

# HUMANS CANNOT BE TRANSFORMED!

Digital Transformation goes faster and faster – help is needed for humans.

## PLM Road Map™ & PDT Europe 2025

*PLM's Integral Role in Digital Transformation From Strategy to Execution*

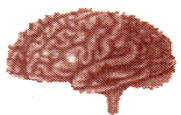
*Elevating PLM to an Enterprise Business Solution,*

*the PLM Professional's Road Map to Success*

**CIMdata**<sup>®</sup>

5 & 6 November

**-eurostep-**



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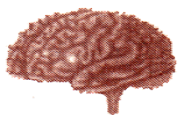
*The Know-How to Know Now*



**Jos Voskuil**

[www.virtualdutchman.com](http://www.virtualdutchman.com)

TODAY'S PACE HAS  
EXCEEDED THE  
COMFORT OF LINEAR  
BUSINESS PARADIGMS



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# Three major transformations impacting society

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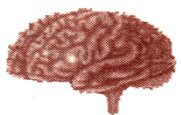
- The Agricultural (r)evolution  
Thousands of generations



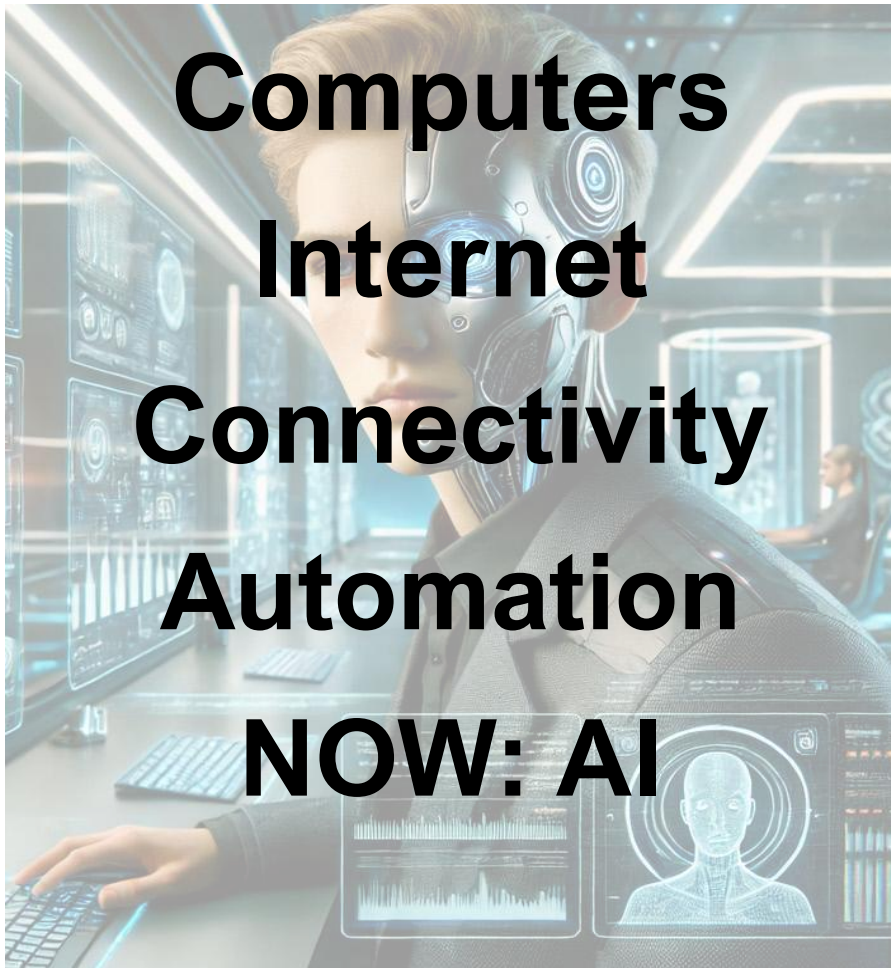
- The Industrial revolution  
Two perhaps three generations



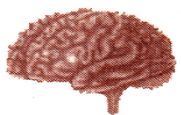
- The Knowledge revolution  
Less than a generation !



