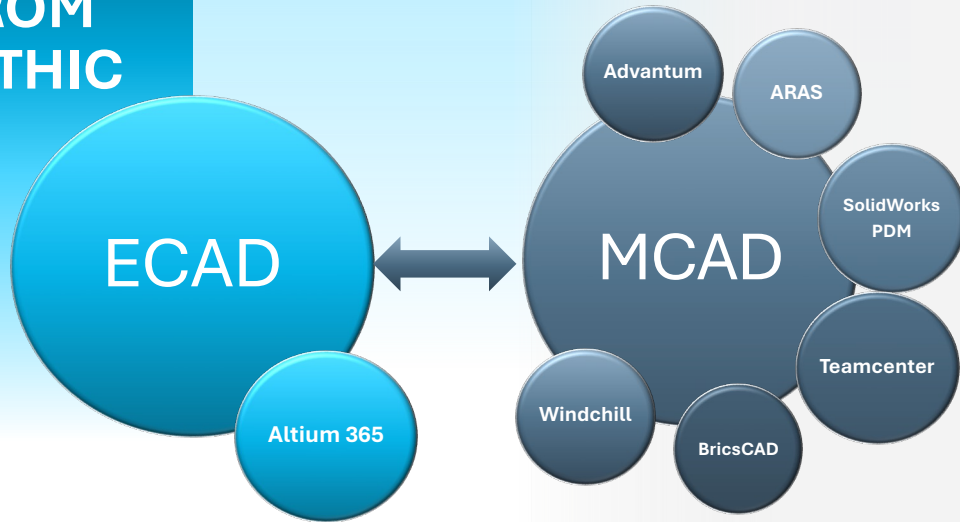
"People closest to the problem are also the people closest to the solution"
Nico Delvaux, President & CEO, ASSA ABLOY AB

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SHIFT FOCUS AWAY FROM MONOLITHIC PLM

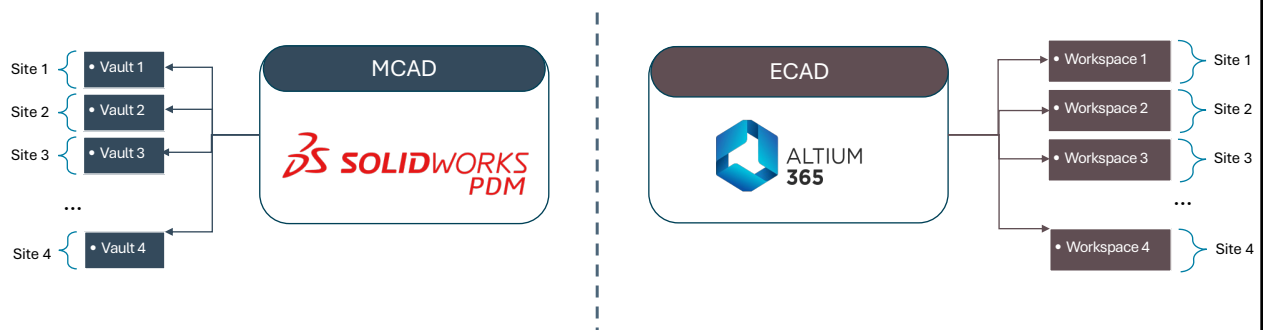


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MODULAR SYSTEMS



- STANDARDIZED FOUNDATION, SITE-SPECIFIC FLEXIBILITY
- CONFIGURABLE PER SITE
- SMALL TOOLS, BIG COLLABORATION

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TECHNIQUES WE USE

“Turning Conversations into Requirements”



User interviews → framed around *jobs-to-be-done* & motivation

5 Whys → dig deeper into root causes of resistance

Empathy mapping → capture frustrations, needs, and goals

User stories → “As a [role], I need [task], so that [value]”

Early mockups & demos → test assumptions before scaling

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Adaption as a Service – Our Key Pillars



USER CENTRIC

Built around real workflows scenarios that reflect daily tasks, not system features



MODULAR

Short, focused, and reusable lessons for just-in-time learning.



INTERACTIVE

Continuous feedback to improve usability and effectiveness.

