# **PLM SPECIAL**

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### **CXO-** Insight

here has been a lively and While both are key critical participants, manufacturing industry whether Product Lifecycle Management (PLM) an engineering-centric initiative or as an IT initiative. Which one leads to a more successful PLM implementation?

the real value and ROI from PLM across manufacturing, procurement,

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## **Critical Steps for a Successful** PLM Implementation -**A CIOs Cheat Sheet**

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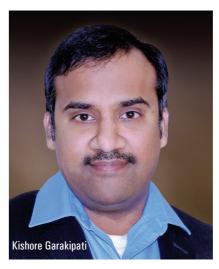
husiness units.

Many manufacturing companies fierce debate in today's the COO or CTO, independently face this dilemma every day when should own the PLM initiative to drive beginning their PLM journey. PLM first emerged in the market as a system for managing engineering processes and deployments should be approached as engineering, quality control, warranty CAD data. It now has become the key management and IT. Engineering has a central enterprise application that all huge stake in the success of the project systems are connected to. Today, it is the and implementation to fulfill new product dominant enterprise system that captures The answer is neither, and both. design requirements. The CIO ultimately the complex synergies and interactions is also responsible for the of manufacturing, procurement, IT, successful implementation, engineering, quality control and warranty maintenance, and support management. Manufacturing leaders of the PLM application. that are reaping the maximum benefits Both need to agree upfront of moving their products to market on their collaboration and faster and engineering cost efficiencies responsibilities as a are using a world-class PLM system. team with all Their successful PLM implementations the other are combining leaders and teams from engineering, finance, sales, manufacturing, quality and IT executive decision makers.

> In order to achieve the best results from PLM, CIO's are addressing it as an enterprise level deployment and aligning their engineering, manufacturing, procurement, quality control, warranty management and IT strategies with four main building blocks for success:

#### Start with One Goal. One Mission:

Before developing the strategy and roadmap for a PLM deployment, CIO's should first focus on expediting the alignment process and appoint executivelevel champions of this initiative. Lead the initiative with a common goal and mission that encompasses engineering,



manufacturing, procurement, quality. warranty and IT processes and systems. Outline the objectives PLM will achieve for all environments from a people, process, and systems standpoint to set a 'One Goal. One Mission' framework.

#### Form a Core Team for Program Management:

Many organizations sometimes think IT can do it alone, this is a cardinal mistake. Assign a core team inclusive of all these stakeholders with experienced expert external consultants to architect the vision and maintain a balance during program management of the initiative. This core team helps bridge the gap between all business units including the primary stakeholders such as engineering, manufacturing, procurement and IT



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functions and ensures greater results to skills and the software functionalities for achieving the common goal.

#### Evaluate PLM Software Benefits for All Business Units:

Choose the right PLM software that yields the highest return for the overall business and product sales. This means not just Non-IT departments that are handling IT and engineering, but manufacturing, PLM initiatives and the IT team are procurement, warranty and quality control. imperative. Develop the PLM strategy Evaluating the total cost of ownership around the overall IT infrastructure (TCO) for the entire business enterprise is critical for the highest return. Major and the Future State of all enterprise IT criteria to include in the evaluation: the impact of engineering productivity and process improvements, manufacturing efficiencies, tracking reduction of warranty key stakeholders to not only communicate liability and quality control validation. The IT team resource

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the user community are equally important.

#### Communicate IT Infrastructure **Readiness across All Teams:**

Proactive communications across all business units, especially between the readiness outlining the As-Is environment systems that will be impacted by the enterprise PLM system. Evaluating the full infrastructure requirements enables

more effectively across teams but also plan a budget and make better decisions together throughout the PLM initiative.

• For example, stakeholders may need to evaluate managing manufacturing-BOM in a PLM technology layer versus in an ERP technology layer and the tradeoffs to take by implementing in either of the enterprise systems.

• Another example is when IT teams need to make a final decision on the underlying database software (Oracle vs. MS SOL) to host and standardize the ERP and PLM technologies in one single database platform.

These building blocks are essential for managing a successful PLM implementation in today's manufacturing environment. PLM has shifted from an engineering-centric initiative to the key enterprise-wide initiative connecting all business operations that touch the product lifecycle and the bottom line profit. Building a common goal with a strong core team that represents all key stakeholders will ensure the PLM deployment produces efficiencies in manufacturing and success across the enterprise. CR