# The Knowledge Revolution (20th Century - Present)



**Less than a generation !**

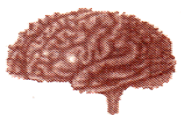
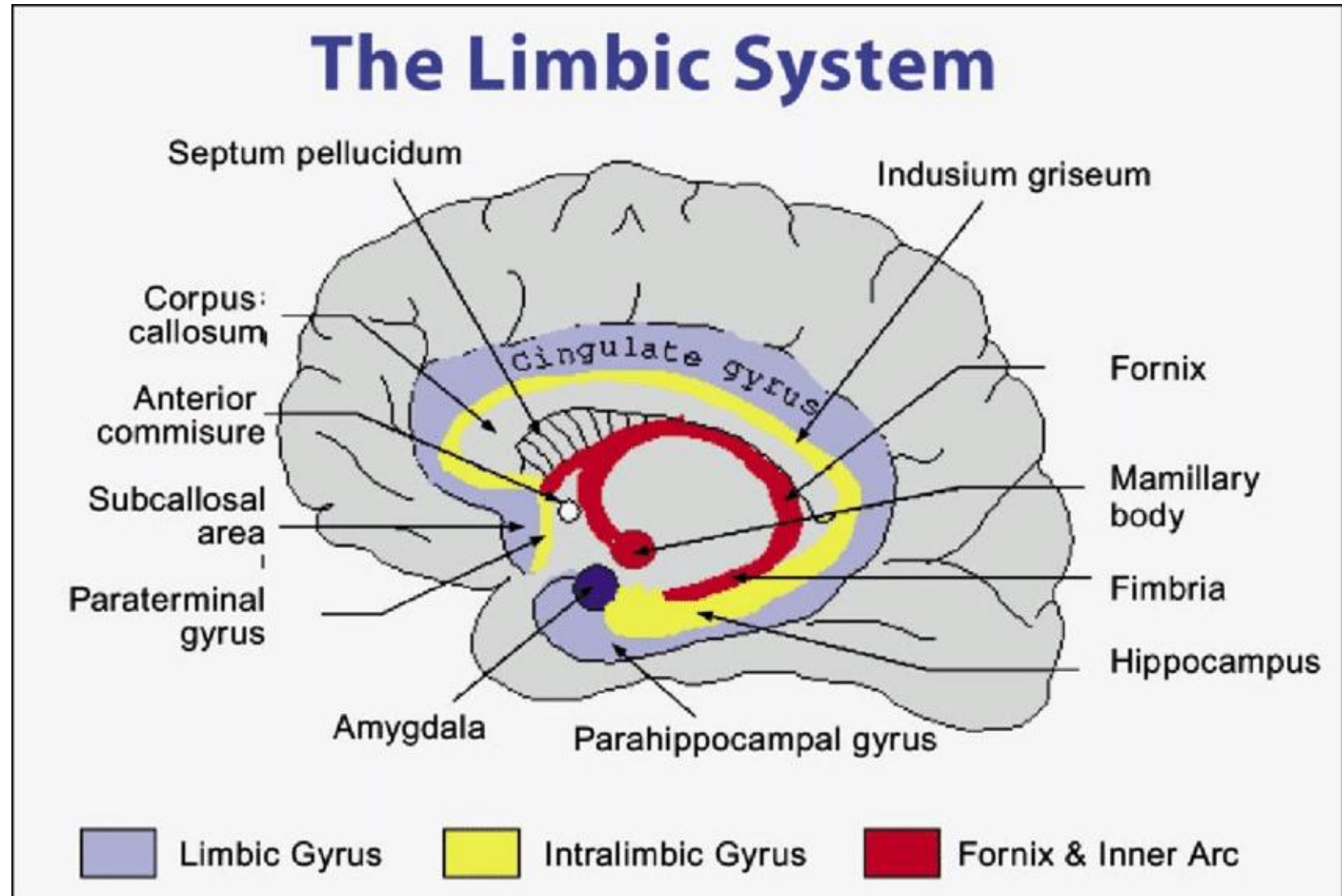