Flipping the traditional PLM narrative from “Control everything” to “Enable everyone”

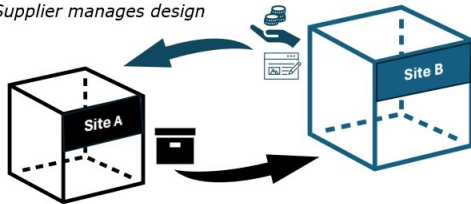
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OUR COLLABORATION SCENARIOS

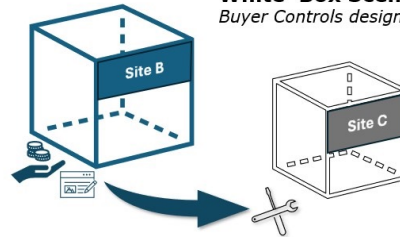
Black Box Scenario *Supplier manages design*



The **buyer** defines the system-level requirements
The **Supplier** Owns the detailed design, development and manufacturing. Deliver to the buyer as a "Black Box"

→ No co-engineering use cases

White Box Scenario *Buyer Controls design*



The **Buyer** Develops and owns the design and specifications.
The **Supplier** Manufactures according to the Buyers specifications

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Enabling Collaboration & Trust Across Sites



COMMON GROUND

- Shared language and definitions of collaboration
- Align on what collaboration means per site



TRUST

- Clear access and IP protection
- Transparent Versioning
- Data security gives confidence to share



WORKFLOW

- Defined roles, responsibilities, and expectations
- Clear review and sign-off processes
- Enhancements tied to real user needs

COLLABORATION ENABLERS

Additional Enablers

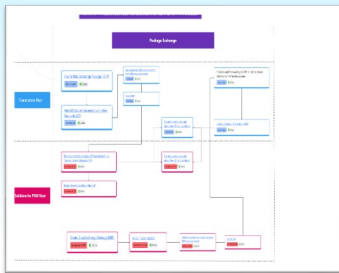
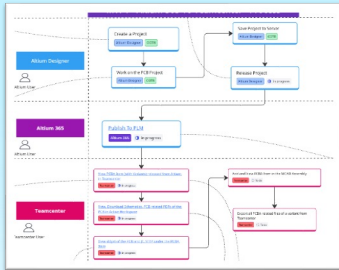
- Training and onboarding to drive adoption
- Recognition for adaption
- Supporting tools & platforms for federated approach

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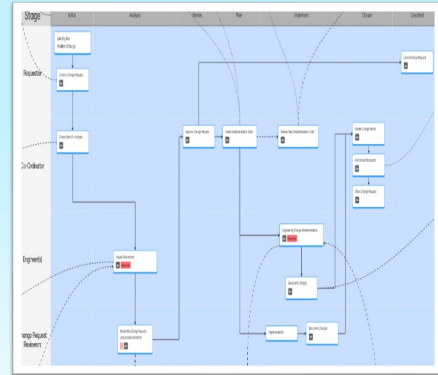
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CONNECTING SYSTEMS, EMPOWERING COLLABORATION



- Integration to enable ECAD – MCAD Collaboration.
- Federated Approach to minimize duplication.
- Package based data exchange between SolidWorks PDM and Teamcenter.



- Jira based Change Management

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Flexibility vs Governance

Balancing freedom within guardrails

Empower local integrity and responsibility, but enable **shared principles**

Local autonomy, but common structures for consistency and interoperability

Standardize integration – diverse solutions connected through common APIs, identity, and data models.

Trust as the foundation – **transparency and alignment** enables flexibility when needed



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It has started working...

Public Experience a safer and more open world

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From implementers to partners - *changes we see*



Now:
Business partnership,
people-first,
co-creation,
measuring
impact &
adoption

Result:
Simplified
and user-
driven
solutions,
trusted
collaboration

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We used to think 'here comes another tool.' Now, we think 'finally, something that helps us'

"It didn't feel like traditional training. We learned by actually doing our work"

We'd been discussing PLM for years, but we needed a simpler approach. What surprised us most was how easy it turned out to be - from implementation to getting our new projects up and running."

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TRUST BUILDING

You can't force adoption - *People will use what helps them, not because its mandated*

- Scale what's working
- Involve Users Early
- MVPs With real Value
- Aligned on The Why
- Action on feedback
- Available Support

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FAST TRACK PRODUCT DATA MANAGEMENT



Predefined workflows

- As a starting point!



Flexible

Configuration and changes can be done by local admins



Learning By Doing

Familiar environment and UI



Scalable

If the site needs more functionality the solution is seamless scalable

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REDEFINING SUCCESS



Previous success metrics focused on system usage, such as the number of logins and transactions by users.

Old Metrics



New success measures prioritize tangible impacts on user work and actively address their challenges and needs.

New Metrics



Success is now defined by solutions centered on users and the rebuilding of trust through collaboration.

Success Definition

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The Future Ahead

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LOOKING AHEAD: Building the Future

1

Modular Architecture

A modular architecture will serve as the foundation for innovative solutions and greater flexibility in collaboration practices.

2

Cross-System Traceability

Implementing cross-system traceability ensures data integrity and effectiveness without imposing heavy standardization.

3

Generative AI Preparation

Preparing for Generative AI entails leveraging clean, federated data to enhance collaborative efforts and drive efficiency.

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AI-driven Product navigation and discovery



AI-Powered Search

AI enables quick and accurate location of relevant products and documents within vast data sets.