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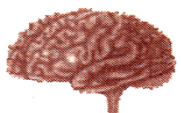
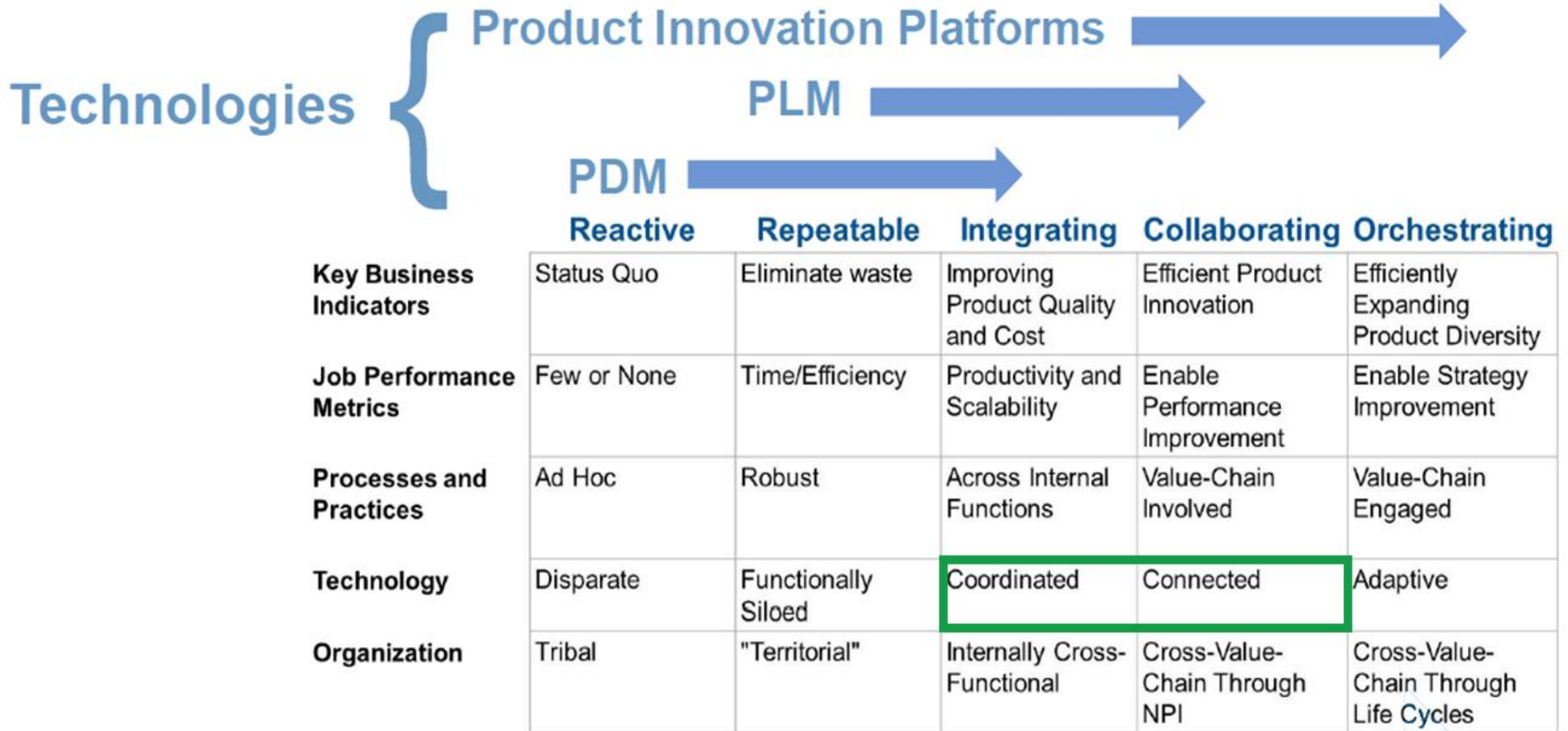
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# Warning: The Limbic System is still driving us

- Individual survival
- Short term
- Fear of losing is stronger than desire for new
- Thinking fast

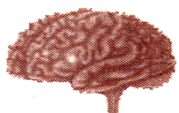


# From Digitization to Digitalization – a transformation

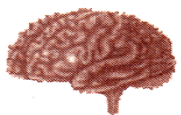


# From Digitization to Digitalization – a transformation

	Integrating	Collaborating	Orchestrating
	Improving Product Quality and Cost	Efficient Product Innovation	Efficiently Expanding Product Diversity
	Productivity and Scalability	Enable Performance Improvement	Enable Strategy Improvement
	Across Internal Functions	Value-Chain Involved	Value-Chain Engaged
	Coordinated	Connected	Adaptive <b>enabled by AI</b>
	Internally Cross-Functional	Cross-Value-Chain Through NPI	Cross-Value-Chain Through Life Cycles
	< 2015	> 2015 - Now	Soon



# COORDINATED



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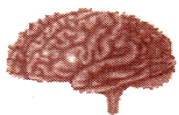
# The coordinated approach – my observations

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- ✓ PLM – there is a logical order
- ✓ PLM – it is a lot about technology
- ✓ PLM – a System of Record
- ✓ PLM – the **Single Source of Truth?**

## Success depends on:

- People expectations, Usability, Politics & People
- Being aware of the need to share
- Being motivated by incentives to share



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# We need the coordinated approach as a baseline!

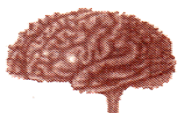
- ✓ Don't change your PLM infrastructure radically
- ✓ (Human) Interfaces between disciplines/systems
- ✓ There is always legacy

## Change is needed – when?

- Competition
- New generation workforce
- **Sustainability**



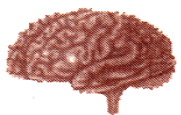
A challenge without a burning platform  
No bold decisions!



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# CONNECTED



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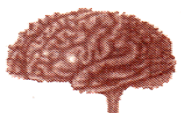
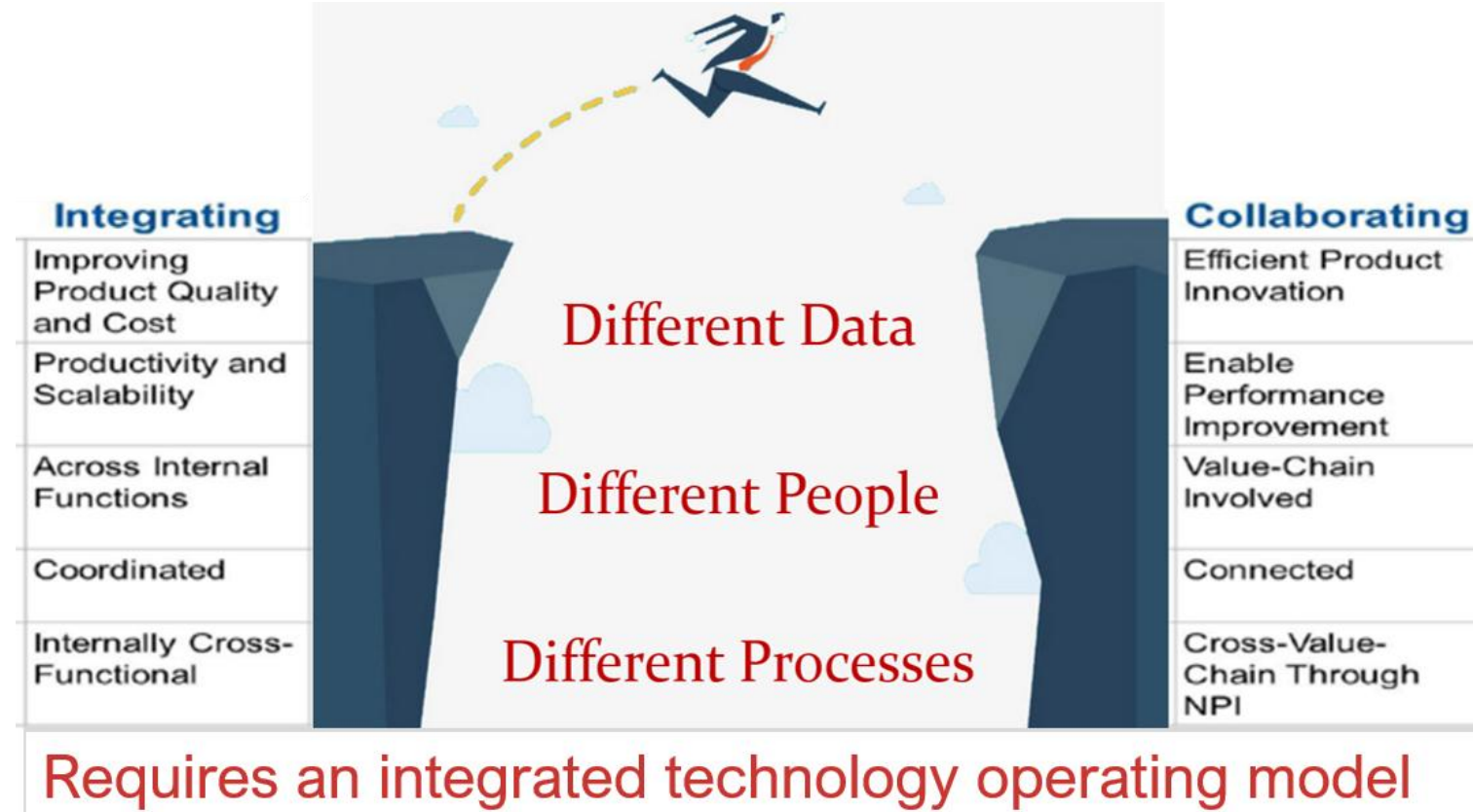
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# Starting the connected approach: 2018 till now