Simplifying Complex Data

AI simplifies complex product landscapes by organizing and filtering product data efficiently.



Time Saving Benefits

Leveraging AI saves valuable time by streamlining product discovery and navigation processes.

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Automating Drawing Metadata Extraction

Streamlined Data Retrieval

Automation with UiPath extracts metadata quickly from engineering drawings, reducing manual data entry and human error.

Accelerated Project Onboarding

Automating the metadata extraction process speeds up onboarding for new engineering projects and improves overall efficiency.

Enhanced Digitalization and Accuracy

Leveraging automation provides higher data accuracy and seamless integration into digital workflows for engineering teams.



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Managing Materials

Fit-for-purpose, scalable platform that turns fragmented material data to a part of a **connected ecosystem**.

Key pillars:

- ✓ **Unified & connected data** → one source of truth
- ✓ **Scalable architecture** → future-ready for new tools and regions
- ✓ **User-centric design** → easy to understand, easy to use

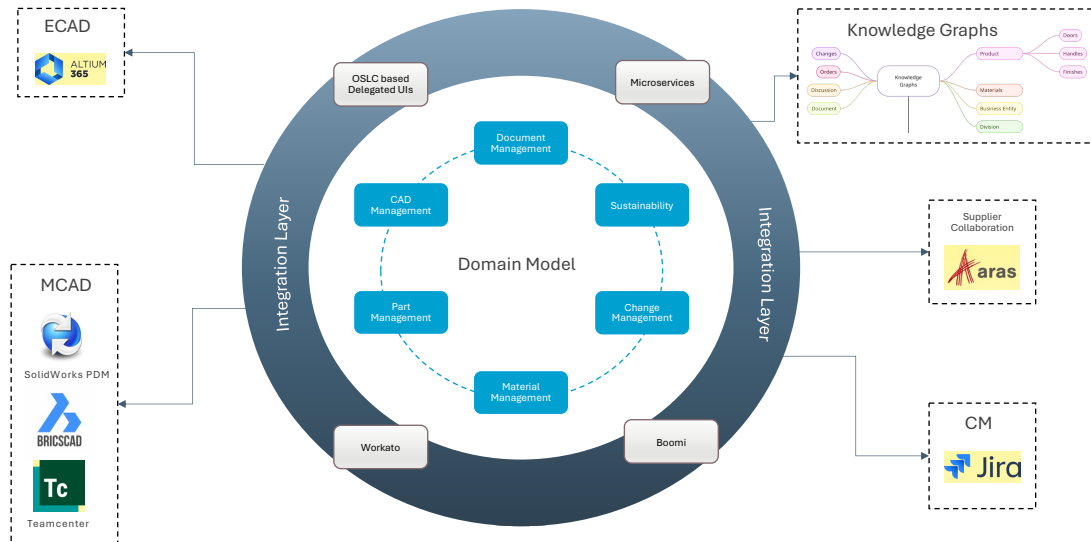


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DOMAIN MODEL BASED INTEGRATIONS



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OUR DIGITAL THREAD(S)

We're not replacing systems - we're **connecting knowledge.**

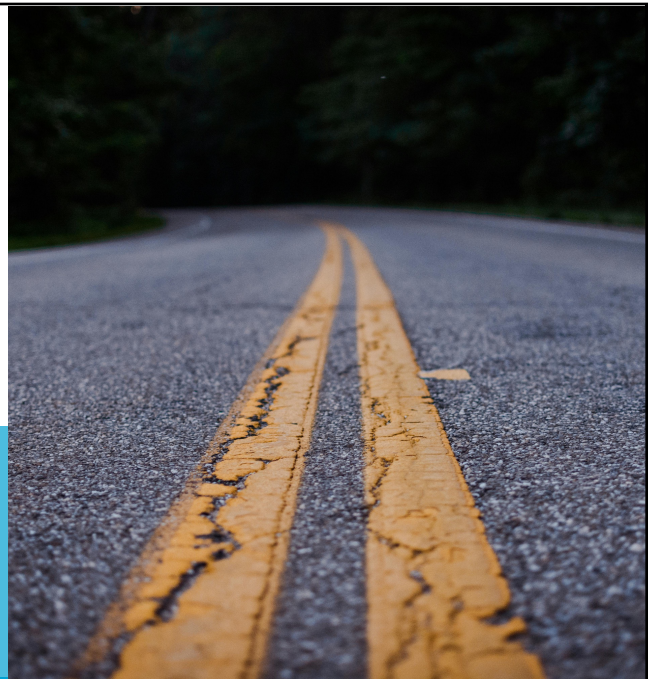
Our digital thread(s) is our **living network of product information**, built for evolution, collaboration, and intelligence.

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OUR LEARNINGS

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Experience a safer and more open world

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EMPOWER, DON'T ENFORCE!