- ✓ From ownership to accountability of data
- ✓ Fast – close to real-time
- ✓ Foundation for Digital Thread and Digital Twin

However:

- Legacy, Legacy, Legacy
- We are not there yet .....
- Completeness of technology, skills, matching organization



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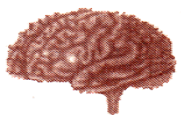
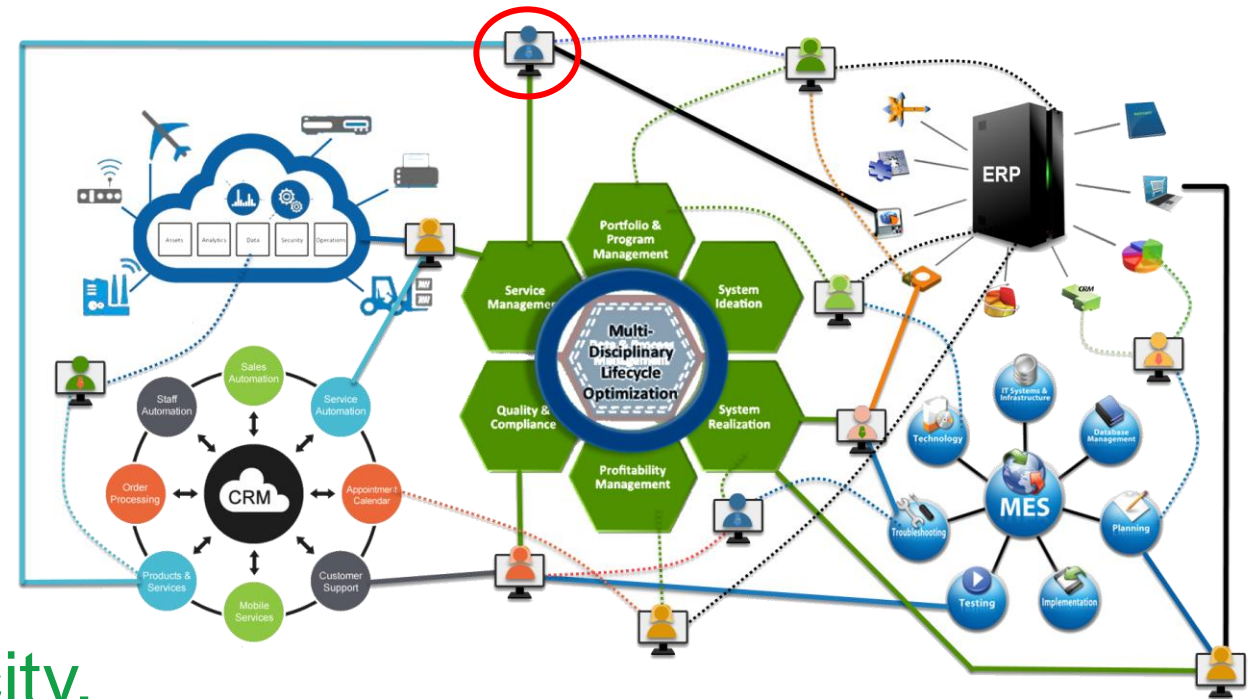
# The connected approach is a real **business** transformation

- ✓ Introducing **Systems of Engagement**
- ✓ Federation of connected platforms
- ✓ **Nearest Source of Truth and Single Source of Change**

However:

- It does not happen (fast)  
Legacy, Legacy, Legacy
- How to create digital threads (with legacy)?

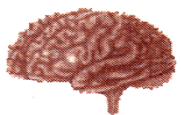
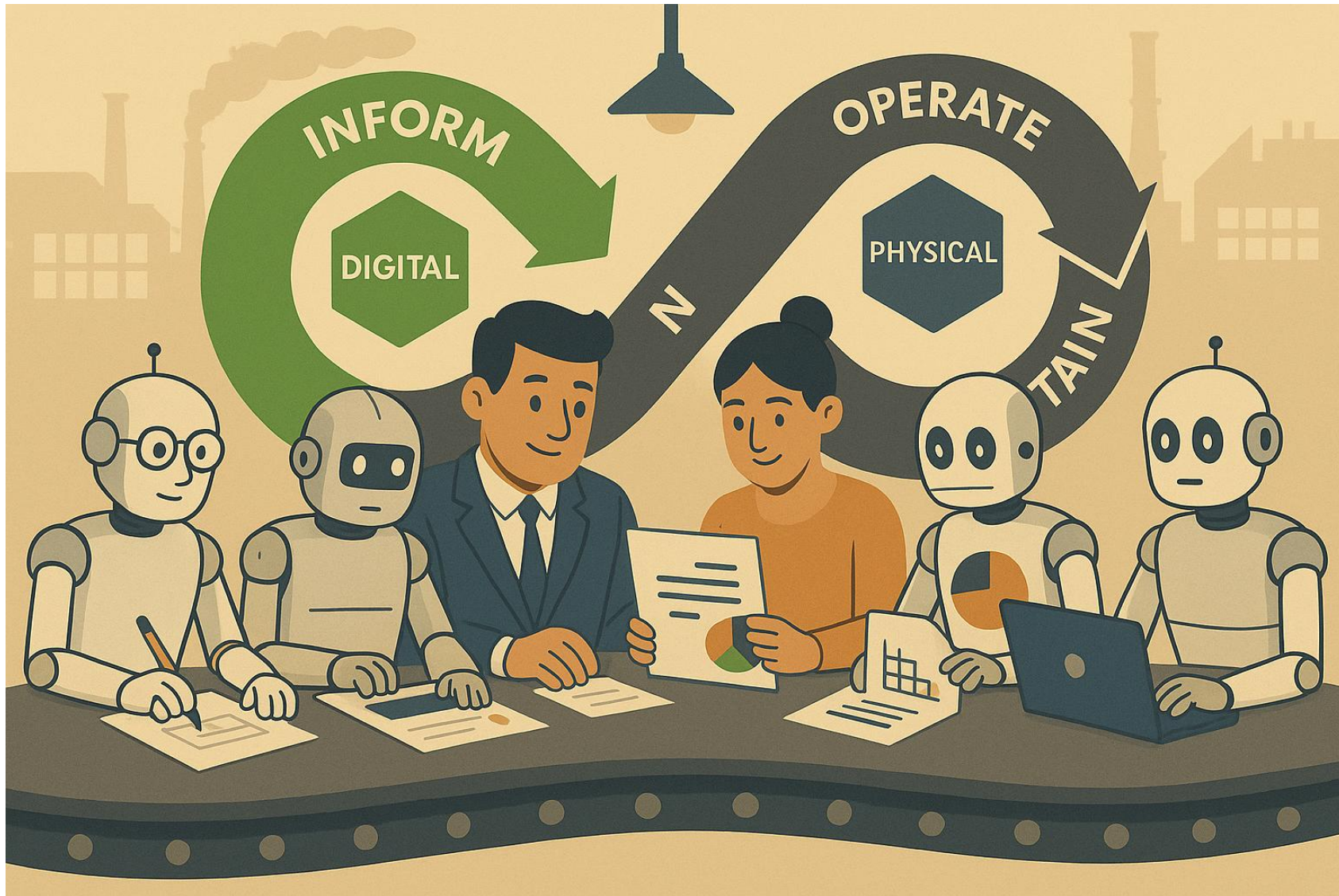
+ **Sustainability as a driver:**  
regulations, materials scarcity,  
Product Service System (new business models)!