*We're not only
building systems
to manage data -
we're building
them to support
people!*



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Vision and Communication

*Communication isn't just
about delivering
information - it's about
shaping behavior and
building trust*



Explain the **WHY**
(purpose, value, impact)



Link change to
business goals



Use storytelling &
success stories



Use inclusive language



Let early adopters also
help to carry the story



Always answer - **What's
in it for me?**

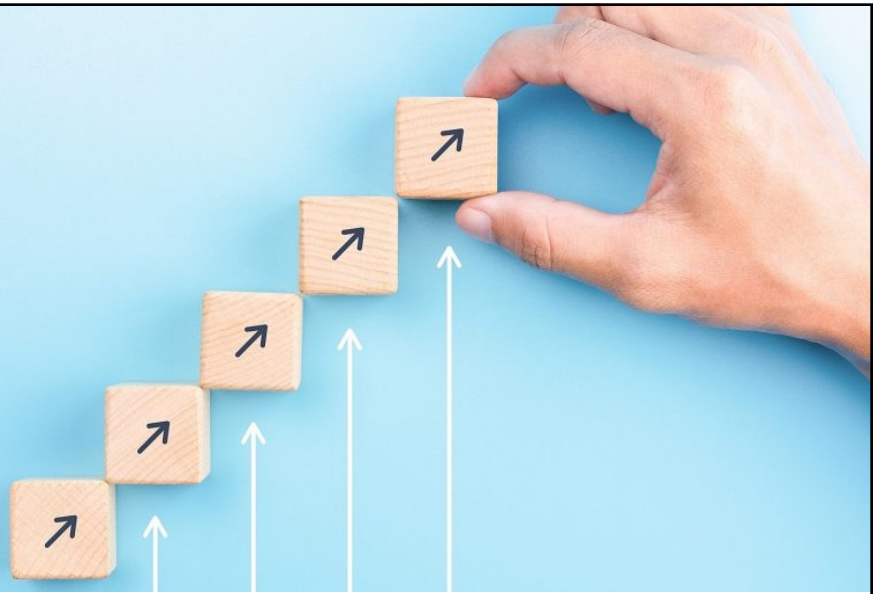
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START SMALL – SCALE UP

*Don't scale one system,
scale the capacity to adapt,
solve, and grow – continue to
scale what works*



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TRAIN, BUILD TRUST AND REPEAT



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MAP PAIN POINTS BEFORE MAPPING SYSTEMS

COMMIT, COMMUNICATE
 COURSE-CORRECT IF NEEDED.



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SIMPLICITY

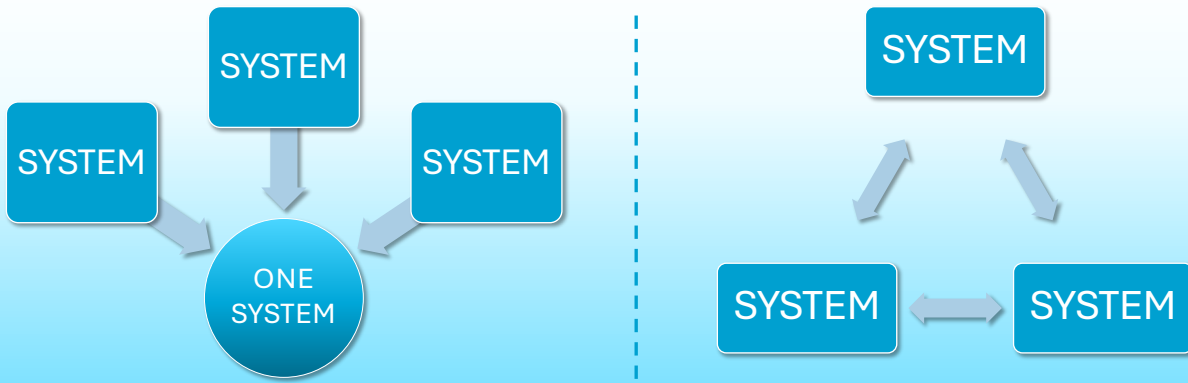


simple is sustainable.

| | | |
|--|--|--|
| <p>Clarity First</p> <p>A simple interface encourages user engagement and enhances satisfaction through straightforward navigation.</p> | <p>Tangled Lines</p> <p>Complexity needs to be minimized to create a more efficient workflow and reduce cognitive load.</p> | <p>User Focus</p> <p>Prioritizing user needs helps create a seamless experience ensuring that technology serves its intended purpose.</p> |
|  <p>Embrace simplicity for enhanced usability today!</p> | | |

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CONSOLIDATE WHEN NEEDED, ENABLE COLLABORATION WHEREVER POSSIBLE



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Q & A

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**SCAN THE QR CODE!
PLEASE GIVE ME FEEDBACK
ON MY PRESENTATION**

Thank you

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