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# AI – enabled



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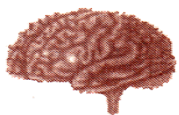
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# And now : AI – enabled support for PLM

- ✓ AI – agents
- ✓ Automation and Augmentation
- ✓ Combines the Coordinated and Connected approach
- ✓ Breaks down all the information siloes

However, success depends on:

- Data quality
- People skills
- The business case(s) beyond the hype



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# AI – enabled support for PLM – a **human** transformation!

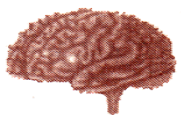
- ✓ **System of Intelligence**
- ✓ Less dependency on the human brain as knowledge repository
- ✓ **The most likely Truth**

However, success depends on:

- Business transformation, must be driven by people
- The challenge for AI:
  - to assist in reasoning!



This creates stress in our society



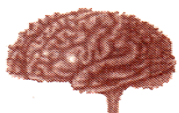
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# What, Me Worry?

## Integrating Collaborating Orchestrating

Improving Product Quality and Cost	Efficiently
Productivity and Scalability	Understanding Product Diversity
Across Inter-Functions	Strategy Alignment
Coordinated	Adaptive <b>enabled by AI</b>
Internally Cross-Functional	Cross-Value-Chain Through Life Cycles



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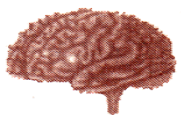
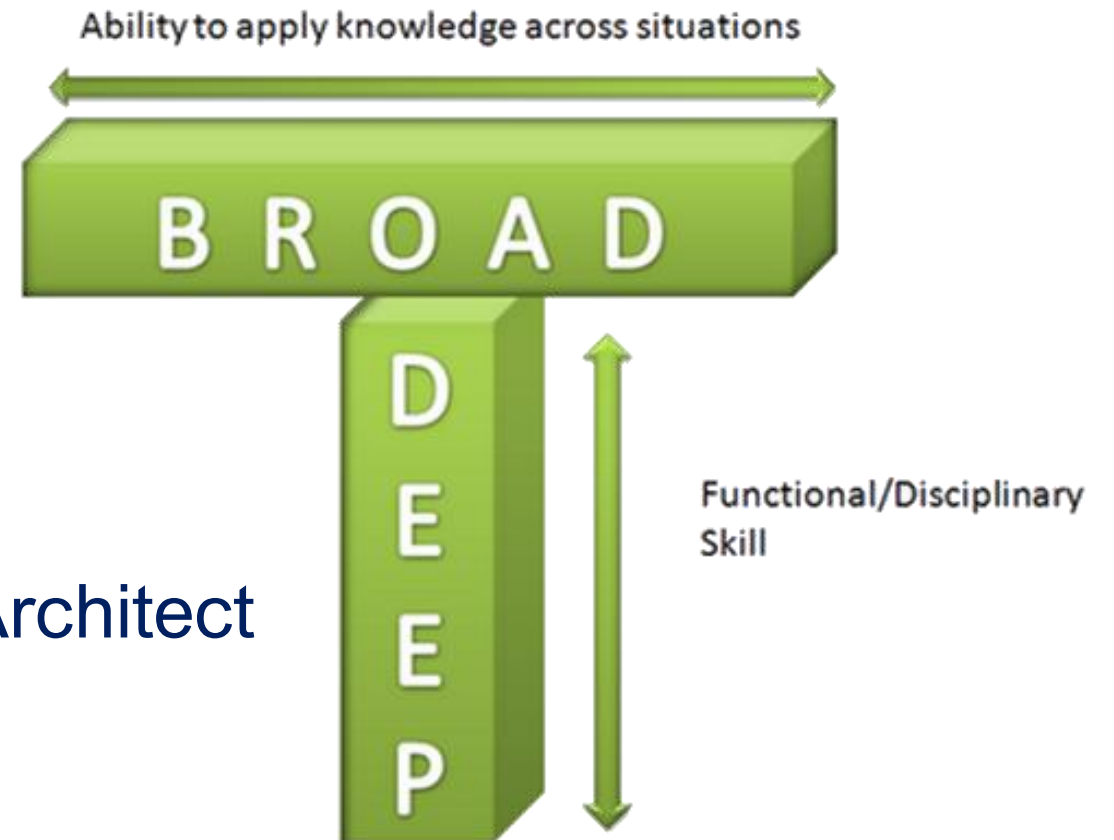
# #1 Stay relevant

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## What and where is your human added value?

Companies will increasingly develop into skills-based organizations!

- The T-based profile
  - Human relations are crucial
  - Be an optimist!
- In PLM terminology: a Solution Architect



# #2 be ready for uncertainty

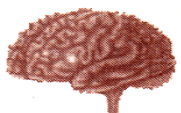
## Fixed job profiles will become less important

- Is your company's business model under pressure?
- Understand your passion and strengths – think about your personal future.

### Bring on the personal trainers

Probability that computerisation will lead to job losses within the next two decades, 2013  
(1=certain)

Job	Probability
Recreational therapists	0.003
Dentists	0.004
Athletic trainers	0.007
Clergy	0.008
Chemical engineers	0.02
Editors	0.06
Firefighters	0.17
Actors	0.37
Health technologists	0.40
Economists	0.43
Commercial pilots	0.55
Machinists	0.65
Word processors and typists	0.81
Real estate sales agents	0.86
Technical writers	0.89
Retail salespersons	0.92
Accountants and auditors	0.94
Telemarketers	0.99



# #3 be a positive, curious team player

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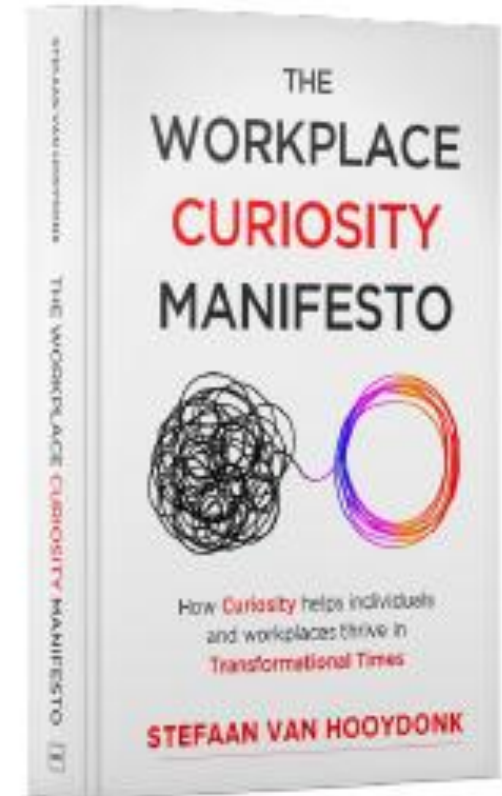
Embrace lifelong learning *driven by curiosity*

- Including re- and upskilling,
- Individual resilience.
- The ability to work in a team



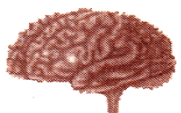
As a company – take care of your valuable resources → the people. Therefore:  
Enable them to learn – Google Fridays ?

Force yourself to learn - ½ day per week?



Gothenburg – 2022

“A 21<sup>st</sup> century skill”



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# BONUS for companies: Don't aim for perfectionism

- Don't jump on a total new solution

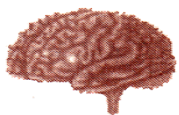
MVP instead of POC & Waterfall  
Learning instead of testing!

- Focus on expected business value  
not necessarily efficiency
- Aim for a direction, there is no  
fixed point at the horizon.



*“We can't stop the bus, but we can steer it.”*

**Dario Amodei**



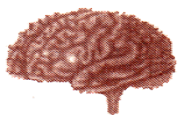
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# Connect with the right people and enjoy the journey!



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



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